

# The Salvation Army's Gender Pay Gap Report 2018

## Introduction

Employers with 250 or more employees have been required by law to publish gender pay gap information from 2017 onwards, based on snapshot data from 5 April each year. This report has been prepared in line with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

## Summary of gender pay gap report

Data snapshot date: 5 April 2018

The mean gender pay gap for The Salvation Army is 14.2%

The median gender pay gap for The Salvation Army is 6.5%

The mean gender bonus gap for The Salvation Army is 0%

The proportion of male employees in The Salvation Army receiving a bonus is 0%

The proportion of female employees in The Salvation Army receiving a bonus is 0%

The Salvation Army pay quartiles (number of employees in each band) are as follows:

Band	Males	Females	Description
A	192	704	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	288	608	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	272	624	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	360	536	Includes all employees whose standard rate places them above the upper quartile

This shows The Salvation Army's workforce divided into four equal-sized groups based on hourly pay rates, with Band A including the lowest-paid 25% of employees (the lower quartile) and Band D covering the highest-paid 25% (the upper quartile). In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each Band.

## Comparison to 2017 report

The mean gender pay gap has shown a slight increase of 0.3%.

This is explained by the stable distribution of male to female employees in Band A (1% change) and Band D (0% change). This means that the average pay figure continues to be affected by a disproportionate number of female employees in Band A as compared to Band D.

The median pay gap has shown a decrease of 2.8%.

This is explained by an increase of 6% to female median pay, as compared to a 2.8% increase in median pay for male employees. This has also resulted in a proportionate decrease of male employees in Band 3 (-2.8%) and increase of male employees in Band 2 (3.9%). The increase to the median pay of female employees is driven by recruitment of new employees and pay increases to existing female employees into roles that fall within the pay range of Band 3 (roles paying £9.75- £13.38 per hour)

## **What are the underlying causes of The Salvation Army's gender pay gap?**

The underlying causes of The Salvation Army's gender pay gap remain as in the 2017 report. The Salvation Army's gender pay gap continues to be the result of the differing roles in which men and women work within the organisation and the salaries these roles attract.

There are a higher proportion of front-line employees who are women, while there are a lower proportion of women who are managers. This can be seen above in the table depicting pay quartiles by gender. However, within The Salvation Army, 78.6% of the employees in Band A are women and 21.4% men. The percentage of male employees increases throughout the remaining Bands up to 40.2% in Band D. This means the overall gender pay gap favours male employees, because there are proportionately more male employees in higher paid roles.

The distribution of part-time and relief roles across the organisation disproportionately affects female employees. In Band A, 92% of roles are relief or part-time, whereas in Band D, this falls to 13%. The availability of part-time senior roles disproportionately affects the career progression of female employees.

These causes continue to underpin gender pay gaps across the UK economy as a whole. Men are more likely than women to be in senior roles, women are more likely than men to be in front-line roles, men are more likely to be in technical roles attracting higher rates of pay, women are more likely than men to have had career breaks and are more likely to work part-time in lower paid roles.

The Salvation Army continues to be committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

## **How does The Salvation Army's gender pay gap compare with that of other organisations?**

The vast majority of organisations have a gender pay gap, and we are pleased to be able to say that The Salvation Army's gap compares favourably with that of other organisations, including those within other religious organisations.

The median gender pay gap for the whole economy (according to the 2017 ONS ASHE figures) is 18.4%, while for the activities of religious organisations category it is 10.5%. At 6.5%, The Salvation Army's median gender pay gap is lower than both that for the whole economy and that for our sector.

### Comparison with other organisations

	The Salvation Army	2017 ONS ASHE all sectors	2017 ONS ASHE - activities of religious organisations
Median gender pay gap	6.5%	18.4%	10.5%

### What is The Salvation Army doing to address its gender pay gap?

While The Salvation Army's gender pay gap compares favourably with that of organisations both across the whole UK economy and with other religious organisations, this is not a subject about which The Salvation Army is complacent, and it is committed to doing everything it can to reduce the gap.

Since the 2017 report, The Salvation Army's actions to promote gender diversity in all areas of its workforce include the following:

- Starting to work on an organisation-wide review of pay structures and strategy, due for implementation during 2019. Early predictions suggest this will improve the mean gender pay gap by 3.8%;
- In October 2017, awarded a larger cost of living increase to those paid under £8.45 per hour, which proportionately benefited female employees; and
- In January 2018, introduced a minimum hourly rate for Salvation Army employees that is above the National Living Wage rate, which proportionately benefited female employees

None of these initiatives will, of itself, remove the gender pay gap – and it may be several years before some have any impact at all. In the meantime, The Salvation Army is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress it is making.

In the coming year, The Salvation Army is also committed to:

- Extending its evidence-gathering to include qualitative data. It will do this through a survey and focus groups across all areas and levels of the organisation to identify the barriers (and the drivers) for female employees;
- Increasing its quantitative evidence base, with the proportions of men and women applying for jobs and being recruited; the proportions of men and women leaving the organisation and their reasons for leaving; and the take-up of flexible working arrangements by gender and level within the organisation;
- Introducing an agile working policy;
- Working with managers to increase the number of jobs at all levels advertised as flexible, part-time or a job share; and
- Introducing a development programme for potential managers and leaders with children.

This report was approved by the SATCo (Salvation Army Trustee Company) board in January 2019.

I, Lieut-Colonel Beverley McCombe, Secretary for Personnel, confirm the information in this statement is accurate.

Signed

A handwritten signature in black ink that reads "Beverley J. McCombe." The signature is written in a cursive style with a large initial 'B' and a distinct 'J'.

Date 11 March 2019