

## saha's GENDER PAY GAP REPORT 2021

### INTRODUCTION

As saha employs more than 250 people, we are required by law to publish an annual Gender Pay Gap Report in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This report shows the difference in average female earnings compared to average male earnings.

The Gender Pay Gap looks at the difference in the average pay of men and women in an organisation. At saha, as at April 2021, the average difference in pay was 24.69% between men and women, which means the average salary for men is 24.69% higher than the average salary for women. These figures are calculated from a colleague population that is 68.5% female and 31.5% male.

There is a high proportion of female workers within support roles, encouragingly, with women making up 68% of the workforce, 71% of managerial roles are filled by women. Our wider leadership team encompassing the Executive Management team and Heads of Service is made up of 28% of women.



### saha's POSITION

saha operates nationally and in an environment where what we are able to pay is often not completely within our control. We have more women than men in front-line roles, for example within the Support sector, where salaries are often lower. In many cases within the Support sector, what we are able to pay is set by external market factors, such as the contract price set by commissioners.

The Support sector has a much higher proportion of women in front line roles and statistically, our services attract more females with many of our schemes outside London, compared to manager and specialist roles in the rest of the business. Within the London area, salaries also tend to be higher than the rest of the UK.

### EQUALITY OF PAY

We are committed to equality of opportunity and as of April 2021, saha is a committed UK living wage provider. We have a fair approach to reward and we pay our colleagues salaries that are proportionate to the complexity of each role, and in line with our ethos and objectives. Our approach to how we reward our colleagues is by focusing on reviewing the roles not the people in those roles. We achieve clarity and transparency through working with external benchmarking providers. We ensure we remain competitive within the market by benchmarking our salaries triennially in line with market trends.

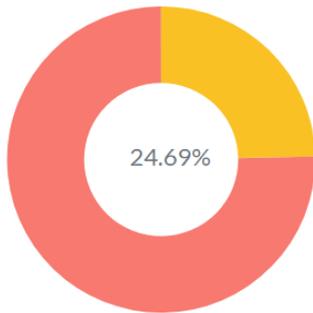
We value the diversity, expertise and passionate commitment of all our colleagues. The difference in pay between genders is reflective of how women and men are distributed throughout the organisation. Men and women doing the same roles are paid equally in saha. However, the report statistics reflects how a bigger proportion of women are in lower paid roles.

### MEAN / MEDIAN / QUARTILES

saha is required to publish the difference in 'mean', 'median' and quartiles as this is a good indication of how salaries of men and women are spread throughout an organisation:

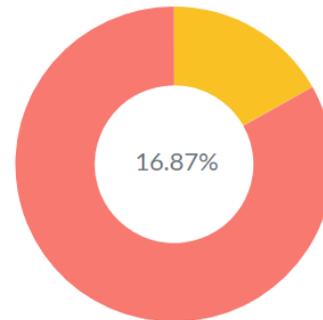
**MEAN**

This is calculated by adding all the men's salaries and dividing by the number of men in the organisation, then adding all the women's salaries and dividing by the number of women. The mean Gender Pay Gap is the difference between these two numbers. Our mean gender pay gap is:



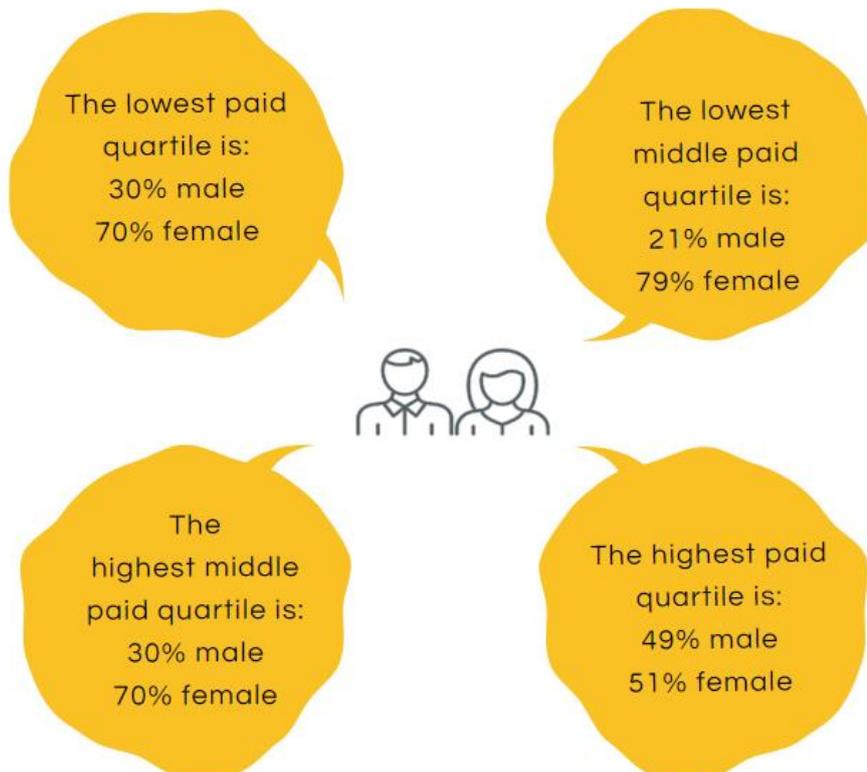
**MEDIAN**

This is calculated by sorting all the men's salaries by size and selecting the middle salary, then sorting all the women's salaries by size and selecting the middle salary. The median Gender Pay Gap is the difference between these two figures. Our median gender pay gap is:



**QUARTILES**

This is where all the salaries - men and women - are sorted by size and divided into equal quarters. saha has to publish the percentage of men and women in each quarter; this shows how men and women are distributed throughout the organisation by salary brackets:



## ADDRESSING THE GENDER PAY GAP

We are committed to addressing our gender pay gap and commit to;

- ensure salary ranges are advertised on job vacancies where appropriate
- conduct a full review of our pay and reward offering to ensure consistency and fairness
- conduct a full review of our recruitment and selection policies and practices, and their practical application, to ensure they reflect saha's values and best practice
- create and implement a full recruitment strategy including upskilling of our hiring managers with a focus on skills and abilities such as role profiling, interview techniques and discrimination / unconscious bias training
- conduct a full review of our family friendly policies and procedures review our flexible working arrangements to enable more equal sharing of work and childcare between men and women so that both can fulfil their potential at work

In order to be able to address our gender pay gap, we need to understand what is driving it. By conducting a full review of our pay and reward offerings, recruitment and selection processes and our family friendly policies etc., we aim to identify areas of improvement, which we will then prioritise and action accordingly to reduce our gender pay gap moving forward.

## DECLARATION

I, Nigel Hills, Chief Executive, confirm that the information in this statement is accurate.

**Signed:**



**Date:**

04 January 2022