

## Saha's GENDER PAY GAP REPORT 2023

### INTRODUCTION

Our mission is to Transform Lives by providing solutions to homelessness and enabling customers to develop their own potential. Fundamental to delivering our mission is a happy, dedicated and engaged workforce.

We are committed to ensuring equality across all employees at Saha and one of the key ways we monitor this is by reporting annually on our Gender Pay Gap. The Gender Pay Gap looks at the difference in the average pay of men and women in an organisation. At Saha, as at April 2023, the average difference in pay, using the mean, was 15.58% between men and women, which means the average salary for men is 15.58% higher than the average salary for women. These figures are calculated from a colleague population that is 67.99% female and 32.01% male.

There is a high proportion of female workers within support roles, encouragingly, with women making up 67.99% of the workforce, and filling 76% of managerial roles (excluding the Leadership team). Our wider leadership team encompassing the Executive Management team and Heads of Service is made up of 40% 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 2023, Saha is a median market paying employer. 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 by benchmarking our salaries in line with market trends which will be completed annually going forward.

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 reflect how a bigger proportion of women are in lower paid roles.

We are also committed to producing a diversity pay gap report in 2023.

## MEAN / MEDIAN / QUARTILES

Saha looks at 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:

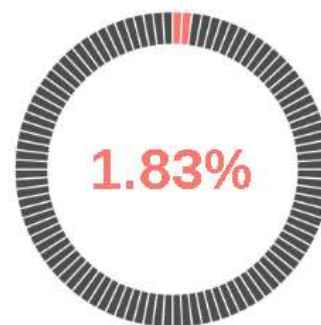
### MEAN

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:



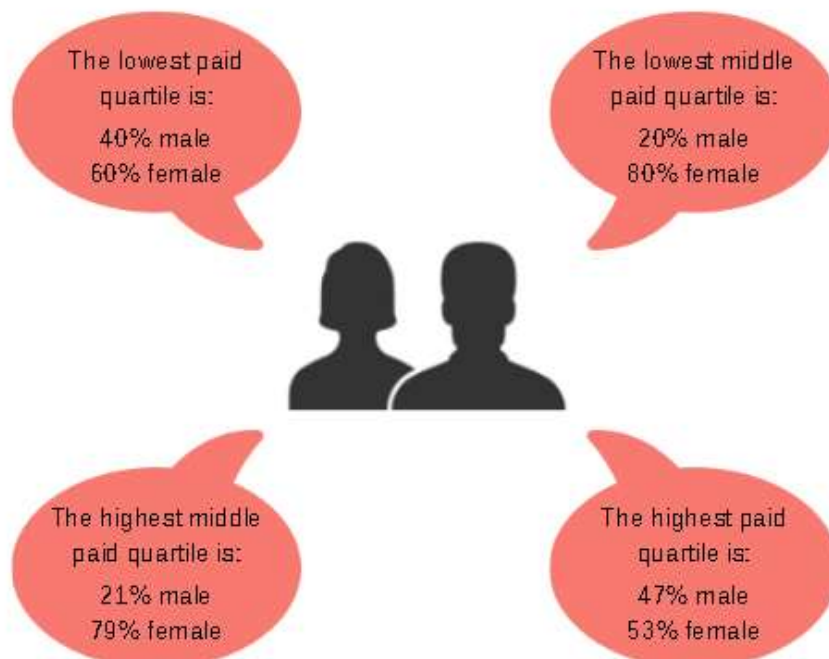
### MEDIAN

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 publishes the percentage of men and women in each quarter; this shows how men and women are distributed throughout the organisation by salary brackets:



## **WHAT IS Saha DOING TO ADDRESS ITS GENDER PAY GAP?**

We are absolutely committed to addressing our gender pay gap and are working on the following initiatives:

- Continually reviewing our employee benefits, ensuring our offering is fair and consistent, implementing transparency with our new pay structure and encouraging conversations on pay through our employee forum
- Continually reviewing and improving our recruitment and selection practices, and their practical application, to ensure they reflect Saha's values (Servant Leadership, Passion, Inclusion, Respect and Effectiveness). We continue to aim to create a diverse talent pool and create an employee referral program, conducting skill based assessments and structured interviews
- Continuing to develop our management team, focusing on skills and abilities such as role profiling, interview techniques and discrimination / unconscious bias training
- Developing career pathways by identifying critical posts for career development and offering training/apprenticeships to help certain groups have opportunities
- Ensuring workplace flexibility for all existing and future employees by promoting our hybrid working methods, flexible working and promoting family friendly policies
- Operating an Equality, Diversity and Inclusion (EDI) steering group to own and lead on the EDI strategy and action plan
- Promoting positive action to improve equality through job adverts and training opportunities

## **DECLARATION**

I, Lynne Shea, Chief Executive, confirm that the information in this statement is accurate.

**Signed:**

**Date:**



15 September 2023