



Gender Pay Gap Report **As at 5 April 2025**

The Company

Salvation Army Trading Company Ltd (SATCoL) is the trading arm of The Salvation Army in the UK and Republic of Ireland. Established in 1991 to help fund The Salvation Army's vital work with vulnerable people in the UK, SATCoL is focussed on enabling mission and providing resources to help the work of The Salvation Army.

We are a diverse business split into three key divisions: Retail, Clothing Collection and Salvationist Publishing & Supplies (SP&S). Through our network of over 260 retail outlets (charity shops, superstores and donation centres) and a UK-wide network of donation banks, our retail and clothing collection divisions generate funds and promote the reuse and recycling of textiles. Our SP&S division focuses on the needs of The Salvation Army church, providing uniforms, music, books and other Christian resources, whilst also leading the UK brass band recordings and sheet music sector.

The company is values driven and is committed to equal opportunities. We pay the same rate of pay for people doing the same job, regardless of gender, gender reassignment, race, religion or belief, sexual orientation, marriage or civil partnership status, pregnancy or maternity status, age or disability.

Our Employees

The company employs more women than men, with 55% of the total workforce being women on 5 April 2025. The Retail Division of the company is the largest division, employing c.68% of the workforce.

The Retail Division is typical of many other retailers with c.70% of the employees being women and with over 61% of these roles being part time.

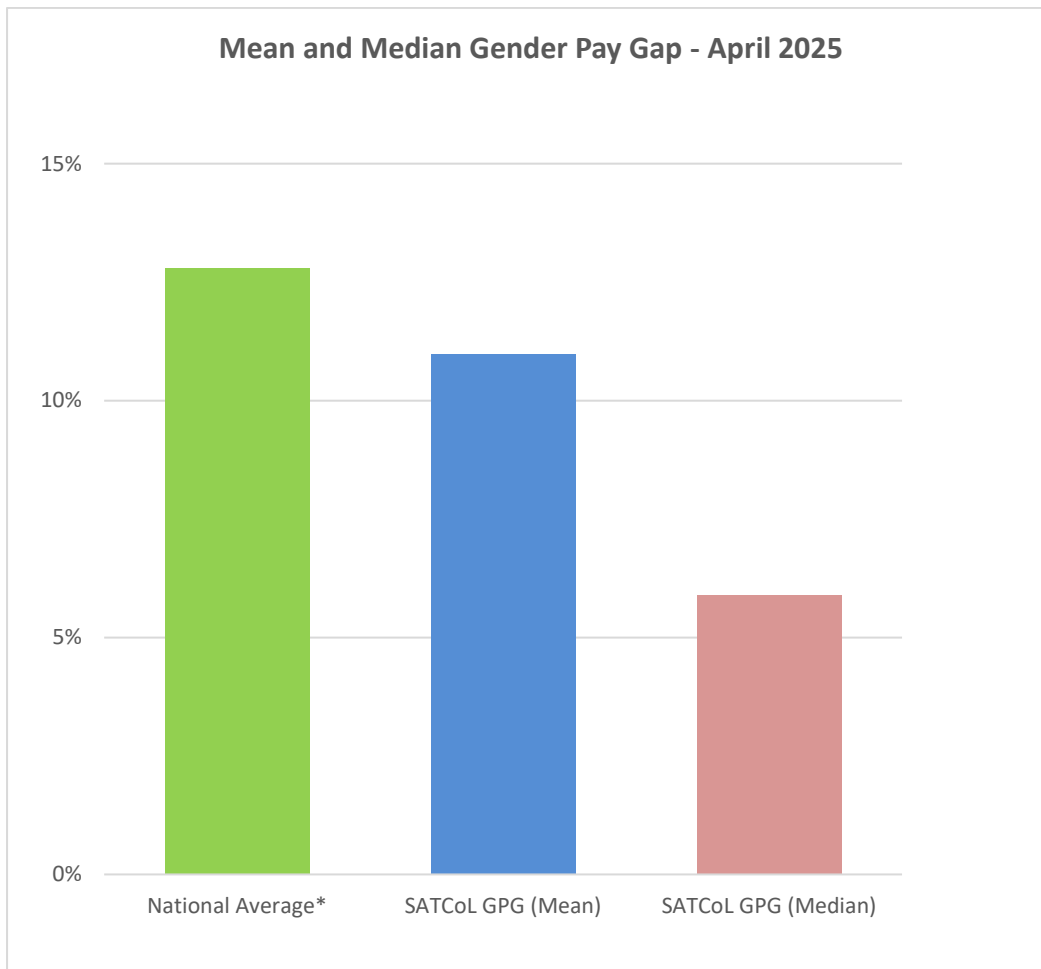
As a company we operate two separate payrolls; retail employees are paid 4-weekly and all other employees are paid monthly. With any salary increases being in place from 1st April each year, the pay period for retail staff includes pay that is pre and post pay review, whereas the pay period for all other colleagues is post pay review. With the majority of the retail workforce being women, this has a negative effect on the gender pay gap.

The organisation has a lean management structure with fewer senior roles and very low turnover rates at these levels.

Gender Pay Gap

Mean and Median Gender Pay Gap - April 2025		
National Average*	SATCoL Total GPG (Mean)	SATCoL Total GPG (Median)
12.80%	10.98%	5.89%

*per the ONS – Annual Survey of Hours & Earnings (ASHE) 2025



When comparing the gender pay gaps against the National Average, SATCoL's mean and median gender pay gap is lower than the National Average. Both measures are significantly higher than zero – the position if female and male pay was equal across the organisation. The gender pay gap is particularly impacted by the split between retail (which has a much higher proportion of female employees, has a four-weekly payroll and which includes both pre and post pay review elements in the hourly pay calculation) and the rest of the business.

The Mean Gender Pay Gap

The mean, also known as the average, is calculated when you add up the wages of all employees and divide the figure by the number of employees. The mean gender pay gap is the difference between the mean wage for male employees and the mean wage for female employees.

SATCoL's mean gender pay gap as at 5 April 2025, at 10.98%, is below the 2025 National Average.

The main factor behind SATCoL's current gender pay gap is the disproportionate gender mixes within the Retail Division (70% female) and across the rest of the business (74% male). Whilst there has been some improvement in balancing the gender split across the highest-paid senior management roles, it remains the case that there is a higher number of men in these roles which will impact the mean gender pay gap across the business.

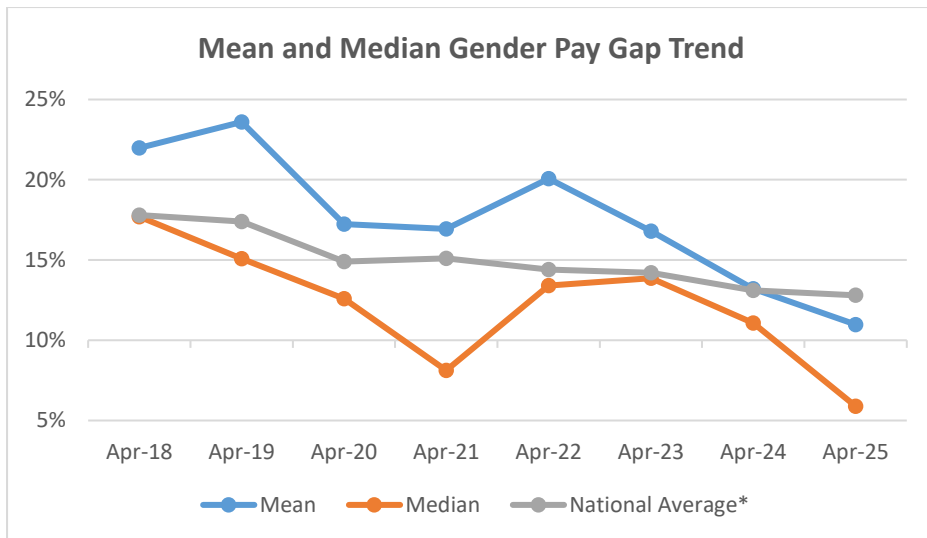
The Median Gender Pay Gap

Median pay is the figure that falls in the middle of a range when everyone's wages are ranked from smallest to largest. The median gap is the difference between the median wage for male employees and the median wage for female employees. The median will not reflect extremes at either end of the pay scale.

SATCoL's median gender pay gap, at 5.89%, remains well below the National Average.

Gender Pay Gap Trend (2018 – 2025)

	Mean	Median	National Average*
April 2018	21.98%	17.70%	17.8%
April 2019	23.60%	15.09%	17.4%
April 2020	17.24%	12.59%	14.9%
April 2021	16.94%	8.12%	15.1%
April 2022	20.07%	13.40%	14.4%
April 2023	16.80%	13.87%	14.2%
April 2024	13.21%	11.08%	13.10%
April 2025	10.98%	5.89%	12.80%



The underlying trend on both SATCoL’s mean gender pay gap and the median gender pay gap has been downwards despite a jump in April 2022 which saw a higher proportion of retail shop roles following a reduction in these roles in the preceding COVID-impacted year. The mean gender pay gap has been consistently higher than the National Average but, in the last year, has decreased to the extent that it is now below the National Average. The median gender pay gap has decreased further below the National Average.

The gender pay gap for the business as a whole will be improved by recruiting more males into retail shop roles and recruiting more females into the rest of the business, including higher-earning senior management roles. Most of the planned business growth in the 5-year strategic plan is on the Retail side of the business and this is likely to be where most new roles will be.

Bonus Pay Gap

The Bonus Pay Gap is calculated on the basis of total bonus payments in a 12 month period. It doesn’t make any adjustment for part-time hours.

	Percentage of Men receiving bonus	Percentage of Women receiving bonus	Mean Gender Bonus Pay Gap	Median Gender Bonus Pay Gap
Bonus	23.64%	57.00%	69.07%	20.00%

There was a change in the remuneration structure from 1st April 2024, with an increase in basic pay being introduced to compensate for the withdrawal of the company’s main bonus scheme, this scheme impacted one week of the retail pay in this year whilst there were no equivalent bonus figures included in the monthly payroll. One relatively small department, which employs more men in senior positions than women, did receive performance-related bonuses this year which, in conjunction with the impact of bonuses across the retail payroll, has inflated the Gender Bonus Pay Gap figures.

Bonus Pay Gap Trend

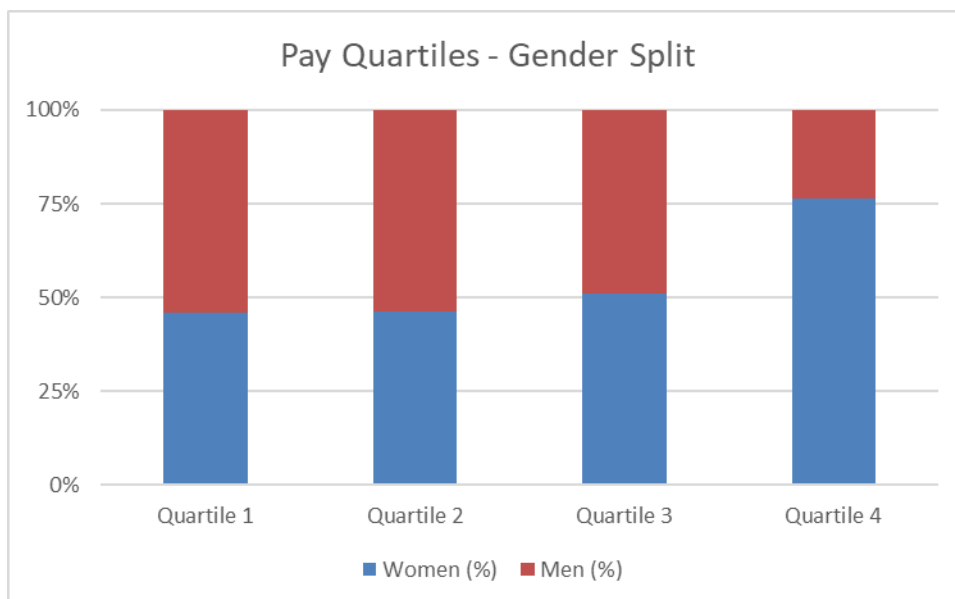
	Percentage of Men receiving bonus	Percentage of Women receiving bonus	Mean Gender Bonus Pay Gap	Median Gender Bonus Pay Gap
Bonus 2018	99.10 %	99.26 %	43.34 %	39.65 %
Bonus 2019	86.86%	91.33%	50.01%	43.26%
Bonus 2020	68.59%	93.95%	35.86%	42.44%
Bonus 2021	90.31%	98.80%	82.91%	0.00%
Bonus 2022	89.25%	88.29%	42.13%	34.87%
Bonus 2023	88.03%	88.89%	38.43%	33.76%
Bonus 2024	84.11%	89.15%	30.51%	34.82%
Bonus 2025	23.64%	57.00%	69.07%	20.00%

Historically for SATCoL, the mean and median bonus pay gap figures have been largely a reflection of the high number of women in part time roles and fewer women in the most senior roles.

Ignoring the exceptional nature of 2021's figures which were impacted by COVID and lockdowns, the underlying trend has been for bonus pay gaps to reduce since 2018 levels. The Bonus Pay Gap data for this year looks very different and has been skewed for the reasons mentioned earlier. The number of bonuses paid has decreased significantly.

Pay Quartiles

	Q1	Q2	Q3	Q4
Women (%)	45.94	46.25	50.94	76.25
Men (%)	54.06	53.75	49.06	23.75



In the lower paying quartile, there are significantly more females than males and in the other higher paying quartiles, whilst the split is more even, there are more males than females. We continue to have a large proportion of women in part time roles in the Retail division. Whilst not clear from this particular analysis, there are fewer women in the most senior roles within the company.

Main drivers behind SATCoL's Gender Pay Gap

The main drivers behind SATCoL's gender pay gap have been identified as follows:

- the traditional gender split between sectors - the disproportionately high number of women working in retail and the disproportionately high number of men working in the rest of the business
- more men employed within the most senior management roles
- further factor that impacts SATCoL's bonus pay gap is the larger proportion of women that work part-time hours.

What have we done to close the Gender Pay Gap?

2024/25 saw the continuation of recruitment policy and processes designed to reduce gender pay gaps – giving everyone, including volunteers, a fair opportunity to apply for all vacant roles and for SATCoL to invite to interview and make appointments based solely on the best candidates.

One of our past pay reviews applied a lump sum increase to all salaries. We have also applied a higher increase to Retail manager roles to reflect their responsibilities. We also continue to ensure our lowest pay rates have a margin above the real living wage rate and extend this to employees over the age of 18.

There has been further rollout of SATCoL's essential training module on Equality, Diversity and Inclusion.

What actions do we intend to take to further reduce the Gender Pay Gap?

SATCoL will continue to offer opportunities to help people get into work, and these are offered regardless of gender, gender reassignment, race, religion or belief, sexual orientation, marriage or civil partnership status, pregnancy or maternity status, age or disability.

We will continue to encourage men to apply for roles within the Retail side of the business and encourage women to apply for all roles in the rest of the business. All appointments will continue to be made on merit, regardless of gender but we can endeavour to increase awareness of the company's gender pay gap position amongst managers who will be involved in recruiting.

In respect of there being more men in senior management roles within the company, as turnover rates are generally low at this level, this may continue to be a contributory factor to gender pay gaps for some time. When vacancies do arise, as with all vacancies, all appointments will be made on merit, regardless of gender – as such, any individual appointments made may not directly address the gender pay gap position. Over time, we would expect our recruitment policies to result in progress towards eliminating any gender pay gap – albeit, it is recognised that, for any company other than, perhaps, the largest employers, it is unlikely that gender pay gaps will be entirely eliminated and that a small gender pay gap, one way or the other, is to be expected.

In terms of governance levels, we are acting on the need to have more female representation on both the Board of Directors and the Executive Management Team. Further progress has been made on this post the reporting date.

We will consider changes to the payroll structures within the business.

Equality, Diversity and Inclusion will continue to be an area of business focus, supported by the input of an external EDI consultant.

Succession planning in relation to the senior team at SATCoL will form part of business strategic planning.

I confirm that the information contained in this report is accurate.

Kevin Dare
Finance Director
31 March 2026