

Gender Pay Gap Report

2025



Southdown

Foreword

At Southdown, we are proud of our continued commitment to fairness, transparency, and inclusion. Our Gender Pay Gap Report is more than a statutory requirement — it's an opportunity to reflect on how we're doing, celebrate progress, and identify where we can do better.

This year's report shows us achieving median pay parity and maintaining equity in bonus distribution. These outcomes are especially meaningful given the significant organisational changes we've undertaken, including a full Job Evaluation process and updates to our pay structure.

We know that the journey toward true equity is ongoing. While our mean pay gap highlights areas for continued focus — particularly in senior representation and working patterns — we remain confident in the strength of our foundations and the direction we're heading.

I'd like to thank everyone across Southdown for their contributions to creating a workplace where fairness is not just a principle, but a practice. We remain committed to ensuring that every colleague, regardless of gender, role, or working pattern, has the opportunity to thrive.

Warm regards,
Eve Clennell, Head of People and Experience



Definitions

Gender pay is about measuring gender balance. It is different to equal pay.

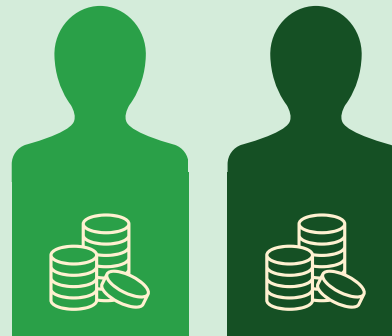
Equal pay is a measure of whether males and females are paid equally for the same work or that of equal value.

Gender pay is not about measuring parity of pay for roles. It compares the average pay by gender for all roles collectively regardless of level or type.

It is a measure of how consistent a portion of males and females are, at all levels throughout an organisation.

Mean pay gap is the difference in what males and females receive.

It is calculated by comparing the average paid to males with the average paid to females.



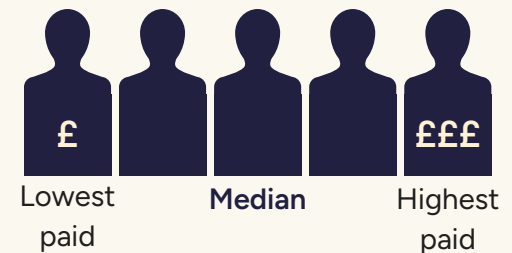
Average male pay

Average female pay

Median pay gap is the difference between the midpoints (middle value) in the ranges of males' and females' pay

It is calculated by ordering colleagues from those paid the lowest, to those paid the most.

It then compares the pay of the middle person in the females line, with the middle person in the male line.



Introduction

At Southdown, we're proud to share our 2025 Gender Pay Gap Report. This annual review helps us understand how we're doing in terms of pay equity, how we compare to the wider social care sector, and where we can continue to improve. Despite significant organisational changes this year, our commitment to fairness and transparency remains strong.

Sector Context: Gender Pay in Social Care

The social care sector is characterised by a predominantly female workforce, lower average pay, and a relatively narrow gender pay gap compared to national averages. In 2024, the Office for National Statistics (ONS) reported that female part-time care workers earned 1.2% more than men, and full-time female care workers earned 0.6% more. This contrasts with the national gender pay gap of 7.0% in favour of men for full-time workers.

Southdown's workforce reflects this sector trend, with 66% of our employees identifying as female. This consistent gender distribution provides a strong foundation for understanding and addressing pay equity.

Understanding our 2025 results

This year saw a major shift in our pay structure following a full Job Evaluation process. Despite this, our gender pay gap figures have remained relatively stable, which is a positive outcome and reflects the robustness of our approach to equitable pay.

We also updated how we calculate hourly rates for Bank staff. Previously, a flat rate was used, but in 2025 we've included shift premiums (especially in LD services), which may have influenced our overall figures. This change ensures greater accuracy and fairness in our reporting, reflecting actual earnings.

Additionally, our Salary Sacrifice Pension Scheme continues to affect hourly rate calculations. With 90% of female staff and 80% of male staff enrolled, and a higher proportion of men contributing above the standard rate, this can subtly impact the calculated pay gap.

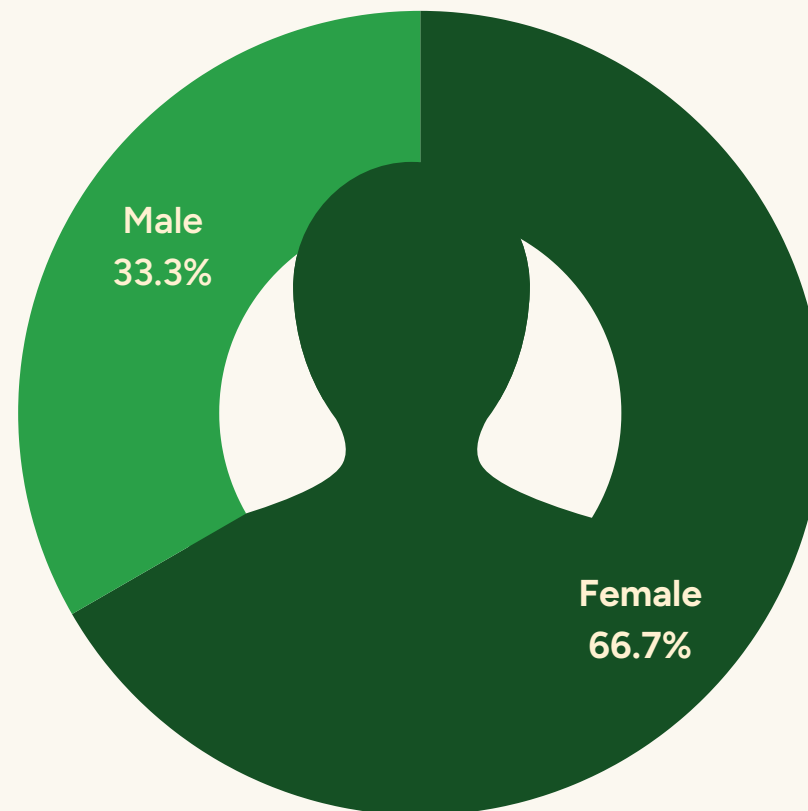
Staff population by gender

858

Total staff

572
Female

286
Male



Women make up approximately two thirds of the workforce - this gender distribution has remained consistent over the years.

Headline figures

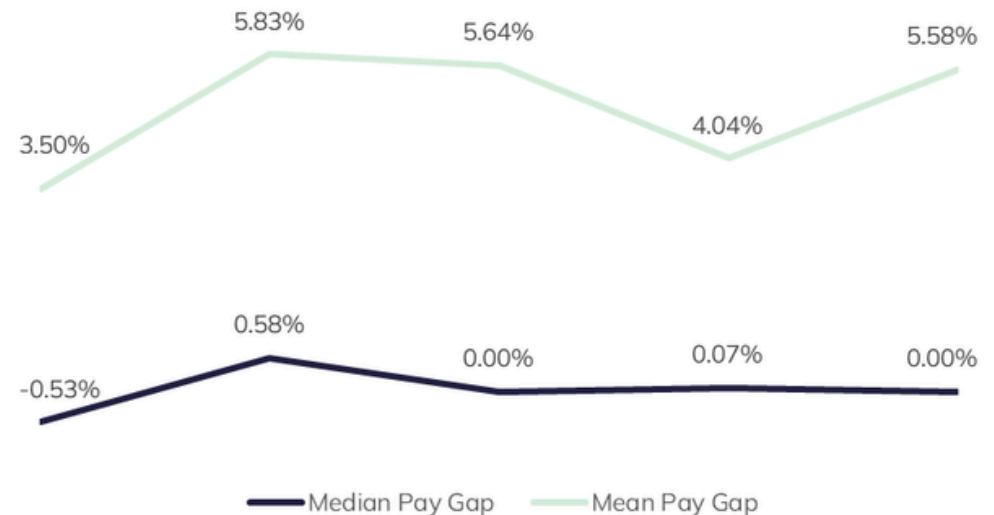
Median Pay Gap: 0.00%

No difference in hourly pay at the midpoint
— a strong indicator of pay parity.

Mean Pay Gap: 5.58% in favour of men

This is an increase of 1.54% from 2024. Men earned £0.86 more per hour on average, with male hourly rates increasing by £1.04 compared to £0.76 for women. This may reflect role changes, progression, or working patterns.

2021 to 2025 median and mean pay gap comparator



Quartile analysis

Quartile 1 (Lowest Pay): Now slightly in favour of men (0.70%), reversing last year's trend. This may be due to a higher proportion of women in the lower half of this quartile.

Quartile 2 (Lower Mid): Slightly in favour of women (-0.05%), and the only quartile to show a reduction in the gap.

Quartile 3 (Upper Mid): Small gap in favour of men (0.32%).

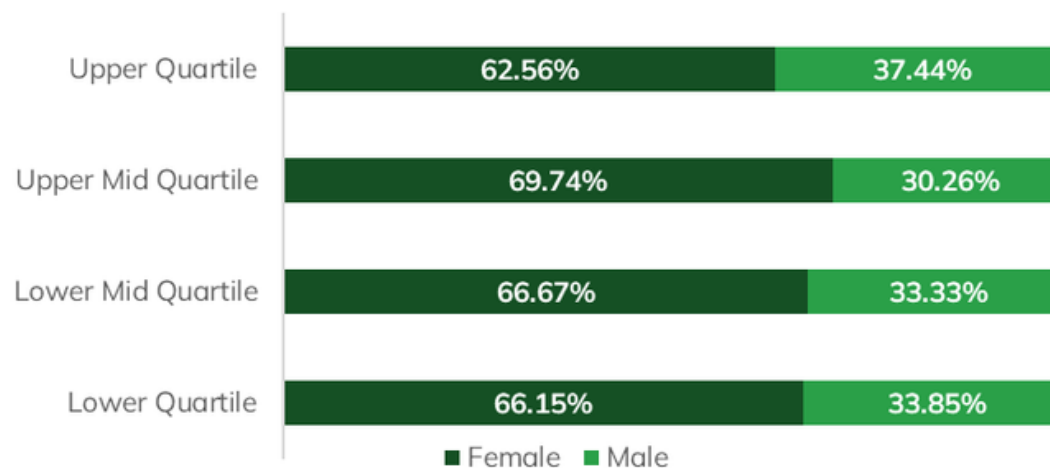
Quartile 4 (Highest Pay): Largest gap at 10.56% in favour of men — an increase of 3.16% from 2024.

This upper quartile is influenced by:

- A higher proportion of men (nearly 4% more than the organisational average).
- 4 out of 5 of our most senior roles, including the CEO, being held by men.
- A wide salary range: £36.28 between the lowest and highest hourly rate (including senior roles), and £18.05 excluding them.
- Only 44% of women in the upper half of Quartile 4, compared to 61% of men.

Removing senior roles reduces the Quartile 4 gap to 4.57%, which is still significant and highlights the need for continued focus on leadership diversity.

Proportion of females and males in each pay quartile



Bonus pay gap*

Median Bonus Pay Gap: 0.00% — equal median bonus amounts for men and women.

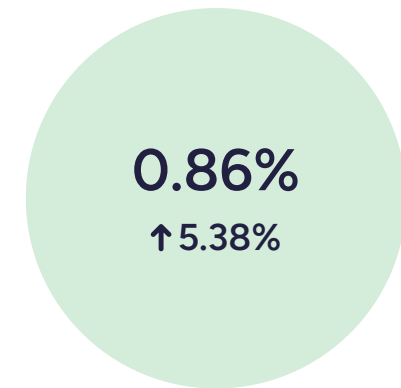
Mean Bonus Pay Gap: 0.86% in favour of men — an increase of 5.38% from 2024.

Interestingly, fewer men received bonuses proportionately, but those who did were more likely to receive higher-value awards (e.g. long service, “introduce a friend”). This suggests our bonus distribution is broadly equitable, though we’ll continue to monitor patterns.

Southdown shows strong equity in bonus distribution, with a median bonus pay gap of 0.00%, meaning typical bonus amounts are identical for men and women. The mean bonus pay gap is just 0.86%, indicating a very slight difference in average bonus amounts, marginally favouring men. This minimal gap reflects a good level of fairness in how bonuses are awarded. Notably, the gap has narrowed significantly from last year’s -4.52%* (in favour of women), suggesting positive progress toward bonus equality.



Bonus median pay gap



Bonus mean pay gap

*At Southdown, ‘Bonus Pay’ refers to long service awards and ‘introduce a friend’ recruitment incentives, as required under gender pay gap reporting regulations. Southdown does not operate a formal bonus scheme

Full-time vs part-time pay

Full-time staff:

- Median Pay Gap: 0.00%
- Mean Pay Gap: 6.30% in favour of men

This mirrors our overall figures and reflects the higher proportion of men in senior, full-time roles.

Part-time staff:

- Median Pay Gap: -1.10% in favour of women
- Mean Pay Gap: 0.18% in favour of men

These figures show a narrowing gap and a shift toward parity.

Full-time vs part-time comparisons

Across all scenarios, full-time staff earn more than part-time staff, particularly in Quartiles 3 and 4. For example, 83% of staff in Quartile 4 are full-time. This structural pattern contributes to the overall pay gap and highlights the importance of supporting flexible progression pathways.

Male / female full-time pay gap

0.00%
↓ 0.60%

Median pay gap

Male full-time / female full-time

6.30%
↑ 1.63%

Mean pay gap

Male full-time / female full-time

Male / female part-time pay gap

-1.10%
↑ 0.25

Median pay gap

Male part-time / female part-time

0.18%
↑ 3.04%

Mean pay gap

Male part-time / female part-time

Results tables and statistics

Note 1: Tables 1 to 4 are legally required; tables A to F are Southdown's additional analysis

Note 2: Positive % figures indicate men are paid more than women

Minus -% figures indicate women are paid more than men

Note 3: Due to rounding, some totals may not correspond with the sum of the separate figures.

Table 1: Single figure pay gap, all staff (full-time and part-time) – full pay relevant employees

	Median hourly pay (all staff)	Mean hourly pay (all staff)	No. of staff
Female (all)	£13.75 ↑£0.80	£14.62 ↑£0.76	517 ↓46
Male (all)	£13.75 ↑£0.79	£15.48 ↑£1.04	263 ↓8
Pay gap	0.00% ↓0.07%	5.58% ↑1.54%	780 ↓54

Table 2: Gender pay gap by Quartiles, all staff (mean hourly pay) – full pay relevant employees

	Female (all staff)			Male (all staff)			Pay gap
	Average hourly rate	No. of staff	% of staff	Average hourly rate	No. of staff	% of staff	
Lower quartile 1	£12.18 ↑£0.53	129 ↓13	66.15% ↓1.79%	£12.27 ↑£0.67	66 ↓1	33.85% ↑1.79%	0.70% ↑1.20%
Lower mid quartile 2	£13.02 ↑£0.48	130 ↓16	66.67% ↓3.52%	£13.02 ↑£0.54	65 ↑3	33.33% ↑3.52%	-0.05% ↑0.42%
Upper mid quartile 3	£14.35 ↑£0.90	136 ↓5	69.74% ↑2.28%	£14.40 ↑£0.87	59 ↓9	30.26% ↓2.28%	0.32% ↓0.24%
Upper Quartile 4	£19.20 ↑£1.14	122 ↓12	62.56% ↓1.86%	£21.47 ↑£1.96	73 ↓1	37.44% ↑1.86%	10.56% ↑3.16%

Table 3: Single figure bonus pay gap – relevant employees

	Median bonus pay	Mean bonus pay	No. of staff
Female (in receipt of bonus)	£60.00 =	£112.40 ↑£12.22	443 ↓55
Male (in receipt of bonus)	£60.00 =	£113.38 ↑£17.53	221 ↓15
Pay gap	0.00% =	0.86% ↑5.38%	664 ↓70

Table 4: Proportion of males and females receiving bonus payment – relevant employees

	No. in receipt of bonus payment	No. of relevant employees	Proportion in receipt of bonus
Female	443 ↓55	572 ↓17	77.45% ↓7.10%
Male	221 ↓15	286 ↑9	77.27% ↓7.93%
All staff	664 ↓70	858 ↓8	77.39% ↓7.37%

Table A: Pay gap for full-time employees only – full pay relevant employees

	Median hourly pay (full time)	Mean hourly pay (full time)	No. of staff
Female (full time)	£14.27 ↑£0.91	£15.41 ↑£0.85	298 ↓24
Male (full time)	£14.27 ↑£0.83	£16.45 ↑£1.18	175 ↓13
Pay gap	0.00% ↓0.60%	6.30% ↑1.63%	473 ↓37

Table B: Pay gap for part-time employees only – full pay relevant employees

	Median hourly pay (part time)	Mean hourly pay (part time)	No. of staff
Female (part time)	£13.10 ↑£0.50	£13.54 ↑£0.62	219 ↓22
Male (part time)	£12.96 ↑£0.53	£13.57 ↑£1.01	88 ↑5
Pay gap	-1.10% ↑0.25%	0.18% ↑3.04%	307 ↓17

Table C: Pay gap for male full-time vs female part-time employees – full pay relevant employees

	Median hourly pay (full time male / part time female)	Mean hourly pay (full time male / part time female)	No. of staff
Female (part time)	£13.10 ↑£0.50	£13.54 ↑£0.62	219 ↓22
Male (full time)	£14.27 ↑£0.83	£16.45 ↑£1.18	175 ↓13
Pay gap	8.20% ↑1.95%	17.66% ↑2.27%	394 ↓35

Table D: Pay gap for female full-time vs female part-time employees – full pay relevant employees

	Median hourly pay (full time female / part time female)	Mean hourly pay (full time female / part time female)	No. of staff
Female (part time)	£13.10 ↑£0.50	£13.54 ↑£0.62	219 ↓22
Female (full time)	£14.27 ↑£0.91	£15.41 ↑£0.85	298 ↓24
Pay gap	8.20% ↑2.52%	12.12% ↑0.88%	517 ↓46

Table E: Pay gap for female full-time vs male part-time employees – full pay relevant employees

	Median hourly pay (full time female / part time male)	Mean hourly pay (full time female / part time male)	No. of staff
Male (part time)	£12.96 ↑£0.53	£13.57 ↑£1.01	88 ↑5
Female (full time)	£14.27 ↑£0.91	£15.41 ↑£0.85	298 ↓24
Pay gap	9.20% ↑2.27%	11.97% ↓1.74%	386 ↓19

Table F: Pay gap for male full-time vs male part-time employees – full pay relevant employees

	Median hourly pay (full time male / part time male)	Mean hourly pay (full time male / part time male)	No. of staff
Male (part time)	£12.96 ↑£0.53	£13.57 ↑£1.01	88 ↑5
Male (full time)	£14.27 ↑£0.83	£16.45 ↑£1.18	175 ↓13
Pay gap	9.20% ↑1.71%	17.51% ↓0.23%	263 ↓8

Conclusion and next steps

Southdown's 2025 Gender Pay Gap Report reflects a strong and stable foundation in pay equity. Achieving median pay parity and maintaining bonus fairness are significant milestones that demonstrate our commitment to transparency and equality. These results are especially encouraging given the scale of organisational change this year, including a full Job Evaluation and updates to our pay structure.

While the mean pay gap and representation in senior roles show there is still work to do, these figures are consistent with sector-wide trends and are being actively addressed through targeted actions.

We're proud of the steps we've taken and continue to build on them. Our approach is proactive, data-informed, and rooted in our values of fairness and inclusion.

Our ongoing commitments:

- Improving gender balance in leadership roles through development and succession planning
- Supporting career progression for part-time staff to ensure flexible pathways to senior roles
- Monitoring the impact of structural changes to ensure continued equity across all grades and working patterns
- Ensuring transparency and fairness in recruitment, reward, and progression practices

Our pay scales are transparent, fairly applied regardless of gender, and openly advertised. Starting salaries are consistent for men and women in comparable roles. We've also introduced an anonymised recruitment system, where candidate details are hidden at the initial selection stage to help prevent unintentional bias.

We remain committed to creating a workplace where everyone can thrive — regardless of gender, role, or working pattern. Southdown is proud to be part of a sector that leads in gender pay equity, and we will continue to champion fairness in everything we do.

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