



Gender Pay Gap Reporting 2025



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Salix Homes Pay Gap Reporting 2025

We recognise the importance of reporting and reflecting annually on pay gaps, to understand how recruitment and progression decisions impact the achievement of a diverse and inclusive workforce.

Whilst gender pay gap reporting is a legal requirement, this will be the third year that we have provided pay gap information on both ethnicity and disability, for which there is currently no legal requirement.

Our pay gap report supports us to ensure that our actions turn insight into impact, and this year's analysis demonstrates the positive outcomes we have achieved. The most notable improvements, being the continued reduction in our ethnicity pay gap, which has reduced by 20% in the last 2 years.

The findings of this report will continue to influence our broader people practices, which in turn supports us to continue to foster an inclusive culture and support our people, creating lasting positive change and a stronger organisation.

This report is based on a snapshot of our workforce on 5th April 2025, on this date we had 328 full pay relevant employees.

We confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Liam Turner
Chief Executive Officer

Gender Pay Gap

In line with the Equality Act (2010) (Gender Pay Gap Information) Regulation 2017; Salix Homes is required to publish a written statement on an annual basis, outlining the following information:

- 1. The mean gender pay gap**
- 2. The median gender pay gap**
- 3. The mean bonus gender pay gap**
- 4. The median bonus gender pay gap**
- 5. The proportion of males and females receiving a bonus payment**
- 6. The proportion of males and females in each quartile band**

Salix Homes does not pay bonuses and therefore there is nothing to report for points 3, 4 and 5.

On 5th April 2025, we had 328 full-pay relevant employees of which 136 were women (41.46%) and 192 were men (58.54%), meaning we employ more men than women.

The mean gender pay gap

The mean gender pay gap is the difference between the mean hourly rate of pay of full-pay relevant men and that of full-pay relevant women employed by Salix Homes.

To calculate the mean pay gap, we add together all the hourly pay rates that women received, divided by the number of women in our workforce. We then repeat this calculation for men. The difference between these figures is the mean gender pay gap.

The mean average hourly rate for women at Salix Homes on the 5th April 2025 was £20.71, for males it was £19.38.

Therefore, the mean gender pay gap was £1.33 (6.42%), which means that, based on this calculation the average pay for women is 6.42% more than the average pay for men.

The median gender pay gap

The median gender pay gap, is the difference between the median hourly rate of pay of full-pay relevant men and that of full-pay relevant women employed by Salix Homes.

To calculate our median gender pay gap, we first rank all our people by their hourly pay. Then we compare what the woman in the middle of the female pay range received with what the man in the middle of the male pay range received. The difference between these figures is the median gender pay gap.

The median average hourly rate for women at Salix Homes on the 5th April 2025 was £19.25, for men it was £17.73

Therefore, the median gender pay gap was £1.52 (7.89%). which means that, based on this calculation the average pay for women is 7.89% more than the average pay for men.

Comparing mean and median averages

The median is often used as a headline measure because it's less influenced by extreme values, particularly the small number of people on high salaries. The mean is useful because it does capture the effect of a small number of high earners.

If there's a big difference between an organisation's mean and median pay gap, this can be an indicator that the dataset is skewed – either by the presence of very low earners (making the mean lower than the median), or by a group of very high earners (making the mean higher than the median).

Whilst there is a differential between the mean and median averages, this is very low at 1.47% which allows a level of assurance that the data is not skewed.

The proportion of men and women in each quartile band

The proportion of men and women in each quartile pay band is calculated by listing colleagues from lowest to highest paid and splitting this list equally into 4 segments; each of which is referred to as a quartile. The following table shows the percentage of men and women in each quartile at Salix Homes.

	Lower Quartile %	Lower Middle Quartile %	Upper Middle Quartile %	Upper Quartile %
Women	37.80%	18.29%	59.76%	50%
Men	62.20%	81.71%	40.24%	50%

What this tells us is that women are more likely to be in higher paid positions than men, as men are more highly represented in the lower quartiles.

What does this all mean?

Firstly, it is important to note that there is a difference between equal pay and gender pay. Equal pay is about the difference between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman. Gender pay is about the differences in the average pay between men and women and this report helps us to understand where and why this may be occurring.

According to the Office for National Statistics (ONS), as of April 2024, the median hourly pay for full-time employees was 7% less for women than for men. There are many reasons given for the gender pay gap, and they are often varied and overlapping. One of the reasons why women on average earn less than men is because women's responsibilities beyond work have traditionally limited their access to higher-level, higher-paid jobs.

The insights from Salix Homes once again show that, unlike the national picture, women at Salix Homes earn more than men. The median average for Salix Homes has remained relatively stable with a slight reduction to 7.89%.

We believe that this is related to occupation, as many of the lower paid roles within Salix Homes are related to manual positions which are predominantly occupied by men. This is reflected in the national picture for these roles.

Salix Homes has a range of work life balance policies and arrangements that are designed to support colleagues to improve the achievement of this balance for all colleagues. For example, Salix continues to operate an agile working policy, which together with family friendly policies continue to support our commitment to achieving work life balance without compromising the quality of service provided. Further, it has introduced a Menopause Policy and Menopause Risk Assessment to ensure guidance ensuring that support is available for those who may be experiencing symptoms.

This year a key action will be to focus on development opportunities and encouragement of those within more traditional manual roles to consider careers in other areas of the organisation.

Disability Pay Gap

Salix Homes recognises that individuals with disabilities can often face challenges when entering and progressing within the employment market. As noted earlier there is no requirement to extend pay gap reporting to disability, however, in the interests of achieving an inclusive workforce Salix Homes has extended pay gap reporting on the median average, which is the more reliable indicator.

This median for this calculation takes the median hourly rates of those who have declared a disability and those who have declared they do not have a disability to determine the difference between hourly rates.

Of the 328 employees at Salix Homes on 5th April 2025, 308 individuals had declared that they did not have a disability, 20 declared a disability.

The median average hourly rate for those who declared that they were not disabled at Salix Homes on the 5th April 2025 was £18.28, for those who declared a disability it was £19.25. Therefore, the median disability pay gap was £0.97 (5.04%).

Therefore, on average, those who declared a disability were paid more than those who had declared that they were not disabled. This gap has increased from 2.65% last year for those who had declared a disability. The proportion of disabled employees within the organisation has remained fairly static, despite an increased headcount and also attrition, which indicates that the organisation remains attractive to prospective disabled candidates and that there is slightly higher representation in more senior roles.

Although the data held is incomplete, based on the available data it does indicate that that disability has not prevented individuals from accessing higher paid positions at Salix Homes. A key action here is to continue to collect declarations to improve the quality of the data held as well as further work to promote inclusive practices within the organisation.



Ethnicity Pay Gap

As with disability pay gap, reporting there is no requirement for Salix Homes to conduct an ethnicity pay gap report. However, in the interests of better understanding of potential barriers to entry and progression, an ethnicity pay gap is conducted on the median average.

The median is calculated based on the known declarations of ethnicity and the comparison is made based on those who have declared themselves as White British against all other declarations.

Of the 328 employees at Salix Homes on 5th April 2025, 236 individuals had declared as White British, 42 declared as a wider range of different ethnic backgrounds, 43 had not declared an ethnicity and 5 who preferred not to say.

The median average hourly rate for White British colleagues at Salix Homes on the 5th April 2025 was £20.34, for those who did not declare themselves as White British it was £18.73

Therefore, the median ethnicity pay gap between those who declared themselves as White British and those who cited a different ethnic background was £1.61 (7.92%).

In 2024/25 the ethnicity gap was higher at 11.53%, the equivalent of £2.42. Since reporting commenced, Salix Homes has observed a 20% reduction in the ethnicity pay gap.

Increased declarations for colleagues from ethnically diverse backgrounds when compared to previous years and a greater representation of those colleagues in more senior roles that attract higher salaries has continued contributing to this reduction. The spread of representation is improving, as there are now more ethnically diverse employees across different levels within Salix Homes. Previously there were more disproportionate amounts of ethnically diverse employees in lower grades.

Salix Homes has also continued to be an active participant in the Boost Leadership Programme, which is a reciprocal mentoring and change programme developed by Greater Manchester Housing Partnership, in conjunction with Manchester Metropolitan University, to share ideas and best practices to promote representation of more ethnically diverse colleagues in more senior leadership roles.

In addition, Salix Homes has piloted during 2024/25, a wider range of inclusive recruitment practices such as the use of diverse interview panels and exploring different ways to attract candidates, to help build a workforce that is more representative of the communities we serve.

In 2025/26 Salix Homes will be launching a new Recruitment and Selection Policy which confirms the requirement to have in place a diverse interview panel and will be delivering inclusive recruitment training, to build on success to date and will continue to engage in the Boost Leadership Programme.



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