

2024 GENDER PAY GAP REPORT

The logo for Samaritans, featuring the word "SAMARITANS" in white capital letters on a green rectangular background.

INTRODUCTION

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 introduced a requirement for all employers with 250 or more employees on a 'snapshot date' to publish details of their gender pay and bonus gap every year. 2024/5 marks the fifth reporting year that Samaritans have been eligible to submit their data.

As such, Samaritans have published the following data:

- Gender pay gap - mean (average) and median
- Gender bonus gap – mean (average) and median
- Percentage of men and women receiving a bonus payment
- Percentage of men and women in each quartile of the organisation's pay structure

The data is based upon the snapshot date of 5 April 2024 with the requirement being for the data to be published on the organisation's website and the GOV.UK website no later than 4 April the following year and annually thereafter.

Gender pay defined

Gender pay illustrates the differences in the average pay between men and women. An organisation may have a gender pay gap if a majority of men are in top jobs, despite paying male and female employees the same rates of pay for similar roles.

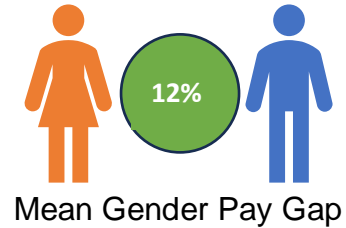
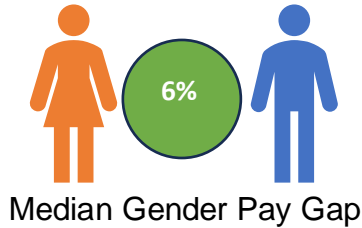
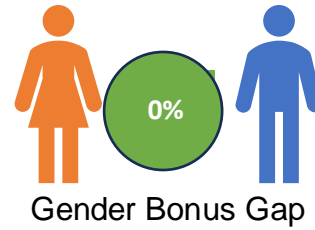
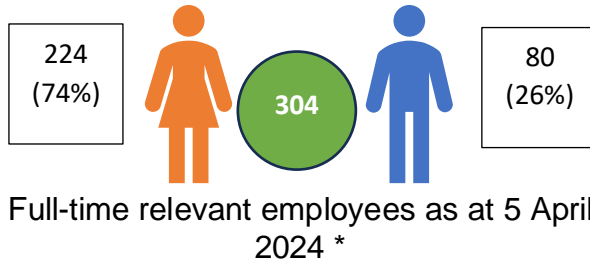
Equal pay deals with the pay differences between men and women who carry out the same roles, similar roles or work of equal value. If an organisation reports a gender pay gap, it does not mean women are paid less than men for doing the same job. It is unlawful to pay people unequally because they are a man or a woman.

Our Equity, diversity and inclusion (EDI) commitment

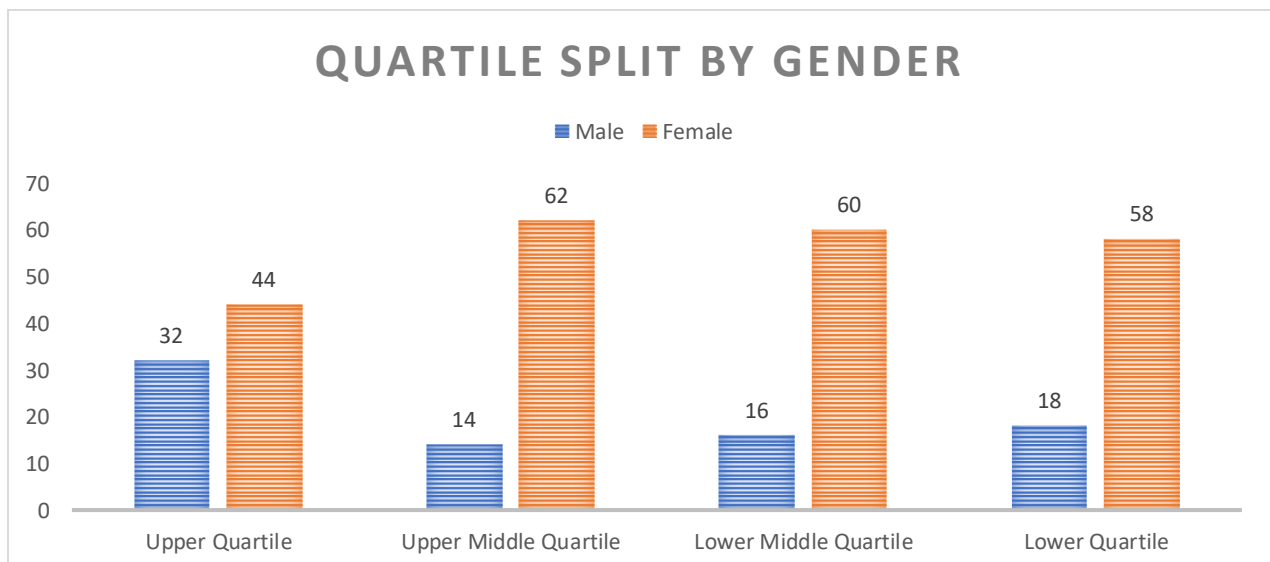
The Regulations require us to report on a binary definition of sex (which is assigned at birth - female and male) rather than gender (which is largely culturally, socially and personally determined). Therefore, for the purposes of this report, we have categorised our employees as either female or male based on the sex stated on their legal documents such as their passport.

Samaritans is committed to equity, diversity and inclusion; and our strategy has this – and its renewed EDI commitment – interwoven throughout. As part of our ongoing EDI commitment, we actively support all gender identities and recognise that some of our people may not identify with either 'gender' mentioned in this report.

OUR 2024 DATA AT A GLANCE



As at **5 April 2024**, Samaritans' total workforce headcount was 325 (male: 83 headcount / 26 % and female: 242 headcount / 74 %). For the purposes of this report, and in accordance with GOV.UK guidelines, we have excluded those who are below full pay as of the snapshot date of 5 April 2024, which includes 1 person on Statutory Sick Pay and 4 people who whilst on maternity leave are in receipt of maternity pay below full pay levels as per our policy. We have also made the decision to exclude all those employees residing in the Republic of Ireland, with the rationale that they are not on our UK payroll and therefore outside the scope of UK regulations. Following these exclusions, and therefore for the purposes of this report, our **full-time relevant employee headcount as at 5 April 2024 was 304** (male: 80 headcount / 26 % and female: 224 headcount / 74 %).



THE DATA BEHIND THE HEADLINE FIGURES

Mean pay gap

The mean pay gap (average) (most commonly referred to figure) is calculated by adding up the hourly pay of all the women in the business and dividing by the number of women. We then do the same sum for men and compare the two figures and show the result as a percentage (%).

Mean gender pay gap (average) 2024		
Gender	Mean hourly pay	Percentage
Male	£27.21	
Female	£23.86	
Total		12.23% (Rounded down to 12%)

Our mean gender pay gap, as at 5 April 2024, is 12%

Compared to last year's report and the data we took on 5 April 2023, this represents a decrease of one percentage point (13% in 2023).

This means the average female earns £0.94 more per hour than the previous year (£22.92 in 2023) and the average male earns £0.91 more per hour than the previous year (£26.30 in 2023).

Median pay gap

The median pay gap is calculated by finding the exact middle point between the lowest and highest paid man in the business and the lowest and highest paid woman. We then compare the two figures and show the difference as a percentage (%).

Median gender pay gap 2024		
Gender	Median hourly pay	Percentage
Male	£23.86	
Female	£22.44	
Total		5.93% (rounded up to 6%)

Our median gender pay gap, as at 5 April 2024, is 6%

Compared to last year's report and the data we took on 5 April 2023, this represents a decrease of 7 percentage points (13% in 2023).

This means a middle-ranking female earns £1.17 more per hour than the previous years (£21.27 in 2023), and a middle-ranking male earns £0.69 less per hour than the previous year (£24.55 in 2023).

Gender bonus gap

Samaritans did not pay any bonuses to its employees during the reporting year 2024/25 and the requirement to report on this is therefore not applicable.

Our quartiles

In order to determine pay quartiles, our full-time relevant employees are ordered by their hourly pay and then divided into four equal parts referred to as 'quartiles'. These pay quartiles then show the proportion of male and female employees in each, ranging from the lowest paid quarter to the highest paid quarter.

Lower quartile				
<i>All employees whose standard hourly rate is within the lower quartile</i>				
Gender	2024 total employees	2024 percentage	2023 total employees	2023 percentage
Male	18	24%	19	23%
Female	58	76%	64	77%
Total	76		83	

Lower middle quartile				
<i>All employees whose standard hourly rate is more than the lower quartile but the same or less than the median</i>				
Gender	2024 total employees	2024 percentage	2023 total employees	2023 percentage
Male	16	21%	17	20%
Female	60	79%	66	80%
Total	76		83	

Upper middle quartile				
<i>All employees whose standard hourly rate is more than the median but the same or less than the upper quartile</i>				
Gender	2024 total employees	2024 percentage	2023 total employees	2023 percentage
Male	14	18%	17	20%
Female	62	82%	66	80%
Total	76		83	

Upper Quartile				
<i>All employees whose standard hourly rate is within the upper quartile</i>				
Gender	2024 total employees	2024 percentage	2023 total employees	2023 percentage
Male	32	42%	37	44%
Female	44	58%	47	56%
Total	76		84	

UNDERSTANDING THE WHY AND HOW WE COMPARE

Samaritans benchmarks every role externally so as to ensure that everyone is paid fairly for undertaking the same or similar role – and to remain competitive in the marketplace.

With having a higher proportion of female employees (74%) than male employees (26%), relatively small changes in the distribution of men across the different pay quartiles can have a significant impact on our gender pay gap.

In 2024, our male employees shifted from being predominantly in the lower and upper quartiles, to having further representation within the lower middle and lower quartiles and decreasing representation within the upper and upper middle quartiles, although our male employees are still largely represented within the upper quartile (42%, the most of any quartiles). Female employee representation has increased in the upper middle and upper quartiles by 2% points each, with their representation in the lower middle and lower quartile reducing by 1% point each.

From this, we can infer one of the drivers for a slight decrease in the gender pay gap in 2024 include increasing female representation in the higher pay quartiles, and an increase in male representation within the lower quartiles – as outlined in the tables above. This was identified as a factor for a large gender pay gap in the 2023 report. Samaritans have been working to create a more inclusive culture for our employees which is likely to have had a positive impact on these results – as we highlight in the final section of this report.

Ongoing and positive changes in overall sector pay, particularly median pay for female employees compared to male counterparts, has a direct correlation to the reduction of our gender pay gap. This progress gives us reason to be optimistic about the future of gender pay equity at Samaritans. While we acknowledge the positive changes, we also recognise that there is still more work to be done to ensure parity within our pay quartiles.

ONS data comparison

The Office for National Statistics (ONS) released the latest gender pay gap statistics in October 2024. These figures provide a benchmark for evaluating our own gender pay gap, relative to national averages. ONS reported the (median) gender pay gap among full-time employees at 7% in April 2024, and the (mean) gender pay gap amongst all employees (both part-time and full-time) at 13.1%.

Our mean gender pay gap of 12.2% is lower than the national average of 13.1%. Our median gender pay gap of 5.9% is also lower than the national average, indicating that despite the clear existence of a mean gender pay gap, those middle earners within Samaritans have more equitable pay distribution.

Charity network data comparison

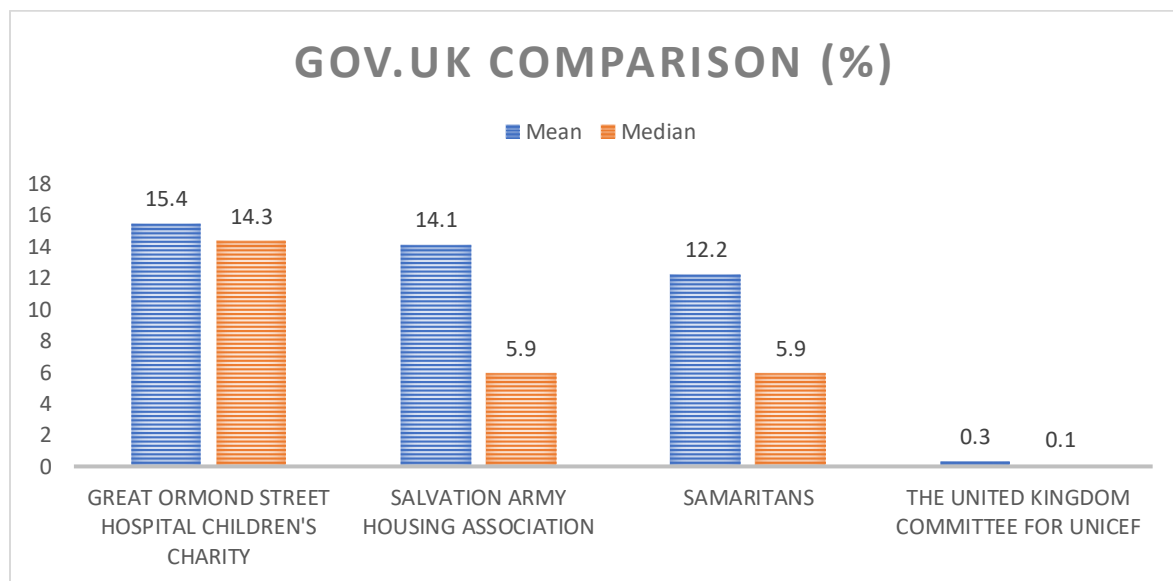
We continue to compare our gender pay gap against a network of 30 small, medium and large charities of which we are a member. We compare against similar sized charities, and discuss initiatives being collectively undertaken to address gender pay gaps.

Against two similar sized charities, we have a higher mean pay gap (12.23%) compared to two known UK/National charities (4.16% and 1.75% respectively). This suggests that

the average male and female pay disparity is more pronounced at Samaritans, compared to those other charities. Samaritans also have the highest median gender pay gap (5.93%) compared to both of them (2.63% and 2.78%), indicating middle-rate staff at Samaritans have a larger pay gap.

GOV.UK data comparison

Some prominent charities with a similar level of employees (250-499) have published their 2024/25 gender pay gap report on the GOV.UK website, and we are able to compare our own mean and median gender pay gap with theirs. A graph has been used below to visualise this data, highlighting mean and median percentage differences.

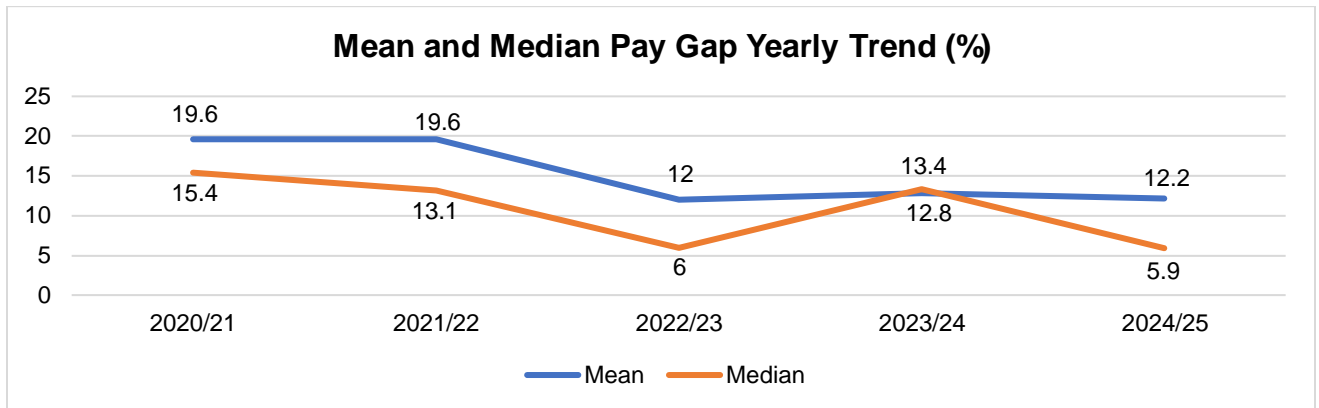


This gender pay gap data reveals a wide spectrum of results. UNICEF, for example, report an exceptionally low mean pay gap of 0.3%, and a median pay gap of 0.1%, indicating near parity for its workforce, likely attributed to a balanced gender distribution across all pay quartiles. In contrast, Great Ormond Street Hospital (GOSH) has one of the highest pay gaps amongst comparable organisations, sitting with a mean gap of 15.4% and a median gap of 14.3%. The Salvation Army has a mean pay gap of 14.1% and median pay gap of 5.9%, indicating whilst the mean pay gap is high, they have done work to ensure parity in their median pay gap.

Within this context, Samaritans' mean pay gap of 12.2% and median pay gap of 5.9% place us below some of our counterparts while still exceeding the near-parity levels reported by UNICEF. These figures show that we are making progress but underscore the need for continued focus on achieving greater balance, particularly in how men and women are represented at higher-paying levels. By identifying and addressing any systemic barriers, we aim to move closer to full pay equity for all Samaritans staff.

TRACKING OUR PROGRESS

This section presents a detailed look at the changes in the mean and median gender pay gap at Samaritans over the past five years, including visuals and accompanying commentary.

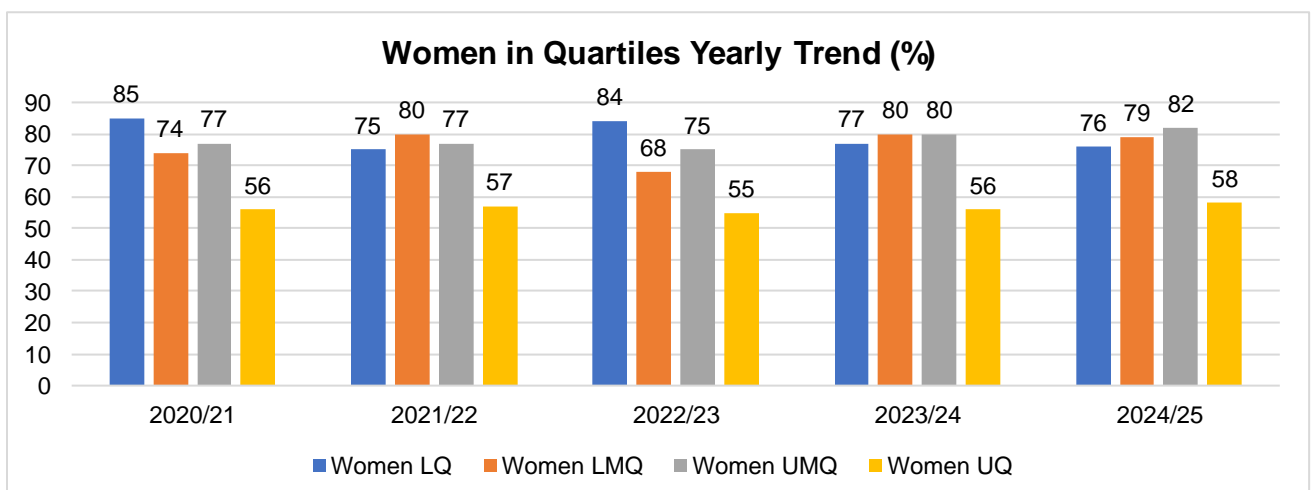


The reduction in our mean gender pay gap to 12.2% in 2024 demonstrates that Samaritans’ sustained efforts toward equitable pay continue to move us closer to pay parity. Equally encouraging is our sharp reduction to a 5.9% median gender pay gap, which indicates that salaries at the mid-level are now much more balanced between male and female colleagues.

Over the past five years, both our mean and median gender pay gaps have shown notable declines with the exception of 2023. Please see our 2023 report for a fuller explanation as to why that was. The improvements in our median pay gap have been especially pronounced in the most recent reporting year (2024/25), underscoring our ongoing commitment to addressing any pay imbalances. While some year-to-year fluctuations remain, the overall trend confirms that we are making meaningful progress toward closing the gender pay gap at Samaritans.

Samaritans’ women in quartiles over the years

This analysis outlines the distribution of women across the pay quartiles from the 2020/21 reporting year, to 2024/25, providing insight into female representation trends at different pay levels within Samaritans.



Our distribution of women across pay quartiles has fluctuated over the past five reporting years, with the most recent year 2024/25 stabilising with minor differences from the previous reporting year, highlighting continued strengths, and areas for improvement. The proportion of women in the upper-middle and upper quartiles has increased to 82% and 58% respectively (+2% increase each) indicating more women in Samaritans are in higher paying roles compared to previous years, and reflecting our efforts to support career development, particularly in women, are paying dividends.

Women's representation in the lower middle quartile has slightly dipped to 79% (-1% point from last year). Monitoring this lower-middle quartile is important, as consistent levels of female representation can signal how effectively women are transitioning from entry-level, to higher-level positions.

Our lower quartile has seen massive fluctuations over the years; however, it seems to have stabilised at 76% (-1% point from last year). Although a small decrease, it shows women still comprise a high proportion of roles at this level.

Looking forward, we aim to maintain our upper quartile gains and continue focusing on supporting career and leadership development at all levels to further close our gender pay gap. Ongoing priorities include leadership development for all staff, which can help transition our women from lower to higher quartiles.

HOW WE ARE IMPROVING OUR POSITION

Samaritans remain committed to reducing our gender pay gap by maintaining a long-term view of resourcing, developing and engaging our workforce. Last year, we recognised that some agreed actions would take time to make a meaningful impact on our gender pay gap. We can gladly announce that some of these projects have successfully contributed to the decrease in our gender pay gap; however, more work is to be done, and further strategies are to be put into place to ensure the further transition into equitable gender pay.

Below are the actions taken in the past 12 months and identified actions to encourage gender equity at work over the next 12 months:

Ways of working and policy development

Samaritans continue to be committed to flexible working, offering job share opportunities and providing enhanced family leave; critical enablers for improving the gender pay gap and encouraging women to move into senior positions. We are actively monitoring the gender balance of senior roles in the upper quartiles.

We provide structured support for employees returning from maternity leave, including Keeping in Touch (KIT) days, phased re-entry, reintroductions to teams, and flexible working options. These initiatives aim to make the workplace more welcoming for returning parents, particularly women, who are disproportionately affected by caregiving responsibilities. We continue to promote job-sharing, with proven success from employees in such roles, and will maintain this model to encourage more diverse applicants.

We have policy review programme throughout 2024/25 with all policies to be finished no later than March 31, 2025. This will allow us to revisit our People policies, ensuring both legislative compliance and sector parity, and we will consider new ones as appropriate. All policies when reviewed will prioritise inclusive practice and where possible will include actions to improve our gender pay gap. All legislative changes, such as flexible working legislation and the Worker Protection (Amendment of Equality Act 2010) Act 2024, have been updated in our policies and in future will be updated as appropriate, meaning all our policies will always be legally compliant.

Our ongoing EDI Commitment and Plan

We continue to deliver our EDI programme at Samaritans. Our priority is currently delivering mandatory learning for all staff in 2024 and all volunteers in 2025. This learning is focused on actions individuals can and should take to create a more welcoming and inclusive environment for all and includes examples of sexism and gender-based discrimination to support learning. Our CORE development learning for volunteers also addresses gender-based discrimination.

Additionally, through our network development project we are providing targeted investment in our networks and developing new ones:

- Menopause roundtable: for staff to discuss their experiences of working during the menopause. We will create and deliver a menopause action plan as a result.
- Working parents roundtable: Although this is open to all genders, experience and evidence tells us that women are disproportionately affected. We will create and deliver a working parents action plan as a result.

Enhanced KPI data and metrics

Over the past 12 months, KPIs and metrics have become a stronger pillar of our work than previous. To enhance the quality of our data, the People team undertook an organisational-wide Data Verification project in April 2024. Whilst the submission of EDI information was voluntary, we were delighted with the highest response rate to date.

This information has enabled us to better understand our workforce and their demographics, produce and analyse our metrics more effectively, as well as playing a significant role in decision making and shaping our strategy which in turn helps us to understand and deliver on our goals in a more inclusive way.

The verified data now enables us to track the diversity of current employees and future recruitment efforts, including the ratio of men to women among new hires. This detailed tracking can help in the future if we choose to identify specific areas where we can target efforts to shift the gender pay gap and implement more precise and impactful initiatives.

Recruitment statistics continue to be produced on an annual basis. Key recruitment statistics are also now being captured in the quarterly workforce planning report, shared each quarter with the Executive Leadership Team and Senior Leadership Group.

Continued evolution of our recruitment approach

We continue to 'show the salary' on all of our job advertisements. Citing salaries on adverts generates openness, trust, and honesty – and in turn reduces the gender pay gap. We will continue to seek to ensure our interview panels are gender diverse, accepting that this depends on availability. We are committed to inclusive recruitment practices and will seek to address areas where we can, and where necessary, to improve the diversity of our staff base, including considering exploring new ways of attracting under-represented gender groups.

We are currently working on our Employee Value Proposition and additional promotional work to encourage all to our organisation – this piece of work is still at an embryonic stage and our provisional deadline for completion of our first milestone is March 2025. Actions cited within this report will form part of the promotional work, bringing stories to life to attract a wider audience.

Given the limitations of our existing Recruitment/Applicant Tracking System (ATS), we are not able to currently provide a fully anonymised recruitment approach, however, we will seek to evolve our technical capabilities and potentially seek a new HRIS/ATS provider in the coming years with this as an essential requirement.

On the rare occasions that we use recruitment agencies; we will continue to ask questions about their commitments to inclusive recruitment practises. We will actively partner with agencies who are able to demonstrate a commitment improving representation within organisations (be it ethnicity, gender, disability etc.) and particularly focusing on improving representation within our higher salary bands.

Focus on growth and development

We have made significant progress in creating learning and development opportunities in 2024 through the launch of the Samaritans Development Programme. This includes opportunities to develop business, people and operations management and leadership skills through accredited apprenticeships; access to Bookboon flexible learning resource and membership of the Charity Mentoring Network. We are delighted that just over 10% of our staff team have started, or are about to start, an apprenticeship.

Our first apprenticeship programmes launched with significant female participation in both cohorts. For example, cohort 1 of our Team Leader apprenticeship saw 1 male, and 11 females enrol, positioning women for entry-level leadership roles which can help reduce our mean and median gender pay gap over time. Gender split for our operations manager cohort was more balanced, with 4 males and 3 females. Useful to note for cohort 2, both Fundraiser and Data Professional apprenticeships only had female uptake, 3 and 5, respectively.

In June 2024, we launched a People Leader workshop for all line managers. The two-day workshop aims to build shared understanding and consistent approaches to people leadership-in-action with focus on the key areas of: Accountability, Empowerment, Inclusivity and Connection. By the end of November 2024, 69 line managers who identify as female, 35 line managers who identify as male, and our 4 Volunteer Directors of Branch Operations, who identify as female, will have attended the workshop.

The Charity Mentoring Network was launched to provide mentoring opportunities for all employees, aiming to support their development and career progression. With 72% of sign-ups identifying as female, the network shows that women are actively seeking mentorship and networking opportunities. This is a positive trend for gender equity, as mentorship often leads to better career progression, potentially helping to close the gender pay gap.

Revisiting our pay structures

We regularly undertake pay benchmarking activity and complete an annual submission to Cendex to evaluate our salaries against the sector. We work collaboratively and in partnership with our recognised Trade Union (Unite) when negotiating pay and conditions, as well as other matters. We do not pay bonuses or performance related pay.

To remain competitive in the sector, and to ensure transparency and clarity of our pay scales, we are exploring a review of our existing pay structure so that our salary structure, progression and pay and reward processes are clearer in order to reduce pay inequalities and confusion. We currently clearly advertise roles with a salary range, but we are considering whether to change this practice to a specified salary.

The findings of this report will be published on an annual basis.

Please note that the Samaritans Annual Report reports the total average headcount throughout the year and as at 31 March 2024 the headcount was 326.

When calculating the gender pay gap, the total headcount (excluding those not eligible for the purpose of this report) as at the snapshot date of 5 April 2024 was 325. 1 headcount left their role in between those dates.