Southdown

Gender Pay Gap Report

2026



Foreword

At Southdown, fairness, transparency and inclusion remain central to the way we work. Our Gender Pay Gap Report provides an important opportunity to understand our workforce, assess progress and identify where further action is needed.

This year, I am pleased that we have maintained median pay parity and reduced our mean gender pay gap to 4.84%. While this represents positive progress, our findings continue to highlight the importance of improving representation within higher-paid and senior roles.

We will continue to use our data to inform recruitment, progression, succession planning and flexible career pathways, ensuring colleagues have equitable opportunities to develop and progress.

During 2026, we strengthened our commitment to equity, diversity and inclusion through dedicated C-Suite leadership accountability and the launch of our EDI Strategic Impact Group. This reflects our belief that EDI is not simply a reporting requirement, but a key part of building a fairer, stronger and more inclusive organisation.

While this report focuses on our workforce, we recognise that inclusion and equity influence everything we do. By creating an inclusive culture for colleagues, we strengthen our ability to deliver positive outcomes for the tenants, clients and communities we serve.

We know that achieving greater equity is an ongoing journey rather than a fixed destination. The results in this report demonstrate strong foundations while also highlighting where further action is needed. Through our People Strategy, EDI programme and action plan commitments, we will continue to focus on creating a workplace where opportunity, development and progression are accessible to all.

I would like to thank colleagues across Southdown for their continued contribution to creating a workplace where fairness is not simply a principle, but something reflected in our everyday decisions, behaviours and practices. We remain committed to ensuring that every colleague, regardless of gender, role or working pattern, has the opportunity to thrive, develop and succeed at Southdown.

Warm regards,
Eve Clennell,
Head of People and Experience



Definitions

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

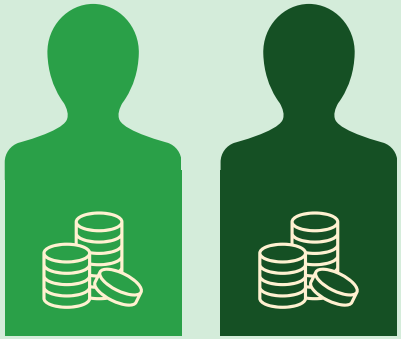
Equal pay is a measure of whether males and females are paid equally for the same work or that of equal value.

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.



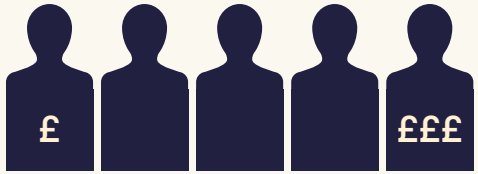
Average male pay

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.



Lowest paid

Median

Highest paid

Introduction

This report is published as Southdown's statutory Gender Pay Gap Report. The statutory reporting framework continues to be referred to as gender pay gap reporting.

For the purposes of the statutory calculations, and in line with the Equality Act 2010 gender pay gap reporting regulations and current GOV.UK guidance, employees have been categorised by sex. GOV.UK updated its guidance in May 2026 following the Supreme Court ruling on the definition of sex in the Equality Act 2010. The updated guidance confirms that, for gender pay gap reporting purposes, the terms "male", "female", "men" and "women" refer to biological sex.

We recognise that sex and gender identity are not the same for everyone, and that some colleagues may not identify with the binary categories used in statutory gender pay gap reporting. Southdown remains committed to being an inclusive employer where all colleagues are respected and supported.

The use of women/female and men/male categories in this report reflects the current statutory reporting requirements and should not be read as limiting or defining how colleagues identify. Results are reported in aggregate only and are not intended to identify any individual employee.

The gender pay gap measures the difference between the average pay of women and men across the whole organisation, regardless of role, grade, seniority or working pattern. It is different from equal pay. Equal pay is concerned with whether women and men receive equal pay for the same work, similar work or work of equal value. A gender pay gap can exist even where equal pay practice is sound, because it is influenced by how women and men are distributed across roles, grades, working patterns and levels of seniority. Southdown's gender pay gap results should therefore not be interpreted as evidence that women and men are paid differently for performing the same role. CIPD guidance also confirms that gender pay gap reporting remains the recognised reporting framework, while the figures used for reporting relate to employees' biological sex.

Key Findings

- **Median gender pay gap: 0.00%**
- **Mean gender pay gap: 4.84% (improved by 0.74 percentage points)**
- **Median bonus pay gap: 0.00%**
- **Mean bonus pay gap: 4.75%**
- **Women represent 66.3% of relevant employees**
- **Women represent 65.1% of full-pay relevant**

Understanding our 2026 results

Southdown's 2026 Gender Pay Gap results show continued progress and strong foundations for pay equity. Women continue to make up around two-thirds of our workforce, reflecting both the wider social care sector and Southdown's workforce profile. Against this backdrop, we have maintained a median gender pay gap of 0.00% and reduced our mean gender pay gap from 5.58% in 2025 to 4.84% in 2026. This represents an improvement of 0.74 percentage points. A workforce can be predominantly female and still report a gender pay gap if men are proportionately more represented in higher-paid, senior or specialist roles. This remains one of the key factors influencing Southdown's mean gender pay gap.

The median pay gap is often the best indicator of the typical employee experience because it compares the hourly pay of the middle-paid woman with the middle-paid man. A median pay gap of 0.00% means there is no difference between these figures. This is a strong indicator of pay parity across the organisation.

The mean pay gap tells a slightly different story. It looks at average hourly pay across all employees and can be influenced by where men and women are represented throughout an organisation.

Women are well represented across Southdown and continue to make up the majority of employees in every pay quartile and workforce profile. However, representation reduces at the most senior levels of the organisation, and this remains one of the main factors influencing the overall mean pay gap.

Working patterns also play an important role. Women are more likely than men to work part-time, while men are more likely to be employed in full-time roles. Our analysis suggests that the overall pay gap is influenced more by the distribution of full-time and senior positions than by widespread differences in pay rates between women and men doing comparable work.

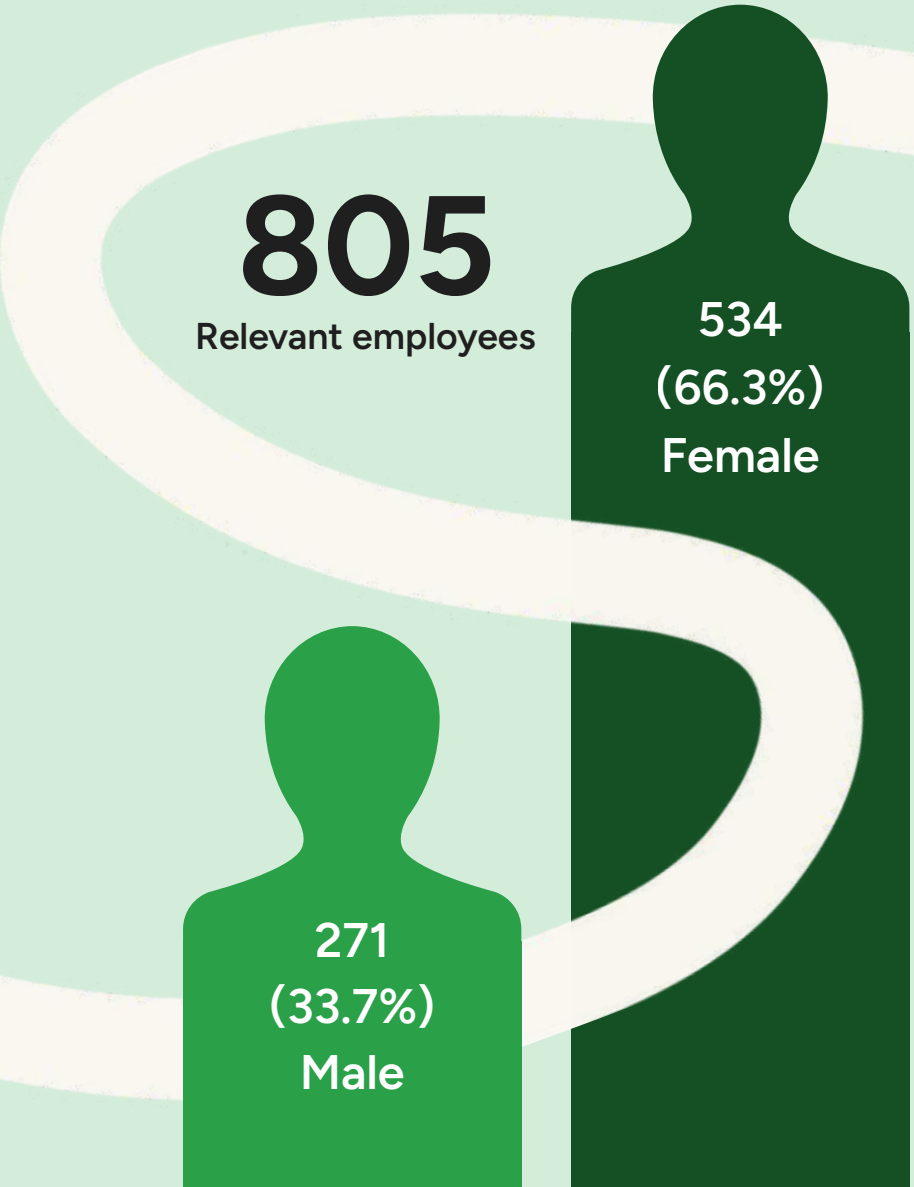
The mix of roles across Southdown also affects the overall picture. Operations, our largest area of employment, remains predominantly female. Some smaller specialist and corporate functions have different gender profiles and a higher proportion of senior or higher-paid roles, which can influence the overall mean pay gap despite consistent pay and grading arrangements.

Our bonus pay results continue to demonstrate a high level of equity. The median bonus pay gap remains 0.00%, meaning the typical reportable bonus payment received by women and men was the same. Southdown does not operate a formal performance-related bonus scheme, and the payments included within statutory reporting mainly consist of Long Service Awards, Introduce a Friend payments, Probation Reward payments and a small number of temporary responsibility payments. As these are one-off payments that vary in value and timing, the mean bonus pay gap can fluctuate from year to year and should be considered alongside the median figure.

While gender pay gap reporting provides an important snapshot of pay outcomes, it does not explain every factor influencing those outcomes. To better understand the drivers behind our results, we will continue to monitor recruitment, promotion, succession planning, turnover and workforce diversity data. This will help us identify where additional action may be needed and ensure opportunities for progression and development remain accessible to all colleagues.

Overall, Southdown's 2026 results demonstrate positive progress and strong foundations for pay equity. While we will continue to focus on improving representation within senior and higher-paid roles, the overall direction of travel remains positive.

Staff population by gender



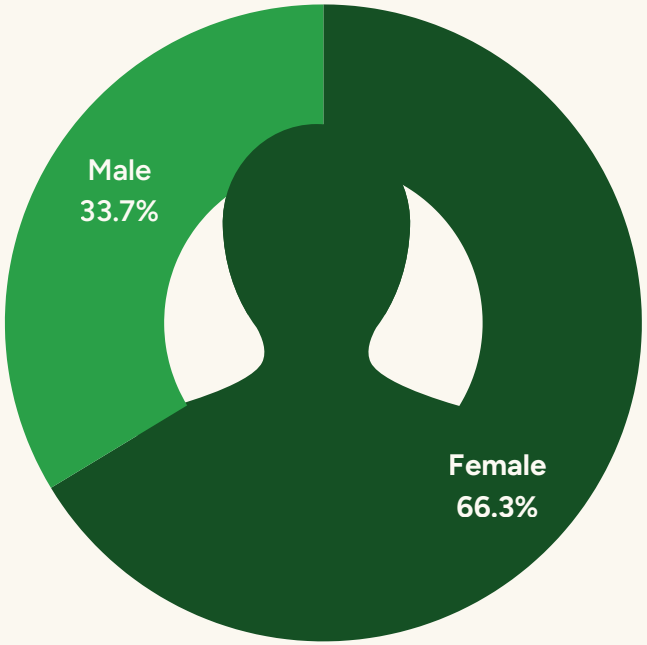


Figure 2. Staff population by gender: relevant employees by gender

Southdown had 805 relevant employees at the snapshot date: 534 women and 271 men. Relevant employees are all employees employed on the snapshot date and are used for the statutory bonus pay calculations. Women represented 66.3% of this group and men represented 33.7%.

For the statutory hourly pay calculations, the report is based on full-pay relevant employees. These are employees who received their usual full basic pay during the relevant pay period. Southdown had 722 full-pay relevant employees: 470 women and 252 men. **Women represented 65.1% of the full-pay relevant group and men represented 34.9%.**

This profile is important context for interpreting the results. Southdown's workforce continues to be predominantly female, reflecting the wider shape of the social care sector. These workforce demographics provide important context for interpreting the results and understanding the distribution of women and men across Southdown's pay quartiles.

Headline pay gap results

Our median hourly pay gap remains 0.00%, meaning there is no difference between the midpoint hourly pay for women and men. This is a strong indicator of pay parity at the centre of our pay distribution.

Our mean hourly pay gap is 4.84% in favour of men. This has reduced from 5.58% in 2025, showing a positive year-on-year improvement. In cash terms, men's mean hourly pay was £16.08 compared with women's mean hourly pay of £15.30.

The median figure gives a helpful view of the typical employee experience and is not distorted by very high or very low pay values. The median figure gives a helpful view of the typical employee experience and is not distorted by very high or very low pay values. The mean figure reflects average hourly pay across all employees.

Table 1: Pay gap results

Group	Median hourly pay	Mean hourly pay	No. of full-pay relevant staff
Female	13.98 (up 0.23)	15.30 (up 0.68)	470 (down 47)
Male	13.98 (up 0.23)	16.08 (up 0.60)	252 (down 11)
Pay Gap	0%	4.84%	722 (down 58)

Quartile analysis

Women make up the majority of employees in every pay quartile, ranging from 62.8% in the lower middle quartile to 67.4% in the lower quartile. This is broadly consistent with Southdown's overall workforce profile.

The largest pay gap is in the upper quartile, where the mean hourly pay gap is 11.14% in favour of men. This has increased by 0.58 percentage points compared with 2025. The other quartiles show very small gaps: -0.54% in the upper middle quartile, 0.44% in the lower middle quartile and 0.26% in the lower quartile. This suggests that pay differences are not evident across most of Southdown's pay distribution and are concentrated primarily within the highest pay quartile.

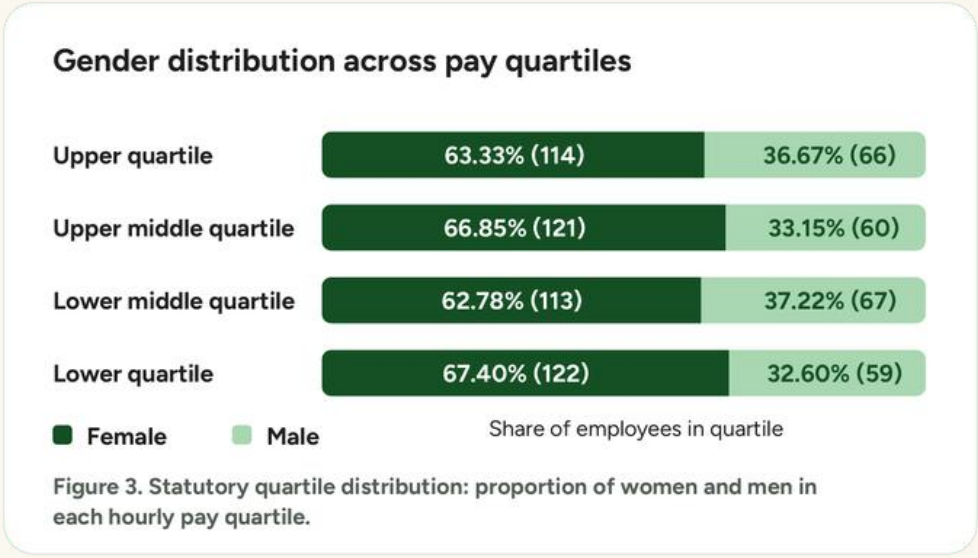


Figure 3. Statutory quartile distribution: proportion of women and men in each hourly pay quartile.

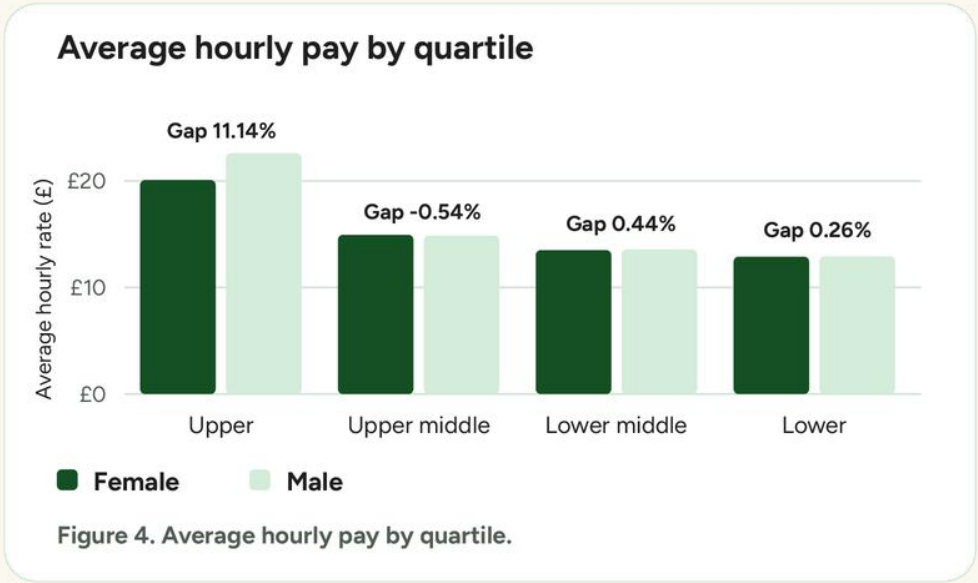


Figure 4. Average hourly pay by quartile.

Table 2: Gender pay gap by quartile - full-pay relevant employees

	Female no.	Female %	Male no.	Male %	Mean pay gap	Change vs 2025
Upper quartile	114	63.33%	66	36.67%	11.14%	+0.58pp
Upper middle quartile	121	66.85%	60	33.15%	-0.54%	-0.86pp
Lower middle quartile	113	62.78%	67	37.22%	0.44%	+0.49pp
Lower quartile	122	67.40%	59	32.60%	0.26%	-0.44pp

This suggests that the overall mean pay gap is primarily influenced by the distribution of higher-paid roles and the pay range within the upper quartile. Women represent around two-thirds of Southdown's workforce overall; however, representation decreases at the most senior levels of the organisation. Women currently hold 25.0% of C-Suite roles and 45.5% of combined C-Suite and Head of roles. This difference in senior representation remains a key factor influencing the mean gender pay gap.

Bonus pay gap

For the purposes of statutory gender pay gap reporting, bonus pay includes any payment that falls within the statutory definition of bonus pay. At Southdown, this includes one-off payments such as Introduce a Friend payments, Long Service Awards, Probation Reward payments and certain temporary responsibility payments where colleagues undertake additional duties outside their substantive role.

Figure 5 shows the mean reportable bonus payment received and the proportion of employees receiving a reportable bonus payment. In that worksheet, 443 women and 228 men received a reportable Annual Bonus payment greater than zero. This represents 82.96% of relevant women employees and 84.13% of relevant men employees. Overall, 671 colleagues received a reportable bonus payment, representing 83.35% of all relevant employees.



Figure 5. Bonus pay outcomes: mean bonus value and proportion receiving bonus pay.

The median bonus pay gap remains 0.00%, with both women and men receiving a median reportable bonus payment of £60.

The mean bonus pay among employees receiving bonus pay was £101.66 for women and £106.73 for men. This produces a mean bonus pay gap of 4.75% in favour of men.

The reportable bonus data includes three ad hoc, higher-value payments for temporary additional responsibility or work undertaken at a higher level. These payments were made to three colleagues, all of whom are women. Because these three payments are high in value compared with other reportable bonus categories, they affect the overall mean bonus calculation. This means the mean bonus result should be interpreted with caution and understood alongside the median bonus gap of 0.00%. Whilst these payments increased the value of bonus payments received by women, overall mean bonus pay remained slightly higher for men.

Southdown does not operate a formal performance-related bonus scheme. Most payments included within statutory bonus reporting are recognition or one-off payments rather than incentive-based rewards. Payments included for bonus pay reporting are reportable one-off payments recorded in the Annual Bonus field, including items such as Introduce a Friend payments, Long Service Awards at 5, 10, 15, 20 and 35 years, Probation Reward payments, and three ad hoc payments for temporary additional responsibility or work undertaken at a higher level.

Because reportable bonus payments vary in purpose, value and timing, the mean bonus gap can move year on year even when the median remains equal. The median remains the most helpful indicator of the typical reportable payment received by colleagues, while the mean is more sensitive to higher-value one-off payments. Ad hoc payments are included because they fall within reportable bonus pay for statutory reporting purposes. They are not part of a formal performance-related bonus scheme and are used where colleagues temporarily undertake additional or higher-level responsibilities.

Statutory results tables

Note 1: Tables 1 to 3 are the statutory gender pay gap reporting measures.
Note 2: Positive percentage figures indicate that men are paid more than women. Negative percentage figures indicate that women are paid more than men. A zero percentage indicates no pay gap on that measure.
Note 3: Hourly pay calculations are based on full-pay relevant employees. Bonus pay calculations are based on relevant employees.
Note 4: Due to rounding, totals may not correspond exactly with the sum of separate figures.
Note 5: "pp" means percentage points. Percentage points are used to describe the change between two percentages. For example, an increase from 63% to 65% is an increase of 2 percentage points (2 pp), rather than a 2% increase.

Table 1: Single figure pay gap, all staff - full-pay relevant employees

	Median hourly pay (all staff)	Mean hourly pay (all staff)	No. of staff
Female (all)	13.98 (up 0.23)	15.30 (up 0.68)	470 (down 47)
Male (all)	13.98 (up 0.23)	16.08 (up 0.60)	252 (down 11)
Pay Gap	0%	4.84%	722 (down 58)

Table 1 shows Southdown's statutory median and mean hourly pay gap for full-pay relevant employees. The median pay gap remains 0.00%, meaning there is no difference between the midpoint hourly pay for women and men. The mean pay gap is 4.84% in favour of men, reduced from 5.58% in 2025

Table 2: Gender pay gap by quartile - full-pay relevant employees

	Female (all staff)			Male (all staff)		
	Average hourly rate	No. of staff	% of staff	Average hourly rate	No. of staff	% of staff
Upper quartile	20.08 (up 0.88)	114 (down 8)	63.33% (up 0.77 pp)	22.60 (up 1.13)	66 (down 7)	36.67% (down 0.77 pp)
Upper middle quartile	14.94 (up 0.58)	121 (down 15)	66.85% (down 2.89 pp)	14.86 (up 0.45)	60 (up 1)	33.15% (up 2.89 pp)
Lower middle quartile	13.50 (up 0.47)	113 (down 17)	62.78% (down 3.8 pp)	13.56 (up 0.53)	67 (up 2)	37.22% (up 3.89 pp)
Lower quartile	12.89 (up 0.70)	122 (down 7)	67.40% (up 1.25 pp)	12.92 (up 0.65)	59 (down 7)	32.60% (down 1.25 pp)

Table 2 shows the distribution of women and men across the four statutory pay quartiles. Women make up the majority of employees in each quartile, reflecting Southdown's overall workforce profile. The largest gap remains in the upper quartile, where the mean pay gap is 11.14% in favour of men. This indicates that the overall mean pay gap is most strongly influenced by the distribution of higher-paid and senior roles.

Table 3: Single figure bonus pay gap - relevant employees

	Median bonus pay	Mean bonus pay	No. of staff
Female (in receipt of bonus)	60	101.66 (down 10.75)	443 (no change)
Male (in receipt of bonus)	60	106.73 (down 6.66)	228 (up 7)
Pay Gap	0%	4.75% (up 5.61 pp)	671 (up 7)

Table 3 shows Southdown's bonus pay gap using the current staff worksheet as the statistical source. The median bonus pay gap is 0.00%, with both women and men receiving a median reportable bonus payment of £60. The mean bonus pay among employees receiving bonus pay is £101.66 for women and £106.73 for men. The reportable bonus data includes three ad hoc, higher-value temporary responsibility or higher-level work payments, all made to women, which should be considered when interpreting the mean bonus outcome.

Southdown does not operate a formal performance-related bonus scheme. Payments included for bonus pay reporting are reportable one-off payments recorded in the Annual Bonus field, including items such as Introduce a Friend payments, Long Service Awards at 5, 10, 15, 20 and 35 years, Probation Reward payments, and three ad hoc payments for temporary additional responsibility or work undertaken at a higher level.

Conclusion and next steps

Southdown's 2026 Gender Pay Gap Report shows positive progress towards greater pay equity. Maintaining a median pay gap of 0.00% and reducing our mean pay gap to 4.84% demonstrates that our pay framework and governance arrangements continue to support fair and consistent pay outcomes across the organisation.

While our results are encouraging, the data highlights that representation within some senior and higher-paid roles continues to influence the overall mean pay gap. This remains our key area of focus as we continue to develop a diverse and representative leadership pipeline.

The gender pay gap is different from equal pay. Our results reflect the distribution of women and men across roles, grades, working patterns and levels of seniority, rather than differences in pay for the same work.

To build on this progress, we will continue to focus on the areas where our analysis shows the greatest opportunity for improvement.

The analysis within this report suggests that Southdown's remaining mean gender pay gap is primarily influenced by representation within higher-paid and senior roles rather than differences in pay for comparable work. As a result, our focus remains on supporting equitable progression, development and leadership opportunities across the organisation.

Our ongoing commitments:

- Improving representation in senior and leadership roles through succession planning, leadership development and fair recruitment practices.
- Supporting career progression and development opportunities for all colleagues, including part-time and flexible working.
- Monitoring recruitment, promotion and workforce data to better understand progression and representation across the organisation.
- Improving workforce diversity data so that we can better understand colleagues' experiences and inform our Equity, Diversity and Inclusion priorities.
- Maintaining transparent, consistent and evidence-based pay and reward practices.
- Continuing to embed Equity, Diversity and Inclusion through our People Strategy, EDI programme and Strategic Impact Group.
- Preparing for future gender pay gap reporting requirements and ensuring our approach remains proactive, transparent and data led.

We remain committed to using workforce data, evidence-based decision making and inclusive employment practices to further reduce barriers to progression and strengthen equity across the organisation. By continuing to monitor our data and act on the insights it provides, we will build on the progress we have made and support all colleagues to develop, progress and thrive at Southdown.

Southdown

01273 405800

info@southdown.org

Southdown, 2 Bell Lane, Lewes, East Sussex, BN7 1JU

Southdown is an exempt charity registered with the regulator of social housing (L1829).Southdown is also a registered society under the Co-operative and Community Benefit Societies Act 2014 (20755R).

www.southdown.org

2025 v2.0