



Gender Pay Gap Report 2025



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1. Introduction

The gender pay gap is the difference in the average earnings of men and women across a workforce. The gender pay gap is not the same as unequal pay which is paying men and women differently for performing the same (or similar) work.

Regulations were introduced in 2017 which mean that voluntary sector employers with more than 250 employees are required to report on a number of different statistical measures of gender pay as at the snapshot date of 5 April each year.

This is the report for the snapshot date of **5 April 2025**.

At the snapshot dates of 5 April 2025, at Family Action:

- There were **815** 'Full-Pay Relevant Employees'
- 714 employees (**87.6%**) were female
- 101 employees (**12.4%**) were male.

The statistical measures that we are required to report on as at the snapshot date of 5 April 2025, are as follows:

- a. Mean gender pay gap
- b. Median gender pay gap
- c. Bonus gender pay gap
- d. The proportion of males and females in each quartile pay band



2. Gender Pay Gap Headline Figures

The figures in this report have been calculated using the standard format required by legislation– the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the 'Regulations'), and are set out below:

Mean gender pay gap:

Mean Hourly Rate Female	Mean Hourly Rate Male
£16.93	£20.30

This gives us a **mean gender pay gap** of **16.6%**.

Median gender pay gap:

Median Hourly Rate Female	Median Hourly Rate Male
£15.31	£17.81

This gives us **median gender pay gap** of **14%**.



Bonuses:

Family Action does not operate a bonus scheme, as defined in Regulation 4 of the Regulations. Within the relevant period, however, one bonus was paid to one employee as a result of a contractual obligation following their transfer to Family Action under the Transfer of Undertakings (Protection of Employment) Regulations 2006.

Proportion % Receiving Bonus Female	Proportion % Receiving Bonus Male
0.1%	0%

It is not possible to calculate the mean or median bonus gender pay gap because with only one female employee receiving a bonus there is no gap.

Pay Quartiles:

The following table shows the proportion of men and women in each of the four 'quartile' pay bands. This is calculated by dividing the workforce into four equal parts based on hourly rates of pay.

Proportion of Male and Females in each quartile band		
Band	Male	Female
Lower	6.9%	93.1%
Lower Middle	11.3%	88.7%
Upper Middle	12.7%	87.3%
Upper	18.6%	81.4%



Our figures show a much higher proportion of women than men in each of the four pay quartiles. Typically, there are significantly more females employed in frontline roles which reflects the significantly higher percentages in the lower, lower middle and upper middle quartiles. The upper quartile has relatively more males employed in Central Office and senior management positions which attract higher salaries.

3. Contextual factors

The nature of Family Action's work and the sector that it operates in significantly shapes its workforce. Much of Family Action's work is in traditionally female dominated professions such as social work, healthcare, family support and counselling. This is reflected in the demographics within the organisation with nearly 90% of 'Full-Pay Relevant Employees' being female. Unfortunately, in many of those professions, and the charity sector in general, pay is relatively lower than in other professions and sectors. Family Action's workforce also includes a number of staff who have transferred to the organisation and whose salaries are protected under Transfer of Undertakings (Protection of Employment) Regulations 2006. In particular, in January 2025, [Relate](#) joined Family Action. This saw over 170 staff transfer to Family Action, of which 90% were female. These factors all undoubtedly contribute towards the gender pay gap that is reported.

That said, both the mean and median gender pay have reduced from 2024 when Family Action reported a mean gender pay gap of 19.8% and a median gender pay gap of 18%. In a workforce of the size of Family Action, it is not possible to entirely identify the exact causes of this reduction. However, we can see that the proportion of males in the lower and lower middle quartiles has increased, whilst the proportion in the upper quartile has decreased. Relate joining Family Action is believed to have contributed to this, but it also probably reflects ongoing work with the configuration of our new HR and Payroll system to ensure the gender pay gap report that it produces is as accurate as possible.



4. Next steps moving forward

Family Action continues to be committed to building a diverse and inclusive workplace that gives equal opportunities to all employees irrespective of gender and we are pleased that the gender pay gap has decreased. In particular, we are pleased that the median gender pay gap is now 14.0%, getting much closer to the average 12.1% gap reported by the ONS for April 2025. We believe in many respects this is a more representative measure of the pay gap at Family Action because it is not affected by outliers – a few individuals at the top or bottom of the range.

We recognise, however, that despite the reduction in both the mean and median gender pay gaps there remains work to be done to try to reduce the gap further and we are committed to this.

Moving forward we will:

- Publish these results both internally and externally.
- Complete our internal Pay & Grading project and launch a new Pay & Grading system based on updated, external salary benchmarking.
- Continue to review our flexible and hybrid working practices to ensure that the practices we already have in place continue to be applied fairly across all levels of roles, subject to fulfilling organisational needs, and addressing any barriers that are identified.
- Continue to review our family-friendly policies, and practices that support childcare or other caring responsibilities to ensure equal support is available to all staff and is inclusive of all families, in conjunction with our staff diversity networks.
- Reflect on and take into account any changes in practice following the passing of the Employment Rights Act 2025.



- Continue the review of our recruitment policies and practices following the implementation of a new Applicant Tracking System (ATS); crucially seeking to understand and analyse the demographic data of candidates to see whether there is more that we can do to promote equal opportunities at all levels and increase diversity in the applicants for roles.
- Continue with our pledge to 'Show the Salary' on all job adverts and undertaking analysis of which routes to recruitment elicit more applications from underrepresented groups.
- Improve the leadership and management support available to aspiring and existing managers to develop their skills further.
- Continue to review our exit interview information to better understand if one gender is leaving for specific reasons compared to others.
- Improve our HR reporting and people information through the continued development of our new HR and payroll system, enabling better quality of information and data to be reported and analysed.

5. Declaration

I, Ricardo Gomes da Silva, General Counsel & Director of Systems, confirm that the information in this statement is accurate.

Signed:

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Date: 15 April 2026