



Prisoners · Families · Communities  
A Fresh Start Together

# Gender Pay Gap Report 2024

## Our commitment to equality, equity, diversity and inclusion

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As an organisation, we respect and value diversity and actively promote equality of opportunity. We do this by being open, honest and transparent about our practices and by listening to and learning from our people and those who use our services.

As the leading Catholic prison charity, our work is rooted in a belief in the innate dignity and worth of every human being. We are confident that we pay our staff equally, irrespective of gender or any other protected characteristic. We employ a range of key factors to uphold this commitment and ensure all opportunities are advertised openly to all staff:

- We are committed to paying a fair and livable wage to all our employees. While we have historically aligned with the Living Wage, recent changes, such as the increase in National Insurance, have affected our ability to maintain this standard. However, we continue to review our pay structures to ensure fairness and sustainability, making sure we compensate all employees competitively and equitably.
- We publish our salary rates to staff and maintain consistent pay bands across all roles, regardless of gender.
- We have implemented policies tailored to support women, including a new menopause policy and dedicated support groups.
- We provide family-friendly and career-friendly policies to foster work-life balance and professional development opportunities.
- Our IDEA (Inclusion, Diversity, Equity and Action) Group is empowered to escalate concerns directly to the CEO and the Board of Trustees.
- Our Lived Experience Advisory Panel enables staff with lived experience of the criminal justice system to speak truth to power and contribute to the co-design, delivery, and evaluation of our services.
- We have an established pay policy and are committed to further strengthening it in the coming year, including establishing a pay review board to ensure consistent and fair remuneration decisions.
- We prioritise the welfare of our staff through wellbeing groups.
- We ensure transparency and address any potential inconsistencies or unfair treatment by conducting anonymous EDI (Equality, Diversity & Inclusion) surveys to gather perspectives and proactively tackle issues with an open mind.
- We anonymise protected characteristic data during recruitment and are committed to continually improving our recruitment processes.

This holistic approach demonstrates our dedication to fostering a workplace where fair pay and equal opportunities are fundamental principles upheld at every level.

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## What is the gender pay gap, and why is it important?

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The gender pay gap is an equality measure that shows the difference in average earnings between men and women in an organisation. We calculate this by comparing the mean and median earnings of all Pact staff.

It is a legal requirement for us to report our gender pay gap under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Reporting helps to promote gender equality in the workplace by highlighting disparities in pay between men and women and encouraging organisations to address systemic inequalities and take action to close the gap.

It is also important to clarify that the gender pay gap and unequal pay are distinct issues. We do not have unequal pay at Pact. Unequal pay, which is illegal, involves different wages for men and women doing comparable work. The gender pay gap can exist without unequal pay due to factors such as the organisation's composition, job roles, and seniority levels.

## Our gender pay gap results

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**At the time of the snapshot (April 2024), Pact's gender pay report submitted to the government reflects a 19.3% Pay Gap – Mean and a 24.3% Pay Gap - Median.**

This represents a decrease of just under 1% in the mean gender pay gap and an increase in the median. In 2024, Pact applied a significant pay increase to all roles. However, the rise in the median gender pay gap can be attributed to a greater proportion of women working in service delivery and entry-level roles compared to previous years. This shift has lowered the median hourly earnings for women, resulting in a wider overall gap.

It is important to emphasise that we provide equal pay for equivalent roles, and these results do not indicate unequal or unfair pay for the women working in our charity.

While our gender pay gap remains higher than the national average of 7.7%, our analysis of the situation remains unchanged. As of the reporting period, we employed 338 staff members, along with an additional 54 casual workers. Our workforce was 91.5% female and 8.5% male (as reported under government criteria), reflecting the typical gender distribution within the charity sector. This means our organisation remains female-dominated at all levels, including senior levels, with over 84% of our executive team and more than 83% of SLT roles being held by women.

Additionally, our CEO is held by a man, and men at Pact continue to hold functional roles outside of service delivery, which typically command higher salaries due to the specialised nature of these roles. Furthermore, a significant proportion of male staff members are based in London, where we apply a salary weighting to ensure competitive pay aligned with market rates. As our main office is located in London, the majority of these functional roles are concentrated in that location.

It should also be noted, as previously reported in 2022, that we undertook a TUPE transfer of a large female workforce into our charity, which is reflected in the figures.

At the snapshot date, we continued to engage a high number of casual workers, all paid at the Living Wage but on an ad hoc basis. Casual workers can decline shifts and choose working patterns to suit their circumstances and availability. Including these posts in gender pay gap reporting can skew results given the irregularity of work hours and, consequently, overall earnings.

### Table 1 - Breakdown of role type by gender

The data below excludes the CEO role, as it is the most senior position in the charity and has no comparable counterpart within the organisation. Furthermore, as the post is currently held by a male, including the post obscures the gender pay results for other positions. By excluding it, we aim to ensure a more accurate evaluation of gender pay equity across Pact.

Furthermore, the data detailed in the tables below include only staff who meet the criteria for GPG-relevant employees or reportable status (i.e., 366 members of staff). This means the figures presented differ from the overall headcount / total workforce numbers, as they exclude individuals who were not on full pay during the reporting period.

Role	Percentage of total workforce in role by gender	
	Female	Male
Senior leadership team	1.37%	0.27%
Executive management	3.01%	0.55%
Senior managers	7.10%	3.01%
Managers/Senior officers	14.21%	1.91%
Service delivery staff	51.37%	2.46%
Casual workers	14.21%	0.55%

Tables 2 & 3 offer a more accurate representation of the mean and median pay gaps. These results suggest that the average difference is significantly lower than the figures required for reporting gender pay to the government.

Please note that where a '+' is used, it replaces a negative value and indicates that, on average, women earn % more per hour than men in these cases. The data show that, on average, women in several role categories earn more than their male colleagues. This is not a result of unequal pay, which is unlawful, but rather a reflection of the difference between the average hourly earnings of men and women.

**Table 2 - Mean hourly rate by role and by gender**

	Male	Female	Mean percentage difference (%)
Senior leadership team	34.17	39.95	+16.91
Executive management	31.03	27.52	11.30
Senior managers	20.44	21.16	+3.50
Managers/Senior officers	16.83	15.97	5.11
Service delivery staff	13.09	13.25	+1.23
Casual workers	12.00	12.46	+3.87

**Table 3 - Median hourly rate by role and by gender**

	Male	Female	Mean percentage difference (%)
Senior leadership team	34.17	39.42	+15.36
Executive management	31.03	28.21	9.09
Senior managers	20.70	20.61	0.46
Managers/Senior officers	16.35	15.84	3.14
Service delivery staff	13.70	13.19	3.74
Casual workers	12.00	12.00	0

## Conclusions and next steps for addressing the gap

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We base our pay grade structure on a set rate for each role, with our banding determined by a national scoring matrix. This method ensures that we align salaries with fair and consistent standards for roles. The only exception to this is the market supplement, which is determined by market forces and does not impact the basic pay for our roles.

As a charity, we remain predominantly female, with a male CEO. While we acknowledge the broader societal barriers, we are proud to say that we do not discriminate based on gender and value our dedicated and talented workforce.

Moreover, our commitment to pay equity extends beyond gender. We are grounded in the core values and principles of dignity and respect for all individuals. We uphold the principle of not discriminating against anyone, regardless of pay, and we are committed to fairness, including for those with protected characteristics.

We recognise that challenging times lie ahead, with difficulties in both the sector and beyond. However, we remain steadfast in our commitment to ensuring that our staff are paid fairly. We are dedicated to ensuring that our roles undergo regular evaluations and that salaries are reviewed not only for gender equality but also for broader aspects of fairness and equity.

One key step in our approach to narrowing our gender pay gap will be to strengthen our efforts to attract more male applicants to our service delivery roles. Over the next year, we will work with our communications team to explore and implement new initiatives aimed at boosting male recruitment in this area.

We will also continue to engage our staff through various groups and committees, ensuring that the platform for review and feedback remains open. Employees can directly raise any concerns or suggestions with the CEO and the Board of Trustees, fostering a culture of transparency and open communication.

I confirm that the information contained in this report is accurate.



**Andy Keen Downs**  
CEO



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Prison Advice & Care Trust, 29 Peckham Road, London, SE5 8UA  
Charity number: 219278 | Company number: 356443