

GENDER PAY GAP REPORT

2022

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Foreword

We are now into the sixth year of publishing our Gender Pay Gap.

Research shows that the impact of the COVID-19 pandemic had a disproportionate effect on working women, particularly those with childcare responsibilities who according to research are now more likely to put less focus on their career. Add to this challenging labour market conditions, and at times it can feel like an uphill challenge to positively affect the Gender Pay Gap. That being said, I am proud that at a time when many organisations stopped their initiatives, we have continued with our action plan and made some progress.

Our median Gender Pay Gap has reduced slightly to 15.02% and our mean Gender Pay Gap has increased by 1.51% to 19.98%.



Baljinder Kang

Executive Director
of Corporate Resources

Whilst disappointing, it is perhaps not surprising given some of the current employment challenges and reasons for this change.

This increase in the mean Gender Pay Gap is largely driven by two factors. The first is changes within our Maintenance Team. We've expanded our team by welcoming a group of colleagues from an external contractor as well as insourcing contracts from providers who ceased trading during the pandemic. The net impact of these changes resulted in an increase in males at the top end of our lower middle quartile. This disproportionately affected our pay gap outside of the scope of our action plans.

The second factor driving the increase is that we recruited more males than females in the upper quartile. We, like all employers, have been struggling to recruit in a challenging candidate-driven market. However, there is also positive news, in the last 12 months, we've recruited a higher ratio of females than males in the upper middle quartile, growing our pipeline of talent into senior leadership for the future.

Our focus remains to develop our high performing females into future leaders and we launched our first Female Development Programme last year.

Over time, we anticipate this will improve female representation at leadership level and reduce our Gender Pay Gap as we strengthen our internal pipeline and become less reliant on external talent.

We've also focused on attracting women into roles that are traditionally male dominated. One third of our Trade apprentices are female and we have appointed female operatives. We've also had further success by appointing more females into upper quartile roles within IT.

We've continued to work closely with Balance, our Women's Network to understand key issues affecting women at work. Network membership and attendance at female inclusion events continues to grow, enabling us to respond with initiatives, such as career development workshops.

So, whilst statistically our mean Gender Pay Gap has increased, this only tells part of the story. We've continued to make sure the gender balance of our workforce is representative of our customer groups and our geography. We pay all colleagues equally for equivalent work and regularly seek independent assurance of this. We've had some notable successes - so we know what we're doing works. I'm confident that, if we retain our efforts, our Gender Pay Gap will once again move.



Our 2022 Gender Pay Gap

Median

Our median Gender Pay Gap is **15.02%**
The UK median Gender Pay Gap is **14.9%**

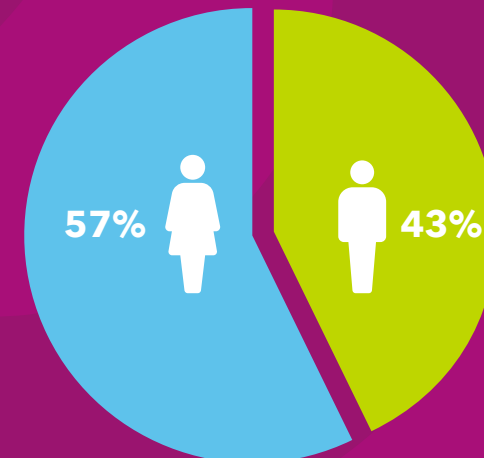
Mean

Our mean Gender Pay Gap is **19.98%**
The UK mean Gender Pay Gap is **13.9%**

Our profile by quartile

Quartile	Female	Male
Upper	47% (128)	53% (144)
Upper Middle	41% (111)	59% (161)
Lower Middle	65% (178)	35% (94)
Lower	75% (203)	25% (69)

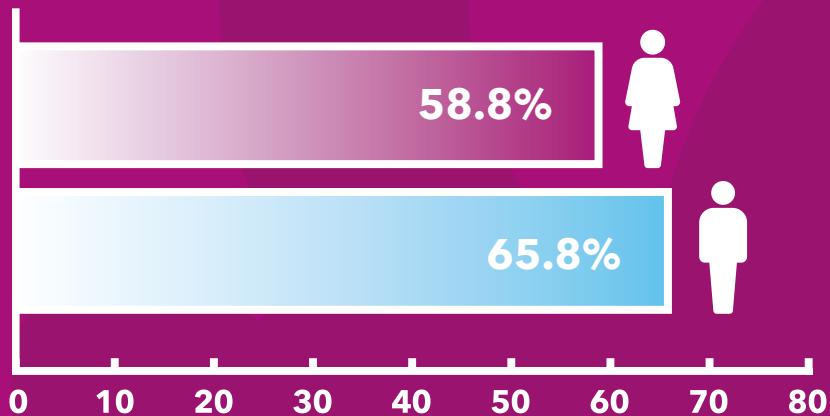
Our overall workforce profile





Our 2022 Gender Bonus Gap

The proportion of women who received bonus pay is **58.8% female** vs. **65.8% male**.



Our mean bonus gap has reduced by **6.2%** to **87.7%**

Our median bonus gap is **0%**



Our significant mean bonus gap solely exists because we've got a productivity bonus scheme for our In-House Maintenance Team. This is a predominantly male team and, whilst they have access to a bonus payment, some of their employment terms and conditions are more basic than the rest of our organisation. Any females who join this team have access to exactly the same bonus scheme and level of bonus payment. The bonus gap has reduced this year due to changes in the Trades' bonus scheme.



Our Actions

Our **three** clear aims that will support us to reduce our Gender Pay Gap remain the same.

We will continue to:

1

Increase the number of women in our upper quartile, particularly at the higher levels

2

Achieve a gender balance in the lower quartile

3

Ensure our rewards and benefits enable everyone to balance their personal and professional lives

In the past year, we have continued our focus on growing our pipeline of female leaders. We've launched a programme to develop and retain high performing women, ready to take the next step in their careers. This includes psychometric testing, coaching and taught modules focusing on confidence, impact and taking ownership of progression.

We have also worked with Balance to launch a broader offering for all female colleagues. Balance helped design a series of career development workshops, which were led by an external coach. They covered topics that our female colleagues told us affect them, such as confidence and juggling family commitments.





Hear what colleagues who benefit from our work have to say...

"It was really interesting. I'm doing a presentation and this is my first time presenting to a large group of 20-25 people in each session. I know other members of the team are with me, but I am presenting to a group that I have not met before. So, having listened today, it gave me real focus on how to present, how to prepare, get to know the audience, and deliver with confidence. The tips/slides today were really useful, which I will share – great tips going forward for hopefully other presentations."

Colleague Feedback
Female Career Development Workshop
- Confidence in Presenting

"I'm really enjoying getting to know other female leaders and the networking benefits this has. I'm also enjoying finding things out about myself that I didn't know before. I'm hoping that by the end of the course, I have the confidence to put myself forward for senior roles and that in doing so, I fly the flag for other females hoping to progress."

Laura Keane, Retirement Living Manager
Female Development Programme

Feedback



"Thanks for a great session, very useful and practical."

Colleague feedback
Female Career Development Workshop -
Career in Later Life



What's Next?

Career Development

We will continue our focus on growing female leaders. We're currently reviewing and shaping our second cohort of the female development scheme and will continue to work with our 10 female colleagues already on the scheme.



Recruitment

We will work with Balance to understand how we can attract more women into the upper quartile, particularly given the current recruitment challenges. We will continue reviewing and shaping our recruitment methods to target females.

We'll work with our female apprentices and operatives to understand how we can attract more women into these roles and ensure they feel supported in a male dominated environment. We'll also use this feedback to shape our campaign for our second cohort of Degree Apprentices.

We'll continue to benchmark ourselves externally and seek advice around best practice from other employers.

Female Inclusion

Later this year, Balance will launch a digital learning platform to address topics such as 'male allyship', unconscious bias, parenthood, language and menopause.

Balance will review our family friendly policies again to check that they are still fit for purpose for all our colleagues with family commitments.

We'll continue to work with Balance to support our female colleagues experiencing the menopause.



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