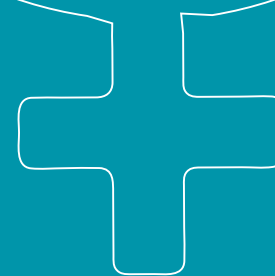


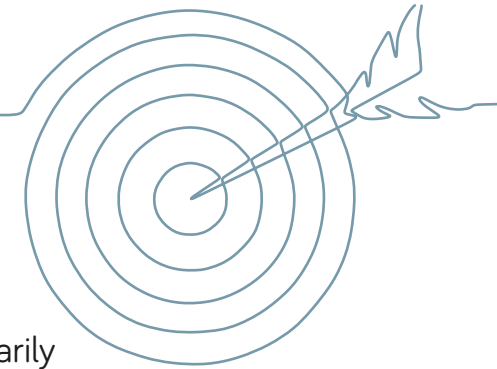
# Gender Pay Gap Reporting 2022



greatplaces  
HOUSING GROUP



# What is Gender Pay Gap Reporting?



The Equality Act 2010 (Gender Pay Gap Information) Regulations 2016 came into force on 1 October 2016 requiring all employers who employ 250 or more employees to publish, on their website, their overall mean and median gender pay gaps. In companies with a group structure, each legal entity is required to report its data if it employs more than 250 people. This report summarises the data for all eligible permanent or fixed-term employees of the entire Great Places Housing Group structure.

## Understanding the data

Having a gender pay gap does not necessarily mean that as an organisation we have acted in a way that is inappropriate or discriminatory.

We are required to publish:

- the difference in the median hourly pay of men and women, expressed as a percentage;
- the difference in the mean hourly pay of men and women, expressed as a percentage;
- the difference in mean hourly bonus pay, expressed as a percentage;
- the proportion of men and women who received bonus pay; and
- the percentage of men and women in each of four quartile pay bands.

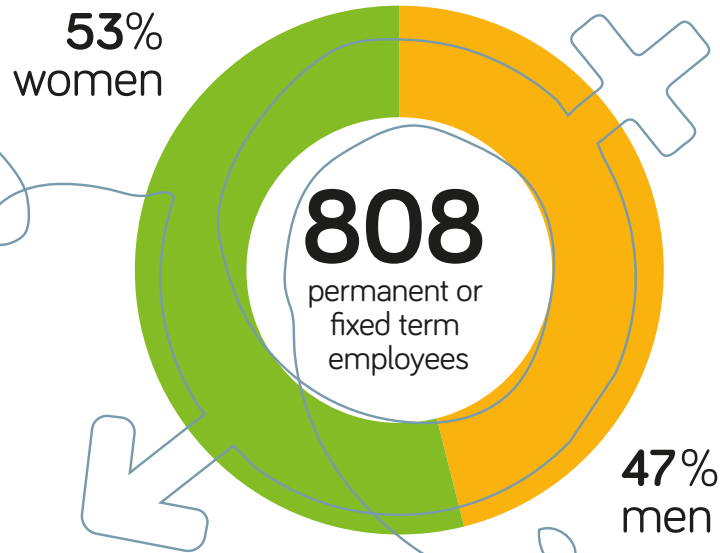
The **median** is the **middle value** and is calculated by organising all of the hourly rates of pay in order and selecting the middle number.

The **mean** is our **average pay** and is calculated by adding up all of our hourly rates of pay and dividing by the number of colleagues.



# Great Places Housing Group Limited

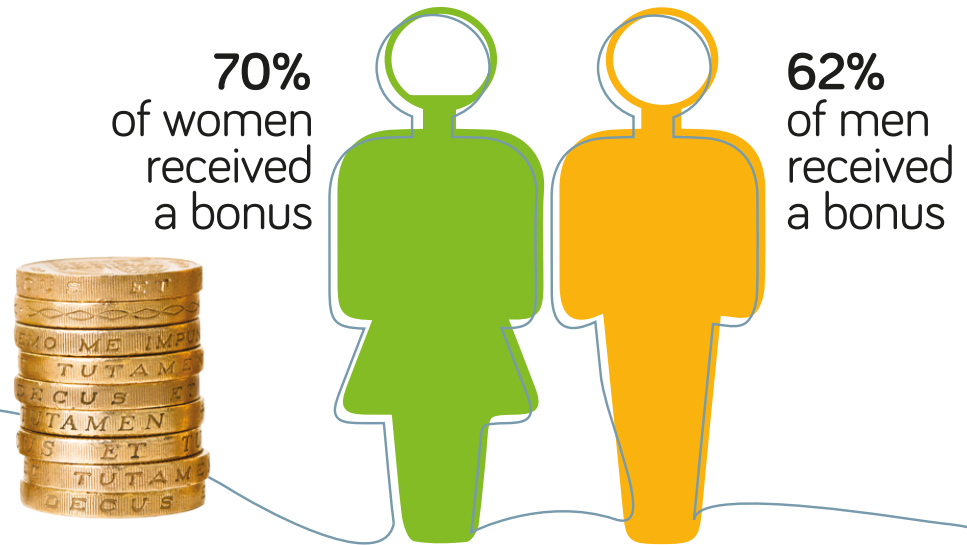
Our current Gender Pay Gap figures relate to the 2022 year, using the pay data from 5th April 2022, and are reported in line with our requirements for 2023. On 5th April 2022, we employed 808 permanent or fixed-term employees. 66% of colleagues received a bonus payment during the 2021-22 period.



## Great Places Housing Group 2022 Gender Pay Gap

Median	Mean
Women earn <b>2.0% less</b> than men	Women earn <b>3.9% less</b> than men

UK median Pay Gap 2022 -  
women earn **8.3% less** than men

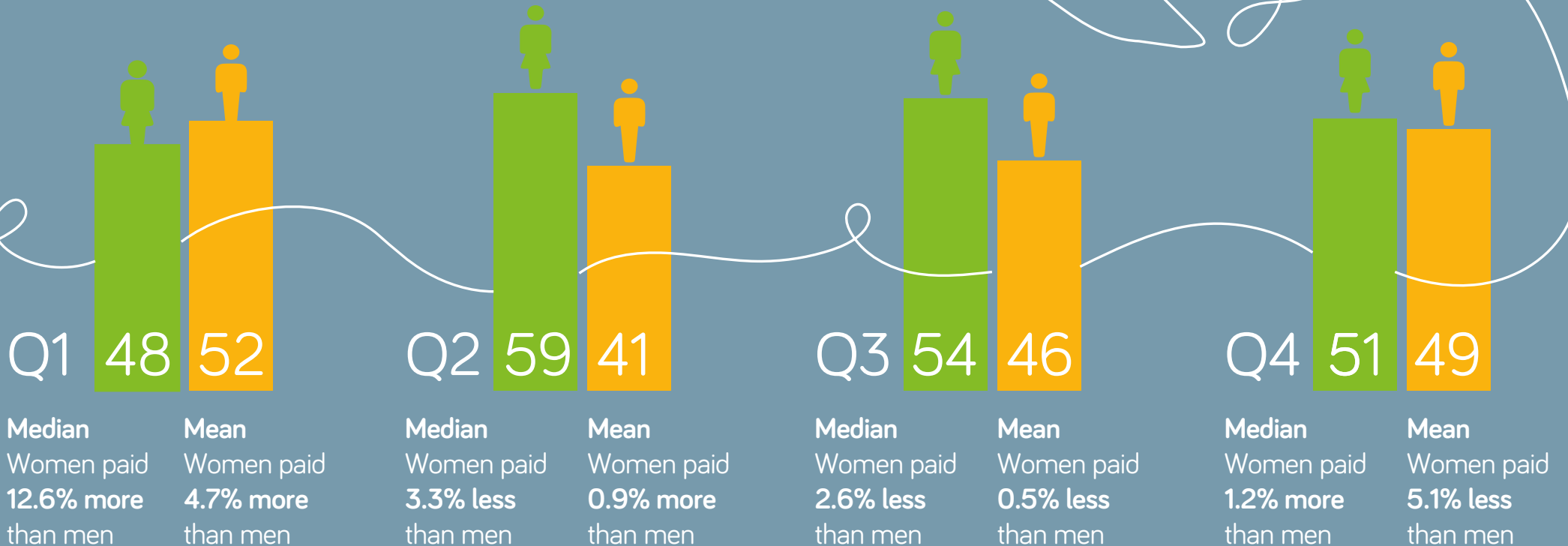


## Great Places Housing Group 2022 Gender Bonus Gap

Median	Mean
Women receive <b>equal</b> bonuses to men	Women receive <b>22% less</b> than men

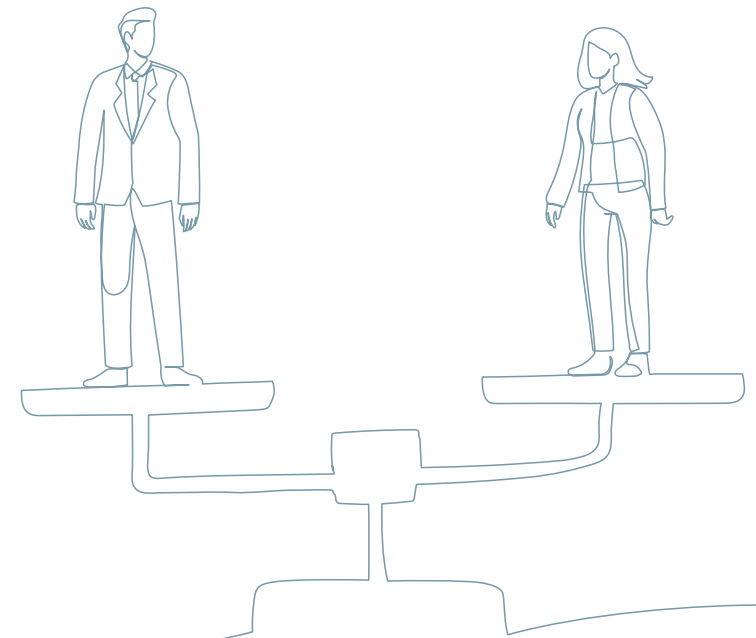
# Pay Quartile Breakdown

To create pay quartiles, we have listed the salary of every colleague in order and then split the list into four equal parts to give pay quartiles. Salaries increase from quartile 1 to quartile 4. Below is the summary split of where men and women sit in terms of the quartile pay bands:



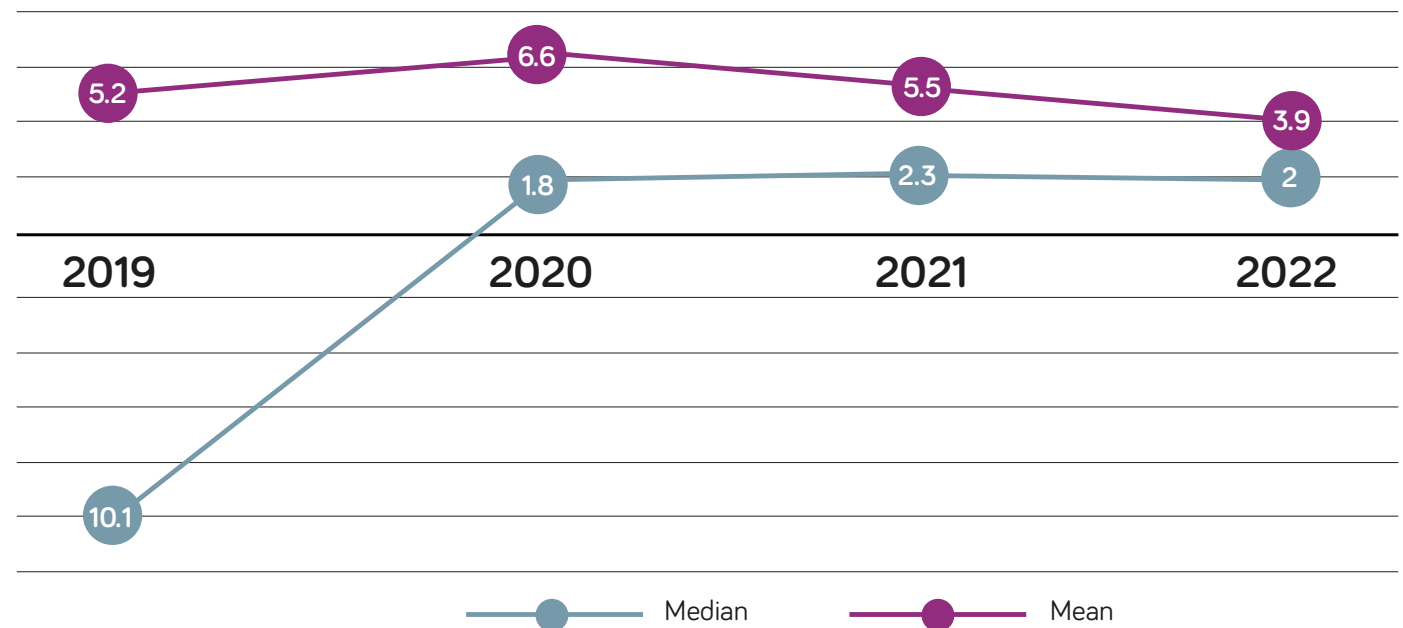
# Mind the (Pay) Gap... from 2019 to 2022

- The graph below shows the comparison of our gender pay gap across the previous four years.
- This highlights the narrowing of the pay gap over this time, and shows a greater consistency in the alignment of both the mean and median figures.



## Narrowing the Gender Pay Gap

Great Places Housing Group - Pay Gap Analysis 2019 to 2022



# Great Places' Key Findings

- The overall median and mean gender pay gaps remain lower than the national averages. Our median pay gap of 2% has dropped 0.3% since 2021, and our mean pay gap of 3.9% decreased 1.6% over the past year.
- The quartile split of our pay gap data shows on average (the mean gap) that women are paid more than men in quartiles 1, 2 and 3. This changes in quartile 4 where the mean pay gap shows women are paid 5.1% less than men. However, the mean gap in quartile 4 has decreased by 2.2% since 2021, from 2.3%.
- The median bonus pay gap shows no median differential between male and female colleagues. Our mean bonus pay gap shows women received 22% less than men, this has risen in 2022, from 18.8% in 2021. The mean bonus gap is impacted by a subsidiary, who operate as a commercial entity, with bonus pay arrangements that reflect the corporate operations of this sector.
- The median pay gap in quartiles 1 and 4 show women are paid more than men, though in quartiles 2 and 3 women are paid less than men. Overall the median shows a 2% pay gap in favour of male colleagues. This is due to the midpoint data compared by quartile versus that of all data combined. The 2% median pay gap shown in the full data equates to a differential of 31 pence per hour, or 2 pence per pound earned.
- Quartile 3 shows the smallest pay gap this year, with the median gap showing women are paid 2.6% less than men, and the mean gap showing women are paid 0.5% more than men. Previously quartile 2 had shown the smallest gap overall for both 2020 and 2021.
- Historically, quartile 4 has the largest mean gender pay gap with women being paid 7.3% less than men in 2021, an increase from 4.2% in 2020. We have seen a positive decrease in the pay gap in this quartile for 2022, reducing by 2.2% to 5.1%. In some part, this reflects our increased gender balance at exec level.
- For 2022 the largest pay gap is within quartile 1, with women being paid 12.6% more than men. Although this pay gap is positive for women it is not reflective of the overall picture for colleagues completing the same or similar work.
- Due to the impact of the pandemic and remote working Apprentice recruitment for non-trades roles was postponed until September 2022, therefore quartile one includes a number of lower paid male trades Apprentices which account for the significant increase in this pay gap. Over 2022 we have already taken direct action to address this, through bringing all our Apprentices up to real living wage level, and recruiting our next apprenticeship cohort, increasing the gender balance of the programme. Great Places is committed to reducing this gap, ensuring this is reviewed regularly.



# Great Places' Approach and Commitment

As an organisation we take equality, diversity and inclusion seriously with a clear strategy in place to embrace the value of our differences, creating a culture of inclusion and ensuring fairness for all of our people. Aligned to the people strategy, we will continue to create an environment that provides equal opportunities for all colleagues, irrespective of gender, to reach their career progression potential.

We annually commit to:

- Continue to monitor gender pay on a regular basis for Great Places Housing Group.
- Continue to ensure equal access to external recruitment and internal moves.
- Continue to ensure fairness in the provision of any corporate bonus payments.



Since April 2022 we have already:

- Created organisational alignment of salaries for similar roles to ensure like-for-like roles are paid fairly.
- Introduced a greater pay alignment for colleagues identified as being below the average paid salary for their role during a mid-year pay review process.
- Introduced spot salaries for some roles to create full alignment of pay where appropriate.
- Implemented our SHE Inspires award to promote female inclusion and empowerment and demonstrate our commitment to supporting the development and progression of female colleagues.
- Introduced additional support for colleagues struggling with the impact of the cost of living crisis.

In addition our 2022/23 people strategy action plan will also see us deliver the following:

- Continue to ensure organisational alignment of salaries for any new roles, to ensure like roles are paid fairly, through reviewing cross-functional salaries during recruitment and annual review processes.
- Monitor opportunities to implement further spot salary rates for new/ additional roles to support wider alignment of pay where appropriate.
- Launch our SHE development programme for women in male-dominated areas.
- Introduce externally accredited Women in Leadership qualifications to support progression.
- Continue the evaluation of the impact of the cost of living crisis, identifying opportunities to support all colleagues to cope effectively during this time.

A handwritten signature in black ink, appearing to read 'Matt H'.

Matthew Harrison