



**Green  
Square  
Accord**

# Gender Pay Report

**March 2021**  
V1.0

**We created GreenSquareAccord in April 2021 to bring together two organisations with shared values and a shared purpose to build better lives.**

**As we continue our journey to become a fully integrated organisation, we are building on a strong commitment to our people, reflected in our new corporate strategy, *Simply Brilliant Together*.**

Our strategy contains a clear commitment to attracting and retaining the best people to enable us to deliver our social purpose. Everything we do is about people – whether that’s providing a good quality, safe home or helping someone to live an independent life. We believe that diverse organisations deliver better outcomes for customers and communities.

We have set out for our colleagues how our commitment to equality, inclusion and diversity will affect all stages of their employment journey with us.

GreenSquareAccord is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

As we move forward, GreenSquareAccord are reviewing remuneration policies and bringing them together to ensure consistency of approach. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex or and we will continue to carry out pay and benefits audits at regular intervals to monitor and act on this.

GreenSquareAccord is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract, something which we regularly monitor internally and are actively working to ensure a more equal representation of men and women across all roles in our organisation, including those in which one sex has historically been over-represented.

Our gender pay gap information has been independently internally audited and this statement confirms our data is accurate as of 5 April 2021.



**Ruth Cooke**  
Chief Executive Officer

## What is the gender pay gap?

The gender pay gap is different from equal pay. The gender pay gap is the difference between the average (mean or median) earnings of men and women across GreenSquareAccord. Equal pay is about a man and a woman receiving equal pay for the same or similar job. Under the law, men and women must receive equal pay for:

- ◆ the same or broadly similar work;
- ◆ work rated as equivalent under a job evaluation scheme; or
- ◆ work of equal value

We have used the set methodology in the Government regulations to calculate our gender pay gap.

## Mean pay gap

The mean gender pay gap is the difference in the average hourly pay for women compared to men, within GreenSquareAccord.

## Median pay gap

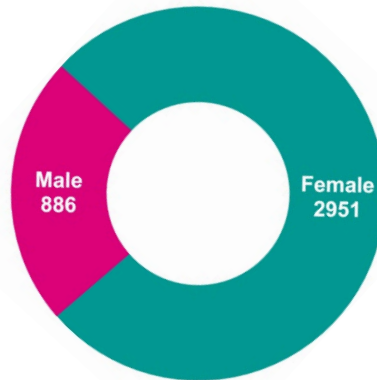
The median gender pay gap is the man or woman who is in the middle of a list of hourly pay, ordered from highest to lowest paid.

## Understanding what a positive or negative percentage figure means

A negative percentage figure reveals that typically, or overall, employees who are men have lower pay or bonuses than employees who are women (which some employers may have). A positive percentage figure reveals that typically, or overall, employees who are women have lower pay or bonuses than employees who are men (which most employers are likely to have).

## GreenSquareAccord headcount for full pay relevant employees

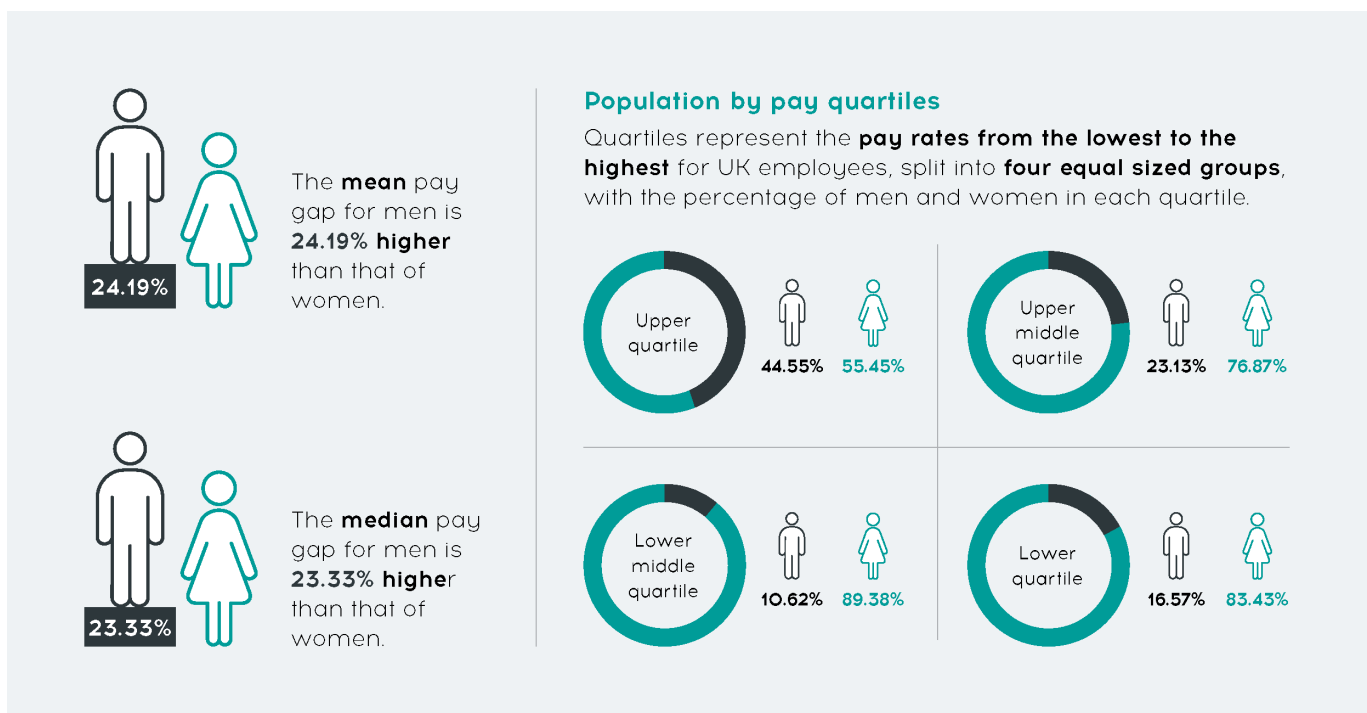
On the snapshot date of 5 April 2021, GreenSquareAccord had a total of **3,837** full pay relevant employees.



## Gender pay gap 2021

- ◆ This report includes the headcount for 3,837 full pay relevant employees (886 Males, 2951 Females).
- ◆ The data used is from a snapshot of 5th April 2021.
- ◆ The mean pay gap for men is 24.19% higher than that of women.
- ◆ The median pay gap for men is 23.33% higher than that of women.

Looking at the total employee workforce for GreenSquareAccord our gender pay gap analysis shows the following:



## Pay Quartiles

Quartiles represents the pay rates from the lowest to the highest for our UK employees split into four equal sized groups, with the percentage of men and women in each quartile.

A positive gender pay gap for both the mean and median pay shows that overall, employees who are women have lower pay than men.

This year's quartile banding analysis shows that the upper quartile are very evenly split between the number of women and men within that band. There is a slight regression from the upper quartile within the upper middle quartile, with a slightly stronger leaning towards women than men. The lower middle and lower quartiles however, sees a considerably higher proportion of women compared to men.

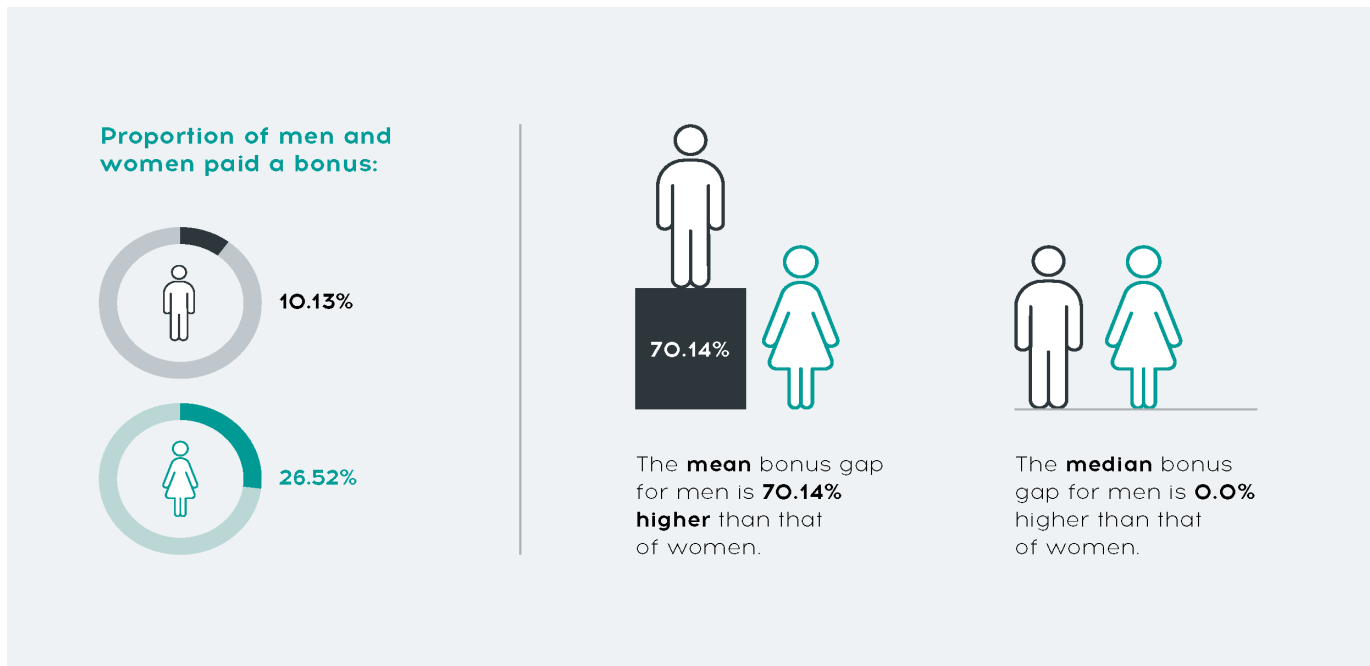
The reason for this, is gender preference for roles within these quartiles, with women occupying more roles such as care and administrative based positions which sit in the lower quartile bandings. Professional services and construction based roles which sit within the higher paying sectors within the upper quartile bandings, are most commonly occupied by men.

This has significantly impacted our Gender Pay Gap and resulted in a Mean Pay Gap for men which is 24.19% higher than that of women.

## Gender bonus pay gap 2021

- ◆ The bonus pay gap includes all bonuses received within 12 months, ending on the snapshot date 5th April 2021.
- ◆ Bonuses include payments made in relation to profit-sharing, productivity, performance, incentive, commission & long-service awards.
- ◆ Bonus payments can be in the form of cash, vouchers & securities.
- ◆ The mean bonus gap for men is 70.14% higher than that of women.
- ◆ The median bonus gap for men is 0% higher than that of women.

Looking at the total employee workforce for GreenSquareAccord our gender bonus gap analysis shows the following:



Between 5th April 2020 and 5th April 2021, other than where contractually required, no bonus scheme payments were awarded. Within legacy GreenSquare, as an alternative to the former Share in Success bonus scheme, a cash voucher was provided to colleagues in recognition for their hard work and effort during a challenging year. All bonus payments received by Legacy Accord colleagues were as a result of long-service recognition.

A positive gender bonus pay gap for the mean shows that overall employees who are women receive a lower bonus than men while there is no difference in the median bonus pay. There are 2055 colleagues who work part time (30 hours per week or less). 91% of these employees are women however, their pro-rated bonus only has a marginal effect on the overall mean gender bonus pay gap.

## Actions and progress

We are committed to keeping the gender pay gap on our agenda and have made some positive steps to close the gap, in particular with the knowledge of the pay quartiles outlined earlier.

The points highlighted below show some of the areas where changes have already been implemented over the last 12 months:

- ◆ Implementation of the 3-year Diversity Action Plan to help support and reduce our Gender and Ethnicity pay gaps
- ◆ Introduced a gender-neutral recruitment panel
- ◆ Gender neutralising job adverts and job descriptions
- ◆ Receiving 'blind' CV's with no details of the individuals other than their job history and experience
- ◆ Salary benchmarking roles against the market to ensure we are paying competitively and doing so without a gender bias

However, although a lot of great work has already been done to try and reduce our pay gap we are not stopping there. Over the next 12 months our aim is to achieve the below actions which we feel will continue to positively impact on our Gender Pay Gap figures.

- ◆ Tracking new starters for future reports, showing split between male and females against grade within the organisation.
- ◆ Encourage recruitment agencies to provide gender balanced shortlists.
- ◆ Implement unconscious bias across Line Managers (recruitment panel / interviewers).
- ◆ Develop line managers experience and knowledge of the Gender Pay Gap giving support and guidance on how it can be improved.
- ◆ Introduce Recruitment and Selection workshops - to provide more guidance on recruitment and selection processes, salary setting for new entrants, equality and diversity promotion and unconscious bias.

## Education and learning

As outlined above we are developing line managers' experience and knowledge of the gender pay gap giving support and guidance on how it can be improved.

There is always more to be done. Our ambition is to achieve a fully inclusive workplace and eliminate any gender and ethnicity pay gaps in which all our employees can thrive.

We continue to develop new initiatives, such as the Equality & Diversity Inclusion strategy, and aim to innovate across all areas of our business to achieve this, to support becoming an employer of choice.