



# Gender Pay Report

2022

## Foreword

### I'm delighted to present to you our first Gender Pay Gap Report as GreenSquareAccord.

As we publish our latest Gender Pay Gap Report, we also launch our new Simpler, Stronger, Better 2023 – 2028 business strategy.

One of the four objectives in our new strategy is that we will create a culture which empowers our people. We can only deliver great services for our customers with great people. We have a fantastic team, and we want to do more to create a positive culture, invest more in our people and attract the best talent.

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

It is fantastic to see that we have made progress since our 2021 Gender Pay Gap Report with highlights including:

- ◆ Our mean pay has decreased by 7.4% and our median pay gap has decreased by 6.2% over the last year
- ◆ Increasing our total salary costs for full paid relevant colleagues by £2million compared to last year
- ◆ Our mean bonus has decreased by 33.6% from 2021 and a greater number of bonuses were paid over the last year
- ◆ Aligning all colleagues to at least the national living wage has had a really positive impact as the majority of our lowest paid colleagues are women

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

We are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Our 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. This is something we regularly monitor internally and are actively working on to ensure a more equal representation of men and women across all roles in our organisation.



Ruth Cooke

**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 our organisation.

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 our organisation.

### 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.

A positive percentage figure reveals that typically, or overall, employees who are women have lower pay or bonuses than employees who are men.

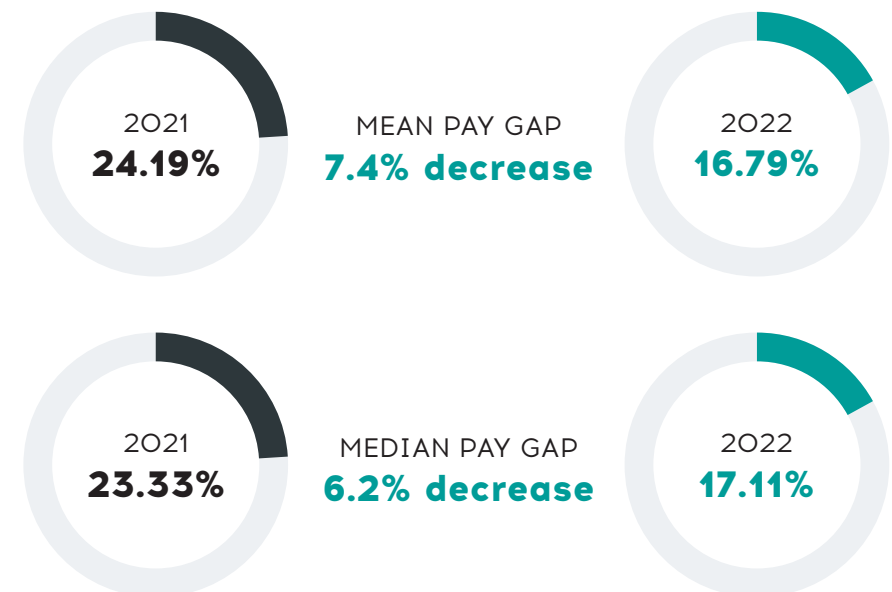
### Total headcount for full pay employees

On the snapshot date of 5 April 2022, we had a total of 2,525 full pay employees (1,824 females and 701 males).



### Gender pay gap 2022

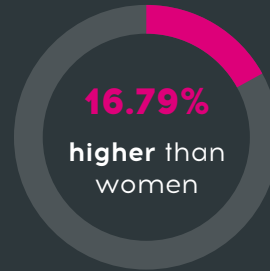
Looking at our total employee workforce our gender pay gap analysis shows:



## Context

- ◆ Our mean pay gap for men is 16.79% higher than that of women, a decrease of 7.4% from 2021
- ◆ Our median pay gap for men is 17.11% higher than that of women, a decrease of 6.2% from 2021
- ◆ Compared to our 2021 gender pay gap report, the total salary costs for full pay relevant colleagues increased by £2million between 2021 and 2022 which is a significant increase
- ◆ Aligning all colleagues to at least the national living wage in 2022 has had a positive impact as the majority of our lowest paid colleagues are women
- ◆ Our mean pay gap is comparable with other similar housing associations
- ◆ The introduction of our new pay and grading framework ensures we have a fair and consistent platform for our colleagues to earn their salaries regardless of age, sex, race.

### Mean pay gap for men



7.4% decrease  
from last year



### Median pay gap for men



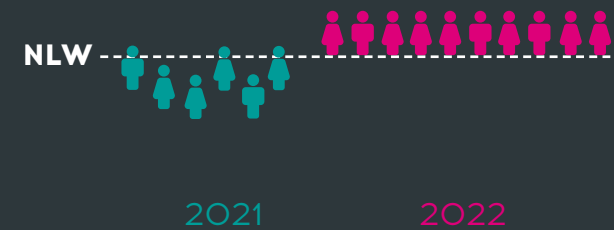
6.2% decrease  
from last year



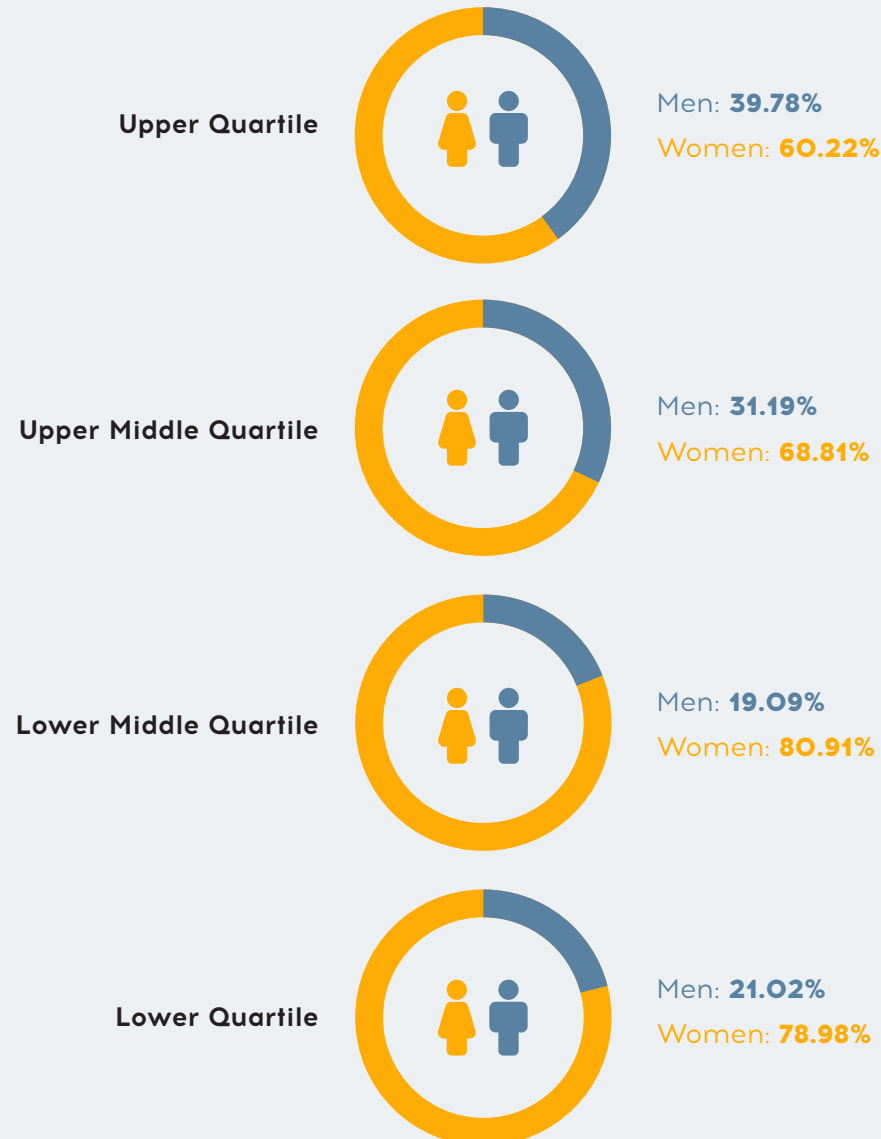
### Total salary costs for full pay relevant colleagues 2022



### All colleagues aligned to national living wage in 2022



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



## Pay Quartiles

Quartiles represents the pay rates from the lowest to the highest for our 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.

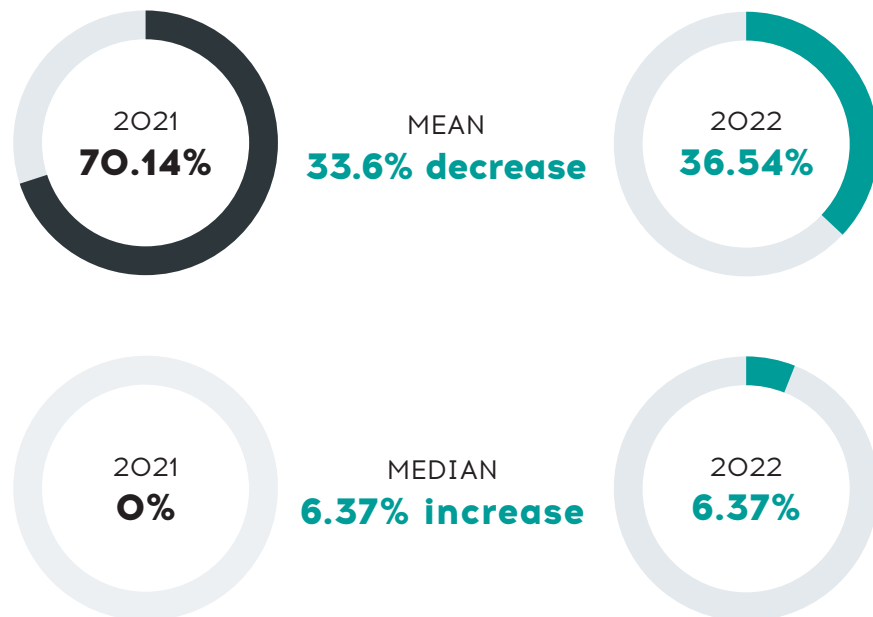
This year's quartile banding analysis shows that from the lower quartile to lower middle quartile, these are predominantly occupied by women. From the upper middle quartile, we start to see a shift in the number of males occupying these quartiles however they are still predominantly occupied by females.

The reason for this is gender preference for roles in these quartiles with men occupying a larger number of higher graded roles and women occupying more of the lower graded roles for example in our Care and Support Teams.

## Gender bonus pay gap 2022

The bonus pay gap includes all bonuses received within 12 months, ending on the snapshot date of 5 April 2022. Bonuses include payments made in relation to profit-sharing, productivity, performance, incentive, commission and long-service awards and can be in the form of cash, vouchers and securities.

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



## Context

- ◆ The mean bonus for men is 36.54% higher than that of women, a decrease of 33.6% from 2021
- ◆ The median bonus for men is 6.37% higher than that of women, an increase of 6.37% from 2021
- ◆ A greater number of bonuses were paid between 2021 and 2022
- ◆ The proportion of men and women in our organisation receiving a bonus is: 1,662 out of 2,317 females received a bonus (71.56%) and 353 out of 802 males received a bonus (42.89%)
- ◆ There is a higher proportion of female colleagues receiving some form of bonus arrangement than males. These bonus payments are typically of a lower value which are paid to our Care and Support Teams, which are predominantly occupied by women
- ◆ A positive gender bonus pay gap for the mean and median shows that female colleagues receive a lower bonus than males. This is due to the fact that our GreenSquare Homes bonus scheme and Share in Success have a significantly higher value than other arrangements (such as long service awards) and are predominantly received by males
- ◆ Due to the high proportion of females in GreenSquareAccord there is a significantly larger number of female colleagues that received long service awards vouchers compared to males
- ◆ There are 1,413 colleagues who work part time (30 hours per week or less). 91.7% of these employees are women however, their pro-rated bonus only has a marginal effect on the overall mean gender bonus pay gap.

### Mean bonus for men



**33.6% decrease**  
from last year



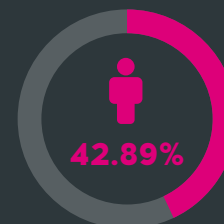
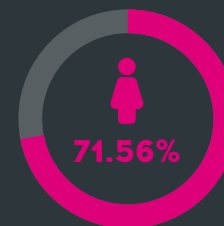
### Median bonus for men



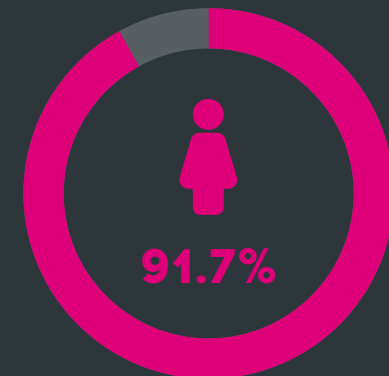
**6.37% increase**  
from last year



### Bonuses awarded



### Part time colleagues



## 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.

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

- ◆ We have implemented a new pay and grading framework which ensures all new joining colleagues are paid against the same set of market competitive pay ranges without a gender bias. The alignment of existing colleagues will be complete by December 2023
- ◆ We have evaluated all new roles in the organisation against external criteria to remove gender bias
- ◆ We are one year into our three-year diversity action plan which has provided fairer recruitment practices and improved our data records of our colleagues.

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.

- ◆ We will continue to improve our ethnicity data to improve the accuracy of the ethnicity pay gap report through further Census reporting requests
- ◆ We will continue to deliver unconscious bias messages across our line managers, recruitment panel and interviewers
- ◆ We'll develop line managers experience and knowledge of the gender pay gap giving support and guidance on how it can be improved
- ◆ We'll 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
- ◆ We intend to publish our full ethnicity pay gap data next year



- ◆ As part of ongoing development of the Equality, Diversity and Inclusion commitments and diversity action plan we intend on setting KPI's relating to gender pay gap and ethnicity pay gap
- ◆ We will continue to grow and develop our colleague EDI forum and BAME workforce groups

### Education and learning

As outlined, 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 our Equality, Diversity and Inclusion strategy commitments and aim to innovate across all areas of our business to achieve this, to support us becoming an employer of choice.