

**GENDER PAY GAP REPORT****2023**

Foreword

I'm delighted to present our 2023 Gender Pay Gap Report.

One of the four objectives in our Simpler, Stronger, Better strategy is to 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.

We are pleased to see we have made continued progress. Our mean pay gap reduced by a further 2.9% from 2022 and it has reduced by more than 10% since 2021. Elsewhere some of our other pay gaps have increased slightly; and we will be focusing our energy on these areas to improve them over the coming years.

I'm also delighted to report that since our 2022 gender pay gap report we are now one year into our Equality, Diversity and Inclusion (EDI) action plan and are making steady progress:

- We have fully implemented our new pay and grading framework which all salary paid colleagues are now aligned to. The pay ranges within this new framework have been created using market leading salary data which removes gender bias. All colleagues, regardless of gender, are now aligned to one framework
- We've made improvements to the colleague data we hold on areas such as gender and ethnicity
- We've introduced a new Leadership Development Programme which all GSA leaders will attend.

While we recognise there is action we can take and we outline this in the report, 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 gender representation across all roles in our organisation.



Ruth Cooke

Ruth Cooke
Chief Executive
GreenSquareAccord





Gender Pay Gap update

Definition

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 (GSA). 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 GSA.

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 (which most employers are likely to have).

Full-pay relevant

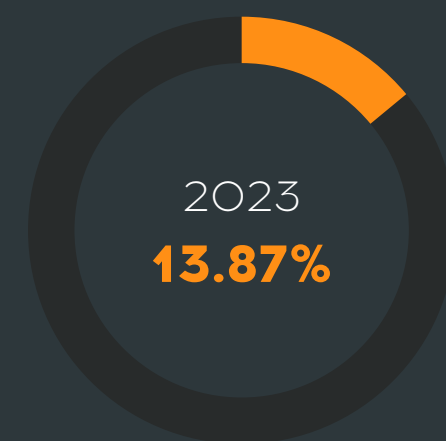
Employees who are employed by the employer on the snapshot date of 5 April 2023, and:

- are paid their usual full basic pay (or pay for piecework) during the pay period in which the snapshot date falls (the relevant pay period), or
- are paid less than their normal basic pay during the pay period for reasons other than leave e.g. irregular working hours.

Gender Pay Gap 2023

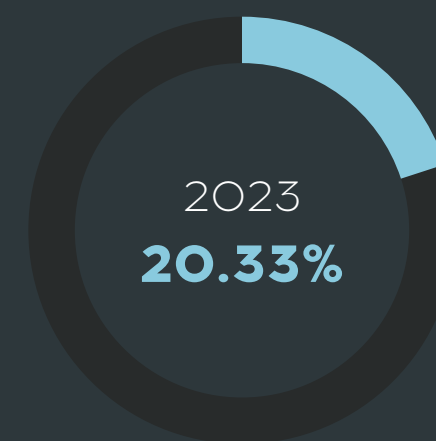
This report includes the headcount for 1,773 full pay relevant employees (615 males, 1,158 females).
The data used is from a snapshot of 5 April 2023.

Mean



2.92% decrease from last year

Median



3.22% increase from last year

GSA's mean pay gap for men is 13.87% higher than that of women, a decrease of 2.92% from 2022 which indicates an improvement on 2022. GSA's mean pay gap has reduced more than 10% since 2021.

GSA's median pay gap for men is 20.33% higher than that of women, an increase of 3.22% from 2022 which indicates a negative performance compared to 2022.





The pay gap explained

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 is due to a significant number of colleagues in the lowest paid roles within Care and Support being occupied by women. Details of the proportion of men and women can be seen in the pay quartile on the next page.

The significant increase in the National Minimum Wage has seen pay for the lowest paid of our colleagues increase, most of those roles are occupied by women, for example: Care Assistants, Care and Support Workers and Domestic Assistants.

- GSA's headcount has significantly reduced since 2022.
- Approximately 750 home care colleagues transferred out of the business at the start of 2023 due to GSA no longer providing a home care service.
- The home-care roles that transferred out of the business included a large number of the lowest paid roles. This has resulted in a lower number of lower paid females in GSA.
- GSA's Care and Support directorate has some of the lowest paid roles which are predominantly occupied by women.
- The National Living Wage increased by 9.7% in April 2023 which exceeded the 5% pay award given to all colleagues paid above this, meaning our lowest paid colleagues received a higher pay increase than all other GSA colleagues.
- Changes in recruitment practices and GSA's leadership training means we are setting pay which is fair, consistent and without gender and ethnicity bias.
- A new pay framework has been implemented which is aligned to market expectations and therefore removes gender bias.

National Living Wage at GSA



The pay quartiles represent the proportion of men and women in four pay bands. The hourly pay for both men and women is arranged from the lowest to the highest – this is then divided into four quartiles (divided as evenly as possible). Then the proportion of men and women is calculated for each quartile.

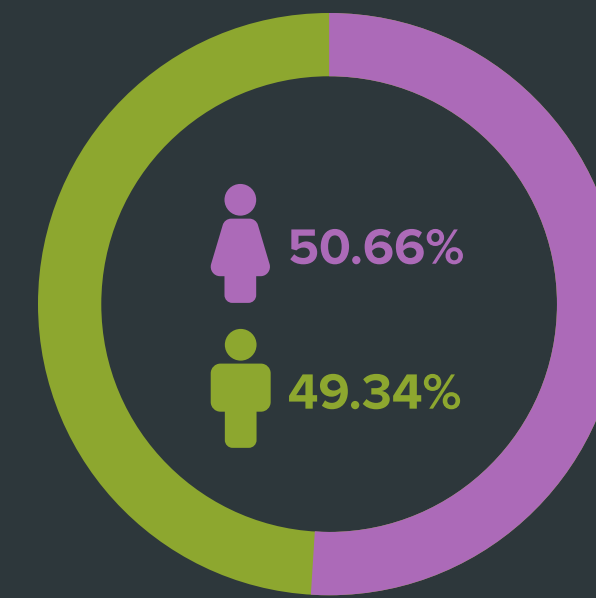
For GSA, the quartile banding analysis shows that:

- lower quartile to lower middle quartile - these are predominantly occupied by women.
- 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.

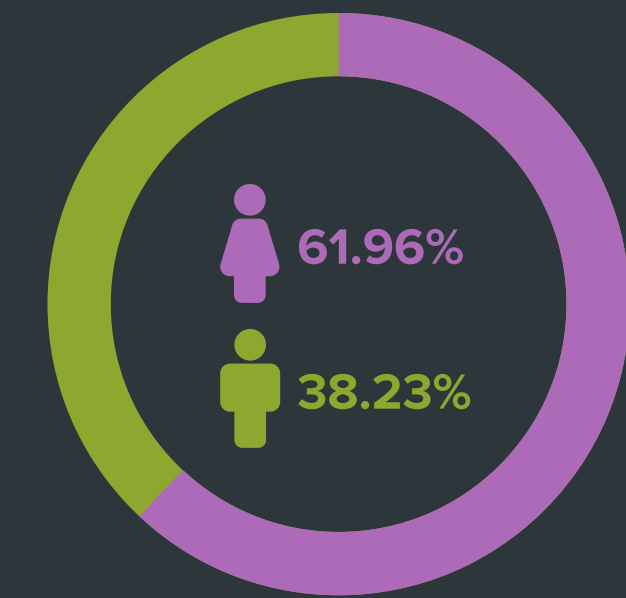
The reason for this is gender preference for roles in these quartiles with men occupying a larger number of higher graded roles and women occupying more of the lower graded roles.

Proportion of men and women in four equal pay quartiles

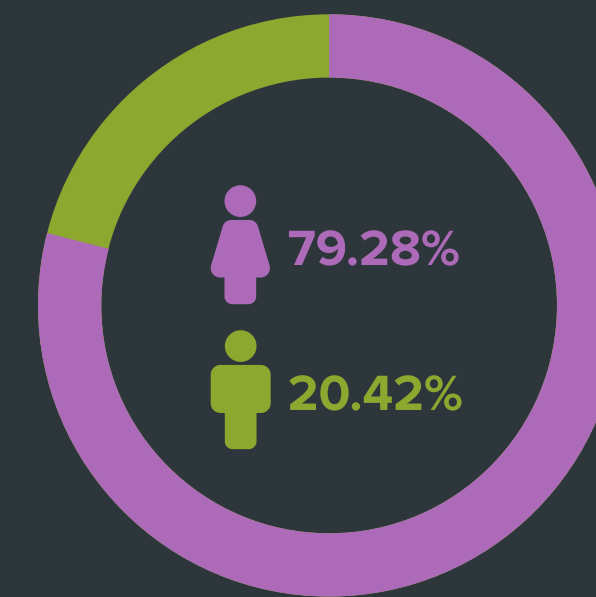
Upper quartile



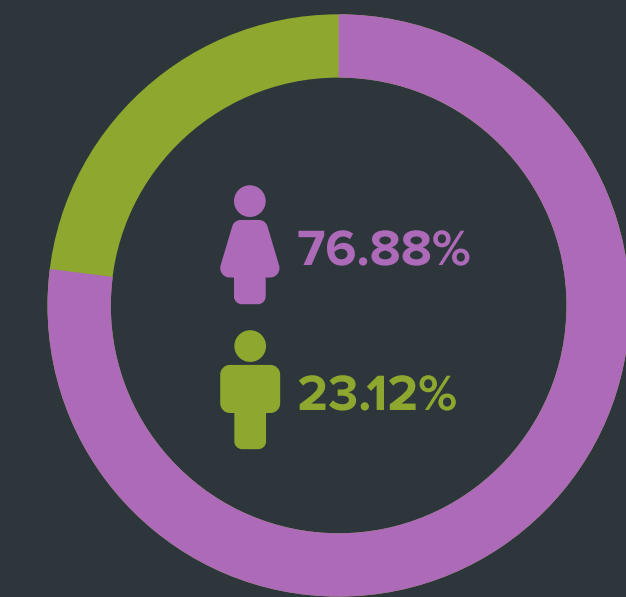
Upper middle quartile



Lower middle quartile



Lower quartile



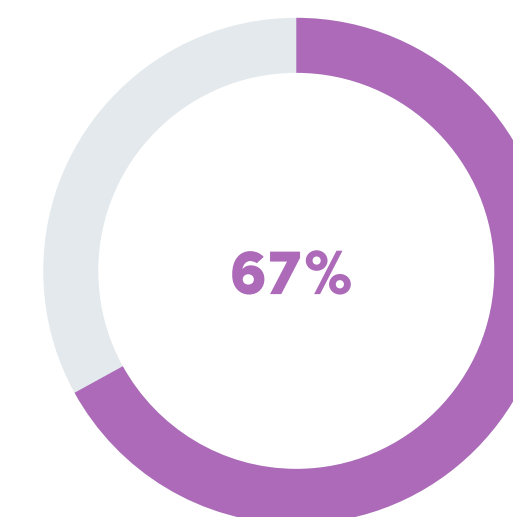
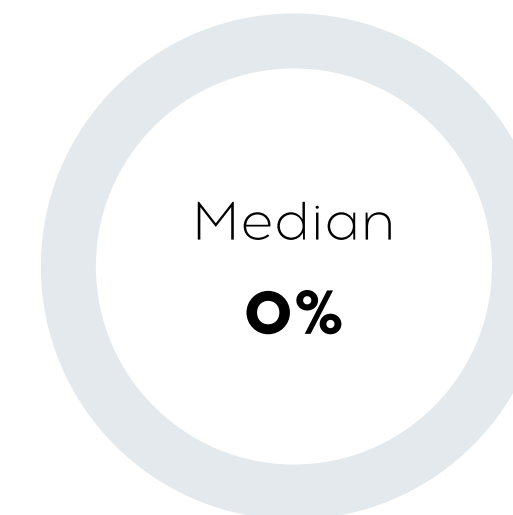
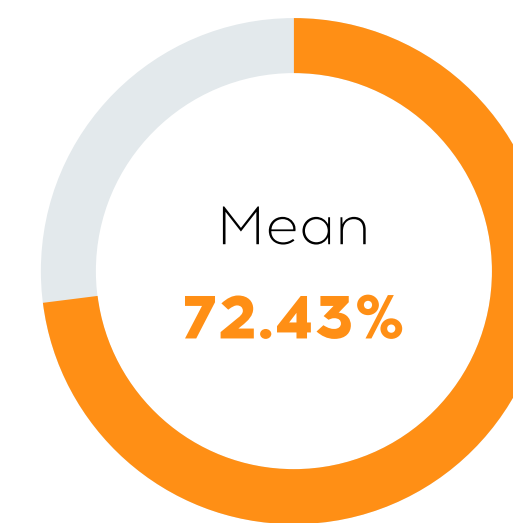


Gender Bonus Pay Gap 2023

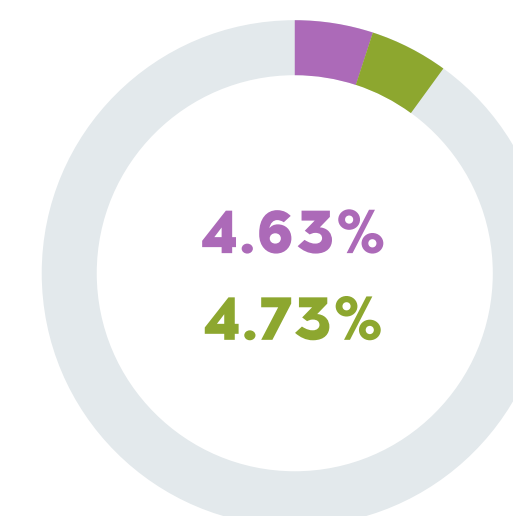
- The bonus pay gap includes all bonuses received within 12 months, ending on the snapshot date.
- Bonuses include payments made in relation to long service awards and performance incentive schemes.
- Bonus payments can be in the form of cash, vouchers and securities.

Contributing factors

- 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 care based roles, which are predominantly occupied by women.
- A positive gender bonus pay gap for the mean shows that female colleagues receive a lower bonus than males. This is due to the fact that a higher proportion of females in GSA receive a lower valued award such as Long Service Award vouchers compared to males who have a higher proportion receiving higher valued awards such as a retention bonus.



67% of colleagues receiving a bonus payment were female, receiving a lower mean payment (£286) than males (£1,039).



4.63% (66 out of 1,427) females and 4.73% (33 out of 698) males received a bonus.

Actions and progress on our gender pay gap reporting

1. We are now tracking new starters for future reports, splitting male and females against grades within our organisation which will help us to understand where we have gaps and opportunities to target and increase diversity.
2. GSA's Equality, Diversity and Inclusion (EDI) action plan was revised in 2023 to ensure we are able to meet our goal of having a diverse and inclusive organisation that reflects the communities that we serve.
3. We're introducing leader's recruitment training to provide more guidance on recruitment and selection processes, salary setting for new entrants, equality and diversity promotion and unconscious bias. Implementation anticipated to begin later in 2024.
4. We're introducing a GSA Leadership Development Programme in January 2024 which all line managers will complete over the next two years.
5. GSA are now one year into the EDI action plan and are making steady progress:
 - We've introduced of the new Leadership development programme which all GSA leaders will attend
 - We've made improvements on colleague data held on areas such as gender and ethnicity
 - We've improved our information provision to all colleagues regarding gender or ethnicity-based topics such as black history month and the menopause
6. GSA have fully implemented a new pay and grading framework which all salary paid colleagues are now aligned to. The pay ranges within this new framework have been created using market leading salary data which removes gender bias. All colleagues, regardless of gender, are now aligned to one framework.

We are pleased with the progress made to reduce our gender pay gaps, but as we strive to become an employer of choice we will continue to deliver on our commitments and develop and implement relevant meaningful strategies to support us to do so.

At a glance



Tracking new starters for future reports



EDI action plan revised



Introducing leader's recruitment training



Introduced a Leadership Development Programme



Improvement on colleague data



New pay and grading framework