

Gender Pay Gap Reporting 2021

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. Due to the alignment of payroll in 2021, this is the first year Great Places has been able to produce one consolidated report for Great Places Housing Group (which includes all employing companies in the group).

Understanding the data

Having a gender pay gap does not necessarily mean that as an organisation we have acted inappropriately or discriminatorily.

We are required to publish:

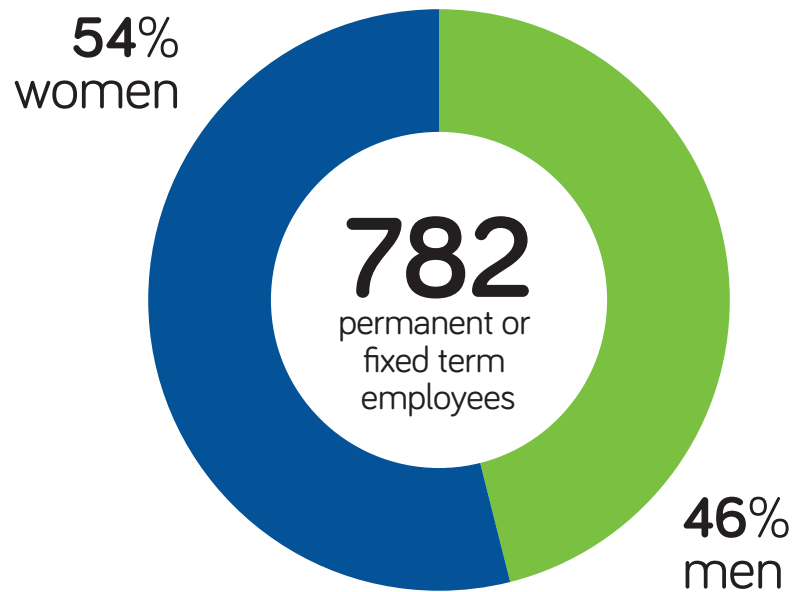
- the difference in the median hourly pay of men and women, expressed as a percentage
- the difference in the mean hourly pay of men and women, expressed as a percentage
- the difference in mean hourly bonus pay, expressed as a percentage
- the proportion of men and women who received bonus pay
- the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



On 5 April 2021...



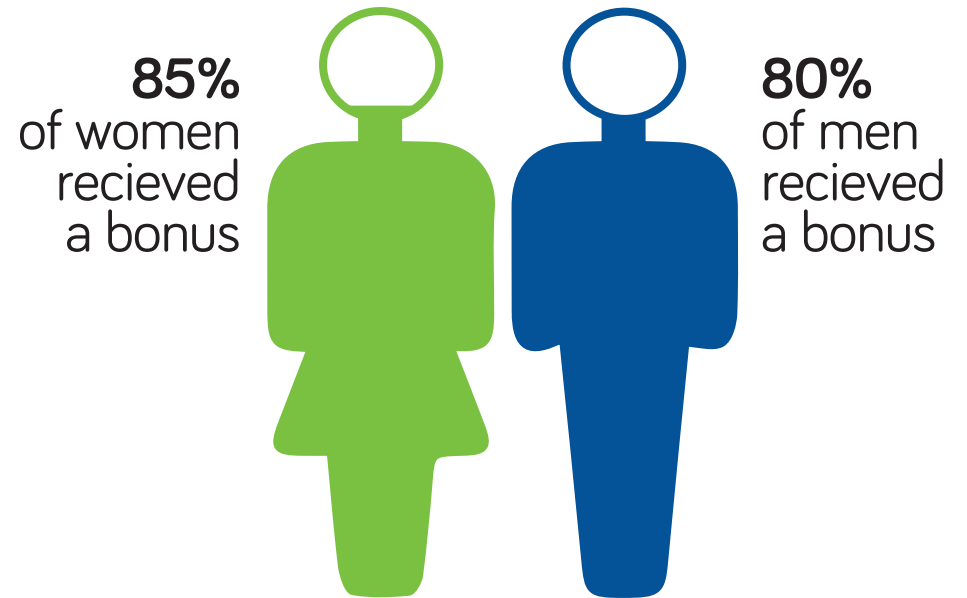
Great Places Housing Group
Gender Pay Gap

Median

Women earn
2.3% less than men

Mean

Women earn
5.5% less than men



Great Places Housing Group
Bonus Pay Gap

Median

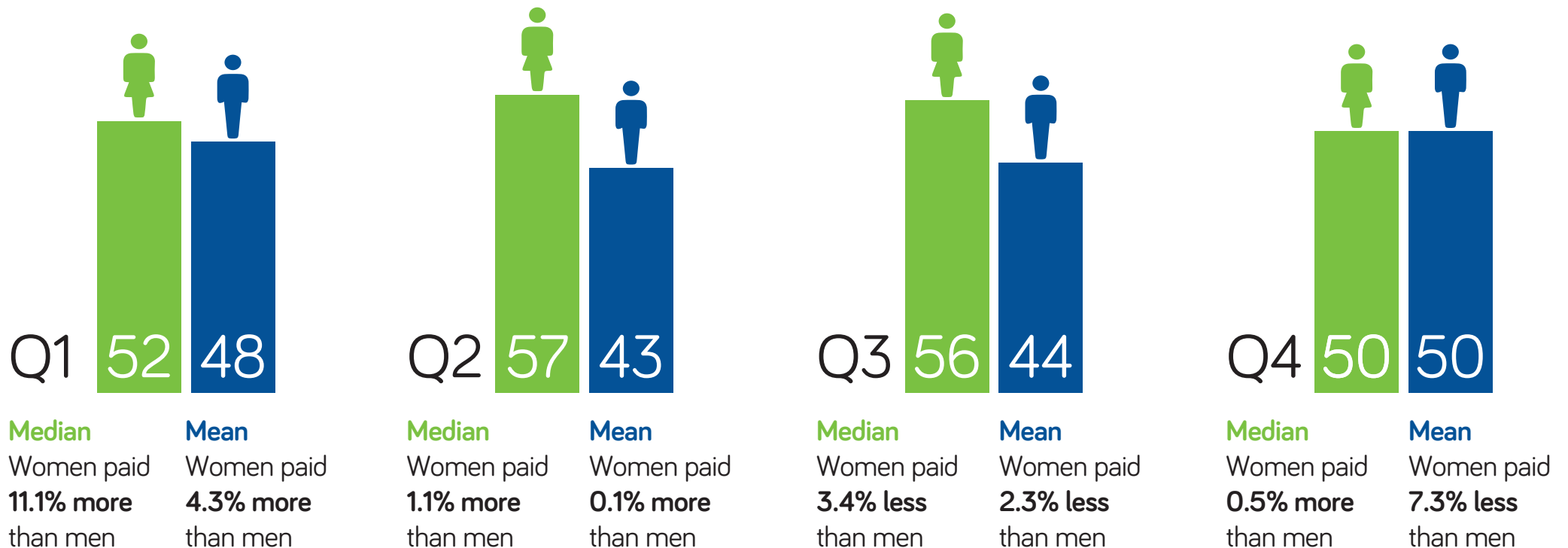
Women receive
equal bonuses to men

Mean

Women receive
18.8% less than men

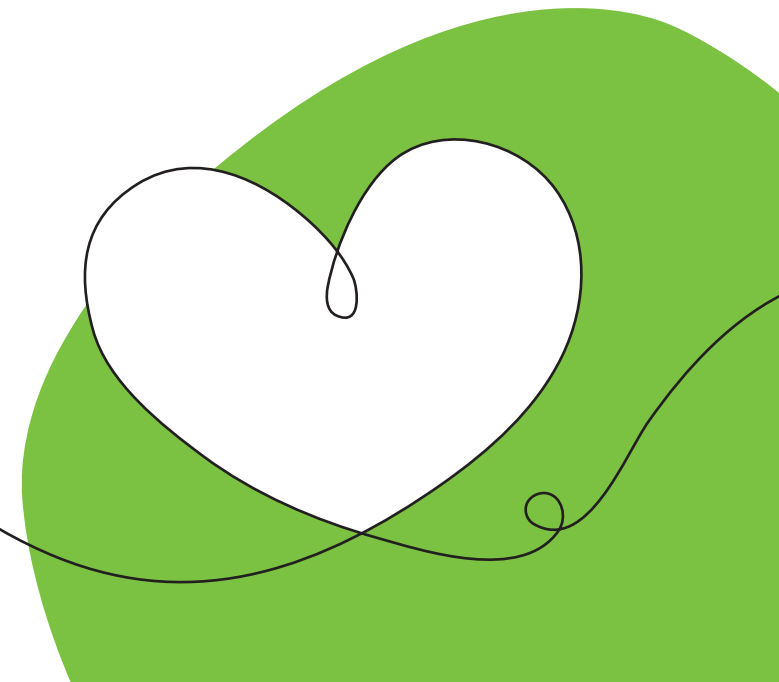
Pay quartile breakdown

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.



Great Places' key findings

- The overall median and mean gender pay gaps remain lower than the national averages. Our median pay gap of 2.3% is 13% below the UK median, and our mean pay gap of 5.5% is 7.1% less than the UK average.
- The quartile split of our pay gap data shows on average that women are paid more than men in quartiles 1 and 2. This changes in quartiles 3 and 4 where the mean pay gap shows women paid 2.3% and 7.3% respectively less than men.
- The bonus pay gap is also lower than national averages, with no median differential between male and female colleagues. Our mean bonus pay gap shows women received 18.8% less than men – the UK average shows women receive 19.8% less than men.
- The median pay gap in all quartiles 1, 2 and 4 show women are paid more than men, though in quartile 3 women are paid 2.3% less than men. Overall the median shows a 2.3% pay gap in favour of male colleagues. This is due to the midpoint data compared by quartile versus that of all data combined. The 2.3% pay gap shown in the full data equates to a differential of 35 pence.
- Quartile 2 continues to show the smallest pay gap, with the median gap showing women are paid 1.1% more than men, and the mean gap showing women are paid 0.1% more than men.
- Quartile 4 has the largest mean gender pay gap with women being paid 7.3% less than men, an increase from 4.2% in 2020. This includes the CEO and Executive Team (4 out of 6 are male), which has an impact on the gender pay gap in this quartile.



Great Places' approach and commitment

Great Places is committed to closing the pay gap between men and women. 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 will:

- continue to monitor pay in regard to gender, ethnicity and disability, including ensuring equity in the provision of any corporate bonus payments
- embed equality, diversity and inclusion into 'business as usual'
- tailor training to individual needs and career aspirations with a development plan for every colleague, agreed between the individual, manager and the People Team
- equip our leaders and managers to nurture and grow talent and careers according to individual needs, capability and aspirations through the re-energising of our 1-2-1 process to focus on performance development through high-quality conversations
- refresh the recruitment areas on our website and our advertising of vacancies to ensure our commitment to equality, diversity and inclusion is clear and encourages applications from males and females for all roles
- review our recruitment and selection processes to ensure fair and equal access to vacancies, both in the external market and for internal promotions
- use our apprenticeship and graduate programmes to positively promote a balanced and inclusive workforce and to invest in future leaders
- review our working environments and facilities to ensure appropriate wellbeing support for all
- review our learning opportunities and career pathways to support growth and skill development so that everyone can fulfil their ambitions.



Matthew Harrison

Date: 7 March 2022