

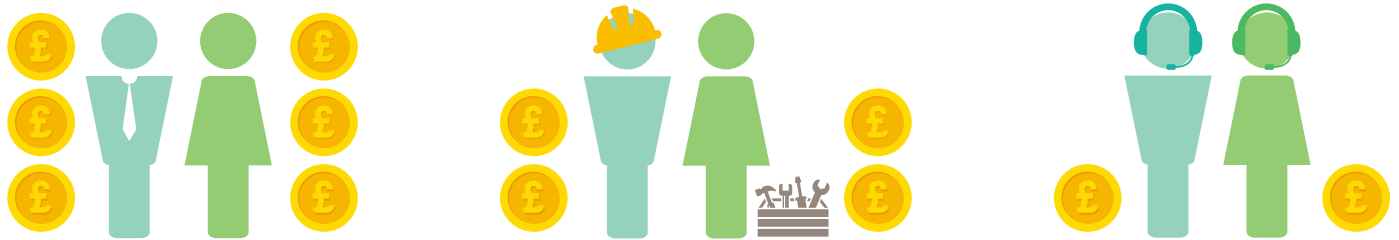
Gender pay gap report

April 2019



Here at Merlin we know that if we want to continue to attract and retain the very best talent we need to reward colleagues in a way that is attractive, transparent, easy to understand and fair.

Equal pay... is men and women being paid the same for the same work



The gender pay gap...

is the difference between the average hourly earnings for all men and the average hourly earnings for all women

The UK gender pay gap

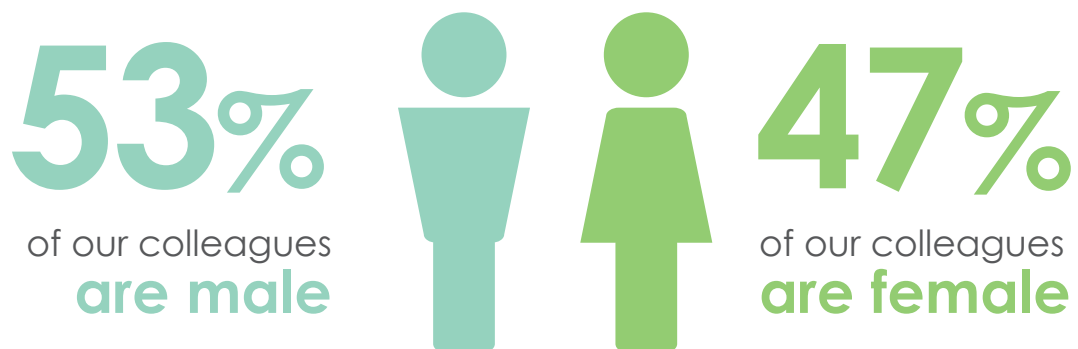


Nationally, when comparing average hourly rates, women earn 82p for every £1 that men earn.*

*Office for National Statistics, Annual Survey of Hours and Earnings (ASHE), October 2019.

Here at Merlin

Our gender pay gap...



Here we set out more detail of our gender pay gap and bonus pay gap along with the number of male and female colleagues in each quartile of our pay ranges.

Hourly rates of pay

By law, we are required to publish data regarding our mean and median gender pay gap information for full-pay relevant employees. The mean is our average pay. This is calculated by adding up all hourly rates and dividing by the number of colleagues. The median is the middle figure when the hourly rates of all colleagues are listed from lowest to highest.

Our **mean** gender pay gap is

9.9%

£15.56
mean hourly rate



£14.02
mean hourly rate



Our **median** gender pay gap is

13.1%

£14.52
median hourly rate

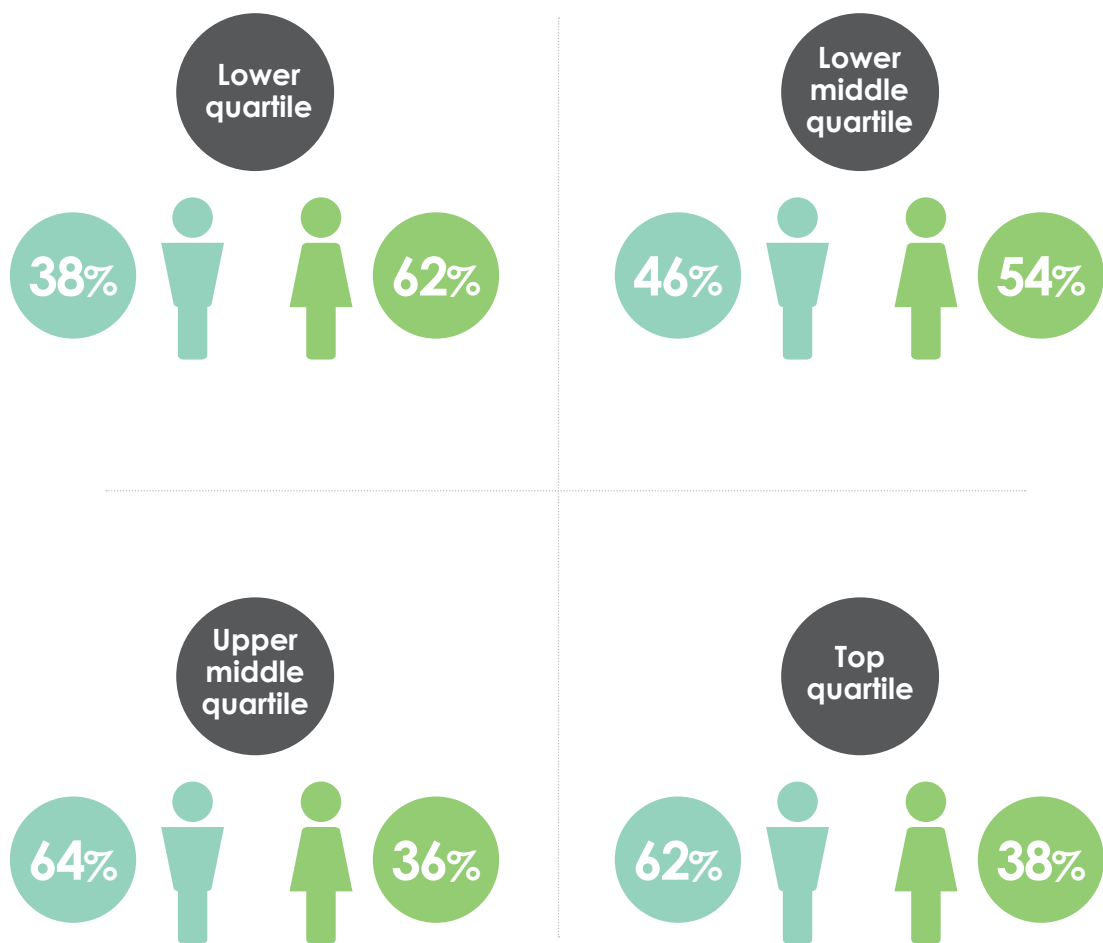


£12.63
median hourly rate



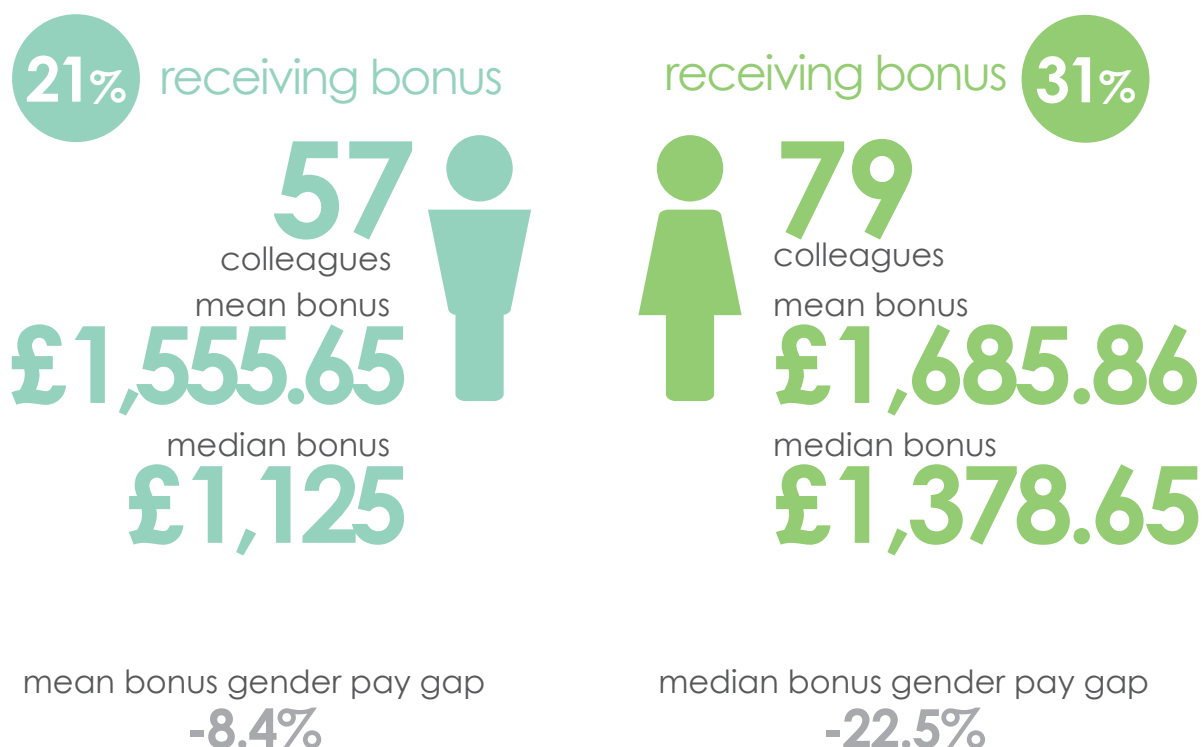
Pay bands

Below is the summary split of where men and women sit in terms of the **quartile pay bands**. We listed the rate per hour of every colleague – from the lowest to the highest – and split the list into four equal parts to give us our quartiles.



The above table shows that there is a higher proportion of women in the lower two quartiles, whereas the upper quartiles have a higher proportion of men.

Our bonus gender pay gap



The performance award scheme was introduced for Merlin colleagues in April 2016. All colleagues participating in the scheme are eligible for an annual non-consolidated bonus payment, driven by a series of gateway, organisation, team and individual targets. For the 2017/18 period, to which this analysis relates, the maximum bonus available was 10% of base salary. Bonus data also includes recall and service bonuses, available to Heating Engineers.

More about our data

- Pay data comes from our April 2019 payroll.
- Bonus data is based on bonus payments for the 12 months previous to 05 April 2019.
- The average Performance Award Scheme payment was £1,672.08.
- The average recall and service bonuses were £705.44 and £132.46 respectively.

More about Merlin and reducing our gender pay gap

Over the past few years, we've grown to become one of the biggest housing associations in the country. Despite our size, we've never lost our focus on our people, customers and the communities we work in; which is why we've been voted among the top 50 companies to work for in the UK by Glassdoor, three years in a row.

Ultimately, we're a people business. Not only do we care about the 100,000 people who live in our homes, we want them to thrive- and we want the same for our colleagues too!

Investing in colleague development

We recognise that our people are the reason for our success. We are committed to investing in our colleagues to ensure that everyone who works at Bromford has the opportunity to achieve great things.

We know that for our people to be successful we must invest in creating brilliant leadership throughout Bromford. To ensure that this happens we have committed to supporting 300 colleagues in completing leadership courses by the end of 2023. As the courses will be open to both existing and aspiring leaders we envisage this great development opportunity will raise colleagues' aspirations and support everyone – male or female - in progressing as far as their ability and ambition will take them. The intake for our aspiring leaders programme this year was 50% males and 50% females.

We also offer coaching and mentoring programmes to all colleagues and offer a comprehensive suite of development opportunities through our Bromford online Learning Lounge which, has a specific section dedicated to women in business.

We have also pledged to recruit 100 apprentices and graduates by the end of 2023 in order to help attract new talent into the organisation and to provide a rich development environment for this new talent to flourish.

Promoting fair pay

It's important to us that our colleagues get paid fairly for the roles they do so we evaluate jobs and benchmark pay to make sure it's competitive. We also offer a performance related pay bonus of up to 10% of colleagues' basic salary, set within a competitive total rewards package.

As a group that has been formed by the joining together of smaller organisations we have some variation in how colleagues are rewarded across our geography. We have developed a new terms and conditions offering to help address this and will continue to work to ensure consistency and fairness throughout 2020-21.

Ensuring diversity and inclusion

Diversity and inclusion is a key strand of our wellbeing strategy. We have developed a comprehensive calendar of events throughout 2020 to help further embed an inclusive approach which values diversity in everything we do. We are also working closely with Women in Construction and Women in Trade to help attract females to work in Bromford in these traditionally male-dominated roles.

Providing work-life balance

We operate on trust based flexible working. Colleagues work their weekly contracted hours in a flexible way; they are not bound by 'core hours' or start and finish times; but can work flexibly, helping them to balance work and family commitments.

We support this with a generous holiday allowance of 27 days (this is in addition to the statutory bank holidays) and the opportunity to buy and sell up to one weeks' annual leave each year. And of course, we support colleagues with care commitments through our family friendly policies.

I confirm the data reported is accurate and has been collated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Robert Nettleton
Chief Executive