

**Bromford.**

# Gender pay gap report

**April 2024**

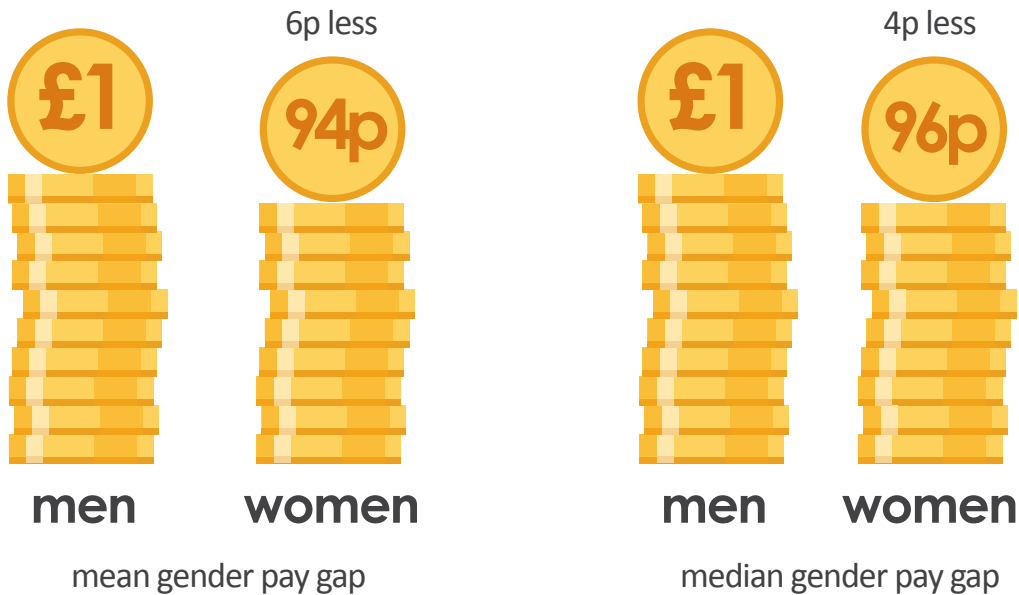


Here at Bromford we know that it is essential that we attract and retain the very best talent and an important part of this is that we need to reward colleagues in a way that is attractive, transparent, easy to understand and fair.

## The gender pay gap...

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

### Our gender pay gap



Men



Women

51.7%

of our colleagues are men

48.3%

of our colleagues are women

Our gender pay gap

£18.83

mean hourly rate

6.2%  
mean gap

£17.66

mean hourly rate

£15.88

median hourly rate

3.8%  
median gap

£15.29

median hourly rate

86%

receiving bonus

0%  
mean gap

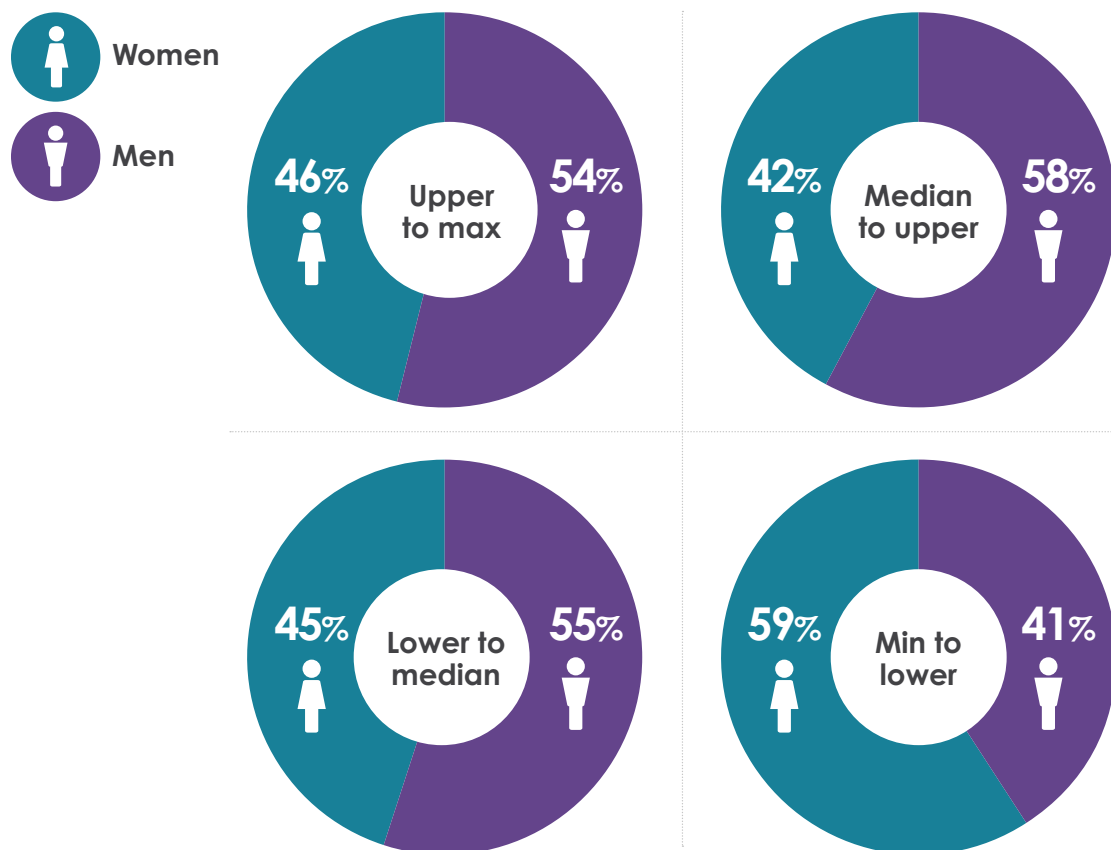
91%

receiving bonus

18%  
median gap

# Quartile spread

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.



Diversity is valued within Bromford. We know that the more diverse our workforce the better we will be able to respond to customer needs and to enable our customers to thrive.

It is for this reason that we are voluntarily reporting pay gap information for colleague ethnic minority groups. The pay gap below is for Bromford Housing Group.

## Ethnic Minority Pay Gap



Mean Pay Gap

8.2%

Median Pay Gap

3.9%



# More about Bromford and reducing our gender pay gap

**Bromford is one of the biggest housing associations in the country, with 110,000 customers living in our 46,000 homes. We are very proud of the fact that Bromford is a place to belong. Whether it's a home or a place to work, we give everyone somewhere they feel valued, inspired and able to thrive.**

## Reviewing our reward offer

In order to help our colleagues thrive we regularly benchmark our pay and total reward offering to ensure that it remains competitive and is valued by colleagues. Through 2023/24, we have continued to develop our overall Reward Strategy and through internal marketing improved the take up of benefits in our voluntary benefits offering. 70% of colleagues say we offer special and unique benefits.

In terms of continuing to reduce the pay gap we evaluate all new posts and benchmark the pay and total reward package to ensure both fairness amongst internal peers and competitiveness in the external market.

## Recruiting the best

All recruiters are trained in the avoidance of bias and the importance of equality of opportunity throughout the recruitment process. The Resourcing Team have further developed the interview programme to ensure that all interviews are competency based and that panels include a diverse selection of interviewers from Bromford. Like most employers in the sector we do struggle to recruit females into our trade roles and actively promote and encourage women and other under-represented groups to apply for these roles through the imagery we use in adverts. The next area of focus will be on enhancing our inclusive attraction routes including reviewing our inclusive job boards, undertaking a phase of discovery for our employee value proposition, and developing bespoke attraction methods as part of place-based working. Initial work has already been recognised by Vercida with Bromford winning the Best Newcomer 2023/4 in their Inclusive Employer Awards.

## Equality, Diversity and Inclusion

Following an external audit of Bromford's EDI position, through interviews with colleagues and customers, Bromford has created an EDI taskforce (the "Be. You" group). This group has helped successfully launch network groups, an inclusion roadmap, an organisation-wide diversity e-learning module available to all colleagues and developed a clear EDI policy statement that is included in all Bromford external vacancy notices.

The network groups, championed by senior leaders, deliver an annual programme of activity to raise awareness, offer guidance and allyship, ultimately to support an inclusive culture. For example, the Age and Gender group has developed a programme to raise awareness and to support colleagues with the menopause. This has included creating menopause champions to signpost to resources, hosting informative webinars, and providing equipment such as fans, all to create an environment where colleagues feel

supported and confident in talking about menopause. The group are working towards an accreditation to be recognised as 'menopause friendly' to ensure the Bromford offering is best practice. This may have helped contribute to Bromford being certified as one of the Best Places to Work for Women and Wellbeing in the 2023 Great Place to Work national engagement survey results.

We have undertaken a colleague survey to understand the sentiment towards an inclusive culture at Bromford and to help prioritise areas of improvement. 60% of colleagues responded to the survey with an overall inclusion rating of 80%. A 2% improvement on the previous year. This data has been utilised by the network groups to help inform the next stages in the inclusion roadmap.

We also run unconscious bias training, that all colleagues can access, as well as falling part of new leaders' induction programme.

## Investing in colleague development

Bromford is running an Accelerating Talent programme aimed at colleagues looking to enhance their career prospects and it is seen that 50% of applicants to the programme are women.

A new programme, Female Career Accelerator Programme, launched in 2022. 16 female colleagues applied for this programme and all given a place. The programme is aimed at women who are ready for the next step - whether at the beginning of their career or more experienced. The sessions take a mentorship based approach and offers the opportunity for colleagues to build their external networks. The attendees have been asked to share back their learning to other colleagues via blogs, speaking events and becoming a mentor to others.

All colleagues as part of performance management need to evidence how they are demonstrating the Core Competencies. One of the competencies is 'Allies Diversity' and colleagues at their reviews need to discuss how they are bringing this to life in their role.

## Providing work-life balance

We operate an innovative trust based flexible working practice. Colleagues work their weekly contracted hours in a flexible, more agile way, 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.

## Demonstrating our commitment

Over and above this raft of comprehensive measures to reduce our pay gap, we have agreed a loan linked to our gender pay gap results. If we meet our target then our interest rates reduce, enabling us to reinvest our savings in enabling colleagues and customers to thrive. This ground-breaking loan agreement helps to demonstrate Bromford's commitment to continue to be a workplace in which everyone can thrive, regardless of gender, or any other personal characteristic.

## Investing in colleague development

We believe in fostering a diverse and inclusive workplace where everyone has equal opportunities to grow and thrive. Our Female Career Accelerator Development Programme aims to empower and equip those identifying as women with the necessary skills, knowledge and support to excel in their careers and break through any glass ceilings.

Following the success of our first intake of colleagues onto the programme, which was shortlisted for Best Career Development Initiative at last year's Women in Housing Awards, in summer 2023 we once again invited female colleagues to apply to join the second year's intake. The three month programme run by AllBright consists of career coaching sessions, weekly activities, videos, networking and access to an online platform of e-learning.

Leadership and OD manager Steph Foster said: "We had such great feedback from the colleagues that attended the course in the first year around how it's benefitted their personal growth as well as the confidence to progress their careers and wanted to continue to provide this opportunity to colleagues. We're not aware of any other housing associations that are doing anything like this, that is focused on giving colleagues the chance to learn from people outside of the housing sector and build relationships with them.

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**"These sort of programmes help create a talented pipeline of women ready to move into more senior leadership roles or subject matter expert roles. This helps us become a more sustainable organisation and help us further reduce our gender pay gap. We reinvested the savings we generated on our sustainability linked loans to support six additional places in our second year."**

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Sixteen colleagues were selected to take part in this year's programme and when the first cohort logged into their first virtual class of the programme in the autumn service delivery graduate Sukhy Bains was among them.

"It was a great opportunity to see what other people are doing in other organisations and learn from their experiences," said Sukhy. "When you go on a training course it's usually focused on what you're currently doing, but this was all about looking forward and helping you prepare to take the next step. I felt quite sad when it came to an end, because it was so interesting learning from other women and hearing the challenges they were facing in their roles. It's really helped to shape my mindset around my career; it's made it clear that anything is possible and that you own your career and that applies to everyone."

Housing enabler Fay Rubisch added: "Everyone was from different backgrounds and companies but you could easily relate to other people's experiences. But it was also reassuring that I haven't experienced some of the issues that others had because Bromford has a learning and development programme that allows us to go on courses like this, has a great range of benefits and has supportive managers, like I do."

Head of new funding Rachel Hurst said: "We continue to see the benefits of sustainability linked loans which give greater visibility, transparency and accountability to key metrics within the organisation. We now have a total of eight sustainability KPIs across six loans and we are committed to reinvesting any savings generated into initiatives that empower our colleagues and customers to thrive. As one of these initiatives, we are pleased to have supported six additional female colleagues in their career journeys to create a more diverse pipeline of senior talent."

Running initiatives like this has helped us to reduce our gender pay gap, which is a KPI we have linked to one of our revolving credit facilities. The savings we have made from meeting the targets of our sustainability linked loans helped finance this year's intake of colleagues onto the programme.

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