

Bromford.

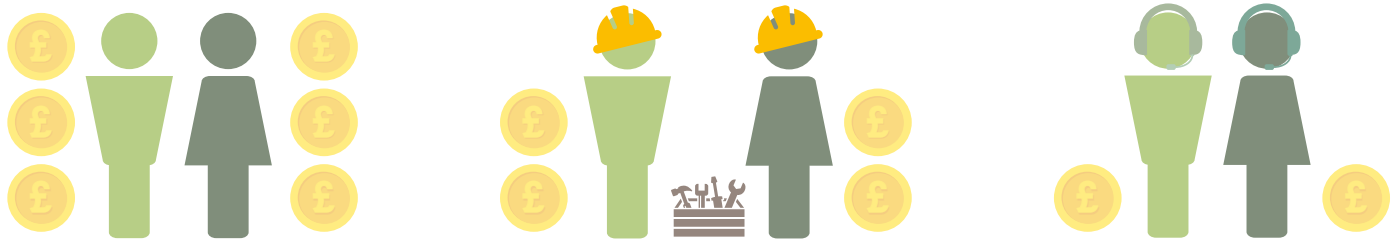
Gender pay gap report

April 2020



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.

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

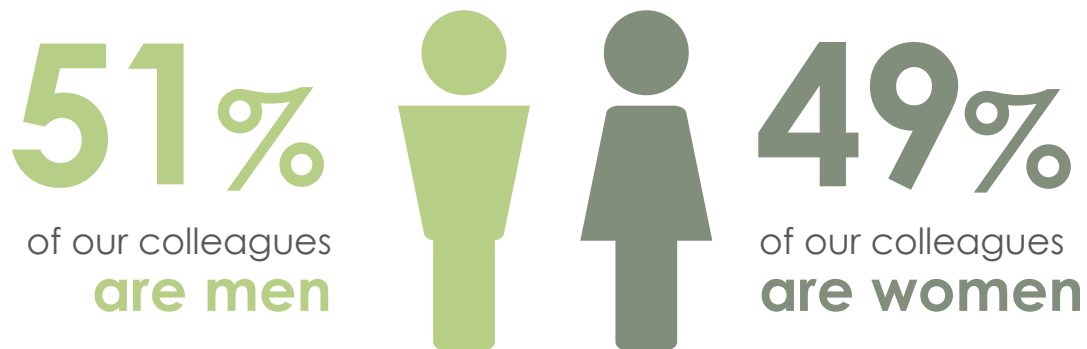


Nationally, when comparing median hourly rates, women earn 84p for every £1 that men earn.*

*Office for National Statistics, Annual Survey of Hours and Earnings (ASHE), November 2020.

Here at Bromford Housing Group

Our gender pay gap...

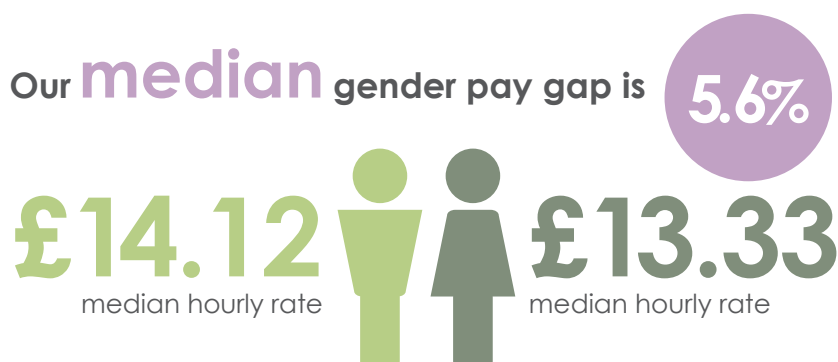
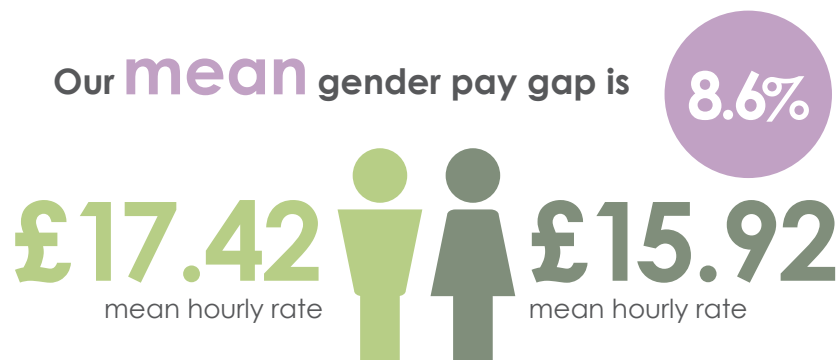


Our mean gap is a calculation of the average hourly pay of a man in our Group versus the average hourly pay of a woman regardless of the job they do.

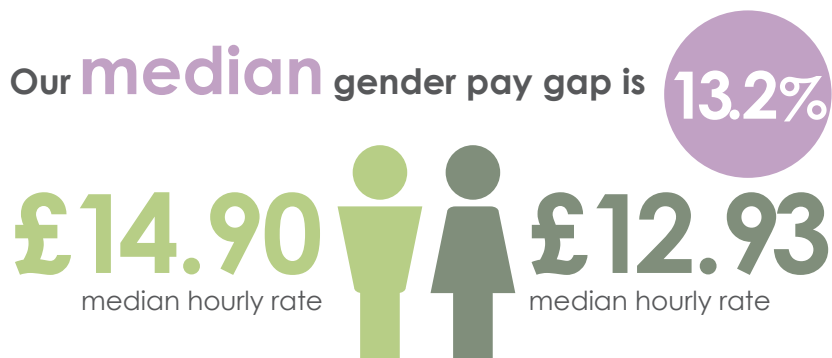
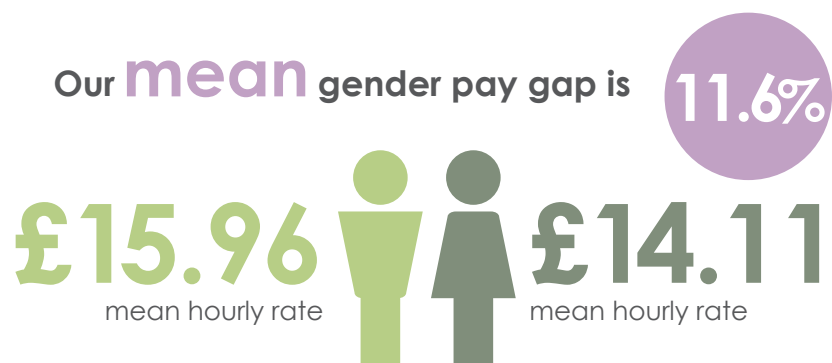
Our median gap is the calculation of the exact mid-point between the lowest and highest-paid man in our Group versus the equivalent woman.

Because of the way Bromford Housing Group is structured we are required to report on each of our employing entities with more than 250 colleagues separately. This means we need to report on Bromford Housing Association and Merlin Housing Society. This is available below.

Bromford Housing

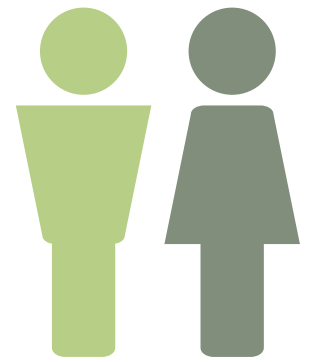


Merlin Housing



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.



Bromford Housing Group - gender split		
Lower quartile	39.7	60.3
Lower middle	46	54
Upper middle	58.9	41.1
Top quartile	57.7	42.3

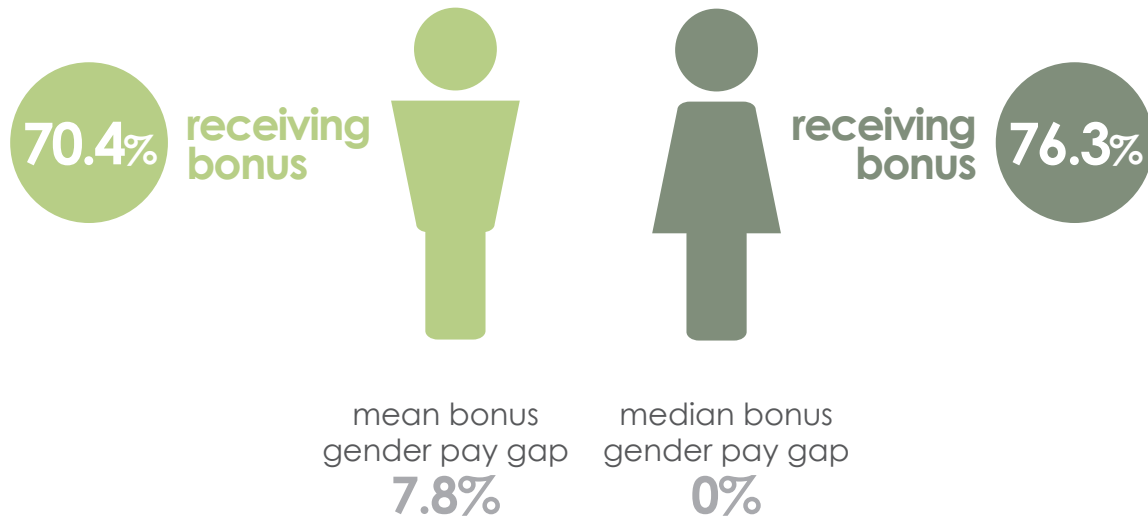
Bromford Housing - gender split		
Lower quartile	41.1	58.9
Lower middle	46	54
Upper middle	58.3	41.7
Top quartile	56.1	43.9

Merlin Housing - gender split		
Lower quartile	36.4	63.6
Lower middle	46	54
Upper middle	61.4	38.6
Top quartile	65.5	34.5

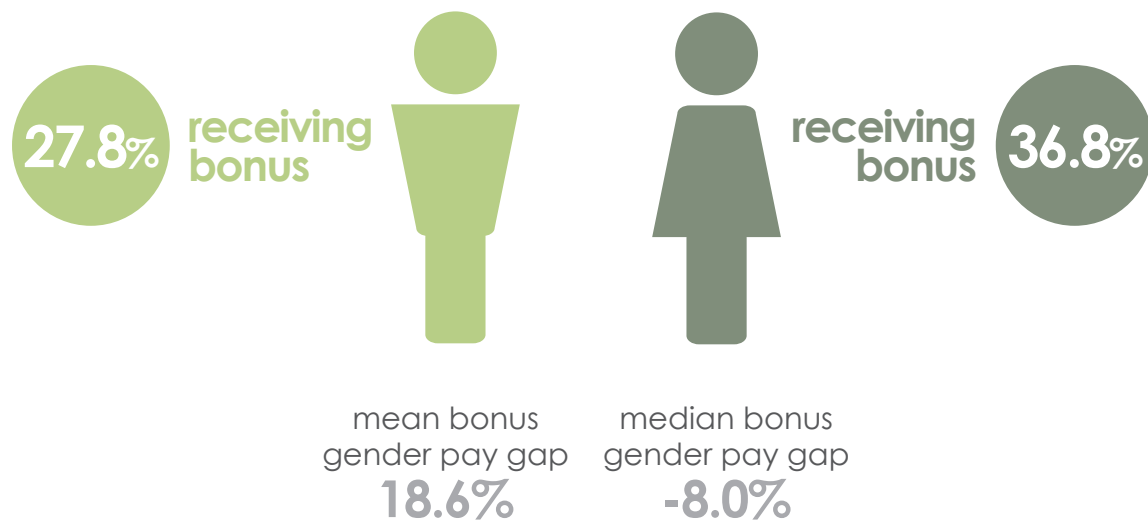
The above tables show that there is a higher proportion of women in the lower two quartiles, whereas the upper quartiles have a higher proportion of men.

Our bonus gender pay gap

Bromford Housing



Merlin Housing



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 our Black, Asian and minority ethnic (BAME) employees. The pay gap below is for Bromford Housing Group.

	Mean pay gap	Median pay gap
BAME pay gap	8.5%	4.5%

More about our data

- Pay data comes from our April 2020 payroll.
- Bonus data is based on bonus payments for the 12 months previous to 05 April 2020.
- The BAME gender pay gap is based on the declared ethnicity information held for 92.43% of the full-pay relevant employees.

More about Bromford and reducing our gender pay gap

Bromford is one of the biggest housing associations in the country, with 100,000 customers living in our 44,000 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 reward offering to ensure that it remains competitive and is valued by colleagues. Towards the end of 2019 we introduced an innovative terms and conditions offer to help attract and retain colleagues. Moving forward we will be reviewing how we reward career progression, to ensure we maintain optimum transparency.

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. Like most employers in the sector we do struggle to recruit females into our trade roles but work with Women in Construction and Women in Trade to help attract females to these traditionally male-dominated roles.

Investing in colleague development

Equality, diversity and inclusion has been further enhanced in the people development offering with the introduction of a Competency Framework. Competencies enable a fair and transparent approach to performance, reward and career development; making explicit the knowledge, skills and behaviours required for success. In addition, one of the core competencies is 'Allies Diversity'. This is to ensure our colleagues work in a way that delivers belonging, dignity and justice. All colleagues will need to discuss regularly their performance against the competencies with their leader. The framework will be further advanced this year with the launch of leadership competencies, as well as reviewing the training offering for competency development.

The current offering includes access to coaching and a comprehensive suite of development opportunities through our Bromford online Learning Lounge which, has a specific section dedicated to women in business.

We are also working hard to grow and develop our internal leadership capability. We have committed to supporting 300 colleagues in completing leadership courses by the end of 2023. This includes an aspiring leaders' programme which demonstrates our commitment, supporting colleagues – male or female – in progressing as far as their ability and ambition will take them. The intake for our last aspiring leaders programme was 50% males and 50% females. The next cohorts in 2021 will also be representative. In addition, currently under development with a consortium of housing providers, is a leadership programme specifically for BAME nominations.

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.

In terms of progress to date, we have provided leadership courses to 108 colleagues. This includes course completions for 66 current leaders and 42 aspiring leaders, with a further 80 current leaders about to commence a leadership development programme. We have also successfully recruited 81 apprentices.

Encouraging and celebrating diversity

Our culture of openness and inclusivity is extremely important to us. So much so that we have recently invested in a number of customer and colleague listening groups to better understand how we can excel in this area. This is just one part of a comprehensive external audit to help us better understand what can drive an inclusive culture.

Providing work-life balance

We operate an innovative trust based flexible working practice. 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 in a 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 recently 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 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.

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