

# ALLIANCE HOMES

## Gender Pay Gap Report 2019



## What does this report cover?

This report sets out the gender pay gap and bonus pay gap figures for Alliance Homes Group. It also details how many male and female colleagues we have in each pay band.

We are a community based social housing provider operating in the West of England. As at 1<sup>st</sup> April 2019, we own and manage around 6,500 homes and employ approx. 326 colleagues (not including our subsidiary Alliance Living Care), have an annual turnover of £43 million and work in partnership with local, regional and national agencies to deliver our services.

As well as providing homes that are affordable in terms of rent and running costs, we also provide a range of support services to help individuals get the most out of life.

The data in the report is from the annual pay snapshot taken on 5th April 2019 and for bonus payments for the 12 months prior to 5<sup>th</sup> April 2019.

Alliance is made up of different directorates; Operations, covering Landlord and Repairs & Maintenance and Support work, Governance & Risk, People & Change and Finance, Procurement & Real Estate.

## What is our average pay gap?

The UK gender pay gap is the percentage difference between men's and women's median hourly earnings, across all jobs in the UK; it is not a measure of the difference in pay between men and women for doing the same job.

Our gender pay gap is based on our payroll data from 5th April 2019 and includes all full pay equivalent colleagues. Full pay equivalent colleagues are those who are NOT on reduced pay due to sick or maternity leave.

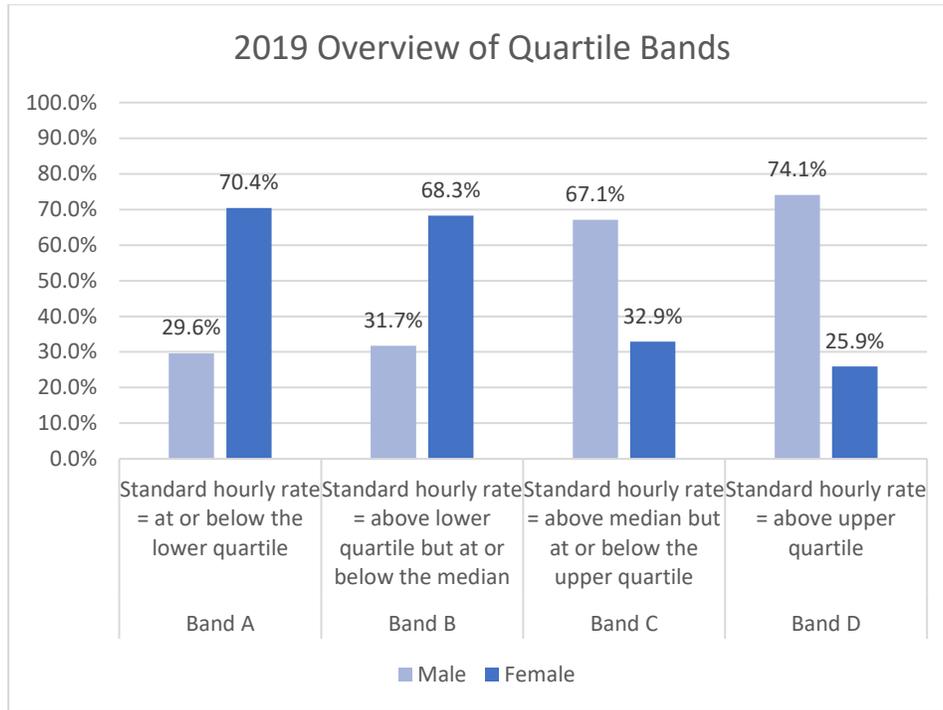
The median pay gap is calculated by finding the middle value in our pay. Our 2019 median gender pay gap is 24.0% In 2018 it was 28.2%.

The mean gender pay gap is calculated by adding up all the salaries and dividing by the number of colleagues. Our mean gender pay gap in 2019 is 13.7% In 2018 it was 14.6% in favour of male colleagues.

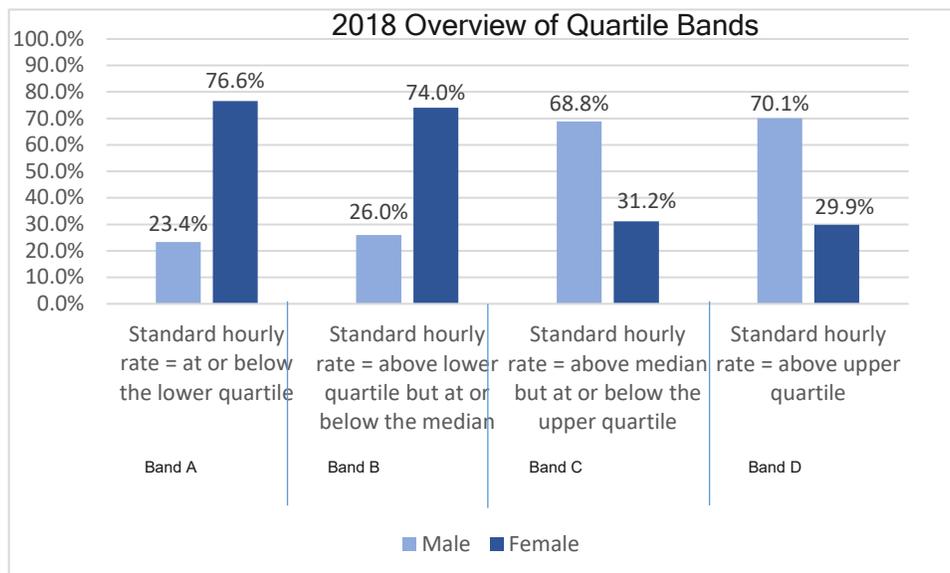
At Alliance, we have 50.6% males and 49.4% female colleagues. 18% of females work part time, whereas 8% of men work part time hours.

# Pay Bands

How male and female colleagues are split in the quartile pay bands is shown below. The graph shows that there is a higher proportion of women in the lower quartile bands, whereas the higher quartile bands have a higher proportion of men.



In comparison with 2018, table below, the quartile figures show a positive movement for women in all quartiles except Band C. This reflects an increase in the % of female employees in these bands.



# Bonus Pay

The bonus payments consist of two elements; an all colleagues one-off lump sum in recognition of the hard work and contribution from all colleagues, and role specific performance related pay.

The percentage of female colleagues who received a bonus over the last 12 months was 1%, and the percentage of male colleagues who received a bonus payment was 7%. The mean bonus gap was 28.06% and the median bonus gap was 34.25%.

The reason behind the mean bonus gap is due to fact that the only team within Alliance that receives performance related pay are 89% male. Performance related pay is a function of benchmarking against labour market pay and not a decision to reward differently based on gender.

## Assessment

Since our last pay gap report, we have continued to recruit new colleagues into leadership positions: our Senior Leadership Team is 80% female and our Operational Leadership Team is 64% female.

Over the past two years Alliance has introduced several measures to encourage all colleagues throughout the organisation to work in an agile way. This includes an enhanced and improved working environment and roll out of technology to all colleagues to help enhance all colleagues work-life balance, regardless of gender.

Our gender pay gap does not come from paying men and women differently for the same or equivalent work. Instead it derives from the salaries the roles attract as benchmarked against labour market data. Alliance manages salary decisions via external biennial benchmarking and through a newly established peer group which is 75% female.

The Office for National Statistics reports that the professions and occupations with the smallest pay gaps (below 5%) also tend to be lower quartile roles and these roles still attract a higher proportion of women over men. The reverse is also reported, that the higher paid roles are disproportionately male. For example, the gap in 2019 for skilled trades occupations was 22.4% (Gender pay gap in the UK: 2019. ONS Oct 2019). Of our workforce in Alliance over 20% of colleagues are skilled trades employees and in these roles 89% are male.

There is a national challenge to attract women into skilled trades and a greater challenge to change the national picture of lower paid roles being disproportionately female.

# Closing the Gap

We will continue to take steps to monitor and address our gender pay gap and to tackle challenges within Alliance.

We are introducing blind recruitment to ensure we are avoiding unconscious bias in the early part of our recruitment process. We will continue to use and develop skill-based assessments tasks in recruitment. Rather than relying only on interviews, asking candidates to perform tasks they would be expected to perform in the role they are applying for we will use their performance on those tasks to assess their suitability for the role. By standardising the tasks and how they are scored we ensure fairness across candidates.

We will continue to use structured interviews for recruitment and promotions that:

- Ask exactly the same questions of all candidates in a predetermined order and format
- Grade the responses using pre-specified, standardised criteria. This makes the responses comparable and reduces the impact of unconscious bias

We are also continually reviewing our Recognition and Reward offer and our agile working practices, so that these can be tailored fairly and flexibly to suit the needs of the individual and to ensure those colleagues who adopt agile working are not disadvantaged in promotion, development, or salary decisions.

We will introduce more transparency to promotion, pay and reward processes through the newly established peer leadership group. This means colleagues are clear what is involved, and that managers understand that their decisions need to be objective and evidence-based because those decisions will be reviewed by their peers.

Alliance alone cannot address the inequality issues that are society's challenges. However, we will work with our customers and communities, with education establishments and partner organisations, committing to influence positive change where and when we can.

More details about Alliance and our commitment to Equality & Diversity can be found on our website.



Louise Swain  
Group Chief Executive  
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