



GENDER PAY GAP REPORT 2022

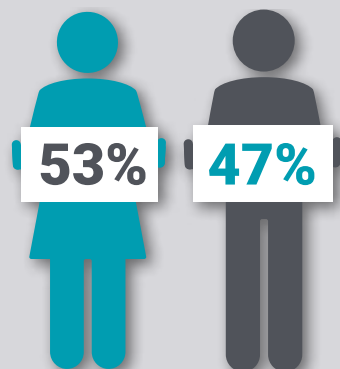
We want to create places to live that our customers are proud to call home. To do this we need to attract and retain the right people. An important part of this is rewarding colleagues in a fair and transparent way.

ABOUT THE DATA

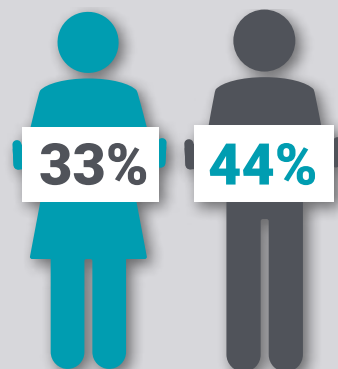
- The data reported is defined by the government and a snapshot date of when the pay data is taken on 5 April 2022
- Bonus payments are for the 12 months prior this.

OUR COLLEAGUES

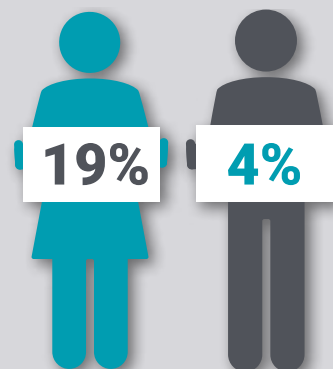
Gender of colleagues



Full time workers



Part time workers



*Total colleagues 340

WHAT IS GENDER PAY?

Gender pay gap is... the difference in the average hourly wage of all men and women across a workforce.

Mean gender pay gap... is difference between the mean hourly rate of pay for male and female employees.

Median gender pay gap... difference between the median hourly pay for male and female colleagues.

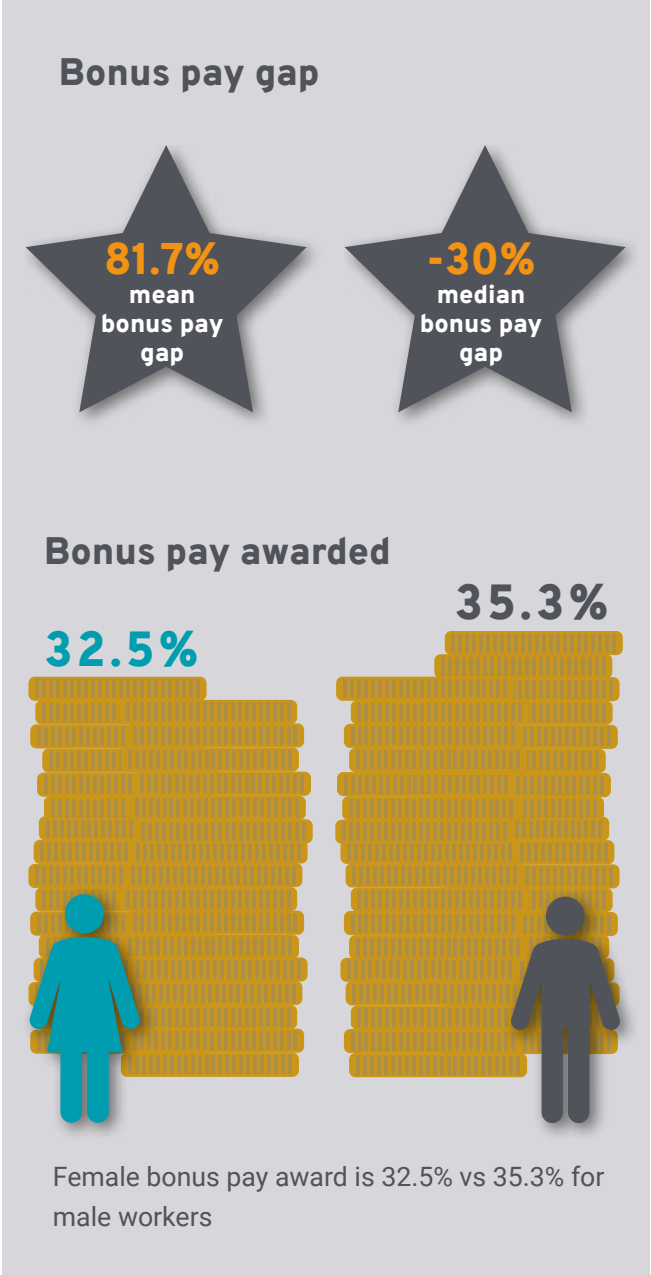
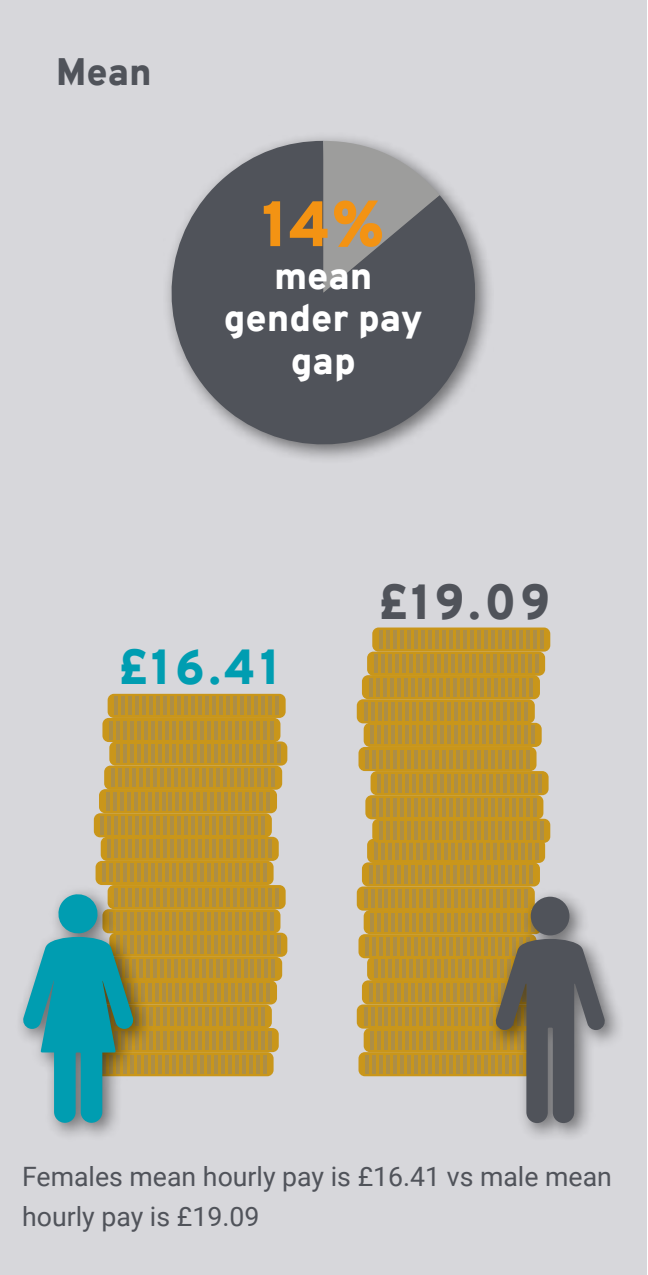
Mean bonus gender pay gap... the difference between the mean bonus pay of male to female colleagues.

Median bonus gap... the difference between the median bonus paid to males than female colleagues.

Bonus proportions... proportion of male to female receiving a bonus payment.

Quartile bands... proportion of male and female colleague sin the lower, lower middle, upper middle and upper quartile pay bands.

OUR PAY GAP RESULTS



PAY BANDS

This is the summary split of where men and women sit in terms of the quartile pay bands.

Band A standard hourly rate = above upper quartile

Band B standard hourly rate = above median but at or below the upper quartile

Band C standard hourly rate = above lower quartile but at or below the median

Band D standard hourly rate = at or below the lower quartile

Band A



18%

82%

Band B

46%

54%

Band C

62%

38%

Band D

63%

37%

UNDERSTANDING THE PAY GAP

We've a good representation of both male and females within the business. 53% of our colleagues are female however a higher proportion of these sit below the median in the bottom two bands despite having a good representation of females in both our Strategic Leadership Team (71%) and our Operational Leadership Team (54%).

More male colleagues sit above the median in the two upper quartile bands and year on year there has been decrease in the percentage of male colleagues in the lower quartile bands. This is explained by our trades team who fall into the upper quartiles being very heavily male dominated.

Despite having a good representation of females in our leadership team, we have seen a decrease in female representation in our upper quartile bands and an increase in our lower quartile bands.

Bonus payments consisted of recognition awards or performance related pay. Whilst a higher percentage of females received a bonus through the year, the average bonus payments for females were less. This can be explained by the only team to receive a performance related bonus, which is of higher value, is 100% male.

BRIDGING THE GAP

We're committed to gender equality and closing the gap. We're taking the following actions:

- Reviewing our current remuneration strategy to ensure that any pay principles are free of discrimination and we have the appropriate role pay bands in place
- Ensuring we have the appropriate resource and talent plans in place to ensure fair opportunities for all
- Reviewing our employment offer to encourage more females to join our trades team through providing work experience and apprentice opportunities.

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