

gender pay gap report for data

at Monday, 5 April 2020

believe
housing

message from bill fullen ... our chief executive

2020 has been a year of difference for individuals, families and businesses and our people have been no different.



We have prioritised the health and wellbeing of our people and our customers, adapted to new ways of working and faced competing demands of work and home life. We've come together in ways that had never previously been imagined, while continuing to focus our efforts on delivering services for our customers when they needed us most.

In these unusual times, we could have lost sight of the goals we set ourselves in addressing our gender pay gap. However, our drive and enthusiasm has remained unchanged. We made a positive impact on employee engagement, cultural change and moving forward with activities outlined in our Equality, Diversity and Inclusion Strategy and three-year plan to make a difference. We continue to and will always put our tenants and our people at the heart of everything we do while ensuring that we continue to have a sound and well-run business.

Many of the actions that we have already taken and continue to invest in will enable sustainable and meaningful change for believe housing and our employees. We remain committed to making sure that everyone at believe housing applauds difference to make a difference.

We believe in life without barriers. If everyone expects more, they can achieve more, and we can transform lives together. It is this power of 'more' that will let people realise what is possible – change perceptions, raise aspirations and create inclusive, vibrant communities.

We want people to love coming to work knowing that being unique is something to be proud of. And we want our future employees to know that when they come to work with us, that they can bring their best selves in every day, feeling valued and welcome, because what they do and how they do it is all that matters to us, as our reputation goes before us.

We want everyone to be truly inspired at believe housing, regardless of their characteristics.

We respect individuality knowing that diverse talent brings creativity and innovation, which can only benefit us all.

We're a great team at believe housing and our objective remains unchanged. We want to remove our gender pay gap and achieve gender parity. Our approach to Gender Pay has been to look at actions that will help to narrow the gap while also considering the broader equality, diversity and inclusion agenda so that we're a more inclusive organisation

We'll respond quickly, hear what our people tell us and engage with other likeminded organisations to ensure that we are making decisions that make us a sector-leading, equal opportunities employer. We're keen to learn as only then can you make improvements.

Bill Fullen - Chief Executive, believe housing

A handwritten signature in black ink that reads 'Bill'.

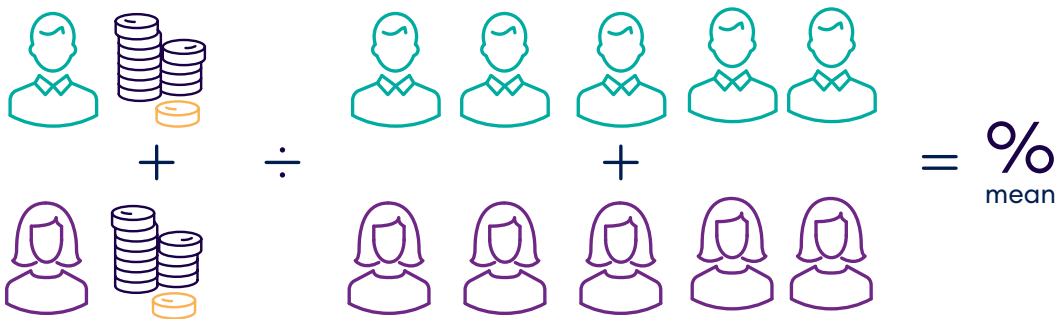
what is gender pay gap reporting?

The gender pay gap shows the difference in the average hourly rate of pay between men and women across an organisation, regardless of the nature or level of their work. It highlights the different number of men and women across all roles. It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.



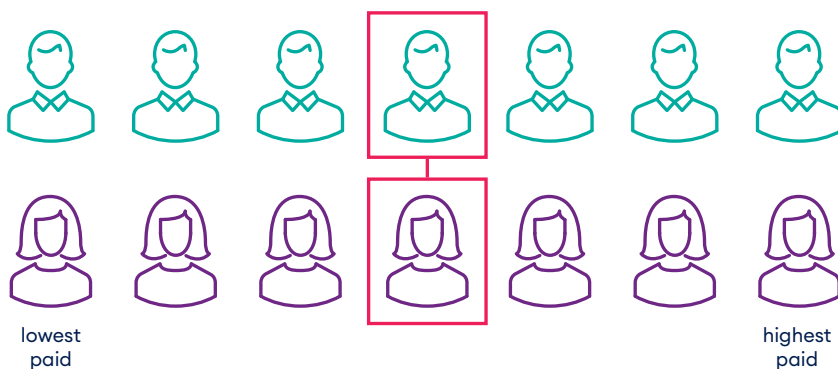
what is the mean pay gap?

The mean gender pay gap is the difference between the mean figures for men and women and is reported as a percentage. It's calculated by adding up the wages of all our male and female employees and dividing it by the total number of employees.



what is the median pay gap?

Imagine if all believe housing employees stood in two lines, one line of female workers and one line of male workers. Each line then stood side by side in order of their hourly rate of pay, lowest to highest. The median gender pay gap is the difference in pay between our female colleague in the middle of her line and our male colleague in the middle of his line.



our gender pay gap information for data at monday, 5 april 2020

our data

Our gender pay data as at 5 April 2020 is based on a total number of employees of 504.

The breakdown of male and female employees at that time is shown below.



55%



45%

bonus gap

We do not operate a bonus scheme at believe housing and therefore we have no gender bonus gap data to report.

mean gender pay gap hourly rate

Our mean gender pay gap has seen a large decrease when compared to our 2019 results.

2019 result
(05/04/19 data)

15.60%

2020 result
(05/04/20 data)

7.64%

median gender pay gap hourly rate

Our median gender pay gap has seen a notable decrease when compared to our 2019 results. Men's median hourly rate of pay for 2020 moved from £16.17 to £15.45 compared to females, which stayed at £13.62.

2019 result
(05/04/19 data)

15.76%

2020 result
(05/04/20 data)

11.88%

pay quartiles

2019	average hourly rate of pay	male numbers	male %	female numbers	female %
Lower	£9.75	37	33.04%	75	66.96%
Lower middle	£12.49	51	45.54%	61	54.46%
Upper middle	£13.78	72	64.28%	40	35.77%
Upper	£16.38	71	63.39%	41	36.61%

2020	average hourly rate of pay	male numbers	male %	female numbers	female %
Lower	£10.21	65	50.00%	65	50.00%
Lower middle	£13.61	49	39.52%	75	60.48%
Upper middle	£16.05	80	63.49%	46	36.51%
Upper	£24.41	81	65.32%	43	34.68%



what's changed?

employee profile – lower and lower middle quartile

We have a three-year plan to make a difference and recognise that the positive actions that we are taking now may not have an immediate impact, but we are confident that our long-term plans will deliver the change that we're aiming to achieve. We continue to do the right thing, which includes creating long-term employment opportunities and undertaking great recruitment practices, both of which have impacted on our gender pay figures for 2020.

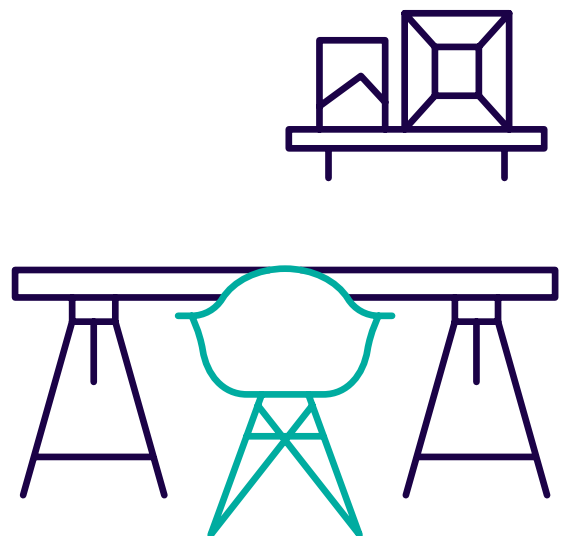
In July 2019 we insourced work, which increased our male population within our Property Repairs directorate. As such we anticipated an increase in our gender pay gap for 2020 with a continuation of the gap being in favour of our male employees. However, a high percentage of the those who TUPE transferred into believe housing had been paid a lower rate of pay compared to the same job type within our organisation. While this was resolved in October 2020, to ensure parity of pay, the data is reflective of the salaries paid as at the 5 April 2020. As the salaries paid to a number of male employees who TUPE transferred into our business fell into the lower and middle lower quartiles, this has contributed to the positive impact seen on the mean and median gender pay gaps. The data below provides the detail behind the increase in male employees in the lower quartile.

- Male apprentices in the lower quartile
 - Six apprentices in 2019 compared to 11 in 2020; an 83% increase.
- Male trades operatives in the lower quartile
 - Nine employees in 2019 compared to 36 in 2020; a 300% increase.

employee profile – middle upper and upper quartile

In 2019/20 believe housing recruited to a number of senior roles across the organisation, appointing talented individuals who met the criteria for the role from both a skills and experience perspective. This has seen an increase in the number of females who were paid salaries in the upper middle and upper quartiles.

- Females paid in the upper middle and upper quartile salary ranges increased from 78 to 89, a 14% increase.



conclusion

In summary, with the combination of an increase in male employees with salaries within the lower and lower middle quartiles and an increase in females with salaries in the upper middle and upper quartiles, this has resulted in the positive shift in our gender pay gap for 2020.

We also seen a decrease in the percentage of females in the lower quartiles compared to 2019 data.

In October 2020 we aligned those male employees' salaries who TUPE transferred into our business, to our salary framework for people doing the same role. As such, this may result in increase in our mean and median gaps results for 2021. However, we will continue to work positively to reduce and remove our gender pay gap through other actions and activities in our three year plan to make a difference.

We are continually undertaking activities to promote and improve equality, diversity and inclusivity across our business and, therefore, we will continue to take action that will make a positive difference to our gender pay gap.

Male/female headcount data Fig. 1

New starters between 1 Apr 2018 - 31 March 2019

Gender	5 April 2019	5 April 2020
Male	231	275
Female	217	229



New starters 2018/19 compared to 2019/20 by quartile and gender Fig. 2

New starters between 1 Apr 2018 - 31 March 2019

Quartile	Lower		Lower middle		Upper middle		Upper	
	male	female	male	female	male	female	male	female
No's	17	16	0	1	3	3	2	1
Total salaries	£292,511	£283,956	£0	£27,053	£98,811	£95,588	£100,413	£35,443

New starters between 1 Apr 2019 - 31 March 2020

Quartile	Lower		Lower middle		Upper middle		Upper	
	male	female	male	female	male	female	male	female
No's	7	10	1	5	4	3	5	8
Total salaries	£117,140	£186,787	£25,196	£133,857	£128,174	£93,117	£227,864	£538,284

- The tables above set out the number of new starters at believe housing across a two-year reference period in line with the gender pay reporting timelines.
- In the gender pay reporting year, 5 April 2020, the increase in new female employees who earned salaries in the upper middle and upper quartiles increased by 275%.
- The total salaries across the female population of new starters in the middle upper and upper quartiles increased by 482%.
- These increases have contributed to the positive shift in our gender pay gap information.

our plan

while 2020 presented many challenges due to a global pandemic, which directly affected our people, our customers, how we recruited, how we engaged with schools, colleges, undertook training and worked together as a team, this did not stop us from taking positive action where we could.

We've launched our strategy, set out as part of last year's statement, which outlines our five key themes to deliver our target outcomes:

our five strategic themes

one	two	three	four	five
We attract, select, develop and retain a diverse and talented workforce where 50% of our apprentices are female and our workforce is representative of the communities we serve.	We have a philosophy which embraces agile working and promotes flexible working arrangements which support individual, home and business needs.	Our workforce engages with us, learns from us and help us to always do the right thing for our customers, our colleagues and our business.	The communities we serve want to work for us and promote us as an employer of choice.	We have highly productive partnerships with equality promoting businesses and educational establishments to promote opportunities and career pathways in the housing sector for all.

We've made great progress through 2020 against our plan and where Covid prevented us making some progress against our 100-day plan, we looked at other ways to make a difference. We started work on the activities outlined in our three-year plan to make a difference and we have many more activities planned for 2021 and beyond.



for now, we'd like to share some of the things we've done so far:

We've ...

- Modified our approach to how we engage with our people, which has delivered a 2-star rating in the Best Companies 2020 survey
- Achieved a score of 86 out of 100 for our Barrett Values Centre culture audit, which is significantly higher than the average score of a not-for-profit organisation, which is 55 out of 100
- Launched our behaviour framework, which we embedded into our new performance management framework ... it's not just what you do it's how you do it
- Created an equality, diversity and inclusion group focused on doing the right thing
- Engaged a group of employees to act as the voice of our people who help us understand what we could do differently, our Positive Action Group
- Run our first virtual school engagement programme helping the workforce of the future understand the varied opportunities available in the housing sector
- Redesigned our job descriptions and recruitment tools so people know that our values and behaviours are as important to us as their skills and experience
- Designed a 'windows to work programme' aimed at engaging the communities we serve
- Designed an in-house programme targeted at raising awareness of unconscious bias
- Achieved the Armed Forces Covenant silver award
- Launched a new people platform, which is founded in our values and behaviours framework
- Signed up to the enterprise advisor programme, with an aim of active participation with schools across the region. To mentor, coach, guide and support possible future employees in our industry or another, when lockdown rules are relaxed

And so much more ...

We understand that there's a lot more to do and we're committed to keep going. We're very proud of what we've achieved so far, and we will do more.

Our long-term goal remains unchanged. We want achieve gender pay parity. We will continue to work with other employers, government organisations and our communities, learning all of the time. Our role is to change hearts and minds where equality, diversity and inclusion are the norm, which will help us in achieving our target of removing the gender pay gap at believe housing.

