



Because good homes make everything possible

## **Network Homes Gender Pay Gap Report 2018**

**March 2019**

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## Background

Network Homes is committed to the principle of equal pay for all employees. It's important for staff engagement and for business success that we meet the requirements of the Equality Act 2010.

*“At Network Homes we pride ourselves on our commitment to diversity and inclusion for customers, staff and the wider community ensuring all stakeholders are free from prejudice and discrimination.*

*Diversity is about giving everyone the opportunity to achieve their potential regardless of race, age, gender, disability, religious beliefs or sexual orientation. Our aim is that the culture and values of Network Homes, embedded through our Equality and Diversity strategy, attract people from diverse backgrounds and make them want to stay with us to deliver excellent services”.* **Dr Valerie Vaughan-Dick, Equality and Diversity Champion, Network Homes Board.**



# Pay

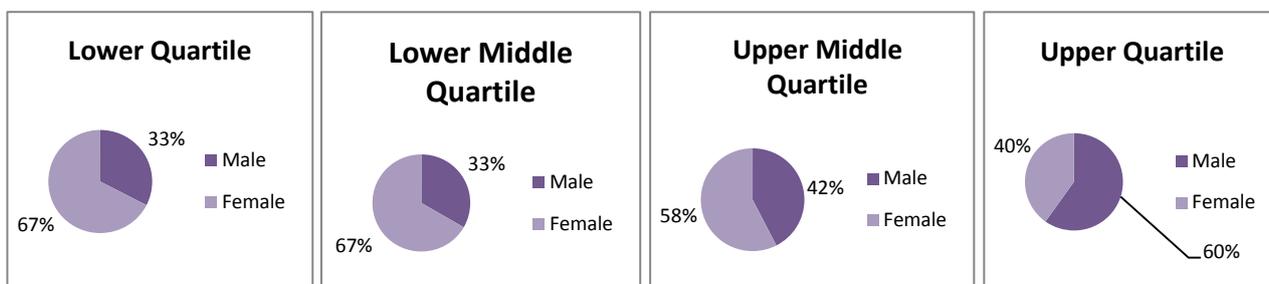
## Pay Gap

### Difference between men and women

	Mean	Median
Hourly fixed rate	17.8%	14.2%

In our gender pay gap reporting for 2017/18, we have reported a mean gender pay gap of 17.8% (average) and a median pay gap of 14.2% (middle). This is a slight decrease from the gap reported for 2016/2017 of 19.2% mean and 17% median. As with last year, our gender pay gap is not an equal pay issue but the lack of female representation at higher paid roles – mostly in our technical, property development and IT roles.

## Pay Quartiles



While overall, our gender pay gap has reduced slightly, with the gap at the lower levels narrowing, the quartile information still shows a predominance of women in lower paid positions. Women representation at the upper middle level is higher than men (a reverse of the two lower levels), which corresponds to the male/female split in Network of 40.5%/59.5%. The pay gap at the upper quartile, however, seems to have widened very slightly compared to last year. As a comparison, last year's figures were as follows:

	Male	Female
LQ	30.3%	69.7%
LMQ	27%	73%
UMQ	41%	59%
UQ	58.5%	41.5%



# Bonus payments

## Bonus Gap

### Difference between men and women

	Mean	Median
<i>Bonus paid</i>	28.1%	-28.8%

### Proportion of staff awarded a Bonus

	Male	Female
<i>Received a bonus</i>	66.4%	80.0%
<i>Did not receive a bonus</i>	33.6%	20.0%

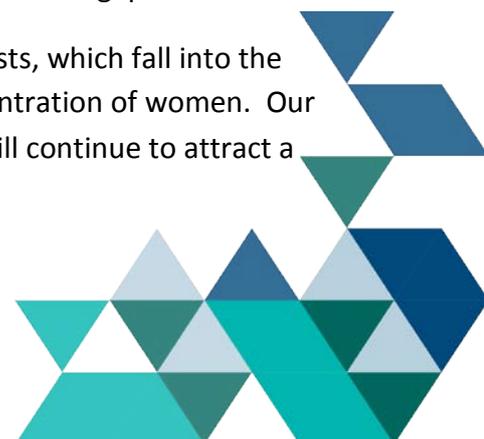
The mean gender pay gap of those receiving a bonus is 28.1% which is a decrease from what was reported last year of 29.6%. With 80% of women receiving a bonus compared to 66.4% men, we are reporting a median of -28.8%. It is obvious the flat rate bonus payment operated by Network has begun to iron out the differences in average bonus payments between men and women. The evidence can be seen in the median figure which has narrowed from 0% last year to -28.8%. Against the workforce split of 59.5% women and 40.5% men, more women received bonus pay in either our 'standout' or 'good' rating categories. While the gap in the mean bonus payment had narrowed slightly, other bonus arrangements in place for some senior people, most of whom are men in the upper pay bracket, account for the less than expected narrowing of the average gap between men and women

In order to be competitive, we have relied on market adjusted bonuses and retention payments. As we continue to benchmark our pay against the market the need to adjust pay in this way, in order to be competitive, will be reduced. We will continue to benchmark and normalise our pay for all employees while ensuring we develop more robust initiatives to create opportunities for our female employees to compete equitably for the higher paid roles.

## Issues

While our pay gap has slightly reduced, the quartile information shows variation in the salary range remains wide. We need to come up with ways to address this gap.

We continue to attract many women applicants to our front line posts, which fall into the lower quartile salary brackets and which already have a large concentration of women. Our technical posts, which fall into the upper quartile salary brackets, still continue to attract a majority of men applicants.



# What we have already done/are doing

## Creating Opportunities for Women

- We have launched the Aspire programme – a new Women’s Development Programme for employees in non-management and junior management roles intended to support women into higher paid positions, help them identify what they want from their professional lives and to support them in achieving their full potential. Our first cohort of 12 women employees are all from non-management positions.
- This will be an ongoing programme which will aim to attract those in junior/first line management roles. At the same time we are aiming to launch a similar programme aimed at women in middle manager positions to aid their transition into senior management positions.
- Our plan is also to explore both senior women’s networking programmes to provide peer support to overcome leadership challenges and barriers through a series of coaching, external networking and training opportunities.
- We have trained our senior people as internal mentors and coaches so they can identify and nurture high potential women to be competitive at senior and executive level posts.

## Recruitment

- Our recruitment and referral policies ensure a consistent process is followed in sourcing and selecting to new appointments. We will continue our recruitment and selection practices to ensure we are targeting our recruitment adverts to where it can maximise female applicants, recruiting on merit and ensuring consistency and fairness is at the core of any decisions.
- We have adopted the Rooney Rule and have extended this to include a shortlist of any female job applicants who meet the minimum criteria for a senior leadership role.
- We continue to run workshops for managers on fair and consistent recruitment. This also helps to identify and address any unconscious bias or recruitment practices/decisions that could be construed as discriminatory.
- As part of our recruitment initiatives, we will draw specific management and senior management vacancies to the attention of our women staff. We’ll develop managers to have conversations that will help them identify and signpost career progression opportunities to their women employees.
- We will increase the use of work shadowing, especially to our technical and property development posts, to create better opportunities for women to be competitive for those roles.



## Equality, Diversity and Inclusion

- We have set aspirational targets for a gender balanced Board and Senior Management team, over 3 years, as follows:
  - a. Increase women on the Board by 20% to 50%
  - b. Increase women in senior management by 20% to 50%
- We continue to work on fostering an inclusive environment through diversity events.
- Through our equality and diversity strategy and action plan, we continue to monitor our employment practices for any gaps and some of the initiatives we have already implemented are a consequence.

## Summary

Network Homes has initiatives and policies in place that will, hopefully, see an increased representation of women at higher levels. It is a longer term process but evidence suggests the culture, behaviours and practices are changing to promote and realise this vision.

The foundation has been laid for realising a more gender-balanced workforce and pay that reflects our gender make-up. We intend to continue in this direction of travel and create a platform where women candidates and employees have the confidence to apply and be successful for higher paid roles.

Helen Evans

**Chief Executive**



Fiona Deal

**Executive Director of People & Technology**

