



GENDER PAY REPORT 2018

This document has been published in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

- 1. Introduction.** Employers with 250 or more relevant employees are required to publish gender pay gap information by April 2019 based on data from April 2018. Raven had 217 workers classified as 'relevant employees' as of April 2018 but has decided to voluntarily produce this report with an accompanying narrative to help explain the findings and the Raven's analysis of the findings.
- 2. Foreword.** In the face of turbulent times, Raven's purpose remains clear. Raven doesn't just build houses it builds homes, and in doing so provides the services and support that help change lives. Everyone at Raven is proud of our purpose "Building Homes, Changing Lives".

How we deliver on our purpose is important to us, and we commit to living our four values in both our decisions and actions.

Trust - we earn trust by being open and accountable

Understand - we seek to truly understand others' needs before we act

Collaborate to innovate - we collaborate with colleagues, customers, and partners to develop innovative services

Care - we come to work because we care about providing good quality, affordable homes and services to those that need them. We believe we can make tomorrow better than today.

As an IIP Gold accredited organisation, Raven recognises our staff as our greatest asset. Raven is committed to continuing to build a fair, diverse and inclusive culture where staff aspire to work and are rewarded and developed on individual merit, regardless of ethnicity, gender, age, disability, religion or sexual orientation. Trust is a core value and as such is built on having a commitment to fair principles across the employment offer.

- 3. Summary.** This report contains the Gender Pay Gap (as at 5 April 2018) for Raven Housing Trust, as required by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Raven recognises the implementation of mandatory gender pay gap reporting as an important step towards transparency and greater equality for women in work.

Raven has a mean gender pay gap of 7.4% favouring women (reported in accordance with requirements as -7.4%) and a median gender pay gap of 7.4% favouring women (-7.4%). This is very different from the national benchmark where the mean gender pay gap is 16.6% favouring men and the median is 12.4% favouring men, as reported by Xpert HR (2019).

4. Gender Pay Report – Profile and Results

a. Requirements. Mandatory Gender Pay Gap Reporting regulations require organisations with 250 or more employees to report their pay gap as at 5th April (snapshot date) with the following information;

- i. mean gender pay gap: the difference between the mean (average) hourly rate of pay that male and female employees receive.
- ii. Median gender pay gap: the difference between the median hourly rate of pay for male and female employees
- iii. mean gender bonus gap: the difference between the mean (average) bonus pay that male and female employees receive.
- iv. median gender bonus gap which is the difference between the median bonus pay that male and female employees receive.
- v. the proportion of men and women who received bonuses
- vi. the number of men and women according to four equal quartile pay bands.

b. Raven’s Gender Profile. Data collected on employees as of the snapshot date on 5 April 2017 shows the following workforce gender breakdown for relevant employees

Male	115
Female	102
<u>Total no. of relevant staff</u>	<u>217</u>

Of the total 217 employees as of 5 April 2017 (which includes part time employees) 53% were male and 47% female.

c. Gender Pay Results

- i. The mean gender pay gap in hourly pay for Raven is 7.4% more favourable to women (reported as -7.4%)
- ii. The median gender pay gap in hourly pay for Raven is 7.4% more favourable to women (reported as -7.4%)
- iii. The mean and median gender bonus gap for Raven cannot be reported for April 2018 as there were no performance related payments or commission at that time
- iv. The proportion of male employees receiving a bonus compared to females cannot be reported for the same reason

v. Pay quartiles by gender (these quartiles are set out in the reporting requirements)

Quartile Pay Bands	Male	Female
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Pay Band A: Lower Quartile	59.3%	40.7%
Pay Band B: Lower Middle Quartile	55.6%	44.4%
Pay Band C: Upper Middle Quartile	51.9%	48.1%
Pay Band D: Upper Quartile	45.5%	54.5%

- d. Commentary.** The mean and median pay gaps are both significantly below the national averages as reported by the Office of National Statistics (in as much as there is a positive skew towards females receiving higher pay). A recent headline report in Inside Housing showed that the gender pay gap had increased in favour of men at a sample of 22 out of 43 of the largest housing associations.

Reading across Raven’s data, it is clear that the underlying reason behind the pay gap is due to the lower representation of women in the lowest paid roles and an over-representation in the highest paid positions in the organisation. Whilst this is unusual in relation to the wider Xpert HR benchmark (for the whole sample in the Band D Upper quartile, there are 67.2% men and 32.8% women), it is almost exactly representative of the charity/not for profit benchmark for Band D (42.2% men and 57.8% women). Statistical analysis by the ONS recognises that nationally, some of the gender pay gap can be explained by differences in tenure, working pattern, occupational and age.

Raven has a positive story in relation to Gender Pay, but cannot be complacent. The high representation of females in the Upper Quartile is contributing to the overall uplift of the mean and median figures. If this number changed then it would have a negative impact on the pay gap. It should be noted however, that actions that are positive for other reasons, e.g. trying to attract more women into trade positions, could have a negative impact on the gender pay figure if more women entered into lower quartile paid positions.

Performance Related Pay and a Long term incentive plan were introduced in 2019 and therefore the Gender Pay Report published in 2020 will include Gender Bonus Gap Data.

e. Chief Executive’s Statement

We are pleased that Raven’s gender pay gap report compares favourably with that of the whole economy, and the organisation is committed to maintaining a fair and transparent approach to pay. It is taking the following steps

- a. Job evaluation takes place for every role using the Willis Towers Watson evaluation framework and every role is benchmarked against at least 2 data sets*
- b. A pay framework is being introduced to bring greater transparency of the approach to rewarding all employees. Pay is attached to a job role, not to individuals, which is both internally and externally benchmarked against the market.*
- c. There will be levels and job families within the pay framework to group roles within Raven that have similar responsibilities.*
- d. Succession plans are being developed proactively to monitor the development of talented staff, regardless of gender, to ensure they have the best opportunity of being promoted*

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- e. *Measures are in place to encourage managers to create opportunities for females returning from maternity leave to be offered flexible working*
- f. *Managers are encouraged at the point of recruitment to consider all working patterns that could be made to work whether the role is junior or senior, including job shares, compressed and annualised hours*

These initiatives are aimed at maintaining a balanced gender pay gap. Raven remains committed to ensuring all employees are given equal opportunities to progress in their careers and to succeed at Raven. We welcome the opportunity to annually review the progress that we make in achieving true equality.

I, Jonathan Higgs, confirm that the information in this statement is accurate.

A handwritten signature in black ink, appearing to be 'JH', with a vertical line extending downwards from the bottom left of the signature.

25.04.19