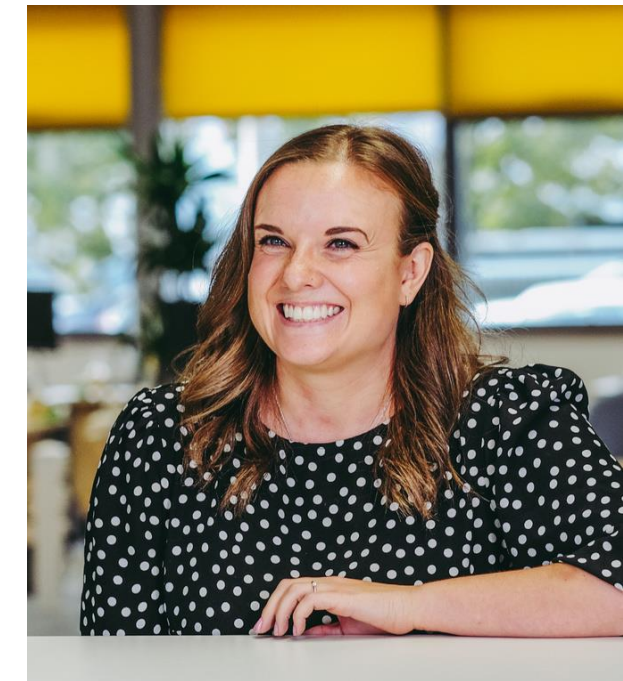
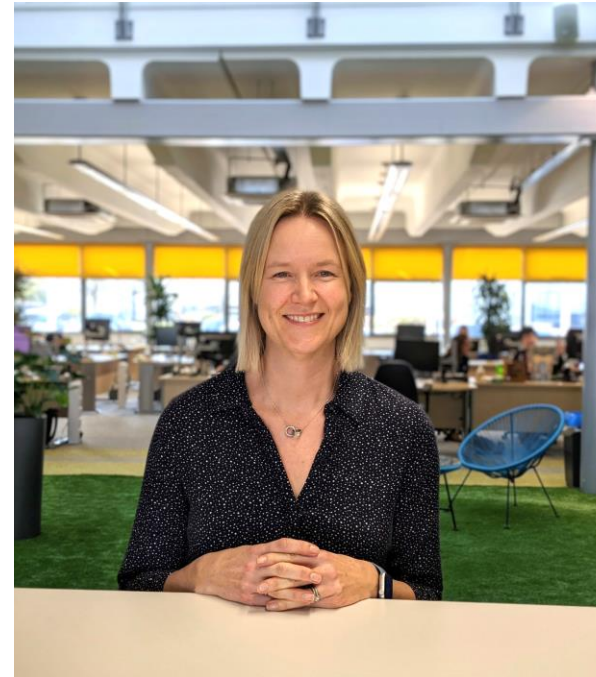
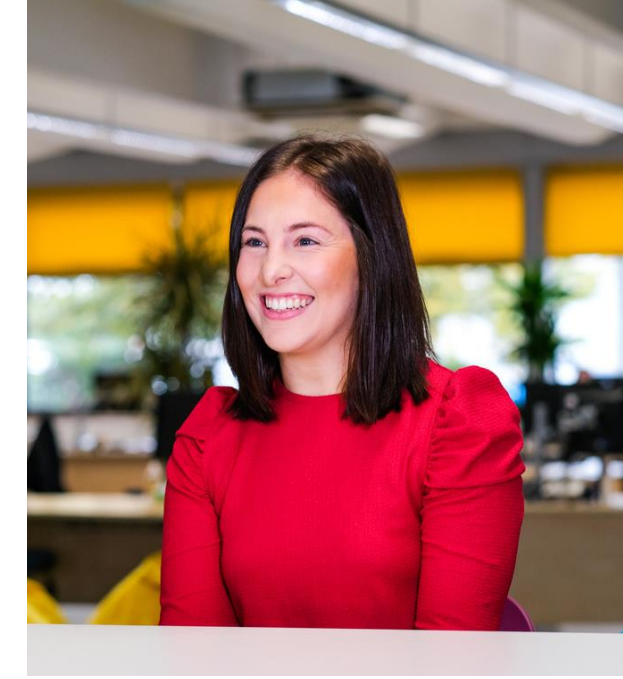




Gender Pay Gap report 2023-2024

Havebury Housing Partnership





Introduction from our CEO, Andrew Smith

As Chief Executive, I am pleased to report that our gender pay gap has decreased for the second consecutive year, falling by 2.4% to 10.6%. This highlights our ongoing commitment to closing the gap and ensuring equality within our organisation.

Our gender pay gap remains lower than the national average of 13.1%. The encouraging reduction in our gap is largely due to achieving a balance of more women in senior roles as well as more men in junior roles. However, we recognise that there is still more work to be done. To further our efforts, we have introduced new initiatives aimed at promoting gender equality and supporting career progression for women.

We understand that diverse workforces perform better, but this is only true when there is an inclusive culture. Inclusion remains a core priority for us, and we are focusing on this through our new equality, diversity, and inclusion strategy. Additionally, we are upskilling our managers and leaders through 'Elevate'; our new leadership development programme to support an even more inclusive environment.

We are also striving to increase the number of women in technical roles and will be actively working with local colleges and schools to encourage more females to pursue careers in these fields. Our apprenticeship programme has similarly increased the number of men in more junior roles ensuring a balance at all levels.

We are proud to be recognised as a Great Place to Work, and our latest survey shows that over 91% of our employees feel they are treated fairly, regardless of gender or other protected characteristics.

Thank you for your continued support as we work towards a more equitable future.

Signed 

Date: 23 January 2025

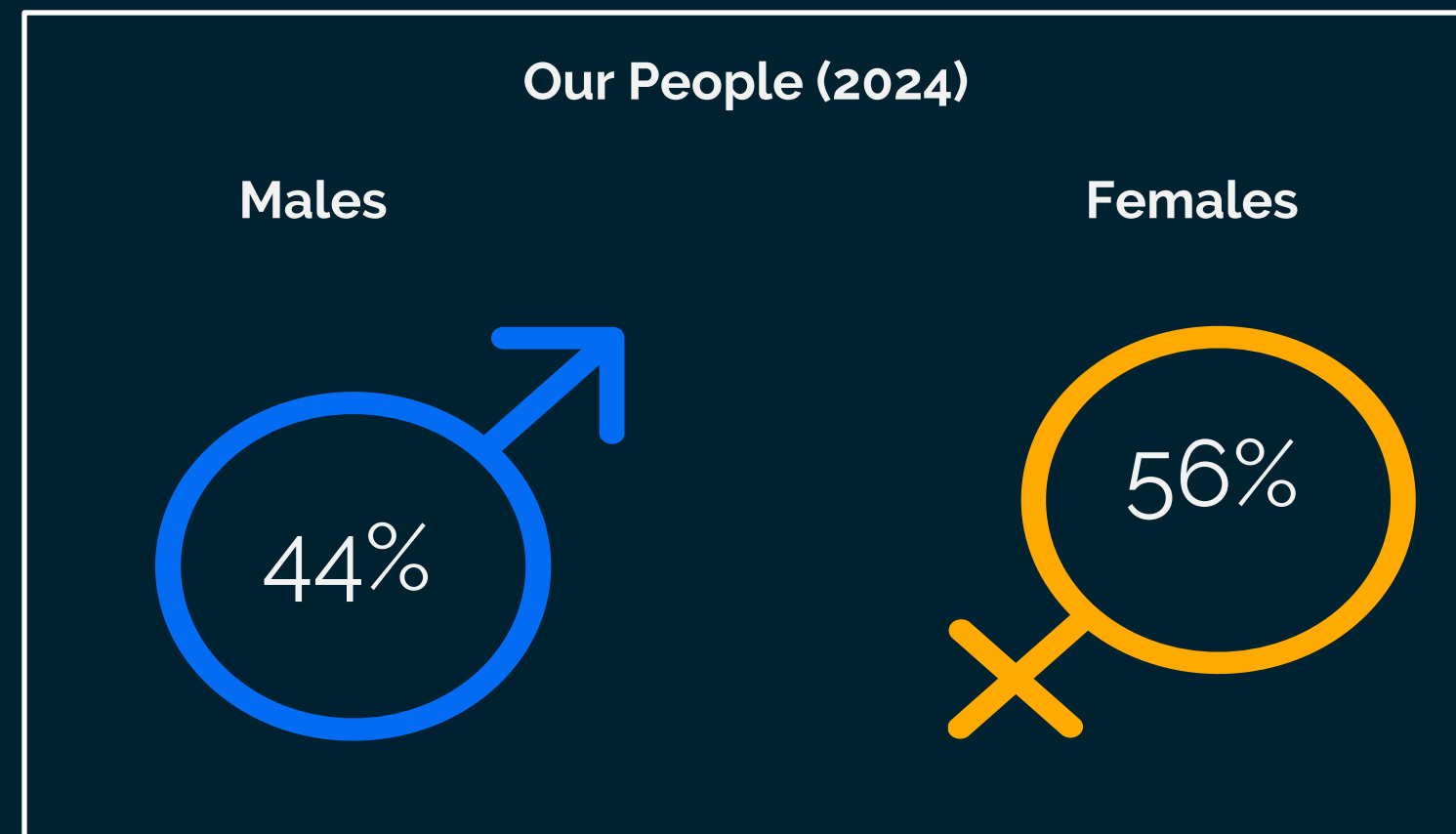
Our journey

Difference between mean and median

In gender pay gap reporting, we examine both the mean (average) and median (middle) figures. The mean difference is calculated by adding all hourly pay rates together and dividing by the total number of employees. The median difference, on the other hand, is the difference in hourly pay between the middle-paid male employee and the middle-paid female employee when all employees are lined up from lowest to highest pay. The median is often considered the most representative measure as it prevents a small number of very high or low salaries from skewing the results.

A pay gap exists due to an imbalance in the proportion of men and women across different levels of the organisation. At Havebury Housing Partnership, we have a higher proportion of men in higher-paid roles, which results in a higher average rate of pay for men compared to women, thus creating a pay gap. It is important to note that this is different from equal pay, which is a legal requirement ensuring that men and women are paid the same for performing work of equal value.

We observe a similar trend in our lower-paid customer service roles, where there is a higher proportion of females than males, further contributing to the pay gap.



Our journey

In 2022, we began reporting our gender pay gap. Highlighted in table one, the start of our journey, our median gender pay gap was 24.8%. Over the past few years, this has decreased to 10.6%.

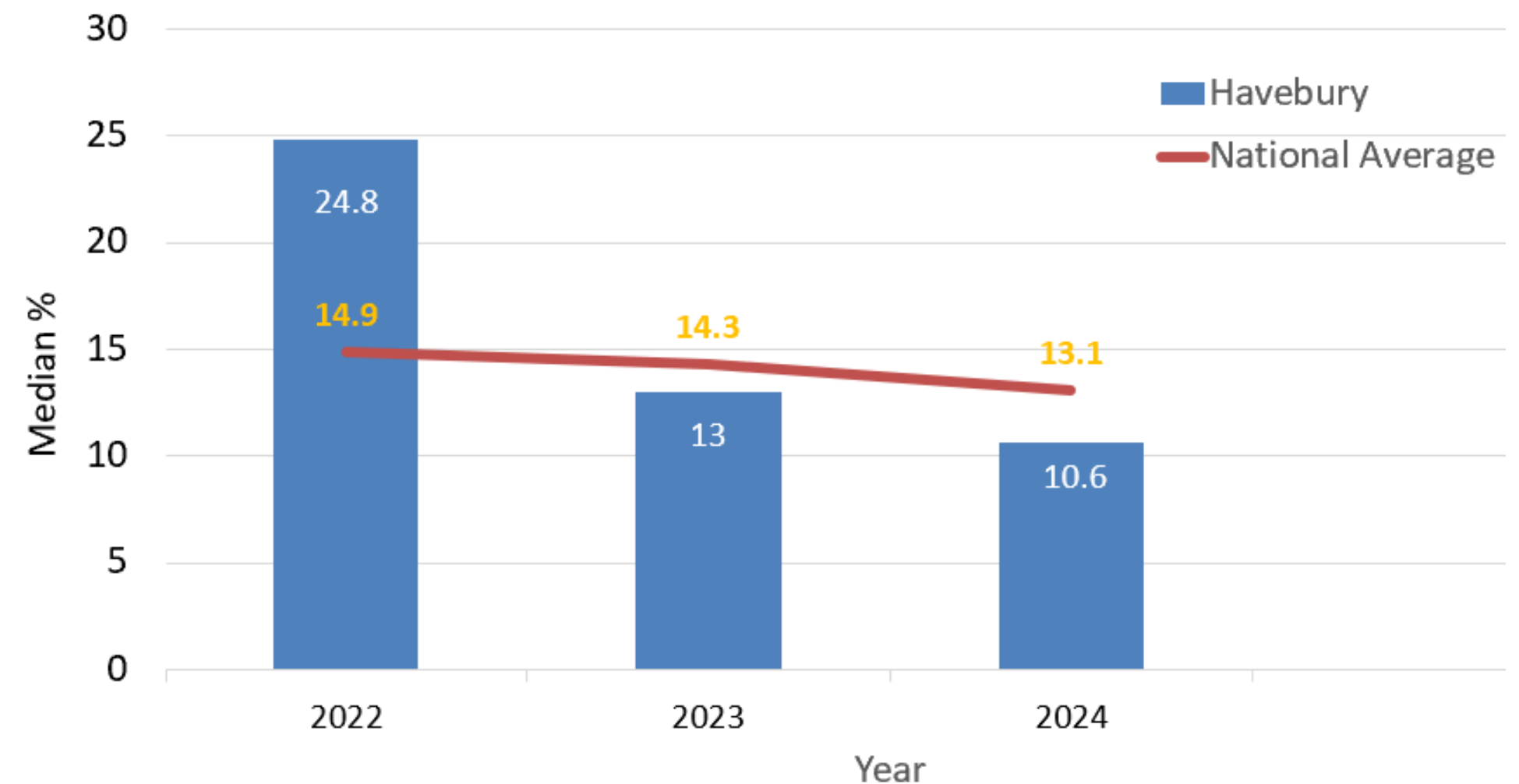
As detailed in graph one, except for 2022, we have continued to track below the national average with our gender pay gap.

Additionally, our mean pay gap has decreased by 52% over the past three years. In 2024, our mean percentage reached single digits for the first time.

Table 1: Havebury Gender Pay Gap Data

Year	Median	Mean
2022	24.8%	20.8%
2023	13%	16.1%
2024	10.6%	9.9%

Graph 1: Havebury Median GPG vs National Average

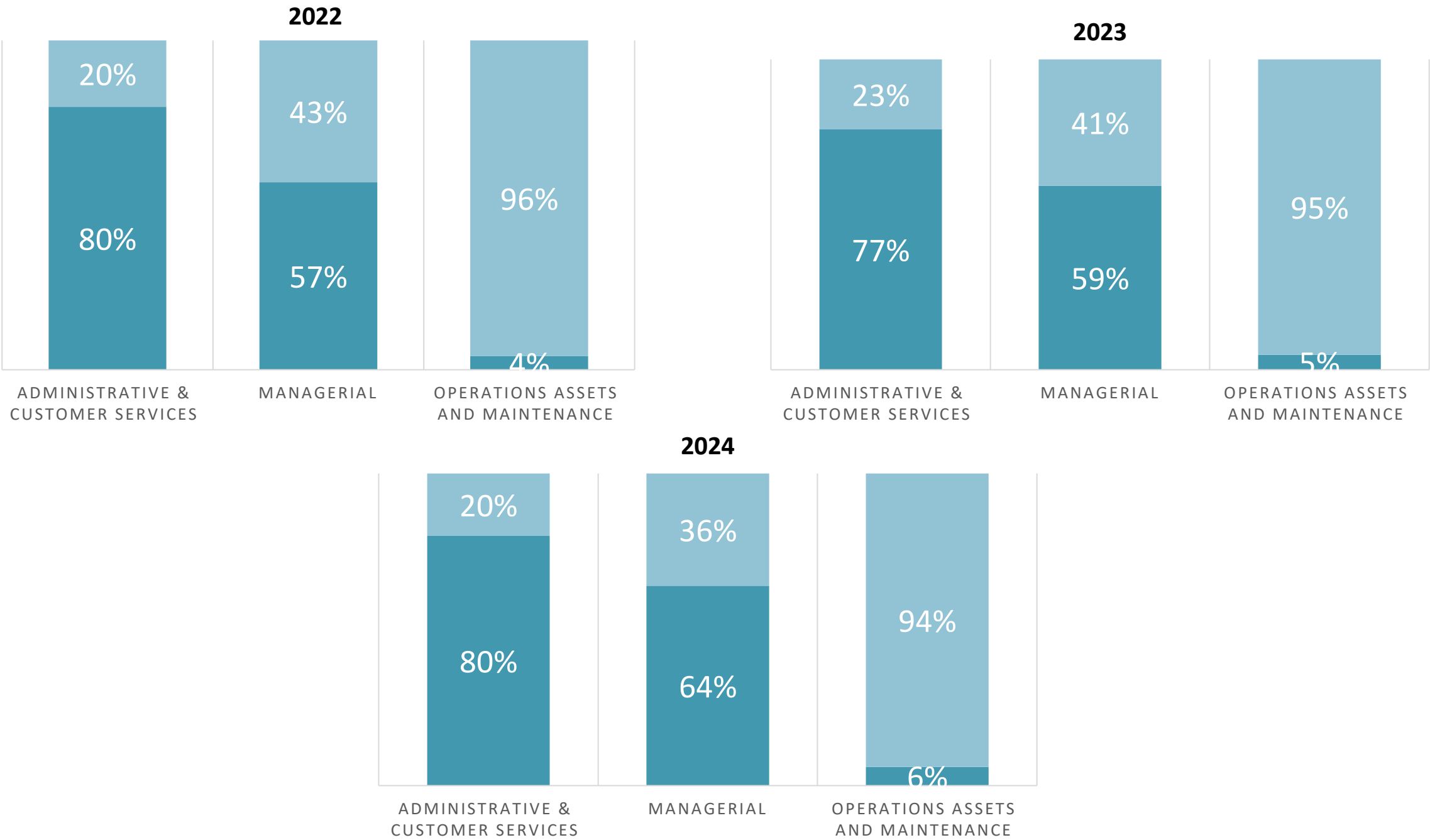


Population Changes

Since 2022, we have seen positive progress with a 7% increase in the proportion of females in management roles and a 2% increase in female employees within our assets and maintenance teams. However, we recognise that there is still room for improvement in these areas over the coming years.

Currently, 80% of our customer service and administrative roles are filled by females. We believe that these roles would benefit from a more balanced gender representation and would like to see an increase in the number of men in these positions.

Role type by gender



■ Female ■ Male

Representation by quartile

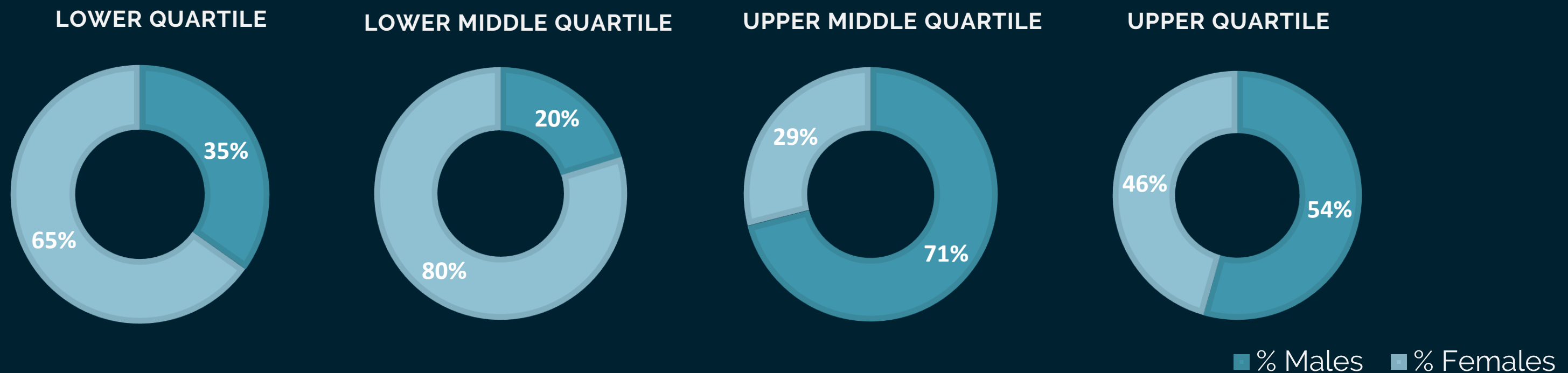
We categorise our employees from lowest to highest paid into four groups (quartiles) as follows:

- Senior management and leaders generally fall within the upper quartile.
- Middle managers and technician roles typically fall within the upper middle quartile.
- Administrative and customer service roles are mostly within the lower quartile and lower middle quartile.

Positively, there is good representation of both males and females within the upper quartile, reflecting a gender-balanced senior management team.

However, females continue to be underrepresented in the upper middle quartile, particularly in technician and middle manager roles. Notably, 66% of female management are in first-line management positions at Havebury.

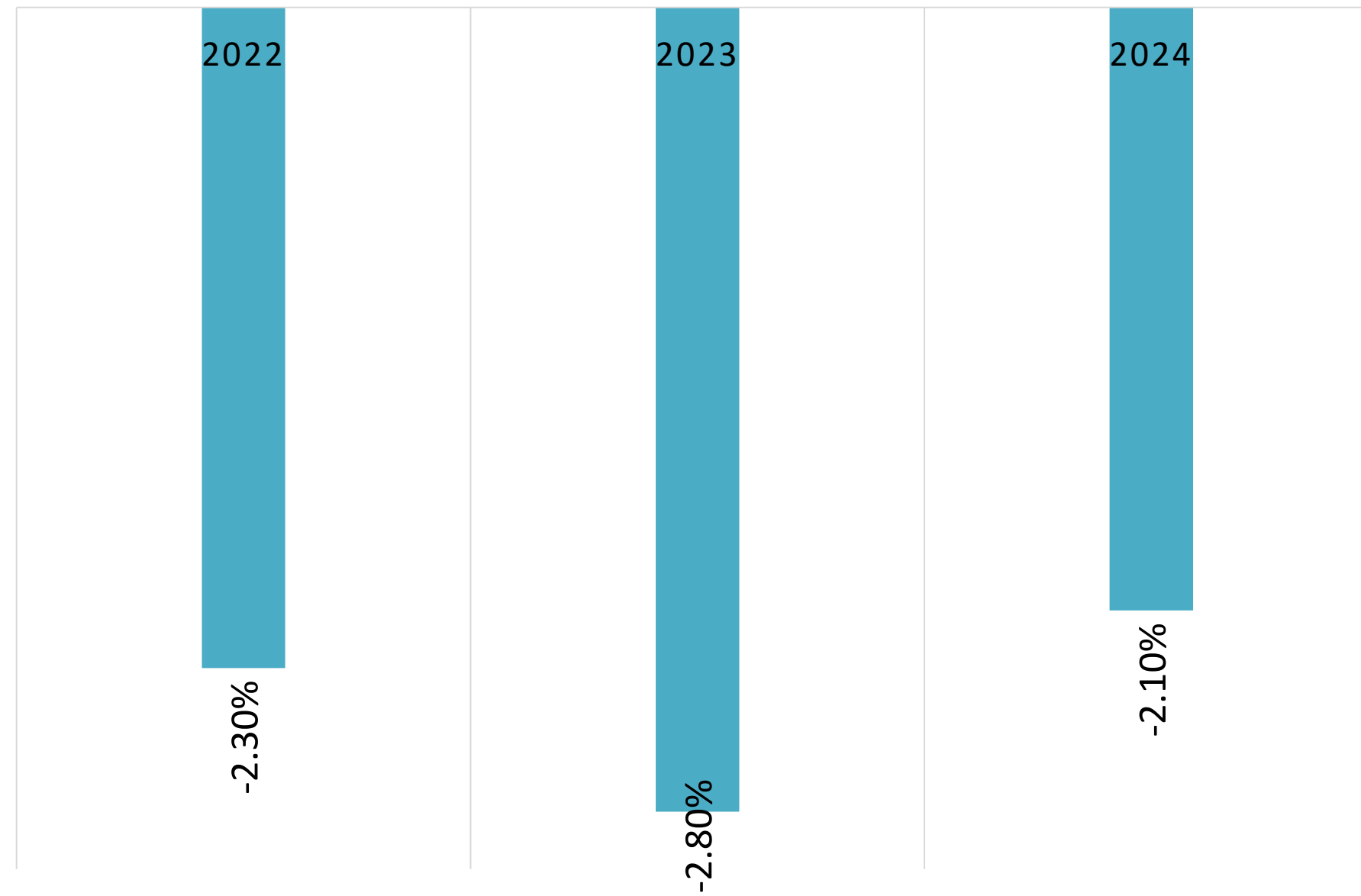
There is also a need for better representation of males within the lower and middle quartiles to ensure gender balance across all levels at Havebury.



Bonus Pay Gap

In the past year, 5.3% of females and 3.2% of males received a bonus, resulting in a bonus gap of -2.1%. At Havebury, bonuses are modest amounts and are entirely discretionary.

Compared to the previous two years, we have observed a slight reduction in this gap. Moving forward, we aim to maintain consistency and fairness to ensure equity.



What we've done so far

- Attracting and retaining top talent while ensuring teams feel comfortable bringing their whole selves to work.
 - Mandatory equality, diversity, and inclusion training for all teams, including unconscious bias training.
 - Utilizing training and development solutions to address skill gaps across all roles, regardless of gender.
 - Implementing gender-neutral salary benchmarking for all job roles to ensure fairness and equality.
 - Monitoring the progress of both male and female employees through our competency framework.
 - Developing partnerships with local schools to engage equally with both male and female students, providing equal access to career opportunities.
 - Signing up to the anti-racism charter, reinforcing our commitment to equality.
 - Conducting equality impact assessments on all policies to ensure they do not negatively impact any marginalized groups.
 - Introducing a new menopause policy to support those experiencing menopause.
 - Communicating robust benefits and rewards, including generous family leave and a medical cash plan.
-



What's next?

- Launching our new “Elevate” Leadership and Management programme across Havebury, with a specific module on inclusive leadership, to equip our leaders in driving culture change.
- Embedding a new wellbeing strategy that supports flexibility and overall inclusivity, positively impacting mental health.
- Fostering female talent by driving succession planning within the organisation and transforming the language around talent.
- Transforming our EDI strategy and approach by utilising new equality and diversity ambassadors to champion a fair and inclusive workplace.
- Encouraging male candidates to apply for customer service and administrative roles to help achieve a more balanced workforce.

