

Gender Pay Gap Report

2025/26

This report provides an overview of our gender pay gap performance from 1 April 2025 to 31 March 2026

Andrew



A message from our CEO, Andrew Smith

At Havebury, we are committed to creating a workplace where everyone feels valued, respected and able to thrive, regardless of gender or background. Publishing our Gender Pay Gap Report is an important part of that commitment, helping us to remain transparent, accountable and focused on continuous improvement.

Our gender pay gap is not the same as equal pay. Equal pay relates to men and women being paid equally for carrying out the same or equivalent work, something we are committed to and regularly review. The gender pay gap instead looks at the difference in average earnings across the organisation as a whole.

While our latest figures continue to reflect the challenges that exist across many sectors, they also provide an opportunity to better understand our workforce and identify where we can continue to improve. We are proud of the progress we have made in creating a more inclusive and supportive working environment, including promoting flexible working, investing in colleague development and ensuring our recruitment and progression opportunities are fair and accessible.

We know there is always more to do, and we remain committed to building a culture where everyone has the opportunity to succeed and feel supported throughout their career at Havebury.

Signed:

Our workforce



We are an organisation with a wide range of roles across housing management, customer services, technical, specialist and leadership functions. Like many organisations within the housing sector, our gender pay gap is influenced primarily by the different types of roles carried out across the organisation and the balance of men and women in those roles, rather than differences in pay for doing the same job.

We remain committed to creating a fair and inclusive workplace where everyone has equal opportunity to grow, develop and succeed.

At the time of writing this report, our workforce is made up of 190 females and 158 males.

Mean gender pay gap

- Mean hourly pay for men: £21.51
- Mean hourly pay for women: £19.74

Mean gender pay gap: 8.2% (women's mean hourly pay is lower). This reflects the overall difference in hourly pay.

Median gender pay gap

- Median hourly pay for men: £19.83
- Median hourly pay for women: £17.37

Median gender pay gap: 12.4% (women's median hourly pay is lower). This shows the difference at the midpoint of male and female pay and is less affected by very high or very low earners.

	2024/25	2025/26	Difference
Mean gender pay gap	13.9%	8.2%	- 5.7%
Median gender pay gap	11.2%	12.4%	+ 1.2%

The year-on-year comparison shows progress in average hourly pay, while the midpoint difference remains an area for continued focus.

Pay quartiles

Pay quartiles show the gender distribution when all employees are divided into four equal-sized groups based on hourly pay.

Pay quartile	2024/25 Men	2024/25 Women	2025/26 Men	2025/26 Women
Lower	34%	66%	41.2%	58.8%
Lower middle	19%	81%	13.9%	86.1%
Upper middle	73%	27%	73.4%	26.6%
Upper	57%	43%	53.2%	46.8%

Women continue to be more highly represented in the lower and lower-middle pay quartiles, while men remain more highly represented in the upper-middle quartile.

Female representation increased in the highest-paid quartile from 43% to 46.8%, and in the lower-middle quartile from 81% to 86.1%, while remaining broadly unchanged in the upper-middle quartile (27% to 26.6%). This distribution remains the main factor contributing to our gender pay gap.

Bonus pay

Proportion of men receiving a bonus - 3.5%	**Proportion of women receiving a bonus -** 9.8%

Bonus gap

Mean bonus paid to men	Mean bonus paid to women	Median bonus paid to men	Median bonus paid to women
£800	£702.94	£750	£750
Mean bonus gap - 12.1% Women lower on average		**Median bonus gap - 0%**	

A higher proportion of female employees received a bonus during the reporting period than male employees. However, the mean bonus paid to men was higher. The median bonus was the same for both men and women, indicating that most bonus payments are made at a consistent level, with the difference in mean bonus values influenced by a smaller number of higher bonus payments.

Year-on-year comparison



	2024/25	2025/26	Difference
Men receiving a bonus	6%	3.5%	-2.5%
Women receiving a bonus	19.1%	9.8%	-9.3%
Reported mean bonus gap	-13.1%	12.1%	Direction reversed

Fewer men and women received a bonus this year. In 2024/25, women received higher bonuses on average, with a bonus gap of -13.1%. In 2025/26, this changed, with men receiving higher bonuses on average and a bonus gap of 12.1%. The median bonus gap was 0%, meaning there was no difference between men and women at the midpoint.

What influences our gender pay gap



Our gender pay gap is not driven by differences in pay for men and women undertaking the same or equivalent roles. Instead, it reflects broader structural factors within our workforce, primarily occupational segregation across different types of roles, the current under-representation of women in positions within the upper-middle pay quartile, and the design of progression pathways within certain functions.

These patterns are not unique to Havebury and are reflective of wider sector trends, particularly within housing and related industries. However, we recognise that they continue to influence our overall pay position and therefore require ongoing attention.

We are committed to addressing these imbalances through targeted action. This includes reviewing our recruitment and progression practices, strengthening our internal talent pipelines, and continuing to support fair access to development opportunities across all roles and levels of the organisation. By focusing on these areas, we aim to create a more balanced workforce over time and reduce the underlying drivers of our gender pay gap.

Our commitments and actions for the future

We are committed to reducing our gender pay gap over time. Key areas of focus include:

Progression and development

Supporting fair access to development, promotion and acting-up opportunities, particularly into higher-paid roles and leadership positions.

Recruitment practices

Reviewing recruitment into specialist and senior roles to ensure our processes encourage a diverse range of applicants.

Flexible working

Continuing to support flexible and inclusive working arrangements that enable progression for all employees.

Monitoring and assurance

Regularly reviewing pay structures and pay decisions to ensure fairness and consistency.

We will continue to monitor our data annually and use it to inform our People and Organisational Development priorities. This work will support our long-term ambition to build a more balanced and inclusive workforce.





