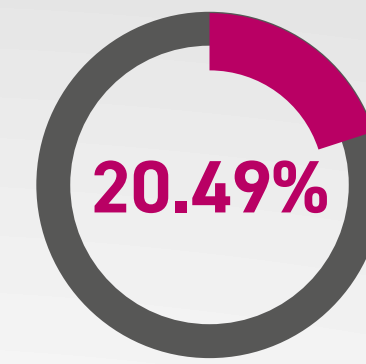




MEDIAN GENDER PAY GAP 2024



↓ 0.93% ON 2023



What we've achieved so far

 Company-wide pay framework, to evaluate roles and ensure colleagues are paid fairly	 Our reward and recognition strategy has equality at its core
 Gender, LGBTQ+ and Black, Asian and Minority Ethnic equality groups, looking at initiatives to remove barriers	 Accessible remote working is clearing barriers to career progression
 Transparency about how much we pay, when recruiting	 Our Opportunity Pledge, inviting any female or Black, Asian and Minority Ethnic candidate who meets the minimum criteria to apply for senior roles
 Ensuring gender-balanced interview panels for every role in an under-represented area of the business	 Part of the Housing Diversity Network Mentoring Programme
 Investing in Ethnicity Outstanding Employer 2024	 Greater equality at more senior levels, with more women in leadership positions

How we're continuing to address the gender pay gap

 Ongoing action to address the gender balance in areas of the business that have disparities	 Continuously monitoring the pay framework to ensure roles are assessed consistently	 Committing to undertake equal pay audits every three years to ensure that in like-for-like roles, women are paid the same as men	 Regularly reviewing our apprenticeship programme to strengthen the gender balance in roles
 Continuing to increase leadership capacity in junior roles through our leadership development programme	 Continuing to improve employee engagement as measured by Best Companies survey	 Continuing to ensure employee policies support family-friendly principles	 Gender pay gap calculations made at directorate level
 Ensuring our reward, recognition and benefits offer attracts female candidates into senior positions	 Reviewing salaries to maintain pay differentials in line with living wage increases	 Continuing to work with our Menopause Friendly partners to put support measures in place	