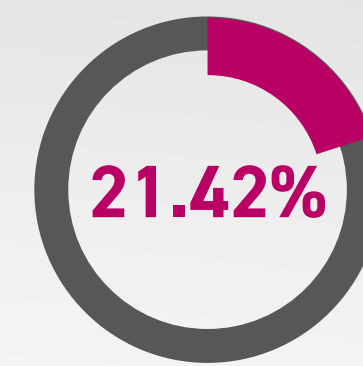




# MEDIAN GENDER PAY GAP 2023



↑ 1.01% ON 2022



## 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 Exemplary Employer 2023

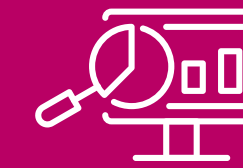


Greater equality at more senior levels, with more women in leadership positions

## 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

