

# Peabody South East Gender Pay Gap Report

April 2019

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## Introduction by Brendan Sarsfield, CEO

Peabody South East is a subsidiary of Peabody, one of London's oldest and well-known housing associations. We operate across the South East of England, with a significant number of homes in Essex, including many sheltered and supported properties. We also serve over 8,000 care and support customers with a diverse range of needs, giving them just the right amount of support to help them live happy and fulfilled lives.

As an organisation, we're guided by our mission to help people make the most of their lives. Equality and diversity is inherent to that mission. As a housing association that endeavours to understand, listen to and meet the diverse needs of our customers, it's crucial that our diversity reflects the communities we serve.

Our people have always been, and always will be, our greatest asset. That's why we're committed to treating all of our employees fairly through equality, diversity and inclusion. We invest in our people, providing them with skills and opportunities to reach their ambitions.

I'm proud to say that Peabody South East's inaugural Gender Pay Gap Report shows that we're an inclusive and diverse employer. Female employees are very well represented, making up over 78% of our workforce which is common in the care and support sector. Women also make up over 80% of our three highest pay bands. Peabody South East, unlike most other organisations, has a slightly negative gender pay gap, meaning women are paid on average more than men.

This year, we introduced our very own Rooney Rule meaning that all shortlists for our Board Members, Executive Directors, and Heads of Service roles will have at least one female and one Black and Minority Ethnic (BAME) candidate. This will help us to ensure we have the strongest most diverse leadership possible.

We've also introduced the real living wage, the only wage based on what people actually need to live, for all our care staff.

As an organisation, we will continue to tackle inequality in the workplace, and I look forward to working with my colleagues to enhance our reputation as an equal-opportunities employer.

## Gender Pay Gap Report

Government legislation requires companies with more than 250 employees to release data on their gender pay gap each year based on a snapshot of data from the previous April.

The gender pay gap is the difference between the average pay of men and women across our business; it's not a comparison of pay rates between men and women doing the same job.

We are confident that Peabody South East supports equality through fair pay.

### Gender pay gap figures at a glance

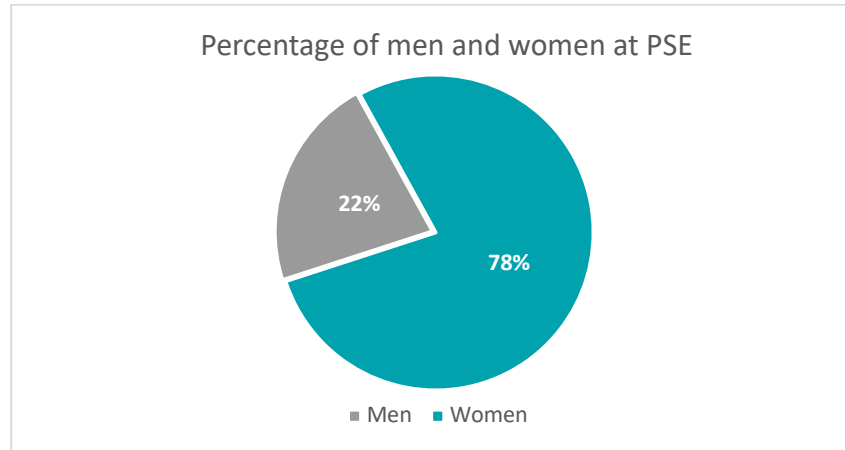
	Peabody South East
Mean gender pay gap	- 0.8%
Median gender pay gap	- 3.9%
Mean gender bonus gap	8.8%
Median average bonus gap	0.0%
Percentage of male employees receiving a bonus	68.3%
Percentage of female employees receiving a bonus	65.2%

A positive percentage shows men earning more than women, whereas a negative percentage shows women earning more than men.

## The finer details

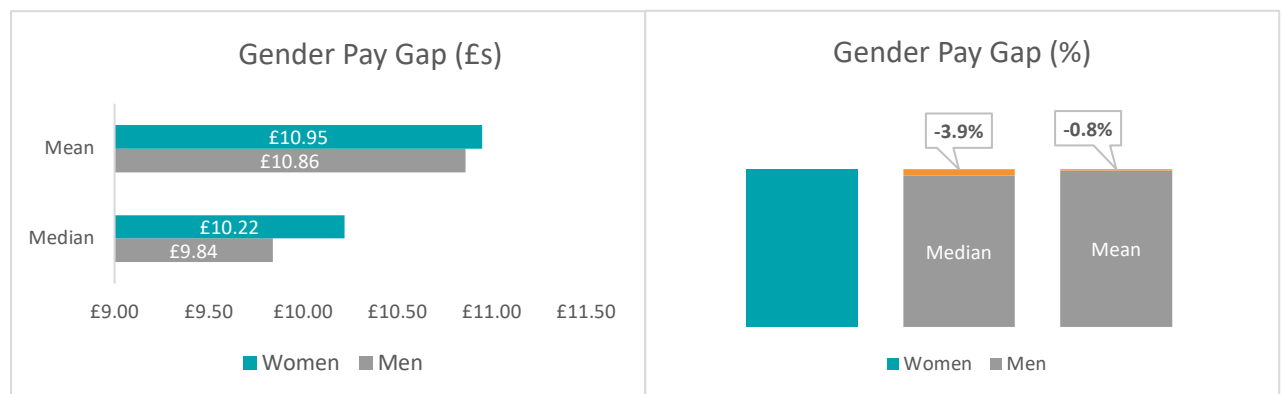
### Men and women at Peabody South East

Across Peabody South East, women are much better represented than men, making up 78% of our workforce. This is common among care and support organisations.



### Mean and median gender pay gap

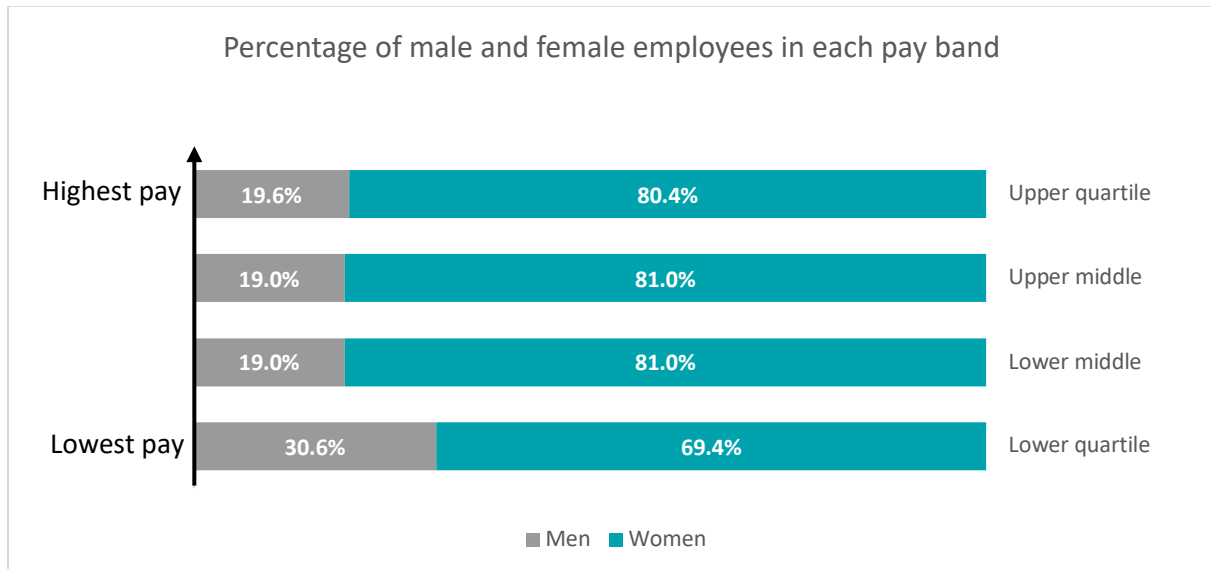
The gender pay gap is the difference between the mean or median hourly pay of men and women. The mean pay gap is the difference between the average hourly earnings of men and women while the median pay gap is the difference between the middle-most salary of men and women, when all salaries are lined up from lowest to highest.



The charts above show Peabody South East's mean and median gender pay gap in pounds and percentages. As you can see, Peabody South East has a slightly negative gender pay gap at -0.8% (median -3.9%; mean -0.8%), meaning that on average women are paid slightly more than men. Peabody South East's negative gender pay gap is significantly different to the national average of 17.4%.

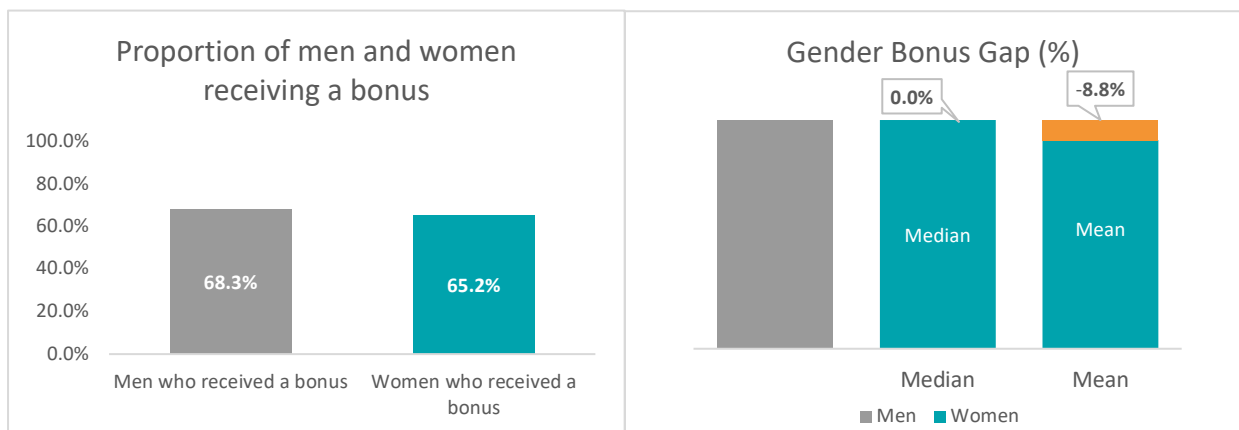
## Percentage of male and female employees in each pay band

Women are overrepresented at every level at Peabody South East. This is common and expected among care and support organisations. While women make up the majority of the work force at every level of the organisation, a larger percentage of men work in the lowest paid quartile of the business than at any other level.



With women well-represented across the organisation, particularly at senior levels, we have many female role models to inspire, encourage and mentor more junior employees.

## Bonus pay gap



Bonus pay gap figures are calculated from data for the full 12 months until April 2018. As you can see, women were slightly less likely to receive a bonus than men. However, there was a negative gap of -8.8% in our mean bonus, but no gap in the median figure. This means that women, on average, received a slightly higher bonus than men.

## Our next steps

Peabody is proud to be an inclusive, equal and fair employer with a diverse workforce. Women are well represented at Leadership team level making up 54% of our Directors and Executive Directors. Similarly, 52% of our heads of service are women.

While our gender pay gap report is largely positive, particularly when compared to national averages and organisations in a similar sector, we know there is always room for improvement.

We need to make sure we build on these strong foundations and that women continue to be well represented at all levels of our business.

We will continue to support the development of a strong group of female employees who can compete for more senior positions as they become available by:

- **Introducing the Rooney Rule:** this year we introduced our own version of the Rooney Rule, where we'll make sure that when we're recruiting for Board members, Executive Directors and Directors – which we normally use agencies for – all our shortlists will have at least one BAME candidate and one female candidate.
- **Launching a job evaluation scheme and pay structure for the new combined organisation.** This will help us provide robust information to make sure pay is fair and equitable, with a proven and defensible job grading and pay structure. So far, this work hasn't indicated any equal pay issues in respect of colleagues carrying out similar work.
- **Sponsoring women to attend seminars and to gain qualifications in leadership, as well as relevant technical and professional qualifications.** This will build their confidence and develop the skills they need to compete successfully for senior roles.
- **Promote and encourage women.** We'll help our women to develop networks both internally and externally and develop more of our employees to mentor other, more junior, employees.
- **Launching our first internal mentoring programme.** 56% of the 34 mentees on our new mentoring programme are women. We've planned further programmes for the 2019/20 financial year.
- **Promote our Equality, Diversity and Inclusion networks.** We'll continue to promote our internal networks to employees, including the Gender and Working Families network and events such as International Women's Day.
- **Continuous consistency checking.** We'll ensure we are consistently checking that our pay, bonuses and gender balance is equal and fair.