

# Gender pay gap report

April 2023



Here at Bromford we know that it is essential that we attract and retain the very best talent and an important part of this is that we need to reward colleagues in a way that is attractive, transparent, easy to understand and fair.

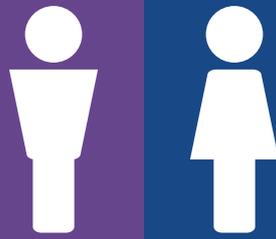
## The gender pay gap...

is the difference between the average hourly earnings for all men and the average hourly earnings for all women

### Our gender pay gap



Men



Women

49.9%

of our colleagues are men

50.1%

of our colleagues are women

Our gender pay gap

£17.85

mean hourly rate

5.7%  
mean gap

£16.84

mean hourly rate

£15.39

median hourly rate

6.5%  
median gap

£14.40

median hourly rate

90%

receiving bonus

33%  
mean gap

91%

receiving bonus

24%  
median gap

# Quartile Spread

Below is the summary split of where men and women sit in terms of the quartile pay bands. We listed the rate per hour of every colleague – from the lowest to the highest – and split the list into four equal parts to give us our quartiles.



Diversity is valued within Bromford. We know that the more diverse our workforce the better we will be able to respond to customer needs and to enable our customers to thrive.

It is for this reason that we are voluntarily reporting pay gap information for colleague ethnic minority groups. The pay gap below is for Bromford Housing Group.

## Ethnic Minority Pay Gap



Mean Pay Gap



Median Pay Gap



# More about Bromford and reducing our gender pay gap

**Bromford is one of the biggest housing associations in the country, with 100,000 customers living in our 44,000 homes. We are very proud of the fact that Bromford is a place to belong. Whether it's a home or a place to work, we give everyone somewhere they feel valued, inspired and able to thrive.**

## Reviewing our reward offer

In order to help our colleagues thrive we regularly benchmark our pay and reward offering to ensure that it remains competitive and is valued by colleagues. Through 2022/23, we have continued to develop our overall Reward Strategy and progress an approach to career pathways as part of the desire to achieve greater transparency. This transparency will enable colleagues to clearly see potential career progression steps and the transparency of salary ranges will assist colleagues to understand what potential salaries are available.

In terms of continuing to reduce the pay gap we evaluate all new posts and benchmark the pay and total reward package to ensure both fairness amongst internal peers and competitiveness in the external market.

## Recruiting the best

All recruiters are trained in the avoidance of bias and the importance of equality of opportunity throughout the recruitment process. The Resourcing Team have further developed the interview programme to ensure that all interviews are competency based and that panels include a diverse selection of interviewers from Bromford. Like most employers in the sector we do struggle to recruit females into our trade roles but work with Women in Construction and Women in Trade to help attract females to these traditionally male-dominated roles.

## Equality, Diversity and Inclusion

Following an external audit of Bromford's EDI position, through interviews with colleagues and customers, Bromford has created an EDI taskforce (the "Be. You" group). This group has helped successfully launch network groups, an inclusion roadmap, an organisation-wide diversity e-learning module available to all colleagues and developed a clear EDI policy statement that is now included in all Bromford external vacancy notices.

In addition, each Executive Director champions an angle within the EDI framework working closely with their Champion group to raise awareness, offer guidance and support. For example, the Age and Gender group ran a round table event for International Women's Day, the theme focused on how to break the bias. We have undertaken a colleague survey to understand the sentiment towards an inclusive culture at Bromford and to help prioritise area of improvement. The survey also sought to reduce gaps in records concerning Race, Religion, Sexual Orientation and other diversity channels. 67% of colleagues responded to the survey with an overall inclusion rating of 78%. In addition, 705 data updates were made as a result of the survey. This data has been utilised by the Chief Champion groups to help inform the next stages in the inclusion roadmap.

We have also run unconscious bias training, initially targeted at leaders and now rolled out for all colleagues to access.

## Investing in colleague development

Bromford is running an Accelerating Talent programme aimed at colleagues looking to enhance their career prospects and it is seen that 50% of applicants to the programme are women.

A new programme, Female Career Accelerator Programme, launched in 2022. 16 female colleagues applied for this programme and all given a place. The programme is aimed at women who are ready for the next step - whether at the beginning of their career or more experienced. The sessions take a mentorship based approach and offers the opportunity for colleagues to build their external networks. The attendees have been asked to share back their learning to other colleagues via blogs, speaking events and becoming a mentor to others.

All colleagues as part of performance management need to evidence how they are demonstrating the Core Competencies. One of the competencies is 'Allies Diversity' and colleagues at their reviews need to discuss how they are bringing this to life in their role.

## Providing work-life balance

We operate an innovative trust based flexible working practice. Colleagues work their weekly contracted hours in a flexible way; they are not bound by 'core hours' or start and finish times; but can work in a more agile way, helping them to balance work and family commitments. The COVID-19 pandemic has accelerated the trust-based flexible working approach which was being developed in any case.

We support this with a generous holiday allowance of 27 days (this is in addition to the statutory bank holidays) and the opportunity to buy and sell up to one weeks' annual leave each year. And of course, we support colleagues with care commitments through our family friendly policies.

## Demonstrating our commitment

Over and above this raft of comprehensive measures to reduce our pay gap, we have recently agreed a loan linked to our gender pay gap results. If we meet our target then our interest rates reduce, enabling us to reinvest our savings in enabling customers to thrive. This ground-breaking loan agreement helps to demonstrate Bromford's commitment to continue to be a workplace in which everyone can thrive, regardless of gender, or any other personal characteristic.

I confirm the data reported is accurate and has been collated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Robert Nettleton**  
Chief Executive