

# Trident Group Gender Pay Gap Report 2017



Welcome to Trident Group's first report on the gender pay gap. Creating a diverse, inclusive and a customer focussed organisation, is a key priority for the Group.

Trident is a Social Investment Group and has evolved into today's Trident Group incorporating a housing association and a charity. Trident Group has approximately 3,500 homes and delivers services to approximately 6,000 people supported by an average of 848 members of staff.

## Trident Group is made up of:

- **Trident Housing Association ('THA') Ltd** – an exempt charity established in 1965 and registered with the Homes and Communities Agency. It owns and manages approximately 3,500 properties in a number of local authorities in the West Midlands and provides the core affordable housing for the Group. It is also the parent of the Group.
- **Trident Reach the People Charity ('Reach')** – a registered charity set up to run the care and support business of the Group and has no properties. It provides services to 1,200 people in Birmingham, Sandwell, Wolverhampton, Dudley, Coventry, Worcester, Warwickshire, South Derbyshire and Shropshire via registered care homes, domiciliary support, psychology and counselling to people with learning difficulties or mental health problems, young people at risk, older people, BME Groups, homeless people, teenage parents and those suffering from domestic violence.

## Gender Pay reporting and why we do it

All companies with a headcount of 250 or more employees are required to report annually on how they pay men and women. Trident Group employed over 1,000 people (permanent and bank workers combined) during the reporting period for the snapshot date of 5 April 2017 and therefore are subject to the completion of the report under the Equality Act 2010.

The majority of the workforce are assigned to Care and Support. The care sector is generally remunerated at a lower rate compared to other roles within the Group.

Following a comprehensive review of Reach salaries undertaken during 2016, this saw the removal of a pay banding structure and introduction of a spot salary payment structure consistent with the approach adopted by THA. As a result of this approach to pay, a salary benchmarking exercise is conducted annually to ensure salaries are in line with market rates.

The Group is committed to the principles of equal opportunities for all employees, regardless of age, disability, gender, race, sex, marriage or civil partnership, religion or belief, and, sexual orientation ensuring, all employees are remunerated equally for the same or work of equal value.

The purpose of gender pay is to compare the average male and female earnings across a group of workers, regardless of the role they are working in, expressed as a percentage of male earnings.

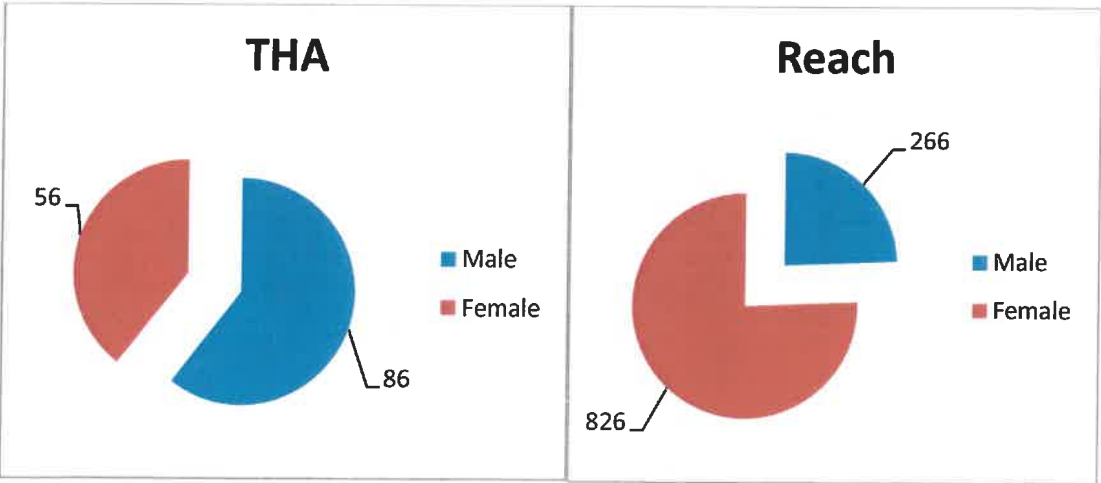
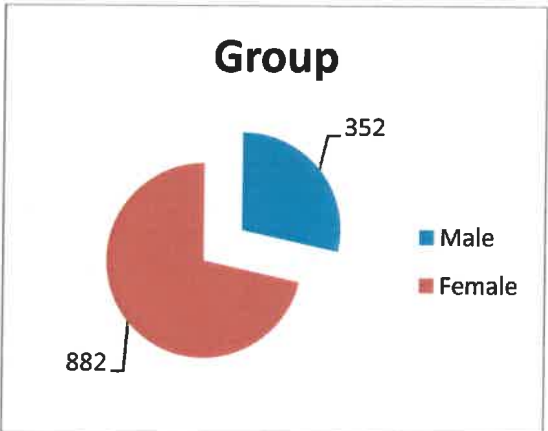
Gender pay is to be considered separately to equal pay.

Equal pay looks at ensuring everyone, regardless of gender, is paid the same for work or work considered of an equal value.

# Trident Group Gender Pay Statistics

The table and charts below represent the proportion of males and females across the Group and its subsidiaries:

<b>Trident Group</b>	<b>29% of our colleagues are male 71% of our colleagues are female</b>
<b>THA</b>	<b>61% of our colleagues are male 39% of our colleagues are female</b>
<b>Reach</b>	<b>24% of our colleagues are male 76% of our colleagues are female</b>



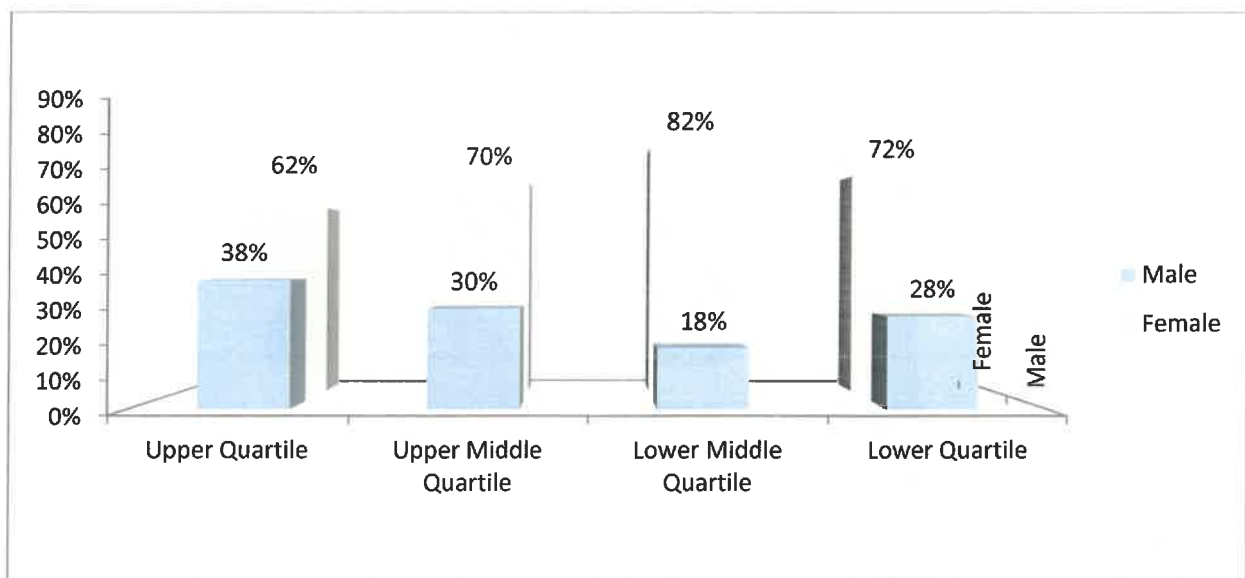
## Pay Quartiles by Gender

The table below highlights the proportions of male and female employees in each quartile per pay band within the Group.

To populate the table below the pay rates of male and female employees have been placed in order, from the highest to lowest paid followed by an equal distribution into four equal quartiles, each comprising of an equal number of employees, to determine the upper and upper middle quartiles, and lower and lower middle quartiles.

<b>Trident Group</b>				
<b>Quartile</b>	<b>No. of Male</b>	<b>No. of Female</b>	<b>% Male</b>	<b>% Female</b>
Upper Quartile	118	190	38%	62%
Upper Middle Quartile	92	216	30%	70%
Lower Middle Quartile	56	253	18%	82%
Lower Quartile	85	223	28%	72%

The chart below displays the quartiles as a comparative bar chart:



## Trident Group Analysis

The table below represents the mean and median percentages across the Group and its

subsidiaries compared to the national average:

	Mean	Median
Trident Group	13.2%	7%
THA	2.1%	4.4%
Reach	7.5%	0%
Office of National Statistics	17.4%	18.4%

Trident Group	male employees are paid an average hourly rate of £11.51 female employees are paid an average hourly rate of £9.99
THA	male employees are paid an average hourly rate of £15.39 female employees are paid an average hourly rate of £15.07
Reach	male employees are paid an average hourly rate of £9.53 female employees are paid an average hourly rate of £8.82

The Group employs more females than males. Our analysis shows that where a gender pay gap exists this is largely due to more women employed in the lower of the Group's paid roles.

In addition, 74% of roles paying above £50,000 per annum are currently occupied by male employees. This explains the difference in the mean hourly pay for male and female employees. The Group is confident the mean gender pay gap is not a result of paying men and women differently for work considered the same or of an equal value.

To calculate the median gender pay gap it is necessary to list all hourly rates in numerical order, to find the middle hourly rate paid to both male and female employees. Once identified these are then compared against each other. The median gender pay gap for the Group is 7% equivalent to £0.60.

THA can report a mean of 2.1% which in the main is a result of males in higher paid roles. The Group's commitment to recruitment and selection whilst promoting equal opportunities demonstrates our commitment that we do not pay male employees more than female employees.

Reach can report a mean of 7.5% which is a result of a number of higher paid roles within the charity. As referred to earlier the majority of the roles within Care and Support are operational and therefore paid at a lower rate of pay. The charity operates a lean management structure to ensure we are able to deliver an effective service to our customers.

The median gender pay gap for THA is 4.4% and 0% for Reach which highlights the Group's commitment to eliminating any gender pay gap as the median is unaffected by extreme values such as earnings of small numbers or very high earners.

Bonus payments are not applicable across the Group and this is a reflection of our annual benchmarking exercise ensuring the Group remains competitive in sectors in which we operate.

## Our Commitment to Gender Pay

Whilst the Group's mean gender pay is below the national average the Group remains committed to reducing its mean gender pay gap. We will continue to explore ways of reducing this by:

- ❖ ensuring that equality and diversity is maintained in our recruitment when vacancies arise to ensure that our workforce is diverse and represents the society and customers we serve;
- ❖ investigating benchmark opportunities in this area. For example, participation for the 2019 Workplace Equality Index via Stonewall, joining almost 450 organisations across a range of sectors and regions (based on 2018 participants) allowing the Group to benchmark our results against other organisations;
- ❖ ongoing benchmarking of salaries across the Group and sector to ensure salaries are paid in line with market rates for all roles;
- ❖ regularly reviewing of policies and procedures, including Recruitment and Retention to ensure that this remain fit-for-purpose as changes to legislation and best practice occur;
- ❖ furthering the promotion of our partnering approach with key stakeholders across the Group. Managers have previously undertaken training in this area as a reminder of the impact of unconscious bias and to ensure fair decisions are made;
- ❖ delivery of mandatory training for staff with individual development plans. For example, opportunities to complete the Institute of Leadership and Management (ILM) levels 3 and 5 internally as the Group is an ILM accredited centre;
- ❖ collaboratively work in partnership with the Group's employee's representative group, Employee Forum, which will allow opportunities to raise issues such as the gender gap pay report. Thereby encouraging employees to raise any concerns that they believe contribute to the gender pay gap.



John Morris  
Group Chief Executive

