

Gender Pay Gap Report 2020

At Karbon Homes, we build, manage and look after homes for people across the North. And then we go further, we give them the strong foundations they need to get on with life.

Since our formation in 2017, we've focused on delivering on our three strategic aims – to provide as many good quality homes as we can; to deliver excellent service to our customers; and to shape strong, sustainable places for our communities.

Our footprint covers the North East of England and Yorkshire, with almost 30,000 homes across diverse communities, where customers face differing opportunities and challenges.

Some customers just need an affordable home, or a way on to the property ladder. Others might need a bit more – financial advice, community services, sheltered accommodation or even training that can lead to a new job. Whatever people need to feel more secure, confident and happy with where they're at, we work our heart out to provide it.

By focusing on our three strategic aims, combining a sound business head with a strong social heart and staying true to our values, we hope to build strong foundations for even more people.

We aim to reflect the communities that we work with and understand the value, innovation and better outcomes that diverse communities and workforces can bring.

Gender is one of the areas that is included within our approach to equality, diversity and inclusion, but we also recognise that our colleagues have overlapping identities and we will be working to understand those identities more over the next reporting period.

We have experienced significant change in our organisation this year as a result of the ongoing COVID-19 pandemic. We know how hard this past year has been for many people and are aware that females are disproportionately impacted by this.

We want to continue to maintain our strong record on balanced gender pay and have therefore committed to review our snapshot data more frequently over the next year to ensure we can respond to any of these trends. We will continue to develop our Karbon Way of Working Project which aims to develop a culture of collaboration and cooperation that delivers the best possible customer experience in an environment that allows people to thrive and succeed.

I am proud of the progress we have made at Karbon Homes in the gender diversity of our Board, our Leadership Teams and across the organisation. However, there is always more we can do. This year we will be looking more closely at areas where we are overrepresented by male colleagues and will develop targeted plans to address this. This will be launched as part of our commitment to equality, diversity and inclusion in the new financial year.

Scott Martin – Executive Director, Resources.



What is the Gender Pay Gap Report?

Since 2017, all organisations who employ 250 people or more have a legal requirement to submit a Gender Pay Gap Report. In line with the guidance, there are six measures based on colleagues receiving normal pay.



- **Mean and Median Gender Pay Gap:** based on the hourly rate of pay of male and female colleagues.
- **Mean and Median Bonus Gap:** based on the bonus pay of eligible male and female colleagues.
- **Bonus Pay Proportions:** The proportions of male and female eligible colleagues paid bonus pay.
- **Quartile Pay Bands:** The proportions of male and female eligible colleagues in the lower, lower middle, upper middle and upper quartile pay bands across Karbon homes.

Understanding the jargon - mean, median and equal pay

The mean hourly rate is the average hourly wage across Karbon Homes and the mean gender pay gap is a measure of the difference between women's mean hourly wage and men's mean hourly wage.

The median hourly rate is calculated by ranking all colleagues from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle; so the median gender pay gap is the difference between the hourly wage of the middle paid woman and the hourly wage of the middle paid man.

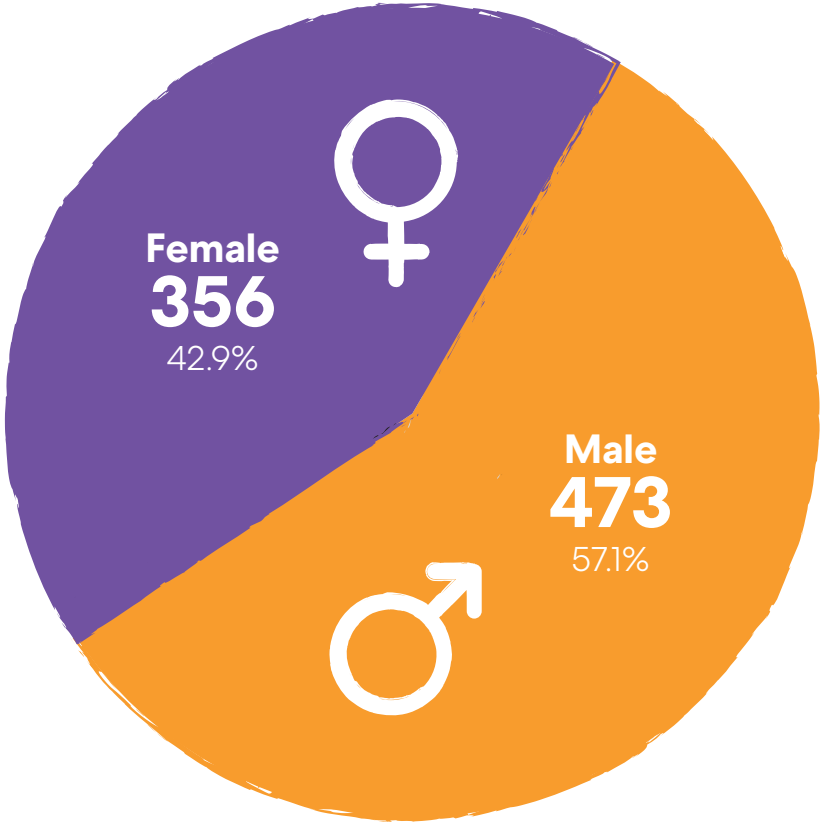
The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman. All of the people we employ are paid the living wage or above.

Our Karbon Homes report has been developed using data from a snapshot date of 5 April 2020 and data regarding bonus payments made between from 6 April 2019 to 5 April 2020.



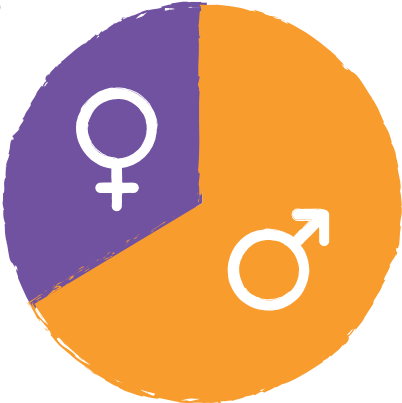
Our Workforce Data

**Total staff
829**



**FT (37 hours +)
691**

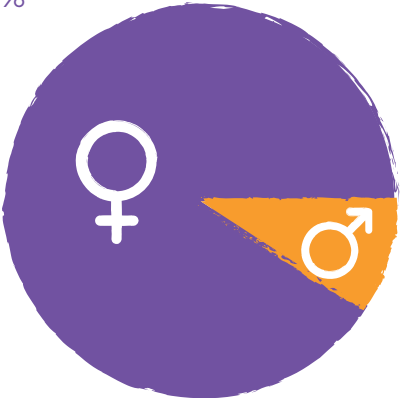
**Female
231
33.4%**



**Male
460
66.6%**

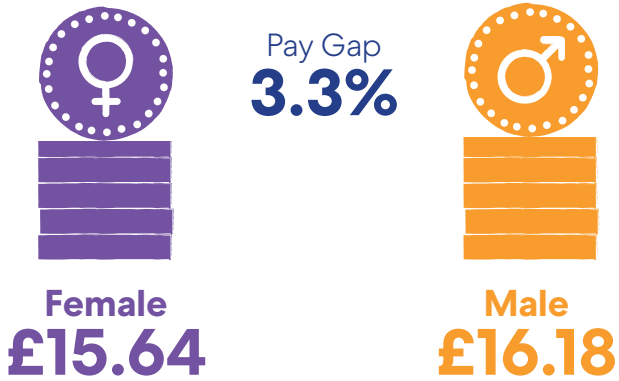
**PT (under 37 hours)
138**

**Female
125
90.6%**

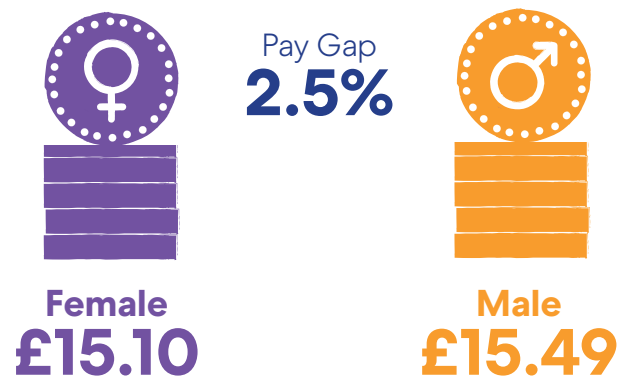


**Male
13
(9.4%)**

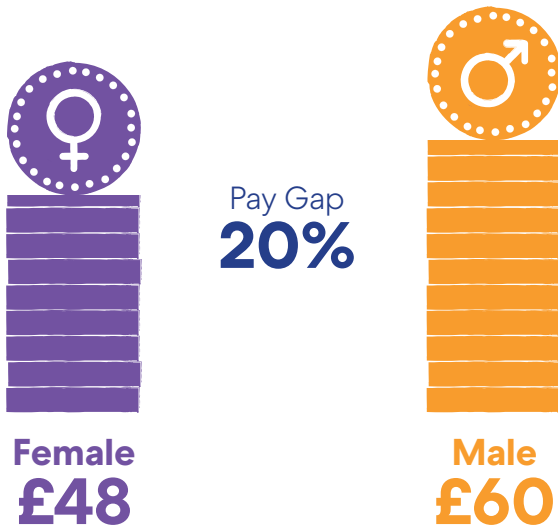
MEAN Hourly Rate



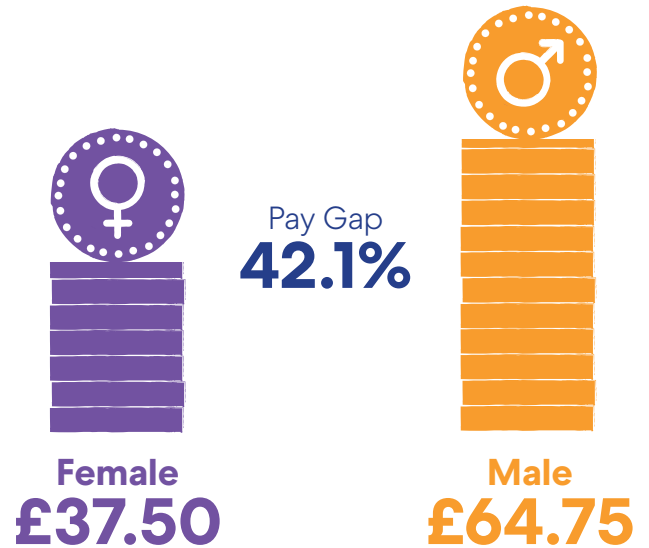
MEDIAN Hourly Rate



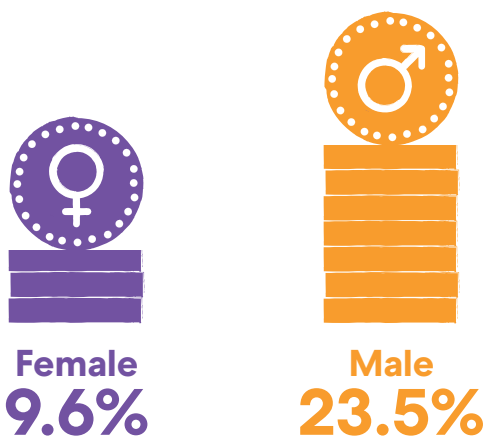
MEAN Bonus Pay



MEDIAN Bonus Pay



Bonus Pay Gender Proportion



What does the data tell us?

There are a number of factors driving our gender pay gap which are not unique to Karbon, and in particular, organisations that have been formed via mergers and have varied sets of terms and conditions to address.

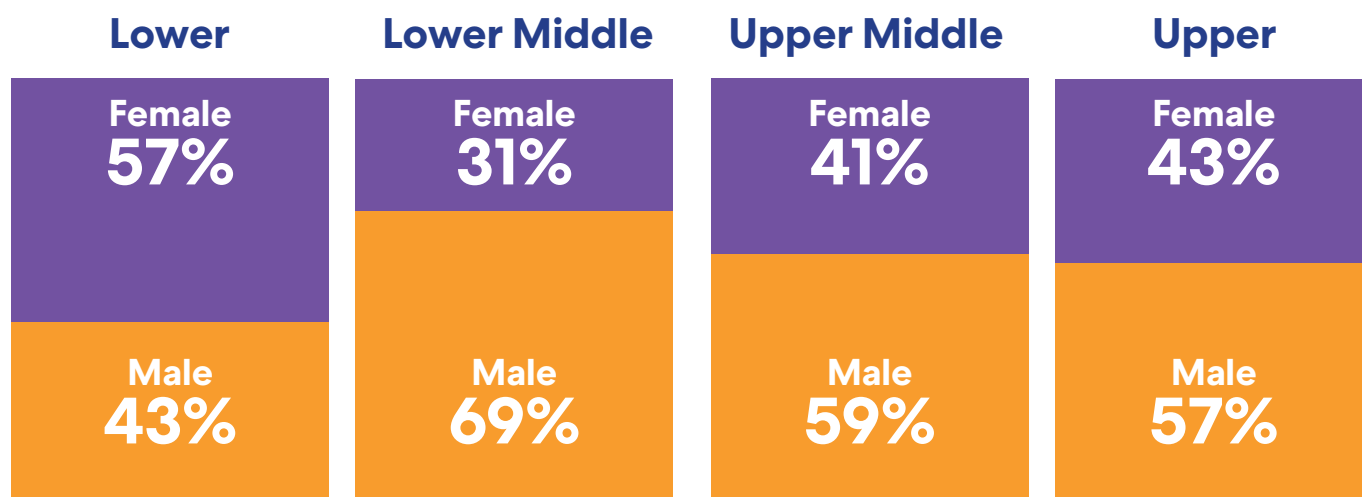
Our mean gender pay gap is 3.3%. This is significantly lower than the national average of 15.5%.

We have significantly more females and males in part time roles as well as within the lower paid quartile.

The data shows Karbon has many more males than females that were paid a bonus (111 males, 34 females) within the reporting period.

The bonus payments included in the calculations are length of service payments and attendance payments which were paid to former Isos trades colleagues, a significantly male dominated area of our business. This is the final year the attendance payments will be reflected in our report.

Gender Pay Quartiles



What are our plans?

The impact of COVID-19 has made it difficult to progress some of the activity detailed in last year's report as fully as we'd have hoped, but we have seen our Learning Management System launched. The training we are developing is in bitesize, accessible modules, enabling a more flexible approach to learning. Our equality, diversity and inclusion training has been launched which is the pre-requisite to our unconscious bias training. This will be further developed as part of our Adaptive Leadership Programme which will include an 'Inclusive Leadership' module, launched this year.

We will continue to work on our commitments from the last report, but in addition we will also look at the following areas:



As part of our overall strategic approach to equality, diversity and inclusion, we will focus on creating equitable approaches to our policies and processes to develop our diversity. This will have a focus on our gender agenda.



We will closely scrutinise the impact of COVID-19 on our workforce and in particular the disproportionate impact on our female, part-time and vulnerable colleagues, alongside those with caring responsibilities.



Through our colleague engagement, we will work with our colleagues to understand their feeling of belonging to our organisation and to broaden the data we hold to consider multiple characteristics.



The provision of health and wellbeing support for our colleagues will look at the key areas that disproportionately impact women and look to address or support these as part of our commitment.



We will develop plans to address balance representation in our business areas and seek to improve diversity so we can build knowledge and skills to support the diverse communities we work with.