

Our pay gap report 2022



valuing everyone

Our purpose is to help people who are struggling to find a place to live and to help customers live comfortably in their homes. We know that to do this well requires a diverse and inclusive workforce in which a wide range of different voices are being heard at every level of our business.

Part of realising this vision is our commitment to improve the recruitment and progression of women and people from black, Asian and minority ethnic backgrounds and to reduce our gender and ethnicity pay gaps. We continue to make active efforts to address the gaps that exist in our business, striving to ensure that every colleague is able to succeed at settle.

What are the gender and ethnicity pay gaps?

The gender pay gap shows the difference in average hourly pay between all men and women in an organisation. The ethnicity pay gap shows the difference in average hourly pay between black, Asian and minority ethnic (BAME) colleagues and non-BAME colleagues (white colleagues, or those who do not fall into the BAME category).

We have used a snapshot of colleague data from 5th April 2022 to calculate our pay gaps for this report. The numbers are based on hourly rates of pay for full time and part time colleagues. We calculate both the mean and the median pay gaps. You can find out how these calculations are done [here](#).

NB: The gender pay gap is not the same as equal pay, which refers to comparing two people or groups of people carrying out the same work or work of equal value.

The bonus pay gap

At settle we have no bonus pay gap (mean or median) because bonus payments are standardised. This means that when bonuses are paid, they are paid to everyone [who was employed by 31st December of the previous year] and everyone receives the same amount, regardless of their role or whether they work full or part time.

Under current requirements for gender pay gap reporting, gender must be reported in a binary way, recognising only men and women. However, we understand that some of our colleagues may not identify with these categories. We continue to support the LGBTQ+ community and colleagues of all gender identities through the work of our **value everyone** group.



Gender

settle's mean gender pay gap for 2022 is 9.77%. This means that women earn on average 9.77% less than their male colleagues per hour. Our median gender pay gap is 13.13%.

	settle 2022	settle 2021	settle 2020	Housing benchmark 2020	UK national average 2022
Mean	9.77%	11.63%	11.07%	9.78%	n/a
Median	13.13%	13.25%	9.61%	8.64%	14.9%

What does this tell us?

- Our mean gender pay gap has decreased by 1.86% and is the smallest gap we have achieved since we began reporting in 2017.
- Our median gender pay gap has also slightly decreased by 0.12%.
- Our median gender pay gap is lower than the UK national average of 14.9% (2022), but we remain above the latest reported social housing sector average of 8.64% (2020).

At the time of our data snapshot, we were employing

180 women (61%)
113 men (39%)

What's driving our gap?



1 Underrepresentation of women in the upper quartile



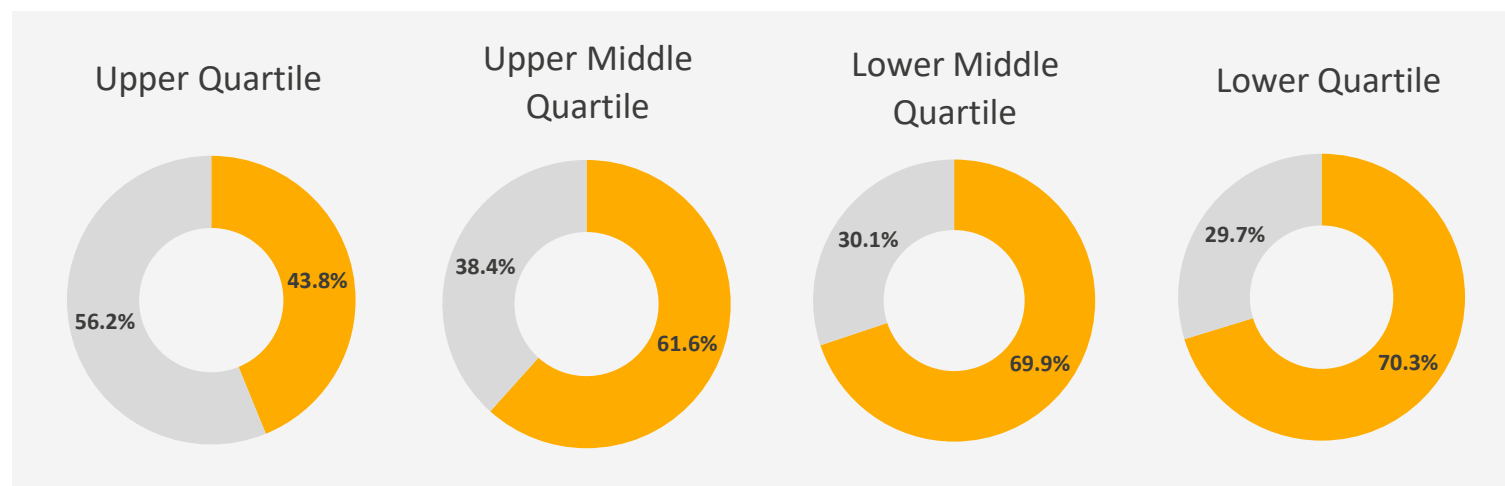
2 Representation among traditionally male and female jobs



3 Overrepresentation of women in the lower quartile

Pay Quartiles

Pay quarters show the percentage of men and women employees in four equal sized groups based on their hourly pay. This gives an indication of women's representation at different levels of the business. However, it's important to remember that more women work at settle than men. Therefore, completely equal distribution would look more like 61% of women and 39% of men sat in each quartile as opposed to 50:50.



What does this tell us?

- The proportion of women in the lower quartile has decreased by 5.4%.
- However, the proportion of women in the upper quartile has also decreased by 4%.
- Men are more likely to be in the upper or upper middle quartiles, (61% of the men employed on 5th April were here), while women are more likely to be in the lower or lower middle quartiles, (57% of the women employed on 5th April were here).

Ethnicity

Of the colleagues that shared their ethnicity data (97%)

14%

told us they are from a black, Asian, mixed or other minority ethnic background.

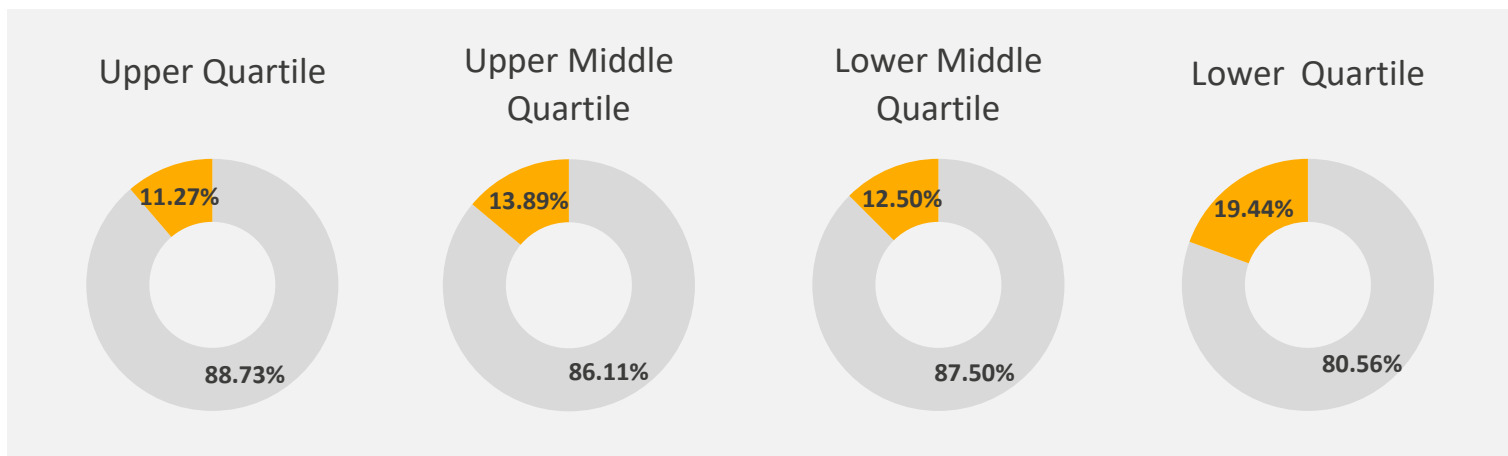
2021 census data shows that

11%

of people living in North Herts and Central Beds belong to a black, Asian, mixed or other minority ethnic background.

Pay Quartiles

Pay quarters show the percentage of black, Asian and minority ethnic colleagues in four equal sized groups based on their hourly pay. This gives an indication of the representation of different groups of people at different levels of the business.



	Non-BAME	Black	Asian	Mixed/Other
Total proportion	85.71%	7.32%	5.57%	1.39%
Upper	88.73%	5.63%	4.23%	1.41%
Upper Middle	86.11%	6.94%	4.17%	2.78%
Lower Middle	87.50%	5.56%	6.94%	0.00%
Lower	80.56%	11.11%	6.94%	1.39%

	BAME overall		Black		Asian		Mixed/Other	
	2022	2021	2022	2021	2022	2021	2022	2021
Mean	3.72%	-0.31%	1.68%	19.40%	6.53%	-19.77%	3.20%	-8.06%
Median	0.01%	-1.00%	0.01%	9.71%	15.91%	-4.05%	-8.64%	-11.09%

What does this tell us?

- Both our mean and median ethnicity pay gaps have increased slightly since 2021 by 4.03% and 1.01% respectively.
- However, the difference in mean pay gaps between different minority ethnic groups has decreased meaning our position is more balanced than it was in the previous year.
- The pay gap for black colleagues has decreased significantly from 19.4% to 1.68%, while the pay gap for Asian colleagues has increased significantly from -19.77 to 6.53%. Being a relatively small organisation, this reversal can be attributed to changes in the senior team over the past year.

What does this tell us?

- Black, Asian and minority ethnic colleagues are well represented in the upper middle pay quartile but slightly underrepresented in the upper quartile.
- The percentage of black colleagues in the upper quartile has increased by 2.6%, while the percentage of Asian colleagues in the same quartile has decreased by 1.83%. Again, this is attributable to changes in the senior team over the past year.
- The percentage of black, Asian and minority ethnic colleagues in the lowest quartile has increased by 6.01% to 19.44%. This is the result of a conscious and successful effort to diversify our customer hub team, as well as our incoming talent pool through apprenticeships and graduate programmes.

What are we doing about it?

- 📍 Our flexible working offer means that colleagues have more freedom and support to attain a work-life balance that meets the needs of both their family and the business.
- 📍 We've started carrying out Equality Impact Assessments when we review our policies and processes to make sure that the way we do things, such as recruitment and performance reviews, doesn't unfairly disadvantage certain groups of people.
- 📍 We are continuing to invest in a learning culture that promotes and celebrates diversity and inclusion. The work of our **value everyone** group is a big part of this.
- 📍 We'll be developing our relationship with WISH (the network for women working in social housing) to give female colleagues the opportunity to participate in and learn from a wider community of women working in the sector.
- 📍 settle managers are mapping out career journeys within their teams to understand what progression looks like for different roles. This will also help them identify training and development needs to support colleagues who are ready to take the next step.
- 📍 We've changed up the feel of our job adverts so they reflect settle's commitment to equality, diversity and inclusion and attract a broader range of applicants.
- 📍 We're building relationships with nearby schools and other educational institutions to invest in our local recruitment pipeline and promote careers in housing among future generations. When we do this, we are active in encouraging young people to consider non-traditional roles for their gender.
- 📍 In recent years, we've brought apprentices, graduates and Kickstart participants into the business to diversify our talent pipeline.
- 📍 We are actively participating in the National Housing Federation's Equality, Diversity and Inclusion network to keep up to date with best practice among EDI professionals in the sector and bring that learning back to settle.