

# Our pay gap report 2024



## valuing everyone

Improving equality, diversity and inclusion is key to achieving our ambition of improving trust in our sector. It also goes to the heart of who we are as organisations and what we stand for as a sector. We are driven by strong social values, but there is more that we can and should be doing to ensure our leadership is diverse, and that our workplaces embrace equality. 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 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 can succeed at Settle.

### What are the gender and ethnicity pay gaps?

The gender pay gap shows the difference in the mean and median hourly pay between all men and women in an organisation. The ethnicity pay gap shows the difference in the mean and median 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 5<sup>th</sup> April 2024 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 31<sup>st</sup> 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 2024 is 8.15%. This means that women earn on average 8.15% less than their male colleagues per hour. Our median gender pay gap is 8.08%.

	Settle 2024	Settle 2023	Settle 2022	UK national average 2023 (ONS)
Mean	8.15%	8.76%	9.77%	n/a
Median	8.08%	9.18%	13.13%	13.1%

## What does this tell us?

- Our mean gender pay gap has decreased by 0.61 percentage points
- Our median gender pay gap has also decreased by 1.1 percentage points
- Our median gender pay gap is lower than the UK national average of 13.1% (2024)
- The continuing trend in 2024 is the narrowing of the gender pay gap at Settle

## What's driving our gap?



Overrepresentation of women in the lower quartiles



Representation among traditionally male and female jobs



Some under representation of women in the upper quartiles

At the time of our data snapshot, we were employing

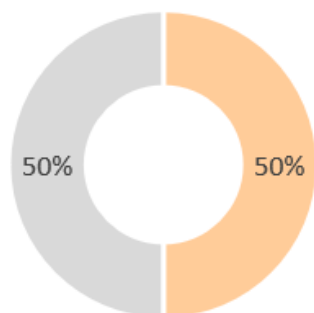
**171** women (57%)

**128** men (43%)

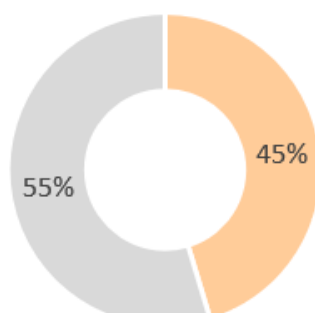
## Pay Quartiles

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 57% of women and 43% of men sat in each quartile as opposed to 50:50. (grey = f, orange = m)

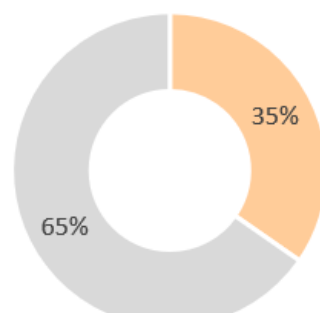
Upper Quartile



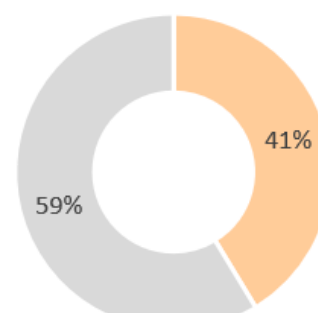
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



## What does this tell us?

- The proportion of women in the lower quartile has decreased by 4 percentage points to 59%.
- The proportion of women in the upper quartile has increased by 1 percentage point to 50%.
- Men are still more likely to be in the upper or upper middle quartiles, (55% of the men employed on 5<sup>th</sup> April were here, a decline of two percentage points from last year), while women are more likely to be in the lower or lower middle quartiles, (54% of the women employed on 5<sup>th</sup> April were here, a drop of 1 percentage point from last year).

# Ethnicity

Of the colleagues that shared their ethnicity data (94%)

12%

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

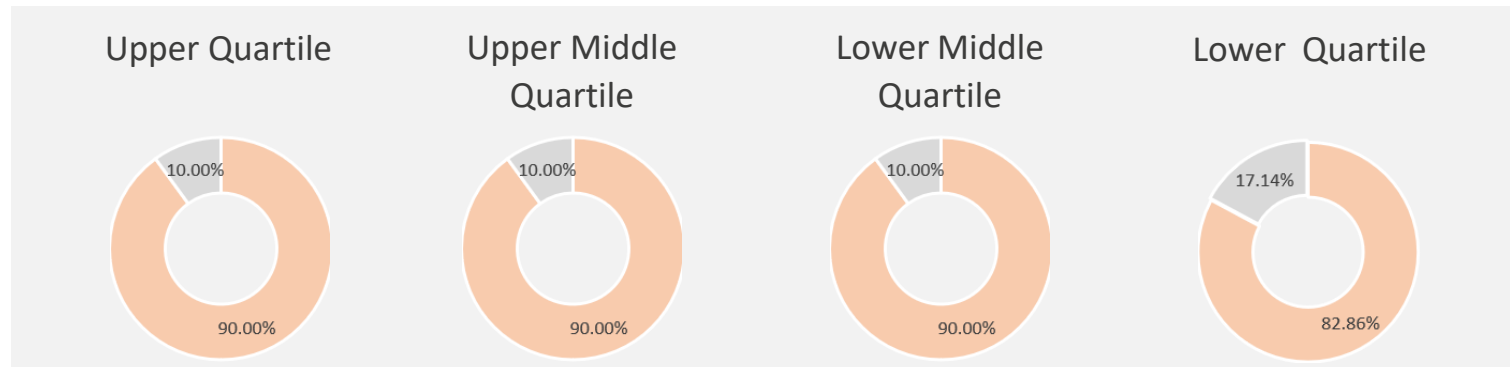
NHF based on our resident population states

7.5%

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.



	2024 Non-BAME	2023 Non-BAME	2024 Black	2023 Black	2024 Asian	2023 Asian	2024 Mixed/Other	2022 Mixed/Other
Total proportion	88.21%	88.53%	5.00%	5.38%	4.64%	4.30%	2.14%	1.79%
Upper	90.00%	92.86%	2.86%	1.43%	4.29%	4.29%	2.86%	1.43%
Upper Middle	90.00%	87.14%	5.71%	7.14%	2.86%	2.86%	1.43%	2.86%
Lower Middle	90.00%	90.00%	4.29%	5.71%	4.29%	4.29%	1.43%	0.00%
Lower	82.86%	80.56%	7.14%	7.14%	7.14%	7.14%	2.86%	2.86%

	BAME overall		Black		Asian		Mixed/Other	
	2024	2023	2024	2023	2024	2023	2024	2023
Mean	1.29%	4.94%	-4.75%	2.12%	4.48%	4.25%	8.48%	15.04%
Median	5.24%	4.90%	2.83%	2.12%	7.15%	4.25%	5.75%	15.04%

## What does this tell us?

- The overall mean ethnicity pay gap is negligible at 1.29%, which has dropped from 4.94% in the previous year. The median pay gap has seen a slight increase from last year, rising to 5.24% from 4.90%. Fluctuations can seem more dramatic in the ethnicity pay gap, in particular the “mixed/other” category where the data set consists of 6 people this year (5 people last year). The total BAME data set is 33 people.
- Black colleagues are paid on average higher than white colleagues (-4.75%), however the median figure still shows a gap of 2.83%. The pay gap for Asian colleagues has increased to 4.48% mean and 7.15% median. The pay gap for mixed had decreased significantly in both mean and median terms, although this may be due to the low numbers of colleagues with mixed ethnicity.

## What does this tell us?

- Black, Asian and minority ethnic colleagues are slightly under-represented in the upper, upper middle and lower middle quartiles, and over-represented in the lower quartile.
- We have seen an improvement of 2.86 percentage points in the representation at the upper quartile since last year.
- There has been an increase in both black colleagues and colleagues of mixed ethnicity in the upper quartile.
- There has been no change in the representation of Black, Asian and minority ethnic colleagues in the lower quartile

# What are we doing about it?

- 📍 We remain committed to doing everything we can to further narrow the gap and provide an inclusive environment that supports people to work and develop successfully
- 📍 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.
- 📍 Where relevant our policies and processes will undergo an Equality Impact Assessment to ensure fairness and equality.
- 📍 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 support all colleagues through every stage of their Settle career we offer opportunities in both personal and professional development which is fair, transparent and inclusive for all.
- 📍 We have appointed our first female apprentice into our DLO workforce this year with the intent to increase diversity in trades, an area which is traditionally dominated by males.
- 📍 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.
- 📍 We use a standard pay structure and job evaluation methodology to ensure equal and consistent pay. We are committed to annual reviews of pay and benefits against market rate benchmarks.
- 📍 We are bringing the recruitment function inhouse and implementing a new applicant tracking system which will allow us to anonymise CVs to minimise unconscious bias. The new Talent Acquisition Partner will champion inclusivity in our external branding and monitor diversity in the recruitment process.
- 📍 We have implemented a neurodiversity and a health & wellbeing passport to keep a record of agreed adjustments to colleagues' roles, to enable them to reach their potential.
- 📍 Based on a report by Autistica, we plan to review our working environment and our recruitment processes to increase inclusivity.