



GENDER PAY GAP REPORT

2019

TRIDENT GROUP AT A GLANCE

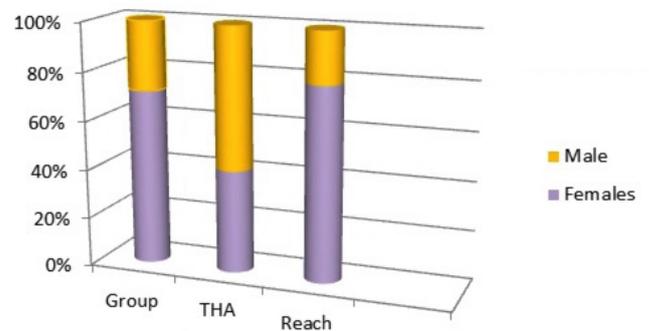
Trident Group has been providing homes and care and support services to people in some of the most disadvantaged communities in the Midlands for almost 60 years. Trident owns and manages almost 4,000 properties and has one of the highest proportions of supported accommodation among social housing providers.

The Group employs more than 750 staff, works with over 150 volunteers and provides services to approximately 8,000 people. With an annual turnover of more than £36m and assets close to £200m, the Group is also a member of one of the country's development partnerships, Matrix Housing Partnership.

The Group includes **Trident Housing (THA)**, which provides landlord services for the Group in respect of housing management and maintenance; **Trident Reach (Reach)**, a registered care and support charity providing services (homeless, mental health, young people, older people, BME groups and domestic violence) to people in the Midlands; and **Trident Star**, the group's commercial body.

WHAT IS THE GENDER PAY GAP?

The gender pay gap or gender wage gap is the average difference between the remuneration for men and women who are working. 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 769 employees at the reporting period and therefore falls into this bracket.



The chart above represents the proportion of males and females across the Group and its subsidiaries.



Registered Care Home, Vicarage Road B, celebrating National Care Home Open Day

Here we look at our gender pay gap one year on from initial reporting, and discuss any significant changes.

	2019 Data	2018 Data
Trident Group	72% are female 28% are male	73% 27%
Housing	42% are female 58% are male	40% 60%
Reach	79% are female 21% are male	78% 22%

We have seen across both Reach and THA a marginal increase of female workers, however overall across the Group there was a 1% decrease of females compared to males representation.

REPRESENTATION ACROSS TRIDENT GROUP

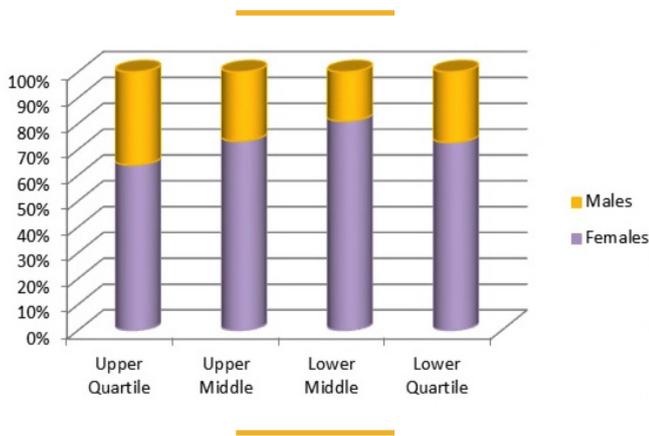
We have 68% of our employees working within our Care and Support sector (80% of this figure are female workers), occupying a variety of roles from frontline support to managerial positions. The care and support sector is generally remunerated at a lower rate compared to other roles within the Group.

WHAT IS OUR GENDER PAY GAP?

We have gathered our data and split this into four quartiles (Upper Quartile, Upper Middle Quartile, Lower Middle Quartile and Lower Quartile) by placing our employees in order from highest to lowest paid. Our findings are as follows:

Trident Group				
	No. of Male	No. of Female	% Male	% Female
Upper Quartile	70	123	36%	64%
Upper Middle Quartile	52	139	27%	73%
Lower Middle Quartile	36	156	19%	81%
Lower Quartile	55	138	28%	72%

The percentage figures show a good representation of female workers across the upper quartiles, which has increased compared to last year. However we do still have a large percentage of female workers within our lower quartile compared to males, and this is due to a larger proportion of our females working within our care and support services which equates to 63% of our workforce. There has been a marginal decrease in female representation within our lower quartiles in this year's reporting period.



The below data represents the mean and median percentages across the Group and its subsidiaries compared to the national averages.

Office of National Statistics	17.3%	
	Mean	Median
Trident Group	14.4%	14.7%
Housing	14.8%	10.2%
Reach	-0.5%	-0.6%

The Group conduct regular salary benchmarking reviews to identify pay differences and are confident that our pay differences are due to role differences and not that like-for-like roles are paid differently.

THA shows a mean difference of 14.8% between male and female employees which is as a result of 64% of employees who are male being paid within the upper quartile. Those roles identified within this quartile are mainly standalone roles and therefore do not have a male or female comparator.

The Group's commitment to Recruitment and Selection is at the forefront to ensure that our roles promote equal opportunities with equal remuneration.

Reach reports a higher percentage for female workers of 0.5% compared to male workers. This is as a result of a large population of females working within our care and support services and occupying a variety of roles both at operational and managerial levels, taking their mean gender pay gap higher than those of males.

Trident Group does not operate a bonus scheme across its entities and believes that all roles should be subject to regular reviews and benchmarking to ensure that they are competitive across other sectors. Whilst the Group's mean gender pay is below the national average, it has been reported that the national average has also come down to 17.3% from 17.9%. The Group remains committed to reducing its mean gender pay gap further. We will continue to ensure equality, diversity and inclusion is maintained by our continued attempts on recruiting a diverse workforce which represents the society we operate in and the customers we serve.

	2019 Data	2018 Data
Trident Group	Male employees are paid an average hourly rate of £11.32	£10.94
	Female employees are paid an average hourly rate of £9.66	£9.27
Housing	Male employees are paid an average hourly rate of £16.50	£15.38
	Female employees are paid an average hourly rate of £14.81	£13.83
Reach	Male employees are paid an average hourly rate of £9.05	£8.77
	Female employees are paid an average hourly rate of £9.10	£8.87

The data represents a 14.7% median difference between male and female employees for Trident Group, in comparison to a 14.4% mean difference (last year we reported a 4.6% mean and a 15.2% median). This is due to more males being paid within the upper quartile, and a reduction of some senior posts that were represented by females the previous year.



Customer being supported within Trident Reach's Young People Services

CLOSING THE GAP - WHAT WE HAVE DONE SO FAR

- Development of a Recruitment and Selection Policy ensuring the promotion of equal opportunities across our range of roles.
- Development of a Retention Strategy to retain and develop our employees across the Group.
- Kept up-to-date with the legislative changes and reviewed policies.
- Completed audits of all roles.
- Administered consultations to align terms and conditions.
- Delivered management training and coaching on flexible working practises and how these can be utilised more in the organisation.
- Collaborative partnership work with the Group's employee representatives, Employee Forum.

OUR 2020 COMMITMENT TO GENDER PAY

For 2020 our commitment is to continue to reduce our gender pay gap, strengthen what we already have in place and identify new ways that will allow for a diverse representation of both males and females across our services. We will look to explore this in the following ways:

- Continue to monitor and review salaries annually, ensuring that they are benchmarked across the Group and all sectors.
- Continue to maintain equality, diversity and inclusion in our Recruitment strategy and look to ensure that there is a wide diversity on all interview panels.
- Continue to work collaboratively with the Group's employee representative group, Employee Forum, highlighting issues and providing updates on the business. This will include communicating on our gender pay gap findings, seeking feedback on our findings and providing feedback on any concerns raised selection panel.



John Morris - Group Chief Executive

- Continue to develop and review our policies and procedures ensuring they remain fit for purpose and contain current legislations and best practice.
- Work alongside our managers to continue providing training and coaching on all family friendly and equality policies and procedures.
- Develop and deliver on a new Person-Centre approach to Personal Development Reviews with a focus on reflective learning, development and taking charge.
- Continue to develop more opportunities for flexible working ensuring that this fits within the business requirements but allows for us to retain and develop existing employees.
- Continue to audit retention levels to look at trends and identify percentages of males and females leaving the organisation compared to pay grades and continue to work on our wellbeing programme to develop retention strategies.
- Work towards the good work plan and align our current policies and procedures to the requirements made and imbed these into the organisation.

a beacon of hope