



Trident Group

**Gender Pay
Gap Report
2020**

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Introduction to Trident Group

Trident Group has almost 60 years of delivering homes, services and innovation for up to 8,000 people in almost 4,000 homes in some of the most disadvantaged communities in the Midlands. It employs more than 750 staff and continues to increase the number of volunteers across our services. The Group has a simplified structure consisting of one housing association (**Trident Housing Association**), one charity (**Trident Reach**) and one commercial vehicle (**Trident Star**).

- **Trident Housing Association ('THA') Ltd** – an exempt charity established in 1962 and registered with Homes England. It owns and manages over 3,500 properties in a number of local authorities in the West Midlands and provides the core affordable housing for the Group with a turnover of more than £37m and owns assets close to £190m.
- **Trident Reach the People Charity ('Reach')** – has extensive knowledge and experience of providing accommodation related support to vulnerable people at risk. Having operated for almost 60 years, initially as the care and support department of Trident Housing Association before constituting as a charity in 2009, we deliver over 40 different services commissioned by a number of Local Authorities, Joint and Clinical Commissioning Groups, funders and purchasers.

We are a people first organisation, working with customers and communities to maximise positivity, independence, participation, and prevention.

We support in excess of 5,000 individuals per year, delivering person-centred care and support services. These services include supporting people within registered care, domiciliary care, people with learning difficulties, those with mental health needs, young people at risk, older people, BME groups, people at risk of being homeless, those seeking employability, education and training opportunities and those fleeing domestic abuse.

We have extensive knowledge and experience of providing accommodation related support to vulnerable people at risk.



What is the Gender Pay Gap?

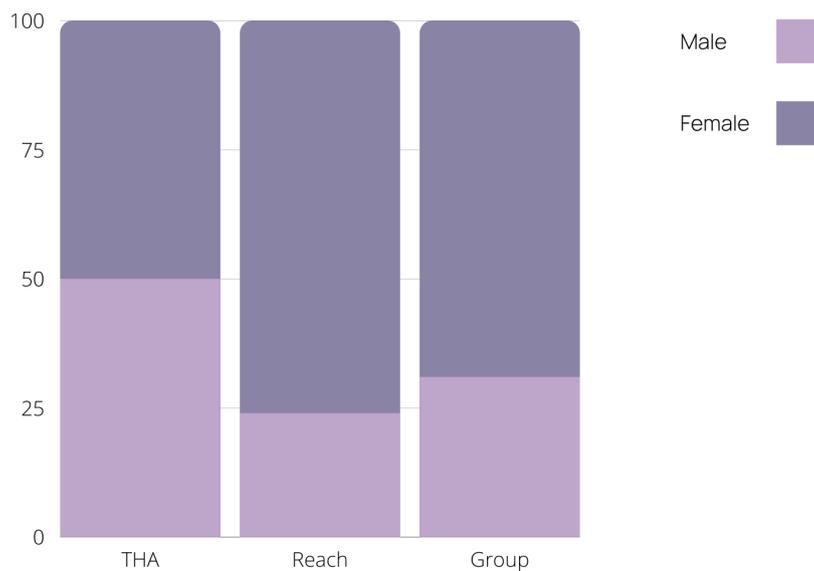
The gender pay gap or gender wage gap is the average difference between the remuneration for men and women who are working. All companies with a headcount of 250 or more employees are required to report annually on how they pay men and women. Trident Group employed 793 employees at the reporting period and therefore falls into this category.

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

Representation across Trident Group

Seventy four percent (74%) of the Group's employees work within the Group's Care and Support sector (75% of this figure are female workers), occupying a variety of roles from front line support to managerial positions. The care and support sector is generally remunerated at a lower rate compared to other roles however the Group committed to becoming a National Living Wage in November 2020.

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



		2018 Data
Trident Group	69% of our colleagues are female	73%
	31% of our colleagues are male	27%
THA	50% of our colleagues are female	40%
	50% of our colleagues are male	60%
Reach	76% of our colleagues are female	78%
	24% of our colleagues are male	22%

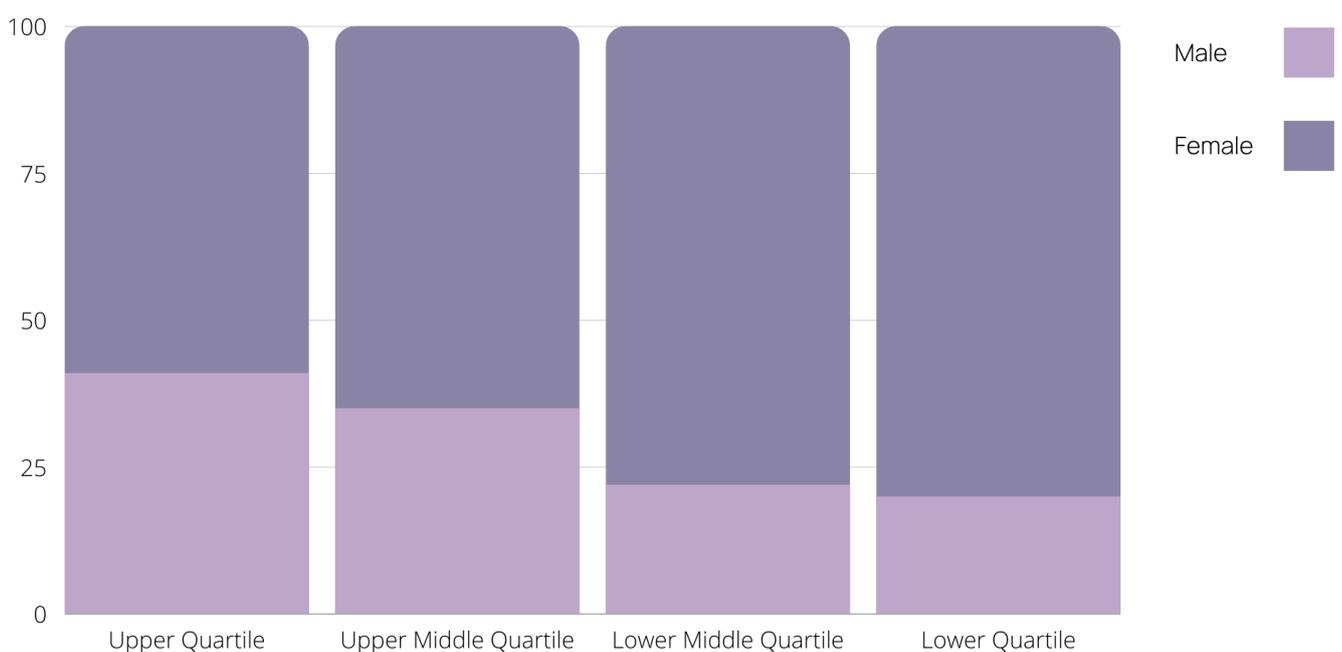
The Group has seen a marginal decrease of female staff within Reach whereas an increase within THA shows an equal representation of both females and males. Overall across the Group this has resulted in a decrease of female staff.

What is our Gender Pay Gap?

We (the Group) 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				
Quartile	No. of Males	No. of Females	% of Males	% of Females
Upper Quartile	80	117	41	59
Upper Middle Quartile	69	128	35	65
Lower Middle Quartile	44	153	22	78
Lower Quartile	38	160	20	80

The percentage figures show a good representation of female workers across the upper quartiles, which has increased compared to our reporting in the previous year. However we still have a large percentage of female workers within our lower quartile compared to the male, and this is due to a larger proportion of our females working within our care and support services which equates to 69% of our workforce.



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

	Mean	Median		
Trident Group	15.6 %	2.10 %		
THA	19.6 %	18.30 %	Office of National Statistics	15.5 %
Reach	- 0.20 %	2.90 %		

		2019 Data
Trident Group	Male employees are paid an average hourly rate of £11.93	£11.32
	Female employees are paid an average hourly rate of £10.07	£9.66
THA	Male employees are paid an average hourly rate of £15.02	£16.50
	Female employees are paid an average hourly rate of £12.08	£14.81
Reach	Male employees are paid an average hourly rate of £9.57	£9.05
	Female employees are paid an average hourly rate of £9.59	£9.10

The data represents a 2.10% median difference between male and female employees for Trident Group, in comparison to a 14.7% mean difference (the previous reporting period, the Group reported a 14.4% mean and a 14.7% median). This is due to more male employees being paid within the upper quartile, and a reduction of some senior posts that were represented by female employee in the previous reporting year.

The Group conducts 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 19.6% between male and female employees which is as a result of 41% 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 of our operation 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.

We do not operate a bonus scheme across the Group and believe that the roles instead should go through regular review and benchmarking to ensure that these remain competitive across other sectors.

Whilst the Group's mean gender pay is almost identical to the national average, it has been reported that the national average has also come down to 15.5% from 17.3%. 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.

Closing the Gap - what have we done so far?

- Development of a Recruitment and Selection Policy ensuring that they promote equal opportunities across our range of role.
- 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 and administered consultations to align terms and conditions.
- Management training and coaching given regarding 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 2021 Commitment to Gender Pay

For 2021 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:

- Develop a People Strategy which will ensure that equality, diversity, and inclusion remains at the fore in all of our people activities.
- 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.
- 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-centred 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.

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