



Trident Group



GENDER PAY GAP 2023–2025

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TRIDENT REACH THE PEOPLE CHARITY

GENDER PAY GAP REPORT 2022

Trident Group celebrates its **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 during 2022. 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**), 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.



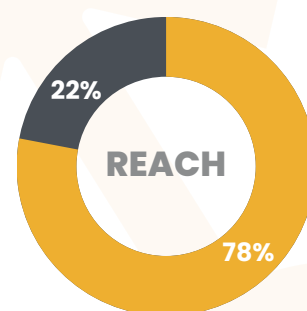
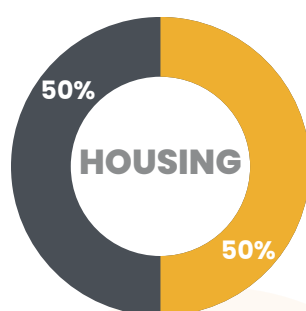
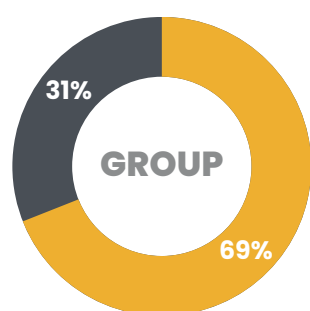
Trident Reach the People Charity employed 523 employees at the reporting period and therefore falls into this category. Here we look at our gender pay gap from initial reporting and discuss any significant changes.

REPRESENTATION IN TRIDENT GROUP

Seventy percent (70%) of the Group's employees work within the Group's Care and Support sector (78% 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 employer since November 2020.

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



Trident Group
69% of our colleagues are female
31% of our colleagues are male

Housing
50% of our colleagues are female
50% of our colleagues are male

Reach
78% of our colleagues are female
22% of our colleagues are male



The Group has seen a marginal decrease of female staff within THA with a marginal increase for Reach.

Female representation within Reach continues to be significantly higher due to a larger proportion of our females working within our care and support services

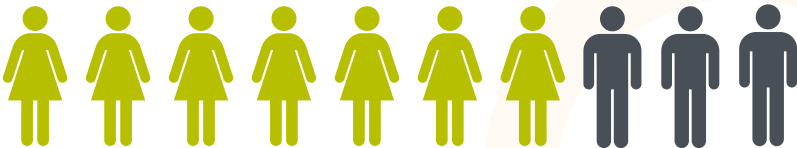
WHAT IS OUR GENDER PAY GAP?

Trident Reach the People Charity 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 :

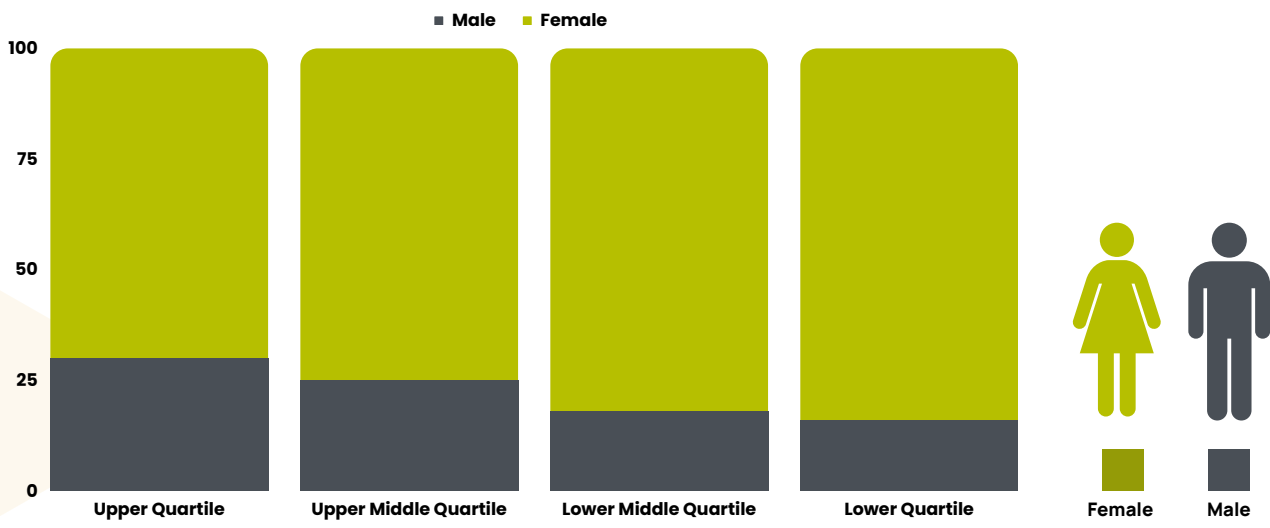
Quartile	% Male	% Female
Upper Quartile	30%	70%
Upper Middle Quartile	25%	75%
Lower Middle Quartile	18%	82%
Lower Quartile	16%	84%

The percentage figures show a good representation of female workers across the upper quartiles, which compares almost identically 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



QUARTILE SPLIT BAR CHART



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

	Mean	Median
Trident Group	18.1%	0.2%
Housing	21.7%	13.4%
Reach	2.7%	2.9%



AVERAGE HOURLY RATE

	Male		Female	
Year	2021	2022	2021	2022
Trident Group	£12.70	£13.14	£10.69	£10.76
Housing	£15.22	£15.69	£12.40	£12.28
Reach	£10.58	£10.63	£10.26	£10.34

Trident Reach the People Charity data represents a **2.7% mean** difference between male and female employees, in comparison to a **3% mean** difference (the previous reporting period). The gender pay gap has reduced and continues to reduce which can be attributed to the paying of the real Living Wage and more females taking up managerial responsibilities.

We will continually 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.

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 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. With continued support available to all staff the internal promotion of staff could see the current gap reducing in years to come.

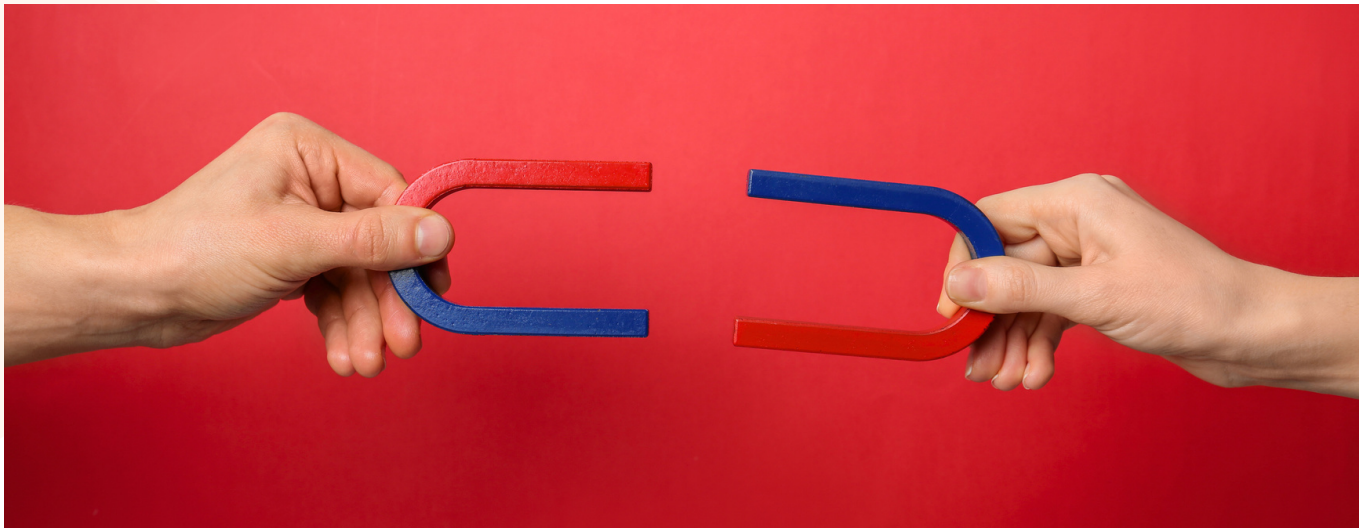
We do not operate a bonus scheme across the Group and believe that the roles instead should go through regular review and benchmarking to ensure that these remain competitive across other sectors.

Whilst the gender pay gap for **Trident Reach** the People Charity is lower than the national average, 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 WE HAVE 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 2023 COMMITMENT TO GENDER PAY

For 2023 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-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.