

The Gender Pay Gap



We are committed to fostering an inclusive and equitable workplace where every individual can thrive. Addressing the gender pay gap is not just a compliance requirement for us; it is a reflection of our core values and dedication fairness, respect, and equality.

We recognise that closing this gap requires ongoing effort and accountability. Our approach is rooted in relishing a new challenge every day, ensuring that we regularly review our practices, policies, and outcomes to identify areas where we can make meaningful progress.

As part of our commitment, we have developed a comprehensive Gender Pay Gap Action Plan that outlines what we have actioned so far as well as further steps to promote gender equality within our organisation.

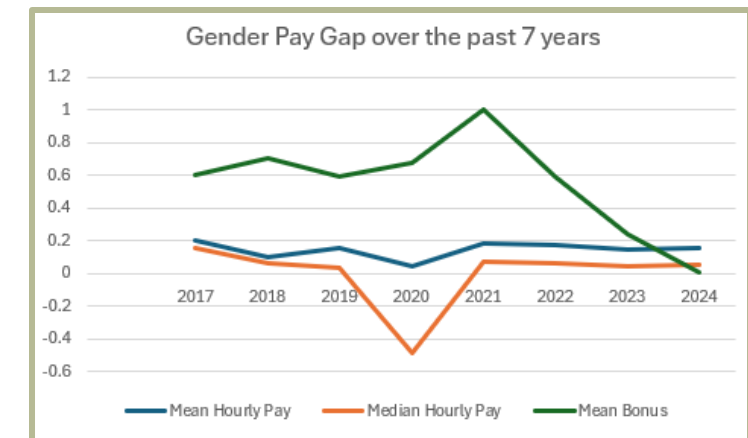
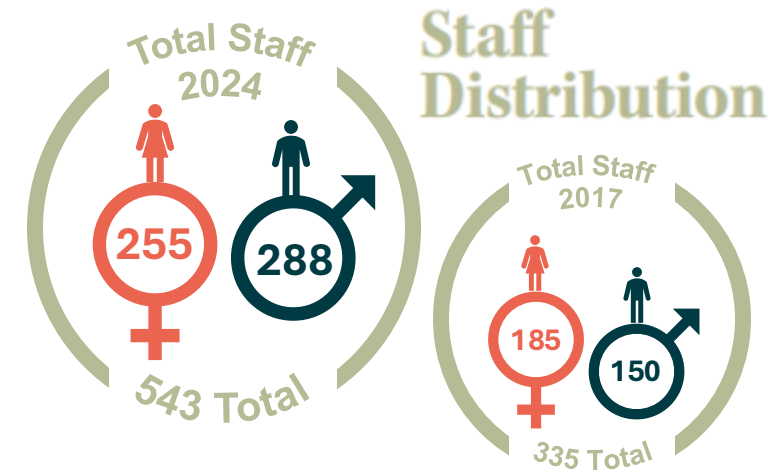
Together, we will continue to champion gender equality and ensure that Blenheim and Pye Homes remains a place where everyone can succeed, regardless of gender.

We began reporting in 2017 and over the past 7 years we have made a commitment to foster an inclusive workspace. This report demonstrates what we have done so far to close the gender pay gap and what action we are taking to continue this commitment.

Key Takeaways :

- Mean hourly pay gap has decreased from 20.0% (2017) to 15.3% (2024), but there's still a gender disparity.
- The median hourly pay gap has dropped significantly from 16.0% (2017) to 5.2% (2024), showing progress from dedicated activities to reduce the gap.
- Bonus gaps have almost disappeared, which is a major shift from 2017 when men had significantly higher bonuses. This suggests major equality progress in bonus structures.
- Men continue to dominate the highest-paid quartile (54.8% in 2024 vs. 58.0% in 2017), however this figure is reducing.
- Fewer women occupy the lowest-paid jobs (60% in 2024 vs. 67% in 2017), but they remain overrepresented

While the bonus pay gap has closed, the hourly pay gap remains noteworthy, and men still dominate high-paying roles. There has been some progress in reducing women's share of low-paid jobs, but not enough to eliminate inequality.



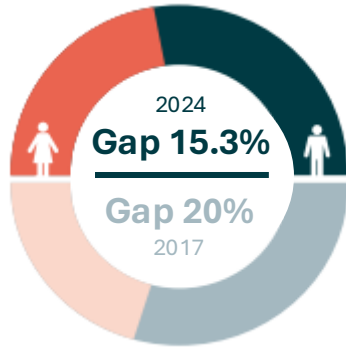
Minus Figures indicate pay was higher for women

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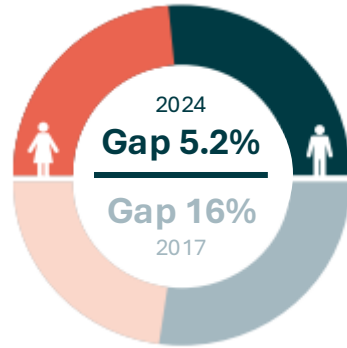


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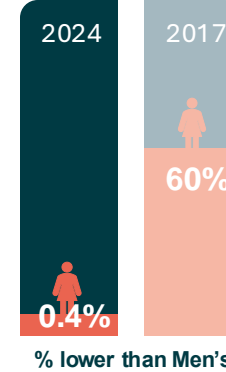
Mean hourly pay gender pay gap



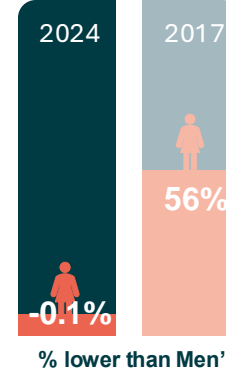
Median hourly pay gender pay gap



Mean bonus gender pay gap

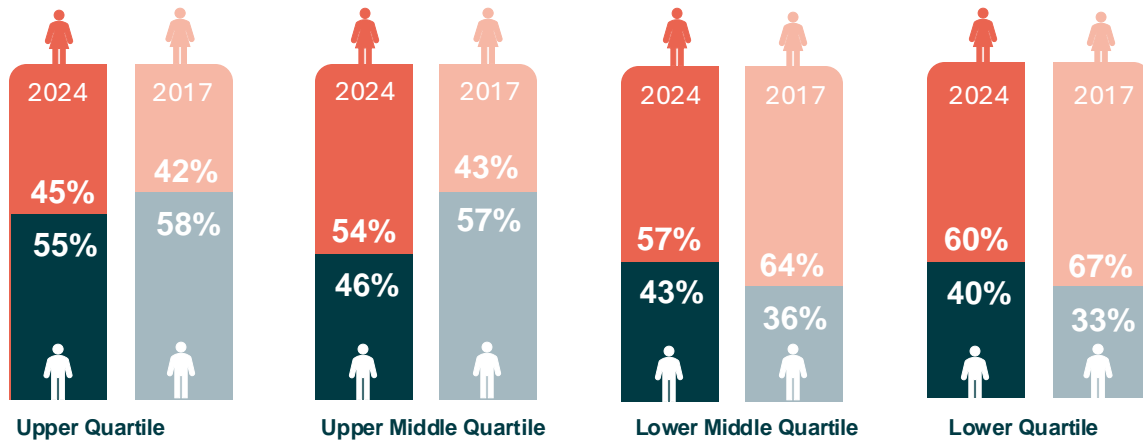


Median bonus gender pay gap

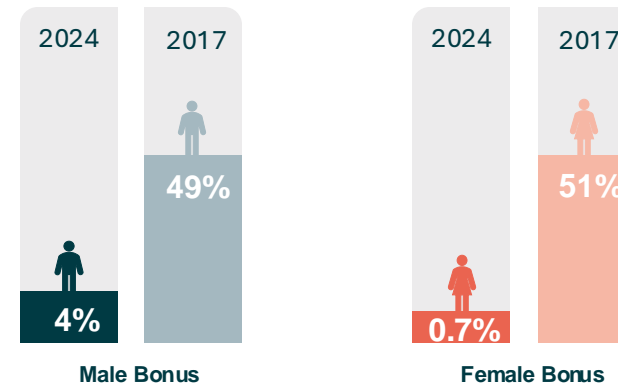


Minus Figures indicate pay was higher for women

Proportion of Males and Females in each pay quartile per pay period



Proportion of Males and Females receiving bonus payments



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Current Strategies to close the gap and future plans:

Pay Audits and Basslines

- We review salary structures companywide each year to identify pay disparities between genders across all levels and roles.
- We aim to pay above the national minimum wage each year which increases the hourly rate of our lower paid employees each year, many of these being women.

Job Mapping and Evaluation

- We are embarking on a project to review all roles across the business, setting out key responsibilities and skills sets to allow us to evaluate roles across the business which fall in different industries.
- This will ensure that roles are paid in line with the group they are in and evaluate the differences between men and women in similar types of roles.

Implement Transparent Practices

- We aim to create a reward and recognition strategy to support the creation of a standardised criteria during pay review to prevent bias within the process.

Promote Gender-Neutral Hiring Practices

- We operate a blind recruitment process where all applicants are presented to hiring managers without their names and diversity data during the screening process to minimise unconscious bias.
- Hiring Manager and those on panels are trained and will continue to be trained, to manage recruitment processes with an understanding of diversity and inclusion, unconscious bias and awareness of fair scoring criterions.
- The People Team review all job descriptions to remove gendered language that might discourage women from applying.

Foster an Inclusive Workplace Culture

- Flexible Work Policies: We provide access to flexible working hours, remote work, and part-time options, allowing both men and women to balance work and personal responsibilities.
- Parental Leave Equality: Offer equal parental leave policies for all genders and encourage men to take their leave to reduce the penalty women face for time off.

Engage with Employees

- Annual engagement surveys provide employees a formal way to provide feedback on pay fairness and career development. Following these action plans are created with teams and managers to support the development of employee engagement, including these factors.

Offer Professional Development Opportunities

- As part of the job mapping and evaluation project we will be developing a stronger process for succession planning and providing opportunities for all our employees. This is in line with our Growing Our Own Strategy which includes opportunities such as:
 - Apprenticeships open for all
 - Training and development workshops
 - Regular personal performance and development conversations
 - Promotion of online self-learning opportunities for all on a range of soft skills and job-related skills.
 - Mentorship Programs: We aim to create a mentorship network to connect women with senior leaders and role models within the organisation.

Awareness of Equality, Diversity and Inclusion

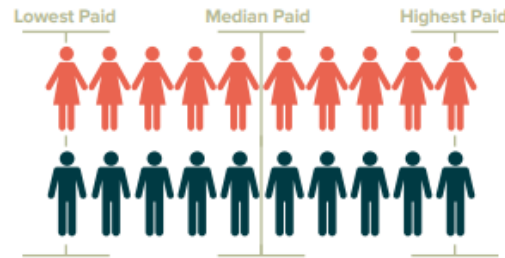
- Dedicated Equality, Diversity, Inclusion and Sharing a sense of belonging Forum (EDI) who meet regularly to foster a culture where EDI is promoted, people are educated and positive change is championed.
- Training is provided to all employees, especially managers, to help them recognise and reduce gender biases in decision-making and people processes. This includes unconscious bias training, sexual harassment and its only banter. This next year we aim to provide training on inclusive language.

Wellbeing Initiatives

- We have dedicated wellbeing ambassadors that are trained in mental health first aid who support on a range of topics including those that proportionally affect women more, e.g. Family Care.
- We provide a range of workshops and safe spaces for Women to discuss topics that can affect their wellbeing such as: Menopause, Parenting, Neurodiversity and International Women's Day.

Create Pay Equity Policies and Action Plans

- Policies are reviewed regularly to ensure company policies support pay equity and that all employees are paid fairly for their work, regardless of gender.
- We commit to ongoing reviews of pay gaps at least annually to ensure that disparities are addressed as they arise as well as the review of action plans.



Workforce

Our workforce is created by three employee groups consisting of Senior Management (SMT), Management Team and Employees. The SMT and management team structure are significantly smaller in comparison to employee group, and it is within these small groups that pay varies significantly (depending on position, responsibility, experience and qualification) and therefore it is this disparity which has caused the gap.

Gender pay gap

Gender pay gap is not about equal pay. Equal pay is the legal concept for a man and a woman to be paid the same amount for the same comparable role.

Gender pay gap looks at the pay for all women across the organisation against the pay for all men. A gap arises based on the roles men and women have in the organisation and the pay that role receives.

The gender pay gap is a high-level snapshot of pay within an organisation and shows the difference in the average pay between all men and women in a workforce.

The median bonus pay gap

This is the difference between the median (middle) value of hourly pay rates (when ordered from lowest to highest) for all men in an organisation, and the median value of hourly pay rates for all women, expressed as a percentage of the median hourly rate for men.

The mean gender pay gap

The average difference in hourly pay between men and women, calculated by adding all wages and dividing by the number of employees in each gender group.

The median bonus pay gap

This is the difference between the median (middle) value of bonuses (when ordered from lowest to highest) for all men paid a bonus in an organisation and the median value of bonuses for all women paid a bonus, as a percentage of the median bonus for men.

The mean bonus pay gap

This is the difference between the mean (average) value of bonuses for all men paid a bonus in an organisation and the mean value of bonuses for all women, expressed as a percentage of the mean bonus for men.

25% (quartile) pay distribution

The proportion of men and women in each 25% (quartile) of an employer's pay structure.

How is that worked out?

- Take all the hourly pay rates, ordered from lowest to highest, for all men and women in an organisation and divide them into four equal sections of 25%: lower, lower middle, upper middle and upper.
- Next, calculate the number of men and women within each 25% pay band as a percentage of all employees within that pay band