

# Gender

PAY GAP REPORT 2019

ASTER  
GROUP

## Bridging the gap



# Gender

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## Our gender balance



Creating a better gender balance, or a more diverse and inclusive workforce isn't a problem that needs to be solved it's an opportunity to ensure that we have the right mix of people, in the right roles working together to support our customers and communities.

We want everyone to have a good day at work regardless of gender, age, sexuality, race or disability and we are working hard to ensure we create a fair culture for all, where our people feel fairly rewarded for the work they do.

Over the past three years we've continued to reduce our gender pay gap year on year and we are committed to doing all we can to reduce the gap that remains within our business. The changes and improvements we've made and will continue to make, are the start of our journey and we are committed to creating a culture that is based on freedom, trust and transparency.

In line with recent legislation, this is the third year that we've published our gender pay gap.

A gender pay gap is the difference between the gross hourly earnings for both men and women regardless of the roles that they have. It is very different to equal pay, which is about making sure men and women are paid the same for like work.

This report and the key facts infographics show the average pay gap in Aster between men and women, expressed as both a mean and a median average.

Because of the way Aster Group is structured we are required to report on the individual entities of Aster Group that employ more than 250 colleagues, this means that we need to report on Aster Property and Aster Communities. We also feel it's right to report on our Group wide gender pay gap.

This report looks at Aster Group as a whole. There are supporting infographics for Aster Property and Aster Communities which can be found at [www.aster.co.uk](http://www.aster.co.uk).

## What is a gender pay gap?

# Our 2019 position

## Our workforce

With a workforce of over 1,200 colleagues we offer a wide range of careers.

Some of those are traditionally more male dominated, which include our trade roles. Like the rest of the sector we struggle to recruit women into our trade positions. But we do recognise that there is huge opportunity and we are working hard to try to introduce a greater gender balance.

Together with local schools and colleges we are creating a targeted approach to apprenticeships and early career recruitment, actively seeking opportunities to encourage young females into roles considered typically male.

We aim to treat everyone fairly at work, across all levels and locations. This includes making sure everyone has the same access to opportunities for recognition, reward and career development.

We are pleased to say that for the third consecutive year our gender pay gap has fallen. From 20.27% in 2016/17 to 17.93% in 2017/18, it now stands at 8.96%. Whilst we're proud of the steps we've taken to reduce our gender pay gap, which is now less than the UK average of 17.9%, we will continue to make changes and improvements to bridge the gap that still exists within our business.

49.4%  
of our colleagues  
are female



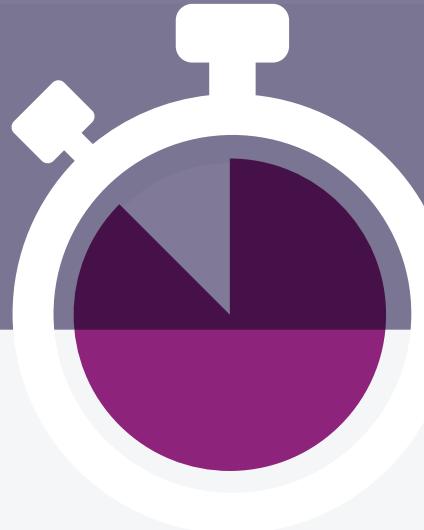
50.6%  
of our colleagues  
are male

our average  
gender pay gap is  
8.96%

# Hourly rates of pay

## Our hourly rate

Our mean hourly rate for women remains lower than our male colleagues at £16.59 vs £18.22 but there has been an increase in our mean hourly rate of £2.62 over the past two years.



mean  
hourly rate for  
female colleagues is

**£16.59**  
+£2.62 on last two years

median  
hourly rate for  
female colleagues is

**£14.87**  
+£2.95 on  
last two  
years

our mean  
gender pay gap is

**8.96%**  
17.93% in 2018  
20.27% in 2017



mean  
hourly rate for  
male colleagues is

**£18.22**

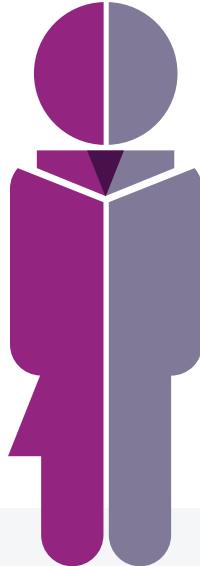
median  
hourly rate for  
male colleagues is

**£16.73**

our median  
gender pay gap is

**11.12%**  
18.92% in 2018  
25.17% in 2017

# Pay bands



The number of colleagues employed in roles that mean they are in the lowest pay band of £10.88 per hour or less has remained more or less the same as the previous two years, however there is still a disproportionate number of women in this category (66.55%).

Conversely, the number of women in the highest pay band of £18.68 and over has increased this year, altering the ratio of those paid the most within the business to a 58.05% female bias.

**66.55%**  
female colleagues

BAND A  
£10.88  
per hour or less

**33.45%**  
male colleagues

**55.4%**  
female colleagues

BAND B  
£10.89 > £14.51  
per hour

**44.6%**  
male colleagues

**34.34%**  
female colleagues

BAND C  
£14.52 > £18.67  
per hour

**65.66%**  
male colleagues

**41.95%**  
female colleagues

BAND D  
£18.68  
and above per hour

**58.05%**  
male colleagues

# Bonus

This year we gave a bonus...

to a small number of colleagues based on individual contributions. This resulted in our mean gender bonus gap being reported as 29.61% for 2018/19 against 22.49% in 2017/18.

12.13%  
females  
received bonus pay



5.24%  
males  
received bonus pay

our mean  
gender bonus gap is  
29.61%

our median  
gender bonus gap is  
59.96%

# Creating an agile workforce

## We're proud...

to have 50% female representation on our Executive Board and our gender-balanced approach to recruitment is encouraging more women to join at work placement and apprenticeship levels. Our commitment under The Aster Way – a set of principles in which we work by, sees us celebrate diversity throughout our business and welcome different social, cultural and economic perspectives and experiences.

Flexibility has been key to supporting this shift. Our approach to work means that our people don't have to be at their desks in the office. We know our people can do their best work while also being given the flexibility to carry out other life commitments. We're particularly proud of our accreditation from Mumsnet which acknowledges the work we've done to ensure both women and men can build families and careers with more support from us when they need it. Over the past 18 months we've significantly enhanced both our maternity, paternity and adoption offer to our colleagues and our return to work programme offers targeted support to men and women who are returning from a career break.

## Fair and transparent



A key part of our work over the next 12 months and beyond will be to look at our employee offer. We not only want to ensure that our employee offer is competitive so that we can continue to attract the very best talent but to be confident that it is fair, open and transparent.

As part of this we'll be looking at things like our pay structures, how we reward and recognise our colleagues for the great work they do as well as how we provide more structured opportunities for career enhancement and development through our training and leadership programmes.

# Opportunity for all

Whilst we have made some fantastic progress in our cultural journey so far, we know that it is one that will continue to evolve.

It's been proven that having a mixture of backgrounds leads to better business decisions. We encourage people from all walks of life to consider a career in housing and we are working hard to ensure that our offer appeals to people from a range of backgrounds, nationalities, gender and sexuality.

As part of this work we're pleased to be one of 13,000 companies that have signed up to the government's Disability Confident scheme - we're currently at employer level and we are progressing to leader level at pace.

We're ambitious about doing more than just getting the basics right. As well as improving gender balance, and doing so without relying simply on quotas, we want to ensure that we look more fully at inclusivity and diversity in our workplace to create equal opportunities for everyone.

Having the right mix of people in our business will help us to not only make better business decisions it will also help us to understand the different backgrounds in our customer groups and communities. The more diverse our people the more opinions we'll have to build an innovative and robust business fit for the future.

## The next 12 months...

As a Group we will continue to explore ways to bring gender balance to our workforce to ensure that we recruit, support and retain our people to ensure inclusion at every level.

We have a robust action plan in place that will ensure we remain on track as we continue our cultural journey.

### More about our data

- Pay data comes from our April 2019 payroll.
- Bonus data is based on bonus payments for the 12 months previous to 05 April 2019.
- Full pay equivalent colleagues are colleagues who are NOT on reduced pay due to sick or maternity leave.

I confirm the data reported is accurate.



Jane Pound  
People director