

# Gender Pay Gap Report 2023



We care for our people and recognise that they are our greatest asset. We want to ensure our workforce is diverse and inclusive and seek to provide job opportunities for everyone regardless of gender, age, ethnicity, background, disability, religion or sexual orientation.



Chris Dexter

Chief Executive Officer

## Our Future

'We are totally committed to ensuring that we reward our people fairly, based solely on what they achieve and not who they are. At Kew Green we recognise that inclusion goes beyond gender and we are committed to develop and improve our gender pay position over the next 12 months.'

- Refocusing our development programmes to unlock potential
- Promotion of flexible working opportunities throughout the business
- Continuing to review our policies to ensure we are supporting our people with what matters to them

We firmly believe in promoting diversity and inclusivity, which is why we are dedicated to attracting, nurturing, and retaining a more diverse workforce. We look to create opportunities for talented women, and hiring more women into senior roles.

Additionally, we are striving to identify and remove any potential barriers that might prevent women from advancing into more senior positions within Kew Green. We believe that increasing the number of females operating at higher levels across our estate will not only benefit our company but also contribute to a more equitable and diverse society.

We are keen to reduce our Gender Pay Gap by listening to and supporting our people through development, so they feel confident in knowing Kew Green is a place where anyone can achieve outstanding things.'

## About our UK gender pay gap

Gender Pay Gap is the difference in pay between male and female employees within a company regardless of their role. Gender Pay Gap can be driven by gender distribution across job grades which can significantly impact pay gaps.

The data used for mean and median hourly rates of pay, and the proportion of male and female employees in this report is based on 647 male and 690 female employees within an overall headcount of 1337 across 46 properties within the estate.



Ros Hardiman

Group People & Organisational  
Development Director

“Having a balanced representation of women and men in leadership positions is fundamental, and we will continue to provide all team members with the support and development opportunities necessary to achieve their career goals.”



Graham Norris

Managing Director of Managed  
and International Properties

“Never tolerating discrimination or unfair bias, we always work in the spirit of collaboration and harmony. Kew Green are invested in leaving a positive and sustainable legacy for future generations.”

This report provides details on Kew Green's gender pay gap data as at the snapshot date, of 5th April 2023. On this date there were 1337 eligible employees for reporting purposes.

At Kew Green 48% of our workforce is male and 52% of our workforce is female, meaning both men and women are fairly evenly represented at Kew Green.

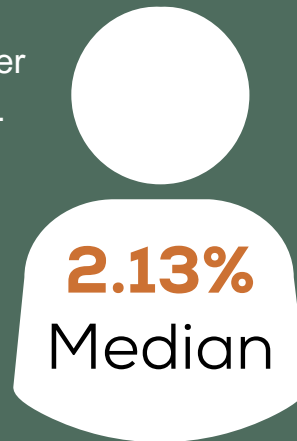
In the company there are 30 females and 20 males with over 20 years service.



Our mean Gender Pay Gap is 15.94%.



Our median Gender Pay Gap is 2.13%.

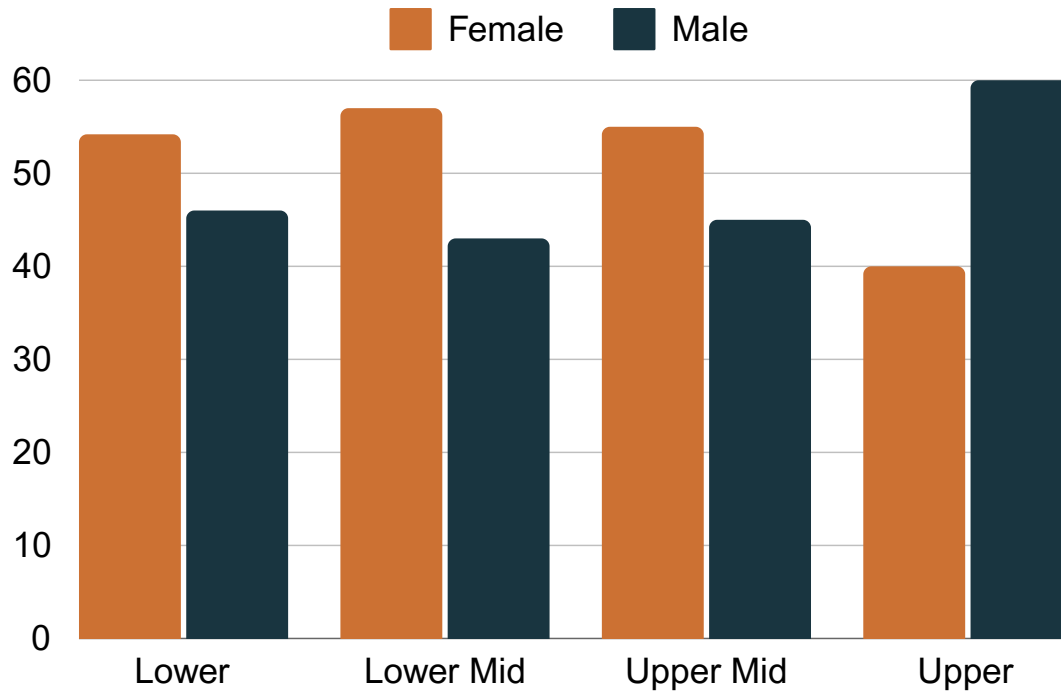


Median pay for all employees in the UK was 14.3%\* less for women than for men in April 2023.

Our data shows only a 2.13% difference between the median hourly rate of males and females, a reduction of more than half from 2022 which is significantly less than the national average of 14.3%\*.

\*Source ONS

## Proportion (%) of Male and Female Colleagues Per Quartile



	Lower	Lower Mid	Upper Mid	Upper
Female	54.19%	57.19%	55.09%	40.00%
Male	45.81%	42.81%	44.91%	60.00%

We are continually assessing ways in which to level out our pay quartiles. This past year we have reduced the gap between male and females in the lower quartile from 13% to 8.38% and we have seen a 2.82% increase in the number of females in the upper middle quartile.

We recognise that the flexibility and availability of hours in our lower quartiles is often disproportionately attractive to women, which we believe to be the key influence of the higher representation of women in our lower paid roles.

Having more male colleagues in senior manager roles and more females working part time in the upper quartile adds to the gender pay gap.

We now need to address the gap between male and females in our upper quartile. We will achieve this by focusing on development programmes to support internal promotions. We are committed to bridging the gap and we are encouraging a more flexible approach to work in all roles across the business.

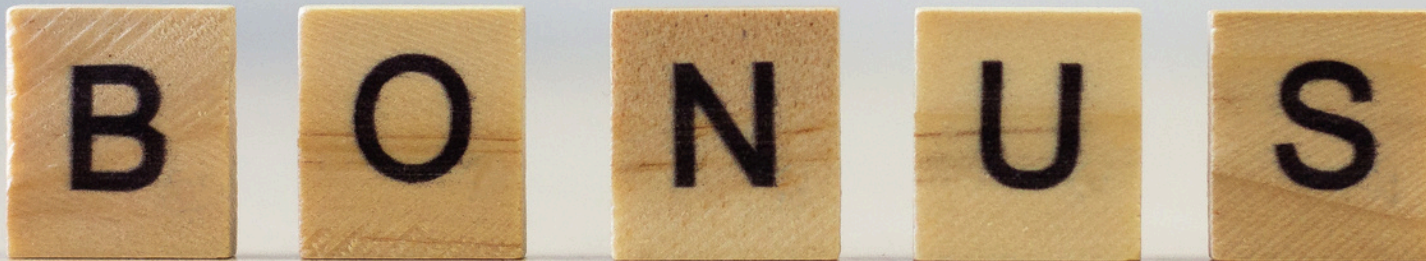
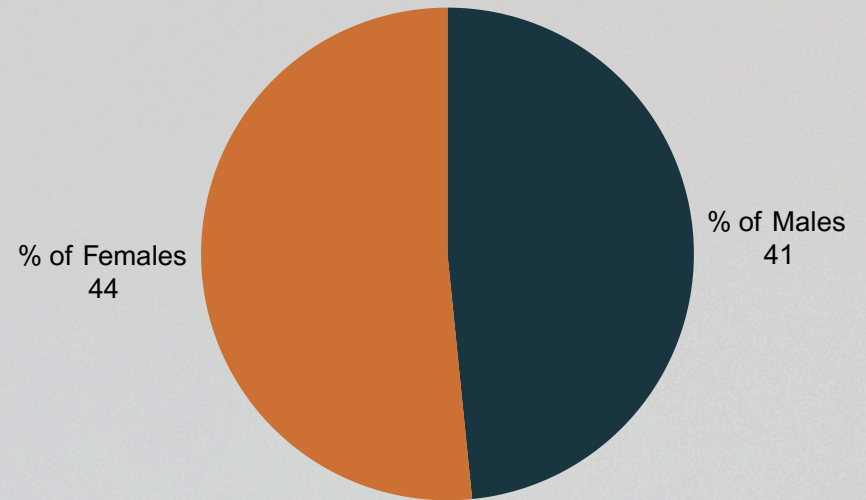
## Bonus Pay Gap

When looking at the company bonus pay gap the mean gap is 40.74%, a slight increase on last year however our median bonus gap is -20% (substantially improved from 7.64% last year). This negative figure indicates women are receiving 20% higher bonus than the men.

When we look at the percentage of males and females receiving bonuses we see that females are achieving bonuses slightly more often than males, with 40.94% of employed males receiving a bonus and 43.64% of females.

This diagram shows that

- 40.94% of employed males achieved a bonus
- 43.64% of employed females achieved bonus.



# Creating a more equitable Kew Green

## Attracting

We are deeply committed to fostering a diverse and inclusive workforce. Our commitment is reflected in various practices, such as ensuring that our language is gender-neutral in all our job postings. We believe that a diverse talent pool not only enhances our creativity but leads to better decision-making and overall business success.

Our dedication to attracting a diverse talent pool is not just a goal but a fundamental aspect of our company culture, driving innovation and success through the power of inclusion.

## Developing

All of our development programmes are designed with accessibility in mind from the outset, to allow equal access to opportunity for all. Flexibility of delivery is the key priority in our apprenticeship, mentor and internal development programmes, ensuring opportunities are accessible to all employees regardless of their circumstances.

We are committed to continuing to grow our development offering to empower our people to access the opportunities which support their individual needs and ambitions, delivered in the way that best aligns with their personal circumstances.

Our e-learning portal allows our colleagues to undertake flexible self development from any location, be that at home or work or attending face to face courses. All staff complete mandatory training on diversity and inclusion to highlight the importance of D&I in our culture.

## Retaining

Kew Green understand the importance of having a diverse gender balanced workforce that represents different cultures, backgrounds and beliefs in which all our employees can thrive.

We will continue to encourage an environment where everyone has the opportunity to work flexibly, and providing all employees with a wide range of benefits to support their physical and mental wellbeing.

