

# Gender pay gap report 2018

## Introduction

At Guinness, we are committed to creating an inclusive work environment and culture where our employees can achieve their full potential - and in so doing, help us realise our vision to improve people's lives.

Our workforce is diverse and we provide equal opportunities for all our employees. Our ability to do this relies on openness and our commitment to hold ourselves to account.

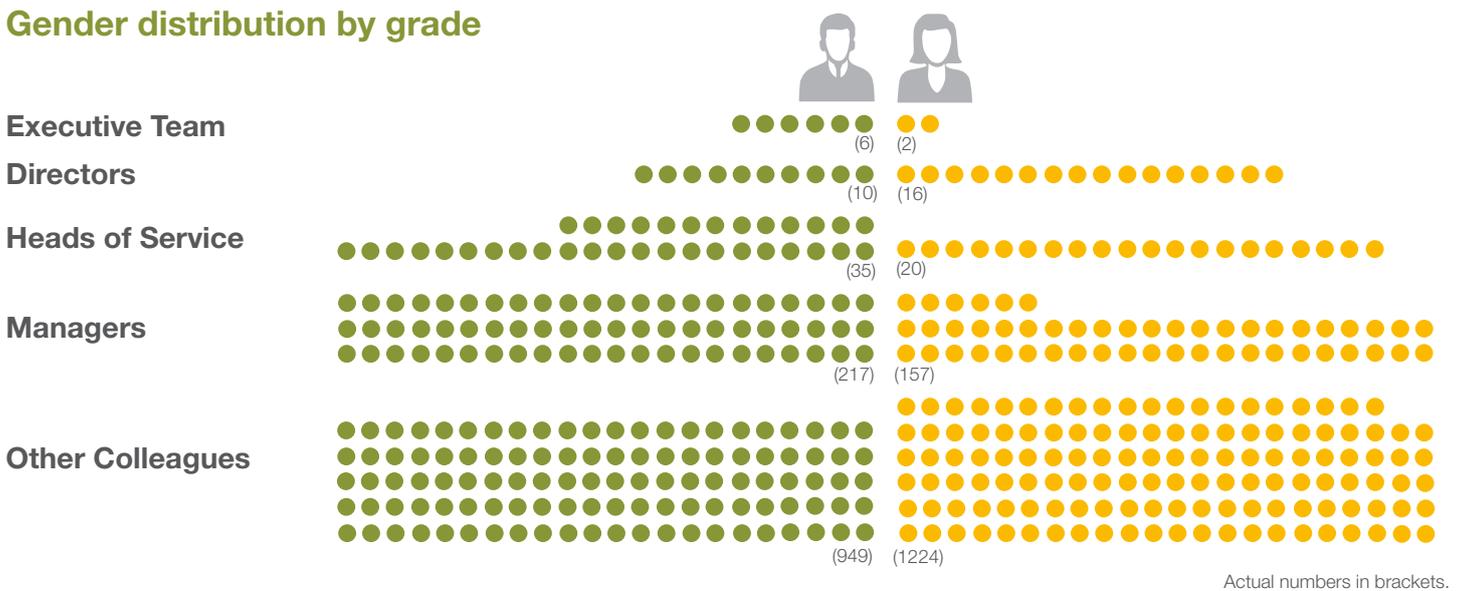
We welcome gender pay gap reporting and what it sets out to achieve. We see the transparency of data as an enabler for change across UK businesses.

## What is the gender pay gap?

The gender pay gap is a measure of the difference between the average pay of men and women across an organisation, and all UK companies with 250 or more employees are required to publish specific gender pay information.

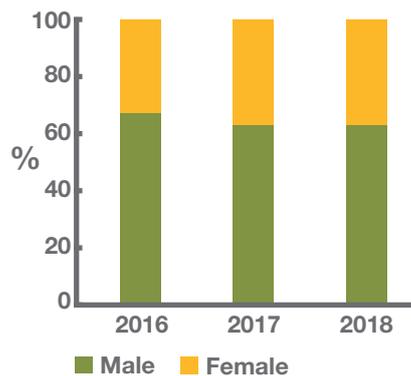
The gender pay gap is not the same as equal pay. Equal pay relates to paying men and women equally for doing the same or equivalent work. An employer delivering equal pay can still have a gender pay gap, as the gender pay gap is influenced by the make-up of the workforce, such as having a higher proportion of men or women in certain roles, including where those roles are higher paid.

## Gender distribution by grade

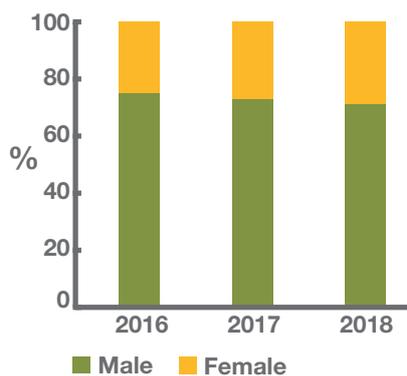


## Gender representation at senior levels in our organisation

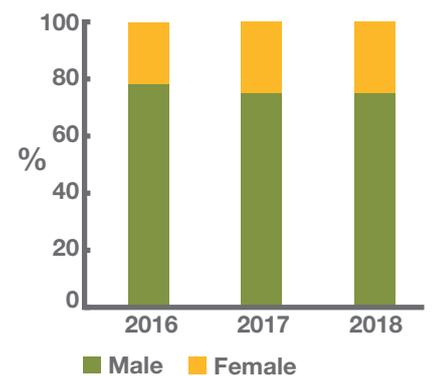
All board members



Main board members



Executive team

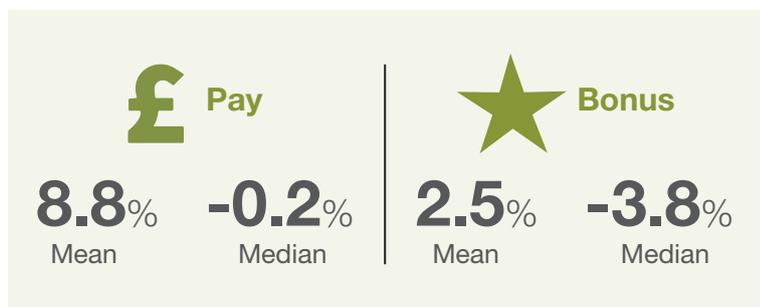


## Headline gender pay gap figures for The Guinness Partnership Limited

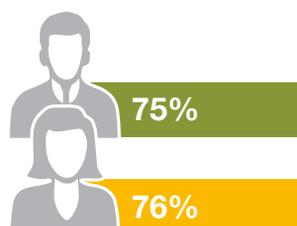
### How are we doing?

The graphics below show our overall mean and median gender pay gap and bonus pay gap based on hourly rates of pay as at 5 April 2018 and bonuses paid in the 12 months up to that date. A positive value indicates there is a gap in favour of men and a negative value indicates a gap in favour of women.

### Gender pay gap and bonus pay gap



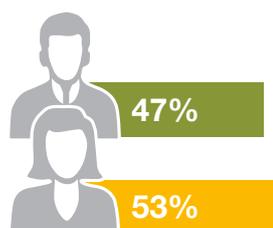
### Proportion of men and women paid a bonus



### Pay quartiles by gender



### Make up of our workforce



This table above shows the distribution of men and women across four equally sized groups, based on their April total hourly rate.

### What do we think about our gender pay gap?

The overall gender pay gap results for The Guinness Partnership Limited are in line with our expectations given our workforce in 2018 and compare favourably with external benchmarks. For comparison, the latest UK-wide figures available from the Office for National Statistics show the mean and median gender pay gap for the whole economy of 17.1% and 17.9% respectively.

### What we already do to ensure fairness and equality

Guinness has processes in place to ensure our approach to paying and rewarding our people is consistent and fair, and to ensure our employees are treated equally. We:

- Have a clear and transparent job family and pay framework covering all roles and employees
- Have a robust approach to job evaluation – we evaluate all new roles, and changes to existing roles, to ensure market alignment and proper internal relativity
- Carry out pay and benefits audits and benchmarking
- Offer our employees a wide range of flexible working options, including flexible working hours, part-time working, job sharing, and occasional home working
- Have a comprehensive suite of policies to help support and retain employees with caring responsibilities
- Offer comprehensive training for our managers including recruitment and selection, diversity and inclusion, and unconscious bias awareness as well as general management training
- Perform a rigorous review of bonus and performance pay allocations

## What will we do more of?

A pay gap is the result of the types of roles men and women more frequently work in and the salaries these roles attract within the job market.

We recognise that we need to fully understand any barriers in order for us to take action to reduce our gap still further. This is why we will continue to closely monitor and analyse several important areas:

- The recruitment, development and promotion of our people
- The numbers of men and women in roles and pay bands, their performance review ratings and bonus frequency
- The overall take-up of flexible working arrangements
- The reasons people leave and the roles they go on to

We also have a number of initiatives that encourage people to consider developing skills or pursuing careers that they may not have previously felt they could, particularly those in which occupational gender bias is most commonly found.

In 2018 we launched our new People Strategy and our new Diversity & Inclusion Strategy. These strategies reflect our commitment to developing our people, increasing diversity and promoting an inclusive culture in all areas of our business. These are both part of our overall five year Guinness 2023 strategy. Our vision is for Guinness to deliver great service, provide great homes, be a great place to work and be a great business.

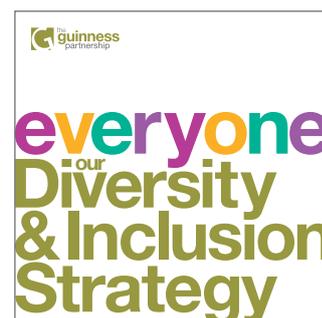
## What does this information mean for Guinness?

We know that minimising the gender pay gap is an important aspect of ensuring our employees feel equally valued and are able to realise their potential within a supportive and diverse organisation. We will continually challenge how we do things and actively remove barriers that might stop people from succeeding. This is vital to ensuring the future success of our organisation and our people.

I confirm this information is correct.

Signed, 

Catriona Simons  
Group Chief Executive



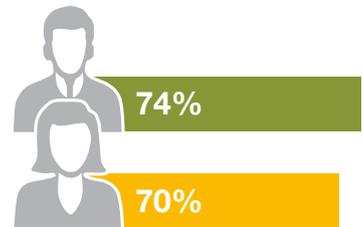
## Headline gender pay gap figures for City Response Limited, trading as Guinness Property

City Response Limited, trading as Guinness Property, is responsible for the repair and maintenance of 70% of the Guinness's properties. Women are under-represented in our repairs business as they are across the repairs and construction sectors. We are taking specific action to address this in Guinness Property.

### Gender pay gap and bonus pay gap



### Proportion of men and women paid a bonus

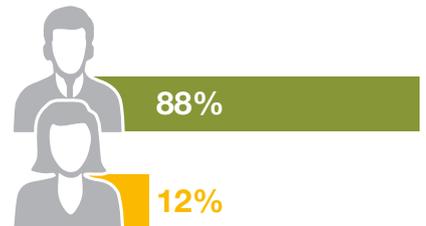


### Pay quartiles by gender



This table above shows the distribution of men and women across four equally sized groups, based on their total April hourly rate.

### Make up of our workforce



I confirm this information is correct.

Signed, 

Catriona Simons  
Group Chief Executive

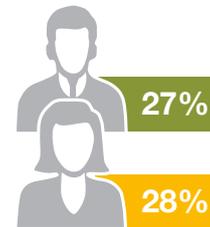
## Headline gender pay gap figures for Guinness Care and Support Limited, trading as Guinness Care

Guinness Care and Support Limited, trading as Guinness Care provides care and support services to customers across the UK, including those living in Guinness's sheltered and extra care accommodation.

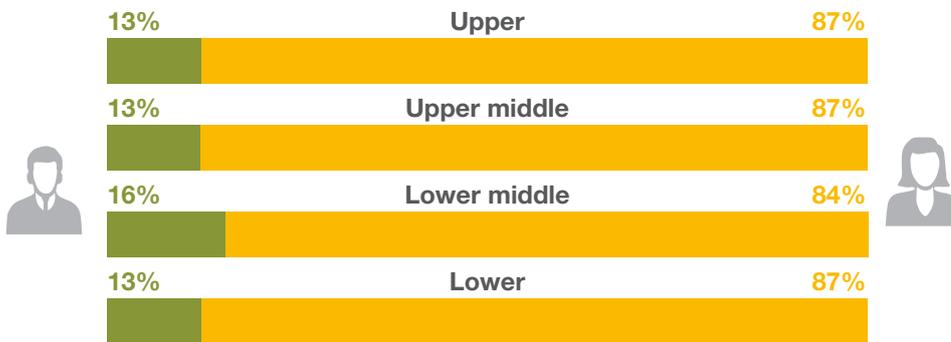
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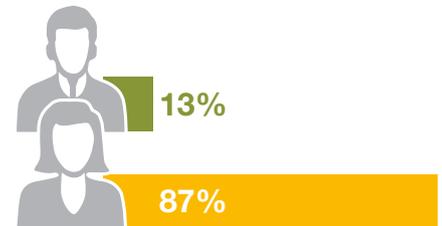
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### Make up of our workforce



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I confirm this information is correct.

Signed,

Paul Watson  
Managing Director, Guinness Care and Support Limited

## Great Place to Work Case Studies

An important part of our five year Guinness 2023 Strategy is for Guinness to be a great place to work. Below are some examples of men and women succeeding in a variety of different roles at Guinness.



**Shabnam Begum**  
**Customer Liaison Officer**

I joined Guinness as a trainee Housing Officer. My apprenticeship, and continued journey, have helped me fulfil my career aspirations. Alongside my work I've attained a Post Graduate Diploma in Management Studies - it was very challenging but, with the support of Guinness, I got through it!

It's been an incredible career journey for me at Guinness. The organisation has enabled me to grow and progress my career while starting a family.



**Rae Sutton**  
**Director of Financial Services**

I joined Guinness as Head of Payments and Income in January 2018. I'm passionate about people so was really attracted to the organisation's commitment to making Guinness a Great Place to Work. I've already been given so many opportunities to learn and develop. An early highlight was supporting the integration of another housing organisation into the business following a merger, and in May 2018 I was successful in my application for the role as Director of Financial Services.

My immediate aspiration is to learn as much as I can so that I can do the best job possible for Guinness.



**Chris Hollinshead**  
**Senior IT Project Manager**

I've grown my IT career within Guinness since joining in 2002. I am passionate about IT because it is crucial to how we operate as an organisation. Guinness gave me the opportunity to use all the knowledge I had obtained in my previous roles to develop my career further. My involvement in large projects, such as the implementation of Guinness's new network service, continues to enable me to develop.

I hope that more young women will embrace IT as a profession. It's such an interesting area and particularly rewarding when a new technology solution is released for customers.



**Michael Barnett Junior**  
**Care and Support Enabler**

As a Care and Support Enabler, I deliver care and support services to customers living in their own homes. Although I'm new to the role and to Guinness, I have seen how the organisation promotes diversity and I really feel supported.

I believe that both male and female care workers are given equal opportunities and I particularly like that Guinness offers staff the option to complete RQF qualifications, and provides the opportunity to progress within the company.



**Bryony Bolton**  
**Apprentice Joiner**

I started my apprenticeship in 2018. For the most part, I honestly love working on site. Guinness provides a very friendly and welcoming atmosphere, which I feel encourages diversity into construction.

What I like most is that my days are always different – my work has ranged from assisting the emergency services with entry to a tenant's home to provide help, to creating the 'Apprentice Week' logo out of vinyl flooring. It's great, and always learning something new keeps me on my toes. Hopefully the next step is becoming more hands on with the tools so I can get well on my way to becoming a fully qualified Multi-Skilled Tradesperson at Guinness.

**great service  
great homes  
a great place to work  
and a great business**



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