



Thirteen Gender Pay Gap *Report 2022*



Introduction: who we are

Over the last 20 years we've grown through a succession of mergers between social housing providers. Today we own and manage over 35,000 properties in the North East, North Yorkshire and the Humber, with the majority of homes for rent and sale in the Tees Valley.

As the largest housing association in the North East, and among the biggest 25 nationally, our customers are at the heart of everything we do.

The ability to deliver high quality services to more than 72,000 customers in a coordinated way depends critically on attracting and retaining the right people with the right skills who are ambassadors for Thirteen. Part of this means providing a supportive and motivating environment for our 1,500 colleagues.

Our ultimate goal is to be a true employer of choice, not just because our pay and benefits are better than most in the region, but because our people feel that Thirteen is a great place to work, their families and friends know and admire what they do, and they feel proud of Thirteen as their employer.

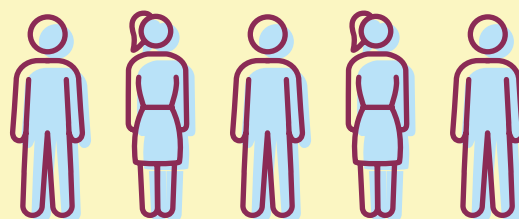
Being Team Thirteen is about being high performing, collaborative and efficient. We want our colleagues to have an environment where they can be the best they can be, and where we'll do our best to create great days at work. We do this by working with colleagues to create an experience that helps them feel proud, valued, energised and challenged, as well as connected and informed.

We don't just want co-workers. We want everyone to be an ambassador. We want our colleagues to feel this at every stage, from the moment they decide to work for Thirteen to the moment they leave us and move on to new challenges.

By delivering on these ambitions, colleagues, and potential colleagues, will be able to see that we are a trusted employer of choice and we will be able to attract, develop and retain the very best talent. Our approach to fairness and equality underpins this and Gender Pay Gap reporting and analysis informs this.

Our Gender Pay Gap figures are as follows:

Mean Gender Pay Gap



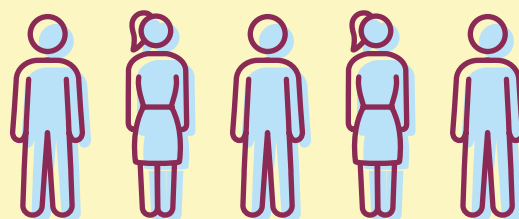
April 2022

2.73%

April 2021

3.02%

Median Gender Pay Gap



April 2022

-3.78%

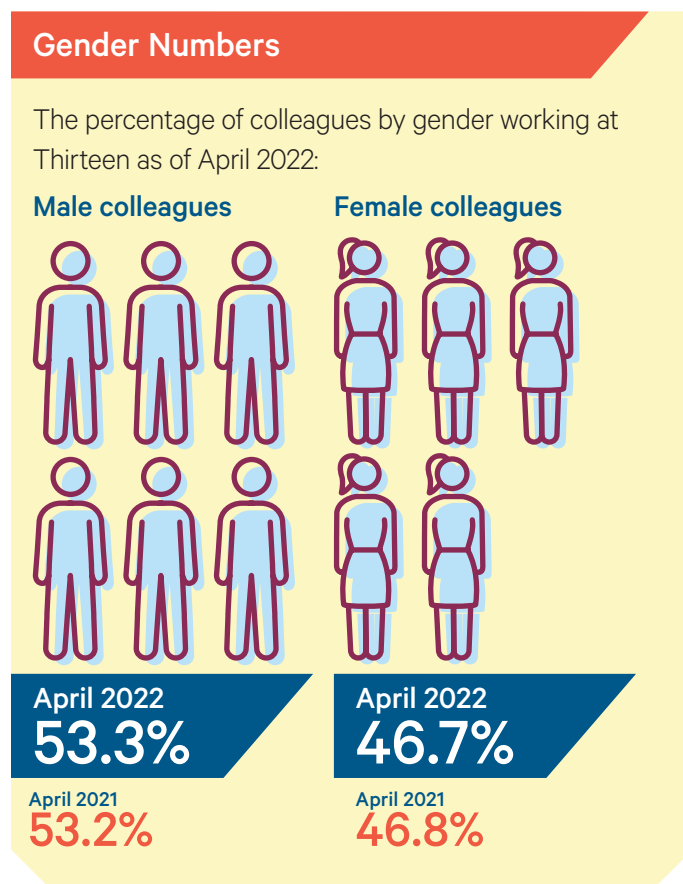
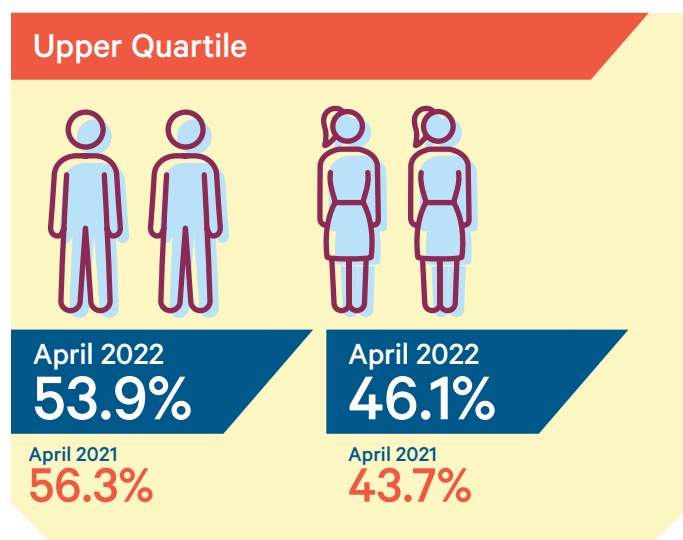
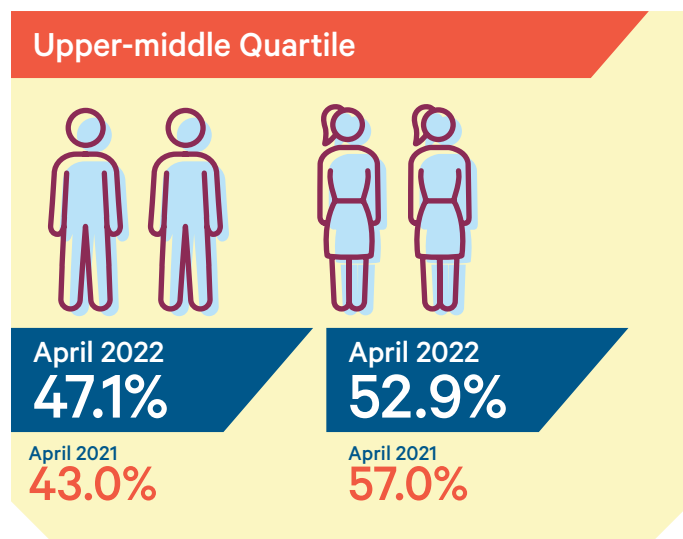
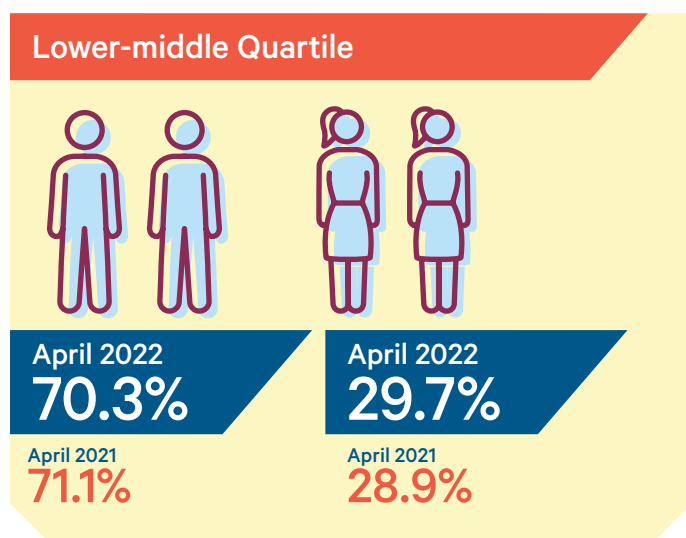
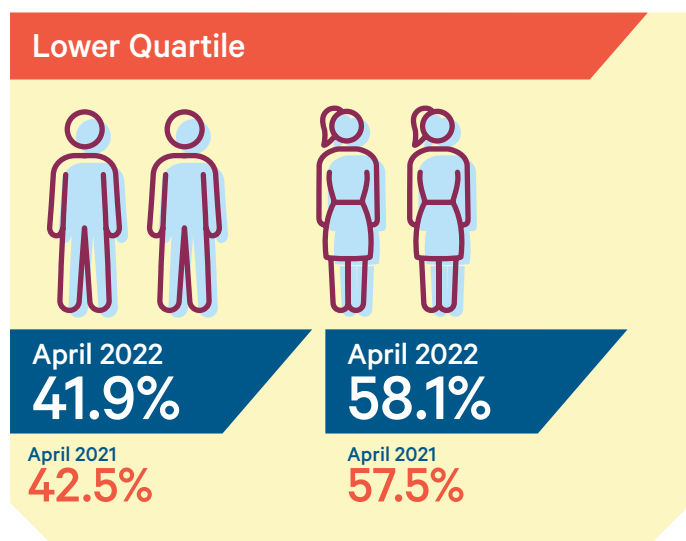
April 2021

-4.55%

What is the Gender Pay Gap?

The Gender Pay Gap shows the difference between the mean and median earnings of male and female colleagues. This is represented as a percentage of male earnings. At Thirteen, female colleagues earn on average (mean) 2.73% less than their male colleagues. However, the midpoint (median) earnings of male and female colleagues differ by -3.78%, which indicates that the median female salary in the organisation is 3.78% higher than that of the median male salary, when expressed as a percentage of median male pay.

Here we illustrate the breakdown of gender percentages by quartile pay band over the last 2 years. This shows the percentage of male and female colleagues at each pay quartile within the organisation. Our overall male/female ratio is also illustrated.



Gender Pay and Equal Pay – what's the difference?

It's important to understand the difference between equal pay and gender pay. Equal pay considers the pay differences between males and females who are doing the same jobs, similar jobs or work of equal value. Our job evaluated approach to pay ensures that we have an equality-proofed pay structure.

Gender pay analysis looks at the differences in pay by mean and median measures between male and females. Any gender pay gap is shown as a percentage of male earnings. That's why it's possible for organisations to be fully compliant with equal pay legislation but still to have a gender pay gap.

What does this mean and what are we doing?

According to the Office of National Statistics (ONS) the Gender Pay Gap, among full-time employees, was 8.3% in April 2022; this was 7.7% in April 2021; 7.4% in April 2020 and 9.0% in 2019 (pre-coronavirus (COVID-19) pandemic). In comparison, and as can be seen, our figures continue to be healthy.

We have been reporting on the Gender Pay Gap for 6 years and, as can be seen in the published tables, it provides rich data that we can analyse and identify observable trends. We strive for our colleague offer to be fair and equitable and our approach to gender pay supports this in that our gender pay statistics are one way of measuring our progress.

Our pay and reward offer, recruitment and retention, talent management, agile working policies and processes, technology, being creative and doing things differently, as well as flexible working opportunities all have a role to play in reducing our Gender Pay Gap. We will continue to monitor, develop and further improve our approach in all of these areas with the aim of addressing the gender imbalances in our workforce where they present. We know that addressing gender pay issues is a positive for Thirteen. In a world of skill and talent shortages, closing the gender pay gap and increasing female representation at all levels in the organisation can offer access to underused pools of talent.

This approach to gender pay and equality isn't just an internal focus. We recognise the impact we can make in the Tees Valley as a major employer, and we support collaboration beyond Thirteen that is focused on challenging gender inequality and the gender pay gap and promoting female talent within our sector and beyond.

We have recently supported a charity, the Girl's Network, with its award-winning mentoring programme. Over 50 female colleagues from across Thirteen have signed up to become mentors for females across the Tees Valley. They will be supporting mentee's to, regardless of where they are from, access the best opportunities available, have high aspirations and recognise their self-worth, and develop their capacity to shape their world.

We also actively participate in the WISH network (the network for Women Working in Social Housing), providing colleagues opportunities to connect with other female professionals and expand their network within the social housing sector.