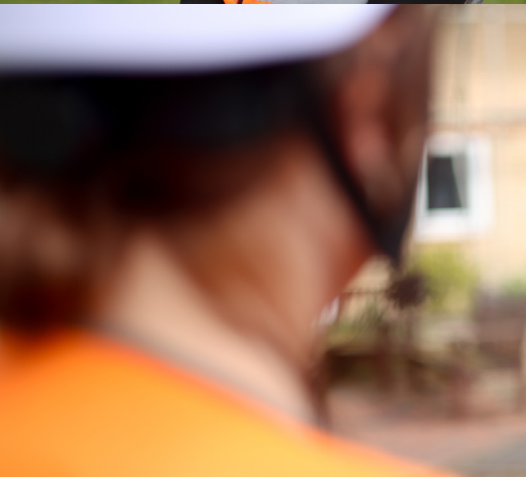


thirteen



Thirteen Gender Pay Gap Report 2024



Introduction: who we are

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.

With a vision to be the most trusted housing association with happy customers, the ability to deliver high quality services to around 100,000 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 1,569 colleagues.

Our strategic priorities of **happy customers**, **fantastic homes** and **brilliant people** underpin our goal 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, here at Thirteen, we have a **brilliant culture** and we **reward great people**, that it's a great place to work, their families and friends know and admire what they do, and they feel proud of Thirteen as their employer.

We want our colleagues to feel respected, appreciated and valued; we're known for investing in people to have the right skills to deliver for our customers and our customers are passionate ambassadors of Thirteen as a great place to work.

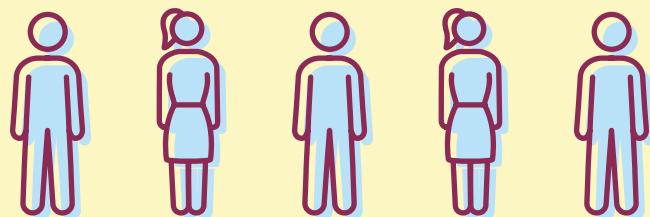
All of this is underpinned by our values of:

- **Proactive**
- **Accountable**
- **Courageous**
- **Considerate**

By delivering on these ambitions, colleagues, and potential colleagues, will be able to see that we are a trusted employer of choice and we are 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

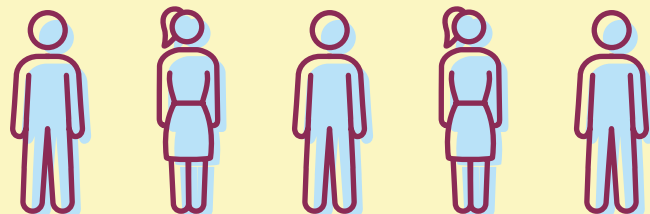


April 2024 **3.68%**

April 2023
2.88%

April 2022
2.73%

Median Gender Pay Gap



April 2024 **1.67%**

April 2023
0.95%

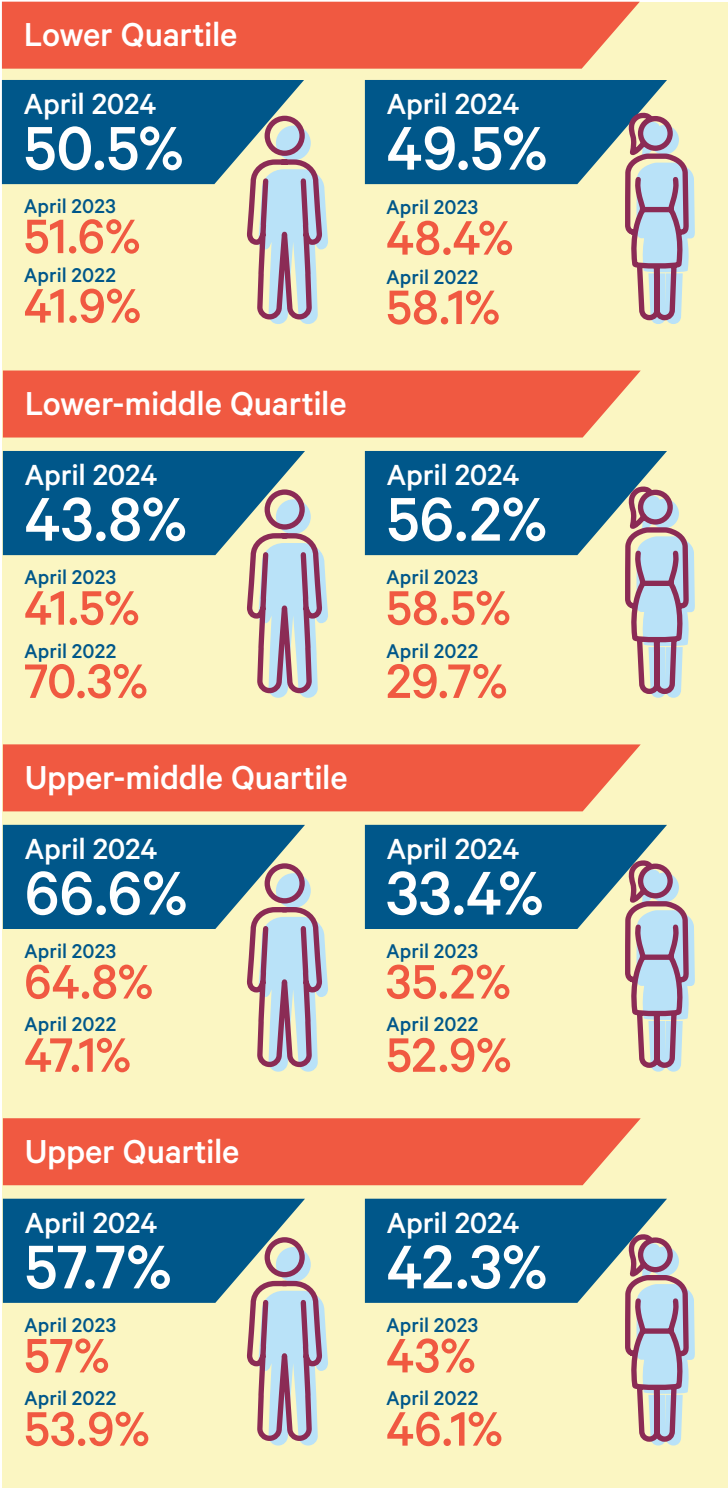
April 2022
-3.78%

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**) 3.68% less than their male colleagues.

However, the median (**midpoint**) earnings of male and female employees differ by 1.67%, meaning the median female salary in the organisation is 1.67% lower than the median male salary when expressed as a percentage of the median male pay.

Here we illustrate the breakdown of gender percentages by quartile pay band over the last 3 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.



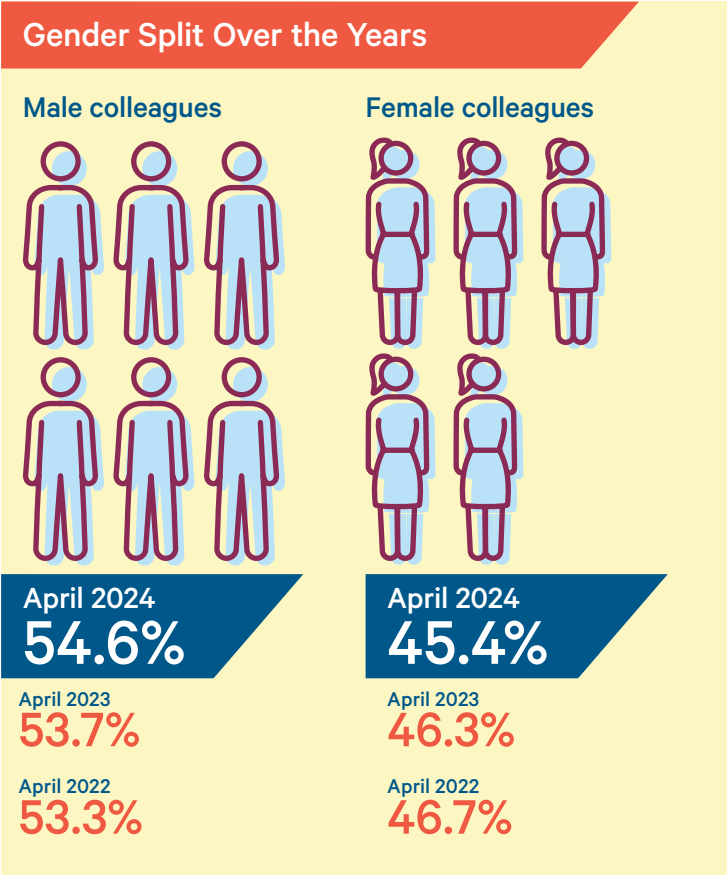
Gender Pay Quartiles, differences between 2023 /24 percentages:

You can see from the previous table that there has been some movement between the quartiles in 2023:

- **Lower Quartile** - small progress toward gender parity; near balance achieved by 2024.
- **Lower Middle Quartile** - female majority remains, though male representation has increased slightly.
- **Upper Middle Quartile** - gender imbalance has increased, indicating greater males in mid-to-upper level roles.
- **Upper Quartile** - increase in male representation.

There are several reasons for this:

- The total headcount increased from 1,523 to 1569, with most of this growth attributable to male employees. As a result, the gender distribution has shifted by 0.9% in favour of the male population.
- There were 218 new starters over this reporting period. Male new hires are distributed relatively evenly across all four quartiles, whereas female recruitment has been lower in the upper middle and upper quartiles.
- No distinct pattern has emerged in terms of the roles in which new employees have been hired; however, in the upper quartiles, recruitment has predominantly been male and focused in trade and IT positions.



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 7.7% in April 2023 and improved to 7.0% in April 2024. Previous years’ figures include 8.3% in April 2022, 7.7% in April 2021, 7.4% in April 2020, and 9.0% in 2019 (pre-COVID-19 pandemic). As shown, our figures continue to remain healthy in comparison.

This is the eighth year that we have reported on the Gender Pay Gap, 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 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.

In 2025, we will undertake a comprehensive and large-scale compensation project, encompassing a thorough review of all role profiles across every department and function. One of the objectives of this initiative is to rigorously assess and ensure that no gender bias exists within the description of roles and does not inadvertently discourage applications from women.

This project will enable a comprehensive analysis of pay equity across various roles and demographic groups. The insights gained will inform strategies to enhance support for women’s career development and facilitate equitable pay progression. This project reflects our ongoing commitment to encouraging equality and fairness in our employment practices.

“In comparison, and as can be seen, our figures continue to be healthy”

