



Gender Pay Gap Report

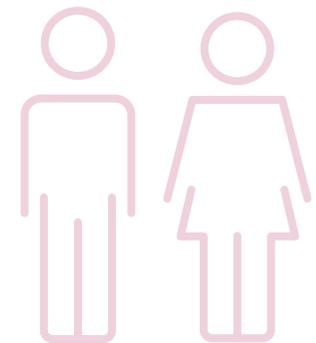
April 2022

1. About Torus

Torus is one of the North West's largest landlords - managing over 40,000 homes and serving 75,000 customers. Landlord services that represent value for money and social purpose sit at the heart of operations. To improve lives and build vibrant, thriving communities, Torus works in partnership with the Liverpool City Region and wider North West.

Part of a broader growth and regeneration group, profits generated by group members Torus Developments and HMS are reinvested into Torus Foundation, a community anchor institution, to fund projects that build social capital and fulfil the mission of 'growing stronger communities'.

Torus operates as a lead strategic partner for Liverpool, St Helens and Warrington Councils, and for the Government's housing accelerator Homes England.





2. What is the gender pay gap?

The gender pay gap is the difference in the average pay and bonuses of men and women across an organisation. It is different to equal pay which is the right for men and women to be paid the same for work of equal value.

We have a legal duty to report on our gender pay gap for all legal entities within the Torus Group who employ more than 250 colleagues. The gender pay gap position for Torus (Landlord) can be found at item 3. In addition to this we have also, for the first time, produced the gender pay gap position for Torus Group, to provide an overview across the Group. These figures represent colleagues within all the Torus Group entities, Torus Landlord, HMS, Torus Developments and Torus Foundation. The figures are positive and reflect the impact of the actions we continue to take to close the gender pay gap across the Torus Group.

Torus Group pay gap data



Torus Group bonus gap data



*Pay data is from the April 2022 payroll. Full pay relevant colleagues. Those who are not on reduced pay due to leave i.e. sickness or maternity.

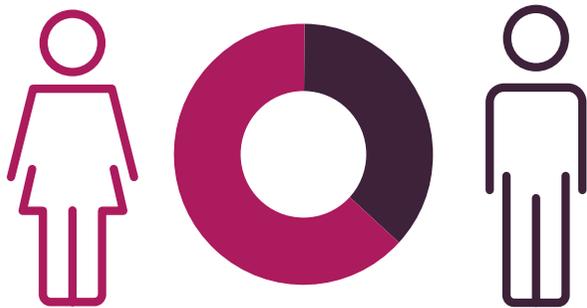
**Bonus data is based on bonus payments for 12 months previous to 5th April 2022.

3. Torus Figures

3.1 People profile

As at the snapshot date of 5th April 2022, Torus had 607 colleagues.

- 67.7% of Torus colleagues are women
- 32.3% of Torus colleagues are men



3.2 Pay gap data



Mean gender pay gap is

17.6%

Difference of £3.39 per hour



Median gender pay gap is

15.7%

Difference of £2.70 per hour

Snapshot Date	Mean (average)	Median (middle)
5th April 2022	17.6%	15.7%
5th April 2021	17.8%	15.4%
5th April 2020	14.8%	14.5%

*Pay data is from the April 2022 payroll. Full pay relevant colleagues. Those who are not on reduced pay due to leave i.e., sickness or maternity.

Bonus



Mean gender bonus gap is

0%

Difference of £0.00



Median gender bonus gap is

0%

Difference of £0.00

Snapshot Date	Mean (average)	Median (middle)
5th April 2022	0%	0%
5th April 2021	-0.6%	0.0%
5th April 2020	44.5%	44.5%

*Bonus data is based on bonus payments for 12 months previous to 5th April 2022.



There were no bonus payments made to men within the 12 months previous to 5th April 2022 and therefore the mean and median gender bonus gaps are 0%. **1 woman and 0 men received a bonus.** Bonuses were paid to relevant colleagues as an incentive.

0.2% The proportion of women receiving a bonus

0.0% The proportion of men receiving a bonus

Quartiles

Below is the summary split of where men and women sit in terms of the quartile bands.

They have been split into four equal bands to provide the quartiles A, B, C and D.

Band	Men	Women	Description
A	17.01%	82.99%	Includes all colleagues whose hourly rate places them in the lower quartile.
B	26.53%	73.47%	Includes all colleagues whose hourly rate places them in the lower middle quartile.
C	38.78%	61.22%	Includes all colleagues whose hourly rate places them in the upper middle quartile.
D	50.34%	49.66%	Includes all colleagues whose hourly rate places them in the upper quartile.

The above table shows there is a higher proportion of women in Bands A, B and C, whereas D has a higher percentage of men



4. Understanding our figures

At 17.6%, the mean gender pay gap is higher than the national average of 15.4% (ONS, 2021); however, it should be noted that the figure has marginally decreased by 0.2% when compared with last year. We recognise tackling the gap is a long-term goal and are continuing to take direct action to drive it down – please see Section 5 of this report.



4.1 Proportionality

As highlighted in Section 3.1, Torus' workforce contains a majority of women.

Despite a higher proportion, women are overrepresented in less senior roles at Torus. Our workforce gender split for full-pay relevant colleagues is 66.8% (393) women and 33.2% (195) men; however, women represent 83.0% of the lower quartile and 49.7% of the upper quartile of our pay bands. It should be noted that this is an improvement from last year's figures where 48.7% of women were in the upper quartile.

 **49.66%**
Women in the upper quartile pay band

 **50.34%**
Men in the upper quartile pay band

4.2 Management

 **16.1%**
of women were managers in 2021
17.4%
of women were managers in 2022

 **25.7%**
of men were managers in 2021
26.0%
of men were managers in 2022

These figures demonstrate that despite the lower numbers of men within Torus, there are a higher proportion of these that have either been promoted to managers or are recruited as such. On the other hand, it is positive that there has been an increase in managers who are women and this has supported their increased proportion in the higher quartiles. However, these gains have been minimal and go some way to explaining why the decrease in our gender pay gap is only marginal from last year.

5. Our actions

Torus recognises that there is much work to do in closing the gender pay gap. Whilst producing this document fulfils a monitoring and reporting obligation, we are devoted to taking concrete action that ensures the gender pay and bonus gaps are being closed. The following programmes and projects are in place and reflect our commitments;

5.1 Diversity & Inclusion Strategy 2021-24

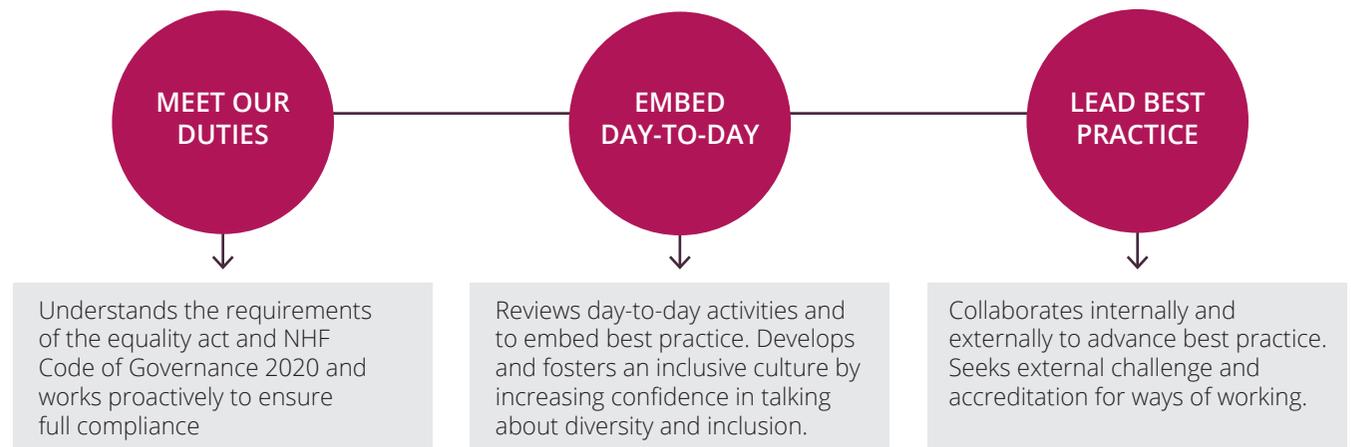
One of the four priority outcomes of our people strategy is to become an inclusive employer of choice. We have set out our ambition to create a truly inclusive culture where we advance underrepresented groups and ensure our diversity reflects the communities we serve. We continue to strive to go further than the statutory duties we have, to lead on best practice, embed Diversity & Inclusion day-to-day and celebrate achievements.

Our aim is to ensure there is a good balance of men and women working across all levels and functions. We will review best practice in relation to promoting underrepresented groups into senior roles, and continue to offer flexible working across the organisation, in every role and at every level, to ensure our people have the opportunity to work in a way that works best for their career aspirations and home life.

Following the launch of this strategy we've been working with the Housing Diversity Network to help us perform better in terms of equality, diversity and inclusion. HDN conducted an assessment of our

current approach to diversity and inclusion, and the final element of their review was a people survey on the experience of colleagues across the Group in relation to diversity and inclusion.

An action plan for improvement has been created and the actions will be implemented. We have also committed to investing in and recruiting a dedicated Diversity and Inclusion Lead who will deliver on the action plan, support the joint GLT leadership work, co-ordinate oversight and data monitoring. This will create transparency and enable us to understand the impacts of the work we are doing.



5.2 Culture Development Programme

We are undertaking a Culture Development Programme to develop the culture throughout the Group. This programme will include, identifying talent from underrepresented groups and recognising role models who can support others in overcoming any barriers they feel they have in progressing within the Group.

5.3 Management and Leadership Development

We launched the first Torus Group Emerging Leaders Programme in 2022 which has seen its first cohort of 11 colleagues, 5 women and 6 men start a 6-month programme in March. Linked to succession planning, the programme is designed to upskill current leaders and provide an internal pipeline of talent for future senior leadership roles.

5.4 Apprenticeship Programme

Each year we recruit apprentices and now have a dedicated Apprentice Programme Advisor to further embed our strategy to positively promote an inclusive workforce throughout this programme and beyond.

5.5 Analysis and Modelling

We commit to analysing our data as a means to understand changes in our workforce demographics and assess our gender pay gap. To elevate this analysis, future plans are in place to use software that models change programmes and analyses impacts before implementation.



5.6 Colleague Survey

Our first colleague survey since amalgamation has taken place and given all colleagues a voice. Following this, an action plan to implement positive changes is in development. This will support in improving the colleague experience throughout the Group.

5.7 Ways of Working Project

One of the main structural barriers for women to both enter and progress in the workplace is the availability of flexible working.

The Ways of Working project was launched in 2019 to operationalise the Torus Group Agile Working policy. The project worked to consider how we can maintain customer service standards and performance whilst operating an agile business model. With the support of managers and business leaders, the implementation of operational changes to create greater flexibility as an enabler for women was made. Whilst the Ways of Working project has formally reached a conclusion, the adoption of flexible and agile working practices has been successfully embedded across Torus Group.

5.8 Our approach to remuneration

We know our approach to pay and bonus is gender neutral in design, and we will continue to ensure roles are benchmarked during both change programmes and when new vacancies arise to ensure a consistent approach.

I confirm that the data reported is accurate.



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