gentoo

Gender Pay Gap Report

www.gentoogroup.com

About us

Vision

To become the best provider of social homes in the country.

Core Purpose

To provide warm, safe and decent homes for our customers of today and tomorrow.

Our five commitments for the next 10 years

- A housing provider that listens and sorts things out
- Helping our communities to thrive
- Embracing modern technology and data
- Achieving growth through partnerships and innovation
- A professional, caring, great place to work

Our Values

Our values are what we stand for and what we want to be known for. They are what make us, us.

- We care about people
- We shape the future
- We deliver
- We take accountability
- We bring leadership

Welcome

from Susan Fulton, Executive Director of Customer, People & Engagement

We are pleased to share in this year's Gender Pay Gap Report that Gentoo's gender pay gap remains significantly lower than the UK median and continues to narrow. This reflects our continued commitment to creating a fair and inclusive workplace.

In 2025, we saw a modest increase in the proportion of women in senior management, alongside consistently strong representation of women in the talent pipelines that feed into leadership roles. Our continued focus on inclusive recruitment practices, transparent pay ranges and flexible working is supporting this progress. While the overall composition of our workforce remains broadly stable, even small changes at senior levels are contributing to measured but meaningful improvements in our headline pay gap figures.

At Gentoo, Equity, Diversity, Inclusion and Belonging sit at the heart of everything we do. We believe it is essential that all colleagues feel respected, supported and treated fairly at work, regardless of role or background.

Our commitment to fostering an equitable, diverse and inclusive workplace underpins our approach and aligns with our values and strategic priorities: we shape the future, bring leadership, are well governed, spend our money wisely and deliver for our customers and communities.

Throughout this report, we explore our data in detail and outline how, as an organisation, we are enabling every colleague at Gentoo to thrive and feel valued. We take our gender pay gap seriously and continue to proactively drive positive change through a range of targeted initiatives.

I am extremely proud of our colleagues and confident that there are no obvious barriers preventing individuals from progressing or succeeding at Gentoo. We remain committed to our Equity, Diversity and Belonging journey and to continuing to make Gentoo a great place to work for everyone.

What is gender pay gap (GPG) reporting?

The gender pay gap is the difference between the average hourly earnings of men and women across an organisation, regardless of role or job type.

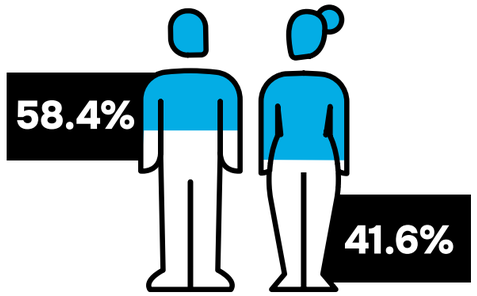
In the UK, all employers with 250 or more employees are legally required to publish their gender pay gap data each year. We strongly support this requirement, as it promotes transparency and helps organisations understand and address inequalities within the workplace.

Gender pay gap data is calculated using a government defined methodology. The results are largely influenced by the proportion of men and women working at different levels within the organisation and across different roles, rather than unequal pay for the same work.

Our gender pay gap data

The information set out below is based on pay data within the group as of 5 April 2025.

For the purpose of GPG, we employ 1100 colleagues, 642 (58.4%) of which are men and 458 (41.6%) are women.



Mean and Median

Mean pay gap

The mean hourly rate is the average hourly wage across the organisation and the mean gender pay gap is a measure of the difference between the hourly wage for men and women.

The mean (average) difference in pay was 6.3% between men and women, which means the average salary (hourly rate) for men is 6.3% higher than the average salary (hourly rate) for women.

What does this mean?

Mean

Median

Median pay gap

The median hourly rate is calculated by ranking all colleagues from the highest paid to the lowest paid and taking the hourly wage of the person in the middle.

This is the percentage difference between the mid-point male hourly rate and female hourly rate.

Pay Quartiles

The proportion of men and women within each pay quartile for the Group is shown in the charts below:

Quartile	No. of Men	% Men	No. of Women	% Women
Lower	153	55.8%	121	44.2%
Lower Mid	92	33.6%	182	66.4%
Upper Mid	213	77.7%	61	22.3%
Upper	181	66.1%	93	33.9%

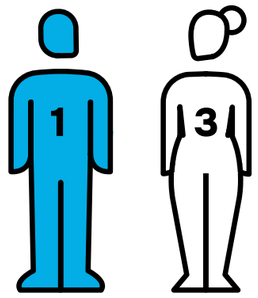
Bonuses at Gentoo

Gentoo Homes colleagues receive bonus payments and follow the same Sales Bonus Policy, regardless of gender. Bonuses are awarded based on performance and are available to those working in the sales function, with payments reflecting the number of sales made.

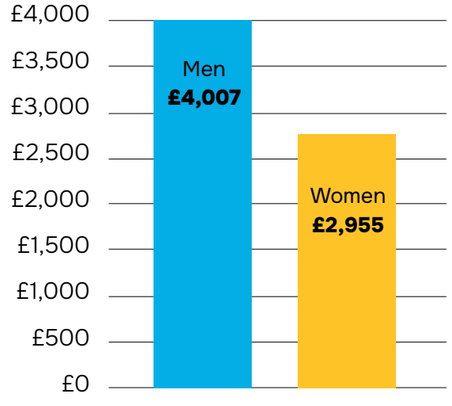
Overall, we had 4 colleagues that received a bonus:

As a proportion of the workforce, **0.16%** of the men workforce and **0.7%** of the women workforce received a bonus.

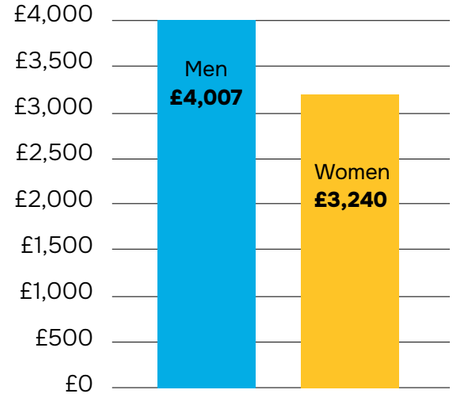
The difference in mean bonus payments within the Group is **26.2%**.



Mean difference



Median difference



The median difference in bonus payments within the Group is 19%.

What does the data mean?

Equal pay is different from the gender pay gap. Equal pay refers to the difference in pay between men and women who carry out the same or similar roles, or work of equal value. At Gentoo, all colleagues are paid the Real Living Wage or above.

A key factor influencing our gender pay gap is the overall composition of our workforce. Currently, 58.4% of our colleagues are men and 41.6% are women. Even where pay structures ensure equal pay for equal work, differences in gender representation across roles, functions and seniority levels can affect the overall gender pay gap.

Gentoo Group's gender pay gap median stands at 8.9% for 2025, significantly lower than the UK median of 12.8%. This reflects our continued progress, including a reduction of 0.4% since 2024, while recognising that further improvement is still needed.

Our data shows that a higher proportion of men currently occupy roles within the upper and upper middle pay quartiles, representing 66.1% and 77.7% respectively. Many of these roles, including construction, site management and compliance trade positions, have traditionally attracted more male candidates due to long standing sector wide trends.

We are actively working to address this imbalance through targeted outreach, development pathways and career progression initiatives. Encouragingly, progress is already being made. The proportion of men in the upper quartile has decreased slightly from 67.6% in 2024, with a similar reduction seen in the upper middle quartile from 78.9%.

Notably, our Leadership and Executive team demonstrate a strong gender balance, with six women leaders working alongside eight male colleagues.

These insights reinforce our commitment to building a more balanced workforce and ensuring all colleagues have equal opportunities to develop, progress and succeed at Gentoo.

Equal Pay: our commitment to fairness

At Gentoo, we are proud to be an equal paying employer. We are committed to ensuring that all colleagues receive fair and competitive pay, regardless of gender, role or any other protected characteristic. Our approach to pay equity means that colleagues performing the same or similar roles, or work of equal value, are paid equally.

To uphold our commitment to equal pay, we:

Regularly benchmark salaries

We compare our pay structures against industry standards to ensure colleagues are paid fairly, typically at the median of the market. This supports our ability to attract, retain and reward talent competitively.

Maintain pay transparency

We openly advertise salary information within job postings to promote clarity, fairness and consistency throughout the recruitment process.

Conduct equal pay audits

We routinely review pay data to identify and address any potential disparities, ensuring our approach remains fair, consistent and aligned with best practice.

Promote equity in career progression

Our commitment to fairness extends beyond pay. We work to ensure equitable access to training, development and leadership opportunities across all roles and levels.

Apply inclusive recruitment practices

Our recruitment processes are designed to remove barriers and encourage diverse applications. This includes transparent salary advertising, enhanced flexible benefits and best practice policies that support an inclusive workforce.

Equal pay is a fundamental principle at Gentoo. We will continue to take proactive steps to maintain a fair, transparent and equitable pay framework that recognises and values the contribution of every colleague.

Recruitment and retention

We are committed to attracting, developing and retaining a diverse and talented workforce that reflects the communities we serve. By embedding inclusive recruitment practices and fostering a culture where every colleague can thrive, we ensure that career progression is driven by talent and potential, not background or gender.

A key priority for us is increasing the proportion of diverse appointments into senior roles, both internally and externally. Through a range of targeted initiatives, we are creating more opportunities for female talent to progress into leadership positions and succeed at every level of the organisation.

Inclusive recruitment practices

To strengthen our diverse talent pipeline, we are proactively ensuring that our recruitment processes are fair, transparent and inclusive.

Investing in future talent - Our apprenticeship programmes also continue to support diversity and inclusion, attracting new talent to the organisation while providing development opportunities for existing colleagues. In 2025, we recruited 25 apprentices, with a balanced mix of male and female participants across programmes.

Attracting diverse talent through inclusive marketing – We use specialist software to create gender neutral job advertisements, ensuring our recruitment messaging appeals to all candidates and helps reduce unconscious bias in our attraction

Empowering the next generation of women – We actively engage with schools, colleges and universities across the region to inspire more women to consider careers in housing, construction and leadership roles within Gentoo.

Creating pathways for women in construction and social housing – Through targeted marketing campaigns and strategic partnerships, we are raising awareness of career opportunities for women in traditionally male dominated sectors and supporting positive, industry wide change.

Fair and flexible recruitment practices – Our recruitment approach is designed to remove barriers and encourage applications from a diverse range of candidates. This includes openly advertising salaries, offering flexible and hybrid working arrangements to support colleagues in balancing work and personal responsibilities, and applying best practice policies that promote inclusion and support a diverse workforce.

Retaining and developing our people

Recruitment is just the first step. Retaining and developing our talented colleagues is equally important, and we are committed to fostering an inclusive workplace where everyone feels valued, supported, and empowered to succeed:

Developing inclusive leadership capability:
Our strong, values driven culture ensures that colleagues and managers understand and champion inclusive behaviours. Through dedicated management and leadership development, including Brilliant Conversations, we foster an environment where colleagues feel confident to raise concerns openly and where those concerns are listened to and addressed appropriately.

Enabling women to thrive and progress:
Our next phase of focused development will see the introduction of a modernised Aspiring Leaders Programme, designed to strengthen the pipeline of future female leaders through targeted development and career progression opportunities.

Through structured career pathways,targeted leadership development and mentorship opportunities, we are equipping female colleagues with the skills, confidence and experience needed to succeed at the highest levels of the organisation.

Enabling work life balance through flexible benefits:

- We recognise that flexibility is essential to attracting and retaining top talent. Our benefits package is designed to support work life balance and includes:
- 31 days' annual leave, plus bank holidays, with the option to purchase up to an additional five days
- Fully paid carers' leave
- Enhanced family friendly policies to support colleagues at different life stages
- Flexible and hybrid working arrangements, enabling colleagues to balance work with personal responsibilities
- A 36 hour working week over 4.5 days

We are recognised Great Place to Work employer:
2025 highlights

- People are treated fairly here regardless of their sexual orientation - 95%
- People are treated fairly here regardless of their gender - 94%
- When you join the company you are made to feel welcomed - 91%
- I am able to take time off from work when I think it is necessary - 90%

Equal pay is a fundamental principle at Gentoo, and we will continue to take proactive steps to maintain a fair and transparent pay structure that recognises and rewards the contributions of all our colleagues.

Partnership work and development

Developing skills within our communities

Working closely with local partners, Gentoo continues to invest in developing skills and employment pathways within the communities we serve, with a particular focus on improving access to sectors where women are traditionally under-represented. Through collaborative programmes supported by regional skills funding, we aim to break down barriers to entry, build confidence and create sustainable routes into employment.

A key initiative within this work is ConstructHER, a programme designed to encourage women to explore careers in construction. ConstructHER focuses on building confidence, developing transferable skills and providing practical tasters alongside exposure to female role models working within the industry. The programme recognises that progression into construction is not always immediate and instead supports longer-term pathways into further training, pre-employment programmes and employment opportunities.

By working in partnership with training providers and employers, Gentoo is helping to challenge perceptions around gendered roles, widen participation and support women to develop skills aligned to local labour market needs. This work forms part of our broader commitment to addressing structural inequalities, supporting progression into higher-paid roles and contributing to the reduction of our gender pay gap over time.

With the inclusion of schools and skills academies:

- We also invest early in creating inclusive career aspirations through strong engagement with local schools, helping young people understand the breadth of opportunities available within Gentoo from an early age. This includes outreach activity in both early years and secondary schools across the region.
- As part of our commitment to improving gender balance and widening access to future careers, we have developed the Gentoo Professional Services Academy, alongside our established Trades Academy. These programmes engage young people at an early stage (aged 14–16), combining GCSE-equivalent qualifications with real workplace experience in both public-service and commercial environments. Delivered in partnership with education providers and employers, the Academies provide inclusive, practical pathways into professional and customer-focused roles, helping to challenge traditional career stereotypes and build confidence, skills, and aspirations among young people from diverse backgrounds. By creating early, supported entry routes into sectors where women have historically been under-represented, these programmes play a key role in building a more diverse and balanced future talent pipeline.

Wellbeing initiatives and future focus

Throughout 2025, we continued to strengthen our focus on colleague wellbeing, recognising the important link between health, inclusion and long-term retention, particularly for women at different stages of their working lives. A range of wellbeing initiatives were promoted to support physical, mental and financial wellbeing, helping colleagues to access support early and maintain a healthy work–life balance.

As part of this approach, Gentoo recognised the impact that financial pressures can have on wellbeing and engagement at work. Colleagues were encouraged to access available financial wellbeing resources, alongside wider wellbeing support, to help improve confidence in managing personal finances and reduce stress associated with financial uncertainty.

Looking ahead, Gentoo will continue to build on this foundation by introducing targeted wellbeing initiatives that support colleagues through key life moments. This includes the introduction of a menopause toolkit, designed to raise awareness, provide practical guidance for managers and colleagues, and help ensure appropriate workplace support and adjustments are in place.

These initiatives form part of Gentoo's wider commitment to fostering an inclusive culture, supporting retention and progression, and reducing barriers that can disproportionately affect women in the workplace.

What we are doing to reduce the gender pay gap?

Gentoo is committed to continuous improvement. By embedding these initiatives into our culture, we are taking meaningful and sustained action to reduce the gender pay gap while ensuring all colleagues have the opportunity to thrive. We remain committed to advancing gender equality at Gentoo through the following initiatives:

Championing Equity, Diversity, Inclusion, and Belonging (EDIB) – Our established EDIB Framework continues to underpin our commitment to creating a workplace culture built on fairness, respect and inclusion. We actively collaborate with internal networks and external partners to champion diversity and embed inclusive practices across the organisation.

Creating pathways for women into under-represented roles
To challenge industry stereotypes, we work closely with schools, colleges, universities and our Trades Academy to promote career pathways in construction and technical roles, encouraging more women to consider and pursue opportunities within these areas.

Promoting fair and competitive pay
We regularly benchmark salaries across the organisation and wider sector to maintain fair, transparent and competitive pay structures.

Strengthening diverse and inclusive leadership at Board level
At Gentoo, we believe meaningful progress starts at the top. We have therefore taken proactive steps to increase female representation on our Board and to ensure all Board members are equipped with the knowledge, capability and confidence to champion EDIB across the organisation.

Fair and inclusive recruitment and progression
We regularly review our recruitment and career development processes to remove bias and promote equality of opportunity. This includes the use of gender neutral language in job adverts to encourage applications from women into under represented roles. We also monitor gender representation across recruitment, promotion and talent development to ensure fair and equitable progression opportunities.

Supporting female leadership development - We are introducing a modernised Aspiring Leaders Programme, designed to strengthen the pipeline of future female leaders through targeted development and career progression opportunities.These are designed to support female colleagues in achieving their leadership ambitions and progressing into senior roles.

This includes:

- **Leadership mentoring** - Pairing aspiring female leaders with senior colleagues to provide guidance, insight and career support.
- **Development workshops** - Focused on confidence building, career planning and the development of core leadership skills.
- **Internal sponsorship programmes** - Where senior leaders actively advocate for and support the progression of female colleagues.
- **Targeted leadership training** - Equipping women with the skills, experience and exposure required to succeed in senior leadership roles.

Proactive monitoring and intervention
We carry out regular interim reviews of our gender pay gap data to identify emerging trends and take timely action, introducing additional initiatives where required.

Supporting colleagues when it matters most
We recognise that certain life events can have a disproportionate impact, particularly on women. We are therefore committed to providing policies and support that promote work life balance and help colleagues navigate different stages of their lives. This includes flexible working arrangements, enhanced parental leave, and dedicated menopause support.

Gentoo is committed to continuous improvement. By embedding these initiatives into our culture, we are taking meaningful and sustained action to reduce the gender pay gap while ensuring all colleagues have the opportunity to thrive.

If you require this information in a different format, please email **communications@gentoogroup.com**

The information provided is accurate and was calculated using the methods set out in the gender pay gap reporting legislation.

Gentoo Group Limited is a charitable community benefit society, registration number 7302