



# Our colleagues

Pay Gap Report 2023

# One Manchester

## Our approach and commitment

At One Manchester, we're committed to creating an inclusive culture where our colleagues can achieve their full potential and feel valued for the work they do – and in doing so, help us achieve our ambitions. It's important our colleagues can thrive and have great careers with us, and we're dedicated to creating a diverse workforce and providing equal opportunities for all. We want all our colleagues to feel safe and comfortable to bring their true selves to work, and we strive to create a culture of openness and accountability.

We strongly support the promotion of equality, diversity and inclusion (EDI) across UK businesses, and our ambition is that our diversity reflects the customers and communities we serve. We strongly welcome the Gender Pay Gap reporting and all it sets out to achieve. As part of our EDI Action Plan, we've decided to voluntarily report on other protected characteristics such as ethnicity, age and sexual orientation, as we believe publishing them will support us to take action and align our pay gaps.

This report illustrates our pay gap across several protected characteristics, including gender and ethnicity, regardless of the role colleagues have within our organisation.



Age



Sexual Orientation



Ethnicity



Religion or Belief



Disability



Marital Status



Gender



## Since the last report, we've:

- created our **People Strategy**, incorporating a number of key equality, diversity and inclusion projects;
- reviewed and refreshed our **EDI Strategy and Action Plan**;
- continued to embed our **HEART values and behaviours** across the organisation;
- introduced a new **Recruitment Policy** and adjusted our recruitment process to hire based on values and behaviours, in addition to technical competencies;
- implemented our agile working approach, creating more flexibility for colleagues;
- revamped our main office, Lovell House, to create a more collaborative and inclusive work environment so colleagues can thrive;
- established our cultural and EDI calendar, celebrating events both internally and externally to help educate and support colleagues as well as increasing our visibility within our communities helping us to become a more inclusive employer;
- continued to support key mentoring programs such as **Inspiring Inclusion, HDN and GAP**;
- expanded the use of the **Rooney Rule** to include all our roles;
- continued to job evaluate and salary benchmark all roles throughout the organisation to ensure parity and equality;
- expanded our **Real Living Wage** commitment to include our Apprentices;
- introduced a colleague **Pulse Survey** that specifically measures inclusion, acting on feedback we get from colleagues;
- continued to embed key practices in support of our **Disability Confident membership**;
- implemented our new Neighbourhood Model to make sure we're more visible within our communities.



# Understanding the data

## Mean

The mean is our average pay, calculated by adding up all of our hourly rates of pay and dividing by the number of colleagues within that group.

## Median

The median shows the middle value within a specific group, calculated by organising all of the hourly rates of pay in order, then selecting the middle number.

## Pay Quartile Breakdown

For pay quartiles, we've listed the salary of every colleague in order and then split the list into four equal parts to show our pay quartiles. Salaries increase from quartile 1 to quartile 4.

## Pay Gap

The pay gap is the difference between the points for each of the characteristics. A + pay gap % means that the majority group is receiving a higher rate of pay. A - pay gap % illustrates that the minority group is receiving a higher rate of pay.





## Pay Gap

# Gender

Our Gender Pay Gap continues to remain positive, with female colleagues on average earning a higher hourly rate than male colleagues. As we continue to strive for parity in pay, it's positive to see we've reduced our median pay gap from **-2.31%** to **-0.48%** (difference of 9p).

### Understanding The Data

Employees  
**452**

Mean Pay Gap  
**-7.86%**

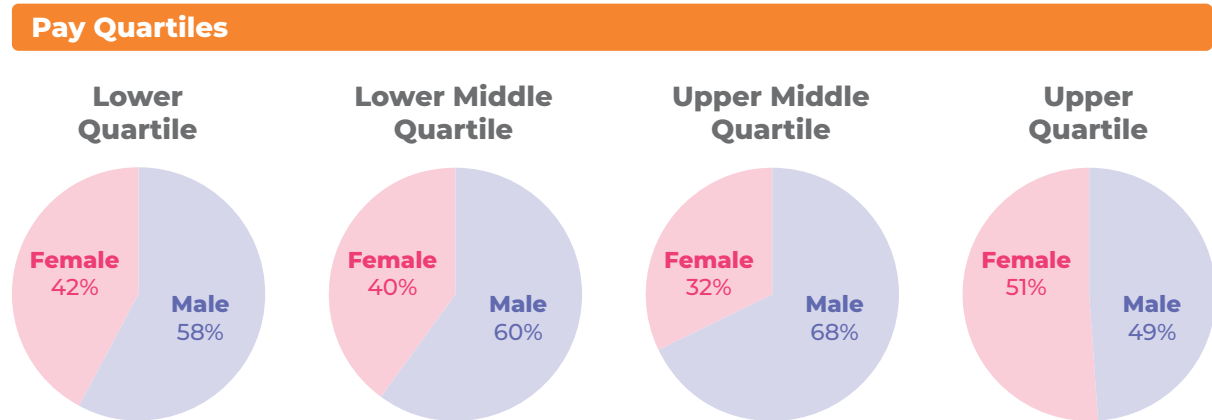
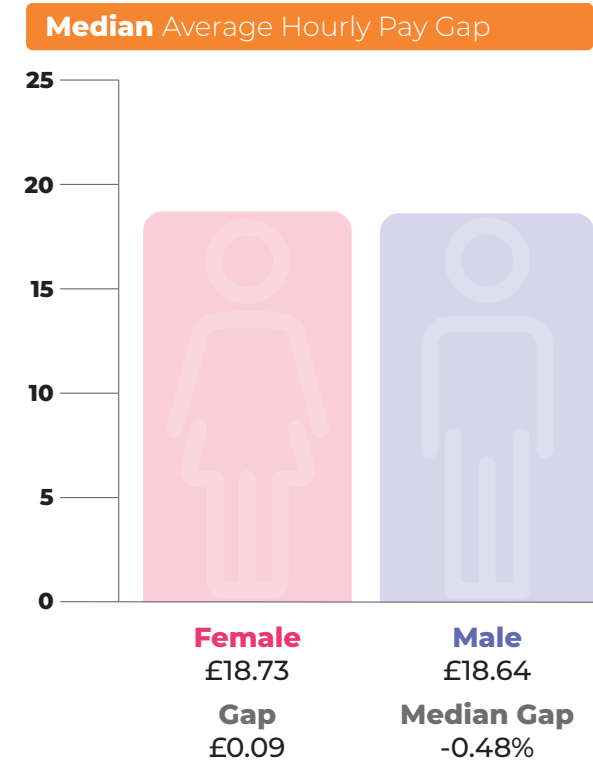
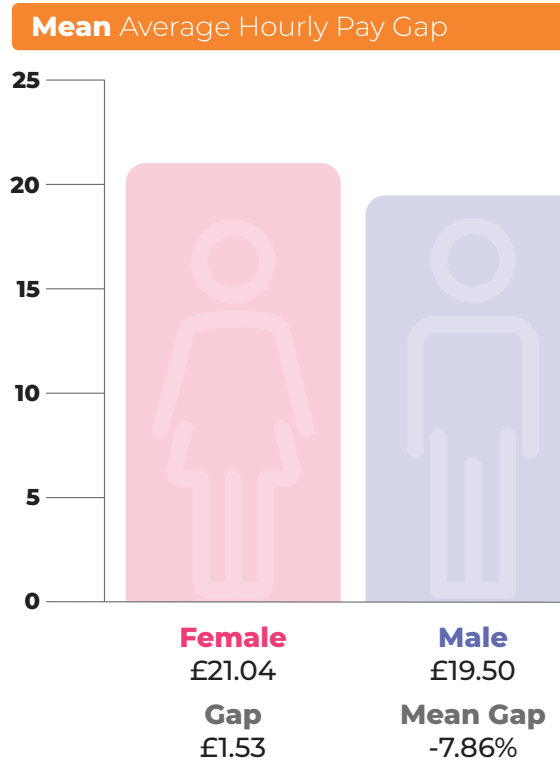
### Gender Split

Male **265**

Female **187**

Median Pay Gap  
**-0.48%**

One Manchester made no bonus payments to colleagues during this period.





## Pay Gap

# Ethnicity

We're really pleased to see positive movement in our Ethnicity Pay Gap data this year. While small, we've seen an increase in the number of ethnic minority colleagues in the organisation. Importantly, the distribution of where our ethnic colleagues sit within the pay quartiles has improved, with ethnic colleagues making up **32%** of the top two quartiles compared to **23%** last year. This has helped us to significantly improve our median pay gap, reducing from **17.14%** to **4.31%**. As we continue to embed and deliver against our revised EDI Strategy, we hope this will have a continued positive impact on our Ethnicity Pay Gap.

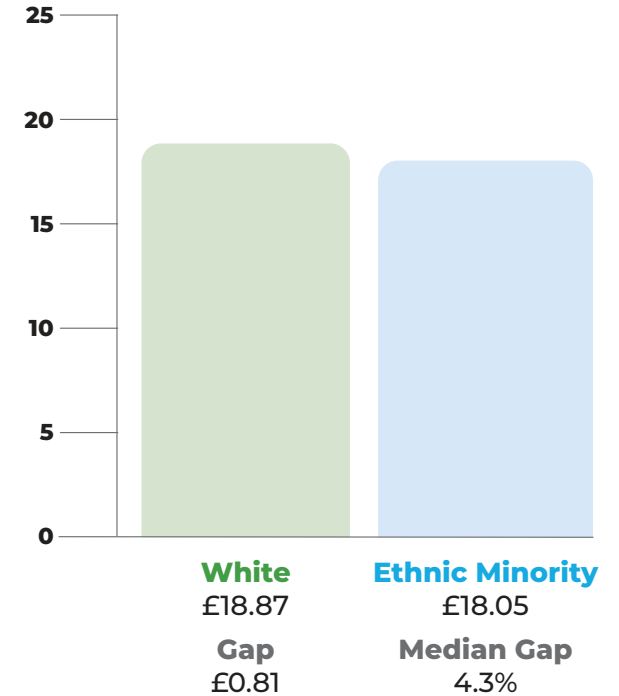
<b>White</b>	<b>360</b>	<b>80%</b>
<b>Ethnic Minority</b>	<b>83</b>	<b>18%</b>

*We had 9 colleagues who prefer not to say*

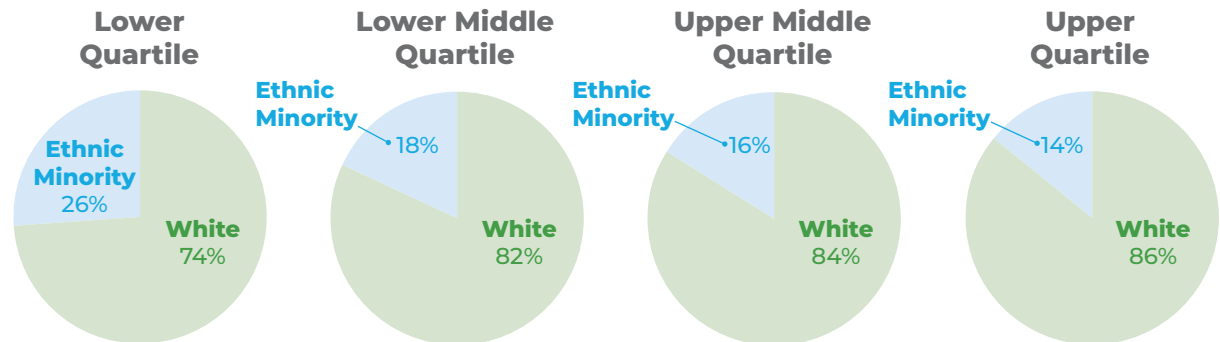
### Mean Average Hourly Pay Gap



### Median Average Hourly Pay Gap



### Pay Quartiles

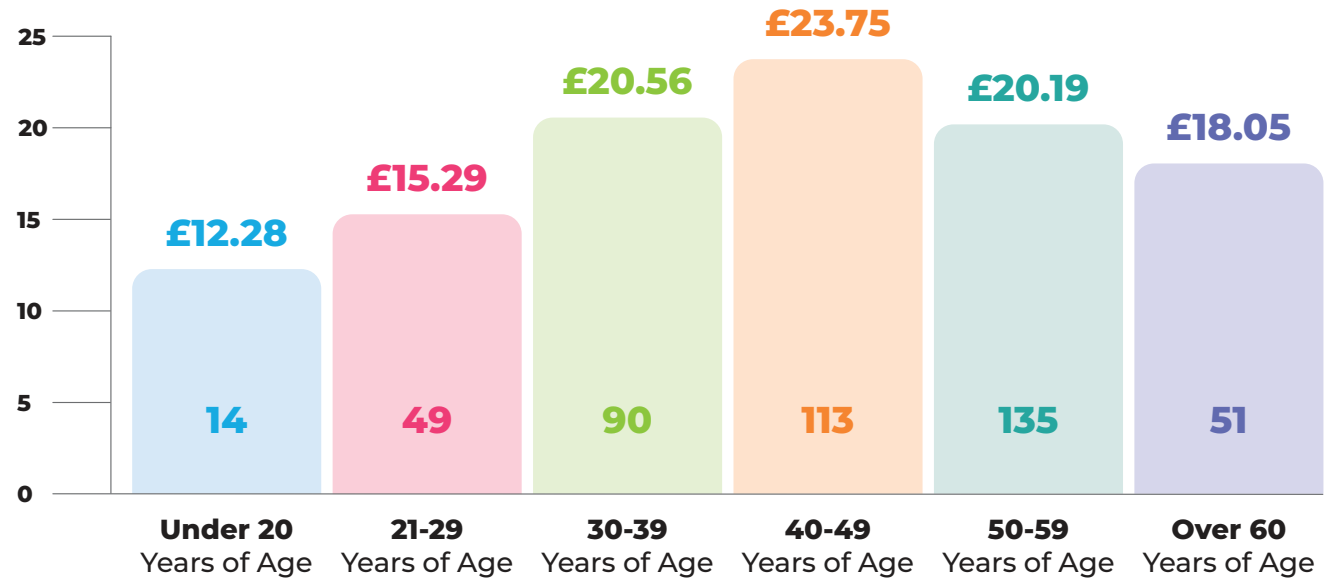




# Age

Our data continues to reflect the employee life cycle, with pay increasing naturally over time as colleagues gain more experience, knowledge and skills, and progress their careers. One Manchester continues to be a **Real Living Wage (RLW)** employer and although not a requirement, we're delighted to be offering the Real Living Wage to all our Apprentice roles. This has had a positive effect with colleagues under 20 receiving a significant increase in their average hourly rate, from £8.49 to £12.28 (a 44% increase) in comparison to other age groups.

Average Hourly Rate by Age





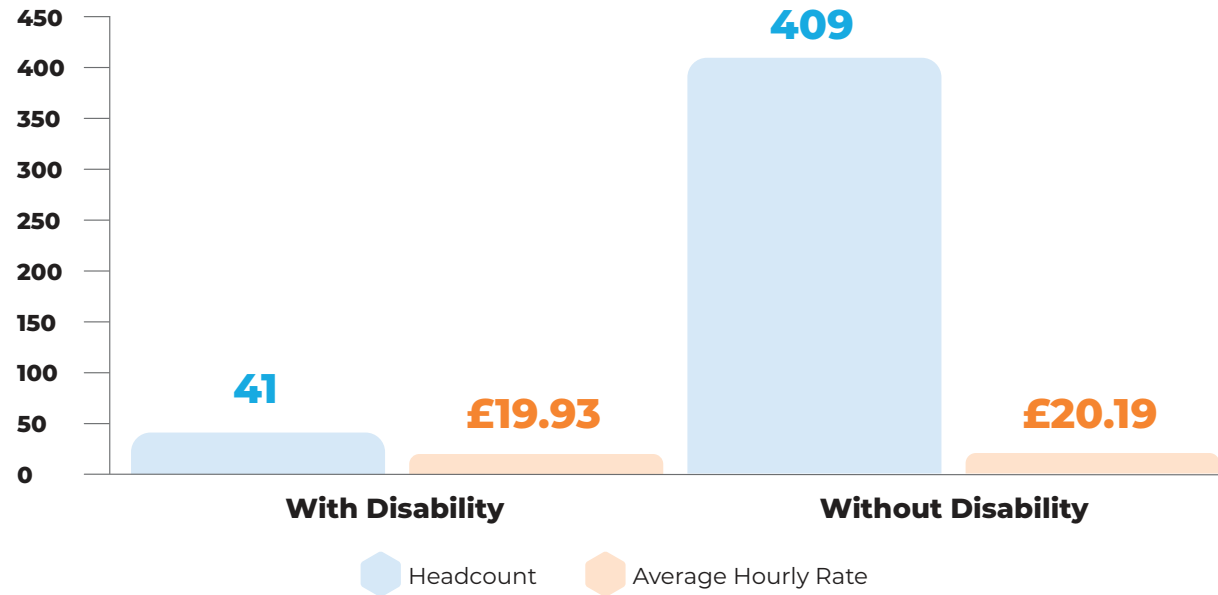
Pay Gap

# Disability

Although we have seen a slight reduction in the number of disabled colleagues, we're really pleased to see a significant improvement in our mean pay gap, reducing from **6.3%** to just **1.3%**. We continue to remain Disability Confident, implementing key actions that support further improvements in equality.

*We had 2 colleagues who prefer not to say*

Average Hourly Rate by Disability



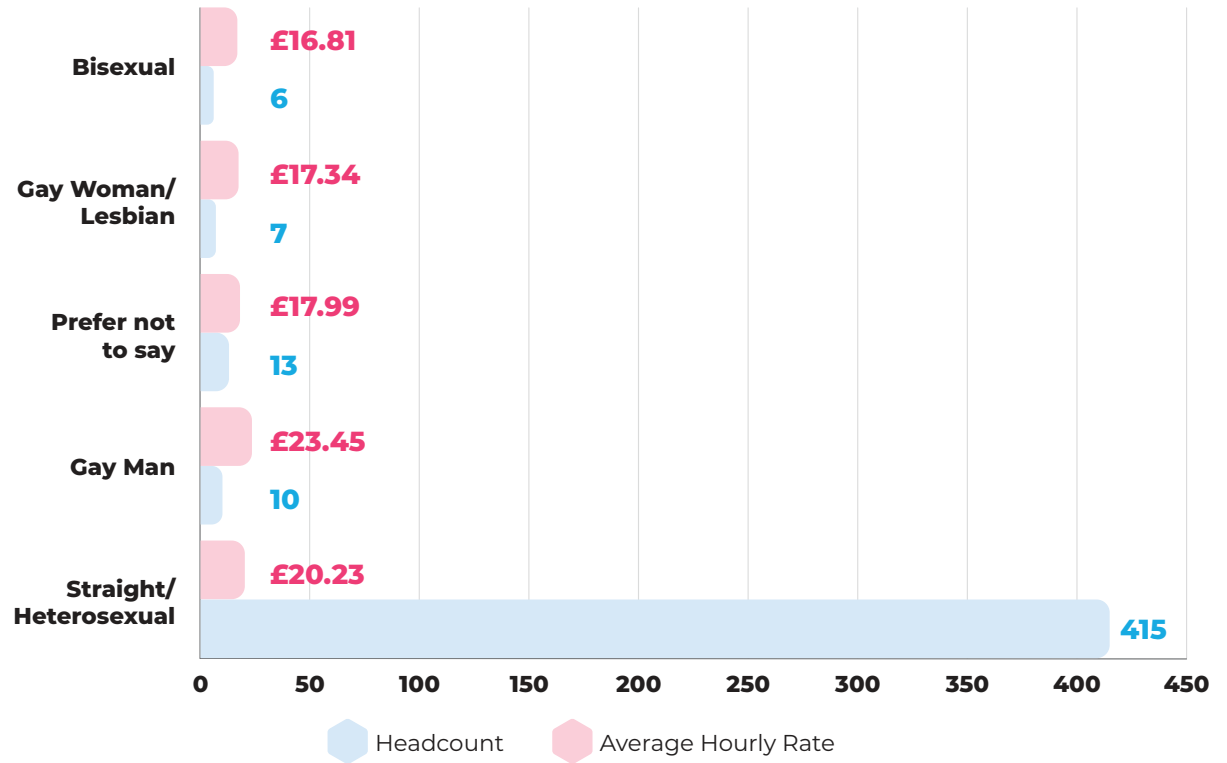


# Sexual Orientation

Our 2023 data shows that gay men on average are paid higher than any other group, based on sexual orientation. Our bisexual colleagues continue to be paid the lowest hourly rate, on average.

*We had 1 colleague who prefer not to say*

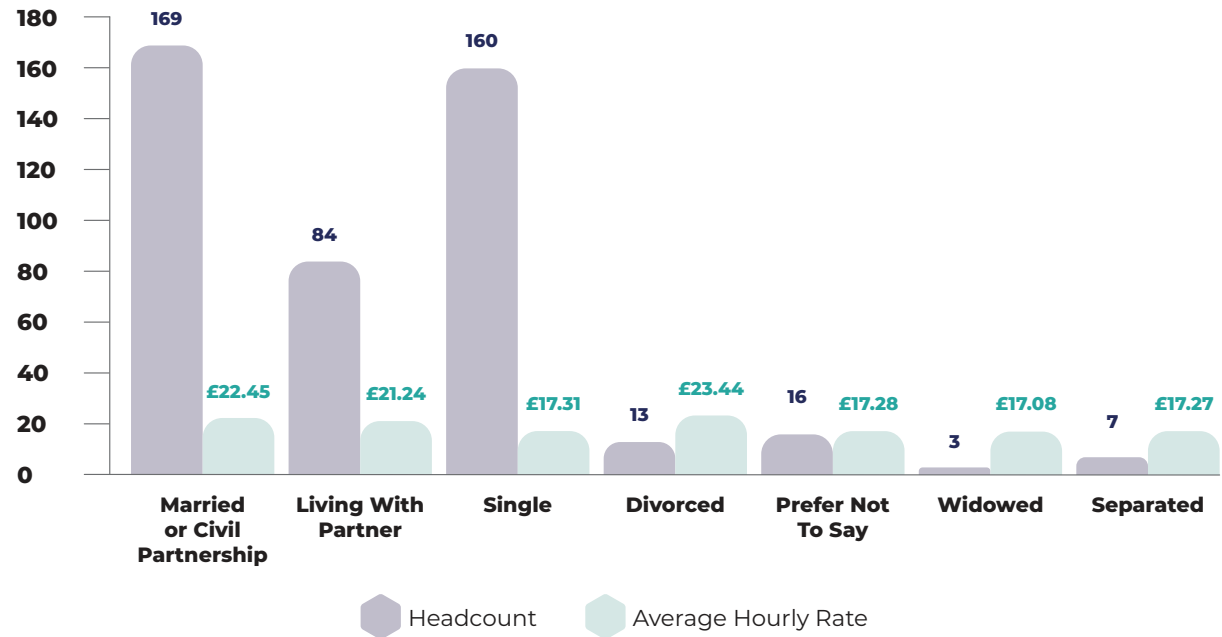
Average Hourly Rate by Sexual Orientation



# Marital Status

Colleagues who have been divorced continue to have the highest average hourly rate, followed by those who are married or in a civil partnership. Colleagues who are widowed are our lowest paid, on average.

Average Hourly Rate by Marital Status



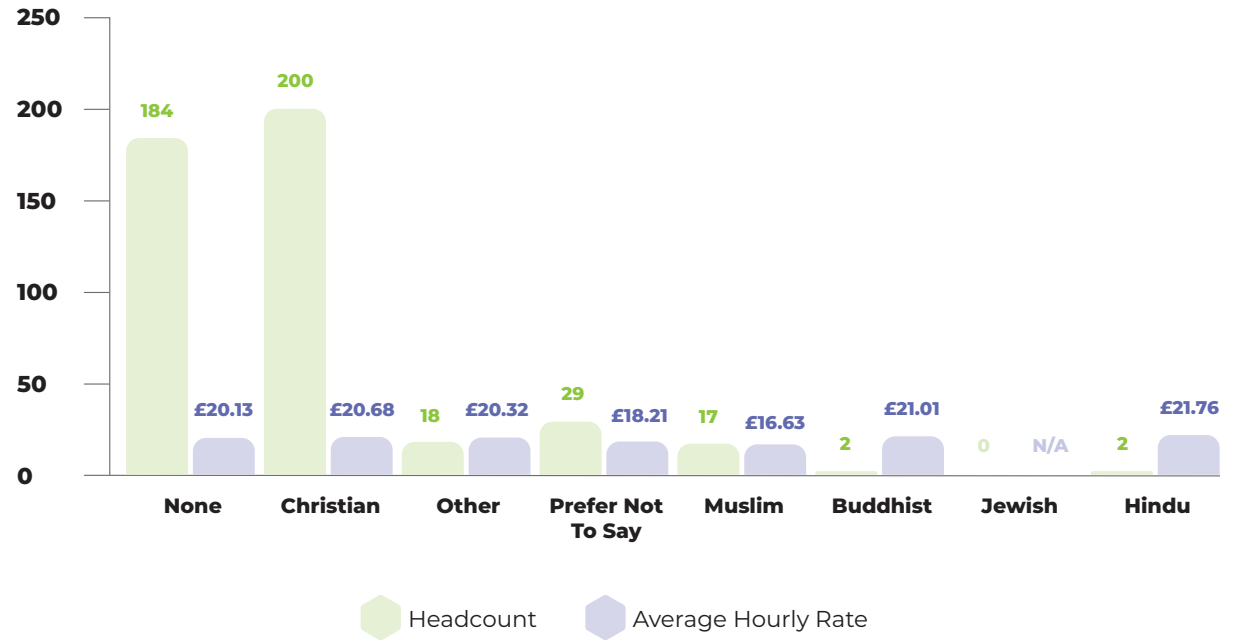


Pay Gap

# Religion or Belief

Our Hindu faith colleagues continue to receive the highest hourly rate on average, followed by Buddhists. Our lowest paid colleagues continue to be Muslim.

Average Hourly Rate by Religion or Belief



# What we're working on to continue to drive equality:

It's great to see some real positive movement in our pay gaps, and the actions taken last year are supporting us to improve equality across the organisation. We remain committed to continuing to reduce pay gaps across the organisation and work towards total equality.

## To support our ongoing commitment and drive for equality, we will:

- continue to monitor our pay gap data;
- introduce performance appraisals with individual development plans to support colleagues with their career aspirations;
- focus on recruiting with our values and behaviours in mind, rather than just qualifications and technical knowledge;
- undertake succession planning across the organisation to identify key talent;
- take part in the **Boost Mentoring Program** to help develop our ethnic minority colleagues and support their career development into more senior roles;
- set targets for under-represented groups;



- complete a Disability Confident self-assessment and identify key actions that can support our disabled colleagues;
- introduce blind CV's to help reduce unconscious bias in our recruitment processes;
- introduce diverse recruitment panels;
- ensure our new website and publications uses real colleague photos, and they are representative of all colleagues and our diverse groups;
- become a member of **Inclusive Employers** and undertake a gap analysis to support the development of our **EDI Action Plan**.

Nicole Kershaw, Chief Executive