



# Our colleagues

Pay gap report 2024

# One Manchester

## Our Approach and Commitment

At One Manchester, we're committed to creating an inclusive value led culture where our colleagues can achieve their full potential and deliver excellent services to our customers. Our values are at the HEART of everything we do supporting colleagues, customers and helping us to achieve our ambitions, through a culture of accountability and openness.

We are committed to creating a diverse workforce, to better serve our diverse customers, where our colleagues can thrive and grow their career with us. We want all of our colleagues to bring their authentic self to work, and to feel safe and supported doing this.

One Manchester welcomes Gender Pay Gap reporting and the aim of the process to support pay equity and fairness. Our ambition is that our diversity reflects the customers and communities we serve and to that end we are strong supporters of equality, diversity and inclusion (EDI) across UK businesses. As part of our EDI Action Plan, we continue 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.

This report was approved by our Senior Leadership Team.





## Since the last report, we've:

- Developed our People Strategy and action plan and published this on our website.
- Maintained 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.
- Delivered people management training across recruitment & selection, disciplinary, grievance, absence, performance management and unconscious bias, empowering managers to effectively manage their people appropriately.
- Continued to support key mentoring programs such as HDN, GAP and BOOST Mentoring Programme to help develop our ethnic minority colleagues and support their career development into more senior roles.
- Launched our performance management framework ensuring that all colleagues have a performance and development review conversation where colleagues discuss their performance and agree objectives for the year in line with our key value of accountability.
- Continued to embed our HEART values and behaviours across the organisation promoting these at induction, people-based training programmes and in managing organisational behaviour.
- Continued our Disability Confident membership which we have renewed this year.
- Developed and embedded our approach to flexible and agile working approach, supporting more flexibility for colleagues.
- Continued to carry out pay benchmarking for new roles.
- Changed our recruitment process to use anonymous CVs in recruitment.
- Used real colleague photographs on our website and publications showing the diversity of our workforce.
- Undertaken a gap analysis to support the development of our EDI action plan.



# 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.

## Did not disclose / Prefer not to say

Some individuals disclose some protected characteristics and not others. This means there are different totals for the responses in each characteristic.





Pay Gap

# Gender

Our Gender Pay Gap continues to remain positive, with female colleagues on average earning a higher hourly rate than male colleagues. While our mean pay gap is **-10.2%** (£2.11), the median is almost half this **-5.4%** (£1.07).

## Understanding The Data

Employees

**491**

Gender Split

Male **305**

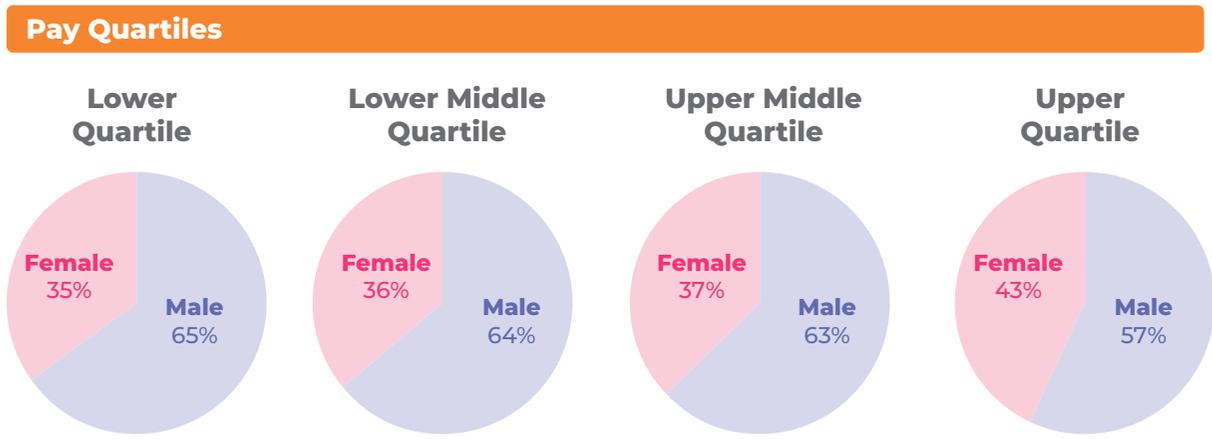
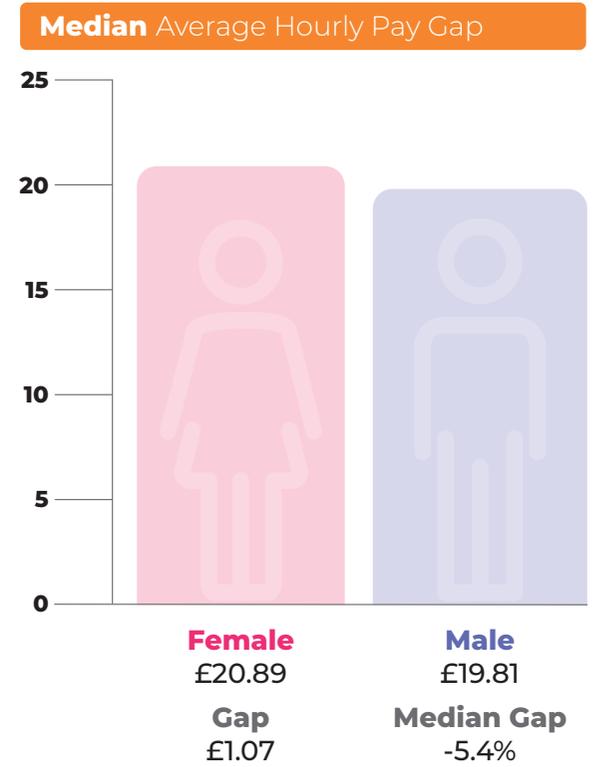
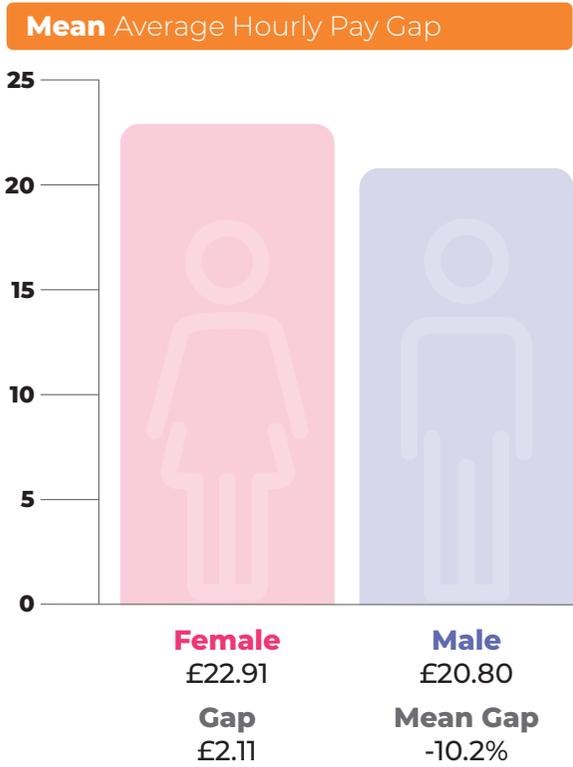
Female **186**

Mean Pay Gap

**-10.2%**

Median Pay Gap

**-5.4%**





## Pay Gap

# Ethnicity

We're really pleased to see positive movement in our Ethnicity Pay Gap data this year. We've seen an increase in the number of ethnic minority colleagues in the organisation from 18% to 22%. Importantly, the distribution of where our ethnic colleagues sit within the pay quartiles has improved, with ethnic colleagues making up **41%** of the top two quartiles compared to **32%** last year. This has helped us to significantly improve our pay gap with the median pay gap, reducing from **4.31%** to **1.8%**, and the mean pay gap reducing from **11.9%** to **11.4%**. As we continue to embed and develop our EDI activity and involvement in projects such as **BOOST**, we hope to see this positive trend continue.

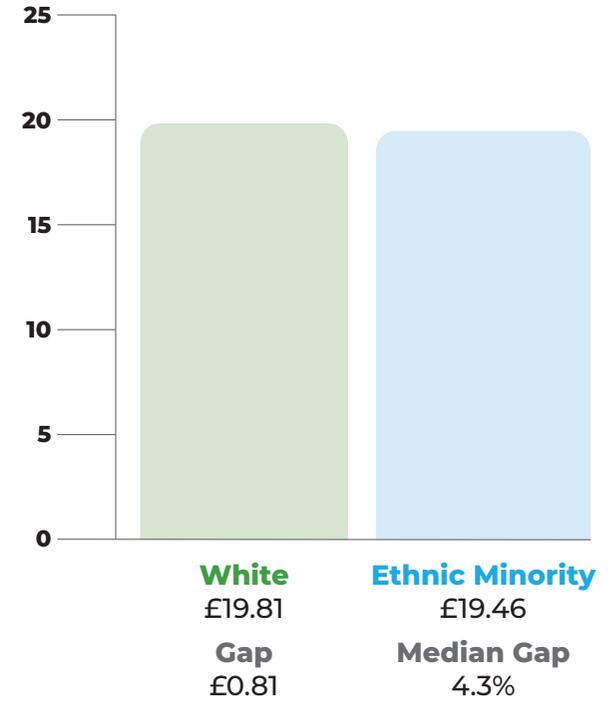
<b>White</b>	<b>378</b>	<b>78%</b>
<b>Ethnic Minority</b>	<b>104</b>	<b>22%</b>

*We had 9 colleagues who prefer not to say*

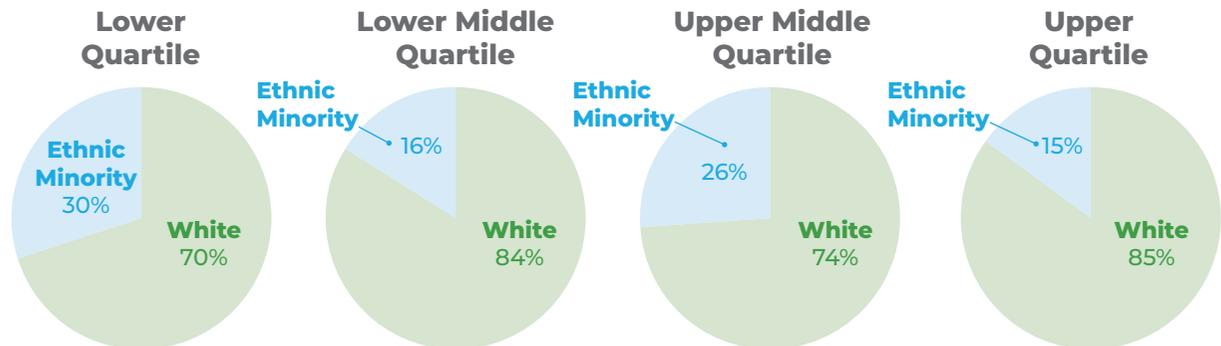
### Mean Average Hourly Pay Gap



### Median Average Hourly Pay Gap



### Pay Quartiles



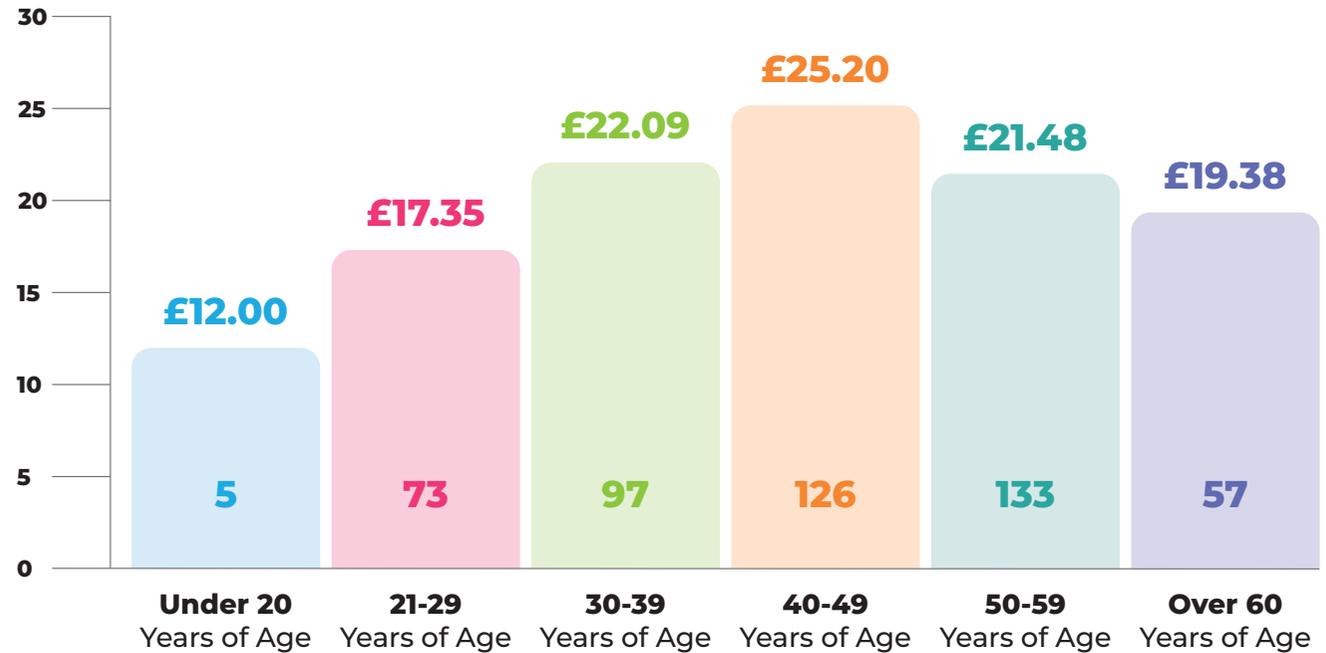


# Age

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. The under 20 group has reduced by 15 colleagues, and is now exclusively made up of **Real Living Wage** posts, this accounts for the reduction from **£12.28** last year to **£12.00** this year. All other categories have experienced an increase in average hourly rate, replicating pattern of highest average hourly rate in the 40-49 age group.

All other age groups we have seen a positive increase.

Average Hourly Rate by Age



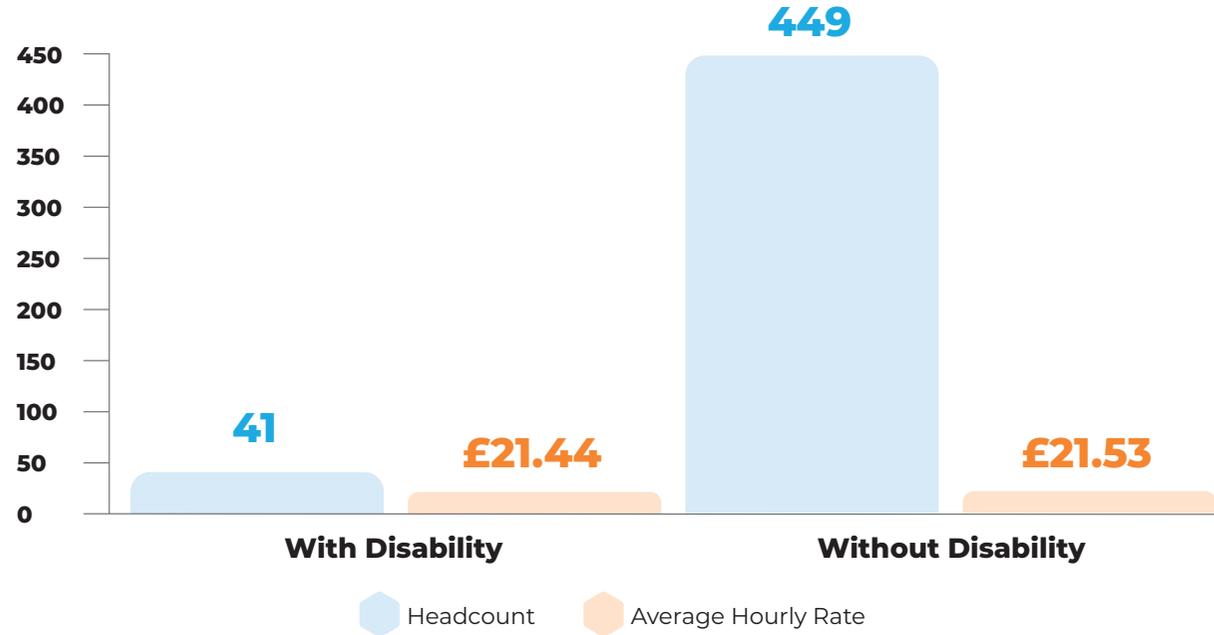


Pay Gap

# Disability

We're really pleased to see a significant improvement in our mean pay gap, reducing from **1.3%** to **0.4%**, a difference of 10p per hour. We continue to remain a **Disability Confident** employer, implementing key actions that support further improvements in equality, such as promoting health and wellbeing through our training offer, offering mental health days to colleagues and amending our policies to signpost the support and adjustments available to colleagues with disabilities.

Average Hourly Rate by Disability



*We had 1 colleague who prefers not to say*

# Sexual Orientation

Our 2024 data shows that gay men on average are paid higher than any other group, based on sexual orientation. Our bisexual colleagues have the second lowest hourly rate, on average, with one colleague who self defines as other as the lowest paid hourly rate.

*We had 22 colleagues who prefer not to say*

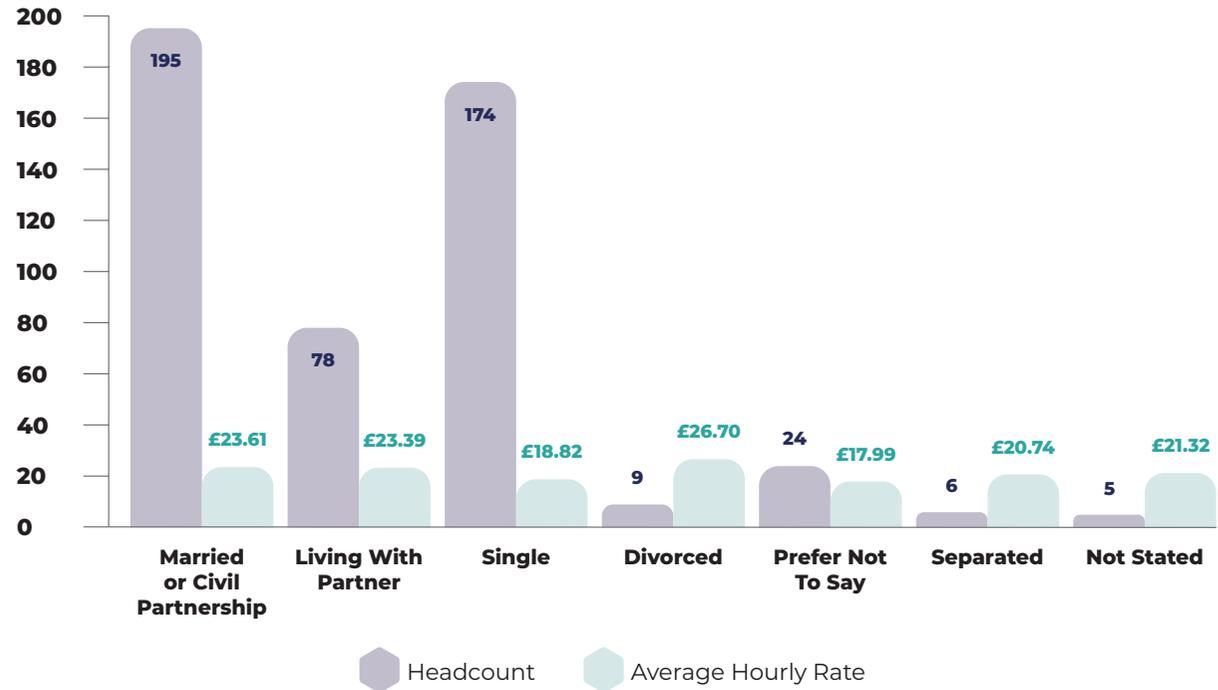
Average Hourly Rate by Sexual Orientation



# 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 single are our lowest paid, on average.

Average Hourly Rate by Marital Status



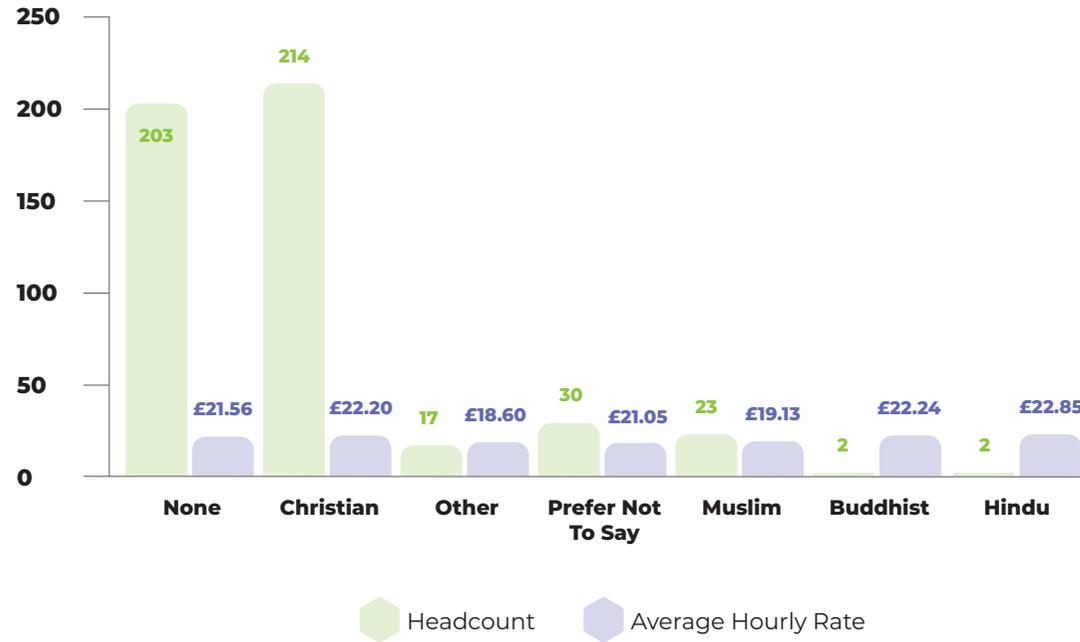


Pay Gap

# Religion or Belief

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

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.
- Develop our performance appraisals to add talent management and succession planning to identify key talent.
- Review our approach and delivery of our recruitment and selection activity, focusing on values and behaviours, the **Rooney Rule**, anonymisation of applicant details and delivering an excellent candidate experience.
- Continue to participate in the **Boost Mentoring Program** to help develop our ethnic minority colleagues and support their career development into more senior roles.
- Maintain our **Disability Confident** self-assessment and identify key actions that can support our disabled colleagues.



- Improve our induction and onboarding process to ensure we are inclusive, removing barriers, and ensuring we meet the needs of a diverse workforce.
- Promote guidance on career pathways through the organisation to support colleague development journeys.
- Continue to develop our managers people skills in the area of performance, support, EDI and wellbeing.
- Review our main HR Policies and procedures to embed our **HEART** values.
- Ensure our new website and publications uses real colleague photos, and they are representative of all colleagues and our diverse groups.
- Continue to consult and work collaboratively with our internal colleague panels, such as our INC Group and EDIWG.



Nicole Kershaw, Chief Executive