



Gender Pay Gap Report

April 2022

1. About HMS

Part of the Torus Group, HMS is an award-winning construction and maintenance contractor based in the North West of England. The company offers a range of design, construction and maintenance services to partners across the region. An independent commercial business with a social heart, HMS invests 100% of its profits into community projects and Torus Group's charitable arm, Torus Foundation.

Since its inception in 2011, HMS has gifted £20 million to projects and organisations that transform neighbourhoods, improve people's health and wellbeing and increase access to training and employment opportunities.

Torus is a growth and regeneration group and one of the North West's largest landlords - managing over 40,000 homes, serving 75,000 customers and employing over 1,500 people. With social purpose driving activity, Torus works in partnership with the Liverpool City Region and wider North West to grow stronger communities.

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



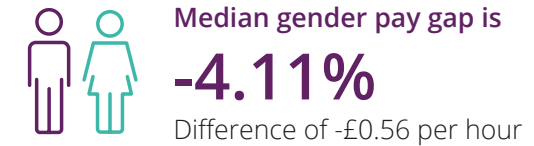
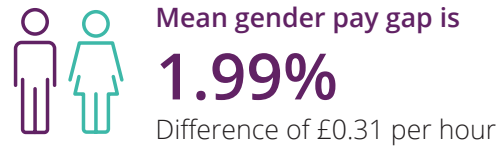


2. What is the gender pay gap?

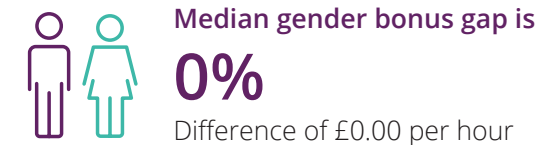
The gender pay gap is the difference in the average pay and bonuses of men and women across an organisation. It is different to equal pay which is the right for men and women to be paid the same for work of equal value.

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.

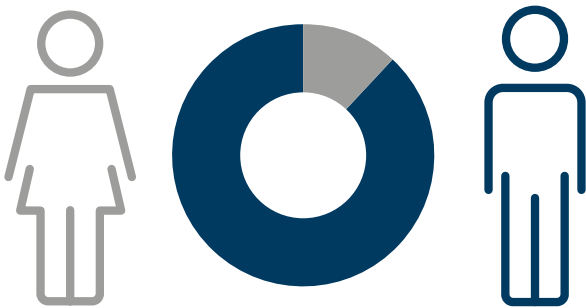
**Bonus data is based on bonus payments for 12 months previous to 5th April 2022.

3. HMS Figures

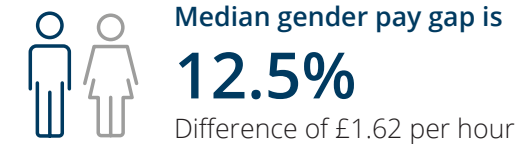
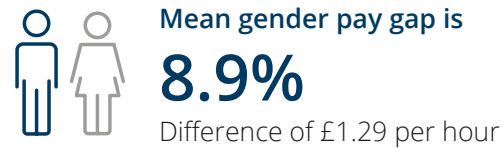
3.1 People profile

As at the snapshot date of 5th April 2022, HMS had 721 colleagues.

- 12.2% of HMS colleagues are women
- 87.8% of HMS colleagues are men



3.2 Pay gap data



Snapshot Date	Mean (average)	Median (middle)
5th April 2022	8.9%	12.5%
5th April 2021	6.6%	12.3%
5th April 2020	12.2%	6.7%

*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 gap data



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	6.9%	3.9%
5th April 2020	0%	0%

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



0 women and 0 men received a bonus

0.0% 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	78.95%	21.05%	Includes all colleagues whose hourly rate places them in the lower quartile.
B	90.59%	9.41%	Includes all colleagues whose hourly rate places them in the lower middle quartile.
C	95.29%	4.71%	Includes all colleagues whose hourly rate places them in the upper middle quartile.
D	87.06%	12.94%	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 and B than there are in Bands C and D combined. Overall, there is a higher proportion of men than women in all Bands.



4. Understanding our figures

At 8.9%, the mean gender pay gap is much lower than the national average of 15.4% (ONS, 2021); however, it has increased from last year's figure of 6.6%. Whilst this is ultimately disappointing, some fluctuations are to be expected year-on-year due to uncontrollable external variables such as attrition. 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.

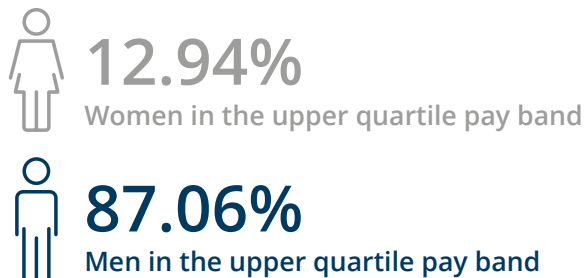


4.1 Proportionality

As highlighted in Section 3.1, the vast majority of the HMS workforce are men. This split is typical of the construction industry with an average workforce comprising of 86% men and 14% women (Statista, 2021).

A low ratio of women to men at HMS has meant that they are underrepresented at all levels. Furthermore, the vast majority of women employed are in the lower quartiles which is driving the gender pay gap wider.

In 2021, HMS significantly improved the representation of women at senior levels; however, a female director has since left. Despite this, the upper quartile of payment bands does continue to be representative of the overall workforce split:



We are continually working to encourage women into construction and the actions taken so far are proving effective. Comparing last year's figures to this year's, there has been an overall increase in the number of females at HMS. However, the increase in males has continued in greater numbers. As a result, raising awareness of the construction industry as a viable and rewarding career pathway for women remains a priority for HMS.

Proportionate recruitment:



4.2 Management



These figures demonstrate that increasing the overall proportion of women working within HMS will inevitably increase the proportion of female managers, through promotion and other avenues. This will have the knock-on effect of improving the proportion of women within the upper quartiles. Ultimately moving HMS towards a much smaller gender pay gap.

5. Our actions

HMS 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 Women in Construction

We are continually working to encourage women into the construction industry -a workplace traditionally dominated by men. There are a number of avenues HMS uses to do this.

Women in Construction Programme

Torus Foundation run a Women in Construction Programme in partnership with St Helens Chamber, City of Liverpool College, HMS and other partner organisations. The overall goal of the project is to provide insight into the construction industry and present it as a viable career path for women.

The programme is held over two weeks and covers a range of skills including bricklaying and plastering. Participants take part in a mixture of practical sessions and classroom-based learning, highlighting transferable skills for the working environment. As part of the programme, candidates may be given a placement opportunity to hone their skills with HMS.

Presently, the programme only covers St Helens. However, due to its success, there are plans to expand the project across the Liverpool City Region.

“When I started Women in Construction with Torus Foundation, I never thought it would lead anywhere in particular, but here I am an apprentice with HMS! I’m really enjoying learning new skills. I’m looking forward to qualifying as an Apprentice Joiner.”

Vicky, a Women in Construction graduate who is now undertaking an apprenticeship as a Joiner.

“HMS love being a part of the Women in Construction journey. It provides a positive and engaging environment for women to gain both an insight and hands on experience in the construction industry. It is key to our succession planning and the long-term viability of the sector”

Gail Farley, Head of Customer Experience at HMS.

Partnerships

HMS has partnerships with St Helens and Warrington Rugby Clubs. Both clubs have their own charitable foundations which HMS has donated vans to. These vans have been used for various purposes within the community, such as distributing food to vulnerable people. HMS also sponsors St Helens R. F. C. ladies' warm up kit.

This partnership has produced a connection with Tara Jones. Tara's story is inspirational, she's overcome many barriers to get to where she is as a professional rugby player. She is now a motivational and inspirational speaker to participants on the Women in Construction Programme.

Top 100 Influential Women in Construction Awards

HMS has been shortlisted for the Top 100 Influential Women in Construction Awards for their work with Tara Jones.

Women Trade Network

HMS has joined the Women Trade Network which is a consortium of organisations working to promote gender equality in trade roles. This is done through access to training and employment opportunities. The network is now promoting HMS apprenticeship roles.

Everton in the Community

HMS work with Everton in the Community (EitC), who operate similarly to the Women Trade Network but on a school level. Through EitC, HMS' women apprentices visit local schools to talk about their experience working at HMS and encouraging children to consider different career options. In March 2022, HMS took part in an event at Goodison Park which has a specific purpose of getting young women into work.



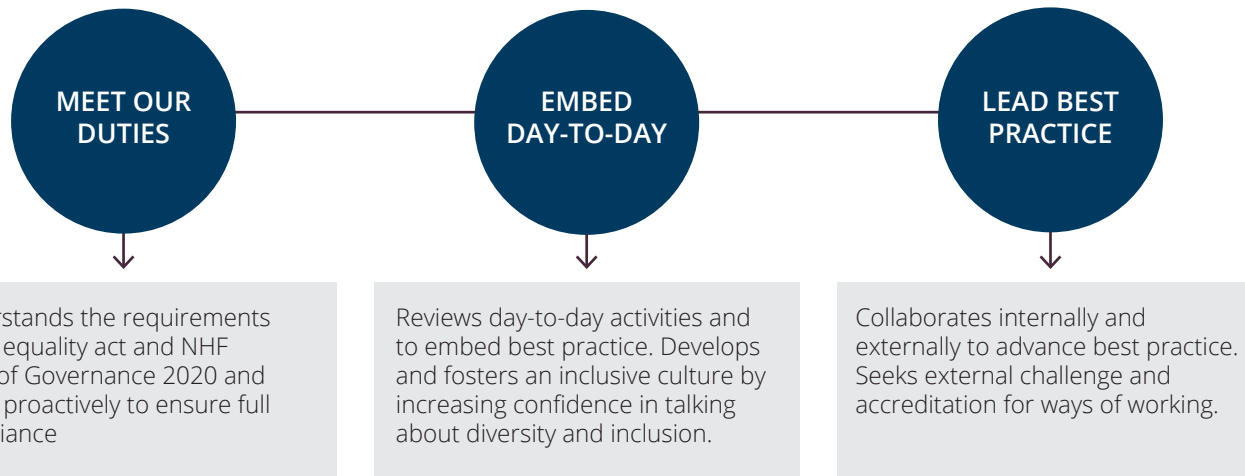
5.2 Diversity & Inclusion Strategy 2021-24

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.



5.3 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.

5.4 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.

5.5 Apprenticeship Programme

Every year HMS takes on 2 cohorts of apprentices and have welcomed 14 new trade apprentices this year, with 4 of these new recruits being women. We also now have a dedicated Apprentice Programme Advisor to further embed our strategy and positively promote an inclusive workforce.

5.6 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.



5.7 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.

5.8 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.

5.9 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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