



Our Gender Pay Gap Report 2025-26

WestKent

Places to live. Space to grow.

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At West Kent men and women are paid equally in the same roles. We pay individual spot salaries for each of our job roles and all roles are independently benchmarked. Pay progression (through payment above spot salary) is linked to professional development, where there is continued exceptional performance or as part of our talent path and succession planning.

This report looks at our current gender pay gap. The information provided is a snapshot at **April 2025** and calculated in line with published guidance.

Our operating context

We are a medium-sized housing association with a wide variety of job roles. Our services include community development such as youth workers, older person schemes, and intensive housing management support. We also have a team of engineers completing repairs and maintenance direct to our homes. We aim to be a flexible and supportive employer and have several roles that are part time.

Gender Pay Gap

In April 2025 we had 356 full pay relevant employees (352 in 2024). Of these 66% of employees were female and 34% of employees were male, this ratio remains unchanged from 2024.



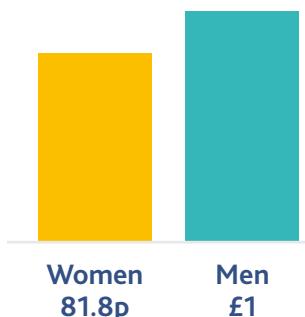
The average female employee at West Kent earns **10.4%** less than the average male employee (11.4% in 2024), which means our female employees earn 89.6p for every £1 our male employees earn.

The average female employee's median hourly rate at West Kent is **18.2%** less than the average male employee (15.2% in 2024).

Mean Hourly Pay Gap



Median Hourly Pay Gap



Our analysis continues to indicate that the pay gap in West Kent reflects the wide range of job roles available and the higher representation of women in the lower two pay quarters which places downward pressure on the average hourly pay of women.

The improvement in our pay gap this year is primarily attributed to a one-off payment made to certain employees relating to a change to terms and conditions of employment. These payments, made in April 2025, had an effect on the pay data for the purpose of our reporting and moved this group of women and the majority of men into the upper pay quarter. Of those who received the payment 64% were women and 36% were men. If we exclude these payments our average (mean) pay gap is 11.4% (unchanged from 2024) and our median pay gap is 15.5% (15.2% in 2024).

The tables below sets out the average hourly pay of our female and male employees in each pay quarter for the last two years and shows a much closer differential in average pay.

2025 Average hourly pay in each pay quarter (£)*

	Women	Men	Women's hourly rate is
Upper pay quarter	52.03	50.54	2.9% higher
Upper middle pay quarter	24.64	25.45	3.2% lower
Lower middle pay quarter	17.99	18.04	0.3% lower
Lower pay quarter	14.51	14.02	3.5% higher

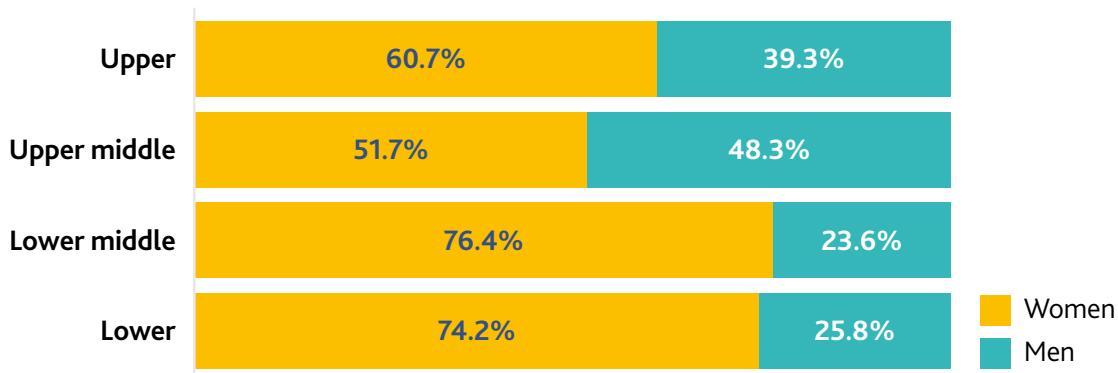
*affected by one-off additional payments

2024 Average hourly pay in each pay quarter (£)

	Women	Men	Women's hourly rate is
Upper pay quarter	33.86	33.42	1.3% higher
Upper middle pay quarter	20.72	20.98	1.2% lower
Lower middle pay quarter	17.18	17.08	0.6% higher
Lower pay quarter	13.92	13.35	4.3% higher

The table below shows the proportion of women and men in each pay quarter. Although 60.7% of employees in the upper pay quarter were women a higher percentage of women were in the lower two pay quarters. It is the higher representation of women in these lower pay quarters that contributes to our gender pay gap due to the downward pressure this places on average pay. The roles in the lower pay quarter tend to be cleaners, housing scheme assistants, customer service advisors and administration roles, many of which are part-time and which traditionally attract women.

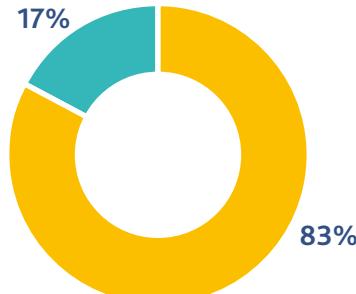
Percentage of women in each pay quarter 2025



Executive Team April 2025

Our executive directors are predominately women (83%) and our board has a higher proportion of men (33% women, 67% men).

█ Women █ Men



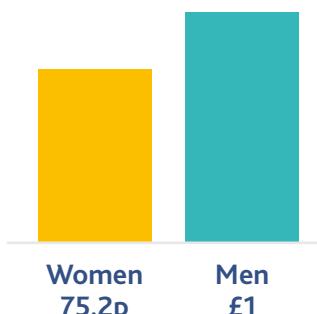
Board April 2025



Bonus Pay Gap

Our average bonus pay gap was **24.8%** (26.7% in 2024) which means female employees earned 75.2p for every £1 male employees earned in bonus pay. The median bonus pay gap was **0%** (0% in 2024) which means female and male employees median bonus pay was the same. If we excluded the one-off payment our mean bonus pay gap was 31% and our median bonus pay gap was 16.7%, which means the inclusion of the one-off payment favoured women.

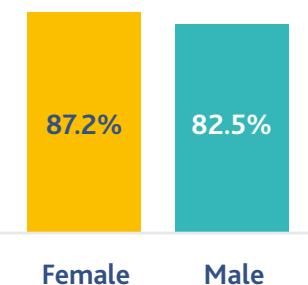
Mean Bonus Pay Gap



Median Bonus Pay Gap



Who received a bonus 2024



87.2% of female employees received a bonus (94.3% in 2024) and 82.5% of male employees received a bonus (91.1% in 2024).

Employees can also be recommended for honoraria where they undertake a project or other additional responsibility. These are considered by a moderation panel and approved by the Chief Executive. For consistency, the criteria are: £250 for smaller specific reasons for recognition; £500 for work that was longer in duration and more pressurised; and £1,000 plus where there were long term serious issues such as building/resident safety issues.

In 2024/5, 32 relevant employees, 23 women and 9 men were awarded a total of £12,750 for honoraria.

We aim to be consistent and fair in awarding bonus to employees.

An all-staff bonus, linked to achieving five service performance measures for the period January to March 2024 was paid to eligible employees in May 2024. The maximum bonus amount payable was £100, this was pro-rated for part-time employees and those who joined during the performance period.

A significant reason for the average bonus pay being lower for women is that 32.9% of female employees were working part-time compared to only 11.1% of male employees. As the bonus is pro-rated based on weekly hours worked this impacted on the bonus amount received.

All employees eligible for the all-staff bonus received a bonus.

A one-off payment was made to a group of employees relating to a change in terms and conditions of employment.

Conclusion

At West Kent, men and women are paid equally for the same roles and our analysis by pay quarter shows a small differential in the average pay. We are satisfied that the overall pay gap in West Kent reflects the wide range of job roles available and the year on year changes in number and mix of staff. However, we continue to monitor the pay gap and support women accessing development opportunities and taking professional qualifications. We are taking steps to ensure an inclusive approach to recruitment and support flexible working to enable women to continue with their careers.

I declare that the information contained in this report is accurate.

Tracy Allison
Chief Executive