



**Solihull**  
Community Housing  
Shaping our neighbourhoods

# Gender Pay Gap Report

**March 2020**

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## Introduction

Welcome to Solihull Community Housing (SCH) Gender Pay Gap Report.

This is the annual report under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 introduced in for public sector organisations with 250 employees or more on the **'snapshot date' of the 31 March every year.**

Gender pay gap analysis shows the difference in average pay between all men and women in a workforce, expressed as a percentage of men's earnings. 'Workers' are defined as those who count as 'employees' under the Equality Act 2010, and may include some self-employed people.

Gender pay reporting is different to Equal Pay. They both deal with matters of pay but Equal Pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

Under the regulations employees who work part time or who job share are counted for **each** job they do as an employee.

For the purpose of counting the number of employees in SCH, they are based on head count per worker.

There are two terms used for employees for the required calculations:

- **Relevant employees** include those who are being paid less than their usual basic pay or piecework rate, or nil or deductions in their pay. This can include deductions for unpaid leave for example, or if someone is on maternity leave and in receipt of statutory maternity pay that is lower than their normal pay or even due to working reduced hours.

**Relevant employees** are only included in **bonus** gender pay gap calculations.

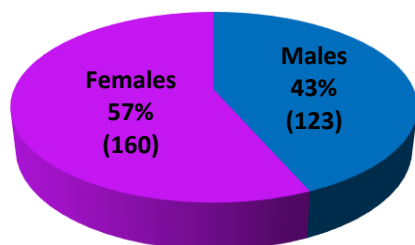
- **Full pay relevant employees** who are paid their usual full ordinary pay (or pay for piecework). If an employee is paid less than their usual basic pay or piecework rate for reasons other than leave (for example because they have been on strike), they still count as a **full-pay relevant employee**. Full pay relevant employees are included in **all** the gender pay gap calculations.

This means that for SCH, there was **283 relevant employees** of which **262** of those employees were also classed as **full pay relevant employees** for the purposes of the gender pay gap mandatory calculations.

Managing the numerous commitments of work and life is a growing challenge for all of us, regardless of gender. A better work-life balance increases opportunities and removes barriers to accessing higher paid positions

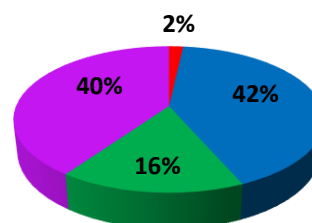
## SCH Workforce Makeup:

**Gender makeup of total employees = 283**



**Working hours**

Male part time Male full time  
Female part time Female full time



The representation of the SCH females in the workforce is higher when compared to the representation of the female population of Solihull- 51.4% females to 48.5% men.

The majority of staff worked full time of 30 hours or more (82%). There was a low representation of staff working part time (less than 30 hours a week). For those who worked part time, 90.2% of them were women and 9.8% were men.

There was an equal split of women and men at Head of Service and above, with the Chief Executive being a woman. The makeup and gender representation of staff within key service roles of the organisation follow traditional roles where staff working in areas such as the contact centre, neighbourhood services and housing options were highly represented by women and men were more highly represented in services asset management and capital programmes. This is potentially where one of the biggest known drivers of the gender pay gap is along with the working hours and hourly pay for women when compared to men. The norms will change and have a greater effect over a period of time using initiatives in the organisation to address the gender balance in divisions. Understanding where men and women are in the organisation's structure will help us to interpret any gender pay gap results.

The table below sets out the makeup of all relevant employees per division based on gender across SCH.

Divisions	Male		Female		Total
Asset Management & Development	87	79.8%	22	20.2%	109
Customer Experience & Business Support	4	8.7%	42	91.3%	46
Housing & Communities	29	23.6%	94	76.4%	123
Senior Management	3	60.0%	2	40.0%	5
<b>All Divisions</b>	<b>123</b>	<b>43.5%</b>	<b>160</b>	<b>56.5%</b>	<b>283</b>

SCH recognises the key role that workplace culture plays in creating an inclusive workplace and unlocking inequality that includes gender. SCH is currently going through a systematic process of looking at culture change and organisational development in order to make a significant positive difference across the way it values and treats its employees and how the service is delivered to our tenants and service users.

It is recognised by the organisation that if we do not change or adapt our culture and effectively implement effective ways of work-life balance or flexible or agile working policies, progress will continue to be slow. Taking account of all the actions that came out of the GPG report last year, we have extended our actions to look at the workplace as a whole and drivers of inequality at work for some groups such as women, BAME and disabled people.

SCH's Annual Delivery Plan for 2019/20 includes a strategic priority to make the best use of our people and ensure staff development. The priorities are informed by analysis of results of a staff survey in 2019. The delivery plan milestones relating to equality and diversity include:

- Roll-out of a revised appraisal scheme designed to ensure that employees demonstrate our values and behaviours.
- Review of a number of human resource policies, procedures and processes for areas such as flexible and agile working
- Strengthened support for managers and promoting self-service
- Deliver a leadership development and a culture change programme

During 2019/20 a significant majority of senior managers have attended workshops on equality and diversity. We are on target to train middle managers and frontline staff by March 2020.

The leadership development programme is underway and is designed to enhance collaborative working and groups as well as developing key priorities, for example, women into leadership roles, our approach to supporting vulnerable residents.

A large number of employees have volunteered to work on four key projects relating to the culture change: Apprenticeships, Employee health and well-being, Staff Conference 2020 and Christmas Party for December 2020. Equality implications are reflected in all four themes to make sure we make the best out of our employees regardless of background.

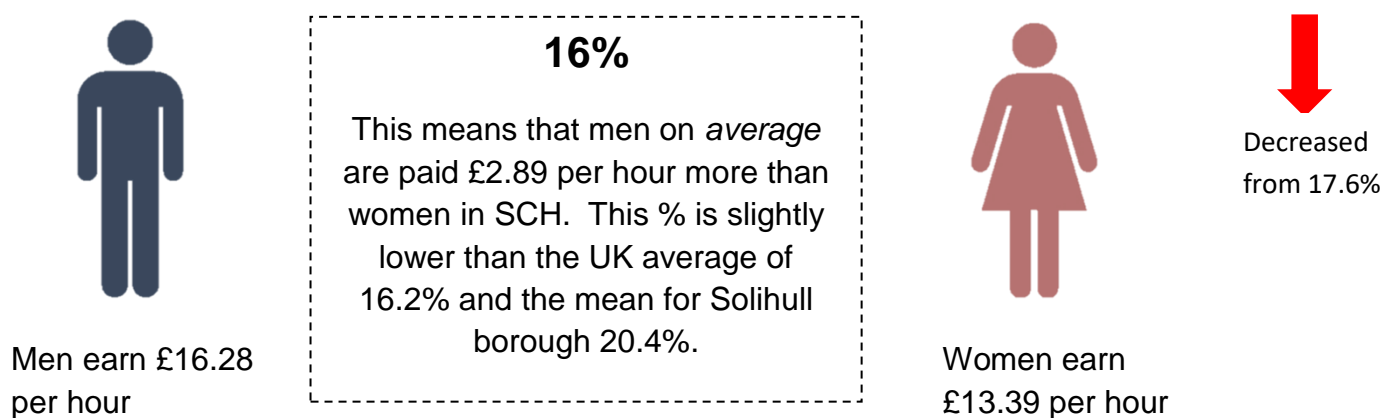
## Gender Pay gap calculations for SCH

There are six calculations, four of which refer to the **mean** (average) or **median** (actual midpoint of hourly pay) gender pay gap.

Through this report, the outcome results from SCH gender pay gap figures are compared against the ONS provisional results from their Annual Survey of Hours and Earnings (ASHE) as at October 2019. The ASHE covers employee jobs in the United Kingdom. It does not cover the self-employed, nor does it cover employees not paid during the reference period.

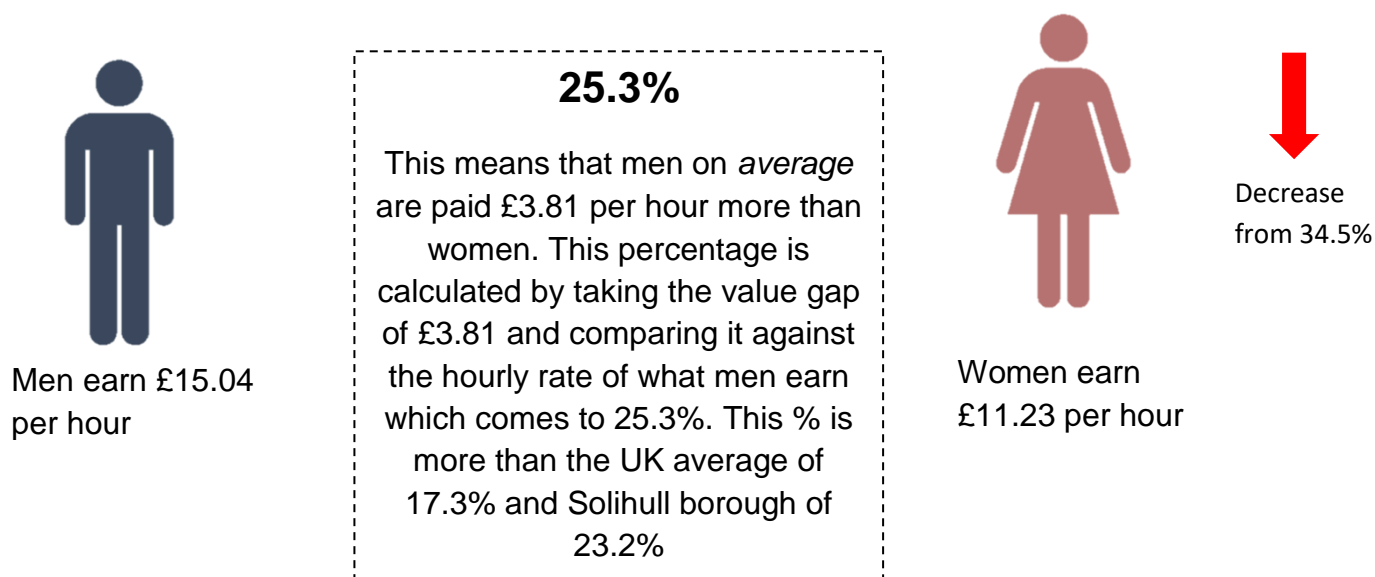
Change from  
March 2019.

### 1. The **mean** (average) gender gap is:



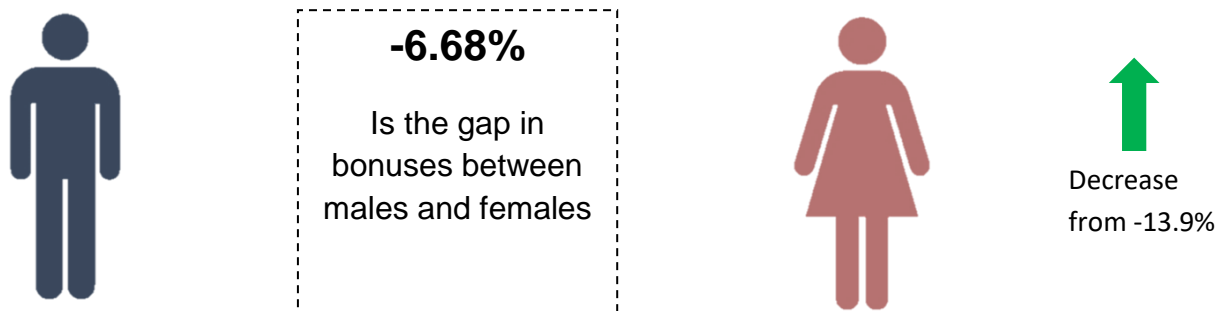
The highest representation of men in SCH worked in the Asset Management & Development Division. For women, the highest representation worked in the Customer Experience Division where over 70% of women in that division worked in the Contact Centre.

### 2. The **median** (actual midpoint of hourly pay) gender gap is:



We believe that having looked at our employee data that one of the main factors contributing to the gender pay gap is the same as for the mean calculation in 1.

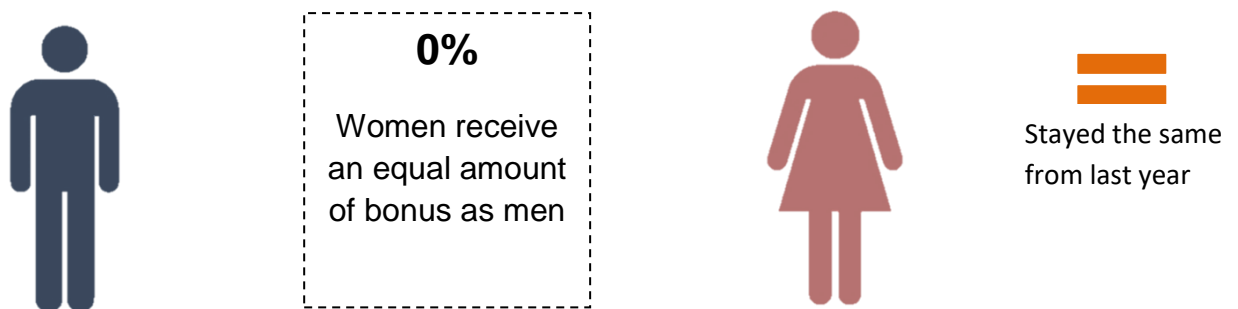
3. The **mean** (average) **bonus** gender pay gap is:



A negative gender pay bonus gap indicates that women are receiving higher average pay bonuses than men. As with any pay gap, it is important to understand if the pay difference is explainable and justifiable.

In terms of the public sector, bonus pay means any remuneration that is in the form of money or vouchers that relates to productivity, performance, incentive or commission. In SCH, this covers performance payments and long service awards. Due to the higher number of women in SCH and those achieving an Outstanding award for their work performance during that year some resulting in receiving one off non consolidated lump sum payments due to them being on the top of their salary band (due to length of service).

4. The **median** (actual midpoint of) bonus gender pay gap is:



5. The **proportion** of males and females receiving a bonus:



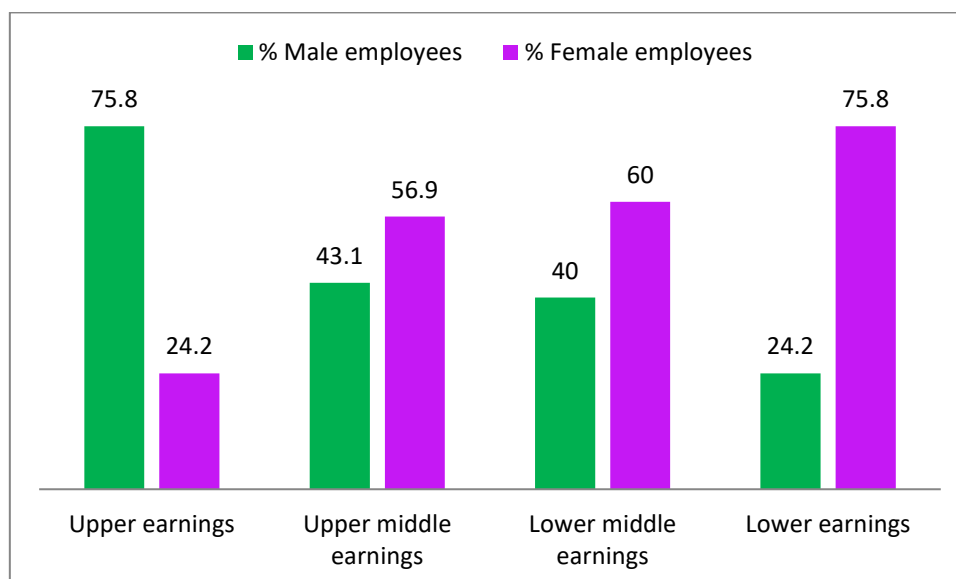
Similar to last year, the majority of employees receiving a bonus worked full time. This was for both male and female employees. The figure is slightly higher for females due to the representation of women across SCH.

#### 6. The proportion of males and females in each quartile pay band:

This calculation divides all full pay relevant employees into four equal groups ordered from the highest to lowest hourly pay for males and females. Comparing results between the quartiles will indicate the distribution of full-pay relevant male and female employees across the organisation.

Quartile	Male	Female	Total employees	% Male	% Female
Upper earnings (£17.66 and above)	50	16	66	<b>75.8</b>	<b>24.2</b>
Upper middle earnings (£13.18 - £17.47 per hour)	28	37	65	<b>43.1</b>	<b>56.9</b>
Lower middle earnings (£10.91 – £13.18 per hour)	26	39	65	<b>40</b>	<b>60</b>
Lower earnings (Less than £10.91 per hour)	16	50	66	<b>24.2</b>	<b>75.8</b>

Quartiles displayed in a comparative bar chart:



Action plan to year ending 01 March 2021

Action		Intended Outcome	Deadline
1	Identify any gender related actions arising out of the SCH Culture Workshops and Leadership Development Programme	To contribute to the gender pay gap work in SCH and any new learning or opportunities for development towards reducing the pay gap or improving gender equality	Ongoing
2	Benchmark SCH gender pay gaps with other similar size housing organisations	To determine whether the gaps are typical.  Learn from best practice to reduce the gap	May 2020
3	Produce ways and material in the workplace to give positive messages to encourage men and women to share childcare responsibilities if they wish.	National evidence suggests that the take up of men sharing childcare responsibilities are proportionately lower than women and we want to ensure that we support positive messages to shared caring responsibilities	May 2020
4	Map how many women and men are in the organisation, and where they are in the structure	Understanding the gender representation can quickly show what may be driving some gender pay gaps.	June 2020
5	Measure the GPG pay gap  (i) by job level or occupations (ii) by full and part time employees (iii) Report regularly on progress to OMT on reducing pay gaps.	To understand the causes and identify potential solutions to addressing the gender pay gap. For example, while part time and flexible work can enable employees to balance work and family responsibilities, working part time can be a barrier to progression as higher paid work is not generally offered on a part time basis.	September 2020
6	Measure take up of shared leave or parental leave requests	To see if these workplace opportunities are being realised	January 2021
7	Wherever possible, make jobs across all levels and job types more flexible	Provide as much flexibility to work life balance as possible and remove any barrier to this being achieved	Ongoing
8	Improve the work opportunities for everyone,	An inclusive workplace culture where the rights and responsibilities of all genders are welcomed and value for progression	Ongoing