

## **Gender Pay Gap Report**

### **Executive summary**

The gender pay gaps have continued to reduce at Nottingham City Homes over the last few years. Our Mean pay gap is now 12.5 % which is 2.1% lower than the UK national average (2020) and our Median pay gap is 17.6 which is 2.1% higher than the national average.

We no longer pay bonus payments to our employees which has eliminated the previous bonus pay gap between male and female colleagues.

We continue to address the underrepresentation of females within the construction, repairs and maintenance section of the business and have a number of initiatives in place to support this.

Our response to the Coronavirus Pandemic has been and continues to be extremely flexible and accommodating around issues such as child care and paid special leave. Risk assessments have been carried out for employees who are classified as high risk and duties have been amended for vulnerable employees or employees who are struggling mentally.

### **Background**

In the UK, public, private and voluntary sector organisations with 250 or more employees have to report on their gender pay gaps annually. The gender pay gap is calculated as the difference between average hourly earnings (excluding overtime) of men and women. Employers must report six different measures, as laid out in this report, based on a snapshot of pay data on a set date set out by the Government Equalities Office

This report details the breakdown of the gender pay gap within Nottingham City Homes and how we have and intend to tackle our gender pay gap.

In the UK, the highest gender pay gaps exist within the Construction industry. We are a housing management and maintenance company who have a high volume of staff employed in construction trade roles, with these roles predominantly attracting male employees.

### **Equality, Diversity and Inclusion at Nottingham City Homes**

Under the law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

NCH is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender identity or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, we:

- have spent significant time and resource harmonising pay, terms and conditions of all employees for which the transitional pay period for those affected has now ended.
- carry out pay and benefits audits at regular intervals;
- provide regular equal pay training for all managers and other staff members who are involved in pay reviews; and evaluate job roles and pay grades as necessary to ensure a fair structure.

NCH continues to make equality part of our everyday decision making, using Equality Impact Assessments (EIAs) to meet the criteria of the Public Sector Equality Duty and assess the impact on deliverables. We work to ensure our strategic equality objectives are aligned to our corporate vision and goals in order to embed equality and diversity into all aspects of our work and services. We have recently refreshed all training and guidance for employees and managers who carry out EIAs to ensure a consistent approach across the organisation.

There are currently three equality employee forums (Disability and Carers Forum, Ethnically Diverse Forum and a Lesbian, Gay, Bisexual and Transgender+ Forum) which feed into our wider Equality, Diversity & Inclusion Steering Group.

Nottingham City Homes recognises that some women may face intersectional discrimination or sequential multiple discrimination. This may occur when a person suffers discrimination on multiple grounds such as race, sexuality, disability and gender. We are therefore proud to say that we are Stonewall accredited as a Top 100 Employer for LGBT people and a Disability Confident Employer with Level 2 status. We have also recently signed up to the Race at Work Charter.

Equality, Diversity & Inclusion is embedded throughout our new recruitment policy, ensuring that the best candidate is recruited on merit regardless of any protected characteristic.

All of these initiatives have contributed to NCH being nominated for the Tenant Participation Advisory Service (TPAS) Awards in 2019 and 2020 for 'Excellence in Employment, Skills and Training'. We are currently ranked within the Top 100 Apprenticeship Employers in the country by the National Apprenticeship Service.

### **Gender Pay Gap Analysis – 5 April 2020**

The pay gap data in this report was collected on the snapshot date of 5 April 2020. At this time there were 1000 people within the Nottingham City Homes workforce: 625 men and 375 women.

The number of female employees has increased since last year as illustrated in table 1.

<b>Year</b>	<b>Male</b>	<b>Female</b>	<b>Total Employees</b>	<b>% of female employees</b>
2018	606	338	944	35.8%
2019	606	358	964	37.1%
2020	625	375	1,000	37.5%

**Table 1. Male vs Females Employees**

**Calculating the mean:** If we add together all the hourly pay rates that women earn, divided by the number of women in our workforce, and then compare that with the same calculation for men, we get the mean gender pay gap.



When comparing mean (average) hourly pay, women's mean hourly pay is 12.50% lower than men's.

**Calculating the median:** when we rank all of our people by their hourly pay, and then compare what the woman in the middle of the female pay range received with what the man in the middle of the male pay range received, we get the median gender pay gap.



When comparing median hourly pay, the women's median hourly pay is 17.60% lower than men's.

The mean and median pay gaps have both reduced since last year as illustrated in table 2.

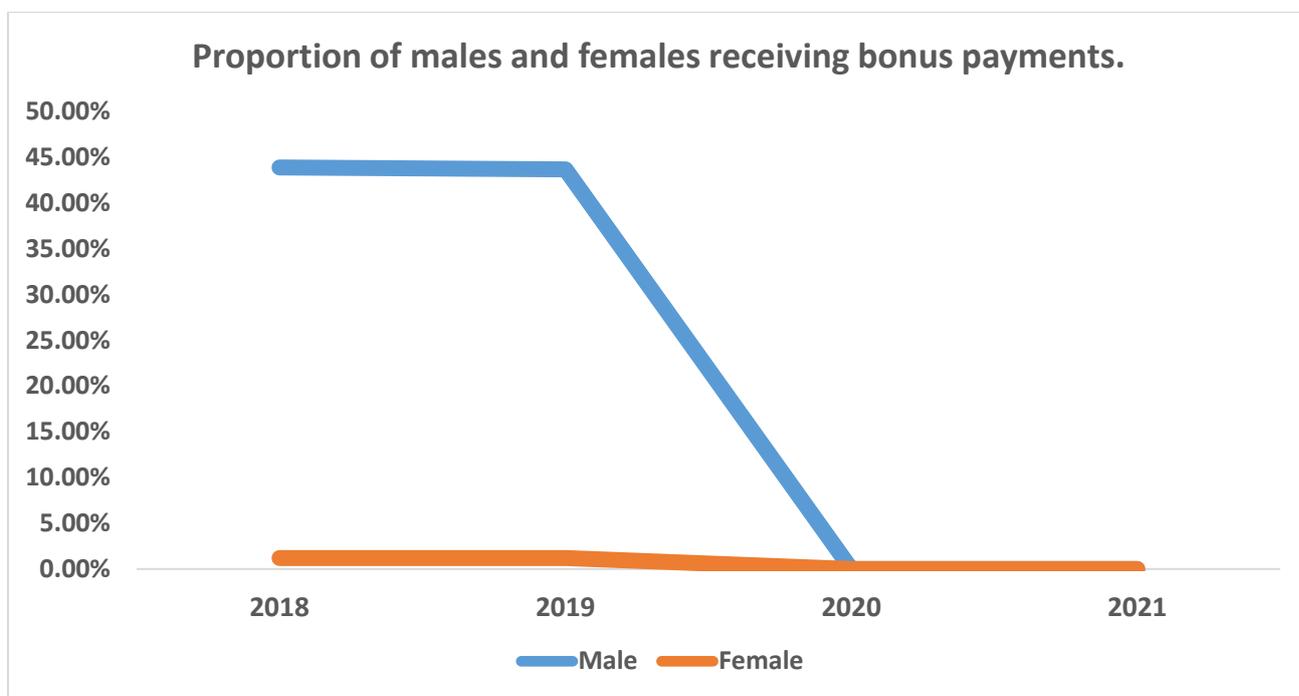
Year	Mean	Median
2018	16.7%	22.7%
2019	16.2%	25.6%
2020	12.5%	17.6%

**Table 2. Mean & Median Percentages**

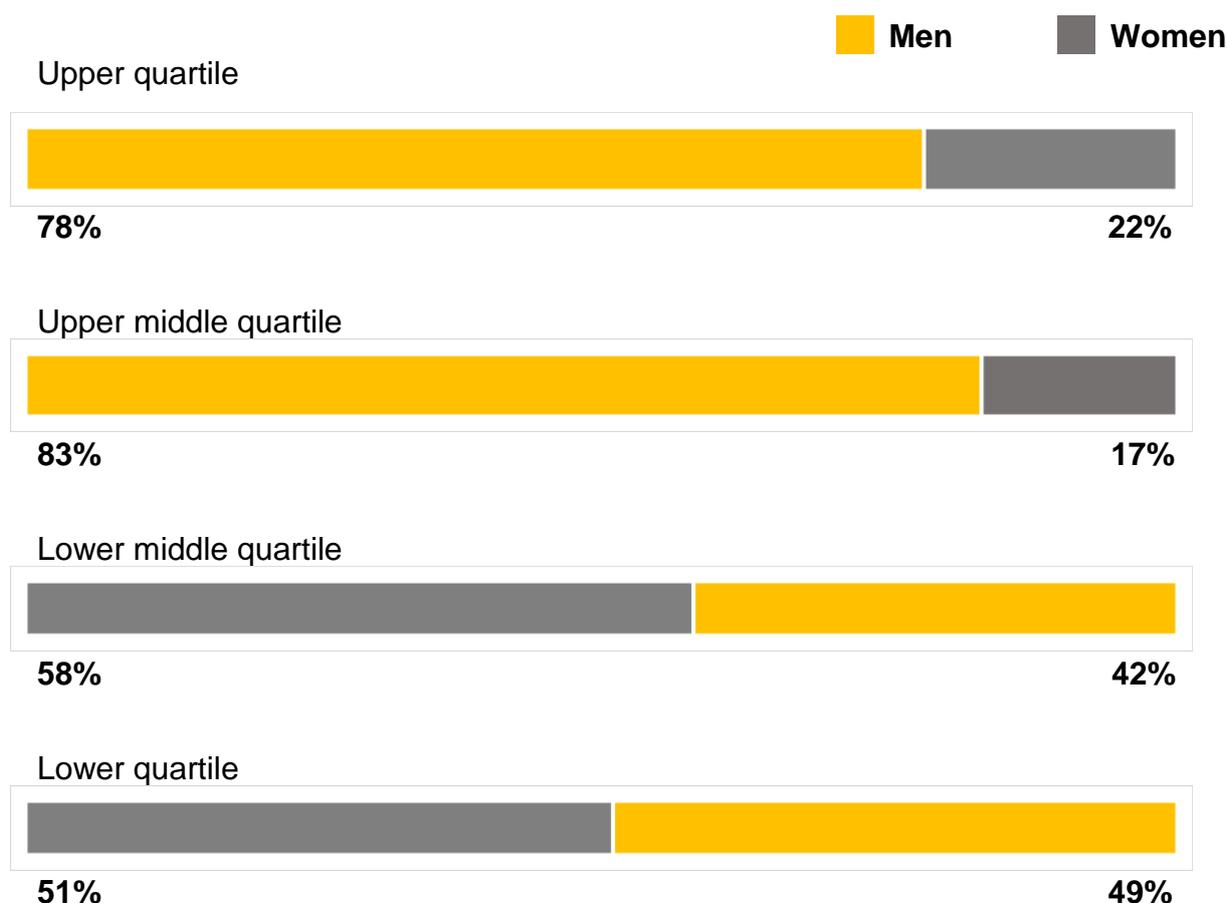
**Calculating the bonus pay gap:** The bonus gap is the difference between the bonus pay or one-off lump-sum payments (such as recognition awards) paid to male relevant employees and that paid to female relevant employees, during the year ending on 4 April 2020. Only relevant employees who did receive a bonus are included in the calculation.

### Bonus Pay Gap

Our bonus pay gap is now 0.0% as a result of our positive actions taken.



**NCH pay quartiles:** A pay quartile represents a quarter, or 25%, of the workforce, ranked by pay. The pay quartiles are then broken down by gender.



Women occupy 22% of the highest paid jobs and 51% of the lowest paid jobs. This shows that women are under-represented in the upper quartiles of our organisation. The pattern from the UK economy as a whole is reflected in the make-up of NCH workforce, where the majority of administrative roles within its office are women, while the majority of line manager and senior manager roles are held by men.

The gender pay gap in the UK has been declining slowly over time; over the last decade it has fallen by approximately a quarter among full-time employees and by just over one-fifth among all employees.

The UK mean average pay gap for 2020 is 14.6% and the median average is 15.5%. NCH have a mean pay gap of 12.5 % which is lower than the national average and a median pay gap of 17.6 which is slightly higher than the national average.

The average gender pay gap for housing organisations in 2018/2019 was 8.1% with 80% of housing organisations having a pay gap in favour of men (*Inside Housing Report 2019*). This also includes data from housing organisations without DLOs, and which are unlike NCH in that regard. DLOs are closer to the construction sector which is still predominantly male with a gender pay gap of 20.4%.

Due to the GPGR being suspended in 2020 and the deadline for 2021 being extended for 6 months, we are awaiting more recent data to help us compare against our peers.

## **Impact of Covid-19 on the gender pay gap**

Despite the higher death rates of older men from COVID-19, women have been taking a disproportionate, unequal share of the economic hardship caused by this horrendous virus. Due to factors such as assuming a greater responsibility for childcare and home-schooling in lockdown, women have been more likely than men to work fewer hours, be away from work temporarily or drop out of the labour market altogether since the pandemic struck (*CIPD, 2021 GPGR during CoVid-19, 2021*).

NCH have been extremely flexible and accommodating during the Coronavirus pandemic around issues such as child care and paid special leave. Risk assessments have been carried out for employees who are classified as high risk and duties have been amended for vulnerable employees or employees who are struggling mentally. For those who are working from home and require additional equipment i.e. chair, desk, monitor riser etc. we have delivered items to their home.

## **What is Nottingham City Homes doing to address its gender pay gap?**

Nottingham City Homes Group is committed to promoting equality and inclusion whilst embracing diversity in employment. We acknowledge that we are under represented by women at the most senior levels in our organisation but already have in place a number of initiatives to address this situation.

The steps that Nottingham City Homes has taken to promote gender diversity in all areas of its workforce include the following:

- committed to identifying those with leadership potential from within the organisation utilising leadership and management master classes, shadowing, coaching and mentoring as tools to encourage women to develop skills and knowledge to be able to successfully gain more senior roles.
- our Learning Management System is accessible to all employees and provides a suite of online training and development modules. Including support for CV writing and interview skills.
- run our in house Aspire to Manage course and continue to fund places for the Future Leaders of Nottingham (FLN) programme.
- Through our employee staff forums, recognised trade unions and the Equality, Diversity & Inclusion strategic steering group, we encourage employees to raise issues that they believe will contribute to greater gender equality and we will work to break down any barriers where they may exist.
- offered and delivered recruitment training to members of our employee equality forums to widen the pool of people who sit on interview panels to ensure panels are consistently diverse across all areas of the business where possible.
- Refreshed all mandatory equality, diversity and inclusion training for employees and managers
- revised its recruitment policy and provided training for any recruiting managers to ensure fair decisions are made and individuals are aware of the

potential impacts of unconscious biases.

- use gender neutral language throughout all recruitment communications
- Inclusive recruitment marketing literature representative of diverse culture (age/ethnicity/gender etc.)
- The recruitment policy offers the opportunity for our staff, who do not fulfil the entirety of the skills and knowledge for a more senior post, or post that utilises different skill sets, to move into the post and be developed. This allows the opportunity to diversify our teams by opening up post to people from non traditional industries such as construction, and allows us to create a more diverse demographic.
- completed and implemented pay terms and conditions for its trade colleagues aligning them with the rest of the organisation and removed all bonus payments.
- developed workforce planning workshops in Construction, Repairs and Maintenance Services
- implemented flexible working processes and policy to enable individuals to better balance work and life commitments. These are partly aimed at attracting more high calibre female employees into the workforce. Flexible working also supports employees with caring responsibilities
- continue our dedicated Women in Construction programme providing women from our workforce and wider communities with valuable skills to help them start or continue their careers in construction and related industries.
- offered a range of employee benefits including child care vouchers and the option to 'buy' additional leave for all employees
- participated in a school-partnering scheme with local secondary schools, to raise young people's awareness of the different career opportunities available within the housing, and to help dispel any misperceptions and stereotypes
- ensured proactive approach to encouraging diversity in our Board recruitment campaign
- committed to identifying high profile employees in the organisation for senior roles as part of succession planning
- developed guidelines for managers on supporting employees prior to, during and on return from maternity and other parental leave.
- continued the development of a Tenant Academy to target under representative groups who are not in education, employment or training (NEET)
- taking on numerous work experience placements and apprentices as part of our award winning apprenticeship scheme
- Employed or are in the process of employing a number of apprentices across Housing, Customer Service and Caretaking as well as trades apprentices
- Continued use of a job evaluation scheme based on the job not the individual

These are all carried out at a time of reducing resources. None of these initiatives will, of itself, remove the gender pay gap overnight. In the meantime, Nottingham City Homes is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

We are now in the planning stages of our next Equality, Diversity and Inclusion Strategy which will incorporate key objectives to improve our gender pay gap.

We acknowledge that we are progressing on our journey and will continue to champion new approaches and initiatives to demonstrate our commitment to reducing our gender pay gap.

I, Nick Murphy, Chief Executive Officer, confirm that the information in this statement is accurate.

Signed:

A handwritten signature in black ink, appearing to read 'N. Murphy', is positioned below the 'Signed:' text.

Date: 1 July 2021