

Gender Pay Gap Report 2018

Our Statement

The Cambridge Housing Society Ltd (CHS Group) is a charitable housing association and social enterprise helping people and communities to overcome challenges, take opportunities and develop their ability to achieve their aspirations. This is our second year of reporting in line with the legislative requirements for employers with more than 250 employees.

We employ people across a range of roles including corporate and professional roles. Our operational, front facing staff are employed in roles including property maintenance, housing management, customer services, support officers, nursery staff, care and homecare assistants, cooks, laundry and housekeeping services. More than 60% of our staff are employed within the care and nursery roles which disproportionately attract women.

This is our data for the snapshot date of **5 April 2018**:

Gender Pay Gap and Bonus	
	5 April 2018
Mean Gender Pay Gap	25.40%
Median Gender Pay Gap	22.20%
Mean Bonus Gender Pay Gap	43.50%
Median Bonus Gender Pay Gap	41.10%
Proportion of Male employees who receive a bonus	5.30%
Proportion of Female employees who receive a bonus	1%

Pay Quartiles by Gender	Males	Females
Upper quartile	28.60%	71.40%
Upper middle quartile	14.30%	85.70%
Lower middle quartile	6.60%	93.40%
Lower quartile	13.20%	86.80%

Employee Breakdown at Snapshot date		
Service Area	Male	Female
Corporate professional and support services, finance, HR, and ICT	13	24
Corporate customer facing including housing and property management and customer services	5	22
Community support services including day nurseries, supported living schemes for young people, women and people with mild to moderate learning disabilities and community investment	18	82
Older people's services including residential care and Housing with Care	18	168
Development	3	5

Bonus Pay

Only our Development Team are eligible to receive a bonus. It is a team bonus based on the achievement of excellent performance in relation to objectives assessed against annual performance targets and completed financial accounts. All bonuses are discretionary, non-contractual, and non-pensionable and are based on merit and subject to affordability. All staff within the team received a bonus.

Understanding factors affecting our Gender Pay Gap

The mean gender pay gap as at 5th April 2018 was 25.40% **The median gender pay gap** was 22.20%. The gender pay gap was mainly due to the diversity and type of roles across the organisation. The increase in the mean gender pay gap of 1.11% between 2017 and 2018 is mainly attributable to the turnover in the number of males employed by CHS at the snapshot date. We have had a higher turnover of males within the organisation across the lower quartiles; lower middle and lower but predominantly in the lower mid quartile.

- There has been a churn of females across the upper and upper middle quartiles, whilst the number of females in the lower middle and lower quartiles has increased. CHS Group is made up of significantly more females than males. At the reporting date the data reported represents a gender split of (84%) females (16%) males. This gender split has not changed from the previous year's report but would be impacted by the "in scope" rules about relevant employees that should be included at the reporting date. For example, the number of relevant employees included in the data is impacted by our organisational policy on Occupational Sick Pay, which states that the first day in any period of sickness is unpaid. This means that any employee who had sickness absence during the data snapshot period is not included as a relevant full pay employee and will therefore have some distortion on the figures. All identical posts are paid at the same rate regardless of gender. We review salaries against independent market pay data bi-annually
- Casual workers hours fluctuate in usage and impact on the relevant pay employee numbers

- Recruitment within the social care sector remains challenging as there is a general shortage of people across the whole sector and this impacts on us being able to specifically target recruiting men.

What's been implemented in the last 12 months

We have:

- introduced a management development programme linked to an ILM (Level 5) accredited course for experienced managers across the organisation with 8 females and 2 males participating
 - introduced and held 2 ILM (Level 3) accredited course for Aspiring Managers; 21 participants (17 females and 4 males)
 - commenced work on developing job families for salary parity
 - created two Nursery Apprenticeship posts and recruited two females
 - we plan to engage with national initiatives within our sector to encourage a more diverse workforce
 - two female Heads of Service have attended a Women in Leadership external development programme
 - eleven staff are undertaking professional training for the achievement of nationally recognised qualifications in the care and nursery sectors
 - supported flexible working for both males and females with 25 people submitting requests to change their hours of work (23 female and 2 males). 69% of employees work part-time of which (63%) are female (6%) are male
 - expanded our flexible working opportunities to include annualised hours contract on a trial basis
 - develop as a Disability Confident employer; registered with the Disability Confident Scheme and committed to supporting people with disabilities to work with us
- simple succession plan for Senior roles.

Future focus areas to reduce our Gender Pay Gap

We will continue to:

- keep abreast of national initiatives and best practice developments within our sector to encourage a more diverse workforce and participate in the Skills for Care National Campaign #Every day is different
- review our recruitment process to identify ways of encouraging more men into our care and nursery teams so that our staff base represents our client base more closely
- offer more apprenticeships across CHS
- develop in-house Care Ambassadors to promote working in the social care sector to breakdown stereotypical barriers and explore other initiatives to attract diversity in all our business areas
- review flexibility of roles across our business
- work towards our objective to pay all staff at least the Real Living Wage
- work with our employee forum to explore whether there are any issues that they believe contribute to gender inequality and work with them to break down any barriers where they exist
- develop as a Disability Confident employer; registered with the Disability Confident Scheme and committed to supporting people with disabilities to work with us.
- continue to provide the Management Development Programmes (Level 3 and 5)
- increase opportunities for professional training and development, including the achievement of qualifications

- ensure that development and career aspirations are clearly captured as part of the performance management and appraisal scheme
- develop the corporate training programme to include project management, budget management and people management courses
- roll-out 360-degree feedback for Senior Managers focusing on personal development
- continue to develop on-going internal secondment as development opportunities.

We are committed to positively promoting equality of opportunity and encouraging diversity among the workforce. We will continue to analyse our gender pay gap data and will be transparent with our employees and our Board about our gender pay gap and seek further ideas from them to close and in time eliminate the pay gap.

I confirm that the information in this statement is accurate.

Signed:

Nigel Howlett, Chief Executive

Date: 3 April 2019

