

Gender Pay Gap Report – 5 April 2020

Our Statement

The Cambridge Housing Society Limited (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.

CHS is committed to being a great place to work and to build and maintain a diverse and inclusive workforce. Our commitment to our workforce is reflected in our values of

- **Respect** - We see people as people and treat everyone with fairness, respect and dignity.
- **Approach** - We put as much emphasis on the way we do things, as on what we do.
- **Partnership** - We work hard to develop open communication and equal relationships with our customers, staff and partners which value their contributions and enable us to work together effectively.
- **Openness** - We are open, positive and flexible towards both new ideas and problems, and we encourage innovation and creativity that improves the outcomes from our services.
- **Deliver** - We do what we say we will do and hold ourselves accountable for our actions.

We employ people across a range of roles including corporate and professional. Our operational, front facing staff are employed across property maintenance, housing management, customer services, support, nurseries, care and homecare, catering and housekeeping services. Almost 60% of our staff are employed within Older Peoples Services and Nurseries which disproportionately attract women.

Women make up 84% of our organisation, 78% of our Operational Management Group and 42% of our Senior Management Group.

Gender Pay Reporting

Under the Government's Gender Pay Gap regulations, companies in the UK who employ over 250 people are required by law to publish their gender pay gap. CHS employs over 450 people across multiple sites in Cambridgeshire.

Gender pay is different to equal pay. Equal pay means that women and men are paid equally for carrying out the same or similar roles. The gender pay gaps looks at the differences in average earnings between men and women across the organisation. Our report looks at the six measurements that make up Gender Pay Gap legislation as follows.

Our results

This is our data for the snapshot date of **5 April 2020**:

| Gender Pay Gap and Bonus | |
|--|---------------------|
| | 5 April 2020 |
| Mean Gender Pay Gap | 14.7% |
| Median Gender Pay Gap | 16.8% |
| Mean Bonus Gender Pay Gap | 0 |
| Median Bonus Gender Pay Gap | 0 |
| Proportion of Male employees who receive a bonus | 0 |
| Proportion of Female employees who receive a bonus | 0 |

| Pay Quartiles by Gender | Males | Females |
|--------------------------------|--------------|----------------|
| Upper quartile | 25.3% | 74.7% |
| Upper middle quartile | 18.7% | 81.3% |
| Lower middle quartile | 6.6% | 93.4% |
| Lower quartile | 14.3% | 85.7% |

| Workforce Breakdown at Snapshot date | | |
|--|-----------------|------------------|
| Service Area | Male | Female |
| Corporate professional and support services, Finance, HR, and ICT | 9 | 27 |
| Corporate customer facing including housing and property management and customer services | 6 | 23 |
| Community support services including nurseries, supported living schemes for young people, women and people with mild to moderate learning disabilities and community investment | 30 | 103 |
| Older people's services including residential care and Housing with Care | 25 | 241 |
| Development | 5 | 6 |
| TOTAL | 75 (16%) | 400 (84%) |

The above data of the workforce breakdown includes all employees and casual workers. For the purposes of this report members of staff and casual workers who were not in receipt of full pay on the snapshot date have been excluded in accordance with the statutory calculations.

Bonus Pay

No bonus was payable during this reporting period.

Understanding factors affecting our Gender Pay Gap

- ✓ **The mean gender pay gap** as at 5th April 2020 was 14.7% (down from 25.40% in 2018)
- ✓ **The median gender pay gap** was 16.8% (down from 22.20% in 2018)

This reduction in our gender pay gap is due to some changes in the organisational structure, pay and workforce between 2019 and 2020 as follows:

- We have recruited more males into the lower quartile.
- A new senior post was created in the upper quartile which a female was recruited into and three more females have been recruited to posts previously occupied by men in the upper quartile.
- A female replaced a male in the upper middle quartile
- Posts vacant on the snapshot date of 5th April not included
- Recruitment within the social care and nursery sector remains challenging as there is a national shortage of people across the whole sector and this impacts on us being able to specifically target recruiting men.
- The differential between reporting periods as the number of "in scope" employees and workers vary year to year. 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 figure.

At the reporting date the data reported represents a gender split of (84%) females (16%) males.

What's been implemented to impact on our Gender Pay Gap

- developed a series of social media articles with the aim of promoting careers in our hard to recruit roles such as
 - supporting the National campaign, #everyday is different promoting jobs in Social Care.
 - social media and news articles involving male employees in care and nursery roles to encourage more males to apply for our vacancies.
 - increased use of targeted linked-in, Facebook and twitter
 - intergenerational project between our Care Homes and Nurseries which led to a number of television articles
 - radio advertising to broaden our recruitment reach
- advertised apprenticeships in Nurseries and HR.
- Nursery and Care staff are undertaking Level 2 and 3 qualifications via the Apprenticeship Levy.
- introduced ILM level 5 Management development programme (Further ILM level 3 Aspiring Managers development programme delivered). For both celebration events held with Chief Executive or Director of HR to issue certificates and recognise achievement.

- corporate training programme expanded to include project management, performance management, mental health awareness, ICT basic to advanced training, – all aimed at enhancing skills to support internal development and succession planning
- supported flexible working for both males and females
- members of the HR team trained in User Ability & Personality Psychometric Training used for both recruitment and development purposes
- succession plan in place and regularly reviewed for Board Members, Management Team and our Senior Management Group

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 ongoing National Campaigns in Social Care
- review our recruitment process to identify ways of encouraging more men to apply for our roles within all pay quartiles, but particularly our care and nursery teams so that our staff base represents our client base more closely. Actively encourage relevant male employees to participate in recruitment and selection activities.
- offer more apprenticeships and maintain effective use of the Apprenticeship Levy
- review flexibility of roles across our business to include continuation of home or hybrid working
- work on developing job families for salary parity
- work towards our objective to pay all staff at least the Real Living Wage
- all staff paid at least the national living wage set for 23-year-olds
- work with our Employee Forum to explore whether there are issues which they believe contribute to gender inequality and work in partnership to break down any barriers and take action where they exist
- review salaries against independent market pay data
- provide 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
- extend our corporate training programme to include budget management and a suite of people management courses to build management competence
- develop and create opportunities for on-going internal secondment as development opportunities.

Targets for Improvement:

We are continuing to explore ways to set targets for improvement in the Gender Pay Gap and have identified two key issues:

- The lack of women in management and more senior roles on a salary of £45,000+
- The number of men in lower-level positions in the organisation earning less than £25,000

To respond to these issues, we propose to measure and set the following targets:

- To increase the percentage of women earning £45,000+ based on their actual salaries over two years (Apr 20 – Mar 22) from 45% (current) to 48%
- To increase the percentage of men with a salary of up to £25k based on their actual salaries over two years from 10% (current) to 12%

Earning rates will increase accordingly with any annual uplift.

We will also consider how we can capture data to target resource more effectively to improve the Gender Pay Gap by focussing on data collection in relation to The Government Equalities Office guide for Employers 'Eight Ways to understand your organisation's gender pay gap.'

We are committed to positively promoting equality of opportunity and encouraging diversity and inclusion across 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: 4 October 2021