



# Gender Pay Gap Report

Data as at 31 March 2021 for  
Reporting Deadline of 30 March 2022

## Introduction

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

Under regulations introduced in 2017 to the Equality Act 2010, public sector organisations with 250 employees or more on the 'snapshot date' (31 March of each year), who are subject to the public duties under the Act, must report on their gender pay gap calculations by the 30 March of the following year onto the Government website. It is also a legal requirement for all relevant employers to publish their gender pay gap statutory calculations on their own website.

**This report covers the snapshot date as at the 31 March 2021.**

Gender pay gap reporting looks at the difference in average hourly pay in total for all men and women across the entire workforce, expressed as a percentage of men's earnings.

Gender pay reporting is different to Equal Pay. Equal pay looks at pay differences between men and women in the same employment performing the same, similar or equal work, who must receive equal pay unless any difference in pay can be justified. It is unlawful to pay people unequally because they are a man or a woman.

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

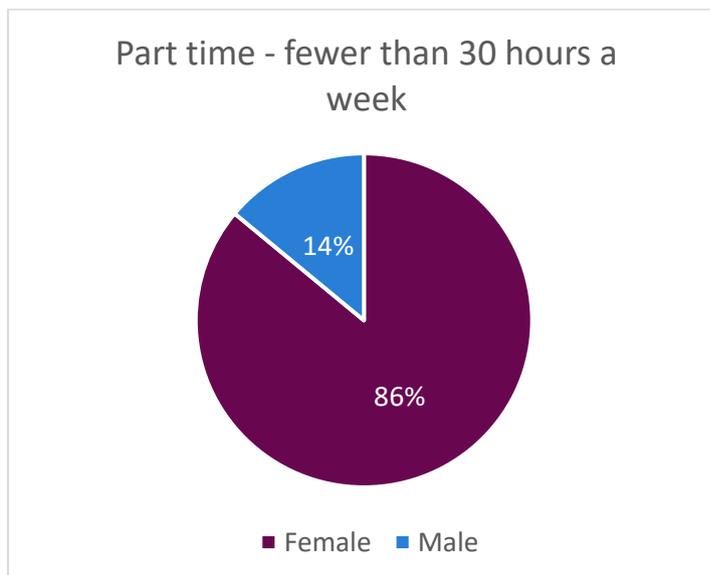
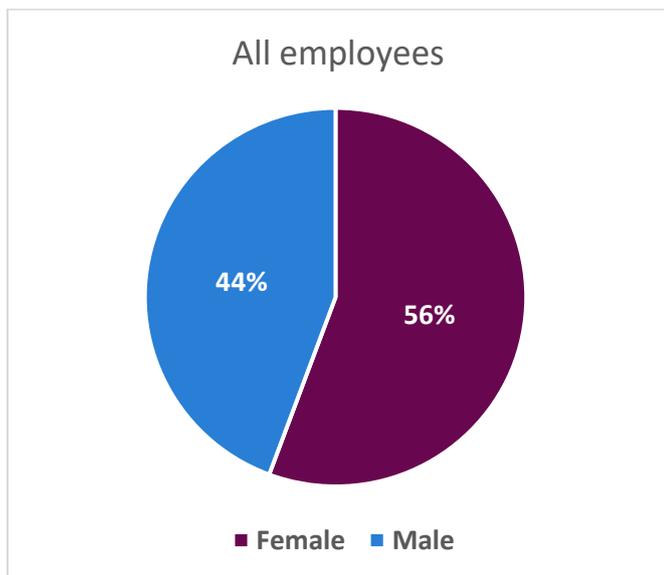
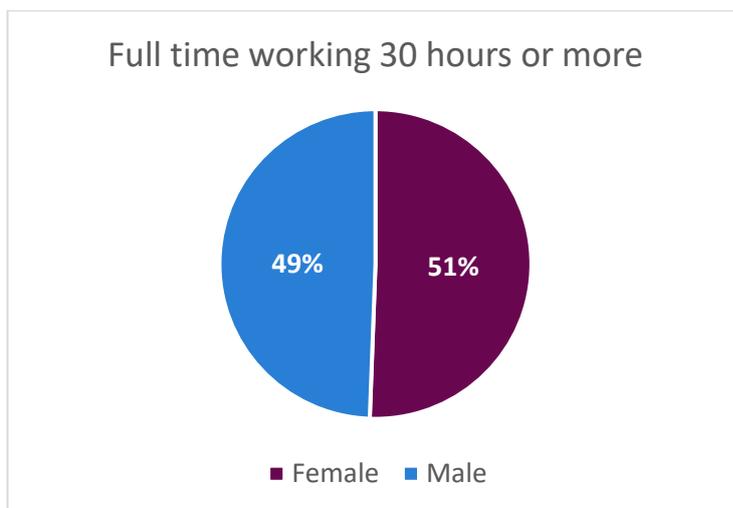
- **Relevant employees** include those who are being paid less than their usual basic pay, or deductions in their annual pay. This can include deductions for unpaid leave for example, or if someone is on maternity leave and in receipt of statutory maternity pay that is lower than their normal pay or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

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

- **Full pay relevant employees** are paid their usual full ordinary pay and work their full contractual hours. If an employee is paid less than their usual basic pay for reasons such as 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.

As at 31 March 2021, Solihull Community Housing had **300 relevant employees** of which **297** of those employees were also classed as **full pay relevant employees (FPR)** for the purposes of the gender pay gap mandatory calculations. This means that most of the calculations given on gender pay gaps will reflect the FPR employees which is 99% of the organisation.

## SCH Workforce Makeup for all 300 employees:



We follow the statutory guidance by the Government for Gender Pay Gap that defines Gender as male or female/men and women.

The representation of the females in the SCH workforce is higher at 56% when compared to the representation of the female population from the Solihull Census 2011 of 51.4% females to 48.5% men.

The majority of employees worked full time of 30 hours or more (86%, an increase from 84% as at 31 March 2020) leaving 14% of other employees working fewer than 30 hours a week. For those who worked part time, 86% were women compared to 90.2% as at 31 March 2020.

Female employees made up two of the seven senior leaders, including the Chief Executive, who is female.



SCH is made up of five divisions of service that cover different elements of the business operations. The table below sets out the makeup of all employees on gender representation and pay gap per division.

Division	Male	Male% Makeup	Female	Female% Makeup	Total staff
Asset Management & Business Development	89	77.4%	25	22.6%	114
Customer Service Transformation & Business Support	7	13.5%	44	86.5%	51
Housing & Communities (SCH)	33	25.8%	94	74.2%	127
Senior Management*	4	80.0%	1	20.0%	5
All Divisions	133	44.8%	164	55.2%	297

\*3 Senior Management Posts are coded into individual service division statistics and not included in this section.

Findings from employee data analysis shows little change to the gender representation from the previous year.

Workplace culture plays a significant part in creating an inclusive workplace including gender equality, which positively embraces flexible working and employees working from home as business benefits as well as an improved work life balance for employees. With the outbreak of the coronavirus (COVID-19) pandemic back in March 2020, home working gave SCH the crucial flexibility to continue business operations whilst prioritising services, with a focus on dealing with the pandemic and the community and employee health and wellbeing. Data has shown that the number of employees working 30 hours or more slightly increased from 82% as at March 2020 to 84% as at 31 March 2021.

Evidence suggests that employees are more engaged and committed when they see their employer values them. This can mean better performance, as well as positive effects on career development, progression, staff turnover and recruitment.

SCH's leadership and management development programme commenced in January 2020, with a focus on building and developing high-performing teams. Of the participating managers, around 56% were female. The programme included modules on self-management/leadership, leading others, managing performance, managing or leading change, and coaching and mentoring. One-to-one coaching was offered as part of the programme.



## 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.

The **mean**, commonly known as the average, is calculated for the gender pay gap when you add up the hourly rates of all male full pay relevant employees and divide the figure by the number of male employees and then do the same for female full pay relevant employees. Once this is completed you compare the two average hourly rates. The mean gender pay gap is the percentage difference between average male pay and female pay. For example, if the mean hourly rate for a male is £10 and the mean hourly rate of a female is £8, then the gender pay gap amount is £2 less or 20%. So for every £100 earned by a man, a woman would only earn £80.

The **median** is the figure that falls in the middle of a range when male then female hourly rates are lined up from smallest to largest. The **median** gap is the difference between the employee in the middle of the male hourly rate and the middle employee in the range of female hourly rates. The figure is then expressed, in GPG reporting terms, as a %.

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 2020. 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.

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



Men earn £16.78 per hour

**11.7%**

This means that men on *average* are paid £1.97 per hour more than women in SCH. This gap % is lower than the UK average of 14.9% and the mean for Solihull borough 20.4%.

**Decreased from 13.9% in 2021**

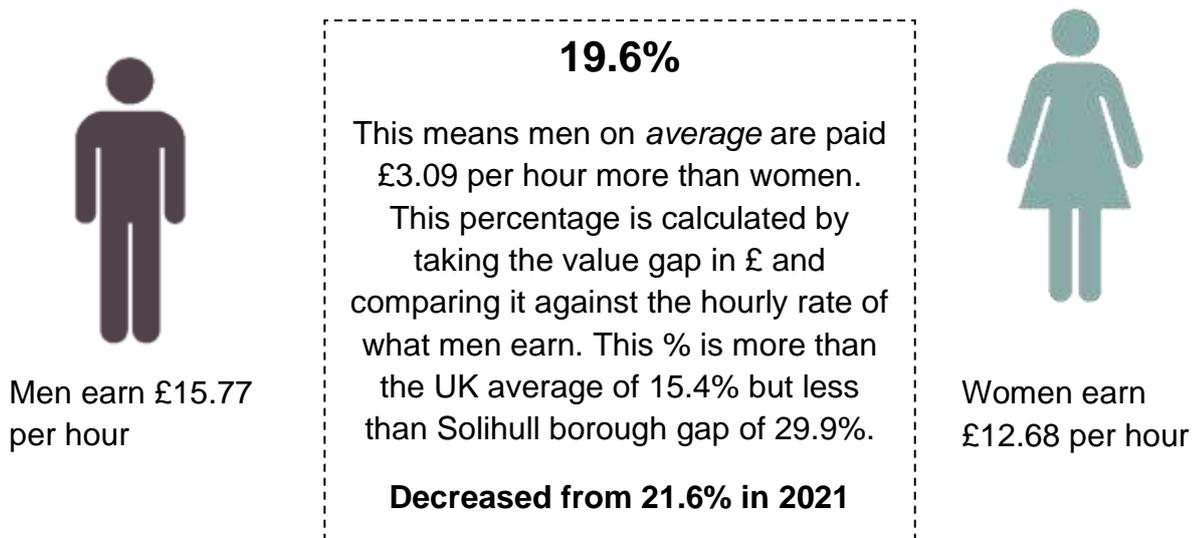


Women earn £14.81 per hour

As well as the overall % gap reducing, the average hourly rate for men increased by 10 pence whilst the average for women increased by 45 pence for year 1 April 2020 to 31 March 2021.

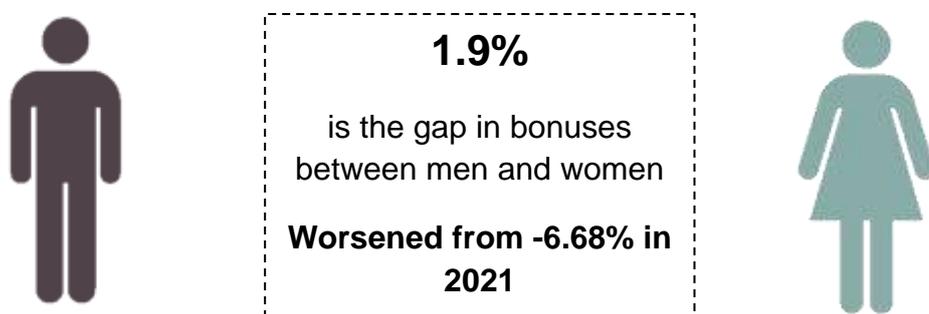


2. The **median** (actual midpoint of hourly pay) gender gap is:



As well as the overall % gap reducing, the average hourly rate for women increased by 65 pence whilst the average for men increased by 43 pence for year 1 April 2020 to 31 March 2021.

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.



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



**0%**  
 Women receive an equal amount of bonus to men  
**No change from 2021**



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



**Compared with 2021, males increased from 19.1% and females decreased from 20.4%.**



**20.3%**

**19.2%**

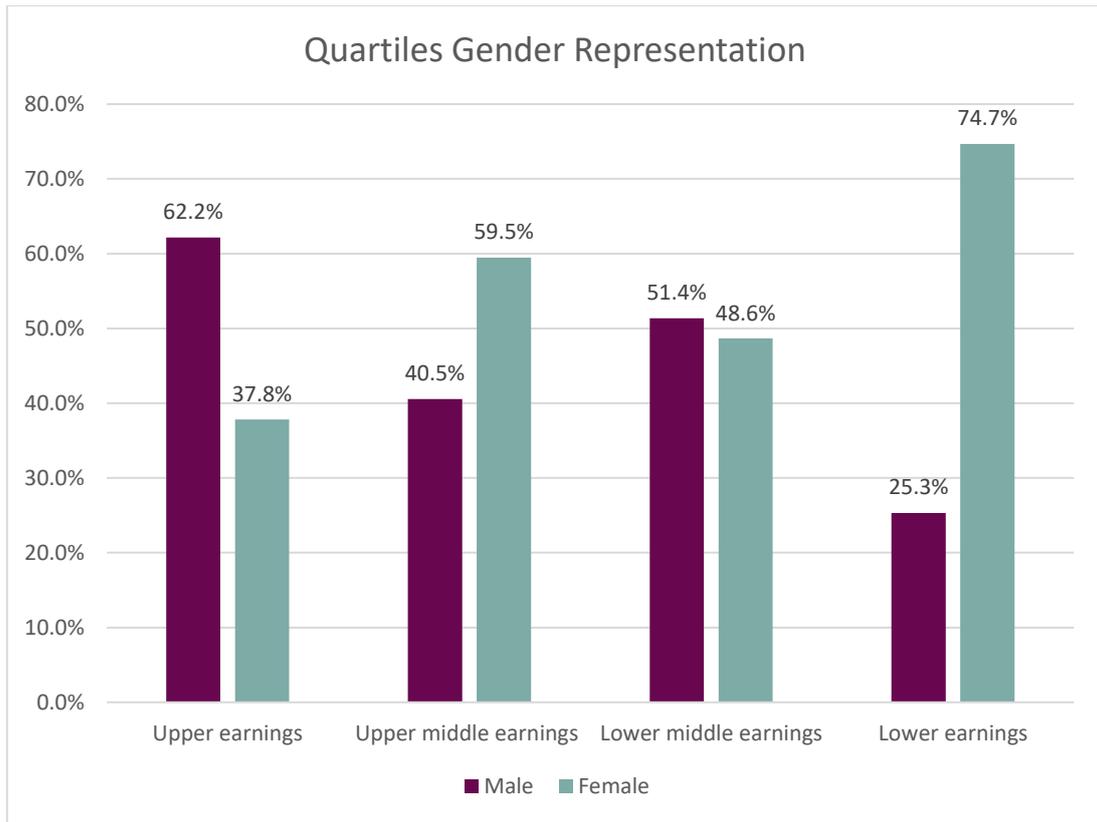
6. The proportion of males and females in each quartile pay band:

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 (£18.75 per hour and above)	46	28	74	62.2	37.8
Upper middle earnings (£18.51- £14.36 per hour)	30	44	74	40.5	59.5
Lower middle earnings (£14.31 – £11.72 per hour)	38	36	74	51.4	48.7
Lower earnings (on or below £11.57 per hour)	19	56	75	25.3	74.7



Quartiles representative % displayed in a comparative bar chart:



## Progress on action plan to March 2022

Action	Intended Outcome	Revised deadline from July 2021 review of actions	Completed	Comment
1 Identify specific 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	Complete	The SCH culture workshops shaped the development of the leadership development programme, which was delivered in 2020/21 with more female attendees than male.
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	December 2021	Complete	As the government cancelled the uploading of statutory GPG results for March 2020 (with 31 March 2019 data) due to the coronavirus (COVID 19) pandemic we were unable to benchmark for that year. Due to COVID, the GPG calculation results for year to March 2021 was extended to the 5 October 2021. We have now carried out comparisons and SCH was found to have the highest GPG for mean and median across the ALMOs in the Midlands using the Governments criteria for assessing the GPG.
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	Ongoing	Part completed	Articles have been placed in staff messaging on promoting flexible working.  Further actions will be identified as SCH develops the Blended Ways of Working Policy and practices.

		women and we want to ensure that we support positive messages to shared caring responsibilities			
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.		Completed	Analysis taken on where women and men are represented in the organisation by salary pay band. Job type roles for Executive Directors and Heads of Service was also undertaken by gender. Overviews of some analysis will be publically given in GPG report to be published in 2022.
5	<p>Measure the GPG pay gap</p> <p>(i) by job level or occupations</p> <p>(ii) by full and part time employees</p> <p>(iii) Report regularly on progress to OMT on reducing pay gaps.</p>	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.	July 2021	Completed.	<p>Same as in action 4) above.</p> <p>Regular dates for reporting on the GPG to senior managers to be scheduled for quarterly periods now to Executive Leadership Team on a regular basis.</p>
6	Measure take up of shared leave or parental leave requests	To see if these workplace opportunities are being realised	March 2022	Not completed	SCH Employee Data uses the same IT system at Solihull Council. This action has been deferred whilst the Council is undertaking a transition of its ICT system services to Oracle Cloud to enable this

					information to be captured and analysed.
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	Ongoing	<p>Working from home is still on going and encouraged.</p> <p>The Recruitment &amp; Selection practice and activity is being reviewed including how jobs are promoted and advertised. For example, under the Flexible Retirement Policy, two female managers are now working on a job share basis, resulting in SCH retaining skilled women.</p> <p>Two females have been promoted through jobs being advertised internally, thus providing career progression opportunities.</p>
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	Ongoing	<p>HR Policies reviewed.</p> <p>Flexible working/ working from home promoted and maintained in SCH during lockdown. Now being incorporated into working practices post-Covid.</p>
9	Implement new initiatives to attract opposite genders to traditional occupational and service type roles. For example, more males in the Customer Service Contact Centre	From the outcome of action 4 above.	Ongoing	Ongoing.	We continue to work through apprenticeships and Kickstart to attract people into a range of occupations in the business. The 2020/2021 Apprenticeship Programme has resulted in a female apprentice being recruited for frontline repairs work and a male working in the Contact Centre.

**New gender pay gap action plan to March 2023** (this forms part of the overarching equality and diversity action plan for SCH)

Action	Intended Outcome	Due date
1 Analyse SCH employee data for women at the stages of recruitment and leaving the organisation over the last 3 years.	To understand the level of women into and leaving roles and professions across SCH and where they are underrepresented to help identify barriers, and actions to tackle negative differences.	October 2022
2 Produce new 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	December 2022
3 Measure take up of shared leave or parental leave requests	To see if these workplace opportunities are being realised	March 2023
4 Wherever possible, make jobs across all levels and job types more flexible and in line with policy on blended working.	Provide as much flexibility to work life balance as possible and remove any barrier to this being achieved	Ongoing
5 Implement new initiatives to attract opposite genders to traditional occupational and service type roles. For example, more males in the Customer Service Contact Centre	To achieve greater gender balance across job roles and professions	Ongoing