



Gender Pay Gap

Report 2018

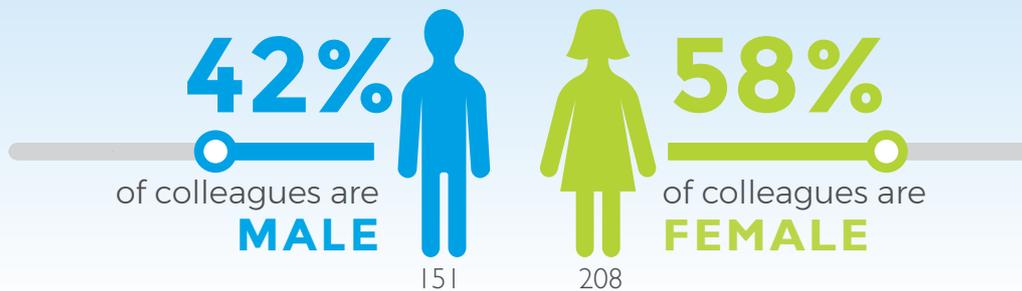


Gender Pay Gap Report 2018

As Westward Housing Group employs more than 250 people, we are required by law to publish an annual gender pay gap report showing the difference in average female earnings compared to average male earnings. This is expressed as a percentage of men's earnings.

-  The '**mean**' is our average pay. This is calculated by adding up all our salaries (individual hourly rates) and dividing by the number of colleagues.
-  The '**median**' is the middle value in our pay. This value is calculated by organising all of our salaries (individual hourly rates) in order and picking the middle number.

The pay gap at Westward has increased in 2017-2018 with a mean **gender pay gap of 6.7%** between male and female employees, up from 3.5% in 2017. This compares favourably with the mean gender pay gap for public organisations of 18.4%.



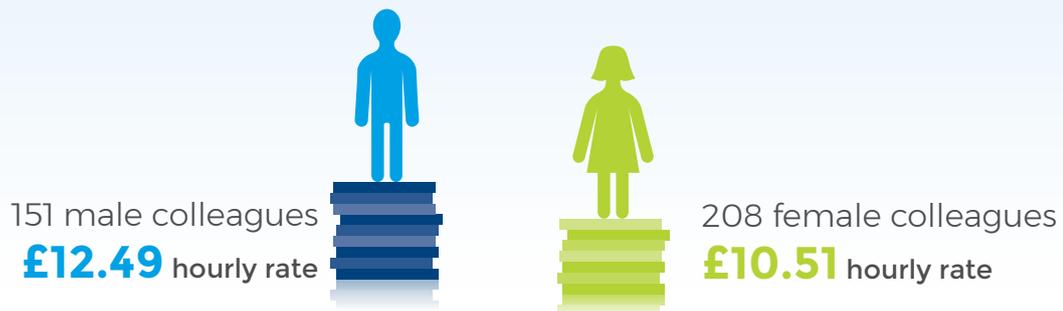
Our average (mean) gender pay gap is 6.7%

Hourly Rates

Our mean gender pay gap is 6.7%



Our median gender pay gap is 15.9%



This compares favourably with the ONS (Office for National Statistics) data in which the national gender pay gap fell in 2017 - 2018 to 17.4%. (Source: <https://researchbriefings.files.parliament.uk/documents/SN07068/SN07068.pdf>)

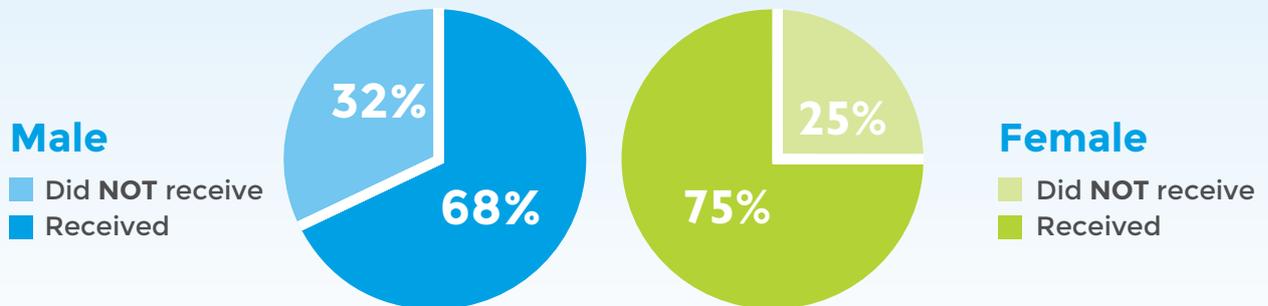
Bonus

Our mean bonus gender pay gap is 14% *



* A significant fall in mean bonus gender pay gap since last year, from 65.8%. This is due to performance related bonuses (paid twice per year) to the property services team (predominately male) in 2017. These specific performance related bonuses were discontinued in 2018.

Proportion of men and women receiving a bonus payment

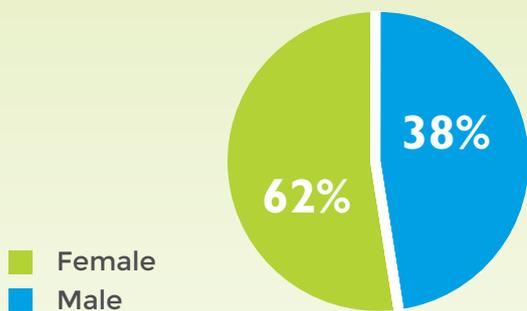


Our median bonus gender pay gap is 5.3%

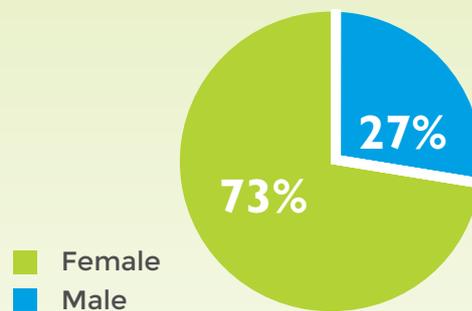
The majority of colleagues received a £300 pay award, however a greater proportion of females received a pro rata bonus. This was due to circumstances such as being part-time or not having been employed for the full year. This has skewed the median percentage bonus figure.

The proportion of men and women in each quartile pay band

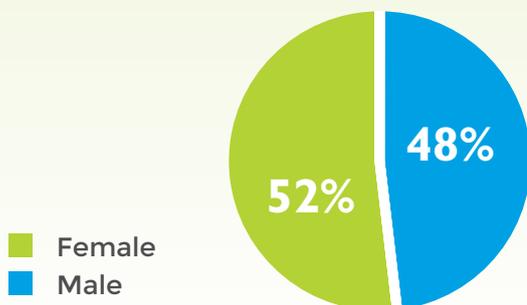
Lower quartile (lowest paid 25%)



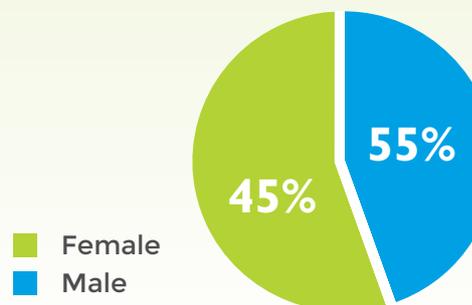
Lower middle quartile



Upper middle quartile



Upper quartile (highest paid 25%)



The difference between the Gender Pay Gap and Equal Pay

- **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 man or a woman.
- **The gender pay gap** shows the differences in the average pay between men and women. If a workplace has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the individual calculations may help to identify what those issues are.

What are the factors affecting some of the pay difference?

The proportion of males to females increased by 1% in the year. Whilst this may not seem too significant, it is a driver of the wider pay gap in 2018 as the proportion of our highest quartile earners is 55% male v 45% female.

During 2018 we carried out a market review of our construction trade pay levels. This resulted in an increase in our trades colleagues pay, in order for us to retain construction trade skills. We also changed our trade remuneration package away from a variable element (i.e. bonus) onto fixed salaries. These two changes resulted in increased trade hourly rates as calculated for this gender pay gap report. Our construction trade team is predominantly male and therefore the overall impact of this change has resulted in an increased gender pay gap (both mean and median).

The move away from the historical variable pay, bonus scheme, for our construction trades has had a significant impact on closing the mean bonus pay gap between males and females.

The chief reasons for the higher earners proportions are as follows:

- 100% males currently in construction trade jobs.
- Construction trade market pay is higher than the market pay for administration and supported housing.
- Supported housing and administration currently have higher proportions of women in the workforce.

Equality

We are already doing a lot right, our gender pay gap is very small compared to most organisations. You can see most of the published examples at <http://gender-pay-gap.service.gov.uk>

We believe that the fact that we have such a small gap is the result of our very proactive commitment to diversity and inclusion.

Some of the things we have done to ensure equality and diversity in the workplace are:

- A rigorous competency-based approach to ensure that all appointments and internal promotions are made solely on the basis of merit demonstrated against objective and non-discriminatory criteria.
- A performance management and development scheme which supports all individuals to achieve their potential and aspirations.
- Comprehensive learning and development provision.
- Flexi and mobile working.
- We have a great gender balance in our senior roles, where many organisations struggle.
- Our pay process and reviews appear to work well to make sure we pay equally for the job regardless of gender.
- We support apprenticeships and work experience opportunities.
- We will continue to monitor to ensure that we remain an attractive and relevant employer.
- During 2018 we carried out a market review of our construction trade pay levels.
- Nationally only 1% of the construction trade workforce is female. Currently ours is 100% male, but we are exploring potential routes to improve the gender mix in our trade workforce, e.g. through construction apprenticeship opportunities.
- For the year 2017-18, the gender split in Board was 70% men and 30% women, in the Executive Team was 40% men and 60% women, and in the Senior Management team was 31% men and 69% women.



Barbara Shaw,
Chief Executive, Westward Housing Group