

## Gender pay gap report 2019

### Background

Our annual gender pay gap (GPG) report for 2019 shows the difference between the average (median and mean) earnings of men and women in the company. This is expressed as a percentage, for example, 'women earn 15 per cent less than men per hour'. GPG is not about whether we pay women and men differently for similar work.

### The CHP position as at 5 April 2019

Based on full time pay and excluding colleagues on reduced pay due to sickness or maternity leave, CHP's gender pay gap is as follows.

#### Hourly rate

Our women's median hourly rate is 6.14 per cent lower than our men's hourly rate. We are proud that actions we have taken have reduced this from 15.08 per cent in 2018. Although we recognise we need to continue to work to close the gap still further, we are also pleased that our mean GPG has reduced to 7.45 per cent in 2019 (compared with 10.9 per cent in 2018).

#### Pay quartiles

The number of men and women in each quarter of the payroll is shown in this table:

Quartile	Men		Women	
	%	Number	%	Number
Top	56.06	37	43.94	29
Upper middle	64.06	41	35.94	23
Lower middle	56.52	39	43.48	30
Lower	31.91	30	68.09	64

#### National comparison

CHP's 2019 median gender pay gap of 6.14 per cent is lower than that the 17.8 per cent rate for all employees in the UK as recorded by the Office of National Statistics (ONS).

#### Bonus pay

CHP does not pay bonuses but we do have a process for making one-off payments for exceptional performance. During the 12 months to 5 April 2019, 10.32 per cent of men (up from 1.36 per cent in 2018) and 11.49 per cent of women (up from 3.42 per cent in 2018) received one of these payments. The median rate for women is 40.03 per cent lower than men. (It was 25.49 per cent higher in 2018).



## How has this gender pay gap arisen?

There are several reasons why a gender pay gap arises:

- Segregation in the wider employment market continues to reinforce the gender pay gap, as men and women still tend to work in different jobs. Women often work in lower valued and lower paid sectors of the economy.
  - For example, we have a high proportion of male employees in our repairs and maintenance teams. There are only two female trades employees, both of whom trained with us as apprentices;
  - There continue to be proportionately more women in lower quartile roles such as administration, customer service and cleaning;
- In the wider employment market, men still make up the majority of those in the highest paid and most senior roles. A higher proportion of men at CHP work in roles paid at mid or upper quartile rates compared to women;
- Women still tend to have more caring responsibilities than men and, as a result, may leave the labour market or work part time. At CHP, 32 per cent of women work part-time, compared to 2 per cent of men. If data on those working part-time are excluded, the median gender pay gap for full time employees in 2019 reduces to 4.19 per cent (this was 6.17 per cent in 2018), compared to a UK median of 8.9 per cent.

## What are we doing about the gender pay gap?

### Organisational development / learning and development

We support individuals to achieve their potential by providing comprehensive learning opportunities for all employees across the organisation. In 2019, we are focusing on development for existing leaders and managers, 46 per cent of whom are female. This is to nurture in-house talent and plan for organisational continuity. We have provided executive coaching for our Leadership Team as well as coaching for managers training. One-to-one coaching was provided for a small number of managers and team leaders, 75 per cent of whom were women.

During 2019, we have continued to recruit and retain trades apprentices. Two housing apprentices (one female, one male) went on to successfully obtain posts within the organisation.

We were pleased to welcome six graduates, four of them women, to CHP in September 2019 as part of our new two-year graduate development program.

We continue to roll out our learning management system to improve access for all our people to online training modules, whatever their working hours or location. This can contribute to their progression at work and benefit those who work flexible hours.

### Recruitment and selection

We continue to use our recruitment and selection procedures to ensure that all appointments and internal promotions are made solely based on merit. All appointments are against objective criteria, regardless of age, disability, sex (gender), gender reassignment, sexual orientation, marriage or civil partnership, pregnancy and maternity, race, religion or belief.



Vacancies are advertised through a variety of channels using gender-neutral language. We ensure that recruiting managers are trained in fair, non-discriminatory and consistent practices, supported by recruitment specialists within the HR team. We strive to use mixed-gender interview panels where resources allow. We also continue to use skill-based assessment tasks and competency-based interviews which have been shown to reduce unconscious bias.

We reviewed our wording for recruitment advertisements and our Employee Value Proposition (EVP) during 2019 as part of our efforts to prevent over/under representation. We would take appropriate positive action permitted under the Equality Act 2010, such as using a 'tie-breaker' in selecting a female candidate for roles where women are disproportionately under-represented.

The diversity of our leadership (40 per cent female in 2019 compared to 33 per cent in 2018) and senior management (64 per cent compared to 56 per cent in 2018) has improved. It is also favourable compared to the total workforce ratio (50 per cent female).

### **Pay and benefits**

We have a simple, fair and transparent pay system. Pay is determined by independent market testing and peer benchmarking and pay ranges are published within the organisation for transparency. CHP continues to pay the Living Wage Foundation's Real Living Wage as a minimum. We regularly monitor our approach to pay, to ensure we provide a competitive reward package for our people. During 2020 we plan to review employee recognition more broadly. This may lead us to review our performance related pay elements.

Following the introduction of a healthcare cash plan for all employees in 2018, all employees had a new opportunity to purchase or sell up to one week's annual leave during 2019.

### **Flexible working**

CHP continues to champion a range of flexible working options to help employees at all levels effectively manage their work/life balance. This includes part-time working, condensed hours and job sharing. We have supported many women returning to work following maternity leave through flexible working opportunities at all levels, including job share and reduced hours. Creating a more agile and collaborative working environment is a key part of our people strategy. We expect to have a new Agile Working Strategy in the coming year.

We are open and transparent with our employees. In conjunction with our recognised trade unions and focus on strong internal communications, will continue to review our approach to reducing the gender pay gap to ensure that we remain a great place to work for all.

Mary Gibbons  
Chief Executive

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