



GENDER PAY GAP REPORT 2019

Employers of more than 250 employees are required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

emh group comprises emh homes, emh care and support, Midlands Rural Housing and emh sharpes. Since emh homes and emh care and support each employ more than 250 employees we are required to report these companies separately. We have also included the required information for all businesses within emh group as a whole.

The table shows the required calculations for the companies to show the difference between the average earnings of men and women for 2017, 2018 and 2019.

| Calculation | 2019 – emh group – all businesses | 2018 – emh group – all businesses | 2017 – emh group – all businesses | 2019 – emh homes | 2018 – emh homes | 2017 – emh homes | 2019 – emh care & support | 2018 – emh care & support | 2017 – emh care & support |
|--------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|---------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------|
| Mean gender pay gap | 11.6% | 11.6% | 10.4% | 4.6% | 6.4% | 3.2% | 2.1% | -3.6% (minus) | -5.2% (minus) |
| Median gender pay gap | 13.2% | 10.8% | 11% | 10.6% | 15.1% | 14.4% | 0% | 0% | 0% |
| Mean bonus gender pay gap | -87.5% (minus) | 49.0% | -171.4% (minus) | 0% | 77.8% | -800% (minus) | 100% | 0 | 0% |
| Median bonus gender pay gap | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| Percentage who receive a bonus | 5.2% Male 6.7% Female | 2.8% Male 2.5% Female | 1.7% Male 2.8% Female | 6.5% Male 17.6% Female | 3.4% Male 6.0% Female | 1.2% Male 2.3% Female | 1.6% Male 0% Female | 0% Male 0% Female | 0% Male 0% Female |



Proportion of males and females in each quartile bracket:

| Calculation | 2019 – emh group – all businesses | 2018 – emh group – all businesses | 2017 – emh group – all businesses | 2019 – emh homes | 2018 – emh homes | 2017 – emh homes | 2019 – emh care & support | 2018 – emh care & support | 2017 – emh care & support |
|-------------------------|-----------------------------------|-----------------------------------|-----------------------------------|------------------|------------------|------------------|---------------------------|---------------------------|---------------------------|
| A Lower quartile | Male (27.2%) | Male (29.3%) | Male (27%) | Male (38.8%) | Male (38.0%) | Male (47.4%) | Male (23.4%) | Male (22.5%) | Male (22.4%) |
| | Female (72.8%) | Female (70.7%) | Female (73%) | Female (61.2%) | Female (62.0%) | Female (52.6%) | Female (76.6%) | Female (77.5%) | Female (77.6%) |
| B Lower middle quartile | Male (34.5%) | Male (31.1%) | Male (36.9%) | Male (44.0%) | Male (53.2%) | Male (42.9%) | Male (20.7%) | Male (33.6%) | Male (31.7%) |
| | Female (65.5%) | Female (68.9%) | Female (63.1%) | Female (56.0%) | Female (46.8%) | Female (57.1%) | Female (79.3%) | Female (66.4%) | Female (68.3%) |
| C Upper middle quartile | Male (42.7%) | Male (40.5%) | Male (38.5%) | Male (72.6%) | Male (63.3%) | Male (65.8%) | Male (33.3%) | Male (22.5%) | Male (31%) |
| | Female (57.3%) | Female (59.5%) | Female (61.5%) | Female (27.4%) | Female (36.7%) | Female (34.2%) | Female (66.7%) | Female (77.5%) | Female (69%) |
| D Upper quartile | Male (49.6%) | Male (49.8%) | Male (52%) | Male (61.9%) | Male (64.6%) | Male (71.1%) | Male (20.0%) | Male (17.6%) | Male (18.4%) |
| | Female (50.4%) | Female (50.2%) | Female (48%) | Female (38.1%) | Female (35.4%) | Female (28.9%) | Female (80.0%) | Female (82.4%) | Female (81.6%) |



GENDER PAY GAP REPORT – NARRATIVE 2019

The data for emh group shows that our mean gender pay gap remains at 11.6% in April 2019, the same as in 2018 across all of our diverse operating businesses. The mean gender pay gap for emh homes has decreased from 6.4% in 2018 to 4.6% in 2019, whilst for emh care and support, the gender pay gap has increased to 2.1% (plus) in 2019, compared to – 3.6% (minus) in 2018. The median gender pay gap for all businesses has increased from 10.8% in 2018 to 13.2% in 2019. Whilst there was no change to the median pay gap for emh care and support (0% since April 2017), there was a decrease for emh homes from 15.1% in 2018 to 10.6% in 2019.

We are committed to rewarding our employees fairly for the contribution and value they add and appointing the best candidate for positions, regardless of their gender or any diversity characteristic. The change in results reflect some of the changes of employees in positions at the corresponding reporting dates, new appointments being made and leavers across the business. This shows we still have further work to do to eliminate the gender pay gap across emh group as a whole.

We continue to work on our range of initiatives and employment practices aimed at helping to eliminate the gender pay gap. We are proud of our achievement of Investors in People (IiP) Gold, assessed in June 2018, across emh group (excluding emh care and support who were assessed previously) and it remains our vision to achieve IiP Gold across the Group by 2023. The IiP report states that ‘staff said that emh was a great place to work. They felt involved and supported and enjoyed the work, relating very much to the core values at the heart of the organisation.’

Diversity and Inclusion - Employee roadshows have been run by the Senior Management Team and the feedback from employees helps us towards being the best employer that we can be. We have reviewed our Equality, Diversity and Inclusion Strategy and have developed an action plan that aligns to our Business Plan. Year one of the action plan focusses on data gathering and utilising this will lead us towards embedding our approach to equality, diversity and inclusion. Alongside this new strategy, one of our current Board members champions diversity. The Chartered Institute of Housing’s Inclusive Futures campaign to address sector-wide community diversity challenges continues to grow momentum. Group Chief Executive, Chan Kataria is one of the 7 national ambassadors for this campaign.

Employees’ views were gathered through a confidential online survey, the findings showed that overall employees feel that:

- emh is perceived as an inclusive employer that recognises the of equality and diversity related matters;
- there is room for improvement in listening and understanding employee views and there is support for a colleague equality and diversity forum – a commitment we have transferred to our strategy and action plan.

The survey has enabled us to identify areas of strength and improvement. We will be developing a risk matrix to prioritise the feedback to take this forward.



Senior roles - 50% of our Executive Management Team are female – this gender profile has not changed since 2014. We recognise that more progress is required and we are committed to balancing the proportion of males and females in more senior roles and on our board. emh group has instigated and led a “Women on Boards” initiative to encourage more women to apply for board positions both within and beyond the social housing sector. This has resulted in one of the participants successfully being recruited to emh homes’ board from December 2018. Emh group is investing in a development programme through which all of its leaders will become trained coaches by 2023. 51 employees have already been trained, 59% of whom are women; 31 women are receiving coaching (85% of total).

Talent Management - We are finalising the development of our Talent Strategy, as part of the broader HR Strategy and we embed talent management into the strategic priorities of each business area, which will include how we recruit, nurture and retain talent. In addition to this, it will include a commitment to equality, diversity and inclusion as a core principle. Our overall aim for the strategy is to optimise the talents of all our employees by offering a wide range of learning opportunities and qualifications that are recognised and valued by our departments and provide career pathways to future success.

Recruitment and selection - Within the gender pay gap data across all companies at emh group, 61.5% (62.3% in 2018) of employees are female. Similar to other reported trends in the housing sector, there is a gender imbalance in male dominated areas such as repairs and maintenance and grounds maintenance, where some of these roles offer additional payments for overtime and callouts. emh care and support continue to employ a higher percentage of female employees (75.6%) and have the lowest Mean Gender Pay Gap within the business of 2.1%.

Attracting a gender balance in all areas of the business can help to ensure any prevailing pay differences within operational areas do not impact the wider gender pay gap. emh group has reviewed and implemented a new Recruitment and Selection Policy and is carrying out a wider review of the way it recruits to ensure that emh group has the right people to meet its changing needs. Across emh group there are robust recruitment and selection processes that we are continuously improving and simplifying to help ensure the best candidates are recruited into roles. The recruitment and selection training is currently being reviewed.

The job specific person specification is currently the basis for the selection criteria at the shortlisting and selection stages. Within the recruitment and selection process, the wording of adverts and artwork for recruitment campaigns, alongside the wording in person specifications will continue to be reviewed to prevent any unintentional gender bias. We aim to ensure that there is a mix of genders on interview panels.

Apprenticeship Academy - emh group has an award-winning Apprenticeship Academy, which was established in 2012 as a social enterprise to provide education, training, skills and future job opportunities for local people. We have 56 apprentices in 2019, which is expected to expand to over 100 by the end of 2019. Our strategy aims to deliver 250 traineeships/apprentices by 2023, which is aligned to our overall business plan. We have success stories relating to some of our female apprentices in repairs and maintenance, where one received highly commended in the regional finals for the National Apprenticeship Awards 2018. In 2019 we have further success with an apprentice from a BAME



background reaching the regional finals for this year's awards. Promotion of our apprenticeship programme internally has resulted in more of our existing employees taking opportunities in different trades. We currently have 7 female apprentices in Property Services (an increase from 2 in 2016) with plans to increase opportunities and attract more female trade apprentices to address the gender imbalance. A working group of our female apprentices in construction are proactively involved in 'Women in Construction' and will be involved with School events this year to promote these opportunities. Our future plans involve membership of the Apprentice Diversity Network Champions which will help focus our apprenticeship recruitment towards those from BAME backgrounds, LLDD (learning difficulties and disabilities), STEM (women in science, technology, engineering and manufacturing) and those from disadvantaged areas and poor socio-economic backgrounds.

Pay - The grade and associated salary for all new positions are evaluated using an external job evaluation process and a salary reward project is being led by the Director of HR. At the point of 2019 reporting, emh care and support employees had not yet received an annual pay award, as this was subject to wider discussions concerning their package of terms and conditions. This timing factor may therefore impact upon the overall emh group gender pay gap for 2019.

Flexible and family friendly policies - emh group continues to offer a range of flexible and family friendly working practices, including part-time working, job sharing, flexi-time, home working and agile working to enable our employees to effectively manage their work/life balance. Line managers encourage and support returners following a period of maternity leave and from other extended leave. We also offer a salary sacrifice scheme for childcare vouchers. We are reviewing the current flexi-time practices and whether this can be improved to support increased work-life balance and positive engagement.

We will continue to work with our recognised Trade Unions and staff consultation groups to identify further ways in which we can address issues that may contribute to the gender pay gap and how this can be closed.

I confirm that the information given in this report is true and accurate.

Signed: _____
Joanne Tilley - Executive Director – Corporate Services

Dated: _____