

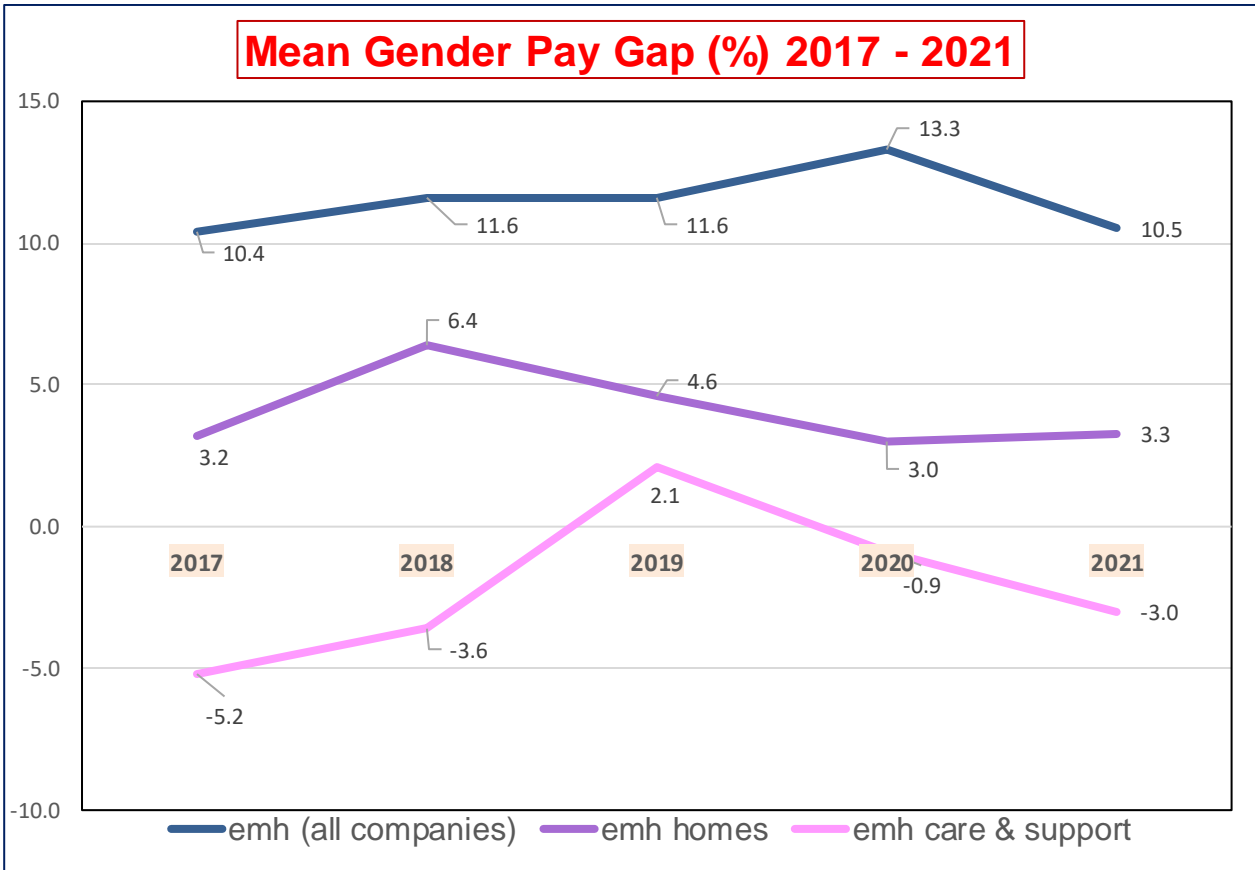


# GENDER AND ETHNICITY PAY GAP REPORT 2021

## Gender Pay Gap Report - 2021

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

emh comprises emh group, emh homes, emh care and support, Midlands Rural Housing and emh sharpes. emh homes and emh care and support each employ more than 250 colleagues, therefore emh are required to report these companies separately. Figures for emh homes, emh care and support and emh (all companies) have been produced and published from April 2017. See chart below for the Mean Gender Pay Gap.





The table below shows the gender pay gap calculations for emh (all businesses), emh homes and emh care and support, to show the difference between the average earnings of men and women at April 2019 to April 2021.

Calculation	2021 emh - all	2020 emh – all	2019 emh – all	2021 emh homes	2020 emh homes	2019 emh homes	2021 emh care & support	2020 emh care & support	2019 emh care & support
Mean gender pay gap	10.5%	13.3%	11.6%	3.3%	3.0%	4.6%	-3.0% (minus)	-0.9% (minus)	2.1%
Median gender pay gap	13.3%	14.3%	13.2%	8.0%	9.6%	10.6%	0%	0%	0%
Mean bonus gender pay gap	19.7%	-225.12% (minus)	-87.5% (minus)	19.7%	30.9%	0%	0%	0%	100%
Median bonus gender pay gap	0%	0%	0%	0%	0%	0%	0%	0%	100%
Percentage who receive a bonus	6.8% Male 8.5% Female	9.3% Male 7.0% Female	5.2% Male 6.7% Female	11.4% Male 27.5% Female	10.2% Male 21.8% Female	6.5% Male 17.6% Female	0.8% Male 0.4% Female	0% Male 0% Female	1.6% Male 0% Female



The table below shows the proportion of males and females in each quartile pay bracket.

Calculation	2021 emh – all	2020 emh – all	2019 emh – all	2021 emh homes	2020 emh homes	2019 emh homes	2021 emh care & support	2020 emh care & support	2019 emh care & support
A Lower quartile	Male (29.5%)	Male (29.8%)	Male (27.2%)	Male (40.0%)	Male (42.9%)	Male (38.8%)	Male (22.8%)	Male (24.8%)	Male (23.4%)
	Female (70.5%)	Female (70.2%)	Female (72.8%)	Female (60.0%)	Female (57.1%)	Female (61.2%)	Female (77.2%)	Female (75.2%)	Female (76.6%)
B Lower middle quartile	Male (33.1%)	Male (31.1%)	Male (34.5%)	Male (59.6%)	Male (50.0%)	Male (44.0%)	Male (29.2%)	Male (29.5%)	Male (20.7%)
	Female (66.9%)	Female (68.9%)	Female (65.5%)	Female (40.4%)	Female (50.0%)	Female (56.0%)	Female (70.8%)	Female (70.5%)	Female (79.3%)
C Upper middle quartile	Male (43.7%)	Male (43.8%)	Male (42.7%)	Male (55.1%)	Male (61.5%)	Male (72.6%)	Male (22.8%)	Male (15.0%)	Male (33.3%)
	Female (56.3%)	Female (56.2%)	Female (57.3%)	Female (44.9%)	Female (38.5%)	Female (27.4%)	Female (77.2%)	Female (85.0%)	Female (66.7%)
D Upper quartile	Male (48.6%)	Male (50.2%)	Male (49.6%)	Male (60.7%)	Male (63.3%)	Male (61.9%)	Male (17.7%)	Male (18.8%)	Male (20.0%)
	Female (51.4%)	Female (49.8%)	Female (50.4%)	Female (39.3%)	Female (36.7%)	Female (38.1%)	Female (82.3%)	Female (81.2%)	Female (80.0%)



## Gender Pay Gap Report – emh 2021

### emh (all companies)

The data for emh (all companies) shows that the mean gender pay gap has decreased to 10.5% from 13.3% in 2020. The mean gender pay gap for emh homes has increased to 3.3% from 3.0% in 2020. This is following a period of consistent decrease for emh homes from 6.4% in 2018 to 3.0% in 2020. For emh care and support, the average male pay compared to female pay has decreased for the third consecutive year and there is a further widening of the pay gap in favour of female colleagues. In 2021, the gap was -3.0% (minus), a decrease from -0.9% (minus) in 2020 and 2.1% (plus) in 2019.

The mean hourly rate increase for emh in 2021 compared to 2020, for females was greater than males in all pay quartiles but was greatest in the Lower Middle Quartile (females averaged 2.8% more than male counterparts) and the Upper Quartile (females averaged 2.2% more compared to male employees). The change in results reflect some of the changes of employees in positions at the corresponding reporting dates, new appointments in additional posts and leavers across the business.

With regards to the median gender pay gap for all businesses, this has decreased from 14.3% in 2020 to 13.3% in 2021. Whilst there continues to be no change to the median pay gap for emh care and support (0% since April 2017), there continues to be a reduction in the median pay gap trend at emh homes to 8.0% from 9.6% in 2020 and 10.6% in 2019.

### emh group

To analyse the overall increase in the pay gap for all companies, emh group as a single employer is reviewed separately. At emh group the mean gender pay gap for 2021 was 16.8% (18.9% in 2020) and the median pay gap was 19.2% (also 19.2% in 2020). This compares to 10.5% and 13.3% respectively, for all companies.

The mean gender pay gap for emh group in 2021 is the second largest within all of the emh companies (Midlands Rural Housing has the largest with a mean gender pay gap of 30.6% in favour of males). Within emh group, the Development team had the largest gender pay gap in 2021 with 17.3% in favour of male colleagues and EMT had the second largest with a pay gap of 16.6% of males. As at April 2021, 57% of the Executive Management Team are male. The Corporate Services team recorded a mean gender pay gap of -11.5% (minus) in favour of female colleagues.

Female average hourly pay increases were higher than male increases across all hourly pay quartiles, the lowest of these was experienced in the Upper Quartile (0.11% more for females, compared to 3.9% in the Upper Middle and 3.4% in Lower Middle Quartiles).



## **emh care and support**

At emh care and support, the mean gender pay gap has moved further to -3.0% (minus) in favour of female colleagues compared to -0.9% in 2020. In 2019, the gender pay gap favoured male colleagues with a mean gender pay gap of 2.1%. In the last 5 years of reporting, the figures for 2020 represented the closest to parity in pay for gender (-0.9%). In 2021, the pay gap moved further to be in favour of female colleagues (-3.0%). This decrease since 2019, can be attributed to there being more female colleagues paid in the upper half of all hourly rates paid in emh care and support in 2021, compared to 2019 (79.8% compared to 73.3% in 2019).

## **emh homes**

For emh homes, there has been a continuous positive trend towards mean gender pay parity for the 3 years up to 2020 (a move from 6.4% in 2018 to 3.0% in favour of males in 2020). In 2021 the pay gap has widened slightly, moving from 3.0% in 2020 to 3.3% in favour of males in 2021.

At the point of 2021 reporting, Internal Maintenance Service (IMS) operatives had not yet received an annual pay award, as this was subject to consultation. The IMS team encompasses around 140 employees (92% of whom are male). The mean gender pay gap would have increased to 3.8% in favour of males for emh homes, if the pay award IMS operatives received in May 2021, had been processed in April 2021.



## Gender Pay Gap Comparators (Source: Office of National Statistics)

Sample Group	2021 – Mean Gender Pay Gap	2020 – Mean Gender Pay Gap	2019 – Mean Gender Pay Gap
emh – all companies	10.5%	13.3%	11.6%
All companies in England and Wales	12.5%	15.5%	17.4%
All companies in England and Wales with 250+ employees	12.5%	17.0%	-
emh care and support	-3.0% (minus)	-0.9% (minus)	2.1%
Caring and Service occupations	4.0%	6.2%	8.0%
emh homes	3.3%	3.0%	4.6%
Sample of Housing Associations and Groups *	10.9%	9.1%	9.5%

\* - A sample of 17 (2020/21), 34 (2019/20) and 47 (2018/19) housing associations/groups (some of which also have care elements), each with more than 500 employees

## Ethnicity Pay Gap Report – emh 2021

It is not currently a legal requirement for companies to produce or publish ethnicity pay gap data. However, it is increasingly being recognised as good practice for companies to analyse this information. emh has key values around equality, diversity and inclusion in the workplace.

emh analysed the first ethnicity pay gap report in 2020. Please see the latest ethnicity pay gap report as at 5 April 2021 alongside the details reported in 2020. This compares the mean and median hourly rates of our Black, Asian and Minority Ethnic (BAME) and white colleagues over the two periods.

Please note that for the purposes of reporting, only those employees who had disclosed their ethnic origin to us have been included in the Ethnic Pay Gap Report for 2021. These employees account for 83.5% of our pay gap relevant sample (848 colleagues).



## Ethnicity Pay Gap – as at 5 April 2021

Ethnicity Pay Gap – Key Measures -	2021 emh (all)	2020 emh (all)	2021 emh C&S	2020 emh C&S	2021 emh homes	2020 emh homes	2021 emh group	2020 emh group
BAME Employees Headcount (% of all employees)	84 (9.9%)	86 (10.6%)	31 (10.4%)	31 (11.3%)	36 (10.3%)	34 (9.8%)	16 (11.7%)	17 (13.3%)
BAME Employee Mean Hourly Rate	£15.88 * £14.81	£15.38 * £14.34	£10.63	£9.76	£14.77	£14.50	£28.26 * £23.15	£26.96 * £22.45
White Employee Mean Hourly Rate	£14.61	£14.44	£10.67	£10.12	£15.09	£15.02	£22.25	£22.43
Pay Gap Mean in favour of White Employees (£)	-£1.27 * -£0.20	-£0.94 * £0.10	£0.04	£0.36	£0.32	£0.52	£6.01 * -£0.90	-£4.53 * -£0.02
% Mean Pay Gap	-8.7% * -1.4%	-6.5% * 0.7%	0.4%	3.6%	2.1%	3.5%	23.2% * -0.4%	-20.2% * -0.1%
BAME Employee* Median Hourly Rate	£12.76	£12.49	£8.94	£8.71	£13.97	£13.97	£22.15	£20.10
White Employee Median Hourly Rate	£12.85	£12.56	£8.94	£8.71	£13.97	£13.97	£16.31	£16.31
Pay Gap Median in favour of White Employees (£)	£0.09	£0.07	£0.00	£0.00	£0.00	£0.00	-£5.84	-£3.79
% Pay Gap Median	0.7%	0.6%	0.0%	0.0%	0.0%	0.0%	-35.8%	-23.2%

KEY: \* - Calculations after Chief Executive hourly rate has been excluded.

NOTE: - Any minus figures represent a pay gap in favour of BAME employees.



In ethnicity pay gap report for 2021, the mean pay gap for emh (all companies) has widened in favour of BAME employees since 2020 (-6.5% in 2020 compared to -8.7% in 2021). emh homes and emh care and support have both experienced a closing of the ethnicity pay gap during this time. emh homes are still reporting a pay gap in favour of white employees (reduced from 3.5% in 2020 to 2.1% 2021) and emh care and support have also registered a decrease from 3.6% in 2020 to 0.4% in 2021.

### **emh (all companies) – Distribution of employees in each quartile pay bracket by ethnicity – 2021 v 2020:**

<b>Lower Quartile</b>	<b>2021</b>	<b>2020</b>
% BAME	7.3%	8.1%
% White	92.7%	91.9%
<b>Lower Middle</b>		
% BAME	12.1%	13.8%
% White	87.9%	86.2%
<b>Upper Middle</b>		
% BAME	9.6%	8.0%
% White	90.4%	92.0%
<b>Upper Quartile</b>		
% BAME	10.2%	8.8%
% White	89.8%	91.2%

BAME representation across the whole business has fallen from 10.6% in 2020 to 9.9% in 2021. In considering the distribution of colleagues by ethnicity for emh (all companies), with the exception of the Lower Middle Quartile, the % of BAME representation is between 7.3 - 10.2%. The highest proportion of BAME representation continues to be in the Lower Middle Quartile with 12.1% of colleagues recorded as being from a BAME background.

It is also noted that BAME representation in the Upper Half of pay brackets in 2021 has risen to 9.9% representation compared to 8.4% in 2020. BAME representation in the Lower Half of pay brackets had fallen from 10.9% in 2020 to 9.7% in 2021.

England and Wales as a whole, had a median ethnicity pay gap of 2.3% in 2019 and in the East Midlands for the same period, the figure was recorded at 6.9% in favour of white employees (ONS).





## **Future Initiatives and Strategies**

### **Culture and Engagement**

Diversity and inclusion are fundamental to an effective functioning organisation. Ensuring people feel included, listened to and that their views, opinions, insights and perspectives matter is vital in all organisations. Diversity and inclusion must become the norm for emh to enable all colleagues to feel empowered and to ensure we understand the personal and organisational damage caused by colleagues feeling excluded, disempowered or as if they do not belong in emh. Diversity and inclusion is about ensuring there are no barriers by taking a systemic approach to what practices and policies we have and most importantly what kind of culture we have.

Building on the work we continue to do using the Barrett Cultural Values Assessment we have reviewed our approach to Equality Diversity and Inclusion. Our focus is adopting a more active approach to bring about measurable behavioural change to create a culture of diversity and inclusion. We have a road map which identifies the priorities to embed the behavioural change required.

The roadmap includes:

- in-depth reporting on recruitment and promotion
- induction training on the emh values and why values matter, unconscious bias and how to play your part in support one another to understand and celebrate differences
- equipping leaders to promote a culture of inclusion, and creating safe, non-judgemental workspaces where we can openly discuss equality, diversity and inclusion issues
- detailed evaluation of progress

The Equality, Diversity and Inclusion Steering Group has been divided into two action groups; one to focus on our communities and wider stakeholders and the other to look at emh colleagues. One key action for both groups is to implement specific measures to improve the way we collect, store and analyse data. This will enable us to implement specific measures to improve the way we collect, store and analyse data and how this influences our policy development. We continue to work with Data Orchard to cleanse the data we collect and to help us to present meaningful information.



## Recruitment and Selection

Across all companies at emh females represent 61.3% of colleagues. There is a gender imbalance in repairs and maintenance (83.7% are male) and grounds maintenance (86.7% are male). emh care and support continue to employ a higher percentage of female colleagues (76.9%) and have the lowest mean gender pay gap of – 3.0% (minus).

emh has implemented recruitment and selection software to help manage and enhance the recruitment service and is now working on an onboarding module to support the capture of data and enhance the colleague experience. The focus now is to work with the software provider to produce and analyse equality and diversity data and track progress from application through the employee lifecycle to inform actions required.

emh continues to observe the 'Rooney' rule in relation to senior board appointments, where applicants from BAME groups will be offered interviews for roles. In addition, emh have given a public commitment to ensure all shortlists for Board and senior positions include a BAME candidate, provided they meet the person specification.

Recruitment and selection training for recruiting managers has transferred to the virtual environment and is currently being enhanced with the development of an on-line bespoke e-learn module, to enable the workshop to be more focused on values and diversity.

## Development/Talent Management

Over the last year, emh have continued to invest significantly in the delivery of a new leadership development programme, designed to strengthen management capability and adapt to the changes needed during the pandemic. All people managers were invited onto the programme, which focused on enhancing leadership skills that build resilience, create a sustainable learning culture and promote psychological safety amongst teams.

Psychological safety has become an important theme within our leadership development initiatives. It supports diversity within our workforce, enabling all colleagues to feel valued, to truly be themselves and feel able to speak up without fear.

The internal coaching programme has continued to support colleagues from all parts of the organisation, providing coaching support to around 20 colleagues each quarter. Our internal coaches come from areas right across our business, they have a broad age range and a mix of male and females, which enables us to make strong matches between coaches and coachees.

We are also continuing to focus on embedding the Talent Strategy by reviewing the People and Talent Plans for each area of the business and introducing more flexible ways for colleagues to access career development. With the introduction of a new system called emh learn, colleagues now have easy access to a wide range of e-learning opportunities to develop their skills, at times that suit them and flexes around their work commitments. Learning opportunities include access to a range of career development tools and learning on equality, diversity and unconscious bias training.



## **Pay and Reward**

A new salary scale was implemented in April 2020, which is a Rate for the Job (RFJ) salary scheme (excluding emh care and support). The grade and associated salary for all new positions are evaluated using an external job evaluation process and it is proposed to undertake salary market testing for job families. This benchmarking will also be conducted through an external and independent process.

emh care and support roles are benchmarked through an external exercise led by the National Care Forum, Agenda Consulting. All roles within care and support are compared across the sector and geographical areas.

A Pay Award of 1% was awarded to all colleagues in April 2021; with the exception of emh care and support and IMS operatives who were in collective consultation at the report date. The subsequent pay increases in these areas are therefore not included in the 2021 Gender Pay Gap Report. For comparison, this has historically been the case for emh care and support.

## **Apprenticeship Academy**

emh 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. emh has 90 apprentices on programmes in 2021 (increase from 72 in 2020), with an additional throughput of 80, 62 of which have achieved a full apprenticeship and 18 left without achieving.

Our strategy aims to deliver 250 traineeships/apprentices by 2023, which is aligned to our overall business plan. The Academy has success stories relating to some of the female apprentices in repairs and maintenance, where one received highly commended in the regional finals for the National Apprenticeship Awards 2018 and highly commended in the Leicestershire Business Awards within the same year. In 2020, an emh apprentice won her category in the Black, Asian and Minority Ethnic (BAME), which was an outstanding achievement.

emh continues to promote apprenticeships within the community, this year reaching out to informed residents through publications highlighting the opportunities to 'earn whilst you learn', with no upper age limit. This has led to interest from a wider audience and further applications from under-represented groups.

In September 2020, 50% of the apprentices recruited into construction were female. We are seeing a trend towards more females into trades for 2021, one who has already been recruited into our garden services starting in September 2021. emh now has a total of 9 females following a trade apprenticeship with an additional 5 who have achieved a specific craft.

Promotion of our apprenticeship programme internally to our existing colleagues has opened up opportunities for those wishing to upskill or diversify their careers, nurturing talent whilst supporting the organisational objectives and meeting business needs. 2021 saw the introduction of apprenticeships into care and support and there are 17 apprentices studying a range of apprenticeship programmes from level 2 Adult Care Worker through to level 4 Lead Practitioner, both represented by male and female. This will allow more of our workforce to become qualified whilst aiding retention, within a sector that is difficult to recruit.



emh has started to work closely with other employers to grow apprenticeships through the sharing of funds, especially in areas that are under-represented, such as Adult Care and Construction where there are identified skills gaps. In 2021, emh partnered with the University of Hospitals of Leicester NHS Trust for Care and Ibstock Brick for Construction. emh also intend to attract more apprentices from these areas in 2021 by involving more promotion through our residents.

## **Covid-19**

On 24 March 2020, the Government Equalities Office (GEO) and the Equality and Human Rights Commission (EHRC) suspended enforcement of the compulsory gender pay gap reporting requirements for the 2019/20 year, shortly before the annual deadlines. emh continued to report this data and the Government confirmed in December 2020 that compulsory reporting would resume in the current reporting year. On the date of reporting, emh did not have any furloughed colleagues, which will therefore not impact on comparisons with prior and future years.

The CIPD (March 2021) state women have taken a disproportionate, unequal share of the economic hardship caused by the virus. This is due to factors such as assuming a greater responsibility for childcare and home-schooling in lockdown, women have been more likely than men to work fewer hours, be away from work temporarily or drop out of the labour market altogether since the pandemic struck. emh has adopted a supportive and flexible approach throughout the pandemic wherever possible, allowing paid time off for childcare to minimise any impact on our colleagues whether male or female. emh is not alone in making significant changes to the working lives of colleagues since the pandemic, where office-based colleagues have stayed at home to work where possible.

Homeworking and agile working have been accelerated in relevant areas of the business due to the Covid-19 pandemic. emh consulted with colleagues where there was the potential to permanently carry out their work from home, as to whether their role would be permanently home based. This considered individual circumstances, alongside the requirements of the role. 30% of all emh colleagues are now home based (August 2021), 32% of all females are based at home, compared to 26% of male colleagues. A new Home Based Working Policy was launched on 1 April 2021. Through the transformation review, the office locations are being reviewed and the head office at Memorial House, Coalville, is being renovated to support agile working and collaboration.

The CIPD (March 2021) stated the impact of COVID-19 has the potential for a much more positive legacy, if the pandemic drives more employers to recognise the damaging impact of widening inequalities, to seriously investigate and address their gender pay and representation gaps with renewed emphasis, thereby helping to build more equal, diverse and inclusive organisations in the UK. As can be seen by the approaches outlined in this report, emh is working to have this positive impact.

## **Flexible and Family Friendly Policies**

In addition to the agile and home working changes, emh continues to offer a range of flexible and family friendly working practices, including part-time working, job sharing, home working and agile working to enable our colleagues to effectively manage their work/life balance. Line managers continue to encourage and support returners to work following a period of maternity leave and from other extended leave.



## Summary

We are committed to rewarding our colleagues fairly for the contribution and value they add and appointing the best candidate for positions, regardless of their gender or diversity characteristics. The change in results reflect some of the changes of colleagues in positions at the corresponding reporting dates, new appointments in additional posts and leavers across the business. We have further work to do to eliminate the gender and ethnicity pay gaps across emh as a whole and the data highlights the differences in the gender and ethnicity pay gap in the various operating businesses.

emh recognises that achieving gender pay and wider equality for women is not a short-term quick fix or one size fits all approach across the diverse businesses within emh. We will continue to work with our residents, colleagues, recognised Trade Unions and colleague consultation groups to identify further ways in which we can address issues that may contribute to the gender and ethnicity pay gap and to make diversity and inclusion the norm at emh.

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

Signed: \_\_\_\_\_

Joanne Tilley - Executive Director – Corporate Services

Dated: \_\_\_\_\_