



# Gender Pay Gap Report 2018

Working in Partnership with Kirklees Council



Quality homes and services in successful communities



# FOREWARD

At KNH we are committed to creating and building an environment where all our employees can grow, develop and achieve their potential.

Last year we introduced initiatives which we believe have been successful in promoting and challenging our employees, members of the Board and others in their approach and response to gender issues and narrowing the gender pay gap. We continue to review and develop our people strategies to ensure that we have a diverse and inclusive workforce.

We know that the representation of women in our trade roles continues to be a challenge and will continue to be a priority for KNH, because we know that this task cannot be achieved in the short term. We are developing and adopting strategies that we believe will demonstrate our commitment to narrowing the gender pay gap. We know this is a significant challenge and we know that we should not underestimate the scale of the task.

We are open to and committed to challenging our employees and managers in working to remove barriers and to actively contribute to making KNH a workplace where employees, regardless of gender, can achieve their full potential.

## **Penny Gilyard**

Director of Resources (FCIPD) (CIHCM)

For and on behalf of KNH

# AS AN ORGANISATION EMPLOYING MORE THAN 250 MEMBERS OF STAFF GOVERNMENT REGULATIONS REQUIRE US TO PUBLISH THE DETAILS OF OUR GENDER PAY GAP BY APRIL OF EACH YEAR.

## What is the gender pay gap?

The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings.

It is not the same as equal pay which is about men and women receiving the same wages for the same job or for work of equal value.

## What does our data tell us?

The data collated is analysed by taking the median and mean calculations.

- Median Pay Gap is calculated by finding the exact middle point between the lowest and highest paid woman and the lowest and highest paid man.
- Mean pay gap is calculated by adding up the hourly pay of all the women in the organisation and dividing this by the number of women employees and doing the same for the men.

The data for KNH is based on a snapshot taken at **31st March each year.**

**On 31 March 2018** we had a workforce of **814** comprising 259 women and 555 men.

In comparison on 31 March 2017 we had a workforce of **892**, 299 women and 593 men.

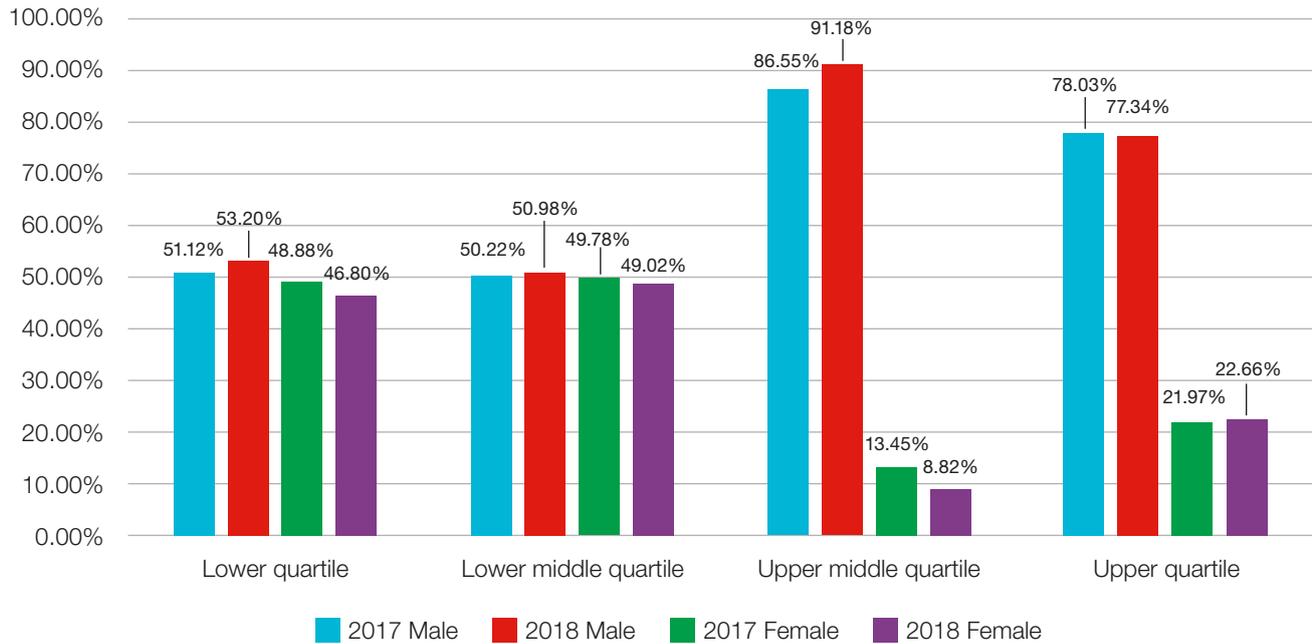
	2017	2018	+/- percentage points
Mean gender pay gap	8.79%	8.63%	<b>-0.16%</b>
Median gender pay gap	14.54%	13.59%	<b>-0.95%</b>

Analysis of the mean and median hourly pay rate for each of the reporting periods shows that the women's earnings remain lower in comparison to men employed by KNH but have improved year on year.

## Quartiles

Using the hourly pay the workforce is divided into four equal-sized groups; dividing the list of earners from lowest to highest with the upper quartile covering the highest paid 25% and lower quartile the lowest paid 25%.

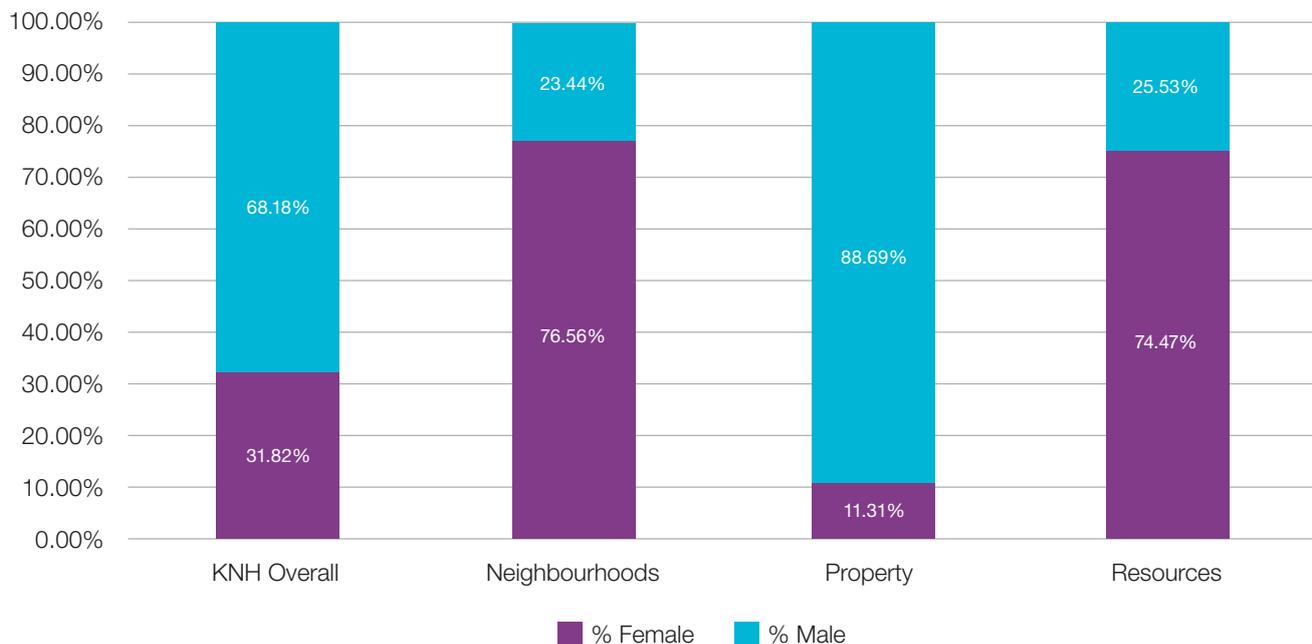
## Proportion of Males and Females in Each Quartile



The information from our snapshot date of 31 March 2018 (and comparing the previous year) analysis shows that our workforce whilst overall is predominantly male; the data shows a decrease in the percentage of women in the lower pay quartile (-2.08%) and a slight increase in the upper pay quartile (+0.69%). In contrast, the lower middle and upper middle pay quartiles shows a decrease in the percentage of women.

Analysis of the Directorate split identifies that this male predominance is within the Property Directorate where our trade operative roles are located and where we (and the industry in which we operate) recognise that women are under-represented. We remain committed to recruiting more women into trade roles and are working with schools and other partners to encourage interest.

## Proportion of Males and Females in Each Directorate



In contrast, within the Neighbourhoods and Resources Directorate we employ more women. Whilst our policies and procedures apply to all employee groups, the roles within the Neighbourhoods and Resources Directorates, it could be argued, offer more flexibility and are therefore more attractive to women.

		KNH Overall	Neighbourhoods	Property	Resources
Mean Pay Gap	Mean Female Hourly Rate	£13.94	£13.48	£12.97	£16.49
	Mean Male Hourly Rate	£15.25	£13.94	£15.32	£17.88
	Mean Pay Gap	<b>8.63%</b>	<b>3.26%</b>	<b>15.33%</b>	<b>7.79%</b>
Median Pay Gap	Median Female Hourly Rate	£12.94	£12.97	£11.02	£15.63
	Median Male Hourly Rate	£14.96	£13.38	£14.96	£16.84
	Median Pay Gap	<b>13.50%</b>	<b>3.06%</b>	<b>26.34%</b>	<b>7.19%</b>

Analysis of the mean and median hourly rate within each Directorate shows that within KNH men are paid more than women.

### What is KNH's Gender Bonus Gap?

As a public sector organisation that has adopted single status arrangements we have an agreed evaluation scheme to grade our roles. We do not pay bonuses. So in terms of reporting KNH's gender bonus gap for the mean and median this remains at 0%.

### What is KNH doing to address its Gender Pay Gap - A year in review

Whilst KNH's gender pay gap compares favourably against national statistics and is an improvement upon last year's results we acknowledge that this is not a subject about which KNH should be complacent. We believe that gender pay gap reporting provides an opportunity for KNH to continue its dedication to reducing inequalities. We are therefore committed to taking appropriate steps where opportunities are within our control to reduce the gap.

To date, the steps that KNH has taken to promote gender diversity include:

- **Meeting our Equality Duties Publication** sets out our equality objectives which have become an integral part of our Service Plans.
- **Diversity & Inclusion Steering Group** provides strategic input and oversight on equality, diversity and inclusion matters.
- **Employee Networks**, KNH employees have access to networks that connect colleagues not only in our organisation but partner organisations to offer support, increase their learning, give their feedback on policy, procedure and process development and also act as a sounding board or to promote and/or challenge organisation initiatives.
- **Resource Investment**, we have established dedicated roles within the organisation that are focused on Diversity, Inclusion and equality matters. With a strategic overview this team will seek to create, develop, review and continue to embed our approach in order to create a culture of inclusion, diversity and equality not only as an employer but also as a service provider.
- **Promoting construction to women as a career option** the organisation has purchased a construction toolkit that aims to raise awareness of the different career opportunities for the trades within the Housing Sector and to dispel any misperceptions and stereotypes. The toolkit has proved to be a useful method of engaging with future talent; facilitating and increasing the opportunity to speak directly to individuals attending career workshops and presentations on the benefits of embarking on a career within the trades and/or construction industry. In addition we are developing our relationships with schools and other partners to encourage female students to consider the opportunities for entering a career in a sector which has been stereotyped as being men's work.

## Our next steps

As we continue our journey KNH remains committed to improving our gender balance across the organisation. As a sector we are faced with the challenge of recruiting and retaining talent; we recognise that we still have work to do in closing the gender gap within our trade roles.

### Talent acquisition:

- We will be providing further guidance on diversity and inclusion, reviewing our recruitment and selection procedure and assessment centres to ensure that it links with our behaviours and inclusive culture.
- We will seek to increase our engagement and partnership working with local schools and colleges; utilising our new toolkit to encourage interest in STEM subjects.
- We will be working collaboratively with schools, colleges, customer groups and our partners to promote career pathways and encourage take up of apprenticeships and placements.

### Development and Progression:

- We will be investing in our employees offering development opportunities undertaking a succession planning process in conjunction with conversations about career aspirations.

### Support and mentoring:

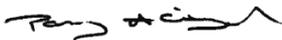
- We will utilise existing networks to support the career progression of women within KNH.
- We will introduce opportunity for mentoring for women and men within KNH.

### Performance

- We will review our subscription and membership of diversity networks to ensure that we have a robust and measurable mechanism for assessing our performance against recognised standards.
- We will review our policies and procedures to ensure that they are able to support employees through the different phases of their careers and personal commitments.
- We will monitor and review processes, policies and procedures utilising workforce data to support recommendations or changes.

I **Penny Gilyard, Director of Resources**, confirm that these calculations are in accordance with the requirements, are accurate and will be published in an accessible place on KNH's website and also on the Government's designated website.

Signed:



Date: 13 March 2019

# KIRKLEES NEIGHBOURHOOD HOUSING

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