

Gender Pay Gap Report Narrative

Foreword

All employers with 250 or more employees are required by law to publish an annual gender pay gap report showing the pay gap between their male and female employees.

Our work is primarily focussed in the construction and housing industry, which is traditionally male dominated. Our workforce reflects these patterns and we have a high proportion of males working across a wide variety of trade roles.

Nottingham City Homes Group is committed to promoting equality and embracing the diversity in employment

We acknowledge that we are under represented by women at the most senior levels in our organisation but already have in place a number of initiatives to address this situation. We are committed to identifying those with leadership potential from within the organisation utilising leadership and management master classes, shadowing, coaching and mentoring as tools to encourage women to develop skills and knowledge to be able to successfully gain more senior roles. At the time of drafting this report NCH has completed consultation on harmonising pay terms and conditions for our Construction, Repairs and Maintenance Trades workers which is currently predominantly male

We are proud of our dedicated Women in Construction programme providing women from our workforce and wider communities with valuable skills to help them start or continue their careers in construction and related industries.

Through our employee staff forums, recognised trade unions and the Equality and Diversity strategic steering group we encourage employees to raise issues that they believe will contribute to greater gender equality and will we work to break down any barriers where they may exist.

We will continue to strive to create an inclusive workforce and have recently launched our Organisational Development strategy which outlines how we plan to focus on culture, empowerment and talent management to the benefit of all of our employees.

Our Culture

We want Nottingham City Homes to be:

A great place to work, with a clear sense of direction, shared by all, and ambitious to succeed on behalf of our customers;

A place where people work as one team, where people believe in the values of the company and go the extra mile to deliver homes and places where our customers want to live;

A place where colleagues are kept well informed, are listened to and whose views are respected; where colleagues are encouraged to learn and develop; where talent is nurtured; a place which has the courage to try things differently; where people are empowered to perform and individual performance is well managed; where success is celebrated and where we are proud to let others know about our success. Widely respected as an efficient, professional organisation, demonstrably fair and honest, which respects the individual and reflects the diverse communities we serve, with a strong, confident external image both in word and deed.

Gender Pay Gap Analysis

This is our report for the snapshot date of 31 March 2017.

We have a legal requirement to report two separate figures:-

The median value is the middle value of our salary ranges. It separates the higher half of full pay from the lower half of full pay for all employees.

The mean values– is calculated as the average full pay of all relevant males and relevant females

A person who is employed on the snapshot date and receiving a full salary is considered a full pay relevant employee

Full time relevant employee

Gender Pay Gap Analysis – 31 March 2017

Hourly rates

- The difference between the mean hourly rate of pay of male full-pay relevant employees and that of full time relevant employees is 15.4%



Mean hourly
rate of pay
Female -
£12.68



Mean hourly
rate of pay
Male - £15.00

- The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees is 22.3%



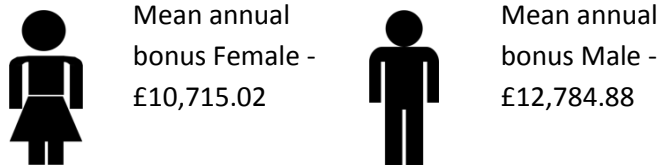
Median hourly
rate of pay
Female -
£11.62



Mean hourly
rate of pay
Male - £14.96

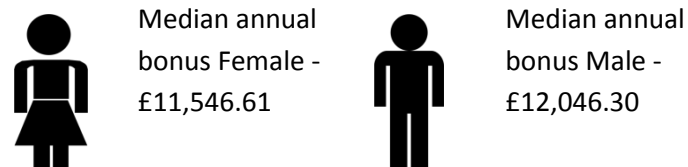
Bonus

- The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees is 16.2%

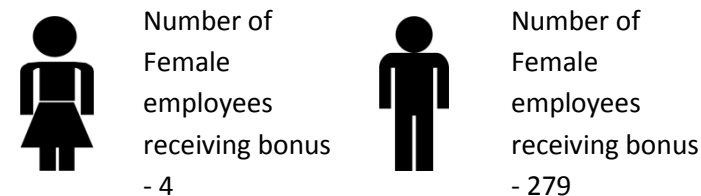


In NCH the roles that attract a bonus are our trade roles including: Heating Engineer, Electrician, Labourer, Bricklayer, Glazier, Joiner, Plumber, Plasterer and Painter.

- The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees is 4.1%

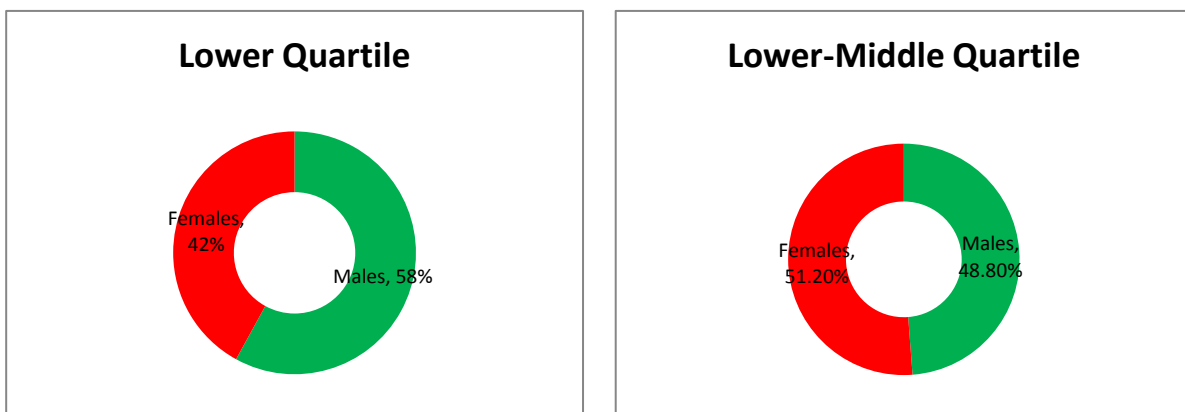


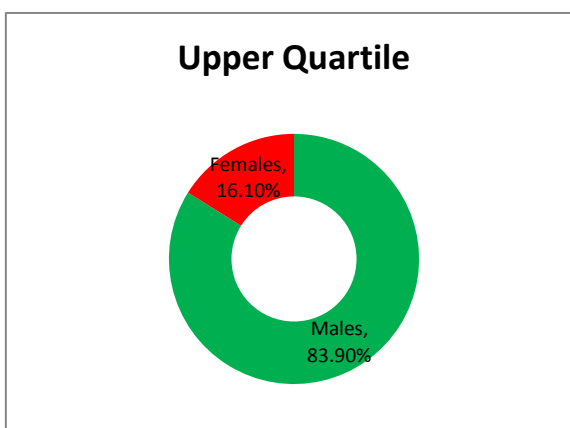
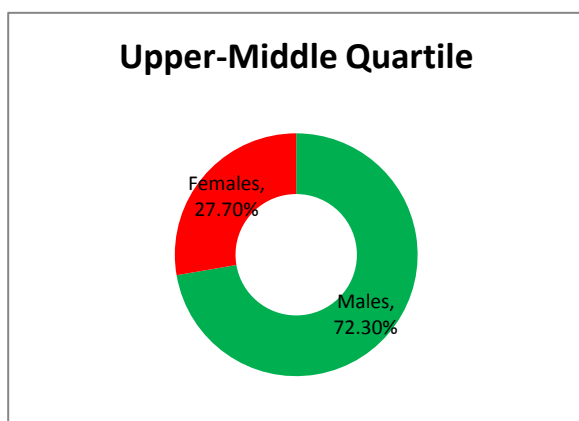
- The proportion of male employees in NCH receiving a bonus is 43.9% and the proportion of female employees receiving a bonus is 1.2%.



Proportion of Men and Women in Each Quartile

As the graphs below show Nottingham City Homes have a greater proportion of men in the lower quartile but also in both the upper middle and upper quartiles.





The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

<https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>

What are the underlying causes of Nottingham City Homes gender pay gap?

Under the law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

NCH is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender identity or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, it:

- has spent significant time and resource harmonising pay, terms and conditions of all employees
- carries out pay and benefits audits at regular intervals;
- provides regular equal pay training for all managers and other staff members who are involved in pay reviews; and
- evaluates job roles and pay grades as necessary to ensure a fair structure.

NCH continues to make equality part of our everyday decision making – using Equality Impact Assessments to assess the impact on deliverables.

Four equality employee forums Women’s Network, Disability and Carers, BME and Lesbian, Gay, Bisexual and Transgender (LGBT) staff groups currently exist to promote equality and diversity among NCH employees. An Equality and Diversity

Steering Group has been set up to promote diversity and governance equality across the company. The Company finished in the recent Stonewall Top 100 list of good employers, was awarded the Excellent accreditation in the Social Housing Equality Framework and won the National Housing Award for Leadership and Diversity.

Equality and Diversity is embedded throughout our new recruitment policy, ensuring that the best candidate is recruited regardless of any protected characteristic.

Our strategic equality objectives are aligned to our corporate vision and goals. This is to make sure that equality and diversity is embedded into all aspects of our work and services. Our focus is on delivering equality outcomes. Utilising the Public Sector Equality Duties assessing equality impacts on the services we deliver.

Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation. In addition, men are more likely to be in technical and IT-related roles, which attract higher rates of pay than other roles at similar levels of seniority (CIPD). Women are also more likely than men to have had breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is reflected in the make-up of NCH workforce, where the majority of administrative roles within its office are women, while the majority of line manager and senior manager roles are held by men. In addition, the majority of our trade colleagues are male (244 male employees) whilst only 7 trade colleagues are female.

How does Nottingham City Homes gender pay gap compare with that of other organisations?

The vast majority of organisations have a gender pay gap, and Nottingham City Homes gap compares favourably with that of other organisations .

Nottingham City Homes mean pay gap is 15.4 which is lower than the national average of 17.5*

The mean gender bonus gap and the median gender bonus gap for Nottingham City Homes is 16.2% and 4.1%.

The number of men at Nottingham City Homes who received a bonus in the 12 months up to 31 March 2017 was 279, while for women this was 4. This reflects the higher proportion of men in trade roles that, under our current policy, attract a performance bonus which has since then been discontinued.

What is Nottingham City Homes doing to address its gender pay gap?

* According to the November 2016 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures

While Nottingham City Homes gender pay gap compares favourably with that of organisations both across the whole UK economy and within the social housing sector, this is not a subject about which Nottingham City Homes is complacent, and we are committed to doing everything that it can to reduce the gap. The need to be more radical particularly with in our Construction, Repairs and Maintenance section in order to make a significant difference to the gender pay gap is noted.

To date, the steps that Nottingham City Homes has taken to promote gender diversity in all areas of its workforce include the following:

- harmonised trade colleagues terms and conditions to align with the rest of the organisation
- removed its bonus payments;
- revised its recruitment policy and provided training for any recruiting managers to ensure fair decisions are made and individuals are aware of the potential impacts of unconscious biases
- developed workforce planning workshops in Construction, Repairs and Maintenance Services
- developed a new culture change model and programme linked to our Customer Services Strategy
- introduced new flexible working processes linked to our Accommodation Strategy and developed a flexible working policy to enable individuals to better balance work and life commitments. These are partly aimed at attracting more high calibre female employees into the workforce
- targeted recruitment drives through our Women In Construction programme
- offered a range of employee benefits including child care vouchers and the option to 'buy' additional annual leave
- participated in a school-partnering scheme with local secondary schools, to raise young people's awareness of the different career opportunities available within the housing, and to help dispel any misperceptions and stereotypes
- developed specific leadership and board training opportunities for those from unrepresented characteristics
- committed to identifying high profile employees in the organisation for senior role as part of succession planning
- developed guidelines for managers on supporting employees prior to, during and on return from maternity and other parental leave.
- continues to build on its employee equality forum Women in Construction to increase the number of females in Construction, Repairs and Maintenance team providing peer support and on the job training for those wanting a career in construction
- developed a Tenant Academy to target under representative groups who are not in education, employment or training (NEET)

- taking on numerous work experience placements and over 30 apprentices as part of our award winning apprenticeship scheme

None of these initiatives will, of itself, remove the gender pay gap - and it may be several years before some have any impact at all. In the meantime, Nottingham City Homes is committed to reporting on an annual basis on what it is doing to reduce the gender pay gap and the progress that it is making.

Currently, Nottingham City Homes has plans to extend its evidence-gathering to include qualitative data. It will do this through a consultation exercise across all areas and levels of the organisation to identify the barriers (and the drivers) for women employees.

In the coming year, Nottingham City Homes is also committed to:

- completing and implementing new pay terms and conditions for its trade colleagues aligning them with the rest of the organisation
- reviewing recruitment at the upper quartile of the organisation to target more women to take up positions with NCH at the more senior levels
- Expanding Women in Construction network to a Companywide 'Women's Network' to provide a support mechanism for female workers across NCH to improve retention of women
- Gathering, reporting and taking positive action on informative data regarding:
 - the proportions of men and women applying for jobs and being recruited;
 - the proportions of men and women applying for and obtaining internal moves
 - the proportions of men and women leaving the organisation and their reasons for leaving;
 - the numbers of each gender in each role and pay grade;
 - take-up of flexible working arrangements by gender and level within the organisation;
 - the proportion of each gender who return to their original job after a period of maternity or other parental leave; and
 - the proportion of men and women still in post a year on from a return to work after a period of maternity or other parental leave.

We acknowledge that this is the start of a journey and will continue to champion new approaches and initiatives to demonstrate our commitment to reducing our gender pay gap.

I, Nick Murphy, Chief Executive Officer, confirm that the information in this statement is accurate.