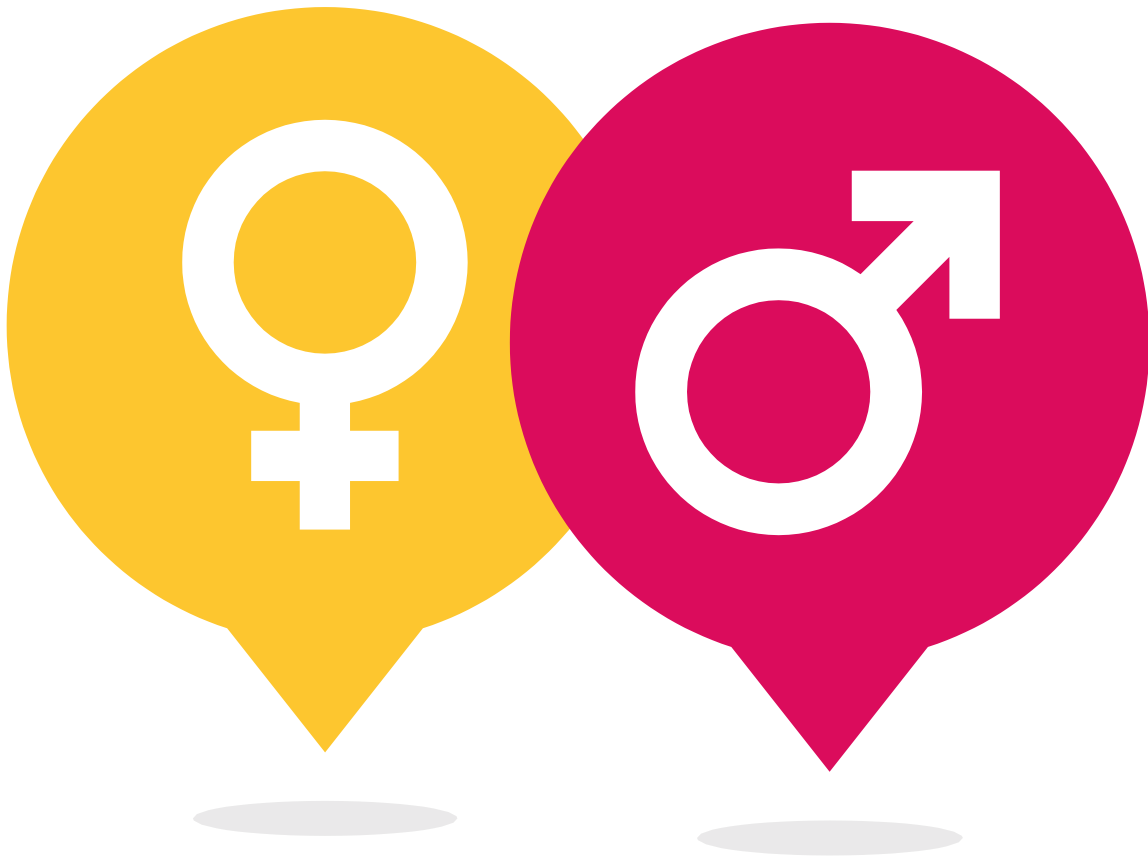


Gender Pay Gap Report 2021

Lincolnshire Housing
Partnership





At **Lincolnshire Housing Partnership** (LHP) we take **diversity** and **inclusion** very seriously in everything we do. We know that having an inclusive and gender balanced workforce, reflecting the communities in which we work and provide homes, is an important part of how we deliver great services for our customers and create a great place to work for our colleagues. We believe that reporting the gender pay gap is crucial in helping tackle gender imbalance in the workplace.

In these series of questions and answers, we hope to give you an overview of salaries paid by LHP and the gender pay gap within different parts of our organisation. Where appropriate, if action is deemed necessary, there are recommendations, along with explanations as to why the gap still exists in some areas.

What is the gender pay gap?

The gender pay gap shows the difference in pay between male and female employees in an organisation. The gender pay gap is defined as the difference between the 'mean or median' hourly rate of pay that male and female colleagues receive. The median is the middle number, if all people line up and the mid-point is selected. The mean is the average if all the salaries were added together and then divided by the number of employees.

The data used to inform this report was a snapshot taken in April 2021

Does LHP have to publish details of its gender pay gap?

Yes, at the time of this audit LHP employed 373 people, which includes trade operatives and office-based colleagues. This is a reduction from the previous year as Board members (10) were included in the 2020/21 figures. Our workforce is split by 45% female employees and 55% male employees.





47%
Female



53%
Male

% of Male and Female Employees 2020



45%
Female



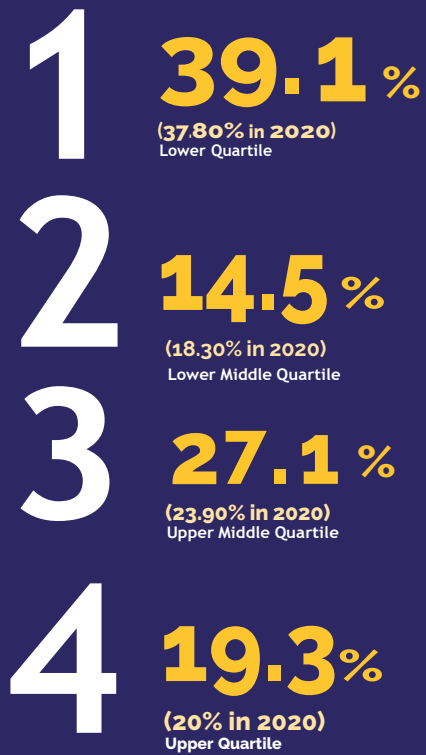
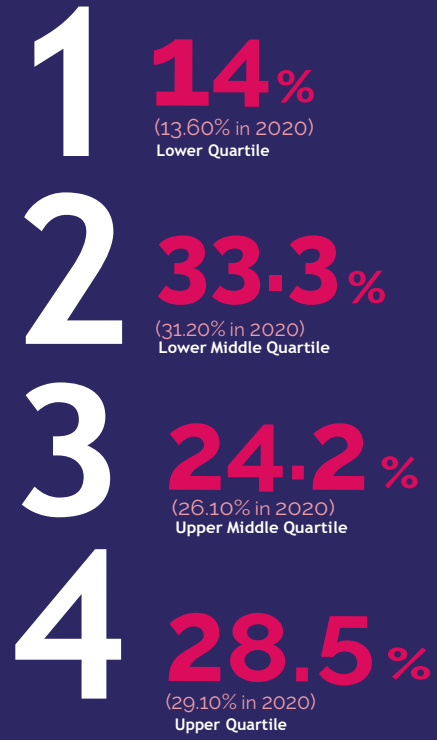
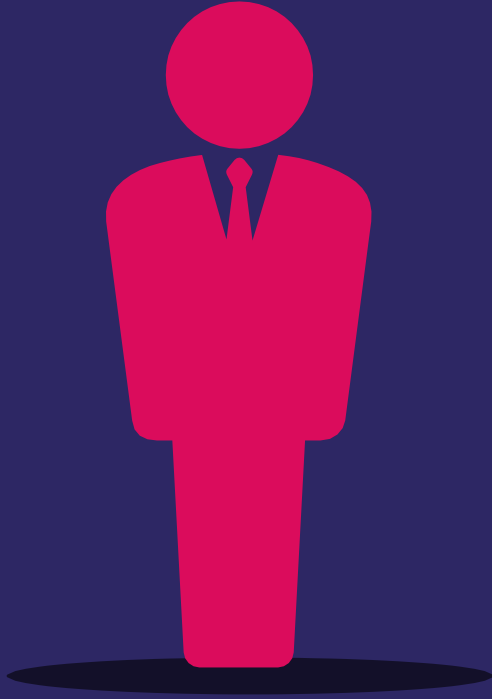
55%
Male

% of Male and Female Employees 2021

All employees' data

We look at pay data in two different ways: Firstly, we are going to examine the differences when we include all employees, whether they are part-time or full-time.

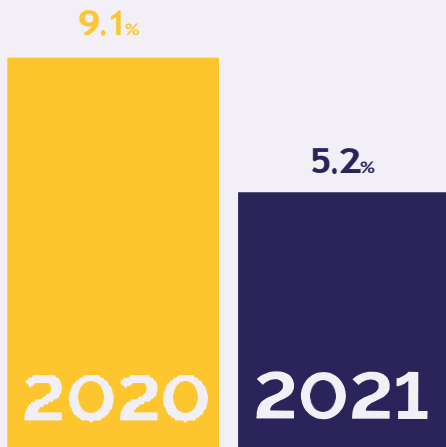
- The audit breaks LHP hourly pay rates into four quartiles. The first quartile being the lowest rate of pay and the fourth being the highest
 - This reveals that 14% of the organisation's male workforce were in the lowest quartile in 2021 compared to 13.6% in 2020 and 28.5% were in the highest quartile in 2021 compared to 29.1% in 2020
 - The percentage of females in the highest quartile reduced by 0.7% to 19.3% while the number of females in the lowest quartile increased from 37.8% in 2020 to 39.1% in 2021
 - The main area of change seems to be in the second and third quartiles which shows there has been a reduction of both male and female employees in these areas in 2021
 - In quartile two, we see a gap of 18.8% between the proportions of men (33.3%) and women (14.5%) This compares to a gap of 15.1% in 2020.
- We have also seen women move to the highest proportion (27.1%) in quartile three although the gap is much smaller at 2.9%
- There has been noticeable change in quartiles two and three. In quartile two, we can see a greater number of males than females



Pay Quartiles

All full-time employees

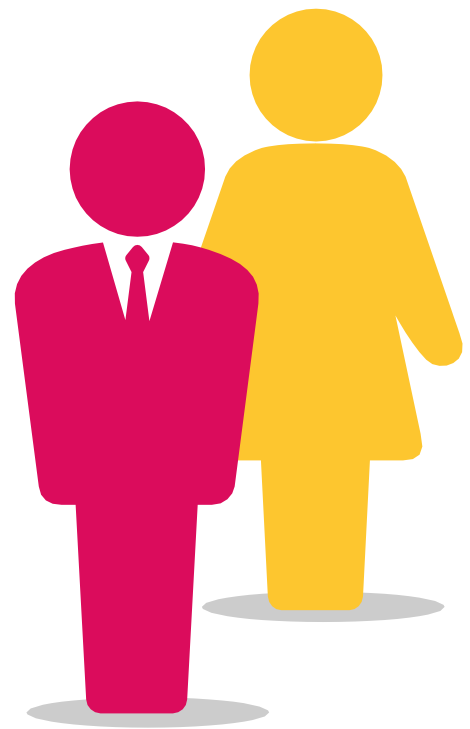
Now we are going to look at the differences in pay when we only include full-time employees. The data below details the numbers in each quartile payband with comparisons for 2020 and 2021 to demonstrate any changes.



Here we see the **percentage comparisons**, which reveal that there continues to be an unequal percentage of male and female full-time employees in the upper quartile, although this has improved since 2020 with the difference reducing from 9.1% difference to 5.2%.

Quartile	2021 (%)	2020 (%)
1	36.1%	19.4%
2	17.2%	29.6%
3	25.4%	24.5%
4	21.3%	26.5%

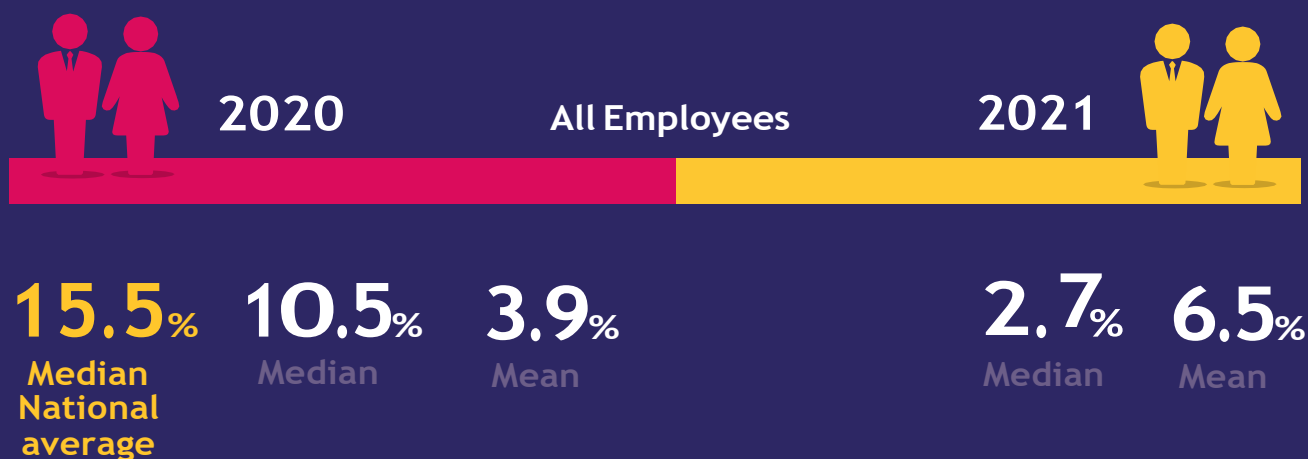
Note: 2020 values are shown in parentheses below the 2021 values.



Gender Pay Gap (All employees)

Let's look at the pay gap for all employees, full-time and part-time.

- We see from the data below that, at the time of the audit the total Median gender pay gap stood at 2.6% with the Mean pay gap at 6.5%. The median pay gap has improved as we have appointed a number of women to senior roles.
- However, the mean pay gap is wider than last year and this is due to the review and benchmarking of the engineers pay, terms and conditions during 2020, which will have seen pay in this male dominated area of the business increase.
- There is also a reduction in the number of individuals included in the overall figures as Board members were included in the calculations in 2020-2021 which affected the pay gap.
- The Median gap is better than the **average gap for all UK workers**, according to the Office of National Statistics (ONS), which in 2020 was **15.5% median** pay gap
- To understand the gap further, we also calculated the pay gap using the full-time equivalent salary for all employees, full-time and part time. This gave us a different view again. The calculation showed that the mean pay gap would be 2.4% and the median gap would be 5.4%.



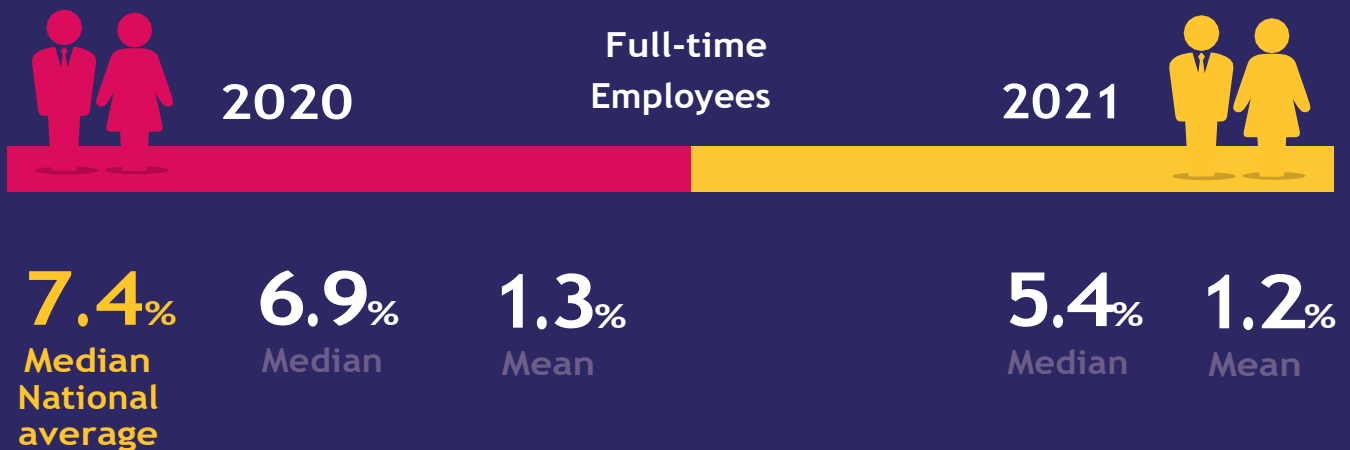
All employees - hourly rates of pay



Gender Pay Gap: full-time employees

Now let's look at the pay gap for full-time employees only

- We see from the graphs below that, at the time of the audit the total Median gender pay gap stood at 5.4 per cent. This is better than 2020. The Mean pay gap reduced by 0.1% to 1.2%, which is also an improvement against 2020, and better than the national average.

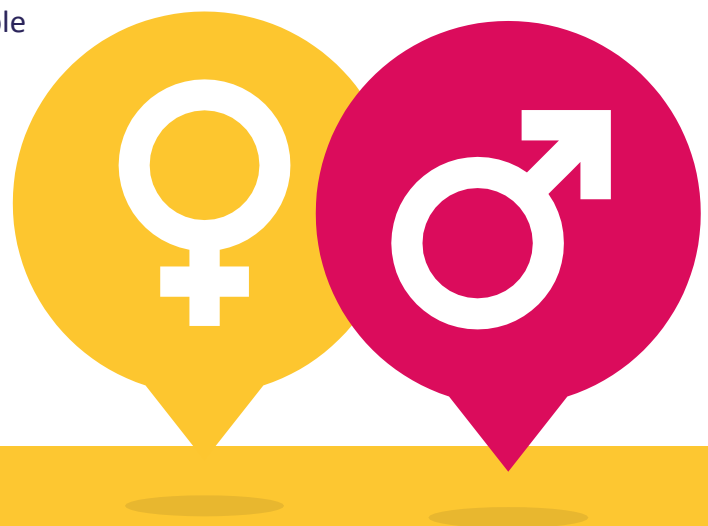


Full-time employees - hourly rates of pay



What do we learn from this data?

- The main reason for our organisation-wide gender pay gap is that, although we have a relatively even split in males and females, we continue to have **more women in part-time roles**. This is also evidenced when you note the contrast between the numbers of men 29 (14% of the male population) in the first quartile, compared with the number of women 65 (39 % of the female workforce) in the same quartile
- In the fourth upper quartile the number of **males is 59** (28.5% of the male workforce) and the number of **females is 32** (19.3% of the female workforce)
- As we have already identified, part-time working is a big factor, with a **higher proportion of women than men in the lower quartile**. We continue to have several **female employees taking maternity leave** and requesting to work part-time hours when they return to enable them to fit work around their family commitments. Our data shows that **men who work part-time hours are older** and are reducing their working hours as they head towards retirement under our flexible retirement scheme
- **Male workers continue to dominate roles within trade services**. These roles continue to attract additional pay for on call and working overtime
- It is worth noting that the most senior roles within the organisation are not male dominated and, at the time of the audit, **70% of the Executive Leadership Team and Corporate Management Team are female**. There are two males in the Executive Leadership Team and three females, and the corporate management team consists of nine females and three males, which demonstrates a higher ratio of females in the most senior positions
- It has been identified that the **Technical Manager roles within Property Services are occupied predominantly by men** and these roles receive the highest salaries amongst Managers at LHP. However, it should be noted that these professions are typically male dominated

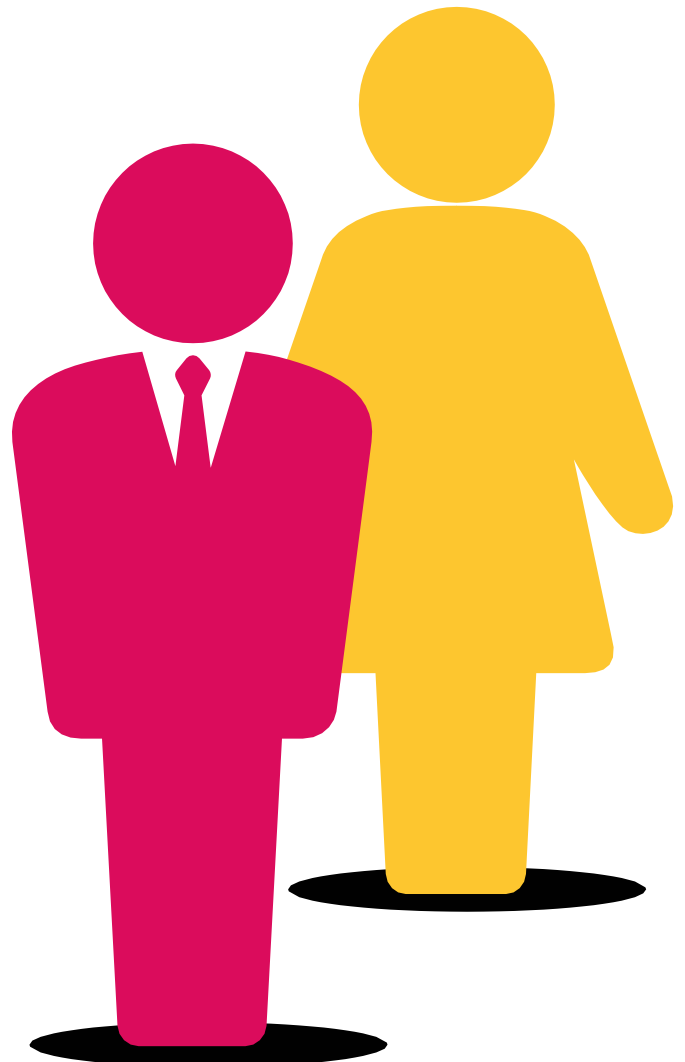


What do we learn from this data? (continued)

- We looked at employees joining the organisation and in particular areas that are typically male dominated. We found that in ICT and Finance we had a 43% female recruitment rate between October 2020 and 31 March 2021. In the Property area of the business (excluding Engineers) we saw 36% of new employees in the same period were female. However, of the six new engineers recruited, all were male.

- In preparing this report, we have also examined data on employees leaving the organisation and engagement scores by gender. We find that more males (57%) left the organisation in the period October 2020 to 31 March 2021.

- Engagement scores when presented by gender reveal that women are more engaged than men with respective scores of 5.16 and 4.77 (out of 7). This is encouraging as it does not support a workforce where women are leaving in greater numbers due to dissatisfaction.



What we're doing to improve our Gender Pay Gap

Like many organisations, we've recognised that addressing diversity and inclusion across all levels of our business requires a sustained and long-term approach. There are no quick fixes.

The coronavirus pandemic has given us the opportunity to speed up our strategic objectives to digitalise our processes and really embrace agile working. This approach gives greater flexibility removing the constraint of traditional 9am - 5pm working and giving people more freedom to choose how, where and when they work. This should help take away some of the barriers that women may face and help people to balance work, home and other responsibilities.

We have launched a corporate training programme which includes diversity and inclusion training to really embrace and promote our approach to building an inclusive working environment for colleagues.

We also know that we need to do more to actively encourage women to look at careers in roles that traditionally attract more men, such as within the property-related roles.

We have launched an apprenticeship programme and are committed to employing 50 apprentices by 2024 and are looking at ways to promote diversity in these roles.

We are also reviewing our approach to recruitment and moving to a focus on attitude and behaviours when we recruit and making sure that we have inclusive selection methods that give all candidates the opportunity to demonstrate their abilities.

We have completed an equal pay review to ensure that we continue to pay men and women at the same rates for the same roles. No issues have been identified from the audit.

In the coming year we will focus on creating better insight from the data that we hold to understand if there are more specific actions that we can take to further address the gender pay gap.

