



Homes
England

Gender Pay Gap Report

2017-18

Last updated – March 2018

#WeAreHomesEngland



Foreword

It is incredibly important to me that Homes England is an equal, diverse and inclusive organisation for all of our current and future employees. This is not just an ideal for us to aspire to; I believe that equality, diversity and inclusion are absolutely fundamental to ensuring the fair treatment of people and creating meaningful opportunities for everyone to fulfil their potential.



This is our first gender pay gap report and we have calculated our mean average pay gap as 18.4%. Although this is the same as the national average, it is not a position that is remotely acceptable to us as an organisation. We are committed to understanding all of the underlying factors so that we can address our pay gap as soon as possible. It's important that we do this for a number of reasons.

I genuinely believe that Homes England can only perform at its best if we embrace diversity and inclusion. We are working hard to do this but there is clearly much more we need to do. 'Diversity' is one of our six core values, which means that we are committed to taking demonstrable action to realise the benefits that greater diversity bring, in terms of our culture, staff engagement and thinking, as well as ensuring we reflect the communities in which we work.

It is no secret that our sector isn't very well represented when it comes to women in senior positions and our report illustrates that this is the primary cause of our own pay gap. We must change this as quickly as possible. I expect to see Homes England's workforce grow over the next few years to help us to meet the challenge of getting more homes built across the country. As we do so, we will support our female employees at all levels of the organisation to develop their talents and be ready to access opportunities for promotion and personal growth.

We are determined we will attract a more diverse mix of people to come and work for us and we will continue to ensure fair treatment and reward to all irrespective of gender. These commitments will not only help us to achieve excellence in our organisation but will also help to change the face of the housing sector as a whole.

These actions in themselves are not enough to address our gender pay gap. We have, therefore, developed an ambitious gender pay gap action plan aimed at tackling the specific issues that we have identified in this report. The Gender Network we established last year will be absolutely fundamental to our success and we will continue to learn from organisations in our sector and other industries. We will monitor our pay gap closely and the impact of our actions throughout the next 12 months to ensure that we make real progress.

We will be sharing this report widely as part of our commitment to create a more open, transparent organisation that can meet its challenges head on. Achieving equality, diversity and fairness of opportunity is our shared responsibility at Homes England and I will work hard to ensure that we are all accountable for creating an equal, diverse and inclusive organisation.

Nick Walkley - Chief Executive, Homes England

Introduction

1. Transparency creates trust. That sentiment lies at the heart of this first publication of the data on our gender pay gap. We want our colleagues and stakeholders to see our data and to understand that we are fully committed to reducing our gender pay gap.
2. We have calculated that our mean average pay gap is 18.4%, and our median pay gap is 19.6%. We have to drive this down. One of our values is that we are ambitious; we are always striving to do better. We, therefore, want to reduce the gap as quickly as possible.
3. As we explain later in this report, the headline gap is mainly driven by the lack of women at more senior levels in the agency. The gender pay gaps within individual grades are smaller but, given the wide range of different jobs within each grade, we need to do further work to test whether people in comparable jobs are being paid the same irrespective of their gender.
4. While we understand that publishing the data will not in itself remove the gap, doing so is the first step towards that aim. We will continue to be open about our progress and we are committed to learning from best practice across the public and private sectors as part of our journey.
5. We have already implemented some important changes – for example, we have introduced “name-blind” recruitment where candidates’ names and gender are removed during the shortlisting process to avoid gender bias. We have also mandated that recruiting managers must complete unconscious bias training before conducting interviews.
6. But this is only a start. We also have an ambitious action plan. More detail on this is provided later in this report, but it will include mandating mixed gender recruitment panels, updating our policies to encourage more flexible and alternative working patterns, and looking at how we develop talent across the agency.
7. However, the single most important action will be to undertake a wide ranging pay and grading review, including a job evaluation exercise, to test whether comparable jobs within grades are being rewarded in a consistent way. This will enable us to understand our gender pay gap in more detail and determine whether we need to make changes to our pay and grading arrangements, or take other actions to tackle the gap.

What is the **Gender Pay Gap** and why are we reporting on it?

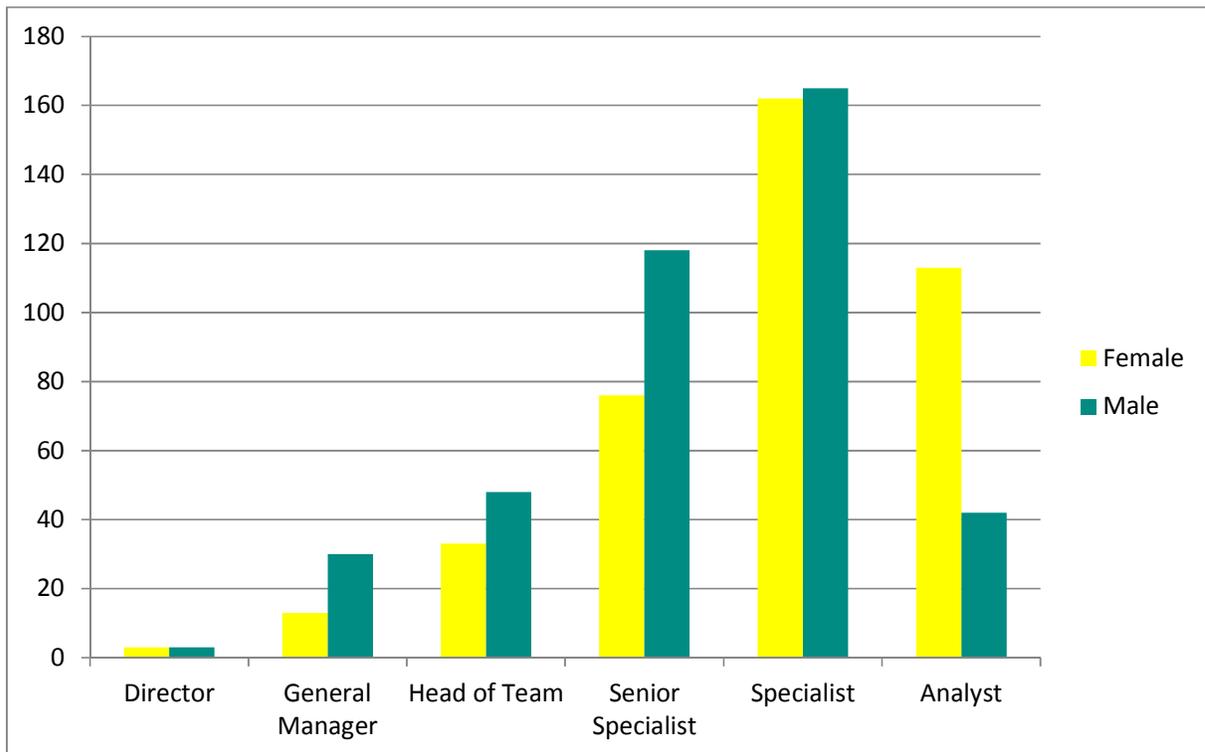
8. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 stipulate that all businesses, public sector and third sector organisations with over 250 employees will have to publicly report on average pay differences between their male and female employees in 2018. The Regulations require employers to publish their:
 - Mean gender pay gap in hourly pay;
 - Median gender pay gap in hourly pay;
 - Mean bonus gender pay gap;
 - Median bonus gender pay gap;
 - Proportion of males and females receiving a bonus payment; and
 - Proportion of males and females in each pay quartile.
9. As a public sector body, we are required to publish this pay gap information within 12 months, beginning with the “snapshot date” of 31 March 2017.
10. The Homes and Communities Agency became Homes England on 11 January 2018. With that name change came a new purpose and opportunities. Our ambition as Homes England is to provide a leadership role to the wider housing sector and our stakeholders, including on diversity and inclusion, developing and growing talent, and tackling the gender pay gap. We also want to be an employer of choice for talented people.
11. We are reporting on our gender pay gap not just to comply with the Regulations but because doing so sends a powerful message about the importance we place on diversity and inclusion, and equality of opportunity across the agency and the sector.

Our **declaration**

12. Our calculations follow the legislative requirements as set out in the [Equality Act 2010 \(Specific Duties & Public Authorities\) Regulations 2017](#). All staff who were deemed to be full paid relevant employees at 31 March 2017 are included. Our data includes the Social Housing Regulator. The data set reflects a total workforce of 806 individuals.

Data analysis

13. In line with the legislative guidance our headline mean average gender pay gap of 18.4% and our median average gap of 19.6% are based on a comparison of female and male hourly pay across the agency irrespective of grade. The gap, therefore, shows the difference in the average pay between all men and women in the agency's workforce.
14. Our initial analysis has demonstrated that the gap is mainly driven by the lack of women at more senior levels in the agency. The proportion of female and male staff in each grade is illustrated by the graph below:



15. Our mean pay gap of 18.4% is above that of the Civil Service (10.6%)¹ and the same as the national average (18.4%)² published by the Office of National Statistics, although it should be noted that the methodologies used to calculate the ONS figures are not directly comparable.
16. We aim to remove our gap completely and we will work hard to do so. As we transition to Homes England we expect the agency to grow in size and this will provide an opportunity to bring in more women at senior levels. We are also looking at how we can nurture and develop our existing staff, including the introduction of mentoring and coaching schemes, providing an improved learning and development offer, improving our performance

¹ ONS Civil Service Statistics, UK: 2017 dated 19 July 17.

² ONS Statistical bulletin: Annual Survey of Hours and Earnings: 2017 provisional and 2016 revised results

management system, and by improving our processes for identifying and developing talented staff.

17. The gender pay gap is different to equal pay, which deals with the pay differences between women and men who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a woman or a man. Homes England supports the fair treatment and reward of all staff irrespective of gender.

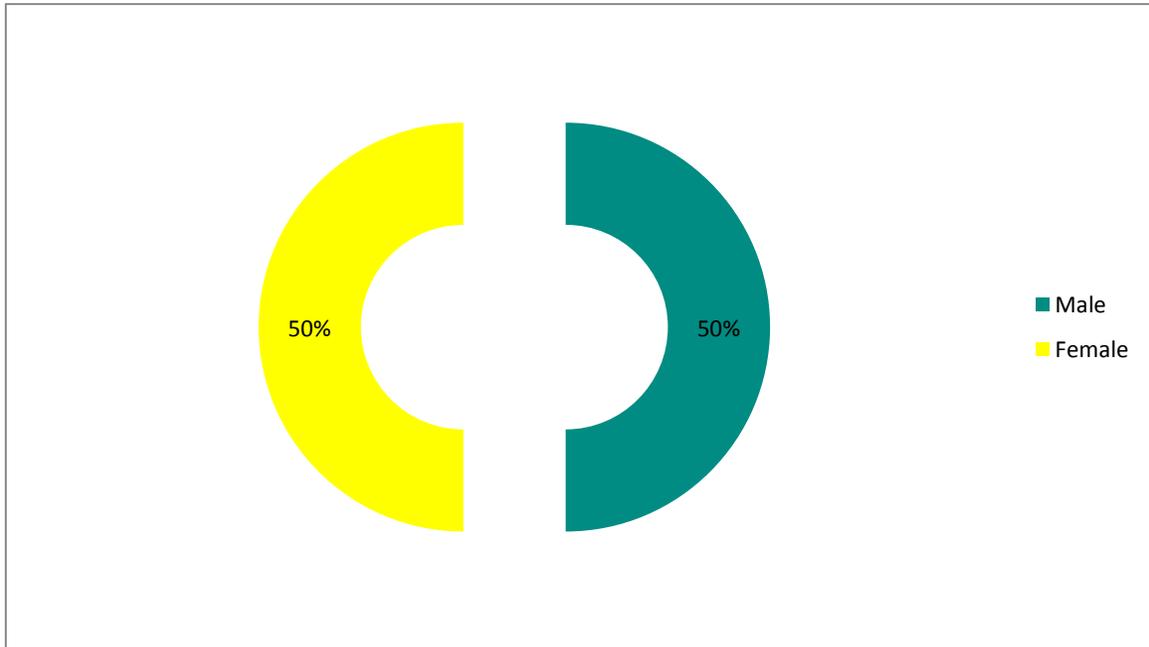
Our Gender Pay Gap by grade

18. The mean average gender pay gaps for individual grades are much smaller than our headline figure of 18.4%. The figures for each grade are summarised in the table below:

Grade	% Gap
Director	14.6% Lower
General Manager	7.4% Lower
Head of Team	6.2% Lower
Senior Specialist	1.5% Lower
Specialist	5.4% Lower
Analyst	2.3% Lower
Overall mean average gender pay gap	18.4% Lower

19. However, while the mean average gender pay gaps for each grade are smaller than the headline figure we need to do further work to fully understand what is driving the results. We are, therefore, planning to undertake a wide ranging pay and grading review, including a job evaluation exercise, during 2018/19. This will enable us to test whether women and men are receiving the same rates of pay for comparable roles within each grade, and identify additional actions we need to take to remove the gap.

Gender make-up at the Homes and Communities Agency as at 31 March 2017



Our mean and median Gender Pay Gap in hourly pay

20. Our data shows the overall mean and median gender pay gap at the agency as at the snapshot date of 31 March 2017. The mean figure is the percentage difference between the mean average hourly rates of men's and women's pay. The Median figure is the percentage difference between the midpoints in the ranges of men's and women's pay.

Mean Pay Gap

Women's Hourly Rate is:

18.4% lower

Median Pay Gap

Women's Hourly Rate is:

19.6% lower

Mean Bonus Gap

Women's bonuses are:

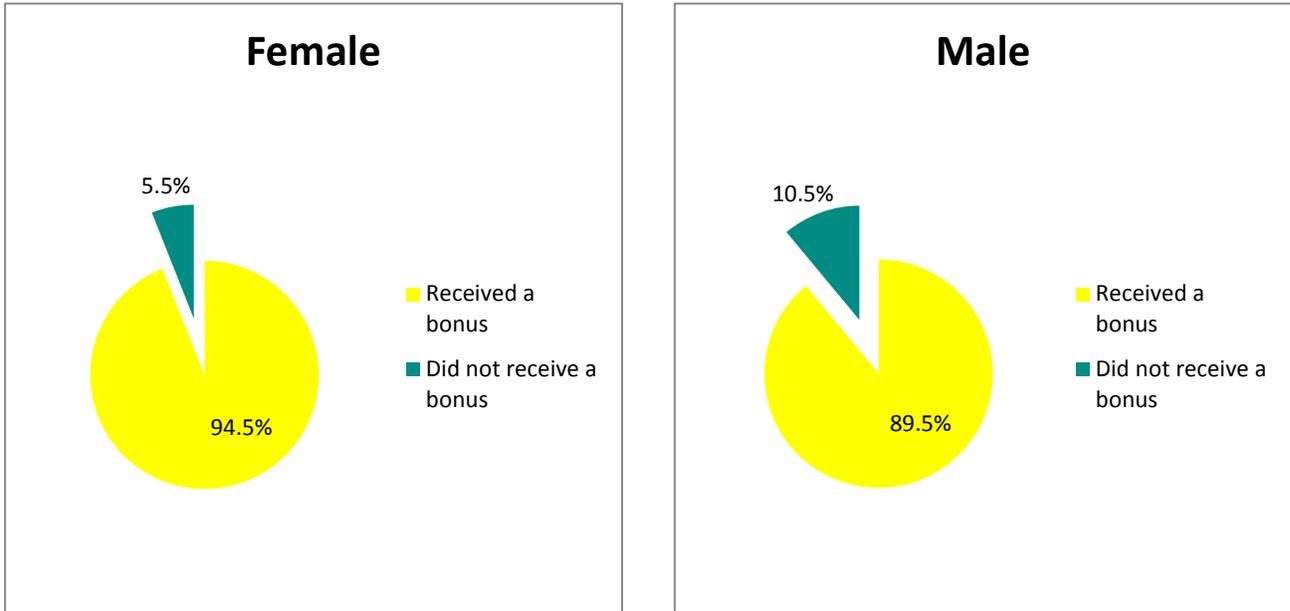
12.4% higher

Median Bonus Gap

Women's bonuses are:

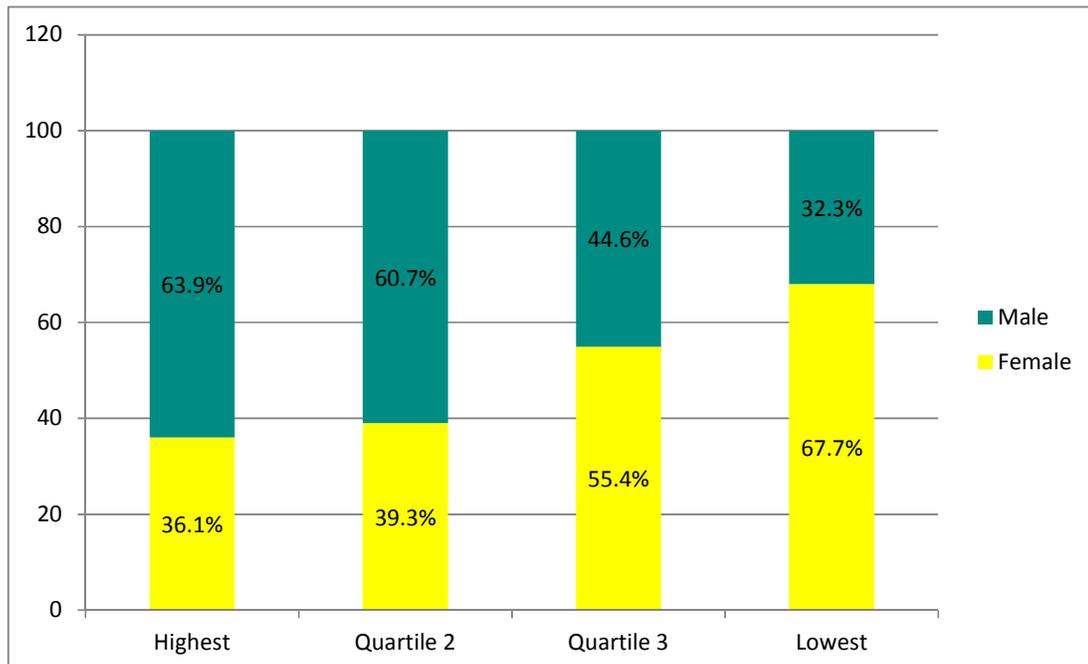
85.1% higher

Proportion of staff awarded a bonus for 2016



21. The charts above show the percentage difference between the number of men and women being paid a bonus for their performance in 2016/17, with more women receiving a bonus than men (94.5% of women compared to 89.5% of men). The mean average bonus amount paid to men was £479 compared to a mean average for women of £538. The mean average bonus gap of 12.4%, therefore, equates to £59. The median average bonus for men was £175 compared with £324 for women, a gap of £149. The bonus data includes annual performance bonuses, in-year honorariums, and vouchers awarded under the Employee Recognition Scheme.

Our pay quartiles



Our **proposed actions** to tackle the Gender Pay Gap

22. **We are determined to take action to address our gender pay gap.** This includes committing to the actions detailed below, and working with the Unite, Unison, and PCS Unions, the Homes England Gender Network and external networks to identify further areas for improvement.

We know that biases in the recruitment process can be a major barrier to progression.

To help ensure that all our recruitment is fair and selection of people who work for us is based on merit we have already:

- Reinforced our commitment to diversity and inclusion in our job adverts.
- Provided a clear statement that we will welcome and consider alternative working patterns and flexible working.
- Introduced “name-blind recruitment” into our recruitment processes where candidates’ names and genders are removed during the shortlisting process to avoid gender bias.
- Mandated that all recruiting managers and all new staff must complete unconscious bias training.

In addition we will:

- Mandate that all Homes England recruitment panels are mixed gender from 1 April 2018.
- Mandate that all staff working for us must complete unconscious bias training by 30 September 2018.

We want the best people to work for us. We understand this will not happen unless our people policies are fit for purpose and allow us to attract and retain the best talent.

By 30 June 2018 we will:

- Refresh the Homes England Flexible Working Policy to introduce term-time working and improved guidance on flexible working options to ensure our colleagues understand the benefits both to themselves and the business.

- Promote Shared Parental Leave and Adoption Leave so those working for us understand what their options are and how we can help them.

We need to increase the diversity of our staff, especially at senior levels where we also want to achieve a more balanced gender mix. To do this we know we need to do more to develop all our staff.

By 31 December 2018 we will:

- Establish a Homes England Mentoring Scheme for all staff.
- Improve our performance and talent management processes. This will include putting in place arrangements to regularly review staff at all levels in the agency to identify and support their development and career needs, and to identify those with potential to fill different roles or take on wider leadership responsibilities.

We want to test that people doing comparable jobs at the same grade are being paid the same.

By 30 March 2019 we will:

- Carry out a review of our pay and grading arrangements, including a job evaluation exercise to test whether similar jobs are being rewarded in a consistent way.
- Update our reward strategy in light of the pay and grading review.

23. We will monitor our Gender Pay Gap and progress against our actions quarterly throughout 2018 and we will publish a further Gender Pay Gap report and updated action plan by 30 March 2019.



Homes
England

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