

Gender Pay Gap Report

Data as of 5 April 2021





Summary from Lizzie Downes, Board Champion for Equality, Diversity and Inclusion at whg

We strive to be representative of our communities, an equal opportunities employer and a sector leader in equality, diversity and inclusion (EDI).

Although our data confirms that we are making small positive steps in reducing the gender pay gap, there is more work to do and we remain committed as an organisation to tackle this.

We are in a great position regarding gender balance into our most senior roles, generally having no problem attracting and retaining women at this level. Women make up 71% of the Group Executive Team, and our Senior Leadership Team has an equal gender split. However, in the Upper Middle quartile there is a stark gender imbalance, with women making up only 10% of colleagues.

Our workforce is predominately male, and over half of our male colleagues work in our in-house repairs and maintenance team. These colleagues are generally paid in the Upper and Upper Middle quartiles. The lack of gender diversity in trades-based roles is a national issue and although we are making progress, is something we are keen to continue to address through positive action programmes.

The lower pay quartiles are disproportionately represented by women. To change this position we need to attract more men into the roles within these quartiles, which traditionally and nationally attract a disproportionate number of female applicants.

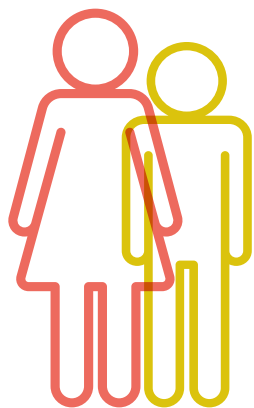
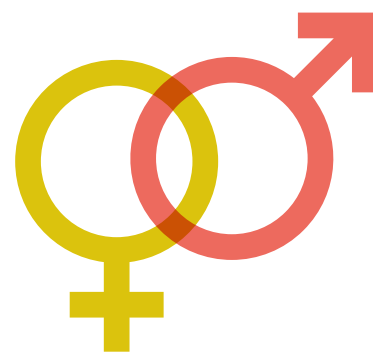
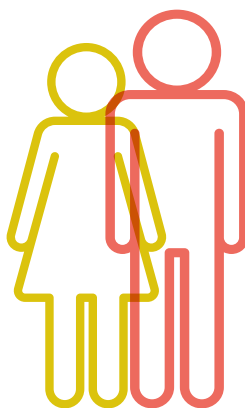
We are already making good progress in relation to supporting women to progress into more senior roles. During the period 1 April 2020 – 31 March 2021 64% of internal promotions went to women, which is a positive platform on which to build.

Tackling the gender pay gap at whg will require a long-term commitment, matched by tangible, positive actions. It is a journey that we are embracing.

Read more about our EDI goals below.

Gender pay gap 2021

The **median** gender pay gap has reduced by **0.26%** since 2020 to **18.19%**



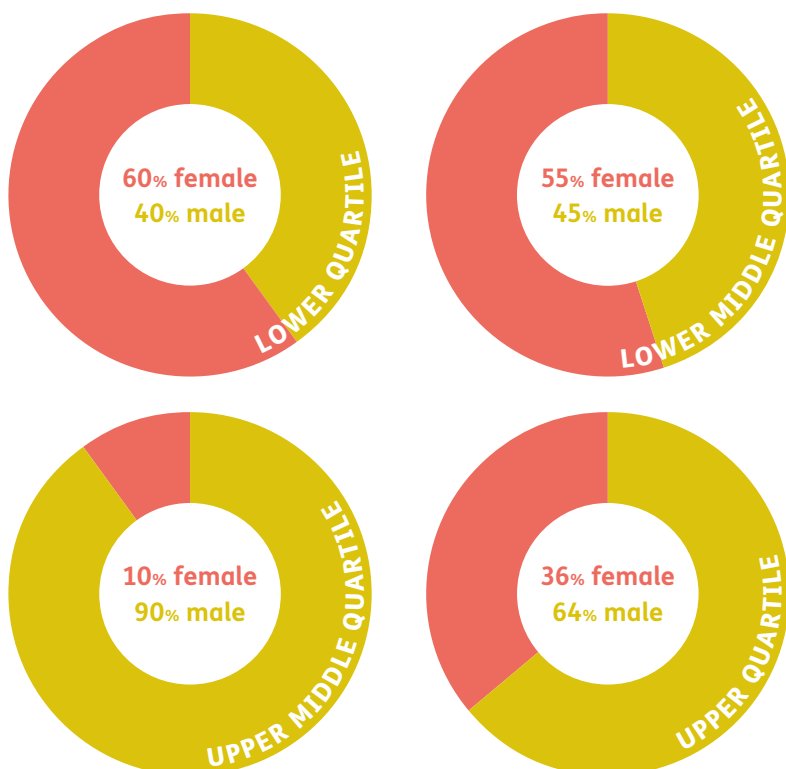
The **mean** gender pay gap has reduced by **1.58%** since 2020 to **10.24%**

The **mean** gender pay gap has reduced year-on-year – by a total of **5.45%** – since 2017, when we first started reporting

Distribution

Gender split across the organisation remains consistent for a third year, with male colleagues making up 60% of our workforce and female colleagues making up 40%.

Gender distribution within each pay quartile



Key terminology

Mean:

The mean figure represents average salaries and can be skewed by a small number of extremely high or low values.

Median:

The median figure separates the higher figures from the lower figures and is a more accurate reflection of the pay gap.

Quartile:

We capture salary data and divide the entire range into four segments of equal size, known as quartiles.

Our Plans

We have identified a number of actions that we will take over the next 12 months to further reduce our gender pay gap. We will:

- Launch our new EDI Strategy in 2022, having appointed a dedicated EDI Lead to our Senior Leadership Team in autumn 2021.
- Target female colleagues to access career development programmes.
- Complete our review of recruitment processes so we can implement changes to improve accessibility and reduce bias.
- Continue identifying under-representation within teams so we can encourage applicants from specific groups.
- Build on the success we have already achieved in increasing the number of female trades colleagues, with the help of our apprenticeship programme.
- Deliver EDI-focused learning and development sessions for all colleagues.
- Further establish our EDI network for colleagues, to recognise diverse talent and provide clear pathways for career development.

