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# Gender and ethnicity pay gap report



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Data as of 5 April 2023





## Summary from Lizzie Downes, whg Deputy Chair and Diversity and Inclusion champion



**In our ongoing commitment to fostering an inclusive workplace, we recognize the importance of addressing the gender and ethnicity pay gap. Embracing diversity and inclusion is not only integral to understanding the needs of our diverse customers and communities but also vital for creating an environment where every colleague feels valued and respected.**

This report acknowledges the progress made and affirms our dedication to transparency and accountability in our diversity and inclusion efforts, while also setting out our future plans to ensure our workforce is representative of the people we serve.

This year, for the first time, we have sought additional assurance on our approach and methodology from an external pay gap specialist when compiling our figures. They have confirmed our data is accurate and that our approach is genuinely making a difference.

We have continued to make improvements in narrowing our pay gaps; We have appointed a new Head of Inclusion and Organisational Culture, introduced 'blind sifting' so that hiring managers are unable to see personal details of applicants, achieved Living Wage Employer status and supported opportunities for female colleagues to obtain more senior roles. We have also altered our board recruitment

process to ensure we are accessing all available talent and reaping the benefits of diversity. While we are proud of the progress being made in many areas, we acknowledge there is still more to do.

Our gender distribution of colleagues in the upper quarter is positive, but there remain imbalances in the upper middle and lower quarters. We also recognise that ethnicity distribution could be improved throughout the pay quarters. Over the next 12 months we will be taking proactive steps to address this imbalance through more targeted career development opportunities and the provision of mentoring, talent and succession planning support.

Our goal is to ensure our organisation reflects the diversity of all those who live in our communities, fostering fairness, empowerment, and the full potential of every individual. Inclusion and diversity are not just integral to our culture; they also contribute to diverse thinking in our decision-making processes, making our organisation stronger.

Publishing this data will help inform and shape our approach to diversity and inclusion in the years to come as we create an inclusive culture where we can all actively thrive and that we can all feel proud of.

**I confirm that the information in this report is accurate**

**Lizzie Downes, Deputy Chair**

# Gender pay gap: Headline figures

## Distribution

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



## Gender distribution within each pay quarter



## 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 quarters.

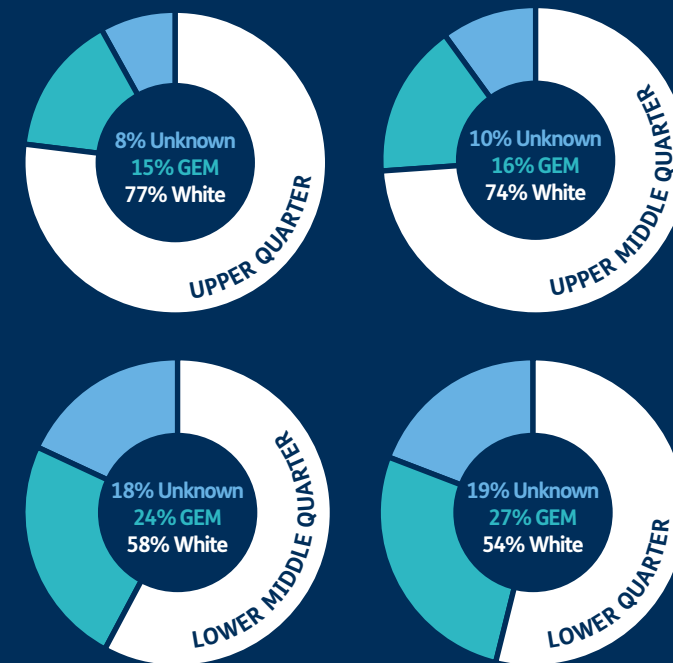
# Ethnicity pay gap: Headline figures

## Distribution

We hold ethnicity data for around 86% of our colleagues. Of these colleagues, Global Ethnic Majority (GEM) colleagues make up around 24% of our workforce, which is a two percentage point increase from last year.



## Gender distribution within each pay quarter



## 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 quarters.

# Our plans



**We have identified a number of actions that we will take over the next 12 months to further reduce our gender and ethnicity pay gaps.**

- We will be launching a new, refreshed Diversity and Inclusion Strategy which will support our work to recognise diverse talent that sets out our ambitions until 2027.
- We are committed to further tackling under-representation in certain areas within the organisation and are taking proactive steps to address this imbalance through recruitment and development.
- We look forward to relaunching our colleague voice to ensure colleagues from diverse backgrounds have the opportunity to contribute to policy and business decisions.
- We aim to build on our successful lunch and learn sessions, which have engaged colleagues in a programme of diversity and inclusion workshops.
- We will be launching diversity and inclusion training programmes to embed conscious inclusion across all levels of the organisation.
- We are working with Inclusive Employers and Women in Social Housing to ensure development opportunities are made available to under-represented colleagues in a fair and impactful way.
- We are developing a diversity and inclusion dashboard to view our customers through a diversity lens. This insight will help us better understand the demographics of our communities, and support the development of inclusive services that meet the needs of all customer groups.

