



Gender Pay 2021

South Yorkshire
Housing Association

South
Yorkshire
Housing
Association



syha.co.uk

Gender Pay Gap 2021

At SYHA, we value diversity. 65% of our employees are female. This is reflected at all levels of our organisation including our leadership team, Executive team and Board. We operate flexible working, agile working and have family friendly roles. 34% of our workforce is part time which supports the preference of our employees and their work-life balance. This includes half our Directors' team; 3 of the 6 Executive Directors work part time or as a job share.

We operate a transparent salary scale, with incremental increases based on length of service. Our salary scales are well established and can be viewed by all our employees.

We are not your traditional Housing Association. We operate a wide variety of services including health and wellbeing services, employment support and a commercial estate agency. This means we are a diverse organisation with many different roles, from care work, professional services, trades (such as electricians and plumbers) to technical roles such as ICT and Property Development.

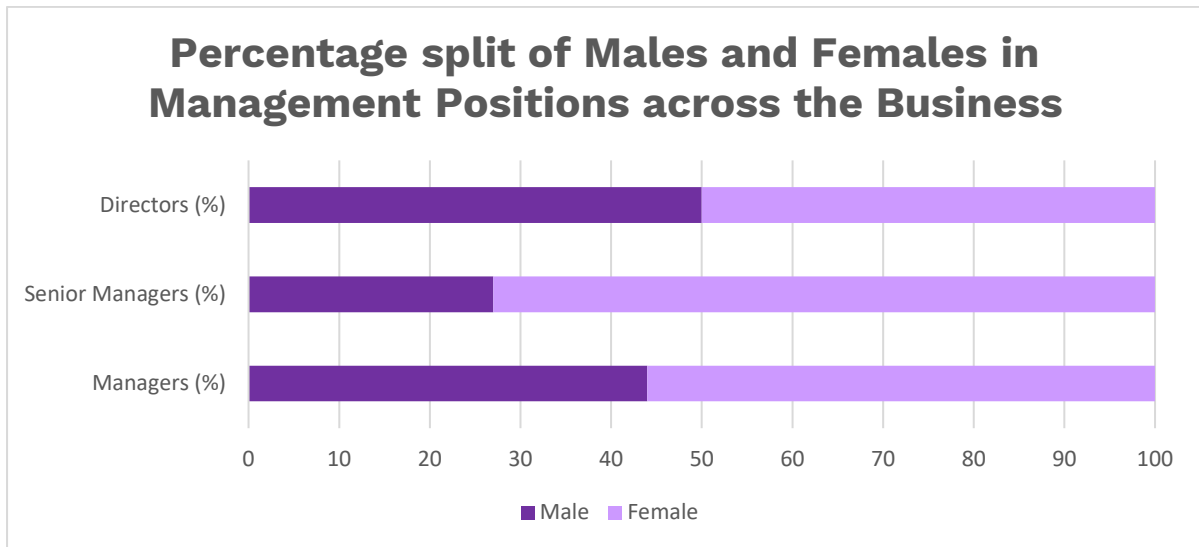
Our Gender Breakdown:

Over the past year, the number of employees that are included in our data has slightly decreased from 634 to 606. The gender split of our employees is:



Median and female split per quartile	Male	Female
Lower Quartile	30%	70%
Lower Middle Quartile	23%	77%
Upper Middle Quartile	48%	52%
Upper Quartile	40%	60%
Total	35%	65%

We also have a gender diverse management team:



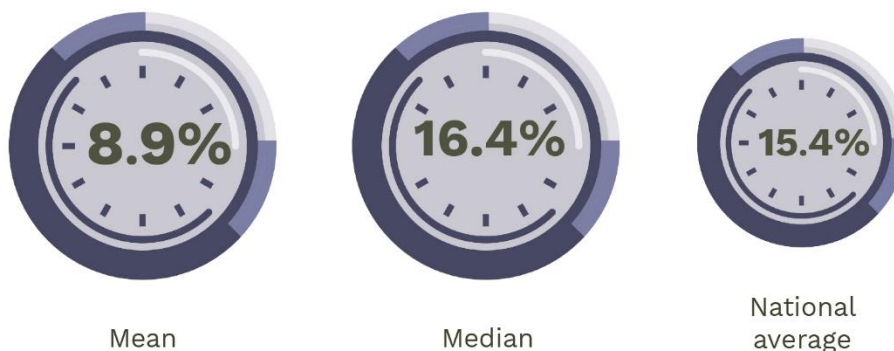
Our Gender Pay Gap

We run our Gender Pay Gap data on an annual basis. The Gender Pay Gap is the percentage difference in the average hourly pay of men and women, and is set out in the Gender Pay Regulations.

In line with the regulations, we report on:

- The percentage difference in mean hourly pay between men and women
- The percentage difference in median hourly pay between men and women
- The percentage of men and women in each hourly rate pay quartile

This year, we have seen our gender pay gap increase to:



It is disappointing that we have seen a shift in our gender pay gap, but we believe that it is important to share that our pay policies and family friendly policies have stayed the same. An assessment of our data shows several reasons for this shift, and these reasons are amplified by the high number of women we employ at South Yorkshire Housing Association. We believe a very volatile and unpredictable labour market has also contributed to the roles we have recruited to over this period.

The factors are:

1. The change caused by people leaving the business

Our turnover remains low for our sector, but women who have left our organisation have been disproportionately represented at the top of our salary quartiles.

2. The changes in pay to staff that stayed between 2020 and 2021

We have a transparent salary scale, with incremental increases based on length of service. Our salary scales are well established and can be viewed by all our employees.

We have had several employees change roles, including moving to lower paid roles for family friendly reasons. More men have moved up an increment on their salary scale due to their continuous service.

3. Pay for new starters in 2021

Our incremental salary scale means that an employee's pay increases the longer they work for us. New starters generally start at the bottom of the scale, and our new starters have been disproportionately female. Our data also shows that this year we have recruited more men to roles which are paid at higher grades in our structure.

This year, we have also had more male employees starting roles at the top of the quartiles – for example, our tradespeople (who tend to be male dominated) attract a premium for weekend call-out duties.

Changes made since April 2021

We have made some changes to a salary grade that covers the largest number of roles in our business. This is to better align with the market, and to increase pay for people on our lower increments. We anticipate that this will impact favourably on our gender pay gap next year.

We have worked hard to redesign our approach to recruitment, with the development of a fully trained Independent Panel skilled at understanding diversity issues at recruitment. We will continue to embed and assess the effectiveness of our changes, including looking at how this impacts the gender pay gap.

We have appointed a new female Finance Director, who will replace our outgoing male Finance Director. This has had an impact on the gender balance of our Directors' Team, which becomes 67% female.

We continue to analyse our data and look for opportunities to improve the diversity of our workforce. Over the next 12 months, we will be piloting a new approach to workforce planning - this will put diversity data and considerations at the heart of how we shape our workforce in the coming years.

We continue to operate a salary structure with an incremental approach linked to length of service. The creation of any new roles includes a process that ensures they sit fairly across our structure, and they are formally reviewed by our Directors Team and Joint Negotiating Group. We have made no significant changes to the salary structure over the past 12 months nor has there been a significant shift in employee numbers when compared with 2020.

Chief Executive Statement

This past year has seen a disappointing increase in our Gender Pay Gap – up from 8.3% to 16.4%. We have done a deep dive to understand why, and this report explains it pretty clearly, in my view. We understand what is going on and how we can respond positively to this trend.

We want to ensure we are transparent on all equalities and inclusion aspects of our work. For this reason, we also report on our race and disability pay gaps.

For the reasons set out above, we expect to see a positive change next year and a move back to a much closer gender pay gap. We continue to have a host of flexible benefits across the business that are accessible to all. Our agile agenda is fully embedded across the business, making many of our roles even more accessible. More of our employees than ever before have the ability to work from home and balance their hours around their home commitments. As we move forward, we will continue to equip our employees so they that they have the ability to work in a blended and agile way.

Our internal Equality, Diversity and Inclusion Committee leads our work. This year has seen the introduction of many initiatives to help combat barriers to inclusivity.

These include the adoption of our Race Action Plan, our new approach to recruitment with Independent Panel Members observing selection processes including, most recently, the recruitment of our new Finance Director and Chair of the Board – both women - and a significant investment in training and development. It is early days for our new approach but initial indications show this has had a positive impact.

For the purposes of this report, we have no bonuses to report on, and I can confirm that all of the data in this report is correct.

A handwritten signature in black ink that reads "Tony Stacey". The signature is written in a cursive, slightly slanted style.

Tony Stacey

Chief Executive