



# Gender Pay 2022

South Yorkshire  
Housing Association

South  
Yorkshire  
Housing  
Association



[syha.co.uk](http://syha.co.uk)

## Summary

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.

**36%**

198 employees  
are male



**64%**

362 employees  
are female

Based on hourly pay our gender pay gap results identified:



Mean



Median



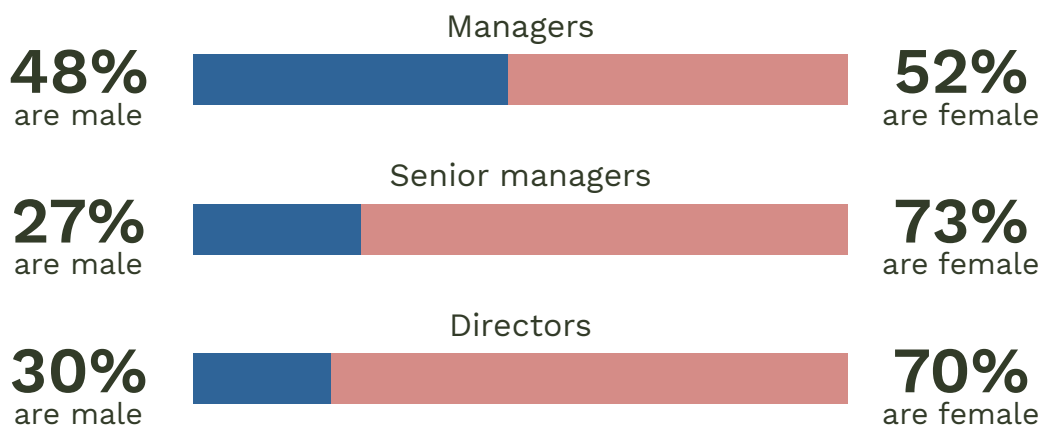
National  
average

## Our Gender Breakdown

Over the past year, the number of employees that are included in our data has slightly decreased from 606 to 560.

Median and female split per quartile	Male	Female
Lower Quartile	30%	70%
Lower Middle Quartile	21%	79%
Upper Middle Quartile	49%	51%
Upper Quartile	39%	61%
<b>Total</b>	<b>35%</b>	<b>65%</b>

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 decrease slightly:

	<b>April 2021</b>	<b>April 2022</b>
Mean	8.9%	7.2%
Median	16.4%	16.3%
National Average Median	15.4%	14.9%

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 proportion of females in roles paid at or under the gender pay median.**

In SYHA the biggest proportion of our roles are in our care services, proportionately more female employees occupy these posts. This is largely reflective of the wider care sector.

Although in absolute terms there are similar numbers of male and female employees in higher paid roles, SYHA employs less male staff overall so the number in higher paid roles makes up a higher fraction of SYHA's male workforce.

**2. The changes caused by employees leaving the business and joining the business**

Our turnover remains low for our sector. Recent changes in response to our gender pay gap report last year saw us increase the starting salaries for our biggest group of employees (falling around the gender pay gap median). This year we have seen a positive impact as a result of this work, this has contributed to the reduction in the average rate of our gender pay gap.

**3. The changes caused by regrades**

Each year we consider roles requiring regrades. Regrades take place at all levels within our salary structure. This year the impact of our regrades has disproportionately favoured our female employees, contributing to the reduction in our overall average gender pay gap.

#### **4. The value of salary increments**

We have transparent salary scales, for roles above the National Living Wage increments are applied linked to length of service. This year the value of salary increments was overall higher for males than it was for females. Contributing to the overall median pay gap.

#### **5. The value of the annual % increase**

Whilst all employees over this period received a 3% increase (those on the National Living Wage received 3% on top of the 6.7% National Living Wage increase), the value of the increase contributed to the gender pay median gap because the value of the uplift is higher for those at the top of our salary scales. Disproportionately more males as a % of our workforce are paid above the gender pay median.

#### **Changes made since April 2022**

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 know this has contributed to the reduction on the gender pay average this year. Recruiting a new female Finance Director has also contributed to this shift. This has had an impact on the gender balance of our Directors' Team, which becomes 67% female.

We have continued to embed our new approach to recruitment, involving trained independent panel members to provide a source of critical challenge in our recruitment decisions.

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.

## **Chief Executive Statement**

This year our gender pay gap has reduced. Each year we conduct a deep dive to understand the factors contributing to our gender pay gap, 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 have seen positive shift in the gender pay gap for new recruits, which shows a reversal in the gender pay trend.

We currently operate in a volatile financial environment. This year our focus will be on providing the best possible affordable annual salary increase for our workforce at a time when everyone is impacted by the cost of living increases. We know that a blanket % uplift to our salaries can serve to exacerbate existing pay gaps in an organisation that has a heavily dominated female workforce.

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. Over the past two years we have 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.

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.

**Tony Stacey**

Chief Executive

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