



# Gender Pay 2023

South Yorkshire  
Housing Association

South  
Yorkshire  
Housing  
Association



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

**We value the different experiences, talents and perspectives that our employees bring to South Yorkshire Housing Association (SYHA), and believe that our services are improved by having a diverse workforce.**

This report shares more about our gender pay gap, and how we're promoting fairness and inclusion when recruiting and investing in our employees.

We operate a wide variety of services including employment support, health and wellbeing services, and a commercial estate agency. This means we are an organisation with many different roles, from care work, professional services, trades (such as electricians and plumbers) to technical roles such as IT and Property Development. This report shares more about the impact of these different roles on our gender pay gap, other factors that have affected pay, and the positive changes we are making to improve the diversity of our workforce.

**35%**

189 employees  
are male

**65%**

340 employees  
are female

65% of our employees are female, and this is reflected at all levels of our organisation including our leadership team, executive team and board.

**Based on hourly pay, our gender pay gap results identified:**

**3.83%**

Mean

**14.61%**

Median

**14.3%**

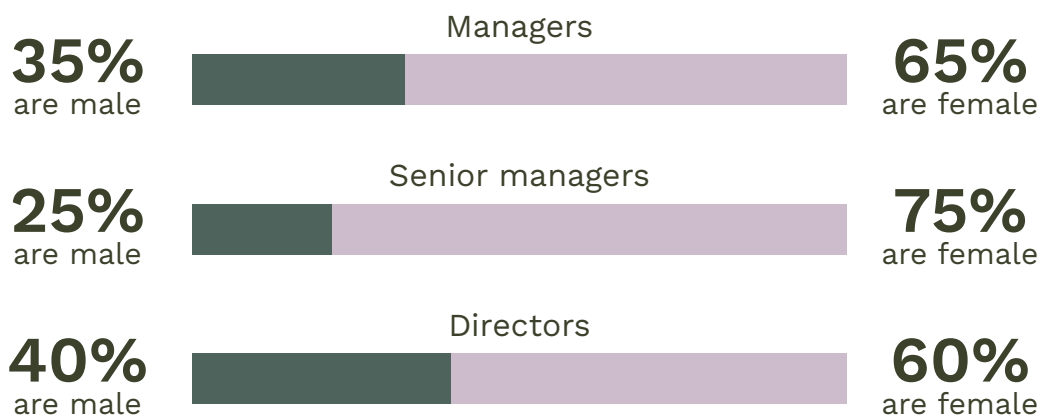
National  
median  
average

## Our Gender Breakdown

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

Male and female split per quartile	Male	Female
Lower Quartile	32%	68%
Lower Middle Quartile	19%	81%
Upper Middle Quartile	53%	47%
Upper Quartile	41%	59%
<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 continued to see our gender pay gap decrease, reducing from a median of 16.33% to 14.61% and from an average of 7.26% to 3.83%.

While we have seen a positive shift in our gender pay gap, we believe that it is important to share that our pay policies and family friendly policies have stayed the same. 34% of our workforce is part time, which supports our employees' preferences and can promote a good work-life balance. We support all our employees to access the flexible working opportunities that are available to them.

An assessment of our data shows several reasons for this positive shift, and these are amplified by the high number of women we employ at SYHA.

**The reasons are:**

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

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

Although there are similar numbers of male and female employees in higher paid roles, we employ fewer male staff overall - so, the number in higher paid roles makes up a higher fraction of our male workforce.

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

Our turnover remains low for our sector. Previous changes in response to our gender pay gap report in 2021 year saw us increase the starting salaries for our biggest group of employees (falling around the gender pay gap median). We have continued to see a positive impact as a result of this work, and this has contributed to the reduction in the average rate of our gender pay gap. The gender pay gap between employees leaving the organisation and those joining SYHA is now significantly smaller.

**3. The changes caused by regrades**

Each year we consider roles requiring regrades, and this takes 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 and a negative pay gap for this group.

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

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. This year, the value of salary increments was overall higher for males than it was for females - but we have significantly reduced the gap from £0.22p to £0.07p.

#### **5. Increase to pay**

Our 2023 annual employee increase was not applied at the time of this data set, but does include the National Living Wage increase.

Increases to pay outside of regrades and increments (this includes moves to roles with higher or lower salaries, and roles receiving an honorarium) continue to favour female employees.

#### **Changes made which impact pay**

Over the last two years, 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. In 2023, this included a differential annual pay increase offering grades that cover the largest number of our employees a higher annual increase than those at the top of our salary scale. We know this has contributed to the reduction on the gender pay average over the past two years.

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 running our new approach to workforce planning across SYHA - this will put diversity 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 Executive Leadership 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, so that we understand what is going on and how we can respond positively to this trend. Changes made to the management of our salary structure have impacted positively to reduce our pay gap this period.

We currently operate in a volatile financial environment. 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 continue to have a host of flexible benefits across the business that are accessible to all. Our agile agenda is fully embedded across the organisation, 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.

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.

**Larry Gold**

Chief Executive