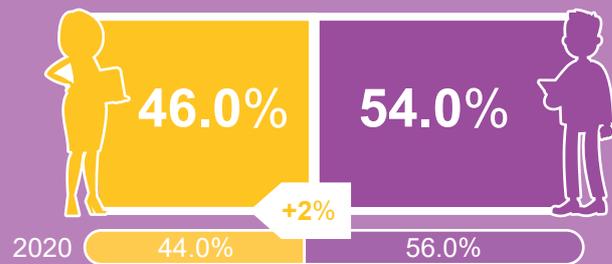


Gender Pay Gap 2021

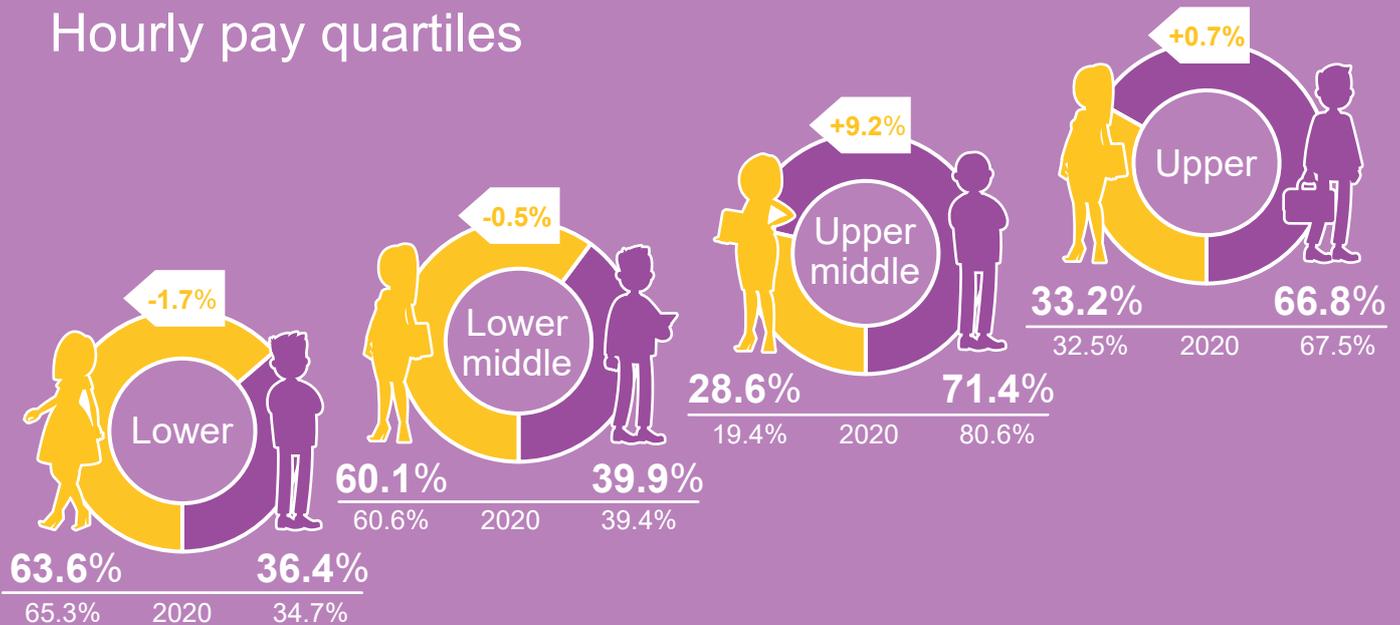
Gender pay gap



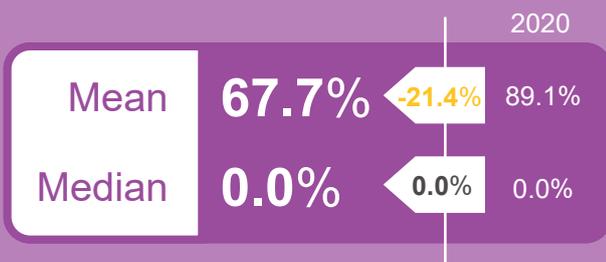
Workforce profile



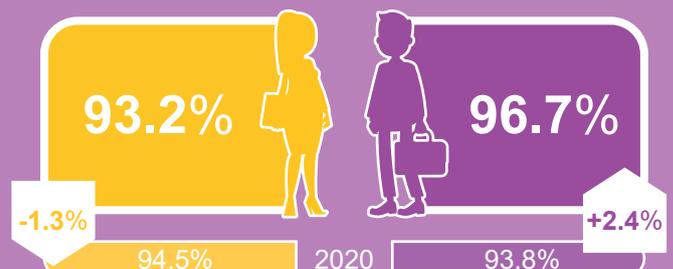
Hourly pay quartiles



Bonus pay gap



Colleagues in receipt of bonus



Definition: Gender pay gap

Gender pay gap is defined as the difference in average pay between all men and women in an organisation using six different measures, regardless of their role.

Regulations introduced in 2017 require public, private and voluntary sector organisations, with 250 or more employees on a specified 'snapshot date' relevant to their sector, to report annually on their gender pay gap.

Committed to taking steps to bring gender balance

We are committed to equality and diversity in all areas of our organisation, and we have a robust and equitable pay and grading structure to ensure fairness.

This is the fifth year of reporting our gender pay gap and we are pleased to see that, compared with last year, the gap has narrowed. In 2020 we reported that the mean gap was 13.3% and this has now reduced to 11.6% and our median gap has increased slightly from 12.4% to 14.6%. This is certainly a step in the right direction.

Whilst we know that change takes time, we also understand that the gender pay gap is a complex and multifaceted problem faced by organisations across the UK. As such we are committed to undertaking in-depth internal analysis which considers both the numbers and qualitative data through research with both internal and external stakeholders.

This gives us a deeper insight into some of the factors which may contribute to the gap and helps us to identify actions and drive forward recommendations as an organisation.

As a result of this analysis, we are working on a number of initiatives including establishing a gender pay gap working group, which I have sponsored as Chief Executive, to work alongside our Total Inclusion Group.

We are pleased to publish our gender pay gap report and we can confirm that the data reported is accurate in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Andy Wallhead
Chief Executive



Tracy Tallant
Director of Organisational Development

Bonus

Our median bonus pay gap remains unchanged at 0%. This shows that typically males and females receive the same amount of bonus pay at WDH. In June 2020, we wanted to recognise the commitment and dedication shown by our key workers who supported our customers during the pandemic. It was agreed to reward these employees with a small bonus to thank them for leaving their homes to undertake their duties at a very difficult time, when the national message was 'stay at home'.

In December 2020, we also awarded a non-consolidated bonus to all our employees.

Our mean bonus pay gap has reduced to 67.7%. This means that the average value of the bonus that males received was 67.7% higher than females. The main reason for this gap is the Performance Related Pay (PRP) scheme for our trade operatives and the under-representation of females in this group. Therefore, the average bonus amounts received by our male colleagues are statistically higher. If PRP related bonuses are taken out of the calculations, then the mean bonus gap reduces to 26.7%.

Our analysis has highlighted that the bonus pay gap is also attributable to part time working. The bonus pay gap calculations use the actual value of the bonuses received. The non-consolidated bonus was a fixed amount and distributed proportionally for part time colleagues, the majority of which are female, which reduces the average value of bonus' received by females. 86% of part time workers are female.

How are we closing the gap?

Over the last 12 months, we have offered targeted development sessions for women through our female leadership coaching programme. These have been delivered with the aim of increasing the skills, confidence and visibility of talented women at WDH to encourage the development of careers including taking up senior roles. The programme has been positively received and 100% of participants said they felt more confident in their own abilities so that they can own their expertise at work and be more visible. From those who have participated we are already seeing positive results including a quantitative increase in confidence and a promotion.

We have moved to a hybrid working model, known internally as 'WorkSmart'. This means that work in our organisation takes place at the most effective locations, at the most effective times in line with our customers' expectations. We built on the momentum which came as a by-product of the COVID-19 pandemic and feedback from our employees, to move our workforce towards a more agile work environment which promotes flexibility as the norm, rather than the exception. In September 2021 we carried out an employee home working survey which found that of the 19 benchmarks for WDH, all but three measures of the effectiveness of home working have improved. This includes 89% of respondents feeling satisfied with hybrid working (compared with 82% in 2020). There is clear evidence that demonstrates that agile and flexible working patterns have a proportionally higher positive impact on women due to the complexities of their lives, including caring responsibilities, so the introduction of a more flexible approach to working is likely to help support women to develop their careers further at WDH.

To support our recruitment ambition to attract a more diverse range of people to WDH, we continue to deliver training across the organisation to highlight the importance of having diverse interview panels and to increase knowledge and awareness of unconscious bias. We are committed to running more employee engagement events over the next 12 months to gain valuable insight from our staff to support our aims to remove barriers both for progression and creating a more inclusive working environment.

We know that we do not have enough female apprentices and are working hard to support more women into this area through targeted promotion campaigns, taster sessions for females and career events. Our targeted social media recruitment campaign will highlight the women that work at WDH. We are being transparent with our apprentice salary information with the aim that this will support women to financially feel able to join WDH as an apprentice. In previous years, our apprenticeship recruitment team attended many events across the district. Whilst this year we were able to join events remotely, we have been unable to attend in person. Looking to the future, we are hopeful that our teams will be able to join our local communities at such events.

We remain committed to reducing our gender pay gap and continue to take proactive steps to understand and address this, however we acknowledge that this will take time.

Hourly rate and quartiles

Our mean gender pay gap is 11.6%. This means there is a 11.6% difference between the average pay of males and females.

We continue to have a greater proportion of females in grades 1-7 (73%) of our pay and grading structure and a greater proportion of males in grades 8 and above (62%). As there are more males in higher paid roles, this results in the average male hourly rate being greater than the average female hourly rate which contributes to our pay gap.