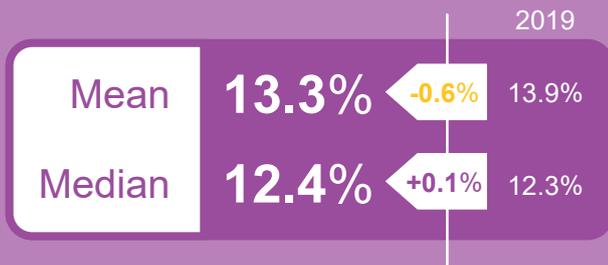
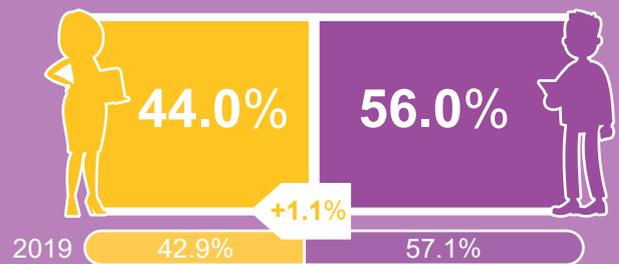


# Gender Pay Gap 2020

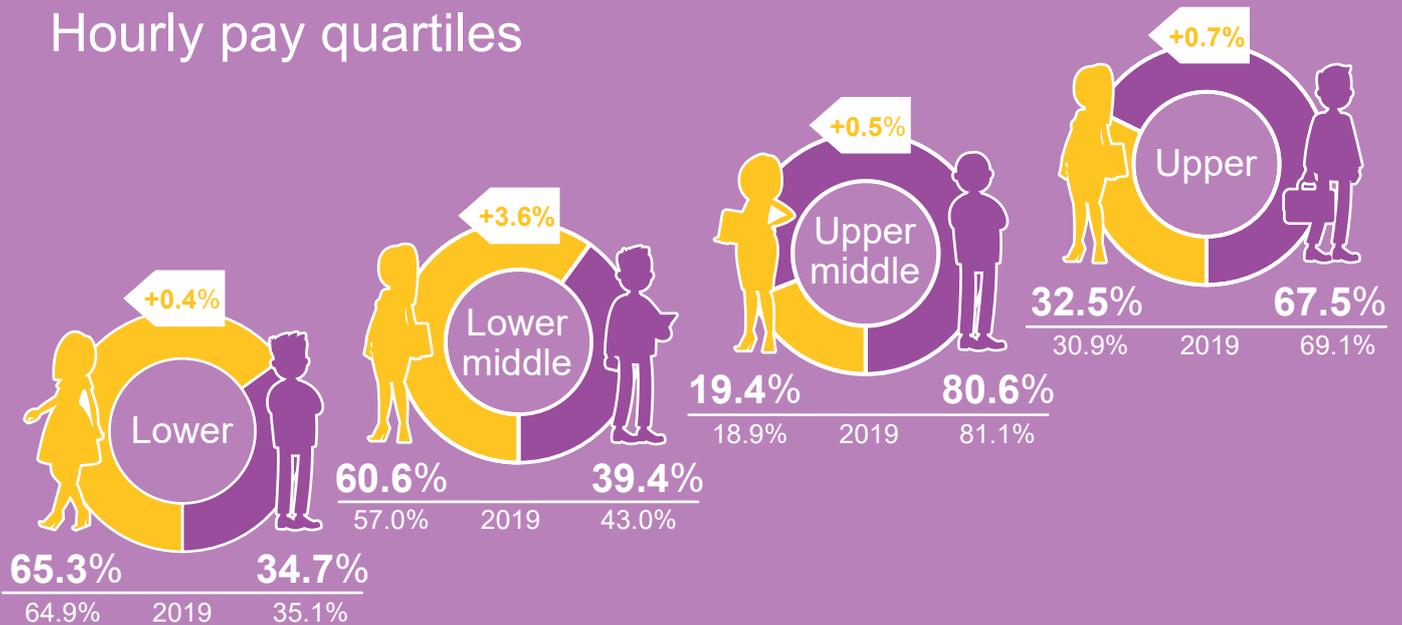
## Gender pay gap



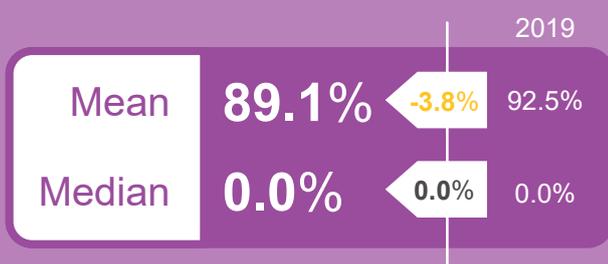
## Workforce profile



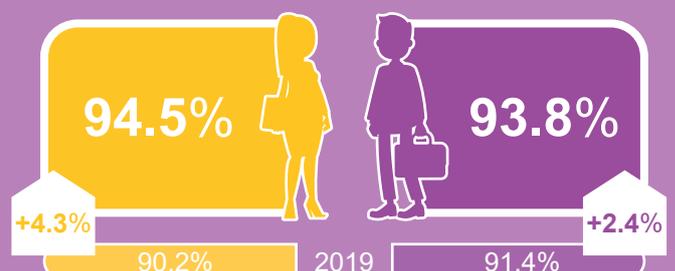
## Hourly pay quartiles



## Bonus pay gap



## Colleagues in receipt of bonus



## 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 fourth year of reporting our gender pay gap and when compared to 2019 our mean gender pay gap has decreased slightly to 13.3% and our median gender pay gap has increased slightly at 12.4%.

Whilst we are taking steps to tackle our gender pay gap, however know our action and measures will take time to be reflected in our figures.

Our report shows that WDH has a unique set of circumstances that require significant cooperation from all employees and trade unions if we are to be successful.

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

## Hourly rate and quartiles

Our mean gender pay gap is 13.3%. This means there is a 13.3% difference between the average pay of males and females. One reason for this gap is the performance related pay (PRP) scheme adopted by our predominantly male trade operatives who have the ability to earn bonus payments in addition to an annual non-consolidated bonus. The UK trade professions have been male dominated for some time so under-representation of females in this employee group (only 0.4% are female) has contributed to the pay gap. If we exclude the PRP from the calculations, the mean pay gap reduces to 10% and the median pay gap reduces to 8.8% for our organisation.

We continue to have a greater proportion of females in grades 1-7 (70%) of our pay and grading structure and a greater proportion of males in grades 8 and above (65%). 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.

## Bonus

Our median bonus pay gap is 0%. This is the same as last year and shows that typically males and females receive the same amount of bonus pay at WDH. In December 2019, we awarded an annual non-consolidated bonus to all our employees.

Our mean bonus pay gap is 89.1%. This means that the average value of the bonus that males received was 89.1% higher than females. The main reason for this gap is the 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 bonus' are taken out of the calculations, then the mean bonus gap reduces to 23.9%

Our analysis has also highlighted that the bonus pay gap is attributable to part time working. The bonus pay gap calculations use the actual value of the bonus' 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. Of our part time workers, 82% are female.

## How are we closing the gap?

Over the last 12 months, we have run targeted development sessions for women through our female leadership coaching programme. These have been delivered with the aim of increasing 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.

Many employees have been working from home during the COVID-19 pandemic. This has demonstrated the benefits of flexibility and a more agile workforce as evidenced by our Home Working survey, carried out in July 2020, where nearly 90% of employees felt agile working was beneficial. Following this, we gathered information on employee work preferences, based on when the restrictions of the pandemic are eased to ensure agile working is introduced across WDH. There is clear evidence that demonstrates that agile and flexible working patterns have a proportionally higher positive impact on females than males due to a higher proportion of females with 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 our organisation, we have delivered training to help a significant number of employees create diverse interview panels. We are committed to running more employee engagement events over the next 12 months to get 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 attract more women into this area through targeted promotion campaigns, taster sessions for females and career events. We used national apprenticeship week to highlight our work and have started a blog to promote that our apprentices have female led support. Our targeted social media recruitment campaign highlights the women that work within a craft role 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 have been unable to do the same we will be continuing to do this as soon as we are able.

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

### 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.