



Gender Pay Gap Report

2023/2024

Background

Our annual Gender Pay Gap (GPG) Report shows the difference between the average (median and mean) earnings of men and women in the organisation. This is expressed as a percentage. For example, 'women earn 3 percent less than men per hour'. GPG isn't about whether we pay women and men differently for similar work.

The data in this report was collected in 2023/2024.

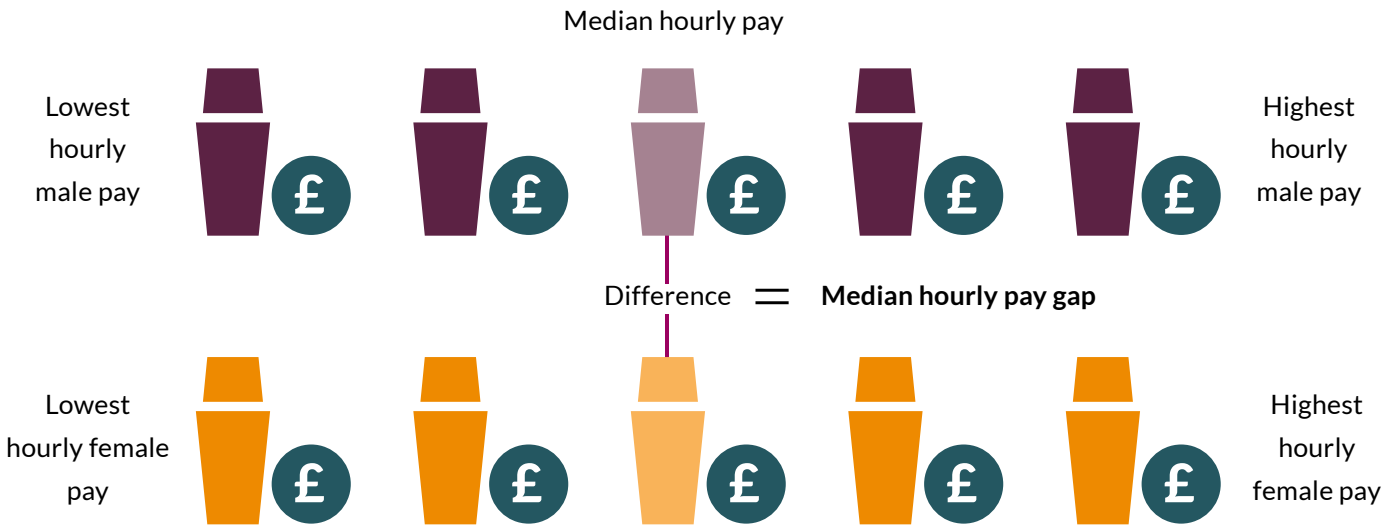


CHP employees, Sarah, Charlotte, and Thomas at a summer social event.

How we calculate the pay gap

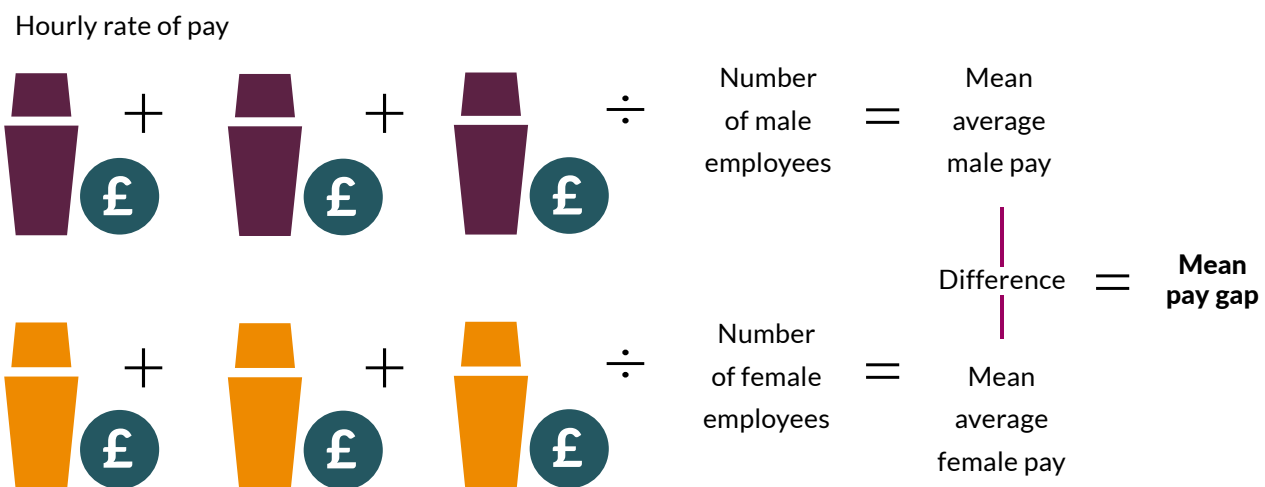
Median average

This is the difference between how much the middle-ranking man and middle-ranking woman earn. It's calculated by listing all employees' hourly rates of pay and finding a midpoint.



Mean average

The mean pay gap is the difference between our total spend on wages per woman and our total spend per man. The mean average is calculated by adding all individual employees' hourly rates of pay and dividing by the total number of employees.



Our position at 5 April 2024

Based on full-time pay and excluding colleagues on reduced pay due to sickness, maternity leave, or zero-hours contracts, our GPG is explained below.

Hourly rate

Our women's median hourly rate is £18.93, and men's is £20.61, which means we have an 8.2 percent median gender pay gap. This has increased from the previous year when the gap was 0. This is because more men are in the upper earning quartiles than the previous year, and more women are in the lower earning quartiles. We recognise we need to work to close the gap.

Our mean GPG has increased by 2.5 percent to 5.9 percent, which is a 1.35 pence difference in mean hourly rates.

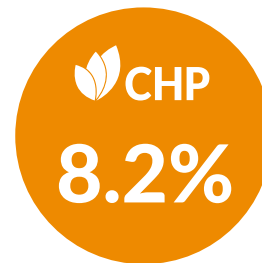
Pay quartiles

The table below shows the number of men and women on our payroll for each quarter.

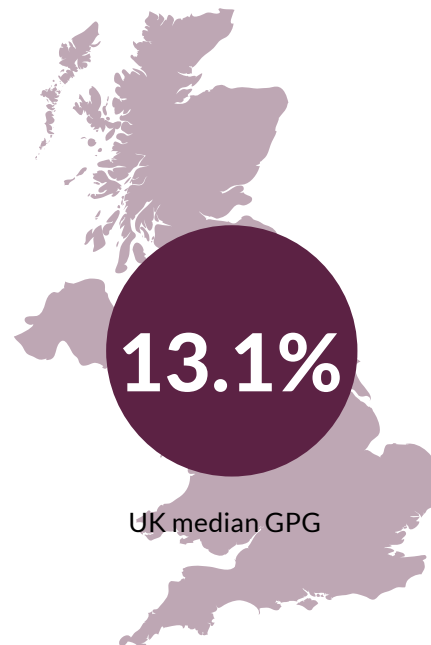
Quartile	Men	Women
	%	%
Top	54.2	45.8
Upper middle	80.2	19.8
Lower middle	30.2	69.8
Lower	44.3	55.7

National and regional comparison

Our median GPG of 8.2 percent is lower than the UK gender pay gap of 13.1 percent, as reported by the Office for National Statistics. According to [research from the TUC](#) in February 2024*, the GPG was largest in the South East of England at 18.9 percent and the East of England at 17.7 percent.



Our median GPG



*<https://www.tuc.org.uk/news/tuc-gender-pay-gap-means-women-work-first-two-months-year-unpaid>

Bonus pay

As a not-for-profit housing provider, we don't pay bonuses but make one-off payments for exceptional performance. For this report, we'll continue to refer to these payments in terms of a "bonus pay gap".



During the 12 months to 5 April 2024, 4.5 percent of men and 6.5 percent of women received these payments. Our overall bonus pay gap is -2 percent. This means these payments were made to more women than men in this period. As a result, the bonus pay gap has increased from the previous period (-1).

The mean bonus pay gap is -3.1 percent. This means women earned more in bonus pay than men when adding all the amounts and dividing by the number of recipients. However, the median bonus gap is 16.7, which is the middle point of any bonus payments earned. As there were fewer bonus payments paid to men, the range of payments is smaller and, therefore, it's highly likely the median average is higher for men than women. However, 16.7 is an improvement on the previous reporting period of 31.8. In this reporting period, we changed the method of calculating bonus payments from percent of pay to fixed amounts. Therefore, we can see the positive impact on the median pay gap.

Why is there a gender pay gap?

We have an 8.2 percent median gender pay gap. Whilst this is still good, it's an increase from 0 percent last year. Our mean gender pay gap has also increased to 5.9 percent from 3.4 percent last year, which, whilst small in comparison to regional and national figures, still needs to be addressed.

There are several reasons why a GPG arises. Segregation in the broader employment market reinforces the GPG as men and women still tend to work in different jobs. Women often work in lower-paid sectors of the economy. For example:

- we have a higher proportion of men in roles within the top quartiles;
- there continue to be proportionately more women in lower quartile roles such as administration and customer service.

In the wider employment market, men still make up the majority of those in the highest-paid and most senior roles. We currently have a higher proportion of men working in roles paid at upper middle and top quartile rates than women.

In this last reporting period, we've employed more women than men, which is also a factor in calculating the gender pay gaps.

Family and care responsibilities can also affect career progression opportunities in the broader employment market. This often impacts women, as they traditionally take maternity leave. We have generous, enhanced, family-friendly policies, including shared parental leave policies, to encourage both genders to share caregiving.

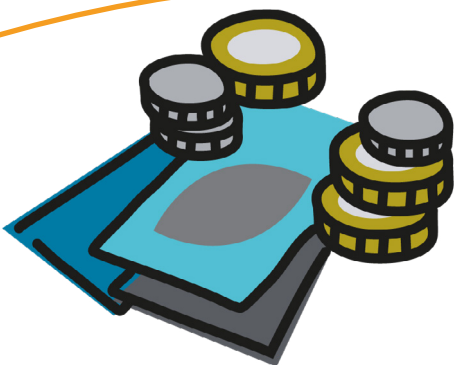


Head of Engagement and Community Investment, Susan, at our Community Fun Day.

Gender may not be the sole demographic factor impacting the gender pay gap. A gender pay gap could be influenced by factors such as socio-economic mobility or race, where these factors interact with gender. For example, if women at CHP come from lower income backgrounds or had fewer educational opportunities growing up, this may impact their earnings differently from women with higher socio-economic mobility. We can explore this aspect as we mature our approach to collecting and analysing diversity data.

We voluntarily report our ethnicity pay gap (EPG), which shows the difference between the average (median and mean) earnings of the organisation's white and ethnically diverse employees. The results were a median pay gap of -4 percent, with our ethnically diverse employees' median hourly rate 4 percent higher than our white employees' hourly rate. Our mean EPG rate of 6 percent suggests that our ethnically diverse employees' hourly rate is 6 percent lower than our white employees. The EPG is impacted by the fact that we have higher numbers of ethnically diverse employees in our lower-earning quartiles versus the higher-earning quartiles.

We would also like to acknowledge that whilst this is the government's definition of how to determine a gender pay gap, this needs to be reviewed with the trans and non-binary communities in mind.



What steps have we taken to reduce our gender pay gap?

Learning and development

We support individuals in achieving their potential by providing comprehensive learning opportunities for everybody across the organisation. We complete equality impact assessments on our different approaches to training and have a multi-channel delivery approach.

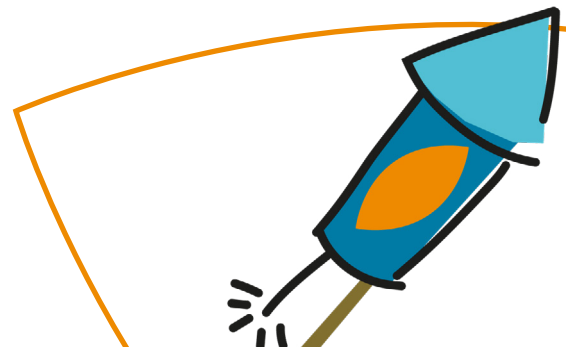
During 2023/2024, we've continued to recruit and retain 11 apprentices, three of whom are women. One of these women is a trades apprentice.

We've also run supervisory and management training to support employee career progression, and 50 percent of the delegates in these sessions were women. We've also supported internal candidates with career coaching and have seen our internal progression more than double the previous year's.

In addition, we're supporting 34 employees to complete qualifications using our apprentice levy pot, 16 of whom are women.

We continue to advance our online training service to improve everyone on our team's learning access, regardless of their working hours or location. This can contribute to their progression at work and benefit those who work flexible hours.

We foster an environment that promotes women's leadership at all levels and support leadership mentoring, reverse mentoring, and external mentoring through a charity partnership.



Head of Policy, Strategy, and Research, Jen, at a customer consultation event.

Recruitment and selection

We continue to use our recruitment and selection procedures to ensure that all appointments and internal promotions are made solely based on merit. All appointments are against objective criteria, regardless of age, disability, sex (gender), gender reassignment, sexual orientation, marriage or civil partnership, pregnancy and maternity, race, religion, or belief. We ran mandatory training for all hiring managers on inclusive recruitment practices.

All line managers attend diversity in recruitment training delivered by our recruitment team.

Vacancies are advertised through a variety of channels using gender-neutral language. We ensure that recruiting managers are trained in fair, non-discriminatory, and consistent practices and supported by recruitment specialists within the HR Team. We strive to use mixed-gender interview panels where resources allow. We also continue to use skill-based assessment tasks and competency-based interviews, which have been shown to reduce unconscious bias.

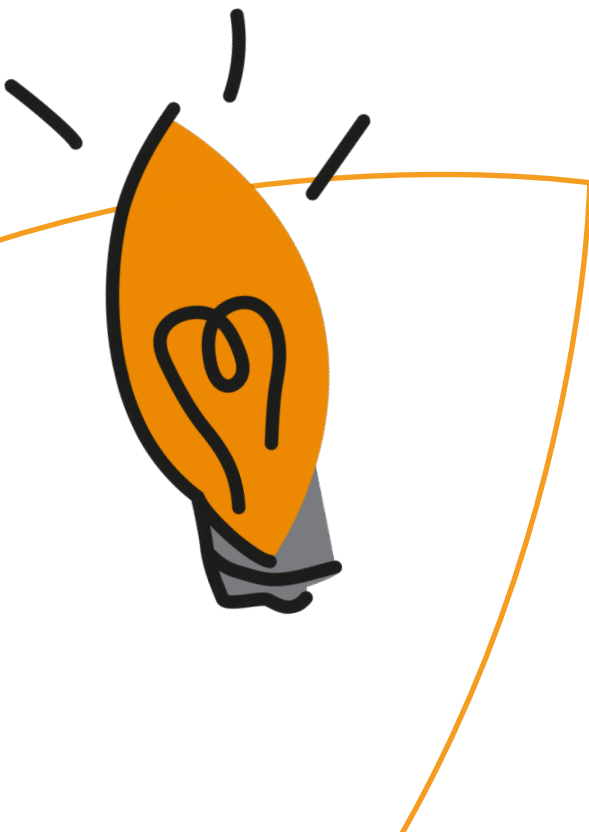


Neighbourhood Advisor, Ashley

We take appropriate positive action permitted under the Equality Act 2010, such as using a 'tie-breaker' to select a female candidate for roles where women are disproportionately underrepresented. We also run equality impact assessments on our policies to ensure they're inclusive. In addition to this, we have leadership diversity targets, which are tracked and reported on as part of our equity, diversity, and inclusion action plan.

We advertise our roles with simplified job advertisements. In doing this, we only state a handful of key duties rather than list everything in a job description. It's common for women to discredit themselves as suitable candidates if they don't have one or two elements of experience listed, whereas men would still apply.

We continuously monitor diversity and are a Disability Confident employer. We're part of the Women's Trade Network, working to promote gender equality in trade roles. We regularly attend school events and talk to young students about careers in housing.



Pay and benefits

We have a simple, fair, and transparent pay system. Pay is determined by independent market testing and peer benchmarking. We continue to pay the Living Wage Foundation's Real Living Wage as a minimum. We regularly monitor our approach to pay, to ensure we provide a competitive reward package for our people.

We have an array of benefits and comprehensive health and wellbeing support for all colleagues. We've changed how we pay exceptional payments to reduce the gender pay gap for bonuses. We've created a mechanism for payment scale based on the reason for the bonus rather than a percentage of salary. We hope this will continue to reduce the mean bonus pay gap.

We're also committed to supporting the careers of those who take leave from work to raise families. The gender pay gap tends to widen after women have children. To address this, we'll continue to review our family-friendly leave and pay provisions to promote fairness and support working parents.

Flexible working

We continue to champion a range of flexible working options to help employees at all levels effectively manage their work/life balance. These include part-time working, condensed hours, and job sharing. We've supported many women at all levels returning to work following maternity leave through flexible working opportunities. Creating a more agile and collaborative working environment is key to our People Strategy.

We're open and transparent with our employees. In conjunction with our recognised trade unions and with a focus on strong internal communications, we'll continue to review our approach to reducing the GPG to ensure we remain a great place to work for all.



A handwritten signature in black ink, appearing to be 'P. Edwards'.

Paul Edwards,
Chief Executive,
April 2025



Gender Pay Gap Report

First edition, published March 2025

Please contact us if you would like a copy of this document in large print, on CD, or in another language.

Tel: 0300 555 0500

Text relay: 18001 0300 555 0500

Email: enquiries@chp.org.uk

Write to: Myriad House
33 Springfield Lyons Approach
Chelmsford
Essex
CM2 5LB

 chp.org.uk



Check out our updates and message us on Facebook [CHPHomes](#)



See our stories and pictures on Instagram [@CHPHomes](#)



See our updates on LinkedIn [CHPHomes](#)

