



DETAILED GENDER AND ETHNICITY PAY GAP REPORT 2023

(see Infographics in supporting document)

Gender Pay Gap Report – 2023

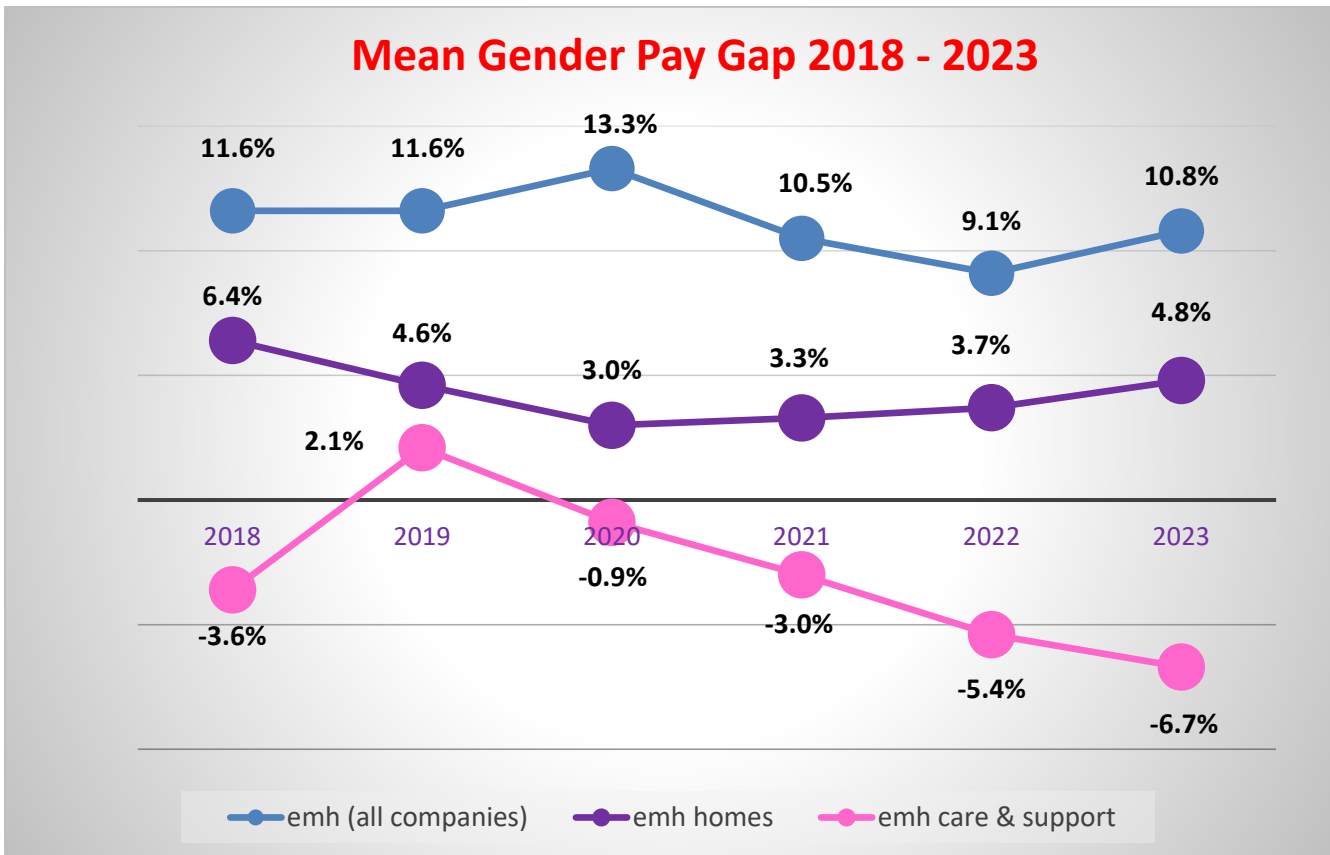
What is the Gender Pay Gap?

- The gender pay gap shows the difference in the average pay between female colleagues, compared to male colleagues. This is measured using mean and median averages.
- Where there is a positive percentage, this means that the average pay of males is higher than that of female colleagues. The higher the percentage, the greater the gender pay gap. A negative pay gap means that the average pay of females is higher than male colleagues.

Employers of more than 250 colleagues are required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

For the purposes of this report, 'gender' is defined by the sex of an individual as registered at birth.

emh homes and emh care and support each employ more than 250 colleagues, therefore emh are required to report these companies separately. Figures for emh homes, emh care and support and emh (all companies) have been produced and published from April 2017. See chart below for the Mean Gender Pay Gap from 2018 - 2023.





The table below shows the gender pay gap calculations for emh (all companies), emh homes and emh care and support. It highlights the difference between the average earnings of men and women between April 2021 to April 2023

Calculation	2023 emh - all	2022 emh - all	2021 emh - all	2023 emh homes	2022 emh homes	2021 emh homes	2023 emh care and support	2022 emh care and support	2021 emh care and support
Mean gender pay gap	10.8%	9.1%	10.5%	4.8%	3.7%	3.3%	-6.7% (minus)	-5.4% (minus)	-3.0% (minus)
Median gender pay gap	13.1%	9.0%	13.3%	1.7%	1.5%	8.0%	0%	0%	0%
Mean bonus* gender pay gap	1.0%	21.9%	19.7%	3.0%	25.7%	19.7%	0%	-100% (minus)	0%
Median bonus* gender pay gap	0%	0%	0%	0%	33.0%	0%	0%	-100% (minus)	0%
Percentage who receive a bonus	79.2% Male 77.1% Female	62.3% Male 33.8% Female	6.8% Male 8.5% Female	86.6% Male 83.2% Female	90.8% Male 82.3% Female	11.4% Male 27.5% Female	78.9% Male 75.3% Female	0.0% Male 0.4% Female	0.8% Male 0.4% Female

* - NOTE – Bonuses mentioned in the table above are largely made up of agreed Non Consolidated Payments made to colleagues and IDOACE awards made in 2022/23.



The table below shows the proportion of males and females in each quartile pay bracket.

Pay Quartile	2023 emh - all	2022 emh - all	2021 emh – all	2023 emh homes	2022 emh homes	2021 emh homes	2023 emh care and support	2022 emh care and support	2021 emh care and support
A Lower pay quartile (emh)	Male (32.0%)	Male (29.6%)	Male (29.5%)	Male (20.0%)	Male (38.0%)	Male (40.0%)	Male (26.3%)	Male (28.8%)	Male (22.8%)
	Female (68.0%)	Female (70.4%)	Female (70.5%)	Female (80.0%)	Female (62.0%)	Female (60.0%)	Female (73.7%)	Female (71.2%)	Female (77.2%)
B Lower middle pay quartile (emh)	Male (30.6%)	Male (32.8%)	Male (33.1%)	Male (65.3%)	Male (62.0%)	Male (59.6%)	Male (26.3%)	Male (23.3%)	Male (29.2%)
	Female (69.4%)	Female (67.2%)	Female (66.9%)	Female (34.7%)	Female (38.0%)	Female (40.4%)	Female (73.7%)	Female (76.7%)	Female (70.8%)
C Upper middle pay quartile (emh)	Male (50.8%)	Male (51.0%)	Male (43.7%)	Male (64.4%)	Male (53.0%)	Male (55.1%)	Male (26.3%)	Male (23.1%)	Male (22.8%)
	Female (49.2%)	Female (49.0%)	Female (56.3%)	Female (35.6%)	Female (47.0%)	Female (44.9%)	Female (73.7%)	Female (76.9%)	Female (77.2%)
D Upper pay quartile (emh)	Male (48.4%)	Male (43.5%)	Male (48.6%)	Male (62.4%)	Male (60.6%)	Male (60.7%)	Male (14.7%)	Male (16.5%)	Male (17.7%)
	Female 51.6%)	Female 56.5%)	Female (51.4%)	Female (37.6%)	Female (39.4%)	Female (39.3%)	Female (85.3%)	Female (83.5%)	Female (82.3%)



Gender Pay Gap Report – emh 2023

emh (all companies)

Mean Gender Pay Gap

The data for emh (all companies) shows that the pay gap increased from 9.1% in 2022 to 10.8% in 2023. This is the first increase since 2020 and is the highest pay gap for emh since the same period (13.3% in favour of male colleagues).

The pay gap for emh homes increased for the third year in succession to 4.8% from 3.7% in 2022, 3.3% in 2021 and 3.0% in 2020.

For emh care and support, the average male pay compared to female pay decreased for the fourth consecutive year and there is a further widening of the pay gap in favour of female colleagues. In 2023, the gap was -6.7% (minus), a decrease from -5.4% (minus) in 2022, both in favour of female colleagues. In comparison, in 2019, the pay gap was 2.1% in favour of male colleagues.

Median Gender Pay Gap

The pay gap for emh (all companies) increased to 13.1% from 9.0% in 2022. This has returned to a similar level recorded in 2021 (13.3%). Whilst there continues to be no change for emh care and support (0% since April 2017), emh homes has experienced a slight increase in the median pay gap since 2022 (to 1.7% from 1.5%). This is lower compared to levels recorded for emh homes in 2021 (8%), 2020 (9.6%) and 2019 (10.6%).

Gender representation

59.6% of all colleagues in emh are female. When reviewing each pay quartile and the proportion of men and women in each, in the lower quartile, 68.0% of colleagues are female, compared to 51.6% in the upper quartile. This disproportionate distribution of female colleagues is one of the factors driving the gender pay gaps. The widening of the mean gender pay gap in 2023, can be partially attributed to the proportion of female colleagues in the upper quartile of pay, reducing by 4.9% since 2022.

In addition to the disproportionate distribution of female colleagues in the upper half of pay groups, the gender pay gap for senior and 2nd line managers in emh, was recorded at 14.1% in favour of male colleagues. Although, the gender pay gap for 1st line managers was closer to parity (2.9% in favour of male colleagues), this wider gap for senior and 2nd line managers is another potential factor in the overall gender pay gap results for emh. In terms of gender distribution amongst managers, this has fallen for female colleagues since 2022. Although 57% of 1st line managers are female (same as 2022), the proportion of female senior and 2nd line managers has fallen from 59% in 2022 to 54.5% in 2023.



Mean Bonus Pay Gap

Bonuses were paid to 77.9% of all colleagues (44.4% in 2022) in the 12 months leading up to the 2023 Gender Pay Gap Report. 79.2% of males received a bonus compared to 77.1% of females. This represents an increase of 16.4% for males and 43.3% for females receiving bonuses compared to 2022.

The Mean Bonus Pay Gap was 1.0% in favour of male colleagues in 2023. This represented a narrowing of the gap from 2022 (21.9% in favour of male colleagues) and 2021 (19.7% in favour of male colleagues).

The main factor for the improved parity in the Bonus Pay Gap was around the Non-Consolidated Payment being awarded equally across all payroll companies, including emh care and support (77% female) and IMS Operatives (94% male). The agreement was to pay a one off non-consolidated lump sum of £500 gross in March 2023 to those earning up to £50,000 full time equivalent salary (paid pro rata for part time colleagues).

How does emh compare?

emh (mean gender pay gap of 10.8% in favour of male colleagues) compared favourably with All companies in UK (13.9%) and East Midlands (12.5%). However, the opposite was the case when comparing to a sample of 147 Housing Associations and Groups, employing 250+ employees in 2022 (9.2%). This represents a shift from a position where all emh compared favourably with all sample groups in 2022.

emh group

Mean Gender Pay Gap

To analyse the overall increase in the pay gap for all companies, emh group as a single employer is reviewed separately. At emh group the pay gap for 2023 was 18.0% in favour of male colleagues, a decrease from 20.2% in 2022 but an increase from 16.8% in 2021 (18.9% in 2020). The pay gap for emh group in 2023 is the second largest within all of the emh companies (Midlands Rural Housing has the largest with a mean gender pay gap of 29.2% in favour of males).

Median Gender Pay Gap

The median pay gap was 7.6% in 2023, a decrease from 7.8% in 2022 and 19.2% in 2021 (also 19.2% in 2020).



Gender Representation

63% of colleagues working in emh group are female, however, the gender split and mean pay gap by department does vary. For example:

- Corporate Services consists of a 78% female population and recorded a mean pay gap of -10.5% (minus) in favour of female colleagues
- Development is made up of 63% females and recorded a mean pay gap of 19.0% in favour of male colleagues
- Finance has a female population of 69% and a mean pay gap of 15.6% in favour of male colleagues
- The ICT department has a female population of 17% and a pay gap in favour of males, which is 18.2%.

emh care and support

Mean Gender Pay Gap

At emh care and support, the pay gap moved further to -6.7% (minus) in favour of female colleagues, compared to -5.4% (minus) in 2022, -3.0% (minus) in 2021 and -0.9% (minus) in 2020. In 2019, the gender pay gap favoured male colleagues by 2.1%. In the last 6 years of reporting, the figures for 2020 represented the closest to parity in pay for gender (-0.9% (minus) in favour of females).

Median Gender Pay Gap

The pay gap in emh care and support consistently remains at 0% due to the mid-point of pay for both male and female colleagues falling at Support Worker level. The majority of Support Workers are paid at the same hourly rate. This has been the same position since reporting for this began in 2017.

Gender Representation

76.6% of colleagues in emh care and support are female. This is the highest representation of female colleagues of any of the emh companies. When reviewing each pay quartile and the proportion of men and women in each, in the lower quartile, 73.7% of colleagues are female. This is compared to 85.3% in the upper quartile for 2023 (this trend has consistently increased every year from 81.2% in 2020). This disproportionate distribution of female colleagues and the increasing trend compared to 2020, are some of the factors driving the increased gender pay gap in favour of females in emh care and support.

How does emh care and support compare?

emh care and support compares favourably for female colleagues, with other external Gender Mean Pay Gap comparators. In 2023, the company recorded a gap of -6.7% (minus) in favour of females. This is compared to 13.9% in favour of males, for All companies in UK, 12.5% in favour of males for All Companies in the East Midlands in 2022 and 3.8% in favour of males, for Caring and Service occupations in 2022.



emh homes

Mean Gender Pay Gap

For emh homes, there had been a continuous positive trend towards pay parity for the 2 years up to 2020 (a move from 6.4% in 2018 to 3.0% in favour of males in 2020). This trend reversed in 2021 (moving from 3.0% in 2020 to 3.3% in favour of male colleagues) and again in 2022, increasing to 3.7% in favour of males. This trend has continued for 2023, increasing to 4.8%. This is the highest recorded pay gap for emh homes since 2018.

Median Gender Pay Gap

The median pay gap increased in favour of male colleagues from 1.5% in 2022 to 1.7% in 2023. This is closer to parity compared to the median pay gaps recorded in 2021 (8.0%) and 2020 (9.6%), both in favour of male colleagues.

Departmental Differences and Gender Representation

46.6% of all colleagues in emh homes are female. Although emh homes has relative parity in terms of gender balance compared to other areas of emh, the gender makeup of emh homes is more complex. The company consists of 2 key departments, where each gender has more prevalence. Property Services has 210 colleagues of whom, 84.4% are male, whilst Communities and Customer Services is made up of around 175 colleagues, 80.9% of which are female. Any difference in the treatment of these two key groups, could potentially have a big impact on the Gender Pay Gap for emh homes.

For example, IMS Operatives (approximately 150 colleagues, 94% of which are male received an average hourly rate increase of 11.7% between 2022 and 2023. The impact of these increases were reflected in our pay gap report for 2023 but due to a number of factors, were excluded in 2022. The key factors leading to this were as follows:

1. Delayed pay rise in 2022, paid in September 2022 and consequently not factored into gender pay gap report for 2022
2. Pay rise of 4.1% agreed and backdated to 1 April 2022. This was above the average of 2.5% average agreed for most of emh group/homes/Midlands Rural and emh sharpes colleagues
3. Standard contracted working hours were reduced from 38 hours per week to 37.5 hours, therefore inflating the average hourly rate further for 2023

When reviewing each pay quartile and the gender balance, in the lower quartile, 80.0% of colleagues are female (62.0% in 2022), compared to 37.6.% in the upper quartile. The increased proportion of female colleagues in the lower quartile for 2023 appears to be related to the number of male IMS Operatives moving out of this quartile to the lower middle quartile from the previous year. This is as a consequence of the more favourable pay increases in the last 12 months, compared to the rest of emh homes. These factors appear to be key in driving the increase in the gender pay gap for emh homes in 2023.



How does emh homes compare?

emh homes compares favourably with other external mean gender pay gap comparators. In 2023, it recorded a pay gap of 4.8% in favour of males. This compares to 13.9 % for All companies in the UK and 9.2% for Housing Associations and Groups employing more than 250 employees in 2022.

Gender Pay Gap Comparators (Source: GOV.UK)

Sample Group	2023 – Mean Gender Pay Gap	2022 – Mean Gender Pay Gap
emh – all companies	10.8%	9.1%
All companies in UK	Insufficient Data	13.9%
All companies in the East Midlands	Insufficient Data	12.5%
emh care and support	-6.7% (minus)	-5.4% (minus)
Caring and Service occupations in UK	Insufficient Data	3.8%
emh homes	4.8%	3.7%
Sample of Housing Associations and Groups *	Insufficient Data	9.2%

* - A sample of 147 housing associations/groups (some with care elements), each with more than 250 employees



Ethnicity Pay Gap Report – emh 2023

What is the Ethnicity Pay Gap?

- The ethnicity pay gap shows the difference in the average pay between colleagues from ethnic minority backgrounds in a workforce, compared to 'White' colleagues. This is measured using mean and median averages.
- Where there is a positive percentage, this means that the average pay of a White colleague is higher than a colleague from an ethnic minority group. The higher the percentage, the greater the ethnicity pay gap. A negative pay mean means that the average pay of the ethnic minority group is higher than that of the White group.

emh approach to Ethnicity Pay Gap Reporting

It is not currently a legal requirement for companies to produce or publish ethnicity pay gap data. However, it is increasingly being recognised as good practice for companies to analyse this information. emh has key values around equality, diversity and inclusion in the workplace, which elevate the importance of producing and analysing this information.

emh analysed its first ethnicity pay gap report in 2020. Please see the latest ethnicity pay gap report as at 5 April 2023 alongside the details reported in 2022, 2021 and 2020. This compares the mean and median hourly rates of our Black, Asian and Minority Ethnic (BAME) and White colleagues over the four periods.

Please note that for the purposes of reporting, only those colleagues who had disclosed their ethnic origin to us have been included in the Ethnicity Pay Gap Report for 2023. These account for 90.5% of our pay gap relevant sample. Due to the work of the People Team to collect this data, this represents an increase from 89.1% in 2022 and 83.5% in 2021.

The report for 2023 will also look beyond the BAME categories to analyse in more detail around more specific ethnic origins. To help this process, the People Team have mapped their systems to include data labels that match those used by the 2011 census and which align with data collected by other areas of emh (e.g. resident data).

As well as highlighting the mean and median pay gaps within emh, the report also focuses on ethnic representation across different sections of the business. This is linked to the view that:

'ethnicity representation is as important as, and strongly linked to, ethnicity pay gaps. The under-representation of ethnic minority compared with white employees in UK organisations' senior management, and over-representation in low-paid jobs, is even more evident than the gender representation gap in these roles.' (CIPD 2021).



Ethnicity Pay Gap – 2023

Ethnicity Pay Gap – Key Measures -	2023 emh (all)	2022 emh (all)	2021 emh (all)	2020 emh (all)	2023 emh C&S	2022 emh C&S	2021 emh C&S	2020 emh C&S
BAME colleague headcount (% of all colleagues)	100 (11.2%)	86 (9.5%)	84 (9.9%)	86 (10.6%)	32 (10.6%)	26 (8.3%)	31 (10.4%)	31 (11.3%)
BAME Mean Hourly Rate	£17.93	£16.86	£15.88	£15.38	£11.12	£10.77	£10.63	£9.76
White colleague Mean Hourly Rate	£16.54	£15.16	£14.61	£14.44	£12.05	£11.13	£10.67	£10.12
Pay Gap Mean in favour of White colleagues (£)	-£1.39	-£1.70	-£1.27	-£0.94	£0.93	£0.36	£0.04	£0.36
% Mean Pay Gap	-8.4% (minus)	-11.2% (minus)	-8.7% (minus)	-6.5% (minus)	7.8%	3.2%	0.4%	3.6%
BAME colleague* Median Hourly Rate	£15.32	£13.31	£12.76	£12.49	£10.42	£9.50	£8.94	£8.71
White colleague Median Hourly Rate	£14.65	£13.04	£12.85	£12.56	£10.42	£9.50	£8.94	£8.71
Pay Gap Median in favour of White colleagues (£)	-£0.67	-£0.27	£0.09	£0.07	£0.00	£0.00	£0.00	£0.00
% Pay Gap Median	-4.6%	-2.1%	0.7%	0.6%	0.0%	0.0%	0.0%	0.0%

NOTE: - Any minus figures represent a pay gap in favour of BAME colleagues.



Ethnicity Pay Gap – Key Measures -	2023 emh homes	2022 emh homes	2021 emh homes	2020 emh homes	2023 emh group	2022 emh group	2021 emh group	2020 emh group
BAME colleagues Headcount (% of all colleagues)	43 (10.9%)	43 (11.0%)	36 (10.3%)	34 (9.8%)	25 (18.5%)	16 (12.2%)	16 (11.7%)	17 (13.3%)
BAME colleague Mean Hourly Rate	£16.56	£15.59	£14.77	£14.50	£28.99	£29.89	£28.26	£26.96
White colleague Mean Hourly Rate	£16.99	£15.58	£15.09	£15.02	£26.46	£24.37	£22.25	£22.43
Pay Gap Mean in favour of White colleagues (£)	£0.43	-£0.01	£0.32	£0.52	-£2.53	-£5.52	-£6.01	-£4.53
% Mean Pay Gap	2.5%	-0.1% (minus)	2.1%	3.5%	-9.6% (minus)	-22.7% (minus)	-23.2% (minus)	-20.2% (minus)
BAME colleague* Median Hourly Rate	£15.69	£14.11	£13.97	£13.97	£21.69	£26.09	£22.15	£20.10
White colleague Median Hourly Rate	£15.69	£14.11	£13.97	£13.97	£21.32	£18.98	£16.31	£16.31
Pay Gap Median in favour of White colleagues (£)	£0.00	£0.00	£0.00	£0.00	-£0.37	-£7.11	-£5.84	-£3.79
% Pay Gap Median	0.0%	0.0%	0.0%	0.0%	-1.7%	-37.5%	-35.8%	-23.2%

NOTE: - Any minus figures represent a pay gap in favour of BAME colleagues.



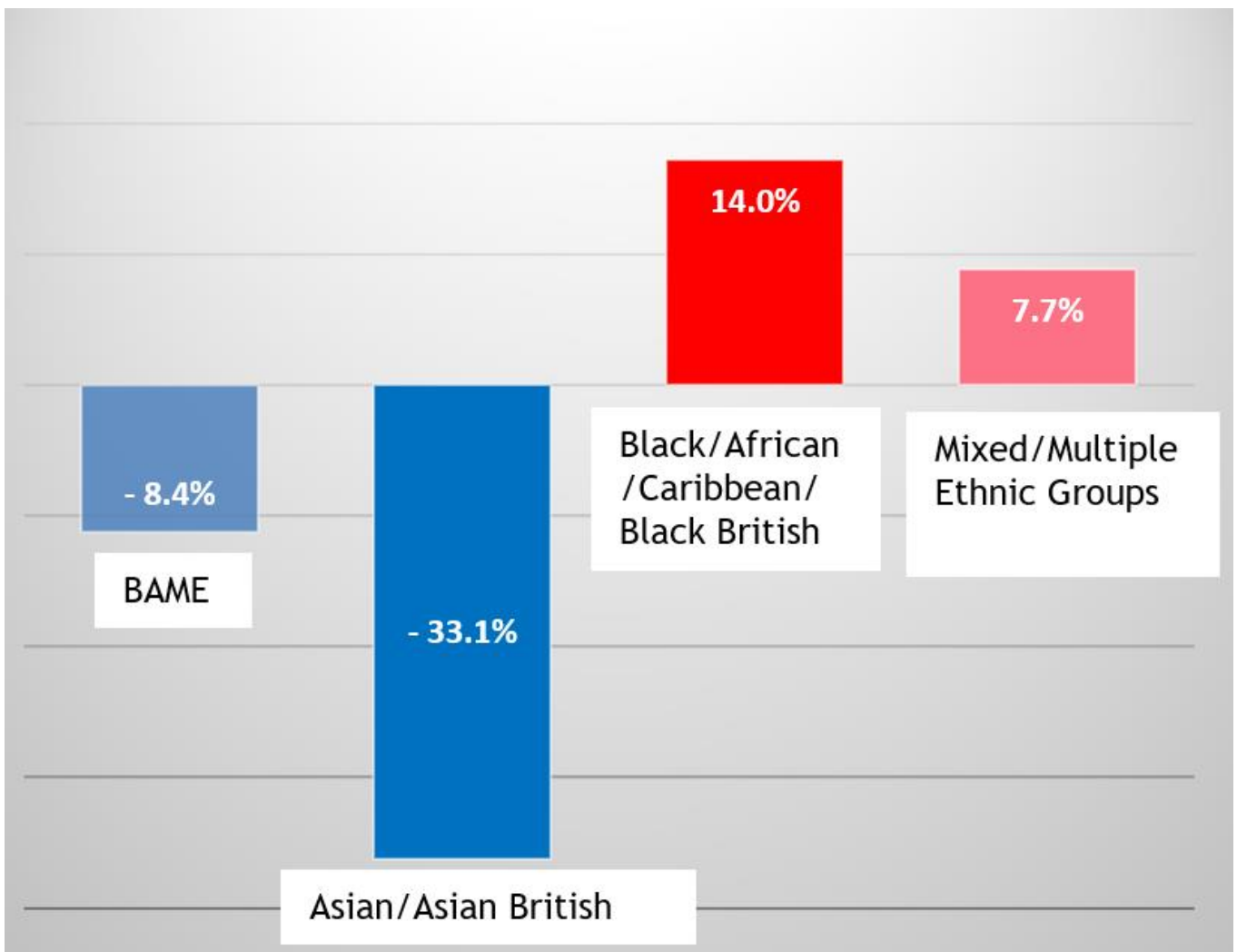
Mean Ethnicity Pay Gap

For emh (all companies), the pay gap narrowed for 2023 but was still in favour of BAME colleagues (-8.4% (minus)). The gap in favour of BAME colleagues had been widening between 2020 (-6.5% (minus)) and 2022 (-11.2% (minus)). Please note that, as has been the case in previous years and as is required, the figures quoted for our Gender and Ethnicity Pay Gap do include the pay for our Group Chief Executive.

When looking at more specific ethnic groups in 2023, it can be seen that Asian/Asian British colleagues have a pay gap of -33.1% (minus) in favour, compared to White colleagues (-36.2% (minus) in 2022). For 'Black/African/Caribbean/Black British' colleagues, the pay gap favours White colleagues by 14.0% (reduction from 17.2% in 2022). 'Mixed/Multiple Ethnic Groups' colleagues also recorded a pay gap in favour of White colleagues (7.7% in 2023, reduced from 8.9% in 2022). This continues to indicate that the main factor in BAME colleagues having a favourable pay gap, is primarily due to the average pay of 'Asian/Asian British colleagues' within emh – all companies. However, it is worth noting that in the case of each ethnic group, the pay gap has reduced in 2023 compared to 2022.

The pay gaps and ethnic representation vary by company within emh. For example, emh group has a mean pay gap of -9.6% (minus) in favour of BAME colleagues, whilst emh homes is 2.5% and emh care and support 8.4%, both in favour of White colleagues.

Mean Ethnicity Pay Gap compared to White colleagues within emh - 2023





emh homes

The company experienced a widening of the mean pay gap compared to 2022, from -0.1% in favour of BAME colleagues to 2.5% in favour of White colleagues in 2023. 2023 represents a return to a pay gap in favour of White colleagues, having also had pay gaps in favour of White colleagues in 2020 and 2021 (3.5% and 2.1% respectively). The shift in 2023 is largely due to 3 out of the 5 highest paid BAME colleagues in 2022 not being included in the emh report in 2023 (1 leaver and 2 changes in ethnic identity). Ethnic representation varies across the different key departments of emh homes and is also a factor in the overall mean pay gap reported.

emh group

With regards to emh group, 2023 reported the highest mean and median ethnicity pay gaps of any of the other emh companies (currently, -9.6% (minus) and -1.7% (minus) in favour of BAME colleagues, respectively). However, 2023 represented a fall in this gap in favour of BAME colleagues, from -22.7% (minus) in 2022 and -23.2% (minus) in 2021.

The fall in the mean and median gaps could be attributed to there being 9 new BAME colleagues employed in emh group in 2023 and the fact that 8/9 of these colleagues are paid less than the mean hourly rate of £28.99 per hour for this group. As a consequence of 9 new BAME colleagues joining emh group, ethnic representation has increased to its highest recorded level in 2023 (18.5%).

Departmentally, there continue to be variations in terms of pay gaps and ethnic representation within emh group.

emh care and support

emh care and support experienced a widening of the mean ethnicity pay gap in favour of White colleagues in 2023. The pay gap was 7.8% in favour of White colleagues, compared to 2022 where this was 3.2%, and 2021, 0.4%, both in favour of White colleagues. BAME representation has seen an increase by 2.3% in 2023 compared to 2022 and is currently 10.6%. However, all 10 of the new BAME colleague starters included in the 2023 report are paid at the national minimum wage. Another factor in the widening of the gap in favour of White colleagues could also be due to 5/6 of the highest paid BAME colleagues in 2022, no longer being recorded in 2023 (combination of leavers, transfers to other emh companies and changes to ethnicity status).



Ethnic Representation

When taking a deeper dive into ethnic representation, there are variances across all emh companies.

Black/African/Caribbean/Black British representation has increased from 3.4% across all emh in 2022 to 3.8% in 2023. The largest proportional representation can be found within emh care and support (6.3% of colleagues, increased from 5.1% in 2022) and emh homes (3.0% in 2023, 3.3% in 2022).

Asian/Asian British representation, across all emh, has also increased in 2023 to 5.1% from 4.7% in 2022. The largest areas of proportional representation can be found within emh group (13.3%, compared to 9.2% in 2022). 39% of emh group Asian/Asian British colleagues are employed in ICT, 28% in Development and 22% in Finance. emh homes has 3.0% representation (fallen from 3.3% in 2022). 86% of these colleagues are employed in Communities, whilst only 5% are in Property Services. With regards to emh care and support, Asian/Asian British representation was 2.0% (decrease from 2.2% in 2022).

Colleagues from Mixed/Multiple ethnic groups made up 2.1% of all colleagues within the whole of emh (increased from 1.2% in 2022).

Midlands Rural Housing and emh sharpes had the lowest levels of BAME representation with 0% representation in 2023.

emh (all companies) – Ethnic Representation - 2023

Company	Ethnic Group								Total BAME Headcount %	Total Headcount
	Asian / Asian British		Black/African/C aribbean/ Black British		Mixed/Multiple Ethnic Groups		Other Ethnic Group			
	Headcount	%	Headcount	%	Headcount	%	Headcount	%		
emh care and support	6	2.0%	19	6.3%	6	2.0%	1	0.3%	10.6%	301
emh group	18	13.3%	3	2.2%	4	3.0%		0.0%	18.6%	135
emh homes	21	5.3%	12	3.0%	9	2.3%	1	0.3%	10.9%	394
emh sharpes		0.0%		0.0%		0.0%		0.0%	0.0%	41
Midlands Rural		0.0%		0.0%		0.0%		0.0%	0.0%	20
Grand Total	45	5.1%	34	3.8%	19	2.1%	2	0.2%	11.2%	891



Mean Ethnicity Pay Gap – Gender Differences and Representation

A deep dive into gender and ethnicity revealed differences in the 3 largest companies that make up emh. Within emh care and support, a pay gap in favour of White colleagues was recorded at 7.8%. When analysing further, females had a 4.2% pay gap and males 7.8%, both in favour of White colleagues. BAME representation was higher for males (21.4% compared to 12.9% in 2022). BAME females recorded 7.4% in 2023 (compared to 7% in 2022). The increase in male BAME representation can be attributed to 75% (6/8) of new males joining emh care and support being from a BAME background. Specifically, all, with the exception of one colleague was from a 'Black/African/Caribbean/ Black British' background.

For emh group, the overall pay gap was -9.6% (minus) in favour of BAME colleagues. There was a contrast between the mean ethnicity pay gaps for males and females in 2023. Males recorded a pay gap in favour of White colleagues of 6.8%. In 2022, this was -14.8% (minus) in favour of BAME male colleagues. The reason for the change can be partially attributed to 6/7 of the new male BAME starters being paid at below the average hourly rate for emh group males in 2023. In contrast, female colleagues recorded a pay gap of -17.9% (minus) in favour of BAME colleagues (-17.6% (minus) in 2022). With regards to representation, 32.7% of male colleagues in emh group are from a BAME background in 2023, compared to 10.5% of females. For both genders, representation has increased since 2022 (20.9% of all males, compared to 8% of all female colleagues).

With regards to emh homes, the overall pay gap was 2.5% in favour of White colleagues. The pay gap for female colleagues was reported at -4.0% (minus) in favour of BAME colleagues (compared to -10.0% (minus) in 2022). In comparison, male colleagues reported a 9.2% pay gap in favour of White colleagues in 2023 (compared to 9.9% in 2022). There were proportionally more female colleagues from a BAME background, 12.8% (12.4% in 2022) compared to 9.2% for males (9.7% in 2022).

For all of emh, the pay gap revealed that female colleagues had a wider pay gap of -9.5% (minus) in favour of BAME colleagues. This compared to male colleagues who also had a pay gap in favour of BAME colleagues of -5.3% (minus). BAME representation by gender reflected that males had a higher proportion of colleagues from a BAME background, 13.7% in 2023 (increased from 10.4% from 2022). This increase in BAME male representation can be attributed to 32% of new male colleagues in the last year being from a BAME background (47% of new BAME males were appointed to Finance / ICT and 40% to direct services in emh care and support). Female colleagues had BAME representation of 9.3% in 2023, compared to 8.9% in 2022.



Ethnicity / Gender Representation						
Company/Gender	BAME		White		Total Headcount	Mean Ethnicity Pay Gap
	Headcount	%	Headcount	%		
emh care and support	32	10.6%	269	89.4%	301	7.8%
Female	17	7.4%	214	92.6%	231	4.2%
Male	15	21.4%	55	78.6%	70	7.8%
emh group	25	18.5%	110	81.5%	135	-9.6%
Female	9	10.5%	77	89.5%	86	-17.9%
Male	16	32.7%	33	67.3%	49	6.8%
emh homes	43	10.9%	351	89.1%	394	2.5%
Female	24	12.8%	164	87.2%	188	-4.0%
Male	19	9.2%	187	90.8%	206	9.3%
All emh	100	11.2%	791	88.8%	891	-8.4%
Female	50	9.3%	474	90.7%	524	-9.5%
Male	50	13.7%	317	86.3%	367	-5.3%



How do emh compare?

As there is no current requirement for companies to publish their Ethnicity Pay Gap data, comparative data in this area is still limited. According to ONS, England and Wales as a whole, had a median ethnicity pay gap of 2.3% in favour of White colleagues in 2019 and in the East Midlands for the same period, the figure was recorded at 6.9% in favour of White colleagues (ONS). This compares to -8.4% (minus) in favour of BAME colleagues, recorded by emh (all companies) in 2023.

Ethnic origin representation – emh colleagues compared to emh residents and the population of East Midlands

Ethnic Origin	% emh colleagues	% emh homes residents ~	East Midlands Population *
Asian/Asian British	5.1%	4.9%	7.0%
Black British	3.8%	3.6%	2.4%
Mixed	2.1%	2.4%	1.4%
White	88.8%	88.1%	88.3%
Other	0.2%	0.9%	0.9%
Grand Total	100.0%	100.0%	100.0%

~ emh homes residents - 2023

* ONS - Population Estimates - 2019



What are emh doing to try and achieve greater pay equality? - Future Initiatives and Strategies

Our ED&I journey continues. To date we have worked with our external consultants, Deep Insight, to devise and run Developing Diverse Leaders workshops for all our managers across the business. In addition, our consultants have been working with the Executive Management Team to identify the leadership behaviours key to achieving our ED&I aims. We devised a new Inclusion Plan and ED&I roadmap, which sets out our aims and key outcomes over the next 3 years, including areas that impact both gender and ethnicity pay gaps.

This includes:

1. Publishing our pay gap reports internally as well as externally, to help promote dialogue and accountability
2. Members of our People Team meeting with the Executive Management Team every 6 months to review the gender and ethnicity pay gap reports to devise and review progress on our pay gap action plans

Our commitment remains to having greater collective dialogue within emh and using data to drive our decisions that reduce, rather than justify the current situation with regard to pay gaps.

Recruitment and Selection

Across all companies at emh, females represent 60% of all colleagues. With regards to ethnicity, 11.2% of colleagues are from a BAME background. Despite this, as highlighted in this report, there continues to be gender and ethnicity imbalances in different areas of the business.

An aim of the emh People Strategy is to ensure we employ the right people for the right positions, regardless of their gender or ethnic background. An underlying principle of the strategy is to embed diversity and inclusion in all we do. To achieve this aim, a People Team project is continuing with regards to recruitment and selection, and in particular, a number of new initiatives are being explored to make our hiring more inclusive. This project aims to achieve the following:

- implementation of a new recruitment microsite with engaging EDI content
- introducing a software checker to remove bias from our adverts
- reviewing our communications to ensure our language is gender inclusive
- improving our unconscious bias and EDI training

This will build on the training that is already delivered to our hiring managers on recruitment and selection. Our EDI data in recruitment are also being collated and will be reported on a regular basis. As part of this, we will be able to measure the diversity of our job applications at company and post level, and track their progress through our different recruitment and selection processes (i.e. from application, to shortlisting, to offer and finally hire).



Development/Talent Management

Learning and Development continues to play an important role in striving to achieve greater equality across emh. We have a range of initiatives in place, some new and some which build on work already in place, for example, over the last year, we have added to our range of e-learning modules.

These are helping to build awareness and include modules on:

- unconscious bias
- equality & diversity overview
- using gender inclusive language
- understanding the gender spectrum,
- power & pride and beyond pride year-round action
- combatting imposter syndrome.

Topics are given a regular 'Spotlight' feature and aligned to national awareness events such as 'Pride' month. The aim being to building knowledge and generate conversations.

In 2022, we piloted a series of workshops for supervisors on inclusion and dignity in the workplace. We have used the feedback to design and deliver an Inclusive Leaders workshop for line managers across all emh. The workshop focus was to create openness to diverse points of view, motivate people from different backgrounds and create a culture of belonging, where colleagues feel valued & appreciated regardless of their differences.

During 2023, we are reviewing our management and leadership and coaching training to ensure we are developing inclusive leaders, this will include, for example:

- how to recognise your unconscious bias and identify your triggers
- how to create higher levels of Psychological Safety in your team
- engaging appropriate diversified groups
- taking ownership of your role in delivering the EDI agenda
- coaching with an EDI lens

The emh Academy

The emh Academy, provides education, training, skills and future job opportunities for local people and career development for established colleagues, and recently has launched a new Graduate and Talent programme for 2023/24.

emh currently has 76 apprentices on various programmes across all departments. There have been 101 achievers over the last 5 years, with a total 233 enrolments.



The Academy has a good success rate relating to female apprentices taking opportunities in repairs and maintenance. Currently we have 5 on programme and 11 achievers, with 6 progressing to take additional trades within the business. Two female apprentices in construction who have completed their apprenticeships have been promoted to supervisor/management roles within our property services department.

The new Graduate and Talent programme introduced this year is designed to develop leaders of the future. This programme has widened participation from all groups and provided opportunities for graduates to pursue a career in Social Housing.

emh continues to promote apprenticeships within the community, through events and publications highlighting the opportunities to 'earn whilst you learn', with no upper age limit. This has led to interest from a wider audience and further applications from under-represented groups.

Pay and Reward

In 2023, emh undertook a salary benchmarking exercise working with external and independent salary specialists. All roles (other than care and support) were matched to an evaluated job profile and job families were then compared with sector, geographical and financial (not for profit) comparators.

emh care and support roles are benchmarked annually through an external exercise led by the National Care Forum, Agenda Consulting. All roles within care and support are compared across the social care sector and geographical areas.

As part of the 2023 pay award, Care and Support implemented a scaled pay increase, so that roles on lower pay received a bigger percentage increase. The increase in the National Living Wage was also implemented from 1st January 2023, ahead of the April increase.

Colleague Wellbeing

There are many external factors that can impact on individuals outside of the work setting. In many cases these can provide a challenge to emh in achieving greater representation across all levels of the organisation and consequently, pay parity with regards to gender and ethnicity. These external factors could include:

- Cost of living changes
- National staff and skills shortages
- Caring and/or parenting responsibilities
- Ageing workforce
- Stress and mental health
- Menopause

In recognition of this, emh have taken the following steps:

- We continue to offer a range of flexible and family friendly working practices to support colleagues, including part-time working and job sharing.
- Line managers continue to be encouraged to support returners to work following a period of maternity leave and from other extended leave.
- We continue to embed our Colleague Wellbeing programme, which includes support for colleagues on a range of issues, including financial wellbeing, mental and emotional



and physical wellbeing initiatives. As part of this, emh have held internal networking sessions on the menopause and have implemented a menopause policy which includes access to internal menopause champions.

- We have trained 16 Mental Health First Aiders, who provide support and signposting on mental health issues across the organisation.
- We have rolled out an enhanced Employee Assistance Programme through BHSF, which now gives all employees access to financial, legal and emotional support and advice.
- We continue to support the creation of BAME and LGBTQ+ forums, where individuals can come together to discuss key issues, lived experience and can provide feedback to the organisation to drive positive change.
- We are rolling out Mental Toughness/Resilience training for colleagues across the business.
- We have reviewed our People policies and procedures, to ensure that they are inclusive and accessible and that they promote positive language.

Summary

The pay gap reports for 2023 held mixed results for emh. For example, our mean and median gender pay gaps widened for the first time since 2020, whilst the mean ethnicity pay gap narrowed from 2022. In addition, bonuses, mostly in the form of Non-Consolidated Payments, were paid more widely across emh and with greater parity between gender and ethnicity groups.

These changes in results were reflective of some of the changes of colleagues in positions at the corresponding reporting dates, including new appointments, internal movements, new posts and leavers across the business. The report for 2023 also indicates, that other business decisions can have an impact on our gender and ethnicity pay gaps. For example, different departmental pay settlement values and timing for implementation, as well as simple changes in contractual conditions (i.e. change in contracted hours from 38 to 37.5 for IMS Operatives). Decisions like awarding Non-Consolidated Payments, consistently across the whole of emh can have a positive impact on some of our pay gap results.

We continue to be committed to rewarding our colleagues fairly for the contribution and value they add and appointing the best candidates for positions, regardless of their gender or diversity characteristics. Whilst remaining committed to these principles, ethnic and gender representation across all levels of the business is key to emh achieving pay parity. The data reveals that we have further work to do to eliminate gender and ethnicity pay gaps across emh as a whole. There also continues to be areas of underrepresentation of different gender and ethnic groups, at different levels of our workforce and organisation structure.

We recognise that achieving greater gender and ethnicity pay equality is not a short-term, quick, one size fits all approach across its diverse businesses and skillsets within emh. It is hoped that the continued work with our ED&I consultants and using data to drive decisions, will play a key role in advising across the ED&I agenda for emh, including areas and decisions that impact both gender and ethnicity pay gaps.



In addition to this, we will continue to work with our residents, colleagues, recognised Trade Unions and colleague consultation groups to identify further ways in which we can address issues that may contribute to the gender and ethnicity pay gap and to make diversity and inclusion the norm at emh.

I confirm that the information given in this report is true and accurate.

A handwritten signature in black ink, appearing to read 'J. Tilley', written in a cursive style.

Signed: _____

Joanne Tilley - Executive Director – Corporate Services

Dated: ___25th September 2023_____