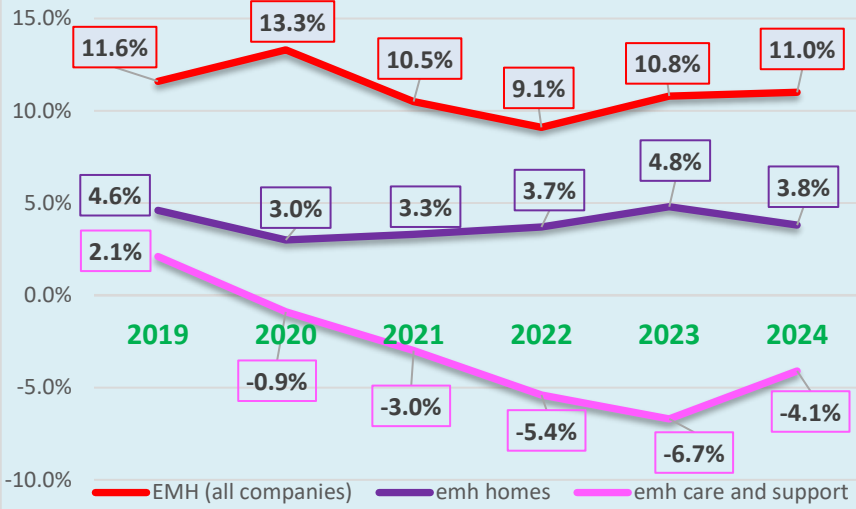




Gender and Ethnicity Pay Gaps as at 5 April 2024:

Mean Gender Pay Gap - 2019 - 2024



11.0%
in favour
of Male
colleagues
(all emh)

3.8%
in favour of
Male
colleagues
(emh homes)

-4.1%
in favour
of Female
colleagues
(emh C&S)

2024
11.0% is the
highest emh
GPG since
2020

What does this look like in financial terms?

Mean Hourly Rate

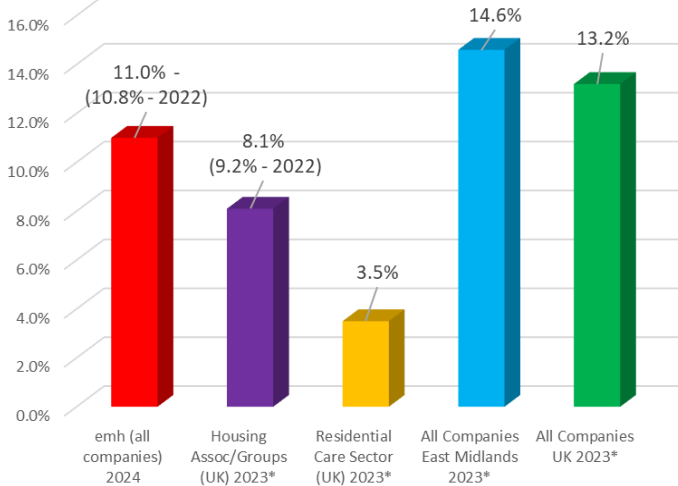
£17.79

£15.83

On average women earn 89p for every £1.00 men earn (89p in 2024)



How do emh compare? (Mean Gender Pay Gap %)



'emh - all companies' has a GPG higher than the average for Housing Associations. It is lower compared to all companies in East Midlands and UK. emh C&S has a GPG in favour of female colleagues compared to the Residential Care sector, which has a GPG of 3.5% in favour of male colleagues.

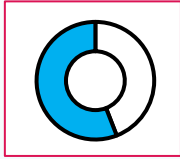
Gender Pay Gap (GPG) - Notes

- Included in the 2024 GPG Report:
 - 5% pay award for most colleagues from 1 April 2024 (not including emh C&S)
 - Approximate 3.5% increase for C&S Support Workers, linked to National Living Wage from 1 April 2024.
 - Paid in August 2023 but not included in 2023 GPG Report. Between 5 - 6% pay increase for emh C&S (averaging 5.8% per colleague)
- Not included in the 2024 GPG Report:
 - In August 2024, emh C&S were given pay awards averaging 5.8% per colleague, backdated to April 2024

emh Gender Pay Gap Explained

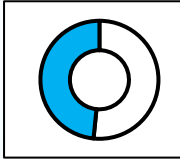
Gender differences and dynamics at different levels within emh

First Line Managers



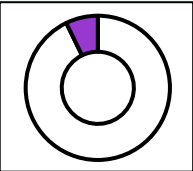
Females 55.9%
Gap 1.2%

Senior and 2nd Line Managers



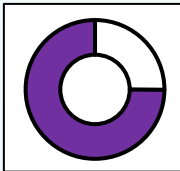
Females 48.4%
Gap 10.1%

IMS/Garden Operatives



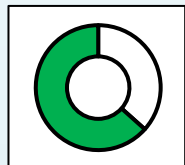
Females 5.3%
Gap 10.3%

Care - Direct Services



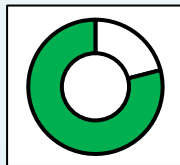
Females 74.9%
Gap (-4.0%)

Development - emh group



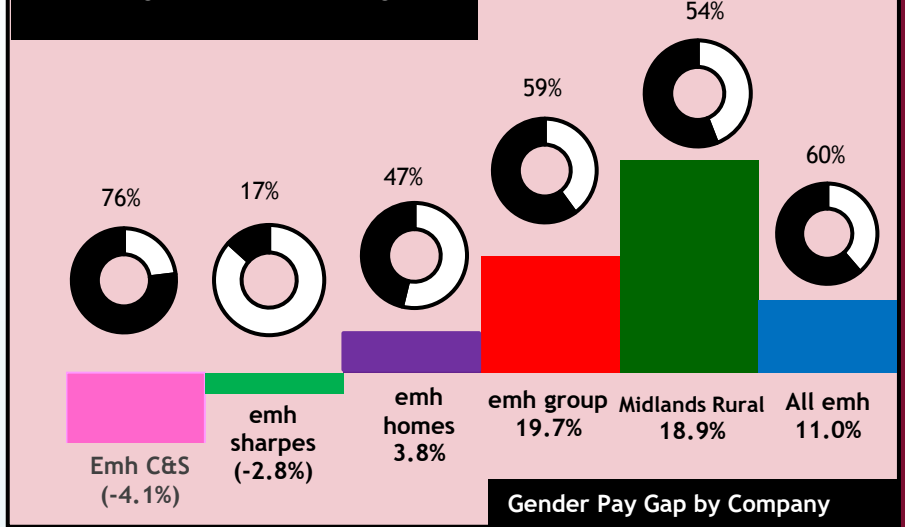
Females 63.4%
Gap 18.9%

Corporate Services



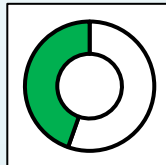
Females 78%
Gap (-10.5%)

emh - Company Profiles Percentage of female colleagues



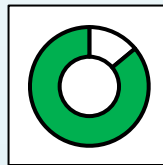
Gender Pay Gap by Company

Finance/ICT



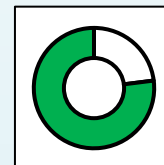
Females 44.6%
Gap 10.2%

Communities



Females 80%
Gap (-0.9%)

Supported Living



Females 71%
Gap (-7.8%)

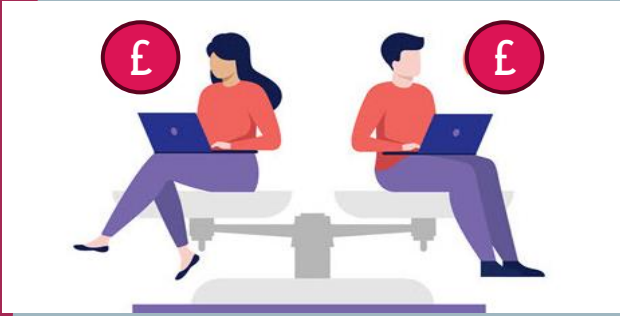
What are the differences in pay between each gender when analysing by Pay Quartile?

- ▶ The two lowest paid Pay Quartiles in emh (Lower and Lower Middle), continue to employ the highest proportion of female colleagues compared to male counterparts (66.8% and 71.4% respectively). The % of female colleagues employed in these two quartiles increased by 0.8% compared to male counterparts between 2023 and 2024. (1.4% between 2022 and 2024).
- ▶ The gender split within the two highest Pay Quartiles is around 50%. This is disproportionate to the overall emh female population (approximately 60%).
- ▶ Between 2023 and 2024, the proportion of females employed in the highest paid half of colleagues (Upper and Upper Quartile) fell by 0.6% compared to male colleagues. This has had a negative impact on the Gender Pay Gap for 2024.

2024 - Gender Split by Pay Quartile

Pay Quartile	Gender		Female (2023)	2023 v 2024	2022 v 2024
	Female	Male		Female % +/-	Female % +/-
1. Lower Quartile	66.8%	33.2%	68.0%	-1.2%	-2.8%
2. Lower Middle Quartile	71.4%	28.6%	69.4%	+2.0%	+4.2%
3. Upper Middle Quartile	48.3%	51.7%	49.2%	-0.9%	-0.7%
4. Upper Quartile	51.9%	48.1%	51.6%	+0.3%	-4.6%
All Colleagues	59.7%	40.4%	59.6%	+0.1%	-1.3%

What factors have led to the Gender Pay Gap increase for emh since 2024?



Companies/Departments - Largest GPG's for males:

2024

2023 Pay in favour of males +/-

Companies/Departments	2024	2023 Pay in favour of males +/-
Midlands Rural	18.9%	-10.3%
emh group - Development	18.8%	-0.1%
emh C&S - Day Services	15.0%	+11.3%
emh homes - Specialist Housing	12.7%	+11.2%
emh group - ICT	11.3%	-6.9%
emh group - Finance Team	8.4%	-7.2%
emh C&S - Extra Care	1.8%	+7.8%
emh homes - Property Services	0.7%	-3.4%
emh group - Corporate Services	0.4%	+10.9%

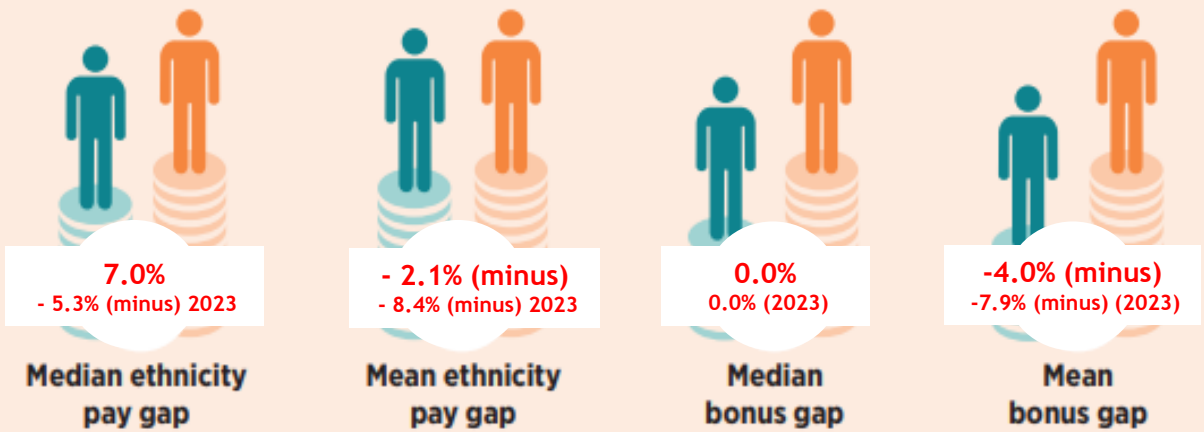
Other key influences

- ❖ 3 of the 100 highest paid women in 2023 (average hourly rate: £29.45) left emh in 2023/24. This compares to 1 of the 100 highest paid men (hourly rate: £26.24)
- ❖ 7 of the 100 highest paid males in 2024 (average hourly rate: £29.66) were new starters in the previous year. This compares to 2 of the 100 highest paid females in 2024 (average hourly rate: £29.08).
- ❖ Proportionally more female colleagues (emh representation of 60% in 2024) were reported to have had salary affecting development opportunities in 2023/2024:
 - ❖ Acting Up (total 31 new cases) - 71% of which were for female colleagues (73% in 2022/23)
 - ❖ Secondments (total 22 new cases) - 68.2% of which were for female colleagues (62.9% in 2022/23)
 - ❖ Promotions (total 34 new cases) - 67.6 of which were for female colleagues (50% in 2022/23)

Female colleagues in the categories above, experienced an average of 14.6% increase in their pay compared to 9.1% for their male counterparts.

emh Ethnicity Pay Gap (EPG) 2024

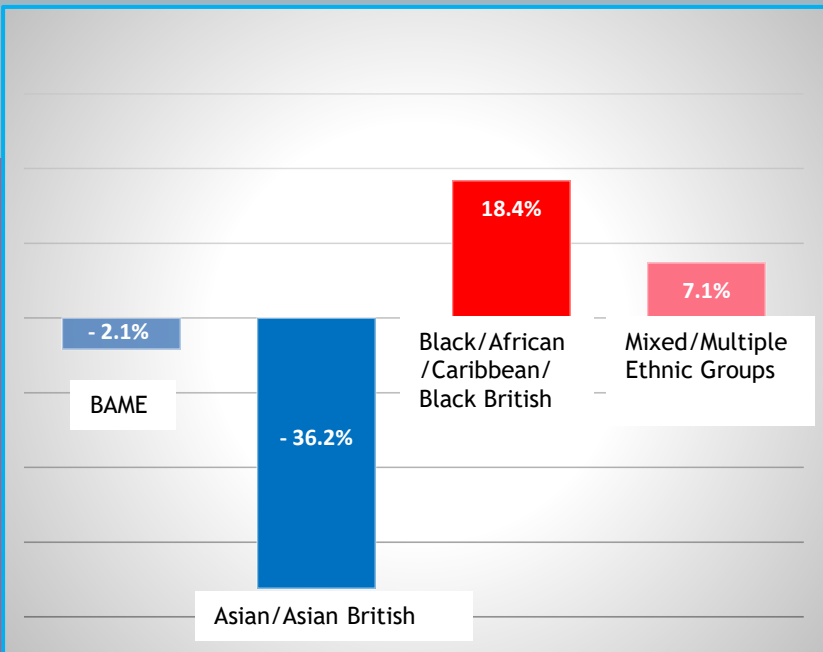
Ethnicity Pay Gap - Key Measures - 2024



Ethnicity Pay Gap (EPG) - Notes:

- The Mean EPG for emh in 2024 is -2.1% (minus) in favour of BAME colleagues. This is the second reduction in the EPG since 2022 (- 8.4% (minus) in 2023 and -11.2% (minus) in 2022, both in favour of BAME colleagues). The main contributors to this trend is the widening of the pay gap for Asian and Black colleagues, compared to White colleagues. Asian colleagues recorded an EPG of -36.2% (minus) in favour of Asian colleagues (-33.1% (minus) in 2023) and Black colleagues recorded 18.4% in favour of White colleagues in 2024 (14.0% in 2023). This widening of gaps at both ends of the pay spectrum has led to an overall narrowing of the gap overall for emh.
- If you exclude the Group Chief Executive, the reported Mean EPG would change from -2.1% (minus) in favour of BAME colleagues to 2.4% in favour of White colleagues. Compared to White colleagues the Mean EPG would also change from -36.2% (minus) to -23.2% (minus) in favour of Asian colleagues in 2024.
- The Median EPG for emh in 2024 is 7.0% in favour of White colleagues. This reflects a widening of the gap compared to -5.3% (minus) in favour of BAME colleagues in 2023.

Mean Ethnicity Pay Gap compared to White colleagues within emh



Key factors contributing to the Ethnicity Pay Gap in 2024

61% of Black colleagues in the lowest paid quartile (41% in 2023)

11% of Black colleagues in the highest paid quartile (14% in 2023)

12% of Asian colleagues in the lowest paid quartile (14% in 2023)

44% of Asian colleagues in the highest paid quartile (43% in 2023)

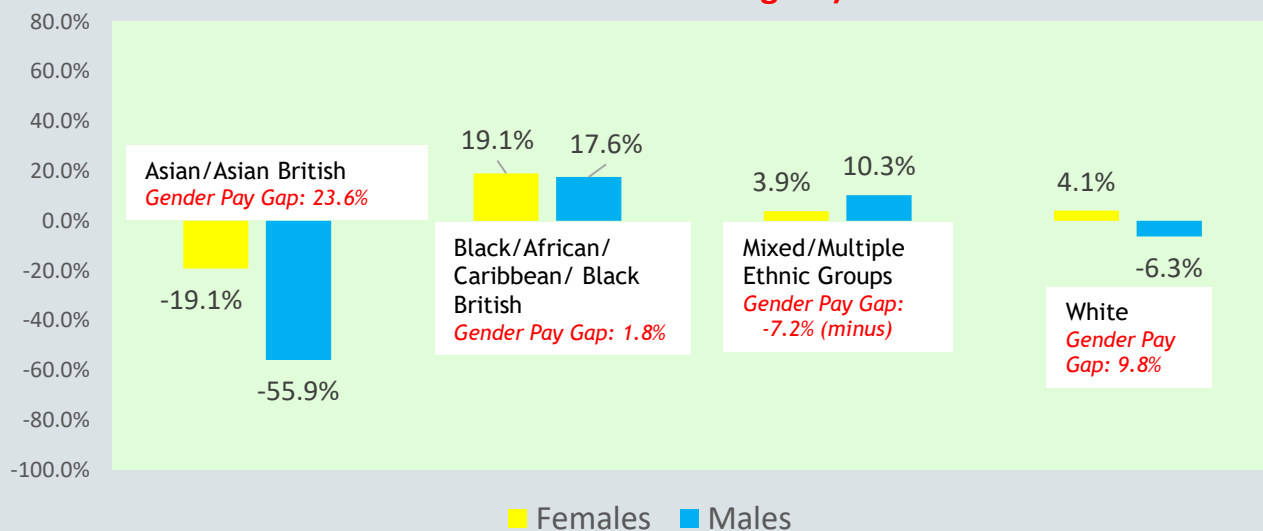
Ethnic group representation by emh department - 2024

Departments ranked in order of average hourly rate of pay (lowest at top... highest at bottom)	Headcount		2024 % BAME colleagues	% BAME Representation +/- from 2023	Mean Ethnicity Pay Gap %
	BAME colleagues	White colleagues			
C&S - Extra Care	16	31	34.0%	+ 12.9%	-1.9% (minus)
C&S – Day Services	0	28	0.0%	-	N/A
C&S - Supported Living	35	142	19.8%	+9.2%	7.8%
emh sharpes	0	42	0.0%	-	N/A
C&S - Registered Care	7	56	11.1%	+1.1%	18.5%
Homes - Income Management	5	22	18.5%	+4.2%	4.7%
Homes - Customer Service Centre	1	19	5.0%	+1.6%	-22.5% (minus)
Homes - Specialist Housing	9	18	33.3%	+ 1.5%	-6.0% (minus)
Homes - Communities	14	63	18.2%	+1.1%	5.4%
Homes - Property Services	13	166	7.3%	+1.0%	13.1%
Homes - Quality and Performance	2	14	12.5%	-2.3%	-75.1% (minus)
Group - Corporate Services	2	30	6.3%	+3.4%	-37.7% (minus)
Midlands Rural	0	22	0.0%	-	N/A
Group - Finance Team	8	30	21.1%	+1.1%	-6.8% (minus)
Group - ICT	10	7	58.8%	+8.8%	-11.6% (minus)
Group - Development	8	33	17.5%	+2.0%	13.4%
All emh			15.3%	+4.1%	-2.1% (minus)

Ethnicity Pay Gap - Notes:

- 66% of all BAME colleagues reported are based within 5 emh teams.
 - Supported Living had 35 BAME colleagues (60% are from Black backgrounds)
 - Property Services had 13 BAME colleagues (69% are from Black or Mixed ethnic backgrounds)
 - Communities (emh homes) had 14 BAME colleagues (71% are from Asian backgrounds)
 - ICT had 10 BAME colleagues (80% from Asian backgrounds)
 - Extra Care had 16 BAME colleagues (56% from Black or Mixed ethnic backgrounds).
 - Also, Finance and Development both had 8 BAME colleagues each, most of which are from Asian backgrounds (63% and 50% respectively).
- Areas with the lowest representation of BAME colleagues were Day Services (C&S), emh sharpes and Midlands Rural, all of which had 0 colleagues from this ethnic category. Corporate Services (6.3%), Property Services (7.3%) and Customer Service Centre (5.0%) also had low levels of BAME representation.

Mean Ethnicity Pay Gap by Gender (compared to average hourly rate for White colleagues)



- Ethnicity pay gaps exist in favour of White colleagues in all gender and ethnic groups in emh, with the exception of Asian colleagues and White males.
- When analysing the Gender Pay Gap within each ethnic category, male colleagues are paid higher average hourly rates compared to female colleagues from the same background amongst White and Asian colleagues. Gender Pay Gaps in favour of female colleagues are recorded for Black and Mixed ethnic colleagues.

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

We recognise that our gender pay gap remains at 11.0% and whilst this is a slight increase compared to 2023, this is not the progress we'd like to see. However, we understand that this is a complex issue with many interrelated causes, and we remain committed to addressing it.

Understanding the Factors

Some of the factors contributing to our pay gap include:

- * Disproportionate representation of female colleagues in Upper and Lower Halves of pay quartiles compared to male colleagues. For example, in 2024, 39.4% of female colleagues in emh were paid at National Living Wage compared to 29.1% of male colleagues.
- * Under representation of female colleagues working at 1st line manager or 2nd line manager and above levels, within emh.
- * Mean Gender Pay Gaps in favour of male colleagues in these groups also (1.2% for 1st line managers and 10.1% for 2nd line managers and above).
- * Complex Gender and Ethnicity Pay Gap differences and representation across emh companies and departments.
- * Contrasting Ethnicity Pay Gap and representation experiences for our Black, Multiple Ethnic and Asian colleagues across all levels of emh.

Our Ongoing Commitment

We continue to work with our external consultants, Deep Insight. They have carried out an Equality, Diversity and Inclusion (ED&I) Governance Review and we are currently working with them to implement the recommendations from this review. We are revising our Equality, Diversity and Inclusion Strategy, and this will be consulted on widely across the organisation, with its associated roadmap. Together these set out our objectives, key milestones and outcomes, including areas that impact both gender and ethnicity pay gaps. This Strategy works in partnership with our emh business strategy for the next 3 years.

Some of the initiatives we are working on:

- * **Data collection and analysis** - we continue to encourage all colleagues to provide full personal data regarding the protected characteristics so we can more effectively monitor progress of our ED&I initiatives. We analyse the data on a quarterly basis to identify any specific areas for attention.
- * **Recruitment** – we regularly review our recruitment processes to ensure we minimise bias in relation to the protected characteristics. We are currently reviewing our recruitment training for recruiting managers to support this.
- * **ED&I related training** – we have reviewed and updated our suite of training and continue to keep this under review.
- * **Transparency and accountability** - we believe in transparency and will continue to proactively discuss our pay gap data and analysis with our colleague network groups and colleague consultative bodies.
- * **Pay and Reward** – emh continue to work with external and independent salary specialists, to benchmark all roles across the organisation and to understand where we sit as an employer compared to other external employers. Linked to this, emh aim to continue to develop pay structures and non-pay benefits that help reward all colleagues fairly regardless of gender or ethnicity.

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

Development/Talent Management

Our Aspiring Managers Programme continues, and this year's cohort has a more diverse group of colleagues made up of five female and two male colleagues, one of which is from a BAME background. In addition, our GEM Graduate programme's cohort is made up of 3 females, 2 males and 1 of the total cohort is from a BAME background.

*As part of our EDI Strategy, Allyship training, to support colleague network groups, is being planned to take place in early 2025. In addition, we have a range of learning content available which can be accessed 24/7. This suit of learning includes:

Apprenticeship Programme

We have 63 colleagues currently undertaking apprenticeships, ranging from level 7-degree apprenticeships through to trade apprenticeships, care sector apprenticeships, customer service and administration. The cohort is made up of 27 female, 36 male colleagues and 5 of the total cohort are from a BAME background.

Colleague Wellbeing

The gender pay gap can have a significant impact on women's well-being, including their mental health and financial security.

- We actively promote a range of flexible and family friendly working practices to support colleagues, including part-time working, job sharing and condensed working hours.
- We continue to embed our Colleague Wellbeing programme, including financial wellbeing, mental and emotional and physical wellbeing initiatives.
- We have a network of Mental Health First Aiders
- We have an enhanced Employee Assistance Programme which gives all employees 24/7 access to support and advice.
- We are extending our colleague support networks
- We have trained ten MTQ facilitators who are rolling out Mental Toughness/Resilience training for colleagues across the business.
- We have reviewed and promoted our Menopause policy to ensure it is supportive and accessible.
- We are providing two colleague discount schemes where colleagues can access financial benefits.
- We have reviewed our Employee Lifecycle training for managers to ensure that they have the skills and tools to support colleagues.

In Summary...

The pay gap reports for 2024 held mixed results for emh. For example, our mean gender pay gap widened further from 2023 (having increased for the first time since 2020 in that year), whilst the median pay gap remained the same in 2024 compared to 2023. The mean ethnicity pay gap narrowed from 2023, whilst the median ethnicity pay widened. In addition, bonuses were paid less widely in 2024, mostly due to Non-Consolidated Payments not being paid in 2023/24 (they were paid in 2021/22 and 2022/23). As a consequence, the mean gender bonus gap widened in 2024.

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. Unlike 2023, other business decisions like timing for implementation of pay awards, different departmental pay settlements and changes in contractual hours for different groups (i.e. change in contracted hours from 38 to 37.5) were less of a factor in the changes experienced in 2024.

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.

In summary:

emh recognises that achieving gender or ethnicity pay and wider equality is not a short-term quick fix or one size fits all approach across the diverse businesses within emh. Diversity, inclusion and representation at emh is about ensuring there are no barriers, by taking a systemic and data evidenced to our approach to our decision making, policies and practices and most importantly understanding what kind of culture we have.

This is the fourth gender pay gap and third ethnicity pay gap infographics produced for emh. A full Gender and Ethnicity Pay Gap Report is available to be read in conjunction with this document. We would welcome your feedback to Anthony Brewin, People Advisor - Data and Systems

Email: anthony.brewin@emh.co.uk