



# Gender and ethnicity pay gap report

Data as of 5 April 2024





## Summary from Nicola Pease, whg Chair of the People and Governance Committee

**I am pleased to introduce our Gender and Ethnicity Pay Gap Report for 2024, my first since joining the whg Board and taking on the role of Chair of the People and Governance Committee earlier this year.**

This report reinforces our ongoing commitment to creating an inclusive and equitable workplace and it remains central to our culture and strategic priorities. We firmly believe that building an inclusive environment, where every colleague feels valued and empowered, is crucial in effectively serving our diverse customers and communities.

For the second consecutive year, we have sought additional assurance from an external pay

gap specialist to give us greater confidence in our pay gap data and enable deeper analysis; we're confident that our data reflects the positive impact of our internal development programmes, inclusive organisational culture, and progression opportunities. Recent colleague engagement surveys also reassure us that our organisational culture continues to offer positive experiences for colleagues from minority groups.

This report highlights the positive progress in improving representation of women throughout the business, continuing the consistent trend seen since 2019. This has been mainly impacted by increased representation of female



colleagues in the upper and upper-middle pay quarters, alongside greater representation of male colleagues in the lower-middle quarter.

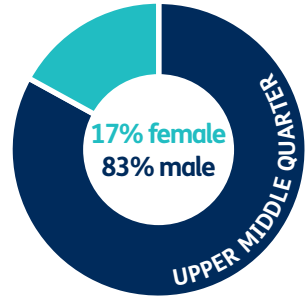
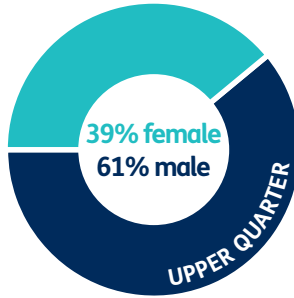
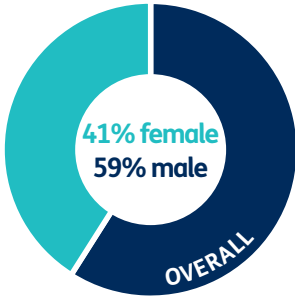
Representation by ethnicity has remained broadly static this year and our focus is to improve the data needed to properly analyse this. We only hold ethnicity data for about 85% of our workforce, and so we are less confident in understanding the reasons for differences in representation and the impact of various initiatives. We have recently improved our data collection processes and a significant internal campaign planned this year will further increase disclosure rates to support this ambition.

In the coming year, we will continue to embed our new Diversity and Inclusion Strategy. We will also continue to ensure fairness in recruitment by maintaining 'blind sifting', actively encouraging applications from underrepresented groups, and ensuring diverse representation on all interview panels.

We are proud of our progress so far but recognise there is more work to be done. Our aim remains clear, to fully reflect the diversity of our communities and create an inclusive environment where all colleagues can thrive.

# Gender distribution

Gender split across the organisation remains consistent for a sixth year, with male colleagues making up around 60% of our workforce and female colleagues making up around 40%.



## Key terminology

### Mean:

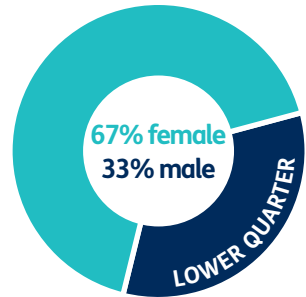
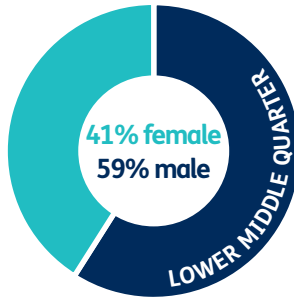
The mean figure represents average salaries and can be skewed by a small number of extremely high or low values.

### Median:

The median figure separates the higher figures from the lower figures and is a more accurate reflection of the pay gap.

### Quartile:

We capture salary data and divide the entire range into four segments of equal size, known as quarters.



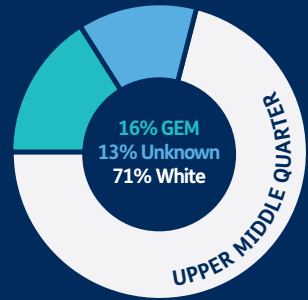
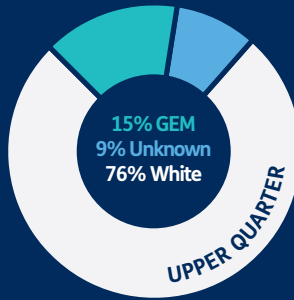
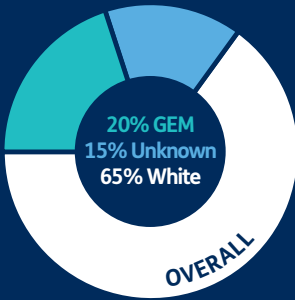
# Gender pay gap

We have a **mean** gender pay gap of **5.6%**. This has reduced by **2.4 percentage points** compared to 2023.

We have a **median** gender pay gap of **13.5%**. This has reduced by **1 percentage point** compared to 2023.

# Ethnicity distribution

We hold ethnicity data for around 85% of our colleagues. Global Ethnic Majority (GEM) colleagues make up around 24% of our disclosed ethnicity data, which is roughly the same percentage as 2023.



## Key terminology

### Mean:

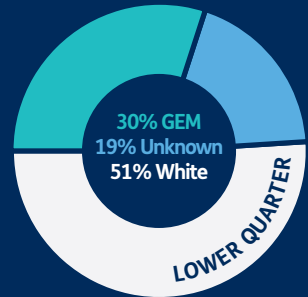
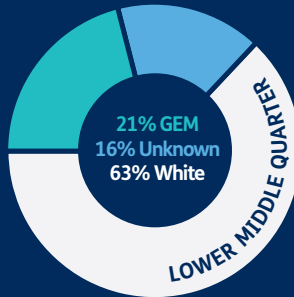
The mean figure represents average salaries and can be skewed by a small number of extremely high or low values.

### Median:

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### Quartile:

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## Ethnicity pay gap

We have a **mean** ethnicity pay gap of **13.8%**. This has increased by **0.3 percentage points** compared to 2023.

We have a **median** ethnicity pay gap of **7.9%**. This has reduced by **0.4 percentage points** compared to 2023.

# Our plans

## **We have committed to several actions over the next 12 months to further support improved representation of colleagues throughout the organisation:**

- Our refreshed Diversity and Inclusion Strategy, alongside our newly launched People, Colleague Development, and Wellbeing Strategies, will continue to foster positive experiences and strengthen our inclusive culture.
- We will launch a Managing for Success program for existing managers, which will have a dedicated cohort for aspiring managers from underrepresented groups.
- We will expand our colleague diversity data to further shape our services and create an inclusive environment. This will ensure we celebrate the diversity of our workforce and reflect the communities we serve.
- We will enhance our recruitment and people processes by reviewing our practices, with a specific focus on removing bias, subjectivity, and barriers.
- Building on the success of our lunch and learn sessions, we will continue to engage colleagues through a broad programme of diversity and inclusion learning opportunities.
- We will commit to developing an inclusive learning environment by ensuring our learning offer incorporates diverse cultural perspectives and examples, including multilingual materials.
- We recognise that policies like improved family leave and flexible working provide all colleagues with greater opportunities for career advancement and improved earning potential. We will continue to build on this through initiatives such as a comprehensive family leave process, menopause support, and reasonable adjustments.

## Our values



### Accountable

Having responsibility for our actions and decisions, and the outcomes of our decisions.



### Excellent

Striving to be the best and setting the standards for others to follow.





If you have any questions about anything in this guide, please get in touch

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