



# GENDER PAY GAP

## REPORT 2021



# BRIDGING THE GAPS

Welcome to our 2021 gender pay gap report.

We are passionate about equality, diversity and inclusion and we are committed to doing all we can to address the gaps which exist in our organisation.

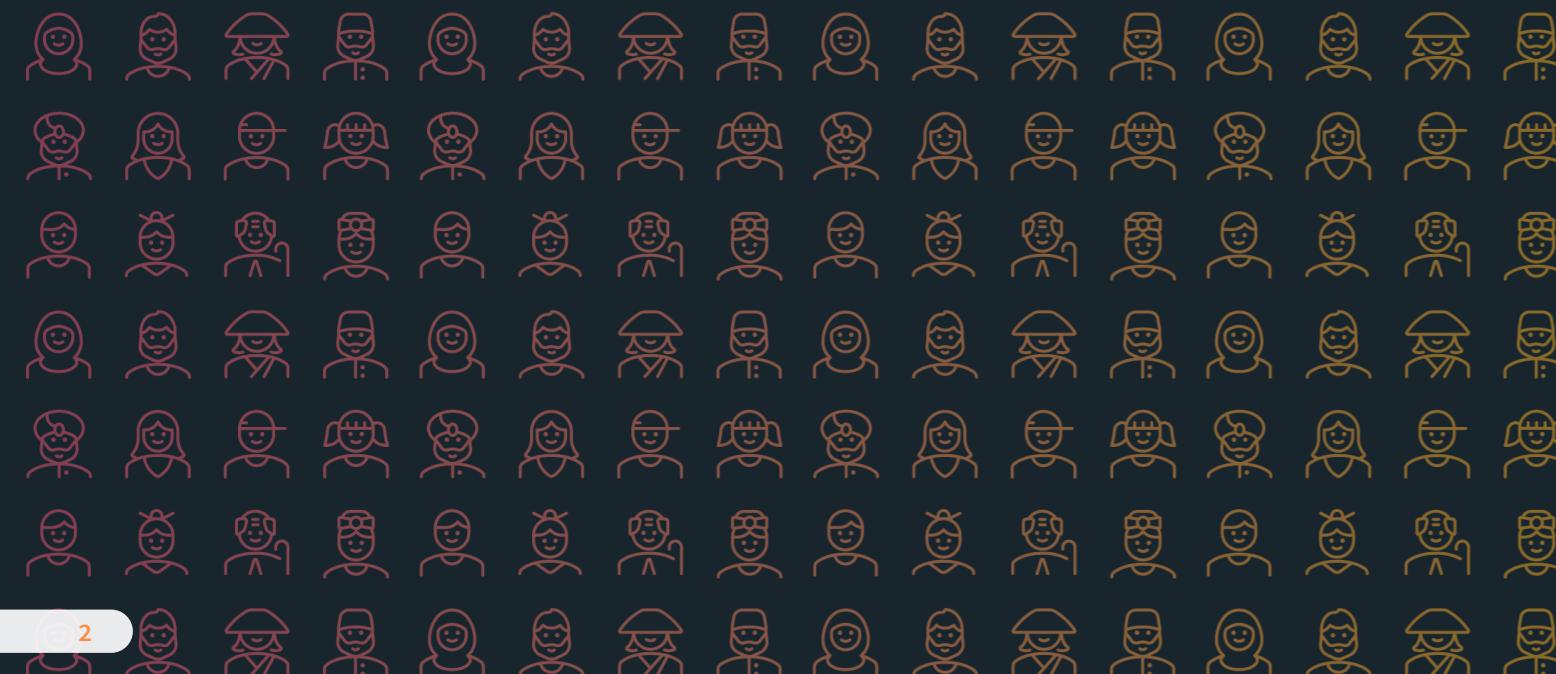
That's why in this year's report we have decided to voluntarily publish information about our ethnicity pay gap for the first time.

While we are pleased to have been able to make progress and that our mean gender pay gap of 9.06% represents the smallest in our organisation for five years, we can see we still have a long way to go.

In this report you will find our in-depth pay gap data and more information about what we are doing to tackle our challenges.



Kevin Rodgers, Chief Executive and Chair of Equality, Diversity and Inclusion Forum



## OUR COMMITMENT

Citizen has set out a clear vision as a fair and inclusive employer, service provider and partner:

At Citizen we believe we are greater when we are equal.

We are passionate about equality, diversity, and inclusion and these are central pillars of everything that we do.

This empowers us to build deeper connections with our diverse communities, to innovate and ultimately provide the best services and support that we can.

We are committed to an inclusive working environment in which everyone is given the opportunity to thrive; an environment in which people feel valued and appreciated and where everyone is free to be themselves and feels that they belong.

## OUR OBJECTIVES

Our Equality and Diversity Strategy 2019-2022 committed to five objectives under distinct workstreams.

You can read more about our strategy and our work to drive equality, diversity and inclusion at Citizen in our 2021 EDI annual report. [Click here](#)

### WORKSTREAM

A SKILLED AND COMMITTED WORKFORCE

LEADERSHIP, PARTNERSHIP AND ORGANISATIONAL COMMITMENT

KNOWING OUR CUSTOMERS

INVOLVING OUR CUSTOMERS

RESPONSIVE SERVICES, ACCESS AND CUSTOMER CARE

### OBJECTIVE

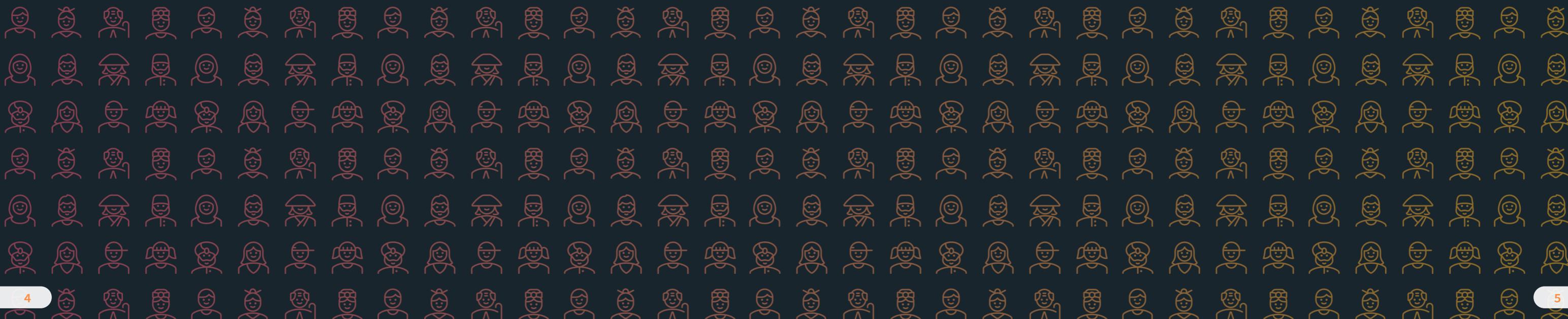
To create a fair and inclusive environment for our staff and partners to work within, enabling development and innovation to flourish

To lead and be accountable for the progress we make on our EDI commitments

To build understanding and awareness of our impacts to promote continuous EDI learning

To communicate transparently on our strengths and weaknesses and engage with all appropriate stakeholders

To deliver a fair and equitable service experience to our customers and contribute positively to our communities



# OUR STRATEGY

Our 2019-22 sets out our objectives to drive forward the equality, diversity and inclusion agenda in our organisation forward. The relevant objectives for this report are:

## A SKILLED AND COMMITTED WORKFORCE

Citizen has close to 1,000 staff and aspires to be an employer of choice. This means recognising that to deliver the best services for our customers, we need to attract and retain the brightest and best professionals from all backgrounds. Having a diverse workforce can help us to understand our customers and communities better, and we are committed to making Citizen a place that the best professionals from all backgrounds want to be part of.

This is not possible without creating a fair and inclusive environment for our staff and partners to work within, enabling development and innovation to flourish.

## LEADERSHIP, PARTNERSHIP AND ORGANISATIONAL COMMITMENT

Citizen recognises that championing inclusion and diversity, and role modelling the right behaviours must happen at all levels, and that it is the responsibility of the Board, Executive and Senior Leadership Teams to play a key role in embedding and safeguarding equality and diversity in the Group's values, strategy and culture.

To achieve our EDI objectives Citizen knows we must work in partnership and act as thought leaders in our sector and beyond to influence decisions that affect our customers, staff and communities.

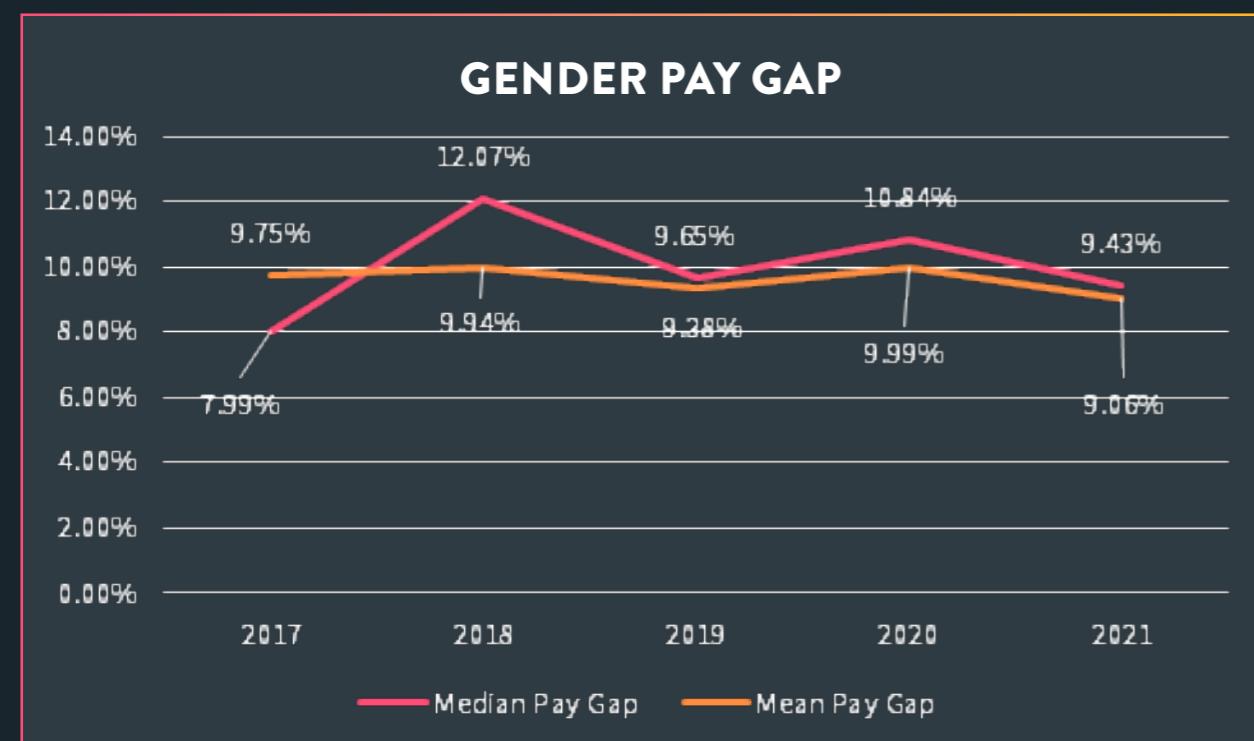


## PAY GAP REPORTING

Pay Gaps are calculated in very specific ways, taking the hourly rate for all staff and calculating both the mean ('average') and median (middle point), then looking at the percentage difference between genders for example.

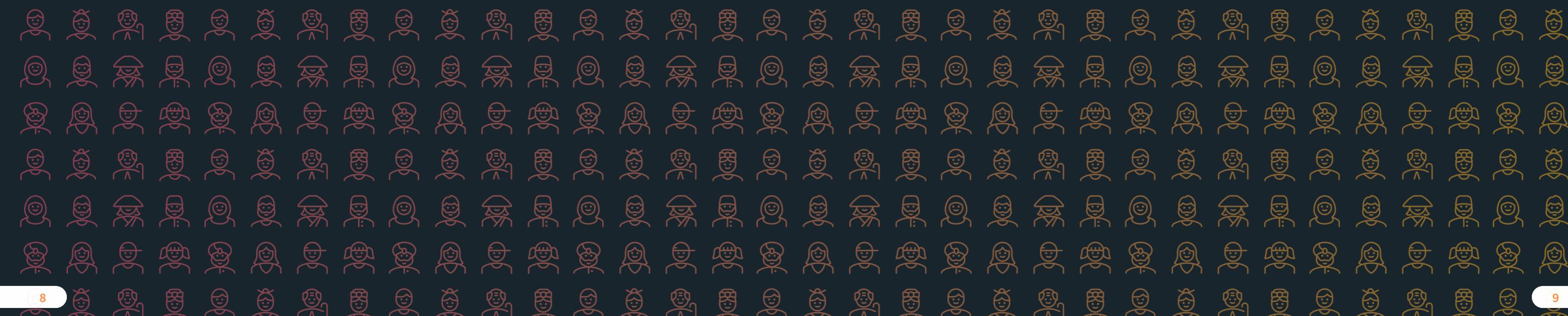
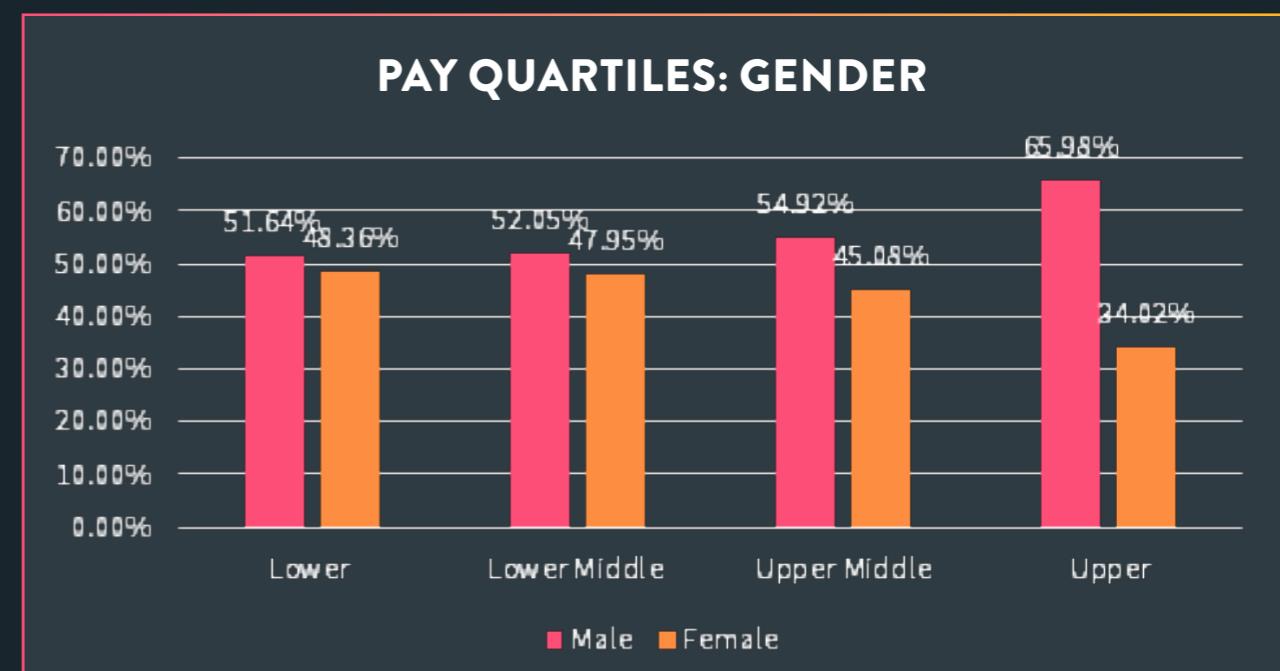
We also examine pay by quartiles, dividing all salaries into the four quarters and looking at the relative percentage of genders or ethnicities within each group; this helps identify whether you have any disparity in the where in the organisation different demographic groups exist.

The gender pay gap is not the same as equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. The gender pay gap shows the difference in the average pay between all men and women in a workforce.



## GENDER

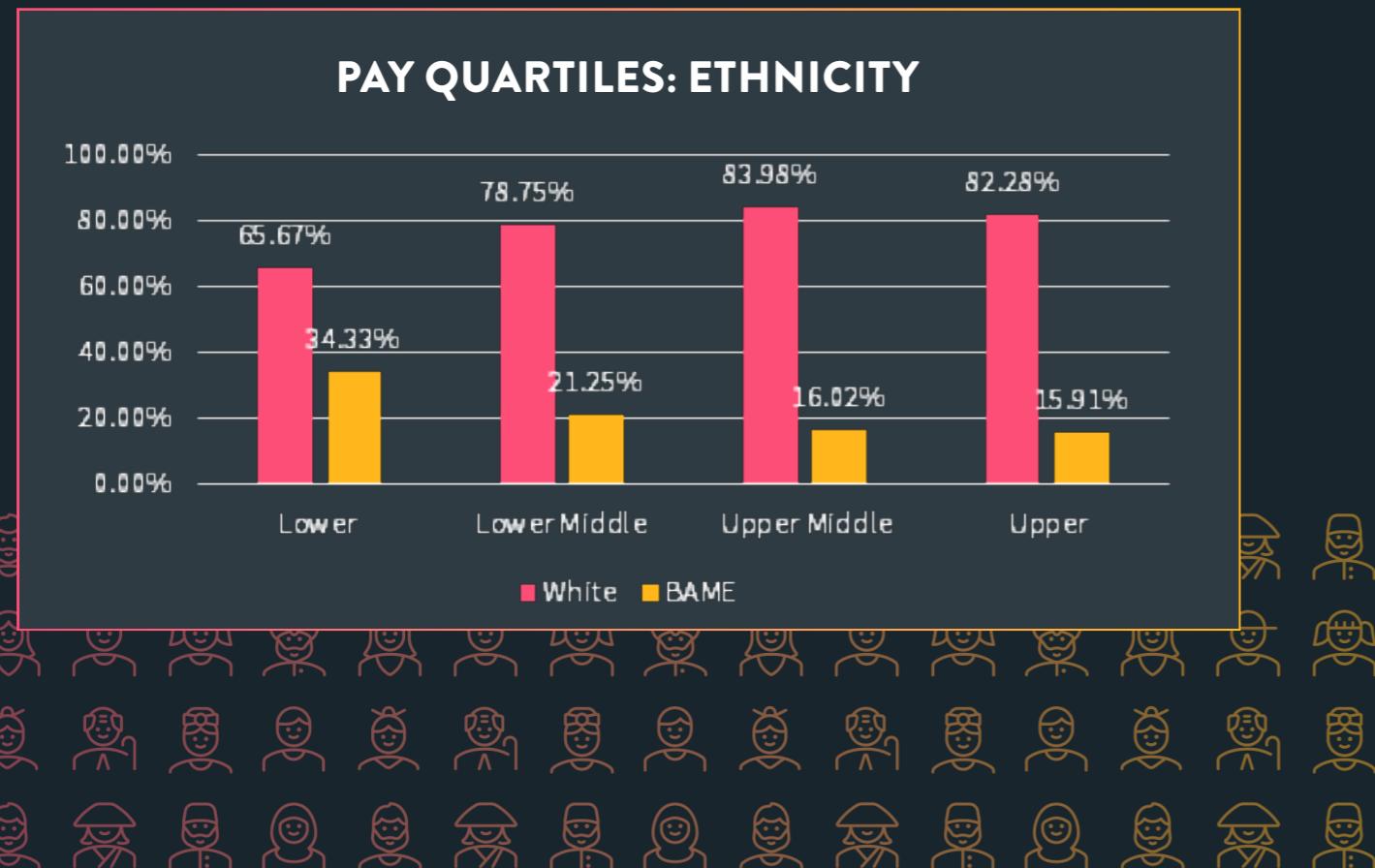
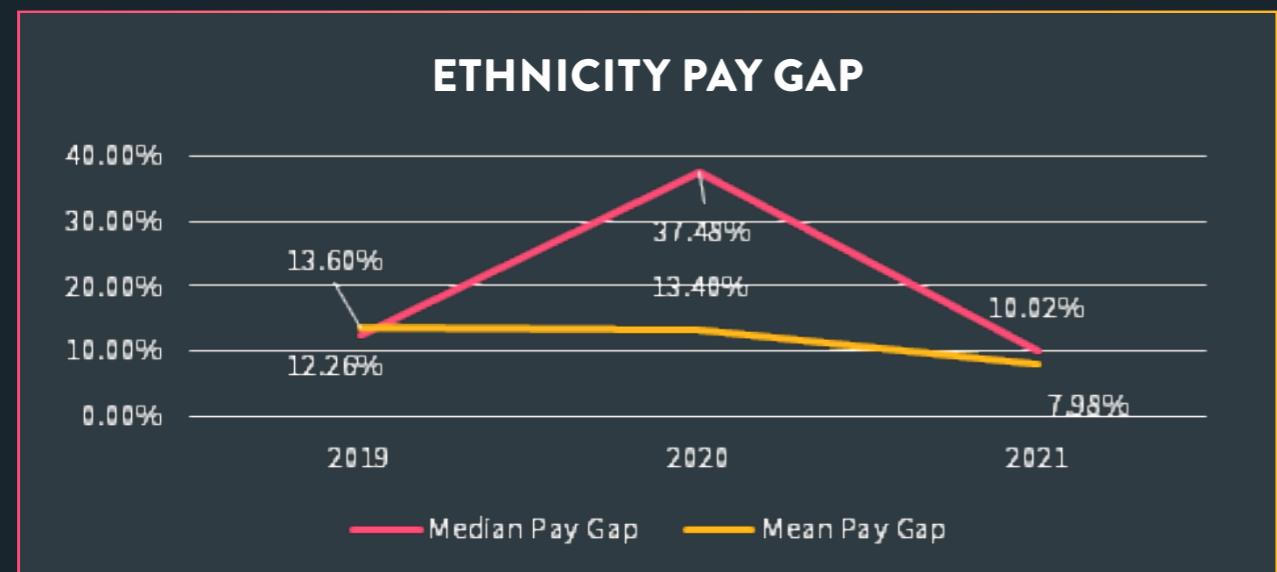
The mean gender pay gap as at 5/4/2021 is 9.06%; this position has remained relatively static but with a slight trend down and this year represents the smallest gap we have achieved over the last 5 years. Our median sits at 9.43 and is lower than the UK national gap of 15.04% and bucks the trend which has seen pay gaps across the UK worsening. We remain above the last reported social housing sector average of 8.1% (in April 2019) and is largely driven by the dominance of male employees in Executive and Senior Leadership Team positions. We know this is an area that needs work, and progress has been made but there is still more to be done to reduce the disparity in the upper quartile of pay.



## ETHNICITY PAY GAP

The ethnicity pay gap has reduced across both our mean and medians, and we can see that our workforce overall is now more closely aligned to the relative percentages of White British and BAME populations in the region, though not consistently across all ethnicities. The driver of the gap remains the lack of representation in the upper pay quartiles, with staff from BAME groups making up a disproportionate part of the lowest quartile (34.3 % against a total staff population of 21%).

What we are seeing is that there is a disproportionate number of BAME staff in the lowest paid jobs, is not just an issue for Citizen but one which reflects the position across the UK. We are however committed to ensuring we address this gap through training and development opportunities, as well as recruiting practices for all jobs that encourage a diverse range of applicants and remove any barriers based on ethnicity or other characteristics through our programme of training for recruiting managers.



# MAKING CHANGES

## WHAT WE HAVE DONE SO FAR

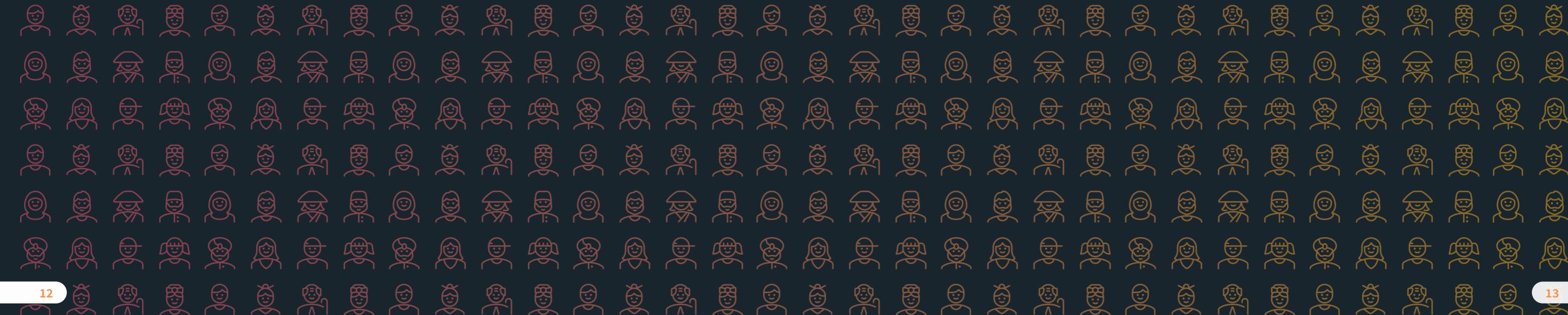
### We have made progress in the following areas:

- Provided training by an external EDI specialist on inclusive recruitment methods and how to identify and address unconscious bias and worked with an external EDI specialist to design and deliver a bespoke training programme. The first stage of training for our senior leadership has been delivered
- Developed the work of our EDI Forum, focussing and addressing diversity and equality in the workplace as a priority. The forum has delivered outstanding work and has significantly raised the profile of their contribution
- Invested in programmes to support diversity succession planning such as apprenticeships
- Built on our family friendly policies by enhancing pay schemes to support staff with caring responsibilities
- Enhanced flexible working practices by ensuring Live, Work, Better creates an inclusive supportive culture around hybrid working that supports the needs of the employee and the business
- Set up a menopause support group

# OUR COMMITMENTS

## IN 2022 WE WILL:

- Roll out inclusive leadership and unconscious bias training to all staff
- Work in partnership with Business in the Community (BITC) to identify actions to address the gender and ethnicity pay gaps within the organisation to review why there is a lack of diversity at senior levels and develop inclusive succession planning for the future
- Introduce a Diversity Pay Gap Action Group to address remaining inequalities in our organisation
- Roll out a talent management programme to support staff to enhance their skills, including succession planning, growing our own talent, providing inclusive management and leadership skills and training, creating development opportunities and succession planning and progress into leadership roles
- Develop a partnership arrangement with Women into Construction (WIC) to provide opportunity for women in trades, surveying roles and apprenticeships
- Develop partnership arrangements with local Colleges to support and focus work placements for women in our Maintenance Operations and Asset Management teams
- Continue to support women with menopause in the workplace by increasing menopause awareness in the organisation, introducing Menopause Champions and providing training and awareness for managers.



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