



ETHNICITY PAY GAP REPORT

2020

FOREWORD

Equality, Diversity and Inclusion are key priorities for us here at ForHousing.

As with gender, we are clear that programmes alone aren't enough. We are focused on ensuring that we provide an inclusive working environment that is underpinned by our values - Trust, Openness, Respect and Passion at all times – one where everyone can thrive, grow and succeed – and are able to balance a successful career with commitments outside work.

This report sets out our first voluntary ethnicity pay gap report and accompanying narrative. We recognise that whilst our gap may be lower than the UK average ethnicity pay gap, we have much more to do in order to see meaningful progress.

I believe that everyone deserves to feel able to be their true self - without fear of discrimination or prejudice. I want everyone to feel safe in their work and in their communities.

We are focused on delivering our BAME action plan – a series of actions aimed at ensuring that we are able to attract, develop and retain BAME talent.

We all have a big role to play in ensuring that we live our values, that we respect everyone, and we are truly inclusive.

Colette McKune MBE
ForHousing CEO

WHAT IS AN ETHNICITY PAY GAP?

The ethnicity pay gap, not to be confused with the issue of equal pay, shows the difference in the average hourly rate of pay between Black, Asian and Minority Ethnic (BAME) and non-BAME employees in the organisation, expressed as a percentage of average non-BAME earnings. This is calculated using the same calculation methodology as for gender pay gap reporting.



HEADLINE ETHNICITY PAY GAP FIGURES FORHOUSING

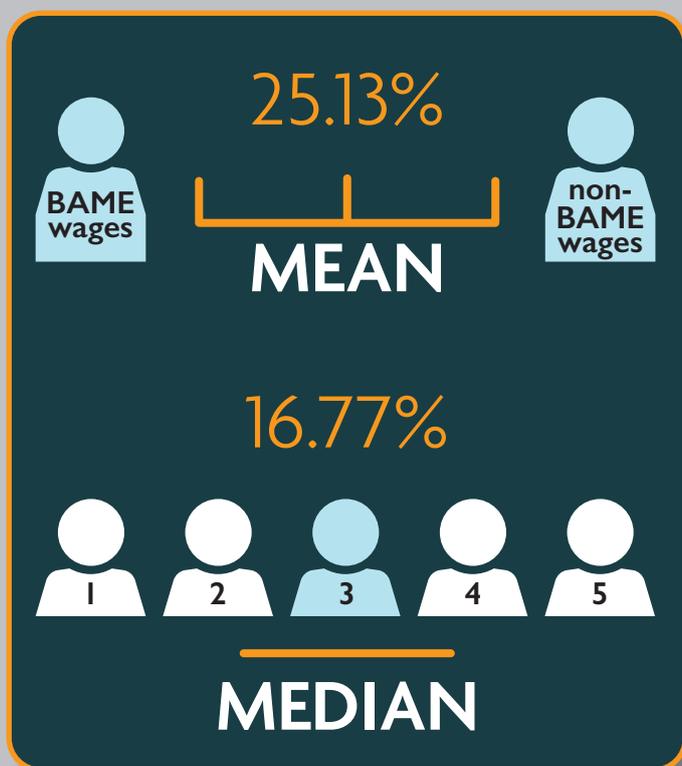
The infographic below shows our overall median and mean ethnicity pay and bonus gap based on hourly rates of pay as at the snapshot date of 5th April 2020, and any bonuses paid in the year to 5th April 2020.

The median is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest.

The median gap is calculated based on the difference between the employee in the middle of the range of BAME wages and the middle employee in the range of non-BAME wages.

The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees.

The mean ethnicity pay gap is calculated based on the difference between mean BAME pay and mean non-BAME pay.



The mean ethnicity pay gap is:
25.13%

The median ethnicity pay gap is:
16.77%

During the reporting period ForHousing did not pay out bonus as defined in the pay gap calculations.

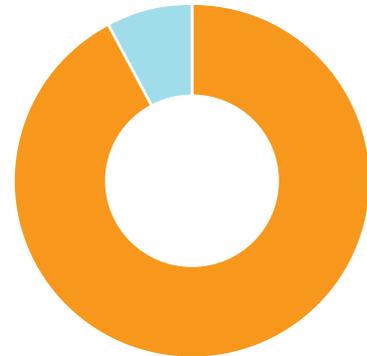
FORHOUSING PAY QUARTILES

The infographic below shows the proportion of BAME and non-BAME colleagues in each pay quartile.

This data provides a further baseline from which we can make improvements. BAME colleagues are over-represented in our lowest pay quartile and under-represented in our highest. This accounts for the difference in average pay – all colleagues are paid the same for the same work undertaken.

We will use this data to further explore what sits behind these figures to determine how we can attract and encourage our BAME colleagues to progress within our organisation.

Make up of our workforce:

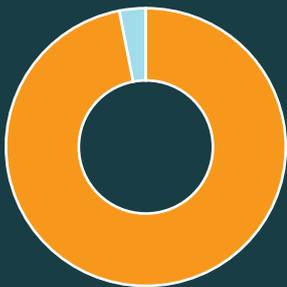


BAME
46
(7.84%)

Non-BAME
527
(89.93%)

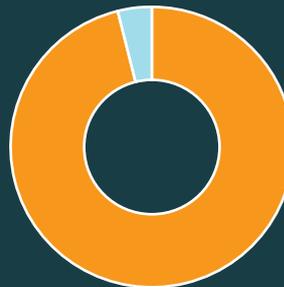
Our voluntary disclosure of diversity information amongst colleagues stands at 98%.

UPPER



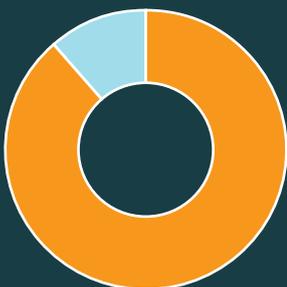
BAME
3.19%
Non-BAME
96.80%

UPPER MIDDLE



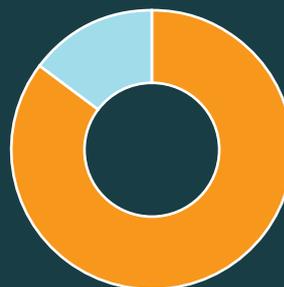
BAME
4.16%
Non-BAME
95.83%

LOWER MIDDLE



BAME
11.57%
Non-BAME
88.42%

LOWER



BAME
14.73%
Non-BAME
85.26%

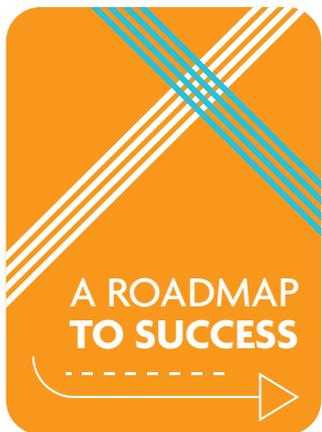
UNDERSTANDING OUR PAY GAP

Our ethnicity pay gap is primarily driven by a lack of BAME representation within the organisation, but more noticeably within senior positions. While BAME colleagues made up for 7.84% of our people in April 2020, this figure drops at senior levels.

NEXT STEPS

We are committed to increasing BAME representation and have created a roadmap to success to address this imbalance. This comprises a number of targeted actions – including widening of our recruitment efforts, monitoring our pipeline of future BAME leaders, reviewing all promotion and reward decisions from an ethnicity perspective, establishing a colleague diversity network group to feed into the ForHousing’s Equality, Diversity & Inclusion strategy, and identifying development opportunities within the organisation. This is coupled with our continued focus on ensuring that we provide a truly inclusive culture, underpinned at all times by our values of Trust, Openness, Passion and Respect.

Our action plan is underpinned by our on-going focus on our culture, namely always providing an inclusive culture underpinned by our values.



1. GATHER DATA & INSIGHTS

We will gather and monitor data by:

- Setting then publishing aspirational goals
- Publishing data to show progress
- Maintaining high levels of voluntary disclosure

2. TAKE ACCOUNTABILITY

As senior leaders we will take accountability by:

- Ensuring executive sponsorship for key goals
- Embedding diversity as a key performance indicator
- Participate in reverse mentoring schemes to share experience and improve opportunities
- Share personal stories about own experience and how these have been overcome

5. CHANGE PROCESSES

Responsible teams must change processes to encourage greater diversity by:

- Being transparent and fair in reward and recognition
- Improving supply chains and ensuring their levels of commitment to diversity goals
- Being open about how the career pathways work

4. EXAMINE RECRUITMENT

People Team, People Thematic and Service Excellence Groups to critically examine recruitment processes by:

- Rejecting non-diverse shortlists for manager positions
- Drafting role profiles in a more inclusive way
- Introducing diversity to interview panels
- Creating work experience and shadowing opportunities for everyone

3. RAISE AWARENESS

Everyone in the organisation must play their part in raising awareness of diversity issues by:

- Ensuring unconscious bias training is undertaken by all colleagues
- Establishing inclusive networks
- Ensuring all colleagues have a diversity objective
- Providing mentoring and allyship