



GENDER PAY GAP REPORT

2020

FOREWORD

Equality through fair pay and fair treatment is incredibly important to us here at ForHousing. Not only is it the right thing to do, it's critical to ForHousing's long-term success.

We are committed to championing diversity and inclusivity and increasing representation across our organisation at every level remains one of our top priorities, and we continue to look for new ways to ensure our culture creates a sense of belonging for all our people regardless of gender.

As an organisation we want to be recognised as a fair employer who has a diverse workforce and to provide a working environment in which all staff can thrive.

We are pleased that we continue to decrease our gap and that it remains lower than the UK average, however we recognise there is still more we can do to ensure we remain a fair and diverse employer.

Colette McKune MBE
ForHousing CEO



INTRODUCTION

From 2017, all organisations employing 250 or more employees have been required to publicly report on their gender pay gap. The gender pay gap uses the hourly rates of men and women taken at a specific date (the 'snapshot date') and shows the percentage difference in earnings across the organisation between men and women.

Reporting specifically requires: the mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses, and the number of men and women according to quartile pay bands.

ForHousing's snapshot date is 5th April each year.

This report analyses our gender pay gap figures in more detail, makes comparisons with our previous reported data where relevant, and sets out what we are doing to close the gender pay gap.

HEADLINE GENDER PAY GAP FIGURES FOR HOUSING

ForHousing's figures are shown below and are based on hourly rate of pay as at 5th April 2020 and bonuses paid in the same year.

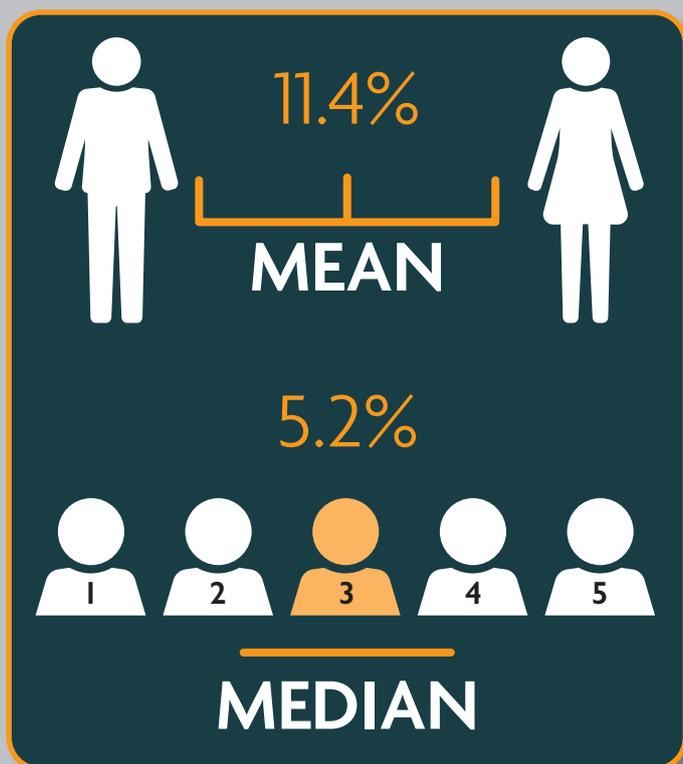
The mean pay gap

is the difference between average hourly earnings of men and women.

The median pay gap

is the difference between the midpoints in the ranges of hourly earnings of men and women.

AT A GLANCE



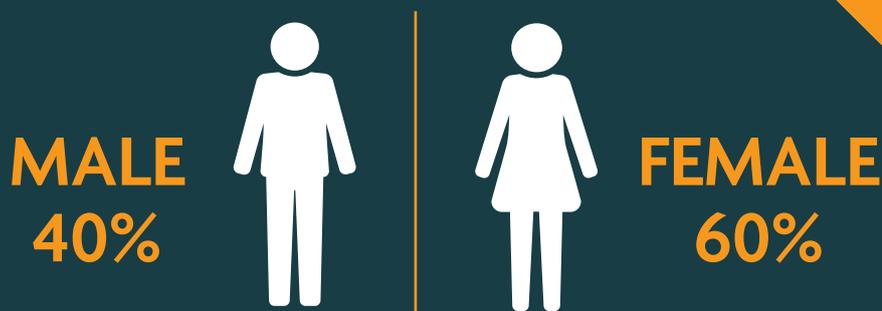
The mean gender pay gap is:
11.4%

The median gender pay gap is:
5.2%

WHAT DO THESE FIGURES MEAN?

WHAT IS OUR WORKFORCE GENDER SPLIT?

As of April 2020, our workforce comprised of:



The mean pay gap figure means that on average, adding up the total pay and dividing it by the number of staff, female staff are, on average, paid 11.4% less than male staff.

The median pay gap figure means that presenting all female staff pay together in order and all male staff pay together in order and comparing the middle range of each, then female staff are paid 5.2% lower than the median for the male staff.



PAY QUARTILES



66
(41.77%)

LOWER

92
(58.23%)

52
(37.14%)

LOWER MIDDLE

88
(62.86%)

47
(33.57%)

UPPER MIDDLE

93
(66.43%)

77
(54.23%)

UPPER

65
(45.77%)

PAY QUARTILES BY GENDER

The infographic on the left shows the proportion of male and female staff split into quartile bands based on their ordinary pay.

There were no bonuses during the reporting period.

The figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

UNDERSTANDING OUR GENDER PAY GAP

ForHousing's makeup has changed very little in the last 2 years and that is a key part of our challenge. We have seen some encouraging signs, with a small increase in the ratio of females in more senior positions. However, we still have significantly more men than women in senior roles that attract higher remuneration, and this is the main reason for the size of the gender pay gap.

We are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work.

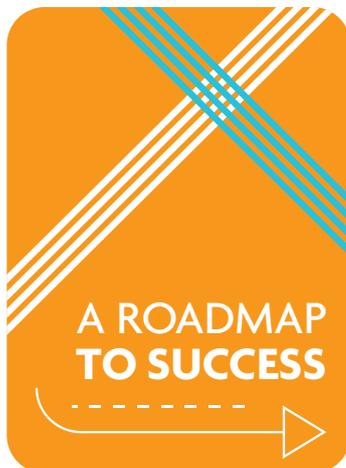
Our focus remains on closing the gap by developing and hiring more women into senior roles across our organisation.

NEXT STEPS

We are committed to giving everyone – people of all genders and all backgrounds – equal opportunity to participate, unlock their full potential and succeed. Inclusion and diversity strengthen our organisation and benefits tenants, colleagues and communities.

We have created a roadmap to success to address the gender pay gap. This comprises a number of targeted actions as can be seen below.

Our actions are underpinned by our on-going focus in our culture, namely always providing an inclusive culture underpinned by our values.

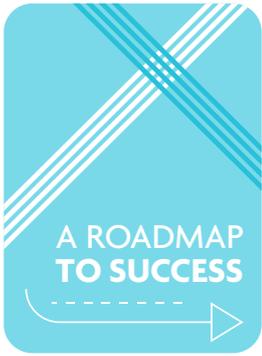


ATTRACT AND RECRUIT

Our focus remains on embedding our inclusive recruitment guidance. This includes:

- Ensuring that our hiring managers follow an objective process with structured interviews
- Reviewing job adverts and descriptions to make them more appealing for all applicants
- Training our hiring managers and teams to mitigate unconscious bias
- Developing broader relationships with external organisations to increase our routes to a greater diversity of candidates
- Building diverse talent pools for future demand

As we increase our use of diverse interview panels, we are also increasing the scrutiny of these processes to review how our hiring managers are meeting these expectations, and how it is making a difference to our hiring. With this data, we can work with hiring managers and teams who struggle to attract diverse talent and take the actions to support them to improve going forwards. There is more to do to embed this further and this will remain a priority for 2021/22.

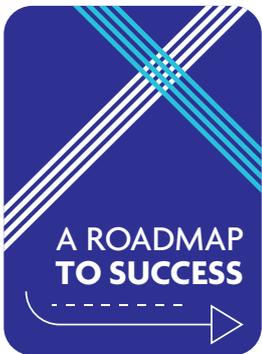


DEVELOP

Since our last report we have made good progress in a number of areas including:

- Introduction of a new Learning Management System, enabling a self-managed learning approach
- Regular check-ins which promote identification of development priorities with a focus on creating development plans to help talent progress through our organisation
- Increased access to learning content for the development of competencies and critical skills
- Developed a new inclusive Leadership Programme in July 2021 that will run for 12 months. Utilising the Strengthscope platform to help individual identify who they are when at their best, the qualities and strengths that make them different and how they can utilise these qualities in order to drive up their confidence, engagement with work, productivity and build better relationships with colleagues.

We continue to expand our resources. This work has begun with a focus on our managers and we will continue to build on this and make available throughout the organisation. This will include building upon our existing mentoring activities to formulate a structured internal scheme.



INCLUSIVE LEADERSHIP AND CULTURE

The board sets the tone for inclusion.

- Starting with our Board, make all appointments on merit, taking into account of the specific skills and lived experience, independence and knowledge needed to ensure a rounded Board and the diversity benefits each candidate can bring to the overall Board composition.
- We have a Diversity & Inclusion Strategy which we are currently reviewing and will refresh in 2022.
- Provide ongoing training and development for Board members and staff to develop and maintain a culture of respect, openness and constructive challenge as part of a high performing culture.
- Create clear pathways for staff to develop their skills and experience.
- All staff will have a diversity and inclusion goal in their annual objectives.
- Partner with other women's networks both inside and outside of the sector to share best practice.

We recognise that new ways of working will increase flexibility for staff. Combined with more digital ways to connect and collaborate will mean that many of our colleagues will no longer need to spend as much time in our physical workplaces, providing greater flexibility around where they work. We know that this will benefit parents and carers who often need greater flexibility in balancing work and home life as they grow their careers with us.



DIRECTOR STATEMENT

This report has been published in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and I can confirm that the information and data provided in this report is accurate and in line with mandatory requirements.

Debbie Attwood
Director of People
ForHousing

