



ForHousing



ETHNICITY PAY GAP REPORT

2023

FOREWORD

We want to be a sector leader on equity, diversity and inclusion and this report is an important tool to help us achieve our ambition.

This is the fourth year we are voluntarily publishing our ethnicity pay gap report and accompanying narrative. Whilst our ethnicity pay gap may be lower than the UK average, and we are pleased to see greater representation of ethnically minoritised colleagues at ForHousing compared to last year's report, we recognise that we still have more to do to see meaningful progress.

Not only is working to advance race equity the right thing to do, it is also critical to ForHousing's long term success, by ensuring that we are attracting and retaining the best talent and that colleagues have equal opportunity to progress and we are benefiting from the skills and experience of our colleagues at every level of the organisation. Championing equity, diversity and inclusion and increasing our representation of ethnically minoritised other under-represented colleagues at senior levels in the organisation remains a key commitment.

I am committed to creating an inclusive and nurturing working environment, where our colleagues can thrive without fear of discrimination or prejudice. I want everyone to feel safe in their work and in their communities.

We all have a role to play in ensuring that we live our values, that we respect everyone, and we are truly inclusive. We recognise there is still more we can do, and we are committed to holding ourselves accountable as we continue to progress our activity in this area.

Mike Parkin
Chief Executive Officer



WHAT IS AN ETHNICITY PAY GAP?

The ethnicity pay gap is the percentage difference in the average hourly rate of pay of White and Black, Asian and ethnically minoritised colleagues. We calculate our ethnicity pay gap using the same methodology set out in the Government regulations for calculating our gender pay gap.

HEADLINE ETHNICITY PAY GAP FIGURES AT A GLANCE

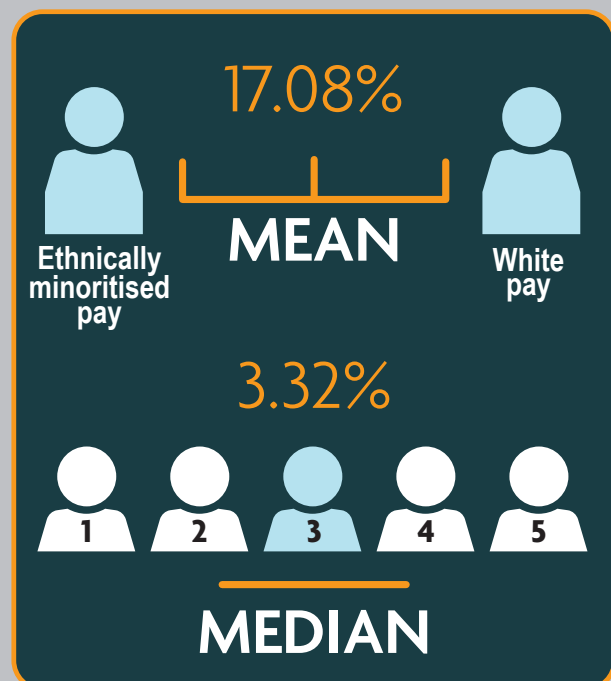
The infographic below shows our overall median and mean ethnicity pay gap based on hourly rates of pay as at the snapshot date of 5th April 2023.

We look at both the **mean** (average) and the **median** (middle) for pay gap reporting.

The **mean pay gap** is the difference in average hourly pay (adding all pay rates together and dividing by the total number of people).

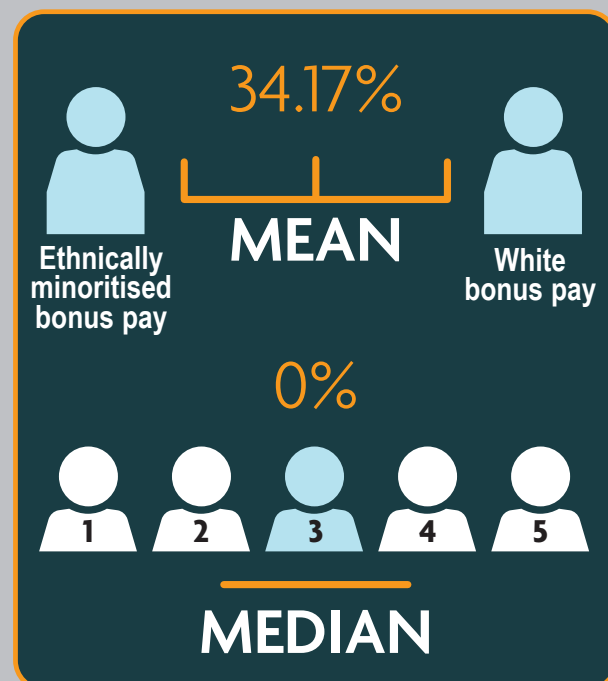
The **median pay gap** is the difference in hourly pay between the middle paid (the person at the mid-point if you were to line all colleagues up from low to high pay) White colleague and middle paid Black, Asian or ethnically minoritised colleague.

ETHNICITY PAY GAP *ForHousing (includes HMC)*



In 2022 the mean ethnicity pay gap was 18.38%, meaning there has been a reduction of 1.3%, and the median was 5.98%, meaning there has been a reduction of 2.66%.

ETHNICITY BONUS PAY GAP *ForHousing (includes HMC)*



Proportion of all colleagues receiving a bonus payment.

In 2022 the mean bonus pay gap was 31.46% and the median bonus pay gap was 15.53%.

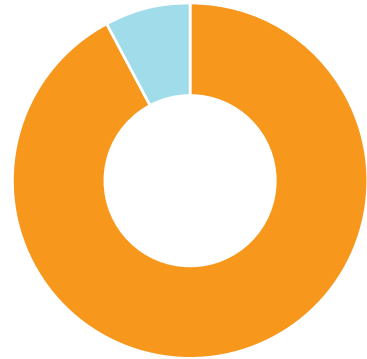
FORHOUSING PAY QUARTILES

The infographic below shows the proportion of ethnically minoritised and white colleagues in each pay quartile.

Ethnically minoritised colleagues remain over-represented in our lower middle pay quartile and under-represented in the highest pay quartile. This data is part of our wider equity, diversity and inclusion (EDI) evidence base and provides a baseline from which we can make further improvements.

We will build upon the insight this data provides to further explore how we can attract and remove barriers for our Black, Asian and ethnically minoritised colleagues to progress within our organisation.

Make up of our workforce:



Ethnic minority
59 (9.44%)

White
545 (87.2%)

The percentage of colleagues voluntarily sharing their ethnicity information is **96.64%**

FORHOUSING & HMC PAY QUARTILES

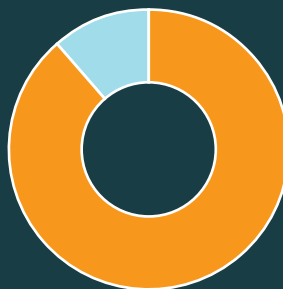
UPPER



Ethnically minoritised
2.27%

White
97.73%

UPPER MIDDLE



Ethnically minoritised
9.77%

White
90.23%

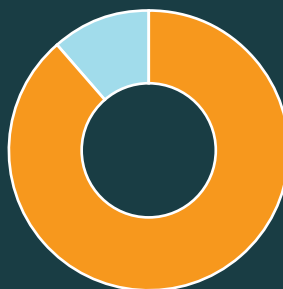
LOWER MIDDLE



Ethnically minoritised
12.03%

White
87.97%

LOWER



Ethnically minoritised
9.02%

White
90.98%

UNDERSTANDING OUR PAY GAP

We believe our ethnicity pay gap is primarily driven by an under representation of ethnically minoritised colleagues within the organisation but more noticeably within senior roles. While Black, Asian and ethnically minoritised colleagues make up for 9.7% of our people in April 2023, this figure drops at senior levels.

NEXT STEPS

We are committed to addressing under-representation of ethnically minoritised colleagues at ForHousing, especially within senior roles. We have several targeted actions – including widening our recruitment efforts, monitoring our pipeline for future Black, Asian and ethnically minoritised leaders, reviewing all promotion and reward decisions, establishing a race-focused colleague inclusion network, and identifying development opportunities within the organisation.

This is coupled with our continued focus on ensuring that we provide a truly inclusive culture, always underpinned by our values of *Trust, Openness, Passion and Respect*.

ACTION PLAN TO SUCCESS

1. DATA AND INSIGHT

We shall continue to focus on improving the way we gather, monitor and utilise data through:

- Publishing data on recruitment, retention and progression to show our progress
- Using our data to inform our activities and initiatives, including positive action initiatives where appropriate
- Using the data we gather as key insight as part of our Inclusive Decision-Making Framework
- Undertaking communications campaigns to encourage colleagues to share their personal details and demonstrating what we do with this information.

2. ACCOUNTABILITY

Senior leaders will continue to take accountability for inclusion and activity that can reduce our ethnicity pay gap by:

- Ensuring Executive buy-in and sponsorship for key inclusion projects and goals
- Undertaking EDI analysis of strategic measures to identify and work to address any differences in experience or outcomes
- Contributing to and participating in development schemes, such as mentoring, to role model continuous learning.

5. CHANGE PROCESSES

Managers and teams will take responsibility to improve processes and encourage greater representation by:

- Being transparent and fair in reward and recognition
- Implementing our job families and salary bands to ensure standardisation and parity between roles
- Providing support and guidance on career pathways
- Working with suppliers and ensuring commitment and compliance with inclusion goals.

4. HR AND RECRUITMENT

To increase fairness in recruitment practices we will:

- Review all job adverts and role profiles to remove gendered language and other potential barriers for under-represented groups
- Train hiring managers on EDI in relation to recruitment
- Increase the use of diverse interview panels for recruitment and scrutiny processes
- Use data to support managers and teams to attract talent from under-represented groups
- Deliver a Strategic Pay Review for frontline and customer service areas, to help improve retention
- Undertake an intersectional analysis of pay gaps at ForHousing to further understand any issues.

3. INCREASING UNDERSTANDING

We all have a role in raising awareness and understanding of inclusion and will:

- Ensure EDI training is undertaken by all colleagues and further development opportunities are provided
- Provide EDI training and development for major suppliers
- Establish colleague inclusion networks to elevate the voice of colleagues and engage them in solutions
- Provide opportunities for mentoring and allyship.