

# DISABILITY PAY GAP REPORT

2025



# FOREWORD

I am pleased to present our organisation's first Disability Pay Gap report. For several years, we have been committed to understanding and addressing pay disparities through our gender and ethnicity pay gap reporting. Now, with improved data, we can take an important next step: examining potential pay gaps experienced by disabled colleagues.

We recognise that disabled people can face many of the structural inequalities in the workplace that contribute to pay gaps. By analysing this data, we aim to gain a deeper insight into the lived experiences of our colleagues and identify where targeted interventions are needed. I am thankful colleagues are increasingly sharing the personal information that is required to undertake this work – to better understand our workforce, monitor progress, and take meaningful action to create a fairer and more inclusive environment for all.

We remain ambitious in our equity, diversity and inclusion (EDI) efforts and aim to be sector leading in this area. We know that working to advance disability equity is not only the right thing to do, but also critical to our long-term success, by ensuring that we are attracting, retaining and developing the best talent.

We all have a role to play in ensuring that we live our values, respect everyone and are truly inclusive. We recognise there is still more we can do and by publishing this report we aim to hold ourselves accountable for progress.

**Thank you to all our colleagues who continue to shape and strengthen our approach.**

**Mike Parkin**  
Chief Executive Officer



## INTRODUCTION

A pay gap refers to the difference in average hourly earnings between different groups of employees. It is not the same as unequal pay for equal work, which is unlawful; rather, it tends to reflect broader patterns and structural inequalities that can exist within an organisation or sector, such as over or under-representation at different levels and barriers to progression.

This report focuses on the disability pay gap – an area we are voluntarily exploring alongside our existing gender and ethnicity pay gap reporting.

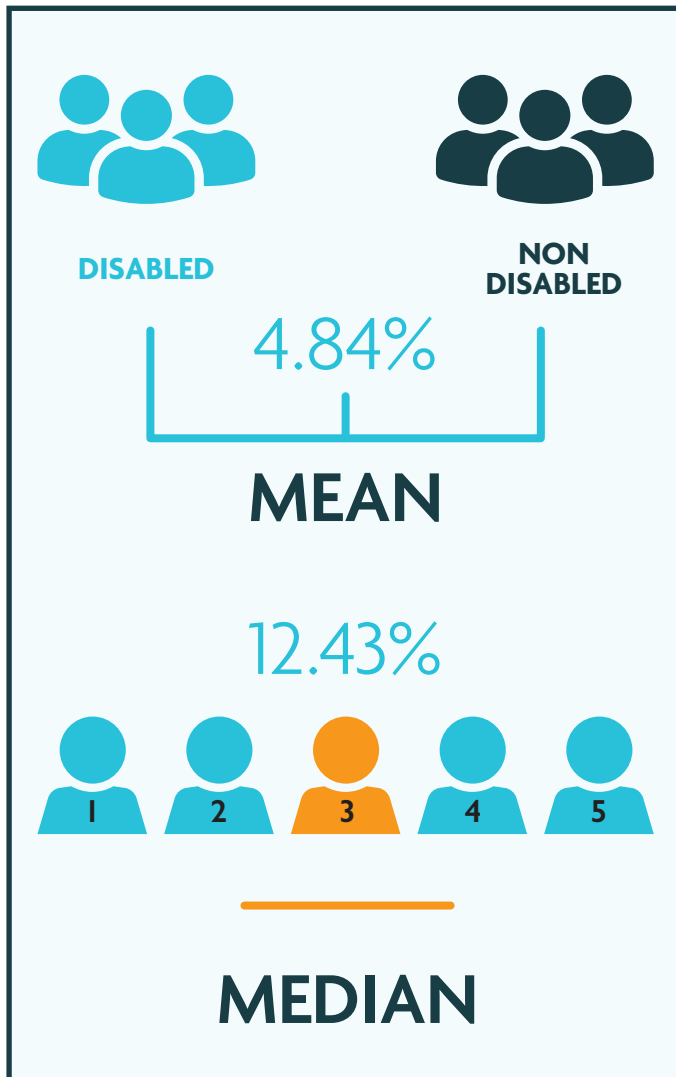
To calculate the pay gap, we use the average hourly rate of pay for employees who have voluntarily shared their disability status. The data is captured through our internal HR systems and self-disclosure processes, and the calculation follows the same methodology used for our gender and ethnicity pay gap reporting. This allows us to identify any disparities and begin to understand the factors that may be contributing to them. We use data from the 'snapshot' date of 5 April to compile our pay gap reports annually.

The data shown in this, and all our pay gap reports, relates to colleagues at ForHousing and on the Housing Management Contract (HMC) that delivers services to Cheshire West and Chester Council tenants and customers.

This report presents ForHousing's mean and median pay gap and bonus gap information as well as information on the make-up of our workforce and how representation is distributed across different pay levels. We also reflect on what we think may be contributing to our disability pay gap, reflect on recent activity and success to build upon and set out our action plan to drive further change.

# HEADLINE DISABILITY PAY GAP FIGURES

AT A GLANCE



ForHousing's mean Disability Pay Gap is **4.84%**

The **mean** pay gap refers to the average pay gap, and is the difference in average hourly pay calculated by adding all pay rates for a particular group (i.e. disabled colleagues) and dividing this by the number of colleagues who identify in this way. This is helpful to show the overall difference between pay – although it can be affected by a few particularly high or low earners.

ForHousing's median Disability Pay Gap is **12.43%**

The **median** pay gap refers to the middle point in pay distribution, and compares the rate of pay for middle earnings in each group being considered. This tends to give a more typical picture of pay differences in hourly pay.

The Disability Pay Gap is not currently widely reported in the UK, but the Office for National Statistics (ONS) estimated that the median disability pay gap for employees in the UK in 2023 was 12.7%, meaning our Disability Pay Gap is in-line with the national average. Nationally the disability pay gap is most pronounced for disabled men, those on full-time contracts and disabled people who are most limited in their day-to-day activity by their disability.

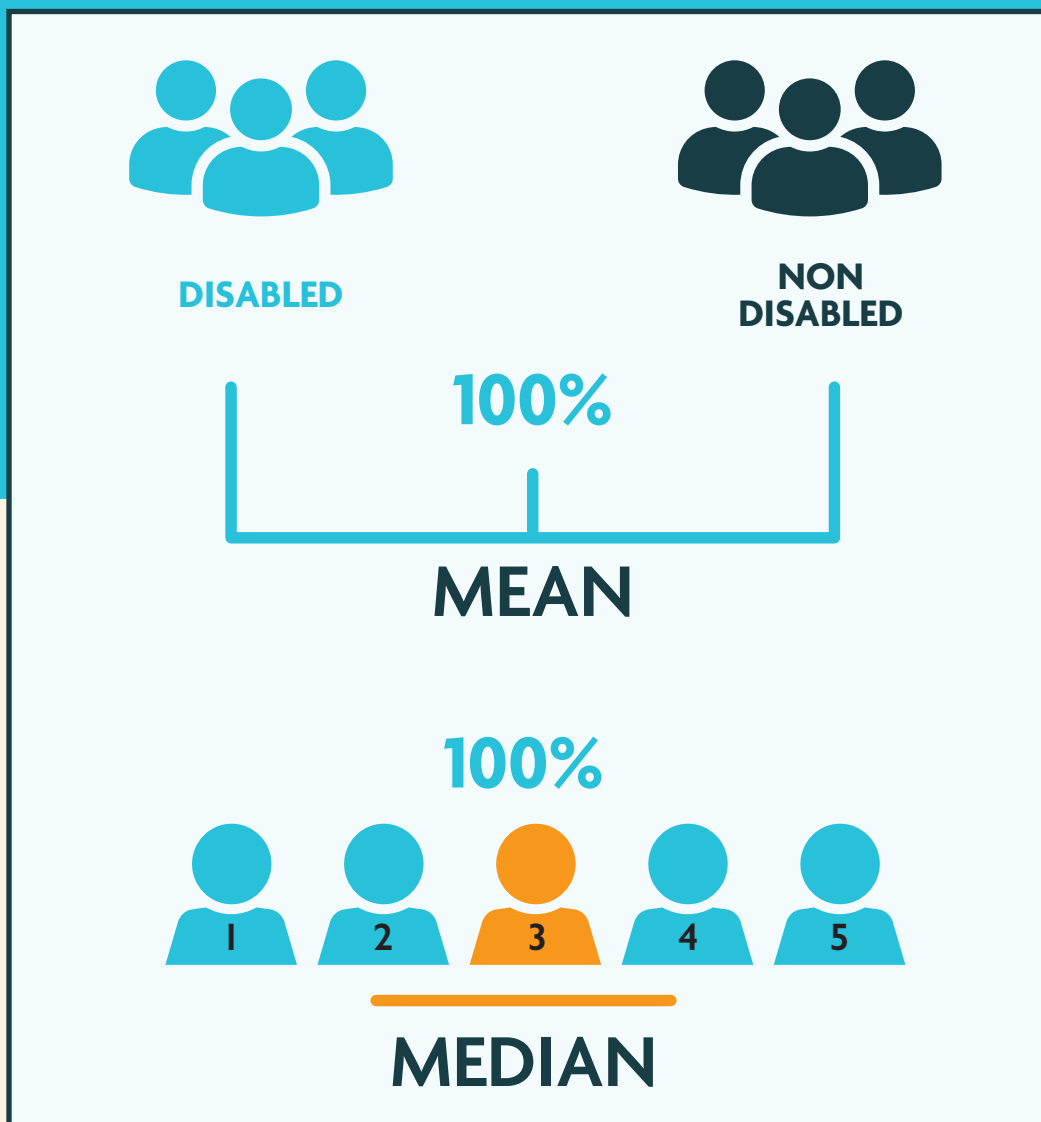
# BONUSES BY DISABILITY

**When considering the pay gap for any bonuses received, we look at all bonuses paid in the 12 months prior to 5 April 2025.**

In 2025, two ForHousing colleagues received a discretionary bonus in relation to retention. No ForHousing Executives received a bonus. A discretionary bonus is extra pay provided for specific or unexpected situations and these payments are not part of the employment contract.

They are awarded at the discretion of the Executive Management Team, and reported to the People and Culture Committee, and are a result of exceptional performance, productivity or profitability achieved by the individual/s.

In the year 2024-25, 0% of disabled colleagues and 0.4% of non-disabled colleagues received a bonus. As both the colleagues who received a bonus in this period were non-disabled, the mean bonus pay gap was 100% and the median bonus pay gap was 100%.



# FORHOUSING PAY QUARTILES BY DISABILITY

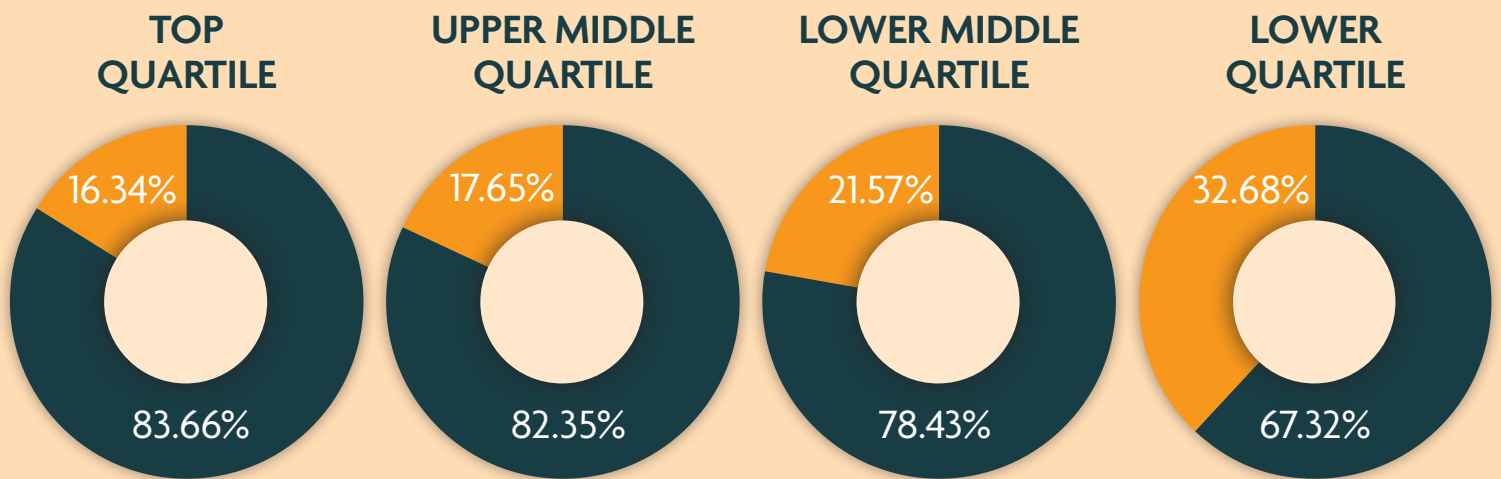
## OUR PAY QUARTILES

A pay quartile is a way of looking at our workforce in four equal groups based on hourly pay. This helps us to understand if there are areas of over or under-representation across our pay grades, which could relate to structural or organisational issues that we have an opportunity to address.

The information below shows the representation of ForHousing disabled and non-disabled colleagues across our four pay quartiles.

## MAKE-UP OF OUR WORKFORCE

The percentage of our colleagues voluntarily sharing their disability information is 94.87%. As of April 2025, 20.82% of ForHousing colleagues identified as having a disability or long-term health condition (142 colleagues), 74.04% identified as being non-disabled (505 colleagues) and 5.14% did not share this information (35 colleagues).



Disabled	Pay quartile	Non-disabled
16.34% (25)	Top quartile	83.66% (128)
17.65% (27)	Upper middle quartile	82.35% (126)
21.57% (33)	Lower middle quartile	78.43% (120)
32.68% (50)	Lower quartile	67.32% (103)

This information is calculated using pay data from 'full pay relevant employees' and excludes colleagues who did not receive their full pay during the reporting period. This could be because they started with or left the organisation during the reporting period or were on reduced pay for reasons such as sickness absence or parental leave.

It shows that disabled colleagues, who make-up 20.82% of our workforce, are significantly over-represented in our lowest pay quartile and under-represented in the upper middle and top pay quartiles. This data is part of our wider EDI and People evidence base and provides a baseline from which we can make further improvements.

# UNDERSTANDING OUR DISABILITY PAY GAP

**Our median pay gap is in line with the ONS estimate of the national disability pay gap and we want to see this reduce. It is likely our disability pay gap is primarily driven by an over-representation of disabled colleagues in lower paid roles.**

When we consider our HMC colleagues separately, 31% of colleagues identify as having a disability or long-term health condition, compared to 18% of ForHousing colleagues. HMC colleagues are significantly more likely to be in roles in the lower and lower middle pay quartiles and significantly less likely to be in roles in the upper middle and top pay quartiles.

## MOVING FORWARD

We are committed to creating opportunities, enabling progression and removing barriers for disabled colleagues at every level of ForHousing, as well as continuing to attract disabled talent into the organisation, including in senior roles.

**Activity and progress from 2024-25 that we can build upon has included:**

- **Data:** Improved our disability dataset and increased the number of colleagues sharing their disability status to 94.87%, enabling meaningful analysis and monitoring.
- **Inclusive recruitment:** Continued to build our ambitious inclusive recruitment programme, including inclusive recruitment training for all colleagues involved in recruitment, introduction of diverse interview panels, plain language and accessible role profiles and opt-in positive action interview schemes, including for disabled applicants.
- **Colleague voice:** Further developed our colleague led Access Network for disabled colleagues, carers and allies. The Network has worked with HR to develop guidance for managers on managing colleague sickness absence and supported Carers Week activities.
- **Disability Confident Level 2:** Submitted a successful self-assessment, in partnership with the Access Network, and became recognised as a Disability Confident Employer.
- **Reasonable adjustments:** Worked with the Access Network to produce a statement and supporting manager guidance on making reasonable adjustments for colleagues, supported by a communications campaign highlighting internal good practice.
- **Career development:** Held a successful 'Pathways to Grow' career development fair to promote internal opportunities (including shadowing and secondments) and career pathways for colleagues.
- **Internal mentoring:** Formalised our approach to mentoring and rolled out the Pushfar scheme across the organisation.
- **Tackling bullying, harassment and discrimination:** Launched our 'Not Under Our Roof' programme, to assure colleagues that no form of bullying, harassment or discrimination is tolerated at ForHousing. Activities so far include allyship training for colleagues and bespoke training for senior leaders, and increasing awareness of reporting mechanisms and support.
- **Training:** Varied disability training available to all colleagues through our events calendar, including on topics such as neurodiversity, menopause awareness and mental health.
- **Job evaluation:** Commenced our job family and job evaluation project that will ensure pay parity for the same roles.

Looking ahead to 2026, year three of ForHousing's Strategy and associated operational delivery plans include the delivery of key projects that have the potential to positively impact pay gaps at ForHousing. This includes developing a skills matrix for all roles, which will better enable colleague career development and feed into the delivery of an organisational succession plan.

# ACTION PLAN TO SUCCESS



## INCLUSIVE RECRUITMENT

### INCLUSIVE RECRUITMENT TRAINING

Continue roll out of mandatory inclusive recruitment training for all hiring managers and those involved in recruitment and selection processes.

### DIVERSE INTERVIEW PANELS

As an outcome of the inclusive recruitment training, increase the use of diverse interview panels for recruitment and scrutiny processes and monitor outcomes.

### DIVERSE INTERVIEW SCHEMES

Continue to promote interview schemes, currently available for veterans, ForHousing tenants and disabled candidates for all roles and ethnically minoritised candidates for senior roles. Monitor progress and report on conversation rate.

### EDI ANALYSIS OF RECRUITMENT DATA

Continue to conduct EDI analysis of recruitment data via the Recruitment Dashboard and share key findings with colleague groups, the People and Culture Committee and via internal communications.

# ACTION PLAN TO SUCCESS



## RETENTION AND PROGRESSION

<b>JOB FAMILIES</b>	Finalise implementation of transparent job families and salary bands to ensure standardisation and parity between roles. Make necessary pay adjustments to address any identified disparities.
<b>CAREER PATHWAYS</b>	Develop guidance on career pathways, including producing skills matrices to inform colleague progression and ForHousing's succession planning approach.
<b>SUCCESSION PLANNING</b>	Develop and deliver a Succession Planning Framework that promotes a clear pathway for progression and train managers on the framework to ensure its successful implementation.
<b>SUPPORT FOR INTERNAL CANDIDATES</b>	Extend CV and career advice available for tenants to all colleagues, when they are seeking opportunities within the organisation. Provide guaranteed interviews for internal colleagues who meet the essential requirements for a role. Monitor the success of internal candidates and ensure they are supported throughout the application process and receive feedback that can inform their development.
<b>FLEXIBLE WORKING</b>	Continue to promote our Flexible Working Policy and the benefits of agile working. ForHousing's established internal colleague group will lead on the feasibility analysis into a 9-day fortnight and work towards its implementation, as appropriate.
<b>PERFORMANCE FEEDBACK</b>	Continue management training and monitoring to ensure all managers undertake 1-2-1s and set objectives with the colleagues they line manage, and that these conversations include performance feedback and career conversations.



# ACTION PLAN TO SUCCESS



## PERSONAL GROWTH AND DEVELOPMENT

### COLLEAGUE INCLUSION NETWORKS

Continue to support and develop ForHousing's colleague-led Inclusion Networks and increase ways that colleagues can get involved. Ensure all areas of the organisation are appropriately represented and enable colleagues to get involved in specific activities, projects or 'task and finish' groups.

### EDI TRAINING

Continue to ensure mandatory EDI training is undertaken by all colleagues and contractors. Provide an annual calendar of topic and skill specific EDI training and monitor uptake. Provide bespoke EDI training for different teams within the organisation, senior leaders and the Board.

### ALLYSHIP

Develop the next stage of the 'Not Under Our Roof' programme, to assure colleagues that no form of bullying, harassment and discrimination is tolerated at ForHousing and that issues will be appropriately addressed. Continue capacity building activities for all colleagues and senior leaders to ensure the right conditions to limit and challenge this behaviour.

### MENTORING

Continue to grow and promote our internal mentoring scheme with Pushfar, monitoring and analysing uptake as part of our EDI monitoring of L&OD activity.



# ACTION PLAN TO SUCCESS



## DATA AND INSIGHT

### EDI DATA

Continue communications campaign to encourage colleagues to share and update their EDI information, including information on how this will be used to benefit them and the organisation, such as improving pay gap analysis.

### POSITIVE ACTION

Continue to use our data and the insight derived from this to inform our activities and initiatives, including positive action initiatives where appropriate.

### PAY GAP ANALYSIS

Continue to produce annual gender, ethnicity and disability pay gap reports, exploring the potential to bring these together into one pay gap report and to undertake intersectional analysis and reflection.



# DIRECTOR STATEMENT

This Disability Pay Gap report has been voluntarily compiled using the same methodology set out in the mandatory government regulations for calculating our gender pay gap – the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Doing so provides a consistent framework for collecting, analysing and reporting on pay gap data.

Nichola Hembury  
Director of People