

# GENDER PAY GAP REPORT

2025



# FOREWORD

**At ForHousing, our commitment to equity, diversity and inclusion (EDI) is central to who we are and how we operate. As part of this commitment, we have been reporting on our gender pay gap since before this was mandated, and also voluntarily report our ethnicity and disability pay gaps. This long-standing focus reflects the importance we place on gender equity and our determination to drive meaningful change.**

I'm pleased to share that our gender pay gap remains below the UK national average, and we continue to see progress in the right direction. However, we recognise that there is still work to do. Closing the gap entirely requires sustained effort, transparency, and a willingness to challenge ourselves—and we remain fully committed to that journey.

Our ambition around EDI remains high, and we are proud of the healthy challenge we receive from our colleague networks, including the Staff Forum and our Inclusion Networks. Their insight, energy and advocacy help us to stay accountable and ensure that our actions reflect the lived experiences of our people.

As we build on the progress we've made, we will continue to listen, learn and act. We know that working to advance gender 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. By publishing this report, we aim to hold ourselves accountable for progress in this area.

**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 gender pay gap, which all organisations with more than 250 employees are required to report upon annually.

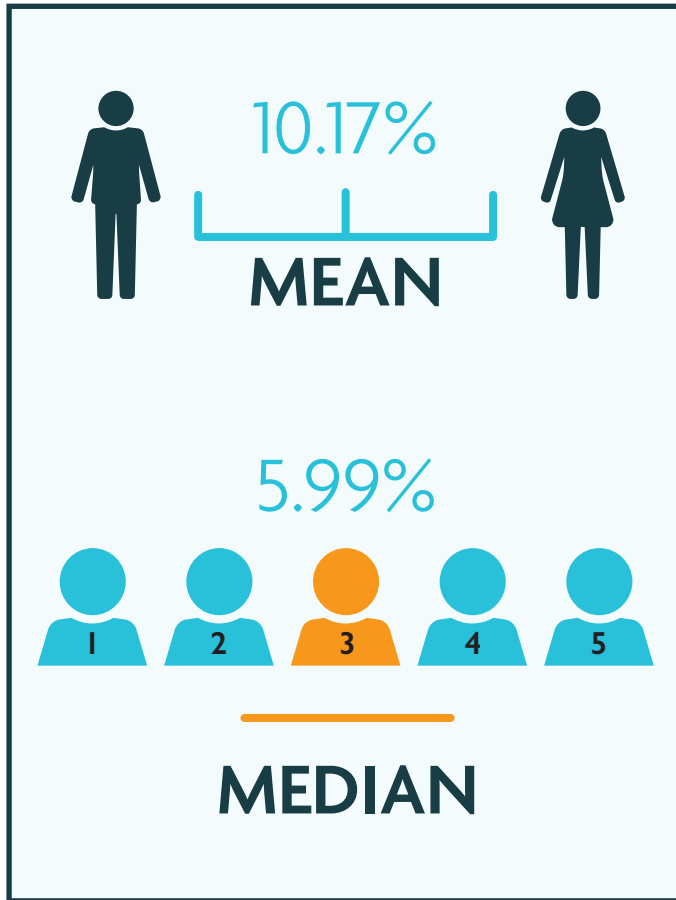
To calculate the pay gap, we use the average hourly rate of pay for employees and follow the methodology set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This allows us to identify any disparities and begin to understand the factors that may be contributing to them. We 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 gender pay gap, reflect on recent activity and success to build upon and set out our action plan to drive further change.

# HEADLINE GENDER PAY GAP FIGURES

AT A GLANCE



ForHousing's mean Gender Pay Gap is **10.17%**

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. female 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 Gender Pay Gap is **5.99%**

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 table below shows how ForHousing's Gender Pay Gap, in relation to hourly pay, has changed over time:

	2023	2024	2025
<b>Mean</b>	15.94%	9.75%	10.17%
<b>Median</b>	9.02%	7.36%	5.99%

The latest data from the Office for National Statistics (ONS) on the national gender pay gap is from 2024. This data shows that the gender pay gap in the UK has been decreasing for the last decade and in 2024 the national median pay gap between men and women on both full and part-time contracts was 13.1%, and 7% for just full-time employees.

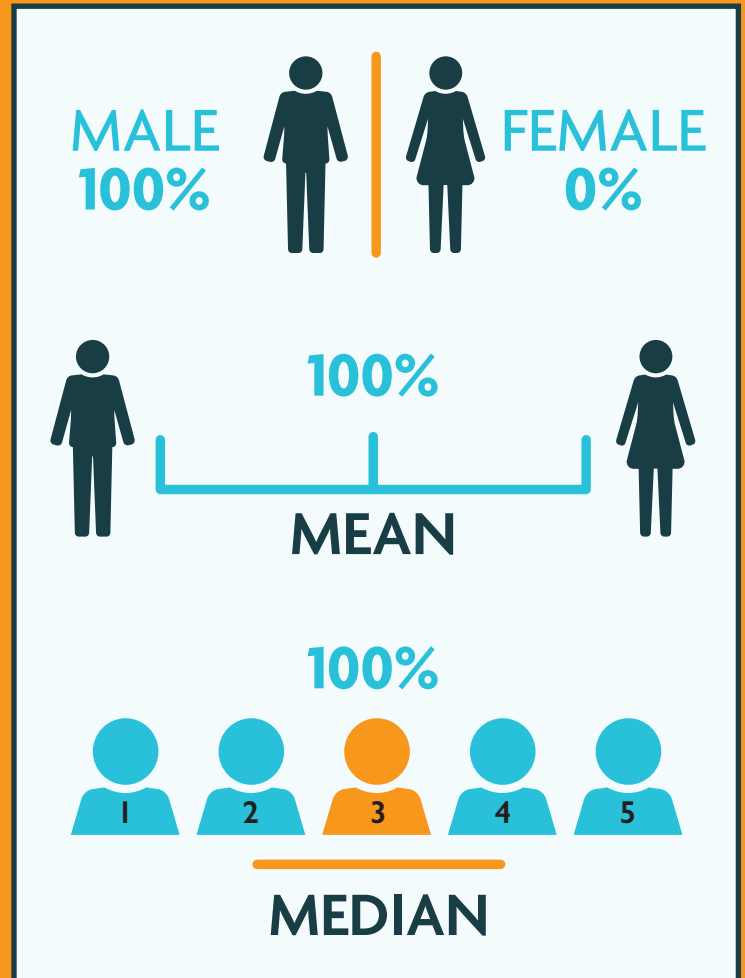
Nationally the gender pay gap is higher among higher earners and women aged 40 years and over.

# BONUSES BY GENDER

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 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 female and 0.67% male colleagues at ForHousing received a bonus. As both the colleagues who received a bonus in this period were male, the mean bonus pay gap was 100% and the median bonus pay gap was 100%, compared to a mean bonus pay gap of -25% and median bonus pay gap of -25% in 2023-24.



The table below shows how ForHousing's Gender Pay Gap, in relation to bonuses, has changed over time:

	2023	2024	2025
<b>Mean</b>	45.33%	-25%	100%
<b>Median</b>	0%	-25%	100%

# FORHOUSING PAY QUARTILES BY GENDER

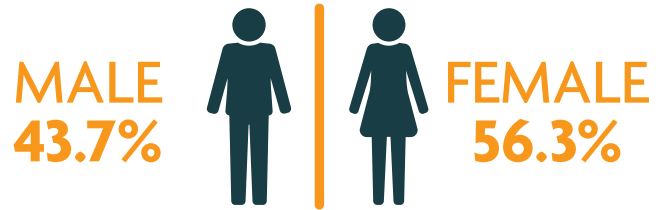
## OUR PAY QUARTILES

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.

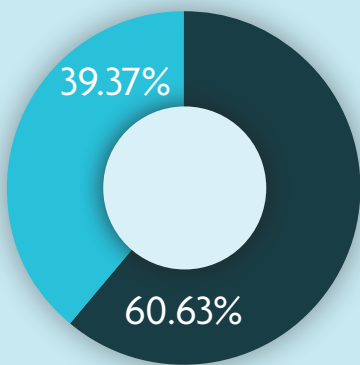
The information below shows the representation of ForHousing female and male colleagues across our four pay quartiles.

## MAKE-UP OF OUR WORKFORCE

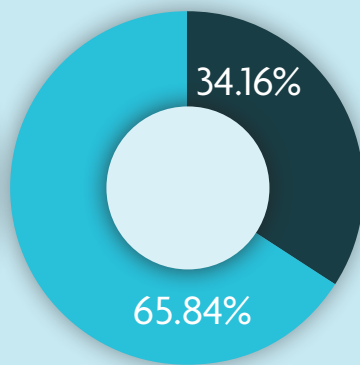
As of April 2025, 56.3% of ForHousing colleagues are female (384 colleagues) and 43.7% are male (298 colleagues).



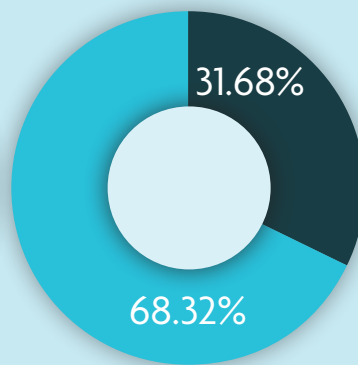
**TOP QUARTILE**



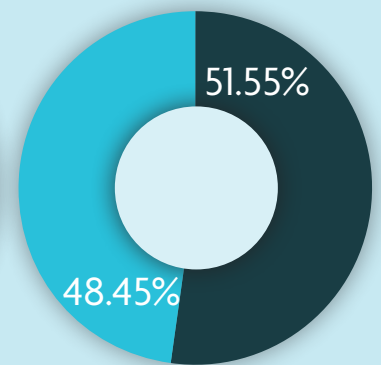
**UPPER MIDDLE QUARTILE**



**LOWER MIDDLE QUARTILE**



**LOWER QUARTILE**



Female	Pay quartile	Male
39.37% (63)	Top quartile	60.63% (97)
65.84% (106)	Upper middle quartile	34.16% (55)
68.32% (110)	Lower middle quartile	31.68% (51)
48.45% (78)	Lower quartile	51.55% (83)

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 whilst female colleagues make up 56.3% of our workforce, they are significantly under-represented in our top pay quartile and over-represented in our upper-middle and lower-middle 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 GENDER PAY GAP

**Whilst the overall demographic profile has stayed consistent, since 2024 there has been a significant decrease in female colleagues in the lower pay quartile and an increase in the lower middle, which is now the pay quartile where female colleagues are most over-represented.**

From 2024 the representation of female colleagues among our lower pay quartile has decreased from 58.46% to 48.45%. This will likely have contributed to our median gender pay gap reducing from 7.36% to 5.99%. Despite this upward shift, there has also been a decrease of 4% (6 colleagues) among women in the top pay quartile, and this variation will likely have influenced our mean gender pay gap that has risen slightly.

## MOVING FORWARD

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

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

- **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 gender neutral role profiles and opt-in positive action interview schemes.
- **Career development:** Held a successful 'Pathways to Grow' career development fair to promote internal opportunities (including shadowing and secondments) and career pathways for colleagues.
- **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.

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

Nichola Hembury  
Director of People