ForHousing

DISABILITY
PAY GAP REPORT
2026

FOREWORD

I am pleased to present our organisation's Disability Pay Gap report. This is the second year we have reported our disability pay gap information, alongside our gender and ethnicity pay gap reports. It is fantastic to see that our Disability Pay Gap has dropped significantly since last year and we look forward to maintaining this momentum.

There have been internal changes within our organisation that have reduced our overall headcount, which will have contributed to this change – and we will not be complacent. Our focus now will be on ensuring our Disability Pay Gap action plan is successfully implemented for this reduction to stabilise and continue on a downward trend.

We recognise that disabled people can face barriers and challenges in the workplace that will affect the colleague experience and can contribute to pay gaps. By conducting this and broader analysis, we aim to gain deeper insight into where targeted interventions may be 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.

I am also incredibly grateful to all the colleagues who are helping us advance disability equality internally. Members of our colleague-led Access Network give their time, insight and expertise to drive meaningful change in our organisation. Some of their successes include working with HR to develop Reasonable Adjustment guidance and improving our processes for recording and monitoring these, as well as establishing support groups for people affected by the menopause, baby loss and men's wellbeing.

We remain ambitious in our equity, diversity and inclusion (EDI) efforts and aim to be sector leading in this area. 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.

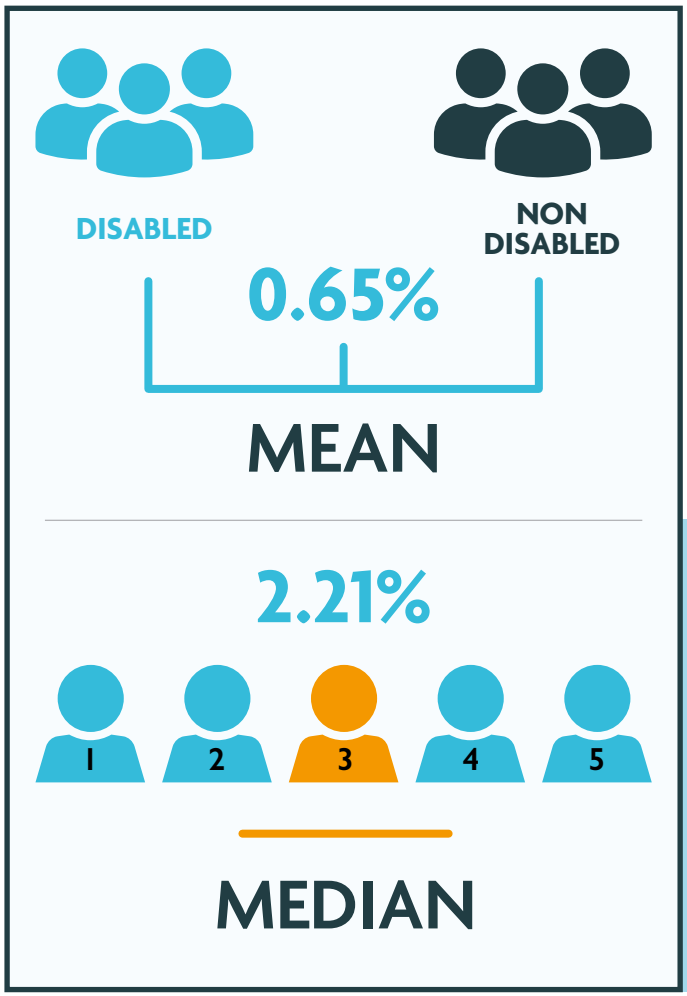
This report focuses on the disability pay gap - an area we are voluntarily exploring alongside our existing gender and ethnicity pay gap reporting.

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.

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

0.65%

The **mean** pay gap refers to the **average** pay gap, it is the difference in hourly pay between disabled and non-disabled colleagues. 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

2.21%

The **median** pay gap refers to the **middle point** in hourly pay, and compares middle point hourly pay of each group being considered. This provides a more typical picture of pay differences in hourly pay.

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

	2023	2024	2025	2026
Mean	-	9.38%	4.84%	0.65%
Median	-	12.43%	12.43%	2.21%

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%, a figure that had been consistent since 2014. If this trend were to continue, ForHousing's Disability Pay Gap would be significantly lower than the national figure. 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.

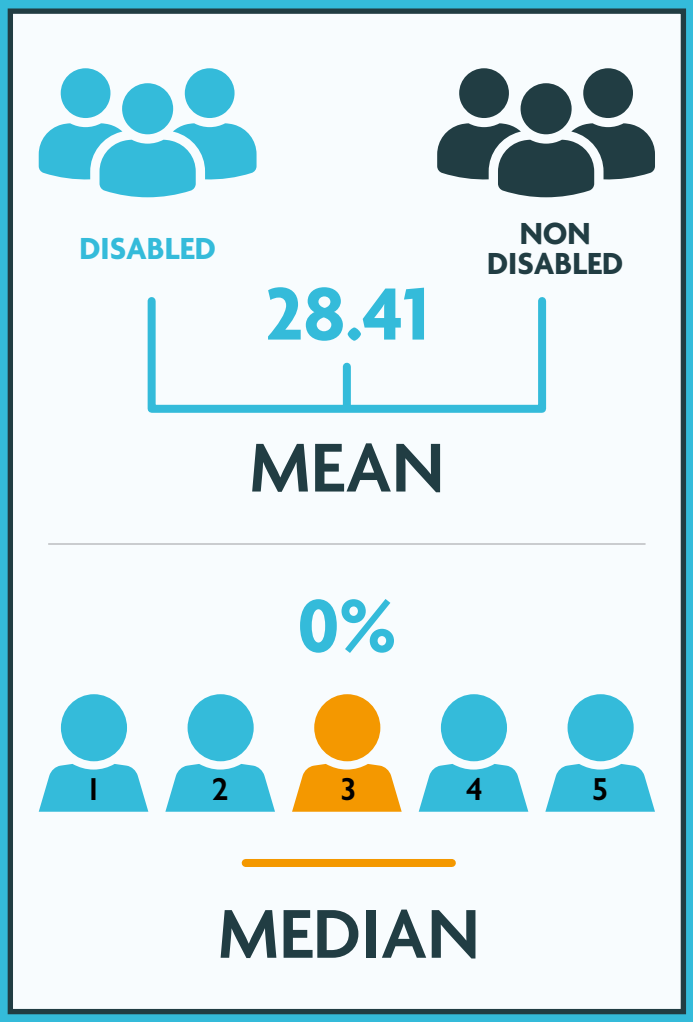
BONUSES
BY DISABILITY

ForHousing did not pay any performance related bonuses in 2025-26. When considering the pay gap for any bonuses received, we are looking at all Long Service Awards paid in the 12 months prior to 5 April 2026.

In the year 2025-26, **8.42%** of disabled colleagues and **6.8%** non-disabled colleagues at ForHousing received a Long Service Award. Using this information this means:

ForHousing's mean Disability Bonus Pay Gap 28.41%

ForHousing's median Disability Bonus Pay Gap 0%



The table below shows previous pay gap information relating to performance related bonuses and how this changed over time:

	2023	2024	2025
Mean	-	40%	100%
Median	-	40%	100%

FORHOUSING PAY QUARTILES BY DISABILITY

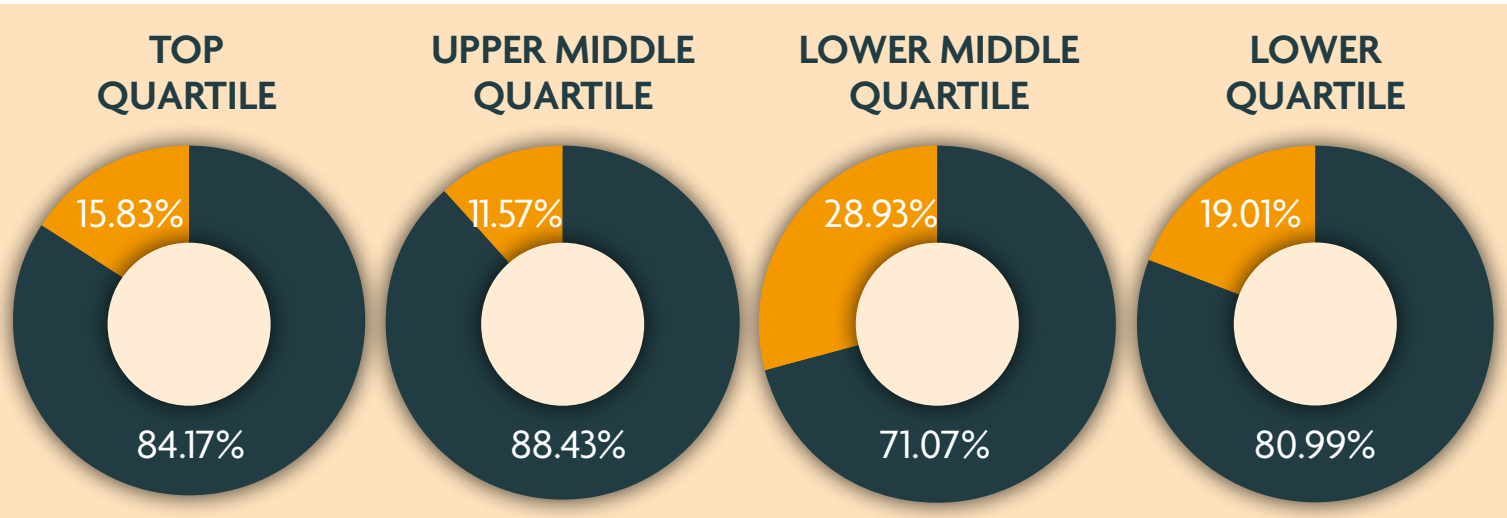
OUR PAY QUARTILES

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 95.12%. As of April 2026, 17.82% of ForHousing colleagues identified as having a disability or long-term health condition (95 colleagues), 77.3% identified as being non-disabled (412 colleagues) and 4.88% did not share this information (26 colleagues).



Disabled	Pay quartile	Non-disabled
15.83% (19)	**Top quartile**	84.17% (101)
11.57% (14)	**Upper middle quartile**	88.43% (107)
28.93% (35)	**Lower middle quartile**	71.07% (86)
19.01% (23)	**Lower quartile**	80.99% (98)

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 17.82% of our workforce, are significantly over-represented in our lower middle pay quartile (an increase of 7% from 2025) and under-represented in the upper middle pay quartile (a decrease of 6% from 2025).

The most significant change in our pay quartiles is among our colleagues in the lower pay quartile. In 2025, over 30% of our colleagues in this quartile identified as having a disability and this has dropped by 13.7% in 2025.

UNDERSTANDING OUR DISABILITY PAY GAP

Based on the ONS's 2023 figures, our median Disability Pay Gap is over 10% lower than the national figure.

Our Disability Pay Gap was previously in-line with the national figure and therefore we are pleased with this significant reduction. We believe this reduction is particularly influenced by changes in our overall headcount and workforce demographics owing to internal changes since 2025. Specifically, the decrease will have been affected by the reduction of our colleagues identifying as having a disability in our lower pay quartile and this figure now being more in-line with our overall workforce demographics.

This data is part of our wider EDI and People evidence base and provides a baseline to improve from.

MOVING FORWARD

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

We will continue to listen to and be informed by the experience and insight of our colleagues, as well as good practice from other organisations and sectors.

Activity and progress from 2025-26 that we can build upon has included:

- **Inclusive recruitment:** Continued to build our ambitious inclusive recruitment programme, including mandatory training for hiring managers, use of diverse interview panels, plain language and accessible role profiles and opt-in positive action interview schemes, including for disabled applicants.
- **Colleague voice**: Supported the further development of our colleague-led Access Network for disabled colleagues, carers and allies. In addition to a range of communications and engagement activity, the Access Network established sub-groups in the areas of menopause, baby loss and men's wellbeing support and led on a review of our Mental Health First Aider initiative.
- **Reasonable adjustments:** To build upon the publication of guidance on reasonable adjustment guidance for colleagues and managers, the Access Network has supported changes to our personnel system to improve how reasonable adjustments are recorded and monitored.
- **Tackling bullying, harassment and discrimination:** As part of our 'Not Under Our Roof' programme, colleagues from across our colleague forums delivered an outreach programme via team meetings to raise awareness of the different ways colleagues can raise concerns about bullying, harassment and discrimination and what support is available. Reporting mechanisms have been strengthened with the introduction of our online 'Raise a Concern' form, which enables colleagues to raise a concern anonymously, if they prefer.
- **People Policy Working Group:** Established a People Policy Working Group, co-chaired by HR and EDI, which brings together colleagues from across the organisation to review, challenge, and enhance People policies and procedures.
- **Training:** Varied disability training available to all colleagues through our events calendar, including on topics such as neurodiversity, menopause awareness, mental health and suicide prevention.
- **Tenant Talent Pool:** The Tenant Talent Pool (TTP) is an important initiative to help us recruit more social housing tenants and to help us better reflect the communities we serve. The TTP creates a 'pool' of tenants who have successfully interviewed with us, that hiring managers can consider for suitable roles as these arise, without needing to advertise. Since this was launched in 2025-26, 29 tenants have become part of the TTP and 7 have since been offered permanent roles.
- **Support for internal candidates:** Based on feedback from our colleague networks, support for internal candidates has been enhanced. We've offered targeted and tailored support to colleagues who have applied for multiple roles and have been unsuccessful. 2 colleagues since January 2024 have applied for more than 3 roles and been unsuccessful at more than 2 interviews. Both were offered 1-2-1 guidance and the colleague who took up the offer has now been offered a new internal role.

Looking ahead to 2027, year four 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 Competency Framework that will better enable colleague career development and clear career pathways.

ACTION PLAN
TO SUCCESS

INCLUSIVE RECRUITMENT

INCLUSIVE RECRUITMENT TRAINING	Continue roll out and monitoring of mandatory Inclusive Recruitment training for all hiring managers and those involved in recruitment and selection processes.
DIVERSE INTERVIEW PANELS	Ensure the use of diverse interview panels, including colleague representation from outside the recruiting team, for all 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 conversion 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.
TENANT TALENT POOL	Continue to develop the Tenant Talent Pool as part of our overall aim for 20% of our workforce to be social housing tenants. Ensuring as many entry level roles as possible are filled via the Tenant Talent Pool.

ACTION PLAN TO SUCCESS

RETENTION AND PROGRESSION

JOB FAMILIES	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.
CAREER PATHWAYS	Develop guidance on career pathways, including producing ForHousing's Competency Framework to support our adaptable succession planning approach.
PROGRESSION READINESS	Create LinkedIn Learning playlists for colleagues on practical elements of making the most of recruitment opportunities, including CV writing, producing strong applications and interview techniques. Adapt the AI agent that provides recruitment support for tenants through the Employment Support Service for the benefit of colleagues.
SUPPORT FOR INTERNAL CANDIDATES	Monitor the success of internal candidates and ensure they are supported throughout the application process and receive feedback that can inform their development. Continue new targeted approach, where colleagues who have submitted repeat unsuccessful applications are provided 1-2-1 advice and guidance.
FLEXIBLE WORKING	Continue to promote our Flexible Working Policy and the benefits of agile working. Undertake a review of this policy and ensure agile working is accessible to colleagues and that all can benefit.
PERFORMANCE FEEDBACK	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.
MANAGER DEVELOPMENT	Finalise and launch a comprehensive Leadership Pathway for all managers and leaders in the organisation, to help support and developer manager and leaders in their roles and help ensure consistent competencies.

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 bespoke EDI training for different teams within the organisation, senior leaders and the Board, including as part of our ongoing 'Not Under Our Roof' programme.
RAISING CONCERNS	Monitor concerns shared by colleagues via the 'Raise a Concern' online form and ensure insight helps inform relevant interventions.
MENTORING AND SHADOWING	Re-launch our internal mentoring scheme with Pushfar, monitoring and analysing uptake as part of our EDI monitoring of L&OD activity. Roll-out shadowing request form following that has been piloted in Supported Living to increase shadowing uptake and knowledge exchange across teams.
PATHWAYS TO GROW	Deliver our bi-annual internal recruitment fair, with representation from all departments and teams, as well as our colleague forums.

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