ForHousing

# ETHNICITY
# PAY GAP REPORT
# 2026

# FOREWORD

**At ForHousing, our commitment to equity, diversity and inclusion (EDI) is not just a statement of intent - it's a core part of who we are and how we work. We are committed to being an organisation where everyone can thrive, and where Black, Asian and other ethnically minoritised colleagues are represented, valued, and supported at every level.**

Our Race Inclusion Network is a colleague-led network that plays a vital role in shaping and informing our race equality work, offering insight, challenge, and support. The network has a close working relationship with our People Team and has supported our inclusive recruitment initiatives. They have also strengthened our focus on progression opportunities across the organisation, which has resulted in our bi-annual 'Pathways to Grow' event, shadowing pilots and enhanced support for internal candidates. I am very grateful to every colleague who gives their time to be part of this initiative, and to those who champion and support their work across the organisation.

The representation of ethnically minoritised colleagues across our workforce continues to improve, and we're proud to be increasingly reflective of the communities we serve, as well as the steps we've taken to build a more inclusive culture. However, we recognise that there is still work to do - particularly in addressing under-representation at our most senior levels. We continue to work with Greater Manchester Housing Providers (GMHP) partners on regional initiatives such as the BOOST 'disruptive mentoring' scheme, to support Black, Asian and other ethnically minoritised talent and challenge the status quo in our sector.

We remain ambitious in our EDI efforts and aim to be sector leading in this area. We know that working to advance race equity is not only the right thing to do, but also critical to our long-term success as an organisation and for the quality of services we provide to our tenants - 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.**

**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.

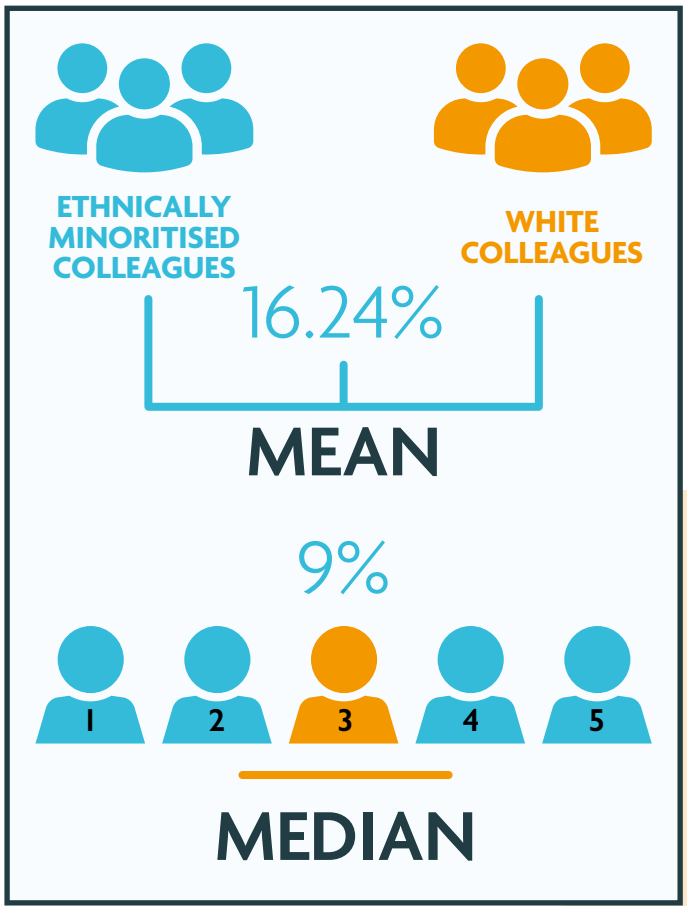
This report focuses on the ethnicity pay gap - an area we are voluntarily exploring alongside our existing gender pay gap reporting and our disability pay gap reporting.

To calculate the pay gap, we use the average hourly rate of pay for employees who have voluntarily shared their ethnicity information. 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 disability 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 ethnicity pay gap, reflect on recent activity and success to build upon and set out our action plan to drive further change.

# HEADLINE ETHNICITY PAY GAP FIGURES

AT A GLANCE




## ForHousing's mean Ethnicity Pay Gap is

## 16.24%

The **mean** pay gap refers to the **average** pay gap, it is the difference in hourly pay between white and ethnically minoritised employees. 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 Ethnicity Pay Gap is

## 9%

The **median** pay gap refers to the **middle point** in hourly pay, and compares the 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 Ethnicity Pay Gap, in relation to hourly pay, has changed over time:

| | 2023 | 2024 | 2025 | 2026 |
|---|---|---|---|---|
| **Mean** | 17.08% | 16.30% | 14.37% | 16.24% |
| **Median** | 3.32% | 6.39% | 9.57% | 9% |

The latest comprehensive data from the Office for National Statistics (ONS) on national pay differences by ethnicity is from 2022. This data shows that, when holding other information constant to provide an adjusted pay gap based on a like-for-like comparison, UK-born White employees earn more on average than most ethnically minoritised employees. Black, African, Caribbean or Black British employees are the only ethnicity group that consistently earn less than White employees, and this gap increases for Black, African or Caribbean employees who are not UK born.

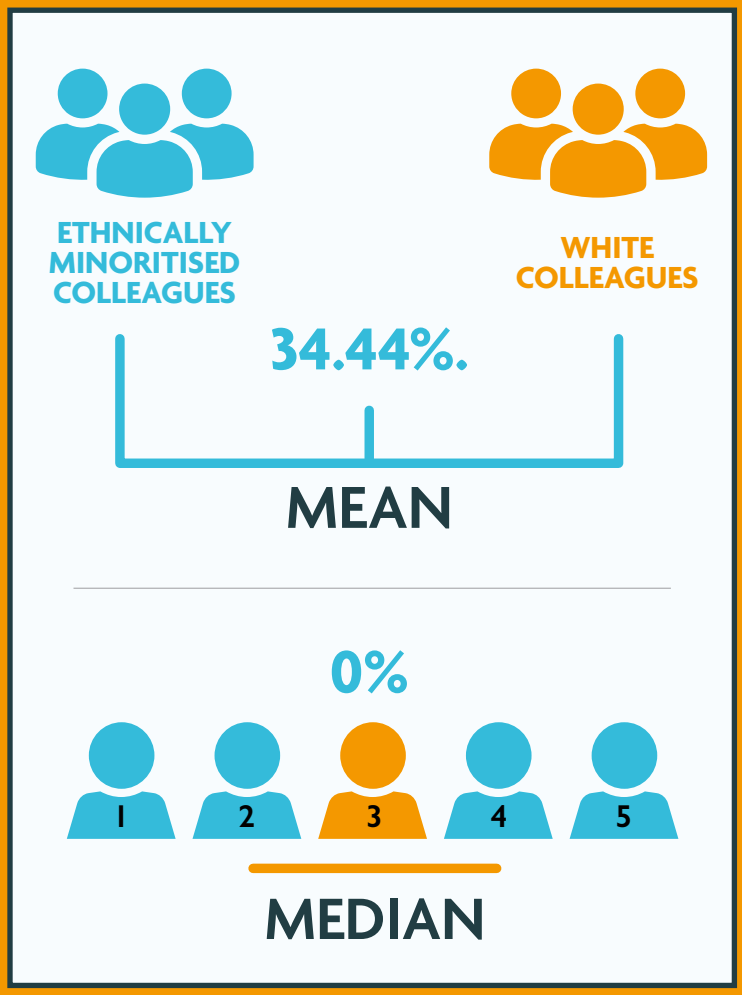
# BONUSES
# BY ETHNICITY

**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, **2.6%** of ethnically minoritised and **7.42%** White colleagues at ForHousing received a Long Service Award. Using this information this means:

**ForHousing's mean Ethnicity Bonus Pay Gap 34.44%**

**ForHousing's median Ethnicity 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** | 34.17% | -25% | 100% |
| **Median** | 0% | -25% | 100% |

# FORHOUSING PAY QUARTILES BY ETHNICITY

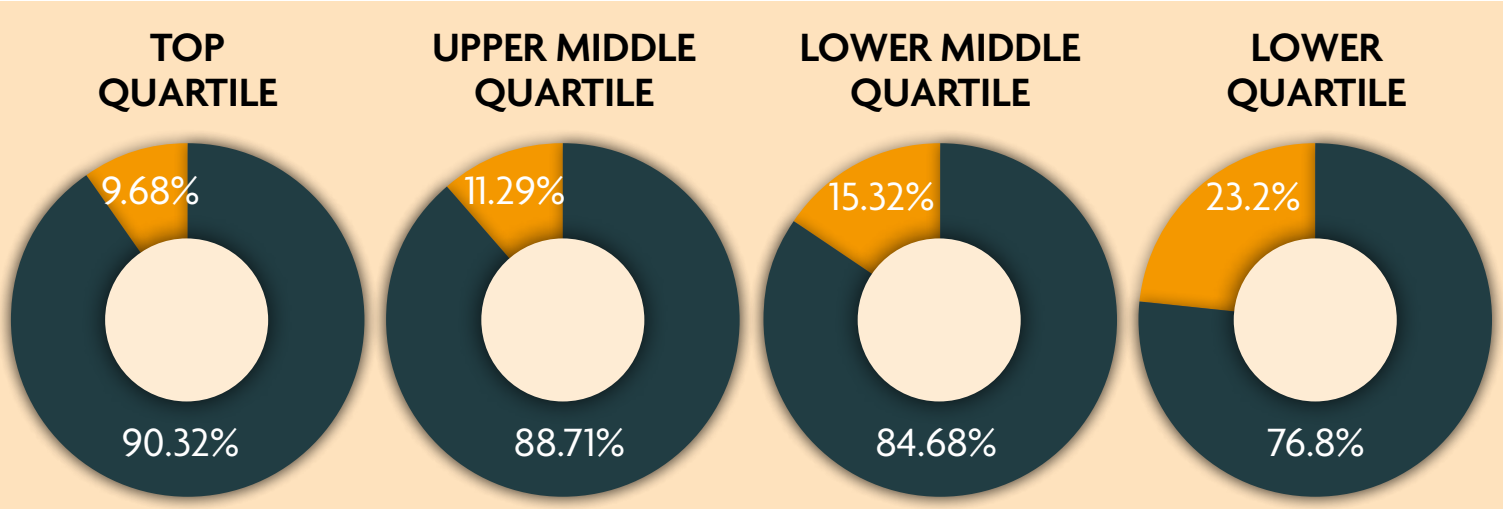
## OUR PAY QUARTILES

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 Black, Asian and other ethnically minoritised and White colleagues across our four pay quartiles.

## MAKE-UP OF OUR WORKFORCE

The percentage of our colleagues voluntarily sharing their ethnicity information is 97.94%. As of April 2026, 14.45% of ForHousing colleagues identified as being Black, Asian or from another ethnically minoritised group (77 colleagues), 83.49% identified as being White (445 colleagues) and 2.06% did not share this information (11 colleagues).




| Ethnically minoritised | Pay quartile | White |
|---|---|---|
| 9.68% (12) | **Top quartile** | 90.32% (112) |
| 11.29% (14) | **Upper middle quartile** | 88.71% (110) |
| 15.32% (19) | **Lower middle quartile** | 84.68% (105) |
| 23.2% (19) | **Lower quartile** | 76.8% (96) |

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 ethnically minoritised colleagues, who make up 14.45% of our workforce, are over-represented in our lower pay quartile and are under-represented in the top pay quartile. Since 2025, the most significant changes has been a 4.58% increase in representation of ethnically minoritised colleagues in our top pay quartile and a 9.82% increase in representation among our lower pay quartile.

# **UNDERSTANDING OUR** ETHNICITY PAY GAP

**We believe our ethnicity pay gap is primarily driven by an under-representation of ethnically minoritised colleagues at the most senior levels in our organisation. This is also the most likely reason why our mean pay gap is higher than our median pay gap for ethnicity, as mean pay gaps are more affected by a fewer number of people on significantly lower or higher salaries.**

Whilst representation in our top pay quartile has improved, and the representation of ethnically minority colleagues across the organisation is increasing, the over-representation of ethnically minoritised colleagues in roles in our lower pay quartile means this has not resulted in a meaningful reduction of our Ethnicity Pay Gap. Whilst this may reflect an increase of ethnically minoritised talent coming into the organisation at entry-level positions at the start of their careers, the right culture, environment and initiatives will be needed to ensure that colleagues feel they can progress their careers at ForHousing.

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 Black, Asian and other ethnically minoritised colleagues at every level of ForHousing, as well as continuing to attract ethnically minoritised 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 ethnically minoritised applicants applying for senior roles.
- **Colleague voice**: Further development of the Race Inclusion Network for Black, Asian and other ethnically minoritised colleagues and allies. Successes this year included ongoing participation in the external 'BOOST' programme, engagement with the 'She Leads for Legacy' conference, working with the organisation on our response to social unrest and anti-immigration rhetoric in our communities and the development of the 'Social housing and immigration - what's the real story?' factsheet.
- **Shadowing:** Piloted a shadowing sign-up form in Supported Living that enables all colleagues to request shadowing opportunities across any team in the organisation.
- **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:** Anti-racism, cultural awareness and allyship training sessions open to all colleagues.
- **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

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| **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

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|---|---|
| **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

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|---|---|
| **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

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|---|---|
| **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 Ethnicity 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**