ForHousing

GENDER
PAY GAP REPORT
2026

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.

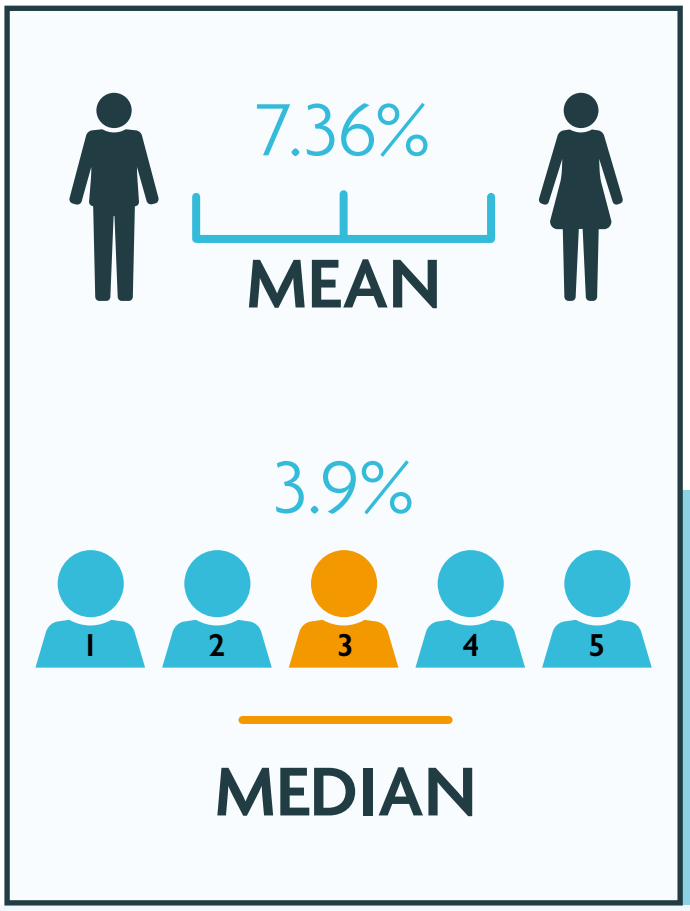
This report focuses on the gender pay gap, which all organisations with more than 250 employees are required to report upon annually.

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.

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

7.36%

The **mean** pay gap refers to the **average** pay gap, it is the average difference in hourly pay between male and female 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 Gender Pay Gap is

3.9%

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

	2023	2024	2025	2026
Mean	15.94%	9.75%	10.17%	7.36%
Median	9.02%	7.36%	5.99%	3.9%

The latest data from the Office for National Statistics (ONS) on the national gender pay gap is from 2025. This data shows that the gender pay gap in the UK has been decreasing for the last decade and in 2025 the national median pay gap between men and women was 12.8%. This figure is influenced by the fact that men are more likely to be in full-time roles than women, with 84% of employed men being in full-time roles compared to 60% of employed women.

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

BONUSES
BY GENDER

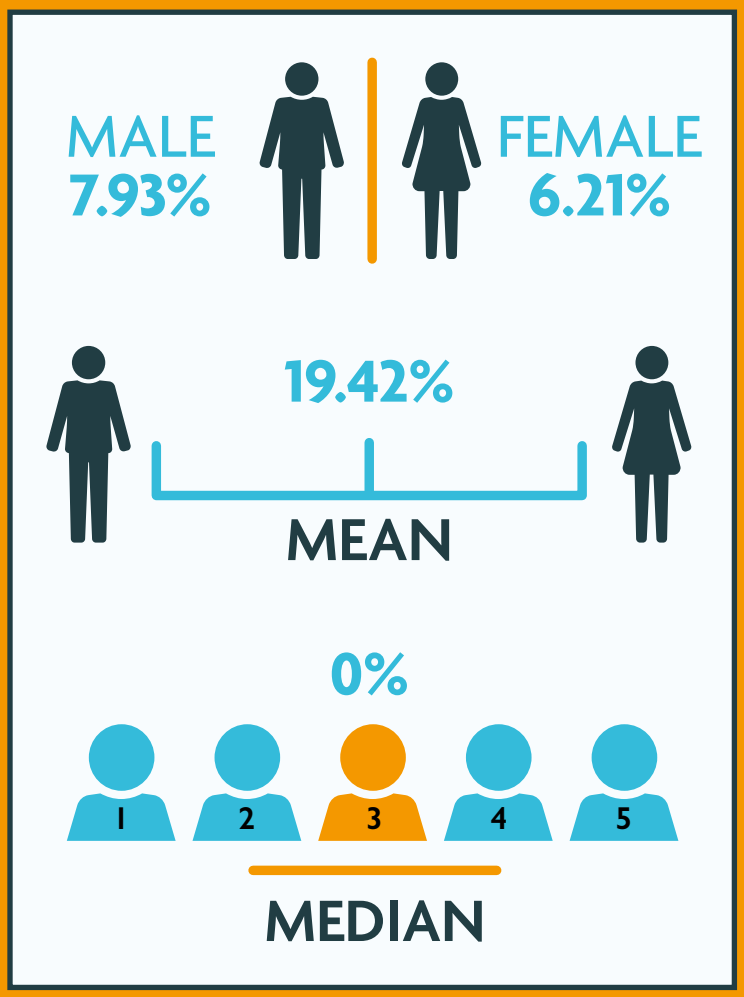
ForHousing did not pay any performance related bonuses in 2025-26. When considering the pay gap for any bonuses received, we are looking at all Long Service Awards paid in the 12 months prior to 5 April 2026.

In the year 2025-26, **6.21%** of female and **7.93%** male colleagues at ForHousing received a Long Service Award. Using this information this means:

ForHousing's mean Gender Bonus Pay Gap 19.42%

ForHousing's median Gender Bonus Pay Gap 0%

The graphic shows pay gap information relating to Long Service Awards:



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

	2023	2024	2025
Mean	45.33%	-25%	100%
Median	0%	-25%	100%

FORHOUSING PAY QUARTILES BY GENDER

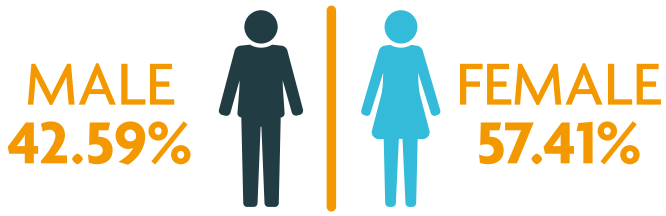
OUR PAY QUARTILES

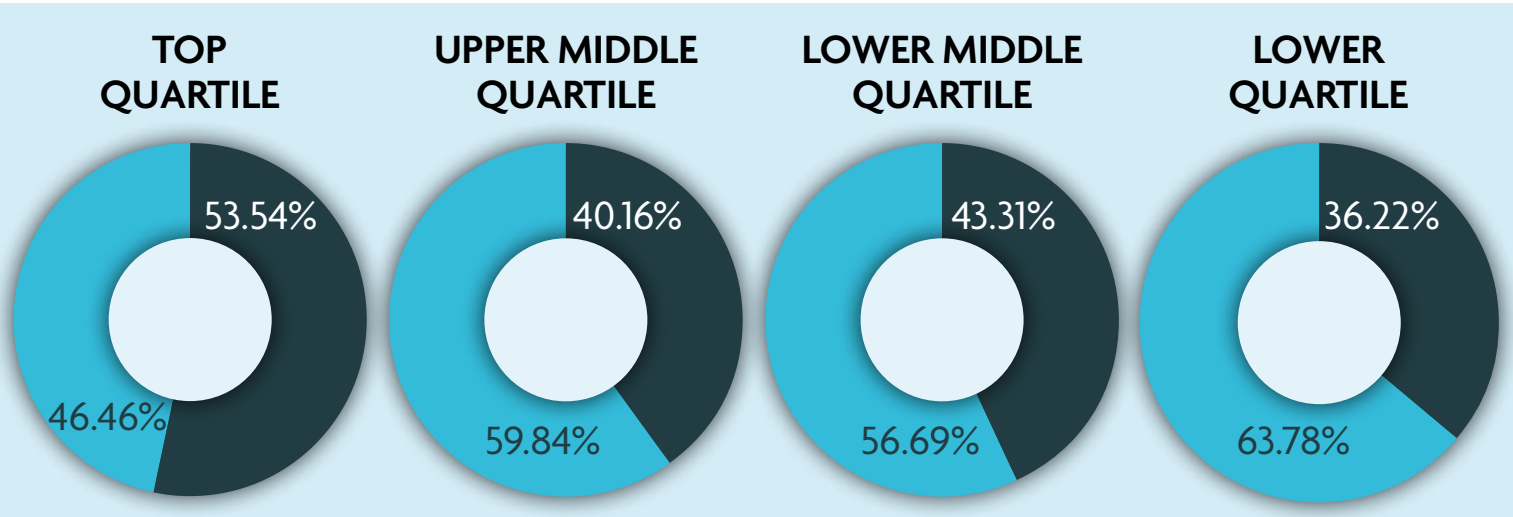
A pay quartile is a way of looking at our workforce in four equal groups based on hourly pay. This helps us to understand if there are areas of over or under-representation across our pay grades, which could relate to structural or organisational issues that we have an opportunity to address.

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 2026, 57.41% of ForHousing colleagues are female (306 colleagues) and 42.59% are male (227 colleagues).





Female	Pay quartile	Male
46.46% (59)	**Top quartile**	53.54% (68)
59.84% (76)	**Upper middle quartile**	40.16% (51)
56.69% (72)	**Lower middle quartile**	43.31% (55)
63.78% (81)	**Lower quartile**	36.22% (46)

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 57.41% of our workforce, they are under-represented in our top pay quartile and over-represented in our lower pay quartile. Since 2025, there has been an increase in female representation in our top pay quartile of 7% and of 15% in our lower pay quartile. Representation in our lower-middle and upper-middle pay quartiles has reduced since 2025.

UNDERSTANDING OUR GENDER PAY GAP

Whilst the overall representation of women in the organisation has stayed consistent, since 2025 there has been an increase in female colleagues in the lower pay quartile, which is now the pay quartile where female colleagues are most over-represented.

From 2025, the representation of female colleagues among our lower pay quartile has increased from 48.45% to 63.78%, an increase of 3 colleagues. This large percentage increase for a small number of colleagues is likely due to changes in our overall headcount and workforce demographics owing to internal changes since 2025, which have considerably reduced the number of colleagues in this pay quartile. There has also been an increase of 4 women in our top pay quartile. This variation will have influenced our median Gender Pay Gap reduction from 5.99% to 3.9%.

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 female colleagues at every level of ForHousing, as well as continuing to attract female 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 and plain language and accessible role profiles.
- **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.
- **Menopause support:** The colleague-led Access Network, an inclusion network for disabled colleagues, carers and allies, established a menopause sub-group that holds regular, supportive drop-in sessions for colleagues personally affected by the menopause. Menopause training has also been provided, open to all colleagues.
- **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.
- **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.

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 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