



Yorkshire
Housing

Gender and ethnicity pay report 2021

We believe in a culture where
everyone is valued and
rewarded fairly...



Foreword

We aim to be innovative and forward thinking so that we deliver great services to our customers and create a great environment for our colleagues.

To achieve this, we need talented people who share our core values but bring different perspectives to join us, grow with us, and contribute to our culture. Quite simply, we believe that the diversity and range of skills, experiences, backgrounds and ideas we have across Yorkshire is key to our success.

We've been publishing our gender pay gap since 2017 and we've made some very positive progress. But we know that this is only a very narrow measure of diversity and inclusion. This year, as part of our commitment to building the diverse and inclusive culture we need, we're also voluntarily publishing our ethnicity pay gap. By improving and using our data we will make sure we're doing the right things.

Over the past 12 months we've continued to put into place actions to improve our performance and make Yorkshire Housing somewhere that everyone can thrive and be themselves. We've developed a comprehensive new Diversity and Inclusion Strategy that sets out how we're going to achieve our aims. We're also working in partnership with our peers across the Housing sector in the Yorkshire and Humber region to share data and insights and make use of our collective strength.

We believe that at the heart of building a diverse and inclusive culture is removing barriers to people working in a way that suits them. Most of our colleagues have agile, flexible contracts that give them the freedom to choose how, where and when they work. This, combined with our investment in great technology, means that people can balance work with the realities of the rest of their lives. We're not tied to 9-5 in an office! Our flexible, adult-to-adult mentality helps to provide a climate where people are measured on the outcomes they achieve and the unique contribution they bring.

Foreword

This year, we've maintained our positive performance with our gender pay gap.

I'm encouraged to report a positive baseline to build on with our Ethnicity Pay Gap in 2021. However, we're not complacent. We'll continue to focus on innovations that improve how we work, how we recruit and how we develop our people based on principles of fairness, equality and respect for all.

We know we have work to do build more diversity in our senior team. Despite a positive gender balance with 58% women in our Leadership Team, we don't have representation from ethnically diverse backgrounds, and we want to change this. We've seen the positive difference this has brought to our Board membership, where 20% of our Board Members are ethnically diverse and 60% are women.

There are no quick fixes to this, but we'll work with our partners across the sector to further understand how we can actively improve opportunities from ethnic and other diverse backgrounds to progress their careers in Housing and create a leadership team that better represents the communities we serve.

I'm confident that there are no obvious barriers to anyone progressing their career at Yorkshire Housing, in any role or any part of our business. I'm personally committed to leading new and innovative ways to make Yorkshire Housing a place where everyone is welcome, feels valued and where our differences make us stronger.



Nick Atkin
Chief Executive



Gender pay gap

What is the gender pay gap and how is it calculated?

The median gap is the difference between the pay of men and women in the middle of the pay range for each gender. The mean gap is the difference between the average hourly rate of pay for men and women.

How our Yorkshire Housing population is comprised:



Our male population
(54% last year)



Our female population
(46% last year)



Our mean (average) gender pay gap
(1.15% last year)



Our median (middle) gender pay gap, with both males and females receiving the same hourly rate
(-0.94% last year)



Ethnicity pay gap

What is the ethnicity pay gap and how is it calculated?

The median gap is the difference between the pay of white employees and ethnically diverse employees in the middle of the pay range for each group. The mean gap is the difference between the average hourly rate of pay for white and ethnically diverse employees.

How our Yorkshire Housing population is comprised:



Making a difference

Our aim is to have and maintain zero pay gaps across gender, ethnicity and all other diversity demographics.

We'll continue to focus on that, but we recognise that pay gap data is only one small measure of what it means to be a truly diverse and inclusive organisation. Our Diversity and Inclusion Strategy is a long term approach to building and sustaining a culture of true inclusion and fairness. This isn't about a handful of initiatives, it's about laying the foundations for the future.



Create trust

Do the right thing, not the easy thing • Be honest and open • Do what you say.



Be curious

Think differently • Ask questions • Keep learning.



Make it happen

Own it • Do it • Be empowered.



Achieve impact

Do things that matter • Deliver results • Show pride and passion.



Have fun

Enjoy work • Be yourself • Stay connected.

The starting point is our culture. And this is built on our values. We encourage everyone to 'be yourself' at work and help people to embrace and celebrate the benefits this brings. We encourage curiosity, thinking differently, doing the right thing not the easy thing and being proud of the impact we make, together.

We focus heavily on recruiting people who share and support our values, and make sure we have inclusive selection methods that give all candidates the opportunity to show what they'll bring to Yorkshire Housing.

Making a difference

We listen hard to our colleagues' views, and actively encourage everyone to get involved.

This year we asked everyone to share their experiences and views in our first organisation-wide D&I survey – it was so insightful we're going to run this annually. We believe in encouraging people to speak up, share their feedback and their experiences to help us to make positive changes.

Six objectives

Our new strategy sets out six D&I objectives which we will invest in over the next five years:

- Yorkshire Housing is a thriving and inclusive employer where everyone can be themselves and feel that they belong.
- We attract, retain and develop diverse talent at every level, with particular focus on improving diversity within our Board, Executive and wider leadership team.
- We develop knowledge and awareness throughout our organisation, making sure that everyone at Yorkshire Housing is clear about their personal responsibility to support a culture of inclusion and respect.
- Our ways of working, policies and practices consider a wide range of needs and positively contribute to our inclusive culture.
- Colleagues and people considering a career with Yorkshire Housing have confidence that discrimination in any form, whether that relates to a protected characteristic or any other difference, is not tolerated within our organisation. This means developing trust with our people and putting into place the right skills, training, policies and processes to prevent discrimination and tackle any issues quickly.
- We develop our approach to providing inclusive services which meet the diverse needs of our customers.

Making a difference

So, how will we know if our six D&I objectives are successful?

We'll measure our success through our gender and ethnicity pay gap, the diversity of our leadership, regular colleague and customer feedback, the recruitment and progression of diverse talent within our organisation and externally verified assessments of our progress.

Specific actions to support our gender and ethnicity pay gaps include continuing to pay at least the voluntary real living wage to our employees, setting base-pay using externally verified market data to remove the risk of bias, and championing women and people from ethnic minority backgrounds to progress their careers, particularly in areas where we have low representation.

We will use our successful apprenticeship and graduate programmes to offer early careers routes, and we are working with our peers in the Housing sector in our region and beyond to find new ways to develop talented people into management, senior specialist and senior management positions.

“Despite our positive report, there is a lot still to do”

Despite our positive report, there is a lot still to do. We know that it's not going to be easy, but we're committed to keep learning and keep challenging ourselves to be the best we can be.





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