



YORKSHIRE
HOUSING

GENDER PAY REPORT 2019

We are committed to equality
and valuing diversity within
our employee group.



GENDER PAY REPORT 2019

At Yorkshire Housing we want a diverse and gender balanced workforce which reflects the customers and communities we work with across Yorkshire. We're committed to creating opportunities for people who have the right attitude, behaviours and passion that makes us successful

This is the third year of reporting our gender pay gap. We recognise that we still have work to do in some areas of gender representation within our workforce. This report sets out some of the actions we have taken, resulting in an improvement in our gap since we first reported in 2017. It also sets out the additional actions we'll be taking over the year ahead.

In April 2019 we had a median gender pay gap of 14.6%. I'm encouraged to note that this reduced to 8.8% when we took a further snapshot in November 2019. We expect the continued positive changes we have seen in the last 12 months will be reflected in our 2020 report.

The composition of our workforce, and how we work, has changed significantly during 2019. We've introduced fully flexible and agile working. This provides our colleagues with more freedom to work where, when and how they want, enabled by investment in new technology and supported by our digital fluency training programme.

These changes are making it easier to balance work around the rest of our lives and has already had a positive impact for a number of our female colleagues.

We've made additional investments to support people into a career within housing through our apprenticeship and graduate programmes. Changes to our recruitment processes have created new opportunities for women to develop specialist skills or move into senior roles.

Understanding the reasons behind our gender pay gap is important to enable us to continue our positive work in this area. We know that we have a strong balance of men and woman - almost a 50/50 split. This is reflected well in make-up of our Board and Committees (45% female), and our Leadership Team (40% female). However in some pay groups we have more men than women such as our large specialist trades team.

I am confident our gender pay gap does not stem from treating people differently. There are no obvious barriers to anyone progressing their career at Yorkshire Housing within any role. I remain committed to ensure we continue to look for new and innovative ways to make Yorkshire Housing a place where everyone can thrive.

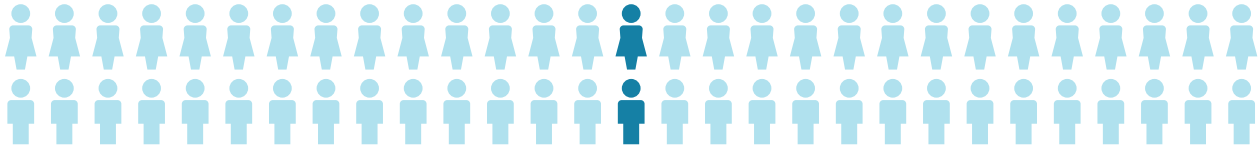


Nick Atkin
Chief Executive



WHAT IS THE GENDER PAY GAP AND HOW IS IT CALCULATED?

If all employees lined up in a female line and a male line, in order of pay from highest to lowest, the **median gender pay gap** compares the pay of the female in the middle of their line and the pay of the man in the middle of their line.



The **mean gender pay gap** is calculated as the difference in the average hourly rate of pay between men and women.

Gender pay is different from equal pay, which looks at whether men and women who carry out the same or similar jobs are paid the same. Yorkshire Housing externally benchmark all roles to ensure that men and women are paid the right rate for the work they do.

Our gender pay gap April 2019

Our mean (average) gender pay gap	9.5%
Our median (middle) gender pay gap	14.7%

Pay quartiles

Quartile	Males	Females
Lower	46%	54%
Lower middle	42%	58%
Upper middle	50%	50%
Upper	65%	35%

Our bonus pay gap April 2019

Our mean (average) bonus pay gap	-1.8%
Our median (middle) bonus pay gap	-12.5%
Percentage of women who received a bonus	9.4%
Percentage of men who received a bonus	6.8%

Yorkshire Housing do not operate a bonus scheme, but we recognise colleagues who go the extra mile with thank you vouchers through our local and corporate award processes. Slightly more women than men were rewarded in this way in the year up to April 2019, so our 'gap' is a minus figure.

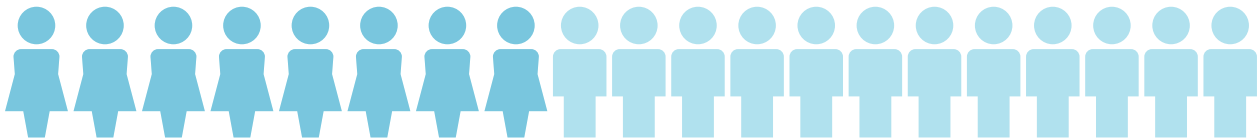
WHY DOES YORKSHIRE HOUSING HAVE A GENDER PAY GAP?

Our gender pay gap reflects an imbalance of men and women across some of our job levels. In April 2019, we had more males (65%) than females in the top quartile of earners, and more females than males in the bottom two quartiles.

Our pay is informed by the external market and therefore differs by function as well as job level. This means that the gender split in some functions has an effect. For example, our customer service centre is made up of 62% women, whereas our HomeWorks (trades) team, which tends to include more 'on-call' or overtime payments is only 9% female.

Our gap is also reflective of wider society and how some roles continue to attract a disproportionate number of male than female candidates. Along with our peers, we need to do more to encourage fundamental change.

We are pleased that overall our workforce has a strong gender balance – almost 50% of our colleagues are female, but we recognise that improving the balance across all levels of roles and continuing to challenge societal gender stereotypes about work is important.



Changes across the organisation during 2019 have helped us to reduce the gap in some significant areas. Within our highest paid roles, we've increased our female population from 35% to 40%. Within our lowest paid roles, we've seen a shift to a better balance of men and women. This positive change has reduced our average gap to 8.8% in our November 2019 snapshot, the lowest since we began to report on gender pay.



WHAT ARE WE DOING ABOUT IT?

We're working hard to address our gap and to improve diversity at all levels of the organisation. We recognise that there is not a quick fix, but we must continue to dig deep to understand the reasons we have a gap and create and promote opportunities for women.

During 2019, significant restructuring and the creation of new roles enabled us to appoint 33 women into our leadership and management roles which we expect to reflect in our 2020 reporting. We've recruited several female gas engineers, and expect to build further on this progress.

We already employ around 20% of our workforce on a flexible or part time basis, and we've recently adopted fully flexible model of agile working which will be rolled out to the whole organisation in 2020. We believe in the principle of being able to work 'anywhere, anytime' to get the best out of our people and give the best experience to our customers. This means that our colleagues have much more flexibility to balance work around their lives, which in turn has considerable benefits for women.

We've improved the gender balance in our Leadership Team which we expect to further improve gender pay when this is reported next year.

Our new business strategy, launched in early 2020, sets out our clear priority to become a recognised Employer of Choice. We're committed to investing further in our people, making it easy to join and work at Yorkshire Housing, creating more opportunities to learn and develop and attracting the broadest range of people to further their careers with us.

The business strategy is supported by a new People and Culture plan that sets out our commitment to giving everyone a great experience and great opportunities, including how we will develop our approach to diversity and inclusion. We are involving our colleagues across the organisation in these plans to make sure that any 'hidden' barriers are rooted out and addressed.

We've made some important changes to how we recruit – we focus heavily on attitude and behaviours – and use a variety of selection methods to give candidates the opportunity to showcase their talents. This helps not only to ensure we appoint the best candidate, but also to make our process more inclusive.

We partner with several organisations who support our aims – we work with Yorkshire Forward, the regional development agency who promote equal access to work and skills development and provide mentoring support to disadvantaged groups. We are active members of the Northern Housing Diversity Network.



WHAT ELSE ARE WE GOING TO DO TO CREATE MORE OPPORTUNITIES FOR WOMEN?

We're introducing more targeted talent and succession planning in 2020; identifying high-potential women in all parts of our organisation, providing the professional development and mentoring to enable them to develop their careers. This will include discussions with our Board and Leadership Team to understand succession gaps by gender at senior level.

We'll continue to create opportunities for women through our apprenticeship and graduate programmes and encourage female colleagues to consider applying for roles in areas of our business where women are underrepresented.

We'll promote and encourage colleagues to join external networks aimed at supporting women develop their careers.

We'll invest further in developing manager awareness of gender issues (as part of our wider programme of Diversity and Inclusion) and the role that they play in ensuring we remove any gap.

We'll look externally and network with leading employers to understand what will really drive change. The societal issues that contribute to the gender pay gap, such as the role of women in childcare, part-time working and more woman than men applying for many types of lower paid work are universal, so in addition to continuing conversations with our colleagues, we will look for inspiration and expertise in other sectors.





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