



**Yorkshire
Housing**

Gender and ethnicity pay report 2023

Building an organisation where
everyone can thrive and
difference is valued.



Foreword

We're proud that we've maintained a **zero Gender Pay Gap**. This means there is no difference between the hourly rates of pay for women and men, and with more women in senior roles, women earn on average slightly more than men overall.

It's an outcome of the importance we place on having the best people in roles at Yorkshire Housing, regardless of gender or background, and our drive to create an inclusive environment without any barriers to success.

I'm personally very proud that Yorkshire Housing has so many brilliant female leaders – on our Board, throughout our leadership and management teams, and the women who smash gender stereotypes to lead our Repairs, Development and Technology functions.

“Equal pay for men and women is only one narrow measure of diversity and inclusion”

However, we know that equal pay for men and women is only one narrow measure of diversity and inclusion, and so we also voluntarily publish our Ethnicity Pay Gap. We've kept our position of having no gap between the hourly rate of pay of ethnically diverse colleagues compared to others.

We've also narrowed the average earnings gap to 4.61% from 9.77%. This reflects a positive increase in the proportion of our ethnically diverse colleagues who are in higher paid roles.

Foreword

At Yorkshire Housing, we're continuing to build a place where great people choose to work and develop their careers.

We believe that's how we'll keep innovating and finding new and better ways to deliver services to our customers. We know that an inclusive culture that welcomes and supports everyone to succeed is at the very heart of this. So, we look for colleagues who share our core values but also bring different perspectives, experiences and ideas.

We're aiming for long-term and sustainable change. To do this, we're listening hard to our colleagues, our customers, our candidates and external specialists we partner with – to keep learning, keep challenging ourselves and keep adjusting what we do. We've also created the climate for colleague-led networks to evolve so that people have a safe space to connect with others and be part of the change.

With this strong ongoing focus, we will improve the ethnic diversity of our senior team and find new ways to develop and promote our diverse talent. And we'll keep working with our partners and peers across the Housing Sector in the Yorkshire and Humber region to share insights and resources. By better understanding the needs of different groups, we can reflect this in the design and delivery of service to our customers too.

During 2024 we'll keep building on what we're doing well and learning where we can do better. I'm confident that there are no obvious barriers to anyone progressing their career at Yorkshire Housing, in any role or any part of the organisation and I remain strongly committed to leading an organisation where everyone is welcome, feels valued and where our differences make us stronger.

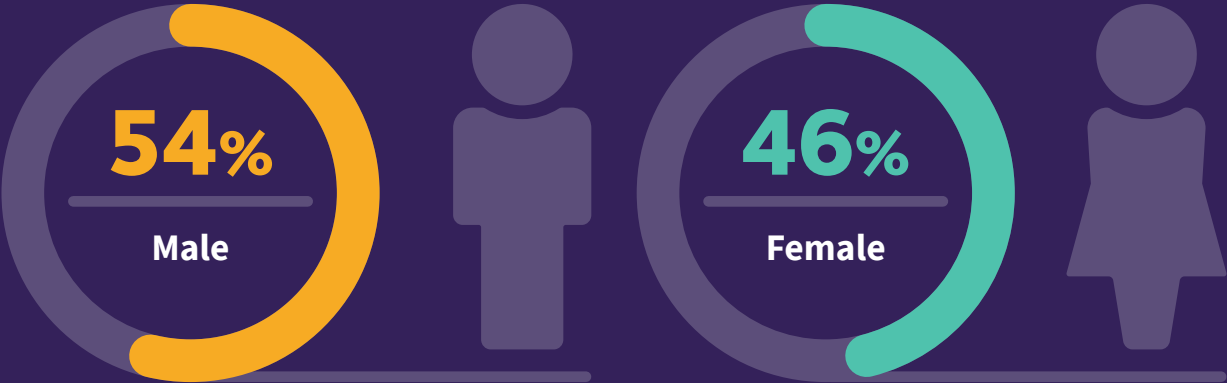


Nick Atkin
Chief Executive



Our gender pay gap

Our Yorkshire Housing population is:



Our mean and median gender pay gap:



Our mean (average) gender pay gap.

Our median (middle) gender pay gap, with both males and females receiving the same hourly rate.

Gender pay quartiles:



Upper quartile

Upper middle quartile



Lower middle quartile

Lower quartile

Our gender pay gap

Bonus gender pay gap:



Yorkshire Housing doesn't use a bonus scheme, so this figure is largely based on a small number of property sales positions who have an incentive plan in addition to base pay. Currently these roles are all filled by women. Other payments included in the calculation are low denomination recognition award vouchers.

Overall percentage of women and men receiving a bonus:



How it's calculated:

- Mean:** The average of all pay rates.
- Median:** The midpoint of a distribution of hourly pay rates.
- Pay quartiles:** The workforce is split into four equal parts based on highest to lowest paid.
- Bonus pay gap:** The difference between any bonus pay that eligible male and female employees receive.



Ethnicity pay gap

Our Yorkshire Housing population is:

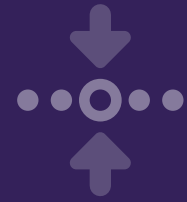


4.6%



Our **mean** (average) ethnicity pay gap, a decrease from last year's 9.7%.

0.38%



Our **median** (middle) ethnicity pay gap, with both white and ethnically diverse colleagues receiving the same hourly rate of pay.

Pay quartiles:	White	Ethnically diverse	Undisclosed
Upper quartile	87%	9%	4%
Upper middle quartile	84%	8%	7%
Lower middle quartile	85%	10%	6%
Lower quartile	84%	10%	6%

How it's calculated:

Mean: The average of all pay rates

Median: The midpoint of a distribution of hourly pay rates.

Pay quartiles: The workforce is split into four equal parts based on highest to lowest paid.

Making a difference

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

However, we recognise that pay gap data is only one small measure of what it takes to be a diverse but also an inclusive organisation.

We're taking a long-term approach to building and sustaining a culture of inclusion and fairness. This isn't about a handful of initiatives, it's about laying the foundations for the future.

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've removed 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 recruit people who share and support our values and use inclusive selection methods that give all candidates the opportunity to show what they'll bring to Yorkshire Housing.

We listen to our colleagues' views, and actively encourage everyone to get involved through our colleague EDI groups and networks, or by being an active ally. We support people to 'call it out' if they see something that's not ok, and to share their feedback and their experiences to help us to make positive changes.

Making a difference

We 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.

Our D&I Strategy has six objectives which we're actively working on across our organisation:





- 1** Yorkshire Housing is a thriving and inclusive employer where everyone can be themselves and feel that they belong.
- 2** We attract, keep and develop diverse talent at every level, with particular focus on improving diversity within our Board, Executive and wider leadership team.
- 3** 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.
- 4** Our ways of working, policies and practices consider a wide range of needs and positively contribute to our inclusive culture.
- 5** 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.
- 6** We develop our approach to providing inclusive services which meet the diverse needs of our customers.

Making a difference

We're continuing to progress our plans, making some significant improvements to our data collection this year including recruitment candidates and the addition of new monitoring questions.

This is so we have a more accurate view of our workforce and can adapt our plans to address gaps.

We're also focusing on how we can keep improving our Ethnicity Pay Gap by recruiting and developing talented people into management, specialist and senior leadership positions.

-  *We'll fund further places for colleagues from disadvantaged groups to be mentored and developed.*
-  *We'll work closely with Embrace, our ethnically diverse colleague network, to remove barriers and ensure we're getting it right.*
-  *We'll continue to find new ways to attract ethnically diverse candidates to apply for our roles.*
-  *We'll do more to attract diverse candidates into our apprenticeships and graduate programmes through community partnerships.*

By working closely with our colleagues, our partners across the region and our local communities we will continue to close the gap and create a truly inclusive Yorkshire Housing.





**Yorkshire
Housing**

Head office:

The Place
2 Central Place
Leeds
LS10 1FB

Telephone: 0345 366 4404

Email: enquiries@yorkshirehousing.co.uk

www.yorkshirehousing.co.uk