



**Yorkshire  
Housing**

# Gender and ethnicity pay report 2022

We aim to be an organisation  
where everyone can thrive  
and difference is valued.



# Foreword

We're very proud that we've continued to improve our Gender Pay Gap performance and we now have a zero 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 now earn on average slightly more than men overall.

This is an important milestone for us and a strong performance against the UK average of 14.9% in 2022.

Last year we reflected that the Gender Pay Gap is only one very narrow measure of diversity and inclusion and so we also voluntarily published our Ethnicity Pay Gap. We've maintained our position of having no difference between the hourly rates of pay of ethnically diverse colleagues compared to others, however we do have a gap between average earnings overall which reflects the need for more diversity across our senior roles.

At Yorkshire Housing, we're working hard to create a place where great people choose to work and develop their careers. We believe that's the key to how we'll keep innovating and finding new and better ways to deliver services to our customers. We know that having a truly 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 know that creating long-term and sustainable change is not a quick fix. Our actions over the last 12 months have focused on creating the right culture so that anyone joining our organisation feels they can belong here.

We've challenged ourselves from the top down, using specialist external partners to work with our Board and Committee members and Leadership Team to reflect, learn and ask ourselves the sometimes uncomfortable questions about how we're doing things.

# Foreword

We have a clear Diversity and Inclusion Strategy and we'll continue to deliver this over the next few years, regularly reviewing and adjusting our plans to make sure we're doing the right things.

We're building our knowledge and awareness, recently completing live training on Inclusive Leadership for all managers and working closely with our passionate Equality, Diversity and Inclusion colleague group to find new ways to make Yorkshire Housing somewhere for everyone.

We are working with our peers across the Housing Sector in the Yorkshire and Humber region to share insights and resources, and find new ways to develop and promote diverse talent.

By better understanding the needs of different groups, we'll be able to reflect this in how we design and deliver services for our customers too.

Despite our positive performance, we're certainly not complacent. We'll keep building on what we're doing well and learning where we can do better.

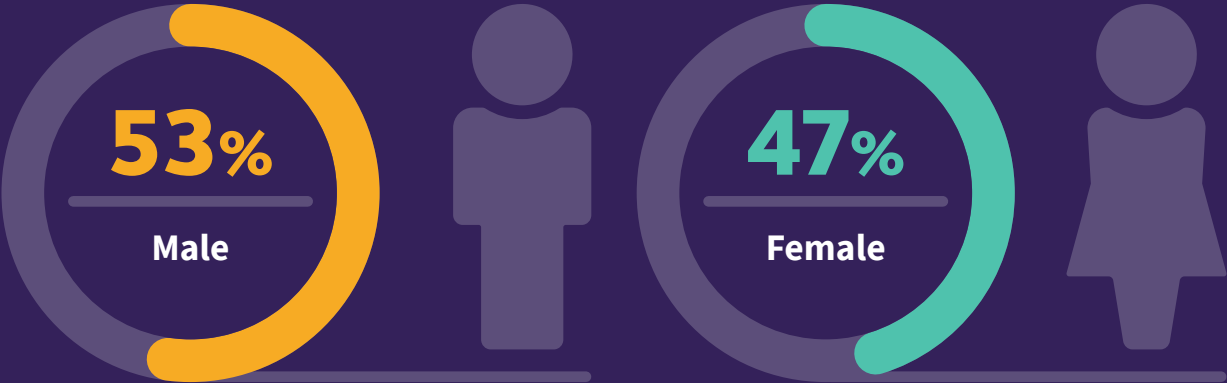
I'm confident that there are no obvious barriers to anyone progressing their career at Yorkshire Housing, in any role or any part of the organisation and I'm strongly committed to leading us to a place where everyone is welcome, feels valued and where our differences make us stronger.



**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

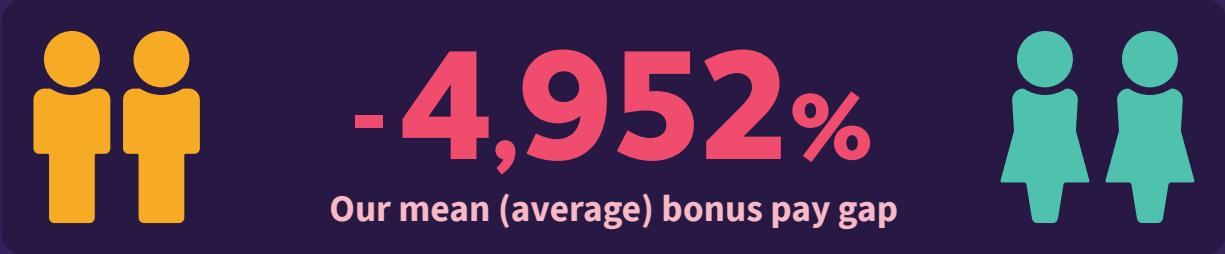


Lower middle quartile

Lower quartile

# Our gender pay gap

## Bonus gender pay gap:



Yorkshire Housing doesn't operate a bonus scheme so this figure is 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 value 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:



**9.7%**

Our mean (average) ethnicity pay gap



**0%**

Our median (middle) ethnicity pay gap



Pay quartiles:	White	Ethnically diverse	Undisclosed
Upper quartile	90%	8%	2%
Upper middle quartile	80%	10%	10%
Lower middle quartile	81%	12%	8%
Lower quartile	82%	8%	10%

## 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's 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 hard to our colleagues' views, and actively encourage everyone to get involved through our colleague ED&I 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, retain 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.

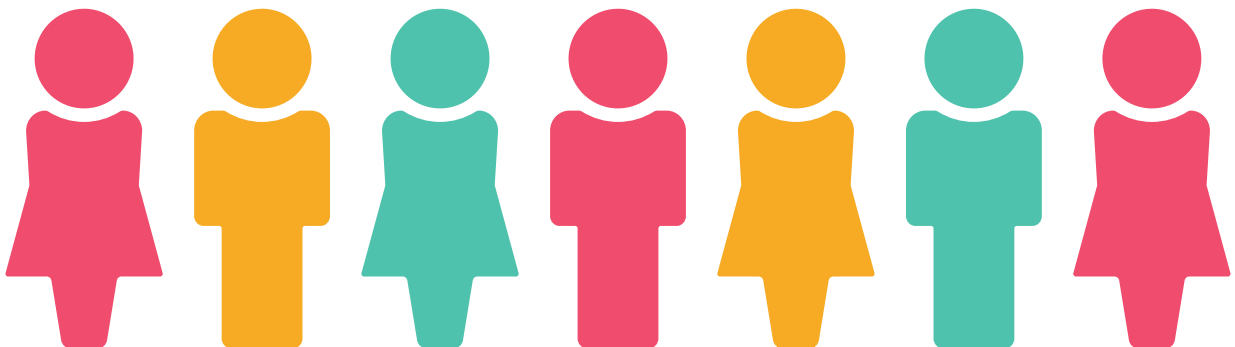


# Making a difference

In addition, we've identified a number of targeted actions for 2023/24 to help improve our Ethnicity Pay Gap and develop talented people into management and senior specialist positions.

- We'll improve the response rates in our ethnicity data by explaining how we use it to identify barriers and design solutions.
- We'll fund places for colleagues from disadvantaged groups to be mentored and develop career and development plans.
- We will work closely with Embrace, our ethnically diverse colleague network, to understand the pay gap, where the barriers are and what it feels like to be an ethnically diverse colleague at Yorkshire Housing.
- We'll continue to find new ways to attract ethnically diverse candidates.
- We'll increase diversity on recruitment panels as well as inclusive recruitment training for all managers during 2023/24.
- We'll survey our people to find out more about any barriers to development or career progression.
- 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.





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