



**Yorkshire
Housing**

Gender and ethnicity pay report 2025

Shifting the dial on equity,
creating a more diverse and
inclusive workforce.



Foreword

We are proud to celebrate that Yorkshire Housing is an organisation where **women continue to thrive**, and lead the organisation at all levels.

Our below gender pay gap position means that there is no difference between the hourly rates of pay for women and men, and with more women than men in senior roles (54% of women in the upper quartile of earners), women earn on average slightly more overall.

These figures show 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 attracted and retained so many brilliant female leaders – on our Board, throughout our leadership and management teams, and the women who smash gender stereotypes to lead within our construction, property maintenance, finance, and technology functions.

However, we know that equal pay for men and women is only one narrow measure of diversity and inclusion, and so since 2021, we've also voluntarily published our Ethnicity Pay Gap.

During this time, the proportion of ethnically diverse colleagues across our workforce has increased and we're committed to continuing to improve opportunities for ethnically diverse colleagues into higher pay bands.

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.

Foreword

Our customer demographic is very diverse, representing communities across all four counties of Yorkshire. We recognise that diversity in the workforce enables the organisation to benefit from different perspectives and lived experiences to help Yorkshire Housing deliver a Customer Obsessed experience.

We're aiming to build on the progress we've made to create sustainable change. To do this, we're continuing to actively listen and engage with our colleagues, our customers, our candidates, and external specialists we partner with. Through this, we will keep learning and keep challenging ourselves to make meaningful change. Our colleague-led networks continue to play a key part in our journey to being truly inclusive, providing colleagues 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.

In 2026, we'll continue to build on our strengths and actively learn from areas where we can improve. One milestone we're really proud of in 2025 was launching our first positive action initiative within the apprenticeship programme. By offering tailored coaching and support to underrepresented groups, we've successfully broadened access to opportunities that may have previously felt out of reach. This approach has shown real impact—and we're committed to expanding it further in 2026.

We are working hard to become a sector leader in identifying and eliminating barriers. We can only do this by being brave, innovating and shifting the dial on change. We also recognise this isn't easy - it's a challenge throughout the sector. But our forward-thinking People Strategy, the ongoing business transformation and our drive for Customer Obsession provides a catalyst for change. I am proud of our inclusive culture and to lead an organisation where everyone is welcome, feels valued and where our collective differences make us stronger.

Nick Atkin

Chief Executive

Our gender pay gap

Our Yorkshire Housing population is:



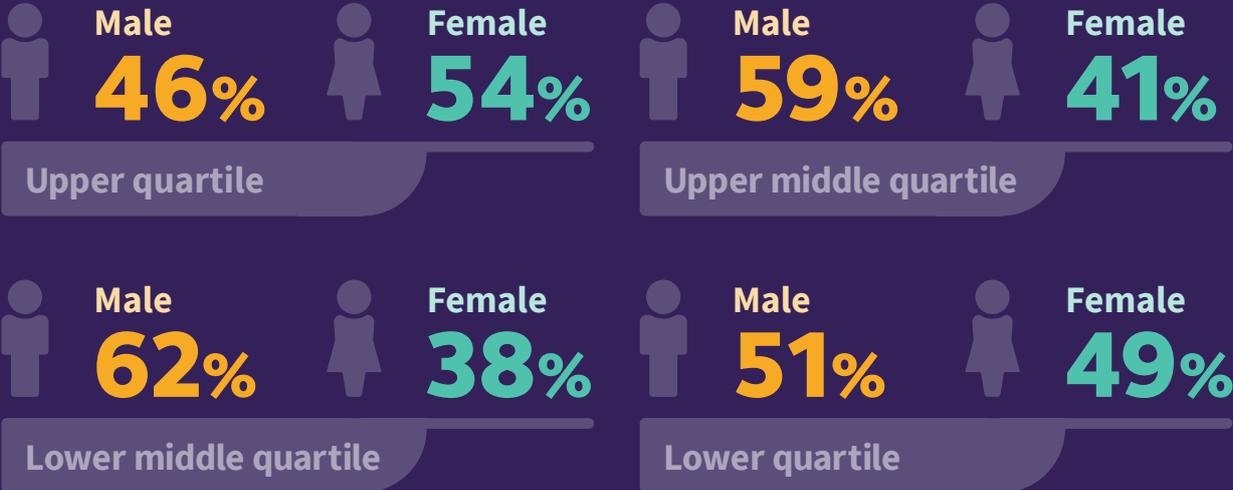
Our mean and median gender pay gap:



Our mean (average) gender pay gap.

Our median (middle) gender pay gap, with females receiving a slightly higher hourly rate than males.

Gender pay quartiles:



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:



Our mean and median ethnicity pay gap:



Our mean (average) ethnicity pay gap, compared to 2024 which was 4.53%.



Our median (middle) ethnicity pay gap, with ethnically diverse colleagues receiving slightly lower hourly rate of pay compared with white colleagues. This is compared to 0.63% in 2024.

Ethnicity pay gap

Ethnicity pay quartiles:

	White	Ethnically diverse	Undisclosed or prefer not to say
Upper quartile	85%	10%	5%
Upper middle quartile	85%	8%	7%
Lower middle quartile	80%	11%	9%
Lower quartile	81%	13%	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.

“ We’re continuing to build a place where great people choose to work and develop their careers ”



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 flexible working approach, breaks down barriers and provides opportunities for diverse demographics to thrive in the workplace, especially for colleagues who have disabilities, caring responsibilities and other potential barriers. This, combined with our investment in great technology which will revolutionise how we work during 2026 and beyond, means that people can balance work with the realities of their often busy 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. As part of this, we also actively look at measures to gain different perspectives on recruitment decisions to reduce group think.

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 okay, and to share their feedback and their experiences to help us to make positive changes. This has been strengthened with improvements in our Call it Out process which also includes confidential reporting.

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.

In summer 2025 we refreshed our Diversity and Inclusion Strategy, to reaffirm our priorities. Whilst our existing Strategy laid some solid foundations and we've made some great progress, feedback from our customer and colleagues showed there was still more to do and we're ambitious to go further.

Our key areas of focus under the Strategy are:

- **Customer Obsession** – People are empowered to deliver a personalised and inclusive, customer obsessed service. We'll enhance knowledge and awareness, ensuring that everyone understands their personal responsibility to support inclusion and #getcurious about different cultures and communities to provide an exceptional customer experience.
- **Everything we do** – Inclusion is seamlessly integrated into every aspect of our work, it's never an afterthought. Our ways of working, along with our strategies, policies, business plans and everything in between, will proactively address the diverse needs of both our customers and colleagues.
- **We'll actively listen and act** – To address barriers to diversity and inclusion and combat the stigma associated with social housing and accessibility to services. We'll do so with an approach of wanting to learn and understand. We will not only actively engage with and listen to underrepresented groups, but we'll also involve customers and colleagues in building solutions. We'll also partner with organisations that implement best practices to combat inequality and discrimination.
- **Shifting the dial to action and accountability** – We'll hold ourselves to account for actions on inclusion and communicate how we're doing to customers and colleagues. We'll do this through a relentless drive to improve our data and insights.

Making a difference

- **Recruiting and keeping the best talent** – At every level, with a focus on enhancing diversity within our Board, Executive, and wider leadership team. We'll also support and recruit more customers into roles within Yorkshire Housing. We'll retain and nurture talent in our workforce by ensuring everyone can #BeYourself and where everyone can bring their true, authentic selves.

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 have partnered with local organisations like schools and colleges to provide work skills and recruit the best talent.



We are taking positive action, for example offering coaching, where there is underrepresentation of ethnically diverse colleagues in business areas and roles.



We are working closely with Embrace to listen, and promote initiatives like reciprocal mentoring and leadership training to provide opportunities for development.



We have launched and will continue to embed the BeYourself profile in order that diverse talent can thrive in the workplace.



We will partner with youth and other community organisations who work with ethnically diverse customers to promote Housing as a career, provide work experience opportunities, and promote our vacancies.

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**

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