



Gender Pay Gap Report 2020

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



Foreword from our Chief Executive

At Yorkshire Housing we take diversity and inclusion very seriously in everything that we do. We know that having an inclusive and gender-balanced workforce, reflecting our communities across Yorkshire, is an important part of how we deliver great services for our customers and create a great environment and culture for our colleagues.

Last year we set out a number of actions to improve our performance in this important area. I am very pleased to report that our hard work and commitment is paying off, and we now have virtually no gender pay gap.

Our evolution to a truly flexible way of working has removed the 9-5 mentality and gives people freedom to choose how, where and when they work. This has helped to take away some of the barriers that women might face in other organisations and provide a climate where anyone can contribute and grow their careers. We believe that we get the best out of our people by supporting them to balance work around the rest of their lives.

Whilst we are proud of the improvements we have delivered we know we can't afford to be complacent. We will 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.

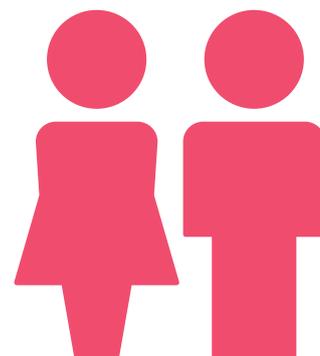
We know we have more work to do to encourage women into roles that society still perceives as 'traditionally male', especially in our trades teams. We have a few female engineers and we'll keep working hard to break down stereotypes and recruit many more. We know from positive experience that creating a better balance in areas like our ICT team, where 44% of managers are female, brings benefits to everyone.

We'll also keep focusing on the diversity makeup of our Board and Committees and our Leadership Team. We have a positive gender balance overall with 52% of our Board and Committee being female and our Directors and Heads of Service population comprising of 40% female, and 60% male colleagues.

I am 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 ensuring we continue to find new and innovative ways to make Yorkshire Housing a place where everyone feels valued and respected for the unique contribution they bring.



Nick Atkin
Chief Executive



Our Gender Pay Gap - April 2020

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 male 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.

As at the snapshot date (April 2020) our relevant population for Gender Pay Gap reporting is **54% male (328)** and **46% female (276)**:



1.15%

Our mean (average) gender pay gap
(a reduction from April 2019, which was 9.5%)



-0.94%

Our median (middle) gender pay gap
(a reduction from April 2019, which was 14.7%)

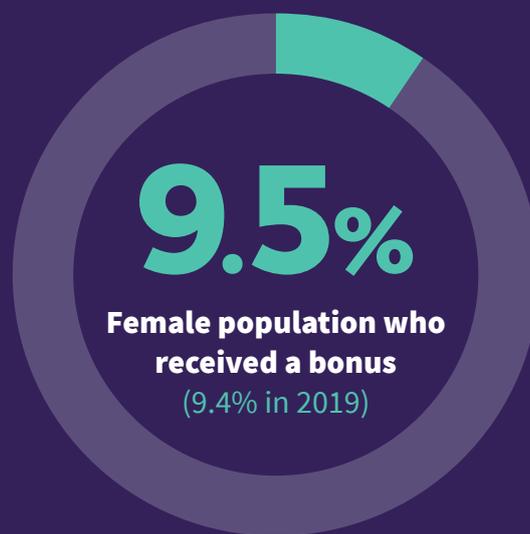
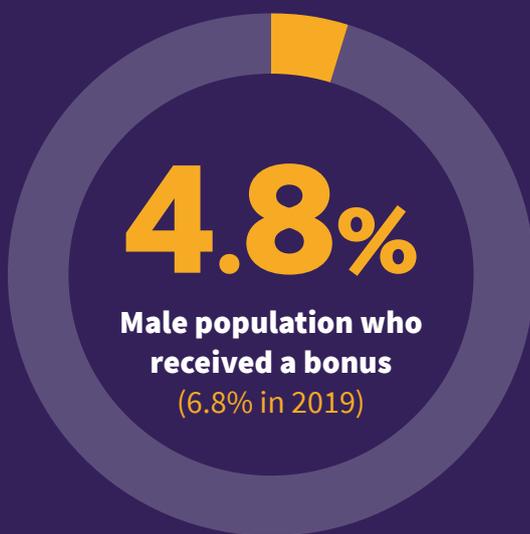


Our Bonus Pay Gap - April 2020

Yorkshire Housing doesn't operate a bonus scheme, but we do recognise colleagues who go the extra mile with thank you vouchers through our local and corporate award processes.

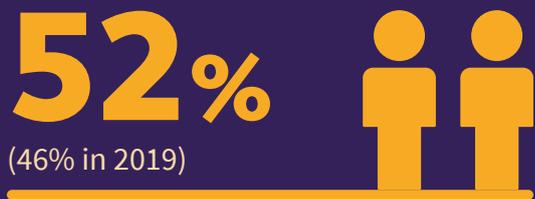
We have introduced commission plans for some of our sales roles and commission based positions are all currently held by women. As more females than males received thank you awards and commission payments, our bonus pay 'gap' is a minus figure.

Our mean (average) bonus pay gap is -6053%.
This was also a minus gap in 2019 (-1.8%)



Pay Quartiles - April 2020

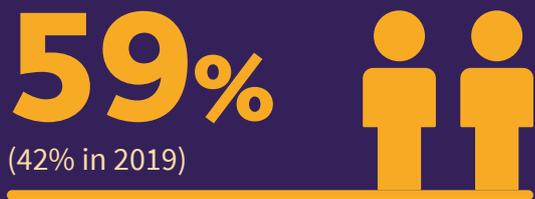
Male - Lower quartile:



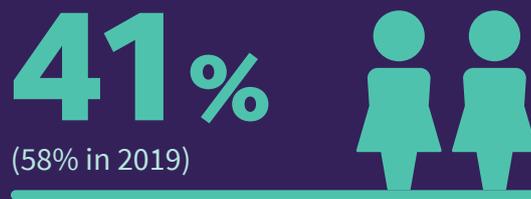
Female - Lower quartile:



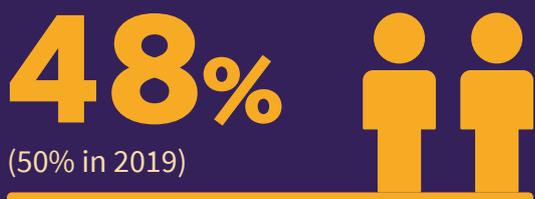
Male - Lower middle quartile:



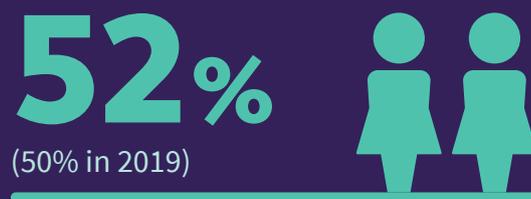
Female - Lower middle quartile:



Male - Upper middle quartile:



Female - Upper middle quartile:



Male - Upper quartile:



Female - Upper quartile:



What we're doing to improve our Gender Pay Gap

Like many organisations, we've recognised that addressing diversity and inclusion across all levels of our business requires a sustained and long-term approach. There are no quick fixes.



At the heart of our culture are our values. These values, and the behaviours that sit beside them, demonstrate our commitment to building an inclusive working environment for colleagues. We encourage everyone to 'Be Yourself' at work and help people to embrace and celebrate the benefits this brings as part of our wider approach to diversity and inclusion.

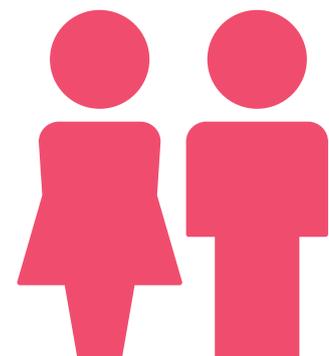
We listen hard to our colleagues views, and actively encourage everyone to get involved in organisational conversations about the things that matter to them – whether that's through our monthly 'Ask Nick' sessions with our Chief Executive, our Colleague Forum, regular surveys and focus groups, or our colleague led wellbeing and diversity and inclusion groups.

These initiatives help us to root out any 'hidden barriers' to people having a great experience and benefitting from the opportunities available to everyone at Yorkshire Housing.

We believe that getting the best out of our people and providing a great experience for our customers means removing some of the traditional shackles of 9-5 working.

We've invested heavily in technology and introduced a fully flexible model of agile working that helps people to balance work, home and other responsibilities. This works for everyone and has considerable benefits for women.

We focus heavily on attitude and behaviours when we recruit, and we care about making sure we have inclusive selection methods that give all candidates the opportunity to showcase their talents.



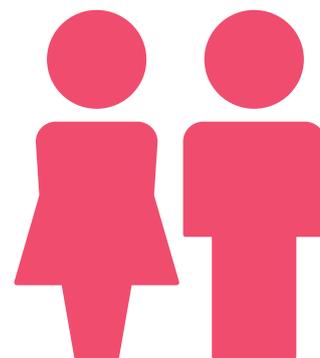
What we're doing to improve our Gender Pay Gap

We've begun the roll out of our new programme of diversity and inclusion training – starting with our Board and senior team and through to all managers and colleagues. Training will be mandatory for everyone from March 2021.

Last year we committed to paying at least the voluntary real living wage to our employees, this has also helped us to close the gap for woman in our lowest paid roles.

However, despite our very positive progress, there is still work to do to. We're partnering with external experts like the Northern Housing Diversity Network and Inclusive Employers to make sure we keep learning and finding new ways to improve our approach.

We also know that despite our very small pay gap, we still have more men than women in our most senior positions and so we'll keep working to address this. We also know that we need to do more to actively encourage women to look at careers in roles that traditionally attract more men, such as within our trades division.





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