



Gender Pay Gap Report for Aspire Housing

2025

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Introduction

A message from Sinéad Butters MBE, Chief Executive of Aspire Housing

At Aspire Housing, our values guide how we work, how we treat one another, and how we serve our communities. We believe that when people feel respected, included and supported, they do their best work and our organisation is stronger as a result. Publishing our gender pay gap report is an important part of being open and accountable.

We are proud of the inclusive culture we continue to build, creating an environment where diversity of thought is valued, opportunity is accessible, and colleagues are encouraged to develop and progress. While our median pay gap has widened slightly on last year by 4.48%, it is excellent to see that our mean pay gap has reduced to 2.59% which is guided by our overarching People Strategy. We have fair pay practices, inclusive recruitment, flexible and family-friendly working arrangements, an active ED&I forum and development initiatives such as our **Aim High** programme and **Aspiring Leaders**, which supports colleagues to progress into senior roles.

Looking ahead, we remain committed to removing barriers to success, strengthening opportunity, and continuing to foster a workplace where colleagues feel supported, valued and able to do their best work. I am confident that by continuing to work together, we will build on our progress and ensure **Aspire housing remains a great place to work for everyone.**

Declaration

I declare that the information contained in this report is accurate.



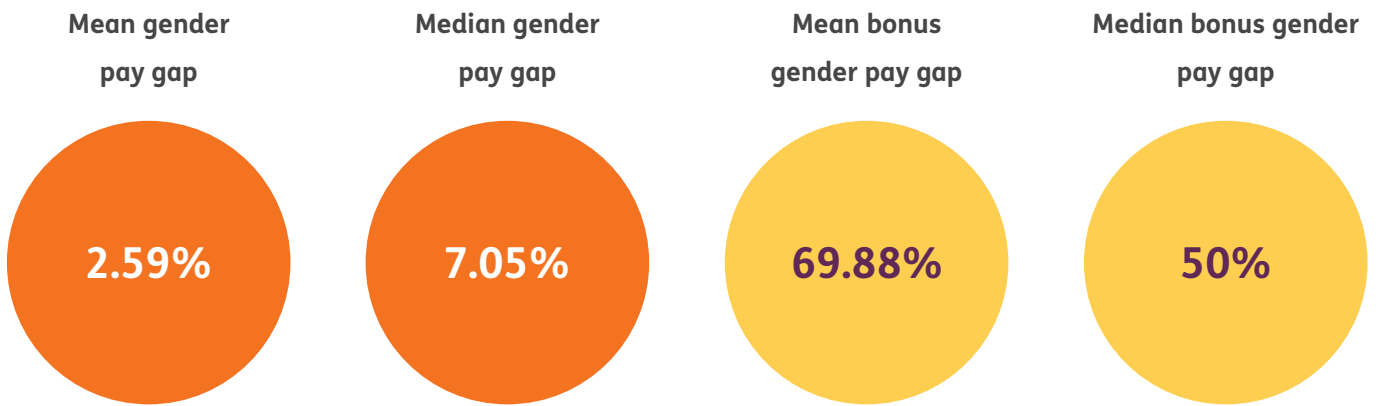
Sinéad Butters
Chief Executive



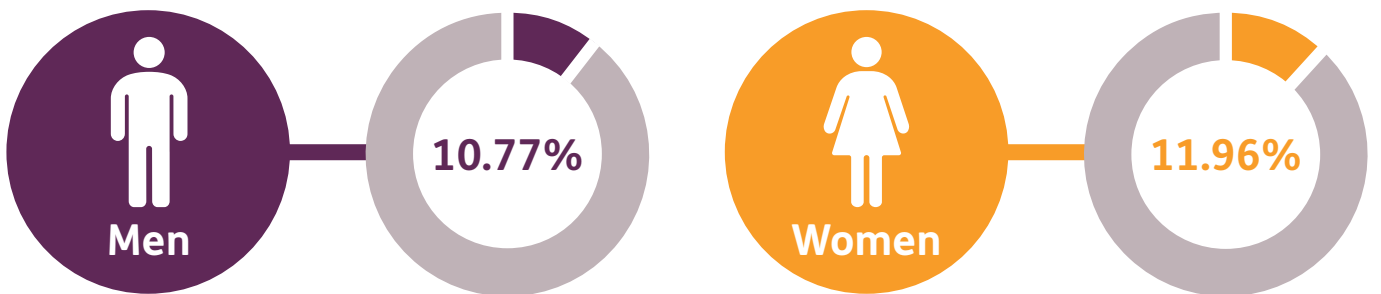
Gender pay at Aspire – our results

As an employer of more than 250 colleagues, we are required by Government regulations to annually publish details of pay gaps between women and men, looking at the percentage difference between average hourly earnings for men and women, regardless of the work they do. Earnings include base pay; allowances and any other bonus and incentive pay. This is not a report on equal pay, which would instead relate to the difference in men and women’s pay for the same or similar work.

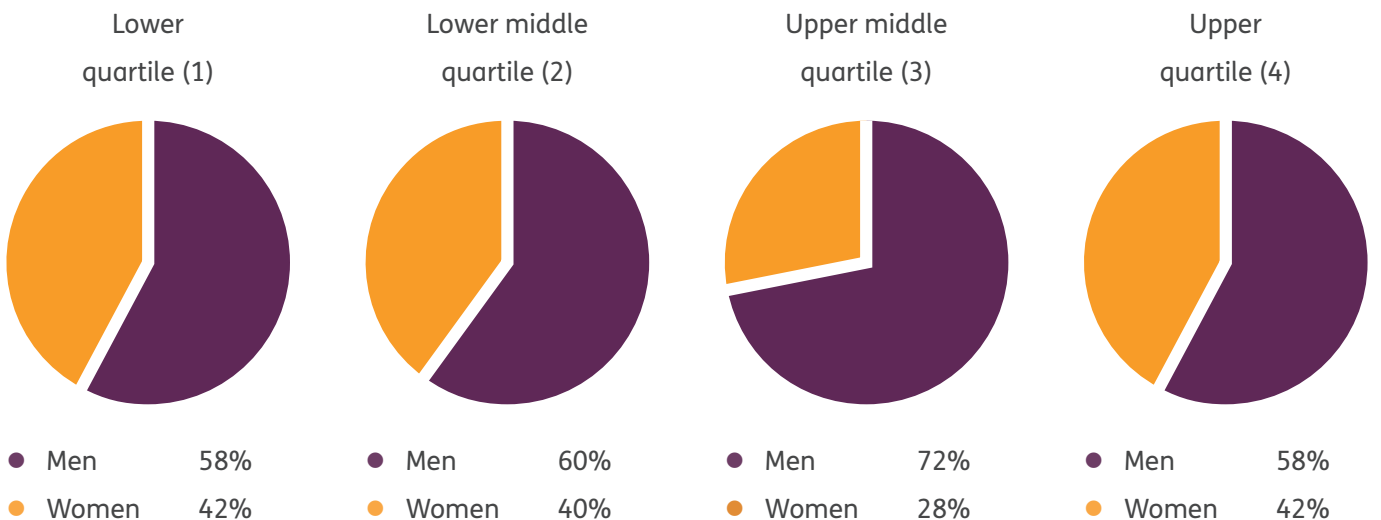
The data in the report covers the 2025 reporting cycle using a snapshot date of 5th April 2025.



Percentage who receive a bonus:



Proportion of men and women in each quartile:



Understanding the data

Median Gender Pay Gap

The median pay gap is based on arranging all the pay amounts in numerical order and selecting the middle amounts.

This year, our median gender pay gap has shown a slight increase from 2.57% in 2024 to 7.05%.

The change in our median pay gap is primarily due to the proportion of women in the upper middle quartile (quartile three) decreasing from 41% in 2024 to 28% in 2025.

Mean Gender Pay Gap

The mean pay gap is the difference between the average hourly earnings of men and the average hourly earnings of women.

Our mean gender pay gap has reduced from 6.16% to 2.59%.

The improvement in our mean pay is due to the percentage of women in the lower quartile salary brackets reducing:

- Lower quartile (1): from 47% to 42%
- Lower middle quartile (2): from 50% to 40%
- Upper quartile (4): unchanged from last year.

Bonus Payments

During this reporting period, a marginally higher percentage of women (12%) than men (11%) received bonus awards. The observed mean differential of 69.8% primarily results from some “one-off” payments made to teams in roles which are predominately held by men.

In Summary

We recognise that addressing gender pay gaps requires sustained action across pay, progression, culture and ways of working.

Our pay practices are fair, robust and transparent. We use salary benchmarking to ensure roles are rewarded consistently and appropriately, and we regularly review our approaches to mitigate the risk of unintended bias. Equality Impact Assessments are embedded within our policy framework, enabling us to identify and address any potential adverse impact at an early stage.

Inclusive recruitment is a key part of our approach. We use inclusive systems, practices and training to support fair access to opportunities and to strengthen diversity across our workforce. This is complemented by an active Equality, Diversity and Inclusion forum, which provides challenge, insight and engagement from across the organisation.

We are committed to flexible ways of working that support work-life balance and enable colleagues to thrive. We offer various working arrangements from homeworking, agile and hybrid which are further supported by family friendly and flexible working arrangements that recognise different life stages and caring responsibilities.

To support progression and representation at senior levels, we continue to invest in targeted development initiatives. Our Aim High and Aspiring Leader programmes are designed to support colleagues to develop their confidence, skills and readiness for senior roles, helping to build a strong and diverse leadership pipeline for the future.

Together, these actions reflect our commitment to creating a workplace where opportunity is fair, barriers are reduced, and everyone is supported to reach their potential.