

# Gender Pay Gap Report

February 2018

Housing & Care 21 is a national, not-for-profit organisation that provides housing and care for older people. We currently employ around 3,400 people, the majority of whom are women.

## The gender pay gap

**Median pay 28%**

**Median bonus 0%**

**Mean pay 36%**

**Mean bonus -1.5%**

**The bonus pay gap is minimal, with women being paid more than men on average.**

**22% of men and 40% of women received bonus pay.**

Our gender pay gap is driven by the structure of our workforce and the sector in which we operate. We employ a large number of women who work part time, carrying out occupations in support and care that are not highly paid. We are tackling low pay by investing in our care workers, who will earn at least 10% above the new National Living Wage rate from April 2018.

In addition, women are under-represented in the most senior roles. As a result, we are addressing the barriers that may make it more difficult for women to progress their careers to senior levels. For example, we are investing in leadership development for women, we will further improve selection processes to bring in as much objectivity as possible and we are committed to offering more flexibility which includes thinking more creatively about how we design jobs.

Job evaluation and pay benchmarking bring transparency and structure to pay decisions and we have standard rates of pay for the majority of our roles, meaning that men and women are paid the same for doing the same job.

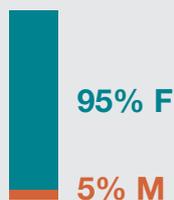
## Profile of the workforce

All employees

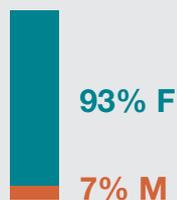


## Gender split by pay quartiles

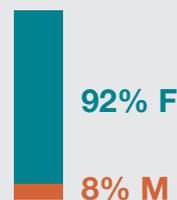
Lower Quartile  
Lowest paid



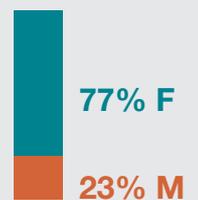
Lower Middle



Upper Middle



Upper Quartile  
Highest paid



The data illustrates the dominance of women in roles across all sections of the business, although the proportion of men increases in the upper quartile where professional and management roles are found. Some of our jobs in the upper quartile, such as in IT and property services, are mostly occupied by men, just as in many organisations. We have a great representation of women in operations management and are committed to opening up more opportunities for women across all professional and management roles.

## Actual numbers of men and women employed in each quartile

Quartile	Male	Female	Total
Lower	44	774	818
Lower Middle	60	758	818
Upper Middle	68	750	818
Upper	190	628	818

## Gender split by occupation

Service-delivery roles in care



Service-delivery roles in housing



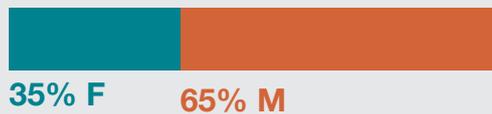
Administration and customer service



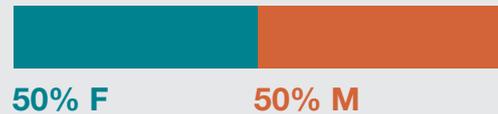
Professional and management



Senior leadership roles



Board of directors



Service-delivery roles in care represent 73% of our workforce, with a further 11% responsible for service delivery in housing. Around 8% of our people are employed in administration and customer service and around 7% in professional and management roles, with our senior leadership team making up just 0.5% of our workforce.

We have put in place a gender pay action plan and are committed to being an inclusive organisation for all. Investing in our people and potential is one of our strategic priorities and we are building a vibrant and diverse environment where people feel valued and fulfilled.

**Bruce Moore**  
CEO