

A man with a beard and glasses, wearing a black cap and a light purple striped shirt, is pointing at a tablet held by a woman. The woman is wearing a green headwrap and a white t-shirt with a colorful tropical print of parrots and flowers. They are both smiling and looking at the tablet. The background is a blurred office environment with computer monitors and desks.

Housing@21

**Gender Pay
Gap Report
2020**

Gender Pay Gap Report 2020

Housing 21 is a national, not for profit organisation that provides housing and care for older people of modest means. 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.

Our Gender Pay Gap is high and is driven by the structure of our workforce and the nature of the work we do. Whilst this is unlikely to change significantly in the short term, we are committed to addressing the Gender Pay Gap and we will continue to seek opportunities to reduce this over time.

In 2017 we put in place a Gender Pay Gap action plan and since then we have made some good progress with this.

Key actions we have taken in the past year include: maintaining pay for our Care Workers at least 10% above National Living Wage; progressing the implementation of our equality and inclusion strategy; recruiting an Inclusion Lead role; continuing our membership of the Women In Social Housing network for our staff to access; and making more progress with the implementation of evaluation methodology to all areas of the organisation to ensure fairness and transparency in pay decisions.

We continue to support and promote flexible working and have adopted the “happy to talk flexible working” logo when recruiting. In order to attract the widest possible pool of talent, we use software to ensure our job profiles and vacancy adverts are ‘gender neutral’. We also ensure gender balanced selection panels for the recruitment of all senior posts.

Looking ahead to 2021, we will continue this positive progress by maintaining Care Worker pay at least 10% above National Living Wage as it increases, and holistically reviewing our approach to reward. We will also continue to review our recruitment approach to ensure we adopt best practice in attraction and selection.

We are committed to being an inclusive organisation for all and to supporting all of our employees to succeed.

This statement confirms that the published information is accurate at the time of publishing.



Bruce Moore
Chief Executive

The Gender Pay Gap

April 2020



April 2019



A negative pay gap indicates that, on average, women are paid more than men.
86% of individuals who were paid a bonus were women.



Profile of the workforce

All employees



Actual numbers of men and women employed in each quartile

Quartile	Male	Female	Total
Lower	34	761	795
Lower Middle	52	742	794
Upper Middle	60	735	795
Upper	183	612	795

The gender profile of our workforce, overall and within each pay quartile, has not changed significantly since April 2018.

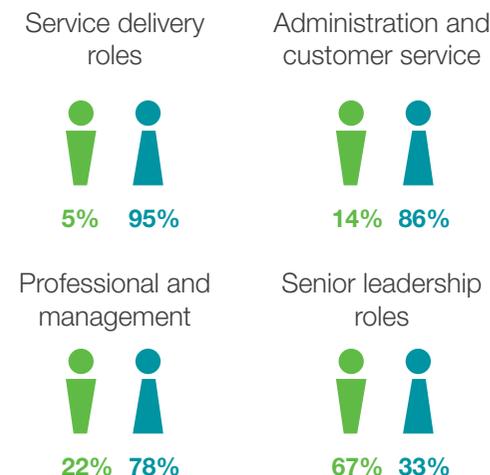
Gender split by pay quartiles



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.

Gender split by occupation



Service delivery roles in care represent 50% of our workforce, with a further 23% responsible for service delivery in housing. Service delivery staff were generally unable to work from home during the Covid-19 pandemic due to the nature of their roles. Therefore, when these employees were required to self-isolate they were considered to be sick, and become excluded from Gender Pay Gap calculation. This had a disproportionate impact on our Gender Pay Gap due to the low proportion of males in the organisation, and the impact of those males employed in lower paid roles being sick/excluded from the calculation.



Our Gender Pay Gap is driven by the structure of our workforce and the sectors in which we operate. We employ a large number of women who work part time, carrying out occupations in cleaning, care and support that are not highly paid. We are tackling low pay by investing in our Care Workers, who have earned at least 10% above the new National Living Wage rate from April 2018.

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.

Women are well represented at all levels of the organisation; they hold 77% of jobs in the highest paid quartile and 62% of jobs in the highest paid decile. At the date of reporting all of our Executive Roles (3) were held by male members of staff. Following a review of our executive structure this team has been expanded and 33% of roles are held by women. We will continue to support female colleagues to develop and remove any barriers that may exist to entering senior positions.



Additional analysis of our Gender Pay Gap

In order to provide greater transparency about the size and nature of our Gender Pay Gap, we have again chosen to report additional information this year.

Gender Pay Gap within each quartile

This data shows the pay gap that exists within each quartile rather than across the organisation as a whole. Each quartile represents 795 employees.



Quartile	Mean Pay Gap	Median Pay Gap
Lower	-1%	0%
Lower Middle	0%	0%
Upper Middle	1%	-1%
Upper	29%	34%

Only the highest paid quartile has a notable Gender Pay Gap within it. This is because the Lower and Middle quartiles consist of a small number of roles which each have standard rates of pay. By contrast, the Upper quartile consists of a larger variety of roles ranging from service management to senior leadership positions. Within the Upper quartile, 77% of roles are held by women.

Additional analysis of our Gender Pay Gap

Reporting by decile

The data below analyses our Gender Pay Gap in further detail by showing the position within each decile (10%) of the organisation. Each decile represents 342 employees.

Decile	% of roles held by women	Mean Pay Gap	Median Pay Gap
1 (Lowest paid)	94%	0%	0%
2	96%	0%	0%
3	95%	1%	0%
4	95%	0%	0%
5	93%	0%	1%
6	93%	0%	0%
7	93%	0%	-1%
8	91%	0%	0%
9	86%	-2%	0%
10 (Highest paid)	62%	17%	21%

Only the highest paid decile has a notable pay gap within it. The proportion of roles held by women decreases with each decile. Within the highest paid decile, women hold 62% of roles.

Ethnicity pay gap reporting

For the first time we have begun to assess our ethnicity pay gap, with intentions to develop this and other pay gap reporting approaches in future. This is based on the same data set as our Gender Pay Gap.

71% of our employees are White British, 10% are from a non-white background and a further 16% are unknown.

Currently our pay gap of White British employees is -6%. This indicates that individuals from a non-White British background are on average paid more than White British employees. Individuals in equivalent roles are paid the same regardless of ethnicity. This result is instead a reflection of the grade of role individuals are employed within.

Housing 21 will continue to critically assess ourselves to identify and remove any barriers to joining us or progression – irrespective of diversity characteristics. Our Equality and Diversity strategy will be reviewed by our new inclusion lead in 2021, to identify actions required to enable us to be seen as a truly inclusive organisation.