A man with a beard and glasses, wearing a black cap and a light pink striped shirt, is pointing at a tablet held by a woman. The woman is wearing a teal headwrap and a white t-shirt with a colorful tropical print of birds 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
2021**

Gender Pay Gap Report 2021

Housing 21 is a national, not for profit organisation that provides housing and care for older people of modest means. We are proud to be an employer that values our people and in 2021 we achieved the Investors in People Platinum standard that is awarded to less than 2% of organisations assessed against this international standard for people management. However, we know that there is always work that we can still be doing to improve the quality of our engagement of our people and how they are recognised and rewarded.

A Gender Pay Gap does not signify that men and women are paid different amounts for doing the same work, which has long been illegal and we have robust mechanisms to prevent any such a disparity. The Gender Pay Gap compares the hourly rates of pay levels for male and female employees taken as an average across a whole organisation and all its job roles.

Our Gender Pay Gap remains high, although is a slight improvement on last year. This gap is driven mainly by the structure of our workforce, where women occupy the vast majority of service delivery roles. This gap isn't unique to Housing 21 and is reflective of the profile of the care and support sectors that Housing 21 operates in.

This does not though mean we are complacent or content to have a Gender Pay Gap and we are committed to seeking opportunities and adopting strategies that will help us reduce and close this gap over time.

Key actions we have taken in the past year include: maintaining pay for our Care Workers at a level at least 10% above National Living Wage; recruiting a Respect & Inclusion Lead and developing a Respect & Inclusion Strategy; establishing gender diverse interview panels and gender diverse shortlists for all senior roles; adopting 'happy to talk flexible working' principles in recruitment campaigns; using a job evaluation methodology to ensure bias does not impact on pay decisions; and seeking to making our care roles more attractive to males as well as females.

In 2022 we have plans to review our major HR policies to ensure that they support women to progress and develop; conduct a tone of voice campaign to remove gender-biased language; refresh our rewards and benefits package; assess whether there are gender-related barriers to career progression; and set new gender targets for our workforce.

We remain committed to being a champion for inclusion, that recognises the diversity of our people as key to our success.

I confirm that the published information in relation to the gender pay gap is accurate.



Bruce Moore
Chief Executive

The Gender Pay Gap

April 2021



April 2020



A negative pay gap indicates that, on average, women are paid more than men.
68.6% of individuals who were paid a bonus were women.





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 66% of jobs in the highest paid decile.

Equal pay, which has been legislated for since 1970, makes it unlawful to pay men and women different amounts for the same job.

Gender pay is the difference between average male and female pay across a whole organisation.



Profile of the workforce

All employees

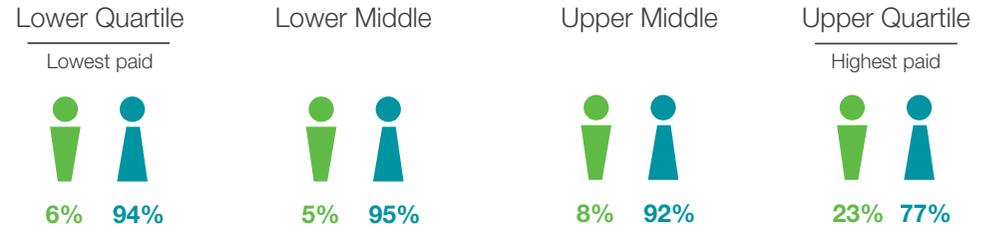


Actual numbers of men and women employed in each quartile

Quartile	Male	Female	Total
Lower	54	842	896
Lower Middle	43	801	844
Upper Middle	77	834	911
Upper	188	629	817

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

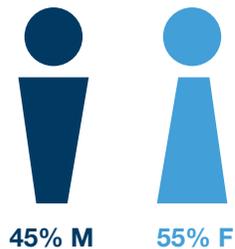
Employees receiving bonuses:

- Female April 2021 68.6%
- Female April 2020 3.7%
- Male April 2021 32.6%
- Male April 2020 3%



Profile of Corporate

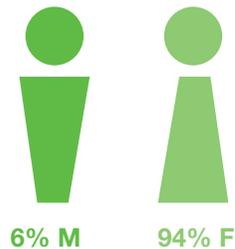
All employees



Corporate refers to our head office functions of Property Development and Property Services, People & Culture, Business Systems, IT, Marketing and Communications, Procurement, Finance Business Services, and Commercial Finance and Accounting. At the snapshot date, our Corporate functions workforce numbered 271 (7.8% of total Housing 21 employees). Of these, 149 were women.

Profile of Extra Care

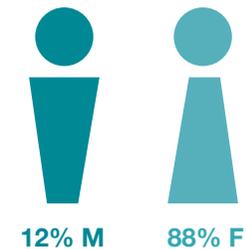
All employees



Extra Care employed 2,487 people as of the snapshot date (72% of our total workforce). Extra Care provides independent living with access to on-site care if and when it is needed.

Profile of Retirement Living

All employees



Retirement Living employed 701 people as of the snapshot date (20% of the overall workforce). Retirement Living provides private and self-contained retirement apartments, designed to allow independent living within a community setting.

Gender Pay Gap:

Median Pay	29.2%
Median Bonus	-84.3%
Mean Pay	19.7%
Mean Bonus	-86.3%

Gender Pay Gap:

Median Pay	3.3%
Median Bonus	0%
Mean Pay	7%
Mean Bonus	-4.63%

Gender Pay Gap:

Median Pay	15.4%
Median Bonus	-84.3%
Mean Pay	23.3%
Mean Bonus	-86.3%