

Housing@21

# Gender Pay Gap Report 2022

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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 percent 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 is high and is driven mainly by the structure of our workforce, where women occupy the vast majority of service delivery roles, which are our most numerous positions and are lower paid than other areas of the organisation. 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, where women are heavily represented. In addition to ensuring that women have access to senior opportunities and that we remove barriers to development and success, we know that it is also important to invite more men into our sector to work in service delivery roles.

We are by no means complacent or content to have a gender pay gap and we will use our influence within our sector to help create career pathways for women in roles that have traditionally, and often lazily, been attributed to men, such as in IT, construction or property development.

Key actions that we have taken in the last year, and that we pledge to continue to take, include: maintaining pay for our Care Workers at a level at least 10% above National Living Wage; producing a new Respect and Inclusion Strategy; recruiting a new Wellbeing Lead to help create a holistic, supportive experience for all of our employees, continuing to run gender diverse interview panels; adopting flexible working arrangements such as introducing a nine day fortnight; using job evaluation methodology to help remove bias from pay decision.

Inclusion sits at the heart of Housing 21. It is something we will ensure we are always working hard to achieve and maintain so that we can provide the best possible working environment for our people and the most positive spaces for anybody that comes to live with us.



Bruce Moore  
Chief Executive

# Introduction

2022 marks the 6th annual report on our gender pay gap, in line with the regulations introduced in 2017 for organisations of more than 250 employees. From the outset, it was anticipated that it would be challenging for Housing 21 to alter the gender pay gap significantly due to the structure and nature of our workforce, with women occupying the vast majority of lower paid roles that make up the majority of employees: care work and ancillary roles. This is not due to choice but is a result of societal stereotyping, with women providing the majority of the national workforce for both the Housing (57%) and Care (82%) sectors.

Housing 21's gender pay gap isn't driven by a lack of female representation at the top of the organisation – women outnumber men in each decile – but it is due to the fact that there aren't enough men in our lower paid roles: care work and ancillary positions. The pay for these roles is kept under continuous review but we must always balance creating a compelling employee offer with our not-for-profit status, and be conscious of the fact that a significant proportion of our employee related costs must be paid for by our residents, who are older adults of modest means.

Since reporting began, we have taken steps to challenge the low pay within the boundaries of challenging times for our sector. In 2018 we introduced a policy of paying care workers at least 10% above the national living wage, regardless of their age and qualifying threshold. We have welcomed the recent

unprecedented rises in the national living wage. Additionally, this year we have introduced a qualification enhancement for care workers and assistant care managers, equating to an additional 50p per hour and this is currently being paid to 33% of our care workers and 44% of our assistant care managers. These payments should increase the average hourly rate of pay in our next gender pay gap report. We have also introduced the Extra Care Academy: a development offering that helps our employees to make a positive choice about a career in care and equipping them for progression into management positions.

All of these actions will contribute to improving our gender pay gap over time but the priority is to attract more men into care roles, for which we have set targets within our Extra Care strategy. This is a challenge for everybody operating within the care sector and will take time due to the need to challenge societal expectations of gender roles. Any action is not to be undertaken merely to improve our pay gap but to improve the service we offer to our residents and broaden the options on offer for their support.

To help develop female employees and attract more men into care, 2023 will see several pieces of ongoing work to help us address the gap, including:

- Hiring a Recruitment Manager to help embed inclusive actions into our organisational recruitment policy and practice

# Introduction (continued)

- Implementing a new recruitment system that helps to remove bias from our processes
- Continuing to develop diverse cohorts through our Extra Care Academy scheme
- Working to attract more male workers into care and ancillary roles
- Operating gender diverse interview panels for the recruitment to roles paid £50,000 and above
- Maintaining our commitment that care workers will be paid a minimum of 10% above the national living wage
- Promoting flexible working practices, including 9–day working fortnight for relevant roles
- Using a transparent pay policy and grading system and continuing to use a job evaluation methodology to help ensure that bias does not impact on pay decisions

We will continually take steps to understand the factors which contribute to our gender pay gap and are committed to taking action to address this, to set targets for improvement and to monitor our progress over time.

# The Gender Pay Gap

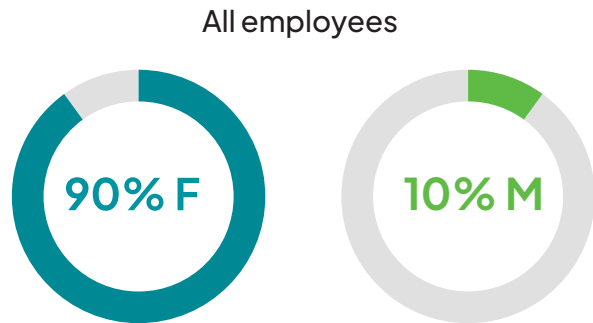
April 2022

Median pay	<b>28%</b>	Median bonus	<b>40%</b>	Mean pay	<b>35%</b>	Mean bonus	<b>-19%</b>
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April 2021

Median pay	<b>25%</b>	Median bonus	<b>-20%</b>	Mean pay	<b>35%</b>	Mean bonus	<b>-10%</b>
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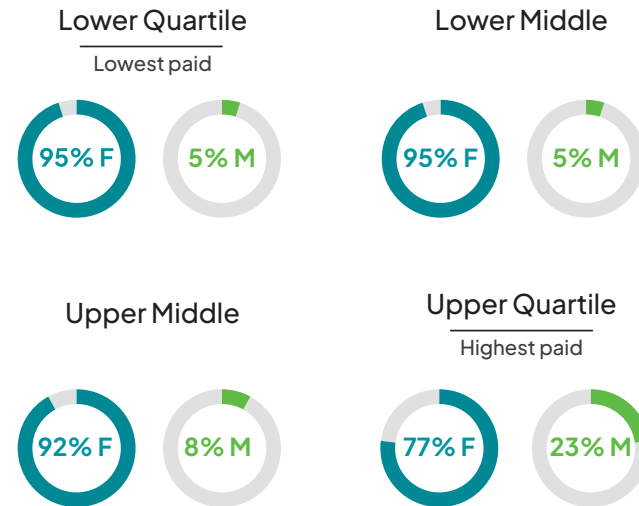
# Profile of the workforce



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

Quartile	Female	Male	Total
Lower	815	45	860
Lower Middle	818	42	860
Upper Middle	787	73	860
Upper	665	196	861

# 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, construction 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.

# Additional analysis of our GPG

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 860 employees.

Quartile	Mean Pay Gap	Median Pay Gap
Lower	-0.62%	0%
Lower Middle	0.07%	0%
Upper Middle	0.88%	1.3%
Upper	27.9%	35.1%

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 job 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 percent of roles are held by women

## 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 344 employees.

Decile	% of roles held by women	Mean Pay Gap	Median Pay Gap
1 (Lowest paid)	94%	0.7%	-0.10%
2	95%	-0.48%	0.05%
3	96%	0.28%	0.24%
4	95%	-0.01%	0%
5	95%	0.02%	0.10%
6	94%	0.49%	0.91%
7	89%	0.62%	4.32%
8	91%	0.43%	0.96%
9	83%	0.11%	-0.14%
10 (highest paid)	65%	19.73%	22.18%

The most notable pay gap is within the tenth decile. The proportion of roles held by women steadily decreases across the deciles. Within the highest paid decile, women hold 65 percent of roles.