



Gender Pay Gap Statement 2024

Covering period ending March 2023

Background

Housing 21 is a national, not for profit organisation that provides housing with care and support, for older people of modest means. We are proud to be an employer that values our employees with Investors in People Platinum standard accreditation that is awarded to less than two percent of organisations assessed. More recently, we were also named in the top three Best Places to Work UK 2024 list by Glassdoor based on the anonymous reviews of current and former employees.

We are deeply committed to being a truly inclusive organisation, so naturally, one of our priorities is to monitor and reduce the Gender Pay Gap to as low a figure as possible.

About our Gender Pay Gap

A Gender Pay Gap does not signify that men and women are paid different amounts for doing the same work; rather it compares the hourly rates of pay levels for male and female employees taken as an average across a whole organisation and all of its job roles.



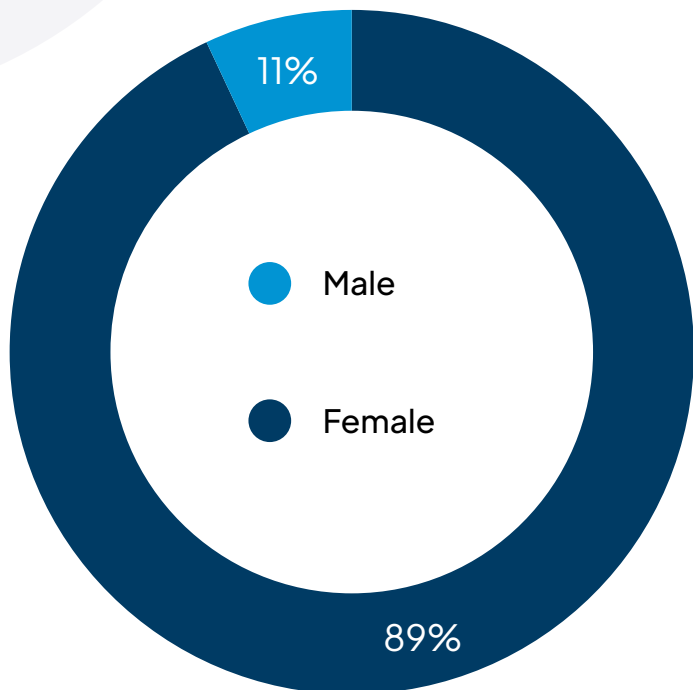
Based on our data capture point as of April 2023 our mean pay gap is 31 percent (where males are paid more than females) a slight improvement on last year's 35 percent. Our median pay gap is 25 percent, again a slight improvement on last year's 28 percent.

Our pay gap remains wider than the UK average, which sits around 15 percent median. This is because of our workforce profile being predominantly care and ancillary roles, which are almost exclusively occupied by female employees. This reflects a generational and societal bias towards women in such roles and is only likely to change with gender movement within the sector and the attraction of more males.

On this basis the most significant impact on the pay gap will continue to be the annual review of base pay rates. Housing 21 is committed to an underpinning approach of paying the National Living Wage plus 10 percent for all Care Workers. This will continue to reduce the pay gap where the National Living Wage increase exceeds the level of general award applied. It can be expected that the increase applied to the National Living Wage by the government from April 2024 will have a similar impact to reduce the overall pay gap.

Pay Gap Data

Workforce representation



Gender Pay Gap

	Percentage Gap
Mean	31%
Median	25%

Bonus Paid

The percentage of employees to receive a bonus

Gender	Total (Percentage)
Female	2.08%
Male	1.00%
Total	1.96%

Bonus Pay Gap

	Percentage Gap
Mean	-50%
Median	-44%

NOTE: a minus gap figure denotes a gap in favour of females

Pay Quartile Totals

Quartile Totals	Female Count	Male Count	Female Percentage	Male Percentage
Lower (0-25% of full pay employees)	882	60	94%	6%
Lower Middle (25-50% of full pay employees)	887	55	94%	6%
Upper Middle (50-75% of full pay employees)	865	77	92%	8%
Upper (75-100% of full pay employees)	734	208	78%	22%
Total	3,368	400		

Our approach to closing the gap

The approach that we take to our action planning seeks to underpin the fair practices around attraction, recruitment, employment, promotion and retention whilst also seeking to address the underrepresentation of gender in specific roles or specific grades through development and succession planning.

Our approach to embedding equality is encased in our Respect and Inclusion Strategy and, specifically, the Respect and Inclusion Action Plan. The aim is to become a truly inclusive organisation.

In becoming a truly inclusive organisation, we aim to remove all barriers to becoming representative of our communities. In terms of gender, that would mean potentially 50 percent female representation at all levels of the workforce. If we had 50/50 representation at equal grade dispersion, the gender pay gap would disappear. However, this would represent a greater degree of social and societal progression beyond the direct control of Housing 21.

The aim of our respect and inclusion approach is to remove all barriers to achieving this gender balance and to continually make progression. By embedding true inclusion, it is anticipated we will attract more women to more senior and non-traditional roles such as IT, and importantly, more males to roles within care. Research indicates that up to 83 percent of younger people will not work for organisations which are not inclusive, therefore we anticipate our action plans attracting more younger candidates for vacancies, also solving a far greater challenge of attracting the next generation of workforce to care roles.

More specific initiatives are planned including:

- Adapting our recruitment campaigns to target males (and younger people) in care and ancillary roles and women in higher paid roles, incorporating targeted inclusive language, and showcasing employee stories and spotlighting role models.
- Data monitoring of recruitment activities from the perspective of candidate attraction to offer and understand where interventions may be required.
- Identifying potential bias in the recruitment process through training as well as objective oversight and monitoring.
- Developing succession plans and career pathways to develop leaders in housing and care and other more senior corporate roles for women and other under-represented groups.



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