

# Pay Gap Data 2026

Based on data as at April 2025



# Background

Housing 21 helps older people live well, with dignity and autonomy, by providing support or care in quality social rent or shared ownership housing services.

We are proud to be an employer that values our employees with an 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.

As an organisation committed to being truly inclusive, one of our priorities is to monitor and work to reduce the Gender Pay Gap to as low a figure as possible.



# About our Gender Pay Gap

Our report is based on the pay data captured in April 2025 and shows that the Gender Pay Gap is largely unchanged. Given the profile of our workforce, which is predominantly made up of care and ancillary roles where female employees represent 88 percent of employees, this is not unexpected and reflects the wider societal and generational patterns that continue to shape gender representation in these roles.

- Our mean pay gap is **29.3 percent**, almost the same as last year's **29.0 percent**, reflecting the continuing low volume of male employees and their dispersion across the workforce. The female and male mean hourly rates have both increased by six percent, resulting in the broadly unchanged position.
- The median pay gap is **20.4 percent**, a slight movement from last year's **19.5 percent**. The female median hourly rate has increased by five percent, while the male median hourly rate has increased by six percent. A slight increase in male employees has contributed to the slightly wider gap, along with the three percent pay award applied to the majority of posts, with lower-paid roles receiving increases of six to seven percent.

Housing 21's Gender Pay Gap remains wider than the 2025 UK average of **12.8 percent**. While this reflects the structure of our workforce, we remain committed to improving it through initiatives that support career progression for women, targeted recruitment strategies and fair, transparent pay structures.

## This year we have also gathered data on ethnicity and disability pay gaps

### Ethnicity Pay Gap

We have a mean ethnicity pay gap of **-1.7 percent** and a median gap of **-5.9 percent** in favour of minority ethnic employees.

While these figures are positive, we remain committed to improving disclosure rates and continuing to build a culture where employees feel confident to declare their ethnicity and support the development of inclusive practices.

### Disability Pay Gap

The disability pay gap shows a mean average of **-11.2 percent** and a median of **-20.7 percent** in favour of employees with a declared disability.

Again, these figures are positive, but we remain focused on improving data quality and removing barriers across the organisation, supported by the work of the Disability Action Affinity Group.

# Pay Gap Data

## Workforce

|                 | Full workforce at Apr 25 |      |       |
|-----------------|--------------------------|------|-------|
|                 | Female                   | Male | Total |
| No of Employees | 3,662                    | 482  | 4,144 |
| %               | 88%                      | 12%  | 100%  |

## Bonus Pay

| Gender       | as at April 25       |                  |
|--------------|----------------------|------------------|
|              | Total Received Bonus | % Received Bonus |
| Female       | 35                   | 1%               |
| Male         | 3                    | 1%               |
| <b>Total</b> | <b>38</b>            | <b>1%</b>        |

## Mean & Median Gender Pay Gap

|        | as at April 25     |                  |                |
|--------|--------------------|------------------|----------------|
|        | Female Hourly Rate | Male Hourly Rate | Gender Pay Gap |
| Mean   | £15.44             | £21.85           | 29.3%          |
| Median | £13.43             | £16.88           | 20.4%          |

## Mean and Median Bonus Pay Gap

|        | as at April 25      |                   |                    |        |
|--------|---------------------|-------------------|--------------------|--------|
|        | Female Bonus Amount | Male Bonus Amount | Total Bonus Amount | % Gap  |
| Mean   | £285                | £150              | £271               | -90.1% |
| Median | £200                | £200              | £200               | 0.0%   |



# Pay Gap Data

## Pay Quartile Totals

| Quartile     | Female       | Male       | Total        | % females  | % males    |
|--------------|--------------|------------|--------------|------------|------------|
| 1            | 830          | 70         | <b>900</b>   | 92%        | 8%         |
| 2            | 850          | 50         | <b>900</b>   | 94%        | 6%         |
| 3            | 807          | 93         | <b>900</b>   | 90%        | 10%        |
| 4            | 677          | 222        | <b>899</b>   | 75%        | 25%        |
| <b>Total</b> | <b>3,164</b> | <b>435</b> | <b>3,599</b> | <b>88%</b> | <b>12%</b> |

| Quartile     | Minimum rate | Maximum Rate | Female Mean | Male Mean | % Pay Gap    |
|--------------|--------------|--------------|-------------|-----------|--------------|
| 1            | £10.57       | £12.79       | £12.45      | £12.32    | -1.1%        |
| 2            | £12.79       | £13.54       | £13.15      | £13.24    | 0.7%         |
| 3            | £13.54       | £16.77       | £14.91      | £15.08    | 1.1%         |
| 4            | £16.77       | £171.35      | £22.60      | £29.64    | 31.15%       |
| <b>Total</b> |              |              |             |           | <b>29.3%</b> |

# Our Approach to Closing the Gap

The Gender Pay Gap remains an important measure for comparing the pay levels of male and female employees across the whole organisation at a point in time. It does not mean that men and women are paid differently for doing work of the same value. However, we continue to take action to address the Gender Pay Gap and ensure our practices are fair and inclusive. This includes:

- Paying Care and Ancillary Workers above the National Living Wage.
- Promoting respect and inclusion across the organisation.
- Delivering a holistic wellbeing strategy to support a diverse workforce.
- Running targeted recruitment campaigns using inclusive language and employee stories.
- Reducing bias through monitoring and recruitment panel training.
- Supporting gender diversity in leadership through succession planning and career pathways.
- Monitoring recruitment data from attraction through to offer.

Over the last 12 months, we have established a Women's Wellbeing Affinity Group to champion the needs of our predominantly female workforce, highlight barriers and help us prioritise the actions that will support long-term change.

Given the age profile of our workforce, menopause has been a key area of focus. We have a specific Menopause Policy, guidance and e-learning for employees and managers, and continue to hold Menopause Cafés to provide a safe space for colleagues to share experiences and access support.

Alongside this, we have continued to strengthen the wider wellbeing support available across Housing 21 through manager wellbeing tools, the Employee Assistance Programme, funded healthcare support and workplace adjustments where needed.





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Regulated by the Regulator of Social Housing Reg. No. L0055

Community Benefit Society FCA Reg. No. 16791R/ Chief Executive: Bruce Moore

