

# GENDER PAY GAP REPORT 2022



5 April 2022

# GENDER PAY GAP REPORT

We are Places for People, the UK's leading Social Enterprise. We change lives by creating and supporting thriving communities.

Our business consists of complementary companies that are market leaders in placemaking, regeneration and development, investment management, property management and leisure. Working together, we have the expertise and reach to create and manage entire communities, providing homes, services support and infrastructure that enable our Customers and their communities to thrive.

We own or manage more than 230,000 properties that are the homes to around 500,000 Customers right across the UK. We operate 100 leisure facilities that support the health and wellbeing of our Customers with an average of 1.9m visits a month.

Using the power of partnership and working collaboratively, almost 10,500 colleagues in more than 20 specialist companies create communities and provide People with opportunities and choice in a way that few organisations can match.

Since our last report, we have retained our Investors in People gold award and been recognised as one of the Best UK Workplaces — ranked 24th in the Super Large category.



# Gender Pay Gap REPORTING

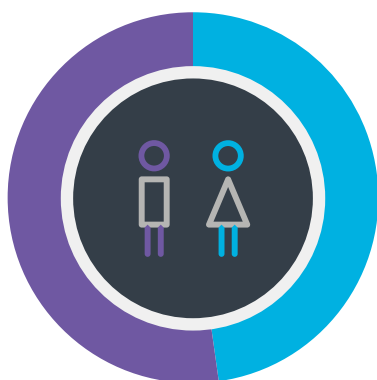
UK companies with 250 employees or more have to report on their gender pay gap each year. We support this requirement and see it as a positive step towards ensuring greater transparency on gender pay differences to deliver pay equality.

## WHAT IS THE GENDER PAY GAP?

The gender pay gap is a measure of the difference between the average pay of men and women across the same organisation.

It is not the same as equal pay, which relates to men and women being paid equally for equal work, or work of equal value.

There are several technical terms used in gender pay gap reporting. We have tried to define these in the places where they appear. Calculations are performed in line with a prescribed methodology. This means that certain colleagues are excluded, and certain elements of remuneration are not counted in the pay calculation. Gender pay gap reporting assumes a default position of men being paid more than women on average (as evidenced by almost all published pay data). When presenting the hourly and bonus pay gap percentages, a positive percentage gap means men are being paid more than women, whereas a negative percentage gap means women are being paid more than men. A zero percentage means no gap exists.



Our results

# OUR HOURLY PAY GAP

Our Mean hourly pay gap is

# 4.1%

Our Median hourly pay gap is

# -2.3%

These figures have decreased since the last report. Furthermore, the median figure has moved to such an extent that it indicates that median hourly pay was greater for women. This overall reduction reflects what had become a pre-pandemic trend.

Last year's figures for the mean and median hourly pay gaps of 15.1% and 10.4% respectively were reported in the context of a reporting period that remained greatly impacted by colleagues being on furlough.

Our mean hourly pay gap this year is at the lower end of those reported nationally for the April 2022 snapshot date (reported up to July 2022), which indicated a fall in the previous years from 13.3% to 12.9% (source Xpert HR).

As at 5 April 2022, whilst we continue to see the men's mean hourly pay at a higher level than for women, the pay gap has narrowed. This has been quite clearly affected by the increased number of colleagues being included in the calculations as a result of colleagues returning to work. This is almost exclusively the result of colleagues returning to work in Places Leisure where, significantly, a higher proportion of women continue to be employed. The resulting shift in numbers will be seen in both the calculations for the hourly pay gap and in our pay quartile analysis in a later section.

**Mean hourly pay gap is the difference in average hourly rates of pay between men and women.**

**Median hourly pay gap is calculated by ordering the hourly rate for each man from lowest to highest and separately, the hourly rates of pay for each woman and comparing the middle value of each.**



Our results

# OUR BONUS PAY GAP

Our Mean bonus pay gap is

43%

Our Median bonus pay gap is

0%

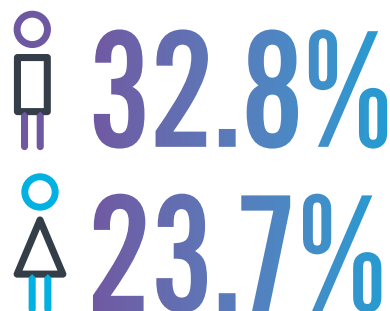
Our mean bonus gap (43.0%) and our median bonus gap (0%) have fallen relative to last year. A 0% gap indicates that the median bonus for men and women were of equal value.

As we have explained previously, all our bonus, incentive and commission arrangements are gender neutral by design.

Our gender bonus gap figures are affected by the following factors:

1. The highest bonus opportunities continue to be available to senior management. There are still fewer women in relation to men at a senior management level.
2. We operate in certain sectors where bonuses and incentives are significant and widely regarded as industry standard in the context of wider remuneration. These sectors historically tend to be dominated by men and this continues to be apparent in our Fund Management and Construction / Development businesses.
3. During the pandemic bonuses were introduced which were paid more widely in recognition of the effort of colleagues in challenging times. These were of equal value distributed in greater numbers to a larger population of colleagues resulting in median bonuses being equal for men and women and no gap as a consequence.
4. This year the bonus practice of our Leisure business, which normally has a large proportion of women, paid only a handful of small bonuses, as it prioritised its emergence from the pandemic, suspending its normal management bonus activity. The return of over 4,000 colleagues to work from furlough, however, impacted positively on the hourly pay gaps.

**The proportion of colleagues receiving bonus pay overall has increased significantly, and a higher proportion of men received bonus pay compared with women.**



**Mean bonus pay gap** is the difference in average bonuses between men and women, calculated from those who received a bonus in the year.

**Median bonus pay gap** is calculated by ordering from lowest to highest, the bonuses for each man who received a bonus and separately, the bonuses for each woman who received a bonus and comparing the middle value of each.

The proportion of men/women receiving bonus pay compares the number of men and women who received a bonus to the overall number of men and women respectively.

How we are tackling our

# GENDER PAY GAP

We are working to achieve greater gender and wider diversity at all levels in the organisation. Achieving gender diversity within the general workforce within some of our businesses remains a challenge, particularly those operating in sectors which have a strong gender imbalance nationally, such as property management, development, and care and support.

As an organisation, we continue to focus our efforts on our Gender Pay Action plan. It is key to continue to understand and focus on the impacts of gender equality and how equality can be achieved through effective business strategies.

## Gender Pay Action Plan:

### 1. Build on existing positive actions schemes.

We will be launching our second cohort of Women in to Trades programme within our property management business, which has traditionally been a workforce dominated by men. This programme was created to bring women into the workplace through an apprenticeship scheme. The programme works with newly hired women trade apprenticeships supporting them to achieve the level 2 Property Maintenance Apprenticeship, as well as their managers, to break down unconscious bias and stigma within the sector.

### 2. A review of our flexible working through an inclusive, modern family friendly lens.

We have introduced a trial of flexible working across the organisation which allows colleagues to work how they want, when they want and where they want. We believe this will positively impact our gender pay, by actively encouraging women into the workplace. We have also introduced a new Flexible Working Policy which removes the need for minimum level of service before flexible working can be requested, making this a “day 1” right. In the future we aim to build on this by introducing a new Fertility Inclusion policy

whereby colleagues undergoing fertility treatments receive new legal protections against discrimination.

### 3. Succession Planning

Our new succession planning activity started in October 22. This process identifies both Top Talent and successors for key and critical roles across the organisation. Through this succession planning process, we have also identified the percentage of women leaders in each Senior Leadership team across the business, this has given us the data to commission targeted development programmes and initiatives tailored to promoting women into leadership roles.

### 4. Promoting Women’s Networks

Our women’s networks are a practical method to support women’s career ambitions and raise awareness about gender specific barriers. Evidence shows that women’s networks are critical to women’s long-term career success and to date we have in place:

- **Endometriosis Champions**
- **Menopause Awareness Support Group**
- **Women In Tech Community**
- **Gender Colleague Network**

# Statutory DISCLOSURES

As required under the gender pay gap reporting regulations, all companies with 250 colleagues or more on 5 April 2022 are required to publish specific gender pay information. The following entities are required to disclose their gender pay gap in this report.

## 1. Places for People Limited

(parent company, containing the Chief Executive, most Senior Management and those who work in central and corporate services)

## 2. Places for People Homes Limited

(regulated housing activities)

## 3. Places for People Living+ Limited

(supported housing, care and support)

## 4. Residential Management Group Limited

(property management)

## 5. Places for People Leisure Limited

(leisure management and services)

## 6. Derwent Facilities Management Limited

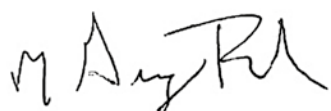
(facilities management)

Our Gender Pay Gap data for each of these entities is set out below

Employer	Proportion of headcount (M%/W%)	Mean pay gap (%)	Median pay gap (%)	Mean bonus gap (%)	Median bonus gap (%)	Proportion receiving a bonus (M%/W%)	Proportion in lower quartile (M%/W%)	Proportion in lower middle quartile (M%/W%)	Proportion in upper middle quartile (M%/W%)	Proportion in upper quartile (M%/W%)
Places for People as a whole	44.1/55.9	4.1	-2.3	43.0	0	32.8/23.7	47.7/52.3	43.7/56.3	45.6/54.4	43.0/57.0
Places for People Limited	47.0/53.0	30.1	26.3	68.7	0	63.8/70.6	24.4/75.6	45.7/54.3	57.5/42.5	63.0/37.0
Places for People Homes	60.6/39.4	1.9	2.7	-58.6	0	78.6/70.8	40.6/59.4	76.7/23.3	61.5/38.5	67.4/32.6
Living+	23.8/76.2	6.9	4.1	35.1	0	70.3/73.7	22.4/77.6	19.0/81.0	27.6/72.4	31.0/69.0
RMG	45.5/54.5	9.3	4.6	40.1	-5.1	49.6/47.3	45.9/54.1	45.9/54.1	43.6/56.4	53.0/47.0
Places Leisure	39.1/60.9	-17.3	-14.9	-3.7	-3.0	0.04/0.1	47.8/52.2	43.3/56.7	39.0/61.0	26.2/73.8
Derwent FM	46.4/53.6	3.4	7.7	1.4	0	57.7/66.2	33.9/66.1	44.8/55.2	55.2/44.8	56.9/43.1

# DECLARATION

We confirm that Places for People's Gender Pay gap calculations are accurate and meet the requirements of the regulations.



**Greg Reed**  
Chief Executive



**Karen Halford**  
Chief People Officer

