



2023
Gender Pay
Gap Report

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

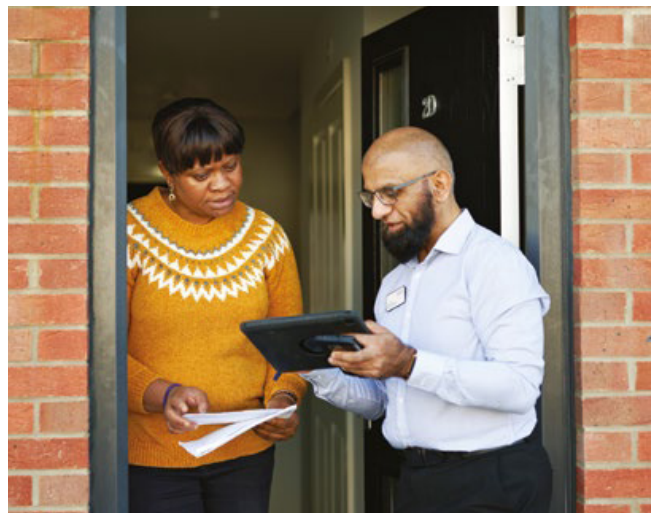
Our business consists of complementary companies that are market leaders in placemaking, regeneration and development, investment management, property management and leisure.

We own or manage more than 240,000 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.

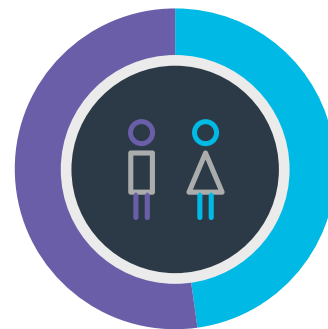
Using the power of partnership and working collaboratively, almost 10,500 colleagues in more than 20 specialist companies create Communities and provide People with opportunities and choice in a way that few organisations can match.

What sets us apart from other organisations, is that beyond providing housing or leisure opportunities, we have a genuine commitment to improving People's lives and Communities as a whole. Through our social impact work, we use our precious resources to make a real and lasting difference through schemes that offer support with employment, health and wellbeing, finances, homelessness prevention and more. In 2022, our social impact work delivered £272 million in wellbeing value to Communities and £300 million in 2023.



 INVESTORS
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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

9.5%

Our median hourly pay gap

3.4%

These figures have increased since the last report, with fewer women overall, and in the upper quartile in comparison to last year. Although the figure has increased, it remains significantly below the UK average of 14.3%. *ONS*

Last year's figures for the mean and median hourly pay gaps were 4.1% and -2.3%, respectively.

This year's report includes the reporting entity Places for People Developments Limited for the first time. This has contributed towards the increase in the pay gap as this entity operates in the male dominated sector of construction. Places for People Developments is almost 67% male.

Furthermore, Places Leisure pay gap fluctuates year on year due to the changes in colleagues in casual roles during the reporting period. Places Leisure has a negative pay gap meaning women are paid more than men. This has been consistent since reporting, however this year it has increased by 4.9% (mean) from -17.3% to -22.2% and 8.1% (median) from -14.9% to -23%

Furthermore, Places Leisure makes up the largest part of Places for People as a whole, so will continue to impact the pay gap significantly (positively or negatively) year on year.

Places for People operated a differentiated pay review in 2023, awarding larger increases to colleagues in lower paid roles. This has allowed women to move up through the quartiles and decrease the pay gap in RMG, Derwent FM, Places for People Limited and Living Plus.

Places for People Limited and Living Plus have more women than men proportionally, and in both entities, significant numbers of women received the largest increases (10%) as part of pay review 2023. (42% of women in Places for People Limited and 75% of women in Living Plus received this). This has contributed to women moving up through the pay quartiles and decreasing the pay gap.

The pay gap in Places for People Homes increased as a result of some pay increases that were made in October 2022 to our male dominated Trade roles.

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

31.2%

Our median bonus pay gap

10.2%

Our mean bonus gap (31.2%) has fallen significantly relative to last year (43%) and our median bonus gap has increased from 0% to 10.2%.

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. This year, we paid a fixed bonus amount in January 2023 to all eligible employees. This was pro-rated for part time employees. Having more women occupying part time positions, contributed towards the median bonus pay gap increasing this year.

The proportion of colleagues receiving bonus pay overall has again increased significantly.

 **75.2%**

 **66.8%**

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

Our new Equality, Diversity and Inclusion Strategy sets out our vision to create ‘a place for everyone’. We continue with our commitment to achieve greater gender balance at all levels in the organisation and, in business units that operate in sectors which have greater gender imbalance industry wide, such as property management and construction and development.

Our Gender Pay Gap Action Plan allows us to focus our efforts on those initiatives that will further reduce the gap and achieve gender equality throughout our business.

Gender Pay Action Plan:

1. GENDER BALANCED REPRESENTATION AT SENIOR LEVELS

We have set ourselves an aspirational target to achieve gender balance at leadership level by 2028. Our current female representation is 28% in our senior leadership team and 20% at Board level. To support our ambitions, we will introduce gender balanced shortlists during recruitment and ensure our succession planning process identifies at least one female successor for every role on our Executive team. We will also start to gather feedback from female senior leaders who voluntarily decide to leave the organisation, to understand if this decision was due to actual or perceived barriers of their ability to perform their role or to their career progression. Having this insight will allow us to take appropriate action to allow our senior female leaders to continue to develop their careers and thrive at Places for People.

2. TAKING POSITIVE ACTION IN BUSINESS AREAS WHERE FEMALES ARE UNDERREPRESENTED

We have 50% female learners on apprenticeship levy funded learning, which compares to 23% female learners in the 113 organisations that participated in the ‘5% club’ employers audit. In female underrepresented areas such as leadership and management, digital and trades, the percentage of female learners is 46%, 53% and 38% respectively. We will continue to work to increase the proportion of future female learners to support greater gender balance in these areas. We are working with Women into Construction to create a number of placements over the next 12 months to support the goal of getting more women into the role of Trainee Assistant Site Manager in our Developments business. Those who successfully secure a permanent role following their placement will complete an apprenticeship and have access to a dedicated coach that will support them to fulfil their leadership ambitions.

We have recently secured CiTB (Construction Industry Training Board) funding which will be used to support the ongoing development of existing women occupying Managing Director roles as well as those looking to progress to this role as part of their career plan. We are confident that investing in such work will help to increase the representation of women in leadership roles in this male dominated industry.

3. RE-LAUNCH OF OUR FLEXIBLE WORKING POLICY AND PROCESSES

A trial of flexible working across the organisation which provides colleagues with greater choice and control over how, when and where they wish to work has been an overwhelming success. As a result, the trial has moved to being a permanent arrangement. We believe this will greatly benefit women to stay in roles that reflect their skills and experience by allowing them to better manage the demands of work and home. Furthermore, we are proud to have been recognised as a fertility inclusive employer.

4. PROVIDING AND PROMOTING WOMEN’S NETWORKS

Established in 2022, our women’s networks provide the opportunity to bolster women’s career aspirations and foster awareness regarding gender-specific challenges. These encouraging and supportive Communities have forged an empowering environment aimed at influencing business decisions and initiatives. The work of these groups has directly led to improvements to the working environment for our female colleagues. Examples include improvements to women’s uniforms, raising awareness of specific gender-related health and wellbeing issues, as well as creation of educational materials that raise awareness of gender inequality and ways to overcome it.

Statutory Disclosures

As required under the gender pay gap reporting regulations, all companies with 250 colleagues or more on 5 April 2023 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)
7. **PLACES FOR PEOPLE DEVELOPMENTS LIMITED**
(property development and regeneration)

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	46.7/53.3	9.5	3.4	31.2	10.2	75.2/66.8	45.1/54.9	46.2/53.8	42.1/57.9	53.2/46.8
Places for People Limited	47.1/52.9	26.5	13.6	-7.8	0	78.3/87.0	31.7/68.3	45.7/54.3	47.6/52.4	63.4/36.6
Places for People Homes	61.6/38.4	6.1	7.1	9.2	0	91.2/86.8	43.2/56.8	68.2/31.8	63.6/36.4	71.3/28.7
Living+	25/75	-0.5	-0.9	1.3	0	91.9/96.3	39.7/60.3	16.1/83.9	19.4/80.6	24.2/75.8
RMG	47.8/52.2	13.6	-2.6	46.5	12.5	91.5/93.5	49.3/50.7	50.3/49.7	36.5/63.5	55.1/44.9
Places Leisure	41.4/58.6	-22.2	-23.0	26.1	50	61.8/64.9	51.0/49.0	39.3/60.7	42.7/57.3	32.6/67.4
Derwent FM	50.2/49.8	4.9	1.2	6.4	0	83.0/93.7	35.7/64.3	46.4/53.6	60.7/39.3	58.2/41.8
Places for People Developments	66.6/33.4	24.5	29.0	3.1	0	87.0/86.6	60.3/39.7	56.9/43.1	65.8/34.2	83.3/16.7

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 Officer



Karen Halford
Chief People Officer

