



2024

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Gender pay gap report

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

Places for People is a broad Community-focused leading UK social enterprise of 13,000 People who create, manage, and support thriving Communities across 245,000 homes - including 74,000 for social rent - through the largest development pipeline in our sector, in over 100 leisure centres, and for over a million Customers. In 2023-24, we created over £334m of social value for our Customers and Communities.

placesforpeople.co.uk

Reporting

In the UK, companies with 250 or more employees are required to report their gender pay gap annually. We fully support this requirement, viewing it as a positive step toward greater transparency in gender pay differences and achieving pay equality.

What is the gender pay gap?

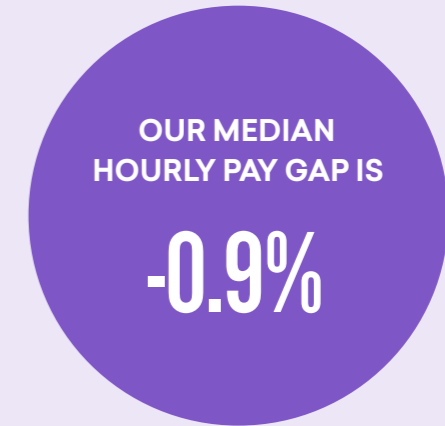
The gender pay gap is a measure of the difference between the average pay of men and women across the same organisation.

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 and median pay gaps have decreased since the 2023 report, reflecting an overall increase in the number of women, including more women in the upper quartile compared to last year. This improvement means our overall pay gap remains well below the UK average of 13.1% (ONS).

Last year's figures for the mean and median hourly pay gaps were 9.5% and 3.4%.

This is the second year that we have been required to report pay gap data for Places for People Developments Limited. This business area continues to display higher than average pay gaps as this entity operates in the male dominated sector of construction, however both the mean and median pay gaps within Places for People Developments have reduced compared to last year, reducing from 24.5% to 18.0% (mean) and from 29.0% to 20.6% (median).

Places Leisure pay gap fluctuates year on year due to the changes in Colleagues in casual roles during the reporting period. Places Leisure typically has a negative pay gap meaning women are paid more than men. This has been consistent since reporting began, however this year it has reduced from -22.2% to -11.8% (mean) and from -23% to -9.2% (median) 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 Homes reports reduced mean and median pay gaps for 2024, reducing from 6.1% to 0.5% (mean) and from 7.1% to 0.6% (median), as well as a median bonus gap in favour of women for the first time (-15%). These results reflect the growing number of women in senior roles within this business area compared to the wider organisation. This has positively impacted the overall female hourly rate and contributed to an increase in the mean bonus figures. Despite the proportion of women in senior roles, the higher number of male Colleagues overall within Places Homes results in the median bonus gap remaining higher at 18%.

Places for People once again operated a differentiated pay review in 2024, 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. This has also improved the gender balance across pay quartiles in all business areas, with the distribution of males and females within each quartile moving closer towards the same gender balance as seen within the overall population in each business area.

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 gap (52.6%) has increased relative to last year, while our median bonus gap has decreased. This is attributed to the high proportion of males across senior roles and the way in which bonus payments were distributed in July 2023 (based on a percentage of salary for senior leadership roles and a flat rate for middle management roles and below). This disproportionately increased the male mean bonus pay gap.

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. Last year, we paid a fixed bonus amount in January 2023 to all eligible employees to offer additional financial support during the cost-of-living crisis. This inflated the numbers of Colleagues receiving a bonus payment throughout the year for the 2023 pay gap results, so this metric has reduced in the 2024 results which reflect Colleagues receiving performance-linked bonuses only.



THE PROPORTION OF COLLEAGUES RECEIVING BONUS PAY OVERALL HAS DECREASED SIGNIFICANTLY, AND A HIGHER PROPORTION OF MEN RECEIVED BONUS PAY COMPARED WITH WOMEN.

MEN: 36.6%
WOMEN: 27.4%

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 Equality, Diversity and Inclusion (EDI) Strategy has been in place for over a year and has given us the opportunity to better understand the challenges we face from an EDI perspective and the long-term goals we are committed to achieving. Our EDI operational plan allows us to keep focused on the right priorities, including the need to improve the representation of women

at senior levels and make Places for People an inclusive and desirable organisation for women to work. We continue to look for ways to improve gender representation in business units that operate in sectors which have greater gender imbalance industry wide, such as property management and construction and development.

1.

GENDER BALANCED REPRESENTATION AT SENIOR LEVELS

We continue to work towards achieving our aspirational target to achieve gender balance at leadership level by 2028. In this respect, our female representation at senior level has increased by 2% to 30% this year. To accelerate our efforts, we intend to examine our recruitment and selection practices, with the support of an external third party, to better understand where gender bias may be taking place. This review will commence in the Spring of 2025. Our talent and succession processes have been strengthened by incorporating gender profiling throughout, helping us to identify where there may be gender imbalance in talent ratings or within our successor population. Our Executive team have committed to ensuring robust development plans are in place for all high potential women and rising female talent at junior levels. We continue to monitor the gender of senior leavers and conduct tailored exit interviews to understand actual or perceived barriers to career progression. Taking these actions will allow us to nurture current and future women leaders to successfully develop their careers at Places for People.

2.

TAKING POSITIVE ACTION IN BUSINESS AREAS WHERE FEMALES ARE UNDER-REPRESENTED.

We continue to work with the House Builders Federation (HBF) to create placement opportunities to achieve our goal of getting more women into the role of Trainee Assistant Site Manager in our Developments business. Those that have been successful in securing a permanent role following their placement, have been provided with a coach for 12 months to support them in their new roles. Other female leaders in our Developments business have also been provided with coaching support utilising a 3-month external coaching programme called 'Rise'. Furthermore, our female Managing Directors have benefited from CiTB (Construction Industry Training Board) funded support with their career development. We are committed to continuing to invest in such initiatives to increase the representation of women in leadership roles in this male dominated industry.



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OUR GENDER PAY GAP ACTION PLAN ALLOWS US TO FOCUS OUR EFFORTS ON THOSE INITIATIVES THAT WILL CONTINUE TO REDUCE THE GAP AND ACHIEVE GENDER EQUALITY THROUGHOUT OUR BUSINESS.



3.

WOMEN'S PERCEPTIONS ABOUT WHAT MAKES PLACES FOR PEOPLE A GREAT PLACE TO WORK

We were delighted to be recognised as a UK's Best Workplace for Women in 2024, by 'Great Places to Work'. We are proud that 95% of our Colleagues participated in our most recent annual Colleague engagement survey. Our detailed analysis of the results provides insight into how women answered the survey compared to men to identify differences in perceptions of what makes the organisation a great place to work. Our analysis looks at factors such as engagement, inclusion and wellbeing as well as views on recognition, pay and fair treatment. Our latest set of results were released in December 2024, and we are currently analysing these results to identify any significant differences between men and women in terms of how they responded.

4.

THE IMPORTANCE OF WOMEN'S NETWORKS

Our gender network, established in 2022, continues to raise awareness of gender specific challenges and lobbies the organisation to act where barriers for women may exist. This has led to a full review of our family friendly policies (maternity, paternity, adoption and carers leave), which has resulted in more comprehensive guidance and support as well as enhanced entitlements for some areas of the business, to ensure fairness and consistency across the organisation. Our gender network continues to grow in membership and in January 2025 held its first in person event, welcoming guest speakers and providing the opportunity for members to discuss and agree the network's priorities for 2025. Our gender network has strong links with our other Inclusion and Belonging Community Groups, allowing an intersectional approach to be taken, and so recognising the unique needs of different groups of women.



Statutory disclosures

As required under the gender pay gap reporting regulations, all companies with 250 Colleagues or more on 5 April 2024 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)



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WE HAVE A GENUINE COMMITMENT TO IMPROVING PEOPLE'S LIVES AND COMMUNITIES AS A WHOLE

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	54.0/46.0	7.4	-0.9	52.6	8.1	36.6/27.4	44.9/55.1	48.8/51.2	43.1/56.9	47.3/52.7
Places for People Limited	42.5/57.5	23.1	16.5	71.0	-5.0	74.9/65.9	34.7/65.3	35.4/64.6	40.4/59.6	59.6/40.4
Places for People Homes	69.4/30.6	0.5	0.6	18.0	-15.0	73.4/76.0	56.4/43.6	78.3/21.7	76.0/24.0	67.1/32.9
Living+	25/75	-5.5	-3.6	-11.0	0.0	74.6/86.7	28.8/71.2	28.4/71.6	22.4/77.6	20.6/79.4
RMG	46.4/53.6	8.2	0.5	41.0	-61.0	98.9/98.3	41.6/58.4	50.0/50.0	42.1/57.9	52.0/48.0
Places Leisure	39.9/60.1	-11.8	-9.2	28.0	10.0	2.4/0.4	48.0/52.0	43.7/56.3	41.0/59.0	27.1/72.9
Derwent FM	48.1/51.9	8.4	4.6	-59.0	-59.0	1.6/1.4	34.5/65.5	48.3/51.7	48.3/51.7	61.0/39.0
Places for People Developments	67.0/33.0	18.0	20.6	48.6	34.6	64.0/67.3	58.0/42.0	67.1/32.9	67.1/32.9	75.6/24.4

Declaration

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

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