

Gender Pay Gap Report

Data as at 5 April 2018



2018

We are pleased to present our Gender Pay Gap Report as at April 2018. This is the second Gender Pay Gap Report that we have produced.

Places for People is an award winning business, active in all four nations of the UK. Our vision is to create places that work for everyone. We are a large Group of more than 13,000 colleagues, comprised of over 20 businesses spanning multiple markets, including: placemaking and regeneration, development and construction, property management, affordable housing, retirement, leisure and fund management.

We have developed this broad range of capabilities and skills through organic growth and acquisition, giving us the ability to tackle the range of activities to create and manage large-scale places and assets in a way few other organisations can.

We have an inclusive, values-led and high performance culture, and were successful in achieving reaccreditation of the Gold Standard for Investors in People in 2018. We will retain this accreditation until 2020, subject to successful annual reviews.

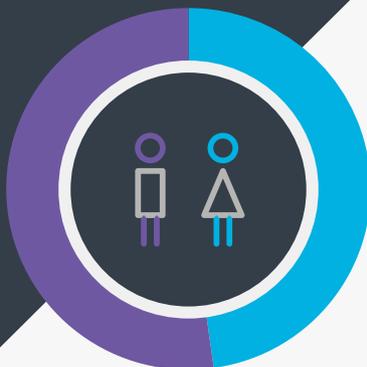
Our values are integral to our ways of working across our entire Group.

These values have been developed with our colleagues and act as a guide to all of us, each and every day – they are captured in the word SPIRIT.

As an organisation with a strong social as well as a commercial purpose, we have always strived to create an organisation that attracts and retains the best people and reflects the communities that we serve and create. We always aspire to achieve a representative balance of males and females working across all levels and functions, but we recognise that there is more work to be done in some areas.



Gender Pay Gap Reporting



UK companies with 250 or more employees have to report on their Gender Pay Gap each year. We support this requirement and see it as a step forward to ensuring greater transparency on gender pay differences in order to deliver greater equality.

As we did last year, and in line with our SPIRIT values, we have decided to go above and beyond the basic requirements and report on gender pay across the whole Group, as well as fulfilling our legal reporting requirements.

We aim to be at the forefront of gender neutrality in pay and therefore benchmark our results each year. Because of the size and diversity of our Group as a whole, finding a 'one-size fits all' comparator is difficult, so for Gender Pay Gap Reporting purposes we benchmark ourselves against the Construction and Leisure industries, and UK companies generally.



What is the Gender Pay Gap?

The Gender Pay Gap is a measure of the difference between the average pay of males and females across the same organisation. It is not the same as equal pay, which relates to males and females being paid equally for equal work, or work of equal value. This has been a legal requirement for many years and a matter of principle that we are committed to.



We understand that the Gender Pay Gap is a much broader economic and social challenge that will not be resolved overnight. However, we aim to be a truly inclusive place of work, one where everyone's development needs and aspirations are supported and anyone can succeed regardless of their gender. One of our measures of success in this area is no Gender Pay Gap.

There are several technical terms used in Gender Pay Gap Reporting. We've 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 rewards are not counted in the calculation of pay.

Our results

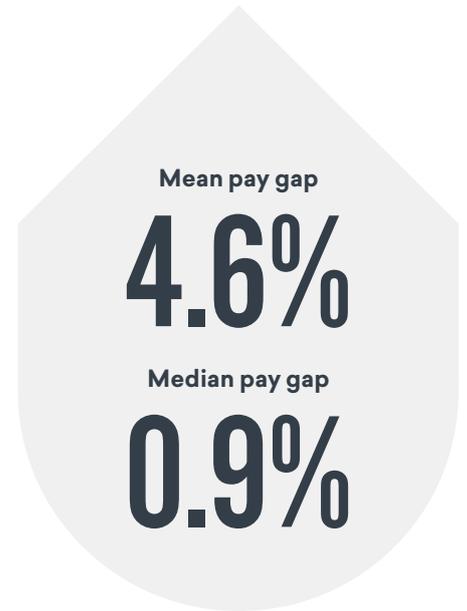
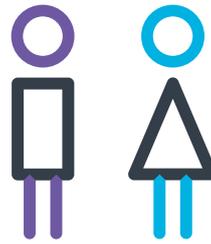
Our pay gap

We are very pleased to see that both our mean pay gap (4.6%) and our median pay gap (0.9%) moved towards zero as at April 2018.

In 2017 our results were already below the national average. These latest results show that our Group is close to achieving pay neutrality overall. Our results in this area are also below the national averages reported by XpertHR¹ of 16.6% (mean) and 12.4% (median), and as provisionally estimated by the ONS for the whole of the UK in 2018 of 17.1% (mean) and 17.9% (median)².

Mean pay gap is the difference in average hourly rates of pay between male and female colleagues.

Median pay gap is calculated by ordering from lowest to highest the hourly rates of pay for each male colleague and, separately the hourly rates of pay for each female colleague and comparing the middle value of each.



Mean and median pay gap

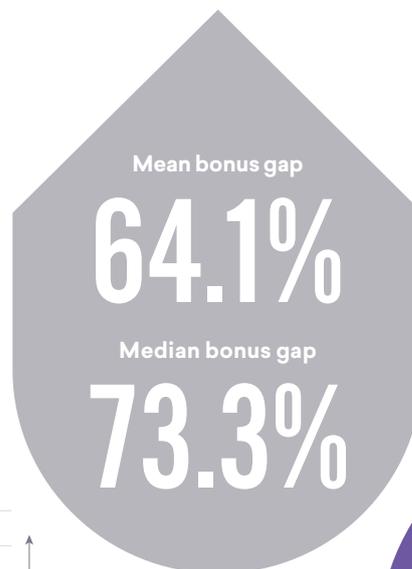


¹ XpertHR 2018 Gender Pay Gap Benchmarking Report.

² Annual Survey of Hours and Earnings, Office for National Statistics.

Our bonus gap

Our mean bonus gap (64.1%) is unchanged from last year. However, our median bonus gap (73.3%) widened as at April 2018. While this result is disappointing, this appears to be a significant issue in the wider economy. We are also aware that parts of our Group operate in markets where bonuses are a significant part of overall remuneration.



Mean and median bonus gap



Mean bonus gap is the difference in average bonuses between male and female colleagues, calculated from those who received a bonus in the year.

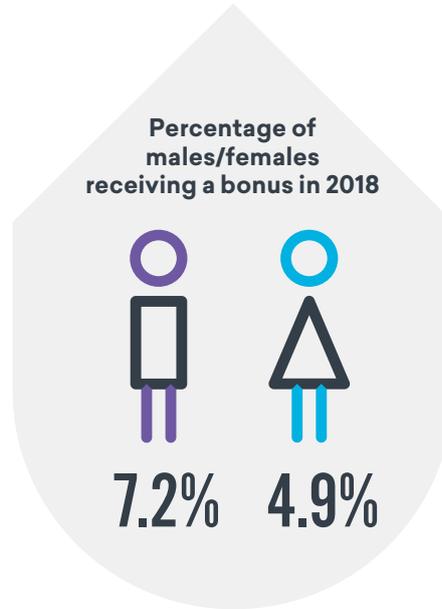
Median bonus gap is calculated by ordering from lowest to highest the bonuses for each male colleague who received a bonus and, separately the bonuses for each female colleague who received a bonus and comparing the middle value of each.

Our bonus gap (cont)

The proportion of colleagues receiving a bonus increased, but the increase was greater for male colleagues.

Proportion of males/females receiving a bonus compares the number of male and female colleagues who received a bonus to the overall number of male and female colleagues respectively.

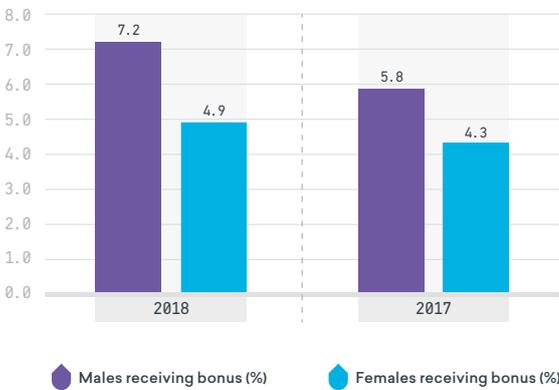
As we explained last year, all of our bonus, incentive and commission arrangements are gender neutral by design. However, the unique nature of our organisation leads to our bonus gaps contrasting unfavourably with other Gender Pay Gap Reporting figures.



Our gender bonus gap continues to be affected by the following factors:

1. While around 650 colleagues received some sort of Gender Pay Gap Reportable bonus in the reporting year, most of these bonuses were less than £1,500. The highest bonus opportunities were available to Senior Management.
2. Females are underrepresented at a Senior Management level. This is not reflective of the wider workforce, which is proportionally more gender balanced.
3. The sectors in which we operate and where bonuses and incentives are most common and significant in the context of wider remuneration tend to be male dominated.
4. As a Group, we make acquisitions where we see value. When we acquire entities we inherit the associated reward structures. In this year we acquired two businesses.

Proportions receiving a bonus



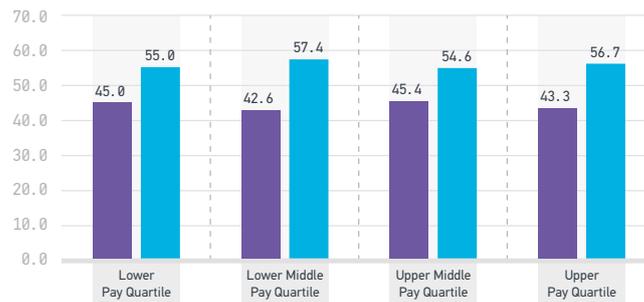
We have been working to improve our gender representation within our Senior Management population for some time and this is a specific area of focus in our Gender Pay Gap Action Plan.

Pay quartiles

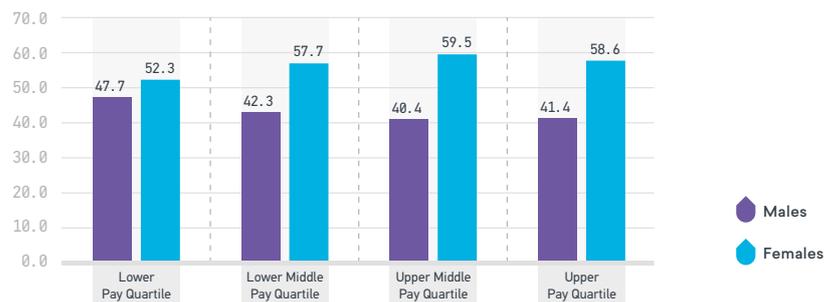
The overall proportion of colleagues in scope for Gender Pay Gap Reporting as at April 2018 was 44.1% male/55.9% female. We believe that gender pay neutrality should see these same proportions across all pay quartiles. While the match is not exact (and is realistically unlikely to be so), all four quartiles closely mirror the overall population, as shown in the graphs opposite. This is an improvement on the position in 2017 where there was a much greater variation in the overall proportion of male and female colleagues in each quartile.

Pay Quartiles ranks all colleagues' hourly rates of pay from lowest to highest and divides this range into four groups (or quartiles). The number of male and female colleagues in each quartile is then calculated as a proportion of the overall quartile.

Pay quartiles as at April 2018
Overall 44.1% males / 55.9% females



Pay quartiles as at April 2017
Overall 43.0% males / 57.0% females



How we are tackling our Gender Pay Gap

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

We are pleased with our results on most of our Gender Pay Gap measures and believe that our approach to pay is broadly gender neutral. However our bonus gaps show that there is more work to be done and we understand that we cannot stand still in our efforts to embed gender equality.

As mentioned earlier in this report, we are an acquisitive organisation and this means our gender pay gap will vary (potentially significantly) depending on any acquisitions (or disposals) made year to year, independently of any actions we take. We will comment on this in our Gender Pay Gap Report where this occurs.

To ensure we keep the focus on our Gender Pay Gap and seek to remove any barriers to female colleagues reaching their full earnings potential, we have developed a Group Gender Pay Action Plan.

The Group Plan is made up of business level plans and seeks to address the specific issues identified in each business with regards to the Gender Pay Gap, including those businesses where the Gender Pay Gap favours female colleagues.

Below is a summary of the key themes of our Gender Pay Gap Action Plan:

1. We are developing reporting to provide visibility of gender balance.
2. We are supporting gender balance in attraction and progression.
3. We are exploring opportunities to develop our learning and development offering to encourage female ambition within the Group and to improve gender balance at Senior Management levels.
4. We are looking at our ways of working/ culture to encourage gender neutrality in all that we do.

Statutory disclosures

As required under the Gender Pay Gap Reporting regulations, all companies with 250 or more colleagues on 5 April 2018 are required to publish specific gender pay information.

Following the disposal of Places for People Scotland Care and Support and changes in headcount within other businesses since our previous report, the following entities are required to disclose their Gender Pay Gap in this report.

1. Places for People Homes (regulated housing activities)

2. Places Leisure (leisure management and services)

3. Places for People Living+ (supported housing, care and support)

4. RMG (property management)

Our Gender Pay Gap data for each of these entities is set out in the table below.

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Company	Proportion of Gender Pay Gap employees (M%/F%)	Mean Gender Pay Gap	Median Gender Pay Gap	Mean gender bonus gap	Median gender bonus gap	Proportion of Males/Females receiving a bonus (M%/F%)	Proportion of Males/Females in lower quartile (M%/F%)	Proportion of Males/Females in middle quartile (M%/F%)	Proportion of Males/Females in upper middle quartile (M%/F%)	Proportion of males/females in upper quartile (M%/F%)
The Group View										
Places for People Group	44.1/55.9	4.6%	0.9%	64.1%	73.3%	7.2/4.9	45.0/55.0	42.6/57.4	45.4/54.6	43.3/56.7
Statutory Disclosures										
Places for People Homes	63.5/36.5	3.2%	-0.3%	8.5%	47.1%	2.5/2.2	47.4/52.6	80.3/19.7	68.4/31.6	57.7/42.3
Places Leisure	39.7/60.3	-14.8%	-10.1%	-7.6%	7.5%	2.3/0.6	45.9/54.1	41.6/58.4	40.9/59.1	30.3/69.7
Places for People Living+	27.3/72.7	2.4%	0.6%	-213%	-213%	2.4/0.9	27.5/72.5	26.1/73.9	20.3/79.7	35.3/64.7
RMG	40.4/59.6	19.4%	16.3%	72.7%	60.0%	29.1/29.2	39.8/60.2	30.6/69.4	31.5/68.5	59.6/40.4

Declaration

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



David Cowans
Group Chief Executive



Sally Smith
Group Director of People