



2025

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Gender pay gap report

We are Places for People, one of the UK's leading social enterprises and through our Group of more than twenty companies, we change lives for the better every day.

We own or manage more than **260,000** properties in the UK across all tenures and operate **102** leisure centres that aim to improve health and wellbeing for our Customers and Communities. We're one of the UK's leading affordable house builders, have the biggest pipeline of any organisation in our sector and through our fund management business, channel private capital into creating new residential Communities.

In all, our **12,900** People directly serve **two million** Customers and support many more through the social value we create with our investment in employment, health and wellbeing assistance, financial stability or homelessness prevention.

Our strength is in our Group. Because of the unique focus of our business, and the significant cross-Community role we play, we can do things that others can't. And through the power of our partnerships, we act as a catalyst and build coalitions for change.

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



These figures have decreased since the last report. This is reflective of a higher proportion of women in the overall headcount in comparison to last year (53.8%) vs (46.0%) with less women in the lower quartile and more women in the lower middle quartile, showing women progressing into higher paid roles. The figure remains significantly below the UK average of 12.8% (ONS).

Last year's figures for the mean and median hourly pay gaps were 7.4% and -0.9%.

This is the first year that we have been required to report pay gap data for Touchstone Corporate Property Services Limited. Despite the business area being predominantly women (66%), it has the second highest mean hourly pay gap across the organisation (19.7%). This is largely attributed to the lower paid roles having very little variation in hourly rates. This keeps their average pay tightly clustered. The higher paid roles, however, have a much wider range of hourly rates, and this spread—especially the presence of a few high earners—pulls their average upward. The majority of men are also in the highest paid roles. The combination of tightly clustered lower paid roles and a widely spread highest paid roles naturally result in a larger pay gap. However, the median pay gap (4.3%) is much lower in comparison to the UK average (12.8%).

This is the third 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 have reduced since reporting, and compared to last year, reducing from 18.0% to 14.4% (mean) and from 20.6% to 18.5% (median). This is largely due to women progressing into higher paid roles specifically in the upper middle quartile (37.5% vs 32.9%) compared to last year.

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, however this year the mean has decreased slightly from -11.8% to -11.9%. The median has decreased from -9.2% to -11.9%. 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.



Although there are proportionally more women this reporting year (31.3% vs 30.6%), Places Homes reports increased mean and median pay gaps for 2025, increasing from 0.5% to 1.5% (mean) and from 0.6% to 3.4% (median). This is largely attributed to a decrease of women in senior roles in this business area due to leavers, maternity leave and internal movement. The data does however reflect, that there are less women in the lowest paid roles, and more women progressing into higher paid roles in comparison to last year. If this trend continues, it is likely to help reduce pay gaps in the future.

RMG, Living +, and Places for People Limited have all seen increases in their mean pay gaps (RMG 8.2% to 8.5%), (Living + -5.5% to 1.4%), (PFP Limited 23.1% to 29.6%). RMG has had a reduction in the proportion of women employed (47.9% vs 53.6%). This has resulted in a decrease of women employed across almost all pay levels. Living + follows the same trend with a decrease of women employed across almost all pay levels. Although the mean pay gaps have increased, median pay gaps have decreased this year. This is a combination of the proportional decrease in women balancing out the representation in each quartile and for Places for People Limited the increase of women employed in the middle pay levels. The median gaps remain significantly below the UK average.

PFP Students has seen a decrease in mean pay gap (8.4% to 5.2%). There are proportionally less women overall, (51.9% to 50.4%) however, a slight increase in women in the highest paid roles in the business area.

Places for People once again operated a differentiated pay review in 2025, awarding larger increases to Colleagues in lower paid roles. This has allowed women to move up through the salary ranges and decrease the pay gap in Places Leisure, Places Developments, and PFP Students. The gender balance across the pay quartiles overall has remained broadly consistent with the previous year.

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

62.4%

OUR MEDIAN
BONUS PAY GAP IS

34.6%

Our mean bonus gap (62.4%) has increased relative to last year (52.6%), as has our median bonus gap (8.1% to 34.6%). In the previous reporting year, we paid a flat rate for middle management roles and below, and a percentage of salary for senior leadership roles. This resulted in a lower pay gap in comparison as there was less variation in the monetary values received. This reporting year, Places for People paid bonus in a way that is more typical of the business (based on a percentage of maximum opportunity) for all eligible Colleagues. As a result, a high proportion of males across senior roles disproportionately increased the male mean and median 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.



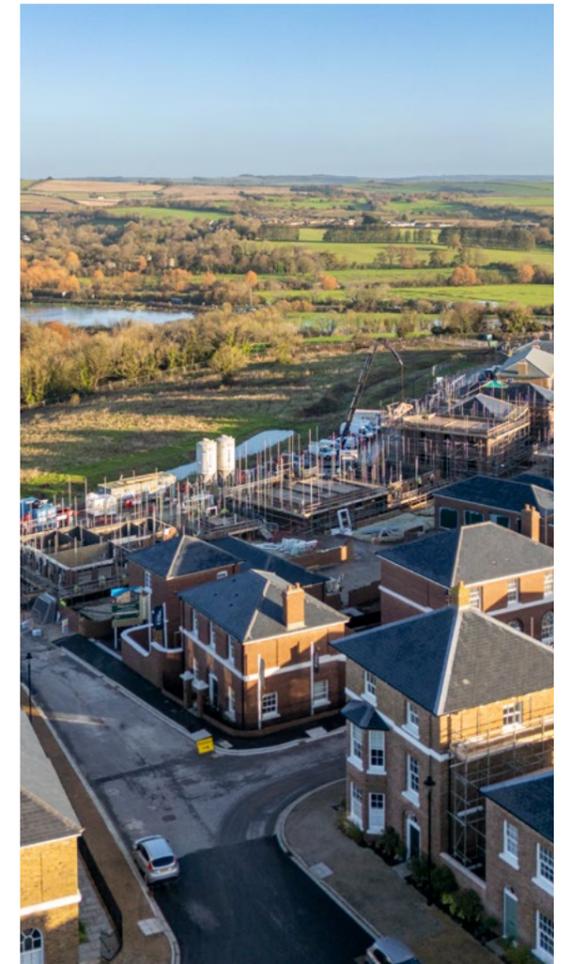
The proportion of Colleagues receiving bonus pay overall has increased significantly, and a higher proportion of women received bonus pay compared with men. This is due to bonus being paid in a more typical way this reporting year—both in value and timing. Last year, some business areas showed a low percentage of Colleagues receiving a bonus because an unusual, one-off payment was issued on a different date, falling outside the previous reporting period

MEN: 66.2%
WOMEN: 67.1%

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 EDI Strategy continues to guide our long-term commitment to addressing gender inequality and ensuring women are fully supported to thrive at Places for People. This year, we have continued to strengthen the foundations of culture, policy, leadership, and data insight to help us close the gap sustainably.



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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.

1. INCREASING GENDER BALANCE AT SENIOR LEVELS

We continue progressing towards our aspiration of achieving gender balance at senior leadership level by 2028. This year:

Female representation at senior leadership has increased slightly, supported by a strengthened succession pipeline review that now includes gender profiling to identify emergency and future successors to roles.

We have enhanced our approach to talent and succession planning, ensuring robust development plans for high-potential women and rising female talent across the business.

We are strengthening our leadership development offer to key talent women by incorporating a gender-inclusive design into our high potential leadership programme. This ensures that our approach actively supports women to develop the leadership capabilities, confidence and visibility needed to accelerate progression into more senior roles

With the support of an external specialist, we completed a full review of our recruitment and selection practices, examining job design, attraction methods, shortlisting, and hiring stages. The findings are now shaping improvements to our hiring processes, helping us reduce bias and create fairer, more consistent outcomes for women and other under-represented groups.

These actions ensure we are not only identifying barriers but addressing them at every stage of the employee lifecycle, supporting women to transition into and thrive within higher-paid, bonus-eligible roles.

2. INCREASING REPRESENTATION IN UNDER-REPRESENTED AREAS

We remain committed to increasing the presence of women in sectors where they are historically underrepresented, such as construction, development, and property management.

Our continued partnership with the House Builders Federation (HBF) has enabled further placement opportunities for women entering the Trainee Assistant Site Manager pathway.

Women then progressing into permanent roles have been supported with 12-month coaching, helping them build confidence and effectiveness in this traditionally male-dominated environment.

Our ambition remains to invest in proactive pathways that diversify our talent pools and ensure women have clear, supported routes into leadership roles across all areas of the business.

3. UNDERSTANDING WOMEN'S WORKPLACE EXPERIENCE

Creating an inclusive culture is essential to closing the gender pay gap. This year:

We were once again recognised as a UK's Best Workplace for Women (2025 rising 7 places to 28th).

We have strengthened our internal analytics, reviewing women's responses against men's across engagement, inclusion, wellbeing, and perceptions of fairness.

Our work on neuro inclusion, inclusive language, and family-friendly policy enhancement has also helped us address barriers disproportionately experienced by women, particularly carers and those balancing work with additional responsibilities.

This improved insight ensures our actions are informed, targeted, and aligned with what matters most to women working across Places for People.

4. STRENGTHENING SUPPORT THROUGH WOMEN'S NETWORKS

Our gender network continues to play a vital role in creating space for lived experience, advocacy, and allyship. This year:

The network held its first in-person event in January 2025, allowing members to shape the priorities for the year ahead.

The network influenced the full review of family-friendly policies, resulting in enhanced entitlements, clearer guidance, and greater consistency across the Group.

The network is increasingly influencing conversations around women's health-related conditions including menopause, menstrual health, fertility, and reproductive health helping to build understanding and ensure colleagues and managers feel better equipped to offer support.

The network continues to collaborate with our other Inclusion & Belonging communities, ensuring an intersectional approach that recognises the diverse experiences of women across the organisation. This includes strengthening our external partnerships, particularly our longstanding relationship with Women in Social Housing (WISH), which helps raise awareness, visibility, and professional support for women across the sector.

We will continue to ensure the network's insights directly inform policy development, leadership behaviours, and organisational culture.



Statutory disclosures

As required under the gender pay gap reporting regulations, all companies with 250 Colleagues or more on 5 April 2025 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. PFP Students (facilities management)
7. Places for People Developments Limited (property development and regeneration)
8. Touchstone Corporate Property Services Limited (property management)



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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	46.2/53.8	6.7	-2.4	62.4	34.6	66.2/67.1	45.9/54.1	48.0/52.0	43.5/56.5	47.4/52.6
Places for People Limited	40.8/59.2	29.6	14.4	74.1	14.5	69.5/76.0	35.3/64.7	33.2/66.8	37.9/62.1	56.5/43.5
Places for People Homes	68.7/31.3	1.5	3.4	-1.1	6.7	80.8/77.3	60.2/39.8	74.7/25.3	66.7/33.3	73.0/27.0
Living+	30.5/69.5	1.4	1.0	4.9	-0.8	71.0/77.4	25.9/74.1	34.1/65.9	28.0/72.0	33.7/66.3
RMG	52.1/47.9	8.5	0.0	35.1	13.4	71.4/77.2	41.7/58.3	63.0/37.0	46.4/53.6	57.1/42.9
Places Leisure	39.7/60.3	-11.9	-11.9	57.6	26.5	58.4/63.3	46.9/53.1	45.9/54.1	39.0/61.0	27.1/72.9
PfP Students	49.6/50.4	5.2	8.0	1.7	3.1	51.2/60.6	28.6/71.4	60.3/39.7	50.0/50.0	59.4/40.6
Places for People Developments	65.0/35.0	14.4	18.5	32.3	72.0	71.0/58.2	57.3/42.7	63.1/36.9	62.5/37.5	76.9/23.1
Touchstone	34.0/66.0	19.7	4.3	72.2	7.6	57.3/71.8	40.6/59.4	24.6/75.4	20.0/80.0	50.8/49.2

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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Chief People Officer

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