



Gender and ethnicity pay gap report 2025

For the year ended 31 March 2025



Introduction



In January 2025, The Wrekin Housing Group merged with Housing Plus Group, creating one of the leading providers of housing, care, and support services across the West Midlands. Together, we now manage more than 33,000 homes across Shropshire, Staffordshire and Telford & Wrekin, delivering services to over 68,000 customers based on what matters most to them. As a larger organisation, we now employ around 2,000 colleagues who share a strong commitment to our purpose and to delivering excellent customer service. We are focused on building an inclusive workplace where every colleague feels valued and supported to grow, develop and thrive. Our aim is to be an employer of choice in our communities and a truly ‘Great Place to Work’, offering a strong employment package and accessible learning opportunities. Understanding our pay gaps is an important part of ensuring fair progression and opportunities for all, regardless of gender or ethnicity.

This is our first combined gender and ethnicity pay gap report since the merger, published in line with government reporting requirements. The results show that our new Group has strong foundations in equality, diversity and inclusion, with relatively low pay gaps compared to the wider sector.

Across our Care businesses, both the gender and ethnicity pay gaps remain very small, with a median gender pay gap of 0.11% and a median ethnicity pay gap of 0.08%.

In our Housing businesses, the median gender pay gap is slightly higher at 7.86%. This is a common trend across the sector and is largely influenced by the make-up of Trade roles, which are predominantly held by men and sit in the upper pay quartile. The ethnicity pay gap across our Housing businesses stands at -4.90%, in favour of colleagues from ethnic minority backgrounds.

▶ Combined care businesses

▶ Combined housing businesses

Median gender pay gap	0.11%	Median gender pay gap	7.86%
Median ethnicity pay gap	0.08%	Median ethnicity pay gap	-4.90%

We are encouraged by the overall picture across Care and recognise the need to continue reducing the gender pay gap within Housing. This report outlines the actions we are taking, including the development of new People and EDI strategies that will shape our culture and future approach.

We also recognise the growing focus on menopause in the workplace. Although not a mandatory requirement, we have included our menopause action plan to demonstrate our commitment to equality and colleague wellbeing.

Over the next year, we will strengthen how we collect and use people data across our new organisation. A more consistent approach will give clearer insight and ensure our efforts are focused where they can make the greatest difference, supporting fair opportunities for everyone and helping us become a great place to work.

Wayne Gethings
Group Chief Executive

Gender pay gap Housing Plus Group

Gender pay gap

Median gender pay gap	5.77%* 18.81% in 2024
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The median figure minimises the effect that higher or lower outlier figures can have, making it a more accurate reflection of the pay gap.

Mean gender pay gap	5.46%* 13.04% in 2024
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The mean figure represents average salaries and can be skewed by a small number of high or low outlier values.



Gender distribution

Gender split across The Housing Plus Group is relatively even, with male colleagues making up 58% of our workforce and female colleagues making up 42%.

Gender distribution by pay quartile

Lower quartile (A)



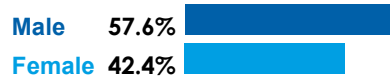
Lower middle quartile (B)



Upper middle quartile (C)



Upper quartile (C)



Gender bonus gap

Median gender bonus gap	-46.89%* (in favour of women) 36.67 % in 2024
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The median figure minimises the effect that higher or lower outlier figures can have, making it a more accurate reflection of the pay gap.

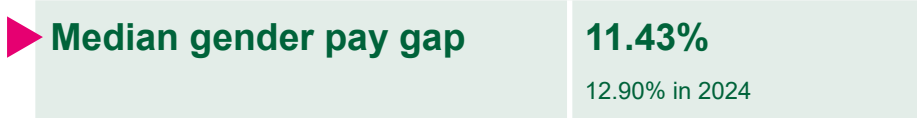
Mean gender bonus gap	-26.44%* (in favour of women) 8.73 % in 2024
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The mean figure represents average salaries and can be skewed by a small number of high or low outlier values.

*figure does not include Care Plus

Gender pay gap The Wrekin Housing Group

Gender pay gap



The median figure minimises the effect that higher or lower outlier figures can have, making it a more accurate reflection of the pay gap.



The mean figure represents average salaries and can be skewed by a small number of high or low outlier values.



Gender distribution

Gender split across The Wrekin Housing Group remains consistent, with male colleagues making up 56% of our workforce and female colleagues making up 44%.

Gender distribution by pay quartile

Lower quartile (A)



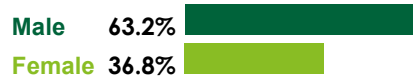
Lower middle quartile (B)



Upper middle quartile (C)



Upper quartile (D)



Gender bonus pay gap

Although we do not operate a staff bonus scheme in The Wrekin Housing Group, we are required to report on any bonuses paid and the resulting bonus pay gap. Between April 2024 and April 2025, there were no discretionary bonuses paid to employees during this period. As a result, there is no gender bonus pay gap to report for the legal entity.

Gender pay gap Choices Housing Association

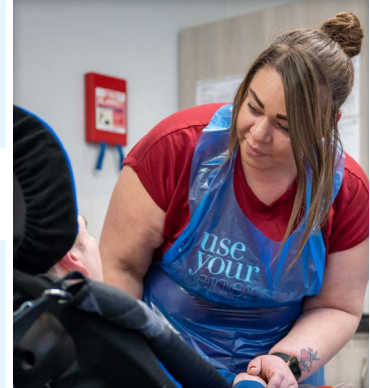
Gender pay gap

Median gender pay gap	0.23% (no pay gap) 0.00% % in 2024
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The median figure minimises the effect that higher or lower outlier figures can have, making it a more accurate reflection of the pay gap.

Mean gender pay gap	-0.30% (in favour of women) -2.02% in 2024
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The mean figure represents average salaries and can be skewed by a small number of high or low outlier values.



Gender distribution

The large majority of the workforce in Choices Housing Association is female at 88%, with male colleagues making up just 12%. This represents a slight reduction in male representation which was 14% in 2024.

Gender distribution by pay quartile

Lower quartile (A)



Lower middle quartile (B)



Upper middle quartile (C)



Upper quartile (D)



Gender bonus gap

Median gender bonus gap	-100%* (in favour of women) There was no bonus in 2024
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The median figure minimises the effect that higher or lower outlier figures can have, making it a more accurate reflection of the pay gap.

Mean gender bonus gap	-100%* (in favour of women) There was no bonus in 2024
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The mean figure represents average salaries and can be skewed by a small number of high or low outlier values.

*bonus gap represents two incentive payments paid to two female colleagues



Gender pay gap Care Plus

Although our headcount in Care Plus falls below the legal threshold requiring the publication of gender pay gap data, we have chosen to report our figures voluntarily. This reflects our commitment to transparency, equality, and continuous improvement in promoting gender balance and inclusion across our organisation.

Gender pay gap

Median gender pay gap	2.62% Not reported last year
The median figure minimises the effect that higher or lower outlier figures can have, making it a more accurate reflection of the pay gap.	
Mean gender pay gap	6.78% Not reported last year



The mean figure represents average salaries and can be skewed by a small number of high or low outlier values.

Gender distribution

The large majority of the workforce in Care Plus is female at 90%, with male colleagues making up just 10%.

Gender distribution by pay quartile

Lower quartile (A)



Lower middle quartile (B)



Upper middle quartile (C)



Upper quartile (D)



Gender bonus gap

Although we do not operate a staff bonus scheme in Care Plus, we are required to report on any bonuses paid and the resulting bonus pay gap. Between April 2024 and April 2025, there were no discretionary bonuses paid to employees during this period. As a result, there is no gender bonus pay gap to report for the legal entity.

Ethnic minority pay gap

We publish our ethnicity pay gap to strengthen transparency and in support of fair progression for all colleagues. The ethnicity of our contracted workforce continues to remain broadly in line with our geographical region and tenant population.

Housing Plus Group

Median pay gap	-4.56% 18.75% in 2024
Mean pay gap	-7.08 4.24% in 2024



The Wrekin Housing Group

Median pay gap	-0.63% 3.59% in 2024
Mean pay gap	0.61% 6.34% in 2024



Choices Housing Association

Median pay gap	-1.53% -0.17% in 2024
Mean pay gap	3.70% 3.52% in 2024



Care Plus

Median pay gap	8.40% Not reported in 2024
Mean pay gap	2.64% Not reported in 2024



Our pay gap action plans

Since our last report, we have made good progress in the following areas;

- The appointment of the new Chief Financial Officer reporting to the Chief Executive which **improved female representation in our Executive Management Team**
- **We formed new Committees**, including the People, Remuneration & Nominations Committee, who oversees the delivery of our People Strategy and ensures adherence to our purpose and values
- **We combined our EDI data to develop a holistic picture** of the make up across the wider merged organisation
- We started to use our combined data to develop our new **People and Equality, Diversity and Inclusion strategies**
- **We recruited more female apprentices** across a range of departments, including Contact Centre, Housing, Catering, and Care & Support
- **We launched our valued behaviours workshop** that all employees will participate in, reinforcing our new vision and values to deliver more for our customers while creating a great place to work

Over the next 12 months, we will build on our existing progress as the new Housing Plus Group. Together we will continue to roll out our action plans which include;

- 1 Our merger activity means **we are actively reviewing our reward offering and harmonising our terms and conditions** as a newly formed organisation, ensuring our people are appropriately rewarded and valued
- 2 Through culture and customer-focused workshops **we are strengthening our proposition as an employer of choice**
- 3 By furthering our work on workforce and succession planning, **we will develop talent management strategies** which will ensure equal access to learning opportunities
- 4 **We are improving our EDI and social mobility data capture** so we really understand our employees and their needs
- 5 **Our rebranded Application Tracking System will be the sole source of recruitment across the new Group**, providing candidates with aligned recruitment processes and an improved experience

Our menopause action plans

We welcome the growing focus on menopause in the workplace and the recognition of its impact on gender equality. Although reporting on menopause action plans is a voluntary disclosure at present, we believe transparency supports meaningful change. In this section, we are pleased to share our progress to date and our plans for the year ahead.

In the last year, we have made good progress in the following areas;

- **Opened up the conversation about the menopause and supporting colleagues through a range of avenues:**
 1. Menopause Holistic Coach led an onsite workshop for colleagues
 2. Posts on our internal employee communications channel to raised awareness and highlighted the support available
 3. Signposting to external events in the local area to connect those impacted
- **Supported managers to use wellness action plans** as a useful framework to discuss concerns or support
- **Continued to provide support to colleagues through our support mechanisms** which include menopause champions, mental health first aiders, flexible working arrangements, and our employee assistance programme

Over the next 12 months, we will build on our progress as we align our policies and approach as a newly formed organisation with the following actions;

1 Publish a single menopause policy that harmonises legacy approaches and sets clear responsibilities

2 Continue to provide learning opportunities to **raise awareness and signpost support events** in the community for colleagues

3 Work with our Employee Voice Forum and Allies Groups to **build our understanding of colleague needs** and how best to address these in the future



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