

C&C
LONDON HOMES
SINCE 1926



Gender Pay Gap Report 2021

Introduction

C&C is an innovative charitable provider of housing, care, and bespoke services exclusively for people aged 55 and over in London. We also provide quality services to general needs tenants. Our experience spans over 95 years and we now own and manage c.2000 properties across London.

As we have more than 250 employees, we are required to carry out Gender Pay Gap Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. For the purposes of this report, employees include full-time, part-time and casual/bank, but not agency staff.

Gender Pay Gap Reporting involves providing information on six calculations that show the difference between the average earnings of men and women in our organisation. These are as follows:

- Average gender pay gap as a mean average
- Average gender pay gap as a median average
- Average bonus gender pay gap as a mean average
- Average bonus gender pay gap as a median average
- Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment.
- Proportion of males and females in each pay quartile

This report is based on a snapshot of data as of **5 April 2021**.

Contextualising the two businesses we operate

Given the two areas of business (Care & Housing/Central Services) that C&C operate in, and for the purposes of contextualisation, we have presented the gender pay gap data in two forms – the overall figures inclusive of the care business, and the figures exclusive of the care business.

Overall figures for C&C are strongly affected by having two different types of business areas. Most employees work within the Care business, traditionally having higher numbers of female employees who are relatively low paid (in comparison to non-caring roles), reflecting the national trends. This has a significant impact on our gender pay gap. The remaining employees work either in Central services or Housing area, which in general are better paid.

Gender Pay Gap Results 2021 – Overall

Mean average.

The first measure is **mean average hourly rates** for men as compared to women (i.e. the total of all hourly rates divided by the number of employees). The mean average gender gap for hourly rates is 35.4%, as compared to 36.2% on 5 April 2020.

Median average

The second measure is the **median average hourly rate** for men as compared to women (i.e. a comparison of the middle point of all hourly rates for the respective genders). The median average gender gap for hourly rates is 37.9% as compared to 45.6% on 5 April 2020.

Whilst there has been an improvement, in both above areas, the average is strongly affected by the very high relative proportion of female colleagues that work in caring roles in comparison to male. During this period, C&C also commenced an initiative to hire Care Assistants permanently rather than relying on Agency staff, which resulted in increasing the overall gender pay gap as we significantly increased the numbers of females in some of the relatively low paying roles.

Gender Pay Gap Results – not including the data from the Care business

Mean average.

Whilst the pay gap data inclusive of Care (as of April 2021), shows the mean gender pay gap to be 35.4%, without including the care workforce, the mean pay gap as of April 2021 is 25.8%.

Median average

Whilst the pay gap data inclusive of Care (as of April 2021), shows the median gender pay gap as 37.8%, without including the care workforce, the median pay gap as of April 2021 is 27.6%.

It is also notable that Care employees in general are paid overtime, increasing their overall income considerably but overtime is excluded from the Gender Pay Gap calculations. In the other business areas, additional hours worked beyond the contractual minimum are not subject to additional financial reward.

Bonus Payments

No bonus payments were paid in relating to the snapshot date of 5 April 2021. There is therefore nothing to report.

Proportion of males and females in each pay quartile

The final metric is the proportion of employees in each pay quartile. In other words, earning above the income point at the 0, 25th, 50th and 75th income percentile. Across

C&C, women are much better represented than men, making up 68.73% of our workforce. As the ratio of female employees to male employees within C&C is approximately 2 to 1, as would be expected in the sector in which we operate, women outnumber men in all but one quartile – the Upper Quartile.

There has been a significant movement between the proportions of female and male pay in three of the quartiles since 5th April 2020 data (see below).

Pay Quartile	2021		2020	
	Female	Male	Female	Male
Lower Quartile	82.1%	17.9%	71.6%	28.4%
Lower Medium Quartile	75.8%	24.2%	97.1%	2.9%
Upper Medium Quartile	80.0%	20.0%	80.9%	19.1%
Upper Quartile	35.3%	64.7%	38.4%	61.6%

What we are doing to address the gap

C&C aspires to significantly reduce the gender pay gap, especially in comparison with its peer organisations. We reaffirm a commitment to treating all colleagues with fairness regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

To close the gender, pay gap inside C&C, the issue is not to increase the pay of women doing equivalent jobs to men – as we already have pay equality by role – but to alter the ratios of female and male employees in each quartile of pay to bring them more in line with one another. That includes increasing the number of female employees in the more senior, better paid roles – through recruitment and internal progression – and increasing the number of male employees in the less well-paid roles.

We have a variety of initiatives in place which aim to ensure equality, fairness and actively reduce the gender pay gap.

1. We implemented an initiative to recruit a greater number of male workers in Care in order to have a more balanced workforce and give residents more choice in who cares for them. We are seeing an increase in the proportion of male care assistants being hired, which is starting to balance the proportions of males and females in this area of the business.
2. Family friendly policies such as job sharing, home and remote working and flexible working arrangements are continually being reviewed for improvement. A Working from Home Procedure was introduced in 2021 to encourage colleagues to work flexibly and maintain strong work-life harmony.

3. Learning & Development initiatives also encourage employees to develop and move into higher paid roles and we encourage internal candidates to apply for suitable roles.
4. To encourage progression within many of our Central Office roles and Care Management roles we are proactively supporting formal professional development. Within those areas of the business where professional qualifications are the norm, we encourage our employees to undertake formal studies to help them to grow and prepare them for more senior positions in the future. We are keen to sponsor women to gain qualifications in leadership, as well as relevant technical and professional qualifications in order to increase their confidence and help them develop the skills they need to compete successfully for senior roles.
5. We aim to design and implement a leadership programme for individuals in transitional roles to leadership, focused on building leadership and confidence. We aim for these initiatives to have a positive effect on the progression of women to higher paid roles within the organisation.
6. Since our redesign of our recruitment processes in November 2019, we are continuing to improve our recruitment processes to be more transparent and flexible whilst ensuring the highest possible quality of new employees. Our aim is to encourage a greater range of diversity and to assess applications received for each role to determine whether any specific group is not responding as anticipated.
7. Our advertising widely promotes our values of being an employer that fosters diversity and inclusion. This is to encourage applicants from as broad a range of backgrounds as we can, including aiming to be as attractive as possible to female talent.

C&C will continue to monitor the gender pay gap in senior roles and review our policies and processes to ensure they have inclusion and diversity content embedded into them and do not present any unintended barriers to specific groups. We recognise that many of the measures put in place are for the longer-term and we will continue to focus on addressing our gender pay gap with energy, innovation, perseverance, and commitment.

I confirm that the information in this statement is accurate.



Julia Ashley
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Aster Group Over 55s Lead