

C&C
LONDON HOMES
SINCE 1926



Gender Pay Report 2019

Introduction

C&C is an innovative charitable provider of housing, care, and bespoke services exclusively for the over 55s in London.

We also provide quality services to general needs tenants, owning and managing c.2000 properties across London. We have 90 years' experience of Over 55s living in London.

All employers with more than 250 employees are required to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, which came into force in April 2017.

This report is based on a snapshot of data as at 5 April 2019.

This involves reporting 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

Employees for the purposes of this report include full-time, part-time and casual/bank but not agency staff.

Gender Pay Gap Results 2019

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 33.82%, as compared to 29.38% on 5 April 2018.

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 34.74% as compared to 30.29% on 5 April 2018.

The above changes can be attributed in large part to the transfer out under TUPE of a significant number of nursing home staff on 2 April 2019. This group not only included some female senior management staff but also nurses who are considerably better paid than care

assistants, which significantly affected the upper quartile and the upper middle quartile income staffing ratios.

Bonus payments

C&C does not have a recognised bonus scheme and therefore no equivalent payment was made during 2019.

Proportion of males and females in each pay quartile

The final metric is the proportion of staff in each pay quartile. In other words, earning above the income point at the 0, 25th, 50th and 75th income percentile. As the ratio of female staff to male staff within C&C is approximately 2 to 1, as would be expected, 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 by each quartile since the 5 April 2018 data (figures in brackets), mostly driven by the transfer out of staff under TUPE on 2 April 2019.

Pay Quartile	Female	Male
Upper Quartile (Highest Pay)	36.92% (66.36%)	63.08% (33.64%)
Upper mid-Quartile	68.57% (84.55%)	31.43% (15.45%)
Lower mid-Quartile	96.88% (88.28%)	3.13% (11.72%)
Lower Quartile (Lowest Pay)	83.33% (86.96%)	16.67% (13.04%)

The overall figures for C&C are strongly affected by having two quite different types of business areas. The majority of employees work within the Care business, traditionally dominated by female staff and relatively low paid. The remaining staff work either in Central Office functions or within Housing, in general are better paid and numbers are weighted far more heavily in favour of male employees. It is also notable that Care staff in general work paid overtime, increasing their overall income considerably. In the other business areas additional hours worked beyond the contractual minimum are not subject to additional financial reward.

What we have done and are doing to address the gap

C&C aspires to eliminate any gender pay gap and reaffirms a commitment to treating all employees equally regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

On 1 April 2018 pay rises were given to our lowest paid groups – which have a high proportion of female staff – well in excess of those given to other groups. Overall mean income for female staff increased by 15% during the relevant 12 month period. Nevertheless, overall the gender pay gap on mean pay has widened, largely due to the loss of well-paid

female staff through the TUPE transfer. Similarly the median income for female staff increased by 25% but the median pay gap again widened.

In order 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 into line with one another. That includes increasing the number of female staff in the better paid roles – through recruitment and internal progression - and increasing the number of male staff in the less well-paid roles.

We have a variety of initiatives and policies in place which aim to ensure equality and fairness and in turn reduce the gender pay gap. Family friendly policies such as job sharing, home and remote working and flexible working arrangements have been introduced in recent years. Learning and Development initiatives also encourage staff to develop and move into higher paid roles and C&C has a policy of internally advertising positions and encouraging internal candidates to apply for suitable roles.

We recognise the importance of working with the Joint Staff Council in supporting staff and highlighting any potential areas of inequity. In 2019 we set up a women's group on Yammer to encourage sharing of issues and mutual support and career counselling. During 2020 we intend to implement additional support networks for women within C&C including a mentoring scheme. Currently 60% of our Executive team is female, providing strong role modelling for the organisation.

To encourage progression within many of our Central Office roles, this year we have implemented a more proactive approach to supporting formal professional development. Within those areas of the business where professional qualifications are the norm, we are encouraging our staff to undertake formal studies to help them to grow and prepare them for more senior positions in the future.

We are also undertaking a succession planning exercise to ensure that we consider our employees' potential and how to support them to achieve rapid and sustained career progression. These initiatives should have a positive effect on the progression of women to higher paid roles within the organisation.

During 2019 we changed our recruitment processes, aiming to make them 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. Our advertising is designed to encourage applicants from as broad a range of backgrounds as we can, including aiming to be as attractive as possible to female applicants.

We are also implementing an initiative to recruit a greater number of male care workers and we are beginning to see an increase in the proportion of male care assistants being hired. We regard having a higher proportion of male care assistants as an important issue, helping us to create and sustain a family feel in our care homes and also ensuring there are male assistants available for personal care. This initiative needs to be understood in the context of the transfer-out of our nursing homes, where historically a higher proportion of men worked than in residential care.

I confirm that the information in this statement is accurate.



Julia Ashley
Chief Executive Officer