

C&C

LONDON HOMES
SINCE 1926



Gender Pay Gap Report 2020

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, which came into force in April 2017. For the purposes of this report employees include full-time, part-time, furloughed 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 2020**.

Contextualising the two businesses we operate

Given the two types of businesses (Care & Housing/Central Services) that C&C operates, and for the purposes of contextualisation in this report, 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 2020 – 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 36.2%, as compared to 33.8% on 5 April 2019.

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 45.6% as compared to 34.7% on 5 April 2019.

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 2020), shows the mean gender pay gap to be 36.2%, without including the care workforce, the mean pay gap as of April 2020 is 25.9%.

Median average

Whilst the pay gap data inclusive of Care (as of April 2020), shows the median gender pay gap as 45.6%, without including the care workforce, the median pay gap as of April 2020 is 29.1%.

It is also notable that Care employees in general work 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

C&C does not operate a bonus scheme and therefore no such payments were made during 2020. 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 72% 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 sectors 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 by each quartile since 5th April 2019 data (figures in brackets). There has been a 1.5% increase of women in the Upper Quartile and a proportionate 1.5% decrease of men in the same quartile.

Pay Quartile	Female	Male
Upper Quartile (Highest Pay)	38.4% (36.9%)	61.6% (63.1%)
Upper mid-Quartile	80.9% (68.6%)	19.1% (31.4%)
Lower mid-Quartile	97.1% (96.9%)	2.9% (3.1%)
Lower Quartile (Lowest Pay)	71.6% (83.3%)	28.4% (16.7%)

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. Family friendly policies such as job sharing, home and remote working and flexible working arrangements have been introduced in recent years and are constantly being reviewed for improvement. A new Working from Home

Procedure has been implemented in 2021 to encourage colleagues to work flexibly and maintain strong work-life harmony.

2. Learning & Development initiatives also encourage employees to develop and move into higher paid roles and we encourage internal candidates to apply for suitable roles.
3. We have also 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 beginning to see an increase in the proportion of male care assistants being hired, which in time will aid with balancing the proportions of males and females in this area of the business.
4. To encourage progression within many of our Central Office roles and Care Management roles. Since 2019 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 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. During 2021, we plan to implement a Mentorship Programme as a support and development network for high potential female colleagues interested in management and leadership progression within C&C. Currently 50% of our Executive team is female, providing strong role modelling for the organisation.
6. 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.
7. We aim to design and implement a coaching & mentoring programme for individuals in transitional roles to leadership, focused on building leadership and confidence. These initiatives should have a positive effect on the progression of women to higher paid roles within the organisation.
8. We work closely with our newly revamped Colleague Engagement Group in supporting employees and highlighting any potential areas of unfairness.
9. Since November 2019, we redesigned our recruitment processes, aiming 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.
10. 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.

11. Our recruitment strategy is committed to ensuring, as much as possible that all colleagues involved in the shortlisting and interviewing process are diverse, and/or inclusive of more than one gender. The colleagues in our Recruitment Team that undertake initial shortlisting of candidates are female. We included a diversity criterion in our recruitment shortlisting frameworks and have therefore seen an increase in the number of women in recruitment shortlists and interviews. To ensure fairness and consistency throughout our recruitment process, we are using the same interview structure for all candidates. For senior roles we also use an external psychologist (who is female) to provide additional information for the best possible decision making and reduce any bias.
12. To reduce biased decisions in recruitment and promotions, we aim to put in place a Diversity Lead. As decision-makers will appreciate that their decisions may be reviewed and that they will be held accountable, this could increase the representation of women at more senior levels within C&C.

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.

A handwritten signature in black ink, appearing to read 'Julia Ashley', with a stylized flourish at the end.

Julia Ashley
Chief Executive Officer