



Our family, caring for yours

Our Gender Pay Gap Report

2018-2019

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Our Commitment to Equality

At Country Court Care we pride ourselves on providing the best quality of care for all our residents. We recognise that what truly makes us unique is our people. We take pride in having a workplace which celebrates diversity. Our aim is that our people will be evaluated based on their skills, ability and the requirements of their role. That's why many of our job roles have an assigned rates of pay to them (depending on your skills and ability) and why earlier this year we introduced performance-related pay.



Identifying a gap

National statistics show that generally men are paid more than women. Companies with more than 250 employees have been asked by the Government to publish any pay difference experienced by men and women (it's referred to as the 'pay gap'). How that pay gap is calculated is set out by the Government who want every business to measure pay on 5 April. The statistics below reflect our pay at that date.

It's worth highlighting that the pay gap doesn't compare male and female pay across specific job roles. It instead pools together the pay for all our male team members and separately the pay of all our female team members to look at the difference in pay overall across the whole business.

DID YOU KNOW

Median pay gap is calculated by listing all our male employees in order of lowest rate of pay to highest and doing the same for our female employees too. The median pay gap is the difference in pay between the female employee in the middle of their list and the male in the middle of their list.

DID YOU KNOW

Mean pay gap is calculated by pooling all of our male employees' rates of pay into one pot and doing the same for our female employees too. The mean pay gap is the difference in pay between the average female employee's pay compared to the average male employee's pay. We don't compare the pay based on job roles.

A Snapshot of our group data

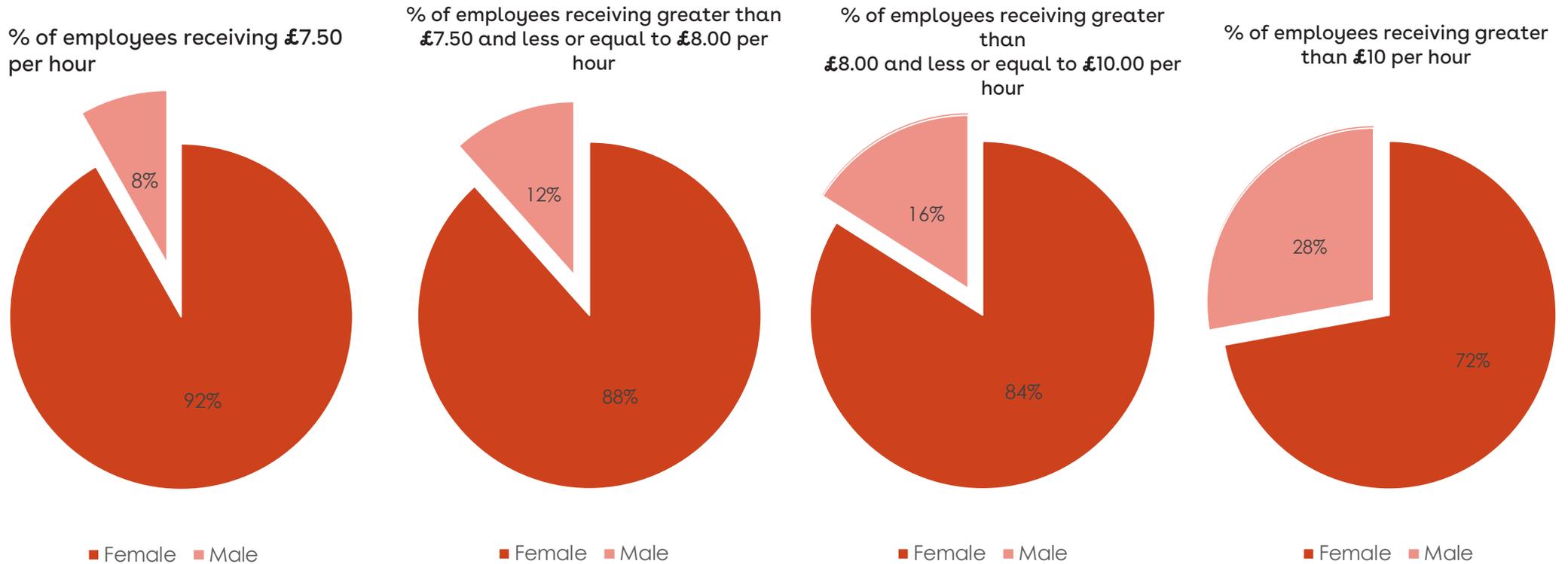
As of 5th April 2017 our:

	All of our homes (group data) & central services
Median pay difference between men and women	7%
Mean pay difference between men and women	21%
Mean difference in bonuses paid to men and women	-11%
Median difference in bonuses paid to men and women	1.1%

We're delighted that our median pay gap is significantly lower than the average median pay gap for our sector (which is currently at 7% according to the Office of National Statistics). We recognise that there's still some work to be done to reduce it even further - but it's important for us to flag that we pay our employees equally for doing the same job roles, irrespective of their gender. What's important to us, is that our team members are rewarded fairly based on their skills, ability and the requirements of their role.

Our Pay Bands

We're required to split our workforce into four pay bands based on their rates of pay and to tell you the proportion of women and men in each of those pay bands. We've set out our results below:



Average Male Salary	£10.89	21%
Average Female Salary	£8.98	

Average Male Salary Bonus	£2,449.36	-11%
Average Female Salary Bonus	£2,759.20	

% of Males Receiving a Bonus	2.91%
% of Females Receiving a Bonus	1.82%

Median Male Salary	£8.18	7%
Median Female Salary	£7.65	

Median Male Salary Bonus	£2,000	49%
Median Female Salary Bonus	£1,343	

Understanding our pay gap data

Here are some of the reasons we believe we have differences in pay.

- It's important to say that these results don't mean we pay employees differently for doing the same job, but they do show that we have an awesome team of women in our care providing roles across our lower pay bands.
- We recognise that the proportion of men in our upper pay band is higher than any other pay band as this is where the majority of our executive team roles are and, in common with the sector we operate in, such roles are predominately staffed by men.
- Our results show that we actually pay our female workforce a higher mean bonus than our male employees – that's why we have a negative pay gap. In fact, in one of our companies we have a mean bonus pay gap of - 11%.

Looking Closer

Understanding the reasons behind our data

Here are some of the reasons we believe we have differences in pay.

- It's important to say that these results don't mean we pay employees differently for doing the same job, but they do show that we have a great team of women in our care providing roles across our lower pay bands.
- We recognise that the proportion of men in our upper pay band is higher than any other pay band as this is where the majority of our executive team roles are and, in common with the sector we operate in, such roles are predominately staffed by men.
- Our results show that we actually pay our female workforce a higher mean bonus than our male employees – that's why we have a negative pay gap. In fact, in one of our companies we have a mean bonus pay gap of - 91%.

Our Continued Commitment

We're passionate about working to narrow our pay gap further to eradicate it completely. To help us achieve this we're putting some steps in place to support us:

- We're always looking to invest in our people and grow our promote talent including our female talent.
- We're proud that 29 home managers who lead our homes are female. We're also proud that 4 of our 5 area managers are female and so is our Operations Director. We're delighted to have these female leaders representing our commitment to equality across the organisation.
- We're launching a new employee handbook called 'Our Culture Code' to help promote family friendly policies.
- We understand that statistically more women than men take responsibility for childcare. All our employees have the opportunity to request to work flexibly and we're confident that this will support women to progress their careers alongside their family commitments. We're launching a new employee handbook called 'Our Culture Code' to help promote family friendly policies.
- We know that it can be difficult to return to work after an extended period of leave to care for a new baby or adopted child. As such we're committed to supporting women with the transition back into work. We do this by using some of the Keeping in Touch days to discuss how we can best support them back to work so they can hit the ground running on their return.
- We believe that if more men took up the right to shared parental leave that would allow women to be more flexible with their return to work. We will encourage everyone to make use of shared parental leave (so that our male employees can share the time off in order to look after the child following birth or adoption).

As the Managing Director for Country Court Care, I, Alykhan Kachra, can confirm that the information contained within this report is accurate and relates to Country Court Care Homes Limited. If you'd like to view the data for the individual Country Court Care companies, this can be accessed here:

<https://gender-pay-gap.service.gov.uk/viewing/employer-details?id=e6wsuMw36JHPmCe863LTEA%21%21>

<https://gender-pay-gap.service.gov.uk/viewing/employer-details?id=3BzJ5kpNmvxKjZEDKTPdXw%21%21>



Alykhan Kachra, Managing Director

For and on behalf of Country Court Care Limited