

## Gender Pay Gap 2020

The Calico Group is committed to the principles of equality in pay for all our employees and we are dedicated to eliminating any gender bias in our pay and remuneration systems. From April 2017 all employers with over 250 employees must publish a Gender Pay Gap Report on an annual basis.

### Chief Executive Comment

Calico Homes Ltd has a mean gender pay gap of 9.11%. Calico Homes is part of the Calico Group which is a Group of specialist companies and charities providing a range of specialisms including housing, healthcare, support, employability and construction. The Group figure of all our companies collectively is 6.18%. As a comparison the UK Government figures show a national average (mean) gender pay gap in 2019 of 17.3%.

We take equality, diversity and inclusion seriously. Aligned to our people strategy, we will continue to create an environment that provides equal opportunities to all colleagues and provide fair, competitive, creative pay and benefit arrangements

The gender pay gap is different to equal pay. Equal pay, where men and women receive equal pay for equal work, is a long established principle in the UK and Calico Homes pays men and women equally for the same role.

We are committed to ensuring we do what we can do to reduce the gap, there is a reassurance that our Gender Pay Gap is not as a result of paying men and women differently for the same or equivalent work, moreover the pay gap is the result of the roles in which men and women work within the Group and the salaries that these roles attract on the market. This is reflected across the UK economy as a whole.



Anthony Duerden Chief Executive

## Our Results – Calico Homes

**Our Mean Gender Pay Gap 9.11%** The mean shows the difference in average hourly pay between men and women.

**Our Median Gender Pay Gap 15.01%.** The median shows the difference between the middle paid woman and middle paid man.

Whilst we do not pay any employees bonuses - the definition of bonus for the purposes of GPG reporting includes our voucher based reward and recognition scheme- Calico Stars

### Our Bonus Gender Pay Gap – Calico Homes

Mean Bonus Gender Pay Gap: 4.75%

Median Bonus Gender Pay Gap: 0

Proportion of males who received a bonus: 47%

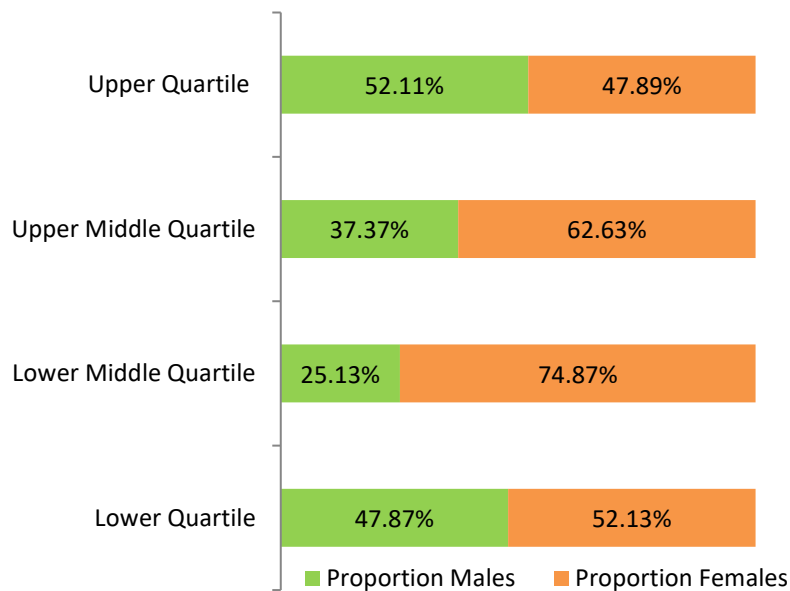
Proportion of females who received a bonus: 27.17%

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### Pay quartiles

This is where all the salaries – both men’s and women’s – are sorted by size and divided into equal quarters.

#### Proportion of males and females in each quartile pay band



## Our Results – Calico Group

**Our Mean Gender Pay Gap 6.18%**  
**Our Median Gender Pay Gap 2.78%**

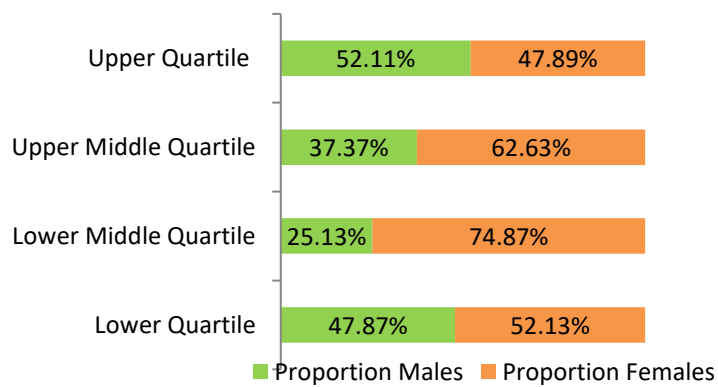
### Our Bonus Gender Pay Gap – Calico Group

Mean Bonus Gender Pay Gap: 0.80%  
Median Bonus Gender Pay Gap: -25%

Proportion of males who received a bonus: 23.44%  
Proportion of females who received a bonus: 15.59%

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#### Proportion of males and females in each quartile pay band



## **Our commitments regarding gender pay**

We have:

- Rolled out our new People Strategy (2020 - 2023) which will ensure that Calico continues to be a great place to work
- We have enhanced our flexible benefits package and housed all our offer into one handy portal available via the web and an app ensuring we promote the benefits we offer consistently and fairly
- Whilst it is not a requirement yet, we have started to report our Ethnicity Pay Gap data which in 2019 was 2%

We continue to:

- Commit to a fair rate of pay for women and ensure women are represented well at all levels of the Group
- Equip and educate our managers through the Leader's Journey programme; as well as ensuring our values continue to be lived by all
- Review our policies to ensure they are always inclusive and do not present any unintended barriers to specific groups which will be strengthened further by our new Equality Impact Assessment process
- Produce an annual report containing all our people metrics and insight which is presented to the Group's Board each June, following review by Remuneration Committee
- Seek to provide the best overall employment package we can in addition to salary levels

We are developing:

- The Board has recently approved a Diversity and Inclusion strategy which draws all the work we have carried out in recent years succinctly into one document and sets out our future aspirations regarding challenging industry and societal biases
- Our recruitment offer with a forthcoming move to e-recruitment via our HR and Payroll Software Provider to improve the candidate experience and our own internal processes. Alongside this we will utilise our membership of the Leaders in Diversity network to support us in ensuring our recruitment campaigns are targeted in the right places and marketed with gender neutrality and diversity in mind
- Our suite of family friendly policies have been reviewed and enhanced to ensure parents and carers do not suffer any unintended barriers