

Gender Pay Gap 2021

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 11.63%. 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 5.70%. As a comparison the UK Government figures show a national average (mean) gender pay gap in 2021 of 15.4%.

Our Gender Pay gap can be partly explained by very few of our front line support roles being held by men. We are also different to most organisations in regards to the fact we have a registered Care Home that sits within our Housing association arm of the Group and again these roles are almost exclusively held by women.

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 with factors such as caring for young children, part-time work and occupational choice having an impact.

This is the third year we have published our Gender Pay Gap information. We take equality, diversity and inclusion seriously. Aligned to our people strategy, we continue to create an environment that provides equal opportunities to all colleagues and provide fair pay and a competitive and creative benefits package. We are proud to be a significant employer of women with women accounting for 59% of our total workforce and 60% of our Senior Leadership team.

This year, alongside our Gender Pay Gap report, we have published our first Ethnicity Pay Gap report. Although this is not a statutory requirement, we believe that publishing this data and analysis will help us to learn from this data.

Our commitments regarding gender pay

- We commit to a fair rate of pay for women and ensure women are represented well at all levels of the Group including our Board. We have developed a new generation Board diversity programme which offers a two year board trainee programme aimed at attracting and retaining a more diverse representation of Board Members including women.
- Strengthened and enhanced our leave arrangements, including paid time off for domestic abuse, fertility treatment, pregnancy loss along and other special leave arrangements. This is in addition to enhanced arrangements for maternity/adoption leave, and the option for career breaks
- We have launched an ongoing series of awareness raising workshops and training for our managers and employees around menopause and menopause awareness
- Significant investment in employee development including Sector based career road Maps, opportunities to pursue qualifications and apprenticeships and a bespoke leadership programme covering both values based leadership and business acumen.

- We have made increases to low pay in certain areas which positively impacts more women than men, however these changes will not impact the figures in the report due to it being after the snapshot date of the 5th April 2021.
- Formed a Recruitment and Retention focus Group consisting of Company Directors and the Head of HR looking at Company specific employment challenges as well as Group wide aspirations.
- Produced a Future of Work framework ensuring we embrace some of the advancements in the way we work that occurred as a result of the pandemic including flexible working options
- Seek to provide the best overall employment package giving particular attention to our employees' health and wellbeing.
- A group wide salary benchmarking exercise is currently nearing completion, this ensures our pay remains fair, competitive, and representative of the job market
- A Diversity paying attention to Group which will focus on linking up our responsibilities as an Employer, Provider and Landlord



Anthony Duerden Chief Executive

Our Results – Calico Homes

Our Mean Gender Pay Gap 11.63% The mean shows the difference in average hourly pay between men and women.

Our Median Gender Pay Gap 18.51%. 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: -7.44%

Median Bonus Gender Pay Gap: 0

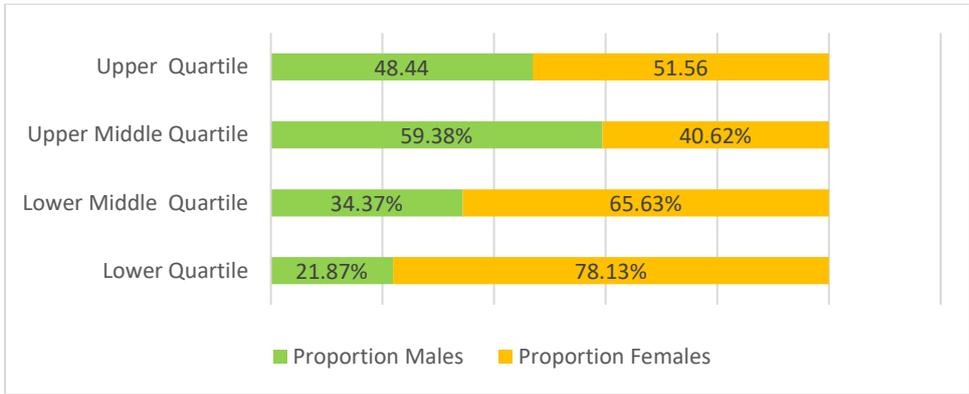
Proportion of males who received a bonus: 87.74%

Proportion of females who received a bonus: 86.49%

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 5.70%
Our Median Gender Pay Gap 6.57%

Our Bonus Gender Pay Gap – Calico Group

Mean Bonus Gender Pay Gap: -0.91%
 Median Bonus Gender Pay Gap: -5.88%

Proportion of males who received a bonus: 76.34%
 Proportion of females who received a bonus: 77.74%

Proportion of males and females in each quartile pay band

