



Gender Pay Gap Statement

Our Gender Pay Gap Statement - April 2020-2021

1. Our Commitment to Equality

As a family run company, our care and nursing is the kind we'd want all of our loved ones to receive. We want to make life comfortable and enjoyable for all our residents, allowing them to live safely and as they choose.

We recognise that what truly makes us unique is our people and we are committed to creating an environment where everyone can be treated equally and fairly regardless of their characteristics. Our aim is that our people will be evaluated based on their skills, ability and the requirements of their role. That's why we have clearly outlined career paths and many of our job roles have assigned rates of pay to them based solely on skills and ability.

2. Identifying a gap

We recognise that national statistics show that generally men are paid more than women and remain committed to eradicating any pay gap. As an organisation with more than 250 employees, we 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 wanted every business to measure pay on 4 April annually. 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

On 4 April 2020 our:

Number of women in the highest paid jobs	77%
Median pay difference between men and women	2%
Mean pay difference between men and women	9%
Mean difference in bonuses paid to men and women	7%
Median difference in bonuses paid to men and women	2%

We're delighted that we've seen significant improvements in our previous pay gap data (2018-2019). We have reduced our median pay gap between men and women from 7% to 2% and remain committed to eradicating entirely. We've also seen huge movement in our median gap which has reduced from 21% to 9%. We believe this reaffirms that the steps we are taking to eradicate the pay gap within our organisation are working and will continue to drive our initiatives.

We're also proud that in this organisation, women occupy 59% of the highest paid jobs. It's also worth noting that our median pay gap is significantly lower than the average median pay gap for our sector (which is currently at 8% 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:

Pay Bands	Women	Men
Upper hourly pay quarter (highest paid)	59%	41%
Upper middle hourly pay quarter	88%	12%
Lower middle hourly pay quarter	77%	23%
Lower hourly pay quarter	90%	10%

Understanding our pay gap data

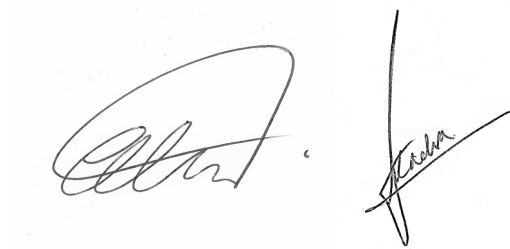
It's important to say that these results don't mean we pay employees differently for doing the same job, but they do show that we have an awesome team of women in our care providing roles across our lower pay bands – in fact, 88% of our lower paid roles attract female colleagues.

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 27 home managers who lead our homes are female. We're also proud that 4 of our 6 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 have launched an employee handbook called 'Our Culture Code' to help promote family friendly policies and our commitment to equality.
- 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 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 are also building a maternity return mentoring programme to support women re-entering the workplace to continue to drive their career progression.
- We have created and will roll out clear career paths identifying objectively the steps needed to progress to the next role (and relevant pay rate)
- 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 Chief Executive Officers for Country Court, we can confirm that the information contained within this report is accurate and relates to the Country Court Group. If you'd like to view the data for the individual Country Court companies, this can be accessed here <https://gender-pay-gap.service.gov.uk/Employer/VkEOAMkt/2017>

Two handwritten signatures in black ink. The signature on the left is a cursive, stylized 'A' followed by a period. The signature on the right is a cursive 'K' followed by a horizontal line.

Alykhan Kachra and Al-Karim Kachra
Joint Chief Executive Officers
For and on behalf of Country Court Group