



GENDER PAY GAP REPORT 2021-22

THE GOOD CARE GROUP
LONDON LIMITED



At The Good Care Group, we want to create an environment that is as diverse as the communities in which we care; where all employees are able to be themselves, thrive and deliver great work.

We believe strongly in achieving gender equality and developing and as with the care industry in general approximately 90% of our employee are female, underpinning our firm belief that a more diverse and inclusive workforce accelerates business growth.

We continue to take our commitment to improving gender equality across the board very seriously, but we recognise that more also needs to be done to address any inequalities in pay including ethnicity, detailed reporting of which will follow.

Clarity on our calculations

As regards the findings in this report, we have calculated our gender pay gap using the methodology as required legislatively for publishing gender pay gaps.



Mean Gender Pay Gap

The mean gender pay gap is the difference in the average hourly pay for women compared to men, within a company.



Median Gender Pay Gap

The median represents the midpoint of a population. If you lined up all the women in a company and all the men, the median pay gap is the difference between the hourly pay rate for the middle woman compared to the middle man.

Workforce - A view of employee representation across the organisation

By Gender

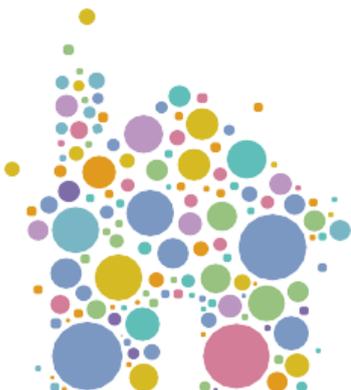
Upper	Male	9.9%
	Female	90.1%
Upper Mid	Male	5.5%
	Female	94.5%
Lower Mid	Male	6.0%
	Female	94.0%
Lower	Male	7.7%
	Female	92.3%

Workforce characteristics

The care sector is dominated by women and our workforce reflects this, represented by 93% women and 7% men. This is reflected through each pay quarter ranging from 90% to 94% female.

When you break that down, the majority of our workforce is dominated by our professional carers, who make up 86% of our workforce, with 14% sitting in our central support team.

Skills for Care reported an 82% female workforce trend in the adult social care sector in England in 2021.



Overall gender pay gaps

Mean pay gap

Mean Gender Pay Gap	2021	11.2%
	2020	8.7%

The mean gender pay gap is the difference in the average hourly pay for women compared to men.

Our **mean pay gap is 11.2%**, which means on average men are paid more than women. However, it is important to consider each of our workforce groups and the weighting of each in order to better understand the individual figures.

Despite the combined mean pay gap, the **mean pay gap for our professional carers is -0.7%**. Women make up 94% of our professional carer workforce. With carer pay based on length of service as well as skills, qualifications, performance and experience, the longest serving and more senior care roles are occupied by more women.

The **mean pay gap for our central support team is 2.8%**. Women make up 87% of our central support team and are represented across all of roles, across all pay quarters. We are confident that men and women are paid equally for doing the same job. Whilst all under 10%, men are more present in senior roles in the upper quarter than other pay quarters which attract greater pay creating a gender pay gap.

Median pay gap

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the midpoint.

Median Gender Pay Gap	2021	1.3%
	2020	0.2%

Our **median pay gap is 1.3%**, which means that men are paid more when you line up all hourly pay in order from lowest to highest and pick out the midpoint. Again, it is important to consider the workforce groups and the weighting of each so the individual figures are reflected.

The **median pay gap for our professional carers is -1.6%**. Due to the carers representing 94% of our frontline workforce, their median hourly pay is higher for women than men due to the number of women when compared to men and the more senior roles held by more women.

The **median pay gap for our central support teams is -4.6%**. Women occupy 87% of our central support teams across the business and when you stand everyone in a line, women are paid more due to the numbers of women who occupy these roles, including the director and majority of the senior leadership team at that time.

According to the Office for National Statistics (ONS), which is not based on compulsory reporting, the average median gender pay gap for all employees was 15.4% in 2021. This means that women, on average, earn 85p for every pound earned by a man.

Whilst we have a smaller gender pay gap in comparison to the national average, we realise that there is still work to do and we continue to work hard to improve gender balance because it is fundamental to the success of our business.

Gender bonus gap

		2021	2020
% Receiving Bonus	Male	22.6%	10.3%
	Female	23.4%	10.6%

Mean Gender Bonus Gap	2021	64.7%
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Median Gender Bonus Gap	2021	42.9%
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Our **mean bonus gap is 64.7%**, which means on average men are paid a higher bonus than women. However, it is important to consider each of our workforce groups and the weighting of each in order to better understand the individual figures. Bonuses were mostly paid to those in senior leadership roles, predominantly represented by females, although bonus eligibility is based on role and not gender. Bonuses paid for the purpose of recognition are made regardless of gender, but more females are represented due to the gender distribution of the workforce.

Bonuses are not usually awarded at carer level, yet through Covid-19, bonuses were awarded to reflect the significant and unforeseen challenges in the care sector. We cannot underestimate the impact of the past year on our workforce and the sacrifices made to ensure our clients remained safe and cared for in their own homes. Bonuses were awarded to those who remained living with and caring for our clients, sacrificing being in their own homes without their own loved ones when their clients needed them most.

Despite the combined mean bonus gap, the **mean bonus gap for our professional carers is 15.7%**. Bonuses were awarded to 24.6% of women and 20.5% of men. Women represent 84% of our carers yet those with the longest stay and resulting higher bonus were in fact male.

The **mean bonus gap for our central support team is -4.5%**. With a 87% female skew, and the most senior roles being occupied by women, this resulted in higher bonuses being paid to women. Bonuses were awarded to 15.6% of women and 28.6% of men. Of the men that are employed, a higher proportion are in senior leadership positions which qualify for bonus.

Our **median bonus gap is 42.9%**, which means that men are paid more when you line up all bonus pay in order from lowest to highest and pick out the midpoint due to the number of female professional carers who are not usually eligible for a bonus. Of the men, more received a higher bonus based on the Covid-19 related discretionary payments over the 12 month period. 23.4% of women and 22.6% of men received bonus pay.

Closing the gender gap

Closing the gender gap is part of our long-term commitment to diversity, equity and inclusion and one we remain committed to. Our gaps reported are reflective of the care sector, the significant challenges faced not only in the sector but globally through Covid-19 and resulting atypical payments and market forces, together with a shift in representation at senior leadership level.

These figures provide us with a starting point to improve upon and take a deliberate long-term view. Strategies and policies are in place to ensure that these gaps are addressed, with a view to ensuring the organisation works and achieves with equality and inclusion in mind.

We seek to encourage better gender balance throughout our organisation through people processes, family friendly policies and we challenge gender stereotypes through each of these areas. Through our talent acquisition and management activity, we look to promote and track gender balance. Learning and development is a crucial element of our people strategy to support ongoing careers. We are committed to reviewing our total pay and recruitment policies to ensure we bring as much fairness and objectivity as possible as well as conducting exit data analysis. We support ways of working more flexibly, including thinking more creatively about how we design jobs. As a culture, we value diversity and inclusion and these tools will help to embed these behaviours and values across the organisation.

We are addressing the barriers that can make it difficult for women to progress their careers to senior levels as well as addressing the overall gender imbalance experienced at all levels across the care sector. Our director and senior leadership teams today reflects a greater gender balance. Investing in our people and potential is one of our strategic priorities and we are building a diverse environment where people feel valued, are invested in and can flourish. If we are to grow, we recognise that we need engaged employees performing at their best and the future relies on our people.