Castle Trust

Castle Trust and the Gender Pay Gap

2019

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The gender pay gap is the difference between the average earnings of people that identify as men and women, throughout an organisation and across all roles.

Companies with over 250 permanently employed colleagues are required to publish their gender pay gap in April each year. We weren't required to submit our data this year as we only had 220 colleagues but we wanted to be open and transparent (one of our core values) and share our numbers as well as some information on some of the initiatives we are running to bridge the gap.

Why this is important to us

The gender pay gap gives companies and the public a new way to understand inequality at work.

While it does still happen, The Equality Act makes it illegal to pay a woman less for doing the same work as a man (and the other way around, of course!).

Comparing like for like doesn't tell the whole story though. It is also important to take into account the different kinds of roles that people do, the salaries associated with those roles and the reasons behind that disparity.

Gender pay gap reporting brings the problem to light and makes companies publicly accountable for doing something to fix it.

We are confident we pay equally for equal work, but our figures show that we still have a lot to do to improve in all areas.

A couple of our challenges are:

Women are not well-represented in our senior leadership

We have a team of talented Executives that represent the most senior positions in the company. One of the Executive roles is occupied by a female; The Head of Compliance.

What are the results of the Gender Pay Gap Report?

Mean Gender Pay Gap	Women's mean hourly rate is 22% lower than men's
Median Gender Pay Gap	Women's median hourly rate is 19% lower than men's
Mean Bonus Gender Pay Gap	Women's mean bonus pay is 39% lower than men's
Median Bonus Gender Pay Gap	Women's median bonus pay is 34% lower than men's
Proportion of Males and Females receiving a bonus	95% Females & 94% Male
Proportion of females compared to males in each quartile pay band	Q1: 33%* Q2: 41% Q3: 51% Q4: 59%

*The quartiles represent the range of salaries throughout Castle Trust. Q1 representing the greatest salary quartile, data correct as of April 2019

We have achieved parity in our lowest three pay quartiles

So it's clear that we need to continue to improve the overall diversity of our leadership team, and in particular to grow the number of women in more highly paid roles and senior leadership.

That means we should strive for:

Equality in the hiring process:

so that everyone has an equal opportunity to apply for our roles, and that we don't discriminate at any stage of the hiring process

Equal representation in the workforce:

so that genders are represented equally across the company, including in senior management, C-level positions and on the board

Equal treatment at work:

so that people doing the same work are paid the same salary, and that everyone is given the support and opportunity to advance their career

Our work so far

Establishing a salary framework

We've been working to establish salary frameworks that detail how much we'll pay for each role in relation to the level of skill, responsibility and experience you need to do it. This will help us make sure we pay equally for equal work and give our staff a tool that they can use to understand and advance their own career development.

We review every salary every year and any raises should reflect and reward our achievements and abilities in relation to this framework, rather than because of our talent for negotiation. As our team continues to grow quickly, we'll make sure the frameworks take new roles into account and stay accurate and useful as we scale.

Offering part-time roles

To help people balance other commitments, or simply find a better balance between work and life, both candidates and existing staff can ask that we offer any role on a part-time basis. We do our best to accommodate working schedules that don't look like a standard Monday to Friday, 9-5. When we advertise part-time roles, we use specialist jobs boards and recruiters to make sure we're reaching the right people, especially those who'd value the option to work part-time.

Eliminating badly written job descriptions

To make sure the jobs we advertise are appealing to everyone, we take careful measures to make sure we don't use gendered language. Inclusiveness is a core principle of our tone of voice so we will try to refrain from using terms or phrases that have been shown to deter women from applying.

Having diverse interview panels

To help make sure our hiring process doesn't inadvertently discriminate, we make sure that demographically representative panels interview candidates. We train all our interviewers to understand and combat unconscious bias.

Our hiring managers attend interview training which incorporates un-conscious bias training.

The hiring process

When we use recruiters to help us hire for roles, we should work with people who have the skills, networks and understanding to help us build a diverse team.

We'll only work with recruiters who can:

- Produce gender balanced shortlists
- Give us advice on how to reduce unconscious bias during the hiring process
- Introduce us to a diverse range of talented candidates
- We always hire and promote on merit but will work hard to make sure everyone has the same opportunity to apply and excel, and that no one is disadvantaged at any stage of the process.

Company culture

We reset our cultural values last year, taking feedback from everyone in the business over several weeks to come up with a new set of behaviours that we expect from all of our colleagues. Our values are:

We put customers first
Customers at the heart of everything we do

We are forward thinking
Investing in our people, our business and our future

We take professional pride
We treat people the way we want to be treated and we take pride in everything we do

We achieve together
One team, making a difference

We are open & transparent
We're approachable, authentic and open-minded

Alongside this we have begun to make improvements to the way that we manage the business by putting all line managers in the business through an accredited management training programme.

As we employ more and more people, our social responsibilities increase too. We have groups dedicated to supporting green and charity efforts too.

Women in Finance Charter

We are also delighted to announce that we have signed the Women in Finance charter and pledge to improve the gender balance across the organisation's management population.

The Women in Finance Charter was launched by HM Treasury in response to unequal gender representation in the financial services sector, particularly at senior and mid-management levels. Jayne-Anne Gadhia, CEO of Virgin Money, led a review which focussed on strategies to improve gender balance, particularly in senior management, and HM Treasury launched this voluntary charter for financial services firms who would like to pledge to implement the four key recommendations from the report.

By signing the Charter, we commit to doing the following:

Having one member of the senior executive team who is responsible and accountable for gender diversity and inclusion, this is Paul Lloyd Jones our CFO

Setting internal targets for gender diversity in senior management

Publishing our progress annually against these targets in reports on our website

Ensuring any variable pay for the senior executive team is linked to delivery against our gender diversity targets

Women in finance charter commitments

Being able to attract, develop and retain top talent is important. We know diverse senior management teams lead to higher performance. In December 2018 Castle Trust joined the cohort of signatories to the Women in Finance Charter in order to demonstrate our commitment to diversity. A requirement of the charter is to report on progress against the internal targets set on an annual basis.

Outlined below is our current gender diversity split based on colleagues who sit in management positions within CT

Castle Trust Management population total	Female (No.)	Male (No.)	% Female	Target September 2020	Target September 2021
51	22	29	43%	Maintain and grow	50%

Castle Trust offer an 18-Month leadership programme in which 52% of participants are female; we aim to prepare all colleagues for future leadership roles over the coming 18-24 months. We expect this effort to assist us in reaching future targets.

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