

# Castle Trust and the Gender Pay Gap



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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 talented Executive team that hold the most senior positions in the company. Of the 10 positions, only one is occupied by a woman; The Head of Compliance. Because women aren't well-represented in senior leadership, there is a huge disparity in the highest pay quartile.

## 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: 67% Q2: 41% Q3: 51% Q4: 59%

## 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.

If we let the status-quo continue, the problem will get worse. The only way to solve it is to put a practical plan in place to address the issues at every stage.

That means we should strive for:

 <p><i>Equality in the hiring process:</i></p> <p>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</p>	 <p><i>Equal representation in the workforce:</i></p> <p>so that genders are represented equally across the company, including in senior management, C-level positions and on the board</p>	 <p><i>Equal treatment at work:</i></p> <p>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</p>
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## 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. 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.

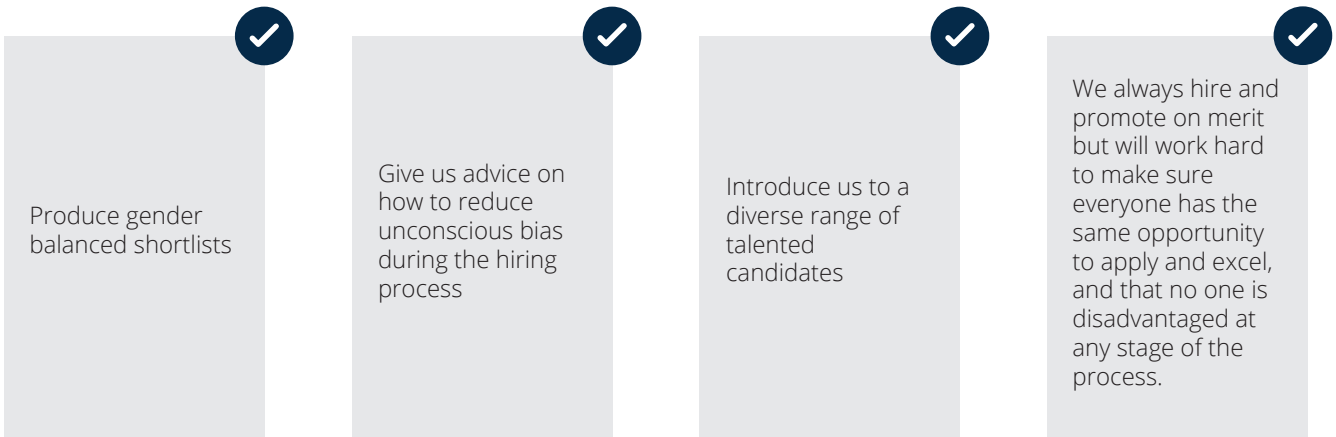
### Having diverse interview panels

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.

## The hiring process

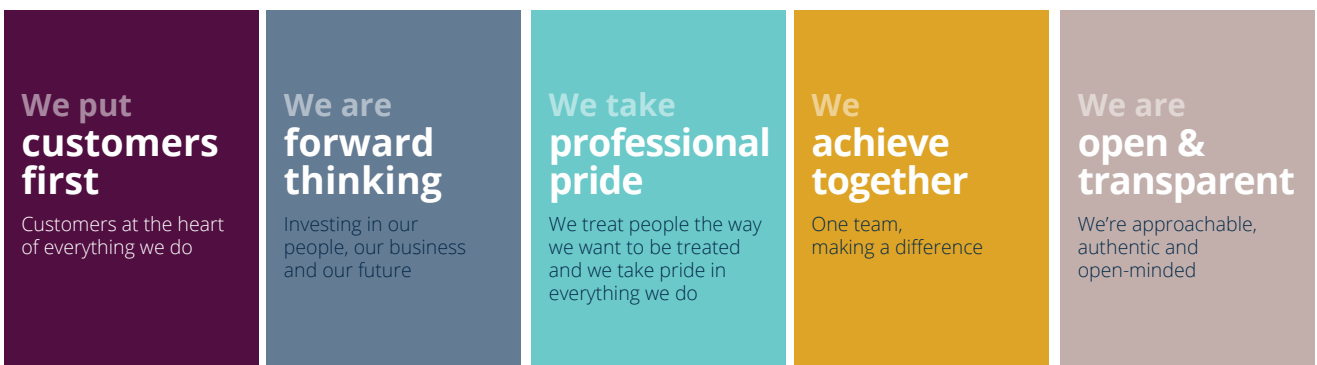
When we use recruiters to help us hire for roles, we should work with people who have the skills, networks and understanding to help us build a diverse team.

We'll only work with recruiters who can:



## 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:



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, in particular in our senior team.

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. In our case this is our Chief Financial Officer, Paul Lloyd-Jones.

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.

We are trying to create an environment that will empower all colleagues, make them proud to work at Castle Trust and become the place where you would like to invest, do business with and work for.

