



Capital
City
College
Group

Gender Pay Gap Report

2020

Introduction

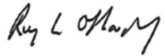
Since we published our last Gender Pay Gap Report we are pleased to have seen a reduction of 2% in our mean hourly pay gap and a reduction of 2.5% in our median hourly pay gap.

We remain highly committed to reducing the gender pay gap at Capital City College Group and are encouraged by the progress we have made so far. Change takes time and while we are pleased that we have reduced the gap, there is still some way to go and this will be reflected in our upcoming plans to address the differences in policies across the group and differences in pay that we inherited as part of the mergers that formed the Group.

Our ambition is to be the leader in the FE Sector and the employer of choice. We want to be at the forefront of change and we are taking steps to ensure that our culture and workforce reflects the diversity of the communities that we serve, and this includes pay.

We are developing plans to underpin our Reward Strategy which will introduce transparency to promotion, pay and reward processes. We are continuously reviewing the diverse makeup of our staff and this year we have re-established the Equality, Diversity and Inclusion (EDI) Committee who are tasked with making real change across the organisation. An EDI survey was carried out this year and we are running further focus groups with staff to further strengthen and inform the EDI strategy and action plan. We will also introduce unconscious and conscious bias training to the wider organisation in 2021 as part of our commitment in this area.

We have much to be proud of as an organisation and we are committed to eliminating any areas of unfairness where they may arise.



Roy O'Shaughnessy
Chief Executive, Capital City College Group

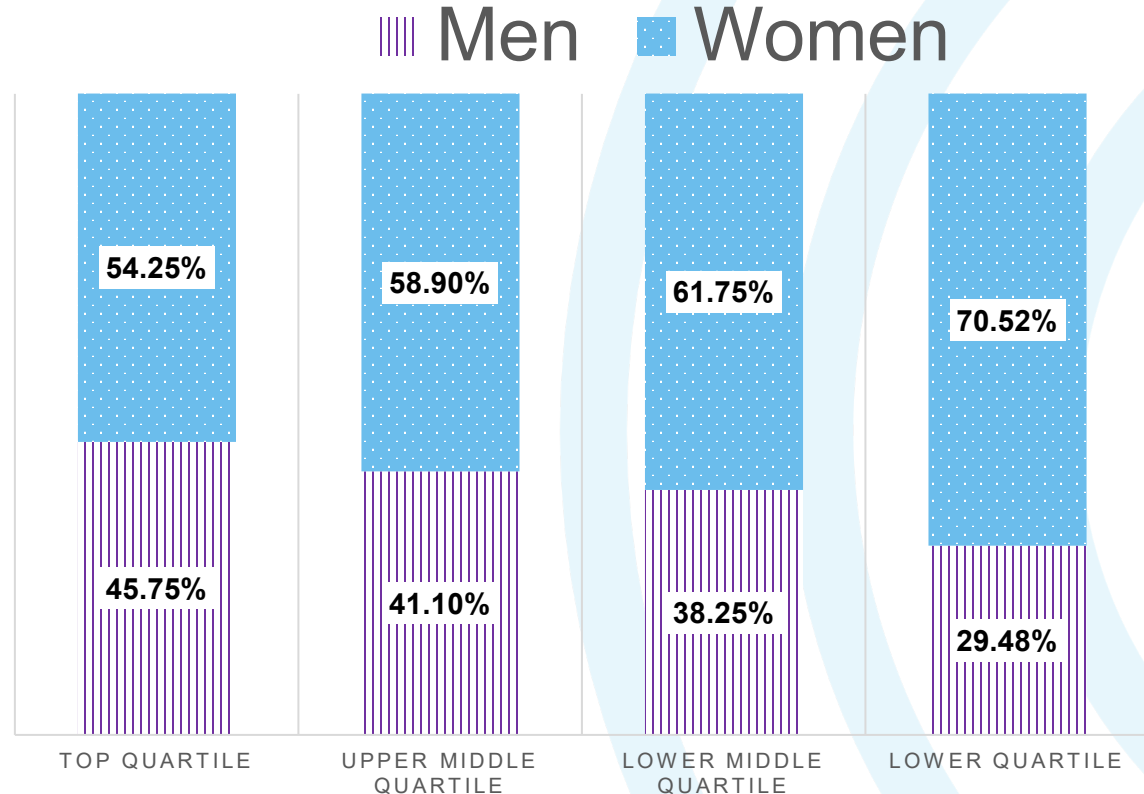
CCCG Gender Pay Gap

Key metrics as at 30 March 2020

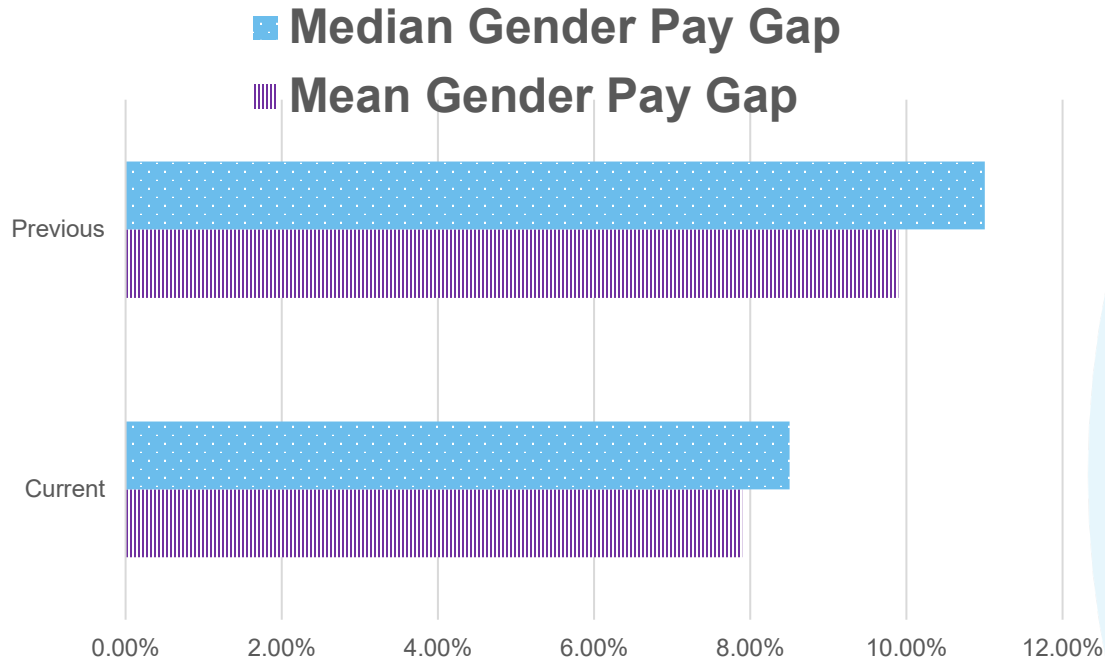
Metric	Result
Mean Gender Pay Gap	7.9%
Median Gender Pay Gap	8.5%
Mean Gender Bonus Gap	44.3%
Median Gender Bonus Gap	33.3%
% of males receiving a bonus	1.54%
% of females receiving a bonus	1.09%

Pay Split by Quartiles and Gender

This graph splits total pay into four quartiles. Women form the majority across all four quartiles, but the proportion of women increases considerably in the lower quartiles



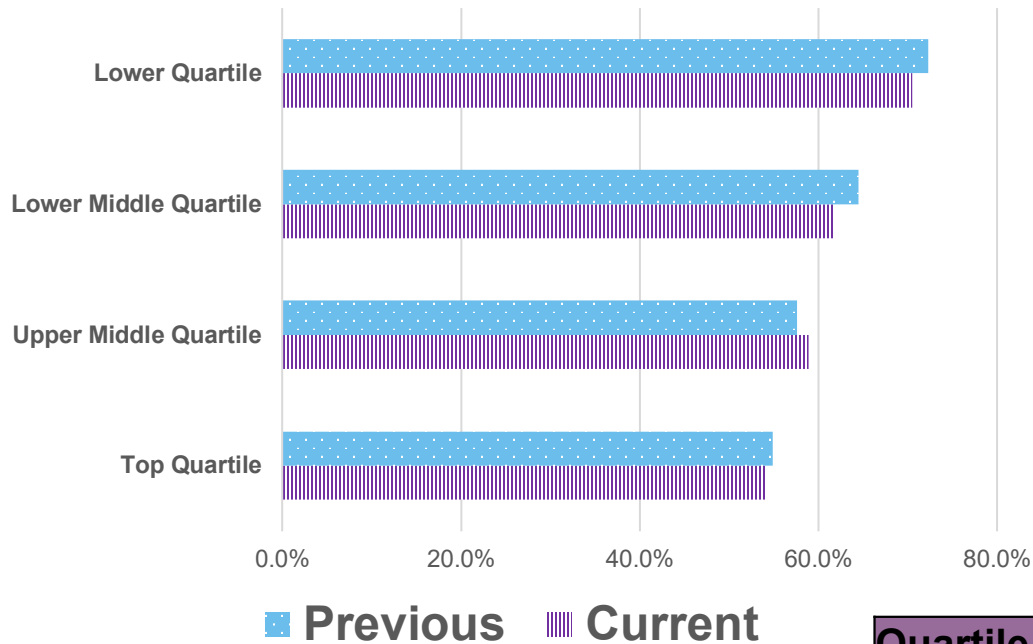
Trend Analysis – Gender Pay Gap



CCCG's gender pay gap has reduced from 9.9% to 7.9% (mean) and from 11% to 8.5% (median)

Metric	Current	Previous
Mean Gender Pay Gap	7.90%	9.90%
Median Gender Pay Gap	8.50%	11.00%

Trend Analysis – Pay Quartiles



The percentage of women in the top, lower middle and bottom pay quartiles has decreased slightly

The percentage of women in the upper middle pay quartile has increased

Quartile	Current	Previous
Top Quartile	54.3%	54.9%
Upper Middle Quartile	58.9%	57.6%
Lower Middle Quartile	61.8%	64.5%
Lower Quartile	70.5%	72.3%

How do we compare?

- At 7.9%, our mean gender pay gap is significantly less than the national gender pay gap of 16.2%¹
- Our median gender pay gap of 8.5% is also significantly less than the national median gender pay gap of 17.3%¹
- We also compare favourably with the FE average of approximately 10%²

Why do we report on the gender pay gap?

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or anything else listed above). To ensure that we are meeting our requirements, we:

- carry out regular pay and benefits audits;
- provide regular equal pay training for all managers and staff members who are involved in pay reviews; and
- evaluate job roles and pay grades to ensure fairness.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

Why is there a gender pay gap?

The following factors contribute to the gender pay gap:

- Men are more likely than women to be in senior roles
- Women are more likely to be in front-line roles at the lower end of the pay scale
- Men are more likely to be in higher paid technical and IT-related roles
- Women are more likely to have taken breaks from work that have affected their career progression
- Women are more likely to work part-time

What are we doing to address our gender pay gap?

While CCCG's Gender Pay Gap compares favorably with the UK and FE averages, there is still room for improvement. In 2020, we are introducing more detailed gender pay monitoring. This monitoring will include:

- the number of men and women applying for jobs and being recruited;
- the number of men and women applying for and getting promotions;
- the number of men and women leaving our organisation and their reasons for leaving;
- the number of men and women in each role and pay band;
- the number of men and women working flexibly and their level within our organisation;
- the number of men and women who return to their original job after maternity or other parental leave; and
- the number of men and women still working a year after they took maternity or other parental leave.



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