

Gender Pay Gap report 2020

Introduction

Catalyst is committed to being a great place to work but more importantly an employer that supports equality in our practices.

Whilst the legal requirement to report on our Gender Pay Gap has been paused for this year due to the pandemic, Catalyst is committed to consistently analysing our gender pay gap and our decision to continue to report on our position is reflective of our values of:

Deliver on promises

Give respect

Be accountable

The UK's national average gender pay gap is 17.3% and we are pleased to report that Catalyst continue to outperform this with an average pay gap in the last year of 9.79%. This report demonstrates our commitment to making Catalyst a leading provider of homes and a great place to work.

Our core belief is that to fulfil our ambitions we must protect the diversity that makes us who we are and strive to further close the gaps.

Women make up 54% of our organisation, 34% of our Executive Leadership Team, and 55% of our managers. We want to continue to be a company where women want to work and build their careers.

Catalyst is committed to embedding diversity in to everything that we do and taking positive action to embrace and promote diversity, with a pay policy that is equitable and fair, open and transparent.



What is the Gender Pay Gap?

Under the Government's Gender Pay Gap regulations, companies in the UK which employ over 250 people are required by law to publish their gender pay gap. Catalyst employs over 1200 people across our sites in London and the home counties.

Gender pay is different to equal pay. Equal pay refers to men and women being paid equally for carrying out the same or similar roles. The gender pay gap looks at the difference in average earnings between men and women across the organisation.

This report looks at the six measurements that make up the Gender Pay Gap legislation. These are:

the difference in the **MEAN PAY**

the difference in the **MEDIAN PAY**

the difference in the **MEAN BONUS**

the difference in the **MEDIAN BONUS**

the proportion of **MEN AND WOMEN** who **RECEIVED BONUS PAY**

the proportion of **full-pay MEN AND WOMEN** in each of **FOUR** quartiles.

Our Gender Pay Gap data:

Our gender pay gap is calculated by using payroll data for relevant employees.

At the time of reporting Catalyst had

1167



relevant employees



640

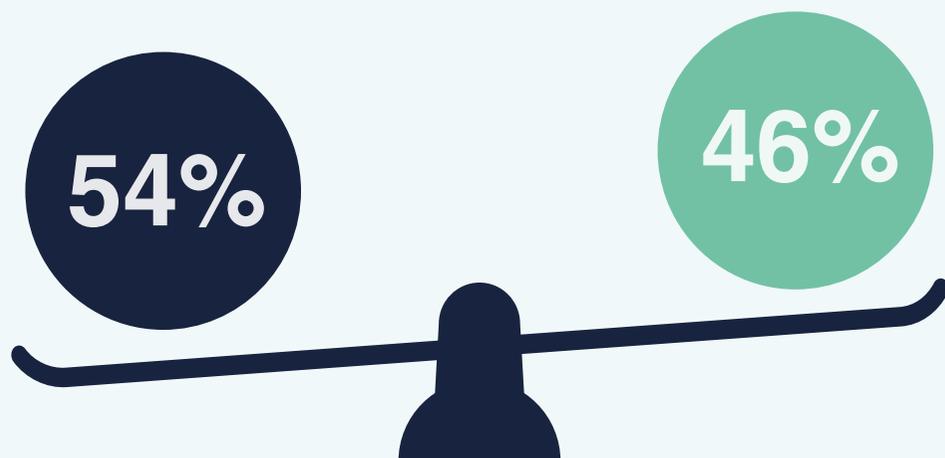
Total number
of female colleagues



Total number
of male colleagues

527

with a gender split of **46% male**
and **54% female**



Gender Pay Gap

(based on full-pay relevant employees)

MEAN
9.8%

MEDIAN
2.1%



Gender Bonus Gap

MEAN

5.0%

MEDIAN

0%



Proportion of staff by gender receiving a bonus

		Proportion	Numbers receiving a bonus	Total number of relevant employees
Male		67.4%	355	527
Female		66.6%	426	640



66.6%

The proportion of **female colleagues** receiving a bonus

67.4%

The proportion of **male colleagues** receiving a bonus



Proportion of men and women in each quartile of the pay structure:

	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Female %	47.9	63.1	61.7	45.3
Male %	52.1	36.9	38.3	54.6

Understanding our Gender Pay Gap

This is Catalyst's fourth year of Gender Pay Gap reporting and the first year since the merger with Aldwyck in 2019.

This year's report shows a slight increase in the gender pay gap from our 2019 report and this small change is largely due to an increase in support functions following the merger, with larger female representation in the lower quartiles. The report shows positive movement among women in other quartiles.

This year Catalyst has seen a positive increase in female representation in senior management positions resulting in a reduced gap within the lower middle and upper middle quartiles from previous years.

Our small pay gap is reflective of the lower proportion of female representation at leadership level in comparison to the overall greater proportion of female employees across Catalyst. While we are encouraged that the differences remain low in comparison to our peers and the UK average, we know there is work to do.

Societal factors influence this gap and are reflective across the UK economy. For example women are more likely than men to have caring responsibilities and therefore more likely to take breaks from work or work part time.

At Catalyst we are making a concerted effort to address the representation of women in leadership positions by providing more development opportunities such as our shadow executive committee, and mentoring programme. We are tracking our talent and succession planning by scrutinising internal movements on a quarterly basis, in addition to reviewing our recruitment data.

We will continue to operate, and develop, recruitment, promotion and pay policies that are based on our principles of fairness, equality and respect for all. Catalyst is committed to paying our colleagues equally for the same or equivalent work regardless of sex, age, race, religion or belief, marriage or civil partnership, pregnancy or maternity, sexual orientation, gender reassignment or disability.

We know that closing the gap is not a quick fix and are confident that the actions that we have taken will positively impact this figure for the future. Catalyst will continue to adopt new solutions to improve and lower our gender pay gap.

Closing the Gap

Catalyst is committed to equal pay for equal work, and to making sure that opportunities are accessible and available to all. This includes an ongoing focus on new initiatives to improve how we attract, engage and develop our people, regardless of their gender or other protected characteristics.

As part of the recruitment process, all hiring managers will undertake diversity and inclusion training, specifically focused on unconscious bias awareness with the aim of removing any barriers and ensuring that recruitment decisions are made free of any conscious or unconscious bias or prejudice.

Each year Catalyst undertakes a benchmarking exercise, conducted by an independent, external partner, to ensure that our pay remains competitive and fair.

This year Catalyst has launched a pilot Shadow Executive Committee programme which is made up of five colleagues from across the organisation with 80% of these colleagues being women.

The aim of the programme is to provide a unique learning opportunity to help support their development as future leaders at Catalyst, whilst also bringing diversity of thought

to our Executive Team discussions and decision making. Both the upcoming launch of the internal mentoring programme and the Shadow Executive Committee pilot are intended to provide clear development opportunity for career progression, in addition to regular reviews of talent mapping to ensure that colleagues have a development programme in place.

Catalyst has also launched a revised flexible working policy to support work life balance for those colleagues who may have caring or childcare responsibilities.

Next steps

Supporting and developing Women at Catalyst

- **Talent and succession planning** – identifying high potential woman in all parts of our organisation, providing the professional development and mentoring to enable them to develop further in their careers
- **Talent pipeline** – opportunities created by our apprenticeship programme and supporting the development of our future managers with ILM level 3 and 5 courses
- There will also be a group wide approach to pay and benchmarking which also ensures that Catalyst remain an equitable employer.

Improving our recruitment and selection strategies

At Catalyst we:

- Actively seek new approaches to attracting women into roles that are ‘traditionally’ more male than female
- Work with our managers and recruitment partners to ensure gender neutral languages is used in advertising, that candidate pools for senior roles are balanced and diverse, and that our internal selection panels are reflective of this
- Provide unconscious bias training for all hiring managers
- Review vacant posts for the potential to support flexible working arrangements such as: job sharing, offering condensed or part-time hours



Catalyst Housing Limited
Ealing Gateway
26-30 Uxbridge Road
London W5 2AU

0300 456 2099
contactcatalyst@chg.org.uk
www.chg.org.uk