

The Diversity of our Workforce (2024/25)

Introduction

Equality, Diversity and Inclusion (ED&I) has continued to be a high priority for Community Gateway as we have completed the first year of our new corporate plan which spans 2024-2030.

Diversity in the workplace is important for many reasons. It brings innovation to our processes, fosters an inclusive culture where our employees feel they belong, and ultimately is essential in delivering excellent customer service.

We have continued to embed our refreshed values and behaviours and our Every Customer Matters training, ensuring that our colleagues place our customers at the heart of all we do, and recognise and embrace the importance of equality, diversity and inclusion in all aspects of their work.

This year we have met 4 out of 5 targets as shown below. Our median gender pay gap has worsened slightly, by 0.02%.

Target area	Target 2024/25	Performance 2024/25	Performance 2023/24	Difference
Percentage of colleagues aged 30 years old and under	10.00%	11.89%	New category	New category
Percentage of colleagues aged 55 years old and over	12.00%	20.98%	21.19%	-0.21%
Percentage of ethnic minority colleagues	11.50%	12.59%	10.78%	1.81%
Percentages of colleagues identified as having a disability	7.00%	9.79%	10.04%	-0.25%
Our median Gender Pay Gap	8.00%	8.16%	8.14%	0.02%

As at the end of 2024/25, CGA employed 286 colleagues (excluding those employed at our subsidiary organisation, Preston Vocational Centre). Workforce profiling has been carried out and comparisons made with the census data for Preston and for the data we hold about our tenants.

Gender

39.86% of our colleagues identify as female, and 60.14% identify as male. Currently, no colleagues identify in any other way.

Our gender split at each level within the organisation is shown below, and highlights that there is a difference between our current representation and that of Preston as a city, and our tenant base.

Just over 40% of our workforce is within our Property Care teams and we have seen further growth within this area this year. Roles within Property Care typically attract more male applicants, although we aim to attract applicants from underrepresented groups as much as possible.

Gender	CGA colleagues & Team Leaders	CGA middle managers	CGA senior managers and directors	Overall CGA Colleagues	Preston census 2021	Tenant profile 2024/25
Female	37.75%	59.26%	40.00%	39.86%	50.10%	61.66%
Male	62.25%	40.74%	60.00%	60.14%	49.90%	38.19%

Age

To inform our colleague wellbeing and benefit offer, it is important that we understand the age profiling of our workforce. The following chart shows how we compare to previous years.

Age bands	CGA colleagues 2024/25	CGA colleagues 2023/24	Percentage Change	Preston census 2021	Tenant profile 2024/25
16-24	3.85%	4.83%	-0.98%	33.93%	3.28%
25-34	17.83%	17.47%	0.36%	14.71%	16.15%
35-44	32.87%	31.97%	0.90%	12.90%	21.78%
45-54	24.48%	24.54%	-0.06%	12.48%	19.65%
55-64	19.58%	20.07%	-0.49%	11.50%	17.37%
65 and over	1.40%	1.12%	0.28%	14.75%	21.78%

Comparisons have been made against the census and tenant profiling data. Significant differences can be seen with the number of people aged 65 and over who live in our properties compared to those employed by us, which is not surprising given the age that people generally choose to retire and our increased dedicated housing for older people. We are significantly higher in the number of working age people than the census data and our tenant profile.

Ethnicity

We ended the year with 36 employees who identify as belonging to ethnic minority groups, which equates to 12.59% of our workforce, against the target of 11.50%. This is an improvement on the previous year. There has also been an improvement in the representation of colleagues from ethnic minority backgrounds at middle and senior management level, but this is still not representative of our overall colleague ethnicity profile.

We continue to analyse our recruitment statistics. Almost 40% of all job applicants identify as belonging to ethnic minority groups which is an increase of 10% versus last year. Just under 28% of candidates who are shortlisted identify as belonging to ethnic minority groups, and 21.33% of successful candidates. We have continued to use the 'Rooney Rule', where we offer an interview to

applicants who identify as belonging to ethnic minority groups where they are close to the shortlisting cut-off score. We continue to deliver recruitment and equality, diversity and inclusion (EDI) training to all hiring managers. The People Services Team also oversee recruitment interviews and assessments and provide coaching and feedback to hiring managers.

Comparison data indicates that our colleague profile does not yet reflect the proportion of individuals from ethnic minority groups living in Preston and within our homes as shown below.

	CGA Colleagues	Preston Census 2021	Tenant Profile 2024/25
Percentage identifying as from an ethnic minority group	12.59%	33.90%	20.67%

20.67% of our tenants come from ethnic minority backgrounds. Tenants from White – English/Scottish/Welsh/Northern Irish/British backgrounds represent the largest group, making up 76.97% of our tenant base, compared to 86.36% of CGA employees. Among our tenants, those identifying as 'White – Other' make up 9.79%, the second-largest group, whereas only 1.40% of CGA employees identify in this category.

Disability

At the end of 2024/25 28 (9.79%) of our colleagues are considered to have a disability, which surpasses our target of 7% for all colleagues. A further 14% have declared a long-term health condition which impacts their day-to-day life. We have continued to actively demonstrate our support to colleagues with a disability, including increasing our mental health first aid provision, sharing information about neurodiversity and providing coaching, implementing assistive technology and working with external partners such as Access to Work and occupational health to provide tailored support.

	CGA Colleagues	Preston Census 2021	Tenant Profile 2024/25
Percentage of people declaring a disability	23.79% Includes LT health conditions	19.80%	20.59%

Looking at the comparison data, 20.59% of our tenant population have declared a disability and 19.8% of the Preston population (2021 census data). However, this data does include all non-working individuals too, and research shows that people with a disability can struggle with employment.

As a Disability Confident Employer, we offer applicants who declare a disability the opportunity to opt in to our guaranteed interview scheme. This means that if the person meets the minimum

criteria for the role they are offered an interview. 6.32% of our job applicants declared a disability and over 7% of all shortlisted candidates identified as having a disability.

We also offer candidates the opportunity to identify any reasonable adjustments which would help them overcome barriers during the interview or assessment process and offer tailored one-to-one support to hiring managers to implement these. We continue to promote our inclusive culture but recognise that some people do not feel comfortable disclosing a disability during recruitment stage. It is positive that colleagues choose to disclose a disability or long-term health condition once they have commenced working with us so that they can access relevant support.

Diversity in Leadership

Equality, diversity and inclusion (EDI) is championed at a leadership level with a dedicated Board ED&I champion and Board agenda items including a focus on EDI.

The demographics of our Leadership team (comprising Board, Gateway Central and our Executive Leadership Team) is compared with that of our tenants and Preston below.

Demographic	CGA Leadership	Preston Census 2021	Tenant Profile 2024/25
Percentage of Female	59.09%	50.10%	61.66%
Percentage of Male	40.91%	49.90%	38.19%
Percentage declaring a disability / LT Health condition	18.18%	19.80%	20.59%
Percentage identifying as from an ethnic minority group	13.64%	27.40%	20.67%

Gender Pay Gap

At the end of 2024/25 financial year, CGA employed 268 colleagues. Organisations with over 250 colleagues are obliged to report their Gender Pay Gap. Our latest results are for the snapshot date of 5th April 2025. Our mean (average) Gender Pay Gap equates to 2.16% (meaning that males are paid on average 42 pence per hour more than females). Our median (midpoint) Gender Pay Gap equates to 8.16% (compared to 8.14% last year), a difference of £1.45 per hour in favour of males (£1.41 in 2024), and just outside our target.

We have analysed the data to understand why this pay gap exists. Our male and female colleagues are concentrated in different roles –just over 40% of our colleagues work in our property care teams which are predominantly male and attract a salary above the median for CGA. Two-thirds of our top 50% of earners are male.

We carry out salary benchmarking ahead of recruiting for roles at CGA, and salaries are based on the role that is being undertaken, regardless of whether the role is carried out by a male or a female colleague.

Conclusions and actions

We are now entering the second year of our EDI Strategy, and we will continue the work we are doing on ensuring our workforce is representative of our customers:

- We will review our Recruitment and Selection Procedure to ensure it reflects best practice and provide training updates to recruiting managers.
- We will continue to review and update our careers website to assist people in applying for jobs and ensure the job application process does not include any unnecessary requirements.
- We will check adverts for gender neutral language, particularly in roles where there is underrepresentation from a gender.
- We will continue to scrutinise recruitment and selection activities to check for fairness and inclusivity. The People Services team will sit in on interviews across the organisation and for all manager recruitment.
- We will refresh our bespoke ED&I training for all employees in the summer of 2025 and continue to provide opportunities for colleagues to grow their understanding of diversity and inclusion. This will include 'Leading Diversity' training for the leadership team.
- We will continue to analyse data from job applicants, colleagues and leavers to understand where there may be areas of concern.
- We will continue to embed our organisation values and behaviours.

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