



Gender Pay Gap Report **2017**



Introduction

At Longhurst Group we pride ourselves on being fair and having a culture of inclusiveness, along with a strong set of values which reflect and meet the needs of our customers within the communities we work.

Reducing gender inequality is really important to us and within this report, we have been completely open about how far we have come and where we know we still have work to do.

Our Group is made up of four member companies – Axiom, Friendship Care and Housing, Longhurst and Havelok Homes and Spire Homes. Although we do not have to report on any part of the Group which has fewer than 250 colleagues, we want to be open and transparent, so we have reported the gender pay gap for the whole of Longhurst Group. People are employed within different parts of the Group, so it is better to look at our results as a whole.

We have a mean gender pay gap of 20.5% and a median gender pay gap of 16.8%. This is lower than the UK National Median Gender Pay Gap of 18.1%, but we are far from complacent and are committed to working hard to close this gap.



“Longhurst Group is a great place to work and it is our differences that make the difference at Longhurst Group.”

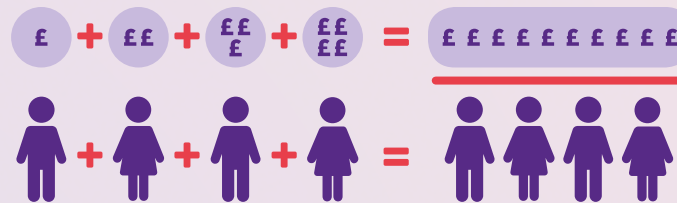
What is the gender pay gap?

The gender pay gap shows the difference in the average pay between all men and women. Legally we are required to publish both median and mean gender pay gap information.

How the gender pay gap is calculated

What is the mean?

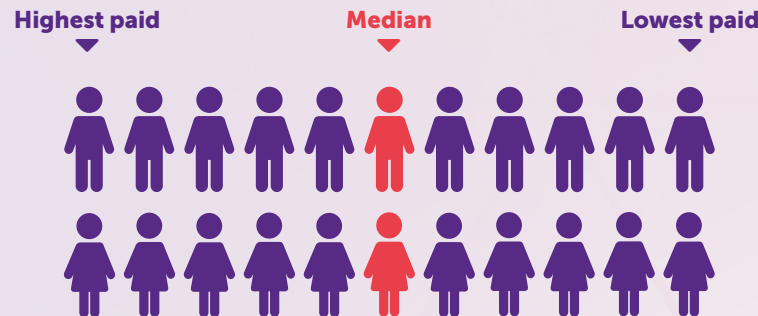
The mean is our average pay. This is calculated by adding up all of our salaries and dividing it by the number of colleagues.



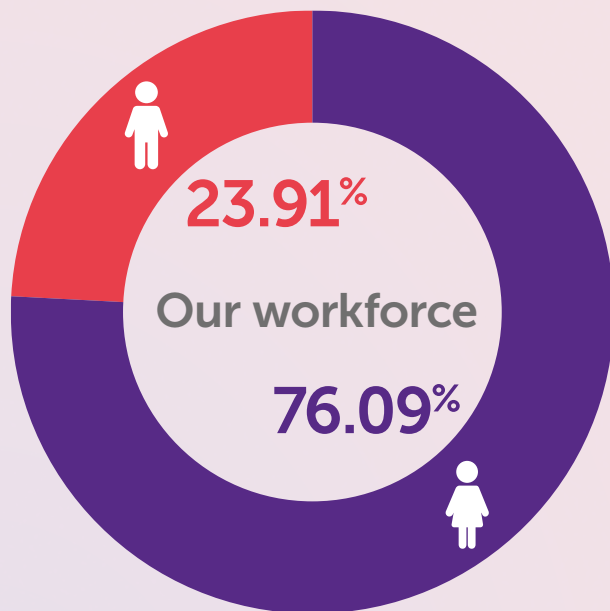
It's important to know that the Gender Pay Gap is not the same as Equal Pay.

What is the median?

If all colleagues were lined up in rows of men and women, in order of pay from highest to lowest, the median gender pay gap compares the pay of the woman in the middle of their line and the pay of the middle man.



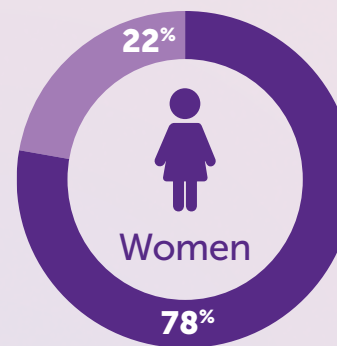
Gender pay and bonus gap



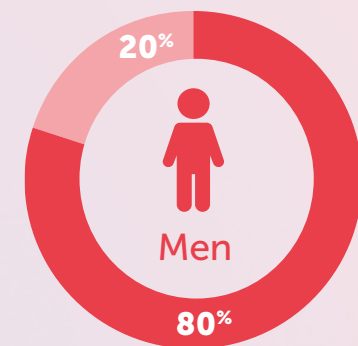
At Longhurst Group, we are a predominantly female organisation, and the majority of people who work in our care and support services are women.

| | Mean | Median | |
|------------------|------------------|------------------|---|
| Gender Pay Gap | 20.5% (lower) | 16.8% (lower) | This means that on average, women are paid around 16.8% less than men. |
| Gender Bonus Gap | 29.4% (lower) | 32.4% (lower) | This means that on average, women's bonuses are around 32.4% less than men. |

Proportion of colleagues receiving a 2017 bonus



● No bonus received
 ● Received a bonus



● No bonus received
 ● Received a bonus

In 2017, all colleagues who were employed within the Group in 2016 received a non-consolidated bonus, which was calculated as a percentage of their salary.

Pay quartiles

We have worked hard to understand the story behind our numbers and can see that there are many factors making the difference.

The first factor is that at Longhurst Group, 76% of our workforce are made up of women, with many holding senior positions. This suggests there is no barrier to women progressing within their career in the organisation.

Julie Doyle, Chief Executive and four out of seven of the Executive Team are women. Seventy per cent of our Directors' Team is also women. This explains the high number of women in the upper quartile and upper middle quartile.

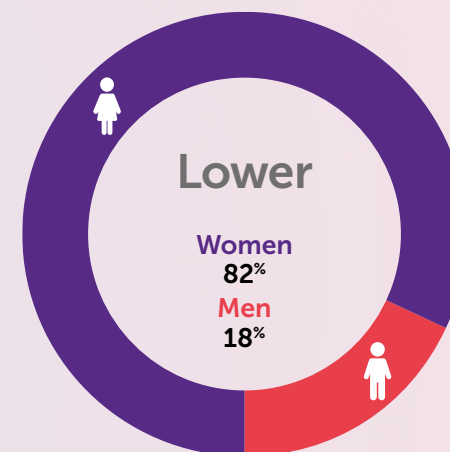
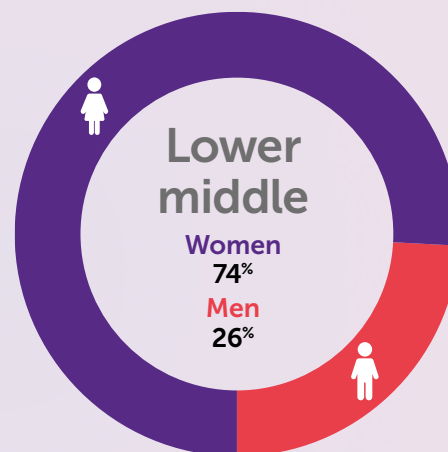
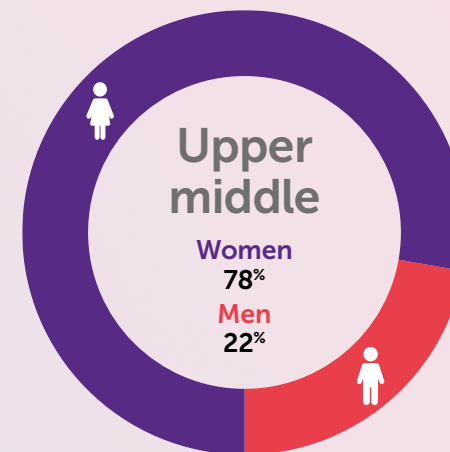
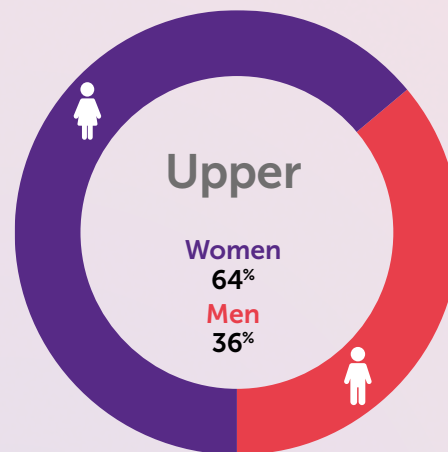
The second part to our story is that we have more women working in social care positions, which is the norm across the sector. Our data shows that 82% of colleagues in the lower pay quartile are women.

Men employed within the Group predominantly sit within the top two pay quartiles as they hold senior leadership positions. These roles attract higher levels of pay, which explains why bonus payments, which are linked to salaries, are higher.

We also know that 65% of our colleagues in part-time work are women. This could be because a higher number of women are working part-time to provide home care or child care.

Although these issues in the gender balance of our workforce reflect the wider societal norms across the UK, we understand there is a lot more we can do.

Below is a summary of where men and women sit in terms of the quartile pay bands. We listed the salary of every colleague in order and split the list into four equal parts.





Addressing the Gender Pay Gap

Longhurst Group is an evolving organisation and the last 12 months have been an exciting year, which has seen continued growth with Axiom Housing Association joining our Group, the introduction of our new values and the embedding of our internal 'One Team, One Vision' approach.

What makes Longhurst Group a success though, is its people – both men and women – who all make such a fantastic contribution and I have never felt prouder.

Ensuring we develop people within their career and help them progress is what we're all about. We don't believe in girls' jobs and jobs for the boys, we believe in opportunities for everyone, no matter what.

► Ensuring we develop people within their career is what we're all about. We don't believe in girls' jobs and jobs for the boys, we believe in opportunities for everyone, no matter what. ►

As you can see, women are widely represented at Longhurst Group, with many in senior positions and it's great to see women getting on. However, we know that women, especially in our care and support services, also occupy many of our lower paid roles. This is because many of these roles in the past have been traditionally seen by society as more female-orientated. We will work hard to change this though, through proactive marketing campaigns to encourage more men into care, whilst making sure the true value of this work is really understood.

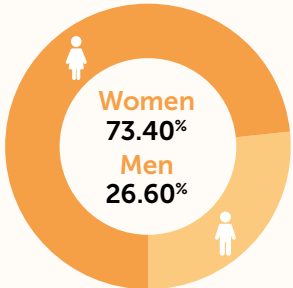
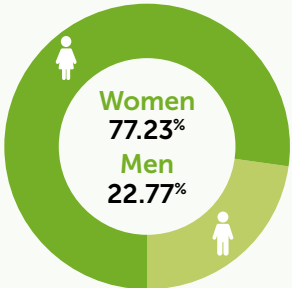
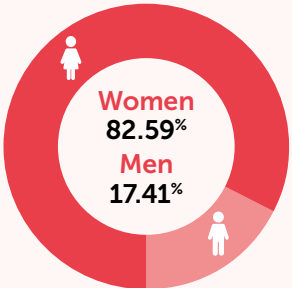
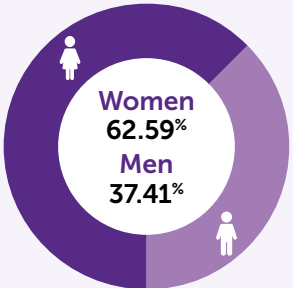
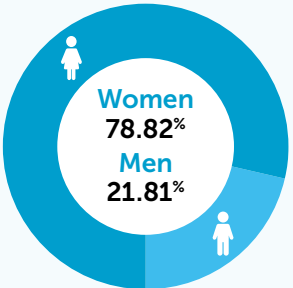
We are going to make sure we do everything we can to close our gender pay gap over the next few years and will build an action plan to achieve this. Not because we have to, but because we want to, as part of creating a great place to work and a fantastic culture.

Some of the areas we will be looking at will include our recruitment processes, making sure we continue to recruit without unconscious bias and ensure we have the right people in the right jobs, regardless of gender. We are also going to be reviewing our terms and conditions in the year ahead, which gives us a great opportunity to look at work life balance and gender pay issues.

I am incredibly proud of this organisation and even prouder of the amazing and diverse workforce I get to lead. So yes, there is work to be done and I know it won't happen overnight, but with a clear plan, I believe together we can crack it.

Julie Doyle
Chief Executive

Our people

| | Axiom Housing Association | Friendship Care and Housing | Longhurst and Havelok Homes | Colleagues employed directly by Longhurst Group | Spire Homes |
|----------------|--|---|--|--|--|
| Workforce |  <p>Women 73.40% Men 26.60%</p> |  <p>Women 77.23% Men 22.77%</p> |  <p>Women 82.59% Men 17.41%</p> |  <p>Women 62.59% Men 37.41%</p> |  <p>Women 78.82% Men 21.81%</p> |
| Gender pay gap | | | | | |
| Mean | 15.1% (lower) | 8.1% (lower) | 1.1% (lower) | 18.7% (lower) | 31.6% (lower) |
| Median | 9.1% (lower) | 0% (lower) | 9.6% (lower) | 28.8% (lower) | 30% (lower) |

Gender bonus pay gap

| | Axiom Housing Association | Friendship Care and Housing | Longhurst and Havelok Homes | Colleagues employed directly by Longhurst Group | Spire Homes |
|------------------------|---------------------------|-----------------------------|-----------------------------|---|----------------------|
| Who received bonus pay | <p>Women 33%</p> | <p>Women 93%</p> | <p>Women 87%</p> | <p>Women 96%</p> | <p>Women 94%</p> |
| Bonus pay gap | <p>Men 51%</p> | <p>Men 93%</p> | <p>Men 89%</p> | <p>Men 87%</p> | <p>Men 100%</p> |
| Mean | 14.2% (lower) | 16.8% (lower) | 21.2% (lower) | 19.8% (lower) | 44.8% (lower) |
| Median | 7.2% (lower) | 18.1% (lower) | 21.3% (lower) | 25.2% (lower) | 43% (lower) |

Pay distribution

Below is the percentage split of where men and women sit in quartile pay bands.

| | Axiom Housing Association | | Friendship Care and Housing | | Longhurst and Havelok Homes | | Colleagues employed directly by Longhurst Group | | Spire Homes | |
|-----------------------|---------------------------|-----|-----------------------------|-----|-----------------------------|-----|---|-----|-------------|-----|
| | Women | Men | Women | Men | Women | Men | Women | Men | Women | Men |
| Upper quartile | 68% | 32% | 75% | 25% | 73% | 27% | 39% | 61% | 37% | 63% |
| Upper middle quartile | 68% | 32% | 71% | 29% | 87% | 13% | 35% | 65% | 80% | 20% |
| Lower middle quartile | 66% | 34% | 77% | 23% | 75% | 25% | 67% | 33% | 89% | 11% |
| Lower quartile | 86% | 14% | 81% | 19% | 91% | 9% | 78% | 22% | 100% | 0% |