



# Gender Pay Gap Report 2018



# Introduction

At Longhurst Group, we pride ourselves on being fair and promoting a culture of inclusiveness, working as one team to improve the lives of not just our customers, but our 1,200 colleagues as well.

Last year, in our first report of this kind, we identified the gender pay gap within our organisation and since then, we've been working hard to address it.

During this time, we have also been exploring the possibility of consolidating our structure to form a single organisation.

Our Board will consider feedback from both our customers and colleagues before making its final decision.

We believe this represents a fantastic opportunity and is very much a natural step as we continue to bring

the Group even closer together, helping us to be more efficient and, ultimately, provide better services.

Currently, the Group is made up of four member companies – Axiom, Friendship Care and Housing, Longhurst and Havelok Homes and Spire Homes.

For the purposes of this report, we are not required to provide figures on any part of the Group which has fewer than 250 colleagues.

However, we want to be open and transparent, so we have again reported the gender pay gap for the whole of Longhurst Group.

Our colleagues are employed within different parts of the Group, so it is more appropriate to look at our results as a whole.

Our results for 2018 show that we have a mean gender pay gap of 18.8 % and a median gender pay gap of 18.1 %, which is broadly in line with the UK national Median Gender Pay Gap of 17.9 %.

We know that we still have work to do and we are committed to closing this gap.

Since identifying the gender pay gap within our organisation last year, we've been working hard to address it.



# What is the gender pay gap?

The gender pay gap shows the difference in the *average* pay between all our male and female colleagues. Legally, we are required to publish both median and mean gender pay gap information.

## How the gender pay gap is calculated

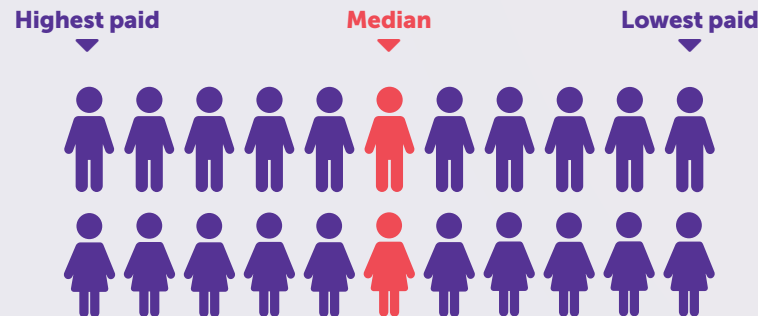
### What is the mean?

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



### What is the median?

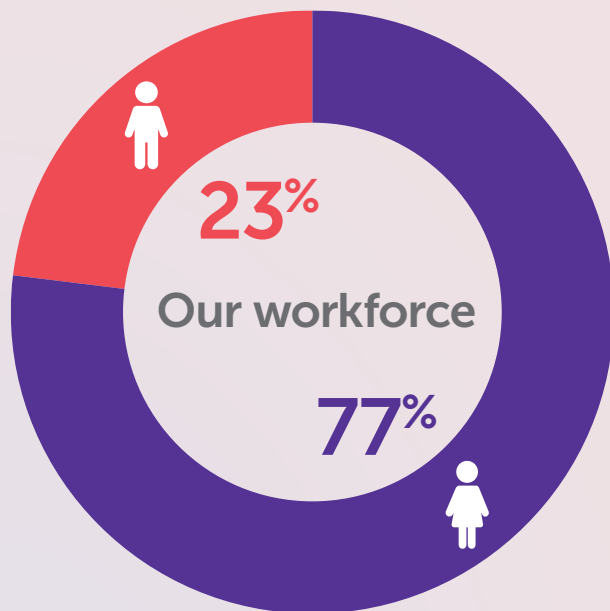
If all colleagues were lined up in rows of men and women, in order from the highest paid to lowest, the median gender pay gap compares the salary of the woman in the middle of their line with that of the middle man.



It is important to emphasise that the Gender Pay Gap is not the same as Equal Pay. It is not about women and men in the same roles being paid differently.



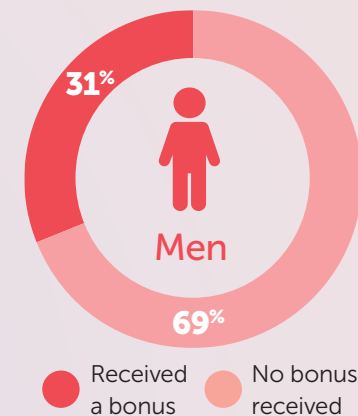
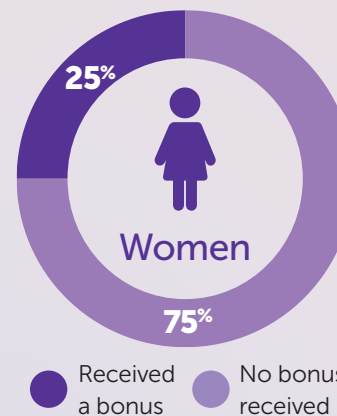
# Gender pay and bonus gap



At Longhurst Group, over three quarters of our workforce is female, with the majority of colleagues who work in our care and support services being women.

	Mean	Median	
Gender Pay Gap	18.8% (lower)	18.1% (lower)	This means that, on average, women are paid around 18.1% less than men.
Gender Bonus Gap	32.3% (lower)	19.8% (lower)	This means that on average, women's bonuses are around 19.8% less than men.

## Proportion of colleagues receiving a bonus in 2018



In 2017, a non-consolidated bonus was paid to all colleagues across the group who qualified. This was not repeated in 2018, other than for Axiom employees as a result of their contractual terms. A small number of exceptional bonuses were paid across the Group.

# Pay quartiles

When considering our Gender Pay Gap, it is important to look at the context behind our numbers and really understand the story behind our figures.

At Longhurst Group, 77% of our workforce is female, with many women holding senior positions. This suggests there is no barrier – nor will there ever will be – to women progressing within their career in the organisation.

Our Chief Executive, Julie Doyle, and four out of seven of our Executive Team are women. Seven of the ten colleagues that make up our team of Directors are also female. This explains the high number of women in the upper and upper middle pay quartiles.

The other key factor to consider is that we have more women working in social care positions, which is the norm for the sector. Our data shows that 84% of colleagues in the lower pay quartile are women.

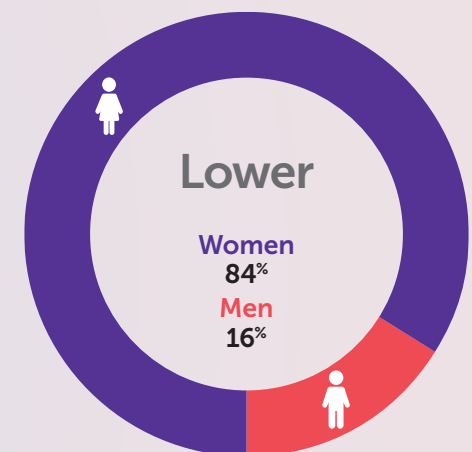
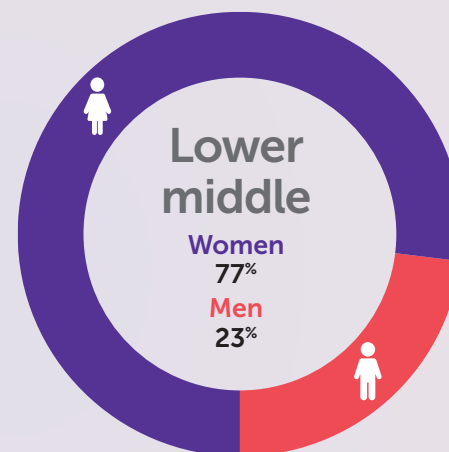
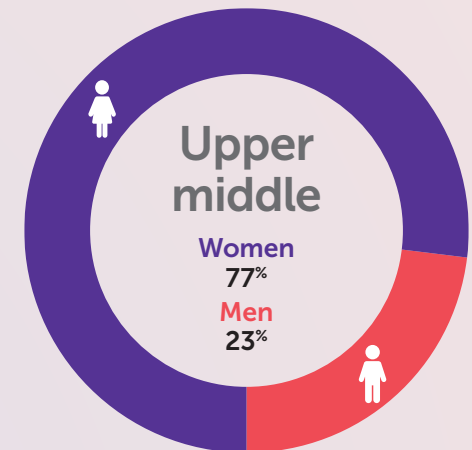
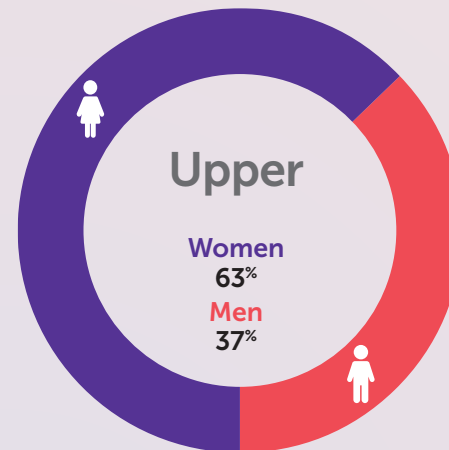
Men employed within the Group predominantly sit within the top three pay quartiles as they hold leadership positions. These roles attract higher levels of pay, which explains why bonus payments, which are linked to salaries, are higher.

This year, we will undertake a planned review of our terms and conditions, which will look at our approach to bonuses. Bringing greater consistency to this process is another way in which we can reduce our gender pay gap.

Meanwhile, we also know that a high proportion 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 within the gender balance of our workforce are typical of the sector and are a reflection of wider society, we recognise there is much 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

I am proud to say that Longhurst Group is an inclusive organisation that recognises the value of a diverse workforce.

Our commitment to tackling gender inequality is absolute and so, after publishing our first Gender Pay Gap report last year, we have been working incredibly hard to address the issues it raised.

The last 12 months has been a period of significant change for the Group and this has had a considerable impact on this year's results. While we've improved our numbers in some areas, we know there is still work to do in others.

As you have read in this report, women are widely represented around the Group, with many holding key senior roles. Put simply, there has never been a glass ceiling to prevent women from advancing their careers with us and there never will be.

▾ ▾ There has never been a glass ceiling to prevent women from advancing their careers with Longhurst Group and there never will be. ▴ ▴

However, we also recognise that women, especially in our care and support services, also occupy many of our lower paid roles. Traditionally, these have been viewed by society as being female roles. We don't subscribe to that view and we are working hard to encourage more men into this fantastic part of our business.

In order to achieve greater gender balance, we are continuing to review our recruitment processes; making sure that we continue to recruit without unconscious bias and ultimately ensure that we have the right people for the right jobs, regardless of gender.

Since the last report, we have appointed a new Head of Talent to help us attract, develop and retain colleagues and have introduced mandatory equality and diversity training which has already been completed by 70% of our workforce.

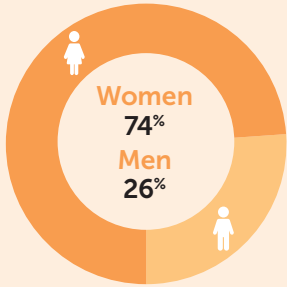
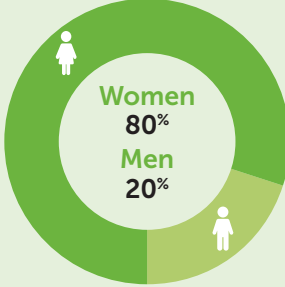
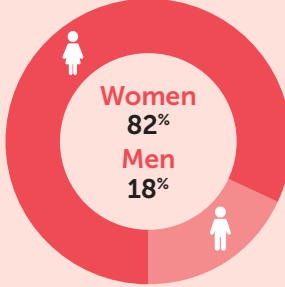
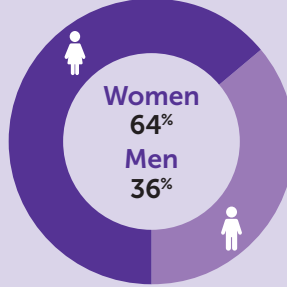
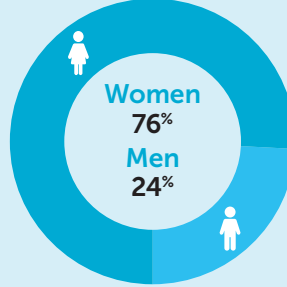
Looking ahead, we will undertake a review of our policies and procedures to ensure that colleagues of all genders have equal access to development or promotion opportunities and raise awareness of our family friendly policies – such as flexible working – which are available to everyone.

Against a backdrop of huge organisational change over the last 12 months, while our median gender pay gap has increased slightly, I believe we have started to make progress towards closing it.

While we are well aware that there is still work to do, I genuinely believe that, together, we will get there.

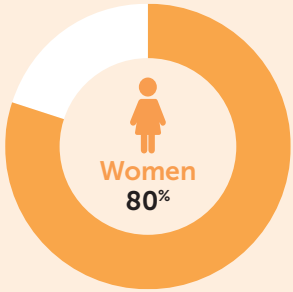
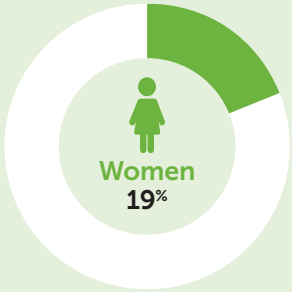
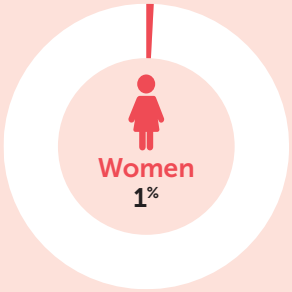
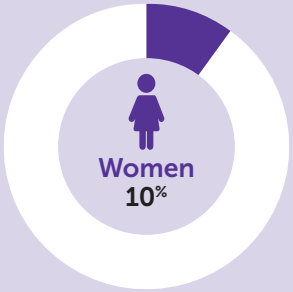
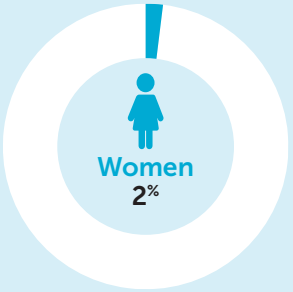
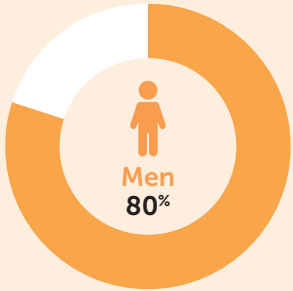
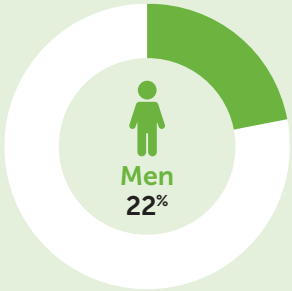
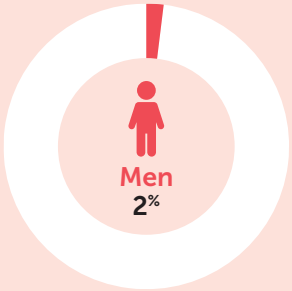
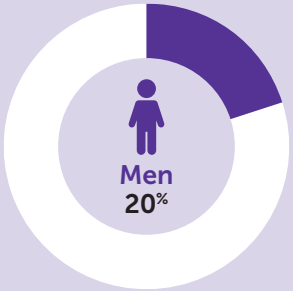
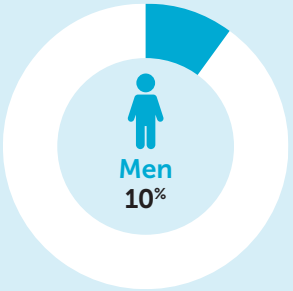
**Julie Doyle**  
Chief Executive

# Our people

	Axiom Housing Association	Friendship Care and Housing	Longhurst and Havelok Homes	Colleagues employed directly by Longhurst Group	Spire Homes
Workforce	 <p>Women 74% Men 26%</p>	 <p>Women 80% Men 20%</p>	 <p>Women 82% Men 18%</p>	 <p>Women 64% Men 36%</p>	 <p>Women 76% Men 24%</p>
Gender pay gap					
Mean	0.9% (lower)	6.5% (lower)	17.0% (lower)	13.7% (lower)	30.6% (lower)
Median	5.7% (lower)	0.0% (lower)	4.0% (lower)	18.6% (lower)	29.9% (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 80%</p>	 <p>Women 19%</p>	 <p>Women 1%</p>	 <p>Women 10%</p>	 <p>Women 2%</p>
Bonus pay gap	 <p>Men 80%</p>	 <p>Men 22%</p>	 <p>Men 2%</p>	 <p>Men 20%</p>	 <p>Men 10%</p>
Mean	11.2% (lower)	192.1% (higher)	62.5% (lower)	9.0% (higher)	75% (lower)
Median	24.1% (lower)	0.0% (lower)	50.0% (lower)	20% (lower)	75% (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	78%	22%	78%	22%	74%	26%	44%	56%	33%	67%
Upper middle quartile	59%	41%	76%	24%	82%	18%	61%	39%	75%	25%
Lower middle quartile	69%	31%	79%	21%	68%	32%	68%	32%	95%	5%
Lower quartile	76%	24%	85%	15%	91%	9%	77%	23%	95%	5%