



Gender and Ethnicity Pay Gap 2020/21



Foreword to Anchor's Gender and Ethnicity Pay Gap report

Providing equality of opportunity for all is a cornerstone of Anchor's commitment to having a diverse and inclusive workplace.

With more than 9,000 colleagues providing great places to live for more than 65,000 older people in almost 1,700 locations, I recognise the importance of having a workforce which understands and can meet the considerable range of needs of today's older people

Despite the challenges of the past year - which because of the pandemic has meant fundamental changes to the way most of us work - our focus and progress on equality, diversity and inclusion has remained on track throughout 2020/21, including gaining our first accreditation from the organisation Inclusive Employers.

It should be noted the Gender Pay Gap and Ethnicity Pay Gap differs from equal pay, the latter forming part of the 2010 Equality Act, prohibiting discrimination on grounds of race and gender and other protected characteristics, and involves male and female, white and minority ethnic employees being paid the same for like/similar work.

Since 2017, all UK organisations with more than 250 employees have been required to publish their gender pay gap data. While not a legal requirement, we have chosen to also report on our ethnicity pay gap data.

Our focus and commitment on this continues, and in this report we also highlight our activities to push further as a diverse organisation which celebrates inclusion.

Taken together, the information in this report shows how Anchor is working hard to ensure we are and will remain an employer of choice for people of all backgrounds.



Jane Ashcroft CBE

Anchor Chief Executive



Gender pay gap

An abstract graphic on an orange background. A thick, dark blue curve starts from the bottom left and arcs towards the top right. Several lighter yellow, curved lines of varying thicknesses are layered behind and around the blue curve, creating a sense of depth and movement.

How the Gender Pay Gap is Measured

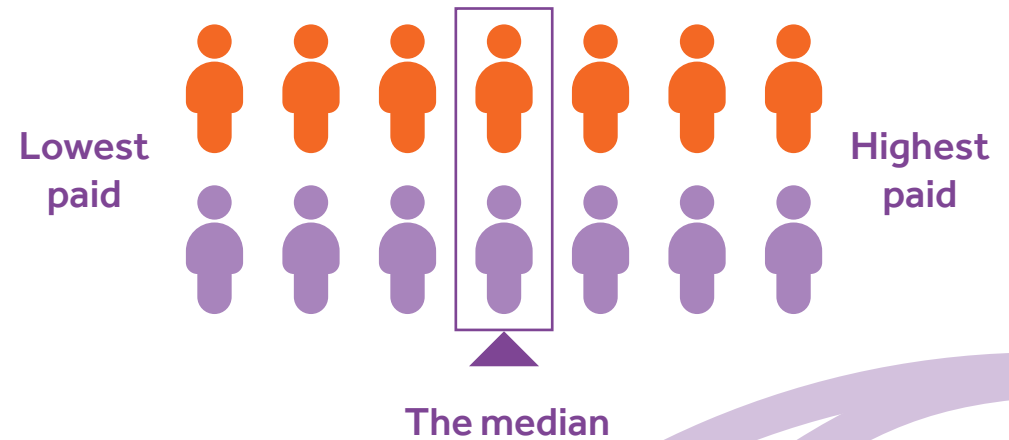
Organisations with more than 250 employees are required to report the mean and median hourly rates, and the percentage difference between pay for male and female employees, on a given 'snapshot date' – 5 April 2020.

The Gender Pay Gap is the difference in average pay between all male and female employees, regardless of the work they perform. For every organisation, it is calculated in the same way.

The mean gender pay gap in hourly pay. This is the difference in the average pay per hour between all male and female employees in the organisation.

The mean bonus pay gap. This shows the difference in average bonus payments by gender, looking at the number of employees receiving a bonus and the amount of that bonus.

The median gender pay gap in hourly pay and bonuses. If all employees in the organisation were lined up, with one line for female employees and one line for male employees, and each line ordered in terms of pay from highest to lowest – the median for each gender is the employee in the middle of the line. The median Gender Pay Gap compares the pay between the gender in the middle of each line.



Since we last reported on the Gender Pay Gap in 2020 (2019 figures), we have seen the proportion of male colleagues at Anchor increase by one per cent. This is not sufficient an increase to offset the make-up of our workforce, which sees considerably more female colleagues employed than male, and more females holding fixed-rate hourly-paid positions.

In terms of bonuses awarded, we've seen an increase in both male and female colleagues receiving a bonus – either performance-related awards or awards made as part of our re-launched Refer a Friend employee referral scheme which has been used more than usual during the pandemic to boost recruitment.

The larger percentage increase in awards to male colleagues can be accounted for by more male colleagues holding – as a proportion of the total males employed – salaried roles which are eligible for performance-related awards, than is the case for female colleagues.

In 2020, there was no difference in the median bonus payment for female and male employees, and therefore no median bonus gap

Gender Pay Gap

April 2019

20.39%
Mean
(Average)



9.58%
Median
(Middle)

April 2020

20.8%
Mean
(Average)



10.1%
Median
(Middle)

Bonus Gap

April 2019

73.5%
Mean
(Average)



60.62%
Median
(Middle)

April 2020

43%
Mean
(Average)

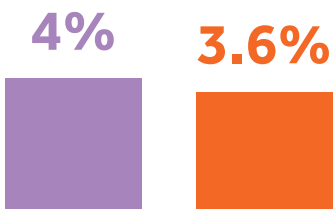


0%
Median
(Middle)

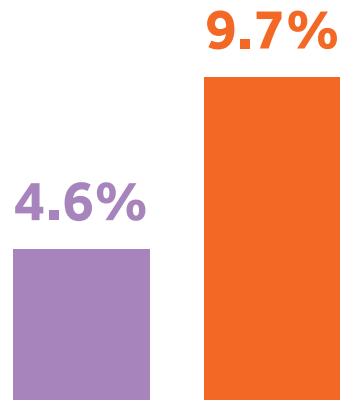
Colleagues receiving a bonus

April 2019

Females
Males



April 2020



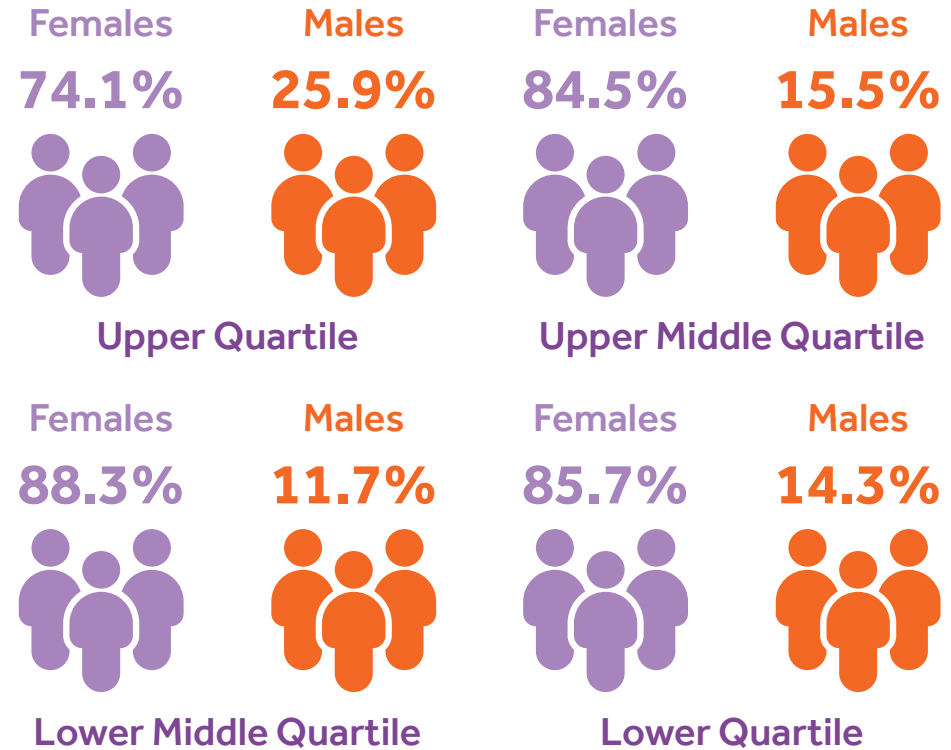
Hourly-paid roles – gender split

In line with most care home providers, the majority of our workforce is female and working in care worker roles.

The diagram opposite shows the gender split by hourly rate of pay - with the workforce divided into four equal-sized quartiles ordered by rate of pay from highest to lowest.

The biggest factor to impact on gender pay reporting would be to increase the proportion of male colleagues in the lower-quartiles, and we're keen to ensure that males are given the same access as females to care worker roles.

Similarly, we're working to ensure that females have the same access to more technical and property-related roles as males.



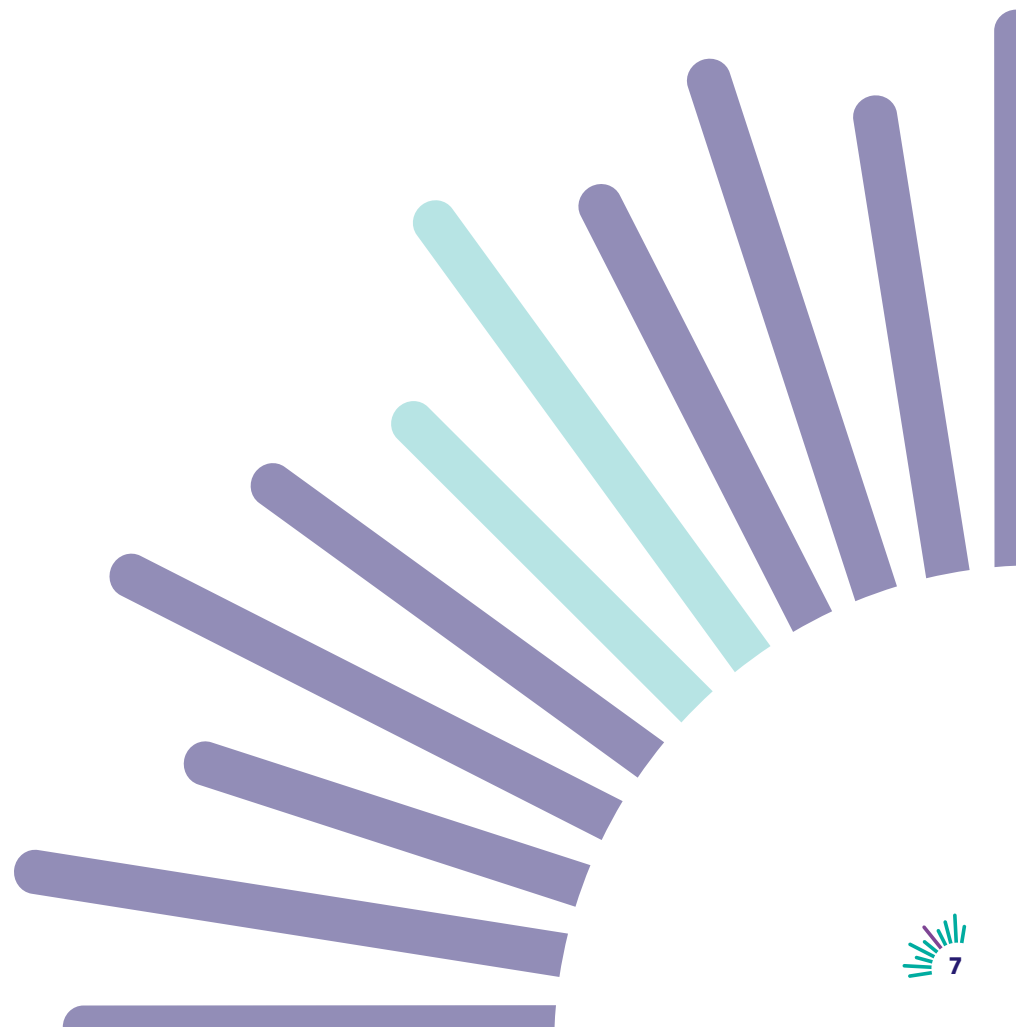
Our approach to pay

The vast majority of all colleagues in Anchor are employed on a fixed salary or hourly rate for the role. While these fixed rates may change depending on geographical location, there is no difference in pay rate within the area. Irrespective of gender, all colleagues receive the same pay for the same role at each location.

Around 20 per cent of roles are individually evaluated and benchmarked using external market providers, and once evaluated, a salary range is provided for the role. It is the role that is benchmarked and not the person.

This range allows managers to recognise skills and experience and geographical location in determining the appropriate salary levels for individuals.

From the roles at an hourly rate, 81 per cent of female colleagues are in this type of role, compared to 63 per cent of male colleagues. This means that 37 per cent of males compared to 19 per cent of females are in a role where a salary range can be applied which can lead to the potential for a pay variance. These salaried roles are generally management and Central Support roles.



Ethnicity Pay Gap



The Ethnicity Pay Gap in Anchor

While we are not required by the government to report on the Ethnicity Pay Gap, we've included it in this report to show our commitment to furthering our progress on equality, diversity and inclusion.

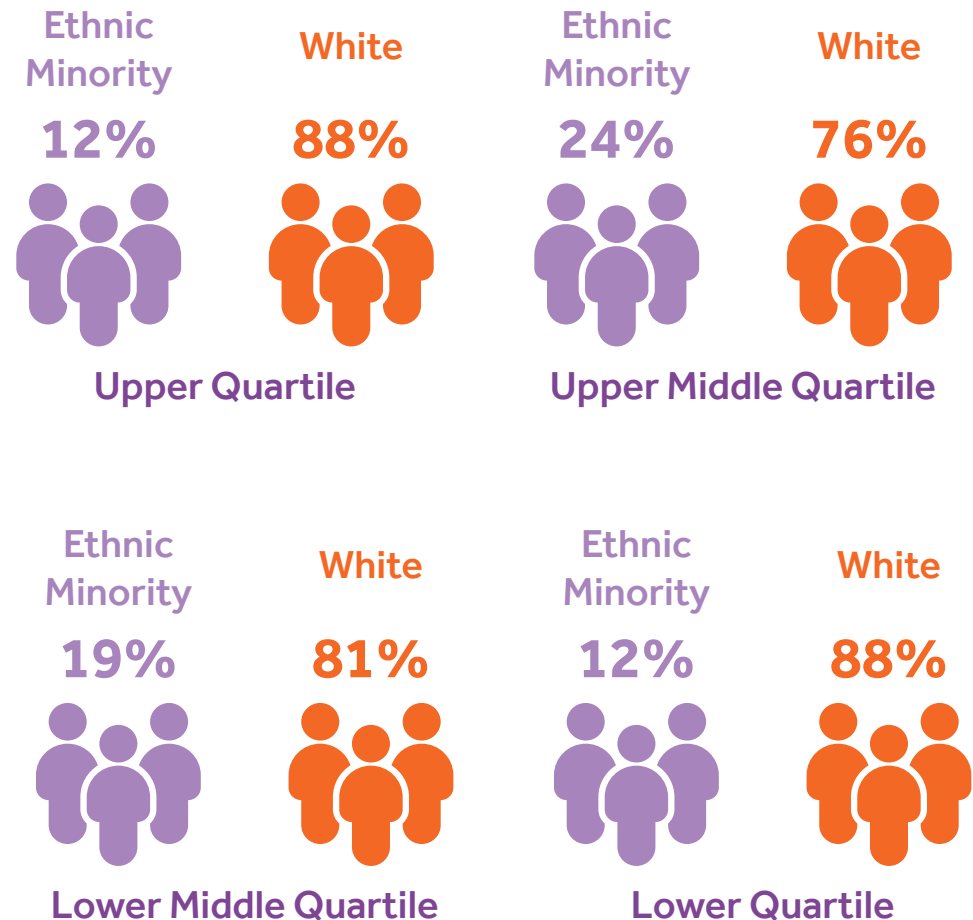
From our total workforce, 14 per cent of colleagues have identified as minority ethnic and 63 per cent as white. We continue to encourage our colleagues to provide information about their ethnicity so we have a full picture of the diverse make-up of our organisation.

As in the section on gender pay, we've divided our workforce into four equal-sized quartiles, ordered by rate of pay from highest to lowest.

The majority of our ethnic minority colleagues are in the middle two quartiles. While we have many ethnic minority colleagues in our hourly-paid roles, including care assistants and housekeepers, such colleagues are more likely to be geographically-concentrated in our South and London and South East care regions.

Similar roles in the bottom quartile are more likely to be found in our North and Central care regions, which are the lowest-paid areas among our most populous roles and where the proportion of ethnic minority colleagues is much lower.

White and minority ethnic pay distribution by quartile



The mean Ethnicity Pay Gap is relatively low and the median Ethnicity Pay Gap data shows a favourable comparison for ethnic minority colleagues compared to their white colleagues.

Ethnicity Pay Gap

10.7%
Mean
(Average)



-0.5%
Median
(Middle)

Ethnicity Bonus Pay Gap

80%
Mean
(Average)



0%
Median
(Middle)

Our current ethnicity pay gap is not statistically significant, with the median suggesting no real gap and it's the median figures that tends to be the focus of attention whereas the mean is the driver for gender. Reporting early on a voluntary basis shows transparency and our willingness to support greater diversity in the workplace.

We recognise that diversity needs to improve in our Board, our Executive and our Senior Leadership Team. We are working hard to achieve improvements in this area.

Influencing the Gender Pay Gap and Ethnicity Pay Gap

Our Gender Pay Gap report and the Equality, Diversity and Inclusion report will be an important measurement for us as an organisation. We are committed to improving our position, and our future plans will keep us accountable for our progress.

The care sector has a high proportion of female workers and our recruitment campaigns are assisting with improving diversity by encouraging more males into roles through the use of our creative campaign materials. In addition, using techniques developed from marketing we can also target other groups in specific demographic areas, such as people aged 55 and over or school-leavers as well as those categories that are under-represented. We set competitive pay rates that aim to be attractive to new recruits and aid the retention of colleagues, and we provide all our team members with a comprehensive reward and benefits programme.

Overall, our gender pay gap data enables us to make informed decisions and plans aimed at reducing the gap. Our packages are designed to ensure that we treat all our colleagues fairly and reward them in a culture which is free from discrimination of any kind.

We have continued to build on the following initiatives to promote gender diversity that will encourage more opportunities to address the gap and will continue to be a focus in the coming year.

Training and Development

We have introduced a range of new training interventions for colleagues across the organisation around diversity inclusion including:

- updated EDI e-learning for all Inductions which includes information around unconscious bias and microaggressions
- a new EDI for line managers training programme which all existing line managers should complete as well as new-to-role hires. This includes considerations around recruitment, selection and training.

External equality, diversity and inclusion training has been provided to the Board, Executive and Senior Leadership teams, with additional optional modules for these leaders currently in development.

A small number of ethnic minority colleagues completed a Leadership development programme delivered by Skills for Care focussed on supporting ethnic minority colleagues to identify and move towards the next step in their career. Results of self-evaluations completed following the programme showed that 90% of individuals felt there had been an improvement in their leadership capability and or confidence. 90% of line manager evaluations also indicated a positive impact on their colleagues.

Some senior leaders, including our CEO, have also completed a reverse mentoring relationship with members of the embRACE (race and ethnicity) network, to better understand their experiences and the potential barriers for progression within Anchor.

Recruitment

We have developed a recruitment EDI action plan. In addition, we are using a wider range of job boards; an Inclusivity Statement and information around colleague EDI networks on job adverts, and displaying a diverse range of imagery and case studies on our website.

We have reviewed the text from our care adverts to include gender-neutral language and to reach a lower reading age. Following a trial of the new wording there's been a 39% increase in applications. We are now looking to roll these principles out across all adverts.

Health and wellbeing

Caring can be a rewarding and stressful occupation. So, while we expect high standards of performance, we want to make sure that our team members are properly supported. Our Being Well programmes include financial support, advice on physical health, and specific mental health and stress-reduction support.

We have a workplace Wellbeing Group and a Wellbeing Working Group with representatives from across the business to share in good practice. These initiatives help to break down any barriers for individuals and help promote more inclusive working - leading to Anchor being an employer of choice.

Colleague engagement

We keep in touch with all our colleagues through regular communication channels, and to ensure greater awareness of diversity and inclusion we have four active diversity networks which hold regular meetings and oversee individual action plans.

We continue to profile case studies of a diverse range of colleagues progressing their careers in Anchor through internal communication channels and our website.

We requested diversity information from respondents to our Listening and Acting Colleague Engagement Survey to enable us to identify trends in responses. This showed Black, Black British, Caribbean, African, Asian and Asian British all scored higher than the AH average colleague engagement across the board (92 per cent and 93 per cent compared to 86 per cent for white colleagues).

We recognise a wide range of awareness events including Black History Month, which have had high levels of engagement and achieved external press coverage, including in Care Home Professional and Home Care Insight.

Data

We ran hashtag campaigns such as #CountMeIn to increase the quantity and therefore accuracy of diversity data held in the HR system. This campaign will continue to run annually.

Policy

We are piloting Equality Impact Assessment policies within HR and Housing Operations.

Guidance and training have been developed around the use of personal pronouns to support our non-binary and trans colleagues. In addition, we also published guidance on supporting menopause and fertility in the workplace, along with bringing on board a new fertility benefit provider.

Memberships and accreditations

We achieved Bronze Accreditation in the Inclusive Employers Standard 2020 and will enter this again in 2021.

So far, we have hired two care leavers with three more currently in the recruitment process as a result of being Signatories of the Care Leavers Covenant. We are also members of the Apprenticeship Diversity Champions Network and the EDI Manager is a member of the National Housing Federation's EDI group.

Future Plans

We will continue to drive all of the above, as well as focussing on more opportunities for growing our own through personal and career development opportunities - this forming part of the People Plan and addressing the feedback from the Listening and Acting survey.

In addition, the recruitment action plan for 2021 includes removing personal data such as name and address from the applications seen by hiring managers at shortlisting, to help minimise the risk of unconscious bias.

We will also be developing dedicated interview skills training and an Unconscious Bias podcast to support with ensuring impartiality in our recruitment processes.