



## Anchor Gender Pay Gap Report 2017

At Anchor, we provide care and housing to older people at over 1,000 locations across England. We are committed to principles of equality, fairness and inclusion and welcome the transparency and discussions generated by the new reporting requirements.

For the purpose of Gender Pay reporting, Anchor is recognised as two separate entities; Anchor Trust and ACH (Anchor Care Homes) and results for both have been published on the Government website.

Anchor Trust incorporates head office/support roles such as finance, IT, HR, construction and property development, in addition to customer facing care and housing roles. ACH was acquired in 2015 and remains a separate legal entity employing only customer facing care colleagues.

This narrative reflects Anchor overall (i.e. Anchor Trust and ACH combined).

### Anchor Overall

Anchor's overall workforce (c9,500 colleagues) is 84% female and 16% male. This profile is the industry norm particularly across the care sector and there is nothing to indicate that it has any significant influence over the gender pay gap.

We are confident that there is no concern over equal pay or our gender pay gap for Anchor customer-facing care and housing colleagues, because pay for females and males in these roles is typically the same using fixed hourly rates.

Our analysis shows that Anchor's overall pay gap is not related to different pay for people doing the same or similar jobs. Instead, a number of our head office/support team roles reflect industry-wide female representation and skill shortages in areas such as maintenance, construction and property development.

Our bonus pay figures show that just 0.6% of all Anchor colleagues are eligible for a bonus (typically colleagues in sales related or senior management posts). Whilst males are slightly more likely to be eligible for bonus pay, the overall mean shows women receive 16.5% more bonus pay than men. The median calculation then reverses this picture to show women's bonus pay is 11.1% lower than men. We are not surprised by this outcome mainly due to the make-up of our senior management team and relative pay of eligible role holders.

This does however highlight in particular the differences that may be created when applying either the mean or median definition under the reporting legislation.

### Gender Pay Reporting Key facts (Anchor overall):

1. The median difference between men and women's pay is 6.9% (men paid more), which compares favourably to the national figure of 18.1% (source: Office of National Statistics Q3 2017).



2. The mean difference between men and women's pay is 17.3% (men paid more) which is the same as the national figure of 17.3% (source: Office of National Statistics Q3 2017).
3. There is no statistical difference between men and women's pay for 75% of our employees, including those delivering care services.
4. The difference in the **mean bonus pay** between females and males; women's bonus is **16.5% higher** than men
5. The difference in the **median bonus pay** between females and males; women's bonus is **11.1% lower** than men
6. The proportion of males and females who received bonus pay; **0.4%** of women receive bonus pay, and **1.5%** of men receive bonus pay
7. The number of males and females in each quartile of their pay distribution is shown in *Table 1* below.

Quartile	Men	Women
Upper	24%	76%
Upper Middle	13%	87%
Lower Middle	12%	88%
Lower	15%	85%

**Table 1: Male and female pay distribution by quartile**

## **Actions to balance our gender pay gap**

Our aim is to reduce Anchor's gender pay gap over time and to continue to be placed well compared to sector and national benchmarks.

We believe Anchor's gender pay gap is not due to a pay policy issue or an equal pay issue.

We have a standard approach to pay which applies to all our jobs and we use a robust benchmarking process to define salaries, alongside a review of market rates and experience.

Instead we will focus on our recruitment and Learning & Development practises as areas where we can revisit our current approach and consider appropriate actions.

## **Recruitment**

Whilst we believe our current recruitment process is fair and robust, one of the steps we will be taking is looking at new ways of increasing the diversity of candidates that apply to work at Anchor. Specifically as part of our recruitment attraction strategy we will:

- Consider if there is a requirement for positive action to address gender imbalance on a role by role basis including for example running pilots for:
  - Mixed gender interviewer arrangements where possible.
  - Mixed gender interview shortlists (at least one male and one female).



- Continue to review our application process and recruitment campaigns to attract applications from the widest pool.

## Learning & Development

We will review our learning and development offer to ensure career pathways and opportunities exist for any under-represented population in our workforce (i.e. not restricted to male/females but linking into our wider Diversity & Inclusion strategy).

Specifically we will:

- Continue our close links with the Apprentice Scheme and Skills for Care and any additional training providers to encourage the most diverse workforce.
- Consider functions where there is a Gender Pay Gap and review training and development options alongside our wider succession planning process.
- Review the **myFuture** (internal career development programme within our care division) selection process to see whether positive action is needed to ensure the most diverse cohort balance.

I confirm that the information and data reported is accurate as of the snapshot date 5 April 2017.

Jane Ashcroft  
Chief Executive