

GENDER PAY GAP REPORT 2017

Employers of more than 250 employees are required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

emh group comprises emh homes, emh care and support, Midlands Rural Housing and emh sharpes. Since emh homes and emh care and support each employ more than 250 employees we are required to report these companies separately. We have also included the required information for all businesses within emh group as a whole.

The report shows the required calculations for the companies to show the difference between the average earnings of men and women.

Calculation	emh group – all businesses	emh homes	emh care & support
Mean gender pay gap	10.4%	3.2%	-5.2% (minus)
Median gender pay gap	11%	14.4%	0%
Mean bonus gender pay gap	-171.4% (minus)	-800% (minus)	0%
Median bonus gender pay gap	0%	0%	0%
Percentage who receive a bonus	1.7% Male 2.8% Female	1.2% Male 2.3% Female	0% Male 0% Female
Proportion of males and females in each quartile bracket:			
A Lower quartile	66 Male (27%) 178 Female (73%)	36 Male (47.4%) 40 Female (52.6%)	28 Male (22.4%) 97 Female (77.6%)
B Lower middle quartile	90 Male (36.9%) 154 Female (63.1%)	33 Male (42.9%) 44 Female (57.1%)	40 Male (31.7%) 86 Female (68.3%)
C Upper middle quartile	94 Male (38.5%) 150 Female (61.5%)	50 Male (65.8%) 26 Female (34.2%)	39 Male (31%) 87 Female (69%)
D Upper quartile	127 Male (52%) 117 Female (48%)	54 Male (71.1%) 22 Female (28.9%)	23 Male (18.4%) 102 Female (81.6%)

GENDER PAY GAP REPORT – NARRATIVE 2017

The data for emh group show that our mean gender pay gap is 10.4% across all of our diverse operating businesses. The mean gender gap for emh homes is 3.2% and for emh care and support it is - 5.2% (minus).

We are committed to rewarding our employees fairly for the contribution and value they add, regardless of their gender or any diversity characteristic. The results show that we still have further work to do to eliminate the gender pay gap across emh group as a whole.

We have a range of initiatives and employment practices aimed at helping to eliminate the gender pay gap.

Senior roles - A contributing factor to the gender pay gap is the higher proportion of males in senior roles compared to females. The Executive Directors for both emh homes and emh care and support are female and 50% of our Executive Management Team are female. However, we recognise that more progress is required and we are committed to balancing the proportion of males and females in more senior roles and our board.

Talent Management - We are currently reviewing and updating our talent management and succession planning to develop internal talent to support progression into more senior roles. emh group continues to invest in our employees through our leadership development programme, coaching programme and individual learning and development opportunities. As part of these programmes we are offering extra support to under represented groups to support and encourage their career development and progression into senior roles.

Recruitment and selection - Within the gender pay gap data across all companies at emh group, 61% of employees are female. (Within emh group there are roles that typically attract employees of one gender, for example there is a higher proportion of male employees in our internal maintenance service team within emh homes). Attracting a gender balance in all areas of the business can help to ensure any prevailing pay differences between operational areas do not impact the wider gender pay gap.

emh group has an award-winning Apprenticeship Academy, which was established in 2012 as a social enterprise to provide education, training, skills and future job opportunities for local young people. Almost 50 apprentices have passed through its door since opening and we had three women and six men join emh homes' internal maintenance services team in 2017 to become multi-skilled operatives, with the plan to expand this further. The recent apprenticeship recruitment drive positively encouraged women to apply, with a recent female apprentice graduate acting as a peer mentor to new recruits.

Across the emh group there are robust recruitment and selection processes to help ensure the best candidates are recruited into roles. Recruiting managers are trained in fair recruitment and selection and are supported by the HR team where required. The grade and associated salary for all advertised roles and promotions are evaluated using an external job evaluation process. The job specific person specification is the basis for the selection criteria at the shortlisting and selection stages. Within the recruitment and selection process, the wording of adverts and artwork for recruitment campaigns, alongside the wording in person specifications will continue to be reviewed to prevent any unintentional gender bias. Wherever possible, there is a mix of genders on interview panels.

Flexible and family friendly policies - emh group continues to offer a range of flexible and family friendly working practices, including part-time working, job sharing, flexi-time, home working and agile working to enable our employees to effectively manage their work/life balance. Line managers encourage and support returners following a period of maternity leave and from other extended leave. We also offer a salary sacrifice scheme for childcare vouchers.

We will continue to work with our recognised Trade Unions and staff consultation groups to identify further ways in which we can address issues that may contribute to the gender pay gap and how this can be closed.