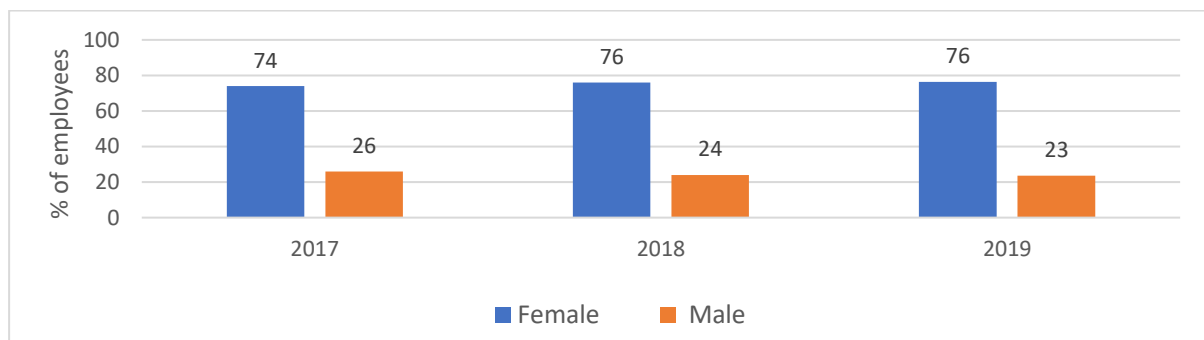


Gender Pay Gap Report 2019

As a leading independent social enterprise, Five Rivers Child Care ('Five Rivers') recognises its responsibility to create positive social impacts. The Gender Pay Gap report has provided an opportunity for us to consider the diversity of our people in a way that we have not been required to do before.

Gender pay gap reporting requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. We are fully committed to supporting equality through pay and we are confident that men and women are paid equally for doing the same jobs within Five Rivers



On 5 April 2019, 76.4% of our employees at Five Rivers were female. While obviously a high figure, this proportion is not uncommon for a business within the social care sector and is consistent with last year's report with a split of 74%/26%.

Pay gap

The gender pay gap is a snapshot of all employee pay on 5 April 2019 and filtered by gender to see the difference in the average pay of all men against the average pay of all women in the organisation.

The table below shows the difference between men and women employed on that date for the:

- Mean (usually referred to as average) pay gap.
- Median pay gap, which is the difference between the midpoints of the ranges of the hourly pay of men and women, derived by listing all employee hourly rates in numerical order and selecting the middle rate.

Difference between male and female employees						
Hourly pay	Mean			Median		
	2019	2018	2017	2019	2018	2017
	12.7%	19.4%	13.2%	4.9%	12.7%	15.8%

The mean and the median pay gap have narrowed since the previous report in 2018.

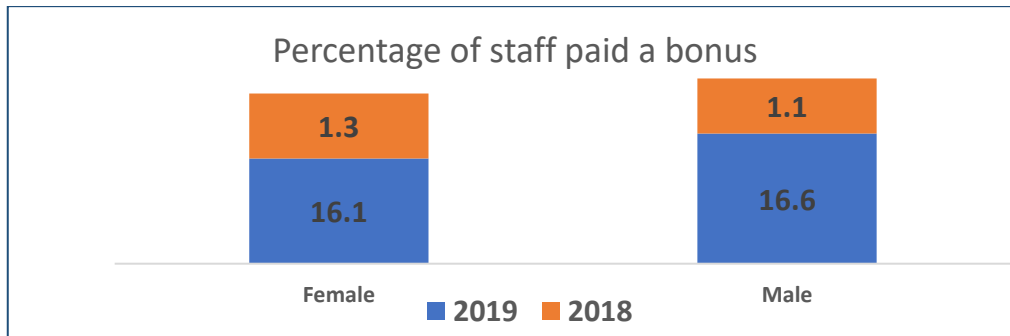
This is very positive and reflects the various strategies put in place at the last Report such as:

- To review further possible barriers to women being able to take on senior roles including training at managerial level which is currently being provided and extended.
- We introduced a management development programme in 2016 to upskill and develop expertise. The scheme is open to all managers and to high performing or high potential individuals within the company.

- A coaching programme is also in place to support the development of our people, and alongside the management development programme supports the growth of talent within the company.
- The company aims to broaden coaching by providing opportunities for our people to become trained coaches which will enable the company to develop a coaching structure to broaden the development of our people.

Bonus Pay gap

The percentage of staff who received a bonus:

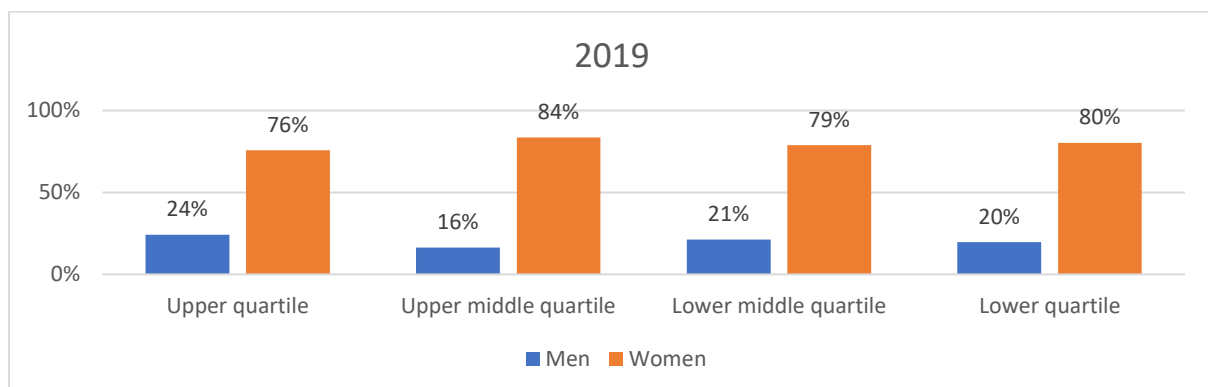


Difference between male and female employees						
	Mean			Median		
	2019	2018	2017	2019	2018	2017
Bonuses paid	-59.9%	-100%	33.9%	-2.9%	0%	19.9%

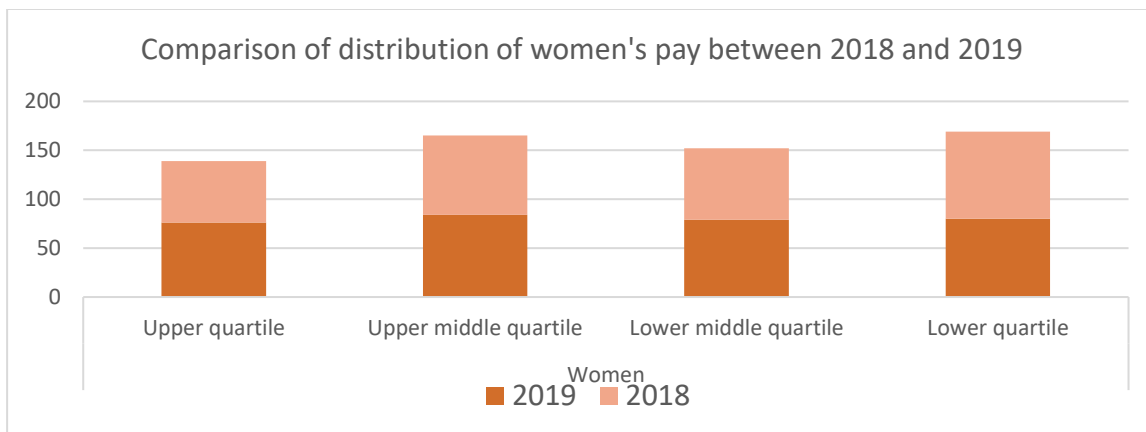
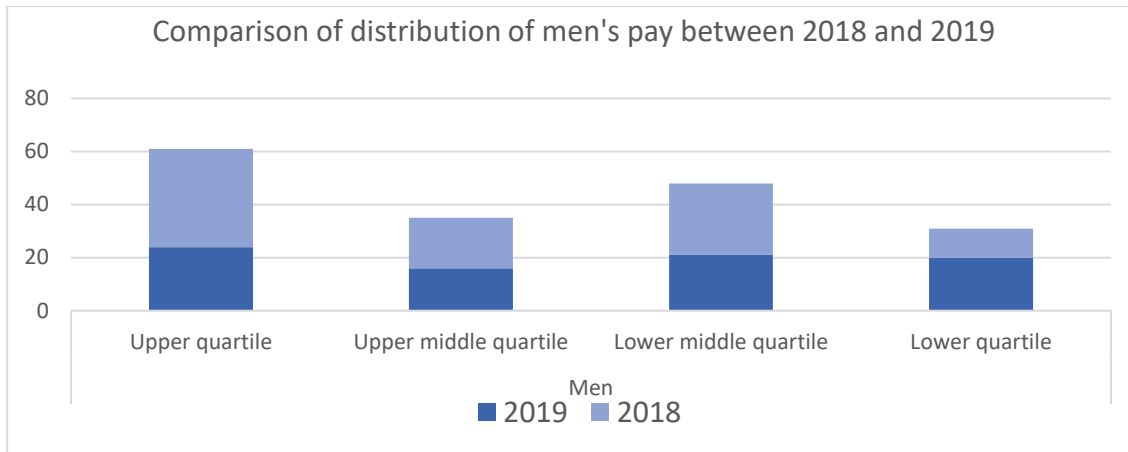
The negative values represent that for 2019, the difference in the mean bonus amount paid to men was 59.87% less than the average paid to women.

Pay quartiles

A quartile is where we divide the whole workforce into four equal sized bands based on hourly pay, from highest to lowest. The percentage of men and women is then calculated for each band.



The data is largely encouraging with the mid-quartile bands more representative of the whole organisation. However, women are slightly overrepresented in the lower quartile and slightly underrepresented in the upper quartile, which impacts the mean gender pay gap.



The quartile pay analysis show a positive movement of women's pay increasing to occupy the higher quartile between 2018 to 2019.

Reasons for the gender pay gap

The main reason for the gap is that we have a high proportion of women in the workforce and a relatively small number of men. Therefore, even small fluctuation in the men's pay can have a significant impact on our gender pay gap, specifically the mean calculation.

What helps to balance the pay gap?

We have already taken actions as outlined above. In addition, we also use the following strategies to actively seek a balance in our pay:

- Using skill- based assessment tasks in recruitment
- Using structured interviews for recruitment and promotions
- Introduced transparency into our pay grades and structure
- Improve the workplace flexibility for men and women:
 - Flexible working requests: we had six formal requests to change hours, all from female employees and all resulted in the requested change to working arrangements. Three were returners from maternity leave. Alongside the statutory formal requests there were other changes to hours agreed by line managers following informal discussions.
 - Encourage the uptake to Shared Parental leave – we have had two examples this year.
 - Encourage the uptake of Paternity leave – we had two male employees take advantage of this in 2019.
 - Encourage the uptake of Keeping in Touch days (KIT days) for those on maternity leave. KIT days allow women to come in and work or join a team meeting, to be paid for this and not bring their maternity leave to an end by doing so. Four of our female employees took advantage of this in 2019.