

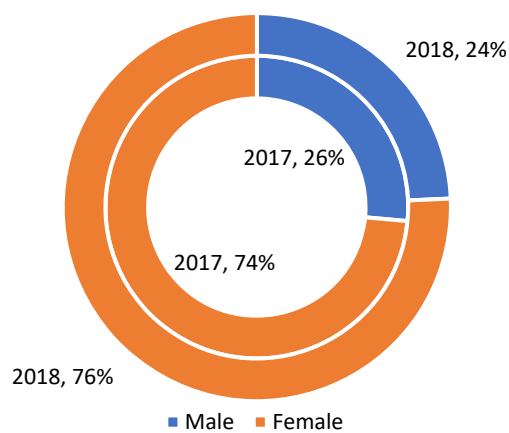
Five Rivers Child Care – Gender Pay Gap Report 2018

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.

The gender profile of our organisation

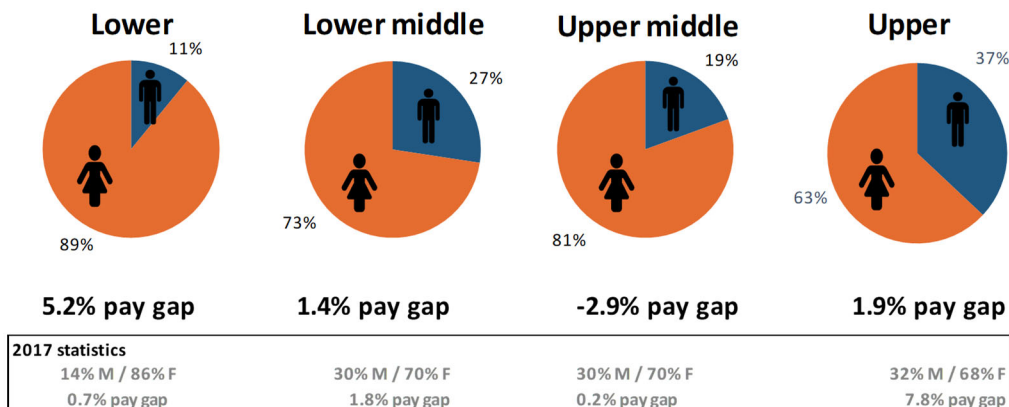


On 5 April 2018, 76% of our employees at Five Rivers were female. While obviously a high figure, this proportion is not uncommon for a business within the social care sector and is broadly consistent with last year's report with a split of 74%/26%.

Pay quartiles

The graphs below split 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 over represented in the lower quartile and slightly under-represented in the upper quartile, which impacts the mean gender pay gap as can be evidenced below. Across the quartiles though, pay rates are broadly comparable with the pay gaps at c5% or lower.



Pay gap

The gender pay gap is a snapshot of employee pay in an organisation on 5 April 2018.

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

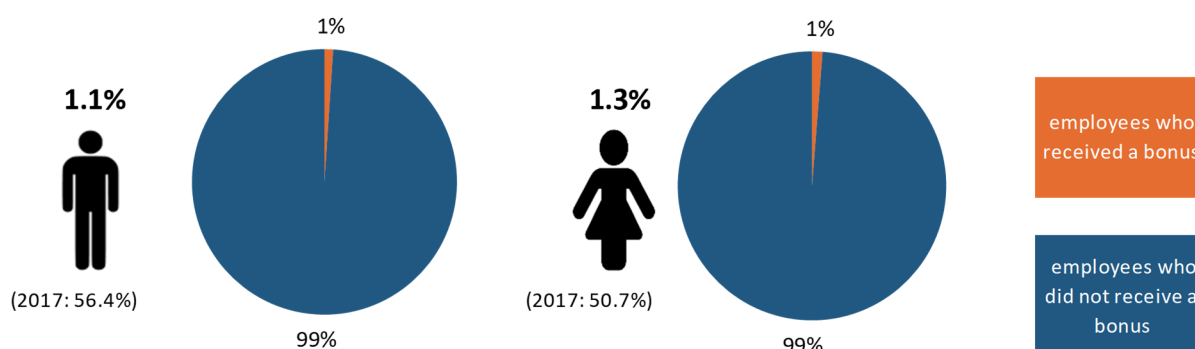
- Mean (usually referred to as average) pay gap.
- Median pay gap, which is the difference between the midpoints of the ranges of the hourly pay of men and women, derived by listing all employee hourly rates in numerical order and selecting the middle rate.

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

Bonus pay gap

Difference between male and female employees				
	Mean		Median	
	2018	2017	2018	2017
Bonuses paid	(100.0%)	33.9%	0.0%	19.9%

Proportion of employees in receipt of a bonus for 2017/18:



What is causing our gender pay gap?

The mean and median gender pay gap calculations both provide a positive percentage, although encouragingly the median hourly pay gap is lower than the national average of 18.1%. The main reason for the gap is the fact that we have a high proportion of females in the workforce and a relatively small total number of male employees. Therefore, even small fluctuations in the male workforce can have a significant impact on our gender pay gap, specifically the mean calculation. The over representation of men in the upper quartile comparatively to the other quartiles is adversely affecting the results and we are actively looking to address this.

We are confident that men and women are paid equally for undertaking the same role. We have a pay scale for the majority of job roles and all new and existing employees are appointed on to the pay scale for the job. This can be demonstrated by the low pay gap percentages across all four pay quartiles.

How we are addressing the pay gap?

Recruitment

- We continue to build a culture of appointing the best candidate for the job. We are looking further at how we can encourage women to apply for more senior roles and for men to apply for more junior roles.
- 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.
- To further review how flexibility in employment could support more female senior appointments.

To ensure a gender balance on appointment panels.

- Internal Promotion – to ensure all promotions are supported by a development plan and induction in the role.
- To identify strategies to encourage men to consider a career in social work and residential child care.
- To work with ICHA and the HCPC to encourage a dialogue at a national level regarding addressing the gender imbalance within the child care sector.

Career pathways

- A commitment to develop career pathways across residential child care, education and foster care to provide clarity of progression and development.

Learning and Development

- 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.

Declaration

We confirm that Five River's gender pay gap calculations are calculated in accordance with the guidance and requirements prescribed by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Pam McConnell
Chief Executive Officer