

Explaining our Gender Pay



This year is the first time that we have published information about our gender pay gap.

The publication forms part of a new requirement that all organisations with 250 or more employees have to publish and report specific figures about their gender pay gap.

We will publish the information on our intranet, our public-facing website, and report the information into the government.

We are an open and transparent organisation, and this piece of work further contributes to this. Regardless of gender we are committed to ensuring that all our people not only are valued, but feel valued too.

In 2016 we introduced a new pay framework that was specific to our call handlers – Pathways Advisors as we call them – to ensure that their pay was reflective of the work that they do.

We committed to ensuring we meet the standard

of the living wage up until at least 2020. The framework was built around five tiers, and our colleagues can progress through the gateways based on performance, values and behaviours.

The following year, we introduced a wider pay framework for the rest of the organisation. This too was structured around tiers - clinical and non-clinical – and pay is also linked to performance and how colleagues display our values and behaviours.

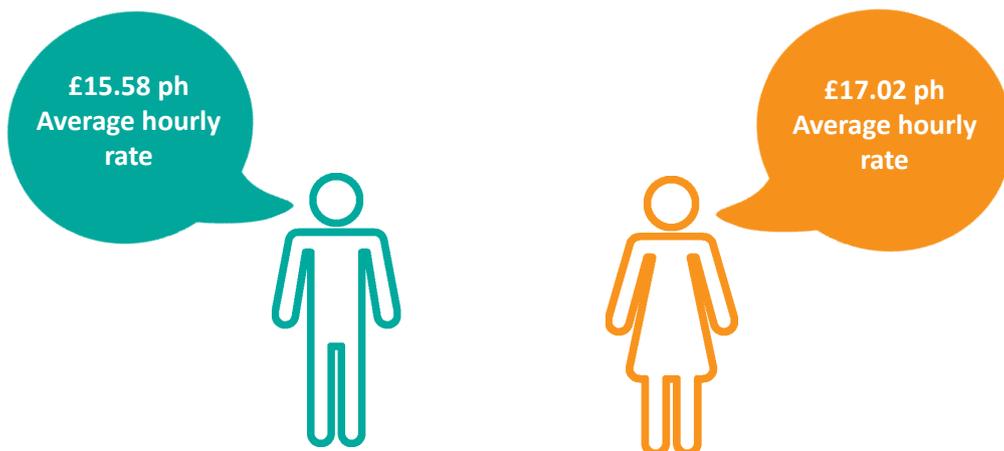
We are committed to being a good employer, and we will act on the information within this report, and report our progress to our people.

Handwritten signature of Yvonne Taylor in black ink.

Yvonne Taylor
Chief Executive

Handwritten signature of Jo Mills in black ink.

Jo Mills
Associate Director of HR



-9.23% mean gender pay gap
-10.30% median gender pay gap



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What might explain our gender pay gap?

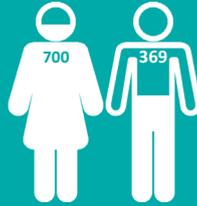
Headcount

64.65% of our headcount is made up of females

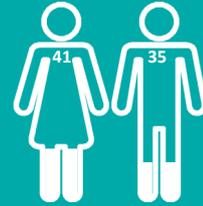
Board and Executive



Operations



Central Services



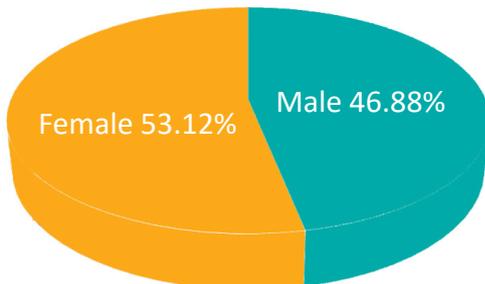
Pay frameworks

92% of our staff work within an operational area and many have hourly rates dependent on the time of the day that they work. The gender pay gap will be affected if the hours of the day that attract a higher rate of pay are predominantly worked by one gender.

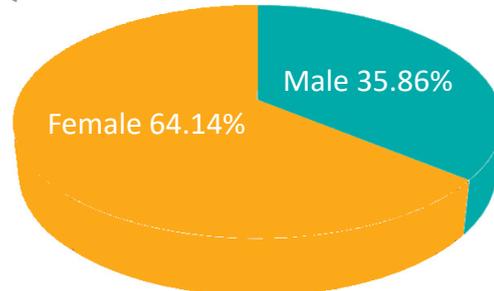


Reviewing the full salary ranges and splitting the staff population into four equal groups called quartiles shows:

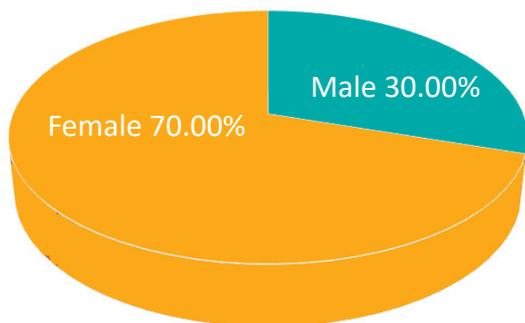
1st Quartile



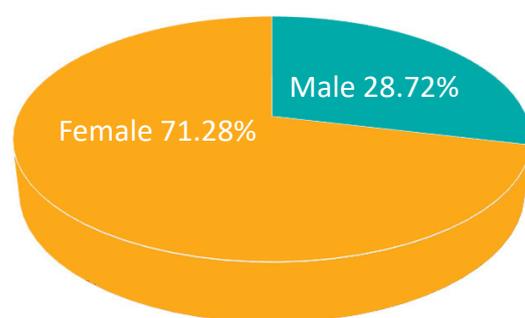
2nd Quartile



3rd Quartile



4th Quartile



We confirm that we have reviewed the data contained within our full gender pay gap report and that it is accurate and in line with government reporting regulations.

Jeremy Satchwell
Interim Director of Finance

Yvonne Taylor
Chief Executive

Jo Mills
Associate Director of HR