

In 2021, there was one piece of feedback that came across loud and clear in our team happiness survey. This was most prominent from members of our team who are working within ratio in our nurseries - our educators and room managers.

Flexibility.

We've listened. We know that you do the most important job in the world, and it's a job that can be tiring and involves superhero levels of energy and enthusiasm. We understand that some of you want more time to spend with your own families. We know that others want time to study or pursue other hobbies. Whatever you want flexibility for, we want to support it and, in doing so, support your wellbeing.

So for 2022, we've created **n-Flex**, a new kind of full-time working week, which allows you to choose between our brand new 4-day, 36-hour week, the classic 5-day, 40-hour week, or perhaps doing something in between with our 36 hour +flexi-overtime offer. Whatever you decide, you are in the driving seat.

In 2022 we will be piloting this for all team members working in ratio. If it's successful, we hope to expand the programme to other team members in future.

n.Flex



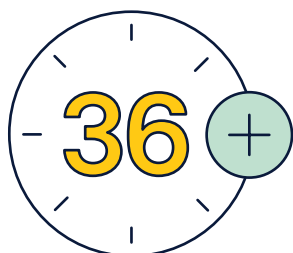
36 is the new 40

Our new standard weekly hours will be moving to 36 hours over 4 days (4 x 9 hour days), offering you a whole day every week to pursue other interests, relax, or spend time with your family.



The classic 40

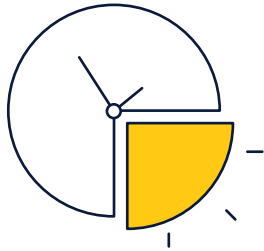
If you're happy with your current hours, or simply can't work long days because of other commitments, you can absolutely stay as you are. Our promise to you is that you will get out on time, every day.



36 hours + flexi overtime

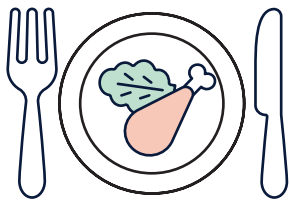
If you like the idea of 4 days, but think you might want to work 40 hours some weeks, why not explore flexi-overtime, payable at your standard hourly rate. This enables you to retain flexibility, but also pick up additional hours and pay as and when you want.

We know that full time hours don't work for everyone, and that sometimes life changes and your working pattern needs to shift. We want to attract and keep the best team in the sector, which is why – in addition to our flexi full-time offer – we have a series of other flexible options to suit everyone.



Part Time

We support part time requests, and these are payable at exactly the the same hourly rate as if you were working full time.



Lunch cover

Our wonderful lunch covers are responsible for supporting our teams during everyone's favourite time of day – lunch! Lunch cover contracts are for 15-20 hours per week.



Job shares

Where it's possible, we are happy to accommodate job shares across a wide variety of roles in our nurseries.



Bank team

For educators looking for flexibility from day to day and week to week, the bank team might be the place for you! Our bank teams are paid on an hourly rate, which you can find on the following page.

We care about our N team members as individuals – they work hard and are rewarded and valued for it. Our team are supported personally and developed professionally, giving them all the necessary tools to provide outstanding care for our families.

36 hour week

Position	London	Home Counties	West Midlands
Unqualified Educator	£18,533 - £18,900	£18,533 - £18,900	£17,972 - £18,900
Qualified Educator	£19,800 - £23,850	£18,900 - £22,950	£17,972 - £20,700
Room Manager	£22,050 - £26,100	£21,150 - £24,300	£19,350 - £21,600

40 hour week

Position	London	Home Counties	West Midlands
Apprentice Educator	£15,600	£13,800	£11,850
Unqualified Educator	£20,592 - £21,000	£20,592 - £21,000	£19,968 - £21,000
Qualified Educator	£22,000 - £26,500	£21,000 - £25,500	£19,968 - £23,000
Room Manager	£24,500 - £29,000	£23,500 - £27,000	£21,500 - £24,000
Bank Unqualified Educator	£10.50 per hour	£10.00 per hour	£9.60 per hour
Bank Qualified Educator	£11.50 per hour	£10.50 per hour	£10.20 per hour
Deputy Manager	£28,000 - £38,000	£25,000 - £30,000	£22,000 - £27,000
Front of House	£23,000 - £30,000	£22,000 - £28,000	£20,000 - £25,000
Chef	£24,000 - £30,000	£22,000 - £28,000	£20,000 - £25,000
Kitchen Assistant	£20,592 - £21,500	£20,592 - £21,000	£19,968 - £20,500
Apprentice Chef	£15,600	£13,800	£11,850
Bank Chef	£12.75 per hour	£11.75 per hour	£10.75 per hour
Full time housekeeper	£20,592 - £23,000	£20,592 - £22,000	£19,968 - £21,000
Part time housekeeper	£10.50 per hour	£10.00 per hour	£9.60 per hour
Bank Cleaner	£10.25 per hour	£10.00 per hour	£9.60 per hour

Early years is known to be a low paid sector, as recognised by the Low Pay Commission (LPC.) We pay significantly above industry averages (+15%). Salaries are banded, and all team members can take control of their careers at N by creating performance development plans with their managers. These plans clearly link to their progression and the pay they can receive.

This year we're also excited to be making a huge amount of progress in our ambition to become a Real Living Wage employer. In 2022, 90% of our team across all nurseries will be earning the Real Living Wage, with our aspiration to get everyone there as quickly as we can.

We believe everyone should be part of where we're going – and be rewarded for helping us get there. That's why we've created a bonus structure that celebrates our successes, and motivates our teams to deliver at the highest level.

Nursery Bonus



The nursery bonus is related to how you deliver on our 'Wildly Important Goals' of Outstanding Education and Customer Happiness. In addition to this, if you are in a management role, you can also receive an annual bonus for glowing team happiness feedback. There's also a one-off bonus for gaining an Ofsted Outstanding (and one in your mock for newly launched sites)!

Bonus	Educators/ Apprentices*/ Housekeeping	Room Manager/ Chef	Deputy Manager/ Front of House
Ofsted Outstanding	£200	£300	£500
Mock Inspection in first 12 months (New Sites)	£200	£300	£500
Twice yearly Mock Inspection	£175	£200	£250
Twice yearly Customer NPS (80+)	£175	£200	£250
Annual team happiness (8/10)	N/A	£200	£250
Total Annual Bonus	£750	£1,200	£1,750

*Bonus is applicable to Apprentice Educators once working within ratio, and Apprentice Chefs/Kitchen Assistants once probation has been passed.

Support Team Bonus



We want to celebrate our Support Team heroes too, so in 2022, we'll be introducing a bonus which reflects our commercial and customer happiness targets.

Refer-a-Friend Bonus












Our team are our greatest ambassadors, and we offer a £500 referral bonus as a thank you to all team members and N alumni who refer a friend to join the N Team.










Holiday

The nursery industry typically offers 28 days holiday a year including bank holidays. At N, you receive up to 33 days holiday*, and 3 additional days over the Christmas period**, so that you can take some time out to relax! In 2022, there's extra cause for celebration as we all get an extra bank holiday too!

*including your birthday and bank holidays

**some of our nurseries remain open over the Christmas period, and so receive the same allowance to use throughout the year.

40hr week		
0-2 years	+2 years	+5 years
 20 days	 22 days	 24 days
 +1  +3	 +1  +3	 +1  +3
Public holidays		
Total: 32 days	34 days	36 days

36hr week		
0-2 years	+2 years	+5 years
 16 days	 18 days	 20 days
 +1  +3	 +1  +3	 +1  +3
Public holidays		
Total: 28 days	30 days	32 days



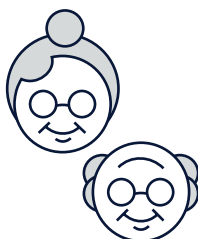
Sickness

We understand that you will get ill from time to time. N could pay you up to 5 days at full pay, depending on your individual circumstances.



Discretionary leave

We understand that sometimes life takes an unexpected and difficult turn. To help our team through bereavements, family illness, wellbeing and other challenges you might be facing, we may offer up to 5 days leave depending on individual circumstances.



Pension

We auto-enrol you into, and contribute towards, a workplace pension for N team members, in partnership with Nest, in line with government guidelines.

Managers are the beating heart of everything we do here at N. They are the centre of our communities, and the people our customers and teams look to for guidance. They're also responsible for delivering high-quality education everyday, alongside commercial targets. It takes a special kind of person to be an Outstanding manager; one with exceptional levels of skill, knowledge, composure, passion, empathy and leadership. That is why we've built the leading Manager's package in the sector.

Salaries

Position	London	Home Counties	West Midlands
Nursery Manager (capacity under 100)	£38,000 - £50,000	£32,000 - £42,000	£28,000 - £36,000
Nursery Manager (capacity over 100)	£45,000 - £60,000	£38,000 - £48,000	£32,000 - £40,000







Bonuses

Bonus	Manager
Twice yearly bonus for achieving our Wildly Important Goals	5% of base salary
Annual bonus for achieving site EBITDA target	10% of base salary
Annual bonus for over-achievement	5% of base salary
Total Annual Bonus	20% of base salary

Holiday

Our managers work extremely hard – so we've created an enhanced holiday allowance to make sure they have a well-deserved break. As a manager at N, you'll receive 25 days plus an additional day for your birthday, on top of bank holidays – of which there are 9 in 2022! You'll have to use 3 of these days when we're closed over Christmas**, so that you can take some time out to relax over the holidays.

**Some of our nurseries remain open over the Christmas period, and so receive the same allowance to use throughout the year.

0-2 years	+2 years	+5 years
 25 days	 27 days	 29 days
 +1	 +1	 +1
Public holidays		
Total: 35 days	37 days	38 days

All our other core benefits are exactly the same as the rest of our team.

At N, we hire amazing people and empower them to reach their full potential. N Team members are in the driving seat with their learning, and we support with a mix of development initiatives and an unparalleled learning environment.

Growing together

<p>Growth</p> <p>We've set our sights on becoming the highest quality, and most loved, early years education group in the UK. Our team have the opportunity to impact thousands of children and families. We rely on you to help us evolve, and as we scale, our internal talent pool is the first place we look for new roles to take our business to the next stage.</p>	<p>Personal development plan</p> <p>N team members decide on career goals and are supported through regular meetings and performance reviews to work towards them. Some decide to go down a leadership route, while others specialise and become an expert in something that excites and inspires them.</p>
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The N Academy

The academy is focused on providing exciting and inspiring learning opportunities, taking a 'blended' approach with a mix of webinars, face-to-face workshops, manager coaching and experiential learning to ensure everything you learn is truly embedded into your day-to-day practice. We are proud advocates of Apprenticeships and offer a range of opportunities through our accredited Early Years Academy and Chef Academy, along with other specific business related apprenticeships.

<p>N Family Foundations Awards</p> <p>Extensive onboarding and learning, equipping you with all the essential skills to excel in your role.</p> 	<p>Continued professional development</p> <p>INSET days, in depth discovery of our bespoke curriculum and the latest developments in behaviour and education.</p> 	<p>Specialisms</p> <p>For those excelling in their roles who want to lead in a particular focus area such as Forest School, Atelierista, Team Happiness or Mental Health.</p> 
<p>External & accredited training</p> <p>We have a range of funded courses: Level 2 & 3 EY Apprenticeships; Chef Academy; Forest School; Level 5 EY Lead Practitioner (EYLP) Apprenticeship; EYITT; National Award for SEN Coordination (NASENCO); National Professional Qualification for Early Years Leadership (NPQEYL) from Sept 2022.</p> 	<p>On the job coaching & mentoring</p> <p>During and after your induction, N line managers coach and support you daily. We will also set you up with a mentor to support your development. Every interaction is an opportunity to develop and learn together.</p> 	<p>Leadership Programme</p> <p>An extensive programme equipping leaders to get the best from their teams. You'll learn about yourself, how to tailor your style, how to coach and develop skills in others.</p> 

We created N to make family life easier, and we're committed to delivering that promise for our team as well as for our customers.

Maternity, Paternity, Adoption and Shared Parental Leave

89.8% of those surveyed in the Nursery World Pay and Conditions Survey don't offer enhanced maternity pay. We offer enhanced Maternity, Paternity, Adoption and Shared Parental leave pay for all team members after 2 years continuous service with N.

	26 weeks - 2 years*	2 years +*
Maternity	Week 1-6 = 90% Week 7-39 = SMP	Week 1-6 = 90% pay Week 7-26 = 50% pay Week 27-39 = SMP
Paternity	2 weeks: SPP	2 weeks: Full pay
Adoption Pay	Week 1-6 = 90% pay Week 7-39 = SAP	Week 1-6 = 90% pay Week 7-26 = 50% pay Week 27-39 = SAP
Shared Parental Leave	Up to 37 weeks = ShPP	First 24 weeks = 50% pay Following 13 weeks = ShPP

As of 6th April 2022 the rate of SMP, SPP, SAP and ShPP is £156.66 per week.

*This refers to length of service at either qualifying week or matching date.



Nursery discount

We offer a discount on your nursery fees if you would like your child to join the N Family. 10% for team members, rising to 25% when you become a Nursery Manager or Support Office Manager.



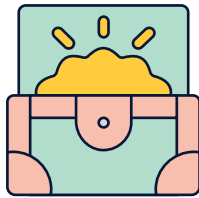
Emergency childcare

Subject to availability, we offer all of our team members with nursery-aged children 6 back-up childcare days in any of our nurseries.



Pregnancy

We know that every pregnancy is different, which is why we offer support to our team members who are experiencing complications, additional challenges, or miscarriage.



£100 Personal Development Fund

We believe in personal development, not just professional. N team members are offered up to £100 a year to put towards a hobby, learning a new skill, attending a class or doing something thoughtful for your wellbeing.



Work wear allowance

N team members don't wear a uniform, they wear what they are comfortable in. If you work as an Apprentice Educator, Educator or Room Manager, we'll help you to buy this with an annual contribution of £100.



Season pass loan

We will lend you the money to buy an annual season pass and you can pay us back monthly.



Cycle to work scheme

This allows you to buy a bike to cycle to work on and save the tax.



Hardship Fund

We understand how easy it can be to end up in financial difficulties due to something unexpected or out of your control. If a tricky situation arises, N team members can submit a confidential application to request a loan of up to £500.



Wellbeing weeks

For one week per term, we'll run a rolling programme of wellbeing activities. We run sessions in mindfulness and yoga, arts and crafts and more, all of which are free and available to all team members.



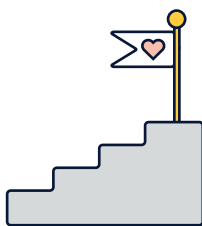
Headspace membership

Headspace Mindfulness app, free for all N team members.



Lunch & drinks

Our on-site chefs cook fresh and nutritious meals for our nursery teams every day, and we've also got tea and coffee for you to help yourself to. Our support team enjoy a meal on us every week, and unlimited supplies of caffeine & herbal tea.



Assistance programme

Sometimes life can be tough. All N team members are signed up to our Employee Assistance Programme, which offers online and face to face counselling, citizens advice and wellbeing support.



Mental health first aiders

We understand that sometimes our team members face health challenges that aren't immediately visible. To support them and make sure there's always help on hand, we've made sure that there's a fully-trained mental health first aider in every nursery.



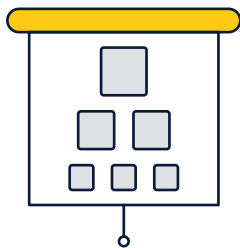
Classpass membership discount

Classpass is the world's leading multi-studio fitness app. N Team receive a 10% discount on monthly membership which allows you to discover & access classes near you. Studio classes range from yoga and Pilates to boxing and spinning.



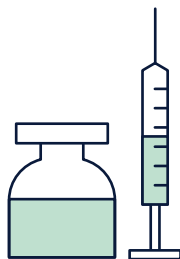
Support office yoga

For those bright-eyed yogis amongst us, we offer free yoga every Thursday morning at 8am in the office.



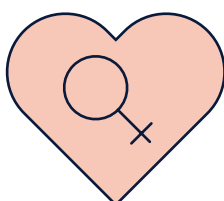
Eye tests

We want to look after your all-important peepers, and are offering free eye tests to make sure they're A-OK.



Flu jabs

When the cold winter months start to close in, why not ward off those nasty flu germs with a free flu jab.



Menopause support

We understand that the menopause can throw up all sorts of challenges, both physically and mentally. Support is on hand, so do speak to your manager for help.



N Family Club x War Child Partnership

An education for an education.

For each and every child we educate at N, we support the education of a nursery-age child affected by conflict.

In 2021 we donated £50,000 (£37,173 in 2020) to War Child's Early Childhood Development (ECCD) projects across 9 key territories – giving vital support and learning opportunities to some of the World's most vulnerable children.



Give as you earn

We can help you organise tax-free charitable donations through your payroll. Just choose your charity and away you go!



Charity sponsorship

Whatever the cause, we love a bit of charitable fundraising, which is why you can apply for us to pledge towards your chosen charity.



Round the World trip

Why?

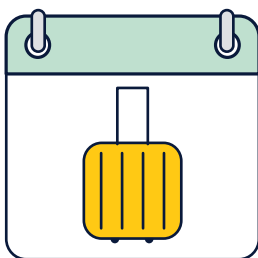
There are very few jobs as rewarding as working in a nursery. We have the opportunity to make a life-impacting change on every child that we look after. It's an incredibly fulfilling career to build.

However - the job can take it's toll. It's a lot of responsibility, it's fast paced, physical and emotional! As a result the industry has a problem with people burning out. The rate of people leaving their job in a nursery is 3x higher than the UK average.

To help try and combat this - we've built in a 5 year extended break. The opportunity for every member of our team to take some extra time off, go and explore the world, come back refreshed & with new cultural experiences to share with the children.

The offer

We're offering team members a Round the World ticket after 5 years of service. Just select the destinations you'd most like to see, and create your once-in-a-lifetime trip! You'll receive £1,000 cash contribution towards your travel (the average cost of a RTW trip) + 2 weeks additional paid holiday



Sabbatical

We recognise that our team members make a huge contribution to our success. In return we recognise that there may, at some point, be a time when you need to take an extended period of time away from work to undertake study, to provide care for a dependant, to go on the holiday of a lifetime or to pursue other interests such as family, charitable or public service.

As long as you've been with N for at least 3 years, you could apply for a sabbatical that lasts from one month to a year.