



# Gender Pay Gap Report

2022

n.  
family  
club



At N, we are creating a culture of belonging, connection and community. We know that being part of a diverse, equitable and inclusive environment is integral to people being at their best. That's why we're striving to be a workplace where people can be themselves and reach their potential, irrespective of their gender, socio-economic levels, race, religion and sexual orientation. Everyone is welcome, respected, valued and accepted, which is why Playing as a Team is one of our core values.

#### **Before we start...**

This report reflects gender pay gaps at N Family Club by comparing the hourly pay and annual bonuses received by our UK-based team members that identify as either female or male. We recognise that people may not fit into these binary categories, and we want our team members and customers of all gender identities and expressions to enjoy being

part of N Family Club. In the future, we'd love to see reporting as fully inclusive, but, for now, UK government regulations require us to report our female and male gender pay gap.

#### **What is a Gender Pay Gap Report?**

At N, we pay people equally for doing equivalent jobs in the same location, regardless of gender identity, faith, ethnicity and age. The gender pay gap is different to this - this report measures the average salary across different roles and levels in the company. The results are expressed relative to men's earnings.



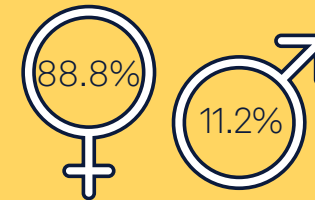
# The Results

N has grown a lot in the last year, in fact our team has almost doubled, with more than 600 people working across London, the Midlands and the Home Counties in April 2022.

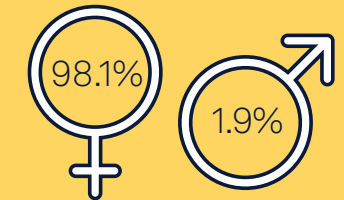
This table shows the percentage of our male and female team members in each quarter of our pay scale. To create these quartiles, we listed the salary of every team member from highest to the lowest, and then split the list into four equal parts. Most of our people at every level are women, though this is slightly less so in our highest pay band. The proportion of women in all of our pay quartiles has remained roughly the same since last year. We look forward to seeing the impact that our new Employer Brand has on the gender balance of our team.

## Pay quartiles

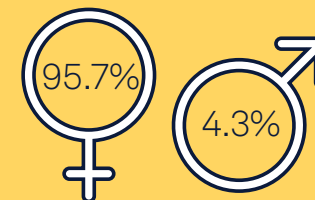
### Upper Quartile



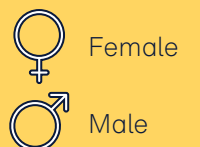
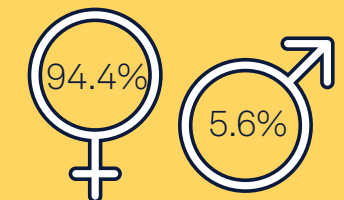
### Upper Middle Quartile



### Lower Middle Quartile



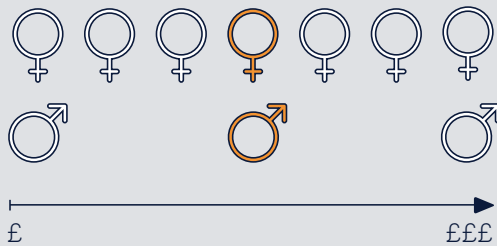
### Lower Quartile



# Mean and median

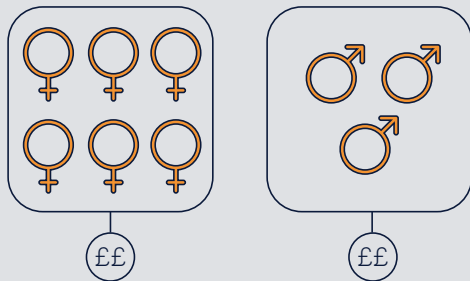
What do the “median” and “mean” measure?

## Median



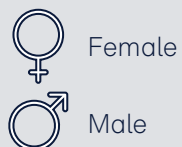
The **median** gender pay gap shows the difference in pay between the middle man and middle woman, if you lined everyone’s wages up from lowest to highest.

## Mean



The **mean** gender pay gap calculates the average pay of all men at N Family Club and compares it with the average pay of all women at N Family Club.

As is common in our sector, we have a female led educator team, which means the results don’t balance out.



We calculated the difference in the average hourly pay rate between women and men at N Family Club and found that our median hourly gender pay gap is **3.7%** in favour of women and our mean hourly pay gap is **37.8%** in favour of men.

At N we are fortunate to have a team of talented people who are excited to pursue ambitious goals. At the moment, the majority of our team are female, being paid industry-leading salaries based on their experience and qualifications, to deliver the highest quality of education and care.

We would really like to see more men take up a career in early years education and we hope our new Employer Brand and our continued support of the Men in the Early Years campaign will have a positive effect on this over the coming years. Until more men take up front line roles in our nurseries, we will continue to see a pay gap.

### Median

**-3.7%**

A negative percentage shows that men are paid less than women.

### Mean

**37.8%**

# Bonus pay gap

We believe everyone should be rewarded for helping achieve our goals. That's why we've created a bonus structure that celebrates our successes, and motivates our teams to deliver at the highest level in every role.

For the timeframe of this report, the hard work and significant achievements of many of our nursery teams were recognised with a bonus, but those in our Support Office were not eligible. As is common in the early years sector, our nurseries have primarily female teams, which has led to the significant bonus gap. It is our expectation that this gap will decrease when our bonus scheme includes those from our Support Office team, due to its more mixed gender profile with a relatively higher percentage of male team members.

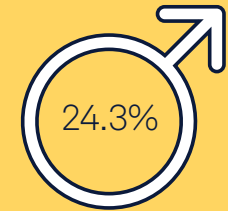
We also use bonuses to thank those team members whose personal referrals help us to expand our experienced team. Last year, the majority of referrals came from female team members, again contributing to the higher bonus rate.

## Female bonuses



26.9%

## Male bonuses



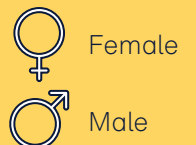
24.3%

## Bonus median

-81.7%

## Bonus mean

-66.9%








# What are we going to do about it?

We think our team should be a reflection of the world around us, so we want to attract the best people, and remove any barriers that might prevent someone from taking up, or progressing, in certain roles. Our new Employer Brand showcases the diversity of talent and the breadth of opportunities on offer at N. After months of research, we launched our new salaries for 2023 and now offer multiple tiers of job roles with associated transparent salary bandings, which gives all of our team members numerous ways to progress and pursue the career of their dreams.

But having equitable pay and career development paths are only part of the picture – a positive working culture is also essential. Recognising the personal and professional challenges that our teams have faced over the last number of years, we've taken steps to prioritise employee wellbeing, to help people bring the best version of themselves to work.

## In 2022 we:

-  Launched n.Flex – a 4 day a week, 36 hour contract for a better work life balance
-  Have implemented Fully trained mental health first aiders in every nursery
-  Continued the professional development of our people through our N Academy
-  Introduced our N Reps, empowering 1 rep per nursery to address concerns and help us better understand our people
-  Committed to growing our permanent team by over 200 people
-  Continued to offer our industry leading holidays and benefits, including enhanced parental leave



Our culture at N is one of inclusion, and the diversity of our team is something we're proud of. We are committed to continuously improving our environment of mutual respect, by listening to our teams, staying true to our values, supporting each other's well being... and having a lot of fun together!

We'd love to hear from you if you have any feedback on this report.

[impact@nfamilyclub.com](mailto:impact@nfamilyclub.com)

“

At N, equal worth means having a diverse workforce which allows every child to see themselves, their background, their culture and their identity reflected in their environment and role models.



# Results Overview

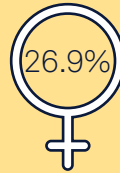
## Gender Pay Gap 2022

Median  
-3.7%

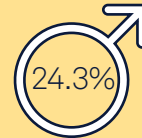
Mean  
37.8%

## Gender Bonus Gap 2022

Female bonuses



Male bonuses



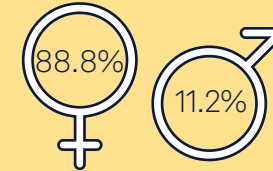
Median  
-81.7%

Mean  
-66.9%

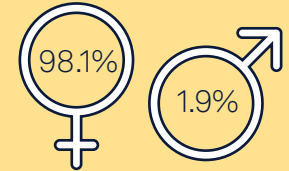
## Pay quartiles 2022

(proportion of males and females in each pay quartile)

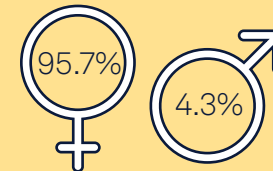
Upper Quartile



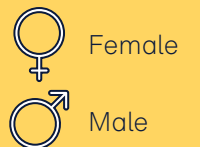
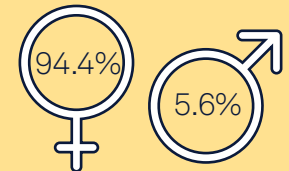
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile





n.  
family  
club