



Gender Pay Gap Report

2024

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A company's gender pay gap is the difference between pay for men and women. It doesn't directly compare the salaries of men and women doing the same job. Instead, it measures the average salary for men and women across all roles in the company, and expresses the difference as a percentage of men's earnings.

We report on our GPG every year to keep an eye on how we're doing. It's just one tool used to track and inform our efforts in achieving a truly diverse and inclusive workplace. We've grown a lot since our last report. In April 2024 we had over 1,000 people working across N, in 31 nurseries and our support office.

In early years education, creating a culture of belonging is key. A positive, diverse and inclusive environment makes everyone—children and team—feel valued and supported, leading to a more effective learning environment.

Fair treatment, pay, and opportunities are at the heart of who we are and our B Corp values. We ensure equal pay and offer everyone the chance to grow and develop through tailored progression plans.

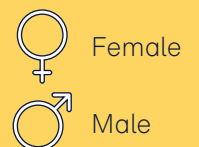
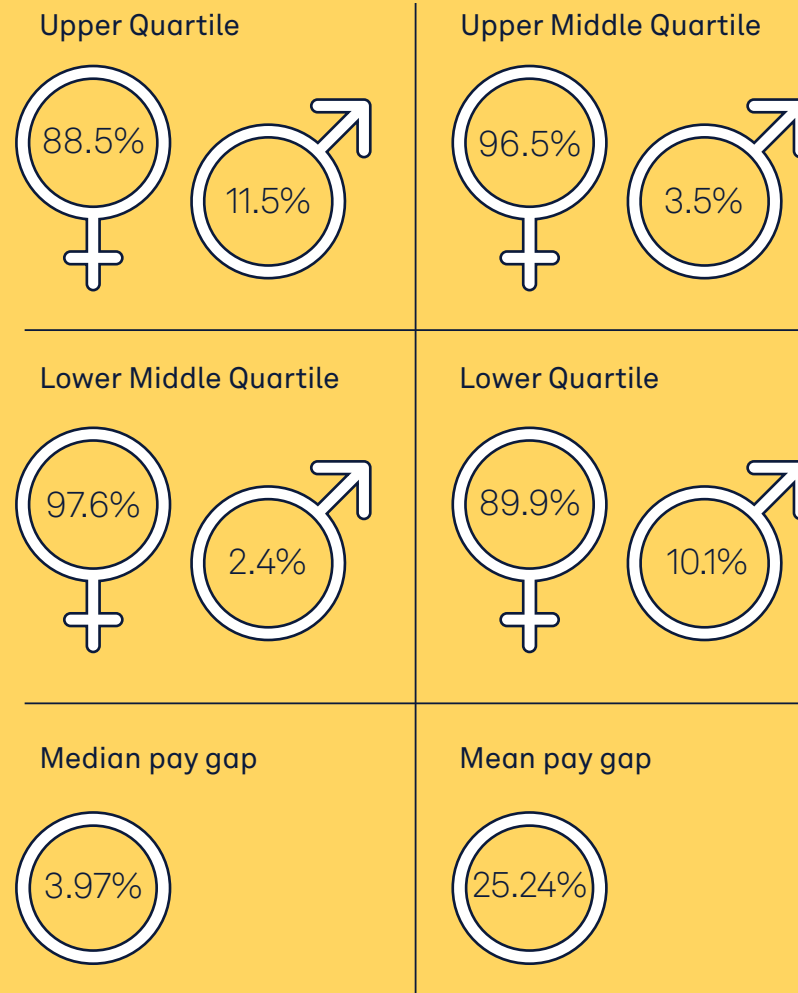
A handwritten signature in black ink, appearing to be 'Zohra'.

Summary of our results

This information is based on hourly pay rates (including salaries converted into hourly rates) as a snapshot from the 5th April 2024 as required by the Gender Pay Gap legislation.

The reporting below is the gender pay gap data for males and females in our UK-based team.

This classification under just two gender identities is a statutory requirement and does not reflect the spectrum of gender identities and expressions that we recognise at N.





Summary of our results

Our gender pay gap is currently 3.97%, down from 7.1% in 2023.

We're proud of this progress and remain committed to making N Family Club an inclusive workplace where everyone has the support and opportunity to succeed.



At N we have created a high performing team culture, underpinned by kindness, warmth and belonging.



We know that our team does the most important job in the world and so we, as a business, are committed to paying them fairly.

We pride ourselves on our market-leading salary and benefits package as we want to attract and retain the best talent across the sector. In 2024 we continued with our 14 nursery education salary tiers plus nursery management and nursery operations. These allow our team to be recognised and rewarded for their development more quickly, increasing their earning potential.

As an inclusive and flexible employer, we are committed to equal pay for all roles. While most of our team of educators is female, the majority of male team members hold senior roles in our support office. It is our continued aim to increase the representation of men in our nurseries.

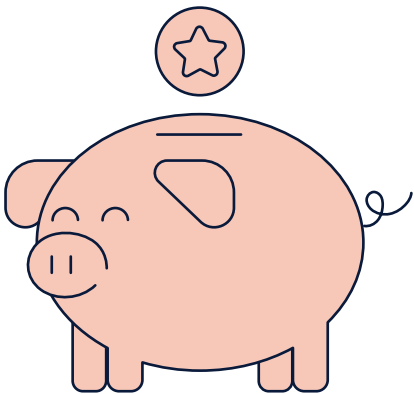
We will continue our campaigns to attract men into educator roles, through our Club Talks and membership of the MITEY Charter, which actively encourages men into early years.

With flexible working options and enhanced maternity, paternity, neonatal, adoption, fostering, and shared parental leave, we ensure that starting a family or managing caring responsibilities doesn't hinder career progression, especially for women.

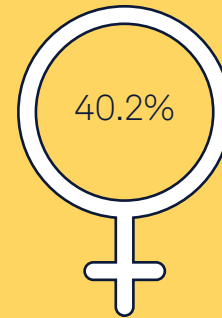
Bonuses

Under the GPG regulations, all bonuses are included. We award bonuses for performance, long service and to encourage recruitment.

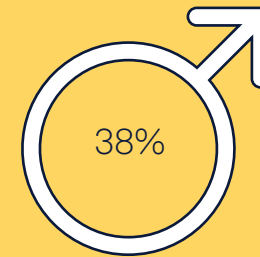
Everyone is eligible for a bonus and we are delighted that so many of our team were awarded one.



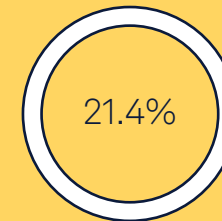
Female bonuses



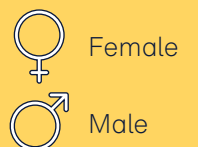
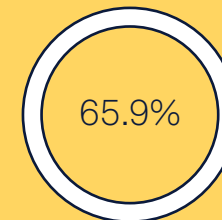
Male bonuses



Bonus median



Bonus mean





Final words

Addressing the gender pay gap is not just about fairness—it is about reinforcing the culture of equity and equality that is essential to fostering an environment where all team members feel respected, valued, and empowered. By doing so, we can attract and retain high-quality educators, which will lead to better outcomes for children and a more sustainable workforce.

We remain dedicated to making N Family Club a place where everyone feels welcome, safe, and empowered to achieve their aspirations. Through these ongoing efforts, we will continue to create an inclusive, supportive environment for both our team and the children they care for. We will continue in our efforts to attract, recruit and retain team members who reflect the diversity of the communities we serve through Club Talks, roadshows and recruitment events.

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