



GENDER PAY GAP REPORT

5th April 2018



A Message from Colin Horne, Care By Us Ltd., Managing Director

Care By Us is a family owned and run Health and Social Care provider based in Hertfordshire that is committed to providing an excellent care service to residents in Hertfordshire, Essex, and Cambridgeshire.

Currently ranked “Outstanding” by CQC the company has worked diligently since 2003 not only to provide a first class service, but to develop its staff at all levels.

We do not like to have lots of titles and hierarchy, but inevitably we do and we are proud to say that many of the Management Team started their career in care as a carer and have been promoted to the positions that they hold with us.

A fair and equal pay structure is important to foster an organisation of parity and so pay and bonus awards are done purely on merit as opposed to anything discriminatory.

Care By Us is committed to continue to promote equal opportunities in recruitment, career development and pay and welcomes Gender Pay Reporting.

Care By Us continually develop our staff and promote from within and we work really hard to retain and strengthen our team many of whom have been with us on our journey for the last thirteen years.

We took over the company with 10 employees and now have nearly 800 staff.

Our industry really struggles with recruiting enough care resource to meet the increasing demands and is traditionally female dominated so we have worked really hard in encouraging male care workers to join our service and run certain services as non-gender specific to promote equal opportunities for both male and female care workers to work on some of our Specialist services.



GENDER PAY LEGISLATION IN THE UK

The Equal Pay Act 1970 made it a lawful requirement of employment to ensure that men and women are treated equally concerning pay and working conditions. This has now mostly been superseded by Part 5, Chapter 3 of the Equality Act 2010.

Following on from this, current legislation now states that organisations with 250 or more employees must annually publish the gap in (average) pay between Male and Female employees. This is known as the Gender Pay Gap.

The purpose of the Gender Pay Gap Report is so that Care By Us can:

1. Quantify and show its Gender Pay Gap
2. Identify whether there is any remedial action necessary
3. Take steps if necessary to implement changes to pay and bonus structures
4. Explain results where necessary

This report covers the following **as at 5th April 2018**:

- All employees whether paid by Salary or Hourly Wages
- Staff that work both in the office and in the community
- Staff working at all levels within the organisation

This report shows the:

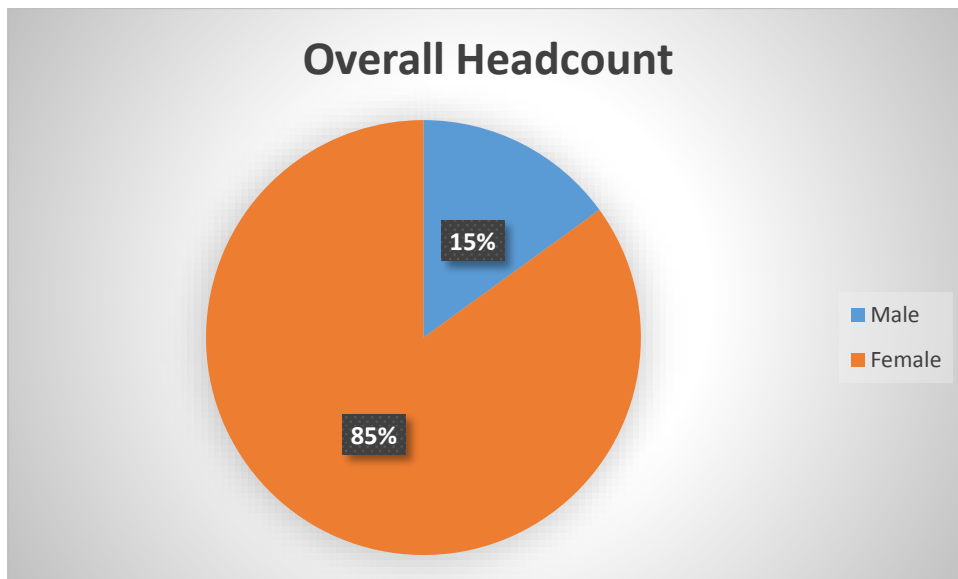
1. Difference in the mean pay of pay men and women, expressed as a percentage
2. Difference in the median pay of full-pay men and women, expressed as a percentage
3. Difference in mean bonus pay of men and women, expressed as a percentage
4. Difference in median bonus pay of men and women, expressed as a percentage
5. Proportion of men and women who received bonus pay
6. Proportion of men and women in each of four quartile pay bands



KEY TERMS AND CALCULATION METHODS

KEY TERM	CALCULATION METHOD
Mean Average	$\frac{\text{Total Pay}}{\text{Number of Employees}}$
Median Average	The middle Pay rate between the Lowest Pay Rate and the Highest Pay Rate
Quartiles	Dividing the number of employees into four equal bands
Pay Gap in The Mean Average Pay	$\frac{\text{Mean Pay for Men} - \text{Mean Pay for Women}}{\text{Mean Pay for Women}} \times 100\%$
Pay Gap in The Median Average Pay	$\frac{\text{Median Pay for Men} - \text{Median Pay for Women}}{\text{Median Pay for Women}} \times 100\%$

OVERALL HEADCOUNT



GENDER PAY GAP

	Mean	Median
Gender Pay Gap	0.61%	-0.17%

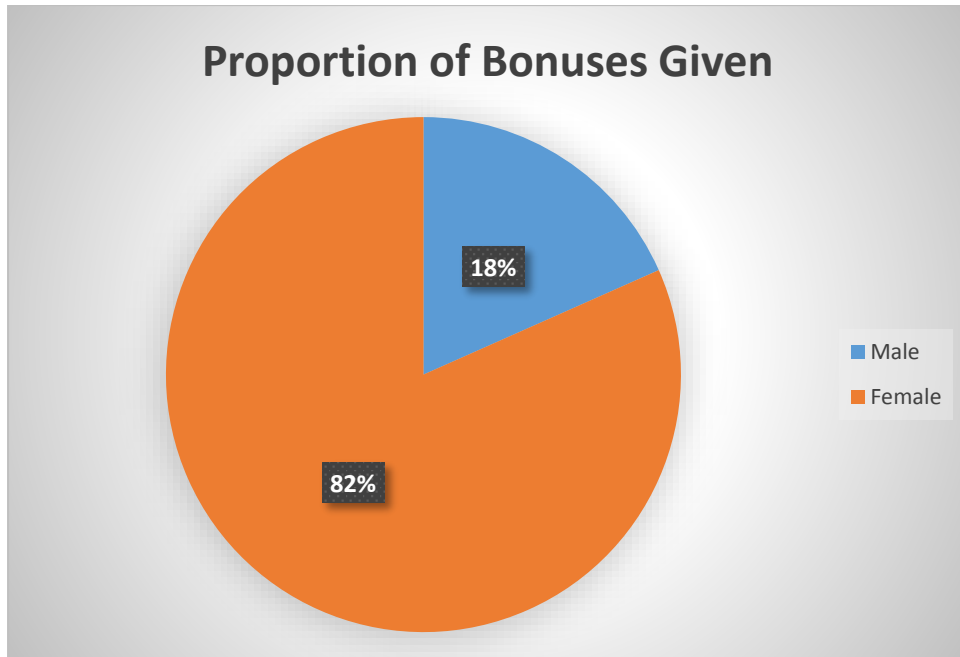
GENDER BONUS GAP

	Mean	Median
Gender Bonus Gap	60.48%	0.00%

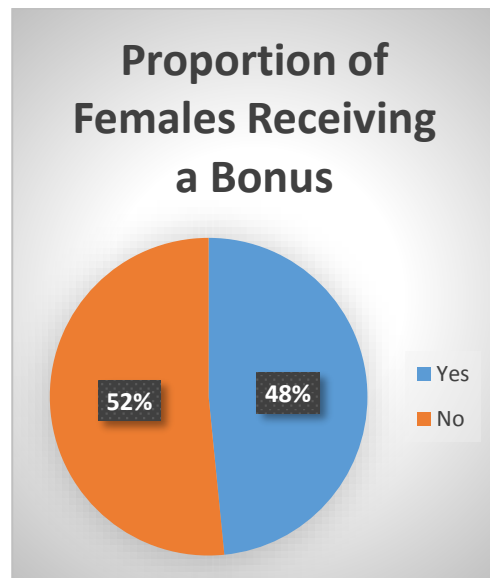
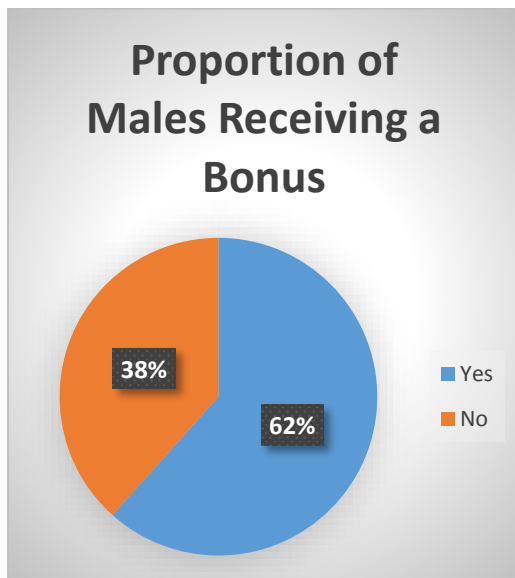
On the surface the Gender bonus gap shows that bonus awards are weighted in the favour of male employees, however the following should be noted:

1. The bonuses figures are skewed by two reasons:
 - i. A male employee who's remuneration structure includes a monthly bonus if targets are met, meaning that he received many smaller bonuses that added up over the year.
 - ii. A one off bonus given to a member of staff (who happened to be male) for showing unprecedented dedication to a specific service user over a four year period, until the service user ceased being a client.
2. The top four bonus totals throughout the year were awarded to two male employees and two female employees.

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PAY QUANTILES

QUANTILE	MALE	FEMALE
Upper Quartile	17%	83%
Upper Middle Quartile	12%	88%
Lower Middle Quartile	10%	90%
Lower Quartile	21%	79%

The Annual Survey of Hours and Earnings figures currently reports the Gender Pay Gap as being 8.6%:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2018>)

Care By Us has a 0.61% Mean Gender Pay Gap and -0.17% Median Gender Pay Gap showing that pay is very evenly weighted between male and female employees in the organisation.

At present Care By Us does not deem there to be any issues to address concerning Pay and Bonus awards and is committed to employing the best person for the job and paying its staff within an equal opportunities and non-discriminatory pay structure.