



31st March 2020

Gender Pay Gap - Statement

As Oakland Care employs more than 250 people, we are required by law to publish an annual gender pay gap report in accordance with the equality act 2010 (gender pay gap information) regulations 2017. This report shows the difference in average female earnings compared to average male earnings.

The gender pay gap looks at the difference in the average pay of men and women in an organisation. This is different from equal pay which is where men and women are paid the same pay for the same work.

At Oakland care, as at April 2019, the average difference in pay was 35% between men and women which means that the average salary for men is 35% higher than the average salary for women. These figures are calculated from a staff population that is 14.1% male and 85.9% female. There is a high proportion of female workers within care roles encouragingly with women making up 86% of the workforce, 69% of senior management roles are filled by women with 57% of senior leadership roles held by female workers.

Oakland Care's position

Oakland care operates mainly within London and the Southeast in an increasingly competitive sector where what we pay is often dictated by other organisations in our sector, organisations outside of our sector and the complexity and/or demand for the specific role. We have more women than men in frontline roles for example within housekeeping and care worker roles, where salaries are often lower. Due to the nature of our business, we have a much higher proportion of women in front line roles.

Equality of Pay

We are committed to equality of opportunity. We are exploring the development of a fair approach to reward. We want to pay our staff salaries that are proportionate to the complexity of each role and in line with our values and objectives. Our approach to how we reward our staff is by focusing on reviewing the roles not the people in those roles. We achieve clarity and transparency through assessing the responsibility of each role in comparison to others in the business and setting the level of pay in accordance with external benchmarking. We ensure we remain competitive by benchmarking our salaries against similar sized organisation within and external to our market.

We value the diversity, expertise and passionate commitment of all our staff. The difference in pay between male and female workers is reflective of how women and men are spread throughout the organisation and does not indicate that men and women doing the same work are paid differently.

Oakland Care's Gender Pay Gap

Set out below is Oakland Care's gender pay gap for the snapshot date of April 2019.

1. The **mean gender pay gap** is 35.0%
2. The **median gender pay gap** is 5.7%

3. The **mean gender bonus gap** is 0%
4. The **median gender bonus gap** is 0%
5. The percentage of:
 - o **male employees** receiving a bonus is 0.0%
 - o **female employees** receiving a bonus is 0.0%
6. The percentage of males and females in each pay quartile band is:

Band	Description	Males	Females
A	Includes all employees whose standard hourly rate places them at or below the lower quartile	13.9%	86.1%
B	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median	12.3%	87.7%
C	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile	8.3%	91.7%
D	Includes all employees whose standard hourly rate places them above the upper quartile	21.9%	78.1%
All Bands	All employees	14.1%	85.9%

Addressing the Gender Pay Gap

We are committed to addressing our gender pay gap and:

- We will conduct a review our recruitment policies, practices and procedures to ensure equality and remove bias.
- We plan to implement training for recruiting managers in unconscious bias and value-based recruiting
- We will develop and implement a consistent pay structure and review the job offer process to ensure parity and fairness of offers being made to new starters
- We will develop a People and Organisational Development strategy that supports the development of all staff.
- We will conduct a review of family friendly policies to ensure appropriate support is provided to all staff when required

I, Joanne Balmer, Chief Executive Officer, confirm that the information in this statement is accurate.

Signed:



Date: 31st March 2020