



## TRICURO GENDER PAY GAP REPORTING 2019

Tricuro's Gender Pay Gap remains low at 4.96% (median) which although it has increased since 2018 is significantly lower than the national gender pay gap of 17.3% at October 2019. We are a heavily female organisation as are many in this sector, although in the last year we have attracted more male employees which benefits the organisation by providing male role models for our clients as well as a slightly more of a male perspective within the organisation.

This is the third year we have reported on our Gender Pay Gap.

### Gender Pay Gap By Quartile and Year

Pay Band	Men	Women	% Male	% Female
<b>2019</b>				
Top Quartile	50	310	13.89	86.11
Upper Middle Quartile	39	321	10.83	89.17
Lower Middle Quartile	33	327	9.17	90.83
Lower Quartile	62	299	17.17	82.83
<b>2018</b>				
Top Quartile	45	317	12.43	87.57
Upper Middle Quartile	41	321	11.33	88.67
Lower Middle Quartile	32	330	8.84	91.16
Lower Quartile	55	307	15.19	84.81
<b>2017</b>				
Top Quartile	47	329	12.5	87.5
Upper Middle Quartile	42	334	11.17	88.83
Lower Middle Quartile	22	344	8.51	91.49
Lower Quartile	54	320	14.44	85.56

Male and Female employees are more evenly spread across the quartiles than in many organisations and there is no spike in male employees in the upper quartile.

### **Mean and Median Pay**

The difference between the average hourly earnings of men and women as a proportion of average male hourly earnings is 4.96% and the median gender pay gap is -0.6%. This equates to 58p per hour more being paid on average to male employees. There are more male employees counted in the statistics this year (184 rather than 173 last year and 136 in 2017) and overall 7 fewer staff.

### **Gender Pay and Equal Pay**

Gender pay looks at the difference in average pay between men and women across the organisation. Equal pay is about whether people carrying out the same or equivalent work are paid the same. A gender pay gap does not, of itself, signify an equal pay problem.

### **Bonuses**

No bonuses have been paid to either men or women in this or any previous years.

### **Action Plan**

#### **The Situation So Far**

The gender pay gap has increased slightly this year which is disappointing. However, this can be attributed to a number of factors:

- The 2018 restructure resulted in a reduced number of higher grade posts across the organization who were disproportionately female.
- An increase in male employees (up by 11) and a decrease in female employees (down by 18).
- There is an increase in 5 men in the top quartile against a drop in 7 females in the top quartile.

Our aim was to attract more male employees, however with the decrease in females, this has resulted in an increase in the gender pay gap. We should recognise that the median shows women being paid slightly higher than men. This would suggest there is a skew in the distribution curve.

Like many organisations, we have already done a lot to minimize our gender pay gap. For example:

- we employ over 80% female staff, including 2 out of 4 of the highest earners
- the April 2019 nationally agreed pay award gave greater increases at lower grades which is likely to show an effect in next year's figures
- promotion is based on skills and performance at interview and we aim to develop our own staff with the skills to enable their promotion
- many of our managers have been promoted internally
- we are able to offer a range of contract sizes and types and a range of different shift patterns which appeal to those with caring responsibilities who are predominantly female
- we use the appraisal process to encourage everyone to reach their potential by setting stretching but achievable objectives

- we offer training and development solutions to reduce skills gaps, regardless of gender and encourage staff to develop specialist skills in their areas of interest
- recruitment materials are gender neutral and promote careers across Tricuro
- we are active in our local communities and seek employees from those communities by advertising locally, as well as more widely

## **Obstacles to Change**

Like many organisations in the social care sector, we are a predominantly female organisation. We are continuing to try to break down these stereotypes by ensuring pictures of male staff are used in our promotional material and using gender neutral emojis on our video material.

## **Future Action**

- We will continue to develop our culture to create one Tricuro. The new HQ structure implemented in September 2018 supports this breakdown of silo working.
- We will map out career pathways to ensure all staff within Tricuro can see how their career can develop within the whole of the organisation
- We are developing managers at all levels through our management development programme and those who are the managers of the future
- We will contribute to national events that raise the profile of health & social care as a career
- We will also use apprenticeships to provide staff with opportunities for appropriate qualification training as well as for upskilling staff in English and Maths
- We will develop succession planning to support the development of Tricuro for the future

## **Calculations**

At the reference point in 2017, Tricuro employed 1705 people, 200 men and 1505 women. In 2018, these figures were 1662 employees – 199 men and 1463 women. In 2019, these were 1630 employees – 207 men and 1423 women.

The calculations are based on what is referred to as “ordinary pay”. This excludes any member of staff on statutory maternity pay, statutory sick pay, reduced pay due to sickness or maternity/paternity/adoption. Any casual or member of staff on a zero hours contract who did not earn anything in the reference pay period would have been excluded from the figures. This excluded 23 men and 166 women from the calculations. Tricuro’s figures are therefore based on 184 men and 1257 women.

## **CONCLUSION**

As an outcome of changes in the structure of Tricuro in 2018 our gender pay gap has increased slightly. This can be attributed to a higher proportion of men being paid in the upper quartile. Using the median, female employees are higher paid than male employees. We could still do better and need to find more ways to promote a career in social care as an attractive and rewarding prospective for men considering their future careers.

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