



## Tricuro Gender Pay Gap Reporting 2020

### Introduction

At Tricuro we are committed to creating an inclusive working environment in which each employee is respected for what they do and able to fulfil their potential and thereby maximise their contribution to the organisation and our clients. Working in a sector that is predominantly female we continue to strive to attract male staff by ensuring pictures of male staff are used in our promotional material and using gender neutral emojis on our video material. This report provides a brief review of how Tricuro values its staff and seeks opportunities to improve in the future.

### Context

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 in-itself, signify an equal pay problem.

The data in this report has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and reflects payments made up to 5 April 2020.

This year the focus has continued on staff wellbeing and management development and reinforces the value we place on staff supporting an environment where anyone can progress and develop, regardless of gender.

Tricuro has done well in bridging the gender pay gap although we recognise there is still some work to be done. Our workforce is representative of the care sector nationally where statistics show there are significantly more female employees than male employees. At Tricuro, our gender split across the organisation is 87% female to 13% male.

Since 2016, the national gender pay gap has reduced among employees working in both smaller and larger organisation's (250 or more employees) Nationally, the gender pay gap fell from 17.4% in 2019 to 15.5% in 2020.

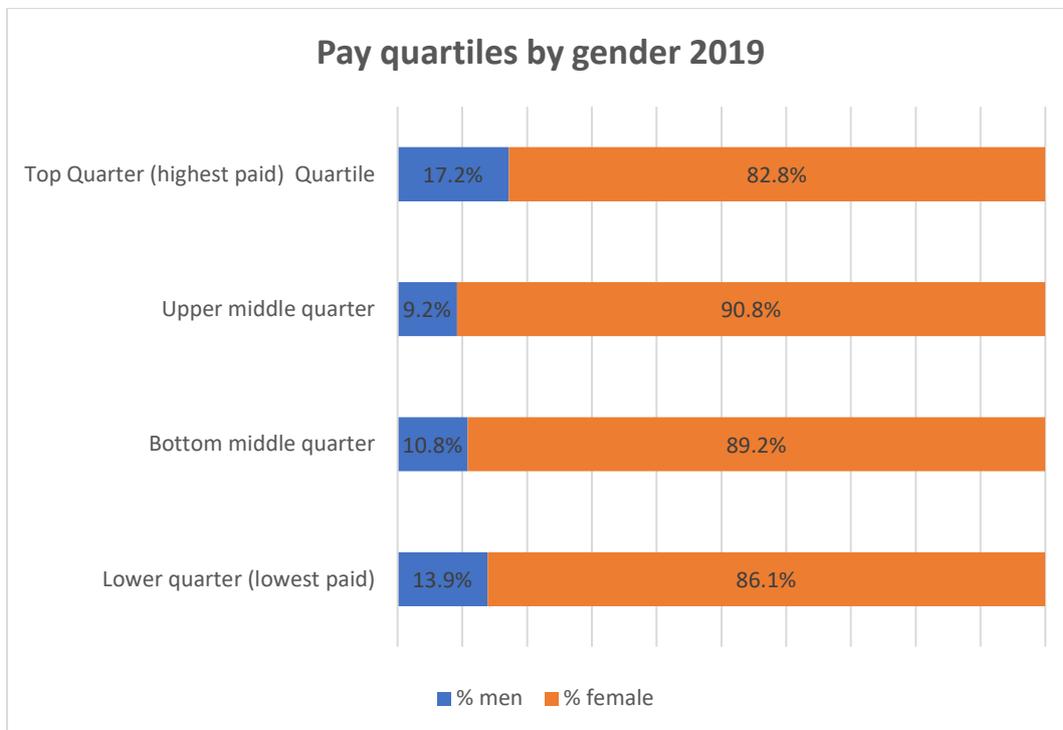
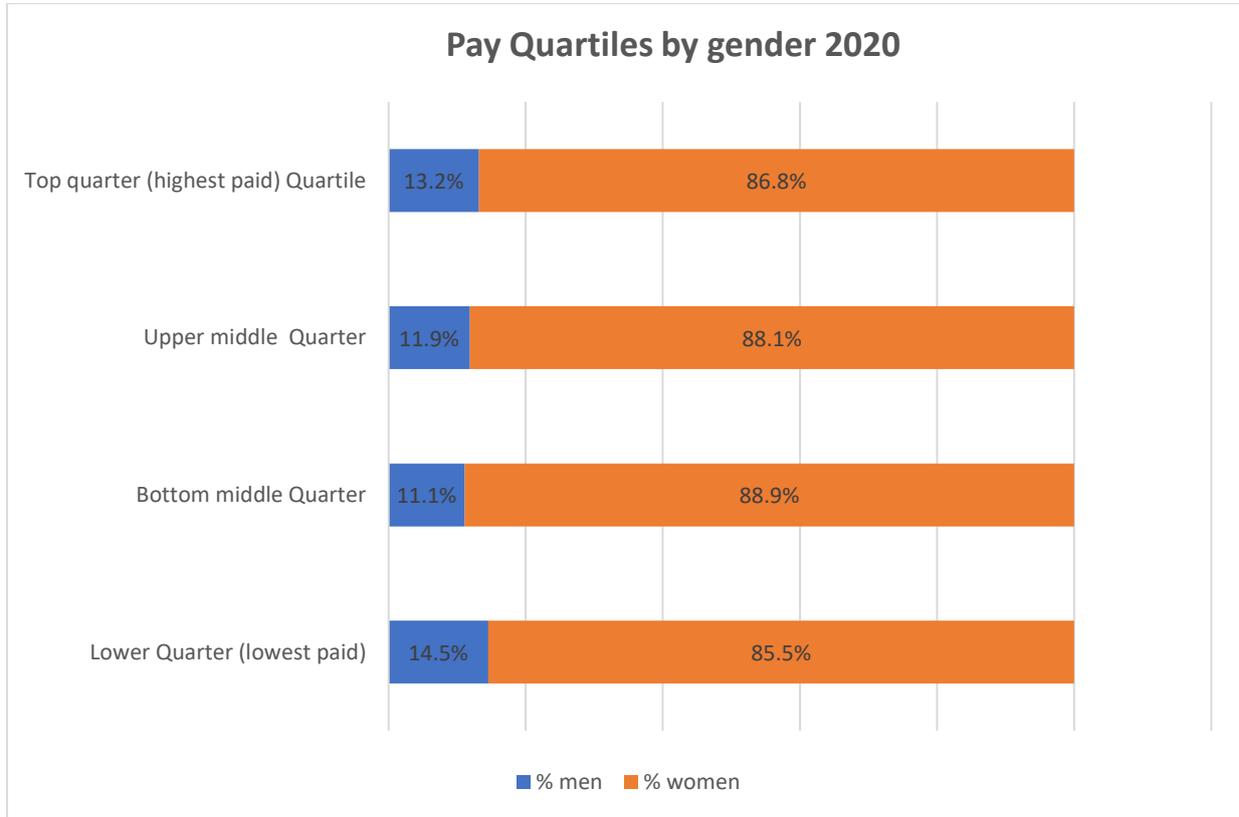
### Tricuro's Gender Pay Gap – Mean and Median

	2020	2019
Mean gender pay gap	4.83% (women lower)	4.96% (women lower)
Median pay gap	0.29% (men lower)	-0.6% (men lower)
Bonus pay	No bonuses paid to either men or women	No bonuses paid to either men or women

### Tricuro Gender Pay Gap – Quartiles

We are also required to report on the number of men and women in each pay quartile (four equally divided bands of pay from lowest to highest). 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.



## **Current Status**

The gender pay gap fell slightly this year as can be seen in the table/charts above despite taking on an extra residential care home and a supported living service. This drop was due in part to the progress we have made in the following areas.

- Our commitment in being an employer that is genuinely committed to equality of opportunity and inclusion
- The April 2019 nationally agreed pay award gave greater increases at lower grades
- We are continuing to develop our culture to create one Tricuro and breaking down the silos according to the source local authority and according to type of service employed in
- Developed managers at all levels and potential managers through our management development programmes
- Contributed to national events that raise the profile of health and social care as a carer
- Provided apprenticeships to a wide range of staff for appropriate qualification training
- A competency and values based approach to recruitment, ensuring that all appointments and internal promotions are made solely on the basis of merit
- Essential training in equality and diversity for all staff
- A wide range of flexible working options available to all staff

Further action is planned in the following areas which we hope will continue to see an overall trend of improvement in gender pay equality and other equality domains generally.

- Continue to develop our culture to create one Tricuro through the Transformation programme
- 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 will develop succession planning to support the development of Tricuro for the future.
- Keep offering apprenticeships to encourage a whole range of potential employees to see Tricuro as a future employer and health and social care as a fulfilling career
- Continue to ensure our recruitment practices remains fair, inclusive and impartial
- Look to improve how we recruit staff and promoting careers within the care sector as being viable career options for males

## **Summary**

As an organisation we are committed to creating an inclusive working environment, we are pleased to show that our mean and median gaps are well below the national average and have decreased slightly since 2019.

At the reference point in 2020, Tricuro employed 1778 employees – 238 men and 1540 women. The calculations are based on what is referred to as ‘ordinary pay’. This excludes any employee 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 42 men and 190 women from the calculations. Tricuro’s figures are therefore based on 196 men and 1350 women.

We will continue to take all steps necessary to promote gender pay equality and look for ways to further improve our processes and policies to achieve this.