



Gender Pay Gap Reporting

We are an employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This involves carrying out calculations that show the difference between the average earnings of men and women in our organisation; it does not involve publishing individual employee's data.

We are required to publish the results on our own website and a government website.

This Statement sets out the Gender Pay Gap Data for Independence Homes as of the snapshot date of 5 April 2017.

Gender Pay Gap / Bonus Gender Pay Gap

	Mean (%)	Median (%)
Pay	5.4	9.3
Bonus	-109.8	47.7

The proportion of females and males in each quartile pay band

Quartile	Female (%)	Men (%)
Highest	63	37
2nd	52	48
3 rd	78	22
Lowest	79	21

Percentage of staff receiving a bonus

Female (%)	Male (%)
22	26.7

Our people are at the heart of everything we do – whether in our approach to care or the way we manage our business. We aim to offer full equality of opportunity for everyone regardless of gender or any other protected characteristics. This is because we believe we are able to offer a better standard of care if we are more diverse and if everyone's voices are heard equally. We also believe that a better gender balance across the business leads to a happier and more motivated workforce.

We appreciate that there are some broad and complex societal issues underlying this issue and that reducing any gender pay gap will take some time. Our workforce is made up of significantly more female than male staff and the lower paid roles of domestic and care staff are predominantly undertaken by women. At the reporting date we employed 90 men and 241 women. This profile reflects the nature of the social care sector hence the overall average (mean) pay gap of 5.32%. There is a significant difference in the Upper Quartile. This is because this quartile has a very wide range of roles from Team Supervisors to the Senior Management Team. This is also reflective of the pay gap in bonuses. The larger

bonus amounts are related to the annual bonuses for the management team, which is mainly made up of females.

Bonuses also include small awards in recognition of long service and recommend a friend and it is mainly women, because of the proportion of women that we employ, that receive these payments.

We are confident that men and women are paid equally for doing equivalent jobs across our organisation and that the pay gap is related to people carrying out different roles.

We believe in being an inclusive and diverse organisation where everyone has the opportunity to reach their full potential. For example, we offer flexible working and various other benefits at all levels to encourage people to be able to work with us alongside any family commitments. This includes allowing all newly recruited support workers the opportunity to select their own shift line and the creation of roles within the services that provide opportunities for employees who need to complete the school run each day.

Through our recruitment process we ensure, where possible, to have gender balanced interview panels. We continuously review our recruitment process and monitor the equality and diversity of both applications received, and those which are successful.

This statement confirms that the published information is accurate at the time of publishing.



John Macleod
Managing Director