



GENDER PAY AT YARLINGTON

“YARLINGTON’S AMBITION IS TO BE A TRULY INCLUSIVE ORGANISATION WHERE INCLUSION AND DIVERSITY ARE EMBEDDED IN OUR CULTURE.”

Yarlington is really proud to see a good gender balance at the top of the organisation, with 47.7% of female colleagues compared to 52.3% male in our top salary quartile. This balance remains strong in our second quartile in which 46.5% of the colleagues are female

However, as we look at the other quartiles the picture isn’t as positive. Whilst any kind of gender pay gap is not good enough, it is also not surprising in a sector where a significant proportion of colleagues work in care roles. Almost 20% of our colleagues work in Independent

Living and, of those, 85% are female. Whilst not the only cause of our gap, these roles in society typically attract lower salaries and are dominated by females.

All bonus payments are calculated and paid fairly. Whilst there appears a gap this is because we calculate our bonus on a pro-rata basis. As bonus payments were reported as cash figures, this does not reflect the pro-rata arrangements at Yarlington.

Yarlington embraces flexible working and this is reflected in the significant percentage of part-time workers in the organisation - 23% of all colleagues. For the period concerned, these were all female.

What is the Gender Pay Gap and why does it exist?

The gender pay gap is an equality measure that shows the difference in average earnings between women and men. In the UK it is just over 18%, which is the lowest level ever. It does not show differences in pay for comparable jobs – ie equal pay. Legislation has been in place for 45 years to ensure that women and men are paid equally for comparable roles.

The national pay gap is caused by many factors including that a higher proportion of women choose roles that typically receive lower pay. And many higher paying sectors are disproportionately made up of male workers. Nationally, you are far more likely to be part time if you are female and on average, will therefore earn less. There is also a greater proportion of men who progress into senior and higher paid roles.

Yarlington’s Pay Gap

Pay	
Gender Pay Gap (Mean)	15.4%
Gender Pay Gap (Median)	12.5%

Distribution in pay quartiles	Female	Male
Lower	82.4%	17.6%
Lower middle	61.6%	38.4%
Upper middle	46.5%	53.5%
Upper quartile	47.7%	52.3%

Bonus	Female	Male
% receiving bonus	84.3%	87.1%
Bonus gap (Mean) %	32.2%	
Bonus gap (Median) %	0.00%	

WHAT WE ALREADY DO

Yarlington is absolutely committed to equal pay and narrowing any gender pay gap.

Each year we undertake analysis of our pay arrangements to make sure that remuneration is approached fairly and that men and women are paid equally for work of equal value. This ensures that fair processes are producing fair results.

All salaries are benchmarked every two years to ensure that there is a fairness and consistency to our remuneration.

Our recruitment practices make sure that roles are advertised using methodology that should not favour either gender and applications are screened without any gender awareness.

WHAT ARE WE GOING TO DO

We are passionate about increasing our overall focus on Inclusion and will look at how we can narrow the gap.

RECRUITMENT:

We will review our attraction and selection methodology to make sure that we appeal to the widest talent pool and that decisions are based solely on the applicants' skills, knowledge and behaviour.

We will also look at how we can better attract a more equal gender balance to all of our roles.

PERSONAL DEVELOPMENT:

We will review how we identify and nurture talent to enable all colleagues, regardless of gender, to reach their maximum potential. It is important that we recognise that almost a quarter of our colleagues work on a part-time basis and we need to ensure that our succession plans and promotional opportunities reflect this.

WORKING ARRANGEMENTS:

Yarlington will continue to develop working arrangements that are attractive, flexible and agile in order to encourage retention and development regardless of gender.



Gary Orr
Chief Executive

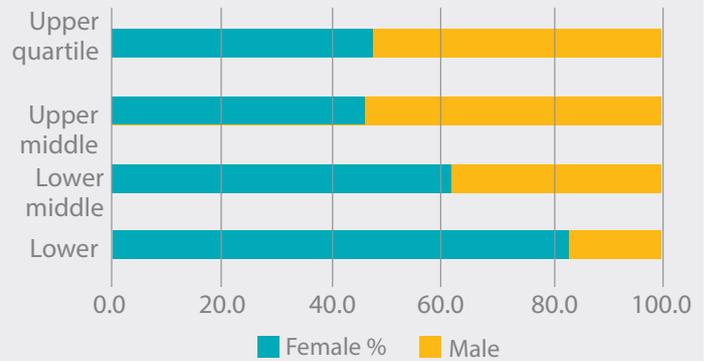


Caroline Moore
Executive Director of Finance
and Corporate Services

Gender pay gap - mean and median



Distribution in each quartile of the pay range



Female employees receiving a bonus



Male employees receiving a bonus

