



Gender Pay Gap Report

Nacro is a charity operating in England and Wales. We employ more than 250 people and we are therefore required by law to publish an annual gender pay gap report showing the difference in average female earnings compared to average male earnings.

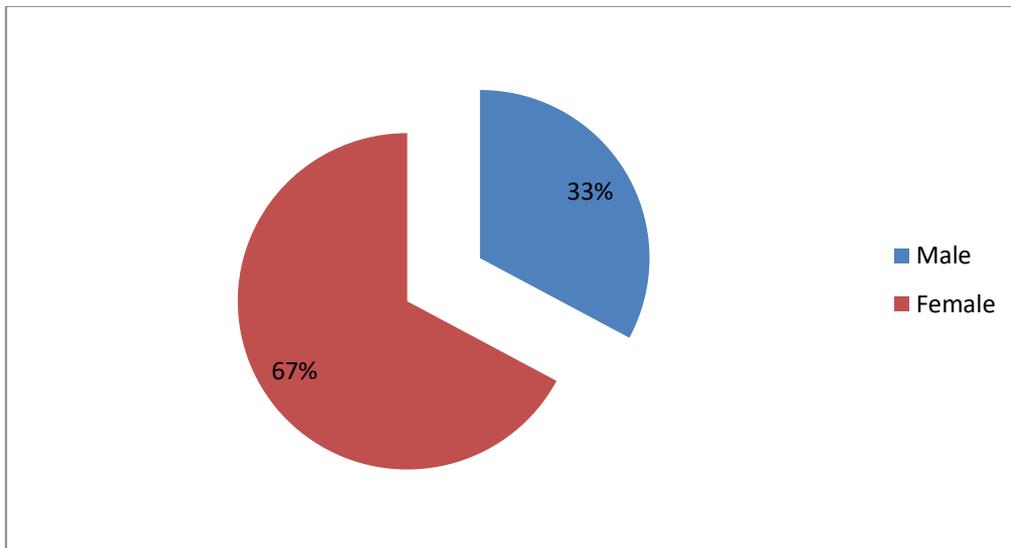
Employers are required to report on:

- average gender pay gap as a mean average
- average gender pay gap as a median average
- Proportion of males and females when divided into quartiles ordered from lowest to highest pay
- average bonus gender pay gap as a mean average
- average bonus gender pay gap as a median average
- proportion of males receiving a bonus payment and proportion of females receiving a bonus payment.

As Nacro does not pay bonuses to any employees we are only required to report the first three calculations.

This is our report based on data held on our payroll for all employees on 5 April 2018.

Our total workforce is 67% female and 33% male.



Gender gap for mean hourly rate of pay

In Nacro women's mean hourly rate is 10.24% lower than men's mean hourly rate. This is an improvement of 1.52% from the last reporting period.

The mean hourly rate is the average hourly rate for all women employed by Nacro compared to the average hourly rate for all men employed by Nacro.

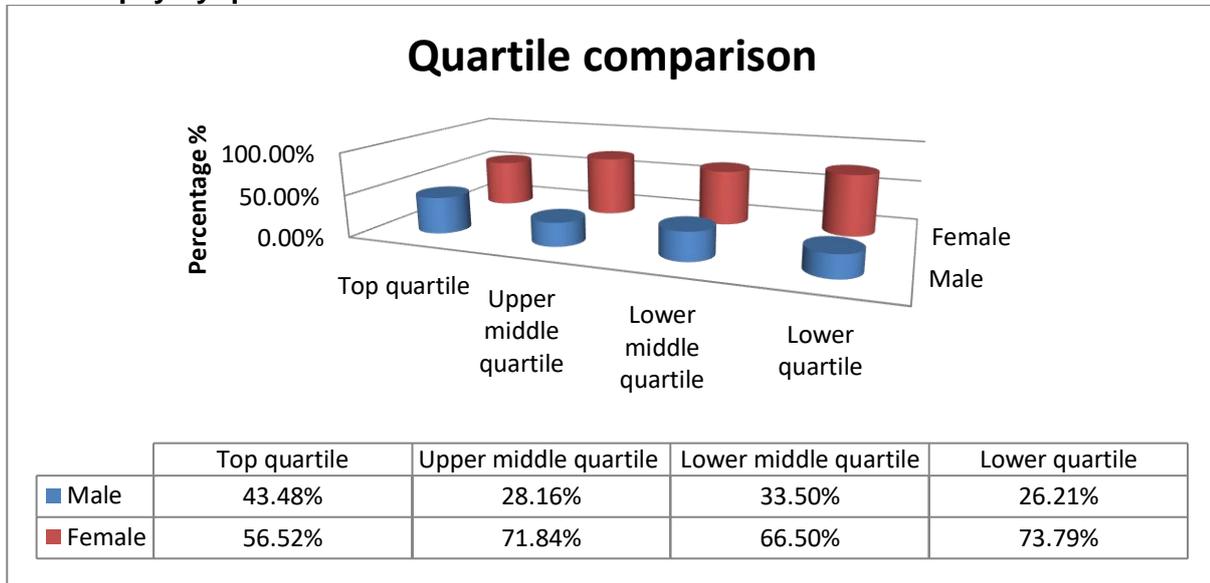
Gender gap for median hourly rate of pay

In Nacro the median hourly rate for women is 3.54% lower than the median hourly rate for men. This compares to 3.03% in the previous year



The median hourly rate is calculated by arranging the hourly pay rates of all female employees from highest to lowest and taking the hourly rate that is in the middle of the range. This is compared to the median rate for male employees.

Gender pay by quartiles



Nacro continues to be committed to promoting equality, diversity and inclusion in all its activities. We seek to employ the most talented people to enable us to change the lives of our service users. Reducing our gender pay gap is important to us.

We are proud that 57% of our Executive Team and 55% of our wider leadership team are women, and continue to strive to build our female representation in our leadership team. We recognise that we must continue to work hard to reduce the gender pay gap and are focusing on a number of areas as part of our People Strategy. We seek to further increase our female representation in the top quartile.

Recruitment and selection

In the last year we have embedded our new approach to recruitment to ensure that we attract and select the best candidates. In February 2018 we brought recruitment back in-house and have had a very successful year. Our recruitment decisions are supported by:

- training for recruiting managers which encompasses equality and diversity
- clear job descriptions that are rigorously job evaluated
- a clear and transparent pay and grading system

Over this period we have been successful in recruiting women at all grades including our most senior grades including our executive team.

Progression

We are proud to have launched our own in house leadership and management development programmes in 2018/19 to support our succession planning and ensure that women continue to be well represented in leadership roles.

Performance management

We continue to develop our performance management tools to support all individuals to achieve their potential and aspirations, with a particular focus on individual's development needs. We



identify those who have the potential to progress and look to provide mentoring support and growth opportunities.

Learning and development

We provide learning and development opportunities tailored to roles to build an expert workforce.

As part of our mandatory training programme we ensure that all our employees complete diversity, equality and inclusion training.

We are also investing in a new Learning Management System to ensure that learning is truly accessible to our geographically dispersed workforce.

Flexible working

We value a diverse work force and have many arrangements in place to accommodate flexible working. We will continue to consider all requests. We have examples of successful arrangements right up to executive level.

We are not complacent and will keep our own performance in this area under ongoing review by analysing data, emerging patterns and responding to them. Nacro believes in the values behind the reporting. We strive to continuously improve the experience of all of our staff in respect of equality, diversity and inclusion, which benefits our service users.

I confirm that the information in this statement is accurate.

Jacob Tas
Chief Executive