



GENDER PAY GAP REPORT FOR 2017

We are totally committed to equality of opportunity in the workplace, and value the diversity, expertise and commitment contributed by every single person who works with us. Whether you're employed by Regard or supported by Regard, it's always the individual who counts.

Welcome to our Gender Pay Gap report

2018 is the first year that organisations like Regard have been required by The Equality Act 2010 to publish analysis of their gender pay gap, and many of these reports make uncomfortable reading.

I am delighted to report that we are bucking that trend – indeed our first annual gender pay gap report reveals a 1% pay difference alongside equal bonus payments for male and female employees. We also have a 50/50 representation of our board of directors and I am privileged to be the second successive female CEO of The Regard Group.

The analysis involved carrying out six calculations that show the difference between the average earnings of males and females in the workplace, as well as the balance of males and females at different salary levels. For Regard these ratios are calculated from a staff population that is 74% female and 26% male. The data within the report is based on a snapshot as at 5 April 2017.

Regard is a committed equal opportunities employer, and we firmly believe in appointing the best candidate into any available role - regardless of their gender or other factors covered by the Equality Act - and we reward them according to the complexity of their role, location and local authority funding. Salaries are benchmarked in line with the market rate in the health and social care sector.

I'm incredibly proud to lead a wonderfully diverse team.



Carole Edmond
Chief Executive Officer, The Regard Group





Mean and Median Pay

The data analysis suggests that average pay for males is 1% higher than females. The median hourly rate is 1% higher for females than males.

Bonus Gender Pay Gap

Difference between men and women		
	Mean	Median
Bonus paid	8%	116%

The mean bonus payment is 8% higher for females and the median bonus payment is 116% for females.

Proportion of colleagues receiving a bonus in 2017



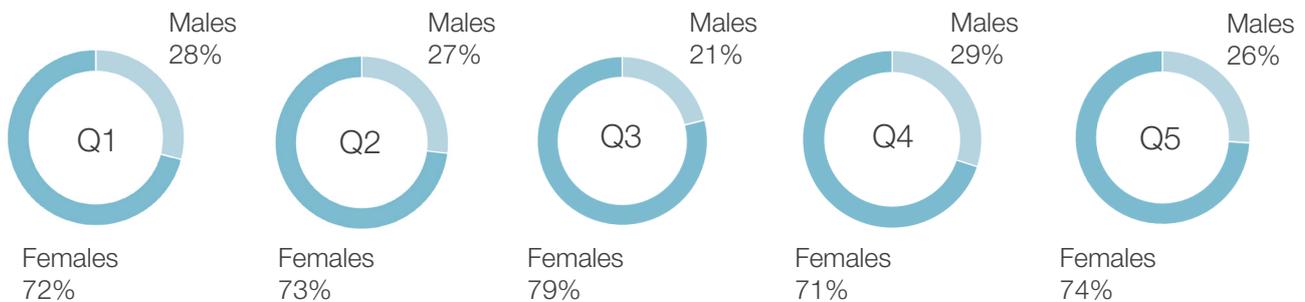
5% of women received a bonus



5% of men received a bonus

An equal proportion of males and females received a bonus payment in 2017.

Pay Quartiles (percentage of gender according to salary brackets)



Regard's employee base is predominantly female (74%) which is reflected in the higher female count.



A View To The Future

Equality and Diversity – Continuing the conversation

We are committed to continuing to be an equal opportunities employer with a diverse workforce.

As part of our ongoing approach to equality and diversity we plan to:

- Review the way in which we recruit to ensure a more balanced male: female ratio where the profile of services allow this. This may be constrained where personal care for females is required.
- Review our career development for male and females within the organisation.
- Continue our policy of actively encouraging agile and flexible working across our organisation - in every role and at every level - to ensure that people have the opportunity to work in the way that is best for their career aspirations and home life.
- Remain committed to attracting and retaining the very best team to support the people in our services.

We have established a 'Wellbeing, Engagement and Inclusion' steering group to ensure we embed our culture of inclusion and flexibility across the organisation and that The Regard Group maintains its leading position in relation to the gender pay gap, as well as continuing to recruit people from all backgrounds.

The Regard Group: Making people's lives better, every day.