

Gender Pay Report – 2025

1. Introduction

At Impact Futures Group (encompassing Tend and The Childcare Company) we are committed to providing equal opportunities and fair treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy or maternity, sexual orientation, gender reassignment or disability.

We recognise that a diverse workforce strengthens our organisation and supports better outcomes for our colleagues and learners. Ensuring fairness, transparency and consistency in pay is an important part of our commitment to equality.

In line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, this report sets out our gender pay gap data as at the snapshot date of 05 April 2025.

What is gender pay?

- 2.1 The gender pay gap measures the difference between the average earnings of men and women across the organisation.
- 2.2 It is different from equal pay. Equal pay relates to men and women receiving the same pay for the same or equivalent work. Impact Futures Group is confident that men and women are paid equally for performing equivalent roles.
- 2.3 The gender pay gap instead reflects the distribution of men and women across different roles and levels within the organisation

3. Our gender split

3.1 As of the snapshot date (05 April 2025) we had a total of 304 employees.

3.2 Our gender split of our 304 employees of the snapshot date were:

- Male: 15%
- Female: 85%

3.3 This reflects our position as a training provider where women make up a significant proportion of the workforce, particularly within operational and delivery roles.

3.4 As a predominantly female workforce, even relatively small differences in representation at senior levels can have a noticeable impact on the overall gender pay gap.

4. Our gender pay gap

4.1 As of the snapshot date (05 April 2025) the table below shows the overall mean and median gender pay gap, based on hourly rates of pay

	Median	Mean
Gender Pay	19.4%	19.2%

4.2 The percentage shown is the difference in overall mean and median pay between men and woman. A negative figure indicates a higher percentage paid to woman and a positive figure indicates a higher percentage paid to men.

4.3 After reviewing our data carefully, we are confident that the gender pay gap does not arise from paying men and women differently for the same or equivalent work. Instead, the gap reflects the structure of our workforce and the distribution of men and women across different roles and levels within the organisation.

4.4 Females Women make up 85% of our workforce and are highly represented in operational and delivery roles. Men represent a smaller proportion of the workforce but are more likely to be represented in senior or specialist roles, which influences the overall average pay figures.

5. Our bonus gap

5.1 The proportion of males and females receiving a bonus payment are:

- Male: 42.6%
- Female: 34.2%

5.2 The below table shows the overall mean and median gender bonus gap

	Median	Mean
Gender Bonus Gap	-5.3%	67.4%

5.3 The percentage shown is the difference in overall mean and median bonus gap between men and woman. A negative figure indicates a higher percentage paid to woman and a positive figure indicates a higher percentage paid to men.

5.4 Bonus payments within Impact Futures Group are primarily linked to performance-based schemes and role-specific incentive arrangements. The small median bonus gap reflects that typical bonus payments are similar for male and female employees.

5.5 The higher mean bonus gap is influenced by a small number of higher-value bonus payments, which has a

greater effect on the average due to the relatively small proportion of male employees within the organisation.

6. Quartile Comparison

6.1 As required by the regulations, employees have been divided into four equal quartiles based on hourly pay. This shows the gender distribution at different pay levels across the organisation

Band	Males	Females	What is included in this band
A	9.0%	91.0%	Employees within the lowest 25% of hourly pay
B	14.6%	85.4%	Employees between the lower quartile and the median
C	11.6%	88.4%	Employees between the median and the upper quartile
D	28.1%	71.9%	Employees within the highest 25% of hourly pay

6.2 The quartile distribution reflects the overall gender composition of our workforce, with women representing a higher proportion of employees across most pay bands.

6.3 While women represent 85% of the overall workforce, men represent 28.1% of employees in the upper quartile. This higher representation of men within the highest pay quartile contributes to the overall gender pay gap.

7. Understanding our data

7.1 Reviewing our data carefully we are confident that any gender pay gap does not stem from paying men and woman differently for the same or equivalent work.

7.2 Instead the gender pay gap is influenced primarily by workforce composition and the distribution of men and women across different roles and levels within the organisation

7.3 Woman represent a significant majority of the workforce and are highly represented in operational and delivery roles. Men represent a smaller proportion of the workforce but are more likely to be represented in senior or specialist roles, which influences overall average pay levels.

7.4 Changes in the gender pay gap compared with previous years reflect normal organisational changes including recruitment patterns, role changes and workforce growth rather than changes in pay practices

8. Our action plan

8.1 Impact Futures remains committed to ensuring that employees are remunerated fairly regardless of gender and to reducing any gender pay gap over time throughout the whole group of companies

8.2 We will continue to take practical steps to support fair and transparent pay practices across the organisation. Over the next 12 months we will:

- Maintain fair and transparent pay practices

- Continue our twice-yearly salary benchmarking to ensure our pay remains competitive and equitable
- Monitor gender pay gap data annually
- Review starting salaries to ensure consistency and fairness
- Maintain a gender-neutral approach to determining pay within roles
- Support career development and progression
 - Continue to invest in training and development so that all employees can reach their full potential
 - Support career progression opportunities across the organisation
 - Monitor progression patterns across the workforce
- Support flexible and inclusive working
 - Maintain flexible working arrangements in line with statutory requirements
 - Continue to offer hybrid working arrangements where appropriate
 - Support employees in achieving a positive work-life balance
- Support employees and families
 - Continue to offer enhanced family-friendly policies above statutory requirements
- Maintain an inclusive workplace
 - Continue to prioritise diversity and inclusion across the organisation
 - Monitor workforce composition and recruitment outcomes
 - Reducing the gender pay gap is a long-term commitment and we will continue to review our data and progress annually.

9. Declaration

I confirm that the information and data reported are accurate as at 05 April 2025 and are in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Simon Rouse, CEO