

Introduction

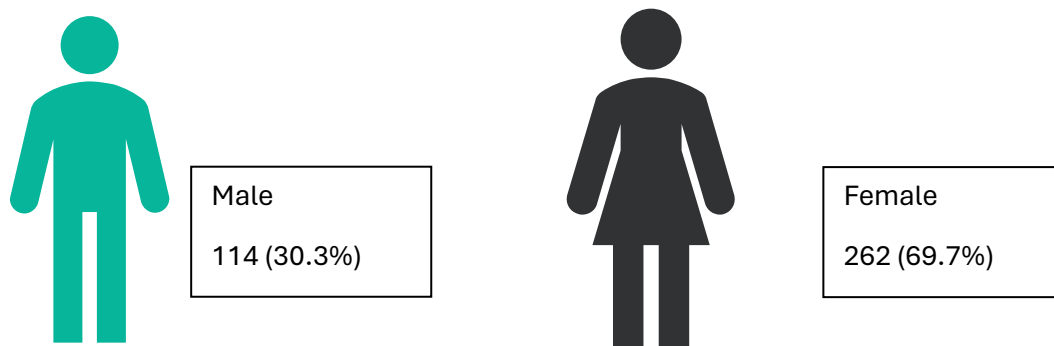
The Futures group is committed to the principle of equal opportunities and equal treatment for all employees and welcomes the opportunity to share our Gender Pay Gap information.

Futures adopts a clear policy of paying employees equally for the same or equivalent work and to ensure a fair pay structure we conduct regular pay and benefits audits and embed an effective framework for job evaluation.

Futures is committed to being a great place to work and we support the fair treatment and reward of all our staff irrespective of gender. As in previous years, Equality, Diversity, and Inclusion underpins everything we do here at Futures and is the core focus within our People Plan. Our staff are our greatest asset, and we continually review our working practices to ensure we are providing an environment where all staff feel valued, rewarded, and included.

What is our Gender Pay Gap?

As of 31st March 2023, the Futures group comprised of 376 employees of which 69.7% were women and 30.3% men therefore indicating an increase in 0.4% more men in the organisation compared to the previous year. Our gender split last year was 29.9% males and 70.1% females.

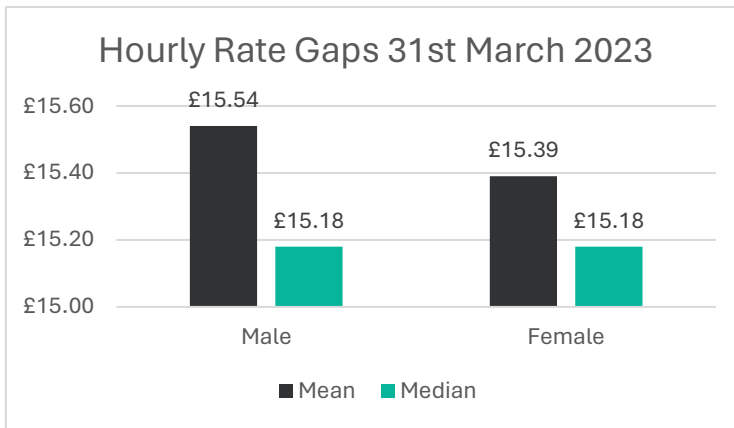
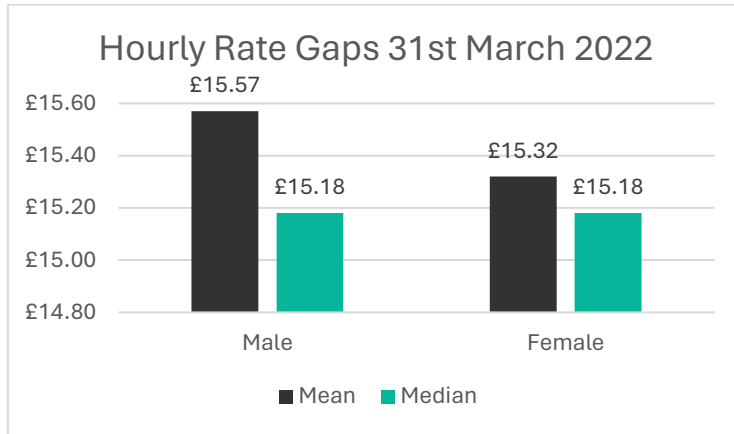


We use two calculations to analyse our ordinary hourly pay gap:

- The mean (average) pay gap is the difference between the mean hourly rate of full-pay relevant employees.
- The median pay gap is the middle value of all hourly rates from lowest to highest.

The distribution of our workforce drives our mean and median results.

When comparing the mean pay (for this snapshot period) it shows a very slight gap in favour of men which is likely to be due to a slight increase in men who joined the organisation during this period. We are delighted to announce that we have for the second year running, achieved a 0% difference in our median pay, meaning that, male and female colleagues are paid equally with a median average of £15.18 per hour pay rate.

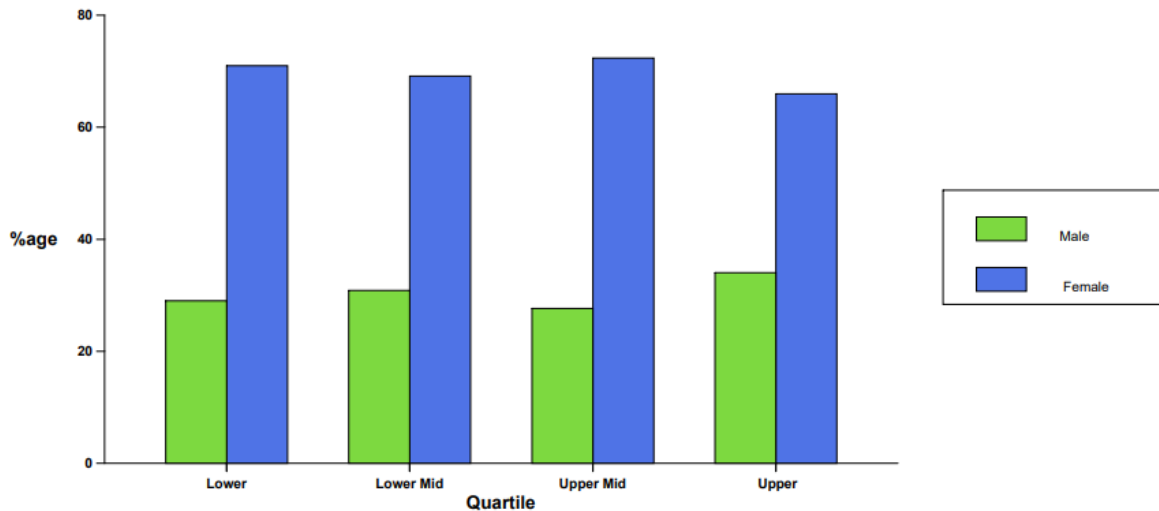


Pay by quartiles

Hourly Rate Quartiles

Gender	Lower (93)		Lower Middle (94)		Upper Middle (94)		Upper (94)	
Male	27	29.03%	29	30.85%	26	27.66%	32	34.04%
Female	66	70.97%	65	69.15%	68	72.34%	62	65.96%

Proportion of male and female employees per quartile



During this period of time, we employed a large number of female staff who occupied 65.96% of the highest paid jobs (upper quartile) however, 70.21% of women also occupied the lowest paid jobs (lower quartile) representing that our male employees were more highly represented in our lower middle and upper middle paid jobs.

What is our Bonus Gender Pay Gap?

Futures do not pay bonuses, therefore there is no gender pay gap for 2023 in relation to the payment of bonuses.

Bonus Gaps

	Male	Female	Percentage Difference
Mean	0.00	0.00	0.00%
Median	0.00	0.00	0.00%

To reward our staff where performance has been good or above, we operate an annual performance review process. This has been designed to support growth and development of our staff and is in place to reward staff following a successful end of year performance review by providing the opportunity for staff to progress through incremental rises within their salary grade. We regularly moderate both mid-year and end-of year performance scores to ensure a fair, transparent and without bias approach is taken.

What are Futures doing to address its Gender Pay Gap?

Whilst we are delighted that we are overall able to report positively against our Gender Pay Gap, we are not complacent and acknowledge that:

- we need to improve our male representation across all aspects of the organisation; and
- We need to continue to encourage women to develop their careers to have greater representation within the upper middle quartile.

We have implemented several actions over the last year that have contributed to us maintaining our gender pay gap:

- A new competency-based performance management process that has been developed to support the appraisal process and provide a fairer and more transparent approach towards performance based annual pay increments.
- The introduction of a new recruitment platform which has enabled us to expand upon our inclusive approaches to recruitment to attract females to roles.
- We have a strong commitment to equality at a senior level and have an Executive EDI Group that meets regularly to steer strategy and ensure we remain an equal opportunities employer which includes fairness around our employment practices.

- Annually we keep pay under review to identify any gaps that may have emerged through recruitment to close these to avoid any potential equal pay claims.

Going forward we will be:

- Launching a redefined Flexible Working Policy which will provide staff with greater flexibility to conduct their role and facilitate greater work life balance which helps with retention of females.
- Reviewing and simplifying our recruitment policy and processes to support inclusive recruitment practices, including building on existing recruitment strategy, tools, resources, considering our social value, employing applicants, and retaining employees from all communities.
- Introducing a company wide training plan that will provide continuous development opportunities for all staff to help staff progress their careers to higher paid roles.
- Continue to develop our line management guidance and resources to upskill line managers around inclusive people practices.