



Gender Pay Gap Report

2025

n.
family
club



A note from us

When we founded N in 2017, we set out to rethink early years education.

We wanted to create something progressive. A place where children thrive, families feel at home, and teams feel proud of the work they do every single day.

That ambition shapes everything we do, including how we reward, support and develop our people.

As a certified B Corp, we are independently assessed against high standards of social and environmental performance, accountability and transparency. Being a B Corp means holding ourselves to a higher bar, not only in the education we provide, but in the culture we build.

Publishing our gender pay gap is part of that commitment.

In 2025, we were recognised as a Great Place To Work UK Certified organisation, ranked 30th in the UK's Best Workplaces (Super Large), 35th in the UK's Best Workplaces for Women (Super Large), and included among the

Best Workplaces in Education & Training (Large & Super Large). We're proud of this recognition. But pride does not replace progress. Transparency matters and we're committed to turning that into meaningful, ongoing action.

It's important to be clear: the gender pay gap is not the same as equal pay. Equal pay means men and women are paid the same for doing the same role. The gender pay gap looks at the difference in average pay across the whole organisation. It reflects how roles are distributed, not whether people are paid fairly within them.

At N we recognise and celebrate the full spectrum of gender identities and characteristics across our team. However, gender pay gap reporting in the UK is currently based on a binary classification of male and female, and our data reflects these statutory requirements.

We are confident that men and women are paid equally for equivalent roles at N. We conduct an annual pay audit to ensure this remains true.

As of 5 April 2025:



We employed over 1,400 team members



We had 42 nurseries and a UK support office



91% of our team were women and 9% were men



Our team

Early years education is a predominantly female sector, and we're incredibly proud of the talented women who make up the majority of our workforce, from our nursery educators to our leadership teams.

We believe nurseries should reflect the diverse world we live in. That's why it's important our teams bring together a broad mix of perspectives, experiences and backgrounds, helping children see themselves and others in the world around them.

We'd like to see more men join the sector, particularly in educator roles, and increasing male representation remains an ambition for us, both at N and across early years more widely.

Our workforce is 91% female, reflecting the nature of the early years sector. This includes two distinct populations: 92% of nursery-based roles are held by women, compared to 54% within our Support Office.

Differences in workforce composition, alongside the types of roles and reward structures across these groups, contribute to our overall mean and median pay and bonus outcomes. In particular, some Support Office roles include target-driven variable pay, which can increase overall earnings variability.

Summary of our results

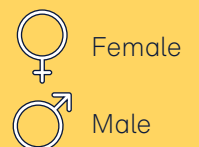
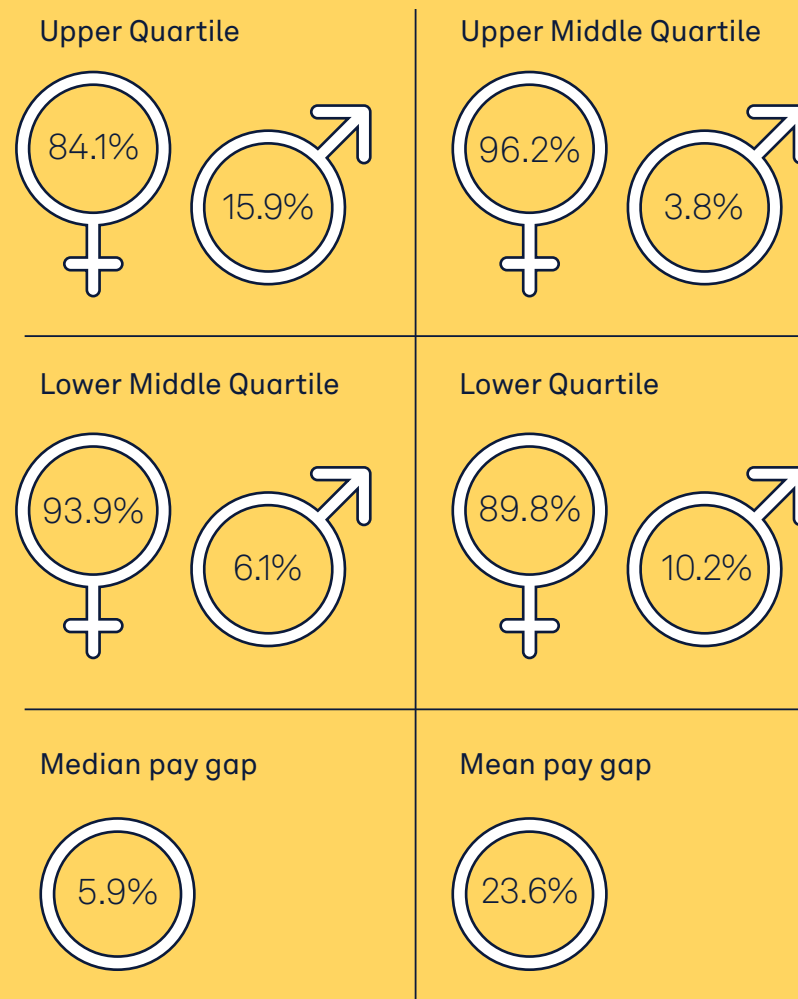
These results are based on hourly pay rates (including salaries converted into hourly rates) as a snapshot from the 5th April 2025 as required by the Gender Pay Gap legislation. This report reflects the gender pay gap data for males and females in our UK-based team.

This classification under just two gender identities is a statutory requirement and does not reflect the spectrum of gender identities and expressions that we recognise at N.

Women are strongly represented across every quartile, reflecting the overall composition of our workforce.

The slightly higher proportion of men in the upper quartile reflects a relatively small number of men in senior and specialist roles. Because averages are sensitive to smaller populations, this has a noticeable impact on the mean pay and bonus gaps.

The mean gender pay gap has reduced 1.6% from 2024, meaning we're paying men and women more evenly overall. While the median pay gap has edged up slightly, this is down to how different roles are spread across the business, not because men and women are paid differently for doing the same job.



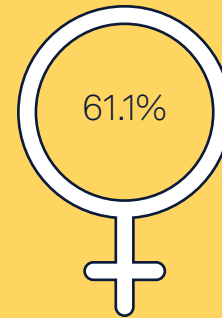
Bonuses

We are delighted that so many of our team were awarded a bonus, with bonus participation rising significantly for both genders. 61.1% of women received a bonus this year (up from 40.2%), alongside 55.8% of men (up from 38%).

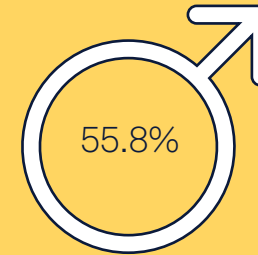
Bonuses are available to all permanent team members, though amounts vary depending on role and responsibilities, including performance, compliance, recruitment incentives and long service recognition. As we grow and more team members reach long service milestones, this is naturally influencing the overall picture.

The mean bonus gap has increased to 74.7% (from a lower base last year), and the median bonus gap is 25.0%. This is mainly due to how our bonus scheme is structured and the mix of roles across the business, with higher-value bonuses linked to more senior positions, which are still more often held by men. As a result, average bonus values differ by role, and a relatively small number of men sit in positions with higher bonus potential.

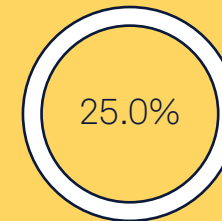
Female bonuses



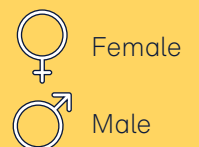
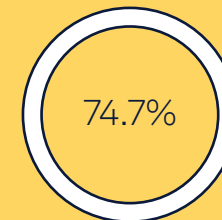
Male bonuses



Bonus median



Bonus mean





Progression, development and reward

We believe exceptional early years education starts with exceptional educators. As we continue building the highest quality and most-loved nursery group in the UK, we are focused on ensuring progression pathways are visible, supported and accessible to everyone.

We offer multiple career and salary progression pathways across our nurseries and support office. Our dedicated N Academy provides structured training, coaching and guidance at every stage of a team member's journey, supporting individuals to grow at their own pace, just as we encourage children to do.

We are proud to be sector-leading in our salaries, bonuses and benefits, including:

- Flexible working patterns
- Up to 35 days annual leave
- 40% childcare discount
- Enhanced family-friendly policies

We review pay annually to ensure fairness, consistency and competitiveness across the sector.

Looking ahead

Meaningful change takes time, particularly in a sector where gender imbalance begins long before people join our nurseries.

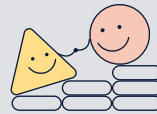
While gender pay gap reporting is currently limited to binary gender data, we recognise that equity is multi-dimensional.

We are committed to broadening our pay gap analysis over time to include other gender identities and characteristics. At present, we do not yet hold sufficient internal data across additional protected characteristics to report meaningfully and responsibly. Building that data set in a way that respects privacy and trust, is part of our longer-term plan.

Our focus is to:



Increase male representation within nursery roles



Continue to support women into senior and specialist leadership positions



Continue annual pay audits to safeguard fairness



Review our bonus and progression frameworks regularly



Strengthen the data we collect so we can better understand equity across our workforce



Our commitment

We believe nurseries play a vital role in shaping the next generation. To do that well, we must create an environment where our team feels valued, fairly rewarded and supported to grow.

Our median pay gap remains comparatively low. Our mean pay gap has reduced year-on-year. Over 60% of our people received bonuses.

We remain dedicated to making N Family Club a place where everyone feels welcome, safe, and empowered to achieve their aspirations. Through these ongoing efforts, we will continue to create an inclusive, supportive environment for both our team and the children they care for. We will continue in our efforts to attract, recruit and retain team members who reflect the diversity of the communities we serve.

Confirmation statement

I confirm that the information contained in this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Simone Carter
UK CEO

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