

Gender Pay Gap Report 2026 – Daisy Chain Montessori & Childcare

Introduction

On average, women at Daisy Chain Montessori & Childcare earn 11.5% less per hour than men (mean); at the median the gap is 2.9%. Our workforce is 89% female, and women hold two of our three director roles and all four senior manager roles.

This report is published under the Gender Pay Gap Information Act 2021. Our snapshot date is **7 June 2026**, and all pay and hours figures cover the 12-month reporting period from **8 June 2025 to 7 June 2026**.

The figures include all **90 employees** on our payroll on the snapshot date: **80 women and 10 men**. Staff who left before the snapshot date are not included.

Our gender pay gap

A positive figure means men are paid more on average; a negative figure would mean women are paid more.

Measure	Mean	Median
Hourly pay gap – all employees	11.5%	2.9%
Hourly pay gap – part-time employees	29.6%	33.8%
Hourly pay gap – employees on temporary contracts	Not applicable – no men on temporary contracts	Not applicable
Bonus pay gap	Not applicable – no bonuses paid	Not applicable

Measure	Men	Women
Employees receiving a bonus	0%	0%
Employees receiving benefits in kind	0%	0%

No bonuses or benefits in kind were paid to any employee during the reporting period.

Pay quartiles

Women make up the large majority of every pay quartile, from 100% of the lower quartile to 81.8% of the upper quartile. Employees are ranked by hourly pay and divided into four equal groups.

Quartile	Men	Women
Upper (highest paid)	18.2%	81.8%
Upper middle	13.6%	86.4%
Lower middle	13.6%	86.4%
Lower (lowest paid)	0.0%	100.0%

Reasons for the gap

Our gap comes from how our ten men are spread across roles, not from paying men and women differently for the same work. With so few men, the position of one or two of them moves the figures a long way.

- **Directors are paid equally, but weigh more heavily among men.** Our three directors, two women and one man, are on the same hourly rate. The male director is one of ten men, but the two female directors are two of 80 women, so the director rate lifts the male average far more. Leaving directors out, the mean gap falls from 11.5% to 4.1% and the median from 2.9% to 2.8%.
- **Our lowest-paid roles are filled entirely by women.** All nine ancillary staff are women, and no men are in the lower pay quartile. Early years education has always been a female-led sector, and this is reflected across our workforce.
- **All of our male educators are graduate lead educators.** Graduate lead educators have a higher minimum hourly rate under the Employment Regulation Order (ERO) for the early years sector. Some of our female educators are also graduate lead educators, but not all. So the men are concentrated in the higher-paid educator grade, while the women are spread across all educator grades. This explains why male educators earn about 2% more per hour on average than female educators.
- **Women in management earn more per hour on average than men in management.**
- **The part-time gap reflects one employee.** Only one man works part-time, in a service support role. The 13 women working part-time are mostly in ancillary and educator roles, so the part-time comparison is between one person and a mixed group.
- **High staff turnover** is normal in early years education and can shift the make-up of each grade from year to year.

Measures we take

These measures are already in place:

- **Fair recruitment.** Every candidate is interviewed and scored against the same interview score sheet, so hiring decisions rest on consistent criteria.
- **Flexible working.** We offer hybrid working where and when the role allows it.

We are proposing to take these further steps over the next year:

- ☐ Review hourly rates within each role once a year to check that men and women doing the same work are paid the same.
- ☐ Encourage applications from men for educator and ancillary roles, for example through job advert wording and the images used in recruitment.
- ☐ Track the gender mix of applicants, hires and leavers to understand how turnover affects the balance of our workforce.

How the figures were calculated

- Hourly pay for each employee is their ordinary pay plus any bonus pay over the reporting period, divided by the hours they were paid for in that period.
- Ordinary pay includes basic pay, allowances, shift premiums and pay for leave. No overtime, bonuses or benefits in kind were paid in the period.
- Pay gaps are the difference between men's and women's mean or median hourly pay, as a percentage of men's.
- One employee received no pay during the period because of leave and is counted in the headcount but not in the hourly pay figures.
- Data source: payroll records from Thesaurus Payroll Manager.

Declaration

I confirm that the information in this report is accurate.

Name: John Fahy

Position: Director

Date: 12th October 2026