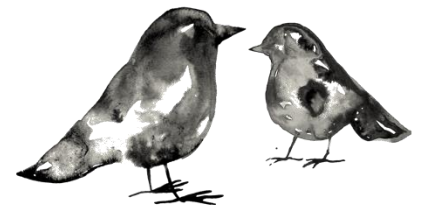


Gender Pay Gap

1st April 2019



Paula Keys – Chief Operating Officer



At HC-One, we are focussed on making a real difference to the lives of older people in communities throughout the UK by pioneering a simple approach to care, where kindness is our guiding ethos.

We couldn't do this without our talented team of Colleagues at all levels of the business who share our vision and philosophy of delivering the kindest care.

It is our aim to be the employer of choice for the best, most professional, and kindest care staff, and the last 12 months has once again been a wonderfully exciting time for the business as we have continued to integrate Colleagues into the HC-One family following recent acquisitions.

We are proud to boast award-winning Colleagues and a management team that is made up of highly experienced senior and social care professionals who share a passion for delivering the kindest care to Residents.

The vast majority of our Colleagues identify as female (86.2%), and this is the case in all quartiles of the business. The nature of our sector means that much of our pay is facilitated through a tiered banding system and therefore is gender neutral for specific roles, particularly those in the lower quartiles, giving us the 0.0% median pay gap.

It is clear from our figures that we have more male representation in higher paid roles, although I am delighted to be one of many women to hold a senior position within HC-One, and I am excited about the female talent currently progressing their careers in the organisation.

Whilst we continue to maintain a well under the national average mean pay gap, we are aware of the 0.2% increase to our average pay gap, following a number of acquisitions, and are committed to understanding the ways in which we can address this, and where appropriate implementing tools to make positive change.

I can confirm that the information and data reported is accurate as of the snapshot date 5th April 2018.

Statistics

This summary is based on data for approximately 25,000 employees across our family of homes in the UK, as well as our Head Office in Darlington and Colleagues providing other business critical functions. Since the 2017 snapshot date, our employee profile has almost doubled in size from 12,500 employees which has had a natural impact on our gender pay figures.

On a mean basis, the overall gender pay gap (as set April 2018) is 5.8%, but on a median basis we are delighted that our gap has remained at 0.0%. We expect that this trend is due to the majority of Colleagues being employed at a similar level within the structure, which we are committed to maintain, as it indicates that we do not have an equal pay issue.

We also recognise that there is a 68.3% mean gap between male and female bonuses, which is largely driven by our employee profile. Although there are fewer males in our organisation, we do have higher proportion in our senior Head Office roles compared to home based roles receiving bonuses. This makes our average bonus award for males higher than our average bonus award for females, who are greater in number yet split across a wider range of roles. This is demonstrated in our median bonus gap which has decreased by 25% from the 2017 snapshot date.

We are committed to continue to understand more comprehensively the factors influencing our gender pay gap and how we can improve moving forward.

Difference between male and female pay

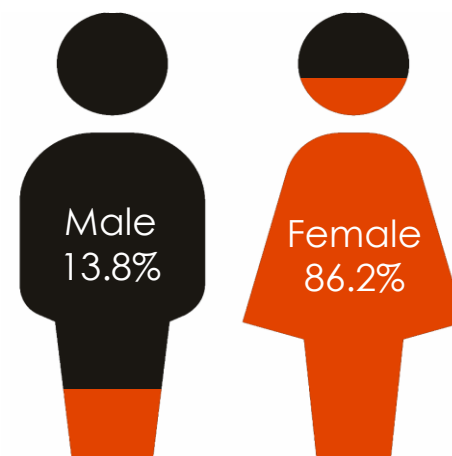
Median pay gap

0.0%

Mean pay gap

5.8%

Overall Headcount



Statistics

Proportion of males and females receiving a bonus



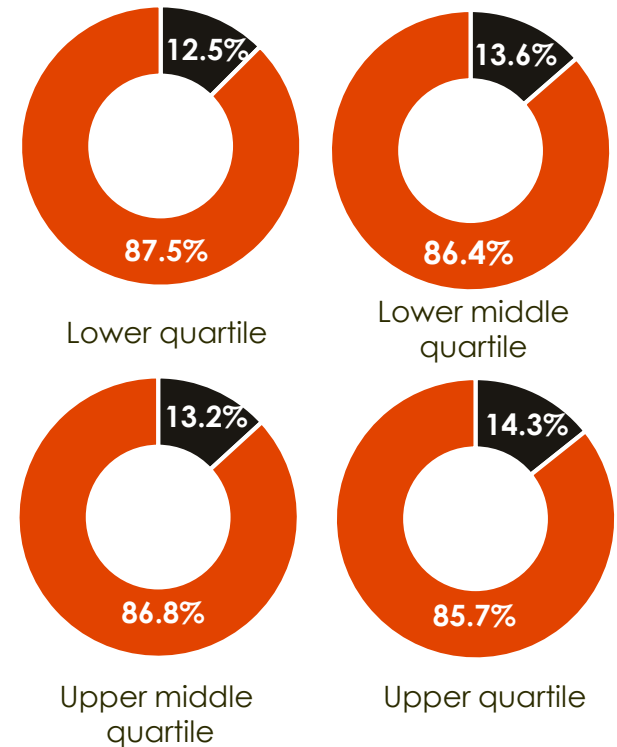
Difference between male and female bonus gap



Headcount split of males and females receiving a bonus

Males	181
Females	1,030

Pay Quartiles



Company Overview

	All Employees		HC-One		Meridian		Beamish		RV		Oval	
Difference between male and female pay (%)												
Mean pay gap	5.8		8.1		1.2		2.5		(12.5)		2.5	
Median pay gap	0.0		0.4		0.0		2.4		(2.0)		0.0	
Proportion of employees receiving a bonus (%)												
Males receiving a bonus	10.2		8.6		4.7		34.4		N/A		NA	
Females receiving a bonus	9.1		6.7		5.4		32.6		N/A		NA	
Difference between male and female bonuses (%)												
Mean bonus gap	68.3		65.3		17.3		(16.3)		NA		NA	
Median bonus gap	38.5		80.8		74.4		0.0		NA		NA	
% of Male and Female employees in each Quartile	M	F	M	F	M	F	M	F	M	F	M	F
Lower Quartile	12.5	87.5	14.5	85.5	14.5	85.5	11.5	88.5	22.5	77.5	12.1	87.9
Lower Middle Quartile	13.6	86.4	14.7	85.3	14.7	85.3	11.5	88.5	16.1	83.9	12.1	87.9
Upper Middle Quartile	13.2	86.8	13.4	86.6	13.4	86.6	11.5	88.5	14.1	85.9	15.2	84.8
Upper Quartile	14.3	85.7	12.9	87.1	12.9	87.1	7.8	92.2	13.4	86.6	17.4	82.6
Overall Headcount (%)	13.8	86.2	14.7	85.3	8.2	91.8	10.6	89.4	16.9	83.1	13.9	86.1

Thank You

