





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 have been a wonderfully exciting time for the business as we continue to integrate our new 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 health and social care professionals who share a passion for delivering the kindest care to Residents.

The vast majority of our colleagues are women (85.7%), 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 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 rising up the organisation.

Whilst we are well under the national average mean pay gap (5.6% compared to 18.4% according to the Office of National Statistics), we are certainly not complacent about this 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 2017.

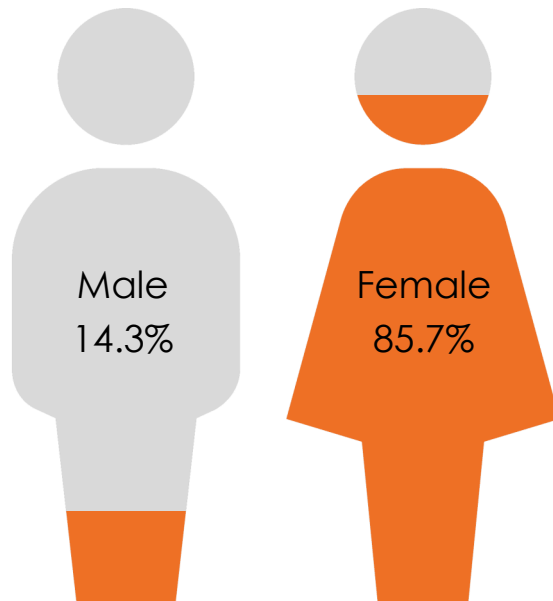


Statistics

This summary is based on data for approximately 12,500 employees across our family of homes in the UK, as well as our Head Office in Darlington and colleagues providing other business critical functions.

On a mean basis, the overall gender pay gap (as set April 2017) is 5.6%, but on a median basis we are delighted to state the gap is 0.0%. There is no pay gap at the median because the majority of employees are at a similar level. Our colleagues are predominately female (85.7%) and represent the large majority of the roles in the lower quartiles. We also recognise that there is a large gap between male and female bonuses. We are therefore committed to understanding more comprehensively the reasons behind these issues, and how we can solve them.

Overall headcount



Difference between male and female pay

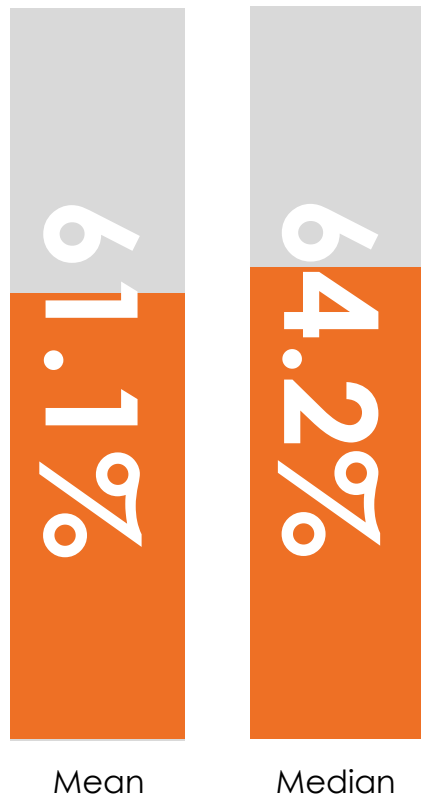
Median pay gap 0.0%

Mean pay gap 5.6%



Statistics

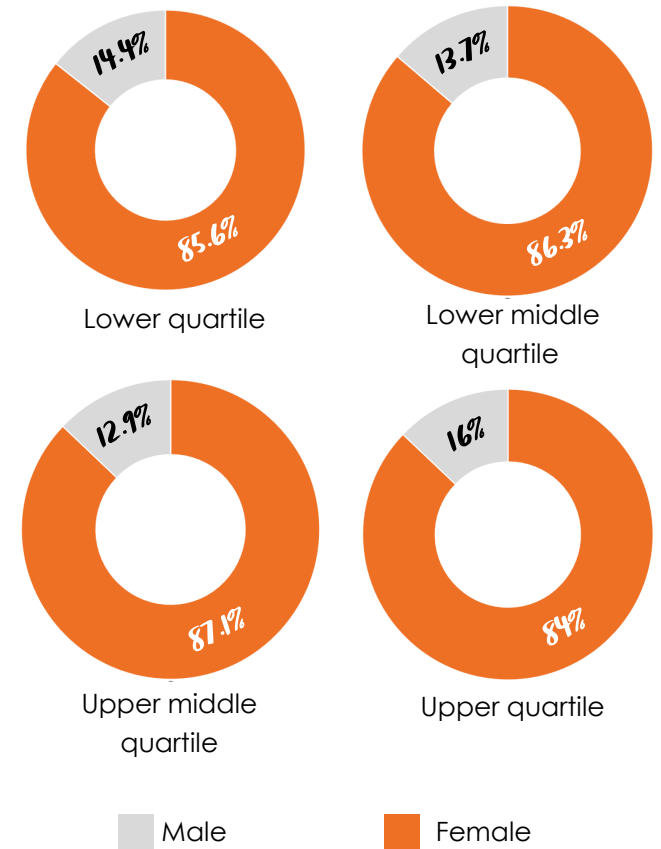
Difference between male and female bonuses



Proportion of males and females receiving a bonus



Pay Quartiles



Company Overview

	All Employees	HC-One	Meridian	Beamish
Difference between male and female pay				
Mean pay gap	5.6%	5.4%	0.8%	9.3%
Median pay gap	0.0%	0.0%	0.0%	6.0%
Proportion of females receiving a bonus				
Males receiving a bonus	4.4%	4.9%	0.8%	0.0%
Females receiving a bonus	3.3%	3.7%	1.6%	0.0%
Difference between male and female bonuses				
Mean bonus gap	61.1%	60.9%	0.0%*	0.0%
Median bonus gap	64.2%	67.5%	0.0%*	0.0%

	All Employees		HC-One		Meridian		Beamish	
% of Male and Female employees in each Quartile:	Male	Female	Male	Female	Male	Female	Male	Female
Lower Quartile	14.4%	85.6%	15.3%	84.7%	11.3%	88.7%	10.1%	89.9%
Lower Middle Quartile	13.7%	86.3%	14.3%	85.7%	8.9%	91.1%	5.0%	95.0%
Upper Middle Quartile	12.9%	87.1%	13.7%	86.3%	9.2%	90.8%	17.9%	82.1%
Upper Quartile	16.0%	84.0%	16.3%	83.7%	11.0%	89.0%	17.1%	82.9%
Overall headcount:	14.3%	85.7%	14.9%	85.1%	10.1%	89.9%	12.5%	87.5%

* Mean bonus paid to females was 65% higher than males. Median bonus paid to females was 42% higher than males.