



Gender Pay Statement 2018

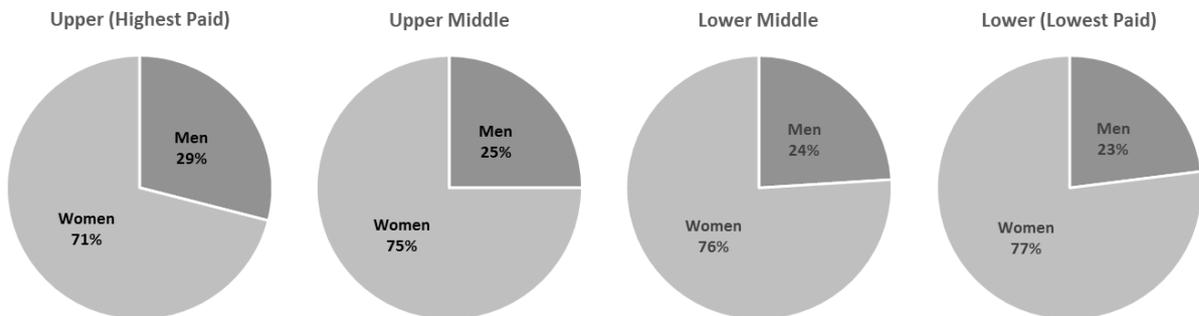
Introduction

Gender Pay Gap reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. Under reporting guidelines we have calculated the average pay rate of full pay relevant male employees and compared this to the average pay rate for full pay relevant female employees. The calculation uses all pay rates from the highest to lowest earners irrespective of job title or work location and is different to Equal Pay.

Gender pay gap calculations are based on figures drawn from a specific date each year, this is called the 'snapshot date'. This report draws on pay data as at the snapshot date of 5th April 2017. For an employee to be included in the calculation as a 'full pay relevant employee' they must have been paid their normal basic pay during the pay period in which the snapshot date falls.

Gender Pay Gap Calculation Results

	Mean	Median
Gender Pay Gap	7%	2%
Gender Bonus Pay Gap	59%	-40%
	Male	Female
Proportion receiving a bonus	6%	5%



Summary

Our first year of mandatory reporting shows a median pay gap of 2%. The Office of National Statistics Annual Survey of Hours and Earnings (ASHE) report puts the UK average gender pay gap at 9.1% (median). The headline statistics for the ASHE report are based on the median rather than the mean

calculation. This is because the median pay gap is considered a better indicator of typical average earnings as a mean calculation can be influenced by a small number of high values at the upper end of the distribution. Our data confirms a significant percentage of our workforce is female (75% of the full pay relevant employees overall) which is typical across the care industry. Both the high percentage of female employees and the number of male employees at the upper end of our pay distribution influence our mean calculation result.

We are committed to ensuring a productive environment, representative of and responsive to all different cultures and groups, where everyone has an equal chance to succeed. We have well established Diversity Policies in place and offer training to all new employees as well as refresher training for all levels of employees. Decisions relating to pay and recruitment are fair and equal and employee remuneration is based on individual skill, ability, performance and behaviour. To support career progression and succession planning within the organisation we also have talent management and employee development programs in place.

We can confirm that the information contained in this report is accurate and the data has been gathered and calculated in line with Gender Pay Gap requirements.