



Gender Pay Gap

April 2022 Snapshot



James Tugendhat – Chief Executive Officer



At HC-One we strive to support those in our care to lead their best lives and to achieve this we aim to employ and retain the most committed individuals to deliver quality care to Residents. Vital to this is having fair and transparent pay and reward structures, and creating an environment where colleagues are encouraged and have opportunities to grow

Over the last two years we have invested heavily in improving our employee offer and in doing so we have also improved our gender pay gap. Gender should never be a factor in deciding on pay, whether consciously or unconsciously, and having clear and consistent pay structures helps us to ensure this is never the case.

We have continued to invest more into the pay of our lowest paid colleagues and to those in our homes who care for our Residents. This predominately female population have seen on average higher increases than those awarded to colleagues in our support office and management roles, where the gender makeup, whilst still predominately female, has a larger proportion of male colleagues.

Whilst we have seen some personnel changes in our Senior Management population over the reporting period, we still have 66% of our Managing Directors who are female and 88% of our regional management teams. We have also commenced our own internal Home Manager development programme which encourages more of our colleagues to follow a carer pathway into Management.

Developing and retaining our own talent and talent that reflects the communities we serve continues to be a priority for us and will enable us in the long-term to ensure our management population continues to reflect our wider colleague diversity which will continue to support gender pay gap reductions.

I can confirm that the information and data contained in this report is accurate as at the snapshot date of 5th April 2022.

Our reporting entities



As a result of the ongoing portfolio review and changes in Group structure in April 2022 we have fewer colleagues to report on versus April 2021. We have also continued to simplify our reporting entities between the two years meaning we no longer report on HC-One Properties No 5 but do report on HC-One Management Limited.

We have once again chosen to also disclose our Group wide position across all employees for complete transparency.

Our report therefore contains information on the following employing companies:

- HC-One Limited
- HC-One Management Limited
- HC-One No1 Limited
- HC-One No2 Limited
- HC-One No3 Limited



Our Group gender pay gap

The difference in male and female pay:

Median Pay Gap = 1.26%

Mean Pay Gap = 4.4%

Our median pay gap increased from the last year, this is due to structural changes in the senior team. Our mean gap improved, this is due to the higher pay awards granted to our predominately female lower paid colleagues.

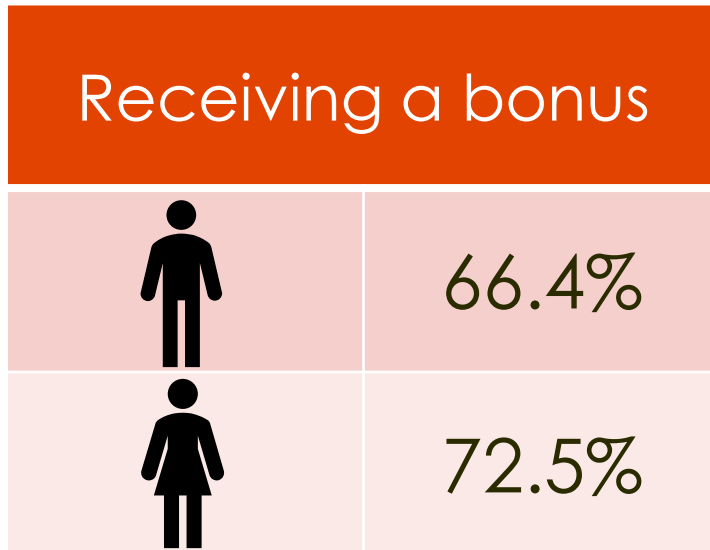
Overall headcount	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile	
	16.3%	12.8%	16.4%	17.8%	18.3%
	83.7%	87.2%	83.6%	82.2%	81.7%

Our gender split, by quartile, shows how our organisation is predominately female. Our challenge remains that our gender pay gap is driven by the fact that gender diversity in our senior roles is not aligned to the number of female Colleagues in the wider organisation. Our internal development programs will help with this in the long term.

Our Group bonus gap

The difference in female and male bonuses: **Median Bonus Gap = 1.05%** **Mean Bonus Gap = 27.5%**

Included this year will be a mixture of fixed bonuses for Home Managers, combined with COVID and WRRF retention bonuses from Local Authorities and devolved Governments, as well as our normal bonus processes. Bonus receipt and participation in HC-One is based on grade and level of role and not gender related.



Our bonus gap was 1% at the median level, up from 0% in the previous year, this reflected the fact more colleagues received a bonus in Support Office. However, it decreased at the mean level substantially. Driven by a combination of the increased bonus earned over the year by the predominately female Home Manager and Area Director population and the bonuses paid to the wider population.

A larger proportion of both male and female colleagues received bonuses this year, due to the COVID related bonuses, and as we return to a post COVID operating mode we would expect the proportions receiving a bonus to be lower in the future.

Our Group companies overview

Our revised company structures means a full year on year comparison is not possible but overall our direction is positive. The Executive Group contained within HC One Management drives the pay differential in this entity.

	All companies	HC-One Limited	HC-One Management Limited	HC-One No1 Limited	HC-One No2 Limited	HC-One No3 Limited
Difference between male and female pay						
Mean Gap	4.4%	0.82%	13.27%	-1.44%	0.68%	1.36%
Median Gap	1.26%	0.49%	0.69%	0.20%	0.00%	1.85%
Proportion of employees receiving a bonus						
Male	66.4%	62.5%	62.3%	72.2%	70.5%	81.0%
Female	72.5%	68.6%	72.1%	78.5%	76.7%	92.3%
Difference between male and female bonuses						
Mean bonus gap	27.5%	-7.36%	44.8%	1.12%	-16.17%	1.17%
Median bonus gap	1.05%	-18.26%	-47.29	12.76%	0.00%	-27.97%

Our Group companies quartile positions

HC One Management, which contains our Executive teams, Support Office Colleagues and Home Manager population has the larger proportion of male colleagues, however, this is still substantially less than the norm for the UK wider workforce.

	All companies		HC-One Limited		HC-One Management Limited		HC-One No1 Limited		HC-One No2 Limited		HC-One No3 Limited	
% Female and Male employees in each quartile												
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Lower Q	87.2%	12.8%	88.3%	11.7%	64.5%	35.5%	84.9%	15.1%	89.1%	10.9%	88.6%	11.4%
Lower Middle Q	83.6%	16.4%	85.7%	14.3%	84.6%	15.4%	79.1%	20.9%	88.2%	11.8%	86.1%	13.9%
Upper Middle Q	82.2%	17.8%	82.4%	17.6%	76.7%	23.3%	81.3%	18.7%	85.8%	14.2%	87.3%	12.7%
Upper Q	81.7%	18.3%	83.3%	16.7%	78.2%	21.8%	81.2%	18.8%	81.3%	18.8%	85.7%	14.3%
Overall	83.7%	16.3%	85%	15%	77.9%	22.1%	81.5%	18.5%	87.6%	12.4%	87.1%	12.9%