



# Gender Pay Gap Report

April 2025 Snapshot



# David Smith – Chief Executive Officer

At HC-One, our purpose is to support those in our care to lead their best lives. We bring together specialisms in dementia care and nursing to best support the circumstances, conditions, and choices of individuals as we strive to be the first choice for those we care for, their families, colleagues and commissioners in the communities we serve. We care with kindness. For us, kindness is more than a word; it is a belief that caring for people means caring about what matters most for them.

We are proud to have invested heavily in colleagues pay over recent years, and it is pleasing to see that HC-One's gender pay gap remains significantly lower than the UK average. Our group-wide mean gap fell to 0.1%, and the median gap is -0.1%. As more female colleagues progress into senior roles, our bonus gap has also reduced, with the mean rate now at 46.8% compared to 55.7% in 2024.

Our year-on-year data shows continued growth in our male cohort, as more men enter the care workforce. As of 2025, 21% of colleagues are male, representing a 26% increase over the last five years.

We remain committed to investing in pay and reward, ensuring that care is recognised as a rewarding career. This supports our ability to attract and retain talented colleagues with the right skills and values to help those in our care to lead their best lives.



# Reporting entities

Organisations in the UK are required to report on all employment entities with over 250 colleagues. The report consist of the 2025 Gender Pay Gap for all of HC-One entities.

- HC-One Limited
- HC-One Management Limited
- HC-One No.1 Limited
- HC-One No.2 Limited
- Ideal Care Homes Ltd
- Ideal Care Homes No. 1 Ltd

We will continue to also disclose our Group wide position across all employees for complete transparency.

# Group gender pay gap

HC-One continues to make positive progress in both our group mean and median gender pay gap performance.

Group wide median gap reduced to -0.1% and our mean gap fell to 0.1%.

When compared with our 2024 Gender Pay Gap Report, our collective mean gap has significantly decreased from 1.2% to 0.1%.

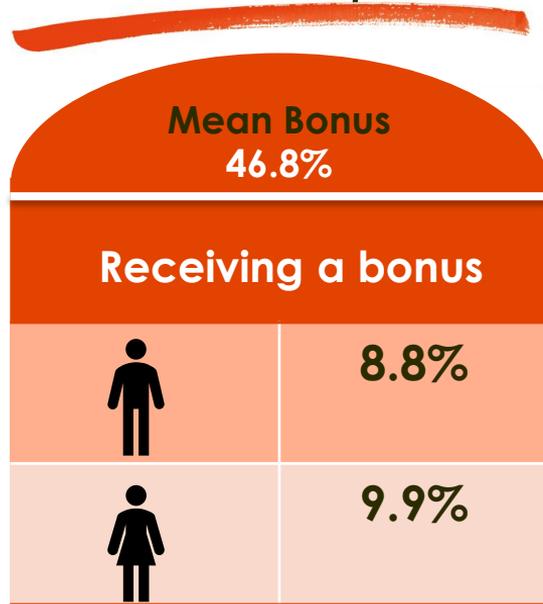
We delivered above-inflation national minimum wage increases, which have particularly benefited colleagues in entry roles, while maintaining our ongoing commitment to ensure all colleagues earn at least the Real Living Wage within two years of service.



# Group gender pay gap

Proportion of Male vs Female by Pay Quartile					
Overall headcount		Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
	21%	20%	23%	22%	20%
	79%	80%	77%	78%	80%

# Our Group bonus gap



As more women progress into senior roles; our mean bonus gap has decreased to 46.8% in compared with 2024.



# Group overview

The HC-One Management gap continues to drive the overall differential within the organisation. Ideal Ltd performance is influenced by the widening of those receiving bonus payments. Overall, the gender Pay Gap across the business is negligible and where gap exist, the differential is very low.

	All companies	HC-One Limited	HC-One Management Limited	HC-One No1 Limited	HC-One No2 Limited	ICH Ltd	ICH No.1 Ltd
<b>Difference between male and female pay</b>							
Mean Gap	0.1%	-3.1%	4.3%	-3.1%	0.6%	1.8%	3.3%
Median Gap	-0.1%	0.1%	-15.6%	0.1%	1.1%	0.1%	2.3%
<b>Proportion of employees receiving a bonus</b>							
Male	8.8%	3.2%	42.0%	3.2%	17.4%	2.9%	3.2%
Female	9.9%	2.8%	49.5%	2.8%	25.3%	3.0%	2.2%
<b>Difference between male and female bonuses</b>							
Mean bonus gap	46.8%	-21.5%	41.1%	-21.5%	0.3%	-416.3%	25.6%
Median bonus gap	47.6%	25.0%	-61.7%	25.0%	0.0%	-300.0%	36.5%

# Group quartile positions

HC-One Management, which contains our Executive teams, Support Office Colleagues and Home Manager population is overall 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	ICH Ltd	ICH No1 Ltd
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## % Female and Male employees in each quartile

	Female	Male												
Lower Q	80.8%	19.2%	79.3%	20.7%	71.7%	28.3%	78.5%	21.5%	82.0%	18.0%	93.0%	7.0%	91.0%	9.0%
Lower Middle Q	76.8%	23.2%	79.1%	20.9%	71.7%	28.3%	70.8%	29.2%	87.6%	12.4%	85.2%	14.8%	91.0%	9.0%
Upper Middle Q	77.9%	22.1%	77.8%	22.2%	77.8%	22.2%	70.9%	29.1%	77.5%	22.5%	88.7%	11.3%	88.0%	12.0%
Upper Q	80.1%	19.9%	81.2%	18.8%	81.0%	19.0%	77.2%	22.8%	78.7%	21.3%	86.5%	13.5%	84.2%	15.8%
Overall	78.9%	21.1%	79.4%	20.6%	75.6%	24.4%	74.4%	25.6%	81.4%	18.6%	88.4%	11.6%	88.6%	11.4%

# Gender pay gap progression

Over the past 5 years, we have continued to make steady progress in reducing our mean gender pay gap. Although the gap rose slightly by 0.2% in 2024, we saw an improvement in 2025. Bringing the group mean gender pay gap down to just 0.1% and the median pay gap to -0.1%, indicating a slight shift in favour of women. Our gender pay gap position reflects our ongoing commitment to fair and equitable pay across the organisation, alongside our inspiring leaders' development program.

The mean bonus gap has also reduced slightly in compared to 2024 and while the gap remains high bonus outcomes over the past 12 months have been shaped in particular by the HC-One Management Bonus Scheme. As a company, we continue to apply a rigorous and transparent approach to bonus awards, ensuring fairness and consistency in how they are allocated.

	2019		2021		2022		2023		2024		2025	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Gender pay gap	5.8%	0%	5%	0.5%	4.4%	1.26%	1%	-0.44%	1.2%	0.0%	0.1%	-0.1%
Bonus gap	68.3%	38.5%	68.4%	0%	27.5%	1.05%	17.75%	-13.29%	55.7%	0.0%	46.8%	47.6%

# *Caring with kindness means...*

you can always be counted on  
by people who depend on you



BEING COUNTED ON