

## GENDER PAY REPORT 2018

Welcome to our second annual gender pay report published in line with UK Government guidelines.

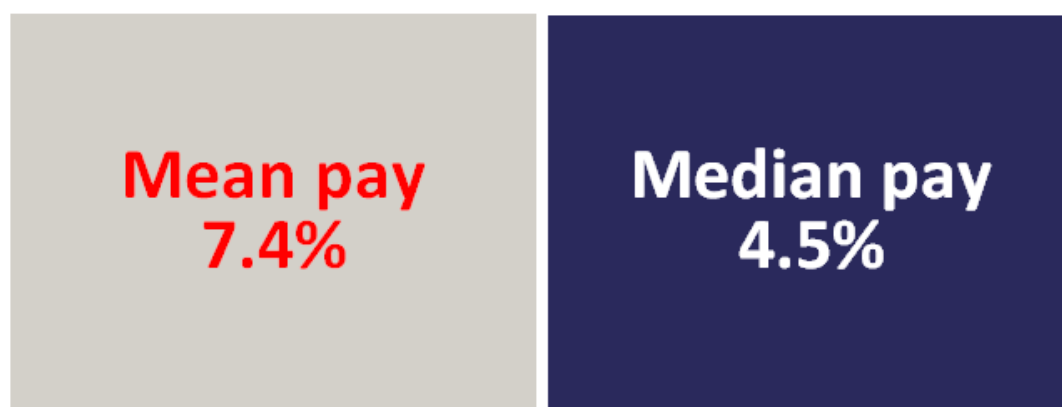
Transparency remains key to closing the gender pay gap, particularly in these opening years of Government reporting. The World Economic Forum forecasts it will take 217 years to achieve gender equality, and we continue to work hard on building an inclusive workplace where everyone can flourish.

Our report illustrates the difference between male and female earnings on 5 April 2018. The gender pay gap looks at the difference in the average earnings received by men and women, irrespective of their role or seniority. It is therefore distinct from equal pay, which compares men and women carrying out equivalent work.

Prestige Nursing + Care is a leading provider of homecare services across England. Operating across a branch network, we help and support our clients to live safely and independently at home or away from home. For the first year Elite Care, our Scottish entity and part of the Prestige Nursing Group, will be reported separately. The gender pay report 2018 can found at <http://www.elitecarescotland.com/about-us/gender-pay-report/>.

Our workforce is made up of over 3000 people helping and supporting our clients. We are fully committed to the principles of equal opportunities and to being an inclusive and diverse organisation with a long term commitment to gender balance. We believe that achieving gender balance will enable our people and business to perform better.

### Our overall gender pay gap in the UK - Mean and Median Pay



The mean pay gap is the difference between average hourly pay of men and women, calculated by adding up all hourly pay and dividing this by the number of people reported on. The median pay gap is the difference between the midpoints in the ranges of hourly pay of men and women. It takes all earnings in the report in order from lowest to highest and picks out the midpoint.

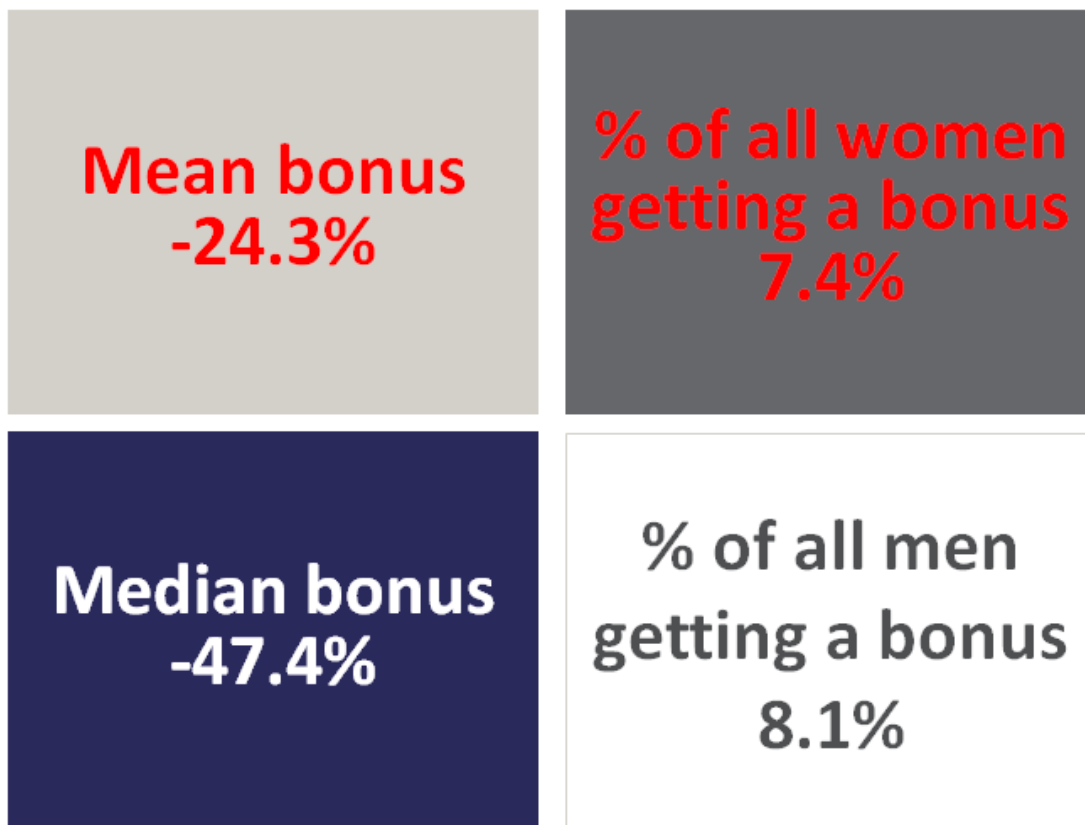
Prestige Nursing + Care is a diverse organisation with a predominantly female workforce, reflective of the care sector in which it operates. As at 5 April 2018, Prestige + Care reported a workforce comprising of 87% females and 13% males. The Office of National Statistics reported the care sector as a whole in 2018 comprised 82% females and 18% males.

Our mean gender pay gap of 7.4% and median pay gap of 4.5% are significantly below the 2018 national average gender pay gap of 17.9% (detail taken from the Office National Statistics and relates to the gap among all employees).

We recognise that there are significantly more women than men in the company overall at 87% across all levels of roles. The lowest quartile represents the largest gender gap, with a 90% female workforce, down to an 84% female workforce at the upper quartile. Women are also significantly represented at branch level and in operational management roles, and typically these roles are eligible to participate in a bonus scheme. The upper quartile which contains the operational management population, senior leadership team and the male managing director, represents the greatest median pay gap yet this remains at almost 3%. The male ratio improves as you move from the lower to upper quartiles as men do continue to dominate the most senior and best paid roles in the workplace in general and inevitably, people in more senior positions receive the highest pay including bonus.

At Prestige Nursing + Care, we are confident that men and women are paid equally for doing equivalent jobs and the gender pay gap relates to people carrying out different roles and seniority of roles. This is reflected in our mean and median pay data with the mean pay gap reported as less than 1% in the first three quartiles and less than 3% in the upper quartile. Similarly the median pay gaps are negative for the lower and upper middle quartiles and less than 2% in the lower middle and upper quartiles.

## **Our overall gender pay gap in the UK - Mean and Median Bonus Pay**



The makeup of our workforce significantly affects the gender balance of those eligible to receive a bonus and creates a negative bonus pay gap. Our mean and median gender bonus gaps are driven by the fact that the majority of our workforce is female and therefore women received more bonus pay in general. 85.7% of the bonuses paid in the reporting period were paid to women, with 14.3% being paid to men.

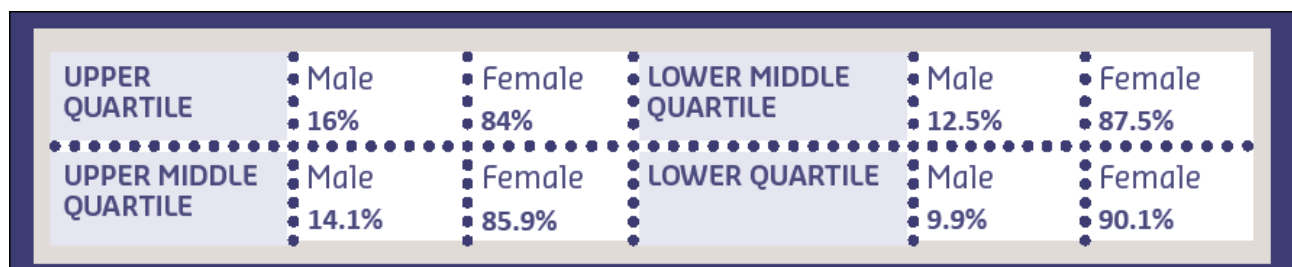
The -24.3% mean and -47.4% median bonus gap reflects that women were paid more bonuses on average than their male counterparts in the reporting period. Bonuses were mostly paid to branch managerial, sales and head office employees, predominantly represented by females, although bonus eligibility is based on role and not gender. Bonuses paid for the purpose of recognition are made regardless of gender, but more females are represented in this area due to the gender distribution of the workforce.

The proportion of men who received a bonus as a whole in the reporting period was greater at 8.1% of all men compared to 7.4% of all women. The bonus percentage gap, whilst marginal, arises because most of the males who received a bonus occupied more senior roles in the organisation and therefore there is greater bonus eligibility and earning potential.

We continue to review company bonus and commission schemes and align them to job roles based on defined and measurable targets and objectives linked to the wider business strategy. This will continue to reduce any gap and ensure equality, fairness and complete objectivity for future years.

## Proportion of men and women in pay quartiles

The chart below shows the gender split when we order hourly rate of pay from highest to lowest and group the workforce into four equal pay quartiles. Such female dominance reflects the care sector as a whole.



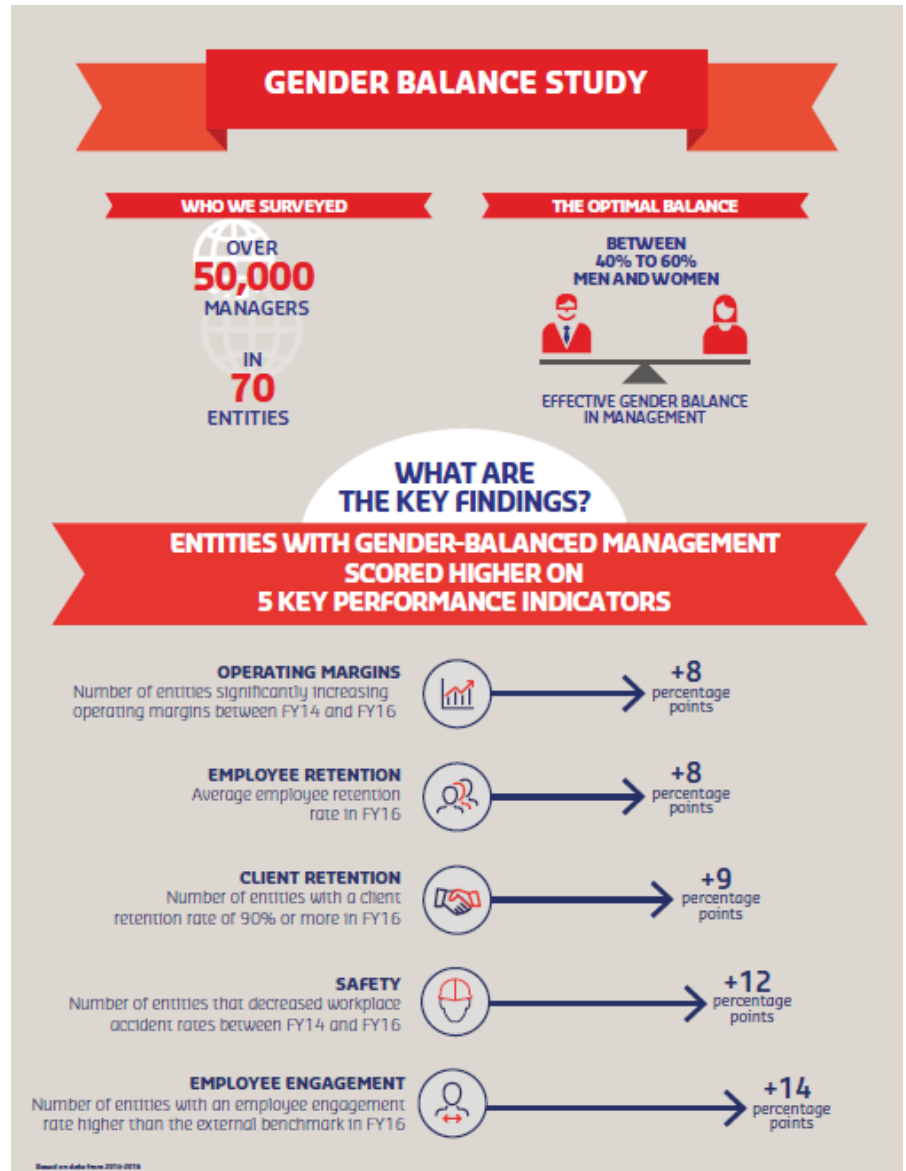
## Gender balance business case

The balance between men and women as a business case remains clear to us at Prestige Nursing + Care. As a large employer in the UK committed to improving quality of life, we remain focused at Sodexo and at Prestige Nursing + Care to disrupting these factors in the attainment of gender equality.

As part of the wider group, Sodexo published fresh global research in March 2018 showing gender balanced management teams (those with a 40-60 per cent ratio of men and women) perform better across a range of financial and non-financial indicators.

This research was shared widely, as well as contributing to external research and hosting events to help organisations better understand the benefits of gender balance, and the challenges around the gender pay gap.

For the fifth straight year in 2018, Sodexo was included in The Times Top 50 Employers for Women. Societal factors continue to be a primary driver of the gender pay gap.



## Our commitment to gender balance

We are committed to diversity and inclusion and have a variety of initiatives and policies in place which aim to ensure equality, fairness and transparency in the workplace. We have put together a gender pay action plan and we will explore ways to address the gender pay gap and improve the overall gender balance.

We seek to encourage better gender balance throughout our organisation through HR processes, family friendly policies and we challenge gender stereotypes through each of these areas. Through all of our talent management activity, we look to promote and track gender balance. Learning and development is a crucial element of our people strategy to support ongoing careers. We are committed to reviewing our total pay and recruitment policies to ensure we bring as much fairness and objectivity as possible as well as conducting exit data analysis. We support ways of working more flexibly, including thinking more creatively about how we design jobs. As a culture, we value diversity and inclusion and these tools will help to embed these behaviours and values across the organisation.

We are addressing the barriers that can make it difficult for women to progress their careers to senior levels as well as addressing the overall gender imbalance experienced at all levels across the care sector. Our senior leadership team today reflects a greater gender balance. Investing in our people and potential is one of our strategic priorities and we are building a diverse environment where people feel valued, are

invested in and can flourish. If we are to grow, we recognise that we need engaged employees performing at their best and the future relies on our people.

## **Gender balance employee network**

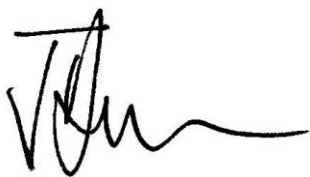
The Sodexo gender balance employee network group, SoTogether UK & Ireland, was founded in 2011 and is made up of men and women who champion gender balance at Sodexo. SoTogether UK & Ireland organises development and networking opportunities for members, such as access to senior leaders and skills workshops with industry experts.

The network runs live and recorded interviews with women and men in senior leadership positions and non-traditional roles. Podcasts and blogs of these interviews are shared with the network's members, the wider group of Sodexo employees and outside the company.

## **Being part of a global organisation**

Prestige Nursing + Care became part of Sodexo on 1 April 2017. Sodexo is a global organisation operating in 80 countries, committed to achieving gender balance across the globe. The diversity of Sodexo's business as a service provider means we can offer employees a wide range of careers. 33 per cent of leadership positions worldwide are held by women with aspirational targets to increase this to 36 per cent by 2020 and 40 per cent by 2025. Gender is a key pillar of Sodexo's sustainability strategy Better Tomorrow 2025.

The data in this document is accurate and in line with Government reporting regulations.

A handwritten signature in black ink, appearing to read 'Jonathan Bruce', with a stylized, flowing script.

Jonathan Bruce  
Managing Director

3 April 2019