

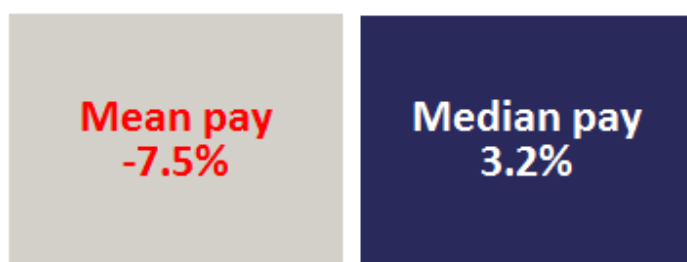
GENDER PAY REPORT 2017

Prestige Nursing Limited is a leading provider of homecare services across England and Scotland. Operating across a branch network, we help and support our clients to live safely and independently at home or away from home.

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.

Under new legislation, employers in the UK with 250 or more employees are required to report gender pay gap information. Our report illustrates the difference between male and female earnings on 5 April 2017. 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.

Mean and Median Gender Pay Gap



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.

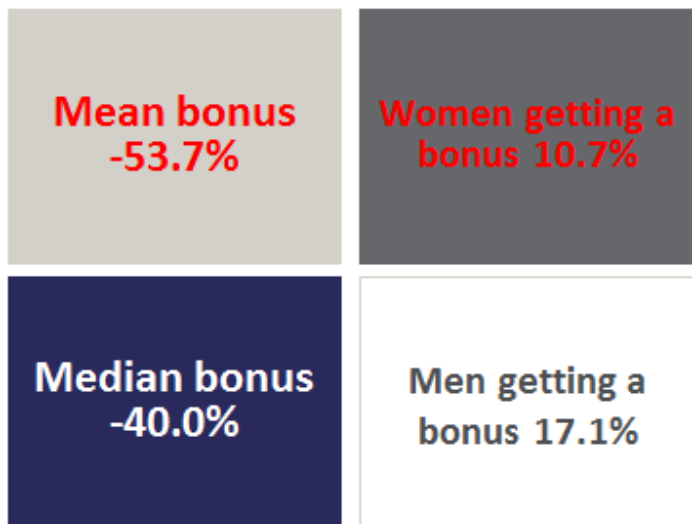
Prestige Nursing + Care is a diverse organisation with a predominantly female workforce, reflective of the care sector in which it operates. As at 5 April 2017, Prestige + Care reported a workforce comprising of 88% females and 12% males. Skills for Care reported the care sector as a whole in 2017 comprised 82% females and 18% males.

Our mean gender pay gap of -7.5% and median pay gap of 3.2% are significantly below the national average gender pay gap of 18.1%.

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. We recognise that there are significantly more women than men in the company overall, hence the negative mean gender pay gap of -7.5%. Women are significantly represented at branch level and in operational management roles, and typically these roles are eligible to participate in a bonus scheme.

The median pay gap of 3.2% is more apparent in the upper quartile which contains the operational management population, senior leadership team and the male managing director of the business. Men 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.

Mean and Median Gender Bonus Gap



The makeup of our workforce significantly affects the gender balance of those eligible to receive a bonus and creates a 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. 88% of the bonuses paid in the reporting period were paid to women, with 12% being paid to men.

The -53.7% mean and -40.0% 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 female 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 17.1% of all men compared to 10.7% of all women. The bonus percentage gap 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 are currently undertaking a review of our company bonus and commission schemes to align them to job role based on defined and measurable targets and objectives linked to the wider business strategy. This will ensure equality, fairness and complete objectivity.

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.

UPPER QUARTILE	Male 14.9%	Female 85.1%	LOWER MIDDLE QUARTILE	Male 9.6%	Female 90.4%
UPPER MIDDLE QUARTILE	Male 12.6%	Female 87.4%	LOWER QUARTILE	Male 8.8%	Female 91.2%

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.

Being part of a global organisation

Prestige 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.



Jonathan Bruce
Managing Director
Prestige Nursing Ltd

3 April 2018