Commitment to fairness in the workplace

Four Seasons Health Care Gender Pay Gap Report 2017
We are committed to equality in employment, recognition and reward. Our pay structure is gender neutral, so that people doing equivalent jobs are paid at equivalent rates. We encourage diversity in our workforce, which mirrors the communities we serve and we are constantly evaluating our systems and processes to ensure that our workplace is free from any form of bias. We aim to provide all of our colleagues with equal opportunities for personal and career development. For instance, we have our apprenticeship scheme, our Care Home Assistant Practitioner programme, our preceptorship programme for new graduate nurses and our nurse academy, mentioned later in this report.

Our annual engagement survey, conducted in September 2017, received responses from nearly 12,000 colleagues representing 84% of our workforce. The findings were encouraging as over 90% of respondents thought that care of people in our homes was a priority and were happy to go the extra mile; around 90% found their job rewarding and were happy in their work; 83% believed that all colleagues were treated fairly and 81% said they were encouraged to develop.

We believe that workplace satisfaction among colleagues contributes to our top line customer satisfaction ratings. These are based upon feedback from residents, their relatives and visiting care professionals and average 97-98% across our care homes.

We are encouraged by these outcomes and will continue to focus on promoting equal opportunity and reward with zero tolerance for any form of discrimination. We have recorded a gender pay gap, albeit one which is below the national average, which is mainly for reasons associated with the profile of our workforce. We have significantly more women than men in our workforce across all pay levels from front-line carers in our homes to senior management. Amongst the relatively smaller number of male employees, a high proportion of them work across our central support functions, in specialist, non-care related roles, that often command a higher rate of pay. However, across the business over three quarters of our top quartile salary earners are women.

Louise Cherry
People Director, Four Seasons Health Care

82% Women represent 82% of our workforce

68% Women represent 68% of our senior managers

50% Women represent 50% of our leadership team

79% Over three quarters of our top quartile salary earners are women

The above data relates to whole company
The government requires that UK employers with 250+ employees report their gender pay gap (GPG). We are providing this information by:

• Colleagues working in our care homes
• Colleagues in central support and management functions
• Specific data on each of the legal entities, each employing over 250 people, which together make up the majority of the Four Seasons Health Care business

This report shows the mean and median GPG, which illustrate different aspects of pay distribution across the organisation. The median is the mid-point hourly pay rate. This is calculated by taking all hourly pay rates, ordering them from lowest to highest, and identifying the middle-most rate. The mean is simply the average hourly pay rate. This is calculated by adding up all hourly pay rates and dividing the total by the number of employees. The median and mean figures are calculated and presented separately for men and women to show up any differences. The mean and median gender bonus gap (GBG) are calculated using the same methodology.

We’re also reporting our pay quartiles split by gender, ranking our employees from lowest to highest paid, then splitting into four equal bands. This report is based on data collated and analysed at the end of the relevant pay period within which the snapshot date of the 5th April 2017 falls.

How we define and measure the gender pay gap

Within Four Seasons Health Care men and women doing the same or similar jobs, or who are working at the same level or value are paid equally. This is our long-standing policy and it is a legal requirement. The gender pay gap is distinct from this. It shows the difference in average pay between women and men, regardless of their role or the level at which they are working.
In our care and nursing homes

This summary overview is derived from data relating to circa 10,000 colleagues working in more than 250 residential care, dementia care and nursing homes. These home-based colleagues typically include but are not limited to: carers, nurses, activities co-ordinators, house-keeping, maintenance, catering teams and administrators.

The homes are operated under a number of different legal entities, although this is simply a legacy of how, in the past, the business developed by a combination of organic growth and by acquisition.

In total 18 of these legal entities have more than 250 employees and are therefore reportable for GPG purposes.

- On a median basis the overall GPG is 0.8%, which is significantly lower than the UK average of 18.1%
- On a mean basis the overall GPG is 0.9%
- 82.7% of the workforce are women

The main reason for the slight gender pay gap is that there are significantly more women than men in carer roles, which on a national basis tend to be lower paid. The proportion of male employees increases from 14.6% in the lowest paid quartile to 18.9% in the upper quartile.

This means that in our care homes c. 80% of colleagues in the upper quartile are female.

Almost all of our colleagues are full time members of our permanent team with contracted hours and the usual sickness, holiday, pension and other entitlements.

There are some exceptions who find it suits their personal circumstances better to join our “bank” of colleagues who work shifts by agreement, covering during absence through sickness or holidays or at times of peak demand. We try to be family friendly and flexible about hours of work as far as we can.

We have a recognition agreement in place with GMB, RCN and UNISON, which ensures that colleagues working within our care homes have a collective voice when it comes to pay related issues.

We want to attract good people to join us and to stay and grow with us. Our learning and development team supports colleagues to enhance their skills and to develop personally whilst advancing their careers.

For example, we have a preceptorship scheme for new graduate nurses and the Four Seasons Nurse Academy, which is a resource for all nurses, providing tailored learning and development whatever their development stage. This includes learning and development for those who want to progress to a home management role.

For experienced Care Assistants, we offer a range of Careership programmes.

These programmes, tailored for Four Seasons, enable our carers to progress their careers with us and are aligned to the Skills for Care apprenticeship standards for Level 2: Adult Care Worker and Level 3: Lead Adult Care Worker.

For those who want to step up to new challenges and to advance, we have the Care Home Assistant Practitioner (CHAP) role, which provides promising Care Assistants with the opportunity to develop their skills to support Registered Nurses. After successful completion of the structured learning programme the CHAPs will undertake routine procedures for which they have been assessed as competent, working under the supervision of a Registered Nurse.

As new standards are authorised for delivery, we also plan to deliver tailored programmes aligned to apprenticeship standards at Level 4: Lead Practitioner in Adult Care and Level 5: Leader in Adult Care.

"Four Seasons has a joint recognition agreement with GMB, Royal College of Nursing and UNISON, based on our shared understanding that high standards of care are best achieved by having good employee relations and a workforce who are well-trained and motivated. These things require that colleagues are able to see there is a commitment to fairness and equality of opportunity," GMB, RCN, UNISON
In our central support services

This summary is based on data for approximately 1020 colleagues who are assigned to Four Seasons Health Care Group Limited. They comprise largely of Home Managers, Regional Managers, members of various teams such as finance, insurance, estates management, legal, marketing, HR, quality assurance etc.

- On a mean basis the overall GPG is 9%
- On a median basis the overall GPG is 17.1% which is slightly lower than the UK average at 18.1%
- Employees across Four Seasons Health Care Group Limited are predominantly female, making up just over 78% of the workforce

The main cause of the GPG is that there are more women than men across all roles but with an increase in the number of men as you move up through the pay quartiles. The proportion of male employees increases from 14.2% in the lowest paid quartile to 23.9% in the upper quartile. This means that c. 76% of those in the upper quartile are women.

Overall a higher proportion of female employees than male employees received a bonus. Among female employees 40.4% received a bonus versus 31.4% of male employees. On a median basis the GBG is -3.8%, with the minus meaning the gap is in favour of women.

The fact that among the smaller overall number of male employees a higher proportion of them are in higher paid roles, means that male employees received higher bonuses on average and so the GBG on a mean basis is 14.1%. However, there is no gender difference in bonus payments when expressed as a proportion of salary.

In our central support services...
<table>
<thead>
<tr>
<th>Company</th>
<th>Mean GPG</th>
<th>Median GPG</th>
<th>Mean GBG</th>
<th>Median GBG</th>
<th>Mean GPG</th>
<th>Median GPG</th>
<th>% of Males Receiving a Bonus</th>
<th>% of Females Receiving a Bonus</th>
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</thead>
<tbody>
<tr>
<td>Four Seasons (No 7) Limited</td>
<td>-1.6%</td>
<td>0.7%</td>
<td>Males</td>
<td>14.7%</td>
<td>Misses</td>
<td>20.3%</td>
<td>79.7%</td>
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<td>1.8%</td>
<td>Males</td>
<td>13.7%</td>
<td>Females</td>
<td>14.5%</td>
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<td>0.0%</td>
<td>Males</td>
<td>10.3%</td>
<td>Females</td>
<td>11.4%</td>
<td>88.6%</td>
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<td>Males</td>
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<td>8.6%</td>
<td>Males</td>
<td>8.1%</td>
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<td>91.9%</td>
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<td>Males</td>
<td>15.7%</td>
<td>Females</td>
<td>22.5%</td>
<td>77.5%</td>
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</tr>
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<td>3.5%</td>
<td>Males</td>
<td>7.1%</td>
<td>Females</td>
<td>10.1%</td>
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<td>FSHC (England) Limited</td>
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<td>Males</td>
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<td>Females</td>
<td>13.4%</td>
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<td>Females</td>
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<td>Males</td>
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<td>Males</td>
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<td>Females</td>
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<td>Males</td>
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<td>Females</td>
<td>11.5%</td>
<td>88.5%</td>
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<td>Males</td>
<td>15.8%</td>
<td>Females</td>
<td>17.5%</td>
<td>82.5%</td>
<td>N/A</td>
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<tr>
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<td>15.8%</td>
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<td>Males</td>
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<td>Females</td>
<td>14.6%</td>
<td>85.4%</td>
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<td>Tammilie Limited</td>
<td>-0.7%</td>
<td>0.0%</td>
<td>Males</td>
<td>20.8%</td>
<td>Females</td>
<td>23.6%</td>
<td>76.4%</td>
<td>N/A</td>
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<tr>
<td>Tamulst Care Limited</td>
<td>-2.6%</td>
<td>0.0%</td>
<td>Males</td>
<td>18.1%</td>
<td>Females</td>
<td>23.8%</td>
<td>76.2%</td>
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<tr>
<td>Four Seasons Health Care Group Ltd</td>
<td>9.0%</td>
<td>17.1%</td>
<td>Males</td>
<td>14.2%</td>
<td>Females</td>
<td>24.0%</td>
<td>76.0%</td>
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</tr>
</tbody>
</table>

*A minus figure indicates a gender pay gap that favours women*