

Commitment to fairness in the workplace

**Four Seasons Health Care
Gender Pay Gap
Report 2018**



Four Seasons
HEALTH CARE

Commitment to fairness

As a health and social care provider caring for over 11,000 older and vulnerable adults, we consistently strive to bring happiness to the people who live with us. We never forget that what we do is important and how this relies on each and every one of our colleagues being well trained, motivated and happy in their jobs.

This is why colleagues are invited to provide feedback throughout the year, giving us the opportunity to share best practice, celebrate successes and address any concerns as they arise. In 2018 colleagues completed over 83,000 responses to our continuous online surveys. Of those colleagues that responded 86% said that they felt part of a team, 87% said that they had the knowledge and skills required to do the job and 82% said that they planned to continue their career at Four Seasons Health Care.

As an organisation, we are immensely proud of the dedication and commitment that our colleagues show every day and of the difference that they make to the lives of our residents. However, we also recognise the need to provide them with opportunities for growth and progression, through recognised career pathways and development opportunities. Over the last twelve months, we have continued to develop our existing apprenticeship scheme and are now working with universities to launch programmes at degree level. This includes a development pathway enabling our care assistants to progress their career with us and become a registered nurse over a 5 year period.

We are committed to equality of opportunity and continue to strive to improve diversity and inclusion across the organisation. We therefore welcome the statutory

requirement to report our gender pay gap as it provides powerful insights into the makeup of our workforce and guidance on where we need to further focus our efforts. This year we have reported on 22 legal entities and, for complete transparency, have published our overall gender pay gap figure for those entities. The overall median gender pay gap for all 22 reportable entities is 0.5%, 17.4% below a national average of 17.9%.

Whilst we are encouraged by these findings, it is notable that our workforce is made up predominantly of women. We therefore recognise the need for further diversification, ensuring that the opportunity to build a satisfying and rewarding career at Four Seasons Health Care is accessible to all. The underlying values and behaviours that we seek are not gender specific and we have fantastic role models across all areas of the business, both men and women of varying ages. We will continue therefore to review the way in which we write our job descriptions, source our candidates and develop our valued colleagues, building a diverse workforce that reflects the needs of our residents.

Louise Cherry

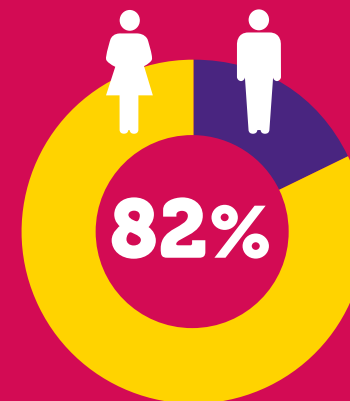
Louise Cherry
People Director, Four Seasons Health Care

1.6%

Mean GPG

0.5%

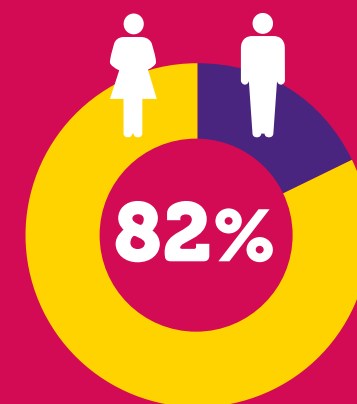
Median GPG



women as a % of our workforce



women as a % of leadership team



women as a % of upper quartile salary earners

Our statutory reporting

	Mean GPG	Median GPG	Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile		Proportion of Females Receiving a Bonus	Proportion of Men Receiving a Bonus	Mean GBG	Median GBG
			Males	Females	Males	Females	Males	Females	Males	Females				
Four Seasons (Barnford) Limited	-0.4%	0.0%	15.2%	84.8%	14.7%	85.3%	16.5%	83.5%	13.3%	86.7%	N/A	N/A	N/A	N/A
Four Seasons (Evedale) Limited	-9.4%	-5.9%	19.6%	80.4%	11.8%	88.2%	15.7%	84.3%	7.7%	92.3%	N/A	N/A	N/A	N/A
Four Seasons (No 10) Limited	-2.9%	6.0%	16.1%	83.9%	16.1%	83.9%	33.3%	66.7%	17.5%	82.5%	N/A	N/A	N/A	N/A
Four Seasons (No 11) Limited	3.9%	0.0%	10.2%	89.8%	16.7%	83.3%	13.3%	86.7%	15.0%	85.0%	N/A	N/A	N/A	N/A
Four Seasons (No 9) Limited	13.2%	5.1%	6.1%	93.9%	32.4%	67.6%	11.8%	88.2%	32.4%	67.6%	N/A	N/A	N/A	N/A
Four Seasons 2000 Limited	1.2%	3.5%	8.8%	91.2%	15.7%	84.3%	12.6%	87.4%	14.6%	85.4%	N/A	N/A	N/A	N/A
Four Seasons Health Care (England) Limited	3.1%	1.9%	14.3%	85.7%	10.4%	89.6%	11.5%	88.5%	17.9%	82.1%	N/A	N/A	N/A	N/A
Four Seasons Health Care (Northern Ireland) Limited	-8.8%	-3.6%	28.7%	71.3%	28.5%	71.5%	27.1%	72.9%	19.4%	80.6%	N/A	N/A	N/A	N/A
Four Seasons Health Care (Scotland) Limited	-9.7%	-7.9%	19.4%	80.6%	24.2%	75.8%	16.1%	83.9%	11.1%	88.9%	N/A	N/A	N/A	N/A
Four Seasons Homes No 4 Limited	-2.6%	-2.1%	18.7%	81.3%	14.8%	85.2%	13.0%	87.0%	17.4%	82.6%	N/A	N/A	N/A	N/A
Grandcross Limited	-16.9%	-1.6%	14.3%	85.7%	22.2%	77.8%	16.7%	83.3%	5.6%	94.4%	N/A	N/A	N/A	N/A
Invine Care Limited	-15.0%	-8.0%	17.1%	82.9%	26.2%	73.8%	16.7%	83.3%	7.1%	92.9%	N/A	N/A	N/A	N/A
Laudcare Limited	12.3%	9.2%	10.0%	90.0%	11.8%	88.2%	27.5%	72.5%	17.3%	82.7%	N/A	N/A	N/A	N/A
Ringdane Limited	-4.8%	-2.6%	12.9%	87.1%	17.7%	82.3%	11.3%	88.7%	17.5%	82.5%	N/A	N/A	N/A	N/A
Tamaris (RAM) Limited	0.8%	-1.4%	14.0%	86.0%	13.7%	86.3%	13.7%	86.3%	11.5%	88.5%	N/A	N/A	N/A	N/A
Tamaris (Scotland) Limited	-7.7%	-10.6%	36.1%	63.9%	29.7%	70.3%	18.9%	81.1%	18.4%	81.6%	N/A	N/A	N/A	N/A
Tamaris (South East) Limited	-4.7%	0.4%	18.9%	81.1%	18.4%	81.6%	23.7%	76.3%	15.4%	84.6%	N/A	N/A	N/A	N/A
Tamaris Healthcare (England) Limited	1.5%	0.7%	17.7%	82.3%	10.5%	89.5%	12.7%	87.3%	16.5%	83.5%	N/A	N/A	N/A	N/A
Tammiltec Limited	-12.1%	-2.4%	30.9%	69.1%	23.6%	76.4%	28.6%	71.4%	16.1%	83.9%	N/A	N/A	N/A	N/A
Tamulst Care Limited	-7.9%	-2.5%	23.8%	76.2%	28.6%	71.4%	23.7%	76.3%	19.5%	80.5%	N/A	N/A	N/A	N/A
Four Seasons Health Care (Central Services) Limited	-5.2%	-10.0%	52.0%	48.0%	29.0%	71.0%	37.0%	63.0%	31.0%	69.0%	26.9%	21.8%	-2.8%	-41.0%
Four Seasons Health Care Group Limited	18.0%	50.7%	4.0%	96.0%	8.0%	92.0%	13.0%	87.0%	13.0%	87.0%	37.6%	45.7%	-31%	-39.5%
All Reportable Entities	1.6%	0.5%	18.0%	82.0%	17.0%	83.0%	18.0%	82.0%	18.0%	82.0%	N/A	N/A	N/A	N/A



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