



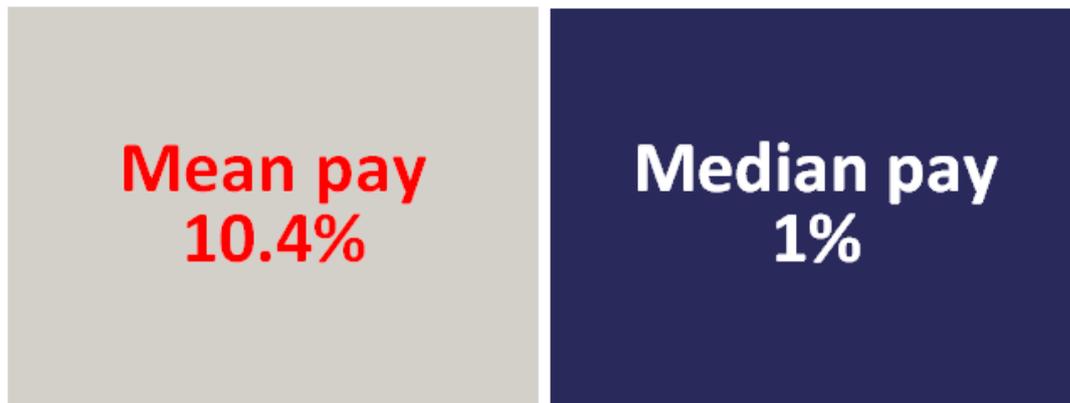
GENDER PAY REPORT 2018

Elite Care as part of Prestige Nursing Group is a leading provider of homecare services across 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 250 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.

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 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.

Our overall gender pay gap - 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.

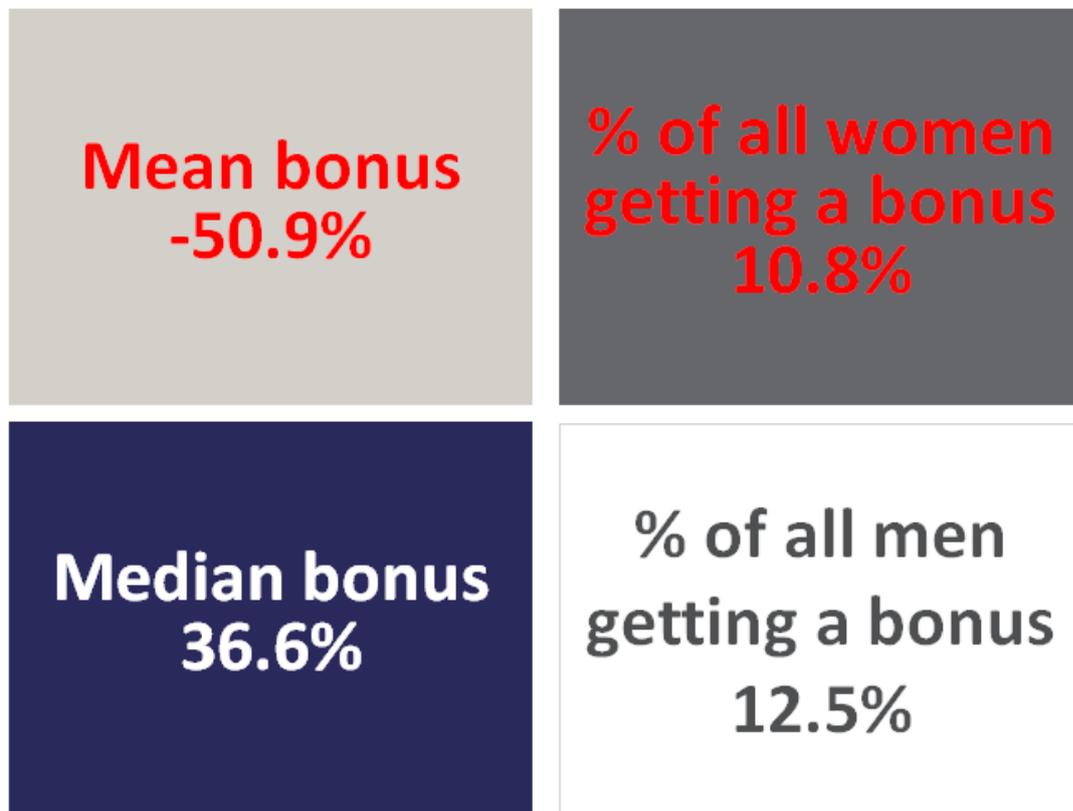
Elite Care is a diverse organisation with a predominantly female workforce, reflective of the care sector in which it operates. As at 5 April 2018, Elite Care reported a workforce comprising of 96% females and 4% males. The Office of National Statistics reported the care sector as a whole in 2018 comprised 82% females and 18% males.

Our mean gender pay gap of 10.4% and median pay gap of 1% 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).



At Elite 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. Women are significantly represented at branch level and in operational management roles, and typically these roles are eligible to participate in a bonus scheme.

Our overall gender pay gap - 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 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. 96% of the bonuses paid in the reporting period were paid to women, with 4% being paid to men.

The -50.9% mean and 36.6% median bonus gap reflects that there were more women paid bonuses on average than their male counterparts, however this was due in the main to female counterparts holding varying roles within the business and low level recognition values being paid in the reporting period. Bonuses were mostly paid to branch managerial and sales 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 12.5% of all men compared to 10.8% of all women. The bonus percentage gap arises because of the number of males employed is significantly lower than the number of females employed, creating a disproportionate result.

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.

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|------------------------------|--------------|-----------------|------------------------------|--------------|-----------------|
| UPPER QUARTILE | Male 5.2% | Female 94.8% | LOWER MIDDLE QUARTILE | Male 1.7% | Female 98.3% |
| UPPER MIDDLE QUARTILE | Male 1.7% | Female 98.3% | LOWER QUARTILE | Male 5.3% | Female 94.7% |

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

Elite 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.



Jonathan Bruce
Managing Director

3 April 2019