

Gender Pay Gap Reporting

The Cygnet Group of Companies

At **Cygnet Health Care** we welcome the annual requirement to publish data around our gender pay gap. This gives us an opportunity to show our commitment to identifying and reducing any existing gender pay gaps, as well as narrate the procedures and policies we have in place to ensure fair and equal pay across the roles within our organisation.

Following the acquisition of the Cambian Health Care's Adult services division in December 2016, we have been working on merging the business' with the existing Cygnet Health Care Companies, a task that will be on-going for the foreseeable future.

The gender pay gap does not mean we pay employees differently based on gender, Cygnet Health Care is committed to the principles of the Equal Pay, which has been legislation since the 1970's. We recognise that there are limitations to the calculations but will continue to use these as a guide to direct our focus on any possible differentials. This supporting statement applies to the following legal entities we are required to report on as follows;

Cygnet Health Care Limit
Cygnet NW Limited
CAS Behavioural Health Limited
CAS Learning Disabilities Limited
CAS Care Services Limited
ISAND Limited

To continue our commitment to ensuring fair and equal pay we are considering how we can facilitate a reduction in any existing gender pay gaps. We are already utilising formal and transparent pay scales for a large portion of our work force, these ensure that remuneration is based on performance and skill set, regardless of gender.

We continue to perform benchmarking exercises across functions that have no recognised pay scales to continue to meet our commitments to fair and equal pay. We already have an impressive culture of training and development of our staff to enable their progression within the Company but we know we can do even more. We pledge to;

- **Examine if flexible and/or part time working can be an option for our work force. Where this opportunity is possible we will actively promote it**
- **Ensure our recruitment process is accessible by all members of society and any shortlisting is based on competency, regardless of gender**
- **Create a culture where the best candidates are employed and/or promoted, no matter their gender**

Due to the nature of our business, our workforce at the snapshot date was approximately 65% female. We recognise the need to balance work and family life and it is our aim to make our policies as family friendly as possible. This already includes enhanced Maternity Pay, flexible shift patterns for our nursing staff, free Health Cash plan cover for children, free life assurance and the opportunity to receive Childcare vouchers via Salary sacrifice, as well as buy more holiday.

Of course, our benefits are open to all and we will continue to review them to ensure they are attractive and representative of our intention to be a leading Employer within the Health Care sector.

Cygnnet Health Care Limited

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| Mean Gender Pay Gap | 17.1% |
| Median Gender Pay Gap | 7.8% |
| Mean Bonus Gender Pay Gap | 58.3% |
| Median Bonus Gender Pay Gap | 0.0% |
| Proportion of Relevant Male EEs Receiving a Bonus payment | 71.2% |
| Proportion of Relevant Female EEs Receiving a Bonus payment | 66.8% |
| % of Males in Quartile 1 | 27.5% |
| % of Females in Quartile 1 | 72.5% |
| % of Males in Quartile 2 | 35.0% |
| % of Females in Quartile 2 | 65.0% |
| % of Males in Quartile 3 | 33.1% |
| % of Females in Quartile 3 | 66.9% |
| % of Males in Quartile 4 | 41.2% |
| % of Females in Quartile 4 | 58.8% |

Our Mean Gender Pay Gap at the snapshot date has been impacted by some of the movement of senior staff members as we look to merge parts of our business. At the calculation date, the Cygnnet Health Care Ltd Senior Management Team was 29% female, by March 2018 this had risen to 44%. The same comment applies to the calculation of the Mean Bonus Gender Pay Gap.

When the Senior Management group are excluded from the calculation, in light of the movement between segments of the business as mentioned above, the Mean Gender Pay Gap reduces to 8.9%.

We feel that the data relating to the % of males and females in each quartile band clearly shows a true reflection of the distribution of Salaries amongst men and women in our work force; we have similar percentages throughout the quartile bands. This data reinforces our aim to ensure that our roles, at all pay levels, are open to all.

Cygnnet NW Limited

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| Mean Gender Pay Gap | 5.9% |
| Median Gender Pay Gap | 0.8% |
| Mean Bonus Gender Pay Gap | -151.0% |
| Median Bonus Gender Pay Gap | -16.0% |
| Proportion of Relevant Male EEs Receiving a Bonus payment | 1.6% |
| Proportion of Relevant Female EEs Receiving a Bonus payment | 1.1% |
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| % of Males in Quartile 1 | 35.5% |
| % of Females in Quartile 1 | 64.5% |
| % of Males in Quartile 2 | 32.5% |
| % of Females in Quartile 2 | 67.5% |
| % of Males in Quartile 3 | 39.5% |
| % of Females in Quartile 3 | 60.5% |
| % of Males in Quartile 4 | 34.0% |
| % of Females in Quartile 4 | 66.0% |

We are pleased to report a Mean Gender Pay Gap below the national Average and a Median Gender Pay Gap of just 0.8%.

At the snapshot date we had more female workers in roles that attracted a bonus payment, which had led to the negative Bonus Gender Pay Gaps. As seen in Cygnnet Health Care Limited, a consistent proportion of female workers are present across all four quartile bands.

CAS Behavioural Health Limited

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| Mean Gender Pay Gap | 12.3% |
| Median Gender Pay Gap | 0.9% |
| Mean Bonus Gender Pay Gap | -31.6% |
| Median Bonus Gender Pay Gap | -497.6% |
| Proportion of Relevant Male EEs Receiving a Bonus payment | 2.6% |
| Proportion of Relevant Female EEs Receiving a Bonus payment | 1.0% |
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| % of Males in Quartile 1 | 31.1% |
| % of Females in Quartile 1 | 68.9% |
| % of Males in Quartile 2 | 31.7% |
| % of Females in Quartile 2 | 68.3% |
| % of Males in Quartile 3 | 31.9% |
| % of Females in Quartile 3 | 68.1% |
| % of Males in Quartile 4 | 31.9% |
| % of Females in Quartile 4 | 68.1% |

CAS Learning Disabilities Midlands Limited

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| Mean Gender Pay Gap | 13.3% |
| Median Gender Pay Gap | 0.6% |
| Mean Bonus Gender Pay Gap | 28.2% |
| Median Bonus Gender Pay Gap | 0.0% |
| Proportion of Relevant Male EEs Receiving a Bonus payment | 0.5% |
| Proportion of Relevant Female EEs Receiving a Bonus payment | 0.6% |
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| % of Males in Quartile 1 | 25.1% |
| % of Females in Quartile 1 | 74.9% |
| % of Males in Quartile 2 | 30.4% |
| % of Females in Quartile 2 | 69.6% |
| % of Males in Quartile 3 | 32.2% |
| % of Females in Quartile 3 | 67.8% |
| % of Males in Quartile 4 | 28.3% |
| % of Females in Quartile 4 | 71.7% |

CAS Learning Disabilities Limited

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|---|-------|
| Mean Gender Pay Gap | -1.9% |
| Median Gender Pay Gap | -0.1% |
| Mean Bonus Gender Pay Gap | 0.0% |
| Median Bonus Gender Pay Gap | 0.0% |
| Proportion of Relevant Male EEs Receiving a Bonus payment | 0.0% |
| Proportion of Relevant Female EEs Receiving a Bonus payment | 0.7% |
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| % of Males in Quartile 1 | 51.7% |
| % of Females in Quartile 1 | 48.3% |
| % of Males in Quartile 2 | 43.3% |
| % of Females in Quartile 2 | 56.7% |
| % of Males in Quartile 3 | 45.0% |
| % of Females in Quartile 3 | 55.0% |
| % of Males in Quartile 4 | 34.4% |
| % of Females in Quartile 4 | 65.6% |

CAS Care Services Limited

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| Mean Gender Pay Gap | -1.8% |
| Median Gender Pay Gap | 0.9% |
| Mean Bonus Gender Pay Gap | 0.0% |
| Median Bonus Gender Pay Gap | 0.0% |
| Proportion of Relevant Male EEs Receiving a Bonus payment | 0.0% |
| Proportion of Relevant Female EEs Receiving a Bonus payment | 0.0% |
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| % of Males in Quartile 1 | 40.0% |
| % of Females in Quartile 1 | 60.0% |
| % of Males in Quartile 2 | 43.0% |
| % of Females in Quartile 2 | 57.0% |
| % of Males in Quartile 3 | 44.0% |
| % of Females in Quartile 3 | 56.0% |
| % of Males in Quartile 4 | 42.2% |
| % of Females in Quartile 4 | 57.8% |

ISAND Ltd

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| Mean Gender Pay Gap | -8.7% |
| Median Gender Pay Gap | 0.0% |
| Mean Bonus Gender Pay Gap | 34.9% |
| Median Bonus Gender Pay Gap | 49.2% |
| Proportion of Relevant Male EEs Receiving a Bonus payment | 1.1% |
| Proportion of Relevant Female EEs Receiving a Bonus payment | 4.6% |
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| % of Males in Quartile 1 | 37.3% |
| % of Females in Quartile 1 | 62.7% |
| % of Males in Quartile 2 | 34.3% |
| % of Females in Quartile 2 | 65.7% |
| % of Males in Quartile 3 | 32.8% |
| % of Females in Quartile 3 | 67.2% |
| % of Males in Quartile 4 | 27.5% |
| % of Females in Quartile 4 | 72.5% |

In CAS Behavioural Health Limited and CAS Learning Disabilities Midlands Limited the central support function roles reside. As more of these roles are occupied by males compared to the proportion within our nursing function, this directly impacts the Mean and Median Gender Pay Gap.

In CAS Learning Disabilities Limited there were no bonus' payable to men, this has made the calculation of the Mean and Median Bonus Gender Pay Gaps impossible to calculate. Across all of the CAS entities, the low Median Gender Pay Gap is reflective of the commitment to ensuring that our workers are paid a Salary in line with a recognised pay scale. Again, the proportion of males and females across the quartile bands is similar throughout the pay ranges.

