

# Sunrise Senior Living UK and Gracewell Healthcare



## Gender Pay Gap Report 2017



# Introduction



Sunrise and Gracewell are proud of its founding beliefs and mission to champion quality of life for all seniors, living principles of diversity, respect, inclusion, passion and dignity. We embrace our differences, knowing that they make us stronger and reflect on truly delivering outstanding personalised centred care for all seniors.

We see sharing openly our Gender Pay Gap Report, as an integral step in having more meaningful conversations with our team members about equality, diversity and inclusion. We believe in career opportunities for everyone regardless of gender, enabling people to reach their unique potential and our business to perform better.

We are encouraged that our gender pay gap is smaller than the UK average of 18.1%. We seek to embrace flexibility including part-time work, career pathway development, vocational opportunities and qualifications, without compromising life outside work, whether that be for family, personal interests, or other reasons.

Gender Pay Gap Reporting gives us an opportunity to further drive our focus on assuring an inclusive and diverse culture. We are committed to developing a deeper understanding and where appropriate, defining and implementing action to help us make positive changes.

I confirm that the information and data reported is accurate as of the snapshot date 5<sup>th</sup> April 2017

A handwritten signature in black ink that reads "Natalie-Jane Macdonald".

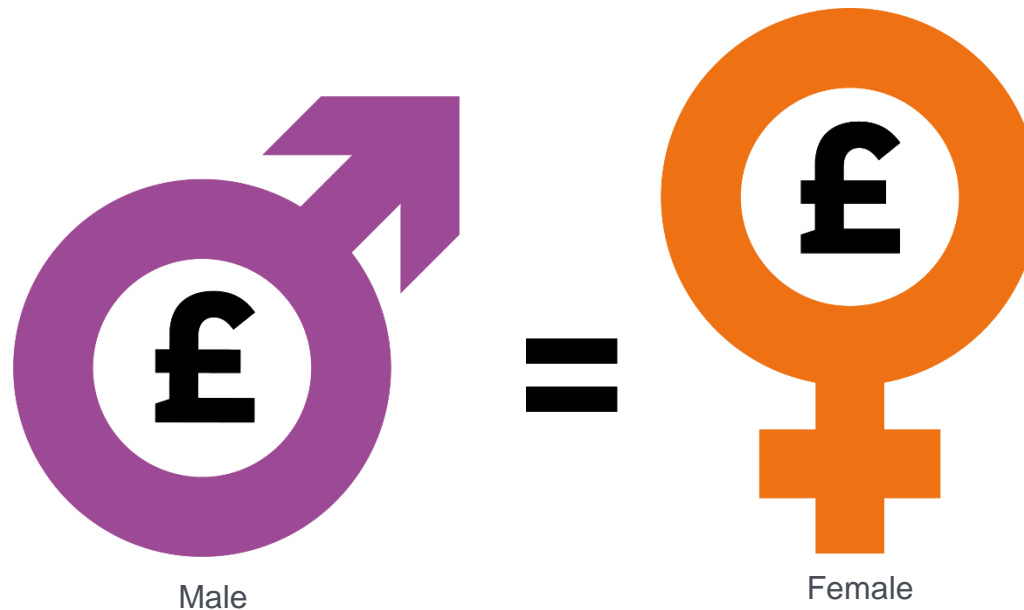
Dr. Natalie-Jane Macdonald, CEO UK

# What is the gender pay gap?

The gender pay gap shows the difference between the average earnings of men and women, regardless of the nature of their work – across an entire organisation, business sector, industry or the economy as a whole. It can be driven by the different number of men and women across all roles.

It is different from an equal pay comparison, which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent work.

## Equal pay comparison



# Understanding the gender pay gap

## How are the median and mean gaps calculated?

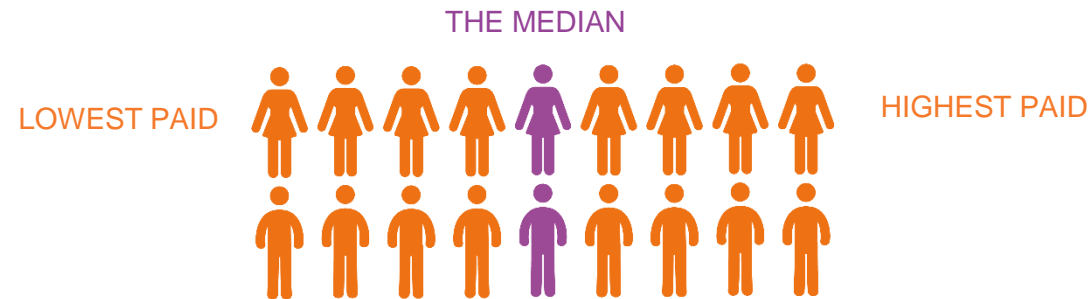
Using the calculations set out in the gender pay gap reporting regulations, we have taken pay data from both Sunrise UK and Gracewell Healthcare companies, a total of 4402 team members. This data includes many different roles that bring of variety of rates of pay.

If all company team members were lined up in a female line and a male line, in order of pay from highest to lowest, the median gender pay gap compares the pay of the female in the middle of their line and pay of the middle man.

Because different jobs pay differently and the number of men and women performing these jobs varies, a gender pay gap exists.

The mean gender pay gap shows the difference in the average hourly rate of between men and women in a company.

This is different from 'equal pay', which is the difference in pay between men and women who carry out the same or similar jobs.



## How are the pay quartiles calculated?

In the report we also share the percentage of men and women in each pay quartile. Quartiles are calculated by listing the rates of pay for each team member across the business from lowest to highest, before splitting that list in to four equal-sized groups and calculating the percentage of males and females in each.

## What's included in our calculations?

Calculations of mean and median pay and of quartile pay bands are based on data from April 2017 only, including ordinary pay and bonus pay.

Ordinary pay is not limited to basic pay, but also includes other types of pay such as pay for leave and shift premium pay. It doesn't include pay for overtime, pay relating to redundancy/termination of employment, pay in lieu of leave or the value of benefits which are not in the form of money.

Bonus pay includes any additional pay relating to productivity or performance, when in the form of money or vouchers. In our case, the vast majority of bonus pay is in the form of the annual bonus plan for key roles within the organisation. Calculations of mean and median bonus pay use bonus pay from the twelve months ending on 5<sup>th</sup> April 2017.

# Our results

This summary is based on data for approximately 4,402 team members across Sunrise UK and Gracewell Healthcare. On a median basis, the overall gender pay gap (as at April 2017) is 11.9% which is lower than the UK national average of 18.1%. On a mean basis it is 9.1%. Our Company's workforce is predominately female at 83%. The main cause of the overall gender pay gap is that there are more female than male team members in key roles of Direct Care at 61%.

**Within Direct Care the gender pay gap is 0.6%**

## Difference between male and female pay

Median Pay Gap

**11.9%**

Mean Pay Gap

**9.1%**

UK National Average 18.1%

## Difference between male and female bonuses

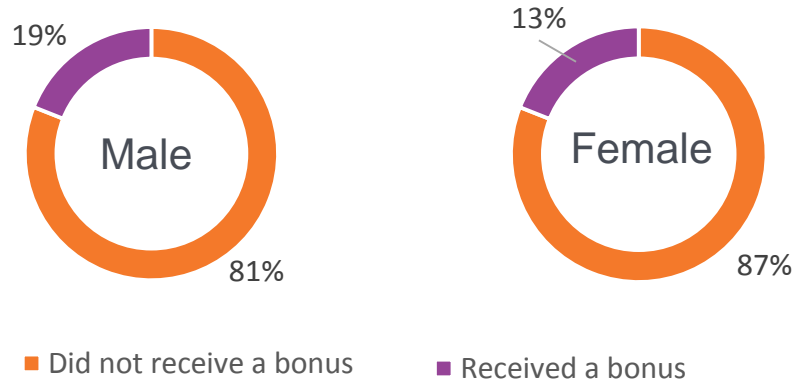
Median Pay Gap

**19.2%**

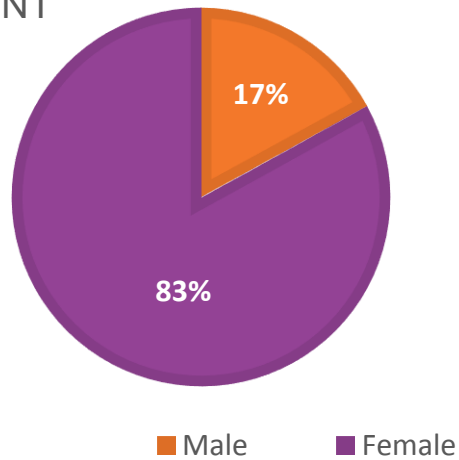
Mean Pay Gap

**1.9%**

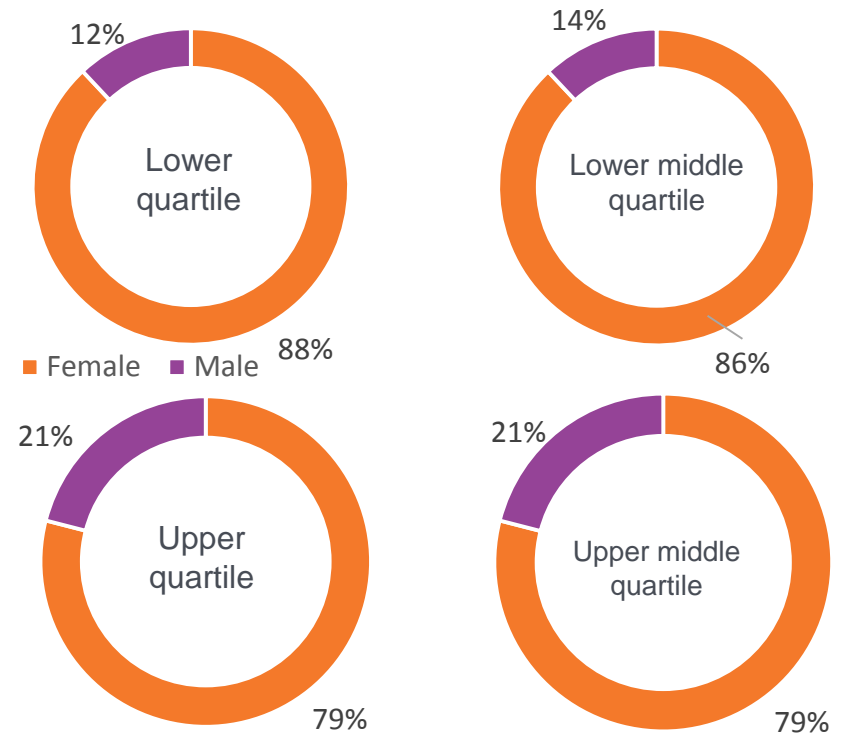
### Proportion of males and females receiving a bonus



### OVERALL HEADCOUNT



### Pay Quartiles



# Overall Sunrise Senior Living UK & Gracewell Healthcare Limited 2017 Gender Pay Gap Report

## Group UK Company

	Hourly rate of pay		
	Male (£)	Female (£)	Difference (%)
Mean	13.51	12.29	9.1
Median	11.74	10.32	11.9

	Bonus pay for 12 months		
	Male (£)	Female (£)	Difference (%)
Mean	4,483.77	4,398.00	1.9
Median	2,120.02	1,714.08	19.2

Quartile	Employees by quartile pay bands			
	Number of males	Number of females	Proportion of males in quartile (%)	Proportion of females in quartile (%)
Upper	236	865	21.4	78.6
Upper middle	227	873	20.6	79.4
Lower middle	159	942	14.4	85.6
Lower	137	963	12.5	87.5

Gender	Employees who received bonus pay		
	Total number of employees	Number of received bonus pay	Proportion of total (%)
Male	759	146	19.2
Female	3,643	460	12.6

## Overall Sunrise Senior Living UK & Gracewell Healthcare Limited 2017 Gender Pay Gap Report

### Gracewell Healthcare 1 Ltd

Hourly rate of pay			
	Male (£)	Female (£)	Difference (%)
Mean	12.43	11.39	8.4
Median	10.52	9.26	12.0

Bonus pay for 12 months			
	Male (£)	Female (£)	Difference (%)
Mean	308.33	2,460.10	-697.9
Median	250.00	250.00	0.0

Employees by quartile pay bands				
Quartile	Number of males	Number of females	Proportion of males in quartile (%)	Proportion of females in quartile (%)
Upper	30	105	22.2	77.8
Upper middle	20	115	14.8	85.2
Lower middle	12	123	8.9	91.1
Lower	20	115	14.8	85.2

Employees who received bonus pay			
Gender	Total number of employees	Number of received bonus pay	Proportion of total (%)
Male	82	6	7.3
Female	458	42	9.2



## Overall Sunrise Senior Living UK & Gracewell Healthcare Limited 2017 Gender Pay Gap Report

### Gracewell Healthcare 3 Ltd

Hourly rate of pay			
	Male (£)	Female (£)	Difference (%)
Mean	11.75	12.08	-2.7
Median	10.33	10.03	2.9

Bonus pay for 12 months			
	Male (£)	Female (£)	Difference (%)
Mean	852.00	8,542.79	-902.7
Median	550.00	8,753.00	-1491.5

Employees by quartile pay bands				
Quartile	Number of males	Number of females	Proportion of males in quartile (%)	Proportion of females in quartile (%)
Upper	18	92	16.4	83.6
Upper middle	21	88	19.3	80.7
Lower middle	18	91	16.5	83.5
Lower	17	92	15.6	84.4

Employees who received bonus pay			
Gender	Total number of employees	Number of received bonus pay	Proportion of total (%)
Male	74	6	8.1
Female	363	14	3.9

# Our promise to you

GREAT CARE  
Starts With  
GREAT  
PEOPLE

## Make a difference every day



At Sunrise and Gracewell, we are passionate about our mission – to champion quality of life for all seniors

We believe real happiness and joy come from serving others

We take pride in delivering high quality care with a personal touch

## In a uniquely supportive community



“Community” has a special meaning at Sunrise and Gracewell. The care-focused environment we create for residents extends to our team members

Our team members’ health and wellbeing is important to us. We offer a variety of programmes, rewards and benefits to help you

We are a close-knit team. We support and encourage one another and celebrate our successes

## And ignite your potential



At Sunrise and Gracewell we believe potential has no limits

Team members are our greatest resource and we are committed to helping each team member to grow, both personally and professionally

We provide a wide range of learning opportunities to help team members perform their best in their current roles and offer best-in-class leadership development programmes designed to grow our future leaders

