

Gender Pay Gap 2017

About HICA

HICA Group are a 'Not for Profit' organisation providing a range of care services to older people and people with learning difficulties including residential and nursing care, domiciliary homecare, assisted living, and extra care schemes in partnership with local social landlords and local authorities.

Whilst the HICA Group operates across Yorkshire, Lincolnshire and Lancashire regions our business is separated into two entities: Humberside Independent Care Association (HICA) and Oakbridge Retirement Village Ltd. This Gender Pay analysis represents HICA.

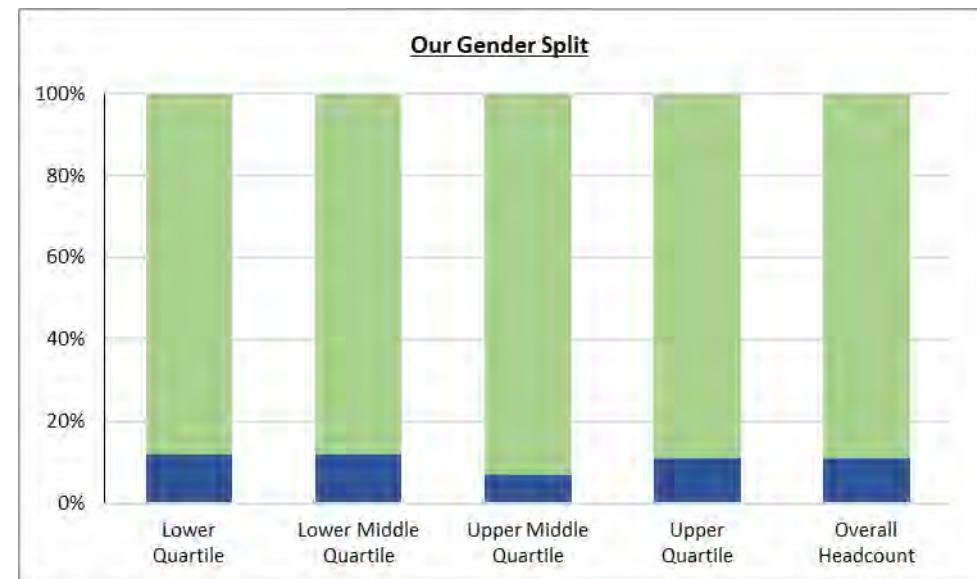
UK employers are required to report their gender pay gap on an annual basis from 2017. The key measures include the mean and median pay and bonus gaps between men and women, the proportion of men and women receiving bonus, the proportion of men and women in the business overall and per quartile. When an employer has a positive mean or median (averages) this shows men on average receive a higher hourly rate; a negative percentage shows women on average receive a higher hourly rate.

Our Gender Pay Gap Results

According to the Office of National Statistics, the UK National average Pay Gap is 18.1%. HICA has a Pay Gap of -11.8% and our analysis shows us:

- As typical within the care sector we have strong female representation throughout our workforce; from our Care Workers through to our Senior Management Team.
- Our pay structure for core roles in our lower bands is gender neutral: men and women in the same roles earn the same hourly rate. Given the high proportion of operational / fee-earning roles within our business with colleagues on the same hourly rate, our Median Pay Gap is therefore 0%.
- Within our management team, whilst some colleagues may have equal job titles, their levels of responsibility may not equate due to the size and complexity of our different services therefore pay rates will vary but are based on responsibility and experience rather than any personal characteristic.
- *HICA's reward strategies do not include the payment of bonus at any level therefore our Bonus Pay Gap is 0%.

Our Mean Pay Gap	Our Median Pay Gap	Our Mean Bonus Gap	Our Median Bonus Gap
-11.8%	0%	0%*	0%*



What's next for HICA?

Over time we would like to encourage more men into the care sector and into HICA and we will be looking at our candidate attraction strategies to help potential candidates make see the rewards of working in care and the progression opportunities available.

I can confirm that the information and data reported is accurate as of the snapshot date of 5 April 2017.

Penni Brown

Chief Executive Officer