

Gender Pay Gap Report 2022

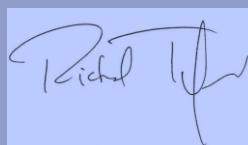
The Gender Pay Report is collated annually and is used by Horder Healthcare to assess:

- the balance of male and female employees at different levels
- how effectively talent is being maximised and rewarded.

As an Organisation Horder Healthcare is committed to being a diverse and equitable employer.

The data contained in this report has been collated using Horder Healthcare (HH) payroll records and to the best of our knowledge, are accurate and meet the requirements of the Gender Pay Gap reporting regulations.

Signed:
Richard Tyler, CEO
4th April 2023




Like many healthcare providers, we have a majority female workforce who sit as a majority in all pay quartiles.

There is a fundamental difference between the Gender Pay Gap and Equal Pay covered under the Equality Act 2010.

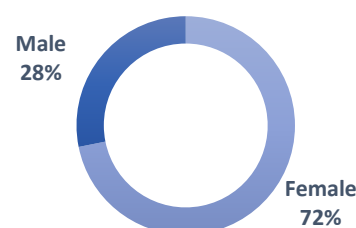
Gender Pay:

Measures the difference between men and women's average earnings. It is expressed as a percentage of men's earning. It does not take into account roles or seniority.

Equal Pay:

Ensures that men and women performing equal work or work of equal value receive equal pay. Horder Healthcare performs an annual pay review to ensure equal pay.

Proportion of Males and Females in Workforce



Employee Pay Gap:

	Mean	Median
2022	17.66%	18.95%

Mean = difference in the average earnings between men and women at Horder

Median = the difference between the midpoints of hourly earnings between men and women at Horder

Our pay gap explained:

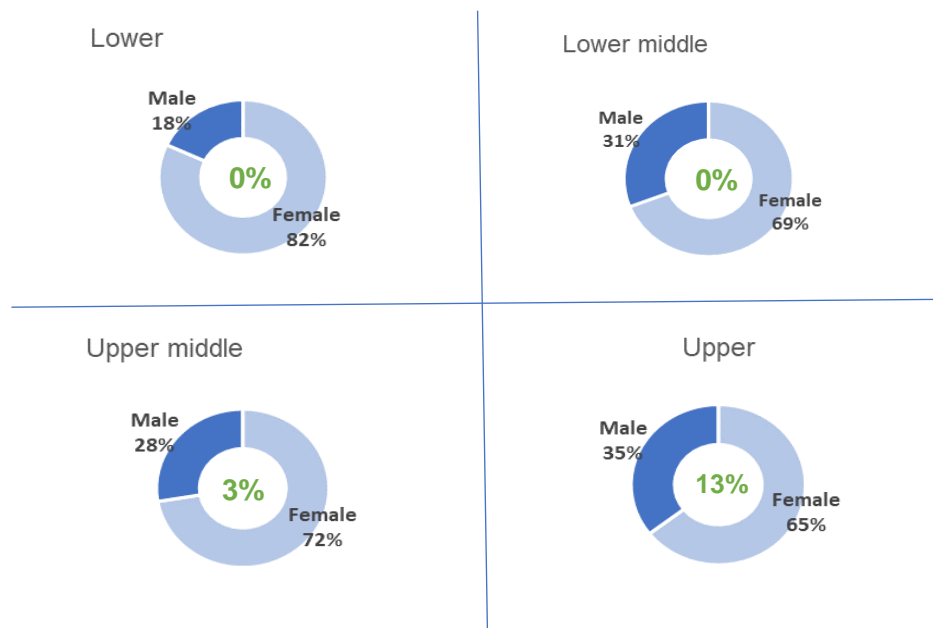
In 2022 Horder employed a larger pool of male senior leaders to the team including two male executives. This has meant that we have seen an overall percentage increase in male headcount (25% male workforce in 2021) most generally in the upper middle and upper pay

quartiles. Despite the increase in males in the organisation, the majority of females sit in the lower and middle-lower quartiles, this significantly impacts our gender pay gap as the figures can be easily skewed by a small number of highly paid individuals.

Our pay gap has also been affected by female employees on maternity pay being removed from the pay figures. At the point in time this analysis was pulled together, 9 female colleagues were on maternity leave.

Hourly Pay Quartiles:

The below charts show the total % by gender in each pay quartile and the central **green** number states the mean hourly pay gap comparing male and female pay in each quartile.



Bonus Pay Gap:

Our gender bonus gap incorporates data on a range of incentive plans across the Organisation including management incentive bonuses which only apply to Senior Executives. As such this has significantly impacted the mean and median pay gap results.

1.9% Proportion of men who received a bonus.	97% Mean Bonus Pay Gap
3.73% Proportion of women who received a bonus.	99.44% Median Bonus Pay Gap

Commitment

Horder Healthcare is committed to ensuring an equitable workforce. To address the mean average hourly pay differences within the middle-upper and upper pay quartiles Horder

Healthcare has committed to a 3-year pay review looking to benchmark both internally and externally with NHS and other Independent Healthcare providers. In 2022 the focus was to align all Clinical roles and in 2023 we will start the process of reviewing our non-clinical roles and management pay. We believe this initiative will bring a year-on-year improvement in the Gender Pay Gap figures.

Actions moving forward:

Studies show that the gender pay gap starts when women reach childbearing age and continues to increase towards retirement age, with 25% of women thinking about leaving their employment because of experiencing adverse symptoms of the menopause. To address these key factors Horder has:

- Launched an Organisational Development Programme in 2022 in order to address culture within the Organisation and enable internal development to senior positions
- Increased our support and flexibility within the workplace to ensure we can retain staff who have parental responsibilities
- Launched a long-term service incentive in July 2022 to the whole workforce which will be incorporated in the 2023 bonus pay gap figures
- As of March 2023, 46% of our female workforce (211 employees) were aged between 45 – 64 years old. To ensure no woman feels that they need to leave Horder during this time we launched various initiatives to support women experiencing Menopause including signing the Workplace Menopause Pledge, Menopause awareness sessions and a Menopause policy
- Equity, Diversity and Inclusion network and group ensuring we continually strive to be an inclusive employer.