

Gender Pay Gap Report 2025

At Horder Healthcare, we are committed to ensuring that everyone is valued, supported, and rewarded fairly for the work they do. Each year, we review our gender pay gap data to help us understand how pay is distributed across the organisation and where we can continue to improve.

This data contained in this report has been collated using our payroll records and I confirm to the best of my knowledge, is accurate and meets the requirements of the Gender Pay Gap reporting regulations

Signed: Elin Richardson, CEO
1st April 2026



As with many healthcare organisations, our workforce is predominantly female, with women representing the majority across all pay quartiles.

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

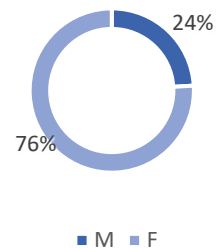
Gender Pay:

Measures the difference between men and women’s average earnings. It is expressed as a percentage of men’s earning.

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 Staff Male and Female



Gender Pay Gap

	Mean	Median
2023	19.36%	17.76%
2024	10.41%	5.28%
2025	12.41%	12.64%

Mean: difference in the average hourly rates of pay that male and female employees receive

Median: the difference between the midpoints of hourly rates of pay between males and females

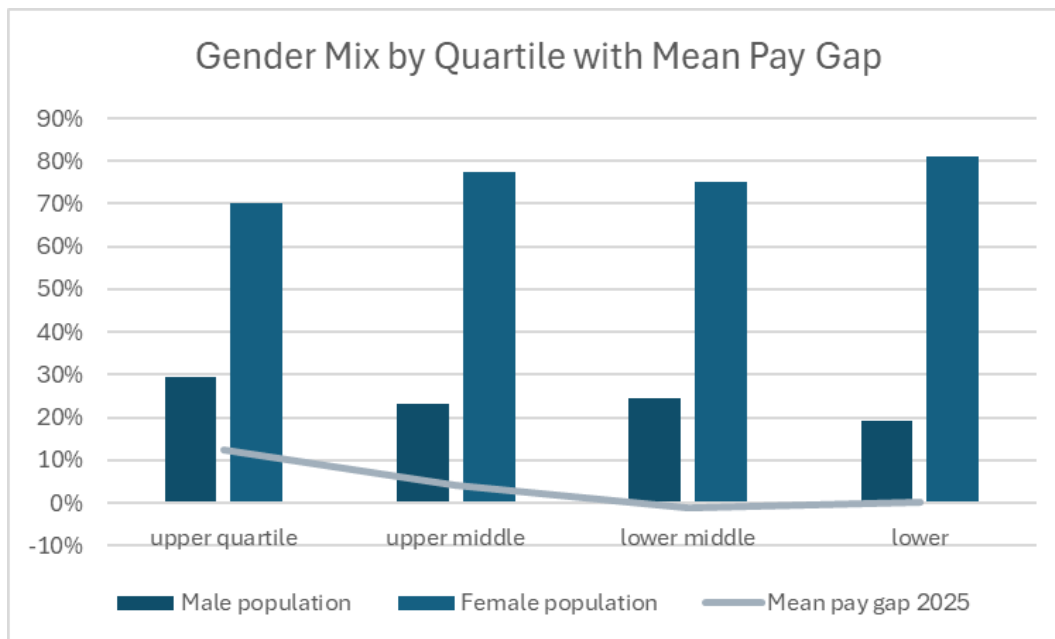
Our Pay Gap Explained

Our most recent data indicates that the overall pay gap is largely influenced by a small number of senior, higher-earning roles. Although limited in number, these positions significantly affect average pay levels and, as a result, the overall gender pay figures.

Across the organisation, pay remains fair and balanced for the majority of employees. The gender pay gap is primarily driven by the distribution of senior roles rather than unequal pay for equivalent work. We remain committed to regularly reviewing our pay structures, supporting career progression, and ensuring equal access to opportunities for everyone.

Hourly Pay Quartiles

The chart below shows the proportion of men and women in each pay quartile, alongside the mean hourly pay gap for that quartile.



Our 2025 data shows that women continue to represent the majority of employees across all pay quartiles. In the upper quartile, which includes the highest-paid roles, the workforce is made up of 30% men and 70% women. The mean pay gap in this group is 12.3%, largely influenced by a small number of senior positions with higher salaries.

In the upper-middle quartile, the mean pay gap narrows to 4.1%, reflecting typical year-to-year changes in role composition and allowances. The lower-middle quartile records a mean pay gap of -1.2%, indicating that women's average hourly pay is slightly higher than men's in this segment. In the lower quartile, there is full parity, with a mean pay gap of 0.0%.

Overall, three of the four quartiles show little to no pay gap. This highlights that the overall gender pay gap is primarily driven by the distribution of employees in senior roles, rather than differences in pay for equivalent work.

Bonus Pay Gap

3.41% Proportion of women who received a bonus.	14 Number of bonuses awarded to our female workforce.
3.17% Proportion of men who received a bonus.	4 Number of bonuses awarded to our male workforce.
34% Mean bonus pay gap	-33.33% Median bonus gap

Our gender bonus gap includes a range of incentive payments, such as recruitment, onboarding, and other discretionary bonuses. Although fewer men received bonuses, a higher proportion of male payments were onboarding bonuses, which are of higher value than recruitment bonuses. Most bonuses awarded to women were recruitment incentives, which typically have a lower value. This difference in bonus type and value explains the mean and median bonus gaps.

Commitment

We recognise that both mean and median pay gaps have increased this year, however, following a review of the data this is primarily due to the female composition of the workforce, in particular the concentration of females in the lower quartiles and the highest proportion of males within the upper quartile. We have been committed to supporting women to progress in the organisation and anticipate a change in our mean and median pay gap for April 2026 data due to the succession of females into senior roles through internal development and recruitment.

Key Initiatives Driving Improvement

Several strategic initiatives have contributed to this advancement, including:

Departmental Pay Scale Alignment

A thorough evaluation of pay scales across all departments was conducted to identify disparities and implement necessary adjustments. By aligning compensation frameworks, we have reinforced consistency and fairness in remuneration across different roles and levels within the organization. This is an annual task to ensure equal pay for males and females performing comparative roles.

Commitment to Pay Transparency

We have strengthened our pay transparency policies, fostering an environment where employees have confidence in the fairness of our reward system. Regular pay audits and data-driven assessments help us proactively address any discrepancies.

Leadership Development and Career Progression

To support long-term gender pay equity, we have introduced initiatives aimed at empowering women in their career progression. Leadership training programs, mentorship schemes, and

sponsorship opportunities have been put in place to promote female talent into senior positions.

Inclusive attraction and Recruitment

We continue to review our recruitment practices to ensure that our processes attract diverse talent and create equitable opportunities at every stage

Actions Moving Forward

Studies show that the gender pay gap starts when women reach childbearing age and continue to increase towards retirement age.

To address these key factors Horder Healthcare has:

- Introduced several family-friendly policies, including paid emergency dependency leave, flexible working and paid carer's leave.
- Continued to recognise long serving women in the workforce with our Long Service Award initiative providing additional annual leave.
- Enhanced our support for colleagues experiencing peri-menopausal and menopausal symptoms, including signing the Workplace Menopause Pledge and offering dedicated awareness sessions.
- Continued to strengthen our Equity, Diversity and Inclusion working group to ensure we recognise, celebrate, and support all employees.
- Achieved the Silver Award 'Wellbeing at work' in recognition of our commitment to fostering a healthier and happier workplace.
- Continued to review flexible and inclusive role design to ensure women are supported throughout their careers