

## Gender Pay Gap Report 2023

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.

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: Richard Tyler, CEO  
1<sup>st</sup> April 2024



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.

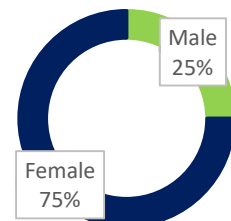
### **Gender Pay:**

Measures the difference between men and women's average earnings. It is expressed as a percentage of men's earning. It doesn't consider 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
2023	19.36%	17.76%

**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

Since 2023, we have seen a 1.7% increase in the employee pay gap mean. Whilst we have seen a 3% decrease in male workforce, it is important to factor in that our most senior positions within the organisation are male executives, both sitting within the upper pay quartiles.

Whilst a higher percentage of the female workforce sit within the upper pay quartile (59% vs. 41%), we also have a higher number of females sitting within the lower, lower middle and upper middle

pay quartiles vs. our male workforce which significantly impacts our gender pay gap as the mean figures can be easily skewed by a small number of highly paid individuals.

We have seen a reduction in our employee pay gap median by 1.19%. As we continue to work to align our pay scales and pay disparities, we hope that we will see further reductions as a result, in turn reducing the employee pay gap median further.

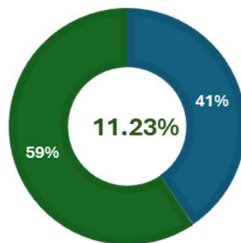
Our pay gap has also been affected by female employees on maternity pay being removed from the pay figures. On the snapshot date of this data 7 female colleagues were on maternity leave.

## 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.

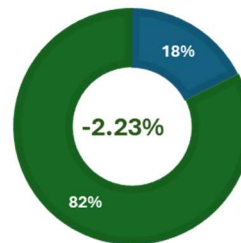
UPPER QUARTILE

■ % Male ■ % Female



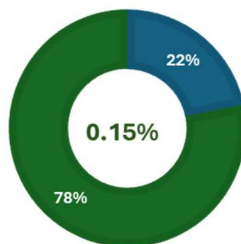
UPPER MIDDLE QUARTILE

■ % Male ■ % Female



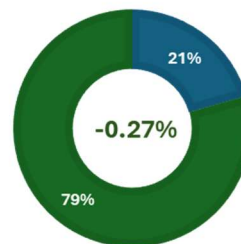
LOWER MIDDLE QUARTILE

■ % Male ■ % Female



LOWER QUARTILE

■ % Male ■ % Female



**Bonus Pay Gap**

Our gender bonus gap incorporates data on a range of incentive plans across the organisation including, recruitment bonuses.

<b>2.91%</b> Proportion of women who received a bonus.	<b>12</b> Number of bonuses awarded to our female workforce.
<b>4.03%</b> Proportion of men who received a bonus.	<b>5</b> Number of bonuses awarded to our male workforce.
<b>-10.93%</b> Mean bonus pay gap	<b>-100%</b> Median bonus gap

In 2022, we saw the rollout of our Long Service Awards incentive, which saw the organisation backdate the awards to all eligible employees from years prior. As a result of this backdating, there was an anomaly to the number of employees awarded, and as such, we have seen a reduction in the awards for 2023, in turn impacting our bonus proportions.

Both the mean and median bonus pay gap show that women in 2023 received both a higher mean and median bonus value highlighting the commitment from Horder to fair pay.

**Commitment**

Horder Healthcare is committed to advocating for an equitable workforce.

As part of our ongoing commitment to addressing pay disparity, we continue to review and analyse our current pay scales and internal discrepancies to align to market value, as well as employee skills, experience, and value.

Alongside continual pay scale reviews, we are also committed to creating a diverse and inclusive working environment whether it be through flexible working, healthcare access or policy implementations to better support females in the workplace.

**Actions Moving Forward**

Studies show that the gender pay gap starts when women reach childbearing age and continues to increase towards retirement age. In addition to this and as a result of the recent and ongoing advocacy for workplace support relating to menopause, it has been highlighted that 17% of women have considered leaving work due to a lack of support in relation to their menopause symptoms, with a further 6% having left work.

To address these key factors Horder Healthcare has:

- Reviewed all pay scales and individual pay, removing pay discrepancies or reducing the pay gap where highlighted during our analysis.

- Further developed our women's health service, with the introduction of the Women's Overall Wellbeing health check, including menopause management, breast checks, bowel cancer screening, mental health assessment, cardiovascular risk testing.
- 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.
- Continued to advocate for females experiencing peri-menopausal and menopausal symptoms through signing the Workplace Menopause Pledge, offering Menopause awareness sessions and continually reviewing our Menopause policy.
- Launched an Equity, Diversity and Inclusion working group to ensure that we recognise, celebrate and support all employees as part of our ongoing commitment to remaining and growing as an equitable and supportive workplace.