



Gender Pay Gap Report 2021-22

A note from our CEO



As I reflect on 2021 and the significant challenges we've all faced due to the ongoing pandemic, I want to start by thanking and paying tribute to our colleagues and candidates for their outstanding work.

At Acacium Group, our purpose is to improve people's lives – across our international markets – through expert healthcare, social care and life sciences. By drawing on our expertise and diverse capabilities during 2021, we fulfilled this purpose with vigour.

During the year, we continued to grow as a business, and I was delighted to welcome three leading brands to the group:

- **CHS Healthcare:** a leading provider of innovative patient flow and pathway solutions in the UK
- **Dunn Regulatory Associates:** a leading adviser on global regulatory strategy to the biotech and pharmaceutical sector, based in the US
- **Favorite Healthcare Staffing:** a leading provider of healthcare professionals in the US

Acacium Group now comprises 27 brands, and I'm particularly proud that part of the value of our leading brands being together is the career mobility opportunities we can offer colleagues and candidates.

Pleasingly, 2021 was also a year where we made significant progress on our journey to become a more diverse and inclusive organisation. Our D&I journey – spearheaded by our employee-led networks - REN, GAP, EmBody, Unique, MenoPeers and Unity networks – is firmly at the heart of our culture and isn't a 'bolt-on' or one-off project.

We care about building strong and healthy communities and the results from our end-of-year employee survey reflected our focus on this:

- 91% of employees said they feel comfortable being themselves at work and 90% feel they are treated with fairness and respect.
- By gender, 89% of females feel comfortable being themselves at work and 88% said they feel they are treated with fairness and respect.

As we grow, we know there is more work to be done to improve our gender pay gap. This includes introducing several programmes – and to name but a few – a talent development scheme, an inclusive hiring journey and mentoring programme. We also plan to complete an extensive review of our systems, policies and procedures to ensure they are underpinned by D&I principles, of which gender is a key part.

We remain determined – especially as we grow – to create a truly diverse and exciting workplace that enables our people to be the best they can possibly be.

Mike Barnard

What is the gender pay gap (GPG)?

This is the measure of the difference between the average male and female earnings across an entire organisation, regardless of the nature of work performed across the workforce.

It is important to note that the gender pay gap **is not** an equal pay comparison, which separately measures how much men and women are paid for carrying out the **same or similar roles**.

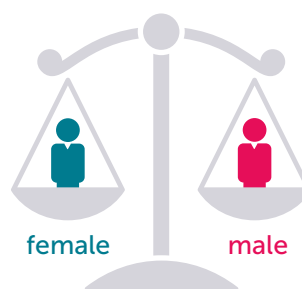
How do we measure the gap?

The Government provides specific calculations on how the Gender Pay Gap is calculated, with detailed guidance on formulating the data to present the following:

- The mean and median pay gap
- The mean and median bonus
- The proportion of male and female employees who receive a bonus
- The proportion of male and female employees within each pay quartile

We are reporting on each of the individual legal entities operating within Acacium Group who have met the 250-employee threshold (as seen in the table displayed in Annex A), but have set out our report to focus on the overall Acacium Group results, which we believe provides for greater transparency on our true gender pay gap to in turn inform us of where our focused actions to tackle this gap should be.

Mean pay gap



The mean gender pay gap is the difference in the average hourly pay for women compared to men.

Median pay gap



The median represents the mid-point of a population if you separately lined up all women and men from lowest to highest paid. The median pay gap is the difference between the hourly rate for the middle woman compared to the middle man.

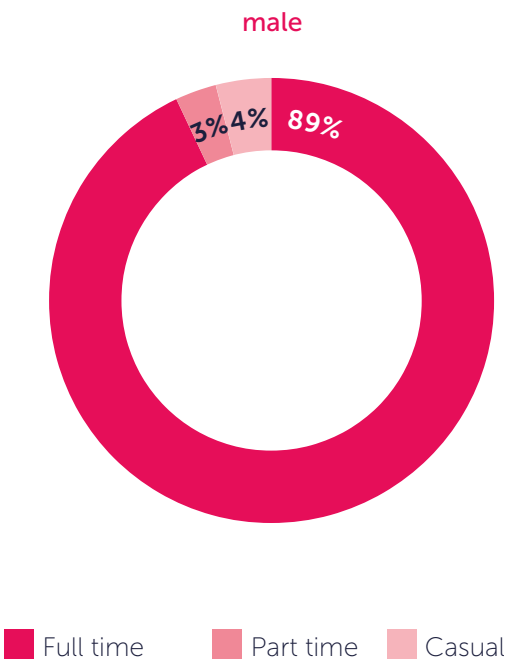
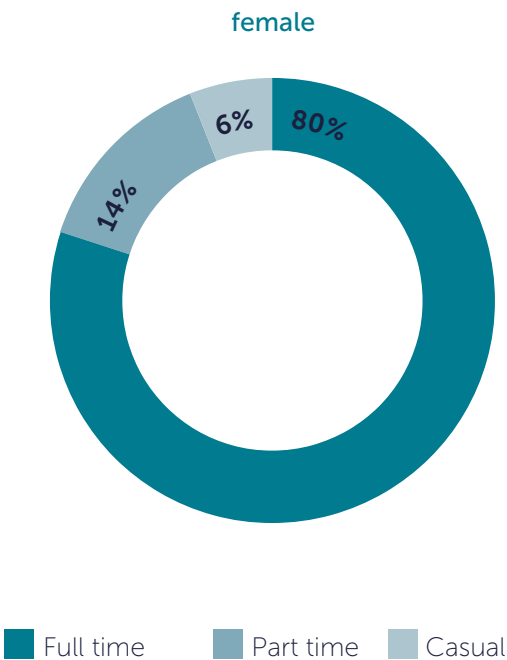
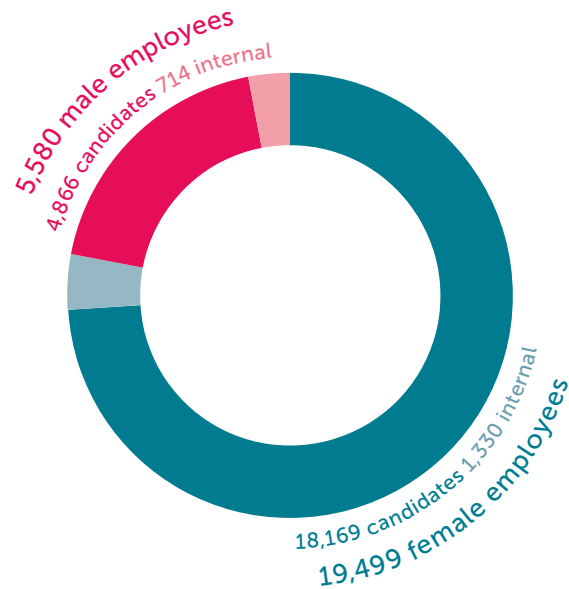
Understanding our workforce profile

We employ and engage with 25,079 people in a diverse range of health, life sciences, diversified healthcare and social care roles. As such, our payroll includes both direct employees, as well as candidates (who we engage with to fulfil roles on behalf of Acacium Group businesses) across the many services we offer.

Our candidates make up 91.8% of employees falling in scope for GPG reporting, with just 8.2% therefore reflecting our direct employees. As a result, our Gender Pay Gap largely reflects our candidate workforce, and we fully appreciate that our actions to address our gender pay gap need to take account of both our candidates and our direct employees.

A factor that specifically influences our Gender Pay Gap is the proportion of part-time and casual workers, as the calculations only take account of the actual pay and not the full time equivalent. The direct employee types are shown below (the data is too complex to capture for candidates) and interestingly demonstrates a shift away from casual working in both male and female colleagues of 4% and 7% less respectively since last year's reported figures, moving toward full time (part time has remained largely the same).

All employees



Our gender pay gap at Acacium Group

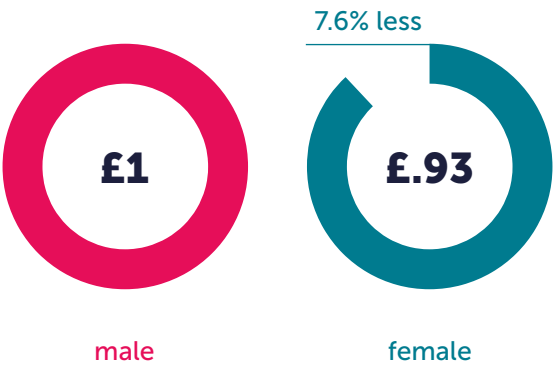
Mean and median pay gap

- Our mean pay gap demonstrates that on average men are paid 7.6% higher than women, which represents a reduction in the gap on our 2020-21 report by 4.4%.
- The median pay gap displays that on average women are paid 5.2% higher than men; representing an increase in the gap of 4% since last year's report, and a continued gap existing since our 2018 reporting in favour of women.

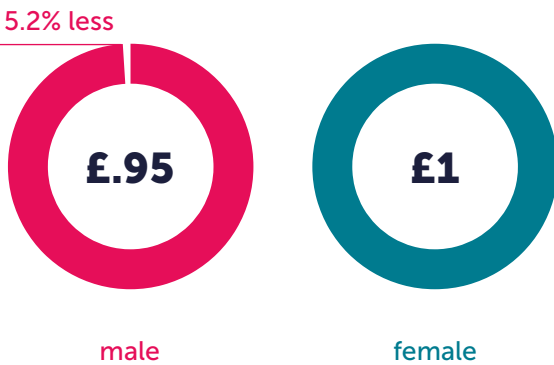
To put this in perspective the UK currently has a national median GPG of 15.4%, which has fallen overall since 2018 (17.8%).

Our results therefore indicate both a GPG trend that is below that of the national average in the UK, but also one that is continuing to show positive progress overall.

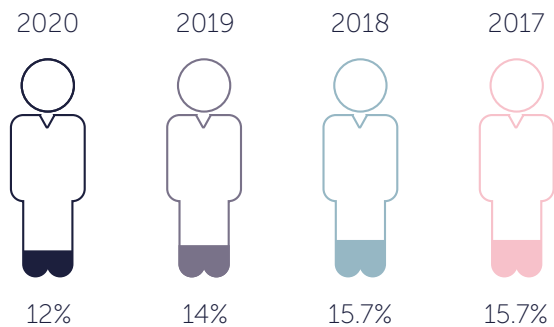
Mean gender pay gap



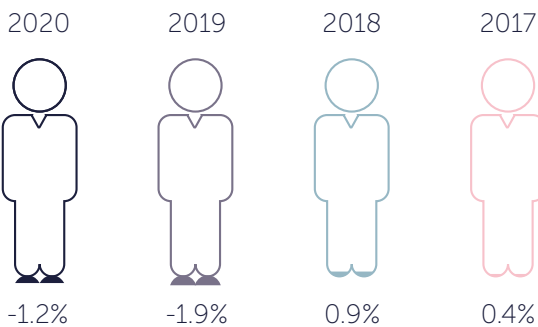
Median gender pay gap



Mean gender pay gap



Median gender pay gap

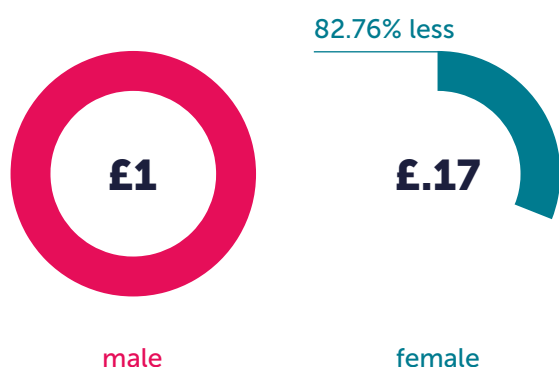


Source: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2021>

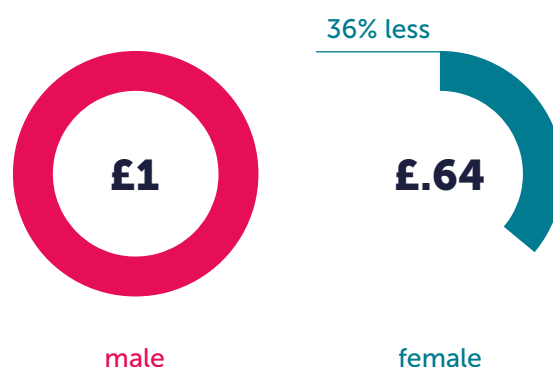
Mean and median bonus gap

- Our mean bonus gap highlights that on average men are paid 82.76% more than women, which represents a widening of the bonus gap since last year.
- Our median bonus gap also highlights that on average men are paid more than women (36% more) which depicts a more positive view on this gap, and a reduction of 28% on last year.

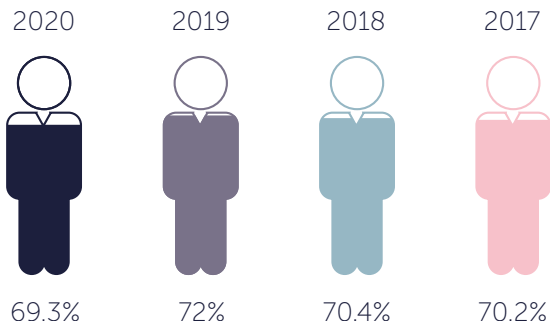
Mean bonus gender pay gap



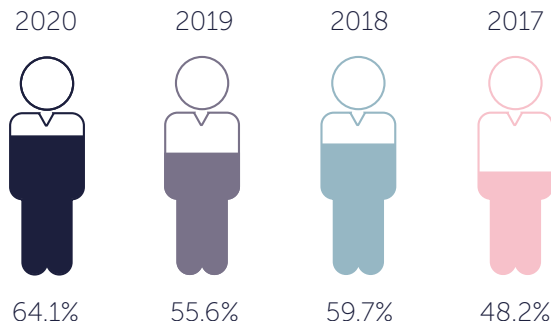
Median bonus gender pay gap



Mean bonus gender pay gap



Median bonus gender pay gap



In respect of those receiving bonus, this remains a small proportion of our overall workforce, albeit with the number of women receiving bonus jumping up by 11.5%, and for men this also rose by approx 8%.

Proportion of Bonus Payments Made



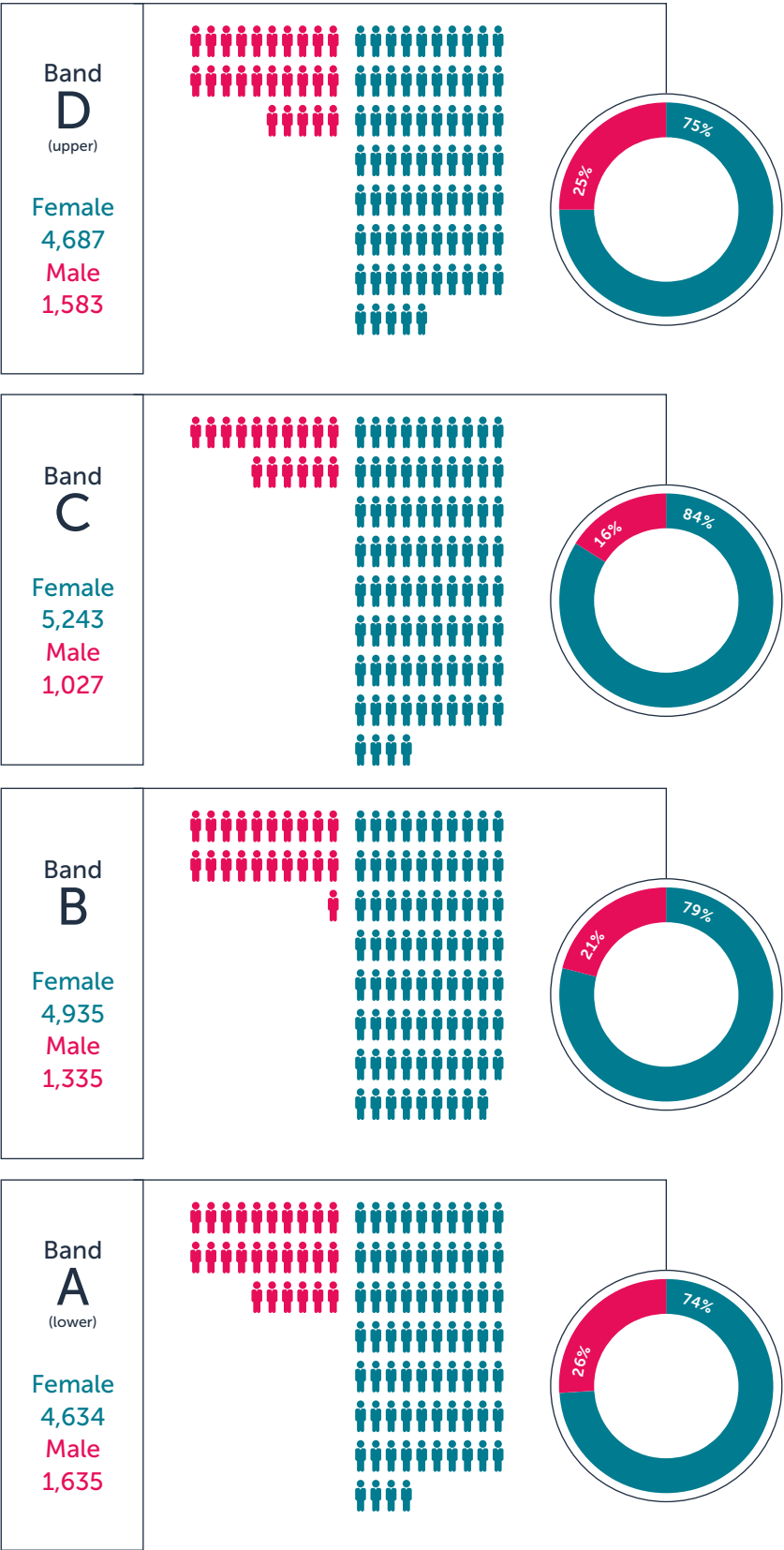
Pay quartile proportions

Pay quartiles represent the pay rates from the lowest to highest across the organisation, split into four equal-sized groups, with the percentage of men and women represented in each quartile.

The great news is that we have a high proportion of females across each quartile, including in the upper (higher paid) quartile, demonstrating a continued increase in female representation in this quartile, as well as seeing slight reductions in the female proportions in the lower two bands from last year.

Crucially, our UK Operations Board is balanced with a 50:50 gender balance, which role-models the opportunity for progression of women into senior positions within our organisation.

Median bonus gender pay gap



Direct employee snapshot

We acknowledge that our data is heavily influenced by the high proportion of candidates (91.8%) that are also required to form part of our overall calculation. As such, we also wanted to specifically understand and share our direct employee gender pay gap to enable targeted focus and action plans for this group;

| | Pay Gap | Increase (+)/ decrease(-) on previous year | Bonus Pay Gap | Increase (+)/ decrease(-) on previous year |
|------------------------------|--------------------|--|----------------------|--|
| Mean pay gap | 32.1% | +2% | 73.7% | +12.2% |
| Median pay gap | 22.2% | +7.3% | 71% | +28.2% |
| % receiving bonus payment | Male 86.68% | +14.1% | Female 90.05% | +25.35% |
| | Male | | Female | |
| Band A (Lower) | 28% | -3% | 72% | +3% |
| Full time | 90% | | 82% | |
| Part time | 8% | | 17% | |
| Casual | 2% | | 1% | |
| Band B (Lower middle) | 28% | +7% | 72% | -7% |
| Full time | 95% | | 85% | |
| Part time | 2% | | 13% | |
| Casual | 3% | | 2% | |
| Band C (Upper middle) | 31% | -2% | 69% | +2% |
| Full time | 84% | | 68% | |
| Part time | 0.6% | | 15% | |
| Casual | 15.4% | | 17% | |
| Band D (Upper) | 52% | -2% | 48% | +2% |
| Full time | 98% | | 84% | |
| Part time | 2% | | 12% | |
| Casual | 0% | | 4% | |

Considering these results in comparison to our broader Group results when inclusive of candidate data, our immediate priority continues to be focused on reducing our direct employee pay gaps.

Looking ahead

Since our 2019-20 GPG report, we have set out 3 clear areas which gave rise to opportunity for focused actions each year – these being around our Reward and Recognition, Management and Leadership Development, and Career Pathways. We also identified our growing D&I movement in our 2020-21 report as making significant strides in broader awareness to action across Acacium Group, and we include this as a fourth key action area moving forward.

We continue our focus on these areas across 2022 as outlined below but have equally seen good progress achieved so far during 2021, which we believe will yield longer term impacts as the benefits of these initiatives and actions take shape moving forward. Our 2021 achievements include:

- Job shadowing initiative as part of International Women's Day celebrations to support female career development. 17 colleagues took part in the programme with 17 different leaders from across Acacium Group
- Delivery of 14 awareness programmes celebrating international calendar diversity and cultural

moments, including International Women's Day & Menopause Awareness month

- Introduction of comprehensive D&I learning pathways as part of the Acacium Group L&D offering to all colleagues, including the fundamentals of D&I, bias, race inclusion and inclusive leadership
- Continued to invest and embed in our D&I networks through development and sponsorship
- From just under 300 internal progression/promotions across 2021, we saw 68% of these achieved by our female colleagues and 59.5% of internal movements into management/leadership positions was achieved by female colleagues

In addition, following our annual employee survey Your voice, in November 2021, one of our core focus Group action area is **"Your Career"**. There will be an accelerated approach in supporting the career development of talent across the group which will also involve a particular focus on underrepresented groups including women; broadening out from our previous focus area of Career Pathways.

Our 2022 areas of focus are outlined below:



Reward and Recognition

- Continual review, challenge and re-design of bonus schemes in place across Acacium Group businesses, creating a more consistent framework
- Continued Group-wide analysis of pay structures and grading
- Benefits review



Diversity & Inclusion at Acacium Group

- Develop and embed an inclusive hiring journey and talent development programme to improve our ability to attract, develop and retain talent from underrepresented backgrounds
- Developing leadership D&I capability through a D&I coaching programme and reverse mentoring
- Extensive review of our systems, policies and procedures to ensure they are underpinned by D&I principles



Your Career

- Reverse mentoring scheme
- Acacium Academy – for entry level roles & apprenticeships
- Talent development programme
- Career coaching



Management & Leadership development

- Manager Fundamentals programme
- Continued enrolment windows for Management & Leadership qualifications at levels 3, 5 and 7

Appendix table

| 2021 | Mean Gender Pay Gap | Median Gender Pay Gap | Mean Bonus Pay Gap | Median Bonus Pay Gap | Proportion of Bonus Payments Made | | Band A (lower) | | Band B | | Band C | | Band D (upper) | |
|---------------------------------------|---------------------|-----------------------|--------------------|----------------------|-----------------------------------|--------|----------------|---------|--------|---------|--------|---------|----------------|---------|
| | Total | Total | Total | Total | Male | Female | Males | Females | Males | Females | Males | Females | Males | Females |
| Independent Clinical Services Limited | -7.2% | -2.0% | 52.2% | 51.6% | 6.3% | 4.2% | 488 | 974 | 201 | 1261 | 278 | 1184 | 355 | 1107 |
| Pulse | 6.1% | -9.1% | 82.7% | 51.7% | 25.4% | 22.0% | 1093 | 3235 | 863 | 3466 | 695 | 3634 | 851 | 3478 |
| CHS | 23.8% | 5.1% | 88.2% | -122% | 97.2% | 97.2% | 8 | 60 | 5 | 64 | 10 | 59 | 13 | 56 |
| Maxxima | 4.2% | 2.1% | - | - | 0.0% | 0.0% | 101 | 148 | 101 | 148 | 88 | 161 | 120 | 129 |
| Acacium Group TOTAL | 7.6% | -5.2% | 82.8% | 36.0% | 19.4% | 18.1% | 1635 | 4634 | 1335 | 4935 | 1027 | 5243 | 1583 | 4687 |

Declaration

We confirm the information and data is accurate and has been calculated in line with the UK Government's Equality Act 2010 (Gender Pay Gap information) Regulations 2017

Driven by excellence

Passionate and ambitious,
delivering with integrity.

Always by your side

Action when you need it,
constant and reliable.

Putting people first

People's wellbeing is our priority.
For the people we care for,
the people we work for and
the people who work with us.