



Gender Pay Gap Report 2022-23

A note from our CEO



2022 was a year that saw our business become more global, more connected and more diverse. Driven by our purpose to improve people's lives, we formalised our commitment to embed responsible business practices with a dedicated team and launched our first Responsible Business report, which outlined diversity and inclusion as a key priority area.

As a values driven organisation, we are committed to creating a fair and equitable company culture that reflects the communities we serve, including our continued focus on reducing the gender pay gap. We are looking at what we can do today to deliver gender equality in the years to come in line with our purpose to improve people lives. Some of this includes;

- Seeking ways to improve a balanced gender representation across our senior leadership roles
- Applying gender inclusive practices throughout each stage of the hiring process
- Conducting pay audits across salary and bonus structures to ensure there is no disparity between males and females in the same/similar roles

I want to extend a huge thank you to our 450 plus-colleague strong Diversity and Inclusion network who are integral to strengthening our culture of inclusion. Our reverse mentoring scheme is one of the most recent efforts to drive inclusion which is already generating positive and proactive conversations about the future of our

business. By understanding the challenges facing all communities in the workplace, we're able to take a more systemic approach to solving them.

We know from our 'Your Voice' surveys that flexibility is key to removing barriers that can impact long term career progression for women. We've sought to enhance our hybrid working approach by strengthening our policy to ensure everyone can engage with a meaningful and rewarding career, throughout every stage of their journey at Acacium Group.

Progress is rarely linear and these reports are a good way to hold ourselves accountable and ensure gender pay equity remains as a priority as part of our D&I agenda. Looking back at what we've achieved together over 2021-2022, I feel positive for the future and believe we're well on the way to making meaningful change for equality and progress in the years to come.

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**.

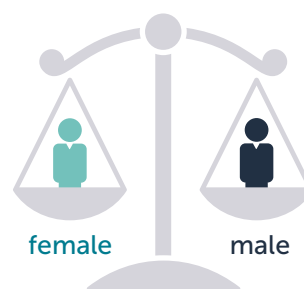
How do we measure the gap?

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.

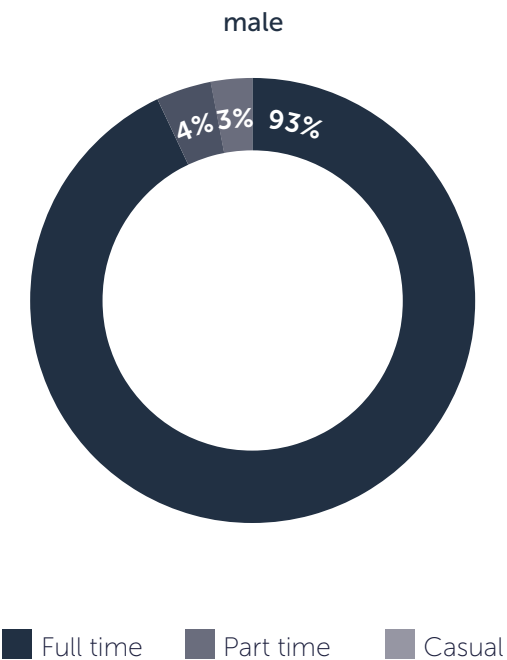
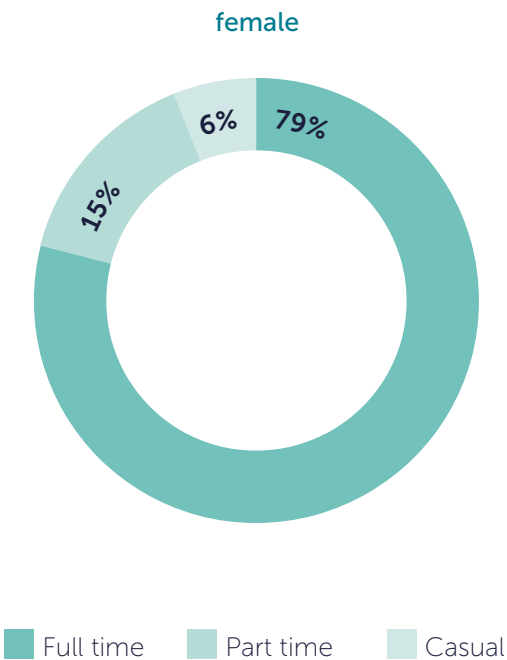
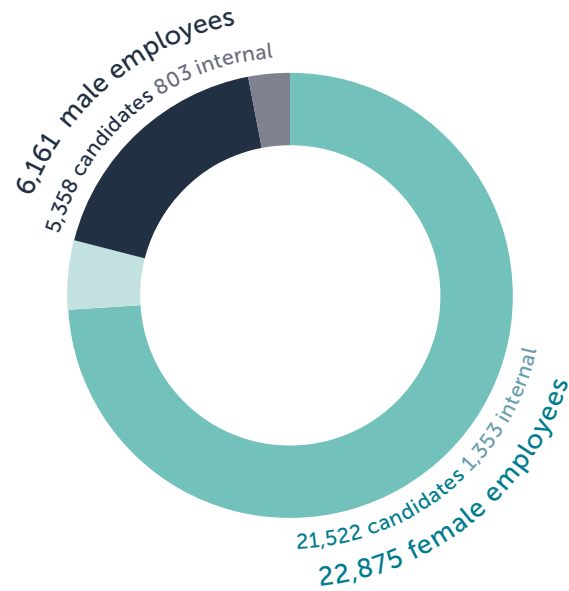
Understanding our workforce profile

We employ and engage with 29,036 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 92.6% of employees falling in scope for GPG reporting, with just 7.4% 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 continues to demonstrates a shift away from casual working in both male and female colleagues of 3% and 6% 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

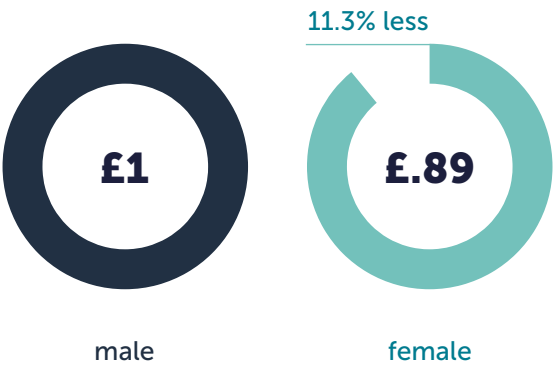
Mean and median pay gap

- Our mean pay gap demonstrates that on average men are paid 11.3% higher than women, which represents a slight increase in the gap since our 2021-22 report by 3.7%.
- The median pay gap displays that on average women are paid 1.8% higher than men; representing a decrease in the gap of 3.4% since last year's report, and a continued gap existing since our 2018 reporting in favour of women.

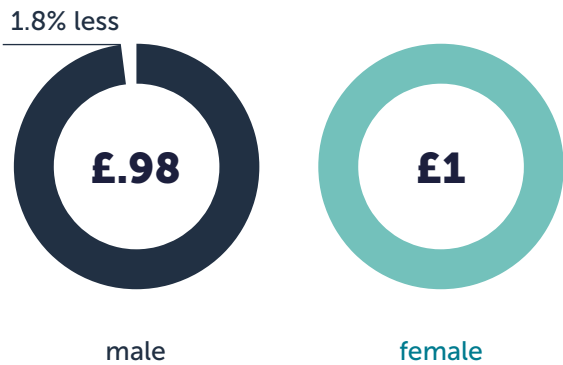
To put this in perspective the UK currently has a national median GPG of 14.9%, which has fallen overall since 2018 (17.8%).

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.

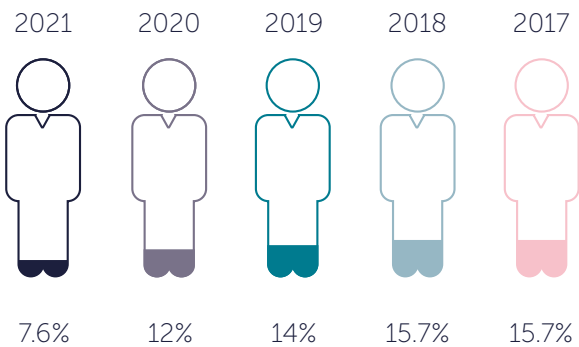
Mean gender pay gap



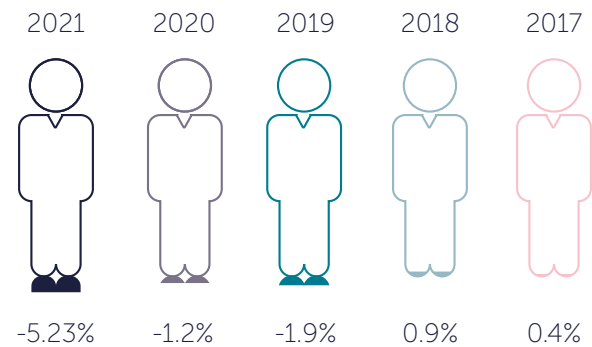
Median gender pay gap



Mean gender pay gap



Median gender pay gap

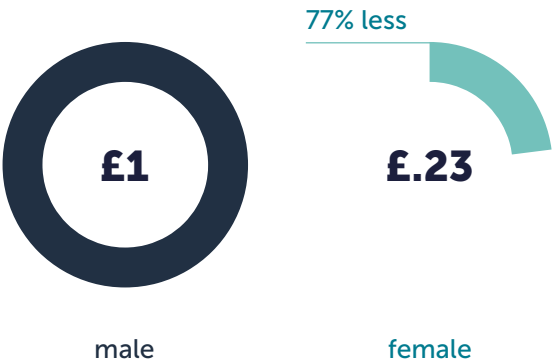


Source: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2022>

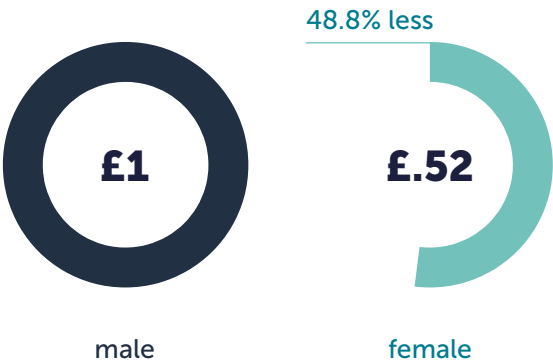
Mean and median bonus gap

- Our mean bonus gap highlights that on average men are paid 77% more than women, which represents a decrease of the bonus gap since last year.
- Our median bonus gap also highlights that on average men are paid more than women (48% more) which depicts a more positive view on this gap, however an increase from last year of 12%.

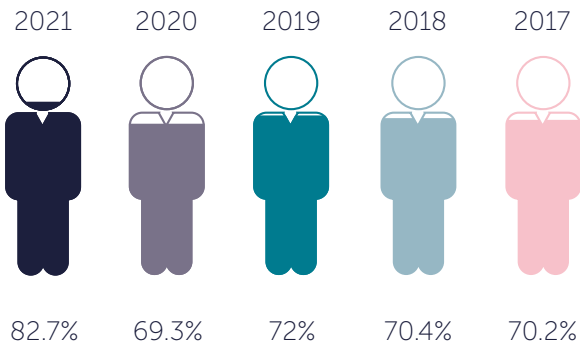
Mean bonus gender pay gap



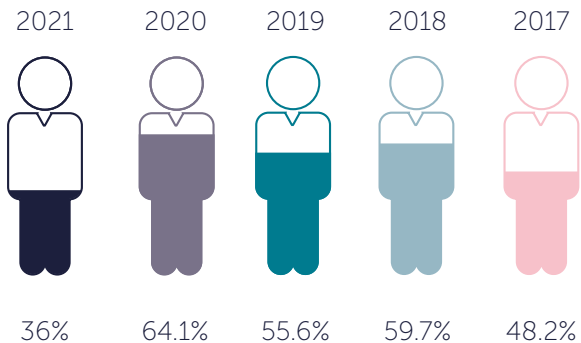
Median bonus gender pay gap



Mean bonus gender pay gap

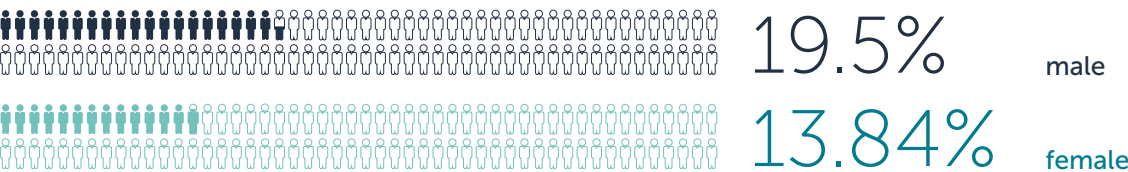


Median bonus gender pay gap



In respect of those receiving bonus, this remains a small proportion of our overall workforce, albeit with the number of women receiving bonus decreasing by 5.6%, and for men this remained the same.

Proportion of Bonus Payments Made

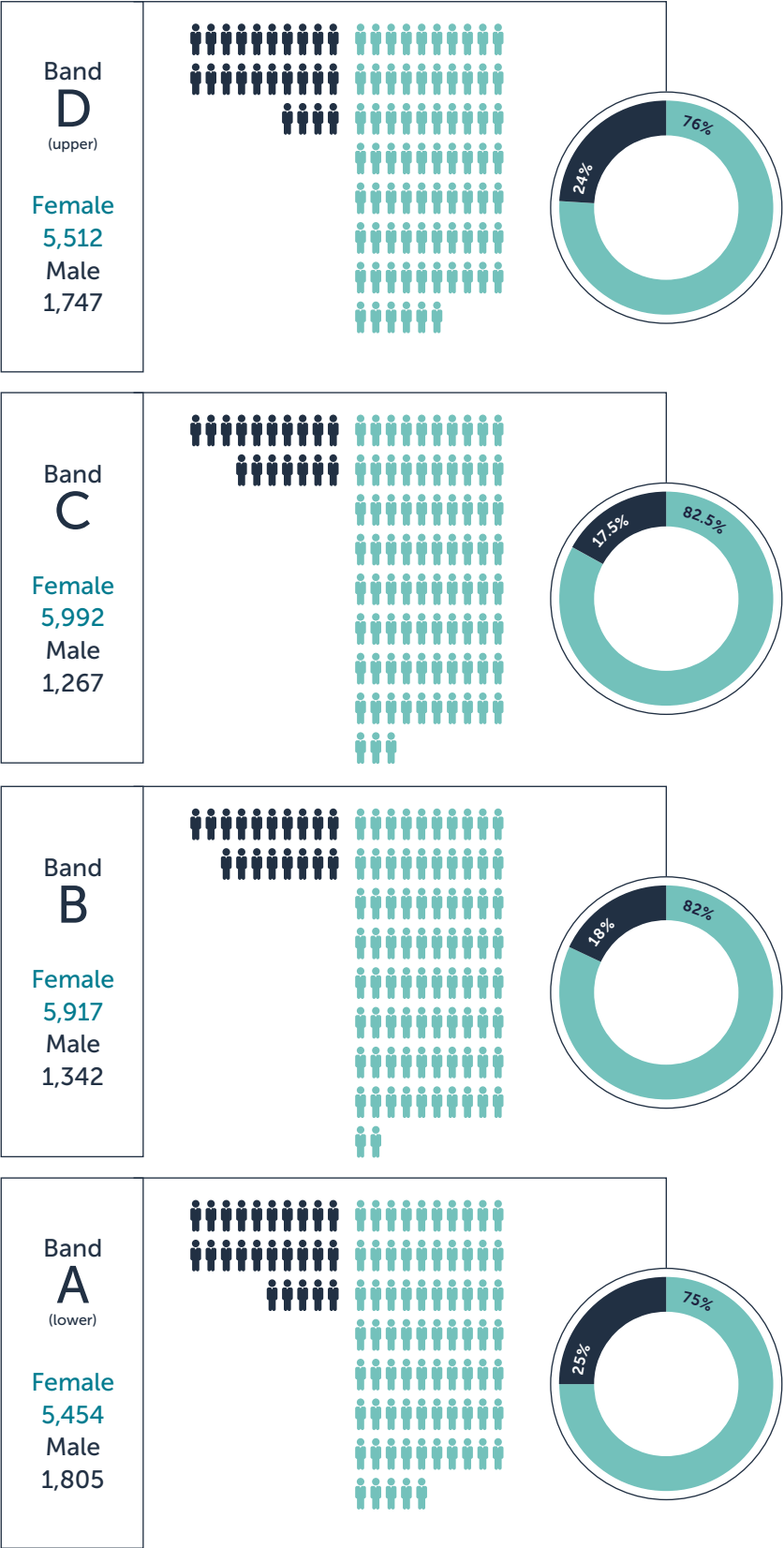


Pay quartile proportions

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 increase in the female proportions in the lower two bands from last year.

Median bonus gender pay gap



Direct employee snapshot

We acknowledge that our data is heavily influenced by the high proportion of candidates (92.6%) 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	33.7%	+1.7%	69.20%	-4.5%
Median pay gap	23.3%	+1.1%	64%	-7%
% receiving bonus payment	Male 83.8%	-2.8%	Female 84.4%	-6.1%
	Male		Female	
Band A (Lower)	29%	+1%	71%	+1%
Full time	86.33%	-3.67%	80%	-2%
Part time	10.79%	+2.79%	17.61%	+0.61%
Casual	2.88%	+0.88%	2.39%	+1.39%
Band B (Lower middle)	30%	+1%	70%	-2%
Full time	97.02%	+2.02%	80.92%	-4.08%
Part time	1.19%	-0.81%	14.5%	+1.5%
Casual	1.79%	-1.21%	4.48%	+2.48%
Band C (Upper middle)	31%		69%	
Full time	91.62%	+7.62%	75.6%	+7.6%
Part time	0.60%		15.01%	+0.1%
Casual	7.78%	-7.62%	9.38%	-7.62%
Band D (Upper)	57%	+5%	43%	
Full time	96.66%	-1.34%	80.16%	-3.9%
Part time	1.52%	-0.48%	14.29%	+2.29%
Casual	1.82%	+1.82%	5.56%	+1.56%

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.

Continued focus on our priorities

Equity, diversity and inclusion is critical to our success and this extends to our colleagues, customers, clients and communities. We recognise that meaningful change takes time and we remain focussed and determined in enhancing our culture where everyone is treated with fairness, respect and enabled to go beyond their potential. This includes improving gender equity.

Over the last few years, we have made progress in some areas of our D&I strategy and our gender pay gap actions have focussed on 3 clear areas - Reward and Recognition, Management and Leadership Development, and Career Pathways.

For 2023, we will continue our focus in these areas with some additional priorities and a broader focus on "Your Careers" following our employee survey, Your Voice results in November 2022.

2022 success areas included:

1. Introduction of a **Reverse Mentoring Program** with the aim of enhancing senior colleagues' awareness of cultural difference and the advantages this brings to organisations.
2. Continued investment in our **D&I networks** through development and sponsorship. Our gender network, AGENDA focussed on prioritising inclusion for parents and menopause in 2022.
3. As part of our **World Class Leaders programme** we have 27 female colleagues taking part, this supports our leaders at all level of their career from knowledge, skills and behaviour resulting in achieving both academic and professional qualifications.

Some of our 2023 priority areas are outlined below:



Reward and Recognition

- Continue to review, challenge and review our bonus schemes in place across Acacium Group businesses, creating a consistent and fair framework
- Group-wide analysis of pay structures and grading



Inclusive Hiring

- Widening our talent pool by partnering with external diversity talent focussed organisations to help us attract and shortlist more women in senior level roles to achieve gender balance. Additionally, tackling gender balance at entry level roles.
- Introducing a standard and improved approach to interviewing whilst upskilling hiring managers to ensure an inclusive candidates experience and fair hiring decision.



Career Development

- To launch a group wide Mentoring programme developing talent across the business
- World class leaders programme continued enrolment windows for Management & Leadership qualifications at levels 3, 5 and 7
- Career coaching to guide and help colleagues to build a meaningful career to them



Policies

- Enhancing our policies in recognition of our global growth supported by a refreshed Equality Impact Assessment helping to identify and remove any disadvantage and barriers to various communities.

Appendix table

2022	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	-5.4%	-2.17%	58.96%	77.5%	9.51%	5.53%	660	1609	248	2130	366	1793	452	1817
Pulse	12.61%	-3.63%	71.9%	33.33%	24.7%	17.3%	1091	3399	785	3703	757	3753	980	3505
CHS	15.1%	3.05%	63.7%	0%	73.4%	77.2%	13	61	5	63	63	9	13	56
Maxxima	3.66%	7.29%	6.25%	66.67%	0.74%	0.67%	94	155	101	148	91	158	120	129
Acacium Group TOTAL	11.3%	-1.82%	77.01%	48.85%	19.5%	13.8%	1805	5454	1342	5917	1267	5992	1583	5512

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.

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.

Always by your side

Action when you need it,
constant and reliable.