



Gender Pay Gap Report 2023-24

A note from our CEO

As CEO of Acacium Group, I'm proud to present our latest Gender Pay Gap Report, highlighting the improvements we have made in 2023 as we continue our steadfast commitment to ensuring equity, diversity and inclusion in our business and in the communities in which we serve.



As an organisation firmly anchored in our core values of 'Driven by Excellence', 'Putting People First', and 'Always by Your Side', we remain committed to reducing our gender pay gap as we pursue our mission to increase the sustainability of the global healthcare system.

This report sets out the detail of our gender pay gap and highlights the strategies we've implemented to address this persistent societal issue. In the spirit of disclosing the impact of our actions within both our own organisation and the communities we work with, we have set out our consolidated UK Group data and the individual datasets of our direct employees and candidate workforce.

Encouragingly, our track record reveals we have good female representation across the business. In recent years, we have been deliberate in our efforts to nurture a strong female talent pipeline. We're proud to say these efforts, which you can read more about in this report, have yielded positive outcomes - exemplified by the improvement in female representation in senior leadership roles, rising from 43% in 2022 to 45.5% in 2023.

We acknowledge that a bonus gap persists due to the inclusion of our candidate data (constituting 90.6% of our overall workforce), where bonuses are not included in their contractual terms. However, we have made substantial strides in reducing both the mean bonus pay gap and median bonus pay gap for our direct employees.

Specifically, our mean bonus pay gap has decreased from 69.24% in 2022 to 57.79% in 2023, marking an 11.45% reduction in our bonus pay gap, and our median bonus pay gap has diminished from 63.99% in 2022 to 37.59% in 2023, reflecting a substantial 26.4% decrease in our bonus pay gap.

These improvements reflect targeted structural pay adjustments and the ongoing evolution of our organisational culture and leadership development initiatives, including:

- Rigorous reviews of pay and bonus structures
- Implementation of reverse mentoring programmes
- Establishment of women in technology initiatives
- Formation of diversity and inclusion networks
- Introduction of returnship programmes
- Adoption of competency-based hiring practices
- Provision of education on unconscious bias training
- A 9-day fortnight trial to promote flexible working

These actions provide a robust foundation for ongoing improvements, and we remain committed to implementing policies and programmes that support equity, diversity and inclusion.

Finally, I want to thank everyone in our business for their continued efforts in fostering a collaborative, diverse and inclusive culture where we are better together. Your feedback and involvement are what help us embed responsible and sustainable business practices throughout the Group. In so doing, we continue to execute on our purpose 'to improve people's lives through expert healthcare, social care and life science'.

Thank you for your support.

Mike Barnard

What is the Gender Pay Gap?

The Gender Pay Gap is a metric that quantifies the disparity in average earnings between male and female employees across an entire organisation, regardless of the roles they perform within the workforce.

It is crucial to distinguish the Gender Pay Gap from equal pay comparisons, which assess the remuneration discrepancies between men and women engaged in the same or similar job roles.

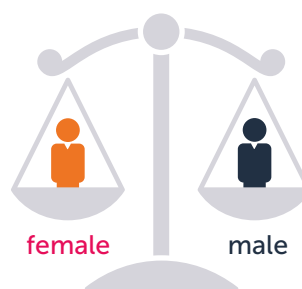
How do we measure the gap?

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

Our report focuses on individual businesses operating within Acacium Group that have surpassed the 250-employee threshold (as detailed in the appendix table). However, our primary emphasis lies in consolidating the results of the entire Group. We believe this approach enhances transparency regarding our gender pay gap and aids in identifying targeted actions to address this disparity effectively.

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 line up all women and men from lowest to highest paid. The median pay gap refers to the difference in hourly wages between the woman in the middle and the man in the middle when comparing their respective positions in this pay ranking.

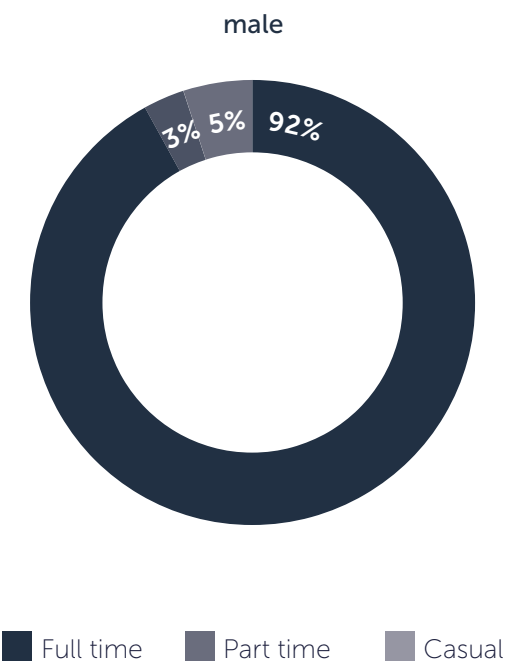
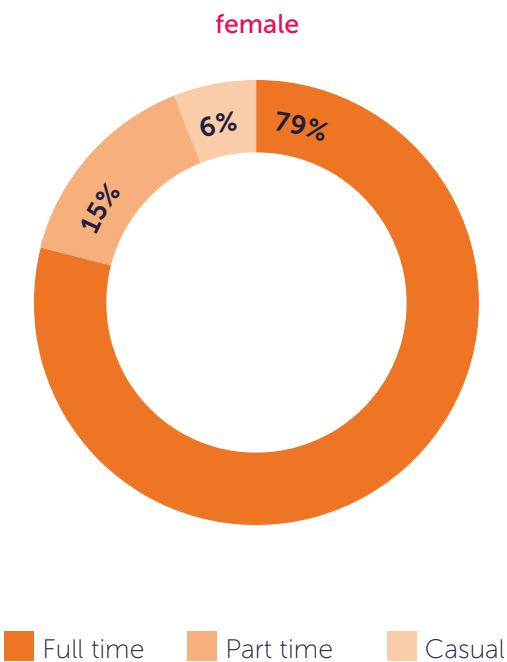
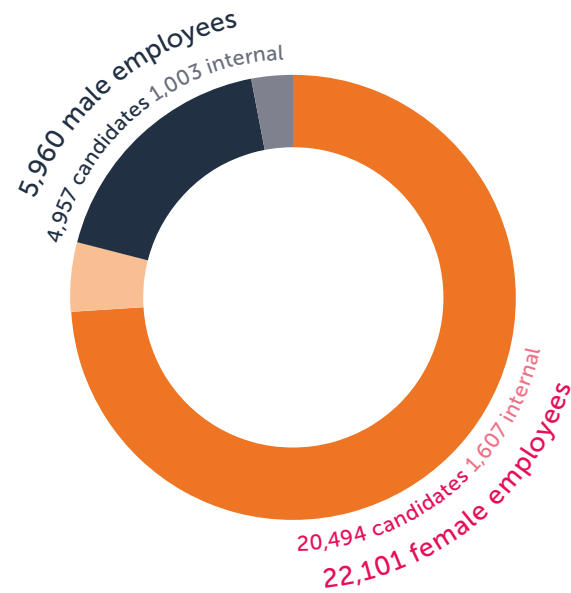
Understanding our workforce profile

Acacium Group employs and collaborates with a workforce of nearly 30,000 people. Our workforce encompasses direct employees and candidates, the latter being individuals filling roles on behalf of Acacium Group businesses across a wide range of healthcare, social care and life sciences services.

Among these individuals, candidates constitute a significant majority, accounting for 90.7% of our workforce in the context of Gender Pay Gap reporting. Direct employees make up the remaining 9.3%. Consequently, our gender pay gap is primarily influenced by our candidate workforce.

One noteworthy factor impacting our gender pay gap is the dynamic nature of the candidate labour market. These figures are particularly impacted since the snapshot for reporting represents just one month a year. Therefore, substantial fluctuations in demand for candidate workers during this snapshot period can significantly affect the composition of workers included in our annual reporting. In the 2023 reporting period, there was a 5% overall decline in the number of candidate workers compared to 2022, while our internal workforce expanded by 21% during the same period.

All employees



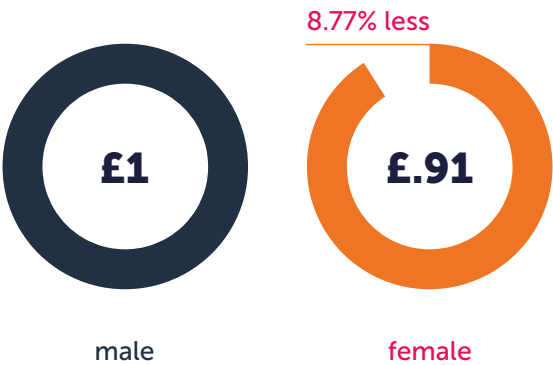
Acacium Group's gender pay gap

Mean and median pay gap

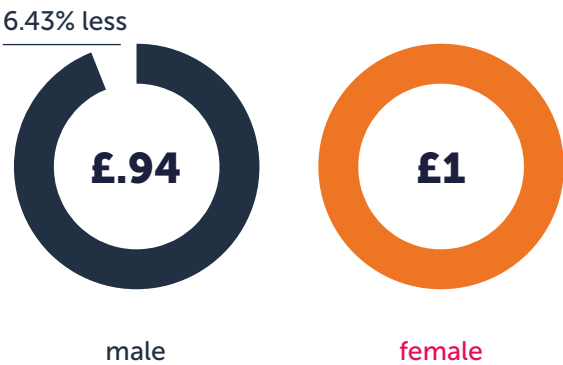
- Our mean pay gap demonstrates that, on average, men are paid 8.77% higher than women, which represents a decrease in the gap of 2.53% since our 2022-23 report.
- The median pay gap displays that, on average, women are paid 6.43% higher than men, representing an increase of 4.6% since last year's report and a continued gap existing since our 2018 reporting in favour of women.

In perspective, the UK had a national median Gender Pay Gap of 14.9% in 2022. Our results, therefore, indicate both a GPG trend below that of the national average in the UK and one continuing to show positive progress overall.

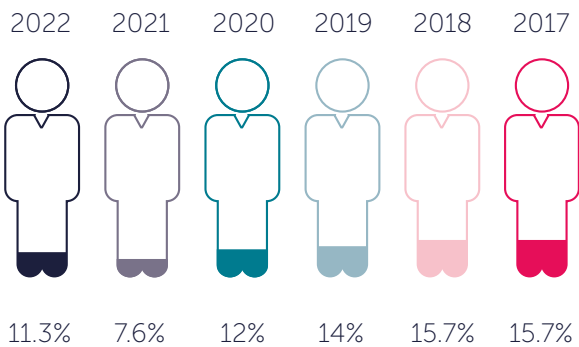
Mean gender pay gap



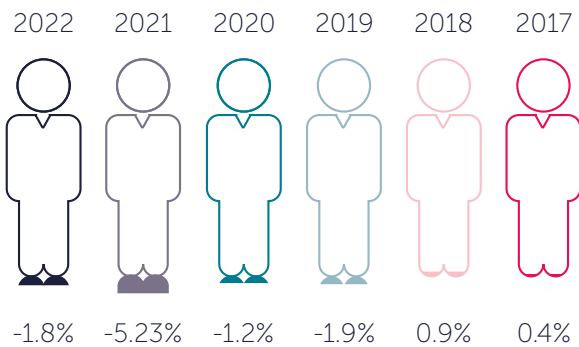
Median gender pay gap



Mean gender pay gap



Median gender pay gap

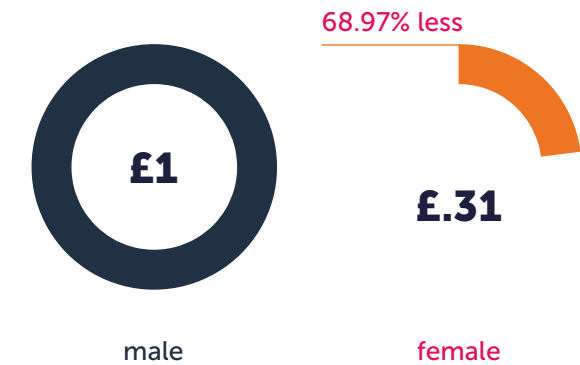


Source: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2022>

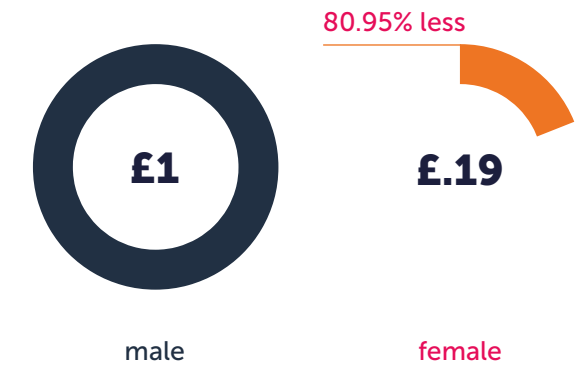
Mean and median bonus gap

- Our mean bonus gap highlights that, on average, men receive 68.97% more than women, which represents a decrease in the bonus gap since last year.
- Our median bonus gap also highlights that, on average, men receive 80.95% more than women. The average bonus payments are heavily influenced by the overall candidate numbers, who receive minimal bonus payments.

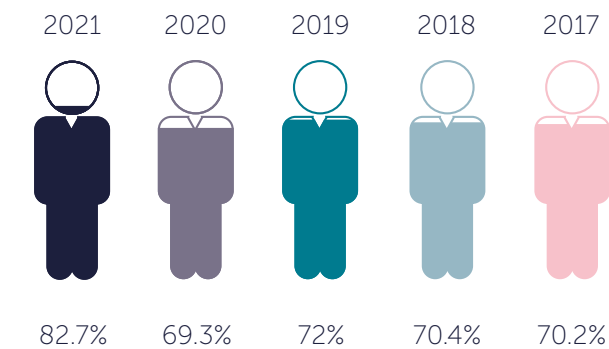
Mean bonus gender pay gap



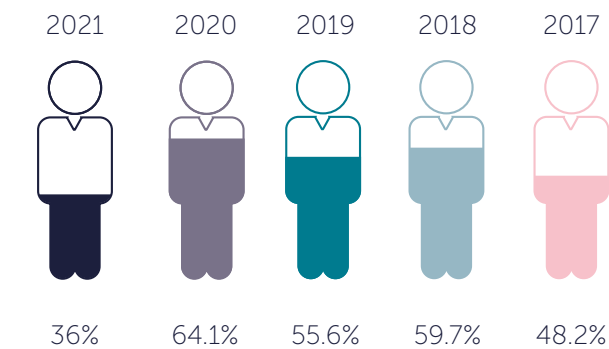
Median bonus gender pay gap



Mean bonus gender pay gap



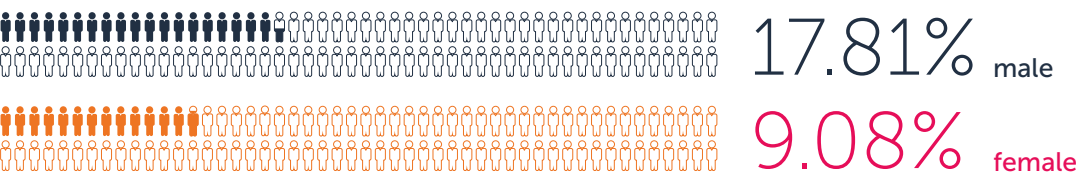
Median bonus gender pay gap



The 5% fall in candidate workers showed a corresponding fall in the number of men and women receiving bonuses in the snapshot period. This disproportionately affected females due to significantly fewer women in roles that attract bonuses.

It should be noted that part-time work patterns also impact bonus pay gaps. Although part-time work does not influence hourly pay calculations, it does affect bonus pay gaps, as individuals working fewer hours may have limited opportunities to earn bonuses which we are looking to address.

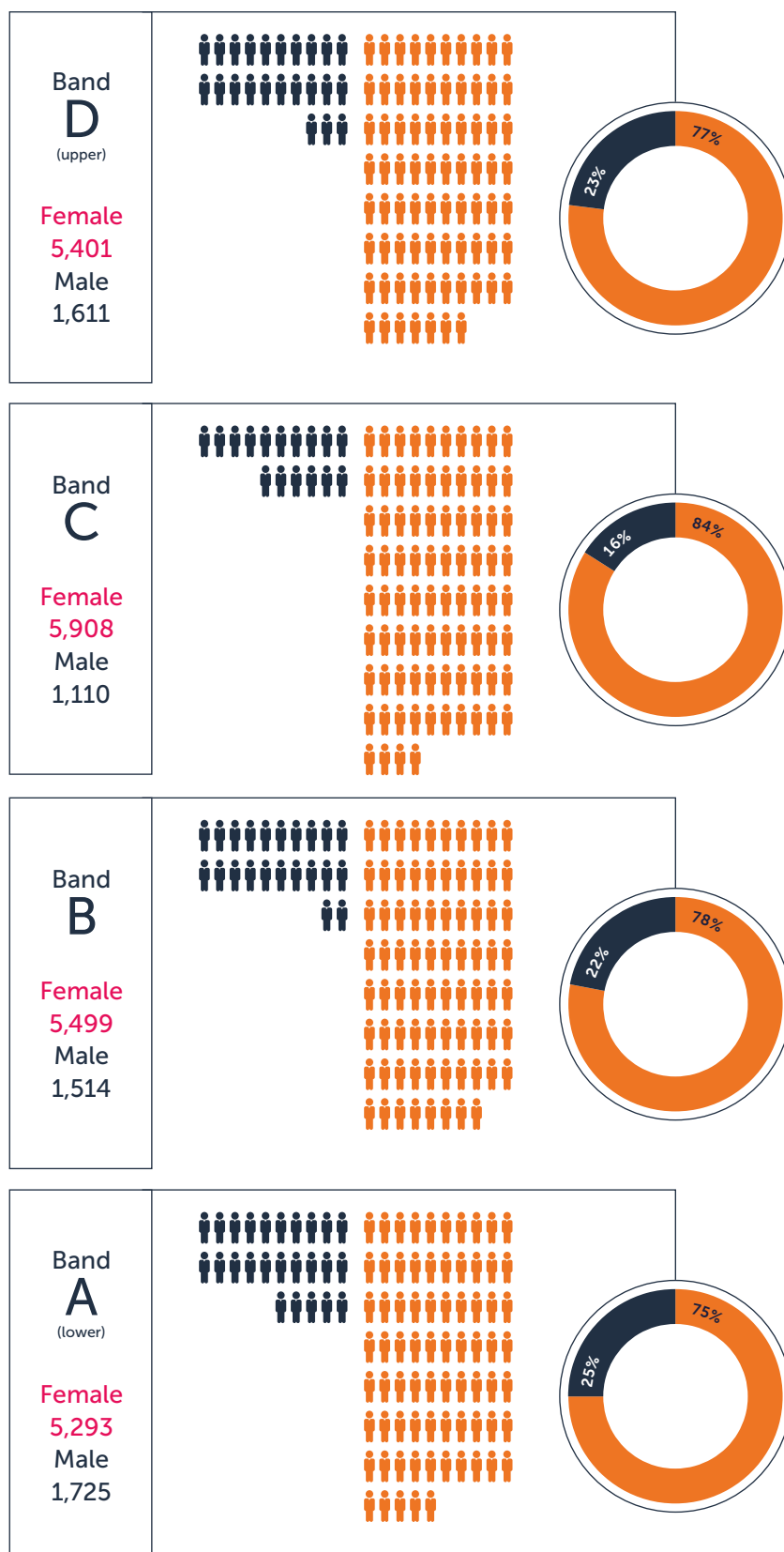
Proportion of Bonus Payments Made



Pay quartiles are a way of categorising pay rates within our organisation, dividing them into four equally sized groups from the lowest to the highest. Each quartile shows the percentage of men and women in that pay bracket.

The 5% reduction in candidate workers has led to a more balanced distribution of male and female representation in Bands A, B, and D. Band C is the only one where a higher proportion of females remains. This indicates that there has been some natural improvement in the mean gender pay results due to fluctuations in external market demand during the snapshot date.

Median bonus gender pay gap



Direct employee snapshot

Our data is significantly shaped by the substantial presence of candidates, accounting for 90.7% of our overall calculation. Consequently, we aimed to better understand and communicate the gender pay gap among our direct employees. This approach allows us to establish tailored strategies and action plans for this group.

	Pay Gap	Increase (+)/ decrease(-) on previous year	Bonus Pay Gap	Increase (+)/ decrease(-) on previous year
Mean pay gap	25.48%	-8.31%	57.79%	-11.45%
Median pay gap	19.4%	-3.82%	37.59%	-26.4%
% receiving bonus payment	Male 74.22%	-9.62%	Female 58.73%	-25.74%
	Male		Female	
Band A (Lower)	30.1%	+1%	69.9%	-1.1%
Full time	96.3%	+9.97%	85.4%	+5.4%
Part time	2.7%	-8.1%	12.4%	-5.3%
Casual	1.1%	-1.78%	2.3%	+0.9%
Band B (Lower middle)	34%	+4%	66%	-4%
Full time	91.2%	-6.02%	76%	-4.92%
Part time	5.3%	+4.11%	16.2%	+1.7%
Casual	3.5%	+1.71%	7.8%	+3.32%
Band C (Upper middle)	34.8%	+3.8%	65.2%	-3.8%
Full time	83.5%	-8.12%	74.6%	-1%
Part time	2.6%	+1.41%	13.4%	-1.61%
Casual	13.9%	-6.12%	12%	+2.62%
Band D (Upper)	54.5%	-2.5%	45.5%	+2.5%
Full time	97.2%	+0.54%	83.3%	+3.14%
Part time	1.1%	-0.42%	13.7%	-0.59%
Casual	1.7%	-0.12%	3%	-2.56%

When comparing these outcomes with our broader Group results that encompass candidate data, it becomes evident that our primary emphasis remains on narrowing the gender pay gaps among our direct employees.

Our priorities

Equity, diversity, and inclusion are fundamental pillars of our success, extending to our colleagues, customers, clients, and communities. We understand that meaningful change is a gradual process, and our commitment to fostering a culture of fairness and supporting individuals to achieve their potential is core to our employee proposition. This commitment includes our ongoing efforts to advance gender equity.

In recent years, we have achieved progress in several facets of our diversity and inclusion (D&I) strategy. Specifically, our actions to address the gender pay gap have centred on three key areas: reward and recognition, management and leadership development, and career pathways.

Looking ahead to 2024, we will focus on these areas, incorporating additional priorities and broadening our attention to 'Your Careers', an area of focused initiatives based on the feedback from our employee survey, Your Voice, conducted in November 2023.

Priority areas for 2024:



Reward and Recognition

- Bonus scheme review: We will continue to assess and refine the bonus schemes across all Acacium Group businesses to establish a consistent and equitable framework.
- Pay structure and grading analysis: We will comprehensively evaluate pay structures and grading throughout the entire Group.



Career Development

- Group-Wide Mentoring programme: We will launch a mentoring programme that spans the entire group, fostering talent development across the organisation.
- World-Class leaders programme: Enrolment windows for Management and leadership qualifications at levels 3, 5, and 7 will remain open, supporting professional growth.
- Career coaching: We will offer career coaching to guide and assist our colleagues in building meaningful careers that align with their aspirations.



Inclusive Hiring

- Diversity talent partnerships: We will partner with external organisations that specialise in diversity to expand our talent pool, with a specific focus on attracting and shortlisting more women for senior-level positions and addressing gender balance at entry-level roles.
- Improved interviewing process: We are introducing a standardised and enhanced approach to interviewing while providing training to our hiring managers. Our goal is to ensure a fair and inclusive candidate experience and hiring decisions.



Policies

- Enhanced policies for global growth: In recognition of our global expansion, we will enhance our policies and implement a refreshed 'equality impact assessment' to identify and eliminate disadvantages and barriers for various communities.

Our 2023 achievements include:

1. Launching a reverse mentoring programme designed to enhance senior colleagues' understanding of cultural differences and the benefits these differences bring to our organisation.
2. Continued investment in the development and sponsorship of our D&I networks. Our gender network, AGENDA, will emphasise promoting inclusion for parents and addressing menopause-related issues in 2024.
3. Implementing the World Class Leaders programme, with the participation of 27 female colleagues. This initiative supports leaders at all career levels, equipping them with knowledge, skills, and behaviours that lead to academic and professional qualifications.

Appendix table

2023	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
Carehome Selection Limited	17.66%	12.63%	59.79%	51.3%	16.07%	6.05%	12	59	6	65	11	60	20	51
Doctors	34.16%	40.86%	0%	0%	0%	0%	14	50	46	18	39	25	46	18
ICS Operations Ltd	0.85%	1.96%	-14.51%	-110%	35.71%	29.86%	22	51	31	42	29	43	26	47
Independent Clinical Services Limited	-7.69%	-5.84%	41.48%	28.69%	7.74%	3.01%	719	1639	256	2100	340	2017	438	1919
Liquid Personnel Ltd	-10.12%	-2.78%	-37.93%	0%	4.68%	3.35%	121	377	93	447	90	365	79	419
Maxxima Ltd	2.96%	2.63%	0%	0%	0%	0%	71	122	50	142	61	134	79	111
Pulse Healthcare Ltd	14.01%	-3.74%	64.32%	86.54%	24.17%	13.57%	892	2781	711	2961	610	3062	841	2832
Acacium Group TOTAL*	8.77%	-6.43%	68.97%	80.95%	17.81%	9.08%	1725	5293	1514	5499	1110	5908	1611	5401

* Acacium Group TOTAL includes four other group entities, not shown in the table, whose UK employee population is out of scope Gender Pay Gap reporting because they have less than 250 eligible employees.

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.