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# Gender Pay Gap Report

## 2025-26

## A note from our CEO

As CEO of Acacium Group, I am pleased to introduce our latest Gender Pay Gap Report and outline the changes since our last report. Our commitment to fairness, inclusion and representation remains central to who we are, both within our organisation and in the communities in which we serve. Addressing this important societal challenge is a responsibility we take seriously and continue to prioritise.



We are an organisation with the highest standards of clinical excellence and are committed to ethical and responsible business practice. As a business, we invest in our people, technology and processes to deliver expert healthcare, social care and life sciences staffing and services that improve the sustainability of the healthcare system.

Our gender pay gap remains an important priority, and in 2025 we made meaningful progress in how we understand, track and address the factors that contribute to it. While there is more to do, we are continuing to build the insight, accountability and actions needed to drive lasting change.

Over the past 12 months, we have taken decisive action to adapt to changing market conditions, resulting in a period of organisational restructuring. As a consequence, both our direct workforce and candidate population are smaller than in previous years.

To ensure full transparency we disclose both our direct employee pay gap in the UK, as well as the pay gap for our UK candidate workforce.

In previous years we have reported both positive and negative movements:

- Group Gender pay gap increased to 15.67% in 2024 (2023: 8.77%)
- Group mean bonus pay gap slightly decreased to 68.59% in 2024 (2023: 68.97%)

- Our direct employees mean Gender pay gap increased to 31.75% in 2024 (2023: 25.48%)
- Our direct employees mean bonus pay gap slightly increased to 59.41% in 2024 (2023: 57.79%)

In 2025, our Group gender pay gap improved by 5 percentage points, reducing to 10.61% in 2025 (from 15.67% in 2024).

- Our direct employees mean Gender pay gap improved to 29.76% in 2025 (2024: 31.75%)
- Our direct employees mean bonus pay gap has increased slightly to 61.56% in 2025 (2024: 59.41%)

While overall female representation remained stable year-on-year, we saw a positive increase in female representation at senior leadership level, rising to 45.8% in 2025 (2024: 45.1%).

Whilst we are operating within a challenging UK healthcare landscape, we continue to prioritise closing our gender pay gap.

Finally, I would like to express my appreciation to everyone across our organisation for their continued efforts in building a diverse and inclusive culture where we are 'better together'

Regards.

*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.

A gender pay gap often arises where women are more concentrated in lower-paid roles and men are more represented in higher-paid roles. This is different from equal pay, which considers whether men and women are paid the same for carrying out similar work.

## Why report on the Gender Pay Gap?

Reporting on our gender pay gap is an important part of our commitment to transparency, accountability, and fairness. It allows us to better understand how men and women are represented across our workforce and to identify where structural or systemic differences exist.

By publishing this information, we can track progress over time, assess the impact of our actions, and ensure we remain focused on creating a more balanced and inclusive organisation.

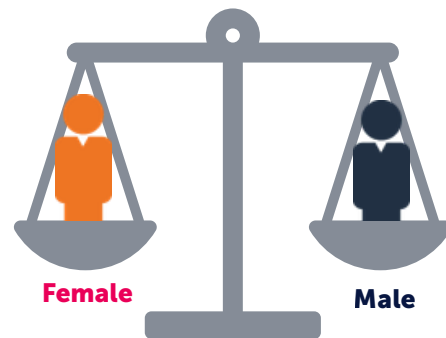
## How do we measure the gap?

The Government sets out specific requirements for how the gender pay gap is calculated, supported by detailed guidance on the data that must be reported. This includes:

- The mean and median gender pay gap
- The mean and median bonus pay gap
- The proportion of male and female employees receiving a bonus
- The proportion of male and female employees across each pay quartile

Our report includes individual Acacium Group businesses that meet the UK gender pay gap reporting threshold of 250 employees, as set out in the appendix. Our primary focus, however, is on presenting a consolidated view of our UK operations. We believe this approach provides greater transparency and enables a clearer understanding of our overall UK gender pay gap, helping us to identify trends more effectively and take targeted, meaningful action to address them.

### 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 works with a workforce of 17,985 people in the UK. This includes both direct employees and candidates, with candidates filling roles on behalf of our businesses across healthcare, social care, and life sciences services.

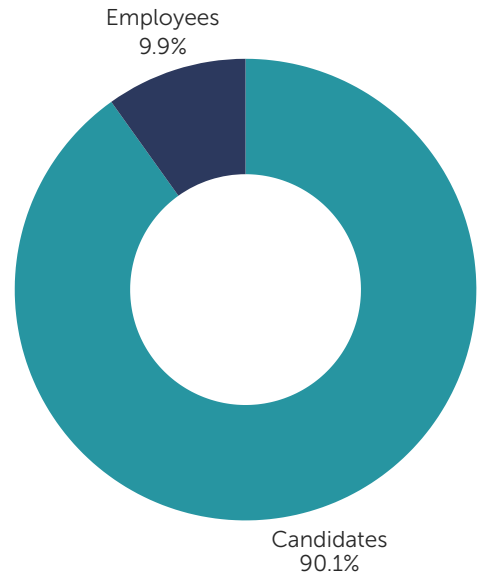
Candidate represent a significant majority of the workforce included in Gender Pay Gap reporting, accounting for 90% of the total population, while direct employees make up the remaining 10%. As a result, our overall gender pay gap is primarily influenced by the composition and dynamics of our candidates.

Between the 2024 and 2025 reporting periods, Acacium Group experienced a reduction in overall workforce size. The total workforce decreased by 17.3%, from 21,735 individuals in 2024 to 17,985 in 2025.

This resulted in a smaller direct and candidate workforce. The candidate population declined by 16.9% year on year, decreasing from 19,501 to 16,208 individuals, while the employee population reduced by 20.5%, from 2,234 to 1,777 employees. This change was primarily driven by a reduction in the candidate workforce following significant business restructuring in response to changes in market conditions and candidate demand.

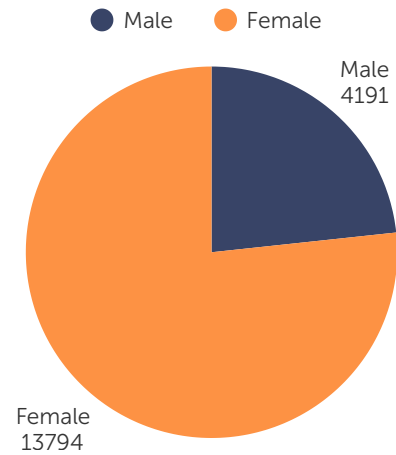
Given that candidates continue to represent the majority of the workforce included in Gender Pay Gap reporting, changes in candidate numbers have a disproportionate impact on the overall gender pay gap figures. These workforce movements should therefore be considered when interpreting year-on-year changes in our reported outcomes.

## Our Workforce Composition by %



### (Employee and Candidate)

#### Group data



**Female: 12,684 Candidates,  
1,110 Employees**

**Male: 3,524 Candidates,  
667 Employees**

# Acacium Group (UK) gender pay gap overview

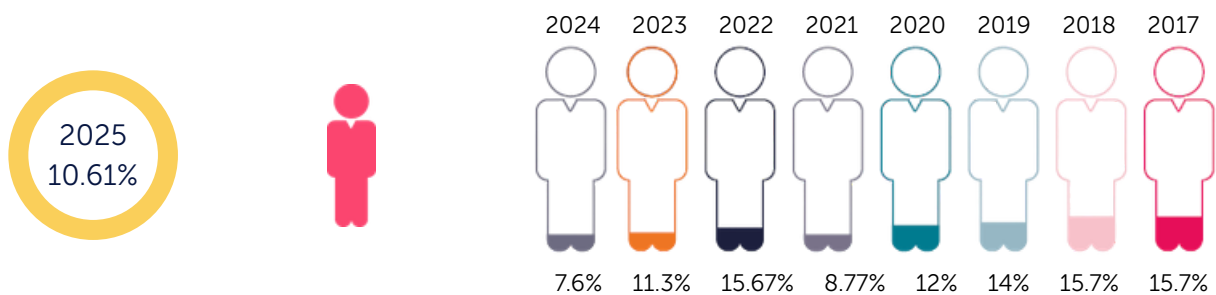
## Mean and median pay gap

- Our mean pay gap demonstrates that, on average, men are paid 10.61% higher than women, which represents a decrease in the gap of 5% since our 2024-25 report.
- Our median gender pay gap has shifted further in favour of women, moving from -1.36% to -3.84% (a change of 2.48 percentage points).

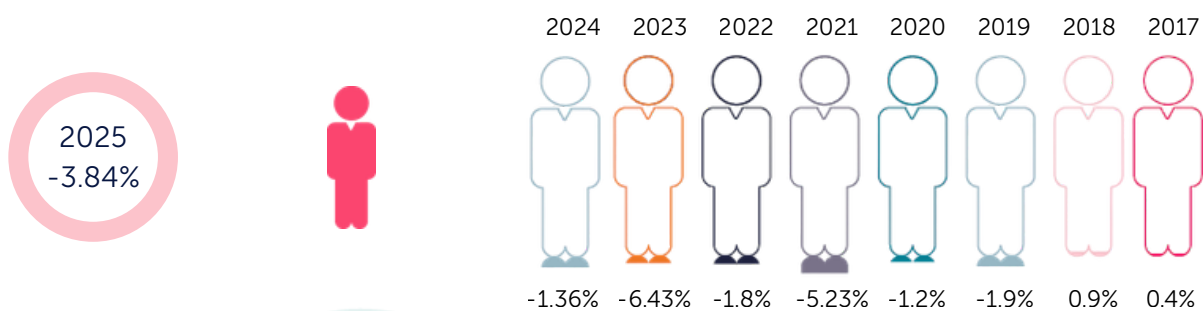
Against the most recent ONS benchmark, which shows a UK median gender pay gap of 12.8% in favour of men, our median gender pay gap of -3.8% indicates that women earn more than men at the median within our organisation, reflecting the distribution of roles and pay across our workforce and positioning us favourably relative to the national picture.

[Gender pay gap in the UK - Office for National Statistics](#)

## Mean gender pay gap



## Median gender pay gap

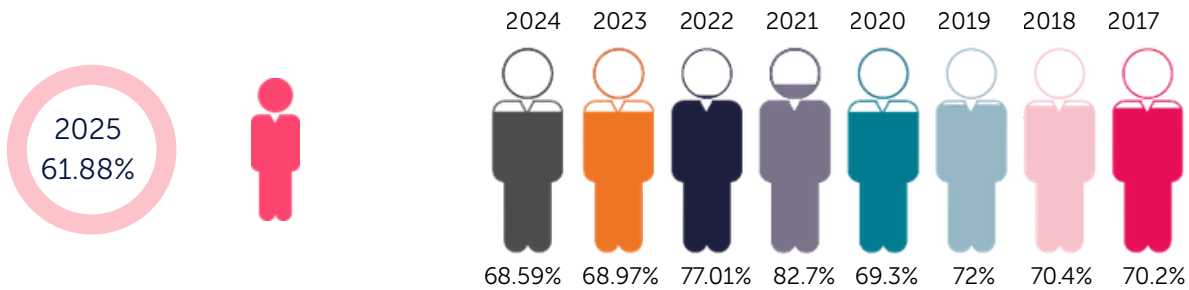


## Mean and median bonus gap

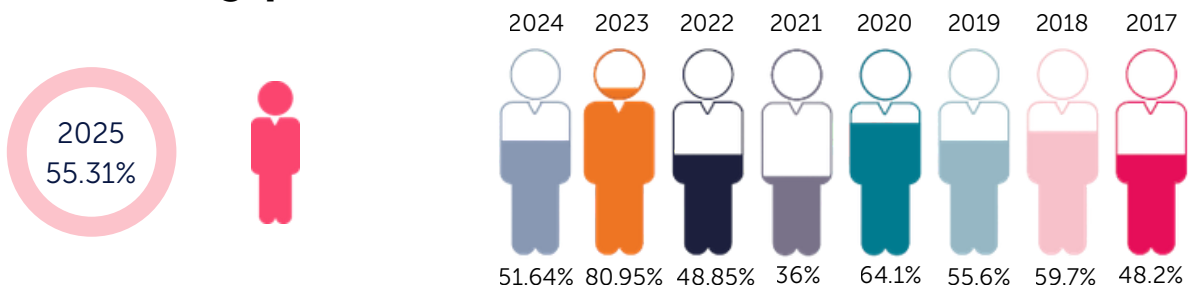
- Our mean bonus gap highlights that, on average, men receive 61.88% more than women, which represents a slight decrease of -7% in the bonus gap since last year.
- Our median bonus gap also highlights that, on average, men receive 55.31% more than women. The average bonus payments are heavily influenced by the overall candidate numbers, who receive minimal bonus payments.

UK specific data covering both direct employees and candidates shows a year on year decline in bonus receipt for both males and females in 2025. The proportion of males receiving a bonus decreased from 13.64% in 2024 to 7.17% in 2025, while the proportion of females decreased from 7.58% to 2.91%. This represents a reduction of 6.5 percentage points for males and 4.7 percentage points for females. The larger reduction among males reflects a fall in the number of UK male individuals receiving bonus payments. Despite the overall decline in bonus receipt, a gender bonus pay gap remains, as males continue to receive higher average bonus payments than females.

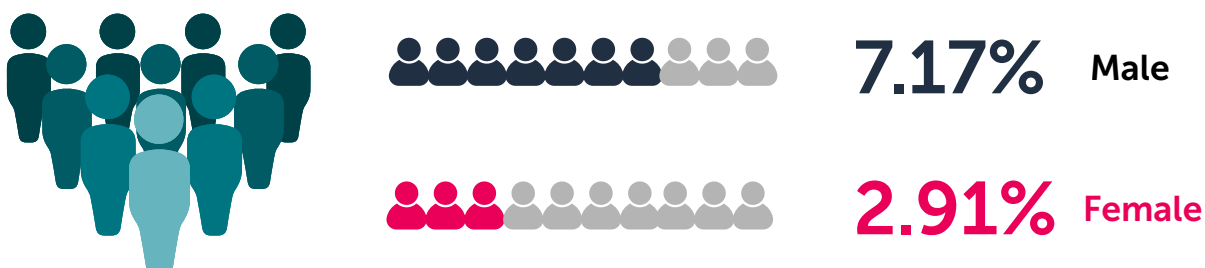
### Mean bonus gap



### Median bonus gap



### The proportion of male and female employees (direct and candidates) receiving a bonus

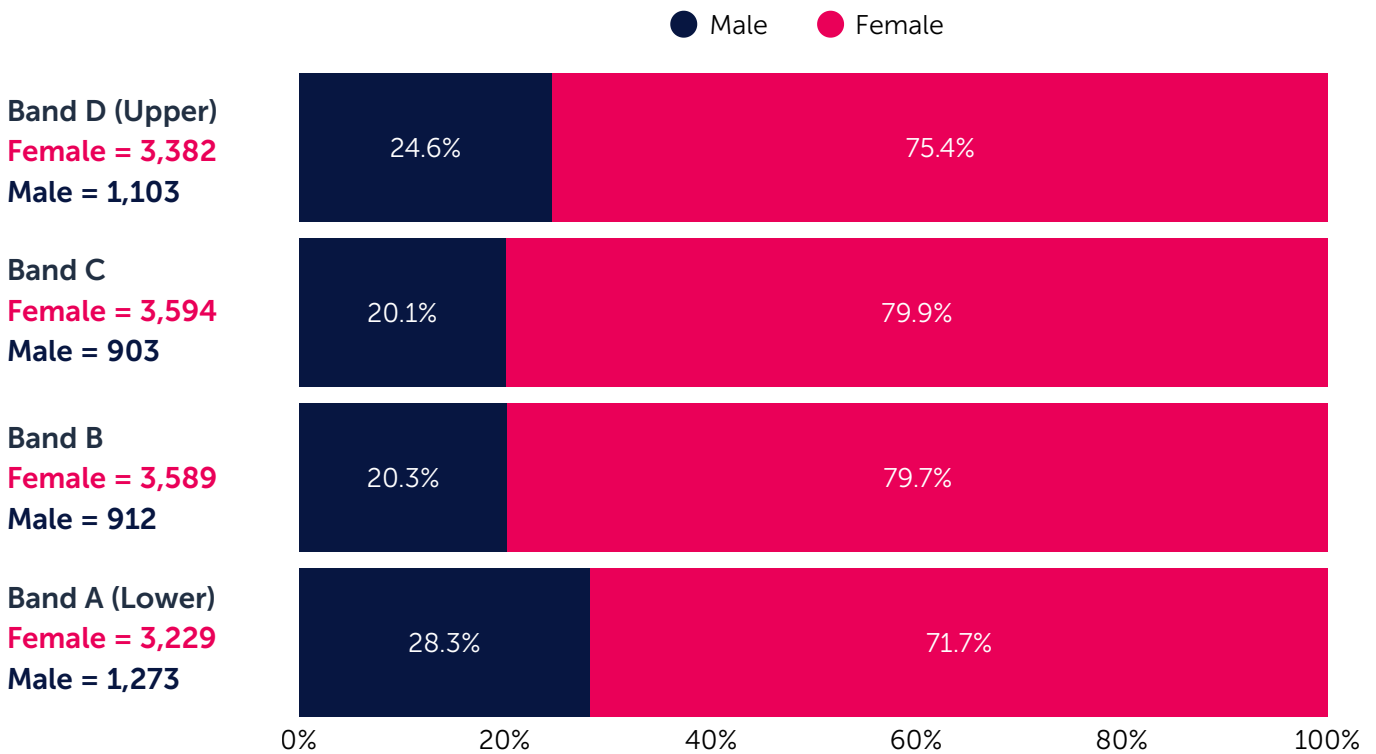


## Pay quartile proportions

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

### Proportion of Male and Female in each pay quartile

The graph below illustrates the distribution of males and females across each pay quartile within our UK direct employees and candidate workforce.



This graph summarises the distribution of males and females across our four pay bands, from Band A (lower) through to B and D (upper). Across all bands, our workforce remains predominantly female, with females outnumbering males in each quartile. In Bands A to C, female representation is consistently higher than male representation, indicating stronger female representation across the lower and middle pay bands. In B and D (upper quartile), females still represent the larger share overall; however, the male population in this band remains material, reinforcing that representation at the upper end of pay continues to be an important driver of our pay and bonus outcomes.

Pay quartiles provide important context for understanding the gender pay gap, as they reflect the distribution of male and female across different pay levels rather than pay differences for the same roles.

## Direct employee snapshot

Our overall results are strongly influenced by the size of our worker population, which accounts for around 90% of the data included in our calculations. To provide clearer insight and enable more targeted action, we have therefore focused our analysis on our direct employee population, allowing us to develop tailored strategies and actions that address the specific drivers of the gender pay gap within this group.

Metrics	2025 Pay Gap	2024 Pay Gap	Increase (+) / decrease (-) on previous year	2025 Bonus Pay Gap	2024 Bonus Pay Gap	Increase (+) / decrease (-) on previous year
Mean pay gap	29.76%	31.75%	-1.99%	61.56%	59.41%	2.15%
Median pay gap	17.73%	20.93%	-3.20%	54.13%	29.63%	24.50%

### The proportion of male and female direct employees receiving bonus payments

2025 - Male %	2024 - Male %	Increase (+) / decrease (-) on previous year	2025 - Female %	2024 - Female %	Increase (+) / decrease (-) on previous year
42.59%	74.36%	-31.77%	32.09%	56.80%	-24.71%

## Direct employee snapshot - Pay Bands

Pay Bands	2025 Male pay Quartile	2024 Male pay Quartile	Increase (+) / decrease (-) on previous year	2025 Female pay Quartile	2024 Female pay Quartile	Increase (+) / decrease (-) on previous year
<b>Band A (Lower)</b>	<b>27.8%</b>	26.4%	1.4%	<b>72.2%</b>	73.6%	-1.4%
Full Time	91.6%	93.6%	-2.0%	85.4%	81.1%	4.3%
Part Time	4.2%	6.4%	-2.2%	13.3%	18.2%	-4.9%
Casual	4.2%	0.0%	4.2%	1.3%	0.8%	0.5%
<b>Band B</b>	<b>29.6%</b>	32.2%	-2.6%	<b>70.4%</b>	67.8%	2.6%
Full Time	88.8%	93.1%	-4.3%	67.3%	80.2%	-12.9%
Part Time	6.0%	4.6%	1.4%	17.3%	13.7%	3.6%
Casual	5.2%	2.3%	2.9%	15.4%	6.0%	9.4%
<b>Band C</b>	<b>38.1%</b>	33.8%	-4.3%	<b>61.9%</b>	66.2%	-4.3%
Full Time	84.2%	81.6%	2.6%	74.1%	72.0%	2.1%
Part Time	1.2%	1.0%	0.2%	15.8%	14.1%	1.7%
Casual	14%	17.5%	-3.5%	10.1%	13.9%	-3.8%
<b>Band D (Upper)</b>	<b>54.2%</b>	54.9%	-0.7%	<b>45.8%</b>	45.1%	-0.7%
Full Time	96.7%	98.0%	-1.3%	86.3%	88.8%	-2.5%
Part Time	1.6%	1.3%	-0.3%	12.2%	10.4%	-1.8%
Casual	1.6%	0.7%	-0.9%	1.5%	0.8%	-0.7%

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## Our priorities

In 2025, we continued to strengthen our focus on gender equity across Acacium Group, recognising that closing our Gender Pay Gap requires sustained action, transparency, and leadership commitment. While structural challenges remain, the year marked important progress in how we understand, monitor, and address the factors influencing our pay outcomes.

We continued to embed inclusive people practices across the Group, with a particular focus on fair hiring, development and progression. This included reviewing our talent and succession pipelines, strengthening inclusive leadership capability, and maintaining a consistent focus on flexible and hybrid working practices that support retention and progression for all colleagues.

## Priority areas for 2026

Looking ahead to 2026, our priority is to translate insight into impact. We will focus on closing the Gender Pay Gap through sustained action across three key areas: improving gender balance at senior levels, supporting equitable career progression, and ensuring our reward and recognition frameworks remain fair, transparent and evidence-led. Delivery of these priorities will be underpinned by clear ownership, ongoing data review, and regular reporting to senior leaders.

### Reward and Recognition

- We will continue to review and refine bonus schemes across all Acacium Group businesses, with the aim of establishing a consistent, transparent and equitable framework that supports performance and recognises contribution.

### Career Development

- We continue to roll out a mentoring programme that spans the entire group, fostering talent development across the organisation.
- We will continue to offer career coaching to guide and assist our colleagues in building meaningful careers that align with their aspirations.

### Inclusive Hiring

- We will continue to adopt a more consistent and enhanced approach to interviewing, supported by training for hiring managers across the Group. This will help ensure a fair, inclusive and high-quality candidate experience, and support objective, well-informed hiring decisions.

### Policies

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

We recognise that closing the Gender Pay Gap is not a one-year endeavour. It requires long-term commitment and accountability across the business. We remain committed to building an inclusive organisation where everyone has equitable access to opportunity, progression and reward, and we will continue to track and share our progress openly as part of that commitment.

## Appendix table

2025	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	Male	Female	Male	Female	Male	Female	Male	Female
ICS Operations Ltd	14.30%	4.40%	47.40%	26.60%	<b>33.50%</b>	<b>24.00%</b>	47	80	42	83	45	79	53	73
Independent Clinical Services Ltd	-18.50%	-41.80%	58.90%	46.70%	<b>3.90%</b>	<b>1.60%</b>	239	367	178	430	91	503	123	473
Liquid Personnel Ltd	-16.70%	0.00%	0.00%	0.00%	<b>0.60%</b>	<b>0.40%</b>	117	452	78	328	107	431	58	329
Maxxima Ltd	5.40%	8.10%	0.00%	0.00%	<b>0.00%</b>	<b>0.00%</b>	41	108	41	96	56	87	53	90
Pulse Healthcare Ltd	20.10%	-3.30%	52.30%	51.50%	<b>5.20%</b>	<b>2.70%</b>	778	2259	598	2439	554	2481	708	2329
Acacium Group Total*	10.60%	-3.80%	61.90%	55.30%	<b>7.20%</b>	<b>2.90%</b>	1273	3229	912	3589	903	3594	1103	3382

\*Acacium Group Total includes three other group entities, not shown in the table, whose UK population is below the 250-employee threshold for Gender Pay Gap reporting

## 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.