



Gender Pay Gap Report 2020-21

A note from our CEO



We are passionately committed to being a truly inclusive company, providing equal opportunities for everyone. It's good for society, for our clients, for the people we care for, and for the people who work for us. Most importantly, though, it's the right thing to do.

2020 was a challenging year, particularly for those who have been directly affected by the devastating consequences of COVID-19. Our priority has and continues to be ensuring the health and safety of our employees and workers whilst doing everything we can to support our customers.

I would like to thank all of our employees and workers for their outstanding work in what have been incredibly challenging circumstances.

As a leading healthcare solutions partner, we are focused on using our experience and capabilities to improve people's lives through expert healthcare, social care, and life sciences. At the end of 2020, we brought our market-leading brands closer together, reflecting our ambition and the difference we make, and were proud to announce our new name, Acacium Group.

Understanding and taking steps to improve our gender pay gap across our organisation is one way in which Acacium Group can deliver sustainable growth by better addressing our clients' diverse needs and better reflecting the communities in which we work.

Leadership development is a key way to support the development of effective career paths, including for our female colleagues. I'm proud that we have launched our World Class Leaders programmes which have seen great uptake from across the Group in level 3 and 5, with the level 7 programme having also recently commenced. Across both levels 3 and 5 so far, we've seen a fantastic proportion of female colleagues

enrolling. Our aim is for these programmes to be the foundation for successful development of our leaders of the future here at Acacium Group.

Our Group values reflect what teams from across our Group believe in, who we are, how we act, and the decisions we take. They also inform our ongoing approach to narrowing our gender pay gap:

- **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

Acacium Group is the foundation of our future rather than simply a name. Bringing our market-leading businesses closer together to drive growth, share best practice and open up broader career paths will reinforce the momentum in tackling our gender pay gap.

As ever, while we continue to see progress, there is always more work to be done, and we remain committed to embracing a dynamic workplace that enables everyone to thrive.

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**.

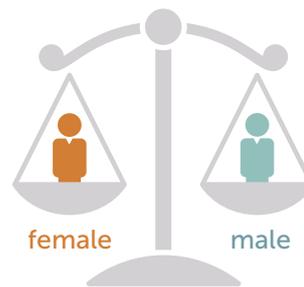
How do we measure the gap?

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 opportunity.

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.

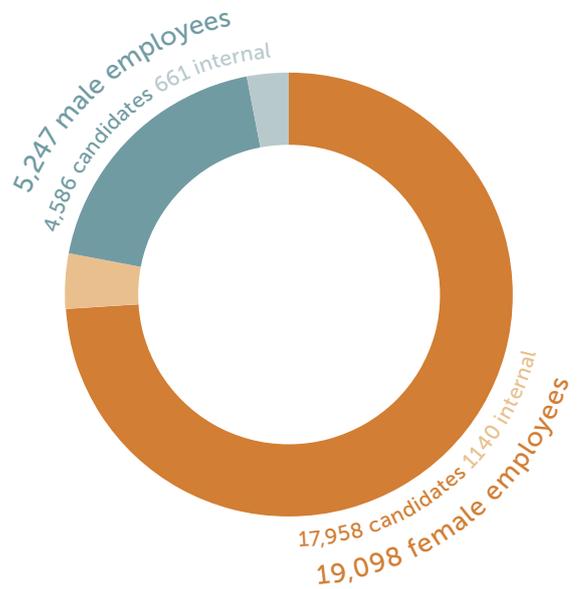
Understanding our workforce profile

We employ and engage with more than 24,000 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.

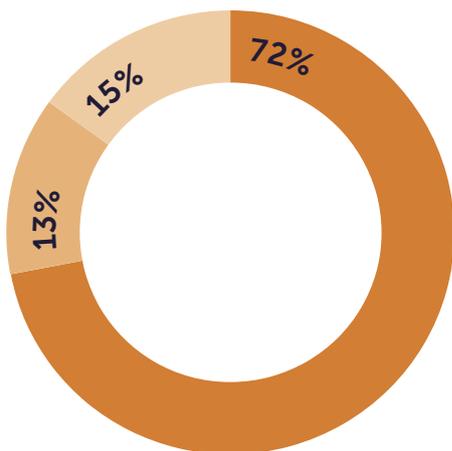
Our candidates make up 92.6% of employees falling in scope for GPG reporting, with just 7.4% therefore reflecting our direct employees. As a result, our Gender Pay Gap largely reflects our candidate workforce, and we fully appreciate that our actions to address our gender pay gap need to take account of both our candidates and our direct employees.

A factor that specifically influences our Gender Pay Gap is the proportion of part-time workers, as the calculations only take account of the actual pay and not the full time equivalent. The increased proportion of female part time employees is shown below (the data is too complex to capture for our candidates);

All employees

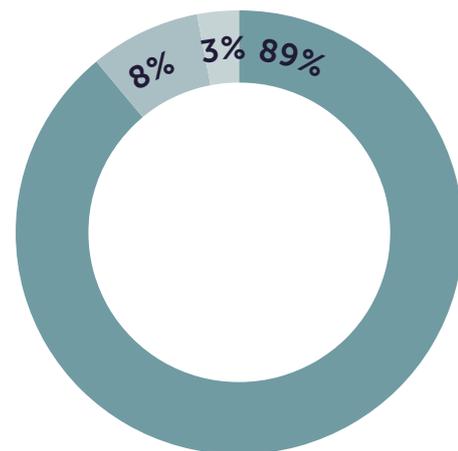


female



■ Full time
 ■ Casual
 ■ Part time

male



■ Full time
 ■ Casual
 ■ Part time

Our gender pay gap at Acacium Group

Mean and median pay gap

- Our mean pay gap demonstrates that on average men are paid 12% higher than women, which represents an improvement on our previous years reporting by 2%.
- The median pay gap displays that on average women are paid 1.2% higher than men; representing a continued gap existing since our 2018 reporting in favour of women.

To put this in perspective the UK has a national median GPG of 15.5%, which has continued to fall since 2018 (17.8%; 2019 (17.4%).

Our results therefore indicate both a GPG trend that is below that of the national average in the UK, but also one that is consistent to the gap displayed within our 2019-20 results.

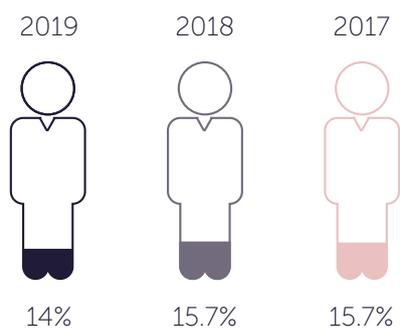
Mean gender pay gap



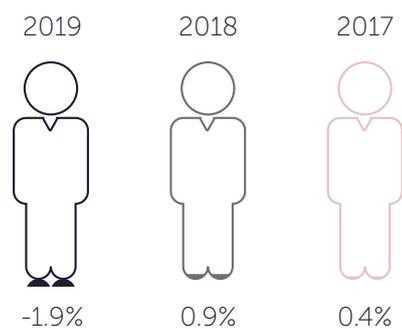
Median gender pay gap



Mean gender pay gap



Median gender pay gap

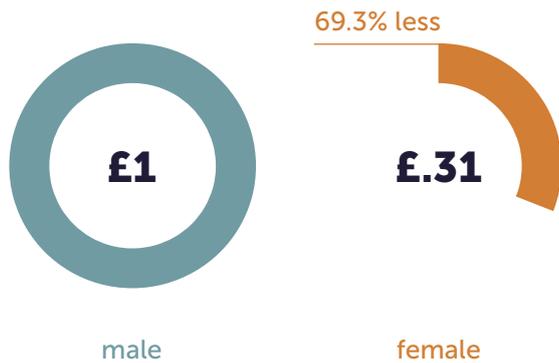


Source: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2020#:~:text=The%20gender%20pay%20gap%20among,down%20from%2017.4%25%20in%202019.>

Mean and median bonus gap

- Our mean bonus gap highlights that on average men are paid 69.3% more than women, and while this represents a more positive outlook than in previous years' reporting, there is ultimately minimal change.
- Our median bonus gap also highlights that on average men are paid more than women (64.1% more).

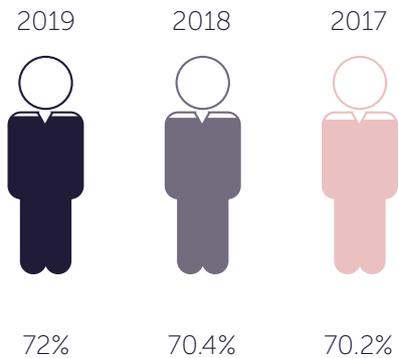
Mean bonus gender pay gap



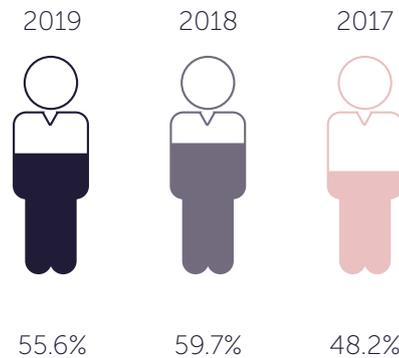
Median bonus gender pay gap



Mean bonus gender pay gap



Median bonus gender pay gap



In respect of those receiving bonus it is a very small proportion of our overall workforce, with the number of men receiving bonus almost double the number of women, which reflects our overall current workforce profile.

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 not just from last year's report, but also a 12% increase since our first report in 2017.

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

Median bonus gender pay gap



Direct employee snapshot

As our data is influenced by the high proportion of candidates (92.6%) that are required to also be included in our overall calculation, we wanted to also specifically understand our Direct Employee Gender Pay Gap (7.4%) to create appropriate action plans for this group;

	Pay Gap	Bonus Pay Gap
Mean pay gap	30.1%	61.5%
Median pay gap	14.9%	42.8%
% receiving bonus payment	Male 72.6%	Female 64.7%
	Male	Female
Band A (Lower)	25%	75%
Band B (Lower middle)	35%	65%
Band C (Upper middle)	33%	67%
Band D (Upper)	54%	46%

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.

Addressing the gap

In our 2019-20 report, we set out three clear areas which gave rise to opportunity for focused actions across 2020 – these being Reward and Recognition, Management and Leadership Development, and Career Pathways.

We continue our focus on these areas across 2021, but have equally seen good progress achieved so far and which should yield longer term impacts as the benefits of these initiatives and actions take shape moving forward.



Reward and Recognition

2020 Achievements

- Tighter controls on annual bonus schemes across Acacium Group
- Consolidation of bonus schemes applicable in areas across Acacium Group, moving toward more consistent bonus scheme measurements

2021 Actions

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



Management and Leadership Development

2020 Achievements

- Introduction of level 3 and 5 Management and Leadership Development programmes via use of Apprenticeship Levy
- Total of 37 employees enrolled in our first wave, with female representation reaching 70% of enrolments (Level 3 Male:Female representation being 35:65; Level 5 being 24:76)

2021 Actions

- Roll-out of Level 7 Strategic Management and Leadership programme
- Further intakes and commencement of Level 3 and 5 programmes throughout 2021



Career Pathways

2020 Achievements

- Better clarity achieved within some areas of Acacium Group through efforts to harmonise terms and conditions – levelling the ‘playing field’
- Continued roll-out of established career pathways support for businesses within Acacium Group

2021 Actions

- Building on creation of ‘job families’ in line with grading structure work
- Roll-out of role profile re-design across businesses within Acacium Group, in parallel with grading structures

Diversity and Inclusion at Acacium Group

An additional notable 2020 highlight is the progression of our overall Diversity and Inclusion (D&I) agenda.

In 2020 this focus was renewed, and the journey began with priority to listen to our people. Our senior leaders held several round table discussions to understand what we do well and where our gaps are. We also prioritised a re-education journey for D&I and this started at a senior level, with the education programme continuing throughout 2021 and beyond.

To support allyship and a culture of inclusion and belonging, an Everyday Inclusion hub was created with bitesize toolkits, an inclusion series was launched

to share lived experiences and new diversity network were formed (Race & Ethnicity, Gender, LGBTQIAI+, Disability and Body Image). Our networks will continue to grow. They hold a significant role in working with our leadership team to raise awareness of issues and challenges and ensuring we continue to make progress on this journey. This will in turn help create a culture where we all have a strong sense of purpose and belonging, equal opportunities and can thrive.

Appendix table

Total	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	-3.6%	-0.7%	65.3%	46%	7.7%	5.4%	419	1022	204	1238	278	1163	335	1107
Pulse	7.4%	-5.2%	51.3%	58.3%	8.9%	6.1%	929	3258	790	3397	711	3476	769	3419
Maxxima	14.3%	5%	47.5%	6.1%	12.8%	5.2%	81	155	82	154	79	157	117	119
Liquid	18%	16.7%	52.3%	80.8%	48.6%	32.2%	18	52	15	55	28	42	37	33
Pathology Group	18.6%	35.3%	61.1%	66.3%	24.9%	23%	39	41	43	37	53	27	62	19
ICS Group	12.2%	-1.2%	69.3%	64.1%	11.5%	6.5%	1427	4659	1239	4847	1066	5020	1515	4572

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.