

# Gender Pay Gap Report 2021

## Background

The Gender Pay Gap is a high-level snapshot of pay within an organisation that shows the difference in the average pay between all men and women in the workforce. This report details our gender pay gap results and what we are doing to respond to the findings.

Results need to be published by 4th April 2022 using the snapshot date of 5th April 2021.

## Purpose

Gender pay gap reporting is an annual legislative requirement to disclose the pay gap for all organisations of over 250 staff.

The purpose of the disclosure is to identify the difference in pay between men and women and to share best practice on how the gap can be reduced.

At Connect Health, we report our gender pay gap not only because of the legal requirement, but because we know that data drives positive change. We are committed to using the findings to take strategic decisions that will lead to closing the gender pay gap.

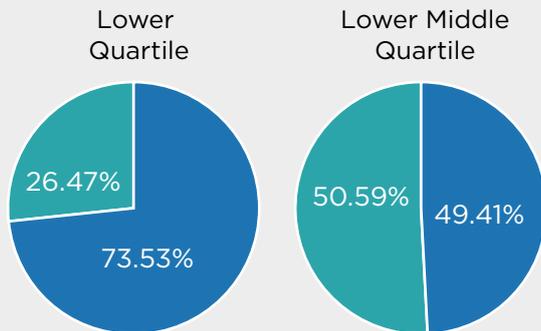
## Proportion of employees in each pay quartile

Part of the reporting process requires organisations to divide employees into four equal quarters reflecting pay ranges. In the table on the following page we've presented our 2020 and 2021 quartiles so that a comparison can be made.

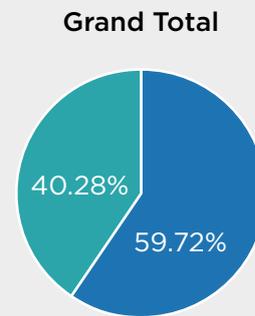
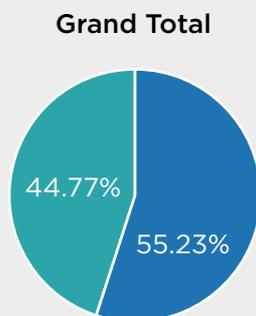
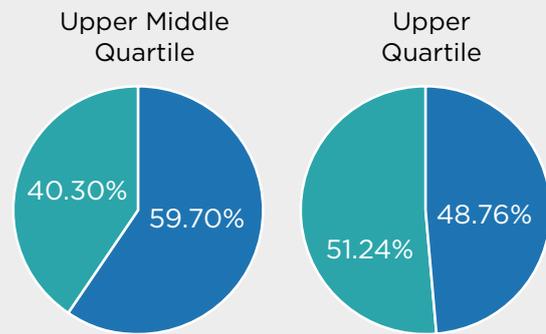
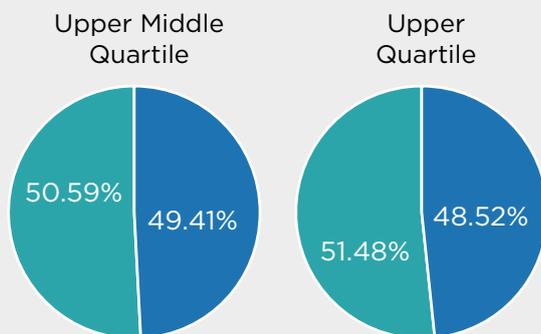
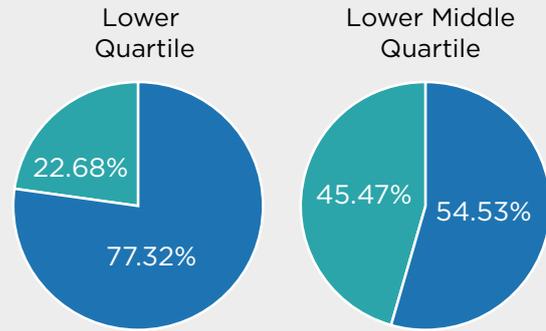
## Male and Female split per Quartile 2020 and 2021

Female Male

2020



2021



### Analysis of Quartiles

- Representation of women at CHG has increased by 4.49%, to 59.2%.
- The proportion of women in the lower and lower middle quartiles has increased, which will considerably add to the gender pay gap.
- The majority of roles in the lower quartile work in our Patient Care Centre (PCC). Of all colleagues in the PCC, 78% are female.
- The upper middle quartile is perfectly aligned with the total female to male ratio across the organisation.
- The upper quartile has remained stable and is close to 50/50 representation, but is below the organisation's overall female to male ratio.

## Mean and Median Gender Pay Gaps

In January 2021, Connect Health (CH) acquired Connect Health Pain Services (CHPS) and now operate under a group structure. The data in the table below shows the 2021 results for Connect Health Ltd, Connect Health Pain Services and both sets of results together as Connect Health Group (CHG).

Difference between men and women	Connect Health Ltd		Connect Health Pain Services		Connect Health Group	
	Mean (Average)	Median (Mid-point)	Mean (Average)	Median (Mid-point)	Mean (Average)	Median (Mid-point)
Pay	19.09%	18.44%	25.03%	10.68%	19.59%	17.28%
Bonus	19.98%	13.71%	n/a	n/a	19.98%	13.71%

*The median gender pay gap at Connect Health has been tracked as follows:*

	Median (Mid-point)
2021	17.28%
2020	14.78%
2019	17.43%

*The mean gender pay gap has been tracked as follows:*

	Mean (Average)
2021	19.59%
2020	16.75%
2019	21.66%

### **Analysis of Mean and Median Gender Pay Gaps**

- In 2021, the Office of National Statistics calculates the average median pay gap at 15.4%. The **median at CHG is 1.88% higher** than the UK average, at 17.28%.
- CHPS mean pay gap is higher than that of CH, and the median pay lower. However, due to the smaller number of CHPS colleagues, these have had minimal impact on the overall figures for the group.
- The median pay gap has increased by 2.5% since 2020.
- The mean pay gap has increased by 2.84% since 2020.

## Gender Pay Bonus Gaps

“Bonus” constitutes any rewards relating to productivity, performance, incentive and commission paid in cash, vouchers or securities. In 2021, two main types of bonus were paid, one was a performance bonus and the other an incentive for staff to encourage talent to join Connect Health, known as ‘recommend a friend’.

We are required to report this data collectively under the bonus definition. However, the ‘recommend a friend’ incentive has the potential to distort the data, so for transparency, we also reported our performance bonus separately.

### ***Recommend a friend and performance bonus data combined:***

In 2021, 9.9% of males received a bonus as did 2.8% of females.

Our mean gender pay gap for bonus payments is **-9.33%**.

Our median gender pay gap for bonus payments is **0%**.

### ***Performance bonus data only:***

In 2021, 3.19% of males received a performance bonus as did 1.29% of females.

Our mean gender pay gap for performance bonus payments is **19.97%**.

Our median gender pay gap for performance bonus payments is **13.71%**.

### ***Analysis of Bonus Gender Pay Gaps***

- Only a small number of colleagues received a performance bonus in 2021.
- A bonus pay gap still exists because more men than women received a bonus.

## What would reduce the gender pay gaps?

The data indicates several key changes would achieve improvements. Following the principle that diverse organisations are more successful, moving towards a more even proportion of women and men at all levels is desirable.

If the workforce remains predominantly female, then we should aim to have a comparable female/male ratio in each quartile. Currently, this would mean increasing the number of females in the upper quartile and increasing the number of men in the lower quartile.

In the absence of a perfectly balanced female/male workforce in all quartiles, the pay gap would also be reduced if pay in the quartiles where there is a greater percentage of women was increased (lower, lower middle quartile and upper middle quartile). As the largest percentage of women is in the lower quartile, increases in salary for these colleagues would have the biggest impact.

## OUR COMMITMENT TO REDUCING OUR GENDER PAY GAP

Connect Health have undertaken various actions since the 2020 report and commit to further action.

- We've increased the salaries of our lowest paid staff to above minimum wage.
- In the vast majority of roles, hybrid working has been introduced to increase flexibility.
- People stories have been shared externally, including many inspiring female stories.
- As an organisation, we continue to work closely with our Diversity & Inclusion steering group and the Gender Equality task force.
- We've introduced a new policy to support new and expectant mothers.

### Future Plans to Reduce the Gap

- We are creating a new role of Communications and Engagement Manager. Alongside supporting cultural change across the organisation, this role will also be responsible for driving our equality, diversity and inclusion strategy in collaboration with our Diversity steering group.
- We are looking to improve our recruitment data, so that we can understand how people with different characteristics (including gender) are impacted through our recruitment journey (internally and externally) and to act upon findings that might indicate disadvantage or barriers for any particular group.
- We are reviewing our approach to talent and development and will consider how diversity can best be supported within these programmes.
- We encourage everyone to use our employee engagement survey to give everyone a voice and to understand how included colleagues feel.
- We are committed to reporting our progress with gender pay gaps and diversity and inclusion more broadly to our Board.
- Working with our gender equality taskforce, we'll hold focus groups to explore the challenges women face in our workplace and how we can best respond.
- We are reviewing our family friendly policies.
- We will be focusing on support for women experiencing peri-menopause and menopause.
- We're celebrating International Women's Day.
- We will also be launching Inclusive Mentoring and encouraging female mentors and mentees.



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