



Gender Pay Gap Report 2025

Welcome to our Gender Pay Gap Report

This is our annual Gender Pay Gap Report for the snapshot date of April 2025. It covers all people employed by Here on that date whether on permanent, fixed term or casual contracts.

Under current requirements for Gender Pay Gap reporting, gender must be reported in a binary way, recognising only men and women, and we are currently unable to report non-binary or other identities in this report.



The data used for the calculation comes from His Majesty's Revenue and Customs (HMRC) records, which we acknowledge won't have an accurate record of gender for many trans and non-binary people.

For the purposes of this report, we have used the terms 'gender', 'men' and 'women', but we understand that for some people, this will be referring to their biological sex and will not always be reflective of a person's gender identity.

I confirm that the published information in relation to the gender pay gap is accurate.

A handwritten signature in black ink, appearing to read 'Helen Curr'.

Helen Curr, Chief Executive

Mean and median pay gap

The total number of employees in April 2025 was 187. There was a 59.9%, 40.1% female, male ratio. In the organisation as a whole, there is higher female representation in all pay quartiles.

The greatest gender difference is in the lowest paid quartile where 67.4% of the lowest paid and predominantly PCA roles are performed by women which creates the gender pay gap.

**Mean gender
pay gap**

-6.83%

**A decrease of 8.48%
from last year**

**Median gender
pay gap**

3.60%

**An increase of 2.29%
from last year**

**Mean pay
for males per hour**

£21.20

**An increase
of 25p from
last year**

**Mean pay
for females per hour**

£22.65

**An increase
of £2.04 from
last year**

**Median pay
for males per hour**

£15.80

**An increase
of 52p from
last year**

**Median pay
for females per hour**

£15.23

**An increase
of 15p from
last year**

Pay quartiles by gender

This table shows our workforce divided into four equal-sized groups based on hourly pay rate.

Band D includes the lowest-paid 25% of employees (the lower quartile) who are almost all Patient Care Advisors (compared to the previous years, who were all almost casual workers paid on an hourly basis), and band A covers the highest-paid 25% (the upper quartile). The number of employees per quartile was 47, except for band D, with there being 46. The biggest change this year is the reduced proportion of females in the lowest paid quartile which has shifted from 75.5% female in 2024 to 67.4% female this year.

The percentage change from 2024 is noted underneath the main figures.

Band	Males 2025	Females 2025	Included in this band
A	40.4% A decrease of 2.5%	59.6% An increase of 2.5%	All employees whose standard hourly rate is within the upper quartile.
B	44.7% An increase of 3.9%	55.3% A decrease of 3.9%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile.
C	42.6% A decrease of 2.3%	57.4% An increase of 2.3%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median.
D	32.6% An increase of 8.1%	67.4% A decrease of 8.1%	All employees whose standard hourly rate is within the lower quartile.

How does our gender pay gap compare with others?

	Here 2025	Here 2024	2024 ONS Annual Survey of Hours and Earnings whole economy	2024 ONS health and social care sector
Mean pay gap	-6.83%	1.65%	13.1%	7.8%
Median pay gap	3.60%	1.31%	13.1%	13.9%
Bonus mean pay gap	7.47%	-14.42%	n/a	n/a
Median bonus pay	33.33%	50.98%	n/a	n/a

Bonus

Gender Pay Gap reporting defines bonus as additional pay over and above an employee's usual hourly rate. Examples of these include bonuses, long service awards and commission payments.

For this year's report, bonus payments consists of Long Service reward, which is processed and paid to employees who reach 5 years (£200), 10 years (£300) and 15 years (£450).

**Mean bonus
for males**

£280

**is £1,007.26 less
than last year**

**Mean bonus
for females**

£259.09

**is £1,213.8 less
than last year**

**Median bonus
for males**

£300

**is £942.08 less
than last year**

**Median bonus
for females**

£200

**is £408.83 less
than last year**

What are we doing to address our gender pay gap?

We are proud that at Here, 83% of our senior leadership (Executive) team are female, this has remained the same since 2024; and 65% of our management team are female, which is an increase of 3% since 2024.

Our mean pay gap has decreased from 1.65% in 2024 to - 6.83%, this is due to the recruitment of senior personnel who have been female.

Our bonus mean gap has increased from -14.42% in 2024 to 7.47%. Although this is a substantial increase, it is due to a number of reasons.

At Here, examples of bonus payments include long service, Agenda for Change (AFC) bonus and commission payments.

Redundancies in our sales team have resulted in fewer commission payments being processed; this has impacted the gap as our sales team were female.

Our long service awards are processed at 5 years, 10 years and 15 years, The majority of staff awarded the 5 year bonus, were female 75%; and the majority of staff awarded the 10 – 15 year bonus, have been male, 62% resulting in higher mean bonus's being paid to males.

We acknowledge the barriers women of all backgrounds face and continue to strive to be a place where everyone can thrive, belong and fulfil their potential. Our work to continue eliminate the pay gap focuses on supporting learning and development and ensuring flexibility for all roles.



What are we doing to address our gender pay gap?

Flexible working

We offer flexible working and part time hours to all employees, supporting them to fit their roles around their lives.

Progression

Ensuring transparency and fairness so that everyone has access to development and progression opportunities.

Recruiting diverse teams

Making our offer clear, reaching all communities and processes that reduce unconscious bias.

Authenticity and wellness

Bringing our whole selves to work means we create high performing teams with a culture of care and support in which everyone can thrive.

In 2025 we will:

Continue to run our 'Emerging Leaders' training programme. We will pay special attention to ensure our female first time managers are able to attend. The programme will be reflective of the organisation with at least 60% female participation with a focus on enabling personal power and confidence.

We are ensuring our pay progression process is equitable, well communicated and systematises pay review conversations.

We are holding training to provide support to our employees with skills for difficult conversations.

100% of first line managers have a mentor and we will gather feedback from mentees every 6 months to monitor quality, effectiveness and to support mentor learning.

We have created a Here Charter which codifies our culture of inclusion and our leadership skills and values. We will be implementing this in our appraisal system to work towards improving our gap.



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