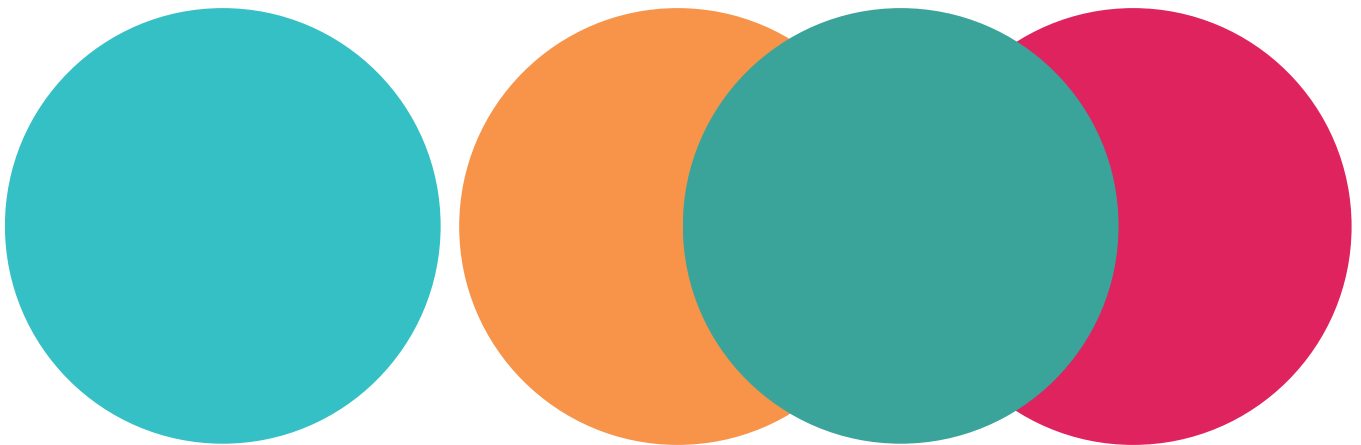




# Gender Pay Gap Report

2023



# Introduction

This is our annual gender pay gap report for the snapshot date of 5 April 2023. 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' - Although 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.

# Mean and median pay gap

The total number of employees in April 2023 was 222. There was a 60% / 40% female, male ratio in the organisation as a whole with higher female representation in all pay quartiles. The greatest gender difference is in the lowest paid quartile where 67% of the lowest paid and predominantly casual roles are performed by women which creates the gender pay gap .

Our mean  
gender pay gap is

**1.59%**

Our median  
gender pay gap is

**6.67%**

Mean pay  
for males

**£18.79**

Mean pay  
for females

**£18.49**

Median pay  
for males

**£14.50**

Median pay  
for females

**£13.53**

# Pay quartiles by gender

This table shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) who are almost all on casual contracts paid on a hourly basis and band D covers the highest-paid 25% (the upper quartile). The number of employees per quartile was 55.

Band	Males	Females	Included in this band
A	33%	67%	All employees whose standard hourly rate is within the lower quartile
B	37%	63%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
C	46%	54%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
D	42%	58%	All employees whose standard hourly rate is within the upper quartile

# How does our gap compare with others?

	Here 2023	Here 2022	2022 ONS Annual Survey of Hours and Earnings whole economy	2022 ONS health and social care sector
Mean pay gap	1.59%	1.67%	14.9%	11.5%
Median pay gap	6.7%	1.1%	14.9%	24.6%
Bonus mean pay gap	-7.5%	-19.3%	-1.5%	10%
Median bonus pay	16.4%	20%	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. In May 2022 we paid a 5% cost of living supplement to all staff on permanent contracts. Casual employees did not receive this which gives us our median bonus pay gap as women make up 67% of our casual staff. Commission payments are paid to a small sales team who are all female which gives us a negative mean bonus gap.

Mean bonus  
for males

**£1,573.60**

Mean bonus  
for females

**£1,691.75**

Median bonus  
for males

**£1,345.27**

Median bonus  
for females

**£1,125**

# What are we doing to address our gender pay gap?

We are proud that at Here, 83% of our senior leadership team and 61% of our managers are female and that this year our pay gap has reduced from 1.67% in 2022 to 1.59%. Our median bonus gap has also gone down. Our median rate has risen from 1.1% in 2022 to 6.7%.

The gap arises because although women make up a higher proportion in all of our quartiles they constitute the greatest proportion of our lowest paid, casual and part time colleagues. We offer highly flexible, part time work which people often do to supplement their income working in Primary Care or alongside study. Many of these colleagues are working for us on a casual basis in the location of their primary employment. Only a very small number of these people move to permanent roles with us.

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

## **Learning**

Learning opportunities and support for all colleagues and ensuring everyone has a plan for their development. Providing mentoring for all managers and everyone who wants support for their development.

## **Flexible working**

We offer flexible working and part time hours to all colleagues, supporting them to fit their roles around their lives. We are Flexa accredited as a flexible employer.

## **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.

## **Wholeness 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 2023 we will:**

- Create an 'Emerging Leaders' training to run October 2023-March 2024. We will pay special attention to ensure our first line female managers are able to attend. Training to be reflective of the organisation and at least 60% female
- Reverse mentoring pilot to begin in October and include 2 mentoring relationships focused on female experience and progression
- 'Mentoring for Confidence' to be offered to all employees and we will encourage and extend a special invitation to women and others with protected characteristics
- 100% of first line managers to have a mentor and we will gather feedback from mentees every 6 months to monitor quality, effectiveness and to support mentor learning
- Learning spotlight to be published monthly to highlight potential careers and associated pay to encourage women to progress