



Gender Pay Gap Report 2018



As of April 2017, as part of the Equality Act 2010, the UK government implemented an Annual Gender Pay Gap reporting requirement where all companies with more than 250 employees are required to participate.

Key achievements

- Our median gender pay gap has significantly improved from **20.5% in 2017** to **9.37% in 2018**
- Increased the number of women in leadership roles
- Many leaders working on a flexible working basis
- Provided mentorship to women, embedded an internal leadership programme and ensure our recruitment messaging has a 'return to practice' focus for clinical roles.

Pay and bonus pay gap

	Mean (arithmetic average)	Median (mid point)
Hourly pay	18.44%	9.37%
Bonus	48.2%	0%

The table above demonstrates:

- **Hourly pay** - The difference between the mean and median hourly rate of pay of all males full-pay received in April 2018 and that of all females full-pay in April 2018.
- **Bonus** - The difference between the mean and median bonus paid to male employees and that paid to female employees.

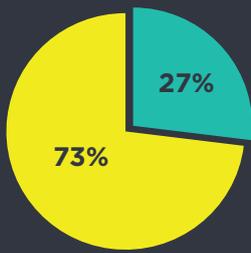
Bonus disparity explanation

- The median bonus gap shows parity in the majority of bonus payments
- The mean pay gap can be attributed to bonuses paid to our Business Development team who were headed up by a male during a time of significant business growth and bid wins (to which the bonus scheme was directly linked)
- 2018 saw a larger percentage of both men and women receiving a bonus

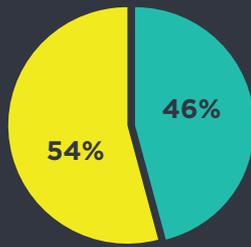


Proportion of male and female employees in each quartile pay band

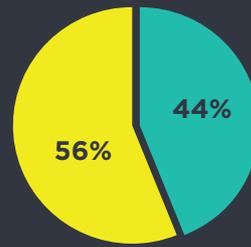
Men Women



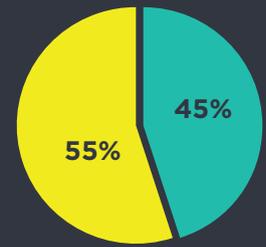
LOWER



LOWER MIDDLE



UPPER MIDDLE



UPPER

Quartile Analysis

Key achievements

- The upper and upper middle quartiles have seen an increase in the number of females year on year (up 6% and 4% respectively)
- This reflects our strong focus on encouraging women into leadership and more senior roles

Lower quartile disparity explanation

- The large proportion of women in the lower quartile can be explained by the predominance of women in our Referral Management Centre (RMC) where work is administration based (as opposed to clinical which pays a higher salary)
- This is explained by the increased availability of part time working and flexible working patterns in the RMC.
- A quarter of women in the lower quartile work part time in the RMC

Our commitment and actions

Connect is committed to diversity and inclusivity - understanding and improving our gender balance is an important part of our journey. The new HR & Payroll system will allow us to make better use of analytics to understand the diversity of the workforce and recruitment candidates.

We continue to work hard to promote equality of opportunity for all colleagues within Connect Health and are pleased to see an improvement in our overall median gender pay difference through the actions we are taking. A focus for next year will be to ensure we are attracting men into more junior roles alongside continuing to support women into more senior roles.

We will continue to ensure that our learning and development offering has a strong equality and diversity focus and will continue to promote flexible working opportunities and share success stories.



L. Davidson

Lisa Davidson
HR Director



Andrew Walton

Andrew Walton
Executive Chair

