

# Gender Pay Gap Report

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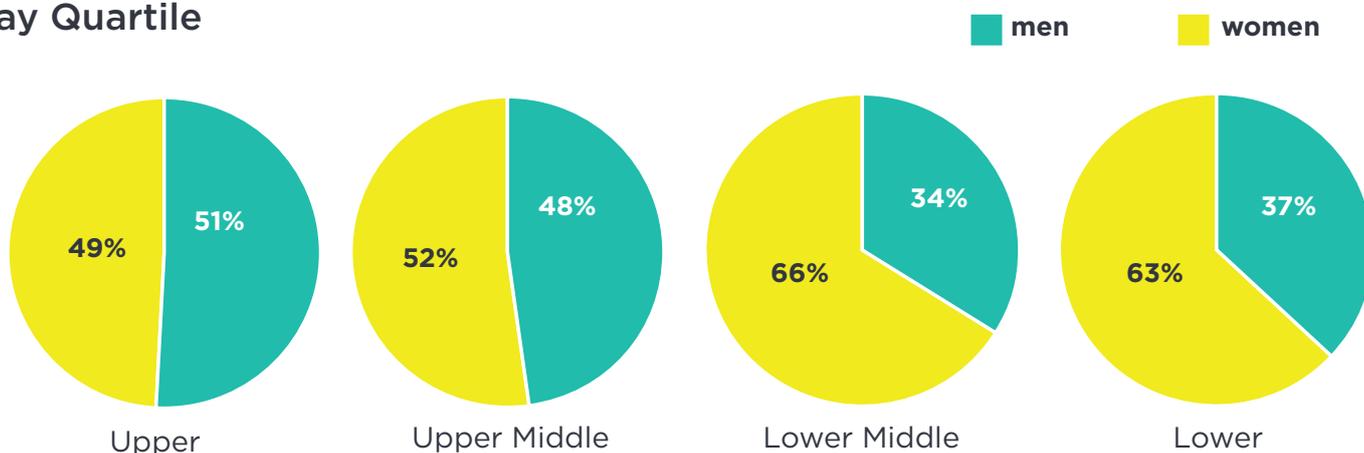
We collected our data as at 5th April 2017 (with bonus payment calculations made based on the rolling 12 months prior to this). The following information is for all the full pay employees as of that date.

The potential reasons for the overall mean pay gap showing 16.2% lower for women are as follows:

- As a growing organisation, we frequently TUPE in employees from other organisations, most commonly the NHS. These employees come with protected terms and conditions and we must adhere to their incremental pay scales / spine point system, in which pay increases are semi-automatic (a satisfactory performance is still required as part of Agenda for Change). Therefore, we have a number of different pay structures in place across the business including our own pay structure.
- Historically at Connect Health, pay increases were directly linked only to length of service. This explains many of the pay differentials for people in the same role as we have many long serving employees.

	Women's earnings are:
Mean gender pay gap	16.2% lower
Median gender pay gap	20.5% lower
Mean bonus pay gap	8% higher
Median bonus pay gap	0%

## Pay Quartile



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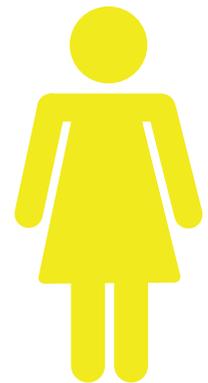
We note that there is a bias towards female pay in the Lower and Lower Middle Quartile. Many of the roles that fall into these pay ranges are based within our Referral Management Centre (RMC) where women outnumber men. The RMC offers greater flexibility of working hours / shift patterns and job share opportunities. Going forward we are working towards a more diverse workforce in these roles.

## Proportion of men and women receiving a bonus payment



**men**

2% were paid a bonus



**women**

4% were paid a bonus

## Action taken and planned initiatives

We have taken significant steps to ensure our reward approach is fair and transparent over the last 12 months. Most importantly, formal Job Families were introduced in July 2017. For each role, there is now a salary band (minimum to maximum) based on external salary benchmarking. This benchmarking has been undertaken by our HR Business Partner against relevant organisations including the NHS and using salary surveys.

We have 8 job families based on professional areas and these include Clinical, Customer Service and IT. Employees cannot be paid outside of their pay band. This has been recently introduced and the impact will be seen in the next 2-3 years.

Bonus payments are awarded to the Business Development Team and employees that are directly involved with our bid process. These are paid quarterly directly in line with bid wins therefore not discretionary.

We have also been embedding our performance related pay approach and pay policy. This gives us a structured approach to pay rises with a % salary uplift based on performance. This performance is measured through our annual appraisal process whereby performance against objectives and behaviours (related to our corporate values) is assessed on a 1 to 5 rating basis.

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Pay increases are made as a percentage directly in line with rating and therefore are consistent for all people achieving the same performance rating. As part of this process, salaries cannot go beyond band maximum where previously salaries had no maximum point.

The introduction of the pay policy restricts pay increases being awarded outside of the annual process and this is only now done by exception i.e. mid-year promotion.

Job applications are sent to recruiting managers with diversity information removed, ensuring gender has no impact on shortlisting. We will continue to ensure we have a fair and non-discriminatory approach to recruitment.

Our Out of Hours clinics means we have more opportunities for people to work beyond the traditional 9-5pm and within our support functions we have a number of people working flexible working patterns including part time working and condensed hours. We will continue to actively encourage flexible working in our recruitment messaging, for example with a new service that launched in January 2018, all roles were advertised as being suitable for full and part time hours.

## Statement of Accuracy



I confirm that the above information is accurate to the best of my knowledge and belief.

*L. Davidson*

**Lisa Davidson,**  
HR Director



I confirm that the above information is accurate to the best of my knowledge and belief.

*Andrew Walton*

**Andrew Walton,**  
Executive Chair