

# ALLIANCE HEALTHCARE MANAGEMENT SERVICES LIMITED

## Gender Pay Gap Report

As at April 2019



## A message from Julian

The Gender Pay Gap Report 2019 provides us with an opportunity to once again take stock of our business and consider progress on the important topic of gender equality. Every team member at Alliance Healthcare has a role to play in achieving our potential, and as a business we are proud to continue to support initiatives that reduce our existing gender pay gap.

We continue to champion essential activities that will help our people fulfil their potential. We are investing in our people through a leadership programme called Leading Lights, which will drive leadership skills and capabilities for both women and men in the workforce. We have 37 women (that's 39% of all delegates), already enrolled on this professional development programme, where collectively they have access to: over 70 hours of expert one-to-one coaching sessions, training workshops, professional resources and opportunities to develop peer-to-peer networking. We are confident this will help inspire and develop our future female leaders in the business.

I am pleased the results show that we continue to make steady progress in reducing our mean pay gap, reducing the 2018 gap by 1%, significantly less than the industry average at 16.2%. I am also encouraged to see 93% of our female workforce has received a bonus, an increase of 1% and reflective of how we appreciate their hard work and support.

We continue to recognise and celebrate our fantastic women across the business, with over 70 nominations of excellence for our female colleagues. In addition, I was delighted to personally celebrate that one of our employee of the year awards went to an extremely hard working and committed female colleague at our Leigh Service Centre.

Best wishes,

Julian Mount  
Managing Director, Alliance Healthcare UK



**Julian Mount**  
**Managing Director**  
Alliance Healthcare UK

# Understanding gender pay gap reporting

Gender equality is really important to us and the legislation continues to help us to look at things differently and identify ways we can work to close our gender pay gap.

The legislation requires us to report our mean and median pay gap, bonus mean and median gap, the percentage of male and female employees who received a bonus payment and the percentage of males and females in each pay quartile.

## What is the difference between equal pay and a gender pay gap?

A gender pay gap is different from equal pay.

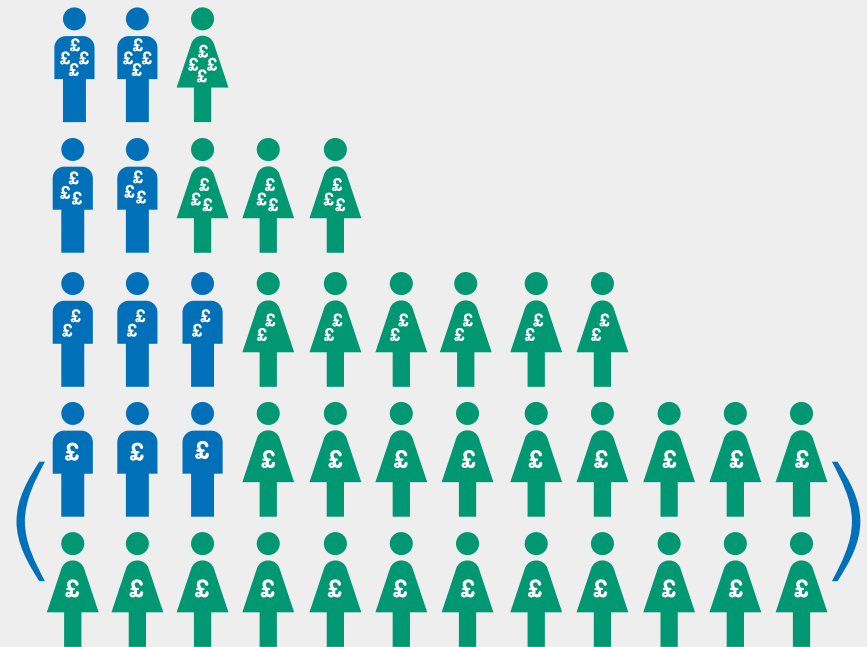
### Equal pay

Equal pay is paying males and females equally for like work, work of equal value and work rated as equivalent. There has been legislation outlining equal pay obligations in the UK for nearly 50 years.



### Gender pay gap

A gender pay gap looks at the differences in pay between genders across groups of employees irrespective of the work they perform.



One of the main reasons for the gender pay gap in our society is that men are statistically more likely to be in senior roles.

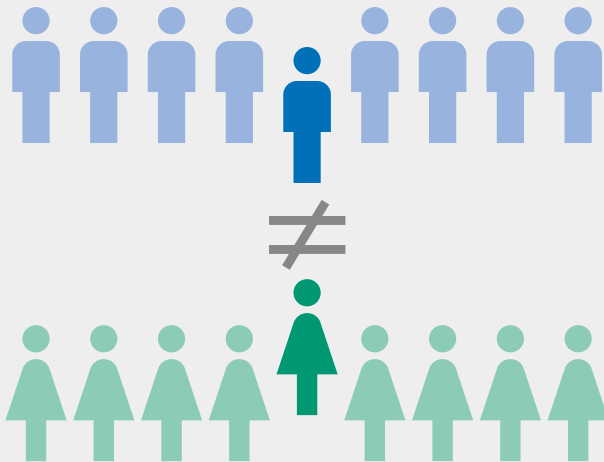
# Understanding gender pay gap reporting

## How are the median and mean pay gaps calculated?

The median is the middle point of a range of numbers and the mean is the average of a range of numbers. How do we calculate this for gender pay gap reporting?

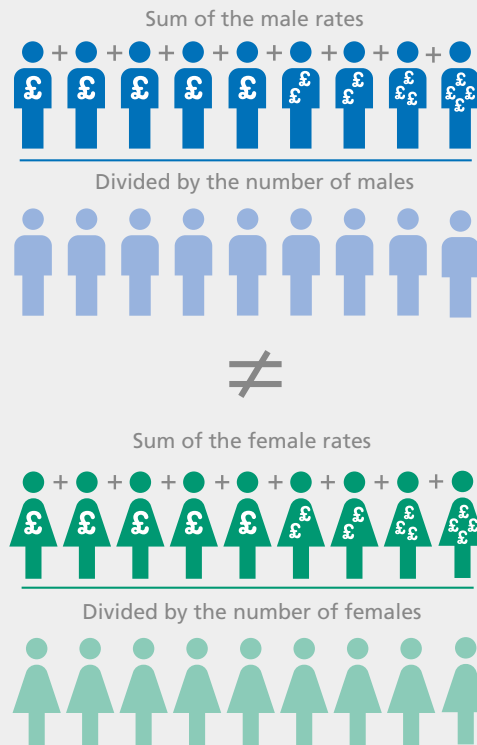
**Median pay gap** – If all our male colleagues stood in a line in order of lowest hourly rate earned to highest and all females did the same, the median pay gap (as a percentage) is the difference in pay between the middle colleague on the male line and the middle colleague on the female line.

### Median pay gap



**Mean pay gap** – If we add together all the hourly rates of male colleagues and calculate the average and do the same for female colleagues, the mean pay gap (as a percentage) is the difference in pay between the average male and female hourly rate.

### Mean pay gap



## How is the bonus gap calculated?

The mean and median bonus gaps are calculated in the same way as the gender pay gaps. However, this time we use the actual bonus paid to colleagues. We also report the number of male and female colleagues receiving a bonus (as a percentage of the total male and female population).

## How are the pay quartiles calculated?

Pay quartiles are calculated by dividing all hourly rates paid across the business, from lowest to highest, into four equal sized groups of colleagues and calculating the percentage of males and females in each.

### Pay quartiles

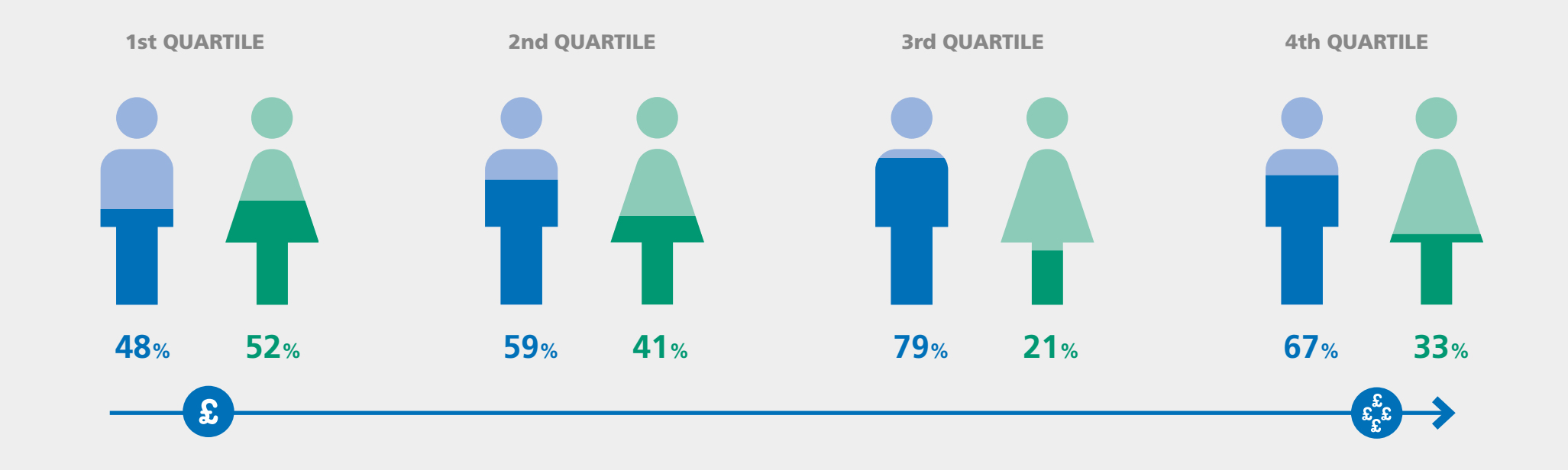


# Our 2019 results



## Pay quartiles

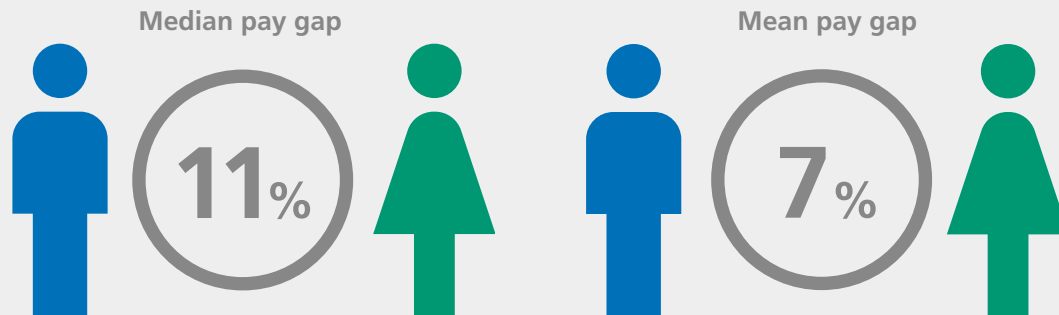
The percentages of all male and female colleagues within each quartile pay bands is:





# Our 2019 results

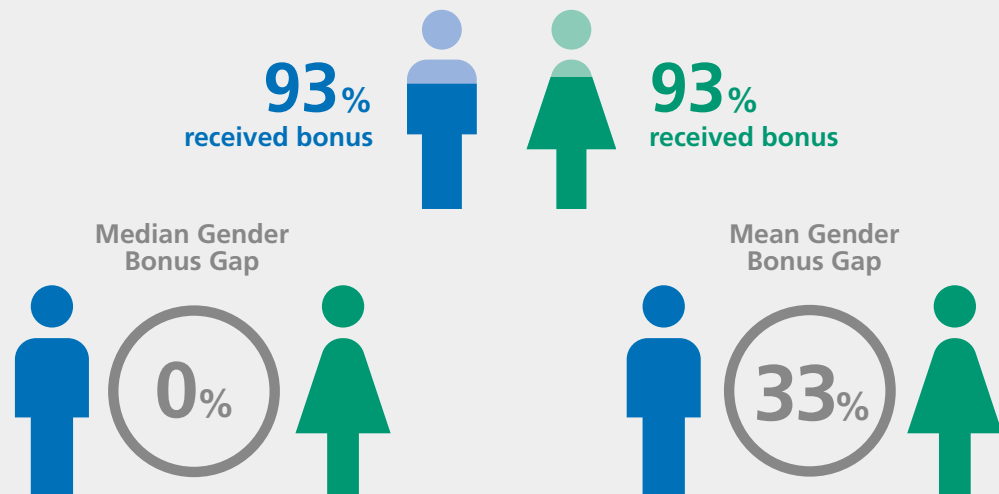
## Gender pay gap



Median national average pay gap 17.3%, mean national average pay gap 16.2% based on estimates from the Office of National Statistics' Annual Survey of Hours and Earnings 2019.

Our gender pay gaps, both median pay gap and mean pay gap, are significantly less than the 2019 national average of 17.3% and 16.2% respectively, but we recognise there is still work to be done to reduce the gap further. The main reason for our gender pay gap is the structure of our workforce, with fewer females than males in our more senior roles across the organisation. We've worked hard over the years in both our Service Centres and the Support Centres to ensure we have fair pay and reward structures in place across the business. In our Service Centres, where the majority of our people work, we have developed – with our trade union partners – fixed pay rates for all of the roles, thus ensuring equal pay for equal work.

## Bonus gap



All bonuses paid in the year up to 5 April 2019 are used for the calculation. Across the organisation we have various bonus schemes. All of our bonus schemes are gender neutral by design. We are delighted to see a further 1% increase for females in our workforce, with now 93% of females receiving a bonus, in recognition for their hard work and support.

We are disappointed to see a 12% increase in our mean bonus gap, now at 33%, up from 21% in 2018. The reason for this is that a bonus has been paid to more males across the business. The gap is again due to the structure of our workforce, with fewer females than males in our more senior roles across the organisation and is also reflected in the median pay gap of 11% and mean pay gap of 7%.

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

**Alliance Healthcare in the UK is committed to encouraging and supporting all colleagues across the organisation and inspiring everyone to reach their full potential.**

We recognise that reducing the gender pay gap will not happen overnight. It is a long process, but one our team is focused to address. To achieve this we continue to focus our efforts across a number of areas:

- **Supporting our managers** – We continue to invest in our female managers through our leadership programme – *Leading Lights*. In 2019/20, we will identify more females to take part in the programme and roll-out a blended learning programme consisting of online training, face-to-face training and reading materials.
- **Sharing expertise and learning's** – As a member of Walgreens Boots Alliance (WBA) we will identify women in our business to join the *UK Women of WBA* business group to support our female colleagues with personal development, career advancement and to create a working environment where colleagues can thrive.
- **Recruitment strategy** – We will publish and invigorate our diversity and inclusion statement across our internal and external communication channels, including job boards to support our recruitment strategy. We will continue to recruit and retain the best people, with shared values and ambition, to help people across the UK to live healthier and happier lives.
- **Celebrating success** – We have fantastic people across the business, and will continue to recognise their amazing contribution to our business. We will continue to publish internal stories from our inspirational team members, to raise awareness on how to fulfil your potential as a woman at Alliance Healthcare.



## Our commitment

As a business, we will continue to build a more **diverse and inclusive culture**. We are proud that 12% of our female colleagues and 7% of our male colleagues work part-time giving them the opportunity they require to balance their home and work lives. The slight reduction in part time workers is due to a net decrease of 16 part time workers across the business.

**We are committed to encouraging and supporting all colleagues across the organisation and inspiring everyone to reach their full potential.**



**We confirm that the information contained within this report is accurate.**

**Nigel Farmer**  
HR Director

**Pablo Rivas**  
Finance Director



