

# ALLIANCE HEALTHCARE MANAGEMENT SERVICES LIMITED

## Gender Pay Gap Report

As at April 2020



## A message from Julian

At Alliance Healthcare we are proud of our workforce that is diverse and rich in culture, with many women leading the way across the business.

Our Gender Pay Gap Report 2020 is an opportunity to review our progress on gender equality and help us understand where we need to focus our efforts, to reduce the existing gender pay gap.

In terms of our management team, I am delighted that we now have four female directors, promoted within the organisation, leading our commercial and category, communications and marketing, HR and legal functions. I hope that this inspires future female leaders.

We remain committed to providing opportunities that enable all our colleagues to thrive and achieve their full potential, and we are making good progress with the support we provide to our managers through leadership training.

I am especially pleased that we have increased the number of women on our Leading Lights leadership programme from 37 to 77 (44% of all delegates). The programme is designed to drive leadership skills and capabilities and support our managers to be the very best they can be. As well as face-to-face training workshops, professional resources and peer-to-peer networking, all delegates now benefit from access to our e-learning platform where they can learn at a time that is suitable for them. Whilst we recognise there is more work that we need to do, we are confident this will help to nurture and inspire our future female leaders in Alliance Healthcare.

I am also encouraged that we have 230 team members studying for a professional qualification in areas such as leadership and management, project management and customer service, of which 51% are female. We are committed to increasing this going forward.

We also continue to make steady progress to reduce our median pay gap, reducing the 2019 gap from 11% to 8.7%, which is significantly less than the national average at 15.5%. Championing the achievements and successes of our workforce is something that we continue to embrace in our business. Throughout 2020 we recognised and celebrated over 65 women for their dedication, performance and contribution to Alliance Healthcare.

I was also delighted to present our annual employee of the year award to a female colleague for her outstanding work and contribution to streamline some of our processes, making it easier to do business with us.

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.



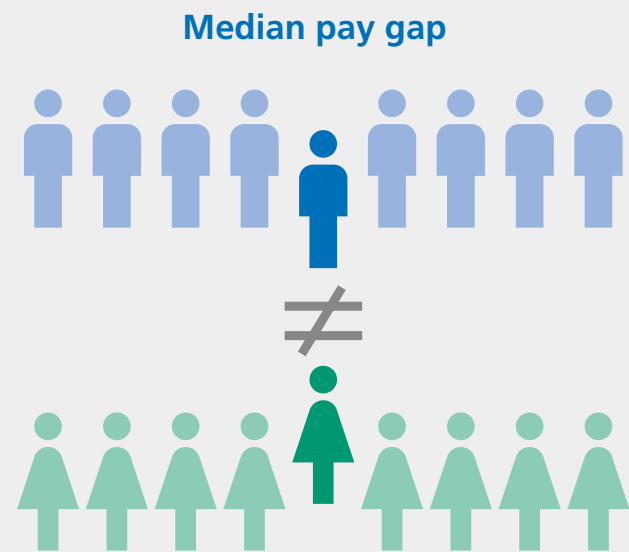
One of the main reasons for the gender pay gap in our society is that men are statistically more likely to be in senior roles.

# Understanding gender pay gap reporting

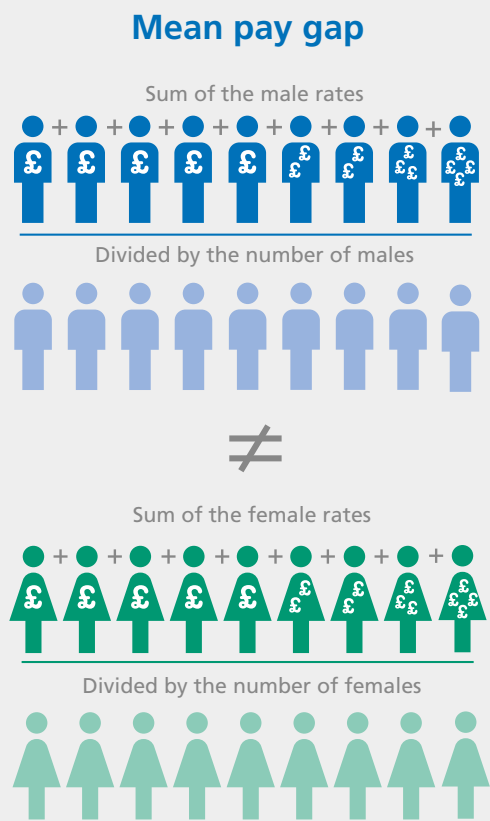
## How are the median and mean pay gaps calculated?

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.



**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.

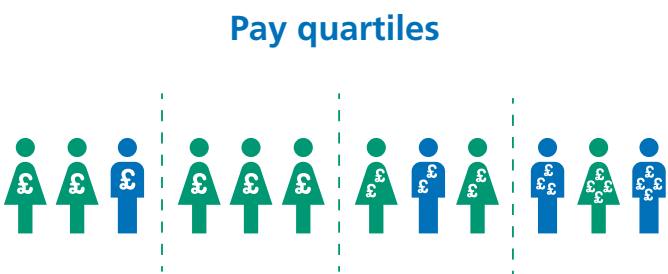


## How is the bonus gap calculated?

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.

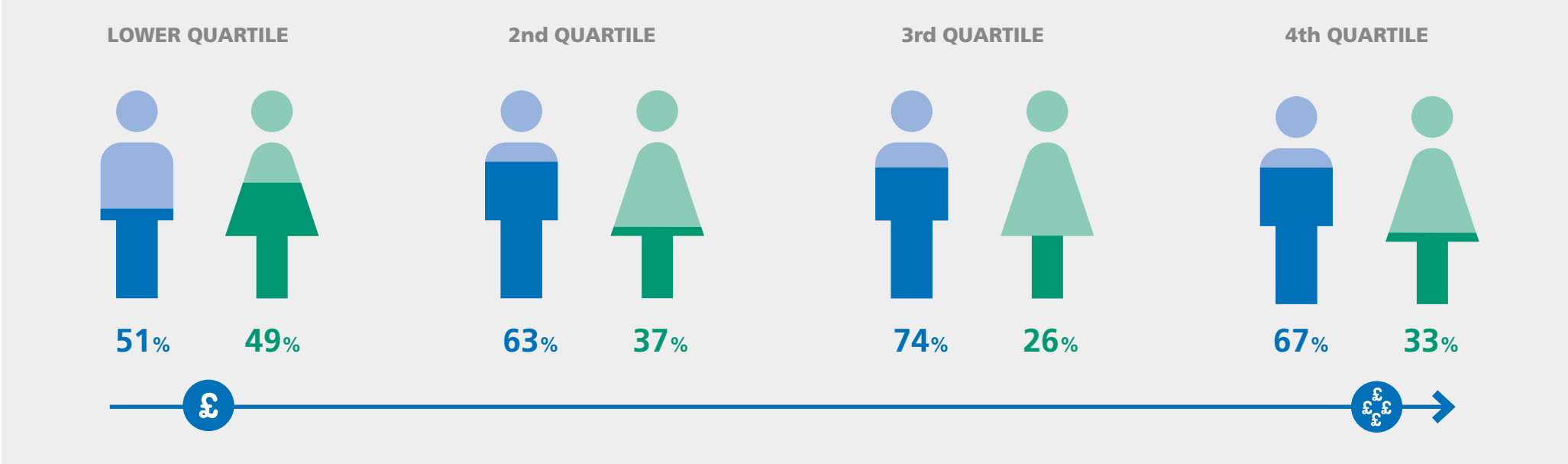


# Our 2020 results



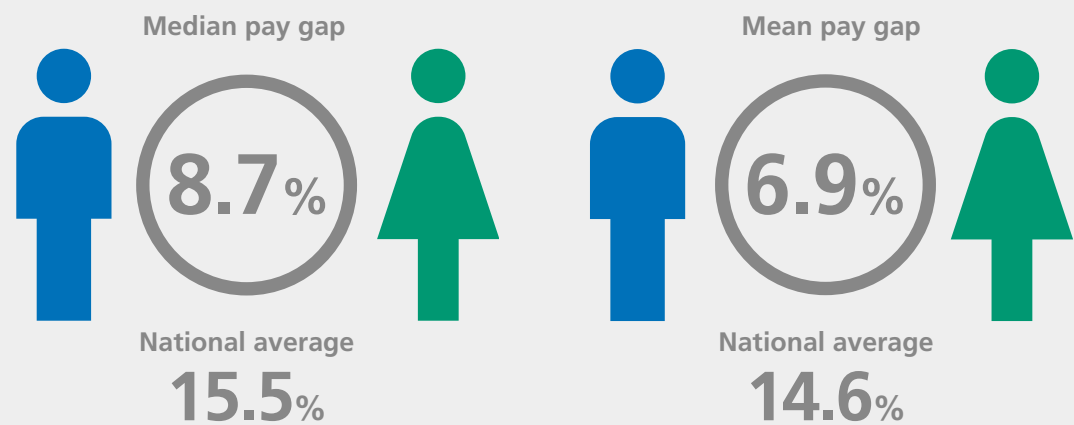
## Pay quartiles

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



# Our 2020 results

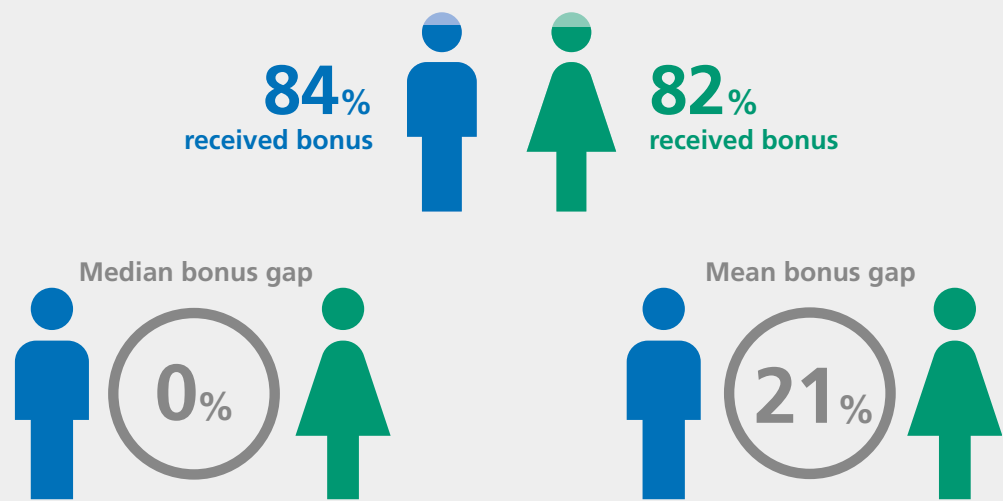
## Gender pay gap



Source: Median national average pay gap 15.5%, mean national average pay gap 14.6% based on estimates from the Office of National Statistics' Annual Survey of Hours and Earnings 2020.

We have seen a fall in our median and mean pay gap and compared to the national average of 15.5% and 14.6% they are significantly less. But we want to do more to further reduce the gap. We continue to work hard to ensure that 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 a long standing relationship with our trade union partners – fixed pay rates for all of the roles, thus ensuring continued equal pay for equal work.

## Bonus gap



All bonuses paid in the year up to 5 April 2020 are used for the calculation. Across Alliance Healthcare we have various bonus schemes, all of which are gender neutral by design. The number of males and females receiving a bonus has fallen due to non-payment of some of our bonus schemes, which in turn has led to a reduction in our mean bonus gap. This is also reflected in the median pay gap of 8.7% and mean pay gap of 6.9%.

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

**At Alliance Healthcare we are proud of our workforce and fully support all our colleagues across the business to achieve their full potential.**

We recognise that we have work to do to further reduce our gender pay gap and are fully committed to taking steps to achieve this. As such, we will continue to focus our efforts in the five following areas:

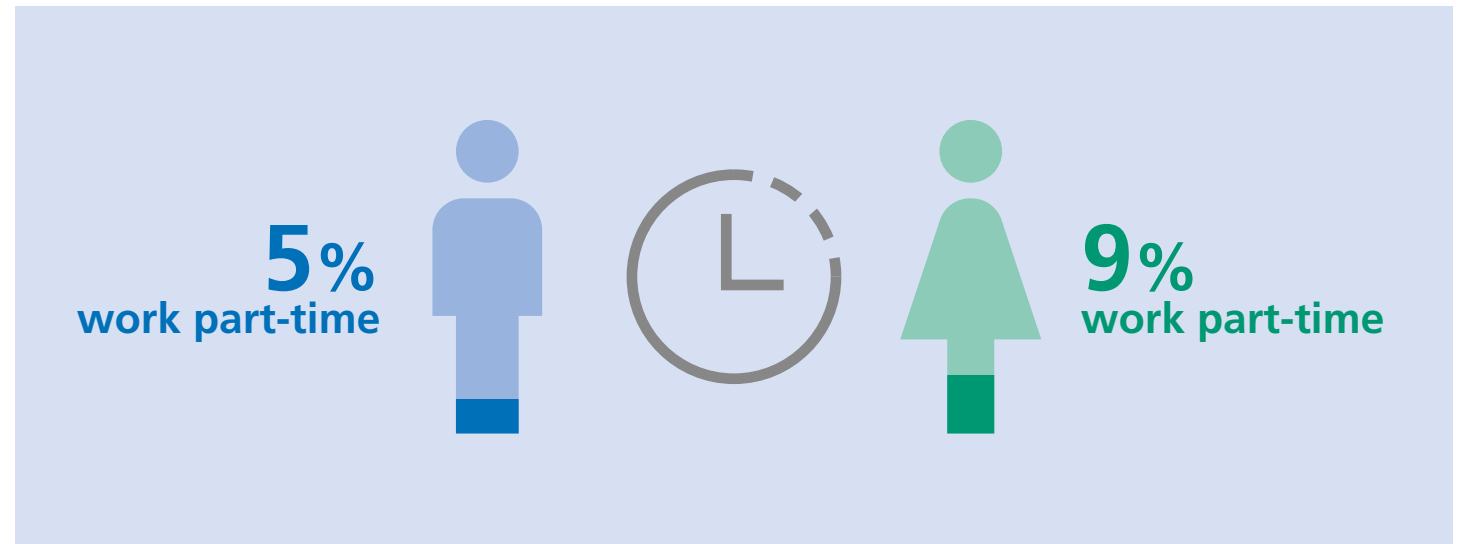
- **Supporting our managers** – We will continue to invest in our workforce and are encouraged that 44% of all colleagues enrolled in our leadership programme are female. All our Leading Lights benefit from a blended learning approach of online and face-to-face training which includes resilience and leading change. We anticipate this number increasing further as we continue to identify more females to take part in the programme.
- **Learning and development** – We will continue to offer development opportunities for all colleagues to study on professional courses ensuring opportunities are open and accessible to all. We currently have over 100 women studying leadership and management, project management and customer service programmes.
- **Sharing expertise and learnings** – We have fully supported and encouraged our colleagues to join the UK Women of WBA business resource group. This is open to all colleagues, and we are pleased to have team members taking active membership in this. We will continue to encourage participation so that more colleagues can benefit from personal development and career advancement in an environment focussed on supporting women to thrive and inspiring people to fulfil and reach their potential. In addition, we will embrace opportunities by championing International Women's Day across the business.
- **Recruitment strategy** – We will continue to publish and invigorate our diversity inclusion and equality statement across our internal and external communication channels. We are passionate about creating an inclusive workplace and strive to convey this through all our recruitment channels, including our careers website. We are committed to recruiting and retaining the best people, with shared values and ambition.
- **Celebrating success** – We are proud of our people and the fantastic work they do to help people across the UK to live healthier and happier lives. We will continue to champion our female colleagues and showcase their success, to raise awareness and inspire the future women of our business.



## Our commitment

As a business, we will remain on our journey to build a more **diverse and inclusive culture**; through our business resource groups and internal forums, progressing our actions to achieve gender balance across our business. We are supporting our team members with balancing their home and work life with the opportunity to work part time, where 9% of our female colleagues and 5% of our male colleagues are in part-time employment. We continue to review how the business can support more flexible working in the future.

**We remain 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.**

**Natasha Wilson**  
HR Director

**Pablo Rivas**  
Finance Director



