



GENDER PAY REVIEW

We aim to be an 'outstanding' provider of high quality, equitable and sustainable healthcare to the population we serve whilst offering rewarding careers that support development for all our colleagues. Our dedicated and highly professional employees work for the people who use our services, and it is very important to us that they are all treated and rewarded fairly.

As an employer with more than 250 employees, HUC is legally required to publish gender pay gap information on an annual basis to show how large the pay gap is between our male and female colleagues.

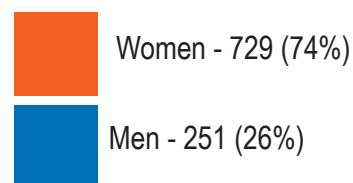
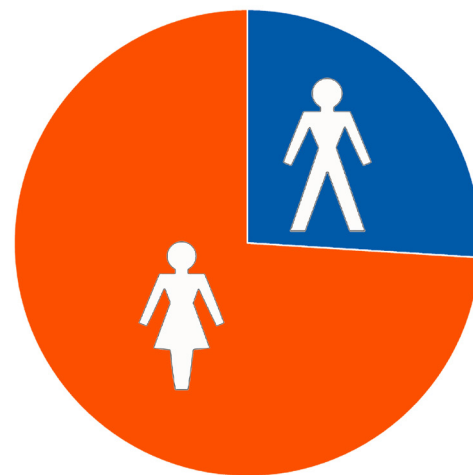
We are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work but is the result of the roles in which men and women work within HUC and the salaries that these roles attract.

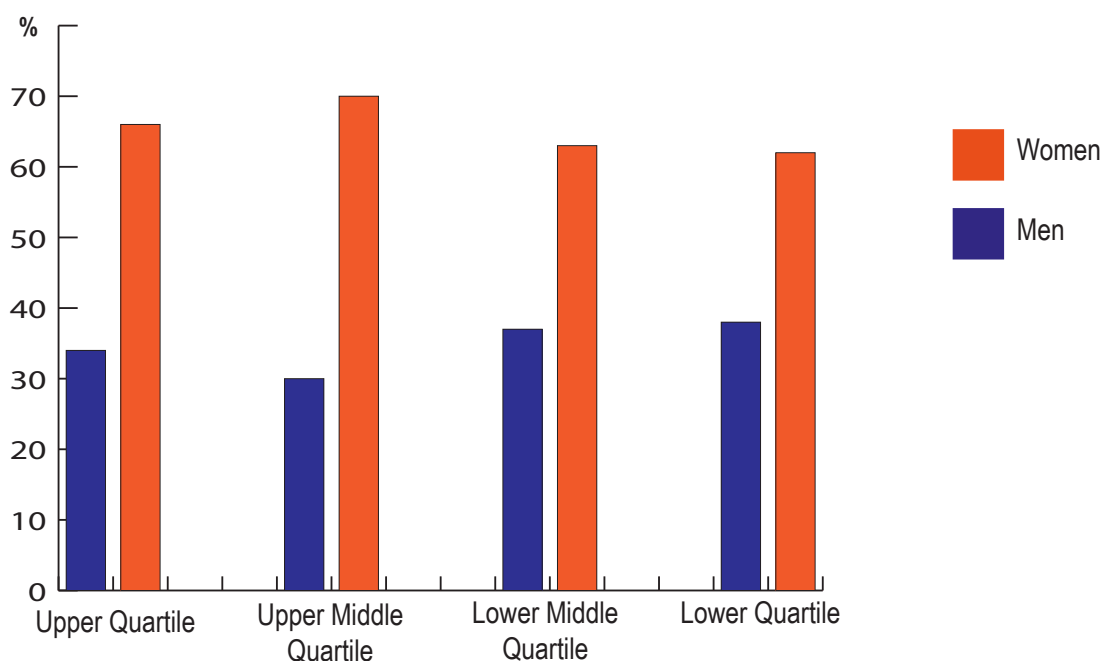
The data used for this exercise is taken at the snapshot date i.e 5 April 2019.

At this point we paid 980 employees.

PAY QUARTILES

Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of women in each quarter gives an indication of women's representation at different levels of the organisation.





In the upper quartile, there are more women than men are in higher paid roles. 66% female v 34% males and 62% of women are in the lower quartile, an improvement on 71% in 2018. In 2019 our mean gender pay gap is 7.4%. This has increased slightly from 4.5% last year.

The gender pay gap differs from equal pay. The gender pay gap shows the differences in the average pay/earnings between men and women regardless of their position, whereas equal pay requires that men and women who carry out the same jobs, similar jobs or work of equal value are paid equally. HUC is committed to providing equal employment opportunities for all employees and applicants.

We encourage our employees to develop their careers within HUC. Career development is supported by our learning and development initiatives and career pathways, all of which will underpin our commitment to our gender pay gap. We are confident that men and women are paid equally for doing equivalent jobs across our business and this is highlighted by the small margin in the hourly rate difference. Incentive schemes are run equally, and bonuses are only issued on an ad hoc basis and in special circumstances only. Our aim is to close the gender balance in all quartiles throughout the organisation to match our male and female workforce.

We are continuing to do everything we can to reduce the gap through multiple initiatives and this includes:

- On-going review and implementation of recruitment attraction methodologies and encouraging more female UCPs
- Embracing social media platforms and incorporating video content into our website, recruitment advertising campaigns and social media
- Developing a remuneration and reward strategy based on job evaluation and regular pay reviews as well as promoting flexible working arrangements, for example variation to standard shift times and patterns, annualised and compressed hours