

2022-23: Gender Pay Gap

■ Introduction

HUC is committed to fostering inclusion, fairness, and flexibility in all that it does; as a social enterprise, it takes its responsibility to lead by example extremely seriously.

One of the ways in which we do this is by reporting our gender pay gap data – going behind the headline figures to help us understand our culture and actions and close any gaps that exist.

HUC's corporate goals are Patients, People, and Partnerships; at the heart of its focus on People is a commitment to advance equality and celebrate diversity.

Reporting annually helps us track how recruitment, reward, and progression decisions impact the achievement of our ultimate goal – a diverse and inclusive workforce supported to deliver high-quality care to our patients and service users.

■ Our workforce

As of 1 April 2023, HUC employed 1,135 staff in a range of roles, with one common purpose: to put the patient at the start and heart of care.

In return for espousing this core value, staff enjoy not only great job satisfaction but the benefits of working for a conscientious employer, which is constantly striving to improve their experience within the workplace; fair pay and conditions being central to this.

Our workforce is made up of significantly more women (73%)



than men (27%), most of whom work in frontline and support roles. The majority of front-line roles are of a flexible, part-time nature suiting both the organisation and the individual, with opportunity for shifts to be worked around family and / or other commitments

We see significant fluctuations in our reported pay gap because we are a medium-sized organisation with a predominately female workforce, so small changes in our employee profile can have a significant impact.

■ Understanding the gender pay gap

The gender pay gap is calculated by taking all employees across an organisation and comparing the average hourly pay of men and women, regardless of position. This means that even though HUC has clear, externally benchmarked salary ranges in place for all roles – to ensure that everyone is paid fairly for

undertaking the same or similar roles – it's still possible to have a gender pay gap. This year our median pay gap reduced by nearly 0.5 percentage points to 0.3%, while our mean pay gap dropped five percentage points to 9%, its lowest since reporting began.

Gender pay is measured in quartiles, which are calculated by splitting all employees in an organisation into four evenly-numbered groups according to their level of pay. Pay quartiles give an indication of representation at different levels of the organisation.

Looking at the proportion of men-women in each quartile gives an indication of representation at different levels of the organisation. At HUC, women occupy 78% of roles in the top quartile and 69% those in the lowest quartile.

As of 2021, HUC has also operated a discretionary, and non-contractual, bonus scheme, which is linked to

organisational and individual performance and is only payable where objectives for both are met. Clear criteria for the bonus scheme are agreed by the remuneration committee ahead of the appraisal process commencing. This is the first year that the bonus scheme has been reportable.

In 2022-23, 82% of male staff received a performance bonus in comparison to 70% of women; this may be due in part to there being significantly more women (829) than men (306) at HUC and not all roles qualifying for a bonus. The median gender pay gap in bonus pay for the last financial year was 14% and the median gap was 37%.

■ Addressing the gap

Closing the gender pay gap is not a quick or easy fix. It requires a meaningful, consistent and sustained shift in cultural norms. Our annual report illustrates the important actions being taken to drive this much-needed change in areas of recruitment and retention, pay, transparency, flexible working, and parental leave.

In addition, the organisation has partnered with the Learning Enterprise to support and expedite its work to improve where gaps are identified.

This focus will be combined with the findings of our annual staff survey to ensure that qualitative data reflecting staff experience by gender is considered alongside the raw data of the gender pay gap report.

