

2024-25: Gender Pay Gap

■ Introduction

Our gender pay gap report is based on a snapshot of pay across HUC's workforce in the East and South West on April 5, 2024, as well as bonuses paid between this date and April 6, 2023.

The gender pay gap measures the difference in average earnings between men and women across the organisation, regardless of their roles. This is different from Equal Pay, which refers to men and women being paid the same for doing the same or similar work.

■ Gender pay gap figures

The mean gender pay gap has decreased from 8% to 5%, reflecting a reduction in the overall difference in average hourly pay.

The median gender pay gap has reduced from 2% to 1%, indicating improved alignment in pay distribution.

■ Gender representation

This report reflects the circumstances of the 1,311 individuals who were employed by HUC as of April 5, 2024.

■ 344 [26%] – male

■ 967 [74%] – female

This gender balance has remained unchanged from the previous year.

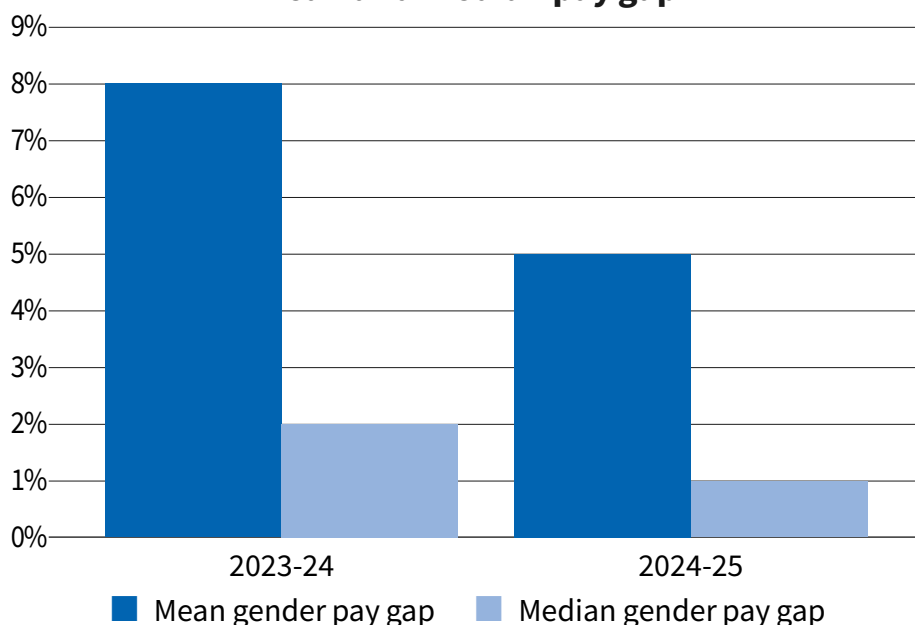
■ Pay quartiles

Pay quartiles show the distribution of men and women across different pay levels within the organisation:

The upper and upper middle



Mean and median pay gap



quartiles remain unchanged, indicating stability in gender representation at higher pay levels.

The lower middle and lower quartiles are now more aligned with the overall gender split of the workforce, reflecting progress in pay distribution equity.

■ Bonus pay gap

The mean bonus pay gap has increased from 18% to 22%.

This is primarily due to a higher proportion of larger performance-related bonuses being awarded in senior roles, where men remain over-represented.

Further analysis is required to ensure that access to performance-based bonuses is equitable across all levels of the organisation.

The median bonus pay gap has decreased significantly from 12% to 3%, indicating a fairer distribution of bonus payments across genders.

■ Proportion of employees receiving a bonus

■ 74% of men received a bonus [up from 73% last year].

■ 72% of women received a bonus [up from 69% last year].

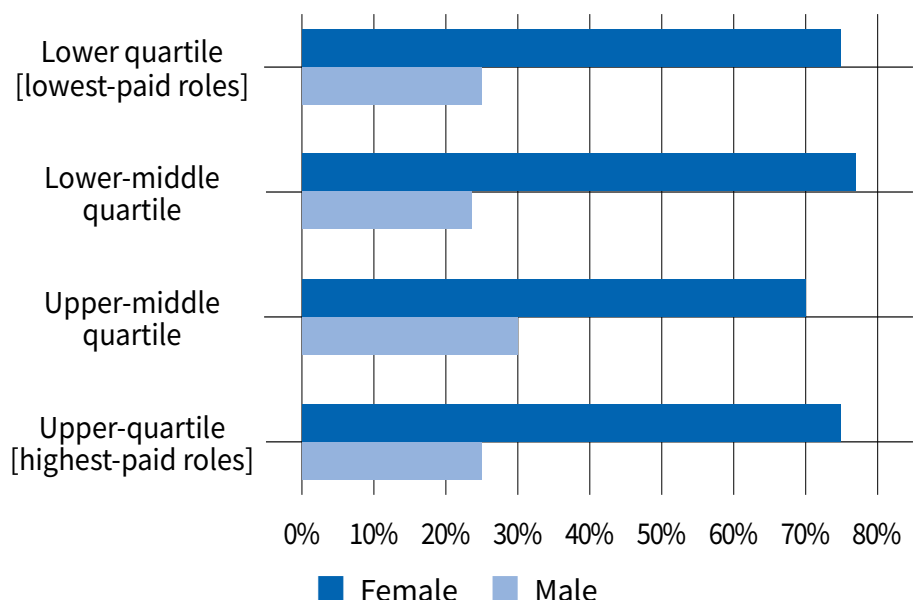
Bonuses were linked to performance, management / operational roles, and length of service.

■ HUC statement

HUC's workforce continues to be predominantly female, with women representing 74% of employees, particularly in



2024-25 pay quartiles



frontline and support roles. As a 24/7 organisation, we offer flexible working opportunities, which are often utilised by those seeking to find a balance between work and caring responsibilities.

This year's median gender pay gap has reduced to 1%, the lowest it has been since reporting began. However, the mean gender pay gap remains at 5%, highlighting the requirement for a continued focus on ensuring fair representation and opportunities for career progression.

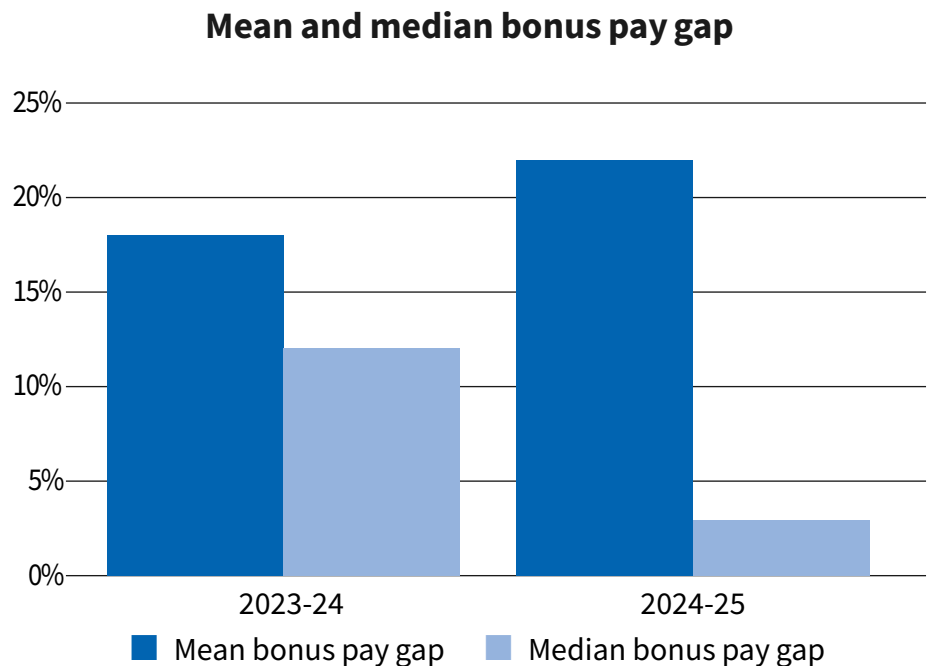
While the mean bonus gap has increased slightly, the median bonus gap has significantly reduced, showing that more women are receiving bonuses at similar levels to men.

HUC acknowledges that men continue to be overrepresented in senior roles, which contributes to the mean gender pay and bonus gaps.

■ Addressing the gap

HUC remains committed to equality, diversity, and inclusion [ED&I] to ensure fairness and opportunity for all employees. Our efforts include:

- Launching an ED&I strategy with measurable goals to promote an inclusive workplace.
- Providing flexible working opportunities and enhanced parental leave to support work-life balance without limiting career progression.
- Encouraging career progression by supporting



women in leadership roles through mentorship and structured promotion pathways.

■ Ensuring fair and unbiased recruitment practices to attract diverse talent, with a specific focus on increasing female representation in senior roles.

■ Investing in training and development to equip all employees with the skills and knowledge to advance their careers.

■ Setting measurable targets, such as increasing female representation in senior leadership roles by 10% over the next two years.

We will continue to review and analyse our gender pay data, alongside feedback from our staff survey, to ensure we address both quantitative and qualitative aspects of gender representation.

■ Comparison to industry benchmarks

HUC's mean gender pay gap of 5% compares favourably with the UK healthcare sector average of approximately 9-10%.

What is more, the median gender pay gap of 1% is significantly lower than the national average of 6.5% in healthcare.

By maintaining transparency and taking proactive measures, we are committed to further reducing the gender pay gap and fostering an equitable workplace for all employees.

David Archer
Chief Executive