

# 2025-26: Gender Pay Gap

## Introduction

HUC is committed to ensuring fairness, transparency and equality in pay. This report outlines the organisation's Gender Pay Gap position – as of April 5, 2025 – in line with statutory reporting requirements.

The Gender Pay Gap compares the average pay of all men and all women in an organisation, no matter what jobs they do. This is different from equal pay, which is about paying men and women the same for the same or equivalent work.

## Workforce Profile

HUC employs 1,304 staff in scope for this report, of which 28% are male and 72% female. This reflects a predominantly female workforce, consistent with the wider health and care sector.

There has been a slight increase in the proportion of male employees compared to 2024-25; however, the overall workforce profile remains broadly consistent.

## Gender Pay Gap

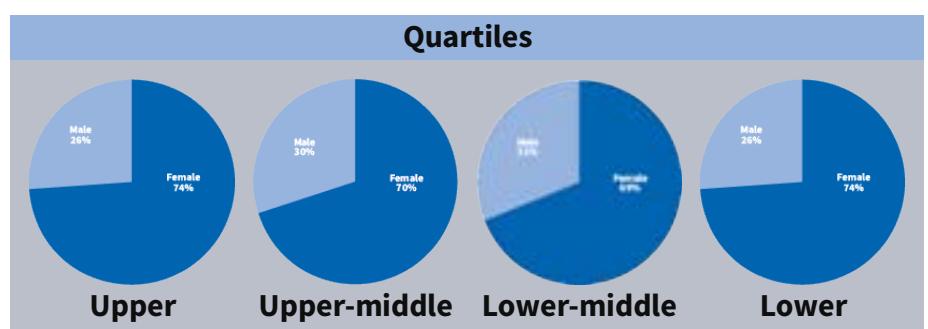
HUC's mean Gender Pay Gap for 2025–2026 is 6.69% – ie men earn over 6% more than women which – represents a slight increase from the previous year.

Conversely, the median Gender Pay Gap has improved to -0.94%, indicating that, at the midpoint of the organisation, women are paid marginally more than men.

The difference between the



	Gender Pay Gap	Gender Bonus Gap
<b>Mean</b>	6.69%	N/A
<b>Median</b>	-0.94%	N/A



mean and median measures reflects how pay is distributed across the organisation. The mean is influenced by the full range of salaries, including a small number of higher-paid roles, whereas the median represents the midpoint of all employees and therefore provides a more typical picture of the average employee's pay.

### ■ Pay Quartiles

Employees are divided into four equal groups based on hourly pay. The gender distribution across these quartiles is as follows:

- **Upper quartile:** 26% male, 74% female
- **Upper-middle quartile:** 30% male, 70% female
- **Lower-middle quartile:** 31% male, 69% female
- **Lower quartile:** 26% male, 74% female

The distribution across quartiles remains largely unchanged from 2024-25. The only notable movement is within the lower-middle quartile, where there has been a small increase in male representation.

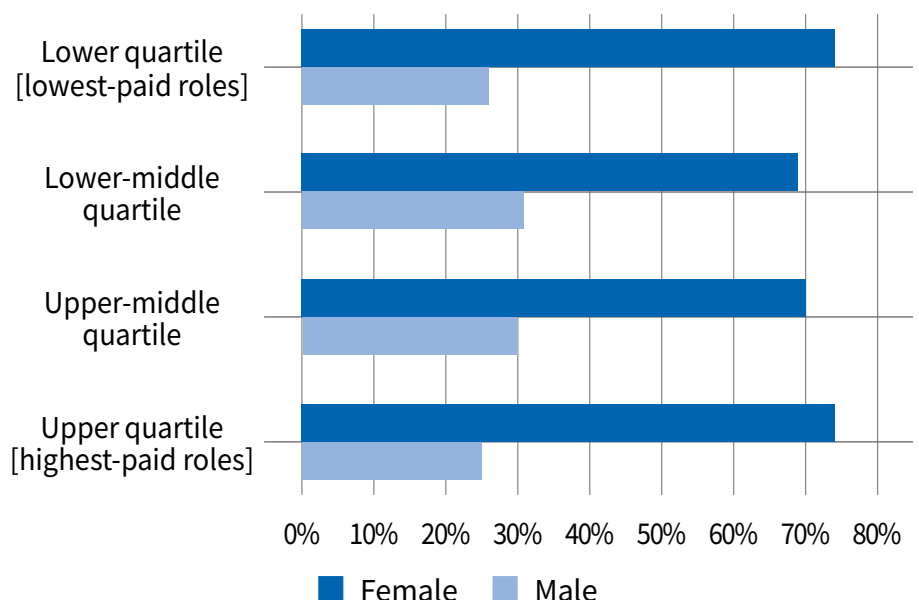
This consistency indicates that there have been no significant structural changes to the distribution of pay across the organisation.

### ■ Bonus Pay

No bonuses were paid during the reporting period, with the exception of a small number of Primary Care Network roles. These payments are determined



**2024-25 pay quartiles**



externally and are outside of HUC's control and, therefore, do not reflect organisational pay practices.

### ■ Summary & Commentary

This year's data presents a stable and balanced position. While the mean Gender Pay Gap has increased slightly, the median position has improved and now favours women at the midpoint of the organisation.

This provides reassurance that pay outcomes remain equitable for the majority of employees.

The consistency across pay quartiles and absence of significant structural movement demonstrate that there are no underlying pay inequities.

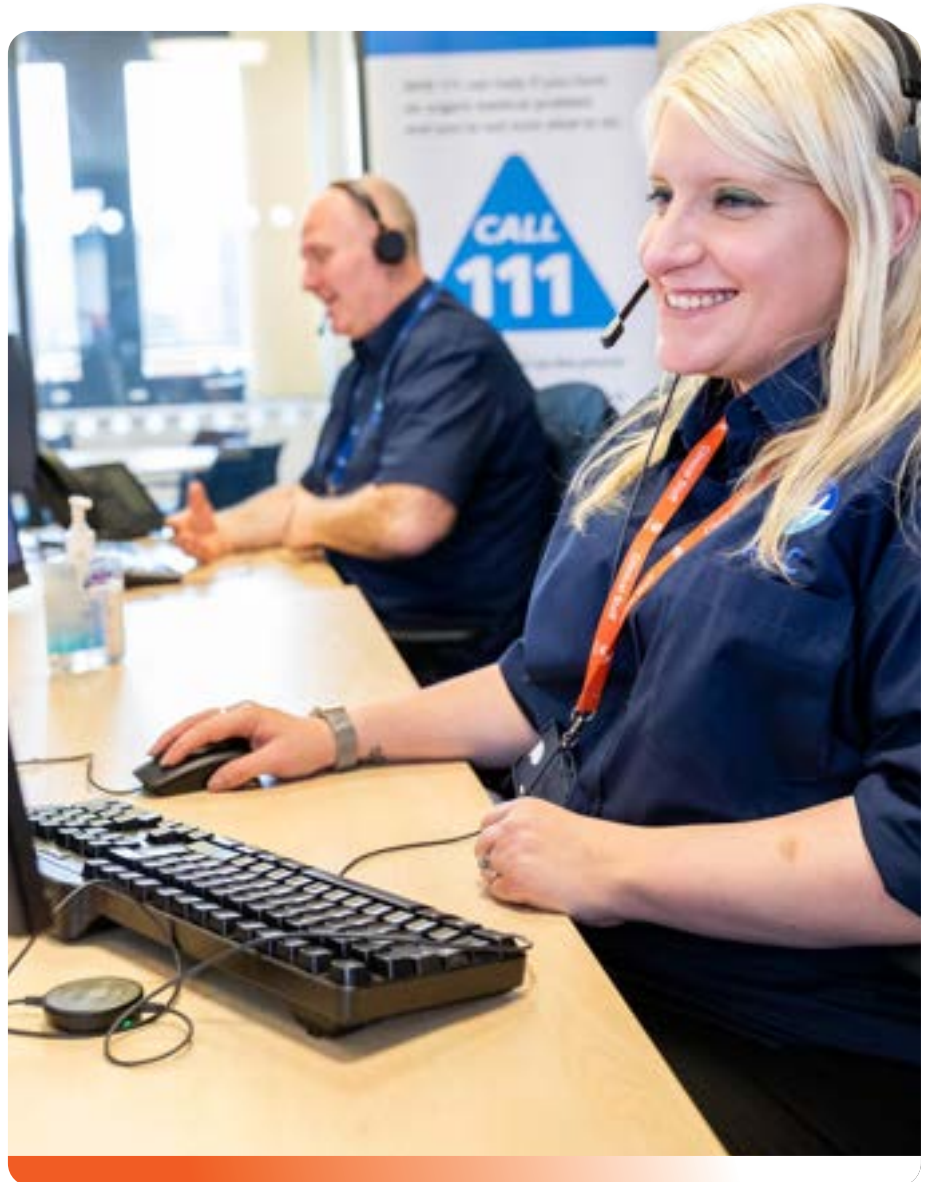
Variation in the mean gap continues to be driven by workforce composition and the distribution of roles, particularly at higher pay levels.

HUC remains confident that its pay practices are fair, equitable and consistently applied.

### ■ Looking Ahead

HUC will continue to monitor its Gender Pay Gap annually and use this data to inform workforce planning and wider organisational strategies.

Our focus remains on maintaining fair pay practices, supporting career progression, and ensuring a balanced and inclusive workforce.



**Mean and Median Pay Gap**

