

Gender Pay Gap Report 2020 and 2021



Introduction

At OneMedical Group, we're committed to reducing our gender pay gap by continuing to invest in and develop our people. We're working hard to make sure our Group is diverse and our teams have an inclusive culture that welcomes all, so our people feel confident and happy to be themselves at work.

We want to create a work environment where everyone can achieve their potential. In this report, you'll read about the work we've been doing over the past two years and the improvements we're continuing to make.

To show our commitment to reducing the gender pay gap, in 2020 and 2021 we decided to voluntarily report our figures. This was because we recognised the importance of the data and we wanted to share work we've done to date to reduce the gender pay gap.

This has given us the opportunity to analyse data we hadn't produced before 2020. Having access to this data and the level of detail it provides us with means we can understand where work needs to be done and take action that will have a positive impact for our people. We can also review our results against the wider healthcare sector to understand the challenges and solutions that we not only face as a Group, but as a whole system.

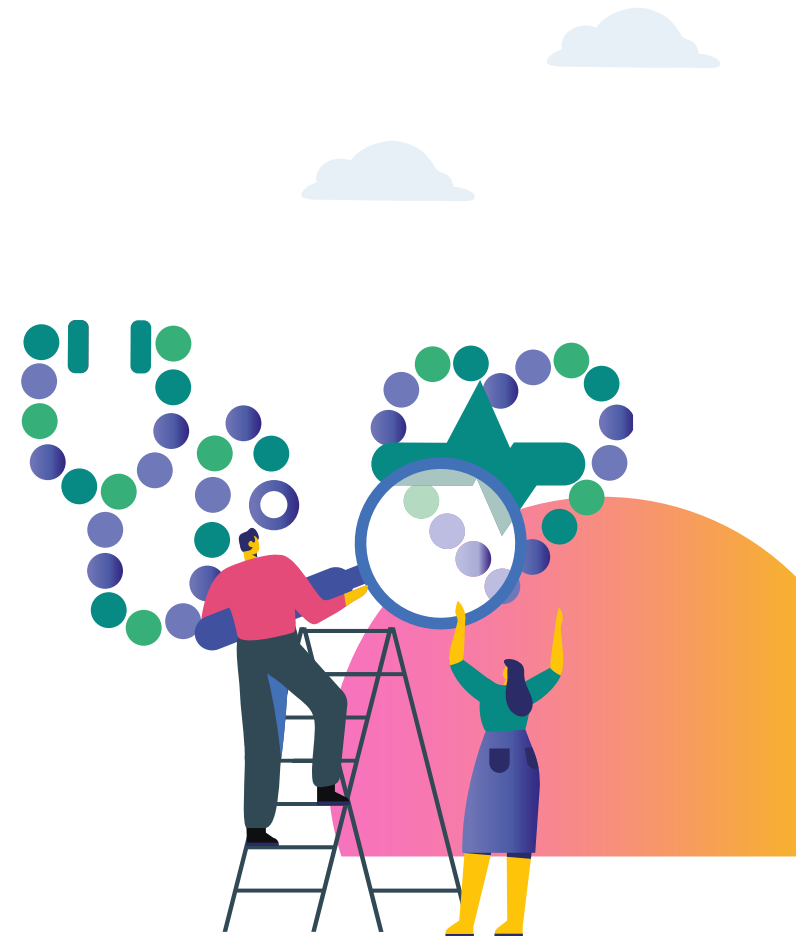
We've made positive changes over the past year. One of these changes has been significant progress in updating our policies and procedures to reflect the needs of our people, as well as introducing more flexibility through our Special and Significant Leave policy and enhanced pay, including full and half pay within our Maternity, Paternity and Adoption policy.

There is more work to do. Over the next 12 months, we'll strengthen the actions we've already taken, while continuing to develop future actions to close the gender pay gap. However, we recognise change can be slower within the Healthcare sector. As a Group we're pushing hard to remove any barriers that have an impact on our female workforce and to make positive progress in equality for all our people.

I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



William Dawson
CEO, OneMedical Group



What is a Gender Pay Gap Report and why is it needed?

In line with the Gender Pay Gap Regulations of 2017, underpinned by the Equality Act 2010, employers with a workforce of 250 people or more must publish data about the hourly earnings of men and women in the organisation, including any bonuses.

A Gender Pay Gap Report acts as an equality measure to show the difference in the average earnings between men and women. It makes sure all organisations that meet the criteria to submit the report are aware of the difference in hourly pay rates so they can take positive measures to close the gap.

How is the gender pay gap measured?

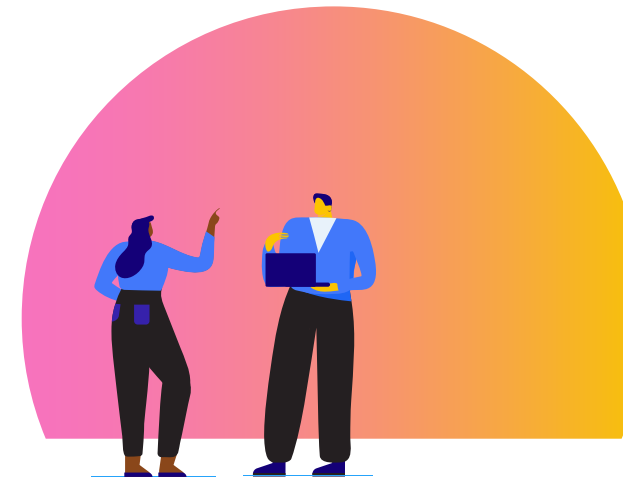
A GPG Report is measured by: calculating the mean and median pay gap; the mean and median bonus pay gap; the proportion of males and females receiving a bonus; and the proportion of males and females in each quartile band.

Mean

The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men. The mean is an average figure calculated by adding up the salaries for all male and female employees individually and dividing this by the total number of employees in the organisation. Any difference in the final figures is the gender pay gap, which is recorded as a percentage.

Median

The median is calculated by listing the hourly pay rates of all male and female employees, from the highest earner to the lowest earner, then comparing the salary for the people who are in the middle of both lists. This means the hourly rate is compared for the middle woman and middle man in the list. This difference in salaries for the middle woman and man is the percentage pay gap.



Gender pay gap at OneMedical Group

In this report, we provide data for all divisions within OneMedical Group at the fixed points in time of April 2020 and April 2021.

What do these figures mean?

Our figures for 2020 and 2021 show that the work we've done to date has had a positive impact on narrowing the mean pay gap, with more work to do to address the median pay gap. The overall figures are consistent with trends across the wider healthcare landscape.

We recognise our gender pay gap is not where we want to be as a Group. We have taken action already to reduce the gap, which we will continue over the next 12 months and also for the longer term.

To understand our data in more detail, we have broken down our figures into four quartiles (see page 6). This shows us that we have more roles that are filled predominantly by women in the Group within the first two pay quartiles (Lower and Lower Middle quartile). Even though we have many women in the second two pay quartiles (Upper Middle and Upper quartile), the larger percentage of women in the Lower and Lower Middle quartiles affects the average median pay gap.

We also recognise that factors outside of our control affect our gender pay gap figures. As a Group we have control over pay rates for most colleagues; however, some members of our workforce are covered by TUPE regulations. As such, regular benchmarking exercises are carried out to make sure we offer a salary that is comparative to similar organisations.



	2020	2021
Mean pay gap	33%	27%
Median pay gap	35%	38%

What we've already done to address our gender pay gap

We recognise that pay and policies work hand in hand, and a holistic approach will help us to address our gender pay gap.

We reviewed and updated our policies in 2021 and 2022, including **Annual Leave** and **Family Friendly policies**. These changes allow more of our female workforce to take time out for maternity leave, as well as offering leave to all employees for sabbaticals and other family events.

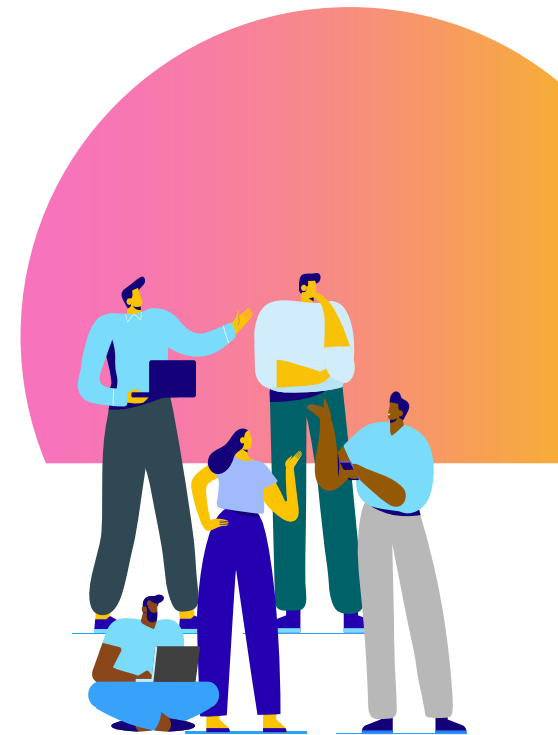
As part of the suite of policy changes, we've created and implemented a **Special and Significant Leave policy**, which provides paid time off for significant life events. This includes events such as emergency dependent leave, bereavement leave and children's school events or big birthdays. This allows our workforce to have flexible and compassionate time off and enhances our available paid entitlements. In providing a workplace that supports family life, we are removing barriers that may affect women's ability to progress in their careers.

We also provide more financial support. For example our **Maternity policy** now includes full and half pay for a set period of time before moving to Statutory pay. By creating Family Friendly policies, we're making sure our male workforce have the option to take paternity leave and special leave for dependents.

Part of our work to address our gender pay gap has involved reviewing and **increasing our baseline pay** across our workforce. We've also increased the rate of pay for some specific roles following a **pay review**, which has affected a higher proportion of our female workforce. In 2021, we **increased salaries by 3% for all roles** across the Group, which was in addition to the baseline pay increases earlier in the same year. The gap between the mean in 2020 and 2021 has come down quite significantly, so benchmarking has had a positive effect on pay equality in our organisation.

Further to this, we **enhanced the overtime rate** for all colleagues and put in place increased rates over the 2021 Christmas period. As the majority of our workforce are female, we recognised that this increase would have a positive impact for our female colleagues, although it would not be represented in our gender pay gap figures, which are based on standard hourly pay rates without including overtime pay.

Finally, our **Senior Leadership Team expanded** in 2021, appointing more female senior leaders. This will have a positive impact not only with representation at a senior level but across the Group as a whole.



Workforce quartiles

As part of the regulations, we need to split our workforce into four equal categories, called quartiles, and show the gender distribution for each.

The quartiles are used to help us understand our gender pay gap across the full range of our salaries.

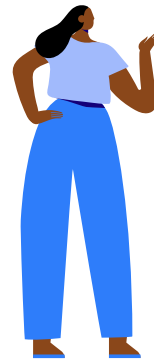
The categories are called:

- Lower quartile
- Lower Middle quartile
- Upper Middle quartile
- Upper quartile

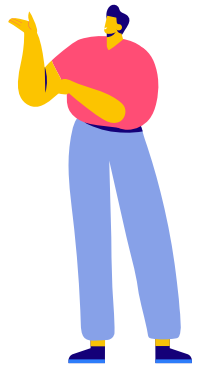


2020 quartile data:

- **219** colleagues in total.
- **83%** of our total workforce at this time were female (181) and **17%** male (38).

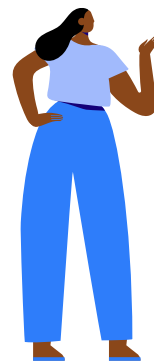


Upper	70.4%	29.6%
Upper Middle	81.9%	18.1%
Lower Middle	87.3%	12.7%
Lower	91%	9%

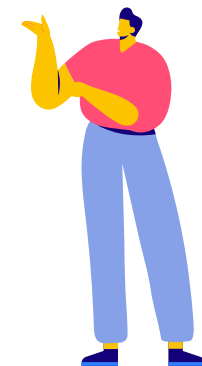


2021 quartile data:

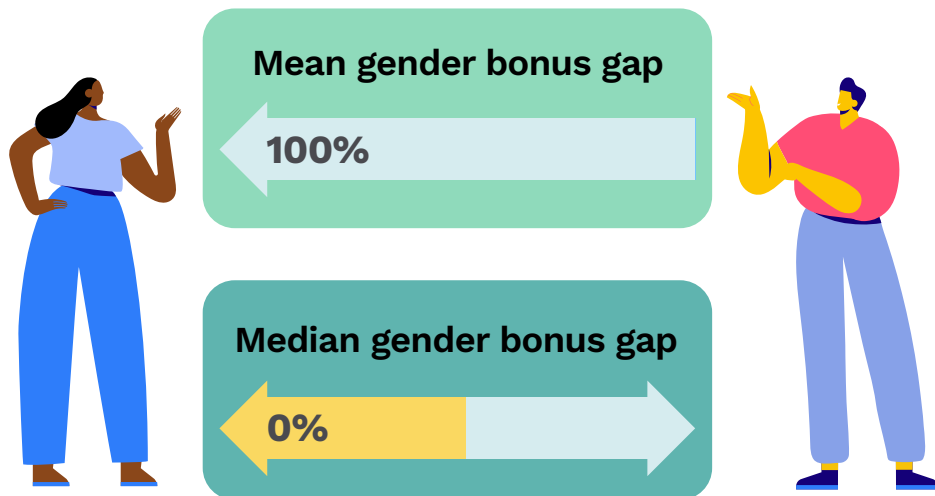
- **232** colleagues in total.
- **76%** of our total workforce at this time were female (177) and **24%** male (55).



Upper	67%	33%
Upper Middle	71%	29%
Lower Middle	79%	21%
Lower	88%	12%



Bonus gender pay gap in 2020

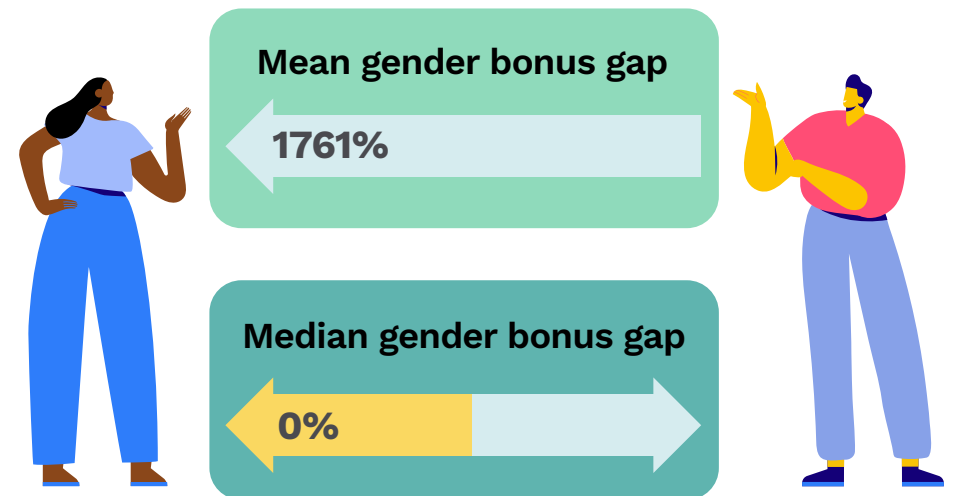


Our Bonus pay gap data from 2020 is based on OneMedical Group's Refer a Friend bonus scheme, as no other bonuses at this time were available or paid.

Both **2%** of the female and male workforce received a bonus based on the Refer a Friend scheme.

Our mean Bonus pay gap is **-100%** because twice as many women as men received a bonus. The median pay gap is **0%**, as there is no difference at the midpoint between males and females – i.e. the value of the bonus earned was equal.

Bonus gender pay gap in 2021



In 2021, **5%** of our female workforce received a bonus in comparison to **2%** of our male workforce, based on a combination of a work incentivised bonus scheme and the Refer a Friend scheme. The main bonus our female workforce received was from the Refer a Friend scheme, with the work incentivised bonus scheme in part accounting for the increase in the pay gap from 2020 to 2021.

Our mean bonus pay gap is **-1761%** due to the difference in the amount that our female workforce received in comparison to the male workforce.

The median pay gap is **0%**, as there is no difference at the midpoint between males and females – i.e. the value of the bonus earned was equal.

What do we need to focus on?

We know we have more work to do to improve the percentage gender pay gap – and we’re committed to doing this.

Over the next 12 months we’ll review **recruitment and development** pathways for our colleagues. We want to be able to support all our people to grow within OneMedical Group and to build and develop their career with us. To do this, we need to make sure the **right support is in place**, and **training and development opportunities** are available.

Work is underway to look at where we can help our people with their professional development following an updated appraisal process. We are also doing further **benchmarking for all roles** across the Group. This is an additional positive step to minimising the gap and promoting our workforce from within OneMedical Group.

Flexible working is a key area that we’re continuing to make headway in, having recently started increasing remote workforce recruitment and looking at other flexible working options. As part of this process we’re developing a **hybrid working policy and toolkit** to aid the development and implementation of a

hybrid workforce. This has given us further opportunities for establishing working patterns that are right for our people.

As part of our commitment to improving our gender pay gap, we updated our 2022 Annual Survey to include more questions on **Reward and Recognition**, which will help us to act on the feedback provided directly from our people.

We’ll also continue to develop our **internal Policies and Procedures**, to make sure they are reflective of our current and future workforce. We always welcome new ideas or questions from our teams, who can contact HR with any suggestions or feedback.



Emily Barton
People and Culture Director

