



**OneMedical**  
Group

# Gender Pay Gap Report 2022

Prepared March 2023



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# Introduction

OneMedical Group is a private limited company providing healthcare solutions across the UK. At the time the data was collected for this report, we employed 293 employees, primarily based at 13 sites spanning across the country. The majority of our workforce is site-based, with a supporting head office function based in Leeds. The data presented in this report is a snapshot summary from 4 April 2022.

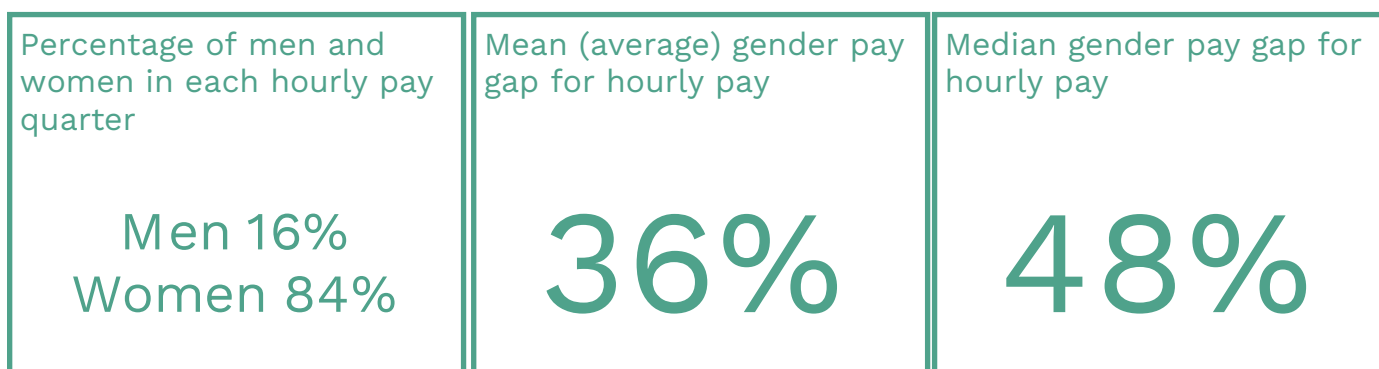
I can confirm that the information presented in this report is accurate and meets the requirements to the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

As you will see from the results below, our gap has slightly increased this year. Although this is disappointing, we are working on ways to address this which we explain over the next few pages. We continue to use our results to shape our work supporting and developing our team to ensure everyone is valued and happy in their work.



William Dawson  
Chief Executive Officer

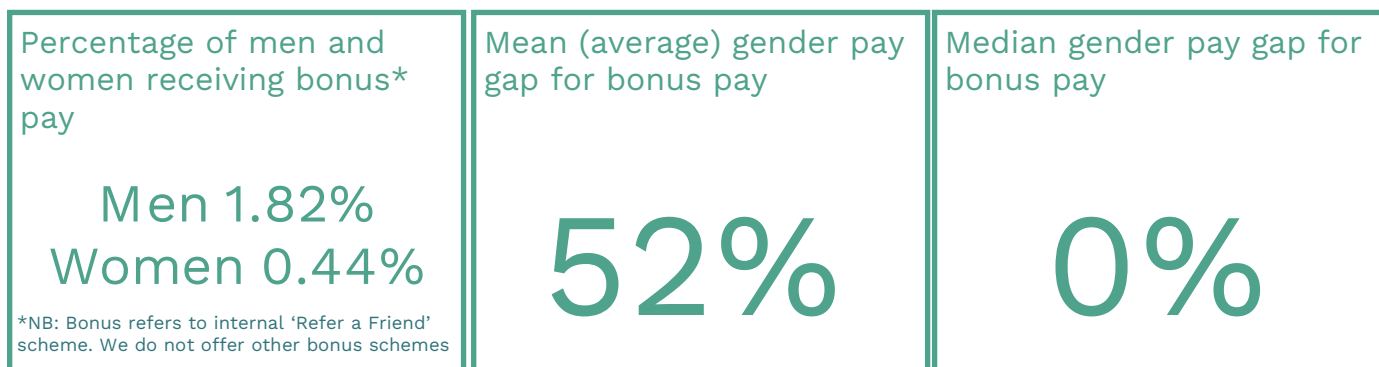
## Our figures



Increase of 8% of women in our workforce, shifting from 177 to 235 employed by April 2022.

Rising from 27% in 2021, this follows on from a significant increase in the number of colleagues employed.

Likewise, this figure shows an increase from 38% in 2021, due to company growth.



Due to men making up a smaller portion of our workforce, any Refer a Friend bonuses will generally show this figure as being higher for men.

We are reviewing the bonus structure across the Group to monitor the Gap. This has changed from 2021 as the pay gap was for female to male.

This continues to remain static, which is a positive sign in regards to access to bonuses.

## About our figures

On 4 April 2022, OneMedical Group employed 293 people, 235 of whom were (or recognise as) female and 58 were (or recognise as) male, meaning that 80% of our roles and responsibilities are carried out by women. We are inclusive in our recruitment and employ women of all ages, from all backgrounds, faiths and cultures. We pay the Living Wage and support our colleagues in every reasonable way we can. Our gap has increased slightly from last year due to the change in the make up of our teams. Since the 2021 snapshot survey we have won new contracts and taken on the existing staff at those sites. Where we have been able to align those colleagues to our Living Wage, we have, but due to pre-existing contracts there have been some instances (particularly with the higher end of the pay scales) where we have been obliged to match existing terms and conditions, hence impacting on our overall figures for this year.

## Our Purpose, Vision & Values

### Our Purpose

Our strategy as a company starts with our Purpose. We are building a healthier future for all. Through delivering more inclusive and more equitable care services, with better health outcomes for both individuals and communities, that are value for money, sustainable, and able to tackle the health challenges we face. We create better environments for healthcare users and healthcare workers. We look to innovate and make the most of knowledge, insights and learning. We want everyone's experience of working for us, and with us, to be a good one. Our people and our partnerships are at the heart of everything we do.

### Our Vision

We want to re-envision how healthcare services and estates are delivered to people within the communities to improve their lives, improve health outcomes, and end health inequality. We want people to be more educated and empowered with a greater knowledge and control over their own health, so they can make healthier choices and live healthier lives. We want to see people thrive through better health and wellbeing.

### Our Values

**People First:** We consider what is best for our patients, our employees, and our communities, act with compassion and fairness. We value, and promote equality and diversity

**Working Together:** Collectively we are a positive partner to our stakeholders in the delivery of healthcare for our communities. We are adaptable, collaborative, supportive of one another, and are always seeking to learn and improve. Individually we make a positive impact, respect and trust each other. We turn up do our best and recognise that others are doing the same.

**A Healthier Future:** We have a growth mindset and an innovative growth culture. We make positive and sustained improvement to health and wellbeing in our communities. We invest to ensure we are a strong and sustainable business, and have a positive impact on our people, on society and the environment. We lead by example.

# Reporting back on last year's action plan

In last year's report, we outlined the projects we would work on to support our workforce as a whole, but also to ensure we are doing our best to attract and retain the best female employees for our roles. Here's how we did:

What we said we would do	What we did and how
<p><b>Recruitment Processes</b> Review how and where we recruit and development pathways for internal colleagues.</p>	<p>We have used various advertising routes to capture as many female candidates as possible, into roles at all levels. We have implemented new apprenticeships and various development pathways to support people into the Group. We have reviewed our Recruitment policy and continued to ensure it is inclusive and equitable for all.</p>
<p><b>Appraisal Process</b> Help our people with their professional development by updating our appraisal process.</p>	<p>We have made our appraisal process easier for managers to manage thereby increasing the time available for valuable conversations. The appraisals are aligned to our company Values and enable everyone to understand how their roles impact on our company goals.</p>
<p><b>Professional Development</b> Support our people 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.</p>	<p>Following a review of our mandatory and compliance training, we have increased the number of courses available. We have also implemented a new study leave process enabling colleagues to take time out of work to undertake their own personal study.</p>
<p><b>Skills Gap Analysis</b> We are also doing further benchmarking for all roles across the Group. This is an additional positive step to minimising the gap and being able to train and promote colleagues from within OneMedical Group.</p>	<p>Our on-going skills gap analysis work is looking at the communities we work with, the trends in health care requirements and where we need to train and develop colleagues to meet those needs. It is important for us to develop someone internally and give colleagues an opportunity to grow their career.</p>
<p><b>Flexible Working</b> Continue our successful work on flexible working Develop a hybrid working policy and tool kit to develop our hybrid workforce with ways of working that are right for our people.</p>	<p>The pandemic saw a significant change in how we worked as a company. Those who could work from home did and we put in place the systems and tools to enable that. As we have returned to the office flexible working remains an options and we continue to explore opportunities for more of our clinical teams.</p>
<p><b>People Survey</b> Review and improve our annual people survey to include more questions on reward and recognition to provide more feedback for us to act on.</p>	<p>A full survey was carried out and the results shared on the intranet. We used the results to shape our People Plan for the following year.</p>
<p><b>Policies and Procedures</b> Continue to develop our policies and procedures, to make sure they are reflective of our current and future workforce.</p>	<p>We continue to work on our policies and procedures as part of the annual review cycle. Key developments in 2021-2022 included <b>XXX</b> We identified the need to have an Equality, Diversity and Inclusion calendar so that we are all equipped with the right knowledge to always treat our colleagues and patients respectfully.</p>

## What else did we do:

- Every site now receives a fortnightly shopping delivery of day-to-day staples to ensure everyone always has access to a lunch option, should they need it.
- Cost of living payments of an additional £100 were made to colleagues in October, November and December 2022.
- We recognised the need to support colleagues with their work/life balance to ensure they were not missing out on significant events. We did this by introducing a Significant Events Special Leave process, giving everyone access to five extra days on top of their holidays.
- Our Menopause Policy was rolled out and colleagues invited to be Menopause Champions. We also held our first Menopause Coffee Morning.
- Identified a need internally for a dedicated Internal Communications Officer who will increase our colleagues' engagement with the good things we are doing. This role was recruited with the successful person in post in early 2023.

# Our Action Plan

This year, we will continue to build on previous work and further invest in all our colleagues.

What we aim to do	What benefit it will have
<p><b>Menopause Certification</b> From training available to all and not just clinical staff to more open and honest conversations in the workplace.</p>	<p>We have held a second training session and will now roll out the new online NHS menopause training. We hope our work around the impact that menopause can have on colleagues will support staff retention and see more women feel able to apply for and stay in the higher paid roles.</p>
<p><b>HRT Payments</b> When the annual HRT prescription charge is rolled out, OneMedical Group will pay this for all colleagues taking it.</p>	<p>Supplementing our work focused on supporting colleagues going through perimenopause or menopause, we want to provide this additional helping hand by paying the annual prescription charge for any of our team taking HRT.</p>
<p><b>Period Products</b> As well as our fortnightly shopping delivery, our sites will themselves now be able to buy period products (and other personal hygiene items) for their teams.</p>	<p>We felt that this was an important step in both supporting the on-going cost of living challenges, but also, working alongside policies like our Menopause Policy, it provides go-to items for colleagues who find themselves needing something during their time at work.</p>
<p><b>OMG Leadership Academy</b> Following our People Survey, this is a key area of focus this year for our Learning and Development Team.</p>	<p>All colleagues managing a team will attend our leadership academy to both refresh them on policies and procedures, but also increase their skills in areas like recruitment and non-bias interviewing. We hope this investment will improve staff retention and we will see more of the right people in the right roles for them.</p>
<p><b>The Shadow Board</b> To allow increased engagement across all our services we have developed a group to work alongside the Board of Directors, giving feedback from colleagues and ideas for improvement.</p>	<p>This new project hopes to give the Board of Directors an increased understanding of how colleagues and our services are doing. Although they are regularly out at site, the Shadow Board meetings is a more open forum in which ideas and feedback can be shared.</p>
<p><b>Zero Tolerance Policy</b> Alongside our Bullying and Harassment Policy, we will develop a Zero Tolerance Policy to enable colleagues to work confidently with all our patients.</p>	<p>As well as developing a policy and procedure helping colleagues to manage challenging patient-facing situations, we will be looking at supporting national campaigns and pledges like 'Surviving in Scrubs', and 'End Sexism in Medicine'.</p>
<p><b>Reward &amp; Recognition</b> Reviewing what we already have in place, and what has worked well in the past, we are introducing a new Reward and Recognition scheme across all areas of the business.</p>	<p>As well as recognising significant events (long stay awards, moving house, loss of family members etc.) we will look at what recognition schemes worked well for us in the past and implement something that is easy to use, rewarding, and achievable across no matter what a colleagues role within OneMedical Group.</p>
<p><b>Pulse Survey</b> Following on from last year's People Survey and developing what we ask and when.</p>	<p>The change from an annual lengthy survey should provide us with more frequent insights into where we can improve. We will accompany this with increased communication on subjects/in areas the surveys tell us are required the most.</p>

## What else are we working on?

- Environmental, Social & Governance (ESG): Our new approach to our ESG work has started and is relaunched to all colleagues in May which will include re-embedding our annual volunteering day opportunities
- Carers Leave Policy: We will be reviewing our policies to ensure all colleagues who carry out a carers role alongside their work are appropriately supported
- Living Wage Accreditation: We are committed to paying the Living Wage and are working towards formal accreditation to support our work to recruit and retain the best people for our business