



Gender Pay Gap Report 2022

Comment from the Chief Executive Officer

At Active Care Group we take our gender pay seriously; we continue to employ more women than men in an industry that has historically been a predominately female dominated industry. I am proud that our mean pay gap is 6.3% and median gap is 0.3% both significantly below the national average.

We welcome the requirement to publish this gender pay comparison, and I am proud that we have so many women in senior leadership positions within the company, with 64.4% of positions being held by women.

During 2021 and 2022 we have undertaken a significant amount of change and integration within the Group, however I remain committed to ensuring that all our policies and procedures are followed, and that all colleagues are treated fairly when it comes to development and progression opportunities.

We look forward to being able to further enhance our offering into 2023 and beyond.

This report covers colleagues at all levels of Active Care Group. Within the group five legal entities are individually reportable, this report provides the data for all five legal entities, as well as Active Care Group as a whole.

As Chief Executive Officer, I Dr Sylvia Tang, can confirm that the information contained herein is accurate.

Sylvia

Dr Sylvia Tang
Chief Executive Officer



Embedding a 'One Group' approach

Active Care Group (ACG) is the UK's leading national provider of complex care services. We place people at the heart of everything we do improving people's lives by providing the best quality of care tailored for individuals needs for children, young people, and adults.

Our vision is a world where people with the most complex problems are surrounded by the collaborative, holistic and expert care they require and the kindness they deserve, to live a brighter future and their best lives.

Our People & Culture objectives are that:

- We will be a diverse and inclusive place to work, attracting and retaining colleagues and focusing on wellbeing.
- We will embed and live a "Just and Learning Culture."

Gender Split of Workforce

At Active Care Group we are committed to equal opportunities for all our colleagues. We use benchmarking for all roles and within all our sites we have a pay structure.

Our overall workforce profile is predominately female at 76.5%, this is typical within the health and social care sector. We continue to be committed to improving our gender balance and strive to encourage more men to join the sector, particularly in the historically female oriented roles such as nurses, and support workers.

Our vision and objectives are underpinned by our behaviours:



we will be
kind & honest



we will be
fair & inclusive



we will
listen, learn & act

Key findings: Gender Pay Gap Summary

Hourly Pay Gap

(pay difference between male and female colleagues)

mean gap: 6.3%

median gap: 0.3%



Gender Split of Workforce



75.4%

female



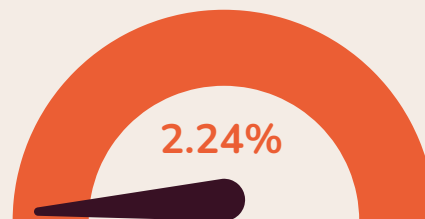
24.6%

male

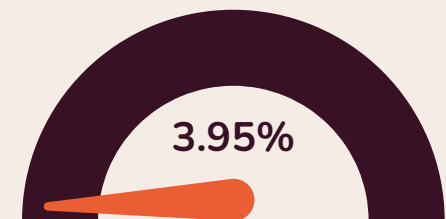
Percentage of male and female receiving bonus pay

Mean: 49.84%

Median: 0.0%



2.24%



3.95%

Pay Quartiles

Pay quartiles give an indication of women's representation at different levels of the organisation. Women are highest in every quartile as we have a higher proportion of women to men across the Group.

The charts below illustrate the gender distribution at Active Care Group across four equally sized quartiles of the workforce.





Interpreting the data

These calculations are based on data from all colleagues across Active Care Group including both site-based colleagues and central support services spanning all roles including clinical and care teams as well as office-based positions such as finance, IT or quality as well as the Executive team.

On a mean basis our overall gender pay gap in April 2022 was 6.3% with a median gender pay gap of 0.3% which are both significantly lower than the national average.

Our pay quartiles show that there continue to be more female than male colleagues at all levels.

During this year we integrated a new company into the organisation which had a higher proportion of male colleagues in senior roles which has resulted in a shift in our mean pay gap from -0.1% to 6.3%. We continue to work hard to reduce the gap between male and female colleagues by continuing to actively encourage promotion and appointment of women to senior roles.

Whilst the proportion of men receiving a bonus is higher than women; this is because there are far more women in the organisation; out of those receiving bonuses 63.8% were women.

We continue to promote, recruit and remunerate based solely on performance, talent and capability, and we will continue to review what we can do to encourage more men into the healthcare profession.



Next Steps

1. We will review our Equality and Diversity strategy and activity.
2. We will work with our Independent Advisor for ED&I to identify key actions.
3. We will review our appraisal and supervision policies to ensure development discussions are taking place at all levels.
4. We will promote internally and externally opportunities for career progression.
5. We will offer career development opportunities through our policies and use our internal learning and development programmes to enhance skills and abilities as well as offer external development through the Apprenticeship Scheme or Workforce Development Fund.



January 2022 Active Care Group delighted to announce that Nash Momori, Founder & Director of Real Insight Consultants Ltd, will be working with the Group as an Independent Advisor across our Expert by Experience initiative, and our Equality, Diversity & Inclusion agenda.

Our statutory disclosures

		Group	Staff Management Ltd	Chester Healthcare Ltd	Active Adult Ltd	Active Neuro Ltd	Active Young People Ltd
Lower Quartile	Female	74.8%	69.1%	74.4%	56.9%	81.7%	80.3%
	Male	25.2%	30.9%	25.6%	43.1%	18.3%	19.7%
Lower Middle Quartile	Female	77.0%	72.4%	82.6%	63.4%	85.0%	69.5%
	Male	23.0%	27.6%	17.4%	36.6%	15.0%	30.5%
Upper Middle Quartile	Female	77.1%	75.2%	84.2%	69.0%	79.4%	75.4%
	Male	22.9%	24.8%	15.8%	31.0%	20.6%	24.6%
Upper Quartile	Female	73.7%	74.0%	88.3%	57.7%	83.9%	67.9%
	Male	26.3%	26.0%	11.7%	42.3%	16.1%	32.1%
Mean Pay Gap		6.3%	-20%	-4.0%	14.1%	18.0%	2.0%
Median Pay Gap		0.3%	-20%	-4.0%	0.0%	10%	-20%
Mean Bonus Gap		49.8%	-35.0%	0.0%	-180.6%	0.0%	0.0%
Median Bonus Gap		0.0%	80.0%	0.0%	0.0%	0.0%	0.0%
Females receiving bonus		22.4%	10%	0.0%	24.4%	0.0%	0.0%
Males receiving bonus		3.95%	10%	0.0%	27.5%	0.0%	0.0%



Our people are diverse and talented individuals and as a result Active Care Group is made up of incredibly skilled people of different genders, ages, ethnicities and backgrounds, who reflect the communities within which we live and work. Their unique qualities enable us to drive innovation and deliver the best possible care to all of our service users.

The warmth, diversity and kindness of our people is at the heart of our culture and brand. Our 4,500 colleagues have careers in fields as varied as support work, nursing, therapy, quality, IT, maintenance, housekeeping, accountancy and case management. We celebrate all cultures, backgrounds and experiences, and look outward (as well as inward) for inspiration and ideas on how to improve our employee culture, and develop our value proposition. To support this commitment in 2022 we appointed an Independent Advisor to help drive our ED&I agenda.

In recognition that our people matter, we have developed a people strategy which promotes; learning and development, coaching, leadership and talent management, effective, open and trusted communication, positive mental health and physical well-being, and finally upon celebrating success.

We listen to our people and by adopting a Just Culture, we empower colleagues to have their say through regular surveys. During 2022 the Group will be appointing an independent Speak Up Guardian who will ensure colleagues are supported in speaking up, that any barriers to speaking up are addressed, that a positive culture of speaking up is fostered, and that issues raised are used as opportunities for learning and continuous improvement.

Karen

Karen Langton
Chief People Officer



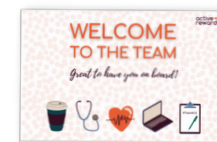
Active Voice Colleague 2023 Engagement Survey

90% of colleagues said that they feel confident in their abilities to meet the needs of the people in their care



Colleagues best described our culture as:
Inclusive
Caring
Supportive

74% of colleagues said that they feel they can be themselves at work



active
rewards



Speak Up

I've made a mistake

I have an idea

I've seen something I am concerned about