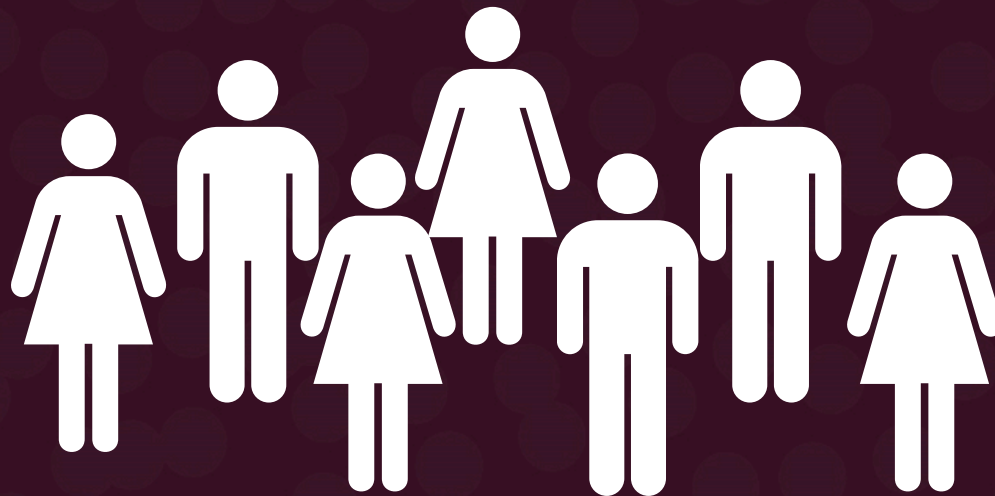


Gender Pay Gap Report 2023



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. Our mean pay gap is 10% and median gap is 2.9%, both typical values across our industry.

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 2023 and 2024 we have undertaken a significant amount of investment into our people, processes and systems. We have launched new communications tools to keep our colleagues informed, inspired and engaged, and have also invested in systems which aim to enhance the exceptional delivery of care to our patients, residents and clients. A new learning hub ensures we remain compliant and that we also treat colleagues fairly when it comes to development and progression. As we nurture and develop our teams our objective is to promote from within.

Active Care Group introduced 10 new Leadership Principles during 2023 which together shape the delivery of our care. In our business we know that the best care is delivered by the best staff, in the best environment, with the best tools. In addition to the above, we have, and continue, to make significant investment in redesigning and refurbishing our properties across our estate. It is critical for both our patients, residents, clients and colleagues that we give them a great environment that they are proud of to work in or call home.

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

As Chief Executive Officer, I Keith Browner, can confirm that the information contained herein is accurate.

Keith

Keith Browner
Chief Executive Officer

Introduction

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.
- Attract and hire the best colleagues.
- Train and develop our colleagues to be the best that they can be.
- Embed and live a "Just and Learning Culture."
- Provide a safe place to work.
- Encourage our colleagues to have a voice and be heard.
- Genuinely take care of colleagues health, wellbeing and happiness.

Gender Split of Workforce

At ACG 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 73%, 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: 10%

median gap: 2.9%



Gender Split of Workforce



73%
female

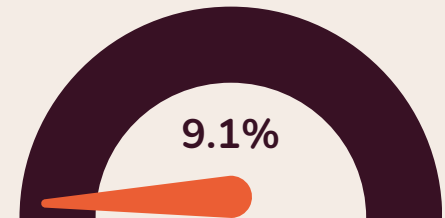
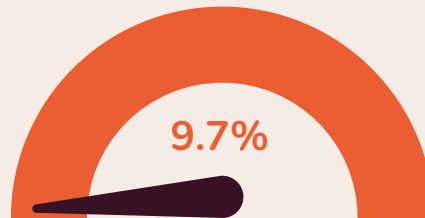


27%
male

Percentage of male and female receiving bonus pay

Mean: -75.5%

Median: 0.0%



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 ACG 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, HR, or quality as well as the Executive team.

During this year we have recruited more males into the organisation which has shifted the headcount from 24.6% to 27.0%.

Median Pay Gap

ACG does not have an even split between male and female colleagues and therefore we are pleased that our median gap is low at 2.9% which is significantly below the national average.


Mean Pay Gap

The mean pay gap for men is 10.0% higher than women. Our analysis has found with mean pay, that a small number of changes impacts our male gender gap reporting, compared to the female population where a greater number of changes are required to have a similar impact due to the gender split.

We will work hard to reduce the gap between male and female colleagues by continuing to actively encourage promotion and appointment of women to senior roles.

Bonus Pay

This year we have seen a swing in more female colleagues receiving a bonus as a percentage than male colleagues. This is because in the relevant year we implemented a number of sign-on bonuses for Nurse and Allied Health Professional roles which are predominately held by female colleagues.



Investing in our colleagues



- We will ensure we promote career development within the company, across all levels of the Group.
- 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.
- We will ensure colleagues have equal opportunities to progress within the Group.
- We will endeavour to ensure colleagues do not face career or pay barriers due to their gender.



Live Well
Work Well



Health & Wellbeing

We offer our colleagues a range of employee benefits including; confidential advice and support through our Employee Assistance Program, discounted gym memberships, corporate health cash plans to protect colleagues and their families, to also make their money work harder for health and medical care through Mediacash and also offer a discounted shopping platform, Active Rewards.

We have invested in Qualified Mental Health First Aiders, to ensure support is available for early prevention and continue to develop our senior managers through professional training.

We continue to transform our workplace environments with wellbeing in mind, creating colourful, uplifting spaces where our teams can relax and chat in comfort.

Throughout the year we encourage our colleagues to be active and take care of their health and wellbeing through various campaigns and internal communications.

January 2024 we launched a new colleague App, ECHO. A key component of ECHO is that it provides a wealth of information and resources on topics such as the menopause, men's health, anxiety, stress and exercise. Unlike our Group Intranet the app has the potential to reach 100% of our colleagues, ensuring they feel connected and cared for.

To enhance what we do today and to further demonstrate our commitment to health and wellbeing, we have appointed a dedicated Head of Health, Safety & Wellbeing to help us to move our wellbeing strategy to the next level.



Our statutory disclosures

		Group	Staff Management Ltd	Active Adult Ltd	Active Neuro Ltd	Active Young People Ltd
Lower Quartile	Female	75.2%	73.9%	69.9%	77.6%	78.7%
	Male	24.8%	26.1%	30.1%	22.4%	21.3%
Lower Middle Quartile	Female	73.4%	72%	57.8%	81.6%	73.8%
	Male	26.6%	28%	42.2%	18.4%	26.2%
Upper Middle Quartile	Female	71.8%	72.5%	67.5%	78.3%	71.6%
	Male	28.2%	27.5%	32.5%	21.7%	28.4%
Upper Quartile	Female	71.6%	72.5%	61.5%	80.8%	60.7%
	Male	28.4%	27.5%	38.5%	19.2%	39.3%
Mean Pay Gap		10%	5.2%	29.4%	7.5%	19%
Median Pay Gap		2.9%	0%	-0.5%	-0.2%	15.1%
Mean Bonus Gap		-75.4%	-18.6%	-243.5%	-33.3%	-364.6%
Median Bonus Gap		0.0%	0%	0.0%	0.0%	-360.5%
Females receiving bonus		9.7%	11.1%	17.2%	4.4%	4%
Males receiving bonus		9.1%	8.6%	21.1%	0.8%	1.2%



Our people are diverse and talented individuals and as a result ACG 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 4,005 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.

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 2023 the Group appointed an independent Speak Up Guardian to 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



Rewarding
careers
where we
make a real
impact

