

Gender Pay Gap Report: 2023

Introduction

At Totally, patients and people come first. Inclusivity is core to everything we do as an organisation and we are committed to evaluating and learning how to create a more inclusive culture where everyone feels valued as an individual and can thrive.

Our Gender pay gap measures the difference between men and women's average pay. We've analysed our gender pay data and remain confident that any difference is as a direct relation to the make-up of the workforce to provide the services to our patients and clients.

We have strong female representation at all levels, reflecting our commitment to promoting diversity and gender equality and the nature of our healthcare business. We currently report for our two largest businesses, Vocare and Greenbrook Healthcare, which employ the majority of our employees focused on healthcare delivery. Due to the structure of our overall organisation these businesses in isolation do not represent the whole. We understand what is driving the gaps within Vocare, Greenbrook Healthcare, and our overall workforce and we understand our workforce profile. We are also confident in our systems and processes to ensure parity between genders.

In future years we are aiming to report on employees across the entire group.

Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Jayne Storey, Director of People & Transformation

Gender Pay Gap

We are currently undertaking an organisational restructure to bring all our operating businesses under one umbrella so that we can provide greater transparency on reporting, including our gender pay gap. We know that currently, data for legal entities may be skewed as employees are split across different legal entities and some leadership roles sit within the Group organisation. We are working to address this. This year we have looked across our entire business and although we are not able to report this data with accuracy yet, it has helped us to better understand our business and areas of focus.

“ I'm proud that we have strong female representation throughout all levels of our workforce, especially at a senior level. However, understanding our overall workforce profile enables us to review how we can achieve even more balance across the organisation.

Fully understanding our gender pay gap remains a priority for us as we commit to providing a diverse, equal, and inclusive working environment for all our employees.

**Wendy Lawrence,
Chief Executive Officer**

Key points

- **We have a strong female representation with a good balance of women in senior roles**

Overall, Totally has a female dominated workforce (69% female, 31% male), and has good representation of women in senior roles. Both our CEO and CFO are female, helping make up a greater than 60% representation in senior management roles by women.

Some of our highest paid roles include General Practitioners (GP), Advanced Nurse Practitioners (ANP), Emergency Nurse Practitioners (ENP) and Clinical Advisors. Women hold more than 73% of these roles. Although a smaller proportion of females hold GP roles than men, this is due to the high proportion of women within the business - the number of men and women in these roles is evenly split. In contrast 83% of ANP/ENP and Clinical Advisor roles are filled by women.

- **We understand what drives our pay gap**

As well as employing a significant proportion of women in highly paid roles, we employ a large number of women as receptionists within our urgent care centres and other facilities. These roles are lower paid, and many staff are part-time due to the flexibility that the role offers. Our commitment to offering flexible and part-time working opportunities disproportionately skews some metrics within the individual business reports.

The mean and median explained:

- **Mean pay gap:** The mean pay gap is the difference in the arithmetic average hourly pay for women compared to men, within our organisation.
- **Median pay gap:** The median represents the middle point of a population. If you lined up all our women and all our men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rate for the middle woman compared to that of the middle man.

The mean and median are important metrics and need to be looked at together. However, the mean can be skewed by fewer individuals earning more in the upper ranges.

Reminder of legislative requirements

Gender Pay Gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish Gender Pay Gap data on an annual basis based on their snapshot date. Private, voluntary, and all other public authority employers must use a snapshot date of 5 April and report and publish their gender pay gap information by 4 April of the following year. These employers must also include a written statement. The specific information required includes:

- Percentage of men and women in each hourly pay quarter
- Mean (average) gender pay gap using hourly pay
- Median gender pay gap using hourly pay
- Percentage of men and women receiving bonus pay
- Mean (average) gender pay gap using bonus pay
- Median gender pay gap using bonus pay.

Source: [Who needs to report their gender pay gap - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/who-needs-to-report-their-gender-pay-gap)

Vocare Limited – Gender Pay Gap

Our analysis tells us:

- We employ a greater number of women in our workforce than men. 70% of the workforce at Vocare are women and 30% are men.
- Women occupy 73% of the highest paid jobs and 60% of the lowest paid jobs
- The median, which is generally the most representative metric, shows a negative gender pay gap of 6.4%. When comparing average hourly wages (median), women receive £1.06 for every £1.00 that men receive.
- The gap between women and men's mean average hourly pay at Vocare is 7.7%. When comparing average hourly wages (mean), women receive 92p for every £1.00 that men receive. This data is skewed by the payment of bonuses during the year as 100% of roles attracting a bonus within the Vocare legal entity were held by men.
- Out of all employees who received a bonus payment during the snapshot period, 100% were male (equivalent to approximately 1% of Vocare's male workforce).

	Women	Men
Upper quarter	73%	27%
Upper middle quarter	72%	28%
Lower middle quarter	75%	25%
Lower quarter	60%	40%

Greenbrook Healthcare data

Our analysis tells us:

- We employ a greater number of women in our workforce than men. 78% of the workforce at Greenbrook Healthcare are women and 22% are men.
- Women occupy 63% of the highest paid jobs and 90% of the lowest paid jobs.
- The median representative of women's pay is 57% lower than men. This figure is skewed by both the level and basis of roles held by women. Twice as many women hold highly paid Director, GP and ENP roles as men, although there is also a large number of women holding lower paid, and sometimes part-time roles, such as receptionist. Due to the number of receptionists we employ to deliver services (many on part-time hours) data is disproportionately skewed to the lower salary end meaning that when comparing the median for average hourly wages, women receive 43p for every £1.00 that men receive.
- The gap between women and men's mean average hourly pay at Greenbrook Healthcare is 43%. When comparing average hourly wages (mean), women receive 57p for every £1.00 that men receive.
- No bonuses were awarded during the reporting period.

	Women	Men
Upper quarter	63%	37%
Upper middle quarter	75%	25%
Lower middle quarter	85%	15%
Lower quarter	90%	10%

How is Totally addressing the gender pay gap?

We are committed to tackling the Gender Pay Gap. The following actions underpin our approach:

Focus on diversity in recruitment

Across Totally, we regularly review all recruitment practices and processes. Our recruitment policy draws upon our company values and is underpinned by our commitment to Diversity, Equality, and Inclusion. In 2022, we rolled out mandatory manager recruitment training to help our hiring managers run effective and fair recruitment processes, reduce unconscious bias and make inclusive decisions for the benefit of both individuals and the organisation.

Review of policies, reward & benefits

All our HR policies are reviewed regularly to ensure they do not hold unfavourable bias towards one gender. During 2022 we rolled out enhanced benefits to all our people including enhanced annual leave, the option of buying additional annual leave and enhanced family friendly paid leave. We are committed to reviewing our benefits offering to ensure this is competitive and attractive to a diverse workforce – attracting new staff and retaining our current workforce.

Delivery of development & training for people managers

We are committed to delivering management development training to upskill our people leaders. We believe this commitment to developing our people managers will increase fairness and consistency in decisions made across the Group and improve retention and engagement of our staff.

A focus on company values

Totally' values were developed in partnership with people across our organisation. They underpin all our people practices in the workplace and are embedded in current and future cultural initiatives. We continue to embed our values across the organisation and in so doing seek to become an employer of choice for all candidates.