

Gender Pay Gap Report

Greenbrook Healthcare Limited, April 2022

Foreword

At Greenbrook, patients and people come first. Inclusivity is core to everything we do as an organisation. We're always evaluating and learning about how to create a more inclusive culture where everyone feels valued as an individual and can thrive. We believe in equal opportunities and the principle of equal pay for equal work of equal value. So, as much as possible, we aim to keep pay gaps to a minimum. We've reported on our gender pay gap year on year and remain confident that employees at Greenbrook are paid the same for doing the same work. We're committed to promoting diversity and gender equality and have a strong female representation throughout all levels of our workforce. We're proud that 100% of our Group Executive team are female. We are committed to transparency and internal equity. We understand the gap, our workforce profile and are confident in our systems and processes to ensure parity between genders.

Jayne Storey, HR Director, Totally plc

4 April 2022

"I'm proud that we already have strong female representation throughout all levels of our workforce, especially at senior level. However, understanding our workforce profile enables us to review how we can achieve even more balance in our gender gap across the organisation. Reducing 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, CEO,
Totally plc**

Reminder of legislative requirements

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish on an annual basis gender pay gap data. This must be based on figures taken on the 5th of April each year. The specific information we are required to publish needs to include:

- Mean and median gender pay gap (based on an hourly rate of pay on 5 April 2022)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April 2022)
- Proportion of men and women receiving a bonus payment
- Proportion of men and women in each quartile pay band (looking at the proportion in 4 pay bands when we divide our workforce into four equal parts)

The gender pay gap is expressed as a percentage of male earnings (e.g., women earn x% less than men).

Totally reports Gender Pay Gap for its Vocare and Greenbrook businesses.

Greenbrook Healthcare Limited

Our analysis shows:

- We employ a greater number of women in our workforce than men. 76% of the workforce at Greenbrook are women and 24% are men.
- Women's mean average hourly pay is 27% lower than men.
- Women's median hourly pay is 77% lower than men's
- The increased gender pay gap reflects a change in the workforce profile, skewed by an increase of the workforce at the lower paid roles and a decrease of our higher paid roles on previous years reporting.
- Women occupy 60% of the highest paid jobs and 86% of the lowest paid jobs.
- The mean and median Bonus Pay gap is 0%
- The proportion of men receiving a bonus payment is 97% whilst the proportion of women is 94%

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 middleman.

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.

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 the group, we regularly review all recruitment practices and processes. We have recently refreshed our recruitment policy to draw upon our company values as well as the importance of Diversity, Equality, and Inclusion.

In 2022, we are rolling out mandatory manager recruitment training to help our hiring managers run effective and fair recruitment processes, reduce unconscious bias and making inclusive decisions for the benefit of both individuals and the organisation.

Review of Policies, Reward & Benefits

During 2021 we reviewed all our HR policies and procedures to ensure they do not hold unfavourable bias towards one gender.

Enhanced benefits have been rolled out across the Group 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

Our Group 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.

