



# Gender Pay Report 2017

Ashfield Healthcare Limited and Ashfield Healthcare Communications Group Limited

**Ashfield is committed to equal opportunities for recruitment, reward and career development, regardless of gender.**



### What is the gender pay gap?

The gender pay gap is the difference in average hourly pay between men and women, irrespective of role or seniority, expressed as a percentage of men's average earnings.

### Is the gender pay gap the same as equal pay?

No, the gender pay gap is different from equal pay. Employers must pay men and women equally for the same work or work of equal value. We are confident that we pay men and women equally for doing the same or equivalent work.

### Why is Ashfield reporting its gender pay data?



A new law requires companies with over 250 employees in England, Scotland and Wales to report their gender pay and bonus data on an annual basis.



### Which Ashfield companies are covered?

Ashfield Healthcare Limited and Ashfield Healthcare Communications Group Limited.

### What data must be reported?

**Mean gender pay gap** - the difference between average hourly earnings of men and women as at 5 April 2017.

**Median gender pay gap** - the difference between midpoints in the ranges of hourly earnings of men and women as at 5 April 2017.

**Mean bonus pay gap** - the difference between average bonus pay paid to men and women in the 12 months up to 5 April 2017.

**Median bonus pay gap** - the difference between midpoints in the ranges of bonus pay paid to men and women in the 12 months up to 5 April 2017.

**Proportion of male and female employees paid a bonus** in the 12 months up to 5 April 2017.

**Pay quartiles gender split** showing the pay rates from the lowest to the highest, in four equal size groups, with the percentage of men and women in each quartile.

### Can Ashfield's data be compared against a UK average?

Yes, the UK median gender pay gap for all employees is currently **18.4%** (Office for National Statistics). The median indicates the 'typical' situation across a workforce and is not distorted by high or low rates of pay (unlike the mean average). This is why the median is considered to be the most accurate benchmark. The UK mean gender pay gap for all employees is currently **17.4%**.

# ASHFIELD HEALTHCARE LIMITED

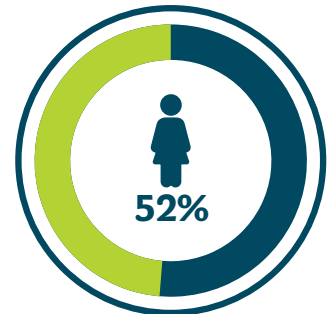
## No Gender Pay Gap



## Employee Engagement Survey



## Upper Pay Quartile



Our workforce is approximately 58% female and 42% male. On 5 April 2017 we had 949 employees, consisting of 550 women and 399 men.

Our median gender pay gap is -3%. This means that the average hourly pay of female employees is 3% higher than that of male employees.

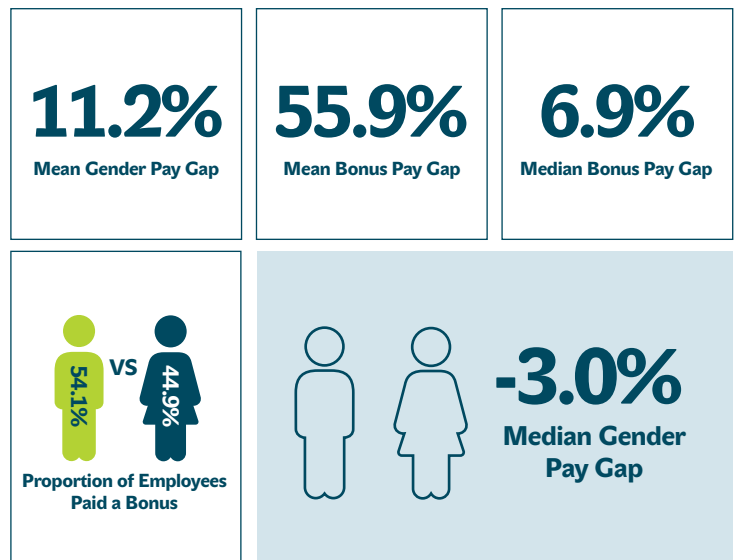
On 5 April 2017, Ashfield Healthcare Limited employed 47 employees who work for all companies in the Ashfield Commercial and Medical Services Division across the world. The most senior divisional roles receive the highest salaries and bonuses because of their global responsibilities across the entire Ashfield division.

The most senior divisional roles are held by men due to historical reasons and the growth of the company by acquisitions. These long-serving employees include the founder and CEO of Ashfield Healthcare Limited and employees who founded businesses that were acquired by UDG Healthcare Plc or who were otherwise instrumental in those companies.

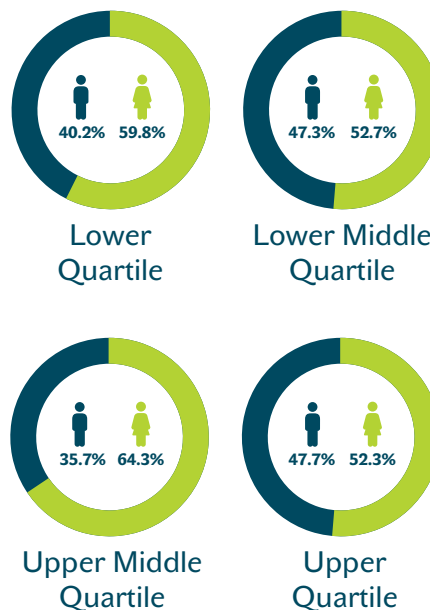
The proportional over representation of men in the upper pay quartile and the most senior divisional roles are the principal reasons for our mean gender pay gap and mean bonus pay gap. Our mean gender pay gap is lower than the UK mean gender pay gap. Our median bonus pay gap, which is a more accurate reflection of the bonuses paid across the workforce, is also much lower than our mean bonus pay gap.

If divisional roles are excluded from the calculations, our mean gender pay gap reduces to 3%.

## Calculations: Ashfield Healthcare Limited



## Pay Quartiles Gender Split:



I confirm that the data in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Jez Moulding,**  
 Chief Operating Officer, UDG Healthcare Plc, and Executive Vice President, Ashfield

# ASHFIELD HEALTHCARE COMMUNICATIONS GROUP LIMITED

## Bonus Pay



Three of the top five bonuses were paid to female employees including the highest bonus.

## Employee Engagement Survey

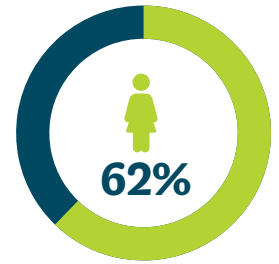


97% of participants believe they work in an environment that treats people with respect, regardless of gender

## Highest Paid Employees



## Upper Pay Quartile



Our workforce is approximately 73% female and 27% male. On 5 April 2017 we had 560 employees, consisting of 408 women and 152 men.

Our mean gender pay gap is lower than the UK mean gender pay gap and our median gender pay gap is close to the UK median figure.

The proportional over representation of men in the upper two pay quartiles and their proportional under representation in the lower two pay quartiles are the principal reasons for our mean and median gender pay and bonus gaps.

## Calculations: Ashfield Healthcare Communications Group Limited

**14.7%**

Mean Gender Pay Gap

**18.8%**

Median Gender Pay Gap

**37.6%**

Mean Bonus Pay Gap

**29.6%**

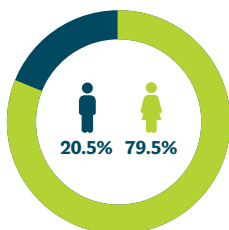
Median Bonus Pay Gap



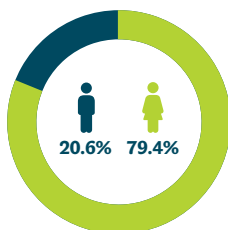
Proportion of Employees Paid a Bonus

96 of our 97 part-time employees are female. Our mean and median bonus pay gaps reduce to 26.5% and 15.8% respectively if bonuses paid to part-time employees are calculated on a full-time equivalent salary and the permitted reduction of bonuses for periods of absence and new hires is discounted.

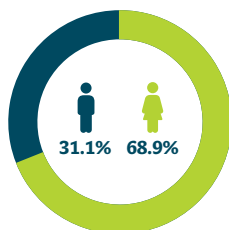
## Pay Quartiles Gender Split:



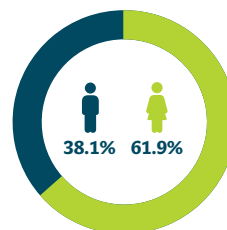
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

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**Cliff McConkey, Divisional Finance Director, Ashfield Healthcare Communications Group Limited**

## How Ashfield is Addressing the Gender Pay Gap

Ashfield is committed to equal opportunities for all our employees regardless of gender. Maintaining an environment where all our employees have access to the same opportunities is very important to us. We will continue to support this approach in three key areas:

**Recruitment:** Attracting a diverse pool of candidates and selecting the right applicant through fair and balanced processes. Hiring managers will undergo diversity and inclusion training, including helping to recognise and eradicate any unconscious bias.

**Flexible Working:** Continuing to support employees to balance work and personal commitments wherever possible and ensuring our people policies are inclusive and followed throughout the business.

**Career Progression:** Ensuring that career progression is always based on merit.