



Ashfield

# Gender Pay Report 2018

Ashfield Healthcare Limited and Ashfield Healthcare Communications Group Limited

One year since the publication of our first gender pay report, Ashfield remains committed to diversity and inclusion in all aspects of employment.



### 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?

Companies with over 250 employees in England, Scotland and Wales are required 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 2018.

**Median gender pay gap** – the difference between midpoints in the ranges of hourly earnings of men and women as at 5 April 2018.

**Mean bonus pay gap** - the difference between average bonus pay paid to men and women in the 12 months up to 5 April 2018.

**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 2018.

**Proportion of male and female employees paid a bonus** in the 12 months up to 5 April 2018.

**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 **17.9%** (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 **17.1%**.

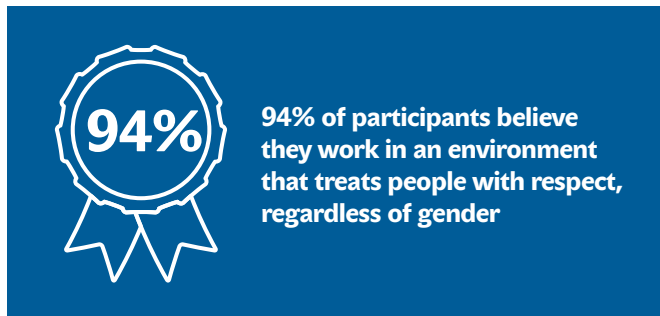


# Ashfield Healthcare Limited

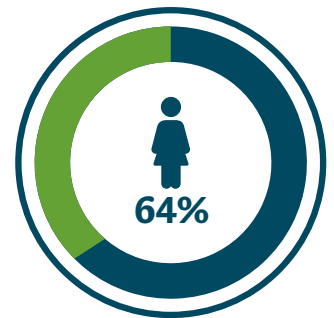
## 50 Highest Paid Employees



## Employee Engagement Survey



## Upper Pay Quartile



Our workforce is approximately 58% female and 42% male. On 5 April 2018 we had 918 employees, consisting of 535 women and 383 men.

Female employees are over-represented in our upper pay quartile. The upper pay quartile is 64% female, an increase of 12% on last year's report. 42% of our 50 highest paid employees are female.

On 5 April 2018, Ashfield Healthcare Limited employed 49 employees who work for all companies in the Ashfield Division across our five areas of expertise: Advisory, Healthcare Communications, Commercial, Patient Solutions and Medical Affairs. The most senior divisional roles receive the highest salaries and bonuses because of their global responsibilities across the entire Ashfield Division.

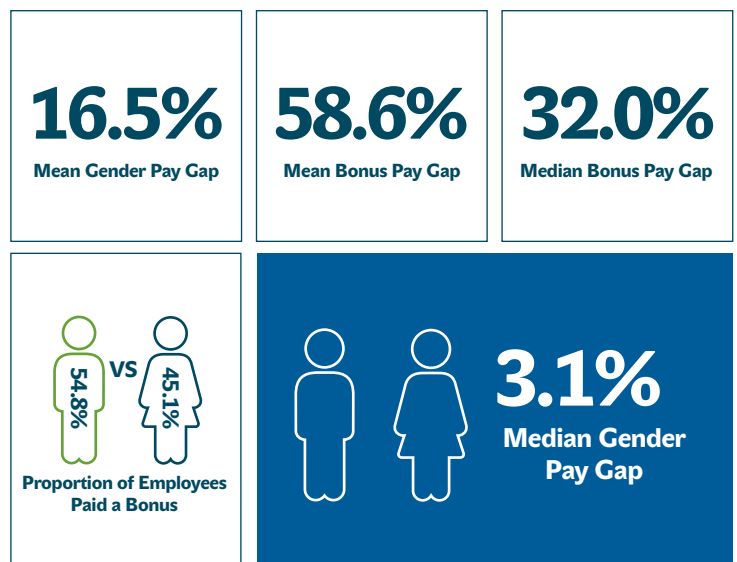
The most senior divisional roles are held by men due to historical reasons and the growth of the company by acquisitions. These long-serving employees include employees who founded businesses that were acquired by UDG Healthcare Plc or who were otherwise instrumental in those companies.

The proportional over-representation of men in the most senior divisional roles is the principal reason for our gender and bonus pay gaps. The figures are also distorted by the outgoing and incoming CEOs of Ashfield both being employed by Ashfield Healthcare Limited on 5 April 2018.

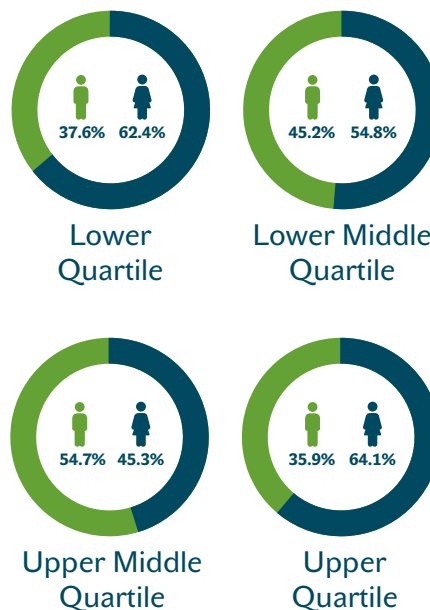
Our median gender pay gap of 3.1% is significantly lower than the UK median gender pay gap and our mean gender pay gap is also lower than the national average.

If divisional roles are excluded from the calculations, thereby creating a more accurate reflection of pay across the workforce, our mean gender pay gap reduces to 6.8% and our median gender pay gap reduces to just 1.6%.

## 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.

**Nigel Mansford,**  
Regional President  
Ashfield Commercial & Clinical EUCAN

# Ashfield Healthcare Communications Group Limited

## Bonus Pay



## Employee Engagement Survey



## Highest Paid Employees



## Upper Pay Quartile



Our workforce is approximately 71% female and 29% male. On 5 April 2018 we had 590 employees, consisting of 418 women and 172 men.

Our gender pay and bonus gaps have all reduced since last year's report, especially our median bonus pay gap. Our mean and median gender pay gaps are both lower than the UK national figures.

The percentage of female employees in the lower and lower middle pay quartiles has also reduced, with the percentage of female employees increasing in the upper middle pay quartile and dropping by 1% in the upper pay quartile. The proportional over representation of men in the upper pay quartile 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

**13.7%**

Mean Gender Pay Gap

**13.9%**

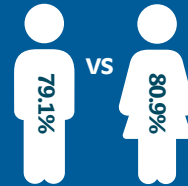
Median Gender Pay Gap

**35.3%**

Mean Bonus Pay Gap

**4.8%**

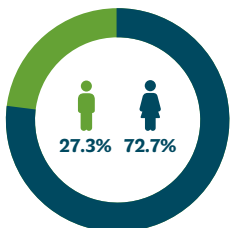
Median Bonus Pay Gap



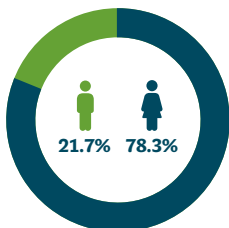
Proportion of Employees Paid a Bonus

95 of our 100 part-time employees are female. Our median bonus pay gap reduces to -12.3% if bonuses paid to part-time employees are calculated on a full-time equivalent salary. This reveals that bonus pay of female employees is 12.3% higher than that of male employees on a full-time equivalent basis.

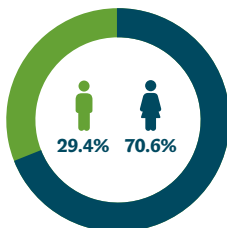
## Pay Quartiles Gender Split:



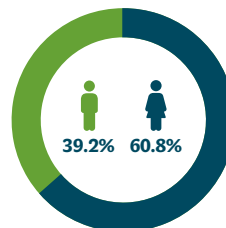
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

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.

**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.

Ashfield Healthcare Limited's HR Guiding Principles training is to be re-launched, including diversity and inclusion training for all managers.

Ashfield Healthcare Communications Group Limited's managers undergo HR training on diversity in recruitment and management.

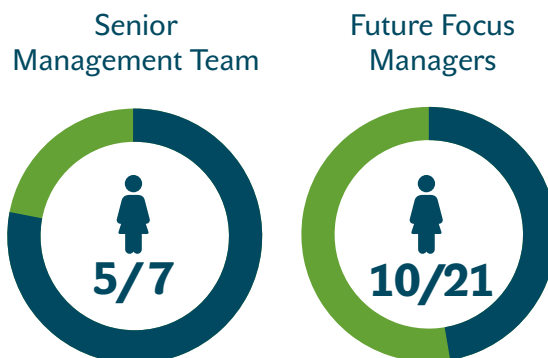
## Flexible Working:

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

Remote working has increased across both companies. Ashfield Healthcare Communications Group Limited has also launched Dynamic Working, allowing flexibility regarding when and where employees work.

## Career Progression:

Ensuring that career progression is always based on merit.



Five of the seven employees on Ashfield Healthcare Limited's senior management team are female.

10 of 21 employees on Ashfield Healthcare Limited's Future Focus Managers Programme are female. All 21 are enrolled on the Developing Management Practice Programme, delivered via Henley Business School.



65%

of Ashfield Healthcare Communications Group Limited's senior management population (Vice President and above) is female.



75%

of Business Unit Head roles within Ashfield Healthcare Communications Group Limited have been filled by promotion of female managers.

UDG Healthcare plc launched a Diversity & Inclusion Network in 2018. The diversity champions meet once a month and put forward suggestions to UDG's senior executive team.

Ashfield Healthcare Limited's Managing Director sits on the Diversity & Inclusion Network and AHC has two delegates, one male and one female.