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**Gender Pay Gap
Report 2018**

What is the gender pay gap?

From April 2018, all UK companies with more than 250 employees have to declare their gender pay gap. Gender pay gap calculations measure the difference in the average pay of men and women - regardless of the nature of their work - across an entire organisation. We welcome this transparency measure and support the Government’s efforts to tackle inequality.

This report includes each of our businesses that fall within the reporting requirements as well as a summary across our entire Group, which we have decided to publish voluntarily for greater transparency.

It’s important to note that having a gender pay gap does not mean there is unequal pay or pay discrimination within an organisation. We are confident that there are no such pay issues across the group i.e we are confident that men and women doing the same job are paid equally.

People in scope

ICS employ or engage more than 12,100 people in a diverse range of health, life science, staffing and social care roles. We are required to report on the entire payroll which includes both direct employees and candidates; both do very different kinds of jobs.

We recognise that gender and identity are not limited to a binary division between male and female. However, for the purposes of this report, we have adopted the approach required by Government regulations, which compares the pay of men and women.

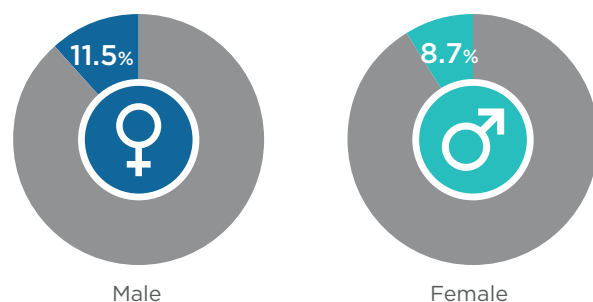
What is our gender pay gap?

We have a mean (average) gender pay gap of 15.7% and a median (mid point) gender pay gap of 0.4%. This is smaller than the current national median pay gap of 18.4%.

Gender pay & bonus gap

Difference between men and women	Mean Average	Median Middle
Gender Pay Gap	15.7%	0.4%
Bonus Pay Gap	70.2%	48.2%

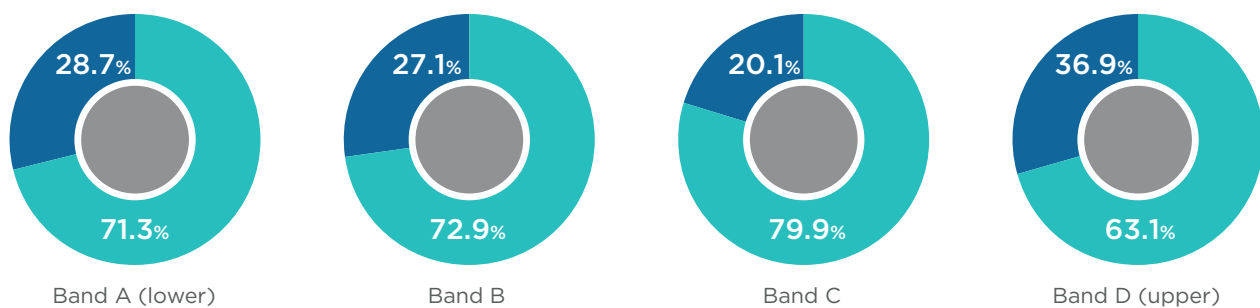
Proportion of Bonus Payments Made



The proportion of men and women receiving bonus is relatively small and broadly equal. However, in line with wider trends, at 70% (mean) and 48% (median) the gender bonus gap is much larger and we believe role differentiation between genders, i.e. more men in bonus driven, sales related roles, is a key contributory factor.

Pay quartiles

Male/Female in each quartile pay band ■ Male ■ Female



72% of ICS candidates and employees are women and we have good representation of women at each of the pay bands. However, we still have more women in lower paid roles (women make up the majority of our mid-level workforce, resulting in a low median gap) and more men in higher paid roles, which is what drives our higher mean gender pay gap.

Full hourly and bonus pay gap calculations across the different entities within ICS are included in Annex A.

What are ICS doing to address their gender pay gap?

There is no single or simple explanation behind our gender pay gap numbers. Job differences, age, education, training, length of service, life and career choices all play a part. We know that across our organisation as a whole we have more men in management and sales roles and more women in frontline roles, but that doesn't necessarily explain why that is the case or how we can best act to close the gap over time.

Our gender pay gap figures show that there is scope for improvement in our businesses and demonstrate that we can still do more to encourage women to progress into higher paid roles.

Our plans to address our gender pay gap, include:

Supporting equal opportunities for our candidates - For the candidates we place, rates are frequently linked to pay scales, such as Agenda for Change in the NHS which are rigorously benchmarked and banded. Beyond pay itself, we know that flexibility is vitally important to our candidates. Indeed, balancing work alongside caring responsibilities is the primary driver for more than half of our candidates. This flexibility could be a factor limiting progression, so our efforts to close the gender pay gap will consider whether we could go further in supporting those with caring responsibilities, without undermining their ability to set their own work/life balance and progress in their careers.

Continuing to create an inclusive culture: We will ensure that gender diversity is an integral part of our business strategy; continuously identifying potential underlying causes of the gender pay gap and putting in place processes and practices to promote equality.

Identifying any barriers to gender equality. We will be introducing gender monitoring in a number of key areas such as recruitment and progression to understand what actions we need to take to remove any barriers that may exist.

Creating clear and transparent opportunities for progression: We will continue our efforts to support career progression for all staff. We have already started to introduce clear career pathways within a number of our businesses to show how employees can progress and how the business will support them with learning and development.

Supporting working parents: Beyond the flexibility and enhanced maternity and paternity pay that we offer to all employees, we will regularly review our guidelines and policies relating to supporting working parents. We will monitor whether those returning from maternity or parental leave experience any specific barriers after having children and consider how we might remove them.

Regular salary benchmarking and pay reviews: We will continue to routinely review our basic pay, bonuses and benefits across the business; ensuring that not only is it fair and competitive but it is also in line with the responsibilities of each role.

We are dedicated to the principles of equal opportunities and equal treatment for all and want to understand how we can help close the gap to create a positive, fair and inclusive culture for all of our team.

I look forward to feedback from all colleagues and to championing the issue of gender equality within our company.



**Richard MacMillan,
Chief Executive Officer**



**Rozie Edwards,
Group HR Director**

I confirm that our calculations followed the legislative requirements and the information provided in this report is accurate.

Annex A: Detailed breakdown of hourly and bonus pay gap information across ICS legal entities.

Total	Mean Gender Pay Gap	Median Gender Pay Gap	Mean Bonus Pay Gap	Median Bonus Pay Gap	Proportion of Bonus Payments Made		Band A (lower)		Band B		Band C		Band D (upper)	
	Total	Total	Total	Total	Male	Female	Males	Females	Males	Females	Males	Females	Males	Females
Independent Clinical Services Limited	-5.7%	-1.5%	42.9%	18.0%	10.6%	6.3%	223 (26.5%)	619 (73.5%)	112 (13.3%)	730 (86.7%)	144 (17.1%)	698 (82.9%)	164 (19.5%)	679 (80.5%)
Pulse	17.5%	3.1%	41.3%	31.8%	11.7%	12.8%	354 (27.3%)	941 (72.7%)	334 (25.8%)	962 (74.2%)	318 (24.6%)	977 (75.4%)	453 (35.0%)	843 (65.0%)
Maxxima	6.8%	0.0%	65.6%	66.7%	8.5%	3.7%	91 (38.2%)	147 (61.8%)	87 (36.4%)	152 (63.6%)	100 (41.8%)	139 (58.2%)	94 (39.3%)	145 (60.7%)
Liquid	3.1%	2.2%	56.1%	89.1%	9.5%	2.5%	113 (23.4%)	370 (76.6%)	110 (22.8%)	373 (77.2%)	118 (24.4%)	365 (75.6%)	142 (29.3%)	342 (70.7%)
Hobson Prior	7.4%	8.2%	79.7%	52.7%	25.0%	7.7%	19 (54.3%)	16 (45.7%)	17 (48.6%)	18 (51.4%)	23 (65.7%)	12 (34.3%)	17 (48.6%)	18 (51.4%)
Pathology Group	24.7%	25.8%	71.0%	79.4%	14.0%	27.4%	68 (50.8%)	66 (49.2%)	92 (68.2%)	43 (31.8%)	113 (84.3%)	21 (15.7%)	105 (77.8%)	30 (22.2%)
ICS Group	15.7%	0.4%	70.2%	48.2%	11.5%	8.7%	868 (28.7%)	2162 (71.3%)	822 (27.1%)	2208 (72.9%)	608 (20.1%)	2422 (79.9%)	1117 (36.9%)	1914 (63.1%)