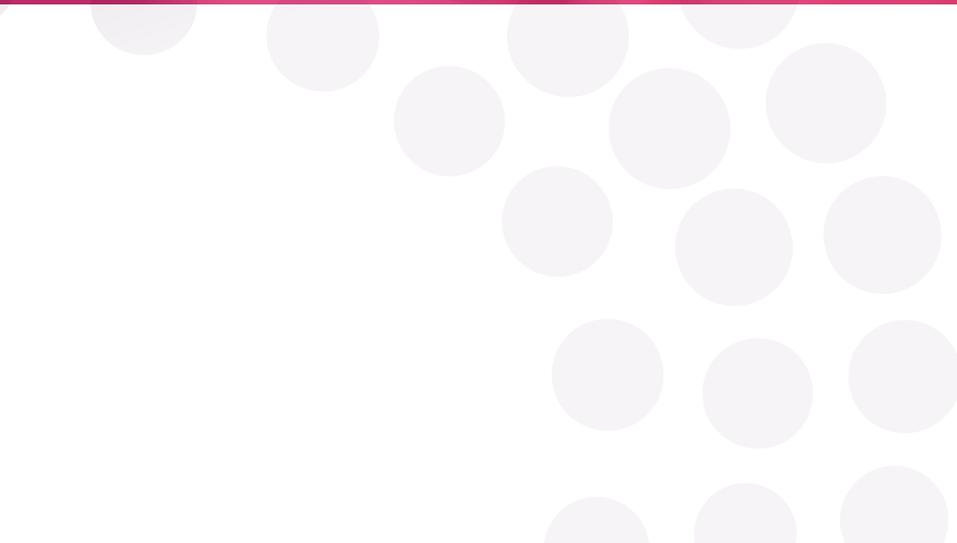




Gender Pay Gap Report 2022



**Liaison
Group**
Changing the global
health economy

Foreword

Established in 1988, over the last 30 years Liaison Group has proven itself as a critical partner to the NHS – improving the healthcare economy through intelligence, specialists, and technology. Our ‘market leader’ reputation has been established through the quality of our service delivery.

- Our vision is to change the global health economy. And our mission is to inspire savings for health in workforce, finance and care, through intelligence, specialists and technology.
- As a business, our values are to work with Care and Honesty, to Inspire and Guide our colleagues and clients.
- Our workforce has grown steadily over the last 30 years with exponential growth over the last 10+ years. What started as a VAT management and financial services business, through ongoing success has now extended to incorporate Workforce and Care. Three distinct business areas, attracting different types of expertise and employees.
- During 2021, our employee numbers exceeded 250 for the first time and this is therefore our first year of reporting as part of the ‘Gender Pay Gap’ statutory requirements.



Andrew Armitage
Group CEO

Liaison Group confirm that the information in this statement is accurate, March 2022.

Annual gender pay gap report for the snapshot date of 5 April 2021

On this date we employed:

Males (full paid)

111

Females (full paid)

150

Total

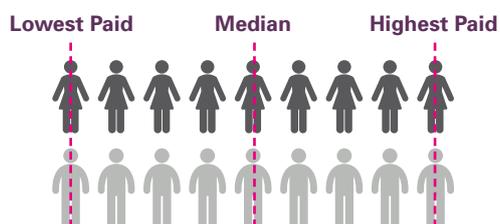
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Mean gender pay gap

This is the percentage difference in the average pay of men and women. This is calculated by adding up all the hourly pay rates for all the women, and then dividing it by the number of women and the doing the same for the men and comparing the difference.

Median gender pay gap

Imagine all the female employees standing in one line from lowest paid to the highest paid and the men doing the same. The median gender pay gap is the percentage difference in hourly pay between the woman in the middle of the line and the man in the middle of the line.



Mean gender pay gap

22.17%

Median gender pay gap

34.79%

Mean gender bonus gap

41.88%

Median gender bonus gap

68.80%

The proportion of employees receiving a bonus

Male

54.95%

Female

38%

Pay quartiles by gender

Our workforce is divided into four equal-sized groups based on hourly pay rate.

Band A

All employees whose standard hourly rate is within the lower quartile.

Male
34.85%
Female
65.15%

Band B

All employees whose standard hourly rate is more than the lower quartile but the same or less than the median.

Male
24.62%
Female
75.38%

Band C

All employees whose standard hourly rate is more than the median but the same or less than the upper quartile.

Male
45.45%
Female
54.55%

Band D

All employees whose standard hourly rate is within the upper quartile.

Male
65.63%
Female
34.38%

Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile).

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The “lower quartile” is the lowest group. The “upper quartile” is the highest group.

The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Why do we have a gender pay gap report?

Legally, men and women must receive equal pay for:

- the same or broadly similar work.
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or anything else listed above). We:

- carry out regular pay and benefits audits.
- evaluate job roles and pay grades to ensure fairness.
- conduct a formal salary benchmarking process.
- consciously ensuring that people doing the same job are paid the same, regardless of gender.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

The gender breakdown for each 'grouping' of job roles

Director		Senior Manager		Manager		Team Member		Total	
Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
4	7	5	13	31	16	110	75	150	111

Across the UK economy, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations). Men are more likely to be in technical and IT-related roles, which are paid more highly than other roles at similar levels of seniority. Women are also more likely than men to have had breaks from work that have affected their career progression, for example, to raise children. They are also more likely to work part-time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is reflected in the make-up of our organisation.

The table on page 4 shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile). If we had no gender pay gap, there would be an equal ratio of men to women in each band. However, instead, 65% of the employees in band A are women and 35% men. The percentage of male employees increases from 45% in band C to 65% in band D.

How does our gender pay gap compare with that of others?

The mean gender pay gap for the whole economy*

11.9%

Our mean gender pay gap is higher than the whole economy

22.17%

*(according to the October 2021 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures)

The median gender pay gap for the whole economy*

7.9%

Our median gender pay gap is higher than the whole economy.

34.79%

*(according to the October 2021 ONS ASHE figures)

Nearly 55% percent of men at our organisation received a bonus in the 12 months up to 5 April 2021. For women this was 38%. This is because there are more men in managerial, sales or senior financial roles, which are eligible for a performance bonus.

How we are going to address our gender pay gap

We would like to improve our gender pay gap and are committed to doing what we can to reduce this gap. We recognise that this is a difficult task, and not always in our control. For example, we have no control over what career paths people choose or the career or lifestyle choices that they make. When recruiting and also promoting employees, we focus on engaging the best person for the role, whatever their gender.

During the pandemic, we continued to maintain our key priority of supporting the NHS and supporting our employees from a wellbeing perspective; a swift move to ensure everyone was able to work remotely from the very start of lockdown was underpinned by the business making the decision not to furlough a single employee throughout the entire period. Salary reviews have continued as normal as have all other operational aspects of the business.

We have gone from strength to strength, even achieving 85th (2021) and now 26th Best Large Company (Q1 2022) in the "Best Companies" Top 100 Survey.

So far, we have taken the following steps to promote gender diversity:

➤ Improved recruitment, development and promotion practices

- We make sure that bias doesn't creep into these essential stages of the employee lifecycle and the company culture does not tolerate discrimination.
- We have transparent recruitment procedures including a structured approach to interviewing, clear job specifications and adverts.
- We aim to reach the widest possible candidate pool through using a wide range of advertising methods as well as trusted agencies.

➤ Steer Your Career

- We have recently introduced an initiative that actively supports individuals as they drive their own career through the business; whatever direction that may take.

➤ Flexible working culture

- We are conscious that women continue to shoulder the majority of caring responsibilities, some of which were exacerbated by the

pandemic. Maintaining a remote, flexible environment has made a positive impact on our workforce, particularly for working mums.

- Pre-pandemic, Liaison already had in place a flexible working policy. Post-pandemic, this has really come into its own, allowing the business to provide and support flexible working arrangements at all levels of the organisation, underpinned by the trust we have for our employees to 'do what needs to be done' within the realms and requirements of their roles. This has benefitted all employees seeking a greater work/life balance.
- We have introduced 'Liaison Latte's' (a company-paid coffee and cake) as a means of individuals getting out and about to meet and catchup with colleagues to support and promote their health and wellbeing.
- All jobs are advertised as remote.

➤ Family-friendly policies

- Shared parental leave is open to all.
- We recently introduced a policy to support women experiencing the menopause.

How we are going to address our gender pay gap (Continued)

By themselves, none of these initiatives will remove the gender pay gap - and it may be a while before we see any impact. In the meantime, every year we will tell you what we're doing to reduce the gender pay gap and the progress we're making.

Right now, we have plans to extend our evidence-gathering. We are asking for our employees help to work out the barriers (and the drivers) for women employees. The first steps in doing this will be to open it up for discussion via **Liaison Voice** (our employee representative communication body, supported and chaired by the CEO): **"How do we break down these barriers?"**

Over the next year, we will:

- **Steer Your Career**
– formally consider Internal Mobility, Secondments and Work shadowing
- **Continue to conduct annual salary benchmarking reviews**
- **Review our policy on bonus payments**
- **Focus on our approach to reinforcing a formal company-wide E,D&I policy**

Any further initiatives launched throughout the year will be reported via Business Updates, on MyLiaison and via Liaison Voice.

**For more information
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