



Circle Health Group

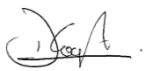
Gender Pay Gap Report - April 2024

Declaration

Circle Health Group (CHG) is committed to creating a diverse workforce offering inclusive opportunities for all our workers, regardless of gender and other unique characteristics. We are passionate about fairness, equity and inclusion; creating an environment where our people can thrive, grow and develop professionally and personally.

CHG have a strong female representation across our business with females comprising c80% of our workforce. We are committed to ensuring opportunities exist for both genders to be fairly represented across all levels in the organisation.

I confirm that the data contained within this report is accurate and meets the requirements of the Gender Pay Gap reporting regulations.

A handwritten signature in black ink, appearing to read "David Cooper".

David Cooper, Chief People Officer

4 April 2025

Gender Pay Gap Report in Context

Under the current Gender Pay Gap reporting legislation, private legal employing entities with 250 or more staff are required to publish data every year on the pay and bonus gap between their male and female workforce.

The legislation requires gender to be reported in a binary way. As a result, our report doesn't differentiate pay data for colleagues who may identify differently.

The concept of gender pay gap is fundamentally different from equal pay.

Equal pay relates to ensuring that group of individuals are paid comparably when performing similar work, or work of equal value.

Gender pay aims to measure the difference in earnings between male and female workers across an entire organisation, irrespective of the nature of their work or level of seniority.

Under the current gender pay legislation, the gender pay gap analysis involves any worker engaged by CHG on the snapshot date of 5 April 2024, who received a payment in the relevant pay period in which the snapshot date falls. In the gender pay gap calculations we only include 'full pay' relevant workers, excluding anyone on reduced pay due to leave of absence. Only the gender bonus gap calculation includes all relevant workers.

In our reporting, we are required to include any individual on a contract of employment, either full-time or part-time, and any worker engaged on a bank worker agreement, providing services on an "as and when" basis, subject to shift demands and the worker's availability. The requirement to include clinical bank workers' rates in the analysis introduces a degree of variability in our reporting data, as explained below.

Reporting Entities

For the April 2024 reporting period, Circle Health Group is required to report gender pay and bonus gap figures for five of its legal entities:

- Circle Health Group Limited, comprised of hospitals and corporate functions across the UK. This is the largest employing entity in the Group
- Circle (Reading) Hospital Limited
- Three Shires Hospital LLP
- Circle Clinical Services Limited
- Circle Decontamination Limited

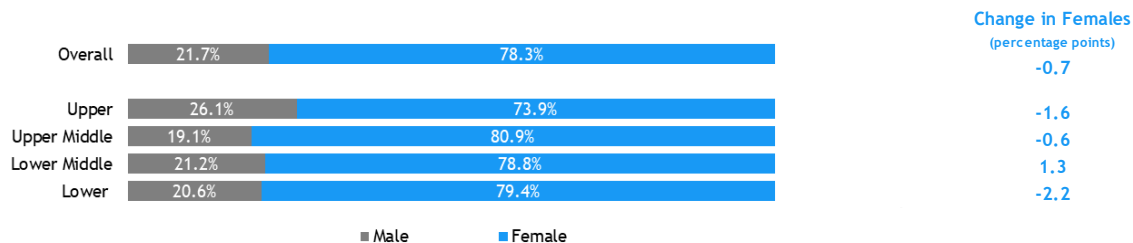
The last two employment entities have reached the 250 staff reporting threshold for the first time.

Our Pay Quarters

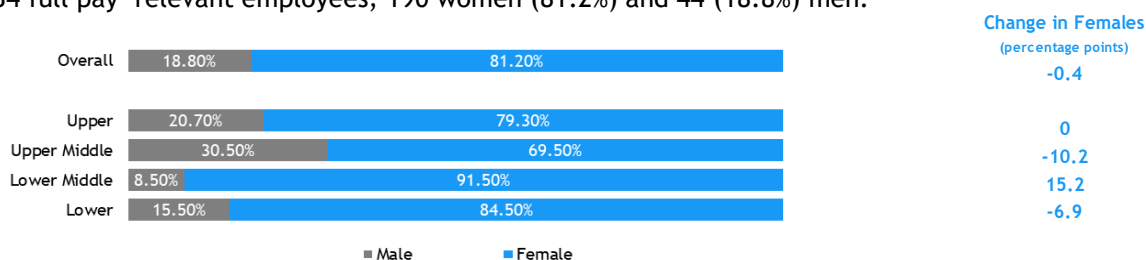
The charts below illustrate the overall gender split across each reporting entity on the snapshot date of 5 April 2024, followed by the distribution of men and women throughout four pay range quarters. Where applicable, the change since 5 April 2023 is also shown.

The pay quarters are obtained by ordering the hourly rates of pay from highest to lowest and dividing them into four equal groups. The Upper quarter represents the quarter of the workforce with the highest earnings and the Lower quarter represents the quarter of the workforce with the lowest earnings.

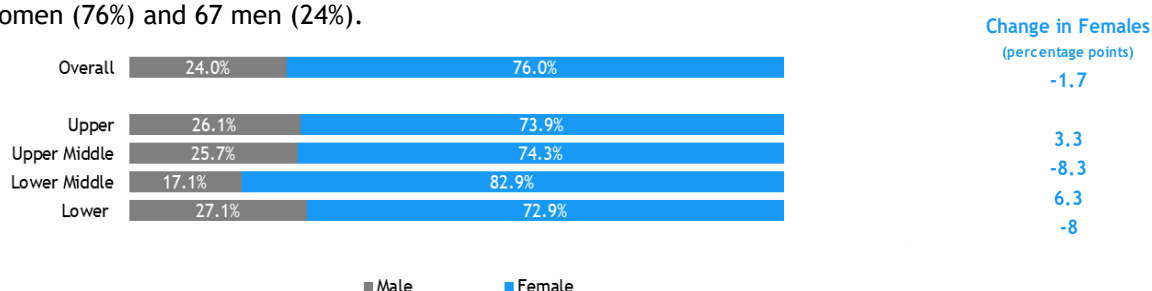
Circle Health Group Ltd had 11,753 relevant staff members. For the gender pay gap figures, we have excluded 1461 women and 315 men who were on reduced pay due to a reason of leave. This leaves a count of 9,977 full pay relevant staff members, comprising 7,809 women (78.3%) and 2,168 men (21.7%).



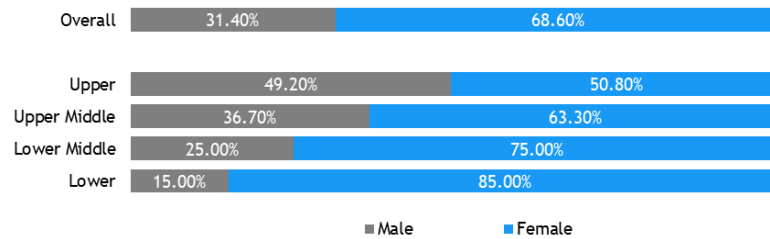
Three Shires Hospital LLP had 276 relevant staff members. For the gender pay gap figures, we have excluded 28 women and 14 men who were on reduced pay due to a reason of leave. This leaves a count of 234 full pay relevant employees, 190 women (81.2%) and 44 (18.8%) men.



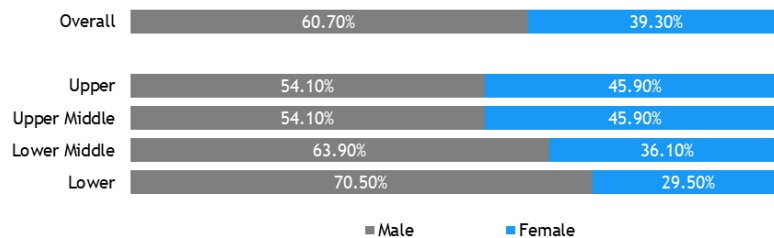
Circle Hospital (Reading) Ltd had 292 relevant employees. If we exclude eleven women and 2 men who were on reduced pay due to a reason of leave, we obtain a count of 279 full pay relevant employees: 212 women (76%) and 67 men (24%).



Circle Clinical Services Ltd had 258 relevant employees. Twelve women and 7 men were on reduced pay due to a reason of leave. This leaves a count of 239 full pay relevant employees, 164 women (68.6%) and 75 men (31.4%).



Circle Decontamination Ltd had 274 relevant employees. If we exclude 21 women and 9 men, who were on reduced pay due to a reason of leave, we are left with a count of 244 full pay relevant employees, 96 women (39.3%) and 148 men (60.7%). This business exhibits a distinct gender distribution compared to the rest of the organization, due to the nature of its operations.



Our Gender Pay Gap

The table below shows the percentage difference in mean and median hourly rate of pay between men and women in the five reporting entities, on the snapshot date of 5 April, over the last three reporting years.

	Circle Health Group Ltd		Three Shires Hospital LLP		Circle Hospital (Reading) Ltd		Circle Clinical Services Ltd		Circle Decontamination Ltd	
	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean
2024	4.1%	12.8%	14.8%	16.5%	11.1%	7.4%	43.5%	19.5%	-2.9%	-3.1%
2023	2.9%	15.2%	12.7%	12.1%	3.9%	9.4%	-	-	-	-
2022	-1.4%	14.7%	17.7%	13.1%	0.7%	6.3%	-	-	-	-

The mean is the value calculated by totalling all hourly rates and dividing them by the total number of workers.

The median is the midpoint numerical value which splits the top 50% and bottom 50% of a range of hourly rates, from smallest to largest. This is generally seen as a more reliable figure than the mean, which can be more easily skewed by a small number of highly paid individuals.

Our median gender pay gap for most entities is greater than zero, showing that the median hourly pay of men is slightly higher than the median hourly pay of women, when considering all roles in the relevant entity.

For Circle Health Group Ltd, the largest employing entity, the median hourly pay of men across all roles is 4.1% higher than that of women. For comparison, the Office for National Statistics calculated that the median UK national gender pay gap for all employees in the UK was 13.1% in April 2024.

Notably, if we only include non managerial staff grades (M5), which represents more than 90% of our employed workforce, the median gender pay gap reduces to -0.8%, demonstrating no gender pay gap exists.

Where we report a positive median gender pay gap, this is reflective of the following:

- **A disproportionate number of female workers in the lowest two pay quarters.**

In most legal entities, the bottom two pay quarters broadly reflect or exacerbate the organisational gender split, whilst the percentage of men is proportionally higher in the Upper Middle and Upper quarters. This reflects the gender distributions across roles in the organisation, where a larger number of female staff tend to fill roles in the lower middle (e.g. nursing) or lower (e.g. administration) pay groups.

This is evident for Circle Clinical Services Ltd, where the considerable gender imbalance in the Lower quarter likely influenced the comparatively higher mean and median pay gap figures.

For Circle Decontamination Ltd, a higher proportion of male staff is represented in lower pay positions, and this is reflected in improved gender pay gap scores.

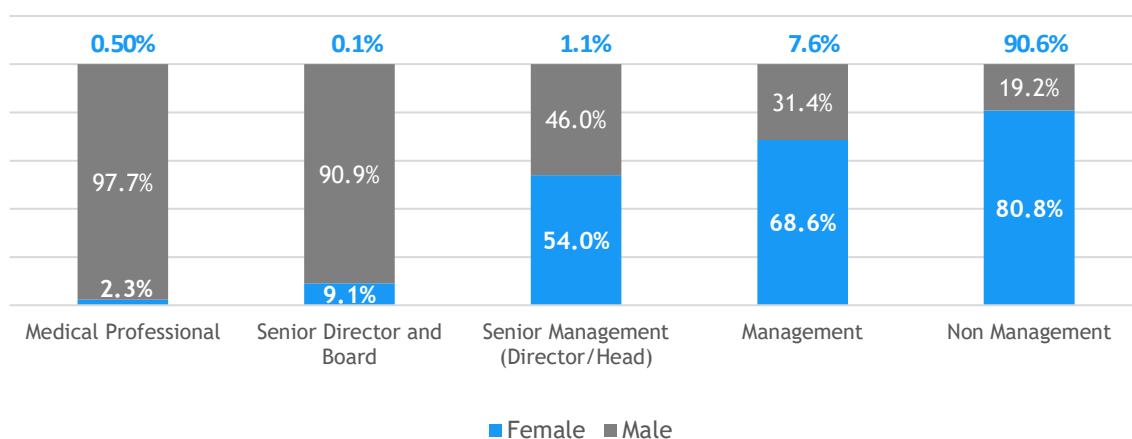
- **A gender split which inevitably occurs within specific roles**

As stated above, more than 90% of our employed staff with Circle Health Group Ltd are in a non-managerial (M5 grade) role. Roles in this staff group remain predominantly filled by women, and include administrative functions, non-registered clinical and middle-tier nursing roles. This explains why 80% of M5 staff is female.

Across most reporting entities, the proportion of men in the Upper pay quarter is comparatively higher than the overall gender split, suggesting a higher percentage of male workers filling highly paid positions.

The chart below portrays the gender distribution of Circle Health Group Ltd, excluding bank workers, on the snapshot date of 5 April 2024, by management level.

% of headcount in each Management Group



For Circle Health Group Ltd this gender imbalance is evident at Senior Director/Board level and for medical roles (Medical Consultants and Clinical Chairs), which are predominantly filled by men.

However, across middle and senior management roles the demographics favour women. This suggests there is a healthy ‘pipeline’ of females currently in management positions, who have the potential, and are being supported to, progress into the most senior positions in the Company as vacancies arise.

Notably, when focusing solely on Senior Management staff grades (M3), which include Hospital Executive Directors and Functional Heads of Department, our median gender pay gap reduces to -0.3%, showing no gender pay gap exists.

Our gender pay gap figures are likely to fluctuate significantly every year due to:

- The nature of the gender pay gap formulas, calculated as the difference in the pay of men and women across the entire organisation, irrespective of the nature of their work or level of seniority. Given the considerably higher proportion of women across the organisation, any slight change in the sample of men or their pay rates can have a comparatively higher impact on the pay gap figures.
- Any change in the number of people to be excluded from the calculation process, as not full pay relevant employees (for example due to maternity leave), can have a material effect on the results. Due to the gender imbalance of our workforce, the impact of these exclusions can be considerable.
- The inclusion of clinical bank workers' rates in the calculation adds a degree of variability to our reporting data. In any given pay period, the number and type of bank shifts on offer and the gender profile of the bank workers available to fill such shifts, as well as their rate of pay, can vary considerably. This variability influences the gender pay gap figures year-on-year.
- The figures for smaller legal entities are prone to larger fluctuations, due to the smaller size of the data samples, as well as the significant gender imbalance of the data sets.

Our Gender Bonus Gap

The table below shows the proportion of men and women who received a bonus or incentive payment in the twelve-month period ending on 5 April 2024. The proportion of bonuses paid to both male and female employees is higher than in 2023. This is due to the payment of the 2024 Management Bonus which took place in March 2024.

	Circle Health Group Ltd		Three Shires Hospital LLP		Circle Hospital (Reading) Ltd		Circle Clinical Services Ltd		Circle Decontamination Ltd	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
2024	15.3%	9.5%	10.3%	6.4%	10.1%	6.3%	15.9%	29.5%	5.7%	5.1%
2023	6.6%	4.2%	-	0.5%	4.8%	1.8%	-	-	-	-
2022	16.4%	10.4%	7.3%	2.3%	13.0%	5.9%	-	-	-	-

The table below shows the difference in the mean and median values of bonuses and incentives paid to men and women during in the twelve-month period ending on 5 April 2024.

	Circle Health Group Ltd		Three Shires Hospital LLP		Circle Hospital (Reading) Ltd		Circle Clinical Services Ltd		Circle Decontamination Ltd	
	Median	Mean	Median	Mean	Median	Mean	Male	Female	Male	Female
2024	29.5%	44.8%	17.8%	-0.2%	23.3%	23.3%	28.8%	19.7%	-88.0%	-11.7%
2023	11.8%	33.7%	-	-	42.3%	50.5%	-	-	-	-
2022	47.3%	42.8%	7.4%	-9.7%	29.5%	-44.9%	-	-	-	-

The positive gender bonus gap in most legal entities reflect that, in the reference period, the median value of bonuses paid to men was slightly higher than that paid to women. Nevertheless, we are confident that our gender bonus gap is not reflective of significant differences in bonus amount received by men and women in equivalent roles.

Our gender bonus gap data does not reflect a single bonus plan, but rather multiple bonus and incentive plans in different parts of the business, based on specific roles. These include management bonuses, payable to less than 9% of our workforce, performance -based incentive schemes for specific administrative functions as well as recruitment referral bonuses, sign-on incentives or retention bonuses paid for critical, hard-to-fill roles.

All bonus and incentive programmes are gender neutral by design; the same criteria apply to all eligible employees in comparable roles, irrespective of gender. When annual Management Bonuses are paid, the gender bonus gap can be affected by a small number of male employees in positions that receive larger bonuses.

Bridging the Gap

When reviewing our gender pay gap, it is essential to remember that all calculations consider the full spectrum of roles within each legal entity, specifically for individuals who received payments during the pay period that includes the snapshot date of April 5, 2024.

As described above, our figures for the gender pay and bonus gap do not indicate unequal rewards for men and women undertaking the same duties. Instead, the figures largely reflect the gender split which may exist within certain occupations.

Circle Health Group supports equity through fair pay and is committed to providing equal opportunities for career progression to all staff, irrespective of gender or other personal attributes.

Our People Strategy outlines several initiatives aimed at mitigating our gender pay gap, working towards a more balanced gender representation at all organisational levels. These include:

Inclusive practices and initiatives

We are continually refining our policies to ensure equal access to opportunities, information, and resources for our staff. We strive to offer flexible policies that cater to diverse needs, enabling women to balance work and family life more effectively, remain at work, and progress to higher-paying positions within the organisation.

For example, in recent years we have introduced a comprehensive set of menopause support initiatives and resources to assist our female employees throughout their careers. Additionally, we have further enhanced our maternity, paternity and adoption paid leave provisions for our employees, as well as those who are undergoing, or who are supporting a partner undergoing, fertility treatment.

Effective reward practices

Our pay practices and processes are applied consistently to all workers, ensuring remuneration packages are commensurate with an employee's role, responsibilities, skills and qualifications.

Circle Health Group has implemented a national pay framework across most roles. This framework includes regular internal and external pay benchmarking and a robust annual pay review process which ensures that our workers are fairly remunerated for their work.

Supporting development and career paths

Circle Health Group offers a wide range of management and leadership development programmes designed to support our workforce and create pathways for female leaders.

Our leadership ethos is rooted in a culture of coaching and mentoring, supported by an extensive network of leaders engaged in our coaching platform, 60% of whom are women.

Over the past year, 11 women have successfully completed the Oxford Women's Leadership Development Programme from Saïd Business School, University of Oxford. The programme was introduced in 2024 to strengthen our commitment to support women to become senior leaders within the business. The programme focuses on addressing the barriers that women must overcome to pursue senior leadership roles. By supporting female leaders in developing their unique leadership strengths, the programme promotes generational learning, where women are encouraged to share learning and develop others, fostering greater female inclusion.

Our development programmes cater to all career stages, demonstrating our commitment to empowering individuals of all genders and backgrounds to progress in their careers and achieve representation at all levels of the organisation. We are pleased to report that in the last two years, over 580 women have completed a development programme.

The programmes on offer currently include:

- Future Leaders - for individuals in non-management positions with high potential to progress
- Learning to Lead - for junior Team Leaders and Supervisors
- Recognising leaders - for individuals already in a management role
- Operational Leaders - for Senior Operational Management
- Towards Outstanding - for Senior Leaders, Directors, and Corporate functional leads
- PgCert in Hospital Management (2025 launch)