



BARCHESTER
Celebrating life

Reporting Statement

Gender Pay Gap Report 2023



About us

We recognise that successful organisations build on the strengths that come from having a diverse and inclusive workforce.

As part of our talent strategy, we will continue to seek ways to attract and retain the best people - regardless of sex, gender, age, ethnicity, beliefs, or background.

Barchester is committed to being a diverse and inclusive employer and we aim to promote an environment where all of our employees are paid fairly for their contribution to the success of our company.

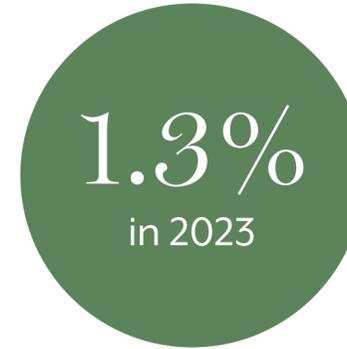
On the snapshot date of **5 April 2023**, the number of employees employed by Barchester was **15,448**.



Our Progress



We conducted a colleague survey in which 70% of employees participated, allowing us to gather qualitative data and drive meaningful action plans.



We are proud that we have already successfully reduced our mean gender pay gap from 7.6% in 2017 (our first gender pay gap report) to 1.3 % in 2023.



Almost all of our employees agreed that Barchester respects individual differences on our colleague engagement survey.



At Barchester we're proud to be an above Living Wage employer.



We created an Inclusion Group to continually look for ways to enhance diversity at Barchester.



Since 2021 we have paid the Nursing and Midwifery Council (NMC) PIN for all our nurses annually.

Pay Gap

The median compares the hourly rate of the middle male role to the middle female role and the mean compares the average hourly male rate to the average hourly female rate.

Gender pay gap commentary

Our mean gender pay gap is 1.3%. We're proud of the progress we've made in narrowing our mean pay gap as we strive to move closer to 0%.

Mean Pay	2020	2021	2022	2023
	6.7%	8%	4.6%	1.3%

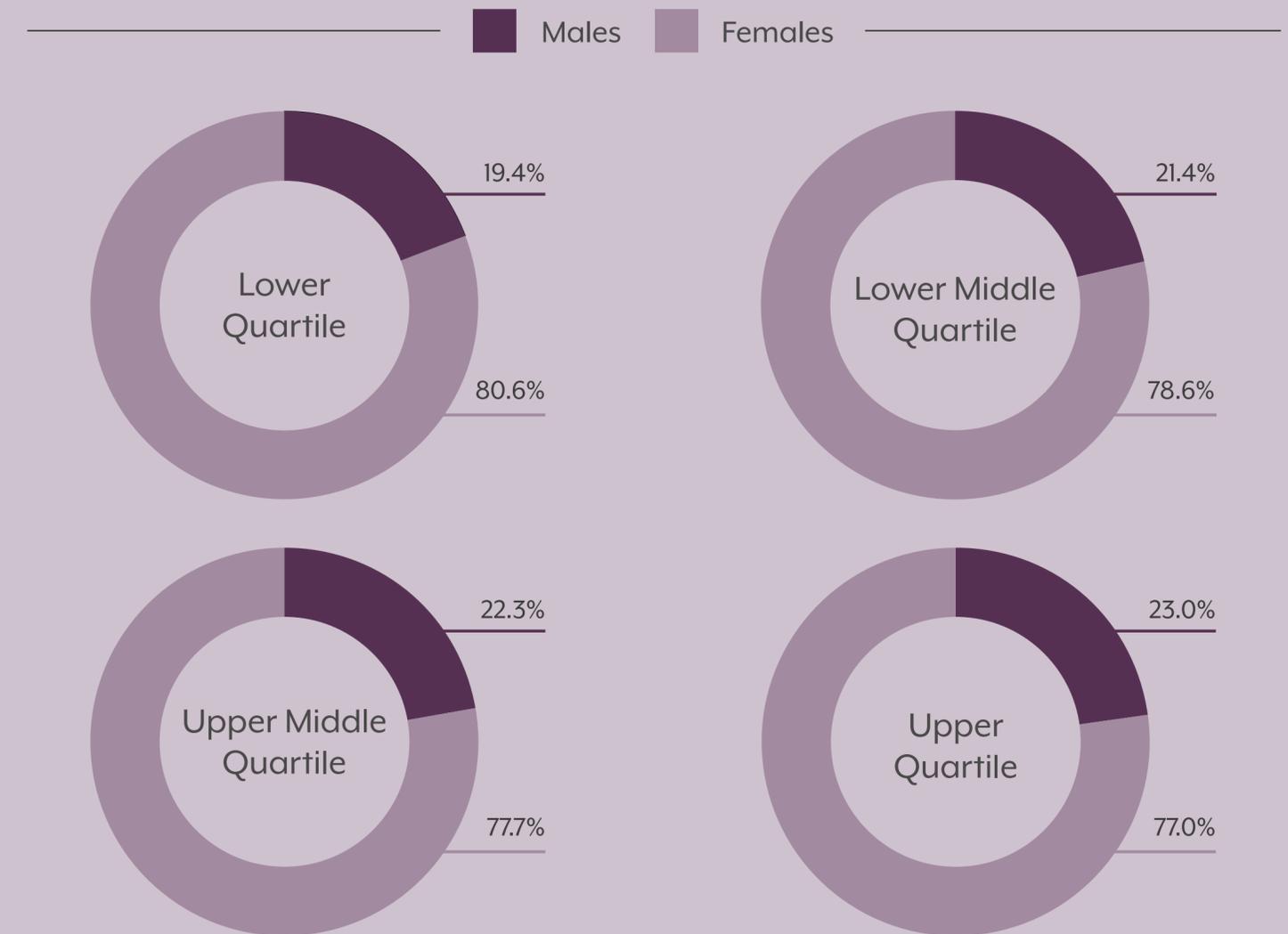
Our median gender pay gap is 1.3%. This has more than halved in comparison to the previous year.

Median Pay	2020	2021	2022	2023
	3%	3.2%	3.1%	1.3%

There are generally more women than men in our caring, support work and administrative roles, which tend to be lower-paid roles, consistent with our industry. Women are the majority in all levels of our organisation up to Divisional Managing Director.

The proportion of men and women in each pay quartile

Our gender split, by quartile, shows how our organisation is predominately female.



We are keen to ensure that men are given the same access as women to care worker roles, which is the largest populated role in our organisation.

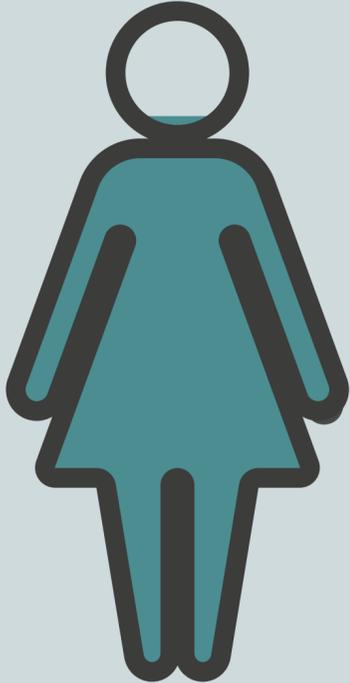
Bonus Pay Gap

Our mean gender bonus gap is 15.8%. The increase in the mean gap is due to payment dates for bonuses being brought forward in 2023.

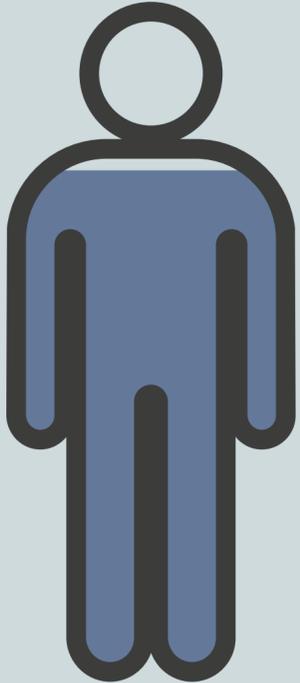
Mean Bonus	2020	2021	2022	2023
	65%	61%	10.4%	15.8%

Our median gender bonus gap is 10.2% (compared to 13.4% in 2022.)

Median Bonus	2020	2021	2022	2023
	14%	21%	13.4%	10.2%



84% of women received a bonus in 2022-2023



76% of men received a bonus in 2022-2023



We already have a strong framework of reward and recognition across all levels of our organisation, including bonuses, and we recognise the important contribution that all our colleagues make to Barchester.

We are committed to continuing to build on these initiatives.



Our Focus for 2024

While our mean and median pay gaps are significantly below the national average of 8.3%, we will continue to build on the initiatives we have introduced to promote gender diversity at Barchester. Our goal is to ensure we have a culture where everyone feels they belong, and celebrates diversity.

That's what Inclusion @ Barchester is all about. We're all unique, and what we have in common is our passion for what we do, the care we provide and the services we deliver. Our Inclusion Group includes people from across the business, different roles, different locations, all with a passion for inclusion.

Our members meet regularly to develop the equality, diversity and inclusion agenda at Barchester, offering professional expertise and personal experience that informs the group's work. They champion equality and diversity in their areas of work and throughout the business, raise awareness and issues of concerns and highlight areas of good practice in relation to inclusion.



A handwritten signature in black ink, appearing to read 'Genevieve Glover'.

Genevieve Glover
Chief People Officer



Our plans going forward

- Development and growth of our Inclusion Group, enabling and empowering a diverse group of employees to influence and drive our equality, diversity & inclusion.
 - Reviewing & updating our Equality, Diversity & Inclusion strategy, underpinned by a robust set of KPIs to allow us to track our performance and make positive steps forward in this area.
 - Reviewing and improving our Maternity Leave policy.
 - Conducting thorough Equality Impact Assessments for any new policies.
 - Introducing an improved suite of reporting to support targeted interventions around diversity.
 - Introducing EDI training as part of our Senior Leadership development programmes.
 - Continuing support of flexible working practices.
 - Raising awareness for women's experiences of menopause in the workplace, providing guidance for managers and ensuring women feel empowered and supported to continue their careers.
- Developing our Management Guide to enhance resources for our managers on inclusive people practices.
 - Gender monitoring to create an evidence base of understanding of barriers and drivers helping to identify priorities.
 - Men vs women applying for roles
 - Men vs women being promoted
 - Men vs women leaving and their reasons for leaving
 - Men vs women applications for flexible working

By themselves, these initiatives will not remove the gender pay gap but we are committed to developing our ED&I strategy and with the support of our Inclusion Group will make ongoing investment in closing the gap.





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