



Reporting Statement

Gender Pay Gap Report 2024



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 2024**, the number of employees employed by Barchester was **16,634**



Our Progress



Since the last reporting period we've made significant progress reducing our mean pay gap from 1.3% to 0.10%.



92% of our colleagues agreed that Barchester respects individual differences in our employee engagement survey.



Our Inclusion Group is going from strength to strength with representation across Barchester and we're continually looking for ways to enhance diversity at Barchester.



We're proud to be an above Living Wage employer and ensure all our people are paid a minimum of 50p per hour above this.



Our Employee Net Promoter Score (eNPS) from our internal engagement survey is +50.7, up from +42.3 in 2023 with a 70% response rate.



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 has seen a significant reduction to 0.10% and we’re extremely proud of the progress we’ve made as we move closer to 0%.

Mean Gap	2020	2021	2022	2023	2024
	6.7%	8%	4.6%	1.3%	0.10%

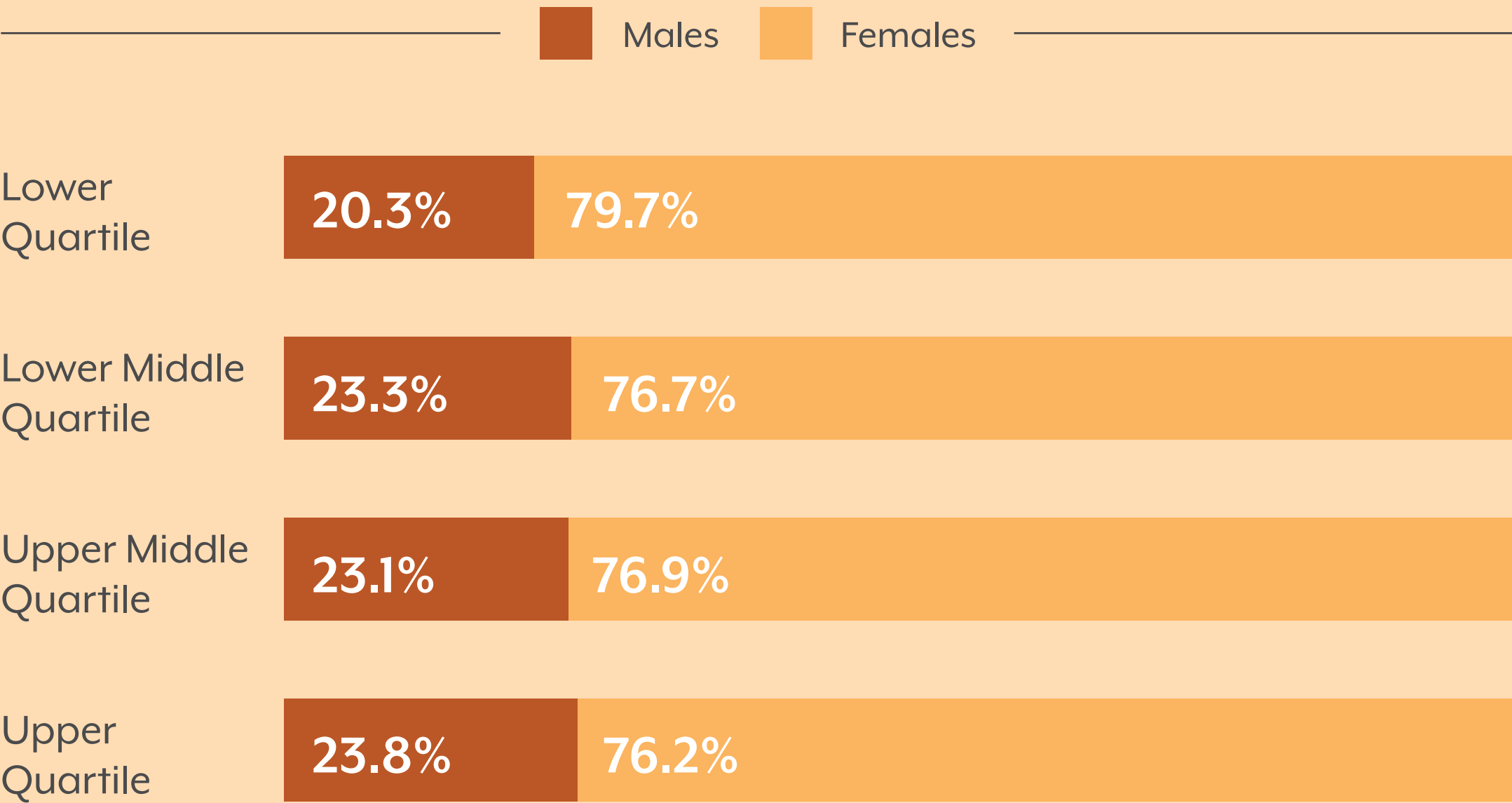
Since the last reporting period we’re pleased to report that our median gender pay gap had reduced significantly again from 1.3% to 0.73%. Over the last few years there has been a substantial decline and we continue to strive to reduce this further.

Median Gap	2020	2021	2022	2023	2024
	3%	3.2%	3.1%	1.3%	0.73%

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.

Proportion of Males v Females by Pay Quartiles

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



22.6% of Barchester employees are men, an increase from 21.5% in 2023



The overall percentage of men in the business is growing, across all quartiles of the business, which is a positive testament to our recruitment approach and ensuring careers in care are open to everyone.

Bonus Pay Gap

Our mean gender bonus gap is -2%. This reduction is a result of having a higher number of female employees and a higher proportion of employees receiving bonuses in 2024.

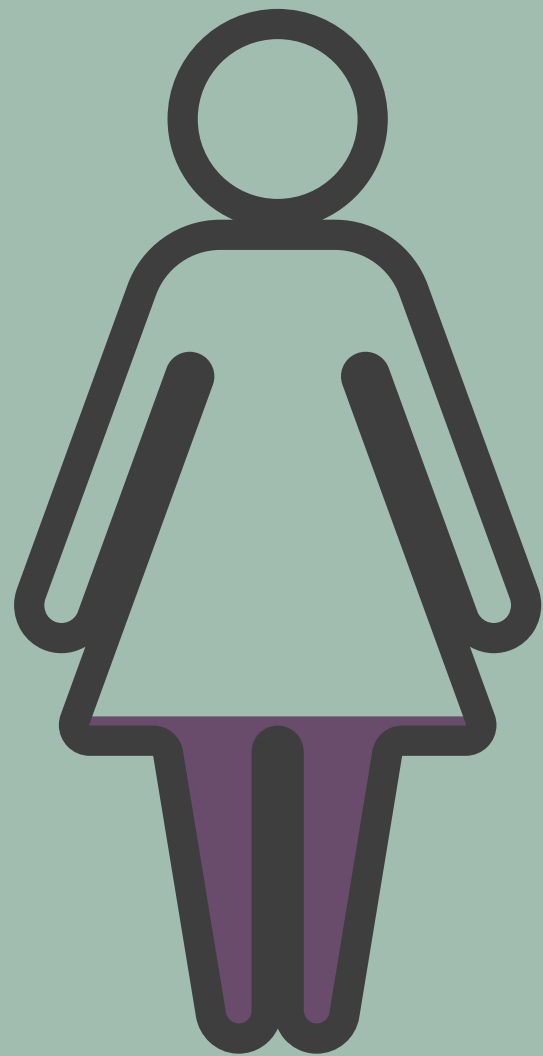
Mean Bonus Gap	2020	2021	2022	2023	2024
	65%	61%	10.4%	15.8%	-2%

Our median gender bonus gap is 4.9% (a reduction of 5.3% compared to 10.2% in 2023).

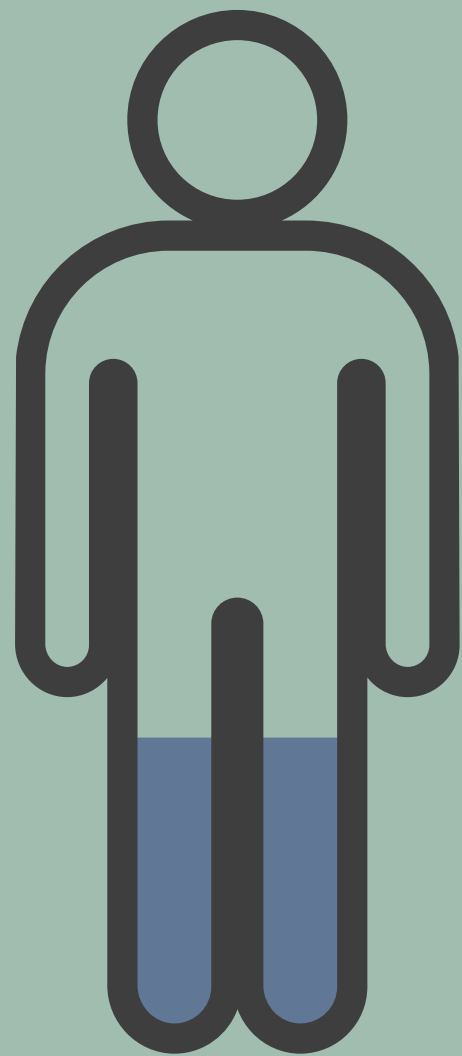
Increased female representation in senior roles has been a significant factor in reducing the median bonus gender pay gap. Efforts to employ and promote women into senior positions, where bonuses are typically higher, have played a key role in this 5.3% reduction since 2023. This shift not only narrows the gap but also promotes long-term structural changes in pay equity.



Median Bonus Gap	2020	2021	2022	2023	2024
	14%	21%	13.4%	10.2%	4.9%



33% of women received a bonus in 2023-2024



31% of men received a bonus in 2023-2024

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 to further enhance employee engagement and satisfaction.



Our Focus for 2025

We're proud of the significant progress we've made year on year and achieving a 0.10% mean gap in 2024. Our mean and median pay gaps are significantly below the national average of 7%, and we will continue to build on the initiatives we have introduced to promote diversity at Barchester.

Our Inclusion@Barchester group has gained momentum in the past year, with increased representation from across the business. The team lead in campaigning across many areas of inclusion, and also provide a sounding board for ongoing development of our policies and ways of working, ensuring we are listening to our teams and a broad variety of voices about what's important to them.

Our latest Your Voice survey demonstrates the positive impact this has had within the business, with really impressive scores around inclusion related questions and valuable demographic data on our people.

Our digital transformation will continue to help us develop more detailed people data in the coming year, enabling data-led decision making in support of our Equality, Diversity & Inclusion strategy.



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

Genevieve Glover
Chief People Officer



Our plans going forward

- Continued positive improvements driven by our Inclusion group
 - Embedding our Equality, Diversity & Inclusion strategy and demonstrating positive progress through performance against our KPIs
 - Reviewing and improving our Maternity Leave policy
 - Launching a new Menopause 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
 - Continuing to develop 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.





BARCHESTER

Celebrating life

www.barchester.com