



# Gender Pay Report 2022



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# Gender Pay Reporting Overview

Foreword from Amy Burke – Group People and Sustainability Officer, Vhi Group

Vhi's purpose is to help our customers live longer, stronger, healthier lives. This purpose drives our strategy, our culture and our values and at its heart is our people.



We know that an inclusive work culture, where people are welcomed, respected and supported in their endeavours results in higher levels of employee engagement, a stronger brand, greater levels of collaboration and innovation and ultimately brings us closer to this purpose.

Our median gender pay gap is 19% and this pay gap is driven by the unequal distribution of males and females within our workforce. Specifically, administrative roles are predominately occupied by females, who also make up the vast majority of colleagues employed in part time or on temporary contract roles. Meanwhile our senior management and our senior clinical roles have a majority male representation. At Vhi we are working to reduce this gap because we know that when females are part of the process, when we have a fully inclusive and engaged workforce, then we are in a better position to deliver on our purpose.

We also know that reducing our gender pay gap requires sustained focus, cultural evolution and an all company effort. In 2022, we refreshed our values and we were purposeful about the culture we are building and embedding, in a company that is undergoing a transformation that needs to be future ready and maintain our position as one of the world's leading healthcare providers.

**Our Values – Together We Do Our Best Work, Courage to Create a New Future, We Lead With Heart – underpin our journey in reducing the gender pay gap.**

Further mobilised by our purpose we have in place a Diversity and Inclusion strategy that enables change. We are investing in our female talent. Through our Women in Leadership Programme we are accelerating their careers so they may become the leaders we need now and in the future. We are building networks and forging high yield connections within our female workforce with the Women's Network. We are removing obstacles to progression that exist throughout the organisation with Unconscious Bias Training and a Colleague Growth programme which focuses on building and cultivating new consistent management behaviours in both male and female colleagues.

Meaningful change at a structural level can appear slow. However we have real ambitions and real targets to increase the ratio of female to males at senior management, management level and within our leadership pipeline. Importantly, we now have a benchmark against which we can hold ourselves accountable for future progress.

We are making progress, in this reporting period 64% of new hires were female with a strong representation across all job groupings, while 56% of promotions were female, again with really strong representation across all job groupings. Looking ahead we are confident that our strategy, initiatives and cultural reset will reduce our gender pay gap and that by harnessing the diversity of our colleagues across Vhi we will become greater than the sum of our parts.

# Introduction to Gender Pay Gap Reporting



The gender pay gap is the difference in the average hourly wage of men and women across a workforce. The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics. Organisations are asked to select a 'snapshot' date in the month of June 2022. Their reporting will be based on the employees they have on this date. Our snapshot date was June 9th 2022.

## Gender Pay Gap vs Equal Pay

The Gender Pay Gap is the difference in average pay for men and women across an organisation. This is different to equal pay which is the right for men and women to be paid the same when doing the same or similar work.

**All Irish companies with 250 or more employees in 2022 are required to publish specific gender pay information:**

- Mean and median gender pay gap
- Mean and median gender bonus gap
- Proportion of males and females receiving a bonus
- Proportion of males and females in receipt of BIK elements of remuneration
- Proportion of males and females by quartile pay band

## Identification

This report is based on legal gender categories. We acknowledge that our people may identify differently.

# Introduction to Gender Pay Gap Reporting continued



## Definitions

### Mean

The mean pay gap is the difference in the arithmetic average hourly pay for women compared to men, within our organisation.

### Median

The median represents the middle point of a population. If you lined up all our women and all our men in order of the hourly rate at which they are paid, the median pay gap is the difference between the hourly rates for the middle woman compared to that of the middle man. The mean and median are important metrics and need to be looked at together. However, the mean can be skewed by fewer individuals earning more in the upper ranges.

### Basic Hourly Rate

Total Earned (both Ordinary Pay and Bonus) / Hours worked.

### Ordinary Pay

This includes the normal salary paid to the employee, allowances, over time, shift premiums.

### Bonus

Average bonus earned in the previous 12 months – this includes bonus payments in the form of money and vouchers and relate to productivity, performance, incentive or commission.

### Quartiles

In order to group employees into quartile pay bands, the employer must create a ranking of employees based on their hourly remuneration from lowest to highest. This is then divided into quartiles: lower, lower middle, upper middle and upper. The employer then needs to express the proportion of male and female employees in each quartile as a percentage e.g. percentage of male employees in the lower quartile and percentage of female employees in the lower quartile (and so on).

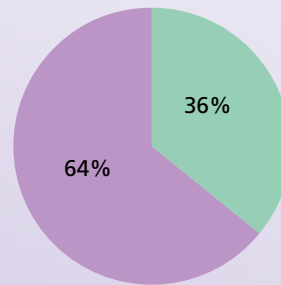
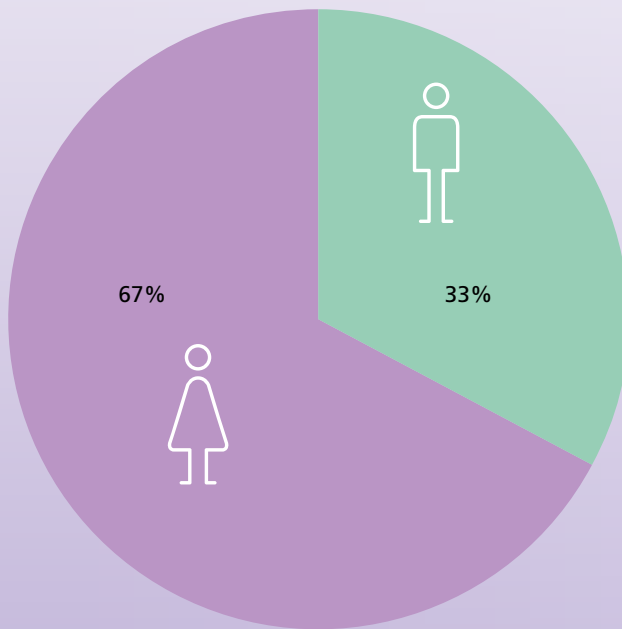
### BIK

Includes any non-cash benefit of monetary value provided to an employee – such as Health Insurance or Car.

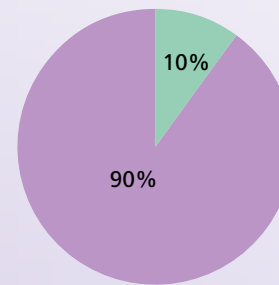
# Total Employment in Vhi

As of the 9th of June 2022, there were 1,655 active colleagues in Vhi  
543 Males  
1,112 Females

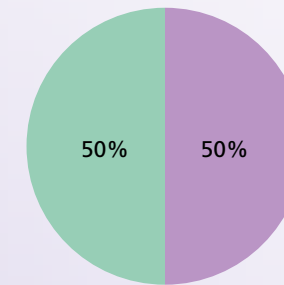
● Females  
● Males



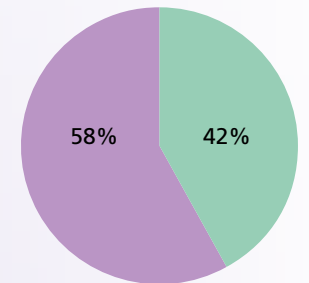
**Permanent Full Time**  
**1,385 Total**  
888 Females | 497 Males



**Permanent Part Time**  
**217 Total**  
196 Females | 21 Males



**Fixed Term Full Time**  
**34 Total**  
17 Females | 17 Males



**Fixed Term Part Time**  
**19 Total**  
11 Females | 8 Males

**All Colleagues**  
**1,655 Total**  
1,112 Females | 543 Males

# Gender Pay Reporting Overview

## Vhi Gender Pay Gap

Vhi's pay gap is significantly driven by the unequal distribution of males and females within our workforce.

We have a majority female workforce. Administrative roles are predominately occupied by females. Females also make up the vast majority of colleagues employed part time or on temporary contract roles. Meanwhile Vhi's Senior Leadership Team and our senior management roles have a majority male representation.

All Colleagues	
Basic Hourly Rate	Gap
Mean	21%
Median	19%

## Quartiles

In order to establish the quartiles, we take all of the hourly rates ranked from lowest to highest.

This is split into four even quartiles. The quartiles together with the percentage of males and females in each is outlined below:

All Colleagues		
Quartiles	Female	Male
Quartile 1	69%	31%
Quartile 2	80%	20%
Quartile 3	71%	29%
Quartile 4	48%	52%

# Gender Pay Reporting Overview continued

## Bonus and BIK Gender Pay Gap

Our bonus gender pay gap is a reflection of the majority representation of males at a senior level.

There is a significant differential between averages and median when looking at bonuses. This is because of the number of senior male colleagues who receive higher bonuses and male colleagues in part time or temporary roles where bonuses are not applicable.

All Colleagues	
Bonus	Gap
Mean	31%
Median	18%

All Colleagues		
	Female	Male
% Receiving Bonus	88%	88%
% Receiving BIK	93%	93%



# Gender Pay Reporting Overview continued

## Part-time Colleagues Gender Pay Gap

We have 236 part time colleagues, of which 79% are either in healthcare or administration roles.

12% of part time colleagues are male while 88% are female. Male part time colleagues are primarily in senior clinical roles. 44% of female part time colleagues are in administration roles, while 10% of male part time colleagues are in similar roles.

Part-time Colleagues	
Basic Hourly Rate	Gap
Mean	51%
Median	50%

## Temporary Colleagues Gender Pay Gap

We have 53 temporary colleagues, of which 94% are either in healthcare or administration roles.

47% of part time colleagues are male while 53% are female. Average salary of male part time colleagues is higher due to them holding some of our senior clinical roles which are temporary and also some of our locum doctor roles.

Temporary Colleagues	
Basic Hourly Rate	Gap
Mean	36%
Median	-10%

# Working for Vhi



We believe in supporting all our people both professionally and personally. We understand that in order for people to do their best work they need to feel valued for the work they do and that they are supported and empowered to develop their roles. We work hard at retention, at developing a flexible and dynamic work environment that encourages people to stay, to progress and to thrive. We are proud of the diverse range of benefits, supports, variety of locations and flexible hybrid working arrangements on offer to all our full time and part time colleagues.

**Benefits for all Full Time and Part Time colleagues include:**

- Vhi health insurance cover for colleagues, spouses and dependent children (subject to BIK)
- Pension Schemes
- Medical Screening
- Employee Assistance Programme, for employees and their families
- Performance related pay and progression
- Study Assistance Scheme
- Paid Maternity Leave
- Paid Adoptive Leave
- Paid Fertility Treatment Leave

# What We Are Doing To Close the Gender Pay Gap



In 2020 we identified inequities in the representation of females in our business. Since then we have listened to our colleagues, invested significant resources and, through our Diversity and Inclusion strategy, developed and activated a range of programmes which we believe will increase the breadth of female participant at management level.



# What We Are Doing To Close the Gender Pay Gap continued

## Our Programmes



### Women in Leadership

Our Women in Leadership programme is Vhi's female career accelerant. Focusing on developing skills, removing obstacles and increasing visibility, this programme is specifically created to increase the pipeline of senior female leaders within our business. To date 80 females have participated in the programme.

#### Women in this programme:

- Identify and articulate the personal and professional challenges they face
- Work with senior mentors to develop skills to address these
- Build their profile among senior leaders and increase their presence
- Collaborate in peer and senior networks on strategic projects



### Women's Network

The Women's Network enables females in the business to optimise their potential and deliver on our core purpose. Our internal research showed a strong demand for training, coaching and mentoring among females in the business.

#### This programme responds to this demand by providing:

- Access to a suite of professional development workshops
- Lean-in Circles – facilitator led programme for women in our business to focus their ambition, collaborate and problem solve
- Mentors for professional and personal development

# What We Are Doing To Close the Gender Pay Gap continued

## Our Programmes



### Management Development Programme

Our Management Development programme focuses on building and cultivating new consistent management behaviours in both male and female colleagues.

#### Programme participants:

- Accelerate their professional development through a heightened self-awareness of behaviours
- Equip themselves with the skills to coach, develop and mentor others
- Expand their current network throughout our business



### Unconscious Bias Training

Privilege is invisible to those who have it and our Unconscious Bias training, which is mandatory among managers, reduces bias in attitudes and behaviours at work, from hiring and promotion decisions to interactions with customers and colleagues.

#### Through training managers:

- Understand the difference between unconscious bias, prejudice and stereotyping
- Are aware of the impact unconscious bias can have on the workplace, from recruitment to job progression
- Develop the skills needed to overcome unconscious bias by understanding how to consciously make changes and break old habits



### Vhi Sustainability Programme

Vhi's Sustainability programme is fully integrated with our core purpose and strategy. Colleagues form a critical component of our Sustainability Strategy.

#### Programme focuses on:

- Building an engaged, inclusive and diverse workforce that is customer and purpose focused
- Providing all colleagues with the tools they need to perform at their best while fostering a culture driven by our purpose.
- Promoting colleague health & wellbeing and our colleagues have access to a wide range of programmes to facilitate them to actively look after their physical and emotional wellbeing.

# Our Commitment



Vhi is committed to understanding and improving on our gender representation at all levels. We have a clear vision of the changes we need to make to our gender pay gap and have developed an ambitious strategy underpinned by strong values to support this.

We are also expanding the reach of our strategy so we know that every female in Vhi has a pathway to progression should they want to take it. We will continue to invest in the programmes we know are delivering change, revising and refining programmes that have the potential to do more. This is an all company commitment, fully subscribed to by our Group Leadership Team and Board.