

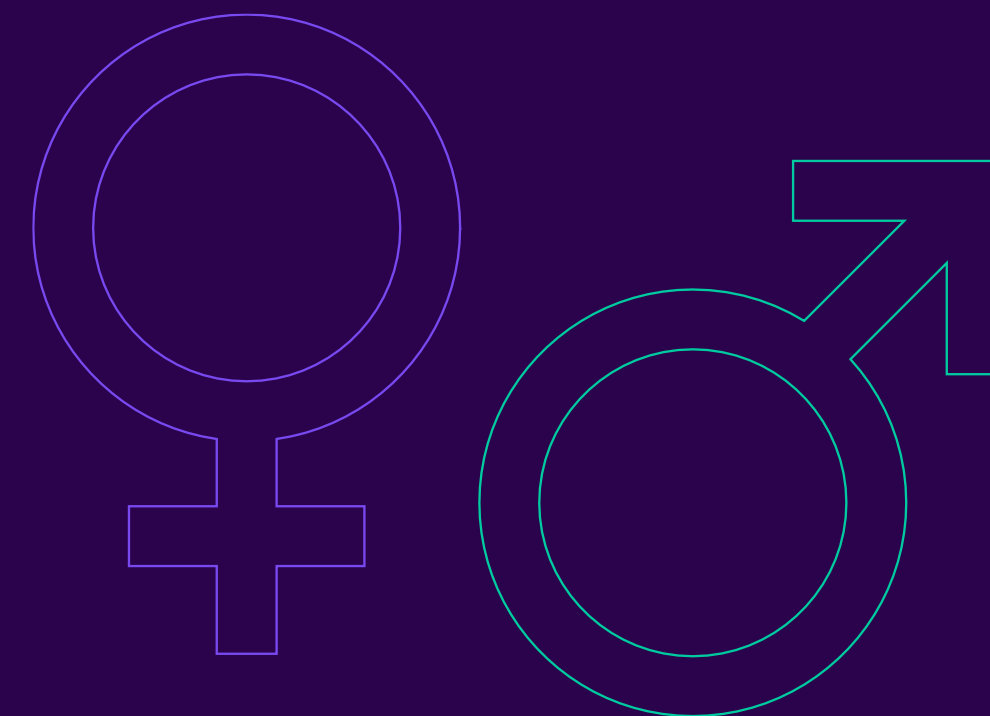
# Gender Pay Report 2023

## Ashfield Health Limited and Nucleus Holdings Limited

Ashfield Health Limited and Nucleus Holdings Limited, employing companies of Inizio Medical, which is committed to fostering an inclusive and diverse workplace where there is opportunity for every employee to thrive, regardless of their gender.

We value the opportunity to report on the gender pay gap and welcome the criticality of examining it.

This report provides a broad overview of the UK gender pay gap within Inizio Medical at Ashfield MedComms and Nucleus, identifying contributing factors, and outlines specific strategies and commitments relevant to the gap.



# What is the gender pay gap?

The gender pay gap is the difference in average hourly pay between men and women, irrespective of role or seniority, expressed as a percentage of men's average earnings.

## Is the gender pay gap the same as equal pay?

No, the gender pay gap is different from equal pay. Employers must pay men and women equally for the same work or work of equal value. We are confident that we pay men and women equally for doing the same or equivalent work.

## Why is Ashfield Health Limited and Nucleus Holdings Limited reporting its gender pay data?

Companies with over 250 employees in England, Scotland and Wales are required to report their gender pay and bonus data on an annual basis.

## What data must be reported?

Mean gender pay gap – the difference between average hourly earnings of men and women as of 5 April 2023.

Median gender pay gap – the difference between midpoints in the ranges of hourly earnings of men and women as of 5 April 2023.

Mean bonus pay gap – the difference between average bonus pay paid to men and women in the 12 months up to 5 April 2023.

Median bonus pay gap – the difference between midpoints in the ranges of bonus pay paid to men and women in the 12 months up to 5 April 2023.

Proportion of male and female employees paid a bonus in the 12 months up to 5 April 2023.

Pay quartiles gender split showing the pay rates from the lowest to the highest, in four equal size groups, with the percentage of men and women in each quartile.

## Can the Ashfield Health Limited and Nucleus Holdings Limited data be compared against a UK average?

Yes, the UK median gender pay gap for all employees is currently 14.3% (Office for National Statistics). The median indicates the 'typical' situation across a workforce and is not distorted by high or low rates of pay (unlike the mean average). This is why the median is considered to be the most accurate benchmark.



## Our Gender Pay gap (Ashfield Health Limited and Nucleus)

While we acknowledge the existence of a gender pay gap, it's essential to understand the factors contributing to it.

- In both businesses, **women** are paid marginally **more** than men, or the pay gap is **negligible** across the pay quartiles other than in the upper quartile.
- The gap remains principally due to the proportionally higher number of men in the **upper quartile and under representation** across the other pay quartiles.
- This is also driven significantly by the number of male senior leaders in both **Divisional Executive** level and **Group-wide** roles, some with long tenure.
- This is attributable to our entity structure post-merger, legacy, and historical ownership.
- The bonus gap is driven by the same factors as the pay gap and further impacted by senior management and executive bonus schemes, combined with historical legacy plans at Nucleus.
- Internal career opportunities, development and progression continues to be demonstrated strongly.

We recognise there is a gap and remain committed to taking action to address this and are confident that this will change in time.

### Ashfield Health Limited (Ashfield MedComms)

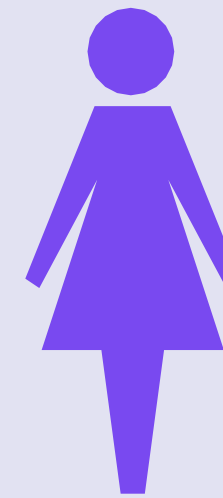
There is an even split between males and females in our Top 20 salaries, when we exclude divisional, executive and group roles, 60% are women. At Ashfield, women receive 91 pence for every £1 earned by men. This 9% pay gap is lower than the UK median gender pay gap measuring both full time and part time employees.

#### Other calculations: Ashfield Health Limited

9% – median gender pay gap  
15% – mean gender pay gap  
40% – mean bonus pay gap  
22% – median bonus pay gap  
Proportion of employees paid a bonus: 90% male vs 88% female.

#### Pay quartiles gender splits

Lower quartile: 17% male, 83% female  
Lower middle quartile: 21% male, 79% female  
Upper middle quartile: 26% male, 74% female  
Upper quartile: 29% male, 71% female



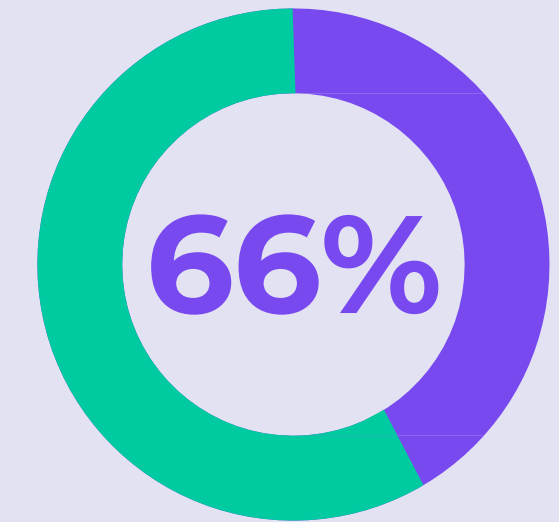
80%



20%

Our workforce is approximately 80% female and 20% male.

**22%** of our workforce is part time. On 5 April 2023 we had 666 employees, consisting of 513 women and 153 men.



**66%** of our operational senior leadership team are female.

## Nucleus Holdings Limited

55% of our Top 20 salaries are paid to men, which remains the same even when adjusted to exclude divisional, executive and group roles.

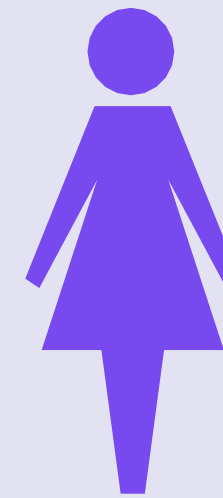
At Nucleus, women receive 86 pence for every £1 earned by men. Our median gender pay gap of 14% is marginally lower than the UK median gender pay gap measuring both full time and part time employees.

### Other calculations: Nucleus Holdings Limited

14% – median gender pay gap  
22% – mean gender pay gap  
40% – mean bonus pay gap  
41% – median bonus pay gap  
Proportion of employees paid a bonus: 82% male vs 73% female.

### Pay quartiles gender splits

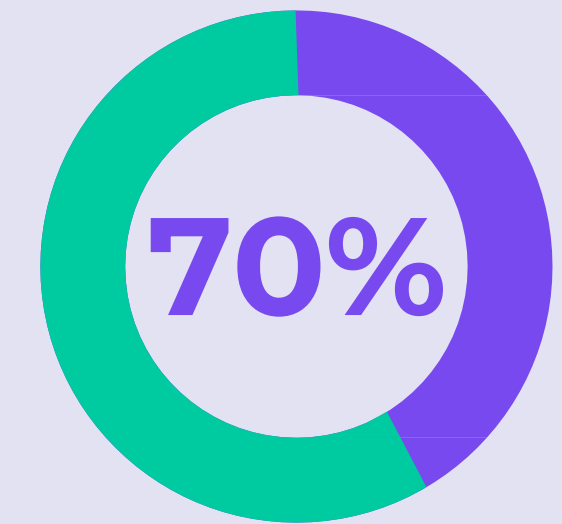
Lower quartile: 23% male, 77% female  
Lower middle quartile: 31% male, 69% female  
Upper middle quartile: 35% male, 65% female  
Upper quartile: 50% male, 50% female



**70%**



**30%**



**70%** of our operational senior leadership team are female.

Our workforce is approximately 70% female and 30% male.

**18%** of our workforce work part time. On 5 April 2023 we had 476 employees, consisting of 313 women and 163 men.

## How Ashfield Health Limited and Nucleus Holdings Limited are addressing the gender pay gap

There is a gender pay gap and we understand this. We are committed to identifying actions which, over time, will make a difference. More importantly, we are confident that our values, leadership commitments and Inizio Medical people agenda are delivering already.

Our focus on talent attraction and development, our flexible ways of working and environment, DEI actions and focus areas will help to address the gender pay gap.



### **Hiring great talent**

We have an in-house team of Talent Acquisition Specialists, who support hiring managers in selecting the best talent. 84% of hires in 2023 were female and 82% of our graduate intake was female in 2023. The proportion of female entrants on to the graduate scheme has typically been at this level.

We will focus on the opportunities to broaden and extend our reach and ways to attract new talent pools, and track progress at entry-level.

### **Career opportunities and progression**

We place a strong emphasis on internal talent, development, and career progression. We review our talent quarterly, providing opportunities for regular promotion through our career paths. In 2023, 84% of those promoted in Ashfield and 73% in Nucleus were women. Our allegro.EXCEL programme is designed to support accelerated management development and progression; 78% of current programme participants are women.

Across Medical we provide Maternity Career Coaching, before, during and into the first 90 days of returning, to provide support with returning to work and career management.

### **Women in leadership**

All but one of our operational business units are led by female presidents and all have been appointed internally. 67% of their senior leadership teams are made up of women.

We have completed our first Medical-wide talent review process and have added rigour and consistency to the process with the aim of providing further, focused support in our development of future female senior leaders.

### **Flexible working**

We pride ourselves on having a strong flexible working culture, supporting employees to balance work, family, and personal commitments wherever possible. We work flexibly, allowing choice in when and where we work and have both men and women working part time. We support flexible working arrangements, reflected by the number working part time across both businesses.

We have invested in 2023–2024 to further enhance and expand our portfolio of family-friendly enhanced benefits, policies, and arrangements, to continue to demonstrate our commitments in this area.

### **Our reward practices.**

Salary reviews and reward decisions are subject to calibration or 'grandparent' approval, with input to the levelling process to support fairness.

### **Conscious change 2030**

We are proud to have launched a campaign this year that calls on the MedComms industry to do more to promote greater diversity in the sector by signing up to a new Conscious Change Pledge. For Medical, Conscious Change 2030 will see us build on the strong foundations of our DEI work so far, to identify diverse emerging leaders, create training and mentorship opportunities to get more diverse talent into leadership positions, and forge strategic partnerships with diversity-focused organisations and advocacy groups.

Our DEI Council continues to deliver on our DEI Strategy and one of our Business Employee Resource Groups continue to work on our Women and Gender agenda.

In summary, we are committed to addressing the pay gap, promoting gender diversity and equality, and fostering a supportive work environment.