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2019 GENDER PAY GAP



PHOENIX MEDICAL SUPPLIES LTD



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PHOENIX group is a large and successful group of companies ensuring patients and the public have access to high-quality healthcare in the UK and across Europe.

The group specialises in medicine distribution, pharmaceutical care and pharmacy based primary care services. We work in partnership with the NHS, healthcare commissioners and providers as well as pharmaceutical manufacturers to:

- Provide the NHS with a safe, reliable and cost-effective supply chain.
- Improve access to professional healthcare advice and support.
- Advise people on how they can live longer and healthier lives through lifestyle changes and provide the support they need to make those changes.
- Improve awareness of – and early screening for – potential life-changing, long-term conditions such as diabetes, high blood pressure, obesity etc.

PHOENIX Medical Supplies (PMS) consist of the corporate and support functions within PHOENIX at our Head Office in Runcorn.

Our people within the PHOENIX UK group are highly skilled individuals and we support them with ongoing training and development so that they can continue to deliver the best levels of service to our customers and communities. It is crucial to us that we have the best people, in the right place, doing the right thing, at the right time and we recognise the importance of great, inclusive working environments that optimise that.

UK legislation requires all UK companies with more than 250 or more employees on 5 April 2019 to publish specific gender pay gap information including mean and median pay gap, mean and median bonus gap, proportion of males and females receiving a bonus and proportion of males and females by quartile pay band. PMS had less than 250 colleagues at the time of 2018 reporting hence this is the first report.

This report presents data as at 5th April 2019 for PHOENIX Medical Supplies Limited.

I confirm the gender pay gap data contained in this report is accurate

A handwritten signature in black ink, appearing to read "Julie Fitzmaurice-Higgins".

**Julie Fitzmaurice-Higgins,
HR Director**

A change in the PHOENIX UK operating model during 2018 saw the creation of customer facing business units within PHOENIX Healthcare Distribution Limited and L.Rowland & Company (Retail) Limited supported by corporate functions which were centralised under PHOENIX Medical Supplies Limited (PMS). As a result colleague numbers within PMS exceeded 250 triggering Gender Pay Gap reporting for this part of our business for the first time.

The gender mix within PMS is relatively balanced with a 45.4% male and 54.6% female split. The gender balance across the PMS senior leadership population is closer to a 60% male and 40% female split.

The vast majority of colleagues within PMS work full time. The nature of roles within PMS do make it conducive to working more flexibly; we do see a higher proportion of female colleagues taking the opportunity to work part time (6.7%) in comparison to their male counterparts (1.2%).

Roles within PMS vary significantly and range from administrative, professional, technical, managerial and senior leadership roles; notably all board director roles with accountability across all entities within the UK Group are employed by PMS which is influencing the mean pay and mean bonus gaps. The mean pay gap is not indicative of inequality across the roles held by our male and female colleagues. The median pay gap at 20.2% illustrates that there is more alignment in salary and male/female split across our middle quartile roles.

Bonus within PMS functions are either a seasonal fixed cash amount payable to all non senior leadership roles, or personal variable performance bonus which is role specific. The mean bonus for males is 76.9% which again is influenced by the proportion of senior leader and director roles within PMS.

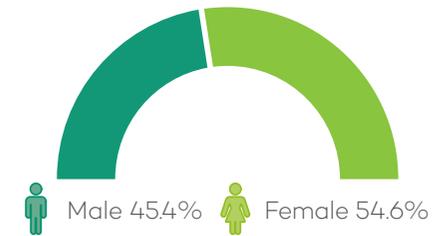
The seasonal bonus is the median element of bonus for female colleagues, whereas the personal / performance related element influences the median bonus for males.

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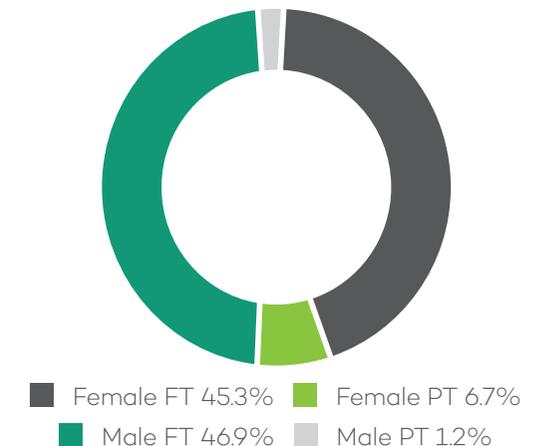
People Employed



Gender Split



Gender split by part time and full time employees



Mean and median pay gap

2019	40.0% mean	20.2% median
2018	-% mean	-% median

Mean and median Bonus pay gap

2019	76.9% mean	96.2% median
2018	-% mean	-% median

Proportion of males and females receiving a bonus



Lower Quartile



Male 32.8% Female 67.2%

Lower Middle Quartile



Male 47.6% Female 52.4%

Upper Middle Quartile



Male 57.7% Female 45.3%

Upper Quartile



Male 57.1% Female 42.9%

The illustrations (below) show the proportion of males and females that fall into each quartile pay band. This is determined by dividing our workforce into four equal parts as prescribed.

As PMS is the Head Office for PHOENIX UK consisting of corporate functions we do not see any scale of high volume roles dominating a particular quartile or indeed influencing the pay gaps which would be observed in other operational parts of the Group.

The quartiles illustrate that more females are represented in lower quartiles and more males represented in the upper quartiles; albeit the proportion is more balanced in the upper quartile and is largely reflective of our overall gender split.

When it comes to the middle quartiles we see a far more balanced picture.

In 2018, PHOENIX Group undertook a colleague Survey from which the feedback has been instrumental in the introduction of a range of colleague focused initiatives. We have made significant changes in order to attract and retain talent into the business since the 2018 reporting:

- Continued to review the structure, roles and responsibilities to ensure the organisation remains agile and role profiles endure the rapidly changing sector landscape
- Introduced working flexibly for all colleagues, tailored to the business needs to ensure all colleagues have the opportunity to balance their work and life, for example time off to attend children's school events, working from home, flexible start and leave times
- Engaged with colleagues throughout the business to contribute to the People Strategy through a series of listening groups with inclusivity high on the agenda
- Procurement of a new analytics system to generate automated reporting of our people data reporting to maximise transparency throughout the business to support monitoring and benchmarking and inform our inclusion strategy
- Colleagues attracting lower valued bonus have had this figure 'rolled up' into their salary which guarantees they receive this additional amount regardless of business performance.
- Introduction of job evaluation process in order to review roles, packages and grading to ensure parity and consistency.
- Launch of our People Plan setting out the commitments PHOENIX Group are making to their colleagues – new and existing
- Transformation of the 'back office' processes and procedures in order to become more digital by default and reduce manual administration and replace with best in class technology.

Ongoing developments:

- Following a review our recruitment methodology and approach we will introduce of a new attraction system to reach a wider and more diverse potential employee population. In addition, the procurement of a new on-boarding system will enhance the new starter experience.
- Increase our focus on gender and equality as part of ongoing monitoring through changes and enhancements to our internal systems
- Build our colleague engagement groups and employee networks, including via social media, to share and promote more flexible working and improving our overall working environments for both our male and females colleagues
- Whilst ethnicity reporting is not yet compulsory, we will increase the use of our analytics system to improve management information across all areas of the business and start to take positive action to address workplace inequality not just in relation to gender pay
- Maximise the apprenticeship levy for internal colleagues to offer professional development opportunities and also to introduce apprentice roles across the business.



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