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2020 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 with a total of 297 colleagues situated 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 2020 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.

This report presents data as at 5th April 2020 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**

2020 is the second year in which we are reporting the Gender Pay Gap for PMS giving us some comparative data for analysis. Since 2019 colleague numbers within PMS have increased from 273 to 297 as a result of both new and reconfigured corporate functions as well as the movement of colleagues between the business entities.

Despite a small increase in male colleagues, from 45.4% to 48.8% our overall gender split remains relatively static; as does the split across the PMS senior leadership team at 60% male and 40% female. Overall we see a marginal increase in PT females (up from 6.7% in 2019) and a small increase in FT males (up from 46.9%). Accessibility to PT working is just one of the more flexible ways of working that the business has embraced to retain and attract talent which we see more females taking advantage of.

Whilst roles within PMS remain largely a mix of administrative, professional, technical, and managerial; all board director roles with accountability across all entities within the

UK Group sit within PMS which influences mean pay and bonus pay gaps.

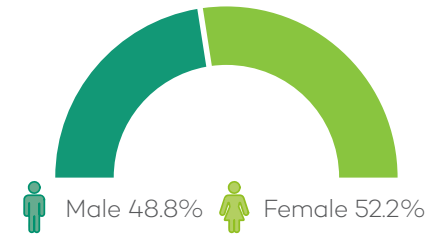
Since 2019 we have seen a significant closure of the mean pay gap from 40% to 27.5% and the mean bonus pay gap from 76.9% to 52.7%; during the reporting year there were a number of senior female appointments and promotions which have influenced this shift across both measures. The median pay gap has marginally reduced, reflective of the gender balance in the middle quartiles.

PMS bonus payments are either seasonal fixed cash amounts applicable to all non-senior leadership roles or personal performance bonus which is variable and role specific. The dramatic change in the median bonus figures from 2019 relates to the majority of colleagues receiving a fixed seasonal bonus therefore despite some of our senior colleagues receiving a much higher bonus, the median returns a 0.0% result.

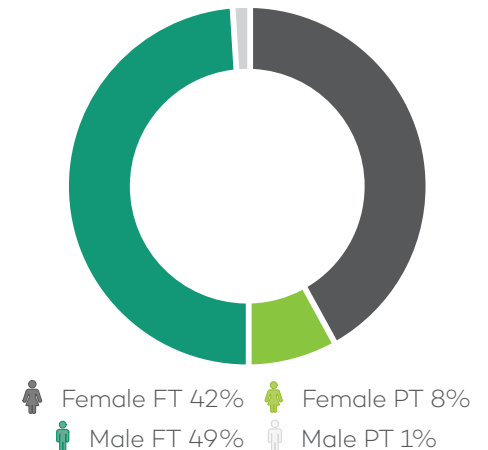
297
Colleagues Employed



Gender Split



Gender split by part time and full time employees



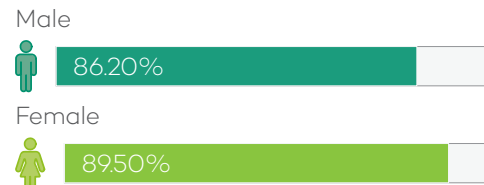
Mean and median pay gap

2020	27.5% mean	19.4% median
2019	40.0% mean	20.2% median

Mean and median Bonus pay gap

2020	52.7% mean	0.0% median
2019	76.9% mean	96.2% median

Proportion of males and females receiving a bonus




Lower Quartile



 Female 33%  Male 67%



Lower Middle Quartile



 Female 53%  Male 47%



Upper Middle Quartile



 Female 59%  Male 41%

Upper Quartile



 Female 56%  Male 44%

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

The lower quartile has remained static with just over two thirds of female colleagues within this quartile. Colleagues remaining in and applicants for positions in this quartile, such as PA's, Front of House or Administrative roles tend to be female.

We have seen a small decrease in females in the lower middle quartile at 47% (from 52.4%) and a marginal increase in female colleagues in the upper quartile reflecting the higher proportion of females in managerial roles, which has influenced the shift in the mean pay and bonus gaps.

2019 saw the launch of the PHOENIX People Plan with the primary aim of improving colleague engagement and ensuring all colleagues feel valued and proud to be part of the PHOENIX family. The People Plan was developed for our colleagues, by our colleagues, taking the Employee Survey results of 2018, running a series of engagement session and developing a set of key People Principles that resonate across the business. By April of 2020 PHOENIX had implemented a number of initiatives including:

- Enhanced service awards to recognise the loyalty and commitment of colleagues who are more likely to apply for internal promotion.
- Speakap, similar to face book though internal for PHOENIX colleagues only, to support and grow our colleague engagement and employee networks enabling colleagues not only to share success and challenges about their own specific business areas, but also wider connection to colleagues in other areas including in our European work environments. We have a large number of female colleagues who model the way by sharing business and career development insights.
- Team Huddles and Town Halls keeping colleagues up to date with all things PHOENIX.
- A new recognition scheme acknowledging colleague contribution and behaviours, encouraging colleagues to want to develop.
- An ongoing focus on working flexibly for all colleagues to enable a more effective work / life balance. As females remain the primary carers, this demonstrates active support and commitment to our colleagues and enables the retention of our best talent..

Ongoing developments:

- Go live of a new application tracking system which will be more intuitive for potential candidates. Our careers page will help to attract a diverse range of candidates for all areas of the business. Through the capture of demographic formation, we can make more informed and widespread targeting to grow our talent pool.
- On-boarding will form a key part of engaging with new starters from the beginning and ensuring that their experience into the PHOENIX family will be a positive one.
- Driving broader opportunities for apprenticeship courses will aid attraction of new colleagues and also form a key part of our People Plan development for existing colleagues. Utilising the Apprentice Levy within England and engaging with providers in the rest of the UK to ensure opportunities are still available.
- Ongoing evaluation of business analytics and management information in all areas of people data to support the continuation of change and inform colleague focused actions and decision making.
- Introduction of new leadership development programme to embed a consistent approach to leadership. Active consideration of inclusive development is a key part of the programme and encourages leaders to adopt a more inclusive approach to leadership.



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