



Gender Pay Gap Report 2025



Introduction

At AJM Healthcare, we are committed to creating a fair, inclusive, and equitable workplace for all employees. As part of this commitment, we publish our Gender Pay Gap Report annually to provide transparency around gender representation, pay, and bonus distribution across our organisation. This report outlines our 2025 gender pay gap figures and the actions we are taking to continue improving gender balance at all levels.

Our gender pay gap results

Hourly Pay Gap

- **Mean hourly gender pay gap: 12.6%**
- **Median hourly gender pay gap: 8.0%**

These figures show that, on average, women earn slightly less per hour than men. The median figure indicates that the midpoint of women's pay is 8.0% lower than that of men. While this reflects existing structural and role-distribution patterns within the organisation, addressing this gap remains a priority. In comparison to last year the mean has decreased by 15.33% and the median by 9.34%, which shows significant improvement has already been made.

Bonus Pay Gap

- **Mean bonus gender pay gap: 22.9%**
- **Median bonus gender pay gap: 25.0%**

The larger gap in bonus pay is influenced by the distribution of roles that attract performance-related bonuses, with men currently occupying a higher proportion of roles eligible for larger bonus opportunities. In comparison to last year the mean has decreased by 65.86% and the median has increased by 25%.

Proportion of Employees Receiving a Bonus

- **Men receiving a bonus: 22.6%**

- **Women receiving a bonus: 8.1%**

A significantly higher percentage of men received bonuses compared with women in 2025. This difference is driven primarily by the lower representation of women in senior or bonus-eligible roles.

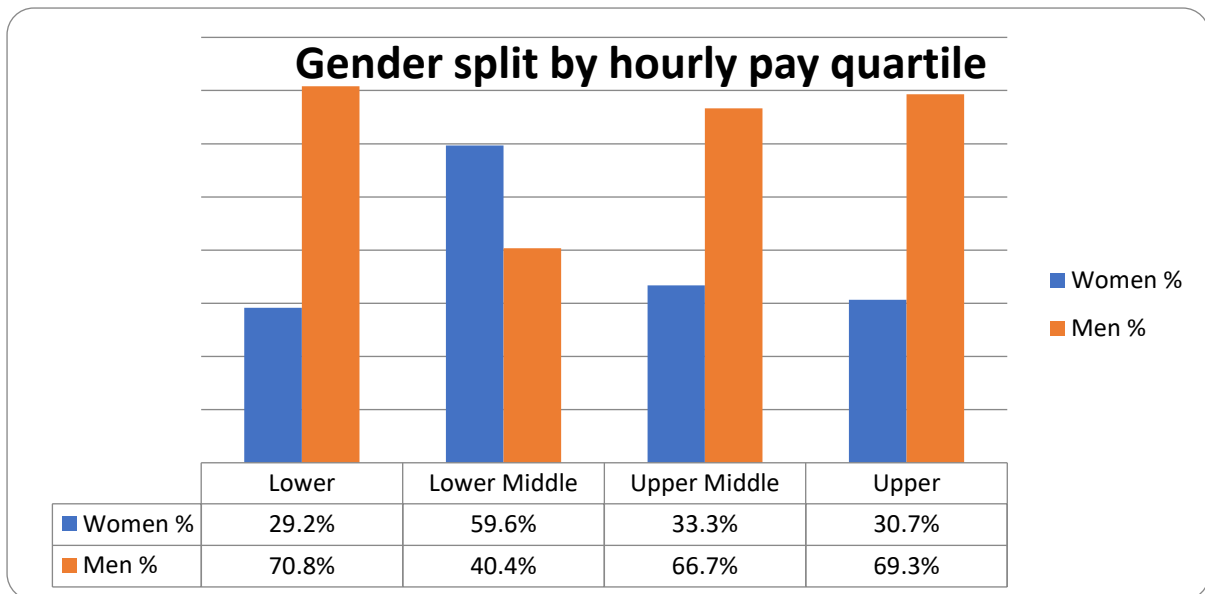
Pay quartiles

This shows the proportion of men and women in each pay quartile of our workforce.

These figures show:

- Women are over-represented in the lower-middle quartile.
- Men are over-represented in the upper-middle and upper quartiles, where higher-paid roles tend to sit.
- Increasing female representation in senior and specialist roles remains a key focus.

The below charts show our gender split by pay quartile.



Summary and understanding the causes

Our gender pay gap is not a reflection of unequal pay for equal work; rather, it arises from the structure of our workforce. Key contributing factors include:

- Higher male representation in senior or specialist roles that attract higher pay and bonuses.

- Lower female representation in roles with bonus eligibility or commission-based structures.
- A higher number of women occupying part-time or flexible working roles, which may influence bonus distribution.
- The nature of our business means we work in partnership with public sector organisations such as the NHS and local government. This means that when we transfer employees into AJM we maintain their pay and terms and conditions of service under the TUPE regulations, at the snapshot date 15.4% of our workforce are on protected terms, which has some influence on pay levels.

Our Actions and Commitment

We recognise the importance of addressing gender imbalance and are committed to taking clear, targeted actions, including:

1. Improving Gender Balance in Senior Roles

We will continue to strengthen our talent development programs, with specific initiatives to support women's progression into leadership positions.

2. Reviewing Bonus Eligibility Criteria

We will review our bonus framework to ensure it is fair, consistent, and accessible to all employees, regardless of working patterns.

3. Enhancing Recruitment & Promotion Practices

We aim to reduce unintended bias in hiring decisions and promotion processes through:

- Inclusive recruitment training
- Balanced shortlists
- Structured interview processes

4. Strengthening Flexible Working Support

We will continue to promote flexible working options and ensure these do not limit career progression or access to bonus schemes.

5. Monitoring and Accountability

Our leadership team will closely monitor gender pay data throughout the year and report progress to the Board to ensure sustained improvement.

Conclusion

While our 2025 gender pay gap figures reflect ongoing challenges, they also highlight opportunities for meaningful progress as well as improvements already showing results. We remain committed to creating a workplace where everyone has equal opportunities to succeed, and we will continue to invest in initiatives that support gender equity across the organisation.

Declaration

We confirm that the information and data provided in this report is accurate and in line with mandatory requirements.



Mat Pickering

CEO for and on behalf of AJM Healthcare Group