

Gender Pay Gap Report 2025

We are committed to fostering an inclusive and equitable workplace. As part of our ongoing efforts to ensure transparency and address gender pay disparities, we present our Gender Pay Gap Report for 2025. This report highlights our progress and outlines our commitment to achieving gender pay equity.

Gender Pay Gap reporting

Gender pay gap reporting is a critical tool for promoting transparency and accountability in the workplace. It involves measuring the difference in average earnings between men and women across an organisation. This reporting helps identify disparities in pay and highlights areas where improvements can be made to achieve gender equality. By analysing the distribution of men and women across different pay quartiles and examining the mean and median pay gaps, Lloyds Clinical can develop targeted strategies to address any imbalances and ensure fair compensation for all employees.

This report outlines the distribution of men and women across different hourly pay quarters within our organization, as well as the mean and median gender pay gaps and the percentage of employees receiving bonus pay.

Understanding mean and median

Mean: The mean (or average) is calculated by adding up all the values and dividing by the number of values. In the context of gender pay gap, the mean pay gap is the difference between the average hourly earnings of men and women.

Median: The median is the middle value in a list of numbers. When the values are arranged in ascending order, the median is the value that falls in the middle. For gender pay gap reporting, the median pay gap represents the difference between the middle hourly earnings of men and women.

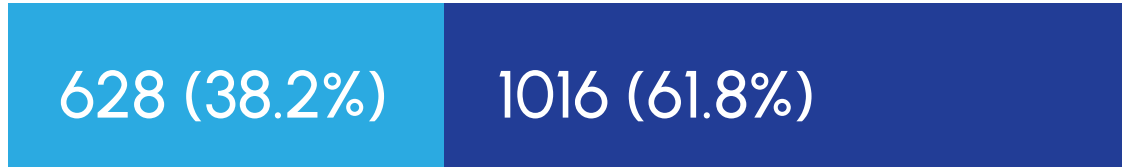
Gender pay gap vs equal pay

The gender pay gap measures average earnings across the organisation and is different from equal pay, which requires men and women to be paid equally for the same or equivalent roles.

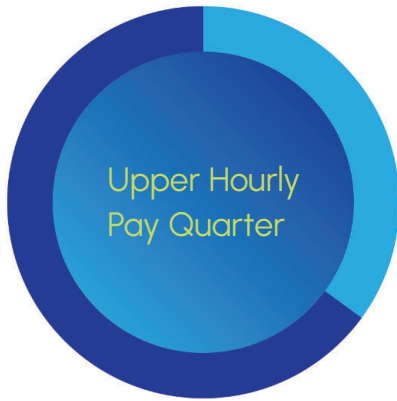
Our ongoing pay audit work has found no evidence of unequal pay for equal work. The pay gaps identified reflect role distribution, market factors, and bonus structures rather than gender-based pay decisions.

Context & Interpretation

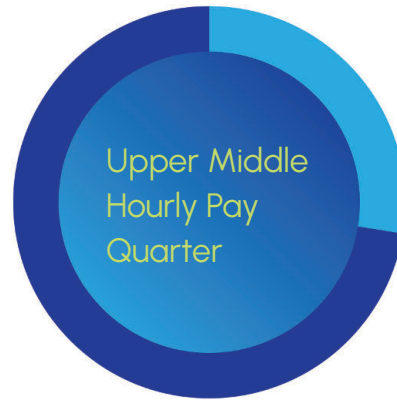
On the snapshot date of 5th April 2025, Lloyds Clinical employed a total of 1,644 employees, with 628 males (38.2%) and 1016 females (61.8%). Our analysis of the gender pay gap reveals several key insights:



- Men
- Women



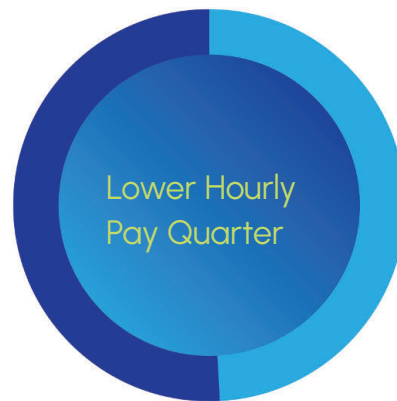
- Men represent 34.8%
- Women represent 65.2%



- Men represent 26%
- Women represent 74%

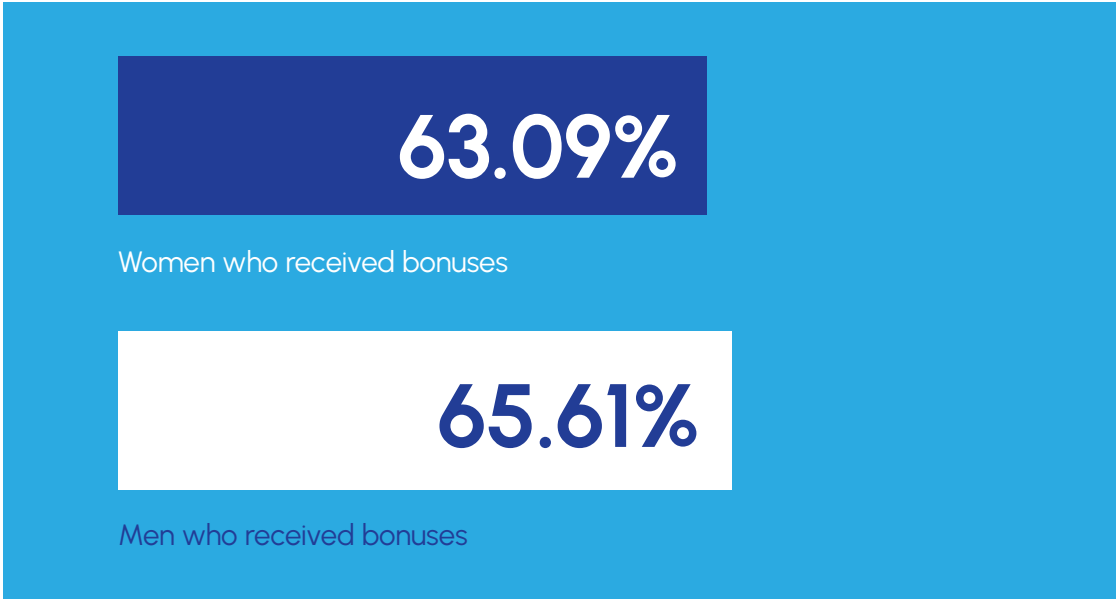


- Men represent 43.5%
- Women represent 56.5%



- Men represent 51.7%
- Women represent 48.3%

These figures are broadly consistent with last year's report, with women continuing to represent the majority in the upper and upper middle hourly pay quarters (65.2% and 74%). The lower middle and lower quartiles show a more balanced gender distribution (56.5% female and 48.3% female respectively), supporting equitable representation across different pay levels.



Our mean gender pay gap for 2025 is 4.83%, an increase from 0.5% in 2024, indicating a modest difference in average hourly pay between men and women, with men earning slightly more on average. The median gender pay gap is -19.83%, compared to -15.6% last year, showing that the median hourly pay for women remains higher than that for men, with a larger difference than reported in 2024.

Understanding what our pay gaps show

The difference between our mean and median gender pay gaps reflects the shape of our workforce rather than unequal pay for equal work.

The median gender pay gap (-19.83%) shows that the typical woman at Lloyds Clinical earns more per hour than the typical man.

The mean gender pay gap (4.83%) is influenced by a small number of higher-paid roles, including specialist and market-pressured positions, which are currently more likely to be held by men.

This indicates that pay equity is strong across most roles, while specific role-based pay differences disproportionately affect the mean figure.

In terms of bonus pay, 63.09% of women received a bonus compared to 65.61% of men. The mean gender pay gap for bonus pay is 46.89%, indicating that, on average, men received higher bonus payments than women. The median gender pay gap for bonus pay remains at 0%, consistent with 2024, suggesting that bonus outcomes are aligned at the median level.

Bonus pay insight

Bonus eligibility is broadly balanced across genders, with similar proportions of women and men receiving bonuses. However, the mean bonus gap is influenced by higher bonus opportunity levels attached to a small number of roles, typically linked to seniority, specialist responsibilities and role-specific measures such as sales. The median bonus pay gap of 0% confirms that, at the midpoint, bonus outcomes are aligned. Our focus is therefore on improving transparency, calibration, and role-based consistency in bonus design rather than access.

Importance to Lloyds Clinical

At Lloyds Clinical, we believe that putting employee wellbeing front and centre is crucial to our success. A diverse and inclusive workplace not only fosters a sense of belonging and support but also drives innovation and creativity. As we continue to grow, it is vital that we leverage the diverse perspectives and talents of our workforce to remain competitive and responsive to the needs of our patients and clients.

Diverse hiring practices are essential to building a workforce that reflects the communities we serve. By embracing diversity, we can better understand and meet the needs of our diverse patient population, ultimately improving the quality of care we provide.

Our commitment to gender pay equity aligns with our core values:

Delivering together

We believe in the power of collaboration and teamwork. By ensuring equitable pay and opportunities, we create an environment where everyone can contribute their best and work together towards common goals.

Being accountable

We hold ourselves accountable for our actions and decisions. Regular pay audits and transparent communication demonstrate our commitment to accountability and continuous improvement.

Giving it our all

We are dedicated to giving our best in everything we do. By supporting career development and providing equal opportunities, we empower our employees to reach their full potential.

Continually improving

We strive for continuous improvement in all aspects of our organisation. Our proactive approach to addressing gender pay disparities reflects our commitment to ongoing progress and excellence.

Impact of the current UK economy

The current UK economy presents both challenges and opportunities for addressing the gender pay gap. Economic pressures, such as inflation and cost-of-living increases, can exacerbate existing pay disparities. However, they also highlight the importance of fair and equitable pay practices to ensure financial stability for all employees.

In a competitive job market, attracting and retaining top talent requires a commitment to diversity and inclusion. Companies that prioritise gender pay equity are better positioned to attract a diverse workforce, which in turn drives innovation and business growth.

As the UK economy continues to evolve, it is crucial for Lloyds Clinical to remain agile and responsive to these changes, ensuring that our pay practices reflect our commitment to equity and inclusion.

Action plan

A focused approach to developing talent, strengthening culture, and ensuring fair and transparent people practices.

1

Career Development

We will create equitable access to growth and advancement opportunities for all colleagues by:

- Establishing clear, role-specific development pathways that outline the skills, experiences, and behaviours required for progression.
- Ensuring all colleagues have access to quality development conversations supported by trained managers.
- Expanding leadership and professional development programmes to support all colleagues in building skills, confidence and capability.

2

Talent Management

We aim to build a strong, diverse internal talent pipeline through:

- Introducing regular talent reviews to identify development needs early and offer targeted support.
- Monitoring succession plans to ensure gender-balanced candidate pools for critical and leadership roles.
- Strengthening development strategies, including mentoring and stretch opportunities for women and other historically under-represented groups.
- Reviewing promotion decisions annually to identify and address any gender trends or barriers.

3

Culture Groups & Inclusion Networks

Our culture groups (Employee resource groups) play a critical role in shaping a workplace where everyone can belong and thrive. We will:

- Partner with culture groups to co-design initiatives that tackle barriers identified in colleague feedback and engagement surveys.
- Provide sponsorship and resources to support culture group activity, ensuring their work directly informs organisational decision-making.
- Use culture group insights to guide inclusive policy development, leadership behaviours, and training priorities.
- Celebrate and amplify colleague voices and lived experiences through events, storytelling, and listening sessions.

4

Pay Audit & Equity

We are committed to transparent and fair pay practices and will strengthen our approach by:

- Conducting a comprehensive pay audit every year, analysing gender pay gaps across roles, levels, and functions.
- Publishing clear findings and actions arising from the audit to demonstrate accountability and commitment to improvement.
- Reviewing starting salaries, performance-related pay, and promotion-related pay decisions to ensure consistency and equity.
- Embedding structured pay frameworks and guidance to help managers make fair, evidence-based decisions.

5

Inclusive Recruitment

We will ensure our recruitment practices attract, assess, and hire talent inclusively by:

- Embedding inclusive job design, using unbiased language and clearly defined criteria for every role.
- Ensuring balanced shortlists and interview panels wherever possible to reduce bias and support equitable outcomes.
- Expanding outreach to diverse talent communities and using data to identify under-represented groups in our candidate pipelines.
- Providing interview and selection training for hiring managers with a strong focus on inclusive decision-making.

6

Transparent Communication

Clear communication will be central to building trust and engaging colleagues in this plan. We will:

- Provide regular updates on progress, challenges, and next steps across all People Plan priorities, including gender equity.
- Increase visibility of dashboards, metrics, and insights so colleagues can track progress over time.
- Use open channels—town halls, culture groups, Q&As—to invite feedback and demonstrate responsiveness.
- Communicate decisions, policies, and changes in a way that is accessible, honest, and timely.

Lloyds Clinical remains dedicated to creating a workplace where all employees have equal opportunities to succeed. We will continue to monitor our progress and take proactive steps to close any remaining gaps.

Joanna Newton

People and Culture Director