



Gender Pay Gap Report

April 2025

Introduction

This report shares where we are on our journey as of 5th April 2025. It's a genuine look at our progress, our challenges, and our commitment to creating a workplace where everyone can thrive.

Our workforce has grown to 1,184 employees, maintaining our position as a predominantly female-led healthcare organisation. We're working thoughtfully to ensure fairness and opportunity for everyone.

1,184 employees



Aligning with Our HOME Values

Heartfelt:

We create genuine connections by understanding each person's unique journey and ensuring everyone feels valued regardless of gender

Open:

We believe in transparency and accountability, openly sharing our pay gap data and holding ourselves accountable for progress

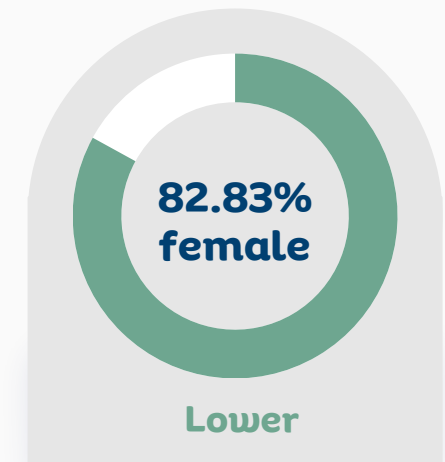
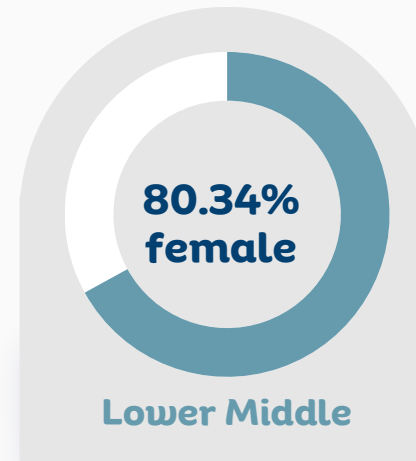
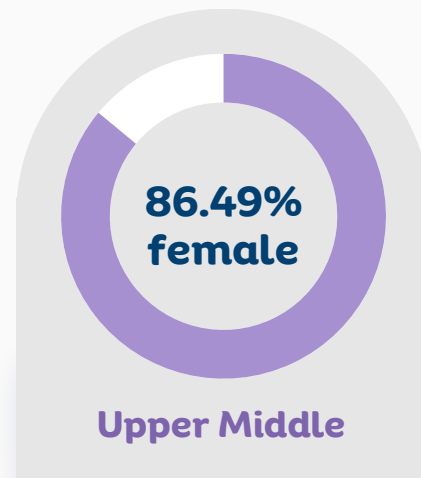
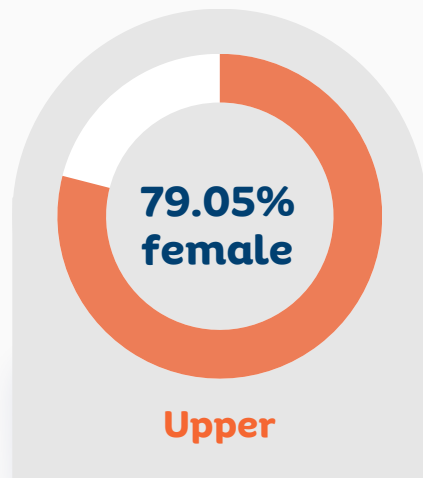
Meaningful:

We are driven to make a difference by ensuring everyone feels valued and has equal opportunities to thrive

Empowering:

We empower all our people to reach their potential by removing barriers and creating opportunities for growth at every level

Workforce Demographics

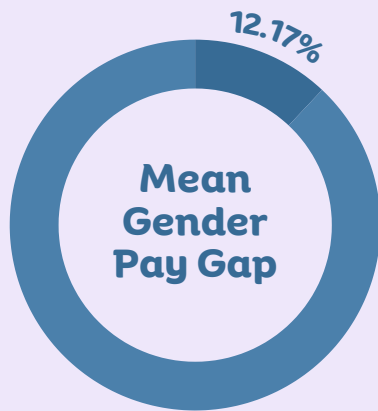


Pay Quartiles by Gender

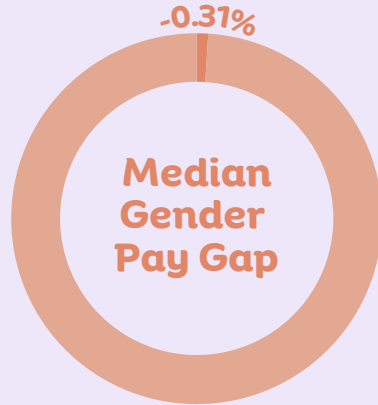
This data shows the split of all our employees by male to female split in each quartile. It was established by collating our whole workforce (both weekly paid and monthly paid) in order of hourly pay, then dividing into four equally sized quartile groups and calculating the percentage of males and females in each.

Pay Gap Analysis

Hourly Rates

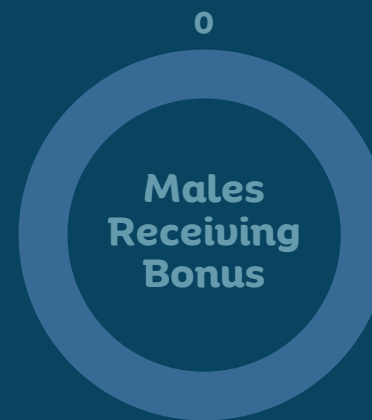


Male mean hourly rate of pay is 12.17% higher than female mean

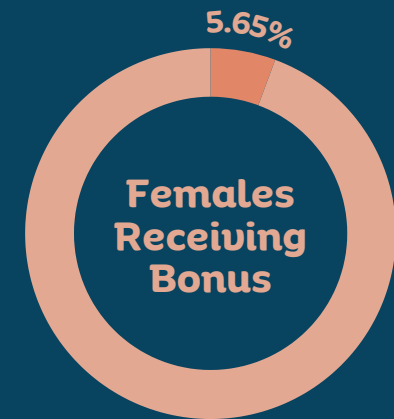


Female median hourly rate of pay is 0.31% higher than male median

Bonus Pay



0 of 23 eligible employees



7 of 102 eligible employees

Average bonus payments (by value) for women were 100% higher than for men

Note: Bonus pay data was not available in the 2024 report for comparison

Positive Changes:

Median gap improved: -9.12% → -0.31%

Workforce growth: 1,155 → 1,184 employees

Continued Focus:

Mean gap: 8.18% → 12.17%

Upper quartile: Slight increase in male representation

2024 - 2025

We've achieved

- ✓ **Updated our family-friendly policies:** supporting everyone through life's changes
- ✓ **Launched Routes Academy:** real opportunities for growth and development
- ✓ **Created transparency around bonuses:** everyone knows how decisions are made
- ✓ **Completed our partnership with Inclusive Employers:** now building this expertise internally

2025 - 2026

Our Focus

Pay Equity Monitoring:

- Regular pay reviews to help keeps things fair
- Implement clear progression pathways for career advancement

Leadership Development:

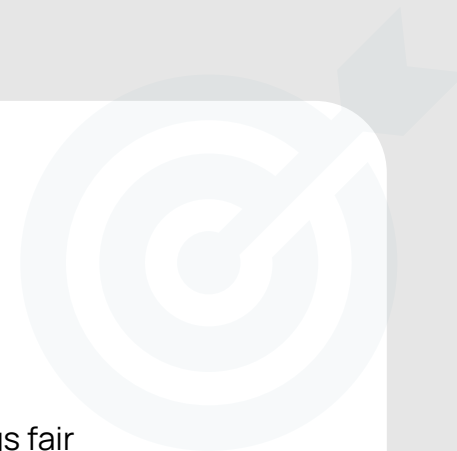
- Investigate talent development programmes to support career growth
- Create opportunities for skills development and internal promotion

Inclusive Culture:

- Roll out unconscious bias training for all managers
- Develop life events training covering return from maternity, bereavement, caring responsibilities and other life transitions to be supportive at all stages of life

Talent Attraction:

- Create targeted recruitment strategies for diverse talent
- Develop "Return to Work" programmes for career returners



Gender Pay Gap Report 2025

Routes Healthcare

Declaration

The information and data reported is accurate as of the snapshot date

This report demonstrates our ongoing commitment to creating a workplace where all employees can thrive, regardless of gender. We recognise that achieving true pay equity is a journey, and we remain dedicated to continuous improvement and transparency in our efforts.



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Routes Healthcare



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Routes Healthcare