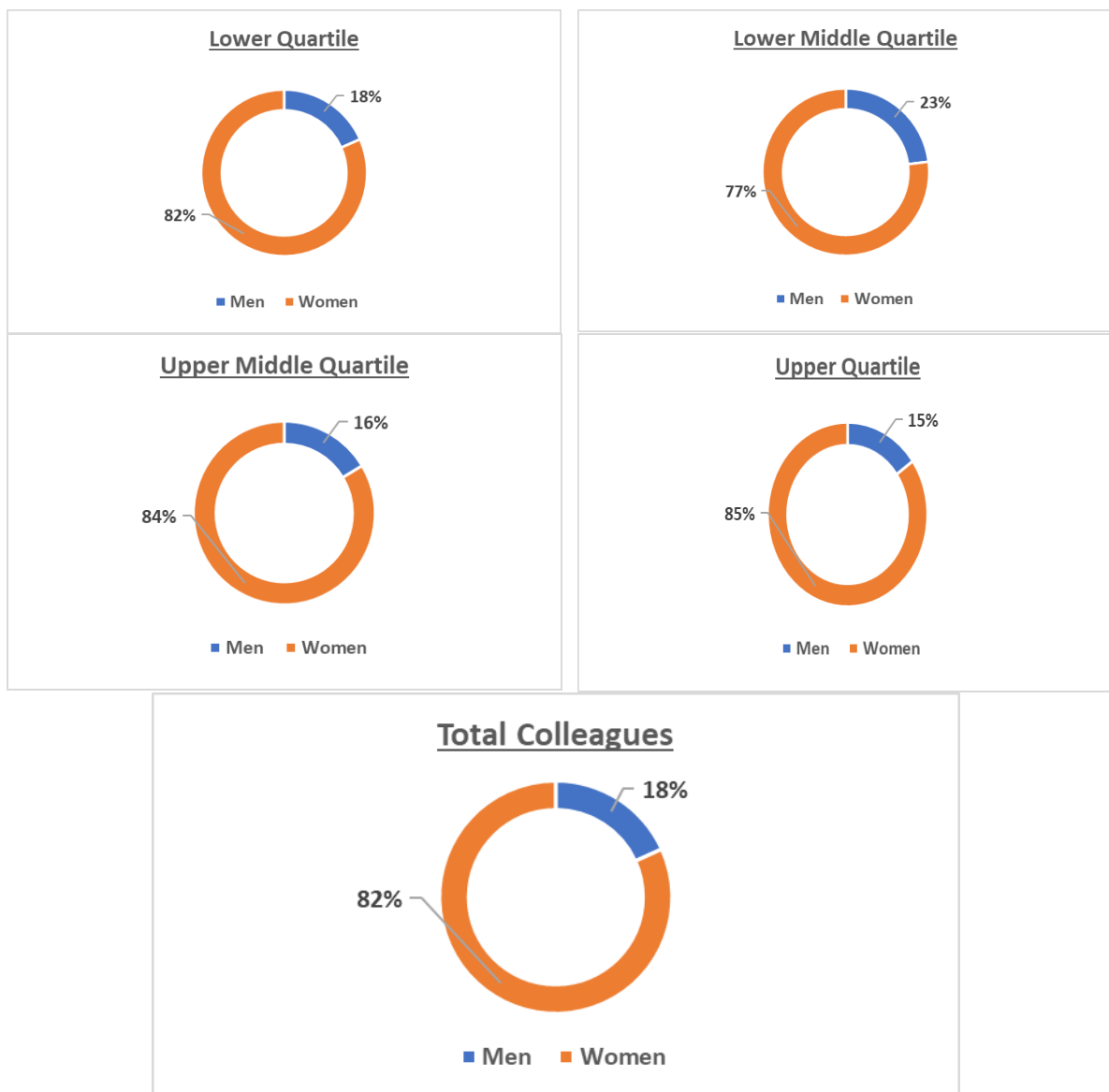


## People Asset Management Limited

### Gender Pay Reporting 2022

At People Asset Management we want all colleagues to receive a competitive earnings package. We fully believe in equality; salary and earnings are based on qualifications and experience for different job types.

### Colleague Profile



The majority of the colleagues are middle to upper professionals who work in the healthcare sector.

82% of the organisation are women who are well represented across our entire structure at every level. We have a high representation of women in our senior leadership team, including on our Executive Board.

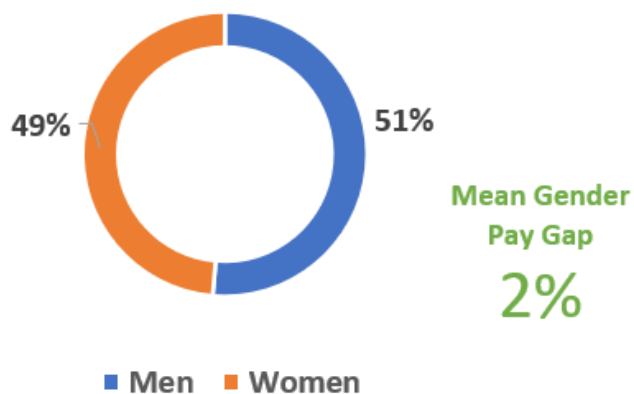
Our gender pay gap arises from three key factors:

1. There are fewer men working in the quartiles as the industry is a predominantly women led sector.
2. We have more men than women working in certain specialist roles, which attract higher rates of pay than other roles at similar levels of seniority.
3. A significant percentage the women workforce who work part-time in comparison to males that work full-time, which is further evidenced by our median range.

At PAM we focus on recruiting the right person for the role and we will continue in this way. We also encourage the promotion of internal candidates to help our colleagues achieve career growth within our businesses. We have a number of female colleagues in our Executive and Senior Leadership Teams who initially joined the business at entry level or mid-level and have developed their careers with us. We will continue to promote this type of growth and development.

### Gender Pay Data

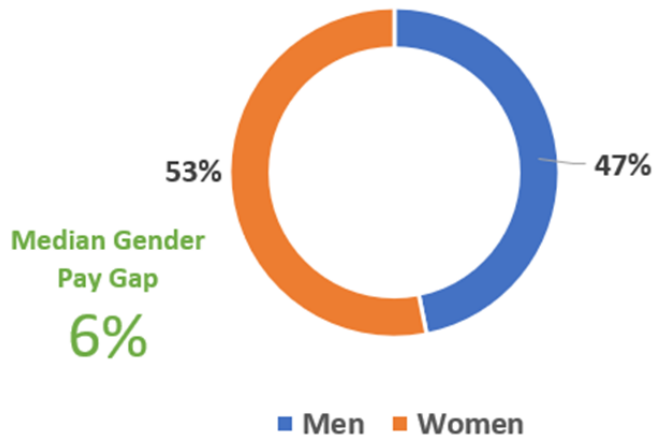
#### Mean Gender Pay Variance



PAM's mean gender pay gap is 2% This is the calculation of the mean hourly pay for men being 2% greater than the equivalent mean calculation for women

PAM's mean gender pay gap is 2% and its median gender pay gap is 6%. The UK national averages are 15.4% and 7.9% respectively. We are pleased to be below the national average for the median range but recognises that there is more for us to do, and we are committed to continuing to work to reduce the gap for the mean figures as we have done in previous years, having achieved a reduction from last year.

## Median Gender Pay Variance



PAM's median gender pay gap is 6%. This is the calculation of the average hourly rate of pay for women being 6% greater than the average hourly rate for men.

This supports the number of women employed versus the number of men.

We will continue to seek equality in earnings and salary irrespective of gender, whilst at the same time employing and promoting the right person for the role.. Our improvement actions include:

- Reviewing our recruitment practices to understand why we fail to attract more men into entry level roles.
- Continuing to attract more females into specialist and technical roles.
- Using gender data and evidence to inform our priorities for action.

### Bonus Payments

As well as salaries some of our colleagues earn bonus payment based on the performance of our business. In 2022 the following bonus payments were made.

Gender	No Colleagues Paid	%	% Variance
Women	26	56%	63%
Men	10	44%	37%

*Nicola O'Shea*  
Managing Director  
People Asset Management Limited

*James Murphy*  
Chief Executive Officer  
PAM Group