GENDER PAY GAP REPORT 2025

InHealth | MAKING HEALTHCARE BETTER

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1 INTRODUCTION AND BACKGROUND

At InHealth, we strive to build a workplace where everyone feels valued, supported, and able to succeed. Our commitment to inclusion underpins everything we do, and we are proud to share our gender pay gap report as part of our ongoing efforts to champion fairness and equity across the organisation.

Under the UK gender gay gap reporting regulations, private sector employers with over 250 employees are required to publish annual gender pay data across six key metrics by 4th April. This includes the mean and median pay gaps for hourly and bonus pay, the proportion of males and females receiving a bonus, and the gender distribution across pay quartiles.

This report presents our gender pay gap data, in line with UK legislation, and provides an overview of the actions we are taking to reduce the gap. This report includes data for InHealth Limited and InHealth Intelligence, subsidiaries of the InHealth Group.

The data is based on a snapshot taken on 5th April 2025 for hourly pay calculations and includes bonuses paid during the preceding 12 months. The calculations follow the government's prescribed methodology to ensure consistency and accuracy. The figures have been sourced directly from our integrated HR and payroll systems.

I confirm that the information and data reported are accurate and meet the requirements of the Equality Act 2010 (gender pay gap information) Regulations 2017.

Maz Fosh
Chief People Officer
11 December 2025

Maz Fosh
Chief People Officer

2 INHEALTH GENDER PAY GAP REPORTING

Gender proportions of the workforce

On the snapshot date of 5 April 2025, the relevant employees used to calculate the gender pay gap data include:

InHealth Limited

2061 total number of staff

InHealth Intelligence

845 total number of staff

Gender Pay Gap

The mean gender pay gap shows the percentage difference between the average hourly pay of men and women, calculated by adding all pay rates together and dividing by the total number of people.

The median gender pay gap shows the percentage difference in hourly pay between the middle-ranking woman and the middle-ranking man, when all employees are ordered from lowest to highest paid. The median gender pay gap provides a way of looking at the pay gap avoiding the influence of very high or very low salaries.

InHealth Intelligence mean and median gender pay gaps have reduced since the previous reporting period.

InHealth mean and median gender pay gaps have increased slightly but remain lower than the 2023 figures.

The overall total workforce across the two entities has slightly reduced compared to the previous reporting period by 1.4%.

With the provisional estimates from the Office of National Statistics as of October 2025 [1] showing an average national median gender pay gap of 12.8%, we are pleased to see that our figure is below the national average at 8.6% for InHealth Ltd and 5.5% for InHealth Intelligence. With positive shifts already made, we will continue our work to close the gender pay gap in our organisation.

InHealth Limited

Mean gender pay gap

(+2.9% compared to 2024)

Median gender pay gap

(+0.5% compared to 2024)

InHealth Intelligence

Mean gender pay gap

(-0.6% compared to 2024)

Median gender pay gap

(-0.5% compared to 2024)

2 INHEALTH GENDER PAY GAP REPORTING

Gender proportions of bonus payments

The data below shows the proportion of males and females receiving bonus payments in the 12-month period ending 5 April 2025. Bonus payments used in this calculation include: commission, incentives, relocation payments and refer-a-friend bonuses.

InHealth Limited

13.1% Female (-1.5% compared to 2024)

17.1% Male (-3.4% compared to 2024)

Proportion receiving a bonus by gender

InHealth Intelligence

12.4% Female (-1.0% compared to 2024)

10.5% Male (-7.5% compared to 2024)

Proportion receiving a bonus by gender

Bonus gender pay gap

The bonus gender pay gap shows the percentage difference between the average bonus paid to men and women by mean and median averages. Some colleagues, dependent on their role, are eligible to receive a bonus – this includes some senior managers, customer facing and sales roles. The mean bonus gender pay gap is driven by the fact that there is a higher proportion of men receiving the larger bonuses based on the roles they occupy. We have policies in place to reduce potential for bias in our bonus scheme including ensuring executive approval.

InHealth Limited

38.1%

Mean bonus pay gap

(-31.1% compared to 2024)

0%

Median bonus pay gap

(0% compared to 2024)

InHealth Intelligence

30.4%

Mean bonus pay gap

(+14% compared to 2024)

28.3%

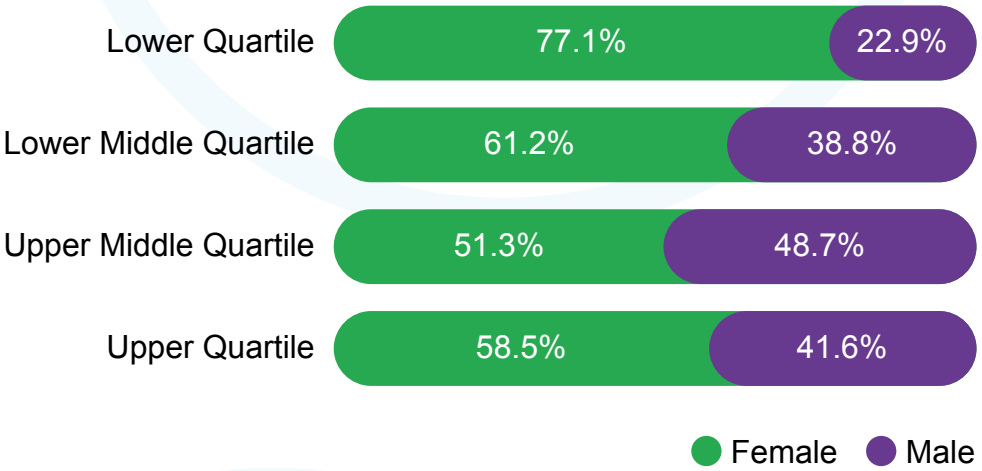
Median bonus pay gap

(+25% compared to 2024)

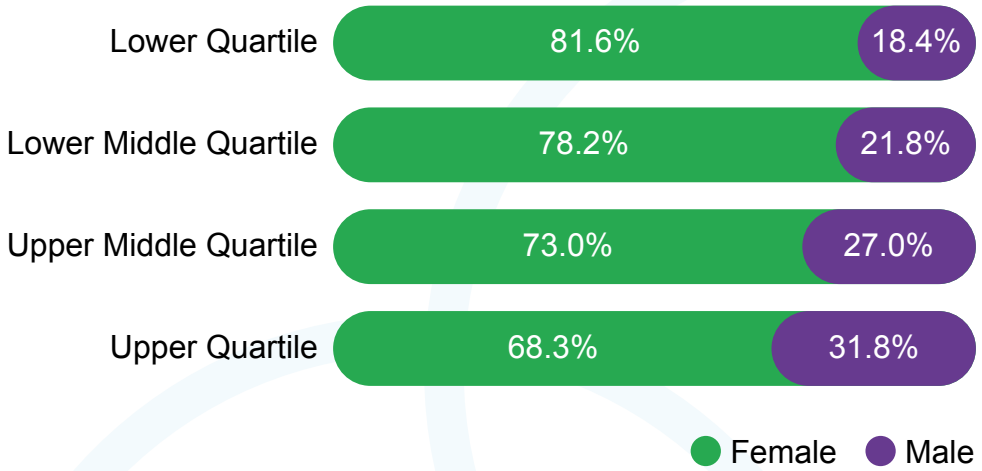
2 INHEALTH GENDER PAY GAP REPORTING

Gender proportions across pay quartiles

InHealth Ltd 2025



InHealth Intelligence 2025



Pay quartiles are calculated by splitting all colleagues in the organisation into four even groups according to their hourly pay. This report looks at the percentage of women and men in each of those pay quartiles.

Women occupy a larger proportion of our workforce and a key driver of the gender pay gap is the fact that we have fewer men in the lower quartile, compared to the upper quartile.

This is common in the healthcare industry but for InHealth Limited and InHealth Intelligence, there has been a 3.1% decrease in the proportion of male colleagues in the lower quarter at InHealth Limited for 2025, whilst the proportion of male colleagues in the lower quartile for InHealth Intelligence has increased by 0.8% since 2024.

3 ACTIONS TO ADDRESS THE GENDER PAY GAP AND SUPPORT GENDER EQUITY

We remain committed to taking positive steps to ensure equality, diversity and inclusion initiatives continue to be embedded across the organisation and any potential for bias is reduced. The following actions provide an overview of the steps we have already taken, or are taking, to help reduce the gender pay gap and foster an inclusive and equitable workplace.

Processes to support fair pay

- Ensure **transparent pay and reward** processes with clear pay bands.
- Continue an **evidence-based approach to salaries** at recruitment and pay progression.
- Continue **annual pay reviews** and enhance reporting to help identify and close pay gaps.

Inclusive recruitment practices

- This reporting period, the Talent Acquisition and Onboarding EDI Working Group delivered:
  - A new **interview expectations** document for candidates.
  - An updated **Recruitment and Onboarding Policy**.
  - An increased proportion of job adverts including salary details.
- Next period, the team will increase delivery of in-person training for hiring managers on **fair recruitment and unconscious bias**.

Progression and development

- This reporting period, we:
  - **Updated our appraisal process** to better identify development needs and objectives.
  - Delivered a **Women in Leadership virtual event** and campaign.
  - **Saw an increased female representation** on our 2025 Leadership Development Programme by 4%.
  - **Improved visibility** of Learning & Development opportunities and intranet resources.
  - Expanded the **Learning & Development Team**.
- Next period, we will:
  - Launch an accessible **mentoring network**.
  - Introduce new **e-learning resources** accessible to all colleagues.

3 ACTIONS TO ADDRESS THE GENDER PAY GAP AND SUPPORT GENDER EQUITY

Flexible working

- We support **flexible work arrangements** through our policy, offering part time, hybrid/remote roles, condensed hours and term time options where possible.
- In this reporting period, **7% of colleagues** had an approved flexible working request.

Fostering an inclusive culture and supporting gender equity

- Through our EDI strategy, we progressed initiatives on women's health, menopause, period dignity and women in leadership. Highlights include launching a **Women's Health Hub**, becoming an **Endometriosis Friendly Employer** and continuing regular **Menopause Support Sessions**.
- We provide **inclusion training** for managers and plan to make training accessible to all colleagues.
- We share regular communications to all colleagues on **key awareness days**, covering topics such as mental health, wellbeing, women's health, neurodiversity, disability, race equity and LGBTQIA+ inclusion.
- We will continue with these initiatives as well as further actions to foster an inclusive workplace in the next reporting period.

Supporting colleague engagement and psychological safety

- We maintain **strong engagement scores** in our annual staff engagement survey and continue to give colleagues opportunities to influence improvements across InHealth.
- We **support colleague voice** through the EDI Forum, Staff Partnership Forum and Wellbeing Steering Group, alongside confidential **speaking up routes**, over 40 Mental Health First Aiders, an Employee Assistance Programme and Speak Up Guardians.
- These initiatives will continue to be promoted and enhanced throughout the next reporting period.