

OPEN Health
Gender Pay Gap Report 2024/25

Introduction

At OPEN Health, our purpose is to bring clarity and confidence to decisions that shape patient care. That commitment starts with our own people.

This report is an important part of how we hold ourselves accountable to building a fair, transparent, and inclusive organisation where everyone has the opportunity to grow and succeed.

In an industry challenged by the gender pay gap, we are encouraged by the progress we have made in reducing our gender pay gap over the past year.

This reflects deliberate action, including strengthening pathways into leadership and increasing representation of women in senior roles.

However, we recognise that a gap remains. Like many organisations in our sector, this is driven primarily by the distribution of men and women across different levels of the business.

We are committed to continuing this progress. That means taking sustained, practical action to improve representation at senior levels, ensure fairness in pay and reward, and create clearer pathways for progression across our organisation.

Transparency is central to that commitment. By sharing our data and our actions openly, we aim to drive meaningful, long-term change.

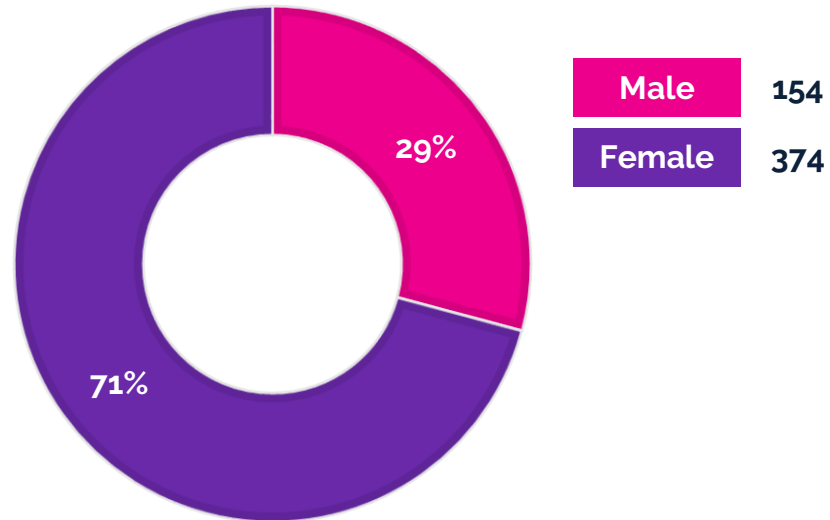
Matt D'Auria
Chief Executive Officer

Cara Priest
Chief People Officer



Understanding our Gender Pay Gap

Overall Gender Distribution



The gender pay gap measures the difference in average pay between men and women across the organisation, regardless of role.

It is distinct from equal pay, which ensures men and women are paid the same for the same work.

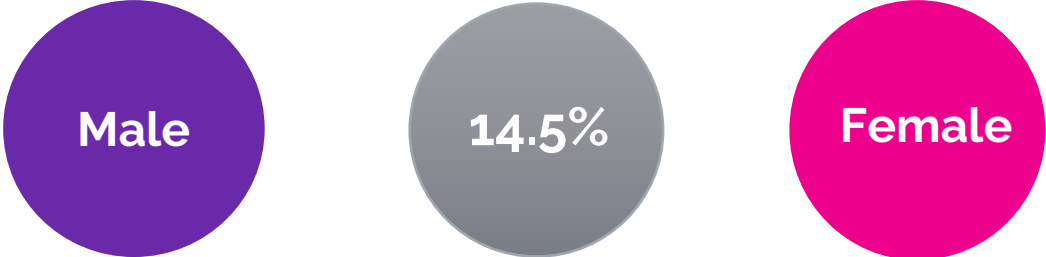
At OPEN Health:

- 71% of our workforce is female
- 29% is male

This imbalance means that representation at senior levels has a significant impact on our overall pay gap.

The Mean & Median Gender Pay Gap

Mean Pay Gap



Median Pay Gap



Our gender pay gap continues to narrow:

Mean pay gap: 14.5% (↓ 3.4% vs 2024)
Median pay gap: 15.4% (↓ 1.0% vs 2024)

This progress reflects:

- Increased female representation in leadership roles
- Targeted hiring of senior female talent
- While encouraging, these figures also highlight that men remain more represented in higher-paid roles — the primary driver of the gap.

The Bonus Gap

Bonus Gap	
Mean Bonus Gender Pay Gap	28.2%
Median Bonus Gender Pay Gap	0.0%

% of staff receiving a bonus	
% Males Receiving Bonus:	29.2%
% Females Receiving Bonus:	26.1%

A median gap of zero indicates parity at the midpoint of bonus distribution.

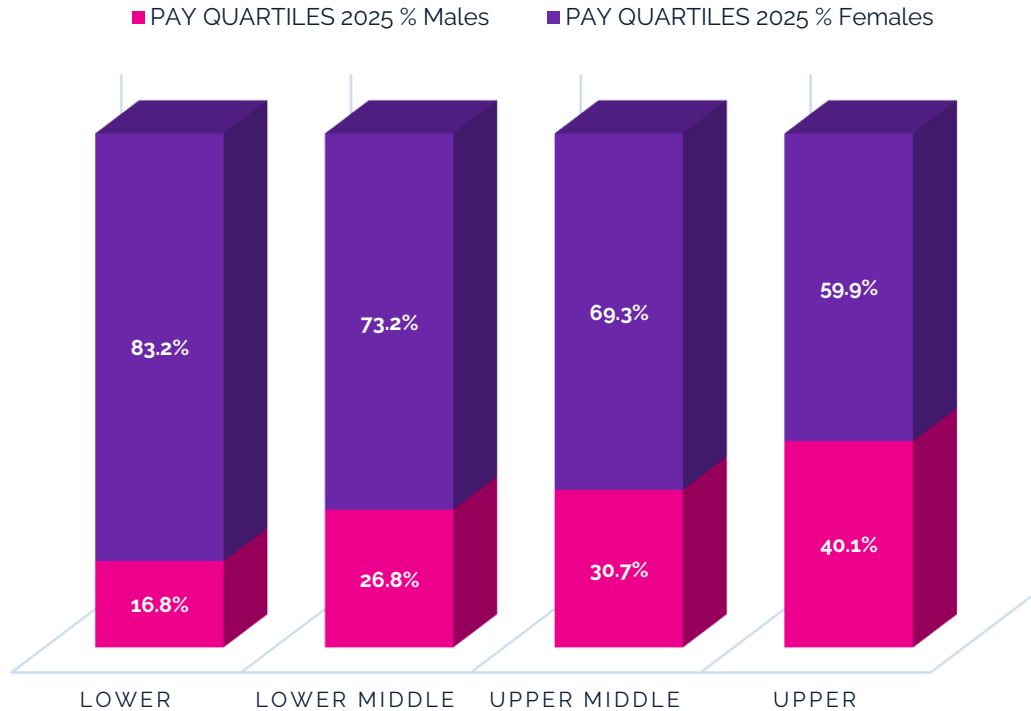
However, the higher mean gap reflects:

- Greater male representation in bonus-eligible senior roles
- Differences in average bonus value at those levels

Bonus participation has decreased overall and is now more evenly distributed than in 2024, reflecting changes to eligibility and scheme structure.

Pay Quartiles

Pay Quartiles



Women make up the majority of our workforce at all levels.

However, representation shifts across pay quartiles:

- Women are most strongly represented in lower quartiles
- Male representation increases progressively at higher pay levels

This distribution remains the primary driver of both pay and bonus gaps.

What Action Are We Taking

We are committed to sustained, practical action to reduce our gender pay gap:

Strengthening progression into leadership

We are increasing female representation in senior and specialist roles through clearer career pathways and targeted development.

Ensuring fairness and transparency

We continue to review pay, promotion, and bonus structures to ensure equitable access and consistent decision-making.

Investing in mid-career development

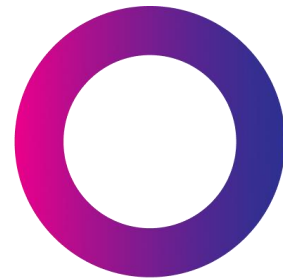
We are expanding leadership development programmes to support progression and retention of female talent.

Balancing early career representation

We are evolving our recruitment approach to attract a more balanced gender mix at entry levels, supporting long-term change.

We recognise that closing the gender pay gap requires sustained effort over time.

We remain committed to transparency, accountability, and taking meaningful action to create a more balanced and inclusive organisation.



OPEN HEALTH