PAM OH Solutions

Gender Pay Reporting 2025

People Asset Management Limited



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www.pamgroup.co.uk

PAM OH Solutions

We are delighted to publish our Gender Pay Gap Report 2025. This report prepared using data from April 2025 gathered in line with Government legislation, allows us to demonstrate our commitment to equality in our reward structures and broader commitment to ensuring People Asset Management continues to thrive as a diverse and inclusive community.

It is encouraging to note that in contrast to many other organisations our median pay gap percentage is extremely low, at -9%. This statistic, one which is supported by the ONS as a better indicator of typical average earnings than the mean measure, indicates that when looking at direct male/female comparators we are in an extremely positive position. However, we appreciate that our mean pay gap demonstrates that there is always more to be done. Whilst no single measure can eliminate the gap, and reduction of the same is a long-term commitment, we feel that we have made positive advancements which will support our aim to ensure equality, inclusion and diversity across our business.

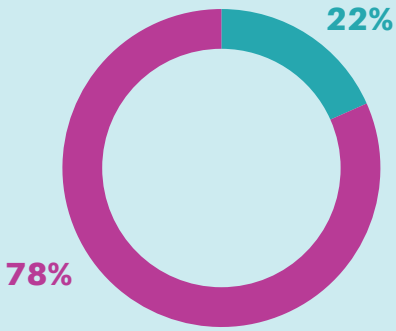
We truly believe that everyone has talent and something unique to bring to our company. As such we are committed to creating an inclusive workplace where employees of all backgrounds are treated equally and can contribute fully to our success. We will continue to work hard to improve and create opportunity and enterprise that will challenge our current culture and working practices. This commitment is not only central to our values but also critical to our success, as we recognise that difference drives innovative thinking, diversity of thought and promotes higher levels of engagement.



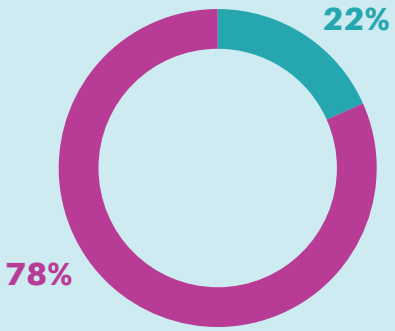
Liz Partington
People Director
PAM Group

Colleague Profile

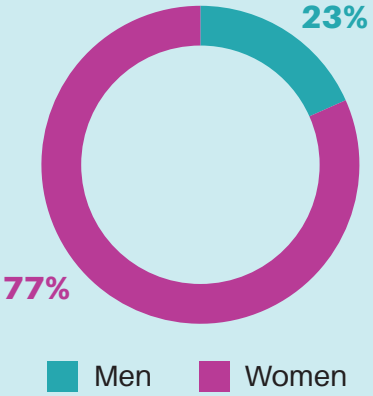
Lower Quartile



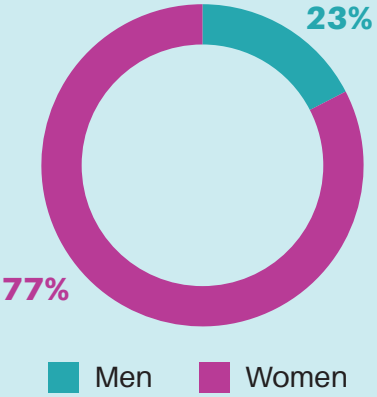
Lower Middle Quartile



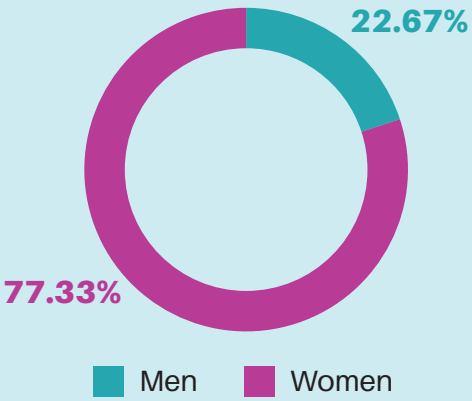
Upper Middle Quartile



Upper Quartile



Total Colleagues



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

Women 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.

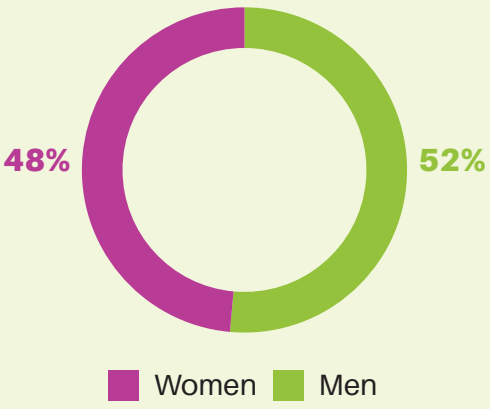
Our gender pay gap arises from three key factors:

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

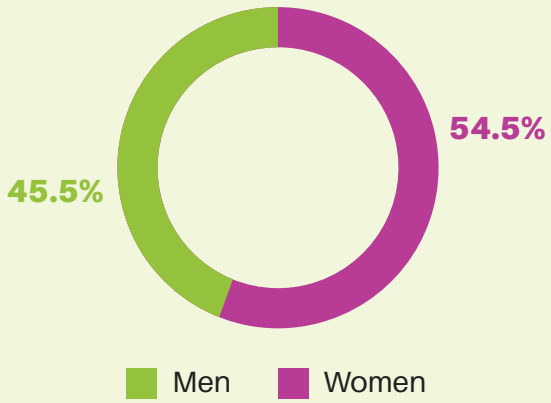
Mean Gender Pay Variance



PAM's mean gender pay gap is 4% This is the calculation of the mean hourly pay for men being 4% greater than the equivalent mean calculation for women.

PAM's mean gender pay gap is 4% and our median gender pay gap is -9%. The UK national averages are 15.4% and 7.9% respectively. We are pleased to be below the national average for the mean range but recognise 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 -9% This is the calculation of the average hourly rate of pay for women being 9% 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 2025 the following bonus payments were made.

Gender %	
Women	1%
Men	1%

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April 2026

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