



Gender Pay Gap report

April 2026

It is our purpose to deliver great primary care by improving access, outcomes and patient experience.

Our values are to be Caring, Ambitious, Resourceful and strive for Excellence. We have a values led culture of leadership that prioritises equality, inclusivity and consistency across all of our services.

Operose Health celebrates the 1,450+ female colleagues who work with us to help improve the outcomes, access and experience of over 700,000 patients across the UK.

We're incredibly proud to be an organisation:

- ✓ With a female CEO
- ✓ That has 53% female representation at a senior leadership level.
- ✓ Who's practices teams empower female patients by reducing stigma around women's health conditions and cancer screening.
- ✓ Who use data and innovation to actively reduce healthcare inequalities within the communities that we serve.



As an organisation who employs over 250 employees, we are legally required to publish a Gender Pay Gap Report annually for two of the entities within our Group – AT Medics Limited and The Practice Surgeries Limited (TPS).

To provide a full and transparent view of our organisation and our approach and commitment to closing the Gender Pay Gap, we have gone above our legal requirements and produced this additional report to provide greater clarification on our gender pay gap.

We are committed to closing and eradicating the gender pay gap and treating all colleagues equally and fairly. To help close our gender pay gap, over the coming year we will be:

- ✓ Promoting diversity across all of our workforce roles.
- ✓ Continuing to do more to ensure our Policies and processes support female progression and development.
- ✓ Conducting a benefits review to ensure our offering to employees is in line with employees wants and needs, following feedback from our colleague survey, and helping to improve our offering as an employer of over 1,400 women.
- ✓ We will be conducting an organisational development review which will allow us to review pay gaps and align where the opportunity is available.
- ✓ In 2024 we also reviewed our Policies and process to ensure that flexible working, menopause and women's health are sufficiently well represented and actioned across our organisation.

- As an entire Group – 79% of our workforce is female, an increase of 4% compared to last year, and 21% male.
- In 2025 the UK National Pay Gap was 6.9%, reported in October 2025.
- The [BMA in June 2024](#) released a report showing that the gender pay gap for GPs was 33.5%.

For all GPs across all the entities that make up our organisation, we have a pay gap of 0.57% which is **significantly lower than the national average and that reported for GPs** in the latest reports.

We understand that our gender pay gap for TPS appears to be an outlier at 49.72%, although a decrease of 5%pts from last year, however:

- This figure is because of the very small number of male colleagues within this entity, 51 individuals out of 387, where 59% of these male colleagues are GPs and so are within the upper pay quartile.
- 1% of colleagues within TPS are male and working within the lower quartile roles, 13% of employees within TPS are male - which is representative of the healthcare industry.

Analysis of our job families within TPS shows that our mean and medians are **comparable to UK averages** and have our gender pay gap has reduced year on year.

Whilst comparable, this is still something that as an organisation **we want to continue to improve upon**. Closing this gap is a priority for our Executive and Senior Leadership Teams.

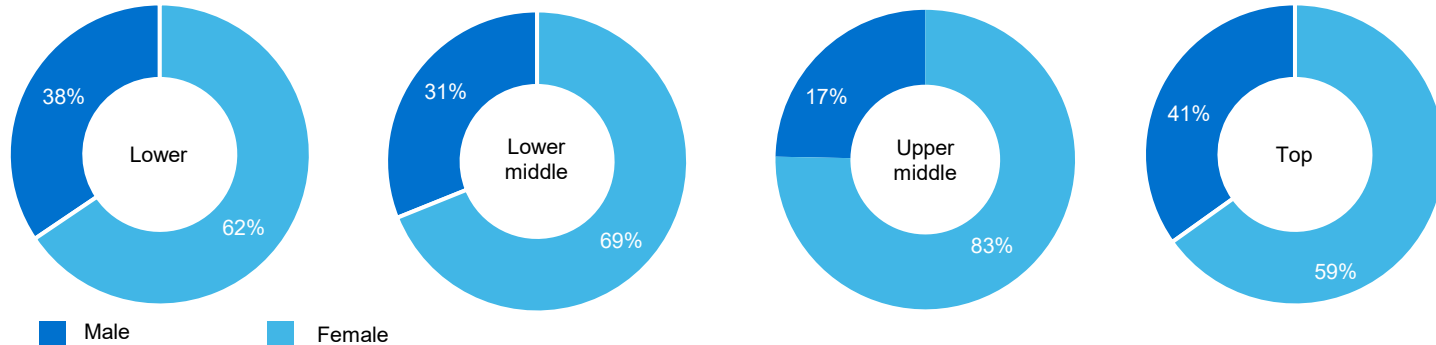
Further details of AT Medics Limited and The Practice Surgeries Limited's Gender Pay Gap reporting can be found below.

AT Medics Limited employed 867 people on the date of reporting – 72% of these employees are female and 28% are male.

Proportion of female and males in each quartile and hourly pay

Our
mean
14.39%

Our
median
-8.35%*



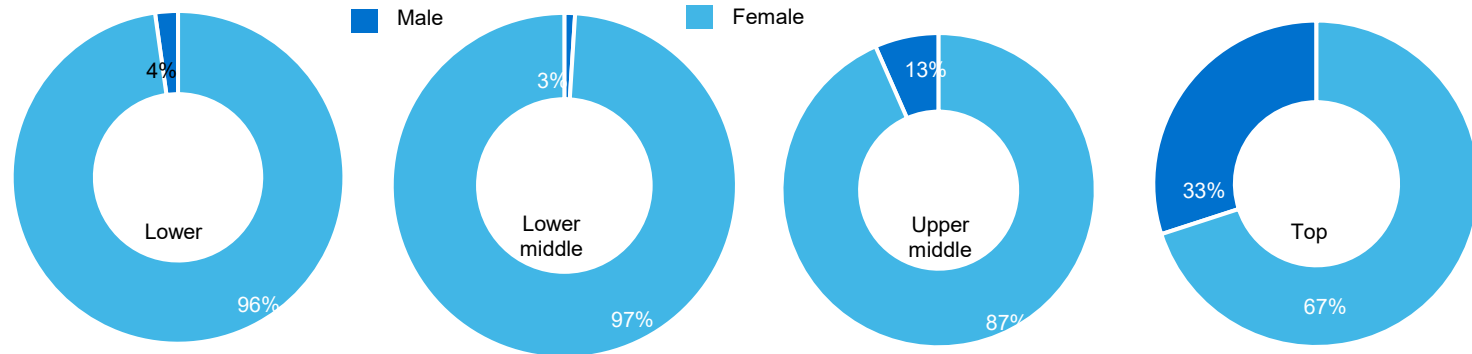
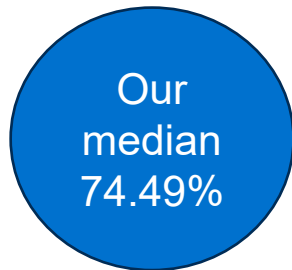
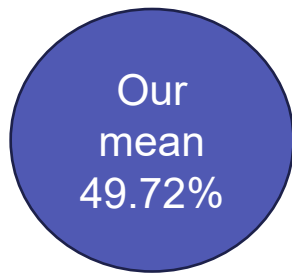
A minus hourly pay gap indicates that the pay gap is in favour of females, a positive figure means the pay gap is in favour of males.

In 2025, one female employee and one male employee received a bonus. This means 0.16% of women and 0.41% of men received a bonus.

*increase from -6.77% in the 2024 reporting year.

The Practice Surgeries Limited employed 387 people on the date of reporting – 87% female and 13% male.

Proportion of female and males in each quartile and hourly pay



Understanding the gap

- Predominantly female workforce, with women making up the majority of colleagues
- Gap driven by role mix, with a smaller number of male colleagues more likely to be in higher-paid GP roles
- Overall figure influenced by how roles are distributed across the workforce

A minus hourly pay gap indicates that the pay gap is in favour of females, a positive figure means the pay gap is in favour of males.

The Practice Surgeries TPS reported a single bonus payment in the relevant bonus period, awarded to one male employee. This means 0.00% of women and 2.00% of men received a bonus

*decreased from 76.30%
in the 2024 reporting
year.

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