

Our people strategy

EMIS Group set out five key objectives to underpin its people strategy during 2019, with a continual focus on being a great place to work.

1 Inspirational leadership

Inspirational leadership

In 2019 the Group focussed on identifying and building the strengths of future leaders. It launched Academis, a consolidated learning resource, including a hub to support managers in day-to-day leadership and ensure all employees receive a consistently excellent experience.

Regular senior leadership briefings from Andy Thorburn and the GXT enable teams to deliver their best performance.

2 Talent and development

Talent and development

A key objective in 2019 was upskilling, retraining and professional development to support career progression.

Managers have been trained on a consistent process for performance management that will enable people to succeed and grow in their role.

3 Reward and recognition

A wealth of personal development resources are available to all employees, encompassing topics such as honest conversations, building collaborative relationships and decision making.

The Group launched its apprenticeship scheme, bringing new talent into the business, (see page 41) and piloted a returners' programme to help those rejoining the business following extended leave, such as maternity leave (see page 41).

4 Culture and communication

Culture and communication

The Group has a continual focus on creating an open, collaborative working culture and driving up the standards of its internal communications.

The regular "Ask Andy" Chief Executive Officer live online Q&A sessions continued, with a number of GXT members running their own live Q&As. Feedback indicates that people value the honesty and direct access to senior management in these sessions.

A key priority is the Group's caring and wellbeing culture. The Group introduced a mental health first aider programme, training volunteers to support other colleagues. Its charity partnership with Mind continued to inspire colleagues to raise funds.

During 2019 the Group undertook a culture audit, to help shape its vision, values and strategy to do even better in key areas such as communication, collaboration and performance.

Designated Non-executive Director Jen Byrne held regular meetings at different locations, to meet and hear from employees about the Company culture and feed back to the Board. Employee forums were launched in Leeds and Bolton with more to follow.

5 Operational excellence

Reward and recognition

The Group aims to develop fair and consistent reward and recognition plans to support a performance culture. External market data is used as a benchmark to develop market competitive reward strategies to help attract and retain key talent. The Group continued to make improvements to benefits at every job level and all UK employees were offered an award of free shares through the SIP. EMIS Group engaged a new benefits provider in 2019 to enhance the offering to employees and increase value for money.

Operational excellence

Operational excellence enables the business to focus on its priorities, supported by well running HR processes.

The Group set up systems to bring clarity to HR policies and resources so that everyone has the support and information they need. Academis provides all key personal development information on one platform, previously held on different systems. For example, building on the flexible working policy introduced in 2018, there is one central resource to support working parents and enable managers to provide the best support possible.

JACQUI SUMMONS, HR DIRECTOR



Jacqui Summons
Group HR Director

PEOPLE STRATEGY

“Our goal is to attract the very best people to want to work for EMIS Group, support and encourage them to fulfil their career goals with us and reward them for excellent performance. Our people drive the growth of our business and we want to inspire their best performance. We do this through striving to increase employee engagement, taking good care of our people, rewarding high performance, providing clarity to people on what is expected of them and overall making EMIS Group an attractive place to work.”

WHAT'S NEXT?

“During 2020 we will continue to develop career pathways for employees. We plan to enhance our remuneration and benefit packages to ensure we attract and retain key talent. Employee engagement will remain a key priority: having engaged people means a happier workforce and improves retention. We plan to further extend our wellbeing initiatives; we've achieved a lot in two years already and I'm particularly proud of the Women's Network and our approach to mental wellbeing (see page 40).”

EMPLOYEES

Equality and diversity

EMIS Group recognises the benefits of a diverse workforce. Equality and diversity is becoming embedded in the culture of the business, for example through the Women's Network and HR policies such as flexible working both in the UK and Chennai. The gender pay gap (GPG) was published for the second year in April 2019, showing a mean average of 16.9% (a 3.3% reduction from the previous year).

The Group will publish information in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations on an annual basis. GPG data for 2019 has just been published showing a further drop of the mean gap from the previous year to 10.3%. Further details on equality and diversity are included in the nomination committee report on page 57 and in the report of the remuneration committee on page 59.

Enhanced benefits

The Group launched a new benefits programme, focussing on the areas people have said matter to them. This includes improvements to paternity pay, holidays and death in service.

The Group has made a commitment to enhance its benefits where it can, subject to affordability, each year.

Pension contribution

92% of UK employees have pension contributions paid on their behalf into a pension scheme (2018: 94%). New employees are auto-enrolled into the Group scheme.

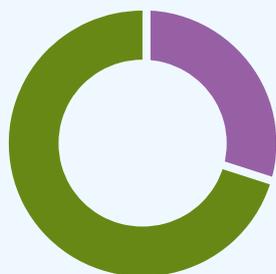
The Group has been increasing pension contributions over a number of years and during 2019 increased standard UK contributions by 0.5% to 4.5%, 1.5% above the minimum statutory requirement for employers. By April 2020 standard pension contributions will be a minimum 10% (5% employee and 5% employer).

Share Incentive Plan

The SIP is offered to all UK employees with over six months' service. In December 2019 there were 232 regular contributors to the SIP out of 1,197 eligible employees (19%), an increase of 3% in participation rate from December 2018.

In April 2019 the Group offered a free share award and 971 employees opted to accept the award out of 1,292 who were eligible (75%).

GENDER DIVERSITY



GXT

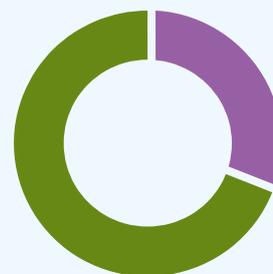
- Female: 30%
- Male: 70%



SENIOR MANAGEMENT (AND THEIR DIRECT REPORTS)¹

- Female: 39%
- Male: 61%

¹ Senior management as defined by the Code.



ALL EMPLOYEES

- Female: 31%
- Male: 69%

Our people continued

Highlights

SPOTLIGHT ON THE WOMEN'S NETWORK

EVENTS

The second annual UK Women's Network event was a day of shared experiences, learning and networking with both internal and external inspirational speakers. The focus was on removing barriers.

In India, the quarterly World of Women forums enable discussion on topics on women's welfare specific to Chennai, to support and empower women to remove barriers they encounter in working life.

CULTURE

The Women's Network is driving an open and honest culture, redefining the norm so that people can be open about sometimes taboo subjects that affect employees such as imposter syndrome and coping with the menopause.

A dedicated Workplace page (Facebook for Work) keeps this alive in everyday working life, providing a platform for people to stay connected, support each other and share learning and ideas.

CHANGE

The Women's Network is driving real change to the business by feeding into HR policy. It has so far delivered improvements to flexible working, the returners' programme and fed into the apprenticeships scheme.

2019 saw the launch of "The.Girl.Code" events, to promote the apprentice scheme. Two female apprentices joined the business to start a new career in development after attending one of the events.

CASE STUDY



Women in tech UK: Vicky

A passion for healthcare

Vicky Askham is a senior developer based in Sheffield.

"As a teenager I dreamed of becoming a doctor, but I had a natural talent for ICT so I followed that path and I couldn't have chosen a better career to combine my passion for healthcare and IT!"

Vicky applied for a job as a developer, gaining experience in the development and maintenance of clinical pathology and radiology, requesting and reporting software systems.

"It's been a male dominated area in the past but there are definitely more women entering the industry, which is great to see and something I am determined to support."

CASE STUDY



Women in tech India: Varshini

Balancing a career and family life

Varshini Karthik is a senior associate at EMIS Health India.

"In India it's challenging for women to balance work and our responsibility to care for our family. Many women discontinue working in technology when our personal responsibilities grow because of the long hours typically expected in the industry.

"At EMIS Health India I feel respected for my work and able to balance my responsibilities at home, which has helped me enjoy and excel in my role. It is both a stimulating and nurturing environment for women to grow in their careers and as individuals: it's made it possible for my female colleagues and me to continue our IT careers."