Health & Independent Living Support

Unit 16, Green Lane One, Blackhorse Road, Letchworth, SG6 1HB

Company Registration No: IP30206R

Gender Pay Gap Reporting

Written statement

HILS is required to undertake Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation; it does not involve publishing individual employee data.

HILS is required to publish the results on its website and a government website, within one calendar year of the reporting date (April 5th 2026).

HILS uses the results to assess:

- the levels of gender equality in our workplace;
- the balance of male and female employees at different levels;
- how effectively talent is being maximised and rewarded.

The aim in our organisation, and across Great Britain, is to eliminate any gender pay gap.

Gender Pay Reporting requires our organisation to make calculations based on employee gender. We have established this by using HR and payroll records.

We confirm that the published information is accurate.



Sarah Wren

Chief Executive

Gender Pay Gap Report 2026

Health & Independent Living Support (HILS) is the operating name of Hertfordshire Community Meals Limited, a registered society number IP30206R under the Co-operative and Community Benefit Societies Act 2014, registered with the Financial Conduct Authority and as a charity with HMRC registration number XT37228.

The principal activity of HILS is the provision of meals on wheels services to older, frail, disabled, and vulnerable people.

HILS also carries out caring wellbeing checks and provides crucial social contact for meals on wheels clients, to help them stay healthy, happy, and independent at home. HILS provides additional support and advice to clients through home-based Nutrition & Wellbeing visits, and also gives free nutrition boosts to clients that need extra help to help tackle malnutrition.

Within the financial year April 2025 to March 2026 HILS delivered 2 million interventions, including nutritious meals, teas, and breakfasts to support more older, disabled, and clinically vulnerable residents. HILS also provided at home-based exercise service, installed key safes, provided emergency grocery packs and home-from-hospital packs, and conducted pop-in visits to check clients' safety, health, and wellbeing.

HILS also provided services and support through its community hubs, and dementia clubs and activities for people living with dementia and their family carers.

On 5th April 2026, Health & Independent Living Support employed 339 staff relevant to the reporting requirements.

Company	Female	Male
HILS	**62%**	**38%**

Pay	Company
Mean gender pay gap	**0.6%**
Median gender pay gap	**0.0%**

	Female	Male
Lower quartile	**85%**	**15%**
Lower middle quartile	**48%**	**52%**
Upper middle quartile	**60%**	**40%**
Upper quartile	**68%**	**32%**

Bonuses	Company
Mean bonus gender pay gap	**0%**
Median bonus gender pay gap	**0%**
Total in receipt of bonus	**0**

	Female	Male
Of those in receipt of a bonus	**0%**	**0%**

Supporting narrative

As required by the legislation, this report sets out Health & Independent Living Support's (HILS') gender pay gap as at 5th April 2026. Our mean pay gap is still very low at 0.6%, similar to the previous year of 0.2%, and our median pay gap is currently 0.0%. This demonstrates how small the gender pay gaps are. HILS pays its employees according to the role that they are in, and has a clear pay structure which ensures that everyone is paid fairly in relation to the work that they do and the skills that are required.

HILS has a larger proportion of female employees overall (62%), and this is reflected even more strongly in the upper quartile (68% female), demonstrating that female employees are well represented in senior and higher-paid roles within the business.

The lower quartile reflects the gender balance typical of front-line community support roles across the sector, where the majority of our workforce - and applicants - are female.

We have a pay structure which is evaluated annually to ensure that employees receive fair and comparable reward for the work they do in their roles, this applies to all roles within the lower, lower middle, upper middle quartiles and 80% of the upper quartile. All employees performing the same role within this structure are paid the same rate. For any roles in the top 20% of the upper quartile, pay is varied according to the

specific skills, qualifications, and requirements of the role. These pay rates are agreed by HILS' Board. We are confident that this structure will assist in keeping the gender pay gap small into the future.

Bonuses are awarded based solely on role within the organisation, and not based on any performance or other subjective measure. No bonuses were awarded in the year to 5th April 2026.

We will continue to help our line managers understand and respond to the benefits of equality, diversity and inclusion, and to be aware of, and respond to, unconscious bias. We are focussed on improving the diversity of our workforce; embedding equality, diversity and inclusion into our culture and behaviours; and ensuring that our policies, processes, and systems support this. We support career development and progression opportunities for all employees.

Our values underpin everything we do and, in the same way that we champion equality and fairness for older, frail, disabled, and vulnerable people, we do the same for our colleagues. We continue to provide additional support for people facing barriers to employment. Some of these barriers, such as carer responsibility, disproportionally affect women, which we address through our continued commitment to flexible working, varied working patterns, home-working, job-share, and other ways of working along with family leave and carer's leave where our service provision allows. This is valued by both female and male colleagues, and we are seeing increasing uptake of these benefits.

We hope to see continued stability in the gender pay gap and believe that these activities, with the full support and involvement of our colleagues, will help us achieve that. We are proud of the increasing diversity of our workforce, and particularly the large proportion of women in leadership roles in the business. HILS is a place where people of all genders have an environment in which they can feel inspired and work to their full potential, and where they know they will be treated as a whole person. We try our best to show our care for the wellbeing of our teams, as our teams show care for the wellbeing of our clients.



Sarah Wren

Chief Executive