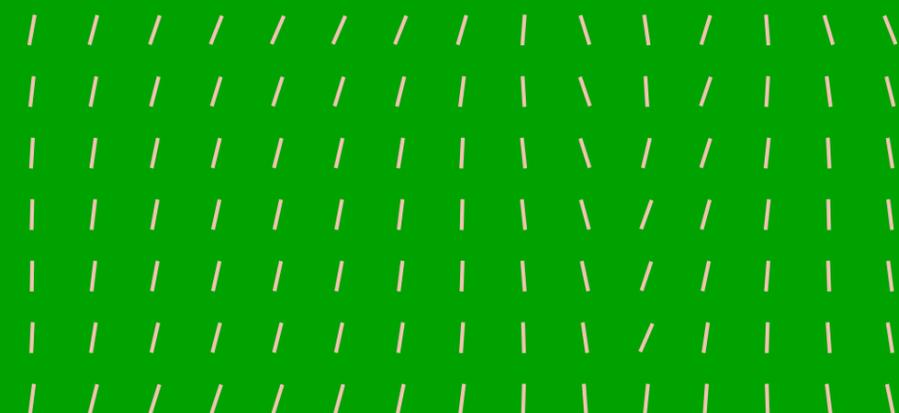


Gender pay gap report

For the year ending April 2020





“We continue to strive to be as inclusive an employer as possible.”

Our 2020 Gender Pay Gap Report continues to be well ahead of the national average, however, we’ve had a slight increase on our 2019 figure with a rise from 4.3% to 7.4% this year. Women are slightly behind of men when looking at median pay, and also continue to be under-represented at more senior levels which is causing a gender pay gap.

A rise in our pay gap is not what I’d hoped to report, however we need to reflect on the extraordinary circumstances of the coronavirus pandemic and the demands that have been placed on us all. In response to the pandemic, we turned all our hospitals over to support the NHS, closed our fitness and wellbeing centres and kept our nurseries open to support the needs of key workers.

At the start of the pandemic we set out three principles which guided all our actions:

- 1 To look after our people**
- 2 To support our patients, members, customers and wider-communities**
- 3 To protect the long-term financial sustainability of the Charity**

We did our utmost to do right by all our stakeholders and I’m proud of how we responded and the way our people rose to the challenges.

Closing our fitness and wellbeing centres meant our people in these sites – largely in the lower pay quartile – were on furlough for the majority of the reporting period, meaning a number of our people were excluded from

reporting or had their reported pay adjusted from ‘normal’ to reflect their furlough status – this led to the increase in our gender pay gap. However, as a charity, we made a commitment to our people to top-up the pay for those on furlough, so no one was negatively impacted financially.

Despite the rise in pay gap, we have completed several actions, as you will see in this report, which I believe helps advance us on our journey to become a more diverse employer. Establishing an Equity Forum, in particular, is an important step that will make sure all voices are heard and hold us to account if we fall below the very high standards we set ourselves. Plans are in place for the year ahead to ensure we continue to strive to be as inclusive an employer as possible. We’re looking at a number of actions, including an immersive development programme focused on diversity, inclusion, cohesion and equality. In our 2021 report, we’ll be able to update further on these initiatives and their impact on our gender pay gap.

But, as the UK’s largest healthcare charity we need to go further than simply matching our previous achievements and continue to make progress in this area. Next year, I have tasked our teams to report not only on our gender pay gap in isolation, but as part of a report which includes our ethnicity pay gap.

Embracing people’s differences and creating a culture that benefits us all means we need to look at more than just gender and, as a responsible organisation, do all that we can to be more informed about the background of our people. I look forward to reporting on this next year.

Steve Gray
Chief Executive Officer



7.4%

Mean gender pay gap

0.94%

Median gender pay gap

38.2%

Mean bonus gap

37.1%

Median bonus gap

6.3%

Proportion of female employees who received bonus pay

13.2%

Proportion of male employees who received bonus pay

What is our gender pay gap?

At 7.4%, our mean gender pay gap is higher than reported figure in 2019 of 4.3% and still significantly below the national average of 15.5%, as identified by the Office for National Statistics. When comparing the median figures – that is the midpoint across the salary spread – our median pay is 0.94% higher for men than it is for women. In 2019 our median pay gap was 0.3% higher for women.

Across the first three pay quartiles, we have no gap or a small one – meaning that there is minimal difference in our average rates of pay for males and females.

The population included within our upper pay quartile includes a more diverse range of roles than the other quartiles, including our most senior roles. Although we still have a predominance of women in this quartile (71%), women are under-represented at the most senior roles, which is the primary contributor to our

gender pay gap. This has been a focus and we've made progress on addressing the gap in this quartile.

Bonus pay for this report includes any bonus that was paid in the preceding 12 months to April 2020. This will include payments through our senior manager bonus scheme which is paid at a percentage of salary, as well as any payments for commission or incentives. National data for bonus gender gaps varies a great deal; where organisations have a senior manager bonus scheme, and their senior manager population is more male than female, then gaps are expected, particularly where bonus is paid as a percentage of salary.

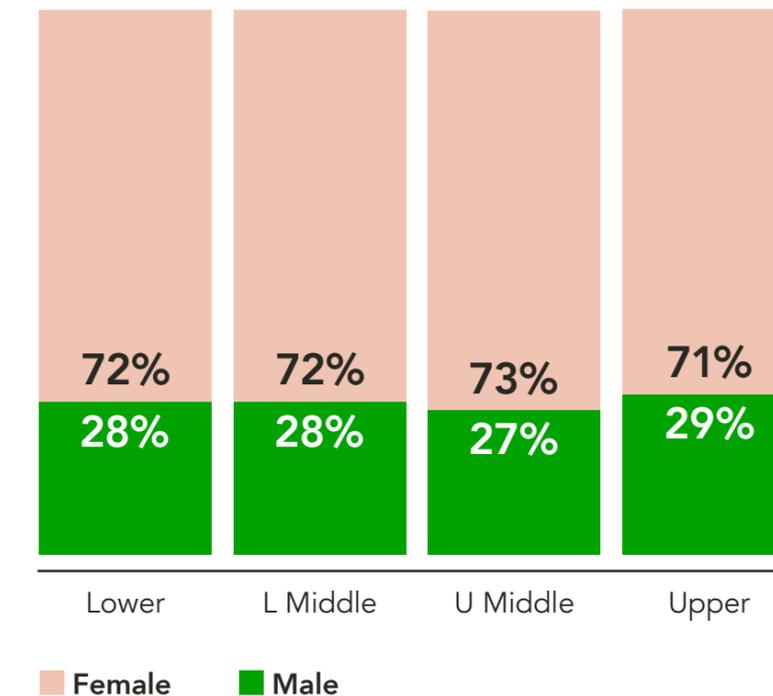
Our mean bonus gap is 38.2% and our median bonus gap is 37.1%. This is largely driven by the fact that we have more men in the most senior, and so more highly-paid, roles in the organisation, and as bonus

is mostly paid as a percentage of salary this under-representation of women in senior roles plays out in our bonus gap.

Another factor in our bonus pay gap is the difference in the number of our senior employees who work part-time. Of the women who received bonus pay, over 25% of them worked reduced hours to support their work/life balance (less than 7% of men received bonus pay working part-time). This demonstrates how we encourage flexible working and adapt to the personal needs of individuals.

Unfortunately, the bonus gender pay gap is calculated on the total payments made, rather than accounting for any pro-rated payments, which in the case of part-time workers are reduced in line with their total pay.

Proportion of employees in quartile pay bands



Continuing to tackle our gender pay gap

Responding to the pandemic and reacting to support our workforce has meant we have not been able to implement the full action plan we set out last year. However, we have completed a number of activities in the last 12 months and have clear steps we want to take to continue moving forward:

Diversity and equity group

In July 2020, we established an Equity Forum, designed to influence our approach to equity, diversity and inclusion. Our Equity Forum is a safe space for people to identify and eliminate barriers and express how they feel we can do more to be a fully inclusive and diverse organisation.

Beyond conversations, it's a specialist working group,

made up of volunteers, empowered to be the voice of change and drive through a wide range of initiatives, from recruitment to adding additional questions on Workday, to give us a clearer picture of the makeup of our workforce.

Updating our training materials

One example of the success of our Equity Forum has been the re-development of some of our e-learning training materials, available to all our people. These new modules have been updated to reflect today's attitudes and issues, to increase awareness of diversity and how to be more inclusive for the benefit of us all.

Supporting external campaigns

Being inclusive is the responsibility of everyone, and it's

important to communicate internally and externally to send a clear message that we value diversity. Throughout the year we participated in awareness campaigns to celebrate our people, be that on social media for International Women's Day or through podcasts to our people during Pride month. We are passionate about telling these stories and will continue to do so.

Listening to our people

It's important that we are in touch with how our people feel and they have a means of telling us if we're not quite getting it right. Since the start of the pandemic, we have been running regular 'Pulse' surveys to make sure our people get the support they need and to focus on our people being able to bring their whole selves to work.

Our plans over the next 12 months

1

Leadership apprenticeships

It's important we continue to invest in our future leaders and the development of our employees as people. We've committed more than £1.4million on apprenticeships level 3 to 7, with female apprentices making up 58%. Taking this a step further, we're commissioning new development programmes to include 'inclusive leadership' modules to be delivered in 2022.

2

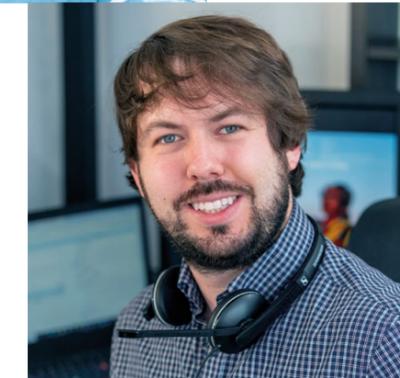
Recruiting diversity

We're updating our Careers website and working with our marketing teams to make sure we're attractive to and attracting people of all cultures and backgrounds. Across our social channels, we plan to share stories from our people that shine a light on their development and the embracing culture we have in place.

3

Better understanding our Charity

We'll continue gathering personal information to paint a full picture of our people's experiences, so we can develop initiatives that push greater equality and opportunities. In 2022, our ambition is to not only publish a gender pay gap, but also an ethnicity pay gap report. We hope to push forward the public conversation and continue our journey towards inclusion and equality for all.



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Alex Morel, Director of Barbican Fitness and Wellbeing Centre

I've worked at Nuffield Health for five years in a variety of different roles across the Charity. I initially joined as part of an acquisition project to bring more fitness and wellbeing centres into our estate and I've recently been appointed as the Director of Barbican, our new flagship site.

Between that time, I've had roles spanning Nuffield Health's connected health services, including as a regional fitness director and hospital director at Haywards Heath. Coming from a fitness background, the transition to hospitals was a big jump – but I was encouraged to explore different career opportunities by the leadership team. I had an induction built around my experience and colleagues in similar roles always available to act as a coach or mentor. It's been great to know no matter what I chose to do, I have people supporting me to do my best.

Our fitness centres run seven days a week, whereas our hospitals run 24/7, so it's important to have a good balance of trust, flexibility and respect for the needs of the role. We've got a really good culture of embracing being adaptable, so that people are available when on call but also able to truly relax when not on duty.

In my leisure time I like to socialise with my wife and step-son, which can be anything from meeting up with friends, going to the cinema, long walks with our dog or going to our caravan on the Sussex coast. Having a strong support structure with my boss and direct reports means my work/life balance is respected, and that's reciprocated across the team.

“It's been great to know no matter what I chose to do, I have people supporting me to do my best.”

