



Nuffield Health Gender Pay Gap Report

Year ending April 2018

Foreword

“I’m leading our inclusivity approach because I’m passionate about driving meaningful change for all our employees”

Steve Gray

CHIEF EXECUTIVE OFFICER

Our 2018 Gender Pay Gap Report provides us with an opportunity to review where we’re on our inclusivity journey and aids our focus. As the UK’s leading not-for-profit healthcare organisation, our mean gender pay gap continues to be better than the national average and has decreased from 4.8% last year to 3.4% this year. Women are ahead of men when looking at median pay, but we continue to have a gap, driven by the under-representation of women within our more senior roles despite improving our female:male ratio in leadership roles since our last report.

We committed to undertake an equality review and since our last report we have taken a number of steps to create an environment where everyone can thrive. We partnered with external experts to understand best practice across all sectors and what more we can do to drive forward our inclusivity agenda.

The first step of this journey has been getting a better understanding of the perceptions of our people through an internal survey. This is much broader than just gender and our aim is to build a culture of inclusivity across all areas of our organisation.

Our people feel that Nuffield Health is inclusive, but we could do more. We’re being told anecdotally that limited opportunities for

progression and a lack of senior role models are contributing to why there are fewer females in senior positions. The ability to balance work and life, including managing caring responsibilities, is one of the major perceived barriers to entry to those senior roles.

We need to address these perceptions. I do not want anyone to feel that they cannot progress in their career due to trading off their work/life balance. I’m proud of the fact all of our Executive team either are or have been working parents, but we need to do more to role model and support those who wish to take that next step in their career.

As the UK’s leading not-for-profit healthcare organisation we hold ourselves to the highest standards. We have made good progress over the last year and by the summer of 2019 we will have a clear action plan of how we can become an even more inclusive employer, enabling our people to be their best and build a healthier nation.



Steve Gray

CHIEF EXECUTIVE OFFICER



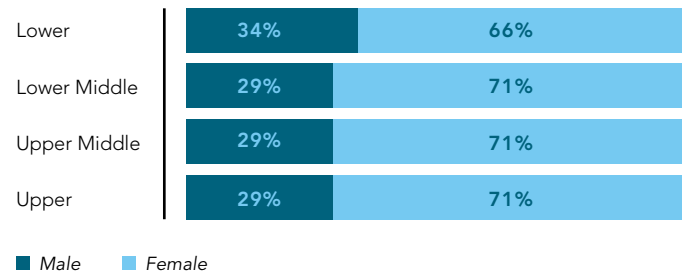
What is our gender pay gap?

Looking across our 13,500 part-time and full-time employees:

Gender pay gap



Proportion of employees in quartile pay bands



At 3.4%, our mean gender pay gap is below our first reported figure in 2017 of 4.8% and significantly below the national average of 17.9%, 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 4.5% higher for women than it is for men. In 2017 our median pay gap was 6.2% higher for women.

Across the first three pay quartiles, we have no gap or a small negative 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.

Bonus pay for this report includes any bonus that was paid in the preceding 12 months to April 2018. 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.

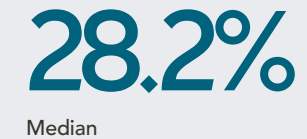
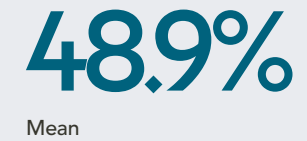
National data for bonus gender gaps varies a great deal; where organisations have a senior manager bonus scheme, and their senior manager population is more male than female, then gaps are expected, particularly where bonus is paid as a percentage of salary.

Our mean bonus gap is 48.9% and our median bonus gap is 28.2%. 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.

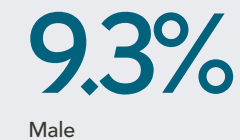
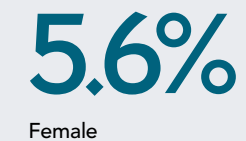
Another factor in our bonus pay gap is the difference in the number of our senior employees who work part-time. Of the women who received bonus pay, just over 30% of them worked reduced hours to support their work/life balance (12% of men received bonus pay working part-time). This demonstrates how we 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.

Bonus gap



Proportion of employees who received bonus pay by gender



How are we tackling our pay gap?

As an organisation that focuses on health and wellbeing, our values emphasise care. It is at the heart of who we're and our approach to pay is no different. While we recognise our pay gap is below the UK average, we know there is much work to do to understand these numbers and address the variance.

In 2018 we focused on developing a better understanding of inclusivity across Nuffield Health and began our partnership with external experts. With our partners, we surveyed a representative group, targeting sites in diverse areas of the UK to understand more about how our employees feel about working in Nuffield Health.

Employees' responses identified an inconsistency in line managers' approach to providing flexibility at work and supporting working arrangements. As a result, many feel they are not able to take career progression when opportunities arise. This indicates a disparity between our central policy and how it is put into practice, which we're looking to address as a priority.

Insights from overall results

Strengths

- Our people believe an inclusive organisation is very important
- We value and identify with our teams and colleagues
- Many believe that we're able to work co-operatively with different types of people

Opportunities

- Actively promote opportunities for progression and personal development
- Do more to showcase senior role models across the charity
- Be more transparent on performance assessments in relation to reward and progression

Next steps

We're committed to ensuring parity which we believe will be achieved through the actions we're taking over the next four years. These will include widening our talent pools, improving opportunities for progression and reviewing our reward strategy.

We have already started conversations across the charity to help us find practical ways of addressing these challenges, focusing on diversity, equality and inclusion.

We want to avoid tokenism. This is all about building a culture of inclusivity and developing an understanding at all levels on what this means so that we're inclusive in our thoughts and actions, for both our people and our members.

From these conversations we will create a clear action plan and begin implementing this in Autumn 2019.

We're looking forward to sharing our progress in our 2019 Gender Pay Gap Report.



“We want to avoid tokenism. This is all about building a culture on inclusivity”

Case study



"My working arrangement enables me to be my best"

Nora Law
HEAD OF CUSTOMER EXPERIENCE



When I joined Nuffield Health 11 years ago I was the only analyst in the organisation. Over the next few years I was lucky enough to have three children – twin boys and a girl. This meant when it was time to come back to work I had three children under the age of two, and I was looking for a change to my working pattern so I could balance my career and my family.

My manager was very open to having a conversation and we reached an arrangement where I would work four days per week.

Since returning to work I have progressed through the organisation, and today I oversee Insights, Complaints and Customer Experience. Everyone I work with has been very supportive about my flexibility and at no point during my time at Nuffield Health have I been made to feel awkward because of it.

As a leading not-for-profit healthcare organisation, we have a great culture and as a team we're mutually appreciative of each other's circumstances.

For my role I have to travel to meet colleagues and oversee projects. Of course, it can be challenging juggling fast and varied work priorities with family life. Sometimes if there is an emergency, like if a child is sick, then I need to drop everything and go. Family comes first, and Nuffield Health appreciates that.

My working arrangement enables me to be my best. There's a trust, a flexibility and an understanding that I put in as much as I take out. The balance is spot on.

"There's a trust, a flexibility and an understanding that I put in as much as I take out"

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