

Nuffield Health

Gender pay gap report

Year ending April 2019

“Inclusion must be more than tokenism. It needs to be embraced whole-heartedly in every facet of what we do.”

As the UK's largest healthcare charity, we have a responsibility to be inclusive and reflect the nation we support. Our diverse customer base has differing needs, meaning it's important that our people reflect the communities they serve so they can understand, and anticipate, their needs.

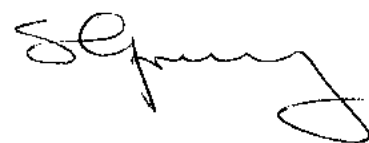
Our 2019 Gender Pay Gap Report continues to be significantly better than the national average but shows a gap increase from 2018 from 3.4% to 4.3% this year. Women continue to be ahead of men when looking at median pay, but also continue to be under-represented at more senior levels which is causing a gender pay gap.

In last year's report we committed to an action plan to become a more diverse employer. We've started to do this, but we also want to make sure we take the right steps for a long-term approach, rather than react to what appears to be the immediate issue. Being an inclusive employer needs to be more than words or small changes. That's why we've signed up to the Social Mobility Pledge, a UK cross party campaign to improve social mobility, as a public commitment to drive inclusivity and social mobility throughout the Charity and beyond.

Inclusion must be more than tokenism. It needs to be embraced whole-heartedly in every facet of what we do. For this reason, we're taking more time to understand the issues so we see the long-term change we want to deliver.

True change takes time, and this is not a challenge I want to shy away from.

I'm committed to Nuffield Health being an inclusive employer and supporting a working environment that allows all genders, ethnicities, disabilities and lifestyles to bring their whole selves to work and embraces people's differences, for our collective advancement. I am under no illusion that this is a significant ambition, but I want to be transparent in our efforts, both in our successes and our failures. I look forward to sharing our progress in the 2020 Gender Pay Gap Report.



Steve Gray
CHIEF EXECUTIVE OFFICER



4.3% -0.3%

Mean gender pay gap Median gender pay gap

47%

Mean bonus gap

7.2%

Proportion of female employees who received bonus pay

30.2%

Median bonus gap

12.8%

Proportion of male employees who received bonus pay

What is our gender pay gap?

At 4.3%, our mean gender pay gap is slightly higher than reported figure in 2018 of 3.4% and still significantly below the national average of 17.3%, 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 0.3% higher for women than it is for men. In 2018 our median pay gap was 4.5% 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 (70%), 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 2019. 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

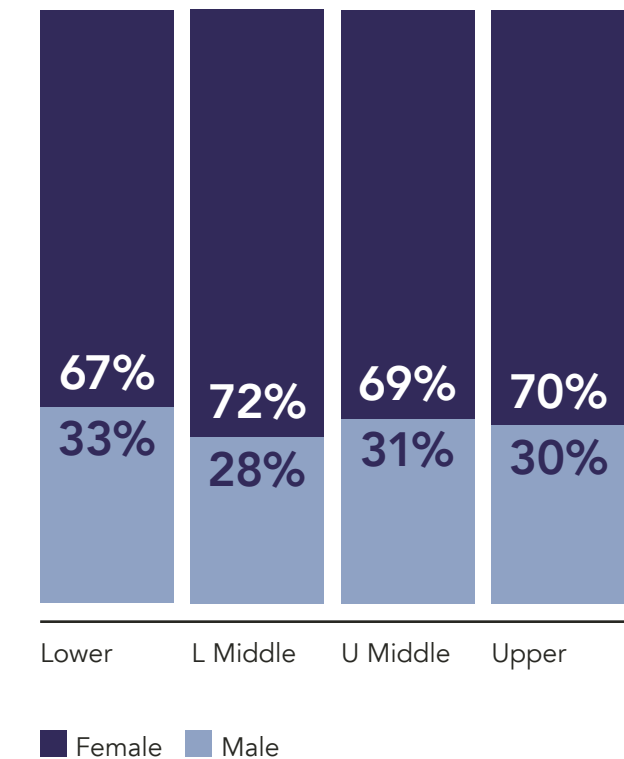
gender gaps varies a great deal; where organisations have a senior manager bonus scheme, and their senior manager population is more male than female, then gaps are expected, particularly where bonus is paid as a percentage of salary.

Our mean bonus gap is 47% and our median bonus gap is 30.2%. 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, over 26% of them worked reduced hours to support their work/life balance (9% 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



How are we tackling our gender pay gap?

“We want to make sure we recruit the right people for the right roles...”

Last summer, we started to implement our action plan to improve senior leader attitudes to recruitment, to enable them to act as inclusive role models and lead a truly diverse workforce.

Leadership development

Throughout 2019 we ran recruitment skills workshops for senior leaders, to help them recognise unconscious bias. We feel it is important that our leaders are able to understand the impact it can have on our decision making and that they learn strategies to limit the influence of our biases. We want to make sure we recruit the right people for the right roles – with more than 150 leaders through the training, we feel this will benefit our recruitment in the long run.

We also assessed our director level colleagues of their unconscious views to inclusion and diversity. Assessments included scenarios looking at how they would react to comments around ethnic generalisations and how they would respond to direct reports struggling to manage work/life balance.

Apprenticeships

We changed our operating model for recruiting apprenticeships to make sure we are providing opportunities to all populations and that our criteria did not indirectly restrict people from being able to apply. We’ve made these changes specifically to support our contribution to social mobility and making career pathways more accessible.

Our nurse career pathway now runs for Healthcare Assistants and Nursing Associates and, we are expanding apprenticeship opportunities to other career paths, like fitness, pharmacy and accountancy. We currently have over 200 people employed on over 25 different apprenticeships.



Next Steps: Communicating inclusion

We will be running a number of campaigns across the organisation to communicate to our people that we value diversity. This will include updating training materials to modernise them and raise awareness of how it is a part of everything we do. We’ve already started coordinated with external campaigns, like International Woman’s Day, to celebrate our people for who they are and the great jobs they do.

We’ll also update our Workday configuration to capture more robust data about our workforce and changed our colleague engagement survey to provide more information on how our colleagues are feeling.

These changes will provide us with greater insights for more effective action plans in the future.



Case study



Sasha Burns, Director of Regional Operations – South West

I began my career as a diagnostic radiographer and worked in the NHS for 10 years before I moved into the independent sector. For the last eight years I've worked at Nuffield Health as a Hospital Director and part of the electronic records transformation project.

I've always been ambitious and thoughtful about my career path, and I've been fortunate to have a set of very supportive line managers who have been invested in my development. From the moment I started at Nuffield Health I felt they were invested in my future; continuing to pay for my MBA which I'd started at another organisation – they weren't required to do that!

Because I'd been honest about my ambitions my managers have always been very supportive to find opportunities for new and challenging projects to build my experience. For example, when I was based in a hospital I was also involved in a number of central projects to facilitate further development.

And today, I'm Director of Regional Operations for the South West which, in practice, means overseeing 11 hospitals and 26 wellbeing sites ensuring both commercial success and good governance to provide excellent service in a safe environment for all our customers.

I don't feel any extra pressure as a woman in a leadership role. I can genuinely say at Nuffield Health it's always been about what a person can bring to a role, rather than their sex that determines if someone gets a role or how much they get paid.