

# Gender pay gap report

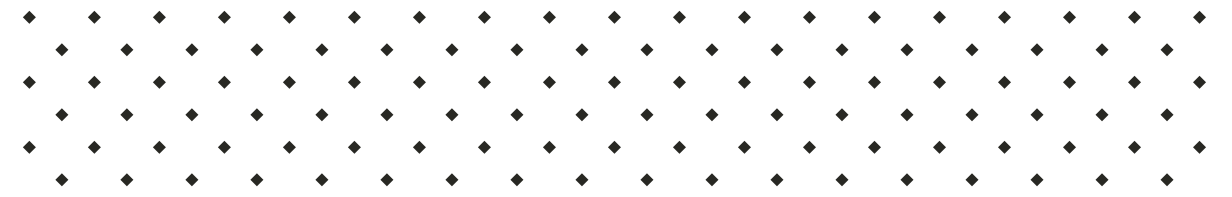
For the year ending April 2021







“By enabling people to be themselves in the workplace, we’ll continue to build and drive forward a thriving and vibrant culture across the Charity.”



We last reported our gender pay gap statistics in April 2020. At that time, I said we needed to go further than simply matching previous achievements in this area. We’ve since embarked on a comprehensive programme, focused on diversity, inclusion, cohesion and equality. And, although the pandemic delayed some of our goals, we’ve continued to move forward in our ambition to become a more diverse and inclusive employer. This report explains more about our work and achievements, and sets out progress based on pay statistics gathered in April 2021.

At 5.9%, our 2021 gender pay gap is lower than the 7.4% reported in 2020. This compares favourably with the national average of 15.4%\*. In addition, we’ve seen a substantial reduction in the pay gap between our 50 highest paid men and women, which now sits at under 1%.

It’s encouraging to see a narrowing of the gender pay gap in our headline numbers. However, it’s acknowledged that direct comparisons with previous years should be treated with caution in view of the exceptional circumstances faced as a result of the pandemic, which could affect the data. In our case, COVID-19 restrictions necessitated our participation in the Government’s furlough scheme. A large percentage of our workforce was, therefore, either excluded from the reporting process, or had their reported pay adjusted in line with Government guidelines.

Our fitness and wellbeing centres were closed during the pandemic, reopening in April 2021, the same month we recorded data for this report. Understandably, consumers were

slow to return to gyms, creating low demand for our services. As our fitness and wellbeing centres represent our second largest employee group after nurses, this influenced our pay gap in ways we don’t expect to see again.

This year, following the commitment made in last year’s report, we’re sharing our ethnicity pay gap for the first time. Although not yet a legal requirement, we feel it’s important to be transparent. Our mean ethnicity pay gap sits at 5.7% in favour of our non-white population. However, it’s important to note that the data was recorded in April 2021, when our ethnicity disclosure rate was 60%. As we continue to encourage employees to complete their profiles, we hope future reports will be more reflective of our organisation as a whole.

As part of our social mobility agenda, we’re working with organisations that support under-represented communities. One example of this is our Ingenuity partnership that helps build community resilience, tackle health inequalities and develop more sustainable ways of living.

To further support our diversity and inclusion journey, we’re subscribing to the HR Datahub D&I Index benchmarking platform. Initially, we’re looking at the protected characteristics of age, disability, ethnicity, gender and LGBTQ+, as identified in the Equality Act 2010. Now in its second year, our Equity Forum goes from strength to strength. Members continue to drive open conversations, as they discuss some of the challenges faced in the workplace. Their input is contributing to our wider strategy.

When employees feel listened to, included, and valued, they have a sense of belonging to the organisation. I’m optimistic that by enabling people to be themselves in the workplace, and make their voices heard, we’ll continue to drive forward a thriving and vibrant culture across the Charity.

  
**Steve Gray**  
Chief Executive Officer

\* As reported by the Office for National Statistics in October 2021.

5.9%

Mean gender pay gap

0.88%

Median gender pay gap

36.3%

Mean bonus gap

21.3%

Median bonus gap

3.0%

Proportion of female employees who received bonus pay

5.8%

Proportion of male employees who received bonus pay

## What is our gender pay gap?

At 5.9%, our mean gender pay gap is lower than the 7.4% we reported last year and significantly below the national average of 15.4%. Our median gender pay gap looks at the midpoint of hourly pay, and is 0.88% higher for men than it is for women, compared with the 0.94% in favour of men that we reported for 2020.

Across the first three pay quartiles, it remains the case that we have either no or a minor gap, indicating minimal difference in our average rates of pay for males and females for the vast majority of our roles. Our upper pay quartile includes a more diverse range of roles, including our most senior positions.

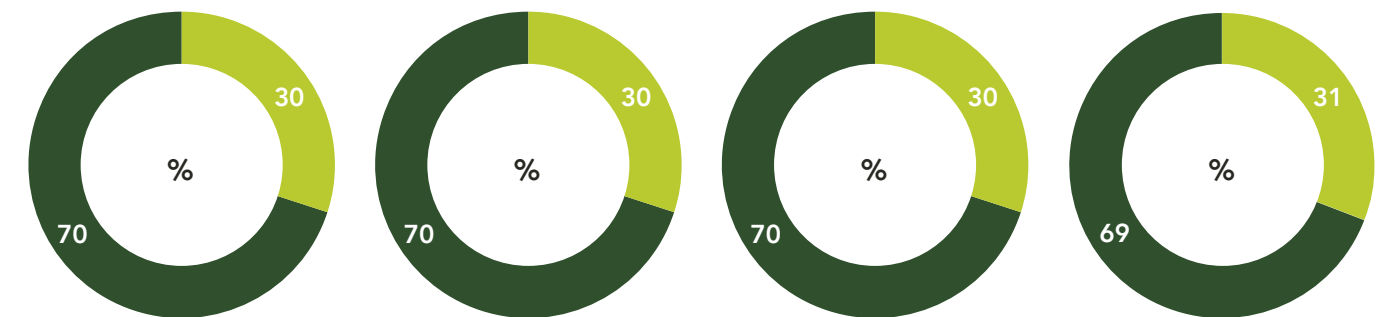
Although the average pay differential between men and women has reduced slightly when looking at both the mean and the median, women continue to be under-represented across our senior teams. And whilst we might still have more women (69%) than men (31%) in our upper pay quartile, it's this under-representation across our more senior roles that continues to be the

primary contributor to our gender pay gap.

Looking at our bonus pay gap, this report reflects bonuses paid in the 12 months to April 2021. Our mean bonus gap for 2021 is 36.3%, down from 38.2% in 2020. Our median bonus gap is 21.3%, down from 37.1% last year. One of the main contributing factors is that the discretionary senior manager bonus scheme didn't pay out in 2021. This was a difficult decision, made in light of the pandemic. Bonus receipts covered by this report are, therefore, limited to primarily commission or other incentives.

The non-payment of the senior manager bonus is also reflected in the reduced percentages of both men and women receiving a bonus. In addition, of the women who received a bonus, nearly 40% of them worked reduced hours. Unfortunately, the bonus gender pay gap is calculated on total payments, rather than accounting for any pro-rated payments, which for part time workers are reduced in line with their total pay.

### Proportion of employees in quartile pay bands



 Male  Female



-5.7% -17.8%

Mean ethnicity pay gap

Median ethnicity pay gap

## What is our ethnicity pay gap?

In the absence of a mandatory reporting requirement, we've chosen to report on both the mean and median ethnicity pay gaps only. In this first year of voluntary reporting we've also chosen to adopt the binary definitions recommended by the Office for National Statistics.

Similar to our gender pay gap calculations, our ethnicity pay gap disclosures are based on the same 'snapshot' date in April 2021, when our ethnicity disclosure rate was 60%. Therefore, the data disclosed in this report reflects just 60% of our people who voluntarily chose to disclose their ethnicity within the employee profile section of our HR Information system.

As we continue to encourage employees to complete their profiles, we hope future reports will be more reflective of our organisation as a whole.

Our mean ethnicity pay gap sits at 5.7% in favour of our non-white population. Our median pay gap, which looks at the midpoint of hourly pay, is 17.8% higher for our non-white population than for white.

We have more work to do to fully understand what sits behind these numbers, and we'll continue to strive to achieve maximum disclosure rates to enable us to take further actions to enhance our diversity and inclusivity journey.

“We'll continue to strive to achieve maximum disclosure rates to enable us to take further actions to enhance our diversity and inclusivity journey.”





# Addressing our gender and ethnicity pay gaps

Against the backdrop of the pandemic, we’ve continued to take positive action as we strive to become an inclusive employer. We still have a long way to go and there’s more work to do, but we remain committed to making Nuffield Health a place where everyone enjoys a sense of belonging, and has access to opportunities to achieve their full potential.

### Improving our data insights

Steps have been taken over the past 18 months to improve understanding in respect of our people diversity data. Completion rates of employee profiles in our HR information system have risen from 16% to 70%, which is a significant improvement. Some of this improvement has taken place since April 2021 when data for this report was collected, thereby explaining the lower 60% ethnicity disclosure rate reported. We continue to engage with our people to improve understanding of the importance of our diversity data and encourage disclosure.

Peakon Employee Voice is our new employee survey and engagement platform. It will drive better insight into the perceptions of our people in respect of our efforts to establish and maintain a more diverse and inclusive workforce. The survey is an opportunity for our people to share their views and help shape the workplace of the future.

As mentioned, we’ll also be using the D&I Index to help us understand where we are on our diversity and inclusion journey. The outputs from this will be used to help develop our plans and priorities for the future.

### Listening to our people

Our HR leadership teams continue to work with our Equity Forum to identify opportunities to become

more equitable and inclusive across our employee lifecycle. One key action emerging from these discussions will be the production of leadership development programmes in 2022, designed specifically for our people from minority backgrounds.

### Attracting and retaining more diverse candidates

We’ve increased the focus on both our Employer Brand and Employee Value Proposition. Our new Careers website allows prospective candidates to engage with videos and real-life stories from employees across a more diverse range of backgrounds.

At the same time, we’ve raised our presence on equality career sites such as Vercida, who choose to work only with employers actively committed to equality, diversity and inclusion.

In support of our attraction and retention activities, and to help raise organisational awareness of the cultural blockers to equality, members of our HR group have completed an extended programme of learning on diversity, inclusion, cohesion and equity. Those attending the programme included teams from our business partnering, employee relations, recruitment and learning and development areas.

We’ve entered into a new community innovation and social mobility partnership with Ingenuity, an organisation that supports innovators and start-ups from under-represented groups from across the UK, directly addressing social and environmental challenges. We hope this will help raise the profile of Nuffield Health amongst diverse and ethnic communities, and have a positive impact on our ability to recruit a more inclusive workforce.

### Leadership

Our hiring managers are key to creating access to opportunities across Nuffield Health. During 2021 we launched our leadership induction programme for newly appointed managers, which includes recruitment skills training, with a focus on the importance of limiting bias in decision-making.

We’ve continued to invest in our future leaders. Almost 200 people across the Charity are currently on leadership apprenticeships, with a total levy spend of £1.42 million. We’re particularly proud of this figure, bearing in mind the pressures placed upon us over the last two years.

## Our plans for the coming year



We will further enhance our equitable leadership development proposition, and expand rollout of inclusivity-themed learning across our leadership teams.



We will launch our first reciprocal mentoring scheme, connecting senior leaders to team members with minority characteristics.



We will introduce candidate screening on CVs to make our recruitment decision-making processes fairer.







CASE  
STUDY

“The 22 year old me could never have foreseen that I would be doing this job.”

**Francesca Moore, Head of IT Development Platforms**

When Fran Moore left University, her long-term plan was to work in the area of forensic psychology. But, after a brief spell working for the Home Office, in an administrative capacity, she was persuaded by a colleague to join Nuffield Health’s contact centre. “I started at the bottom, dealing with inbound calls,” she says.

That was 12 years ago, and now 34-year-old Fran is Head of IT Development Platforms, running two teams comprising 20 men and five women, aged from early 30s to mid 50s. They’re responsible for software development across the Charity.

“It’s completely nuts,” says Fran. “The 22 year old me could never have foreseen that I would be doing this job, or that I would love it as much as I do. When I moved into IT, I literally felt that I had ‘come home’.”

Fran credits a number of people for seeing her potential, and encouraging her to take on more responsibility.

“When I first joined the Charity, I was quite shy. But as I moved into different roles, and received encouragement and support from line managers and those around me, I came out of my shell and became more outgoing – some might even say loud and boisterous,” she says, laughing.

Acknowledging the work underway to improve diversity, Fran feels that Nuffield Health is an inclusive place to work. “IT is traditionally a male dominated industry but I can honestly say I have always been empowered, and encouraged to try new things and reach my potential.”

In leading her team, Fran wants people to achieve their goals, be happy in their work, and ensure a work life balance. “I think everyone should be able to manage their personal lives alongside their work, and Nuffield Health supports this, which is a really good thing,” she says.

Over the years, Fran has recruited a number of people to the Charity and considers herself a role model for Nuffield Health. “When interviewing candidates, I always mention my own career progression, as an enhancement to joining,” she says. “The opportunities are there, if you’re prepared to take them.”



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