

Gender pay gap report

For the year ending April 2024



Our gender pay gap

Based on a “snapshot” date in April 2024, our median gender pay gap is now 1.1% and this continues to be significantly below the national pay gap of 13.1%, in April 2024 published by the Office for National Statistics. Our mean gender pay gap has increased to 4.5%, from 2.2% in 2023.

As in previous years, our mean gender pay gap is driven primarily by the hourly pay rate differentials in our upper quartile, where our most senior roles sit.

The median gender pay gap is calculated by arranging all hourly pay rates in ascending order and simply taking the middle value for both men and women and comparing the two. Similar to the mean gender pay gap calculation, a positive gap indicates that the average hourly pay for men is

higher than for women, whereas a negative gap would indicate the reverse.

The mean gender pay gap is calculated by comparing the average hourly pay rate for women with the average hourly pay rate for men. A positive gap indicates that the average hourly pay for men is higher than for women, whereas a negative gap would indicate higher pay for women.

Bonus pay gap

The bonus pay gap in this report reflects bonuses paid in the 12 months to April 2024. Our mean bonus gap for 2024 is 49.9%, with our median bonus gap at 49.6% in favour of men.

Similar to the calculations on pay, the mean gender pay gap for bonus pay is calculated by comparing the average bonus for women with the average bonus for men.

The median gender pay gap for bonus pay is calculated by arranging all bonus payments in ascending order and simply taking the middle value for both men and women and comparing the two.

Of the women who received a bonus in 2024, almost 45% of them worked part-time compared with just 27% of the men who received a bonus. The gender pay gap for bonus pay is calculated on total payments and doesn't take into account pro-rated payments, which are reduced for part-time workers in line with their total pay.

The percentage of both men and women receiving a bonus in the 12 months to April 2024 was higher than the previous year, this is because our discretionary senior manager bonus scheme paid out in 2024. Bonus payments reported in this period consisted of primarily discretionary senior manager bonus scheme, commissions and sales incentives schemes.

I confirm that this statement is true to the best of my knowledge and belief.



Alex Perry
Chief Executive Officer

1.1%

Median gender pay gap

4.5%

Mean gender pay gap

49.6%

Median bonus pay gap

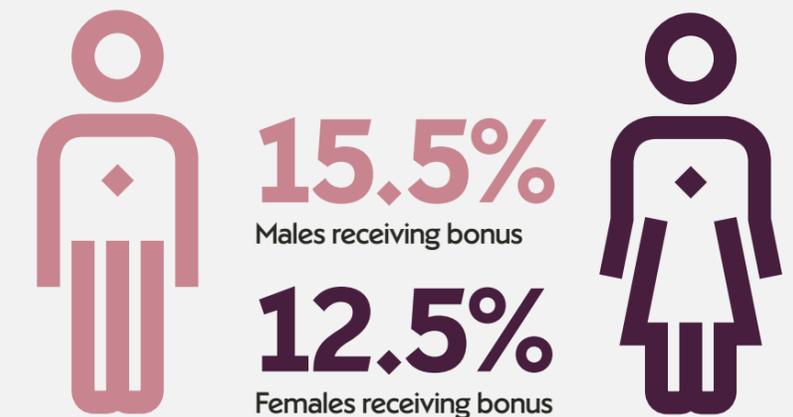
49.9%

Mean bonus pay gap

Proportion of employees in quartile pay bands



Proportion of employees who received bonus pay



Our ethnicity pay gap

In this fourth year of voluntary reporting, we've continued to adopt the binary definitions recommended by the Office for National Statistics.

As with the gender pay gap, our ethnicity pay gap calculations are based on pay data taken from April 2024 and indicate that we've maintained a pay gap in favour of our colleagues from ethnic minority backgrounds population whilst maintaining our ethnicity disclosure rate.

Our mean ethnicity pay gap has increased from -5.2% to -6.6% in favour of our colleagues from ethnic minority backgrounds population and our median ethnicity pay gap has decreased from -15.8% to -10.2%, also in favour of our colleagues from ethnic minority backgrounds population. There is no comparative national pay gap for ethnicity reported by ONS.

This year's figures are based on disclosure rate of over 73%. This means that the pay gap figures mentioned above reflect 73% of our people who voluntarily elected to disclose their ethnicity within the employee profile section of Workday, our HR Information system. As we continue to encourage employees to complete their profiles, we would hope that future reports will be more reflective of our organisation as a whole.



-6.6%

Mean ethnicity pay gap

-10.2%

Median ethnicity pay gap

Our plans to address the pay gaps



Leadership progression

In the year ahead, our plan is to further advance our leadership development initiatives by fostering an inclusive environment that promote equitable representation. We aim to cultivate a diverse pipeline of leaders. Through leadership programmes and training, we will actively work towards reducing disparities, ensuring that individuals from all backgrounds have equal opportunities to thrive in leadership roles.

We plan to investigate the progression path to leadership roles to ensure that we are doing all that we can to aid the attraction, retention and engagement of both female and colleagues from ethnic minority backgrounds leaders through an assortment of talent mapping, mentoring and development programmes.

Employee resource groups

We will continue to work with our employee resource groups in order to generate insights from minority staff members over disparities in confidence of access to opportunity and the appropriate handling of discrimination.



Although both our gender pay gaps are below the national average, we will continue to guide and support our managers, providing ongoing coaching and oversight to ensure thoughtful and effective people decisions.



We'll ensure that we are doing all that we can to aid the attraction, retention and engagement of both female and colleagues from ethnic minority backgrounds leaders



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