



Nuffield Health Gender Pay Gap Report

Year ending April 2017





Foreword

In my role as CEO of a leading health care partner and provider, I want to ensure all our employees have equal opportunities.



Steve Gray
CEO

We welcome the publication of gender pay gap reports. We see this as an opportunity to review where we are and what we need to improve. The consistent approach that the Government has laid down to collating and analysing this information offers an opportunity to assess our progress as employers, and to review where we are and what we need to improve.

Our report has identified that our mean gender pay gap is lower than the national average. And in terms of our median pay, women are ahead of men.

But we do have a gap, and clearly we need to do more to close this gap.

We have identified that this is driven by an under representation of women within our more senior roles. Our focus now is to understand what is contributing to this situation and what steps we can take to address it.

I am father of two daughters and a son, and I do not want to live in a world where my children have different opportunities because of their biology.

Gender is just one of a number of equality issues relevant to the workplace. We must also broaden this discussion into one of diversity, inclusion and equality of opportunities. We must explore what more we can do to support all of our people in reaching their full potential, and in ensuring that we can support them in their ambition.

I am passionate about this topic and will be leading our gender and equality review for the organisation. By the time of this report next year, I'm committed to having made significant progress in this area. We will have identified how as a health and wellbeing provider and a leading charity we can become an even more inclusive employer.

Steve Gray
CHIEF EXECUTIVE OFFICER



“We must broaden this discussion into one of diversity, inclusion and equality of opportunities”



What is a gender pay gap?

A gender pay gap is a high level picture of pay within an organisation, showing the percentage difference in pay between all men and all women in a workforce. This is regardless of the type of work or roles that the men and women do.

It's important to remember that a gender pay gap review is different to an equal pay comparison. Equal pay deals with the pay of men and women carrying out the same, similar or equivalent jobs, whereas gender pay is looking at the organisation as a whole.

In this report, we show the percentage of men and women in each of four pay quartiles, the mean and median gender pay gap, the mean and median bonus gap and the percentage difference in bonus pay of men and women.

Our quartiles were determined following the Government's guidance. This sees all relevant employees ranked in terms of pay rates from highest to lowest, and this is then divided into four groups of relatively equal numbers.

For us, this meant looking at just over 14,000 part time and full time employees who were with us in April 2017. We then calculated the proportion of men and women in each of the four quartiles, to arrive at the relative proportions.

The Government guidance also determined how we calculated the mean and median gender pay gap and gender bonus page gap. The mean hourly pay rate is calculated by adding up the hourly pay rates for men and dividing this by the total number of men, and doing the same with women. The percentage difference between the two is the gender pay gap.

The median rate identifies the figure that is in the middle of the hourly pay range. The gap is then the percentage difference between the median pay for men and the median pay for women.

Overall as an organisation, we employ more women than men (69% of our workforce are female). In addition, we have a large number of part time employees, with 62% of our employees working fewer than 37.5 hours per week.



“Overall as an organisation, we employ more women than men”



What is our gender pay gap?

Overall as an organisation, we employ more women than men

At 4.8%, our mean gender pay gap for hourly pay is substantially below the national average of 18% 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 6.2% higher for women than it is for men.

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 level roles. This is the primary contributor to our gender pay gap.

Bonus Gap

Bonus pay for this report includes any bonus pay that was paid in the preceding 12 months to April 2017. This will include payments through our bonus scheme, which is open to executive and senior managers, and 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 53.3% and our median bonus gap is 40.7%. 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 underrepresentation 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 staff who work part time. And we believe this is overall a good story.

Of the women who received bonus pay, just over 30% of them worked reduced hours. (We also have 12% of men who received bonus pay working part-time.)

This demonstrates how we encourage flexible working and adapting 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.

GENDER PAY GAP

4.8%

Mean

-6.2%

Median

BONUS PAY GAP

53.3%

Mean

40.7%

Median

PROPORTION OF EMPLOYEES WHO RECEIVED BONUS PAY BY GENDER

9.3%

Female

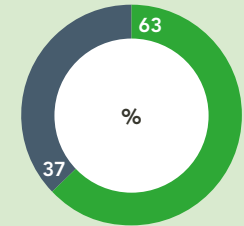
14.3%

Male

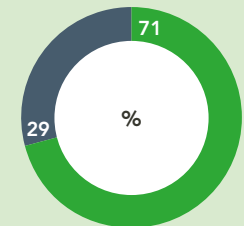
PROPORTION OF EMPLOYEES IN QUARTILE PAY BANDS

■ Male ■ Female

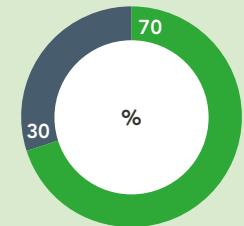
Lower



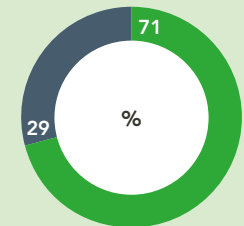
Lower middle



Upper middle



Upper





How we are tackling our pay gap

As an organisation that focuses on health and wellbeing, our values emphasise care. It's at the heart of who we are 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.

Our pay gap and our bonus gap is largely due to women being under-represented at the most senior – and so highly paid – roles in our organisation. We now need to understand what is driving this under-representation of women in our most senior roles and make a plan to address this.

There are interventions we can put in place now for our recruitment processes, our progression and promotions and in our day-to-day leadership of our people to not only ensure absolute equality but that we actively promote opportunities to these under-represented groups. This means for both men and women.

We will strive to embed equality, diversity and inclusion in everything we do.

Case study

Flexibility at work

Emily Grice

HEAD OF FINANCE BUSINESS PARTNERING

When I initially thought about returning to work after my first child, it was challenging. I am ambitious: I wanted to keep my career moving, and – if possible – keep progressing. Yet I was already expecting my second child. Nuffield Health were very supportive, offering me an interim role for those five months.

Again, when I returned after the second child, my situation was accommodated. I came back to work in a senior position in the Finance Leadership team on four days a week.

Keeping the balance of home life and work requirements can be tricky at times, and I do have to be flexible. I try to leave the office by 17.30 so I can have a bit of play time with the kids each day before bath and bed, but I will then check my emails and pick up urgent work or outstanding items after hours.

While I may not physically be in the office as much as working full time, I am still involved and contribute at the same level as when I worked full time.

This arrangement has allowed me to keep using my grey matter, as well as meaning I can be the mother I want to be. Not just at weekends, but during the week as well.



