



Gender Pay Gap Report 2018

04/06/2018



Foreword

"We welcome the introduction of gender pay gap reporting and celebrate the transparency that it provides. Gender equality has long been a topical discourse in society and we want to make sure that we're part of the conversation that will break through the glass ceiling. Each year we invite our colleagues to assess if they get a "fair deal," and we need to ensure that this is not just about pay, but opportunities and development within Benenden Health. However, our gender pay gap data does highlight disparity between our pay and shows that there is work to do to ensure a balanced demographic profile in our pay.

We're proud of the flexible working environment we provide for our colleagues and know 22% of our workforce benefit from part time working contracts for a positive work/life balance. The challenge is to ensure that we continue to provide this at all levels of the organisation. However society's landscape is constantly changing, and we must ensure that these opportunities are available for all in our organisation.

Jayne Storey
HR Director



Gender Split of Employees

Male
35%

Female
65%

We welcome the introduction of gender pay gap reporting and what it sets out to achieve. Benenden Health is committed to promoting diversity and gender equality. We have a strong female representation throughout all levels of our workforce, with 50% of our Leadership Team being female.

Our employee engagement survey tells us that the vast majority of our colleagues believe they are treated fairly. However our gender pay gap data shows that we need to do more to create opportunities and recruit both men and women at all levels.

We understand the reasons why we have a gender pay gap and this gives us the best possible chance of doing more to fix it. We have a challenge ahead of us but, at Benenden Health, this is about opportunities within a positive, open and inclusive environment and not equal pay.

About Benenden Health

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Benenden Health colleagues at the
Society in York



What is the gender pay gap ?

The gender pay gap is a measure of the difference between the average earnings of men and women across an organisation. The gender pay gap is not the same as equal pay. Equal pay relates to men and women being paid equally for equal work. This is a legal requirement in the UK and an important matter of principle that Benenden is committed to and abides by.

Legislative requirements

- ✓ All UK companies with 250 or more employees on 5 April 2017 are required to publish specific gender pay information:
 - Mean and median gender pay gap
 - Mean and median gender bonus gap
 - Proportion of males and females receiving a bonus
 - Proportion of males and females by quartile pay band
- ✓ Figures for each legal entity with at least 250 employees on the snapshot date must be calculated and reported separately
- ✓ The mean and median gender pay gap is based on hourly rates of pay as a 5 April 2018
- ✓ The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2018
- ✓ Pay quartiles look at the proportion of men and women in four pay bands when we divide our workforce into four equal parts

What is our gender pay gap at Benenden Health?



"Benenden Health is committed to a diverse, equal and inclusive working environment and we strive to provide this to our employees. We have a strong female representation throughout all levels of our workforce, with 50% of our Leadership Team being female."
Helen Chamberlain CFO

Methodology

As a qualifying organisation, Benenden Healthcare Society Ltd is required to publish a snapshot of our data as of 5 April 2018.

The data presented in this statement is calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

As per the regulations, the calculation of the mean and median gender bonus gap excludes anyone who did not receive any bonus pay in the 12 months leading up to the snapshot date of 5 April 2018 and does not take account of individual circumstances, which may have impacted the actual bonus payment an individual received (including whether an individual was working part-time).

Key Data

Information presented below relates to the Benenden Healthcare Society Ltd.

Mean and median gender pay gap

The mean gender pay gap is the difference in average hourly rates of pay that male and female employees receive. This gives an overall indication of the gender pay gap by taking all hourly rates of pay and dividing by the total number of people in scope.

The median gender pay gap shows the difference in the midpoints of the ranges of hourly rates of pay for men and women by ordering individual rates of pay from lowest to highest and comparing the middle value.

Mean and median gender bonus gap

The mean gender bonus gap is the difference in average bonus pay that male and female employees receive.

The median gender bonus gap shows the difference in the midpoints of the ranges of bonus pay received by men and women.

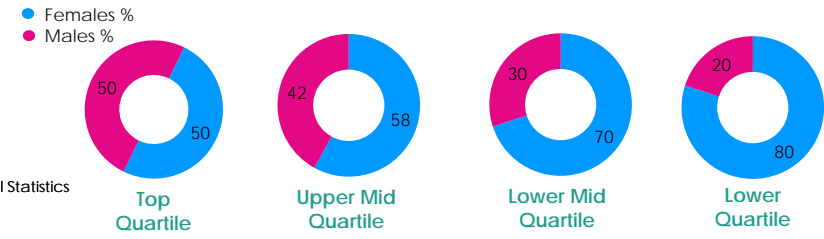
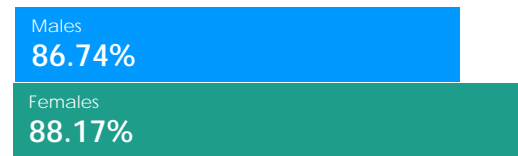
Proportion of males and females receiving a bonus

This is the percentage of men and women who received bonus pay in the 12 months leading up to the snapshot date of 5 April 2018.

Proportion of males and females by pay quartile

This is the percentage of male and female employees in four quartile pay bands, (dividing our workforce into four equal parts).

*Source: 2017 Annual Survey of Hours and Earnings, Office for National Statistics

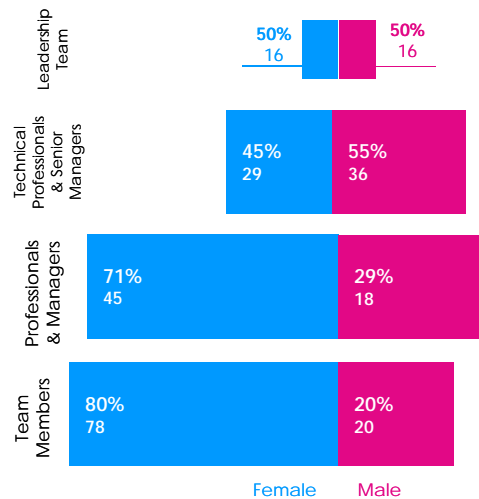


Why do we have a gender pay gap at Benenden Health?



The most significant challenges we face in addressing our gender pay gap are:

- A higher proportion of women than men in our more junior roles
- Fewer women than men in some areas of the organisation



Having a predominately female workforce means that even small fluctuations in the male number of colleagues can have a significant impact on our gender pay gap. Our pay ranges differ by function as well as job level, meaning that the gender split between functions also has an effect.

Additionally, we have reviewed the mean gender pay gap by pay quartile band. As the gender pay gap in each quartile is much lower than the figure for the overall population, this confirms that the main driver of our gender pay gap at Benenden Health is the unequal distribution of men and women.

If we continue to focus our efforts on ensuring men and women are represented equally at all levels in our organisation, the gender pay gap will close.

Mean gender pay gap by pay quartile



Gender bonus gap

Overall, we have significantly lower mean and median bonus gaps than our mean and median gender pay gaps based on hourly rates of pay.

This is mainly because:

- 22% of our colleagues work on a part-time basis and 98% of these are women. Where we have paid bonuses to part-time colleagues, they are pro-rata to reflect the reduced hours – however, the bonus pay gap calculation does not recognise that individuals may work part-time.

We will continue to encourage and support flexible and part-time ways of working, this one of the reasons Benenden Health is an employer of choice. Even if this does in part contribute to the bonus gap.

Difference between equal pay and the gender pay gap

A company can have a gender pay gap without breaching equal pay provisions.

Our gender pay gap at Benenden Health is not as a result of equal pay issues. We have a gender-neutral approach to determining pay for roles at all levels and we regularly monitor this to ensure we continue to meet legal and moral obligations

Equal pay

Equal pay is the legal obligation for employers to give men and women equal pay for equal work

Gender pay gap

The gender pay gap is a broader measure of the difference between the average earnings of men and women (irrespective of roles and seniority) – it takes a look across all roles and at all levels within an organisation

Workforce Profile



Quartile	Male		Female	
Lower	20%	14	80%	56
Lower Middle	30%	20	70%	46
Upper Middle	42%	26	58%	36
Top/Upper	50%	30	50%	30

This shows us that we have more females in the first three quartiles and an equal split in the top quartile. Our workforce is predominately female and this has an impact on our gender pay gap.

Our commitment to closing the gap



At Benenden Health, we believe that our gender balance will change in time, with a new Board and Leadership Team we have already demonstrated a commitment to addressing this gap since 2017.

We demonstrate equality of opportunities for women at all levels with the organisation. We have a strong representation by women at our senior leadership level and we are an employer of choice in the local area.

"We understand the reasons behind our gender pay gap and this insight will give us the best possible chance to work towards greater pay parity in our workforce. We pride ourselves on providing a healthcare membership for all regardless of background and it's important to us that our mutual ethos is also reflected in our employee demographic. For us this is not just about equal pay, but the commitment to provide an inclusive, positive and accessible environment for all." [Bob Andrews CEO](#)



To encourage change within our organisation, we are focusing on four areas that cover how we recruit candidates, how we engage our employees, how we support progression opportunities and how we retain the best talent within Benenden Health

1. Recruitment

- We will continue to monitor our recruiting processes to eliminate bias and support leaders to consider inclusion when decision making
- We partner with agencies who commit to sourcing diverse candidates
- We will encourage recognition of the value of diverse perspectives in building and developing teams.
- We are committed to playing a role in empowering women to join/remain and progress within our organisation

2. Retention

It is important to us that once we have the right people, we want them to stay at Benenden Health.

- We support flexible working, part-time working and study leave
- We internally promote succession planning and development opportunities
- We are committed to playing a role in empowering women to join/remain and progress within our organisation



3. Pay, Reward and Benefits

Transparency around pay and reward is important to us at Benenden Health

- We evaluate and benchmark all roles and pay grades regularly to ensure internal and external parity
- We have internal job families and a fair and accessible pay structure
- All eligible employees have access to relevant bonus schemes and the robust calibration process of performance reviews within job families ensures a fair and consistent approach the bonus scheme
- We continue to support flexible working practices across all levels of the organisation
- Our family friendly policies, including our shared parental leave policy are promoted internally and regular workshops are held to raise awareness of these policies



4. Training, development and progression

At Benenden Health we are keen to train, develop and progress our colleagues.

- We support internal mentoring and offer assistance when colleagues are applying for internal progression
- We are spending time investing in our leaders to enable them to evolve our culture
- Our values and behaviour, beSmart, beBrave, beConnected and beCaring are embedded at each level of our organisation
- We offer financial support for self development where appropriate
- 38% of our colleagues over the last 12 months have received training to further develop
- We support apprenticeships across our organisation



What next?

We are continually striving to create an inclusive culture that fosters collaboration and encourages different perspectives to be valued.

Whether recruiting new starters, helping our colleagues move around our organisation, or supporting progression, our focus must continue to be on talent and potential.

We are passionate about fairness, inclusion and equal opportunity at Benenden Health. Whilst we are dedicated to closing our gap, we will continue to encourage flexible working practices and work towards an equal distribution of male and females in roles.

I confirm the gender pay gap data contained in this report is accurate and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Jayne Storey
Benenden Health HR Director

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Bob Andrews
Benenden Health CEO