

A photograph of a man and a woman sitting at a table, looking at a notebook together. The man is on the left, wearing a blue and white checkered shirt. The woman is on the right, wearing a dark blue patterned top. They are both looking at a notebook on the table. The background is a blurred office setting with yellow and blue chairs. A large pink and blue diagonal graphic is overlaid on the bottom right corner of the image.

# Gender Pay Gap Report 2020

# Foreword

**At Benenden Health, people come first. We believe in looking after our colleagues and our members, placing their health and wellbeing at the forefront of all business decisions. We're proudly mutual and inclusivity is core to everything we do as an organisation, with both our members and our people. We're always evaluating and learning about how to create a more inclusive culture where everyone feels valued as an individual and can thrive.**

We believe in equal opportunities and the principle of equal pay for equal work of equal value. So, as much as possible, we aim to keep pay gaps to a minimum. We've reported on our gender pay gap from 2018 and remain confident that employees at Benenden Health are paid the same for doing the same work.

We're committed to promoting diversity and gender equality and have a strong female representation throughout all levels of our workforce. We're proud that 47% of our leadership team are female.

Benenden Health is committed to transparency and internal equity. We understand the gap, our workforce profile and are confident in our systems and processes to ensure parity between genders.

We will strive, through our internal evaluation process, to preserve internal equity and equal opportunities through our Be Aspirational programme.

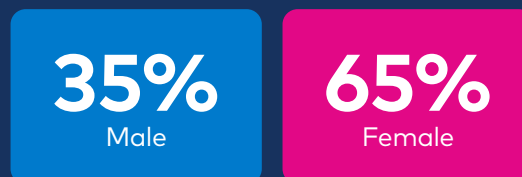
## What is the gender pay gap?

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 Health is committed to and abides by.

## About Benenden Health



## Gender split of employees



"At Benenden Health we've ensured that our focus on creating an inclusive culture continues, as we know the benefits this can bring for our workforce and organisation, including our gender pay gap. In 2020, we introduced equal occupational parental pay, irrespective of gender, and are pleased that several employees have already benefited from this significant change. This is one example of our commitment to providing inclusive benefits for our people.

We're pleased to see a further decrease in our gender pay gap to 17.82% in 2020. We're passionate about fairness, inclusion and equal opportunity at Benenden Health. Whilst we're dedicated to closing our gap, we recognise that the flexible working environment we offer employees does contribute to the gap we still have.

2021 will see us focus specifically on developing our Diversity and Inclusion strategy with a programme of activity. This strategy is sponsored from the top by our Executive team and we will create working groups to ensure our employees have a voice to develop this programme. We expect to adopt a hybrid approach of home and office working for many of our employees and expect this to provide opportunities for us to attract and retain diverse talent."

**Rebecca Mian**  
Head of HR



# Gender pay gap

## Methodology

As a qualifying organisation, The Benenden Healthcare Society Ltd is required to publish a snapshot of our data for 2020 as of 5 April 2020.

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 for 2020 excludes anyone who didn't receive any bonus pay in the 12 months leading up to the snapshot date of 5 April 2020. It doesn't take account individual circumstances, which may have impacted the actual bonus payment an individual received (including whether an individual was working part-time).

## 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 of 5 April 2020
- The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2020
- Pay quartiles look at the proportion of men and women in four pay bands when we divide our workforce into four equal parts

# Gender pay gap

Gap comparison 2017-2020					
Calculation	Data Type	2020	2019	2018	2017
Pay Gap	Mean	<b>17.8%</b>	<b>19.8%</b>	<b>20.3%</b>	<b>31.2%</b>
	Median	23.3%	27.8%	26.4%	33.0%
Bonus Gap	Mean	<b>27.6%</b>	<b>29.4%</b>	<b>7.9%</b>	<b>33.0%</b>
	Median	36.1%	0.0%	22.3%	20.5%
Proportion of employees awarded a bonus	Male	83.2%	70.5%	88.2%	76.5%
	Female	91.0%	80.2%	86.7%	87.5%

" We recognise that our gender pay gap has not changed significantly in the last year, however, we are pleased to see positive progress. We're confident that our continued commitment to equal opportunities for all employees will see our gender pay gap continue to reduce.

I'm proud that we already have strong female representation throughout all levels of our workforce, especially at senior level. However, understanding our workforce profile enables us to review how we can achieve even more balance in our gender gap across the organisation.

Reducing our gender pay gap remains a priority for us as we commit to providing a diverse, equal and inclusive working environment for all our employees."

**Helen Chamberlain**  
Chief Financial Officer





# What is our gender pay gap?

## Key data

The information presented below relates to The Benenden Healthcare Society Ltd.

## Mean and median gender pay gap

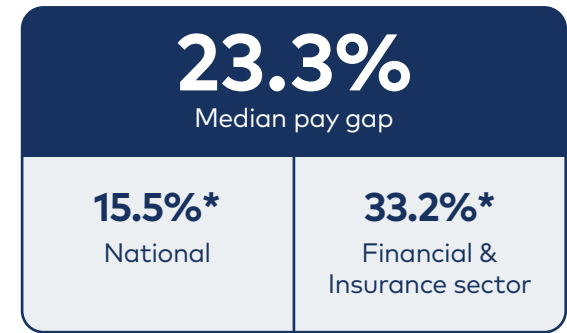
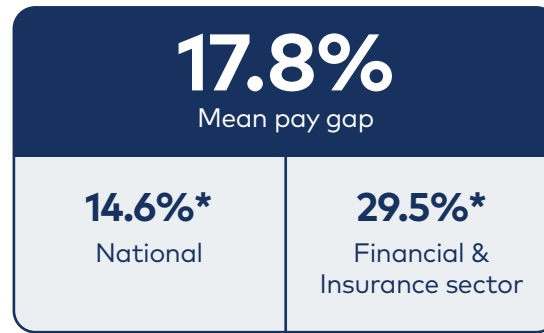
The mean gender pay gap is the difference in average hourly rates of pay that male and female employees receive. This gives an overall indication of the gender pay gap by taking all hourly rates of pay and dividing by the total number of people in scope.

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.

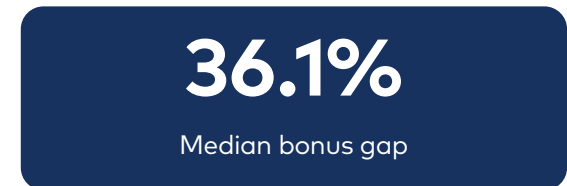
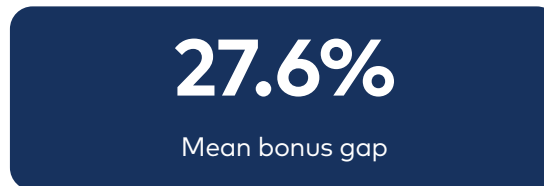
## Mean and median gender bonus gap

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.



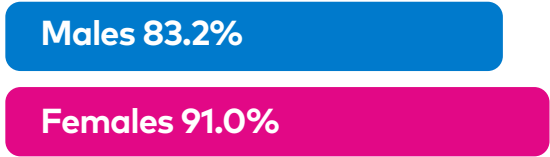
\*Source: ONS: Gender Pay Gap in the UK: 2020



# What is our gender pay gap?

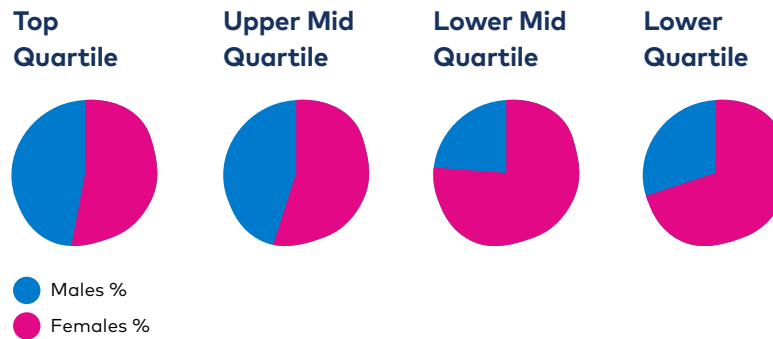
## Proportion of males and females receiving a bonus

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 2020.



## 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).



# Why do we have a gender pay gap?

## 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.

Having a predominantly 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.

## 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.

All employees at Benenden Health receive equal pay for equal work.

### Leadership Team



### Technical Professionals and Senior Managers



### Professionals and Managers



### Team Members



● Males % ● Females %

# Why do we have a gender pay gap?

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

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

We've 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 in our workforce.

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.

## Gender bonus gap

Overall, we have a significantly lower mean and median gender pay gap than our mean and median bonus pay gap.

This is mainly because 19% of our colleagues work on a part-time basis and 97% of these are women.

Where we've paid bonuses to part-time colleagues, they are pro-rata to reflect the reduced hours – however, the bonus pay gap calculation doesn't recognise that individuals may work part-time.

We will continue to encourage and support flexible and part-time ways of working, even if this does in part contribute to the bonus gap. Providing this for our employees makes Benenden Health an employer of choice.

## Mean gender pay gap by pay quartile





# Workforce profile

This shows us that we have more females in all quartiles.

Our workforce is predominantly female and 18% work part-time; this has an impact on our gender pay gap.

Quartile	Male		Female	
Lower	30%	35	70%	81
Lower Middle	24%	17	76%	55
Upper Middle	45%	30	55%	36
Top/Upper	47%	30	53%	34

# CEO pay ratios

Based on the current gender pay gap data as at 5 April 2020, the details below illustrate Benenden Health's current pay ratios:

The pay ratio indicates the relationship between Benenden Health's CEO pay, and the pay of other employees at Benenden Health.

## Methodology

The methodology for calculating the ratios is Benenden Health's most recent gender pay gap information.

The salary figures are post salary sacrifice. Employer's pension contributions aren't included.

This data assumes full-time equivalent salaries as at 5 April 2020.

CEO Basic Salary Pay Ratio	
	<b>7:1</b>

Basic Salary Ratios	
CEO to the average workforce salary	<b>7:1</b>
CEO to the median salary	<b>9:1</b>

Total Remuneration Ratios	
CEO to the 50th percentile (median) employees' remuneration	<b>11:1</b>
CEO to the 25th percentile employees' remuneration	<b>16:1</b>
CEO to the 75th percentile employees' remuneration	<b>8:1</b>

# Our commitment to closing the gap

We're focusing on four key areas:

- How we recruit candidates
- How we engage and reward our employees
- How we support progression and developmental opportunities
- How we retain the best talent within Benenden Health



# Our commitment to closing the gap

## 1. Recruitment

- We will continue to monitor our recruitment processes to ensure we eliminate bias and support leaders to consider diversity and inclusion when decision making. Our Applicant Tracking System can manage and support this, alongside the HR Team
- We will have a clear and compelling Diversity and Inclusion strategy which has synergies with the Recruitment strategy and our recruitment processes
- We partner with agencies who commit to sourcing diverse candidates and promote diversity and inclusion in the workplace
- We're committed to playing a role in empowering women to join/remain and progress within our organisation

## 2. Pay, rewards 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. The robust calibration process of performance reviews ensures a fair and consistent approach to any bonus awarded
  - 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
  - Our commitment to flexible benefits will be further developed in 2021 to offer even more choice to our diverse workforce

# Our commitment to closing the gap

## 3. Training, development and progression

At Benenden Health, we're committed to training and developing our colleagues.

- We support internal mentoring and offer assistance when colleagues are applying for internal progression
- We invest in our leaders to develop their capability
- Our values, Be Smart, Be Brave, Be Connected and Be Caring are embedded throughout the organisation and used to ensure we have the right behaviours to support our business ambitions
- We offer financial support for self-development where appropriate, and utilise our Levy fund for new apprenticeships starting in the business and individuals furthering their career in higher educational courses
- Everyone in the organisation has access to flexible and 'on-time' learning and development through our Be Aspirational Career Hub
- Our primary focus is to support managers and their teams working remotely and to adapt our training to be delivered virtually

## 4. Retention

It's important to us that once we have the right people, they stay at Benenden Health.

- We support a variety of flexible working options: part-time working, compressed hours, home working and study leave
- We advertise vacancies internally and support internal progression
- We nurture the succession planning pipeline, identify critical roles and ensure we create action plans and/or developmental opportunities
- We support extended family leave and sabbatical leave

# What's next?

**We will continue to foster an inclusive culture that welcomes collaboration and encourages different perspectives to be valued.**

Whether recruiting new starters, or supporting our colleagues to progress within the organisation, we will keep our focus on identifying and developing talent, irrespective of gender.

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



# What's next?

" I'm delighted to report that Benenden Health's mean gender pay gap has reduced from 19.8% to 17.8% in 2020.

We believe it's an important measure that requires the right focus so that our gender balance will change over time.

We have taken time to fully understand the reasons behind our gender pay gap, which enables the right actions to address greater pay parity in our workforce. We will continue our commitment to addressing our gender pay gap, but doing so in the right way and being fair to all employees. One example of this is our refreshed family-friendly leave and pay policy which includes a fairer approach to maternity and paternity leave.

We demonstrate equality of opportunities in development and progression for women and men at all levels within our organisation, and we're an employer of choice in the local area. I'm very proud that we have a good balance of men and women on our senior leadership team and at Executive and Board level. However, given the nature of some of our

roles, which enable flexible working hours, and our unbiased recruitment processes, we do have more females in more junior roles. This means it can be difficult to know what our target for our gender pay gap should be. However, we will strive to continuously improve what we do and how we do it.

Our vision for an inclusive future means our people come first. We place the health and wellbeing of our people and members at the forefront of our business decisions. We strive to nurture an inclusive culture, where everyone is valued as an individual, and can thrive, irrespective of their gender. Equal pay is one dimension, but our commitment is to provide an inclusive, positive and accessible environment for all employees. "

**Bob Andrews**  
Chief Executive Officer




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.

**Rebecca Mian**  
Head of HR



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# Contact us

 [www.benenden.co.uk](http://www.benenden.co.uk)

