



Gender Pay Gap Report 2022

Foreword

Since we first began reporting on our gender pay gap as a business in 2017, we've seen improvements in many areas of the business.

Our commitment to promoting diversity and gender equality has seen high levels of female representation throughout the company. We're proud that 46% of our leadership are now female, and that this figure has been increasing over time to reach greater parity at the highest level of the business.

Because Benenden Health is a mutual society, inclusivity is at the heart of everything we do. This is as true for our colleagues and organisation as it is for our members. We put people first, which is why we'll continue to look for ways in which we can create a more inclusive culture. One that values individual contribution, where everyone is able to thrive.

We believe in equal opportunities and the principle of equal pay, for equal work of equal value. We remain confident that our employees are paid equally for doing the same work. Unfortunately, in terms of the Gender Pay Gap, we are reporting a slight increase this year. This is the result of a change to the timing of Executive bonus pay. As such, this doesn't reflect the wider trend since 2017, which has been closing the gap year on year. We're confident that this year's figures are an anomaly to that trend, and with our workforce profile, ongoing work and commitment to understand and remove barriers, we will continue to reduce our gender pay gap in future.

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.

"Following the Covid Pandemic, our focus at Benenden Health in terms of our people strategy has shifted. We expect to adopt a hybrid approach of home and office working for many of our employees and this will provide opportunities for us to attract and retain diverse talent and the benefits this can bring.

This year, we are reporting a slight increase in our gender pay gap when compared to the figures last year. We understand the cause of the increase, and believe that the trend for reducing the gap that we have seen over the past five years will resume next year.

Whilst we're dedicated to closing our gap as much as possible, we recognise that the flexible working environment we offer employees, does contribute to the gap we still have.

2023 will see us focus specifically on our ESG strategy (Environmental, Social and Governance strategy).

Our people are central to this, from attracting people to work for us and developing them through their careers with us. The Diversity, Equity and Inclusion strategy will naturally feature as a programme of activity within this. The overall strategy is sponsored from the top by our Executive team and we include working groups to ensure our employees very much have a voice. We foster an inclusive culture at Benenden Health and this extends to our benefits offering, to ensure we are providing inclusive benefits for our people with an emphasis on health and wellbeing which continues to be so important to our current and future workforce."

Rebecca Mian

Head of HR



About Benenden Health

335 Benenden Health colleagues at the Society

Gender split of employees

35% Male

65% Female

Gender pay gap

Methodology

As a qualifying organisation, The Benenden Healthcare Society Ltd is required to publish a snapshot of our data for 2022 as of 5 April 2022.

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 2022 excludes anyone who didn't receive any bonus pay in the 12 months leading up to the snapshot date of 5 April 2022. It doesn't take account of 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 2022
- The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2022
- 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 2017-2022							
Calculation	Data Type	2022	2021	2020	2019	2018	2017
Pay gap	Mean	25.5%	16.7%	17.8%	19.8%	20.3%	31.2%
	Median	24.7%	15.2%	23.3%	27.8%	26.4%	33.0%
Bonus gap	Mean	53.3%	37.3%	27.6%	29.4%	7.9%	33.0%
	Median	23.6%	5.5%	36.1%	0.0%	22.3%	20.5%
Proportion of employees awarded a bonus	Male	86.2%	92.6%	83.2%	70.5%	88.2%	76.5%
	Female	93.1%	98.7%	91.0%	80.2%	86.7%	87.5%

Possible contributing factors in 2022 gap increase:

- There were **Two SE bonuses** in one reference period, April 2021 and March 2022. Without the March 2022 SE bonus, the mean gender pay gap would reduce to **23.7% (currently 25.5%)***, and the mean gender bonus gap would in fact be around **34.5% (currently 53.3%)***

* Approximate estimated percentages

- **Small fluctuations in the Society's female and part time workforce**
 - The female population has increased by 5% from the previous year, with no change to the male population
 - An increase in the number of flexible working requests for part time hours, mainly from female employees
 - Amount of female population working part time has increased by 2%, whereas the male part time population has decreased by 50%
 - Small fluctuations in our gender split in some quartiles

"We recognise that our gender pay gap has increased this year, however, after reporting progress year-on-year previously we are confident that our continued commitment to equal opportunities for all employees will see our gender pay gap reduce in future.

If we were to restate the Gender Pay data only including bonus earned in the year, rather than paid in the year, the gender pay gap would be lower at 23.7%.

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.



*Source: ONS: Gender Pay Gap in the UK: 2022

Mean and median gender bonus gap

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

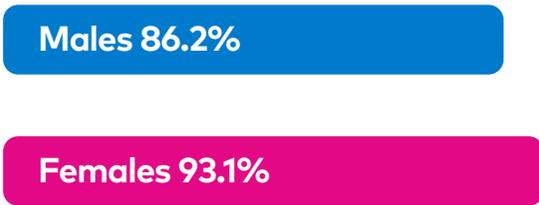
The median gender bonus gap shows the difference in the midpoints of the ranges of bonus pay received by men and women.



What is our gender pay gap?

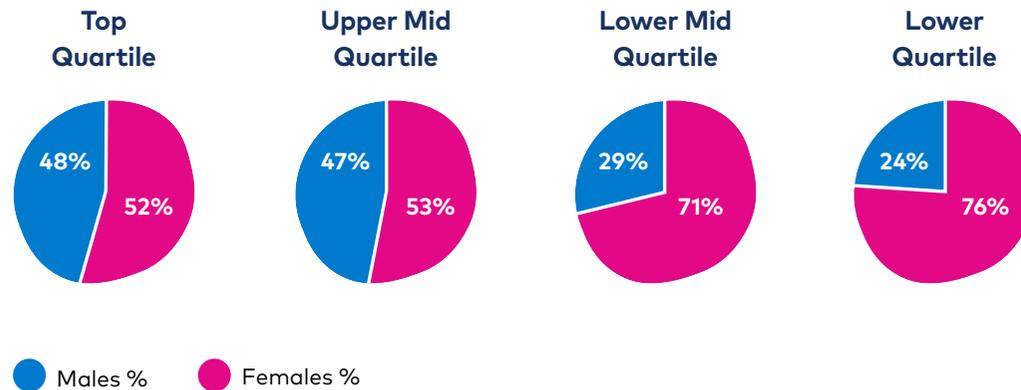
Proportion of males and females receiving a bonus

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 2022.



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 number of male 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 and part time roles
- Fewer women than men in some areas of the organisation

As you can see from the figures, our gender pay gap is much lower in every quartile if we look at each segment individually. But in closing our gender pay gap, our focus needs to be on improving gender distribution throughout our workforce.

By ensuring all genders are represented equally at all levels of our organisation, we can close our gender pay gap sooner.

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 16% of our colleagues work on a part-time basis and 98% 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

12.9%

Top
Quartile

4.5%

Upper Mid
Quartile

-1.1%

Lower Mid
Quartile

-4%

Lower
Quartile

Workforce profile

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

Our workforce is predominantly female and 16% of our workforce work part time. This has an impact on our gender pay gap.

Quartile	Male		Female	
Lower	24%	29	76%	91
Lower Middle	29%	21	71%	52
Upper Middle	47%	35	53%	40
Top/Upper	48%	32	52%	35

CEO pay ratios

Based on the current gender pay gap data as at 5 April 2022, these details 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 2022.

CEO basic salary pay ratio
8:1

Basic salary ratios	
CEO to the average workforce salary	8:1
CEO to the median salary	10:1

Total remuneration ratios	
CEO to the 50th percentile (median) employees' remuneration	13:1
CEO to the 25th percentile employees' remuneration	18:1
CEO to the 75th percentile employees' remuneration	9:1

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, equity, and inclusion in the recruitment journey. Our Applicant Tracking System will support this
- We partner with recruitment agencies who are committed and consider diversity, equity, and inclusion, when sourcing and putting candidates forward
- We are 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
 - Our commitment to flexibility within our benefit range continues. We have rolled out new benefits in 2022 and continue to refresh and grow our benefit offering

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 focus is to support managers and their teams working in a hybrid environment, remotely, office based and home working. Our training is constantly evolving to support ever changing workforce requirements

4. Retention

It is important to us that once we have the right people, we nurture the relationship, so they stay at Benenden Health.

- We support a variety of flexible working options, part-time working, compressed hours, home working and study leave
- We internally promote vacancies, ensure succession planning and development opportunities are considered
- We support employees returning to the business after extended leave, whether through flexible working or phased returns
- We support extended family leave and sabbatical leave



What's next?

In our vision for an inclusive future, we will continue to put people first.

That means whether we're recruiting new starters or supporting our colleagues to progress within the organisation, we'll always focus on identifying and developing talent, irrespective of gender.

In our efforts to close the gap, we'll also offer greater flexibility in how, when and where our colleagues work. And we'll stay flexible, too. Continually monitoring and evaluating all our efforts, and evolving policies wherever necessary.

What's next?

"This year, we are reporting an increase in our gender pay gap, which has risen from 16.7% in 2021 to 25.5% in 2022. It's important to be transparent about this change, as we continue to hold our business and processes accountable for closing the gap.

In 2021, annual Executive bonuses fell twice within one financial year – April 2021 and March 2022, respectively. Because of this, this year's figures don't fully represent our overall progress on pay, nor do we think they should completely undermine it. When we first began reporting on the pay gap in 2017, our figure stood at 31.2% and each year that figure began to decline. We believe it will decline again.

We work hard to ensure equality of opportunities in development and progression for women and men at all levels within our organisation. We're also proud that we're an employer of choice in the local area. And with an increase again this year in the number of women in senior leadership roles, we can continue to look forward to greater representation in Executive and Board roles in future.

In order to ensure our gender balance will continue to improve over time, we will continue to pay particular attention to 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

It's important to ensure a clear and well supported diversity and inclusion strategy. This means that we always recruit the right person for the role and work with agencies who commit to sourcing diverse candidates.

We're also committed to ensure there's a clear and transparent approach to pay and rewards, that our family friendly policies, including shared parental leave, are promoted and understood by our colleagues, and that we foster an inclusive culture that welcomes collaboration and different views.

We're proud our investment in training, development and progression, with internal mentoring, financial support for self-development, provision of 'Golden Hours' where a colleague is able to take dedicated work time for personal development and most recently the launch of a 'Junior Board' initiative.

This is an initiative where junior talent is given a unique opportunity to explore business challenges operating through the lens of a 'Board of Directors'. It provides significant personal development as well as making a positive contribution to the business.

There are some aspects of our work and the roles we operate which by their very nature enable flexible working. Whilst we have an unbiased recruitment process, we do have more females in more junior roles as a result. Therefore our actual target gender pay gap is uncertain. However, we will strive to continuously improve.

We have a strong set of values and a determination for an inclusive future, underpinned also by our newly developed Environmental Social and Governance strategy (ESG). Our people will always come first. As evidenced throughout the Covid Pandemic, we place the health and wellbeing of our people and members at the forefront of our business decisions.

Gender Pay is just one measure of the actions we take to ensure we are providing the right support both personally and professionally and ensuring everyone can thrive and is valued as an individual, in a culture that celebrates diversity. "

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

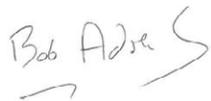
Head of HR



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Bob Andrews

Chief Executive Officer



Contact us



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