



Gender Pay Gap Report 2019



Foreword



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.

Benenden Health believes in equal opportunities and the principle of equal pay for equal work of equal value. So, as much as possible, its policy is to keep pay gaps to a minimum, audit and have reported on gender pay from 2018 onwards. We remain confident that employees at the Society are paid the same for doing the same work.

We are 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.

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

About Benenden Health

249

Benenden Health colleagues
at the Society in York

Gender Split of Employees

Male
33%

Female
67%

"At Benenden Health, gender parity remains a key element of our executive led focus on diversity and inclusion.

Attracting and retaining a diverse group of employees is a key priority for us across the Society. It is vital that we have a culture of diversity, equality and inclusion, with fair opportunities for all.

To achieve our goal of attracting and retaining a diverse workforce we must remove barriers where possible.

Whilst our gender pay gap has decreased from last year we do still have disparity between our pay, which is reflective of our workforce profile.

We're proud of the flexible working environment we provide for our colleagues and from 2020 we will offer equal occupational parental pay to both men and women."

Jayne Storey
Chief People Officer



2019 Gender Pay Gap

Methodology

As a qualifying organisation, Benenden Healthcare Society Ltd is required to publish a snapshot of our data for 2019 as of 5 April 2019.

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 2019 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).

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 2019
- The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2019
- Pay quartiles look at the proportion of men and women in four pay bands when we divide our workforce into four equal parts

Gap Comparison 2017 - 2019

Calculation	Data Type	2019	2018	2017
Pay Gap	Mean	19.8%	20.3%	31.0%
	Median	27.8%	26.4%	33.0%
Bonus Gap	Mean	29.4%	7.9%	33.0%
	Median	0.0%	22.3%	20.5%
Proportion of employees awarded a bonus	Male	70.5%	86.7%	76.5%
	Female	80.2%	88.2%	87.5%

Comparing 2017, 2018 and 2019 shows a reduction in the mean pay gap

"We recognise that our numbers have not changed significantly, but we are confident our actions will continue to reduce our gender pay gap."

We also recognise the Society's gender pay gap is reflective of our workforce profile. 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
Chief Financial Officer

What is our gender pay gap?



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 2019.

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).

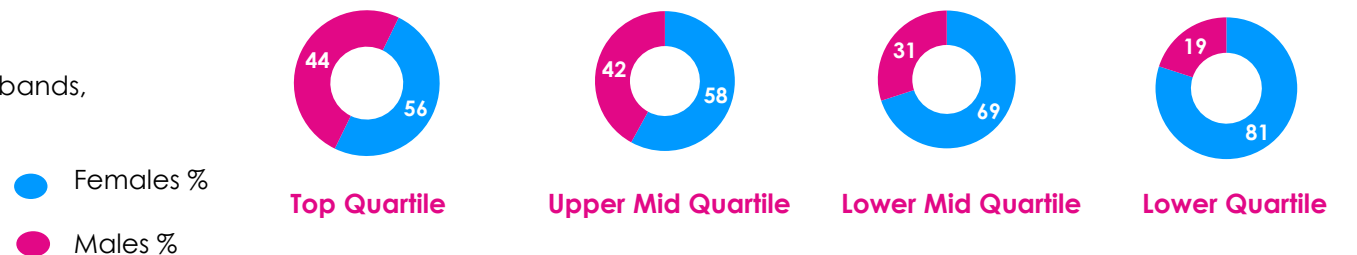
Mean pay gap: **19.8%**
National: 16.2%*
Financial & insurance sector: 32.7%*

Median pay gap: **27.8%**
National: 17.3%*
Financial & insurance sector: 33.7%*

*Source: Gender Pay Gap 2019, Office for National Statistics

Mean bonus gap: **29.4%**

Median bonus gap: **0.0%**



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

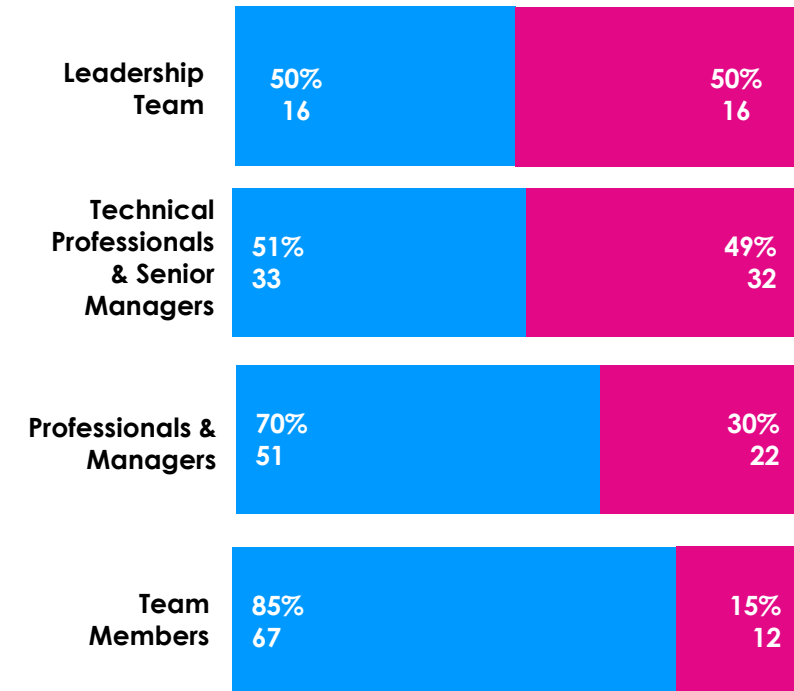
Having a predominately female workforce means that even small fluctuations in the male number of colleagues can have a significant impact on our gender pay gap. Our pay ranges differ by function as well as job level, meaning that the gender split between functions also has an effect.

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.

Men and women at Benenden Health receive equal pay for equal work.



● Females %
● Males %

Why do we have a gender pay gap?



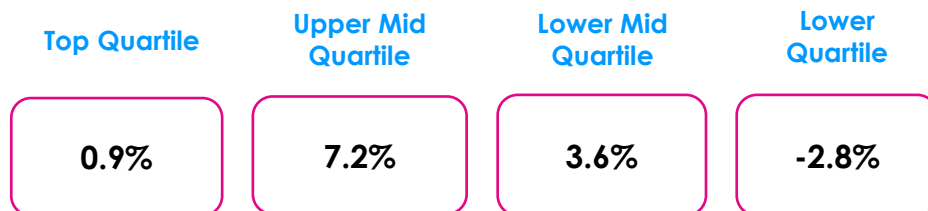
The most significant challenges we face in addressing our gender pay gap are:

- 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 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 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.

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 95% 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, even if this does in part contribute to the bonus gap. Providing this for our employees makes Benenden Health an employer of choice.

Workforce Profile



Quartile	Male		Female	
Lower	19%	14	81%	59
Lower Middle	31%	19	69%	43
Upper Middle	42%	25	58%	34
Top/Upper	44%	24	56%	31

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

Our workforce is predominately female and 21% work part time, this has an impact on our gender pay gap.

CEO Pay Ratios

Based on the current gender pay gap data as at 5 April 2019, the below details Benenden Health's current pay ratios:

**CEO Basic Salary
Pay Ratio
7:1**

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

In 2018, the median FTSE 100 CEO reward package was 117 times bigger than that of a UK full-time worker on a median salary of £29,574 (Source: CIPD.co.uk)

Basic Salary Ratios

CEO to the average workforce salary	8:1
CEO to the median salary	9:1

Total Remuneration Ratios

CEO to the 50 th percentile (median) employees' remuneration	10:1
CEO to the 25 th percentile employees' remuneration	13:1
CEO to the 75 th percentile employees' remuneration	6:1

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 are not included.

This data assumes full-time equivalent salaries as at 1 April 2019.

Our commitment to closing the gap



We are focusing on four key areas covering:

- How we recruit candidates
- How we engage our employees

1. Recruitment

- We will continue to monitor our recruiting processes to ensure we eliminate bias and support leaders to consider inclusion when decision making, our new recruitment system will support this
- We partner with agencies who commit to sourcing diverse candidates, and we are currently undertaking a review of all the agencies we partner with
- We are committed to playing a role in empowering women to join/remain and progress within our organisation

2. 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. 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 developed in 2020 to offer choice to our diverse workforce

- How we support progression opportunities
- How we retain the best talent within Benenden Health

3. Training, development and progression

At Benenden Health we are 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, beSmart, beBrave, beConnected and beCaring 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
- In the last 12 months, 70% of our colleagues have received training for self development, everyone in the organisation has access to learning and development material for self study through our Career Hub
- We support apprenticeships across our organisation

4. Retention

It is 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 internally promote vacancies, ensure succession planning and development opportunities
- 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?

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

Whether recruiting new starters, or supporting our colleagues to progress across the organisation, 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.



"At Benenden Health, we believe that our gender balance will change in time.

We have increased the number of females on our leadership team, refreshed our family friendly leave and pay policy and we have already demonstrated a commitment to addressing this gap since 2018.



We demonstrate equality of opportunities in development and progression for women and men 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
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.

Jayne Storey
Chief People Officer

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