

Gender Pay Gap Report 2021



Here at Benenden Hospital, we remain passionately committed to promoting equality, diversity and inclusion which creates an environment that attracts, retains and motivates its people.

We are an equal opportunities employer with a clear policy of paying employees equally for the same or equivalent work, regardless of gender or any other protected characteristic.

We have been reporting on our gender pay gap since 2017 and whilst our data continues to highlight disparity, we remain confident that we have a balanced demographic within our pay profile and that what we are reporting continues to be reflective of the wider UK healthcare industry. In summary, we understand the pay gap and our workforce profile and we are confident that our systems and processes ensure that there is parity between genders.

Gender Pay not Equal Pay.....

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 Hospital Trust is committed to and abides by. 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.

Legislative requirements

- All UK companies with 250 or more employees on 5 April 2021 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 at 5 April 2021
- The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2021
- Pay quartiles look at the proportion of men and women in four pay bands

Gender Pay Gap Report 2021



Our Industry

The UK healthcare industry reports the gender working split as 78% female and 22% male and this UK wide statistic is broadly reflective in our organisation with female 82% and 18% male. However, it is important to note that our Hospital Executive (our most senior roles) is made up of 40% male and 60% female and throughout our organisation there is a higher percentage of female workers over male workers.

In line with supporting national data, our challenge is to attract more males into our organisation and particularly in our lower quartile roles.

We recognise that our gender pay gap has not changed significantly over the reporting period, however, we have seen some progress and we are confident that our commitment to equal opportunities and increased interest in males working within the healthcare industry will result in a continued gradual reduction in the gender pay gap.

Year on Year Comparison

Over the course of the last 3 reporting periods, can report the following:

- Our female v's male ratio remains the same
- A reduction in our Mean pay gap by 3%
- An increase in our Median pay gap by 3%
- A reduction in our Mean bonus gap by 12%
- We have retained our Median bonus gap at 0% for the past three reporting periods

We have seen an increase of females representing our lower and lower mid-range quartile and a decrease of males representing our lower and lower mid-range pay quartiles.

It remains a fact that we typically receive much greater numbers of female applicants for our lower quartile roles such as housekeeping, catering assistants, administrators and healthcare support workers and therefore our employment of females is generally higher in these areas.

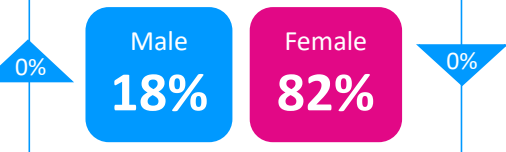
For our higher salaried roles, our split between male and female is more balanced and remains in favour of our female workforce.

Our senior management team represents a 40/60 gender split profile in favour of females.

Benenden Hospital 2021



Gender Split of Employees

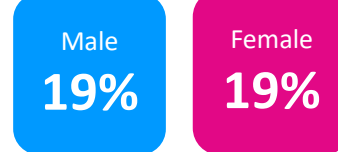


0% change since 2018

305

Total number of 'in scope' colleagues

Employees receiving bonus



Mean pay gap
21.11%

the difference in average hourly rates of pay that male and female employees receive

Mean bonus gap
6.09%

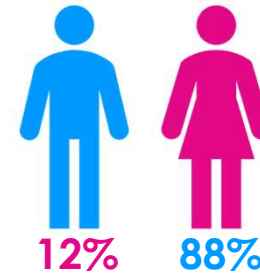
the difference in average bonus pay that male and female employees receive

Median pay gap
27.70%

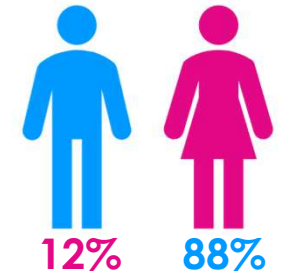
the difference in the midpoints of the ranges of hourly rates of pay for men and women

Median bonus gap
0%

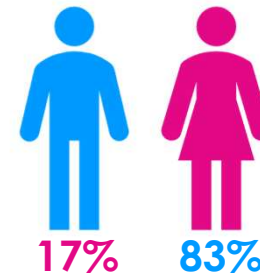
the difference in midpoints of the ranges of bonus pay received by men and women



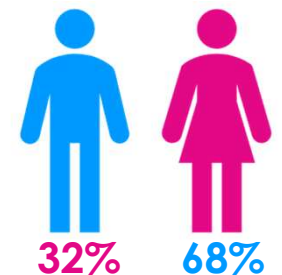
Lower Quartile



Lower Mid Quartile



Upper Mid Quartile



Upper Quartile

Proportion of males and females by pay quartile

This is the percentage of male and female employees in four quartile pay bands.

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

How are we doing ?



	2017	2018	2019	2020	2021	Difference 2017 v 2021
Mean gender pay gap	28%	27.44% ▼ -0.56%	27.43% ▼ -0.01%	23.53% ▼ -3.90%	21.11% ▼ -2.42%	-6.89%
Median gender pay gap	33%	27.25% ▼ -5.75%	30.17% ▲ 2.92%	25.27% ▼ -4.90%	27.70% ▲ +2.43%	-5.30%
Mean gender bonus gap	25%	47.80% ▲ 22.80%	37.79% ▼ -10.01%	17.51% ▼ -10.28%	6.09% ▼ -11.42%	-18.91%
Median gender bonus gap	37%	0% -37%	0% ↔ 0%	0% ↔ 0%	0% ↔ 0%	-37.0%

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 employees in scope. Given our industry demographic, we expect there to be a disparity all the while females dominate the lower quartile roles within the healthcare industry. However, as you can see, our pay gap has reduced from 28% in 2017 to 21.11% in 2021. This is mainly due to an increase of women working in roles within the upper quartiles.

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. Whilst the median pay gap has increased from 2020, it is still less than when we commenced reporting in 2017.

This reporting period demonstrates that whilst we have a good balance of male and female workers in the upper quartile, the challenge remains that over 80% of our female colleagues are employed in the lower three quartiles.

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 by men and women. Within our report, we have included our bank employees - a section of our workforce who work flexibly when work is available. Bank staff are predominately female and not eligible for bonus payments, due to their irregular patterns of work, and this does have an effect on the gender bonus pay gap. The removal of our performance related bonus and the payment of the same monetary value Christmas bonus for all staff has positively reduced our mean gender bonus gap. We continue to encourage a more balanced split of genders across the organisation, where possible, to reduce the gender bonus gap via our recruitment strategy and succession planning.

Why do we have a gender pay gap?



Difference between equal pay and the gender pay gap

An organisation can have a gender pay gap without breaching equal pay provisions.

Our gender pay gap 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 Hospital receive equal pay for equal work.

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.

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

- Our overall workforce profile
- A significantly higher percentage of females in our lower quartile pay ranges

Our commitment to closing the gap



We will continue to foster an inclusive culture and focus on:

- How we recruit into our organisation
- How we engage and reward our employees
- How we support progression and developmental opportunities
- Retention

Whether recruiting new starters, or supporting our colleagues to progress within the organisation, we will continue to operate fairly and equitably regardless of gender.

We are passionate about fairness, diversity, inclusion and equal opportunities. We remain committed to working towards closing our gender pay gap and a more equal distribution of male and female workers within our organisation

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.

Michelle Anderson
HR & OD Director

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.

Jane Abbott
Hospital Director

Looking forward to 2022, Benenden Hospital continues to focus on three key areas;

✓ **Recruitment**

Developing our recruitment strategy and policy to ensure we attract skilled candidates, who through a fair and un-biased recruitment and selection process, demonstrate the values and behaviours embraced by our colleagues across Benenden Hospital. We will ensure that our recruitment campaigns appeal to both genders. We will have a clear and compelling Diversity and Inclusion strategy which has synergies with the Recruitment strategy and our recruitment processes

✓ **Pay, rewards and benefits**

Continue to develop our reward and recognition packages that attract the best people regardless of gender. Continue to review our family friendly policies and practices to offer support to our colleagues in effectively balancing their work/life commitments across all areas and levels of the organisation. We have already made significant changes to our flexible working policy to promote a healthy work-life balance and increase staff motivation.

✓ **Development and Progression**

Ensuring the tools and processes available to measure individual performance feed into our talent optimisation programme and create a positive sharing learning environment for our colleagues.

✓ **Retention**

We have committed to the Real Living Wage across our workforce to further support our employees in lower paid roles.

We support a variety of flexible working options, 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