



INCLUSION



# INCLUSION PAY REPORT 2020

INCLUDING OUR GENDER PAY REPORT



# THE LONDON CLINIC PAY REPORT

EVERY YEAR, THE LONDON CLINIC GENDER PAY REPORT SETS OUT THE PAY GAP BETWEEN MEN AND WOMEN AT THE LONDON CLINIC.

For 2020, our third annual report, we are going a step further to reflect our wider commitment to Diversity and Inclusion and the steps we are taking to ensure that everyone working for The London Clinic is paid and treated fairly.

The Inclusion Pay Report that follows includes our usual Gender Pay Report. Furthermore, it provides a fuller breakdown of our pay gap for race and our median pay gap for disability. It also shares overall satisfaction scores for each of these protected characteristics, which were identified through our 2019 Employee Survey.

We are choosing to publish more information than we are required to because we believe that by being open about this information to our colleagues, customers and the wider public, we can hold ourselves accountable to our Diversity and Inclusion ambitions. For further information, our 2020 Inclusion Plan can be found at the end of this document.

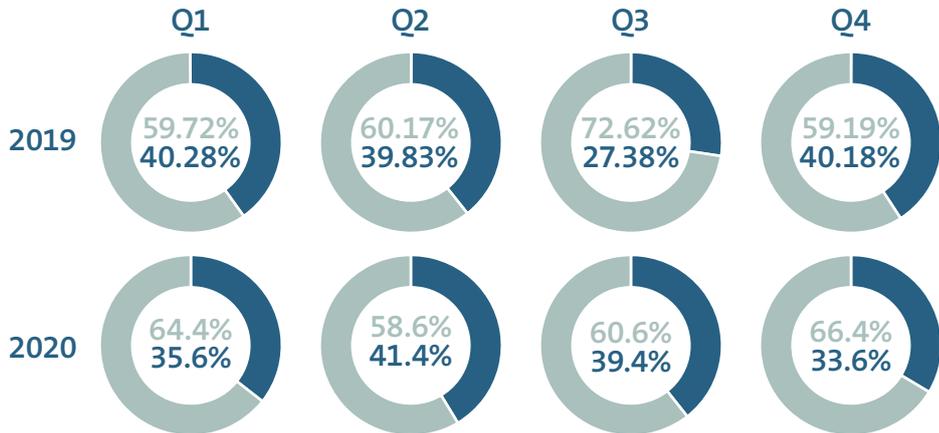
## GENDER PAY GAP

The mean pay gap has reduced by 1.72% between 2019 and 2020. This is largely as a result of an increase in the number of women in the highest 10% of earners at The London Clinic. The median negative pay gap is as a result of having a predominantly female workforce with a larger number of women earning salaries at the median point.



## PAY QUANTILES

These graphs set out the proportion of men and women who are paid in each pay quartile.



## BONUS PAY GAP

WE ARE REQUIRED TO ALSO PUBLISH OUR BONUS PAY GAP. THIS IS THE DIFFERENCE IN ANY BONUSES PAID BETWEEN MEN AND WOMEN IN THE 12 MONTHS BEFORE 5 APRIL 2019.

The London Clinic does not regularly use bonus pay as part of its remuneration. However, there are some elements of our pay that are considered to be bonuses for the purpose of this calculation. These include the Christmas Bonus (£50) which is paid to all employees each year; the attendance bonus (£100) which is paid to those earning less than £25,000 and who have not had any sickness absence days; our long service awards; retirement awards, and values awards.

BONUS PAY GAP 2020	2019	2020
MEAN GENDER BONUS PAY GAP	0.22%	0.05%
MEDIAN GENDER BONUS PAY GAP	23.18%	6.94%

OUR MEAN OR AVERAGE BONUS GAP IS

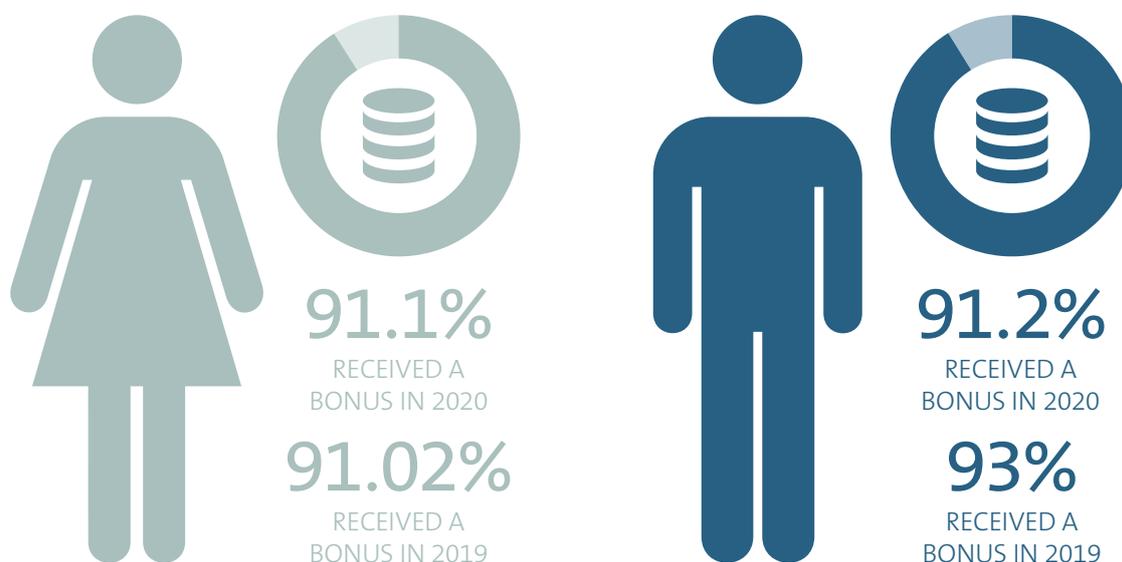
6.94%

This means on average men received a higher bonus payment than women. This is significantly lower than our 2019 bonus pay gap figure of 23.18%. The reduction is due to no bonuses being paid to our Executive Team in 2019.



## % RECEIVING A BONUS

All employees receive the Christmas bonus and are therefore included in the figures above. However, we must also include all of our relevant bank workers in the calculation who do not receive the Christmas bonus. There are a higher proportion of female bank workers, resulting in the difference in proportions of people who received the bonus.



## SATISFACTION WITH WORKING AT THE LONDON CLINIC

Each year, we run an Employee Survey and stratify the results by gender, age, disability, sexual orientation, ethnicity and religion/belief. In 2020, 93% of our employees completed the survey. Our satisfaction scores for gender were broadly in line with our overall satisfaction scores and up on our 2019 survey.

	2020 % SATISFIED	VARIANCE TO 2019 (all+)
Men	83	14
Women	78	8

## ETHNICITY PAY GAP

WE HAVE ETHNICITY DATA ON ONLY 78% OF OUR EMPLOYEES WHICH MEANS THAT THIS FIGURE IN REALITY MAY BE HIGHER OR LOWER THAN WE ARE CURRENTLY ABLE TO REPORT ON.

There are large differences between the pay of different ethnicities at The London Clinic. On average the lowest paid ethnic groups are Black Caribbean, Black African and Black 'other'. This year, for the first time, we have also calculated our median pay gap, bonus pay gap and pay quartiles for race.

BONUS PAY GAP 2020	2020
MEAN ETHNIC BONUS PAY GAP	3.41%
MEDIAN ETHNIC BONUS PAY GAP	0%

OUR MEAN OR AVERAGE ETHNICITY PAY GAP IS

**10.19%**

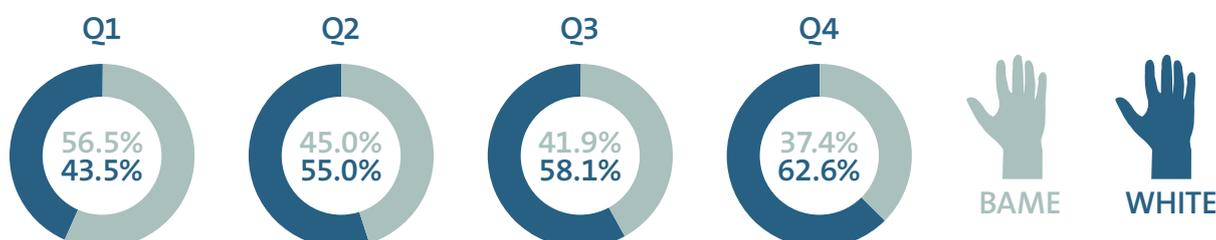
This has remained approximately at the same level since 2019. This means that 'white' employees are paid on average 10.19% more than employees who are of all other ethnicities.



MEDIAN RACE PAY GAP

**11.37%**

## ETHNIC PAY QUARTILES



The pay quartile data shows that our ethnicity pay gap is largely as a result of more Black, Asian and minority ethnic (BAME) people being in the lowest pay quartile and being under represented in the highest pay quartile.

## SATISFACTION WITH WORKING AT THE LONDON CLINIC

Our satisfaction scores for working at The London Clinic by ethnicity are broadly in line with our overall satisfaction score and all have seen a significant improvement on our 2019 scores.

	2020 % SATISFIED	VARIANCE TO 2019 (all+)
WHITE BRITISH	79	10
WHITE IRISH	81	8
WHITE OTHER	76	6
BLACK OR BLACK BRITISH	81	9
ASIAN OR ASIAN BRITISH	79	11
MIXED	83	10
OTHER ETHNIC GROUP	88	8

## DISABILITY PAY GAP

THIS YEAR, WE HAVE CALCULATED OUR DISABILITY PAY GAP. THE PAY GAP IS SMALL BUT WE ONLY HAVE INFORMATION ON AROUND A THIRD OF OUR STAFF.

DISABILITY PAY GAP

0.54%

This means in reality the pay gap could be higher or lower than we have calculated. We are committed to improving our data so that we can more accurately report this figure.

## SATISFACTION WITH WORKING AT THE LONDON CLINIC

Our satisfaction with working at The London Clinic is slightly lower than our overall satisfaction levels.

	2020 % SATISFIED	VARIANCE TO 2019 (all+)
HEALTH PROBLEM OR DISABILITY	76	15
NO HEALTH PROBLEM OR DISABILITY	78	10

## WHAT WE DID IN 2020

WHAT WE SET OUT TO ACHIEVE	OUTCOME
We want to improve the data we collect on our employees so that we can provide more accurate information on our ethnicity pay gap.	Whilst our data has improved it's not quite where we would like it to be. So, in 2021 we will refocus on this goal and we will encourage our staff to complete their sensitive data via the new starter process (on-boarding), corporate induction and internal communications.
As we improve the information we have across all our inclusion areas, we aim to monitor our pay gaps in more detail.	This year we have published more detail on our race/ethnicity pay gap and our disability pay gap.
We will complete our blind CV trial and assess what changes we should make to our recruitment process as a result.	We have completed and reviewed our first blind CV recruitment process which was positively received from those involved. We intend to roll out blind CV selection for all roles as we implement our new applicant tracking system.
We will continue with reverse mentoring for our leaders and expand the scheme across The London Clinic.	Our first reverse mentoring programme has concluded and we are setting up our second fo-cused on disability.  We also joined the Mission INCLUDE mentoring programme which supports people from all backgrounds to be mentored for one year by people from different organisations.
We will measure our satisfaction across all inclusion areas in our 2020 Employee Survey to identify any trends from the base-line we created in 2019.	Our Employee Survey showed that satisfaction across all inclusion areas was broadly in line with our overall satisfaction. We have created a specific information leaflet on this for our employees. Where satisfaction was lower (for instance, with gay/lesbian women) we have included actions to address this in our 2021 Inclusion Plan.
We will use the feedback from our bronze Inclusive Employers accreditation to create a plan for us to achieve silver accreditation.	We launched our nine-point Inclusion Plan for 2020/2021 which will see us act on all the improvement points identified in our bronze accreditation.
We will implement unconscious bias training for all our managers.	We rolled our unconscious bias training for our Executive Team and all managers at The London Clinic. We have also incorporated this training into our training calendar for 2021.

## WHAT WE WILL DO IN 2021

Each year, we publish our Inclusion Plan which sets out our priorities for the year. Our actions to improve gender and other pay gaps are incorporated into this. Our pay gap, like many organisations, is as a result of fewer women and BAME individuals being in the top quartile of earners. Our priority therefore is to increase the representation at senior levels. Our actions from our 2020/2021 Inclusion Plan are set out on the right.

# OUR INCLUSION PLAN 2020 – 2021



The London Clinic is committed to creating an inclusive and respectful working environment for all of our people. We have listened carefully to our employees through a series of Safe Space sessions and we have developed our 2020-21 Inclusion vision incorporating some of this feedback. The Clinic believes that by reflecting the communities we serve and drawing on our employees' rich and diverse perspectives, we will improve the care we deliver to our patients. **It is a time for us to create positive and impactful change.**

### 1 ADDRESS UNCONSCIOUS BIAS, EDUCATION AND LEARNING

We will focus on a mandatory learning programme to create a psychologically safe work environment and remove unhealthy biases. We will educate all colleagues on microaggressions and support managers on how to have conversations with diverse teams.



### 2 REVIEW RECRUITMENT & SELECTION

We commit to reviewing our recruitment processes with a view to challenging bias at every stage. We will continue a second phase of trialling anonymised CVs, work towards having diverse panels, and will review our advertising to ensure that we are reaching diverse candidates.



### 3 REMOVE BARRIERS TO PROGRESSION & ADDRESS UNDERREPRESENTATION

We plan to address lack of BAME and female representation at senior levels. We will sign up to the Race at Work Charter, continue to run BAME Reverse Mentor programmes and implement a support programme for women who want to progress.



### 4 INCLUSIVE TALENT MANAGEMENT

We will launch diverse development programmes such as external mentoring for BAME and female colleagues, creating a Head of Service level development programme for underrepresented groups, and reviewing the inclusivity of our existing Steps to Leadership programme (open to all levels).



### 5 MANAGE PATIENTS WHO EXPRESS DISCRIMINATORY VIEWS

The Clinic will release a statement of zero tolerance of discriminatory behaviour towards staff and develop an organisational policy on patient behaviour. We will hold workshops for managing and diffusing situations where patients do not meet our standards.



### 6 CELEBRATE OUR DIVERSE WORKFORCE

Celebrating difference will maintain a firm place on the Clinic's D&I agenda; including celebrating National Inclusion Week and Black History Month. We understand that by celebrating diversity we will continue to build cultural awareness and encourage unity.



### 7 CONTINUE THE CONVERSATION

The Clinic will launch its first Diversity & Inclusion Network, providing opportunities to continue having constructive conversations about D&I and also to hold the organisation to account on the delivery of our D&I objectives.



### 8 SUPPORT OUR BAME COLLEAGUES THROUGH THE PANDEMIC

We will continue to consult our BAME Reverse Mentors on how we support our most vulnerable staff through our risk assessment process.



### 9 DELIVER GREATER ORGANISATIONAL AND EXECUTIVE BOARD ACCOUNTABILITY

The Executive Team will champion inclusion at work through both organisational, and individual Executive board member objectives.



I confirm that the information provided in our Gender Pay Report is accurate.

AL RUSSELL  
Chief Executive