



Inclusion Pay Report 2022

including our Gender Pay Report

The London Clinic Pay Report

Every year, The London Clinic Gender Pay Report sets out the pay gap between staff who identify as male or female at The London Clinic, hereafter described as male or female.

For 2022, our fifth annual report, we are continuing with our commitment to Equality, 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

engagement scores for each of these protected characteristics, which were identified through our 2022 Employee Pulse 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 Equality, Diversity and Inclusion ambitions. For further information, parts of our 2022 Inclusion Plan can be found at the end of this document with our EDI network actively involved in further developing it.



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Gender Pay Gap

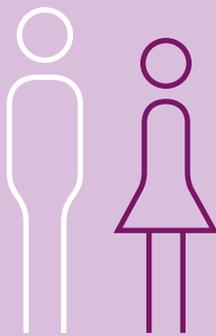
The mean pay gap has remained the same between 2021 and 2022. The median negative pay gap is as a result of having a predominantly female workforce with a larger number of women earning salaries at the median point.

| PAY GAP | 2021 | 2022 |
|----------------|-------|--------------|
| Median Pay Gap | -5.4% | -6.6% |
| Mean Pay Gap | 5.8% | 5.8% |

Our mean or average pay gap is

5.8%

This means that on average across all salaries men are paid **5.8% more than women.**



Our median or average pay gap is

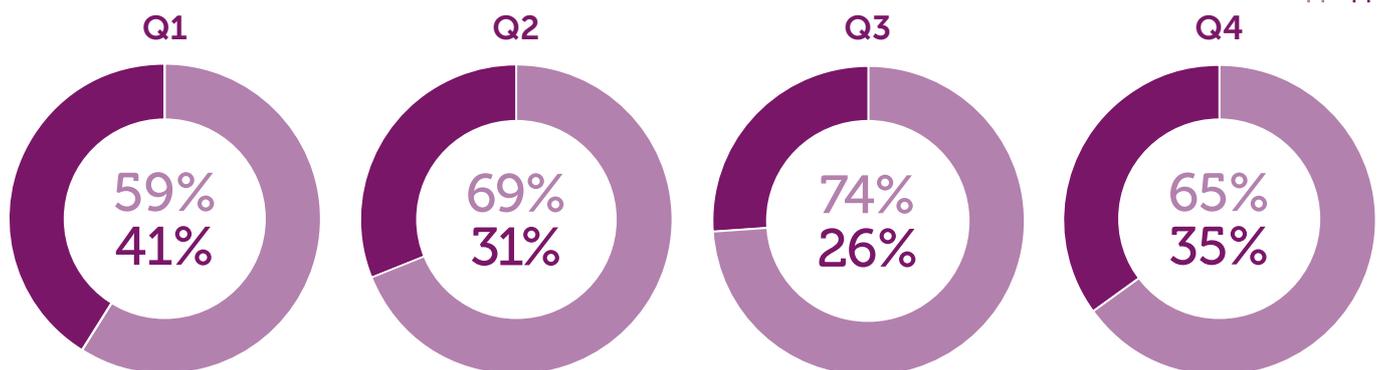
-6.6%

This means that at the mid-point of salaries paid at The London Clinic, women are paid **6.6% more than men.**



Pay quartiles

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 2022.

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 a Christmas Bonus (£50) which is paid to all employees each year; an 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.

Of our employees who received a bonus 35% were male and 65% were female. This reflects the gender split of our employee base.

Our mean or average pay gap is

29.1%

This means on average **men received a higher bonus payment** than women.



| BONUS GAP | 2021 | 2022 |
|------------------|--------|--------------|
| Median Bonus Gap | -0.05% | 0.07% |
| Mean Bonus Gap | 6.8% | 29.1% |

% receiving a bonus

All employees receive the Christmas bonus and are therefore included in the figures above and some staff in lower paid roles receive an attendance bonus. However, we must also include all of our relevant bank workers in the calculation who do not receive the Christmas bonus nor an attendance bonus. There are a higher proportion of female bank workers, resulting in the difference in proportions of people who received the bonus.



85.3%
received a 2022 bonus

92.7%
received a bonus in 2021



87.8%
received a 2022 bonus

92.1%
received a 2021 bonus

Race Pay Gap

We have ethnicity data on 89% of our employees which means that this figure in reality may be higher or lower than we are currently able to report on.

This is an improvement on 78% ethnicity data available in the previous year. There are large differences between the pay of different ethnicities at The London Clinic. On average the lowest paid ethnic groups are White "other", Indian and Black African.

Our mean ethnicity pay gap is

16.6%

This means that 'white' employees are paid on average **16.6% more** than employees who are of all other ethnicities. This reflects the demographic make-up of the pay quartiles.



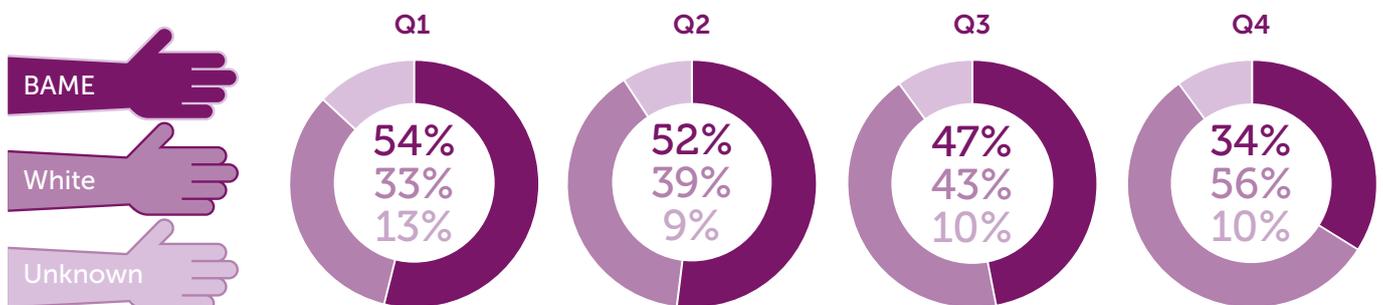
| | |
|------|--------|
| 2021 | 10.19% |
| 2022 | 19.30% |

This year, for the first time, we have also calculated our median pay gap, bonus pay gap and pay quartiles for race.

| PAY GAP | 2021 | 2022 |
|-----------------------|-------|-------|
| Median Race Pay Gap | 15.8% | 15.1% |
| BONUS GAP | 2021 | 2022 |
| Median Race Bonus Gap | 15.8% | 0% |
| Mean Race Bonus Gap | 10.5% | 31.3% |

Pay quartiles

The pay quartile data shows that our ethnicity pay gap is largely as a result of more staff declaring as Black, Asian and those declaring as Black 'other' being in the lowest pay quartile and being under represented in the highest pay quartile. Like most organisations, we are moving away from the terms BME and BAME and exploring alternatives that fit the Clinic context and staff groups.



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 2022, we ran a Pulse survey and chose to focus on areas that have traditionally been given lesser attention at the Clinic including ethnic origin, sexual orientation and disability. 92% of our employees completed the survey.

Although measured differently as it was a shorter Pulse Survey, the overall Clinic-wide satisfaction score was 78% and the engagement score, for all staff for 2022, was the highest in 5 years at 83%.

Our satisfaction scores for working at The London Clinic by ethnicity are broadly in line with our overall satisfaction score and the majority have seen a significant improvement on our 2021 scores. Our lowest satisfaction scores are from staff identifying as White Irish and from other ethnic groups not listed (usually because the numbers are too small to report on).

| | 2022 % Satisfied | Variance to 2021 | 2021 % Satisfied | Variance to 2020 | 2020 % Satisfied |
|------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| White British | 83% | +13% | 70% | -9% | 79% |
| White Irish | 78% | +8% | 70% | -11% | 81% |
| White other | 76% | +6% | 70% | -6% | 76% |
| Black or Black British | 82% | +7% | 75% | -6% | 81% |
| Asian or Asian British | 83% | +8% | 75% | -4% | 79% |
| Mixed | 80% | +11% | 69% | -14% | 83% |
| Other ethnic group | 77% | -6% | 83% | -5% | 88% |

We will review the data on staff declaring as Black, Asian and those declaring as Black 'other' being in the lowest pay quartile and being under represented in the highest pay quartile and establish specific actions with the support of our EDI Network and People Team.

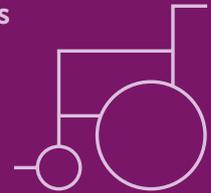
Disability Pay Gap

This year, we have calculated our disability pay gap. The pay gap is higher than in 2021 but we only have information on two thirds of our staff.

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.

Our mean disability pay gap is

17.8%
(0.9% 2021)



This means that on average those who classify with a disability **are paid less** than those without.

Satisfaction with working at The London Clinic

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

| | 2022 % Satisfied | Variance to 2021 | 2021 % Satisfied |
|-----------------------------------|---------------------|---------------------|---------------------|
| Health Condition or Disability | 76% | +5% | 71% |
| No Health Condition or Disability | 79% | +10% | 69% |

This data suggests there is a need to focus on the experiences of staff who declare a health condition or disability and the Pulse Survey data will be reviewed in more depth to unpick the experiences reported by this staff group.

What we did...

in 2021

- In 2021 we refocused on improving our data collection and encouraged our staff to complete their sensitive data via the new starter process (on-boarding), corporate induction and internal communications.
- We published more detail on our race/ethnicity pay gap and our disability pay gap.
- We launched our nine-point Inclusion Plan for 2020/2021 to enable us to act on the improvement points identified in our bronze accreditation.
- We incorporated Unconscious Bias training into our training calendar for 2021.
- We incorporated an EDI question into the Resourcing interview pack to prompt panels.
- We established our voluntary EDI Network, whose members underwent training with Inclusive Employers, designed to equip them with the skills and knowledge to support colleagues in matters relating to EDI.

in 2022

- We established a regular programme of communications recognising various events in the calendar.
- We started regular reporting on EDI related issues at the Clinic's People and Culture Committee.
- We recruited new EDI Network members and a new EDI lead, following organisational turnover.
- We raised awareness of EDI issues within the Clinic by holding successful events for National Inclusion Week and Black History Month.
- We focused on our Zero Tolerance stance, providing more support to staff and developed a working group that reviewed the Policy, process and materials that communicate this stance across the organisation.
- We developed and trialled a bespoke Equality Impact Assessment template.
- We reviewed the resourcing guidance for managers on EDI issues e.g. not including number of years' experience in job descriptions or adverts, with a new Resourcing pack being finalised.
- We undertook a Clinic-wide culture review and enabled staff to report on their experiences of "Belonging" in the Employee Pulse Survey.

What we will do in 2023

- Launch a new multi-faith room for the Clinic which will provide a more pleasant environment for those from all faiths, and secular beliefs, to take time for prayer and reflection.
- An interview preparation pack will be launched for candidates to support all candidates to prepare for their recruitment processes; therefore, contributing to equity within processes.
- Diverse career stories will be collated from across the Clinic to be used to encourage more visibility within the existing workforce, and with potential new recruits.
- The Pulse Survey data will be reviewed in more depth to unpick the experiences of belonging from staff, for example those who report a health condition or disability.
- Diversity within the more senior roles remains a focus with the Resourcing team supporting inclusive recruitment practices across the board such as representative panels and diverse short lists.
- We have included learning on Equality, Diversity and Human rights in our Statutory and Mandatory training requirements for the first time.
- Our Menopause Awareness Working group and People Development team are developing support for staff experiencing all stages of menopause, and for their allies.
- We will continue to focus on improving our data collection and encourage our staff to complete their sensitive data via the new starter process (on-boarding), corporate induction and internal communications.
- We will review the data on staff declaring as Black, Asian and those declaring as Black 'other' being in the lowest pay quartile and being under represented in the highest pay quartile and establish specific actions with support of our EDI Network and People Team.
- Continue to strengthen our EDI network with a new co-chair leadership team and the addition of 'community representatives' who may support specific activities and ensure we can represent as diverse a cross-section of staff as possible.

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



Al Russell
Chief Executive