

# Gender pay report

At St Andrew's, we're committed to inclusion in all its forms. We know that diversity is one of our greatest strengths, contributing positively to our success and, most importantly, to the care we provide for our patients.

This gender pay report is prepared according to the legislative requirements for organisations with more than 250 employees and shares a snapshot of our pay gap as of April 2017. It shows the difference in average pay between men and women across the whole organisation. It does not measure equal pay, which relates to what women and men are paid for the same or similar jobs, or work of equal value.

## According to the gender pay analysis:

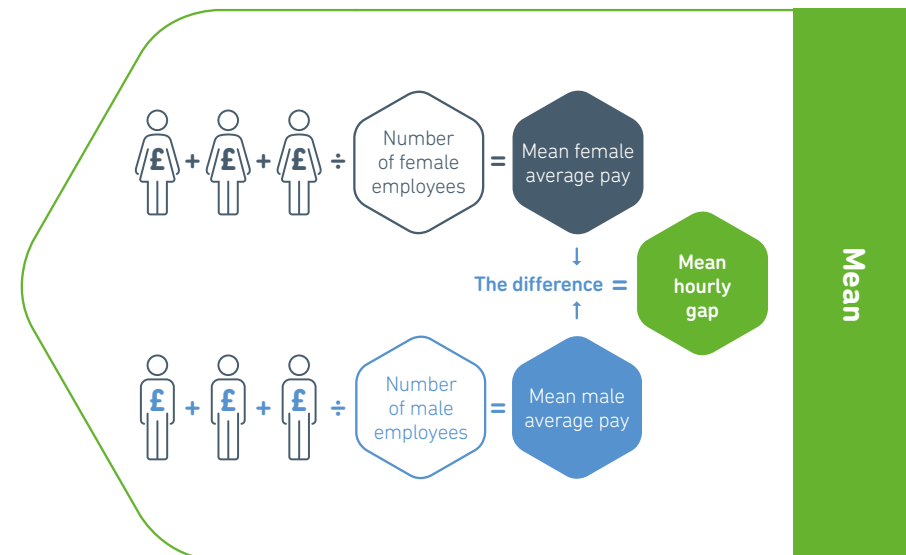
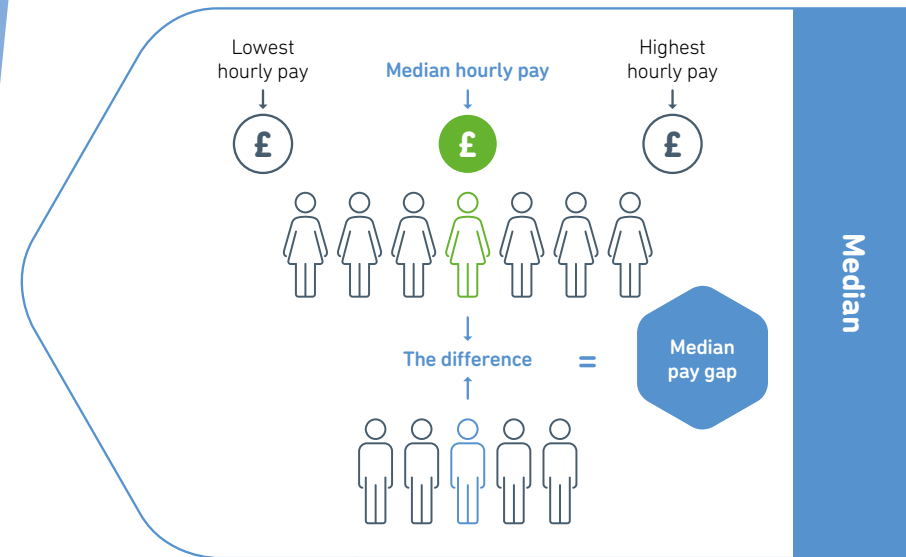
Our **median** gender pay gap of **-5.2%** differs significantly from the national gap of **+18.4%**. This reflects the way that a higher proportion of our male workforce are working in roles within our lower job levels, particularly within clinical areas.

A greater proportion of the female workforce are in mid-level roles, especially working as qualified nurses (reflecting the high proportion of women within the qualified nursing workforce in the UK as a whole), and also in support functions.

We're pleased that our **mean** gender pay gap of **+10.1%** is considerably lower than the national average of **+17.4%**.

A significant factor in our mean gender pay gap, and also with our mean gender bonus gap of **36.8%**, is the lower proportion of women in higher paid senior roles within the charity. While almost 60% of our employees are female, men make up 70% of our senior leadership team and 60% of our senior medical professions.

We're aware that our median and mean gender pay gaps and the mean bonus gap stem from the different numbers of men and women at different levels of the organisation, and we're looking at ways to improve inclusion at all levels.

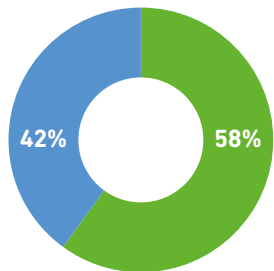


## Pay data

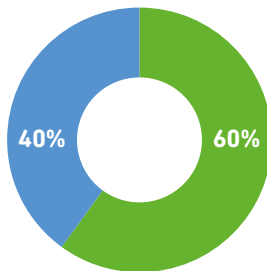
Difference between gross hourly earnings for men and women	Median middle	Mean average
St Andrew's Healthcare	-5.2%	+10.1%
National	+18.4%	+17.4%

## Pay quartiles

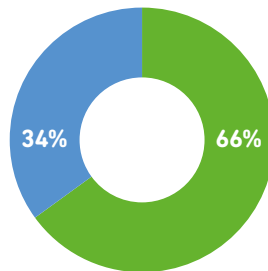
Gender distribution at St Andrew's when colleagues are placed in to four equally sized quartiles based on pay:



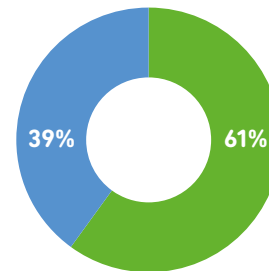
Lower quartile



Lower middle quartile



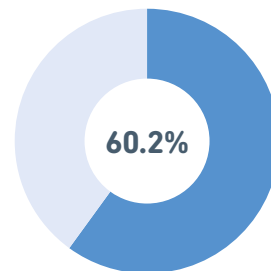
Upper middle quartile



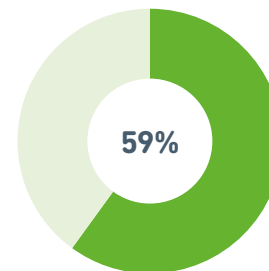
Upper quartile

## Bonus data

Difference between gross hourly earnings for men and women	Median middle	Mean average
	0.0%	+36.8%



Proportion of males receiving a bonus payment



Proportion of females receiving a bonus payment

We've already taken a number of actions that promote and sustain inclusion which we believe will benefit the charity, and which should also contribute to narrowing our mean pay and bonus gaps. Among these are measures aimed at ensuring we make good people decisions based on merit:

- Competency based recruitment, performance management and development opportunities.
- Inclusive access to apprenticeships and schemes such as our ASPIRE programme which offers employees financial and practical support to train as nurses.
- Gender analysis of performance ratings.
- Unconscious bias training for managers.
- Gender diversity requirements for senior role shortlists.

We are confident that these initiatives and a continued focus across the organisation will help St Andrew's narrow its gender pay gap.

**We confirm that the information and data reported is accurate as of the snapshot date 5 April 2017.**

Peter Winslow, Executive Chairman

Martin Kersey, Executive Director of HR