



Inclusion Pay Report 2023

including our Gender Pay Report

Foreword

At The London Clinic, we're not only committed to removing any gender pay gap, but ensuring that all our employees are able to be themselves and deliver their best work in a truly inclusive environment.

Across our business, our Equality, Diversity and Inclusion Network has been working hard to ensure gender equality and inclusion are at the heart of everything we do, from inclusive recruitment policies to celebrating the broadest spectrum of cultures which are represented across the Clinic.

This is our sixth Gender Pay Gap Report and I'm pleased that our mean pay gap was 3.9% which is considerably lower than the mean pay gap for London of 11.9%. We know we continue to have some work to do and recognise that it won't always be without some challenge but we remain committed to ensuring inclusion for all. In this Gender Pay Gap Report we've highlighted some of the excellent work completed in 2023 and a brief summary of our 2024 focus areas.

Statutory declaration I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Candice Cross, Chief People Officer

The London Clinic Pay Report

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

For 2023 we remained committed to Equality, Diversity and Inclusion and continue to make progress with the actions 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 Gap Report. As with our previous pay reports we continue to voluntarily disclose other pay gaps and this report contains both our ethnicity pay gap and disability pay gap. It also shares engagement scores for each of these protected characteristics, which were identified through our 2023 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 Equality, Diversity and Inclusion ambitions.

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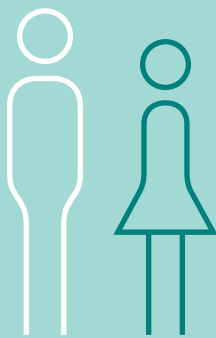
Gender Pay Gap

The mean pay gap has reduced by 1.9% between 2022 and 2023. 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 GAP	2022	2023
Median Pay Gap	-6.6%	-10.4%
Mean Pay Gap	5.8%	3.9%


Our mean or average pay gap is
3.9%

This means that on average across all salaries men are paid **3.9% more than women.**



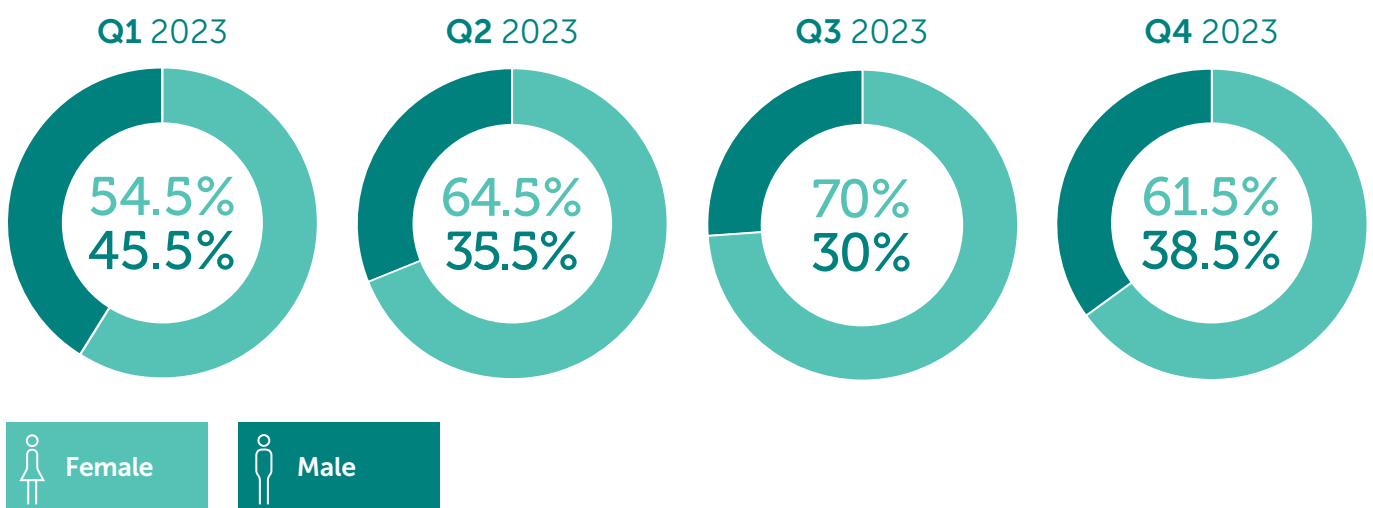
Our median or average pay gap is
-10.4%

This means that at the mid-point of salaries paid at The London Clinic, women are paid **10.4% more than men.**



Pay quartiles

The pie charts below set out the proportion of men and women who are paid in each pay quartile (quartile 1 is the lowest quartile defined as the 25th percentile where lowest 25% data is below this point).



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 2023.

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 was paid to all employees each year in December; an attendance bonus (£100) which was paid in January to those earning less than a full-time equivalent of £25,000 and who have not had any sickness absence days in the preceding year; a retirement award for those who retire and have had a long service with The London Clinic with the bonus depending on the length of service.



BONUS GAP	2022	2023
Median Bonus Gap	0.07%	0.04%
Mean Bonus Gap	29.1%	-20.8%

% receiving a bonus

All employees who were paid in December 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.



91.0% in 2022



93.0% in 2022

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 2023, 88% of our employees completed the survey.

Our satisfaction scores for gender were broadly in line with our overall satisfaction scores but we didn't capture the results for gender in 2022 so cannot report on its variance.

Our pay gap, like many organisations, is as a result of fewer women being in the top quartile of earners. Our priority therefore is to increase the representation at senior levels.

	2023 % satisfied
Men	83%
Women	83%
Other	60%
Prefer not to say	63%

Ethnicity Pay Gap

We have ethnicity data on 90.8% of our employees which is a slight improvement from 89% from 2022 but means the pay gap in reality may be higher or lower than we are currently able to report on.

We acknowledge that best practice discourages binary reporting on ethnicity pay gaps but in the aim of transparency for this report we have decided to share our ethnicity pay gap. We will be working on updating

how we report on this data and pay gap for our 2024 report. This will also be our last report where we use the term "BAME" and will refer to ethnic minority groups individually moving forward.

We are actively encouraging our staff to improve our declaration rate.

There are large differences between the pay of different ethnicities at The London Clinic. On average the lowest paid ethnic groups are White other, Asian other and black African.

Our mean ethnicity pay gap is

18.3%

This means that employees who identify as 'white' are paid on average **18.3% more** than employees who are of all other declared ethnicities.



2022	19.3%
2023	18.3%

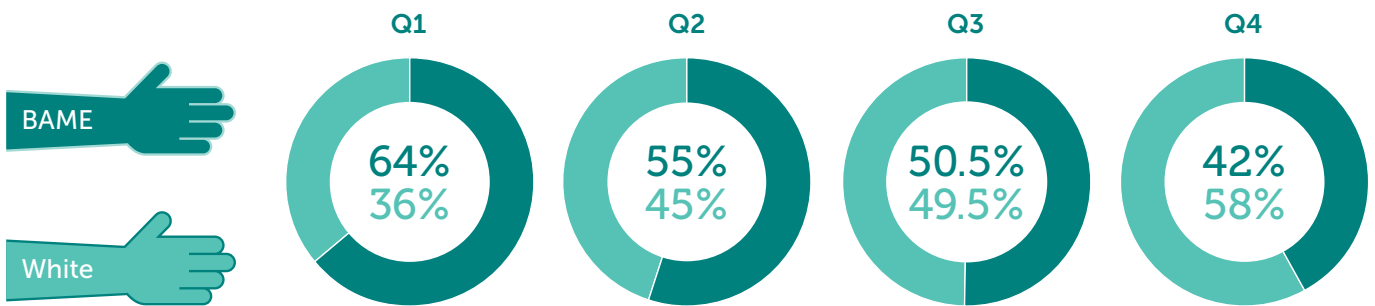
This year we continue to calculate our median pay gap, bonus pay gap and pay quartiles for ethnicity.

ETHNICITY PAY GAP	2022	2023
Median Pay Gap	11.4%	17.6%

ETHNICITY BONUS GAP	2022	2023
Median Bonus Gap	15.8%	0%
Mean Bonus Gap	10.5%	3.41%

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 though our gap in the top quartile has decreased from 2022.



Satisfaction with working at The London Clinic

With our overall satisfaction score decreasing slightly from last year by 2%, the greatest variance was seen amongst our staff who identified as from a mixed or multiple ethnic group background. This is also the lowest engagement score by ethnicity group across the organisation.

	2023 % Satisfied	Variance to 2022
White British	78%	-6%
White Irish	79%	-4%
White other	80%	-1%
Black or Black British	91%	-2%
Asian or Asian British	89%	0
Mixed ethnic groups	72%	-15%
Other ethnic groups	85%	0

Disability Pay Gap

This year, we have calculated our disability pay gap.

Our mean disability pay gap is

17.7%
(17.8% 2022)



This means employees declared disabled earn on average **17.7% less** than staff who have not declared a disability.

This is a marginal improvement on last year where the disability pay gap was 17.8%.

We only have disability declaration information on around three-quarters of our staff which is an improvement on the year before. 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 by disability is slightly lower than our overall satisfaction levels.

	2023 % Satisfied	Variance to 2022
Health Problem or Disability	80%	-2%
No Health Problem or Disability	82%	-2%

What we did...

in 2023

- Launched a new multi-faith room for the Clinic which provided a more pleasant environment for those from all faiths, and secular beliefs, to take time for prayer and reflection. This was welcomed by staff and patients alike.
- Launched an interview preparation pack to support all candidates to prepare for their recruitment processes; therefore, contributing to equity within processes. This received positive feedback from applicants in the process.
- The Pulse Survey data was reviewed in more depth to understand the experiences of belonging within our staff, for example those who report a health condition or disability.
- Diversity within the more senior roles remained a focus with the Resourcing team supporting inclusive recruitment practices across the board such as representative panels and diverse short lists. Our executive board is now 67% female.
- We included learning on Equality, Diversity & Human rights in our Statutory & Mandatory training requirements for the first time with a minimum completion rate of 90% now maintained across the organisation.
- Our Menopause Awareness Working group and People Development team provided support for staff experiencing all stages of menopause, and for their allies.
- We added our Equality Impact Assessment and an Equality Assessment to all Clinic policies and are supporting teams to complete the EIA as part of all policy reviews.
- We supported a new co-chair leadership team of the EDI Network, and the addition of 'community representatives' who supported specific activities and ensured representation of as diverse a cross-section of staff as possible.
- Introduced Mental Health First Aiders and launched our MHFA terms of reference.
- We held a webinar for Black History Month which helped educate the Clinic staff community on the background of Black History Month and how to be anti-Racist allies within the workplace.
- The Clinic participated in the Pride in London Parade for the first time, with 25 representatives from across the EDI Network, community representatives and colleagues both allies and identifying as LGBTQ+.
- During National Inclusion Week and Disability History Month colleagues shared their lived experiences with others in "Safe Space" conversations to help foster a culture of understanding, empathy and changed perceptions at the Clinic.

What we will do in 2024

Throughout 2024 we are focused on ensuring all our gender equality inclusion interventions are evidence based and are implemented in ways which have the broadest reach and widest impact.

These are already making an impact with changes in the composition of our Executive board. A new ED&I lead will be appointed and will focus on driving initiatives which connect all our ED&I initiatives to real and tangible change within the Clinic. We are very proud of our Engagement numbers, but we know there is more we can do.

We are currently in a review of our declaration classifications to align with the new Ethnicity Reporting guidance. Following this work we will be reviewing our broader ED&I activity to accelerate our agenda across all diversity groups and will further our reports on Ethnicity Pay and Disability Pay gaps in the coming year.

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



Al Russell
Chief Executive