Sirona care & health

Gender Pay Gap Report

Introduction

Welcome to our Gender Pay Gap report for March 2023.

I had the privilege of joining Sirona in the summer of 2023. Whilst this report reflects our work until March of that year before my arrival, I have seen first hand how committed our teams have been and continue to be, to our vision of improved outcomes for all.

At a level of personal purpose, I am strongly committed to ensuring every single individual can be the best version of themselves where they can bring their unique skills to the fore, and we can all mutually benefit.

We want to value and celebrate our individual and collective contribution to all we do within Sirona and addressing all inequality is a priority. Working towards achieving pay equity and reducing our gender pay gap further is a fundamental part of this work.

We are focussing on positive change to ensure we are a place where all colleagues can thrive, and all feel welcome but also, so our workforce reflects the communities we serve.

Through our work within Equality, Diversity and Inclusion we recognise, and are working on, the barriers that impact our staff and we are addressing issues that lead to inequalities. This includes striving to have a greater representation of diversity in all senior roles, which should impact on closing the pay gap.

I want everyone to be feel welcomed in Sirona and while I know there is more work to do, you have my commitment that equality, diversity and inclusion is being weaved into all that we are planning for the year ahead.

With warm wishes

Sue

Executive Summary

As an employer we are committed to ensuring that our pay practices are transparent, fair, and equitable.

As a Community Interest Company (CIC) delivering National Health Service (NHS) contracts, we operate the national NHS Agenda for Change pay scheme, and terms and conditions of service. Relevant roles in Sirona are placed within one of these agreed pay grades, with grades being determined based on level of responsibility, qualification, and experience required to effectively undertake the job (assessed through Job Evaluation).

Progression for all staff in Agenda for Change pay bands from 2024 is through the nationally agreed pay step progression process which we have equality impact assessed internally. We also operate Medical pay and terms and conditions. We work closely with our Staff-side colleagues to ensure the schemes are implemented fairly and consistently at every stage of employment.

This report details our headline gender pay gap figures as 31 March 2023.

This data is based on a snapshot date of 31 March 2023, and bonuses (Clinical Excellence Awards) paid in the year to 31 March 2023.

We feel it is important, before we begin to detail our results, to state that while the national reporting mandate for the gender pay gap is for the binary norm of male and female, we recognise that not all staff will identify within these confines. We are working to engage with these staff, to listen to their lived experience so that we can ensure the employment experience we provide is equitable, and that they feel supported, valued, and included within Sirona.

Our organisation profile is predominantly female, with the ratio of women to men around 10:1, with the highest proportion of men to women ratio in the Upper Quartile of the pay ranges.

We have a female Chief Executive, and our Board is made up of 9 women and 5 men.

Our Mean gender pay gap is 8.9% which has increased marginally from the previous year's 8.4% (0.5%).

The 0.5% increase is a relatively small increase which may be attributed to the different methods used for processing nationally agreed pay awards over the last two years.

Pay Infrastructures

A point to note is that where staff are positioned within the NHS pay scales is based on length of service and experience. Jobs may be rated as equivalent by banding but have staff within the same job role at different points of the pay spine. By its very nature, this will result in pay differentials and differences in hourly rates.

Proportion of men and women in each quartile – ordinary pay

We employed 3435 staff as of 31 March 2023.

The gender split was 90.01% female, 9.99% male.

For gender pay gap calculations all staff are split into pay quartiles based on hourly rate of pay, four quartiles for male staff and four for female staff.

In March 2024 those identifying as female are over-represented in all quartiles.

Our mean pay gap has increased by 0.5% this year.

This is our 7th Gender Pay Gap report. From 2020 our organisation increased in size by two thirds, increasing our pay gap.

Over the last few years this has decreased by 1% each year.

Our Median pay gap continues to decrease year on year.

In 2020 our difference was £1.64 (10.4%) in 2021 and 2022 it drops to £0.48 (2.8%).

This year, 2023, it has dropped further to £0.36 (2.0%)

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Year	Female Avg Pay	Male Avg Pay	Average Diff (£)	Female Median Pay	Male Median Pay	Median Diff (£)
2022	£17.46	£19.05	£1.59	£16.52	£17.00	£0.48
2023	£18.54	£20.36	£1.82	£17.90	£18.25	£0.36

The previous years comparison is below:

Year	Female Avg Pay	Male Avg Pay	Average Diff (£)	Female Median Pay	Male Median Pay	Median Diff (£)
2021	£16.50	£18.20	£1.70	£16.01	£16.48	£0.48
2022	£17.46	£19.05	£1.59	£16.52	£17.00	£0.48

This showed that our median we have decreased and, we are bringing the gender pay gap closer.

Bonus pay gaps

Our bonus pay gap has increased considerably this year. Upon further analysis this can be attributed to the number of staff being eligible for bonus payments, from 10 last year to 20 this year. This changed the gender split from 80% to 75% female. Given the small number of employees eligible this has made a disproportionate impact on the results.

Our largest pay gaps are in the upper part of our pay range relating to higher level management and doctors/consultants

Our pay gap in favour of female staff is in the middle of our pay range (Band 4 & Band 5) which is where a quarter of all females are employed. Our largest pay gaps are in the upper part of our pay range where there are not large numbers of employees and generally the ratio of females to males is still high.

Mean gender pay gap – ordinary pay

Our mean and median gender pay gap by age and grade bands. A negative figure indicates that the pay gap is in favour of our female staff. A figure closer to zero shows that pay is more equal between female and male staff.

How we continue to address the gap - **Our Action Plan**

Our People Strategy

- Develop a People Strategy focused on Alignment, Belonging and Cultivation.
- Create a positive organisational culture.
- Develop a targeted Workforce Plan.
- Raise awareness of shared parental leave entitlements and flexible working opportunities through our training and communications.

Employer of choice

- Equality, Diversity and Inclusion (EDI) integrated into the all elements of the business.
- We are undertaking a review of our skills and approach to EDI and will use this work to strengthen our commitment for gender pay equality.

Recruitment

- We will continue to refresh our recruitment attraction initiatives which aim to attract and engage the most diverse colleagues locally and nationally, with an aim to encourage more male colleagues into health and care. Utilising the insights of our EDI audit to identify how we can continue to demonstrate our commitment to attracting a diverse workforce reflective of the communities we serve.

Career Development

- Developing knowledge and skills across staff and managers to ensure we can create an inclusive and healthy culture.
- Creating inclusive and accessible L&D opportunities ensuring colleagues from all under-represented groups are able to progress.

Improving our data and analysis

- Improving our systems to allow analysis of any issues of intersectionality with other protected characteristics.
- Working with all colleagues to improve the declaration of all protected characteristics.

EDI Taskforce and Staff Networks

- Encouraging everyone to be heard.
- Continuing to embed the views and recommendations of our EDI Taskforce and staff networks into our decision making and governance.

At A Glance

Gender Pay Gap Results – 31 March 2023

This data is based on a snapshot date of 31 March 2023, and bonuses (Clinical Excellence Awards) paid in the year to 31 March 2023.

Gender Pay Gap

Mean 2022	Mean 2023	
8.4%	8.9%	0.5% ↑
Median 2022	**Median 2023**	
2.8%	2.0%	-0.8% ↓

Bonus Pay Gap

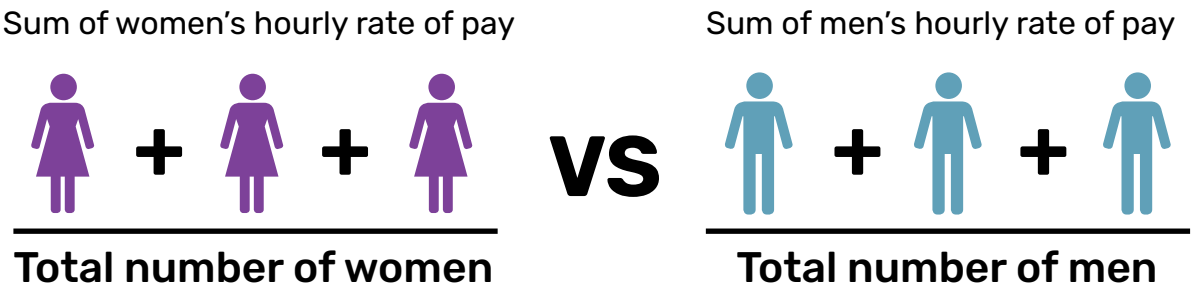
Mean 2022	Mean 2023	
63.4%	16.4%	-47% ↓
Median 2022	**Median 2023**	
77.3%	-46.7%	-124% ↓

Note: There are 20 employees who receive bonus payments, awarded under the National Doctor's Clinical Distinction/Excellence Awards scheme, which recognises an exceptional contribution to clinical care.

Gender Pay Gap Reporting **Explained**

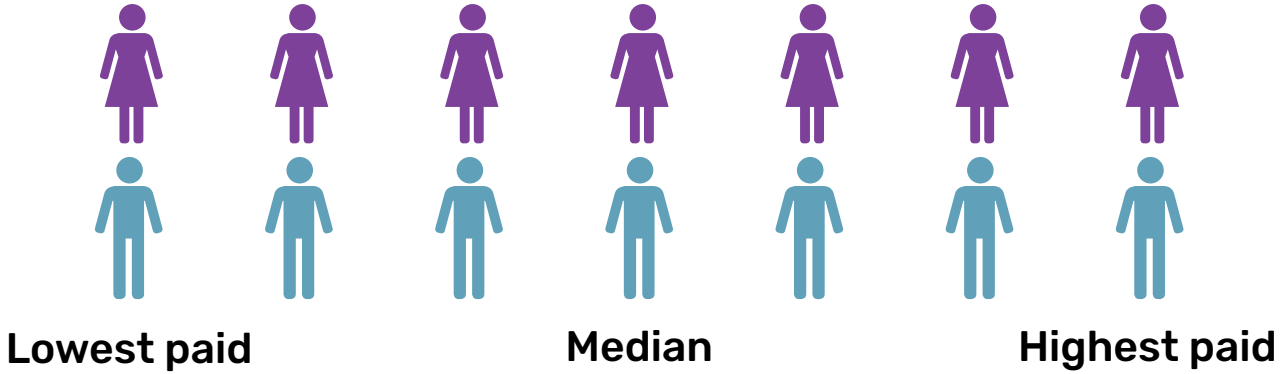
Mean Calculations

The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.



Median Calculations

The median is the figure that falls in the middle of the range when the wages of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages.



Headline Figures

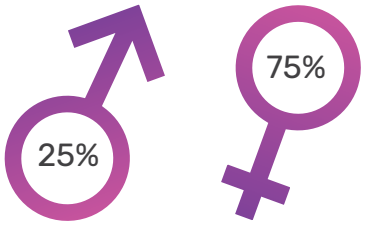
Gender Pay Gap

MEDIAN	2.0%
MEAN	8.9%

Gender Pay Bonus Gap

MEDIAN	-47.6%
MEAN	16.4%

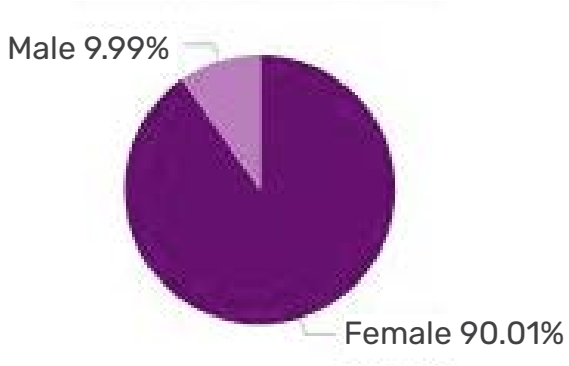
Proportion Receiving A Bonus



We have a female Chief Executive, and our Board is made up of 9 women and 5 men

Our organisation profile is mainly female, with the ratio of women to men around 10:1, with the highest men to women ratio in the Upper Quartile of the pay ranges.

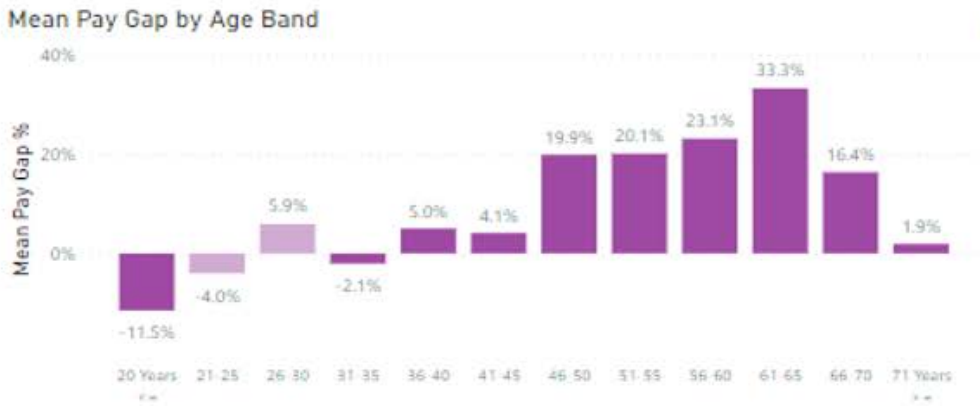
Gender Breakdown

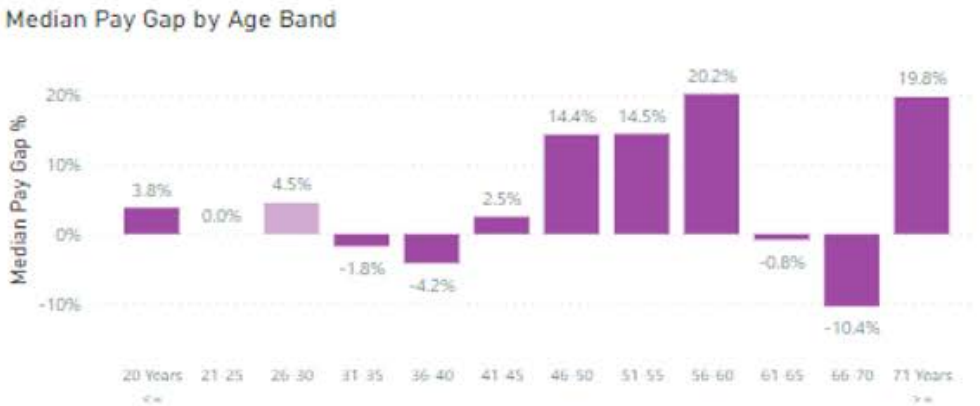


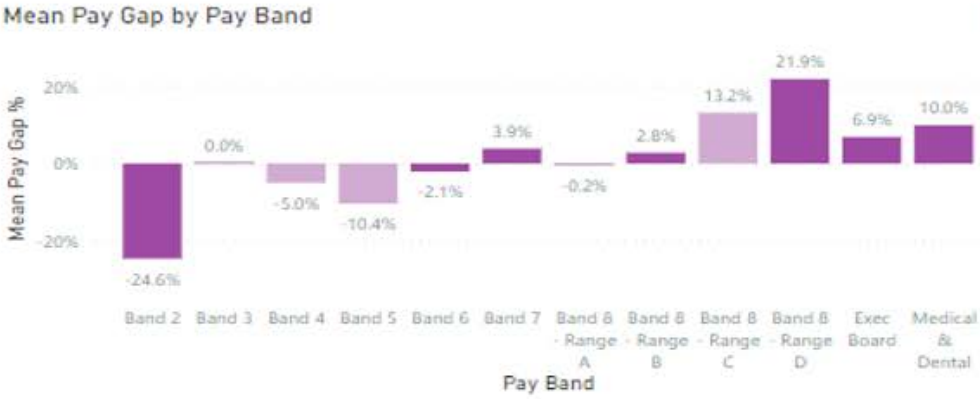
Proportion Of Males And Females In Each Quartile Pay Band

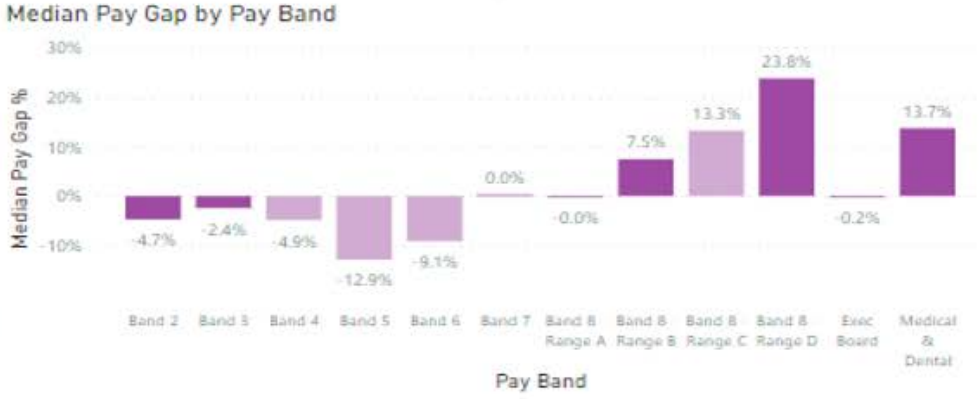
	Male	Female
Upper	13.64%	86.36%
Upper Middle	7.68%	92.32%
Lower Middle	10.48%	89.52%
Lower	8.15%	91.85%

Age and Pay Band





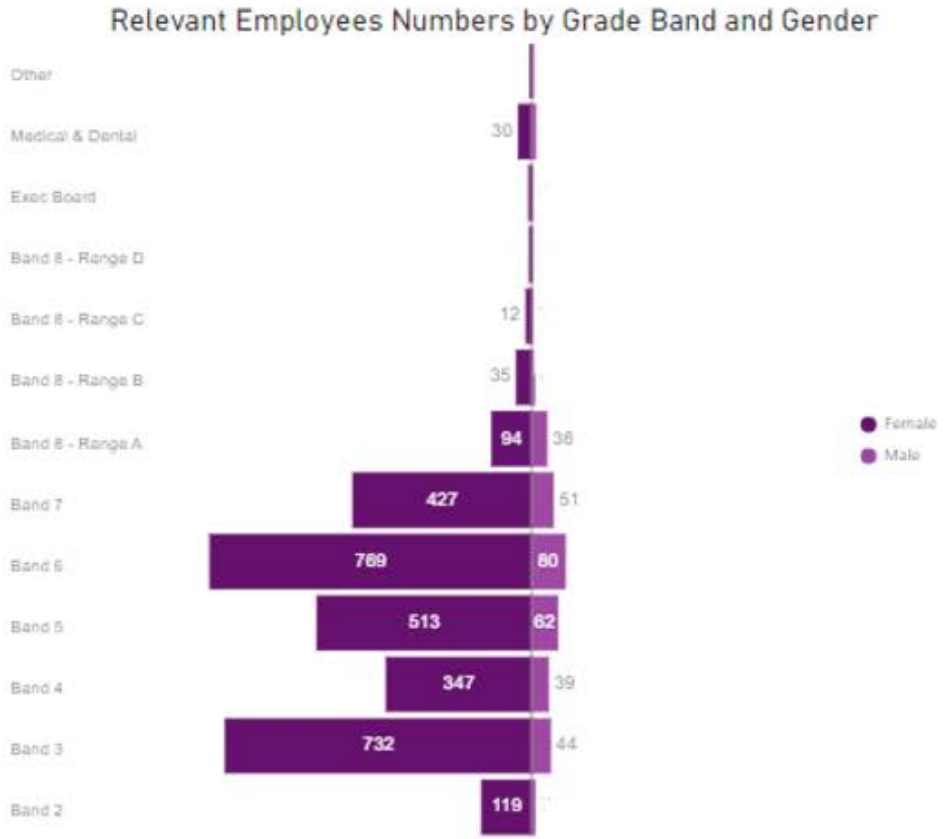


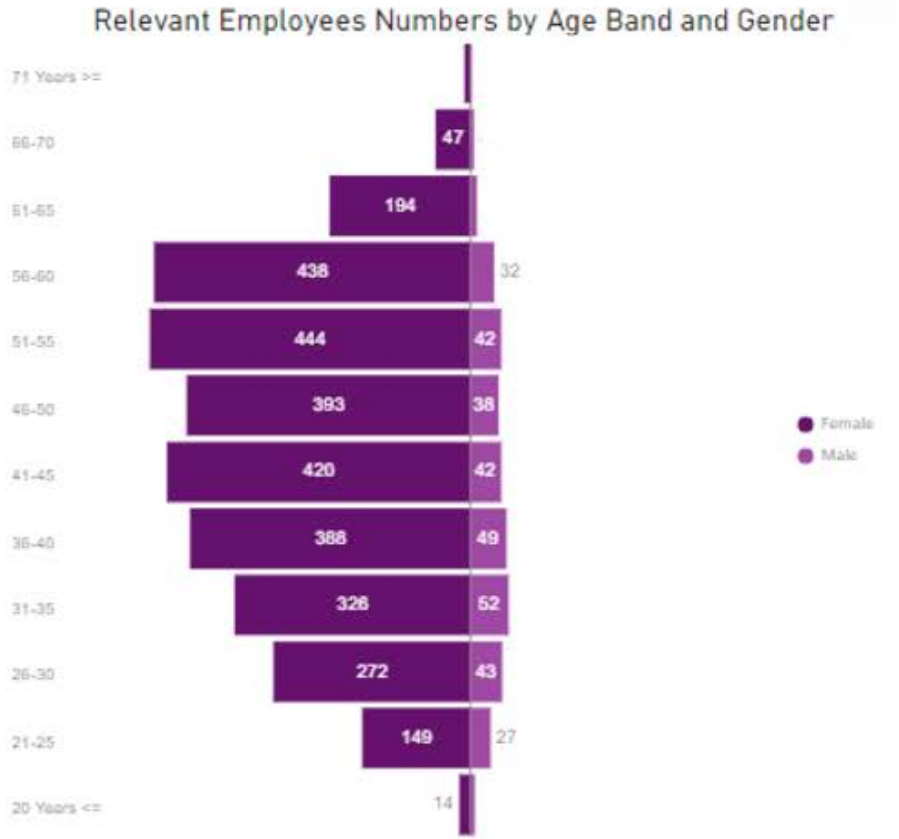


The above charts show our mean and median gender pay gap by age and grade bands. A negative figure indicates that the pay gap is in favour of our female staff. A figure closer to zero shows that pay is more equal between female an dmale staff.

Demographics

Female vs. Male





These graphs show our female to male ratio broken down into age and grade bands. Demonstrating the higher proportion of females across all grade bands, except at Band 8a where there is a significant proportionate increase in men (from around 10% to 27%).
Note: Numbers have been redacted below 12.