

Gender Pay Gap Report 2023



► **At Cleveland Clinic London**, we champion diversity in our staff of more than 1,600 caregivers.

Having a workforce that reflects and respects all kinds of people benefits our patients. It also is an essential element of Cleveland Clinic's mission and values as a worldwide healthcare provider.

While Cleveland Clinic London is a newer member of the UK healthcare community, the Cleveland Clinic organisation has upheld diversity, equity and inclusion since our founding in 1921.

Women have key leadership, clinical, research and educational roles across our global enterprise. We firmly support the practice of compensating women and men equally for equal work.

Yet like many other UK employers, if job roles or seniority are not taken into account, Cleveland Clinic London has a gap between the averaged earnings of all our male caregivers when compared with all our female caregivers.

The primary reason for our gender pay gap is that our employed consultant physicians, who hold the most senior positions in our physician-led model of care and who are paid the market rate for their level of experience and clinical outcomes, are mostly men.

This disparity exists not just at Cleveland Clinic London, but throughout the UK, where male consultants outnumber their female counterparts by a considerable margin.

The factors driving gender pay disparity are complex and systemic and will take time to rectify, but we are committed to closing the gap. We are taking concrete steps to achieve that goal.

This report represents a snapshot of our gender pay gap as of April 2023, only a year after Cleveland Clinic London opened. We have continued to make progress as our caregiver family grows and our practices take hold. We are dedicated to building a workforce as diverse as our patients, to touch and transform their lives.

We affirm that the information in this report is accurate and prepared in accordance with government regulations. We acknowledge that the male and female gender categories the report requires may not align with the way some individuals identify themselves.



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About This Report

Since 2017, the UK Government has required that employers with 250 or more workers annually report information about their **gender pay gap** — the average difference in compensation between an organisation's male and female employees. The gap typically favours men. By mandating disclosure, the government means to motivate employers to reduce or eliminate the gap.

Employers must disclose:

- The gap between salary and between bonuses given to men and women in the organisation, calculated as a **mean and a median**, and the percentage of men and women who receive bonuses. Cleveland Clinic London does not pay bonuses so those numbers are not reported here.
- The percentage of male and female workers in each of four pay levels, called quartiles: highest earners, high-middle earners, low-middle earners and lowest earners.

gender pay gap

Equal Pay Versus Gender Pay Gap

The concept of equal pay means that men and women holding similar positions in an organisation and doing comparable work are compensated at the same level. Equal pay is a legal requirement in the UK.

An employer who complies with equal pay requirements may still have a gender pay gap. That is because the gap reflects the difference between male and female workers' averaged earnings across all employment levels in an organisation, regardless of job roles or seniority.

So a company with mostly male executives in the highest pay quartile and mostly female employees in the lower to high-middle quartiles would have a gender pay gap, even though individuals who hold comparable positions are being paid equally.

That is why closing the gap is an important consideration for employers striving for diversity.



Our Gender Pay Gap Numbers and What They Mean

Cleveland Clinic London's mean gender pay gap decreased between 2022 and 2023, indicating that, on average, women's earnings are getting closer to men's earnings. However, our median gender pay gap increased for the same period, showing that the distribution of earnings for women and men is diverging.

	2022	2023
Mean pay gap	72.2%	63%
Median pay gap	21.4%	28%

63%

Our mean gender pay gap as of April 2023 was **63%**. This means that, on average, across all salaries at Cleveland Clinic London, men were paid 63% more than women.

28%

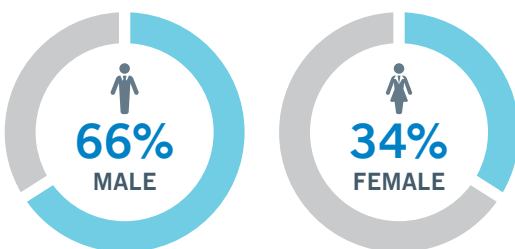
Our median gender pay gap as of April 2023 was **28%**. This means that men at the mid-point of male employees' wages at Cleveland Clinic London were paid 28% more than women at the mid-point of female employees' wages. The median pay gap may be a more meaningful figure than the mean pay gap, since large variations within male or female employees' pay ranges can skew the mean upward or downward.

For Comparison

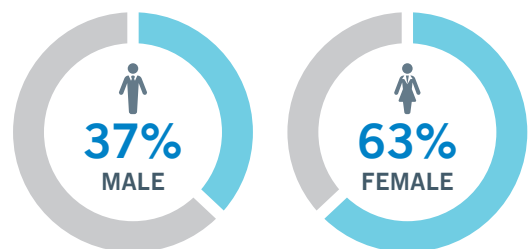
Among all employees in the UK, the gender pay gap for median gross hourly earnings (excluding overtime) was **14.3%** as of November 2023. Source: Office for National Statistics — Annual Survey of Hours and Earnings

Our Gender Proportions Across Pay Quartiles (as of April 2023)

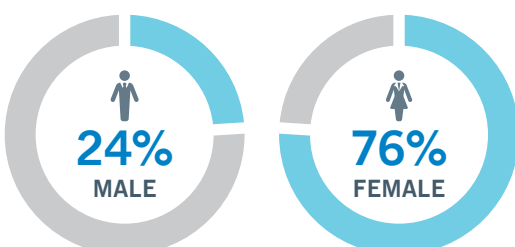
Q1 (Highest earners)



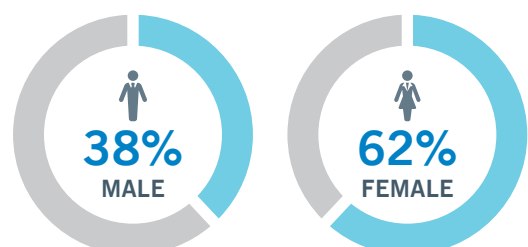
Q2 (High-middle earners)



Q3 (Low-middle earners)



Q4 (Lower earners)





Why We Have a Gender Pay Gap

There are two contributing factors:

- Consultants are the most senior and highest-earning category of hospital doctors in the UK. Unlike our healthcare peers, Cleveland Clinic London employs rather than contracts with our consultants. We do this because it promotes teamwork, standardises care and removes commercial concerns, which is best for our patients. Since most UK consultants are men, however, their presence in our highest pay grade widens our gender pay gap.
- There are proportionately more women working in our middle and lower pay levels and fewer women in our most senior, highest-paying level.



Steps We Are Taking to Address Our Gender Pay Gap

- Making a focused effort to recruit large numbers of female consultants, including posting available positions with universities and female-oriented medical societies
- Maintaining an even balance of male and female executives, a goal we achieved in 2022
- Promoting and embedding our flexible working policy in all employment levels, which helps women (and men) with family-care responsibilities, increases job satisfaction and aids recruitment and retention
- Supporting our “Women @ Cleveland Clinic London” employee resource group to increase its membership and strengthen its network
- Creating apprenticeships to ensure opportunities for caregivers to progress and learn new skills
- Improving succession planning and widening efforts to identify and develop caregivers with leadership potential, which fosters teamwork and helps retain top talent