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# Introduction

Organisations with 250 or more employees are mandated by the government to report annually on their gender pay gap. The requirements of the mandate within the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 are to publish information relating to pay for specific measures, as detailed in this report.

The gender pay gap shows the difference in the average pay between all men and women in an organisation. It is different to equal pay, which examines the pay differences between men and women who carry out the same or similar jobs, or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

At the NHSBSA, our people are at the centre of our business strategy, and we aspire to be an employer of choice who provides a great place to work and can recruit and retain the right talent with the wide range of knowledge, skills and capabilities we need. We are committed to a diverse and inclusive culture which supports the fair treatment and reward of all colleagues, irrespective of gender, and our pay framework is based on the principles of fairness, transparency, and consistency.

This report fulfils our reporting requirements and sets out what we are doing to address the gender pay gap in our organisation. The data is based on a snapshot of all employees as of **31 March 2023**. The calculations used are those set out in the relevant legislation to ensure the data is calculated consistently across organisations. Bonus gender pay gap is not reported as NHSBSA bonus payment scheme was phased out in September 2021.

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# What is our gender profile?

## Workforce gender summary

As of 31 March 2023, NHSBSA’s **3,849** employees comprised **60.4% women** and **39.6% men**. The chart below demonstrates the gender breakdown of the workforce.

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## Gender distribution across AfC pay bands

The NHSBSA uses NHS Agenda for Change (AfC) pay bands. Bands differ based on responsibility and have set pay ranges with increments. Pay rises within bands are based on service length, so longer-serving staff generally earn more, regardless of gender. A few employees have different pay scales, including those from the 2006 Civil Service transfer, a few on NHS Medical scales, and top executives.

The chart shows staff counts and gender percentages for each band. They also compare this year to the previous years. Salaries outside AfC are labelled ‘Non-AfC’.

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# What is our gender pay gap?

## Mean and median gender pay gap

The gender pay gap reporting is based on the government’s methodology for calculating difference in pay between female and male employees, considering full-pay relevant employees of NHSBSA.

Since the gender pay gap spike in the 2022 reporting year, NHSBSA has made progress. As of March 2023, the mean gender pay gap stands at **12.6%**, marking a 1.4% decrease from the previous year. Similarly, the median gender pay gap has improved, down to **8.9%** from 12.5% the prior year. This positive trend underscores NHSBSA’s commitment to promoting gender equality in pay.

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## Mean and median gender pay gap by AfC band and directorate

Bands 2 to 4 have minor pay gaps; women earn more in bands 5, 7, and 8d. However, disparities grow in higher bands, with non-AfC roles showing a 35.6% gap in favour of men.

Various directorates show a noticeable disparity in mean hourly pay between men and women. Especially in the ‘Strategy, Performance, Business Development & Growth’ directorate, men’s pay is significantly higher. In areas like ‘Digital, Data & Technology’ and ‘Primary Care Services’, the gap appears to be narrower.”

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# What is the proportion of men and women in each pay quartile?

## Proportion of men and women in each pay quartile

In the NHSBSA, 48.7% of top earners are women (upper quartile), yet they constitute 65.9% (lower quartile) of the lowest-paid sector in March 2023. This imbalance indicates men dominate higher-paying roles, driving the gender pay gap.

Review the chart for insights from previous reporting years.

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# Action to remove the gender pay gap

## Addressing the gender pay gap

The NHSBSA is committed to addressing our gender pay gap and achieving equal representation between men and women across all pay bands. We are undertaking a wide range of actions, many of which are aimed at increasing the representation of women in senior roles within our organisation, and during the last year significant progress has been made in the following areas:

* Launching our new Diversity and Inclusion Strategy for 2022-25 which includes key objectives specifically to address the under-representation of women in our leadership community.
* We have introduced mandatory gender diverse recruitment panels for all recruitment processes, requiring all shortlisting and interview panels to have a gender balance. This follows a successful pilot where it was demonstrated that diverse recruitment panels reduce recruitment bias towards male applicants and contributed to improving the proportion of successful female candidates by over 10%.
* Designing, developing and delivering a new in-house Reciprocal Mentoring for Inclusion Programme. This programme is intended to bring about organisational change around diversity and inclusion issues, including those relating to women’s equality, whilst also supporting individual learning and development for under-represented colleagues, and building leadership capability around these issues.
* Our Shadow Board initiative as part of our leadership development offer, with ring-fenced seats for colleagues from the equality groups we are under-represented by at senior levels within the NHSBSA, including women. Each Shadow Board member is also sponsored by a member of our Leadership Team for further development. The Shadow Board meet the day before each main Board to debate, provide constructive challenge and feedback on Board agenda items. This initiative helps us to develop our aspiring future leaders and provides an opportunity to proactively address the under-representation of women within our senior leadership community.
* Our Women’s Colleague Network increases the voice of female colleagues and contributes to the career development of our female colleagues. Focussing on issues specific to women, it links with our other wellbeing and inclusion colleague networks to provide an intersectional focus and also links to the above Shadow Board. Through their lived experience, network members act as a ‘critical friend’ to the NHSBSA to help identify any issues or barriers in relation to practices and policies to ensure they are as inclusive as possible. Membership of the network is open to all female colleagues, regardless of role or pay band, and also provides learning and development opportunities as well as networking and peer support.
* Our Springboard development programme is open to all female colleagues and supports them to build a personal development plan, focussed on their strengths, values and personal aspirations. It aims to act as a springboard to increase confidence and capability, encouraging women to maximise their potential and explore career opportunities.
* We have expanded our menopause support for colleagues and are working towards becoming accredited as a ‘Menopause Friendly Workplace’. We have trained female and male ‘Menopause Champions’ who provide support to colleagues and raise awareness amongst colleagues and managers through delivery of training sessions for teams and ‘Menopause cafes’ which are safe spaces for colleagues to share their experiences and provide support to each other. We have also developed guidance for managers on how to best support colleagues through menopause.
* Other awareness and communications campaigns have been delivered to colleagues and externally, such as those for International Women’s Day, which raise awareness of female role models working at a senior level within the NHSBSA or in a traditionally male-dominated occupation, and we have promoted learning and development opportunities such as external Women in Leadership events.

## Continue to build on this progress by focussing on:

* Continuing our in-house Reciprocal Mentoring for Inclusion Programme with a second cohort underway and plans for a rolling programme of cohorts.

• Maximising development opportunities for female colleagues with potential to increase the representation of women at senior levels, including continuing to support new Shadow Board members and ensuring that all members have sponsorship from a Leadership Team member to support their career development and aspirations.

* Developing and retaining our people, enhancing potential and attracting diverse external talent which forms part of our talent management strategy. We are refreshing our appraisal and PDP process with input from our Women’s Colleague Network and working collaboratively with the NHS Leadership Academy and others to offer opportunities to participate in external talent programmes.
* Assessing our menopause support by participating in the ‘Menopause Friendly Workplace’ accreditation scheme, which will help us identify any further support we need to put in place for colleagues
* Supporting our Women’s Colleague Network, empowering them to work on areas and issues they identify for action in collaboration with the Colleague Experience Team and other colleague networks, and ensuring their voice is maximised.
* Continuing to update our family-friendly HR policies to ensure they are as accessible, inclusive and engaging as possible and developing supporting guidance for colleagues and managers and increasing awareness of these through promotional campaigns.
* Continuing to actively seek feedback from our female colleagues about their work/life balance needs as we transition into a fully hybrid working organisation.
* Reviewing and updating our approach to colleagues who are carers to ensure they are supported and can work flexibly in their roles within our organisation.