Mind the gap
Gender pay gap reporting

Introduced by Geoff Winnard, Assistant Director Employment Relations and Reward, NHS Employers
Agenda

• Nicky Green, Professional Support Lawyer, Capsticks
• James Haddon, NHS ESR Development Team
• Dean Royles, Director of HR and OD, Leeds Teaching Hospitals
• Questions
Nicky Green

Professional Support Lawyer
Capsticks
NHS Employers
Gender pay gap webinar

Nicky Green, Professional Support Lawyer

1 March 2018
Gender pay gap reporting
Gender Pay Gap Reporting

- Mandatory gender pay gap reporting requirements in Equality Act 2010
- Public authorities regulations
- Snapshot date of 31 March (public sector)
- First deadline for publication of first report is 30 March 2018
- Report annually
Not equal pay

- Not comparing job with job

- The pay gap shows the difference in *average* pay between men and women in the workforce

- Why do we care?
Who needs to report?

- Those public authorities in Schedule 2 with 250 or more employees on the snapshot date
- Contractors
- Agency staff
- Bank workers
- Those on leave
Annual report

- Mean and median hourly pay over a specific pay period
  - pay period in which 31 March falls
  - pay periods are usually weekly or monthly

- Gender bonus gap
  - Mean and median bonus payments to men and women over a 12 month period ending on 31 March
  - proportion of male and female employees who receive a bonus

- Gender split in each salary quartile as percentages
Pay

- Included
  - basic pay, allowances, pay for piecework, bonus pay received in the pay period, pay for leave and shift premium pay

- Excluded
  - overtime, redundancy or termination of employment, pay in lieu or pay which is not money

- Bonuses awarded in pay period
  - Pro-rate where the bonus relates to a longer period
Average hourly rate

- Calculate average hourly rate for each full pay employee
  - Those on reduced or nil pay are not included

- Calculate the mean average hourly rate of both male and female full pay employees

- Calculate the difference between these rates

- Repeat but for median hourly rates
Bonus

- Bonus pay
  - anything that relates to profit sharing, productivity, performance, incentive and commission
  - CEAs

- if it has actually been **received** in the 12 months that ends on the snapshot date

- any remuneration that is in the form of money, vouchers, securities, options or interest in securities

- Percentage of employees (not full pay employees) who receive a bonus
Quartiles

- Rank the average hourly rates of all full pay employees from lowest to highest
- Divide into four even groups
- Calculate the percentage of male and female full pay employees in each band
- What many employers find is that there is a higher percentage of male employees in the top quartile compared to female
Enforcement

- EHRC has the power to enforce
  - focusing on those employers where no information published
  - if they have capacity, will look at those with inaccurate data
  - carry out assessment – may require documents and give oral evidence
  - Notice to comply
  - May apply to a court for an order – failure to do so could lead to an unlimited fine
Reports published to date

- Gov website at

- Excellent source of information

- Must also publish on your own website
What the reports look like

Department Of Health

Address: 39 Victoria Street, SW1H 0EU

Sector: Public sector

Women's hourly rate is

14.2%  13.3%
LOWER  LOWER
(mean)  (median)
What the reports look like

Pay quartiles

<table>
<thead>
<tr>
<th>Pay quartiles</th>
<th>MEN</th>
<th>WOMEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top quartile</td>
<td>45.3%</td>
<td>54.7%</td>
</tr>
<tr>
<td>Upper middle quartile</td>
<td>39.2%</td>
<td>60.8%</td>
</tr>
<tr>
<td>Lower middle quartile</td>
<td>31.4%</td>
<td>68.6%</td>
</tr>
<tr>
<td>Lower quartile</td>
<td>28.1%</td>
<td>71.9%</td>
</tr>
</tbody>
</table>
### What the reports look like

#### Bonus pay

**Women's bonus pay is**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>33.1%</td>
<td>LOWER (mean)</td>
</tr>
<tr>
<td>10.4%</td>
<td>LOWER (median)</td>
</tr>
</tbody>
</table>

**Who received bonus pay**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.6%</td>
<td>OF MEN</td>
</tr>
<tr>
<td>17.8%</td>
<td>OF WOMEN</td>
</tr>
</tbody>
</table>
The narratives

- Not a legal requirement for public authorities BUT
- Gender profile
- Explaining the pay grades used to remunerate staff
- Differences in bonus – awards are higher in more senior positions
Think about reasons for pay gaps

- Less women in senior positions
  - focus efforts on recruiting more women into senior roles
  - is there unconscious bias?

- Support women coming back to work after maternity
  - how flexible are you for all staff, not only women?

- Focus on pay reviews on addressing inequality in pay

- Women’s network groups (not just for women)
James Haddon

NHS ESR Development Team
Gender Pay Gap Reporting
In ESR Business Intelligence
Introduction

• All data shown is fictitious

• Functionality made available in ESR R37 (January 2018)

• Accessed via ESR Business Intelligence

• Over 3,200 summary report executions so far (as at 19th February)
• Available from the **NHS Workforce Profile Dashboard**

• Flexible solution to enable local element inclusion or exclusion

• Summary and Detail versions available

• ‘Ordinary’ and ‘Bonus’ pay versions available

• Relevant and Full Relevant Employee calculations automatically performed
### Summary

#### Average & Median Hourly Rates

<table>
<thead>
<tr>
<th>Gender</th>
<th>Avg. Hourly Rate</th>
<th>Median Hourly Rate</th>
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</thead>
<tbody>
<tr>
<td>Male</td>
<td>15.3519</td>
<td>13.4509</td>
</tr>
<tr>
<td>Female</td>
<td>15.4529</td>
<td>13.9925</td>
</tr>
<tr>
<td>Difference</td>
<td>-0.1010</td>
<td>-0.5416</td>
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<tr>
<td>Pay Gap %</td>
<td>-0.6582</td>
<td>-4.0263</td>
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</table>

#### Number of employees | Q1 = Low, Q4 = High

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Female</th>
<th>Male</th>
<th>Female %</th>
<th>Male %</th>
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<tr>
<td>1</td>
<td>93.00</td>
<td>73.00</td>
<td>56.02</td>
<td>43.98</td>
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<tr>
<td>2</td>
<td>104.00</td>
<td>66.00</td>
<td>61.18</td>
<td>38.82</td>
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<tr>
<td>3</td>
<td>102.00</td>
<td>67.00</td>
<td>60.36</td>
<td>39.64</td>
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<tr>
<td>4</td>
<td>102.00</td>
<td>67.00</td>
<td>60.36</td>
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#### Employee Details

<table>
<thead>
<tr>
<th>Employee Name</th>
<th>Employee Number</th>
<th>Gender</th>
<th>Units Worked</th>
<th>Pay Value</th>
<th>Hourly Rate</th>
<th>Quartile</th>
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<tbody>
<tr>
<td>ABEGUNDE, Mrs. May Naing</td>
<td>13431379</td>
<td>Female</td>
<td>131.40</td>
<td>£1,084.11</td>
<td>£8.25</td>
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<tr>
<td>Barnett, Mr. Dolorio</td>
<td>94051030</td>
<td>Male</td>
<td>162.95</td>
<td>£1,637.92</td>
<td>£10.05</td>
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<tr>
<td>Chmielewski, Miss SamanthaJane</td>
<td>91150153</td>
<td>Female</td>
<td>104.29</td>
<td>£968.11</td>
<td>£9.28</td>
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<td>Ekanayuke, Mrs. Sumairah</td>
<td>91147777</td>
<td>Female</td>
<td>169.04</td>
<td>£1,320.42</td>
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<td>Ekwan, Mrs. Anisah</td>
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<td>151.77</td>
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<td>Elnazer, Mr. Omar Taal</td>
<td>15883590</td>
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<td>134.86</td>
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<tr>
<td>JARA, Miss Khashia Khanam</td>
<td>10546497</td>
<td>Female</td>
<td>162.95</td>
<td>£2,191.83</td>
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<td>JARA, Mr. EXCEPTION</td>
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<td>Lucinara, Mrs. Meybe</td>
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<td>Lugonvu, Mrs. Joy Desiree</td>
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<td>Lugube, Mr. Gigurawa</td>
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<td>NGOMA, Mrs. Leiiani</td>
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<tr>
<td>Employee Name</td>
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<td>Assignment Number</td>
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<td>Gender</td>
<td>Position</td>
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<tr>
<td>ABEGBUNDE, Mrs. May Naing</td>
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<td>ABEGBUNDE, Mrs. May Naing</td>
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<td>13431379</td>
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<td>Position 4608894</td>
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<tr>
<td>Barnett, Mr. Dolorio</td>
<td>94051030</td>
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<tr>
<td>Chmielewski, Miss Samantha Jane</td>
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<tr>
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<td>91147777</td>
<td></td>
<td>Female</td>
<td>919946</td>
<td>Position 787464</td>
</tr>
<tr>
<td>Ekanayuke, Mrs. Sumairah</td>
<td>91147777</td>
<td>91147777</td>
<td></td>
<td>Female</td>
<td>919946</td>
<td>Position 787464</td>
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<tr>
<td>Ekanayuke, Mrs. Sumairah</td>
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<td>Ekwan, Mrs.</td>
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<td></td>
<td>Female</td>
<td>5806733</td>
<td>Position 2122661</td>
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</tbody>
</table>
• Full guidance (with examples) available in ESR-NHS0265 available on ESR Kbase

• Raw data is available in ESR BI for local reporting if required

• National list of elements selected by default

• Reports are supported by the ESR Programme and queries around the data and/or calculations can be raised through the recognised helpdesk process
Thank you

Follow us @nhsesr for all your ESR updates
Dean Royles

Director of HR and OD
Leeds Teaching Hospitals
Gender pay gap reporting

Dean Royles,
Director of Human Resources & Organisational Development

The Leeds Teaching Hospitals NHS Trust

@NHS_Dean
Issues

• Confusion in the media between gender pay and equal pay.
• Public, staff and trade unions.
• Solutions to equal pay and gender pay are different.
• Significant infrastructure problems making reduction difficult. What is the solution?
• Societal as well as organisational issues.
Approach

• Understanding of gap and reasons.
• AfC v medical.
• Socialisation of issues through meetings, blogs and articles.
• Board engagement on the issues.
**Mean Gender Pay Gap**

25.72%  
£2.58 per hour

**Median Gender Pay Gap**

8.37%  
£0.61 per hour
Staff by Earning Quartiles

Lower Quartile: 77% Women, 23% Men
Lower Middle Quartile: 78% Women, 22% Men
Upper Middle Quartile: 82% Women, 18% Men
Upper Quartile: 63% Women, 37% Men
<table>
<thead>
<tr>
<th>Band 1</th>
<th>Band 2</th>
<th>Band 4</th>
<th>Band 5</th>
<th>Band 6</th>
<th>Band 7</th>
<th>Band 8a</th>
<th>Band 8b</th>
</tr>
</thead>
<tbody>
<tr>
<td>-1.42%</td>
<td>-1.09%</td>
<td>-3.29%</td>
<td>-6.58%</td>
<td>-1.80%</td>
<td>-1.00%</td>
<td>-0.42%</td>
<td>-2.49%</td>
</tr>
<tr>
<td>£0.06 p/h</td>
<td>£0.05 p/h</td>
<td>£0.17 p/h</td>
<td>£0.44 p/h</td>
<td>£0.15 p/h</td>
<td>£0.10 p/h</td>
<td>£0.05 p/h</td>
<td>£0.34 p/h</td>
</tr>
</tbody>
</table>

On a mean average, women earn more in these pay bands than men.

<table>
<thead>
<tr>
<th>Band 3</th>
<th>Band 8c</th>
<th>Band 8d</th>
<th>Band 9</th>
<th>Medical</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.63%</td>
<td>1.66%</td>
<td>3.28%</td>
<td>5.26%</td>
<td>16.31%</td>
</tr>
<tr>
<td>£0.03 p/h</td>
<td>£0.27 p/h</td>
<td>£0.67 p/h</td>
<td>£1.26 p/h</td>
<td>£3.02 p/h</td>
</tr>
</tbody>
</table>

On a mean average, men earn more in these pay bands than women.
Creating positive cultures and supporting individual aspirations

Helen Christodoulides
Director of Nursing

Shelagh Turvill
Clinical Director

Clare-Louise Smith
Director of Operations
I have worked at Leeds Teaching Hospitals for the majority of my nursing career. I have held a variety of roles within nursing and quality improvement and been lucky enough to work in many different specialties with a wide range of staff across all professions.

I am extremely proud to be a nurse, working as part of a healthcare team and to work for an organisation that really is committed to providing high quality care for all our patients.

Throughout my career my passion for the work we do has never wavered and although at times, the work is difficult and the healthcare system is under immense pressure, I can honestly say that it is the support from colleagues working in highly effective teams that helps to keep me motivated and engaged, even on those difficult days.

I have been fortunate to lead and contribute to many different improvements in patient care in the organisation, on reflection, my success with this has been linked to authentic leadership skills and behaviours that have much more impact than my gender ever could: clinical credibility, visibility, honesty, active listening and delivering results that really do make a difference are some of the characteristics that matter most.

I have been actively encouraged and supported in lots of different ways both formally and informally by many colleagues over the years to develop my potential and achieve my career aspirations.

I am able to work with colleagues that I hugely admire, both front line staff and senior managers that I am constantly learning from.
Collaboration

• Sharing data in Yorkshire & Humber supported by NHS Employers.
• Common publication date.
• Supporting blogs.
• Links to articles

Understanding the difference between ‘equal pay’ and ‘gender pay gaps’

The BBC’s equal pay row shows the enormity of the challenge we face
Thank you

@NHS_Dean
Any questions?