

Gender Pay Gap Report

Employers with more than 250 employees must calculate figures comparing men and women's average pay across the organisation. This is known as the gender pay gap and is calculated as the percentage difference between average hourly earnings for men and women. It is important to note that the gender pay gap is different to equal pay, which looks at salaries for jobs with the same or similar responsibilities.

UHNM's pay approach supports the fair treatment and reward of all staff irrespective of gender. This is in line with our equality and diversity statement that was launched in May 2016. Remuneration to all staff, regardless of gender, is made in accordance with National Terms and Conditions.

This report fulfils the Trust's reporting requirements, analyses the figures in more detail and sets out what we are doing to close the gender pay gap in the organisation.

Our Gender Pay Gap Data

The data is a snapshot of pay taken on 31st March 2019:

Based on Hourly Pay	At 31 st March 2018	At 31 st March 2019	What this means
Average (Mean) Pay Gap			
<p>The mean gender pay gap is the difference in the average hourly rates of pay that male and female employees receive.</p> <p>The hourly rates of all male or female full-pay are added, and then divided by the number of male or female employees. The gap is calculated by subtracting the results for females from results for males and dividing by the mean hourly rate for males. This number is multiplied by 100 to give a percentage</p>	28.05%	27.55%	Positively there has been a slight increase in the percentage of women in the upper pay quartile which has resulted in both the mean (average) and the median pay gap improving (i.e. reducing)
Median Pay Gap			
<p>The median gender pay gap shows the difference in the midpoints of the ranges of hourly rates of pay for men and women. The individual hourly rates of pay are ordered from lowest to highest and the middle value is compared</p>	10.34%	8.83%	
<p>We are confident that our gender pay gap is a result of the workforce distribution, rather than an equal pay issue. This is because we adhere to the Agenda for Change system, national terms and conditions of service (TCS) for Medical staff and, for very senior managers (VSMs), there is a specific VSM pay framework. The Trust also has a robust job evaluation process in place.</p>			

Bonus Pay Gap	At 31 st March 2018	At 31 st March 2019	What this means
Average (Mean) Bonus Pay Gap			
The mean gender bonus gap is the difference in the average bonus payment that male and female employees receive. Bonus payments (* _{see below}) for all male or female employees are added, then divided by the number of male or female employees. The gap is calculated by subtracting the results for females from results for men and dividing by the mean hourly rate for men. This number is multiplied by 100 to give a percentage	1.45%	10.97%	The mean and median bonus pay gap have both increased this time, however; very positively the number of women in receipt of a Clinical Excellence Award (CEA) increased from 44 to 51. The number of males in receipt of a CEA, in comparison, increased by only 3 in the same period. Whilst this improvement in female representation is notable, new entrants to CEA Awards are likely to be at the lower end of the awards scale, which produces a greater gap in the mean and median bonus pay
Median Bonus Pay Gap			
The median gender bonus gap is calculated by arranging the bonus payments of all male or female employees from highest to lowest and find the point that is in the middle of the range	1.15%	29.17%	
<p>* Bonus payments relates only to Clinical Excellence Award (CEA) payments made to eligible Medical Consultant Staff. Clinical Excellence Awards recognise and reward NHS consultant medical staff who perform 'over and above' the standard expected of their role and who can demonstrate achievements in developing and delivering high quality care, and commitment to the continuous improvement of the NHS.</p>			

The proportion of male and female workforce in each pay quartile was as follows at 31st March 2019:

	Female	Male
% of employees in the lower pay quartile	81.01%	18.99%
% of employees in the lower middle pay quartile	80.02%	19.98%
% of employees in the upper middle pay quartile	84.20%	15.80%
% of employees in the upper pay quartile	65.82%	34.18%
Number of employees receiving bonus pay (i.e. a Clinical Excellence Award)	51 (0.55% of all female employees)	186 (6.73% of all male employees)

Having a predominantly female workforce means that even small fluctuations in the proportion of male to female employees in each quartile will have a significant impact on our gender pay gap.

Supporting Gender Equality at UHNM:

- UHNM actively promotes careers and roles within the organisation and the wider NHS through our Widening Participation strategy and this includes breaking down traditional stereotypes and demonstrating female role models
- We ensure the consistent application of Agenda for Change job evaluation rules through the job evaluation process including consistency panels
- We use a transparent structured approach to shortlisting and interviews with agreed criteria to reduce bias in the recruitment process and we provide recruitment training to our managers
- We actively promote and publicise our commitment to flexible working options for all staff and through the provision of a range of family friendly policies and benefits including shared parental leave and paternity leave
- We promote our internal leadership development brochure to all staff and monitor applications to ensure all protected groups are represented
- We provide career coaching and mentoring
- We demonstrate through our inclusive recruitment strategy a range of women role models in various clinical and non-clinical roles
- We ensure all staff have a Personal Development Review, which uses the Maximising Potential Tool as an inclusive approach to identifying talent
- We use a Values Based approach into our recruitment processes

Progress from our previous Gender Pay Gap Report:

- We have reviewed and updated our Parental/Maternity Leave policy, to include occupational shared parental pay
- We have introduced a Special Leave Policy, including carer/domestic leave
- We have reviewed and updated our Clinical Excellence Award Policy and continue to monitor the diversity of applications
- We have reviewed our recruitment data to establish if there are gender imbalances, particularly for more senior positions in the organisation. A review of 12 months recruitment data for Agenda for Change Band 7 and above positions showed that 60% of applications were received from females and 40% male. Therefore, whilst men apply for senior roles in higher numbers than their representation in the workforce, and less so for females the data also indicates that women have a higher success rate of being shortlisted from application and going on to be appointed
- Launched the UHNM Talent Management Strategy
- Reviewed entries into our internal leadership development programmes to ensure they are representative of our workforce
- Reviewed our leaver information and found that women are not disproportionately leaving the organisation

The outcomes of this work can be measured in terms of improvements in the Annual Staff Survey Results:

2019 Annual NHS Staff Survey Results:	2018	2019
Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age?	80.9%	84.3%
In the last 12 months have you personally experienced discrimination at work from manager / team leader or other colleagues?	8.6%	7.4%
Has your employer made adequate adjustment(s) to enable you to carry out your work?	70.1%	73.4%
My appraisal left me feeling that my work is valued by my organisation	28.1%	31.2%
I would recommend my organisation as a place to work	57.2%	60.4%

Actions to reduce the Gender Pay Gap:

The information from this gender pay gap audit will be used to help understand any underlying causes for the gender pay gap so that the Trust can take suitable steps to minimise it. Whilst structural changes to the workforce will take time to work through, we are prioritising the following areas for action:

- Reviewing our Flexible Working Policy
- Promoting women's networking forums and development opportunities
- Talent management and introduction of divisional learning and education boards
- Launch of the Staffordshire High Potential Scheme - a fully funded 24-month career development scheme to help high potential, aspiring middle level clinical or non-clinical NHS leaders accelerate their career to senior executive roles at a faster pace. There has been particular emphasis on encouraging applications from protected groups including females
- Undertake an agile working review across the organisation
- Focus on menopause in the workplace as part of our wellbeing activities
- Be proactive in our conversations with staff who may be thinking about leaving the organisation to understand the reasons

This report must be published on the UHNM website and the data reported on a designated government website at www.gov.uk/genderpaygap

Appendix 1

Notes and Explanations

1 Explaining the Gender Pay gap:

Our gender pay gap is influenced by the make-up of our workforce which has:

- A greater proportion of male employees in the upper pay quartile compared to lower quartiles and
- A greater proportion of female employees in the lower pay quartiles compared to the upper quartile

Having a predominantly female workforce means that even small fluctuations in the proportion of male to female employees in each quartile will have a significant impact on our gender pay gap

An example of how a Gender Pay Gap can come about:

- ~ An organisation comprises 10 staff and 1 manager
- ~ The 10 staff are 9 females and 1 male and they all earn exactly £50,000 per year so they are all on equal pay
- ~ The manager, who is a man, earns £100,000 per year
- ~ The average salary for women in this organisation is £50,000
- ~ The average salary for men is $(£50,000 + £100,000 / 2) = £75,000$
- ~ The gender pay gap is therefore £25,000 or 50%

2 Explaining the Data

The data is a snapshot of pay taken on 31st March 2019 with the data presented in line with six key indicators:

- Average gender pay gap as a mean average
- Average gender pay gap as a median average
- Average bonus gender pay gap as a mean average
- Average bonus gender pay gap as a median average
- Proportion of males and females receiving a bonus payment
- Proportion of males and females when divided into four quartile pay bands

It is important to note that the gender pay gap may vary by occupation, age group and even working patterns.

Note: The Trust does use agency workers who are not included in the data because they are part of the headcount of the agency company that provides them

3 How our workforce was made up (as at 31st March 2019)

UHNM is typical of any NHS Trust in that it has a higher number of females than males in its workforce. From a total headcount of 10,724, 78% were female compared to 22% men.

Staff Group	Female	Male
Additional Professional, Scientific and Technical	77%	23%
Additional Clinical Services	84%	16%
Administrative and Clerical	83%	17%
Allied Health Professionals	79%	21%
Estates and Ancillary	53%	47%
Healthcare Scientists	65%	35%
Medical and Dental	36%	64%
Nursing and Midwifery Registered	91%	9%

Agenda for Change Pay Band	Female	Male
Band 1	74%	26%
Band 2	82%	18%
Band 3	84%	16%
Band 4	82%	18%
Band 5	87%	13%
Band 6	85%	15%
Band 7	82%	18%
Band 8a	77%	23%
Band 8b	67%	33%
Band 8c	71%	29%
Band 8d	56%	44%
Band 9	70%	30%

UHNM Workforce by Employment Status

