

Pay Gap Report 2023



We are passionate about equality and committed to the creation of an inclusive culture. We are making progress and continue to take a proactive and strategic approach to delivering our inclusion strategy, including the monitoring and measuring our gender pay gap. As a demonstration of our commitment, we are also providing reporting on our ethnicity and disability pay gaps.

Methodology

The pay gap is the key indicator of the inequalities and differences that still exist in men's and women's working lives. It is the percentage difference between the average pay of women and men across the whole workforce.

The pay gap is calculated based on contractual hours of work and total pay (including permanent contractual elements) for all colleagues who have permanent and fixed-term contracts of employment.

- The **mean** is calculated by adding all of the hourly rates of pay for men/women and dividing by the number of men/women respectively.
- The **median** is calculated by ordering the hourly rates of pay for men/women and determining which rate of pay lies in the middle of the list.

All **negative** numerical differences (-) are **in favour** of female colleagues OR disabled colleagues OR black/minority ethnic colleagues.

Gender Pay Gap

A higher proportion of men in senior roles combined with women in less senior roles will typically drive a gender pay gap.

2023
+ 6.58%

Our pay gaps are influenced by the higher proportion of women compared to men in Grades 2 to 5 (62% of females compared with 53% of males in 2023). The overall headcount of men in Grades 2 to 5 has remained stable between 2021 and 2023 at just over 500 whereas the number of women has increased by nearly 12% over the same period (from 643 to 719).

Whilst it is noted that the overall pay gap has increased, when reviewing the mean pay gaps by Grade, all gaps are less than 3.5%.

Year	All Staff	Women	Men	Mean hourly rate for women	Mean hourly rate for men	Mean Pay Gap %	Median hourly rate for women	Median hourly rate for men	Median Pay gap %
2023	2126	1164	962	£22.01	£23.56	+ 6.58%	£21.71	£23.16	+ 6.26%
2022	1983	1067	916	£20.82	£22.14	+ 5.96%	£19.88	£21.83	+ 8.93%
2021	1873	999	874	£20.36	£21.23	+ 4.10%	£20.17	£21.51	+ 6.23%
2020	1878	1009	869	£20.30	£21.60	+ 6.02%	£20.17	£21.51	+ 6.23%

Ethnicity Pay Gap

Mean hourly rate for Minority Ethnic colleagues	£23.47
Mean hourly rate for White colleagues	£22.50
Mean Pay Gap %	-4.31%

Disability Pay Gap

Mean hourly rate for Disabled colleagues	£21.07
Mean hourly rate for Non-disabled colleagues	£22.84
Mean Pay Gap %	+7.75%

The mean pay gaps are influenced by the low proportion of colleagues from ethnic minority backgrounds (13%) and those who have disclosed a disability (nearly 8%).

Recommendations

- Develop a joint working group with our trade union partners and a diverse group of colleagues to focus on the good practice we already have and consider how we achieve more balanced representation across grades and reductions across our pay gaps.
- Review and continually improve our recruitment practices and strategies to build diversity throughout our talent pipeline.
- Review role design and consider whether more roles can be done on a part-time/flexible basis, specifically at Grade 5 and above, where only 17% are on core part-time contracts out of which 69% are held by women. This compares to 29% on part-time contracts at Grade 2, 3 & 4 out of which 77% are women. There is 50/50 gender split on part-time contracts in the senior manager grades.