



Gender Pay Gap Report as at 31st March 2019



Gender Pay Gap Report for Inclusion Working Group as at 31st March 2019

1. Introduction

- 1.1. The gender pay audit obligations are outlined in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. As an organisation that employs more than 250 people and listed in Schedule 2 of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the Trust must publish and report specific information about our own gender pay gap annually.
- 1.2. Public sector organisations are required to take a “snapshot” of their workforce as of 31st March each year from March 2017. The resulting data must be published along with a written statement on their public-facing website. It must also be reported to the government online via the gender pay gap reporting service by 30th March.
- 1.3. A high gender pay gap can indicate there may be a number of issues to deal with, and the individual calculations may help us to identify potential causes. Used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation, and how effectively talent is being maximised.

2. What does the audit cover?

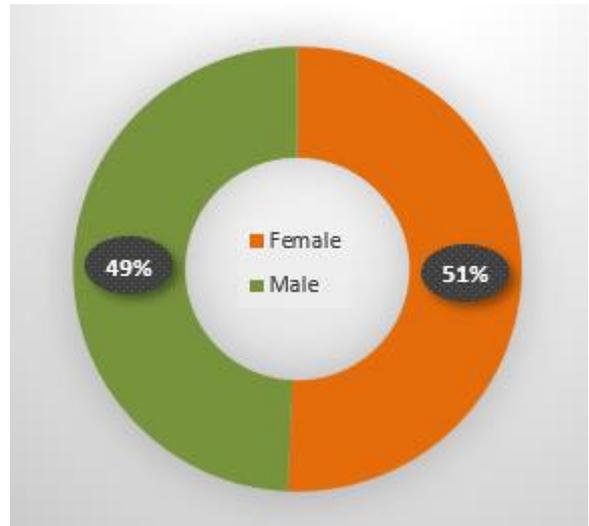
- 2.1. The gender pay gap report provides a comparison on the pay of male and female employees and shows the difference in the average earnings (mean and median). This is expressed as a percentage of men’s earnings e.g., women earn 15% less than men do.
- 2.2. The gender pay audit is different to equal pay, which looks at the pay differences between men and women carrying out the same jobs, similar jobs or work of equal value. Any potential equal pay issues are addressed by adherence to Agenda for Change terms and conditions and pay framework, and our robust and objective job evaluation process. Gender pay gap figures are affected by differences in the gender composition across our job grades and roles.
- 2.3. The audit requires us to make six calculations covering the following:
 - **Mean gender pay gap in hourly pay** – adding together the hourly pay rates of all male or female full-pay and dividing this 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.
 - **Median gender pay gap in hourly pay** – arranging the hourly pay rates of all male or female employees from highest to lowest and find the point that is in the middle of the range.
 - **Mean bonus gender pay gap** – add together bonus payments for all male or female employees and divide by the number of male or female employees. The gap is calculated by subtracting the results for females from the results for men and dividing by the mean hourly rate for men. This number is multiplied by 100 to give a percentage.
 - **Median bonus gender pay gap** – 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.

- **Proportion of males and females receiving a bonus payment** – total males and females receiving a bonus payment divided by the number of relevant employees.
 - **Proportion of males and females in each pay quartile** – ranking all of our employees from highest to lowest paid, dividing this into four equal parts (quartiles) and working out the percentage of men and women in each of the four parts.
- 2.4. This information along with a written statement, confirming the accuracy of their calculations must be published on both the Trust’s website and on a designated government website.

3. Our Gender Pay Gap data

3.1. Our data for this submission is as at 31st March 2019, when the Trust workforce consisted of 1,892 females (50.68%) and 1,841 males (49.31%), totalling 3,733 employees.

3.2. There was a 9% increase in our workforce between 31st March 2018 and 31st March 2019. The 2019 figures show an increase in the percentage of females to males when compared with the same period in 2018.



In March 2018, the workforce profile by gender was 1,611 females (47.6%) and 1,772 males (52.3%), totalling 3,383.

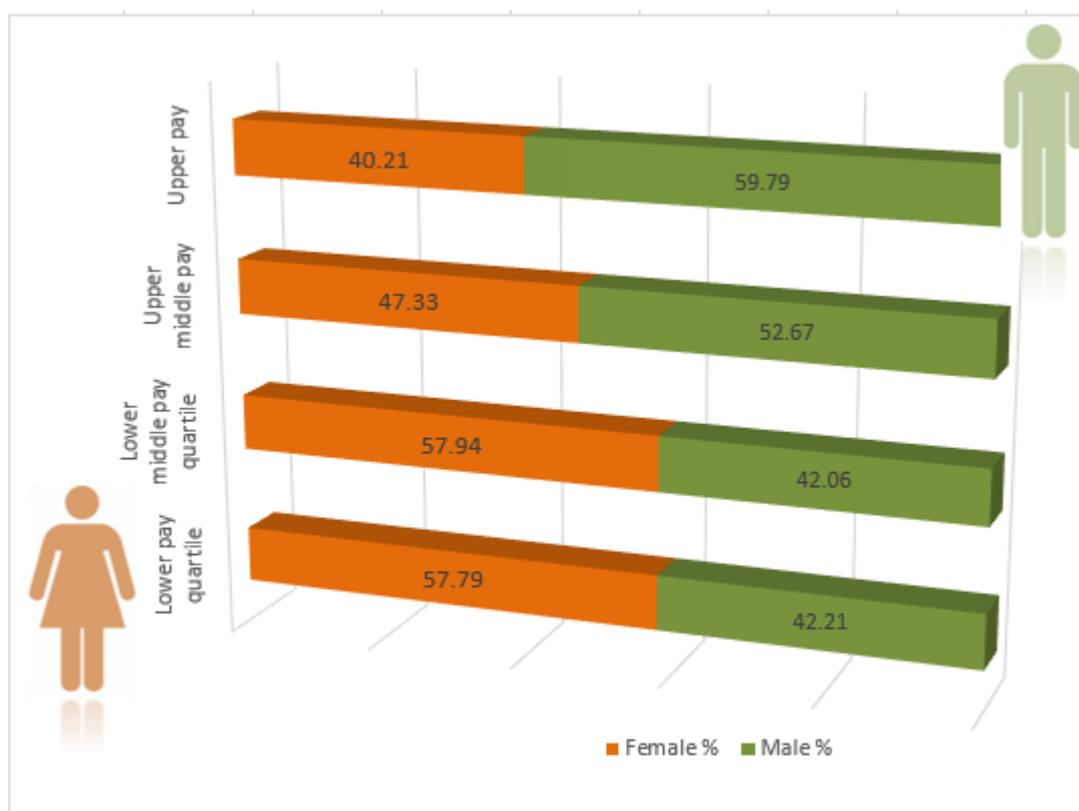
3.3. Mean and median gender pay gap in hourly pay

The table below shows the difference in the mean and median hourly rates, and the pay gap as a percentage for 2017 to 2019, which shows a continuing increase in the median hourly resulting in an increase of SECamb’s gender pay gap. However, there is a slight decrease in the mean (average) hourly rate of pay, but it is unknown whether this change is statistically significant overall.

Gender	31st March 2017		31st March 2018		31st March 2019	
	Mean (Avg) Hourly Rate	Median Hourly Rate	Mean (Avg) Hourly Rate	Median Hourly Rate	Mean (Avg) Hourly Rate	Median Hourly Rate
Male	£13.02	£11.76	£13.80	£13.28	£14.52	£13.71
Female	£11.98	£11.49	£12.52	£11.60	£13.22	£11.96
Difference	£1.04	£0.28	£1.29	£1.68	£1.30	£1.75
Pay Gap %	8.01%	2.38%	9.00%	12.62%	8.95%	12.77%

Table 1: Gender Pay Gap for 2017 to 2019

All Trust Staff - Proportion of males and females in each pay quartile - 31/03/2019



- 3.6. The detailed analysis undertaken to produce the audit shows that the Trusts' Non-Executive Directors (NEDs) are recorded on the Electronic Staff Record (ESR) system as full time, however they actually work four days a month equating to a whole time equivalent (WTS) of 0.13. This significantly impacts the reported hourly rate for NED's and possibly has a small impact on the quartile distribution and overall mean and median hourly rates.

To provide further context around composition of the quartiles, our workforce data shows that over 90% of our employees are within pay bands 3 -7. As a result, the majority of employees at band 6 are included within the upper quartile figures.

- 3.7. Where staff members have signed up to salary sacrifice scheme such as childcare vouchers or Tusker cars, guidance advises that the remaining gross salary once these deductions are which is used to calculate their hourly rate. It is possible that this may be impacting the overall hourly rates which are then used to calculate the mean and median pay gaps.

Mean and median bonus gender pay gap.

- 3.8. The only bonus payments made by the Trust are to eligible staff who apply for the Clinical Excellence Awards (CEAs), which can be awarded nationally or locally. Due to the small numbers of bonus payments made in 2019 potentially rendering recipients identifiable if published, the Trust will not be publishing any data for this part of the Gender Pay Gap report. Bonus payments are awarded in recognition of excellent practice over and above contractual requirements.

Gender Pay Gap by pay band

3.9. Although Agenda for Change ensures that we are proving equal pay for equal work, we can see discrepancies in the ratio of males to females within pay bands. The table below shows a greater number of men than women in posts within pay band 6 and up. There is also an increase in the numbers of females to males in pay bands 3 to 5 reflective of the increasing number of women now entering the service. This change is ongoing, and figures from the latest quarterly diversity monitoring report (1st January 2020) show a Trust workforce profile which is 50.3% female to 49.7% male.

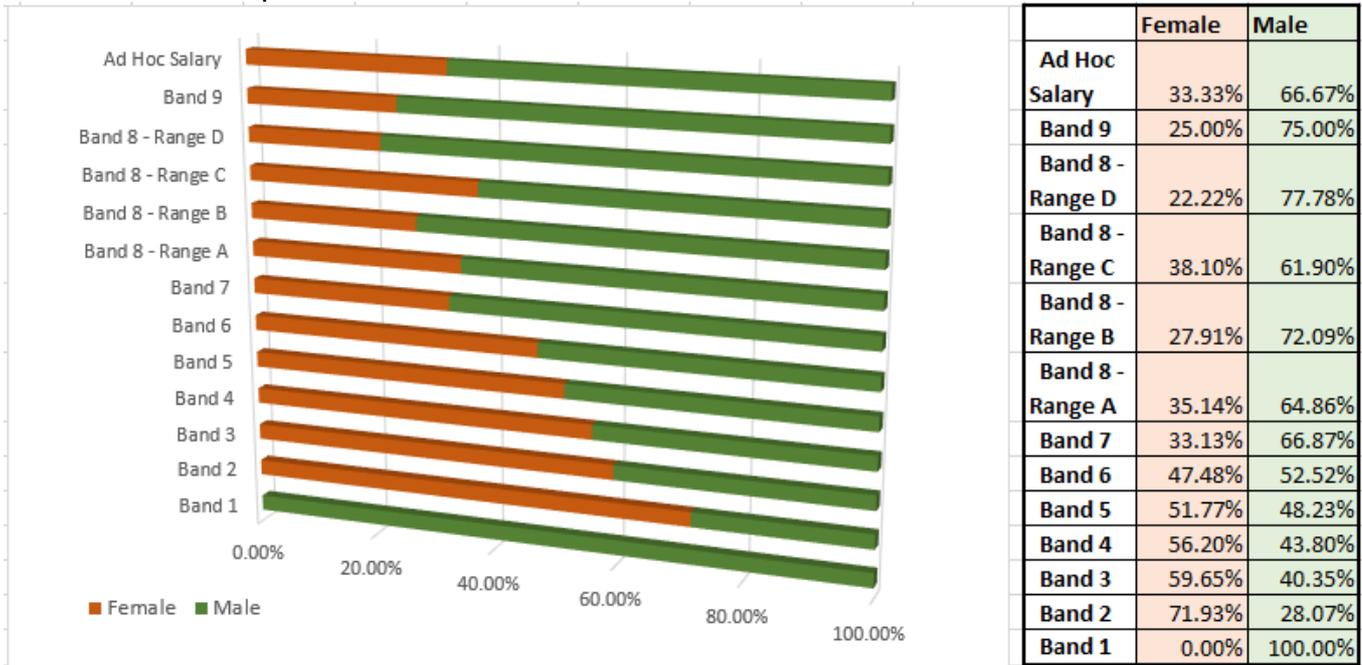


Table 3: Workforce by Pay band and Gender 2019

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8a	Band 8b	Band 8c	Band 8d	Band 9	Ad Hoc Salary
Female Total 2019	0.00%	71.93%	59.65%	56.20%	51.77%	47.48%	33.13%	35.14%	27.91%	38.10%	22.22%	25.00%	33.33%
Male Total 2019	100.00%	28.07%	40.35%	43.80%	48.23%	52.52%	66.87%	64.86%	72.09%	61.90%	77.78%	75.00%	66.67%
Female Total 2018	0.00%	69.12%	55.38%	50.40%	53.17%	41.62%	33.75%	35.59%	28.13%	42.86%	40.00%	25.00%	26.32%
Male Total 2018	100.00%	30.88%	44.62%	49.60%	46.83%	58.38%	66.27%	64.41%	71.88%	57.14%	60.00%	75.00%	73.68%

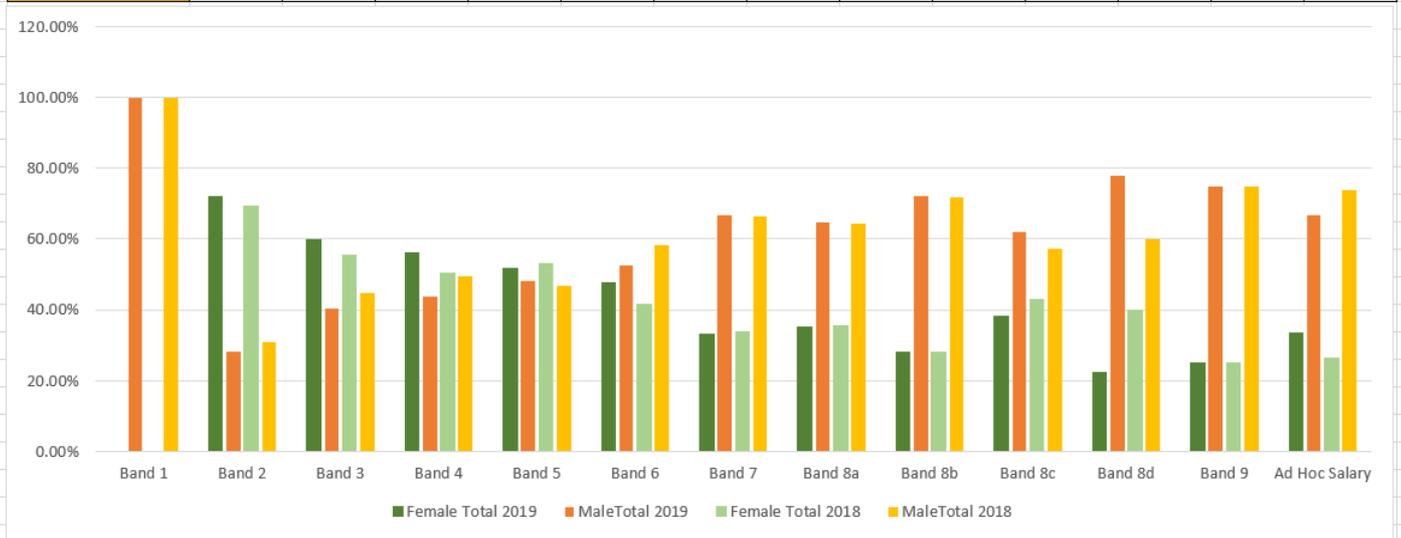


Table 4: Workforce by Pay band and Gender 2018 and 2019

3.10. We continue to see increases in the ratio of males to females in the highest bands (7 and above) with the most significant increases at pay bands 8c and 8d (23.8% and

55.56% difference respectively, up from 14.29% and 20% in 2018). Improvements towards equity can be seen in pay bands 5 and 6.

3.11. This year's report identifies the smallest discrepancies between males and females in pay bands 5 and 6, which also show improvement towards equity when compared to 2018 figures (table 4).

3.12. The workforce gender profile below, also identifies the largest areas of discrepancy to be bands 8 and above in Operations including 111 and EOC.

All Staff	Female %	Male %
Bands 1-4	59.86%	40.14%
Bands 5-7	45.72%	54.28%
Bands 8+	33.82%	66.18%
Ad hoc	31.25%	68.75%
Operations	Female %	Male %
Bands 1-4 Non Reg	50.69%	49.31%
Bands 5-7 Registered	43.41%	56.59%
Bands 8+	20.45%	79.55%
Ad hoc	0.00%	0.00%
111	Female %	Male %
Bands 1-4	70.23%	29.77%
Bands 5-7	84.48%	15.52%
Bands 8+	25.00%	75.00%
Ad hoc	0.00%	0.00%
Emergency Operations Centre	Female %	Male %
Bands 1-4	78.37%	21.63%
Bands 5-7	67.38%	32.62%
Bands 8+	27.27%	72.73%
Ad hoc	0.00%	0.00%
Support Staff	Female %	Male %
Bands 1-4	53.85%	46.15%
Bands 5-7	39.52%	60.48%
Bands 8+	46.75%	53.25%
Ad hoc	31.25%	68.75%

Table 5: Employee Gender Profile information as of 31st March 2019 by service

3.13. Comparative data against the other ambulance Trusts for the 2020 audit publication is not yet available, however the increase reported in 2019 shows SECamb to have the largest mean and median pay gaps in the ambulance sector 9.3% and 12.6% respectively.

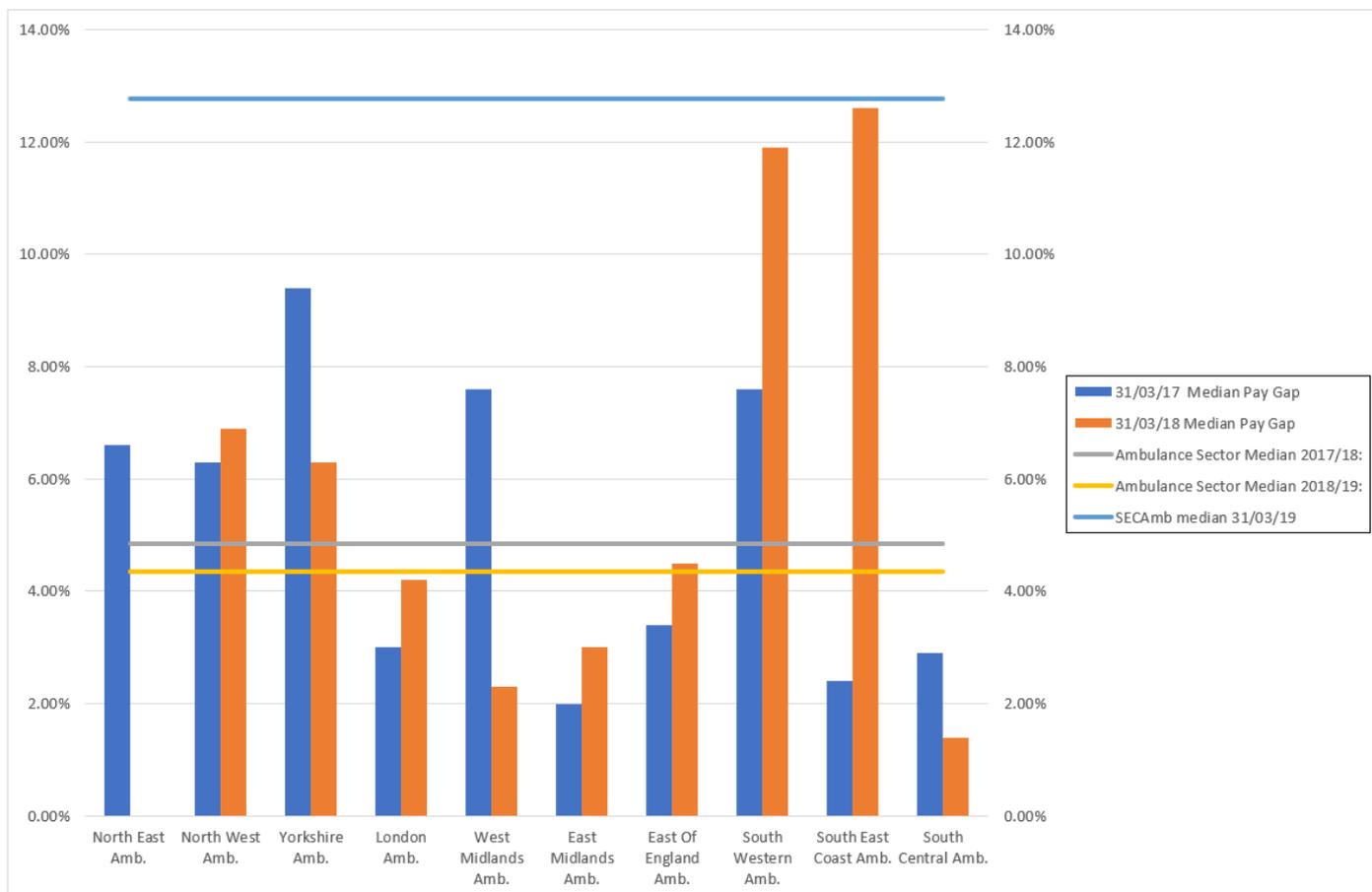


Table 6: Ambulance sector comparison of median pay gap in 2017 and 2018

4. Conclusion

- 4.1. The increasing gap in both our median pay, as well as our ratio of males to females in bands 7 and above show there is work to be done.
- 4.2. Whilst we do not have an equal pay issue, the Trust needs to take steps to reduce our pay gap and continue to explore best practice across the sector and beyond. The breakdown by service area highlights that there is a need to identify any underlying factors as to why there is such a gender imbalance within the Operations, 111 and the Emergency Operations Centres.

What have we done to date?

- 4.3. Implemented Agenda for Change and developed a robust job evaluation process for all jobs. However, it is recommended that job evaluation panels should reflect a gender balance.
- 4.4. Increased the frequency of diversity reports by demographics to the Inclusion Working Group for scrutiny and discussion.
- 4.5. Training to ensure assessors for bulk operational recruitment are aware of the impact of their own biases in the interview process has now recommenced.
- 4.6. Training delivered to a number of senior managers in interview skills to support senior management recruitment and increased the number of trained interviewers.

4.7. Development and launch of menopause guidance in recognition of the potential negative impact on career progression.

Next steps approved by the Inclusion Working Group and Human Resources Working Group

4.8. That we develop a range of activities over the next 12 months to advance gender pay, these include:

4.8.1. Encourage the development of female leaders by setting up a Gender Equality network group. This group will be having an initial launch meeting on 9th March 2020 to tie in with International Women's Day. As part of the meeting we will be asking those present to help shape the priorities for the next 12 months.

4.8.2. Approve a pilot cohort of the Springboard Women's development programme (appendix 1).

4.8.3. Continue to explore opportunities for more flexible or alternative shift working across the organisation, including how this could be introduced into a wider range of roles.

4.8.4. Seeking organisational commitment to ensure gender diverse interview panels for **all roles** at band 8 and above.

5. Recommendation

5.1. The Gender Pay Audit will be published to our external website ahead of the 31st March 2020 deadline.

5.2. The WWC confirmed that based on the evidence presented we are fully compliant with the duties placed upon the Trust with regards to publishing the Gender Pay Audit.

Prepared by: Asmina Islam Chowdhury, Inclusion Manager

1. Background

- 1.1. Springboard is an award winning personal and professional development programme for women including those who identify as women.
- 1.2. It offers participants the opportunity to undertake a substantial review of their work and personal life and to support them to make good quality decisions about the right way forward for their career development. It can help participants shape the change they want in practical and realistic ways helping to reflect on their goals, develop their strengths and learn and practice skills such as assertiveness and goal setting.
- 1.3. The programme comprises four full-day workshops to be delivered over a proposed three-month period and expects participants to undertake additional independent study and to provide peer support for others on the programme. Participants are expected to attend all four workshops.
- 1.4. It will be delivered by Shindo Barquer, a former Police Chief Inspector, who is also able to offer participants both her own experience of working across all the emergency services and her in-depth understanding of the emergency service cultures too.

Each workshop includes an invited speaker aimed at inspiring and enthusing participants. The structure of the programme is designed to create a productive, enjoyable and collegiate learning and development atmosphere. It is recommended that the speaker be from within the host organisation.

- 1.5. Evaluations of the programme have shown that by the end of the programme participants will have;
 - increased confidence
 - improved self-esteem
 - be more proactive
 - take responsibility for their own self development
 - communicate effectively
 - be more assertive
 - define clear goals
 - be re-motivated and re-energised
- 1.6. The programme was piloted by West Midlands Ambulance Service (WMAS) in 2019 and was very positively evaluated. It is now being built into their annual training plan and training is underway for cohort two. Of cohort one, 17 people completed the full four days; of this one delegate has since been promoted to a director level post and three others have gone on to join an Engaging Leaders programme. The cohort was made up of staff from across the Trust with a mix of delegates from operational and support services, across a range of pay bands.

WMAS have shared their programme report and evaluations which have been overwhelmingly positive. The following is an extract from the report

'it's a fantastic programme that should - all women who wish to do it should be given the opportunity'

*'I have found this very useful in communicating / confidence with colleagues and patients'
'helpful for self-improvement'*

'very useful for day to day work and day to day life - gives you the tools you need to be successful and the best you can be'

The programme is also used by a number of other organisations including Cambridgeshire Community NHS Services, Metropolitan Police, Cumbria Constabulary, the Home Office, and the British Council.

2. Costs

2.1. The costs for SECAMB to host the programme in house are broken down below;

Number of delegates	Trainer costs	Materials (workbooks £46.25 each)	Total	Total cost per delegate
24	£7200.00	£1100.00	£8310.00	£346.45
32	£7200.00	£1480.00	£8680.00	£271.25

2.2. In comparison, to book our staff on the programme externally would cost £750 - £800 per person. It is proposed that a pilot for cohort one be hosted by the Inclusion Team, funded out of existing budget, with cost of abstraction to be managed locally by managers.

3. Benefits to the organisation

3.1. With the increasing Gender Pay Gap in SECAMB there is a need to address the issue of talent management for women, recognising that women today expect more from their careers than from any previous generations.

The World Economic Forum conducted a survey in 2017 amongst women born in 1980-1995 (within SECAMB this age group in total comprises 36% of our workforce) and women just starting out in their careers said career advancement was the most attractive trait in an employer. The least attractive was lack of opportunities. Most experienced female professionals who had recently changed employers cited that as the top reason they left their jobs.

3.2. The springboard course supports organisations to develop diverse talent that is already within the organisation and promote inclusion, including helping address gender and ethnicity pay gaps. It also creates opportunities for women to step up for promotion.

4. Next Steps

4.1. The IWG are asked to consider and support the offering of this opportunity to women within the organisation as part of a pilot in response to the Trust's increasing gender pay gap.



Celebrate

International Women's Day

by joining us for the launch of our
Gender Equality Network on Monday 9th March 2020
Crawley HQ, 12:00 – 14:00

Equality is not a women's issue. Put simply, with our workforce divided almost 50:50 in terms of gender, it's everyone's issue.

Staff networks are run for staff by staff and provide a valuable resource for the Trust in terms of raising awareness of issues, acting as a critical friend, and helping promote an inclusive workplace by contributing to the development of SECamb policies and procedures.

More importantly though, a staff network is for you. Being part of the network can help **you** to;

- Grow your own network within the Trust
- Access peer support
- Increase your confidence
- Share experiences in a safe and supportive environment
- Be part of a real change towards a more gender equal organisation

A gender equal world can be healthier, more innovative, more compassionate and more harmonious - so what's not great about that?

Everyone is welcome! If you would like to come along to help shape what a Gender Equality Network in SECamb could look like, drop me a line at

Asmina.ichowdhury@secamb.nhs.uk

so we can get some light refreshments in.

