

Gender Pay Gap report 2022/23

NHS South East London Integrated Care Board (ICB)

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1. Introduction

- 1.1 Since April 2017, all organisations within the United Kingdom with more than 250 employees have been required to publish details of their gender pay gap, as part of their organisation’s duty towards the Equality Act 2010. As a new legal entity, South East London Integrated Care Board (SEL ICB) is producing its first Gender Pay Gap (GPG) Report on 30 March 2024 with a record (snapshot) date of 31 March 2023.
- 1.2 SEL ICB prepared a legacy GPG report on behalf of South East London Clinical Commissioning Group (SEL CCG) on 30 March 2023 as this was the legal entity in existence at that point in time.
- 1.3 The specific requirements of the Equality Act 2010 (Gender Pay Gap Regulations) 2017 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 are to publish information for six specific measures, highlighted in table 1 below.

Ordinary pay	Bonus pay
<ul style="list-style-type: none">• Mean (average) gender pay gap using hourly pay.• Median gender pay gap using hourly pay.• Percentage of men and women in each hourly pay quartile.	<ul style="list-style-type: none">• Mean (average) gender pay gap using bonus pay.• Median gender pay gap using bonus pay.• Percentage of men and women receiving bonus pay.

Table 1: List of Reporting Metrics

- 1.4 A gender pay gap does not mean that women and men are being paid differently for doing the same job, which would be an equal pay issue, it is about the gap between what male employees earn within an organisation compared to what their female counterparts earn and is a result of several inter-related factors that are often structural and societal in nature.
- 1.5 Gender pay gap transparency increases accountability and drives action to advance gender equality in the workplace and demonstrates a commitment to equality. It also encourages staff to contribute to the dialogue, strengthens their engagement with the organisation, increases their trust, maximises their talent and enhances their retention.
- 1.6 For the reporting period, the SEL ICB workforce was predominately female. As of 31 March 2023, SEL ICB employed 771 people, 69% women and 31% men.¹ This is the same split as in the previous report covering 2022/23. This split may be impacted by the Management Cost Reduction that SEL ICB is currently progressing, and an exercise will be undertaken to understand the impact as part of the Equality Impact Assessment of the change process.

2. Approach

- 2.1 The report is based on the Government’s methodology for calculating the difference in pay between female and male employees, considering the full pay of relevant employees of SEL ICB (for further information please see [Gender pay gap reporting:](#)

¹ This number includes 106 clinical leads

[guidance for employers - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/guidance-for-employers).

- 2.2 In analysing the data and helping to identify different potential causes of the gender pay gap, SEL ICB has:
- Reviewed the guidance published by the Government Equalities Office, namely: “Eight ways to understand your organisation’s gender pay gap (for further information please see [Eight ways to understand your organisation's gender pay gap](#)).
 - Reviewed the [House of Commons Gender Pay Report -10 November 2023](#)
 - Listened to the voice of our female staff by reviewing the results from the 2022 National Staff Survey, engaging with our Women, Parents and Carers Staff Network and holding a focused engagement event on 7 February 2024.
 - Reviewed the Government Equalities Office recommended actions for employers to make a difference (for further information please see [Evidence-based actions for employers.pdf \(gender-pay-gap.service.gov.uk\)](#) as learning from this will inform future actions.

3. Factors influencing the gender pay gap

Research² shows that the size of the gender pay gap depends on several inter-related factors that are often structural and societal in nature. Some of these include:

Age and Parenthood

- 3.1 There is little difference in median hourly pay for male and female full-time employees aged in their 20s and 30s, but a substantial gap emerges amongst full-time employees aged 40 and over. This links to parenthood - the gap between male and female hourly earnings grows gradually but steadily in the years after parents have their first child. The larger gender pay gap for older age groups may also stem from generational differences; in which case we might expect the gap to shrink as younger generations grow older.

Occupation

- 3.2 The gap tends to be smaller for occupational groups where a larger proportion of employees are women. In SEL ICB 69% of staff are female.

Public and private sector

- 3.3 For full-time workers, the pay gap is slightly smaller in the public sector than the private sector. There is a negligible gender pay gap for part-time workers in the private sector, which contrasts with a large part-time pay gap in the public sector. In SEL ICB, 77% of part time employees are female.

Region

- 3.4 The full-time gender pay gap is highest in the South-east and East Midlands.

Working Pattern

- 3.5 The gender pay gap looks very different depending on whether we look at the gap amongst all employees, full-time employees only or part-time employees only. Women are much more likely than men to work part-time and part-time employees tend to have lower pay and

² The commuting gap: Office for National Statistics (ONS) Report-109-the-gender-pay-gap Equality Human Rights UK gender pay gap - GOV.UK

Understanding the gender pay gap in the UK - ONS
The gender pay gap: what now? The King's Fund
House of Commons Library - Gender Pay Gap Report

work in different roles to full-time employees. Part time working is also shown to have an impact on career progression over time. This “part-time pay penalty” is one of the biggest contributors to the gender pay gap. In SEL ICB 35% of the female workforce work part time compared to 22% of the male workforce. The part-time percentage of staff within SEL ICB appears to be relatively high but clinical leads, who work part time, have been included within the data set.

Size of Organisation

- 3.6 The gap in median hourly pay tends to be slightly smaller for the largest employers. The average pay gap in businesses with at least 20,000 employees was 9.7%, compared to 12.5% in employers with 250 to 499 employees. SEL ICB had 771 staff employed as at the snapshot date (31st March 2023).³

Commuting Gap

- 3.7 Caring responsibilities may constrain the length of time that people can spend travelling to work. A wide “gender commuting gap” opens in the years following the birth of the first child, which evolves over time and can extend to the years spent caring for elderly relatives or others. This is likely to change with much more remote working and flexible working.

Occupational segregation

- 3.8 Even if men and women working in the same role are paid the same, on average a gender pay gap could still arise if women are concentrated in those occupations which pay less e.g. nursing or administration.

A higher proportion of women choose occupations that offer less financial reward for example, in administration. Many high-paying sectors are disproportionately made up of male workers, for example, information and communications technology.

Women and pay negotiation

- 3.9 Women are less likely to negotiate pay deals than men. Pay is often decided based on typically male behaviours e.g. a potentially more 'aggressive' negotiating style. By not conforming to these norms, some women lose out. From an NHS perspective this would not apply as the Agenda for Change Terms and Conditions are set and does not allow for salary negotiation.

The “glass ceiling”

- 3.10 The social barrier preventing women from being promoted to top jobs in management. This vertical segregation highlights the problem of the ‘glass ceiling’ as a barrier to women reaching senior positions.

Gender role

- 3.11 Differential gender roles are adopted early on in life and influence much of what happens in the home, school, personal relationships, family life and employment. Therefore, men and women often follow different paths in education and employment, which lead to overall differences in pay.

Undervaluation theory

- 3.12 The theory advances that society undervalues certain types of work precisely because women do it. Pay practices are ‘socially constructed’ and lead to undervaluation of women’s labour in a range of ways – pay is heavily influenced by social pressures and norms, as well as by the actions of employers, governments and trade unions. Pay is often decided based

³ This number includes 106 clinical leads

on typically male behaviours such as performing long hours, working continuously for a long time and an aggressive negotiating style. By not conforming to these norms, some women lose out. In addition, women are still seen by society as secondary earners.

The impact of tenure

- 3.13 The affect tenure had on men's and women's median hourly pay. In that analysis it was noted that men and women in full-time employment and working for more than 20 years in the same job, earned 59.6% and 48.4% more respectively, than men and women who had been in their job for less than one year.

Career Progression

- 3.14 Women are still less likely to progress up the career ladder into high-paying senior roles.

Menopause

- 3.15 Menopause is increasingly recognised as having a bearing on the gender pay gap. This is widely due to symptoms of the menopause impacting on women's ability to continue in senior roles, or not apply for them in the first place. Such recognised symptoms relating to this are anxiety, lack of confidence, lack of sleep and depression.
- 3.16 Employers are encouraged to provide as much support as possible in this arena, including having accessible menopause policies, appropriate support and advice, and access to increased flexible working options. Recruitment processes should also be revised to ensure fairness and a preference for structured interviews for recruitment and promotions which will reduce the impact of unconscious bias and allow responses to be easily compared. Skills-based assessment tasks can also be useful, by asking candidates to perform tasks that they would be expected to carry out in their role. If menopausal women are appropriately supported in the workplace, there is a higher chance they will not only apply for more senior roles but will have a much higher likelihood of remaining in them for as long as possible.
- 3.17 SEL ICB has an approved Menopause Management and Support in the Workplace Policy in place.

4. What is SEL ICB's ordinary gender pay gap?

- 4.1 As can be seen from Figure 1 below⁴, SEL ICB had:

- A mean gender pay gap of 12.65% (an increase of 1.6% from 11.04% on 31 March 2022). This is the percentage difference between the average hourly salary of men and women.
- A median gender pay gap of 2.43% (a decrease of 13.3% from 15.07% on 31 March 2022). This is calculated as the percentage difference between the mid-point hourly salary for men and women.
- A mean relative pay calculation shows that for every £1 a female is paid, a male is paid £1.13. The median relative pay figures show that for every £1 a female is paid, a male is paid £1.024.

For further information on what is driving the gap, please see paragraph 6.

⁴ This includes 106 clinical leads. 68 of the 106 clinical leads were female.

Gender	Mean (Average) Hourly Rate		Median Hourly Rate	
	2024	2023	2024	2023
Male	69.68	54.51	32.50	36.59
Female	60.86	48.49	31.71	30.85
Difference	8.82	6.02	0.79	5.74
Pay Gap %	12.65%	11.04%	2.43%	15.70%

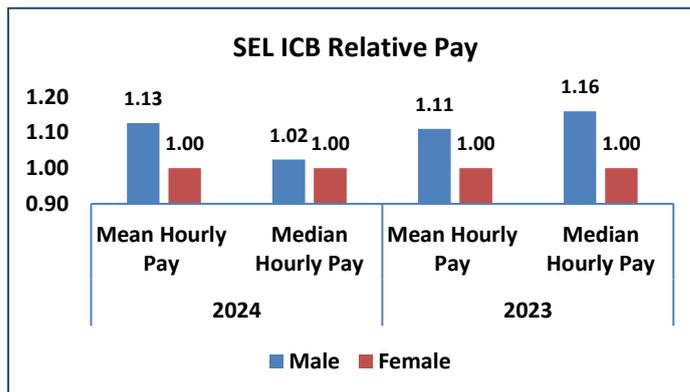


Figure 1: SEL ICB Gender Pay Gap

4.2 This does not mean that women and men are being paid differently for doing the same job, which would be an equal pay issue, it is about the gap between what male employees earn within an organisation compared to what their female counterparts earn. Within the NHS and Agenda for Change, women and men are paid the same pay for the same job.

5. What is SEL ICB's bonus gender pay gap?

SEL ICB did not have a bonus gender pay gap as it does not pay bonuses to its employees. There is no scope for bonus payments within the Agenda for Change or Very Senior Manager (VSM) terms and conditions.

6. Analysing the pay gap - SEL ICB gender representation, pay profile and recruitment profile.

6.1 This paragraph sets out the analysis of, and the drivers for, the gender pay gap. The analysis consists of three parts. Part 1 reviews the position of the organisation as at a point in time, namely the "snapshot" date, 31 March 2023. Part 2 reviews the recruitment data for the period 1 April 2022 to 31 March 2023 and helps explain the change in the organisation's gender pay gap position from one snapshot date (31 March 2022) and the next snapshot date (31 March 2023). Part 3 sets out what the data tells SEL ICB.

Part 1: Ordinary Gender Pay Gap Position as of 31 March 2023

Overall gender representation and profile

6.2 51.8% of the population of South East London⁵ were female on 31 March 2023. Figure 2 shows that females made up 69% (529 staff) of the SEL ICB workforce (771 staff),⁶ therefore relative to the population profile, females were over-represented within SEL ICB. This is favourable in comparison to the national NHS workforce profile where 77% of the workforce is female.⁷

⁵ [Population and household estimates, England and Wales: Census 2021 - Office for National Statistics](#)

⁶ This number includes 106 clinical leads. 68 of the 106 clinical leads were female

⁷ [Gender in the NHS 2019 - NHS Employers](#)

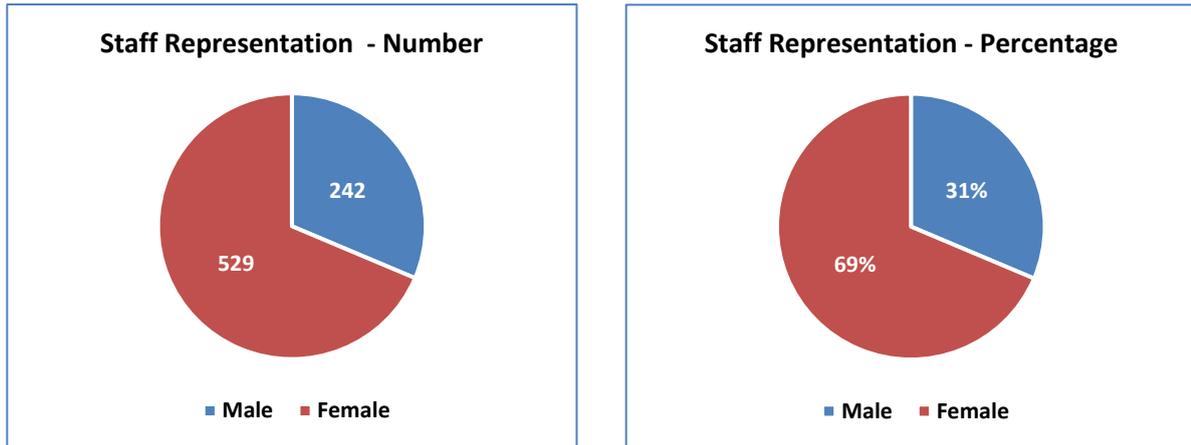


Figure 2: Staff Gender Representation - Numbers and Percentages

Quartile and band gender representation and profile

- 6.3 To determine the pay quartiles, the Gender Pay Gap report takes all employees and sorts them by hourly pay. This list is then split into four equal quartiles, namely:
- Upper pay quartile
 - Upper middle pay quartile
 - Lower middle pay quartile
 - Lower pay quartile
- 6.4 Figure 3 illustrates the proportion of males and females in each quartile.

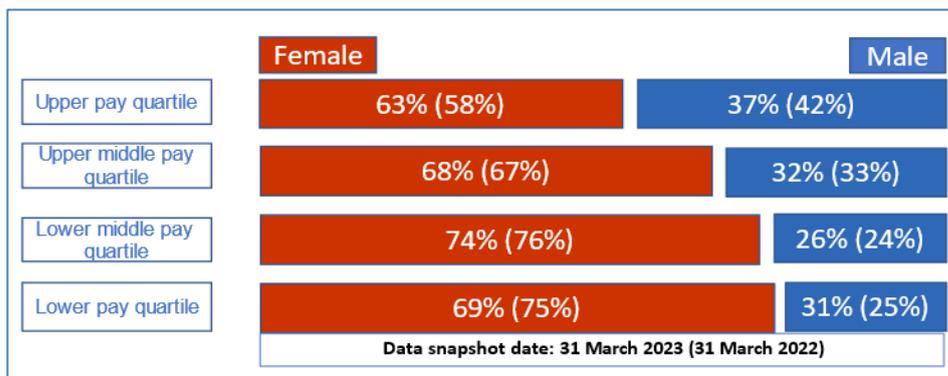


Figure 3: SEL ICB Quartile Gender Split

- 6.5 From figure 3 there has been a significant increase in male representation in the lower pay quartile and marginal increase in the lower middle pay quartile with a significant reduction in representation in the upper pay quartile and marginal reduction in the upper middle pay quartile. However, female representation remains strong across all pay quartiles. Male representation was highest in the upper pay quartile and lowest in the lower middle pay quartile.
- 6.6 Overall, women occupied 63% of the highest paid jobs (upper pay quartile). A large proportion of these posts are clinical leads.⁸

As the highest proportion of men are in the upper quartile and the highest proportion of women are in the lowest two quartiles this suggests that a larger proportion of men occupied the higher paid jobs within SEL ICB.

⁸ 106 of the 193 posts included in this quartile are posts filled by SEL ICB clinical leads. 68 of the 106 clinical leads were female.

6.7 Figure 4 illustrates the proportion of male and female staff in each pay band.⁹ This continues to show that male representation was highest in the upper pay bands. However, compared to 2023 one can see a definite improvement in female representation in the higher pay bands.

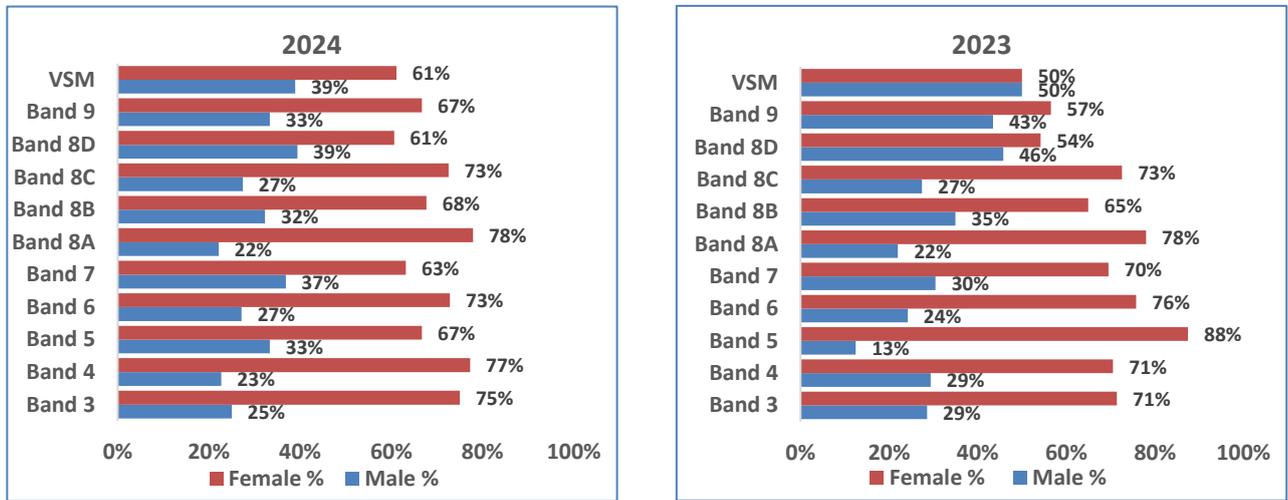


Figure 4: SEL ICB Gender split by pay band

Employment type gender representation and profile

6.8 Table 2 highlights the employment type according to gender. Females make up 77% of the part time workforce within the ICB compared to 65% of the fulltime workforce. 35% of the total female workforce work part time.¹⁰ However, 80% of the female workforce are employed on permanent contracts compared to 75% of the male workforce.

	Numbers			Percentage	
	Female	Male	Total	Female	Male
Full Time	345	188	533	65%	35%
Fixed Term Temp	31	16	47	66%	34%
Permanent	314	172	486	65%	35%
Part Time	184	54	238	77%	23%
Bank	2		2	100%	0%
Fixed Term Temp	72	40	112	64%	36%
Non-Exec Director/Chair	1	3	4	25%	75%
Permanent	107	9	116	92%	8%
Lay Member	2	2	4	50%	50%
Total	529	242	771	69%	31%
% of workforce part time	35%	22%	31%		
% of workforce full time	65%	78%	69%		
% of workforce permanent	80%	75%	78%		
% of workforce fixed term	19%	23%	21%		

Table 2: Employment Type gender representation and profile

⁹ Clinical leads are paid on an “ad hoc” salary basis and not included in Figure 4. 64% of clinical lead roles were filled by females.

¹⁰ 106 of the 238 part time staff were clinical leads, of which 38 were male and 68 females. The clinical lead role is sessional in nature and therefore included as part time employment.

Part 2: Recruitment for the period 1 April 2022 and 31 March 2023

Recruitment gender representation and profile

6.9 Of the 303 posts advertised for recruitment, Figure 5 shows that 66% (200) of appointments, to posts in 2022/23 were female. Figure 6 shows that from Band 6 significantly more females were appointed than males. But for the Ad hoc pay band, male recruitment was mainly in the lower quartile pay ranges. Figure 4 above reflects the impact this has had on female representation within the ICB.

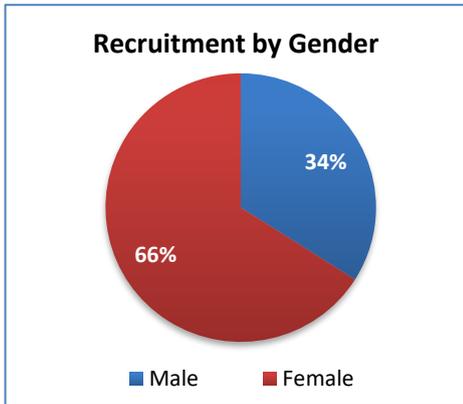


Figure 5: Gender representation in recruitment band

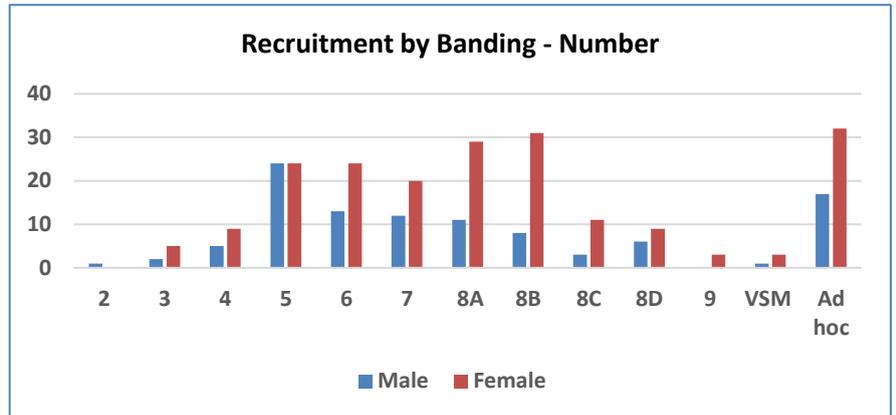


Figure 6: Gender Recruitment by pay band

6.10 As can be seen from Figure 7 of the total number of posts advertised (303):

- 221 (73%) were full time of which 138 (62%) of appointments were female. Of the 138 female appointments, 109 (79%) were permanent.
- 82 (27%) were part time of which 62 (76%) appointments were female.¹¹ Of the 62 female appointments, 25 (40%) were permanent.

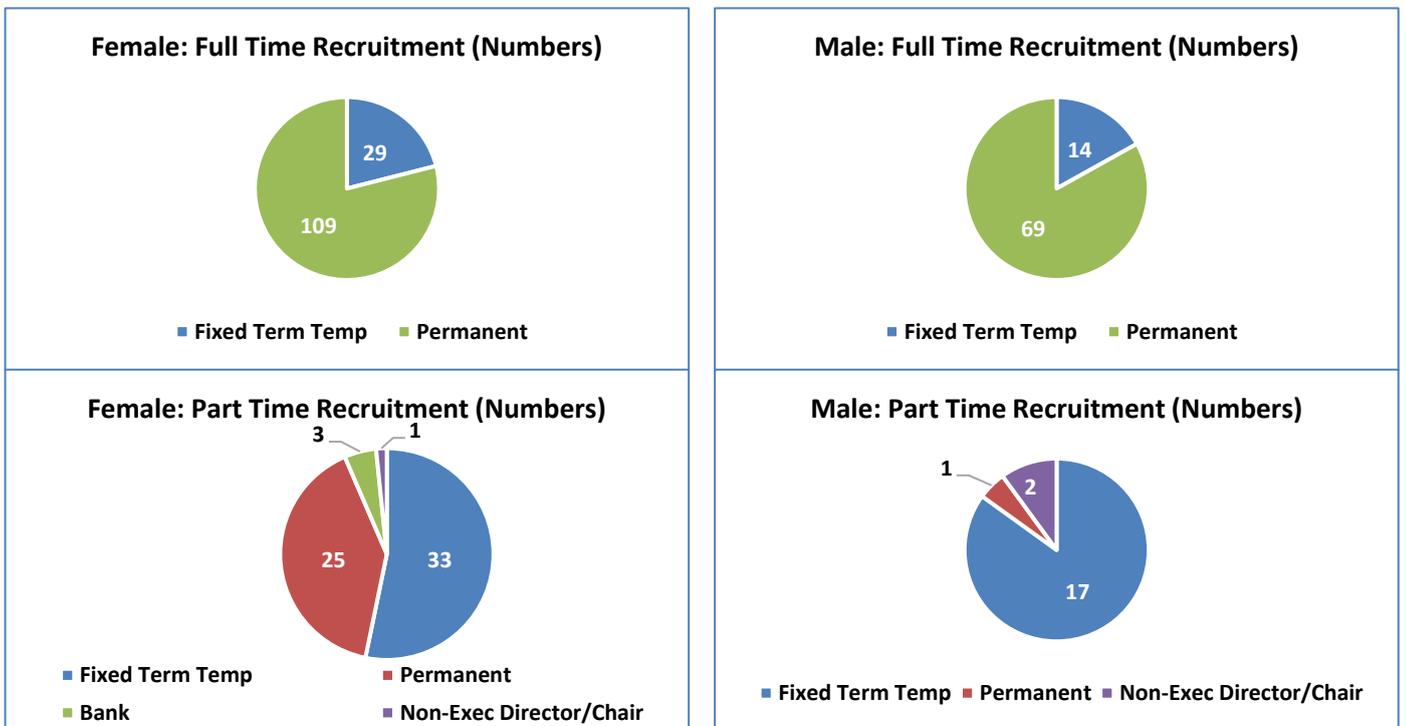


Figure 7: Recruitment Employment Type

¹¹ Of the 82 part time posts 44 of the appointments were to clinical lead roles, of which 32 were female appointments.

Part 3: What does the data tell SEL ICB - explaining the pay gap

6.11 From an analysis of the data:

- The substantial drop of 13.3% in the median gender pay gap is explained by the increase in the number of women recruited into higher bandings and the increased number of men recruited into the lower bandings during the period 1 April 2022 to 31 March 2023.
- The increase in the mean gender pay gap from 11.04% to 12.65% would appear to be driven by the continued larger numbers of women in the lower bandings (Band 3-5). 70% of staff in bands 3-5 are female.
- Females continue to be a significant proportion of the part time staff.¹² 75% of part time employees are female and 35% of the female workforce are part time compared to 22% of the male workforce being in part time employment. This could be due to the part time and more flexible nature of the vacancies which many women elect to work, to reconcile work and family life, as women are still more likely than men to take on family caregiving for children or older family members.
- Relative to the proportion of the male population in SEL (48.2%), males are underrepresented across all pay bands in SEL ICB.

7. What do our female staff say?

National Staff Survey

7.1 The results of the SEL ICB National Staff Survey (2022) provide an insight into the lived experience of our female staff. The themes highlighted in Table 3 below, represent those where the data suggests a less positive experience (greater than 5% difference) for women compared to men.

Section	Description	% Difference between male and female
The Job	Opportunities to show initiative frequently in my role	8%
	Able to meet conflicting demands on my time at work	13%
	Have adequate materials, supplies and equipment to do my work	6%
	Satisfied with extent organisation values my work	7%
	Have realistic time pressures	10%
	Relationships at work are unstrained	6%
Health, Wellbeing and Safety	Do not work any additional unpaid hours per week for this organisation, over and above contracted hours	8%
	Have not come to work when not feeling well enough to perform duties	17%
	Never/rarely find work emotionally exhausting	15%
	Never/rarely feel burnt out because of work	10%
	Never/rarely frustrated by work	6%
	Never/rarely worn out at the end of work	12%
	Never/rarely feel every working hour is tiring	13%
	Never/rarely lack energy for family and friends	11%
	Not experienced harassment, bullying or abuse from other colleagues	10%
Staff involved in an error/near miss/incident treated fairly	18%	

¹² 106 of the 238 part time staff were clinical leads, of which 38 were male and 68 females. The clinical lead role is sessional in nature and therefore included as part time employment.

Section	Description	% Difference between male and female
	Feedback given on changes made following errors/near misses/incidents	10%
Personal Development	Feel organisation respects individual differences	7%
	Appraisal helped me agree clear objectives for my work	7%
	Appraisal left me feeling organisation values my work	6%
	Organisation offers me challenging work	6%
	Able to access the right learning and development opportunities when I need to	8%
Organisation	Feel safe to speak up about anything that concerns me in this organisation	8%

Table 3: National Staff Survey 2022 - Experience of women compared to men

Engagement Event

- 7.2 NHS SEL ICB is committed to ensuring the voices of our staff are heard. To this end, SEL ICB undertook a virtual staff engagement event on 7th February 2024.
- 7.3 To maximise participation, the event was advertised via several media:
- All Staff Briefing event on 24th January 2024
 - Weekly staff newsletter - SEL Together
 - Staff intranet carousel
 - Staff network distribution lists through the chairs of the various networks
 - Focused invite to a selection of staff who were representative of the ICBs diversity
- 7.4 A slide pack was shared with staff prior to the event which included the following information:
- What gender pay gap reporting is
 - Research findings on the causes of the gender pay gap including links to select research reports.
 - Key quantitative metrics and information from our staff national survey reflecting the voice of women and included in this report.
 - Best practice guidance on closing the gender pay gap including links to select reports.
- 7.5 The event was attended by 16 members of staff, including our Chief of Staff who is Senior Responsible Officer for Equality, Diversity and Inclusion. 15 of the attendees identified as female and 1 attendee identified as non-binary. Attendees were representative of the ICB's age and race diversity.
- 7.6 From the event evaluation forms and comments received, the event was highly valued by attendees. Some of the comments included:
- Thanks for raising awareness of this very important topic. I look forward to hearing and learning more.
 - Very informative session. I will reflect on some of the points.
 - Thank you for this session, great to know these conversations are happening!
 - Learnt so much in the sessions and loved the interactive bits as it opened the discussions and was quite thought provoking.
 - Made me think about my own experiences!
 - It was such a brilliant session, and quite pleased people were able to open up.

Overall, the average rating for the event by staff was a '5' (out of 5).

7.7 Conversations with attendees focused on the ICB data, potential causes of the gap and recommendations and actions to address the gap. In the light of the Management Cost Reduction (MCR) programme, attendees were also asked to prioritise the recommendations.

Feedback was gathered through note taking, the MS Teams chat function and capturing feedback via MS Forms and is summarised below.

The key theme that emerged from the event was that due to societal factors, such as patriarchy, misogyny, gender stereotyping and gender roles, women are undervalued and treated poorly in the workplace.

The feedback received highlighted some important and significant areas that as an organisation we need to reflect on, namely,

- Using an intersectional approach, design and implement an organisation-wide environment and culture change program.
- Including these societal factors into our unconscious bias training.
- Introduce mentoring/coaching of junior colleagues by senior female leaders as part of career mapping and establish “role models” within the organisation to empower women.
- Develop and implement training programmes in running successful meetings and creating high performing teams.
- Job adverts which highlight from the outset that different ways of working will be considered and encourage women to apply for roles that they might otherwise feel unqualified for.
- Introduce flexible working/compressed hours/shared jobs. This is currently in place within SEL ICB.
- Encourage salary negotiation by showing salary ranges.
- Create more opportunities for women to undertake secondments and shadowing of senior leaders within the organisation.
- Staff networks and women empowerment groups to enable and encourage women to take on leadership roles and progress their career.

Due to the Management Cost Reduction (MCR) programme, attendees considered the below recommendations to be a priority.

- the ones that will secure the quickest win.
- Education, training, and organisational culture
- Encouraging women to apply for roles and focus on taking bias out of recruitment.

Staff networks

7.8 The first draft of the Gender Pay Gap Report was shared with the chair of the Women, Parents and Carers Staff Network with the request that relevant members of the network review and provide feedback on the report, particularly in relation to potential causes and actions for improvement.

8. Addressing the gender pay gap

8.1 As can be seen from the data, SEL ICB has implemented several actions historically that contributed to reducing the gender pay gap including:

- Through recruitment, increased the number of females in the upper pay quartiles and reducing the representation of females in the lower pay quartiles.

- Strengthened the staff networks to ensure they provide meaningful engagement across all protected characteristics and a voice within the organisation of lived experience and insight that helped make SEL ICB more inclusive for every individual.
- Established an Equalities in Recruitment Working Group to review the organisation’s recruitment process.
- Mandated gender and ethnicity diverse recruitment panels and unconscious bias training in recruitment practice remained mandatory for all panel members.
- Implemented mentoring programs and piloted professional coaching sessions focusing on boosting resilience, confidence, and personal insight.
- Approved and implemented a Menopause Management and Support in the Workplace policy.

8.2 In addition, effective policies for closing the gender pay gap not only looked to address factors and barriers common to all women (such as the number in lower grade jobs with lower pay), but also to target the inequalities faced by women belonging to specific groups, based on characteristics such as ethnicity, age and profession.

8.3 To continue to improve the gender pay gap position, the ICB would need to address the following during 2024/25:

- Increase the representation of males within the organisation across all pay quartiles.
- Increase the representation of males in Bands 3-5
- Address the high proportion of women in part time employment.
- Address the issues and recommendations from the staff engagement event.
- Assess the impact of the current Management Cost Reduction programme on the data presented in this report and the impact it has on proposed actions for 2024/25.

8.4 Having

- reviewed the recommendations within the Government Equalities Office guidance document for employers to make a difference (for further information please see [Evidence-based actions for employers.pdf \(gender-pay-gap.service.gov.uk\)](https://www.service.gov.uk/evidence-based-actions-for-employers.pdf),
- listened to the voice of staff at the engagement event, both their recommendations and priorities,
- considered the impact of the Management Cost Reduction program on resources and capacity,

SEL ICB will adopt a phased approach to implement the recommended actions required to improve gender equity. For 2024/25, it will focus on 6 key areas, encompassing several of the recommendations, and which are likely to have the greatest impact on gender equality and equity. These are described in Table 4 below. During 2025/26, using an intersectional approach, the ICB will look at implementing an organization wide environment and culture change program which takes account of all the protected characteristics.

Gender Pay Gap Actions ¹³	Timescales	Lead
Evaluate the impact that the change to the organisation structure has on the information, data, findings and conclusions within this Gender Pay Gap report and the impact it has on the proposed actions within this report.	Q1 2024/25	Senior EDI Manager
Develop and share best practice examples of high performing and effective teams within the SEL ICB.	Throughout 2024/25	Senior EDI Manager

¹³ The Gender Pay Gap actions will be supported by SEL ICB Human Resource Business Partner.

Develop organisational awareness on barriers to achieving gender pay parity and build organisational capabilities for improving issues identified.	Throughout 2024/25	AD-Organisation Development
Create opportunities for targeted positive action programmes to close the gender pay gap in SEL ICB. ¹⁴	Throughout 2024/25	AD-Organisation Development
Ensure flexible/hybrid working within roles is fully utilised within the ICB to support new ways of working post MCR.	Throughout 2024/25	Head of Recruitment
Develop a framework of tools that managers can use to develop more robust interview and selection outcomes. ¹⁵	Throughout 2024/25	Head of Recruitment
Using an intersectional approach, design, develop and implement an organization wide environment and culture change program which takes account of all the protected characteristics.	Throughout 2025/26	AD-Organisation Development Head of Recruitment Senior HR business partner Senior EDI Manager

Table 4: SEL ICB Action Plan

9. Definitions, assumptions and scope

Data source

- 9.1 All employee data contained in this report has been extracted from SEL ICB payroll systems as at the record date of 31 March 2023. The reporting period covers 1 April 2022 – 31 March 2023 and the report will be published by 30 March 2024 on the SEL ICB website ([NHS South East London ICB - Gender Pay Gap Report](#)).

Hourly rate

- 9.2 Hourly rate is calculated using base pay, allowances and bonus pay (where applicable).

Definitions

- 9.3 The table below provides definitions for key phrases used in this report.

When is the data taken?	At the “snapshot/record” date. The snapshot/record date is the 31 March each year
Pay gap	Difference in the average pay between two groups
Mean gap	Difference between the mean hourly rate for female and male employees. Mean is the sum of the values divided by the number of values
Median gap	Difference between the median hourly rate of pay for female and male employees. Median is the middle value in a sorted list of values. it is the middle value of the pay distribution, such that 50% of people earn more than this and 50% earn less than the median
Mean bonus gap	Difference between the mean bonus paid to female and male employees. Quartile is the value that divides a list of numbers into quarters

¹⁴ Examples include: embed values-based framework for career development (EDI objectives, secondment opportunities, shadowing etc.)

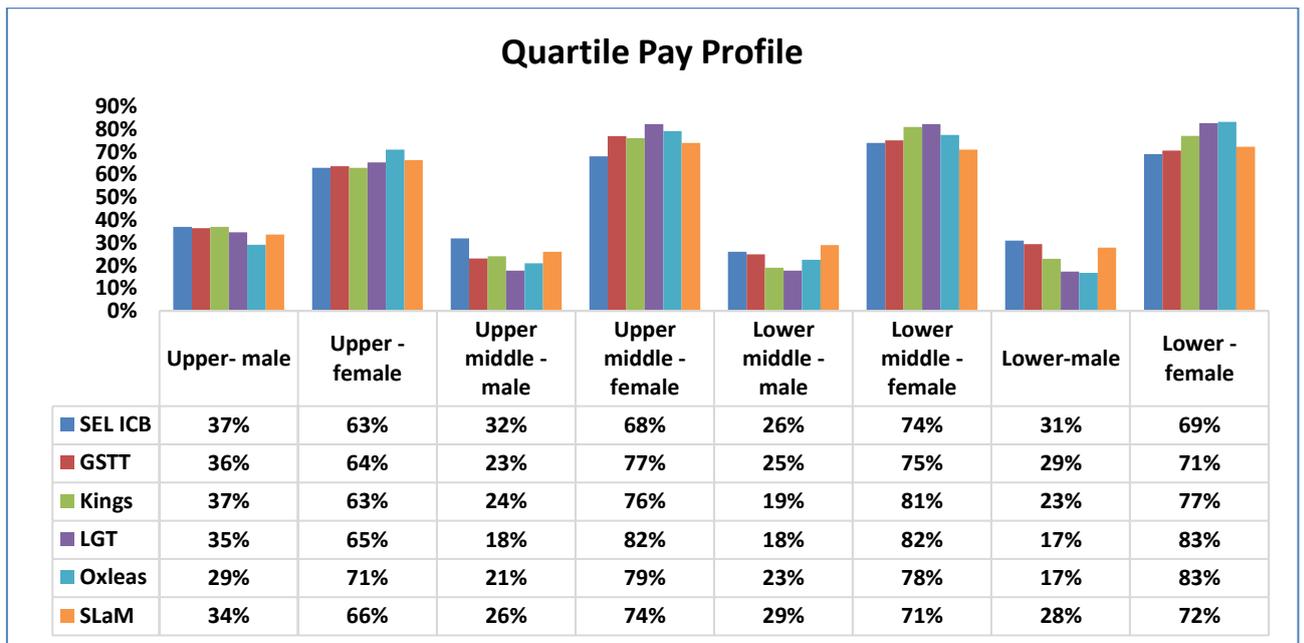
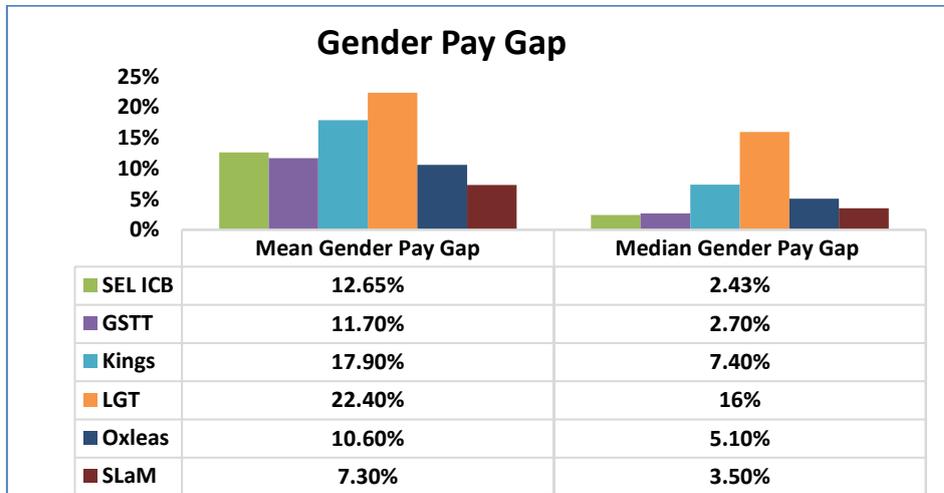
¹⁵ Examples include: technical skills assessments, soft skill assessments, mock projects, structured interviews.

Median bonus gap	Difference between the median bonus pay paid to female and male employees
Bonus proportions	Proportions of female employees who were paid a bonus and the proportion of male employees who were paid a bonus
Quartile pay bands	Proportions of female and male employees in the lower; lower middle; upper middle; and upper quartile pay bands.
Equal Pay compared to Gender Pay	<p>Equal pay is a legal requirement for men and women to be paid the same pay for the same or similar work.</p> <p>Gender pay is a comparison of “typical” pay for men and women in an organisation. It does not compare the job roles. Gender pay gives indications of gender representation at different levels in the organisation and flexible and inclusive working practices.</p>

For further information or queries about this Gender Pay Gap report please contact the Equality, Diversity and Inclusion Team: equality@selondonics.nhs.uk.

10. Appendix 1: Comparative Data Analysis

Comparison - SEL Integrated Care System (ICS)



Comparison London Integrated Care Boards (ICBs)

