



# Gender Pay Gap Report 2025

South East London Integrated Care Board

**Data Snapshot Date:** 31 March 2025

**Produced by the Equality, Diversity and Inclusion Team**

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# Introduction

The Gender Pay Gap (GPG) refers to the difference in average hourly earnings between men and women. In the NHS, this gap reflects structural inequalities, despite equal pay being mandated for the same roles under the Equality Act 2010.

Since April 2017, all organisations within the United Kingdom with more than 250 employees have been required to publish details of their GPG, as part of their organisation's duty towards the Equality Act 2010.

The specific requirements of the Equality Act 2010 (Gender Pay Gap Regulations) 2017 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 20217 are to publish information for [six specific measures](#).

**Note:** All staff on Agenda for Change pay scales are paid equally based on their length of service within their band. SEL ICB does not have a bonus gender pay gap (Metrics 4 – 6) 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.

The gender pay gap reflects the difference in average earnings between male and female employees within an organisation, not unequal pay for the same job. It arises from various structural and societal factors. Other factors, including race and disability, may also influence these outcomes. SEL ICB will publish Ethnicity Pay Gap and Disability Pay Gap reports once this has been implemented in 2027 under the Employment Rights Act.

Transparency in gender pay gap reporting fosters accountability, drives workplace gender equality, and demonstrates a commitment to fairness. It also boosts employee engagement, trust, retention, and talent development.

As of **31 March 2025**, SEL ICB employed **654** staff, with **72%** female and **28%** male employees. This is a **3% increase** in female staff employed by the ICB when compared to the previous report (2024/35).

According to the Census (2021), women make up **51.1%** of the population in South East London.



This report follows the Government's methodology for calculating the pay differences between female and male employees, based on the full pay of relevant employees of SEL ICB.

For further details, you can access the guide [here](#).

To understand our Gender Pay Gap and explore the possible causes, 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 Gap Report – 08 November 2024](#).
- ✓ Reviewed the Government Equalities Office recommended actions for employers to make a difference (for further information please see [Evidence Based Actions for Employers – Gender Pay Gap – GOV.UK](#) as learning from this will inform future actions).
- ✓ Reviewed previous ICB Gender Pay Gap Reports.
- ✓ Undertaken research on the Equality and Human Rights Commission, and Chartered Institute of Personnel and Development.

# Definitions

The table below provides definitions for key phrases that will be used throughout this report.

<b>When is the data taken?</b>	At the 'snapshot' date. The snapshot date is the 31 March of each year.
<b>Pay Gap</b>	Difference in the average pay between two groups.
<b>Mean Gap</b>	Difference between the mean hourly rate for female and male employees. Mean is the sum of the values divided by the number of values.
<b>Median Gap</b>	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.
<b>Mean Bonus Gap</b>	Difference between the mean bonus paid to female and male employees. Quartile is the value that divides a list of numbers into quarters.
<b>Median Bonus Gap</b>	Difference between the median bonus pay paid to female and male employees
<b>Quartile Pay Bands</b>	Proportions of female and male employees in the lower; lower middle; upper middle; and upper quartile pay bands.
<b>Equal Pay compared to Gender Pay</b>	Equal pay is a legal requirement for men and women to be paid the same pay for the same or similar work. 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.

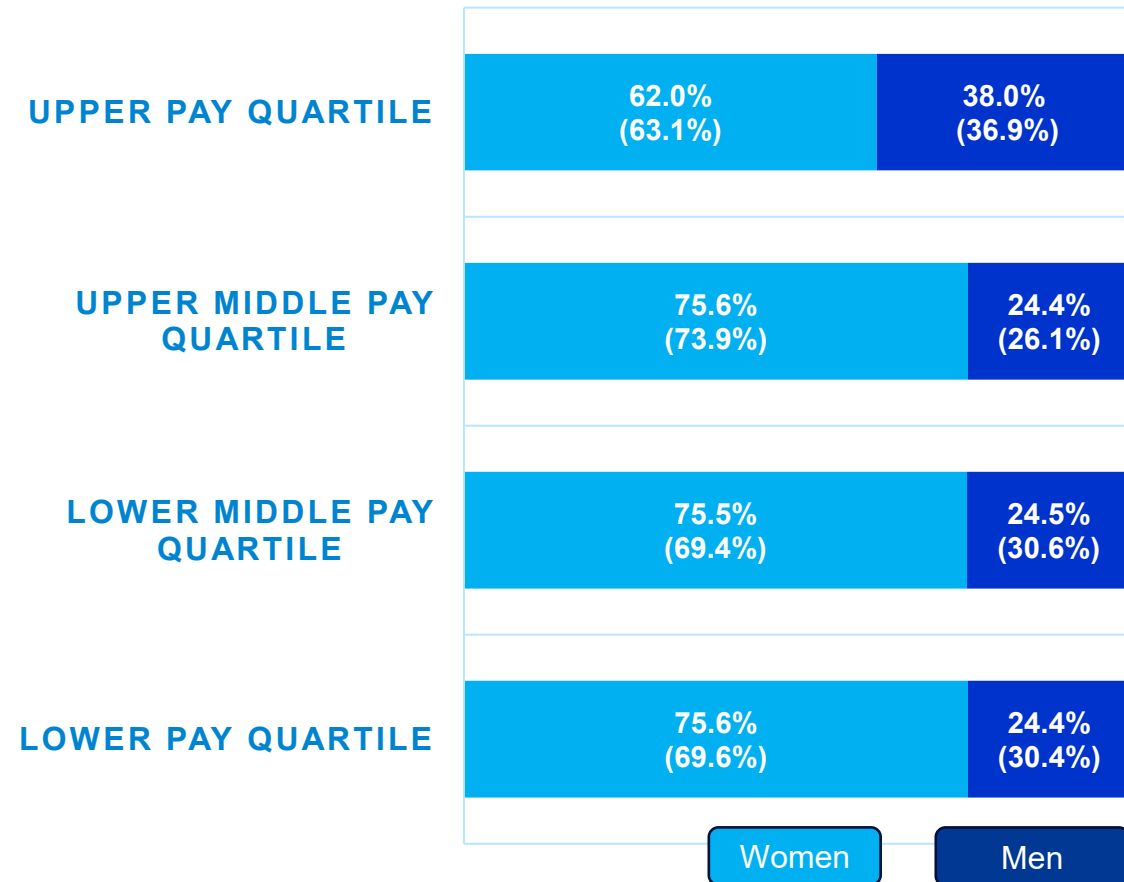
# Calculation 1: % of men and women in each hourly pay quarter

Please note the figures in brackets reflect data reported in 2023/24.

- **Upper Pay Quartile:** There has been a slight change in the representation of men and women within the upper pay quartile. Since 2023/24 women have seen a **1.1% decrease**, while men have seen a **1% increase**.
- **Upper Middle Pay Quartile:** There has been a slight change in representation of men and women within the upper middle pay quartile. Since 2023/24 women have seen a **1.7% increase**, while men have seen a **1.7% decrease**.
- **Lower Middle Pay Quartile:** Women's representation has significantly **increased** by **6.1%**, while men's representation has seen a significant **decrease** of **6.1%**.
- **Lower Pay Quartile:** Women have seen a significant **increase** of **6%** representation in this quartile, while men have seen a significant **6% decrease**.

## Analysis

- Overall, representation of women continues to be high across all pay quartiles. There has been a decrease in male representation in all pay quartiles, especially lower middle pay quartile and lower pay quartile.
- The lowest percentage of women (**62%**) continues to be in the upper pay quartile. This is consistent with the 2023/24 findings, however, there has been a further decrease this year.
- There is a higher proportion of men in the upper pay quartile (**38%**) compared to the lower quartiles (**24.5%** and **24.4%**), while the percentage of women decreases in the upper pay quartile (**62%**) compared to the lower quartiles (**75.5%** and **75.6%**). This suggests that men are more likely to hold higher-paid positions within SEL ICB.

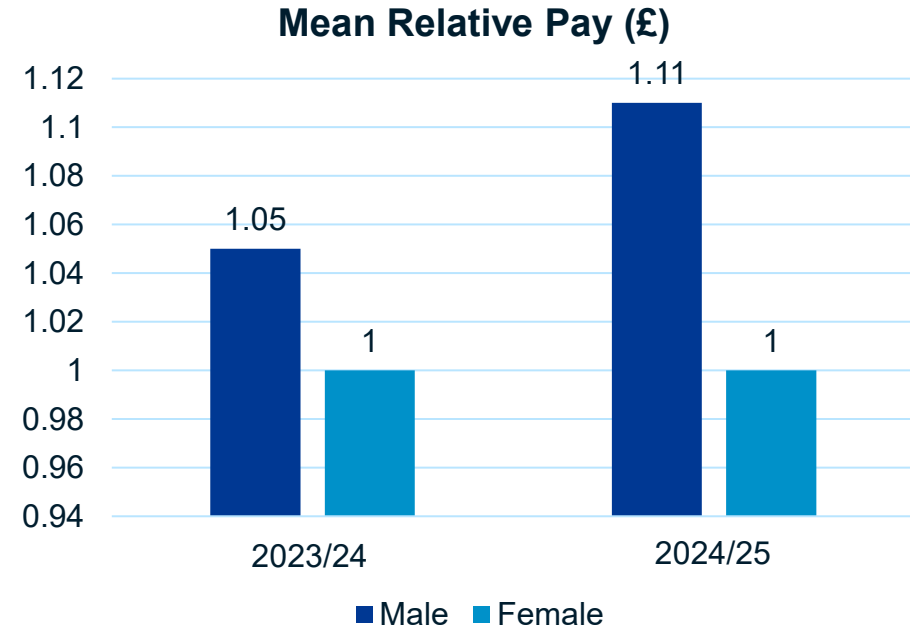


Graph 1: SEL ICB Gender Quartile Split

# Calculation 2: Mean (average) gender pay gap for hourly pay

Mean (Average) Hourly Rate (£)		
	2024/25	2023/24
Male	£38.36	£34.77
Female	£34.29	£33.02
Difference	£4.07	£1.75
Pay Gap %	10.6%	5%

Table 1: SEL ICB Mean Pay Gap 2024/25



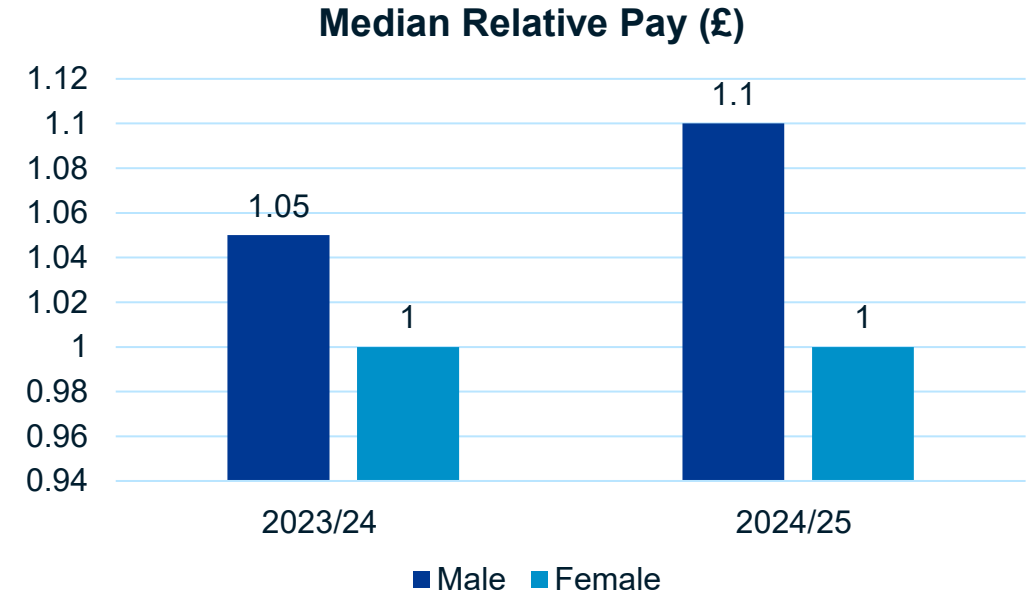
Graph 2: SEL ICB Mean Relative Pay 2024/25

- The average gender pay gap is calculated by finding the difference between the average hourly earnings of men and women, then expressing that difference as a percentage of men's average hourly earnings
- SEL ICB has a mean gender pay gap of **10.6%** for the financial year 2024/25. This is a **significant increase** from the previous year, where the gap was recorded as **5%**.

# Calculation 3: Median gender pay gap for hourly pay

	Median Hourly Rate (£)	
	2024/25	2023/24
<b>Male</b>	£35.12	£31.39
<b>Female</b>	£31.73	£30.02
<b>Difference</b>	£3.39	£1.37
<b>Pay Gap %</b>	<b>9.7%</b>	<b>4.4%</b>

Table 2: SEL ICB Median Pay Gap 2024/25



Graph 3: SEL ICB Median Relative Pay 2024/25

- There is a median gender pay gap of **9.6%** for hourly pay (this is a significant increase of **5.3%** from the previous report). This is calculated as a percentage difference between the mid-point hourly salary for men and women.

# Action Plan update

The ICB Workforce Equality Standards and Gender Pay Gap Reports now operate under a **single** action plan, as across all four reports the same themes are present, which includes representation and career progression, and takes into consideration intersectionality. This also helps to provide a clear framework to address key priorities and deliver measurable, positive change across the organisation.

It has been agreed that the actions outlined in the report will span a three-year period to support effective implementation and ensure long-term impact, and aligns with the ICBs new Equality, Diversity and Inclusion Strategy. These actions will be reviewed annually to maintain relevance and alignment with organisational goals.

Due to the ongoing Change Management Programme (CMP), some actions were temporarily paused however have been revisited and completed.

The accompanying action log outlines completed actions, those currently in progress, those on hold, and actions from the EDI Strategy that align with the Workforce Equality Standards.

- **Completed** actions: 18
- **Ongoing** actions: 3
- Actions **on hold**: 2
- Actions from **EDI strategy** that align: 9

# Action Plan update – completed actions (1/2)



South East London

Actions
Ensure the accessible application form is available on request to use within Trac and NHS Jobs.
Create concise job descriptions by working with hiring managers to rewrite job descriptions to focus on essential duties, required qualifications, and key responsibilities
Develop and implement a process where applicants can request interview questions in advance.
Create a process for panel members' short biographies and headshots which are shared with candidates once interviews have been scheduled.
Ensure interview panels are diverse, with all panel members required to complete mandatory unconscious bias training in advance of participation.
Design additional recruitment training sessions and explore the potential for "Train the Trainer" recruitment workshops (through Enact) to equip SEL ICB staff with the skills needed to carry out a fair and equitable recruitment processes.
Review 2024 Staff Survey results to understand colleague experiences
'Raise awareness of the ICB's Mental Health First Aiders' which, despite being ongoing as evidenced by the aforementioned 'underutilised' comment, is still deemed as being complete by senior leadership.
Design and deliver enhanced line management training.
Refresh the appraisal process to ensure staff have an opportunity raise concerns & Improve uptake of EDI objectives in staff appraisals

# Action Plan update – completed actions (2/2)



South East London

Actions
Implement a Sexual Safety Charter
Strengthen and actively promote the Speak Up process
Develop and Deliver training on workplace adjustments and the Access to Work process.
Develop awareness raising sessions, through ad hoc events or the Equalities Forum
Advertise ICS leadership training for SEL ICB staff.
Participate in the development of the ICS conference and awards session.
The training request form will be digitised, with mandatory fields for demographic and diversity data to ensure accurate information capture.
Support promotion of wider health initiatives and a good work/life balance such as walking meetings, taking part in couch to 5k etc.

# Action Plan update – on-track actions

Action
Redesign the ICB’s recruitment internet page layout to be more welcoming, user-friendly, and accessible, this will include: <ul style="list-style-type: none"><li>• A “What It Means to Work with Us” section highlighting values, mission, and staff experiences.</li><li>• Videos showcasing staff at all levels within SEL ICB i.e. regarding the reasonable adjustments we offer etc.</li><li>• Links to employee testimonials, benefits, and career growth opportunities.</li><li>• Statement about why we are collecting equalities data/who can see it to encourage a higher disclosure rate.</li></ul>
Develop and implement a formal workplace adjustments policy.
Promote awareness of the Menopause Policy, highlighting Board, system, and senior leaders' commitment and support.



# Action Plan update – actions on hold

## Actions that are on hold

Implement staff awards to acknowledge and value staff commitment, subject to confirmation of future organisational arrangements.

Review and update the Menopause Policy to ensure it is inclusive and supportive of all employees, including those experiencing severe period pains due to conditions such as PCOS and fibroids.



# Action Plan update – EDI Strategy actions which align to the Workforce Equality Standards

Strategic theme	Ongoing actions
<b>Active leadership commitment</b>	<ul style="list-style-type: none"> <li>• Continue active discussion of EDI considerations at SMT throughout the consultation period, supported by the established role of the Executive Equalities SRO.</li> </ul>
<b>Being an inclusive employer</b>	<ul style="list-style-type: none"> <li>• Provide suite of EDI training to support staff through change`</li> <li>• Continue with the provision of mandatory EDI training on unconscious bias (which includes micro-incivilities and micro-aggressions) for Band 4 roles and above.</li> </ul>
<b>Progressing careers and talent development</b>	<ul style="list-style-type: none"> <li>• Invite guest presenters to discuss career journeys when speaking at Equalities Forums</li> </ul>
<b>Building staff support, health, and wellbeing</b>	<ul style="list-style-type: none"> <li>• Promote staff networks as safe spaces to discuss change</li> <li>• Implement in-house solutions and support e.g. workplace adjustments, allyship and compassion training.</li> </ul>
<b>Training, learning and development</b>	<ul style="list-style-type: none"> <li>• Use training needs analysis findings to understand development needs and priorities</li> <li>• Implementation of an EDI training offer, including EIA, workplace adjustments, allyship, EDI awareness, compassionate working, micro-incivilities and inclusive recruitment.</li> <li>• Staff networks to promote discussions on intersectionality</li> </ul>

# Contact Us

If you have any questions about this report, or would like it in a different format, please contact us at:

**Equality, Diversity, and Inclusion Team**

Email: [equality@selondonics.nhs.uk](mailto:equality@selondonics.nhs.uk)

