



# Gender Pay Gap Report

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NEL Classification:

**Equal Pay is being paid equally for the same/similar work**

**Pay Gap is the difference in the average pay between two groups**



## Introduction

All organisations within the United Kingdom with more than 250 employees have been required since April 2017 to publish details of their gender pay gap. The specific requirements of the Equality Act 2010 Act (Gender Pay Gap Regulations) 2017 are to publish information for the six specific measures detailed in this report.

NEL CSU and South East CSU were established on 1 April 2013 from 162 predecessor organisations: Strategic Health Authorities (SHAs); Primary Care Trusts (PCTs) and the Department of Health. As a result of TUPE transfers, the organisation has a number of pay protection arrangements in place.

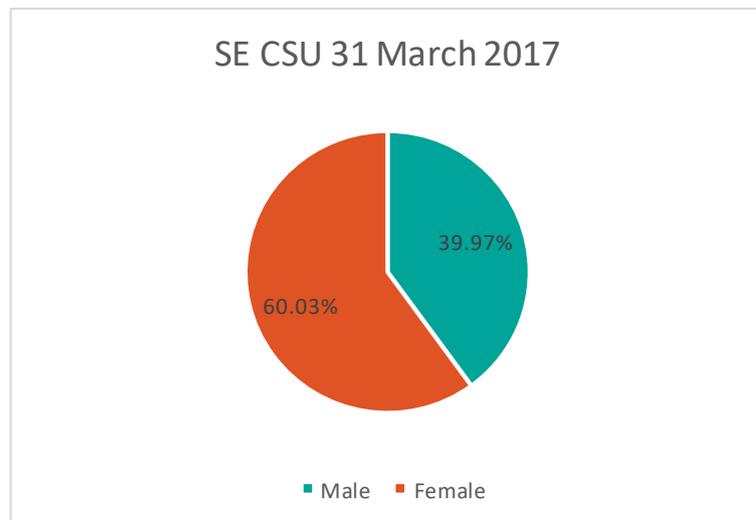
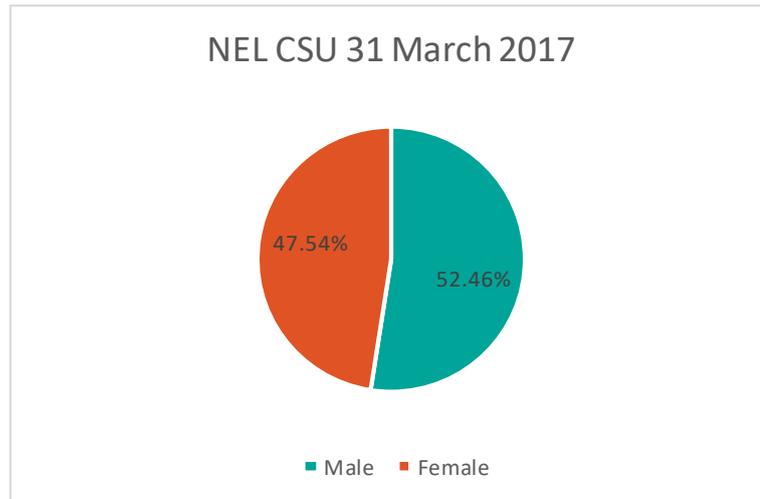
Employees work from bases across England with the main hubs being London and Leeds. Employees based in London receive High Cost Area Supplements ranging between £971 and £6469 per annum.

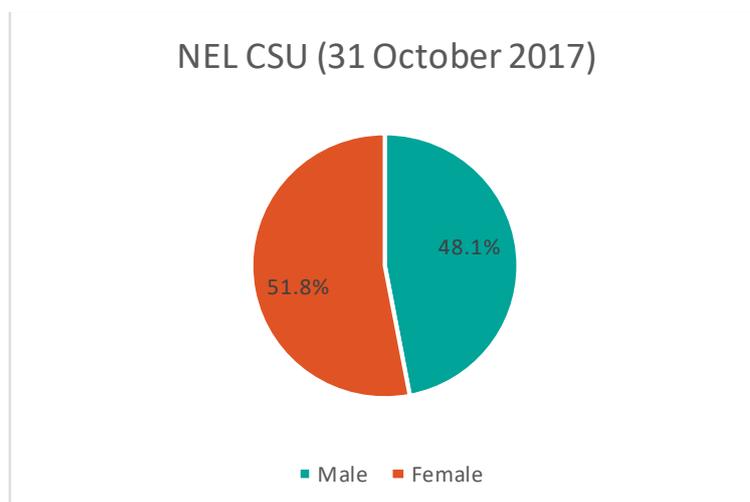
As at the 31 March 2017 NEL CSU had 1220 employees, 100 per cent of which were in receipt of full pay. The organisation was balanced with 48 per cent of the workforce female receiving full pay. As at the 31 March 2017 SE CSU had 693 employees, 100 per cent of which were in receipt of full pay. The organisation was predominately female, making up 60 per cent of the workforce receiving full pay.

NEL CSU and SE CSU merged on 1 April 2017 so this report also includes data for the merged NEL CSU organisation as of 31 October 2017 as a point of comparison and a baseline for action planning. As at the 31 October 2017 NEL CSU had 1934 employees, 1903 of which were in receipt of full pay. The organisation has a slightly higher percentage of women, consisting of 53 per cent of the workforce receiving full pay.

## Gender Profile

The gender profile of NEL CSU, SE CSU and merged NEL CSU is as follows:





## Remuneration Policy

As at 31 March 2017 97.46 per cent of 1220 NEL CSU employees were on NHS Agenda for Change (AfC) pay grades ranging from Band 2 to Band 9. For SE CSU on the same date, 31 March 2017, 99.47 per cent of 693 employees were on NHS Agenda for Change (AfC) pay grades ranging from Band 2 to Band 9. Post-merger on 31 October 2017, NEL CSU had 98.4 per cent of 1934 employees on NHS Agenda for Change (AfC) pay grades ranging from Band 2 to Band 9. The AfC job evaluation system allocates posts, in accordance with responsibility to set pay bands. As employees successfully develop their skills and knowledge they progress in annual increments up to the maximum of their pay band.

The framework for the remuneration of senior managers and directors is set by the Department of Health through the Executive and Senior Managers (ESM) pay framework for arm's length bodies. At NEL CSU on 31 March 2017, 0.9 per cent of 1220 employees were engaged as ESM's with a further 1.64 per cent of employees on personal salary scales. In SE CSU on 31 March 2017, 0.3 per cent of 693 employees are engaged as ESM's with a further 0.1 per cent of employees on personal salary scales. Following the merger on 31 October 2017 NEL CSU had 0.6 per cent of 1934 employees engaged as ESM's with a further 1.03 per cent of employees on personal salary scales.

Employees are governed by HM Treasury's pay remit and are subject to current public sector pay rules and pay restraint.

## What is our gender pay gap?

NEL CSU recognises that it does have a gender gap problem.

NEL CSU 31 March 2017	%
1. Meangender pay gap - Ordinary pay	3.5%
2. Mediangender pay gap - Ordinary pay	8.5%

SE CSU 31 March 2017	%
1. Meangender pay gap - Ordinary pay	12.1%
2. Mediangender pay gap - Ordinary pay	15.3%

NEL CSU 31 October 2017	%
1. Meangender pay gap - Ordinary pay	6.1%
2. Mediangender pay gap - Ordinary pay	7.8%

Based on the Government's methodology NEL CSU and SE CSU had mean gender pay gaps on 31 March 2017 of 3.5 per cent and 12.1 per cent respectively. The merged NEL CSU as at 31 October 2017 has a mean gender pay gap of 6.1 per cent. The pay gap is calculated as the percentage difference between the average hourly salary for men and the average hourly salary for women. As at 31 March 2017 NEL CSU and SE CSU had median gender pay gaps of 8.5 per cent and 15.3 per cent respectively. The merged NEL CSU as at 31 October 2017 has a median gender pay gap of 7.8 per cent, this is calculated as the percentage difference between the mid-point hourly salary for men and the mid-point hourly salary for women. This means our average male salary (mean or median) is higher than our average female salary.

## What is our bonus gender pay gap?

NEL CSU, SE CSU and NEL CSU (post-merger) does not have a bonus gender pay gap.

Since its inception the CSU has not paid bonuses to its employees, even though there has been an option, for senior managers and directors in the terms and conditions and as part of Executive and Senior Managers pay arrangements. There is no scope for bonus payments within the Agenda for Change terms and conditions of service.

As a result, there are no males or females in receipt of bonus payments.

## What proportion of males and females are in each pay quartile?

### NEL CSU Quartile breakdown 31 March 2017

Band	Males	Females	Description
Upper Quartile	55.02%	44.98%	Includes all employees whose standard rate places them above the upper quartile
Upper Middle Quartile	56.87%	43.13%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Lower Middle Quartile	46.48%	53.52%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median quartile
Lower Quartile	51.48%	48.52%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Total population	52.46%	47.54%	Total representation

48.52 per cent of employees in the lower quartile are female, compared to 44.98 per cent in the upper quartile. As 47.54 per cent of 1220 employees are female, this demonstrates that a significant driver for the pay gap is a consequence of having a lower proportion of women in higher pay bands.

### SE CSU Quartile breakdown 31 March 2017

Band	Males	Females	Description
Upper Quartile	49.43%	50.57%	Includes all employees whose standard rate places them above the upper quartile
Upper Middle Quartile	44.51%	55.49%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Lower Middle Quartile	33.82%	66.18%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median quartile
Lower Quartile	32.08%	67.92%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Total population	39.97%	60.03%	Total representation

67.92 per cent of employees in the lower quartile are female, compared to 50.57 per cent in the upper quartile. As 60.03 per cent of 693 employees are female, this demonstrates that a significant driver for the pay gap is a consequence of having a lower proportion of women in higher pay bands.

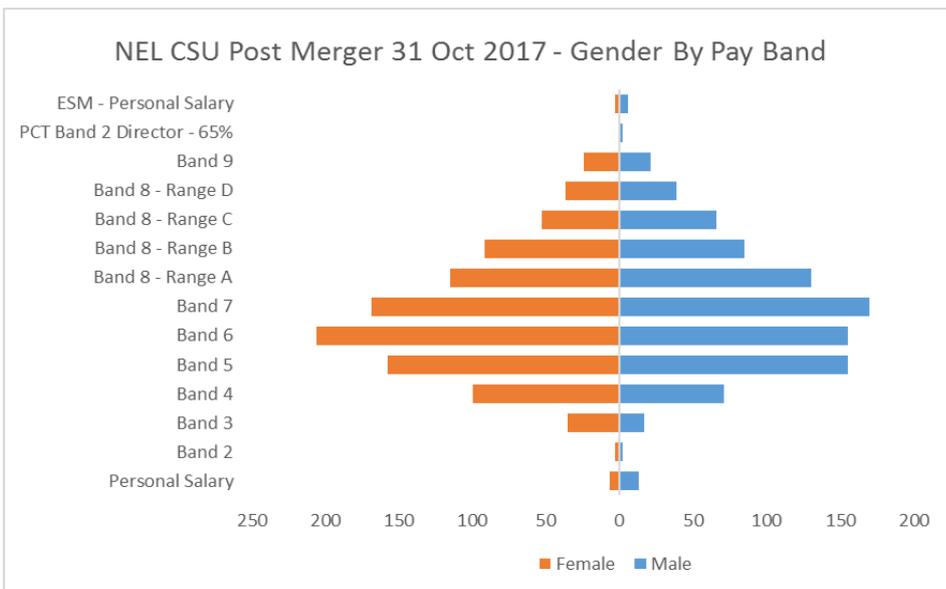
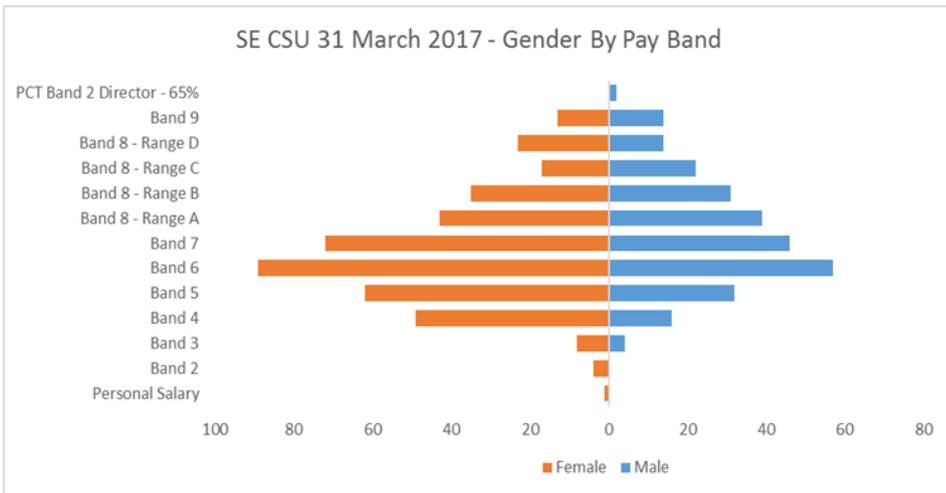
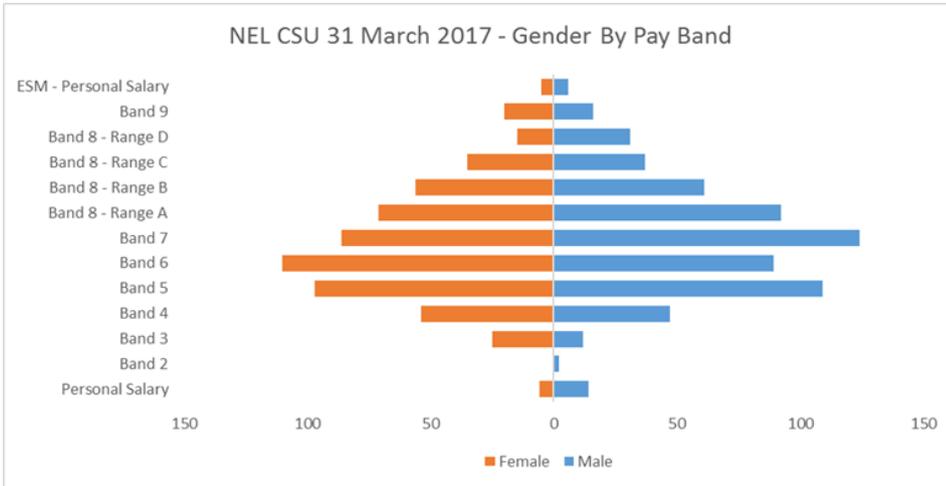
## NEL CSU post-merger (31 October 2017) Quartile Breakdown

Band	Males	Females	Description
Upper Quartile	53.93%	46.07%	Includes all employees whose standard rate places them above the upper quartile
Upper Middle Quartile	50.93%	49.07%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
Lower Middle Quartile	41.82%	58.18%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median quartile
Lower Quartile	46.07%	53.93%	Includes all employees whose standard hourly rate places them at or below the lower quartile
Total population	48.1%	51.8%	Total representation

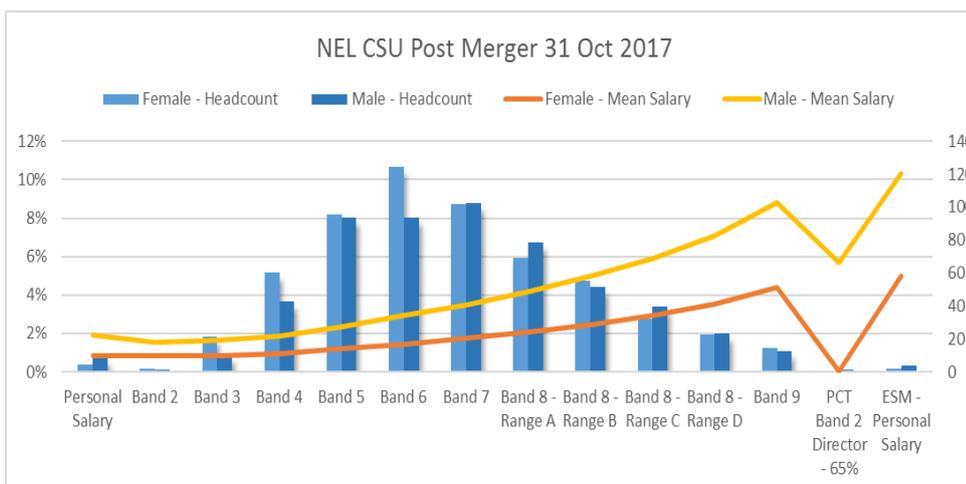
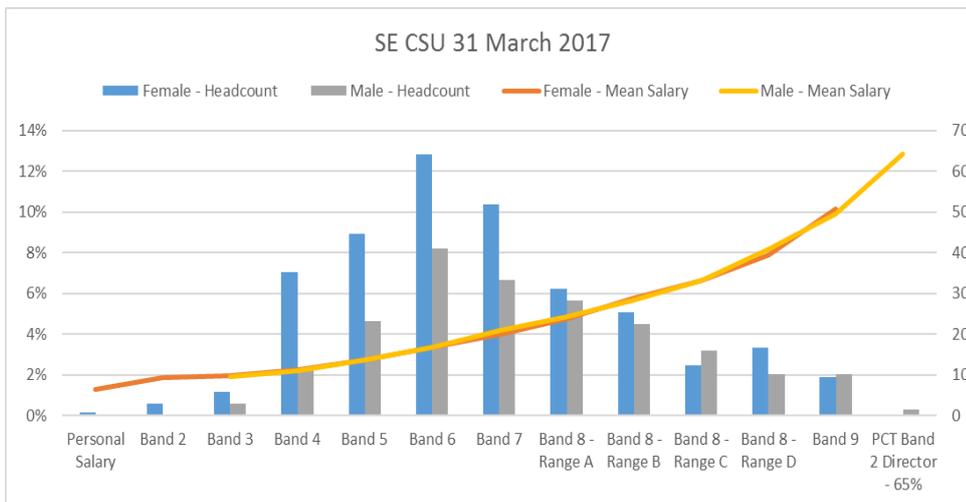
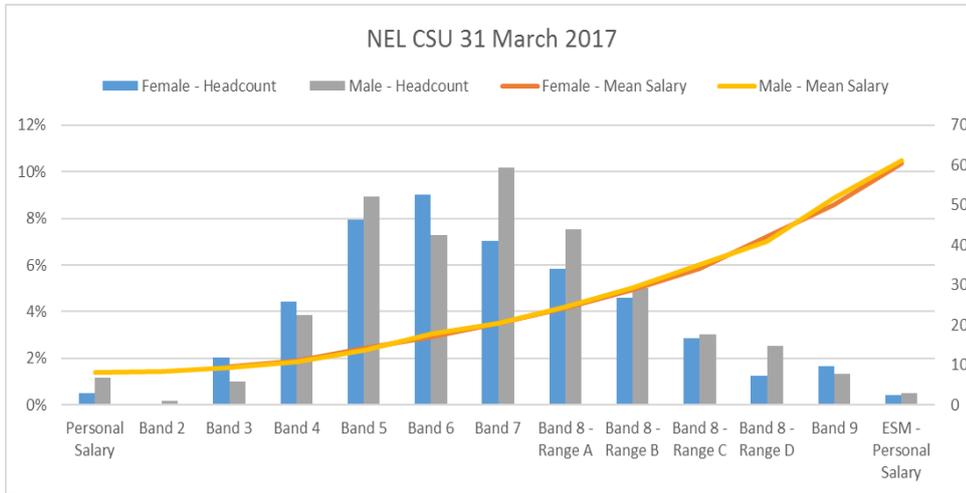
53.93 per cent of employees in the lower quartile are female, compared to 46.07 per cent in the upper quartile. As 51.8 per cent of 1934 employees are female, this demonstrates that a significant driver for the pay gap is a consequence of having a lower proportion of women in higher pay bands.

The tables below further demonstrate that we have a significantly larger proportion of women in our lower banded roles.

## Headcount number of male and females by pay band



## Contribution of pay bands to the mean pay gap



## What are we doing currently to close the gap?

NEL CSU is committed to addressing the gender pay gap and is currently undertaking a range of actions to reduce the gap and ensure an equal and workplace. Our gender pay gap reflects the underrepresentation of women in senior roles relative to the total female population in the organisation. Our action plan aligns with our overarching Diversity and Inclusion vision and the following success criteria:

- Desirable place to work for people from all backgrounds
- All our people are able to be their best

The action plan will aim to attract and develop top female talent by:

- Identifying areas for focus e.g. Women in Technology and developing directorate level action plans
- Encouraging female career progression through coaching and mentoring
- Developing an effective communications strategy that highlights female role models at all levels of the organization and celebrates success
- Ensuring fair representation of women in the NEL CSU Talent Management Programme currently under development
- Appointed a Deputy Director Equality, Diversity and Inclusion with responsibility for leading the diversity and inclusion agenda within the organisation
- Supporting the development and growth of our Staff Engagement Team
- Developing our Staff Networks (Women's, Ability Inclusion, BME, LGBT+, Parents and Carers)
- Operating a blind recruitment application process
- Promoting competency and values-based interviews
- Increasing the focus on talent development and stretch assignments for women and BME staff
- Offering a range of flexible working options, including home working, personalised working patterns, part-time working and job-share
- Senior and line management development programmes for all managers
- Developing Staff Support Champions as a resource available to all staff concerned about bullying and harassment
- Reporting on gender and other diversity data
- Holding managers to account for improving the diversity of their teams.