



# Gender pay gap report

Data snapshot – 31 March 2018  
Report published – 31 March 2019

# Inclusion and diversity at NEL

## History of NEL

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

## About NEL

Our employees work from bases across England. Some employees receive High Cost Area Supplements ranging between £1000 and £6663 per annum.

On 31 March 2018 NEL had 1825 employees and all were in receipt of full pay. Female staff make up 51 per cent of our workforce, compared to the NHS as a whole, where 77 per cent of the workforce are female.

In the six months from October 2017 to March 2018, we almost halved our mean gender pay gap, from **6.1%** to **3.4%**.



“At NEL, we are committed to being a great place to work for all of our people. The gender pay gap report is just one way for us to understand the impact of our diversity and inclusion work.

“I am proud to share this year’s Gender Pay Gap report, which shows that we have made great progress in closing the gap in average pay between male and female staff. The report shows that we are now closer to representation at all levels of the organisation. This is due to an increase in the representation of women in the upper pay quartile, and crucially, improved balance in male and female representation in the lower pay quartile.

“Since our last pay gap report we have taken bold steps; we have focussed on inclusive recruitment, ensured that our new talent management and development programme “Building the Talent” is inclusive and fully representative of our organisation, and the recently launched NEL Winning Together culture programme.

“We still have work to do. Our action plan for the year ahead will build on and maintain our progress, weaving Equality, Diversity and Inclusion through all we do at NEL as we continue to be a partner to the wider health and social care system.”

**Claire Gooday, Executive Director of People**

# What is the Gender Pay Gap?

The Gender Pay Gap is the difference in pay between men and women. This is influenced by a range of factors, including the demographics of a workforce.



## Pay Gap

is the difference in the average pay between two groups

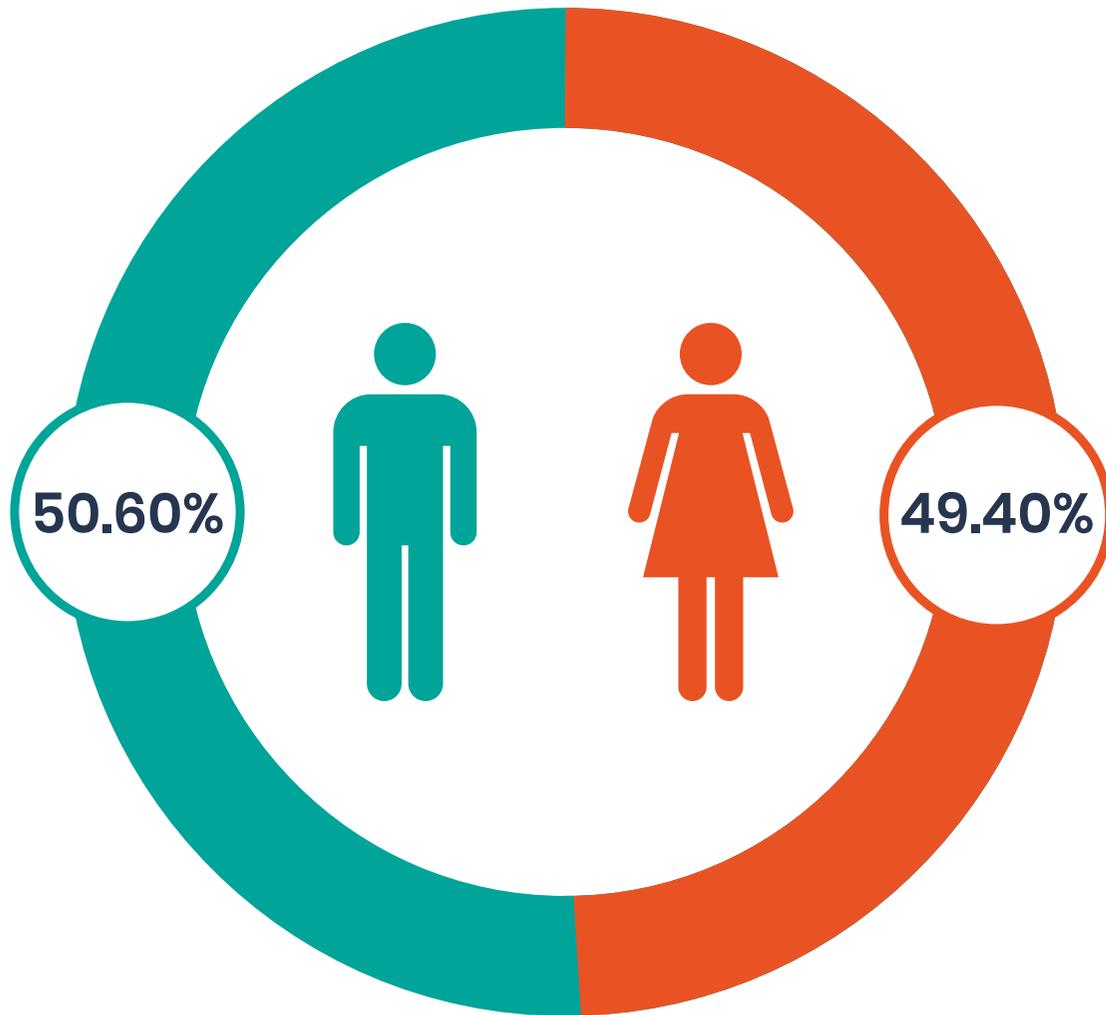
## Equal Pay

is being paid equally for the same/similar work



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.

# Our gender profile



\*position on 31 March 2018

## Remuneration Policy

As part of the NHS, NEL applies the 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.

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?

We have made great progress in closing our gender pay gap.

## Ordinary pay – Median gender pay gap



## Ordinary pay – Mean gender pay gap



The mean gender pay gap is the difference in the average hourly pay for women compared to men within a company.

The median pay gap 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. There has been great progress in closing the pay gap over the last six months.

# What is our bonus gender pay gap?

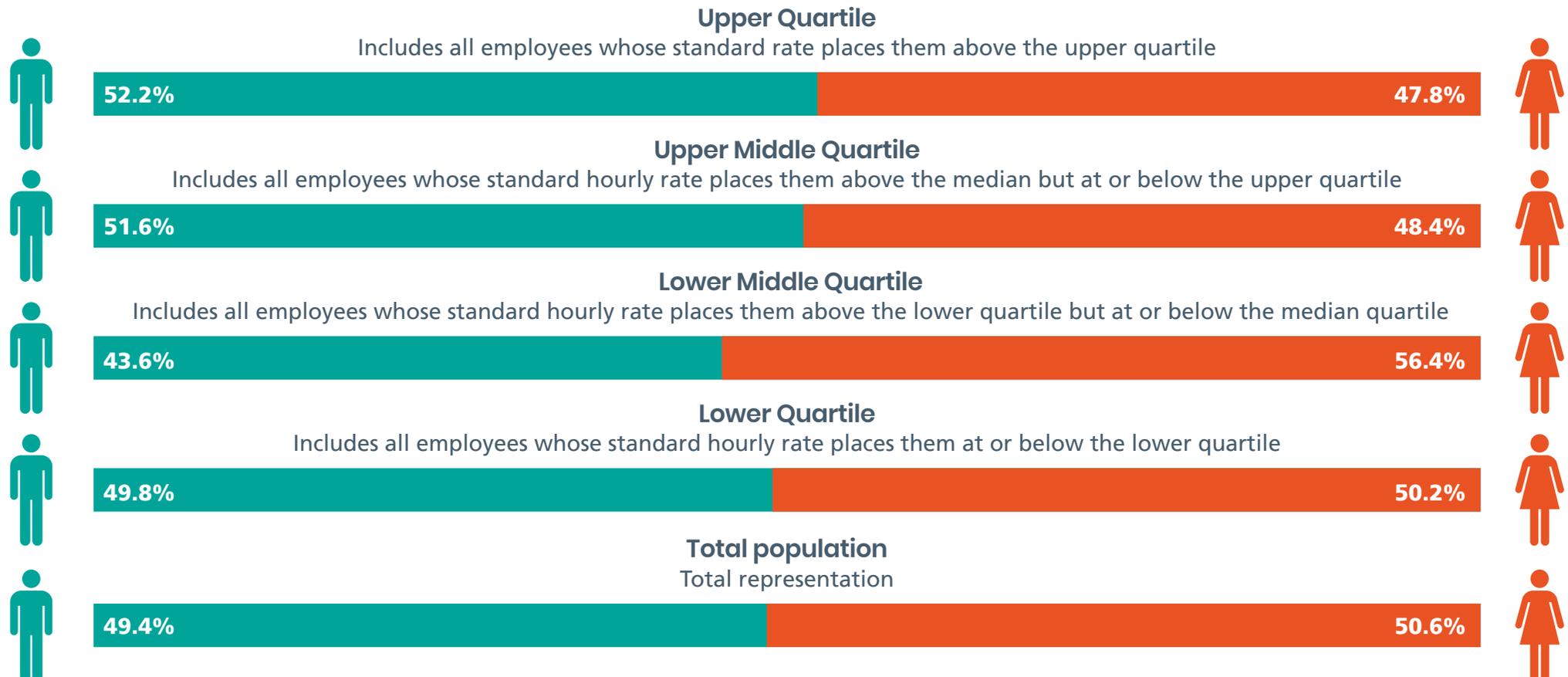
NEL does not have a bonus gender pay gap.

Since our inception we have not paid bonuses to our 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 Manager 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 male and females are in each pay quartile?

NEL Quartile breakdown – 31 March 2018

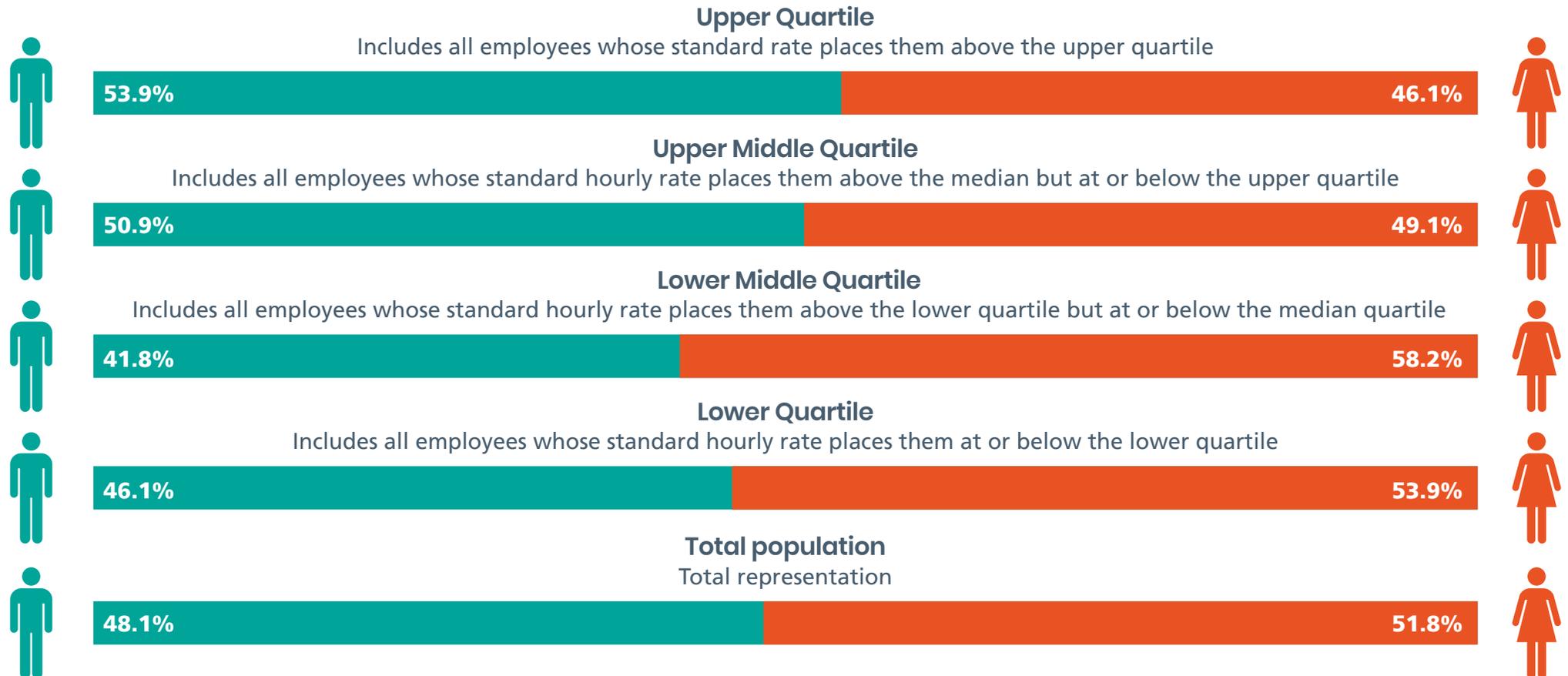


There has been a nearly two per cent increase in the percentage of women in the upper quartiles however men remain over represented in the upper and upper middle quartiles. This remains a key driver of the gender pay gap. It is positive that we are seeing a rebalancing of the organisation as the percentage of men in the lower and lower middle quartiles increase and for lower quartile is now at representation.

This reflects the fact that the recent growth has been primarily in the ICT and Business Intelligence directorates.

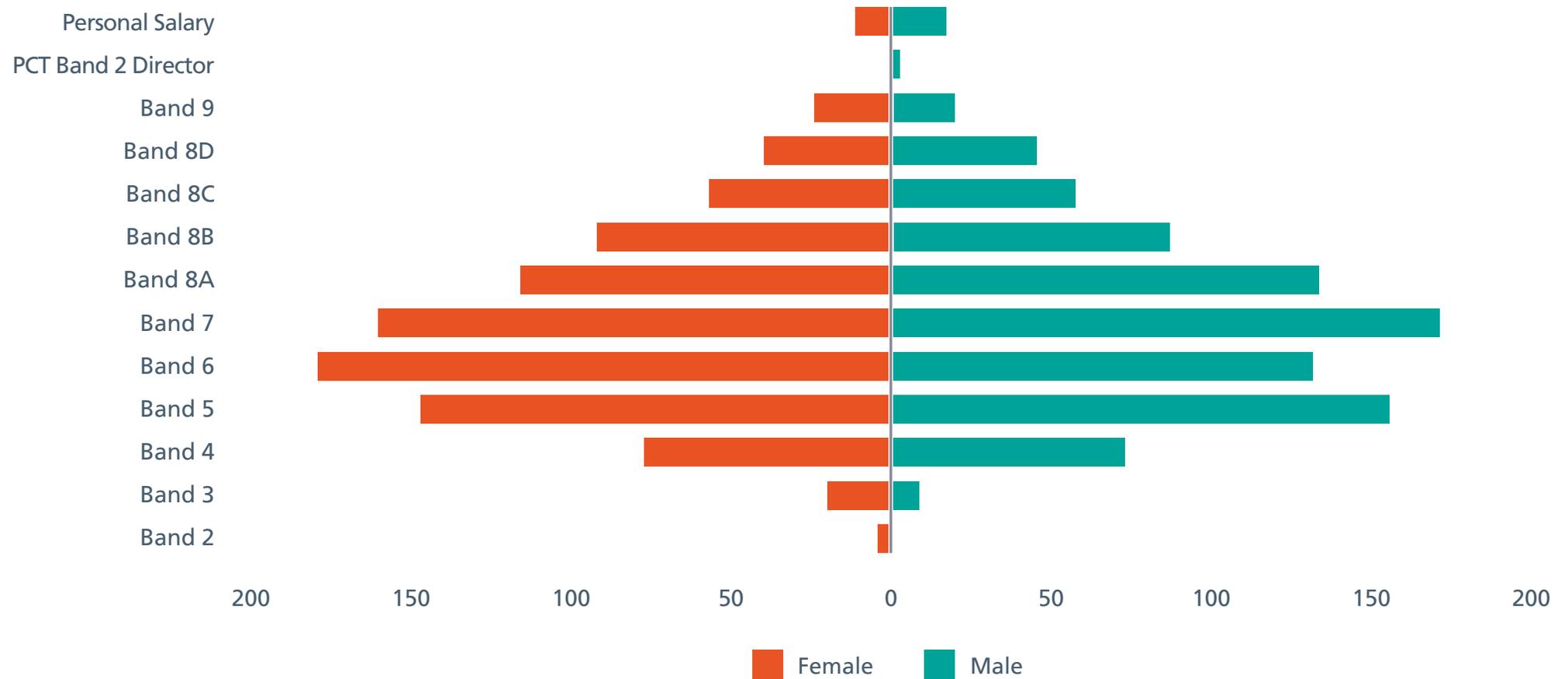
# What proportion of male and females are in each pay quartile?

NEL Quartile breakdown – 31 October 2017



# Contribution of pay bands to the mean pay gap

NEL Headcount – 31 March 2018



This graph shows the difference in male and female headcount by band.

NEL is subject to the agenda for change pay scale, so the higher the band the higher the rate of pay. Men are disproportionately represented in the higher bands leading to NEL's pay gap. Over the last year the representation of women in Band 9 has increased, this has reduced the size of NEL's pay gap significantly.

# What are we doing to close the gap?

NEL 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 the most senior roles relative to the total female population in the organisation.

Over the last six months we have completed a restructure which has led to a rebalancing of the workforce at all levels. We have remained focused on insuring that the process is as inclusive as possible, through recruitment and selection training and mandating diverse panels.



**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

# Our action plan aims to attract and develop top female talent:

