



Salisbury

NHS Foundation Trust

Gender Pay Gap (GPG)

Annual Report and Action Plan

2023/24

Final

Executive Summary

Gender Pay Gap data was collected 31st March 2023. The total workforce of 4320 staff comprised 76% female staff (3287) and 24% male staff (1033). Total workforce has increased since the 2022 report by 124 staff in total. This increase comprised 104 female and 20 male staff, but these increases have not changed the overall proportions of female to male staff in the Trust since our last report.

Our Mean hourly pay gap has reduced for the 5th year running, decreasing by 3.19% to **16.47%**. In 2018 the Mean hourly pay gap was over 25%. Our Median hourly pay gap has also reduced significantly to **0.58%** in 2023 from 3% in 2022. In 2017 this gap stood at 8.1%.

The Trust does not pay traditional performance bonuses, but like all NHS organisations uses Clinical Excellence Awards (CEA) to measure gender pay gap in relation to bonus pay. This year, the Trust equally distributed the CEA fund of £688,210.00, which equated to a payment of £3936.20 to each eligible consultant regardless of gender. As a result of decisions to distribute CEA equally over the last 3 years, the median Bonus pay gender pay gap has reduced to **0%**. The average bonus pay gender pay gap has reduced to **16.36%**, a 2.92% reduction from last year. The mean pay gap is impacted by historical CEA awards which were previously consolidated to pay and reflect the greater number of senior male staff receiving higher bonuses historically. A total of 176 staff were eligible for CEA, with **95 Male (54%) and 81 Female (46%)** paid this bonus

The Trust is also required to rank its employees from highest to lowest paid and divide this into equal quartiles. At SFT 77.5% of female staff are employed in quartiles 1-3, compared to 67% of male employees, whereas in quartile 4, the highest paid quartile the proportions are reversed as only 22% of female staff are in this quartile, compared to 33% of male staff. There is therefore an over-representation of males in the upper quartile, which attracts the highest pay levels. It is the differential in pay between quartile 4 and the other quartiles, combined with higher numbers of male staff in this quartile that drives the mean hourly rate pay gap. The quartile results are shown in p7 and 8 of this report and of note in Quartile 4, there was an increase in female staff of 58 and a reduction of male staff by 28, a swing of 86 staff, which has contributed to our mean pay gap reduction this year.

In 2023, the Trust again looked at pay gaps by staff groups. Our two worst performing staff groups were again Medical and Dental: **-10.23%** (-11.01% in 2022) and Administration & Clerical: **-15.97%** (-20.36% in 2022). The medical results are explained by a high proportion of male doctors in senior positions. The Trust will adopt the actions from the 'Mend the Gap' report to address this gap. Our admin and clerical staff gap is explained by the high proportions of male staff in more senior manager roles, and we will seek to address this gap by enabling a fairer approach to recruitment and promotion, and by increasing support to help female staff achieve their ambitions.

Three key staff survey questions, relating to gender inequality are included in our pay gap data.

Q4b Satisfied the organisation values my work. The gap between male and female job satisfaction has widened in this year's staff survey. Further analysis will be conducted as part of the action plan to better understand why this is the case.

Q4c Satisfied with levels of pay : The responses to this staff survey question demonstrate a widening sense of dissatisfaction over pay for females compared to males, despite the evidence that the gender pay gap has decreased year on year.

Q4d Satisfied with the opportunities for flexible working patterns : Both male and female staff felt that opportunities for flexible working were better than previously, however fewer female staff members were satisfied, and the rate of improvement was also slower for female staff. There is an opportunity to continue to develop action plans to support flexible working for female staff.

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Introduction and Background to Gender Pay Gap 2023/24

Organisations with 250 or more employees are mandated by the government to report annually on their gender pay gap. The requirements of the mandate within the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 are to publish information relating to pay for six specific measures, these are:

- the difference between the **mean hourly rate of pay** of male full-pay relevant employees and that of female full-pay relevant employees.
- the difference between the **median hourly rate of pay** of male full-pay relevant employees and that of female full-pay relevant employees.
- the difference between the **mean bonus pay** to male relevant employees and that paid to female relevant employees.
- the difference between the **median bonus pay** paid to male relevant employees and that paid to female relevant employees.
- the **proportions of male and female relevant employees who were paid bonus pay.**
- the proportions of male and female full-pay relevant **employees in the lower, lower middle, upper middle and upper quartile pay bands.**



The intention of the pay gap reporting is to focus organisational attention on taking action to reduce those inequalities, bringing to life our commitments from the People Promise and focus effort on improving staff experiences within our workplace, improving retention and making SFT the best place to work. Evidence indicates that disparity in pay has a lasting socioeconomic impact on staff.

This gender pay gap report is a snapshot as of 31 March 2023. [Previous SFT's Gender Pay Gap annual reports for 2018, 2019, 2020, 2021 and 2022 can be found here.](#)

Purpose of the gender pay gap reporting

The purpose of the annual gender pay gap reporting is to shed light on the differences in pay between male and female employees, encouraging employers to take action to reduce these disparities. This system not only promotes fairness and accountability but also pushes for a shift towards gender equality in the workplace.

By comparing their performance with others, NHS trusts are encouraged to make more progress in ensuring equal pay. Ultimately, the aim is to create workplaces where pay is not determined by gender.

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Gender Pay Gap Definitions

Key word	Gender Pay Gap Definitions
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 employees earn more than the median and 50% earn less than the median.
Mean bonus gap	Difference between the mean bonus paid to female and male employees. Mean is the sum of the values divided by the number of values.
Median bonus gap	Difference between the median bonus pay paid to female and male employees. Median is the middle value in a sorted list of values. It is the middle value of the bonus pay distribution, such that 50% of employees earn more than the median and 50% earn less than the median.
Bonus proportions	Proportions of female employees who were paid a bonus, and the proportions 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. Quartile is the value that divides a list of numbers into quartiles.
Equal pay	Being paid equally for the same/similar work.

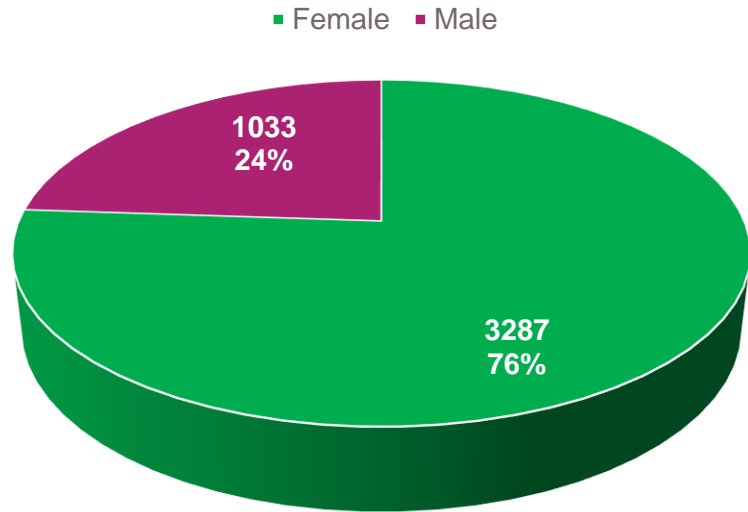


‘We need to create a world where women are paid equally for their work.’

Malala

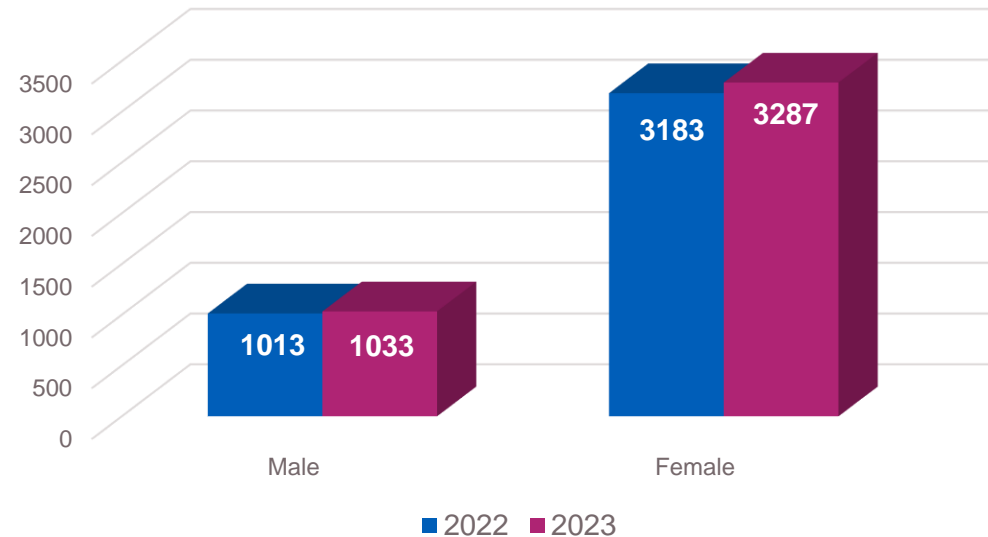
Total Workforce by Gender

SFT collected a snapshot of data on 31 March 2023 when the total workforce (4320) consisted of 76% female (3287) and 24% male staff (1033). This figure represents the total workforce including all grades and professions and is based on ESR data. (ESR data is dependent on staff reporting their protected characteristics on ESR via Self-Service)



Compared to 2022, female members of staff increased by 3.2% (104) compared with an 8% (20) increase in male members of staff.

This equates to a 2.8% (124) increase in the number of staff employed by the Trust



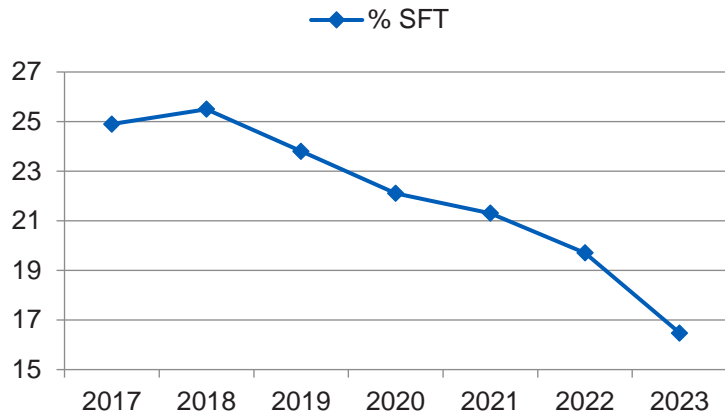
Mean and Median pay gap

The graphs below show the difference between mean and median hourly rates of pay for male and female employees.

The Trust has continued to reduce the Mean hourly gender pay gap year on year. The 2023 data show that the Trust has a mean hourly pay gap of **16.47%**, a decrease from the 2022 figure of 19.66% (3.19%)

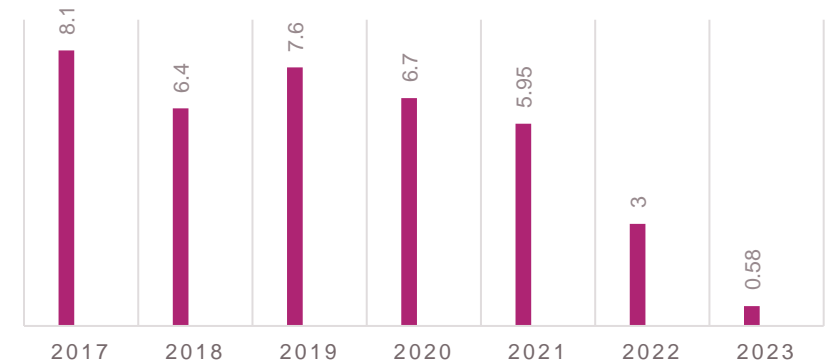
The 2023 data also show that the Trust has a reduction in Median hourly pay gap from 3% in 2022, to **0.58% in 2023**, a reduction of 2.42%

MEAN HOURLY PAY GAP



Gender	Mean Hourly Rate	Median Hourly Rate
Male	£22.17	£16.94
Female	£18.52	£16.84
Difference	£3.65	£0.10
Pay Gap %	16.47%	0.58%

MEDIAN HOURLY PAY GAP %

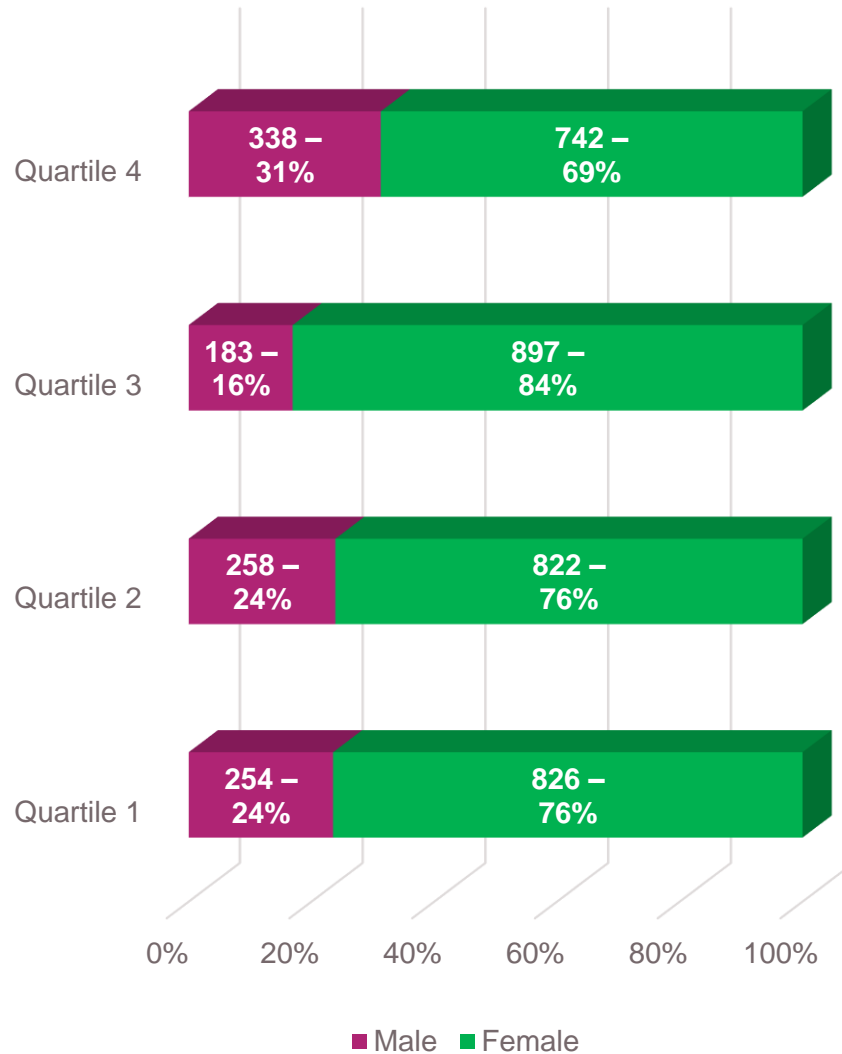


The difference between SFT's mean and median pay gap provides insight to the pay gaps. A group of very high earners can make the mean larger than the median, this is the case at SFT, where there are proportionally more males in the upper quartile and more at the higher pay bands, for example there are 11 more male consultants than female in the Trust

The SFT gender profile is 76% female and 24% male. If we look at the pay quarters (see next slide) across the trust we can see that while the gender split for the lower and lower middle pay quarters are very similar to the workforce profile, the gender split across the upper and upper middle quartiles does not represent the workforce profile, with a greater balance of female staff in the upper middle and male staff in the upper quartile. This weighting affects the mean hourly rate, due to the high pay differentials the top quartile brings, but has less effect on the median hourly rate as the overall numbers balance at a more equitable mid-point, this year there is only a 0.58% difference in median pay rates.

Quartile Analysis

The Trust is required to rank its employees from highest to lowest paid, divide this into four equal parts (quartiles) and to show the gender split in each. Please note some bands fall into more than one quartile, as some staff enhance their pay by working unsocial hours, overtime etc.



Quartile 4
Examples include: <ul style="list-style-type: none"> • VSM Pay Scale • Senior Medical staff - Consultants and Registrars • AfC Band 7 -9 Nurses, Therapists and Managers
Quartile 3
Examples Include <ul style="list-style-type: none"> • Band 5 and 6 Nurses, Therapists and other Clinical and Scientific Staff
Quartile 2
Examples Include: <ul style="list-style-type: none"> • Bands 3 to 4 Nursing Assistants, Admin, Therapists and other Clinical and Scientific Staff
Quartile 1
Examples Include: <ul style="list-style-type: none"> • Bands 2 and 3 Nursing Assistants, Admin, Facilities, Cleaning and Therapy Support staff

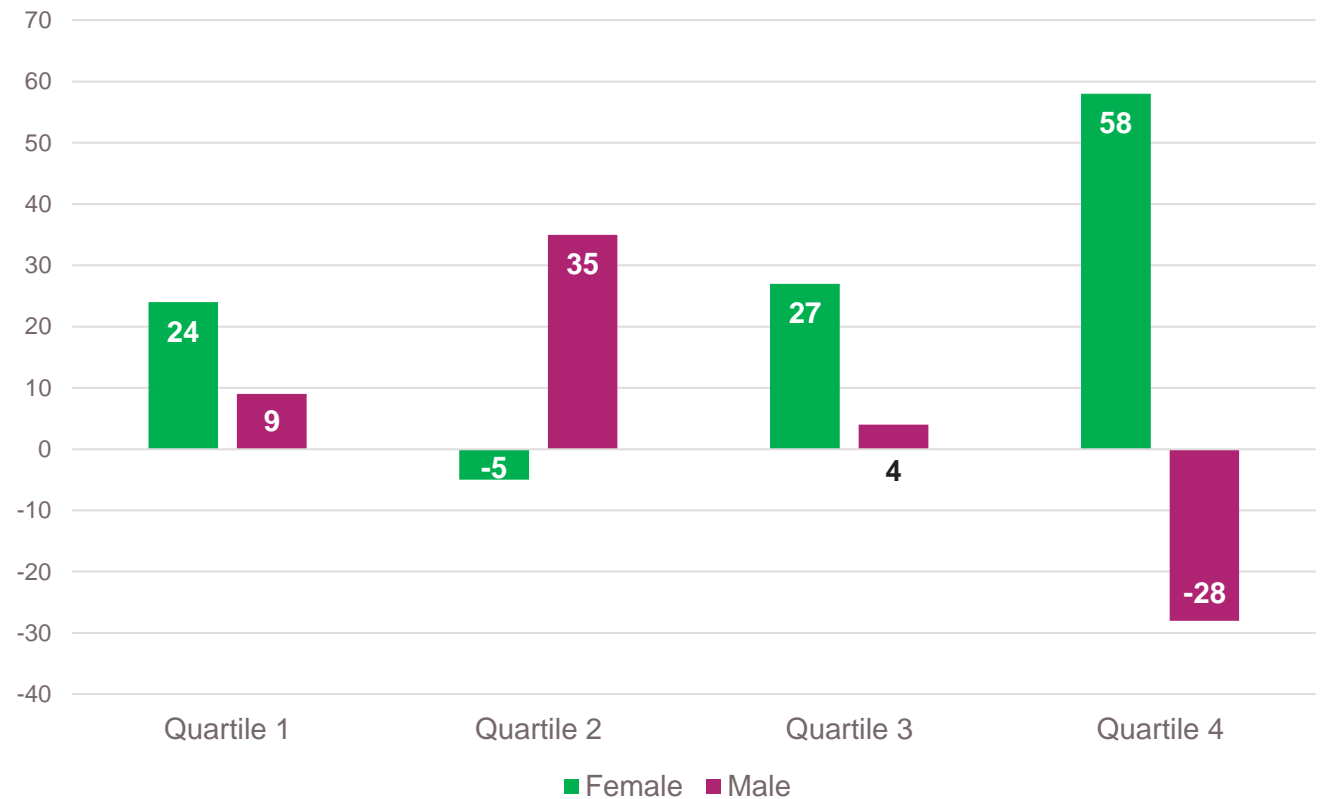
Quartile Analysis

At SFT 77.5% of female staff are employed in quartiles 1-3, compared to 67% of male employees, whereas in quartile 4, the highest paid quartile the proportions are reversed as only 22% of female staff are in this quartile, compared to 33% of male staff. There is therefore an over-representation of males in the upper quartile, which attracts the highest pay levels. It is the differential in pay between quartile 4 and the other quartiles, combined with higher numbers of male staff in this quartile that drives the mean hourly rate pay gap.

Compared to 2022 data, there has been some movement of male and female staff proportionally by quartile, these are shown in the graph on the right.

This movement is caused by routine turnover of staff. As a result of improvements to our recruitment practises, there has been greater opportunity for female staff to be engaged in higher paid roles, either through direct recruitment or through internal promotion.

Of note in quartile 4, the highest paid quartile, there was a net gain of 86 female staff. This change will have contributed to the reduction in the mean hourly pay gap this year.



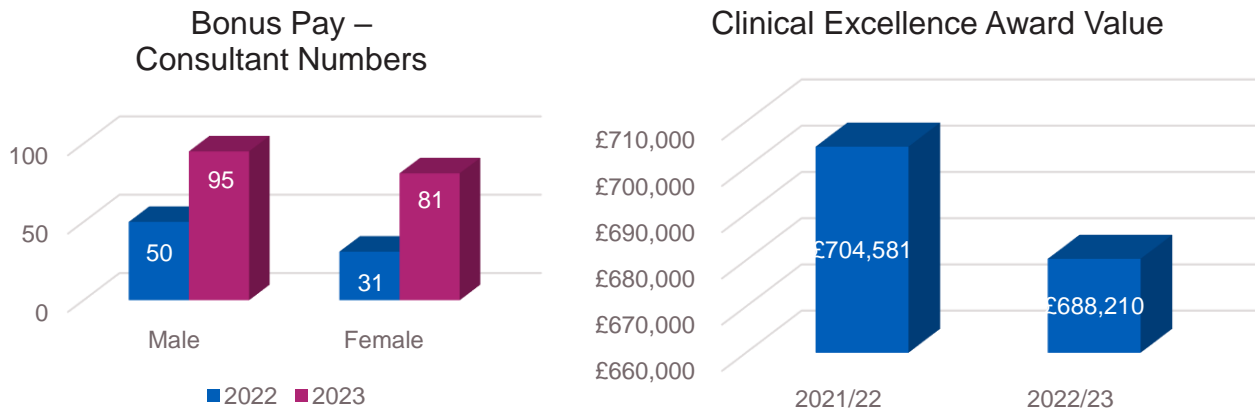
Bonus pay

The Trust does not pay traditional performance bonuses. For the purposes of gender pay gap reporting, national clinical excellence awards and local clinical excellence awards (CEAs), for which only medical and dental consultants are eligible are considered as bonus pay. Our data compares relevant employees for bonus awards from the medical and dental cohort only.

In 2023, 176 consultants received bonuses, 95 (54%) male and 81 (46%) female. This was a total increase of 81 consultants compared to 2022, when the gender split was Male 62% / Female 38%.

The total value of awards paid for 2022/23 is £688,210, compared to the total for 2021/22 which was £704,581.

In line with the national guidance the Trust equally distributed the CEA to all eligible consultants during the last 2022/23 round. This equates to a payment of **£3936.20** to each eligible consultant regardless of gender.



Gender	Mean Bonus Pay	Median Bonus Pay
Male	7,854.15	3,936.20
Female	6,569.32	3,936.20
Difference	1,284.83	0.00
Pay Gap %	16.36%	0.00%

The mean bonus pay gap in 2023 was 16.36%, a 2.92% reduction from 2022. The mean pay gap is impacted by historical CEA awards which were previously consolidated to pay and reflect the greater number of senior male staff receiving higher bonuses historically.

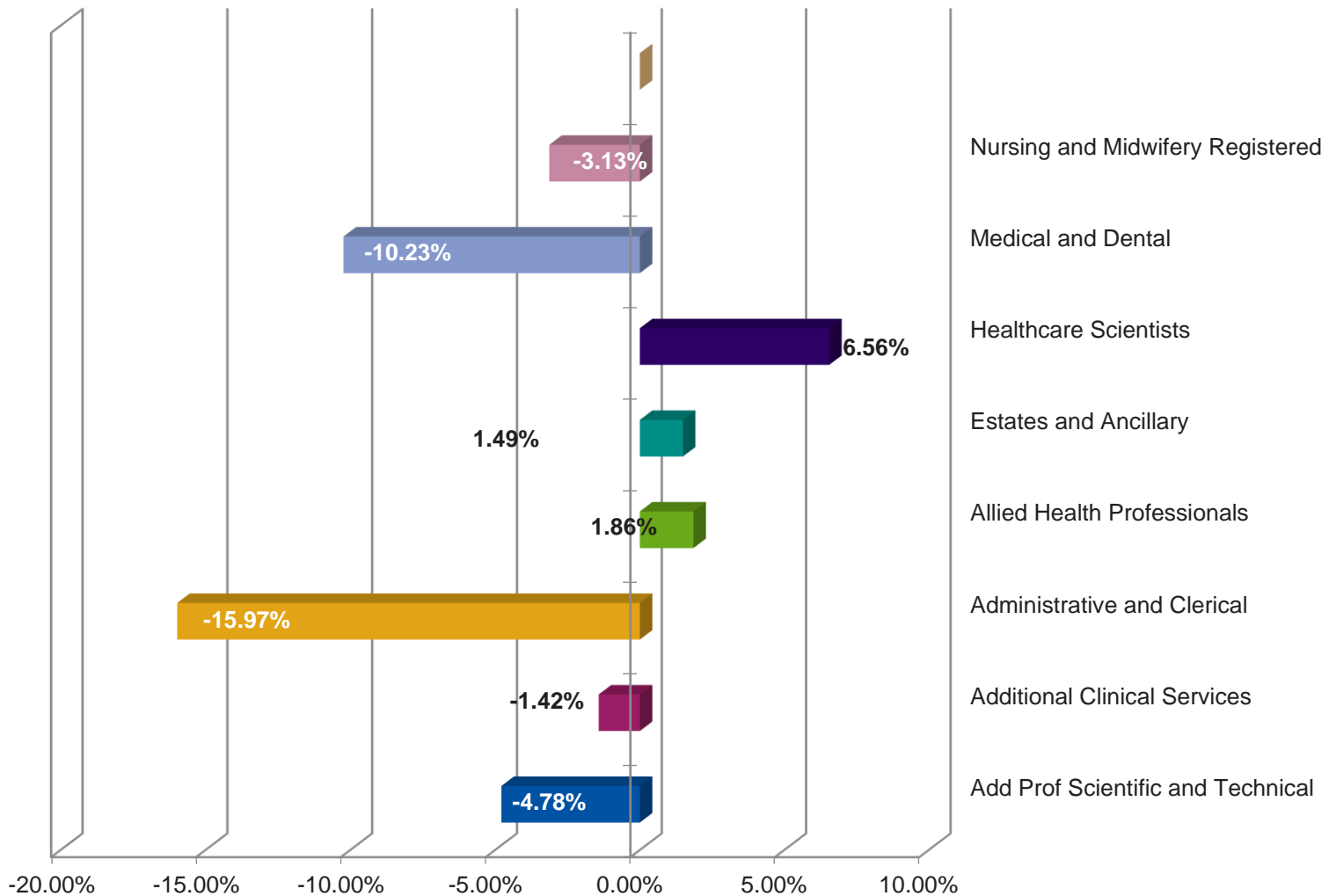
The table above also demonstrates that there was no pay gap between median bonus pay for female or male relevant employees. This is because of the decision taken in 2020 to distribute equally the CEA bonuses, which are no longer consolidated to pay. Over time the numbers of staff with legacy consolidated bonus awards has reduced and therefore the median average is unaffected by historical consolidated awards.

Our medical workforce is made up of 441 staff of which 227 (51.4%) are female and 214 (49%) Male. Of these 441 staff, 176 were eligible for a CEA.

As a proportion of the entire trust, the CEA pay bonus group comprised 9.19% of male staff and 2.46% of female staff.

Gender	Employees Paid Bonus	Total Employees	%
Female	81	3287	2.46
Male	95	1033	9.19

Gender Pay Gap by Staff Group



In this year's report we have also provided the gender pay gap, broken down by Staff group. This graph looks at the analysis of our gender pay gap by staff groups, a **negative number indicates that women are paid that percentage less than men is this group.**

Two groups are outliers in that they have double figure pay gaps:

- Administrative and Clerical **-15.97% gap** (-20.36% in 2022)
- Allied Health Professionals **-10.23% gap** (-11.01% in 2022)

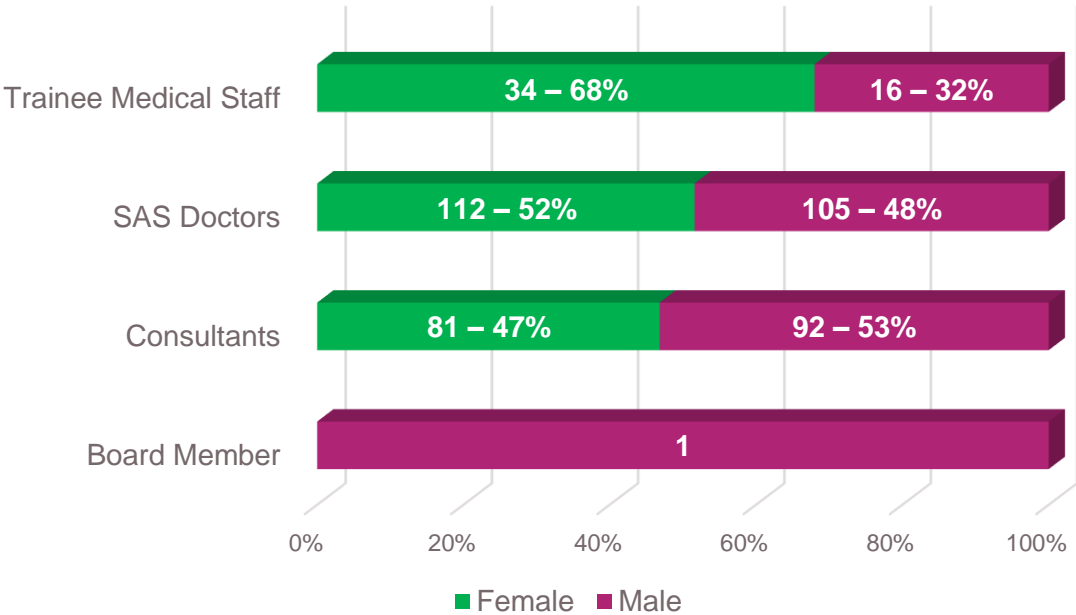
• The Health Care scientists group is also an outlier, representing the biggest pay gap in favour of female staff at **6.56%**. This is a small staff group of only 82 staff at SFT, with a balance of 26 (32%) male to 56 (68%) female staff. In 2022 there were 101 (69%) female and 44 (31%) male staff, and a pay gap of -1.38%. This swing is as a result of the move of 68 genetics staff to SUHT, which resulted in more female staff in higher grades than previously. The small numbers in the group magnify changes in pay gap data more than a larger cohort. and as a result small swings in staff pay have a greater impact in % terms on the pay gap.

Medical and Dental (-10.23% gender pay gap)

In 2023 the gender pay gap for the Medical and Dental group is **-10.23%** compared to -11.1% (2022)

There are 441 medical and dental staff of which 51% (227) are female.

The breakdown of Medical Staff by grade is in the table below



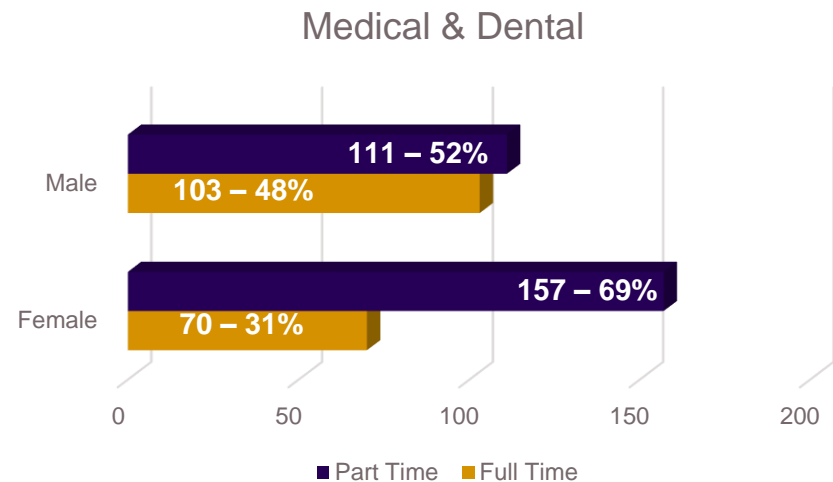
The 2023 data show a **big shift in the working pattern for both male and female doctors moving from full-time work to part-time compared to 2022.**

Of the 441 doctors, **61% (268)** are working on part time contracts. This is an increase of 34% from 2022 (27%).

69% (157) of female doctors work part-time. This is an increase of 26% compared to 2022 (43%)

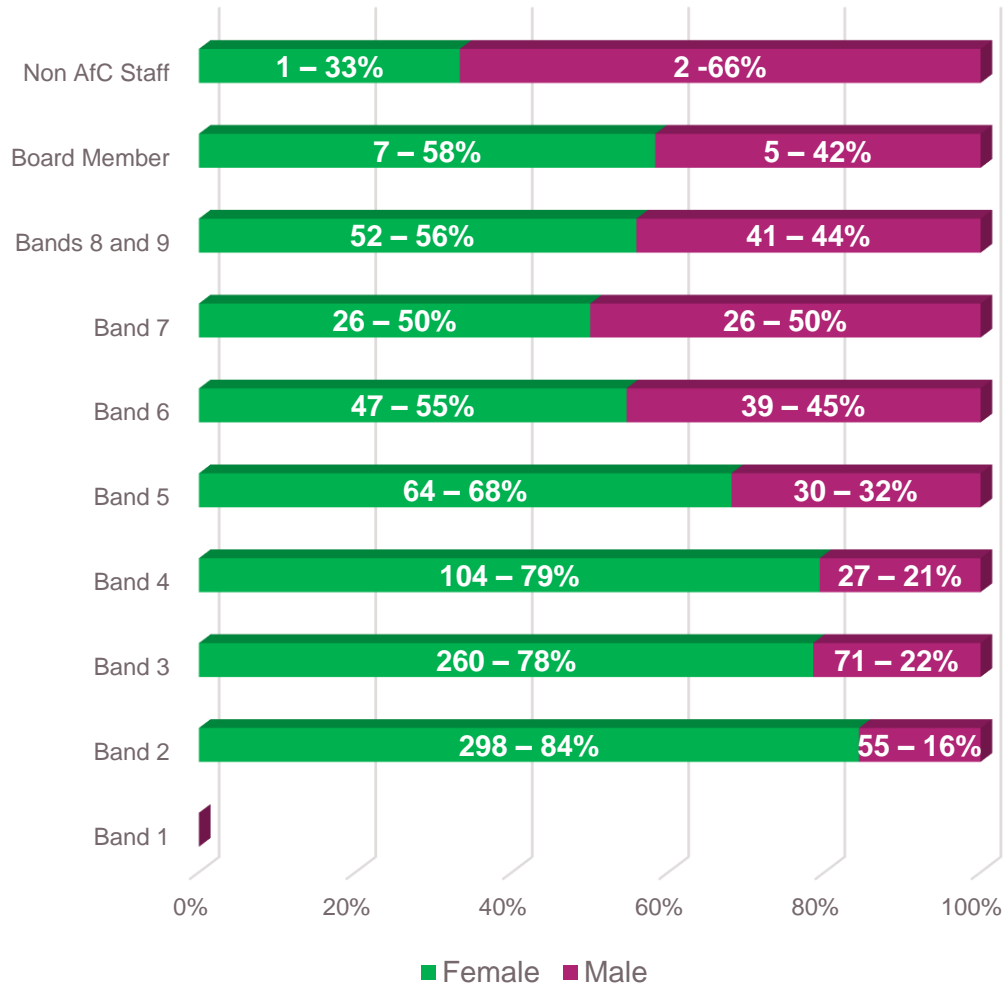
52% (111) of male doctors work part-time. This is an increase of 40% compared to 2022 (12%)

The combination of a higher proportion of male doctors in higher paid consultant positions, with proportionally lower numbers working part-time contributes to the high gender pay gap for this staff group, and overall, across the Trust



Administration and Clerical (-15.97% gender pay gap)

In 2023 the gender pay gap for the Administration and Clerical staff group is -15.97% compared to -20.36% (2022). The high pay gap is due to the high proportions of male staff in bands 6 and above, compared to the ratio of female staff in bands 2 - 4. In other staff groups the ration is less severe in bands 6 -9 particularly.

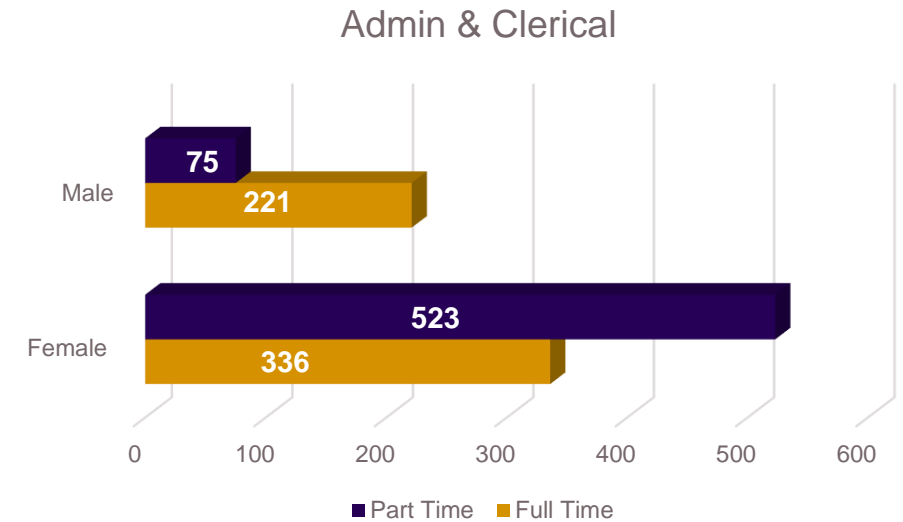


The 2023 data shows a **small shift** in the working pattern for both male and female staff in this group moving from full-time work to part-time compared to 2022.

Of the 1155 Admin and Clerical staff 52 % (598) are working on part time contracts. This is an **increase** of 7.5% from 2022 (44.5%).

61% (523) of female Admin and Clerical staff work part-time. This is an **increase** of 8% from 2022 (53%)

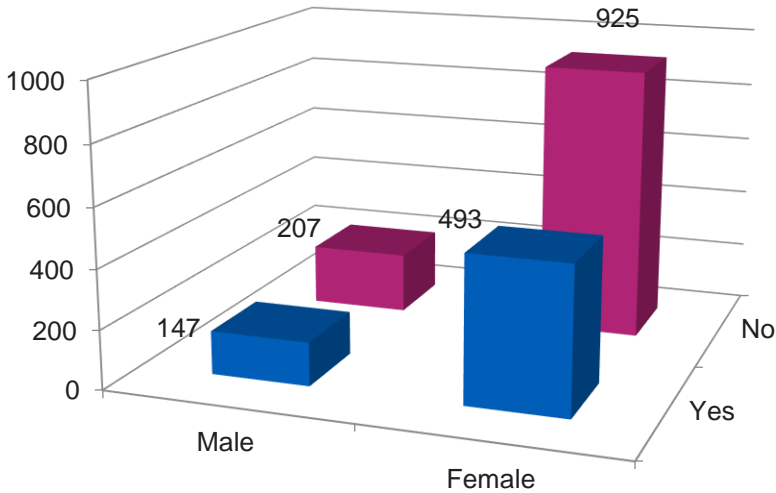
25% (75) of male Admin and Clerical staff work part-time. This is an **increase** of 7% from 2022 (18%)



Staff Survey 2022

Respondents - 1418 Female (43%) and 354 Male (34%)

Q4b Satisfied the organisation values my work:

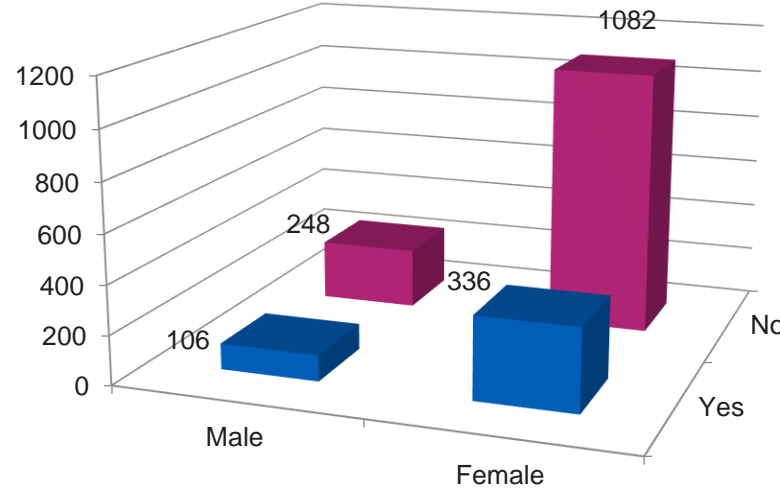


35.8% of female employees said that they were satisfied that the organisation values their work. This was a **0.7% reduction** on the previous years' staff survey result.

41.6% of male employees said that they were satisfied that the organisation values their work, an **increase of 1.6%** on the previous years' staff survey result.

The gap between male and female job satisfaction has widened in this year's staff survey. Further analysis will be conducted as part of the action plan to better understand why this is the case.

Q4c Satisfied with levels of pay:

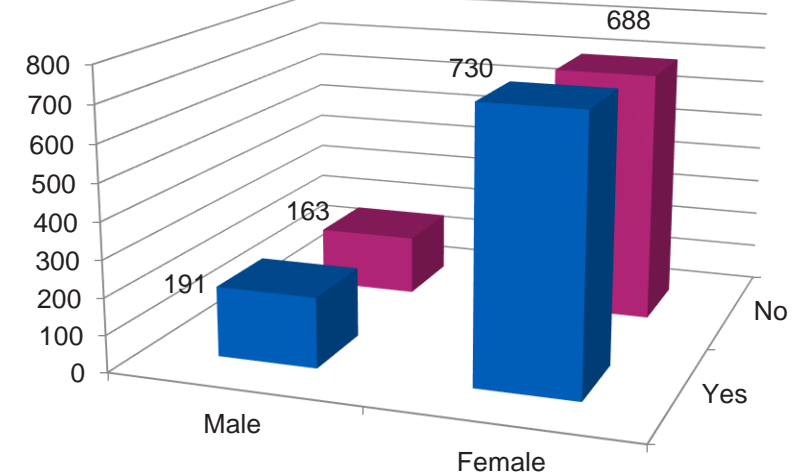


23.7% of female employees said that they were satisfied with levels of pay. This was a **10.3% reduction** on the previous years' staff survey result.

30% of male employees said that they were satisfied with levels of pay. This was a **1% reduction** on the previous years' staff survey result

The responses to this staff survey question demonstrate a widening sense of dissatisfaction over pay for females compared to males, despite the evidence that the gender pay gap has decreased year on year. External factors play into this concern, notably the cost-of-living crisis and uncertainty in relation to pay settlements.

Q4d Satisfied with opportunities for flexible working patterns:



51.5% of female employees said that they were satisfied with the opportunities for flexible working patterns, an **increase of 2.5%** on last years' staff survey result.

54% of male employees said that they were satisfied with the opportunities for flexible working patterns. This was an **4% increase** on the previous years' staff survey result.

Whilst both male and female staff felt that opportunities for flexible working were better than previously, fewer female staff members were satisfied and the rate of improvement was also slower for female staff. There is an opportunity to continue to develop action plans to support flexible working for female staff.

Progress against Gender Pay Gap Action Plan 2021/22

	Objective	Action	Status
1	Monitor the effect of the new Flexible and Homeworking policy on the Gender Pay Gap.	Identify the number of people opting to adopt flexible working patterns for improved work and home life balance and improved staff Survey results for Q6b	Staff survey results have demonstrated an improvement in satisfaction with flexible working, there is more to do on addressing the gap between male and female experience of flexible working opportunities.
2	Ensure that the Recruitment process review takes into consideration recommendations 2-5 from the 2021 report.	Include multiple women in shortlists for recruitment and promotions plus use skill-based assessment tasks in recruitment to ensure fair and equitable recruitment processes at all levels.	A new Recruitment Manager's Toolkit that addresses these concerns has been launched and is now being used. Additional equality monitoring for our new ward staffing plan has also been introduced.
3	Work with SFT Women's Network to identify creative ways to empower our female staff.	Support and facilitate network activity in this area of work and encourage more people to engage with the network.	The Women's Staff Network developed its objectives for 2023/24 which included empowerment and equity in career progression. Leadership of the Network has been impacted by a vacancy for a chairperson to take the work forward. This is ongoing work for the next period.
4	Undertake further detailed research into the gender pay gap of all professional groups	Deep dive into the areas in the Trust with the highest pay gaps (both positive and negative). This will help create an accurate picture of areas where the pay gap is at its highest and an understanding of actions that can be achieved to reduce the gap.	Work has focussed on the medical and admin and clerical professions as they have the highest gap, and both these areas have seen a reduction in this latest report, with further analysis required to support further reductions.
5	Introduce transparency to promotion, pay and reward processes	Transparency in being open about processes, policies and criteria for decision-making to ensure that employees are clear what is involved, and that managers understand that their decisions need to be objective and evidence-based because those decisions can be reviewed by others plus introducing transparency to promotion, pay and reward processes can reduce pay inequalities.	In addition to the new Recruitment Manager's Toolkit, described above, our overhauling recruitment work has delivered against the NHS 6 high impact actions, notably through resourcing team monitoring of interview panels and hosting career workshops for female staff.

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Working to reduce the Gender Pay Gap

	Development Objective	Action	Lead	Deadline
1	Career Progression for female staff members in management positions. Coaching and Mentoring Support for Staff	A service is available to release the potential and talent of staff within the organisation to support development needs identified in performance appraisals as part of the trust Talent Management strategy. Identify numbers of female staff accessing coaching and mentoring support and improve availability for women with the first 3 quarters of the new financial year.	Hd OD&L	End Q3 2024/25
2	The Women's Staff Network plays an important part in promoting a positive working environment, highlighting areas for improvement and areas of success. Empowering the Womens's network to deliver against their plan to support, motivate and drive inclusion for our female staff.	Secure a stable leadership for the network through executive oversight, a supported and empowered chair and a re-invigorated community within the network. Publish and Support a programme of events and activity throughout 2024/25 to achieve the agreed objectives of the Network	Head of Inclusion and Wellbeing	End Q4 2024/25
3	We are committed to supporting all staff to achieve an effective balance between work and life's other needs, while continuing to meet the needs of our services. We have flexible working and hybrid working provisions. Staff survey results have improved in, but female staff feel less satisfied than male counterparts in this area.	With a high proportion of female staff in roles which require on site attendance against specified shift patterns, conduct analysis of options to improve the uptake of flexible working in these lower paid groups, starting with ward-based staff. Options for ward based staff to be understood by end Q2 2024/25	Flexible Working Lead	Q3 2024
4	Address gender pay gap within medicine in SFT, using analysis provided through the 'Mend the Gap' independent review into gender pay gaps in medicine in England.	A comprehensive action plan is being developed against 4 themes: Make senior jobs more accessible to women; Introduce increased transparency on gender pay gaps; Mandate changes to policy on gender pay gaps; Promote behaviour and culture change	Medical Staffing BP	Q4 2024/25

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