

Coventry and Warwickshire ICB (CWICB) Gender Pay Gap Report May 2024 - Redacted

1. Introduction

All Public Sector organisations within the United Kingdom with more than 250 employees have been required, since April 2017, to publish details of their gender pay gap annually. This organisation is therefore required by law to carry out Gender Pay Reporting in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

2. Calculations

This involves carrying out calculations that show the difference between the average earnings of men and women in our organisation. The data is taken from the existing employee records held in ESR.

- Percentage of females and males in each hourly pay quarter.
- Mean (average) gender pay gap using hourly pay.
- Median gender pay gap using hourly pay.
- Percentages of employees in each hourly pay group by gender in CWICB.

Two other measures,

- Mean bonus gender pay gap and
- Median bonus gender pay gap,

do not apply to CWICB as the ICB does not pay bonuses and therefore has no data to report in this regard.

The ICB publishes the results on its own website and the government website www.gov.uk/genderpaygap

The calculations make use of two types of averages: a mean average and a median average. Using these two different types of average is helpful to give a more balanced overview of an employer's overall gender pay gap. We can use these results to assess:

- The levels of gender equality in our workplace.
- The balance of male and female employees at different levels.
- How effectively talent is being maximised and rewarded.

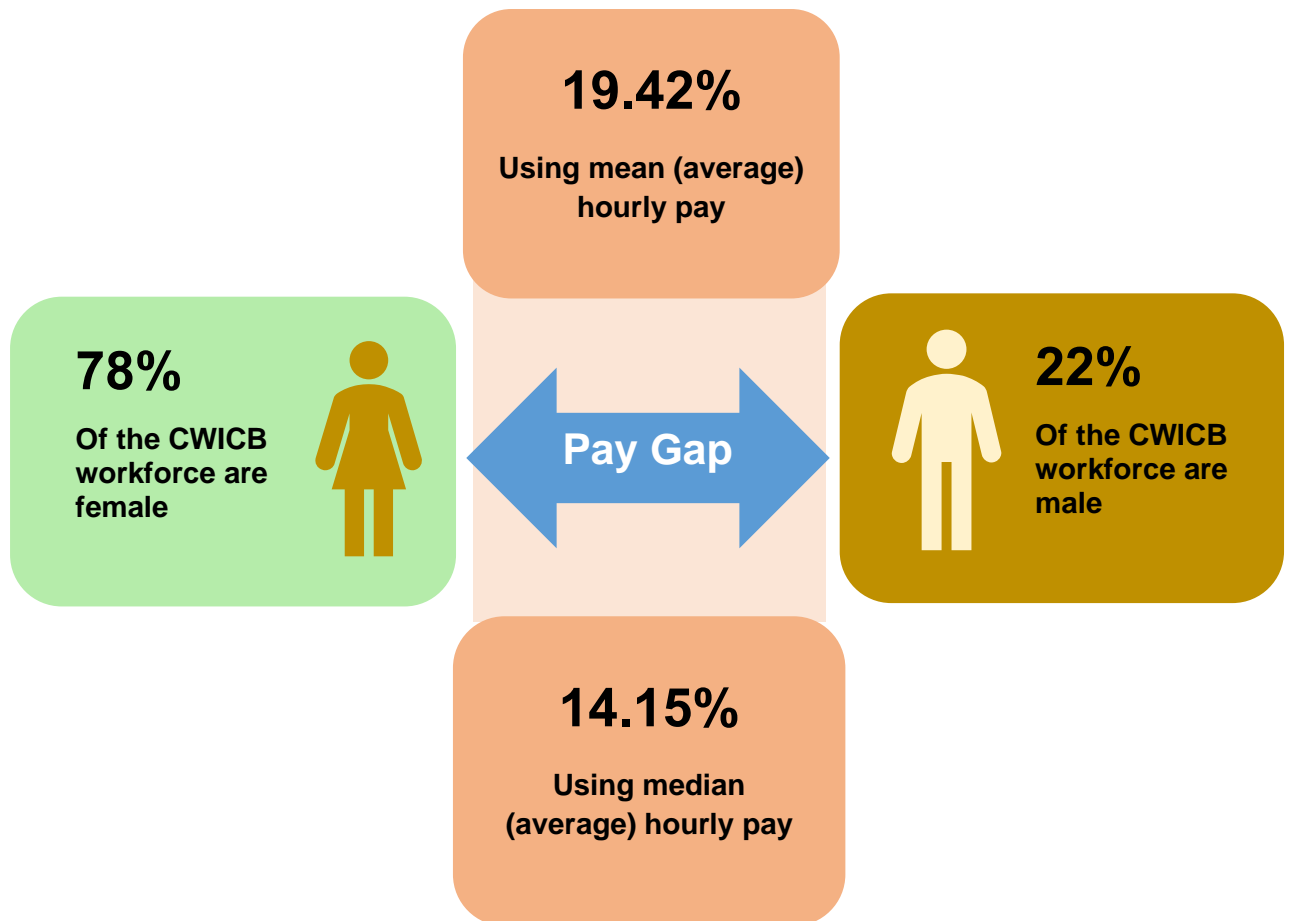
The gender pay gap shows the difference in the average hourly rate of pay between women and men in an organisation, expressed as a percentage of the average male earnings. A gender pay gap can be driven by a number of factors including, crucially, a lack of women in senior positions.

It is important to note that this is different to the issue of equal pay – the legal requirement to pay men and women the same for equal work. Which is governed by the Equality Act 2010.

This report follows the calculation methodology set out by the Government Equalities Office to report the mean and median gender pay gap across pay quartiles.

3. Summary

3.1. Highlights of what the data is telling us (as of 31st March 2024)



The ICB employs 425 people on the payroll. 333 (78.35%) are female and 92 (21.65%) are male. Calculated on the basis of earnings as at the pay period which includes 31st March 2024.

- Our mean gender pay gap is 19.42%. This is an improvement of 5.24% on last year's mean pay gap of 24.66%.
- Our median gender pay gap is 14.15% This is 2.21% less than last year's median gender pay gap of 16.36%



For every £1 a man earns, a woman will earn 79.5p.

This suggests that whilst our pay gap is improving, it continues to be impacted by the highest (male) earners in the organisation. Disproportionally there are more men working at the higher levels and therefore paid more, coupled with the disproportionate number of women in the most junior roles who are, therefore, paid less.

4. Gender Pay Gap in the UK

In 2023, the Office for National Statistics shows that, among all employees (full and part time), the gender pay gap decreased to 14.3% in 2023, from 14.4% ¹

The TUC points out this pay gap means that the average woman must work 52 days (nearly two months) before she starts getting paid in comparison to the average man.²

¹ (Office for National Statistics, 2023)

² (TUC, 2024)

4.1. How CW ICB compares with other ICBs.

It is useful to have a benchmark against other ICBs to understand how we are doing compared to other ICBs of a similar workforce.

ICB	Year	Mean %	Median %
Coventry & Warwickshire	2024	19.42	14.15
Coventry & Warwickshire	2023	24.66	16.36
Bedfordshire Luton & Milton Keynes	2023	24.68	13.6
Bristol North Somerset & Gloucestershire	2023	18.75	14.15
Northwest London	2023	9.34	8.87
North Central London	2023	7.0	8.9
Birmingham and Solihull	2023	14.4	21.5
Buckinghamshire, Oxfordshire and Berkshire West	2023	24.92	13.6

4.2 How the CW ICB 2024 figures compare with other previous years.

It is useful to see the previous years' GPG figures for CW ICB to understand our journey.

Year	Mean %	Median %
2024	19.42	14.15
2023	24.66	16.36
2022	26.1	31.1
2021	35.9	28.7

5. Why do we have a gender pay gap?

The main reason for the gender pay gap is an imbalance in the numbers of men and women across the whole workforce. The pay quartiles broadly reflect the uneven distribution of women through the grades in CW ICB.

- Proportionately more men are in the upper quartile than other quartiles, meaning that proportionally more women than men are in lower paid grades.

There has been a slight decrease in the proportion of females in the upper grades compared to 2023.

- There has been an increase of the proportion of females in the lower middle quartile and a decrease in the proportion of males compared to 2023.
- In the lowest pay grades, there has been a decrease in the percentage of females, and an increase in the percentage of males compared to 2023 and the distribution is representative of the workforce.

It is important to note that as a small organisation a 1% change represents about 4 people moving. By looking at our data over time we can see that since 2021 the trend is that the gender pay gap is improving and we need to continue to be vigilant moving forward to encourage and develop women to progress within the organisation.

6. Calculation 1: percentage of females and males in each hourly pay quarter

Pay quarters show the percentage of full-time female and male relevant employees in four equal sized groups based on their hourly pay. The pay quartiles are created by ranking each full-time employee in order from lowest earning (first quartile) to highest earning (fourth quartile).

Pay quarters give an indication of women's representation at different levels of the organisation. In the ICB in each pay quarter, as illustrated in the below table, female and males occupy:

Proportion of females and males in each quartile band

Quartile

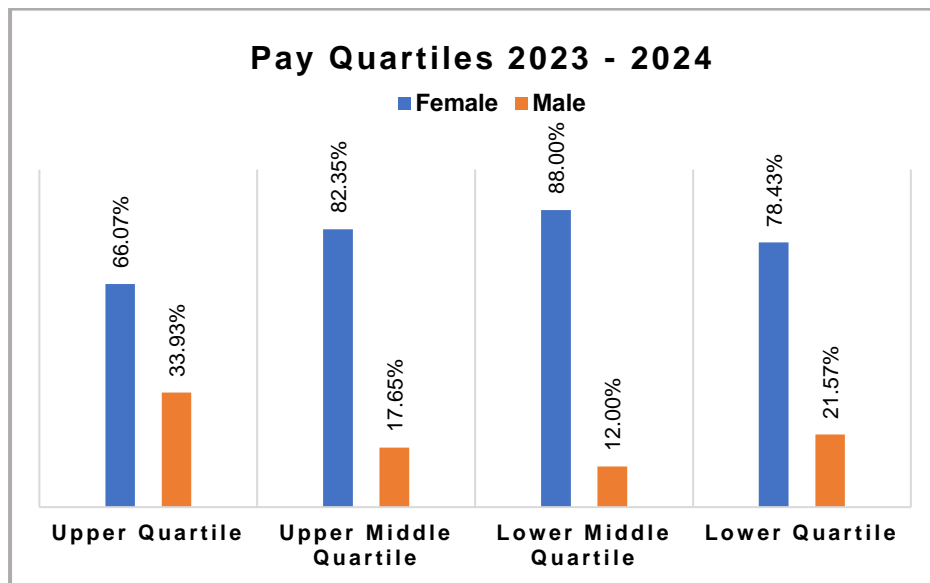


2024	Female	Male
Upper (highest paid jobs)	66.07%	33.93%
Upper Middle	82.35%	17.65%
Lower Middle	88.00%	12.00%

Lower (lowest paid jobs)	78.43%	21.57%
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More women work in Q1 and Q2, the lower paid roles (Q1= 78.43% female, 21.57% male, Q2= 88.00% female, 12% male), in addition, men tend to be in roles that receive higher pay (upper two quartiles Q3= 17.65% male, Q4= 33.93% male). The contrast can be seen in the graph in Figure 1 below.

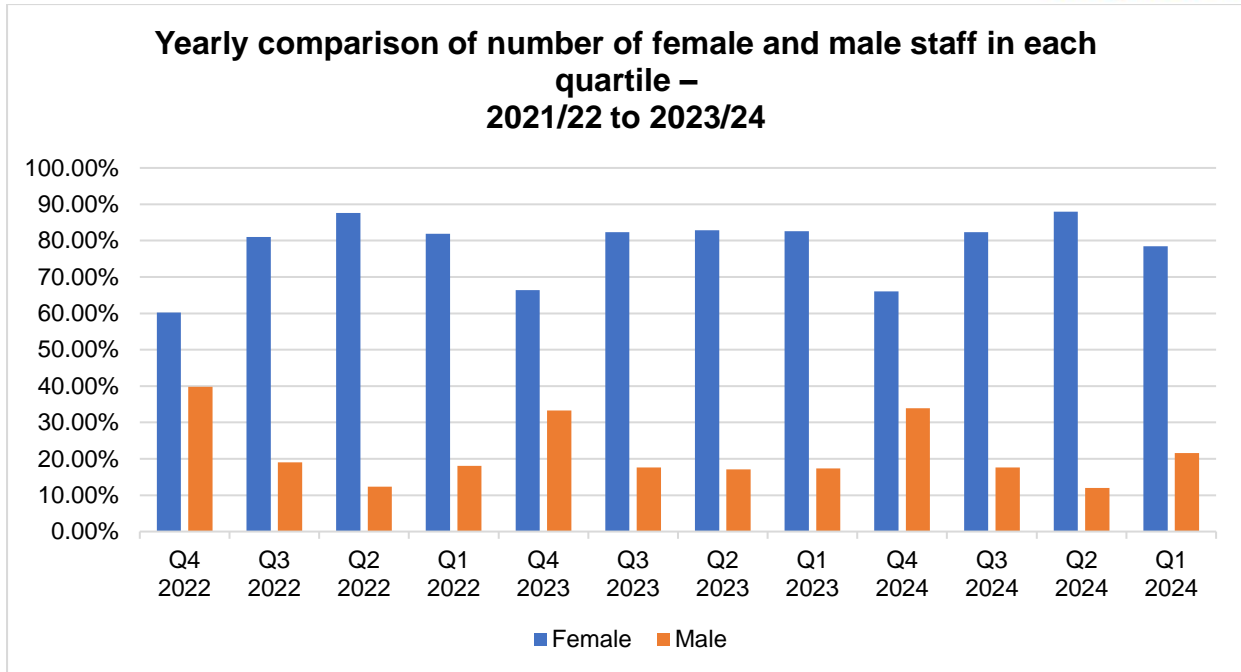
Figure 1: Number of female and male staff in each quartile



A table of how this has changed over the past three years can be seen in the graph in figure 2 below and shows that the gender pay gap is closing marginally over time. This reflects the national situation whereby the TUC calculate that at current rates it will take until 2044 to close the gap.³

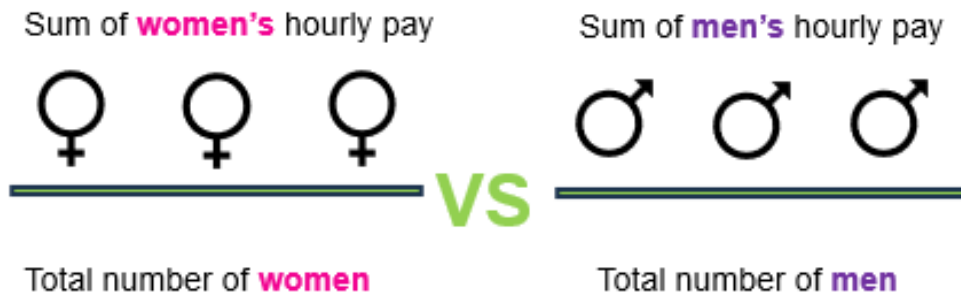
Figure 2: Yearly comparison of number of female and male staff in each quartile

³ (TUC, 2024)



7. Calculations 2 and 3: The mean (average) and median gender pay gap for hourly pay

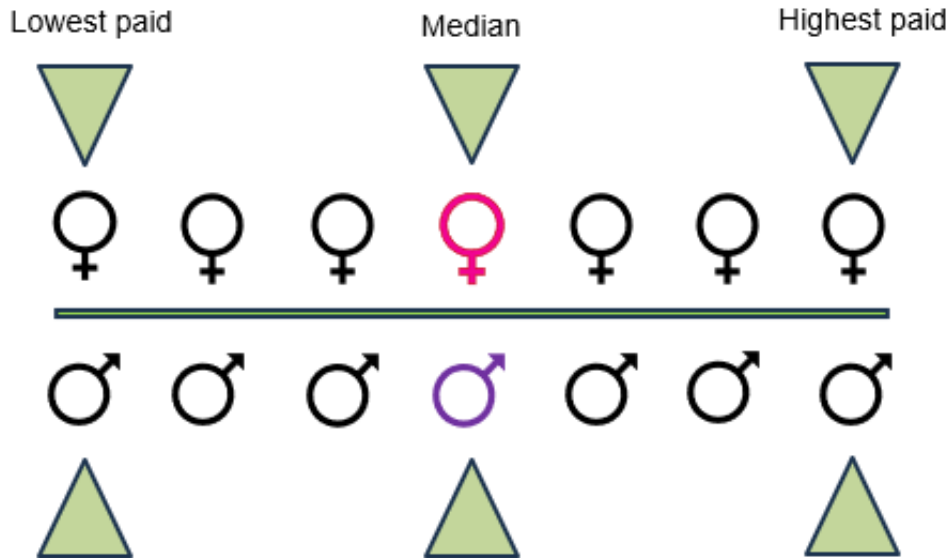
7.1. Mean Calculation



The mean (average) is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees. The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.

7.2. Median Calculation

The median is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of male wages and the middle employee in the range of female.



The table below also shows the overall median and mean gender pay gap based on hourly rates of pay as the snapshot date of 31 March 2023.

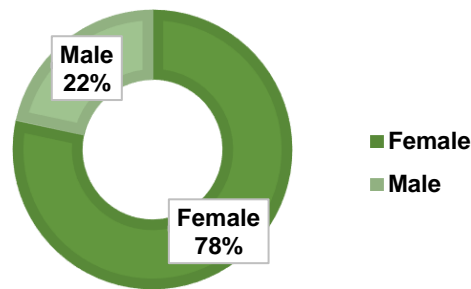
Mean	Median
19.42%	14.15%

8. Calculation 4: representation of gender in Coventry & Warwickshire ICB Organisation structure and pay

CWICB uses the standard NHSE Agenda for Change (AFC) grading system ranging from Band 1 - 9. In addition, there are other localised grades for some VSM (very senior manager) roles.

The ICB employs 425 people on the payroll. 333 (78.35%) are female and 92 (21.65%) are male.

ICB WORKFORCE BY SEX



The table below in Figure 3 shows the number of people in each pay group.

A note on redacted data

Where the numbers of staff (or associated identifying data) for a category are below five the detail has been redacted. This is to ensure anonymity and that individual members of staff cannot be easily identified. The numbers less than five are represented in the data by the symbol '-'. This does not mean that there were zero numbers rather that they are less than five.

If there were no counts at all the number zero would be kept in the data.

Band	Female	% of total workforce	Male	% of total workforce	Total
Band 2	-	-	-	-	-
Band 3	36	8.47%	5	1.18%	41
Band 4	36	8.47%	11	2.59%	47
Band 5	43	10.12%	8	1.88%	51
Band 6	45	10.59%	8	1.88%	53
Band 7	43	10.12%	9	2.12%	52
Band 8a	52	12.24%	9	2.12%	61
Band 8b	23	5.41%	9	2.12%	32
Band 8c	21	4.94%	7	1.65%	28
Band 8d	6	1.41%	-	-	-
Band 9	7	1.65%	-	-	-
Other/ Non AfC	20	4.71%	17	4.00%	37
Total	333	78.35%	92	21.65%	425

Women continue to be over-represented in more junior grades, where pay is lower, and under-represented in more senior grades.

9. What the Data is Telling Us

According to the data, on average, men are paid 19.42% more than women. Which means for every £1 a man earns, a woman will earn 79.5p.

This is an improvement on the previous year where men were paid 24.66% more than women. Which meant that for every £1 that a man earned, a woman earned 75p. This represents a mean gender pay gap improvement of 5.24%.

There has not been an increase in female employees in the upper quartile from 66.39% during the previous year to 66.07% this period. This is also the case for male employees in the upper quartile staying relatively the same with 33.31% during the previous year to 33.93% this period.

There has however been a 5.12% increase in female employees in the lower middle quartile from 82.88% during the previous year to 88% this period.

This has been coupled to a 4.18% decrease in females employees in the lower quartile from 82.61% during the previous year to 78.43% this period. The lower quartile is our most representative quartile compared with our workforce breakdown.

Women continue to be underrepresented within the highest pay quartile (66.07%), compared to their level of representation amongst all full-pay relevant employees (78.35% female), and men continue to be overrepresented within the highest pay quartile (33.93%), compared to their level of representation amongst all full-pay relevant employees (21.65% male).

10. Conclusion

10.1. Progress since the 2023 report

The improvement on last year's pay gap is depicted through the pay bands:

- There is negligible change in females at pay bands 8a and above.
- There is an increase of 2.7% in males at pay bands 8a and above.
- There is an increase of 3.39% in females at pay bands 5 to 7.
- There is negligible change in males at pay bands 5 to 7.
- There is a decrease of 3.75% in females at pay bands 4 and below.
- There is a decrease of 3.01% in males at pay bands 4 and below.

Female			
AfC Band	2021 - 2022	2022 - 2023	2023 - 2024
Band 8a and above	37.72%	38.37%	38.73%
Bands 5 - 7	37.72%	35.95%	39.34%
Bands 2 - 4	24.56%	25.68%	21.93%

Total	100%	100%	100%
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Male			
AfC Band	2021 - 2022	2022 - 23	2023 - 2024
Band 8a and above	56.96%	50.54%	53.26%
Bands 5 - 7	25.31%	26.88%	27.17%
Bands 2- 4	17.73%	22.58%	19.57%
Total	100%	100%	100%

11. What the ICB has already done to close our gap

This year NHS Coventry and Warwickshire ICB has seen the below improvement for Coventry Warwickshire Gender Pay gap.

- Our mean gender pay gap is 19.42%. This is an improvement of 5.24% on last year's mean pay gap of 24.66%.
- Our median gender pay gap is 14.15% This is 2.21% less than last year's median gender pay gap of 16.36%

The above improvements came as a result of restructuring and changes amongst staff and departments. This has shed light on the fact that organisational changes do impact the ICB's gender pay gap performance. The ICB is now moving towards the implementation of the below plan spearheaded by NHSE's Equality Diversity and Inclusion Improvement Plan High impact Actions 2 and 3.

To ensure the below plan is effectively implemented, the EDI network, staff forum and key executives will be engaged to ensure an effective delivery and achievement of the below action plan.

11.1. Gender Pay Gap Action Plan 2024 to 2026

High Impact Action	Theme	Action	Lead	Review Date
High impact Action 2 – Embed fair and inclusive recruitment	Branding / communication / transparency	<ul style="list-style-type: none"> • Create and implement a talent management plan to improve the diversity of executive and senior leadership teams by June 2025 • Evidence progresses of implementation in relation to gender pay gap and understand any impact. To ensure the above actions are fulfilled, the following actions will be implemented • Any job vacancy that is above Band 8A, interview panel is to comprise of members who have gone through Inclusive training (NHS Elect) • Recruitment practice at this level to include guaranteed interviews for women who meet all the essential criteria. • Interview panel to consist of more women than men. • Increase and further diversify senior leadership vacancies by partnering with the 	<p>HR & OD Senior Leadership team</p> <p>EDI Officer & People Directorate</p>	<p>June 2025</p> <p>October 2024</p>

		<p>relevant organisations to improve visibility to attract more women to apply.</p> <ul style="list-style-type: none"> • To consider advertising all senior leadership positions with the option of flexible working, where possible. • Implement a plan to widen recruitment opportunities within local communities, including creation of career pathways into the NHS such as apprenticeships or Graduate Management Training Schemes by Oct 2024 to monitor in relation to gender. • ICB's HR team to continue to challenge and ensure managers follow progression and promotion criteria, policies including decision making process. • EDI officer to review relevant policies with HR Team and managers to ensure the relevant policies meet the above objectives. <p>EDI officer with the support of the HRBPs to promote and monitor uptake of inclusive leadership training through NHS Elect.</p>		
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<p>High impact Action 2 – Embed fair and inclusive recruitment processes</p>	<p>Recruitment and promotion processes</p>	<ul style="list-style-type: none"> Implement a plan to widen recruitment opportunities within local communities, including creation of career pathways into the NHS such as apprenticeships or Graduate Management Training Schemes by Oct 2024 to monitor in relation to gender. EDI officer to work with the People directorate, to identify what training and resources are currently in place to support recruiting managers to implement good and inclusive recruitment practices and interviewing techniques. EDI officer to work with AGEM to review applicant profile data, to establish the number of male vs female applicants from point of application, shortlisting and appointment -to identify disparities if any between male and female applicants. 	<p>EDI Officer, HR Team & Directorate s</p> <p>EDI Officer, Head of OD, HRBP &</p> <p>EDI Officer and Recruitment (AGEM)</p>	<p>March 2025</p> <p>October 2024</p> <p>October 2024</p>
<p>High impact Action 2 – Embed fair and inclusive recruitment</p>	<p>Maternity and paternity and parental leave policies</p>	<ul style="list-style-type: none"> Ensure ICB staff continue have a good understanding of maternity, paternity policies and baby loss policies using ICB’s weekly new letters, staff forum, well-being 	<p>EDI officer & People Directorate</p>	<p>March 2025</p>

		<p>warriors and champions, launch and learn sessions and intranet.</p> <ul style="list-style-type: none"> • Through a robust data collection mechanism and monitoring, HR Team and managers to collectively work together to promote the uptake of shared parental leave. 	EDI Officer	March 2025
High impact Action 3 – Need a specific Gender Pay Gap Plan	Wellbeing and retention	<ul style="list-style-type: none"> • Implement an effective flexible working policy.as part of advertising considerations, include flexible working options on recruitment campaigns as best as possible. • EDI Officer to work with HRBPs and managers to review and suggest flexible working, part-time work, remote working, job sharing or compressed hours as an option and monitor outcome/uptake in relation to improving the gender pay gap. 	EDI Officer & People Directorate	Annually – Reporting
High impact Action 3 – Need a specific Gender Pay Gap Plan	Women to Women mentoring/ networks	<ul style="list-style-type: none"> • With the support of female executives and women in the staff forum, set up a female buddy system within the ICB that female staff can be part of. The objective of this is to support women with progression and career development in and out of the ICB 	EDI officer & HR SMT	March 2025
High impact Action 3 –	Organisational Development & Change	<ul style="list-style-type: none"> • Continue to analyse data to understand pay gaps by protected 	HR SMT	On-going

Need a specific Gender Pay Gap Plan	Impacts & Implications	<p>characteristics to be tracked and monitored by NHS Boards. Plans for sex and race by 2025 disability by 2025, other protected characteristics by 2026.</p> <ul style="list-style-type: none"> • EDI officer to review the Mind the Gap review recommendations and consider implementation for medical staff and develop a plan to apply those recommendations to senior non-medical workforce by March 2025 – monitor in relation gender. 	EDI Officer	October 2024.
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12. Useful Resources

Government guidance on actions to close the gender pay gap can be found here:

[Evidence-based actions for employers.pdf \(gender-pay-gap.service.gov.uk\)](https://www.service.gov.uk/guidance/evidence-based-actions-for-employers)

Four steps to developing a gender pay gap action plan.

<https://gender-pay-gap.service.gov.uk/public/assets/pdf/action-plan-guidance.pdf>

TUC Briefing, Equal pay day 2024 – tackling the gender pay gap.

[EqualPayDay2024 Briefing.pdf \(tuc.org.uk\)](https://www.tuc.org.uk/equal-pay-day-2024-briefing)

Office for National Statistics Gender Pay Gap in the UK: 2023

[Gender pay gap in the UK 2023.pdf](https://www.ons.gov.uk/peopleinwork/payandpensions/genderpaygap/gender-pay-gap-in-the-uk-2023)