

Coventry and Warwickshire Integrated Care Board (The ICB) Gender Pay Gap Report 2025 - Redacted

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Coventry and Warwickshire Integrated Care Board (The ICB) Gender Pay Gap Report 2025 - Unredacted

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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. Coventry and Warwickshire Integrated Care Board (the ICB) 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

Gender pay gap reporting 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 employee records held in ESR taken at the given census date; in this case 31st March 2025. The report shows:

- 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.

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

The calculations make use of two types of averages: a mean average (adding up all pay rates and dividing by the number of staff) and a median average (the middle value when all the pay rates are lined up in numerical order). 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 the number 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.

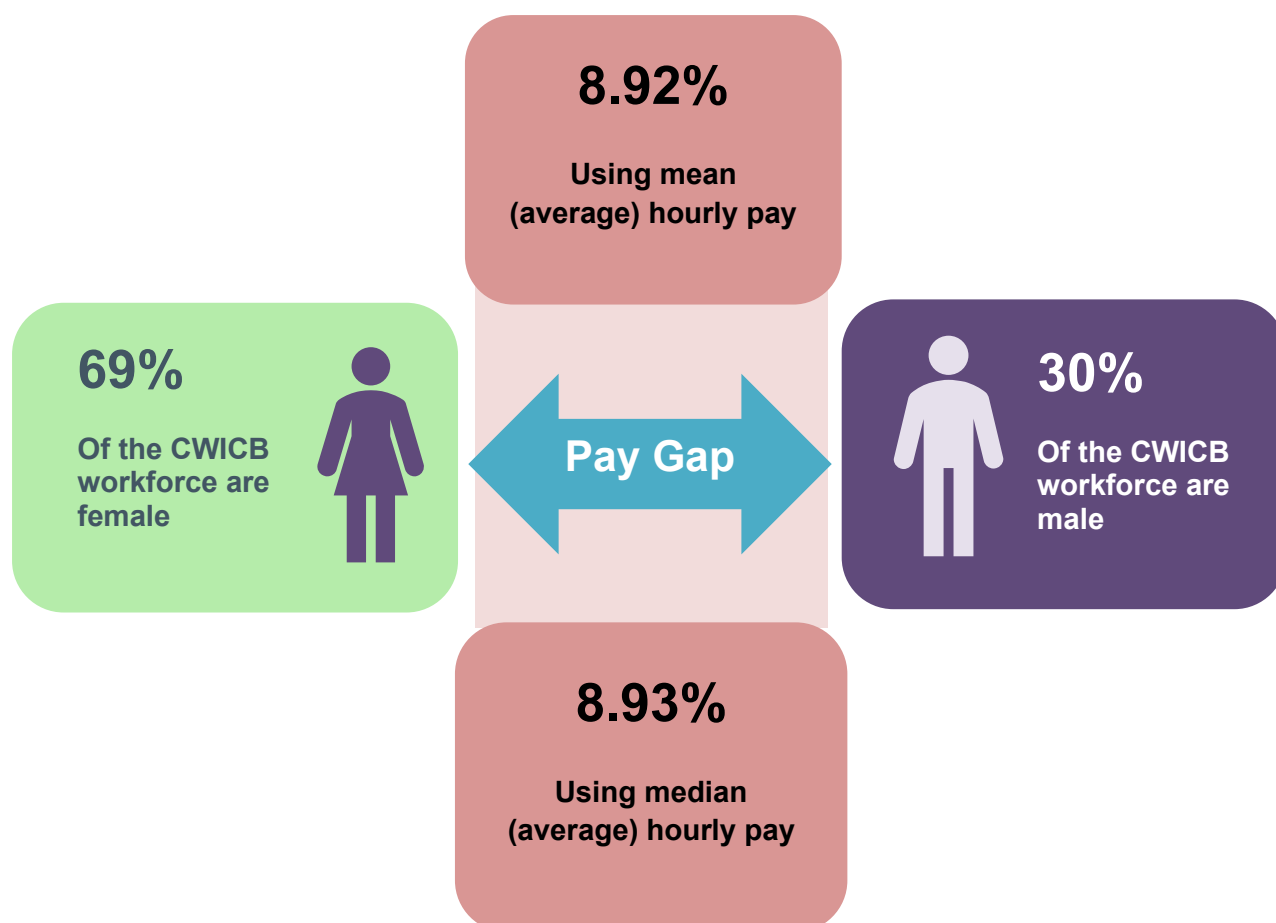
This report follows the calculation methodology set out by the Government Equalities Office to report the mean and median gender pay gap across pay quartiles.

3. Two other measures

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

These two “bonus” gender pay gap measures do not apply to Coventry & Warwickshire Integrated Care Board (the ICB) as it does not pay bonuses and therefore has no data to report in this regard.

4. Summary



5. What the 2025's data is telling us

As of 31st March 2025, the ICB has made significant progress in addressing gender pay disparities and workforce composition within the ICB. Below is a summary comparing key metrics between 2024 (last year) and 2025 (this year)

a. Workforce Composition

- Headcount decreased from 425 in 2024 to 404 in 2025.
- Female representation dropped from 78.35% to 69%.
- Male representation increased from 22% to 30%.

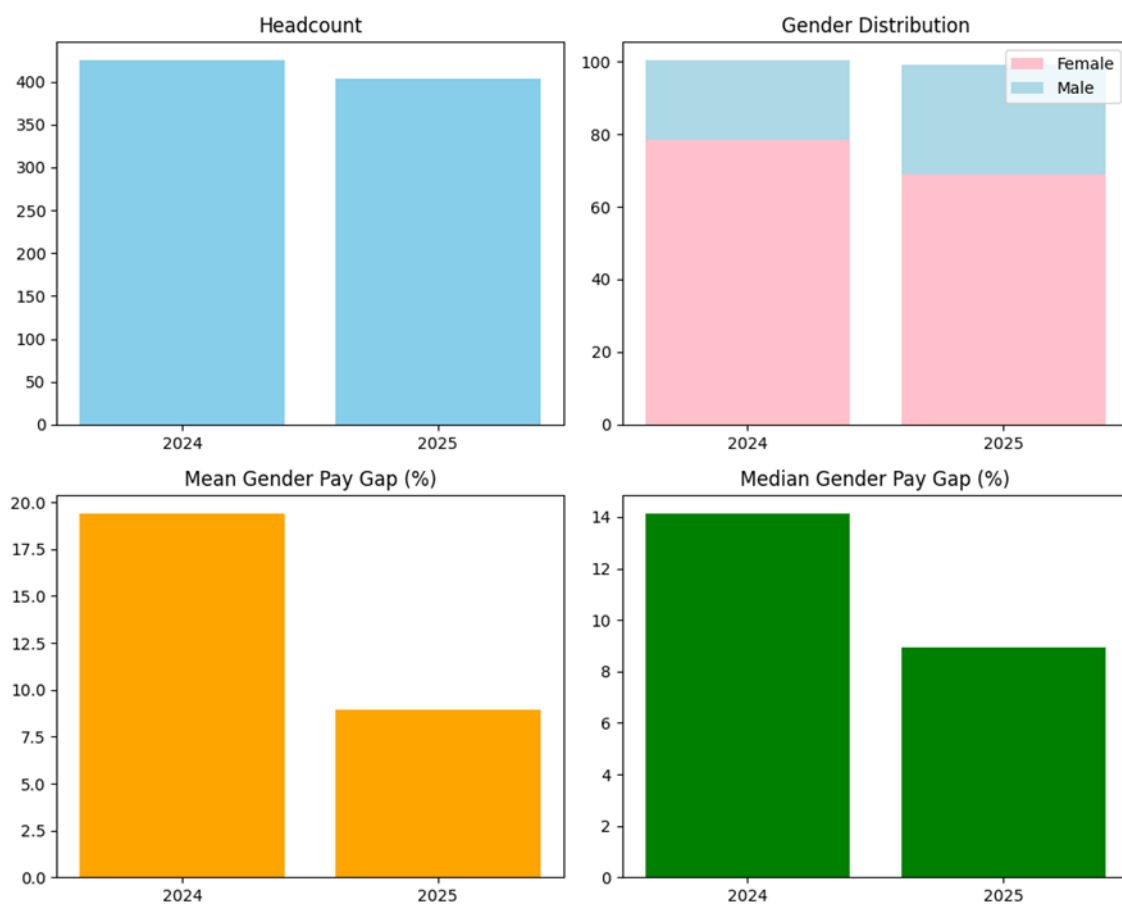
b. Job Evaluation and Pay Determination

The ICB applies the standard NHS England Agenda for Change (AfC) job evaluation, which spans pay bands 1 to 9. Additionally, some Very Senior Manager (VSM) roles are assigned localised grades outside the AfC framework but within a standardised VSM framework.

c. Gender Pay Gap

- Mean gender pay gap improved from 19.42% in 2024 to 8.92% in 2025.
- Median gender pay gap reduced from 14.15% in 2024 to 8.93% in 2025.
- This is based on median hourly rates of £27.25 for males and £24.82 for females.

d. Visual Summary 2025



6. Earnings Comparison

As of 31st March 2025, **for every £1 a man earned, a woman earned approximately £0.91**. This is an improvement from last year for every **£1 a man earned, a woman earned 79.5p**. Women’s earnings have moved closer to men’s, improving by **11.5p** per £1 earned.

This suggests that whilst the ICB has consecutively seen improvement in the gender pay gap, 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 lowest paid roles who are, therefore, paid less.

Earnings Comparison: For Every £1 a Man Earns



7. Gender Pay Gap Achievements (March 2024 – March 2025)

Inclusive Recruitment and Talent Development

- A plan was implemented to improve diversity in executive and senior leadership roles, with progress evidenced by June 2025
- Recruitment panels for Band 8A and above included members trained in inclusive recruitment practices, with a commitment to guaranteed interviews for women meeting essential criteria and female-majority panels
- Senior leadership roles were advertised with flexible working options, and partnerships were formed to increase visibility among underrepresented groups
- Plan was rolled out to widen recruitment opportunities through local community engagement, apprenticeships, and graduate schemes

Policy Review and Workforce Monitoring

- The EDI Officer collaborated with HR and managers to review recruitment and progression policies, ensuring alignment with inclusion goals
- Applicant data was analysed to identify gender disparities across application, shortlisting, and appointment stages
- Maternity, paternity, and baby loss policies were promoted through internal communications

Gender Pay Gap and Flexible Working

- The ICB embedded flexible working policies into recruitment campaigns and encouraged uptake of part-time, remote, and job-sharing roles

Disability and Race Equality Standards

- The Workforce Disability Equality Standards 2024–2025 report highlighted improvements in staff declaration rates, experience, and perceptions of fairness, particularly for staff with disabilities
- The Workforce Race Equality Standards 2025 report outlined actions to close ethnicity data gaps, promote board-level diversity, and train EDI network members in inclusive recruitment and Equality Impact Assessments (EIA)

Organisational Culture and Psychological Safety

- The ICB strengthened its Freedom to Speak Up Guardian service and embedded Civility and Respect principles into training programmes
- Staff voice was promoted through surveys, forums, and EDI networks, contributing to a more inclusive and accountable culture
- These actions reflect a system-wide commitment to equity, transparency, and inclusive growth. The progress made during this period has laid a strong foundation for the 2025–2026 action plans, which will continue to address pay gaps, representation, and workplace culture.

8. 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% The Trade Union Congress (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 (Office for National Statistics, 2023) .

9. Detailed Analysis

Hourly Pay Quartiles

We have grouped all staff into four equal pay groups known as quartiles, based on their hourly rate from the lowest earners to the highest. These bands help us see how women and men are spread across different pay levels. This is shown in the table below giving us a snapshot of gender representation across the organisation.

The gender pay gap within the ICB is influenced by the distribution of men and women across pay quartiles. While women form the majority of the workforce, their representation in lower and middle quartile roles is disproportionately high and in the highest quartile just under the organisational norm. This structural imbalance continues to drive the pay gap.

Quartile	2024 Female	2025 Female	Change	2024 Male	2025 Male	Change
Upper (highest)	66.07%	68.00%	+1.93%	33.93%	33.98%	+0.05%

Upper Middle	82.35%	81.25%	-1.10%	17.65%	18.75%	+1.10%
Lower Middle	88.00%	91.09%	+3.09%	12.00%	8.91%	-3.09%
Lower (lowest)	78.43%	69.32%	-9.11%	21.57%	30.68%	+9.11%

What the Quartiles Tell Us

- Female representation in the Upper Quartile improved slightly (+1.93%), but men remain overrepresented in the Upper Quartile relative to their overall workforce share. This indicates slow progress in breaking the glass ceiling
- Female share in the Upper Middle Quartile declined marginally (-1.10%), while male share increased, suggesting men are moving into mid-senior roles.
- Female representation in the Lower Middle Quartile increased further to 91.09%, reinforcing the trend of women being concentrated in lower-paid roles.
- There has been a significant shift in the Lower Quartile, female representation dropped by 9.11%, while male share rose by the same amount. This reflects the change in workforce driven by the closure of the Prescription Ordering Service (POD) since the last report which removed 57 roles from the ICB most of which were in the Lower Quartile and held by female staff.

Mean and Median Analysis: 2024 vs 2025

- The data indicates a significant improvement in gender pay equity over the period.
- The mean gender pay gap decreased from 19.42% in 2024 to 8.92% in 2025
- The median gender pay gap reduced from 14.15% to 8.93%.
- This improvement is further supported by the median hourly rates in 2025, which were £27.25 for males and £24.82 for females.

Year	Mean Gender Pay Gap (%)	Median Gender Pay Gap (%)	Median Hourly Rate (Male)	Median Hourly Rate (Female)
2024	19.42	14.15	–	–
2025	8.92	8.93	£27.25	£24.82

10. Pay Band – Breakdown by Gender (Male and Female)

The table below shows the breakdown of men and women in each pay band. As with the analysis of the pay quartiles this table shows a slight improvement in female representation in top roles and structural imbalance, with women heavily concentrated in lower and middle quartiles

AfC Band	Female	%	Male	%	Total
Band 2	'-'	50.00%	'-'	50.00%	'-'
Band 3	'-'	66.67%	'-'	33.33%	6
Band 4	38	70.37%	16	29.63%	54
Band 5	39	79.59%	10	20.41%	49
Band 6	52	89.66%	6	10.34%	58
Band 7	46	82.14%	10	17.86%	56
Band 8 A	54	85.71%	9	14.29%	63
Band 8 B	25	67.57%	12	32.43%	37
Band 8 C	24	77.42%	7	22.58%	31
Band 8 D	5	55.56%	'-'	44.44%	9
Band 9	'-'	44.44%	5	55.56%	9
Other	20	66.67%	10	33.33%	30
Grand Total	312	77.23%	92	22.77%	404

A note on redacted data (for external report only)

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 staff at that pay band the number "0" would be kept in the data.

11. Recommendations to Improve the Gender Pay Gap

Actions we took in 2024-2025 to improve the Gender Pay Gap are set out in section 7 above.

In 2025 – 2026 we are planning to improve the Gender Pay Gap through the following:

- Introduce mentoring programs for women aspiring to senior roles.
- Set measurable targets for female representation in leadership.
- Consider auditing promotion and recruitment pathways to ensure fairness and remove bias.
- Consider auditing (and if possible, publishing anonymised) pay and progression data internally for accountability
- Continue to promote and accept flexible working options
- Explore offering return-to-work/support programs for those who have taken career breaks or are returning from maternity leave
- Conduct equal pay audits annually
- Promote shared parental leave to balance caregiving responsibilities
- Continue inclusive recruitment/leadership development

12. Action Plan

Objective	Key Actions (2025–2026)	Measures of Success / KPIs	Lead	Review Date
Diversify senior leadership and improve gender balance in upper quartiles	<ul style="list-style-type: none"> • Continue of diversity improvement of Senior Leadership roles. • Introduce mentoring for aspiring female leaders. • Set measurable targets for female representation at Band 8A and above. 	<ul style="list-style-type: none"> • Year-on-year increase in female representation in upper quartiles. • Mentorship program active by Q2 2026/7. • Set targets by June 2026 when cluster arrangements have been finalised 	CEO, Exec and Directors Supported by EDI Officer and HR	September 2026
Ensure equitable access and fair progression through recruitment	<ul style="list-style-type: none"> • Explore recruitment audit with AGEM to identify gender disparities. • Audit recruitment training for 	<ul style="list-style-type: none"> • Reduction in gender disparities across recruitment stages. • 80% of Band 8A+ panels 	SLT with support from EDI Officer, HR Team, AGEM	September 2026

	<p>managers.</p> <ul style="list-style-type: none"> • Guarantee interviews for women meeting essential criteria in senior roles • Promote flexible working in senior adverts. 	<p>include appropriately trained members in 2026/7</p> <ul style="list-style-type: none"> • Recruitment audit completed by Q3 2026/7. 		
Promote understanding and uptake of family-friendly policies	<ul style="list-style-type: none"> • Communicate appropriate leave policies via newsletters, intranet, forums. • Monitor shared parental leave via dashboards. • Explore return-to-work programs. 	<ul style="list-style-type: none"> • Monitor shared parental leave uptake. • Positive engagement survey feedback. • Improved retention post-leave. 	EDI Officer, HR Team	March 2026
Foster flexible, supportive work environments that aid retention and balance	<ul style="list-style-type: none"> • Embed flexible working across the ICB • Monitor impact on gender pay gap and retention. • Conduct annual equal pay audits. 	<ul style="list-style-type: none"> • Improved satisfaction on flexibility. • Annual pay audit completed. 	SLT with support from EDI Officer, HRBPs, AGEM	March 2026
Strengthen peer support and development opportunities for women	<ul style="list-style-type: none"> • Introduce mentoring for aspiring female leaders. 	<ul style="list-style-type: none"> • Mentorship program active by Q2 2026/7. 	SLT with support from EDI Officer and HR	September 2026

13. Useful Resources



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

[Evidence-based actions for employers.pdf \(gender-pay-gap.service.gov.uk\)](#)

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 \(tuc.org.uk\)](#)

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

[Gender pay gap in the UK 2023.pdf](#)