

# North Central London Clinical Commissioning Group

## Gender Pay Gap Report *2021-2022*



## 1. Introduction

In 2018, it became mandatory for all public sector employers with more than 250 employees to measure and publish their gender pay gap information on both the government and their own websites.

Following the merger of the legacy five North Central London CCGs to a single CCG on 01 April 2020, NCL CCG was required to publish the gender pay gap information. NCL CCG became NCL ICB on the 1<sup>st</sup> July 2022, however, because the former CCG had more than 250 employees, publishing gender pay data for the former NCL CCG is still required for consistency. In turn, this report provides a breakdown of the former NCL CCG's gender pay gap information as of 31 March 2022.

In producing this report, it should be noted that the size and composition of the workforce was undergoing a period of change with changes to the Executive Management Team and the transferring of services and staff to the CCG during 2022-2023.

It is recognised that that the former CCG still had work to do to reduce the gender pay gap and as part of the CCG's values, equality & inclusion priorities and objectives, there was and continues to be a commitment to a workplace that respected and harnessed equality and diversity and reduced the gender pay gap. The actions set out in this report for the former CCG have been carried across to NCL ICB and the ICB is committed to continue reducing the gender pay gap and achieving equity for all.

## 2. Gender Pay Gap and Equal Pay

The gender pay gap is a measure that shows **the difference in average earnings between men and women** within an organisation and it should not be confused with equal pay. The gender pay gap is different from equal pay and not a measure of equal pay.

Equal pay is a measure of pay for men and women in the same employment who are performing equal work - they must receive equal pay, as set out in the Equality Act 2010. It is unlawful to pay people unequally because of their gender. The Equality Act 2010 gives women (and men) a right to equal pay for equal work. It replaces previous legislation on equal pay, including the Equal Pay Act 1970, the Sex Discrimination Act 1975, and the equality provisions in the Pensions Act 1995.

The gender pay gap is the difference between the hourly rate of pay of male employees and female employees. This is expressed as a percentage of the hourly pay rate of the male employees. The gender pay gap is reported as an average on both a mean, or average, and median, or mid-point, basis. The reporting must include gender distribution by pay quartile. The legislation also requires disclosure on bonuses. NCL CCG did not pay bonuses and therefore the percentage of males and females receiving a bonus payment was reported as zero in this report.

## 3. Gender Pay Gap Data Reporting Requirements

The CCG was required to publish the following gender pay gap information in order to comply with the statutory requirements:

- Calculation of the hourly rate of ordinary pay as of 31 March 2022;
- Calculation of the difference between the mean hourly rate of ordinary pay of male and female employees;

- Calculation of the difference between the median hourly rate of ordinary pay of male and female employees;
- Calculation of the difference between the mean hourly rate of bonus pay of male and female employees;
- Calculation of the difference between the median hourly rate of bonus pay of male and female employees;
- Calculation of the proportion of male and female employees that have been paid bonus pay;
- Calculation of the proportion of male and female employees in the lower, lower middle upper-middle and upper pay quartile

#### 4. Gender Pay Gap Data Definitions

##### Ordinary pay includes:

- basic pay;
- paid leave, including annual, sick, maternity, paternity, adoption and parental leave;
- shift pay allowances;

Payments such as overtime, redundancy payments, payment in lieu of notice/lieu are excluded from ordinary pay in line with the national guidance.

**Bonus pay includes** performance-related incentive/pay but excludes payments relating to overtime, redundancy and payments made relating to termination.

#### 5. NCL CCG Gender Pay Gap Report Information

The following section details the gender pay gap information as of 31 March 2022 and in accordance with the reporting requirements.

##### a. Gender Profile Information

69% of the CCG's staff are female (334 employees), with 31% being male (152 employees). The CCG's gender profile is shown in the chart below and the higher proportion of women in the NHS workforce is reflective of the national NHS workforce demographics.

##### b. Difference between the Mean Hourly Rate between Male and Female Employees

The **mean pay gap** is defined as the difference between the pay of all male and female employees when added up separately and divided respectively by the total number of males, and the total number of females in the workforce.

Gender	Mean Hourly Rate
Male	£34.30
Female	£30.86
Gender Pay Gap (£)	£3.43
Gender Pay Gap (%)	10.0%

The above table shows that the gender pay gap is £3.43 in monetary terms and 10.0% as a percentage. The office of national statistics reported the UK national gender pay gap in April 2020 as 15.5% ([www.ons.gov.uk](http://www.ons.gov.uk)). The CCG gender pay gap was 5.5% below the national gender pay gap.

c. [Difference between the Median Hourly Rate between Male and Female Employees](#)

The **median pay gap** is defined as the difference between the pay of the middle male and middle female, when all male employees and all female employees are listed from the highest to the lowest paid.

Gender	Median Hourly Rate
Male	£31.20
Female	£29.80
Gender Pay Gap (£)	£1.40
Gender Pay Gap (%)	4.5%

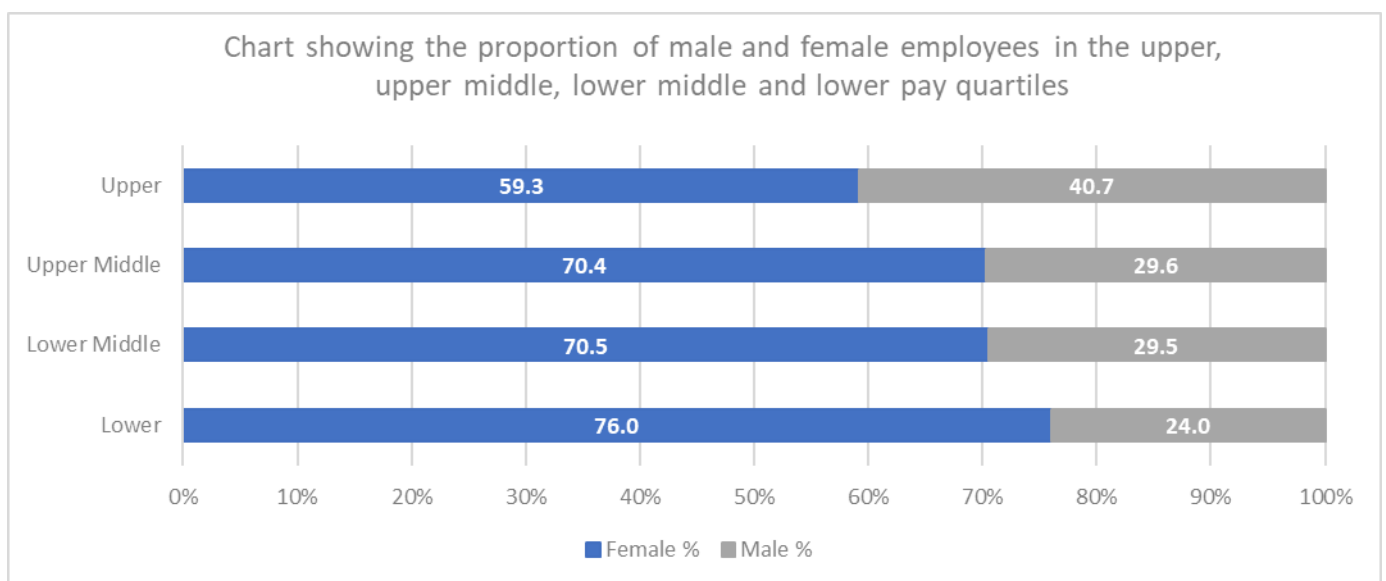
d. [Difference between the Mean and Median hourly rate of bonus pay and proportion of bonus pay that has been paid to Male and Female Employees](#)

There have been no bonus payments paid to NCL CCG staff.

e. [Proportion of male and female employees in the lower, lower middle upper middle and upper pay quartile](#)

The following table and chart show the number of male and female employees in each of the quartiles – the hourly pay range is also shown for each quartile. Please note that the gender distribution by pay quartiles is based on actual earnings, not by NHS bands. Quartile 1 represents the lowest 25% of earnings, whereas quartile 4 represents the highest 25% of earnings.

Pay Quartile	Hourly Pay Rate Range	Number of Female Employees	Number of Male Employees
Lower	£11.09 - £24.08	92	29
Lower Middle	£24.08 - £30.55	86	36
Upper Middle	£30.55 - £37.21	76	32
Upper	£37.21 - £112.51	80	55



The information above shows that whilst there are a higher proportion of female employees in each quartile, the highest proportion of male employees per quartile is in the highest (upper) bracket and the lowest proportion of males are in the lowest (lower) quartile) which results in the gender pay gap of 10.0%.

## 6. Closing the Gender Pay Gap

The CCG was committed to taking action in order to close the gender pay issues identified in this report and the ICB is committed to continuing this action.

The CCG had a number of policies, strategies and initiatives aimed at developing and supporting staff and were committed to improving their overall approach to equality, diversity and inclusion; this includes:

- Mandatory equality and diversity training.
- Agile working and flexible working policies.
- All CCG vacancies being advertised as being suitable for flexible working.
- Strengthening and diversifying each stage of the recruitment and selection process which included the introduction of a pool of recruitment ambassadors to ensure shortlisting and interview panel members were diverse.
- Annual equality reporting which analysed employment and recruitment practices by different protected characteristics, including analysis by 'likelihood' of appointment.
- Developing the equality, diversity and inclusion strategy and objectives, which were underpinned by comprehensive outcomes and an action plan.
- Organisational Development priorities that complimented the CCG's diversity and inclusion priorities that were being rolled out as part of the corporate training programme, particularly around raising awareness of equality, equality issues and unconscious bias behaviours.
- Ensuring that the pay processes were fair and transparent; including advising managers on salary decisions on appointment to ensure they met the requirements set out in the national agenda for change terms and conditions handbook and the CCG's policy on pay/banding on appointment.

## 7. Gender Pay Gap Action Plan

Moving forward, the ICB will continue the CCG's work, focus on actions and initiatives aimed at further understanding and reducing the gender pay gap:

- Carry out the 2022-2023 gender pay gap analysis which will reflect the changes as the CCG transitions to an ICB and the changes to the size and composition of the workforce.
- Record and monitor salary decisions on appointment and any decisions that may be made that are not in accordance with the terms set out in agenda for change.
- Implementation of a core skills for managers programme which aims to create an inclusive leadership culture through increasing capability and capacity to understand values, unconscious bias, coaching and improvement techniques and how to maximise the potential of people.
- Ensure that the future transition programme, including any board level appointments are carried out in accordance with the diversity and inclusion requirements of the nationally agreed HR transition framework that has been developed to transition organisations and staff from CCGs to ICBs.
- The CCG has a Flexible Working Policy and Agile Working Policy, which will continue to be actively promoted to existing and prospective employees and will transfer to the ICB.
- The CCG's health and well-being programme will continue to actively promote all types of flexible working, with work continuing to be shared in the ICB. The uptake of flexible working will be monitored and reviewed regularly as part of the workforce performance data metrics.
- Identify any areas of collaboration during 2022-2023 that will support closing the gender pay gap with other organisations across the North Central London system.