

# Gender Pay Gap Report 2024/25

NHS South East London Integrated Care Board (ICB)

We are a partnership of NHS commissioners and providers, the boroughs of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark and the voluntary and community sector.

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## 1. Summary of findings

- As of 31 March 2024, SEL ICB employed 629 people, 69% (434) women and 31% (195) men.
- The data shows little change in male and female representation in the upper and lower pay quartiles compared to the previous year (2023). In the upper middle pay quartile, the proportion of women has risen significantly to 73.9%, while the proportion of men has dropped to 26.1%. In contrast, the lower middle pay quartile saw a decrease in women's representation to 69.4%, with men's representation increasing to 30.6%.
- SEL ICB's mean gender pay gap for hourly pay is 5%, a significant drop from 12.7% on 31 March 2023. On average, for every £1 earned by a woman, a man earns £1.05.
- The median gender pay gap for hourly pay is 4.4%, an increase of 1.97% since 31 March 2023. This reflects the percentage difference between the mid-point hourly pay for men and women. On average, median calculation is identical to the mean calculation; showing that for every £1 earned by a woman, a man earns £1.05.
- It is important to note that the data includes Clinical Leads, some of whom work one day a week within the ICB. This may distort the data and contribute to narrowing the gender pay gap, as there are 64 female Clinical Leads compared to 35 male Clinical Leads.
- 20.7% of female applicants were appointed compared to 7.9% of male applicants. The data is showing us that female applicants are 2.6 times more likely to be appointed following shortlisting compared to males.

## 2. Introduction

- The Gender Pay Gap (GPG) refers to the difference in average hourly earnings between men and women. In the NHS, this gap reflects structural inequalities, despite equal pay being mandated for the same roles under the Equality Act 2010.
- Since April 2017, all organisations within the United Kingdom with more than 250 employees have been required to publish details of their GPG, as part of their organisation's duty towards the Equality Act 2010.
- The specific requirements of the Equality Act 2010 (Gender Pay Gap Regulations) 2017 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations

2017 are to publish information for six specific measures, highlighted in Table 1 below.

Ordinary pay	Bonus pay
<ul style="list-style-type: none"> <li>• Mean (average) gender pay gap using hourly pay.</li> <li>• Median gender pay gap using hourly pay.</li> <li>• Percentage of men and women in each hourly pay quartile.</li> </ul>	<ul style="list-style-type: none"> <li>• Mean (average) gender pay gap using bonus pay.</li> <li>• Median gender pay gap using bonus pay.</li> <li>• Percentage of men and women receiving bonus pay.</li> </ul>

Table 1: List of reporting metrics

- The gender pay gap reflects the difference in average earnings between male and female employees within an organisation, not unequal pay for the same job. It arises from various structural and societal factors.
- Transparency in gender pay gap reporting fosters accountability, drives workplace gender equality, and demonstrates a commitment to fairness. It also boosts employee engagement, trust, retention, and talent development.
- As of 31 March 2024, SEL ICB employed 629 staff, with 69% female and 31% male employees. This is a consistent gender split across the 2022/23 and 2023/24 reporting periods.

### 3. Approach

- This report follows the Government’s methodology for calculating the pay differences between female and male employees, based on the full pay of relevant employees of SEL ICB. For further details, refer to the guidance available at <https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers>.
- To understand our gender pay gap and explore the possible causes SEL ICB has:
- Reviewed the guidance published by the Government Equalities Office, namely: [“Eight ways to understand your organisation's gender pay gap \(for further information please see Eight ways to understand your organisation's gender pay gap\).”](#)
- Reviewed the [House of Commons Gender Pay Report - 08 November 2024](#).
- Listened to the voice of our workforce by reviewing the results from the 2023 National Staff Survey and engaged with our Women, Parents and Carers Staff Network, who received a first draft of report.

- Reviewed the Government Equalities Office recommended actions for employers to make a difference (for further information please see [Evidence Based Actions for Employers – Gender Pay Gap – GOV.UK](#) as learning from this will inform future actions).

#### 4. Calculation 1: percentage of men and women in each hourly pay quarter

- Gender representation in Quartiles and bands:
  - To determine the pay quartiles, the Gender Pay Gap report takes all employees and sorts them by hourly pay, which is ranked from highest to lowest hourly pay.
  - This list is then split into four equal quartiles, namely:
    - Upper pay quartile;
    - Upper middle pay quartile;
    - Lower middle pay quartile;
    - Lower pay quartile.
- Quartile distribution:
  - Figure 1 (below) illustrates the proportion of males and females in each quartile.
  - The data for the previous snapshot date (31 March 2023) has been included in brackets next to this year's data (31 March 2024).

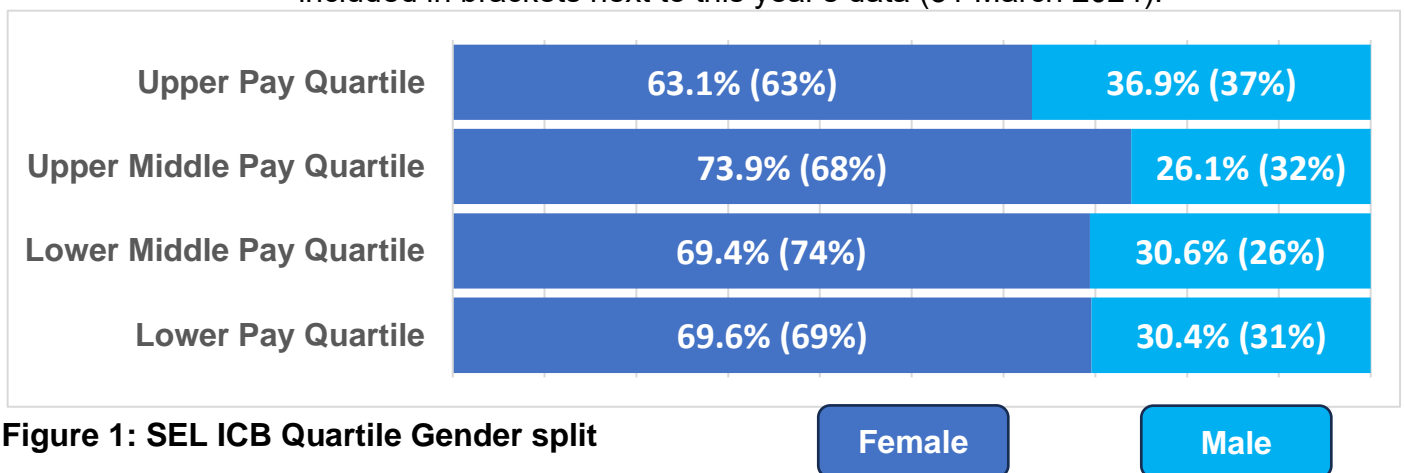


Figure 1: SEL ICB Quartile Gender split

Female

Male

- Data interpretation:
  - **Upper Pay Quartile:** Male and female representation in the upper pay quartile is consistent with the results from the 2023/24 report and remains unchanged.
  - **Upper Middle Pay Quartile:** Female representation has significantly increased to 73.9% from 68%, with a corresponding significant decrease in male representation to 26.1% from 32%.
  - **Lower Middle Pay Quartile:** Female representation decreased significantly from 74% to 69.4%, and male representation rose significantly from 26% to 30.6%.
  - **Lower Pay Quartile:** Male and female representation within the lower pay quartile is largely unchanged from the 2023/24 report.
- Analysis:
  - The reduction in the gender pay gap in SEL is driven by:
  - Overall, female representation is high across all pay quartiles. There has been a noticeable increase in male representation in the lower middle pay quartile.
  - The lowest percentage of women (63.1%) is in the upper pay quartile. Please note that there are **64** Female Clinical Leads and **35** Male Clinical Leads included within this calculation, which may distort the data as most work part-time e.g. 1 day a week with the ICB.
  - The data reveals a higher proportion of men in the upper pay quartile (36.9%) compared to the lower quartiles (30.4% and 30.6%), while the percentage of women decreases in the upper pay quartile (63.1%) compared to the lower quartiles (69.6% and 69.4%). This suggests that men are more likely to hold higher-paid positions within SEL ICB.
  - This is consistent with the recommendations from last years gender pay gape report to address the pay gap.

## 5. Calculation 2: Mean (average) gender pay gap for hourly pay

Mean (Average) Hourly Rate (£)		
Gender	2024/25	2023/24
Male	£34.77	£69.68
Female	£33.02	£60.86
Difference	£1.75	£8.82
Pay Gap %	5%	12.66%

**Table 2 – Mean Pay Gap**

- SEL ICB has a mean gender pay gap of 5% for hourly pay (a substantial decrease from 31 March 2023, where the mean gap was recorded as 12.66%).
- A mean relative pay calculation shows that for every £1 a female is paid; a male is paid £1.05.

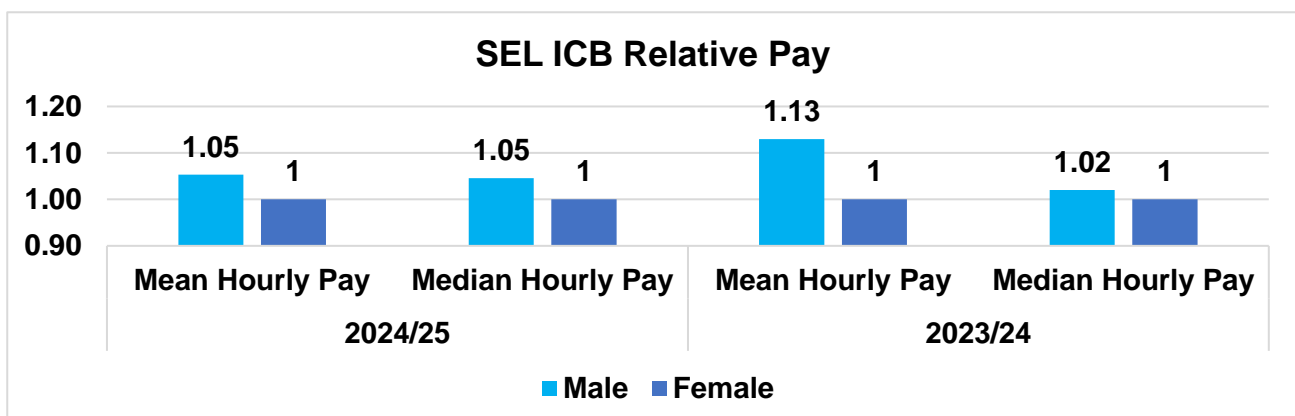
## 6. Calculation 3: median gender pay gap for hourly pay

Median Hourly Rate (£)		
Gender	2024/25	2023/24
Male	£31.39	£32.50
Female	£30.02	£31.71
Difference	£1.37	£0.79
Pay Gap %	4.4%	2.43%

**Table 3 – Median Pay Gap**

- A median gender pay gap of 4.4% for hourly pay (a 1.97% increase from 31 March 2023). This is calculated as a percentage difference between the mid-point hourly salary for men and women.
- A mean relative pay calculation shows that for every £1 a female is paid; a male is paid £1.05. This figure is same for the median relative pay figure.

## 7. Mean and Median analysis



### Figure 2: SEL ICB Relative Pay

- The data does not mean that men are being paid differently for doing the same job (which would be an equal pay issue). This data looks at the gap between what male employees earn within an organisation compared to what their female counterparts earn.
- Within the NHS and the Agenda for Change pay bandings, men and women are paid the same pay for the same job.

## 8. What is SEL ICB's bonus gender pay gap?

- SEL ICB do not have a bonus gender pay gap as it does not pay bonuses to its employees.
- There is no scope for bonus payments within the Agenda for Change or Very Senior Manager (VSM) terms and conditions.

## 9. Factors that may influence the gender pay gap.

- Research highlights that the gender pay gap stems from various structural and societal factors, including:
- **Age and parenthood:** Median hourly pay differences between genders are minimal for employees in their 20s and 30s but widen significantly for those aged 40 and above. Parenthood plays a key role, with the gap increasing after the first child. Generational shifts may reduce this gap over time.
- **Occupation:** Smaller gaps are observed in fields with higher female representation. At SEL ICB, 69% of staff are women.
- **Public and private sector:** Full-time gender pay gaps are smaller in the public sector, but part-time gaps are larger. At SEL ICB, 67% of part-time employees are women.
- **Region:** The highest full-time gender pay gaps occur in the South East and East Midlands.
- **Working pattern:** Part-time roles, predominantly occupied by women, contribute significantly to the gap due to lower pay and limited career progression. At SEL ICB, part-time female employees dropped from 35% in 2023/24 to 17% in 2024/25, partly due to clinical lead roles.

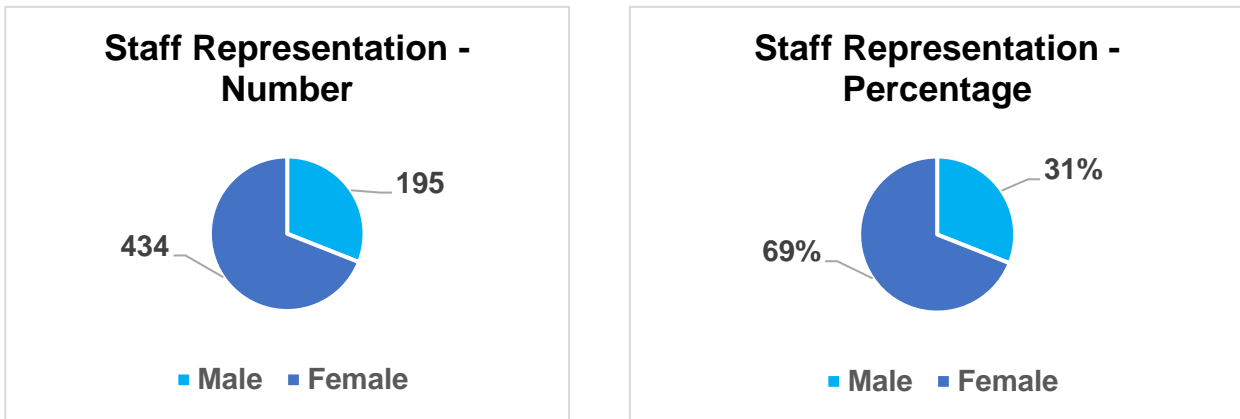


- **Size of organisation:** Larger employers tend to have smaller pay gaps. For example, companies with over 20,000 employees report a 9.7% gap, compared to 12.5% for smaller employers. SEL ICB employs 629 staff.
- **Commuting gap:** Caring responsibilities limit commuting time, contributing to gender disparities. Remote and flexible work may help mitigate this issue.
- **Occupational segregation:** Women are concentrated in lower-paying roles (e.g., nursing, administration), while high-paying sectors often have more men.
- **Women and pay negotiation:** Women are less likely to negotiate salaries, but this has limited relevance in the NHS due to fixed pay structures under Agenda for Change.
- **The “Glass Ceiling”:** Women face barriers, such as the “glass ceiling,” limiting access to top management roles.
- **Gender Role:** Societal gender roles influence educational and career paths, leading to pay disparities
- **Undervaluation theory:** Society undervalues roles typically occupied by women. Pay practices often reward “male” behaviours, disadvantaging women.
- **The impact of tenure:** Longer tenure benefits pay growth for both genders, but men typically gain more.
- **Career progression:** Women are still less likely to progress up the career ladder into high-paying senior roles.
- **Menopause:** Menopause can hinder career progression due to symptoms like anxiety and lack of confidence. Employers can mitigate this through supportive policies and structured recruitment practices. SEL ICB has implemented a Menopause Management and Support Policies.

## 10. SEL ICB’s gender representation, pay profile and recruitment profile.

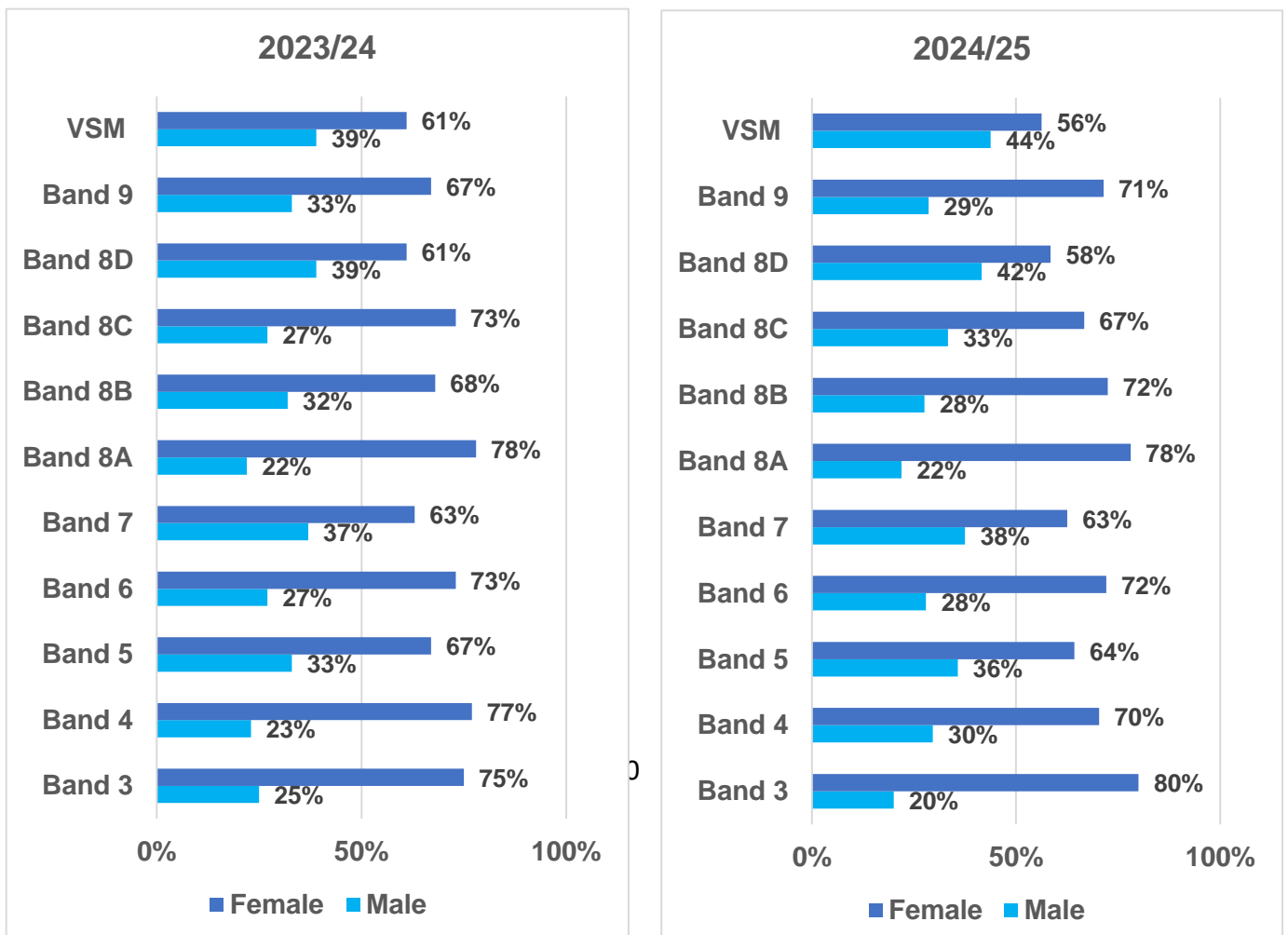
- Section 10 sets out the analysis of, and the potential drivers for, the gender pay gap. The analysis consists of two parts.
- Overall gender representation and profile on 31 March 2024.
  - According to the Census (2021), females make up 51.1% of the population in South East London.

- Figure 3 (below) shows that females make up 69% (434) of the SEL ICB workforce (629 staff). Females are over-represented within SEL ICB (mainly at the lower bandings).



**Figure 3: Staff Gender Representation – Numbers and Percentages**

- Figure 4 (below) illustrates the proportion of male and female staff in each pay band. This reflects an ongoing trend from the 2023/24 report, where male representation was highest in the upper pay bands, with a further increase in male representation in these bands for 2024/25. Female representation in these bands has generally fluctuated, showing both increases and decreases compared to the 2023/24 report.



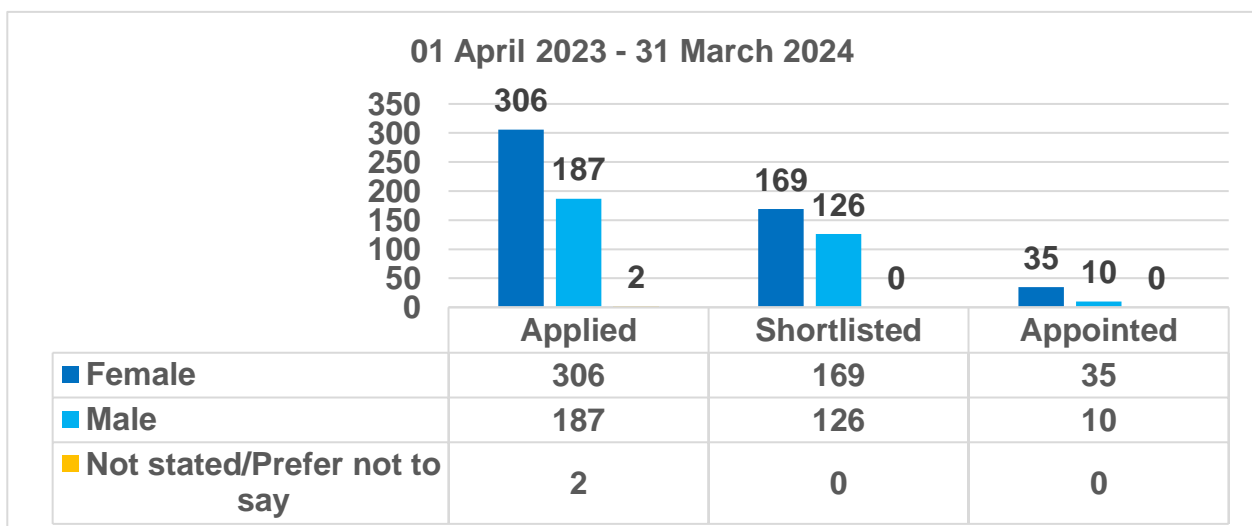
**Figure 4: SEL ICB Gender Pay Split by band**

- Employment type gender representation and profile:

	Numbers			Percentage	
	Female	Male	Total	Female	Male
<b>Full Time</b>	361	159	520	69%	31%
<b>Fixed Term Temp</b>	48	9	57	84%	16%
<b>Permanent</b>	313	150	463	68%	32%
<b>Part Time</b>	73	36	109	67%	33%
<b>Fixed Term Temp</b>	5	3	8	63%	38%
<b>Permanent</b>	68	33	101	67%	33%
<b>Total</b>	434	195	629	69%	31%
<b>% of workforce full time</b>	83%	82%	83%		
<b>% of workforce part time</b>	17%	18%	17%		
<b>% of workforce permanent</b>	88%	94%	90%		
<b>% of workforce fixed term</b>	12%	6%	10%		

**Table 4: Employment Type gender representation profile**

- Table 4 (above) highlights the employment type according to gender. Females make up 67% of the part-time workforce (a 10% decrease from the 2023/24 report), and a slightly higher 69% of the full-time workforce (a 4% increase from the 2023/24 report).
- 17% of the female workforce work part-time, a significant (18%) decrease from 35% in the 2023/24 report).
- 88% of the female workforce are on permanent contracts compared to 94% of the male workforce on full-time contracts. For female staff, this is an 8% increase from the 2023/24 report, and a 19% increase for male staff from the 2023/24 report.
- Recruitment for the period 01 April 2023 to 31 March 2024



**Figure 5: Recruitment data by gender**

- A higher number of applications were made by females (306) compared to males (187), with 2 not stating.
- From the shortlisted applicants 20.7% of female applicants were appointed compared to 7.9% of male applicants.
- The data is showing us that females applicants are 2.6 times more likely to be appointed following shortlisting compared to males.
- It should be noted that a ratio of above 1.0 indicates female applicants are more likely to be appointed and a ratio of below 1.0 would indicate male applicants being more likely to be appointed.
- Although the organisation has a 17.9% overrepresentation of female staff when compared to the South East London demographic data, it must be cautious while trying to align the staff representation more closely with that of our South East London community.
- The goal should be to achieve parity without causing any negative impact on male applicants.

**11. Comparison to 2022/23 data**

- As a result of the ongoing Management Cost Reduction programme, overall recruitment figures for SEL have seen a significant decline compared to the previous year’s report.
- For 2022/23, a total of 200 female applicants and 103 male applicants were appointed, marking a notable reduction in recruitment activity for 2023/24. Despite this overall decrease, the data continues to show that female applicants are more likely to progress through the recruitment stages, with females being 2.6 times more likely than males to be appointed after shortlisting.
- This trend highlights a consistent pattern in gender representation within the recruitment process, even during periods of change within the ICB.

**12. What do our female staff say?**

- The results of the SEL ICB National Staff Survey (2023) provides an insight into the lived experience of our female staff.
- The themes highlighted in Table 5 represent those where the data suggests a less positive experience (greater than 5% difference) for women compared to men.

Section	Description	% Difference between male and
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		female respondents
<b>The Job</b>	Able to meet conflicting demands on time at work	6%
	Adequate materials, supplies and equipment to do work	9%
	Enough staff to do job properly	7%
	Unrealistic time pressures	7%
	Team often meets to discuss overall effectiveness	9%
	Team disagreements are dealt with constructively	17%
<b>Health, Wellbeing and Safety</b>	Experience musculoskeletal problems as a result of work activities	22%
	Have come to work when not feeling well enough to perform duties	16%
	Have felt pressure from line manager to come to work when not well	6%
	Find work emotionally exhausting	6%
	Worn-out at the end of working day/shift	7%
	Not enough energy for friends and family during leisure time	6%
	Org. treats those involved in errors, near misses, or incidents fairly	7%
	Org. takes action to ensure errors, near misses, or incidents don't happen again	11%
	Given feedback about changes made in response to reported errors, near misses, or incidents	7%

**Table 5: National Staff Survey 2023 – Experience of women compared to men**

- The draft of the Gender Pay Gap Report was shared with the Women, Parents and Carers Staff Network with the request to review and provide feedback on the report, particularly in relation to potential causes and actions for improvement.

### 13. Action Plan

- Historically, SEL ICB has implemented several actions to contribute to reducing the gender pay gap. These include:
  - Through recruitment, increased the number of females in the upper pay quartiles and reducing the representation of females in the lower pay quartiles.

- Strengthened the staff networks to ensure they provide meaningful engagement across all protected characteristics and a voice within the organisation of lived experience and insight that helped make SEL ICB more inclusive for every individual.
- Established an Equalities in Recruitment Working Group to review the organisation's recruitment process.
  - Mandated gender and ethnicity diverse recruitment panels and unconscious bias training in recruitment practice remained mandatory for all panel members.
  - Implemented mentoring programs and piloted professional coaching sessions focusing on boosting resilience, confidence, and personal insight.
  - Approved and implemented a Menopause Management and Support in the Workplace policy.
- In addition, effective policies for closing the gender pay gap not only looked to address factors and barriers common to all women (such as the number in lower grade jobs with lower pay), but also to target the inequalities faced by women belonging to specific groups, based on characteristics such as ethnicity, age and profession.
- To continue to improve the gender pay gap position and experiences for women (and taking into consideration intersectionality), the ICB would need to address the following during 2025/26:

Theme	Action	Main lead	Review date
<b>Recruitment and representation</b>	Redesign the SEL ICB recruitment internet page layout to be more welcoming, user-friendly, and accessible, this will include: <ul style="list-style-type: none"> <li>• A “What It Means to Work with Us” section highlighting values, mission, and staff experiences.</li> <li>• Videos showcasing staff at all levels within SEL ICB (i.e. regarding the reasonable adjustments we offer etc.)</li> <li>• Links to employee testimonials, benefits, and career growth opportunities.</li> <li>• Statement about why we are collecting equalities data/who can see it to encourage a higher disclosure rate.</li> </ul>	Recruitment	November 2025
	Develop an offline, accessible Application Form for example a fillable PDF application form that’s simple to read, complete, and submit.	Recruitment	November 2025
	Create concise job descriptions by working with hiring managers to rewrite JDs to focus on essential duties, required qualifications, and key responsibilities	Recruitment	November 2025
	Develop and implement a process where applicants can request interview questions in advance.	Recruitment	November 2025
	Create a process for panel members’ short biographies and headshots which are shared with candidates once interviews have been scheduled.	Recruitment	November 2025
	Select and train inclusion representatives to participate in interview panels, ensuring diverse perspectives are represented.	Recruitment	November 2025
	Design additional recruitment training sessions and explore the potential for “Train the Trainer” recruitment workshops (through Enact) to equip SEL ICB staff with the skills needed to carry out a fair and equitable recruitment processes.	OD	November 2025
<b>Equality Opportunities and progression</b>	Review 2024 staff survey data to understand colleague experiences and integrate findings into the OD plan for FY 25/26, following which further actions will be developed and updated in the next report.	OD	November 2025

	Increase the number of trained Mental Health First Aiders.	OD	November 2025
	Design and deliver enhanced line management training.	OD	November 2025
	Refresh the appraisal process to ensure staff have an opportunity to raise concerns.	OD	November 2025
	Create and implement a Sexual Safety Charter.	Safeguarding	November 2025
	Strengthen and actively promote the Speak Up process	FTSU Guardian	November 2025
	Develop and deliver training on workplace adjustments and the Access to Work process.	EDI	November 2025
	Develop awareness raising sessions, through ad hoc events or the Equalities Forum	EDI	November 2025
	Develop and implement a formal workplace adjustments policy.	HR	November 2025
	Advertise ICS leadership training for SEL ICB staff.	OD	November 2025
	Create a rewards and recognition program to help staff feel valued.	OD	November 2026
	Participate in the development of the ICS conference and awards session.	EDI	March 2025
	Provide managers with templates to recognise colleagues' contributions.	OD	November 2026
	New ways of working: Integrate a "Wall of Praise" into meetings to celebrate achievements.	OD	November 2026
	Review and update the Menopause Policy to ensure it is inclusive and supportive of all employees, including those experiencing severe period pains due to conditions such as PCOS and fibroids.		
<b>Recording non-mandatory training</b>	The training request form will be digitised, with mandatory fields for demographic and diversity data to ensure accurate information capture.	OD	December 2024

**Table 6: Action Plan**



## 14. Appendix 1: definitions, assumptions and scope

### A1.1 Data Source

All employee data contained in this report has been extracted from SEL ICB payroll systems as at the record date of 31 March 2024.

The reporting period covers 01 April 2023 – 31 March 2024 and the report will be published by 30 March 2025 on the [SEL ICB website](#).

### A1.2 Hourly Rate

Hourly rate is calculated using base pay, allowances and bonus pay (where applicable).

### A1.3 Definitions

Table 5 (below) provides definitions for key phrases used throughout this report.

When is the data taken?	At the “snapshot/record” date. The snapshot/record date is the 31 March each year
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 people earn more than this and 50% earn less than the median
Mean bonus gap	Difference between the mean bonus paid to female and male employees. Quartile is the value that divides a list of numbers into quarters
Median bonus gap	Difference between the median bonus pay paid to female and male employees
Bonus proportions	Proportions of female employees who were paid a bonus and the proportion 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.

<p>Equal Pay compared to Gender Pay</p>	<p>Equal pay is a legal requirement for men and women to be paid the same pay for the same or similar work.</p> <p>Gender pay is a comparison of “typical” pay for men and women in an organisation. It does not compare the job roles. Gender pay gives indications of gender representation at different levels in the organisation and flexible and inclusive working practices.</p>
<p>Relevant employees</p>	<p>Relevant employees include those employed on the snapshot date with a contract of employment (e.g., part-time, job-sharing, or on leave) or self-employed individuals required to perform the work themselves.</p>

**Table 7: Definitions of key phrases used throughout this report**