



NHS Shared Business Services

Gender Pay Gap Report 2025

Shared vision. **Better together.**



We're a great place for women to work.

We aim to be a top choice employer for ambitious and talented women, offering a supportive environment where women can thrive, develop new skills, gain valuable experience, and advance their careers.

Introduction

Over the last few years, we've been making steady progress to reduce the Gender Pay Gap and create a fair and equitable experience for all.

While the gender pay gap has increased slightly year-on-year, the overall trajectory since 2020 shows significant and sustained improvement.

This slight increase has strengthened our resolve in taking focused action to build long-term, sustainable change. To reduce this gap, we need to continue to recruit, progress and retain more women in better paid senior positions across our organisation.

We also recognise that we need to support women through all the different stages of their careers, so we don't lose vital experience, expertise, and knowledge around major life changes, such as becoming a parent, carer or during the menopause.

We want to be an organisation where women are empowered to succeed and progress their careers.

That's why we're committed to being an open and inclusive business where everyone can fulfil their potential and make the most of their talents.

In 2024 and in 2025, we were proud to be ranked as a 'best workplace for women' by Great Place to Work (GPTW) and in 2026 we plan to do even more to be a workplace where everyone can succeed.

We've done great work so far to create a more level playing field for women and we continue to build on plans for 2026 and beyond.

The Gender Pay Gap

Since 2018, all companies with over 250 employees have been required by law to calculate, and report on, their Gender Pay Gap.

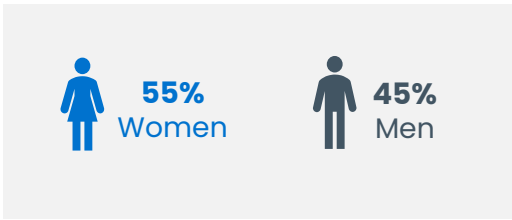
The Gender Pay Gap shows the difference in average hourly earnings between men and women across an organisation

The 'Gap' is the difference between what men earn on average in an organisation compared to what women typically earn, irrespective of their role or seniority.

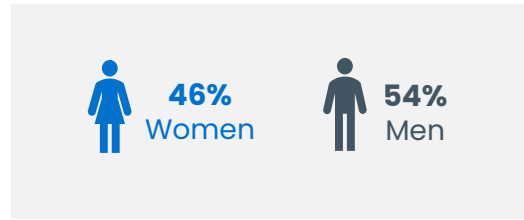
The Gender Pay Gap should not be confused with 'Equal Pay', which is about making sure that men and women are paid the same amount for carrying out work of equal value.

The following data compares the average earnings of all men and women across our three businesses in the UK.

NHS SBS Population



NHS SBS Employee Population

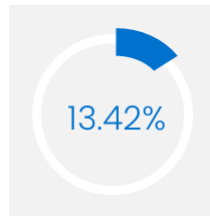


NHS SBS Executive Members

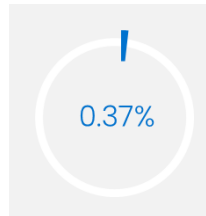
Gender Pay Gaps



Mean Gender Pay Gap



Median Gender Pay Gap

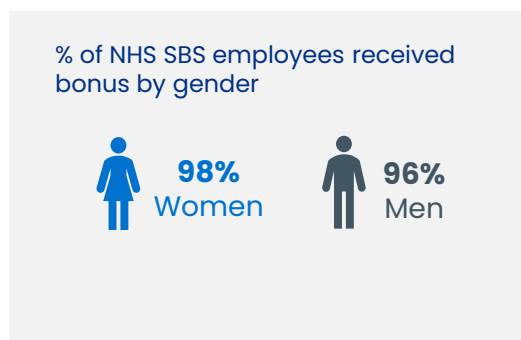
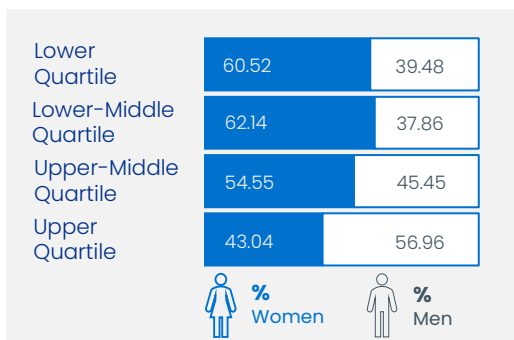


Mean Bonus Pay Gap



Median Bonus Pay Gap

Gender Diversity by Pay Quartile



Understanding the numbers

The factors influencing our Gender Pay Gap are complex, multiple, and varied. Some of these are within our control and influence, while others point to wider industry or societal issues such as unequal care giving responsibilities and a higher concentration of women in lower paid administrative roles.

Across NHS Shared Business Services:

- The mean gender pay gap has increased from 13.42% to 13.92%.
- The median pay gap has increased from 12.57% to 14.53%.
- The mean gender bonus gap has decreased from 13.11% to 0.37%.
- The median gender bonus pay gap has decreased from 0% to -3.07%.

Whilst we are making good progress, we continue to have more men than women in higher paid middle management and senior roles and we also have more women than men working in more junior, lower paid administrative roles and this imbalance is what creates our Gender Pay Gap.

Put simply, to further close the gap, we need to continue to recruit, progress and retain more women in better paid senior positions across our business.

Creating a workplace that's fit for all

We want to create a workplace where everyone, irrespective of their gender, or how they identify, feels safe, valued, fairly-treated and able to be their very best.

Our commitment to closing the Gender Pay Gap is central to our belief that diversity is a strength.

The different backgrounds, experience and perspectives of our people provide the creativity, innovation and competitive advantage we need to continue to grow our business and support the NHS to innovate and save lives

That's why we'll continue to build an inclusive workplace culture, tackling bias and discrimination and supporting employee flexibility and wellbeing.

As a values-led organisation, we put Respect, Teamwork, Innovation, Excellence and Customer Focus at the heart of everything we do.

Last year we were listed as a 'Great Place to Work' best workplace for women and we'll continue to take action to recruit, support and progress more women's careers and create a great workplace for everyone.

Read on to find out more on the actions we've already taken and the progress we plan to make during 2026.

Addressing our Gender Pay Gap

Addressing our Gender Pay Gap is not a tick box exercise or a series of quick fixes. We know that creating long-term and lasting change requires sustainable action across the employee lifecycle, from recruitment and progression through to engagement and retention.

In 2025, we took positive steps to increase our focus on women's career progression and create a more equitable workplace for everyone – with the aim of improving gender balance and reducing the Gender Pay Gap.

GENDER PAY GAP ACTION PLAN 2026

Building on the progress we made in 2025, this action plan sets out the practical steps we will take in 2026 to improve gender balance, support women's progression and reduce the Gender Pay Gap across our organisation – some will be new and others we will be continuing.



1. Recruitment & Selection

Objectives

- Ensure fair, unbiased and inclusive hiring practices.
- Increase female representation across all levels, especially in senior and higher paid roles.

2026 Actions

- Introduce gender-balanced interview panels for all senior roles.
- Ensure diverse shortlists for senior and higher paid roles.
- Review job descriptions to ensure gender-neutral, inclusive language and promote flexible/hybrid working by default.
- Continue delivering the Recruiting for Success training to all hiring managers, with a focus on eliminating bias and diversifying shortlists.
- Promote inclusive hiring practices and showcase real employee stories on our careers site and social channels.



2. Career Progression & Development

Objectives

- Increase the number of women progressing into senior leadership and higher-paid roles.
- Ensure equitable access to learning, development and sponsorship opportunities.

2026 Actions

- Set and monitor targets to increase women in senior leadership roles.
- Offer targeted 1:1 coaching to women across all talent programmes.
- Expand our internal Women's Mentoring Programme.
- Analyse promotion rates by gender annually to ensure parity of opportunities.
- Continue inclusive leadership training for managers to embed equity, compassion and accountability.



3. Retention & Family Support

Objectives

- Improve retention of women, especially during key life and career stages.
- Support colleagues with caring responsibilities and embed flexible working.

2026 Actions

- Continue offering a week's paid carers leave and expanded compassionate leave entitlements.
- Promote flexible and hybrid working for all roles.
- Strengthen support for maternity, shared parental leave and return to work planning.
- Promote shared parental leave uptake among men to balance caring responsibilities.
- Continue the Just Ask adjustments initiative to reduce barriers at work.
- Continue building the Carers' Community to support employees with caring responsibilities.
- Continue to provide menopause training, guidance and support, including through workplace adjustments.



4. Monitoring, Measurement & Reporting

Objectives

- Track progress and maintain accountability.
- Identify barriers early and target interventions.

2026 Actions

- Monitor gender data on recruitment, promotions, performance ratings and pay outcomes.
- Review attrition rates by gender and pay grade to identify trends.
- Report progress to senior leadership quarterly and share insights with colleagues.



5. Policy, Culture & Inclusion

Objectives

- Ensure our policies, culture and systems actively support equity.
- Foster an environment where women feel safe, valued and able to progress.

2026 Actions

- Review pay and bonus policies to eliminate hidden inequities and improve transparency.
- Continue inclusive leadership training for managers and decision-makers.
- Strengthen the voice of under-represented groups through our employee networks – including WIN, the Menopause Community, Young Women’s Community and Carers’ Community.
- Deliver EDI Strategy initiatives and monitor progress annually.
- Promote events, storytelling and role models through our Women’s Inclusive Network.
- Continue mental health training and support for managers to support managers when having mental health conversations.
- Continue to work in partnership with our Women’s Inclusive Network and sub-group, our Menopause Community, to support, recognise and celebrate our own talented women.





Living by our values, together

As a values-led business, improving inclusion for everyone is important to us and touches every aspect of our workplace.

All our people commit to work in a way that respects and values differences and honors our zero-tolerance pledge for bullying, discrimination and inappropriate behaviour.



Respect

We **respect** others and value their views and contribution.



Customer focus

We are **focused on our customers**; we understand their needs and do everything in our power to help them succeed.



Teamwork

We work **collaboratively** applying a can-do-attitude, we inspire each other to deliver great results and exceed expectations.



Excellence

We consistently deliver **high quality outcome** for our clients and our people.



Innovation

We will **innovate** to achieve our strategy and support the NHS in delivering its vision.

Gender Pay Gap Reporting Requirements



All UK organisations with more than 250 employees are required to publish their Gender Pay Gap figures annually.

The gender pay gap is an equality measure that shows the difference in average earnings between women and men, and we are required to report on:

- The mean and median of both the gender pay and bonus gap.
- The proportion of men and women receiving a bonus payment.
- The proportion of men and women in each pay quartile of the organisation (lower, lower/middle, upper-middle and upper).

About NHS SBS

We are on a mission, co-creating solutions with our NHS colleagues to design the future

By harnessing our collective capabilities, we are driving real sustainable change.

We're a force for good.

NHS Shared Business Services was created in 2004 by the Department of Health and Social Care to deliver the most cost effective and highest quality corporate services to the NHS

A unique joint venture with Sopra Steria, a European leader in digital services and software development, we make life easier for NHS employees, patients, and suppliers, and deliver value for money to the taxpayer.

Proud members of the NHS family, we provide finance & accounting, procurement, workforce, digital and expert advisory services to more than half the NHS in England.

Committed to being a force for good, we are dedicated to acting responsibly and sustainably at organisational, team and individual level.

Sharing common values and unity of purpose with the rest of the NHS family, our solutions are underpinned by cutting edge technologies and our teams' expertise, in-depth understanding of the NHS, and commitment to service excellence.

For more information, please visit www.sbs.nhs.uk.