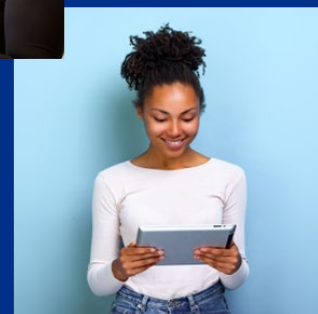


NHS Shared Business Services

# GENDER PAY GAP REPORT

## 2024



# INTRODUCTION

## **We're a great place for women to work**

**“We want to be the employer of choice for ambitious, talented women, so they see NHS SBS as a great place to be, to learn new skills, gain experience and grow their careers.”**

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

Over the last few years, we've been making steady progress to reduce the Gender Pay Gap and create a fair and equitable employee experience for all. The size of our Gender Pay Gap is steadily closing and the NHS SBS Mean and Median Gender Pay Gaps are now lower than last year – and continue to be at their lowest level since we began reporting.

We want to be an employer of choice for ambitious and talented women of all ages, so they see NHS SBS as a great place to be, to learn new skills, gain experience and grow their careers.

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.

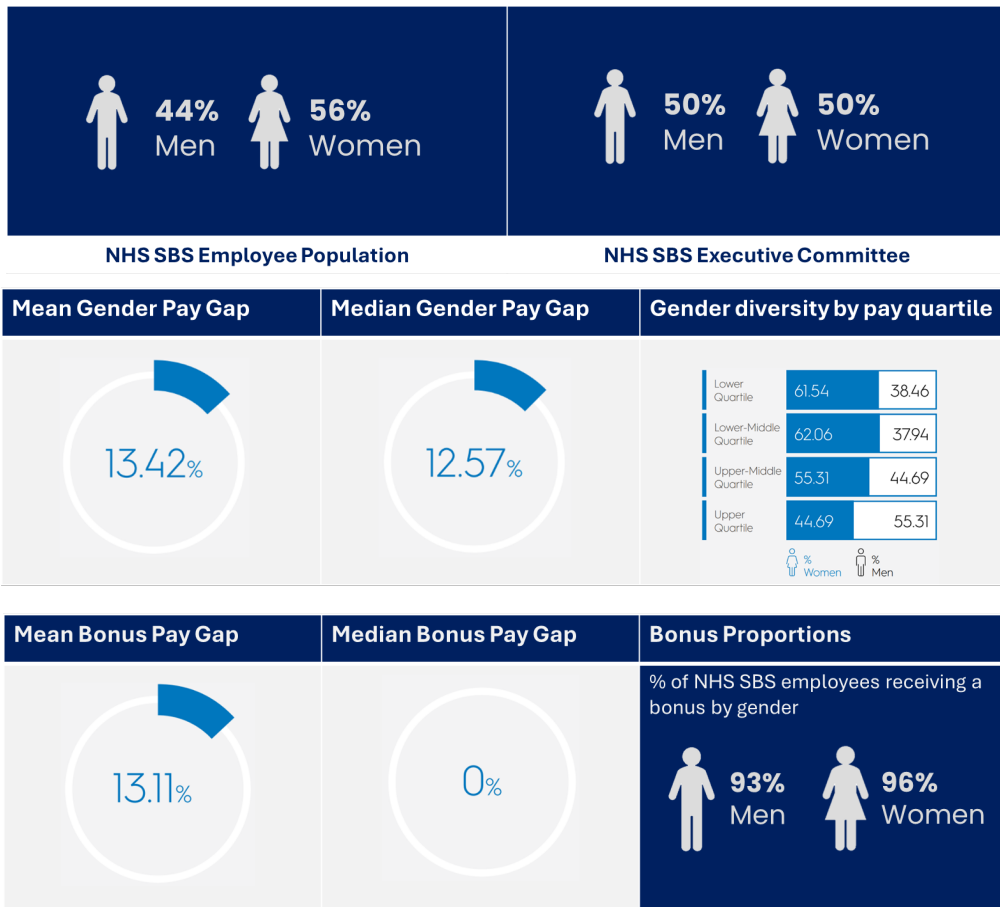
We've done great work so far to create a more level playing field for women and we continue to build on plans for 2025 and beyond.

## 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.

### Our Gender Pay Gap for 2024



## Understanding our Gender Pay Gap

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 decreased from 15.85% to 13.42%.
- The median pay gap has decreased from 16.83% to 12.57%
- The mean gender bonus gap has decreased from 38.86% to 13.11%
- The median gender bonus pay gap has decreased from 4.35% to 0%.

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 IS 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 **Community** 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 2025.





## 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 2024 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:**

- We launched our **Equality, Diversity and Inclusion strategy**.
- We launched our **Inclusive Leadership for Managers** course aimed at supporting our senior leaders to have an inclusive and compassionate leadership approach, ensuring people feel valued as individuals and recognised for their unique contribution to the organisation.

- We continued our **Women in Leadership talent programme** to support, nurture and develop our talented women and get their feedback on how we can improve the employee experience for women.
- We launched a suite of **leadership modules** for our senior leadership team, focussed on High Trust Leadership, Leading for Development and Leading Business Change.
- We continued to run our **internal Women’s Mentoring Programme**, where we guarantee a place for every woman who wants to take part and where **40% of mentees have been promoted or expanded their responsibilities** since the programme began.
- We supported our growing **Women’s Inclusive Network** to deliver inspiring events, highlighting female role models, and celebrating authentic women in leadership.
- We launched our **Mental Health for Managers** e-learning programme, provided by Mental Health First Aid England, to support our managers when having mental health conversations.
- We put several of our hiring managers through our **Recruiting for Success** training programme, with a focus on making fair selection decisions, avoiding bias and seeking more diversity on job shortlists.
- We launched our **Just Ask** initiative, allowing colleagues to “just ask” for the workplace adjustments that we, as an organisation, can make to remove or reduce a barrier to disadvantage, so that they are able to work at their best
- We continued to provide a week’s **paid carers leave** to support all colleagues who care for family members, friends, and neighbours. We also expanded the entitlement to paid compassionate leave to cover more family members and close friends.
- We have continued to enable **flexible working** and embed our hybrid working approach to improve work-life balance for people throughout the company.
- We continued to offer support, guidance, and training on the **Menopause**, introduced a companywide menopause support community and became signatories of the Menopause at Work pledge.
- We continued the **Peppy Health Service**, offering all colleagues tailored, personal and expert support and advice on topics such as menopause, fertility and having a baby.



We know that there's still more to do if we want to make sustainable progress on improving gender balance and closing the Gender Pay Gap. In 2025, we will continue to offer the great support for women and build on the success of our existing plans to make sure we continue to recruit, progress and retain more women across our family of businesses. In addition, we will also:

- Set up an **Inclusion Champions' Group** designed to champion our Equality, Diversity and Inclusion Strategy (EDI), to lead and participate in EDI engagement activity with NHS SBS
- Focus on **supporting senior leaders** to attend our Leading for Development training module, providing skills to support their teams to fulfil their development goals and career aspirations.





## 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.

## 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](http://www.sbs.nhs.uk)