



NHS SHARED  
BUSINESS  
SERVICES  
Gender Pay  
Report 2018

# NHS Shared Business Services Gender Pay Report 2018

NHS Shared Business Services is a unique joint venture between the Department of Health and Sopra Steria. We are proud to be part of the NHS family and our mission is to deliver considerable savings back to the NHS.

Gender diversity is important to NHS Shared Business Services and our ambition is to create an inclusive workplace culture that truly embraces all aspects of human difference. We are committed to building a workforce where every employee feels valued, fairly treated, respected and able to reach their full potential. The different backgrounds, experience and perspectives of our multi-faceted organisation are fundamental to transforming a service that truly meets the needs of people throughout the country.

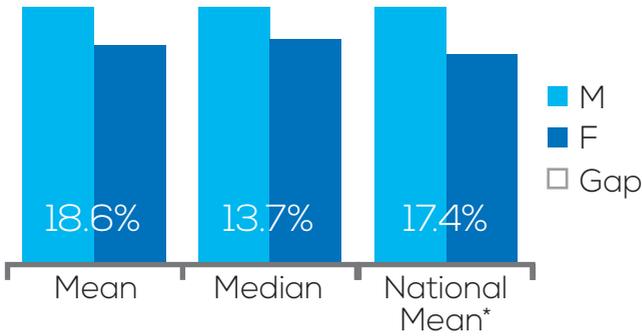
Gender pay gap reporting give us the impetus to review how we are recognising the important contributions made by our diverse workforce. Though it does not paint the complete picture, it measures both the gender balance within an organisation and the difference between the average earnings of all male and female employees, irrespective of their role or seniority. It is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value.

We are proud of the fact that the majority of our workforce continues to be female (56%) and our average gender pay gap is 18.6%, which is only slightly above the national average of 17.4%. Our latest report also shows that our gender bonus gap has reduced, with a 16% reduction in the mean bonus gap to 39.8%. Women are well represented at all levels within our organisation and 41% of upper quartile paid employees are currently female.

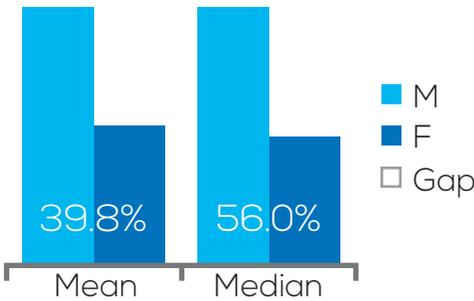
The size of the NHS SBS gender pay gap is very similar to those of many other companies in the UK, where women continue to be underrepresented at senior levels in many industries. However, this is not something that any of us should be prepared to accept in the longer term and we will continue to press for change in our own organisation, working with our colleagues in Sopra Steria to ensure that diversity and inclusion remain at the forefront our thinking and at the heart of what we do.

# Our numbers

## Pay Gap

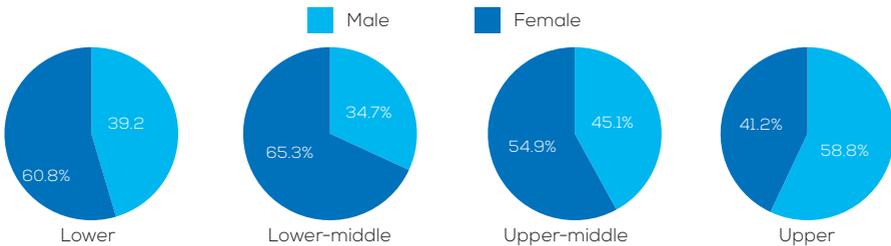


## Bonus Gap



41.6% of male staff received a bonus  
37.7% of female staff received a bonus

## Gender Diversity by Quartile



\*Office for National Statistics, 2017

## Understanding the Gap

The gender pay gap in NHS SBS continues to be primarily caused by the number of males in more senior positions, which attract higher salaries.

We are proud that the percentage of men and women in our organisation whom receive a bonus is relatively equal (37.7% of women received a bonus and 41.6%% of men received a bonus) which we believe reflects our ongoing commitment to gender equality and diversity.

# What Actions have we taken to reduce the gap?

In 2018 the Company completed a number of actions, , to promote greater gender balance in our workforce including:

## 1. Diversity in Recruitment and Selection

- We refreshed our recruitment processes to promote a more balanced approach to hiring including the following:
  - Introduced gender decoding of job adverts to reduce the perceived barriers to application
  - Promoted Unconscious Bias training for all line managers via our e-learning platform Learning Heroes
  - Introduced an interview training module which we aim to deliver to all Hiring Managers in 2019 promoting best practice

## 2. Nurturing our Talent Pool

- Actively monitored gender balance in our succession plans and talent development programmes - 40% of our Talent Development Programme participants have been female
- Encouraged all employees to attend a one day training module called Inspirational People, which encourages attendees to consider their goals both personally and professionally, as well as promoting work / life balance. 320 employees have attended, 57% of whom have been female
- Carried out a review of our maternity policy and provisions, ready to significantly enhance maternity pay during 2019
- Promoted the Sopra Steria Womens Network and the first Sopra Steria Women in Tech Conference within NHS SBS

## 3. Promoting an Inclusive Culture

- We continued with our commitment to seeking feedback around Diversity by conducting our yearly Great Place to Work survey
- Carried out bi-monthly 'temperature checks' to encourage feedback about what is or is not going well through our employee representatives
- NHS SBS are actively working alongside Sopra Steria's newly appointed first dedicated Inclusion and Wellbeing Manager

## What Action are we taking to continue to close the gap

During 2019 the Company will build on these foundations and continue to focus on removing barriers to gender balance within our workforce. Some of the specific actions that we have planned include:

- Working alongside Sopra Steria on their development of a new Inclusion strategy and programme for Sopra Steria UK to create and embed a culture of inclusion across the Company that includes but also goes beyond gender balance
- Rolling out mandatory Unconscious Bias training for all hiring managers
- Launching a work / life balance campaign to clearly articulate the Company ethos and support for flexible working, to encourage all our current and prospective employees to achieve a healthy work / life balance
- Carrying out a review to better understand the steps that we can take to specifically support women at the key stages in their career

We are committed to improving female representation at all levels in our organisation and this remains a key part of our People Strategy. We will continue to respond to employee feedback and take every opportunity to create a truly inclusive working environment where all employees are able to grow and thrive.

# Declaration

We confirm that the gender pay gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Nikki Smith, Director of Human Resources

David Morris, Managing Director

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