

Gender Pay Gap Report 2022

Introduction

Guy's and St Thomas' NHS Foundation Trust comprises of five of the UK's best known hospitals – Guy's, St Thomas', Evelina London Children's Hospital, Royal Brompton and Harefield – as well as community services in Lambeth and Southwark, all with a long history of high quality care, clinical excellence, research and innovation. Our Values and Behaviours Framework describes what it means for every one of us in the Trust to put our values into action. We recognise that by being values-led we create an environment which removes or reduces the impact of barriers and encourage greater representation of women in senior roles, which should in turn impact on closing the pay gap.

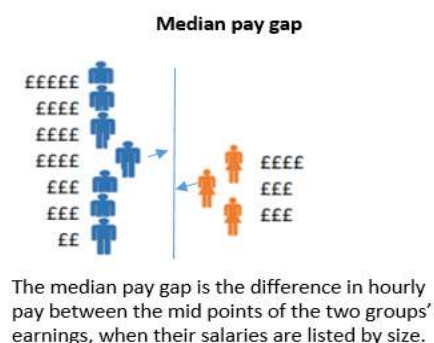
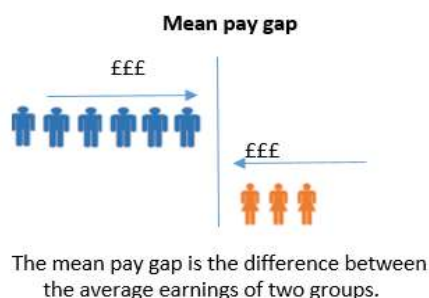
This year we can report a decrease in our mean gender pay gap by 2.36% to 13.31% and a decrease of our median gender pay gap by 0.62% to 6.93%, the lowest it has been since reporting began. We are also pleased to report an increase in the number of women in very senior management positions.

Our bonus data only applies to our Medical and Dental consultants who make up 6% of the workforce. While the median bonus pay gap has reduced to 0%, our mean bonus pay gap remains, with a gap of 37.04%

Though the position is improving and we are proud of our efforts, we recognise that our gender pay gap is driven by fewer women in senior posts and understand that substantial change takes time and we continue to address this imbalance.

Pay Gap reporting terms

The gender pay gap shows the difference in the average hourly rate of pay between men and women. A gender pay gap can be driven by a number of factors including, crucially, underrepresentation of women in senior positions. The gender pay gap is a different issue from equal pay which is the legal requirement to pay female and male employees the same pay for doing like work, or work of equal value.



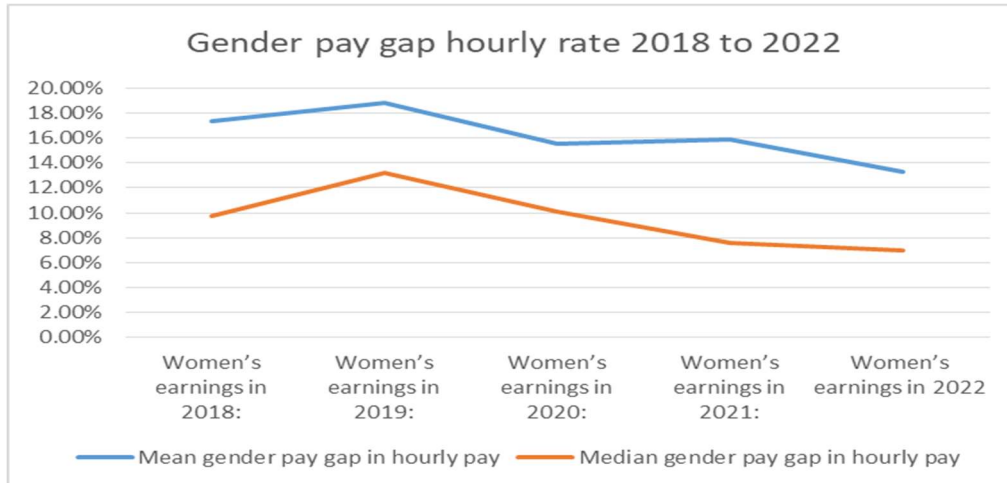
Headline Data

The public sector deadline for publication of the data is 30 March each year, with calculations based on a 'snapshot date' of the previous 31 March.

The mean gender pay gap is 13.31%. This means women earn 87p for every £1 that men earn when comparing mean hourly pay. The median gender pay gap is 6.93%. When comparing median hourly pay women earn 93p for every £1 that men earn.



The chart below shows the year on year information since we have been reporting and an improvement in both the mean and median gender pay gap.

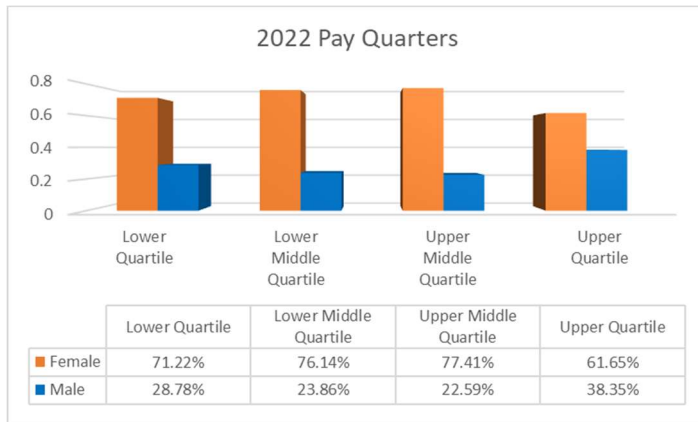


Understanding the gap

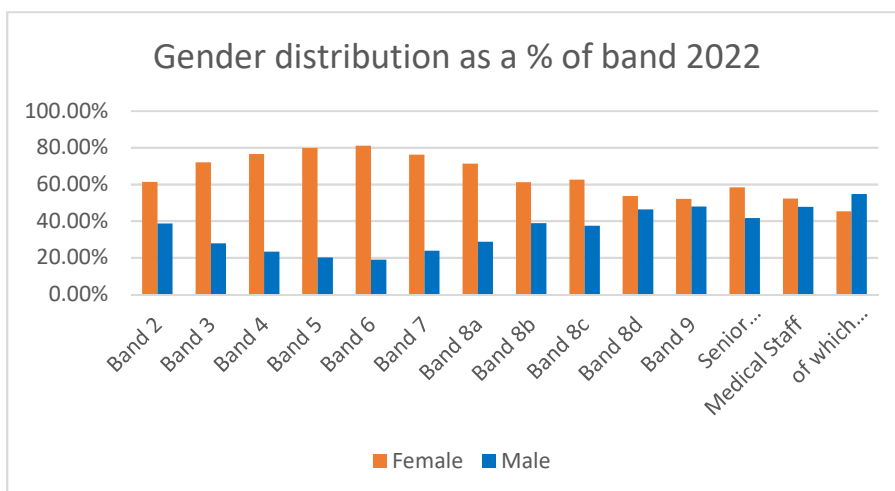
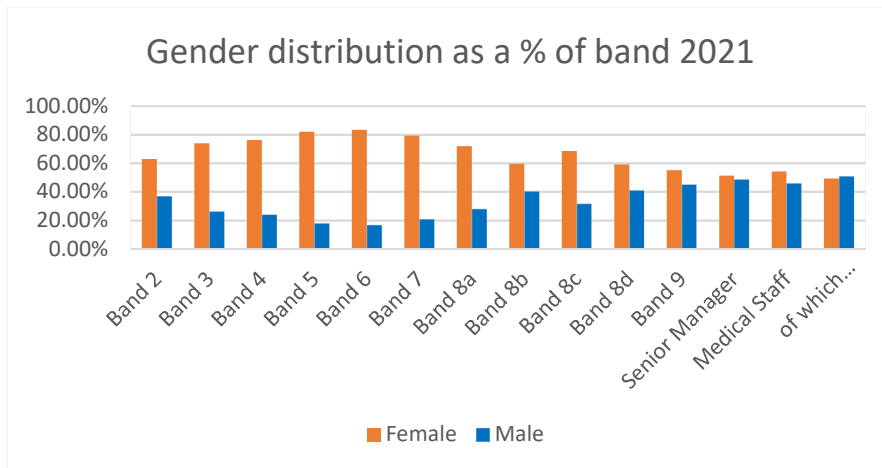
The difference between an organisation's mean and median pay gap provides insight into what is driving the gap. The presence of very low earners can make the mean smaller than the median. Whereas a group of very high earners can make the mean larger than the median, which is the case at Guys and St Thomas' NHS Foundation Trust.

The Guy's and St Thomas' NHS Foundation Trust gender profile is 71.60% female and 28.40% male. If we look at the pay quarters across the trust we can see that while the gender split for the lower and middle pay quarters are very similar to the workforce profile,

the gender split across the upper quarter does not represent the workforce profile and has the highest proportion of male employees at 38%.

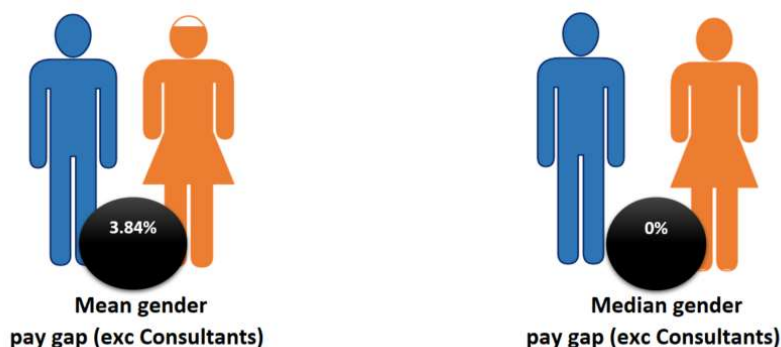


The split across the quartiles has remained broadly the same since 2017 with male employees over represented in the upper quartile. While the upper quartile split remains the same, the charts below show there has been a change in distribution within the senior bands. The distribution of women in senior manager posts has increased from 51% 2021 to 58% 2022 and this shift has played a part in our pay gap decreasing, as the salaries of women in the upper quartile are increasing.



We can also see that consultants that are the only male dominated group. This is mirrored nationally for Medical staff, where two-thirds of doctors in training grades are women, but within consultant grades this drops to under half. The underlying causes of the drop, include the impact of motherhood and women’s career progression while working irregular hours or part-time.

Removal of consultants from the calculation reduces the pay gap to:



There is no gap for the median pay gap, but still a small gap in the mean pay gap following the removal of consultants. While we the position is improving, women are still underrepresented as the bands become more senior.

A table of the average pay by band shows the pay gap in bands 2 – 8c is marginally in favour of females, but for bands 8d, 9 and very senior manager roles the pay gap gradually increases in favour of male employees. As an employee’s pay point on their pay scale is determined by years of experience this reflects that male staff have been working in senior roles for longer periods of time.

Average pay by band

	Female	Male	Difference	Pay Gap
Band 2 - Band 8c	253.32	252.59	-0.73	-0.29%
Band 8d	56.88	57.35	0.48	0.83%
Band 9	66.52	67.57	1.05	1.55%
Very Senior Management	86.09	88.89	2.80	3.15%

Bonus Pay Gap

The Trust does not pay traditional performance bonuses. For the purposes of gender pay gap reporting, national clinical excellent awards and local clinical excellence awards (CEAs), for which only medical and dental consultants are eligible are considered as bonus pay.

Previously neither national or local CEAs were awarded automatically, but applied for and given for quality and excellence, acknowledging exceptional personal contributions.

Following the COVID-19 pandemic in 2020 and 2021, NHS Employers in agreement with the British Medical Association (BMA) informed NHS Trusts not to run a competitive local CEA process so that clinical and management capacity could focus on patient care. NHS Employers asked Trusts to divide the payment of their local CEA funding for these award years equally amongst all eligible substantive consultants meaning a larger proportion of Consultants would receive a local CEA.

The table below shows that bonus proportions increased in 2022 which reflects the changes to the local CEA process.

Bonus Proportion

	2018	2019	2020	2021	2022
Male staff receiving bonus	5.56%	5.69%	6.01%	3.75%	11.27%
Female staff receiving bonus	1.10%	1.13%	1.15%	0.80%	3.66%

Medical and dental consultants make up 6.37% of the workforce. Female consultants make up 4.17% of the female workforce and male consultants make up 12.14% of the male workforce. The bonus pay gap is calculated on a population of 1283 consultants – 705 male and 578 female – in receipt of CEA payments.



The median gender pay gap has reduced to 0% and this is reflection of the non-competitive process where an increased number of consultants received an equal value local CEA award in 2022.

The mean pay gap is 37.04%. The distribution of the awards across the levels show that the higher level awards - level 6 upwards - that attract higher values are underrepresented by female consultants. The mean bonus pay gap is skewed by a disproportionate number of male consultants in receipt of the higher-Level CEAs.

An additional factor to the gap is that the values are not annualised, therefore a consultant who joined the Trust part-way through the year or who works part-time will be included in the calculation with less than the full annual value. Of the 705 male consultants in receipt of CEAs, 130 work less than full time, or 18.44%, while 187 of 578 female consultants in receipt of CEAs, 32.35%, work less than full time.

For these reasons, the mean bonus gap is in favour of male consultants.

Distribution of awards by gender

Allowance Value	Male Headcount	Female Headcount	Male %	Female%
2022 Local CEA equal award	433	439	49.66%	50.34%
CEA Level 1	60	46	56.60%	43.40%
CEA Level 2	35	35	50.00%	50.00%
CEA Level 3	32	15	68.09%	31.91%
CEA Level 4	18	15	54.55%	45.45%
CEA Level 5	14	7	66.67%	33.33%
CEA Level 6	23	1	95.83%	4.17%
CEA Level 7	14	3	82.35%	17.65%
CEA Level 8	18	3	85.71%	14.29%
CEA Level 9	21	4	84.00%	16.00%
CEA Level 10	5	0	100.00%	0.00%
CEA Bronze	15	8	65.22%	34.78%
CEA Silver	9	2	81.82%	18.18%
CEA Gold	2	0	100.00%	0.00%
CEA Platinum	2	0	100.00%	0.00%
Discretionary points	2	0	100.00%	0.00%
Distinction Award A	1	0	100.00%	0.00%
Distinction Award B	1	0	100.00%	0.00%
	705	578	54.95%	45.05%

Conclusion

We have reported a decrease in our gender pay gap again this year. The mean gender pay gap has decreased by 2.36% to 13.31 % and median has decreased by 0.62% to 6.93 %, the lowest it has been since reporting began in 2017.

As our mean pay gap is higher than the median pay gap this indicates the gap is being driven by a group of very high earners rather than a presence of very low earners. Analysis of the data confirmed this and identified that despite being underrepresented in the total workforce, male staff are overrepresented in the highest earnings with consultants being the only male dominated group. Removal of consultants from the calculations meant there was zero median pay gap and a small 3.7% mean pay gap.

A table of the average pay by band showed for bands 8d, 9 and very senior manager roles the pay gap gradually increases in favour of male employees and as an employee's pay point on their pay scale is determined by years of experience this reflects that male staff have been working in senior roles for longer periods of time.

Although the distribution of women in senior management posts has increased from 51% 2021 to 58% 2022 and this shift has played a part in our pay gap decreasing, because the salaries of women in the upper quartile are increasing this is a substantial change and will take time and sustained change to close the pay gap fully.

The median bonus pay gap is 0% this is largely due to the change in application of local CEA awards. The mean bonus pay gap is 37.04% driven by an underrepresentation of female consultants in receipt of the higher level EIAs, in combination with a greater number of female consultants working part time hours.

Working to reduce the pay gap

We are proud of the collaboration across our staff network groups to advance our work on leadership development, promoting and shaping our training and development opportunities, apprenticeship programmes, supporting our staff through effective performance management and improved HR policies. As we progress through the integration activity following our merger with Royal Brompton and Harefield we have committed to reviewing the values and behaviours of both organisations resulting in one set of core values and behavioural framework to ensure consistency in the way we attract, retain and develop our staff.

Enabling an inclusive culture

There are a variety of ways for our staff to engage, learn and take away practical examples of how biases can influence decision-making provided at the point of induction and through continuous learning and development for all staff at every level and location.

Having open and honest conversations is paramount in bringing awareness and change. We continue to hold specific themed conversations where a knowledge or engagement gap has been identified, this has included specific support for women regarding clinical excellence awards, race and racism workshops following black lives matter, and gender diversity and Trans awareness relating to both behaviour and within HR policies and provision. This approach goes beyond our workforce and is equally applied to our service delivery of care and treatment to our patients and carers.

In 2023 we will further enhance our commitment to enabling a culture of great conversations through the launch of our People Manager Programme (PMP) targeting people managers at all bands and professional background. The programme has been designed to develop line managers' capability in cultural competence and build the foundations of psychological safety by supporting conversations relating to wellbeing, careers, performance, and embedding the Just Culture principles to attract, develop, retain staff and maximise potential. The content is mapped to the 7 elements of the NHS People Promise. It is our ambition that all 4,500 people managers across our Trust will complete this training across a 24 month period.

Coaching and mentoring support for staff

Over 1500 Trust staff have accessed our coaching and mentoring service to date. The service is designed to release the potential and talent of staff within our organisation and is readily accessible with coaches and mentors available to support the development needs identified in staff performance appraisals. Within the organisation 71.9% of staff identified themselves as women and 28.1% as men. Currently 1.51% of those women have accessed coaching compared to 0.73% of the men. 1.37% of the women have accessed formal mentoring compared to 1.00% of the men in the organisation. This data shows that a higher percentage of the female staffing population are accessing coaching and mentoring compared to the percentage of the men within the male staffing population. From March 2023 lunch and learn sessions are going to be available for managers and HR teams to promote the coaching and mentoring offering across the organisation to encourage greater take up of the offer.

The coaching and mentoring offer has also been aligned to our talent programmes to maximise participants career progression. The introduction to mentoring skills programme is available for all managers to attend has been redesigned to develop managers' capability in career mentoring and cultural competency.

Mentoring and sponsorship training to support the accredited leadership and talent programmes commences in 2023 and will include training on cultural competency and career mentoring. The pool of mentors in place to support the Management Training Scheme will be trained from June 2023 in preparation for the cohort of 10 commencing in September 2023.

We also continue to run a successful Reverse Mentoring programme, running 2-3 cohorts a year. This programme has become embedded within the senior team with both chief executives participating in multiple cohorts. This programme disrupts the traditional power hierarchy to provide opportunity for staff who have experienced discrimination or barriers based on their protected characteristic or other social determinant to share their lived experience with a senior member of staff. This programme breaks down barriers, enables senior staff (mentee) to see through the eyes of their mentor (more junior to them) advances cultural competence and encourages change and to influence across the organisation based on the recognition and appreciation of the barriers that some staff face. Often sharing and learning from the compounding impact of intersectional barriers such as gender and race or gender and disability.

Developing fair recruitment practices to ensure equal access to employment opportunities for all

Inclusive recruitment practices are fundamental in how we attract and recruit staff. We are committed to the Department of Work and Pensions' Disability Confident scheme, designed to enable people with disabilities, long term health conditions or are neurodivergent to receive equitable access and opportunities from the point of recruitment throughout their employee lifecycle. We are currently working towards the highest level in this scheme to become a Disability Confident Leader. Adjustments includes changes to our processes and practices, installation of adaptable software/hardware or equipment, managers support in the utilising the staff health passport through compassionate and supporting conversations and by empowering staff with hidden disabilities by the sunflower initiative to ensure everyone is able to perform and develop to the best of their abilities. We are currently working on a workplace adjustment process that will streamline workplace adjustments with clear guidance for managers. We work closely with a number of partners to support, train and provide resources for employees and managers such as the Autism Project, providing supported internships, learn at lunch sessions on neurodiversity including Autism, ADHD and Dyslexia for managers and staff.

Improving accessibility to training, learning and development opportunities

We are committed to attracting and retaining a diverse, highly skilled and productive workforce. This requires the provision of information in ways that is beneficial to the individual including adaptations to meet the needs of the different groups of staff, which could include style, format and frequency. This is important not only to convey information but is important to ensure everyone has access to development and training opportunities. The launch of our new learner-centric Learning Management System (LMS) will bring together all elements of our learning, leadership and careers offer in to one place providing improved access that supports all staff in reaching their potential.

Staff networks

Staff networks play an important part in creating and promoting a positive working environment, highlighting areas for improvement and areas of success. They are essential to

enhancing a culture of inclusivity and ensuring people feel able to bring their whole selves to work. We have vibrant staff networks that work closely across the organisation and influence decision making. These networks include; multicultural staff network, LGBT+ (lesbian, Gay, Bisexual and Trans plus (LGBT+), Disability and long term health conditions forum, DAWN (disability and wellness network) and Dyslexia and Neurodiversity network also providing a similar platforms for building a sense of community, engagement and actions. There are also a few other groups that provide support and learning, these include our co-lead South East London Women's leadership network that has been successful in inviting prominent female mentors, coaches, professional motivational speakers plus successful senior leaders within both the NHS, public and private sector to share their success stories.

Developing our people, from managers to leaders

Since April 2022 we have supported over 400 colleagues' progress their careers through these workshops. In 2023 we will be further expanding our career offer through the development of a dedicated Careers Hub and workshops with a focus on developing personal impact in public speaking, presentation and meetings.

Our accredited leadership programmes run across 5 levels from early carer to director level with apprenticeships at the core and a full suite of wraparound support. We currently have 143 staff across the Trust with 64% of candidates being female enrolled with these numbers growing all the time.

Enabling flexible working

We are committed to supporting all staff to achieve an effective balance between work and life's other needs, while continuing to meet the needs of our services. We have flexible working and hybrid working provisions. We recognise that for many of our staff a flexible approach to working, learning and contributing will provide additional opportunities to contribute and for our women this could see them take opportunities that might have previously been out of reach or out of sight.

Additionally our People Manager Programme embeds people managers' responsibly to hold flexible working conversations with their teams with a dedicated module focussed on the principles and benefits of flexible working approaches for both individuals and the Trust.