

*The* ROYAL MARSDEN  
NHS Foundation Trust

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# Gender Pay Gap Report

March 2019

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**NHS**

## 1. Introduction

On 31 March 2017 it became a legal requirement for employers with more than 250 employees to annually publish their gender pay gap. This report provides information about the gender pay gap at The Royal Marsden and provides some of the analyses that we have carried out to help us understand our findings and to take steps to reduce any potential for gender inequality.

We see this report as a valuable addition to the range of equality data we already gather and analyse for our workforce in order to monitor diversity and highlight and address any inequalities or difference of treatment.

The gender pay gap shows the difference in the hourly pay between men and women. Gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who are carrying out the same jobs, similar jobs or work of equal value, whereas gender pay gap is the difference in hourly pay between men and women in an organisation.

All calculations are based on a snapshot date which for public sector organisations this year is the 31 March 2018.

## 2. What is included in our gender pay gap calculation?

Gender pay gap information is calculated using guidance provided by ACAS. Following publication of last year's gender pay gap information, the London Regional HR Directors Network undertook a regional review which identified some differences in interpretation of the ACAS guidance.

In response legal advice was sought. In response to the advice provided an additional guidance note for the London NHS region was developed and shared to improve consistency of data reporting and enable wider benchmarking. Additional elements have been included in the bonus pay gap calculations for this year which are included in Appendix 1.

Comparison cannot therefore be validly made between the gender pay gap findings for this year or last year either within The Royal Marsden or across the broader NHS.

## 3. Gender profile of our workforce

As at 31 March 2018 there were 3286 female staff and 885 male staff which is a gender split of 79% females and 21% males. This compares similarly with the overall gender profile of the NHS, with 77% female and 23% male staff.

## 4. What is our gender pay gap?

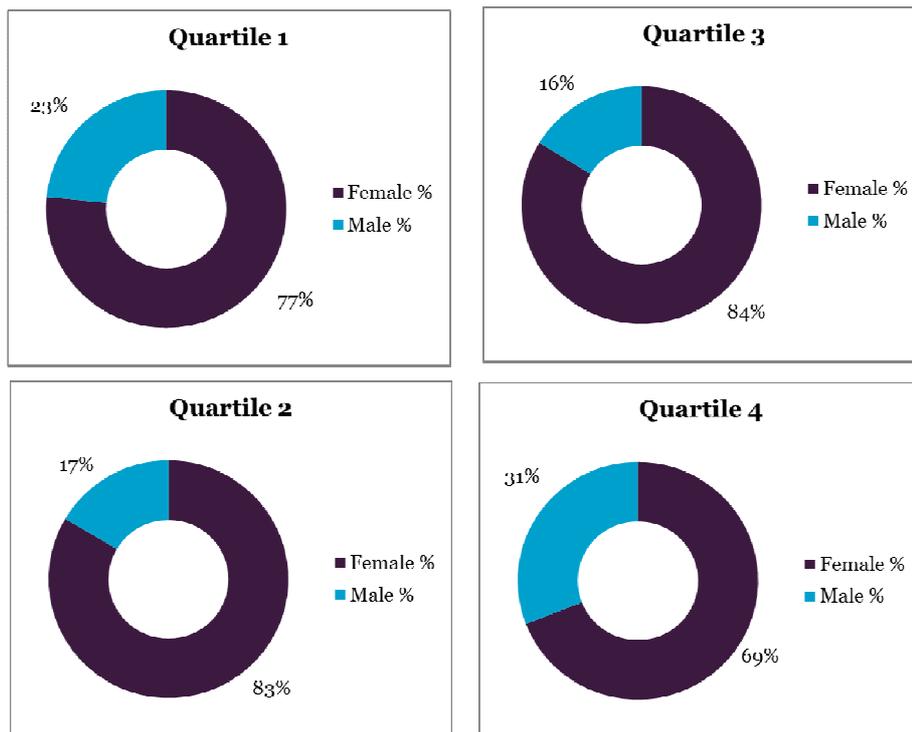
The data below shows our overall median and mean gender pay gap based on hourly rates of pay at the snapshot date of 31 March 2018 and bonuses paid in the year to the 31 March 2018.

**i) Pay quartiles**

The data below identifies the gender distribution across four equally sized pay quartiles, and is in lowest to highest pay order at the snapshot date of 31 March 2018.

There were 2% more female staff in quartile 4 and 1% more female staff in quartile 3 when compared with last year, which helps explain why the gender pay gap as reduced in 2018.

While female staff outnumber male staff in all four pay quartiles, the upper quartile has a higher proportion of male employees (31%) compared with the other three quartiles and demonstrates why the male median pay is higher than the female median pay.



**ii) Median pay gap**

The median hourly pay is the midpoint of hourly pay for females and for males.

| Median hourly pay   | 2018   | 2017   |
|---|--------|--------|
|  | £18.46 | £18.28 |
|  | £20.25 | £20.44 |
| <b>Median gender pay gap</b>  | 8.9%   | 10.5%  |

**ii) Mean pay gap**

The mean hourly pay is the sum of all hourly pay rates for females and for males divided by the number of employees in each gender.

| <b>Mean hourly pay</b>  | <b>2018</b> | <b>2017</b> |
|---|-------------|-------------|
|  | £19.57      | £19.55      |
|  | £23.18      | £23.99      |
| <b>Median gender pay gap</b>  | 15.6%       | 18.5%       |

**ii) Bonus pay**

The proportion of all males and of all females who received a bonus during the 12 months up to the 31<sup>st</sup> March 2018 and the gender bonus pay gap at this date are shown below.

| <b>Proportion of staff receiving a bonus</b>  | <b>2018</b> | <b>2017</b> |
|---|-------------|-------------|
|  | 1.2%        | 1%          |
|  | 5.2%        | 6%          |

| <b>Gender bonus pay gap</b> | <b>2018</b> | <b>2017</b> |
|-----------------------------|-------------|-------------|
| Median bonus pay gap        | 33%         | 48%         |
| Mean bonus pay gap          | 26%         | 31%         |

## 6. Understanding our gender pay gap?

### i) Pay Gap

Like the NHS workforce as a whole, the majority of our workforce is female (79%). Although there is a smaller number of male staff employed (21%), there are more male staff proportionately working at senior levels including consultants.

This results in a higher mean and median hourly rate for male staff compared with the mean and median hourly rate for female staff.

### ii) Bonus Pay Gap

Our bonus pay gap reflects the number of our workforce in receipt of a bonus award, which almost entirely attributable to payment of clinical excellence awards.

The gender profile of consultants working at The Royal Marsden is changing however and we are seeing an increasing proportion of female consultants, a 9% point increase since 2014- see below.

We therefore expect that the proportion of CEA applicants who are female is likely to increase over time and as a result we anticipate the he bonus pay gap will reduce further over time.

| Consultants  | Headcount  |            |            |            |            |
|--------------|------------|------------|------------|------------|------------|
|              | 2018       | 2017       | 2016       | 2015       | 2014       |
| Female       | 84         | 76         | 71         | 62         | 59         |
| Male         | 92         | 97         | 95         | 93         | 91         |
| <b>Total</b> | <b>176</b> | <b>173</b> | <b>166</b> | <b>155</b> | <b>150</b> |
| Female       | 48%        | 44%        | 43%        | 40%        | 39%        |
| Male         | 52%        | 56%        | 57%        | 60%        | 61%        |

## 7. Action plans

Whilst the NHS pay system comprises a series of nationally negotiated pay spines with national job evaluation processes there is still a gender pay gap owing to the distribution of male and female employees across the pay quartiles. There are a number of actions that are being taken to reduce any potential for gender discrimination and promote gender equality which include:

- Ensuring that our local Clinical Excellence Award (CEA) decision making panel is gender diverse and representative of the different specialities across The Royal Marsden. In 2017/18 the gender profile of the CEA panel was 54% female and 46% male.

- Support for consultants considering making an application for a CEA to assist them through the process.
- Having a named lead for feedback on unsuccessful CEA applications.
- Exploring the feasibility of Diversity Champions on specific recruitment panels
- Enabling staff to work through flexible working patterns.
- Providing high quality apprenticeships that enable staff to gain a nationally recognised qualification while completing on the job training.
- Launching a career coaching scheme and career advisory service.
- Reviewing our learning and development data by gender to identify if there are any staff groups where female staff are less likely to undertake development, compared with the proportion of females in the workforce
- Ensuring a diverse long list for all Board and senior roles
- Monitoring equality and diversity training compliance to maintain and improve on current performance of 92%.

## Appendix 1- Pay elements included and excluded in gender bonus pay calculations

### **Bonus pay elements**

#### **Included**

- Local and national clinical excellence awards
- Long service awards
- Golden hello payments
- Staff achievement awards – individual awards
- Above and beyond recognition awards – individual awards
- Performance payments

#### **Excluded:**

- Salary sacrifice
- On call payments or arrears
- Ad hoc allowances

