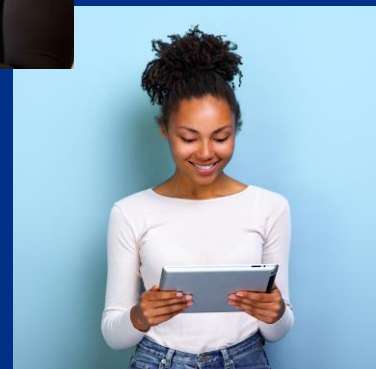


NHS Shared Business Services

GENDER PAY GAP REPORT

2023



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 2023, we were proud to be ranked as a 'best workplace for women' by Great Place to Work (GPTW) and in 2024 we plan to do even more to be a workplace where everyone can thrive.

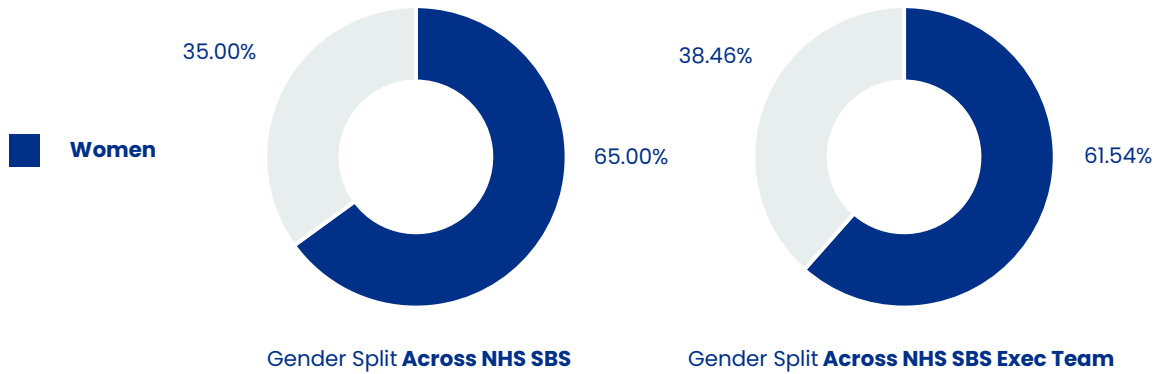
For the last few years, we've been making steady progress to reduce the Gender Pay Gap and create a fair and equitable employee experience for all. The size of our Gender Pay Gap is steadily closing and the NHS SBS Mean and Median Gender Pay Gaps are now lower than last year.

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.

Read on to learn more about what we've done so far to create a more level playing field for women and our plans for 2024 and beyond.

OUR NUMBERS



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.

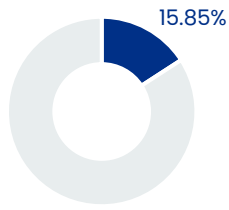
The Gender Pay Gap should not be confused with 'Equal Pay', which is about making sure that men and women are paid the same amount for carrying out work of equal value. The following data compares the average earnings of all men and women across our three businesses in the UK.

Understanding our Gender Pay Gap

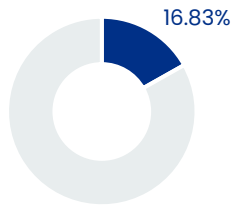
The factors influencing our Gender Pay Gap are complex, multiple, and varied. Some of these are within our control and influence, while others point to wider industry or societal issues, such as fewer women working in the Tech sector.

Across our businesses, 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.

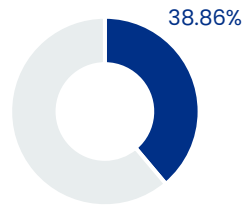
Put simply, to further close the gap, we need to continue to recruit, progress and retain more women in better paid senior positions across our business.



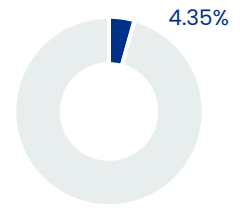
NHS SBS **Mean**
Gender Pay Gap



NHS SBS **Median**
Gender Pay Gap

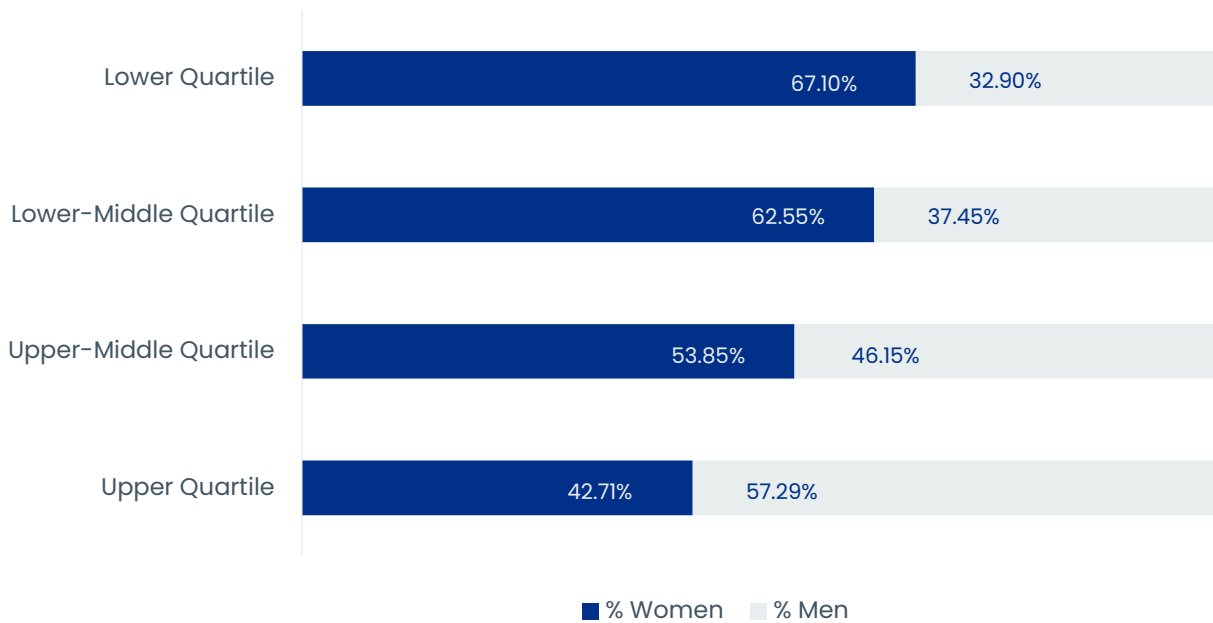


NHS SBS **Mean**
Bonus Pay Gap



NHS SBS **Median**
Bonus Pay Gap

NHS SBS Gender Diversity by Pay Quartile



Bonus Proportions % of NHS SBS employees received bonus by gender



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 2024.





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 2023 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 ran an inclusive leadership 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 introduced our first dedicated **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 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 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 introduced 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 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 introduced the **Peppy Health Service**, offering all colleagues tailored, personal and expert support and advice on topics such as menopause, fertility and having a new baby.

Taking positive action in 2024 to further close the gap

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. Here are just some of the actions we’re planning to take in 2024 to make sure we continue to recruit, progress and retain more women across our family of businesses. During 2024, we will:

- Launch our Equality, Diversity, and Inclusion Strategy in NHS SBS.
- Offer our Inclusive Leadership course to our wider people management community.

- Launch a Leadership course for our senior leaders designed to aid and support their team's development.
- Continue to actively promote flexible working and embed our hybrid working approach to improve work-life balance for people throughout the company.
- Continue to offer our diversity focused 'Recruiting for Success' training to all managers and monitor its success in making sure more women appear on more job shortlists.
- Continue to work in partnership with our Women's Inclusive Network to support, recognise and celebrate our own talented women.
- Continue to offer women across our Talent programmes targeted support and 121 coaching to help them develop and grow their careers with us.
- Continue to run our internal women's mentoring programme, so more women can benefit from the learning and experience of successful female role models.



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 MAR044 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. 24 For more information, please visit www.sbs.nhs.uk