



# Gender Pay Gap Analysis

People and Culture

Report Period: March 2020

Date of Report: March 2020

## Document A – Gender Pay Gap Analysis

According to the Kings Fund 'Closing the Gap' report, in 2017, data for directly employed NHS staff in the English health service – 77 per cent of whom are women and 23 per cent of whom are men – shows that the estimated median basic full-time equivalent (FTE) pay gap between men and women was 8.6 per cent in favour of men. This was equivalent to an earnings gap of £207 a month (Appleby and Schlepper 2018).

As identified in the EEAST Gender Pay Gap Action Plan (Appendix A), there are a number of areas that require attention.

The below table to gives an overall highlight of the current gender split per area across the Trust as at March 2020:

Gender	A&E (%)	EOC (%)	Non-emergency Services (%)	Air and Special Ops (%)	Shared Support (%)	Whole Trust Total (%)
Female	45.26	67.38	37.94	15.11	57.37	47.02
Male	54.74	32.62	62.06	84.89	42.63	52.98

From the above table, it is clear that there is a disproportionately high number of women in EOC, and a disproportionately high number of men in Non-Emergency Services and Air and Special Ops. The ratio for A&E is fairly representative of the whole trust total, with Shared Support services showing a bias towards women (although not as dramatic as EOC, Non-Emergency Services or Air and Special Ops).

Focus therefore needs to be on increasing the gender representation in these areas, and understanding why there is gender inequality in particular sectors. For example, Air and Special Ops is generally considered to be a more male-focussed area, but the Trust should understand why that is and address this imbalance. Similarly, in most workplaces across the UK, there is a higher proportion of women in what would be considered Share Support Services; whilst this is not unique to this Trust, again the reasons why this is the case should be identified and addresses by using the steps identified in the Gender Pay Gap Action Plan.

The below tables gives an overall highlight of the current gender split by band across the Trust:

AfC Band	Female wte	Female Headcount	Male wte	Male Headcount	All staff wte	All staff Headcount
1	1.93	3	2.00	2	3.93	5
2	55.07	64	67.03	73	122.10	137
3	477.75	538	492.81	506	970.55	1044
4	402.77	431	287.52	293	690.28	724
5	757.48	805	826.64	840	1584.13	1645
6	416.80	495	634.55	660	1051.35	1155
7	114.38	120	250.22	255	364.60	375
8a	29.05	31	42.20	43	71.25	74
8b	17.11	18	14.00	14	31.11	32
8c	3.00	3	16.00	16	19.00	19
8d	4.93	5	4.00	4	8.93	9
9	2.00	2	4.00	4	6.00	6
Non AfC	3.00	3	4.60	5	7.60	8
Grand Total	2285.28	2518	2645.56	2715	4930.84	5233

From the above table, from Band 6 upwards, apart from in 8b and 8d, there are currently more men in post than women, despite the overall Trust % being an almost 50/50 split between men and women in post.

To understand these numbers, and to start to address some of the issues highlighted in the Gender Pay Gap Action Plan, there are 4 key areas that require scrutiny.

## 1: Recruitment

Recruitment	Analyse recruitment data to understand male/female profile, shortlisting, appointment at all levels, occupations and working patterns across the Trust.	-Deputy Director of Workforce  -Workforce Planning and Information Manager	Ongoing	By understanding who is applying, particularly in areas where there is a bigger GPG, we can focus recruitment activity to reduce GPG. It will also help understanding of why female representation is low in particular areas.
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Understanding who is applying for jobs within the Trust at all levels is key to influencing the Gender Pay Gap. It is often argued that women have a tendency to apply for the lower banded, more administrative roles, as these roles tend to offer more flexibility. At a higher band, full time working is more expected, which often does not work with the more traditionally female role of care provider.

Analysing the recruitment data provides the below information from April 2019 to February 2020:

### Total Applicants for All Roles: Application to Appointment

	F Applicants	M Applicants	N/Specified	F Shortlisted	M Shortlisted	F Appointed	M Appointed
Band 2	258	267	15	246	241	28	38
Band 3	1981	1058	71	1801	925	246	154
Band 4	1488	1080	39	1379	978	241	156
Band 5	446	348	30	285	213	110	93
Band 6	308	445	25	284	379	51	63
Band 7	208	274	77	189	254	39	47
Band 8a	23	22	18	21	19	3	1
Band 8b	13	9	13	13	9	4	0

	F Applicants	M Applicants	N/Specified	F Shortlisted	M Shortlisted	F Appointed	M Appointed
Band 8c	32	41	11	32	41	2	3
Band 8d	1	19	7	1	19	1	0
Band 9	13	30	7	13	30	0	2
<b>Total</b>	<b>4771</b>	<b>3593</b>	<b>313</b>	<b>4264</b>	<b>3108</b>	<b>725</b>	<b>557</b>

## Applicants to Shortlisting

	F Applications	M Applications	F Shortlisted	M Shortlisted	F % Candidates Shortlisted	M % Candidates Shortlisted	Total % Candidates Shortlisted	Narrative	Which is Greater
<b>Band 2</b>	258	267	246	241	95.35	90.26	92.76	Relative likelihood of Female candidates being Shortlisted from Application compared to Males (0.95/0.90)	Females 1.06 times greater
<b>Band 3</b>	1981	1058	1801	925	90.91	87.43	89.70	Relative likelihood of Female candidates being Shortlisted from Application compared to Males (0.91/0.87)	Females 1.04 times greater
<b>Band 4</b>	1488	1080	1379	978	92.67	90.56	91.78	Relative likelihood of Female candidates being Shortlisted from Application compared to Males (0.93/0.91)	Females 1.02 times greater
<b>Band 5</b>	446	348	285	213	63.90	61.21	62.72	Relative likelihood of Female candidates being Shortlisted from Application compared to Males (0.64/0.61)	Females 1.04 times greater
<b>Band 6</b>	308	445	284	379	92.21	85.17	88.05	Relative likelihood of Female candidates being Shortlisted from Application compared to Males (0.92/0.85)	Females 1.08 times greater
<b>Band 7</b>	208	274	189	254	90.87	92.70	91.91	Relative likelihood of Male candidates being Shortlisted from Application compared to Females (0.93/0.91)	Males 1.02 times greater
<b>Band 8a</b>	23	22	21	19	91.30	86.36	88.89	Relative likelihood of Female candidates being Shortlisted from Application compared to Males (0.91/0.86)	Females 1.06 times greater
<b>Band 8b</b>	13	9	13	9	100.00	100.00	100.00	All Male & Female applicants were shortlisted.	N/A
<b>Band 8c</b>	32	41	32	41	100.00	100.00	100.00	All Male & Female applicants were shortlisted.	N/A
<b>Band 8d</b>	1	19	1	19	100.00	100.00	100.00	All Male & Female applicants were shortlisted.	N/A
<b>Band 9</b>	13	30	13	30	100.00	100.00	100.00	All Male & Female applicants were shortlisted.	N/A

Band 7 – Relative likelihood of male candidates being shortlisted from applicant compared to female is 0.93/0.91 – Male 1.02 times greater.

Band 8a – Relative likelihood of female candidates being shortlisted from application compared to females (0.93/0.91 – females are 1.06 times greater.

All male and female applicants were shortlisted for bands 8b, 8c, 8d and 9.

## Shortlisting to Appointment

	F	M	F	M	F %	M %	Total %		Which is
	Shortlisted		Appointed		Candidates Recruited			Narrative	Greater
<b>Band 2</b>	246	241	28	38	11.38	15.77	13.55	Relative likelihood of Male candidates being appt from shortlisting, compared to Females (0.16/0.11)	Male is 1.39 times
<b>Band 3</b>	1801	925	246	154	13.66	16.65	14.67	Relative likelihood of Male candidates being appt from shortlisting compared to Female (0.17/0.14)	Male is 1.22 times
<b>Band 4</b>	1379	978	241	156	17.48	15.95	16.84	Relative likelihood of Female candidates being appt from shortlisting compared to Male (0.17/0.16)	Female is 1.10 times
<b>Band 5</b>	285	213	110	93	38.60	43.66	40.76	Relative likelihood of Male candidates being appt from shortlisting compared to Female (0.44/0.39)	Male is 1.13 times
<b>Band 6</b>	284	379	51	63	17.96	16.62	17.19	Relative likelihood of Female candidates being appt from shortlisting compared to Male (0.18/0.17)	Female is 1.08 times
<b>Band 7</b>	189	254	39	47	20.63	18.50	19.41	Relative likelihood of Female candidates being appt from shortlisting compared to Male (0.21/0.19)	Female is 1.12 times
<b>Band 8a</b>	21	19	3	1	14.29	5.26	10.00	Relative likelihood of Female candidates being appt from shortlisting compared to Male (0.14/0.05)	Female is 2.71 times
<b>Band 8b</b>	13	9	4	0	30.77	0.00	18.18	Relative likelihood of Female candidates being appt from shortlisting compared to Male (0.31/0.0)	Female is greater
<b>Band 8c</b>	32	41	2	3	6.25	7.32	6.85	Relative likelihood of Male candidates being appt from shortlisting compared to Female (0.07/0.06)	Male is 1.17 times
<b>Band 8d</b>	1	19	1	0	100.00	0.00	5.00	Relative likelihood of Female candidates being appt from shortlisting compared to Male (1.00/0.00)	Female is greater
<b>Band 9</b>	13	30	0	2	0.00	6.67	4.65	Relative likelihood of Male candidates being appt from shortlisting compared to Female (0.07/0.00)	Male is greater

From the above tables, it can be seen that, over the past 10 months, there are a higher number of women applying for jobs within the Trust.

The data also shows that whilst there were more women applicants for Band 2, 3 and 4 jobs, this converted into a higher appointment rate for women in Bands 3, 4, 5, 8a, 8b and 8d jobs.

The chart shows that in Band 8a – the relative likelihood of female candidates being appointed from shortlisting compared to male is 0.31/0.0 - Female is greater

Band 8c – Relative likelihood of male candidates being appointed from shortlisting compared to Female is 0.07/0.06 (male is 1017 times more likely).

Band 8d – Relative likelihood of female candidates being appointed from shortlisting compared to male is male -1.00.0.00 – female is greater.

Band 9 – Relative likelihood puts male applicants in the lead – 0.07/0.00.

For male applicants, there were more applicants for bands 5, 6, 7, 8a, 8b, 8c, 8d and 9 jobs, whereas there were more men appointed to Band 2, 6, 8c and 9 jobs.

This data supports the regularly-cited notion that men are more likely to apply for more senior roles, whereas women tend not to apply for roles at this higher level. It also shows that, as a Trust, there does not appear to be a gender bias, as more women have been appointed to roles in a wide range of bands.

As a Trust, we therefore need to focus efforts on ensuring women applicants are encouraged to apply for higher banded roles, and steps highlighted in the Gender Pay Gap Action plan should address this, such as:

- Reviewing recruitment processes
- Including more assessment centres
- Encouraging salary negotiation
- Ensuring at least 1 woman is shortlisted for each new vacancy/promotion (wherever possible)

## 2: Maternity/Paternity Leave Policies

HR	Review maternity and paternity leave policies to ensure fit for purpose. Promote the uptake of parental leave and consider offering enhanced shared parental pay (in line with maternity leave policy)	-Deputy Director of Workforce	September 2019 to March 2020	Ensuring EEAST has fair and usable maternity, paternity and shared parental leave policies should encourage uptake, and enable male and female employees to more easily share the family responsibilities wherever appropriate.
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The Maternity and Paternity Leave policies are currently under review, and will be passed to Unison Branch members for comment w/c 17<sup>th</sup> February 2020. This should be ratified and approved by 31<sup>st</sup> March 2020.

## 3: Flexible Working

HR/Wellbeing and Retention	Promote flexible working to both male and female employees across the Trust.	-Director of Workforce  -Deputy Director of Workforce Planning and Information Manager	Ongoing	Encouraging flexible working will improve work/life balance, and enable men and women to more easily share the responsibility of caring/childcare etc. Will also improve retention as employees are able to more easily fit their home lives into the working lives.
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At present, the part time/full time ratio across the Trust is:

Full Time 78.02 %

Part Time 21.98 %

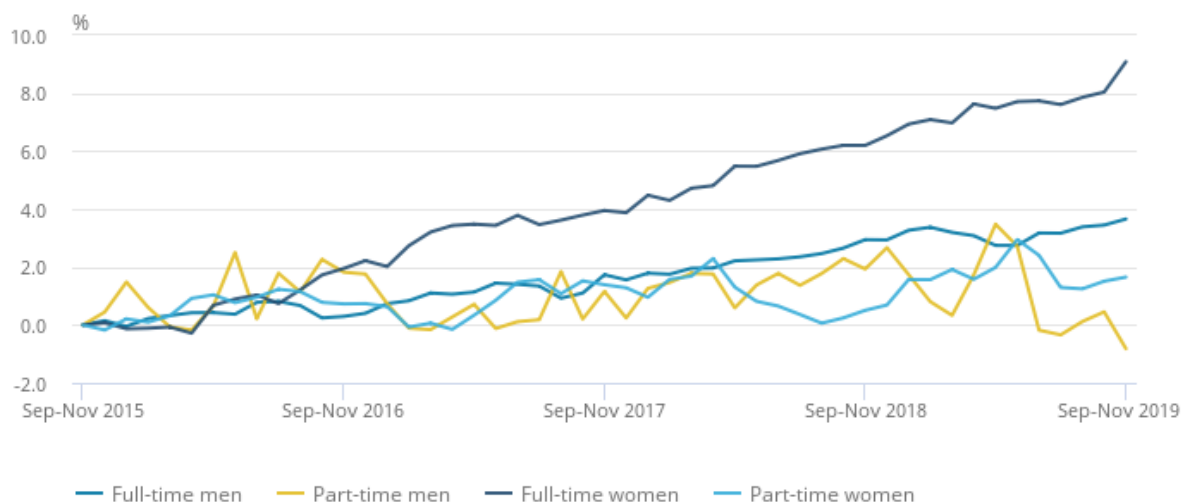
It is not possible to access any accurate data with regards to all areas of flexible working i.e. fixed shift patterns, temporary shift changes, 9 day fortnights etc as this is not captured centrally and is often managed on a local level.

For the purposes of this report, the variation between full and part time employees will be used to demonstrate flexibility within the Trust, however it is clear that this is only 1 element of flexible working, and further work should be completed to have a clearer understanding of flexible working within the Trust.

According to the Office for National Statistics, the current UK workforce ratio is as follows:

Figure 2: The number of women working full-time has increased by 9.1% since September to November 2015; more than double the percentage increase for men

UK employment percentage growth for full-time and part-time men and women (aged 16 years and over), seasonally adjusted, September to November 2015 to September to November 2019



Source: Office for National Statistics – Labour Force Survey

Whilst the above ONS chart shows that the percentage of women undertaking a full time role is steadily increasing, it is clear that the trend of men working on a part-time basis is not following the same trajectory.

This is important from a Trust perspective, because there is a high ratio of employees working full time, against a national backdrop of a decrease in men taking up part time roles.

It is therefore vitally important, for the Gender Pay Gap, to address this, and ensure that part time/flexible working is made available and highlighted to both men and women. As stated in the Gender Pay Gap action plan, a key to addressing the Gap will be to increase the number of men accessing part time/flexible working.

Across the Trust, trials are being considered to increase flexible working. As part of the Building Better Rotas project, it was identified that there is a need to increase flexibility on lines, rather than achieving flexible working by encouraging applicants to be Relief Staff.

At present, a major barrier to trialling flexible working is that once approved, flexible working agreements result in a contractual change, meaning there is no ability to assess how suitable the flexible working arrangement is.

The Ops team in Norfolk and Waveney are in early stage talks to trial an alternative non-policy arrangement, to see whether removing this barrier increases flexible working. By ensuring that flexible working arrangements do not automatically result in a contractual change, it should lead to an increase in the numbers of managers agreeing flexible working applications (albeit on a temporary basis).

## Appendix A – Gender Pay Gap Action Plan

Area	Action	Lead	Timescales	Outcome/Impact
1. Recruitment	Analyse recruitment data to understand male/female profile, shortlisting, appointment at all levels, occupations and working patterns across the Trust.	-Deputy Director of Workforce  -Workforce Planning and Information Manager	Ongoing	By understanding who is applying, particularly in areas where there is a bigger GPG, we can focus recruitment activity to reduce GPG. It will also help understanding of why female representation is low in particular areas.
2. Recruitment	Review recruitment process and practices: Assessing candidates based on tasks they would be expected to perform in their role. Introduce assessment centres for operational management and frontline posts, and test key skills.	-Deputy Director of Workforce  -Recruitment Managers	April - December 2020	Make recruitment process more accessible to future female employees.
3. Recruitment	Work with universities through initiatives such as apprenticeships and recruitment marketing, to challenge traditional	-Staff Engagement Lead Paramedic	April - December 2020	Work is underway linking with universities and looking at improving the images we use for marketing /

Area	Action	Lead	Timescales	Outcome/Impact
	gender role stereotypes.	- Apprenticeship Lead		recruitment activity etc. Link in with lead for Apprentices. Become a more attractive employer.
4. Recruitment	Encourage salary negotiation by showing salary ranges as female applicants are less likely than male applicants to negotiate on salary.	Deputy Director of Workforce  Recruitment Managers	April – December 2020	This is in place for adverts. For frontline staff we do look at protecting salary whilst undertaking training.
5. Recruitment	Promote awareness of unconscious bias in selection processes, supported through our safer recruitment training.	Deputy Director of Workforce Jessica Wats	Ongoing	Unconscious bias training offered to manager with responsibility for recruitment. . The Training will cover the journey from various stages involved in recruitment including: advertising, application stage, shortlisting, selection, interviews and recruitment. This will support managers in understanding how unconsciousness Bias can cause

Area	Action	Lead	Timescales	Outcome/Impact
				<p>barriers in implementing fairness in recruitment. Impact will be visible through positive change being experienced as a result of this training. This will also be reflected in improved stats.</p>
6.Recruitment	Ensure more than 1 woman is shortlisted for recruitment/promotion wherever possible	Deputy Director of Workforce  Recruitment Managers	Ongoing	<p>-Increasing female representation in shortlists will increase female representation across the Trust.</p> <p>Imagine on the Trust website to be reviewed to make it more representative of the workforce. on</p> <p>-Recruitment panels to be gender balanced. -If using recruitment agencies, they must be briefed to supply a gender balanced</p>

Area	Action	Lead	Timescales	Outcome/Impact
				<p>shortlist of applicants</p> <p>-Portray EASTAMB as a more family friendly organisation offering a range of work choices e.g. flexible working practices, jobshare/part-time roles.</p> <p>All images/publicity to be redesigned to portray EASTAMB as an all inclusive employer, inviting applications from male and females from diverse communities.</p> <p>Involve the Employee Networks to further advance this action: BAME Group, Multi-faith, Disability Support LGBT+ and AWE</p>

Area	Action	Lead	Timescales	Outcome/Impact
				Women's Network .
7.HR	<p>Review maternity and paternity leave policies to ensure fit for purpose.</p> <p>Promote the uptake of parental leave and consider offering enhanced shared parental pay (in line with maternity leave policy)</p>	<p>-Deputy Director of Workforce</p> <p>-HR Project Manager (Policies) <del>Nwade</del></p> <p>-HR Policy Sub-Group</p> <p>-EDI Equality Impact Assessment Group</p>	<p>May 2020 – July 2020</p>	<p>-Ensuring E EAST has fair and usable maternity, paternity and shared parental leave policies should encourage uptake, and enable male and female employees to more easily share the family responsibilities wherever appropriate.</p> <p>- Share positive stories in NTK. How many people have applied and been accepted.</p> <p>-Maternity policy has been reviewed. Equality Impact Assessment completed and live on Trust's Intranet site.</p> <p>-Policy on Shared Parental leave /Flexible working is</p>

Area	Action	Lead	Timescales	Outcome/Impact
				currently being reviewed by HR Sub-Group.
8.HR	Put together a Managers Briefing to support raising awareness, to be distributed to managers and on intranet as tool.	Equality Diversity and Inclusion Manager	April – December 2020 —	Raising awareness of the Gender Pay Gap within the workplace, the responsibilities throughout the organisation. -EDI drafted a Managers brief to support raising awareness. This was never published. The brief needs to be updated and approved by Sudha Pavan
9.HR	Monitor the gender pay gap information through the Equality and Diversity Steering Group. Take the action plan and report to the group for feedback and comments. Update on progress for future meetings.	-Equality Diversity and Inclusion Manager -EDI Steering Group	Ongoing	Will enable the organisation to understand the impact of the action plan.
10.HR	Promote good governance around decisions for salary	-Director of Workforce	Ongoing	Internal audits will ensure compliance and



Area	Action	Lead	Timescales	Outcome/Impact
		-Deputy Director of Workforce		awareness across the Trust
11.HR	Review effect of 3 Year NHS Pay Deal on Gender Pay Gap	-Deputy Director of Workforce  -Head of HR	April – December 2020	3 Year NHS Pay Deal should enable all employees to progress through bands at a faster rate, and removal of Band 1 will have a positive impact on employee pay.
12.HR	Analyse Staff Survey, focussing particularly on the experience of women	-Deputy Director of Workforce  -Head of HR	Agree new timeline	Understanding women's experience in the workplace will help shape this GPG action plan. AWE Women's Network to be involved once re-launched.
13.HR/Wellbeing and Retention	Promote flexible working to both male and female employees across the Trust.	-Director of Workforce  -Deputy Director of Workforce	Ongoing	Encouraging flexible working will improve work/life balance, and enable men and women to more easily share the responsibility of caring/childcare etc. Will also improve

Area	Action	Lead	Timescales	Outcome/Impact
				retention as employees are able to more easily fit their home lives into the working lives.
14.Exec Team	Create an All Women at EEAST special interest group. The Executive Team to review and implement its diversity agenda with clear communication and plans to be confirmed	-Director of Workforce  -Equality Diversity and Inclusion Manager	Ongoing	Creating a women-specific group will enable women to feel further supported within the organisation, and give them a space to raise concerns and bring new ideas to the organisation. This will also enable the Trust to understand what experience female employees are having whilst at work.
15. HR TEAM  16.OD TEAM	Transparency to pay – ensure salary range is advertised. Promotion, ensure is a competitive process for posts that could be a progression for staff; ensure promotion is open to all.	-Deputy Director of Workforce  -Head of HR Karen Carter	Ongoing	Transparency will ensure all applicants and employees looking for a promotion will have access to the same opportunities.

Area	Action	Lead	Timescales	Outcome/Impact
	Talent Management and reward processes via the appraisal process in place via 'compassionate conversations'	-Head of Improvements Programme -OD Team		
17. OD Team	Review Evolve online training courses to ensure they cover all protected characteristics including gender pay gap.	-Head of Improvements Programme -OD Team	April – December 2020	Evolve is available to support leadership development; early awareness of GPG will be beneficial for line managers