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# Gender Pay Gap Report 2021

**Snap Shot Period 5 April 2021**



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## Executive Summary

Since the first gender pay gap that Nottingham CityCare Partnership (CityCare) published in 2018, we have recognised the need to take action to reduce the gender pay gap within our organisation but that it will take time and commitment to effect the necessary changes.

The gender pay gap continues to be one of the key actions within our Equality, Diversity and Inclusion (EDI) Strategy (2020-2022) and we aim to recruit more men into the nursing/healthcare profession.

This report provides a context and understanding regarding the results of the gender pay gap at CityCare and the actions that we continue to take to create an organisation that is equitable, diverse and inclusive of every individual, regardless of gender (or any other protected characteristic).

The mean pay gap (ie the hourly rates of pay for men and women) has improved from 6% in 2020 to 3% in 2021. The median pay gap (ie the average employee salary) has increased from -11% in 2020 to 15% in 2021 due to employing more men into senior roles.

As at 31 March 2021, the organisation had 1117 employees, the organisation is predominantly female making up 88.63% of the workforce.

### 2021 results compared to previous years'

		2017	2018	2019	2020	2021
Mean pay gap		3%	-2%	-2%	6%	3%
Median pay gap		-39%	-35%	-35%	-11%	15%
Mean bonus gap		0%	100%	100%	100%	100%
Median bonus gap		0%	100%	100%	100%	100%
Difference in proportion of women and men receiving bonuses		0%	100%	100%	100%	100%
Difference in proportion of women and men in each quartile	Lower	82%	73%	73%	72%	79%
	Lower Middle	42%	78%	78%	84%	81%
	Upper Middle	50%	81%	83%	77%	75%
	Upper	34%	87%	86%	80%	73%



This data above shows CityCare's year on year results of the gender pay gap since the legislation came into force in 2017.

The results demonstrate that in 2021 the mean hourly pay for male staff was 3% higher than the mean hourly pay for female staff. Whereas the median hourly pay was 15% higher for male staff than for female staff.

When there is a large discrepancy between the mean and median results, as in this case, the median result is considered to be much more representative of the 'norm' than the mean, as it is the value which splits the data exactly in two i.e. 50% above the median and 50% below.

In 2021, the Office of National Statistics (ONS) reported that the national median gender pay gap was 15% which, when we compare CityCare's median gender pay gap results, demonstrates that our organisation is in line with the national average.



## Introduction

The gender pay gap is an equality measure that shows the difference in average earnings between women and men.

The causes of the gender pay gap are various and complex. For example, stereotypically a higher proportion of women choose occupations that offer less financial reward such as administration. A consequence of this is that many high-paying industries/roles are disproportionately male workforces such as information technology or engineering.

As women are also traditionally the main carers for any dependants, a higher proportion of female employees work part time, resulting in lower salaries (as fewer hours are being worked), impacting the outcome of the gender pay gap.

In an attempt to identify and address the causes of the gender pay gap in the UK, the government introduced new regulations in 2017 requiring all employers, with 250 or more employees, to publish a report examining the organisations gender pay gap.

## Impact of COVID-19

As the COVID-19 pandemic continues to impact our lives, we must acknowledge and address the influence that it has had on our organisation and how this may affect the results of the gender pay gap report.

Evidence shows that COVID-19 has had a disproportionate effect on many under-represented groups and placed an increased amount of pressure on those with caring responsibilities (more often women) resulting in high levels of sickness absence, which can impact an employee's earnings, and employee turnover.

At CityCare, we are committed reducing the disproportionate effects as much as possible; we have introduced more flexibility, enhanced wellbeing support/services for all staff and access to technology that enables colleagues to work from home wherever possible. We have also reviewed our recruitment practices to ensure vacancies are filled as quickly as possible to reduce the additional pressures on our existing workforce.

## Gender terminology

When referring to the gender pay gap legislation, or the calculations required by the legislation, the gender terminology used within the legislation is female and male. The legislation does not account for people who identify as gender neutral, intersex or nonbinary.

At CityCare we recognise the limitations as a result of the gender terminology used within the gender pay gap legislation, but to ensure we meet our legal obligations, this report will utilise language consistent with the legislation i.e. female/male or men/women.



## Legal responsibilities

### Why do we have to report on our gender pay gap?

Since 06 April 2017, The Equalities Act 2010 (Gender Pay Gap Information) Regulations has required all employers with 250 or more employees to clearly demonstrate how large the pay gap is between their male and female employees.

Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the 'snapshot date'.

As a social enterprise, the 'snapshot date' for CityCare is 05 April each year and we are required by law to publish our gender pay gap results with 12 months of the snapshot date i.e. on or before 04 April.

The snapshot for this report was taken on 05 April 2021 and therefore includes annual payments and bonuses paid between 06 April 2020 and 05 April 2021.

At CityCare we also recognise that the results of the gender pay gap will enable us to gain a better understanding of the diversity of our workforce and allow us to focus our actions towards developing a more inclusive culture.

### What is the difference between the gender pay gap and equal pay?

Equal pay examines the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value in the same employment. It is unlawful to pay people unequally because of gender.

Whereas the gender pay gap shows the differences in the average pay between all men and women across the entire organisation, regardless of the level/grade at which they work. The gender pay gap represents the distribution of men and women in different roles at different pay grades.

In line with our legal obligations men and women are paid equally for work of equal value across CityCare. Salaries continue to be determined through the national Agenda for Change Job Evaluation Scheme. Job evaluation evaluates the job and not the post holder. It makes no reference to gender, or any other personal characteristics, of existing or potential job holders and focuses on the skills, experience and knowledge to perform the role.

### Where and how do we have to publish this information?

We are publishing CityCare's gender pay gap results within this report, which will be uploaded to the company intranet, website and through the government website as required by legislation.



## How often do we have to publish this information?

We are required to publish the results of our gender pay gap analysis on an annual basis, on or before 04 April each year.

## What do we have to report on?

We are required to measure the difference between the average earnings of male and female staff by using six defined mathematical calculations.

For the purposes of the gender pay gap report, legislation determines that two types of averages are calculated.

- The **MEAN** average - a total of all the numbers i.e. hourly rates for men and women (including enhancements but excluding overtime), divide by how many numbers, i.e. employees

And

- The **MEDIAN** average - the middle value when the data set (employee salaries) are ordered from highest to lowest

The six calculations are:

1. The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
2. The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
3. The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
4. The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
5. The proportions of male and female relevant employees who were paid bonus pay
6. The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

## What is included in the bonus calculations?

A bonus is defined as any reward which is related to productivity, performance, or long service awards with a monetary value. At CityCare bonuses are award for length of service milestones and at retirement.

## Gender pay gap results

It is important to note that gender pay gap calculations are expressed as a percentage in relation to the male salary. Therefore, all values recorded as a negative (-) indicate that the gender pay gap is in favour of the female workforce.

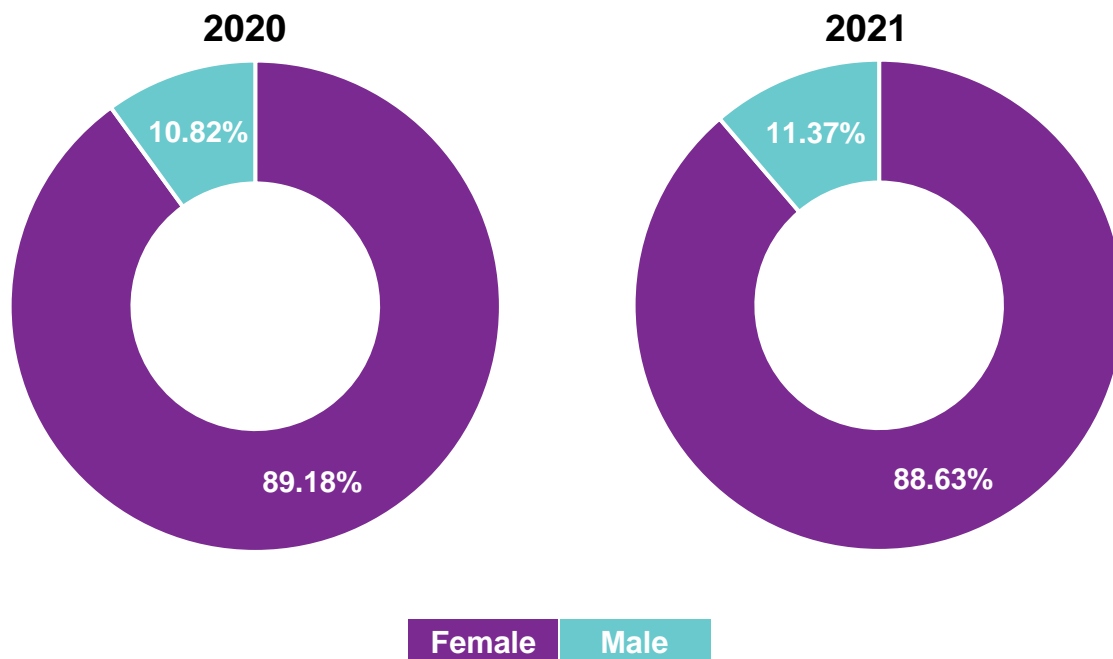
A result of 0% would indicate that there is no gender pay gap between the female and male workforce, therefore, the closer a result is to 0%, the smaller the gender pay gap which is what all organisations, including CityCare, are striving for.

Also, for the purposes of this report;

- Where appropriate, figures have been rounded to the nearest whole number
- The level of statistical significance has been set as +/- 5%

## Employee headcount

	2020	2021	Difference
Female	997	990	-7
Male	121	127	+6
Total	1118	1117	-1







When reviewing the gender pay gap results, it is important to note that CityCare’s workforce is almost 90% female, although the proportion of male employees has increased by 0.55% since 2020.

Although women account for c50% of the UK population, the proportion of women working within health and social care is considerably higher, with 77% of the NHS workforce being female. According to the Higher Education Statistics Agency, in 2016 the proportion of male nursing students in the UK, stood at 12%, a figure that has remained (relatively) unchanged for 10 years.

As a healthcare provider, CityCare experiences a similar high proportion of women within its workforce; however, the results show that CityCare employ a similar proportion of men when compared to the proportion of male nursing students in the UK.

## Difference between the hourly pay rates of male and female employees

### Calculations one and two

	Mean	Median
Full time	0%	7%
Part time	3%	8%
Total	3%	15%

The table above shows CityCare’s overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date, 05 April 2021. This data reveals that female employees are paid, on average, 3% (mean) and 15% (median) less per hour than male employees across the organisation.

The table below demonstrates that the mean average has improved by 3% since the previous reporting year (2020) but has seen 0% improvement since the first reporting year (2017). The reduction in the gender pay gap can be attributed to the increased number of men employed at CityCare.

	2017	2020	2021
Total Mean	3%	6%	3%
Total Median	-39%	-11%	15%

This table also highlights the statistically significant variations between the median averages for each of the years captured above. In the first reporting year, the median calculation determined that female employees were paid, on average, 39% more (per hour), than their male colleagues. Within three years, this reduced significantly to a 11% difference in 2020, still favouring the female workforce. However, this year’s results reveal that male employees are now paid, according to the median average, 15% more (per hour) than the female population of the workforce. This is as a result of more men being employed into more senior roles within the organisation, therefore attracting a higher salary and hourly rate of pay.

## Difference between the bonuses awarded to male and female employees

### Calculations three and four

In 2018 there was a change to the remit of what should be deemed as 'bonuses' for the purpose of calculating the gender pay gap which clarified and confirmed that any Long Service Awards / Retirement Awards needed to be included in the bonus calculations.

	2017	2018	2019	2020	2021
Long Service	0	15	7	13	9
Retirement	0	5	3	7	4
Total	0	20	10	20	13

The table above illustrates the number of bonuses that have been awarded, and the reasons for them, since the inception of the gender pay gap report in 2017.

	2017	2018	2019	2020	2021
Mean	0%	100%	100%	100%	100%
Median	0%	100%	100%	100%	100%

As all of the recipients of a bonus/award in the last five years have been female, the table above demonstrates the average mean and median differences between male and female employees. These results suggest that, as an organisation, CityCare are retaining female employees, signifying that this may be an area of focus for the organisation going forward.

## Proportion of male and female employees who were awarded a bonus

### Calculation five

By comparing the number of people who received a bonus, with the number of employees within the whole organisation, the proportion of employees receiving an award can be calculated.

	2017	2018	2019	2020	2021
Female	0%	2%	1%	2%	1%
Male	0%	0%	0%	0%	0%

The table above shows that, over the last four years (2018-2021 inclusive), only 2% or less of employees have received a length of service or retirement award.

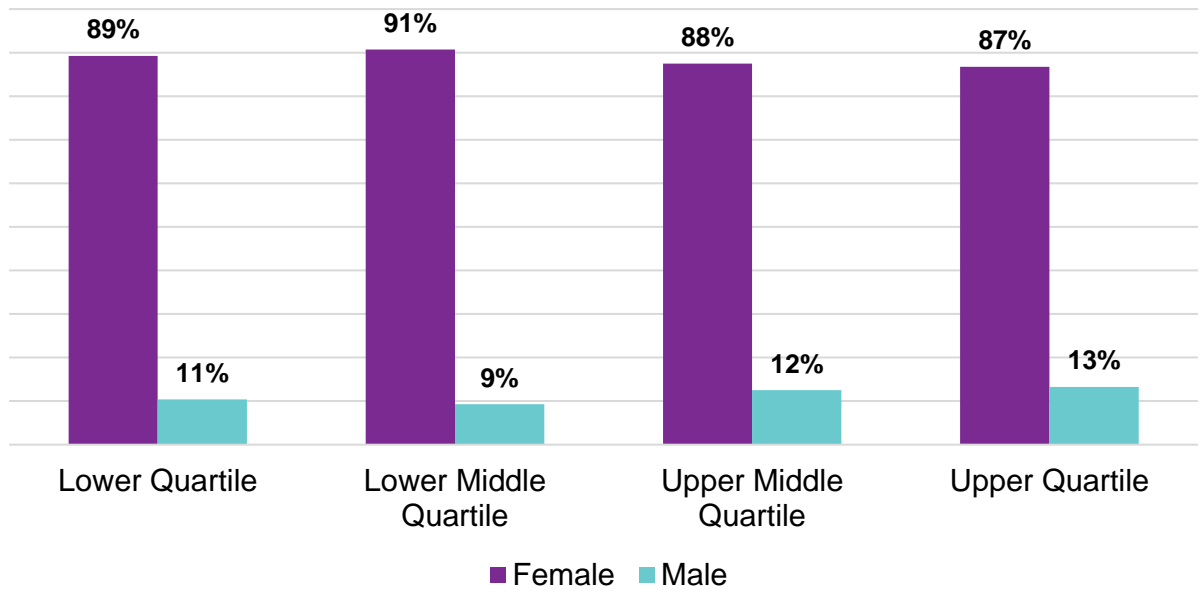
## Proportions of male and female employees in pay quartiles

### Calculation six

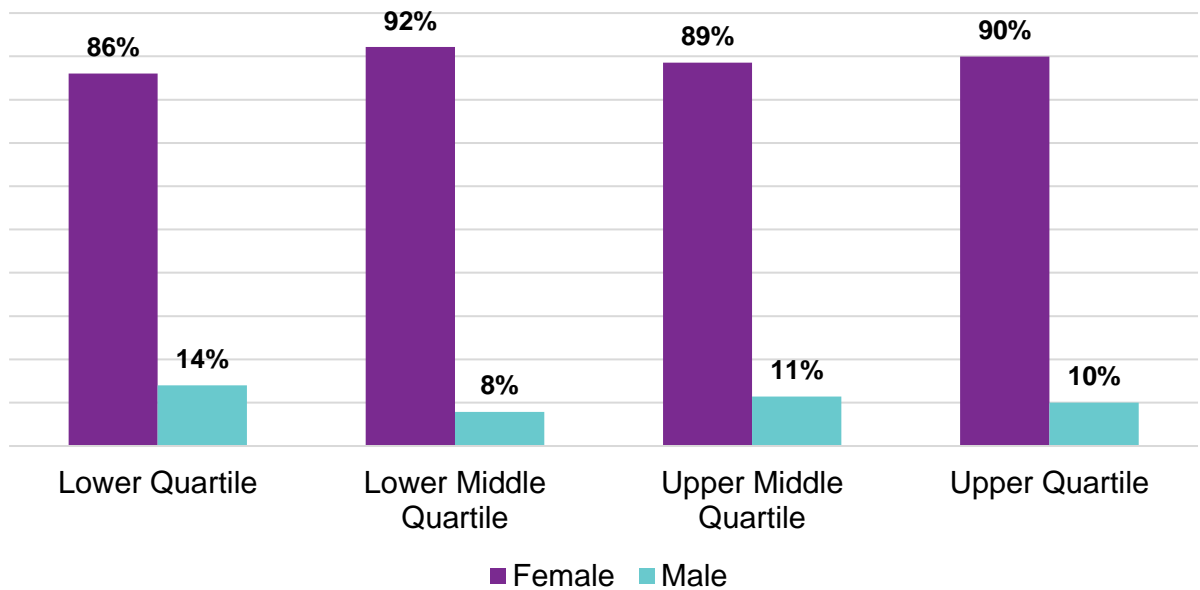



This calculation requires CityCare to sort our employees into a list of hourly rates of pay from highest to lowest. The list is then divided into four equal parts or 'quartiles'. Finally, the proportion of male and female employees in each quartile is calculated.

### 2021



### 2020





The diagrams above illustrate the proportion of female and male employees at CityCare, within each of the four quartiles, in 2021 (the current reporting year) and 2020 (the previous reporting year).

The analysis of gender pay gap results show that, although there continues to be more female employees across the organisation, the proportion of male employees has increase in three out of the four quartiles (i.e. the lower middle, upper middle and upper quartiles). The highest proportion of male colleagues are within the upper quartile, representing 13% of our highest paid employees, an increase of 3% from the previous year.

The fact that CityCare now employ an increased number of men in more senior roles, who therefore receive a higher rate of pay, is the most significant factor in the increase of the median gender pay gap within the organisation.

## Plan of action

The intelligence gained through this report will be used to benchmark our progress against peers, share best practice, and challenge ourselves to reduce our gender pay gap further.

CityCare's gender pay gap is a result of various factors, some are historical, cultural and societal, all of which will take time to address and change. Other approaches involve proactively reviewing and updating our strategic objectives which may affect recruitment and selection, pay and reward and professional development.

The Board is committed to supporting meaningful progress in the five key areas highlighted below with the aim of improving equality, diversity and inclusion for all across the organisation.

### 1. Developing our culture

CityCare cannot reduce its gender pay gap without developing a culture that is able to support a diverse workforce, one where men and women are treated equally and equitably.

We recognise that in order to do this and retain our valuable and skilled workforce, we need to consider the needs of each individual, which may include accounting for a person's caring or childcare responsibilities. CityCare is continuing to develop and adopt a culture of flexible working to support and promote a better work/life balance for all.

Creating a more considerate and adaptable culture will not only facilitate change and innovation at CityCare, it is integral to the health and wellbeing of our workforce which in turn improves employee engagement and retention.



Examples of ways in which we are developing our culture include;

- Promoting civility and respect
- Supporting the development of more staff networks
- Enhancing and embedding EDI learning and development
- Updating policies and procedures to embed EDI practices/considerations
- Enhanced wellbeing support/services

## 2. Promoting equality within the healthcare profession

As mentioned at the beginning of this report, across the UK men are under-represented among nursing students which, in turn, limits the number of men applying to work in nursing positions. CityCare plans to establish links with schools and further education establishments to promote healthcare as a career of choice for all, with the aim of attracting and encouraging more men into the nursing and healthcare professions.

Similarly, CityCare aims to increase the number of apprenticeship opportunities available in our organisation thereby increasing the number of opportunities for men to experience and join the healthcare industry.

## 3. Overhauling the recruitment and selection process

While CityCare has a robust recruitment process in place, we strive for improvement. Although the current process has equality, diversity and inclusion embedded into its core, we constantly review our practices to ensure the process is consistent and fair.

CityCare operate an anonymised application process to help ensure fairness and at least one member of the recruitment panel is required to have received formal interview training, either internally or externally.

Examples of ways in which we are updating our recruitment and selection process include;

- Additional training for hiring managers regarding EDI considerations during recruitment
- Guidance for hiring managers to improve process consistency across the organisation
- Introducing 'comply or explain' in which managers will justify why a candidate from an under represented group has not been selected for a position
- Producing a suite of EDI interview questions to ensure all candidates have the opportunity to demonstrate a respect for and understanding of EDI
- Diversifying our interview panels further to ensure as many protected characteristics, including gender, are as represented as possible

## 4. Supporting career development

Our Learning & Development Team continue to complete an annual Training Needs Analysis which focuses on career development opportunities for all which may be contributing to the gender pay gap. We promote training and development for all and actively promote participation in our Management Training programme.

Examples of ways in which we are supporting career development include;

- Embedding EDI into all training courses delivered at CityCare
- Developing a reciprocal mentoring programme for under-represented groups within the organisation
- Developing a talent management process
- EDI considerations will be included in the appraisal process to ensure people who progress within the organisation have a broad understanding of EDI issues

## 5. Equal representation at all levels

It is important that CityCare is representative of the community it serves so we recognise the importance of increasing our male workforce.

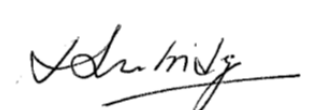
Examples of ways in which we are ensuring we have equal representation at all levels include;

- Developing a culture that supports and promotes diversity
- Encouraging more men to enter the healthcare/nursing profession
- Ensuring we have fair recruitment process are in place

### Written Statement:

I confirm that Nottingham CityCare Partnership is committed to the principle of gender pay equality and has prepared its gender pay gap results in line with mandatory requirements

Signed:



Position: Chief Executive Officer

Dated: 10 February 2022