

Gender Pay Gap Report

March 2025



The NHS People Promise

Summary

NHS Norfolk and Waveney Integrated Care Board is responsible for planning and buying safe, high quality health services for local people and communities. NHS Norfolk and Waveney agreed and administers contracts with hospitals, community services, the mental health trust, GP practices, dentistry, pharmacy, optometry, the ambulance trust, and other organisations who provide care and treatment services, and monitored the performance of the delivery of these services. We work with local people, health and care professionals, and partner organisations to improve the health, wellbeing and care of our population.

As a result of the Health and Care Act 2022, NHS Norfolk and Waveney is responsible for the budget for the whole of the NHS across Norfolk and Waveney. We are accountable for the performance and finances of the NHS across Norfolk and Waveney – a total budget of over £2 billion a year.

The organisation is part of the Norfolk and Waveney Integrated Care System (ICS), which aims to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- enhance productivity and value for money
- help the NHS support broader social and economic development

There are four pillars of our ICS which broadly bring organisations together:

- NHS
- Local Authority
- Voluntary, Community and Social Enterprise (VCSE)
- Our staff, people and communities

2024-25 at a glance



The goals of the Norfolk and Waveney ICS

NHS Norfolk and Waveney, along with its wider system partners have a clear vision and set of common goals for improving the health, wellbeing and care of people living locally, and has developed the right relationships between the different parts of the health and care system to enable the ambitions of the ICS to be realised.

The ICS has three overarching goals:

- 1. To make sure that people can live as healthy a life as possible** – Preventing avoidable illness and tackling the root causes of poor health to reduce health inequalities across our area.
- 2. To make sure that you only have to tell your story once** - Services must work better together so that key information doesn't have to be repeated to every health and care professional.
- 3. To make Norfolk and Waveney the best place to work in health and care** – Supporting staff development and wellbeing will improve the working lives of our staff, and mean people get high quality, personalised and compassionate care.

Our mission is to help the people of Norfolk and Waveney to lead longer, healthier and happier lives.

Our organisational values were co-created through a collaborative process with our staff and they represent how we want to live our values through everything we do. Connected to; each other, the work we do, a common purpose, our partners across the system and always to our patients/public. At all times being respectful, inclusive and embracing new ways of working by being innovative and continually improving.



This also aligns with the NHS People Promise, to work together to improve the experience of working in the NHS for everyone. As an ICB we are committed to delivering this promise. The support we offer all of our staff in the ICB from our People Services is linked to each of the seven People Promise domains.



NWICB employed 690 employees as of 31 March 2025 and we are committed to being an equal opportunities employer and equality, diversity and inclusion is embedded into everything we do.

Gender Pay Gap Analysis

Requirements

In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employers with 250 or more employees are required to publish Gender Pay Gap calculations no later than 30 March each year.

The gender pay gap is not the same as equal pay, it's the difference between the average pay of all men compared to the average pay of all women. In an organisation which adheres to structured pay grades and equal pay the Gender Pay Gap will highlight variances between genders if there's a proportional difference in the distribution of the workforce across the grades.

The legislation requires an employer to publish six calculations:

1. Average gender pay gap as a mean average
2. Average gender pay gap as a median average
3. Average bonus gender pay gap as a mean average
4. Average bonus gender pay gap as a median average
5. Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
6. Proportion of males and females when divided into four groups ordered from lowest to highest pay.

The information must be published on both the employer's website and on a designated government website. An employer should then use that information to help understand any underlying causes for their gender pay gap and take suitable steps to minimise it.

As stated above gender pay reporting is different to equal pay; equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. The gender pay gap shows the difference in the average pay between all men and women in a workforce based on hourly pay. It takes account of mean and median averages, as well as 'bonus' payments. Clinical Excellence Awards, payable to medical Consultants, are classed as bonus payments for gender pay reporting purposes, however this is not applicable to the ICB.

Within the NHS, excluding Very Senior Managers (VSM), pay scales are set nationally and terms and conditions prescribe pay arrangements on appointment. Jobs for all staff on Agenda for Change (all staff excluding medical and VSM) are subject to NHS

Job Evaluation to determine appropriate pay bandings. This therefore has a positive and significant impact on preventing gender related pay discrepancies.

Technical Information - Employee's to Include

For **ordinary pay**, only 'Full Pay Relevant Employees' are to be included. A 'Full Pay Relevant Employee' is any employee who is employed on the snapshot date of 31st March 2025 and who is paid their usual full basic pay during the relevant pay period. If employees are being paid less than their usual basic pay rate, or nil, during the relevant pay period as a result of being on leave, then they are not a 'full pay relevant employee'. It does not matter whether any leave is taken during the relevant pay period – what matters is whether the pay is reduced during that relevant pay period due to the leave.

If an employee is paid less than their usual basic pay or piecework rate during the relevant pay period for reasons other than leave (for example because they have been on strike), they still count as a full-pay relevant employee.

For bonus pay all employees should be included.

Table 1: Gender breakdown (snapshot as at 31 March 2025)

	Headcount	Percentage
Female	520	75%
Male	170	25%
Grand Total	690	100%

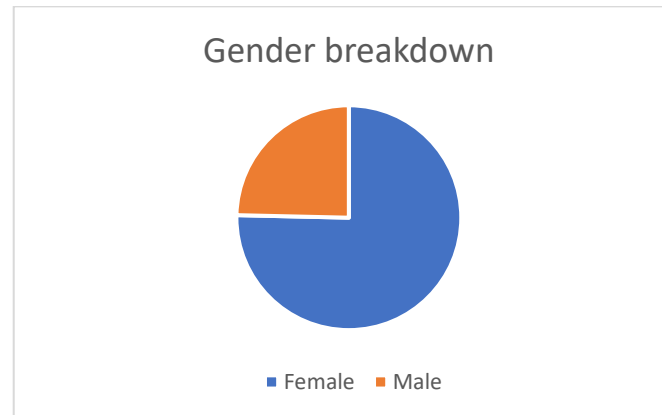


Table 2: Illustrates the % of males and females in each band

% Assignments per band	Gender	
Band	Female	Male
Band 2 - 4	14.07%	4.09%
Band 5	10.46%	6.43%
Band 6	17.68%	9.94%
Band 7	19.01%	19.30%
Band 8	32.32%	43.86%
Band 9 & Non Banded	6.46%	16.37%

Table 2 highlights that over half of male ICB colleagues have an assignment of Band 8 and above (including non-banded roles)

Table 3: Average Rates of Pay – by gender (snapshot date 31 March 2024)

Average & Median Hourly Rates		
Gender	Average of Median Hourly Rate	Average of Hourly Rate
Female	23.6003	30.5029
Male	28.8708	42.7377
Difference	5.2705	12.2348
Pay Gap%	18.26%	28.63%

Table 3 details the mean and median hourly pay rates per employee on the snapshot date. Males were paid on average £12.23 (Pay Gap 28.63%) more than females, however, the gap has decreased from the previous year (£14.43 in 2024). This indicates that the average pay for males is higher than females and highlights the middle value is also higher than the females.

Table 4: Gender breakdown of employees in each quartile

Number of Employees by Gender & Quartile				
Quartile	Gender			
	Female	%	Male	
	Count		Count	
1	132.00	88.00%	18.00	12.00%
2	138.00	81.18%	32.00	18.82%
3	143.00	72.59%	54.00	27.41%
4	107.00	61.85%	66.00	38.15%

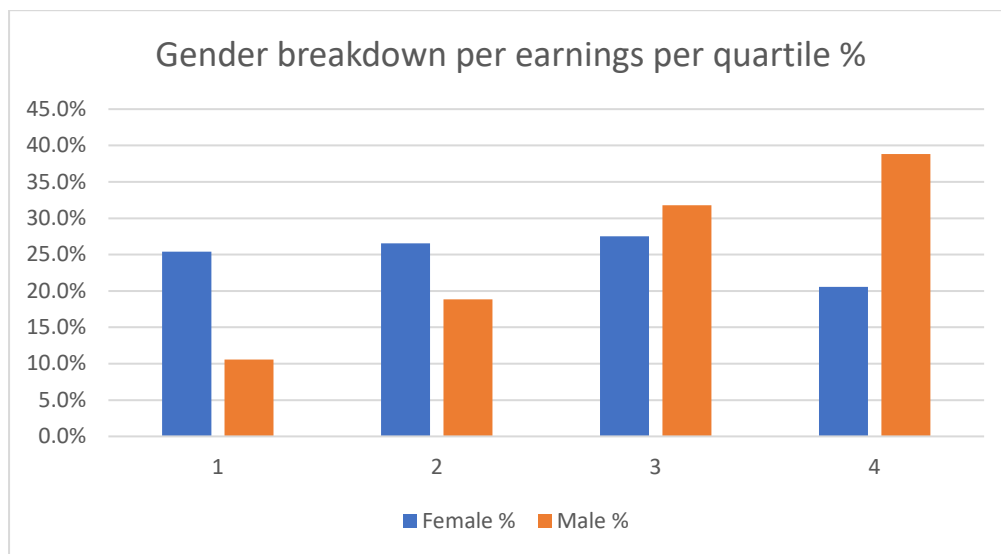
Table 4 shows the distribution of the workforce broken into quartiles with all employees ranked according to the hourly earnings and split into 4 quartiles.

Tables 5 and Table 6 illustrate the same data in graph format.

Table 5 illustrates representation of quartile across each gender as a percentage.

Quartile	Female %	Male %	Grand Total
1	25.4%	10.6%	21.7%
2	26.5%	18.8%	24.6%
3	27.5%	31.8%	28.6%
4	20.6%	38.8%	25.1%
Grand Total	100.0%	100.0%	100.0%

Table 6



Ordinary pay

All NHS staff are aligned to Agenda for Change and receive equal pay for undertaking equal roles. There can be a slight variation within each banding depending on the pay step progression.

Bonus pay analysis

The NWCB does not make specific payments in regards of bonuses.

Understanding the ICB's Pay Gap

Male staff earn on average an hourly rate of £12.23 more than their female colleagues. This is also reflected in the median hourly rate of pay illustrating that male colleagues earn £5.27 more.

Whilst the ICB employs more female staff the percentage of males holding more senior roles from band 7, 8 and 9 is greater than their female colleagues. This is in spite of males being significantly less represented across the entire workforce.

Comparison from 2024 report

The ICB female headcount has decreased by 1%, whilst the male headcount has increased by 1%. Over half of male ICB colleagues have an assignment of band 8 and above (including non-banded roles), the gap between those in a band 9 and non-banded roles has decreased by 3.54% since 2023, meaning more females have been successful in gaining those roles.

Although the average hourly rate gap has increased by 2.47% since 2023 for male employees, the gap has decreased in relation to the average median hourly rate by 11.54%.

Action plan to close the Gender Pay Gap

NWICB has a high proportion of female employees. It is therefore important the organisation should be in a position to remove internal barriers to pay parity and provide more noticeable support to our female employees who may be more likely to take on additional caring responsibilities at home.

Our 2024 staff opinion survey, with a response rate of 68% with 439 responses, noted 62.6% of staff were satisfied or, very satisfied with levels of pay. This was a slight positive difference of 0.72% on the previous year. However, our data has shown that female employees are more likely to be in lower paid roles and therefore it is important that we remove any barriers to career progression in order this upward trend continues.

Whilst our staff opinion survey (2024) noted 80.7% of those who answered the survey felt there were opportunities for flexible working patterns, (which is at a similar level on the previous year, this is an overall increase of 4.31% over the last two years), demonstrating a clear indication this is moving in a positive direction. It is important to ensure there is increased understanding of flexible working options and we seek other opportunities to help to remove barriers in order to promote and support conversations about working patterns and job roles. The legislation introduced on 6th April 2024, provides gives any employee with the right to make a statutory flexible working request from the first day of their employment, this is promoted within the organisation and assists with wellbeing conversations.

50.68% of staff said they would recommend the ICB as a great place of work, which is a slight increase of 1.4% compared to the previous year. We continue to seek feedback from our leavers at exit interviews to understand how we might make further improvements, gather information as part of our staff pulse surveys and gaining valuable feedback from our EDI staff engagement group.

NWICB respects individual experiences (e.g. culture, working styles, background, Ideas) and 78.79% said the NWICB had made reasonable adjustments to enable them to carry out their work, however, this is a decrease of 7.21% from the previous year.

We will continue to seek feedback from our EDI staff network group to further understand our workforce and how we might make further improvements.

NWICB regularly reviews People Policies to ensure they remain fair, relevant and supportive of staff needs and boosts morale and job satisfaction. These People Policies support the promotion of a positive and inclusive work environment and values diversity and wellbeing, helping to attract and retain staff. Our Recruitment and Selection Policy includes an extensive question bank with a dedicated section on equalities, diversity and inclusion. We will continue to work on de-biasing recruitment to ensure that our recruitment processes are robust and fit for purpose whether this be recruiting internally or externally to the organisation. There is also further training on Recruitment and Selection, Onboarding and Probation available on the Management Foundation Programme.

NWICB will continue to focus and deliver on our Equality, Diversity and Inclusion Improvement Plans using the data gained from our Workforce Race/ Disability Equality Standards, Public Sector Equality Duty and Equality Delivery System 2 reports.

The NWICB remains committed to our NHS People Promise to work together to improve the experience of working in the NHS for everyone.