



Gender Pay Gap Report 2024:

Developing an inclusive workplace



Foreword

At NHSP, we continue to champion diversity and develop an inclusive workplace. Therefore we are delighted to be publishing our Gender Pay Gap report for the period 2024/25.

We run the largest NHS flexible staff bank, placing highly skilled temporary workers in NHS Trusts to meet their short, medium and long-term needs. Behind the scenes, our corporate colleagues support our flexible workers and NHS customers through every stage of the journey, allowing them to deliver safe, efficient and effective patient care.

We recognise our responsibility to promote diversity, social mobility, and address inequality across all parts of the organisation. We believe in creating an inclusive workplace that fosters a sense of belonging for all our people and where everyone is respected and able to be at their best.

We recognise that it is important to be open and transparent about the gender diversity of our people, and this report is a key tool for us to do that, whilst also allowing us to share the measures we have taken and will continue to take to create a more diverse workforce across all roles and levels within the organisation.

This report reflects pay across NHS Professionals, and the different pay it applies to different roles and at different levels of seniority, including bonus payments made against demanding targets set and measured by the remuneration committee.

We remain confident in our gender-neutral approach to pay and we ensure we pay according to role, not gender. We also recognise that gender identity for some is broader than simply referring to men (or people who identify as men) and women (or people who identify as women), but we have followed the legal definition and guidance issued by the Equality and Human Rights Commission for the purpose of this report, which is to reflect gender at birth rather than preferred gender.

Helen Ives

Chief People Officer



Empowering everyone to reach their full potential

Developing an inclusive workplace remains a top priority at NHSP. We are incredibly proud of our diverse workforce, which is a strategic asset to our business. This commitment is evidenced by our People Strategy's central focus on empowering people through our values, developing organisational culture and driving business performance.

Supporting everyone to excel

As part of this, we offer a comprehensive suite of leadership programmes which are tailored to reflect the stage an individual is at in their leadership journey. These include our in-house Step Into Management and EPIC Leadership courses, and the Senior Leadership Executive Programme, delivered in partnership with Cranfield School of Management. To date, 218 of our employees have participated in one of these programmes.

Understanding the impact of our employee processes

Over the last year, we have invested in understanding the diversity of our workforce across a wide range of demographics, including gender. We have used this data to understand how key employee processes, including annual performance appraisal, affect different groups.

We have also worked with senior management to ensure that there is a deeper understanding of the effects of bias, and have put processes in place to proactively identify where further support may be required.

Gaining insights into the employee experience at NHSP

In 2024, our Equality, Diversity and Inclusion (EDI) Council commissioned an EDI and Culture Survey to understand the employee experience across a range of characteristics, including gender. To ensure unbiased results, an independent specialist not only conducted the survey, but also presented its findings directly to our people. We are currently

action planning, with input from employees at all levels of the business, to ensure we take learnings from the survey onboard and change into practice where necessary. We are committed to repeating this survey on an annual basis so that change can be monitored and reported on over the long term. The survey outcomes were categorised into eight key themes and all results benchmarked against our survey provider's extensive list of employer surveys across all employment sectors. We are proud that NHSP saw stronger survey scores for seven of the eight themes.

Ongoing support and staff networks

In Summer 2024 we launched the 'We Stand Together' support sessions. Following the riots that had recently taken place, this was initially a forum for corporate employees to discuss their feelings, experiences and concerns in a sympathetic and supportive environment.

However, the series soon branched out to cover further topics as suggested by our people, including a session dedicated to women in the workplace. This enabled women (and those who identified as women) colleagues to share their lived experiences on a range of issues, and to discuss concerns directly with our Executive Team.

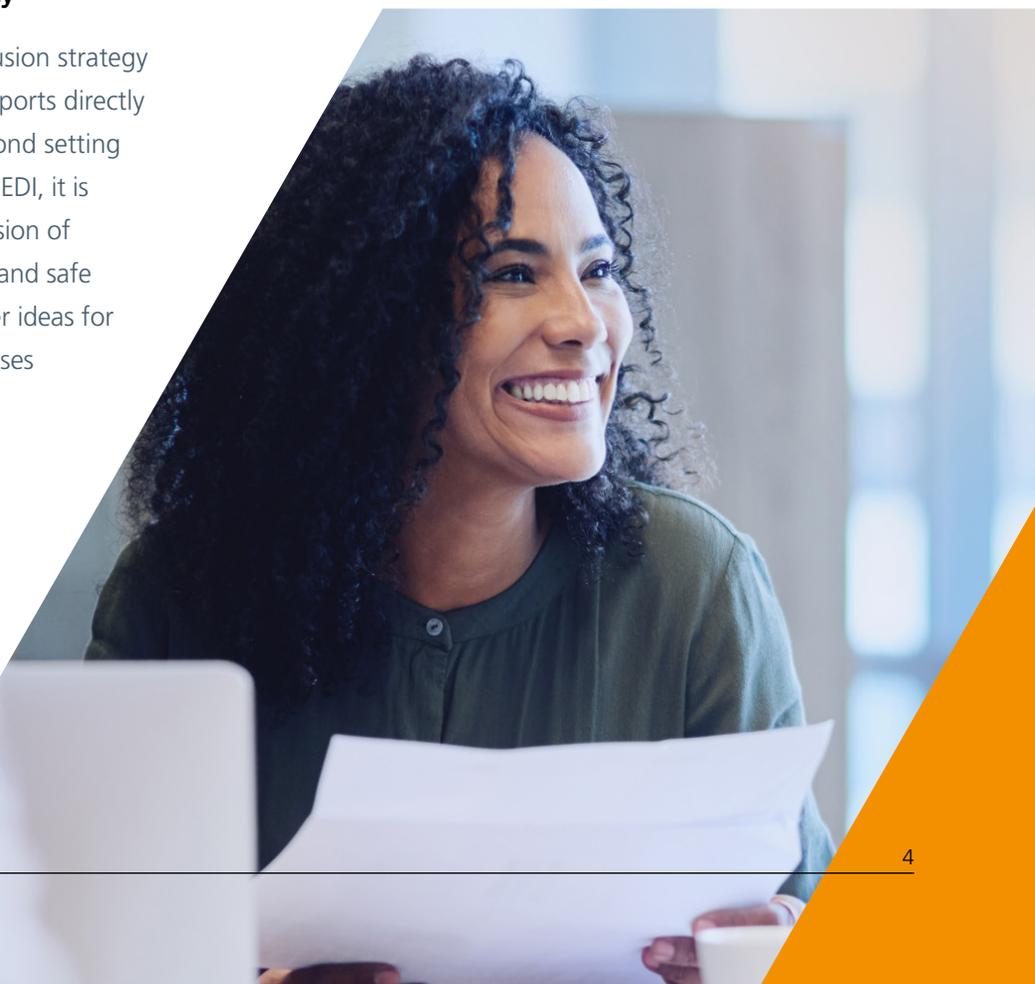
Coming from this session and others is a commitment to setting up a new family community group, as well as a new staff support community for women at NHSP. Both forums will provide opportunities for colleagues to come together more regularly to discuss and share issues in a mutually supportive environment.

We are also developing our resources for supporting menopause and endometriosis awareness through our DoMAiN Network (Disability, Mental Health, Allyship and Neurodiversity). This will include educational opportunities and safe spaces for people to meet and discuss their experiences together.

A framework for promoting diversity

NHSP leads its Equity, Diversity and Inclusion strategy through the EDI Council (EDIC). EDIC reports directly into our Executive Committee, and beyond setting the strategic direction and objectives for EDI, it is also responsible for facilitating the provision of the staff networks that provide support and safe spaces for our corporate staff to consider ideas for improvements in areas like policy, processes and facilities.

EDIC meets on a regular basis and is made up of a wide range of employees working across the business. The membership is diverse and includes the Chairs of our staff support networks, ensuring that the input from our wider workforce has a direct voice on important matters relating to EDI.



Equality Data

It's important that our equality data is of the highest quality, as it enables us to explore demographic variations and support groups with less positive employee experiences – a key recommendation from our latest EDI and Culture Survey.

Over the last couple of years, for our corporate employees we have implemented our Total Reward strategy which including updating our pay governance, reviewing our pay levels and ranges and ensuring equity across the organisation. This work included transparency around pay and processes, job evaluation and salary benchmarking against the healthcare market. We have continued to pay 4% on top of National Minimum Wage to enable everyone to contribute to their pension pot via salary sacrifice.

We are working with our system suppliers, and through our transformation programme are upgrading our systems and related processes to capture and securely store equality data provided by people applying for roles and joining the organisation, both across the flexible workforce and corporate team members This will enable us to further extend our use of our Equality Impact Assessment processes to continue to improve our policies, processes, and decision-making for strategic and operational activities.



Understanding our Gender Pay Gap

All companies employing more than 250 people are required to produce and publish a gender pay report. These measures are not a reflection of equal pay but serve as a valuable tool for companies to assess progress and determine appropriate actions to improve their policy and practice.

The Gender Pay Gap shows the difference between the average hourly pay for men and women across all roles and levels within the organisation. Hourly rate for each employee is calculated and ranked in order, in order to identify the median. We report on mean and median Pay Gaps for pay and bonuses. We also report on the distribution of men and women in each pay quartile which provides an indication of opportunities to focus our efforts to close any gaps, relating to our recruitment and development practices.

Included in definition of "pay"

Basic pay

Permanent allowances, such as skills allowances and car allowances

Not included in definition of "pay"

Expenses and benefits in kind.

Employees who have not been receiving normal pay, for example due to a period of long-term ill health

Mean gender pay and bonus gap

The mean hourly rates of men and women colleagues are compared and any resulting difference is the Mean Pay Gap.

Bonus Gap is calculated using actual bonus payments paid. We also report the number of men and women that received a bonus as a %.

Median gender pay and bonus gap

The Median Pay Gap is the middle number when all the numbers are ranked in numerical order.

Pay quartiles are calculated by dividing all the hourly rates, from lowest to highest into four equal sized bands then calculating the % of men and women in each band.

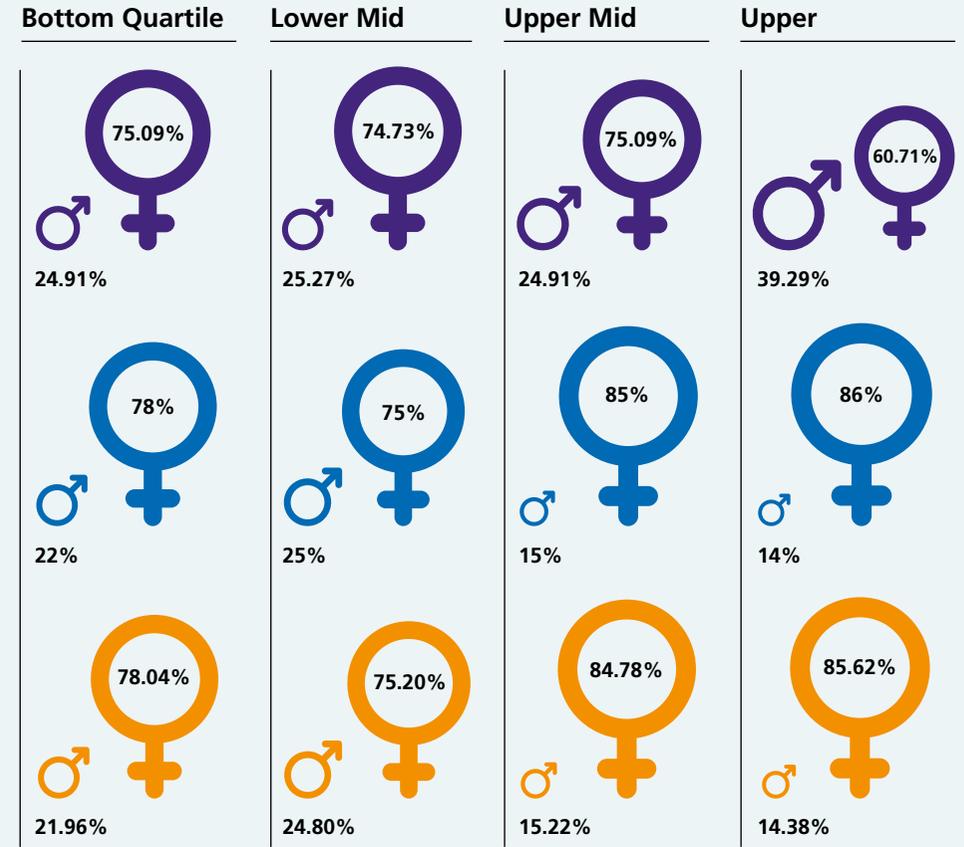
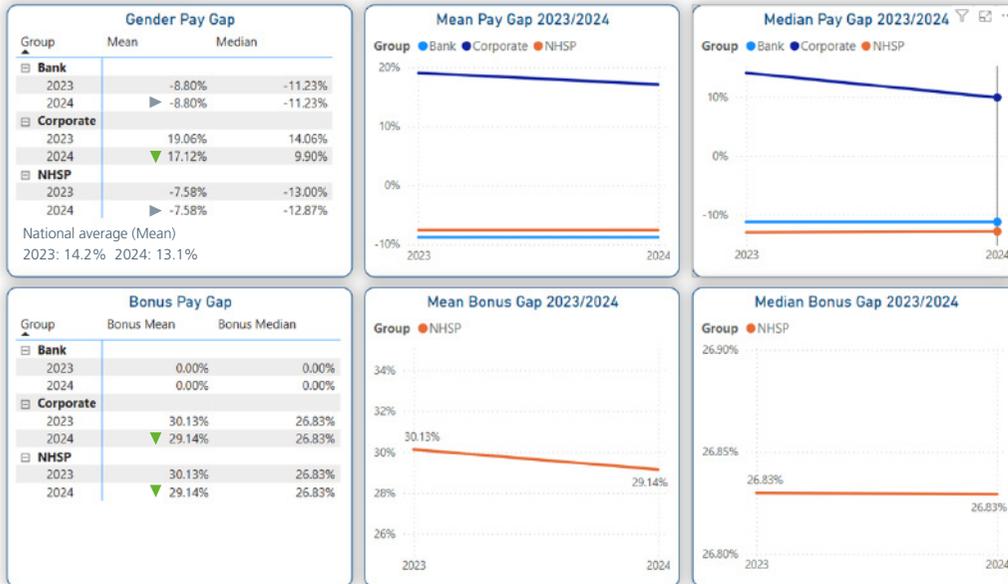


2024 Gender Pay Results

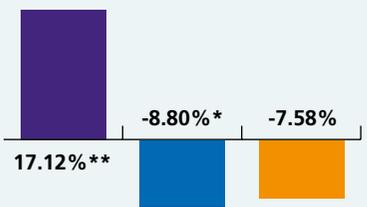
● Corporate
 ● Flexible Workforce
 ● Overall NHSP

*If the figure is negative (has a - in front) the pay gap is in favour of women.

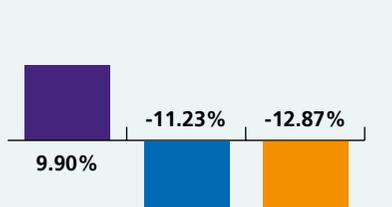
** If the figure is positive the pay gap is in favour of men.



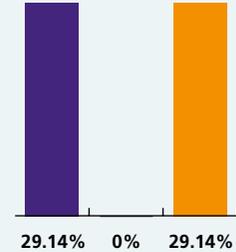
2024 Gender Pay Gap: Mean



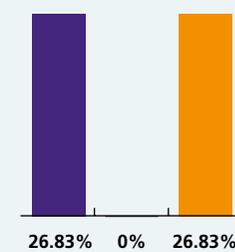
2024 Gender Pay Gap: Median



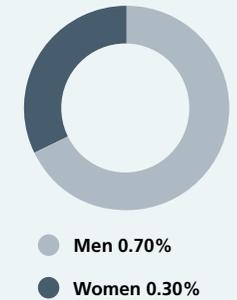
Bonus Mean



Bonus Median



Bonus Received



Understanding our Gender Pay Gap Data

The results show a Gender Pay Gap in favour of women (mean -7.58%), which is due to the large proportion of women in the flexible workforce. We are confident that the gap does not stem from paying women and men differently for the same or similar work, rather it reflects the demographic split across different jobs and is broadly typical of the healthcare sector. The pay rates of our flexible workforce members tend to mirror the NHS pay frameworks and we have a separate NHS Professionals pay framework for our Corporate team members.

We exceed reporting requirements by separating out corporate team members and flexible workforce members. By splitting this data out, it shows that there is actually a gender pay gap in favour of men for our corporate team members. It is pleasing to see an improvement in our corporate Gender Pay Gap for 2024 due to a rebalance of gender in our junior levels. However, the flexible workforce went very slightly the other way with some shifts in the middle quartiles, which has therefore resulted in no significant change in the overall Gender Pay Gap result across the combined workforces.

Flexible workforce pay shifts

Overall, the percentage of women in the lower middle quartile has increased by 2% from 2023 to 2024, whilst the percentage of women in the upper middle quartile has decreased by 2% in the year-on-year comparison. The percentage of men in the lower middle quartile has decreased by 2% from 2023 to 2024, whilst the percentage of men in the upper middle quartile has increased by 2% in the year-on-year comparison.

This shows the population of women has shifted slightly from upper middle to lower middle and the population of men has shifted from lower middle to upper middle, but due to the volume of flexible workforce, the overall pay gap remains consistent in the year-on-year comparison.

Corporate workforce pay shifts

Across the corporate workforce the percentage of men in each pay level have remained the same from 2023 to 2024, but the percentage of women has seen a 2% reduction in Level 1/SME1 in the year-on-year comparison.

The percentage of women in the bottom quartile has reduced significantly from 41% in 2023 to 32% in 2024, whilst the percentage of men has broadly remained the same across quartiles with the highest change of 5% in the upper middle quartile in 2023 compared with 3.7% in the upper middle quartile in 2024.

The data shows a reduction in the lower pay ranges and quartiles of women staff, which has contributed to the reduction of just over 4% in the corporate median Gender Pay Gap from 14.06% to 9.9%.

Likely due to redundancy programmes, all of which have equality impact assessments carried out, and the reduction of entry level roles as part of target operating model changes. We expect to continue to see a year-on-year improvement in our Gender Pay gap in line with the changes to target operating model for all of NHSP.

This year there remains a Bonus Gap (mean 29.14%) in favour of men however this has improved slightly since last year. It should be noted that the sample size for this metric is significantly smaller than for overall pay. We review our management bonus scheme each year, ensuring the scheme is fit for the future, reflective of an individual's role, influence and contribution to NHSP. Membership of the scheme and bonus potential is linked to job profile. We have implemented changes to the eligibility of the bonus scheme, and this means that we would only expect to see small changes over time and will continue to monitor how this impacts the gender pay bonus gap.

What are our people telling us?

We survey our corporate employees about their views each month, our performance relating to matters influencing gender pay are provided in the table below

Engagement survey questions	Peakon Score January 2025 (score out of 10)	Benchmark January 2025 (comparison to 1300 organisations)
<p>Reward</p> <p>a) I am fairly rewarded for my contribution</p> <p>b) The process for determining pay seems fair and unbiased</p> <p>c) I feel able to have well-informed and constructive conversations with my manager about pay</p>	<p>Women 6.8</p> <p>Men 6.9</p>	6.9
<p>Inclusion</p> <p>Recruitment processes at NHSP attract and select a diverse workforce</p>	<p>Women 8.4</p> <p>Men 8.6</p>	8.1
<p>Professional growth questions</p> <p>a) I feel that I'm growing professionally</p> <p>b) I see a path for me to advance my career in our organisation</p> <p>c) My job enables me to learn and develop new skills</p>	<p>Women 7.7</p> <p>Men 7.7</p>	7.8

NB. Metrics are broken down into gender where available.

NHSP Gender Pay Gap Improvement Plan 2025

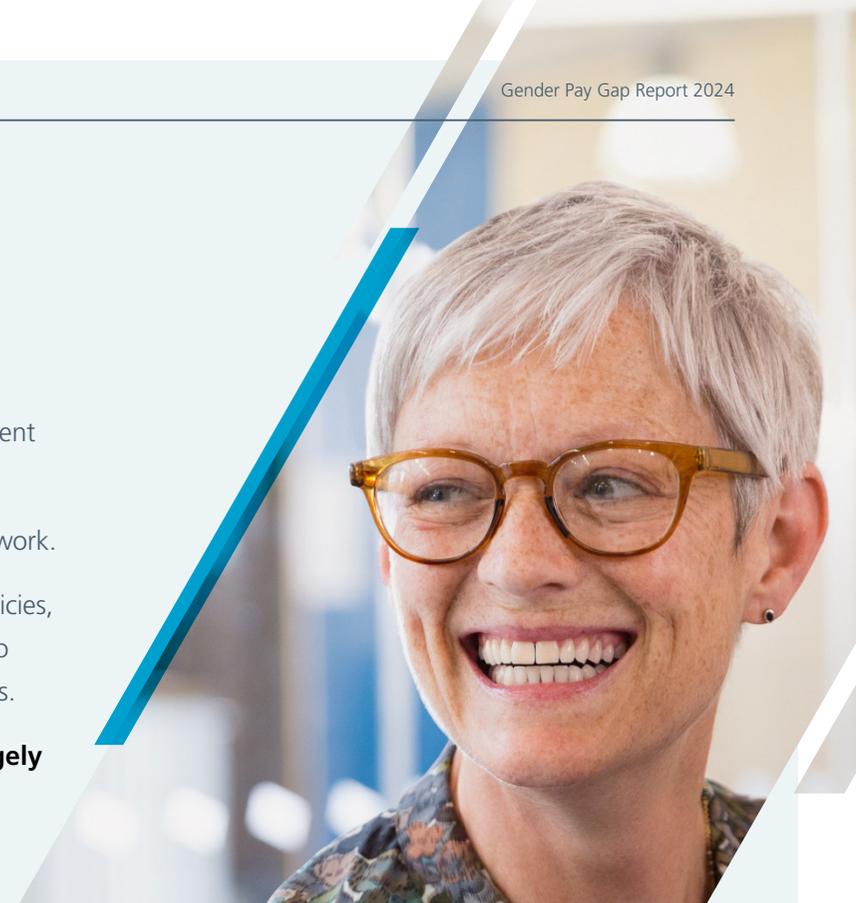
Last year, our improvement actions were:

- To work with our systems suppliers to facilitate improved ability to collect and analyse equality data which will provide richer information including ethnicity and other demographic data.
- To formally launch our new pay structure and pay governance policy.
- To complete the review of our management bonus scheme.
- To establish a women's staff support network.
- To continue our review of our people policies, including Equality Impact Assessments, to improve equality and inclusivity outcomes.

We can conclude from our data that the pay and bonus gap in our corporate workforce is largely driven by the higher proportion of men than women in senior leadership or higher-paying specialist roles and our improvement plan is therefore targeted at equity of opportunity.

Our areas of focus to improve gender equality and pay going forward are:

- To continue to work with our system providers as part of our transformation programme to facilitate improved ability to collect and analyse equality data which will provide richer information including ethnicity and other demographic data with a view to increasing our pay gap reporting to include ethnicity and disability.
- To continue to review the participants of our management bonus scheme each year, recognising that there are currently more men in senior roles and therefore more men receiving a bonus.
- To establish improvements to our recruitment process by extending our equality focused interviewing process with a focus on ensuring diverse shortlists at senior level and for specialist roles
- Improved access to apprenticeships, especially for women in underrepresented professions and senior leadership roles.
- Work with women senior leaders to seek feedback from employees to understand how they would like to see the gap closed.





“I was so lucky to have the support of NHSP”

Erica Armfield,
Service Excellence Lead

I have been so lucky to be supported by NHSP in my journey to motherhood. I have recently returned from maternity leave after having my gorgeous twins conceived through IVF. As many people will know the IVF journey can be an incredibly anxious and stressful one, the last thing you need during this is the worry of how your workplace will support you with the many differing appointments, sometimes not being able to give exact days and times for appointments. I was lucky to have the support of NHSP, both in the fact that there is time off for IVF appointments

given within the Maternity policy but also within the supportive culture that NHSP fosters, meaning that I felt relaxed and supported through the journey.

Now returning from Maternity leave I feel like I got back up to speed with my role quite quickly and was supported in that process too. In terms of my role I feel I am trusted and respected to make the right decisions and am not disadvantaged from having taken time out to have a family. I am privileged that in my role I am able to influence and shape elements of the future and that my opinion is valued.



“I love seeing women thrive at NHSP”

Mehar Singh,
Customer Support Advisor

The culture at NHSP is safe for me as a female and have never been made to feel uncomfortable or “less than”. As someone who also has a female manager who does amazing work, I love seeing women thrive at NHSP. There are so many examples of women doing such important work in the company and that is very admirable.

As a core member of the Disability Support Network, I am currently being mentored to enhance my skills and

knowledge in the world of equality, diversity, and inclusion (EDI). Ladies may have a few more hurdles to jump when it comes to being heard, but I definitely feel as though I have the opportunity to help shape the future.

I love that NHSP has taken proactive steps to address the gender pay gap, especially in the National Service Centre. Gender pay gap remains a very real issue in many companies, so seeing the proactive steps NHSP has made is something I’m proud to be part of as an employee.

Final Thoughts

NHS Professionals is committed to gender inclusion as a key element of the wider work it is undertaking to support an inclusive culture. We see gender inclusion as being about recognising and celebrating a full diversity of gender identities and expressions, allowing our colleagues to work in an environment that enables them to feel safe.

“We are committed to building a truly inclusive organisation - one where diversity is celebrated, communities are united, and everyone feels a genuine sense of belonging. Talent is everywhere, opportunity should be too. That’s why we’re working together to create equity of opportunity for all.”

Helen Ives – Chief People Officer NHSP

I confirm with this statement that the information in this report is accurate.



Helen Ives - Chief People Officer