

# 2019 Gender pay gap report

Whilst the overall rate has marginally increased, the organisation has seen a positive increase in the number of female employees in the upper pay quartile, which has increased by a further 3% in 2019. As in 2018, only female employees received bonus pay in 2019 which means there is no pay gap to report in this regard.

Over the last 12 months, the organisation's mean gender pay gap has increased to 7% from 6% in 2018. This can be largely attributed to a significant increase in the number of jobs created in the lower pay bands which are predominantly populated by female employees. Whilst the organisation is pleased that females made up 67% of successful appointments, because a majority of these new hires are in the lower pay grades, in the short term the organisation we will see a slight increase in our gender pay gap figures.

# Our purpose and values

---

Resolving concerns fairly and learning from harm is at the heart of what NHS Resolution is about, embedding our values in the way we work internally and externally.

We are an arm's length body of the Department of Health and Social Care. We are a Special Health Authority which provides:

- Indemnity cover for clinical and non-clinical liabilities
- Learning from claims
- Legal and professional services
- Dispute resolution between commissioners and primary care contractors
- Advice and support to healthcare organisations on the effective management and resolution of performance concerns relating to practitioners.

## Our purpose

To provide expertise to the NHS on resolving concerns fairly, share learning for improvement and preserve resources for patient care.

## Our values

**P**rofessional – We are dedicated to providing a professional, high quality service, working flexibly to find effective and efficient solutions.

**E**xpert – We bring unique skills, knowledge and expertise to everything we do.

**E**thical – We are committed to acting with honesty, integrity and fairness.

**R**espectful – We treat people with consideration and respect, and encourage supportive, collaboration and inclusive team working.

# Reporting requirements

---

From April 2017 onwards, any UK organisation employing 250 or more employees is required to report annually on its gender pay in six different ways:

1. Mean gender pay gap – ordinary pay
2. Median gender pay gap – ordinary pay
3. Mean gender pay gap – bonus pay in the 12 months ending 31 March
4. Median gender pay gap – bonus pay in the 12 months ending 31 March
5. The proportion of male and female employees paid a bonus in the 12 months ending 31 March
6. The proportion of male and female employees in each quartile

The gender pay gap shows the difference in the average earnings between male and female employees within NHS Resolution.

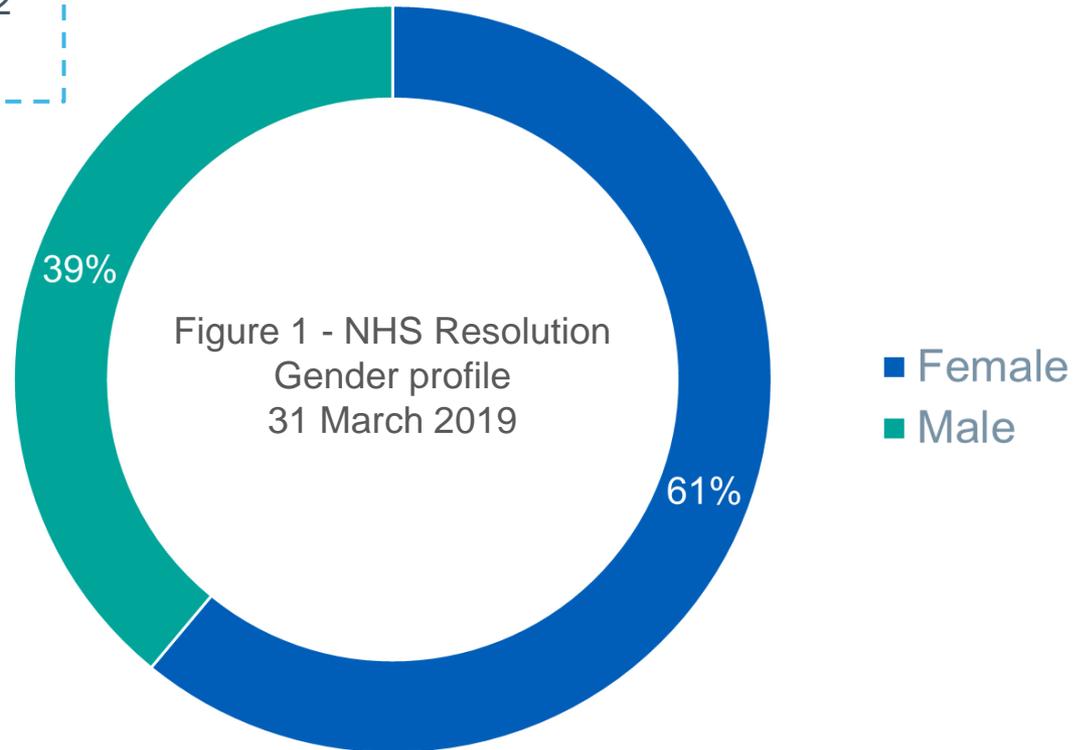
The mean gender pay gap is the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

The median gender pay gap is the difference between the median hourly rate of pay for male full-pay relevant employees and that of female full-pay relevant employees.

# Our gender profile

**Snapshot date – 31 March 2019**

The chart below details our gender profile which is broadly the same as last year, with a 2% increase in the number of female employees. Our workforce consisted of 182 female and 117 male employees.



# Gender profile by pay band

## Pay structure

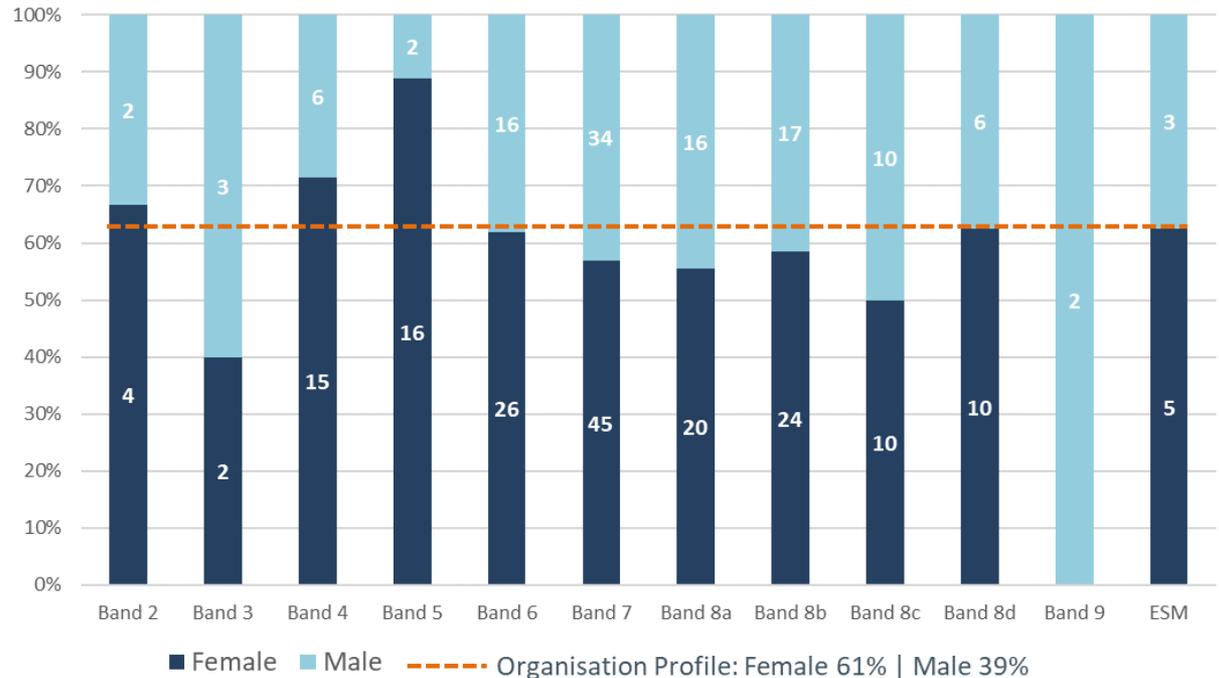
All NHS Resolution staff, except for executive and senior managers are paid on the National Agenda for Change (AfC) pay, terms and conditions of service. The terms and conditions set out band structures and pay for all employees to ensure transparency, fairness and equal treatment for all.

## Profile across bands

Figure 2 details the number and percentage of female and male staff within each pay bands.

Pay band 9 is representative of just 2 individuals.

Figure 2 - Gender Profile by Pay Band



# Our gender pay gap data

NHS Resolution has a mean gender pay gap of 7% and a median gender pay gap of 6.8%. This is a slight increase on last years figures of 6% and 5.7% respectively.

Ordinary pay	
Mean gender pay gap	<b>7.0%</b>
Median gender pay gap	<b>6.8%</b>

Bonus pay	
Mean gender pay gap – bonus pay	<b>0%*</b>
Median gender pay gap – bonus pay	<b>0%*</b>

Proportion of staff paid a bonus	
Female	Male
1.65%	0.0%

*\* Only female employees received bonus pay in the 12 months ending 31 March 2019, as a result there is no gender pay gap to report.*

## Recruitment activity

Over the 12 month reporting period, NHS Resolution has appointed twice as many females into senior roles than males. For appointments at band 8b and above there were 8 females appointed compared to just 4 males.

Similarly we have increased the number of roles within bands 2-6 which have been filled predominantly by females. There were 19 female appointments compared to 4 males. The organisation is delighted that a majority of these vacancies have been filled by female employees (67%), however because a majority of these new hires are in the lower pay grades, in the short term the organisation we will see a slight increase in our gender pay gap figures.

# Our gender pay gap data

The information below details the number of staff and the percentage of staff within each salary quartile.

Figure 3 – Number of staff in each quartile



Percentage of staff in each quartile	2019 rates		2018 rates		Year on year change	
	Female %	Male %	Female %	Male %	Female %	Male %
Lower quartile	73	27	68	32	5	-5
Lower middle quartile	58	42	55	45	2	-2
Upper middle quartile	54	46	60	40	-6	6
Upper quartile	56	44	54	46	3	-3

The main change within the quartiles has been in the upper middle quartile which has seen a decrease of 6% of female employees. There has been a further 3% increases in the percentage of female staff employed in the upper quartile. Similarly there has also been a 5% increase in the lower quartile.

# Our commitment

---

NHS Resolution continues to implement a number of programmes/activities to promote support and pay balance in the workplace. Some of these actions/activities include:

- Recommending in policy that employees should be permitted to return to work part-time after a maternity break, adoption leave or other parental leave unless there is a strong business case not to
- Continue to encourage flexible working across our organisation at every level, to ensure that our employees have the opportunity to balance their home life and career aspirations

Over the past 12 months we have also:

- Made available a 'Return to Work' mentorship programme, aimed at those returning from a period of maternity/adoption leave.
- Completed the second wave of our leadership programme which covers all levels of staff, in order to equip employees with the essential insights, knowledge, and skills to directly improve career aspirations and promotion opportunities.
- Successfully rolled out an apprenticeship programme within our Claims Management function, which supports individuals developing from band 5 to band 7 roles in a period of 24 months. The programme is accessible for staff in lower bands from across the organisation as well as external appointments.
- Since March and following a formal job evaluation process, our band 2 positions have been re-evaluated to band 3.

As a fair and equal employer, we appoint the best candidates during our recruitment campaign regardless of gender or other protected characteristics. NHS Resolution is part of the disability two ticks scheme in recognition of our commitment regarding the employment, retention, training and career development of disabled employees.

# Our intended actions

---

Our recently developed Equality, Diversity and Inclusion agenda sets out our intended actions and areas of focus in order to ensure NHS Resolution has a culture where individual differences and diversity are welcomed. We hope to achieve this through:

- Promoting equal rights and opportunities;
- Pro-actively tackling discrimination or disadvantage in all its forms;
- Creating an open and inclusive culture where equality, diversity and inclusion can be comfortably discussed;
- Having an inclusive and diverse workforce, to reflect the rich diversity of London and Leeds.

Some of the areas which will be reviewed as part of this agenda include:

- Recruitment, selection and on-boarding
- Career development and talent management
- Staff welfare, health and wellbeing

In addition and in order to continue to positively address our gender pay gap we will:

- Continue to Offer a rolling apprenticeship programme which supports individuals progressing from band 5 to band 7 within our claims management function.
- Consider similar apprenticeship opportunities in other parts of the organisation in order to maximise opportunities for career progression.
- Design and deliver a further leadership development programme which will continue to be available for all levels of staff within all parts of the organisation.

Our re-accreditation for our IIP (Investors in People) award is due in March 2020, and we are confident that our on-going commitment to people management excellence will be recognised. Our current Workforce and Organisational Development Strategy continues to support the organisation in becoming an employer of choice; an outstanding place where people want to work and are proud to work, and somewhere which provides equality for everyone.