

Gender Pay Gap Data 2025



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Introduction

NHS Resolution (NHSR) is committed to fostering a diverse, equitable and inclusive workplace. This report summarises our progress in addressing the organisation's gender pay gap (GPG), highlights areas for further improvement, and sets out our planned actions for 2026/27 as part of our wider work on equality, diversity, inclusion and belonging.

NHSR follows the national NHS pay framework to ensure fair and equitable pay for all staff. The pay gap is not a measure of equal pay, it measures representation across organisation levels. As such, the gender pay gap is not driven by unequal pay for the same roles, but by the distribution of men and women across different pay bands within the organisation. This report details NHSR's gender distribution, outlines how the organisation's recruitment and promotion activity during 2024/25 has contributed to a reduction in the gender pay gap and sets out the actions that will support continued progress.

Gender Pay Gap 2025

The Gender Pay Gap (GPG) shows the difference in the average earnings between male and female employees in six different ways. We recognise that the current legislation for reporting on GPG and the limitations of our NHS workforce data system, ESR, means that we report on data within the binary of male and female, and that this does not represent trans and non-binary colleagues in a truly inclusive manner.

The GPG reports on:

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 2025
4. Median gender pay gap – bonus pay in the 12 months ending 31 March 2025
5. The proportion of male and female employees paid a bonus in the 12 months ending 31 March 2025
6. The proportion of male and female employees in each quartile

The mean gender pay gap is the difference between the mean hourly rate of pay for 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.

The employee headcount on 31 March 2025 was 870. However, for the purpose of reporting our gender pay gap, we are required to report on employees who received full pay during the reporting period, the data is therefore collected on the basis of a headcount of 822.

Gender Pay Gap 2025 – Calculations

1. The mean gender pay gap has decreased from 8.2% in 2024 to 6.4% in 2025.
2. The median gender pay gap has decreased from 10.9% in 2024 to 7.2% in 2025.
3. The mean bonus pay gap is -9.1%¹.
4. The median bonus pay gap is 0.0%².
5. The proportion of male staff paid a bonus was 1.4% and for females it was 1.4%.
6. Females occupied 57.1% of the highest paid roles (upper quartile) on 31 March 2025, compared to 55.9% in the previous reporting period. However, 57.1% is lower than the organisational profile of females which is 67%. The tables in appendix 2 report our staff numbers by pay quartile.

Gender Pay Gap 2025 – Findings

Historically, the gender pay gap in NHSR has been driven by more males working in the senior manager pay bands. We have seen a positive shift in the female profile of our senior managers over the last 2 years which has contributed to an improvement in the gender pay gap, decreasing from 9.8% in 2023 to 6.4% in 2025.

This positive shift has led to an increase in the proportion of female employees at bands 7, 8a and 8b, resulting in an improvement in the gender pay gap. The tables in Annex 2 show that over the past 12 months, there has been an overall reduction in the proportion of females working in the lower and lower middle quartiles and an increase of 6.1% of females working in the upper middle quartile and 5.1% in the upper quartile, which appears to be driving the improvement. Internal promotion was attributed to 38% of moves into roles in pay bands 7, 8a and 8b.

Tables 3 and 4 show a comparison between 2024 and 2025 and this highlights that NHSR has made improvements in the last 12 months in the number and proportion of females working in the upper middle and upper quartiles.

- Upper middle quartile - 29 additional females, an increase of 6.1%
- Upper quartile - 17 additional females, an increase of 5.1%

Within NHSR, the proportion of females occupying roles at the lower pay quartile, lower middle quartile and upper middle quartile are higher than the organisation's gender profile (67% female).

- Lower quartile – 71.4%

¹ In reviewing the most recent guidance, this data now includes employees who have received employee of the month/year awards during the 2024/25 financial year, and not just those who received their award in March 2025. In 2025, females received a higher level of bonus compared to male employees. The minus figure, therefore, denotes a mean bonus pay figure which is higher for females than males.

² In 2025, the median bonus pay was the same for females and males.

- Lower middle quartile – 70.7%
- Upper middle quartile – 69.9%

However, the proportion of females occupying roles in the upper quartile stands at 57.1%, which is less than the organisations female profile (67%).

Continuing our work to provide robust internal development opportunities, improve our talent management processes and flexible working are expected to help further support representation at all levels. However, given that the organisation employs more females than males, the organisation needs to exercise caution in that attempting to reflect the organisation's gender distribution across all bands, may create unintended imbalances. The organisation will continue to monitor gender representation across the banding levels to ensure a balance in representation.

Gender Pay Gap 2025 – Next Steps

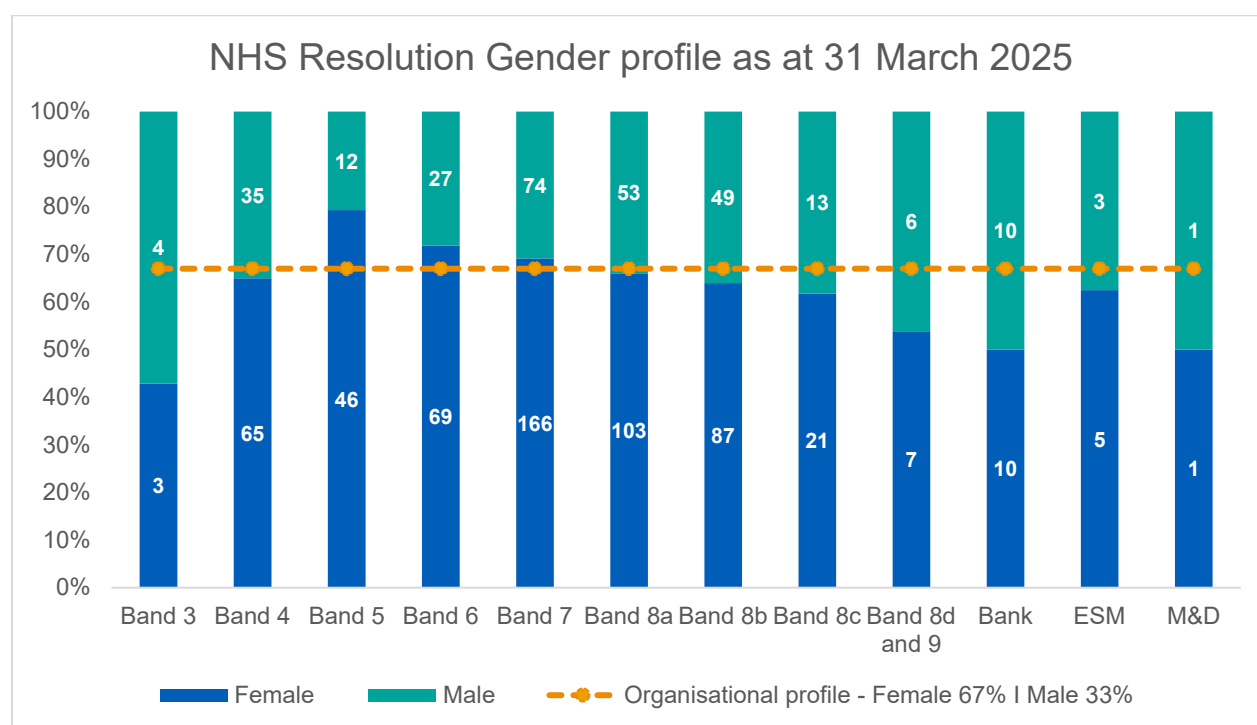
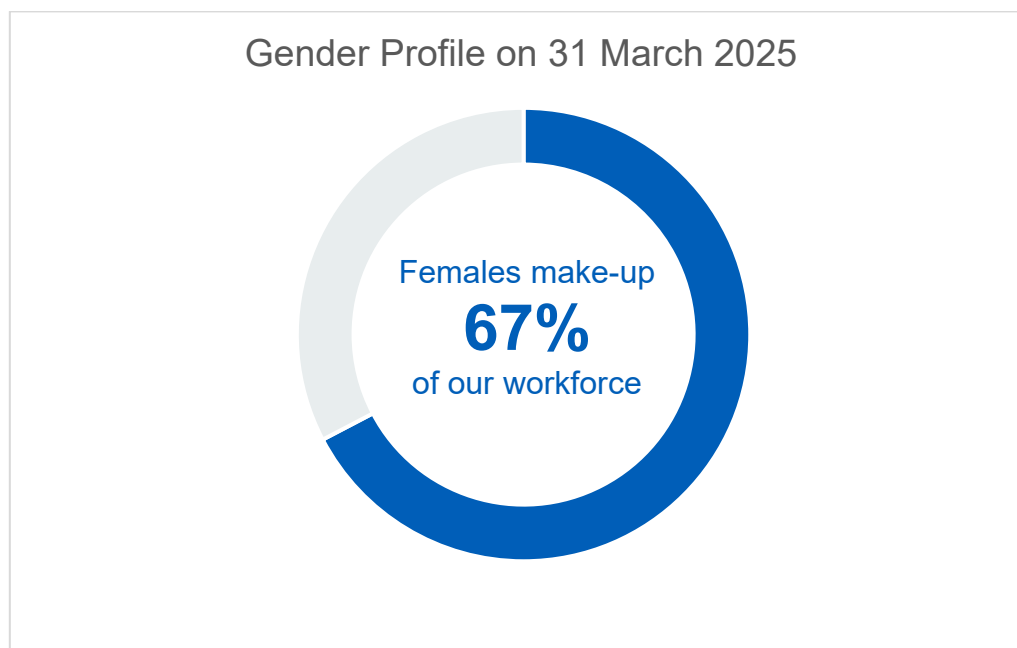
The EDI Working Group and People Committee continue to monitor our Gender Pay Gap. Ongoing actions are taking place including:

- Continually reviewing our approach to promoting and advertising roles and careers within our organisation and promoting flexible working opportunities.
- Ensuring recruiting managers and selection panel members have the skills, knowledge and experience to represent our organisation by attending our recruitment and selection training, which has now been made mandatory for recruiting managers.
- Continuing to offer and actively promote a range of opportunities for flexible working to all staff, to suit their parental and caring responsibilities and commitments outside of work.
- Continue to roll out and embed high quality appraisals and talent management processes which support the delivery of fair and inclusive recruitment and promotion processes. The roll out of digital appraisals will support how the organisation understands the development needs of our workforce to improve development opportunities available to staff, supporting talent management and succession planning.
- Ensuring our Leadership and management offers are flexible and enable access to all staff.
- Ensuring we have a robust offer of wellbeing initiatives that are available 24/7, 365 days a year, which include specific support for colleagues who are managing the menopause.
- Continuing action to promote the use of exit interviews and gather intelligence to understand why people leave the organisation.

Annex 1: Workforce Profile

When considering the data within these reports, it is important to understand our workforce profile at the time of reporting. The figure below shows the NHSR workforce profile on 31 March 2025.

Figure 1: Gender profile of NHSR on 31 March 2025



Annex 2: Gender Pay Gap Reporting 2025 – Workforce Data

Tables 1 and 2 show a comparison of the mean and median pay gaps for 2023/24 and 2024/25. Table 3 shows the proportion of staff paid a bonus in these years.

Figure 2 and Table 4 show the gender distribution across four equally sized quartiles of the pay ranges.

Table 1: Ordinary pay mean and median pay gap 2023/24 and 2024/25

	2023/24	2024/25
Mean gender pay gap	8.2%	6.4%
Median gender pay gap	10.9%	7.2%

Table 2: Bonus pay mean and median pay gap 2023/24 and 2024/25

	2023/2024	2024/25
Mean gender bonus pay gap	-92.8%*	-9.1%*
Median gender bonus pay gap	-92.8%*	0.0%**

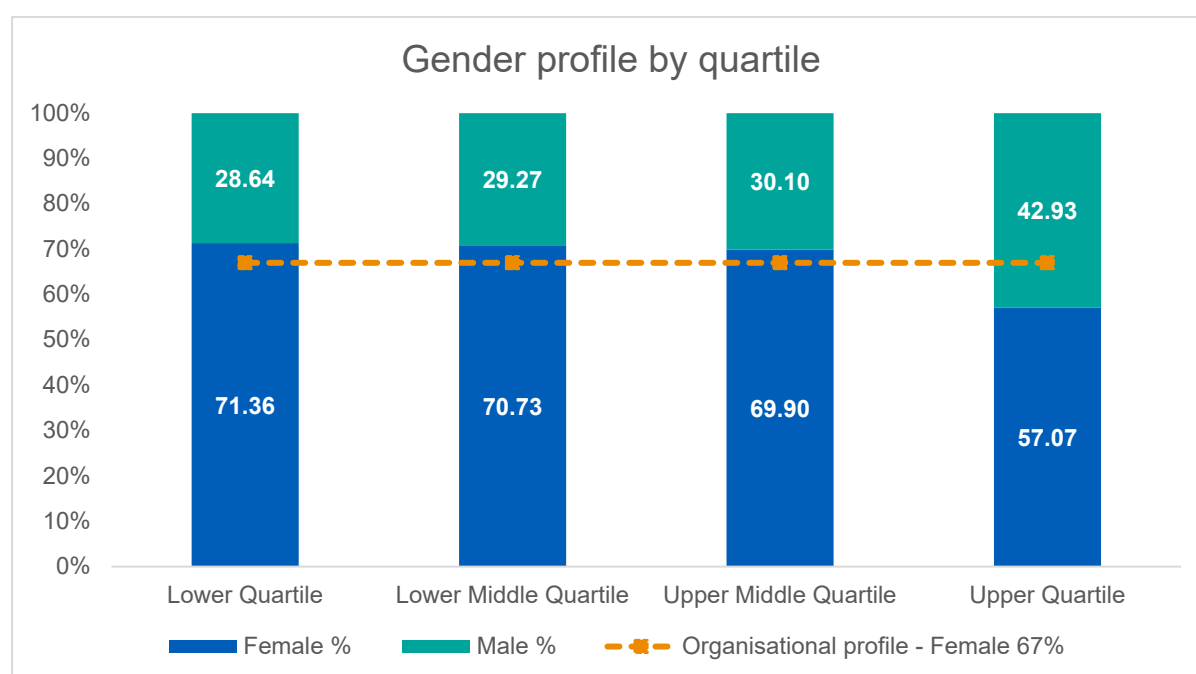
* Females received a higher level of bonus compared to male employees. The minus figure, therefore denotes a mean and median bonus pay figure which is higher for females than males.

** In 2025, the median bonus pay was the same for females and males.

Table 3: Proportion of staff paid a bonus

	2023/24	2024/25
Female	0.20	1.4%*
Male	0.81%	1.4%*

* In reviewing the most recent guidance, this data now includes employees who have received employee of the month/year awards during the 2024/25 financial year, and not just those who received their award in March 2025.

Figure 2: Percentage of female and male staff members by each quartile on 31 March 2025

Table 4: A comparison of numbers of female and male employees in each quartile in 2024 and 2025

Number of Staff in Each Quartile	2025 Rates		2024 Rates		Year on Year Change	
	Female	Male	Female	Male	Female difference	Male difference
Lower Quartile	147	59	135	45	12.0	14.0
Lower Middle Quartile	145	60	123	57	22.0	3.0
Upper Middle Quartile	144	62	115	65	29.0	-3.0
Upper Quartile	117	88	100	79	17.0	9.0

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