

Gender, Ethnicity and Disability Pay Gap Report 2023

Introduction

This year, along with our gender pay gap, we are publishing our disability and ethnicity pay gaps. Although we are not required to publish the ethnicity and disability pay gaps, by reviewing and sharing this information we hope we can continue to improve the experiences of our staff and patients.

Guy's and St Thomas' NHS Foundation Trust comprises of five of the UK's best-known hospitals – Guy's, St Thomas', Evelina London Children's, Royal Brompton, and Harefield – as well as community services in Lambeth and Southwark, all with a long history of high-quality care, clinical excellence, research and innovation. Our Values and Behaviours Framework describes what it means for every one of us in the Trust to put our values into action.

We have around 25,000 staff, making us one of the largest NHS Trusts in the country and one of the biggest employers locally.

Pay Gap reporting terms

The gender pay gap measures the difference between the gross hourly earnings of men and women across an organisation as a whole. The ethnicity and disability pay gaps are calculated in the same way as our gender pay gap as explained below. A pay gap can be driven by a number of factors including, crucially, underrepresentation of colleagues in senior positions based on a protected characteristic.

The mean gender pay gap is the difference between the mean (average) hourly rate of pay for men and women, expressed as a percentage of mean male hour pay. This figure can be affected by high- and/or low-earning outliers. As pay is skewed in its distribution, it is more likely to be affected by high-earning outliers.

The median gender pay gap is the difference between the mid-point hourly pay rate of men and women, expressed as a percentage of median male hourly pay and is less influenced by outliers and uneven gender distribution across different levels of the organisation.

The Trust does not pay traditional performance bonuses. For the purposes of pay gap reporting, national clinical excellent awards and local clinical excellence awards (CEAs), for which only medical and dental consultants are eligible, are considered as bonus pay.

Appendix 1 sets out in detail the Pay Gap Regulations and reporting terms set out by the Government.

Gender Pay Gap – At a glance

Headline pay figures for 2023

These tables show our gender profile, medium and median pay, and bonus gap based on a snapshot of the data as at 31st March 2023 and bonuses paid in the year to 31st March 2023.

| | Female | Male |
|----------------|--------|--------|
| Gender Profile | 71.52% | 28.48% |

Table 1

| | Mean | Median |
|----------------------|--------|--------|
| Gender pay gap | 11.73% | 2.66% |
| Gender bonus pay gap | 27.74% | 0% |

Table 2

| | Female | Male |
|---|--------|-------|
| The Proportion of males and females receiving a bonus payment | 3.51% | 9.49% |

Table 3

| Pay Quarters | Female | Male |
|--------------|--------|--------|
| Upper | 63.65% | 36.35% |
| Upper Middle | 76.93% | 23.07% |
| Lower Middle | 75.12% | 24.88% |
| Lower | 70.64% | 29.36% |

Table 4

Year on year trends 2018 to 2023

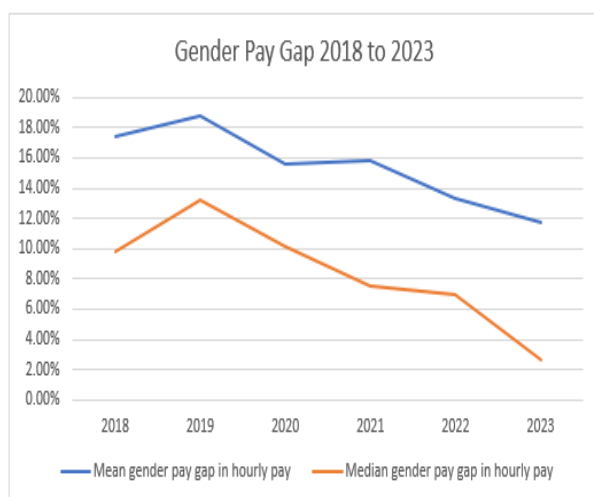


Chart 1

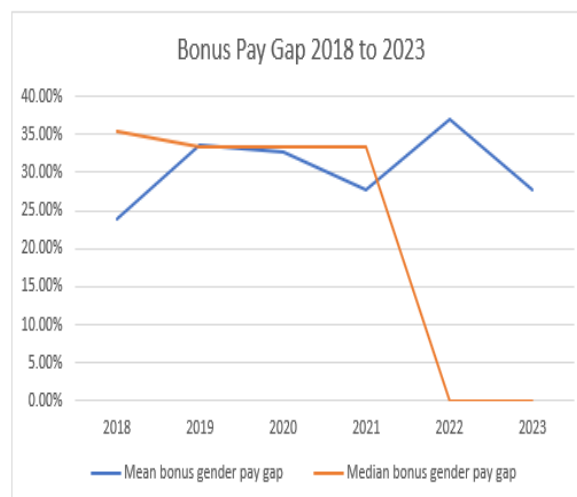


Chart 2

Understanding the pay gap

Our Gender Pay Gap is reducing year-on-year and 2023 is the lowest gender pay gap since we first started to report as shown in chart 1. The gender pay gap at our Trust exists as we have a lower proportion of women represented in senior management roles and senior medical and dental roles. The under representation of women in the upper pay quarter is shown in table 4. Chart 4 compares the percentage of female distribution in each grade between 2022 and 2023. This shows an increase in female Consultants compared to 2022, and an increase in employees under Agenda for Change Terms and Conditions (AfC) bands 8a to 8c and 9 and a slight decrease in representation in senior management. The increase in numbers of females in senior positions is a positive move, however it will take time to improve the pay gap further as the point a person is placed on a pay scale is determined by years of experience. The current pay gap reflects that male staff have been working in senior roles for longer periods of time. We expect this to continue to improve as women move up the pay scale.

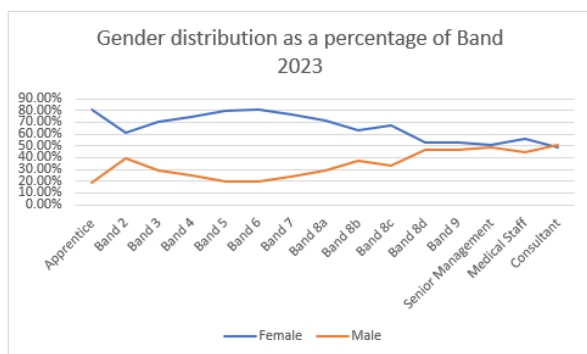


Chart 3

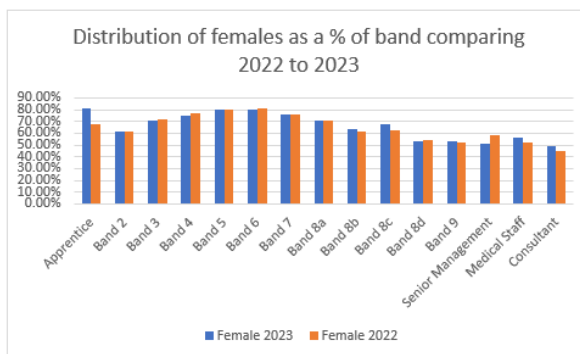


Chart 4

For bonus pay, the median pay gap continues to be 0% and this is reflection of the non-competitive process where an increased number of consultants received an equal value local CEA award in 2023.

The mean pay gap is 27.74% a reduction on last years' bonus pay gap. Although local CEA's are distributed evenly, the national awards are competitive and the distribution of the national awards show that the higher-level awards, that attract higher values, are underrepresented by female consultants. The mean bonus pay gap driven by disproportionate number of male consultants in receipt of the national higher-Level CEAs.

Gender pay gap – Key headlines

The mean gender pay gap has reduced again this year and as at the 31st March 2023 from 13.31% to 11.73%.

The median gender pay gap has also reduced from 6.93% to 2.66%. The reason for this reduction is a result of the increased distribution of women in senior manager posts compared to male counterparts.

The percent of our female senior managers, very senior managers under AfC terms and conditions in post have increased from 2022 as can be seen in chart 4.

There has been an increase in female Consultants in post in 2023 as in chart 4.

The shift of females in senior positions has played a part in our pay gap decreasing, as the salaries of women in the upper quartile are increasing.

There is no pay gap for the median bonus pay as local awards are distributed evenly amongst Consultants.

The mean bonus pay gap has reduced but is still driven by the over representation of male Consultants receiving the national CEA awards.

Ethnicity Pay Gap – At a glance

Headline pay figures for 2023

Distribution by Ethnicity

| Profile of Organisation | Asian | Black | Mixed | Not Stated/ Undefined | Other | White |
|-------------------------|--------|--------|-------|--------------------------|-------|--------|
| | 18.50% | 20.39% | 3.84% | 5.70% | 6.36% | 45.21% |

Table 5

| Ethnicity pay gap | Asian | Black | Mixed | Not Stated/ Undefined | Other | White |
|-------------------|--------|--------|--------|--------------------------|--------|-------|
| Mean pay gap | 10.59% | 27.67% | 12.85% | 11.06% | 16.47% | |
| Median pay gap | 17.16% | 30.14% | 14.05% | 22.64% | 16.89% | |

Table 6

| Ethnicity pay gap | Asian | Black | Mixed | Not Stated/ Undefined | Other | White |
|---|--------|--------|--------|--------------------------|--------|-------|
| The Proportion of employees receiving a bonus payment | 1.19% | .08% | .16% | .47% | .2% | 1.42% |
| Mean Bonus Pay gap | 34.16% | -3.74% | 35.84% | 30.25% | 37.78% | |
| Median Bonus Pay gap | 0% | 0% | 0% | 0% | 0% | |

Table 7

| Pay Quarters | Asian | Black | Mixed | Not Stated/ Undefined | Other | White |
|--------------|--------|--------|-------|--------------------------|-------|--------|
| Upper | 17.85% | 7.40% | 3.42% | 5.65% | 4.21% | 61.47% |
| Upper Middle | 17.01% | 16.69% | 4.25% | 4.11% | 7.75% | 50.19% |
| Lower Middle | 19.48% | 27.79% | 3.82% | 5.60% | 7.09% | 36.22% |
| Lower | 19.67% | 29.68% | 3.86% | 7.43% | 6.40% | 32.96% |

Table 8

Understanding the gap

We recognise that reporting on the pay gap with just two groups can mask disparities. Therefore, the Trust reports on the ethnicity pay gap by specific ethnic groupings which will enable us to pinpoint areas for improvement and take active steps to reduce the pay gaps

Table 8 shows the ethnicity splits within each quartile are varied. The representation in each pay quarter for employees that are Asian, mixed or other ethnic groups is very similar to their workforce profile. Whereas employees that are from Black African and Black Caribbean and White ethnic groups are not proportionately represented in the pay quarters.

Black African and Black Caribbean employees make up 20% of the Trust employees but have disproportionately high representation of 29.68% in the lower quarter and low representation of 7.4% in the high quarter. White employees make up 45% of the Trust employees have a low representation in the lower quarter of 32.96% and overly high representation in the upper quarter of 62.47%. We can see from this that the ethnicity pay gap is driven by the disproportionately high number of black staff in the lower banded roles.

The ethnic group distribution chart 5 displays the ethnic groups as a percentage of a band for AfC staff and shows the top-heavy distribution of white employees. This suggest that there is a difference in both the recruitment and progression of people from ethnic backgrounds in junior to senior roles.

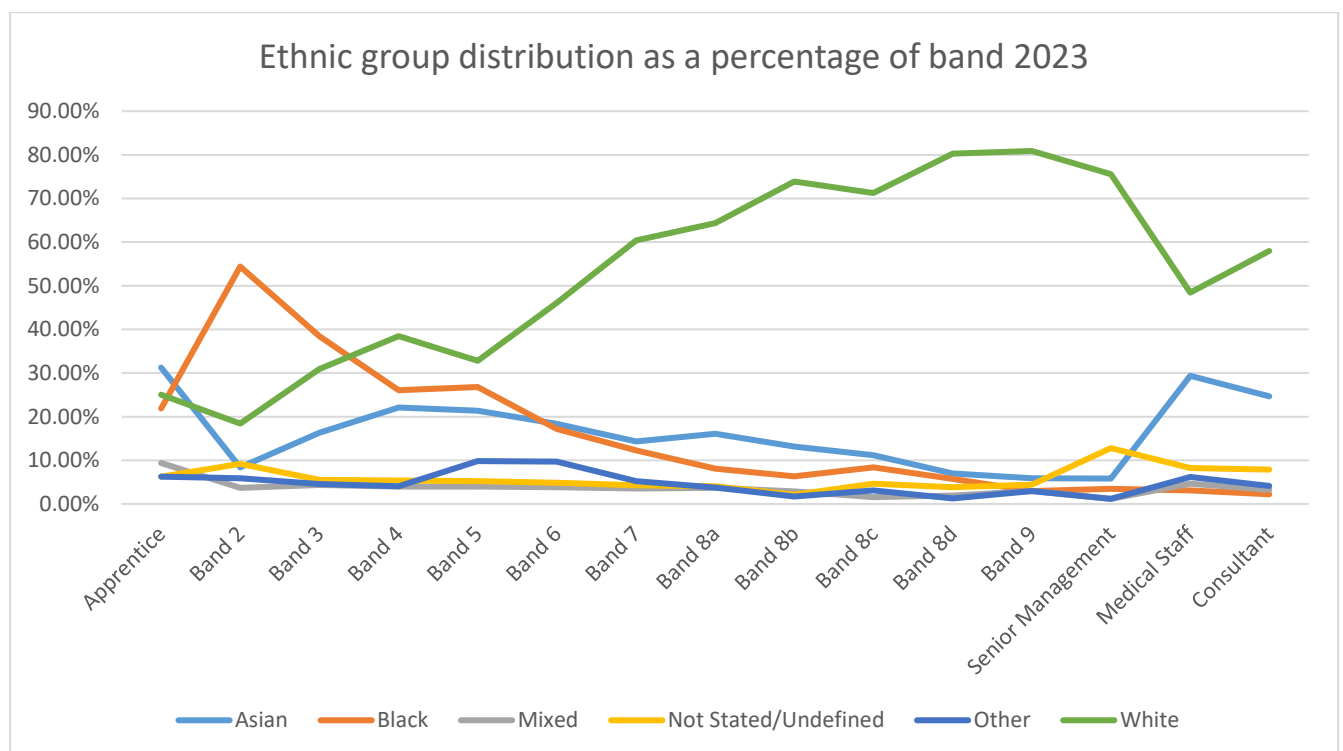


Chart 5

For bonus pay, the median pay gap continues to be 0% and this is reflection of the non-competitive process where an increased number of Consultants received an equal value local CEA award in 2023.

Although local CEA's are distributed evenly, the national awards are competitive and this has driven the mean bonus pay gap for each group. As set on in table 7 all groups with the exception of black Consultants show a pay gap of over 30%. There is a favourable gap for black Consultants of -3.74%. This is due to the calculation of average payments for black staff based on a small number of employees. As can be seen in table 7 the percentage of black staff in receipt of a bonus is proportionately the lowest.

Ethnicity pay gap – Key headlines

In terms of the distribution of Trust staff across the pay quarters, Asian, Other and White colleagues are equally represented.

The largest gap is between Black staff compared to White staff.

The proportion of Black staff is lowest in the top pay quarter and highest in the lowest pay quarter.

The gap is predominately due to an under-representation of Black colleagues employed in the senior levels of the Trust from band 6 to Very Senior Managers (VSM).

There is no pay gap for the mean bonus pay as local awards are distributed evenly amongst Consultants.

The mean bonus pay for Asian, Mixed, Other and Not Stated is lower than white counter parts, however there is a favourable pay gap for Black staff. This is attributable to the fact there are a smaller number of Black staff receiving the national awards and less variance of payments.

Disability Pay Gap – At a glance

Headline pay figures for 2023

| Distribution by disability status | No | Not Declared | Yes |
|-----------------------------------|--------|--------------|-------|
| Disability Status | 80.52% | 15.72% | 3.76% |

Table 9

| | Mean | Median |
|--------------------------|--------|--------|
| Disability pay gap | 9.24% | 2.82% |
| Disability bonus pay gap | -1.86% | 0% |

Table 10

| Distribution by disability status | No | Not Declared | Yes |
|---|-------|--------------|------|
| The Proportion of employees receiving a bonus payment | 2.53% | 1.21% | .03% |

Table 11

| Pay Quarters | No | Not Declared | Yes |
|--------------|--------|--------------|-------|
| Upper | 81.74% | 15.81% | 2.45% |
| Upper Middle | 84.96% | 10.26% | 4.79% |
| Lower Middle | 79.57% | 16.26% | 4.16% |
| Lower | 75.83% | 20.55% | 3.62% |

Table 12

Understanding the pay gap

Disability status indicates whether the employee considers themselves to be disabled, and it is classified through a categorical variable into “Yes”, “No”, and “Unknown/Not stated”. For the purposes of this report the pay gap has been calculated by comparing ‘yes’ against ‘no’.

This is the second year of reporting this data and we have seen a decrease in the mean disability pay gap from 9.83% to 9.24% and medium pay gap decrease from 4.65% to 2.82%.

Although the pay gap has decreased there is still an underrepresentation of disabled employees in the upper pay quarters and over representation of disabled employees in the lower pay quartile which is driving the mean pay gap.

Considerations need to be made for the fact that disabled staff are generally much less likely to declare their disability than non-disabled colleagues. The disclosure rate at the Trust is set out in table 9. Work has been undertaken to encourage staff to disclose their disability status and the declaration rate has increased slightly this year from 3.2% in 2022 to 3.76% in 2023, with those in the not declared category

decreasing from 18% to 15.72% this year. It is also noted that non-disclosure rate increases at either end of the scale with the most junior and senior roles as can be seen in chart 6.

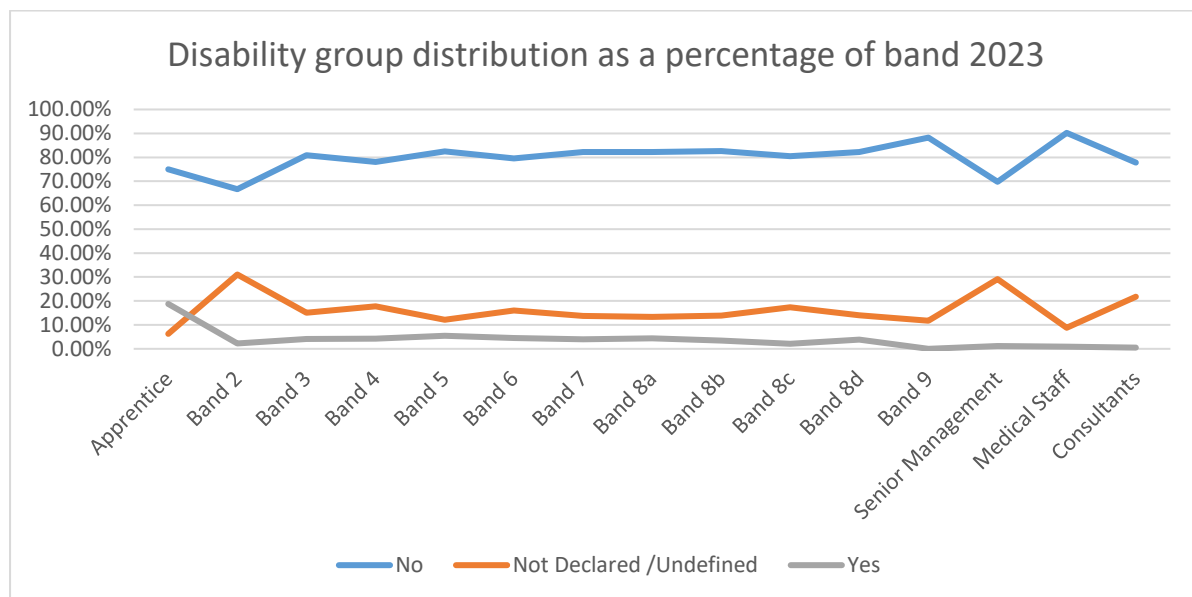


Chart 6

For bonus pay, the median pay gap continues to be 0% and this is reflection of the non-competitive process where an increased number of Consultants received an equal value local CEA award in 2023.

Although local CEA's are distributed evenly, the national awards are competitive and this has driven the mean bonus pay gap for each group. The mean bonus payments for disabled staff show a pay gap in favour of disabled Consultants -1.86%. This is due to the calculation of average payments for disabled staff based on a small number of employees as can be seen in table 7 the percentage of disabled staff in receipt of a bonus is proportionately low.

Disability pay gap – Key headlines

The mean and medium pay gaps have decreased by 0.59% and 1.82% respectively.

The declaration rate has increased slightly by .56% from 3.2% in 2022 to 3.76% in 2023.

The non-disclosure rates peak for Band 2's and in senior management.

The numbers of staff not disclosing their disability status could affect the results and we are continuing work to increase the declaration rates on the electronic staff records to aid with further investigation.

There is no pay gap for the mean bonus pay as local awards are distributed evenly amongst Consultants.

The mean bonus payments for disabled staff shows there is a favourable bonus pay gap for disabled staff. This is attributable to the fact there are a smaller number of disabled staff receiving the national awards and therefore less variance of payments.

Intersectionality Analysis

The effect of a combination of two or more protected characteristics is referred to as 'intersectionality'. Intersectionality is the idea that everyone has their own unique, interconnected, set of circumstances that impact them.

We have focused on the intersection between ethnicity and gender as the disclosure rates for disability is small and comparisons would not enable any meaningful pay gap analysis.

Headline pay figures for 2023

| Distribution by Ethnicity and Gender | Asian | Black | Mixed | Not Stated/ Undefined | Other | White |
|--------------------------------------|--------|--------|-------|-----------------------|-------|--------|
| Female | 17.45% | 22.20% | 3.86% | 5.25% | 5.93% | 45.31% |
| Male | 21.16% | 15.82% | 3.78% | 6.82% | 7.46% | 44.96% |

Table 13

| Intersectionality hourly rate of pay | Asian | Black | Mixed | Not Stated/ Undefined | Other | White |
|--------------------------------------|--------|--------|--------|-----------------------|--------|--------|
| Female mean hourly pay rate | £27.37 | £23.06 | £26.69 | £26.02 | £25.91 | £30.35 |
| Male mean hourly pay rate | £30.42 | £22.51 | £30.08 | £32.47 | £27.67 | £35.20 |

Table 14

| Intersectionality mean pay gap | Asian | Black | Mixed | Not Stated/ Undefined | Other | White |
|--------------------------------|--------|--------|--------|-----------------------|--------|--------|
| Female Mean pay gap | 22.26% | 34.48% | 24.18% | 26.09% | 26.41% | 11.73% |
| Male Mean pay gap | 13.59% | 36.05% | 14.55% | 7.78% | 21.39% | |

Table 15

The mean hourly rate of pay for males is higher than that of females in all ethnic groups with the exception of black employees, where the hourly rate of pay is higher for females and lower for male staff as can be seen in table 14.

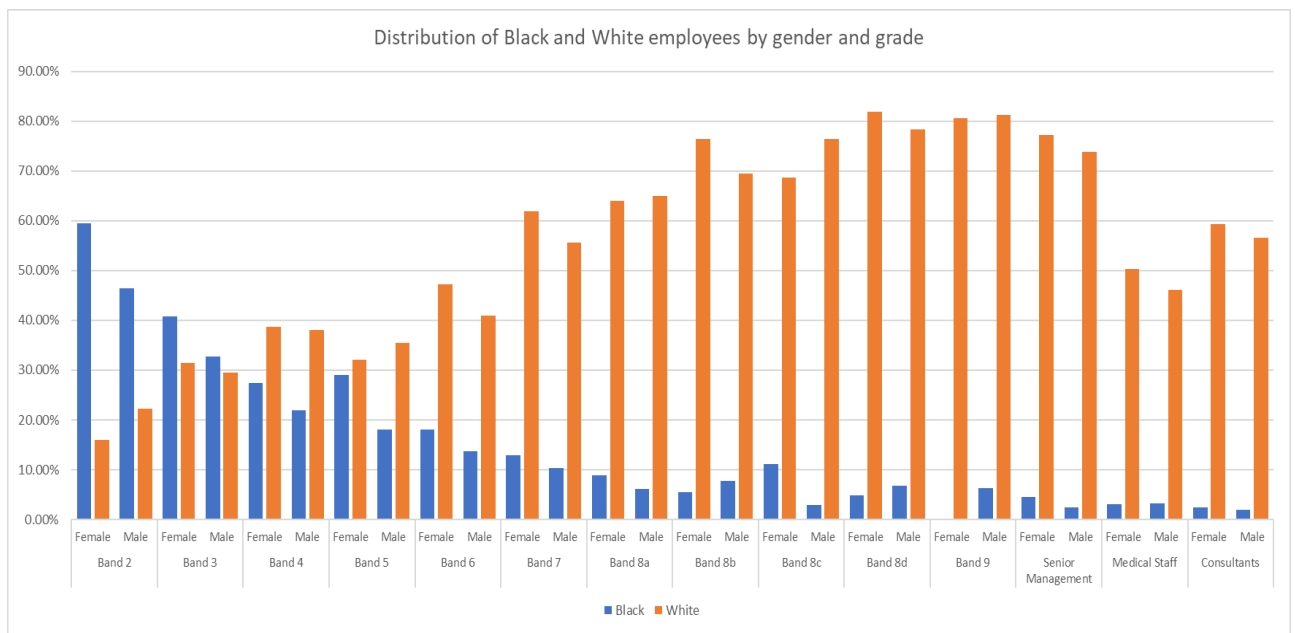
The ethnicity pay gap, table 6, showed that in terms of the distribution of Trust staff across the pay quarters, Asian, Other and White colleagues are equally represented in pay quartiles, however when this is split by gender it shows there is a greater disparity for females in these groups. This also highlights that the gender pay gap is reducing is driven by the increase in white females in senior roles.

Comparing female pay rate across ethnicity shows white females earn the highest rate of pay and black females the lowest, similarly comparing the male pay rate by ethnicity shows white males earn the highest rate of pay and black males the lowest.

The pay gap, is most pronounced amongst black male and female staff as in table 15 with black male staff having the highest pay gap of all groups.

Intersectional distribution of gender and ethnicity by pay grades

As the pay gap is most distinct amongst black staff, chart 7 focuses on the distribution of black and white staff by gender and shows a top-heavy distribution of white employees both male and female. Black male staff make up 15.82% of the Trust population and are disproportionately over represented in Bands 2 to 7 and are underrepresented in senior bands 8a and above and medical grades. Female black staff make up 22.20% of the Trust population and are over represented in Bands 2 to 7 and under represented Bands 8a and above and medical grades, with a slightly higher representation at senior grades than black male colleagues.



Intersectionality – Key headlines

The mean hourly rate of pay for males is higher than that of females in all ethnic groups with the exception of black employees.

Intersectionality of Asian, other and not stated colleagues show that there is a greater disparity for females in these groups previously masked by not reporting by gender. By gender, white females and males earn the highest rate of pay and black females and males the lowest. Making the pay gap, is most pronounced amongst black male and female staff.

Both black female and male staff are disproportionately over represented in lower bands and underrepresented in senior bands.

Our Plan

How are we working to reduce the pay gap?

Assurances

The overarching Trust Equality Diversity and Inclusion (EDI) improvement plan aligns neatly with the published NHS England EDI improvement plan and 6 High Impact Actions (NHS England, 2023). One of the high impact actions being to develop and implement an improvement plan to take steps to address and eliminate gender, ethnicity and disability pay gaps.

This report supports our wider commitment in improving the representation and experiences of marginalised staff at all levels.

Within our EDI plan we have a focused programme of cultural and systemic work to embed anti-racism and disability confidence at all levels, eliminating discrimination. The interventions address the experiences of staff with individual protected characteristics, as defined in the Equality Act 2010, as well as exploring the data and actions to present intersectional impact.

Enabling an inclusive culture

There are a variety of ways for our staff to engage, learn and take away practical examples of how biases can influence decision-making provided at the point of induction and through continuous learning and development for all staff at every level and location.

Having open and honest conversations is paramount in bringing awareness and change. We continue to hold specific themed conversations where a knowledge or engagement gap has been identified, this has included specific support for women regarding clinical excellence awards, race and racism workshops, and gender diversity and Trans awareness relating to both behaviour and within HR policies and provision. This approach goes beyond our workforce and is equally applied to our service delivery of care and treatment to our patients and carers.

In 2024 we will further enhance our commitment to enabling a culture of great conversations through the roll out of our People Manager Programme (PMP) targeting people managers at all bands and professional background. The programme has been designed to develop line managers' capability in cultural competence and build the foundations of psychological safety by supporting conversations relating to wellbeing, careers, performance, and embedding the Just Culture principles to attract, develop, retain staff and maximise potential. The content is mapped to the 7 elements of the NHS People Promise. It is our ambition that all 4,500 people managers across our Trust will complete this training across a 24-month period.

There are also a number of leadership and management programmes to improve and advance learning around beyond bias, microaggressions, incivilities, cultural competency, Active Bystander and allyship, including NHS Leadership Academy Core managers programme on Inclusive leadership. We feel assured that we have identified a number of both structural and cultural changes to address the disparity across all pay gaps. Within the equality, diversity and inclusion vision and improvement plan there are specific objectives to become an anti-racism employer and ensure disability confidence throughout the organisation. Our Senior Leaders have committed to an anti-racism statement, which is published on our website, and we are co-creating anti-racism action plans across all levels of the organisation, including an organisational wide 'end to end review' of recruitment practices and processes and a review of all our policies through and anti-racism and inclusion lens.

In terms of disability this means ensuring the Trust is disability confident and compliant with the Equality Act 2010. It means that all people managers and leaders are confident in supporting and enabling disabled staff to thrive in a compassionate culture, and thirdly disabled staff feel confident and enabled to declare their disability and receive the adjustment and support to work safely and effectively without being judged or treated unfairly. We have Disability Confident Employer level 2 status, part of the Department of Work and Pensions scheme and we are maturing to ensure we are working towards reaching level 3 - the highest status in becoming a Disability Confident leader.

We are proud of the collaboration across our staff network groups to advance our work on leadership development, promoting and shaping our training and development opportunities, apprenticeship programmes, supporting our staff through effective performance management and improved HR policies. As we progress through the integration activity following our merger with Royal Brompton and Harefield we have committed to reviewing the values and behaviours of both organisations resulting in one set of core values and behavioural framework to ensure consistency in the way we attract, retain and develop our staff.

Disability

The numbers of staff disclosing their disability status on electronic staff records is very low and not a true representation of the Trust demographics. For example, in the annual staff survey which is anonymous the percentage of staff disclosing disability status is over 25%, against an ESR disclosure rate of 3.76%. This also makes looking at intersectionality with disability difficult as numbers are not statistically significant. One of the ways in which we are increasing declaration rates is to ensure that the process to request and receive workplace adjustments is easy, swift, and robust. Training for managers has been produced alongside the people managers programme to equip, enable, and ensure that managers are aware of the process and reduce delays. A workplace adjustment flowchart and guidance has been created to ensure that managers, new starters, and existing staff are aware of the process and when and how to request software, hardware, environmental equipment as well as other support.

We have set out several steps to ensure all staff experience a compassionate and inclusive culture. This includes a centralised budget for workplace adjustments to ensure cost is not a barrier in providing support and established a workplace adjustment officer role to ensure smooth transition of process. In building up and advancing an inclusive culture and behaviours by embracing positive attitudes around disability and adjustments, we have developed specific training on workplace adjustments, and continuing to deliver monthly workshops on neurodiversity. To support and enable compassionate conversations between employee and managers to take place a workplace adjustment passport has been created to facilitate, prompt and document such important conversations. <http://gti.gstt.local/resources/staffguide/equality/gstt-final-workplace-adjustment-passport-electronic.pdf>

We have extended our membership to an expert company, Business Disability Forum. Managers can access a confidential advice line as well as providing access to a knowledge hub on our intranet, with additional resources, up-to date information and a wealth of practical advice, including a full range of toolkits and guides. This includes informative factsheets and briefings covering a range of health conditions and disabilities <http://gti/staffguide/equality/business-disability-forum.aspx>

E-learning is available to all people managers, equipping them with the tools and resources to manage inclusively and compassionately, including managing sickness absence and health and wellbeing. <http://gti.gstt.local/services/traindevt/leadership-and-management/people-manager-programme/people-manager-programme.aspx> Listening to the experiences of our staff and understanding what the barriers and more importantly the enablers are is helping us to shape our ways of working. We continue to work and co create alongside staff networks, provide insight, safe space and help to influence change on disability, wellness and neurodivergence,

<http://gti.gstt.local/staffguide/equality/staff-networks-and-forums/staff-disability-and-long-term-health-conditions-forum/staff-disability-forum.aspx>

We work with a number of external experts to provide advice and guidance such as Business Disability Forum and Access to Work. We have strong relationships with Choices College, The Autism Project and Southwark College and have increased the number of supported internships for individuals with Autism or Learning Disabilities by four times over the last 2 years.

We continue to measure the progress of People metrics such as recruitment, capabilities, access to training, equal opportunities, access to adjustments, experience of bullying and harassment or discrimination through the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES).

Gender

Coaching and mentoring support for staff

Over 1500 Trust staff have accessed our coaching and mentoring service to date. The service is designed to release the potential and talent of staff within our organisation and is readily accessible with coaches and mentors available to support the development needs identified in staff performance appraisals. The service is currently under redesign and relaunch with an improved platform due for release in early 2024 and a focus on careers mentoring for staff.

At present there are 422 staff registered for coaching and mentoring services of which 345 are female and 77 are male. This data shows that a number of the female staffing population are accessing coaching and mentoring compared to the male staffing population. With the launch of the new hub a 12 month engagement plan will be in place to promote the coaching and mentoring offering across the organisation to encourage greater take up of the offer and also to encourage a more diverse profile of coaches and mentors to make themselves available on the platform for our staff to match and engage in coaching and mentoring relationships with. The coaching and mentoring offer has also been aligned to our talent programmes to maximise participants career progression. The introduction to mentoring skills programme is available for all managers to attend has been redesigned to develop managers' capability in career mentoring and cultural competency.

Mentoring and sponsorship training to support the accredited leadership and talent programmes commenced in 2023 and I includes training on cultural competency and career mentoring.

Enabling flexible working

We are committed to supporting all staff to achieve an effective balance between work and life's other needs, while continuing to meet the needs of our services. We have flexible working and hybrid working provisions. We recognise that for many of our staff

a flexible approach to working, learning and contributing will provide additional opportunities to contribute and for our women this could see them take opportunities that might have previously been out of reach or out of sight.

Additionally, our People Manager Programme embeds people managers' responsibly to hold flexible working conversations with their teams with a dedicated module focussed on the principles and benefits of flexible working approaches for both individuals and the Trust.

Ethnicity

With the launch of our Anti-Racism commitment and the EDI Improvement Board will be creating the following workstreams to address the disparities we continue to see:

- End to End Review of Recruitment and Selection processes

- Career Progression/Positive Pathways

- Review all policies through an anti-racism/EDI lens

- Anti-Racism education programme for senior leaders

- EDI Dashboard – looking at metrics through an EDI/Intersectional lens

We continue to run a successful Reverse Mentoring programme, running 2-3 cohorts a year. This programme has become embedded within the senior team with our senior leaders, including chief executives participating in multiple cohorts. This programme disrupts the traditional power hierarchy to provide opportunity for staff who have experienced discrimination or barriers based on their protected characteristic or other social determinant to share their lived experience with a senior member of staff. This programme breaks down barriers, enables senior staff (mentee) to see through the eyes of their mentor (more junior to them) advances cultural competence and encourages change and to influence across the organisation based on the recognition and appreciation of the barriers that some staff face. Often sharing and learning from the compounding impact of intersectional barriers such as gender and race or gender and disability.

Developing fair recruitment practices to ensure equal access to employment opportunities for all

Inclusive recruitment practices are fundamental in how we attract and recruit staff. We know from our data that candidates from Black, Asian and Minority Ethnic backgrounds are less likely to be shortlisted and offered roles than their white counterparts. Through the End-to-End Review of our recruitment and selection processes we will address this disparity. We are already working within the community, through our Widening Participation Team to ensure that candidates for entry-level roles are well prepared and able to compete fairly in the job market, however, this needs to extend to higher graded roles and we are developing online

support materials with the South East London Integrated Care System to support application and interview preparation. However, this is not the whole story. We are also reviewing the entire system through an EDI lens to ensure that there are no structural barriers within the process, and ensuring that managers are aware and addressing bias in their decision-making processes.

In terms of ensuring equity of access to internal progression, we are reviewing and refreshing our Positive Pathways programmes and ensuring that all internal candidates receive constructive feedback if they are not successful.

Improving accessibility to training, learning and development opportunities

We are committed to attracting and retaining a diverse, highly skilled and productive workforce. This requires the provision of information in ways that is beneficial to the individual including adaptations to meet the needs of the different groups of staff, which could include style, format and frequency. This is important not only to convey information but is important to ensure everyone has access to development and training opportunities. The launch of our new learner-centric Learning Management System (LMS) will bring together all elements of our learning, leadership and careers offer in to one place providing improved access that supports all staff in reaching their potential.

Staff networks

Staff networks play an important part in co-creating and promoting a positive working environment, highlighting areas for improvement and areas of success. They are essential to enhancing a culture of inclusivity and ensuring people feel able to bring their whole selves to work. We have vibrant staff networks that work closely across the organisation and influence decision making. These networks include; multicultural staff network, LGBT+ (Lesbian, Gay, Bisexual and Trans plus (LGBT+), Disability and long-term health conditions forum, DAWN (disability and wellness network) and Neurodiversity network, Veterans Network, Carers Network and Spiritual Care Forum providing a similar platform for building a sense of community, engagement and actions. There are also a few other groups that provide support and learning, these include our co-lead South East London Women's leadership network that has been successful in inviting prominent female mentors, coaches, professional motivational speakers plus successful senior leaders within both the NHS, public and private sector to share their success stories.

Developing our people, from managers to leaders

Since April 2022 we have supported over 400 colleagues' progress their careers through these workshops. In 2023 we expanded our career offer through the

development of a dedicated Careers Hub and workshops with a focus on developing personal impact in public speaking, presentation and meetings.

Our accredited leadership programmes run across 5 levels from early carer to director level with apprenticeships at the core and a full suite of wraparound support. We currently have 143 staff across the Trust with 64% of candidates being female enrolled with these numbers growing all the time.

Finally, we are supported by the Guy's and St Thomas' Foundation in establishing a change programme to embed the improvement approaches described in this report. Introducing a structured evaluation and learning approach will enable us to measure the impact of initiatives beyond the purposes and the design of this report.

Appendix 1 - Pay Gap Reporting Regulations and Terms

Regulations

Regulations introduced in 2017 require public, private and voluntary sector organisations, with 250 or more employees on a specified 'snapshot date' relevant to their sector, to report annually on their gender pay gap, using six different measures set out in Table 1. Although we are not required to publish the ethnicity and disability pay gaps the Trust has chosen to publish our disability and ethnicity pay gaps. The ethnicity and disability pay gaps are calculated in the same way as our gender pay gap.

What is the Gender Pay Gap

The gender pay gap is a measure of labour market or workplace disadvantage, expressed in terms of a comparison between men's and women's average hourly rates of pay. So, while it is about pay, it's also about other factors, such as occupational segregation, or the fact that in the main it's women who look after children and other dependants.

Gender pay gap reporting doesn't specifically ask who earns what, but what women earn compared with men.

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| Mean gender pay gap | The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees |
| Median gender pay gap | The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees |
| Mean bonus gap | The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees |
| Median bonus gap | The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees |
| Bonus proportions | The proportions of male and female relevant employees who were paid bonus pay during the relevant period |
| Quartile pay bands | The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands |

The Government Equalities Office sets out the reporting criteria for pay gaps:

- A **positive percentage** shows that disabled employees have lower pay or bonuses than non-disabled in an organisation.
- A **negative percentage** shows that non-disabled employees have lower pay or bonuses than disabled employees in an organisation.
- A **zero percentage** shows that there is equal pay or bonuses between disabled and non-disabled employees in an organisation.