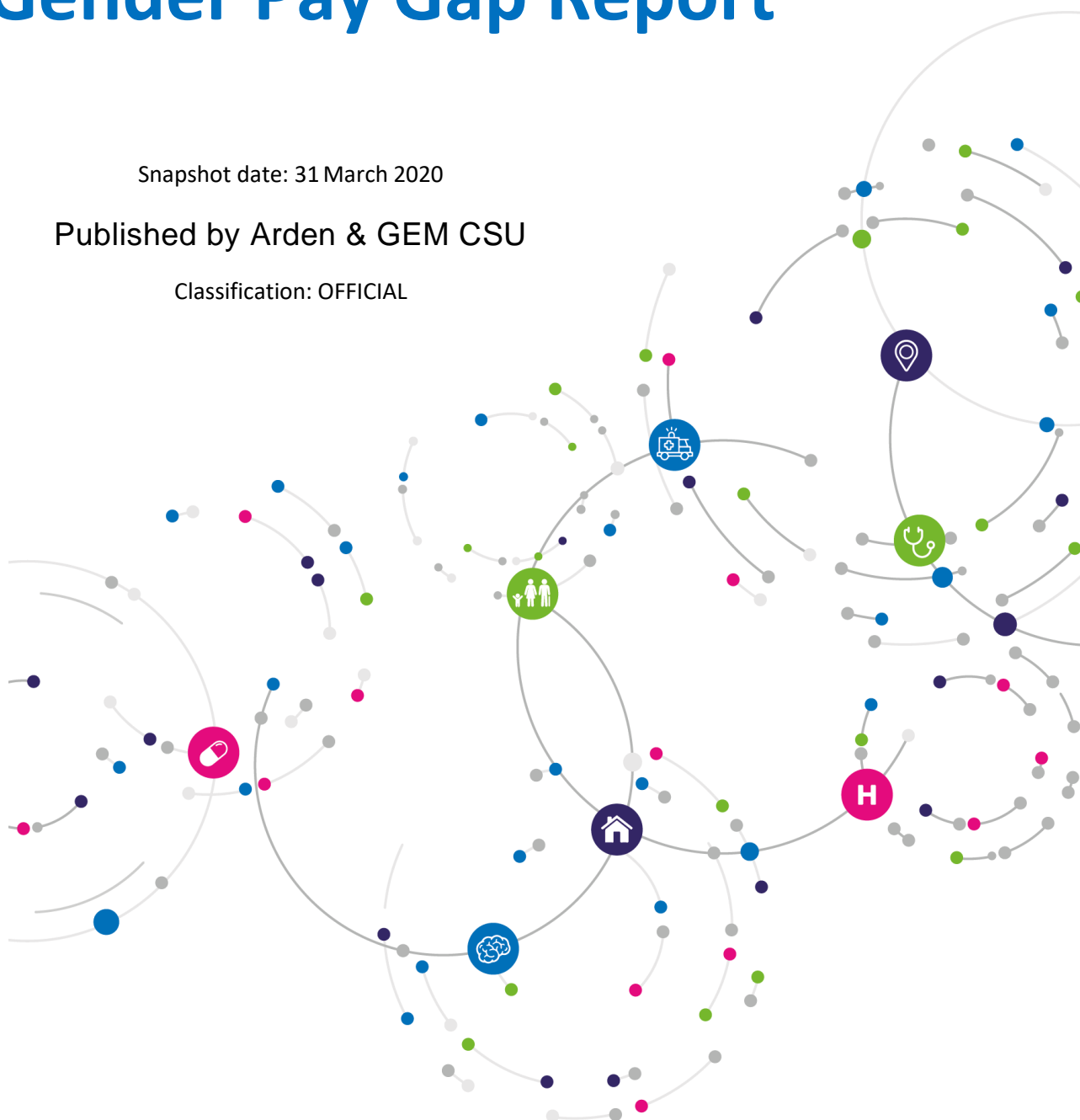


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1.EXECUTIVE SUMMARY

The gender pay gap report shows the difference between men and women's average pay within an organisation. The CSU produces annual reports and this report sets out the status of gender pay in the CSU in the pay period up to 31st March 2020. It looks at the organisation by service line as well as the overall figures corporately.

The CSU's mean and median gender pay gap has reduced again this year, and this pattern is representative over the last 4 years. The Median gender pay gap has reduced from 9.8% in 2019 to 9.64% in 2020 a difference of **0.16%**. The mean gender pay gap has reduced from 8.07% in 2019 to 6.77% in 2020 a difference of **1.3%**.

The initiatives which are being implemented within the organisation such as flexible/remote working are enabling for a fairer and more equitable recruitment and females are being appointed in the upper quartile roles thus a reduction in the mean and median gender pay gap.

This has remained to be the case even though the CSU's male workforce has increased year on year and is moving towards 50:50 parity.

The main areas where we have gender pay imbalance are: Corporate Finance, Procurement and Advisory Services.

The report sets out recommendations in the form of an action plan to address the imbalance in pay and close the gap. The report also highlights areas for development and makes recommendations on how better gender pay can be achieved.

The effectiveness of these actions is reviewed by the HR/OD Department and overseen by the Executive Board.

2.INTRODUCTION

All organisations within the United Kingdom with more than 250 employees have been required since April 2017 to publish details of their gender pay gap. The specific requirements of the Equality Act 2010 Act (Gender Pay Gap Regulations) 2017 are to publish information for the six specific measures detailed in this report.

The reporting requirements for gender pay must show:

- the mean and median gender pay gap;
- the mean and median gender bonus gap;
- the proportion of males and females who received bonuses; and
- the proportion of males and females in each pay quartile.

NHS Arden & GEM (Arden & GEM) Commissioning Support Unit (CSU) was established on 1 April 2013 along with 23 CSUs in the country following on from 162 predecessor organisations: Strategic Health Authorities (SHAs); Primary Care Trusts (PCTs) and the Department of Health.

Employees work from bases across England with the main hubs being in Leicester, Lincolnshire, Birmingham, Derbyshire, Northampton, Warwick, Mansfield, Norfolk and Essex.

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

The mean gender pay gap is the difference between the average hourly earnings of men and women.

As at the 31 March 2020, the organisation had 955 employees. The organisation is predominately female, making up 53.9% of the workforce receiving full pay, which is slightly lower than 2019 which stood at 55%.

Remuneration Policy

98% of 955 employees are on NHS Agenda for Change (AfC) pay grades ranging from Band 2 to Band 9. The AfC job evaluation system allocates posts, in accordance with responsibility, to set pay bands. As employees successfully develop their skills and knowledge, they progress in annual increments up to the maximum of their pay band.

The framework for the remuneration of senior managers and directors is set by the Department of Health through the Executive and Senior Managers (ESM) pay framework for arm's length bodies. **1.46%** of 933 employees are engaged as ESM's. **0.54%** are either medical consultants on a medical grade or on personal salaries. Employees are governed by HM Treasury's pay remit and are subject to current public sector pay rules and pay restraint.

3.OUR COMMITMENT TO EQUALITY, DIVERSITY, AND INCLUSION

Our aim is to be the “employer of choice” which attracts and retains the best of diverse talent available to us. We actively empower our staff to reach their full potential by creating a supporting and inclusive culture where we staff bring their “whole-selves” to work.

Arden GEM CSU’s People Plan has set out the measures we are implementing which put people at the heart of its business plans.

“Our people are our greatest asset. to deliver exceptional services for customers we must have a skilled and motivated workforce. We are committed to creating an environment where employees can reach their full potential.”

John Parkes, Managing Director

We are committed to advancing equality, recognising diversity, and promoting social inclusion. We recognise our responsibility to provide equal opportunities, eliminate discrimination and foster good relations in our activities as an employer and partner to our commissioners.

Staff undertaking the same job are paid the same irrespective of gender. Further to the AfC, the CSU is committed to being an inclusive and equitable employer which prides itself in being a “great place” to work and that attracts the best talent irrespective of race, gender or disability.

The CSU’s People’s Plan and our annual corporate objectives align to celebrate our diversity and culture where we focus on identifying gaps and use directorate specific targets & positive actions to close the gaps.

Arden GEM CSU is an equal pay employer & mindful employer.

4.OUR GENDER PAY DATA GAP

4.1 GENDER PROFILE

The gender profile split of Arden & GEM workforce is as follows: -

Gender	Headcount	2018	Headcount	2019	Headcount	2020
Female	495	61%	514	55%	515	53.9%
Male	311	39%	423	45%	440	46.1%
Total	806	100%	937	100%	955	100%

Table 1- Proportion of male and female employees within Arden GEM CSU 2018-2020

Overall, NHS has a gender split of around 70% female to 30% male –the CSU has a much closer balance of 50:50, which has consistently been reducing for the last 3 years. However, the change has been minimal from 2019 to 2020 with a 1.1% increase in male staff.

The CSU headcount has increased by 14% from 2018 to 2019. This led to an increase of 6% in overall male representation bring the representation levels much closer to a 55:45 split in favour of women. This 6% increase was mainly due to the CSU winning business in directorate such as IT which is stereotypically represented by males across all quartiles.

2020 Workforce Profile

Gender	Headcount	Percentage
Female	515	53.9
Male	440	46.1
Grand Total	955	100

Table 2- Headcount of employees within Arden GEM CSU March 2020

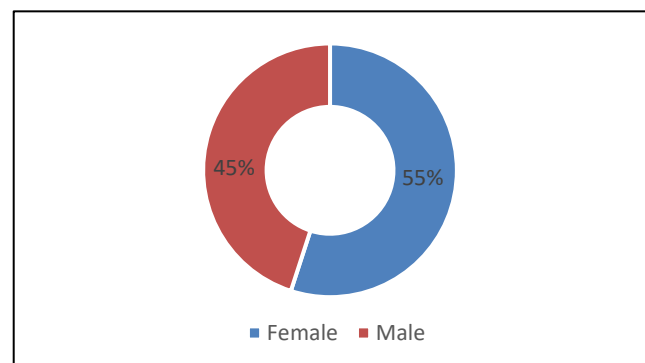


Figure 2- Proportion of male and female employees within Arden GEM CSU

Category	Gender	Headcount	Percentage
Full Time	Male	406	42.51%
	Female	376	39.37%
Part Time	Male	34	3.56%
	Female	139	14.55%
		955	100%

Table 3- Split across full time and part time representation

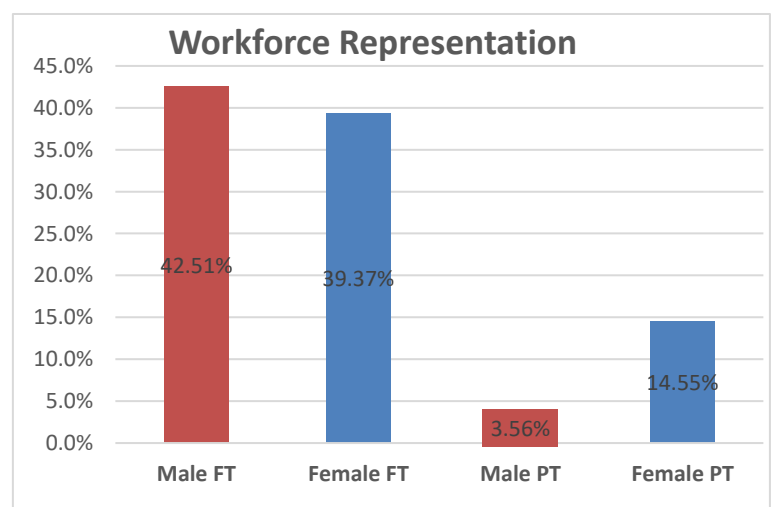


Figure 2- Workforce representation of staff working full time/ part time

In the CSU workforce females working part time are represented at 4 times higher than the male representation. The representation is mainly due societal norms i.e. family responsibilities which results in females taking lower paid roles and working part time to accommodate the personal circumstances.

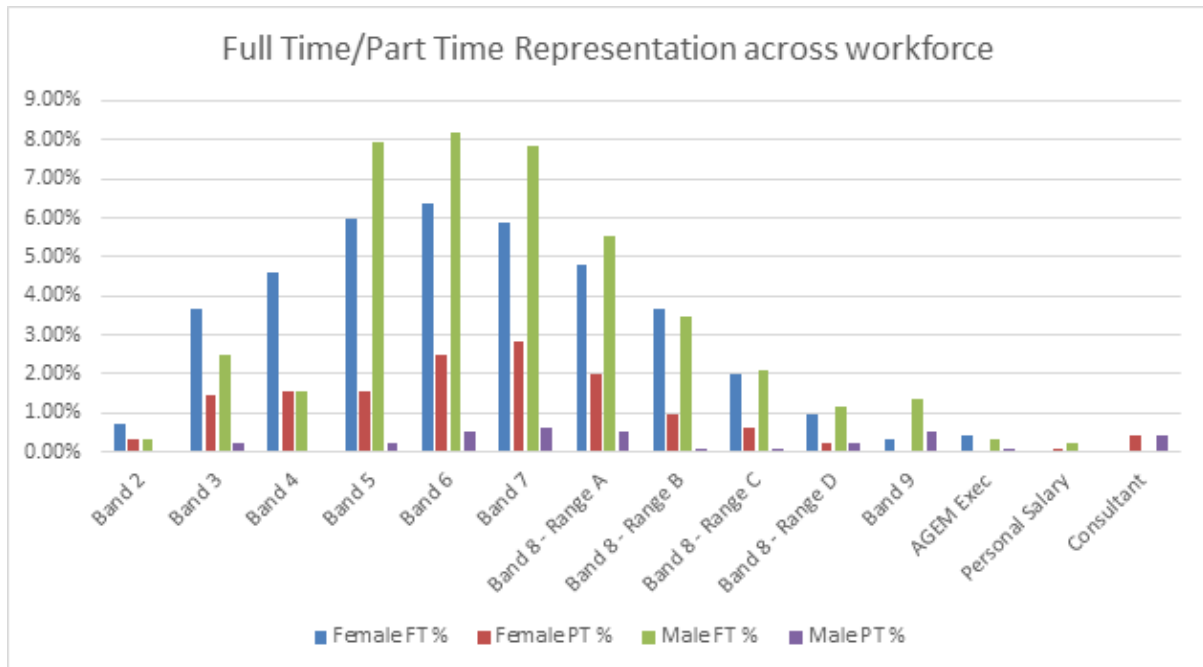


Figure 3- Workforce representation of staff working full time/ part time across AfC bandings

Our female, full-time workforce, is proportionally higher in the lower bandings (band 2-4) with males working full-time proportionally higher from band 5 onwards, across all middle and senior bandings. To improve this, our recommendations include flexible and remote working which gives all staff including males with families greater flexibility and confidence in applying for higher roles. The aim is to promote and increase flexible working amongst male staff which will positively impact on gender pay.

17% of the workforce is in lower bandings (2-4) however, female representation in these lower bandings is 73%, which is significantly higher than the organisational average for females, which is 54%. There can be multiple reasons behind such a disparity but in general when comparing across society and NHS workforce, data suggest females who have family commitments or other responsibilities tend to apply for lower paid roles. Whereas, a much smaller percentage of males apply for lower paid roles.

4.2 GENDER PAY

Gender pay gap	2017	2018	2019	2020
1. Mean gender pay gap - ordinary pay	14.8%	12.2%	9.8%	9.64%
2. Median gender pay gap - ordinary pay	10.9%	10.9%	8.07%	6.77%

Table 4- Mean and Median gender pay gap percentages for the last 4 years

The mean and median gender pay gap has been reducing over the last 4 years within the CSU. There has been a reduction of 5.16% in the mean gender pay from 2017 to 2020 and a reduction of 4.13% for the same period in the median gender pay gap. This reduction is due to multiple reasons but our focus and commitment towards the EDI agenda and being an inclusive employer has been central to this reduction. There has also been considerable impact due to staff TUPE'd in and out of the CSU over the last 3-4 years given males numbers have increased and females workforce has remained static it suggests males have come in lower/lower middle quartiles thus reduction of the gender pay gap.

Gender pay gap (NATIONAL FIGURES ONS)	2019	2020
Median gender pay gap - ordinary pay	17.4 %	15.5%

Table 5- Median gender pay gap percentages from ONS data

The CSU's median gender pay gap is **8.73%** lower than the national average for employees nationally. There is no mean gender pay data available nationally to be used as a comparator.

Profile	Male 2019	Female 2019	Pay Gap 2019	Male 2020	Female 2020	Pay Gap 2020
Mean hourly pay rate (all staff)	£21.08	£19.01	9.8 %	£22.25	£20.10	9.64%
Median gender pay gap - ordinary pay	£18.48	£16.98	8.07 %	£19.21	£17.91	6.77%

Table 6- Mean and Median gender pay gap comparison between 2019 and 2020

Gender Pay Gap is a measure of the difference between men and women's median and mean earnings across an organisation. Expressed as a percentage of male or female earnings. Proportionally men's 'average' earning is higher than women's. Using the median value, a female earns **93.2p** for every £1 a male earns, last year it was **91.9p**. The improvement in representation of females in the upper middle/ upper quartiles has resulted in this reduction of mean and median gender pay gap.

The male/female split is closing in terms of our gender profile and as shown in table 1, the gap has reduced to 3.9% between the two genders. The positive point in this trajectory is even though the number of male staff have increased steadily the mean and median gender pay gap continues

to reduce which highlights our recruitment initiatives are working and representation across higher quartiles for females is improving

4.3 GENDER BONUS PAY

The CSU does not have a bonus gender pay gap.

The CSU since its inception has not paid bonuses to its employees, even though there has been an option to do so in the VSM contracts. NHSBSA may in its absolute discretion pay you a bonus, in accordance with the Department of Health's VSM Pay Framework for Arms Length Bodies of such amount, at such intervals and subject to such conditions as NHS England may in its absolute discretion determine from time to time. Any bonus payment shall not be pensionable. There is no scope for bonus payments within the AfC terms and conditions of service.

As a result, there are no males or females in receipt of bonus payments.

4.4 PAY DISTRIBUTION BY QUARTILE

The data below is achieved by dividing the workforce into four equal parts (quartiles). All staff are ranked from the lowest hourly rate of pay to the highest. The rank order is then divided into four sections with an equal number of staff in each.

Quartile	Female	Male	Female %	Male %
1 Lower Quartile	145	88	62.23	37.77
2 Lower Quartile	118	116	50.43	49.57
3 Upper Quartile	124	110	52.99	47.01
4 Upper Quartile	114	121	48.51	51.49

Table 7 - Male and Female split across quartiles

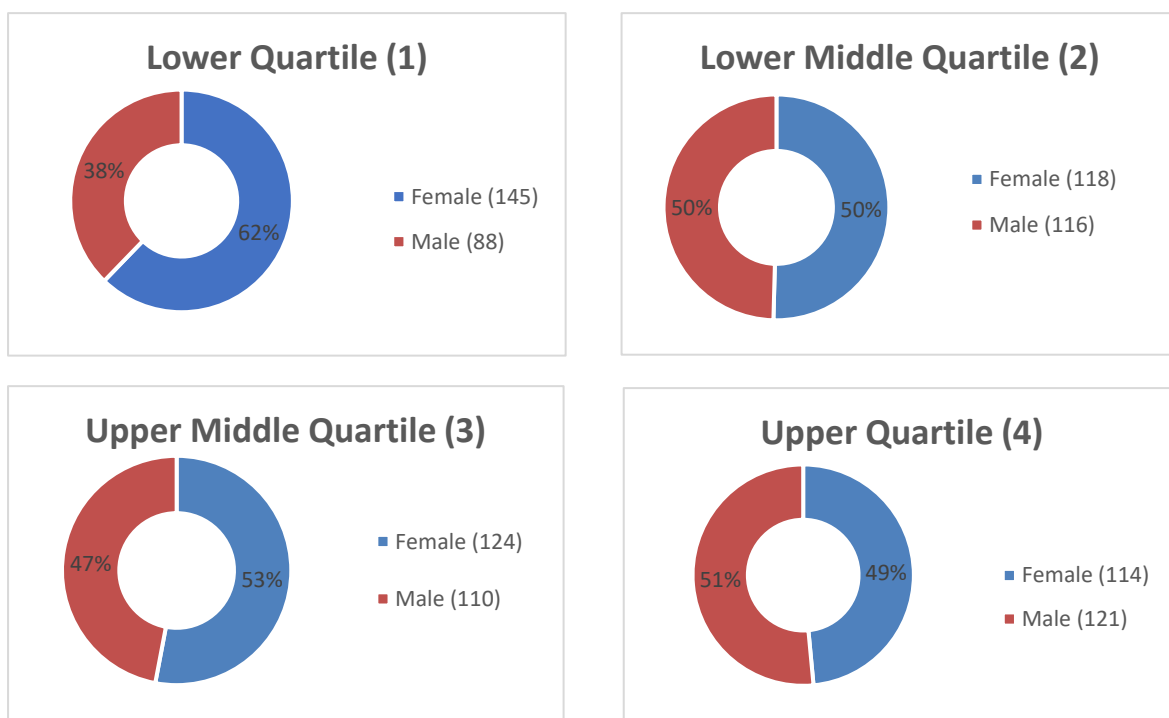


Figure 4 – Male/Female representation across the 4 quartiles

62% of employees in the lower quartile are female, compared to 49% in the upper quartile. This has reduced from 66% in the lower quartile in 2019. However, the percentage in the upper quartile has remained the same. As 53.9% of 955 employees are female, this demonstrates that a significant driver for the pay gap is a consequence of having a lower proportion of women in higher pay bands. This may be down to a change in the workforce mix in terms of gender, female representation, showing a slight deterioration over the last 3 year period. Lower middle quartile has a 50:50 split, which again shows males are overrepresented whereas, the upper middle quartile is more aligned to the overall workforce mix.

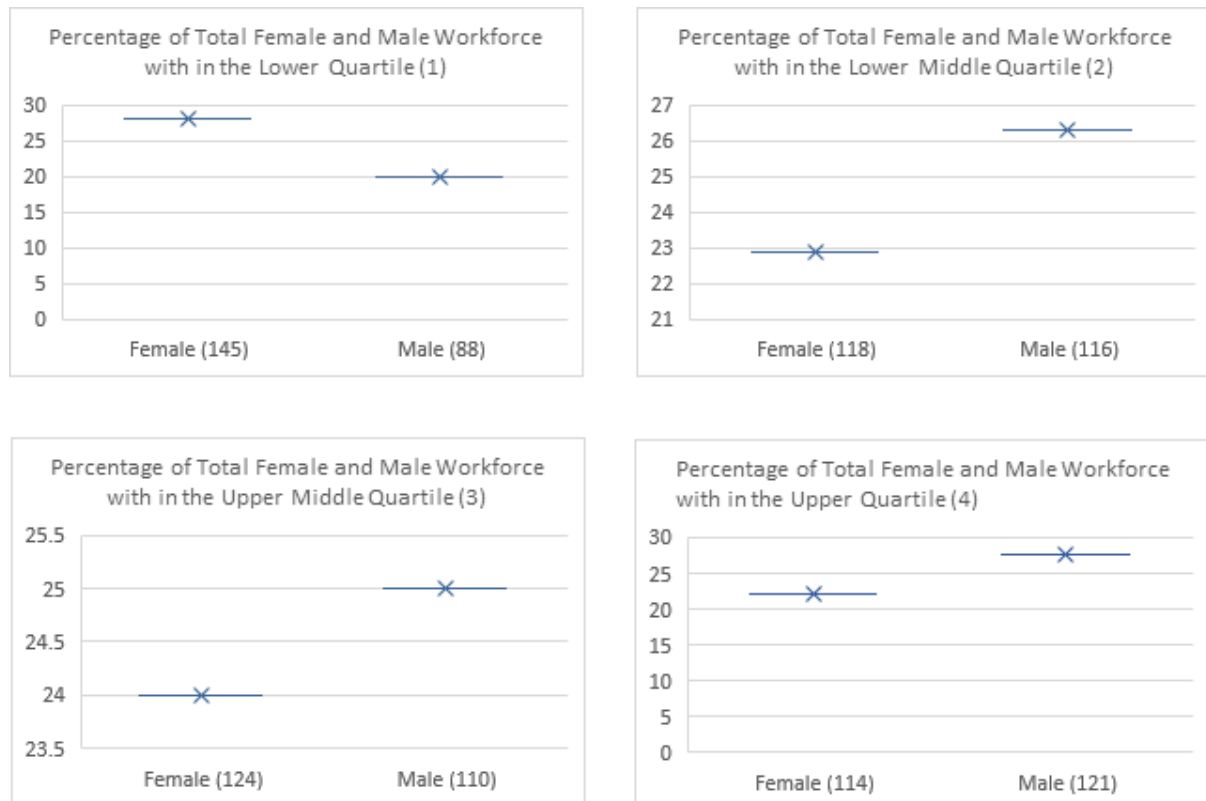


Figure 5 – Percentage of total female and male workforce in the 4 quartiles

56.3% (263) of all staff in the lower and lower middle quartiles are female compared to 50.7% (238) in the upper middle and upper quartiles.

46.3% (204) of all staff in the lower and lower middle quartiles are male compared to 49.2% (231) in the upper middle and upper pay quartiles.

Males are represented at a higher proportion in all quartiles apart from the lower quartile. The main reasoning behind the CSU's gender pay gap, in favour of males, is that proportionally more males hold senior positions.

4.5 GENDER PROFILE BY DIRECTORATES

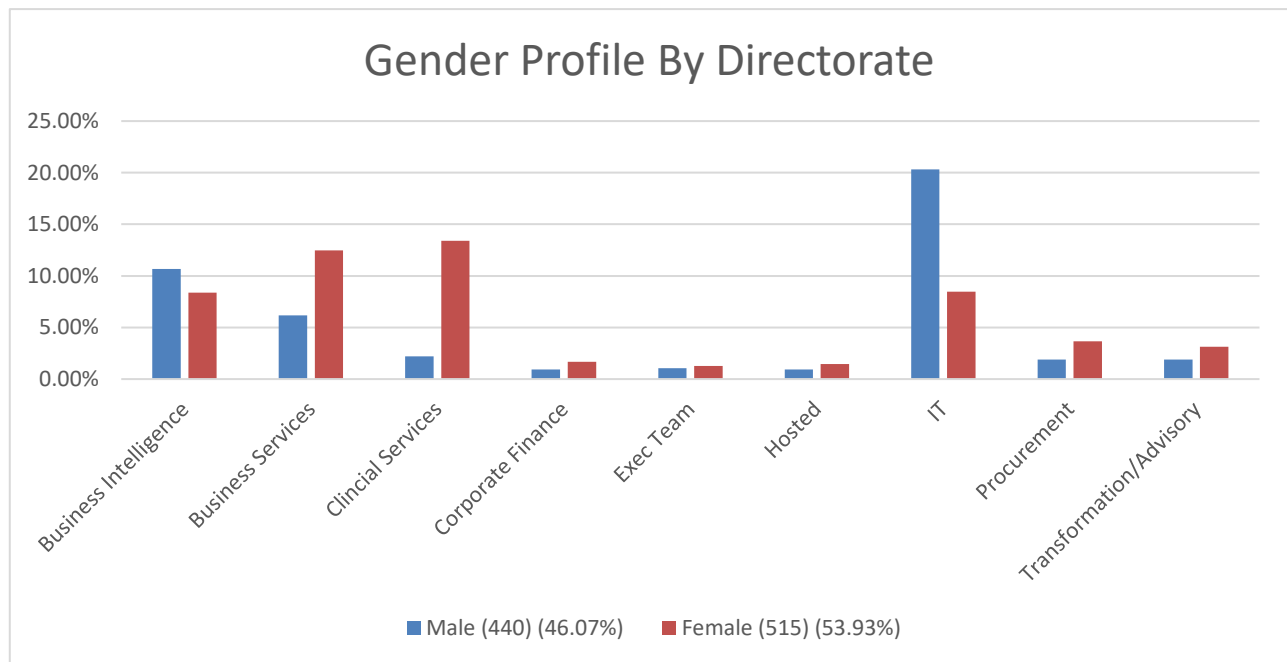


Figure 6 – Gender profile by Directorate across the CSU

Information Technology and Business Intelligence are the only two directorates which have a higher male representation in their workforce. IT has 2.5 to 1 ratio of males in the directorate. Business Services has a 2:1 ratio in favour of female representation and Clinical Services has the widest gap in gender representation with a 6:1 ratio in favour of females in the directorate. This is primarily due to the nursing roles being occupied by females rather than males in general.

NMC data confirms 89.3% of all registrants are female and 10.7% are male. Numbers from the GPC show there 61% of all registrants to be female. Interestingly, only 2% of females have their own private pharmacies 98% are run by male pharmacists.

In the CSU for example – we have 30 female staff who are either pharmacists or pharmacy technicians in comparison to males where there are only 7. On the other hand, there are 100 Technicians and 85% of them are males which is stereotypical to make up of our directorates.

Through our recruitment working group we will be looking at best practices across the health sector and beyond into what can be further to be done to improve proportionality across gender and quartiles.

There has been a further analysis of the data split by directorate which has been attached into the appendix. Each directorate will receive their gender pay gap analysis

4.6 GENDER PAY BY BANDING

Pay Scale	Male	Male	Female	Female	Total
Band 2	3	23.08%	10	76.92%	13
Band 3	26	34.67%	49	65.33%	75
Band 4	15	20.27%	59	79.73%	74
Band 5	78	52.00%	72	48.00%	150
Band 6	83	49.40%	85	50.60%	168
Band 7	81	49.39%	83	50.61%	164
Band 8a	58	47.15%	65	52.85%	123
Band 8b	34	43.59%	44	56.41%	78
Band 8c	21	45.65%	25	54.35%	46
Band 8d	13	54.17%	11	45.83%	24
Band 9	18	85.71%	3	14.29%	21
Other	10	52.63%	9	47.37%	19
Total	440	46.07%	515	53.93%	955

Table 8 – Gender pay by AfC banding

Table 8 - Female staff are overrepresented in the lower bandings band 2-4, However proportionality greatly improves from band 5 onwards all the way up to band 8d. Band 9 is the anomaly with a significant over representation of males at executive/director level. Positive active such as more diverse recruitment practices are being incorporated to challenge the current levels of representation.

To give this some perspective in terms of numbers there is a total of 91 Administrators within the organisation 81% (71) are females which is an example of the overrepresentation of females in lower bandings.

An example of close to equal representation is band 8 b/c range the CSU has 43 Heads of Service – with 21 females and 22 males and near 50 / 50 split.

In band 9 there is 86% representation from males and 14% from females, there is a significant under presentation when comparing to the CSU average. Therefore,

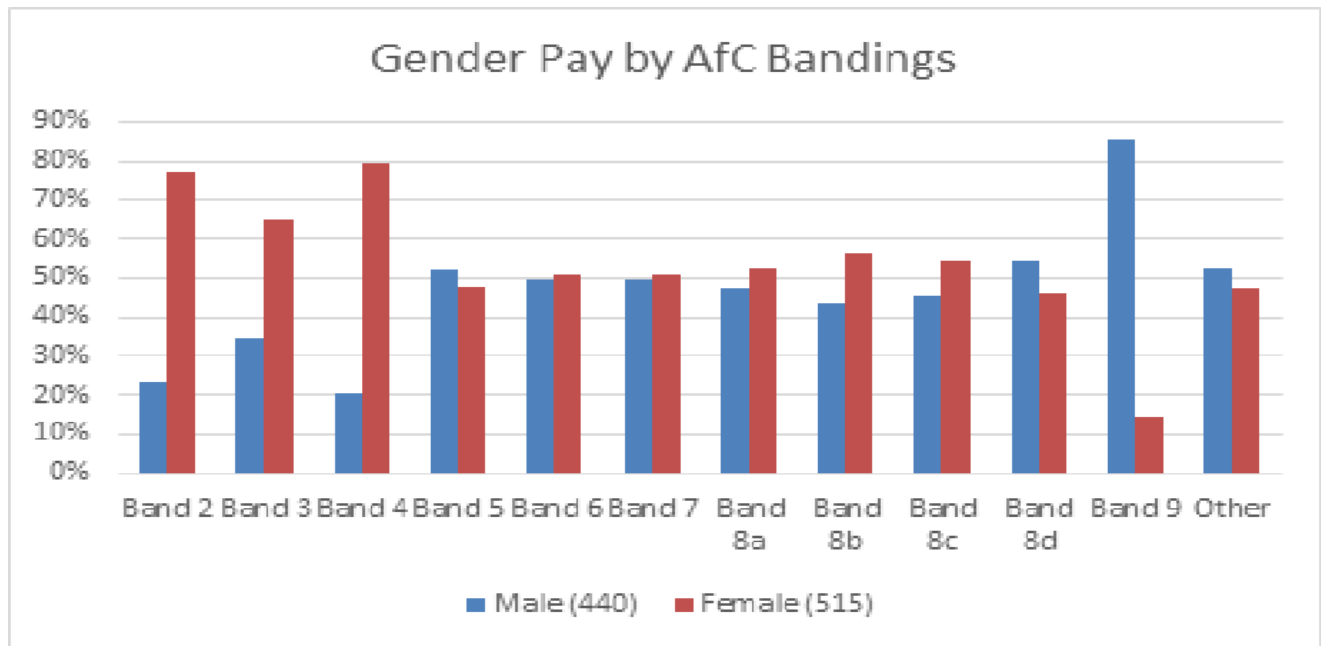


Figure 7 – Gender pay by bandings across the CSU

5.0 Recommendations & Action Plan

This year's report shows there are proportionally more males in higher earning positions, in line with national NHS figures; although the report also shows that there are more women in the organisation. The greatest disparity in gender diversity is in the Corporate Finance and then Procurement directorates, in both more female representation is needed in the upper quartiles. This is something Arden & GEM will continue to monitor to ensure the gap is reduced. The Executive Directorate data shows near parity in the mean average pay and a median pay gap is in favour of female Executives considering this there is little to no gap in terms of pay as they are all in the upper quartile. However, female representation is not representative of the organisation's workforce profile.

Following the recommendations made in the 2019/20 Gender Pay Gap review we have monitored the following areas:

- **Support to flexible working** which has become increasingly more important during the Covid-19 pandemic. For example, we have supported remote working and flexible working hours where we can, but this needs to be supported further past the pandemic to ensure further flexibility to our employees. Recent research has highlighted where flexible working is promoted there is greater retention of staff and less turnover. Flexible working supports recruitment and retention which attracts and retains females within the workforce.
- **Training and supporting line managers**, we have developed and delivered a wide range of training including having difficult conversations, talent and succession planning, coaching and mentoring and appraisal training. We are also focussing on our leadership and management development to ensure that managers and leaders within the organisation are aware of the challenges and opportunities that addressing the gender balance offers. Our training also focusses on fair recruitment and promotion processes and supports the opportunity to take positive action to further reduce the gender pay gap. Several initiatives have been launched internal through the HR/OD team which focus on talent development and succession planning such as leadership training. Other measures such as the 360 evaluation and coaching are being introduced to support staff and equip them to progress.
- **Develop staff networks** within the organisation and promote more diversity such as BAME and LGBT+ networks. We need to continue promoting diversity within our organisation so that more senior roles can be diverse and be representative of the society that we live in. As a result of this we have formed a Equalities Committee to assist with delivering against the CSUs commitment and working groups to understand and work through the needs of a diverse workforce.

This year's recommendations build on the previous actions and include advancing equality, recognising diversity, and promoting social inclusion.

- Furthering our commitment some example of actions taken include recruiting and training several BME staff members to be able to sit on interview panels as a part of our diverse interview panels initiative.
- We have developed recruitment working group with representation from across the organisation to research and provide best working practices used across all sectors.

- We are also committed to recognising diversity within our organisation by ensuring we celebrate different festivals, support different backgrounds and recruiting from different backgrounds so their skills, opinions and life experiences can add value to the way the organisation operates. By doing this we can be a more effective workforce and retain our employees.
- Furthermore, as an organisation we are promoting social inclusion by getting involved in different festivals and ensuring all employees are felt included within the organisation. For example, we are celebrating the different gender types such as LGBT+ throughout June.
- Increasing the frequency of recruitment reports by demographics for scrutiny and discussion.
- Using working groups and external networks to better promote our vacancies in senior positions to women and organisations that support women.
- Explore the likelihood of being appointed to pay bands featured in the quartiles to understand the barriers in more detail by looking at trends / patterns to spot hotspots and gaps across directorates.
- Exploring how we can better support female talent. For example, encourage the next generation of female leaders by establishing an internal task and finish group to explore how we can better support women into middle and senior management roles.

5.1 Action Plan

No	Objective	Action	Lead	Timeline	RAG Rating		
1.0	Recruitment						
1.1	Ensure Arden & GEM recruit diverse range of employees into the most senior roles.	<p>Improving recruitment practice – ensure recruitment practices benefit all employees. For example, targeting females into more senior roles.</p> <p>Employees are aware where they can find jobs being advertised and they are accessible to all.</p>	HR/Recruitment	December 2021			
2.0	Retaining and Developing a diverse workforce						
2.1	Ensuring we keep in touch with our employees especially those on maternity leave.	<p>Hold recruitment sessions for all employees and try and attract more women into senior roles. This will also allow us to understand particularly females needs, pressures, and concerns they are facing to be able to go into a senior role. Alongside this it will allow us to build a better rapport with our employees.</p> <p>Include positive action statements in adverts to attract a diversity of applications.</p> <p>Recruitment criteria’s need to be revised that are male and females have opportunities. Provide priority to females.</p> <p>Update talent and succession planning to help deliver clear people strategy.</p>	HR & Line Managers	August 2021			
2.2		<p>To understand their needs and barriers of returning to work. Allows better relationship between employee and line manager.</p>					

		<p>Understand if any adjustments need to be made so can accommodate accordingly before employee returns.</p> <p>Better use of Keeping in Touch (KIT) days, line managers would need educating about this. HR could potentially hold sessions regarding this and how this can be done effectively. There could also be training provided on how to manage these conversations should they become difficult.</p>							
3.0	Progression and Development								
3.1	To understand the needs of our workforce.	<p>Develop guidance /processes that promote work life balance particularly for those with families.</p> <p>Speak to diverse range of employees with families and identify their needs.</p> <p>Develop guidance /processes that promote work life balance particularly for those with families.</p> <p>Hold monthly sessions to understand changing needs of women what encourages and motivates them into senior roles. This allows us to understand the needs of our workforce and the changing demands. Promotes inclusion and diversity as well.</p>	HR	December 2021					
4.0	Performance and Talent Management								
4.1	Arden and GEM to ensure the talented employees are recognised for	<p>Ensure development conversations are held with employees regularly so that line managers can support them accordingly. Allows promotions and support to employees to get to the more senior roles.</p> <p>Performance is reviewed regularly, and our policies are robust on this to ensure hard work</p>	HR & Line Manager	On going					

5.2 Mean and Median average pay across Directorates

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6.0 Annex – GENDER PROFILE ACROSS DIRECTORATES

6.1 Executive Directorate

Arden & GEM CSU has a total of 11 staff in the Executive directorate.

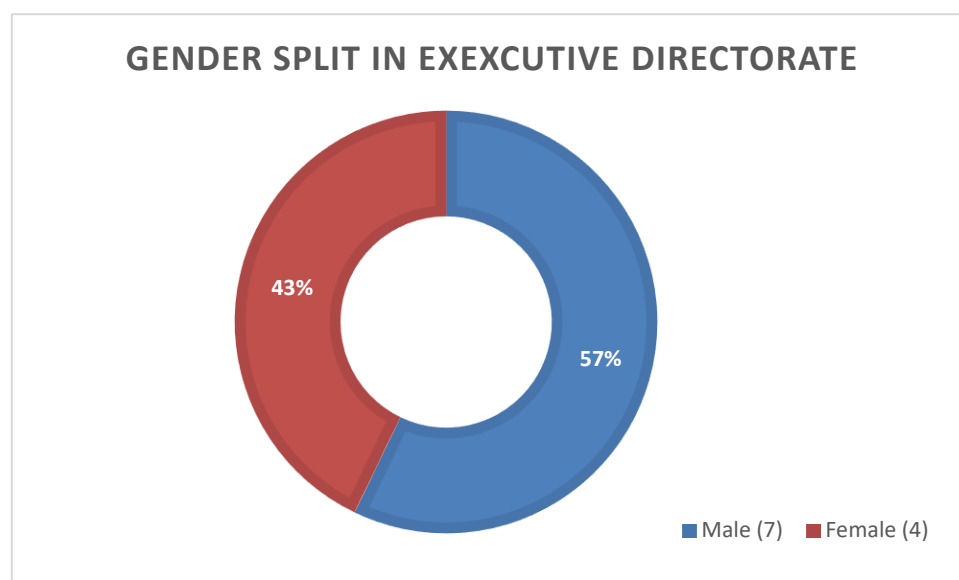


Figure 7- Proportion of male and female within Executive Directorate within Arden & GEM CSU

Gender	Avg. Hourly Rate	Median Hourly Rate
Male	60.9400	53.1147
Female	60.7500	59.3500
Difference	0.1900	-6.2353
Pay Gap %	0.30%	-11.70%

Table 9 – Mean and median hourly rate for the Executive Directorate

Male Executives are proportionally higher than female executives and there is a mean average hourly rate gap of gap 0.30% which equates to £0.19 per hour. The median gap also has a difference of - £6.23 in favour of female Executives.

Gender pay gap	Executive Directorate	Arden GEM CSU
1. Mean gender pay gap - ordinary pay	0.30%	9.64%
2. Median gender pay gap - ordinary pay	-11.70%	6.77%

Table 10 – Mean and median hourly rate for the executive directorate against Arden GEM CSU average

The mean gender pay gap in the Executive Directorate is only 0.30% highlighting there is no difference in pay for Executives irrespective of gender. The median gender pay gap is also in favour female staff by 11.70%. Although the smallest of all directorates its pay gap is close to parity.

Quartile	Female	Male	Female %	Male %
1	0.00	0.00	0.00%	0.00%
2	0.00	0.00	0.00%	0.00%
3	0.00	0.00	0.00%	0.00%
4	7.00	4.00	57.14%	42.86%

Table 11 - Male and Female split across quartiles in Executive Directory

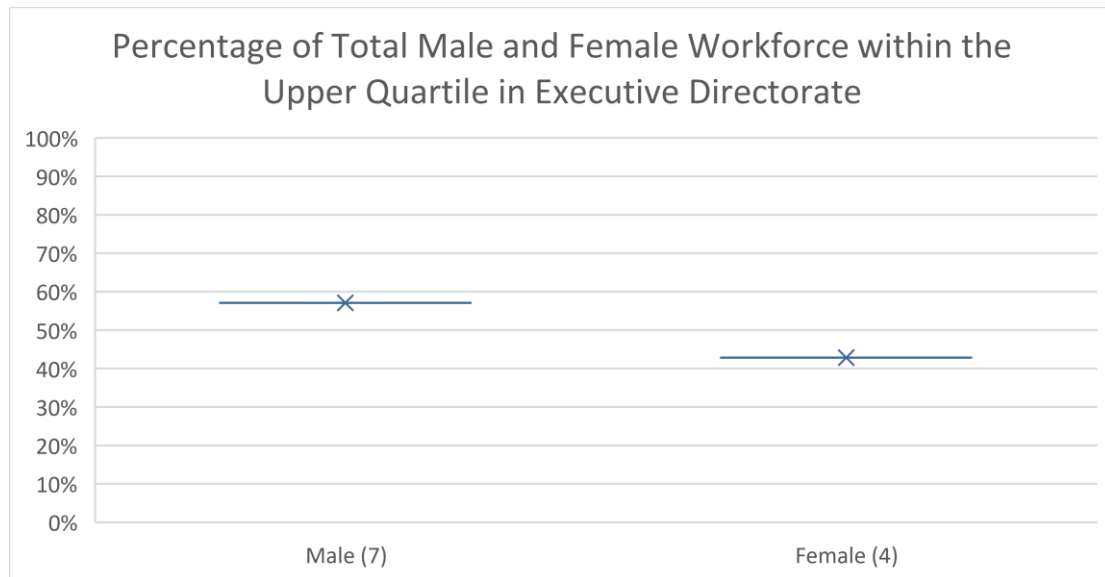
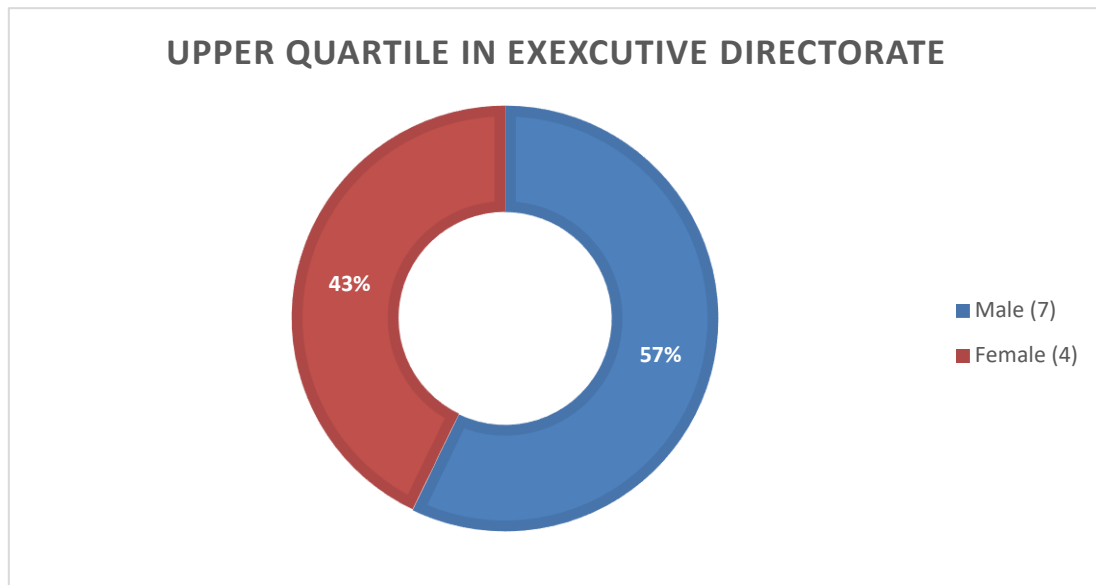


Figure 8 – Male/Female representation across the quartiles in Executive Directorate

All the Executives are represented in the upper quartile with representation of males and females opposite to that of the organisation's representation.

Arden & GEM Gender Pay Gap Analysis Exec Team

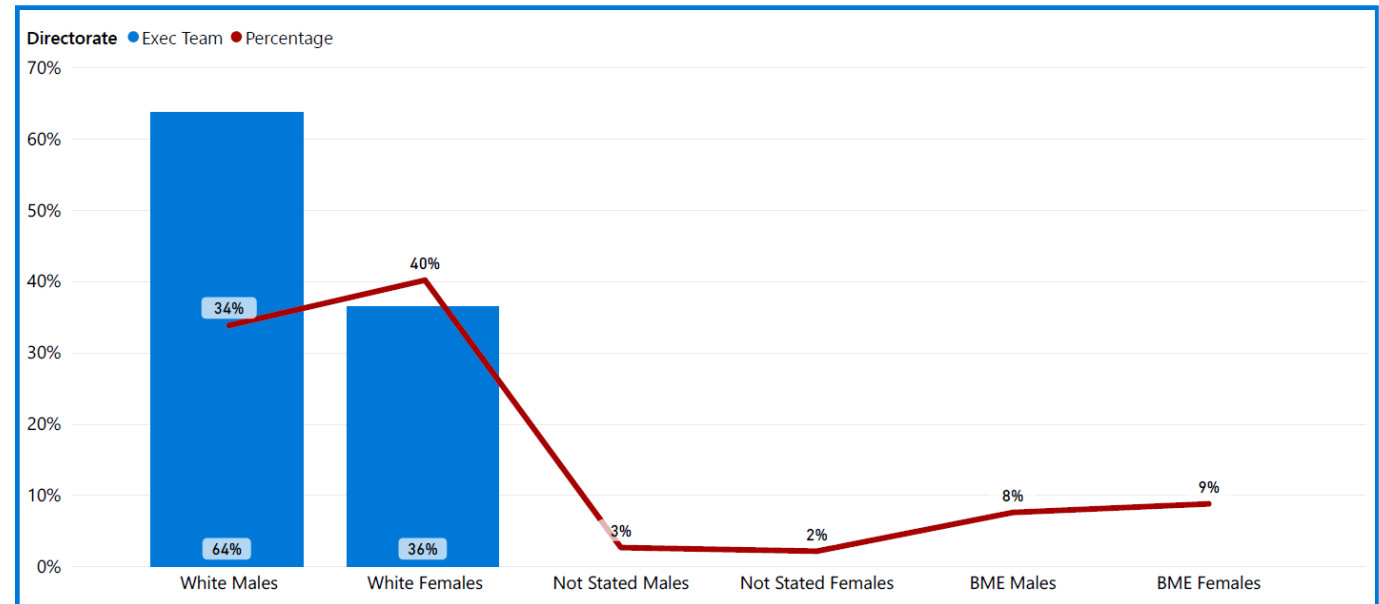


Figure 9 – Ethnic split comparison between the Executive Directorate and overall AGEM CSU

The ethnic breakdown of each directorate highlights the representation levels of each directorate in comparison to the overall average. For the Executive directorate, there is no representation for BME males or females. The white males are overrepresented by 30% whereas, there is a 4% below representation for while females.

6.2 Business Intelligence

Arden GEM CSU's 2nd biggest directorate in terms of number of staff with a total of 178.

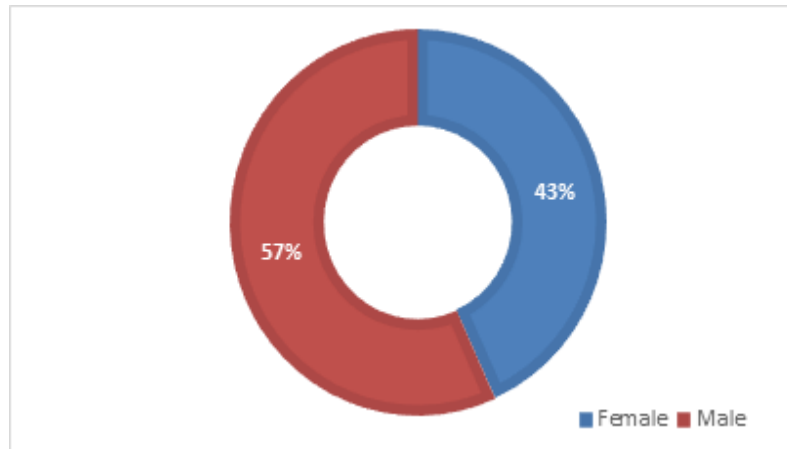


Figure 10- Proportion of male and female employees within Business Intelligence directorate

Gender	Avg. Hourly Rate	Median Hourly Rate
Male	23.1779	22.3852
Female	20.3740	19.2134
Difference	2.8040	3.1718
Pay Gap %	12.10%	14.17%

Table 12 – Mean and median hourly rate for the Business Intelligence directorate

In Business Intelligence males are overrepresented by 13% in comparison to the CSU's overall average gender representation. This amounts to a difference of £2.80 in the average hourly rate and a difference of £3.17 in the median. However, the representation isn't different to societal representation within this area of work.

Gender pay gap	Business Intelligence	Arden GEM CSU
1. Mean gender pay gap - ordinary pay	12.10%	9.64%
2. Median gender pay gap - ordinary pay	14.17%	6.77%

Table 13 – Mean and median hourly rate for the Business Intelligence directorate against Arden GEM CSU average

BI have higher mean and median gender pay gap with double the median and a 3% higher difference for the mean in comparison to the CSU average.

Quartile	Female	Male	Female %	Male %
1	12.00	11.00	52.17%	47.83%
2	24.00	14.00	63.16%	36.84%
3	25.00	43.00	36.76%	63.24%
4	16.00	33.00	32.65%	67.35%

Table 14 - Male and Female split across quartiles in Business Intelligence

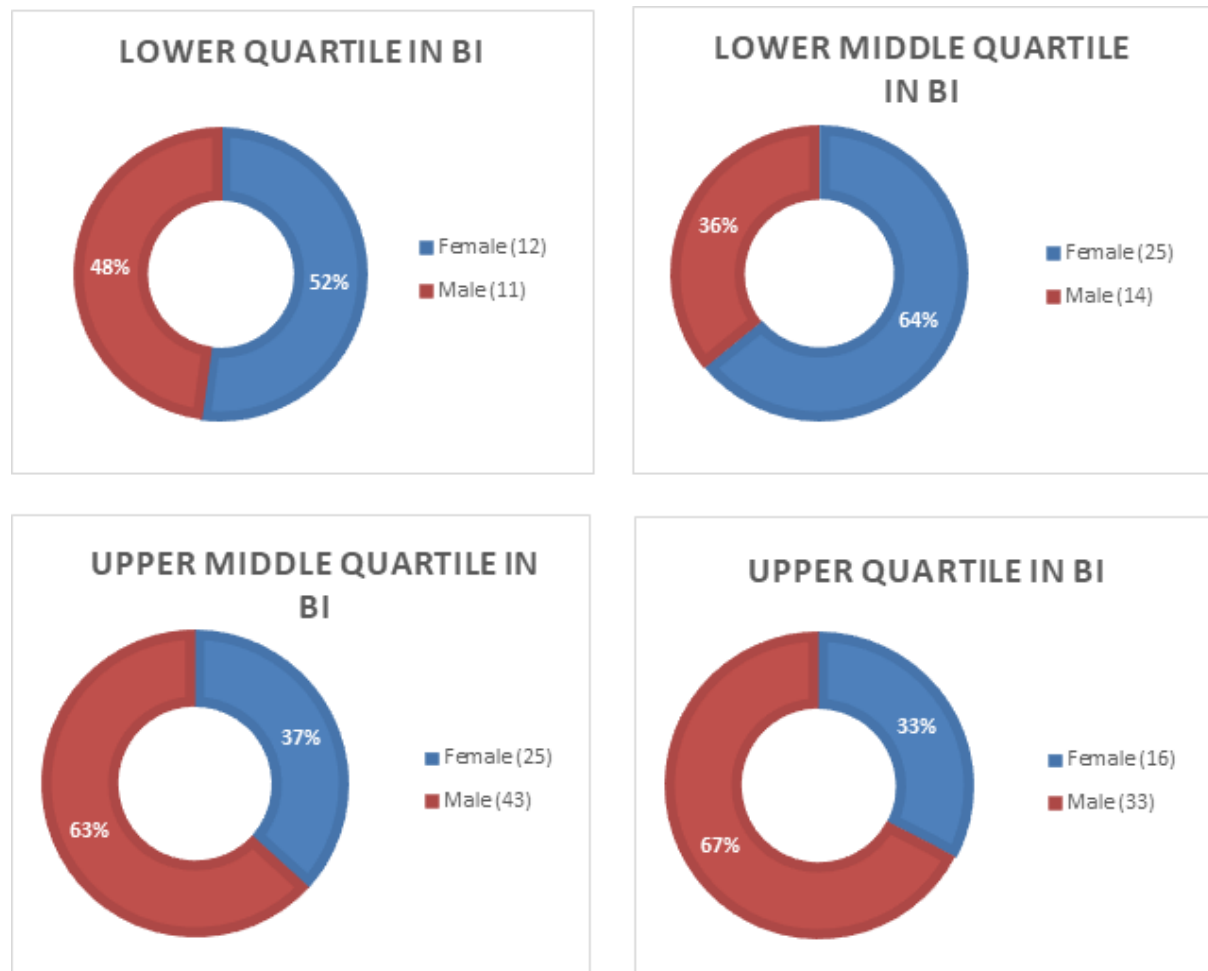


Figure 11 – Male/Female representation across the 4 quartiles in Business Intelligence

52% of employees in the lower quartile are female, compared to 33% in the upper quartile. However, men are proportionally more represented in upper middle/upper quartiles. 60% of the lower two quartiles have female representation in comparison to the upper two which has a representation of 35% which is in line with organisational average of **35.58%**.



Figure 12 – Percentage of total female and male workforce in the 4 quartiles across BI

59% (36) of all staff in the lower and lower middle quartiles are female compared to 35% (41) in the upper middle and upper pay quartiles.

41% (25) of all staff in the lower and lower middle quartiles are male compared to 65% (76) in the upper middle and upper pay quartiles.

Females are represented at a higher proportion in the lower/lower middle quartiles whereas males are significantly higher represented in the upper middle and upper quartiles.

Arden & GEM Gender Pay Gap Analysis Business Intelligence

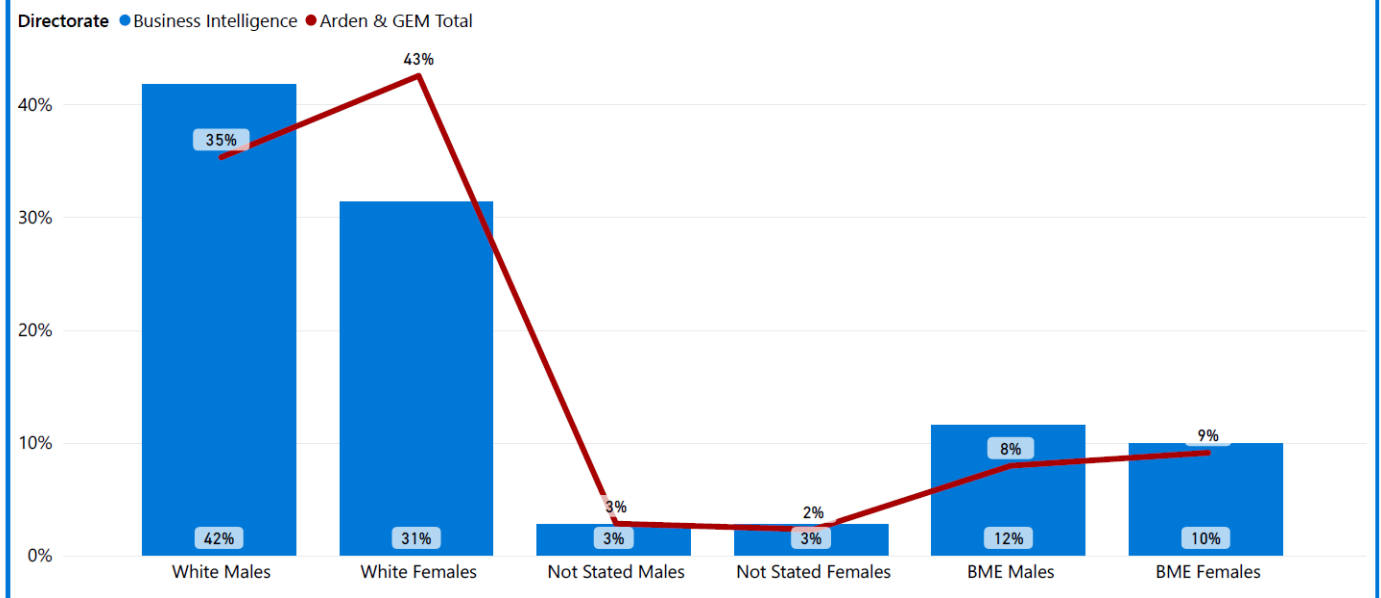


Figure 13 – Ethnic split comparison between the Business Intelligence and overall AGEM CSU

When comparing the ethnicity split across BI with the average of the CSU it shows the representation to be similar or above in all groups apart from white females where there is 12% gap in terms of representation. White males and BME males are both overrepresented by 7% and 4% respectively.

6.3 Business Services

Arden GEM CSU's 2nd biggest directorate in terms of number of staff with a total of 172.

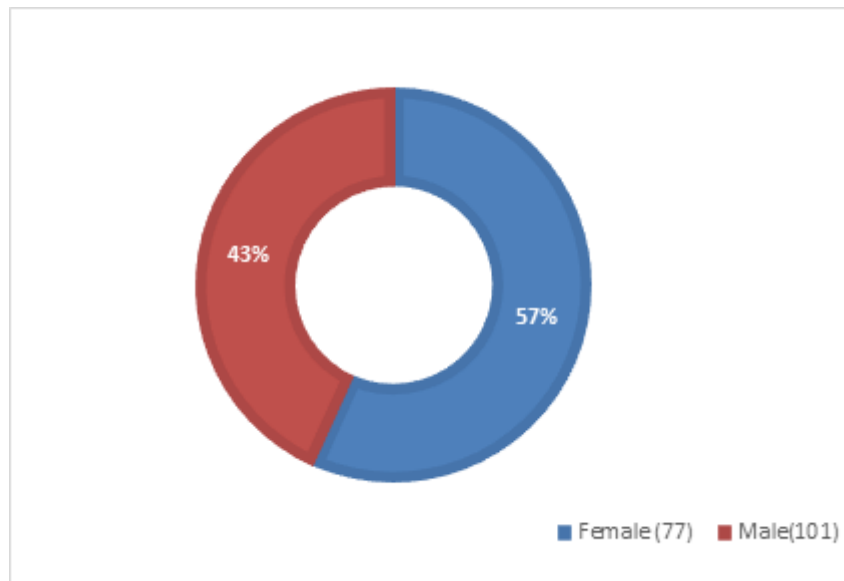


Figure 14- Proportion of male and female employees within Business Services Directorate

Gender	Avg. Hourly Rate	Median Hourly Rate
Male	21.2725	19.8246
Female	19.3559	19.0585
Difference	1.9165	0.7661
Pay Gap %	9.01%	3.86%

Table 15 – Mean and median hourly rate for the Business Services Directorate

In Business Services the gender representation is very close to the CSU's overall average gender representation. There is a difference of £ 1.91 in the average hourly rate and a difference of £0.76 in the median.

Gender pay gap	Business Services	Arden GEM CSU
1. Mean gender pay gap - ordinary pay	9.01%	9.64%
2. Median gender pay gap - ordinary pay	3.86%	6.77%

Table 16 – Mean and median hourly rate for the Business Services Directorate against Arden GEM CSU average

Business Services has a lower mean and median gender pay gap than the overall CSU. The mean is 0.63% lower and the median are nearly 50% lower in comparison to the CSU average.

Quartile	Female	Male	Female %	Male %
1	38.00	20.00	65.52%	34.48%
2	18.00	7.00	72.00%	28.00%
3	33.00	13.00	71.74%	28.26%
4	24.00	19.00	55.81%	44.19%

Table 17 - Male and Female split across quartiles in Business Intelligence

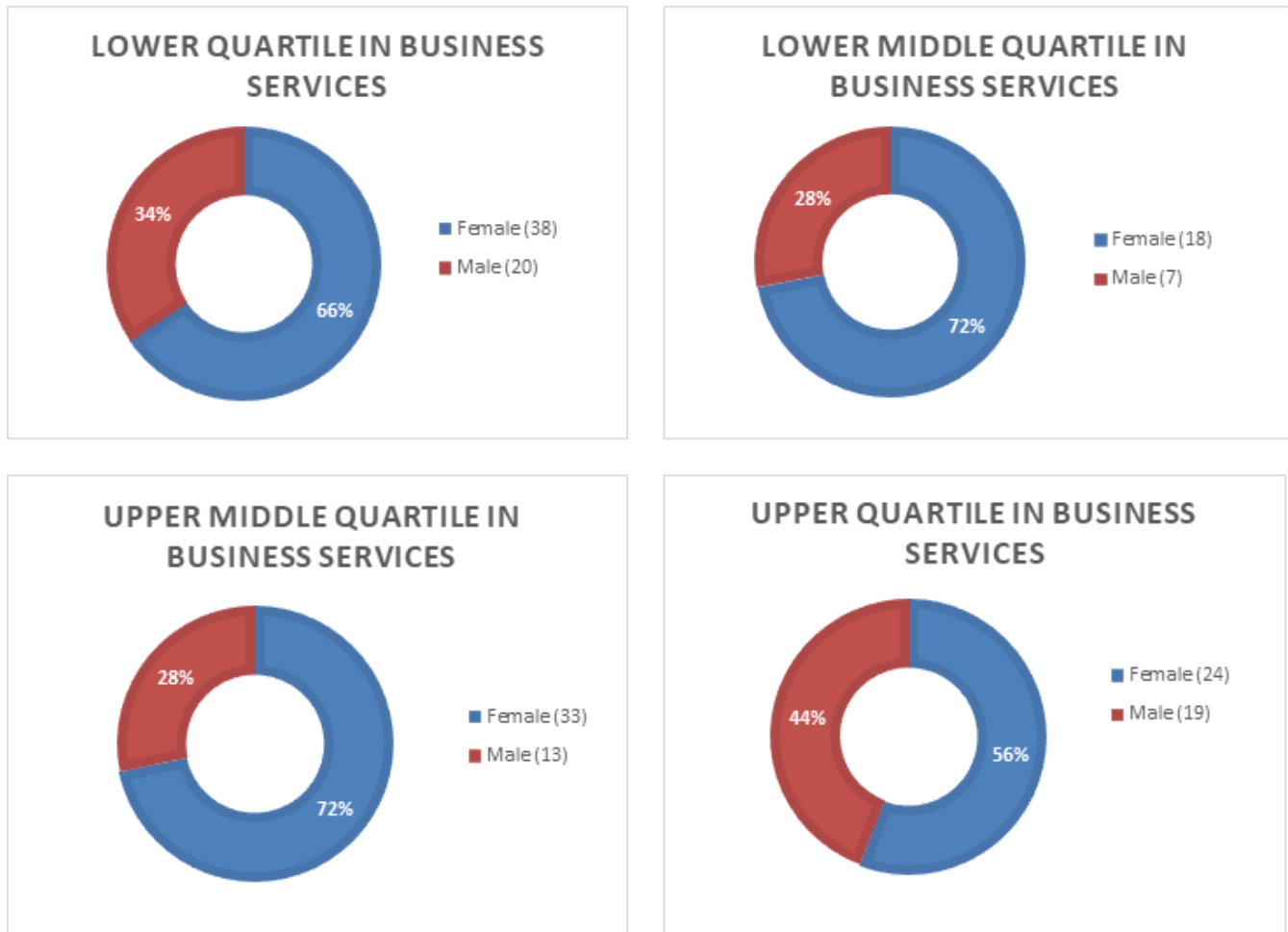


Figure 15 – Male/Female representation across the 4 quartiles in Business Services

66% of employees in the lower quartile are female, compared to 56% in the upper quartile. Women are proportionally higher represented across all 4 quartiles. 67% of the lower two quartiles have female representation in comparison to the upper two which has a representation of 64% which highlights there is consistent level of representation throughout the quartiles.

Business Services has a better gender balance in comparison to all other directorates within the CSU.

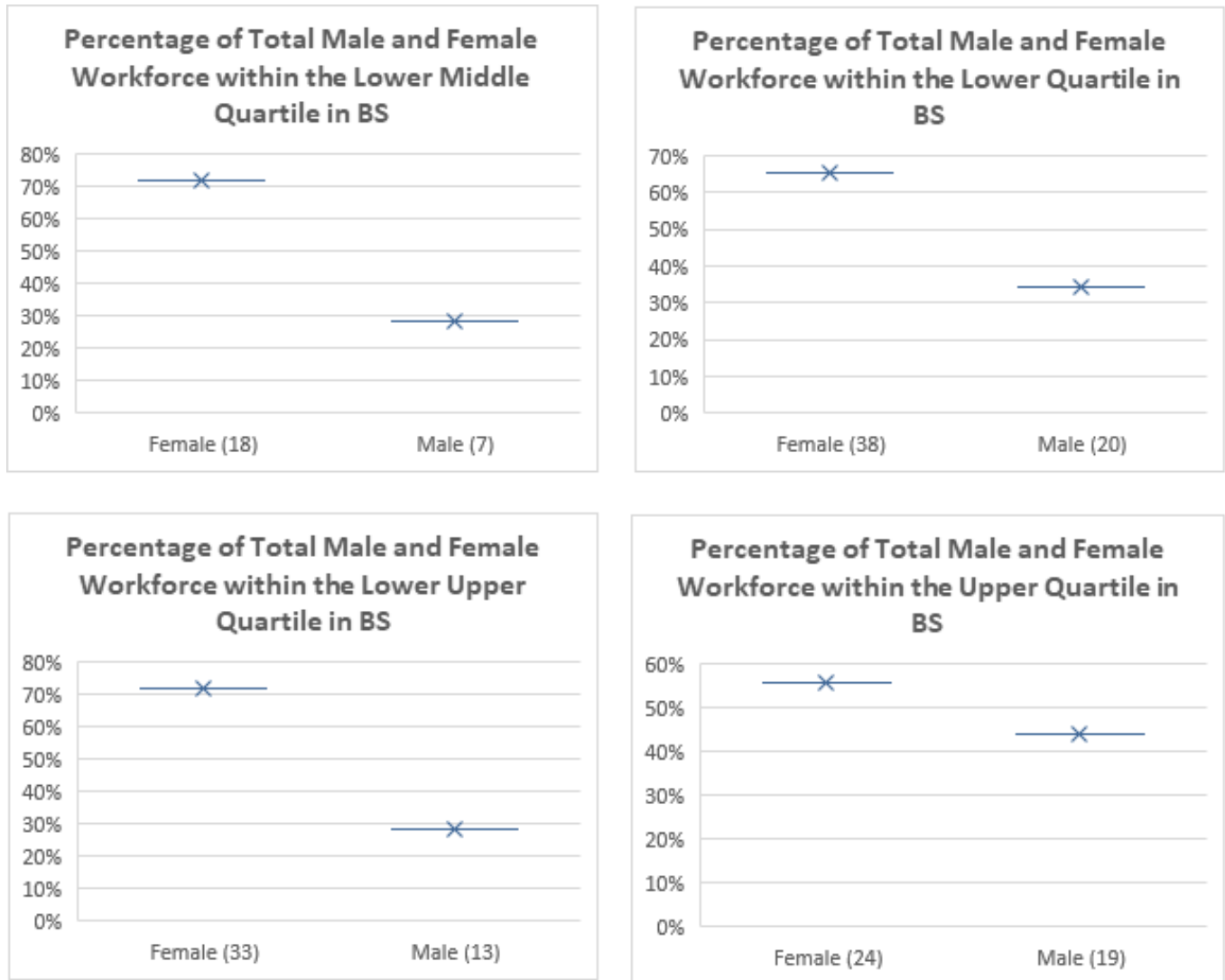


Figure 16 – Percentage of total female and male workforce in the 4 quartiles across Business Services

67.4% (56) of all staff in the lower and lower middle quartiles are female compared to 64% (57) in the upper middle and upper pay quartiles.

32.5% (27) of all staff in the lower and lower middle quartiles are male compared to 36% (32) in the upper middle and upper pay quartiles.

Females are represented at a higher proportion in all quartiles.

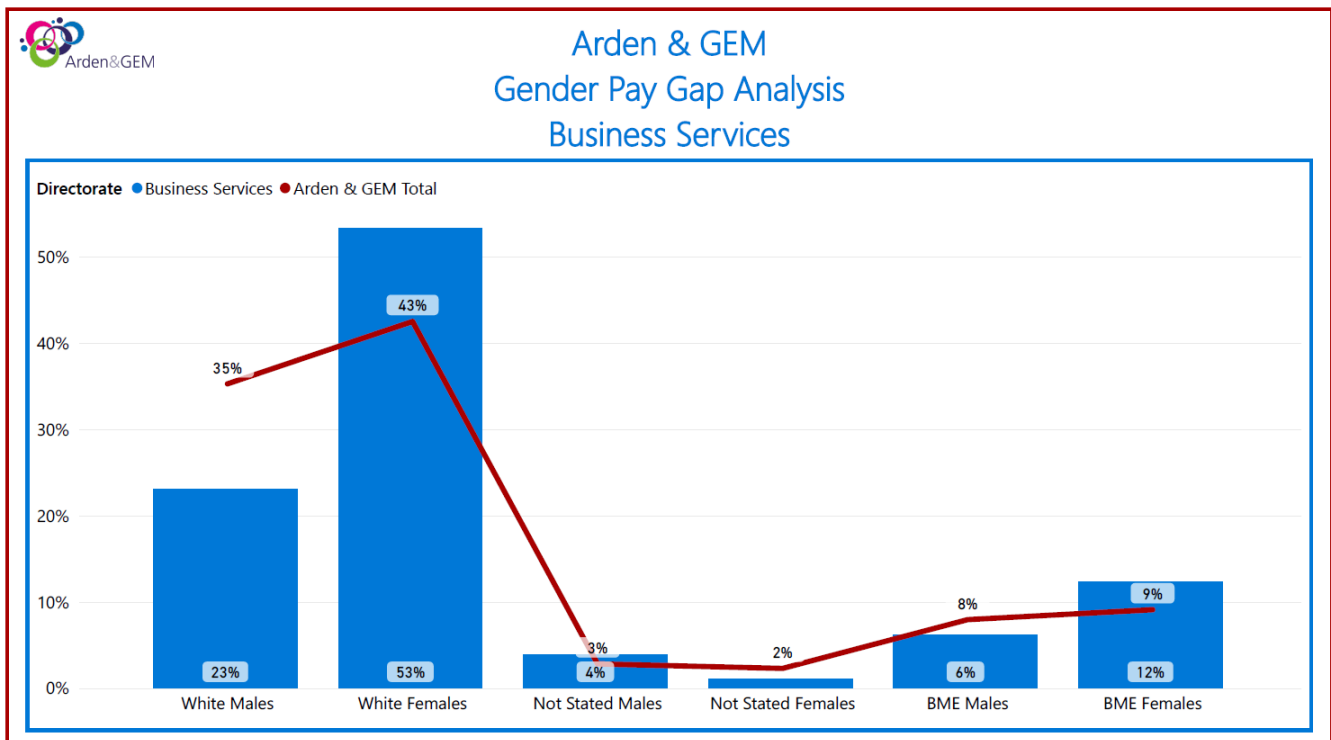


Figure 17 – Ethnic split comparison between the Business Services Directorate and overall AGEM CSU

White males and BME males are underrepresented with Business Services with a 12% difference for white males and a 2% for BME males. On the opposite white females and BME females are both overrepresented by 10% and 3% respectively in comparison to the CSU average.

6.4 Corporate Finance

One of the smallest directorates with a total of 25 staff.

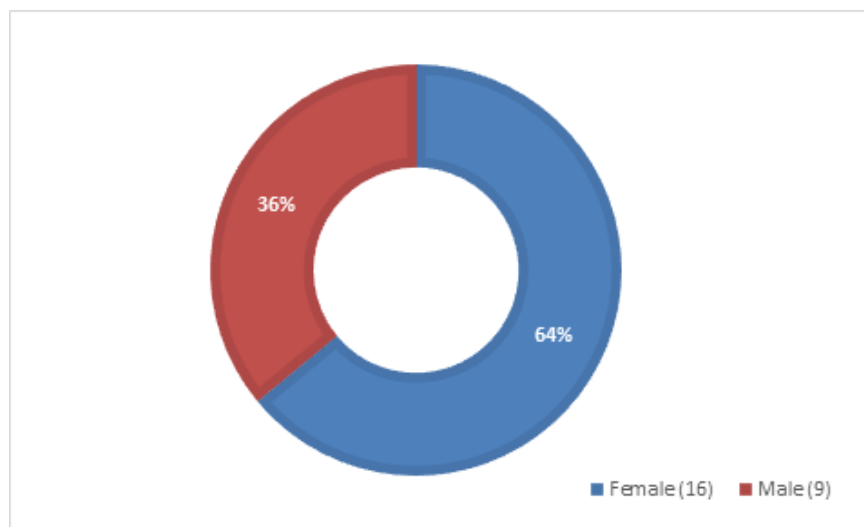


Figure 18- Proportion of male and female employees within Corporate Finance Directorate

Gender	Avg. Hourly Rate	Median Hourly Rate
Male	30.2618	30.8320
Female	23.4073	20.7998
Difference	6.8545	10.0323
Pay Gap %	22.65%	32.54%

Table 17 – Mean and median hourly rate for the Corporate Finance Directorate

Corporate Finance has a gender representation of nearly 2:1 in favour of females within the team. However, the gender pay gap with the directorate has the second widest than any other directorate. The mean average rate shows a difference of £6.85 per hour and the median to even higher at £10.03 per hour.

Gender pay gap	Business Services	Arden GEM CSU
1. Mean gender pay gap - ordinary pay	22.65%	9.64%
2. Median gender pay gap - ordinary pay	32.54%	6.77%

Table 18 – Mean and median hourly rate for the Business Services Directorate against Arden GEM CSU average

The mean gender pay gap is more than double the overall CSU with the median gender pay gap being more than 5 times the figure overall for the CSU. A considerable disparity in between the two genders.

Quartile	Female	Male	Female %	Male %
1	3.00	1.00	75.00%	25.00%
2	3.00	0.00	100.00%	0.00%
3	5.00	2.00	71.43%	28.57%
4	5.00	6.00	45.45%	54.55%

Table 19 - Male and Female split across quartiles in Business Intelligence

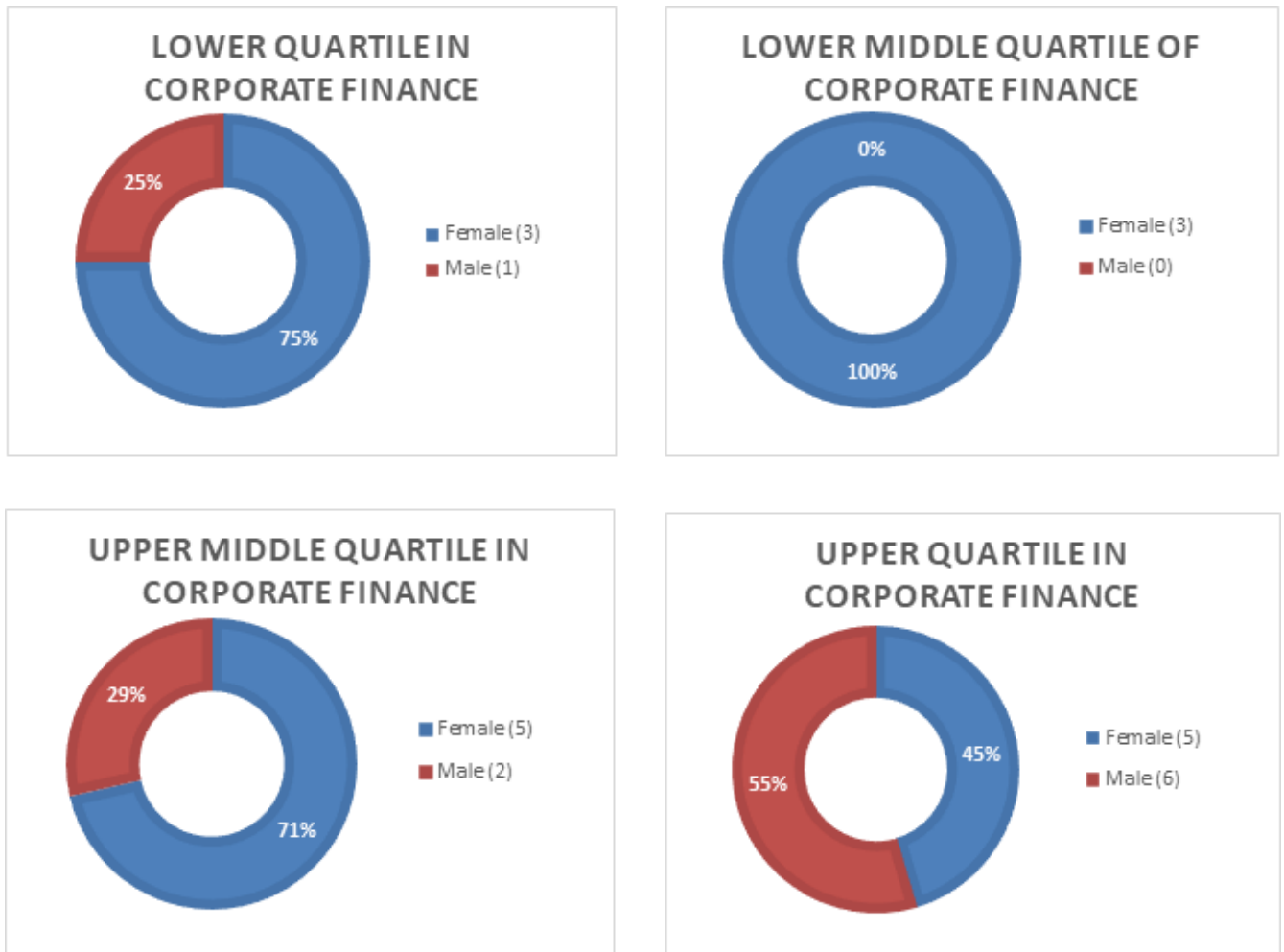


Figure 19 – Male/Female representation across the 4 quartiles in Corporate Finance

75% of employees in the lower quartile are female, compared to 45% in the upper quartile. 86% of the lower two quartiles have female representation in comparison to the upper two which has a representation of 56% which is line with average representation of females with the CSU.

Due to the size of the directorate the numbers are very small which skewers percentages significantly even with a nominal change.

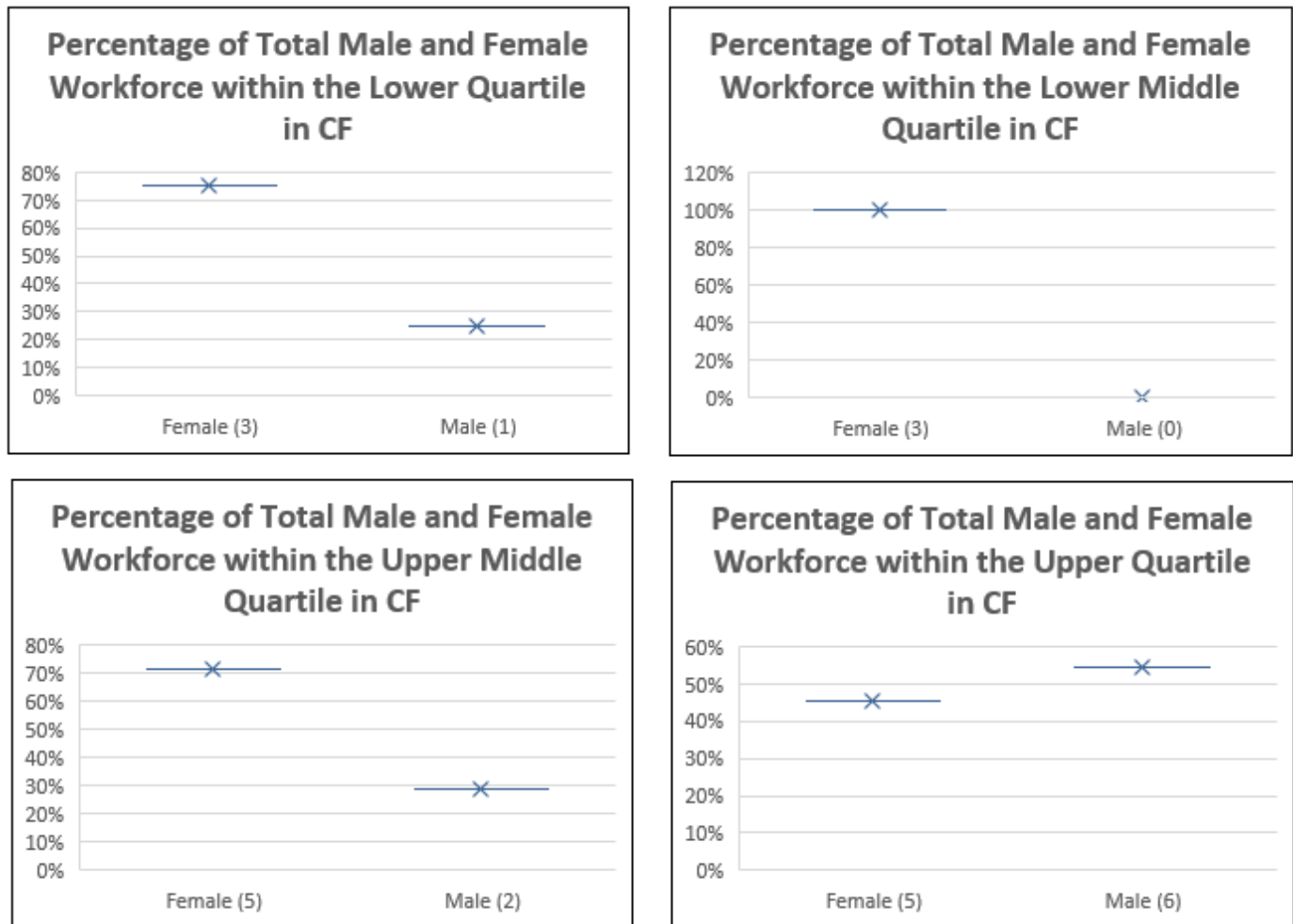


Figure 20 – Percentage of total female and male workforce in the 4 quartiles across Corporate Finance

85.7% (6) of all staff in the lower and lower middle quartiles are female compared to 55.5% (18) in the upper middle and upper pay quartiles.

14.2% (1) of all staff in the lower and lower middle quartiles are male compared to 44.5% (8) in the upper middle and upper pay quartiles.

Females are proportionally higher represented across the lower and middle quartiles.

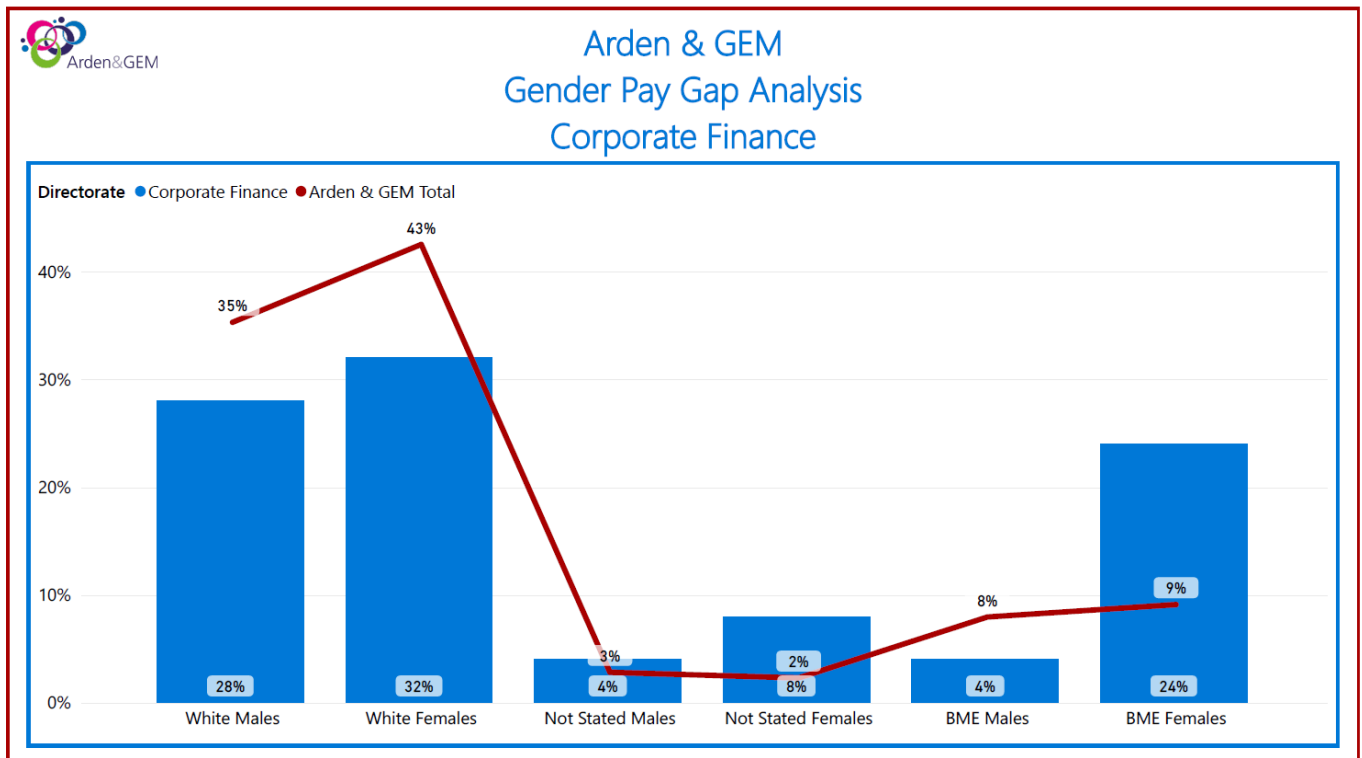


Figure 21 – Ethnic split comparison between the Corporate Finance directorate and overall AGEM CSU

Corporate Finance has an underrepresentation to white males (7%) and females (11%) as well as BME males (4%) with 2.5 times over representation of BME females in comparison the organisational average of 9%. It also has a higher percentage of non-stated males and females in comparison to the CSU average,

6.5 Clinical Services

Arden GEM CSU's 4th largest directorate with a total of 146 staff.

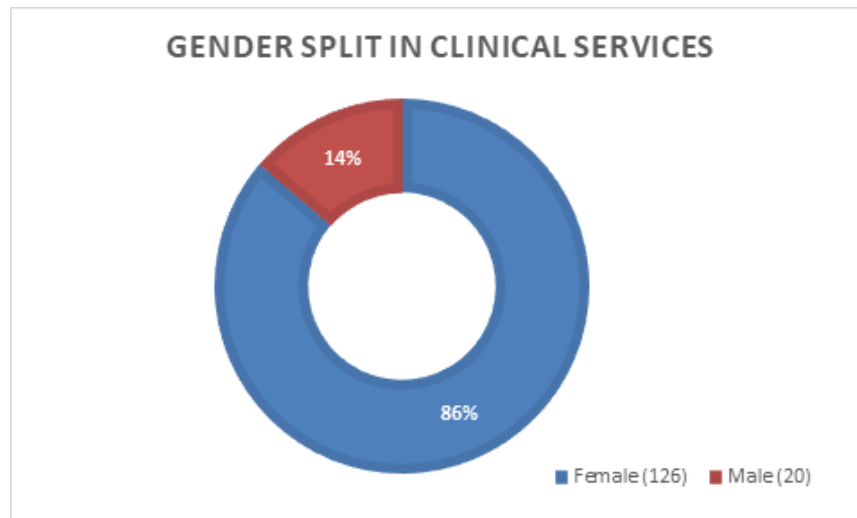


Figure 22- Proportion of male and female employees within Clinical Services Directorate

Gender	Avg. Hourly Rate	Median Hourly Rate
Male	20.0792	19.1360
Female	17.3767	15.5472
Difference	2.7025	3.5887
Pay Gap %	13.46%	18.75%

Table 20 – Mean and median hourly rate for the Clinical Services Directorate

Clinical Services has a gender representation of nearly 6:1 in favour of females within the team. However, the gender pay gap with the directorate has one of the widest than any other directorate. The mean average rate shows a difference of £2.70 per hour and the median to even higher at £3.59 per hour.

Gender pay gap	Clinical Services	Arden GEM CSU
1. Mean gender pay gap - ordinary pay	13.46%	9.64%
2. Median gender pay gap - ordinary pay	18.75%	6.77%

Table 21 – Mean and median hourly rate for the Clinical Services Directorate against Arden GEM CSU

There is a 4% difference between mean gender pay gap in Clinical Services and the CSU average with the median gender pay gap being nearly 3 times higher than the figure for the CSU. A considerable disparity in between the two genders.

Quartile	Female	Male	Female %	Male %
1	47.00	5.00	90.38%	9.62%
2	34.00	5.00	87.18%	12.82%
3	27.00	7.00	79.41%	20.59%
4	18.00	3.00	85.71%	14.29%

Table 22 - Male and Female split across quartiles in Clinical Services

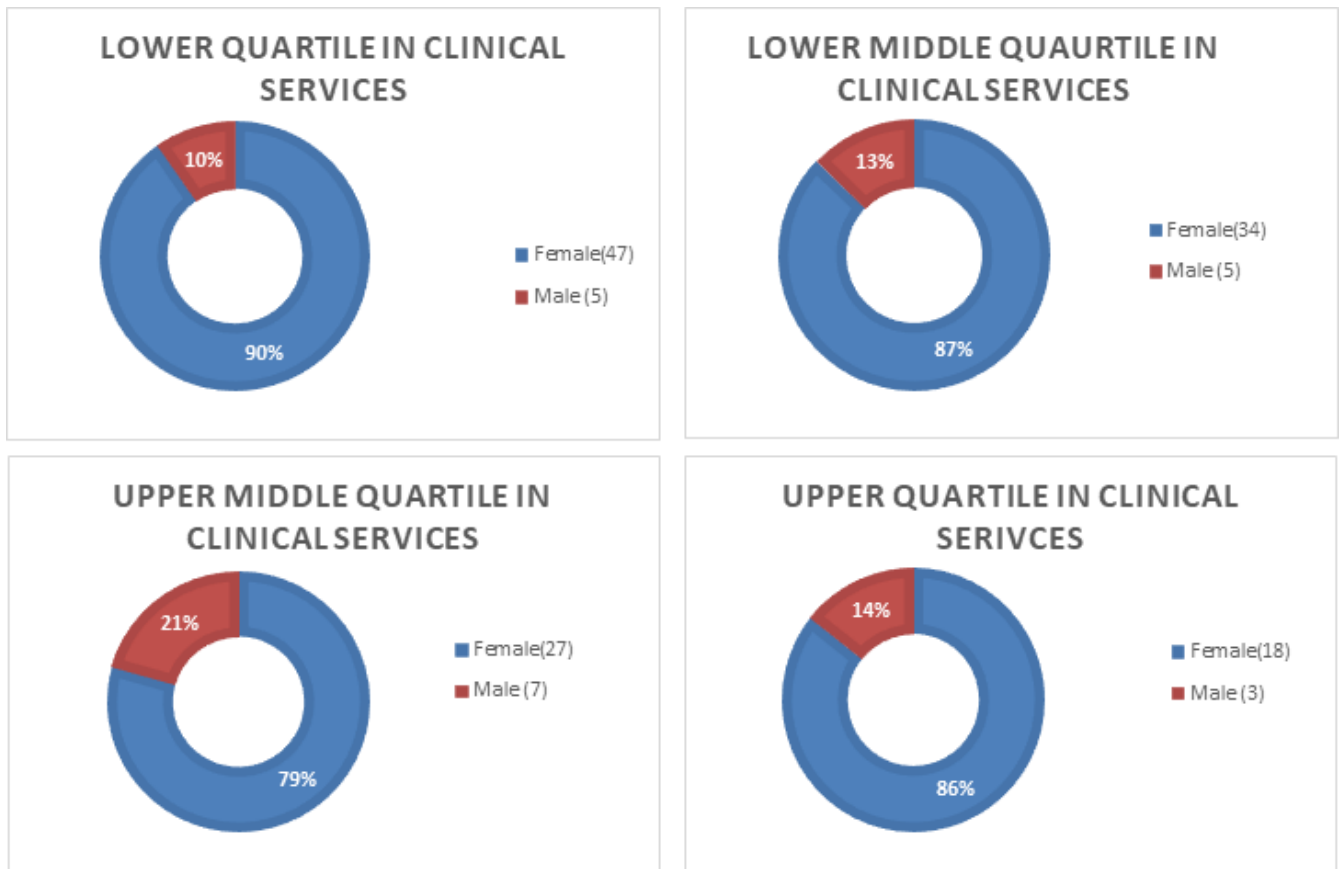


Figure 23 – Male/Female representation across the 4 quartiles in Clinical Services

Clinical Services is predominantly female due to the type of work aligning with gender norms.

90% of employees in the lower quartile are female, with 86% representation in the upper quartile.

Due to the size of the directorate the numbers are very small which skews percentages significantly even with a nominal change.

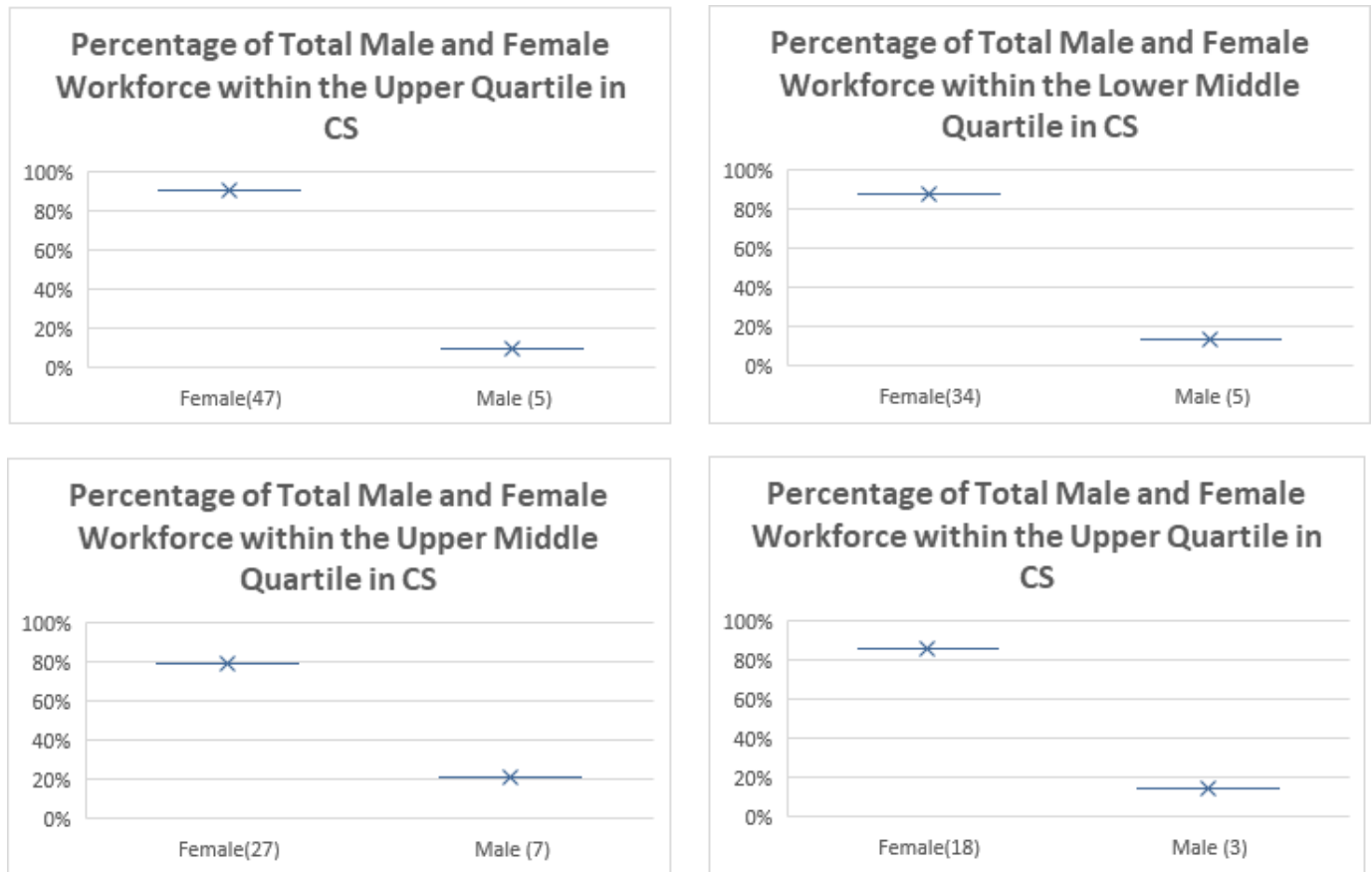


Figure 24 – Percentage of total female and male workforce in the 4 quartiles across Clinical Services

89% (81) of all staff in the lower and lower middle quartiles are female compared to 82% (45) in the upper middle and upper pay quartiles.

11% (10) of all staff in the lower and lower middle quartiles are male compared to 18% (10) in the upper middle and upper pay quartiles.

Females are proportionally higher represented across all quartiles.

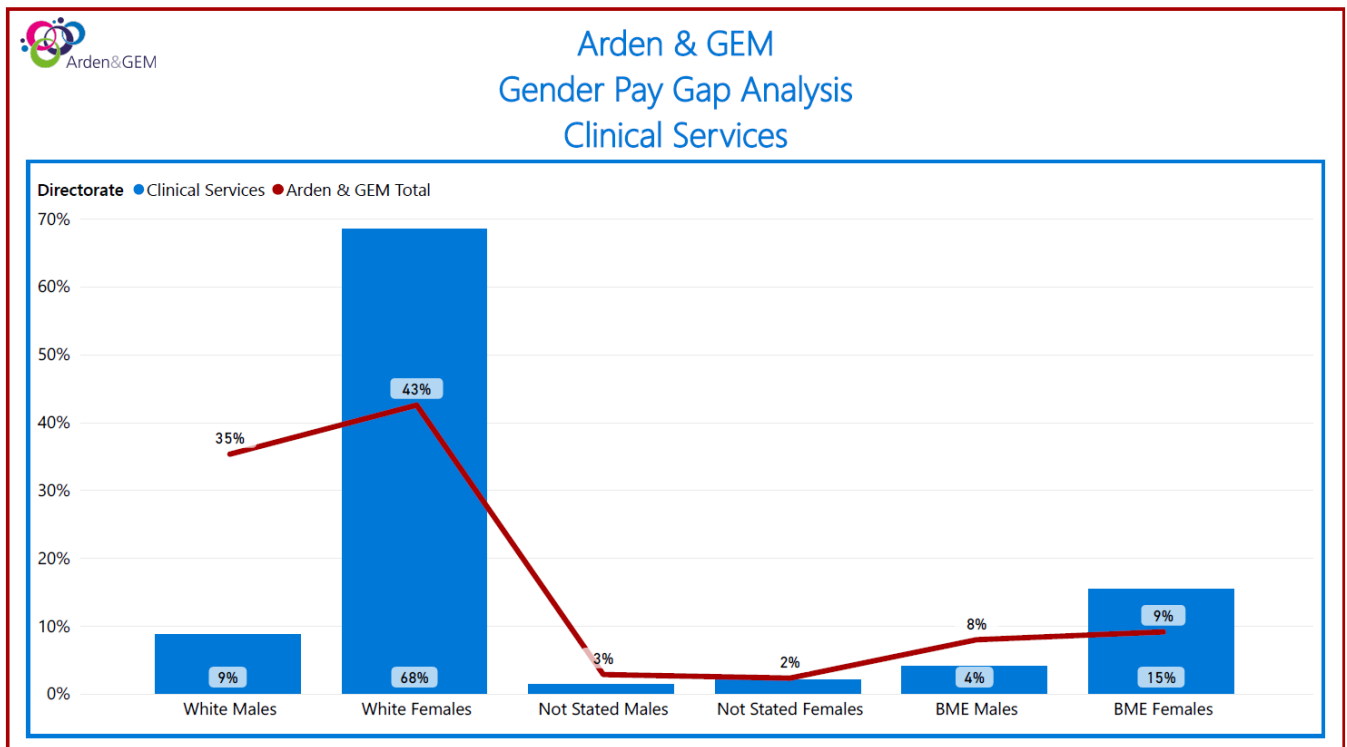


Figure 25 – Ethnic split comparison between the Clinical Services directorate and overall AGEM CSU

In Clinical Services there is an overrepresentation of females as expected due to nature of work irrespective of ethnicity. White and BME females are 25% and 6% higher respectively than the organisational average representation. Whereas, White males are significantly underrepresented by 24% and BME males are BME males by 5%.

6.6 Hosted - SPH

Arden GEM CSU's smallest directorate with a total of 13 staff.

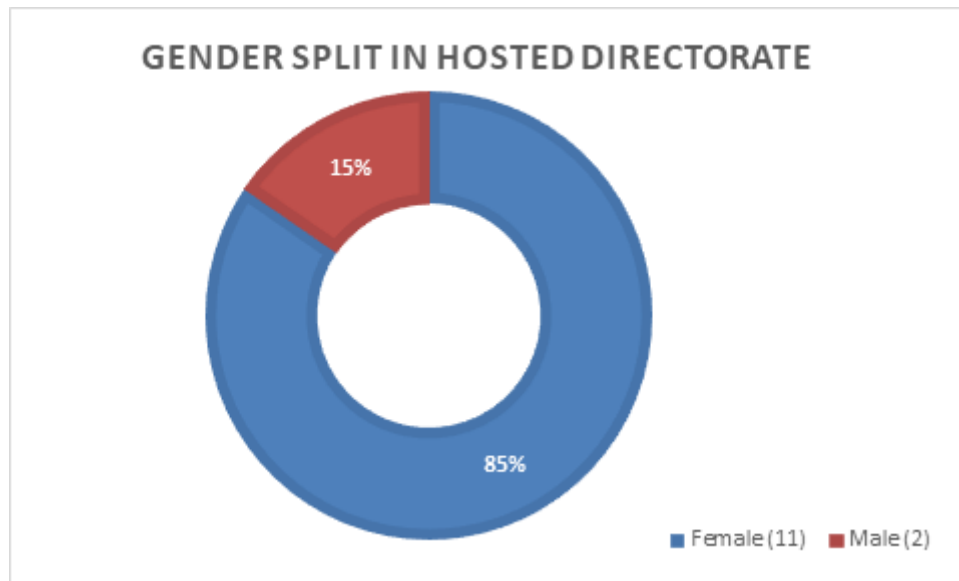


Figure 26- Proportion of male and female employees within Hosted - SPH Directorate

Gender	Avg. Hourly Rate	Median Hourly Rate
Male	42.1507	42.1507
Female	32.3570	31.1869
Difference	1.3027	10.9638
Pay Gap %	3.09%	26.01%

Table 23 – Mean and median hourly rate for the Hosted Directorate

In Hosted, females are overrepresented by 30% in comparison to the CSU's overall average gender representation. The mean average hourly rate has a difference of £1.30 , however, the median is a lot of higher and there is a hour rate gap of £10.96.

Gender pay gap	Hosted - SPH	Arden GEM CSU
1. Mean gender pay gap - ordinary pay	3.09%	9.64%
2. Median gender pay gap - ordinary pay	26.01%	6.77%

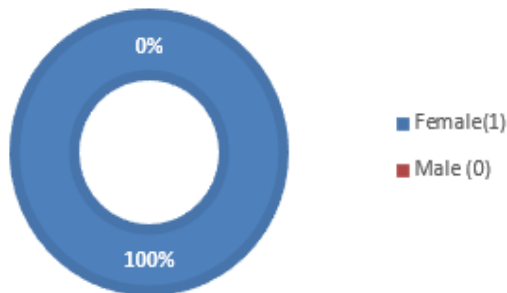
Table 24 – Mean and median hourly rate for the Hosted Directorate against Arden GEM CSU average

Hosted directorate have a lower mean gender pay gap which is 65% lower than the organisational average. However, the median is 4 times higher this is due to only 2 males in the team and both are in the upper pay bands.

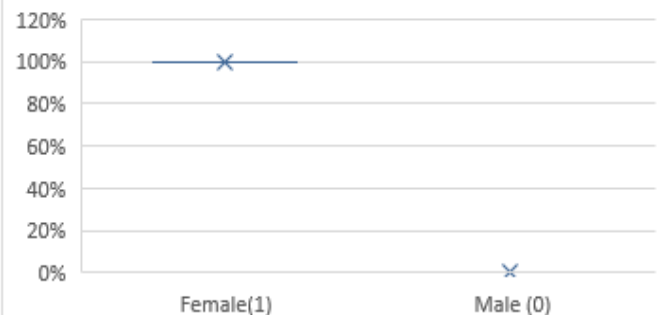
Quartile	Female	Male	Female %	Male %
1	0.00	0.00	50.00%	50.00%
2	1.00	0.00	100.00%	0.00%
3	2.00	0.00	100.00%	0.00%
4	8.00	2.00	80.00%	20.00%

Table 28 - Male and Female split across quartiles in Hosted - SPH

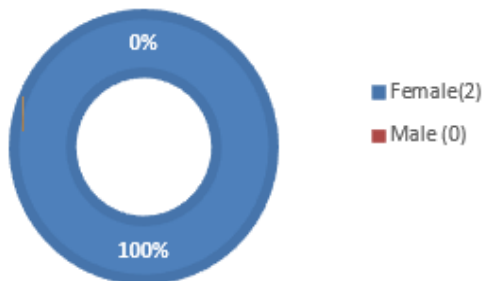
LOWER MIDDLE QUARTILE IN HOSTED



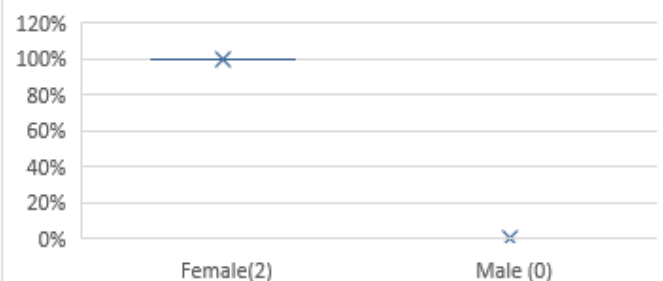
Percentage of Total Male and Female Workforce within the Lower Middle Quartile in Hosted



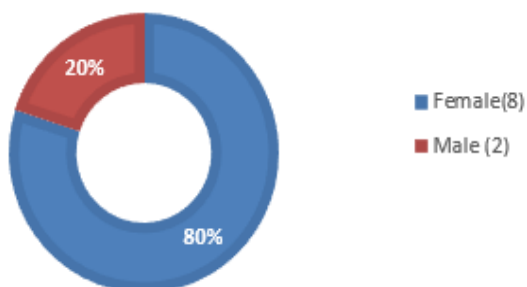
UPPER MIDDLE QUARTILE IN HOSTED



Percentage of Total Male and Female Workforce within the Upper Middle Quartile within Hosted



UPPER QUARTILE IN HOSTED



Percentage of Total Male and Female Workforce within the Upper Quartile in Hosted

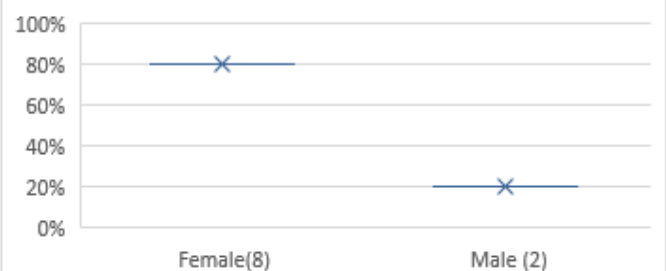


Figure 27 – Male/Female representation across the quartiles in Hosted Directorate

100% (3) of all staff in the lower and lower middle quartiles are female compared to 80% (8) in the upper middle and upper pay quartiles.

0% (0) of all staff in the lower and lower middle quartiles are male compared to 20% (2) in the upper middle and upper pay quartiles.

Females are proportionally higher represented across all quartiles.

Majority of the Hosted Directorate are represented in the upper quartile are female at 85%. There is also an over representation of females in the upper quartile which is also higher than the organisation average of female representation.

However, as with other small directorates small numbers skewer data significantly.

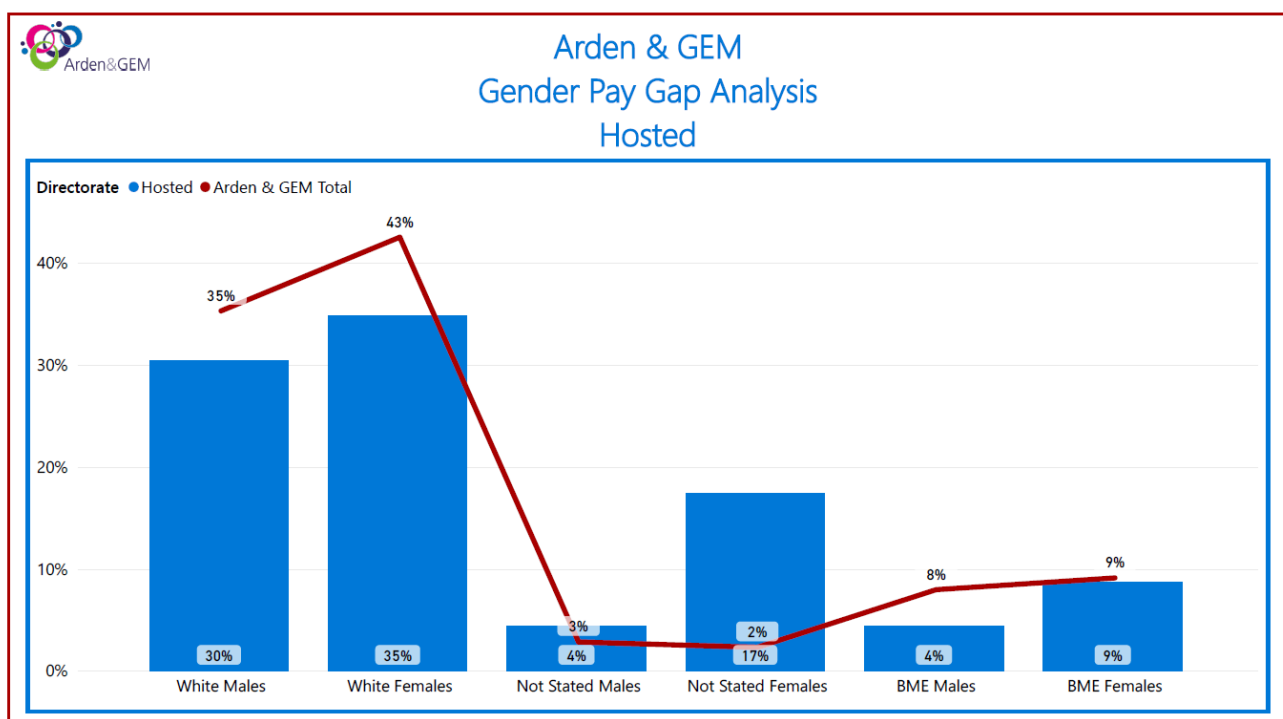


Figure 28 – Ethnic split comparison between the Hosted directorate and overall AGEM CSU

BME female group is the only group which is meets the organisational average for BME females. White males (5%) & females (7%) and BME males (4%) are all underrepresented. However, there is a large percentage in not stated females (15%) which may explain the under representation for white females.

6.7 Information Technology

Arden GEM CSU's largest directorate with 274 staff.

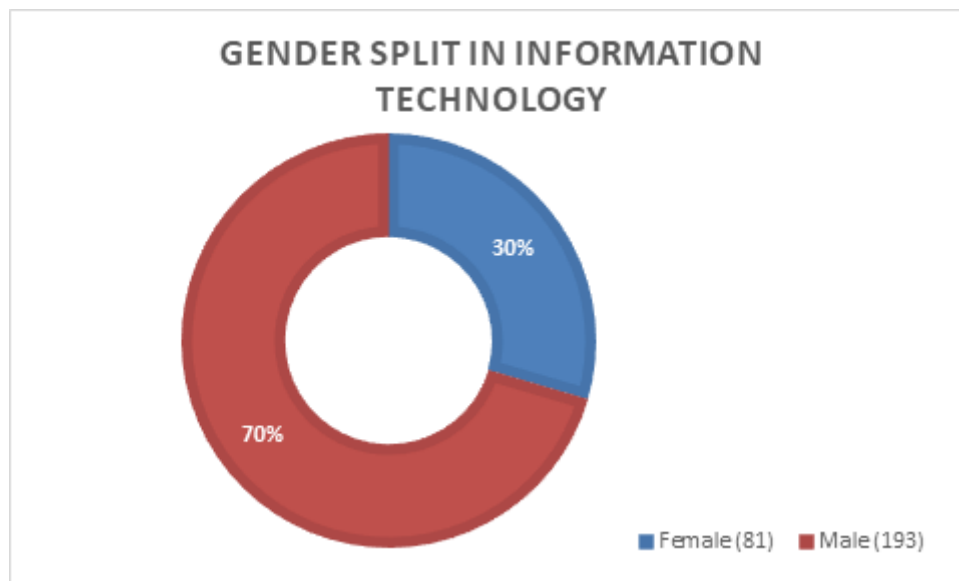


Figure 29- Proportion of male and female employees within IT Directorate

Gender	Avg. Hourly Rate	Median Hourly Rate
Male	17.5287	16.1694
Female	15.6649	15.3994
Difference	1.8637	0.7700
Pay Gap %	10.63%	4.76%

Table 26 – Mean and median hourly rate for the IT Directorate

IT has a gender representation of nearly 2.5:1 in favour of males within the directorate. It also has the highest representation of males as a percentage in comparison to any other directorate. The mean average hourly rate difference is in favour of males is £1.86 with a median hour rate which is slightly lower at £0.77 per hour.

Gender pay gap	IT	Arden GEM CSU
1. Mean gender pay gap – ordinary pay	10.63%	9.64%
2. Median gender pay gap – ordinary pay	4.76%	6.77%

Table 27 – Mean and median hourly rate for the IT Directorate against Arden GEM CSU average

The mean gender pay gap is 1% higher than the organisations average with the median gender pay gap being 2% lower. A very similar outlook to that currently of the CSU.

Quartile	Female	Male	Female %	Male %
1	36.00	47.00	43.37%	56.63%
2	25.00	88.00	22.12%	77.88%
3	15.00	39.00	27.78%	72.22%
4	5.00	19.00	20.83%	79.17%

Table 28 - Male and Female split across quartiles in Clinical Services

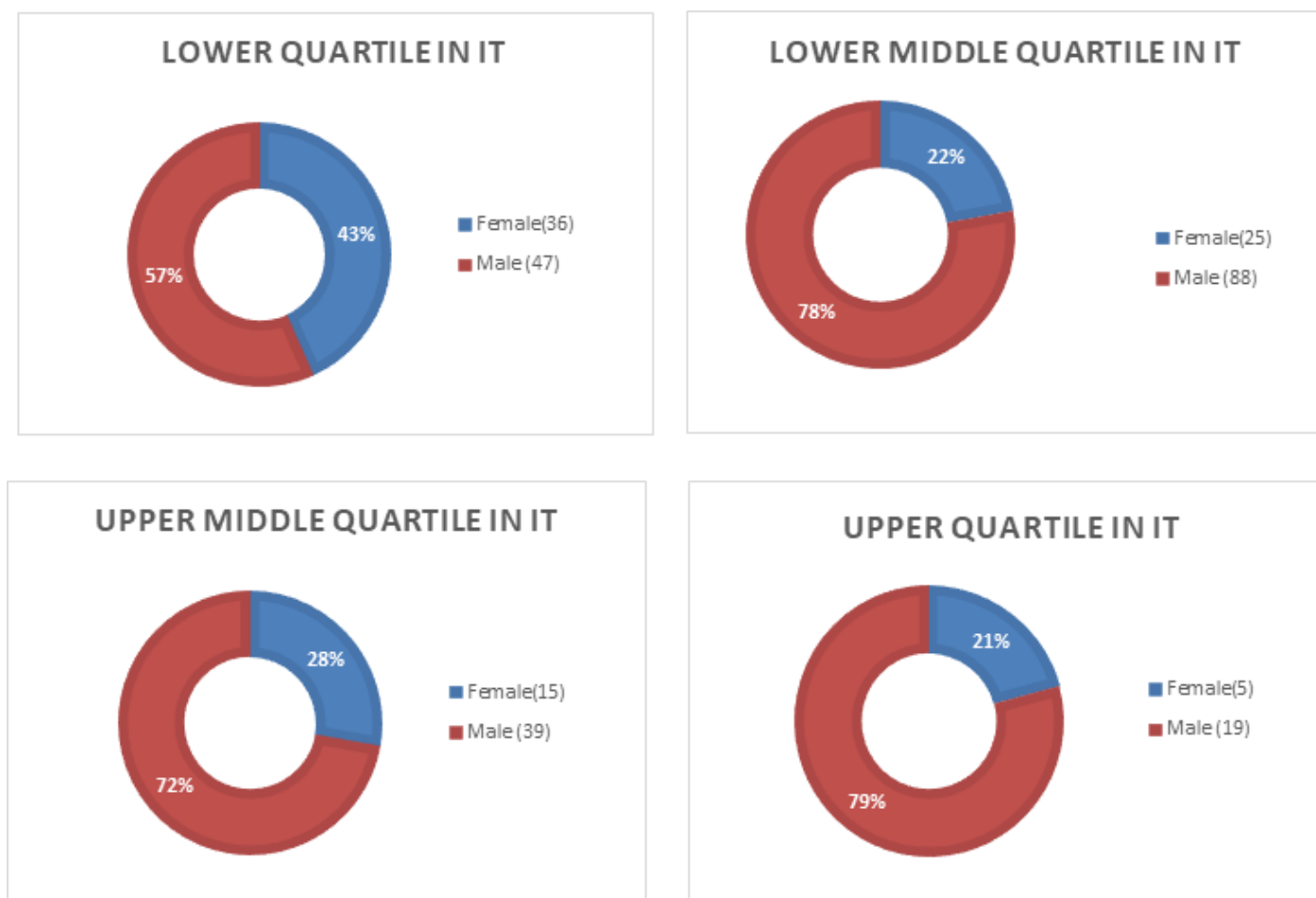


Figure 30 – Male/Female representation across the 4 quartiles in IT

43% of employees in the lower quartile are female, compared to 21% in the upper quartile. 31% of the lower two quartiles have female representation in comparison to the upper two which has a representation of 25.6% which highlights there is a low level of representation throughout the quartiles and opposite to that of the average within the CSU.

Comparing IT as a field of work in general there is an over-representation of males irrespective of the types of roles within IT.

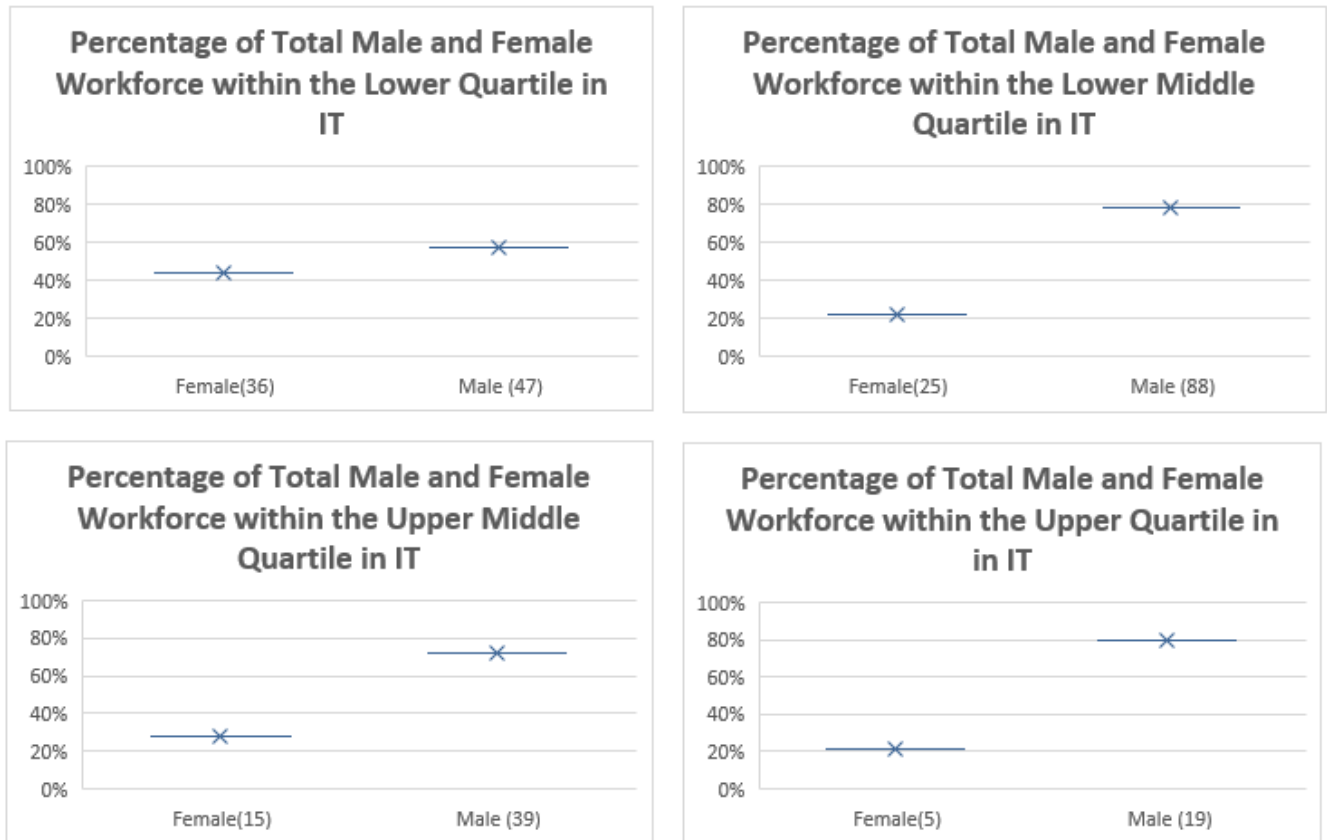


Figure 31 – Percentage of total female and male workforce in the 4 quartiles across Clinical Services

31% (61) of all staff in the lower and lower middle quartiles are female compared to 26% (20) in the upper middle and upper pay quartiles.

69% (135) of all staff in the lower and lower middle quartiles are male compared to 74% (58) in the upper middle and upper pay quartiles.

Males are proportionally higher represented across all quartiles.

Arden & GEM Gender Pay Gap Analysis IT

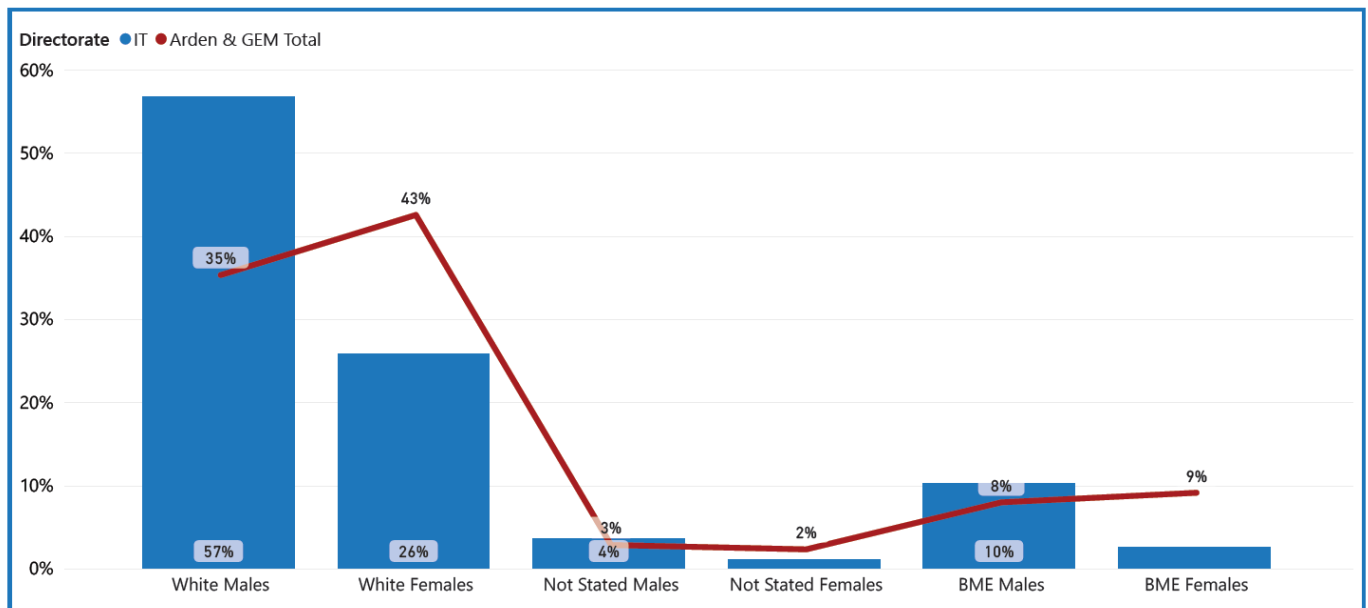


Figure 32 – Ethnic split comparison between the IT directorate and overall AGEM CSU

White males and BME are both over-represented within IT; however, white males are 22% higher than the CSU average for white males. There is a 17% gap in the representation of white females and statistically insignificant representation from BME females.

6.8 Procurement

Procurement directorate has a total of 53 employees.

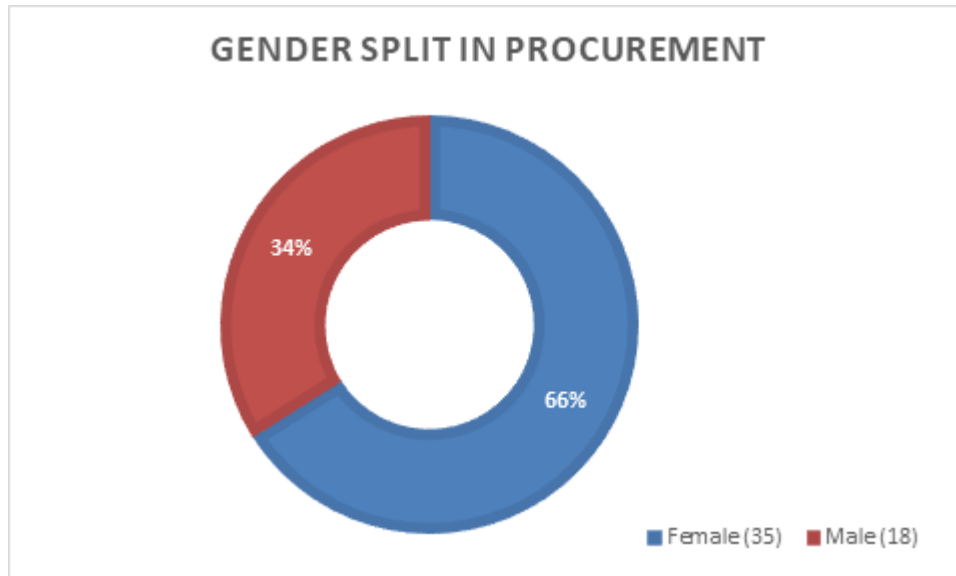


Figure 33- Proportion of male and female employees within Procurement Directorate

Gender	Avg. Hourly Rate	Median Hourly Rate
Male	27.8167	25.9891
Female	23.4345	21.2166
Difference	4.3823	4.7725
Pay Gap %	15.75%	18.36%

Table 29 – Mean and median hourly rate for the Procurement Directorate

In Procurement males are underrepresented by 11% in comparison to the CSU's overall average gender representation. However, there is still a significant gap in favour of males in the mean average hourly rate and the median hourly rate. Which highlights even though there are less males they still hold senior roles by a bigger proportion.

Gender pay gap	Procurement	Arden GEM CSU
1. Mean gender pay gap – ordinary pay	15.75%	9.64%
2. Median gender pay gap – ordinary pay	18.36%	6.77%

Table 30 – Mean and median hourly rate for the Procurement Directorate against Arden GEM CSU average

Procurement has a 60% higher mean average in comparison to the average for the CSU along with a median gender pay gap which is 3 times that of the organisation. Smaller than some of the other smaller directorates.

Quartile	Female	Male	Female %	Male %
1	4.00	2.00	66.67%	33.33%
2	8.00	1.00	88.89%	11.11%
3	11.00	3.00	78.57%	21.43%
4	12.00	12.00	50.00%	50.00%

Table 31 - Male and Female split across quartiles in Procurement Directorate

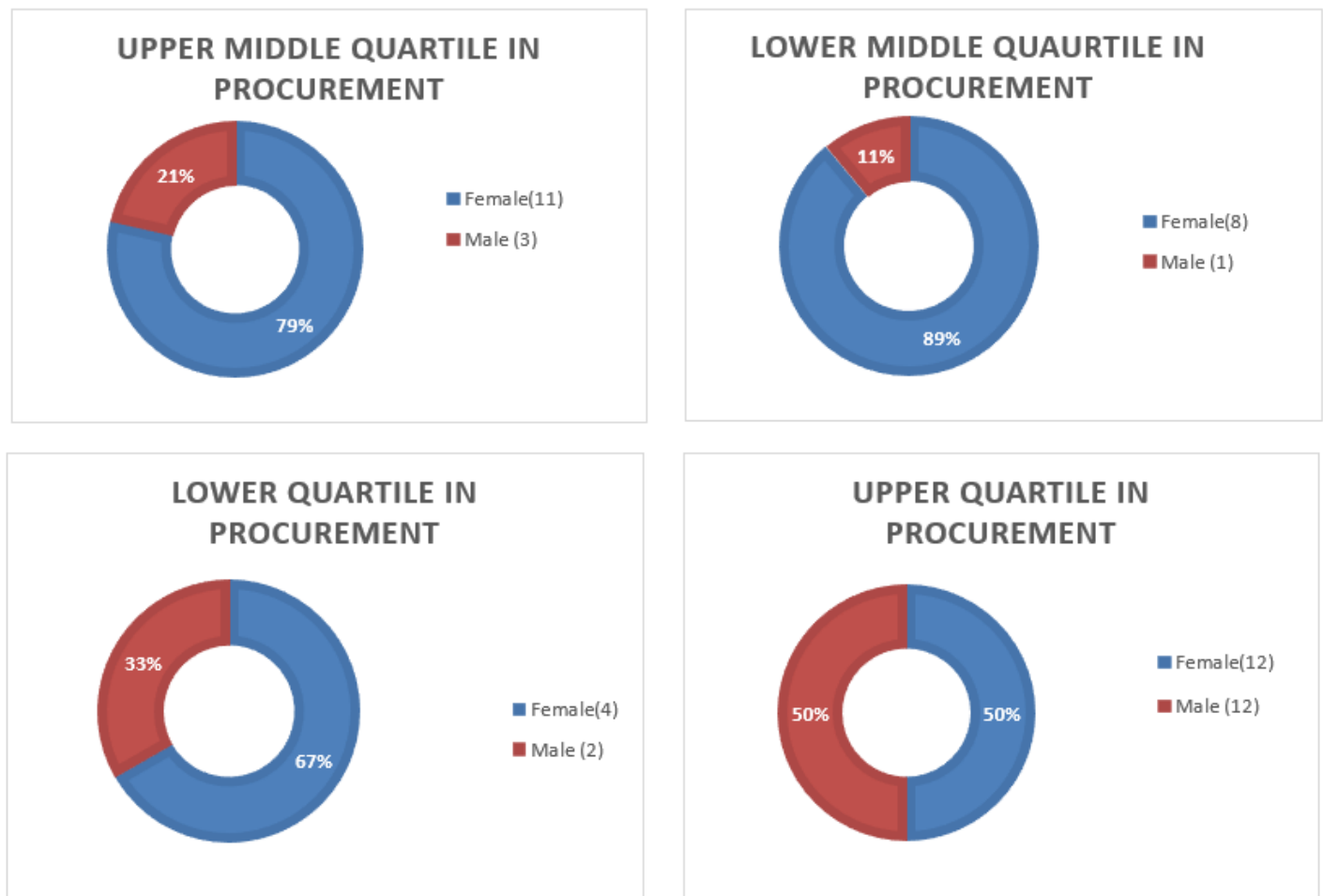


Figure 34 – Male/Female representation across the 4 quartiles in Procurement

67% of employees in the lower quartile are female, compared to 50% in the upper quartile. 80% of the lower two quartiles have female representation in comparison to the upper two which has a representation of 82.1%. Female

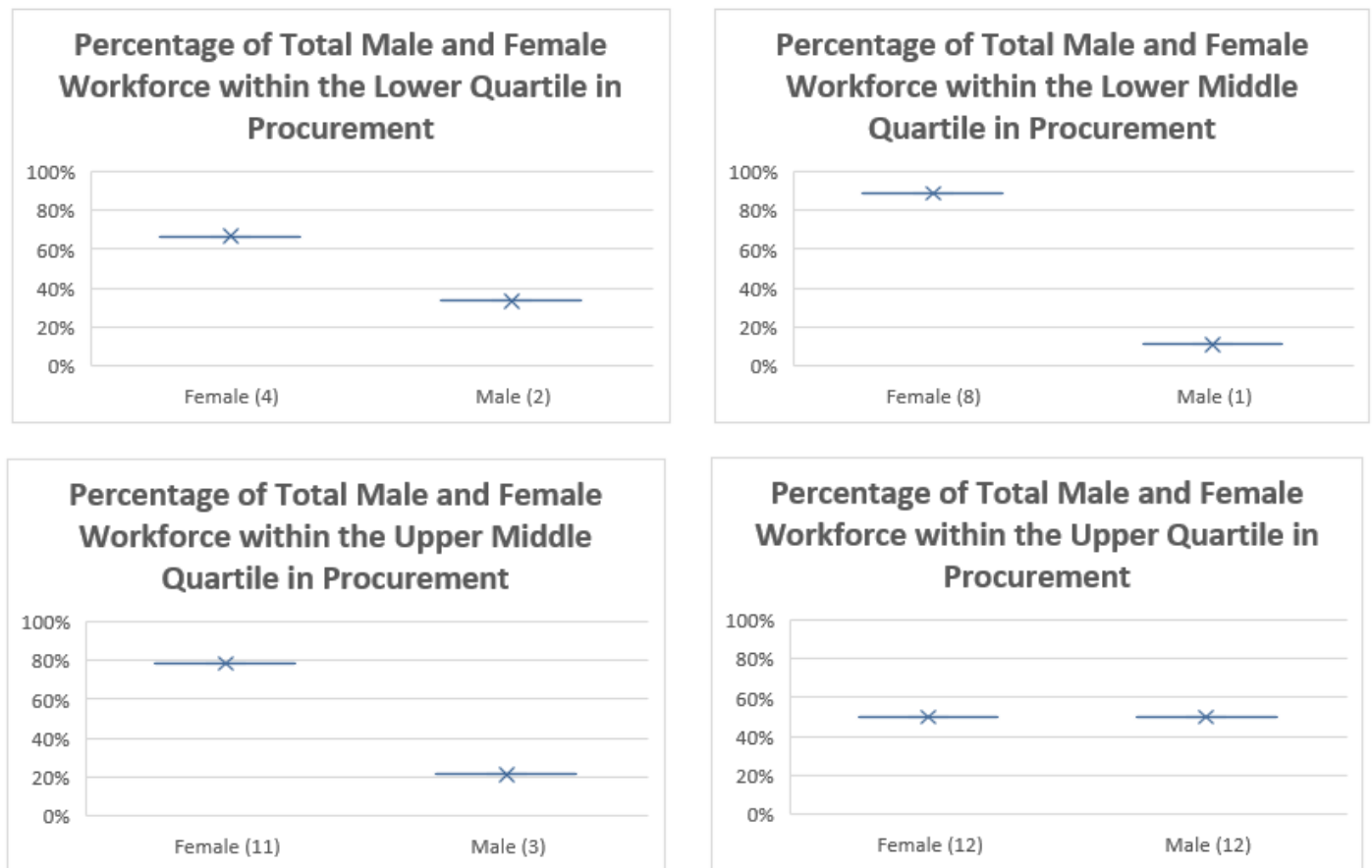


Figure 35 – Percentage of total female and male workforce in the 4 quartiles across Procurement

80% (12) of all staff in the lower and lower middle quartiles are female compared to 82% (23) in the upper middle and upper pay quartiles.

69% (3) of all staff in the lower and lower middle quartiles are male compared to 74% (15) in the upper middle and upper pay quartiles.

Females are proportionally higher represented in all quartiles apart from the upper quartile where there is equal representation. Even though there is less males w most of them are in the upper quartile leading to a significant average pay gap.

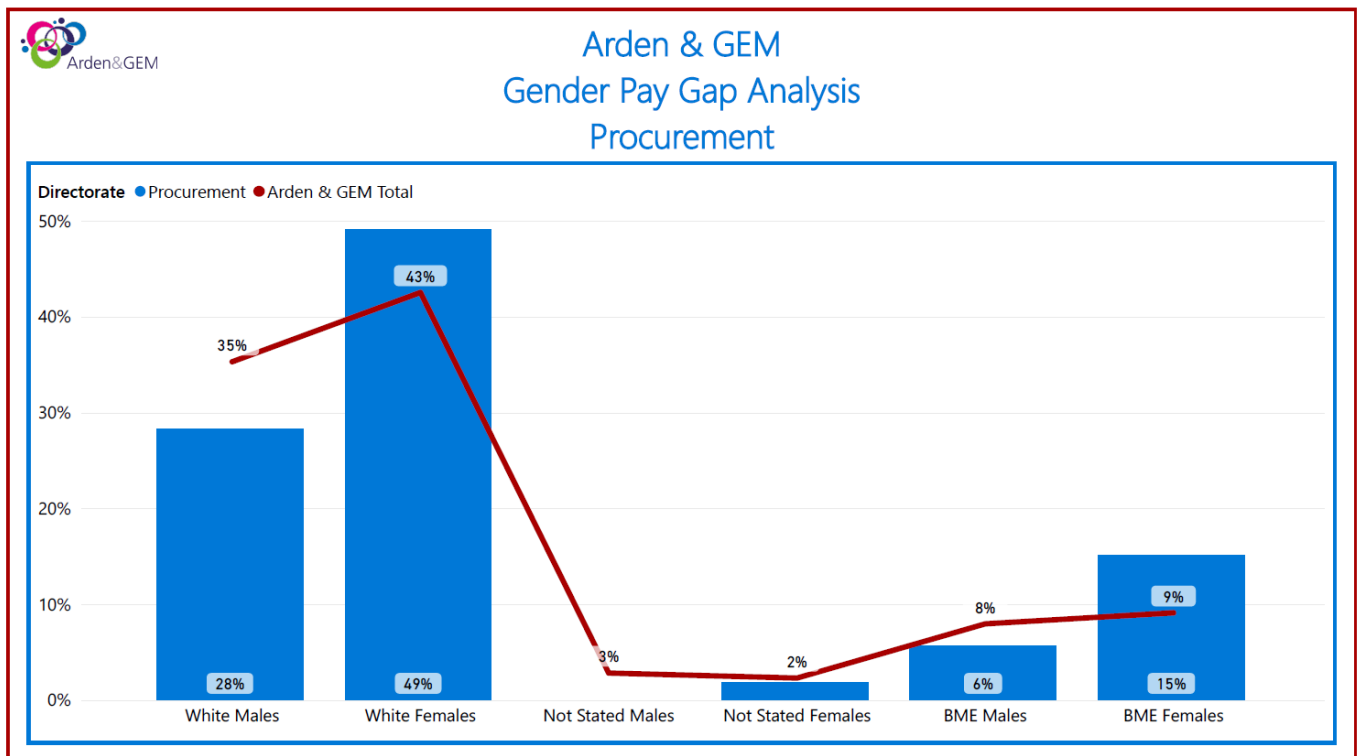


Figure 36 – Ethnic split comparison between the Procurement directorate and overall AGEM CSU

White females and BME female are both over-represented 6% each in comparison to the CSU average for each category. There is a 7% difference of under representation and 2% for BME males.

6.9 Transformation & Advisory Services

Transformation – Advisory directorate has a total of 42 employees.

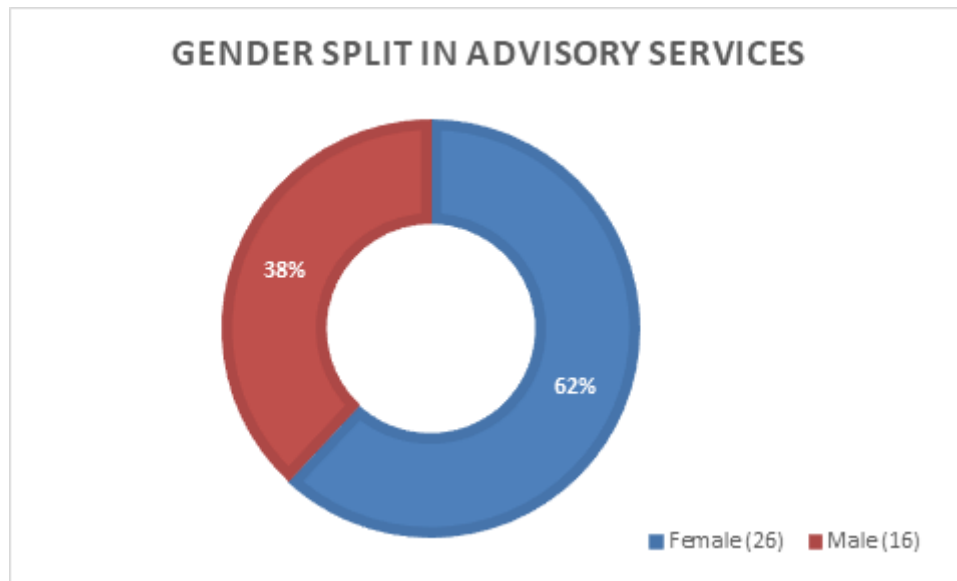


Figure 37- Proportion of male and female employees within Advisory Services Directorate

Gender	Avg. Hourly Rate	Median Hourly Rate
Male	37.4623	37.1264
Female	31.7198	29.7372
Difference	5.7425	7.3893
Pay Gap %	15.33%	19.90%

Table 32 – Mean and median hourly rate for the Advisory Services Directorate

In Advisory Services males are underrepresented by 7% in comparison to the CSU's overall average gender representation. However, there is still a significant gap in favour of males in the mean average hourly rate and the median hourly rate. Which highlights even though there are less males they still hold senior roles by a bigger proportion.

Gender pay gap	Advisory Services	Arden GEM CSU
1. Mean gender pay gap – ordinary pay	15.33%	9.64%
2. Median gender pay gap – ordinary pay	19.90%	6.77%

Table 33 – Mean and median hourly rate for the Advisory Services Directorate against Arden GEM CSU

Advisory Services has a 60% higher mean average in comparison to the average for the CSU along with a median gender pay gap which is over 3 times that of the organisation.

Quartile	Female	Male	Female %	Male %
1	3.00	0.00	100.00%	0.00%
2	2.00	0.00	100.00%	0.00%
3	5.00	2.00	71.43%	28.57%
4	16.00	14.00	53.33%	46.67%

Table 34 - Male and Female split across quartiles in Advisory Services Directorate

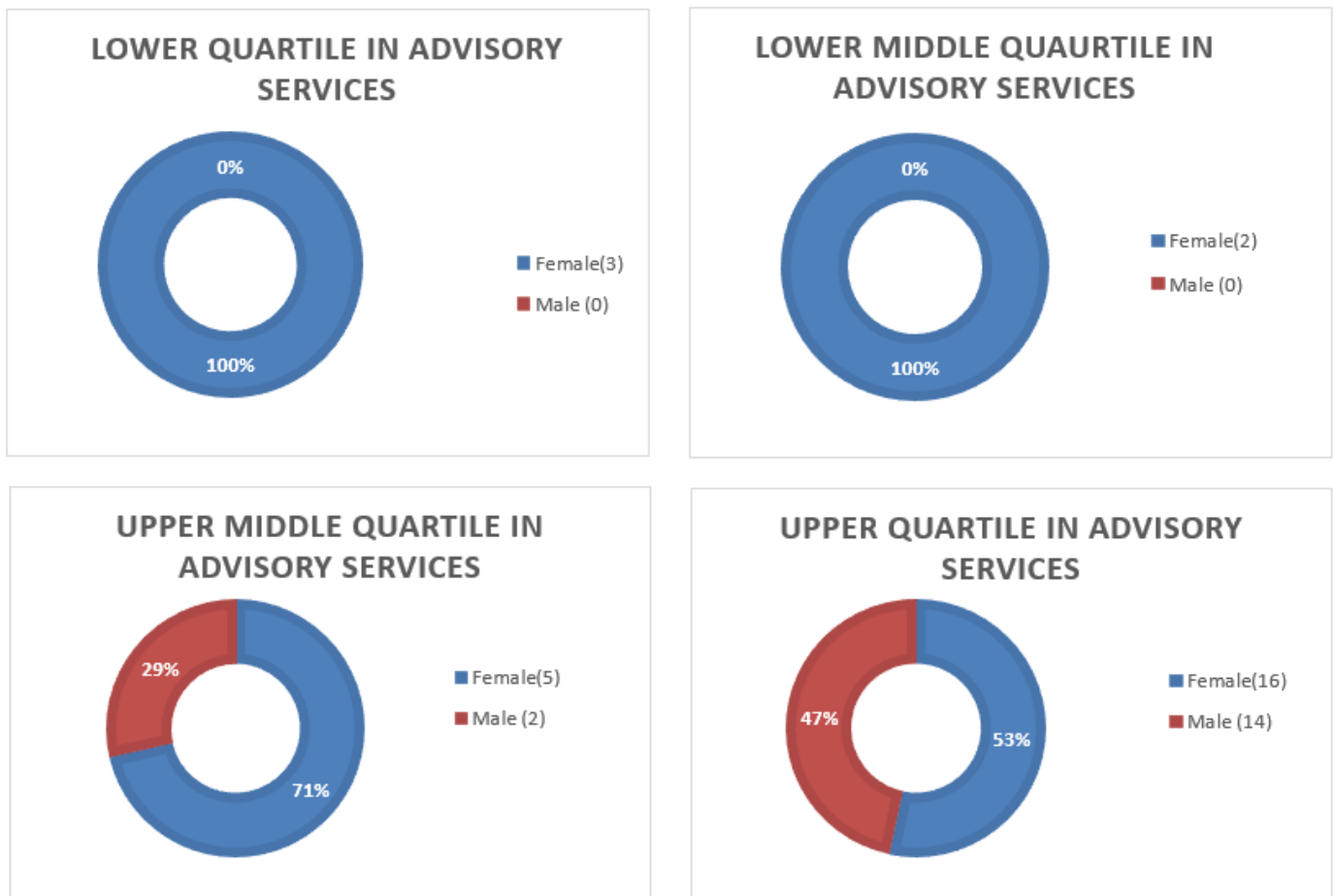
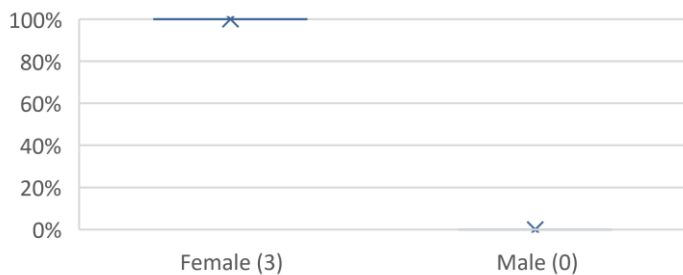


Figure 38 – Male/Female representation across the 4 quartiles in Advisory Services

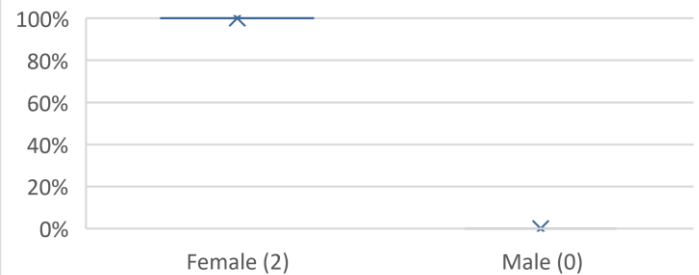
100% of employees in the lower quartile are female, compared to 53% in the upper quartile. 100% of the lower two quartiles have female representation in comparison to the upper two which has a representation of 57%. The representation in the lower two quartiles appear skewed due to the very small numbers in the quartiles.

Males are mainly represented in the upper quartiles.

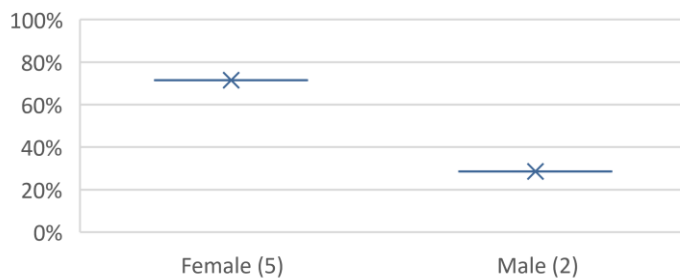
Percentage of Total Male and Female Workforce within the Lower Quartile in Advisory Services



Percentage of Total Male and Female Workforce within the Lower Middle Quartile in Advisory Services



Percentage of Total Male and Female Workforce within the Upper Middle Quartile in Advisory Services



Percentage of Total Male and Female Workforce within the Upper Quartile in Advisory Services

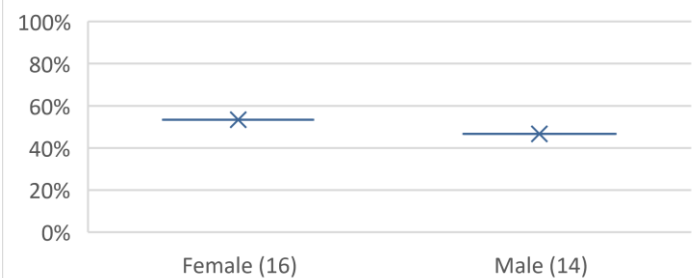


Figure 39 – Percentage of total female and male workforce in the 4 quartiles across Advisory Services

100% (5) of all staff in the lower and lower middle quartiles are female compared to 57% (21) in the upper middle and upper pay quartiles.

0% (0) of all staff in the lower and lower middle quartiles are male compared to 100% (16) in the upper middle and upper pay quartiles.

Females are proportionally higher represented in all quartiles; however, the upper quartile is nearly at equal representation. 87.5% of them are in the upper quartile leading to a significant average pay gap.

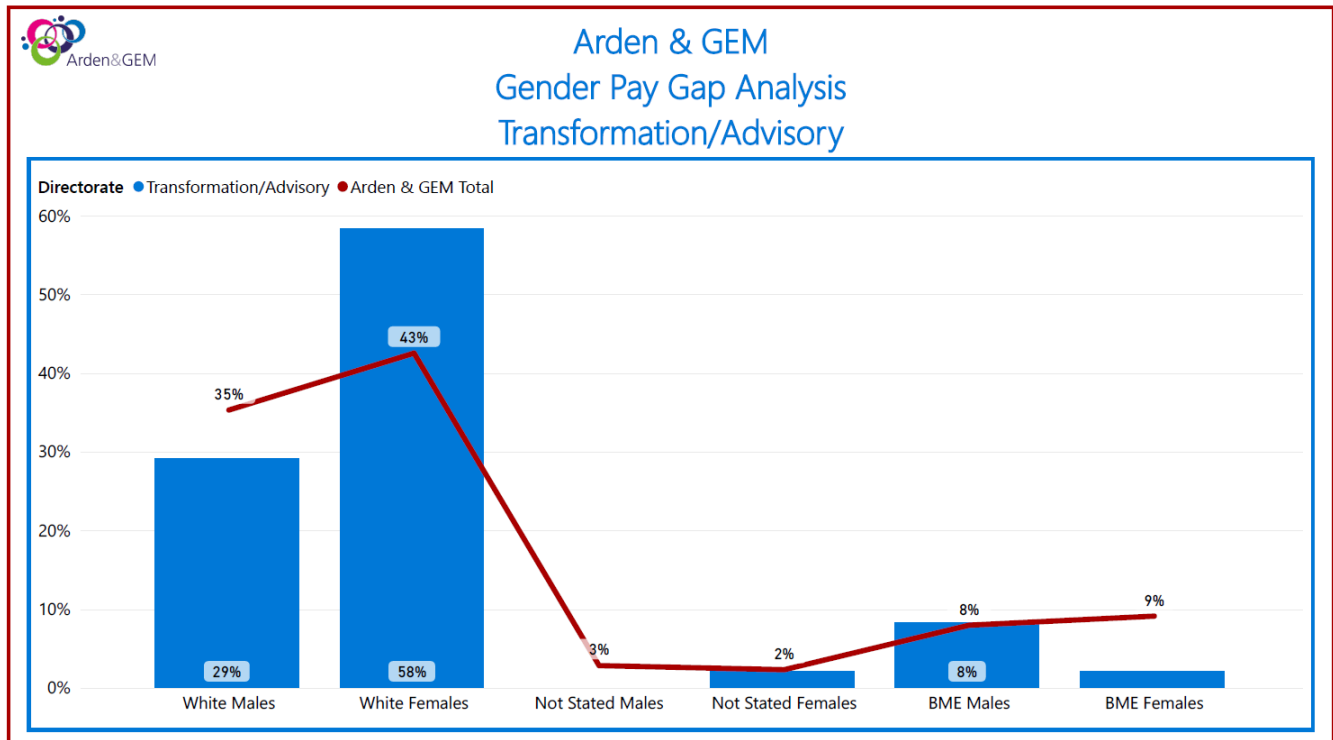


Figure 40 – Ethnic split comparison between the Advisory Services directorate and overall AGEM CSU

There is no representation from BME females within the directorate whereas white females are 15% proportionally higher than the CSU average for white females. White males are also 6% underrepresented when comparing with the CSU average for white males. However, BME males representation is at the CSU average representation.