



Salisbury

NHS Foundation Trust

Gender Pay Gap (GPG)

Annual Report and Action Plan

2024/2025

Ratified by the Trust Board October 2025

Introduction and Background to Gender Pay Gap 2024/25

Introduction and background

The UK government requires organisations with 250 or more employees to report annually on their gender pay gap. This mandate, under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, requires the publication of six specific pay-related metrics. These include:

- the difference between the **mean hourly rate of pay** of male full-pay relevant employees and that of female full-pay relevant employees.
- the difference between the **median hourly rate of pay** of male full-pay relevant employees and that of female full-pay relevant employees.
- the difference between the **mean bonus pay** to male relevant employees and that paid to female relevant employees.
- the difference between the **median bonus pay** paid to male relevant employees and that paid to female relevant employees.
- the **proportions of male and female relevant employees who were paid bonus pay**.
- the proportions of male and female full-pay relevant **employees in the lower, lower middle, upper middle and upper quartile pay bands**.



About this annual report and action plan

Evidence indicates that disparity in pay has a lasting socioeconomic impact on staff. The purpose of the annual gender pay gap reporting is to shed light on the differences in pay between male and female employees, encouraging employers to take action to reduce these disparities. This system not only promotes fairness and accountability but also pushes for a shift towards gender equality in the workplace and retention.

This gender pay gap report is a snapshot as of 31 March 2024. [Previous SFT's Gender Pay Gap annual reports for 2018, 2019, 2020, 2021, 2022 and 2023 can be found here.](#)

Executive Summary (1/2)

The gender pay gap report is based on a snapshot of the workforce on 31 March 2024, when SFT's total workforce was 4,665 employees, comprised of 3,508 female employees (75%) and 1,157 male employees (25%). This represents an increase of 345 employees from 2023, with 221 additional female staff and 124 additional male staff, maintaining a nearly identical gender ratio to the previous year. This information is based on data from the Electronic Staff Record (ESR) system and includes all employee grades and professions.

Mean pay gap (slide 7)

Year on year the Trust has continued to reduce the **Mean** hourly gender pay gap. The 2024 data show that the Trust has a mean hourly pay gap of **15.75%** a **decrease** from the 2023 figure of 16.47%, resulting from an improved proportionality of female staff in the upper quartile.

Median pay gap (slide 7)

Our Median hourly pay gap has **increased** slightly by **0.44%** to **1.02%**. In 2017 this gap stood at 8.1%. This is due to the proportionally greater numbers of female staff who joined the Trust in the lower middle pay quartile, which has nudged the median value a little lower and thus increased the median pay gap.

Quartile data analysis (slide 9)

At SFT, **77%** of female staff are employed in the lower-paying quartiles (1-3), compared to 68% of male employees. However, in the highest-paying quartile (quartile 4), the proportions are reversed: only 23% of female staff are in this quartile, compared to 32% of male staff. There are more males in the upper quartile, where salaries are highest, and this contributes to the mean hourly rate pay gap.

Essentially, the difference in pay between quartile 4 and the other quartiles, combined with the higher proportion of male staff in this quartile, drives the pay gap. Compared to 2023 data, there has been some shift in the proportion of male and female staff within each quartile, likely due to normal staff turnover. Notably, there was a net gain of 25 female staff in quartile 4 compared to 2023. This positive change has contributed to the reduction in the mean hourly pay gap this year.

Bonus pay (slide 10)

The mean bonus pay gap in 2023/24 was **20.06%**. This is a **3.7% increase** from 2022/23 (16.36%). The Trust does not pay traditional performance bonuses. Historically, for the purposes of gender pay gap reporting, national clinical excellence (CEA) awards and local clinical excellence awards (LCEAs), for which only medical and dental consultants are eligible are considered as bonus pay. For 2023/24 new award rounds for CEA and LCEA ceased as per the consultants pay deal in 2024. This meant that bonus pay was only calculated based on consolidated awards from previous years.

Gender pay gap by staff group (slide 11)

In 2024, we conducted a detailed analysis of pay gaps across different staff groups to better understand the overall mean hourly pay gap of **15.76%**. This analysis revealed that five staff groups had a gender pay gap where women earned less than their male colleagues. Two of these groups had particularly significant pay gaps: **Administration & Clerical: 15.90%** (compared to 15.97% in 2023), **Medical and Dental: 10.95%** (compared to 10.23% in 2023). The pay gap in Medical and Dental is largely due to the high proportion of male doctors in senior positions. In Administration & Clerical, the gap is because there are more males than females in senior management roles.

Staff survey questions (slide 15)

Three key staff survey questions, relating to gender inequality are included in our pay gap data.

Q4b Satisfied the organisation values my work

40.9% of female employees said that they were satisfied that the organisation values their work. This was a **0.4% reduction** on the previous years' staff survey result. **47.3%** of male employees said that they were satisfied that the organisation values their work, an **increase of 5.7%** on the previous years' staff survey result. The gap between male and female job satisfaction has widened in this year's staff survey. Further analysis will be conducted as part of the action plan to better understand why this is the case.

Executive Summary (2/2)

Q4c Satisfied with levels of pay

32.2% of female employees said that they were satisfied with levels of pay, an **8.5% increase** on 2023. **33%** of male employees said that they were satisfied with levels of pay, a **3% increase** on 2023. Although an improvement, at around 30%, this still demonstrates a wide sense of dissatisfaction on pay for both males and females.

Q4d Satisfied with the opportunities for flexible working patterns

56.4% of female employees said that they were satisfied with the opportunities for flexible working patterns, an **increase of 4.9%** on last years' staff survey result. **59.1%** of male employees said that they were satisfied with the opportunities for flexible working patterns, a **5.1% increase** on the previous years' staff survey result. Both male and female staff felt that opportunities for flexible working were better than previously, however fewer female staff members were satisfied. The Trust's flexible working policy was ratified on 6 April 2024 and further promotion/visibility of the policy may encourage additional take-up by female staff.

Progress against the previous Gender Pay Gap Action Plan (slides 15 - 17)

The Trust is making good progress against the 2023/24 GPG action plan, particularly in relation to implementing prioritised recommendations from the Mend the Gap report – an independent review into gender pay gaps in medicine in England to improve access to senior roles for women and enhanced transparency in gender pay gaps.

Gender Pay Gap Action Plan 2025/26 (slide 19)

Our action plan on addressing GPG in 2025/26 is highlighted on slide 19. These development objectives are:

1. Improve female staff opportunities to address work-life balance
2. Aim to narrow the Gender Pay Gap in the Administration & Clerical Staff Group
3. Aim to increase staff satisfaction that the Trust values their work
4. Mend the Gap Action - Aim to make senior jobs more accessible for female Medical & Dental Staff Group

Gender Pay Gap Definitions

Key word	Gender Pay Gap Definitions
Pay gap	Difference in the average pay between two groups.
Mean gap	Difference between the mean hourly rate for female and male employees. Mean is the sum of the values divided by the number of values.
Median gap	Difference between the median hourly rate of pay for female and male employees. Median is the middle value in a sorted list of values. It is the middle value of the pay distribution, such that 50% of employees earn more than the median and 50% earn less than the median.
Mean bonus gap	Difference between the mean bonus paid to female and male employees. Mean is the sum of the values divided by the number of values.
Median bonus gap	Difference between the median bonus pay paid to female and male employees. Median is the middle value in a sorted list of values. It is the middle value of the bonus pay distribution, such that 50% of employees earn more than the median and 50% earn less than the median.
Bonus proportions	Proportions of female employees who were paid a bonus, and the proportions of male employees who were paid a bonus.
Quartile pay bands	Proportions of female and male employees in the lower, lower middle, upper middle and upper quartile pay bands. Quartile is the value that divides a list of numbers into quartiles.
Equal pay	Being paid equally for the same/similar work.



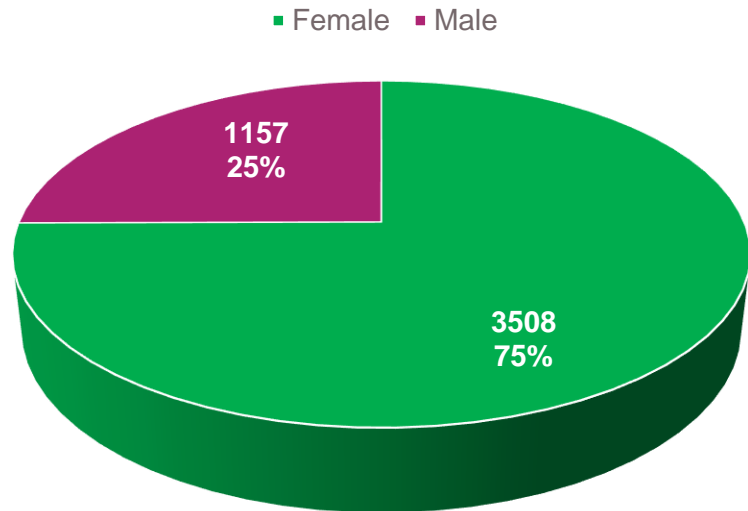
‘We need to create a world where women are paid equally for their work.’

Malala

Total Workforce by Gender

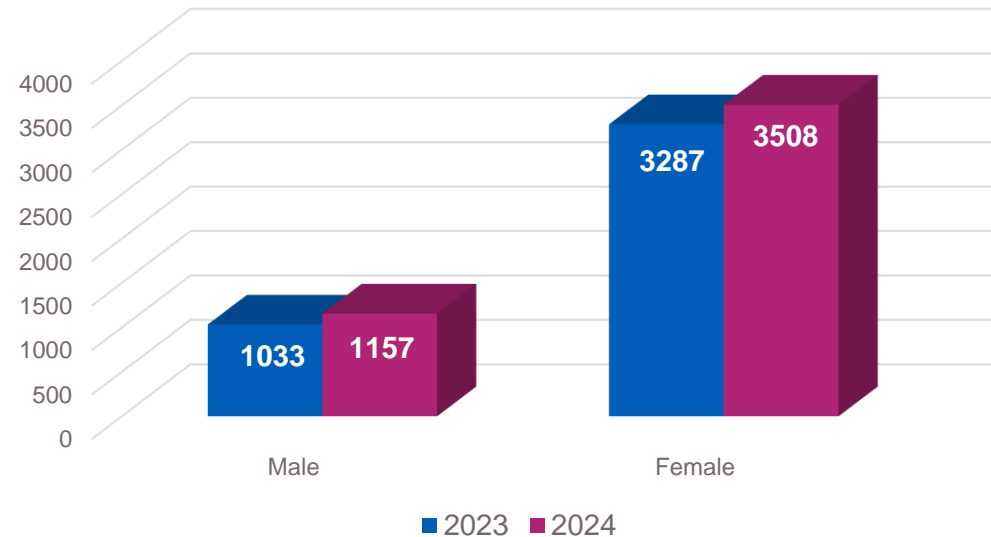
SFT collected a snapshot of data on 31 March 2024 when the total workforce (4665) consisted of 75% female (3508) and 25% male staff (1157). This figure represents the total workforce including all grades and professions and is based on ESR data.

Note: ESR data is dependent on staff reporting their protected characteristics on ESR via Self-Service.



Compared to 2023, female staff increased by 6.7% (221) while male staff increased by 12% (124) in 2024.

This equates to a 7.4% (345) increase in the number of staff employed by the Trust



Mean and Median pay gap

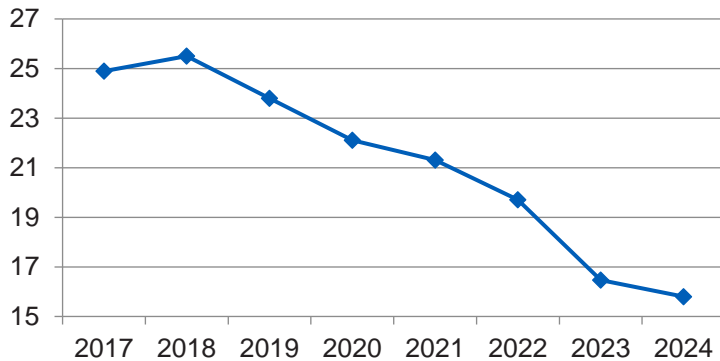
The graphs below show the difference between mean and median hourly rates of pay for male and female employees.

Year on year the Trust has continued to reduce the **Mean** hourly gender pay gap. The 2024 data show that the Trust has a mean hourly pay gap of **15.75%** a **decrease** from the 2023 figure of 16.47%, resulting from an improved proportionality of female staff in the upper quartile.

The 2024 data also shows that the Trust had a slight **increase** in the **Median** hourly pay gap from 0.58% in 2023, to **1.02%** an increase of **0.44%**

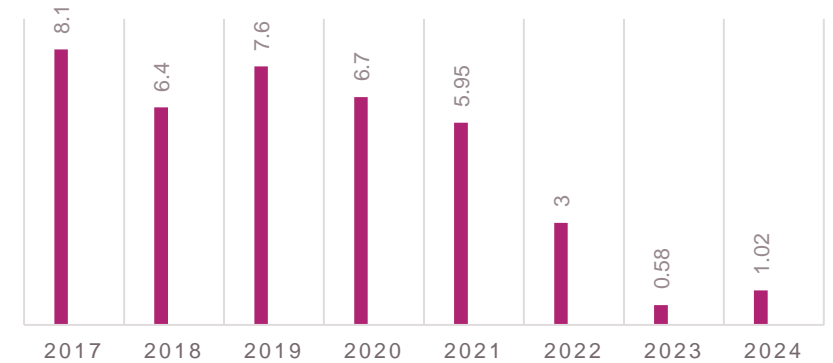
MEAN HOURLY PAY GAP

◆ % SFT



Gender	Mean Hourly Rate	Median Hourly Rate
Male	£23.23	£18.06
Female	£19.57	£17.87
Difference	£3.66	£0.18
Pay Gap %	15.75%	1.02%

MEDIAN HOURLY PAY GAP %



The difference between SFT's mean and median pay gap provides insight to the difference between male and female pay. A group of very high earners can make the mean larger than the median, this is the case at SFT, where there are proportionally more males in the upper quartile and more at the higher pay bands, for example there 9 more male consultants than female in the Trust.

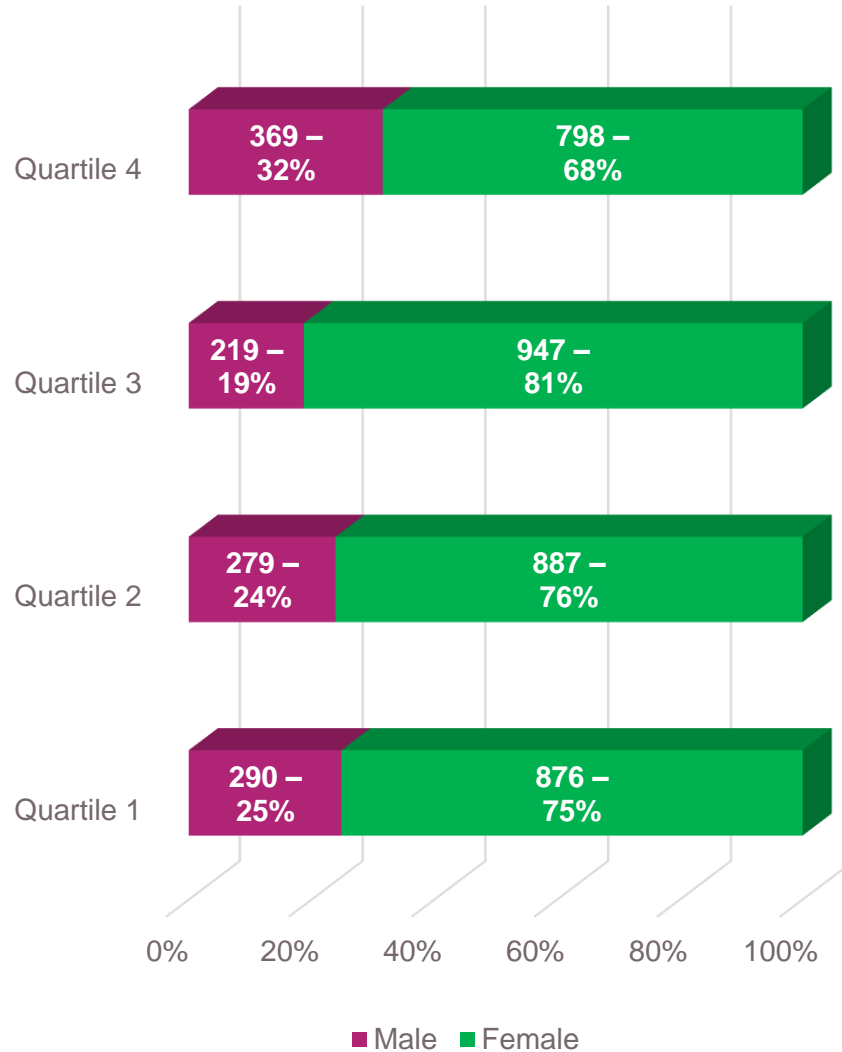
The SFT gender profile is 75% female and 25% male. If we look at the pay quarters (see next slide) across the Trust we can see that while the gender split for the lower and lower middle pay quarters are very similar to the workforce profile, the gender split across the upper and upper middle quartiles does not represent the workforce profile, with a greater balance of female staff in the upper middle and male staff in the upper quartile.

This weighting affects the mean hourly rate, due to the high pay differentials the top quartile brings but has less effect on the median hourly rate as the overall numbers balance at a more equitable mid-point.

However, in comparison to 2023, there has been a slight **increase (0.44%)** in the median pay gap (0.58% to 1.02%), this is due to the proportionally greater numbers of female staff who joined the Trust in the lower middle pay quartile, which has nudged the median value a little lower and thus increased the median pay gap.

2024 Quartile Data

The Trust is required to rank its employees from highest to lowest paid, divide this into four equal parts (quartiles) and to show the gender split in each. Please note some bands fall into more than one quartile, as some staff enhance their pay by working unsocial hours, overtime etc.



- Quartile 4**
Examples include:
 - VSM Pay Scale
 - Senior Medical staff - Consultants and Registrars
 - AfC Band 7 -9 Nurses, Therapists and Managers
- Quartile 3**
Examples Include
 - Band 5 and 6 Nurses, Therapists and other Clinical and Scientific Staff
- Quartile 2**
Examples Include:
 - Bands 3 to 4 Nursing Assistants, Admin, Therapists and other Clinical and Scientific Staff
- Quartile 1**
Examples Include:
 - Bands 2 and 3 Nursing Assistants, Admin, Facilities, Cleaning and Therapy Support staff

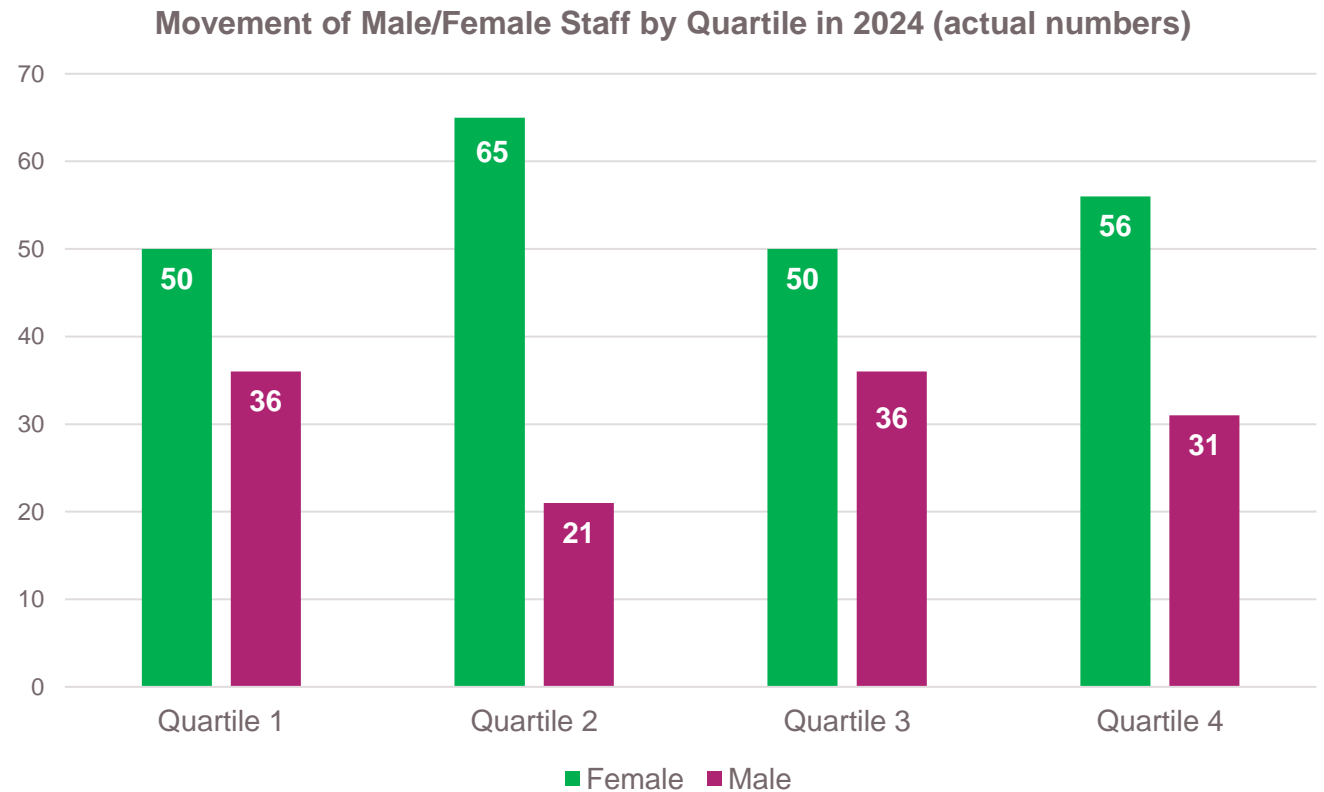
2024 Quartile Analysis

At SFT 77% of female staff are employed in quartiles 1-3, compared to 68% of male employees, whereas in quartile 4, the highest paid quartile the proportions are reversed as only 23% of female staff are in this quartile, compared to 32% of male staff. There are more males in the upper quartile, which attracts the highest pay levels. It is the differential in pay between quartile 4 and the other quartiles, combined with higher numbers of male staff in this quartile that drives the mean hourly rate pay gap.

Essentially, the difference in pay between quartile 4 and the other quartiles, combined with the higher proportion of male staff in this quartile, drives the pay gap.

Compared to 2023 data, there has been some shift in the proportion of male and female staff within each quartile, likely due to normal staff turnover.

Notably, there was a net gain of 25 female staff in quartile 4 compared to 2023. This positive change has contributed to the reduction in the mean hourly pay gap this year



Person Centred & Safe

Professional

Responsive

Friendly

Progressive

Bonus pay

Gender	Mean Bonus Pay	Median Bonus Pay
Male	6,945.27	3,406.98
Female	5,552.21	3,406.98
Difference	1,393.06	0.00
Pay Gap %	20.06%	0.00%

Proportion of male and female relevant employees who were paid bonus pay.

Of the 194 consultants paid a bonus 107 (55%) were male and 87 (45%) were female.

The Trust does not pay traditional performance bonuses. Historically, for the purposes of gender pay gap reporting, national clinical excellence (CEA) awards and local clinical excellence awards (LCEAs), for which only medical and dental consultants are eligible are considered as bonus pay. Our data compares relevant employees for bonus awards from the medical and dental cohort only.

In 2022/23 the total CEA values was £688,210 and in line with the national guidance the Trust equally distributed the CEA to all eligible 176 consultants which equated to £3936.20 each regardless of gender.

For 2023/24 new award rounds for CEA and LCEA ceased as per the consultants pay deal in 2024. This meant that bonus pay was only calculated based on consolidated awards from previous years.

The mean bonus pay gap in 2023/24 was **20.06%**. This is a **3.7%** increase from 2022/23 (16.36%) and reverses previous downward trends due to previous years benefitting from equal distribution of LCEA to all qualifying doctors from 2020.

The mean pay gap is therefore impacted by historical CEA awards which were previously consolidated to pay and reflect the greater number of senior male staff receiving higher bonuses historically.

The table above also demonstrates that there was no pay gap between median bonus pay for female or male relevant employees. This is because of the decision taken in 2020 to distribute equally the CEA bonuses, which are no longer consolidated to pay.

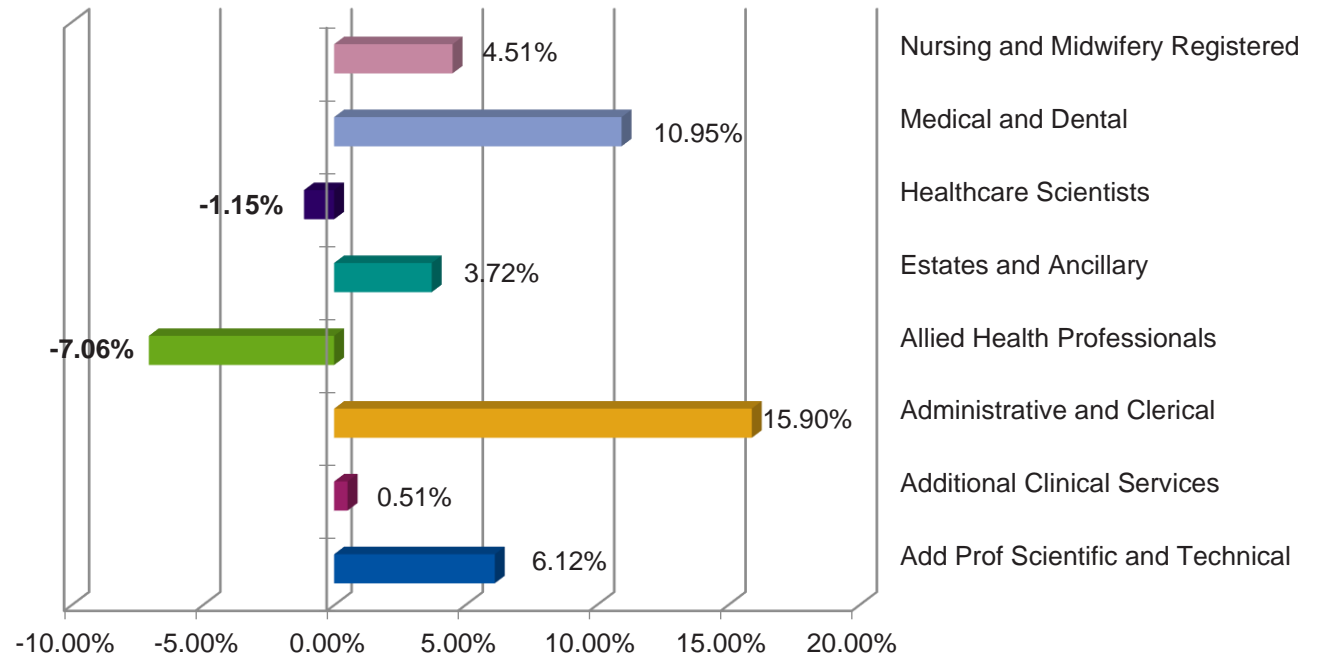
Over time the numbers of staff with legacy consolidated bonus awards has reduced significantly and therefore the median average is unaffected by historical consolidated awards.

Gender Pay Gap by Staff Group

For better analysis, we have broken down the gender pay gap in the workforce by staff group. The tables on the right show the breakdown of the **15.75%** mean hourly pay rate by staff groups. Six staff groups show a gender pay gap where female staff are paid less than their male counterparts with two of these staff groups running into a double digit pay gap. A negative % indicates that female staff are paid more than male staff.

- Administrative and Clerical **15.90%** pay gap (15.97% in 2023)
- Medical and Dental **10.95%** pay gap (10.23% in 2023)
- Add Prof Scientific and Technical **6.12%** pay gap (4.78% in 2023)
- Nursing and Midwifery Registered **4.51%** pay gap (3.13% in 2023)
- Estates and Ancillary **3.72%** pay gap (minus 1.49% in 2023)
- Additional Clinical Services **0.51%** pay gap (1.42% in 2023)
- Health Scientists **minus 1.15% pay gap** (minus 6.56% in 2023)
- Allied Health Professionals **minus 7.06% pay gap** (minus 1.86% in 2023)

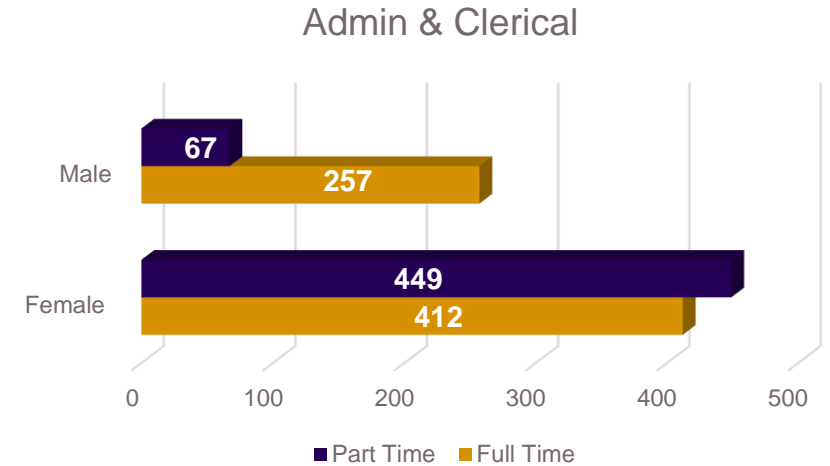
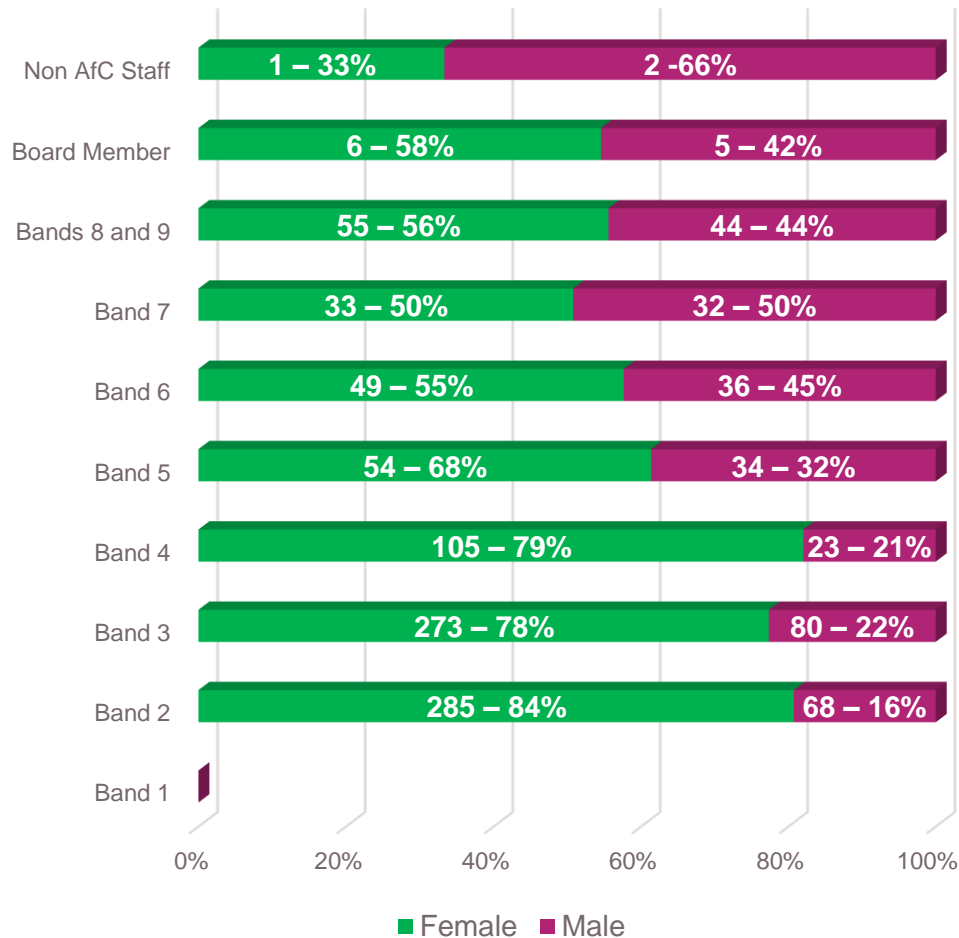
31 March 2024	Count	Female	Male	Difference	%
Add Prof Scientific and Technical	281	£35,766	£38,097	£2,331	6.12%
Additional Clinical Services	790	£27,615	£27,757	£142	0.51%
Administrative and Clerical	1185	£30,658	£36,455	£5,797	15.90%
Allied Health Professionals	264	£43,705	£40,822	-£2,883	-7.06%
Estates and Ancillary	281	£27,291	£28,345	£1,054	3.72%
Healthcare Scientists	92	£44,716	£44,209	-£507	-1.15%
Medical and Dental	521	£79,300	£89,048	£9,747	10.95%
Nursing and Midwifery Registered	1251	£41,542	£43,506	£1,964	4.51%
Grand Total	4665	£38,261	£45,418	£7,157	15.75%



Administration and Clerical (15.90% gender pay gap)

In 2024 the gender pay gap for the Administration and Clerical staff group is 15.90% compared to 15.97% (2023). The high pay gap is due to the larger proportions of male staff in bands 6 and above and a slightly higher proportion of female staff in bands 2-4 compared to the trust ratio of female to male staff (75:25). In other staff groups the ratio is less severe in bands 6-9 particularly.

Additionally, in this staff group proportionately more men work full time than women, which increases pay comparisons.



The 2024 data shows a **small shift** in the working pattern for both male and female staff in this group moving from full-time work to part-time compared to 2023.

Of the 1185 Admin and Clerical staff **43% (516)** are working on part time contracts. This is a **decrease of 9%** from 2023 (52%).

52% (449) of female Admin and Clerical staff work part-time. This is a **decrease of 9%** from 2023 (61%)

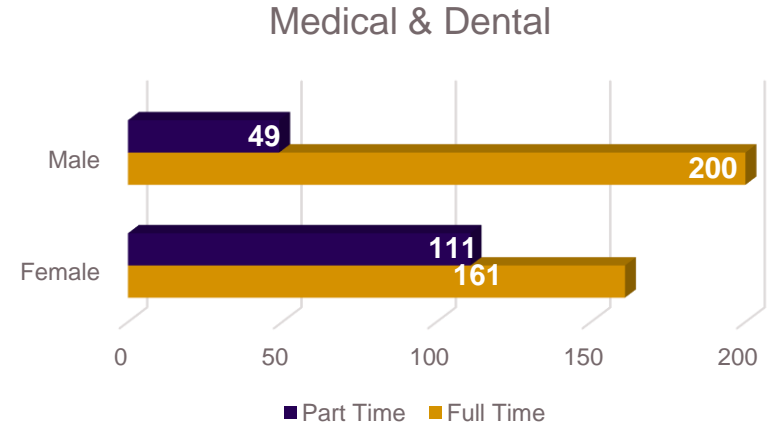
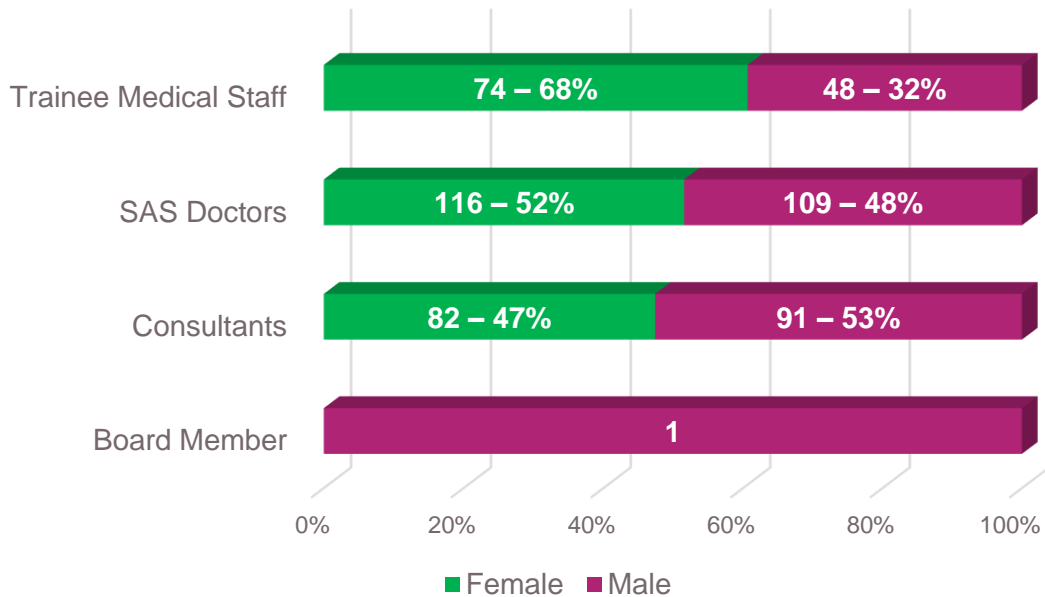
21% (67) of male Admin and Clerical staff work part-time. This is a **decrease of 4%** from 2023 (25%)

Medical and Dental (10.95% gender pay gap)

In 2024 the gender pay gap for the Medical and Dental group is **10.95%** compared to **10.23%** (2023)

There are 521 medical and dental staff of which 52% (272) are female and 249 are male.

The breakdown of Medical Staff by grade is in the table below



Of the 521 medical and dental staff, **31%(160)** are working on part time contracts compared to **60%** in 2023. This is a significant increase in full time numbers.

41% (111) of female doctors work part-time. This is a **decrease of 28%** compared to 2023 (69%)

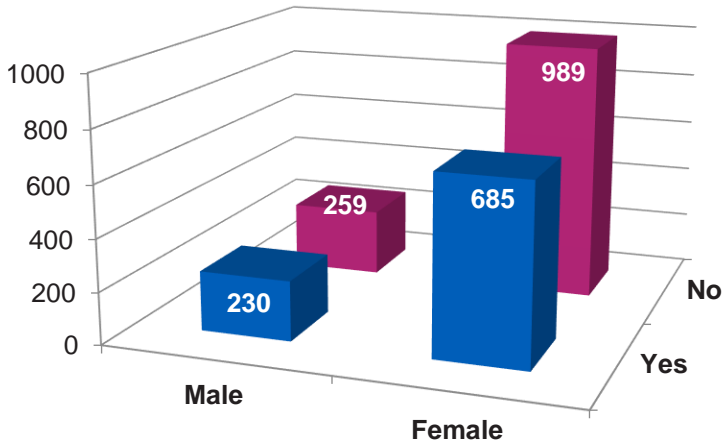
20% (49) of male doctors work part-time. This is a **decrease of 32%** compared to 2023 (52%)

The combination of a higher proportion of male doctors in higher paid consultant positions, with proportionally lower numbers working part-time contributes to the high gender pay gap for this staff group, and overall, across the Trust

Staff Survey 2023

2265 staff responded to the 2023 survey – Female (1674) and Male (489)

Q4b Satisfied the organisation values my work:

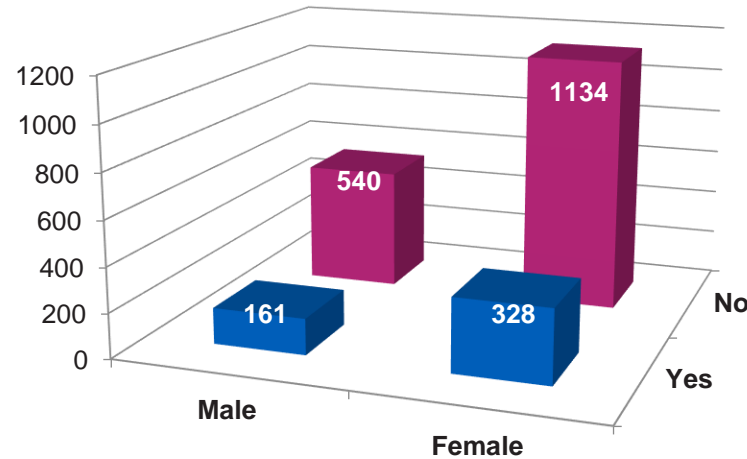


40.9% of female employees said that they were satisfied that the organisation values their work. This was a **0.4% reduction** on the previous years' staff survey result.

47.3% of male employees said that they were satisfied that the organisation values their work, an **increase of 5.7%** on the previous years' staff survey result.

The gap between male and female job satisfaction has further widened in this year's staff survey. Further analysis will be conducted as part of the action plan to investigate the reasons why female staff feel that SFT values their work contributions less than male employees.

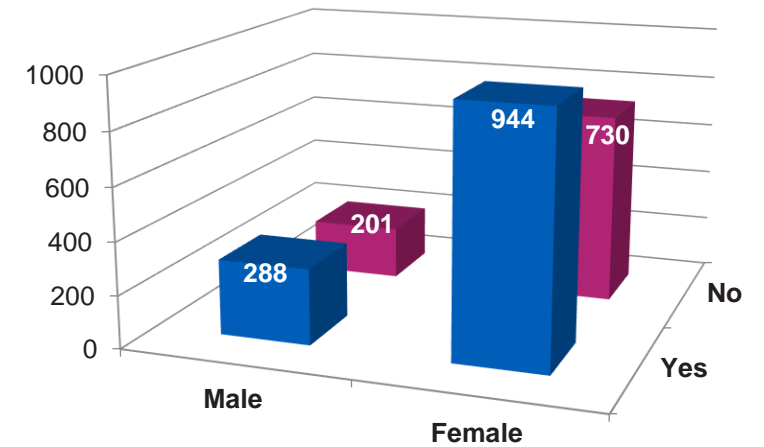
Q4c Satisfied with levels of pay:



32.2% of female employees said that they were satisfied with levels of pay. This was an **8.5% increase** on the previous years' staff survey result. **33%** of male employees said that they were satisfied with levels of pay. This was a **3% increase** on the previous years' staff.

These responses demonstrate a reduction in the sense of dissatisfaction on pay levels by females compared to males, narrowing the gap to less than one percent between males and females. External factors continue to play into staff responses to this question, including the impact of pay settlements across the public sector and cost of living concerns in the Wiltshire area, particularly for housing and accommodation.

Q4d Satisfied with opportunities for flexible working patterns:



56.4% of female employees said that they were satisfied with the opportunities for flexible working patterns, an **increase of 4.9%** on last years' staff survey result.

59.1% of male employees said that they were satisfied with the opportunities for flexible working patterns. This was an **5.1% increase** on the previous years' staff survey result.

It is pleasing to note that both male and female staff felt that opportunities for flexible working were better than in the previous period. Fewer female staff members are satisfied with opportunities and the opportunity to continue to implement action plans to support flexible working for female staff should be maintained.

Progress against the previous Gender Pay Gap Action Plan

The SFT Gender Pay Gap Action plan for 2022/23 contained 4 principal actions which sought to: Improve opportunities for career progression for female staff; provide a Staff Network to maintain support encouragement to female staff in the Trust; to increase visibility and uptake of flexible working opportunities for female staff; and to address elements of gender pay issues in the Medical and Dental staff group through analysis and implementation of the Mend the Gap report recommendations. Progress against these actions is shown in the next two slides.

	Development Objective	Action	Progress	Next Steps
1	<ul style="list-style-type: none"> Career Progression for female staff members in management positions. Coaching and Mentoring Support for Staff 	<ul style="list-style-type: none"> A service is available to release the potential and talent of staff within the organisation to support development needs identified in performance appraisals as part of the Trust Talent Management strategy. Identify numbers of female staff accessing coaching and mentoring support and improve availability for women with the first 3 quarters of the new financial year. 	<ul style="list-style-type: none"> Leadership Programmes have seen a take up of 279 female staff, compared to 53 males, and coaching uptake has seen a 36:6 male to female split, proportionally increasing female representation in career development opportunities. The Trust's Mentoring Network launched in December 2024. 	<p>Career progression course now embedded in the trust. Action maintained as business as usual.</p>
2	<ul style="list-style-type: none"> The Women's Staff Network plays an important part in promoting a positive working environment, highlighting areas for improvement and areas of success. Empowering the Women's network to deliver against their plan to support, motivate and drive inclusion for our female staff. 	<ul style="list-style-type: none"> Secure a stable leadership for the network through executive oversight, a supported and empowered chair and a re-invigorated community within the network. Publish and Support a programme of events and activity to achieve the agreed objectives of the Network 	<ul style="list-style-type: none"> The Women's staff network now has a robust leadership structure and has secured an active executive sponsor. The network has planned and executes events to support female staff and conducted a survey to establish future priorities. On 23 Oct 2024, the network launched a Mum's Café to support working mums in the Trust 	<p>Business as usual with a meaningful programme of events and activity identified and advertised through Trust and Network communications channels</p>
3	<ul style="list-style-type: none"> 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. Staff survey results have improved in, but female staff feel less satisfied than male counterparts in this area. 	<ul style="list-style-type: none"> With a high proportion of female staff in roles which require on site attendance against specified shift patterns, conduct analysis of options to improve the uptake of flexible working in these lower paid groups, starting with ward-based staff. Options for ward-based staff to be understood 	<ul style="list-style-type: none"> The Trust's Flexible Working policy was launched on 6 April 2024, and staff survey results have indicated an increase in female satisfaction with flexible working options. Data has been collated to indicate uptake of flexible working at a ward level. 	<p>Maintain oversight of ward level data, with routine support to line managers to inform on the policy and its implementation</p>

Progress against the previous Gender Pay Gap Action Plan

	Development Objective	Action	Progress	Next Steps
	Mend the Gap Priority Actions			
	Employers should promote a flexible working culture when advertising jobs.	<ol style="list-style-type: none"> Ensure that all job adverts for the medical offer flexible working options Ensure policies are available on our website. Understand Less than Full Time medical trainees 	<ol style="list-style-type: none"> All job adverts now refer to flexible working options On EOLAS Numbers now tracked (205 LTFT currently) 	Completed
	As far as possible use standard rates for additional paid activity that are consistent and transparent (for example, waiting list initiatives, locum work)	Review the rates in our current policy. Work in collaboration with BSW to ensure standardisation across the trusts.	Now using a BSW rate card for bank rates, now standardised.	Completed
	Increase the use of national pay contracts in place of local pay arrangements for hospital doctors	Complete the transition of all Locally Employed Drs to the 2016 contract. Date done?	99% Completed, continue to approach those on old contracts to see if they want to transition to newer contracts	Compile a contractual status report
	Separate the medical gender pay gap from other professional groups in gender pay gap reports	<ol style="list-style-type: none"> Breakdown and identify the governance group. Take to governance committee 	Action in place - See earlier slides in this report.	Completed
4	Implement a national equality scheme based on the Athena Swan programme in HEIs	Research the Athena Swan programme to understand how it would value us and how applicable it would be for the Trust	<ol style="list-style-type: none"> Initial research completed into the Athena Swan Programme and its value to the NHS Gender Pay Gap in the UK Headline criticisms, limitations and recommendations of the Athena Swan can be seen on slide 17 of this report 	Explore further the recommendations from the research and its application to SFT
	Use current evidence on wellbeing to create an atmosphere where all doctors feel valued and welcome, especially in relation to caring responsibilities	Continue to ensure we are listening to feedback from the medical workforce to continually improve our health and wellbeing offer. Utilise the professional group breakdown from the staff survey.	We continue to hold listening sessions including staff survey and Resident Dr Forums Trust wide carers policy launched in Feb 2024.	Completed
	Extend enhanced pay for shared parental leave to all doctors to overcome a cultural barrier to men playing more of a role in caring and to challenge stereotypical assumptions about gender roles	Review our current policy, what do we currently pay, and explore adoption and cost of any enhancements. Understand the implications if enhanced rates are available for Dr's only.	Relaunched shared parental leave policy in July 2024	Completed
	Review clinical excellence and performance payments	Irrelevant now LCEA's have ceased	LCEA new award rounds have now ceased as part of the consultant pay deal	Business as usual.

Person Centred & Safe

Professional

Responsive

Friendly

Progressive

Athena Swan Programme and its Value to the NHS Gender Pay Gap in the UK

The Athena Swan Charter, established in 2005, is a framework used in UK higher education to promote gender equality. Originally focused on women in STEMM (science, technology, engineering, mathematics, and medicine), it now includes all disciplines and staff, including professional, support staff, and trans individuals. This reflects a commitment to intersectionality, recognising that gender intersects with other identities like race, sexuality, and disability.

Impact and Criticisms

Evidence suggests the Charter has positively impacted gender representation in leadership. However, criticisms remain:

- Bias towards privilege: Participation may favour those with existing advantages, potentially reinforcing inequalities.
- Focus on academics: The needs of other female university staff, such as administrative and support staff, may be overlooked.
- Oversimplification: Treating "women" as a homogenous group fails to address the unique challenges faced by women from different backgrounds, including ethnic minorities, LGBTQ+ communities, and migrant women
- Resource intensive: Completing applications can be burdensome, often falling on already busy female academics, leading to a "box-ticking" approach rather than addressing deep-rooted issues. This can create perverse incentives to hide problems or prioritise easily achievable goals.

Value and Recommendations for the SFT

Despite these criticisms, the Charter remains a significant initiative. Its focus on data collection and action planning provides a framework to identify and address gender imbalances.

To be truly effective, it needs to:

- Acknowledge intersectionality.
- Value lived experiences.
- Avoid creating new forms of inequality.

Specific recommendations for applying the learning at SFT

Address intersectionality: Ensure that SFT considers how gender intersects with other identities like race, ethnicity, sexual orientation, and disability.

Focus on qualitative data: Encourage the collection and analysis of qualitative data to understand the experiences of women at SFT and the barriers they face.

Promote transparency and accountability: Develop mechanisms to ensure SFT is held accountable for implementing action plans and achieving tangible results in promoting gender equality including reducing gender pay gap.

Gender Pay Gap Action Plan 2025/26



Person Centred & Safe

Professional

Responsive

Friendly

Progressive

	Development Objective	Action	Lead	Delivery Partners	Deadline
1	<p>Improve female staff opportunities to address work-life balance.</p> <p>Seek to improve scores on staff survey Q4d 'Satisfied with opportunities for flexible working patterns' to above 60% for female staff.</p>	<ul style="list-style-type: none"> Use Women's Staff Network and internal comms to Promote the Trust's Flexible Working policy (launched 6 April 2024) to help staff achieve a better work-life balance. Target line managers to ensure support for female staff Assess ward-level adoption and implementation of the Trust's Flexible Working policy and share findings to improve adoption. 	Head of Inclusion & Wellbeing	Clinical Division People BPs	Q1 2025/26
2	<p>Aim to narrow the Gender Pay Gap in the Administration & Clerical (A&C) Staff Group</p> <p>In 2024 the pay gap in Administration & Clerical staff group was 15.90% (compared to 15.97% in 2023). This objective seeks to reduce the mean pay gap in the admin and clerical group by a further 2%.</p>	<ul style="list-style-type: none"> Use comparison data to look at the opportunities to improve the proportion of female staff in admin and clerical roles in the upper quartile of A&C staff. Improve the proportion of male staff in the lower quartile of A&C roles through improved advertising and recruitment activity. 	Head of Inclusion & Wellbeing	Head of Workforce Informatics Medical Workforce People BP Payroll Team Finance Team Resources Team	Q1 2025/26 Q3 2025/26
3	<p>Aim to increase staff satisfaction that the Trust values their work</p> <p>Staff Survey - Q4b Satisfied the organisation values my work (2023) - 40.9% of female employees said that they were satisfied that the organisation values their work. This was a 0.4% reduction on the previous years' staff survey result. 47.3% of male employees said that they were satisfied that the organisation values their work, an increase of 5.7% on the previous years' staff survey result.</p> <p>This objective seeks to increase female employees' views that the Trust values their work through improved engagement by Line Manager with female staff, particularly part time staff</p>	<ul style="list-style-type: none"> Review line management guidance for wellbeing and career conversations with female staff. Comms plan to promote uptake of appraisals amongst part time staff, identifying the need to recognise performance from that cohort of staff. From staff survey data identify key areas of concern by staff group and location, focusing on Nursing and Midwifery and Admin and Clerical staff groups initially. Once identified target comms from Execs and Divisional Management teams to support recognition of staff working in those areas. 	AD ODC&L	AD CECR Widening Participation and PP Manager Head of Inclusion & Wellbeing	Q4 2025/26
4	<p>Mend the Gap Action - Aim to make senior jobs more accessible for female Medical & Dental (M&D) Staff Group</p> <p>Talent management and training programmes should be used to develop staff and increase appointment of a more balanced senior workforce, such as Associate Specialists and Consultants.</p> <p>Outcome is to improve the proportion of Female medical and dental staff in the upper pay quartile and therefore</p>	<ul style="list-style-type: none"> Use comparison data to investigate the proportion of female staff in medical and dental roles in the upper quartile of M&D staff. Analyse feedback from Clinical Leads Leadership programme and make recommendations for further development of that programme, noting attendance proportions. Implement succession planning for medical and dental staff through identification of newly appointed consultants, likely retirements and pathways for further development, noting the requirements of male and female staff Identify support mechanisms for newly appointed consultants. Identify numbers on CESR/Portfolio Pathway and develop routes for female staff to participate. 	AD ODC&L	Medical Workforce People BP OD&L Team Director Medical Education Deputy Chief Medical Officer	Q1 2025/26