

Gender Pay Gap

Report

2022/23

Introduction

As an organisation employing more than 250 staff the Trust is required under the Equality Act 2010, to publish information on its gender pay audit.

We see this as a valuable complement to the range of employment data which the Trust collects and analyses to monitor diversity of all kinds, and address inequalities. As with any data, its value is in the awareness it raises, the questions it prompts, and the action we take.

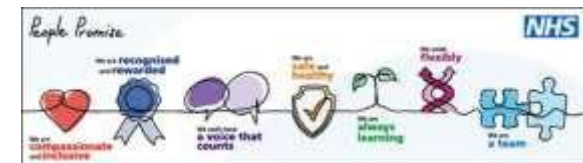
We serve diverse local communities across the Trust footprint which covers Salisbury and the wider South West region. The diversity within our workforce brings many benefits, although it is important to acknowledge that inequalities remain. In accordance with the Equality Act 2010 and the Trust's public sector equality duties, we are committed to providing services and employment opportunities which are inclusive across all strands of equality – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

In this report, we set out the statistics we are required to publish under the reporting regulations, along with some of the analyses we have undertaken to help us to understand our results. We do recognise that, for a growing number of people, gender doesn't simply refer to male or female.

For the purposes of this report, though, our gender pay gap is calculated using the approach as required by The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, this report compares the pay of female employees to that of male employees.



Melanie Whitfield
Chief People Officer



This report also identifies progress the Trust has made during the past twelve months against a number of actions linked to the NHS People Promise.

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

Executive Summary

This years' gender pay Gap report is looking in some detail at the data (snap shot 31 March 2022) we are required to publish on the Government website.

Looking at the data we have provided since 2017 we see a significant reduction in the average hourly (mean) pay gap in that time. In 2017 the gap was at 25% this has reduced to a gap of 19.66% this year. This is a reduction of 5.34%

It is not possible to identify exactly what has caused the reduction as the Trust has not introduced proactive action to achieve a reduction in the gap.

The median gap has also reduced significantly to 3%.

The Trust does not pay bonuses but use the clinical excellence awards to obtain our bonus gender pay gap data. We are unable to make comparisons to previous years, as last year the clinical excellence awards were shared equally as a result of Covid19.

In 2021/22 the Trust workforce grew by 6% employing an extra 241 people.

It will be noted that 78.5% of our female employees are employed in AfC pay bands 2 to 7.

Once again, this year we looked at pay gaps by staff groups. Two of the groups had double figured pay gaps. These being:

- Medical and Dental 11.01%
- Administration & Clerical 20.36%

The report analyses the make up of the workforce in each of these groups.

The following staff survey questions are included in our submission to the pay gap data:

Q4b Satisfied the organisation values my work

Q4c Satisfied with levels of pay

Q4d Satisfied with the opportunities for flexible working patterns



Rex Webb
Head of
Diversity & Inclusion

The positive responses to these questions have reduced since the previous year staff survey.

There is a need to look at the gender pay gaps amongst our various professional groups.

We have looked at our gender pay gap information as suggested in the Governments guidance (Appendix A).

This tells us that once they have started, women are more likely to be promoted. However, they start from a lower baseline than men.

Mean gender pay gap in hourly pay

adding together the hourly pay rates of all male or female full-pay and dividing this by the number of male or female employees. The gap is calculated by subtracting the results for females from results for males and dividing by the mean hourly rate for males. This number is multiplied by 100 to give a percentage.

19.66%

Median gender pay gap in hourly pay

arranging the hourly pay rates of all male or female employees from highest to lowest and find the point that is in the middle of the range.

3%

Mean bonus gender pay gap

add together bonus payments for all male or female employees and divide by the number of male or female employees. The gap is calculated by subtracting the results for females from results for men and dividing by the mean hourly rate for men. This number is multiplied by 100 to give a percentage.

19.28%

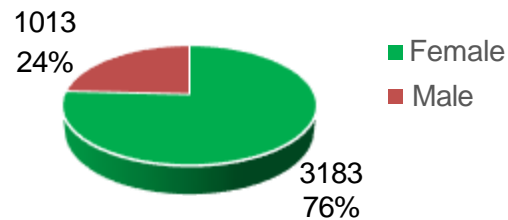
Median bonus gender pay gap

arranging the bonus payments of all male or female employees from highest to lowest and find the point that is in the middle of the range.

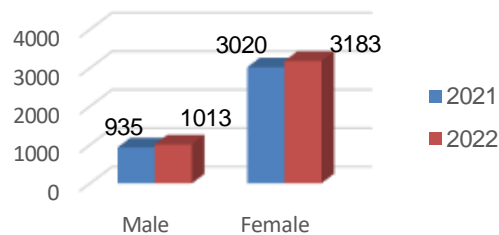
0%

Specific Information: 31st March 2022

Salisbury NHS Foundation trust collected data on the 31st March 2022 when the workforce consisted of 76% female (3183) and 24% male (1013).



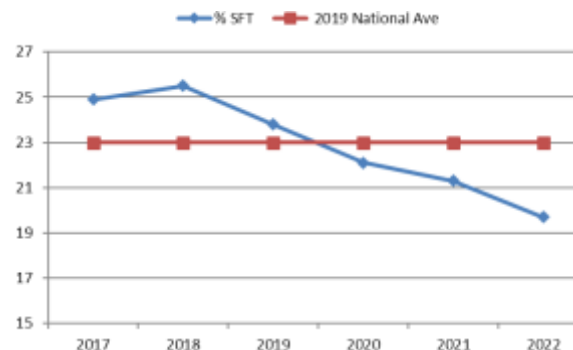
There have been some movement in the numbers this year. There has been a 5% (163) increase in female members of staff and an 8% (78) increase in male members of staff. This equates to a 6% (241) increase in the number of staff employed by the Trust.



When we analyse the data, it shows that the Trust has a mean gender pay gap of 19.66% and a median gender pay gap of 3%

Gender	Avg. Hourly Rate	Median Hourly Rate
Male	21.89	16.63
Female	17.59	16.13
Difference	4.30	0.50
Pay Gap %	19.66	3.00

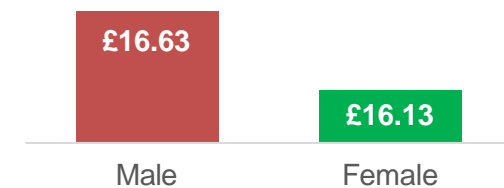
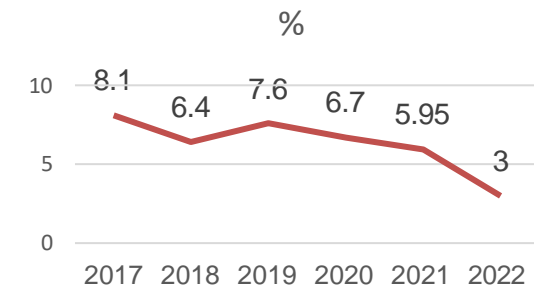
You will see from the following graph that the pay gap at Salisbury NHS Foundation Trust continues to reduce year on year. This would appear to be a natural trend and cannot be attributed to any specific actions taken by the Trust.



Salisbury NHS Foundation Trust has been recording Gender Pay Gap data on the Government website for the past six years. This allows us to analysis our progress over that time as can be seen in the previous graph.

When we look at the median hourly rate over the past four years' we see that the gap has reduced from 8.1% in 2017 with some unsteadiness over the past few years.

2022 median hourly rate pay gap is currently 3%. A total reduction of 5.1%

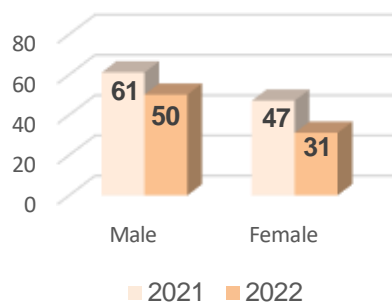


Bonus pay

The table below shows that average bonus pay for men was higher than for women. This is because a higher number of senior consultants, earning higher value clinical excellence awards are male.

Gender	Avg. Pay	Median Pay
Male	8,877.40	6,032.04
Female	7,166.24	6,032.03
Difference	1,711.16	0.01
Pay Gap %	19.28	0.00

In 2021/22 the number of people who received bonuses had reduced from 108 last year to 81 this year. Of these 50 were male and 31 were female.



Clinical Excellence Awards 2021

“In light of the ongoing effects of the pandemic, and requirement to focus resources on recovery efforts, employers are advised to take the same approach as last year, and to equally distribute this year’s LCEA funds (and any remaining from previous years) among all eligible consultants. This will be a one-off, non-consolidated payment in place of a normal LCEA round. This has been agreed with NHS England/ Improvement (NHSE/I) and the Department for Health and Social Care (DHSC).”

NHS Employers

In line with the national guidance Salisbury NHS Foundation Trust equally distributed the CEA (Clinical excellence awards) to all eligible consultants during the last 2021 /22 round. The total amount paid to all was £3,791.37. It was paid over a period of two months, December 2021 and March 2022.

Gender	Employees Paid Bonus	Total Relevant Employees	%
Female	31	3183	0.97
Male	50	1013	4.94

The above table indicates that 0.97% (31) people in our female workforce qualified for clinical excellence awards. This compares to 4.94% (50) of our male workforce.

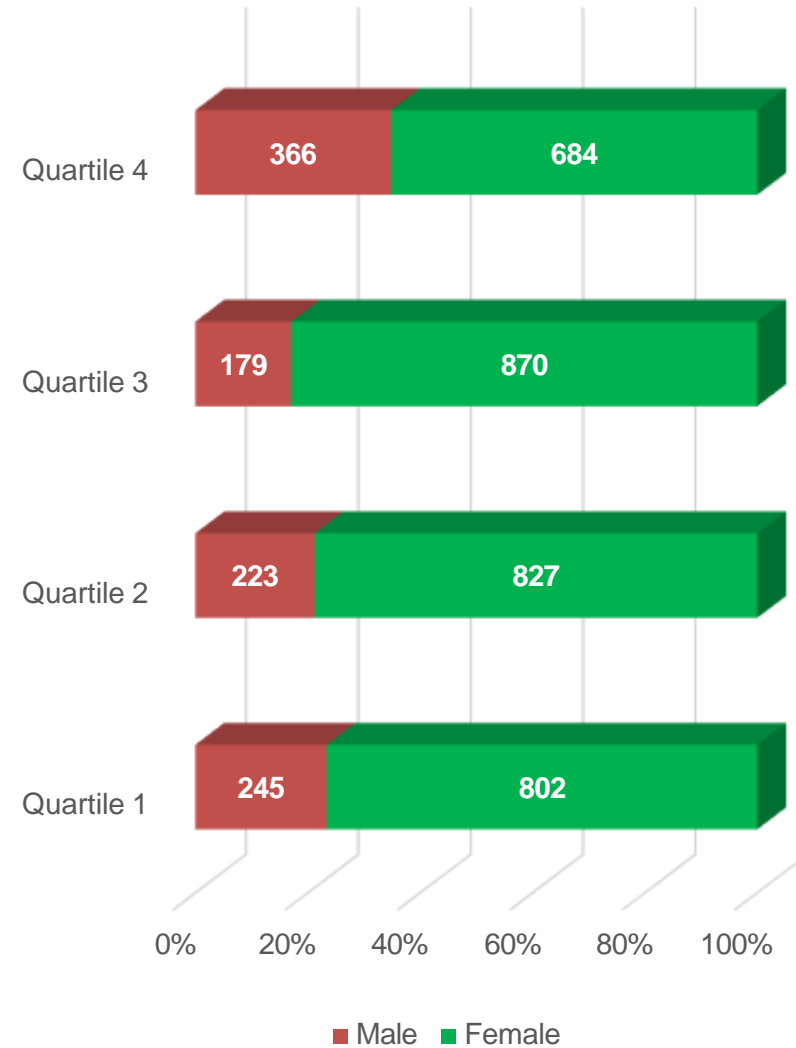
As the awards were evenly distributed we are unable to make any comparisons with previous years.

Quartile Analysis

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.

Quartile 4
Senior medical staff - Consultants and Registrars Executive Directors Band 7 and 8 Nurses, Therapists and other Clinical and Scientific Staff
Quartile 3
Band 5 and 6 Nurses, Therapists and other Clinical and Scientific Staff
Quartile 2
Bands 2 to 4 Nursing Assistants, Admin, Therapists and other Clinical and Scientific Staff
Quartile 1
Bands 2 and 3 Nursing Assistants, Admin, Facilities, Cleaning and Therapy Support staff

Please note some bands fall into more than one quartile, as some staff enhance their pay by working unsocial hours, overtime etc.

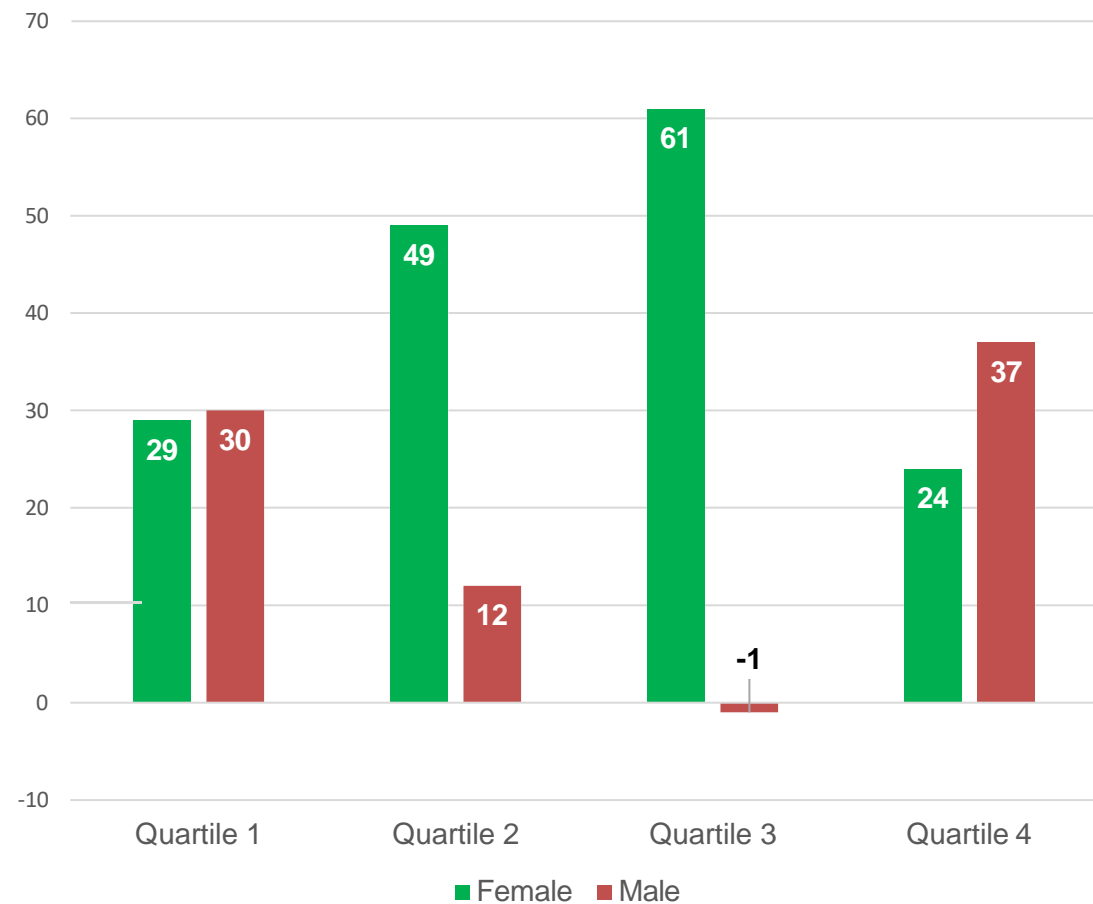


It will be noted that 78.5% (2,499) of our female employees are employed in Quartiles 1 to 3 (AfC pay bands 1 to 7). This compares to 63.8% (647) of our male employees employed in Quartiles 1 to 3.

The graph opposite highlights that there has been an increase of both male and female employees across almost all quartiles.

The exception to this is in Quartile 3 (Band 5 and 6 Nurses, Therapists and other Clinical and Scientific Staff). You will note that there is a large increase in female employee and a reduction of one male employee.

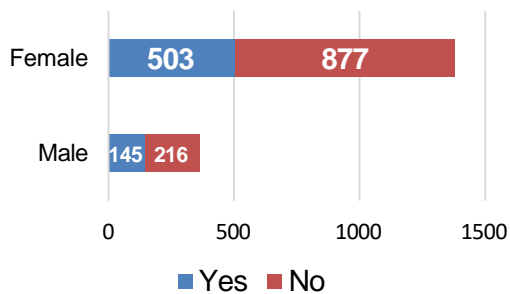
The increase in female employees in this quartile can be accounted for by the recruitment of international nurses at Band 5 during last year.



Staff Survey 2021

1,380 female and 361 male employees participated in the 2021 NHS Staff Survey. This was a reduction of 115 female and 21 male employees on the 2020 figures.

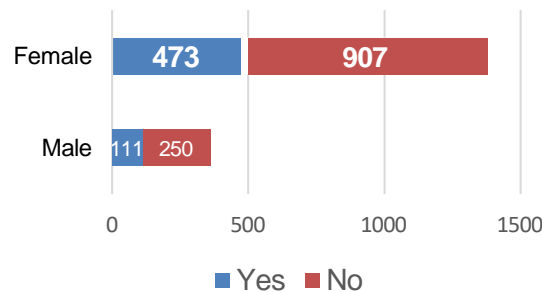
Q4b Satisfied the organisation values my work:



36.5% of female employees said that they were satisfied that the organisation values their work. This was a 9.5% reduction on the previous years' staff survey result.

40% of male employees said that they were satisfied that the organisation values their work. This was an 11% reduction on the previous years' staff survey result.

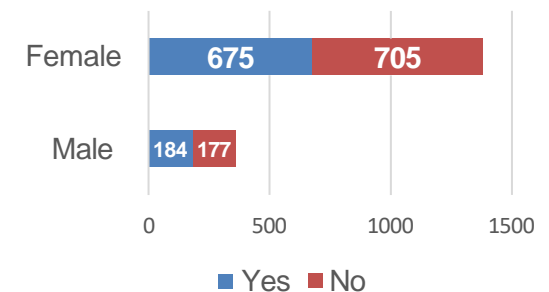
Q4c Satisfied with levels of pay:



34% of female employees said that they were satisfied with levels of pay. This was a 1% reduction on the previous years' staff survey result.

31% of male employees said that they were satisfied with levels of pay. This was a 5% reduction on the previous years' staff survey result.

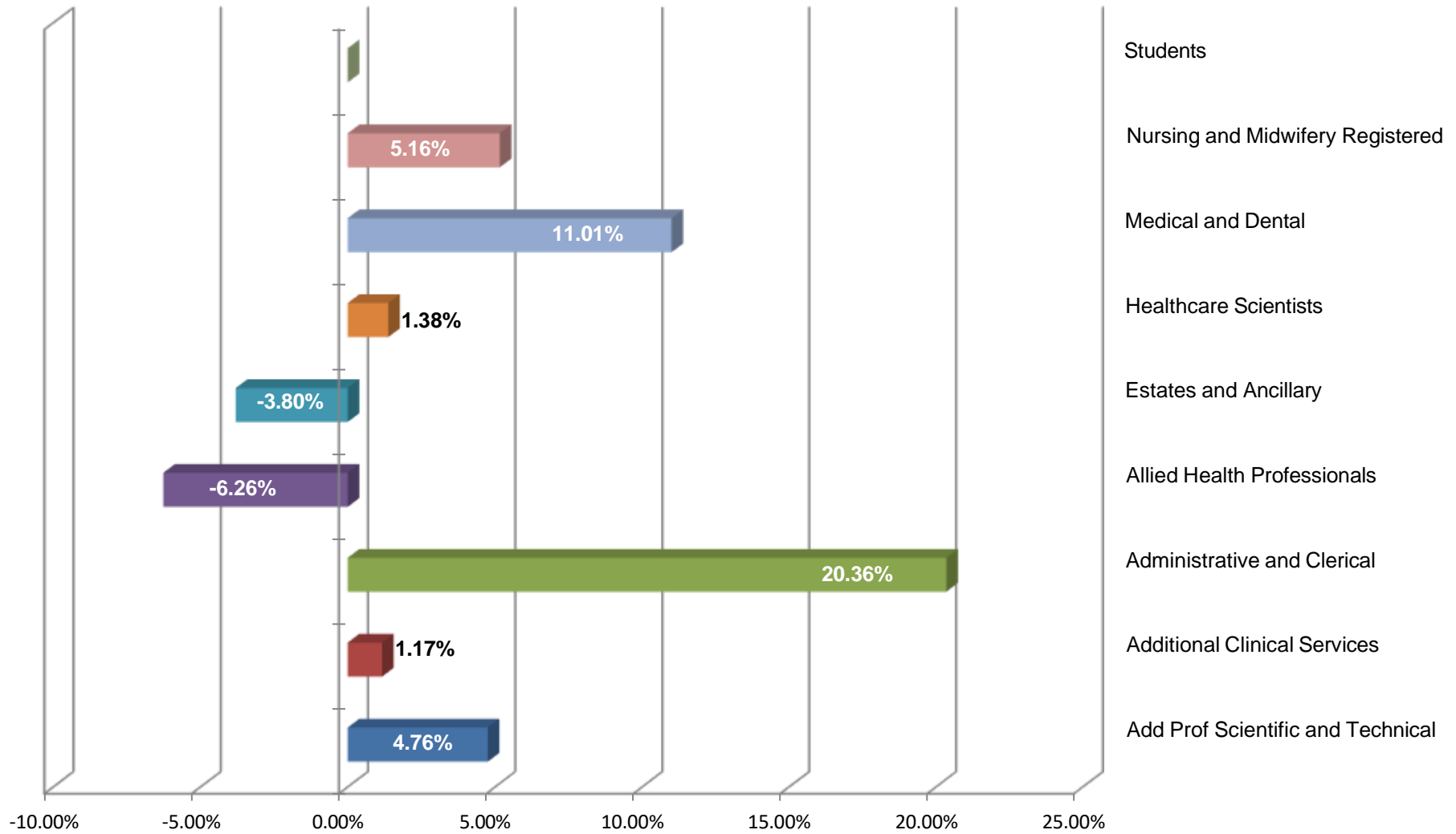
Q4d Satisfied with the opportunities for flexible working patterns:



49% of female employees said that they were satisfied with the opportunities for flexible working patterns. This was a 7% reduction on the previous years' staff survey result.

51% of male employees said that they were satisfied with the opportunities for flexible working patterns. This was the same as the previous years' staff survey result.

Gender Pay Gap by Staff Group



Again this year we have looked at the analysis of our pay gap by staff groups. This shows quite a variance across the groups.

It ranges from a 20.36% gap for Administrative and Clerical to a minus 6.26% gap for Allied Health Professionals.

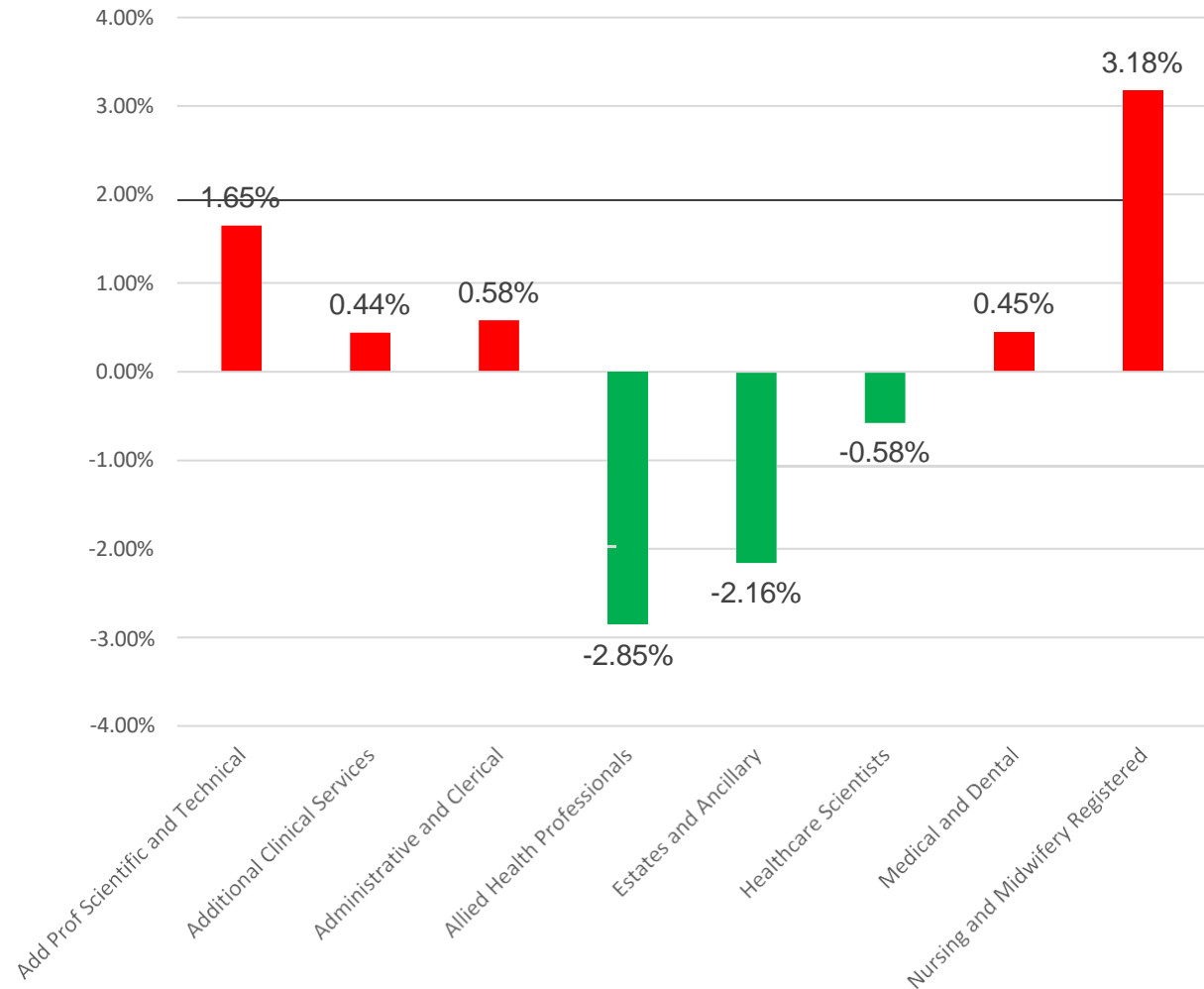
A negative pay gap indicates that women are paid more than men in this group.

Once again, this year only two groups have double figure pay gaps:

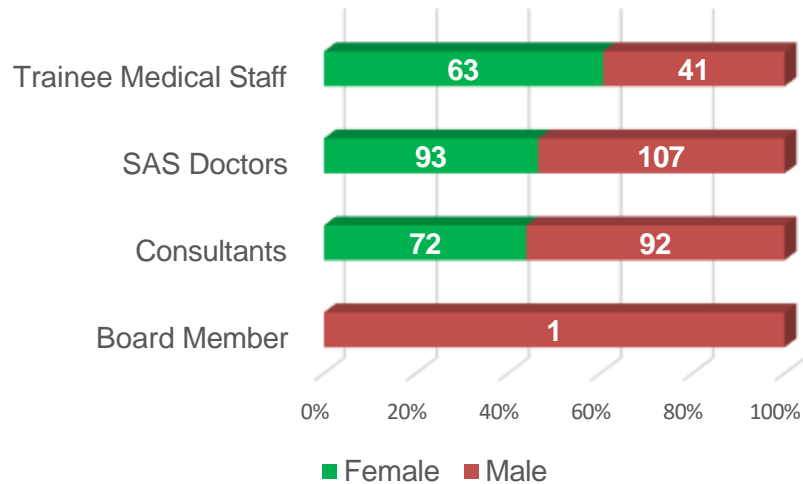
- Administrative and Clerical
- Medical and Dental

You will see from the graph opposite that all of the pay gaps have widened this year by the percentages indicated.

The reduction in our overall pay gap seems to have been a result of the increase in the negative pay gap groups.



Medical and Dental 11.1% Gender Pay Gap



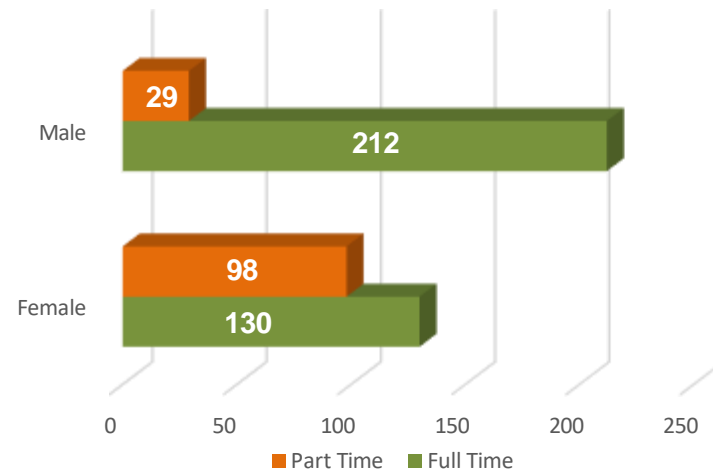
48.6% (228) of medical and dental staff are female. It will be noted that 44% (72) of consultants are female. Looking at our trainee medical staff joining the organisation, 60.5% (63) are female.

This year Doctors employed through Locums Nest have been included in the number of SAS Doctors. This has increased the numbers in the group from last years figures of 17 female and 19 male SAS Doctors.

There has been a 0.45% increase in the pay gap in this group in the past year.

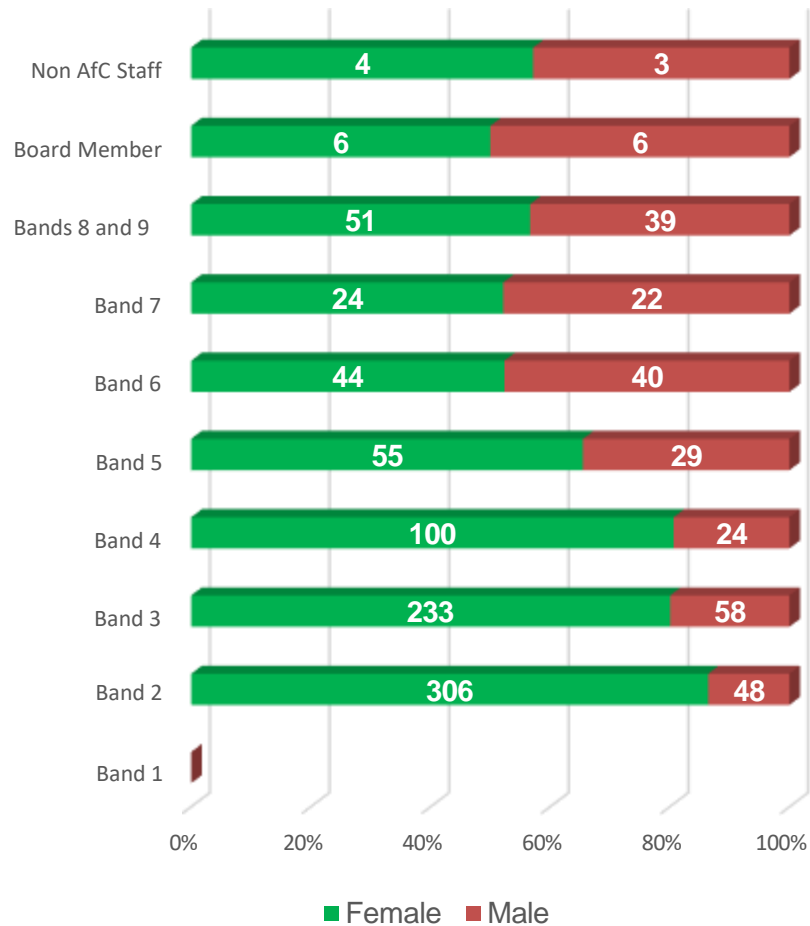
27% of Doctors work on part time contracts.

43% of female Doctors are working on part time contracts, compared to 12% of male doctors.



Nationally research is being carried out to understand the Consultants pay gap. In Salisbury NHS Foundation Trust the pay gap for Consultants is only 2.6%.

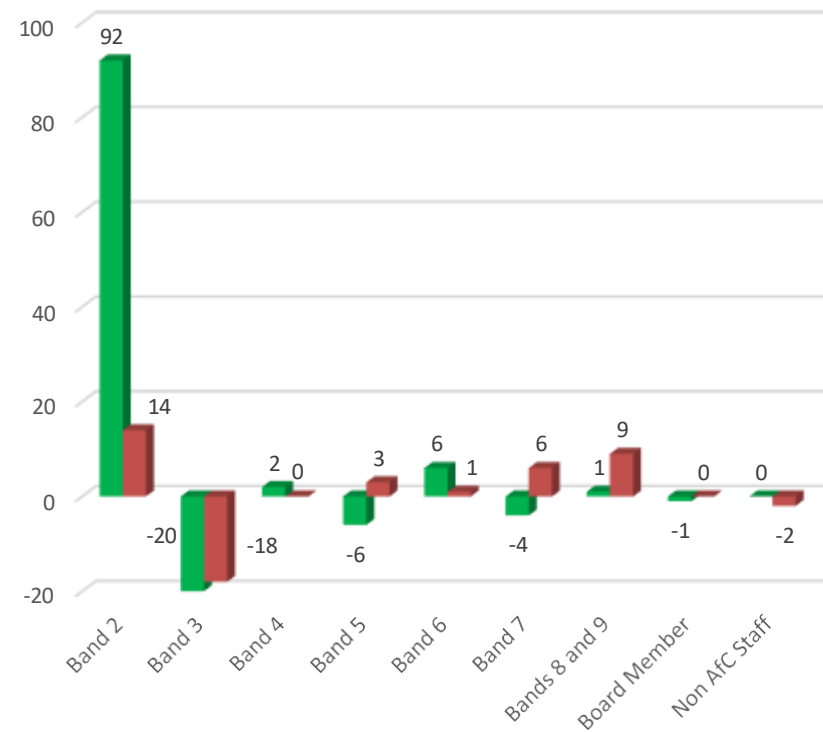
Administration and Clerical 20.36% Gender Pay Gap



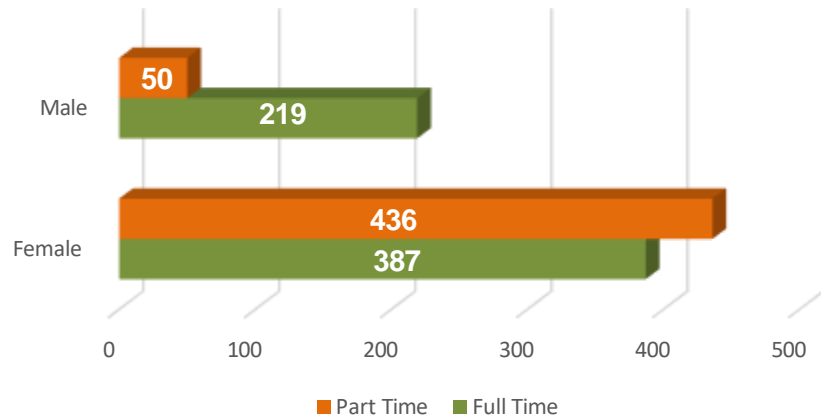
The total workforce in Administration and Clerical was 1,092 on the 31st March 2022. This represents a 25% (218) increase in the numbers on the same date in 2021.

The workforce in this group are 75% female.

The graph below indicates the staff movement in the pay bands during 2021/22. You will see a significant increase in the number of people employed at Band 2 (106). 92 of these were female.



Admin & Clerical



44.5% of the workforce in Administration and Clerical work on part-time contracts. 40% female and 4.5% male.

53% of female employees work on part time contracts, compared to 18% of male employees.

When we look at the first graph in this section, we see that 90% of employees are in Bands 2 to 7 and 10% in Bands 8 and above.

93% of our female workforce in this group are in Bands 2 to 7.

There are a large number of professional groups covered by the Administration and Clerical grouping. One of the recommendations for the coming year is to look in more detail at the pay gaps for each grouping.

The table identifies the number of male and female staff in each of the professional groups listed under Administration and Clerical

Role	Female	Male
Accountant	1	
Adviser	3	

Role	Female	Male
Analyst	5	4
Chair		2
Chief Executive	1	
Clerical Worker	472	98
Cook	1	
Finance Director	1	
Manager	54	42
Medical Secretary	44	4
Non-Executive Director	3	4
Officer	167	81
Other Executive Director	1	2
Personal Assistant	5	
Porter		1
Receptionist	8	
Researcher	7	
Secretary	13	
Senior Manager	33	23
Support Worker	3	1
Technician	1	7



Government
Equalities Office

Eight ways to understand your organisation's gender pay gap

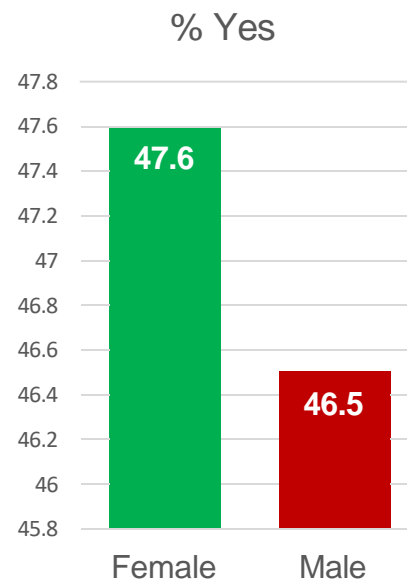
The gender pay gap (GPG) data that you have reported provides a basic understanding of what the gender pay balance looks like within your organisation. However, to be able to target resources effectively to improve your GPG, it is essential to know more about the specific causes of any imbalance.

In this guide, you will find eight key questions to ask that will help you to identify different potential causes of the GPG. You will need some additional data to be able to answer these questions, but you may already collect this data as part of your human resources processes.

1. Do people get 'stuck' at certain levels within your organisation?

Looking at available data within Salisbury NHS Foundation Trust we have identified a question in the NHS which relates to people's perception of the ability to progress within the Trust.

Q20b – Organisation acts fairly with regard to career progression.

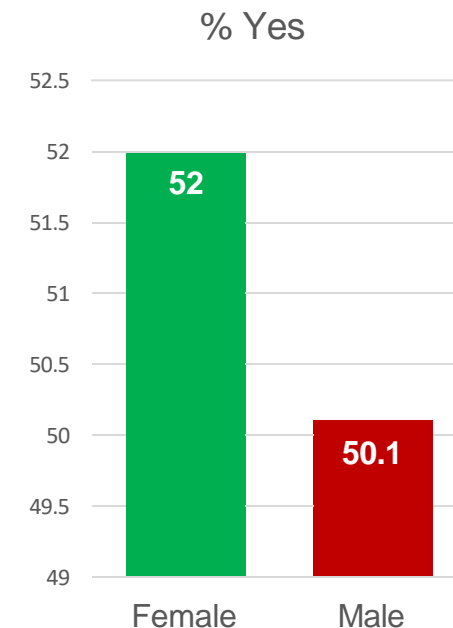


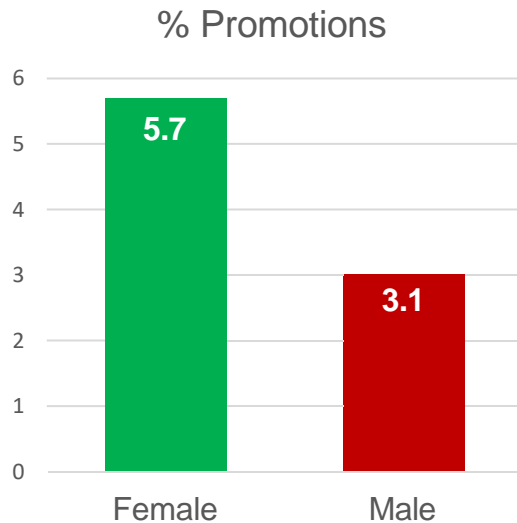
21.5% of our female workforce hold positions above band 7 AfC paybands.

2. Is there gender imbalance in your promotions?

For this section we identified a relevant staff survey question and looked at the ESR promotions report for year ending 31st March 2022.

Q15 – Organisation acts fairly with regard to career progression.





Women had a significantly higher chance of being promoted in the year to 31st March 2022. As you will see above 5.7% of our female workforce were promoted, as opposed to 3.1% of our male workforce.

Looking at the data, those on full time contracts were slightly more likely to be promoted than part time staff.

3. Are women more likely to be recruited into lower paid roles in your organisation?

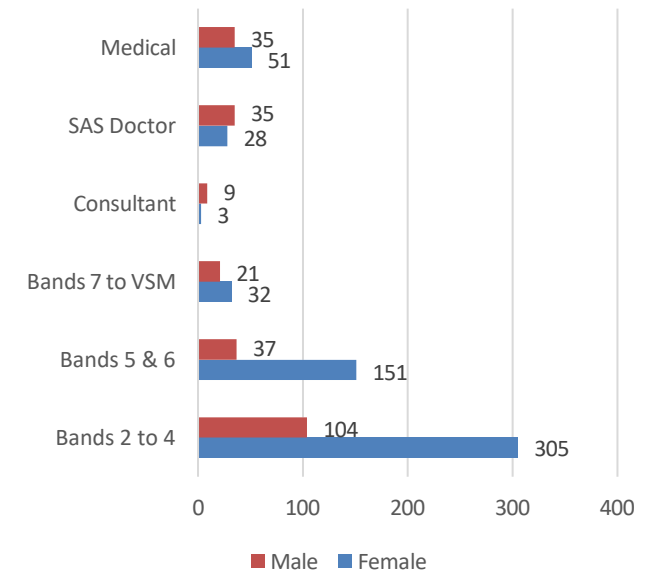
	Hourly			Number	Annual		
	Female	Male	Difference		Female	Male	Difference
Add Prof Scientific and Technical	£14	£16	10.9%	52	£28,303	£31,769	10.9%
Additional Clinical Services	£11	£11	-6.1%	151	£22,303	£21,024	-6.1%
Administrative and Clerical	£13	£16	18.0%	232	£25,461	£31,066	18.0%
Allied Health Professionals	£17	£16	-6.0%	39	£32,946	£31,096	-6.0%
Estates and Ancillary	£12	£11	-14.7%	39	£23,713	£20,670	-14.7%
Healthcare Scientists	£16	£13	-24.3%	16	£30,626	£24,641	-24.3%
Medical and Dental	£25	£29	14.5%	162	£51,503	£60,252	14.5%
Nursing and Midwifery Registered	£17	£18	6.9%	120	£32,788	£35,208	6.9%
Grand Total	£15	£19	20.1%	811	£30,033	£37,592	20.1%

The Gender Pay gap for new starters into the year to 31st March 2022 was 20.1%

This is slightly worse than the Gender pay Gap for all staff, which was 19.7%

The Gender pay Gap for new starters was highest amongst Administrative and Clerical Staff.

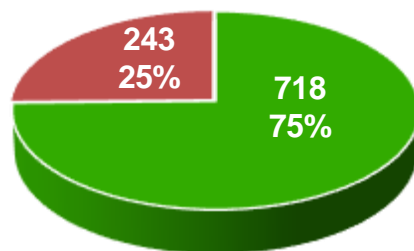
As can be seen in the graph on the right, 53.5% (305) of females are recruited to Bands 2 to 4. This compares to 43% (104) of males.



4. Do men and women leave your organisation at different rates?

During the year 2021/22 961 people left the Trust. Of these 75% (718) were female. This reflects the make-up of the workforce.

■ Female ■ Males



The table opposite identifies the reasons given for people leaving the Trust. In most areas there is a balance of male and female. We have highlighted the reasons where only women have left.

Headcount			
Reason for Leaving	Female	Male	Grand Total
Bank Staff not fulfilled minimum work requirement	221	77	298
Death in Service	3	1	4
Dismissal - Some Other Substantial Reason	2	3	5
Employee Transfer	4	2	6
End of Fixed Term Contract	51	37	88
End of Fixed Term Contract - Completion of Training Scheme		1	1
End of Fixed Term Contract - End of Work Requirement	1	2	3
End of Fixed Term Contract - External Rotation	1	1	2
End of Fixed Term Contract - Other	3	1	4
Has Not Worked	7	3	10
Mutually Agreed Resignation - Local Scheme with Repayment	1		1
Redundancy - Voluntary	1		1
Retirement - Ill Health	5	1	6
Retirement Age	89	14	103
Voluntary Early Retirement - no Actuarial Reduction	2	1	3
Voluntary Early Retirement - with Actuarial Reduction	4	1	5
Voluntary Resignation - Adult Dependants	3		3
Voluntary Resignation - Better Reward Package	12	7	19
Voluntary Resignation - Child Dependants	11		11
Voluntary Resignation - Health	18	3	21
Voluntary Resignation - Incompatible Working Relationships	3		3
Voluntary Resignation - Lack of Opportunities	5	1	6
Voluntary Resignation - Other/Not Known	87	39	126
Voluntary Resignation - Promotion	23	12	35
Voluntary Resignation - Relocation	81	19	100
Voluntary Resignation - To undertake further education or training	15	6	21
Voluntary Resignation - Work Life Balance	65	11	76
Grand Total	718	243	961

5. Do particular aspects of pay (such as starting salaries and bonuses) differ by gender?

Salisbury NHS Foundation Trust does not pay bonuses to staff. This is highlighted earlier in this report with reference to Clinical Excellence Awards and the current situation.

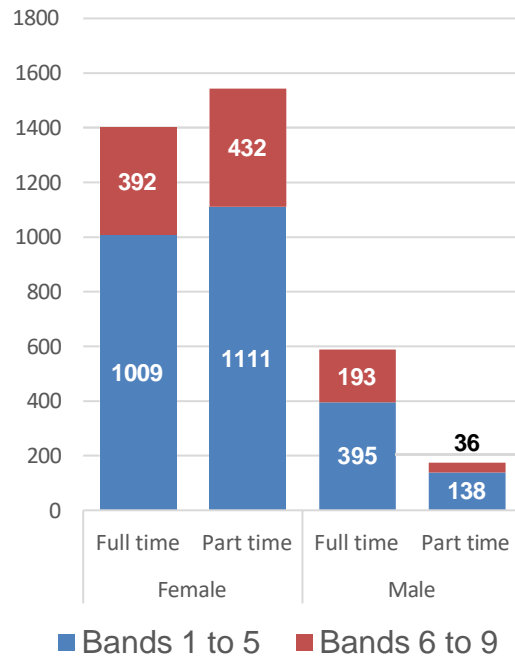
There are minor differences in starting pay as indicated in the table below.

Band	Female		Male		Hourly				Annual	
	Sum of Count	Sum of Hourly Rate	Sum of Count	Sum of Hourly Rate	Female	Male	Difference	Number	Female	Male
Band 2	184	£2,021	62	£647	£11	£10	-5.2%	246	£21,473	£20,408
Band 3	60	£668	20	£237	£11	£12	6.2%	80	£21,776	£23,209
Band 4	61	£735	22	£259	£12	£12	-2.3%	83	£23,560	£23,029
Band 5	106	£1,586	27	£404	£15	£15	0.0%	133	£29,261	£29,264
Band 6	45	£866	10	£182	£19	£18	-6.0%	55	£37,648	£35,506
Band 7	17	£372	6	£134	£22	£22	1.8%	23	£42,835	£43,635
Band 8A	9	£237	4	£107	£26	£27	1.7%	13	£55,022	£55,979
Band 8B	3	£97	6	£192	£32	£32	-1.3%	9	£63,398	£62,557
Band 8C			1	£34		£34		1		£65,662
Band 8D	1	£40	3	£126	£40	£42	4.0%	4	£78,972	£82,255
Board Member	1	£62			£62			1	£121,997	
Consultant	3	£132	9	£422	£44	£47	6.6%	12	£85,726	£91,779
Non AfC	1	£43	1	£70	£43	£70	38.2%	2	£84,998	£137,513
SAS Doctors	28	£719	35	£961	£26	£27	6.5%	63	£50,211	£53,696
Trainee										
Medical	51	£1,174	35	£857	£23	£24	6.0%	86	£45,024	£47,887
Grand Total	570	£8,755	241	£4,633	£15	£19	20.1%	811	£30,033	£37,592

6. Do men and women receive different performance scores on average?

Salisbury NHS Foundation trust does not use performance scores.

7. Are you doing all that you can to support part-time employees to progress?



As will be seen in the previous graph 28% of our fulltime female workforce are in bands 6 to 9. Although our part time female workforce is larger, a similar 28% are in bands 6 to 9.

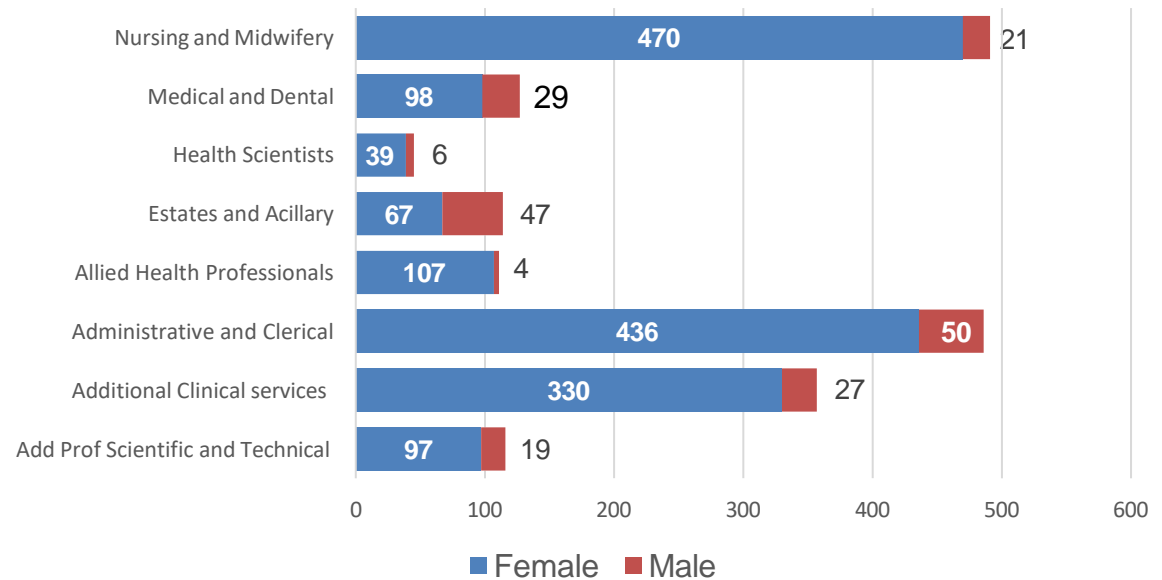
When we look at the male workforce 32% of fulltime workers are in bands 6 to 9 and 21% of part time workers are in bands 6 to 9.

28% of our total workforce are in bands 6 to 9.

The staff groups with the highest number of part time workers are:

- Nursing and Midwifery
- Administrative and Clerical
- Additional Clinical services.

The below graph illustrates the make up of the part-time workforce in each staff group



8. Are you supporting both men and women to take on caring responsibilities?

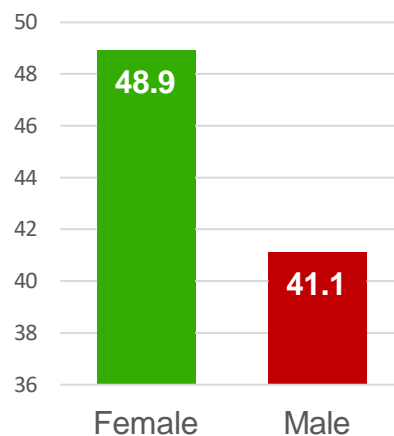
17 staff took paternity leave in the year to 31/03/2022

	Female	Male
Full Time	1539	810
Part Time	1644	203
Grand Total	3183	1013

We have identified the following relevant staff survey questions.

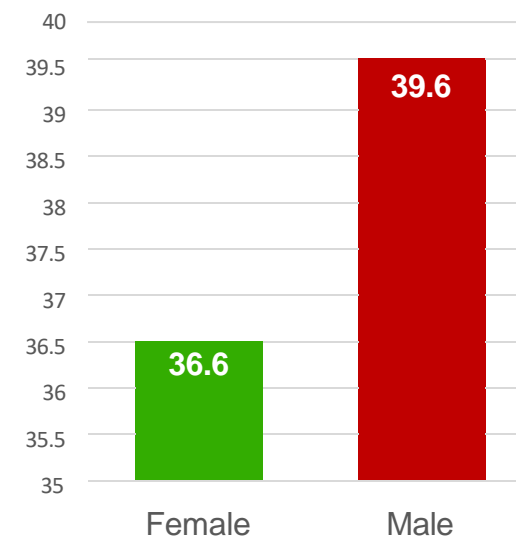


Q4d Satisfied with opportunities for flexible working patterns.



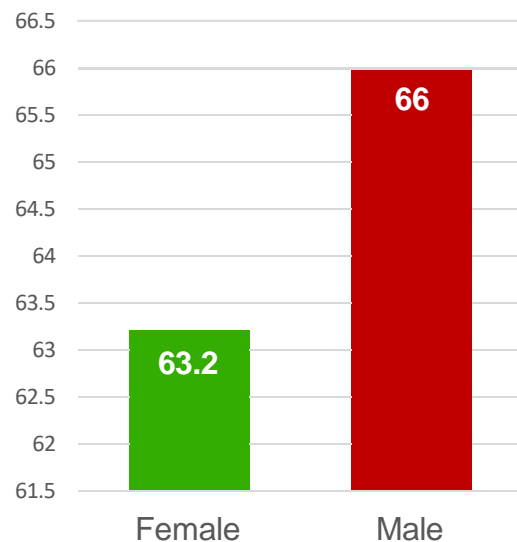
48.9% (674) female respondents said they were satisfied with opportunities for flexible working, this compares to 41.1% (184) of male respondents.

Q6b Organisation is committed to helping balance work and home life



36.6% (505) of female respondents agreed that the organisation is committed to helping balance work and home life. This compares to 39.6% (143) of male respondents.

Q6d Can approach immediate manager to talk openly about flexible working



63.2% (872) female respondents said that they could approach their immediate manager to discuss flexible working. This compares to 66% (238) of male respondents.

Conclusion following review against the Government Equalities Office eight-point guide:

We have looked at our gender pay gap information as suggested in the Government's guidance. It reflects the following:

- Gender pay gap for new starters pretty much reflects gender pay gap for existing workforce. (20.1% vs 19.7%)
- Women had a significantly higher chance of being promoted in the year to 31/03/2022. (5.7% vs 3.1%)
- Those on full time contracts were slightly more likely to be promoted.
- Responses to the staff survey question "There are opportunities for me to develop my career in this organisation" were roughly similar for women men, at (47.6% and 46.5% respectively.)

- Positive responses to the staff survey question "This Organisation acts fairly with regard to career progression" were slightly higher among women, with (52% agreeing compared to 50.1% of men.)

It would appear once they have started, women are more likely to be promoted. However, they start from a lower baseline.

Recommendations from 2021 report

Last years Gender Pay Gap report included a number of recommendations to help reduce our Gender Pay gap.

Although not as a direct result of the Gender Pay Gap report a number of these recommendations have been progressed.

1. Review Flexible and Homeworking policy

The flexible working and homeworking policy has been reviewed as a result of the impacts of Covid 19. This will have an impact on future gender pay gaps.

This policy is subject to consultation with staff networks and the JCC.

2. Consider multiple women in shortlists for recruitment and promotion
3. Use skill-based assessment tasks in recruitment
4. Use structured interviews for recruitment and promotions.

5. Ensure transparency to promotion, pay and reward processes

Recommendations 2 to 5 are all related to the recruitment process. PwC have been commissioned to carryout a review of the whole recruitment process for the Trust.

6. Support and develop the SFT Women's Network

The Head of Diversity & Inclusion has been working to support the Chair of the Women's Network in developing the networks activities.

A wider program to develop and support networks across the Trust is underway. The Trust has recently introduced protected time for staff network leads to be able to undertake development work for their networks within work time. This initially amounts to one day per month for each network lead.

7. Work with SFT Women's Network to identify creative ways to empower our female staff

During 2021/22 we were unable to commence this action as the Women's Network were in the process of engaging with staff to recruit members.

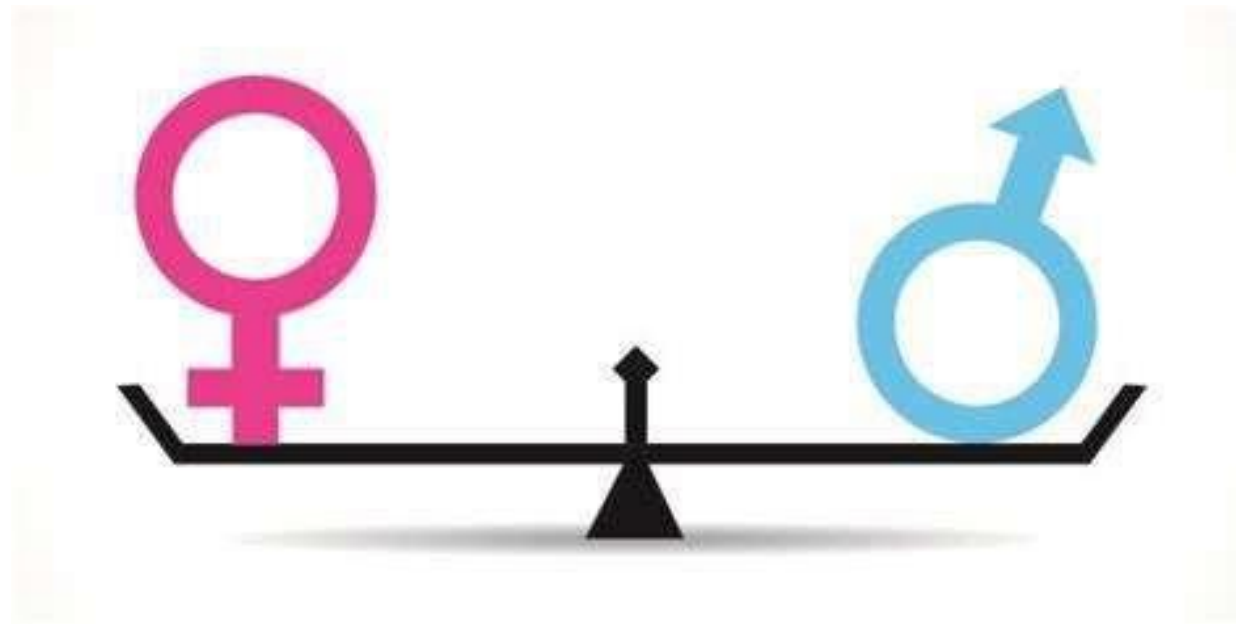
As we move into 2022/23 the results of the 2022 Gender Pay Gap report will be shared with the Women's network to consider future actions to address the issues identified.

What is an acceptable Gender Pay Gap in an NHS Acute Trust?

When we look at the Gender Pay Gap for individual professional groups across the Trust there is a great variance from 0% to 53.8%. This is dependent on many factors:

- Number of females/males in those groups
- Length of service of employees in those groups
- Part time or full time working
- Turn-over of staff within the group.

We have little control over many of these elements, so it makes sense to try and better understand what influences our pay gaps.



Action Plan 2022/23

<p>1. Monitor the effect of the new Flexible and Homeworking policy on the Gender Pay Gap.</p>	<p>Identify the number of people opting to adopt flexible working patterns.</p>	<p>Improved work and home life balance. Improved staff Survey results for Q6b</p>
<p>2. Ensure that the Recruitment process review takes into consideration recommendations 2-5 from the 2021 report.</p>	<p>Include multiple women in shortlists for recruitment and promotions. Use skill-based assessment tasks in recruitment</p>	<p>This will ensure fair and equitable recruitment processes at all levels.</p>
<p>3. Work with SFT Women's Network to identify creative ways to empower our female staff.</p>	<p>Support and facilitate network activity in this area of work. Encourage more people to engage with the network.</p>	<p>An active Women's network, contributing to the strategic direction of the Trust.</p>
<p>4. Undertake further detailed research into the gender pay gap of all professional groups</p>	<p>Deep dive into the areas in the Trust with the highest pay gaps (both positive and negative).</p>	<p>Create an accurate picture of areas where the pay gap is at it's highest. An understanding of what would be an "acceptable Gender pay gap".</p>
<p>5. Introduce transparency to promotion, pay and reward processes</p>	<p>Transparency means being open about processes, policies and criteria for decision-making.</p>	<p>Employees are clear what is involved, and that managers understand that their decisions need to be objective and evidence-based because those decisions can be reviewed by others. Introducing transparency to promotion, pay and reward processes can reduce pay inequalities.</p>

Appendix A



[Eight ways to understand your organisation's gender pay gap - Gender pay gap service \(\[gender-pay-gap.service.gov.uk\]\(http://gender-pay-gap.service.gov.uk\)\)](#)

Contents

Do people get 'stuck' at certain levels within your organisation?.....	5
Is there gender imbalance in your promotions?.....	6
Are women more likely to be recruited into lower paid roles in your organisation?.....	7
Do men and women leave your organisation at different rates?	9
Do particular aspects of pay (such as starting salaries and bonuses) differ by gender?	10
Do men and women receive different performance scores on average?.....	11
Are you doing all that you can to support part-time employees to progress?	13
Are you supporting both men and women to take on caring responsibilities?.....	14