



Gender Pay Gap Action Plan 2022/24

Introduction

Yorkshire Ambulance Service NHS Trust is committed to reducing our gender pay gap. This is our 4th publication against this standard.

April 2017 saw the introduction of the Government regulations setting out the requirement for public sector bodies in England with 250 or more employees to publish their gender pay and bonus gap. Yorkshire Ambulance Service NHS Trust, as an organisation employing more than 250 people, has met our contractual requirement of submitting gender pay gap data to the Government for four consecutive years.

For 2021's results, whilst our gap remains very low, our action plan aims to build on the progress we have already made to narrow the gender pay gap further but also provides detail on work planned to advance gender equality more generally. Using the themes from the NHS Employers 'Addressing your Gender Pay Gap', the plan contains six themes, focusing on delivering tangible and achievable outcomes:

Branding, Communication and Transparency

The Trust is actively reviewing our branding and communication to ensure gender-neutrality. This aims to attract applicants regardless of gender.

Recruitment and Promotion processes

This area of the plan recognises the work required on our recruitment and promotion processes to ensure equality of opportunity for all applicants, regardless of gender.

Maternity, Paternity and Parental Leave policies

Our ambition is to ensure those staff with new families can thrive through provision of support during family leave with facilitated returns to their career journey.

Wellbeing and Retention

The Trust aims to ensure flexible working opportunities are available to support staff member's family commitments.

Supporting Female Staff

We endeavour to provide all genders with a voice and support their career aspirations, at all points in their career lifecycle, enabling them to progress to meet their ambitions.

Data Analysis

The Trust will use data available to provide intelligence for us to proactively improve experience at work, regardless of gender.

Monitoring and Evaluation

The action plan will be monitored by the Diversity and Inclusion Strategy Group (DISG) and through the Trust Management Group and Trust Board for end of year assessment and evaluation.

YAS Published Data: Gender Pay Gap Indicators

The legislation requires employers to publish the results of six calculations; published data on our website as at 31st March 2021.

- 1) **Mean gender pay gap in hourly pay** - adding together the hourly basic 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.

Average Hourly rate	2019	2020	2021
Male:	£13.57	£14.36	£17.07
Female:	£12.86	£13.79	£15.90
Gap:	5.21%	3.91% ↓	6.86% ↑

- 2) **Median gender pay gap in hourly pay** – arranging the hourly basic pay rates of all male or female employees from highest to lowest and find the point that is in the middle of range.

Median Hourly rate	2019	2020	2021
Male:	£11.95	£12.83	£15.44
Female:	£11.40	£12.15	£13.80
Gap:	4.57%	5.26% ↑	10.61% ↑

- 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.

Average Bonus	2019	2020	2021
Male:	£211.93	£214.45	£149.17
Female:	£178.27	£179.81	£139.84
Gap:	15.88%	16.16% ↑	6.26% ↓

- 4) **Median bonus gender pay gap** – arranging bonus payments of all male or female employees from highest to lowest to find middle range point.

Median Bonus Payment	2019	2020	2021
Male:	£150.00	£150.00	£150.00
Female:	£150.00	£140.00	£140.00
Gap:	0.00%	6.67% ↑	6.67% ↔

- 5) **Proportion of males and females receiving bonus payments** – total males and females receiving bonus payments divided by the number of employees.

Proportion of Bonus Payment	2019	2020	2021
Male:	8.88%	4.68%	4.2%
Female:	18.44%	9.60%	10.8%
Gap:	- 9.56%	- 4.92% ↓	-6.6% ↑

- 6) **Proportion of males and females in each pay quartile** – ranking all of our employees from highest to lowest paid, dividing this into four equal parts ('quartiles') and working out the percentage of men and women in each of the four parts.

Quartile	Female	Male	Female %	Male %
2019				
Upper Quartile	560	740	43.08%	56.92%
Upper Middle Quartile	646	721	47.26%	52.74%
Lower Middle Quartile	626	598	51.14%	48.86%
Lower Quartile	692	512	57.48%	42.52%
Total	2,524	2,571	49.54%	50.46%
2020				
Upper Quartile	647	846	43.34%	56.66%
Upper Middle Quartile	570	614	48.14%	51.86%
Lower Middle Quartile	737	650	53.14%	46.86%
Lower Quartile	740	541	57.77%	42.23%
Total	2,694	2,651	50.40% ↑	49.60%
2021				
Upper Quartile	617	771	44.45%	55.55%
Upper Middle Quartile	681	706	49.1%	50.90%
Lower Middle Quartile	790	597	56.96%	43.04%
Lower Quartile	801	586	57.75%	42.25%
Total	2889	2660	52.06% ↑	47.94%

GENDER PAY GAP: ACTION PLAN 2022 - 2024

Theme	Aim	Objective	Actions to meet objective	Baseline data (Aim for improvement)	Objectives complete by	Lead
Branding, Communication & Transparency	Our branding and communication demonstrate our practices are transparent, regardless of gender	We are transparent about our promotion, pay and reward processes.	1. Review our website, recruitment policy to ensure we are consistent and fair in our recruitment and selection processes demonstrating transparency incl. implementing a recruitment menu.	March 2021: Application: M: 27.5%, F: 72.1% Shortlisting: M: 48.98%, F: 44.42 Appointed: M: 36.76% F: 32.43%	December 2022	Recruitment Manager/D&I Advisor
		We consider the language, images and branding we use to promote and advertise roles and careers within our organisation.	2. Review whether language is inclusive across all recruitment documentation		December 2022	Recruitment Manager/D&I Assistant
		We encourage salary negotiation by showing salary ranges when advertising vacancies	3. Add to our recruitment advertising information that salary is dependent on experience in the role	2020/21 - 9% of women were appointed to the top of the band, compared with 27% of men.	April 2022	Recruitment Manager
			4. HR team decisions on salary negotiation are consistent and in accordance with policy – discussion to take place at ER team meeting to clarify policy parameters.		June 2022	Head of Employee Relations

Theme	Aim	Objective	Actions to meet objective	Baseline data (Aim for improvement)	Objectives complete by	Lead
Recruitment and promotion processes	Our recruitment and promotion processes attract and select candidates from any gender and improve perceptions of the range of NHS roles open to both men and women.	We provide good-quality interview [selection] training to our line managers.	5. Review recruitment and selection training to ensure it is inclusive and encourages a gender-neutral approach to selection.	March 2021: Application: M: 27.5%, F: 72.1% Shortlisting: M: 48.98%, F: 44.42 Appointed: M: 36.76% F: 32.43%	December 2022	L&ODBP/D&I Advisor
			6. Recruitment and Selection Training to be mandatory to lead selection events (mandated via Recruitment Policy)		December 2022	Deputy Director of P&OD / D&I Advisor
			7. Ensure panels are diverse with regards to gender and other protected characteristics (Mandate via Recruitment Policy)	NSS (Q14): Organisation acts fairly with regard to career progression / promotion, regardless (2020 74.4%) Turnover 2020/21: Male: 44% Female: 56%	March 2023	Deputy Director of P&OD / Recruitment Manager
		We support progression for part-time and flexible workers.	8. Advertise all roles with flexibility in working hours, hybrid working and locations, particularly including home working as an option		May 2022	Recruitment Manager
		We give recruiters structured interview templates, so they give every candidate an equal chance.	9. Review guidance within the recruitment and selection management guide to ensure interview questions support gender-neutral approaches		December 2022	Recruitment Manager/D&I Advisor

Theme	Aim	Objective	Actions to meet objective	Baseline data (Aim for improvement)	Objectives complete by	Lead
Maternity, Paternity and Parental Leave Policies		We actively support women on maternity leave and encourage line managers to ensure staff use keeping in touch days as a stepping-stone to creating a positive return to work experience.	10. Develop a long-term leave return-to-work checklist and supporting documents via updated Family Leave Policy	Data on staff who do not return post maternity leave: 3 female staff left due to child dependents during 2020/21. Use of Shared Parental Leave (none taken during 2020 – 21) Staff on maternity leave or parental leave each year (161 staff took maternity and 66 staff parental leave during this period)	March 2023	Head of Employee Relations
			11. Individualised plan for during leave i.e., keep staff on maternity leave up to date with issues/ news/ vacancies, how staff may want to work on their return including using 'Keeping In Touch' days via updated Family Leave Policy		March 2023	Head of Employee Relations
		We actively target women who have not returned to the organisation after maternity leave and encourage them to return in a way that works for them.	12. Introduce stay conversations for staff leaving post-maternity via updated Family Leave Policy		March 2023	Head of Employee Relations
		We actively promote the existence of a Shared Parental Leave (SPL) policy and encourage new parents to take advantage of the scheme.	13. Include Shared Parental Leave in pre-leave checklist so staff can return in the best way for them including awareness of the Shared Parental Leave Policy via updated Family Leave Policy		March 2023	Head of Employee Relations

Theme	Aim	Objective	Actions to meet objective	Baseline data (Aim for improvement)	Objectives complete by	Lead
Wellbeing and Retention	Increase recruitment and retention by improving work/life balance	We offer and actively promote a range of opportunities for flexible working to all staff, to suit their parental and caring responsibilities and commitments outside of work	14. Hybrid Working Policy is in place to support commitments outside of work	Staff leaving due to Work/Life Balance – 17%	September 2022	Head of Employee Relations
			15. Standard wording around hybrid/remote working in our adverts and recruitment packs	NSS (Q5h): The opportunities for flexible working patterns (2020 43.6%)	May 2022	Recruitment Manager
Supporting Female Staff	The Trust supports female staff to have a voice to support them through various stages of their working life	We have a women's network which offers staff the opportunity to access mentoring and coaching from colleagues and peers.	16. Fully launch the Women and Allies Network	N/A	Soft launch March 2022 Full launch July 2022?	Chair of Women & Allies Network / Communications Lead
Data Analysis	We use have available intelligence to improve our staff experience.	We have published our gender pay gap data on our website and produced a narrative that clearly explains the issues and what we are doing to address them.	17. More visibility on our website and provide infographics to visibly set out our data	N/A	30 March 2022 – infographics by May 2022	Communications Lead
		We fully understand our gender pay gap data and have analysed it to identify patterns and trends within service areas, departments and occupations, and across other protected characteristics.	18. Fully launch the Diversity Dashboard to TMG, Quality Committee and Trust Board	N/A	April 2022	Diversity & Inclusion Advisor
			19. Need to identify patterns and trends over the years and breakdown by service area (particularly by location to understand if we represent the population we serve)	Understanding of our data	Year on Year - ongoing	Business Intelligence Lead