



NHS

London Ambulance Service

NHS Trust

Gender Pay Report 2023

As of 31st March 2022



Foreword from our CEO

I confirm this Gender Pay Report to be accurate and reflects a snapshot of our organisation as of the 31st March 2022.

Our figures show that, while the London Ambulance Service is doing well in terms of overall gender parity, in order to close the Gender Pay Gap we need to do more to ensure better female representation at the higher levels of our organisation, alongside exploring our contract types across all our bands to foster more balanced representation.

We are continuing to work hard to address these challenges through changes to our policies, culture and structures. We are particularly excited to see the launch of a new sub-committee of our Board in 2023 which will be looking exclusively at our Equality, Diversity and Inclusion challenges and opportunities to ensure we continue to make tangible change across our Trust.

In addition, we have welcomed previously outsourced teams, such as Make Ready, into our Trust as we continue to fulfil our Living Wage Employer commitments. Not only is this the right thing for us to do for our staff and our patients, it has also had a positive effect of lowering our mean Gender Pay Gap and better balancing our workforce in our lower quartiles.

The London Ambulance Service is keen to work with its staff at all levels and roles to ensure we strive to reduce, and even eliminate, the gender pay gap in the coming years. Our ambition is to be leading the way amongst NHS Trusts inside London, and beyond, in tackling structural and systemic challenges in our pay gaps.



Daniel Elkeles | Chief Executive Officer (CEO)

A handwritten signature in blue ink, which appears to read 'Daniel Elkeles'. The signature is written in a cursive style and is positioned to the right of the portrait photograph.

Introduction

What is the Gender Pay Gap?

The gender pay gap is the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings. Used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace, female and male participation, and how effectively talent is being maximised. Since 2017, any organisation in the UK with over 250 employees must publish its Gender Pay Gap.

A report provides information on the following:

- The mean and median gender pay gap in hourly pay
- The mean and median bonus gender pay gap
- The proportion of men and women receiving a bonus payment
- The proportion of male and female colleagues in each quartile pay band

The difference between the Gender Pay Gap and equal pay

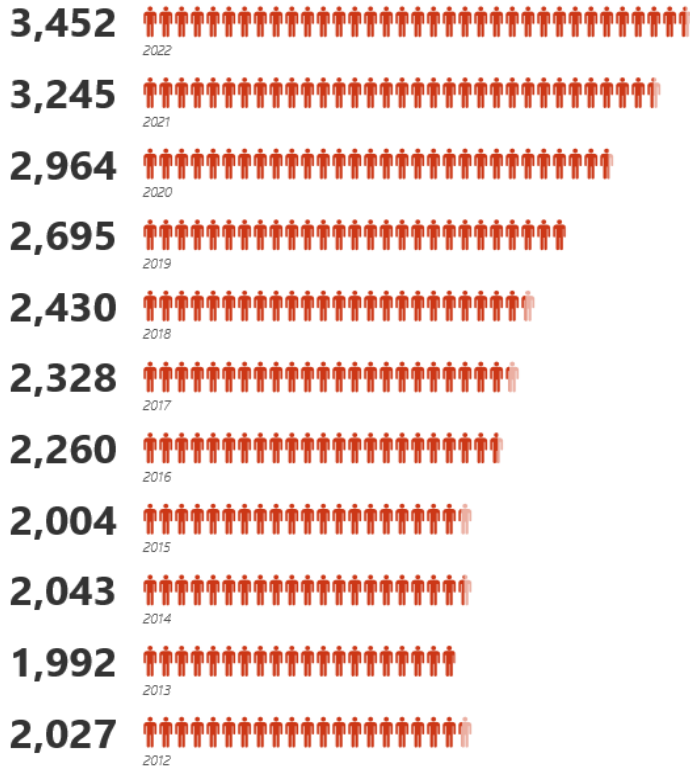
The gender pay gap differs from equal pay.

Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally, for the same work, because of gender.

The gender pay gap shows the differences in the average pay between men and women. If a workplace has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, such as contract type, distribution across Bands and progression/retention/recruitment rates.

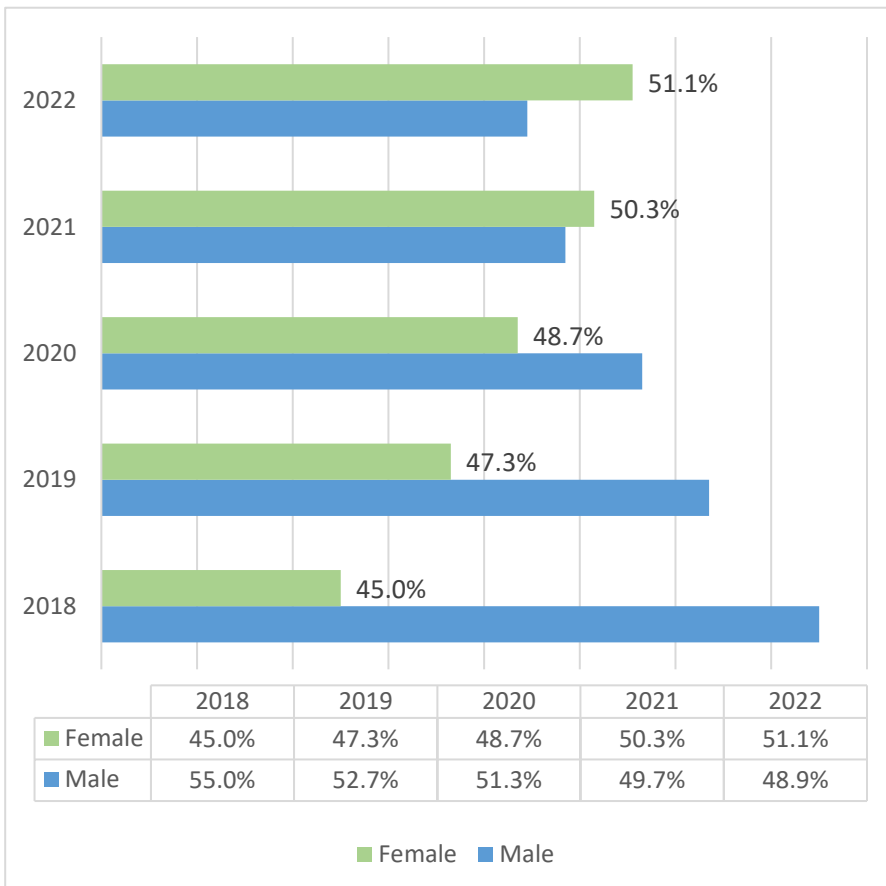
Gender at the Trust

FEMALE HEADCOUNT



As of 31st March 2022, there were 3,452 women in the service.

This has increased by 70% over a 10- year period.



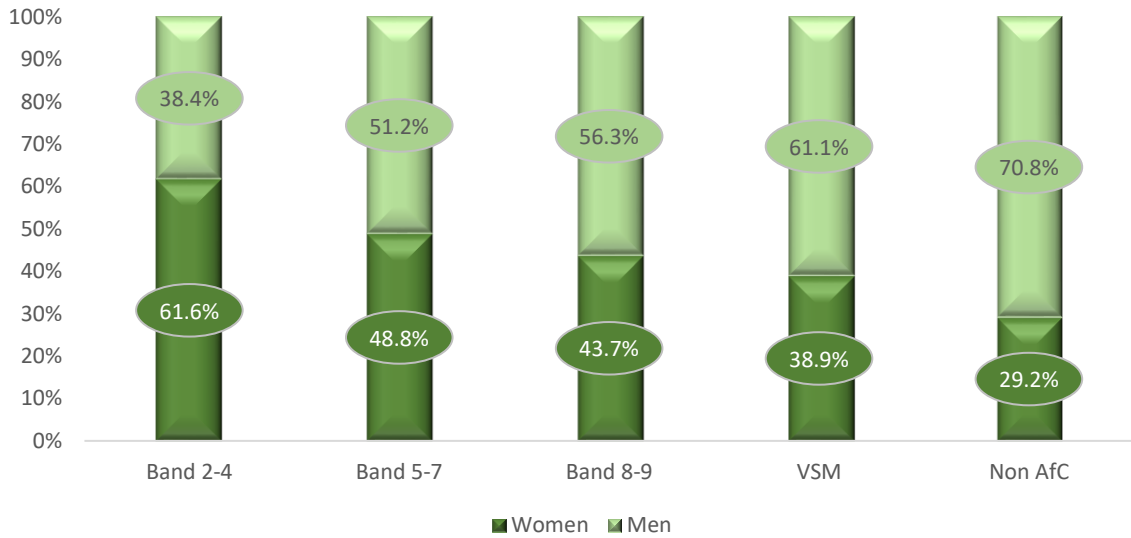
The % of women across the organisation has continued to increase from 45% in 2018, to 51% in 2022. This closely matches the London population (50% reported in 2020*)

* Source:

<https://www.statista.com/statistics/1064772/population->

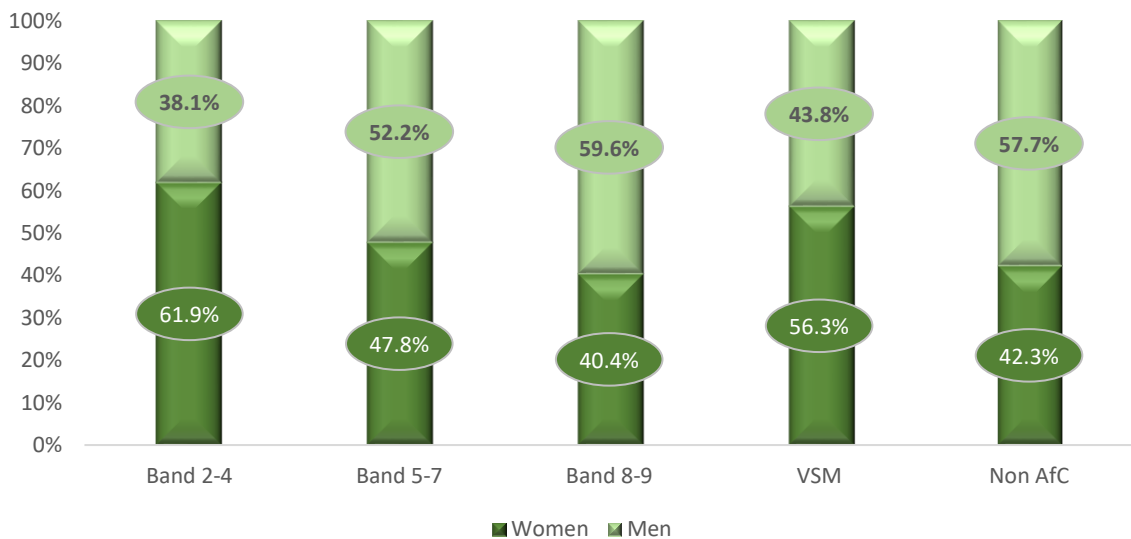
Gender profile by band

2022



From our 2022 figures (above) we can see that the percentage of women at Band 8+ have, in some cases, changed quite significantly from 2021 (below) especially at VSM and Non AfC. Partly, this can be explained due to the smaller numbers of people at these bands and, therefore, any change can appear as a large percentage difference. Despite this, it is unavoidable that our 2022 figures highlight a key challenge for the Trust in recruiting and retaining women at senior bands. Additionally, the overrepresentation of women at Bands 2-4 has persisted, another key driver of our gender pay gap.

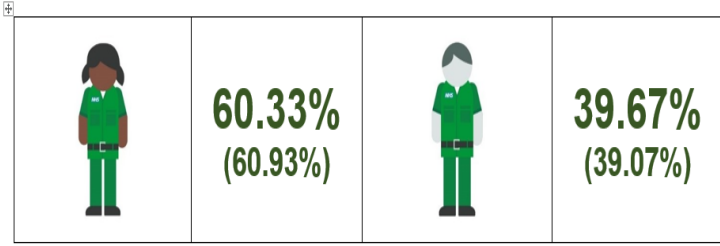
2021



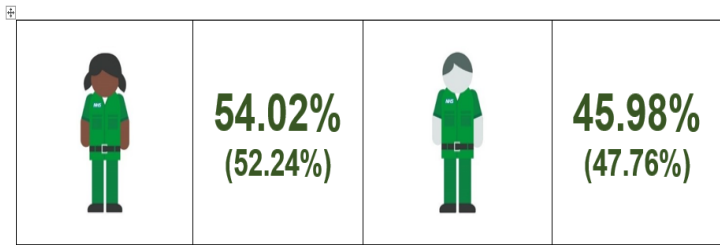
Pay Quartiles (2022)

Quartiles are formed by ranking all the male and female full-pay relevant employees from the lowest hourly rate of pay, to the highest hourly pay rate and then dividing them into quartiles whereby there is an equal number of employees in each section. This is presented below with the 2021 figures in brackets for comparison.

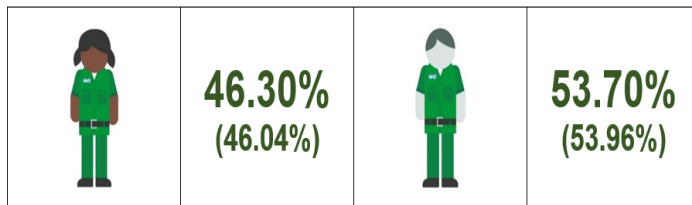
Lower Pay Quartile



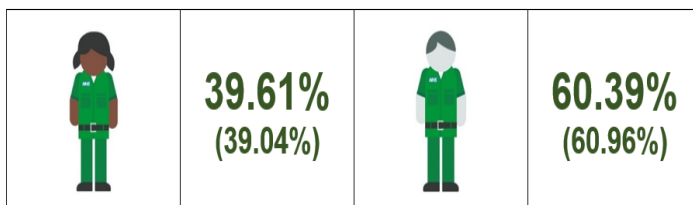
Lower Middle Quartile



Upper Middle Pay Quartile



Upper Pay Quartile



At the LAS, women occupy 60% of the lowest paid jobs, while men occupy 60% of the highest paid jobs

Quartile distribution is a useful tool, in addition to the Band distribution, in highlighting where our male and female staff are in terms of earnings. To reduce our gender pay gap, distribution across the quartiles should be even throughout, but we can clearly see that women are represented less and less the higher up the quartiles you go, while men are represented more and more. Tackling this uneven distribution is vital in working to reduce our “gap”. This is not just about ensuring that more women are in higher-paid roles, but also understanding why lower-paid roles are not recruiting men to the same level as women.

Our Gender Pay Gap

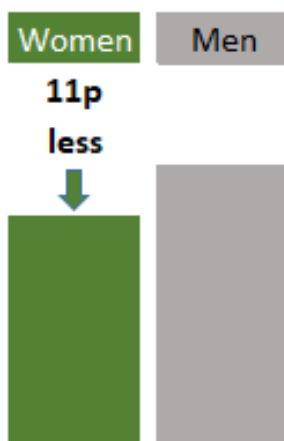
The mean and median gender pay gap

The mean gender pay gap adds together the hourly pay rates of all male and female staff and divides this by the respective number of male or female employees. The gap is calculated by taking the difference between the male and female averages and dividing that by the mean hourly rate for males.

The median arranges the hourly rates from highest to lowest and finds the point in the middle of that range.

For the purposes of this calculation we include basic pay, allowances, pay for leave and shift premium pay. This does not include overtime.

2022	2022 Mean Hourly Rate	2021 Mean Hourly Rate	2022 Median Hourly Rate	2021 Median Hourly Rate
Male	£20.55	£20.70	£19.88	£20.00
Female	£18.20	£17.94	£16.44	£17.50
Difference	£2.35	£2.76	£3.44	£2.50
Pay Gap	11.43%	13.33%	17.31%	12.49%



Women earn **89p** for every **£1** that men earn when comparing mean hourly pay.

Mean hourly pay is 11.5% lower than men's.

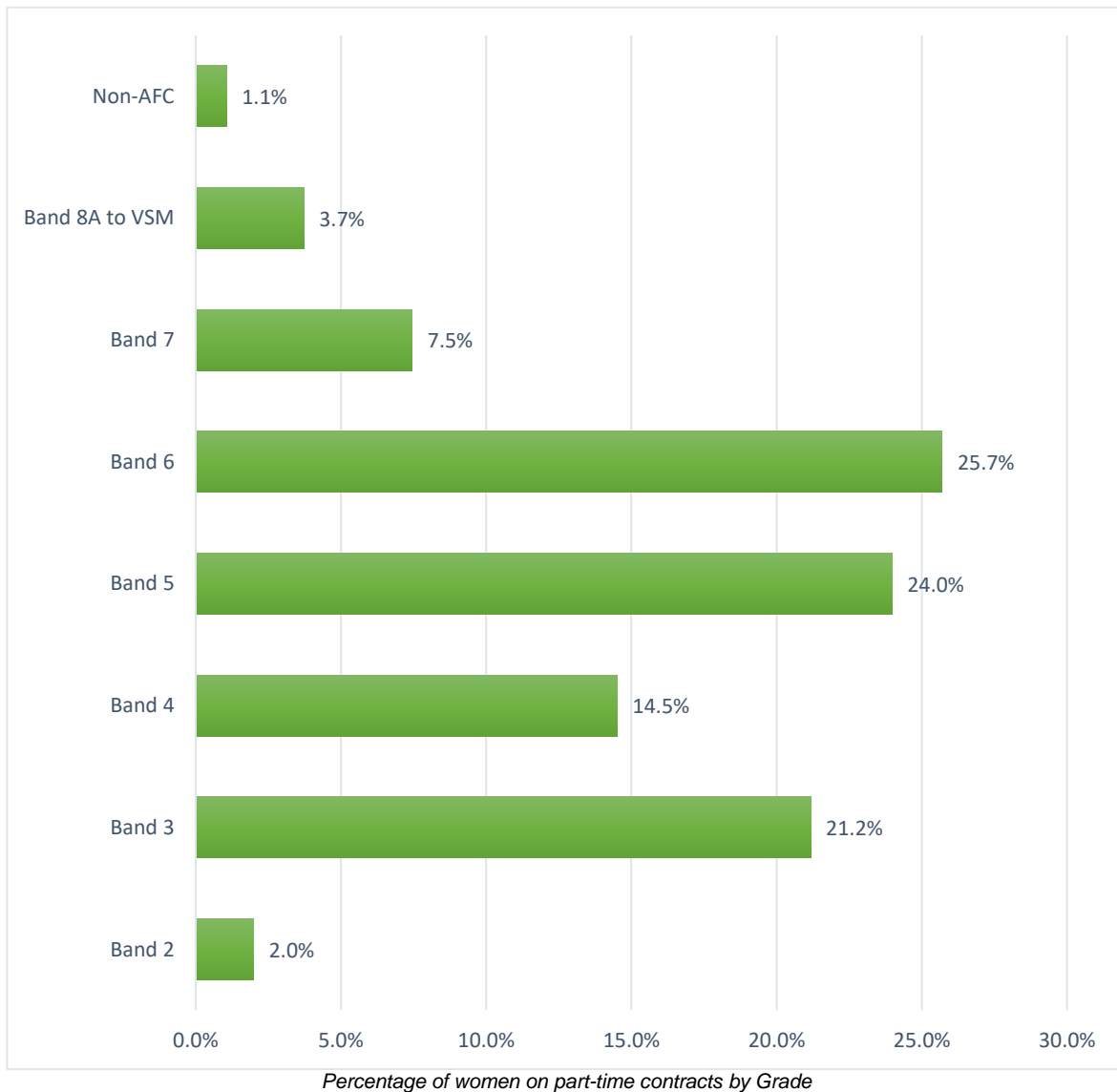


Understanding our gender pay gap

Part-Time Work

The law requires us to include the actual amounts received by part-time colleagues, not the full-time equivalent. Overall, 22% of our female staff are part-time, compared with only 8% of male staff, leading to 74% of our total part-time employees being female. Such high numbers of female staff within our part-time staff figures means that our gender pay gap is driven wider by the disparity in real take-home pay.

While part-time work can be seen as a real benefit to staff seeking to strike a balance between work-life and home-life, we need to investigate further to understand if there are any internal structural reasons for the disparity in part-time working between men and women through analysing our recruitment, promotion, secondment and flexible working processes. There is also a need to further reflect on ways to foster greater balance by encouraging more men to seek and/or be offered part-time options, which is a national challenge.



Distribution

As discussed in the sections on Bands and Quartiles, it is clear the Trust continues to be challenged by the distribution of gender across the workforce. Unless there is greater parity across the organization, pay gaps will persist, even while great strides have been taken by the Trust to create an overall balanced employee profile. We will seek to understand further the drivers of change, or lack of change, at different bands, roles and areas of the organisation so that targeted interventions can be introduced and good practice shared.

	2019	2020	2021	2022	Trend
Band 2	48.5%	61.3%	67.7%	68.8%	
Band 3	53.6%	56.3%	61.9%	61.9%	
Band 4	60.3%	64.2%	61.5%	60.8%	
Band 5	47.0%	49.0%	50.6%	51.5%	
Band 6	46.5%	47.0%	46.6%	47.6%	
Band 7	36.4%	38.1%	41.4%	42.9%	
Band 8a	44.3%	44.6%	38.0%	45.9%	
Band 8b	30.1%	33.0%	41.3%	41.1%	
Band 8c	50.0%	51.9%	40.7%	47.5%	
Band 8d	38.1%	43.8%	45.5%	43.5%	
Band 9	25.0%	33.3%	37.5%	33.3%	

Distribution of women by Grade

From our Women's Network Chairs

"The Women's Network recognises that the gender pay gap is an issue and that the reasons for it need investigating. We believe that women should have equal opportunities for career progression and any barrier to this, such as choosing to work part-time should be considered. We want to create a supportive culture that reflects the needs and aspirations of the women employed by the Trust and strive for parity between staff."

What have we done in the past year?

- ✓ Since 2022 all recruitment panels are diverse with regard to gender and ethnicity and this continues to be monitored and enforced
- ✓ We are continuing to monitor our internal secondments process following changes in 2022. These are now advertised through internal communications channels and applications must be made by going through Trac, our recruitment application management system. The impact of these changes continues to be monitored and refined
- ✓ We continue to have an active Women's Staff Network which provides a space for female staff and volunteers to support each other, raise issues and to influence Trust policies and procedures
- ✓ Some teams continue to explore more targeted recruitment, for example Specialist Assets, which has seen a successful boost in the number of female staff.
- ✓ We have re-launched our mentoring scheme with an expanded focus on female, disabled and ethnic minority colleagues – with 55% female mentees this year.
- ✓ Our data dashboards continue to be improved to enable greater analysis of gender across our Trust

Make Ready

Welcoming "Make Ready"

Make Ready are an invaluable part of enabling the London Ambulance Service to deliver excellent patient care across the capital by ensuring our Ambulances and other vehicles are ready to respond to calls in every borough.

As part of the Trusts' drive to become a Living Wage Employer, we were extremely happy to welcome the Make Ready team back into our workforce following years of the service provision being provided by a third party.

Make Ready's impact on our Gender Pay Gap

With over 200 staff within Make Ready, this has been a welcomed and substantial addition to our team and has positively impacted the Trust's overall mean Gender Pay Gap which fell to 9.61%. In addition, our lower quartile's overrepresentation of women reduced by 5.75% to 54.58%, heading towards greater parity within our lower-banded roles, a key driver of our "gap".

Make Ready Impact	2022 Mean Hourly Rate	Mean Hourly Rate following Make Ready on-boarding	2022 Median Hourly Rate	Median Hourly Rate following Make Ready on-boarding
Male	£20.55	£20.09	£19.88	£19.89
Female	£18.20	£18.16	£16.44	£16.44
Difference	£2.35	£1.93	£3.44	£3.44
Pay Gap	11.43%	9.61%	17.31%	17.31%

Our 2023/24 Action Plan

Objective	Action	Deliverable(s) & Timeframes	Owner(s)
<p>Improve our engagement and understanding of the Gender Pay Gap, and foster a data-informed action culture</p>	<p>To actively engage with colleagues and managers across the Trust to better understand our Gender Pay Gap, and to utilise our data to inform action</p>	<p>1a) Our Gender Pay Gap dashboard is refined to include more granular detail e.g. contract type, area, department etc. (Spring 2023)</p> <p>1b) This Gender Pay Gap Report to be available on our public and internal websites (Spring 2023)</p> <p>1c) All Directors are sent a copy of this Report and given access to the expanded Gender Pay Gap Dashboard (Spring/Summer 2023)</p> <p>1d) This Report to be discussed at EDI Committee, ExCo and Trust Board (Spring/Summer 2023)</p> <p>1e) The Women's Network will have an engagement session on this Report (May 2023)</p> <p>1f) The Women's Network will have an engagement session on our 2023/24 data (July 2023)</p>	<p>Head of Workforce Analytics</p> <p>Director of Communications</p> <p>Director of Communications</p> <p>Director of Strategy</p> <p>Head of Workforce Analytics & Chairs of Women's Network</p>
<p>Better understand our part-time workers' experiences, the Trust's attitudes to part-time work and our recruitment practices for such roles</p>	<p>To conduct a "deep-dive" into the internal perceptions of part-time work and our recruitment practices for part-time and flexible roles to directly address the overrepresentation of women/ underrepresentation of men within part-time roles</p>	<p>2a) Listening groups are conducted on the topic of part-time work across the Trust, and a "recommendations report" is produced (Summer-Winter 2023)</p> <p>2b) See 3a</p> <p>2c) See 3b</p>	<p>Associate Director People and Culture</p>
<p>Foster an even distribution of gender across the Trust's roles and bands</p>	<p>To explore ways in which we can improve the progression of women across the Trust into Band 7+, and improve our recruitment practices to enable better gender balance across our bands and roles.</p>	<p>3a) An historical analysis, with a focus on gender, of our recruitment and promotion success rates, for full-time and part-time roles, over the last 3 years is conducted and this continues to be monitored (Summer-Autumn 2023)</p> <p>3b) A review of our Band 7+ role descriptions and adverts is completed to ensure they appeal to all genders in relation to language, access to part-time/flexible work options etc. (Summer - Autumn 2023)</p>	<p>Associate Director People and Culture</p> <p>HR Manager – Job Evaluation & Associate Director of People and Culture</p>

<p>Establish clear gender-based targets and structures to enable strategic and systemic change</p>	<p>For the Trust to explore gender-based targets to address our gender pay gap challenges, such as overrepresentation of women in part-time work and underrepresentation of women in senior roles</p>	<p>4a) A dedicated (Gender) Pay Gap Action Group to be established as part of an EDI Implementation/Action Group <i>(Spring/Summer 2023)</i></p> <p>4b) The Recruitment Team to explore routes for “positive action” e.g. gender-based targets for shortlisting, and produce recommendations for ExCo and EDI Committee <i>(Spring/Summer 2023)</i></p> <p>4c) Gender-based targets for recruitment, shortlisting and development opportunities are discussed at ExCo and EDI Committee following Recruitment’s recommendations <i>(Spring/Summer 2023)</i></p> <p>4d) An annual cycle for the Gender Pay Gap’s data and Report is established <i>(Spring/Summer 2023)</i></p>	<p>Director of Strategy & Head of EDI</p> <p>Associate Director People and Culture & Head of EDI</p> <p>Director of Strategy</p> <p>Head of Workforce Analytics & Head of EDI</p>
---	---	--	---