

TRUST BOARD	
Gender Pay Gap 2026	
DATE OF MEETING	30 July 2026
PUBLIC OR PRIVATE REPORT	Public
IF PRIVATE PLEASE INDICATE REASON	NOT APPLICABLE - PUBLIC REPORT
REPORT PURPOSE	ASSURANCE
IS THIS REPORT GOING TO THE MEETING BY EXCEPTION?	NO
PREPARED BY	Claire Budgen, Organisational Development Specialist
PRESENTED BY	Sarah Jenkins, Executive Director of People and Organisational Development (Interim)
APPROVED BY	Sarah Jenkins, Executive Director of People and Organisational Development (Interim)
EXECUTIVE SUMMARY	The Gender Pay Gap for the Trust's legal entity is 5.68% and for the core Trust 10.1%. Analysis shows this has been reducing over the past three years and is lower than our near NHS neighbours. Actions for 2025-26 build on those from last year.
RECOMMENDATION / ACTIONS	Address gender disparity during widening access activities to understand barriers to high paid roles. Further develop our coaching support, develop interview skills development sessions. Support the Women's Network to grow in order to advocate, educate and influence. Implement the programme of Sexual Safety training, following on from the adoption of the Anti-Sexual Harassment policy.

	Run a Pulse Survey against the five themes from the NHS Staff Survey to understand whether there are any disparities in staff experience relating to gender. Work with Patient and Donor groups to embed the organisational values and affirm that discrimination is not welcomed.
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GOVERNANCE ROUTE	
List the Name(s) of Committee / Group who have previously received and considered this report:	Date
Executive Management Board	2.7.26
Quality, Safety and Performance Committee	9.7.26
SUMMARY AND OUTCOME OF PREVIOUS GOVERNANCE DISCUSSIONS Executive Management Board endorsed the report for onward submission to the Quality, Safety and Performance Committee. The Quality, Safety and Performance Committee noted that the mean Gender Pay Gap has been on a downward trend over the past three years. They suggested analysing the reasons behind the median Gender Pay Gap to offer accurate insights. They noted the progress made by the Women's Network in leading change and they recognised that addressing disadvantage related to gender requires a Trust-wide approach, including working with Patient and Donor groups.	
7 LEVELS OF ASSURANCE	
If the purpose of the report is selected as ' ASSURANCE ', this section must be completed.	
ASSURANCE RATING ASSESSED BY BOARD DIRECTOR/SPONSOR	Level 3 - Actions for symptomatic, contributory and root causes. Impact from actions and emerging outcomes <i>Please refer to the Detailed Definitions of 7 Levels of Evaluation to Determine RAG Rating / Operational Assurance and Summary Statements of the 7 Levels in Appendix 3 in the "How to Guide for Reporting to Trust Board and Committees"</i>
APPENDICES	

1. SITUATION

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require the Trust to produce a Gender Pay Gap report each year. The Trust is required to publish this report by 30 March 2027.

2. BACKGROUND

The Trust formally reports the Gender Pay Gap for the legal entity of the Trust including all hosted organisations. In addition, the Trust measures the Gender Pay Gap for its core services, which excludes NWSSP. Therefore, there are two sets of figures in this report, one of which is submitted to the government portal.

Actions to close the pay gap within the core Trust are developed through our Strategic Equality Plan actions. The findings for the Gender Pay Gap report 2026 will lead to actions in the 2026-27 Strategic Equality Plan action plan.

This year's report includes change over the past three years and findings from the NHS Staff Survey 2025. This ensures we have a well-rounded understanding of the gender pay gap and the actions needed to address it.

3. ASSESSMENT

3.1 Gender Pay Gap 2026 – legal entity including NWSSP

Gender	Avg. Hourly Rate	Median Hourly Rate	Quartile	Female	Male	Female %	Male %
Male	28.6900	26.1000	1	1104.00	851.00	56.47%	43.53%
Female	27.0600	24.8200	2	1318.00	712.00	64.93%	35.07%
Difference	1.6300	1.2800	3	1215.00	791.00	60.57%	39.43%
Pay Gap %	5.6814	4.9042	4	1095.00	911.00	54.59%	45.41%

The key metric for the Gender Pay Gap is the mean/average hourly rate. This is **5.68%**.

The Quartile analysis ranks employees according to their hourly rate and then apportions them to four even quartiles. To achieve a nil Gender Pay Gap by this measure the proportion of women or men in each quartile would need to match that for the workforce as a whole.

In the combined Trust, there are 7,997 employees, 59% female and 41% male. To eradicate the Gender Pay Gap within the existing workforce profile, each Quartile listed above would need to reflect a 59% to 41% gender split. In fact,

the figures show that **women are under-represented in Quartiles 1 and 4, and over-represented in Quartiles 2 and 3.**

3.2 Bonus Pay Gap 2026 – legal entity including NWSSP

Gender	Avg. Pay	Median Pay	Gender	Employees Paid Bonus	Total Relevant Employees	%
Male	6,706.94	3,280.00	Female	32.00	5099.00	0.63
Female	4,298.54	3,531.60	Male	22.00	3369.00	0.65
Difference	2,408.40	-251.60				
Pay Gap %	35.91	-7.67				

32 women and 22 men received a bonus in 2025-26. The Gender Pay Gap on bonuses was 35.91%.

3.3 Gender Pay Gap 2026 – core Trust, excluding NWSSP

Gender	Avg. Hourly Rate	Median Hourly Rate	Quartile	Female	Male	Female %	Male %
Male	25.3935	21.1910	1	381.00	110.00	77.60	22.40
Female	22.8279	19.6203	2	377.00	103.00	78.54	21.46
Difference	2.5656	1.5707	3	363.00	141.00	72.02	27.98
Pay Gap %	10.1035	7.4123	4	341.00	152.00	69.17	30.83

The key metric for the Gender Pay Gap is the mean/average hourly rate. This is **10.1%.**

The Quartile analysis ranks employees according to their hourly rate and then apportions them to four even quartiles. To achieve a nil Gender Pay Gap by this measure the proportion of women or men in each quartile would need to match that for the workforce as a whole.

In the core Trust, there are 1,968 employees, 74% female and 26% male. To eradicate the Gender Pay Gap within the existing workforce profile, each Quartile list above would need to reflect a 74% to 26% gender split. In fact, the figures show that **women are under-represented in Quartiles 3 and 4, and over-represented in Quartiles 1 and 2.** This shows that women are clustered in lower-pay jobs and that processes need to help women to be promoted and to enter the workforce in the higher paid positions.

3.4 Bonus Pay Gap 2026 – core Trust, excluding NWSSP

Gender	Avg. Pay	Median Pay	Gender	Employees Paid Bonus	Total Relevant Employees	%
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Male	27,555.55	31,000.00		Female	3.00	1564.00	0.19
Female	10,333.32	10,333.32		Male	3.00	531.00	0.56
Difference	17,222.23	20,666.68					
Pay Gap %	62.50	66.67					

3 women and 3 men received a bonus in 2025-26. The Gender Pay Gap on bonuses was 62.5%.

3.5 Changes over time

Legal entity, including NWSSP

Year	Mean hourly gap %	Median hourly gap %	Mean bonus gap %	Median bonus gap %
2024	7.13	10.55	30.89	-1.32
2025	6.49	7.71	32.19	32.94
2026	5.68	4.90	35.91	-7.67

This shows a steady decline in the Gender Pay Gap from 7.13% in 2024 to 6.49% and now to 5.68% in 2026. A similar decline is seen in the Median pay gap. The mean bonus gap has got bigger and the median bonus gap has moved considerably in both directions. Bonuses are much more changeable than substantive pay and also apply to a much smaller group of staff.

Core Trust, excluding NWSSP

	Mean hourly gap %	Median hourly gap %	Mean bonus gap %	Median bonus gap %
2024	13.85	6.15	41.47	0.00
2025	10.67	7.27	42.82	16.67
2026	10.10	7.41	62.50	66.67

This shows a steady decline in the Gender Pay Gap from 13.85% in 2024 to 10.67% and now to 10.1% in 2026. The Median Pay Gap is getting wider which suggests that men are taking up proportionally more of the higher pay roles than women. The mean and median bonus gaps have got bigger. Bonuses are much more changeable than substantive pay and also apply to a much smaller group of staff.

3.6 Experience of discrimination– NHS Staff Survey 2025

The three questions relating to discrimination showed that people were discriminated against on grounds of their sex or gender. The figures show this happened most often from a manager, in 13 cases. However, as a percentage of the incidences for that category, it was the most dominant reason for discrimination when looking at treatment by the public. This shows that actions are needed both from a People and OD perspective but also from a patient and donor perspective.

Q62 Discrimination from patients or the public	8/31 cases, 25.8% of 31
Q64 Discrimination from manager	13/66 cases, 19.69% of 66
Q66 Discrimination from colleagues	2/15 cases, 13.3% of 15

3.7 NHS Wales comparisons 2025

Pay Gap information can be viewed on the government portal for all relevant organisations. Three comparators have been selected, as below. This shows that the Gender Pay Gap for the core Trust is lower than that of our largest Health Board neighbour and lower than that of our education and improvement body. The Welsh Ambulance Service Trust has the lowest Gender Pay Gap of those considered. This is due to them having an equal split of men and women in the workforce and the concentration of roles being operational and equally distributed between men and women. Where their pay gap emerges is in underrepresentation of women at the higher levels of seniority.

Employer	Action	Status	Employee headcount	Gender pay gap (hourly pay)	
				Mean	Median
Cardiff and Vale University Health Board	Remove	Reported	5000 to 19,999	17.81%	-2.34%
Health Education and Improvement Wales	Remove	Reported	500 to 999	16%	14%
Welsh Ambulance Services NHS Trust	Remove	Reported	1000 to 4999	5.3%	3.9%

4. SUMMARY OF MATTERS FOR CONSIDERATION

- 4.1 Progress within the core Trust has been made against the five key areas highlighted in 2025.

1. Widening access to jobs within the Trust

A full programme of engagement with schools, colleges and the community has led to more people knowing about careers within the NHS and with the Trust. During 2026, more focus will be given to how we engage with people of different protected characteristics, including gender.

2. Coaching and mentoring

The Trust's coaching and mentoring offer has been significantly developed during 2025-26. More individuals have received training giving them the introductory skills in coaching and mentoring and robust links have been made with experienced coaches and mentors in other NHS organisations. In total, ten women accessed coaching during the year, three of whom have completed their package and seven still underway.

3. Launch Women's Network

This network was successfully launched with a key-note event, over two sites, for International Women's Day in March 2026. Further events are in the diary and are being developed by network members. All our staff networks adopt the remit of Advocate, Educate and Influence: this means that our Women's Network provides an important route for women to raise relevant issues and to be heard.

4. Sexual Safety

The Trust has adopted the All Wales Sexual Safety Policy and is currently developing training packages to support the roll out and embedding of the policy. This will continue throughout 2026.

5. Reasonable Adjustments

An action was agreed last year to promote reasonable adjustments for disability and menopause. This has been achieved through the work of the Wellbeing Coordinators and Menopause Café.

- 4.2 Priorities for 2026-27 have been selected to respond to the findings from the Gender Pay Gap and to also support the achievement of the five goals set out with the NHS Staff Survey Action Plan, measured by the Staff Survey scores set out below. These actions will be captured in the over-arching Culture and Wellbeing plan.

	NHS Staff Survey 2025 All Staff
Team Time We are stronger together	73.3%
Psychological Safety We are able to speak up	70.7%
Psychological Safety Compassionate Leadership	72.5%
Psychological Safety	92.2%

Negative experiences	
We nurture healthy working environments	64.7%
We champion flexible working	65.6%
We are continuously learning and improving	67.9%

4.3 Actions 2025-26

These actions form part of the wider equalities actions which are highlighted in the Annual Equality Report.

- Actively address gender disparity during widening access activities so that we understand what the barriers to high paid roles are and how to address them. Further develop our coaching support, develop interview skills development sessions. These activities can be offered to all staff and still have a positive impact on the gender pay gap.
- Support the Women's Network to grow in order to advocate, educate and influence. These three roles will have an impact on women's ambition and their preparedness for senior leadership positions. Peer support and sharing of experiences will assist members to learn and improve and seek further opportunities in the Trust.
- Implement the programme of Sexual Safety training, following on from the adoption of the Anti-Sexual Harassment policy so that people feel able to address aggression where it occurs and create conditions of respect where it will not thrive.
- Run a Pulse Survey against the five themes from the NHS Staff Survey to understand whether there are any disparities in staff experience relating to gender. Take these findings forward with the 2026 NHS Staff results and the new Workforce Equality Standard findings (due July 2026).
- Work with Patient and Donor groups to embed the organisational values of Caring, Respectful and Accountable and affirm that discrimination on the grounds of sex or gender, or any other protected characteristic, is not welcomed.

5. IMPACT ASSESSMENT

TRUST STRATEGIC GOAL(S)

Please indicate whether any of the matters outlined in this report impact the Trust's strategic goals: Choose an item	
If yes - please select all relevant goals: • Outstanding for quality, safety and experience ☒ • An internationally renowned provider of exceptional clinical services that always meet, and routinely exceed expectations ☐ • A beacon for research, development and innovation in our stated areas of priority ☐ • An established 'University' Trust which provides highly valued knowledge for learning for all. ☐ • A sustainable organisation that plays its part in creating a better future for people across the globe ☒	
RELATED STRATEGIC RISK - TRUST ASSURANCE FRAMEWORK (TAF) For more information: STRATEGIC RISK DESCRIPTIONS	Choose an item BAF06
QUALITY AND SAFETY IMPLICATIONS / IMPACT	Select all relevant domains below Safe ☐ Timely ☐ Effective ☒ Equitable ☒ Efficient ☐ Patient Centred ☐
	The Key Quality & Safety related issues being impacted by the matters outlined in the report and how they are being monitored, reviewed and acted upon should be clearly summarised here and aligned with the Six Domains of Quality as defined within Welsh Government's Quality and Safety Framework: Learning and Improving (2021). <i>[Please include narrative to explain the selected domain in no more than 3 succinct points].</i> Click or tap here to enter text
	QUALITY IMPACT ASSESSMENT <i>The duty of quality requires quality-driven decision-making for all strategic decisions. The duty of quality is operationalised through the Heath and Care Quality Standards.</i>
Not required - not a strategic decision	
The <u>QIA tool</u> should be completed to support any proposal for a strategic decision to be made and be presented with the proposal to the appropriate decision-making forum. The QIA	

<i>Therefore, when making decisions about healthcare services, NHS organisations are required to consider the impact of that decision on the Health and Care Quality Standards.</i>	tool does not replace the need for the proposal; it accompanies it. As a minimum, decisions made by the Board or by Committees of the Board are considered strategic and should be assessed for their impact on Quality through the lens of the Health and Care Quality Standards. This culture and discipline of quality-driven decision-making should also permeate the organisation to more broadly promote good decision-making practice.
SOCIO ECONOMIC DUTY ASSESSMENT COMPLETED: For more information: https://www.gov.wales/socio-economic-duty-overview	Not required <i>[In this section, explain in no more than 3 succinct points why an assessment is not considered applicable or has not been completed].</i> Click or tap here to enter text
TRUST WELL-BEING GOAL(S) IMPLICATIONS / IMPACT	
The Trust Well-being goals being impacted by the matters outlined in this report should be clearly indicated. Please indicate whether any of the matters outlined in this report impact the Trust's Wellbeing goals: Choose an item	
If yes select the relevant goals: • A Prosperous Wales - An innovative society that develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities. ☐ • A Resilient Wales - Maintaining and enhancing a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience. ☐ • A Healthier Wales - Physical and mental well-being are maximised and in which choices and behaviours that benefit future health ☐ • A More Equal Wales - A society that enables people to fulfil their potential no matter what their background or circumstances ☒ • A Wales of more Cohesive Communities - Attractive, viable, safe and well-connected communities. ☐ • A Wales of Vibrant Culture and Thriving Welsh Language -Promoting and protecting culture, heritage and the Welsh language, encouraging people to participate in the arts, and sports and recreation. ☐ • A Globally Responsible Wales – Consideration of whether an action may make a positive contribution to global well-being ☐	

FINANCIAL IMPLICATIONS / IMPACT	There is no direct impact on resources as a result of the activity outlined in this report.
	<i>This section should outline the financial resource requirements in terms of revenue and/or capital implications that will result from the Matters for Consideration and any associated Business Case.</i> Narrative in this section should be clear on the following: Source of Funding: Choose an item Please explain if 'other' source of funding selected: Click or tap here to enter text Type of Funding: Choose an item Scale of Change Please detail the value of revenue and/or capital impact: Click or tap here to enter text Type of Change Choose an item Please explain if 'other' source of funding selected: Click or tap here to enter text
EQUALITY IMPACT ASSESSMENT For more information: https://nhswales365.sharepoint.com/sites/VEL_Intranet/SitePages/E.aspx	Not required - please outline why this is not required <i>[In this section, explain in no more than 3 succinct points what the equality impact of this matter is or not (as applicable)].</i>
ADDITIONAL LEGAL IMPLICATIONS / IMPACT	Yes (Include further detail below) Click or tap here to enter text The Gender Pay Gap report is required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

6. RISKS

This section should indicate whether any matters addressed in the report carry a significantly increased level of risk for the Trust – and if so, the steps that will be taken to mitigate the risk - or if they will help to reduce a risk identified on a previous occasion.

ARE THERE RELATED RISK(S) FOR THIS MATTER	Yes - please complete sections below
WHAT IS THE RISK?	BAF06 There is a strategic risk that our people will not feel a sense of belonging, not feel valued in their roles, not understand how they contribute to organisational success, and will be unable to speak up in confidence, resulting in a negative impact on staff experience if we do not foster a cohesive culture in line with our organisational values
WHAT IS THE CURRENT RISK SCORE	12
HOW DO THE RECOMMENDED ACTIONS IN THIS PAPER IMPACT THIS RISK?	By contributing to a cohesive culture where men and women are respected in line with our organisational values.
BY WHEN IS IT EXPECTED THE TARGET RISK LEVEL WILL BE REACHED?	Insert Date
ARE THERE ANY BARRIERS TO IMPLEMENTATION?	No
	[
All risks must be evidenced and consistent with those recorded in Datix	