

Gender pay gap report 2021

Our pay gap results

In 2021 we continued to review the way we pay our employees. We want to reduce our pay gaps. Our median pay gap decreased to 8.3 percent (9.0 percent in 2020) and our mean pay gap increased to 4.9 percent (3.4 percent in 2020).

Although it's positive that our median pay gap has reduced, our mean pay gap has increased by 1.5 percent. The main cause of this is a very small increase in the proportion of men in our upper-middle quartile roles. This represents a small number of people.

We're an ambitious organisation and we're committed to reducing our median and mean pay gaps. We've taken our first steps towards this. This includes increasing the capacity of our equality, diversity and inclusion (EDI) team and reviewing our EDI priorities to make sure they're as effective as possible in helping us to achieve our goals.

We're reviewing our training, development, recruitment and career progression areas to make sure they're inclusive and support women's development at the NMC.

When we compare ourselves to other employers, we're one of the best in the country. This is reassuring, but we're not complacent. It's also worth noting that due to Covid-19, some employers didn't submit their results for 2020.

Below are our results for 2021 compared to the average gap for all employers in the 2020 gender pay gap submission (9,893 employers).

Gender pay gap	UK 2020	NMC	Difference
Mean	14.1%	4.9%	-10.2%
Median	12.7%	8.3%	-4.4%

We're committed to equal employment opportunity regardless of race, colour, religion, sex, national origin, sexual orientation, age, marital status, pregnancy, maternity, disability, or gender identity.

We believe that a healthy work-life balance is important for all our colleagues and in 2021/2022 we'll continue to invest in practices and technology that increases the opportunity for agile working and increase opportunities for flexible working hours.

We're reviewing our EDI priorities to make sure that we make meaningful improvements, including focusing on how we attract, retain and support our staff, and increasing the number of women in senior roles across our organisation.

I confirm that the figures in this report have been verified and checked thoroughly to ensure complete accuracy.



Francesca Okosi

Executive Director of People and Organisational Effectiveness



Why have we published our results?

All employers with 250 or more employees need to publish their gender pay gap data every year. This is under new legislation that was introduced in April 2017. We must provide this data for the snapshot date of 5 April 2021.

This is the fifth year we've published these results.

What do we need to do?

To comply with regulation we have to provide:

1. the mean gender pay gap
2. the median gender pay gap
3. the mean bonus gender pay gap
4. the median bonus gender pay gap
5. proportion of males receiving bonus
6. proportion of females receiving bonus
7. the proportion of males and females in quartile bands.

We must also:

- publish our gender pay gap data and a written statement on our website
- report our data to government online – using the gender pay gap reporting service..

How does 2021 compare to 2020?

NMC	2020	2021	Difference
Mean gender pay gap	3.4%	4.9%	+1.5%
Median gender pay gap	9.0%	8.3%	-0.7%
Mean gender bonus gap	0%	0%	0%
Median gender bonus gap	0%	0%	0%
Males receiving a bonus	0%	0%	0%
Females receiving a bonus	0%	0%	0%

In summary:

- Our mean pay gap **increased by 1.5 percentage points** compared to 2020.
- Our median pay gap **decreased by 0.7 percentage points** compared to 2020.
- Our organisation doesn't run a bonus scheme.

| 2021 results

Mean pay gap

4.9% **up 1.5%** compared to 2020

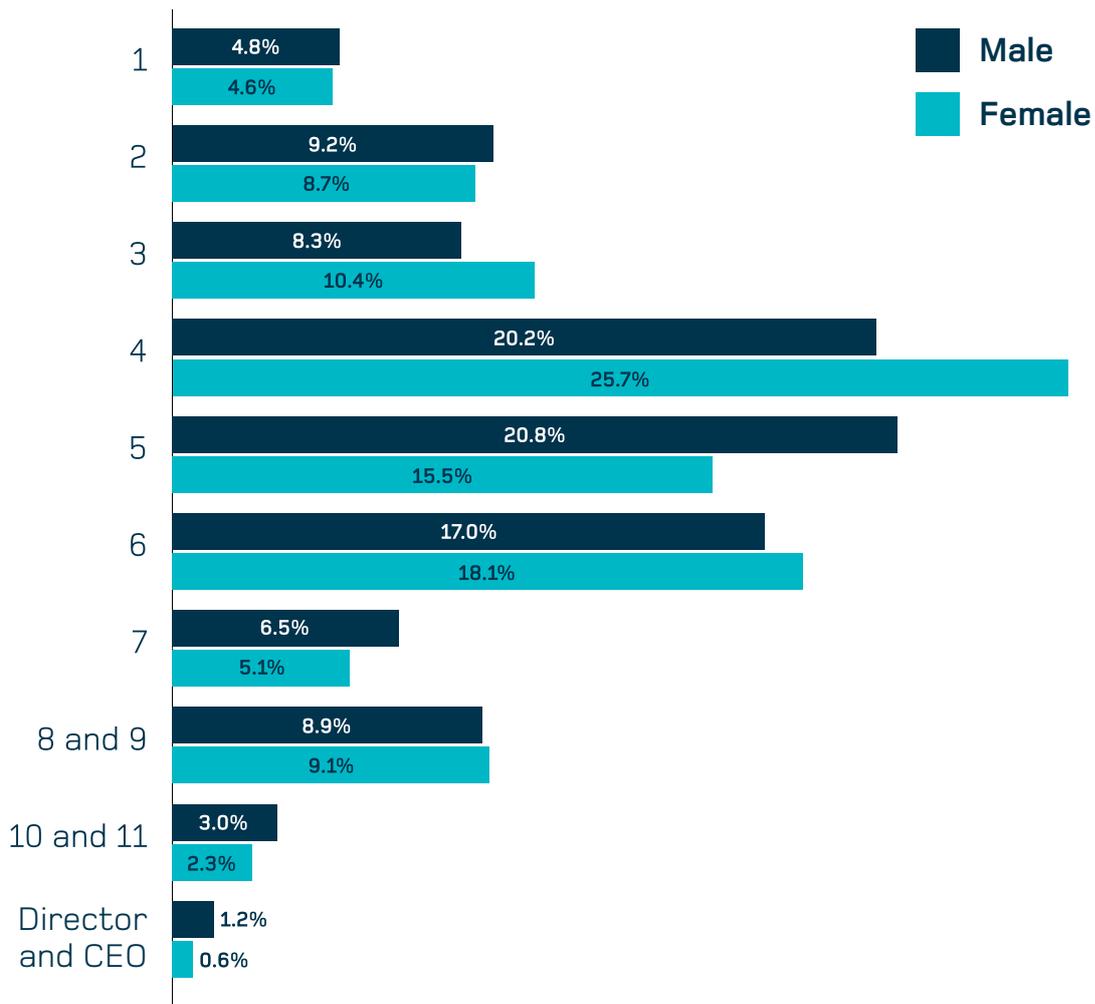
We've seen an increase because we have fewer male employees working in our lower middle quartile roles. This means the average male salary increased at a greater rate than the average female salary.

Median pay gap

8.3% **down 0.7%** compared to 2020

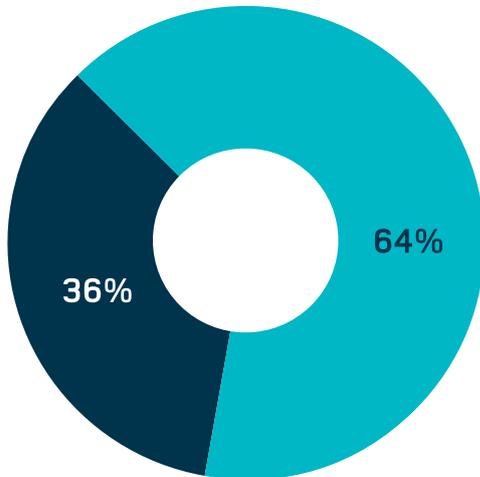
Our reward strategy has driven this decrease because we always review the impact of any pay decisions we make.

Pay grade distribution for employees by gender

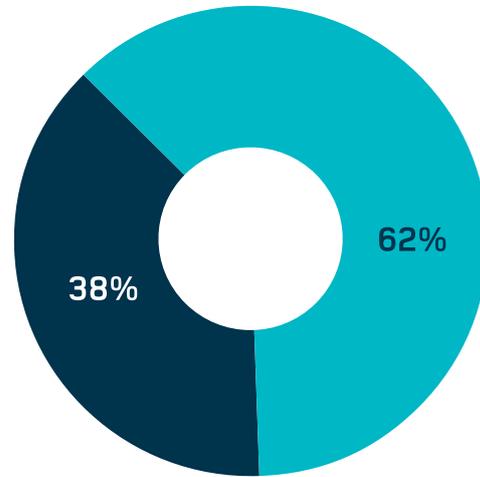


Female Male

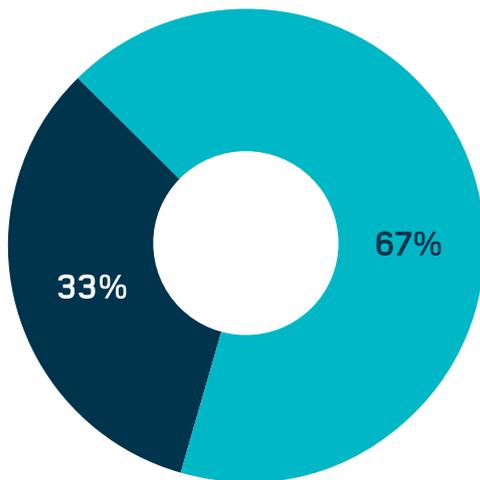
Upper quartile



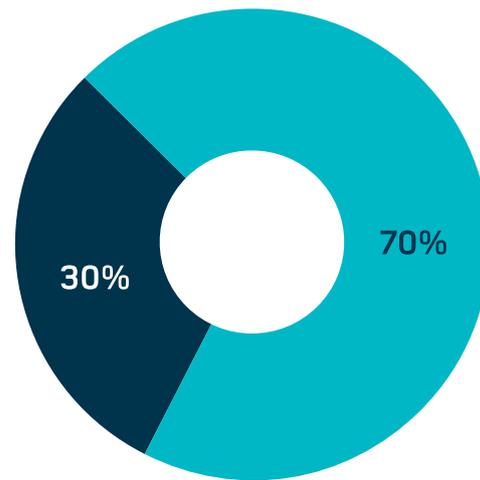
Upper middle quartile



Lower middle quartile



Lower quartile



Overall, the proportion of female employees working in our organisation has slightly increased since 2020:

66% are female +1% increase compared to 2020

34% are male -1% decrease compared to 2020

There were also small changes in the quartiles compared to 2020:

Upper quartile +1% increase in females

Upper middle quartile +2% increase in males

Lower middle quartile +3% increase in females

Lower quartile no change

What's next?

To improve our pay gaps we need to embed EDI throughout all our work, in a meaningful way. We're taking the following steps to do this:

- Introducing a new people plan in January 2022, which will include targeted strategic actions to improve the way we recruit, develop and manage talent across our organisation.
- Launching our new EDI plan which contains four new EDI priorities including a specific aim to role model good equality practice as an employer, and a specific workforce action plan underpinning this for the next 18-24 months.
- Improving the way we train and support our employees, including wellbeing support, learning and development.
- Improving the capacity of our EDI team, including resource to specifically improve workforce equality and inclusion.
- Continuing to champion our employee networks and providing specific resource to support underrepresented groups at all levels.

Our EDI plan will bring all actions towards reducing our pay gaps under one framework. This will help us to measure our progress.

Our governance structures will hold us accountable. These include our EDI Leadership Group and Executive Board, who have a specific role in monitoring our progress.



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