



**East Coast Community Healthcare CIC  
Gender Pay Gap Report**

**Snapshot Date: 5<sup>th</sup> April 2025**

**Published: 1<sup>st</sup> April 2026**

## Written Statement

This report has been approved/ratified by the Board of East Coast Community Healthcare CIC on 31<sup>st</sup> March 2026.

I, Andrew Wood, Chairman confirm that the data within this report is accurate.

A handwritten signature in black ink, appearing to read 'A Wood', with a long horizontal flourish extending to the right.

## **About East Coast Community Healthcare CIC**

East Coast Community Healthcare CIC (ECCH) is a staff-owned social enterprise, providing community-based NHS healthcare services in Norfolk and Suffolk. Our staff have a stake, and therefore a real say in how the organisation works. Around 78% of staff are shareholders, which is above average for a social enterprise and we have two Staff Directors, appointed by their shareholder colleagues, who sit on the Board to help shape our business.

ECCH is committed to being an equal opportunities employer and to building equality, diversity and inclusion into everything that it does. We believe this is at the core of our services and our aim is to build a workforce which is valued and whose diversity reflects the communities it serves, contributing to the delivery of the best and most appropriate healthcare service.

## **Gender Pay Gap Reporting**

Legislation has made it statutory for organisations with 250 or more employees to report annually on their gender pay gap. Government departments are covered by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which came into force on 31 March 2017. These regulations underpin the Public Sector Equality Duty and require the relevant organisations to publish their gender pay gap data annually by 4 April. This data includes mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses; and the proportions of male and female employees in each pay quartile.

The gender pay gap shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with and the individual calculations may help to identify what those issues are.

The gender pay gap is different to 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 because they are a man or a woman.

East Coast Community Healthcare CIC supports the fair treatment and reward of all staff irrespective of gender.

This report sets out:

- the reporting requirements for East Coast Community Healthcare CIC;
- provides additional data where appropriate;
- provides analysis to identify the gender pay gap;
- possible reasons for the gender pay gap and what we are doing to close the gender pay gap in the organisation.

## **Definitions and Scope**

The gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female colleagues receive.

The mean pay gap is the difference between average hourly earnings of men and women. Namely, the hourly gap divided by the average for men equates to the mean gender pay gap.

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle-most salary.

Data has been extracted from ESR (The Electronic Staff Record). The report is based on rates of pay as at 5<sup>th</sup> April 2025. It includes all employees in scope on 5<sup>th</sup> April 2025.

It should be noted that just under 17% of the organisation at the time of the sample were males, meaning small movements in the male grouping in comparison to females would result in larger proportional influences.

## Gender Pay Gap

The following Gender pay report data is taken as the snapshot date of 5 April 2025 and only includes those staff who were in receipt of their ordinary hourly rate on the snapshot date:

1.	The mean gender pay gap for ECCH	13.62%*
2.	The median gender pay gap for ECCH	11.45%*

\*A positive figure indicates a gender pay gap in favour of males.

## Pay Quartiles by Gender

Quartile	Female Headcount	Male Headcount	Female %	Male %	Description
1 (lowest paid)	124	24	83.78%	16.22%	Includes all employees whose standard hourly rate places them at or below the lower quartile
2	130	22	85.53%	14.47%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median hourly pay
3	118	30	79.73%	20.27%	Includes all employees whose standard hourly rate places them above the median hourly pay but at or below the upper quartile
4 (highest paid)	128	33	79.50%	20.50%	Includes all employees whose standard hourly rate places them above the upper quartile

## What do we do to ensure equal pay?

As noted earlier in this report, gender pay is different to equal pay.

Legislation requires that men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

ECCH is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity,

sexual orientation, gender reassignment and disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

We deliver equal pay through a number of means but primarily through adopting nationally agreed terms and conditions for our workforce:

- National NHS Agenda for Change Terms and Conditions of Service (AfC).

AfC is negotiated nationally by the NHS Staff Council, led by NHS Employers. The national NHS Staff Council has overall responsibility for the AfC pay system and has representatives from both employers and trade unions. AfC provides the framework for pay arrangements which are in place at ECCH.

Typically, AfC terms and conditions apply to nursing, allied health professionals and administration and clerical staff, which are the majority of the workforce.

Where appropriate, locally agreed policies may supplement AfC arrangements, such as:

- Family friendly policies;
  - Evaluating job roles and pay grades as necessary to ensure a fair structure;
  - Starting salaries policy.
- Very Senior Managers (VSMs) and Chairs and Non-Executive Directors (NEDs).

As a Social Enterprise, ECCH is free to determine its own rates of pay for its VSMs, Chairs and NEDs. VSMs include Chief Executives, Executive Directors and other senior managers with board level responsibility who report directly to the Chief Executive. Rates of pay for VSM's are determined via a Remuneration Committee.

The Remuneration Committee (Executive and VSM roles) meets annually. It currently uses the national NHS VSM Pay Guidance as one reference in setting the rates of pay. This system is based on the principles outlined under VSM which determines the rate of pay for the Chief Executive based on the size and type of the organisation, turnover and population. In accordance with the evolving economic climate and recruitment and retention challenges it has become necessary to consider a range of additional factors in the determination of executive pay. A comprehensive report of the executive pay landscape is prepared for the Remuneration Committee annually.

An Independent Remuneration Review Group also meets annually. Its purpose is to review Non-Executive Director, Chair and Staff Director remuneration. The system of pay review is different due to these roles holding an 'officer' rather than 'employed' status. Pay is primarily aligned by reference to NHS England and Improvement's recommended pay structure for Chairs and Non-Executive Directors in addition to market driven pay benchmarking (as required).

## **The Gender Pay Gap at ECCH – further data**

ECCH is confident that its gender pay gap does not stem from paying men and women differently for doing the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

It is perhaps helpful to review the staffing profile within ECCH. Below is a table which reflects the pay bands in operation per assignment (excluding bank staff). The bands referred to in the table are the AfC pay bands and range from Band 1 (the lowest pay band, closed to new entrants from

1<sup>st</sup> December 2018) through to band 9 (the highest pay band). Personal pay includes the Chair, Non-Executive Directors, Staff Directors, Chief Executive, Executive Directors and other senior managers with Board level responsibility who report directly to the Chief Executive.

Where staff are aligned to an Agenda for Change pay scale they all receive equal pay for undertaking equal roles, however there can be a slight variation within each banding depending on the pay step which an individual has progressed into. Pay variations can also occur in relation to enhanced pay depending on the number of eligible shifts claimed and paid for enhancements at the time of the snapshot.

**Table 1: Gender Pay Gap by Banding**

Pay Band	Female Headcount	Female % of total female staff	Male Headcount	Male % of total male staff	Total Headcount	Gender Pay Gap by Pay Band 2025 (Average Hourly Rate)*	Gender Pay Gap by Pay Band 2024 (Average Hourly Rate)*
Apprentice	0	0.00%	0	0.00%	0	N/A	N/A
Band 1	0	0.00%	0	0.00%	0	N/A	N/A
Band 2	94	18.76%	29	25.22%	123	-£0.26	-£0.15
Band 3	53	10.58%	5	4.35%	58	£0.28	-£0.87
Band 4	82	16.37%	10	8.70%	92	£0.02	-£0.37
Band 5	80	15.97%	10	8.70%	90	£0.70	-£1.09
Band 6	96	19.16%	26	22.61%	122	£0.55	-£1.01
Band 7	66	13.17%	16	13.91%	82	£0.22	-£0.15
Band 8a	15	2.99%	7	6.09%	22	£0.47	-£0.14
Band 8b	5	1.00%	0	0.00%	5	£0.00	-£31.09
Band 8c	4	0.80%	4	3.48%	8	£1.65	-£0.72
Band 8d	0	0.00%	0	0.00%	0	N/A	N/A
Band 9	0	0.00%	0	0.00%	0	N/A	N/A
Personal Pay	6	1.20%	7	5.22%	13	£0.04	£12.43
<b>Total</b>	<b>501</b>	<b>100%</b>	<b>114</b>	<b>100%</b>	<b>615</b> **		

\* A minus/negative figure in the column 'Gender Pay Gap by Pay Band' indicates a gender pay gap in favour of females. Positive figures indicate a gender pay gap in favour of males.

\*\* This headcount includes staff with more than one post (e.g. where an employee has one or more posts (even at the same banding), both posts will have been counted towards the headcount figure above.

**Table 2: Average Hourly Rates Breakdown**

	<b>2025</b>	<b>2024</b>
<b>Average Hourly Rate Females</b>	£19.21	£18.28
<b>Average Hourly Rate Males</b>	£22.24	£20.83
<b>Average Hourly Rate Difference</b>	<b>£3.03</b>	<b>£2.55</b>

The information contained within the table above is sourced from the same data which provided the gender pay gap figures, i.e. the staffing position as at 5<sup>th</sup> April 2025.

### **Gender Bonus Pay Gap**

Within the Gender Pay Gap Reporting Regulations, ‘bonus pay’ means any remuneration that is the form of money relating to profit sharing, productivity, performance, incentive or commission.

At the time of the snapshot of data (i.e. 5<sup>th</sup> April 2025), no women received a bonus nor were eligible to receive one. There was only one role within the organisation that had eligibility to receive a bonus payment. This therefore represents both a mean and median bonus gap of 100% in favour of men. However, it should be noted this was a specific arrangement set out in relation to the particular requirements and duties of the role, therefore no meaningful assumptions can be made.

At the time of this report, there are no bonus pay plans in place.

### **What is the data telling us?**

On 5<sup>th</sup> April 2025, ECCH had 609 eligible staff of which 501 were female and 114 were male. Of the 609 staff, 6 employees have more than one post, meaning there is a total assignment count of 615 eligible posts.

Compared with last year, the gender pay gap has improved. The mean pay gap has decreased from 13.91% to 13.62% and our median pay gap has also decreased from 12.70% to 11.45%.

The average hourly rate for females is £2.62 lower than males on the snapshot date; this difference has increased from 2024 by £0.48.

Annually when the NHS inflationary pay increase is made, this is as a % increase amount applied to all AfC roles regardless of banding or gender and therefore can negatively impact on any pay gaps that existed previously.

Looking further into the data (see Table 1) we can see that our pay gap has changed within the different bands across the organisation and is spread across several bandings as opposed to being isolated to one area. As a significantly lower proportion of the workforce are males, (i.e. just under 17% at the time of the snapshot) this can have a larger proportional impact.

The AfC pay structure enables staff to receive incremental points within the pay band based on years’ service in the role until they reach the top of the pay band. This is not gender defined and both male and female staff have equal opportunity to reach the top of the pay band.

ECCH continues to monitor the starting salaries of new employees in line with our Starting Salaries Policy and Agenda for Change Terms and Conditions to ensure there is no gender bias and new starters are placed on the appropriate salary based on their experience and the role that they have been recruited into.

We undertake a fair and consistent approach to all recruitment within the organisation, which includes those roles that attract personal pay, to ensure the individual recruited has the required skills, knowledge and experience and is the best fit for the role and our organisation, free from bias on the grounds of factors such as gender, age, disability or race that are not relevant to the persons ability to do the job.

ECCH's remuneration committee receives an annual report of the executive pay landscape and collates research from a range of relevant, approved pay sources, including the Senior Salaries Pay Review Body, NHS VSM pay framework and sources with recognised expertise in the field of executive pay. Pay is determined consistently across roles, and any pay disparities are highlighted for the Committee's consideration.

### **Closing the Gender Pay Gap**

Benchmarking across the other similar organisations shows that ECCH is not an outlier in relation to the mean pay gap and we are pleased to report a decrease this period.

We are continuing to take a number of actions in relation to the gender pay gap, this includes reviewing our flexible working support as well as our career development opportunities and support for colleagues in this area.

### **Conclusion**

This report tells us something important. Our gender pay gap is not a function of unequal pay for equal work. It reflects the distribution of roles across our organisation, and in particular the representation of women in more senior and higher paid positions. That is where our focus must now sit.

We are not complacent. The direction of travel is modestly positive, but not yet where it needs to be. Over the coming year, we will strengthen our approach to progression, leadership development and recruitment at senior levels, and we will track this more explicitly.

This is ultimately about fairness, but also about organisational strength. A workforce that reflects the communities it serves, at every level, is a better workforce.