

Outstanding Care,  
Compassionate People,  
Healthier Communities



Sherwood Forest Hospitals  
NHS Foundation Trust

# Gender Pay Gap Report 2026





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Compassionate People,  
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# Introduction

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The Trust is committed to providing outstanding care and to support this, the Trust ensures we have a diverse, talented and high performing workforce where gender equity is considered at all stages of employment.

Gender Pay Gap legislation was introduced in 2017 and requires employers with 250 or more employees to publish statutory calculations by 30th March each year.

Gender Pay Gap information aims to establish the pay gap between male and female employees as at 31st March the previous year. For example, 31st March 2025 pay information must be published by 30th March 2026 on the employer's website.

The Equality and Human Rights Commission defines the difference between equal pay and the gender pay gap as follows:

- Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.
- The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

The calculations we are required to report are:

- **Mean gender pay gap** – the difference between the mean (average) hourly rate of male employees and that of female full-pay relevant employees
- **Median gender pay gap** - the difference between the median (mid-point) hourly rate of male employees and that of female full-pay relevant employees
- **Mean bonus gap** – The difference between the mean bonus pay for eligible male employees and that paid to eligible female employees
- **Median bonus gap** - The difference between the median bonus pay for eligible male employees and that paid to eligible female employees
- **Bonus proportions** – The proportion of eligible male and female employees who were paid bonus
- **Pay quartiles** – The proportion of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands

# Our People

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Every role (excluding medical roles) at the Trust is evaluated through the national NHS job evaluation scheme (Agenda for Change). Panels of trained colleagues within the Trust conduct job evaluations through the review of a job description and person specification. The post holder is not evaluated and there is no reference to gender or any other personal characteristics of existing or potential job holders.

Once evaluated, a role is placed within a Band according to the national profiles and the salary is determined by the banding. Each band varies depending upon levels of responsibility and/or specialism. Bandings enable clinical and non-clinical staff to progress through the grades of pay within nationally set pay scales as they develop their careers and their years of service in the NHS.

The national terms and conditions for medical roles are determined by the grade of role (from Foundation Doctor to Consultant; a doctors' title will depend on how far into their career they are).

Pay scales are set nationally by the Doctors and Dentists Review Body and progression through the Medical and Dental Roles from a training post to becoming a Consultant will depend on completion of exams and assessment of competence.

## Gender Identity

Gender identity is often assumed from the sex assigned at birth. As a Trust, we acknowledge gender is more complex than 'men' and 'women' and there are people that don't fit into these binary categories, for example, people who identify as non-binary or intersex. We also recognise that a person's sex or gender identity doesn't always align to the sex and/or gender they were assigned at birth.

In producing this report, we must follow the current statutory requirements for gender to be reported in a binary way, i.e. men and women and we use the words men and women in the knowledge this may not be a satisfactory description for some of the colleagues categorised in this way.

**Analysis of our workforce data shows that  
78% of our colleagues are women and 22%  
are men**



# Our Gender Pay Gap 2022-2025

The chart (right) shows the change to our mean and median data from 2022 to 2025. The mean (average) and median (mid-point) hourly rate of pay is calculated from a specific pay period, in this case it is 31st March 2025.

The hourly rate is calculated for each employee based on 'ordinary pay' which includes basic pay, allowances and shift premium pay.

The median rate is calculated by selecting the average hourly rate at the mid-point for each gender group.

As the chart shows, in 2025, our mean pay gap increased slightly compared to 2024 but we have seen a 1% reduction in our median rate and the median gap is now at its lowest rate since reporting began.

## Why do we have a pay gap?

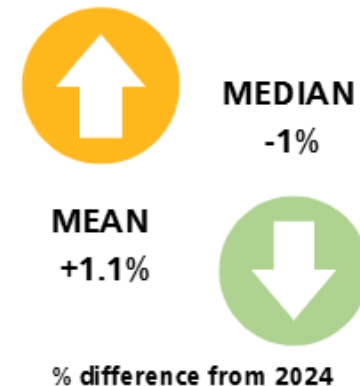
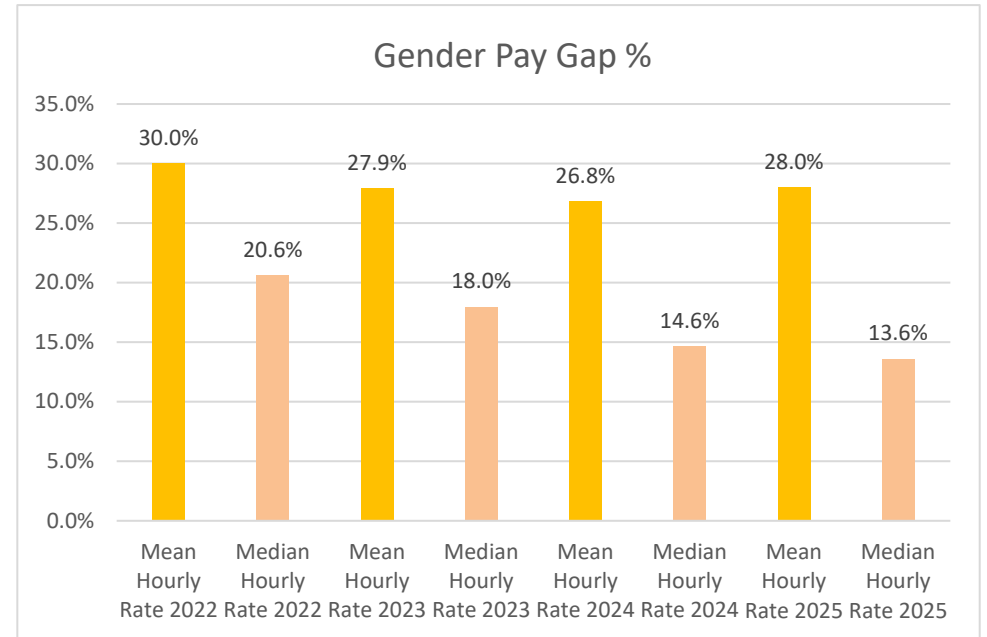
The reason for the gender pay gap at Sherwood is an imbalance in the numbers of men and women across the whole workforce with proportionately more men in higher paid roles.

Our consultant workforce is predominately male and, as the highest paid staff group, will have an impact on the pay gap.

Consideration also has to be given to the types of roles that are traditionally held by women, for example, administration and clerical. Whilst these traditional roles are slowly changing the impact of this on the gender pay gap will take time.

A higher proportion of women are also more likely to work part-time. According to the Office for National Statistics, approximately 11% of men work part time compared to approximately 37% of women.

More women working part-time will impact on the pay gap.

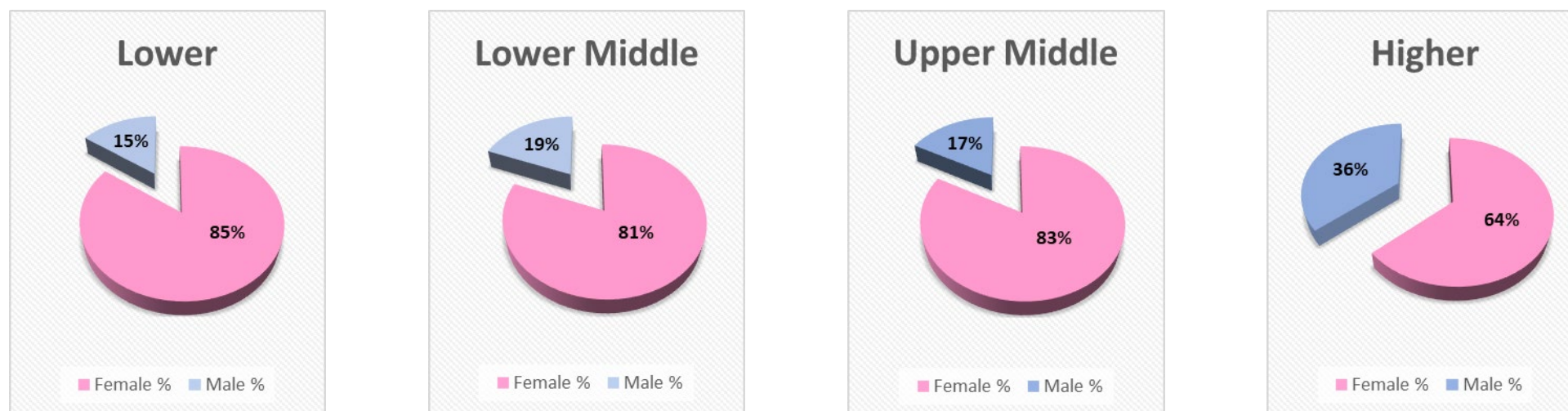


# Pay Quartiles

Whilst our overall headcount has remained stable over the last year, our female workforce has reduced 0.5%. Whilst only a small percentage, the headcount reduction of female colleagues is 20 and the male headcount has increased by 41.

This small change has impacted our gender pay gap. The highest impact is shown within the higher paid Quartiles, 3 and 4, where the headcount of our female workforce has decreased by 19 and male headcount has increased by 28.

The breakdown of our workforce per quartile is shown below.



When viewing the quartiles above, it demonstrates how the female to male ratio in the higher quartile contributes to the gender pay gap.

As in previous years, the highest variance in males and females is within the lower quartile where female staff are the majority. This is driving the mean and median pay differences.

Included in the lower quartiles for instance are administrative & ancillary staff groups (such as Health Care Support Workers) that traditionally have attracted a higher proportion of female staff.

The upper quartile has a lower proportion of female staff than the other quartiles because of the greater number of men in higher paid medical and senior leadership roles in the Trust.

# Bonus Pay Gap

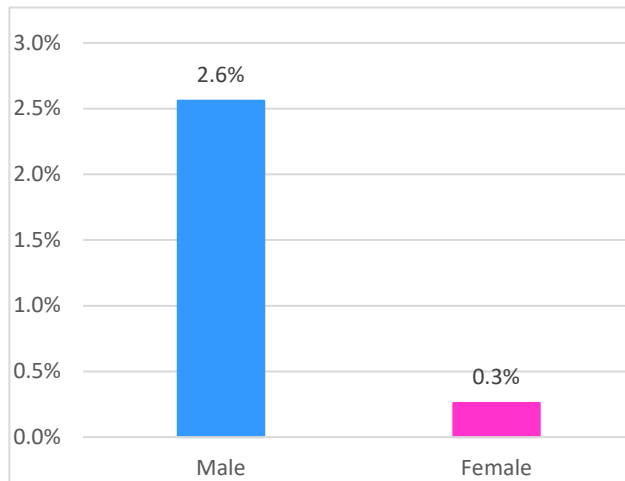
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Within Sherwood Forest Hospitals the local Clinical Excellence Awards scheme for Medical and Dental colleagues was considered as a 'bonus' scheme. This local scheme is no longer running so there were no new Clinical Excellence Awards for our consultants in 2025.

Whilst there is no local scheme, for the purposes of Gender Pay Gap Reporting, legacy awards and any awards made under the national scheme will continue to be reported.

Any consultants who had previously applied and were successful continue to receive the award so we continue to report bonus pay.

Whilst we no longer have a local awards scheme, the NHS now has a national scheme, the National Clinical Impact Award scheme, that consultants can apply for on an annual basis.



As at 31<sup>st</sup> March 2025, males receiving bonus pay reduced by 0.1% compared to last year and there was no change to the percentage of females receiving bonus pay.

It is important to note that the Trust has no influence regarding the national award scheme either in the application process or application outcomes.

# Closing The Gap - update against last year's action plan for 25/26.

We strive to achieve gender balance across all roles within our organisation especially in senior roles. Achieving this will make a significant contribution to reduction in the gender pay gap.

Annually, we identify actions for improvement for the following 12-18 months from our gender pay gap data reporting.

The table below provides an update against last year's action plan for 2025/026.

Actions to close the gap 2025/2026	Actions update
1. Ensure all colleagues who inform us of pregnancy are signposted to our Shared Parental Leave Policy to ensure awareness of this option for all expectant parents.	Our focussed work on the People Promise in 2024/25 has resulted in refreshed guidance and training for flexible working including (but not limited to) part-time, compressed hours, annualised hours, flexible retirement, remote and hybrid working.
2. Support women on and returning from Maternity Leave to ensure a positive return to work experience including keeping in touch and flexible working options that may support.	We have reviewed and refreshed our benefits leaflet to clearly articulate the range of initiatives available to support a healthy work–life balance.
3. Ensure all family friendly processes across the Trust are well communicated to support recruitment and retention of women.	
4. Ensure consideration to gender equity is given at all recruitment panels for all roles 8a and above and to support this we will recruit Inclusive Recruitment Champions from the Women in Sherwood staff network.	<p>Wherever practicable, the recruitment team has ensured gender-balanced interview panels and stakeholder groups to support objective assessment and reduce the risk of gender bias in recruitment outcomes.</p> <p>In the last year, we have recruited 11 Inclusive Recruitment Champions and are looking to increase this number by another 10 in 2026/27.</p>
5. Review all Recruitment Training to ensure bias is appropriately covered in the training for all roles and panel members across the Trust.	Our recruitment training has been reviewed to ensure it includes appropriate learning to minimise bias and support fair and objective recruitment decisions. In the past 12-months, 469 staff have completed the training.

# Closing the Gap continued

Actions to close the gap 2025/2026	Actions update
6. Continue ongoing support for colleagues post Leadership training through a Leadership Development Plan which is supported through Appraisal to ensure aspiring leaders are prepared for future opportunities that may arise	Our Leadership development programmes require delegates to develop a personal development plan with one-to-one support, alongside completion of reflective logs and 360-degree feedback. This approach supports sustained leadership capability and progression beyond the programme.
7. Pilot of Talent Management conversations and talent mapping tool to be rolled out Trust-wide in 2025/26.	Following the pilot, Talent and Career conversations, a new Talent Mapping Tool and Thinking of Moving conversations have been introduced across the Trust. Supporting guidance and e-learning tools have been made available to enable meaningful career discussions and support progression opportunities.
8. Explore a mechanism for capturing and storing talent management data to enable tracking of movement in the Trust.	<p>The Workforce Information team has enabled improved data tracking, allowing us to monitor leadership programme participation and subsequent career progression within Sherwood, strengthening our understanding of development outcomes.</p> <p>Since our Leadership Development Programme was launched, 11% of female attendees have progressed into promoted positions compared to 6% of men.</p>
9. Embed talent mapping based on skills and potential with existing Trust managers and leaders.	Through the talent mapping tool, colleagues are able to explore career aspirations and agree development actions with their line manager. We anticipate that, in time, this approach will support equitable access to progression opportunities and strengthen the pipeline of women into senior roles, contributing to the reduction of gender disparity at higher pay bands.

We continue to support our women in a variety of ways through our Women in Sherwood Staff Network and awareness raising including International Women’s Day where we celebrate our women and invite inspiring women leaders to share their story of leadership.

We also have a comprehensive health and wellbeing programme which includes Menopause support.

# Gender Pay Gap Action Plan 2026/2027

Actions to close the gap	Action to be completed by	Action Support	Governance forums	Impact
<b>1. Strengthen inclusive job design for senior roles (Band 8a, Consultant and VSM) by updating our job description guidance</b>				
Introduce guidance on the following in the update: <ul style="list-style-type: none"> <li>• The importance of gender-neutral language</li> <li>• Focussing job descriptions on essential skills, behaviours and outcomes.</li> <li>• Avoiding unnecessary criteria that can narrow applicant pools.</li> <li>• Proactively designing roles for part-time/job share/hybrid wherever possible.</li> </ul>	Guidance to be reviewed by the end of Quarter 2	People Operations	People Wellbeing and Belonging sub cabinet, JSPF Sub-Group, JSPF and Job Evaluation panels	<b>Impact:</b> Increased applications and progression of women into senior leadership roles.
<b>2. Eliminate the potential for gender bias in Recruitment and Selection</b>				
Ensure gender balanced recruitment panels for all senior leadership appointments (Band 8a and above).	Ongoing with quarterly assurance updates	People Resourcing	People Resourcing and Development sub cabinet	<b>Impact:</b> Assurance of impartial hiring decisions and increased female representation at senior levels.
Ensure consistent use of structured interviews and scoring frameworks.	Ongoing with quarterly assurance updates	People Resourcing	People Resourcing and Development sub cabinet	
Improve transparency and oversight with quarterly data monitoring of recruitment outcomes, promotions and gender pay gap quartiles 3 and 4, turnover.	New datasets to be developed by the end of Quarter 2 which will be reported quarterly	EDI and People Information	People Resourcing and Development sub cabinet	
Introduce essential to role Inclusive Recruitment training for panel members.	End of quarter 4	EDI and People Development	People Wellbeing and Belonging and People Resourcing and Development sub cabinet	

# Gender Pay Gap Action Plan 2026/27 continued

Actions to close the gap	Action to be completed by	Action Support	Governance Forum	Impact
<b>3. Make flexible working the default for senior roles (Band 8a, Consultant and VSM)</b>				
State flexible working options in every advert	End of Quarter 1	People Resourcing and People Operations	People Resourcing and Development and People Wellbeing and Belonging sub cabinet and People Cabinet	<b>Impact:</b> Wider talent pool, improved retention and greater progression of women into senior positions.
Proactively design roles for part-time/job-share/hybrid where feasible.	See Action 1	See Action 1	See Action 1	
Explore the new NHS 'Let's Talk About Flex' initiative to support our flexible working aspirations including consideration of signing the 'Get Ahead with Flex' pledge.	End of Quarter 1	People Operations	People Wellbeing and Belonging sub cabinet and People Cabinet	
<b>4. Improve the 'Work for Us' section of our website to more effectively showcase the benefits of working at Sherwood</b>				
Highlight key benefits of working at Sherwood, including: <ul style="list-style-type: none"> <li>• Flexible working opportunities</li> <li>• Health and wellbeing support</li> <li>• Learning and development pathways</li> <li>• Engagement initiatives, including Staff Networks and our Staff Excellence Awards</li> </ul>	End of Quarter 2	People Resourcing and Communications	People Resourcing and Development sub cabinet	<b>Impact:</b> Support our aim of narrowing the gender pay gap by encouraging more women to join, stay, and progress within Sherwood.

# Gender Pay Gap Action Plan 2026/27 continued

Actions to close the gap	Action to be completed by	Action Support	Governance Forum	Impact
<b>5. Build and track the progression pipeline</b>				
Ensure talent conversations are embedded across all teams	Ongoing with quarterly assurance updates	People Development	People Resourcing and Development sub cabinet	<b>Impact:</b> Improved retention and greater progression of women into senior positions.
Ensure equitable access to leadership development	Ongoing with quarterly assurance updates	People Development	People Resourcing and Development sub cabinet	
Monitor progression outcomes by gender after programmes complete	Ongoing with quarterly assurance updates	People Development	People Resourcing and Development sub cabinet	
<b>6. Support retention through promotion of family-friendly policies and wellbeing initiatives</b>				
Promote family-friendly policies including maternity/adoption leave, shared parental leave, carers leave, flexible and agile working	Ongoing	People Operations and Communications	People Wellbeing and Belonging sub cabinet	<b>Impact:</b> Improved retention and greater progression of women into senior positions.
Strengthen return to work support after maternity/adoption leave (keeping-in-touch and phased return, re-induction back into the workplace) by reviewing guidance	End of Q2	People Operations	People Wellbeing and Belonging sub cabinet	
Maintain targeted support initiatives such as Menopause Support and Staff Networks	Ongoing with quarterly assurance updates	EDI and People Health	People Wellbeing and Belonging sub cabinet	

These actions are aligned to our Trust People Strategy with TRAC and ESR data to monitor progress and positive impacts on Staff Survey results.

The multi-disciplinary approach to achievement of the actions contained within the plan will be overseen by the People Directorate governance sub-cabinets.

# Staff Survey



Our gender pay gap data shows a need to continue to take positive actions to close the gap.

As part of our wider analysis and understanding of the impact, we review some key questions from our Staff Survey to understand if the negative assumptions that may be made in response to our gender pay gap data are reflected in the satisfaction of our women in Sherwood.

Below is our review of Staff Survey (2025) results for respondents who disclosed their gender (2,737 women and 684 men).

2025 Staff Survey Question	Response from women	Response from men	Response by gender 2025	Response by gender 2024
Organisation acts fairly on career progression (Yes)	55%	57.5%	♂	♂
Organisation is committed to helping me balance my home and work life (Agree/Strongly Agree)	48.1%	52.5%	♂	♀
Organisation takes positive action on health and wellbeing (Agree/Strongly Agree)	56.8%	59.7%	♂	♀
I feel supported to develop my potential (Agree/Strongly Agree)	56.9%	59%	♂	♂
Not experienced discrimination from my line manager or team colleagues	92.8%	91.3%	♀	♀
Satisfied with opportunities for flexible working patterns (Yes)	52.7%	58.6%	♂	♂

## Summary of the Staff Survey results

The 2025 survey results indicate consistent differences across most of the key areas linked to the gender pay gap, and a change in the work and home life balance and health and wellbeing questions where women had answered more favourably than men in 2024.

These results reinforce the need for the targeted actions outlined in our action plan on pages 10-12 of this report.

The action plan aims to support a more equitable experience for our all colleagues with a particular emphasis on flexible working, a focus on family and advancing senior leadership representation in the Trust.

# Conclusion

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Our mean gender pay gap has remained stable since 2024, while the median gap has reduced. This reflects some positive movement, and we anticipate that the targeted actions set out in this report, particularly those focused on recruitment and flexible working will support further progress.

When interpreting the data, it is important to recognise the structural factors influencing our gap.

The Trust has a predominantly female workforce, yet men remain over-represented in senior roles. Roles traditionally held by women and the higher proportion of women working part-time also contribute to the gap. In addition, NHS pay progression is based on length of service, meaning longer-serving staff, regardless of gender, will naturally move into higher pay points.

Medical staffing patterns are another significant factor. Doctors in training are allocated nationally by NHS England, and while the proportion of women entering training has increased, the Trust has no control over specific allocations. There is also a growing trend of less-than-full-time working within medical training, while we acknowledge this is a positive step forward, it is likely to influence the pay profile of the consultant workforce over time.

We acknowledge that our Staff Survey results for 2025 show slightly lower satisfaction rates for women compared with men, however both groups report high levels of not experiencing discrimination. This provides assurance that our gender pay gap is not a result of discriminatory treatment of women but is instead influenced by wider structural and workforce factors outlined in this report.

It is important to note, that due to the range of structural and national factors outlined in this report, achieving a 0% gender pay gap is not realistically possible. Nonetheless, we recognise that further work is needed and remain committed to reducing the gap as far as possible.

Report Author: People Equality, Diversity and Inclusion Lead, March 2026.

# Contact us

If you would like this information in an alternative format, for example large print or easy read, or if you need help with communicating with us, for example because you use British Sign Language, please let us know.

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