



Gender Pay Gap Report

April 2025 Snapshot

Coventry & Rugby GP Alliance



Gender Pay Gap Report

(April 2025 Snapshot)

Contents

- 1. Introduction2
- 2. Background to our Gender Profile (5th April 2025)2
- 3. Statutory Disclosures – Gender Pay Gap Figures.....3
- 4. Gender Pay Gap Analysis4
- 5. Considered Impacts7
- 6. Our Commitment.....7
- 7. Our Intended Actions.....8
- 8. Declaration.....10

1. Introduction

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, UK employers with more than 250 employees at a snapshot in time are required to publish their gender pay gap within a year of that snapshot date. On 5th April 2025, Coventry & Rugby GP Alliance (CRGPA) continued meeting and exceeding the threshold for reporting and is, therefore, statutorily required to publish the following six measures (as applicable):

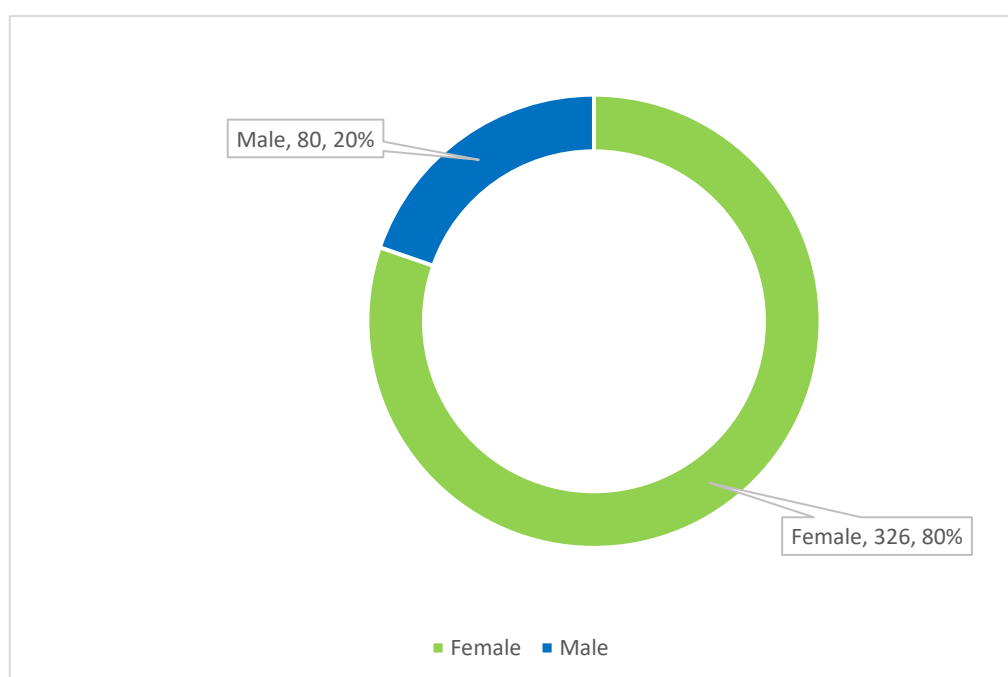
Salary	Bonus
The mean (average) pay gap	The mean bonus pay gap
The median (mid-range) pay gap	The median bonus pay gap
The proportion of male and female employees in each pay quartile band	The proportion of male and female employees receiving a bonus payment

Each measure offers a slightly different perspective on the organisation's gender pay gap. However, these measures are most meaningful when considered together and viewed in the context of the organisation's broader policies and practices.

Moreover, it is important to distinguish between the **gender pay gap** and **equal pay**. An organisation can be an equal pay employer i.e. paying staff equally for doing equal work; however, it may still have gender pay gap. This is because whilst employees doing like-for-like work or work of equal value are paid equally, there are differences in number of male and female employees doing different work for which they are paid accordingly.

2. Background to our Gender Profile (5th April 2025)

As of April 5, 2025, the workforce profile of CRGPA comprised 406 'Relevant Employees,' including 80 male staff members and 326 female staff members.



3. Statutory Disclosures – Gender Pay Gap Figures

Tables 1 and 2 below show the data the organisation is statutorily required to publish, based on the data and reporting guidelines at [Gender pay gap reporting: guidance for employers - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/gender-pay-gap-reporting) for the following three measures:

- 1) The mean (average) pay gap
- 2) The median (mid-range) pay gap
- 3) The proportion of male and female employees in each salary quartile band

Gender	Mean Hourly Rate	Median Hourly Rate
Male	£36.79	£24.78
Female	£25.57	£18.66
Difference	£11.22	£6.12
Pay Gap (%)	30.5%	24.73%

Table 1. CRGPA Mean (Average) & Median Gender Pay Gap – 5th April 2025

Pay Quartile	No. of Male Employees	% Male	No. of Female Employees	% Female	Total Employees
Upper ¼ Hourly Pay	33	29.73%	78	70.27%	111
Upper Middle ¼ Hourly Pay	24	24.74%	73	75.26%	97
Upper Lower ¼ Hourly Pay	7	7.29%	89	92.71%	96
Lower ¼ hourly Pay	16	15.69%	86	84.31%	102

Table 2. Proportion of Male & Female Employees in each Pay Quartile Band – 5th April 2025

The above data shows that:

- The **mean** (or **average**) gender pay gap between the male hourly rate and female hourly rate sits at £11.67.
- The **median** gender pay gap is £6.12 (hourly rate).
- There are significantly more women working in all quartiles.

As the organisation does not pay bonuses, there is no data to be published for the remaining three measures mandated by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

To aid in interpreting the tables above, as well as the tables and graphs in subsequent sections of this report, which provide a more detailed analysis, the following principles should be considered:

- A positive percentage difference in average and/or median pay signifies that female employees receive lower ordinary pay compared to male employees.
- Conversely, a negative percentage (if any) indicates that male employees receive lower ordinary pay compared to female employees.

This report highlights that, similar to many NHS organisations, a gender pay imbalance exists within our organisation. On average, male employees earn **30.5%** more per hour than female employees. However, a review of our 2024-2025 workforce data reveals an increase of approximately only **2%** in the number of female employees and **23%** in that of male employees. These increases are deviant from the trends reported last year.

4. Gender Pay Gap Analysis

Pay Structure

CRGPA employees are paid in line with the role-specific CRGPA pay framework. The pay framework is gender neutral and aims at providing transparent and fair eligibility criteria.

Workforce Per Pay Quartile (All Staff)

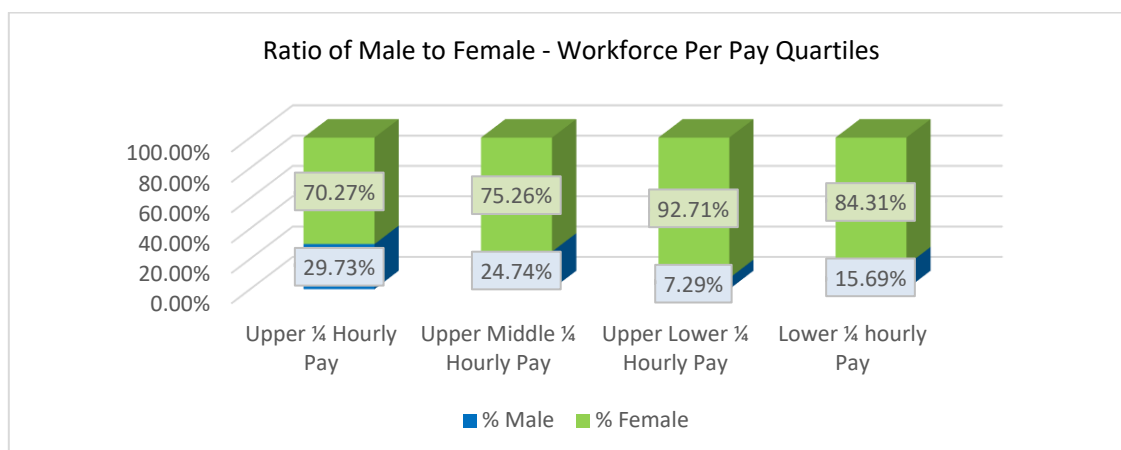


Figure 1. Ratio of Male to Female Workforce Per Pay Quartiles

Gender Pay Gap – Mean and Median (All Staff)

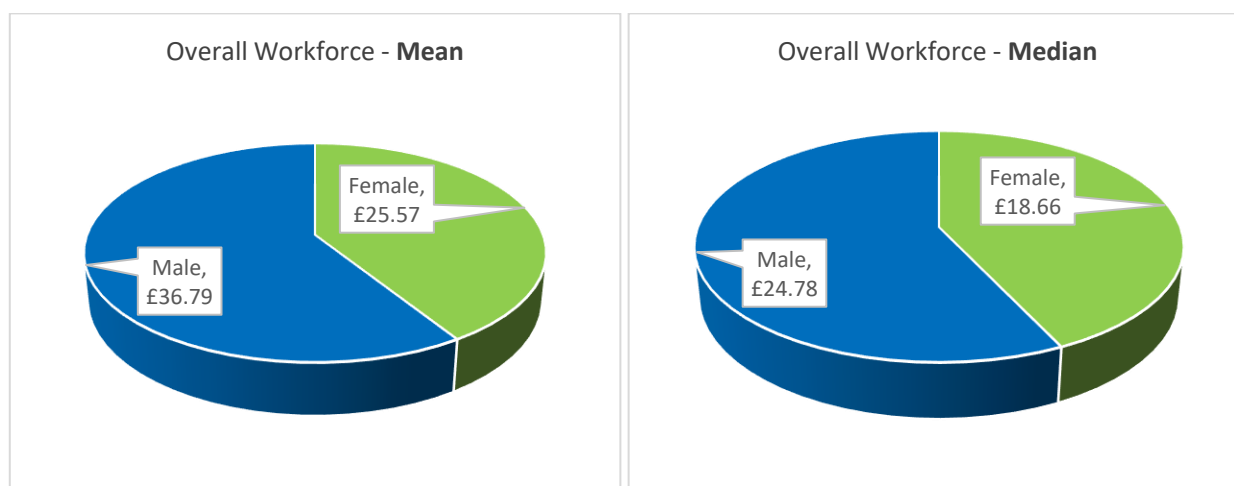


Figure 2. Mean and Median Pay Calculations by Gender

During the 12-month reporting period, CRGPA appointed approximately 80 employees. Of these appointments, a significant majority (68) were women. Over the same period, however, around 50 female employees left the organisation for various reasons including resignations, end of fixed-term contracts, retirements etc.

Gender Pay Gap – by Clinical Roles

Staff Per Pay Quartile (Clinical Workforce)

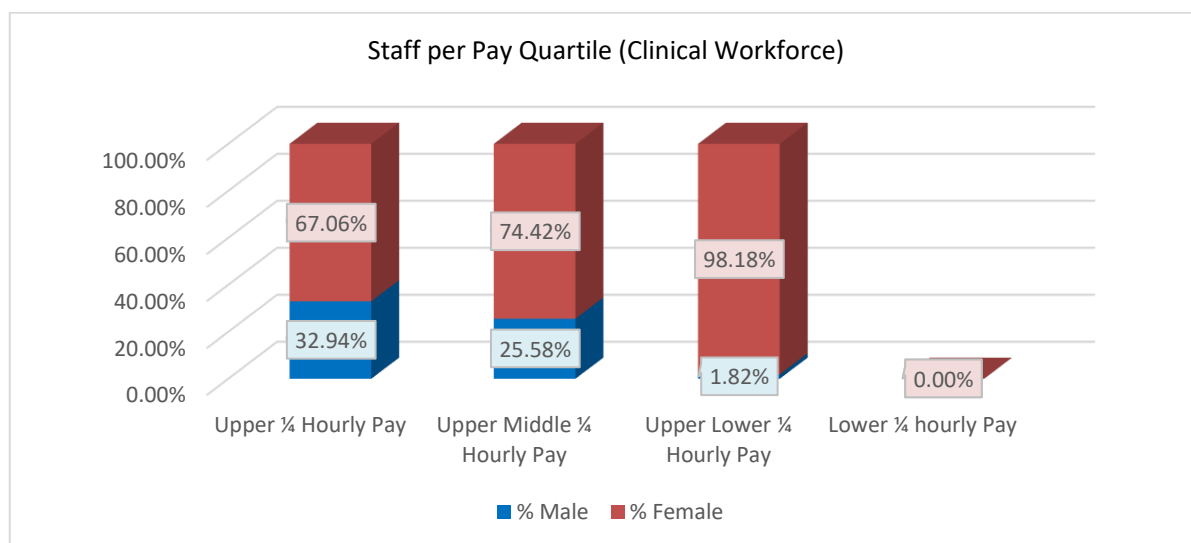


Figure 3. % of Staff by Gender – Pay Quartiles (Clinical Staff)

Gender Pay Gap – Mean and Median (Clinical Workforce)

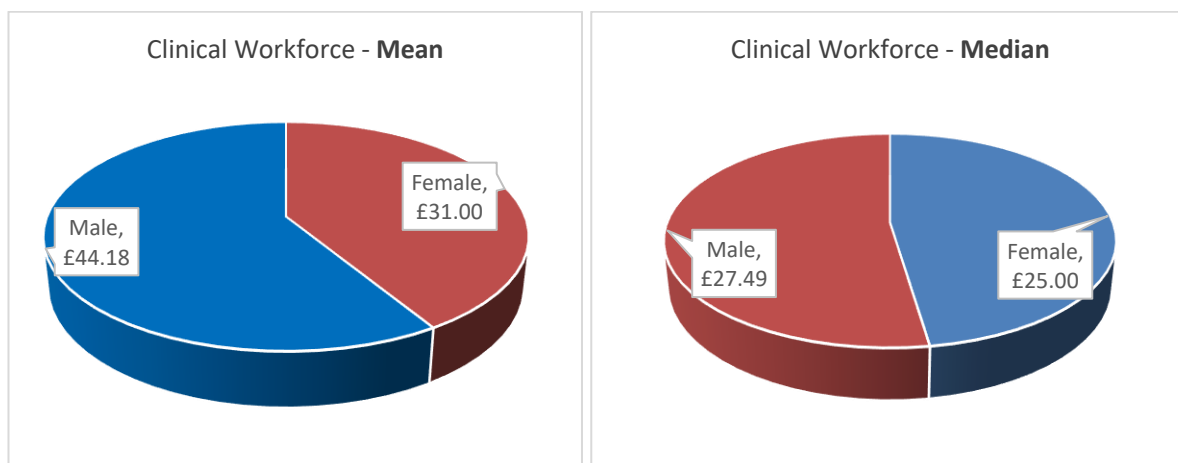


Figure 4. Mean & Median Pay Calculations – Clinical Workforce

Gender Pay Gap – by Non-Clinical Roles

Workforce Per Pay Quartile (Non-Clinical Workforce)

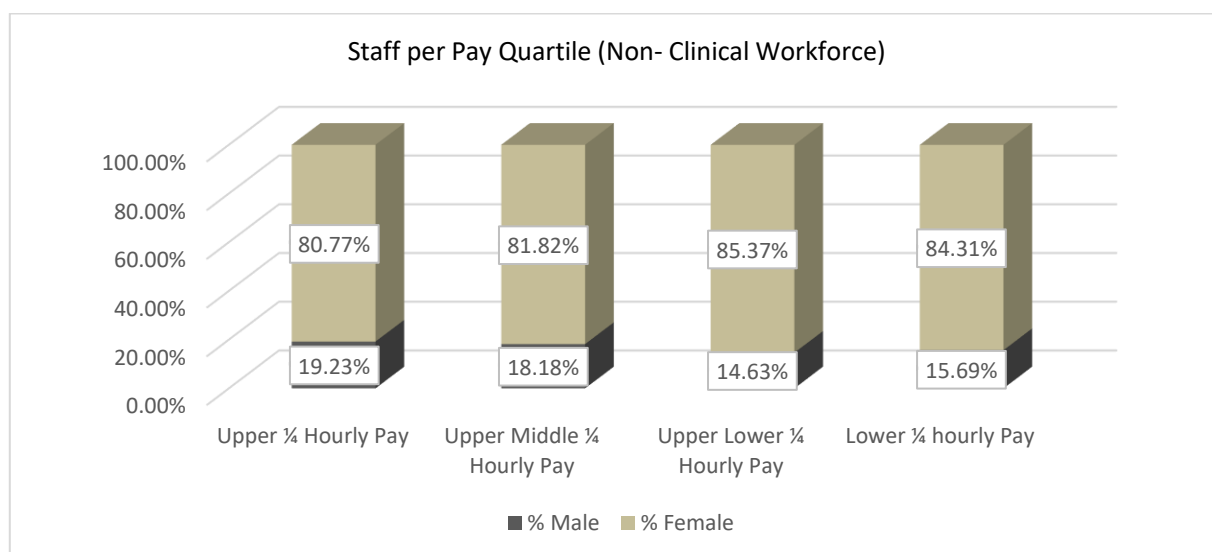


Figure 5. % of Staff by Gender – Pay Quartiles (Non-Clinical Staff)

Gender Pay Gap – Mean and Median (Non-Clinical Workforce)

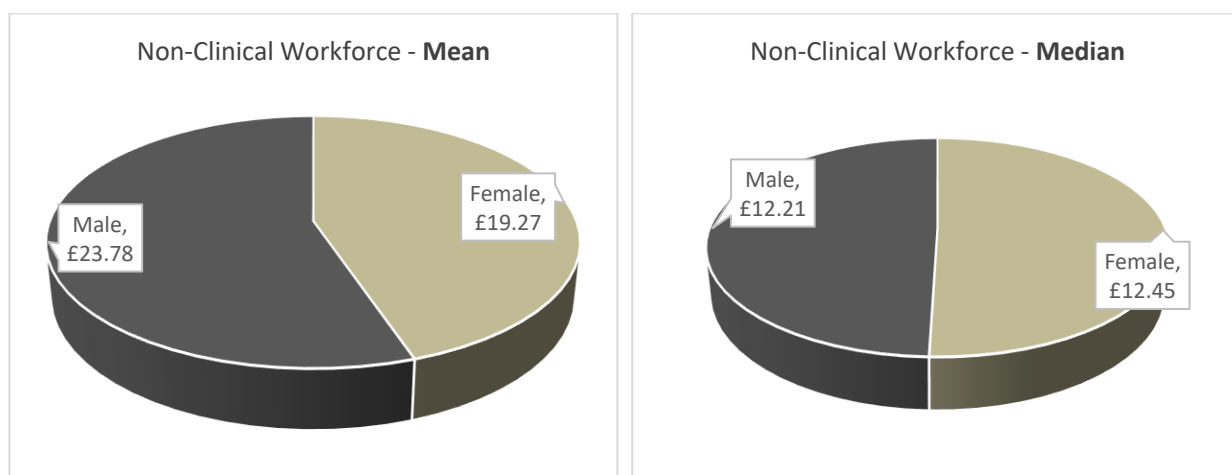


Figure 6. Mean & Median Pay Calculations – Non-Clinical Workforce

5. Considered Impacts

As the proportion of women within the organisation remains significantly higher than that of men (80 male and 326 female employees as of 5th April 2025), the gender pay gap continues to be influenced by workforce composition and role distribution across pay quartiles. Although there has been growth in both male and female employee numbers during the reporting period, the data shows that women continue to be overrepresented across all pay quartiles in terms of overall strength, particularly within the lower and lower-middle quartiles, which contributes to the persistence of the gender pay gap.

The mean gender pay gap of 30.5% and median gap of 24.73% are likely to reflect structure-related and occupational factors rather than unequal pay for equal work. CRGPA operates within a gender-neutral pay framework, and employees undertaking like-for-like roles are paid equally regardless of gender. The observed differences are therefore most likely attributable to the smaller number of male employees being disproportionately present in higher-paid roles, which has a greater influence on both the mean and median pay calculations.

While it is difficult to isolate a single cause for the gender pay imbalance, the following factors are considered to be contributing drivers during the 2024-25 reporting period:

- The organisation's working arrangements and culture continue to promote work/life balance and flexible working, which may disproportionately attract female applicants, particularly those with caring responsibilities.
- Recruitment activity during the reporting period was weighted towards roles that traditionally attract higher numbers of female applicants. Of approximately 80 new starters, 68 were women, reinforcing existing gender distribution patterns.
- Male employees are proportionally more represented within higher-paid roles, contributing to the higher mean and median hourly pay rates for men, despite their smaller overall workforce representation.
- Workforce turnover patterns, including the departure of around 50 female employees during the reporting period, may also influence quartile distribution and pay gap outcomes in the short term, without necessarily indicating any systemic inequality.

As the organisation continues to evolve and expand, CRGPA recognises the importance of monitoring workforce composition, recruitment trends, and progression opportunities across all levels. Ongoing attention will be given to ensuring fair access to development, progression, and higher-paid roles, with the aim of supporting a more balanced representation across pay quartiles over time.

As the proportion of women within the organisation continues to increase, we recognise the potential for the gap to widen if recruitment remains concentrated in the lower quartiles. This highlights the need for ongoing efforts to promote equality and diversity across all levels of the organisation, ensuring a more balanced and inclusive workforce.

6. Our Commitment

Our Vision

To bring the best healthcare solutions and improve healthcare outcomes within Coventry & Rugby.

Our Values

- **Trust** – We conduct ourselves in a way that builds trust amongst each other and our partners.
- **Integrity** – Everything we do is carried out in an honest and transparent way.
- **Collaboration** – We work together to promote health and wellbeing to the wider community.
- **Kindness** – We act with kindness and compassion towards each other, our partners, and patients.
- **Empowerment** – We empower each other to achieve our goals and provide services that empower patients.

- **Respect** – We treat each other with respect and show the same respect to our partners and patients.

7. Our Intended Actions

Publishing our Gender Pay Information

It is our intention to report and publish above gender pay gap information, based on the following reporting requirements:

Reporting Requirement	What We Will Report
Percentage of men and women in each hourly pay quarter	Table 2
Mean (average) gender pay gap for hourly pay	Table 1
Median gender pay gap for hourly pay	Table 1
Percentage of men and women receiving bonus pay	Not relevant to CRGPA
Mean (average) gender pay gap for bonus pay	Not relevant to CRGPA
Median gender pay gap for bonus pay	Not relevant to CRGPA
A written statement, signed by an 'appropriate person' (requirement for private or voluntary sector) confirming that the gender pay gap information published is accurate. An appropriate person can be a director or equivalent.	Given at the end of report
Publishing and visibility	To be published in a prominent place on the company website and kept online for at least 3 years after it is published.

Table 4. Gender Pay Information to be Published

Workforce Organisational Development Strategy and Pay Framework

CRGPA continues to strengthen and evolve its Workforce and Organisational Development Strategy to ensure it remains aligned with the organisation's long-term strategic priorities and the changing needs of our workforce. A key focus of this work is the ongoing development and refinement of a robust, transparent, and equitable pay framework that supports consistency, fairness, and progression across all roles.

As part of this approach, we are actively reviewing workforce composition, recruitment practices, performance management, and policy development to better understand the factors influencing pay distribution and representation across the organisation. This insight is being used to inform workforce planning, talent development, and succession initiatives, with the aim of supporting greater balance across pay quartiles over time.

CRGPA remains committed to being a fair and inclusive employer. We continue to appoint the best candidates based on merit, skills, and experience, regardless of gender or other protected characteristics. Alongside this, we are strengthening our commitment to fair, transparent, and inclusive recruitment and development practices, ensuring that all employees have equitable access to opportunities for progression, development, and leadership.

Through these ongoing improvements, we aim not only to attract and retain a diverse and skilled workforce, but also to reinforce our ambition to be an employer of choice (one that provides a supportive, inclusive, and rewarding environment where people feel valued and proud to work).

Equality, Diversity, Inclusion and Belonging (EDIB) Strategy

CRGPA is in the process of developing a robust Equality, Diversity, Inclusion and Belonging (EDIB) Strategy aimed at providing a clear framework for reinforcing fairness, inclusion, and a sense of belonging across the organisation. The strategy is intended to build on existing good practice and set out clear priorities, actions, and measures to ensure that individual differences are valued, respected, and positively embedded within our organisational culture.

Through the EDIB Strategy, CRGPA aims to:

- Maintain and promote equal rights, fairness, and opportunity for all employees
- Proactively identify, address, and reduce any discrimination, disadvantage, and barriers in all their forms
- Foster an open, inclusive, and psychologically safe culture where equality, diversity, inclusion, and belonging can be discussed constructively and confidently
- Develop and sustain a workforce that reflects the diverse communities of Coventry, Rugby, and the surrounding areas

As part of the strategy's development and early implementation, a number of key focus areas are being considered, including:

- Strengthening our employer brand and social media presence to support inclusive attraction, recruitment, and retention of talent
- Reviewing recruitment, selection, and career practices to better understand how they may affect different groups and to reduce the risk of bias or unintended disadvantage
- Ensuring hiring and promotion decisions continue to be based on skills, experience, and competencies rather than assumptions or stereotypes
- Promoting and normalising flexible working arrangements to support work-life balance and inclusivity
- Embedding organisational values and expected behaviours consistently across all levels of the organisation
- Continually reviewing job descriptions, role, and adverts to identify and remove bias or any gender-coded language
- Supporting fair and equitable access to learning, development, and career progression opportunities
- Maintaining a strong focus on staff welfare, health, and wellbeing as a core component of an inclusive and supportive working environment

The EDIB Strategy will support CRGPA in addressing the drivers of the gender pay gap by promoting fair access to recruitment, development, and progression opportunities across the organisation.

8. Declaration

I confirm that the gender pay gap information published in this written statement and submitted to the Gender pay gap service is accurate and has been calculated according to the requirements and methodology set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Name	Designation	Signature	Date
Dale Ball	Head of People	<i>D Ball</i>	3 rd March 2026