Appendix 1: 2023 Equal Pay Gap Analysis

NHS Fife is committed to mainstreaming equality within the workplace. One of the ways of ensuring this is to carry out an Equal Pay Audit, the results of which are used to identify and analyse potential anomalies in remuneration.

This paper summarises the findings of the equal pay audit carried out in 2023. It meets the requirements detailed within the Equality Act 2010, and our obligations under the Equality Act (Specific Duties) (Scotland) Regulations.

WORKFORCE CATEGORIES

Since 2004 the pay arrangements within NHS Scotland has been significantly modernised. Employees are now linked to broad organisational groupings or job categories. These job categories are:-

- Agenda for Change (e.g. Nursing and Midwifery, Support Services, Allied Health Professionals)
- Executive and Senior Managers, and
- Medical and Dental (e.g. Consultants, Specialty Doctors, Training Grade Doctors)

The level of remuneration within these job categories is determined by job evaluation processes to ensure employees receive equal pay for the same or broadly similar work, or work rated as equivalent and for work of equal value. There should therefore be little variation in the basic hourly earnings of employees, employed on the same pay band or grade, due to their Protected Characteristic status.

PAY AUDIT METHODOLOGY

In accordance with the Equality Act Regulations, Equal Pay Audits were undertaken on the Protected Characteristics of Disability, Gender and Race for employees who had provided a positive response within their equal opportunity questionnaire. Entries which were blank, or where employees opted not to provide these details, were discounted. The table below provides the percentage of staff who recorded a positive response for each of the characteristics.

Characteristic	Disability	Gender	Race
Response	52.5%	100.0%	61.0%
Change since 2021	+ 5.5%	-	+ 4.8%

The Audit calculates the percentage difference based on the average hourly pay (excluding overtime), among our employees, between persons who held a particular Characteristic and persons who did not hold the Characteristic.

The audit reflects payroll records extracted on 31 January 2023. NHS Fife employed 9,540 employees and held 9,647 separate assignments.

Collated information is presented to provide an overview of the equal pay audit. Where results have indicated a headcount of less than 5 employees the average hourly rate of pay has been redacted to ensure confidentiality of the employees involved.

RESULTS OF THE 2023 PAY AUDIT

The results of the Equal Pay Audits are detailed in the tables below:

Disability Pay Gap

		Disabled		N	Ion-Disable	d				-
Agenda for Change	Count	Avg Basic Hourly Rate	% of Staff Group	Count	Average of Basic Hourly Rate	% of Staff Group	Monetary Variance Non- Disabled to Disabled (£)	Monetary Variance Non- Disabled to Disabled (%)	Total Count	Average of Basic Hourly Rate
Agenda for Change	230	£15.86	4.83%	4,527	£16.65	95.17%	£0.79	4.75%	4757	£16.61
Medical & Dental	10	£38.44	3.34%	289	£42.54	96.66%	£4.10	9.65%	299	£42.40
Senior Managers				4	*		-	-	4	*
Grand Total	240	£16.80	4.74%	4820	£18.23	95.26%	£1.43	7.84%	5060	£18.16
MEDIAN Basic Hourly Rate	-	£14.52	-	-	£15.51	-	£0.99	6.38%	-	£14.27
MODE Grade		Band 5			Band 5					

Gender Pay Gap

		Female			Male					
Reporting Category	Count	Avg Basic Hourly Rate	% of Staff Group	Count	Average of Basic Hourly Rate	% of Staff Group	Monetary Variance Male to Female	Monetary Variance Male to Female %	Total Count	Average of Basic Hourly Rate
Agenda for Change	7878	£17.10	86.32%	1248	£17.11	13.68%	£0.01	0.08%	9126	£17.10
Medical & Dental	276	£44.51	54.33%	232	£45.96	45.67%	£1.45	3.15%	508	£45.17
Senior Managers	8	£47.89	61.54%	5	£45.41	38.46%	-£2.48	-5.47%	13	£46.94
Grand Total	8162	£18.05	84.61%	1485	£21.71	15.39%	£3.66	16.85%	9647	£18.62
MEDIAN Basic Hourly Rate	-	£15.51	-	-	£18.09	-	£2.58	14.26%	-	£17.49
MODE Grade		Band 5			Band 2					

Race Pay Gap

	Ethnic	: Minority G	iroups		White					
Agenda for Change	Count	Avg Basic Hourly Rate	% of Staff Group	Count	Average of Basic Hourly Rate	% of Staff Group	Monetary Variance White to Non White (£)	Monetary Variance White to Non White (%)	Total Count	Average of Basic Hourly Rate
Agenda for Change	205	£16.97	3.37%	5877	£17.23	96.63%	£0.26	1.51%	6082	£17.22
Medical & Dental	67	£38.38	25.48%	196	£45.30	74.52%	£6.93	15.29%	263	£43.54
Senior Managers	-	-	-	7	£42.71	100.00%	-	-	7	£42.71
Grand Total	272	£22.24	4.28%	6080	£18.17	95.72%	-£4.08	-22.44%	6352	£18.34
						-				
MEDIAN Basic Hourly Rate	-	£18.09	-	-	£15.51	-	-£2.58	-16.63%	-	£16.19
MODE Grade		Band 5			Band 5					

OCCUPATIONAL SEGREGATION INDICATORS

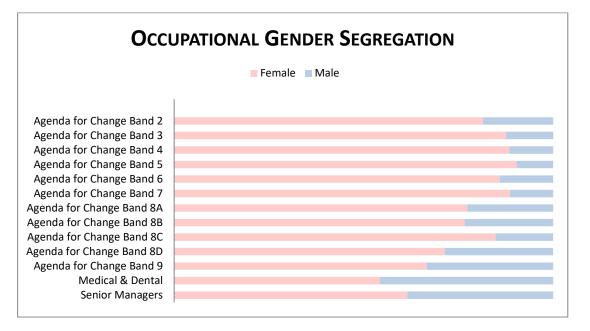
Disability

- 1) 2.5% of the workforce confirmed they held a physical or mental impairment that has a substantial and long-term negative effect on their ability to do normal daily activities. These employees meet the definition of disabled under the Equality Act. The pay gap between persons who are disabled and people who are not is -7.84%. This reduces to -6.83% when the median value is taken.
- 2) The banding distribution for persons who are disabled is consistent with that for people who are not. The mode banding for each group is Band 5.
- 3) Overall, 71.3% of disabled persons are engaged within Job Families more closely linked to clinical work, compared to 72.0% of people who are not. There are small variations in the distribution of staff across individual job families, for example the percentage of persons who are disabled engaged in the Administrative Services and Allied Health Professions job families is 3.4% and 3.0% higher when compared to the distribution of persons who are not. Conversely, the percentage of persons who are disabled engaged in the Support Services and Nursing & Midwifery Job Families is 4.1% and 1.4% lower when compared to the distribution of persons who are not.

4) 59.6% of disabled persons are engaged within professional roles remunerated on Agenda for Change Band 5 or above, compared to 56.6% of people who are not.

Gender

5) 84.6% of the workforce is female. The pay gap between female and male employees is 16.85% although this figure reduced to 14.26% when based on the median value. The gender pay gap is influenced by occupational segregation factors. Medical and Dental plus Executive / Senior Manager Pay Grades are typically remunerated at higher hourly rates when compared to the Agenda for Change Pay Bands. Although there are a greater headcount of female employees engaged in these job categories when compared to male employees, 3.5% of female employees are engaged in these job categories compared to 16.0% of male employees. Consequently, this has a lesser impact on increasing the average hourly rate of female employees when compared to male employees.



- 6) There are variations in the gender breakdown of the workforce within individual Job Families. For example, in Nursing & Midwifery roles, female employees account for 92.1% of the job family. These percentages reduce within Healthcare Sciences (72.0%) and Medical and Dental (54.3%) roles, where there is a higher concentration of male employees.
- 7) There is a greater concentration of female employees engages within Job Families more closely linked to clinical work. 72.5% of females are engaged within such job families compared to 58.8% of males. 56.2% of females are engaged within professional roles remunerated on Agenda for Change Band 5 or above, compared to 57.5% of males.
- 8) The results of the 2023 Gender Pay Audit are provided at the end of this report.

Race

9) 2.9% of our workforce has confirmed they are from a non-white racial group. This group of staff is described as a minority racial group for the purposes of determining Occupational Segregation. The pay gap between persons identified as being from a minority racial group and persons who are not is 22.44% in favour of those from a minority racial group. When this is calculated on the median value this pay gap is 16.63%.

10) This is a greater concentration of persons from a minority group engaged within clinical job families. 88.2% of persons from a minority group are engaged within Job Families more closely linked to clinical work compared to 69.7% of persons who are not. Similarly, 76.5% of persons from a minority group engaged within a professional role remunerated on Agenda for Change Band 5 or above, compared to 56.6% of people who are not.

Closing the Pay Gap

As previously stated, remuneration levels within NHS Fife are determined by job evaluation processes. These processes ensure employees receive equal pay for the same or broadly similar work, or work rated as equivalent and for work of equal value. Application of the job evaluation processes also mean that the Pay Gap variations identified in this report are caused by factors unrelated to the Protected Characteristics of employees. Notwithstanding these processes, the Equality and Human Rights Commission recommend that, as a general rule, differences of 5% or more, or recurring differences of 3% or more merit further investigation. Using this as the definition, the Pay Gap information for each of the Protected Characteristics have been subject to further consideration to identify what steps could be taken to close the gap.

A review of the Disability Pay Gap information since 2017 indicates that the difference between the average basic hourly earnings between employees who identify themselves as disabled and people who do not has increased from 0.9% (2017) to 7.8% (2023). In the same timeframe, the percentage of the workforce providing a positive response to their status has increased by 19.3%, with the number of employees identifying themselves as disabled increasing by 162, an increase of over 200%. Closer analysis of this Pay Gap identifies the variance largely reflect in-band differences in the average hourly pay rather than differences in the occupation segregation of employees who identify themselves as disabled and people who do not. Due to the progress made in obtaining Protected Characteristic information in recent years, approximately 50% of those identifying themselves as disabled hold 3 years NHS Service or less, in contrast over 50% of those confirming they do not share this Characteristic hold more than 5 years NHS service.

This Pay Gap therefore could be linked to an increased number of staff identifying themselves as disabled during the recruitment process, and these individuals being remunerated towards the bottom of the various pay bands due to rules around annual incremental progression plus the impact of amalgamating various incremental points into a reduced number of scale points within the Agenda for Change Bands. Length of service is independent of the Protected Characteristic status of the employee

A review of the Gender Pay Gap information since 2013 highlights the percentage pay gap between the average basic hourly earnings between male and female employees has narrowed by 4.6%. This improvement has been driven by the reduction in the gender pay gap within the Medical and Dental Job Family from 16.6% (2013) to 3.2% (2023). With an increased proportion of females choosing medicine as a profession, which in turn will result in an increased percentage of the job family who are female in the long term, it is envisaged this steady reduction in gender pay gap will continue. It is unclear if this in itself will be sufficient to close the pay gap within NHS Fife due to the occupational segregation factors described above. We will continue to review the trend, monitoring this against other Health Boards throughout NHS Scotland.

A review of the Race Pay Gap information highlights the basic hourly earnings of employees who identify themselves as belonging to a minority racial group is 22.4% more than those who identify themselves as white. These results indicate that BAME employees are not disadvantaged in relation to their average basic hourly earnings, and this is reflective of a higher prevalence of BAME employees in professional roles remunerated on Agenda for Change pay bands 5 and above, and improved recording of Protected Characteristic information within the Medical and Dental Job Family, a job family that typically earn a higher average hourly rate.

CONCLUSION

Workforce Policies and Procedures are agreed in partnership with Trade Unions and Professional Organisations. Their implementation ensures that any pay gaps highlighted in this report is not linked to an employee's Protected Characteristic status, rather they are explained by other factors such as improvement in the capture of Protected Characteristic information within the recruitment process or by occupational gender segregation, particularly how the higher prevalence of male employees within the Medical and Dental job family has had the impact of increase the average hourly rate of pay for male employees. To ensure continued compliance with the Equality Act, Workforce Policies and Procedures will continue to be subject to quality impact assessments. NHS Fife will also monitor its published Equal Pay Gap information against other NHS Scotland organisations to ensure there is no apparent deviation from NHS Scotland averages.

Reporting Category: Agenda for Change Gender Equal Pay Audit

	•		Female			Male			-		
Job Family	AFC Band	Count	Avg Basic Hourly Rate	% of Staff Group	Count	Average of Basic Hourly Rate	% of Staff Group	Monetary Variance Male to Female	Monetary Variance Male to Female %	Total Count	Average of Basic Hourly Rate
ADMINISTRATIVE SERVICES	Band 2	336	£ 12.00	87.96%	46	£ 11.85	12.04%	-£ 0.16	-1.33%	382	£ 11.99
	Band 3	385	£ 12.91	93.45%	27	£ 12.80	6.55%	-£ 0.11	-0.84%	412	£ 12.90
	Band 4	415	£ 14.10	94.32%	25	£ 13.73	5.68%	-£ 0.37	-2.70%	440	£ 14.08
	Band 5	122	£ 16.42	75.78%	39	£ 16.21	24.22%	-£ 0.20	-1.24%	161	£ 16.37
	Band 6	81	£ 20.49	65.32%	43	£ 20.51	34.68%	£ 0.02	0.11%	124	£ 20.50
	Band 7	51	£ 23.99	60.71%	33	£ 23.59	39.29%	-£ 0.40	-1.70%	84	£ 23.84
	Band 8A	29	£ 27.60	64.44%	16	£ 28.18	35.56%	£ 0.58	2.07%	45	£ 27.81
	Band 8B	18	£ 33.69	72.00%	7	£ 32.83	28.00%	-£ 0.86	-2.61%	25	£ 33.45
	Band 8C	7	£ 39.55	70.00%	3	*	30.00%	-	-	10	£ 39.89
	Band 8D	8	£ 46.59	72.73%	3	*	27.27%	-	-	11	£ 46.52
ADMINISTRATIVE SERVICES (TOTAL)		1452	£ 15.01	85.71%	242	£ 18.47	14.29%	£ 3.45	18.70%	1694	£ 15.51
ALLIED HEALTH PROFESSION	Band 2	10	£ 11.77	76.92%	3	*	23.08%	-	-	13	£ 11.79
	Band 3	123	£ 12.95	88.49%	16	£ 12.89	11.51%	-£ 0.07	-0.51%	139	£ 12.95
	Band 4	51	£ 14.01	96.23%	2	*	3.77%	-	-	53	£ 14.00
	Band 5	58	£ 15.73	82.86%	12	£ 15.19	17.14%	-£ 0.53	-3.51%	70	£ 15.64
	Band 6	233	£ 21.04	83.81%	45	£ 19.65	16.19%	-£ 1.39	-7.10%	278	£ 20.82
	Band 7	195	£ 24.95	89.04%	24	£ 24.31	10.96%	-£ 0.64	-2.62%	219	£ 24.88
	Band 8A	48	£ 28.46	87.27%	7	£ 27.99	12.73%	-£ 0.47	-1.67%	55	£ 28.40
	Band 8B	6	£ 33.69	60.00%	4	*	40.00%	-	-	10	£ 33.45
	Band 8C	5	£ 38.72	100.00%				-	-	5	£ 38.72
	Band 9	1	*	100.00%				-	-	1	*
ALLIED HEALTH PROFESSION (TOTAL)		730	£ 20.44	86.60%	113	£ 19.89	13.40%	-£ 0.55	-2.77%	843	£ 20.37

DENTAL SUPPORT	Band 2	1	£ 12.18	100.00%				-	-	1	*
	Band 3	10	£ 12.91	100.00%				-	-	10	£ 12.91
	Band 4	32	£ 14.13	96.97%	1	*	3.03%	-	-	33	£ 14.14
	Band 5	15	£ 16.96	100.00%				-	-	15	£ 16.96
	Band 6	14	£ 20.38	100.00%				-	-	14	£ 20.38
	Band 7	2	*	100.00%				-	-	2	*
DENTAL SUPPORT (TOTAL)		74	£ 15.96	98.67%	1	*	1.33%	-	-	75	£ 15.94
HEALTHCARE SCIENCES	Band 2	1	*	100.00%				-	-	1	*
	Band 3	37	£ 12.96	67.27%	18	£ 13.09	32.73%	£ 0.13	0.98%	55	£ 13.00
	Band 4	8	£ 13.98	57.14%	6	£ 14.03	42.86%	£ 0.05	0.35%	14	£ 14.00
	Band 5	14	£ 16.44	70.00%	6	£ 15.68	30.00%	-£ 0.76	-4.85%	20	£ 16.22
	Band 6	42	£ 21.67	77.78%	12	£ 21.61	22.22%	-£ 0.06	-0.26%	54	£ 21.65
	Band 7	20	£ 25.01	80.00%	5	£ 25.27	20.00%	£ 0.27	1.05%	25	£ 25.06
	Band 8A	8	£ 29.00	72.73%	3	*	27.27%	-	-	11	£ 28.95
	Band 8B	4	*	57.14%	3	*	42.86%	-	-	7	£ 33.52
	Band 8C	1	*	100.00%				-	-	1	*
	Band 8D	1	*	100.00%				-	-	1	*
HEALTHCARE SCIENCES (TOTAL)		136	£ 19.80	71.96%	53	£ 18.65	28.04%	-£ 1.15	-6.16%	189	£ 19.47
MEDICAL SUPPORT	Band 3	1	*	50.00%	1	*	50.00%	-	-	2	*
	Band 5	23	£ 15.67	69.70%	10	£ 15.73	30.30%	£ 0.06	0.40%	33	£ 15.69
	Band 6	1	*	16.67%	5	£ 22.14	83.33%	-	-	6	£ 22.14
	Band 7	3	*	75.00%	1	*	25.00%	-	-	4	*
MEDICAL SUPPORT (TOTAL)		28	£ 16.74	62.22%	17	£ 18.06	37.78%	£ 1.32	7.33%	45	£ 17.24
NURSING/MIDWIFERY	Band 2	515	£ 11.84	90.99%	51	£ 11.76	9.01%	-£ 0.08	-0.69%	566	£ 11.83
	Band 3	691	£ 12.72	88.93%	86	£ 12.81	11.07%	£ 0.09	0.73%	777	£ 12.73
	Band 4	118	£ 13.90	95.16%	6	£ 13.64	4.84%	-£ 0.26	-1.94%	124	£ 13.89
	Band 5	1538	£ 17.30	93.27%	111	£ 17.11	6.73%	-£ 0.18	-1.08%	1649	£ 17.28
	Band 6	800	£ 20.48	92.49%	65	£ 20.53	7.51%	£ 0.04	0.21%	865	£ 20.49
	Band 7	532	£ 23.65	94.49%	31	£ 23.48	5.51%	-£ 0.17	-0.71%	563	£ 23.64
	Band 8A	59	£ 28.01	83.10%	12	£ 28.46	16.90%	£ 0.45	1.57%	71	£ 28.08
	Band 8B	23	£ 33.33	85.19%	4	*	14.81%	-	-	27	£ 33.29
	Band 8C	6	£ 39.69	100.00%				-	-	6	£ 39.69

	Band 8D	2	*	100.00%					-	-	2	*
NURSING/MIDWIFERY (TOTAL)		4284	£ 17.47	92.13%	366	£ 16.99	7.87%	-£	0.48	-2.83%	4650	£ 17.43
OTHER THERAPEUTIC	Band 2	23	£ 11.91	76.67%	7	£ 11.60	23.33%	-£	0.32	-2.75%	30	£ 11.84
	Band 3	25	£ 13.12	73.53%	9	£ 12.77	26.47%	-£	0.35	-2.78%	34	£ 13.03
	Band 4	54	£ 12.96	84.38%	10	£ 14.09	15.63%	£	1.14	8.07%	64	£ 13.13
	Band 5	42	£ 16.63	85.71%	7	£ 16.05	14.29%	-£	0.58	-3.62%	49	£ 16.54
	Band 6	40	£ 18.66	85.11%	7	£ 18.96	14.89%	£	0.30	1.57%	47	£ 18.71
	Band 7	65	£ 23.68	83.33%	13	£ 23.65	16.67%	-£	0.04	-0.16%	78	£ 23.68
	Band 8A	76	£ 28.31	77.55%	22	£ 28.16	22.45%	-£	0.15	-0.55%	98	£ 28.28
	Band 8B	40	£ 33.39	80.00%	10	£ 33.69	20.00%	£	0.30	0.89%	50	£ 33.45
	Band 8C	20	£ 40.04	86.96%	3	*	13.04%		-	-	23	£ 39.99
	Band 8D	4	*	66.67%	2	*	33.33%		-	-	6	£ 47.36
	Band 9	1	*	50.00%	1	*	50.00%		-	-	2	*
OTHER THERAPEUTIC (TOTAL)		390	£ 22.62	81.08%	91	£ 23.22	18.92%	£	0.60	2.58%	481	£ 22.73
PERSONAL AND SOCIAL CARE	Band 3	11	£ 13.20	100.00%					-	-	11	£ 13.20
PERSONAL AND SOCIAL CARE	Band 4	1	*	100.00%					-	-	1	*
	Band 5	13	£ 15.84	86.67%	2	*	13.33%		-	-	15	£ 15.97
	Band 6	15	£ 20.66	78.95%	4	*	21.05%		-	-	19	£ 20.60
	Band 7	8	£ 25.03	100.00%					-	-	8	£ 25.03
	Band 8A	2	*	50.00%	2	*	50.00%		-	-	4	*
	Band 8B	1	*	100.00%					-	-	1	*
PERSONAL AND SOCIAL CARE (TOTAL)		51	£ 18.97	86.44%	8	£ 21.23	13.56%	£	2.26	10.63%	59	£ 19.28
SUPPORT SERVICES	Band 2	665	£ 12.05	73.08%	245	£ 12.03	26.92%	-£	0.01	-0.12%	910	£ 12.04
	Band 3	50	£ 13.06	60.98%	32	£ 12.99	39.02%	-£	0.08	-0.59%	82	£ 13.03
	Band 4	10	£ 14.07	20.00%	40	£ 14.03	80.00%	-£	0.03	-0.25%	50	£ 14.04
	Band 5	1	*	12.50%	7	£ 17.07	87.50%		-	-	8	£ 16.75
	Band 6	3	*	12.50%	21	£ 20.51	87.50%		-	-	24	£ 20.39
	Band 7	1	*	14.29%	6	£ 25.23	85.71%		-	-	7	£ 25.31
	Band 8A	3	*	42.86%	4	*	57.14%		-	-	7	£ 27.99
	Band 8C				1	*	100.00%		-	-	1	*
	Band 8D				1	*	100.00%		-	-	1	*
SUPPORT SERVICES (TOTAL)		733	£ 12.26	67.25%	357	£ 13.52	32.75%	£	1.26	9.30%	1090	£ 12.67

GRAND TOTAL	7878	£ 17.10	86.32%	1248	£ 17.11	13.68%	£	0.01	0.08%	9126	£ 17.10
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Reporting Category: Medical & Dental

Gender Equal Pay Audit

			Female			Male					
Job Family	AFC Band	Count	Avg Basic Hourly Rate	% of Staff Group	Count	Average of Basic Hourly Rate	% of Staff Group	Monetary Variance Male to Female	Monetary Variance Male to Female %	Total Count	Average of Basic Hourly Rate
MEDICAL & DENTAL	Associate Specialist	3	*	75.00%	1	*	25.00%	-	-	4	*
	Clinical Director	1	*	100.00%			0.00%	-	-	1	*
	Clinical Fellow	16	£ 19.46	55.17%	13	£ 18.42	44.83%	-£ 1.04	-5.63%	29	£ 19.00
	Consultant	151	£ 51.35	49.03%	157	£ 51.64	50.97%	£ 0.30	0.58%	308	£ 51.50
	Dental Officer	21	£ 35.02	87.50%	3	*	12.50%	-	-	24	£ 35.37
	Director of Public Health	1	*	100.00%			0.00%	-	-	1	*
	Foundation House Officer Year 1	2	*	40.00%	3	*	60.00%	-	-	5	£ 13.26
	Foundation House Officer Year 2	1	*	100.00%			0.00%	-	-	1	*
	Medical Director			0.00%	1	*	100.00%	-	-	1	*
	Other	7	£ 50.17	58.33%	5	£ 50.73	41.67%	£ 0.56	1.11%	12	£ 50.40
	Salaried GP	31	£ 45.29	60.78%	20	£ 44.86	39.22%	-£ 0.43	-0.95%	51	£ 45.12
	Senior Dental Officer	6	£ 41.56	85.71%	1	*	14.29%	-	-	7	£ 42.41
	Specialty Doctor	35	£ 33.18	61.40%	22	£ 33.29	38.60%	£ 0.11	0.35%	57	£ 33.22
	Specialty Registrar	1	*	14.29%	6	£ 20.67	85.71%	-	-	7	£ 21.02
MEDICAL & DENTAL (TOTAL)		276	£ 44.51	54.33%	232	£ 45.96	45.67%	£ 1.45	3.15%	508	£ 45.17

Reporting Category: Executive / Senior Managers Gender Equal Pay Audit

			Female			Male					
		Count	Avg Basic Hourly Rate	% of Staff Group	Count	Average of Basic Hourly Rate	% of Staff Group	Monetary Variance Male to Female	Monetary Variance Male to Female %	Total Count	Average of Basic Hourly Rate
	AFC Band										
EXECUTIVE / SENIOR MANAGERS	Executive Manager Cohort - Grade A				1	*	100.00%	-	-	1	*
	Executive Manager										
	Cohort - Grade B				1	*	100.00%	-	-	1	*
	Executive Manager Cohort - Grade C	1	*	50.00%	1	*	50.00%	-	-	2	*
	Executive Manager Cohort - Grade D	1	*	100.00%				-	-	1	*
	Executive Manager Cohort - Grade E	4	*	66.67%	2	*	33.33%	-	-	6	£ 50.39
	Executive Manager Cohort - Grade H	1	*	100.00%				-	-	1	*
	Executive Manager Cohort - Transitional Grade C	1	*	100.00%				_	_	1	*
EXECUTIVE / SENIOR MANAGERS				100.00%				-	-		
(TOTAL)		8	£ 47.89	61.54%	5	£ 45.41	38.46%	-£ 2.48	-5.47%	13	£ 46.94