



Gender Pay Gap Report

2026 Report and
Action Plan for Improvement

Executive Summary

Gender Pay Gap Report and Separate Action Plan
(snapshot: April 2025; pay period: 5 April 2024–4 April 2025)

At NHS Property Services (NHSPS), our purpose is to enable excellent patient care by creating safe, sustainable and efficient NHS spaces. We can only do this through talented colleagues who feel valued, included and able to build rewarding careers. Our Gender Pay Gap Report sets out our 2026 statutory data, explains the structural factors that influence our gap, and describes the action we are taking to improve representation, progression and fairness across our workforce.

Our gender pay gap is not about equal pay for equal work. We have established pay governance, a clear Reward Policy and job architecture to support fair and consistent pay decisions. The main drivers of our gap are workforce composition and occupational segregation: women are strongly represented in high-volume frontline Soft Facilities Management (FM) roles, while men are overrepresented in some higher-paid technical (Hard Facilities Management), estates, digital and senior roles. Our focus is therefore on widening access, strengthening progression routes, improving transparency and ensuring all colleagues can see and reach the opportunities available to them.

Headline position (April 2025 snapshot)

Measure	Result	What it suggests
Workforce gender split	61% female (3,159) / 39% male (2,044)	Representation is stable year-on-year; focus is on role mix and progression.
Mean gender pay gap (hourly)	23.3% (down 0.95pp YoY)	Long-term improvement, but structural drivers persist.
Median gender pay gap (hourly)	25.3% (up ~1pp YoY)	Widening midpoint differential; sensitive to quartile distribution and flat awards.
Mean / median bonus gap	15.9% / 13.1%	Bonus allocation requires continued review and transparency.

Key drivers of the gender pay gap

Workforce composition: our largest job family is **Domestic Assistants (Soft FM)** (2,471 colleagues) and is predominantly female; **Hard FM** (591 colleagues) is heavily male and typically attracts higher market rates.

Pay quartiles: female representation increased in the **upper quartile (+1.4%)**, but the **upper-middle quartile (Q3)** became more male (**+3%**), indicating potential uneven progression; further joiner/promotion/leaver analysis is underway.

Pay-setting context: the **median gap** is influenced by frontline roles aligned to NHS pay bands alongside market-driven salaries in Hard FM and more senior roles; flat pay awards can widen differentials between lower and upper quartiles.

Hiring and pay fairness: analysis indicates outcomes are primarily driven by **who applies to which roles** (pipeline composition), rather than differences in selection decisions or salary offers for the same roles.

Bonus: bonus uptake improved, but the bonus gap remains and has widened on the mean measure, signalling the need for stronger governance and consistency.

Areas of opportunity (priority focus)

- **Get (attraction):** broaden and diversify pipelines into **Hard FM, technical, digital and estates** roles, using targeted outreach and a balanced channel mix to reduce occupational segregation at entry.
- **Grow (progression):** address the **Level 1 → Level 2** pinch point by strengthening pathways from frontline roles into technical/supervisory routes (skills-based progression, apprenticeships, mentoring, job shadowing and transparent internal vacancy routes).
- **Grow (leadership):** continue to increase female representation in higher-paid quartiles through structured programmes (e.g., Women in Leadership, Aspiring Managers) and active sponsorship for progression into team leader and professional roles.
- **Keep (retention and inclusion):** embed and evaluate enhanced policies (e.g., Family Friendly and Time Away From Work) to support career continuity and reduce drop-off linked to caring responsibilities.
- **Reward governance:** continue to strengthen transparency and controls on bonus decisions (calibration, documentation and monitoring) to reduce bonus gaps and improve confidence in outcomes.
- **Measurement:** improve senior-level data quality (including reducing “prefer not to say” where feasible) and monitor key metrics via quarterly dashboards and annual reporting.

What success looks like: sustained reduction in mean and median gender pay gaps through improved representation of women in technical and higher-paid roles, stronger internal progression routes, and fair, transparent reward practices—supported by clear governance and regular reporting on outcomes.



Contents

Who we are as an organisation 4

Reporting methodology 5

Workforce composition 5

Understanding our gender pay gap data 8

Diversity, inclusion and social impact 16

Our action plan commitments 18

Milestones and timelines 19

Measurement and accountability 20

Looking ahead 22

Introduction

NHS Property Services is committed to being an employer of choice: a place where colleagues feel safe, supported and able to build meaningful careers while contributing to the NHS. Transparency on gender pay is an important part of that commitment. It helps us understand where structural barriers exist, where progress is being made, and where further action is needed.

This report explains our 2026 gender pay gap results, based on the April 2025 snapshot, and provides a separate action plan for improvement. The action plan aligns to our people strategy to Get, Grow and Keep great people by focusing on attraction, progression, retention, inclusion and transparent reward governance.

We know that closing the gender pay gap takes sustained effort. Our approach is evidence-led, practical and long term: we will use data, colleague voice and clear accountability to broaden access to higher-paid roles, support career continuity and build a culture where everyone can thrive.

By publishing both our report and action plan, we are being open about our current position and clear about the changes we will make. This is central to our ambition to be a fair, inclusive and progressive organisation for current and future colleagues.



Who we are as an organisation

Who we are and how we serve

NHS Property Services (NHSPS) was established in 2013 and has grown to become one of the largest property organisations in the UK. Our purpose is simple and essential: to enable colleagues across England's National Health Service to deliver excellent patient care. We achieve this by ensuring the NHS Estate Integrated Care Centres, hospitals, GP practices, health campuses and offices are safe, sustainable, and equipped to support modern healthcare both now and in the years ahead.

Every colleague contributes to this mission. Across facilities management, construction, asset management, operations and corporate services, our teams work together to help the NHS get the best from its estate so it can continue delivering high quality care to communities across England.

Our strategy is underpinned by three pillars, which describe how we apply our expertise to support the transformation of the NHS estate.

As a government-owned company, we exist to serve the needs of the NHS. We manage a diverse and complex portfolio of more than 3,000 properties home to over 7,000 tenants and representing around £3bn in assets. This accounts for roughly 10% of the entire NHS estate. Our buildings range from historic listed properties to cutting-edge health campuses, reflecting the breadth, history and innovation of healthcare delivery today. We are immensely proud of the progress we have made, and of the contribution our teams continue to deliver for the wider health system.

Our focus is on continuous improvement. Collaboration with colleagues and customers remains central to our approach, shaping the decisions we make and the services we deliver. This commitment also informs the organisation we are building: one where colleagues feel supported, valued and able to thrive.



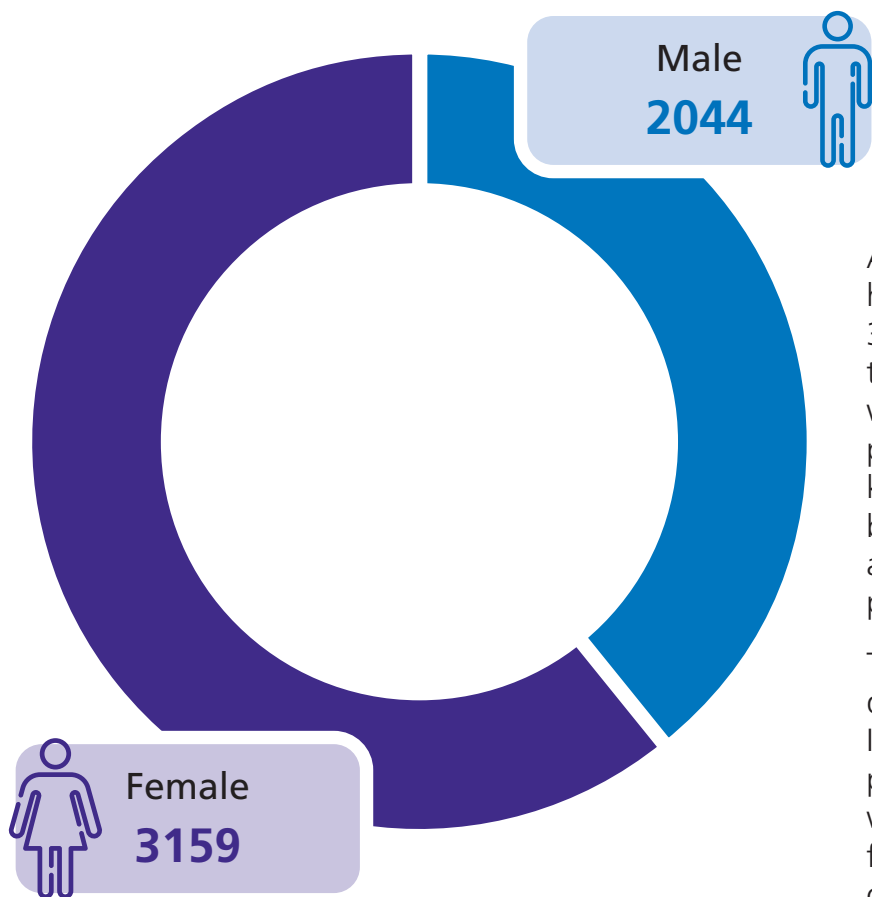
Reporting methodology

The Gender Pay Gap is a measure that highlights the difference in average earnings between men and women across an entire organisation. It provides an overall picture of gender representation at all levels and roles. Importantly, the Gender Pay Gap does not compare pay for individuals performing the same or equivalent jobs; rather, it reflects broader structural factors such as workforce distribution, career progression opportunities, and representation in higher paid roles.

NHSPS has reported its gender pay data since April 2018. This 2026 report covers colleague and pay data for the snapshot period from 5 April 2024 to 4 April 2025.

Workforce composition

Number of eligible reporting colleagues at snapshot date



At the April 2025 snapshot date, NHSPS had 5,203 eligible reporting colleagues: 3,159 women and 2,044 men. Women therefore represented 61% of the workforce and men 39%. This overall profile has remained broadly stable; the key issue is not overall representation, but the distribution of men and women across job families, pay quartiles and progression routes.

The table on **page 6** shows colleague distribution by job family and gender. It highlights the structural workforce pattern behind the gender pay gap: women are strongly represented in large frontline job families, while men are overrepresented in higher-paid technical and Hard FM areas.

*Snapshot date April 2025

Job Family	Female	Male	Total
Experience and Business Improvement	13	6	19
Portfolio, Programme, Project Delivery	25	23	48
Change Management	4	3	7
Business Management and Support Services	49	16	65
Executive Leadership	5	10	15
Digital Content, Brand and Channels	5	0	5
Communications	9	4	13
Marketing	8	2	10
Customer Service	271	50	321
Relationship Management	7	11	18
Digital Strategy, Delivery and Product	21	35	56
Technical and Digital Assurance	6	17	23
IT Operations	8	21	29
Cyber Security	0	3	3
Data and Analytics and Intelligence	27	39	66
Financial Control and Operations	74	42	116
Strategic Finance and Business Partnering	32	31	63
Audit and Governance	3	3	6
Risk and Compliance	10	9	19
Counter Fraud	1	1	2
Data Protection and Information Governance	6	2	8
Legal	8	1	9
Workforce Strategy, Talent and Resourcing	30	8	38
Colleague Experience, Relations and Partnering	22	3	25
Reward	9	2	11
Policy and Procurement Process	9	9	18
Contract and Supplier Management	12	15	27
Strategic Property Advisory Services	40	65	105
Workplace and Facilities Management (Hard FM)	16	563	579
Capital Project Delivery	14	19	33
Workplace and Facilities Management (Soft FM)	2193	780	2973
Workplace and Facilities Management	261	196	457
Property and Estates Technical Specialisms	4	15	19
Social Sustainability	9	1	10
Environmental Sustainability	10	11	21
TOTAL	3221	2016	5237



Domestic Assistant (Cleaning) job family is by far the largest job family, with 2,471 colleagues, and is predominantly female.



Other large groups include Hard FM (591 colleagues), which is male dominated and Workplace & Estates Management (453 colleagues).



Many specialist and corporate functions have much smaller headcounts, typically fewer than 100 colleagues each.



Several professional/technical areas—such as Digital, Data, Finance, Strategy, and Governance—have relatively small but mixed gender teams.



A few job families have only 1–4 colleagues, indicating very niche roles.

When all colleagues are ranked by hourly pay and divided into four equal pay quartiles, the data shows clear differences in gender distribution. Female representation increased by 1.4 percentage points in the upper quartile, which is encouraging. However, the upper-middle quartile became more male by 3 percentage points, indicating a potential progression pinch point that requires further analysis of joiners, promotions and leavers.

Understanding our gender pay gap data

The gender pay gap measures differences in average male and female hourly earnings using mean and median comparisons. It also includes mean and median bonus gaps and the proportion of each gender receiving bonuses.

Employers must calculate gender representation across four pay quartiles to show workforce distribution. These measures highlight pay patterns, structural inequalities, and workforce segmentation rather than equal pay for equal work, helping organisations understand and address underlying drivers of disparity. Median calculations are less sensitive to outliers, because they use the middle-ranked value rather than averaging all values. This makes the median a more stable and representative measure.

Mean gender pay gap

23.3%*

The mean gender pay gap compares the average hourly earnings of men and women across an organisation.

Summary of changes in Gender Pay gap over the last 3 years:

GP Category	Mar-24	Mar-25	Mar-26
Mean Average Gender Pay Gap	25.77	24.22	23.27
Median Average Gender Pay Gap	21.37	24.34	25.34

Our mean gender pay gap has reduced for the second consecutive year, moving from 25.77% in March 2024 to 24.22% in March 2025 and 23.27% in March 2026. This represents a 2.5 percentage point reduction over two reporting years and suggests that actions to improve representation and progression are beginning to have a positive impact.

Median gender pay gap

25.3%*

The median gender pay gap compares the midpoint hourly earnings of men with the midpoint hourly earnings of women.

The median gender pay gap has increased from 21.37% in March 2024 to 24.34% in March 2025 and 25.34% in March 2026. This indicates that, while average pay outcomes are improving, the midpoint of the pay distribution continues to be affected by the concentration of women in lower-paid frontline roles and men in higher-paid technical, Hard FM and senior roles.

Gender pay gap reporting is different from equal pay. NHSPS continues to monitor equal pay to ensure colleagues receive equal pay for the same or equivalent work. Our Reward Policy, job families, skills-based job architecture and annual pay review processes provide governance and assurance over pay decisions. This includes consistent role evaluation, clearer job families and levels, benchmarking on a like-for-like basis and controls for new roles, regrading and exceptions.

The different movement in the mean and median gaps reinforces the importance of action on workforce structure. A flat pay award can widen the hourly difference between lower and upper quartiles, particularly where women are concentrated in lower-paid roles. Our action plan therefore focuses on progression into higher-paid job families, broader access to technical routes, transparent reward governance and stronger use of internal and external benchmarking to ensure pay decisions are evidence-based, affordable and consistently applied.

We are already seeing positive indicators. Two Women in Leadership programmes have supported 28 female colleagues from across the organisation. Apprenticeship participation has also shifted materially over the last 12 months, from a historical profile of 55% male and 45% female to 70% female and 30% male. These trends support our longer-term objective of improving progression into skilled, supervisory and leadership roles.

NHSPS has introduced enhanced policies, including Family Friendly and Time Away from Work provisions, after the April 2025 snapshot date. These policies support all colleagues and are expected to have a positive impact on career continuity, particularly for colleagues with caring responsibilities. Their impact will be monitored through colleague feedback, uptake data and future gender pay gap reporting.



Bonus pay

The table below shows the proportion of colleagues receiving a bonus and the mean and median bonus gaps.

Measure	Result
Men receiving a bonus	18.15%
Women receiving a bonus	9.62%
Mean bonus gap	15.87%
Median bonus gap	13.13%

In 2025, 18.15% of men and 9.62% of women received a bonus. The difference in bonus participation widened from 7.09 percentage points in 2024 to 8.53 percentage points in 2025. The mean bonus gap was 15.87% and the median bonus gap was 13.13%, indicating that bonus outcomes require continued review and governance.

Our action plan includes continued focus on bonus governance, clearer documentation, calibration and monitoring by gender. This will help ensure bonus decisions are transparent, consistent and aligned to fair reward principles. We will also use reward data to identify trends, test assumptions, challenge unsupported decisions and track whether actions are delivering measurable impact.

Median bonuses have remained relatively stable, with a negligible change in the gap from the previous year.

*Figures are rounded to one decimal place for annual report presentation

Talent and Attraction Insights

Women convert to hires at a higher rate overall, reflecting fair selection processes and consistent pay-setting. However, women are more likely to enter high-volume, lower-paid frontline roles, while men are overrepresented in technical, specialist and senior pathways, which contributes to the gender pay gap. These insights highlight the importance of continued positive action to broaden pipelines into technical and higher-paid roles, strengthen internal mobility, and ensure diverse attraction channels support balanced representation at all career stages.

Table 1: Hiring headline KPIs

Applications	Hires	Success rate	Applicant split (F/M)	Hire split (F/M)
24,852	1,095	4.4%	51.0% / 47.5%	62.5% / 35.7%

Table 2: Hires by source

Source	Female	Male	Total
Direct External	431	236	674
Internal	249	152	414
Agency	4 skewed	2	6

What the hiring data tells us

Hiring insights: volume, conversion and fairness

In 2025, NHSPS received 24,852 applications and made 1,095 hires, an overall conversion rate of 4.4%. Applicants were broadly balanced by gender, with women representing 51.0% and men 47.5%. Women represented 62.5% of hires and men 35.7%, with female applicants converting at 5.4% compared with 3.3% for male applicants. This suggests that selection outcomes are not the primary driver of the gender pay gap; rather, the gap is shaped by the roles and job families into which colleagues are applying and being hired.

Table 1.1: Applications and hires by gender

Gender	Applicants	Hires	Conversion rate
Female	12,673	684	5.4%
Male	11,814	391	3.3%
Overall	24,852	1,095	4.4%

Hiring patterns by function, level, job family, pay and source

The clearest pattern is by job level and role type. Level 1 hires were 72% female, reflecting high-volume frontline roles. At Level 2, hires shifted to 63% male, indicating a progression and attraction pinch point into technical and supervisory routes. Levels 3 and 4 were close to parity, while Level 5 was male leaning, although interpretation is limited by a high “prefer not to say” rate of 29% at senior levels.

Table 2.1: Successful hires by level (%)

Level	Female	Male	PNTS
Level 1	72%	27%	1%
Level 2	34%	63%	3%
Level 3	47%	49%	3%
Level 4	47%	50%	3%
Level 5	14%	57%	29%

Salary band analysis supports this conclusion. Women are concentrated in lower-paid frontline operational roles, typically £23k–£27k, while men are overrepresented in higher-paid technical, estates, digital and senior roles, typically £40k–£60k+ and £60k–£130k. Salary offers for the same roles are applied consistently, so the gap is driven by occupational segregation at entry and progression rather than unequal pay for equal work. To strengthen assurance, we will continue to align roles to a clear job framework, define comparison groups by job family, level and grade, and review pay positioning so any differences can be objectively explained.

Table 3.1: Applicant gender split by job board

Job board	Female	Male	PNTS	Total applicants
LinkedIn	40.7%	48.6%	7.7%	1,183
Indeed	41.4%	44.7%	8.0%	3,955

Examples of lower-paid frontline roles include Domestic Assistant, Catering Assistant and Receptionist, while higher-paid roles include Maintenance Technician, Data Engineer, Estates roles and senior leadership positions.

Direct external hiring accounts for the largest share of hires and therefore has the greatest influence on workforce representation. Internal hiring is relatively balanced by gender but currently operates at a smaller scale, so it cannot yet offset occupational segregation in higher-paid technical and specialist roles. Our action plan therefore combines targeted external attraction with stronger internal mobility and development pathways.

Barriers to entry: why representation differs in higher-paid roles

The analysis identifies barriers that sit before selection:

Occupational segregation in the pipeline: men and women apply for different role types, reflecting wider labour market patterns

Progression pinch point (L1 → L2): female representation is strong at entry level but drops at Level 2, consistent with limited pathways from frontline roles into technical and supervisory positions

Attraction channel effects: LinkedIn attracts a more male dominated applicant pool for operational, technical and management roles, while Indeed shows a more balanced profile and supports skills based matching and pay transparency, which can reduce self-selection out

Senior level data visibility: high “prefer not to say” rates at senior and specialist levels limit full visibility of gender outcomes, particularly where third party hiring routes are used

Table 3.2: Salary bands and gender concentration

Salary band	Primary concentration	Indicative roles
£23k–£27k	Female majority	Frontline operational roles
£35k–£50k	Mixed	Corporate and professional roles
£40k–£60k+	Male majority	Technical, estates, digital roles
£60k–£130k	Male leaning	Senior leadership and specialist roles

Overall, the evidence confirms that NHSPS has fair and well-governed hiring and pay-setting processes, while also showing that more is needed to diversify pipelines into higher-paid roles and support progression from frontline roles into technical, supervisory and professional pathways. Our Reward team support this by providing market evidence, internal pay insight and appropriate challenge where assumptions or exceptions could create inconsistency or pay risk.

Our Talent team has made strong progress through direct hiring, skills based processes, targeted attraction and improved employer brand visibility. The data shows that where pipelines are more balanced, including in historically male dominated technical areas, conversion is proportionate by gender.

The gender pay gap at selection is therefore linked primarily to role mix at entry: women join NHSPS mainly through frontline operational roles such as Domestic Assistants, while men enter technical, digital, property and senior professional roles.

Internal hiring is balanced but external attraction continues to shape representation most significantly. Visibility at senior levels is improving, though some gaps remain due to higher “prefer not to say” responses.

Overall, the evidence confirms that the gender pay gap reflects structural labour market patterns and progression routes, not inequities within the hiring process.



“

As I near the completion of my Level 4 Plumbing, Sustainability and Environmental qualifications, and potentially become the first engineer within the company to hold this qualification, it makes me feel incredibly proud to be a woman in engineering.

I aim to transform the NHSPS engineering landscape from a series of individuals into a shared, accessible infrastructure, where the next generation of women doesn't just survive the cycle but optimises it.

Nicola Allred, Maintenance Operative Plumbing – Women in construction

Action Plan for Improvement

Our action plan focuses on the structural drivers of our gender pay gap and sets out the steps we will take to improve representation, progression, transparency and inclusion. It has been designed for external publication and reflects emerging UK guidance on voluntary gender pay gap action plans, including the importance of understanding organisational drivers, choosing evidence-informed actions, tracking outcomes and reviewing progress regularly.

Our priority themes

Get: attract a more diverse pipeline into technical, estates, digital and Hard FM roles.

Grow: strengthen progression from frontline roles into supervisory, technical, professional and leadership pathways.

Keep: support career continuity through inclusive policies, flexibility, wellbeing and colleague voice.

Govern: continue to improve transparency, data quality, role levelling, benchmarking and accountability for pay, bonus and progression outcomes.

Get: broaden attraction into higher-paid and underrepresented roles

We will continue to strengthen attraction into technical, digital, estates and Hard FM roles where women are currently underrepresented. This will include targeted campaigns, clearer role information, skills-based recruitment, diverse attraction channels and early engagement with potential candidates.



Develop targeted attraction campaigns for technical, estates, digital and Hard FM roles, including women in engineering and construction-focused activity.



Use inclusive, skills-based job adverts and selection processes to reduce self-selection out and widen access to roles with progression potential.



Use a balanced channel mix and candidate pooling to reach a wider range of applicants, including colleagues already working at NHSPS.



Improve gender data capture at senior and specialist recruitment stages to strengthen visibility and assurance.

These actions will help address the pipeline composition that contributes to our gender pay gap and support NHSPS to attract a broader range of talent into future-facing roles.





NHS Property Services embodies a culture of continuous growth and development, demonstrated through initiatives such as the Aspiring Managers Programme and its commitment to supporting colleagues throughout their career journeys. The 'Get, Grow, Keep' ethos reflects a strong dedication to nurturing talent, creating opportunities for development, and fostering an environment where colleagues can thrive and progress professionally

Jordan Denny, Technical Services Supervisor - Aspiring Managers

Grow: improve progression and career pathways

Development and career progression

At NHS Property Services, we want colleagues to feel valued, recognised for their skills and achievements, and supported to maximise their potential in service of excellent patient care.

Our approach to learning and development helps colleagues understand the part they play in their own growth, build fulfilling careers and support our ambition to get, grow and keep great people.

As part of our commitment to fairness and inclusion, our development pathways play a role in addressing barriers that can contribute to the gender pay gap. By supporting equitable access to skills, qualifications and progression routes, we aim to help all colleagues, regardless of gender to develop and progress into higher paid roles.

Apprenticeships

Apprenticeships provide structured opportunities for colleagues to develop their careers, gain practical experience and achieve nationally recognised qualifications.

Apprenticeships are delivered through a holistic approach, combining structured learning by

an external college or provider with practical experience gained during working hours at NHSPS, supported by a line manager and mentor.

By improving access to accredited qualifications and offering clear routes into skilled and leadership roles, our apprenticeship programmes contribute to widening participation and helping reduce gender based disparities in career progression and pay.

Apprenticeship data is a positive indicator. Historically, apprenticeship participation was 55% male and 45% female. Over the last 12 months, this has shifted to 70% female and 30% male, reflecting a broader apprenticeship offer and stronger access for women to accredited development routes.

Stepping Stones

Stepping Stones is a development programme for frontline colleagues in the Delivery function and Customer Service Centre who are not currently in management roles.

The programme helps colleagues build confidence, strengthen business understanding and develop skills. Participants can also complete Maths and English qualifications and work towards a Level 2 Facilities Services Operative apprenticeship.

Aspiring Managers Programme

Aspiring Managers is a 12 month programme for colleagues without current management responsibilities who want to progress into team leader, supervisor or manager roles. The programme is open to colleagues across backgrounds, circumstances and functions.

The programme uses a blended learning approach, including:

- e-learning
- Face-to-face sessions
- Webinar sessions
- Coaching with a leadership mentor
- Networking with leaders and colleagues across the business
- Projects and presentations
- Job shadowing
- Development centres

This transitional programme supports colleagues to prepare for their next role while continuing in their current position. To build readiness for progression, the programme focuses on:

- Leadership at NHSPS
- Communication
- Time Management & Organisation
- Developing Teams
- Careers at NHSPS
- Customer at the Heart

Although completing the programme does not guarantee promotion, it builds the capability and confidence needed to step into future opportunities.

Providing equitable access to management development programmes is one of the key ways NHSPS can support gender representation at supervisory and management levels - an important factor in addressing the gender pay gap.

Purpose of the Programme

- To develop and invest in our colleagues in line with our Get, Grow, Keep great people ambition
- To grow colleague confidence, enable knowledge sharing and provide networking opportunities
- To develop and enhance colleague skills, knowledge, experience and behaviours
- To strengthen business awareness and succession, contributing to our NHSPS values and purpose

By supporting development among frontline colleagues, where women are strongly represented but less likely to move into higher-paid technical pathways, Stepping Stones helps broaden access to qualifications, progression routes and future leadership pipelines.

Stepping Stones supports frontline colleagues to build confidence, gain qualifications and prepare for future progression. This is particularly important because women are strongly represented in frontline roles but less represented in Level 2 technical and supervisory pathways. We will monitor participation and progression outcomes by gender to understand the programme's impact over time.

Performance, reward and progression

Performance outcomes for FY 2024/25 are broadly consistent by gender. Men and women are represented in similar proportions across the full range of ratings, and women are slightly overrepresented in the highest "Exceptional" category. This suggests that performance assessment is not a material driver of the gender pay gap.

Talent reviews and succession planning

We will strengthen talent review and succession planning by monitoring representation, readiness and movement by gender, with a particular focus on technical, estates, digital and leadership pathways. Reward insight will be used alongside talent data to identify where role levelling, internal pay positioning, sponsorship, development or internal mobility support is needed to improve access to higher-paid roles.

Diversity, inclusion and social impact

Empowering every colleague to reach their full potential

At NHS Property Services, inclusion is central to how we work and how we support colleagues. We are committed to creating an environment where colleagues, regardless of gender, background, identity or personal circumstances, have equitable access to opportunity, development and progression. Supporting gender pay equity is an important part of this commitment.

Embedding equality, inclusion and fairness in our policies

To ensure our policies and practices work for everyone, we routinely review key policies through an equality and inclusion lens.

Flexible working that empowers everyone

Fair access to opportunities, development pathways and flexible working arrangements plays an important role in reducing gender pay gaps. All colleagues at NHSPS have the right to request flexible working from day one. Whether through day-to-day adjustments or more formal arrangements, flexibility supports wellbeing, motivation and long-term career progression, particularly for colleagues with caring responsibilities.

Workplace adjustments

We are committed to ensuring colleagues have the support they need to thrive. We provide appropriate workplace adjustments, whether temporary or long-term, for colleagues with disabilities, long-term health conditions, neurodiverse needs or short-term medical requirements. By responding effectively to individual circumstances, we help remove barriers to inclusion, support colleagues to remain engaged and confident in their roles and reduce the risk of careers being disrupted by health-related challenges.



Supporting colleagues through life events

We offer a range of leave and life event support designed to protect career continuity and reduce barriers to progression. This includes:

- Carer's Leave – Paid leave for colleagues with long-term caring responsibilities, helping prevent financial disadvantage that disproportionately affects women.
- Career Breaks and Sabbaticals – Structured breaks of up to 12 months to support wellbeing, personal commitments, or caring responsibilities without derailing long term career progression.
- Family Friendly Support – Inclusive and comprehensive maternity, paternity, adoption and shared parental leave, ensuring all families feel supported when welcoming a new child.
- Fostering and legal guardianship support – Paid leave to support attendance at key meetings, hearings and reviews.
- Domestic abuse support – Paid leave and confidential support to help colleagues access appropriate help and maintain safety, dignity and wellbeing.

These provisions help retain talented colleagues, protect career continuity, and promote a more balanced distribution of caring responsibilities.

Bereavement, baby loss and compassionate support

We provide guidance and support for bereavement, baby loss, compassionate circumstances and wider wellbeing. This support helps colleagues remain connected to work where they wish to do so and reduces the risk that life events have a long-term impact on career progression or earning potential.

Menopause support and gender equity

Our menopause support focuses on awareness, education and practical adjustments so that colleagues experiencing menopause symptoms can remain well, confident and supported at work. This is an important part of reducing the risk of mid-career disruption and supporting gender equity.

Strengthening our commitment to communities

As a social purpose organisation, our commitment to equality extends beyond our workforce and into the communities we serve. Through community partnerships, volunteering and social prescribing initiatives, we work to tackle social and health inequalities, support vulnerable groups and improve access to services and opportunities. These initiatives also give colleagues meaningful ways to contribute to wider social impact.

Creating an equitable future

Across flexible working, policy development, menopause support and social impact, we are taking deliberate, evidence-led action to reduce gender inequalities and support colleagues to belong, develop and progress. By embedding fairness into our culture, strengthening inclusive practice and understanding the real-world impact of our decisions, we will continue to build a workplace where colleagues can thrive and where gender pay equity is reflected in measurable outcomes.

Our action plan commitments

Our commitments are grouped under Get, Grow, Keep and Govern. Each commitment has a clear outcome focus so progress can be monitored and reported.

We will use quarterly dashboards, annual reporting and leadership review to track delivery, understand impact and refine the plan as new evidence emerges.

Theme	Priority actions	Measures of progress
Get	Target attraction into Hard FM, technical, estates and digital roles; use inclusive adverts, skills-based assessment, balanced job boards and candidate pooling.	Female applicants, shortlists and hires into underrepresented roles; gender split by job board; conversion by role level.
Grow	Strengthen Level 1 to Level 2 progression through apprenticeships, Stepping Stones, Aspiring Managers, Women in Leadership, mentoring and internal mobility.	Female progression rates; internal mobility; participation and completion by gender; movement into upper-middle and upper pay quartiles.
Keep	Embed family-friendly, flexible working, carers, menopause, workplace adjustment and wellbeing support to protect career continuity.	Retention by gender; policy uptake; colleague feedback; engagement measures on flexibility, inclusion and manager support.
Govern	Strengthen pay, bonus, performance and progression governance through gender calibration, documentation, job architecture, internal and external benchmarking, dashboards and leadership review.	Mean and median gender pay gap; bonus gap; bonus participation; pay quartile movement; role levelling consistency; pay benchmarking outcomes; senior-level data completeness.

Milestones and timelines

Our plan will be delivered over three phases so that we can make early progress while building sustainable, long-term change.

Timeline	Priority milestones	Expected impact
Year 1: Build foundations	Launch targeted attraction campaigns; strengthen pay and bonus governance; promote the Reward Policy foundations; improve dashboard reporting; review colleague voice and policy feedback.	Improved visibility of drivers, clearer accountability and early movement in attraction and progression indicators.
Years 2–3: Embed and scale	Expand internal mobility routes; increase participation in apprenticeships and leadership programmes; embed inclusive manager capability; improve senior-level data quality; strengthen job architecture, role levelling and pay benchmarking.	Stronger progression from frontline roles into technical, supervisory and professional pathways.
Years 3–5: Sustain improvement	Review outcomes annually; refine targets; continue monitoring representation, pay quartiles, bonus outcomes and career progression.	Sustained reduction in the gender pay gap and stronger representation of women in higher-paid roles.



Measurement and accountability

Progress will be governed through our people and reward governance arrangements, with clear ownership across People, Responsible Business, Finance and business leadership.

We will track actions through workforce dashboards and report progress through established governance routes. Reward governance will include a structured focus on job architecture, role levelling, internal pay benchmarking, external market benchmarking and data-led challenge so leaders have clearer assurance over pay fairness, affordability and workforce impact.

To ensure our commitments translate into measurable change, NHS Property Services will monitor progress through quarterly

workforce dashboards, annual gender pay gap reporting and review of key indicators including hiring diversity, internal mobility, pay quartile movement, bonus outcomes, retention, colleague experience, pay positioning and benchmarking outcomes.

Accountability for delivery will be shared across People, Talent, Reward, Inclusion, Finance and operational leaders. This shared ownership is important because the gender pay gap is influenced by workforce structure, recruitment pipelines, progression routes, reward governance and the lived experience of colleagues. Leaders will use consistent data sets to understand trends, identify risks and outliers, challenge unsupported assumptions and adjust interventions where evidence shows further action is required.



Get signed up and just do it. The support is there, and it was a really positive experience that will assist me throughout the rest of my career.

**Stephanie Dedrie, Lease Advisory Partner
– Women in Leadership Level 3**



Pillar	Measures of Success / KPIs
Leadership Accountability and Governance	Reduction in mean gender pay gap (%) Female representation in leadership roles (%) Female promotion rate (%) compared with male promotion rate Engagement survey score relating to fairness of pay, reward and progression decisions (%) Gender calibration reviews completed for pay and progression decisions (%)
Progress Without Limits	Female representation in Hard FM and technical roles (%) Female applicants for Hard FM and technical vacancies (%) Female hires into Hard FM and technical roles (%) Female progression rate from Level 1 to Level 2 (%) Internal mobility rate for female colleagues (%) Participation in development programmes by gender (%)
Building an Inclusive Workplace	Female retention rate (%) Attrition rate of female colleagues (%) Roles advertised as flexible by default (%) Flexible and part-time working arrangements at management level (%) Job share arrangements in place (# or %) Colleagues identifying as carers and accessing support (%) Engagement survey score relating to manager support and flexibility (%)
Voice, Visibility and Belonging	Inclusion score (%) Belonging score (%) Psychological safety score (%) Colleagues reporting they feel listened to (%) Participation in voice forums, listening sessions and feedback channels (%) Representation and visibility of female role models and EDI champions (#) Reduction in recurring negative themes identified through colleague feedback (%)



Looking ahead

We are proud of the progress we are making, but we know there is more to do. Closing the gender pay gap requires sustained action, honest reflection and consistent leadership focus. We will continue to use evidence, colleague insight and transparent reporting to understand where barriers exist and to take practical action that improves outcomes.

Our ambition is to create a workplace where opportunity is visible, progression is accessible and every colleague can thrive. By strengthening attraction, career pathways, flexible support, job architecture, benchmarking and reward governance, NHSPS will continue to build an inclusive culture and a workforce that reflects the communities we serve.

“

No matter what you think you know, there is always so much to learn, both about yourself and in your role. The amount of self-learning that has benefited me and my team is massive.

Kirsty James, Soft FM Manager – Women in Leadership, Level 5



property.nhs.uk



0808 196 2045



customer.service@property.nhs.uk



NHS Property Services