Our gender pay gap: what it shows and what we're doing about it

Why we're telling you this

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, any UK employer with over 250 employed staff has to report its gender pay gap every year. This is a duty that applies equally to public, private and voluntary sector organisations. We have recently submitted our Gender Pay Gap report to the government, and we wanted to share with you what we have found – after all, the information is about you.

We also know that our recent Investors in People assessment told us that our communications haven't always been as candid and timely as you might like and that important messages haven't reliably reached everyone. This briefing is part of that wider approach to openness and transparency. We want you to know that the figures below are not what we had hoped, but they do provide an important and accurate picture that we should not shy away from.

The context

On our snapshot date of 5 April 2026, Conexus had 404 employees, 340 of whom were full pay relevant for the purposes of this calculation.

We are required to publish our figures, submit them to the government's gender pay gap service, and put them on our own website within a year of the snapshot date, by 4 April 2027. Separately, the government is introducing a new requirement for employers our size to publish an equality action plan covering both pay gap and menopause support. That becomes mandatory from 2027, but organisations can adopt it voluntarily now. We are choosing to build our action plan this year, ahead of that requirement, rather than wait to be told to.

What the numbers tell us

Men at Conexus earn 26% more than women on average (the mean gap), and 33% more when you compare the middle earner in each group (the median gap). In monetary terms, men earn an average (mean) hourly rate of £28.86, compared with £21.33 for women. This average is calculated by adding together the hourly pay rates of all employees in each group and dividing by the number of employees.

The median is the value that sits exactly in the middle when all employees' hourly pay rates are arranged from lowest to highest. Unlike an average, the median is less affected by a small number of very highly paid individuals and can therefore provide a clearer picture of what a typical employee earns.

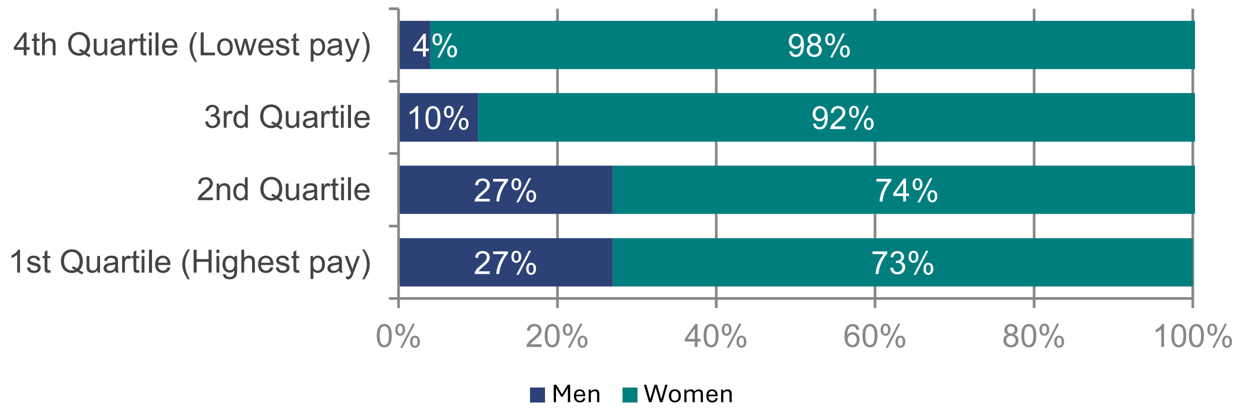
Women make up the large majority of our workforce, accounting for 83% of employees (337 people). This reflects the demographics of many health and care organisations, where women are often highly represented across the workforce. However, the concentration of women in particular roles and pay grades can contribute to differences in overall hourly pay when compared with men.

We do not operate a bonus scheme, and no bonus payments were made to any employee during the reporting period ending 5 April 2026. As a result, there is no bonus pay gap to report.

What is driving the gap

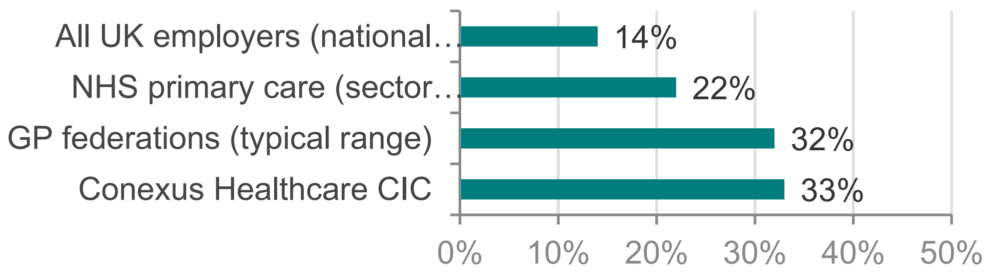
It is not a case of men and women being paid differently for the same job. Pay bands at Conexus are applied consistently regardless of gender.

What the data shows instead is a concentration of men in our higher-paid roles. Men make up 27% of the highest-paid quarter of our workforce, well above their 17% share of the organisation overall. That share falls sharply as pay decreases, down to just 4% of the lowest-paid quarter. Women make up 98% of that lowest-paid quarter. The gap is a product of who holds which roles, not what those roles are paid.



How we compare

Our median gender pay gap of 33% is broadly in line with similar GP federations and primary care organisations. It is higher than both the NHS primary care average and the UK average across all employers. While this reflects a pattern seen across primary care, where more senior clinical and leadership roles are still more likely to be held by men, it is important that we understand and address the reasons behind our gap. That is why we have set out the actions below.



What we're going to do, and why

Ensuring General Practice leadership is representative, transparent and accountable is one of the five objectives in our Corporate Strategy 2026-2031. A gender pay gap this size, sitting largely on who holds senior roles, speaks directly to that objective. Here is what we've committed to:

1. Analyse role distribution by gender *(by September 2026)*
   A deeper look at which roles and bands men and women hold, to understand what is structurally driving the gap.

2. Review recruitment and progression *(by December 2026)*
   Checking whether our recruitment and promotion processes create any barriers to gender equity, particularly into higher-banded roles.

3. Review flexible and part-time working *(by December 2026)*
   Making sure flexible and part-time working is genuinely available at senior levels, not just lower-banded roles.

4. Embed annual reporting into governance *(from April 2027)*
   Gender pay gap reporting becomes a fixed part of our governance calendar, with findings published on our website every year.

5. Align with our Investors in People action plan *(ongoing)*
   Linking this work to our IIP action plan so progress is tracked and reported at board level, not left to sit on its own.

What happens next

Our People and Remuneration Committee have approved our action plan and have been asked to pay close regard to the figures, approve publication on our website and to the government's reporting portal. The information has also been submitted to the government's Gender Pay Gap Service.

If you have questions about what this means, or want to feed into the work on recruitment, progression or flexible working, contact the Senior Leadership Team at wyicb-wak.conexussltfeedback@nhs.net. We'd rather you heard this directly from us and asked us anything you want to, than pieced it together after the fact.

23 September 2026