

Gender, ethnicity and disability pay gap report

2024-2025



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

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1. Introduction

The Council has a statutory requirement to publish details of its gender pay gap by 30 March 2025 to provide the position of the organisation from data of the previous year, 31 March 2024. In addition, we also voluntarily publish ethnicity and disability pay gaps.

This is just one aspect of how the Council uses data to measure how inclusive and diverse we are as an employer. For example, we seek views of staff through regular surveys and analyse the composition of our workforce at different levels to identify the progress we have made and where further action is required. A wide range of activities are delivered through our Equality, Diversity and Inclusion (ED&I) strategy.

The Council has a strategic partnership with Westminster City Council which delivers shared services across a number of functions, including Children's Services and Adult Social Care and Health, and some Corporate Services such as Legal and Fraud Staff working in these shared services are only included in the pay gap report of their employer. **This will have more an impact on the figures reported if the majority of managers in a particular service are employed by one partner.**

For the Pay Gap Report, we use information of 'Full Pay Relevant Employees' In line with the government guidance this means those employees who had their usual full basic pay (including paid leave during the pay period in which the snapshot date falls). This would exclude those on leave such as maternity, paternity, adoption, parental or shared parental leave, sickness or other unpaid leave.

The below data relates to those 'Full Pay Relevant Employees' totalling 2,599 employees.

2. Background

The Council is required by law to publish data relating to the Gender Pay Gap, illustrating the pay gap between male and female employees. There is currently no legal requirement to publish Ethnicity and Disability pay gaps. However, the Council has chosen to do so in line with the cross-cutting theme of "narrowing the gap" in the Council Plan, to measure improvements delivered through the ED&I Strategy and the Diversity and Inclusion pillar of Our People strategy. The Council has also committed to be a Race Champion through membership of Business in the Community (BITC) initiative and, as a member of the Business Disability Forum, is actively working towards achieving Level 3 of the national Disability Confident scheme.

The requirements to publish data on gender pay are contained in The Gender Pay Gap Regulations 2017 and specifically for the Public Sector, the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. This is sometimes referred to as being part of the Public Sector Equality Duty.

These regulations apply to all employers with more than 250 employees, and it means that employers must publish their pay gap data every year. In the case of public sector organisations this relates to data applicable on the 'snapshot' date of March 31st each year and which must be published by March 30th of the following

year. This report relates to the snapshot date of 31 March 2024 which must be published by 30th March 2025. In addition to the specified data, a link to this report is included on the Government's Gender Pay Gap Reporting website.

Descriptions of the calculations the Council is required to publish on the gender pay gap are contained in Appendix 1. The same method is used for the ethnicity and disability pay gaps.

3. Headline Figures

The differences in the average hourly rates paid to male and female employees in March 2024 are:

- The mean average gender pay gap is now 3.8%. This is 0.8% higher than the previous year's figure of 3.0%.
- The median average gender pay gap is now 6.7%. This is 1.8% higher than the previous year's figure of 4.9%.

The most recent data published by the Office for National Statistics (ONS) reported a gender pay gap of 7% for the whole of the UK in April 2024.

The differences between the average hourly rates paid to Black, Asian and Minority Ethnic and White employees in March 2024 are:

- The mean average ethnicity pay gap is now 12.7%. This is 1.1% higher than the previous year's figure of 11.6%.
- The median average ethnicity pay gap is now 14.30%. This is 1.2% higher than the previous year's figure of 13.1%.

Note: ethnicity data available for 85% of employees in March 2024, compared to 84% the previous year. A 1% increase in the number of employees who have declared their ethnicity within the year, and an increase of 17% since 2018 which was recorded as 68%.

In the organisation the hourly ethnicity pay gap has increased by 1.1% from last year, **widening** the Ethnicity Pay Gap. However we have seen a positive increase in the proportion of Black, Asian and Minority Ethnic employees included in the pay gap data, now at 48% of the organisation, vs 43% in 2022. 2018 figures show the proportion of Black, Asian and Minority Ethnic employees was 36.2%, showing a 10.07% increase in representation of Black, Asian and Minority Ethnic Employees at RBKC in the last six years.

The higher figure for ethnicity compared to gender is reflective of the position reported by the ONS for the whole of the UK of 23.8% in 2019 (latest data available from ONS and TUC), compared to 14.3% for the whole of the UK in April 2023 as outlined by ONS. This is still the latest data available from ONS at the time this report was produced.

The differences between the average hourly rates paid to Disabled and Non-disabled employees in March 2024 are:

- The mean average disability pay gap is -3.1%, this is 0.9% lower than the figure of -2.2% in March 2023.
- The median average disability pay gap is 0% this is 1.4% lower compared to 1.4% figure for March 2023.

10.8% of workforce have declared a disability, which is an increase from last year of 10.4% who declared a disability. This is a small number of employees overall which may explain a fluctuation in the figures. It should be noted the Council's HR system is currently only able to identify those employees who have declared a disability. It does not distinguish between staff who have confirmed they are not disabled, prefer not to state or have not completed the voluntary monitoring questions.

The most recent figure on the disability pay gap published by the ONS was 12.7% for the whole UK in 2023. However, the Trade Union Congress (TUC) published disability pay gap stands at 14.6% for 2022/2023. This is a drop from the last reported year in 2021/2022, when the pay gap was 17.2%. The pay gap is higher than it was in 2013/14 (the earliest comparable data), when it was 13.2%. The TUC has not published data for 2023/24 at the time this report was produced

4. Gender Pay Gap Figures

The gender pay gap calculation is based on the number of individual employees who received their full pay on the reference date of 31 March 2024, not the full-time equivalent. This means that each part-time employee counts as one employee. The number of full pay relevant employees included for the RBKC gender pay gap report is 2,599 compared to 2,467 March 2023.

Annual gender pay gap figures for each year since March 2018 are contained in Appendix 2 for reference.

The six gender pay gap metrics for RBKC as at 31 March 2024

1	The mean gender pay gap is 3.8%	2	The median gender pay gap is 6.7%
3	The mean gender bonus gap is 41.0%	4	The median gender bonus gap is 36.3%
5	The percentage of male employees receiving a bonus is 8.1%	6	The percentage of female employees receiving a bonus is 9.0%

Gender Pay quartiles percentages 31 March 2024

Band	Males	Females	Description
A	44.0%	56.0%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	34.6%	65.4%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	44.8%	55.2%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	47.2%	52.8%	Includes all employees whose standard hourly rate places them above the upper quartile

Note: 57% of employees included in the March 2024 gender pay gap are female.

Analysis:

For the pay quartiles the 2,599 employees are split into even groups in line with guidance, meaning around 650 employees in each pay quartile.

The overall percentage of Females in the organisation for March 2024 was 57% which is the same as March 2023.

Between March 2023 and March 2024, the % of females in three of the four pay quartiles reduced. For the upper pay quartile, the percent of females decreased by 0.6% to 52.8% and a similar decrease in the upper middle quartile of 0.4% to 55.2%. A reduction of 0.4% means around 3 employees, so 3 less females in this pay quartile vs last year. Whilst the lower mid increased by 2.4% points and the lower reduced by 0.4% point. The increase in the proportion of women in the lowest paid half of the workforce alongside a reduction in the highest is the main reason why the hourly pay gap has increased.

We have analysed changes in our workforce by grade and gender to understand the impact leavers and starters had on our pay gap. This shows that in the grades included within the two highest paid quartiles, that 53% of leavers were women compared to 59% of new employees. Although the representation of women has improved in both the upper and upper middle quartile, the average earnings of women vs men is less as on average men in these quartiles are appointed two increments higher than women.

The Council has an Inclusive Recruitment policy that applies to jobs at this level to ensure diversity of panels deciding shortlists and making appointments. 58.16% of employees promoted to a higher grade were female, and 52.10% of those promoted to grades in upper pay quartile were female, compared to 57% of the workforce.

These pay gap figures are the second to reflect the Council's new grading structure that was implemented in April 2021. This included the removal of Performance Related Pay and unconsolidated bonuses, which has meant a significantly reduced proportion of the workforce receiving a bonus payment. 77.3% of males in 2021 received a bonus payment as part of performance related pay, and 75.6% of females. In 2024 the proportion of men receiving a bonus payment is 8.1% and 9.0% for females.

Bonus figures now only related to honoraria payments staff receive for undertaking additional duties. These payments are monitored monthly.

Following the introduction of the new grade structure, we introduced further guidance on determining the starting salaries offered to new employees. Analysis shows that the starting salaries for men and women between April 2023 and March 2024 was even overall.

5. Ethnicity Pay Gap Figures

The ethnicity pay gap calculation is based on the number of individual employees whose ethnicity is known and who received their full pay on the reference date of 31 March 2024, not the full-time equivalent. This means that each part-time employee counts as one employee. The number of employees included for the RBKC ethnicity pay gap report is 2,208 (compared to 2,057 the previous year), this is 85% of the relevant employees (i.e. those who have disclosed an ethnicity).

Annual ethnicity pay gap figures for each year since March 2018 are contained in Appendix 3 for reference.

The six ethnicity pay gap metrics for RBK&C as of 31 March 2024

1	The mean ethnicity pay gap is 12.7%	2	The median ethnicity pay gap is 14.3%
3	The mean ethnicity bonus gap is 18.8%	4	The median ethnicity bonus gap is 37.4%
5	The percentage of White employees receiving a bonus is 10.5%	6	The percentage of Black, Asian and Minority Ethnic employees receiving a bonus is 9.1%

Ethnicity pay quartiles percentages 31 March 2024

Band	White	Black, Asian and Minority Ethnic	Description
A	39.9%	60.1%	Includes all employees whose ethnicity is known with a standard hourly rate that places them at or below the lower quartile
B	46.0%	54.0%	Includes all employees whose ethnicity is known with a standard hourly rate that places them above the lower quartile but at or below the median
C	55.6%	44.4%	Includes all employees whose ethnicity is known with a standard hourly rate that places them above the median but at or below the upper quartile
D	68.1%	31.9%	Includes all employees whose ethnicity is known with a standard hourly rate that places them above the upper quartile

Note: 48% of employees included in the March 2024 gender pay gap are Black, Asian and Minority Ethnic. 85% of staff included in the pay gap data have recorded their ethnicity on the Council's HR system.

Analysis:

- The mean average ethnicity pay gap is now 12.7%. This is 1.1% higher than the previous year's figure of 11.6%, and 0.2% lower than 2022.
- The median average ethnicity pay gap is now 14.3%. This is 1.2% higher than the previous year's figure of 13.1% and 1.2% lower than 2022.

Note: ethnicity data available for 85% of employees in March 2023, compared to 83% the previous year.

Our workforce has become more diverse, with the proportion of Black, Asian and Minority Ethnic employees included in pay gap measures increasing by 11.8% from 36.2% in March 2018 to 48% in March 2024.

Over the same period 2018 to 2024, the proportion of Black, Asian and Minority Ethnic employees in the upper pay quartile increase from 22.5% to 31.9%. Representation in the upper mid pay quartile increased even more from 30.1% to 44.4%. This shows that we have been successful in increasing the number of Black, Asian and Minority Ethnic employees in the highest paid half of the workforce at a

slightly higher rate than their representation in the overall workforce. Between 2018 and 2023, representation in the lower mid pay quartile increased from 41.4% to 54.0% and the lower quartile from 50.9% to 60.1%.

Focusing on the last year, between March 2023 and March 2024, the representation of Black, Asian and Minority Ethnic employees in the upper pay quartile decreased by 0.8%.

In all other quartiles representation increased, in the upper middle quartile representation increased by 0.8%, the lower middle quartile representation increased by 1.1% and the lower quartile saw the largest increase of a 2.8% in the percentage of Black, Asian and Minority Ethnic employees in this quartile.

The increase in the proportion of Black, Asian and Minority Ethnic employees in the lowest paid half of the workforce alongside a reduction in the highest is the main reason why the hourly pay gap has increased.

We have analysed changes in our workforce by grade and ethnicity to understand the impact leavers and starters had on our pay gap. This shows that in the grades included within the two highest paid quartiles, that 49% of leavers were from Black, Asian and Minority Ethnic groups compared to 46% of new employees. The Council's Inclusive Recruitment policy applies to jobs at this level 40% of employees promoted to the upper pay quartile were from Black, Asian and Minority Ethnic employee groups, compared to 48% of the workforce. This is a significant drop from last year where 72% were from Black Asian or Minority Ethnic backgrounds compared to 47% of the workforce. However, we have observed that appointment points within the grade can be lower for Black, Asian and Minority Ethnic employees than white. As a result, we are applying the Inclusive Recruitment to internally advertised roles, including secondments. In the Highest Grades (J and above) out of the 35 employees that have disclosed their ethnicity 24 were white and 8 were from a Black, Asian or Minority Ethnic Background

As stated above, these pay gap figures are the third to reflect the Council's new grading structure that was implemented in April 2021. This included the removal of Performance Related Pay and unconsolidated bonuses. As a result, the % of White employees receiving a bonus has reduced further to 10.5% and Black, Asian and Minority Ethnic employees to 9.1%. The year before the pay review in 2020, 43.6% of White and 28.6% of Black, Asian and Minority Ethnic employees received a bonus. Bonus figures now only related to honoraria payments staff receive for undertaking additional duties. These payments are monitored monthly and will continue to be when the Councils new ERP system Oracle is implemented

The impact of the guidance introduced on determining the starting salaries offered to new employees since April 2021 has been analysed to measure differences between White and Black, Asian and Minority Ethnic new starters. Analysis shows that the starting salary for new White employees is slightly higher than for new Black, Asian and Minority Ethnic employees. The difference is typically less than an average of 1 increment, although in one grade within the upper pay-quartile Black, Asian and Minority Ethnic new starters were paid 1 increment more on average than White new starters. Differences in starting salaries were previously measured in 2019 for the Business in the Community (BITC) equality audit. A like for like comparison is not possible because the previous pay structure was in place at that time. Data does however suggest there has been an improvement. We will repeat this analysis for our March 2025-2026 pay gap report and consider if further action is required.

6. Disability Pay Gap Figures

The disability pay gap calculation is based on the number of individual employees who received their full pay on the reference date of 31 March 2024, not the full-time equivalent. This means that each part-time employee counts as one employee. The number of employees included for the RBKC disability pay gap report is 2,599 of which 280 have recorded a disability on the HR system.

The six disability pay gap metrics for RBK&C as of 31 March 2024

1	The mean disability pay gap is -3.1%	2	The median disability pay gap is 0.0%
3	The mean disability bonus gap is 30.8%	4	The median disability bonus gap is 27.53%
5	The percentage of disabled employees receiving a bonus is 11.5%	6	The percentage of non-disabled employees receiving a bonus is 9.4%

Disability pay quartiles percentages 31 March 2024

Band	Not declared a disability	Have declared a disability	Description
A	90.2%	9.8%	Includes all employees with a standard hourly rate that places them at or below the lower quartile
B	88.8%	11.2%	Includes all employees with a standard hourly rate that places them above the lower quartile but at or below the median
C	88.9%	11.1%	Includes all employees with a standard hourly rate that places them above the median but at or below the upper quartile
D	89.1%	10.9%	Includes all employees with a standard hourly rate that places them above the upper quartile

Note: 10.8% of employees included in the March 2024 disability pay gap have recorded a disability on the HR system.

The mean disability gap is -3.1% for 2024, which means those who have declared a disability receive more than those who have not declared a disability, on average.

This is a decrease from last year's gap of -2.2%. We have noticed an increase from 10.4% of the workforce declaring a disability in 2023 to 10.8% of the workforce declaring a disability in 2024 which is mainly due to new starters including this information.

The representation of disabled employees in all pay quartiles in 2024 compared to 2023. The representation of those with a declared disability increased in upper quartile increased by 0.5%, and the upper middle quartile saw a 1.2% increase.

Prior to the removal of Performance Related Pay and unconsolidated bonuses with the new pay structure in April 2021, a greater proportion of disabled employees received a bonus. Whilst this is still the case, the difference of the amount paid has narrowed. As at March 2024, 9.4% of employees who had not declared a disability receiving a bonus compared to 11.5% of employees who had declared a disability. Prior to the pay review 35% of employees who has not declared a disability received a bonus to 39% that had.

7. Summary of Actions taken during 2024/25 and Plans for 2024/25

Maintaining momentum in reducing both our gender and ethnicity pay gaps is a strategic priority for the Council.

We recognise that pay gaps are largely a consequence of relative demographic distributions at different levels (pay grades) within an organisation and reflect wider and long-standing societal issues of inequality and limited access to opportunities for some groups - in particular, women and those from minority ethnic backgrounds or heritage.

Increasing diversity at senior levels to address this, and to better reflect the communities we serve amongst our strategic decision makers, is a core part of our [Council Plan Action Plan 2023 to 2025 | Royal Borough of Kensington and Chelsea \(rbkc.gov.uk\)](#). A wide range of activities that contribute to improving our reported pay gaps are delivered through this Strategy, including an objective to build an inclusive workforce and cohesive borough.

Our [People Plan 2023-2027](#) has four pillars health and wellbeing, skills development, equality, diversity and inclusion, and teamwork and collaboration. These aim to deliver the culture work environment, support and opportunities, so all our people can deliver their best. This includes skills programmes to support disadvantaged groups through apprenticeships and future and aspiring leader programmes. Developing staff networks for peer to peer support and mentoring.

An update on the commitments made in our pay gap report published in March 2024 and key actions planned for 2025/26 is set out below.

7.1 Recruitment

Commitment for 2024/2025	Update	Actions for 2025/2026
We will introduce a new training course on inclusive recruitment and selection and make this available to all staff. To enhance the existing policy and its implementation. This course is more comprehensive, involving evaluation and a final assessment before hiring decisions are made. Continue to deliver inclusive recruitment and selection training for all hiring managers. Continue to ensure that all hiring managers have completed the Inclusive recruitment training before commencing hiring of staff	Further Inclusive Panel Members trained. Introduced the new training course on inclusive recruitment and incorporated evaluation process. This course is now more comprehensive, involving evaluation and a final assessment to ensure managers have the correct training.	Inclusive recruitment criteria will be expanded to all grades not just above F grade for internal and external posts Online training will be reviewed and refreshed with the implementation of Oracle Continuously review the Inclusive Panel Members Register to ensure greater representation from all areas Review Recruitment Policy
As the council transitions to a new ERP system (oracle), we will be designing the recruitment functionality to ensure EDI opportunities are maximised.	The recruitment team are working closely with the developers on the new ERP system (oracle) to design the recruitment functionality to ensure EDI opportunities are maximised. Oracle has been designed so EDI data is retrievable and utilised when hiring staff	Use EDI data to ensure consistency and fairness in the recruitment process
. The council will promote internal jobs and encourage employees to consider initial secondments to advance their careers with opportunities regularly published and promoted	We continue to promote development resources and review documents on the HR Hub. Expanded this opportunity to our bi borough colleagues to apply for internal secondments within the bi borough services	. Make the secondment opportunities more transparent and visible across council communications

7.2 Equality, Diversity and Inclusion

Commitment for 2024/2025	Update	Actions for 2025/2026
Future Leadership Programme 15 participants on track to complete by April 2025	Mid Course review has taken place Extra 3 per days per month study leave was agreed and 2 4 week breaks in study were given in recognition of work life balance	Launch an Aspiring Managers programme – aimed at junior officers that want to become a manager Introduce a positive action development and confidence programme aimed at women (particularly multi ethnic) provide enhanced leadership skills, address imposter syndrome and inspire confidence
	Incorporated mentorship within the future leaders programme. Each participant was assigned a mentor within the organisation Mentor Connect – collaborative project with 15 London Councils to provide mentors Coach Connect – bi borough coaching for RBKC and WCC staff	Using Career coaching initiative. Reintroduce Reciprocal Mentoring Scheme for 2025/26

Commitment for 2024/2025	Update	Actions for 2025/2026
New policy development planned e.g. Corporate Customer Incidents policy. Womens Network has been established January 2025 has been promoted across Council Communications	Further development of the EDI Hub and staff networks. Corporate Customer Incidents Policy launched March 2025 Our programme of Lunch and Learns has been expanded upon. Policies promotion has been imbedded into our EDI staff training and awareness sessions. Utilised our staff networks to help promotion of EDI. Completed equality impact assessment across the council for policy, services, strategies and plans. This has resulted in changes and updates to ensure we are showing due regard to the public service equality duty across the council.	Continue Executive Director blogs. Continue to review the HR Hub to ensure user experience, simplify policy language and processes where possible. This will be incorporated into the new Oracle system Continue to ensure documents are published in an accessible and clear format. Provide relevant updates to policies in line with the implementation of Oracle. Specific resource has been allocated to support this process.
Monitoring the impact of our progression initiatives such as secondment policies, to maximise benefits	Relevant EDI data sets have been incorporated into Oracle to allow for detailed analysis on initiatives	Continue to promote the Positive Action Programme as part of our People Plan. Develop a framework to more accurately review progression initiatives and see results and feedback. Impact Analysis report will be completed upon the Future Leaders initiative once current cohort have completed programme
Developing a fully inclusive workplace for Disabled colleagues, to support retention of staff.	Disability Action Plan is being developed to support becoming a Level 3 disability confident employer.	Disability Inclusion training introduced for all managers.

Adopted the sunflower scheme, an initiative to support invisible and unseen disabilities – adopting within front facing areas for adaptive assistance. Development of the tailored adjustment passport and guidance to support and assist staff to provide collective understanding of any reasonable adjustments needed. Review all policies in preparation for move to Oracle including the TAP and Reasonable adjustments policies	Review of TAP and Disability and Reasonable Adjustments Policies Reasonable Adjustments and Flexible Working Policy have been reviewed and published on KC Net	Once all criteria has been met to apply for Level 3 disability confident employer recognition. Incorporate Unison Disability Charter commitments into the RBKC Disability Workforce Actions
Members of ELT are sponsors of each staff network ED&I Leads to make recommendations to EMT. We set up safe spaces following feedback from our voice surveys and the psychological Safety working group with a third party to build trust and confidence within the organisation. Equalities Board meets quarterly and focuses on key discussions around EDI. The board has oversight of initiatives and ensures alignment to the People Plan and Fairer Plan and Directorate Workforce Strategies	Pulse Survey completed around Dignity at Work and presented to Equalities Board Currently finalising workforce actions to support the Fairer Plan to be released in April 2025 Findings of Pulse Survey have been presented to Each Directorate at Executive Director Level	Continue setting up safe spaces for each directorate to build trust and confidence within the organisation Give the Equalities Board decision making remit rather than advisory. Establishing focus groups to focus on the results of Pulse Survey to address concerns raised

7.3 Learning and development

Commitment for 2024/2025	Update	Actions for 2025/2026
We will continue to run Equality Diversity and Inclusion related training offerings: Inclusive Recruitment for anyone on a recruitment panel, Unconscious Bias Training , Diversity and Inclusion Training for all new starters Several EDI related events over the last year with guest speakers January 2024 – EDI conference held at Town Hall with Councillors, Senior Leaders and Staff	Reviewed EDI Partnerships and are going to affiliate to Inclusive Employers, Purple Space (disability) Sunflower scheme (hidden disabilities)	Participant feedback to be reviewed and training offer to continue. Continued development of guest speaker programme. To support directorate EDI conferences and ensure all directorates incorporate into their work year plan
We will continue to monitor take up of our ED&I related courses.	Monthly reports of training records stopped July 2024 due to Oracle project and data migration and available quarterly but would like to reinstate by April 2025	Increase the number of participants taking part in the ED&I related courses, emphasising the importance of these courses. Oracle Learn will provide an accurate picture of ED&I course completions.
Systemic practice and diversity training was delivered to EMT and Customer Delivery Housing Management	A session of systemic practice was delivered to the Executive Management Team (EMT) in 2023, as well as a separate session on diversity. Secured agreement to wider role out of the systemic practice training, scheduled for 2024 with Housing and Social Investment	The people plan for the organisation will be developing a learning strategy in 2025/26 and this will focus on access to learning and development for all employees A Leadership Development programme as reflected in the people plan will include a focus on ED&I An aspiring managers course is being piloted in 2025 with two cohorts and a total of 40 diverse

		participants providing opportunity for career development
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7.4 Employee engagement/ insights

Commitment for 2024/25	Update	Actions for 2025/26
We will create a comprehensive engagement plan as part of the ED&I action plan. Making sure the engagement plan is in line with the public sector equality duty, and in line with the People Plan 2023- 2027, Council Plan and Grenfell Legacy. Further develop our staff networks to connect further to the community in Kensington and Chelsea. Our staff networks include: • Race Equality Network • Ability to Thrive Network • Proud Network • We Are Family Network • Early Careers Network, • ED&I Network • Women's Network We will extrapolate EDI data from the annual Our Voice Survey to gather insights on employee perceptions on overall workplace culture and use this data to identify areas for improvement	Continue to meet regularly with our EDI Network Chairs and TUs. Followed the recommendations from Race at Work Survey, which identified gaps in diverse leadership enabled us to implement our positive action initiative the future leadership programme. To support psychological safety at work we introduced reciprocal mentoring. Womens network created January 2025 EDI data extracted from pulse survey 2024 and Our Voice survey 2024 presented to the EDI staff networks and Corporate Equality Board	We will continue engagement with our networks, partners and wider staff as part of the ED&I action plan. Exploring the expansion of more networks within the organisation based on feedback. Host EDI specific focus groups to establish quick win actions and to form network specific action plans

7.5 Pay and Reward

Commitment for 2024/25	Update	Actions for 2025/26
We will Develop and launch e-learning guidance to support our new pay guidance document to help ensure consistency of pay related decisions and inform staff of their entitlements. Continue to monitor compliance and periodic reviews with Internal Audit to identify any emerging risks.	E-Learning has been developed and will be edited to ensure guidance is in line with the new HR System Oracle launching in April 2025. Once Oracle is live the new E-Learning can be launched to support both the Pay Guidance and Oracle system.	To launch the e-learning in line with the oracle system ensuring guidance is up to date and supportive of both the Pay Guidance and Oracle system.
We will continue to promote the e-learning offering support and coaching to managers and updating the e-learning to ensure its accuracy and accessibility.	E-Learning for managers on job description and person specification writing has received good feedback and we continue to promote to ensure a consistent approach in line with best practice and equal opportunities.	We are currently editing the job description template to bring in line with accessibility requirements, and will mirror changes across to the e-learning module to provide advice by section to managers. We will complete and publish the updated version and continue to promote this e-learning.
We will continue to regularly review allowances, weekend working enhancements and other payments received by employees who work outside of normal office hours, to ensure consistency of policy.	Calculators have been updated in line with the pay award to enable correct calculation of entitlement for contracts and payroll setup. Training has been completed for new starters in the pay and reward team to ensure understanding and advice is available.	We will add additional advice on allowances, enhancements and other payments to the pay guidance e-learning to share advice more widely.
We will continue to monitor honoraria monthly.	All honoraria payments continue to be reported on and reviewed monthly by the Pay and Reward Team, and sent to	Continue to monitor and challenge honoraria monthly.

We will consult trade unions on proposed changes to on call payments and engage with staff in receipt of them by summer 2024.	Executive Directors, this includes checks on value of payments and their duration. Agreement has been reached for on call payments outside of normal working hours by EMT, sessions have been completed with managers and employees on the changes and trade unions have been updated on proposals.	Implement on call arrangements as per instruction from EMT.
We will conduct a review into our pay governance procedures updating policies and procedures to ensure robust scrutiny of pay and reward benefits	Review of salary upon appointment business cases procedure (currently sits with HR Director to approve salaries upon appointment) Any appointment of over £100k needs to be presented to EMT by HR Director for agreement	We will conduct quarterly pay audits to identify and address potential disparities in pay amongst different demographics A central record of exemptions in regards to pay awards and regular review of exceptions to see if still warranted/valid

Appendix I: Description of Data Calculations for Publication

The Gender Pay Gap Regulations specify the measures that need to be published. They are:

1. average gender pay gap as a mean average.
2. average gender pay gap as a median average.
3. average bonus gender pay gap as a mean average.
4. average bonus gender pay gap as a median average.
5. proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
6. proportion of males and females when divided into four groups ordered from lowest to highest pay.

Certain payments made by the Council are treated by the Gender Pay Gap Regulations as bonuses. This includes one-off payments made under the performance related pay scheme, long-service awards and one-off honoraria payments.

The Council will publish the same information for the ethnicity pay gap. The definitions for the above measures are set out below:

Mean Gender Pay Gap - The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees. To calculate the mean (which is an average of all the numbers in a dataset), all the numbers are added up and then divided by the result of how many numbers there are in total.

Median Gender Pay Gap - The difference between the median hourly rate of pay of male full-pay relevant employees and that for female full-pay relevant employees. To calculate the median, the numerical value is identified which splits the top 50% and the bottom 50%. To find the median, all the hourly rates for all employees will be listed in numerical order; if there are an odd number of values, the median is the number in the middle. If there is an even number, the median is the mean of the two central numbers.

Mean Bonus Gender Pay Gap

The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.

Median Bonus Gender Pay Gap

The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.

Bonus Proportions

The proportions of male and female relevant employees who were paid bonus pay in the relevant period.

Quartile Pay Bands – Four Groups

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands. A quartile is one of the three points that divide the population of data into 4 equal parts. In the context of gender pay gap reporting, the four quartile pay bands are created by dividing the total number of full-pay relevant employee into four equal parts.

The same methods will be used to calculate the difference between the pay of Black, Asian and Minority Ethnic employees and White employees.

Appendix II: Gender Pay Gap Figures March 2018 to 2023

The tables in this appendix show the annual statutory gender pay measures for the Council from 2018 to 2023. They also include the mean and median averages for hourly rates of pay and value of bonuses paid to men and women.

Year	The percentage difference in mean pay between males and females			The percentage difference in median pay between males and females			The percentage difference in mean bonus pay between males and females			The percentage difference in median bonus pay between males and females			The proportion of males and females receiving a bonus	
	Mean Male	Mean Female	% Difference	Median Male	Median Female	% Difference	Bonus Mean Male	Bonus Mean Female	% Difference	Bonus Median Male	Bonus Median Female	% Difference	Bonus Received Male	Bonus Received Female
2023	£25.50	£24.74	3.0%	£23.79	£22.63	4.9%	£3,308	£2,070	37.4%	£2,020	£1,250	38.1%	9.1%	7.1%
2022	£23.85	£22.90	4.0%	£22.01	£20.73	5.8%	£3,323	£1,864	43.9%	£1,758	£1,093	37.8%	8.8%	8.1%
2021	£23.64	£21.84	7.6%	£21.61	£19.90	7.9%	£2,096	£1,605	23.4%	£1,125	£500	55.6%	77.3%	75.6%
2020	£23.20	£21.60	6.9%	£21.26	£19.69	7.4%	£3,006	£2,487	17.3%	£2,225	£2,147	3.5%	42.2%	31.1%
2019	£23.00	£21.48	6.6%	£21.17	£19.73	6.8%	£2,585	£2,177	15.8%	£2,163	£2,070	4.3%	38.0%	29.8%
2018	£22.70	£20.91	7.9%	£20.97	£19.37	7.6%	£2,839	£2,293	19.2%	£2,250	£2,065	8.2%	37.6%	27.2%
							Note: bonus figures for 2021 impacted by one off honoraria payment to Green Book grades in recognition of COVID which falls within definition of bonus. Final payments under previous PRP scheme included in 2021.							

The proportion of males and female employees in quartile bands								
Year	Upper Quartile Male	Upper Quartile Female	Upper Middle Quartile Men	Upper Middle Quartile Female	Lower Middle Quartile Men	Lower Middle Quartile Female	Lower Quartile Male	Lower Quartile Female
2023	46.6	53.4	44.4	55.6	37.0	63.0	43.6	56.4
2022	45.9	54.1	43.9	56.1	34.8	65.2	43.3	56.7
2021	47.2	52.8	41.8	58.2	35.9	64.1	36.6	63.4
2020	46.3	53.7	41.9	58.1	34.1	65.9	37.0	63.0
2019	45.6	54.4	41.1	58.9	38.8	61.2	34.9	65.1
2018	47.4	52.6	39.9	60.1	36.7	63.3	33.8	66.2

Appendix III: Ethnicity Pay Gap Figures March 2018 to 2023

The tables in this appendix show the annual ethnicity pay measures for the Council from 2018 to 2023. They also include the mean and median averages for hourly rates of pay and value of bonuses paid to white and Black, Asian and Minority Ethnic employees.

The proportion of White and Black, Asian and Minority Ethnic employees in quartile bands								
Year	Upper Quartile White	Upper Quartile Black, Asian and Minority Ethnic	Upper Middle Quartile White	Upper Middle Quartile Black, Asian and Minority Ethnic	Lower Middle Quartile White	Lower Middle Quartile Black, Asian and Minority Ethnic	Lower Quartile White	Lower Quartile Black, Asian and Minority Ethnic
2023	67.3	32.7	56.4	43.6	47.1	52.9	42.7	57.3
2022	69.9	30.1	62.3	37.7	48.1	51.9	45.9	54.1
2021	74.4	25.6	61.6	38.4	51.6	48.4	48.2	51.8
2020	76.1	23.9	64.5	35.5	54.4	45.6	46.9	53.1
2019	76.3	23.7	67.9	32.1	57.2	42.8	52.0	48.0
2018	77.5	22.5	69.9	30.1	58.6	41.4	49.1	50.9

	The percentage difference in mean pay between White and Black, Asian and Minority Ethnic employees			The percentage difference in median pay between White and Black, Asian and Minority Ethnic employees			The percentage difference in mean bonus pay between White and Black, Asian and Minority Ethnic employees			The percentage difference in median bonus pay between White and Black, Asian and Minority Ethnic employees			The proportion of White and Black, Asian and Minority Ethnic employees receiving a bonus	
Year	Mean White	Mean Black, Asian and Minority Ethnic	% Difference	Median White	Median Black, Asian and Minority Ethnic	% Difference	Bonus Mean White	Bonus Mean Black, Asian and Minority Ethnic	% Difference	Bonus Median White	Bonus Median Black, Asian and Minority Ethnic	% Difference	Bonus Received White	Bonus Received Black, Asian and Minority Ethnic
2023	£27.15	£24.01	11.6%	£25.41	£22.08	13.1%	£2,784	£2,010	27.8%	£2,000	£914	54.3%	10.2%	7.1%
2022	£25.49	£22.20	12.9%	£24.03	£20.31	15.5%	£2,423	£2,087	13.9%	£1,500	£1,176	21.6%	10.7%	8.2%
2021	£24.04	£21.00	12.6%	£22.57	£19.14	15.2%	£2,108	£1,554	26.3%	£1,404	£500	64.4%	79.1%	76.7%
2020	£23.69	£20.42	13.8%	£22.07	£19.35	12.3%	£2,885	£2,463	14.6%	£2,280	£2,103	7.8%	43.6%	28.6%
2019	£22.92	£20.21	11.8%	£21.64	£18.98	12.3%	£2,487	£2,130	14.4%	£2,180	£2,070	5.0%	46.6%	30.3%
2018	£22.34	£19.53	12.6%	£21.62	£18.60	14.0%	£2,509	£2,155	14.1%	£2,191	£2,045	6.7%	44.2%	25.5%
Ethnicity data provided by 83% of all employees March 2023. Previous years: March 2022 - 81%; March 2021 - 83%; March 2020 - 82%; March 2019 - 65%; March 2018 - 68%.							Note: bonus figures for 2021 impacted by one off honoraria payment to Green Book grades in recognition of COVID which falls within definition of bonus. Final payments under previous PRP scheme included in 2021.							

Appendix 4: Disability Pay Gap Figures March 2020 to 2023

The tables in this appendix show the annual disability pay measures for the Council from 2020 to 2023. They also include the mean and median averages for hourly rates of pay and value of bonuses paid to employees who have not declared a disability and those who have informed the Council they are disabled.

The proportion of employees who have declared and not declared a disability in quartile bands								
Year	Upper Quartile: Have not declared a disability	Upper Quartile: Have declared a disability	Upper Middle Quartile: Have not declared a disability	Upper Middle Quartile: Have declared a disability	Lower Middle Quartile: Have not declared a disability	Lower Middle Quartile: Have declared a disability	Lower Quartile: Have not declared a disability	Lower Quartile: Have declared a disability
2023	89.6	10.4	90.1	9.9	88.3	11.7	90.6	9.4
2022	90.6	9.4	91.0	9.0	90.4	9.6	93.0	7.0
2021	91.1	8.9	90.2	9.8	89.0	11.0	91.8	8.2
2020	91.8	8.2	90.4	9.6	91.0	9.0	89.9	10.1

Year	The percentage difference in mean pay between employees who have and have not declared a disability			The percentage difference in median pay between employees who have and have not declared a disability			The percentage difference in mean bonus pay between employees who have and have not declared a disability			The percentage difference in median bonus pay between employees who have and have not declared a disability			The proportion of employees who have and have not declared a disability receiving a bonus	
	Have not declared a disability	Have declared a disability	% Difference	Have not declared a disability	Have declared a disability	% Difference	Mean Bonus: Have not declared a disability	Mean Bonus: Have declared a disability	% Difference	Median Bonus: Have not declared a disability	Median Bonus: Have declared a disability	% Difference	Have not declared a disability	Have declared a disability
2023	£25.01	£25.55	-2.2%	£22.96	£22.63	1.4%	£2,807	£1,802	35.8%	£1,153	£1,035	10.23%	8.2%	11.4%
2022	£23.21	£24.26	-4.5%	£21.10	£21.85	-3.6%	£2,563	£2,202	14.1%	£1,372	£1,135	17.3%	9.3%	11.6%
2021	£22.52	£22.66	-0.6%	£20.55	£20.55	0.0%	£1,799	£1,807	-0.4%	£500	£500	0.0%	75.4%	85.9%
2020	£22.05	£22.07	-0.1%	£20.37	£20.20	0.8%	£2,723	£2,748	-0.9%	£2,200	£1,985	9.8%	35.0%	39.1%

Note: bonus figures for 2021 impacted by one off honoraria payment to Green Book grades in recognition of COVID which falls within definition of bonus. Final payments under previous PRP scheme included in 2021.