

The Royal Borough of Kensington and Chelsea

Gender and Ethnicity Pay Gap Report as at 31 March 2020

1. Introduction

The Council has a statutory requirement to publish details of its gender pay gap by 30 March 2021 to provide the position of the organisation as at 31 March 2020. In addition, the Council also publishes an ethnicity pay gap.

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.

2. Headline Figures

The differences in the average hourly rates paid to male and female employees between in March 2020 are:

- The mean average gender pay gap is now 6.9%. This is 0.3% higher than the previous year's figure of 6.6%.
- The median average gender pay gap is now 7.4%. This is 0.6% higher than the previous year's figure of 6.8%.

The most recent data published by the Office for National Statistics (ONS) reported a gender pay gap of 15.5% for the whole of the UK in April 2020.

The differences between the average hourly rates paid to BAME and White employees in March 2020 are:

- The mean average ethnicity pay gap is now 13.8%. This is 2.0% higher than the previous year's figure of 11.8%.
- The median average ethnicity pay gap is now 12.3%. This is the same as the previous year's figure.

Note: ethnicity data was available for 82% of employees in March 2020, compared to 65% the previous year.



The proportion of BAME employees increased in the two highest pay quartiles between 2019 and 2020.

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.

The differences between the average hourly rates paid to Disabled and Non-disabled employees in March 2020 are:

- The mean average disability pay gap is -0.1%.
- The median average disability pay gap is 0.8%.

Note: This is the first time disability pay gap figures have been calculated for the Council. For the purposes of this report, only the differences in hourly rates of pay have been calculated. Further analysis will be undertaken for inclusion in next year's report.

The most recent figure on the disability pay gap published by the ONS was 12.2% for the whole UK in 2018.

3. 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 an Ethnicity pay gap. 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.

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. Due to the pandemic, Central Government has relaxed the reporting deadlines. However, the Council will still publish on its website and the GOV UK website by the 30th March 2021 deadline. This report relates to the snapshot date of 31 March 2020. In addition to the specified data, organisations may also include a narrative to provide context to the data.

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 pay gaps.

4. Gender Pay Gap Figures For March 2020

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 2020, 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 2,137.

Annual gender pay gap figures for each year since March 2017 are contained in Appendix 2 for reference.

The six gender pay gap metrics for RBK&C as at 31 March 2020

1	The mean gender pay gap is 6.9%	2	The median gender pay gap is 7.4%
2	The mean gender bonus gap is 17.3%	4	The median gender bonus gap is 3.5%
5	The percentage of male employees receiving a bonus is 42.2%	6	The percentage of female employees receiving a bonus is 31.1%

Gender Pay quartiles percentages 31 March 2020

(number of employees in each band):

Band	Males	Females	Description
A	37.0%	63.0%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	34.1%	65.9%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	41.9%	58.1%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	46.3%	53.7%	Includes all employees whose standard hourly rate places them above the upper quartile

Note: 60% of employees included in the March 2020 gender pay gap are female

Analysis:

The main reason for the small increase in the gender pay gap is a decrease in the proportion of women in the highest paid quartiles of the Council's workforce between March 2019 and March 2020. During this period, the proportion of women in the upper and upper middle quartiles (Bands D and C above) fell from 54.4% to 53.7% and 58.9% to 58.1% respectively. This compares to 60% of the Council's workforce who are female.

Compared to the first gender pay gap figures for March 2017, the proportion of women in the highest paid quartile (Band D) of the workforce have increased from 49.2% to 53.7% in March 2020. However, the proportion of women in the second highest pay quartile (Band C) has fallen during the same period from 63.7% to 58.1%. Changes in the workforce are impacted by turnover, which is mostly attributed to recruitment and resignations. Employees also joined our workforce when services are transferred from an external provided into the Council.

Since April 2020, a number of changes have been made to our recruitment strategy. These have resulted in a number of improvements (detailed in section 6 below) which have helped increased the diversity of successful applicants. This includes a number of appointments made at senior management level during 2020. The impact of these changes will be included in the March 2021 pay gap figures.

Honorarium payments are responsible for 0.4% of the pay gender pay gap. The existing monitoring of these payments will be strengthened from April 2021 to ensure they are consistently applied and are not being used by individual managers to offset the removal Performance Related Pay. The narrower salary ranges for the Council's new pay grades that are being implemented from 1 April 2021, are expected to reduce the difference in starting salaries between men and women.

Variable payments to employees such as overtime are excluded from the calculation of the statutory gender pay figures. During the next year, the impact of these payments will be assessed to identify whether specific groups benefit from them more than others.

5. Ethnicity Pay Gap Figures For March 2020

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 2020, 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 1,756 (compared to 1,384 the previous year), this is 82% of the relevant employees.

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 at 31 March 2020

1	The mean ethnicity pay gap is 13.8%	2	The median ethnicity pay gap is 12.3%
2	The mean ethnicity bonus gap is 14.6%	4	The median ethnicity bonus gap is 7.8%
5	The percentage of White employees receiving a bonus is 43.6%	6	The percentage of BAME employees receiving a bonus is 28.6%

Ethnicity pay quartiles percentages 31 March 2020

(number of employees in each band):

Band	White	BAME	Description
A	46.9%	53.1%	Includes all employees whose ethnicity is known with a standard hourly rate that places them at or below the lower quartile
B	54.4%	45.6%	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	64.5%	35.5%	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	76.1%	23.9%	Includes all employees whose ethnicity is known with a standard hourly rate that places them above the upper quartile

Note: 40% of employees included in the March 2020 gender pay gap are BAME

Analysis:

The ethnicity pay gap figures will be affected by the increase in the proportion of staff that had declared their ethnicity data from 65% in March 2019 to 82% in March 2020.

The data shows the proportion of BAME staff in the highest paid quartiles of the Council's workforce have increased. During this period, the proportion of BAME staff in the upper and upper middle quartiles (Bands D and C above) increased from 23.7% to 23.9% and 32.1% to 35.5% respectively. This compares to 40% of the Council's workforce who are BAME.

The benefit of the increase in the highest pay quartiles was offset by an increase of BAME staff in the lower middle and lowest quartiles, 42.8% to 45.6% and 48% to 53.1% respectively (Bands B and A above). All figures showing the distribution of the workforce would have been affected by the increase in staff providing ethnicity data as well as recruitment activity. Of the employees included in the March 2020 figures, 80% were employed in March 2019 whilst one third of the 500 staff whose ethnicity was unknown in those figures have provided this information in the last year.

Compared to the first ethnicity pay gap figures for March 2018, the proportion of BAME employees in the highest paid quartile (Band D) of the workforce have increased from 22.5% to 23.9% in March 2020. The proportion in the second highest pay quartile (Band C) has also increased during the same period from 30.1% to 35.5%. As stated above, changes in the workforce are impacted by turnover, which is mostly attributed to recruitment and resignations. The transfer of employees to our workforce as a result of the Tenant Management Organisation, Facilities Management and some other smaller services now being managed directly by the Council also has an impact.

The improvements delivered through our recruitment strategy in the last year (see section 6 below) will potentially support a reduction in the ethnicity pay gap as well as gender. The impact will be included in the March 2021 pay gap figures.

Unlike their impact on the gender pay gap, honorarium payments do not contribute to the Council's ethnicity gender pay gap.

6. Actions Taken That Contribute To Reducing Pay Gaps

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 key aim for the Council. This aim is a core part of our wider Equality, Diversity and Inclusion Strategy.

Our work during 2020/21 to achieve this aim, through reviewing related policies and practice and by creating a workplace where everyone feels supported to fulfil their potential and has equal access to development opportunities, is outlined below.

6.1 Strategy and governance

Strategic direction: to complement our strategic priorities contained within the Council Plan, our Executive Management Team approved **two corporate ED&I objectives**, which together shape and drive our work as an employer:

-Increasing Diversity: *'we will aim to increase the diversity of our workforce including at the most senior levels, to more closely reflect our residents and service users and to bring us closer to our communities'*

-Ensuring Equality & Inclusion: *'we will develop an open, collaborative and inclusive working environment where the principles of fairness and employee wellbeing are promoted, and everyone is encouraged to reach their full potential'*

Governance - corporate **Equalities Board** chaired by our Chief Executive Barry Quirk was set up in 2020. The Board considers and sets strategic direction and ensures oversight of ED&I work across the Council. Progress in delivering set priorities is now monitored and reported monthly via a progress tracker. Equality Network representatives sit on the Board alongside executive colleagues.

Performance assessment - during 2020, the Council worked in partnership with Business in the Community to carry out a comprehensive **ED&I Audit** of our employment practice, capability and maturity. This involved a detailed analysis of data, policies and processes, as well as gathering employee insights directly from our employees. Between 4 - 5% of our employees participated from across the Council.

Findings and key recommendations from the Audit have informed our 2020 – 2022 ED&I Action Plan. and will continue to shape our planned approach to delivery. In addition, we continue to work to implement our Race Implementation Plan, which has been driven by our Race Equality Network and provided an additional focus on race equality related activity.

6.2 Leadership and accountability

Accountability - our chief executive Barry Quirk has taken on the role of **executive sponsor** for race equality and for ED&I more generally.

Public commitment: in late 2020, the council joined 500 plus other organisations UK wide by signing Business in the Community's **Race at Work Charter**. This commits the council to five specific pledges, including actively supporting the progression of Black, Asian and Minority Ethnic (BAME) employees.

Leading Inclusively – All of our senior leadership have participated in **inclusive leadership coaching** sessions during 2020 and work to build on these initial sessions is planned for 2021. (See 3. below)

6.3 Recruitment and selection

Recruiting inclusively: in consultation with our Employee Network Groups we designed and developed our new **Inclusive Recruitment Approach** in 2020. Our data shows that Black, Asian and minority ethnic (BAME) employees are under-represented at senior levels. Women are also underrepresented, to an extent, at certain senior levels and in certain areas of work. To help achieve a more balanced workforce which, at all levels, reflects our local communities we have introduced a requirement for:

- **Diverse recruitment panels** - to be used for all roles above Team Leader or equivalent levels
- **Inclusive Recruitment Training** - mandatory for all hiring managers /panel Chairs
- **Diverse Shortlists** - for all roles above Team Leader or equivalent levels

With our primary focus on gender and ethnicity (supported by data analysis), we specifically require minority ethnic representation on shortlists for these more senior roles, and that shortlists are also gender balanced. Adherence to these requirements will be monitored along with intended outcomes.

The requirement for **gender** balanced shortlists aims to increase female representation in more senior (higher salaried) roles, as well as encourage greater male representation in more junior (lower salaried) roles. Recalibration of the demographic balance at both ends of the salary scale will help to accelerate closing the gender pay gap. For **ethnicity** the focus is on increasing representation in senior (higher salaried) roles.

To support this approach, we have set up a **corporate Inclusive Panel Pool**. Over 30 Minority ethnic colleagues and others from diverse backgrounds have volunteered to be part of this pool and offer their services as panel members, to support our corporate aims and increase their own learning and breadth of experience. All Pool members receive comprehensive training. Involvement helps to de-mystify the recruitment process (especially at more senior levels) and allows participants to gain exposure and build relationships across the Council, to support their own development. For hiring managers it is an opportunity to work alongside a diverse colleague and gain insights and understanding of different perspectives and lived experience. For candidates, a visibly diverse panel is more likely to put them at ease, encourage them to do their very best, and see the Council as a diverse and inclusive organisation.

Driving entry level diversity - with an eye to developing diverse future leaders, we maximise opportunities to diversify the entire talent pipeline. This year, by restricting applications to our **apprenticeship programme** from within our local communities who reflect local demographics, we have hired very diverse cohorts. Of those who disclosed ethnicity, 70% of our apprenticeship intake over 2019 – 2020 is BAME. Gender balance is virtually 50:50 (female intakes are 49%).

6.4 Progression and development

Data – we have improved employee data collection this year by more actively encouraging diversity disclosure. This has allowed us to properly use and analyse ethnicity (in addition to gender) data at different levels of the organisation for the first time.

Targeted development - the improved data sets can now be used to inform the design and delivery of targeted development opportunities for those groups that are not well represented at senior levels. Building on feedback from a cross

organisational Mentoring Circles initiative which we participated in during 2019 – 20, we will be working with our Race Equality Network to design tailored **mentoring and development** opportunities that will target BAME colleagues (see below).

In addition, we continue to provide mentoring opportunities for all employees and particularly encourage women to get involved.

Learning and development – a review of all ED&I related training was carried out in 2020 and training needs were assessed in light of our ED&I Audit findings. A new ED&I Training Framework was developed and approved. This includes face to face (virtual) mandatory **Unconscious Bias training**; mandatory **ED&I Awareness training** and **Cultural Awareness training** has been procured.

6.5 Employee engagement and insights

Employee Network Groups - this year we have supported the establishment of three new Employee Network Groups: a Race Equality Network with well over 100 members; a Disability Network and an LGBTQ+ Network. These complement our existing ED&I Network (100 members) and smaller but active Young Officers Network. Through the networks we actively consult with and seek the views of diverse colleagues. For example, we have worked with the Race Equality Network to shape and design our inclusive recruitment approach and with the ED&I Network to assist in procuring new ED&I training.

Qualitative research – we have carried out a **demographic analysis** of our annual employee engagement survey this year for the first time. The experiences of different groups including women and those from BAME backgrounds/ heritage have been examined. Findings have been shared with our employee networks and feedback sought.

In addition, we have run **focus groups** including BAME focus groups and one to one interviews as part of our BITC Audit work. The aim has been to gather employee insights about our workplace culture and source ideas for building a truly inclusive environment, where all colleagues want to stay with the Council and are supported to progress into senior roles if they wish.

6.6 Life balance and flexible working

Flexible working - the Council gained **accreditation as a *Timewise Council*** in late 2019 following development of a Flexible Working Improvement Plan and subsequently we were assessed as excellent for Life-balance in the recent BITC Audit of our employment practice.

Having flexible working policies in place and upskilling our managers to supervise and support flexible working, has assisted the Council to quickly adapt to the new ways of working required due to the Covid-19 crisis this year. More broadly it also provides an attractive employee proposition for a range of groups including women as primary child carers.

Family friendly policies –our family friendly policies support women returning from maternity leave, who may need to work differently to balance their new commitments, but who are still keen to pursue career development opportunities and progression. For example, they can request a phased return and /or work part-time for a fixed period.

6.7 Pay and reward

Commitment to examining and addressing pay gaps – the Council’s broader approach to achieving balance and equality in pay and reward is reflected in our on-going commitment to go beyond gender pay gap analysis to voluntarily examine and publish information on ethnicity for the second year running. We have also included our disability pay gap in this report for the first time.

As a direct result of conducting our 2019 gender and ethnicity pay gap analyses, **further work** was carried out to identify and explore any trends in starting salary information for different groups, including for women and those of BAME background/ heritage. This analysis helped inform the design of our new pay and grading framework and formed part of the equality impact assessment. Updated guidance on setting starting salaries will be introduced to support the new pay framework.

Pay & Grading Review - in addition, throughout 2020/21 the Council has been undertaking a root and branch review of our pay and grading structures and operating model. The Pay & Grading Review has been underpinned by equalities principles to guide and shape our approach to pay and reward and performance management practice. The purpose has been to help **standardise pay and reward** for all employees and **establish a uniform performance management framework** that will support the development and the opportunity to progress for all employees.

As part of the Pay & Grading Review an **equality impact assessment** was carried out to understand whether any protected characteristic groups might be particularly disadvantaged by the review’s recommendations - and if so, to what extent. The aim was to determine whether any relative disadvantage identified (in the short term) could be justified as proportionate to achieving the legitimate aim of achieving a fair and equitable pay structure for all Council employees from 2021 onwards. Our Trades Unions and employee Networks were consulted on this assessment.

7. Update On Specific Commitments In Last Year’s Report

Last year we said we would identify actions to help eliminate pay gaps and ensure equal pay. These were:

1. To address the impact of more men than women and more white employees than BAME employees receiving performance related payments.

This year we have:

Undertaken a comprehensive Pay & Grading Review of our pay and grading structures and operating model to create a more equitable single system and

standardise pay and reward for all employees including abolishing performance related pay. (see more in 1. above)

2. To introduce mandatory training on cultural sensitivity for all new starters and refresher courses for equality and diversity training for existing employees.

This year we have:

Procured new Equality, Diversity & Inclusion and Cultural Awareness training, which will be rolled out from Q4. (2020 – 21) and in mandatory for all employees. We have also procured Unconscious Bias training, which will also be mandatory. (see more in 1. above)

3. To recruit and training a further cohort of Diversity Champions during 2020.

This year we have:

Recruited and trained a further nineteen Diversity Champions . We now have a network of well over thirty plus Champions across the Council who act as advocates for equality, diversity and inclusion.

4. To launch Inclusive (reciprocal) mentoring with our Executive Team acting as 'mentees' to diverse employees, to increase understanding of challenges facing diverse employees.

This year we have:

Postponed launching this initiative until restrictions in place due to Covid – 19 were eased. As repeated lockdowns and continued homeworking become the norm, we will now re-design our approach to this initiative and pilot a virtual cohort of mentoring partners

5. To introduce the monitoring of starting salaries on appointment to ensure there is equity for women and BAME employees at the start of the careers with the Council

This year we have:

Carried out work to identify and explore any trends in starting salary information for different groups, including for women and those of BAME background/ heritage. This contributed to the design of the new pay and grading framework which will be supported by updated pay guidance, including updated advice on setting starting salaries (see more in 1. above).

6. To encourage the 25% of the workforce who have not yet disclosed their ethnicity to do so via a targeted campaign

This year we have:

Used various means to encourage employees to disclose, including a personal letter from the Chief Executive to all employees (who had not updated information on our systems) asking for assistance. Ethnicity rates rose from 75% to 82% as a result. A

targeted campaign to be driven locally within directorates is now being planned for a further push with the aim of reaching 90% disclosure over the next 6 months.

7. To continue to work in partnership with the Timewise Foundation to support the use flexible and agile working for employees and job applicants.

This year we have:

Implemented elements of the Timeswise Foundation action plan including providing training for managers to manage flexible teams and Wellbeing resources for employees who are now working predominantly from home. (see more in 1. above)

In addition, we have carried out an equality impact assessment of our Working from Home policy, to ensure all opportunities are maximised and risks - including the potential for missing out on 'in the moment' career development opportunities - are minimised, as this could have an impact on progression for certain groups including women and those of BAME background/ heritage.

8. Further plans for 2021

- **Recruitment**

We will sign up to the Local Government Association's (LGA's) *Returns' Programme* which encourages and supports people to return to work and progress careers after taking a break. A primary target is women who may have taken time out to have and / or care for children. Our focus is on areas of work where we know women are currently underrepresented particularly at senior levels such as Information Technology.

- **Progression**

We will develop positive action interventions to support the development and progression of BAME groups, where data shows we have underrepresentation at senior levels and in key senior level 'feeder' roles. This will support our Race at Work Charter pledge to *'take action to support minority ethnic career progression'* and through that change the demographic distribution of employees longer term and help to reduce pay gaps.

We will be reviewing our performance management framework and carry out an equality impact assessment as part of that to ensure it is designed in a way to minimise the potential for bias and maximise opportunities for development and progression.

- **Ongoing assessment**

We will adopt the Equality Framework for Local Government (EFLG). This is designed – from a workforce perspective - to help Councils' employ a diverse workforce and provide equality of opportunity for all employees, by enabling Councils to informally self-assess their progress and determine where/ how they need to improve and provide a framework for equality peer challenge.

Using the framework will ensure that the recommendations adopted as a result of our ED&I Audit last year are implemented, that related work is developed and progress is thoroughly monitored and reported on.

- **Learning and development**

We will be running new equality impact assessment training to help embed understanding of how to actively consider potential equalities issues for different groups of employees, when designing or reviewing policies or when planning major projects.

We will roll out new face to face (virtual) mandatory Unconscious Bias training; mandatory ED&I Awareness training and Cultural Awareness training during 2021. The intention is to build further understanding of how bias can influence decision making and potentially inhibit diverse recruitment and the development and progression of minoritized groups.

We will develop further Inclusive Leadership training for our senior leadership teams across the Council.

- **Life balance**

We will conduct a review of our ways of working, to continue to build on existing good practice around flexible working and remain alert and responsive to the needs of different groups of employees as we move increasingly to different ways of working due to Covid-19. We are conscious that increased flexible working is of real benefit to employee wellbeing for many employees, but equally some groups or individuals may be struggling and / or may not have the same access to 'face to face' career development opportunities as previously.

- **Employee engagement/ insights**

We will continue to work in partnership with our employee network groups and recognised Trades Unions, to ensure diverse opinions and views feed into the design and development of our work.

We will work with the above groups to explore employee insights gathered during 2020, to shape our planned work on progression and continue to build greater inclusion.

- **Pay and Reward**

We will expand our monthly monitoring of honoraria payments to include consideration of protected characteristics of those who receive and ensure that individual managers are not using them as a substitute for Performance Related Pay.

We will also analyse overtime payments to assess the impact they have on pay received by different groups.

- **Disability Pay Gap**

Following on from publishing the difference in hourly rates of pay between disabled and non-disabled staff, **we will** undertake further analysis and monitoring of our Disability Pay Gap from March 2021.

This will support our wider ED&I agenda to become a fairer and more inclusive employer.

Appendix 1: 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 and Minority Ethnic (BAME) employees and White employees.

Appendix 2: Gender Pay Gap Figures March 2017 to 2020

The tables in this appendix show the annual statutory gender pay measures for the Council from 2017 to 2020. 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		
	Mean Male	Mean Female	% Difference	Median Male	Median Female	% Difference
2020	£23.20	£21.60	6.9%	£21.26	£19.69	7.4%
2019	£23.00	£21.48	6.6%	£21.17	£19.73	6.8%
2018	£22.70	£20.91	7.9%	£20.97	£19.37	7.6%
2017	£22.01	£19.78	10.1%	£20.70	£18.46	10.8%

Year	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	
	Bonus Mean Male	Bonus Mean Female	% Difference	Bonus Median Male	Bonus Median Female	% Difference	Bonus Received Male	Bonus Received Female
2020	£3,006	£2,487	17.3%	£2,225	£2,147	3.5%	42.2%	31.1%
2019	£2,585	£2,177	15.8%	£2,163	£2,070	4.3%	38.0%	29.8%
2018	£2,839	£2,293	19.2%	£2,250	£2,065	8.2%	37.6%	27.2%
2017	£2,853	£2,363	17.2%	£2,255	£2,108	6.5%	43.7%	32.5%

Year	The proportion of males and female employees in quartile bands							
	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
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
2017	50.8	49.2	36.3	63.7	35.8	64.2	33.0	67.0

Appendix 3: Ethnicity Pay Gap Figures March 2018 to 2020

The tables in this appendix show the annual ethnicity gender pay measures for the Council from 2018 to 2020. They also include the mean and median averages for hourly rates of pay and value of bonuses paid to white and BAME employees.

Year	The percentage difference in mean pay between White and BAME			The percentage difference in median pay between White and BAME		
	Mean White	Mean BAME	% Difference	Median White	Median BAME	% Difference
2020	£23.69	£20.42	13.8%	£22.07	£19.35	12.3%
<i>Ethnicity data available on 82% of staff for March 2020</i>						
2019	£22.92	£20.21	11.8%	£21.64	£18.98	12.3%
<i>Ethnicity data available on 65% of staff for March 2019</i>						
2018	£22.34	£19.53	12.6%	£21.62	£18.60	14.0%
<i>Ethnicity data available on 68% of staff for March 2018</i>						

Year	The percentage difference in mean bonus pay between White and BAME			The percentage difference in median bonus pay between White and BAME			The proportion of White and BAME receiving a bonus	
	Bonus Mean White	Bonus Mean BAME	% Difference	Bonus Median White	Bonus Median BAME	% Difference	Bonus Received White	Bonus Received BAME
2020	£2,885	£2,463	14.6%	£2,280	£2,103	7.8%	43.6%	28.6%
<i>Ethnicity data available on 82% of staff for March 2020</i>								
2019	£2,487	£2,130	14.4%	£2,180	£2,070	5.0%	46.6%	30.3%
<i>Ethnicity data available on 65% of staff for March 2019</i>								
2018	£2,509	£2,155	14.1%	£2,191	£2,045	6.7%	44.2%	25.5%
<i>Ethnicity data available on 68% of staff for March 2018</i>								

Year	The proportion of White and BAME employees in quartile bands							
	Upper Quartile White	Upper Quartile BAME	Upper Middle Quartile White	Upper Middle Quartile BAME	Lower Middle Quartile White	Lower Middle Quartile BAME	Lower Quartile White	Lower Quartile BAME
2020	76.1	23.9	64.5	35.5	54.4	45.6	46.9	53.1
<i>Ethnicity data available on 82% of staff for March 2020</i>								
2019	76.3	23.7	67.9	32.1	57.2	42.8	52.0	48.0
<i>Ethnicity data available on 65% of staff for March 2019</i>								
2018	77.5	22.5	69.9	30.1	58.6	41.4	49.1	50.9
<i>Ethnicity data available on 68% of staff for March 2018</i>								