

GENDER, ETHNICITY AND DISABILITY PAY GAP REPORT

2022

INTRODUCTION

This is the fifth year we have published our gender and ethnicity pay gaps. During this time, our pay gaps have reduced. This year, whilst we have seen a reduction in our gender pay gap, our ethnicity pay gap has remained the same. We are disappointed that the interventions we have put in place to close our pay gaps, whilst working to a degree, have not been sufficient to eradicate the pay gaps.

Tackling our pay gaps remains our top priority. We recognise that if we do not take serious action now our pay gaps will remain. As an organisation, we must be accountable and ensure that our workforce can see the efforts we are making to close our pay gaps. This is our commitment to create an inclusive workplace where staff feel valued.

In 2021, we established a Pay Gap Taskforce working directly with senior leaders and teams where the greatest challenges exist, and interventions were required. The impact of this work has led to some reductions of pay gaps, but our challenge is to ensure that all senior leaders are prioritising this agenda. This year, we will establish a Pay Gap Forum to have strategic overview and accountability to ensure that we are making good on our commitment.

We will continue to be innovative taking meaningful action to show a downward trend. This is why our Executive Leadership Team have set ambitious targets to close our pay gaps by 2025 which is set out in our three-year Equality, Diversity and Inclusion Action plan.

We know that our pay gaps are driven by the levels of representation of diversity at all levels across the organisation. Our focus on changing representation has seen an increase in the diversity at the senior levels, particularly gender, and we are attracting larger numbers of employees from Global Majority background. We will continue to change the culture of the organisation in line with the Westminster Way through recruitment, investment in diverse talent and making the necessary interventions to ensure that our staff are able to thrive and grow across the organisation at all levels.

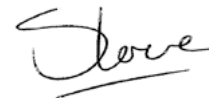
We have continued to hold open, honest and authentic conversations with our staff and communities that focus on the equality agenda and we are clear that actions must be part of the dialogue if we want to make a real impact and deliver lasting change.

This year, we have published our disability pay gaps to reflect our commitment to equalities, transparency and good practice.

We have identified some key reasons for the ethnicity pay gaps remaining the same. These include:

- Global Majority new starters are paid less than white colleagues starting in the organisation due to predominately moving into roles at lower bands.
- Greater number of white colleagues are being promoted to senior positions than employees from a Global Majority background.

We are committed to being an inclusive employer and hold ourselves accountable to ensure that by 2025 our organisation at all levels must be representative of the communities we serve.



Stuart Love
Chief Executive



Gerald Almeroth
Executive Director of
Finance and Resources



Debbie Jackson
Executive Director of
Growth, Planning
and Housing



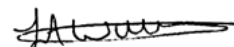
Pedro Wrobel
Executive Director
of Innovation
and Change



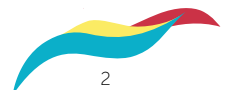
Bernie Flaherty
Bi-Borough Executive
Director of Adult Social
Care and Health



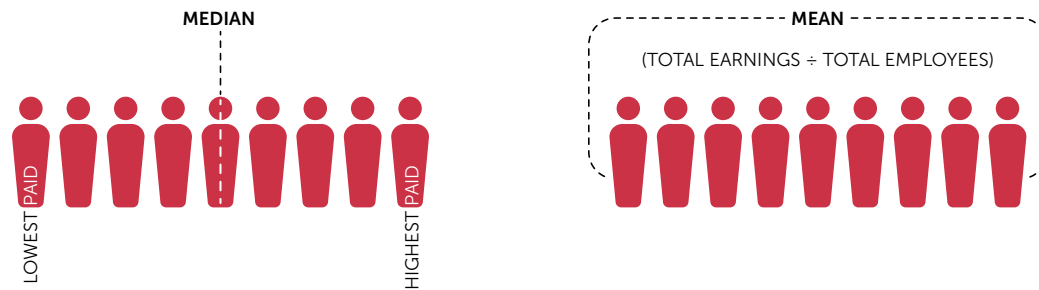
Sarah Newman
Bi-Borough Executive
Director of
Children's Services



Lee Witham
Director of
People Services



GENDER PAY GAP SUMMARY



Gender Pay Gap

58% of our workforce is female. This year's report shows a reduction in the Gender pay gap. The mean pay gap has decreased from 10% in 2021 to 7% in 2022 and the median pay gap has reduced from 12% in 2021 to 10% in 2022.

What this means

Our gender pay gap data tells us that our focus on addressing gender diversity at all levels is bringing about positive change. Recruitment plays an important role in improving gender representation and as of March 2022, 58% of our employees are females. Developing and progressing our female workforce into senior roles is equally important and 45% of our senior roles are held by females.

We are pleased that the interventions we have put in place such as greater focus on salary negotiations and taking proactive actions to examine starting salaries, has resulted in equity of starting salaries for women and men. Pay increases are also having the desired impact on the gender pay gap, as a higher proportion of females are receiving promotions and pay increases.

These improvements have taken place due to the following actions:

- Pay Gap Taskforce working with Senior leaders, to focus on career development, succession planning and pay moderation.
- Ensuring our Executive Leadership Team are engaged on the recruitment panel of all Senior Leaders appointments.
- Encouraging senior leaders to offer sponsorship support to help accelerate female development.
- Positive action has ensured that every vacancy for middle manager and above roles include a gender balanced shortlist.
- Post interview feedback for each interviewee and hiring managers also receive coaching to ensure constructive feedback is given to applicants.
- Refreshed our own Inclusive mentoring programme which gives leaders insight of the experiences of our women to help them understand the challenges they face.
- Our agile working has enabled different working patterns and we have made this explicit as part of our recruitment process. We have held discussions across the organisation on flexible working opportunities.



ETHNICITY PAY GAP SUMMARY

Ethnicity Pay Gap

39% of the workforce is from a Global Majority background. This year we have seen minimal change in our Ethnicity pay gap which remains at the same level as in 2021. The mean pay gap has remained at 13% and the median pay gap has remained at 12%.

What this means

We need to ensure that the range of interventions we have implemented is impacting on our Ethnicity pay gaps. Our focus has been on increasing representation of Global Majority employees across the organisation at all levels and as of March 2022, employees from a Global Majority background has doubled from 507 in 2017/18 to 1017. Similarly, representation at senior leadership roles increased from 5% in 2016 to 26%.

Global Majority staff are also well represented amongst those who are receiving pay increases and promotions. Over the last 12 months 47% of Global Majority employees were promoted compared to 45% in 2021. Whilst this trend is encouraging, our data shows that a higher proportion of white employees are being promoted into higher bands than Global Majority colleagues. This means that Global Majority staff are largely represented in the lower bands across the organisation.

We recognise that different communities can have different experiences, so we have provided data to understand pay gaps for our Global Majority employees compared to white colleagues which needs to be addressed. Our biggest pay gaps are Arabs (32%), Bangladeshi (21%), Black African (15%) and Black Caribbean (12%).

We know that some of our interventions are proving successful due to the following actions:

- Pay Gap Taskforce working with Senior Leaders to focus on career development, succession planning and pay moderation.
- Ensuring equal access to our development programmes; fairness in our 'Rewarding Your Contribution' scheme; and annual pay award step-up process.
- Subscribing to Business in the Community's Race at Work Charter which has seven calls to action, including taking action that supports career progression for Global Majority groups.
- Access to a range of coaching and mentoring options which has been a key enabler towards developing an inclusive culture across the organisation and supporting staff career progression.
- Offering a wide range of learning and development opportunities and external mentoring programmes.
- We have continued to talk about Race in the organisation, for example at our weekly all Council Loop Live sessions. These sessions have supported our Global Majority employees become more comfortable and confident about telling the organisation what we need to do to ensure equity.

We will continue to monitor the effectiveness of these initiatives to achieve our targets and commitment to greater equality, diversity and inclusion.





DISABILITY PAY GAP SUMMARY

Disability Pay Gap

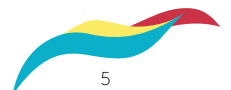
14% of our employees have self-identified as having a disability, a 2% increase from 2021. According to the Office for National Statistics, nearly one in five (18%) of people in England and Wales have some form of disability. We have been reporting our Disability pay gap internally for a number of years, but this is the first time we are publishing our Disability Pay Gap externally. The disability pay gap is the difference in average hourly rate of pay between our disabled and non-disabled employees across the organisation.

The mean disability pay gap is 4% (4% in 2021) and our median pay gap is 0% (3% in 2021). These figures are comparatively lower than our gender and ethnicity pay gap. The main reason for the reduction in the median pay gap is due to:

- The disability pay gap for starters is smaller than it is for leavers.
- Proportionally, higher levels of promotion for staff who have declared a disability compared to staff who have not declared a disability.

We have been working with staff to share their disability data to get a more accurate understanding of our disability pay gap and to ensure that we make reasonable adjustments for individuals where appropriate. We know that an increase in employees sharing their data will impact on the pay gap, but tackling the gap is important particularly for recruitment, career development and retention.

We know that our pay gaps are driven by the levels of representation of diversity at all levels across the organisation. Our focus on changing representation has seen an increase in the diversity at the senior levels, particularly gender, and we are attracting larger numbers of employees from Global Majority background. We will continue to change the culture of the organisation in line with the Westminster Way through recruitment, investment in diverse talent and making the necessary interventions to ensure that our staff are able to thrive and grow across the organisation at all level.





THE PAY GAPS IN DETAIL

What is the Pay Gap

The gender pay gap measures the difference between men and women's average salaries.

Under the Equality Act 2010 (gender pay gap information regulations 2017), employers with 250 or more employees are required to publish statutory calculations every year, showing the difference in the average pay of their male and female employees.

The council is confident that employees, whatever their gender or ethnic background, are paid equally for doing equivalent roles – or what's called 'equal pay'. Consequently, this report does not look at equal pay.

The ethnicity pay gap is the difference between Global Majority and white employees' pay as a percentage of white employees' pay. We have chosen to voluntarily measure the Global Majority pay gap because we want to be transparent with our workforce about the gap that one can easily see in the organisation and commit to narrow the gap over time.

The data in this report is based on a snapshot from 31 March 2022 and the results must be published on our website and a government website each year.

How has it been calculated?

The pay gap report involves carrying out calculations that show the difference between the average earnings of men and women or Global Majority and white employees, across the following categories:

1. Ordinary pay

The hourly rate.

2. One-off contributions (bonus pay)

The difference between the one-off contributions paid.

3. Quartile pay

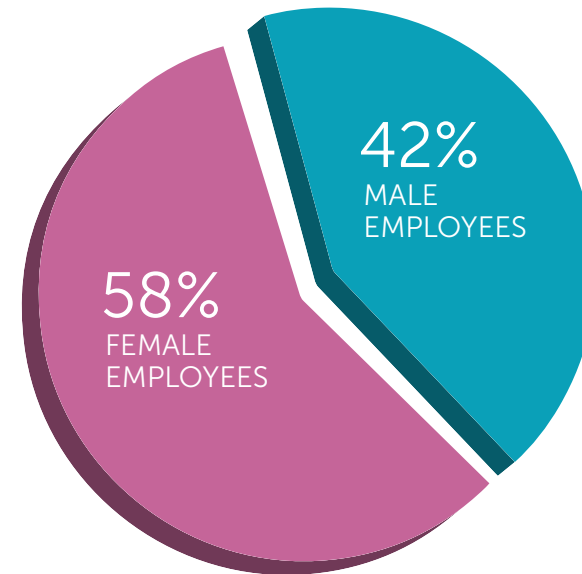
The proportion of full-pay employees in the lower, lower middle, upper middle and upper quartile pay bands.

Each category includes calculations based on two different types of average (mean and median) to give a balanced overview of an employer's overall gender and ethnicity pay gap.



GENDER PAY GAP

Proportion of female and male employees across the council



Ordinary pay

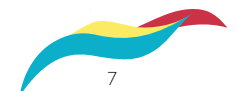
Gender pay gap – the difference between women’s pay and men’s pay as a percentage of men’s pay.

(Positive % means men have higher pay).

7% MEAN HOURLY RATE

10% MEDIAN HOURLY RATE

	HOURLY RATE OF WOMEN	HOURLY RATE OF MEN	DIFFERENCE
MEAN HOURLY RATE	£23.47	£25.25	£1.78
MEDIAN HOURLY RATE	£21.37	£23.62	£2.25



GENDER PAY GAP

One-off contributions

Westminster City Council does not pay bonuses. To comply with the regulations, we have used any pay that is paid annually or less frequently than monthly as a 'one-off contribution' to calculate the equivalent of bonus pay. This includes one-off 'rewarding your contribution' payments and long service awards.

One-off pay

One-off payments gender pay gap - the difference between women's payments and men's payments as a % of men's payments.

MEAN

-3%

MEDIAN

0%

One off payments made

WOMEN PAID AS
A % OF ALL WOMEN

14%

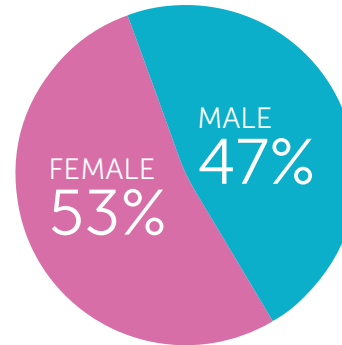
MEN PAID AS %
OF ALL MEN

13%

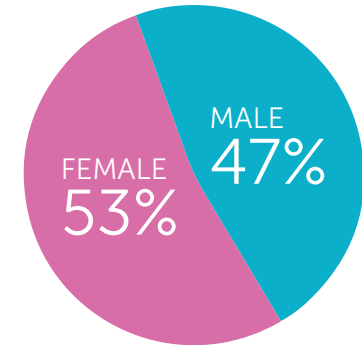
Pay by quartile

*Only 'full pay relevant employees' are counted for these calculations.

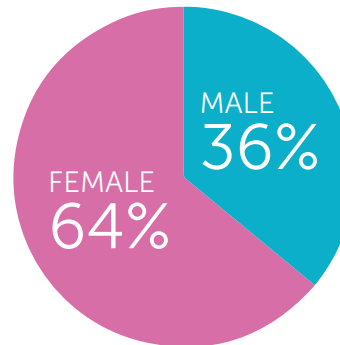
Proportion of women and men in the **upper quartile** (paid above the 75th percentile point)



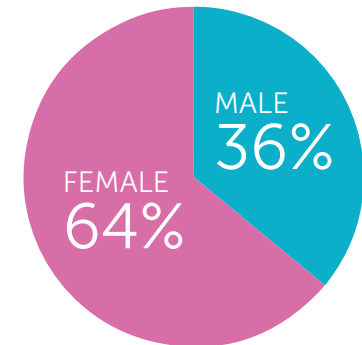
Proportion of women and men in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)



Proportion of women and men in the **lower middle quartile** (paid above the 25th percentile point and at or below the median)



Proportion of women and men in the **lower quartile** (paid below the 25th percentile point)



ETHNICITY PAY GAP

Proportion of Global Majority* and white employees across the council

*The term Global Majority replaces the previously named B.A.ME Network within the council and is being used on the basis that Black, Asian and multiple ethnic people make up 85% of the world's population.



Ordinary pay

Ethnicity pay gap – the difference between Global Majority and white employees pay as a percentage of white employees pay.

(Positive % means white employees have higher pay).

13% MEAN HOURLY RATE

12% MEDIAN HOURLY RATE

	GLOBAL MAJORITY EMPLOYEES HOURLY RATE	WHITE EMPLOYEES HOURLY RATE	DIFFERENCE
MEAN HOURLY RATE	£22.53	£25.90	£3.37
MEDIAN HOURLY RATE	£20.82	£23.70	£2.88

ETHNICITY PAY GAP

One-off contributions

Westminster City Council does not pay bonuses. To comply with the regulations, we have used any pay that is paid annually or less frequently than monthly as a 'one-off contribution' to calculate the equivalent of bonus pay. This includes one-off 'rewarding your contribution' payments and long service awards.

One-off pay

One-off payments Global Majority pay gap - the difference between Global Majority payments and white payments as a % of white payments.

MEAN

7%

MEDIAN

6%

One off payments made

GLOBAL MAJORITY PAID BONUS AS % OF ALL GLOBAL MAJORITY STAFF

13%

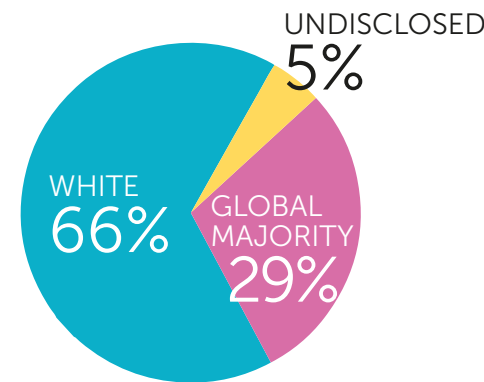
WHITE PAID BONUS AS % OF ALL WHITE STAFF

15%

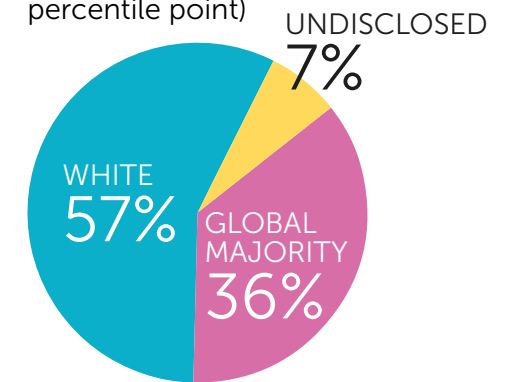
Pay by quartile

*Only 'full pay relevant employees' are counted for these calculations. The above figures do not add up to 100% due to 'unknown' ethnicity category.

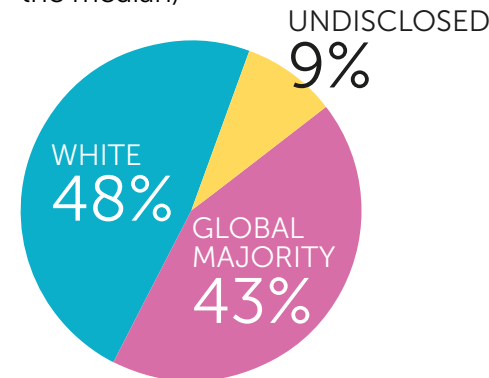
Proportion of Global Majority and white staff in the **upper quartile** (paid above the 75th percentile point)



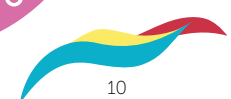
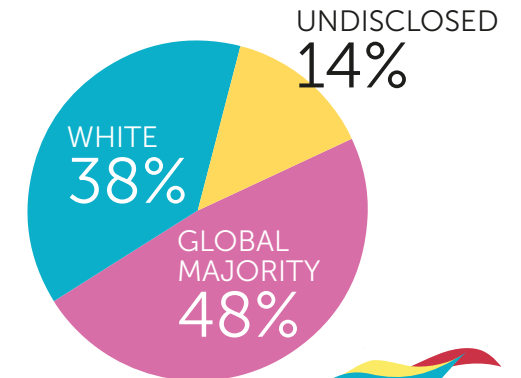
Proportion of Global Majority and white staff in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)



Proportion of Global Majority and white staff in the **lower middle quartile** (paid above the 25th percentile point and at or below the median)

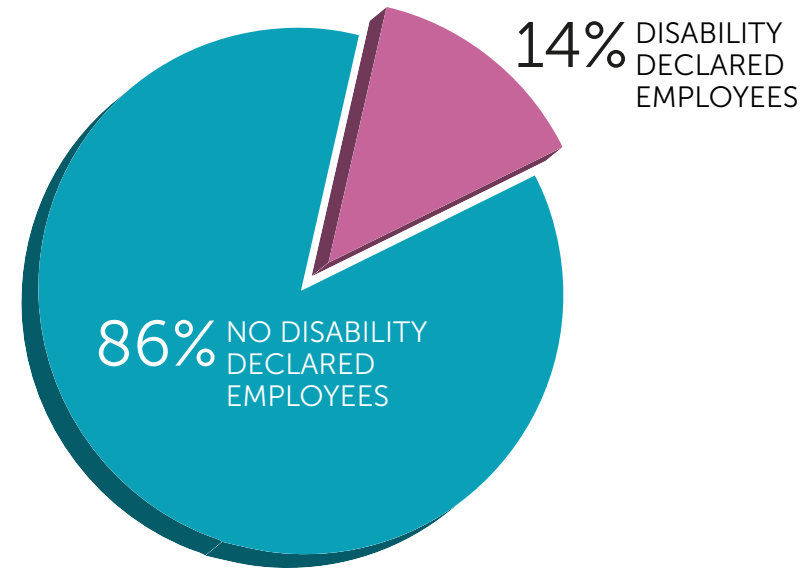


Proportion of Global Majority and white staff in the **lower quartile** (paid below the 25th percentile point)



DISABILITY PAY GAP

Proportion of disability declared and no disability declared employees across the council



Ordinary pay

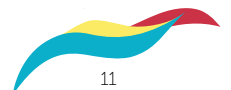
Disability pay gap – the difference between disability declared and no disability declared employees pay as a percentage of no disability declared employees pay.

(Positive % means no disability declared employees have higher pay).

4% MEAN HOURLY RATE

0% MEDIAN HOURLY RATE

	DISABILITY DECLARED EMPLOYEES HOURLY RATE	NO DISABILITY DECLARED EMPLOYEES HOURLY RATE	DIFFERENCE
MEAN HOURLY RATE	£23.36	£24.35	£0.99
MEDIAN HOURLY RATE	£22.01	£22.01	£0.00



DISABILITY PAY GAP

One-off contributions

Westminster City Council does not pay bonuses. To comply with the regulations, we have used any pay that is paid annually or less frequently than monthly as a 'one-off contribution' to calculate the equivalent of bonus pay. This includes one-off 'rewarding your contribution' payments and long service awards.

One-off pay

One-off payments disability pay gap - the difference between disability declared employees payments and no disability declared employees payments as a % of no disability declared employees payments.

MEAN

-7%

MEDIAN

-40%

One off payments made

DISABILITY STATED
RECEIVED A BONUS
AS A % OF ALL
DISABILITY STATED

13%

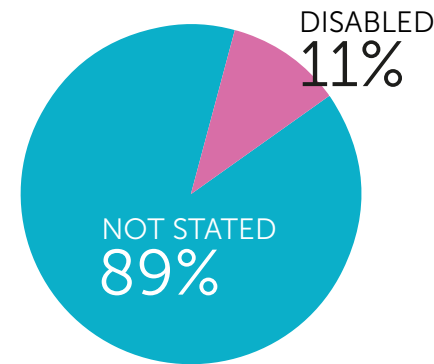
NO DISABILITY STATED
RECEIVED A BONUS
AS A % OF NO
DISABILITY STATED

13%

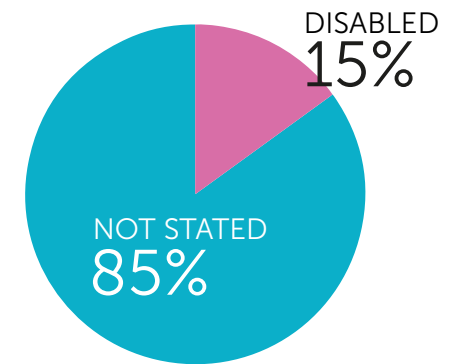
Pay by quartile

*Only 'full pay relevant employees' are counted for these calculations. The above figures do not add up to 100% due to 'unknown' ethnicity category.

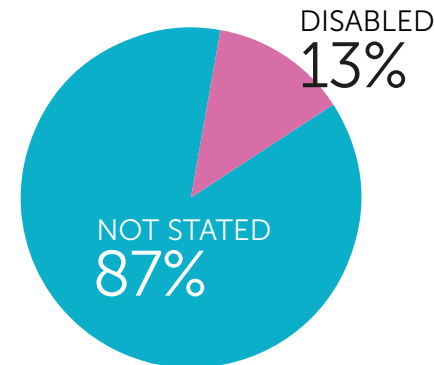
Proportion of disability declared and no disability declared employees in the **upper quartile** (paid above the 75th percentile point)



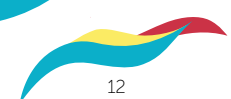
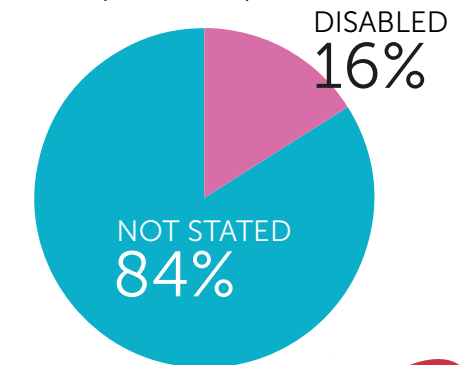
Proportion of disability declared and no disability declared employees in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)



Proportion of disability declared and no disability declared employees in the **lower middle quartile** (paid above the 25th percentile point and at or below the median)



Proportion of disability declared and no disability declared employees in the **lower quartile** (paid below the 25th percentile point)



PAY GAP BY BOTH ETHNICITY AND GENDER

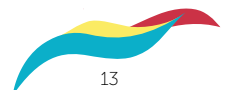
Intersectionality

Intersectionality looks at how various social identities such as gender, race, disability and age overlap to create unique experiences of discrimination or disadvantage.

Intersectionality analysis of gender and ethnicity pay gaps is also undertaken and it shows that when compared to white males, Global Majority females and Global Majority males both have the largest median pay gap of 16% and then white females at 9%. This insight is more revealing than looking at one category in isolation. We know that we have much more work to do in the area of intersectionality and will be undertaking some further analysis as an efficient way of making further reductions of our pay gaps.

*The calculations are made using white male as the comparator using hourly rate

	MEAN		MEDIAN	
	FEMALE	MALE	FEMALE	MALE
GLOBAL MAJORITY	18%	15%	16%	16%
WHITE	8%	0%	9%	0%





WHAT'S NEXT IN 2023

For us, people remain at the heart of our Equality, Diversity and Inclusion (EDI) agenda. Our relentless pursuit in this space is about creating better sustainable outcomes for everyone.

Through the three pillars of the Westminster Way, the council's people strategy, we want to ensure that we integrate equality into the day to day working of the organisation to influence a consideration for diversity and inclusion as part of everything we do. It is essential that going forward, diversity and inclusion becomes part of the structures, behaviours and culture of our organisation. As part of holding ourselves to account publicly we will continue to commit to the Business in the Community's Race at Work Charter and have been signatories since 2019 and our three-year Equality, Diversity and Inclusion Action plan, supports our commitment to the Charter. The action plan has four themes:

- Holding ourselves accountable
- Elevating the impact of inclusive recruitment
- Ambitious actions to drive equity
- Engaging everyone in diversity and inclusion

WHAT'S NEXT IN 2023

PILLAR 1: Everyone is a Leader

We believe that Everyone is a Leader and our aim is to develop inclusive leaders at every level of the council, who have the skills and confidence to create safe spaces for their teams. This will consequently result in staff feeling a sense of belonging and empowerment to give their best.

PILLAR 2: Everyone has Talent

We want to ensure that everyone across the council has equal access to opportunities that aim to develop their careers, skills and talents. We will continue to improve our talent development programme to create leaders for the future who in turn will help us become a World-Class organisation.

Through a series of events, activities, and campaigns, we will be looking to further develop our offer for:

- Inclusive Leadership
- 'Leading in Colour' workshops particularly Cultural competency
- Unconscious bias
- Inclusive recruitment
- Learning from a range of external speakers
- Emerging leaders

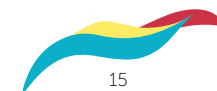
PILLAR 3: Everyone is valued

We value our people and diversity and as such, we will continue to be accountable and transparent, regularly publishing our data dashboard which includes our ethnicity and gender pay gaps. For the first time, we have published our disability pay gaps and will aim to publish our sexual orientation pay gaps. Our mantra is 'what gets measured, gets done' and we will continue to analyse the data, identify issues, and take action where necessary.



As part of our action plan, we will:

- Continue to reduce the pay gaps developing a modelling and evidence-based approach to achieve our targets.
- Ensure dedicated leadership and accountability by setting ourselves bold targets and D&I commitments.
- Develop an Equality, Diversity and Inclusion (EDI) Toolkit to support staff and People Leaders about a range of equality, diversity and inclusion topics.
- Drive forward our inclusion agenda both internally and externally.
- Support career progression and talent.
- Engage with our staff and staff networks who will help shape our work and continue to contribute to our progress.

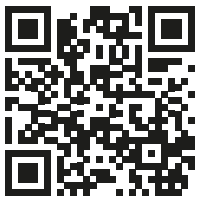




HOW YOU CAN HELP

Diversity and inclusion starts with a commitment by the Executive Leadership Team – but it is everybody’s business.

We will maintain our relentless focus on closing our pay gaps and on diversity and inclusion but we need all our leaders to play their part. You can help by ensuring your personal data is up to date on IBC so we have an accurate reflection of our workforce. Get involved in our staff networks, sign up to e-learning courses and workshops to develop your cultural awareness and eliminate unconscious bias and, if you’re a manager, remember to plan early when recruiting new staff. Positive action includes diverse panels throughout the process and not just at interview stage.



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