



PAY GAP REPORT 2023



City of Westminster

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“
It is vital that our
staff can see that we
are committed.
”

INTRODUCTION

Our pay gap data for 2023 covers the reporting period 1 April 2022 to 31 March 2023.

Closing our pay gaps continue to be a corporate priority for us. We are committed to tackling inequality and increasing diverse representation at all levels across the organisation particularly, at senior levels. Being an inclusive organisation is an essential part of that, where staff feel valued and confident that they can progress at all levels across the organisation.

This year, we are pleased to report that our gender pay gap has reduced, demonstrating that the actions we have taken so far to create gender equality and addressing our gender pay gaps seems to be working.

However, we are disappointed to report that our ethnicity mean pay gaps remain unchanged and our ethnicity median pay gap has increased. This particular gap tells us that our efforts to address pay inequity has not had the significant impact as we intended and we recognise that that we must take serious action now.

Last year we committed to close our pay gaps by 2025, but we know that this is only a milestone and requires long-term sustainable change. We have been working hard to address under-representation and pay inequity across the organisation, by maintaining a level of intensity and accountability from our Executive Leadership Team.

The impact of our Pay Gap Forum has led to some reductions in the pay gaps for specific teams and there has been a greater accountability by all senior leaders on this agenda. Already, we are attracting larger numbers of employees from a Global Majority background and we are seeing an increase in the diversity at senior levels, from 5% in 2016 to 28% in 2023. Nevertheless, we believe that there is still more for us to do.

This year we launched our 'Closing the Gap' campaign setting out our intentional and targeted approach to addressing our pay gaps, and systemic inequalities ensuring that the agenda is fully embedded in all aspects of the council's business systems. Reducing our pay gaps speaks to the value that the council places on its workforce and our commitment to ensuring that everyone can flourish in the organisation. For us, it is vital that our staff can see that we are committed to our Westminster Way values and taking action – if not, how can we build trust and confidence amongst our staff and how can we expect them to uphold the values that underpin the services we deliver to our communities and workforce on this agenda.

We are now focused on a range of options to help us accelerate the pace of change, which includes review of our recruitment process increasing representation at hire particularly at senior levels, investment in diverse talent providing employees with access to career and development opportunities, reviewing our pay and reward structure.

Driving equality change, building trust, and creating equity has been a key focus this year. We have continued to hold open and honest conversations with our

colleagues and communities to make a real impact and deliver lasting change. This is because our approach is about changing attitudes addressing systemic practices and behaviours and removing potential barriers. Therefore, it is vital that we continue to recruit, retain, and engage our talent at Westminster to build an inclusive culture for all our colleagues that is reflective of the communities we serve.

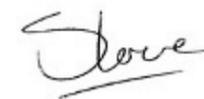
This year we are providing some further data separating out the differences in pay between those who identify from a Global Majority background and those who identify as white and, for the first time, reporting on our sexual orientation pay gap on a voluntary basis.

We have identified some key reasons for the ethnicity pay gaps:

Under-representation of staff from a Global Majority background in senior roles

Disproportionate high numbers of Global Majority employees in junior roles and progression through to middle and senior roles is at a slower rate.

Pay differentials within our current pay and reward structure.



Stuart Love

Chief Executive



Bernie Flaherty

Deputy Chief Executive and Bi-Borough Executive Director of Adult Social Care and Health



Gerald Almeroth

Executive Director of Finance and Resources



Debbie Jackson

Executive Director of Regeneration, Economy & Planning



Pedro Wrobel

Executive Director of Innovation and Change



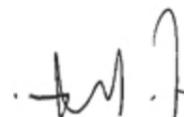
Sarah Newman

Bi-Borough Executive Director of Children's Services



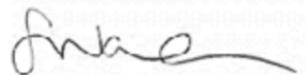
Parveen Akhtar

Executive Director of Democracy, Law & People



Francis Martin

Executive of Environment and City

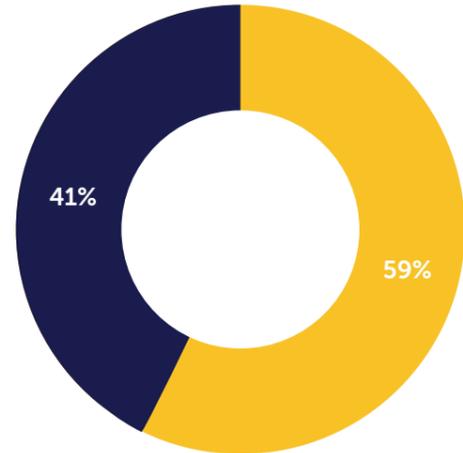


Sarah Warman

Strategic Director of Housing & Commercial Partnerships

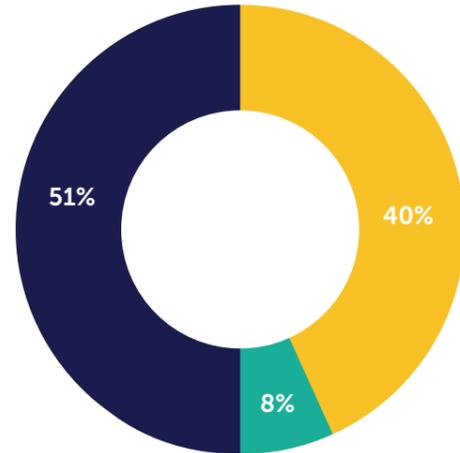
OUR WORKFORCE

GENDER SPLIT



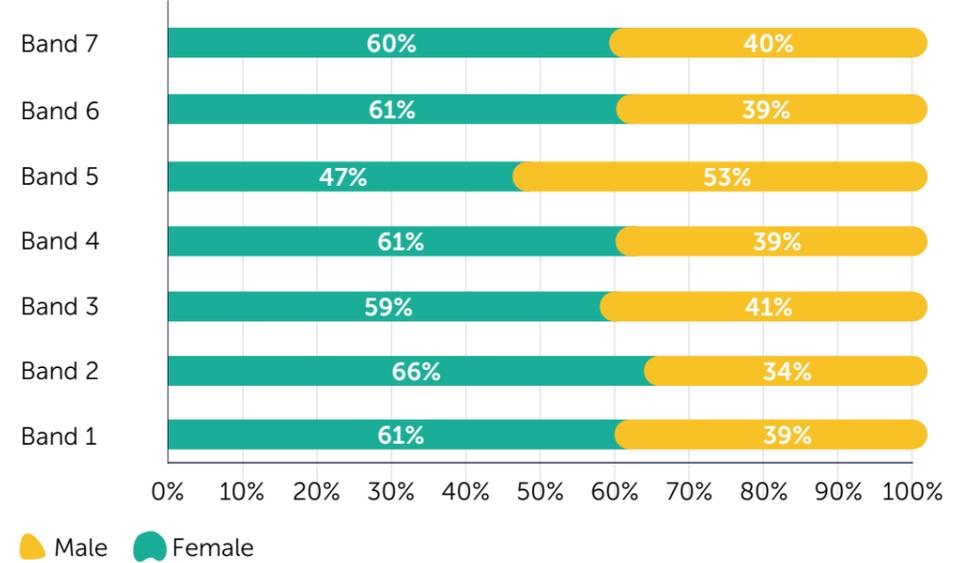
Female Male

ETHNICITY SPLIT



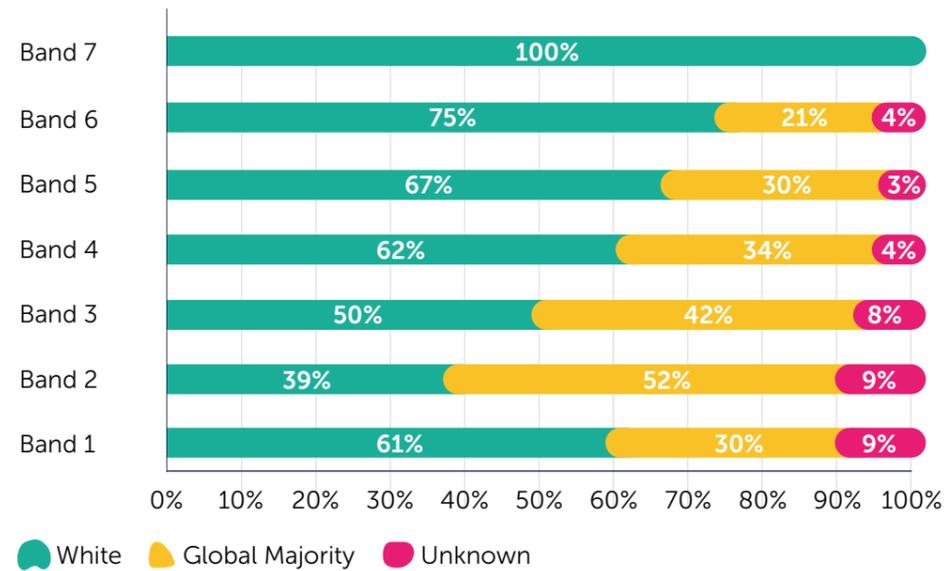
Global Majority White Unknown

GENDER SPLIT BY BAND



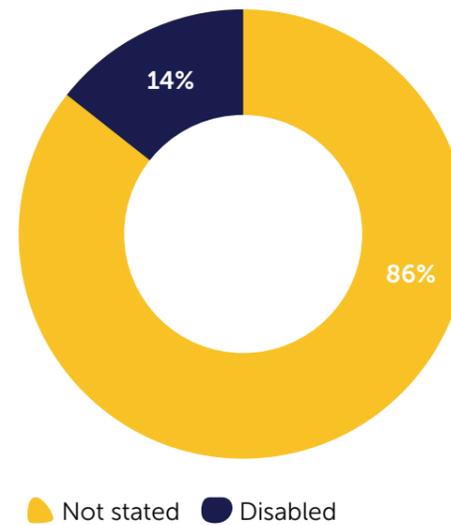
Male Female

ETHNICITY SPLIT BY BAND



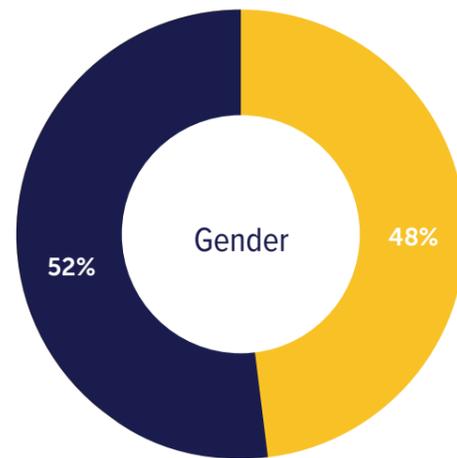
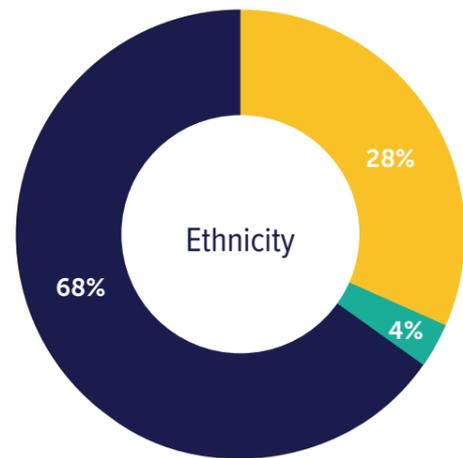
White Global Majority Unknown

DISABILITY SPLIT



Not stated Disabled

SENIOR LEADERSHIP



■ Global Majority
 ■ White
 ■ Unknown
 ■ Female
 ■ Male

We have continued to increase the diversity of the organisation. As of 31 March 2023, Global Majority employees made up 40% per cent of our organisation. This is a 2% per cent point increase from last year. Females make up 59% of the total workforce.

Whilst we have seen an increase in the number of employees sharing their ethnicity data, we still do not have the data for 8% of the total workforce.



GENDER PAY GAP SUMMARY

Gender Pay Gap

This year's report shows a reduction in the Gender Pay Gap.

The mean pay gap has decreased from 7% to 4% in 2023 and the median pay gap has reduced from 10% to 6% in 2023. The pay gap exists because of an imbalance in the proportion of men in higher paid roles and more women in lower paid roles. In Westminster the gender pay gap reflects the fact that we have flatter structures and we have more women typically in relatively lower paid fields such as Adult Social Care and Children Services.

What this means

We are making positive progress; the gender split by band shows that the proportion of women moving into middle and senior management is increasing than the previous year. 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. We are making good progress on our goals to increase representation at senior levels.

These improvements have taken place due to the following actions:

We are continuing to remove barriers that prevent women from obtaining roles and to address some of the challenges that they may face and these include:

- Enabling flexible working in all types of roles to support a better work life balance
- Positive action ensuring that every vacancy for a middle manager and above roles includes a gender balanced shortlist
- Offering Coaching and mentoring support for career progression
- Continuing to ensure pay parity on starting salaries and bonuses

Our talent programmes continue to see an increase representation for example women make up 54% of cohorts on our current apprenticeship programme. Our inclusive mentoring programme had 54 mentees and mentors with 69% of women participating.

Working with our Women Staff Network we have been doing more to build an inclusive and supportive culture at work. The initiative to give free access to period products across our offices was led by our Women's Network.

We know that we need to do more to continue to see a reduction in our gender pays and we are addressing potential barriers to progress head on. We will continue to do more to ensure that we are an employer of choice, offering coaching and support for career progression, encouraging senior leaders to offer sponsorship support to help accelerate female development, examining starting salaries, and offer flexible working opportunities.

CASE STUDY

Steph Murray – joined WCC Graduate Scheme in July 2019. After completing the programme, she secured roles as Health Equalities Programme Manager a Social Regeneration Project Manager. Steph now works as Consultation and Engagement Programme Manager in the Communities Department. The mentoring support and career opportunities has been great.

“

It has been great to have a mentor throughout the graduate schemes who has supported me in navigating my way through the organisation. It has helped me to build relationships across the council.

”

ETHNICITY PAY GAP SUMMARY

Ethnicity Pay Gap

This year we have seen no change in our mean ethnicity pay gap and an increase in our median ethnicity pay gap.

The mean pay gap has remained at 13% and median has increased to 15% from 12%.

What this means

Although we are attracting an increased number of people from a Global Majority background into the organisation, this year it increased by 6% from 1,032 in March 2022 to 1,098 as of March 2023 a greater proportion occupy roles in the lower bands. Whilst staff from a Global Majority background are well represented amongst those who are receiving pay increases and promotions, this is not having the desired impact.

The data shows a slight increase in the number of Global Majority males moving into middle management and senior roles. Through our work on our gender pay gap, we know that the pay gap may go up as well as down as we look to increase representation from a Global Majority background particularly at senior levels.

This year we are reporting pay gaps separately for each of our Global Majority employees rather than just the combined ethnicity pay gaps as we know that there are greater differences for some groups. These more granular pay gaps show Indian colleagues have a negative median pay gap (-1%) and Mixed Caribbean (35%), Arab (29%), Bangladeshi (24%) and Black African (17%) have the biggest median pay gaps.

We remain committed to the Race at Work Charter which we signed up to in January 2020 which has seven calls to action, including increasing the number of employees from a Global Majority background, supporting career progression and creating an inclusive culture. This has enabled us to focus our actions on those areas that we need to drive forward as set out below.

We have continued to improve awareness of our job opportunities and attract talent into the organisation and are using different social platforms and diverse recruitment organisations. We know that this is working as we are seeing an increase in representation across our workforce.

Our positive action in recruitment is also having some impact as the numbers of applicants applying and being shortlisted for middle management and leadership roles is steadily increasing.

We offer a range of apprenticeships schemes and our award-winning Tech Lions programme is giving local residents wanting to move into the technology field experience at Westminster and other IT organisations. Of the total number of apprenticeships since 2018 who joined our organisation, 556 43% were from a global majority background.

For graduates we offer spaces on the Local Government Association (LGA) NGDP 2- year programme and the numbers of applicants applying from a Global Majority background has increased, particularly those being successful in gaining a place.

We are committed to supporting our employees in their careers with coaching and opportunities to prepare them for career progression. In 2022/23 we encouraged three employees to attend the black, Asian Leadership (BALI) programme which focuses on developing leadership and as a result helped them to reach the next stage of their career.

Our Inclusive Mentoring programme also helps leaders understand what the council needs to become and has been a key enabler towards developing an inclusive culture.

Our Global Majority staff network have continued to play a pivotal role in holding us accountable for increasing representation, fairness and inclusion for our staff group.

Despite these interventions we know that we need to do more to ensure that:

- We remove unconscious bias in our recruitment process to improve senior representation
- We offer a range of career progression opportunities, identifying our talent pool and mentoring support particularly for men
- Our pay and reward structure is efficient and fair
- Leaders are accountable for driving this change reviewing progression at all levels

CASE STUDY

Fatima Ahmed – Tech Lion Apprenticeship

“Being an Apprentice at Westminster City Council has opened a lot of doors for me. I’ve been an Apprentice for a year now and the support I have received from my team has been so helpful for my growth and development. I’ve picked up many skills that can not only help me at work but in my personal life too. I’m grateful for my manager that constantly sheds light on the work that I do and also teaches me ways in which I can develop further.”

DISABILITY PAY GAP SUMMARY

Disability Pay Gap

14% of our employees have self-identified a disability, we have doubled disability disclosure amongst our staff in the last four years from 7.7%.

We are committed to increasing disability representation at WCC. 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 2% (4% in 2022) and our median pay gap is 2% (0% in 2022). 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 employees who have not declared a disability

We're recognised as a Disability Confident Leader. This means we are committed to meeting criteria set out by the government Disability Confident Scheme to ensure we are accessible and inclusive firm for people with disabilities, long term health conditions, mental health conditions and those are neurodiverse.



We have taken a number of action to reduce our disability pay gaps and increase representation across the organisation. To support our external recruitment efforts, we have partnered with Even break a social enterprise run by and for disabled people, which aims to reduce the disability employment gap. The organisation offers inclusive and accessible careers support for people looking for new job prospects and advertises WCC job vacancies on its award-winning job board.

We have produced a number of guidance documents to support candidates requiring additional support or reasonable adjustments as part our inclusive recruitment process.

Our Able Network have continued to promote awareness of disability, providing a safe space and peer to peer support. We have also established a neurodiversity reference group to support employees and their families. We are continuing to work alongside our technology teams to ensure that our workforce have the right access to technology to ensure that we are supporting the needs of our employees.



SEXUAL ORIENTATION PAY GAP

Sexual Orientation Pay Gap

The sexual orientation pay gap is the difference in average pay between those who have declared themselves heterosexual and those who have declared themselves as LGBTQ+.

At Westminster 59% of our workforce have shared their information about their sexual orientation but like many organisations the disclosure rate for LGBTQ+ staff is under-reported. Inclusion is a priority and working with our Rainbow staff network we are working to create the conditions in which staff feel confident to share their personal details.

The mean pay gap is -3% and median pay gap is -7% which provides us with a baseline to which to measure progress.



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 and disadvantage. Intersectionality analysis of gender and ethnicity pay gaps is also undertaken and it shows that when compared to white males, Global Majority males have the largest median pay gap of 16%, followed by Global Majority females 15% and then white females at 9%. This insight is more revealing than looking at one category in isolation. As we increase the diversity of our workforce, the intersectionality pay gap data will become more beneficial. We have been developing an intersectionality approach across the organisation particularly working with our Staff Networks on addressing racism and discrimination to better understand the needs of our workforce. This is an area we want to develop and we will continue working with our partner Business in the Community and our other EDI memberships.

MEAN	FEMALE	MALE
Global Majority	15%	16%
White	6%	0%

MEDIAN	FEMALE	MALE
Global Majority	18%	18%
White	8%	0%

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

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 2023 and the results must be published on our website and a government website each year.

How has it been calculated?

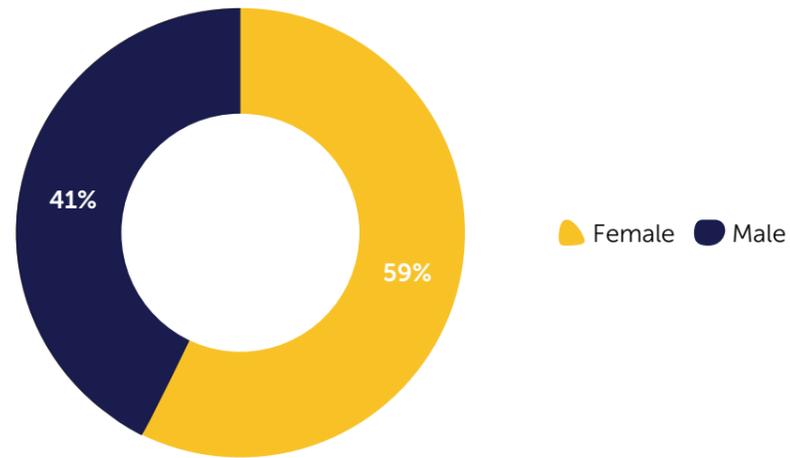
The pay gap report involves carrying out calculations that show the difference between the average earnings of men and women or Global Majority and white employees, across the following categories:

- **Ordinary pay**
The hourly rate
- **One-off contributions** (bonus pay)
The difference between the one-off contributions paid
- **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

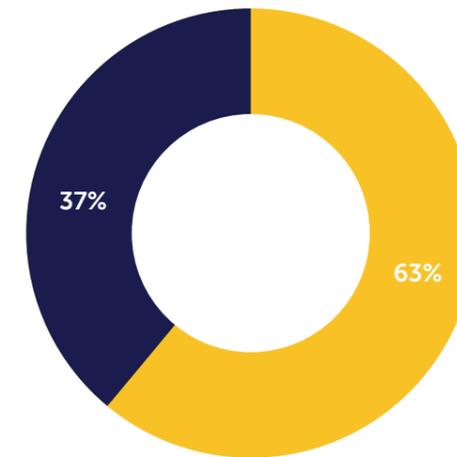
Gender pay gap – the difference between women’s pay and men’s pay as a percentage of men’s pay. (Positive % means men have higher pay).



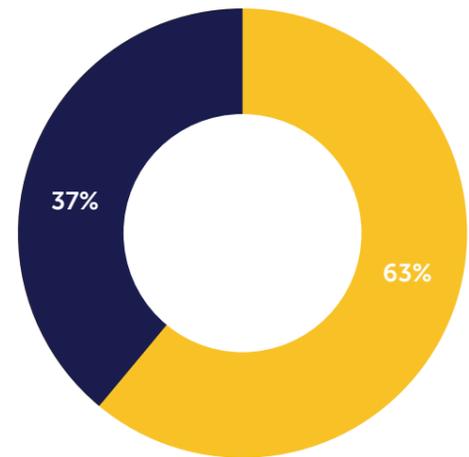
	FEMALE	MALE	DIFFERENCE
Mean	£25.55	£26.69	£1.14
Median	£23.26	£24.87	£1.61

Pay by Quartile

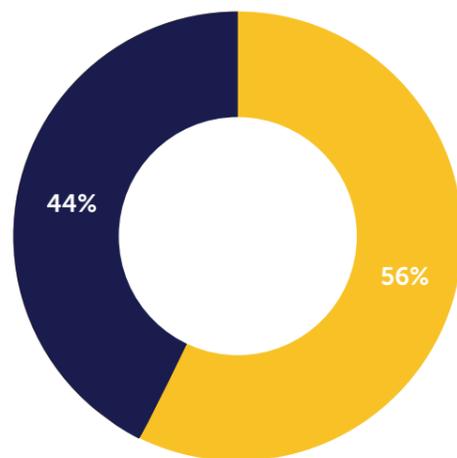
LOWER QUARTILE



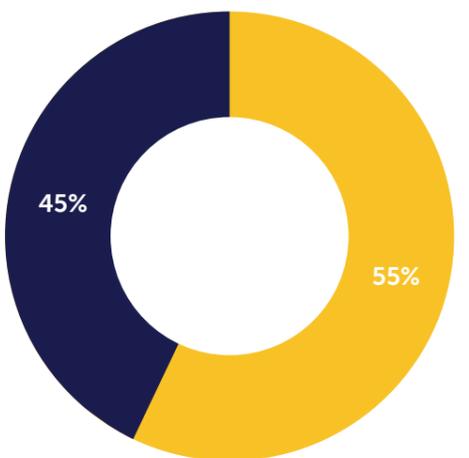
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE



One-off contributions



GENDER BONUS PAY GAP	FEMALE	MALE	DIFFERENCE
Mean	0.82	0.74	-£0.08
Median	0.59	0.53	-£0.05

GENDER BONUS AWARDED	FEMALE	MALE
Bonus Awarded	13%	15%

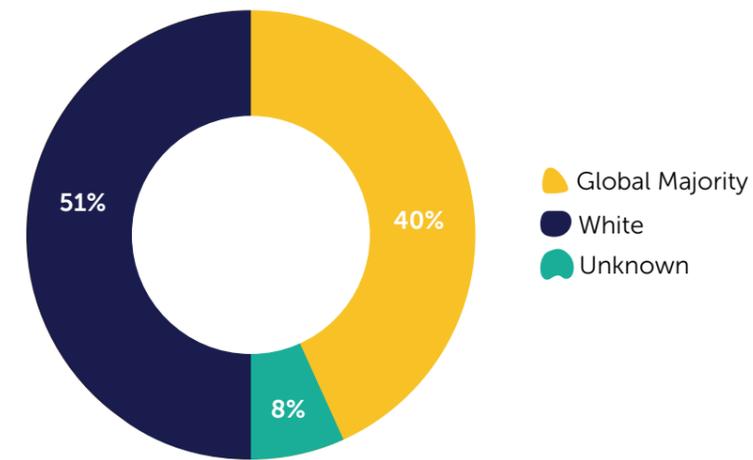


ETHNICITY PAY GAP

Proportion of Global Majority and White employees across the Council

The term Global Majority replaces the previously names B.A.M.E 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.

ETHNICITY SPLIT



Ordinary pay

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

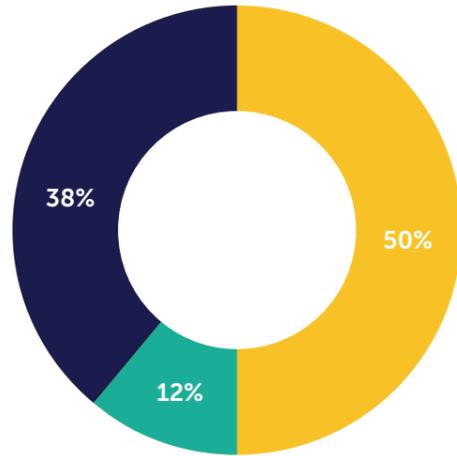
(Positive % means white employees have higher pay).



	HOURLY RATE OF WOMEN	HOURLY RATE OF MEN	DIFFERENCE
Mean	£24.35	£27.86	£3.51
Median	£22.08	£25.95	£3.87

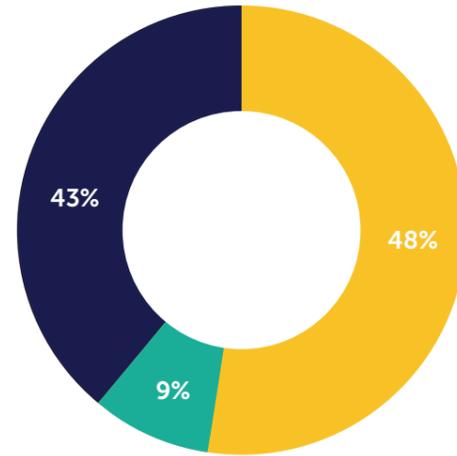
Pay by Quartile

LOWER QUARTILE



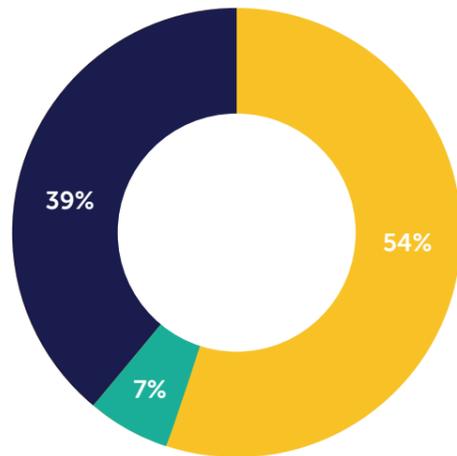
White Global majority
Unknown

LOWER MIDDLE QUARTILE



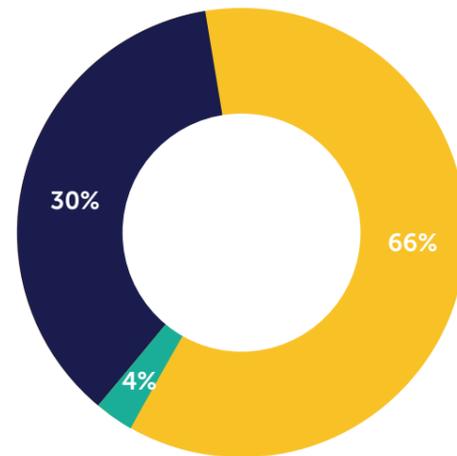
White Global majority
Unknown

UPPER MIDDLE QUARTILE



White Global majority
Unknown

UPPER QUARTILE



White Global majority
Unknown

One-off payments

Global majority paid bonus as % of all global majority staff. White paid bonus as % of all white staff.

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.



ETHNICITY BONUS PAY GAP	GLOBAL MAJORITY	WHITE	DIFFERENCE
Mean	0.80	0.78	-£0.01
Median	0.53	0.67	£0.13

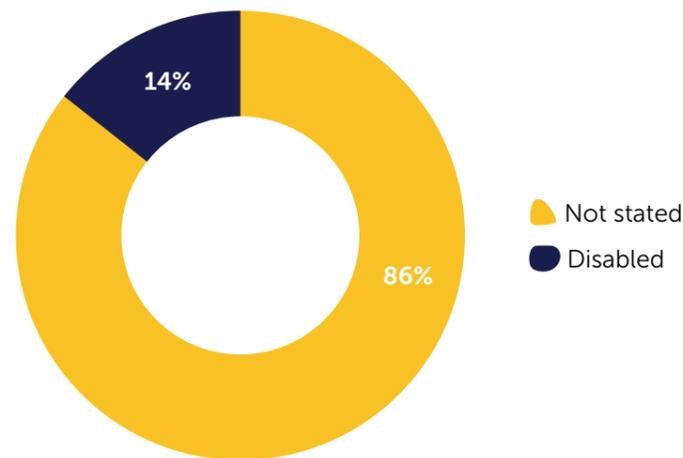
ETHNICITY BONUS AWARDED	GLOBAL MAJORITY	WHITE
Bonus Awarded	12%	16%

DISABILITY PAY GAP

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

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

DISABILITY SPLIT



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).



DISABILITY	DISABLED	NOT STATED
Mean	£25.49	£26.11
Median	£23.26	£23.79235988



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 payments

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.

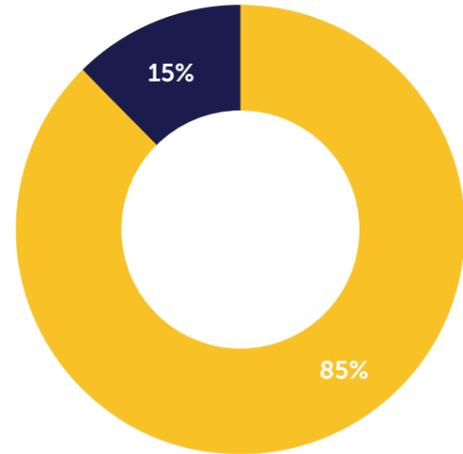
DISABILITY BONUS PAY GAP	DISABLED	NOT STATED	GRAND TOTAL
Mean	0.71	0.79	£0.08
Median	0.53	0.53	£0.00



DISABILITY BONUS AWARDED	DISABLED	NOT STATED
Bonus	11%	14%

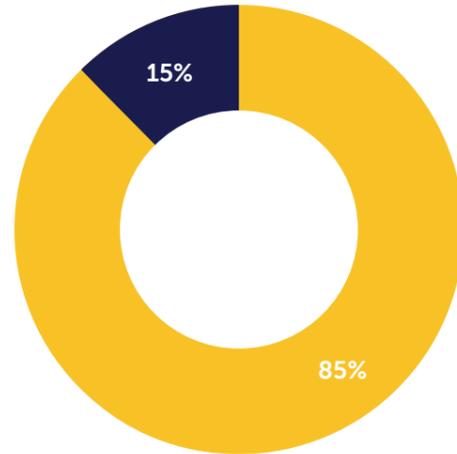
Pay by quartile

LOWER QUARTILE



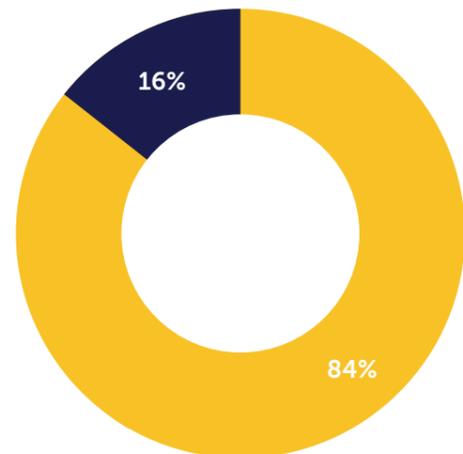
Not stated Disabled

LOWER MIDDLE QUARTILE



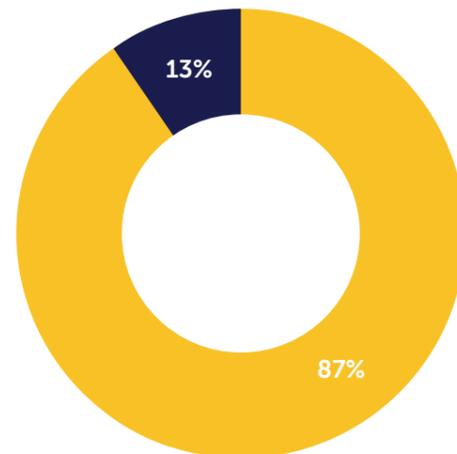
Not stated Disabled

UPPER MIDDLE QUARTILE



Not stated Disabled

UPPER QUARTILE



Not stated Disabled



ACTIONS TAKEN SO FAR AND WHAT'S NEXT IN 2024

Last year we committed to deliver a number of actions which supports the three pillars of the Westminster Way, the council's Peoples Strategy and our Equality Diversity and Inclusion strategic action plan.

Holding ourselves accountable

We have seen more Senior Leaders proactively taking accountability of reducing their pay gaps and playing an active role in driving forward Equality and Diversity. Diverse representation matters for us and we are continually seeking new initiatives to increase representation specifically in those traditional gender type roles or where there is under-representation. We have held events to increase representation in Procurement and we have seen progress being made in this area of the business.

In November 2022 we launched as an Anti-Racist Organisation – our commitment in taking action to tackle racism and discrimination and wider inequalities. Senior leaders have been demonstrating their commitment through inclusive leadership, holding and attending workshops sessions. They have also taken part in panel discussions particularly to address pay gaps highlighting the progress they are making. As a learning organisation we have external independent support and constructive challenge guiding our work.

Career Progression and Talent

We partnered with Olmec to launch our Black on Board programme designed to support Global Majority employees into governing and board positions in Westminster. We have 20 staff members attending the seven-month programme and they will gain experience in a range of areas including strategic and operational leadership, decision making, financial management and influencing. Early engagement tells us that staff will make a real impact in our communities.



Engaging everyone in diversity and inclusion

Through a series of events, activities, and campaigns, we launched our Equality, Diversity and Inclusion (EDI Toolkit) to support employees and People Leaders about a range of equality, diversity and inclusion topics. There is a real commitment and energy from staff at all levels across the organisation to participate in the toolkit.

For us 'Everyday Inclusion' has been a key focus to ensure that at every stage of our process, strategic planning and service design we are ensuring that it remains inclusive. We have delivered Cultural Competency training to staff to ensure that services are being delivered inclusively to our communities.

Our staff networks have continued to contribute to our progress, highlighting areas of focus and working together to support events such as National Inclusion Week, Race Equality Week and we celebrated National Staff Network Day.

Going forward it is essential that we continue to ensure equity, diversity and inclusion remains part of the structures, behaviours and culture of our organisation. As part of our action plan we will:

- Continue to research, learning from others and adopt a range of actions to help us close our pay gaps to achieve our goals. These include a focus on inclusive recruitment, career development and improved workforce planning
- Implement a personal framework which includes measuring our progress on Equality, Diversity and Inclusion
- Launch and implement our Anti-racist Action delivery plan
- Continue to prioritise Disability Inclusion and implement any recommendations from disability confident and feedback sessions with employees
- Engage our employees to continue learning and helping us be better and do better
- Develop our new Westminster Way 2.0.

