

# GENDER AND BAME PAY GAP REPORT 2018



# INTRODUCTION

## BY STUART LOVE, CHIEF EXECUTIVE

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Westminster is one of the most diverse cities in the world. Our workforce is not reflective of the communities we serve – this is unacceptable.

We want a culture where everyone feels included and can achieve their ambitions. As an organisation we need a range of views and different ways of thinking that are essential for us to provide the best services and to be a leading and innovative organisation. To get there we need to be open and transparent about the issues we face, and this starts with taking the decision to publish our BAME (Black, Asian and Minority Ethnic) pay gap alongside our gender pay gap.

Last year we published our gender pay gap report where we made a commitment to close the gap over time with a number of key actions. As the data for this year's report was taken at 31 March 2018, the action plan to close the pay gap has had little opportunity to take effect in this, our second report.

Westminster City Council still has a gender pay gap. This year's report shows that our mean pay gap has reduced to 8.6% (from 9.8% in 2017), however our median pay gap has increased to 8.5% (up from 5.4% in 2017).

Our BAME pay gap is regrettably even higher. We have a mean BAME gap of 17.7% and a median gap of 17.6%.

As we have already stated, this is unacceptable and not where we should be. To achieve our ambition of being a fully inclusive employer that champions diversity, a step change is required in our approach to recruiting, developing and retaining women and BAME members

of staff. We need to increase the number of women and BAME staff working in middle management and senior leadership levels, and we need to ensure career development and progression opportunities are equitable.

**On Thursday 4 April 2019 we will be launching several programmes that will move towards closing the gap, these include:**

### Ensuring diverse shortlists for band 4 roles and above.

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We will ask candidates to self-declare if they are from a BAME background on our applications forms in a desire to have at least one candidate from a BAME background on every shortlist for middle and senior manager roles.

### Diverse interview panels

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All interview panels for band 4 roles and above must be gender diverse and include panellists from a BAME background.

### Reverse mentoring

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We will pair members of our extended leadership team with individuals of different ages, genders and cultural backgrounds from across the council in a 360 degree mentoring relationship.

We will be meticulous in ensuring equity across the organisation when reviewing annual pay and reward as well as the enrolment of new members on to the council's talent and leadership programmes.

We have already taken a number of steps to make the council more representative. We have transformed our maternity policy and shared parental leave policy which, alongside our approach to agile working, is a step towards making us an employer of choice.

We have made changes to the way the annual pay review operates to ensure equity across the organisation. In 2018,

this led to vastly improved levels of step ups being awarded to lower paid staff and more women receiving step ups.

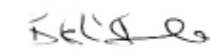
Clearly, we have a lot of work to do in order to close the pay gaps we have. Our commitment to you as an executive leadership team is that we will have a relentless focus on closing both the gender and BAME pay gaps.



**Stuart Love**  
Chief Executive



**Sara Sutton**  
Executive Director  
of City Management  
and Communities



**Barbara Brownlee**  
Executive Director  
of Growth, Planning  
and Housing



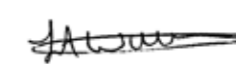
**Bernie Flaherty**  
Bi-Borough Executive  
Director of Adult Social Care



**Melissa Caslake**  
Bi-Borough Executive Director  
of Children's Services



**Gerald Almeroth**  
Executive Director of  
Finance and Resources



**Lee Witham**  
Director of People Services



**Julia Corkey**  
Executive Director of  
Policy, Performance and  
Communications

# MAIN REPORT

## 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 BAME pay gap is the difference between BAME and white employees pay as a percentage of white employees' pay.

This report does not look at equal pay, which is when two people whether that be a man or a woman, or a BAME employee or a white employee in the same job receive the same pay. The council is confident that employees are paid equally for doing equivalent jobs.

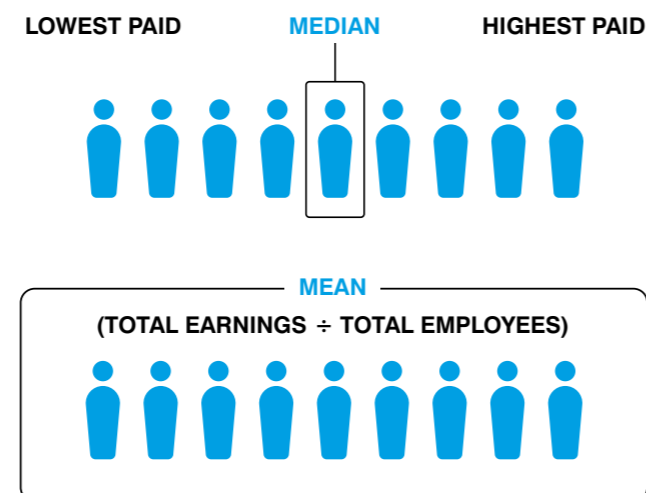
The data is based on a snapshot from 31 March 2018 and the results must be published on our website and a government website each year.

## 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 BAME and white employees, across the following categories:

- 1. Ordinary pay**  
**The hourly rate of pay.**
- 2. One off contributions (bonus pay)**  
**The difference between the one off contributions paid.**
- 3. Quartile pay**  
**The proportions 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 or BAME pay gap.

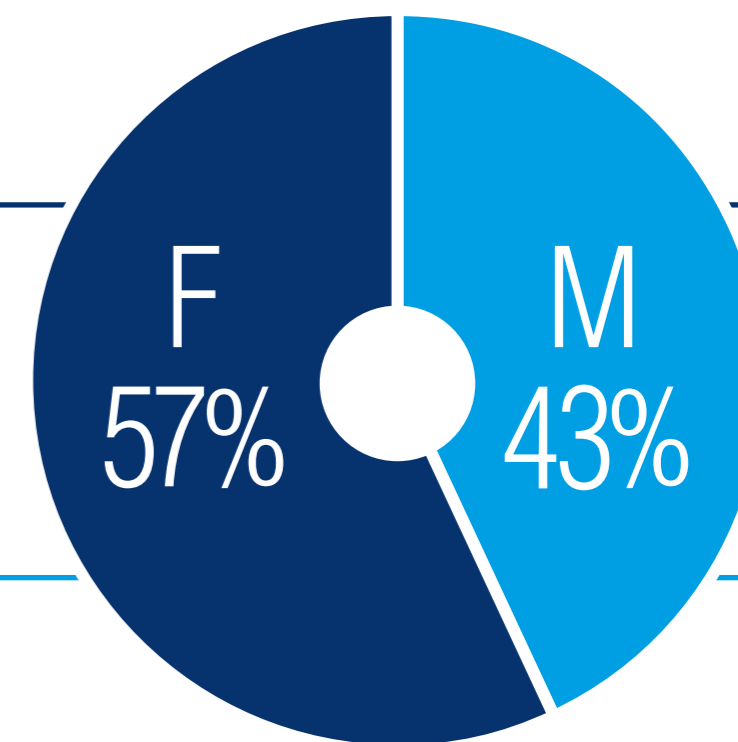


## Gender Pay Gap Movement since 2017

- While WCC are still experiencing a gender pay gap, in 2018, the mean reduced to 8.6% (from 9.8% in 2017).
- The mean decreased due to some high paid positions being taken on by women. In 2017, 2 in 10 of the highest paid employees were female and in 2018, 5 in 10 were female.
- The mean and median one off contribution (bonus) gap reduced in 2018. The mean came down to a 13% gap compared to 16.4% in 2017 and the median to a 9% gap compared to 16.7% in 2017.
- The median gender pay gap increased from 5.4% in 2017 to 8.5% in 2018. The main reason for the increase is that more women than men were hired in the lower pay bands, whilst at the same time there was a higher rate of staff turnover for senior woman than senior men.
- Women are under-represented in the upper and upper-middle pay quartiles and this is a further decrease from 2017. Women are over-represented in the lower and lower-middle pay quartiles which has increased since 2017.

# GENDER PAY GAP

## Proportion of women and men 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).

**8.6%** MEAN HOURLY RATE

**8.5%** MEDIAN HOURLY RATE

	HOURLY RATE OF WOMEN	HOURLY RATE OF MEN	DIFFERENCE (£)
MEAN HOURLY RATE	£21.09	£23.08	£1.99
MEDIAN HOURLY RATE	£19.14	£20.91	£1.77

# 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**  
12.9%

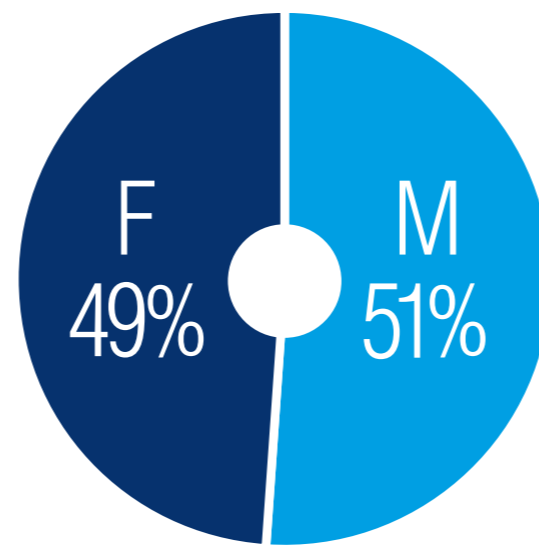
**MEDIAN**  
9.3%

### One off payments paid

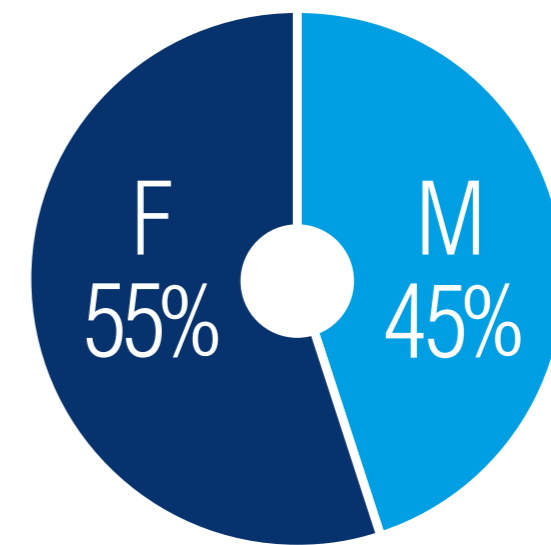
**WOMEN PAID AS % OF ALL WOMEN**  
12.8%

**MEN PAID AS % OF ALL MEN**  
15.1%

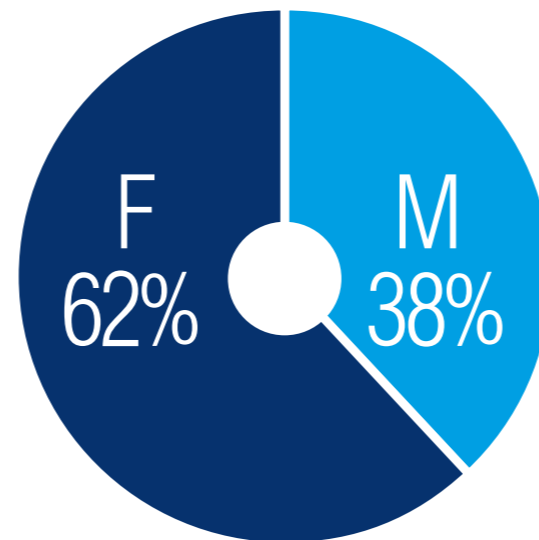
## Pay by Quartile\*



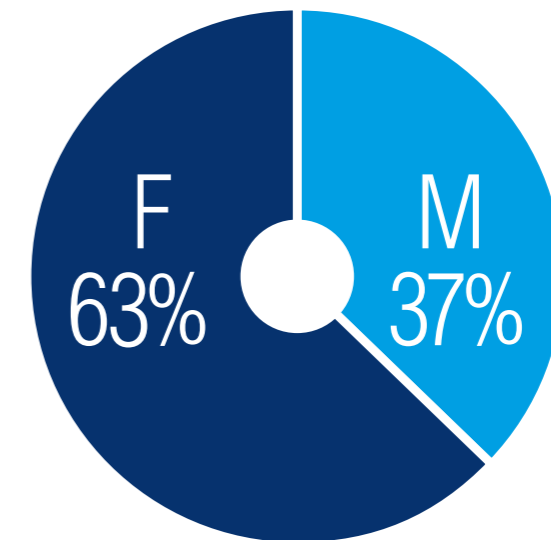
Proportion of women and men in the **upper quartile** (paid above the 75th percentile point)



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)

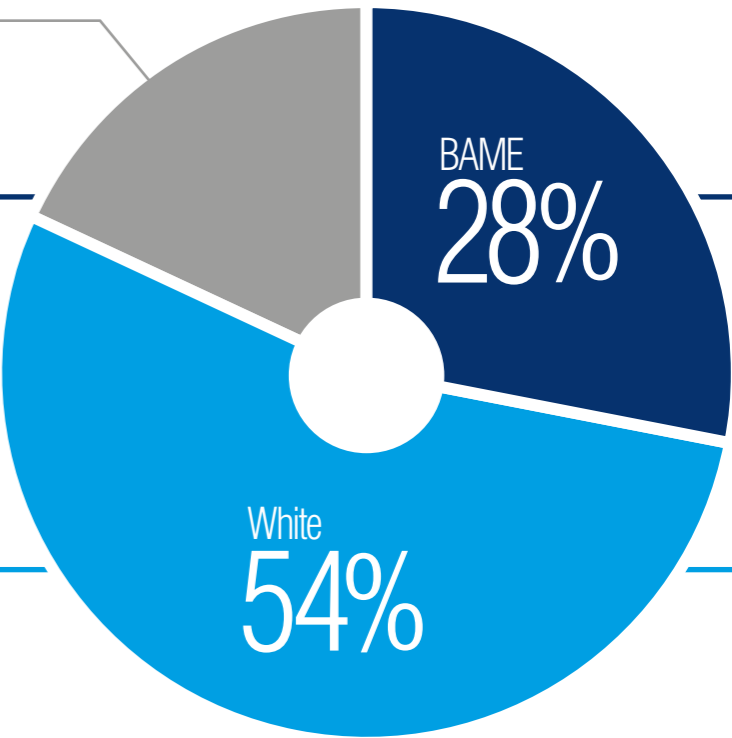


Proportion of women and men in the **lower quartile** (paid below the 25th percentile point)

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

# BAME PAY GAP

18% of staff currently do not state/record their ethnicity.



## Proportion of BAME and white employees across the council

## Ordinary Pay

BAME pay gap - the difference between BAME and white employees pay as a percentage of white employees pay.  
 (Positive % means white employees have higher pay).

**17.7%** MEAN HOURLY RATE      **17.6%** MEDIAN HOURLY RATE

	HOURLY RATE BAME EMPLOYEES	HOURLY RATE OF WHITE EMPLOYEES	DIFFERENCE (£)
MEAN HOURLY RATE	£19.26	£23.39	£4.13
MEDIAN HOURLY RATE	£17.90	£21.71	£3.81

# BAME 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 BAME pay gap – the difference between BAME payments and white payments as a % of white payments

**MEAN**  
**16%**

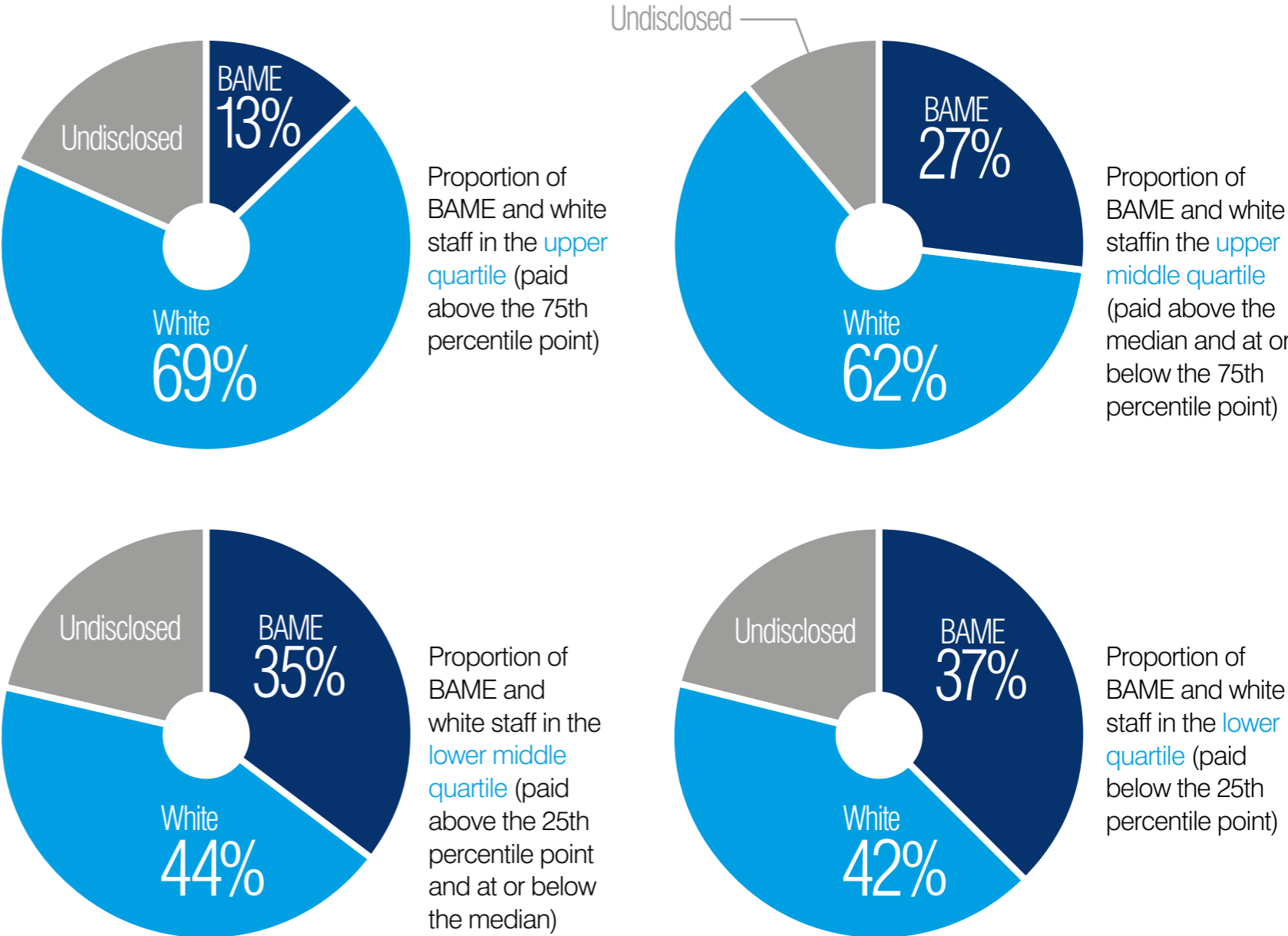
**MEDIAN**  
**14.7%**

### One off payments paid

**BAME PAID BONUS AS % OF ALL BAME STAFF**  
**13%**

**WHITE PAID BONUS AS % OF ALL WHITE STAFF**  
**16%**

## Pay by Quartile\*



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

# HOW WE ARE CLOSING THE GAP

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Through the pillars of the Westminster Way, the council's people strategy, we will implement various programmes that will close the gap.

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## Personal development

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**Reverse mentoring.** We will pair members of our extended leadership team with individuals of different ages, genders and cultural backgrounds from across the council in a 360 degree mentoring relationship.

**Personal development framework.** Our new personal development framework empowers colleagues to take charge of their personal development.

**Unconscious bias training.** We will offer unconscious bias training to staff via our new learning and development tool.

**Leadership and talent programmes.** We will be meticulous about ensuring equity of those who attend our leadership and talent programmes and will make sure that inclusion and diversity is a core part of all modules.

## Value our people and diversity

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**Reward and recognition.** We will be open and transparent about the annual pay and reward process. We will ensure equity across the organisation when reviewing annual pay and reward.

**Staff Networks.** The creation of our staff networks has given a platform for colleagues to share ideas that will help to kick start change. We will continue to work closely with networks and celebrate the wonderful diversity we have in Westminster.

**Recognising the achievements of our staff.** We will continue to recognise the achievements of our staff and share stories that will inspire others.

**Inclusion and diversity hub.** We will launch a new diversity and inclusion hub on our internal website which will act as a one stop shop for information about staff networks and our learning and development opportunities.

## The Westminster Way of Working

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**Policies.** We have transformed our maternity policy and shared parental leave policy and will continue to regularly review other policies to ensure they are inclusive. We are currently working on our transitioning at work and special leave policies.

**Recruitment.** All vacancies by default will be suitable for flexible working.

**Diverse shortlists for band 4 roles and above.** Through our approach to positive action we will strive to ensure we have at least one candidate from a BAME background on every shortlist for middle and senior manager roles.

**Diverse interview panels.** All interview panels for middle and senior manager roles will be gender and BAME diverse.