



# GENDER PAY GAP REPORT 2017



# INTRODUCTION

## BY STUART LOVE, CHIEF EXECUTIVE

Last year the government announced that organisations with 250 or more employees would be required to publish their gender pay gap. This is news which the council has welcomed.

The gender pay gap is the difference between the average earnings of men and women across an organisation and this is what our report outlines.

This report does not look at equal pay, which is when men and women in the same job receive the same pay. The council is confident that men and women are paid equally for doing equivalent jobs.

Like many other organisations, however we have a gender pay gap. This is something that we are committed to closing. That is why it is not only my signature at the bottom of the page, but also the signatures of the entire executive management team (EMT).

### So what are we doing to narrow the gap?

- Keep developing our own talent and encourage mentoring and coaching opportunities for all
- Ensure our working practices are flexible to accommodate different work patterns
- Equal opportunity to progress through the salary bands - last year more women progressed through their salary band than men did. If this trend continues, it will help to reduce the gap.

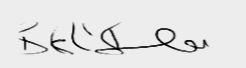
It's very important to me that as an organisation we have an open and honest dialogue to share and discuss key issues. Addressing and improving equality and diversity across the entire organisation and particularly in management and senior leadership roles is one of my top priorities.

Therefore, along with the commitment from EMT, Melissa Caslake has agreed to be the council's dedicated champion for equality and diversity. Working alongside colleagues to drive forward the changes. This report forms part of helping us to understand what work needs to be done.

  
**Stuart Love**  
 Chief Executive

  
**Richard Barker**  
 Interim Executive Director  
 of City Management  
 and Communities

  
**John Quinn**  
 Bi-borough  
 Executive Director of  
 Corporate Services

  
**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

  
**Steven Mair**  
 City Treasurer

  
**Lee Witham**  
 Director of People Services

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

# MAIN REPORT

### What is the gender 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 data is based on a snapshot from 31 March 2017 and the results must be published on our website and a government website each year.

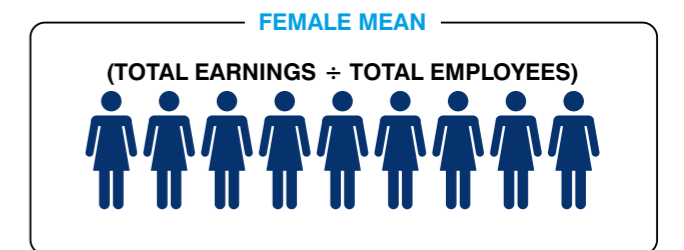
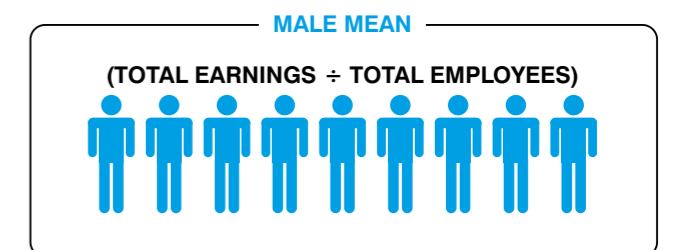
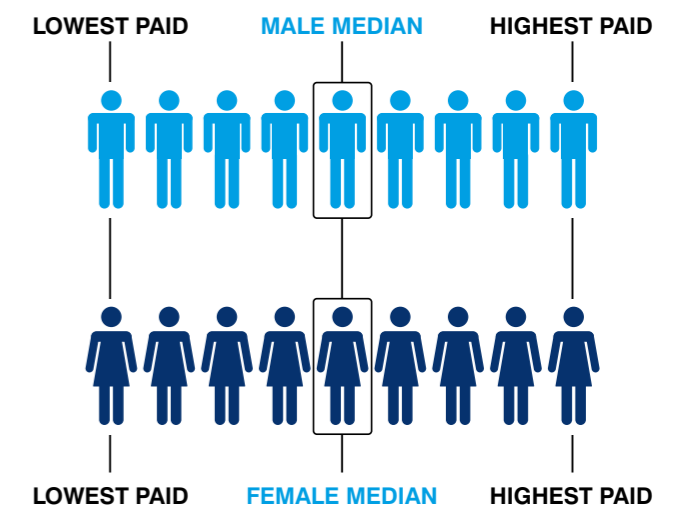
### How has the gender pay gap been calculated?

The gender pay gap report involves carrying out calculations that show the difference between the average earnings of men and women across the following categories:

- 1. Ordinary pay**  
**The hourly rate of pay of male employees and that of female employees.**
- 2. One off contributions (bonus pay)**  
**The difference between the one off contributions paid to male employees and that paid to female employees.**

### 3. Quartile pay

**The proportions of male and female 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 pay gap.

# OUR RESULTS

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## Ordinary Pay

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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).

**9.8%** MEAN HOURLY RATE

**5.4%** MEDIAN HOURLY RATE

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	GENDER PAY GAP	HOURLY RATE OF WOMEN	HOURLY RATE OF MEN	DIFFERENCE (£)
MEAN HOURLY RATE	9.8%	£20.46	£22.67	£2.21
MEDIAN HOURLY RATE	5.4%	£18.95	£20.03	£1.08

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# OUR RESULTS

## 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

16.4%

#### MEDIAN

16.7%

### One off payments paid

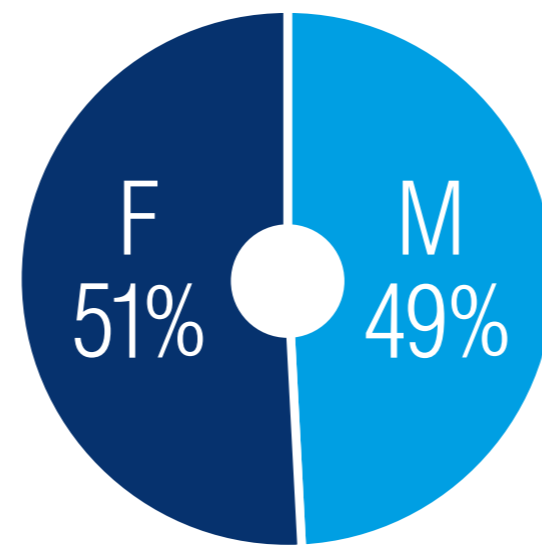
WOMEN PAID AS % OF ALL WOMEN

13.1%

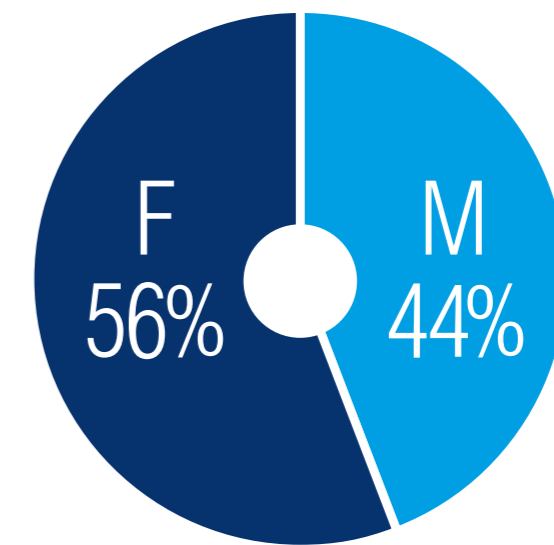
MEN PAID AS % OF ALL MEN

14.7%

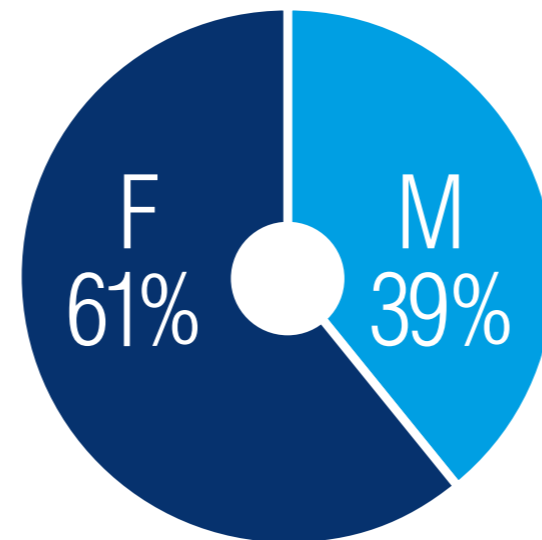
## Pay by Quartile\*



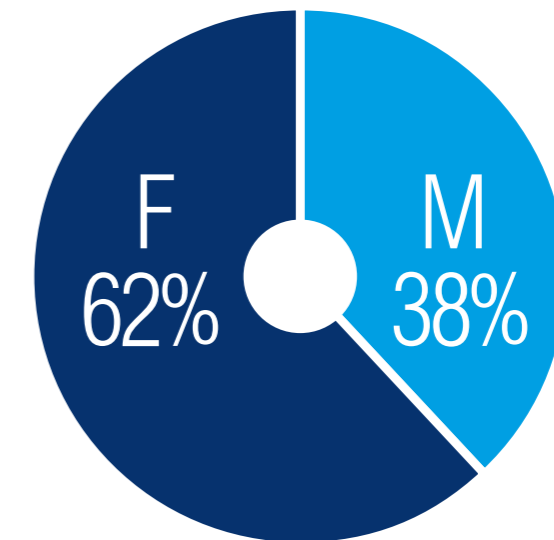
Proportion of women and men in the **upper quartile** (paid above the 75th percentile point)



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.

# SUMMARY OF RESULTS

1. Westminster City Council has a gender pay gap. There is a mean hourly difference in pay between men and women of 9.8% and a median difference of 5.4%.
2. 13.1% of all women received a one off contribution payment compared to 14.7% of all men.
3. When men did receive a one off contribution payment, it was 16.4% mean and 16.7% median higher than their female counterparts.
4. There are more women than men in each of the four pay quartiles; however, the percentage of women per quartile decreases from the bottom to the top.

## Reasons for the pay gap

Like many other organisations, the reason for our pay gap is based on the split of men and women across different job levels.

In 2017, 17% of our female workforce were employed on a part time basis compared to 7% males.

The results also indicate that there is inconsistency in the use of one off contribution payments with some departments using the scheme more than others.

At Westminster City Council, men on average remain in their roles for longer than women. See table below.

### MALE



### FEMALE



## What we are doing to address the pay gap

### 1. Developing our talent

In a context of ongoing change across the local government sector, and in our unique position at the hub of the political and economic capital, much will be demanded of our future executives and senior leaders. We are committed to finding and developing the next generation of top leaders from within our own organisation. A new talent programme was launched in November 2017, seeking to do just that. Over half the participants in the programme are women. We hope that by identifying and supporting those who have the skills and potential to be our future senior leaders, we will see a growth in women in these senior roles.

### 2. Continue to develop our flexible working practices

In September 2017 we were awarded Timewise Council status. The award signifies that we are committed to driving change in flexible working practices. Giving people choice around where and how they work as well as supporting work-life balance.

### 3. Equal opportunity to progress through the salary bands

Westminster City Council has fair and transparent processes relating to salary progression. Last year more women progressed through their salary band than men did. If this trend continues, it will help to reduce the gap.

### 4. Equal pay

The council is confident that men and women are paid equally for doing equivalent jobs. All jobs at Westminster City Council are evaluated using the GLPC or Hay factor based job evaluation scheme. This is a way of systematically assessing individual jobs objectively to determine their relative value, while avoiding prejudice or discrimination.

### 5. Quarterly reporting of one off contribution payments

Quarterly reporting of payments made under the Rewarding your Contribution scheme will be shared with the executive management team to encourage all teams to make use of the scheme as appropriate.