

Slough Borough Council Gender Pay Gap Report 2021

Gender Pay Gap Summary

Gender Pay Gap Regulations require all organisations which employ 250 staff or more to publish the pay gap from the preceding year. This is our annual gender pay gap report for the snapshot date of 31 March 2021.

The gender pay gap shows the difference in average hourly pay between all men and women in a workforce.

It is different to *equal pay* – that is men and women being paid the same amount for the same or comparable work. It is unlawful to pay people differently for work of equal value because of their gender. To ensure equal pay, Slough Borough Council (SBC) operates a transparent pay grade system, and all positions are subject to a strict job evaluation process.

The figures only relate to directly employed staff. Agency workers, self-employed consultants etc. are not included as per the reporting regulation.

The legislation requires us to look specifically at the mean and median average **hourly** pay rates, based on full-time equivalent salaries. The gap reported is the percentage difference between men and women – the gender pay gap. The mean and median gender bonus gap, the proportion of men and women receiving a bonus and the proportion of men and women in each pay quartile are also reported as part of the requirements.

Key Findings

- The mean gender pay gap is 0.91%. This has **decreased** from 2020, when it was 10%.
- The median gender pay gap is 3.82%. This has **increased** from 2020, when it was -3.1%.
- Dividing our workforce into four equal-sized pay groups, based on hourly pay rate, shows that women **outnumber** men in all the pay quartiles.
- The council does not pay performance related bonuses*

Structural causes of the Gender Pay Gap

- Whilst the council continues to employ more women than men in all pay quartiles, there are still a disproportionate number of men in the very highest paid grades, compared to the overall gender profile of the council workforce (currently 61% women, 39% men as of March 2022).
- Women continue to make up the vast majority of employees working part-time; part-time working is much more prevalent in lower and lower - middle pay grades and is not generally seen in more senior positions.
- Occupational segregation by gender is persistent in some service sectors, with low paying sectors (such as Care and Administration) tending to employ more women and higher-paying sectors (such as Planning, Highways, Engineering etc.) tending to employ more men.
- Women are much more likely than men to take periods of unpaid leave (including parental, maternity etc.)

* For the purposes of the reporting requirements, we are required to include long-term service awards. These are small sums (up to £750) where the sole criteria for receipt is length of service. In the 2021 reporting period, 36 members of staff received these. Percentage of men receiving was 2.2%, percentage of women receiving was 3.16%. The mean bonus gap was 35.83% and the median bonus gap was 50%. In this period, several men had completed the maximum service of 40 years (£750 bonus), whereas the women has on average completed 20 years (£250 bonus).

The Impacts of recent organisational change on this year's mean and median figures

- The reduction in mean average pay gap is most likely due to the impact of the restructuring of senior management in late 2020. The council almost halved its senior leadership team and rationalised salaries into a much flatter structure. This impacted the number of positions which were highest paid, which were more likely to be occupied by men. There was a considerable reduction in the male mean hourly rate between March 2020 and March 2021.
- The council has tended over the years to have a median gender pay gap that is lower than the mean – this usually occurs when there are major outliers in the high end of the salary distribution, even when overall workforce and quartile representation favours women. In previous years there were more senior positions in the council structure , which were more likely to be occupied by men thus creating these outliers and raising the mean average above the median average.

Gender Pay Gap Actions

What are we doing to address our gender pay gap?

By December 2022 we will be completing further analysis of:

- The number of men and women recruited into the council at all levels
- The number of men and women leaving the organisation.
- The number of men and women working flexibly and their level within the organisation.
- The number of men and women in each role and the paygrade.

We will be developing actions around the following:

- Improving staff engagement on gender equality issues, through surveys, focus groups and the SBC Women's Network Group
- Ensuring impact assessments on future workforce restructuring plans are completed to allow us to identify and mitigate negative impacts where possible.
- Developing our recruitment strategy to encourage women applicants across all levels of the organization and in those sectors where women applicants are under-represented.
- Continuing to update, develop and monitor HR policies to support gender equality, including Family Friendly Policies, Dignity at Work, Flexible and Agile Working and Menopause Support and Guidance.
- Exploring opportunities for partnership working with other organisations around training, mentoring and sponsorship schemes.

Mean and Median Pay Gap Pay Quartiles

Our mean gender pay gap has decreased from 2020

Mean Pay Gap 0.91% 

(decreased by 9.01% from 2020)



£16.42 Average Hourly Rate



£16.57 Average Hourly Rate

Our median gender pay gap has increased from 2020

Median Pay Gap 3.82% 

(increased by 6.92% from 2020)



£15.10 Average Hourly Rate



£15.70 Average Hourly Rate

In each pay quartile, there are more women than men. The highest quartile representation of women is in the lower-middle at 63.2%. The highest quartile representation of men is in the top quartile at 41.7%

Top quarter (highest paid)



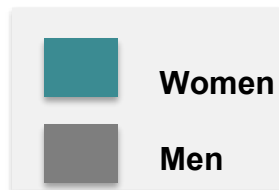
Upper middle quarter



Lower middle quarter



Lower quarter (lowest paid)



Action Plan Development Recommendations 2022

Recommendation	Who is responsible and deadline for action
<p>✓ Reviewing the current recruitment process, including the wording of job advertisements to include “flexible by default” options, ensuring all applications are anonymised during shortlisting.</p>	<p>Recruitment Manager/Diversity and Inclusion Lead – commencing April 2022 (NB anonymised applications in place)</p>
<p>✓ Ensuring all interview panels are gender-balanced wherever possible.</p>	<p>Recruitment Manager - by April 2022</p>
<p>✓ Increasing awareness around apprenticeship schemes to encourage more employees to improve their skills and experience giving them the opportunity to progress their career.</p>	<p>Workforce Development Manager by March 2023</p>
<p>✓ Encouraging applications from women in areas which have traditionally been dominated by male applicants</p>	<p>Recruitment Manager – commencing June 2022</p>
<p>✓ Promoting and monitoring take-up of flexible and agile working arrangements by gender and level within the organisation.</p>	<p>Diversity and Inclusion Lead – commencing June 2022</p>

Recommendation	Who is responsible and deadline for action
<p>✓ Supporting career development through internal schemes and exploring training and mentoring opportunities with partner organisations</p>	<p>Workforce Development Manager – by March 2023</p>
<p>✓ Promoting equality and diversity organisational objectives around gender.</p>	<p>Diversity and Inclusion Lead – by December 2022</p>
<p>✓ Developing HR policies to support women in the workplace, including Flexible and Agile Working, Family Friendly, Dignity at Work and Menopause Support.</p>	<p>ER and HR Policy Manager/ Diversity and Inclusion Lead – on going as per HR Policy Review Schedule</p>
<p>✓ Identifying any trends for the proportion of men and women who return to work after maternity, paternity, adoption or shared parental leave to resume substantive posts and those that continue in post a year after returning</p>	<p>Diversity and Inclusion Lead - by December 2022</p>
<p>✓ Monitoring exit interview data and identifying any trends to understand if one gender is leaving for common reasons compared to the other.</p>	<p>HR Business Partners/Diversity and Inclusion Lead – 6 monthly review from June 2022</p>

Recommendation	Who is responsible and deadline for action
<p>✓ Developing a process to monitor starting pay both on recruitment and promotion for men and women to assess whether there are differences on starting pay as this can be one of the most common causes of the gender pay gap.</p>	<p>ER and HR Policy Manager/ Diversity and Inclusion Lead - by December 2022</p>
<p>✓ Continue to monitor the allocation of additional payments such as market supplements and honorarium awards by gender</p>	<p>HR Business Partners – by December 2022</p>
<p>✓ Ensuring all future staff restructures are subject to equality impact analysis</p>	<p>Diversity and Inclusion Lead - ongoing</p>
<p>✓ Undertaking further engagement with employees on gender equality issues, including focus groups and surveys and continued support and development of the SBC Women’s Network</p>	<p>Diversity and Inclusion Lead - on going and by September 2022</p>