

# Gender Pay Gap Report



THE ROYAL BOROUGH OF  
**KINGSTON**  
UPON THAMES



March 2021

# What is gender pay gap?

A gender pay gap is a measure of disadvantage (a gap) expressed as a comparison between what on average, men earn and what, on average, women earn (gender gap).

The Gender Pay Gap information Regulations require public sector organisations with 250 or more employees to publish their gender pay gap data on the snapshot date of 31 March 2021.

## How do we measure the Gender Pay Gap?

Organisations are required to measure their gender pay gap in several different ways. The measures used are consistent with those being used to report on the gender pay gap at national level.

The gender pay gap measures being used are:

- Median
- Mean
- Quartile pay bands
- Bonus pay measure - not applicable

Each of the measures gives a slightly different perspective on the gender pay gap, however each measure is more meaningful if read alongside the others and in the context of an organisation's overall HR and payroll policies and practices.

In terms of the gender pay gap, a positive pay gap indicates that men are paid more whilst a negative pay gap indicates women are paid more.

- A positive percentage figure reveals that typically or overall, female employees have lower pay or bonuses than male employees.
- A negative percentage figure reveals that typically or overall, male employees have lower pay or bonuses than female employees.
- A zero percentage figure (which is highly unlikely, but could exist for a median pay gap where a lot of employees are concentrated in the same pay grade) would reveal no gap between the pay or bonuses of typical male and female employees or completely equal pay or bonuses overall.

Source : [http://m.acas.org.uk/media/pdf/m/4/Managing\\_gender\\_pay\\_reporting\\_04\\_12\\_17.pdf](http://m.acas.org.uk/media/pdf/m/4/Managing_gender_pay_reporting_04_12_17.pdf)

# Who are included in Kingston Gender Pay Gap report

This data is based on all council employees (excluding school based staff) who were employed on 31st March 2021. For calculation purposes, only full-pay relevant employees are included.

A full-pay relevant employee is an employee who is paid their full usual pay during the pay period on snapshot date i.e. 31st March 2021. If the employee is paid less than their usual rate because of being on leave for that period, they are not counted as a full-pay relevant employee.

For example : If an employee is on any kind of leave and not being paid their full usual amount in the pay period for reasons such as Statutory Sick Pay or Statutory Maternity Pay then they are not full-pay relevant employees.

*Workforce split of those included in Gender Pay Gap reporting as at 31 March*

*2021*

*41%*



*59%*

# Median pay gap

The difference between the median hourly rate of pay of male full-pay relevant employees and the median hourly rate of pay of female full-pay relevant employees.

The median is the middle figure and by identifying the wage of the middle earner, the median is the best representation of the 'typical' gender difference.



Median pay gap as at 2021  
was **2.5%**

As of March 2021, the Councils median pay gap is **2.5%** which means there is little gap between the pay of typical male and female employees or completely equal pay overall.

2020  
**0%**

2021  
**2.5%**

Slight increase in median pay gap observed.

# Mean pay gap

Mean pay gap is calculated by subtracting average hourly rate of women from average hourly rate of men. This difference is then divided by average hourly rate of men.

Mean pay gap as at 2021 was  
**2.37%**

average  
average

As of March 2021, the Councils mean pay gap is **2.37%** which means the gap is slightly in favour of men. For every £100 earned by a man a woman would earn £97.63.

**There is an decrease in gap compared to 2020.**

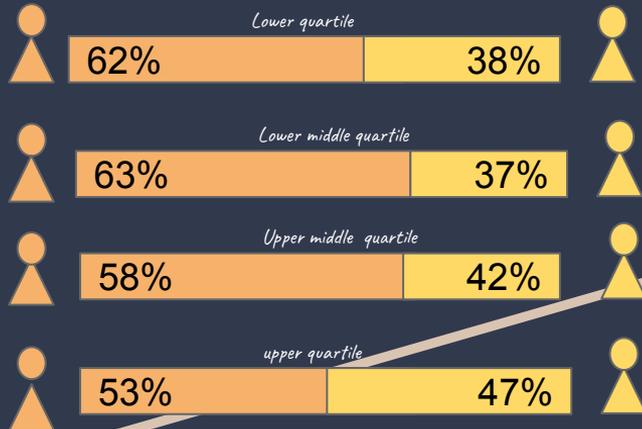


This slight improvement in gap compared to the previous year, but shows that there is still potentially some room for improvement.

Our gender workforce split is majority women (59%). There is an increased proportion of males in the upper pay quartile of the organisation (47%) when compared to the male representation in the whole workforce (41%) which helps explains our mean gap figure.

# Split by Pay Quartiles

The numbers below illustrates the gender distribution across Royal Borough of Kingston in four equally sized quartiles based on hourly pay rates, with the lower quartile including the lowest-paid 25% of employees and the upper quartile covering the highest-paid 25% of employees.



Female



Male

Quartile pay bands - the proportion of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands. All full-pay relevant employees are divided into 4 quartiles.

At Royal Borough of Kingston there is a high concentration of women in the lower and upper middle quartile, and the proportion of men increases in the upper quartile compared to women. The overall workforce split is 59% women and 41% men, in the upper quartile the gender split is 53% women and 47% men which is a slightly higher proportion of men in this quartile when compared to the overall workforce composition.

The quartile data indicates that there is most gender disparity in the lower and upper middle quartile. This disparity is mainly due to workforce composition of men and women in specific roles. Further analysis of the data outlines that the lower and upper middle quartile contains a high proportion of females in positions such as Support Coordinators working in Support Officers and Human Resources Advisers for example.

# Why does a gender pay gap arise



There's no one reason behind the gender pay gap - it's a complex issue. External factors such as how certain jobs are perceived by society, schools careers advice, the proportions of male / female apprentices in the supply chain, and the availability of child / elder care can play a part. Women often care for young children or elderly relatives. This may mean women are more likely to work in part-time roles, which can be lower paid or have fewer opportunities for progression.

Internal factors could be the provision of flexible working schemes, promotion selection criteria etc can influence the magnitude of pay gaps

## Bonus pay reporting

Royal Borough of Kingston does not pay bonuses. Therefore this element of the pay gap reporting does not apply to the council.

# What are we doing to close the gap?

The Council understands that as a public body, community leader, a service provider, a major employer and a commissioner of goods and services, it has a clear social and statutory responsibility to prevent discrimination and advance equality. We are committed to establishing Kingston as an area with equality of opportunity, an area of fairness, and an area that is inclusive.

Our Equality Diversity and Inclusion Strategy, Inclusive Kingston which launched in the summer of 2021 sets out our increase in ambition for the next 4 years.

Whilst Royal Borough of Kingston's gender pay gap results fair better than average in the UK the Council aims to reduce our gap year on year. The Council's median gender pay gap has increased to 2.5%, illustrating the need for improvement. However we are pleased to see a slight improvement in mean of gap compared to the previous year down to 2.37% from 3.67%.

There is already much the Royal Borough of Kingston does as a Council to ensure a fair approach for everyone, which in turn should help close the mean gender pay gap over time.

# What are we doing to close the gap?

## Recruitment stage



## Employment stage

The Royal Borough of Kingston wants to ensure a fair approach for all through each stage of the internal and external recruitment process, helping ensure decisions are unbiased.

- With our new permanent and agency recruitment system, we can monitor application levels/shortlisting and appointment levels of applicants from each equalities characteristics.
- We rolled out Unconscious Bias training for all new joiners on the 1 April 2021 and this will form part of our mandatory training programme for all RBK staff
- We have introduced diverse panel pilot which addresses the areas of the organisation where there is a misrepresentation of women in a particular department (including senior positions)
- We are actively rebranding our job adverts, promoting our commitment to diversity, flexible working and our staff networks.
- We have changed the recruiting focus from technical skills to more of a focus on the culture, and the values and behaviours expected of and by our staff. This ensure the Council are recruiting staff who understand and can contribute to becoming a supportive, transparent, appreciative and respectful Council.

- Our Future Workplace transformation programme has engaged staff across the council to codesign our workplace of the future, supporting colleagues to do their best work, have a good work life balance, and work flexibly whilst staying connected to our residents.
- As part of our six fully inclusive staff networks, we continue to support our staff led Women's +allies network which is sponsored by one of our Executive Directors. The group provides a network for women and allies to support each other, explore new ideas to improve the employee experience at RBK, build networks, learn together and help break down any barriers to progression.
- In September 2021 we commission Senior Manager training on cultural competency.
- In October 2021 we were proud to be the first council to commit to becoming a [Bloody Good Employer](#) to champion the rights of people who menstruate
- We are refreshing our D&I training and will be looking to roll out a new mandatory training course for all staff in 22/23
- We have successfully developed refreshed and refocused support online for women's reproductive health both for women and to empower managers to understand and support female colleagues around health issues.
- We have focused on improving workforce diversity monitoring across the Council in order to improve our self declaration rates to provide richer information on the makeup of our workforce.
- Supporting managers to hold open and honest conversations about D&I and wellbeing with their staff to develop trust eg introduced quarterly dedicated Wellbeing discussions for all staff, 'Uncomfortable Truth' training for all managers, livestreams etc
- We have developed and supported a Reverse Mentoring programme open to all staff which all our senior leadership team and ADs are signed up to
- We have developed a menopause policy together with our Women's staff network and signed up to being a committed menopause friendly organisation.
- Staff Survey undertaken between December 2021 - January 2022 with a number of themes including EDI. Staff were asked to declare their sensitive information so we could explore differences in demographic results as a gender differences.

# Plans for the future

- Becoming a menopause accredited employer. Menopause awareness and increased support for women experiencing menopause and perimenopausal symptoms, including sessions for all our managers
- Using our in-house coaching and mentoring programmes to support women to prepare for senior roles. A pilot coaching scheme has been prepared and is due to be developed further with the women's network.
- To work with the leadership team of departments where there is more of a gender imbalance.
- Provide training to empower our colleagues to take action when they hear or see behaviours that are inconsistent with our values and respect for the individual
- Continuing to hear from our active Women's +allies network and provide open discussion sessions around empowering women and understanding barriers to progression
- Increasing senior level involvement in understanding women's experiences eg champions, reverse mentors, panels
- Engaging with our staff through our regular Pulse surveys.
- Developing a reproductive policy which will cover all aspects of this broad subject in order to help support our staff.
- Reviewing policies and signposting regarding child care, maternity, adoption and shared parental leave
- Publishing our gender pay assessment annually and provide a deep dive into the figures to better understand any changes year on year and focus our efforts.
- Developing positive assertiveness training

*Whilst gender pay gap figures highlight the issues that continue to surround gender, the Royal Borough of Kingston Upon Thames is committed to an inclusive and diverse culture. Our gender pay gap information reassures us that the council is working hard to promote equality across the council, but highlights there is always more that can be done as an organisation and as individuals. All council staff can play a role in challenging the status quo. The council will continue to embed a fair approach that goes beyond gender, and covers other equalities issues such as disability, ethnicity, sexual orientation and those with caring responsibilities.*