



London Borough of Camden

Pay Gap Report

April 2020 – March 2021

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Introduction

Camden has a long tradition of promoting equality – we're proud to be one of the most diverse places in the country. Tackling inequality sits at the heart of our Camden 2025 vision – and we are determined to take radical action in order to make real, meaningful and lasting change happen across our organisation and beyond. By doing this, we will ensure we continue to represent our communities to the best of our ability and deliver our ambitions for Camden.

We are committed to creating an inclusive workplace culture where everyone can reach their full potential and be themselves. Increasing pay transparency is a topic we've taken a leading and visible position on for some time. The transparency and accountability that pay gap reporting brings is crucial in driving greater equality in the workplace.

We have been voluntarily reporting our gender, ethnicity and disability pay gap since 2015, one of only a few organisations to go beyond the statutory requirements, both then and now. We believe that by shining a light on any disparity in pay you are acknowledging there is an issue and you can then begin to talk about how to fix it.

We are pleased to report that we continue to see progress towards closing pay gaps where they exist. We are particularly pleased this year to see for the first time a more obvious shift in closing the pay gap between staff in Black, Asian and Other Ethnicity groups and White staff. The ethnicity pay gap within Camden is driven by more White employees being employed in senior roles and fixing this requires progressive change. Whilst there is still more to do, this year we are seeing the work we have been doing over a number of years begin to have a positive impact - with the proportion of staff from Black, Asian and Other Ethnicity groups increasing at all pay quartiles, other than the bottom 25% of earners and representation at Chief Officer level increasing by 9%. The increase in representation and narrowing of the mean pay gap are great first steps towards parity and our ongoing work should see this trend continue in future years.

The existence of pay gaps does not however mean that there is an issue with equal pay. At Camden we are confident that employees are paid equally, irrespective of gender, race or disability, for doing equivalent jobs across our organisation. We continue to take action to address any pay gaps and to make sure our policies and practices are fair.

Our aim for our citizens is that no one gets left behind and it's the same for our employees. We want everyone to be able to build and sustain a successful career at Camden. We believe this requires a combination of deliberate actions and ensuring that we provide an inclusive culture and an agile, flexible working environment for people to work in.

By publishing more detailed information we continue to welcome and encourage open scrutiny of our data and welcome any feedback from staff, trade unions, other employees and members of the public. We wish to challenge ourselves to find ways that we can make improvements and being open with our data is one way of doing that.

Joanna Brown, Director of People and Inclusion

Executive Summary

Camden has published a detailed analysis of its Gender pay gap data for a number of years. We have, when appropriate, also reported on gaps by ethnicity and disability as well. This enables us to gain greater insights into our workforce and make better, more informed decisions going forward.

To recognise the exceptional effort by front line staff in response to COVID-19 time limited variations were made to the My Reward Scheme in 2020. The My Reward Scheme allows staff on Camden terms and conditions to be recognised at any point in the year through the award of 1% or 2% non-consolidated reward payments (up to a maximum of 2% in a rolling 366 days). The variations allowed for the 2% cap to be lifted and payments opened up to staff that would not normally be eligible as they are not on Camden terms and conditions. These variations mean that analysis of PRP payments for the 2020/21 year is not directly comparable to other years.

Key findings in this year's pay gap report include:

Gender

- The gender pay gap still favours female staff, however since last year the mean has decreased from 4.6% to 0.9%, whilst the median slightly increased from 0.6% to 1.5%
- The median and mean gender pay gap for part-time employees still substantially favours female staff. This data is skewed by the fact that 73% of part-time employees at Camden are female.
- There have been some changes within pay quartiles, particularly within the top 25% of earners – where the gap has shrunk from 10% last year to 4% this year, although it still favours female staff.
- The pay gaps at Director Level continues to favour male staff, however the mean and median gaps have shrunk significantly from last year from 27.6% to 7% and 18.3% to 10.3%.
- The proportion of staff receiving some type of Performance Related Pay (PRP) has risen for both men and women since last year. Whilst the mean PRP gap remains at 10.9% - favouring male staff, the median has switched from very marginally favouring female staff at 0.05% last year, to favouring male staff by 15.3% this year.

Ethnicity

- The mean pay gap has decreased from 16.8% to 13%, however the median pay gap has increased slightly from 10.1% to 10.9% - both still favouring White staff.
- The proportion of Black, Asian and Other Ethnicity staff has increased at all quartiles, other than the bottom 25% of earners. The lower middle quartile saw the largest increase, from 52% to 55%.
- The lower level of Black, Asian and Other Ethnicity representation at senior levels continues to drive the ethnicity pay gaps, although the proportion at the Chief Officers level has improved by almost 10% since last year.
- The PRP Gap continues to significantly favour White staff, although the mean PRP gap has significantly reduced from 35.6% last year to 25% this year. The median, however, has increased from 19.7% to 24.8%.

Disability

- Robust analysis of pay data by disability is significantly hindered by the low number of staff who have declared a disability and the extremely high proportion of 'unknowns' - the proportion of which has increased from 42.47% last year to 49.7% this year.
- Both the mean and median disability pay gaps have increased since last year, although neither exceed the 5% threshold¹.
- There have been no significant changes within quartiles since last year.
- The Performance Related Payments Gap continues to greatly favour staff who have not declared a disability, with the mean increasing since last year.

Actions

Further details of actions to facilitate the pay gaps moving closer to parity are set out at the end of this report, the three main themes are:

- **Understanding our Workforce:** build on current work to understand the different experiences of staff and work to improve our data by encouraging people to share their ethnicity details and disability status.
- **Progressive change:** Understanding and addressing barriers to equality, taking forward actions and commitments in the Race Equality Action Plan and Disability Charter and embedding change.
- **Pay Management:** ensuring compliance with our pay management guidance, monitor the payment of PRP throughout the year to explore and address any potential biases – with a particular focus on intersectionality, and reviewing our pay schemes.

¹ A threshold of 5% is the conventional threshold for declaring statistical significance and enables us to quickly identify the most significant pay gaps that may require further action to address.

Gender Pay Data and Analysis

As we have done in our previous reports, we begin our analysis of the gender pay gap by setting out the statutory information². Commentary supplements the data to provide key insights into the Camden Council context. Other data is also included to provide further understanding of the patterns shaping the Gender Pay Gap.

Headline Median and Mean Gender Pay Gap

Overall, the 2020-21 Gender Pay Gap figures indicate that women continue to be paid slightly more than men. The mean pay gap has notably decreased from 4.6% to 0.9%, however the median has slightly increased from 0.6% to 1.5%. There is some more substantial variation at the grade level and this will be investigated later on in the report.

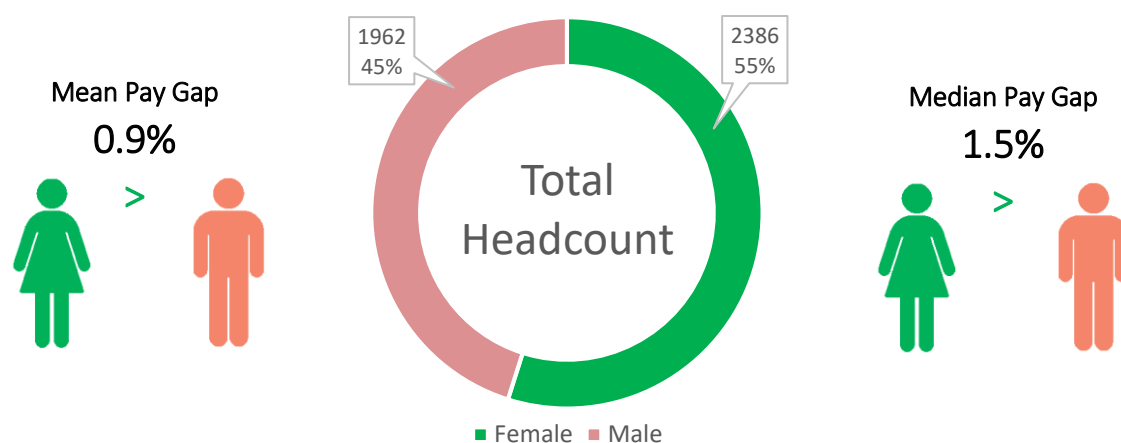


Figure 1: Mean and Median Gender Pay Gap

Part-time/Full-time Gender Pay Gap

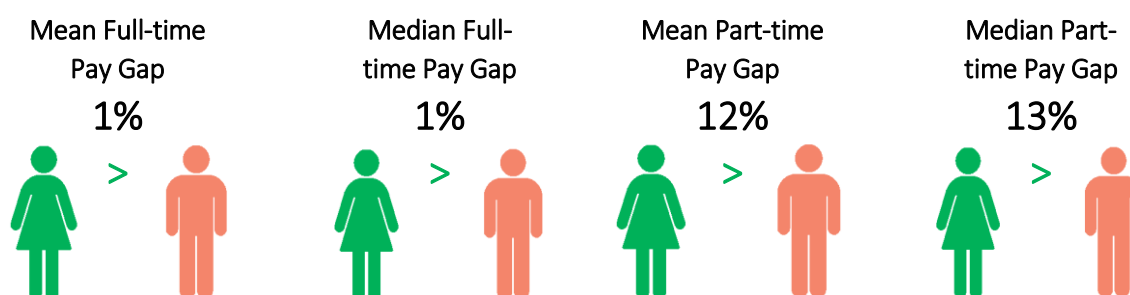


Figure 2: FT/PT Gender Pay Gaps

For both full and part time employees, female staff are still earning more than their male colleagues – however the gap for full-time staff has shrunk since last year, from 3% to 1% for both the mean and median. The mean part-time pay gap has remained at 12%, however the median part-time pay gap has increased from 7% to 13%. Part-time staff at Camden are much

² Legislation requires publication of the mean and median gender pay gap, the mean and median gender bonus gap (referred to here as the performance related pay (PRP) gender pay gap), the proportion of men and women to receive a bonus, and the proportion of men and women in each earnings quartile on the snapshot date of 31 March 2021.

more likely to be female, with them making up 73% (down from 77% last year) of all part-time staff. This, in turn, may skew hourly rates of part-time females above their part-time male colleagues.

Workforce Gender Composition by Earnings Quartile

The gap between for the top 25% male and female earners (upper quartile) has shrunk from 10% last year to 4% this year, albeit still favouring female staff. The upper middle remains the same as last year, whilst the lower middle disparity has very slightly grown from 18% to 20%. The disparity between the bottom 25% male and female earners has also reduced from 6% to 2%, and has actually flipped from last year, with male staff now forming a slight majority at that level.

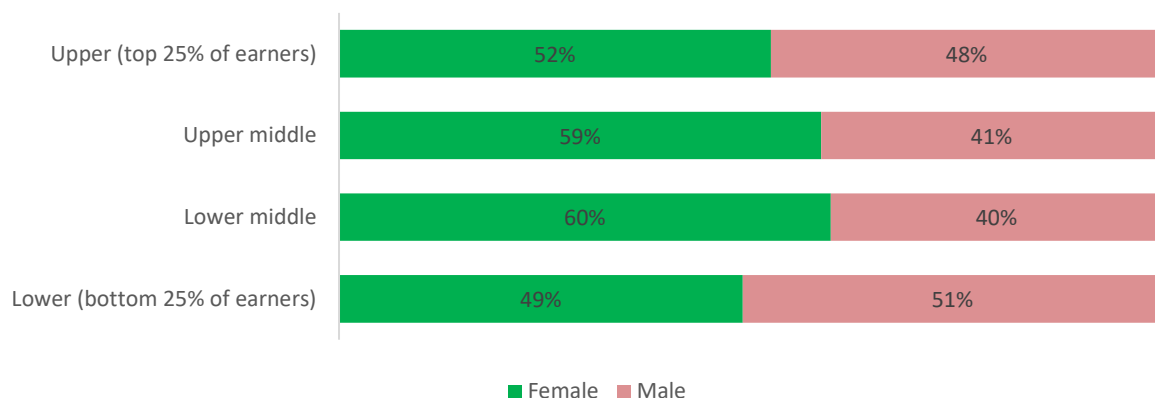


Figure 3: Workforce Gender Composition by Earnings Quartile

Performance Related Payments Gender Pay Gap

Performance Related Payments (PRP) at Camden consist of non-consolidated awards of 1% and 2% of an individual's salary, £40 vouchers and Chief Officer variable payments. These awards all fall under the definition of bonus payments specified by the government's criteria.

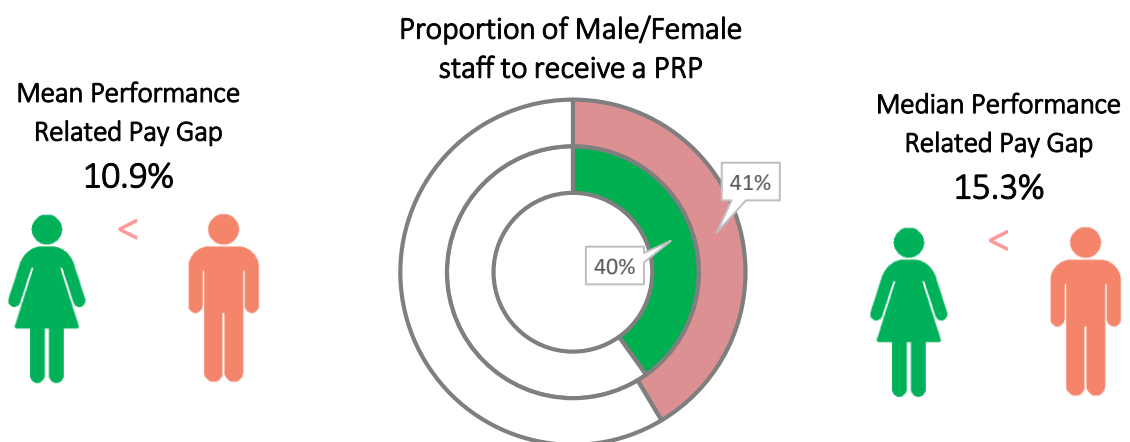


Figure 4: Mean and Median PRPs Gender Pay Gap

The overall proportion of staff receiving some type of PRP has significantly risen 12% for women and 9% for men since 2019-20 and this increase will have been influenced by the time limited variations to the My Reward Scheme noted in the Executive Summary above.

The mean PRP gap remains at 10.9% and continues to favour male staff. The median has however switched from very marginally favouring female staff at 0.05% last year, to favouring male staff by 15.3% this year. Looking at the 17 different pay grades at Camden, the average PRP value within 12 of them was larger for male staff. Review of the underlying data has shown that a couple of factors are driving this gap – the distribution of the different types of PRP between male and female staff (overall and by grade) and the position of staff receiving 1% and 2% awards in their pay grades.

The overall distribution of £40 vouchers was broadly comparable to representation in the workforce, however female staff received slightly more 1% payments than male staff, whilst male staff received more 2% payments than female staff.

The table below shows the proportion of awards made at each level. When compared to the make-up of the workforce there are notable differences in the distribution of 2% payments at Levels 1, 2, and 6 with male staff being overrepresented. Looking at a more granular level, for Levels 1 and 2 in particular this is likely to be skewed by awards made to frontline staff during ‘covid-19 windows’ where the actual make of the workforce in those services differs from the organisation as a whole.

Level	1% Awards		2% Awards	
	Female %	Male %	Female %	Male %
Apprentice	0.0	100.0*	50.0	50.0
Level 1	44.1	55.9	49.0	51.0
Level 2	40.7	59.3	29.6	70.4
Level 3	63.1	36.9	61.4	38.6
Level 4	65.4	34.6	58.4	41.6
Level 5	54.2	45.8	47.4	52.6
Level 6	61.3	38.7	46.6	53.4
Other	22.7	77.3	9.1	90.9
All grades	57.6	42.4	51.3	48.7

* Only one payment awarded at this level

Gender Pay Gap by Grade

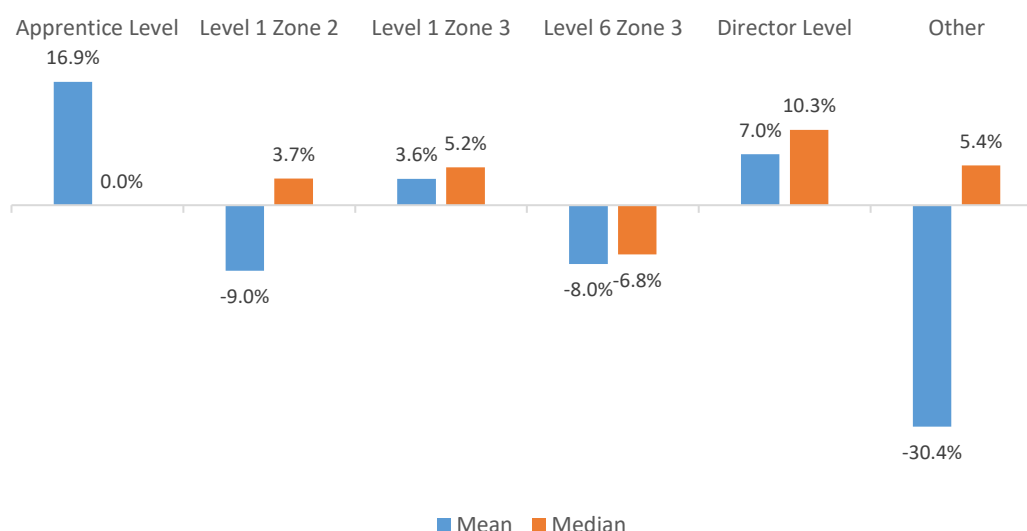


Figure 5: Gender Pay Gaps exceeding 5%

The graph above shows both the mean and median for grades where the pay gap has exceeded the 5% threshold. This enables us to quickly identify the most significant pay gaps and begin plans to resolve them. A positive figure notes a pay gap favouring male staff, whilst a negative figure denotes a pay gap favouring female staff.

Out of the 17 different pay grades at Camden, 6 have a median or mean gender pay gap exceeding 5%. It should be noted that Level 6 Zone 3 only has 7 staff, notably smaller than many other grades, so any variation – however minor – in pay will skew the result quite significantly.

The 'other' grade continues to be an outlier, its median pay gap favours male staff whilst its mean pay gap significantly favours female staff. This was observed last year, albeit the gaps – particularly the median – are smaller now. There are 191 staff in this grade, the majority (146) are staff that have TUPE transferred into Camden on protected pay, terms and conditions, and the remainder are casual and sessional workers such as music tutors and sports coaches, where pay and hours can vary significantly.

The mean pay gap for apprentices has increased from 6.4% last year to 16.9% this year favouring male staff, however the median remains the same, with male and female apprentices at parity – it appears the relatively small number of staff (67) at this level are causing this skew. The pay gaps at Director Level continue to favour male staff, however the mean and median gaps have shrunk significantly from last year from 27.6% to 7% and 18.3% to 10.3%.

Proportional Gender Pay Gap

There have been some notable changes in the workforce composition at the (summarised) pay grades. Level 1 saw the largest change, with the proportion of female staff increasing by 16%. Conversely, the proportion of female staff at Level 2 shrank by almost 10% since last year. Chief Officers, too, saw a reduction from 48% to 42% this year.

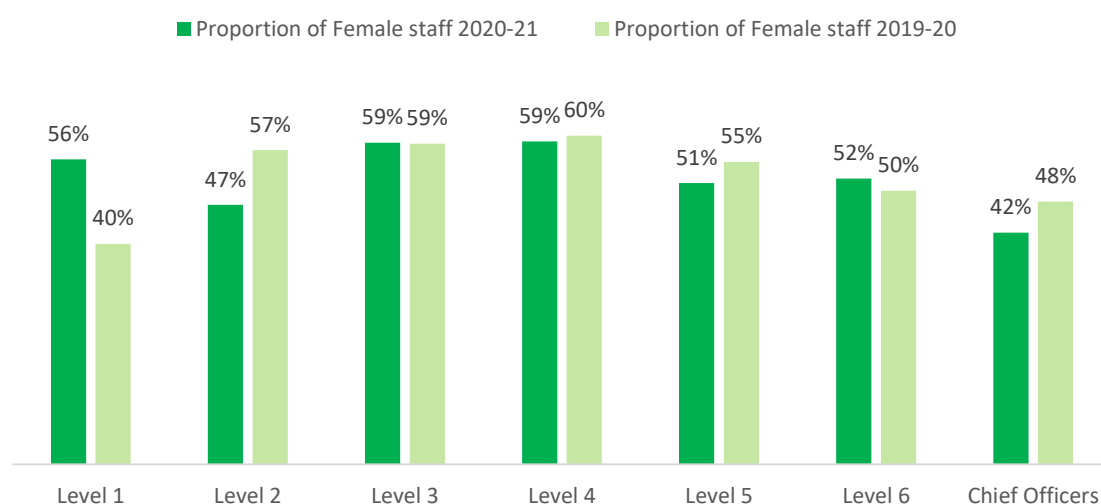


Figure 6: Proportion of Female Employees by Grade 2020-21 vs. 2019-20

The proportional pay gap weights gaps at each grade by the proportion of staff in those grades then combines them into a different overall measure.

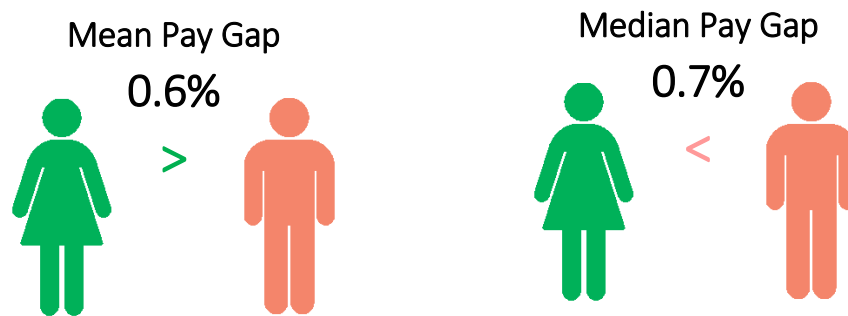


Figure 7: Proportional Gender Pay Gap

The proportional mean gender pay gap has reached closer to parity, reducing from 3% last year to 0.6% this year – albeit still favouring female staff. The proportional median gender pay gap, however, has increased slightly from 0.3% to 0.7% - still favouring male staff. Both proportional pay gaps are still significantly within the 5% thresholds and the changes since last year may simply be due to random noise in the data rather than any structural and/or significant pay changes.

Ethnic Origin Pay Data and Analysis

Camden has reported on its ethnicity pay gap since 2015-16, switching to the methodology prescribed in government legislation in 2016-17. As a result of the small numbers of staff in various different ethnic groups, making statistically significant results difficult, Camden has continued to compare the pay of white staff with that of staff from a Black, Asian and Other Ethnicity (BAOE³) backgrounds as a group.

Headline Ethnicity Pay Gap

The median ethnicity pay gap has marginally increased since last year, whilst the mean has decreased. As *Figure 8* shows, the mean pay gap has decreased from 16.8% last year to 13% this year – still favouring white staff. The median has increased from 10.1% to 10.9% this year. These changes appear to be because of an increase in the proportion of Black, Asian and Other Ethnicity staff at higher earnings levels, though the higher number of unknowns (it was 12% last year, 15% this year) will also have influenced the results.

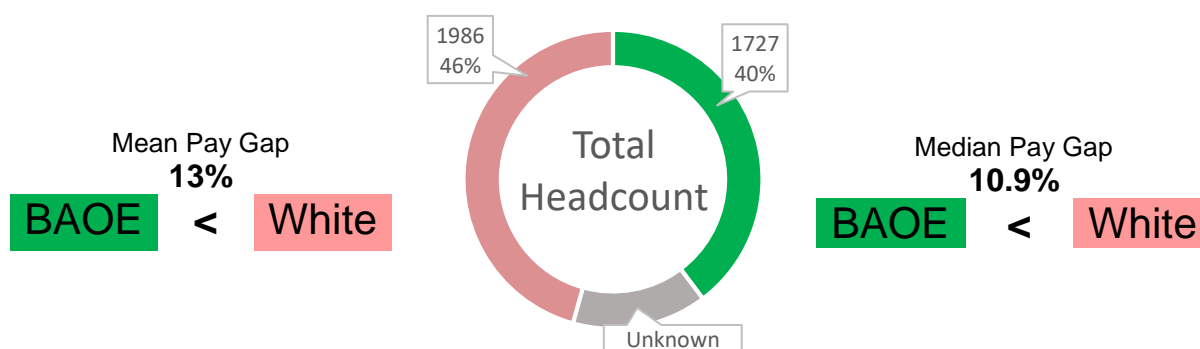


Figure 8: Mean and Median Ethnicity Pay Gap

Workforce Ethnicity Composition by Earnings Quartile

Unknowns have been removed, as they were last year, in order to clarify the data. The proportion of Black, Asian and Other Ethnicity staff has increased at all quartiles, other than the bottom 25% of earners. The lower middle quartile saw the largest increase, from 52% to 55%, whilst the proportion in the top 25% of earners increased from 28% to 30% this year.

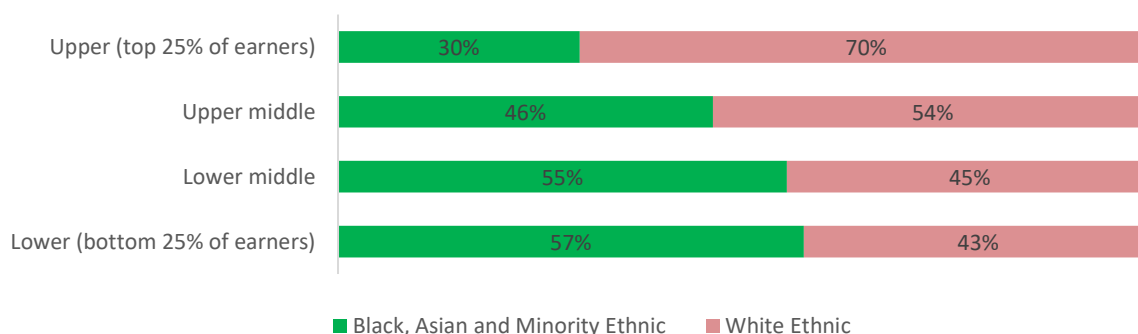


Figure 9: Workforce Ethnicity Composition by Earnings Quartile

³ The term 'Black, Asian and Other Ethnicity' is used for reporting purposes only. The acronym 'BAOE' is used in data tables and charts when this is necessary for presentational purposes. We recognise that Black, Asian and Other Ethnicity are not one homogenous group, each ethnicity has its own unique identity and experience different barriers.

Performance Related Payments Ethnicity Pay Gap

The Performance Related Payments Gap continues to substantially favour White staff. The mean pay gap has actually reduced significantly from 35.6% last year to 25% this year. Conversely, the median has increased from 19.7% to 24.8%. The proportion of staff to receive a PRP has increased for both Black, Asian and Other Ethnicity staff and White staff, increasing from 27% to 40% and 23% to 45% respectively.

The mean PRP is notably higher than the median PRP for white staff, this means that the payments skew towards higher values, i.e. those at higher levels of the council and where there is a larger proportion of these white staff, too. Although there is a similar pattern with Black, Asian and Other Ethnicity staff, the discrepancy between the mean and median is not as large.

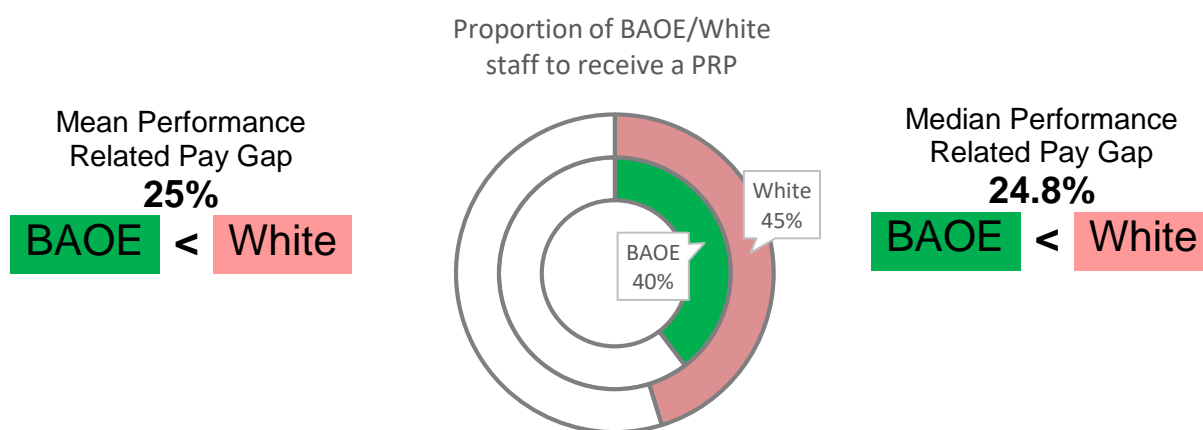


Figure 10: Mean and Median PRPs Ethnicity Pay Gap

Review of the underlying data indicates that overall distribution of £40 vouchers and 1% payments was broadly comparable to representation in the workforce. However, White staff received more 2% payments and this is the primary driver of this disparity.

The table below shows the proportion of awards made at each level and when compared to the make-up of the workforce and there are notable differences in the distribution of 2% payments at Levels 2, 3 and 5 with White staff being overrepresented. Looking at a more granular level, for Levels 2 and 3 in particular this is likely to be skewed by awards made to frontline staff during 'covid-19 windows' where the actual make-up of the workforce in those services differs from the organisation as a whole.

Level	1% Awards		2% Awards	
	BAOE	White	BAOE	White
Apprentice	100.0*	0.0	50.0	50.0
Level 1	62.7	37.3	72.1	27.9
Level 2	52.4	47.6	44.2	55.8
Level 3	49.9	50.1	48.8	51.2
Level 4	44.0	56.0	39.3	60.7
Level 5	31.8	68.2	23.3	76.7
Level 6	19.4	80.6	13.0	87.0
Other	0.0	100.0	0.0	100.0
All grades	45.9	54.1	39.9	60.1

* Only one payment awarded at this level

Ethnicity Pay Gap by Grade

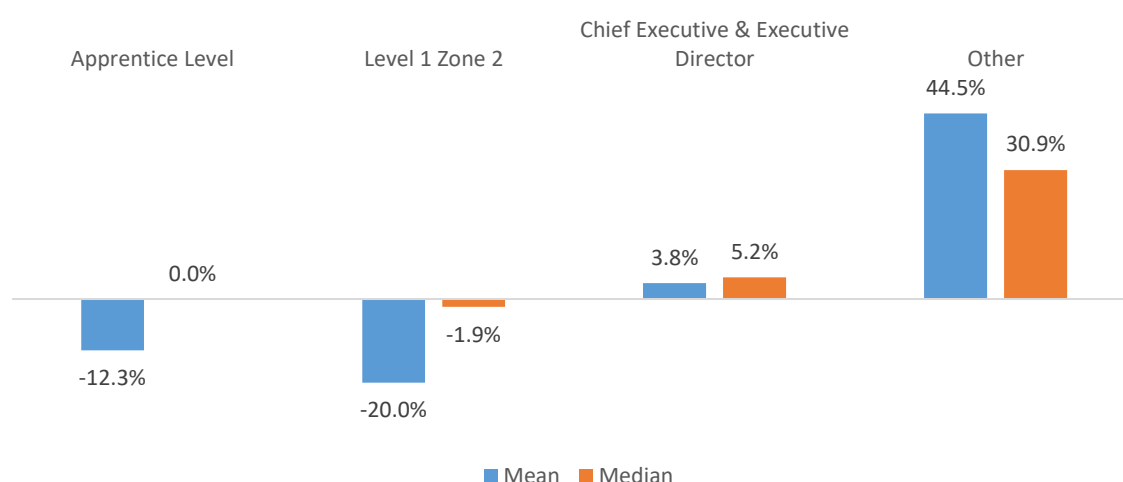


Figure 11: Ethnicity Pay Gaps exceeding 5%

The graph above shows both the mean and median for grades where the pay gap has exceeded the 5% threshold. This enables us to quickly identify the most significant pay gaps and begin plans to resolve them. A positive figure, i.e. above the line, notes a pay gap favouring white staff, whilst a negative figure denotes a pay gap favouring Black, Asian and Other Ethnicity Staff.

Out of the 17 different pay grades at Camden, 4 have a median and/or mean Ethnicity Pay Gap exceeding 5% - they are shown in *Figure 11*. It should be noted that the Chief Executive & Executive Director grade(s) only has 4 staff, notably smaller than many other grades, so any variation – however minor – in pay will skew the results quite significantly.

That the mean pay gap for 'Other' staff favours White employees by nearly 45% and 31% is notable, albeit the former is actually a slight reduction on the 52.7% figure from last year. As discussed earlier, this pay grade contains a large number of sessional and casual workers. Perhaps more importantly, 85% of this group are an 'unknown', i.e. they have not stated their ethnicity. This will be skewing the numbers further, as there are only 9 (about 5%) identified Black, Asian and Other Ethnicity staff at this grade.

Proportional Ethnicity Pay Gap

The proportion of Black, Asian and Other Ethnicity staff has increased all but one of the (summarised) pay levels since 2019-20, 'unknowns' have been removed (as they were last year). The only level to see a decrease was level 6, decreasing by 4%. The two largest increases were at the extremes, Level 1 and Chief Officers – the former increasing by 5% and the latter by 9%.

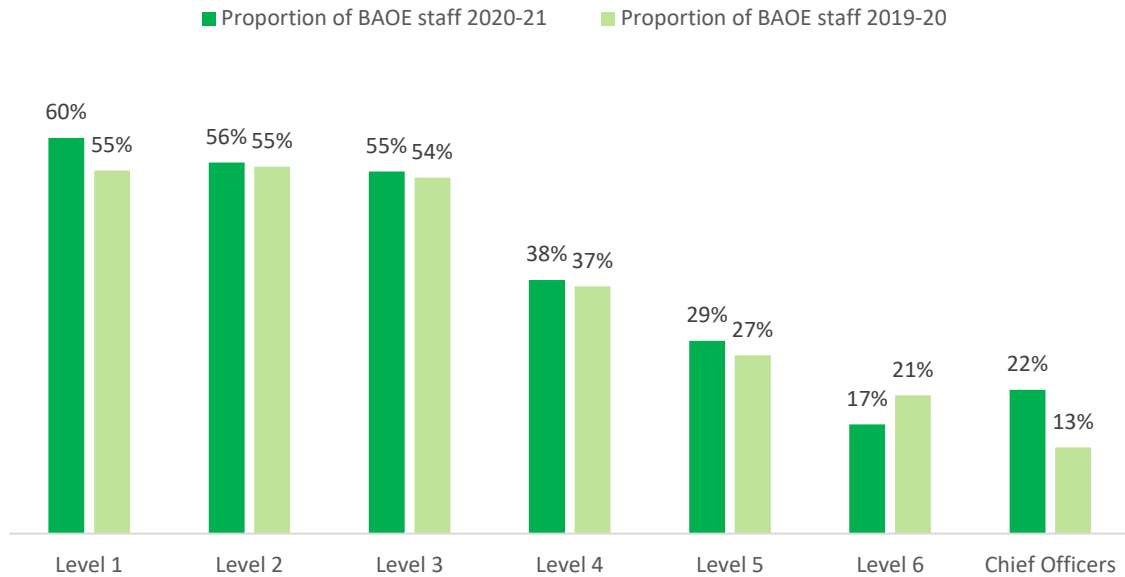


Figure 12: Proportion of BAOE Employees by Grade Difference 2020-21 vs. 2019-20

The proportional ethnicity pay gap factors in the gaps at the grade level and weights them proportional to the number of staff at those grades. Since last year, the mean figure has decreased from 3% to 0.1%, whilst the median has increased from 0.7% to 1.3% - both still favouring white staff. Both proportional pay gaps remain under the 5% threshold and indicate that there is largely equal pay within grades, and the continued lack of representation at senior levels is the underlying cause of the headline ethnicity pay gap.



Figure 13: Proportional Ethnicity Pay Gap

Disability Pay Data and Analysis

Robust analysis of pay data by disability is significantly hindered by the low number of staff who have declared a disability (only 4.21%, slightly less than last year) and the extremely high proportion of 'unknowns'. The number of 'unknowns' has increased from 42.47% last year to 49.7% this year - this also includes those staff who declared that they would 'prefer not to say'. The proportion of disability declarations is largely the same as last year, it is the proportion of those declaring not to have a disability that has decreased. These figures will absolutely and substantially skew the data, so conclusions drawn from it need to keep that in mind.

Headline Disability Pay Gap

Both the mean and median disability pay gaps have increased since last year, although neither exceed the 5% threshold. The mean has increased from 2.7% to 3.5%, whilst the median has increased from 1.3% to 2% - both still favouring non-disabled staff. The London median disability pay gap is 15.3% which is slightly higher than the overall UK median of 12.2%⁴ - both of which are substantially higher than Camden's 2% median disability pay gap.

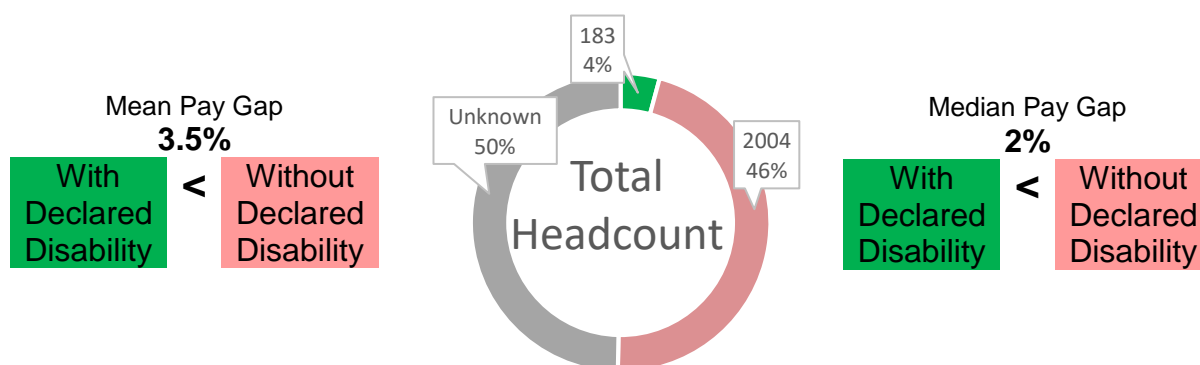


Figure 14: Mean and Median Disability Pay Gap

Workforce Disability Composition by Earnings Quartile

As with Ethnicity, 'Unknowns' have been removed in order to clarify the data. Both the top and bottom 25% of earners have stayed the same at 6% and 8% respectively. The lower middle increased from 8% to 9%, whilst the upper middle increased from 9% to 10%.

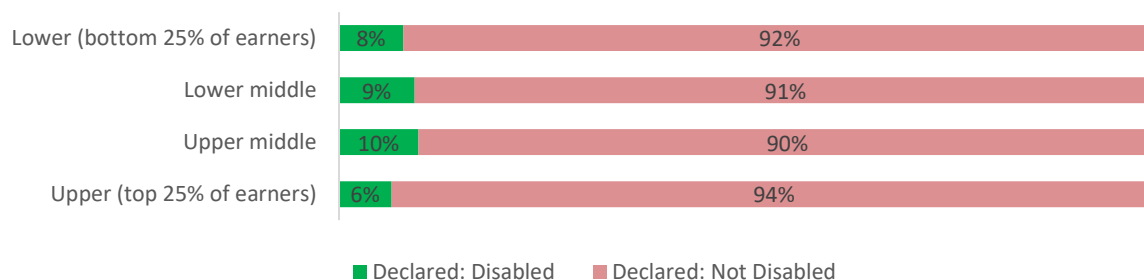


Figure 15: Workforce Disability Composition by Earnings Quartile

⁴ ONS 2018, full report available [here](#).

Performance Related Payments Disability Pay Gap

The Performance Related Payments Gap continues to greatly favour staff who have not declared a disability. The mean performance related pay gap has decreased from 23.7% in 2019-20 to 12.5% this year, still favouring non-disabled staff. The median has notably risen from 17.03% last year to 30% this year. The proportion of disabled staff to receive a bonus increased from 34.6% last year to 42% this year, whilst it increased from 32.6% to 45% for non-disabled staff.

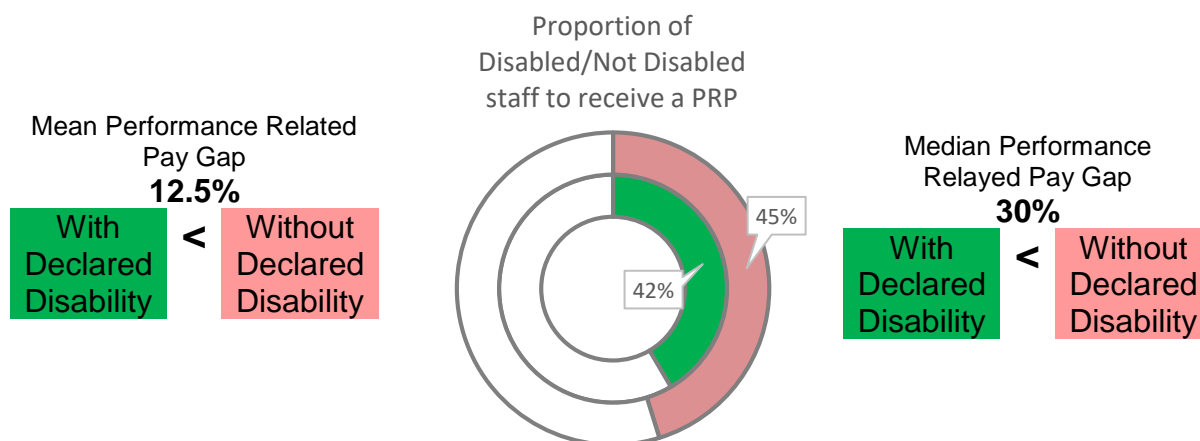


Figure 16: Mean and Median PRPs Disability Pay Gap

Disability Pay Gap by Grade

Out of the 17 different pay grades at Camden, 2 have a median or mean Disability Pay Gap exceeding 5% - they are shown in Figure 17. A positive figure notes a pay gap favouring non-disabled staff, whilst a negative figure denotes a pay gap favouring disabled staff.

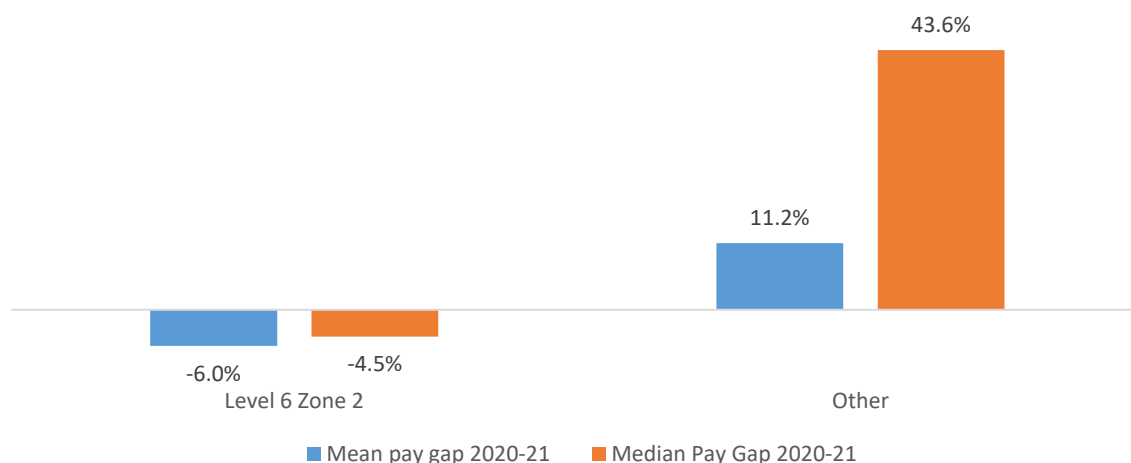


Figure 17: Disability Pay Gaps Exceeding 5%

The mean pay gap at Level 6 Zone 2 exceeds the 5% threshold and continues to favour disabled staff. The pay gap at the 'other' level significantly skews towards non-disabled staff, however the disability status of 95% of staff at this level is unknown meaning this data cannot be considered representative. The data is so incomplete overall that there are several grades

with only 'unknowns', or grades with staff who only declared not to have a disability and unknowns. So the above is unrepresentative of the actual situation within and between grades.

Proportional Disability Pay Gap

The proportion of Disabled staff has increased at Levels 1 through 5. However this might be due to the sheer number of unknowns being removed, so the actual rates of increase shown in *Figure 18* will be inaccurate.

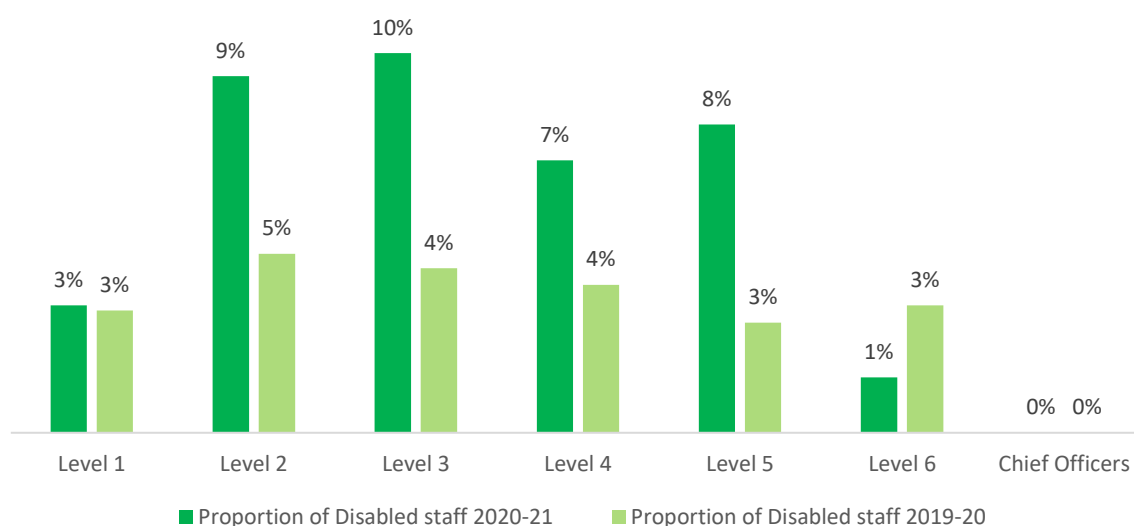


Figure 18: Proportion of Disabled Employees by Grade Difference 2020-21 vs. 2019-20

Both the mean and median proportional Disability pay gaps have decreased since last year, and they still slightly favour staff who have declared a disability. The mean proportional pay gap decreased from 1% last year to 0.3% this year, whilst the median rose from 0.14% to 0.5% this year. Both are well within the 5% threshold. Once again, it must be said that the high number of unknowns will have skewed these results, so conclusions drawn from *Figure 19* should be heavily caveated.



Figure 19: Proportional Disability Pay Gap

Conclusions and Actions

Gender

Overall, the gender pay gap continues to favour female staff at Camden, however the median gap has shrunk since 2019-20 and the mean has increased slightly. Both remain within the +/- 5% threshold. It is likely that there will always be some marginal overall favourability to either men or women each year, due to various factors such as changing patterns in length of service, and part-time vs. full-time working arrangements. Earnings quartiles have however shifted, notably and the top 25% earners are closer to parity than last year.

The Performance Related Pay gap remains at 10.9% and still favours male staff, however there has been a significant change in the median PRP pay gap since last year. Whilst this year's data may be skewed by awards made to frontline staff during the 'covid-19 windows' mentioned at start of the report this is an area that requires close monitoring for potential bias.

As a council we continue to strive to ensure that all genders have equal rights, responsibilities and opportunities, leading to better cohesion in the workplace. Our ongoing work as a Timewise Council promotes agile and flexible working and quality part-time work opportunities for female and male staff. We have raised important equality awareness through events and stories shared, which has included hearing officer perspectives on: whether we are listening to women in the workplace; understanding the experiences of male colleagues across the organisation and what gender equality means to them; sharing experiences of maternity and paternity leave; and raising awareness of the menopause.

We have been working to better recognise and support our staff with caring responsibilities. Our Staff Carers Network now has 72 members and we have partnered with organisations such as Camden Carers and Mobilise to ensure that our carers have access to up to date advice and support. We have also created opportunities for peer support, holding Reflective Pause sessions specifically for carers during the lockdowns (where Carers could come together, reflect on their experiences and support each other) as well as 'cuppa' sessions for Carers to discuss their lives and experiences, and support each other.

We have a variety of **support leave options** available to reflect the different ways families and individuals might decide to and need to take leave. Over the past couple of years we have made several enhancements to our offer to staff:

- **Maternity, adoption and shared parental leave** - Staff can now get up to 6 months full pay from day one of their employment.
- **Premature birth** – We have introduced additional leave and pay for the parents of premature babies in accordance with the 'Employer with a Heart Chartermark'. We proudly commit to providing a day of leave for each day between the premature baby's actual birth date and the due date (up to 37 weeks), irrespective of whether they remain in hospital.
- **Neo-natal care** – We have introduced an additional entitlement of up to 4 weeks of additional paid leave for parents of full-term hospitalised babies.
- **Bereavement leave for parents** – We commit to providing time off with full pay to employees who lose a child at any age (not just under the age of 18) and providing time off at full pay from day one of employment.
- **Foster carers** – We have signed up to be a 'Foster Friendly Employer' and provide prospective foster carers up to 4 days paid leave and approved foster carers an additional 5 days paid leave.

- **Pregnancy Loss** – to ensure that we are fully supporting the wellbeing of our staff by offering specific paid leave for anyone (both the person physically experiencing loss and their partner) who experiences such loss, including miscarriage and abortion.
- **Domestic violence** – recognising the impact domestic abuse can have on working life we have committed to grant specific paid leave for victims of this crime. The aim of this is to allow employees time to make practical arrangements, take a break from work commitments and facilitate leaving an abusive partner or family member.

Ethnicity

The mean pay gap has decreased, however the median pay gap has increased slightly – both still favouring white staff. The ethnicity pay gap within Camden is driven by more White employees being employed in senior roles and fixing this requires progressive change. We are particularly pleased this year to see for the first time a more obvious shift in closing the pay gap between staff in Black, Asian and Other Ethnicity groups and White staff. Whilst there is still more to do, this year we are seeing the work we have been doing over a number of years begin to have a positive impact - with the proportion of staff from Black, Asian and Other Ethnicity groups increasing at all pay quartiles, other than the bottom 25% of earners and representation at Chief Officer level increasing by 9%. The increase in representation and narrowing of the mean pay gap are great first steps towards parity and our ongoing work noted below should see this trend continue in future years.

The Performance Related Pay gap still substantially favours white staff, whilst the mean pay gap has reduced significantly from last year, the median has increased. As with the gender PRP gap this year's data may be skewed by awards made to frontline staff during the 'covid-19 windows' where workforce make up differs from the council as a whole this is an area that requires close monitoring from potential bias. Given our analysis of PRP has shown that less both female and Black, Asian and other ethnicity staff receive less 2% awards a particular focus will be on analysis of intersectionality.

In 2021 we launched a comprehensive Anti-Racism Learning Offer, collaborating with 'In Diverse Company' and staff, including Camden Black Workers Group to procure and develop content. The offer includes education and reflection sessions for all staff (with smaller sessions for deeper discussion and reflection), and specific manager sessions. Anti-Racism resources including websites, podcasts, books and blogs to support mutual learning have also been made available. We are now moving to the second phase of the learning offer. There is more work that needs to be done to support people to embed what they have learnt and build the habits and behaviours that support individuals and teams to be truly inclusive.

We recognise that inequalities experienced by individuals vary across different ethnic groups. We have worked closely with colleagues to listen to their lived experience and to look closer at our Conscious Inclusion Statement following the first wave of the pandemic. We have been challenging our thinking about how much further we can go towards being a truly inclusive Council. Based on additional insight and evidence gained from March 2020 onwards, we have taken steps to review our Race Equality Action Plan and from feedback received have taken action, including:

- Improving **guidance on pay management** and putting in greater controls on pay exceptions to ensure decisions are evidence based and unbiased.
- Creating more opportunities for open and honest conversations through the **Staff Inclusion Forums** and the **creation of Safe Spaces** for staff across all three directorates.

- **Extending our Sponsorship and Mentoring** scheme and commissioning an **external evaluation** of this programme from the EW Group, to capture learning and inform next steps.
- Establishing a **Recruitment Working Group**, exploring how we can go further with reforming our recruitment and selection process. We are reviewing the end-to-end process of recruitment and selection to understand how and where the process is disadvantaging Black, Asian and other ethnic staff. We have also introduced **anonymised recruitment** for Level 5 roles and above - already showing positive results, and have introduced Inclusive Recruitment training for hiring managers.
- Recognising that traditional hiring methods can allow for unconscious bias and can be unethical and ineffective, we piloted using the '**Be Applied**' platform to help reduce potential for missing out on hiring staff from under-represented backgrounds.
- Supporting the setting up of **Women of Colour Progression Networks**, within each of our directorates, acknowledging that the experiences of, and specific barriers faced by, Black, Asian and other ethnicities are relevant both in and outside of the workplace. The networks focus on development and progression for Black, Asian and Other Ethnicity women through staff-led opportunities including webinars and mentoring.
- Setting up **Race Equality Catalyst Groups** in each directorate to ensure more nuanced race equality work is undertaken in individual services.
- Looking at our **processes for reporting racism and other forms of discrimination** and how these can be improved to feel safer and more accessible for staff

The Council is committed to drive forward the anti-racism work at scale and pace, working collaboratively with staff from across the workforce to deliver structural change. Utilising all newly established mechanisms will allow us to deliver on the commitment to become a truly inclusive organisation.

Disability

Robustly analysing disability pay data this year has again been incredibly difficult due to the high number of unknowns. Once we can get a clearer picture of the pay gap, we will be able to better understand what future work may be required. The median disability pay gaps have marginally increased since last year, both still favouring non-disabled staff though they both remain within the +/- 5% threshold. Very little has changed within the pay quartiles since 2019-20. The mean bonus pay gap has notably decreased, whilst the median has significantly increased, both still favouring staff that have not declared a disability.

Our work to make the organisation more inclusive for disabled staff greatly accelerated in 2020, in part due to the creation of Camden's Staff Disability Network and a robust Executive Board and working group, producing Camden's Disability Charter. As a result of this, a series of actions have been taken, including:

- Conducting two pieces of **research**; one into disabled staff's experiences at Camden (where we commissioned Deltapoll), and one into the impact of our policies and practices on disabled staff, in order to help the Council understand in more depth the action it needs to focus on.
- Being recognised as a **Disability Confident employer**, as part of the government's Disability Confident scheme.

- Commissioning an auditor to complete an **Access Audit of 5 Pancras Square**. This has led to an Action Plan being created for a series of changes to the building that will be taking place over this year.
- Developing and launching a **Wellbeing Passport**, providing a template for managers and staff to have open and collaborative conversations about workplace adjustments. It also enables staff who move around the organisation or gain a new manager to have some reassurance that their adjustments will be maintained, instead of having to talk through them again.
- Working to **centralise the budget for reasonable adjustments**, so that decisions about adjustments are not influenced by the budget constraints of individual teams or services.
- Appointing a **Senior Champion for Disability Inclusion** to ensure that at a senior level we are discussing disability issues staff are experiencing.
- **Disability Leave**, offering up to 10 additional days of paid leave each 'annual leave year' for our staff who have a disability. This is to ensure staff are not disadvantaged for taking time off because of their disability. Disability leave therefore does not contribute to staff's sickness absence.
- Initiating the development of a **Disability Learning Offer**, directed specifically to managers and HR, to ensure that both can effectively support disabled colleagues and are utilising a Social Model approach. The aim is to reduce stigma around disability, create more consistency for disabled staff throughout the organisation, and improve experiences of the workplace adjustments process.

This work will continue to be a priority area for the Council as we go forward. We will continue to work closely with disabled staff to hone our approach and create real, structural change.

Thematic Actions

Understanding our workforce

- Build on the work done to better understand the different experiences of ethnic groups and insights from the organisation wide Anti-Racist Learning Programme and encourage staff who have not previously declared their ethnicity.
- Continue work to encourage staff to declare their disability and continued education to dispel fears and appreciate the benefits of declarations through further promotion and development of the disability inclusion work currently taking place and being planned. A specific call to action for non-disabled staff to check and declare their disability status highlighting their role in helping us understand our workforce better.
- Encouraging new recruits and leavers to share information with us so we can better understand why they want to work at Camden and why they want or need to leave.

Progressive Change

- As part of developing 'post pandemic' working arrangements, continue to embed and promote agile, flexible and inclusive working practices across the council, particularly looking into changes in take-up of part-time working arrangements.
- Continue to embed and develop the inclusive recruitment work done this year to reform our recruitment and selection processes. Including our commitment to diverse panels for roles at level 5 and above, extending the use of anonymised recruitment and supporting the staff led 'Women of Colour' and 'Men of Colour' Progression Networks

- Continue to build on what we have learnt about the experience of disabled staff at Camden and review our processes to ensure they are more inclusive and disabled people feel valued, safe and respected.

Pay Management

- Review and monitor performance related payments during the year to assess and proactively monitor for any biases. Undertake regular communications to raise awareness and encourage the use of the My Recognition and My Reward schemes.
- Continue to ensure compliance with our pay management guidelines when determining starting salaries and applying any pay exceptions. Restart work that was paused during the pandemic on reviewing our pay schemes.

REPORT ENDS

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2020-21 Payscale

Payscale	Minimum	Mid-point	Maximum
Apprentice Level	£20,366.00	£23,435.50	£26,505.00
Level 1 Zone 2	£21,815.00	£22,668.00	£23,521.00
Level 1 Zone 3	£24,086.00	£25,027.50	£25,969.00
Level 2 Zone 1	£26,592.00	£27,364.50	£28,137.00
Level 2 Zone 2	£29,359.00	£30,507.50	£31,656.00
Level 3 Zone 1	£30,893.00	£33,190.50	£35,488.00
Level 3 Zone 2	£34,033.00	£36,756.50	£39,480.00
Level 4 Zone 1	£37,638.00	£40,648.50	£43,659.00
Level 4 Zone 2	£41,952.00	£45,307.50	£48,663.00
Level 5 Zone 1	£46,756.00	£50,497.00	£54,238.00
Level 5 Zone 2	£50,655.00	£56,283.00	£61,911.00
Level 6 Zone 1	£59,865.00	£66,515.50	£73,166.00
Level 6 Zone 2	£69,072.00	£76,748.00	£84,424.00
Level 6 Zone 3	£75,008.00	£85,026.00	£95,044.00
Director Level	£90,000.00	£105,000.00	£120,000.00
Chief Executive & Executive Director	£129,600.00	£164,625.00	£199,650.00

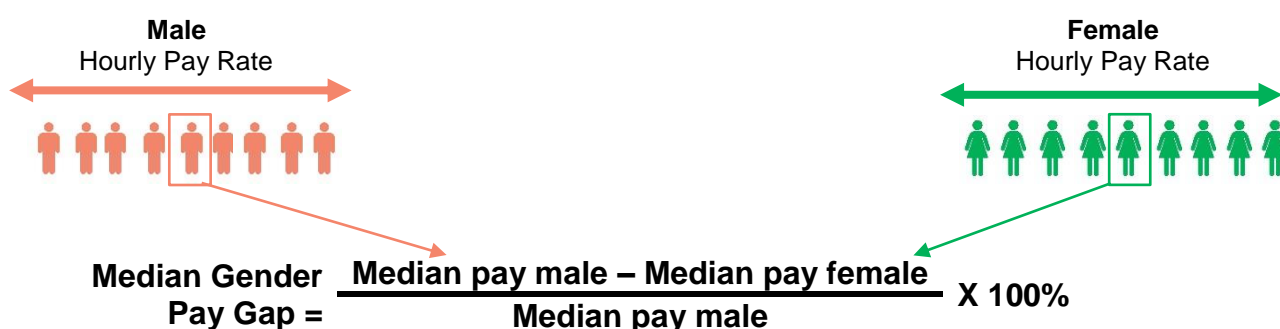
Methodology

This report adopts the methodology prescribed by the government legislation which came into force in April 2017, a summary explanation of which is provided below. The full methodology can be accessed [here](#)⁵.

What do we report on?

Parameter	Calculation details
Employee headcount	Only full-pay employees employed by the Council as of 31 March 2021 are included in the calculation. That means that an employee must be paid full usual pay during the pay period (1 April 2020 – 31 March 2021). If the employee is paid less than his usual rate because of being on unpaid leave for that period, he is not included in the calculation.
Hourly Pay rate	Includes any monetary payment: basic pay, allowances, pay for piecework, and pay for leave, shift premium pay, performance based payments. Does not include overtime pay, redundancy pay, pay related to termination of employee, any repayment of authorized expenses, benefits in kind, interest-free loans.
Mean pay gap	The difference between the average hourly rate of pay of male and that of female expressed as a percentage of the average hourly rate of pay of male employees.
Median pay gap	The difference between the actual midpoint of hourly rates of pay of male and that of female expressed as a percentage of the actual midpoint hourly rate of pay of male employees.
Quartile pay bands	The proportion of male and female full-pay relevant to employees in the top 25% of earners, 2 nd highest 25% of earners, lowest 25% of earners and 2 nd lowest 25% of earners.
Performance related payment	My Reward and My Recognition schemes which consist of £40 vouchers, 1% and 2% of current pay rewards as well as Chief officer variable pay.

Median Pay Gap Calculation



⁵ <https://www.gov.uk/guidance/gender-pay-gap-reporting-data-you-must-gather>