



London Borough of Camden

Pay Gap Report

April 2021 – March 2022

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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 We Make Camden 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 proud to this year be the first local authority to publish our pension pay gap alongside this report. Shining a light on this disparity will help us raise the profile of this important issue.

We are pleased to report that we continue to see progress towards closing pay gaps where they exist. The ethnicity pay gap within Camden is driven by more White staff being employed in senior roles and more Black Asian and Other Ethnicity staff being employed at lower levels and fixing this requires progressive change. Whilst there is still more to do, 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 and representation at Chief Officer level again increasing. We are also now starting to achieve representation in our senior grades that reflects the Camden Community.

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 2020/21. 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 2021/22 year is not directly comparable to 2020/21.

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

Gender

- There has been no material change to the gender pay gap still favours female staff, since last year both the mean and median pay gaps have increased slightly from 0.9% to 1.2% and from 1.5% to 2.5% and remain below the 5% threshold¹
- The median and mean gender pay gaps for part-time employees have decreased, but still favour female staff. This data is skewed by the fact that 71% 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 increased from 4% to 8% this year still in favour female staff. This almost reverses the change seen last year where the gap reduced from 10% to 4%
- The pay gaps at Director Level have again shrunk and are now below 5% with mean at 1% and median at 3.5% still favouring male staff. There are now only two grades with a gap of over 5% and both of these are skewed by either very small numbers (Level 6 Zone 3) or the ranges of role and pay included ('Other'²)
- The proportion of staff receiving some type of Performance Related Pay (PRP) has decreased slightly for both men and women since last year. The mean PRP gap has decreased from 10.9% to 7.4% and the median from 15.3% to 13.8% - both still favouring male staff.

Ethnicity

- There has been no material change to the mean and median ethnicity pay gaps although both have slightly increased since last year to 13.3% and 11.9% compared to 13% and 10.9% last year - both still favouring white staff

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.

² The 'Other' grade encompasses a combination of staff that have TUPE transferred into Camden on protected, pay, terms and conditions and the sessional workers, such as music tutors and sports coaches, where pay and hours can vary significantly.

- The proportion of Black, Asian and Other Ethnic staff has increased slightly at all quartiles since last year. Both the lower middle and upper middle quartile have the largest increase both increasing by 3% from last year – from 55% to 58% and 46% to 49%
- The lower level of Black, Asian and Other Ethnicity representation at senior levels and the higher level of representation at lower levels continues to drive the ethnicity pay gaps, although the proportion at the Chief Officers level has again increased - by 7% following a 10% increase last year and we are also now starting to achieve representation in our senior grades that reflects the Camden Community.
- The PRP Pay Gap continues to significantly favour White staff with the mean and median slightly increasing this year from 25% to 26.7% and 24.8% to 27.5%.

Disability

- Robust analysis of pay data by disability is significantly hindered by the high proportion of 'unknowns'. Whilst this is our best data set yet - with a significant decrease of unknowns since last year from 49.7% to 32.6% - the high number of unknowns will continue to skew the data and the change makes direct comparison with 2020/21 challenging
- Both the mean and median disability pay gaps have decreased since last year and remain below the 5% threshold.
- There have been no significant changes within quartiles since last year.
- The PRP Pay Gap continues to greatly favour staff who have not declared a disability, however both the mean and median have decreased significantly since last year and are both below the 5% threshold.

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 completing the review of our pay schemes.

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 information³. 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 2021-22 Gender Pay Gap figures indicate that women continue to be paid slightly more than men. The mean and median pay gaps have both increased slightly since last year from 0.9% to 1.2% and from 1.5% to 2.5%. There is some more substantial variation at the grade level and this will be investigated later on in this report.

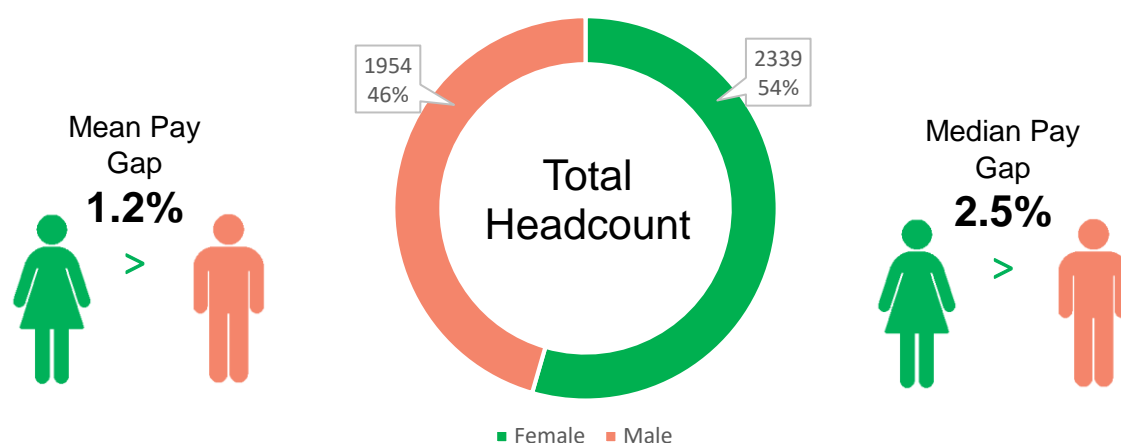


Figure 1: Mean and Median Gender Pay Gap

Part-time/Full-time Gender Pay Gap

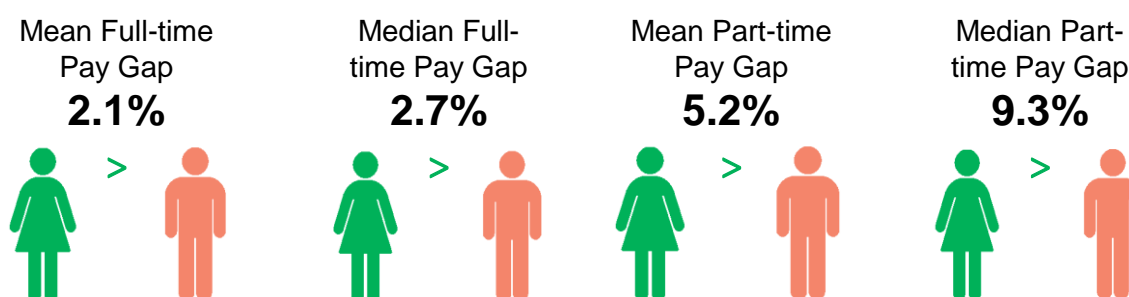


Figure 2: FT/PT Gender Pay Gaps

For both full and part-time employees, female staff are still earning more than their male colleagues – the gap for full-time staff has increased since last year for the mean 0.9% to 2.1% and the median from 1.3% to 2.7%. The Mean and Median part-time pay gaps have decreased since last year's from 12.2% to 5.2% and 12.9% to 9.3% - both still favouring women. Part-time staff at Camden are much more likely to be female, with them making up 71% of all part-

³ 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 2022.

time staff (down from 73% last year). This may skew hourly rates in favour of part time females above part-time male employees and the small decrease in the proportion of part time workers that are female appears to be the driver of the reduction in the part-time pay gaps. Review of the underlying data indicates that changes to the full and part-time pay gaps are being driven by a reduction in the number of female staff at Level 4 and above working part-time.

Workforce Gender Composition by Earnings Quartile

The gap between for the top 25% male and female earners (upper quartile) has increased from 4% last year to 8% this year, still favouring women. The Upper middle has decreased by 2% from last year however still favouring women, whilst the lower middle remains the same as last year. The difference between the bottom 25% of earners has increased from last year from 2% to 6% still in favour of men.

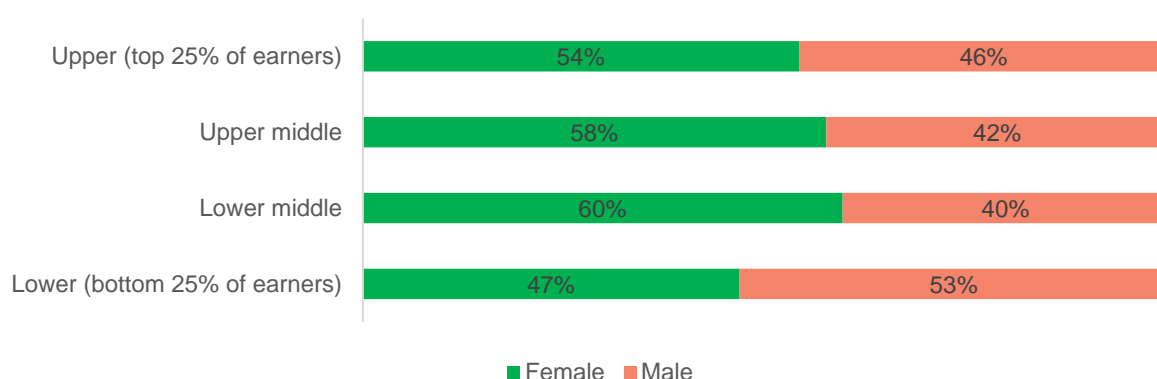


Figure 3: Workforce Gender Composition by Earnings Quartile

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.

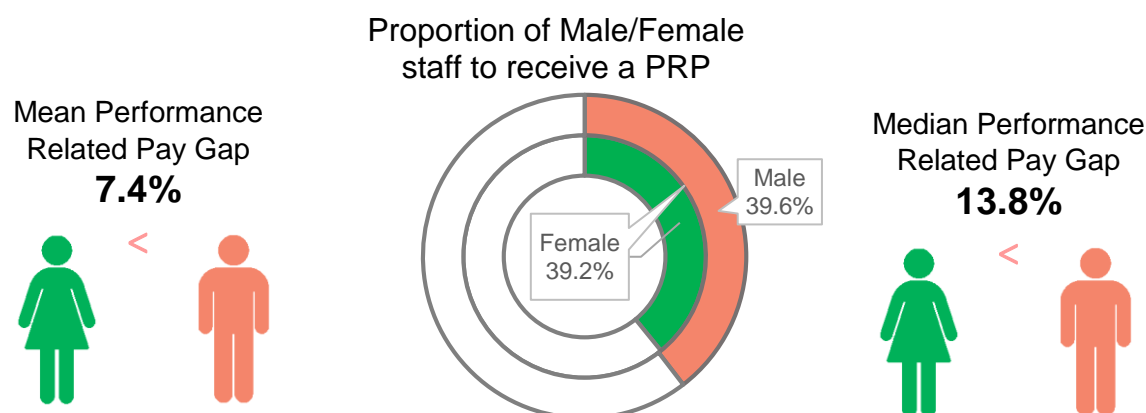


Figure 4: Mean and Median PRPs Gender Pay Gap

The overall proportion of staff receiving some type of PRP has slightly decreased by 0.9% for women, and 1.8% for men since 2020-21. In light of the temporary various to the My Reward Scheme noted at the beginning of the report a decrease is not unexpected and it is not possible to make direct comparisons to 2020-21 data. It is positive to note that the number of staff receiving PRP remains both significantly above and more balanced compared to 2019-20 when 28% of female and 32% of male staff received some form of PRP.

The mean and median PRP gap have both decreased from 10.9% to 7.4% and 15.3% to 13.8% - continuing to favour male staff. The cause of the difference is not abundantly clear, however at the 17 different pay grades at Camden, the average PRP value within 9 of them favoured male staff – compared to 12 grades in 2020-21. Review of the underlying data has shown a couple of potential factors driving this gap – the distribution of the different types of PRP between male and female staff (overall amount and by grade) and the relative position within the pay grade of staff receiving 1% and 2% awards. Differences in the number of male and female part time staff receiving awards at each level will also have had some influence – for example at Level 5 and above 15 female staff working part time received awards compared to only 2 male staff.

The overall distribution of £40 vouchers and 1% awards favoured female staff by 2.3% and 4.2%, whilst the distribution of 2% awards favoured male staff by 3.6%. There were however more significant variances at individual grade levels.

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 awards at Level 3 in particular - with female staff overrepresented for 1% awards and male staff overrepresented for 2% awards.

Level	1% Awards		2% Awards	
	Female %	Male %	Female %	Male %
Level 1	60.0%	40.0%	50.0%	50.0%
Level 2	59.9%	40.1%	51.4%	48.6%
Level 3	65.6%	34.4%	48.3%	51.7%
Level 4	60.8%	39.2%	54.6%	45.4%
Level 5	45.5%	54.5%	54.0%	46.0%
Level 6	40.0%	60.0%	52.8%	47.2%
All Grades	60.0%	40.0%	52.1%	47.9%

Gender Pay Gap by Grade

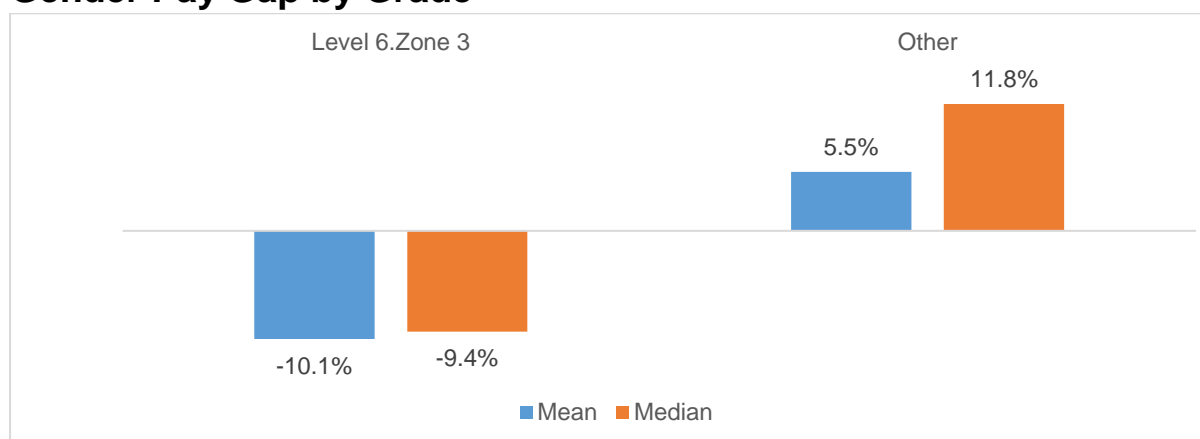


Figure 5: Gender Pay Gaps exceeding 5%

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, 2 have a mean or median gender pay gap exceeding 5%. This is a reduction from 6 grades in 2020-21 – Apprentice, Level 1 Zone 3, Level 1 Zone 2 and Director grades now have pay gaps below 5%.

It should be noted that there are only 7 staff at Level 6 Zone 3, 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 and has seen a significant change since last year with the mean pay gap moving from favouring female staff by 30.4% to favouring male staff by 5.5%, whilst the median has increased from 5.5% to 11.8% still favouring male staff. This grade contains 178 staff and as highlighted in previous years the majority (148) are staff that have TUPE transferred into Camden on protected, pay, terms and conditions and the remainder are sessional workers, such as music tutors and sports coaches, where pay and hours can vary significantly.

Proportional Gender Pay Gap

There have been some changes, in the workforce composition at the (summarised) pay grades. Level 1 saw the largest change with the proportion of female staff decreasing by 6% - the proportion had previously increased by 16% in 2020-21. The proportion of female staff at level 5 increased by 3%. Whilst at Chief Officer level the proportion of female staff increased by 4%.



Figure 6: Proportion of Female Employees by Grade 2021-22 vs. 2020-21

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.

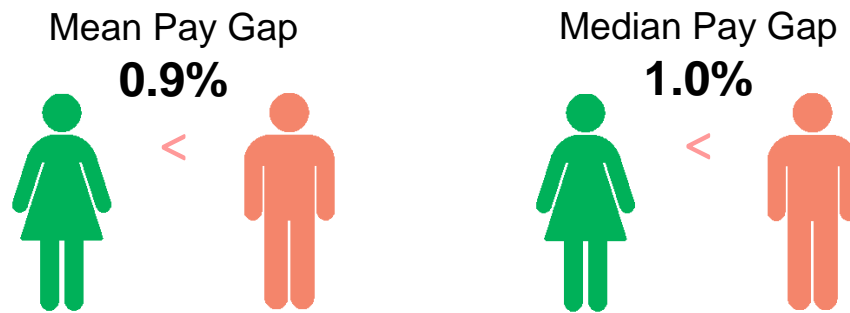


Figure 7: Proportional Gender Pay Gap

The proportional mean gender pay gap has flipped from being 0.6% in favour of female staff last year to being in favour of male staff this. The proportional median gender pay gap has increased slightly from 0.7% to 1.0% - 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 (BAOE⁴) backgrounds as a group.

Headline Ethnicity Pay Gap

The mean and median ethnicity pay gaps have slightly increased since last year. As *Figure 8* shows, the mean and median pay gaps are now 13.3% and 11.9% compared to 13% and 10.9% last year - both still favouring white staff. There does not appear to be a clear single driver of these changes. We have seen an increase in the proportion of Black, Asian and Other Ethnicity staff at higher earnings levels, notably at Level 4 Zone 2 and Level 5 Zone 1. However, alongside this there has been a small increase in the number of unknowns from 15% last year to 16% this year that will also have influenced the results.

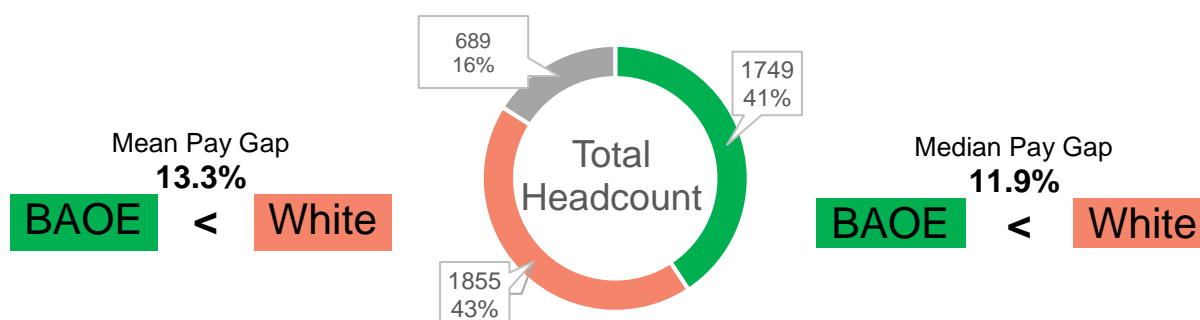


Figure 8: Mean and Median Ethnicity Pay Gap

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 Ethnic staff has increased slightly at all quartiles since last year. Both the lower middle and upper middle quartile have the largest increase both increasing by 3% from last year – from 55% to 58% and 46% to 49%.



Figure 9: Workforce Ethnicity Composition by Earnings Quartile

⁴ 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 Payment Gap continues to substantially favour White staff. The mean and median PRP pay gaps have slightly increased this year from 25% to 26.7% and 24.8% to 27.5%. The Proportion of staff to receive a PRP has marginally decreased for Black, Asian and Other Ethnicity staff from 40% to 39.6%, but marginally increased for White staff from 45% to 45.1%.

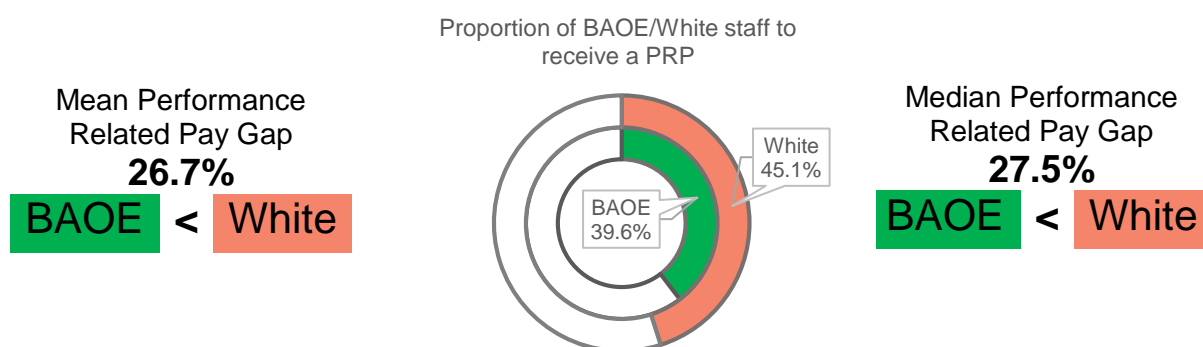


Figure 10: Mean and Median PRPs Ethnicity Pay Gap

Review of the underlying data indicates that distribution of £40 vouchers and 1% payments was broadly comparable to representation in the workforce – favouring White staff by only 1.5% and 1.7%, but for 2% payments White staff were overrepresented by 6.4%. There were however more significant variances at individual grade levels.

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 1% payments at Level 2 and Level 6 – favouring White staff and at Level 5 favouring Black, Asian and Other ethnic staff. There are notable differences in the distribution of 2% payments at Levels 1 and Levels 4 to 6 favouring Black, Asian and Other ethnic staff, and at Level 2 – favouring White staff.

However, despite the disproportionate distribution of awards at certain grade Levels at prime driver of the ethnicity PRP pay gap remains the higher representation of White staff at higher grade levels.

Level	1% Reward		2% Reward	
	BAOE	White	BAOE	White
Level 1	66.7%	33.3%	80.0%	20.0%
Level 2	53.8%	46.2%	50.0%	50.0%
Level 3	57.5%	42.5%	54.8%	45.2%
Level 4	39.4%	60.6%	48.4%	51.6%
Level 5	41.2%	58.8%	40.0%	60.0%
Level 6	11.1%	88.9%	25.0%	75.0%
All Grades	47.0%	53.0%	42.3%	57.7%

Ethnicity Pay Gap by Grade

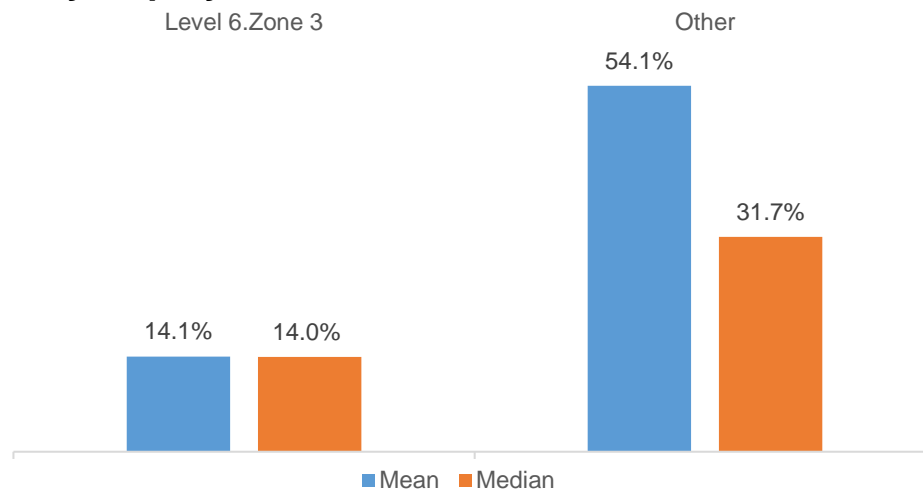


Figure 11: Ethnicity Pay Gaps exceeding 5%

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 being 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, only 2 now have a median and/or mean Ethnicity Pay Gap exceeding 5% - they are shown in Figure 11. Pay gaps at the Apprentice, Level 1 Zone 2 and Chief Executive and Director grades have reduced since last year to below 5%.

The mean and median pay gap at level 6 Zone 3 has increased significantly since last year from 3.8% to 14.1% and 5.2% to 14% - both favouring White staff. However, as noted earlier there are only 7 staff at this grade level, notably smaller than other grades, so any variation – however minor – in pay will skew the result quite significantly. The 'other' grade continues to be an outlier the mean pay gap has increased from 44.5% to 54.1% whilst the median pay gap has slightly increased from 30.9% to 31.7%. The difference between the mean and median indicates that extreme values are skewing the mean pay gap figure, this is not unexpected as there is a high level of unknowns in this grade and as a result data for only 36 staff are included in this analysis. In addition, as noted earlier in the report this grade includes staff that have TUPE transferred into Camden on protected, pay, terms and conditions with the remainder are sessional workers, such as music tutors and sports coaches, where pay and hours can vary significantly.

Proportional Ethnicity Pay Gap

The proportion of Black, Asian and other Ethnic staff has increased all but one of the (summarised) pay levels since 2020-21, 'unknowns' have been removed (as they were last year.) The only level to see a decrease was level 1, decreasing by 2%. The largest increase was Chief Officers which has increased by 7% from last year.

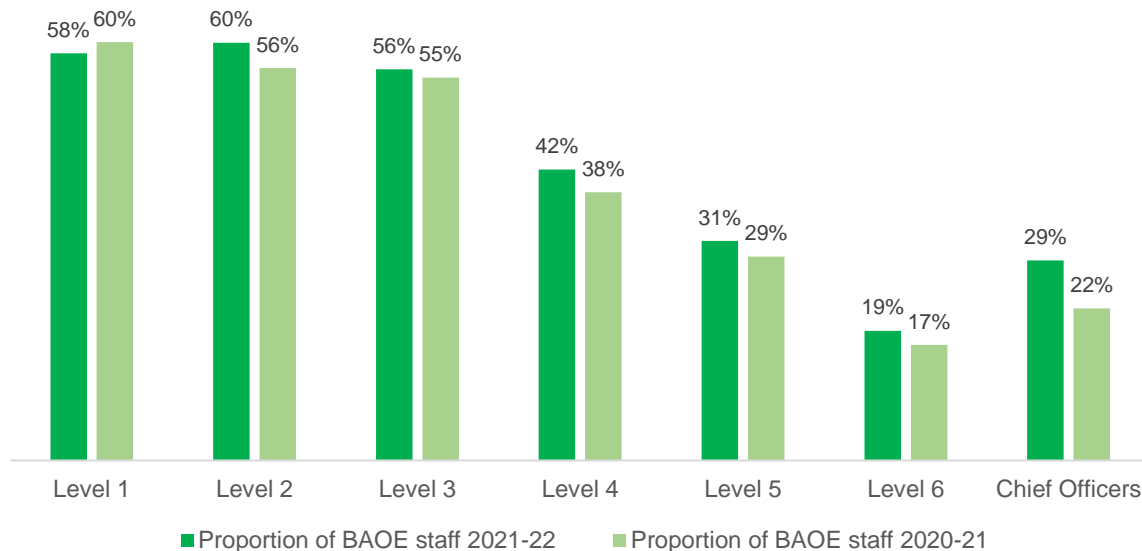


Figure 12: Proportion of BAOE Employees by Grade Difference 2021-22 vs. 2020-21

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 increased from 0.1% to 1.6%, whilst the median has increased from 1.3% to 1.6% - 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 continuing lower levels 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

Detailed analysis of pay data by disability is constrained by a relatively high number of unknowns despite a significant decrease since last year, from 49.7% to 32.6% - this value also includes those staff who declared themselves as 'prefer not to say'. This decrease in unknowns is largely as a result of more staff making a declaration that they are not disabled, so whilst the number of staff also declaring a disability has increased we have only seen a small increase in the proportion of staff to have declared a disability – to 5.8%. Whilst this is our best data set yet, the high number of unknowns will continue to skew the data and make direct comparison with 2020/21 more challenging, so conclusions drawn from the data will need to bear that in mind.

Headline Disability Pay Gap

The mean and median disability pay gaps have decreased slightly since last year and remain below the 5% threshold. The mean has decreased from 3.5% to 2%, whilst the median has decreased from 2% to 1.3% - both still favouring non-disabled staff. The London median disability pay gap is 6.5% which is lower than the overall UK median of 13.8%⁵ - both of which are substantially higher than Camden's 1.3% median disability pay gap.

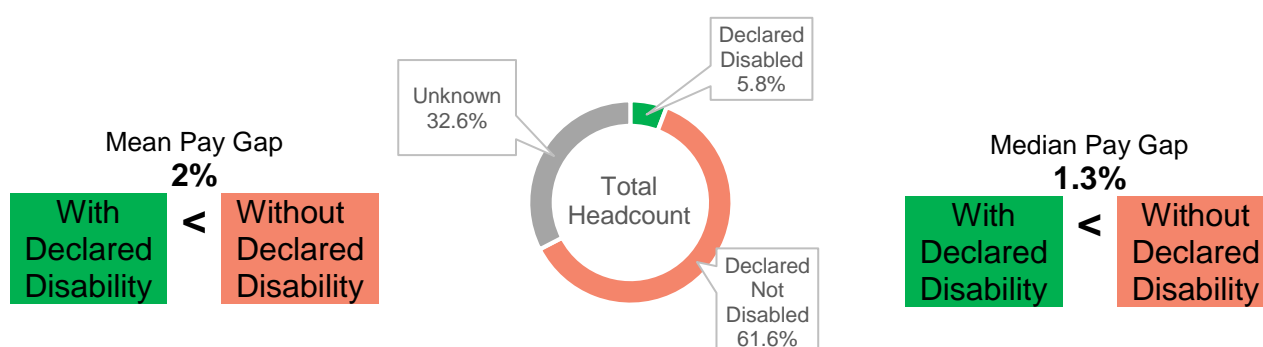


Figure 14: Mean and Median Disability Pay Gap

Workforce Disability Composition by Earnings Quartile

As with Ethnicity, 'Unknowns' have been removed in order to clarify the data. Upper Middle of earners have stayed the same at 10% whilst Lower bottom 25% of earners has decreased by 1% whilst Upper 25% of earners and lower middle have both increased by 1%.

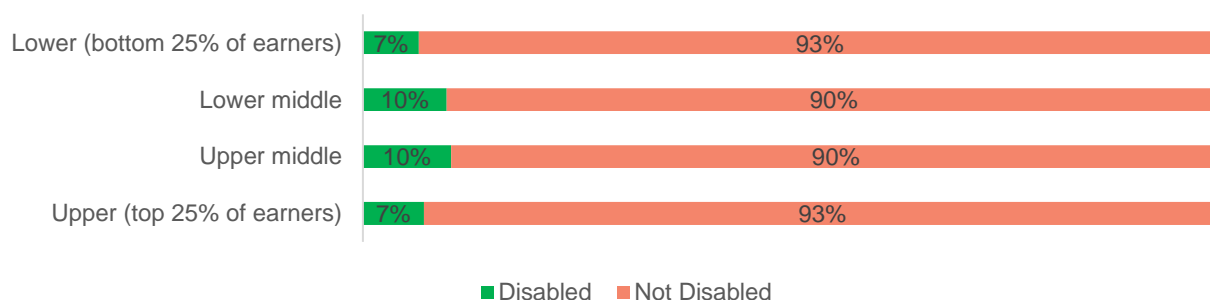


Figure 15: Workforce Disability Composition by Earnings Quartile

⁵ ONS 2021, full report available [here](#).

Performance Related Payments Disability Pay Gap

The performance related payments gap continues to favour staff who have not declared a disability. The mean performance related pay gap has decreased from 12.5% last year to 3.5% this year, still favouring non-disabled staff. The median has decreased significantly from 30% last year to 2.7% this year. The proportion of disabled staff to receive a bonus has increased from 42% last year to 49.4%, and the proportion of non-disabled staff to receive a bonus has decreased from 45.2% last year to 42.5%.

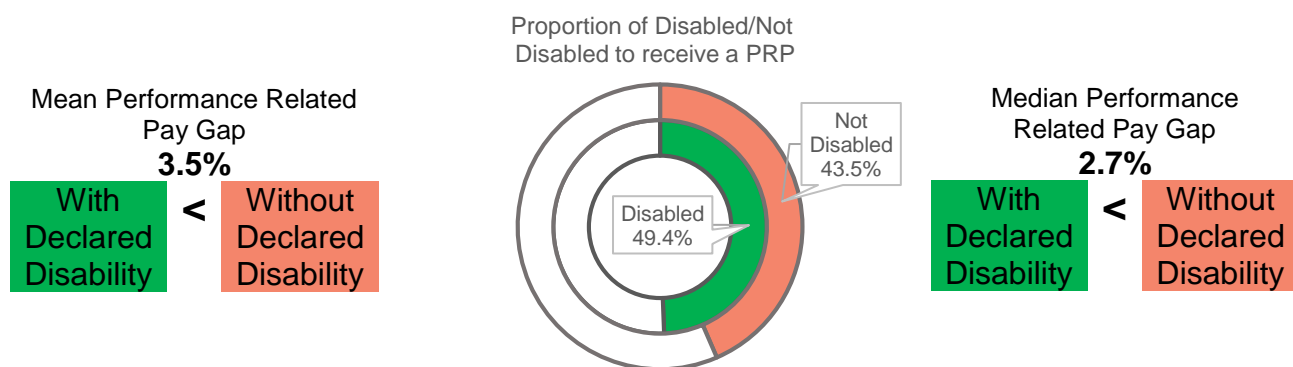


Figure 16: Mean and Median PRP Disability Pay Gap

Disability Pay Gap by Grade

Out of the 17 different pay grades at Camden, 4 have a Mean or Median 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.

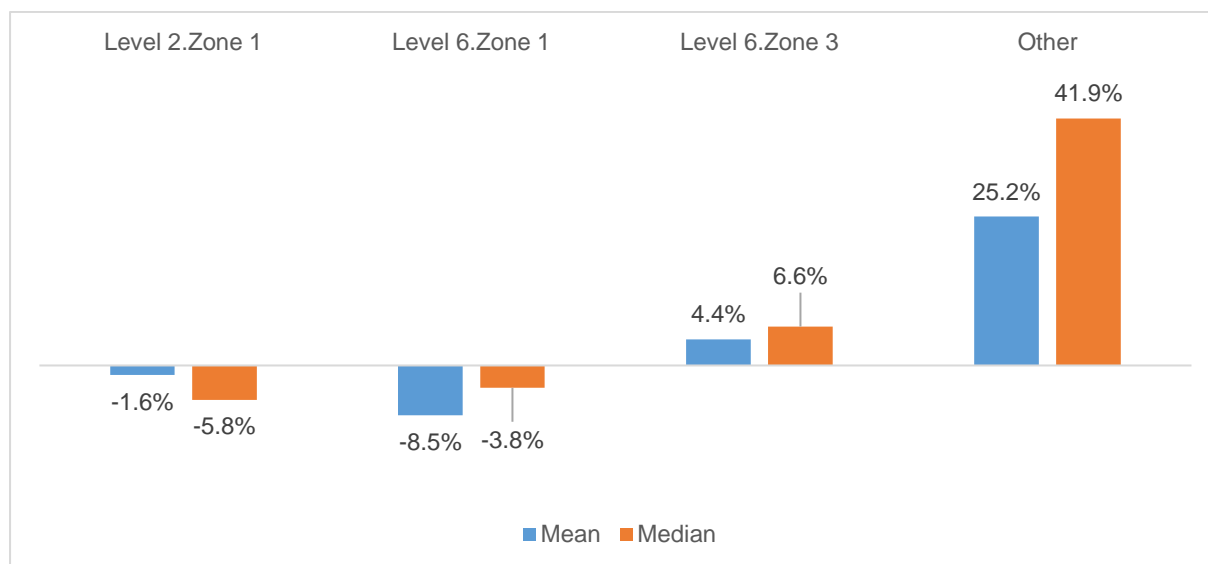


Figure 17: Disability Pay Gaps Exceeding 5%

The mean pay gap at Level 2 Zone 1 has decreased from 2.5% last year to 1.6% this year, however the median pay gap has increased from 4.8% to 5.8% - both continuing to favour disabled staff. However, the level of unknowns remains high at 33%.

The mean and median pay gap at Level 6 Zone 1 favours disabled staff at 8.5% and 3.8%. It was not possible to analyse this grade last year due to the lack of declarations and whilst the data has improved the year the level of unknowns is still high at 30%.

The mean and median pay gap at Level 6 Zone 3 both favour non-disabled staff at 4.4% and 6.6%. It was not possible to analyse this grade last year due to the lack of declarations, but whilst the data has improved the level of unknowns and small number of staff at this level will continue to skew the analysis.

The pay gap at the 'Other' level significantly skews towards non-disabled staff, however the disability status of 91% of staff at this level is unknown meaning this data cannot be considered representative.

Proportional Disability Pay Gap

The proportion of disabled staff has increased at Levels 1, 4 and 6 since last year, whilst remaining the same at level 3 and level 5 and decreasing by 1% at Level 2.

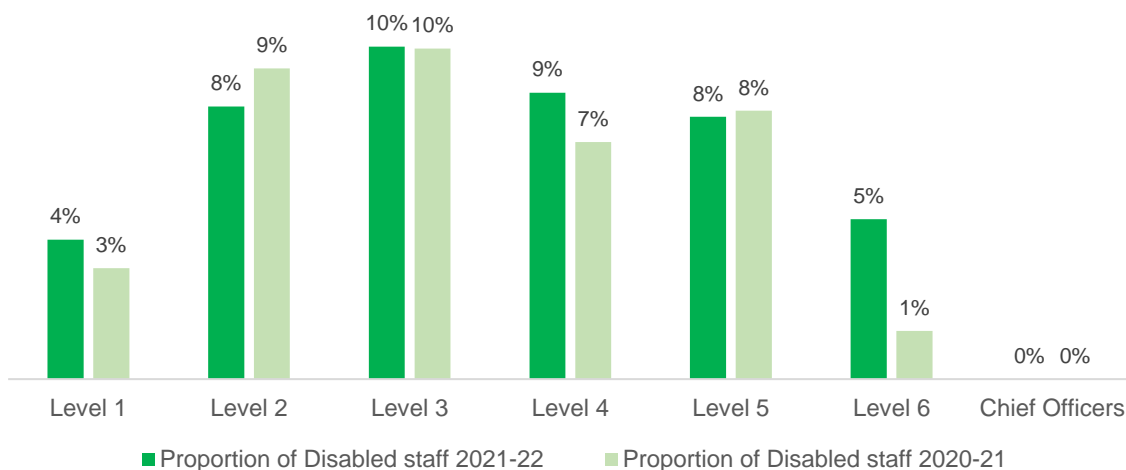


Figure 18: Proportion of Disabled Employees by Grade Difference 2021-22 vs. 2020-21

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 0.1% this year, whilst the median rose from 0.1% to 0.3% 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, both mean and median Pay Gaps have increased since 2020-21. 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 differences in part-time and full time working arrangements and changing patterns in length of service. Earning quartiles have shifted slightly but continue to favour female staff, with exception of the bottom 25% of earners which has increased from last year and continues to favour men.

The Mean and Median Performance Related Pay gap has decreased from 2020-21 to 7.4% and 13.8% both still favouring men. Whilst the overall proportion of staff receiving some type of PRP has slightly decreased since 2020-21. In light of the temporary various to the My Reward Scheme noted at the beginning of the report a decrease is not unexpected it is positive to note that the number of staff receiving PRP remains both significantly above and more balanced compared to 2019-20.

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 continues to grow 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 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

Both Mean and Median pay gaps have increased slightly from 2020-21 both still favouring white staff. The ethnicity pay gap within Camden is driven by more White employees being employed in more senior roles. Earning quartiles have shifted from last year seeing slight increases in the number of Black, Asian and other Ethnic staff in the top 3 quartiles with the upper middle earning quartile being almost at parity.

The performance related pay gap still favours white staff, with both mean and median seeing an increase from last year. Whilst analysis of PRP has shown some disproportionality in distribution as certain pay levels the prime driver of the ethnicity PRP pay gap remains the higher representation of White staff at higher grade levels.

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. Over 3,300 staff have now been trained to understand racism in all its forms and become anti-racist allies. An E-module has also been created to train staff that are new to the organisation, and we will continue to run quarterly sessions for managers. We have also delivered targeted learning, such as sessions for managers on the experiences of Black Women at Camden

We recognise that inequalities experienced by individuals vary across marginalised groups, and that experiences are complex and multifaceted. We have worked closely with colleagues to listen to their lived experience and continue to do this to inform our approach. Forums to facilitate this include:

- Working with the **Race Equality Catalyst Groups** in each directorate to ensure more nuanced race equality work is undertaken in individual services.
- Creating opportunities for open and honest conversations through the **Staff Inclusion Forums** and the **creation of Safe Spaces** for staff across all three directorates.
- Supporting the development of **Women of Colour and Men 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.

Our **Recruitment Working Group**, continues to work on making our **recruitment processes more inclusive** by mandating panels diverse in ethnicity and gender for Levels 5 and above and creating a group of **Inclusive Recruitment Volunteers** who can help make this happen. As well as anonymised recruitment, we have now begun trialling **non-all-white shortlists**

We are also 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

Analysing disability pay data once again, has been incredibly difficult due to a relatively high number of unknowns. Whilst this is our best data set yet, with a decrease in the number of unknowns from 49.7% to 32.6%, the high number of unknowns continues to skew the data and make direct comparison with 2020/21 more challenging.

Both mean and median disability pay gaps have slightly decreased from last year, both still favouring non-disabled staff whilst both the mean and median remain within the +/- 5% threshold. Very little has changed within the pay quartiles since 2020-21. The mean and median bonus pay gaps have both significantly decreased, both still favouring staff that have not declared a disability.

We are recognised as a **Disability Confident employer**, as part of the government's Disability Confident scheme and continue to work closely with the Staff Disability Network to make the organisation more inclusive for disabled staff. In addition to embedding our **Wellbeing Passport**, that provides a template for managers and staff to have open and collaborative conversations about workplace adjustments recent work includes:

- Introducing **Disability Leave**, so that disabled staff and carers can take an additional 10 days leave to attend medical appointments and other planned disability-related obligations
- Launching our **Disability Inclusion Learning Offer** specifically for managers and HR Colleagues so that we can better support our disabled staff to thrive at work.

This work continues to be a priority area for the Council as we go forward working 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

- 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 to reform our recruitment and selection processes.
- 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 and complete work on reviewing our pay schemes.

REPORT ENDS

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2021-22 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

The pay values in the paycales set out above and data used for this report reflect the rates in use during the 2021-22 year. Agreement on the annual pay award for 2021-22 was only reached at the end of February 2022 and this meant the earliest changes could be implemented in our payroll was April 2022 - when staff also received back pay for the period 1 April 2021 to 31 March 2022.

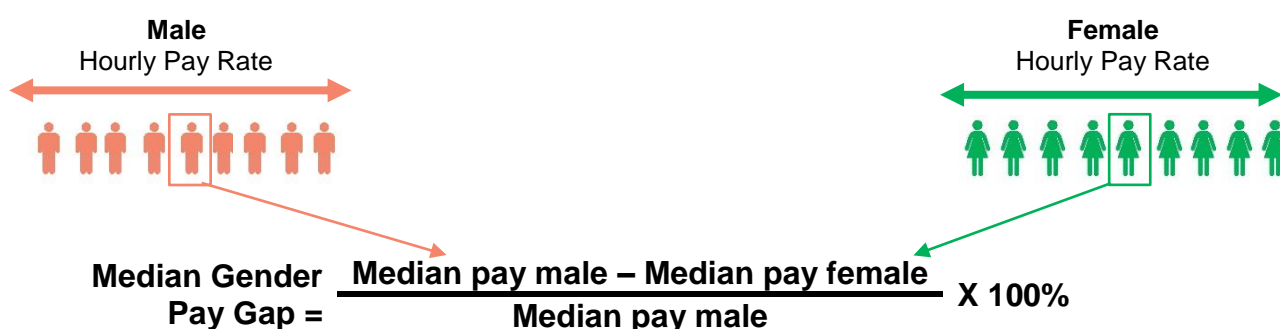
Methodology

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](#)⁶.

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



⁶ <https://www.gov.uk/guidance/gender-pay-gap-reporting-data-you-must-gather>