

London Borough of Camden

Pay Gap Report

April 2018 – March 2019



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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. We are committed to creating an inclusive workplace culture where everyone can reach their full potential. 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 in closing pay gaps where they exist. We believe there is still more to do, particularly in relation to the gap between Black, Asian and minority ethnic (BAME) and non-BAME staff which continues to be driven by the fact there are more non-BAME employees in senior roles within Camden. However, this is different from 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 and we continue to take action to address any 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 a higher level of 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.

Jo Brown, Director of Human Resources & Organisation Development

Executive Summary

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

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

1. The headline gender pay gap still marginally favours female staff and this has increased since last year's report; with 6% mean and 2% median pay gaps observed. This is largely because of the increase since last year of women in more senior roles.
2. The median and mean gender pay gap for part-time employees substantially favours female staff. This data is skewed by the fact that female staff form nearly 80% of part-time employees at the Council.
3. The gender composition at different earning's quartiles has changed little since last year, with only the top 25% of earners seeing any notable change.
4. The performance related payments gender pay gap, both mean and median, still significantly favours male staff, however this has improved since last year's report. We believe this because male staff at more senior levels are more likely than their female colleagues to receive bonuses, skewing the figures substantially.
5. Gender Pay Gap by grade has seen some fluctuations, most notably at the more senior level of the council.
6. The proportional gender pay gap¹ has switched from favouring male staff last year to favouring female staff this year.
7. The overall ethnicity pay gap has seen the median pay gap decrease to 10%, whilst the mean pay gap has increased to 16.2%, both still favouring white staff. This is largely due to there being more non-BAME staff in senior roles at Camden.
8. The ethnicity gap by grade saw fluctuations as it did in the previous year; with many grades moving closer to parity and a few flipping from favouring white staff to favouring BAME staff this year.
9. The median proportional ethnicity pay gap saw a notable decrease to 0.4% vs. 1.5% last year, whilst the mean proportional pay gap figure marginally increased (both figures still favouring white staff, however).
10. Low declaration rates continue to make detailed disability pay gap analysis difficult. The overall median and mean disability pay gap figures have reached closer to parity since 2017-18, however still favour staff who have not declared a disability.
11. The median and mean proportional pay gap figures continue to favour staff who have declared a disability, and these figures have marginally increased since last year.

¹ 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.

1. 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.

1.1 Headline Median and Mean Gender Pay Gap

The 2018-19 figures show that women are still paid slightly more than men overall, and the gap has increased since the 2017-18 report. The mean pay gap increased from 1.6% to 6% and the median pay gap increased from 0.1% to 2%, both in favour of women. There is, however, substantial variation between different grade levels – with men earning slightly more for some of them and full parity on others. This is investigated in more detail later on in the report.

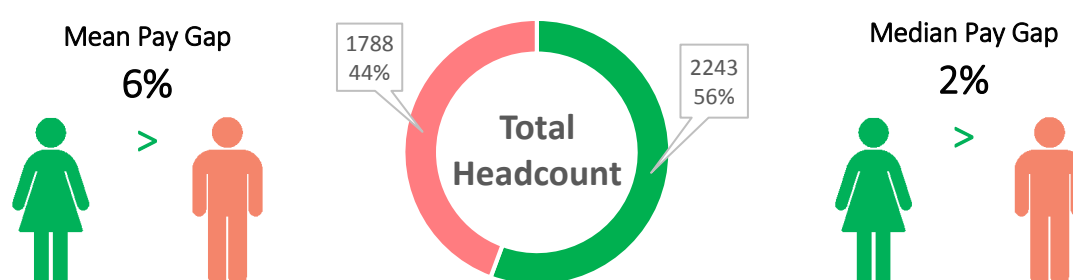


Figure 1: Median and Mean gender pay gap

1.2 Part-time/Full-time Gender Pay Gap

To provide deeper insights into the underlying patterns driving the headline results, we have compared the mean and median pay gaps across full and part-time staff. For full-time staff, female pay rates – both mean and median – are slightly higher than men's at 5%. For part-time female staff, however, their mean and median earnings, 29% and 14% respectively, are substantially higher than their male part-time counterparts. A likely factor into this discrepancy is that part-time officer's at Camden are much more likely to be female, with them making up 79.1% of all part-time staff. This, in turn, raises the mean hourly rates of part-time females above their part-time male colleagues.

Work pattern	Mean Gender Pay Gap	Median Gender Pay Gap
Full-time	-5%	-5%
Part-time	-29%	-14%

Figure 2: Median and Mean gender pay gap for full-time and part-time employees

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 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 2019.

1.3 Workforce Gender Composition by Earnings Quartile

Overall, the gender composition at different earning's quartiles has not changed since last year's report. The only exception to this trend is for the upper (top 25%) of earners, the female proportion of which has risen from 52% in 2017-18 to 57%. This is likely due to recent staff changes at the director and executive levels of the Council.

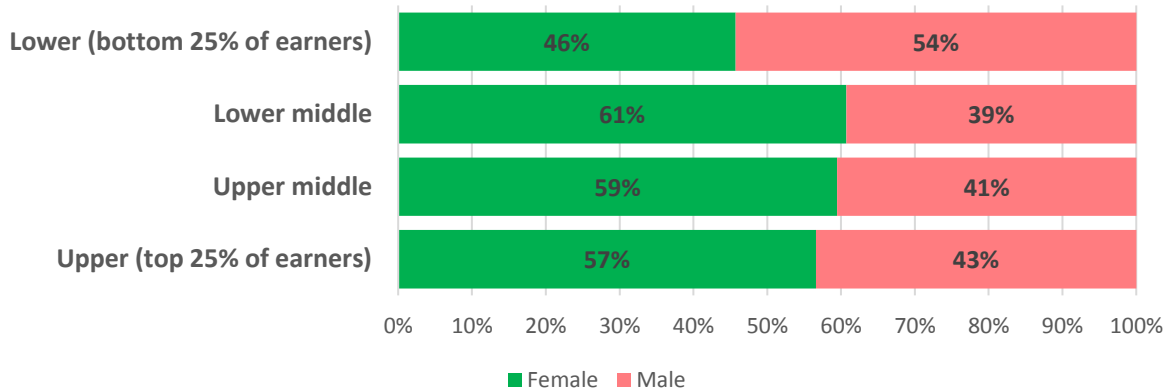


Figure 3: Workforce gender composition by earnings quartile

1.4 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. Although these awards all fall under the definition of bonus payments specified by the government's criteria, they can and do have substantially different impacts on pay levels and may influence the gaps in this area.

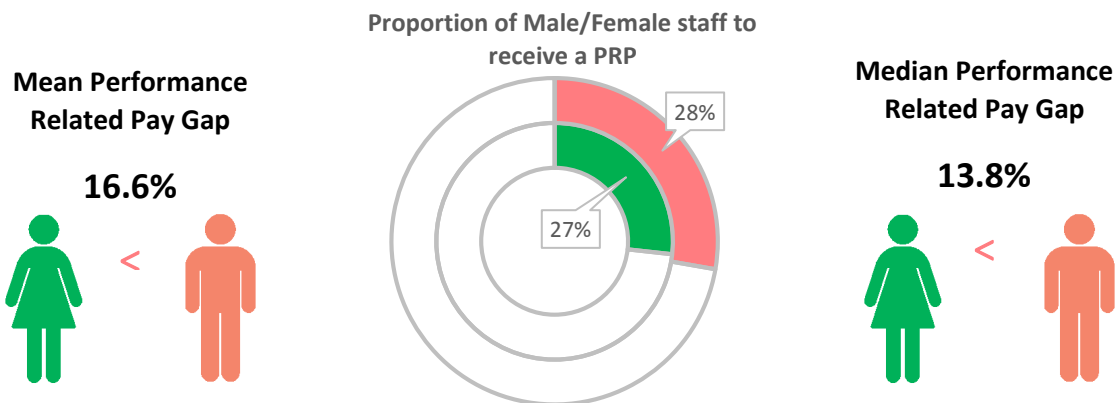


Figure 4: Median and Mean PRPs gender pay gap

The overall proportion of staff receiving any form of PRP has decreased since the last report, more-so for male staff; decreasing from 36% to 28%. The margins by which male's PRPs out earn women's has closed slightly, the mean is down from 18.7% to 16.6% whilst the median has decreased from 14.5% to 13.8%. The mean and median performance related pay gap still heavily favours male staff, however. This may be partly because payments to Level 5 Zone 1 employees accounts for 59% of male staff performance related payments, whilst only applying for 48% of female staff – thereby skewing the gap in favour of men substantially.

1.5 Average Length of Service by Grade

For informational purposes, Figure 6 provides a breakdown of the male and female average length of service across different pay grades. Bars with a dotted black outline represent those grades with a pay gap of 5% or more. The next section will explore these grade discrepancies in further detail.

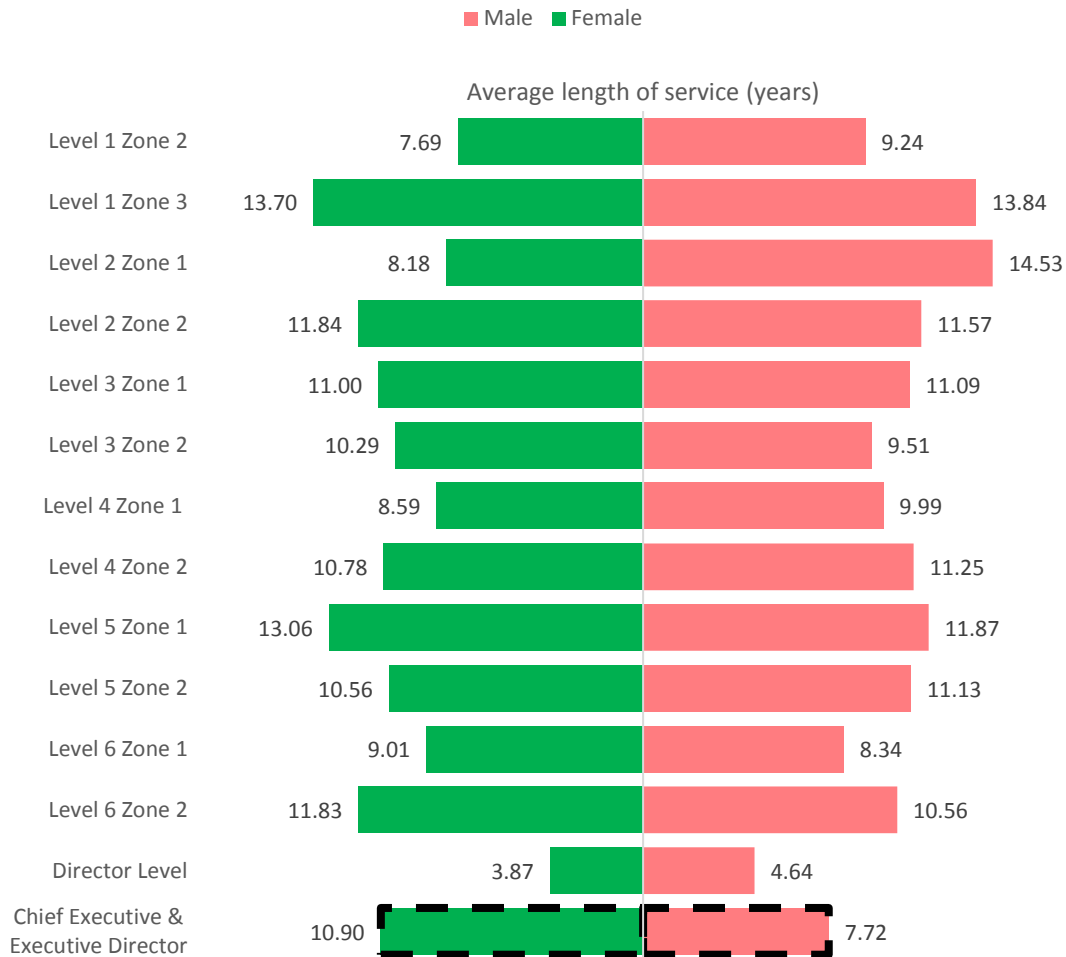


Figure 5: Average length of service by grade and gender

1.6 Gender Pay Gap by Grade

As we have done in previous Gender Pay Gap reports, we have analysed the median pay gap at different pay grades. Figure 6 allows us to visualise this variation amongst different pay levels. A positive median figure indicates the pay gap favours male staff, whilst a negative median figure indicates the pay gap favours female staff. We have also included the 5% threshold, indicating any grades where the pay gap substantially favours male staff. Some pay grades, such as Level 1 Zone 2, Level 2 Zone 1 and Level 4 Zone 1 have moved closer to parity. Whilst others, such as Level 5 Zone 1 (favouring female staff) and Level 5 Zone 2 (favouring male staff) have seen the gap increase since last year. Level 1 Zone 3 and Level 3 Zone 2 are notable exceptions; they are the pay grades where the pay gap has swapped from favouring female staff (in the previous report) to favouring male staff. The Chief Executive and Executive Director level still substantially favours male staff (and this gap has increased since last year), the results are skewed slightly as there are overall more male than female staff at this pay grade.

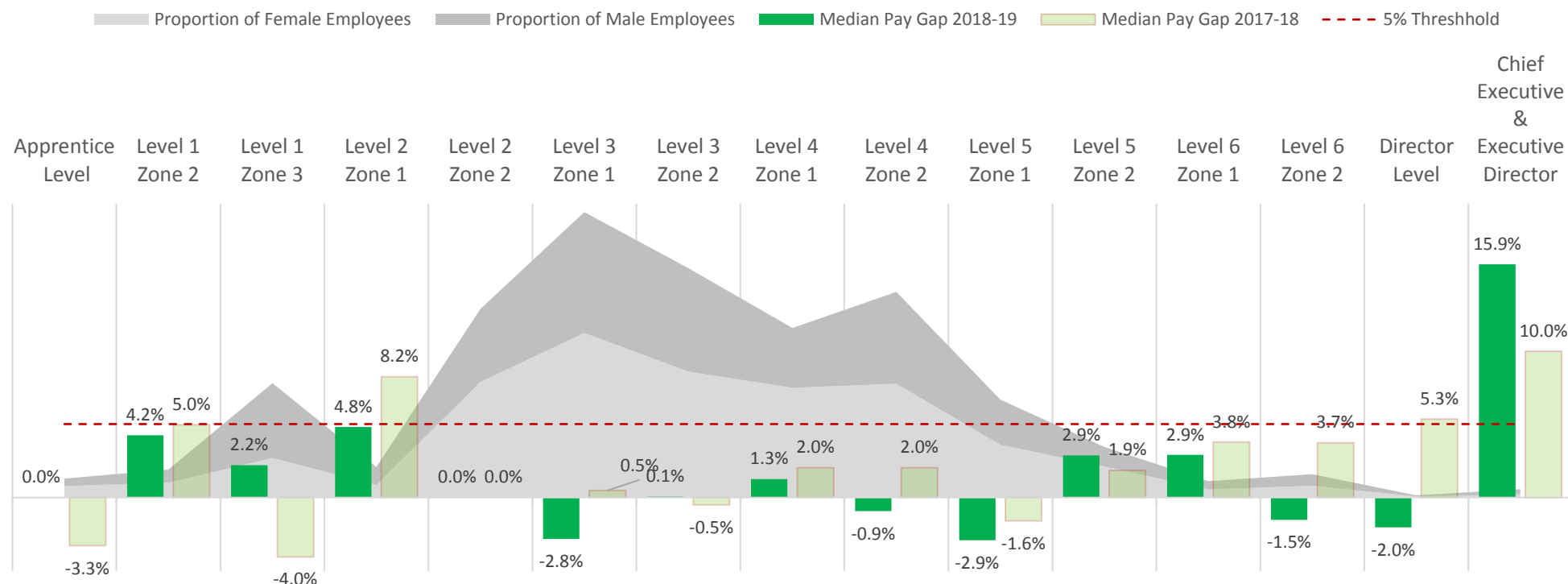


Figure 6: Gender Pay Gap by Grade

1.7 Workforce Gender Composition by Grade

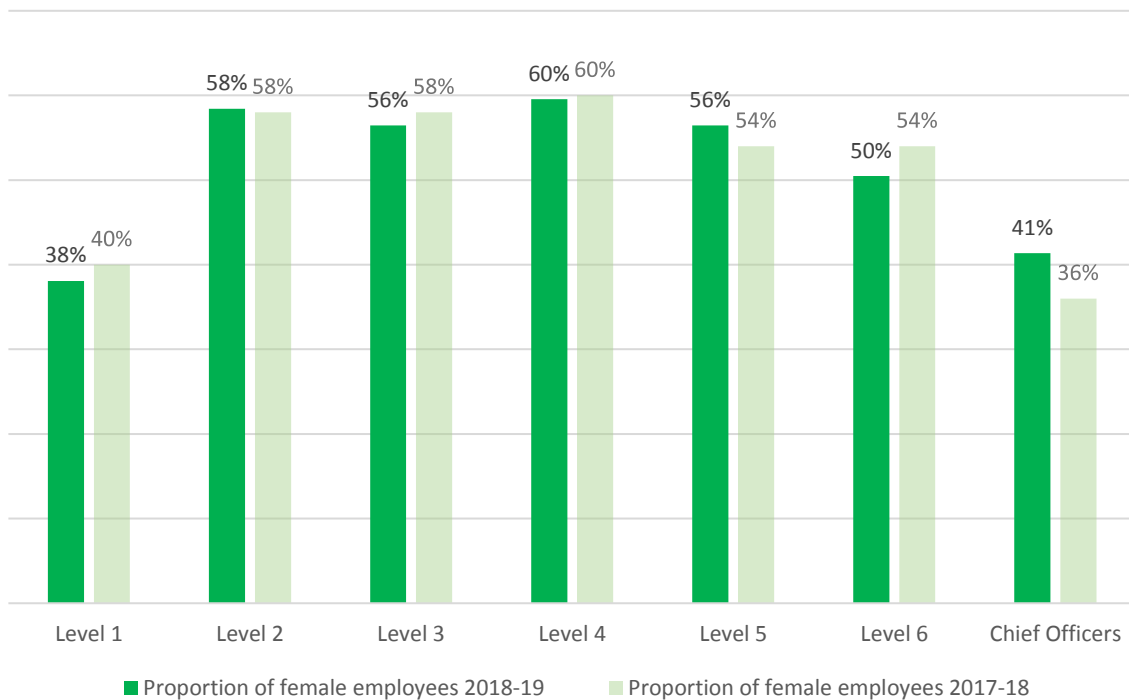


Figure 7: Proportion of female employees by grade difference 2018-19 vs. 2017-18

If we include the composition by (summarised) grades, we can see some change since 2017-18 in the proportion of female staff at various levels. The proportion of female staff at the lower levels of the Council has either remained the same (Level 2) or decreased by 2% (Levels 1 and 3). Conversely, from Level 4 upwards, the proportion of female staff has stayed the same (Level 4) or has increased by 2% (Level 5) and 5% (Chief Officers). The only exception is Level 6, which has seen a 4% decrease in the proportion of female staff at that level.

1.8 Proportional Gender Pay Gap

Following on from our analysis of the workforce gender composition by grade (see above), it would now be useful to look at the proportional gender pay gap.

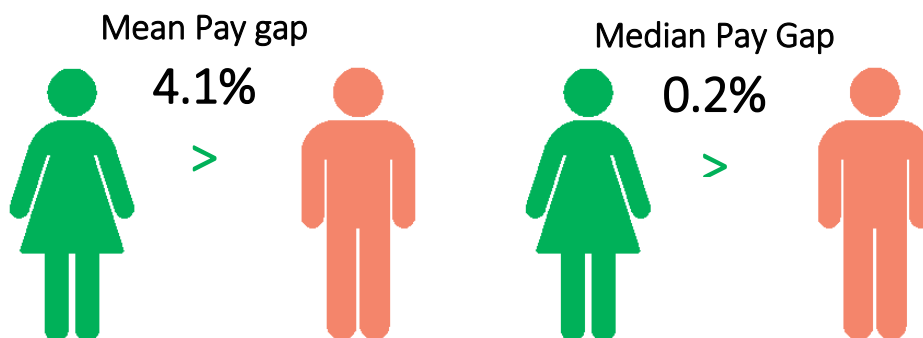


Figure 8: Proportional Pay Gap by Gender

The proportional gender pay figures echo the earlier statistics in that the pay gap still favours women, however they do not favour women as substantially as they did (see section 1.1

Headline Median and Mean Gender Pay Gap). What is interesting, however, is that this is a substantial shift in the figures from the previous report. Last report, the proportional mean pay gap was 1% and the median 0.6%, both favouring male staff. However, this year, the proportional mean pay gap is 4.1% and the median 0.2%, now favouring female staff. This switch has likely been influenced, as noted in section 1.7, by the changing proportions of female staff at the extremes (Level 1 and Chief Officers) of the Council's various pay grades.

2. Ethnic Origin Pay Data & Commentary

Camden has reported on its ethnicity pay gap for many years, 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 Minority Ethnic (BAME) backgrounds as a group.

2.1 Overall Ethnicity Pay Gap

Since 2017-18's report, the overall median ethnicity pay gap has improved, whilst the mean ethnicity pay gap has worsened. As Figure 9 shows, the median pay gap has slightly improved, decreasing from 10.5% to 10% favouring white staff. The mean, however, has notably increased from 13.4% to 16.2%.

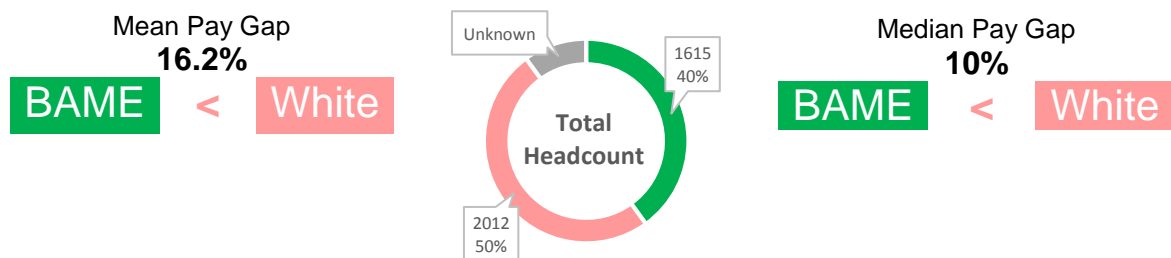


Figure 9: Mean and Median pay gaps by ethnic origin

As previously noted in the 2017-18 report, this pay gap continues to be driven by the fact that there are more non-BAME staff in senior roles at Council. We do consider this different from equal pay, and are confident that BAME and non-BAME staff are paid fairly and equally for equivalent roles across the organisation. We will continue to take and intensify action to address the overall gap driven by the lack of representation at more senior levels of the Council. The Greater London Authority (GLA) published figures in 2019 for the ethnicity pay gap, the mean being 17.35% and the median 11.45% - both favouring white staff - across the Capital³. Compared to these figures, Camden is doing marginally better but still has substantial room for improvement.

In the next few sections, we will further explore the underlying patterns of the ethnicity pay gap.

³ [GLA Ethnicity Pay Gap report 2018](#)

2.2 Ethnicity Pay Gap by Grade

Figure 10 shows that there has been change across the board since the 2017-18 report. A positive median figure indicates the pay gap favours White employees, whilst a negative median figure indicates the pay gap favours BAME staff. There are some positive trends, with Level 1 Zone 3, Level 2 Zone 1, Level 4 Zone 1, Level 4 Zone 2, Level 6 Zone 1, Level 6 Zone 2 all moving closer to pay parity, with Level 6 Zone 1 seeing the most dramatic shift – decreasing by 5% to 1.2%. Conversely, Level 3 Zone 2 is the only grade where that has regressed, marginally increasing from 2.1% to 3.4% since last year. A number of pay grades – such as Level 1 Zone 2 and Level 5 Zone 2 – have flipped from favouring white employees in 2017-18 to favouring BAME staff in 2018-19. High staff turnover and thus variations in length of service within these pay grades is likely to be a factor in this.

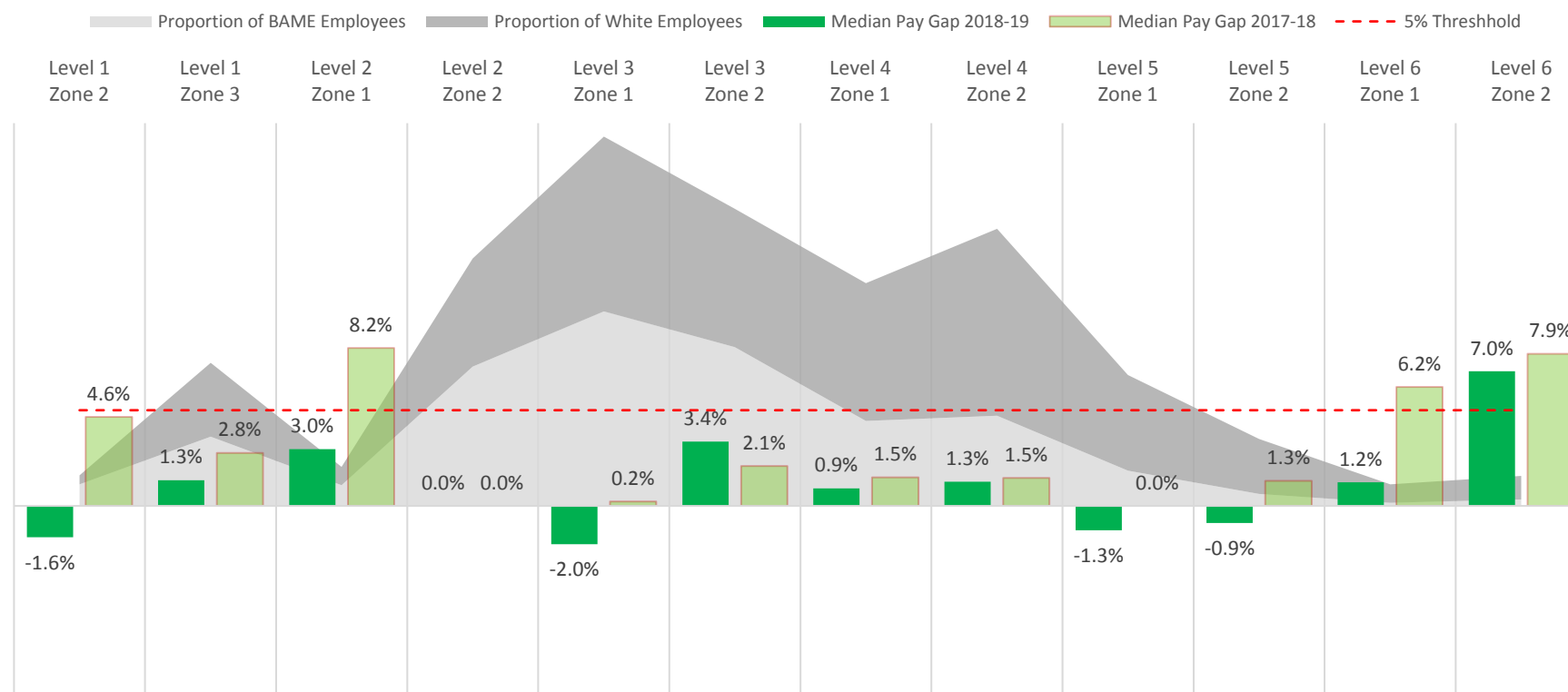


Figure 10: Pay gaps at grade level by ethnic origin

2.3 Workforce Composition by Grade and Ethnicity

Figure 11 compares the proportion of BAME staff across different pay levels against the same figures from 2017-18. The proportion of BAME staff at Level's 1 and 4 have remained the same, whilst level 6 has seen a 4% decrease to 18%. Conversely, Level's 2, 3, 5 and Chief Officers seeing an increase – the latter seeing the most significant; the proportion of BAME staff increasing from 4% to 11%. These figures do show that the Council has made some progress in encouraging and recruiting BAME staff into more senior roles over the last year and these initiatives need to continue into the future.

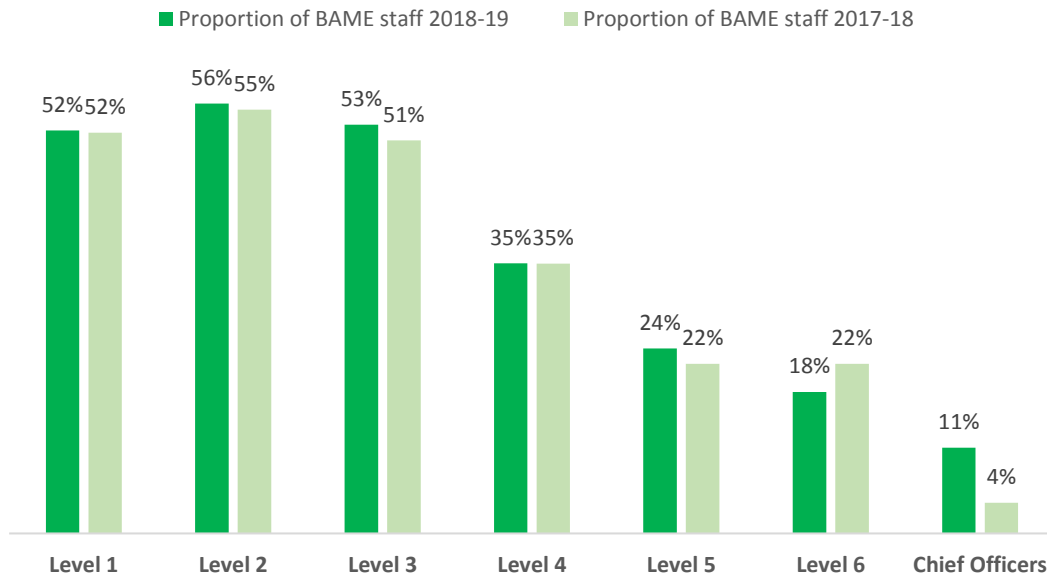


Figure 11: Proportion of BAME employees by grade difference 2018-19 vs. 2017-18

2.4 Proportional Ethnicity Pay Gap

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 marginally increased from 1.3% to 1.5%, whilst the median figure has slightly decreased from 1.5% to 0.4% this year. These figures demonstrate there are not substantial ethnicity pay gaps within grades at Camden.



Figure 12: Proportional Pay Gap by Ethnic Origin

3. Disability Pay Data and Commentary

In depth analysis of pay data by disability is hindered by the low number of staff who have actually declared a disability (only 3%) and the high proportion of 'Unknown' - this also includes those staff who declared that they would prefer not to say - declarations (17%).

3.1 Overall Disability Pay Gap

Although there are still gaps, both the mean and median figures have reached closer to parity this year; the mean decreasing from 4.4% to 1% and the median decreasing from 3.5% to 2% respectively. The London median for disability is 15.3%⁴ which is slightly higher than the overall UK median of 12.2%⁵. These are both significantly higher than Camden's 2.0% median disability pay gap.

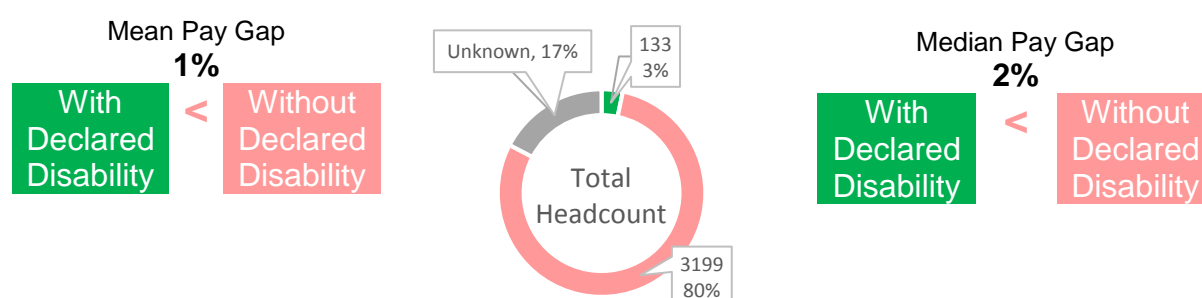


Figure 13: Median and Mean Pay Gaps by Disability Declaration

3.2 Proportional Disability Pay Gap

The low numbers of (declared) disabled staff at a number of salary grades makes it difficult to attain deep insights to individual grade differentials. Nevertheless, we have used the figures to perform a proportional gap calculation, allowing us to compare it to the same analysis last year. As it was in last year's report, the median and mean rates of pay are marginally higher overall for disabled staff. The individual figures have actually slightly increased this year; with the mean increasing from 0.4% to 3.4%, whilst the median has increased from 1.4% to 2.2%. As stated before, the low declaration rate and the number of 'unknowns' will skew these results somewhat.

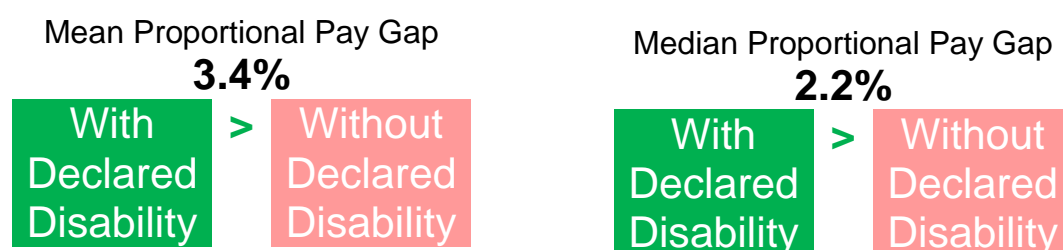


Figure 14: Proportional pay gap by Disability Declaration

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

⁵ ONS 2018, full report available [here](#)

4. Conclusions and Actions

4.1 Gender

Overall the gender pay continues to favour female staff at Camden, increasing slightly since the last report. 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. The performance related pay gap still favours male staff quite substantially.

Actions:

- Continue to embed and promote agile and flexible working practices across the council, particularly looking into male take-up of part-time working arrangements.
- Collect data from both new recruits and leavers to better understand why they want to work at Camden and why they want or need to leave.
- Review the My Performance Scheme and performance related payments to assess for any gender biases. Engage in a knowledge campaign across the council to make sure all directorates, managers and teams are fully aware that these types of rewards exist and of the process to claim them. Camden is currently exploring a new approach to reward and recognition, this will include clarity on how to apply, how technology can assist, and how better to support managers to have quality conversations with team members. We aim to set up a staff assembly to co-design a refreshed approach over the coming year

4.2 Ethnicity

The overall median ethnicity pay gap has marginally improved since last year, however the mean figure has notably worsened. Figures are largely determined by representation at various levels across the Council, and changing this does require time. This continues to be a top priority for the Council.

Actions

- Promote a sponsorship and mentorship programme for under-represented ethnic groups to support their career progression within Camden
- Increase and better communicate internal secondments to allow staff to move within the organisation more easily
- Investigate the role of unconscious bias and how it impacts recruitment and promotion prospects
- Establish better networking opportunities for all staff at all levels
- Examine our approach to performance development, making sure no group is left behind and focusing on continuing performance conversations and coaching for career development.
- Make sure our commitments in the Camden Plan 2025 ensure that every child, of any ethnicity, is able to access a pathway that is right for them – academic or vocational – and every part of the education system works together on this. Better collaboration with internal and external partners will be critical in carrying this out.

4.3 Disability

Camden has made, and will continue to make, concerted efforts to ensure our recruitment and working practices are fair and in line with best practice. That the overall disability pay gap figures have reached closer to parity this year show that the outcomes of these aims are

starting to come to fruition. We will continue to investigate ways to support disabled candidates, and make sure that disabled staff who have not declared a disability previously, feel comfortable and supported to do so. From recent internal reviews, we are aware that this is because the question itself was not phrased in a way that encouraged people to declare to us and make them feel safe, so we are working on changing the wording. We also know that people who meet the equality action definition of being disabled will not necessarily consider themselves to be so (for example people with long term health conditions like diabetes, some autistic people), so we need to consider how we phrase the question to ensure that these people feel comfortable answering 'yes'. We are also working on making Camden more inclusive towards disabled people so that people feel valued, safe and respected. Within this, we will be looking at recruitment, the experience of disabled staff at Camden and our processes.

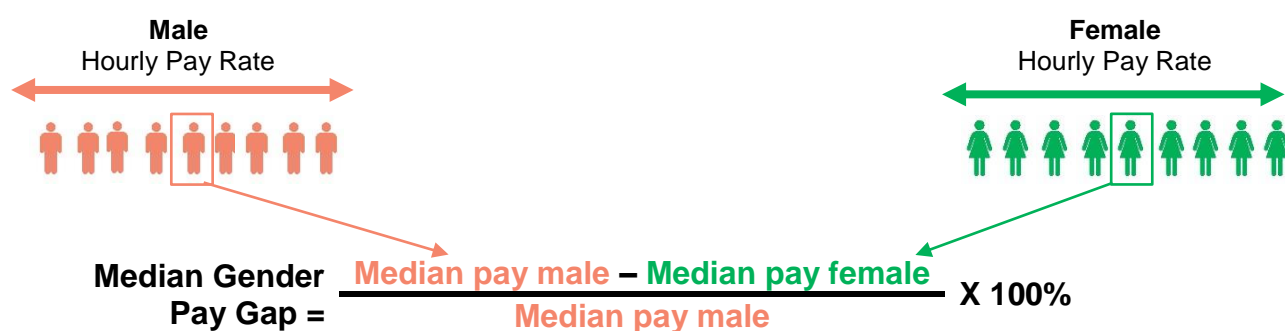
Appendix 1: Methodology

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](#).

What do we report on?

Parameter	Calculation details
Employee headcount	Only full-pay employees employed by the Council as of 31 March 2018 are included in the calculation. That means that an employee must be paid full usual pay during the pay period (1 April 2017 – 31 March 2018). 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, 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



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