

**Slough Borough Council  
Gender Pay Gap Report 2022**

# Introduction: What is the Gender Pay Gap?

Gender Pay Gap Regulations require all organisations which employ 250 staff or more to publish the pay gap from the preceding year. This is our annual gender pay gap report for the snapshot date of 31 March 2022.

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

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

The figures only relate to directly employed staff. Non-directly employed staff such as agency/temporary workers are not included as per the reporting regulation.

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

## Key Findings

The council has seen a reduction in both the mean and median gender pay gaps between 2021 and 2022:

- The mean gender pay gap is **0.7 %**. This has **decreased** from 2021, when it was **0.9%**.
- The median gender pay gap is **0 %**. This has **decreased** from 2021, when it was **3.8%**.
- Dividing our workforce into four equal-sized pay groups, based on an hourly pay rate, shows that women **outnumber** men in all the pay quartiles.
- For the purposes of the reporting requirements on bonus payments, we are required to include long-term service awards as part of these. These are small sums (up to £750) where the sole criteria for receipt is length of service. The percentage of men receiving a bonus was **0%**, the percentage of women receiving a bonus was **1.65%**. The mean and median bonus gap was **0%**.

## Gender Pay Gap Yearly Comparison Chart 2017-2022

The table below shows the reported gender pay gap figures for Slough Borough Council since the reporting regulations came into place in 2017. In 2020, the reporting requirement was suspended due to the COVID Pandemic, however the council did submit for this year. Whilst the council has consistently reported a lower than average GPG (and in some years a negative gender pay gap), it can be seen that figures do fluctuate year on year. This is largely due to structural changes in the workforce and the impacts of organisational change.

SBC Gender Pay Gap	2017	2018	2019	2020	2021	2022
Mean	12.5%	4.7%	3.1%	10.0%	0.9%	0.7%
Median	12.5%	-6.4%	-2.8%	-3.1%	3.8%	0.0%
% male bonus	0.6%	0.0%	1.2%	0.9%	2.2%	0.0%
% female bonus	0.6%	1.4%	1.6%	2.3%	3.2%	1.65%
Mean bonus pay gap	25.0%	0.0%	2.8%	-12.5%	35.8%	0.0%
Median bonus pay gap	25.0%	0.0%	0.0%	0.0%	50.0%	0.0%

## **Structural causes of the Gender Pay Gap**

- Like many local authorities, the council employs more women than men. However, whilst women outnumber men in all pay quartiles, there are a disproportionate number of men in the most senior management positions (Associate Director Level, Executive Director Level, and Chief Executive Level).
- Women make up the majority of employees working part-time; part-time working is much more prevalent in lower and lower - middle pay grades and is less common at higher pay grade positions. Part-time workers tend to have a lower hourly median pay rate.
- Occupational segregation by gender is persistent in some service sectors, with low paying sectors (such as front-line caring roles) tending to employ more women and higher-paying sectors (such as Planning, Highways, Engineering etc.) tending to employ more men.
- Despite universal family-friendly policies, including flexible and agile working, emergency leave and shared parental leave, women continue to be much more likely than men to take periods of unpaid leave.

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

- In any organisation, structural movement in the workforce can cause significant changes to both the median and mean gender pay gaps. The council is going through unprecedented changes as it reshapes services to become financially stable. This has

impacted all levels of the workforce. The council workforce also contains a significant number of agency workers, who are not included as relevant employees in the gender pay gap calculations. It is expected that staffing structures will continue to be reshaped over the short to medium term and recent activity has included:

- A new structure at executive level (increased permanent positions).
  - Concerted efforts to reduce interim and agency staff and replace with permanent employees, across the workforce.
  - A wide-ranging permanent recruitment programme in Finance and IT (commencing November 2022).
- The council has tended over the years to have a higher mean pay gap relative to the median. This usually occurs when there are major outliers in the high end of the salary distribution, even when overall workforce and quartile representation favours women. The continued reduction in the mean this year is most likely due to the reduced number of directly employed staff in the most senior salary positions. However, as we increase the number of these roles, and replace temporary staff with permanent staff, this is likely to influence the future figures.

# Gender Pay Gap Priorities

The 2021 Gender Pay Gap Report made various recommendations to further support the reduction in the gender pay gap at Slough Borough Council and promote greater gender equality in the workforce. We are encouraged by this years' figures, which show that both our median and mean gaps have reduced between March 31 2021, and March 31 2022.

The priority focus areas will continue to be:

- Ensuring staff engagement on gender equality issues, through surveys, focus groups and the SBC Women's Network Group
- Following the publication in October 2022 of our *Menopause in the Workplace Guidance*, continue to develop peer-led support for staff and raise awareness of these issues as they affect our employees.
- Improving our HR data analytics to understand the evolving gender profile of the organisation as we continue to reshape services as part of our improvement and recovery plan.
- Ensuring impact assessments on future workforce restructuring plans are completed to allow us to identify and mitigate negative impacts where possible.
- Developing our recruitment processes to encourage women applicants across all levels of the organisation and in those sectors where women applicants are under-represented.
- Developing the new performance appraisal process ( launched October 2022) to identify personal development plans and support career progression for all staff
- Exploring further opportunities for partnership working with other organisations around training, mentoring and sponsorship schemes.

# Mean and Median Pay Gap – Hourly Rates Pay Quartiles



## 2022 Mean Pay Gap 0.7%

(decreased by 0.2 % from 2021)



£ 16.16 Average Hourly Rate



£ 16.27 Average Hourly Rate



## 2022 Median Pay Gap 0%

(decreased by 3.8% from 2021)



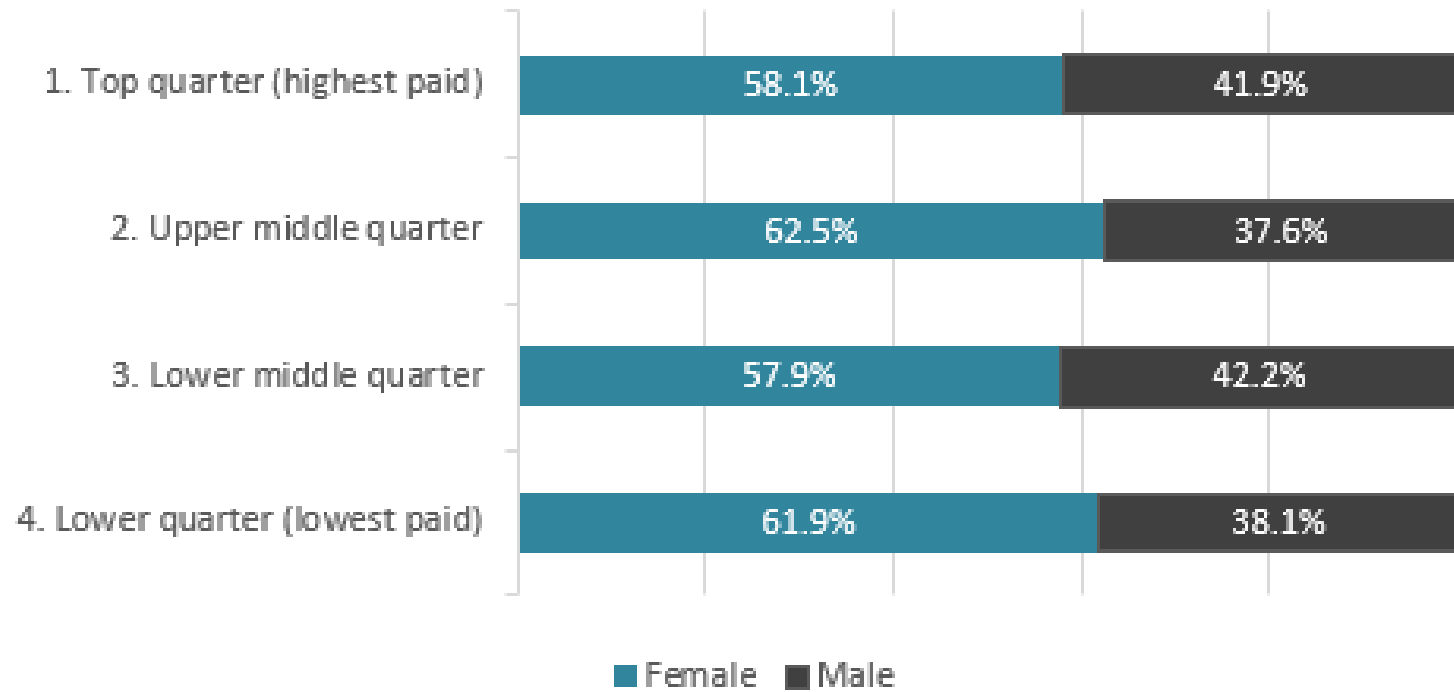
£ 15.34 Average Hourly Rate



£ 15.34 Average Hourly Rate



## Pay Quartile by Gender



# **Action Plan Update November 2022**

PRIORITY	ACTION	DELIVERY /OUTCOMES	DATE	UPDATE NOV 22	ACCOUNTABLE LEAD
1	<p><b>Quarterly Data reports: :</b></p> <ul style="list-style-type: none"> <li>• the gender of job applicants by pay scale of job applied for</li> <li>• the gender of new starters by pay scale ( and starting pay)</li> <li>• the gender of staff leaving the organisation.</li> <li>• the gender of those working flexibly/part-time and their level within the organisation.</li> <li>• the gender of employees at all paygrades.</li> </ul> <p><b>Annual Data Reports:</b></p> <ul style="list-style-type: none"> <li>• The gender of those receiving market supplements</li> <li>• The gender of those receiving honorarium awards</li> <li>• Salary/paygrade/working hours of those returning</li> </ul>	<p>Improved understanding of current workforce profile by gender and salary, including information on applicants and new starters.</p> <p>process embedded to report quarterly and annually on impact of actions on the gender profile of the council</p> <p>Greater gender pay parity and representation</p>	December 2022	Agresso reports now developed to show workforce profiles	ER &HR Policy Manager /D and I Lead

	from maternity/paternity leave				
2	<p>Hold Focus Group Session with SBC Women's Network</p> <p>Staff Survey to include specific questions around gender equality</p> <p>Monitoring of Exit Interview Data to explore any issues that are specifically related to gender</p>	Improved understanding and identification of key issues affecting women in the workplace	<p>September 2022</p> <p>June and ongoing</p>	<p>Focus group held; SBC Women's network identified key issues and group continues to review and support policy promotion e.g. Dignity at Work, Menopause Guidance etc.</p> <p>Questions on diversity included in survey and respondents asked to provide equalities monitoring (although this is not mandatory)</p>	D and I Lead

3	Development of Menopause Support Policy	Suite of HR Policies in place to support women in the workplace		Completed - Menopause Guidance launched October 2022	ER &HR Policy Manager /D and I Lead
4	Review of Recruitment Process , to include wording of adverts, methods of advertising, anonymised shortlisting, gender balanced recruitment panels where possible	Ensure recruitment processes maximise opportunities for women to apply and be successful. Identify any potential barriers around specific job roles/pay grades etc. , Increase applications from women in roles/paygrades where they are under-represented		<i>Recruitment process reviewed. Equalities monitoring forms in place for applicants.</i>	Recruitment Manager/D and I Lead
5	Set Corporate Objectives around Diversity and Inclusion and gender equality	Active and measurable demonstration of Corporate commitment to gender equality in employment to build trust, confidence and staff engagement	December 2022	Inclusion objectives stated in Corporate Plan – Improvement and Recovery; include support and	Diversity and Inclusion Lead

	Conduct EIAS on all restructures		Ongoing	<p>engagement with staff networks and representative workforce at all levels.</p> <p>These are completed as part of Organisational Change policy; EIAS are published as part of consultation docs where appropriate (non-identifying)</p>	
6	Develop internal schemes to support career development and explore training and mentoring opportunities with partner organisations	Develop skilled and motivated workforce to improve career development and improve representation of women in roles at all levels	March 2023	New performance appraisal process launched October 2022, to include sections on	Workforce Development Manager

	<p>Increase awareness around apprenticeship schemes to encourage more employees to improve their skills and experience giving them the opportunity to progress their career.</p>		<p>personal development, career progression etc. Completion via Cornerstone improves options for monitoring and links to training. The Cornerstone Professional Skills Library, with over 1000 training resource titles is being updated, all staff will be provided with access.</p> <p>Articles posted on SBC intranet and resources and links added.</p> <p>ining</p>	
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