

## GENDER PAY GAP REPORT – LONDON & PARTNERS - 2018

The snapshot date of these figures is 30 September 2018.

### Overall gender pay gap summary

Table 1: overall gender pay gap, all staff

	Overall Median Pay Gap	Overall Mean Pay Gap
	Median Hourly pay (all staff)	Mean Hourly pay (all staff)
<b>Female</b>	£21.84	£24.05
<b>Male</b>	£23.45	£25.79
<b>Pay Gap</b>	<b>6.86%</b>	<b>6.76%</b>

The population includes full and part-time staff. Of the 190 staff, 17 are part-time, 4 of these are male and 13 are female. The size of the part-time population is too small a sample to analyse further.

The national median gender pay gap for all workers is reported as 18.4% and the mean gender pay gap is 17.4%. The median gender pay gap for London is 16.8% and the mean figure is 22%, the median for not for profit organisations is 23.0% and the mean is 18.9%<sup>1</sup>.

### Quartile summary

The quartile data has been calculated in accordance with the methodology as set out in the government regulations by “dividing the workforce into four equal-sized groups and separating them according to the hourly pay rate, starting from lowest paid to the highest paid.” The Government adopted this approach in preference to calculating quartiles by dividing the overall pay distribution into four equal proportions. Splitting the data in equal groups by salary range could result in very small groups e.g. an entire quartile based on only the very highest earners’ salary and in some cases that could be a single person. The GLA & London & Partners have both adopted this approach this year.

Table 2: quartile mean hourly pay

Quartile mean hourly pay					
	Female		Male		Pay Gap
	Hourly Rate	Number of Staff	Hourly Rate	Number of staff	
<b>lower quartile</b>	£13.66	33	£ 14.84	15	<b>7.95%</b>
<b>lower middle quartile</b>	£19.57	33	£ 19.71	14	<b>0.68%</b>
<b>upper middle quartile</b>	£ 25.22	29	£ 26.74	18	<b>5.66%</b>
<b>upper quartile</b>	£ 38.09	33	£ 41.28	15	<b>7.74%</b>

<sup>1</sup> 2017 Annual Survey of Hours and Earnings (ASHE) report

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Table 3: quartile median hourly pay

Quartile median hourly pay					
	Female		Male		Pay Gap
	Hourly Rate	Number of Staff	Hourly Rate	Number of staff	
lower quartile	£ 13.84	33	£ 15.18	15	8.82%
lower middle quartile	£ 19.38	33	£ 20.16	14	3.87%
upper middle quartile	£ 24.29	29	£ 26.46	18	8.22%
upper quartile	£ 34.51	33	£ 37.40	15	7.73%

Table 4: Proportion of male and female staff in each quartile

	Proportion of Female Staff	Proportion of male staff
lower quartile	17.37%	7.89%
lower middle quartile	17.37%	7.37%
upper middle quartile	15.26%	9.47%
upper quartile	17.37%	7.89%

## Grade summary

London & Partners has chosen to analyse gender pay in relation to its grading structure as it believes that this level of analysis provides a more representative view of the distribution of pay across the organisation. This level of examination can highlight issues which may be masked by the higher-level analysis arising from the overall and quartile data.

Table 5: mean hourly pay by grade (Team member, Manager, Senior Manager)

Mean hourly pay by Grade					
	Female		Male		Pay Gap
	Hourly Rate	Number of staff	Hourly Rate	Number of staff	
Team Members	£17.46	72	£ 17.57	31	0.63%
Managers	£27.90	43	£ 28.80	21	3.14%
Senior Managers	£48.32	13	£ 44.93	10	-7.55%

Table 6: Median hourly pay by grade (Team member, Manager, Senior Manager)

Median hourly pay by Grade					
	Female		Male		Pay Gap
	Hourly Rate	Number of Staff	Hourly Rate	Number of staff	
Team Members	£ 17.77	72	£ 17.88	31	0.60%
Managers	£ 28.21	43	£ 28.21	21	0.00%
Senior Managers	£ 42.47	13	£ 42.47	10	0.00%

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### Summary

London & Partners' figures compare very well to national benchmarks. As hoped, the salary benchmarking exercise carried out in mid-2018 has had a favourable impact on the median hourly pay result and is the likely cause of the gender pay gap in our employee groupings. The quartile data indicates there is more work that we can do to address the pay gap we have in some areas, however, and this forms part of our Action Plan below.

### What's next?

#### Action Plan:

1. This information will be updated annually in line with the regulations. Reporting dates will be brought into line with other GLA family companies in March 2019.
2. In August 2018 we implemented a job evaluation framework. Moving forward, we will evaluate all roles internally to ensure consistency within this framework and will benchmark salaries externally to remove any potential internal bias.
3. We will capture and analyse the following information to help us understand the data, and its implications for us: length of service; directorate (i.e. job / type of work); age; maternity returners; salary at appointment. Analysis of this information will enable us to direct our efforts to achieving an improved gender pay gap by quartile.
4. We will address the gender pay gap at the lower two quartile levels through managed recruitment into the organisation. Through this we expect to achieve a greater and quicker change at the lower pay grade levels, where turnover is higher and our ability to make significant changes is swifter.
5. We acknowledge that the gender pay gap at the upper two quartile levels is not ideal and that this will require longer term actions to address. The combination of expected lower turnover at this level and a number of recent appointments, is likely to mean that addressing the gender pay gap at the senior level will remain a longer-term aim. The Actions in points 2, 3, 6 and 7 of this plan will ensure that the pay gap at this level is reduced as we move forward.
6. We implemented new recruitment & selection training in September 2018 and have changed our recruitment process as a result of this. Shortlisting and selection for interview is now consistent and is driven through key behavioural elements; interview panels are all gender-diverse. We will continue to embed and reinforce this and to develop this training, continuing to monitor data and use this evidence to drive remedial and pro-active actions where needed.
7. We established a London & Partners' Women's Network in 2018 to ensure gender issues were raised to senior management and to highlight issues as they arose.
8. As part of the Leading by Example working group, we will continue to work with the wider London family to share opportunities and to promote the Good Work Standard as an employer of choice.