

**MAYOR OF LONDON**

# Gender Pay Gap Reporting – The GLA Experience

Patrick Alleyne – Human Resources Manager



## Data publication at the GLA

- Workforce reports published since 2002 (twice a year)
- The Mayor wants to lead by example and be an exemplary employer and part of this is open and transparent data.
- Range of data published has changed over the years; led by human resources
- Monitor organization against targets e.g. workforce representative of the community we serve.

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## Gender pay

- Legislation – GLA an early adopter first publishing in July 2016, updated with more detail in October 2017
- GLA decided legislation did not go far enough; needed more granular data to ensure it was meaningful and to inform response.
- The Mayor of London wants to lead by example and influence employers and businesses on this agenda to support the Mayor's ambition to break the 'glass ceiling'.

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## What does the GLA publish beyond the Regulations?

- Mean and median data for the following:
  - Full and part time
  - Grade level data
  - For the GLA functional bodies e.g. Fire Brigade, Police, Transport for London we have published gender pay gap data for all staff and across occupational groups e.g. uniform staff, office staff, manual staff etc.
- Why?
  - granularity highlights issues hidden by top level info
  - Target action, provide context and rationale, justify and explain
  - Understand the issues

## How did we do it?

- 2016 calculations
  - Trusty old Microsoft Excel
  - Lots of formulas, workbooks and checking and rechecking
  - Tables created in Excel and then transferred to MS Word
  - Narrative prepared around the data
  - Additional analysis where appropriate e.g. grade differences
  - Key activity post report was to prepare the **GLA Gender Pay Action Plan**

## How did we do it?(2)

- 2017 calculations
  - Agreed a timetable early on – 31 October proposed publication date.
  - Used  **GAPSQUARE**
  - Online tool that enable gender pay gap reporting and analysis
  -  **GAPSQUARE** enabled us to produce the granular analysis we wanted
  - System is very simple to use and data can be sliced and diced in many ways using filters.
  - Tool allows you to save graphs and tables for insertion into your core report
  - Following the analysis we prepared the narrative for the 2017 report drilling down where the outcomes demanded.

## Actions, Review and Follow-up

- Data published internally as well as externally
- Created action plan which is to be published alongside 2017 data; review action plan progress and compare reports to identify changes.
- Create ownership, monitor and ensure accountability?
- Target action and promote what is being done internally and externally
- Do practical visible things
  - Flexible hiring (all jobs open to job share, part time, flexible working patterns)
  - Internal progression (95% of jobs advertised internally)
  - Data transparency and profile of topic
  - Work with trade union(s)
  - Equalities Task Force is a driving the agenda
- Influencing employers through the 'Good Work' standard, a Mayoral initiative to drive up employment standards.

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# **Questions**



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What additional data is helpful when analysing the gender pay gap and have any public organisations produced extensive reports on the gender pay gap?

Top level gender pay gap reporting is meaningless as it can mask what is really going on in an organisation. The GLA and its functional bodies have therefore produced data for different occupational groups and also drilled down to grade level. We have also done a comparison between full and part time workers.

As an example see below:

Overall Median Pay Gap		Overall Mean Pay Gap	
	Median Hourly Pay (all staff)		Mean Hourly Pay (all staff)
Female	£ 21.89	Female	£ 22.97
Male	£ 23.00	Male	£ 25.04
Pay Gap	4.82%	Pay Gap	8.29%

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Mean Hourly Pay					
	Female		Male		Pay Gap
	Hourly rate		Hourly rate		
		No		No	
London's Living Wage	£ 9.40	13	£ 9.40	14	0.00%
Grade 1 (£19772 - 21827)	£ 10.86	3	£ 10.77	5	-0.83%
Grade 2 (£22734 - 25092)	£ 12.79	14	£ 12.76	25	-0.19%
Grade 3 (£25288 - 27913)	£ 13.43	1	N/A	0	N/A
Grade 4 (£26046 - 28751)	£ 14.16	11	£ 13.90	6	-1.87%
Grade 5 (£28150 - 31071)	£ 15.36	32	£ 15.44	15	0.58%
Grade 6 (£31067 - 34291)	£ 17.02	65	£ 16.89	46	-0.71%
Grade 7 (£37406 - 41290)	£ 20.34	46	£ 20.28	49	-0.29%
Grade 8 (£41209 - 45489)	£ 22.54	76	£ 22.60	52	0.30%
Grade 9 (£46095 - 49896)	£ 22.54	59	£ 24.75	49	8.93%
Grade 10 (£51220 - 55441)	£ 27.44	37	£ 28.01	32	2.03%
Grade 11 (£55234 - 59789)	£ 30.02	22	£ 30.23	27	0.70%
Grade 12 (£66183 - 71637)	£ 35.64	20	£ 35.69	20	0.15%
Grade 13 (£75320 - 81529)	£ 41.02	9	£ 41.74	9	1.72%
Grade 14 (£81597 - 88324)	£ 44.71	4	£ 44.78	11	0.15%
Grade 15 (£105893 - 114622)	£ 58.69	5	£ 57.78	7	-1.59%
Spot salary (Over £114623)	£ 63.81	3	£ 71.07	11	10.22%