

**Kent County Council**  
**Gender Pay Gap Reporting Statement**

**2021**

**What is Gender Pay Gap Reporting?**

This is the fifth Gender Pay Gap Report. The gender pay gap is not the same as equal pay. Most organisations that pay men and women the same rate for work at the same level will still have a gender pay gap. This is because of the different proportions of men and women working across the whole organisational structure. If there are proportionately more men at higher levels within organisations this is what the gender pay gap figures highlight. By undertaking this calculation, it helps organisations understand their own position and to consider ways to reduce the difference. Figures from the Office of National Statistics (ONS) indicate that the gender pay gap among all employees nationally was 15.4% in 2021.

**What we need to calculate**

The legislation sets calculations to show the difference in hourly pay and other payments between men and women across the whole of the organisation. The mean percentage shows the difference in the average pay and the median is the middle value for all the payments when put in a list. In line with legislative reporting requirements, we also need to show the proportions of men and women receiving an amount outside of the hourly pay calculation, this is referred to as a bonus in terms of the regulations and the gender proportions in each quarter of the pay structure.

**Our data**

This is Kent County Council's (KCC) annual gender pay gap report for the snapshot date of 31 March 2021.

- The mean gender pay gap for KCC is 12.2% and the median is 18.0%.
- The mean gender bonus pay for KCC is 5.8% and the median is 16.7%.
- The proportion of male employees in KCC receiving a bonus is 9.6% and the proportion of female employees receiving a bonus is 4.3% which is just 181 men, and 314 women form the entire KCC workforce.

**Pay quartiles by gender**

<b>Band</b>	<b>Males</b>	<b>Females</b>
Lower quartile	18%	82%
Lower middle quartile	16%	84%
Upper middle quartile	21%	79%
Upper quartile	29%	71%

**What the figures indicate**

**Pay** – The gender pay gap for KCC is significantly below the national average, which is positive - 12.2% v 15.4% respectively. The figure is explained by the higher proportion of men in the upper middle and upper pay quartiles, although there is a higher proportion of women in all quartiles. The median gap has slightly increased

because we had a very small movement of 1% of men from the lower middle quartile to the upper middle quartile, whereas the more illustrative 'arithmetic' mean has reduced as its calculation is more comprehensive.

- **Bonus** – This has a broad definition within the scope of gender pay gap reporting requirements and whilst KCC does not operate a traditional bonus scheme there are some payments that are covered by this definition. As can be seen, only a small proportion of the workforce received these payments, and the data needs to be interpreted cautiously because of this. As a result of the Covid-19 pandemic, KCC suspended performance related pay and gave a general award instead. Managers still had the ability to recognise personal performance through the use of cash awards. This has resulted in an improvement in the median and mean figures for bonus, 5.8% and 16.7% respectively, compared with a mean of 22.0% and median of 40% last year. The average payments for men were £357 and for women £337
- **Gender distribution** – The proportion of women to men across KCC is c.79% v 21% respectively. Within the lower half of the grading structure the balance is towards women, however the proportion changes by around 10% within the upper quartile. There is, therefore, still a significantly greater proportion of women in each of the pay quartiles. This may help explain why the KCC mean gender pay gap is lower than the national average.

### **The wider KCC context**

KCC is very clear that gender should not limit or define choices in or outside of the workplace. Reduction in the gender pay gap is dependent on many factors including societal expectations and norms. Aspects which are in our control involve the whole employment cycle such as recruitment, career progression, maternity / return to work, leadership development, apprenticeships, learning culture, self-empowerment, and the use of flexible working arrangements. We seek to identify and address barriers as a way of making practical and positive changes in the context of a supportive management culture.

The Covid-19 pandemic has impacted the way people work enormously. The changes required to respond to this challenge will have a lasting consequence on how the Council, specifically, and society in general, approaches work. There are differences caused by the nature of a person's work. For example, direct services such as personal care provision cannot be done on a remote basis, however, most other roles have some degree of flexibility. How we use buildings, equipment and technology continues to evolve. This has implications for the way people work and gives us the opportunity to help people reach a healthy balance between their personal and work commitments including career development and progression.

We have a new 5-year People Strategy that sets our ambitions as an employer, a fundamental element being our commitment to inclusive employment. Our vision is expressed as, Kent County Council supports people to deliver to the best of their ability, celebrating the skills and talents of our diverse workforce. We expect the very best from each other and that we do the right thing to ensure effective delivery across all our Council's services. KCC will be an inclusive employer where difference is valued. Our people have a sense of belonging and trust in the Organisation, enabling all of us to be our true selves and bring everything we offer to the work we do.

KCC has a deep and longstanding commitment to the promotion of equality and fairness in the workplace. We know from undertaking equal pay audits previously that we pay

men and women in a consistent way for work of equal value. This is underpinned by a grading structure and job evaluation system which considers roles rather than gender differences. It is, however, important not to be complacent. There are many touch points where both equality and diversity are promoted. These include:-

- A simple and robust approach to job evaluation is intended to ensure people are paid in a fair and consistent way for the roles which they undertake across the authority.
- Inclusive and accessible training – most training is now eLearning based which enables greater access and availability and is not dependant on where and when people work.
- Enhancing conversation and dialogue within our approach to managing performance will help individuals discuss their aspiration and identify the appropriate development and support to achieve these.
- Diversity training is promoted to all which increases knowledge and awareness of all aspects of equality and inclusion for protected characteristics.
- Staff groups are forums set up to enable diverse voices to be heard and to support the equality and diversity agenda. There are five:-
  - **Aspire** for employees under 30 which supports and develops younger people to realise their potential.
  - **Level Playing Field** promotes best practice and broadens the knowledge around disability issues within KCC.
  - **The Black and Minority Ethnic Forum** supports Black and Minority Ethnic staff in all directorates and helps the council to develop and review council policies that affect both staff and the wider community to ensure that they are inclusive.
  - **Rainbow** supports members of the Lesbian, Gay, Bisexual and Transgender (LGBT) staff community and gives advice on the services that KCC provides to ensure that all aspects of the organisation's work are accessible and appropriate to all Kent's residents, regardless of sexual orientation.
  - **Mental Health Support Network** for all staff within KCC, provides support to members and encourages open conversations around mental health. It helps KCC to raise awareness of mental health and reduce the stigma in the workplace.
- Flexible working arrangements are used to help both men and women balance domestic and work/career commitments in a way which works for them and the organisation.
- We are developing an inclusive work environment through new organisation design principles, values and cultural attributes.
- Specific action plans have been developed to address workplace inclusion in relation to race equality, disability inclusion and mental wellbeing to ensure we have a culture where staff feel confident and reach their full potential.

KCC will continue to find opportunities to promote and enhance pay parity. The principles and focus of our 'managing performance' expectation is to promote dialogue and inclusion. This is a key aspect for identifying aspirations, development opportunities and the support required to help people progress and ensure that any actual or perceived barriers are removed.

I confirm that the data reported is accurate.

A handwritten signature in black ink, appearing to read 'D. Cockburn', written in a cursive style.

**David Cockburn**  
**Head of Paid Service**