

Nottingham City Council Pay Gap Reports

2021

NCC Pay Gap Report

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NCC Pay Gap Report

Foreword

Our aspiration is for Nottingham to be an internationally successful and prosperous city that offers its residents the means and opportunities to realise their potential. We are working towards becoming an equitable and inclusive organisation and recognise that it is important to measure areas where we want to make progress. Pay gap reporting is an important part of our equality, diversity and inclusion (EDI) commitment as it holds us accountable and helps us to identify inequalities that need to be addressed. The pay gaps highlight the work to support equality, diversity and inclusion which is critical to our values as a Council and our ability to recruit, retain and support staff with the highest potential, and thus meet our ambition of our workforce reflecting the city we serve.

The Equality Act 2010, states that all employers with 250 or more employees must publish data on their organisation's gender pay gap. Currently, this legal duty does not extend to other protected characteristics (age, disability and religious beliefs for example). However, I want Nottingham City Council to be a sector leader in inclusive practice and I recognise that it is important to measure areas where we want to make progress. So, in addition to reporting the gender pay gap, which is a legal requirement, we continue to report on disability and ethnicity pay gaps.

A handwritten signature in black ink, appearing to read 'Mel Barrett'.

Mel Barrett
Chief Executive
Nottingham City Council

NCC Pay Gap Report

Understanding the Pay Gap

What is pay gap reporting?

Pay gaps measure the difference in average pay between two or more groups of people. For example, the gender pay gap measures the difference between women and men's average pay. A pay gap can indicate disparities which then allow us to identify actions that may help us close the gap. Often pay gaps will reflect an over or under representation of people from particular groups at certain grades within the workforce.

Why do we calculate the mean and the median?

The difference between the results of the mean and median averages isn't usually obvious to non-statisticians, but generally the median gives a representative picture for a 'typical' worker, but hides the effects of the highest paid people at the top of the organisation. Therefore, if the mean gender pay gap is much bigger than the median, this tells us that the people at the top of the company are overwhelmingly men and are paid considerably more than the average.

How is it different from equal pay?

Equal pay examines the pay differences between two or more groups of people who carry out the same jobs, similar jobs or work of equal value in the same employment. It is unlawful to pay people unequally because of a protected characteristic, i.e. age, gender, disability, ethnicity, etc.

By contrast, the pay gap shows the differences in the average pay between two or more groups of people across the entire organisation, regardless of the level or grade at which they work. Therefore, the pay gap represents the distribution of two or more groups of people in different roles at different pay grades.

In line with our legal obligations, Nottingham City Council uses a job evaluation scheme, which evaluates the job and not the post holder. It makes no reference to gender, or any other personal characteristics, of existing or potential job holders and focuses on the skills, experience and knowledge to perform the role, thereby ensuring that everyone is paid fairly for undertaking the same or similar role.

Our Gender Pay Gap

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Gender Pay Gap Reporting

The gender pay gap is an equality measure that shows the difference in average earnings between women and men.

The causes of the gender pay gap are various and complex. For example, stereotypically a higher proportion of women choose occupations that offer less financial reward, such as administration. A consequence of this is that many high-paying industries or roles are disproportionately male workforces, such as information technology or engineering.

As women are also traditionally the main carers for any dependants, a higher proportion of female employees work part time, there are fewer opportunities for senior roles to be performed part time. This results in lower pay and thus an indirect impact on the female pay gap calculation.

In an attempt to identify and address the causes of the gender pay gap in the UK, the government introduced new regulations in 2017 requiring all employers, with 250 or more employees, to publish a report examining the organisation's gender pay gap.

NB: Please see Appendix Pay Gap Benchmarking for how we compare with Core City Councils and with other organisations within Nottingham.

Gender Terminology

When referring to the gender pay gap legislation, or the calculations required by the legislation, the gender terminology used within the legislation is female and male. The legislation does not account for people who identify as gender neutral, intersex or nonbinary.

At Nottingham City Council we recognise the limitations as a result of the gender terminology used within the gender pay gap legislation, but to ensure we meet our legal obligations, this report will use language consistent with the legislation, i.e. female/male or women/men.

Do we have to report on our gender pay gap?

Since 06 April 2017, The Equalities Act 2010 (Gender Pay Gap Information) Regulations has required all employers with 250 or more employees to clearly demonstrate how large the pay gap is between their female and male employees.

Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the 'snapshot date'.

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As a public sector organisation, the 'snapshot date' for Nottingham City Council is 31 March each year and we are required by law to publish our gender pay gap results within 12 months of the snapshot date i.e. on or before 31 March of the following year.

The snapshot for this report was taken on 31 March 2021 and therefore includes annual payments and bonuses paid between 01 April 2020 and 31 March 2021.

Where and how do we have to publish this information?

We are publishing our gender pay gap results within this report, which will be uploaded to the Council's intranet, website and through the government website as required by legislation.

What do we have to report on?

We are required to measure the difference between the average earnings of female and male staff by using six defined mathematical calculations.

For the purposes of the gender pay gap report, legislation determines that two types of averages are calculated.

- The **MEAN** average - a total of all the hourly rates for each particular group, in this case women and men (including enhancements but excluding overtime), divided by how many employees there are in each group.

And

- The **MEDIAN** average - the middle value when a particular group of employee salaries, in this case female and male employees, are ordered from highest to lowest.

The six calculations are:

1. The difference between the mean hourly rate of pay of female full-pay relevant employees and that of male full-pay relevant employees
2. The difference between the median hourly rate of pay of female full-pay relevant employees and that of male full-pay relevant employees
3. The difference between the mean bonus pay paid to female relevant employees and that paid to male relevant employees

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4. The difference between the median bonus pay paid to female relevant employees and that paid to male relevant employees
5. The proportions of female and male relevant employees who were paid bonus pay
6. The proportions of female and male full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

It is important to note that gender pay gap calculations are expressed as a percentage in relation to the male salary. Therefore, all values recorded as a negative (-) indicate that the gender pay gap is in favour of the female workforce.

What is included in the bonus calculations?

A bonus is defined as any reward which is related to productivity, performance, or long service awards with a monetary value. The only people who receive bonuses at Nottingham City Council are a small group of employees at the Theatre Royal Concert Hall (TRCH).

The method of calculating bonus does not allow for differences in the number of hours per week worked. Pro rata bonuses received by the part-time employees are not adjusted for the purposes of the bonus pay gap calculations. This can exaggerate the size of a pay gap, particularly with such a small group of employees.

What are the pay quartiles?

This calculation requires Nottingham City Council to sort our employees into a list of hourly rates of pay from highest to lowest. The list is then divided into four equal parts or 'quartiles'. Finally, the proportion of male and female employees in each quartile is calculated.

NCC Pay Gap Report

Gender Pay Gap Results

Make-up of our Workforce

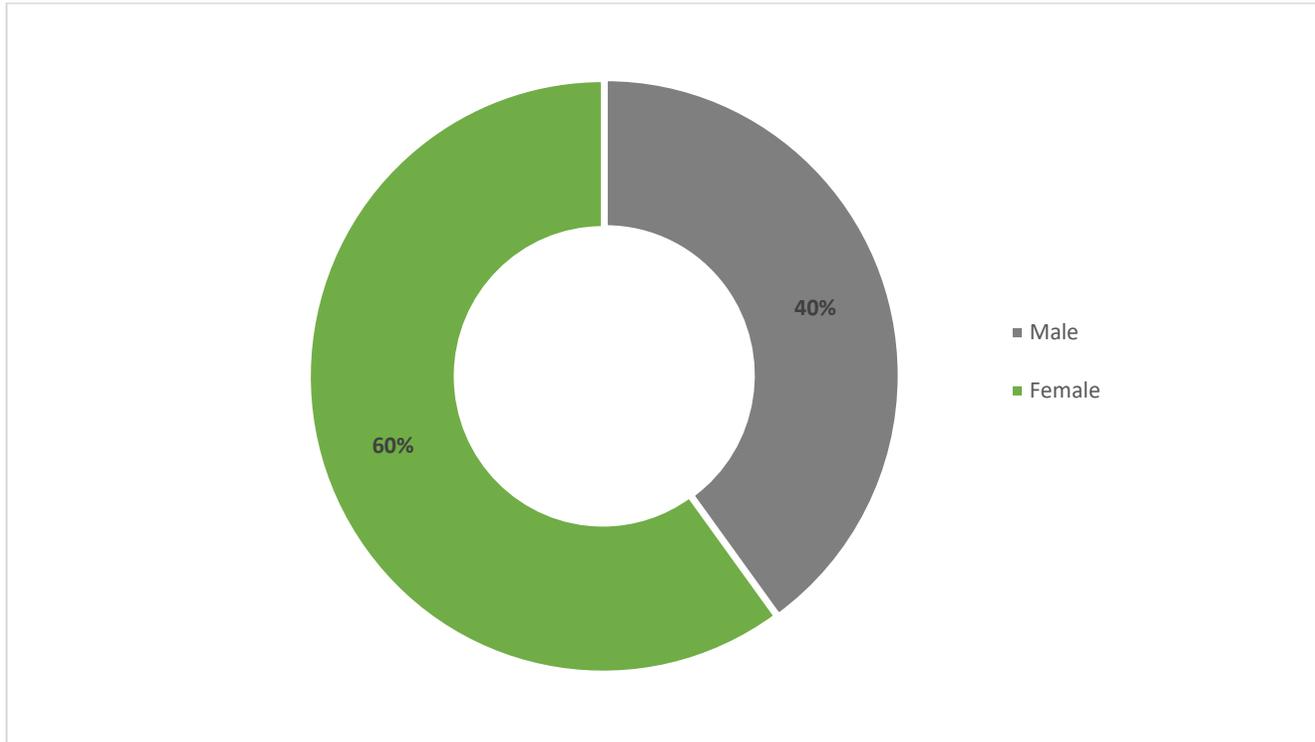


Figure 1 Gender Split

NCC Pay Gap Report

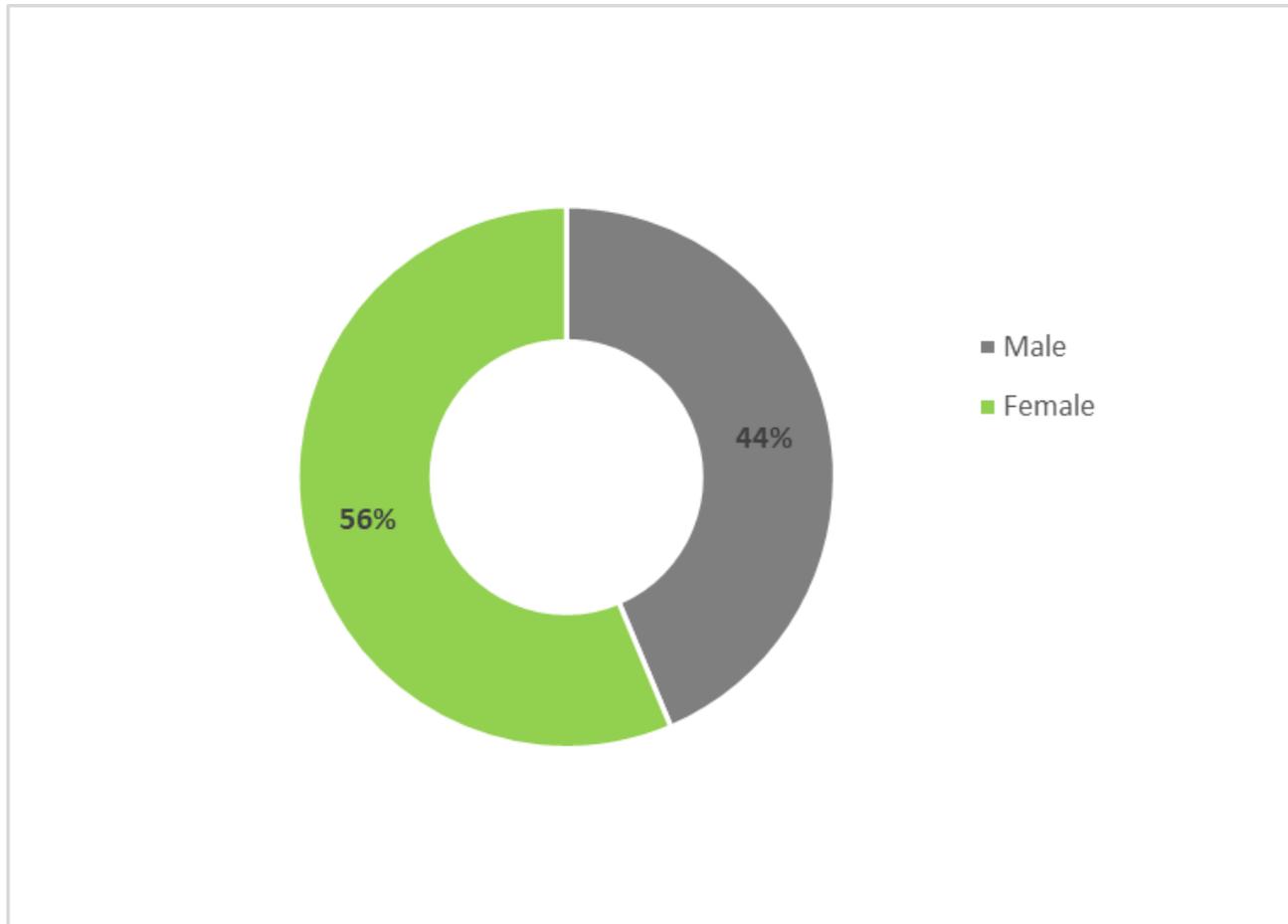


Figure 2 Gender Split by FTE

NCC Pay Gap Report

Difference between the hourly pay rates of male and female employees

| | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------|------|------|------|------|------|
| Mean | 2.9% | 2.9% | 3.3% | 3.1% | 4.2% |
| Median | 0.5% | 0 | 0 | 0 | 2.6% |

Office of National Statistics (ONS)*

| | 2021 | 2020 | 2019 | 2018 | 2017 |
|---------------|-------|-------|-------|-------|-------|
| National | 15.4% | 14.9% | 17.4% | 17.4% | 18.4% |
| East Midlands | 16.8% | 18.5% | 19% | 19.2% | 20.2% |

**Based on Median calculation, mean data not available. ONS data is all businesses that have published*

The mean average pay gap for 2021 is 2.9%, i.e. for every pound earned by the average man, the average woman earns just over 97p. This has remained the same as 2020. The reason for the gap is that males are slightly overrepresented in the highest two quartiles, which means that they earn more on average by a large enough margin to raise their mean hourly rate.

The median average pay gap for 2021 is 0.5%, i.e. for every pound that the male at the middle of all male earners is paid, the female at the middle of all female earners is paid just under £1. Compared to 2020, there has been a slight increase from 0.0% to 0.5% this year. The reason that the female median hourly rate is lower is because there are proportionally more female earners in the lower quartiles than in the upper quartiles (see Quartile Representation).

Difference between the bonuses awarded to male and female employees

19 TRCH employees can earn commission for concessions that the whole team sells to theatregoers (split fairly across team members). These 19 employees represent 0.4% of men and 0.2% of women within Nottingham City Councils workforce.

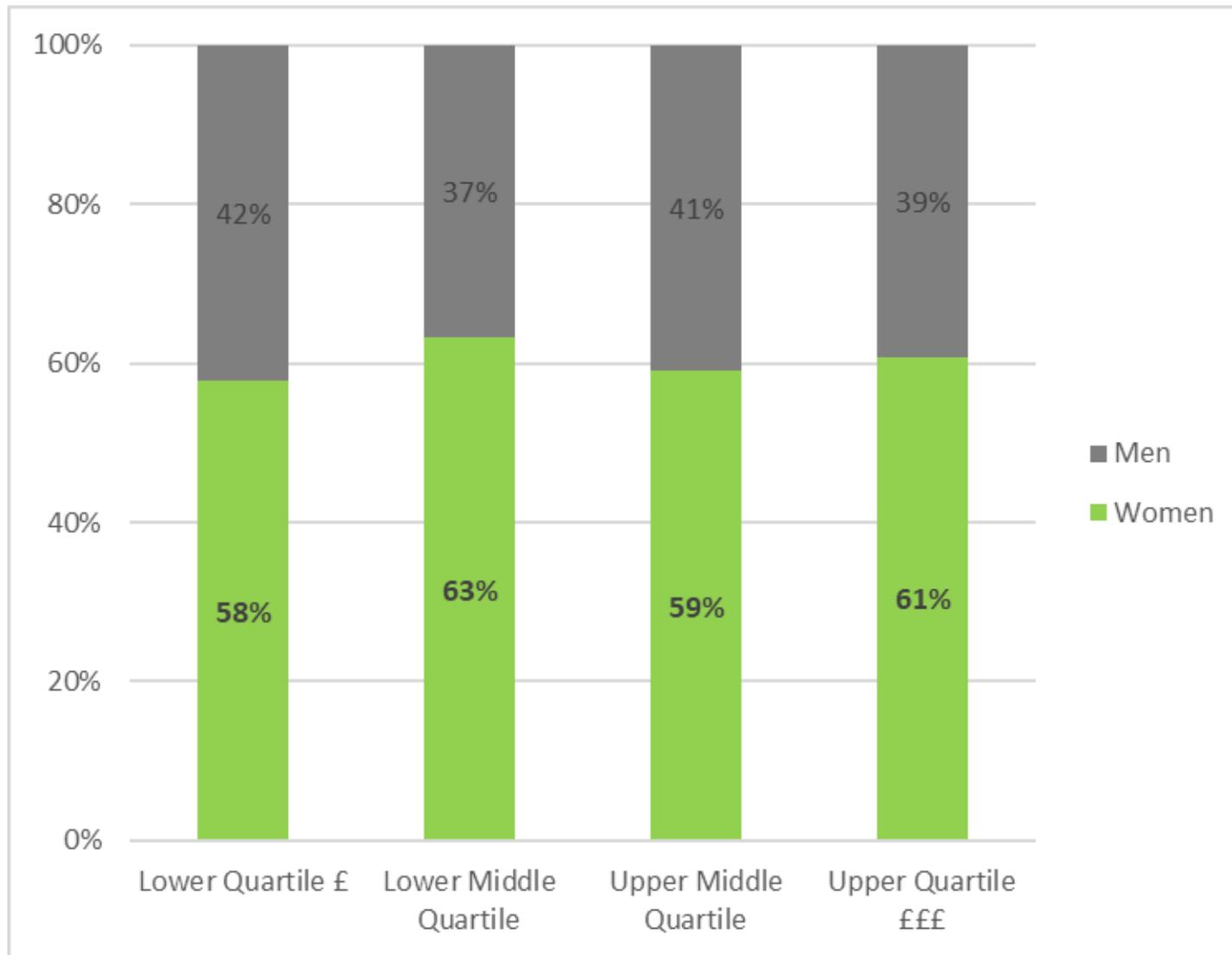
This year, more females worked the shifts that accrued commission than males resulting in a mean difference of 99.6% and a median difference of 108.8% between bonuses awarded to male and female employees.

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If the bonuses were calculated as an hourly rate like the other pay gaps are calculated, the bonus gap would reduce considerably.

NCC Pay Gap Report

Proportions of female and male employees in each pay quartile



NCC Pay Gap Report

Taking Action

It is important to have representation of women across all levels of the Council to help reduce the pay gap. The impact of caring commitments is typically higher for women, who have historically found it more difficult to return to work after periods of parental leave or developing careers whilst undertaking caring responsibilities. Ensuring women are supported and can progress, regardless of caring responsibilities, is key and the Council is committed to offering flexibility and support around caring responsibilities to all staff.

Examples of what we are currently doing:

- Covid-19: As working and home life changed during the pandemic, we have ensured that women were supported. We provided virtual workshops on remote working. We supported managers in considering EDI impacts, provided links to wellbeing resources and practical considerations such as reminders about work life balance, and annual leave.
- Staff Networks: We are committed to having a strong employee voice that contributes to an inclusive working environment for all employees. We rolled out a Staff Network Framework to support the creation and running of staff networks.
- Development: We launched in conjunction with Pricewaterhouse Coopers (PWC), The Change Academy for colleagues across the Council to develop accredited key skills in business analysis, and programme and project management, as well as to contribute to transformation and improvement programmes at the Council. From the cohort selected, 53% were female.
- Leadership: This year we rolled out the Accelerated Development Programme for aspiring and talented colleagues with a protected characteristic to help build on their individual strengths and unlock their potential. Of the first cohort, 53% were female.
- New Work and Wellbeing passport rolled out to support wellbeing discussion. This is for any member to use who feels that they may need additional support at work. This could be a member of staff with a disability or long term health condition; those who have caring responsibilities for a relative with a disability or long term condition; parents with young children; staff who observe religious festivals or celebrations such as Ramadan or daily prayers; or staff who are in the process of gender reassignment.

The council is continually developing new ways of supporting our staff. Some that we hope will support the reduction in our gender pay gap are:

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- Continuing to assess and respond to the impact of the Coronavirus pandemic, particularly relating to childcare and unpaid caring responsibilities
- Future ways of working: Working with our diverse services to embed the principles of agility, adaptability and flexibility for our workforce
- Better succession planning through the service planning process across the Council
- Embedding Equality, Diversity and Inclusion within our culture through our Leadership Behaviour Framework and development programme
- Promoting the positive benefits of inclusive workplaces, through our Diversity and Inclusion communications incorporating lived experiences
- Continually developing our learning and resources to support leaders to work in an inclusive way

Our Ethnicity Pay Gap

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Ethnicity Pay Gap Reporting

The ethnicity pay gap is an equality measure that shows the difference in average earnings between employees who identify as Black, Asian, and Minority Ethnic (BAME) or as White British employees.

For colleagues who have opted not to disclose their ethnicity, we have not included them within the data. Employees who wish to disclose their ethnicity and help us improve the accuracy of future reports can do so via the Oracle Fusion self-service system.

NB: Please see Appendix Pay Gap Benchmarking for how we compare with Core City Councils and with other organisations within Nottingham.

Ethnicity Terminology

This report uses 'BAME' as a label for minority ethnic groups. This is how our data is grouped, we do recognise the limitations of this term and its artificial creation of homogeneity. We will do further analysis as required to inform designing of interventions for our diverse services. BAME includes all groups that are not White British. This means that White Irish and White Other are part of the BAME grouping.

Do we have to report on our ethnicity pay gap?

Although Nottingham City Council is not required to report its ethnicity pay gap, we aspire to be a sector leader in inclusive practice and recognise that it is important to measure areas where we want to make progress. So, in addition to reporting the gender pay gap, which is a legal requirement, we have also opted to continue reporting our ethnicity pay gaps which we first published in 2020. Retrospective ethnicity pay gaps were also calculated for the years 2017 to 2019 for comparison purposes.

For consistency, our ethnicity pay gap calculations are based on employer payroll data drawn from the same 'snapshot date' as the gender pay gap calculations. Therefore, the snapshot for this ethnicity pay gap report was taken on 31 March 2021 and therefore includes annual payments and bonuses paid between 01 April 2020 and 31 March 2021.

Where and how do we publish this information?

We are publishing our ethnicity pay gap results within this report, which will be uploaded to the company intranet and official website.

NCC Pay Gap Report

What do we report on?

For consistency, Nottingham City Council will use the same method of calculations required for gender pay gap report to report the ethnicity pay gap.

It is important to note that ethnicity pay gap calculations are expressed as a percentage in relation to the salary of employees who identify as White British. Therefore, all values recorded as a negative (-) indicate that the ethnicity pay gap is in favour of the employees within the workforce who identify as BAME.

What is included in the bonus calculations?

A bonus is defined as any reward which is related to productivity, performance, or long service awards with a monetary value. The only people who receive bonuses at Nottingham City Council are employees at the Theatre Royal Concert Hall (TRCH).

The method of calculating bonus does not allow for differences in the number of hours per week worked. Pro rata bonuses received by the part-time employees are not adjusted for the purposes of the bonus pay gap calculations.

What are the pay quartiles?

This calculation requires Nottingham City Council to sort the employees who have declared whether their ethnicity into a list of hourly rates of pay from highest to lowest. The list is then divided into four equal parts or 'quartiles'. Finally, the proportion of employees who identify as BAME and White British in each quartile is calculated.

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Ethnicity Pay Gap Results

Make-up of our Workforce

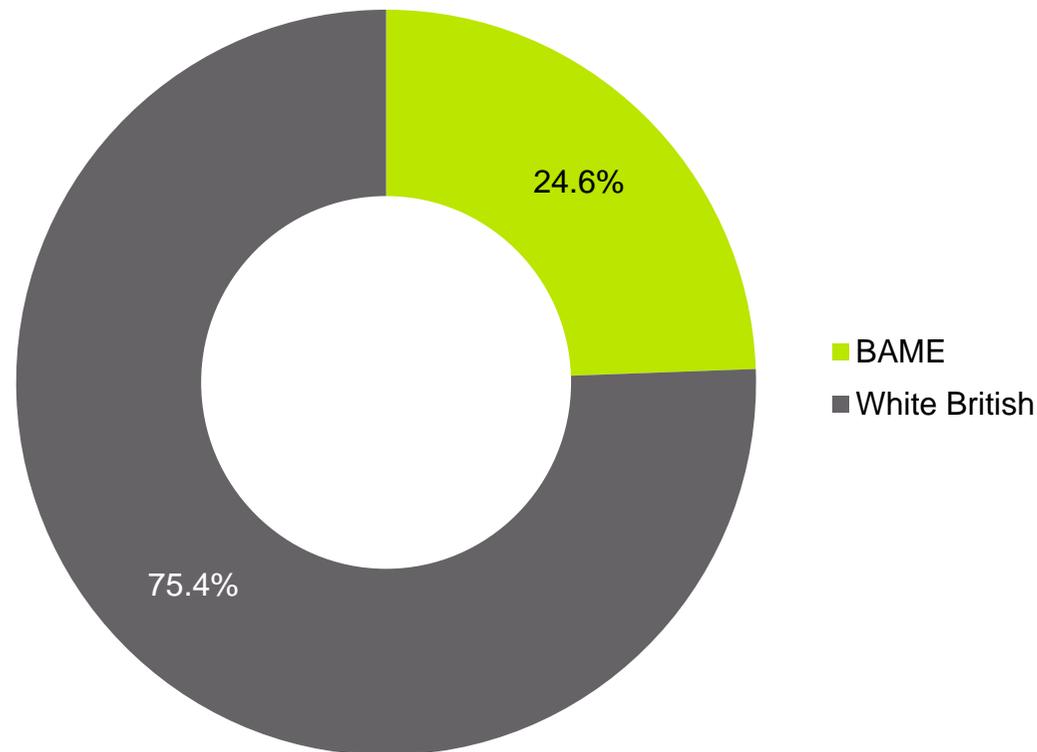


Figure 2 Ethnicity Split - Percentages of Black and Minority Ethnic (BAME) and White British Employees at NCC

Difference between the hourly pay rates of employees who identify as White British and BAME

| | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------|------|------|------|-------|------|
| Mean | 5.6% | 7.9% | 7.4% | 7.9% | 6.4% |
| Median | 9.4% | 8.6% | 5.9% | 11.7% | 4.5% |

NCC Pay Gap Report

Office of National Statistics (ONS)

| | 2019* | 2018 |
|---------------|-------|-------|
| East Midlands | 6.9% | 12.4% |
| London | 23.8% | 21.7% |

**Latest release based on Median calculation, data for only these years available. ONS data is all businesses that have published*

The mean average pay gap for 2021 is 5.6%, i.e. for every pound earned by the average White British employee, the average BAME employee earns just over 94p. There has been a slight increase from 2020, 7.9% (i.e. for every pound earned by the average White British employee, the average BAME employee earns just over 92p). The reason for the gap is that White British employees are slightly overrepresented in the highest two quartiles, which means that they earn more on average by a large enough margin to raise their mean hourly rate.

The median average pay gap for 2021 is 9.4%, i.e. for every pound that the White British employee at the middle of all White British earners is paid, the BAME employee at the middle of all BAME earners earns just over 91p. In 2020, the median average pay gap was 8.6%. This is because there are proportionally more ethnic minority earners in the lower quartiles than in the upper quartiles (see Quartile representation).

Difference between the bonuses awarded to employees who identify as BAME and White British

| | 2020 | 2021 |
|--------|-------|-------|
| Mean | 51.6% | 46.3% |
| Median | 36.5% | 44.5% |

These figures relate to only 18 employees with a declared ethnicity in the Theatre Royal Concert Hall (TRCH), only two of whom identify as BAME.

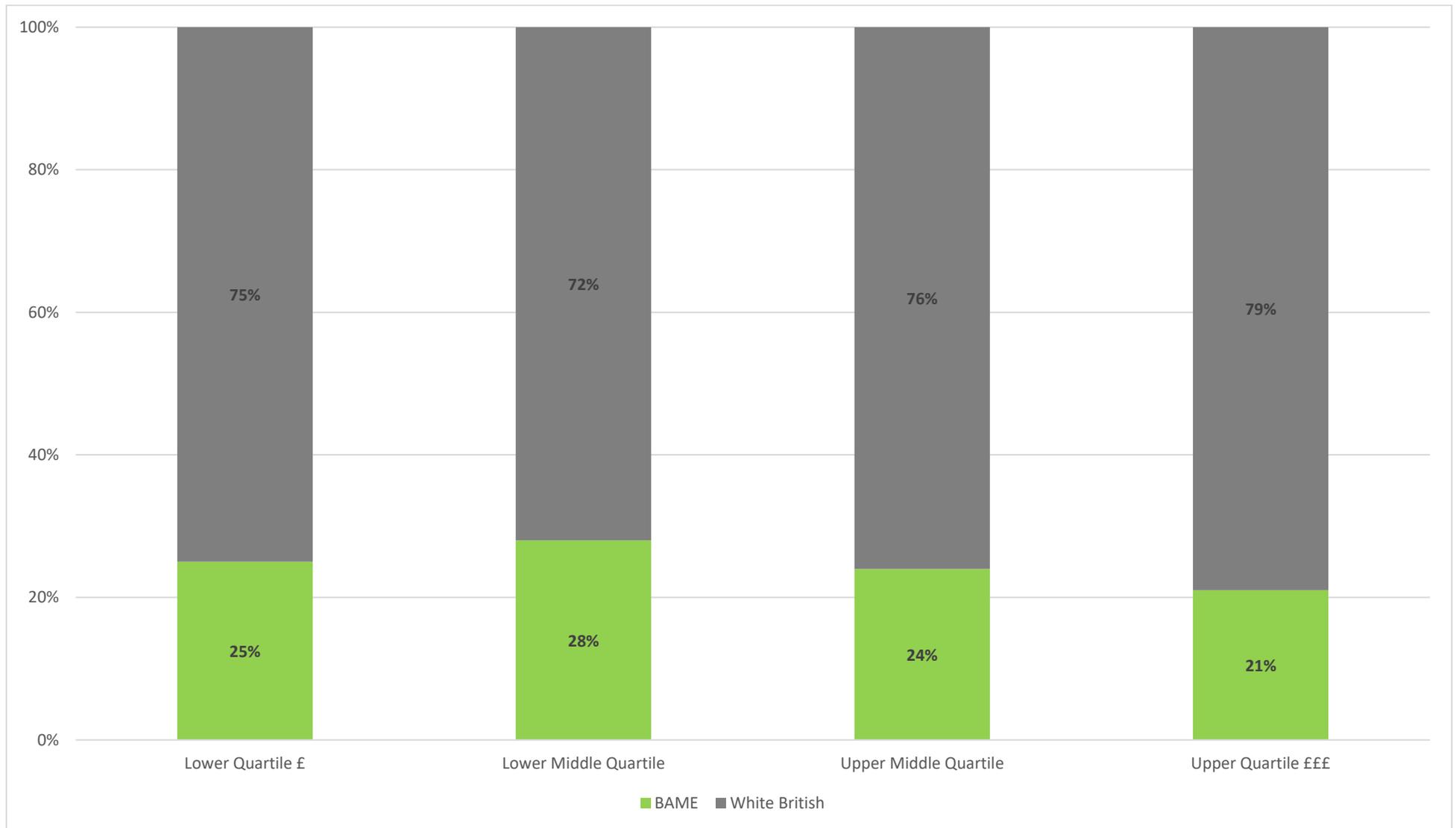
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As a consequence, more White British employees worked the shifts that accrued commission than employees who identify as BAME resulting in a mean difference of 46.3% and a median difference of 44.5% between bonuses awarded to employees who identify as White British and BAME.

If the bonuses were calculated as an hourly rate like the other pay gaps are calculated, the bonus gap would reduce considerably.

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Proportions of employees who identify as BAME and White British in each pay quartile



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Taking Action

Our mean pay gap is 5.6% and our median pay gap is 9.4%. This is likely to be because White British employees are slightly overrepresented in the highest two quartiles, which means that they earn more on average by a large enough margin to raise their mean hourly rate and there are proportionally more BAME employees in the lower quartiles than in the upper quartiles. We are committed to creating an inclusive culture at the Council where BAME colleagues are provided with opportunities to flourish. We know there is significant work to do to reduce our ethnicity pay gap, nevertheless we are committed across all of the Council to make change.

Examples of what we are currently doing:

- Covid-19: We know that Covid-19 has had a disproportionate effect on many under-represented groups and those with caring responsibilities. We continually review and update our Covid-19 guidelines to ensure staff as well supported as possible. This included supporting managers in considering EDI impacts, provided links to well-being resources and practical considerations such as reminders about signposting services in wider city, work life balance and annual leave.
- Staff Networks: We are committed to having a strong employee voice that contributes to an inclusive working environment for all employees. We have two employee staff networks, Ace (Action, Change and Equality) and BAME (Black, Asian and Minority Ethnic) that we value working with.
- Development: We launched in conjunction with Pricewaterhouse Coopers (PWC), The Change Academy for colleagues across the Council to develop accredited key skills in business analysis, and programme and project management, as well as to contribute to transformation and improvement programmes at the Council. From the cohort selected, 27% employees are from BAME backgrounds.
- Leadership: This year we rolled out the Accelerated Development Programme for aspiring and talented colleagues with a protected characteristic to help build on their individual strengths and unlock their potential. Of the first cohort, 66% employees were from BAME backgrounds.
- New Work and Wellbeing passport rolled out to support wellbeing discussion. This is for any member to use who feels that they may need additional support at work. This could be a member of staff with a disability or long term health condition; those who have caring responsibilities for a relative with a disability or long term condition; parents with young children; staff who observe religious festivals or celebrations such as Ramadan or daily prayers; or staff who are in the process of gender reassignment. The passport would also contain details of any reasonable adjustments agreed between the employee and their line manager for the employee to own.

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- Race Action Plan: We signed up to the Business in the Community Race at Work Charter, with five key actions to improve the experiences of BAME employees in the workplace.
- Worked with Trade Unions and Staff Networks on reviewing our Disciplinary Procedure.

The council is continually developing new ways of supporting our staff. Some that we hope will enhance inclusivity in the workplace for our BAME colleagues are:

- Continue to assess and respond to the impact of the Coronavirus pandemic
- Future ways of working: Working with our diverse services to embed the principles of agility, adaptability and flexibility for our workforce. Encouraging managers to take an individualised approach to supporting employees transition back into office spaces.
- Better succession planning through the service planning process across the Council
- Diversity Monitoring campaign to encourage colleagues to update their HR records with their protected characteristics
- Embedding Equality, Diversity and Inclusion within our culture through our Leadership Behaviour Framework and development programme
- Promoting the positive benefits of inclusive workplaces through our Diversity and Inclusion communications, incorporating lived experiences
- Continually developing our learning and resources to support leaders to work in an inclusive way
- Continuing to work on meeting the commitments set out by the Race Charter

Our Disability Pay Gap

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Disability Pay Gap Reporting

The disability pay gap is an equality measure that shows the difference in average earnings between employees who identify as disabled and non-disabled.

For colleagues who have chosen to not disclose whether they identify as having a disability, we have not included them within the data. Employees who wish to disclose whether they identify as having a disability and help us improve the accuracy of future reports can do so via the Oracle Fusion self-service system.

NB: Please see Appendix Pay Gap Benchmarking for how we compare with Core City Councils and with other organisations within Nottingham.

Do we have to report on our disability pay gap?

Although Nottingham City Council is not required to report its disability pay gap, we aspire to be a sector leader in inclusive practice and recognise that it is important to measure areas where we want to make progress. So, in addition to reporting the gender pay gap, which is a legal requirement, we have also opted to continue reporting our disability pay gaps which we first published in 2020. Retrospective disability pay gaps were also calculated for the years 2017 to 2019 for comparison purposes.

For consistency, our disability pay gap calculations are based on employer payroll data drawn from the same 'snapshot date' as the gender pay gap calculations. Therefore, the snapshot for this disability pay gap report was taken on 31 March 2021 and therefore includes annual payments and bonuses paid between 01 April 2020 and 31 March 2021.

Where and how do we publish this information?

We are publishing our disability pay gap results within this report, which will be uploaded to the Council intranet and official website.

What do we report on?

For consistency, Nottingham City Council will use the same method of calculations required for gender pay gap report to report the disability pay gap.

It is important to note that disability pay gap calculations are expressed as a percentage in relation to the salary of employees who identify as non-disabled. Therefore, all values recorded as a negative (-) indicate that the disability pay gap is in favour of the employees within the workforce who identify as disabled.

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What is included in the bonus calculations?

A bonus is defined as any reward which is related to productivity, performance, or long service awards with a monetary value. The only people who receive bonuses at Nottingham City Council are employees at the Theatre Royal Concert Hall (TRCH).

The method of calculating bonus does not allow for differences in the number of hours per week worked. Pro rata bonuses received by the part-time employees are not adjusted for the purposes of the bonus pay gap calculations.

What are the pay quartiles?

This calculation requires Nottingham City Council to sort the employees who have declared whether they are disabled or non-disabled into a list of hourly rates of pay from highest to lowest. The list is then divided into four equal parts or 'quartiles'. Finally, the proportion of employees who identify as disabled and non-disabled in each quartile is calculated.

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Disability Pay Gap Results

Make-up of our Workforce

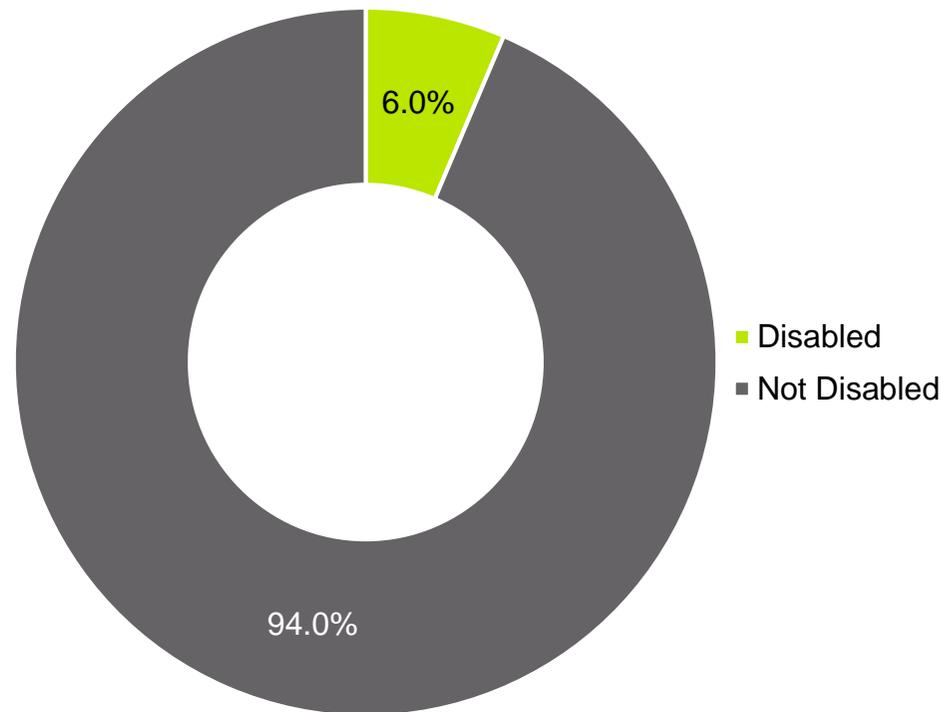


Figure 3 Disability split - percentages of disabled and not disabled employees at NCC

Difference between the hourly pay rates of employees who identify as disabled and non-disabled

| | 2021 | 2020 | 2019 | 2018 | 2017 |
|--------|--------|-------|-------|-------|-------|
| Mean | -1.1% | -2% | -1.8% | -1.2% | 0.9% |
| Median | -10.4% | -5.8% | 0 | -0.1% | -6.8% |

NCC Pay Gap Report

Office of National Statistics (ONS)

| | 2018* |
|---------------|-------|
| National | 12.2% |
| East Midlands | 10.5% |
| London | 15.3% |

**Latest release based on Median calculation, data for only 2018 available. ONS data is all businesses that have published*

The mean average pay gap for 2021 is minus 1.1%, i.e. for every pound earned by the average non-disabled employee, the average disabled employee earns £1.01. This has slightly decreased from 2020, pay gap -2% (i.e. for every pound earned by the average non-disabled employee, the average disabled employee earns £1.02). The reason that the pay gap is marginally in favour of disabled employees because they are very evenly spread throughout the organisation's quartiles, with slightly higher representation in the upper quartiles (see Quartile Representation)

The median average pay gap for 2021 is minus 10.4%, i.e. for every pound that the non-disabled employee at the middle of all non-disabled earners is paid, the disabled employee at the middle of all disabled earners earns just under £1.10. In 2020, the median average pay gap was minus 5.8% (i.e. for every pound that the non-disabled employee at the middle of all non-disabled earners is paid, the disabled employee at the middle of all disabled earners earns just under £1.06). The reason that disabled workers have a higher median pay is because there are far fewer disabled employees, and they are very evenly spread throughout the organisation's quartiles, with slight over representation in the upper quartiles.

Difference between the bonuses awarded to employees who identify as disabled and non-disabled

| | 2021 | 2020 |
|--------|-------|------|
| Mean | 10.7% | 14% |
| Median | 10.1% | 8.9% |

NCC Pay Gap Report

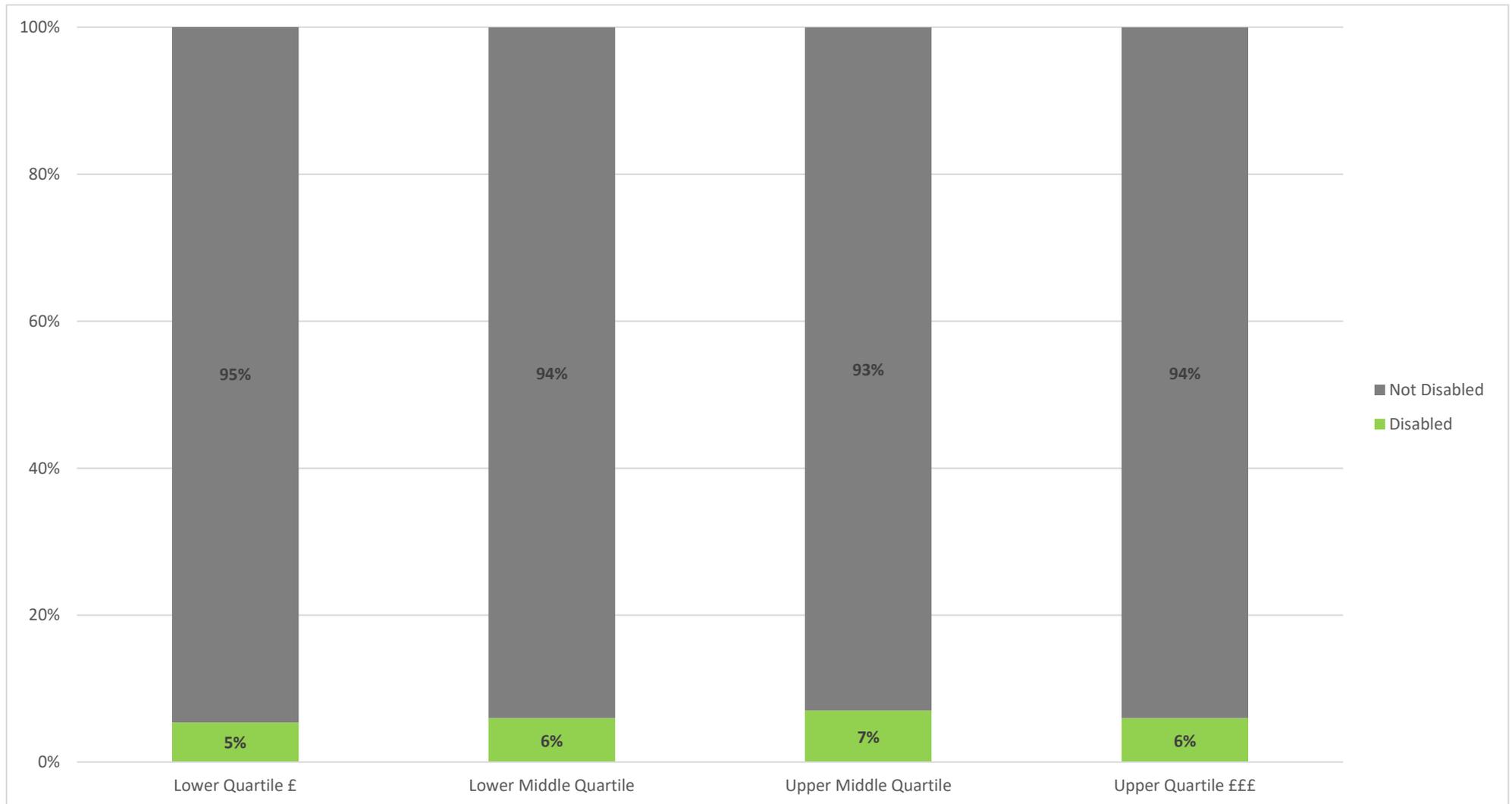
These figures relate to only 16 employees with a declared status in the Theatre Royal Concert Hall (TRCH), only one of whom identifies as disabled.

As a consequence, more non-disabled employees worked the shifts that accrued commission than employees who identify as disabled resulting in a mean difference of 10.7% and a median difference of 10.1% between bonuses awarded to employees who identify as disabled and non-disabled.

If the bonuses were calculated as an hourly rate like the other pay gaps are calculated, the bonus gap would reduce considerably.

NCC Pay Gap Report

Proportions of employees who identify as disabled and non-disabled in each pay quartile



NCC Pay Gap Report

Taking Action

Our mean pay gap is - minus 1.1% and our median pay gap is minus 10.4%. This is likely to be because there are fewer employees who have declared a disability and they are spread evenly throughout the organisation at different grades and in different pay quartiles. Despite the positive picture in terms of the pay gap, we are committed to ensuring that there is an inclusive culture at the Council and accessibility remains a priority.

Examples of what we are currently doing:

- Covid-19: As working and home life changed during the pandemic, we worked with services to ensure that disabled colleagues were supported. We supported managers in considering EDI impacts, provided links to well-being resources and practical considerations such as reminders about making reasonable adjustments, work life balance, and annual leave. We refreshed our corporate resources to enhance the experience of disabled staff in accessing relevant information.
- Staff Networks: We are committed to having a strong employee voice that contributes to an inclusive working environment for all employees. We value and work with the Disabled Employee Staff Network.
- Development: We launched in conjunction with Pricewaterhouse Coopers (PWC), The Change Academy for colleagues across the Council to develop accredited key skills in business analysis, and programme and project management, as well as to contribute to transformation and improvement programmes at the Council. From the cohort selected, 13% were disabled employees.
- Leadership: This year we rolled out the Accelerated Development Programme for aspiring and talented colleagues with a protected characteristic to help build on their individual strengths and unlock their potential. Of the first cohort, 47% were disabled employees
- New Work and Wellbeing passport rolled out to support wellbeing discussion. This is for any member to use who feels that they may need additional support at work. This could be a member of staff with a disability or long term health condition; those who have caring responsibilities for a relative with a disability or long term condition; parents with young children; staff who observe religious festivals or celebrations such as Ramadan or daily prayers; or staff who are in the process of gender reassignment. The passport would also contain details of any reasonable adjustments agreed between the employee and their line manager for the employee to own.

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The council is continually developing new ways of supporting our staff. Some that we hope will enhance inclusivity in the workplace for our disabled colleagues are:

- Continue to assess and respond to the impact of the Coronavirus pandemic, particularly relating to accessibility and reasonable adjustments
- Future ways of working: Working with our diverse services to embed the principles of agility, adaptability and flexibility for our workforce and encouraging managers to take an individualised approach to supporting disabled employees transition back into office spaces
- Better succession planning through the service planning process across the Council
- Diversity Monitoring campaign to encourage colleagues to update their HR records with their protected characteristics
- Embedding Equality, Diversity and Inclusion within our culture through our Leadership Behaviour Framework and development programme
- Promoting the positive benefits of inclusive workplaces through our Diversity and Inclusion communications, incorporating lived experiences
- Continually developing our learning and resources to support leaders to work in an inclusive way
- Achieving our Disability Leader (level 3) status through the Disability Confident Scheme

For further Information contact the Equality & Employability Team: edi@nottinghamcity.gov.uk

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Appendix: Pay Gap Benchmarking

This appendix contains benchmarking data that was available. As ethnicity and disability pay gap is not a legal requirement, it has not been possible to obtain data for 2017 and 2018.

Gender Pay Gap

Core City Councils

| | 2021 | | 2020 | | 2019 | | 2018 | | 2017 | |
|-------------------------|------|--------|------|--------|------|--------|------|--------|------|--------|
| | Mean | Median |
| Nottingham City Council | 2.9% | 0.5% | 2.9% | 0.0% | 3.3% | 0.0% | 3.1% | 0 | 4.2% | 2.6% |
| Birmingham City Council | 3.9% | 4.7% | 4.8% | 3.9% | 6.4% | 4.5% | 9.3% | 9.3% | 9.1% | 9.2% |
| Bristol City Council | 4.6% | 9.3% | 4.3% | 8.5% | 4.1% | 8.9% | 4.3% | 4% | 4.1% | 13.5% |
| Cardiff City Council | 0.7% | 10.2% | 1.1% | 0.8% | N/A | N/A | 1.1% | 3.2% | 3.2% | 6.1% |
| Glasgow City Council | N/A | N/A |
| Leeds City Council | 4.9% | 9.5% | 6% | 10.4% | 5.9% | 7.8% | 6.0% | 6.3% | 8.6% | 13.1% |
| Liverpool City Council | 5.4% | 4.5% | 5.9% | 4.7% | 6.6% | 5.5% | 5.9% | 7.3% | 8.7% | 9.7% |
| Manchester City Council | 8% | 7.9% | 8.1% | 9.8% | 8.1% | 9.8% | 8.1% | 9% | 9.1% | 8.8% |
| Newcastle City Council | 1.7% | 6.8% | 2.9% | 5.8% | 3.6% | 6.0% | 4.6% | 6% | 4.5% | 6.7% |
| Sheffield City Council | 0 | 3.1% | 0.5% | 5.6% | 1.4% | 5.6% | 2.6% | 8.4% | 4.3% | 8.4% |

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Local Organisations

| | 2021 | | 2020 | | 2019 | | 2018 | | 2017 | |
|--|-------|--------|-------|--------|-------|--------|-------|--------|-------|--------|
| | Mean | Median |
| Nottingham City Council | 2.9% | 0.5% | 2.9% | 0 | 3.3% | 0 | 2.9% | 0 | 4.2% | 2.6% |
| Greater Nottingham Education Trust | 24.2% | 31.9% | 25.1% | 32.6% | N/A | N/A | 25.1% | 32.6% | N/A | N/A |
| Nottingham Building Society | 39.1% | 43.7% | 36.4% | 40% | 34.8% | 35.2% | 36.4% | 40% | 34.8% | 35.4% |
| Nottingham City Homes Ltd | 11.6% | 13.2% | 12.5% | 17.6% | N/A | N/A | 12.5% | 17.6% | 15.4% | 22.3% |
| Nottingham City Transport Ltd | 3.2% | 6.6% | 1.4% | 3.6% | 3.20% | 7% | 1.4% | 3.6% | 5.3% | 8.8% |
| Nottingham CityCare Partnership (CIC) | 0 | 7% | 0 | 0 | 8% | 20% | -8.3% | -20.3% | -5.5% | -26.7% |
| Nottingham Collage | 10.6% | 0.1% | 8.1% | 8.6% | 6.9% | 14.5% | 8.1% | 8.6% | N/A | N/A |
| Nottingham Community Housing Association | 12.9% | 19.5% | 17.4% | 16.4% | 21.4% | 21.7% | 17.4% | 21.8% | 19.8% | 23.4% |
| Nottingham Ice Centre Ltd | 6.4% | -17% | 2.5% | -7% | 0 | 0 | 2.5% | 5.7% | 2.3% | 9.1% |

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| | 2021 | | 2020 | | 2019 | | 2018 | | 2017 | |
|--|-------|--------|-------|--------|-------|--------|-------|--------|-------|--------|
| | Mean | Median |
| Nottingham Trams Ltd | 1.4% | 0 | 0 | 0 | 0.8% | 2.9% | 1.4% | 0 | 2.5% | 3.1% |
| Nottingham Trent University | 13.4% | 11.1% | 13.5% | 8.5% | 13.6% | 10.7% | 12.9% | 13.6% | 15.5% | 24.5% |
| Nottingham University Hospitals NHS Trust | 23.3% | 7.3% | 24.2% | 6.1% | 24.6% | 8.8% | 24.7% | 7.7% | 30.2% | 18.1% |
| Nottinghamshire County Council | 8.4% | 16.8% | 8.4% | 20.1% | 9.3% | 18.4% | 11.5% | 20.2% | 12.3% | 25.4% |
| Nottinghamshire Fire & Rescue Service | 15.3% | 8.2% | 18.3% | 9.8% | 11.4% | 2.9% | 7.7% | 6.3% | 20% | 11.9% |
| Nottinghamshire Healthcare NHS Trust | -6.4% | 4.6% | -4.1% | 6.6% | 9.9% | -2% | 8.7% | -3.4% | 8.1% | -2.5% |
| Nottinghamshire Police | 10.6% | 21.7% | 10.2% | 19.1% | 11.1% | 19.1% | 11.5% | 17.6% | 12% | 11.6% |
| University of Nottingham | 20.1% | 17.7% | 20.3% | 14.8% | 21.7% | 16.90% | 22% | 16.6% | 23.1% | 18.9% |

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Disability Pay Gap

Core City Councils

| | 2020 | | 2019 | |
|-------------------------|-------|--------|------|--------|
| | Mean | Median | Mean | Median |
| Nottingham City Council | -2.0% | -5.8% | N/A | N/A |
| Bristol City Council | N/A | N/A | 2.0% | 3.3% |

Other UK Organisation

| | 2020 | | 2019 | |
|-----------------------------|-------|--------|-------|--------|
| | Mean | Median | Mean | Median |
| Nottingham City Council | -2.0% | -5.8% | N/A | N/A |
| KPMG | 10.0% | 10.0% | N/A | N/A |
| Nursing & Midwifery Council | -3.4% | -9.8% | -2.6% | -10.5% |
| University of Sussex | 18.3% | 11.3% | 15.9% | 13.7% |
| Zurich | 19.8% | N/A | N/A | N/A |

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Ethnicity Pay Gap

Core City Councils

| | 2020 | | 2019 | |
|-------------------------|-------|--------|------|--------|
| | Mean | Median | Mean | Median |
| Nottingham City Council | 7.9% | 8.6% | 7.9% | 8.6% |
| Birmingham City Council | N/A | N/A | 7.9% | 5.7% |
| Bristol City Council | 7.2% | 2.9% | 8.6% | 5.7% |
| Newcastle City Council | 7.2%* | | N/A | N/A |

*Calculation not specified.

Other UK Organisation

| | 2020 | | 2019 | |
|------------------------------------|-------|--------|-------|--------|
| | Mean | Median | Mean | Median |
| Nottingham City Council | 7.9% | 8.6% | 7.9% | 8.6% |
| Competition & Markets Authority | 26.4% | 28.8% | 29.3% | 34.8% |
| Deloitte UK | N/A | N/A | 12.9% | 7.9% |
| London Borough of Hillingdon | 3.5% | -0.3% | 3.4% | -0.4% |
| KPMG | 38.2% | 11.7% | N/A | N/A |
| Manchester Metropolitan University | 5.6% | 0.0% | N/A | N/A |
| Nursing & Midwifery Council | 23.7% | 27.1% | 28.7% | 27.1% |
| University of Sussex | -2.6% | -4.7% | -6.7% | -3.0% |