



Royal Borough Windsor & Maidenhead

Gender and Ethnicity Pay Gap Report

March 2025

Contents

1. Our values	3
2. About the gender and ethnicity pay gap report.....	4
3. Understanding the data	5
4. Our gender pay and performance pay gap.....	6
5. Our ethnicity pay and performance pay gap.....	8
6. Gender and ethnicity equality priorities	9

1. Our values

At the Royal Borough of Windsor & Maidenhead (RBWM), our vision of building a sustainable borough of opportunity and innovation depends on a fair and inclusive workplace where everyone can thrive. Addressing the pay gap within RBWM is a vital part of this commitment.

Our HERO Values – **Humility**, **Empower**, **Respect**, and **One Team**—guide everything we do. They inspire us to empower colleagues, foster respect, and work together as one team to ensure that every individual has an equal opportunity to succeed. This report reflects our dedication to living these values and achieving greater equity for all.



2. About the gender and ethnicity pay gap report

- 2.1 Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, employers with 250 or more employees are required to publish statutory gender pay gap indicators every year. The data is updated annually and is a snapshot of the workforce as of 31 March each year, which then must be published by 30 March the following year. For the council this information excludes schools, who are required to publish their own data where their workforce exceeds 250 employees. Only Manor Green School currently meets this requirement.
- 2.2 Reasons for the size of the gender pay gap vary between organisations, but generally across all organisations they can be accounted for on the basis that:
- Men are often more highly represented in senior positions.
 - More women than men work part time and part time work tends to be more prevalent at lower levels in organisations.
 - More women than men take career breaks, which can impact on their progression or later career choices.
 - Local authorities have a wide range of services and professions, however many of the lower paid functions tend to be dominated by women e.g., administration, customer services etc.

The introduction of the gender pay gap reporting requirement aims to encourage organisations to address these imbalances.

- 2.3 In calculating the council's gender pay gap data, we have applied the definitions and criteria set out in the regulations.
- 2.4 For the first time, we have also voluntarily disclosed ethnicity pay gap data, reflecting our commitment to pay transparency.
- 2.5 The council pays different individuals on the same grade based on their job role being assessed as being of equal value. We do this via a job evaluation scheme. The pay gap compares the hourly pay of all individuals of different genders or ethnicities in the council.
- 2.6 While employees may voluntarily share their ethnicity data, providing this information is not mandatory. As of 31 March 2024, the council held ethnicity data for 89% of our workforce. Our approach to measuring ethnicity pay gap aligns with the methodology used for calculating the gender pay gap, ensuring consistency and transparency.
- 2.7 Of those who have declared their ethnicity, 78.7% are white and 21.3% are ethnically diverse employees, which is consistent with the RBWM population according to the 2021 Census. The sample size for each ethnic group is too small to analyse the pay gaps individually; therefore, the data has been grouped for collective analysis. See Table 1 for details.

Table 1: Ethnic representation

Ethnic Groups	RBWM employees 2024	RBWM population – Census 2021
White	78.7%	79.8%
Ethnically diverse	21.3%	20.2%

3. Understanding the data

3.1 In line with legal requirements, the council measures the following gender pay gap data to better understand the factors contributing to any imbalances in remuneration:

- Mean gender pay gap
- Mean performance gender pay gap
- Median gender pay gap
- Median performance gender pay gap
- Proportion of males and females in each pay quartile
- Proportion of males and females receiving a performance pay.

3.2 Similarly, the same measurements are applied when comparing ethnicity pay gap. To aid in understanding the data, detailed descriptions are provided in Table 2.

Table 2: Data description

Data	Description
Mean pay gap / performance pay gap	The difference between the average hourly rate / performance pays for individuals of different genders or ethnicities. These differences are expressed as percentages, where a positive percentage indicates a gap in favour of men or white employees.
Median pay gap / performance pay gap	The difference between the middle value of the hourly rate / performance pays for individuals of different genders or ethnicities (when ranked from lowest to highest). These differences are expressed as percentages, where a positive percentage indicates a gap in favour of men or white employees.
Proportion of individuals in each pay quartile	The percentage of individuals of different genders or ethnicities in each quartile (25%) of the pay structure. This is calculated by listing all the individual hourly rates, lowest to highest and dividing them into 4 equal groups called: lower, lower middle, upper middle and upper.

Data	Description
Proportion of individuals receiving a performance pay	The percentage of individuals of different genders or ethnicities who received a performance pay.

4. Our gender pay and performance pay gap

4.1 Table 3 shows that the mean gender pay gap narrowed from 9.6% to 9.1% compared to 2022/2023. Similarly, the median gender pay gap has decreased from 14% to 12.9%.

Table 3: RBWM gender pay gap 2023 and 2024

Year	Mean pay gap	Median pay gap
2023/2024	9.1%	12.9%
2022/2023	9.6%	14%

4.2 As shown in Table 4, the national mean and median gender pay gaps, as reported in the Office for National Statistics (ONS) April 2024 Annual Survey of Hours and Earnings (ASHE), are 13.8% and 13.1%, respectively. The ASHE survey further indicates that the mean and median gender pay gaps for the public sector are 12.9% and 13.5%.

The council's mean and median gender pay gaps are both lower than the national and public sector averages, highlighting positive progress. Refer to Appendix 1 and 2 for year-on-year comparisons.

Table 4: RBWM gender pay gap compared to the ONS data 2024

Group	Mean pay gap	Median pay gap
The council - RBWM	9.1%	12.9%
National - all employees April 24	13.8%	13.1%
Public sector April 24	12.9%	13.5%

4.3 Table 5 compares the council's Gender Pay Gap with other councils in Berkshire. This data is from the information published 31 March 2024.

Table 5: Gender pay gap for Berkshire councils 2023

Councils	Mean pay gap	Median pay gap
Bracknell Forest	11%	10%
Reading	0.8%	0%
Slough	-7.8%	-3%
West Berkshire	13.5%	9.6%
Windsor & Maidenhead	9.6%	14%
Wokingham	12.4%	15.4%

The data for 2024 will not be available until after the final reporting date of 30 March 2025.

4.4 The gender pay gaps for performance pay are detailed in Table 6, while Table 7 shows the proportion of men and women receiving performance pay. Under the Regulations, any payment linked to an employee’s performance should be included in this measure. However, this primarily refers to regular contractual performance payments, such as bonuses.

At the council, the provisions that are in scope for inclusion are Instant Rewards rewarding one-off exceptional contributions, and Long Service Awards for those who have been employed by RBWM for 25 years. In 2023/2024, 21 such payments were made, ranging from £150 to £1,000, with an average payment of £342.86. It is important to interpret the performance pay gap with caution, as the small number of employees receiving these payments can significantly affect the results.

This gap may fluctuate from year to year and does not show a consistent trend since we started reporting in 2018 (See Appendix 3 for year-to-year comparisons). In terms of the proportion of employees receiving performance pay, both the number of recipients and the variance have decreased, with the variance between women and men narrowed from 6.4% to 2.5%. As with the gap, the proportion of employees receiving performance pay fluctuates annually (See Appendix 4 for year-to-year comparisons).

Table 6: Gender pay gaps for performance pay 2023 and 2024

Year	Performance pay mean pay gap	Performance pay median pay gap
2023/2024	20.0%	0%
2022/2023	-38.5%	-13.3%

Table 7: Proportion of men and women receiving a performance pay 2023 and 2024

Year	Women receiving performance pay	Men receiving performance pay
2023/2024	2.8%	5.3%
2022/2023	5.8%	12.2%

4.5 Table 8 shows the distribution of women and men across each pay quartile based on hourly rates. Given that 60% of the council’s employees are women, this may explain the higher number of women in most quartiles. Compared to 2022/2023, the proportion of women in the lower quartile (where pay is lower) has remained roughly the same, while the proportion in the lower middle quartile (where pay is slightly lower) has decreased. This shift in the distribution of women across the pay quartiles contributes to the overall decrease in both the mean and median pay gaps from 2022/2023.

Table 8: Gender population in each pay quartile 2023 and 2024

		Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile
2023/2024	Women	50.0%	56.8%	61.6%	66.9%
	Men	50.0%	43.2%	38.4%	33.1%
2022/2023	Women	47.33%	58.02%	64.89%	66.67%
	Men	52.67%	41.98%	35.11%	33.33%

5. Our ethnicity pay and performance pay gap

5.1 While the ethnicity pay gap is not currently a legal reporting requirement, the council recognises its importance in fostering an equitable and inclusive workplace and have published details for the first time this year. Table 9 shows that the mean ethnicity pay gap narrowed from 9.2% to 7.5% compared to 2022/2023. However, the median ethnicity pay gap has increased from 4.2% to 6.8%. The decrease in mean pay gap could be attributed to the hiring of a few high-earning employees from ethnically diverse background. Further details on this will be addressed in section 5.3, where we review the quartile data.

Table 9: RBWM ethnicity pay gap 2023 and 2024

Year	Mean pay gap	Median pay gap
2023/2024	7.5%	6.8%
2022/2023	9.2%	4.2%

5.2 The ethnicity pay gap for performance pay are shown in Table 10. Table 11 shows the proportion of white and ethnically diverse employees receiving performance pay. As in 2022/2023, there is no median pay gap; however, the mean pay gap has risen to 30.2% compared to the previous year.

During 2023/2024, the total number of employees receiving performance pay decreased significantly, from 44 to 21 (a reduction of 52%). This decline may have contributed to the decreased proportion of ethnically diverse recipients, as a smaller pool of payments reduces opportunities for representation.

As highlighted in Section 4.4, it is important to interpret the performance pay cautiously, as the small number of recipients can lead to significant fluctuations in annual results. This gap may vary from year to year and should be closely monitored over time. Nonetheless, it remains essential to review and refine performance pay practices to promote inclusivity and equitable distribution of rewards.

Table 10: Ethnicity pay gaps for performance pay 2023 and 2024

Year	Performance pay mean pay gap	Performance pay median pay gap
2023/2024	30.2%	0%
2022/2023	18.4%	0%

Table 11: Proportion of white and ethnically diverse employees receiving a performance pay 2023 and 2024

Year	Ethnically diverse employees receiving performance pay	White employees receiving performance pay
2023/2024	1.9%	4.6%
2022/2023	9.2%	8.1%

5.3 Table 12 shows the distribution of ethnically diverse and white employees across each pay quartile based on hourly rates. Compared to 2022/2023, the proportion of ethnically diverse employees in the lower quartile (where pay is lower) has decreased from 23.6% to 21.0%, while the proportion in the upper quartile (where pay is higher) has increased from 15.5% to 19.5%. However, the proportion in lower middle quartile (where pay is slightly lower) has increased significantly. This is likely due to over 40% of the new starters from ethnically diverse backgrounds being hired for positions in lower middle grades in 2023/2024.

Despite some progress in the upper quartile, the increase in the overall median pay gap highlights the need for continued monitoring and targeted action to ensure fair and equitable pay distribution across all employee groups.

Table 12: Ethnicity population in each pay quartile 2023 and 2024

		Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile
2023/2024	Ethnically diverse	19.5%	18.5%	26.0%	21.0%
	White	80.5%	81.5%	74.0%	79.0%
2022/2023	Ethnically diverse	15.45%	21.95%	18.69%	23.58%
	White	84.55%	78.05%	81.31%	76.42%

6. Gender and ethnicity equality priorities

6.1 The council recognises the challenges related to career advancement within a smaller organisation and acknowledges factors such as work-life balance, flexibility, and family-friendly policies that contribute to talent attraction and retention, particularly for women and ethnically diverse employees. We understand the importance of addressing the gender and ethnicity pay gap and are committed to taking steps towards reducing it. In response, we have implemented various initiatives throughout 2024 and have key activities planned for 2025 in addition to working closely with our EDI and staff networks to consider initiatives to help minimise these gaps. These efforts are part of our commitment to fostering an inclusive and supportive workplace for all.

6.2 Key activities in 2024:

- **Commitment to Pay Equality**
The Council Plan 2024-2028 reaffirms our commitment to Equality, Diversity, and Inclusion (EDI) for all residents. Our [Equality Policy](#) underscores the role of equality and inclusion in fostering a positive workplace culture aligned with our organisational values. This reinforces our dedication to pay equality and creating an inclusive environment.
- **Inclusive Job Advertising and Targeted Recruitment**
To promote fairness in recruitment, we have strengthened our advert guidance for recruiting managers, ensuring language avoids unintended race, ethnic, or faith biases. All advert text is reviewed before publication. Additionally, we have introduced targeted initiatives, such as initially opening applications for certain entry-level positions exclusively to care leavers, providing them with dedicated opportunities to apply.
- **Enhancing Inclusive Hiring Practices**
To foster a more inclusive selection process, we have implemented EDI-related questions in the hiring interview guide for recruiting managers. We have also reviewed our recruitment processes and media channels to attract a diverse range of applicants. Additionally, we have introduced diversified interview panels to ensure fairer and more representative hiring decisions.
- **Promotion of Family-Friendly Policies**
We continue to promote family-friendly policies, offering flexible working options, including term-time-only arrangements and home working. Additionally, we provide benefits such as buying annual leave scheme and have increased annual leave entitlement to 32 days (pro-rata for part-time employees), further supporting work-life balance. These policies are aimed to attract and retain talented individuals, particularly those with family responsibilities.
- **EDI Network**
The employee-led EDI Network has championed equality and diversity throughout 2024, promoting a culture of respect and inclusivity across the council. The Network organised events such as the 'Women in the Workplace' conversation with senior management for International Women's Day. In October, they supported Black History Month by promoting events in the local library and sharing relevant online events with all employees.
- **Menopause support initiatives**
We recognise from national surveys that many older women struggle with menopause symptoms and may opt out of work. In response, we have established the Menopause Advocates network in 2024 and signed the Menopause Pledge to demonstrate our commitment. We proactively

engage employees through induction sessions and internal communications to ensure ongoing support.

- **Supporting Foster Carers**
We continue to support employees who are foster carers by providing additional paid leave, which contributes to obtaining our Fostering Friendly Employer accreditation in 2024 with the Fostering Network. This initiative reflects our commitment to an inclusive and supportive work environment that values diverse family responsibilities.
- **Support for Ex-Military and Reservists**
As holders of the Defence Employer Recognition Scheme Gold Award, we continued to support ex-military personnel and reservists, providing opportunities and fostering an inclusive workplace in line with our commitment to the Armed Forces Covenant.
- **Training and Development, and Apprenticeship Opportunities**
We offer mandatory Unconscious Bias e-Learning for all employees and an additional Unconscious Bias course for managers to promote bias-free practices. Additionally, we offer apprenticeships in a variety of specialisms, including management, Human Resources, and Finance. Through ongoing promotion and conversations with different service areas, we continue to raise awareness of apprenticeship opportunities to all employees. Currently, 87% of those undertaking apprenticeships are female.
- **Fixed Retention Bonus for Social Workers and AMHPs**
A fixed retention bonus has been introduced for Social Workers and Approved Mental Health Professionals (AMHPs) within Adult Social Care statutory services. The fixed amount ensures equality in its distribution among eligible employees.
- **Commitment to National Living Wage (NLW) Compliance**
In alignment with our commitment to NLW compliance, we have provided a higher pay increase for our lowest-paid colleagues and reduced pay points within concerned lower pay grades in April 2024. These adjustments are expected to help reduce the pay gap for lower-paid employees.

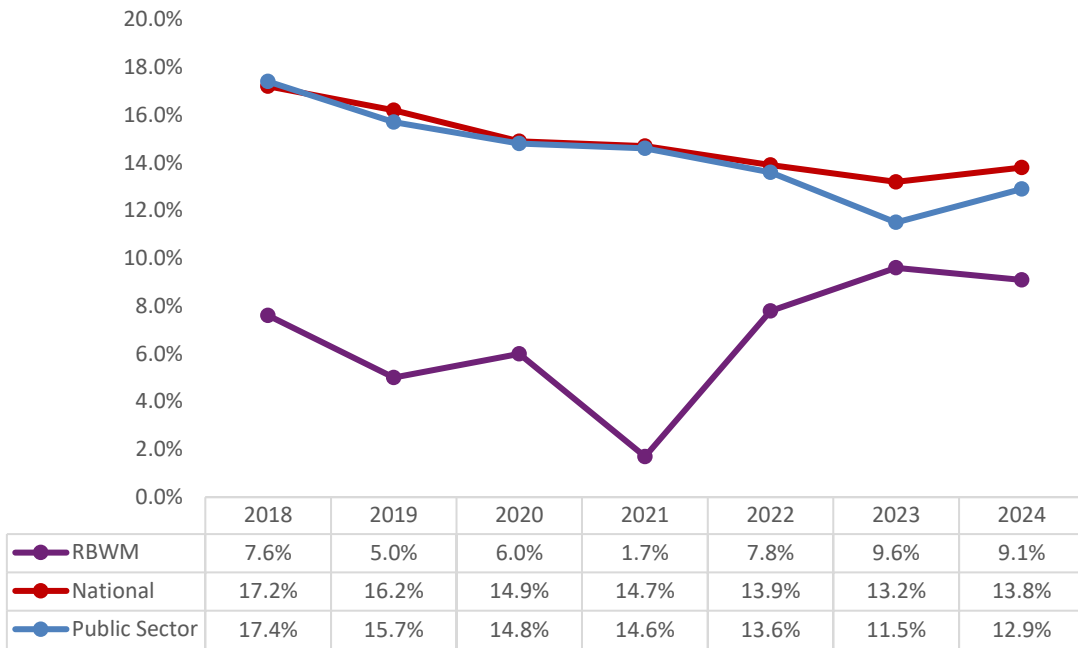
6.3 Key activities for 2025:

- **Employee Wellbeing and Inclusive Support**
To foster a supportive and inclusive workplace, we are enhancing both mental health support and recruitment practices. Our Wellbeing Advocates will undergo refresher training in Mental Health First Aid to ensure high-quality support for all employees, including those from underrepresented groups. Additionally, we will implement wellbeing-related questions in the hiring interview guide for recruiting managers, reinforcing our commitment to an inclusive recruitment process that prioritises employee wellbeing.

- Timely Reporting and In-Depth Analysis**
 To proactively address pay gap issues, we aim to analyse the pay gap data shortly after the data becomes available in March 2025, rather than until the statutory reporting deadline of March 2026. Conducting an in-depth analysis by pay grades using the latest data will provide valuable insights and enable timely actions to address both gender and ethnicity pay gaps more effectively.
- Promotion of Flexible and Family-Friendly Working**
 We will continue to promote the council's family-friendly policies and flexible working options through various employee communications channels. We are encouraging and supporting flexible and part-time working opportunities at all levels, including senior roles, ensuring these practices benefit both the council and our employees.
- EDI Network**
 The employee-led EDI Network will continue to champion equality and diversity, with 2025, further promoting an organisational culture of respect and inclusivity. Building on its success, the Network will support events such as International Women's Day and other key dates, aiming to raise awareness of EDI issues and foster a more inclusive workplace.
- Continued Commitment to Training and Apprenticeships**
 In 2025, we will continue to offer mandatory Unconscious Bias training for employees and managers, while encouraging women, especially part-time staff, to engage in personal development programmes. Apprenticeships across key areas such as management, HR, and Finance will also remain available, for full time and part-time employees (who work a minimum of 30 hours per week). Apprenticeship opportunities will continue to be advertised to all council employees, with 1-2-1 meetings with HR available for all individuals interested in apprenticeship options.

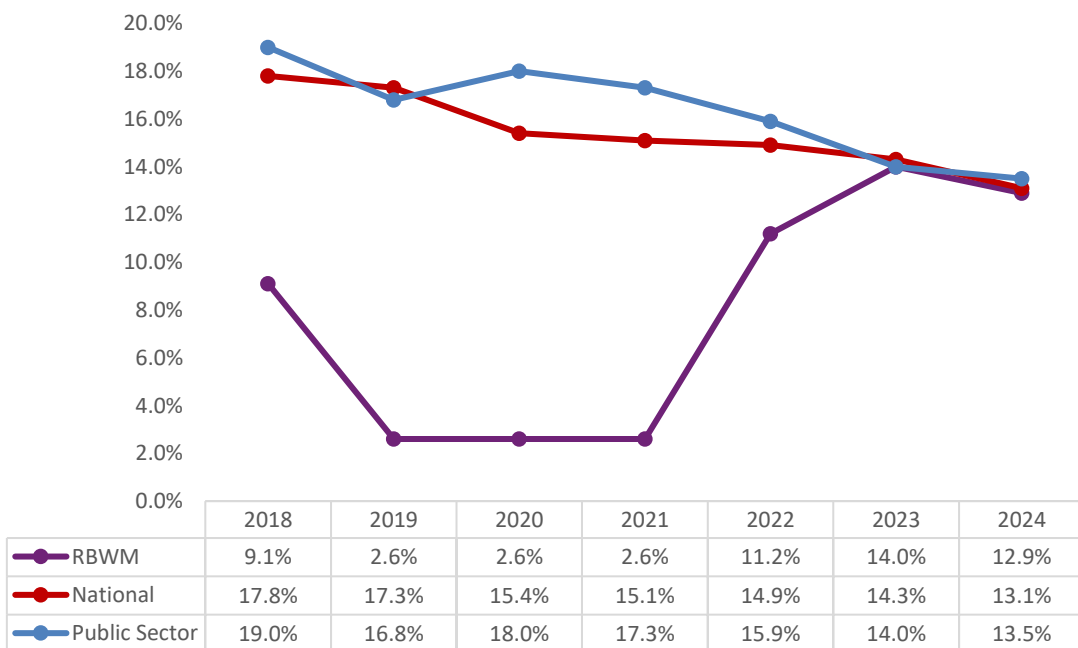
6.4 For further information on our boarder strategic programmes and our diversity, equality and inclusion ambitious, please visit [our commitment to equality and diversity webpage](#).

Appendix 1: RBWM mean gender pay gap – compared to ONS data 2018 – 2024



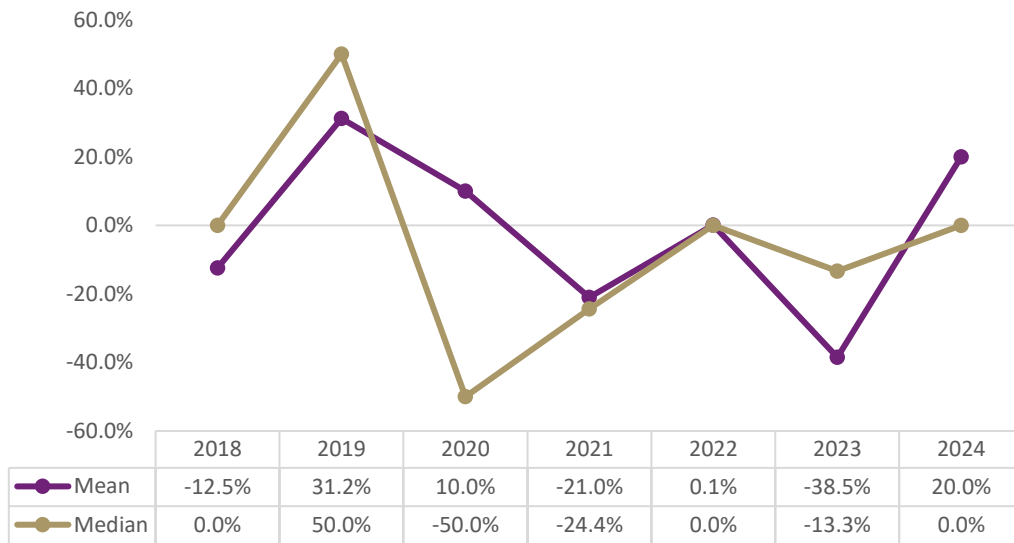
Note: The ONS data is collected from the provisional edition of the dataset.

Appendix 2: RBWM median gender pay gap – compared to ONS data 2018 – 2024



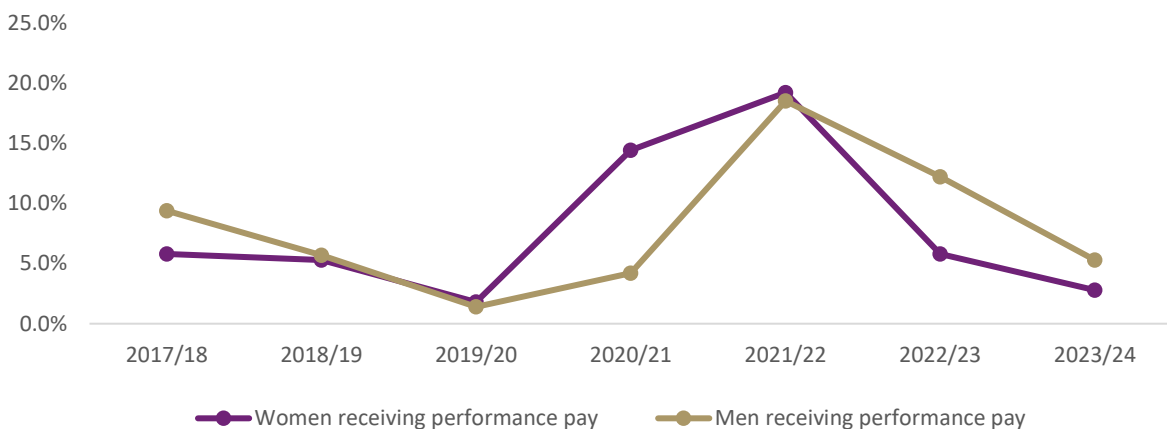
Note: The ONS data is collected from the provisional edition of the dataset.

Appendix 3: RBWM gender pay gaps for performance pay 2018 – 2024



Appendix 4: RBWM proportion of men and women receiving a performance pay 2018 – 2024

Year	Women receiving performance pay	Men receiving performance pay
2023/2024	2.8%	5.3%
2022/2023	5.8%	12.2%
2021/2022	19.2%	18.5%
2020/2021	14.4%	4.2%
2019/2020	1.8%	1.4%
2018/2019	5.3%	5.7%
2017/2018	5.79%	9.39%



Appendix 5: RBWM gender population in each pay quartile 2018 – 2024

		Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile
2023/2024	Women	50.0%	56.8%	61.6%	66.9%
	Men	50.0%	43.2%	38.4%	33.1%
2022/2023	Women	47.33%	58.02%	64.89%	66.67%
	Men	52.67%	41.98%	35.11%	33.33%
2021/2022	Women	47.3%	61.8%	61.1%	64.9%
	Men	52.7%	38.2%	38.9%	35.1%
2020/2021	Women	60%	57%	62%	66%
	Men	40%	43%	38%	34%
2019/2020	Women	56.6%	55.9%	64.7%	65.9%
	Men	43.4%	44.1%	35.3%	34.1%
2018/2019	Women	63.4%	59.5%	66.4%	67.1%
	Men	36.6%	40.5%	33.6%	32.9%
2017/2018	Women	60.14%	60.14%	68.24%	67.79%
	Men	39.86%	39.86%	31.76%	32.21%

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