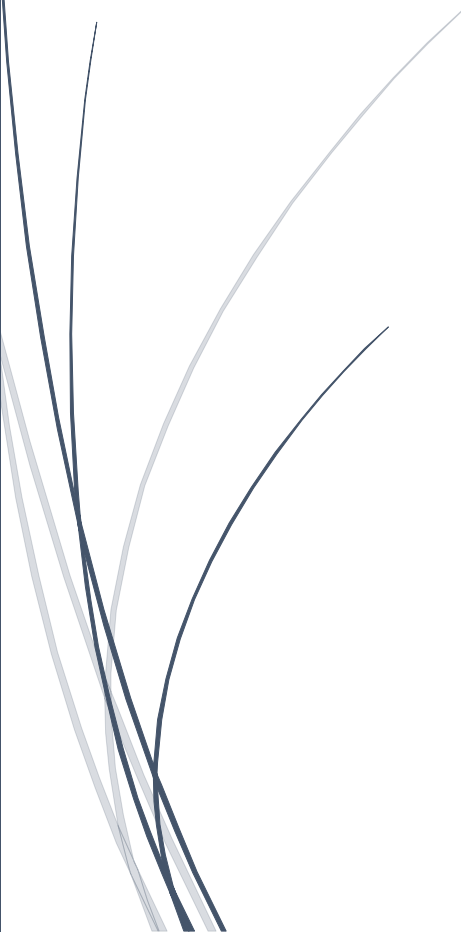


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London & Partners

Pay Gap Reporting 2022-23



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LONDON & PARTNERS

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1. INTRODUCTION

This report sets out the gender pay gap statistics on gender, ethnicity and disability for London & Partners (L&P) in relation to the reporting years of 2022-2023.

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, it is a legal requirement for any organisation that has more than 250 (UK based) employees to publish and report figures about their gender pay gap. Ethnicity and Disability Pay Gap reporting are done on a voluntary basis. And although L&P had fewer than 250 employees based in the UK, the Company publishes the report on an annual basis to demonstrate its commitment to equality, diversity and inclusion whilst also being consistent with other organisations within the GLA Family.

The information has been calculated in accordance with the regulations and is legally compliant.

The population referenced throughout is based on full-time and part-time staff. Of L&P's 164 UK based staff, 7 are part-time. Of those who are part-time, 5 are female and 2 are male.

2. EXEC SUMMARY

As an organisation we are committed to equality, diversity and inclusion and are committed to tackling any form of structural and persistent inequality.

This pay gap report and supporting action plan have been specifically developed to deliver this ambition. This is the first year we have produced a combined pay gap report which covers the following characteristics:

- Ethnicity (71% declared, 29% did not declare)
- Disability (2% disclosed a disability, we cannot determine how many people decided to not disclose)
- Gender (100% disclosed)

A breakdown of disclosures from the 164 UK based staff by each of the characteristics is provided below:

	No. Staff
ETHNICITY	
White	84 (51%)
BAME (Black Asian, Mixed, Other)	32 (20%)
Not Disclosed	48(29%)
DISABILITY	
Not Disabled / undeclared	160(98%)
Disabled	4(2%)
GENDER	
Male	56 (34.1%)
Female	108 (65.9%)
Not Disclosed	0 (0%)

Salaries at the L&P are determined through a job benchmarking scheme, so that the L&P sets salary as a median paying organisation within the Social Enterprise sector, comparing roles of equal weight to similar sized organisations within London. The benchmarking exercise evaluates the job against other similar roles in the market and not the post holder. It makes no reference to any personal characteristics of existing or potential job holders.

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of the two staff groups of interest. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

The mean pay gap is the difference between the average hourly earnings of the two staff groups of interest. Table 1 below shows both the pay gap analysis and comparative data. It highlights changes in the last year regarding the three protected characteristics as follows:

	Median Pay Gap (21-22)	Median Pay Gap (22-23)	Median Pay Gap (percentage point difference)	Mean Pay Gap (21-22)	Mean Pay Gap (22-23)	Mean Pay Gap (percentage point difference)
Ethnicity						
BAME (Black, Asian, mixed other)	2.9%	11.7%	8.8pp	14.9%	13.0%	1.9pp
Not disclosed	-	15.1%	-	14.9%	16.4%	1.5pp
Disability	10.46%	-19.2%	29.66pp	9.12%	-3.8%	5.32pp
Gender	8.70%	8.36%	0.34pp	6.01%	3.64%	2.37pp

ETHNICITY

The ethnicity pay gap analysis is based on a declaration rate of 71%. Almost a third of the organisation is not captured and improving declaration rates is a key part of our action plan. The key findings are as follows:

- As at 31 March 2023, we had an overall median ethnicity pay gap of 11.7% and a mean ethnicity pay gap of 13%. The Median Pay Gap has increased by 8.8 percentage points since 2021-22 however, in this same period, we have seen an improvement of 1.99 percentage points for the Mean Pay Gap.
- The analysis of pay gaps by grade has changed this year. To provide a meaningful comparison of data, we have restated prior year data. We have seen the median pay gap improve against Grades 2, 3 and 4. However, an increase in the number of BAME staff within grades 3 and 4 (an increase of 12) has increased the median pay gap overall.
- In 2022-23 there are pay gaps in every quartile even though we have more employees from a BAME background (increase of 4.11%).
- There is no median bonus pay gap (0%), while there is a mean ethnicity bonus pay of 33.3%. This means that White staff received a slightly larger mean annual payment than BAME staff.
- Bonuses paid in year were not performance related and were universally offered to all staff in post at the time. This was following an executive decision to make an additional payment to staff to support them during the cost of living crisis
- Bonuses were paid at two set periods in the financial year and was awarded to those who were employed at the time. The higher of the two bonuses were paid earlier in the year when there were less staff from a BAME background.

DISABILITY

This is the second year we have analysed our disability pay gap. We have seen an decrease of one percentage point from 2021-22 of those who have disclosed a disability (from 3% to 2%). There is a high proportion of people who have not declared or disclosed a disability which skews the data. Our current HR system does not allow us to differentiate between those that chose not to disclose and those who have not responded. This in turn does not allow for a detailed analysis of the pay gap.

- As at 31 March 2022, we had a median disability pay gap of -19.2% and a mean disability pay gap of 9.12%.
- The mean and median gaps have fallen in the last year. Given the low disclosure rates, it is difficult to analyse the specific reasons for this. There is a pay gap in every quartile of 2%
- There is a no median or mean Bonus Pay Gap

GENDER

The gender pay gap analysis is based on a declaration rate of 100% and the key findings are as follows:

- As at 31 March 2023 L&P had a median gender pay gap of 8.36% and a mean gender pay gap of 3.64%. The mean and median gender pay gap has fallen in the last year.
- The mean gender pay gap has fallen in the last year because there was a large increase in the proportion of women employed in middle management roles. The increase in women in roles with a higher salary has increased the mean average hourly rate, thereby reducing the overall pay gap.
- There are mean gender pay gaps in 3 of the lower earnings quartiles, but there is a negative median gender pay gap for the upper quartile (-1.94%). There are median gender pay gaps by earnings quartile in all but the lower middle quartile.
- There is no median gender bonus pay gap (0%). There is a mean gender bonus pay gap of 4.37%.
- A slightly smaller proportion of women working at the L&P received a bonus payment in 2022-23 compared to men (89.3% and 83% respectively).

NEXT STEPS

We are in the process of setting our Corporate Equality, Diversity and Inclusion (EDI) Action Plan as part of our EDI strategy. Our pay gap data will form part of the development of our action plan for 2024-25. This will be available in June 2024 to allow for further analysis and internal consultation.

3. ETHNICITY PAY GAP

A. INTRODUCTION

This section sets out the ethnicity pay gap statistics for London & Partners (L&P) in relation to the reporting years of 2022-2023.

Although not a legislative requirement, London & Partners has chosen to publish its ethnicity pay gap report to demonstrate its transparency and commitment to tackling pay inequality. The Equality and Human Rights Commission express the ethnicity pay gap as follows: “The pay gap is defined as the difference between the average hourly pay of ethnic minorities and White people. The pay gap is often expressed as a percentage difference between the pay of people from ethnic minorities and the pay of White people, with the latter representing 100%.”

Of the 164 employees of L&P, 20% are BAME (Black, Asian, Mixed, Other), 51% are White and 29% have not specified.

B. OVERALL ETHNICITY PAY GAP SUMMARY

The table below shows that there is an overall mean ethnicity pay gap of 13.0% and an overall median ethnicity pay gap of 11.7%.

Overall Ethnicity Pay Gap				
Ethnicity	Staff (%)	Average Hourly Pay	Mean Pay Gap	Median Pay Gap
White	84 (51%)	£27.86	-	-
BAME (Black Asian, Mixed, Other)	32 (20%)	£24.45	13.0%	11.7%
Not Disclosed	48 (29%)	£23.64	16.4%	15.1%

The following table separates the entire workforce into four equal quartiles based on the salaries that are paid to these employees. These quartiles are then further broken down into the number and proportion, expressed as a percentage, of white, BAME and not disclosed employees in each quartile, and their mean hourly rate.

Quartile Mean Hourly Pay								
	Lower		Lower Middle		Upper Middle		Upper	
	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap
White	£15.89	-	£21.15	-	£26.11	-	£42.93	-
BAME (Black Asian, Mixed Other)	£15.74	0.95%	£20.57	2.78%	£25.86	0.96%	£39.42	8.52%
N/D	£15.39	3.20%	£20.47	3.27%	£25.57	2.09%	£38.92	9.80%

C. GRADE SUMMARY

L&P have also reviewed ethnicity pay in relation to grading structure. This level of analysis provides a more representative view of the distribution of pay across the organisation. For this, we have divided these job levels into five grades.

Median Hourly Pay by Grade										
	Grade 2		Grade 3		Grade 4		Grade 5		Grade 6	
	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap
White	£14.69 (12 staff)	-	£20.54 (25 staff)	-	£25.11 (20 staff)	-	£33.48 (17 staff)	-	£52.54 (10 staff)	-
BAME Black, Asian, Mixed, Other	£15.69 (5)	-6.58%	£20.46 (12)	0.39%	£25.89 (10)	-3.06%	£32.96 (2)	1.57%	£46.67 (3)	11.8%
N/D	£15.23 (12 staff)	-3.61%	£20.51 (21 staff)	0.15%	£26.94 (8 staff)	-7.03%	£33.33 (5 staff)	0.45%	£58.97 (2 staff)	-11.5%

D. OVERALL SUMMARY

Based on the data we have, BAME employees make up 20% of the first quartile, 24% of the second quartile, 22% of the third quartile, and 15% of the fourth pay quartile.

L&P's mean ethnicity pay gap of 13% improved by 1.9% against 2021-22 period but still remains high. L&P's median ethnicity pay gap of 11.7% is however significantly more than a year ago when the median gap was 2.9%.

The analysis of pay gaps by grade has changed this year. To provide a meaningful comparison of data, we have restated prior year data. We have seen the median pay gap improve against Grades 2, 3 and 4. However, an increase in the number of BAME staff within grades 3 and 4 (an increase of 12) has increased the median pay gap overall.

E. ACTION PLAN TO ADDRESS ETHNICITY PAY DISPARITY

L&P's overall ethnicity mean pay gap figures have improved, however, the median pay gap increased. We are committed to reducing the disparities, in particular, against grades 5 and 6. This commitment, however, is made in line with our understanding that this will require a range of responses which address the gap sustainably, this will take time to implement and deliver tangible results. We are prioritising these through our EDI strategy and plan.

The action plan will form part of L&P's commitment to equality and diversity and be underpinned by developing a cohesive strategy. This will be implemented in line with internal policies that are relevant to this commitment and be done in consultation with the Board, our EDI council and leadership team.

F. ACTION PLAN

Ref	Action	Target Date
E1	We will analyse sentiment from BAME employees through the Staff Survey which will investigate any perceived barriers that identified through their lived experience at L&P.	Feb-24
E2	Implement a new Recruitment & Selection Policy and Procedure, and train hiring managers on this. Review shortlisting and selection for interview to be consistent and driven through key behavioural elements; and have interview panels who have been through the necessary training.	Mar-24
E3	Build on our work with the Board to develop an EDI Strategy and Action Plan for 2024/25 working with key internal stakeholders.	Apr-24
E4	We will review our processes to identify and remove any structural areas that create or provide opportunities for bias to occur	Apr-24
E5	We will conduct a job flow analysis to understand if BAME employees progression is stagnating at roles in the lower and middle lower quartiles.	Jun-24
E6	Improve data collection, including collecting socio-economic data and indicators of sentiment. We will capture data through our annual staff survey and during onboarding and will also include questions in the annual staff survey when capturing demographics.	Jun-24
E7	We will ensure everyone in the organisation has a common understanding of how we view EDI and how they can call out or report behaviours not in line with our values. We will do this by setting out and communicating L&P's values through a mandatory induction session on EDI and also highlight issues through the staff networks Develop / Procure Corporate EDI Training and roll out to organisation Support networks in amplifying various campaigns	Jun-24
E8	Consider introducing a high potential talent programme aimed at increasing BAME representation at more senior grades within the organisation.	July to August 2024
E9	Continue to support the Origins Network that represents race and ethnicity on the Equality, Diversity and Inclusion Council to support development and retention of BAME staff. We will provide them with the resource and support to manage campaigns by allocating them with a budget to run campaigns and initiatives	Ongoing

4. DISABILITY PAY GAP

A. INTRODUCTION

This section sets out the disability pay gap statistics for London & Partners (L&P) in relation to the reporting years of 2023-2023.

Although not a legislative requirement, London & Partners has chosen to publish its disability pay gap report to demonstrate its transparency and commitment to tackling pay inequality.

Of the 164 employees of L&P, 2% declared a disability and are counted for the purpose of this report.

B. OVERALL DISABILITY PAY GAP

This is the second year we have analysed our disability pay gap. We have had increase of decrease of one percentage point from 2021-22 (from 3% to 2%). There is a high proportion of people who have not declared or disclosed a disability which skews the data. Our current HR system does not allow us to differentiate between the responses. This in turn does not allow for a detailed analysis of the pay gap.

Overall Disability Pay Gap				
	Staff (%)	Average Hourly Pay	Median Pay Gap	Mean Pay Gap
Not Disabled / undeclared	98%	£25.94	-	
Disabled	2%	£26.94	-3.8%	-19.2%

The following table separates the entire workforce into four equal quartiles based on the salaries that are paid to these employees.

Quartile Mean Hourly Pay								
	Lower		Lower Middle		Upper Middle		Upper	
	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap
Not Disabled / un- declared	£15.61	-	£20.70	-	£25.85	-	£41.59	-
Disabled	£18.31	-15.92%	£24.59	-17.18%	£29.29	-12.48%	£35.58	15.58%

C. GRADE SUMMARY

L&P has chosen to analyse disability 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. For this, we have divided these job levels into five grades.

Median Hourly Pay by Grade										
	Grade 1		Grade 2		Grade 3		Grade 4		Grade 5	
	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap
Not Dis-abled / Undeclared	£15.38	-	£20.51	-	£25.11	-	£33.48	-	£49.69	-
Disabled	-	-	£21.45	-4.5%	£29.29	-15.3%	£35.58	-6.1%	-	-

D. OVERALL SUMMARY

Of the 164 employees of L&P, 2% declared a disability and are counted for the purpose of this report. We have seen an decrease of **1%** in those who have disclosed having a disability from the previous year of reporting.

- As at 31 March 2022, we had a median disability pay gap of -19.2% and a mean disability pay gap of 9.12%.
- The mean and median gaps have fallen in the last year. This could be in part to the increase of staff with a disability, albeit a marginal increase of 1%.
- There is a median pay gap in every quartile of 2%
- There is a no median or mean Bonus Pay Gap

E. ACTION PLAN

Ref	Action	Target date
D1	Work with our HR System provider to be able to capture whether employees do not have a disability, or do wish to disclose. We will do this by making sure the function to capture all responses are implemented by our HR System.	Mar 2024
D2	Encourage employees to complete their equality information on the HR system to provide a better reflection of the workforce portfolio for analysis and monitoring, and to use this evidence to drive remedial and positive actions where needed. In order to achieve this action we will need to communicate the importance of this data collection to staff and how this supports and influences our EDI Strategy. We will run a communication campaign to drive better data collection AND include data collection as part of onboarding process.	April 2024
D3	Continue to work with the Live Well Network to encourage a more open culture of discussing physical and mental health issues. This may result in more people declaring their health/disability conditions.	April 2024

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D4	Aim to build a Staff Disability Network to help amplify the voices of disabled employees in L&P so that we can understand how best to create working environment inclusive of their needs.	June 2024
D5	Go back to our commitment last year to be involved with the Change 100 Internship flagship programme (Leonard Cheshire). Offering paid summer work placements and mentoring for university students and recent graduates with any disability or long-term condition.	July 2024
D6	Working towards the Disability Confident Scheme accreditation in order to improve how we recruit, retain and develop disabled people	October 2024

5. GENDER PAY GAP

A. INTRODUCTION

This section sets out the gender pay gap statistics for London & Partners (L&P) in relation to the reporting years of 2022-2023.

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, it is a legal requirement for any organisation that has more than 250 employees to publish and report figures about their gender pay gap. Although L&P has fewer than 250 employees based in the UK, the Company publishes the report on an annual basis to demonstrate its commitment to equality, diversity and inclusion.

The following information has been calculated in accordance with the Regulations and is legally compliant.

B. THE GENDER PAY GAP

The gender pay gap is the difference between the average pay of men and women, expressed as a percentage. The gap is calculated across the entire workforce of an organisation.

The gender pay gap has many contributing factors which will differ from organisation to organisation, across sectors and across geographical locations. These factors may or may not be unlawful or discriminatory, guided by society or cultural aspects, or as a result of internal organisational practices. It is crucial to our understanding of gender pay disparity to recognise that the gender pay gap is different to equal pay. Equal pay is where there is a discriminatory pay difference between men and women who carry out the same job, jobs rated as equivalent or work of equal value.

The existence of a gender pay gap does not automatically give rise to any discrimination or equal pay matters.

C. ORGANISATIONAL CONTEXT

The population referenced throughout this paper includes full-time and part-time staff. Of L&P's 164 UK based staff, 7 are part-time. Of those who are part-time, 5 are female and 2 are male.

Among full time employees, the latest ONS data reports that the gender pay gap median in April 2022 was 8.3%. This is an increase from the 7.7% in April 2021 and 7.0% in April 2020.

The Median gender pay gap figure for L&P of 8.36% therefore positions the Company in-line with the national average.

D. PERCENTAGE OF MEN AND WOMEN IN EACH HOURLY PAY QUARTER

There are 164 employees included in the present analysis. These have been arranged in ascending order by hourly pay and divided into four equal quarters of 41. These are known as the lower, lower middle, upper middle and upper hourly pay quarters.

- In the lower hourly pay quarter, there are 30 (73%) females and 11 (27%) males.
- In the lower middle hourly pay quarter, there are 26 (63%) females and 15 (37%) males.
- In the upper middle hourly pay quarter, there are 26 (63%) females and 15 (37%) males.
- In the upper hourly pay quarter, there are 26 (63%) females and 15 (37%) males.

E. MEAN (AVERAGE) GENDER PAY GAP USING HOURLY PAY

Based on the mean (average) hourly rate of pay for male and female employees in the relevant pay period, L&P's mean gender pay gap is 3.64%.

Mean Gender Pay Gap			
	Number	%	Hourly Rate
Male	56	34.1%	£26.59
Female	108	65.9%	£25.64
Pay Gap	3.64%		

The following table separates the entire workforce into four equal quartiles based on the salaries that are paid to these employees. These quartiles are then further broken down into the number and proportion, expressed as a percentage, of male and female employees in each quartile, and their mean hourly rate.

Quartile Mean Hourly Pay								
	Lower		Lower Middle		Upper Middle		Upper	
	Number (%)	Hourly Rate	Number (%)	Hourly Rate	Number (%)	Hourly Rate	Number (%)	Hourly Rate
Male	11 (27%)	£16.24	15 (37%)	£20.70	15 (37%)	£26.56	15 (37%)	£40.93
Female	30 (73%)	£15.62	26 (63%)	£20.65	26 (63%)	£25.59	26 (63%)	£41.73
Pay Gap	3.89%		0.29%		3.72%		-1.94%	

F. MEDIAN GENDER PAY GAP USING HOURLY PAY

Based on the median (middle) hourly rate of pay for male and female employees in the relevant pay period, our median gender pay gap is 8.36% (rounded to two decimal places). The male median hourly pay rate was £23.93, and the female median hourly pay rate was £22.01.

Median Gender Pay Gap			
	Number	%	Hourly Rate
Male	56	34.1%	£23.93
Female	108	65.9%	£22.01
Pay Gap	8.36%		

The following table separates the entire workforce into four equal quartiles based on the salaries that are paid to these employees. These quartiles are then further broken down into the number and proportion, expressed as a percentage, of male and female employees in each quartile, and their median hourly rate.

Quartile Median Hourly Pay								
	Lower		Lower Middle		Upper Middle		Upper	
	Number (%)	Hourly Rate	Number (%)	Hourly Rate	Number (%)	Hourly Rate	Number (%)	Hourly Rate
Male	11 (27%)	£15.69	15 (37%)	£20.51	15 (37%)	£25.64	15 (37%)	£35.57
Female	30 (73%)	£15.47	26 (63%)	£20.53	26 (63%)	£25.40	26 (63%)	£35.56
Pay Gap	1.41%		-0.09%		0.94%		0.03%	

G. GRADE SUMMARY

L&P 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. For this, we have divided these job levels into five grades.

Median Hourly Pay by Grade					
	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6
	Hourly Rate	Hourly Rate	Hourly Rate	Hourly Rate	Hourly Rate
Male	£15.68	£20.68	£25.89	£33.48	£51.00
Female	£15.08	£19.88	£25.37	£33.48	£48.72
Pay Gap	3.90%	3.94%	2.03%	0.00%	4.57%

H. OVERALL SUMMARY

Women make up 73% of the first quartile, 63% each of the second quartile, 63% of the third quartile, and 63% of the fourth pay quartile. The overall gender composition of L&P's workforce in the UK constitutes significantly more female (65.9%) than male employees (34.1%).

L&P's mean gender pay gap of 3.64% is an improvement of 2.37% against the mean gender pay gap of 6.01% for the 2021-22 period. L&P's median gender pay gap is 8.36% which is a slight improvement from a year ago when the median gap was 8.70%

I. ACTION PLAN TO ADDRESS GENDER PAY DISPARITY

L&P's overall gender pay gap figures are aligned to the national benchmarks and we have seen an improvement based on last year's position. We are however committed to reducing, and subsequently closing, the gender pay disparity further. This commitment, however, is made in line with our understanding that this will require a range of responses which address the gap sustainably, this will take time to implement and deliver tangible results. We are prioritising these through our EDI strategy and plan.

The action plan will form part of L&P’s commitment to equality and diversity and will be implemented in line with internal policies that are relevant to this commitment.

Ref	Action	Target date
G1	Track requests for higher starting salaries and Recruitment by gender, ensuring we are not seeing an imbalance based on genders negotiating higher salary through recruitment process	March 2024
G2	Reviewing our approach to smarter and flexible working, providing support for parents and carers, and a supportive environment that allows for better work life balance. Where possible we provide the right balance of flexibility so that women are not disadvantaged by their individual circumstances.	April 2024
G3	Carry out a Job flow analysis to analyse data on progression/promotion and implement actions based on findings. This will ensure we can identify if there any barriers with women progressing withing the organisation	June 2024
G4	Undertake Salary benchmarking audit to standardise salaries for different job portfolios as part of the Pay Policy. This will help standardise salary ranges for all levels of positions dependent on job families to address gaps in lower and upper middle quartiles.	October 2024