

Pay Gap Report London and Partners

Version 1.0 | June 2024

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Executive summary

As an organisation that seeks to be equal, diverse and inclusive, we, London and Partners (L&P) and as a member of the Greater London Authority (GLA) family, are committed to tackling any form of structural and persistent inequality. This pay gap report and supporting action plan, using the GLA template, have been specifically developed to deliver this ambition.

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. And although L&P had fewer than 250 employees based in the UK for the period of this report, we have chosen to publish our report on an annual basis to demonstrate our commitment to equality, diversity and inclusion. L&P also provides information on Ethnicity and Disability Pay Gap reporting. This is done on a voluntary basis as this is not currently a legislative requirement, but it ensures that we are consistent with other organisations within the GLA Family.

L&P recognizes the GLA preferred terms for referencing the ethnicity of staff. Throughout this report we are using the term Ethnic minority when referring to the following groups of staff: Black, Asian and ; Minority Ethnic staff; Asian or Asian British staff; Black or Black British staff; Mixed ethnicities staff; Other Ethnic Group staff.

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

This is the second year we have produced a combined pay gap report which provides the following analysis:

- ethnicity pay gap
- disability pay gap
- gender pay gap

In addition, this year we have carried out intersectional analysis, where possible.

This report is consistent with our overarching objective and commitment to tackle inequalities and to develop a workforce that is reflective of London. Salaries at L&P are determined through a job benchmarking scheme, so that 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. Where the percentage difference is a minus figure, this shows that the rate of pay is higher for Ethnic minority, Disabled or Female staff.

The mean pay gap is the difference between the average hourly earnings of the two staff groups of interest. It is the sum of all of the numbers in each group divided by the number of people in that group. Where the percentage difference is a minus figure, this shows that the rate of pay is higher for Ethnic minority, Disabled or Female staff.

There has been a substantial year on year (YoY) increase in the number of staff employed by L&P. In 2022/23 there were 164 staff employed in the UK. For the 2023/2024 data, established at

31 March 2024, there are a total of 232 staff employed in the organisation. This is a 41% increase of staff which is a substantial number. This has meant that YoY comparison of the data is difficult to make and will be an overarching theme as to why there may be large movements in the data. In any case we have provided information on the areas where we have been able to make comparisons.

A breakdown of disclosures from the 232 UK based staff by each of the characteristics is provided below:

Characteristics	Disclosure	Number of staff
Ethnicity	White	123 (53%)
	Black, Asian, Mixed, other	40 (17%)
	Not disclosed	69 (30%)
Disability	Non-disabled	153 (66%)
	Disabled	11 (5%)
	Not disclosed	68 (29%)
Gender	Male	82 (35%)
	Female	150 (65%)
	Not disclosed	0 (0%)

We have also provided a more granular breakdown of the ethnicity of staff shown below:

Characteristics	Disclosure	Number of staff
Ethnicity	White	123 (53%)
	Asian or Asian British	18 (7%)
	Black or Black British	11 (5%)
	Mixed	11 (5%)
	Not Disclosed	69 (30%)
Disability	Non-disabled	153 (66%)
	Disabled	11 (5%)
	Not disclosed	68 (29%)
Gender	Male	82 (35%)
	Female	150 (65%)
	Not disclosed	0 (0%)

Table 1 shows both the pay gap analysis and comparative data. It highlights changes in the last year regarding three protected characteristics (race, gender and disability). Where the figures are shown as a minus figure, this is to demonstrate that the data for that characteristic is actually higher/positive in comparison to what is considered as the norm or base data.

This is the first year we have provided the ethnicity data broken down into 5 types of ethnicities. Therefore, throughout the report, where there needs to be a year-on-year comparison, the data is compared with the breakdown of only three types of ethnicities. By breaking the data down into smaller subsets; it has meant that the size of the groups is less than 5 in number and so we are not able to provide the data as the number does not meet the minimum reporting threshold. This is also the first year that we have been able to provide disability data broken down into three subsets: disabled, non-disabled and not declared. In previous years we had non-disabled and not-declared as one category. By introducing the additional breakdown, it has enabled us to specifically identify the non-disabled group (as declared). This has meant a considerable difference in the percentage points change year on year.

Table 1: Pay Gap Summary based on hourly rate

	Median pay gap (2023)	Median pay gap (2024)	Median pay gap percentage point change	Mean pay gap (2023)	Mean pay gap (2024)	Mean pay gap percentage point change
Ethnicity (Black, Asian and Ethnic minority)	11.7%	-3.4%	15.1pp	13.0%	0.1%	12.9pp
Disability	-19.2%	14.23%	33.43pp	-3.80%	6.36%	10.16pp
Gender	8.36%	7.33%	1.03pp	3.64%	-1.90%	5.54pp

This combined pay gap report is accompanied by supplementary data tables. These tables include data analysed in this report and provide some extra details of particular groups not covered in this report; including median and mean hourly rates for staff by pay quartiles, and their corresponding pay gaps. As L&P does not have a formal grading structure, the staff breakdown by pay quartiles means dividing staff into four equal sized salary groups, not related to the GLA’s pay and grading structure. As a result, the salary groupings differ slightly each year.

L&P currently does not have a job evaluation process in place. All roles are benchmarked against other organisations within the Social Enterprise sector, comparing roles of equal weight to similar sized organisations within London. Salaries are then set at the median pay based on those results.

In the third quarter of 2024/25 financial year we will be carrying out our triennial pay and reward and benefits benchmarking activity.

To safeguard against disclosure, where there are fewer than five people in a given salary range or group for analysis, we have redacted the entry for this. This has replaced the number with ‘<5’. This means there are fewer than five people in this group. For consistency, we also redact historic data where required in this report.

Ethnicity

Ethnicity pay gap

The ethnicity pay gap analysis for 2024 is based on a declaration rate of 70%. Of these 123 (53%) are White and 40 (17%) are Ethnic minority. It is difficult to compare year on year (YoY) data when there has been such a significant increase in the number of UK based staff employed by L&P. However, the YoY completion rate does appear to be similar (2023: 71%). While this is a reasonable number for data purposes, we are working hard to increase EDI declaration rates by raising the awareness of the importance of this data and its use across the organisation.

Key findings from the pay gap analysis:

- As at 31 March 2024, we had an overall median pay gap of -3.4% and a mean pay gap of 0.1%.
- The median Pay Gap has decreased by 15.1 percentage points. This is a positive outcome as the pay gap differential between White and Ethnic Minority staff has reduced from 11.7% to -3.4%.
- For the mean pay gap, the reduction from 13% to 0.1% is a differential of 12.9 percentage points. This again is a positive outcome as it demonstrates that the mean average differential has shifted to a much smaller negative gap.

Disability

Disability pay gap

This is the second year we have analysed and published our disability pay gap data. There are a total of 164 staff who have disclosed whether they have a disability or not which is 71% of the workforce. Of these, 11 have declared they have a disability which is 5% of the workforce. This is an increase of 3% from the 2022/23 data (there were less than 5 people who declared they have a disability as at 31 March 2023, and 11 people as at 31 March 2024).

We have 153 staff who have stated they do not have a disability and 68 staff who have not answered/chosen not to declare. This is the first year we have been able to differentiate between declarations of non-disabled and not disclosed. Although not all calculations currently reflect this.

Key findings from the pay gap analysis:

- The number of staff declaring themselves disabled has more than doubled, increasing from less than 5 in 2023 to 11 staff in 2024. This is the first year we have applied redaction of data on numbers less than 5 in any group. As the group size for 2024 is more than 5 we can do some comparisons, however as the gender and ethnicity groups within this number are so small, we are limited in the intersectional analysis that we can do.
- The increase is due to a combination of new starters joining who have a disability and existing staff members who have developed conditions that are recognised as a disability under the Disability Discrimination Act.
- Neurodiversity, in its many forms, is a condition that we are finding people are more inclined to declare; in addition to mental health.

Gender

Gender Pay Gap

The gender pay gap analysis is based on a declaration rate of 100%. Both the median and the mean comparison has improved YoY. There is a higher percentage of female staff than male staff working at L&P and this does support the more positive differential.

- The pay differential between men and women has decreased from 8.36% in 2023 to 7.33% in 2024. This is an improvement in the pay differential of 1.03%.
- The two things that have influenced this are the slight increase in the proportion of men employed in the organisation and the number of women paid at the higher quartiles
- According to the Office for National Statistics (ONS) the national average for full time employees was 7.7% less for women than for men in April 2023, which is the most up to date information.
- The median pay gap figure for L&P of 7.33% positions the Company in line with the national average.

Next steps

The action plan attached to this report highlights the new actions we will take in light of this new data, as well as those actions we are already undertaking which will continue to support our improvement.

1 Introduction

1.1 Background and supplementary data

London and Partners is committed to achieving a working environment which provides equality of opportunity and freedom from discrimination on the grounds of race (including colour, nationality, and ethnic or national origin), religion, sex (gender), sexual orientation, age, gender reassignment, marriage and civil partnership, pregnancy and maternity, and disability. The Company is also committed to building a workforce which is diverse and reflects London's population.

To assist this we have developed an Equality, Diversity and Inclusion policy which is used to promote diversity and equal treatment for all employees ensuring compliance with equal opportunities legislation and accepted codes of good practice. London & Partners intend to celebrate and promote equality and diversity in all aspects of its organisation. The policy helps us to embed this into our Company values, and processes. We believe that a diverse workforce and an inclusive culture gives wider perspectives, better decisions, improved quality of services we offer, and better outcomes to support London and Londoners.

The principles of inclusiveness, tolerance and fairness are our priorities to creating a work environment free of discrimination.

Everyone who applies for a role within the organisation is given the option to complete an Equal Opportunities Monitoring Form.

The use of the form is voluntary, anonymous and is used to ascertain:

- The ethnicity mix of applicants in relation to the local population
- The effectiveness in recruitment of attracting minority/under-represented groups
- The balance of gender in the recruitment process
- The relative age of the applicant pool

The analysis of this data will enable London & Partners to establish areas which are not proportionally represented and allow us the opportunity to actively seek new practices to enhance the variety of applicants. The information provided will be processed only for these purposes and in accordance with GDPR legislation.

We are committed to this in relation to the implementation of Non-discriminatory practices by the following. In relation to recruitment, staff:

- are not discriminated against during the application or recruitment and selection process
- are able to carry out their role, with a plan of support including reasonable adjustment where necessary.

Equality of opportunity will be possible due to this framework which is designed to ensure all individuals receive equal access to opportunities concerning vacancies, promotion and training. Discrimination based on work pattern (part-time working, fixed term contract, flexible

working) which is unjustifiable will also not be tolerated.

Once an employee has commenced their service with L&P, they are encouraged to update their EDI data through the self-service section on the HR information system.

L&P currently sets salaries according to industry and sector specific benchmarking data. We use an external organisation (Inbucon) to carry out this activity for us; comparing roles of equal weight to similar sized organisations within London. Salaries are then set at the median pay based on those results.

In the third quarter of 2024/25 financial year we will be carrying out our triennial pay and reward and benefits benchmarking activity. As part of this, we will consider establishing a job family and pay band framework. Now that we are a larger organisation (increased from 164 to 232 UK based employees), there is greater rationale for us to put in place job evaluation and pay grade structures. However, to support this Pay Gap report we have provided additional information in the form of draft pay grades. This is available in the accompanying data tables.

We are not required to publish Pay Gap data as we are an organisation with less than 250 employees in the UK. However, we do so on a voluntary basis as a member of the GLA family. We published our gender, ethnicity and disability pay gap data in 2022 and 2023.

This year we have carried out further intersectional analysis as follows:

- 1) - Female/Black/White/hourly pay
 - Male/Black/White/hourly pay
 - Pay Gap
- 2) - Disabled/Black/White/hourly pay
 - Non-disabled/Black/White/hourly pay
 - Pay Gap
- 3) - Disabled/Male/Female/hourly pay
 - Non-disabled/Male/Female/hourly pay
 - Pay Gap

This combined pay gap report is accompanied by supplementary data tables. These tables include data analysed in this report and provide some extra details of particular groups not covered in this report; including median and mean hourly rates for staff by pay bands of £10k, and their corresponding pay gaps.

To safeguard against disclosure, where there are fewer than five people in a given salary range or group for analysis, we have redacted the entry for this, replacing the number with '<5'. This means there are fewer than five people in this group. For consistency, we have also redacted historic data where required in this report.

1.2 Methodology

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.

The pay gap is calculated using the formula below, in accordance with government guidance.

$$\frac{A - B}{A} \times 100$$

where:

	Variable in pay gap formula	Mean/median hourly rate of pay of which group of staff?
Ethnicity pay gap	A	White staff
	B	Black, Asian and Minority Ethnic staff
		Asian or Asian British staff
		Black or Black British staff
		Mixed ethnicities staff
Other Ethnic Group staff		
Disability pay gap	A	Non-disabled staff
	B	Disabled staff
Gender pay gap	A	Men
	B	Women

1.3 Date of reporting

As a public sector body, the snapshot date for gender pay gap data collection is 31 March each year. For consistency, the ethnicity and disability pay gap data are also collected on this date. This report is therefore based on our pay gaps on 31 March 2024.

1.4 Disclosure rates

On 31 March 2024, we had 232 employees. The number of staff members included in the pay gap reporting exercise were as follows:

- ethnicity pay gap – 163 (disclosure rate: 70.26%)
- disability pay gap – 164 (disclosure 70.69%: 11 yes; 153 non-disabled;)
- gender pay gap – 232 (disclosure rate :100%).

We are a single status organisation and do not have different staff groups. Board members are excluded from this pay gap analysis, along with volunteers and agency staff.

1.5 Data collection

Everyone who applies for a role within the organisation is given the option to complete an Equal Opportunities Monitoring Form. Upon successful recruitment they are provided with a further opportunity to complete their EDI data. Once they have commenced employment they can complete/update their data on ethnicity, disability and gender via self-declaring on our internal HR system. We collected the up to date (as at 31 March 2024) staff data from the HR system to complete this Pay Gap analysis.

Our Black, Asian and Minority Ethnic group includes all staff who have self-identified as Black; Asian; of mixed ethnic backgrounds; or of other ethnic backgrounds. Staff can select their ethnic group from a more detailed list.

As 'disability status' is simply self-declared, we do not ask for further details.

1.6 Next steps

Narrative

The action plan attached to this report highlights the new actions we will take in light of this new data, as well as those actions we are already undertaking which will continue to support our improvement.

All Next steps are being captured under the relevant section and action plan at the end of this report.

2 Ethnicity Pay Gap

2.1 Overall

In this report, we compare the overall ethnicity pay gap between Black, Asian and Minority Ethnic staff and White staff, taken as a whole. There is further analysis by separate groups (Asian or Asian British; Black or Black British; staff with a mixed ethnic background; and staff from other ethnic groups), where numbers allow. The White group includes White British, White Irish and White Other.

On 31 March 2024, our overall median ethnicity pay gap was 3.4% and our mean ethnicity pay gap was 0.1%.

Figure 2.1 - mean and median pay data compared year on year

Ethnicity	Staff (%)		Mean Pay Gap		Median Pay Gap	
	2023	2024	2023	2024	2023	2024
White	84 (51%)	123 (53%)	-	-	-	-
Ethnic minority	32 (20%)	40 (17%)	13%	0.1%	11.7%	-3.4%
Not disclosed	48 (29%)	69 (30%)	16.4%	26.4%	15.1%	22.9%

Ethnicity Pay Gap

We have increased the UK based staff numbers from 164 (2023) to 232 (2024) which is an increase of 41%. There are slight increases and decreases in percentage numbers for each of the three groups (White, Ethnic minority, Not disclosed). However, when this is translated into numbers, this can appear much greater.

- From the additional 68 staff recruited to the business, 21 of these have not disclosed their ethnicity. This is 10% of the organisation and is almost 1/3rd of the new staff. This chimes with the overall non-disclosure figure for L&P which remains at just under 1/3rd of the organisation. Action needs to be taken to encourage and support staff to feel more comfortable to declare. They need to understand the importance of this data to the organisation.
- We can see that there is a direct correlation between White and Ethnic minority staff. The proportion of White staff in the organisation has increased by 2 percentage points, whilst the proportion of Ethnic minority staff has decreased by 3 percentage points. In terms of staff numbers, the number of White staff has increased to 123 in 2024 from 84 in 2023. The number of Ethnic minority staff have increased to 40 in 2024 from 32 in 2023.
- Although there has been a decrease in the percentage of Ethnic minority staff from 20% to 17% (3%), this is actually an increase of 8 Ethnic minority staff. Moving from 32 to 40 Ethnic minority staff. Although this may appear positive, we do need to consider the fact that the growth in staff numbers who are white, is a 46% growth in this category, whereas the growth in minority Ethnic staff is less at 25% growth. Actions to improve this will include a review of our recruitment activity and ongoing support to develop and retain people in the organisation.
- The mix of staff at L&P is currently not proportionate and not reflective of the London population. Of those that have declared, Black, Asian and Ethnic Minority staff make up 25% of L&P's population (compared to 75% White). This is 12 percentage points less than the Ethnic minority active working population in London (37%). The smaller growth in Ethnic minority staff numbers and the comparison to London's active working populations is a trend that we need to closely monitor and manage through our recruitment and retention processes.

Figure 2.2 - Table illustrating changes in the mean hourly rate ethnicity pay gap by year.

Ethnicity	Staff (%)		Mean hourly pay		Mean Pay Gap	
	2023	2024	2023	2024	2023	2024
White	84 (51%)	123 (53%)	£27.86	£29.02	-	-
Ethnic minority	32 (20%)	40 (17%)	£24.45	£28.98	13.0%	0.1%
Not disclosed	48 (29%)	69 (30%)	£23.64	£22.96	16.4%	26.4%

Mean Ethnicity Pay Gap

This data indicates that the average hourly rate of pay for Black, Asian and Minority Ethnic staff remains less than the average hourly rate of pay for White staff. However, the gaps have significantly reduced since 2023 and it is now close to zero and effectively closed.

- Although there is a reduction in the number of Ethnic minority staff as a proportion of the organisation this has not had a negative effect on the pay gap.
- The actual pay differential between White and Ethnic minority staff has reduced from £3.41 per hour in 2023 to £0.04 per hour in 2024.
- There has been a particularly notable drop in the mean pay gap since 2023. Reducing from 13% to 0.1% for Ethnic minority staff.
- Whilst positive, this needs to be reviewed in the context of other changes in the data. There

are still 30% of staff who have not disclosed their ethnicity and we do not know how many of these are actually in the Ethnic minority group. Further information is shown in the pay bands section further down in this report.

Figure 2.3 - Table illustrating changes in the median hourly rate ethnicity pay gap by year.

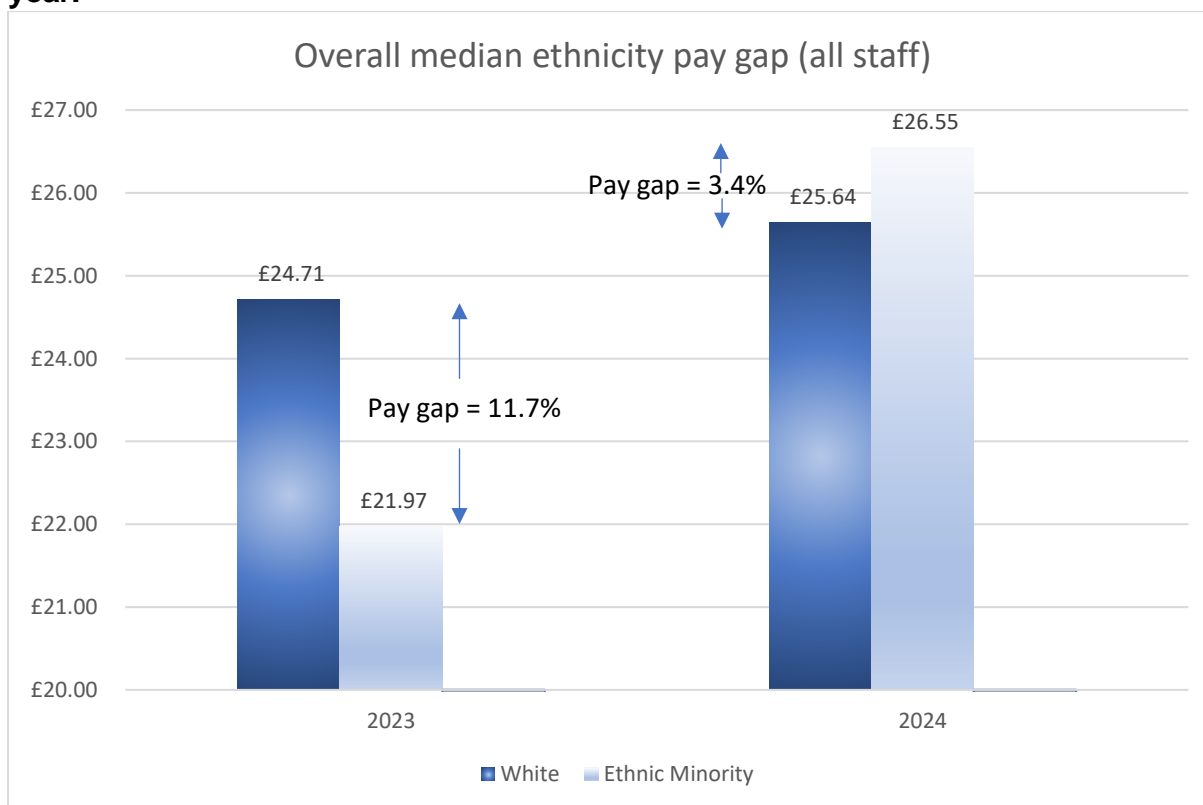
Ethnicity	Staff (%)		Median hourly pay		Median Pay Gap	
	2023	2024	2023	2024	2023	2024
White	84 (51%)	123 (53%)	£24.71	£25.64	-	-
Ethnic minority	32 (20%)	40 (17%)	£21.97	£26.55	11.7%	3.4%
Not disclosed	48 (29%)	69 (30%)	£21.25	£20.87	16.3%	22.9%

Median Ethnicity Pay Gap

The same actual pay data is applied to the median pay gap calculations. The percentage difference varies. This data indicates that the average hourly rate of pay for Black, Asian and Minority Ethnic staff remains less than the average hourly rate of pay for White staff. However, the gaps have shrunk since 2023.

- There has been a reduction in the pay percentage differential between White and Ethnic minority staff from 11.7% in 2023 to 3.4% in 2024.
- This is a reduction of 8.3 percentage points in the difference in pay between White and Ethnic minority staff.
- However, as we do not have the ethnicity of the staff that have 'not disclosed', we do not have the full picture.

Figure 2.4 - Graph illustrating changes in the median ethnicity pay gap by ethnic group and year.



Median ethnicity pay gap by ethnic group and year.

The graph at Fig. 2.4 shows that the median pay gap between White and Ethnic Minority staff had moved from 11.7% to 3.49% between 2023 and 2024. It also shows that median pay increased in the period with median pay for Ethnic Minority staff increasing more than that of White staff.

2.2 Full-time/part-time status

Figure 2.5 – Table illustrating the ethnicity pay gap data for full and part time staff as a median.

Ethnicity	Staff (%)		Median hourly pay		Median Pay Gap	
	Full time	Part time	Full time	Part time	Full time	Part time
White	123	6	£25.13	£26.15	-	-
Ethnic minority	40	<5	£26.43	-	-4.9%	-
Not disclosed	69	<5	£21.21	-	18.5%	-

Figure 2.6 shows the ethnicity pay gap data for full and part time staff as mean averages.

Ethnicity	Staff (%)		Mean hourly pay		Mean Pay Gap	
	Full time	Part time	Full time	Part time	Full time	Part time
White	123	6	£28.99	£29.53	-	-
Ethnic minority	40	<5	£28.31	-	2.4%	-
Not disclosed	69	<5	£22.89	-	26.6%	-

Full time and Part time Data

The majority of the staff at L&P work full time hours. The breakdown of these into the different ethnic groups is shown at Figures 2.5 and 2.6. Together with the breakdown of staff who work part time (less than 37.5 hours per week). These are split into mean and median averages on each table.

- There are 222 staff who work full time hours (37.5 hours per week). Of these 123 (55%) are White and 40 (18%) are Ethnic minority.
- There are 69 staff who have not answered or stated that they would prefer not to say. This is 31% of the full time staff.
- There are 10 staff who work part time hours (less than 37.5 hours per week). If we break this down further by ethnicity, the group numbers become less than 5, and therefore, due to our redaction policy we cannot report numbers of part time staff.
- For full-time workers, the overall median ethnicity pay gap between White and Ethnic minority staff is -4.9%, while the overall mean ethnicity pay gap is 2.4%.
- For part-time workers, the sample size is too small to provide a meaningful comparison.
- The median average hourly rate for part time White staff is 4% higher than for White full time staff. This is because the White staff who are working part time hours are of a higher grade.

2.3 Earnings quartile

Analysing by earnings quartile involves dividing our workforce into four equal-sized groups and separating them according to the hourly pay rate. This starts from the lowest paid to the highest paid. We can then analyse the pay gaps within these four groups. We can do this by both a median and a mean average analysis.

Figure 2.7- Table illustrating median ethnicity pay gap by earning quartile.

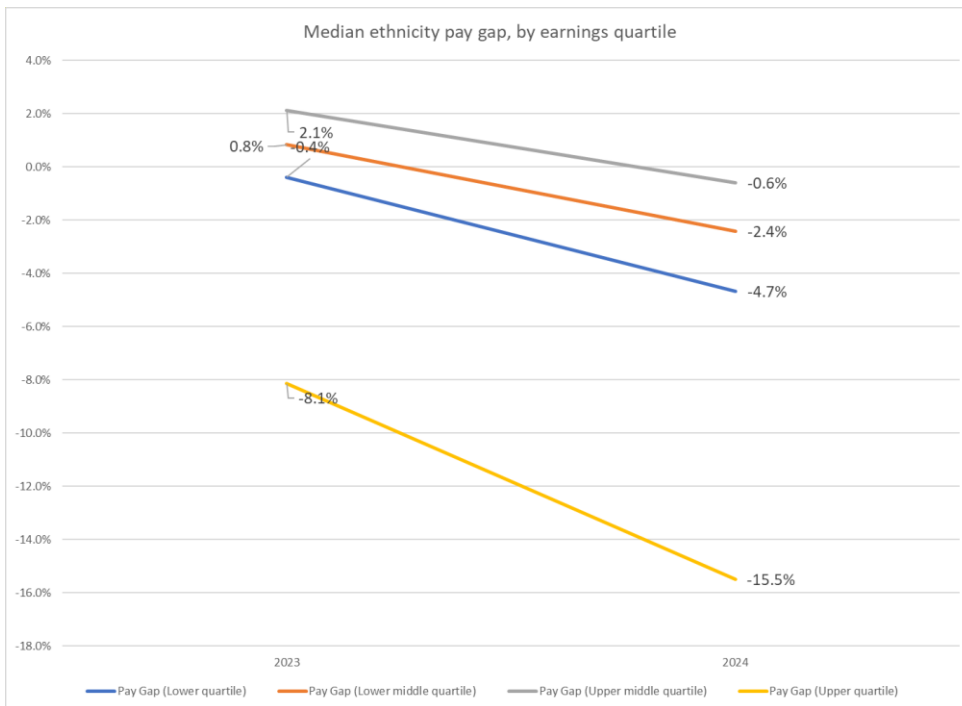
Quartile Median Hourly Pay								
	Lower		Lower Middle		Upper Middle		Upper	
	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap
White	£16.52	-	£21.07	-	£26.83	-	£37.51	-
Ethnic minority	£17.33	-4.7%	£21.59	-2.4%	£26.99	-0.6%	£44.39	-15.5%
Not Disclosed	£16.52	0.0%	£21.54	-2.2%	£26.67	0.6%	£35.08	6.9%

Quartile Median Hourly Pay

The table shown at 2.8 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, Ethnic minority and not disclosed employees in each quartile, and their median hourly rate. Across all quartiles we had a negative ethnicity pay gap.

- The data shows that in the lower quartile, the Ethnic minority employees are paid on average 4.7% or £0.81 more per hour than White staff.
- This is because although there are a larger proportion of Ethnic minority staff in the lower pay quartile than there are White staff; they are at band 3 rather than the lower pay band 2.
- Similarly, the lower middle quartile reflects the same picture, with Ethnic minority staff receiving 2.4% or £0.52 more per hour than White staff.
- The upper middle quartile is a very small differential with Ethnic minority staff being paid 0.6% or £0.16 more per hour than White staff.
- In the upper quartile the Ethnic minority staff are paid 15.5% or £6.88 per hour more than White staff. However, this group is less than 5 in number.

Figure 2.8 – Graph showing year on year change to median ethnicity pay gap by earnings quartile



Year on year change to median ethnicity pay gap by earnings quartile

The graph above shows that the ethnicity pay gap has reduced across all earning quartiles.

- The upper quartile has reduced from -8.1% to -15.5%, a decrease of 7.4 percentage points
- The upper middle quartile has reduced from 2.1% to -0.6%, a movement of 2.7 percentage points
- The lower middle quartile has reduced from 0.8% to -2.4%, a movement of 3.2 percentage points
- The lower quartile has reduced from -0.4% to -4.7%, a movement of 4.3 percentage points

Figure 2.9 - Table illustrating mean ethnicity pay gap by earning quartile.

	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	£16.61	-	£21.26	-	£27.32	-	£43.56	-
Ethnic minority	£16.88	-1.6%	£21.43	-0.8%	£27.66	-1.2%	£48.21	-9.6%
Not Disclosed	£17.17	-3.3%	£21.44	-0.8%	£26.83	1.8%	£37.60	15.9%

Quartile Mean Hourly Pay

The table shown at 2.9 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, Ethnic minority and not disclosed employees in each quartile, and their mean hourly rate. This reflects that the mean pay gap is negative across all quartiles.

- The data shows that in the lower quartile Ethnic minority staff are paid 1.6% or £0.27 more per hour than White staff.
- This is because although there are a larger proportion of Ethnic minority staff in the lower pay quartile than there are White staff; they are at band 3 rather than the lower pay band 2.
- The lower middle quartile has a very small differential with Ethnic minority staff being paid 0.8% or £0.17 per hour more than White staff.
- As shown in the graph below, the pay gap has reduced in all quartiles and in most instances has moved from a positive pay gap to a negative one.

2.4 Pay Bands

Pay grades

London and Partners does not have a published grading or banding system for pay levels in the organisation. In 2021 pay grades were set up for internal use only. This was to support the HR and Talent acquisition team in managing the recruitment processes and to support workforce planning.

This grading system was used to provide the breakdown of pay bands in the 2023 Pay Gap Data report. At that time there were 164 employees in the organisation based in London. For the 2024 report, the number of employees in London has increased to 232 in number. We have used the same method of deciding how the roles fit into these pay grades as was used in 2021; updated with the 2024 data.

Where percentages are shown as a minus figure, this demonstrates that the pay grade and ethnic group are at a higher rate than the norm which is the data for White staff by pay grade.

Figure 2.10 - Table illustrating median ethnicity pay gap by pay band

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	£16.28	-	£19.47	-	£26.43	-	£35.23	-	£50.00	-
Ethnic minority	£15.69	-	£21.59	- 10.88%	£26.67	-0.9%	-	-	-	-
Not disclosed	£16.52	-1.47%	£19.82	-1.79%	£23.12	12.52%	£33.33	5.39%		

Median hourly pay by ethnicity and grade

The hourly rate and pay gap percentage by grades shows the following:

There are a total of 37 staff at grade 2 which is 15.95% of the total workforce.

- There are 20 White staff at grade 2 which is 54.05% of those at this grade. The median pay for this group is £16.28 per hour.
- There are less than 5 Ethnic minority staff at Grade 2, which is below the threshold number for reporting.

There are 62 staff at grade 3 which is 26.72% of the total workforce.

- 25 of these are White which is 40.32% of the staff in this grade.
- 13 of these are Ethnic minority which is 20.97% of the staff in this grade.
- The Ethnic minority staff are paid 10.88% higher than White staff.
- There are 23 staff who have not disclosed their ethnicity which is 37.10% of the staff at grade 3.
- The staff that have not disclosed are paid 1.79% higher than White staff at this grade.

There are a total of 74 staff at grade 4 which is 31.90% of the workforce.

- There are 17 staff who are Ethnic minority which is 7.33% of the workforce and 22.97% of the staff at grade 4.
- There are 20 staff at grade 4 who have not declared their ethnicity. This equates to 8.62% of the workforce and 27.03% of the staff at grade 4.

There are a total of 38 staff at grade 5 which is 16.38% of the workforce.

- 25 of the staff at grade 5 are White the median rate for this group is £35.23 per hour
- There are less than 5 staff at grade 5 that are Ethnic minority which is below the threshold for reporting.

There are 22 staff at the grade 6 level. This is 9.48% of the total workforce.

- 16 of these are White staff which is 72.73% of the staff at this grade. The median rate for this group is £50.00 per hour.
- There are less than 5 staff at grade 6 that are Ethnic minority group which is below the threshold for reporting.

Figure 2.11 - Table illustrating mean ethnicity pay gap by pay band

Mean 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	£19.43 (20)	-	£19.88 (25)	-	£25.17 (37)	-	£34.87 (25)	-	£56.20 (16)	-
Ethnic minority	-	-	£19.93 (13)	-0.25%	£27.59 (17)	-9.61%	-	-	-	-
Not disclosed	£16.39 (15)	15.64%	£19.98 (23)	-0.50%	£24.00 (20)	4.64%	£31.70 (9)	9.09%	-	-

Mean hourly pay by grade

For the 37 staff at grade 2, the mean calculation for the total staff at this grade is £16.55per hour.

- Of these, 20 are White staff that are paid £19.43 per hour
- There are less than 5 staff at grade 2 that are Ethnic minority which is below the threshold for reporting.

For the 62 staff at grade 3, the mean calculation for the total staff at this grade is £19.83 per hour

- Of these, 25 are white staff that are paid £19.88 per hour
- There are 13 Ethnic minority staff that are paid £19.93 per hour. This is 0.25% higher than White staff at this grade.
- There are 23 staff who have not disclosed and these are paid £19.98 per hour. This is 0.50% higher than White staff at this grade.

For the 74 staff at grade 4, the mean calculation for the total staff at this grade is £25.17 per hour

- Of these, 37 are white staff that are paid £25.17 per hour
- There are 17 are Ethnic minority staff that are paid £27.59 per hour. This is 9.61% higher than White staff at this grade.
- There are 20 staff who have not disclosed their ethnicity, these are paid £24.00 per hour. This is 4.64% lower than White staff at this grade.

For the 38 staff at grade 5 the mean calculation for the total staff at this grade is £32.74 per hour.

- There are 25 staff that are White which is 65.79% of the staff at this grade. The mean hourly rate for this group is £34.87
- There are less than 5 staff at grade 5 that are Ethnic minority which is below the threshold for reporting.

For the 22 staff at grade 6 the mean calculation for the total staff at this grade is £56.20 per hour.

- Of these, 16 are White which is 72.73% of staff at this grade. The mean hourly rate for this group is £56.20 per hour.
- There are less than 5 staff at grade 6 that are Ethnic minority which is below the threshold for reporting.

2.5 Bonus payments

London & Partners did not pay bonuses in 2024 and there is therefore nothing to report. In 2023, there was a bonus payment pay gap of 33.3%. However, bonuses paid in 2023 were periodic cost of living allowance payments. Differences in bonus are a result of some staff not being eligible as they started after the bonus payment.

2.6 Intersectional Analysis

We use an intersectional approach in this report. It shows how people's identities can overlap, which can sometimes create compounding experiences of disadvantage. This section looks at pay gaps by:

- Gender and ethnicity
- Ethnicity and disability

Gender and ethnicity

For 2024, the overall median ethnicity pay gap -3.4%. The table below shows that the pay gap differs by ethnicity and by gender. The table shows a larger pay gap for Black or Black British males.

Figure 2.12 - Table illustrating median ethnicity pay gap by gender

Median pay gap by ethnicity and gender				
	Male		Female	
	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap
White	£26.54	-	£24.77	-
Asian or Asian British	£26.83	-1.1%	£26.17	-5.3%
Black or Black British	-	-	£28.21	-12.2%
Mixed	£28.14	-5.7%	£25.64	-3.4%
Not Disclosed	£20.51	29.4%	£21.21	16.8%

Negative ethnicity pay gap by gender

The table above uses the male white and the female white data as the norm. This shows that:

- Asian males are paid 1.1% more than White males.
- Asian females are paid 5.3% more than White females
- Black or Black British females are paid 12.2% higher than White females
- Mixed ethnicity males are paid 5.7% more than White males
- Mixed ethnicity females are paid 3.4% more than White females
- There are less than 5 staff that are Black or Black British males which is below the threshold for reporting.

Narrative

We have taken the White male and female data as the norm and then compared each of the males and female ethnic groups to this.

This is the first year we have broken the data down into 5 ethnicity sets as opposed to 3 ethnicity sets in previous years.

- The higher pay for Asian men is due to the number of Asian males in higher paid jobs. There are only 8 men who have declared themselves as Asian but of these, none are paid less than £40,000.
- Males who have declared themselves to be Black or Black British are less than 5 in number which is below the threshold for reporting.
- There are 10 females who have declared themselves to be Asian or Mixed Asian. Of these 8 are paid in excess of £50,000.
- There are 40 females that have not declared their race. This is 17% of the total workforce.
- The median salary for London is £42,000. There are 22 females who have not declared their ethnicity who earn less than the average London salary.
- There are 29 men who have not declared their ethnicity. This is 13% of the total workforce.
- There are 15 males who have not declared their ethnicity who earn less than the average London salary.

Figure 2.13 - Table illustrating mean ethnicity pay gap by gender

Mean pay gap by ethnicity and gender				
	Male		Female	
	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap
White	£27.84	-	£29.54	-
Asian or Asian British	£35.25	-21.0%	£29.07	1.6%
Black or Black British	-	-	£25.75	14.7%
Mixed	-	-	£30.11	-1.9%
Not Disclosed	£23.97	16.1%	£22.22	32.9%

Mean ethnicity pay gap by gender

The table above uses the male white and the female white data as the norm. This shows that:

- White females are paid £1.70 per hour more than White males
- Asian or Asian British males are paid 21% more than White males
- Asian or Asian British females are paid 1.6% less than White females
- Black or Black British females are paid 14.7% less than White females
- Mixed ethnicity females are paid 1.9% more than White females
- Males who have declared themselves to be Black or Black British or of Mixed ethnicity are less than 5 in number which is below the threshold for reporting.

Narrative

We have taken the White male and female data as the norm and then compared each of the males and female ethnic groups to this.

This is the first year we have broken the data down into 5 ethnicity sets as opposed to 3 ethnicity sets in previous years.

This is the first year that we have carried out the more detailed intersectional analysis, comparing the different race groups with the gender groups. As such there is no year on year comparison that can be made.

Figure 2.14 – Table showing median pay gap by ethnicity and disability

Median pay gap by ethnicity and disability						
	Non-disabled		Disabled		Not disclosed	
	Hourly rate	Pay gap	Hourly rate	Pay gap	Hourly rate	Pay gap
White	£25.38	-	£23.12	-	-	-
Asian or Asian British	£26.67	-0.5%	-	-	-	-
Black or Black British	£21.59	22.9%	-	-	-	-
Mixed	£26.15	-1.5%	-	-	£28.21	12.2%
Not Disclosed	£26.43	-0.4%	-	-	£20.38	21.5%

Median pay gap by ethnicity and disability

This is the first year we have broken the data down into 3 sets, non-disabled, disabled and not disclosed.

- There are 153 staff who are non-disabled. 110 of these are White.

- There are 17 staff who are Asian or Asian British who are non-disabled. These are paid £1.29 per hour more than White non-disabled staff which is 0.5% more.
- There are 11 staff who are Black or Black British who are non-disabled. These are paid £3.79 per hour less than White non-disabled staff.
- There are 10 staff who are of Mixed ethnicity who are non-disabled. These are paid £0.77 per hour more than White non-disabled staff.
- There are 5 staff who are non-disabled who have not disclosed their ethnicity. These are paid £1.05 more than White non-disabled staff.
- There are 11 staff who are White and disabled. This is the total number of staff who have declared a disability. Only White staff have declared a disability.
- There are no staff who are of an ethnic minority group who have declared themselves disabled.
- There are 68 staff who have not disclosed their status under disability.
- There are less than 5 staff who are White who have not disclosed their status.
- There are less than 5 Asian or Asian British who have not disclosed their status.
- There are no staff who are Black or Black British who have not disclosed their status.
- There are 64 staff who have not disclosed their ethnicity and have not disclosed their disability. This is 27.59% of the workforce.

L&P is an organisation with 232 staff employed in the UK (London). The analysis of both disability status and ethnicity, demonstrates that the further we break the data down, the smaller the groups. In more than one case this has led to groups being below 5 in number which is below the threshold for reporting. Therefore the analysis becomes unachievable.

Figure 2.15 - Table showing mean pay gap by ethnicity and disability

Mean pay gap by ethnicity and disability						
	Non-disabled		Disabled		Not disclosed	
	Hourly rate	Pay gap	Hourly rate	Pay gap	Hourly rate	Pay gap
White	£29.04	-	£27.21	-	-	-
Asian or Asian British	£32.13	-13.4%	-	-	-	-
Black or Black British	£24.29	14.6%	-	-	-	-
Mixed	£29.11	-4.4%	-	-	£28.21	25.37%
Not Disclosed	£25.96	7.2%	-	-	£22.72	39.89%

Mean pay gap by ethnicity and disability

This is the first year we have broken the data down into 3 sets, non-disabled, disabled and not disclosed.

- There are 17 staff who are Asian or Asian British who are Non-disabled. These are paid £3.09 per hour more than White Non-disabled staff which is 13.4% more.
- There are 11 staff who are Black or Black British who are Non-disabled. These are paid £4.75 per hour less than White Non-disabled staff. This is 14.6% less.
- There are 10 staff who are of Mixed ethnicity who are Non-disabled. These are paid 0.7p per hour more than White Non-disabled staff. This is 4.4% more.
- There are 5 staff who are Non-disabled who have not disclosed their ethnicity. These are paid £3.08 less than White Non-disabled staff who have not disclosed. It is interesting to see that this group have been prepared to state their disability status but not their ethnicity.
- There are 11 staff who are White and Disabled, these are paid on average £27.21 per hour.
- There are no other categories of staff that have declared themselves to be Disabled.

- There are less than 5 staff who are White who have not disclosed their status.
- There are less than 5 Asian or Asian British who have not disclosed their status.
- There are no staff who are Black or Black British who have not disclosed their status.

This is the first year that we at L&P have carried out the more detailed intersectional analysis, comparing the different ethnicity groups with the disability status groups. As such there is no year on year comparison that can be made.

2.7 Workforce composition

Figure 2.16: Table showing Workforce composition – Ethnicity

Characteristics	Disclosure	Number of staff
Ethnicity	White	123 (53%)
	Black, Asian, Mixed, other	40 (17%)
	Not disclosed	69 (30%)

Narrative

53% of our workforce is made up of employees from a white background. 17% are from a Black, Asian and Ethnic Minority background. 30% have chosen to not disclose their background. Of those that have declared, 75% are from a white background and 25% are from a Black, Asian and Ethnic Minority background.

Figure 2.17: Table showing Proportion of jobs within pay band that are staffed by Black, Asian and Minority Ethnic employees

	% Grade by Ethnicity									
	Grade 2		Grade 3		Grade 4		Grade 5		Grade 6	
	No.	%	No.	%	No.	%	No.	%	No.	%
Ethnic minority	<5	-	13	32.50%	17	42.50%	<5	-	<5	-

Accessibility

32.5% of Ethnic Minority employees are in Grade 3. 43.5% are in Grade 4. The other grades have less than 5 or none in each of the grades so fall below the threshold of reporting.

Narrative

Compared against white colleagues, the number of ethnic minority employees are higher in each of the reportable grades, i.e. where there are more than 5 people. In contrast, 20.33% of white employees are in Grade 4 which is a difference of 12.17%. There are 30.8% white employees compared to 42.5% which is a difference of 12.42%.

3 Disability Pay Gap

3.1 Overall

Overall Disability Pay Gap
<p>This is the third year that we have analysed our disability data but it is the first year that we have been able to differentiate between non-disabled and not disclosed. This has enabled us to set what would be considered the pay norm for the purposes of comparison. Therefore, the figures we are using to compare against are the non-disabled figures. This can never be accurate all the time we have non-disclosures. However, it will be more insightful than in previous years where we have had non-disabled and not disclosed combined.</p>
<ul style="list-style-type: none"> The number of staff declaring themselves Disabled has more than doubled, increasing from less than 5 to 11 staff in 2024. This is the first year we have reported on Disabled, non-disabled and not disclosed as 3 distinctive groups. As there are now more than 5 we can do some comparisons, however as the gender and ethnicity groups within this number are so small, we are limited in the intersectional analysis that we can do. The increase is due to a combination of new starters joining who have a disability and existing staff members who have developed conditions that are recognised as a disability under the Disability Discrimination Act. Neurodiversity, in its many forms, is a condition more people are inclined to share information on; in addition, mental health disclosure has increased, particularly since the pandemic.

Figure 3.1 - Tables illustrating changes in the median disability pay gap by year. These are two different methodologies.

Disability status	Staff (%)	Median hourly pay	Median Pay Gap
	2023	2023	2023
Non- disabled/not disclosed	160(98%)	£25.94	-
Disabled	<5	£26.94	- 3.8%

Disability status	Staff (%)	Median hourly pay	Median Pay Gap
	2024	2024	2024
Non- disabled	153 (65%)	£26.41	-
Disabled	11(5%)	£23.12	14.23%
Not disclosed	68(30%)	£21.21	24.52%

Disability Median Pay Gap
<p>The gap between the hourly pay of disabled staff verses non-disabled staff has actually reversed. We have taken the figures for the non-disabled staff as the data for the other groups within this characteristic to be compared with. This is the first year we have been able to differentiate this.</p>
<ul style="list-style-type: none"> The median hourly rate for disabled staff in 2023 was -3.8% which means they were paid at a higher rate than for the non-disabled and not disclosed as one group. This equated to £1.00 more per hour. In 2024 we have been able to analyse the data in more detail and split the groups into three: disabled, non-disabled and not disclosed. The more detailed analysis shows that the staff identifying as disabled are paid 14.23% less than the non-disabled staff. Which is £3.29 per hour less. We now need to understand what levels in the organisation the staff are, to ensure that we can compare like-for-like roles. This analysis is now more feasible with the data that we are

starting to record.

- Once we have worked with staff to understand the importance of us recording this data, we hope to reduce the percentage of staff not declaring whether they are disabled or non-disabled; to enable us to have more accurate data.

Figure 3.2 – Tables illustrating changes in the mean disability pay gap by year. These are two different methodologies.

Disability status	Staff (%)	Mean hourly pay	Mean Pay Gap
	2023	2023	2023
Non- disabled/not disclosed	160 (98%)	£25.64	-
Disabled	4 (2%)	£26.59	-3.80%

Disability status	Staff (%)	Mean hourly pay	Mean Pay Gap
	2024	2024	2024
Non- disabled	153 (65%)	£28.94	-
Disabled	11(5%)	£27.21	6.36%
Not disclosed	68(30%)	£23.30	24.21%

Disability Mean Pay Gap

In 2023 we only had two categories: Disabled and Non-disabled/not disclosed. This is why the 2023 Not-disclosed figure is so much greater. The more in-depth data analysis that we have carried out in 2024 with the three-way split in data shows that:

- There is a much larger group that have confirmed they are non-disabled than we had previously reported.
- The Not disclosed is only 30% which is much lower than we had previously reported.
- However this is still 1/3rd of the organisation and so we should continue to support staff to understand the rationale for collecting this data encourage them to complete this data.
- In 2024 the disabled staff are paid 6.36% lower than the non-disabled staff using the mean average calculation.

3.2 Full-time/part-time status

Disability and Full-time/part-time status

It is useful that we are now able to differentiate between non-disabled and not disclosed. However, as soon as we break the data down to this more granular detail in the part-time group, it results in us having data split into such small numbers that we are no longer able to analyse as they are below the recommended reporting threshold of 5 plus.

Figure 3.3 – Table showing Mean Disability status by full-time and part-time staff

Disability status	Staff (%)		Hourly pay		Mean % Pay Gap	
	Full time	Part time	Full time	Part time	Full time	Part time
Non-disabled	147(63.36%)	6 (2.59%)	£28.72	£34.39	-	-
Disabled	10 (4.31%)	<5	£27.34	-	5.0%	-
Not disclosed	65 (28.02%)	<5	£23.25	-	23.5%	-

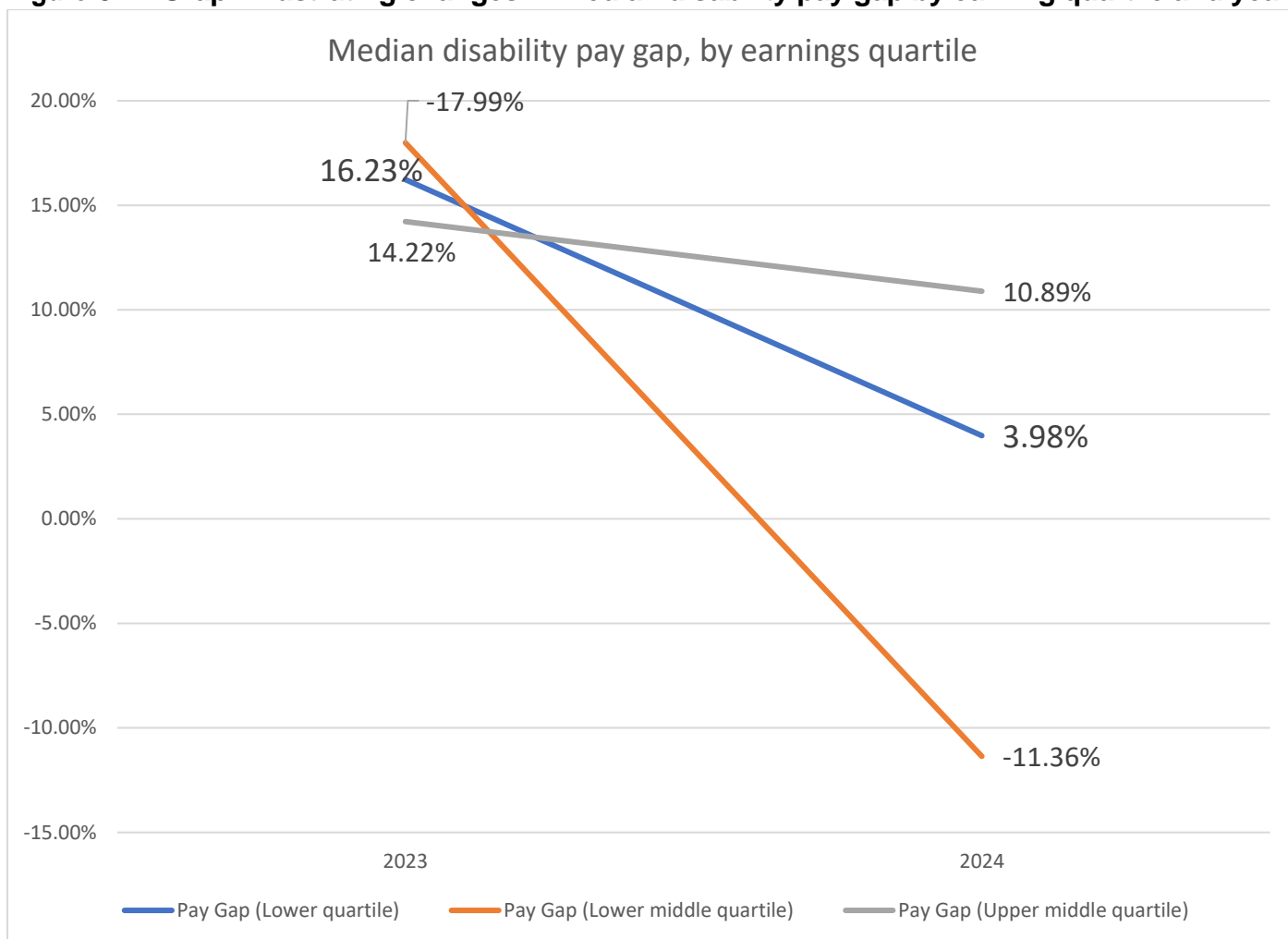
Mean Disability status by full-time and part-time staff

- There are 147 staff that work full-time that have stated they do not have a disability. This is 63.36% of the workforce.
- There are 6 staff that work part-time that have stated they do not have a disability. This is 2.59% of the workforce.
- There are 10 staff that work full-time that have stated they have a disability. This is 4.31% of the workforce.
- Although there are staff who work part-time that may be disabled, the size of the group means we are not able to report on the data for these.
- There are 65 staff that work full-time that have not disclosed their disability status. This is 28.02% of the workforce.
- Although there are staff who work part-time that have not disclosed their disability status, the size of the group means we are not able to report on the data for these.

3.3 Earning quartile

Analysing by earnings quartile involves dividing our workforce into four equal-sized groups and separating them according to the hourly pay rate. This starts from the lowest paid to the highest paid. We can then analyse the pay gaps within these four groups. We can do this by both a median and a mean average analysis.

Figure 3.4 - Graph illustrating changes in median disability pay gap by earning quartile and year



Explanation of graph

The graph above shows that the pay gap has decreased year on year across three of the four earning quartiles.

- The lower quartile has decreased from 16.23% to 3.98% a movement of 12.25 percentage points
- The lower middle quartile has decreased from -17.99% to -11.36%, a movement of 6.63 percentage points
- The upper middle quartile has decreased from 14.22% to 10.89% a movement of 3.23 percentage points

Figure 3.5 – Table illustrating mean disability pay gap by earning quartile

Mean Hourly Pay by Quartile								
	Lower		Lower Middle		Upper Middle		Upper	
	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap	Hourly Rate	Pay Gap
Non-disabled/not disclosed	£16.87	-	£21.44	-	£27.23	-	43.08	-
Disabled	£17.19	-1.89%	£20.22	5.69%	£28.82	-5.83%	48.78	-13.23%

Explanation of table

The data is broken down into two categories: Non-disabled/not disclosed and disabled.

- Disabled staff in the lower quartile are paid 1.89% more than staff in the non-disabled/not disclosed category.
- Disabled staff in the lower middle quartile are paid 5.69% less than staff in the non-disabled/not disclosed category.
- Disabled staff in the upper middle quartile are paid 5.83% more than staff in the non-disabled/not disclosed category.
- Disabled staff in the upper quartile are paid 13.23% more than staff in the non-disabled/not disclosed category.

Mean hourly pay by quartile

The data for the mean calculations is broken down into two categories: Non-disabled/not disclosed and Disabled.

- For those paid in the lower quartile, Disabled staff are paid £0.32 per hour more than staff in the non-disabled/not disclosed category.
- For those in the lower middle quartile, Disabled staff are paid £1.22 per hour less than staff in the non-disabled/not disclosed category.
- For those in the upper middle quartile, Disabled staff are paid £1.59 per hour more than staff in the non-disabled/not disclosed category.
- For those in the upper quartile, Disabled staff are paid £5.70 per hour more than staff in the non-disabled/not disclosed category.

This shows that in all quartiles except the lower middle category, Disabled staff are paid more per hour than non-disabled/not disclosed staff.

3.4 Pay Bands

Figure 3.6 – Table illustrating mean disability pay gap by pay bands

Mean 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
Non - disabled	£19.31 (22)	-	£19.78 (33)	-	£25.17 (52)	-	£32.74 (28)	-	£56.80 (18)	-
Disabled	-	-	£19.87 (6)	- 0.45%	-	-	-	-	-	-
Not disclosed	£16.39 (15)	15.12%	£19.79 (22)	- 0.05%	£22.88 (19)	9.09%	£32.61 (10)	0.39%	-	-

Mean disability pay gap by pay bands

For those staff that are at grade 2:

- There are 22 staff that have stated they are not disabled.
- There are no staff that have stated they are Disabled.
- Non-disabled staff are paid 15.12% or £2.92 more per hour than staff that do not disclose

For those staff that are at grade 3:

- There are 33 staff that have stated they are not disabled.
- There are 6 staff that have stated they are Disabled.

- Non-disabled staff are paid 0.45% or 0.9p less per hour than Disabled staff
- For those staff that are at grade 4:
- There are 52 staff that have stated they are not disabled.
 - There are <5 staff that have stated they are Disabled.
 - Non-disabled staff are paid 9.09% or £2.29 per hour more than staff that do not disclose.
- For those staff that are at grade 5:
- There are 28 staff that have stated they are not disabled
 - There are <5 staff that have stated they are Disabled.
 - Non-disabled staff are paid 0.39% or 13p per hour more than staff that do not disclose.
- For those staff that are at grade 6:
- There are 18 staff that have stated they are not disabled.
 - There are <5 staff that have stated they are Disabled.
 - There are <5 staff that have not disclosed their disability status.
 - The data at grade 6 is below the recommended reporting threshold of 5 plus.

There are not enough staff per sub-set to warrant further analysis by pay band at this stage.

3.5 Bonus payments

London & Partners did not pay bonuses in 2024 and there is therefore nothing to report.

3.6 Intersectional analysis

We use an intersectional approach in this report. It shows how people’s identities can overlap, which can sometimes create compounding experiences of disadvantage. This section looks at pay gaps by:

- Ethnicity and disability

Ethnicity and disability

This is the first year that we at L&P have carried out the more detailed intersectional analysis, comparing the different ethnicity groups with the disability status groups. As such there is no year on year comparison that can be made.

Figure 3.7 – Table illustrating median ethnicity pay gap by disability status

Median pay gap by ethnicity and disability						
	Non-disabled		Disabled		Not disclosed	
	Hourly rate	Pay gap	Hourly rate	Pay gap	Hourly rate	Pay gap
White	£25.38	-	£23.12	-	£37.80	
Asian or Asian British	£26.67	-0.5%	-	-	£26.41	6.2%
Black or Black British	£21.59	22.9%	-	-	-	-
Mixed	£26.15	-1.5%	-	-	£28.21	12.2%
Not Disclosed	£26.43	-0.4%	-	-	£20.38	21.5%

Median pay gap by ethnicity and disability

This is the first year we have broken the data down into 3 sets, non-disabled, disabled and not disclosed.

- There are 153 staff who are non-disabled. 110 of these are White. There are less than 5 of the staff that have declared they are White that have not answered the disability question.
- None of the Asian or Asian British staff have not disclosed their disability status.
- There are 17 staff who are Asian or Asian British who are non-disabled. These are paid £1.29 per hour more than White non-disabled staff which is 0.5% more.
- None of the Black or Black British staff have not disclosed their disability status.
- There are 11 staff who are Black or Black British who are non-disabled. These are paid £3.79 per hour less than White non-disabled staff.
- There are 10 staff who are of Mixed ethnicity who are non-disabled. These are paid £0.77 per hour more than White non-disabled staff.
- There are 5 staff who are non-disabled who have not disclosed their ethnicity. These are paid £1.05 more than White non-disabled staff. It is interesting to see that they have been prepared to state their disability status but not their ethnicity.
- There are 11 staff who are White and disabled. This is the total number of staff who have declared a disability.
- There are no staff who are of an ethnic minority group who have declared themselves disabled.
- There are 68 staff who have not disclosed their status under disability. 64 of these have also not answered the ethnicity question. This is 27.59%

L&P is an organisation with 232 staff employed in the UK (London). The analysis of both disability status and ethnicity, demonstrates that the further we break the data down, the smaller the groups. In more than one case this has led to groups being below 5 in number which is below the threshold for reporting. Therefore, the analysis becomes unachievable.

3.7 Workforce composition

Figure 3.8: Table showing Workforce composition – Disability Status

Characteristics	Disclosure	Number of staff
Disability	Non-disabled	153 (66%)
	Disabled	11 (5%)
	Not disclosed	68 (29%)

Accessibility (Alt Text)

66% of employees have declared themselves as non-disabled. 5% of employees have declared themselves as disabled. 29% of employees have chosen to not disclose any information. Of those that have disclosed, 93% have declared themselves as non-disabled and 7% have declared themselves as disabled.

Figure 3.9: Table showing Proportion of jobs within pay band that are staffed by disabled employees

Mean hourly pay by grade										
	Grade 2		Grade 3		Grade 4		Grade 5		Grade 6	
	No.	%	No.	%	No.	%	No.	%	No.	%
Disabled	-	-	6	54.55%	-	-	-	-	-	-

Accessibility
56.45% of employees who have declared a disability are in Grade 3. The remaining 43.55% of staff are split over other grades. As these are less than 5 people in each category we cannot report on these.

Narrative
Due to the low number of employees who have declared a disability we only have data on Grade 3. The number of people in Grade 3 who do not have a disability is 33, which represents 21.57%. The data available does not provide much more insight by Grade and Disability status beyond this.

4 Gender Pay Gap

4.1 Overall

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 L&P.

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.

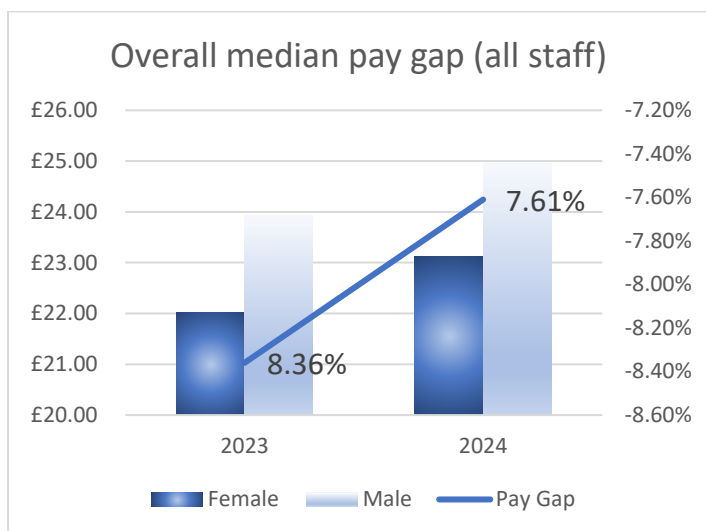
The existence of a gender pay gap does not automatically give rise to any discrimination or equal pay matters

On 31 March 2024, we had a median gender pay gap of 7.33% and a mean gender pay gap of -1.90% (see Figures 4.1 and 4.3).

Figure 4.1 - Table illustrating changes in the median gender pay gap over the years.

Gender	Staff (%)		Median hourly pay		Median Pay Gap	
	2023	2024	2023	2024	2023	2024
Female	108 (65.9%)	150 (64.7%)	£22.01	£23.12	8.36%	7.33%
Male	56 (34.1%)	82 (35.3%)	£23.93	£24.95	-	-

Figure 4.2: Bar chart illustrating overall median pay gap over the years



Overall Median Gender Pay Gap

Although there has been an increase of staff from 164 to 232, which is an increase of 41%, the percentage breakdown of male to female staff remains similar (34.1% male, 65.9% female 2023 and 35.3% male 64.7% female in 2024).

- Despite the similar percentages of male and female staff YoY, the pay differential between men and women has decreased.
- In 2023 women were paid, on average, 8.36% less per hour than men.
- Whereas in 2024, women were paid on average, 7.33% less per hour than men.
- This is an improvement in the pay differential of 1.03%.
- The actual difference was £1.92 in 2023 and is now £1.83 in 2024. A small improvement of 0.9p per hour.
- The two things that have influenced this are the slight increase in the proportion of men employed in the organisation who are on lower pay rates and the number of women paid at the higher grades.
- According to the Office for National Statistics (ONS) the national average for full time employees was 7.7% less for women than for men in April 2023, which is the most up to date information.
- The median pay gap figure for L&P of 7.33% positions the Company in line with the national average.

Figure 4.3: Table illustrating changes in the mean gender pay gap over the years.

Gender	Staff (%)		Mean hourly pay		Mean Pay Gap	
	2023	2024	2023	2024	2023	2024
Female	108 (65.9%)	150 (64.7%)	£25.64	£27.39	3.64%	-1.90%
Male	56 (34.1%)	82 (35.3%)	£26.59	£26.88	-	-

Overall Mean Gender Pay Gap

The mean pay gap looks very different. The average hourly rate for men has remained fairly stable YoY (29p increase) whereas the hourly rate for women using the mean calculation is £1.75 higher YoY.

- The turnaround from women being paid a mean average pay less than men in 2023 to being paid more than men in 2024 is due to the increase in staffing numbers.
- There are an additional 42 women and an additional 26 men.
- The percentage of men versus women across the organisation does remain similar as a percentage of the total number YoY. However the pay increase is due to a number of women joining the organisation in pay bands.

4.2 Full-time/part-time status

Figure 4.4: Table showing full and part time status by gender

Gender	Staff (%)		Median hourly pay		Median Pay Gap	
	Full time	Part time	Full time	Part time	Full time	Part time
Female	145(62.5%)	5 (2.16%)	£23.12	£25.88	6.7%	2%
Male	77(33.9%)	5(2.16%)	£24.77	£26.41	-	-

Narrative

Of the full time staff 2/3rds of the organisation are women working full time and 1/3rd is men working full time.

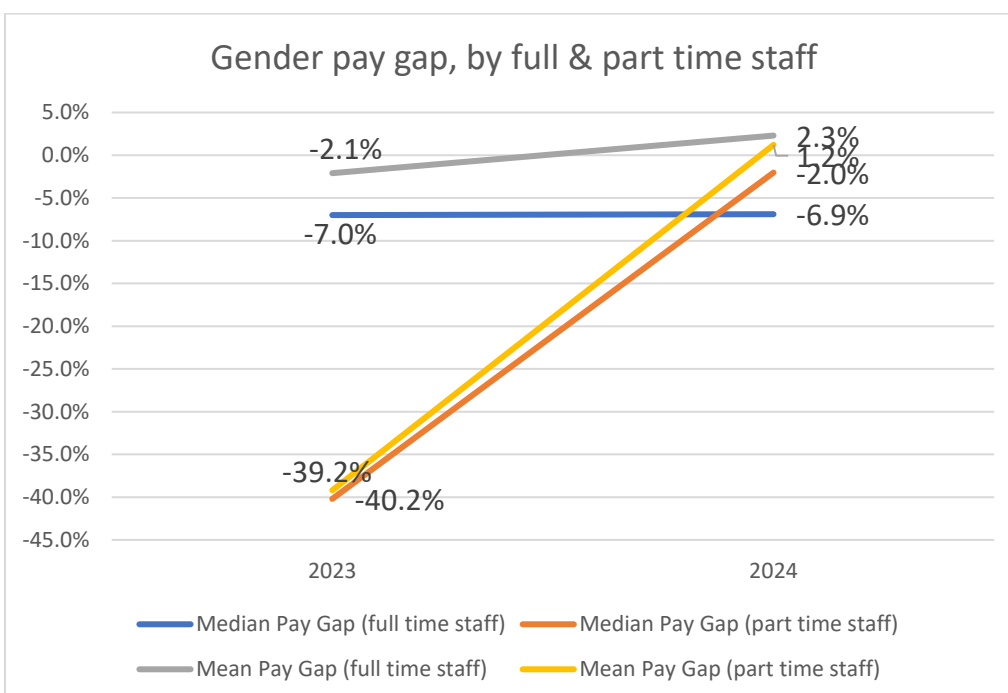
Despite there being twice the amount of women working full time than men, the men are paid £1.65 per hour more than women. This is 6.7% higher.

For part time staff, women are paid 0.53p per hour less than men, which is 2% difference.

Despite there being no difference in the number of staff (female v male) working part time hours. In addition both the male and the female staff who work part time are paid at a higher rate than the related staff who are working full time.

- Female part time staff are paid £2.76 per hour more than Female full time staff.
- Male part time staff are paid £1.64 per hour more than Male full time staff.

Figure 4.5 - Graph illustrating changes gender pay gap by full-time and part-time status by year



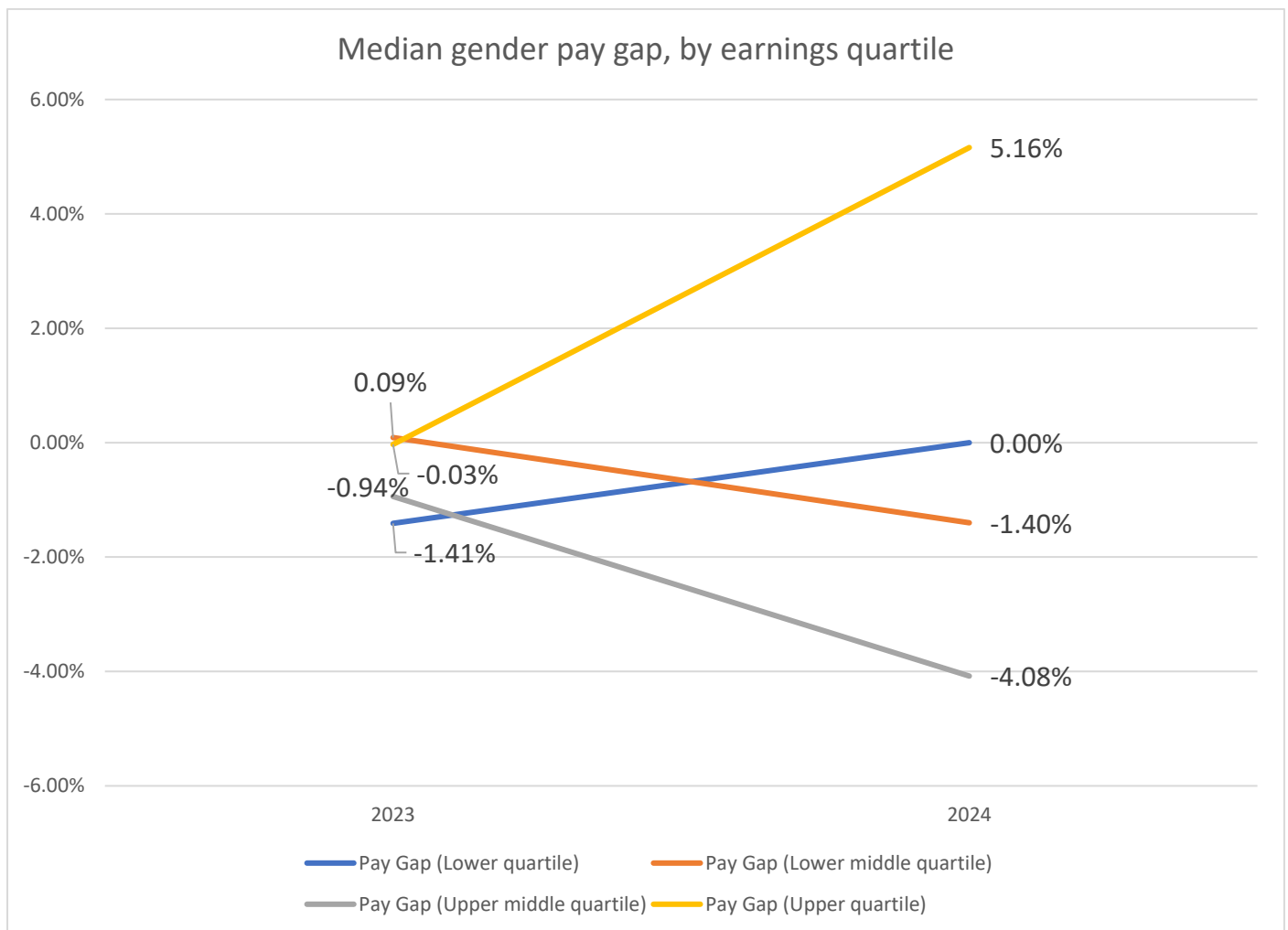
Mean and median gender pay gap by full time and part time year on year

For both the median and the mean year on year comparisons the data shows that there has an increase in the differential between full time and part time staff.

4.3 Earning quartile

Analysing by earnings quartile involves dividing our workforce into four equal-sized groups and separating them according to the hourly pay rate. This starts from the lowest paid to the highest paid. We can then analyse the pay gaps within these four groups. We can do this by both a median and a mean average analysis.

Figure 4.6 - Graph illustrating changes in median gender pay gap by earning quartile and year



Median gender pay gap by earning quartile and year

The median pay gap for staff by gender, quartile and year on year is as follows:

Lower quartile - has changed from females earning 1.41% more than men in 2023 to there being no pay differential in 2024.

Lower middle quartile – has changed from - 0.03% in 2023 to - 1.40% in 2024. Which shows there is

Upper middle quartile – has changed from -0.94% in 2023 to -4.08% in 2024. This is demonstrating that women are paid 3.14% less in 2024 in this quartile than they were paid in

2023 in comparison to the men.

Upper quartile – has changed from 0.09% in 2023 to 5.16% in 2024.

Figure 4.7 - Table illustrating changes in mean gender pay gap by earning quartile and year

Mean Hourly Pay by Quartile								
	Lower		Lower Middle		Upper Middle		Upper	
	Hourly rate 2023	Hourly rate 2024	Hourly rate 2023	Hourly rate 2024	Hourly rate 2023	Hourly rate 2024	Hourly rate 2023	Hourly rate 2024
Female	£15.62	£16.69	£20.65	£21.40	£25.59	£27.02	£41.73	£43.84
Male	£16.24	£17.26	£20.70	£21.26	£26.56	£27.67	£40.93	£42.04
Pay Gap £	62p	57p	5p	-14p	97p	65p	-80p	-£1.80
Pay Gap %	3.81%	3.30%	0.24%	-0.65%	3.65%	2.34%	-1.95%	-4.28%

Mean gender pay gap by earning quartile and year

Lower pay quartile:

- In 2023, women were paid £0.62 per hour less than men.
- In 2024, women are still paid less than men but this has reduced to 0.57p.
- The percentage pay differential has reduced from 3.81% to 3.30% which is an improvement of 0.51 percentage points.

Lower middle pay quartile:

- In 2023, women were paid £0.5 per hour less than men.
- In 2024, this has changed so that women are now paid £0.14 per hour more than men in this quartile.
- The percentage pay differential has changed from 0.24% less for women to -0.65% more for women. This is an improvement of 89 percentage points.

Upper middle pay quartile:

- In 2023, women were paid £0.97 less per hour than men.
- In 2024, women are still paid less than men but it has reduced to 0.65p per hour.
- The percentage pay differential has reduced from 3.65% to 2.34% which is an improvement of 1.31%.

Upper pay quartile:

- In 2023, women were paid £0.80 per hour more than men.
- In 2024 this has increased to £1.80 more per hour.
- The percentage pay difference has increased from 1.95% more to 4.28% more which is an increase in pay differential of 2.33%.

Narrative

The pay differentials by each quartile are a mixture of both positive and negative outcomes when comparing male and female rates of pay. The comparison year on year, is particularly difficult as the staff numbers have increased from 164 staff in 2023 to 232 staff in 2024 which is a 41% increase in staffing levels.

4.4 Pay Bands

Narrative

We have 100% of the available gender data. There are 150 women in the organisation which is 64.66% of the workforce and 82 men which is 35.34 % of the workforce. This is a total of 232 staff in 2024. There were a total of 164 staff in 2023, 56 (34.1%) men and 108 (65.9%) women.

The breakdown of men and women is similar year on year with approximately 2/3rds of the organisation made up of women and 1/3rd men. However, the actual number of staff 164 (2023) and 232 (2024) is a 41% increase.

Overview of gender and grade breakdown

There are a total of 150 female staff in the organisation of these:

- There are 27 female staff working at grade 2. This is 18% of the female staff group and 11.64% of the total workforce.
- There are 39 female staff working at grade 3. This is 26% of the female staff group and 16.81% of the total workforce.
- There are 44 female staff working at grade 4. This is 29.33% of the female staff group and 18.97% of the total workforce.
- There are 24 female staff working at grade 5. This is 16.00 % of the female staff group and 10.34% of the total workforce.
- There are 16 female staff working at grade 6. This is 10.67% of the female staff group and 6.90%% of the total workforce.

There are a total of 82 male staff in the organisation of these:

- There are 10 male staff working at grade 2. This is 12.20% of the male staff group and 4.31% of the total workforce.
- There are 22 male staff working at grade 3. This is 26.83% of the male staff group and 9.48% of the total workforce.
- There are 30 male staff working at grade 4. This is 36.59% of the male staff group and 12.93% of the total workforce.
- There are 14 male staff working at grade 5. This is 17.07% of the male staff group and 6.03% of the total workforce.
- There are 6 male staff working at grade 6. This is 7.32%% of the male staff group and 2.59%% of the total workforce.

Figure 4.8 - Table illustrating median gender pay gap by pay grade and year

Median hourly pay by grade and year										
	Grade 2		Grade 3		Grade 4		Grade 5		Grade 6	
	Hourly rate 2023	Hourly rate 2024	Hourly rate 2023	Hourly rate 2024	Hourly rate 2023	Hourly rate 2024	Hourly rate 2023	Hourly rate 2024	Hourly rate 2023	Hourly rate 2024
Male	£15.68	£16.28	£20.68	£19.95	£25.89	£26.67	£33.48	£34.62	£51.00	£53.85
Female	£15.08	£16.28	£19.88	£19.27	£25.37	£25.64	£33.48	£35.23	£48.72	£50.00
Pay gap	3.90%	0.00%	3.94%	3.40%	2.03%	3.86%	0.00%	-1.76%	4.57%	7.14%

Median hourly pay by grade and year

Grade 2:

- The median hourly rate for both men and women has increased year on year.
- The pay differential between men and women was 3.90% in 2023. This has decreased to 0.00% in 2024, so there is no pay differential at this grade.

Grade 3:

- The median hourly rate for both men and women has decreased from 2023 to 2024.

This can be linked to the increase in both male and female staff numbers in this grade.

- The pay gap between men and women has also decreased by 0.54% from 3.94% to 3.40%.

Grade 4:

- The median hourly rate for both men and women has increased year on year.
- The pay gap between men and women has increased by 1.83% from 2.03% in 2023 to 3.86% in 2024.

Grade 5:

- The median hourly rate for both men and women has increased year on year.
- In 2023 both genders were paid the same median rate of £33.48.
- In 2024 there is now a pay differential of 0.61p with women being paid the higher rate of £35.23 and men paid at the rate of £34.62.
- This is a change around from 2023 when both genders were paid the same rate. Now (2024) women are paid 1.76% higher than men.

Grade 6:

- The median hourly rate for both men and women have increased year on year.
- For men the increase has been £2.85 per hour and for women the increase has been £1.28.
- This has translated into an increase in the percentage pay differential between men and women from 4.57% in 2023 to 7.14% in 2024.

Figure 4.9 - Table illustrating mean gender pay gap by pay grade

Mean hourly pay by grade and gender										
	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 £
Male	£16.27	-	£19.78	-	£23.67	-	£34.21	-	£56.30	-
Female	£19.31	-£3.04	£19.83	-5p	£25.17	-£1.50	£34.09	12p	£56.20	10p
Pay gap	-18.68%		-0.25%		-6.33%		0.35%		0.17%	

Mean gender pay gap by pay grade
For the purpose of the mean pay calculations, the male pay figures have been taken as the norm or base figures and female pay is compared to this. Three out of five of the pay bands now have women being paid at a higher rate than men. This is the lower 3 pay bands.
<ul style="list-style-type: none"> At grade 2 women are paid £3.04per hour more than men, which is 18.68% more. At grade 3 women are paid 5p per hour more than men, which is 0.25% more. At grade 4 women are paid £1.50 per hour more than men, which is 0.35% more. At grade 5 men are paid 12p per hour more than women, which is 0.35% more. At grade 6 men are paid 10p per hour more than women, which is 0.17% more.

4.5 Bonus Payments

London & Partners did not pay bonuses in 2024 and there is therefore nothing to report.

4.6 Intersectional analysis

We use an intersectional approach in this report. It shows how people's identities can overlap, which can sometimes create compounding experiences of disadvantage. This section looks at pay gaps by:

- Gender and disability

Gender and disability

Figure 4.10: Table showing overall breakdown of disability status and gender as a number and percentage of workforce

Disability status	Male	Female
Non-disabled	50 (22%)	103 (44%)
Disabled	<5 (1%)	9 (4%)
Not disclosed	30 (13%)	38 (16%)

Figure 4.11: Table showing hourly rate of pay and pay gap by gender group and disability status

Gender and Disability				
	Male		Female	
	Hourly rate	Pay Gap	Hourly rate	Pay Gap
Non-disabled	£26.67	-	£25.64	-
Disabled	-	-	£23.12	7.1%
Not disclosed	£21.27	24.8%	£21.21	16.8%

Pay gap by Gender and Disability

This is the first year that we have been able to provide disability status data broken down into the three categories of Non-disabled; Disabled and Not disclosed.

In each gender category, the Non-disabled information is taken as the 'norm' or base data.

Male data - this shows that:

- Non-disabled male staff are paid £1.62 more than disabled male staff.
- This means that non-disabled male staff are paid 5.9% more than disabled male staff
- Male staff who have not disclosed their disability status are paid £5.40 per hour less than non-disabled male staff.

Female data – this shows that:

- Non-disabled female staff are paid £2.52 more than disabled female staff.
- This means that non-disabled female staff are paid 7.1% more than disabled female staff.
- Female staff who have not disclosed their disability status are paid £4.43 per hour less than non-disabled female staff

Median disability pay gap by gender and year

This is the first year we have completed this intersectional analysis of data comparing more than one characteristic. It is also the first year that we have been able to provide the breakdown of staff into the three disability status groups of non-disabled; disabled and not disclosed.

Therefore, there is no opportunity to do a year-on-year comparison of this data.

- As an organisation of 232 staff, by breaking the data down to such a degree, it does mean that the data sets are often falling below the recommended reporting threshold of 5 plus.
- There are 11 staff who have disclosed that they have a disability and of these 9 are female and <5 are male. Therefore, there are not enough people in this subset to enable us to make comparisons.

4.7 Workforce composition

Figure 4.12: Table showing Workforce composition – Gender

Characteristics	Disclosure	Number of staff
Gender	Male	82 (35%)
	Female	150 (65%)
	Not disclosed	0 (0%)

Accessibility (Alt Text)

We have 82 male employees which make up 35% of the workforce. 150 female employees which make 65% of the workforce.

Narrative

We have full data on Gender. Employing a larger proportion of females against the London active working population.

Figure 4.13: Table showing Proportion of jobs within pay band that are staffed by female employees

Mean hourly pay by grade and gender										
	Grade 2		Grade 3		Grade 4		Grade 5		Grade 6	
	No.	%	No.	%	No.	%	No.	%	No.	%
Male	10	12.20%	22	26.83%	30	36.59%	14	17.07%	6	7.32%
Female	27	18.00%	39	26.00%	44	29.33%	24	16.00%	16	10.67%

Accessibility (Alt Text)

- There are 27 female staff working at grade 2. This is 18% of the female staff group.
- There are 39 female staff working at grade 3. This is 26% of the female staff group.
- There are 44 female staff working at grade 4. This is 29.33% of the female staff group.
- There are 24 female staff working at grade 5. This is 16.00 % of the female staff group.
- There are 16 female staff working at grade 6. This is 10.67% of the female staff group,

Narrative

Females proportionately are paid more than males in Grade 2 and Grade 6. They are on par with male counterparts within Grade 3 and represent less than their male counterparts in Grade 4 and 5.

There are a number of entry level roles that sit within our events and marketing teams, which typically attract more females than males across the sectors. This could go some way to explain higher.

However, we do have a positive representation of females in Grade 6. On a granular level, 4 out of the 5 members in our Management Committee are female.

5 Conclusion

The number of staff employed in the UK by L&P has increased from 164 staff in 2023 to 232 staff in 2024. This is a sizeable increase in staff numbers and equates to a 41% growth in the workforce. As a consequence it is difficult to compare year on year (YoY) data when there has been such a significant increase in the number of UK based staff employed by L&P.

In addition, this is the first year that we have attempted to break down our data sets into smaller sub-sets:

- In 2023 we had two data sets for disability: Disabled and Non-disabled/not disclosed.
- In 2024 we have broken the disability data set down into three sets: Non-disabled; Disabled; and Not disclosed.
- In 2023 we had three sets of data sets for ethnic minority: White; Black, Asian and Minority ethnic (BAME); and Not disclosed.
- In 2024 we have broken the ethnicity data sets down into five sets: White; Asian or Asian British; Black or Black British; Mixed; and Not disclosed.

Although these sub-sets allow us to be more detailed in our analysis, it does mean that the groupings can result in smaller numbers and in some cases, where the number is less than 5, this has prevented us from completing the analysis as the recommended threshold for reporting data is >5.

Also, we have used an intersectional analysis approach to reporting for the first this year. We recognise the importance of making these comparisons, as it shows how people's identities can overlap, which can sometimes create compounding experiences of disadvantage. However, as our subsets are so small, we have not been able to report this detailed analysis in some cases.

Ethnicity

Ethnicity pay gap

The ethnicity pay gap analysis is based on a declaration rate of 70%. It is difficult to compare year on year (YoY) data when there has been such a significant increase in the number of UK based staff employed by L&P. However, the YoY completion rate does appear to be similar

(2023: 71%). While this is a reasonable number for data purposes, we are working hard to increase EDI declaration rates by raising the awareness of the importance of this data and its use across the organisation.

Key findings from the pay gap analysis:

- As at 31 March 2024, we had an overall median pay gap of -3.4% and a mean pay gap of 0.1%.
- The median Pay Gap has decreased by 15.1 percentage points. This is a positive outcome as the pay gap differential between White and Ethnic Minority staff has reduced from 11.7% to -3.4%.
- For the mean pay gap, the reduction from 13% to 0.1% is a differential of 12.9 percentage points. This again is a positive outcome as it demonstrates that the mean average differential has shifted to a much smaller negative gap. In fact as this is now 0% this can now be considered as not having a pay gap.

Disability

Disability pay gap

This is the second year we have analysed and published our disability pay gap data. Disability Pay Gap is based on confirmed Disability data of 5%, which equates to 11 people. This is an increase of 3% from the 2022/23 data (4 people as at March 2023, 11 people as at 31 March 2024).

In 2024 we have 153 staff who have stated they do not have a disability and 68 staff who have not answered/chosen not to declare. This is the first year we have been able to differentiate between declarations of non-disabled and not disclosed. Although not all calculations currently reflect this.

Key findings from the pay gap analysis:

- The number of staff declaring themselves Disabled has more than doubled, increasing from 4 in 2023 to 11 staff in 2024. As this is more than 5 we can do some comparisons, however as the gender and ethnicity groups within this number are so small, we are limited in the intersectional analysis that we can do.
- The increase is due to a combination of new starters joining who have a disability and existing staff members who have developed conditions that are recognised as a disability under the Disability Discrimination Act.
- Neurodiversity, in its many forms, is a condition that we are finding people are more inclined to share about; in addition to mental health.
- The 11 people who have disclosed their disability status 9 are female, therefore we cannot carry out any further intersectional analysis in relation to gender.
- All 11 staff are White; therefore, we cannot carry out any further intersectional analysis in relation to ethnicity.

Gender

Gender Pay Gap

The gender pay gap analysis is based on a declaration rate of 100% . Both the median and the mean comparison has improved year on year. There is a higher percentage of female staff than male staff working at L&P and this does support the more positive differential.

Key findings from the pay gap analysis:

- The pay difference between men and women has decreased from 8.36% in 2023 to 7.33% in 2024. This is an improvement in the pay differential of 1.03%.
- The two things that have influenced this are the slight increase in the proportion of men employed in the organisation and the number of women paid at the higher quartiles
- According to the Office for National Statistics (ONS) the national average for full time employees was 7.7% less for women than for men in April 2023, which is the most up to date information.
- The median pay gap figure for L&P of 7.33% positions the Company in line with the national average.

6 London and Partners 2023-24 Pay Gap Reporting Action Plan

Over the last year we have reduced our pay gaps across Ethnicity and Gender. The gap has however increased in staff who have declared a disability. Reducing our pay gaps will be a key objective of our corporate equality, diversity and inclusion (EDI) strategy. Our corporate EDI Action Plan, which underpins delivery of this strategy will be focussing on the following areas:

1. Representation – any of L&P population to London’s active working population should be within +/- 5 percentage points for the key characteristics (ethnicity, gender, disability)
2. Making better decisions – ensuring there are forums where people are able to provide open and honest feedback in a safe environment
3. Understanding our clients – we will ensure that we have the right language skills in order to connect with the global community we serve
4. Engaged teams – maintain and improve our current best in class employee engagement scores
5. Role model and standard setter – our ambition is to be measure , monitor and showcase best practices through procurement practices and gaining recognition through independent bodies

We will continue to build on the work that is making a difference to our pay gaps – specifically ensuring that: our recruitment is inclusive, our new starter cohorts at all levels reflect London’s active working population and this becomes increasingly the case of our whole staff population. We will be exploring ways our Black, Asian and Ethnic Minority staff can be encouraged and supported to seek and secure progression internally, creating an inclusive environment where everyone feels empowered to contribute their unique perspective.

In light of the data in our 2023-24 pay gap report, we have reviewed our EDI Action Plan from last year and added four new actions to it. New actions are the first 4 items in the action plan. We will action these in the immediate term and will then build them into our EDI Action Plan which we will be launching later this year. We also include below the actions which remain relevant to the 2023-24 pay gap findings and that are in progress. Some of the previous actions are still valid based on insights from the recent Pay Gap analysis, where this is not the case it has been marked as N/A.

Pay Gap	Insight(s) from Pay Gap 2024	Goal	Action (s)	Measure(s) of Success	Timeframe
1. Ethnicity	Black, Asian and Ethnic Minority staff make up 17% of L&P’s population which is 20% less than the active working population in London	Increase representation of Black, Asian and Ethnic Minority staff	Review all recruitment content including, job descriptions, adverts to ensure we are using inclusive language and tone	Increase successful candidates from underrepresented areas by 10% by September 2025	12 months
2. Ethnicity	Black, Asian and Ethnic Minority staff make up 17% of L&P’s population which is 20% less than the active working population in	Increase representation of Black, Asian and Ethnic Minority staff	Increase channels of recruitment to a more diverse population	Increase successful candidates from underrepresented areas by 10% by September 2025	12 months

	London				
3. Ethnicity	Black, Asian and Ethnic Minority staff make up 17% of L&P's population which is 20% less than the active working population in London	Increase representation of Black, Asian and Ethnic Minority staff	Roll out inclusive recruitment practices training for managers	Increase successful candidates from underrepresented areas by 10% by September 2025	12 months
4. Ethnicity	Black, Asian and Ethnic Minority staff make up a disproportionate part of our leavers	Decrease number of leavers from Black, Asian and Ethnic Minority background	Roll out initiatives to create safe spaces for staff from Black, Asian and Ethnic Minority backgrounds to surface their lived experience at L&P	Decrease number of leavers from Black, Asian and Ethnic Minority background by 15% by September 2025	12 months
5. Ethnicity	Black, Asian and Ethnic Minority staff make up a disproportionate part of our leavers	Decrease number of leavers from Black, Asian and Ethnic Minority background	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.	Decrease number of leavers from Black, Asian and Ethnic Minority background by 15% by September 2025	Sept-25
6. Ethnicity	N/A	Create a cohesive plan to address gaps identified through Pay Gap analysis and wider sentiment feedback from staff	E2 Build on our work with the Board to develop an EDI Strategy and Action Plan for 2024/25 working with key internal stakeholders.	A cohesive 12-month action plan and channels to test and communicate this across the organisation in a transparent manner by September 2024	2 months
7. Ethnicity	Black, Asian and Ethnic Minority staff make up a disproportionate part of our leavers	Decrease number of leavers from Black, Asian and Ethnic Minority background	E3 We will review our processes to identify and remove any structural areas that create or provide opportunities for bias	Decrease number of leavers from Black, Asian and Ethnic Minority background by 15% by	12 months

			to occur	September 2025	
8. Ethnicity	Black, Asian and Ethnic Minority staff make up a disproportionate part of our leavers	Decrease number of leavers from Black, Asian and Ethnic Minority background	E4 We will conduct a job flow analysis to understand if employees from a minority ethnic background are stagnating at roles in the lower and middle lower quartiles.	Include actions arising from this analysis in to our EDI Action Plan by October 2024	3 months
9. Ethnicity	Disclosure rates for both ethnicity and disability are at just over 70% respectively. We do not currently collect information on socio economic background	Gain a more complete understanding of the workforce composition	E5 Improve data collection, including collecting socio-economic data and indicators of sentiment. We will do this by capturing data through our annual staff survey (October 2024) and during onboarding. We will also explore what options can be added to our HR System to capture this information.	Increase disclosure rates by 15% by March 2025	6 months
10. Ethnicity	N/A	To create a common understanding of L&P's view and on the importance of EDI across the organisation	E6 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	All employees of the organisation have been through EDI training by March 2025	8 months
11. Ethnicity	Lack of senior leaders who are from a Black, Asian	Increasing representation at more	E7 Consider introducing a high	Decide whether we offer a development	8 months

	Ethnic minority background.	senior levels within the organisation for those from a Black, Asian and Ethnic Minority background.	potential talent programme aimed at those from a Black, Asian and Ethnic Minority background.	programme to support employees from a Black, Asian and Ethnic Minority background by March 2025	
12. Ethnicity	N/A	Increase capability of the EDI council while also giving them more influence to challenge and support the overriding EDI strategy	E8 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.	EDI Council complete their Network training by March 2025	Ongoing
13. Disability	Disclosure rates for disability is at 71%.	Gain a more complete understanding of the workforce composition	D2 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.	Increase disclosure rates by 15% by March 2025	8 months
14. Disability	Disclosure rates for disability is at 71%.	Gain a more complete understanding of the workforce composition	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.	Increase disclosure rates by 15% by March 2025	8 months

15. Disability	Disclosure rates for disability is at 71%.	Gain a more complete understanding of the workforce composition	Working towards the Disability Confident Scheme accreditation to improve how we recruit, retain and develop disabled people	Be recognised as a Disability Confident employer	8 months
16. Gender	N/A	Ensure salary differentials are not built into the hiring process	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	Draw out any actions arising from trends identified on an ongoing basis	Ongoing
17. Gender	N/A	Ensure we have policies in place that are consistently applied to the work force which have the right balance of flexibility and job focus	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.	Refresh our policies on flexible working in line with best practice by October 2024	3 months
18. Gender	N/A	Get a better understanding on any biases in development opportunities based on	Carry out a Job flow analysis to analyse data on progression/promotion	Implement actions based on findings by December 2024	5 months

		gender			
19. Gender	N/A	Help standardise salary ranges for all levels of positions dependent on job families to address gaps in lower and upper middle quartiles	Undertake Salary benchmarking audit to standardise salaries for different job portfolios as part of the Pay Policy.	Creation of Job Families and formal grading structure at L&P by February 2025	7 months