

Royal Borough Windsor & Maidenhead

Gender and Ethnicity Pay Gap Report

March 2026

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1. Our values

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

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



2. About the gender and ethnicity pay gap report

2.1 Under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, employers with 250 or more employees are required to publish statutory gender pay gap indicators every year. The data is updated annually and is a snapshot of the workforce as at 31 March each year, which then must be published by 30 March the following year. For RBWM this information excludes schools, who are required to publish their own data where their workforce exceeds 250 employees.

2.2 Reasons for the size of the gender pay gap varies, but generally across all organisations they can be accounted for on the basis that:

- Men are often more highly represented in senior positions.
- More women than men work part time and part time work tends to be more prevalent at lower levels in organisations.
- More women than men take career breaks, which can impact on their progression or later career choices.
- Local authorities have a wide range of services and professions, however many of the lower paid functions tend to be dominated by women e.g. administration, customer services etc.

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

2.3 In calculating the council's gender pay gap data, we have applied the definitions and criteria set out in the regulations.

2.4 In addition, we are voluntarily disclosing ethnicity pay gap data, reflecting our commitment to pay transparency.

2.5 RBWM pays individuals based on their job role being assessed via a job evaluation scheme. The pay gap compares the hourly pay of all individuals of different genders and ethnicities in the council.

3. Understanding the data

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

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

3.2 Similarly, the same measurements are applied when comparing ethnicity pay gap. To aid in understanding the data, detailed descriptions are provided in Table 1.

Table 1: Data description

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

4. Our gender pay and performance pay gap

- 4.1 Table 2 shows that the mean gender pay gap reduced from 9.1% to 7.3% compared to 2023/2024 showing an improvement. The median gender pay gap has remained the same at 12.9%.

Table 2: RBWM gender pay gap – 2024/2025

Year	Mean pay gap	Median pay gap
2024/2025	7.3%	12.9%
2023/2024	9.1%	12.9%

- 4.2 As shown in Table 3, according to the ONS April 2025 Annual Survey of Hours and Earnings (ASHE), the national median gender pay gap (all employees) is 12.8%. The national mean is not stated in the 2025 bulletin narrative; for context, the April 2024 national mean and median were 13.8% and 13.1%, respectively.
- 4.3 Public sector specific gender pay gap figures for 2025 are not published in the available ASHE tables. Refer to Appendix 1 and 2 for year-on-year comparisons.

Table 3: RBWM gender pay gap compared to the ONS data - 2025

Group	Mean pay gap	Median pay gap
The council - RBWM	7.3%	12.9%
National - all employees April 2025	Not published at March 2026	12.8%
National – all employees April 2024	13.8%	13.1%

- 4.4 Table 4 compares the council's Gender Pay Gap with other councils in Berkshire. This data is from the information published on 31 March 2025.

Table 4: Gender pay gap for Berkshire councils - 2024

Councils	Mean pay gap	Median pay gap
Bracknell Forest	14.9%	15.8%
Reading	-0.33%	0%
Slough	-7.8%	-3%
West Berkshire	9%	4.1%
Windsor & Maidenhead	9.1%	12.9%
Wokingham	11.8%	15.7%

The data for 2025 will not be available until after the final reporting date of 31 March 2026.

- 4.5 The gender pay gaps for performance pay are detailed in Table 5, while Table 6 shows the proportion of men and women receiving performance pay. Under the Regulations, any payment linked to an employee’s performance should be included in this measure. However, this primarily refers to regular contractual performance payments, such as bonuses.
- 4.6 Within RBWM, the provisions that are in scope for inclusion are instant rewards rewarding one-off exceptional contributions, long service awards, retention payments and refer a friend bonus. In 2024/2025, 79 payments were made to 53 employees, ranging from £50 to £1,500, with an average payment of £929. Retention payments in social care are made twice per year noting the return of Adult Social Care to the council in August 2024, therefore explaining the increase in year on year of payments made.
- 4.7 This gap may fluctuate from year to year and does not show a consistent trend since we started reporting in 2018 (See Appendix 3 for year-to-year comparisons). In terms of the proportion of employees receiving performance pay, the number of recipients has increased (Table 6), with the overall recipients’ percentages now being in favour of women.

Table 5: Gender pay gaps for performance pay 2024 and 2025

Year	Performance pay mean pay gap	Performance pay median pay gap
2024/2025	-63.4%	-410.7%
2023/2024	20.0%	0%

Table 6: Proportion of men and women receiving a performance pay - 2024 and 2025

Year	Women receiving performance pay	Men receiving performance pay
2024-2025	8.7%	5.9%
2023/2024	2.8%	5.3%

- 4.8 Table 7 shows the distribution of women and men across each pay quartile based on hourly rates. Given that 63.3% of the council’s employees are women, this may explain the higher number of women in most quartiles. Compared to 2023/2024, the proportion of women in the lower quartile has remained roughly the same, while the proportion in the lower middle quartile has slightly increased. This shift in the distribution of women across the pay quartiles contributes to the overall decrease in both the mean and median pay gaps from 2023/2024.

Table 7: Gender population in each pay quartile - 2024 and 2025

		Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile
2024/2025	Women	56.2%	60.7%	66.0%	70.4%
	Men	43.8%	39.3%	34.0%	29.6%
2023/2024	Women	50.0%	56.8%	61.6%	66.9%
	Men	50.0%	43.2%	38.4%	33.1%

5 Our ethnicity pay and performance pay gap

- 5.1 While the ethnicity pay gap is not currently a legal reporting requirement, the council recognises its importance in fostering an equitable and inclusive workplace.
- 5.2 Employees are requested to share their ethnicity data but providing this information is not mandatory. As of 31 March 2025, the council held ethnicity data for 80.7% of our workforce. Our approach to measuring the ethnicity pay gap aligns with the methodology used for calculating the gender pay gap, ensuring consistency and transparency.
- 5.3 Of those who have declared their ethnicity, 76.7% are white and 23.3% are ethnically diverse employees, which is broadly consistent with the RBWM population according to the 2021 Census. The sample size for each ethnic group is too small to analyse the pay gaps individually; therefore the data has been grouped for collective analysis. See Table 8 for details:

Table 8: Ethnic representation

Ethnic Groups	RBWM employees - 2025	RBWM population – Census 2021
White	76.7%	79.8%
Ethnically diverse	23.3%	20.2%

- 5.4 Table 9 shows that the mean ethnicity pay gap increased from 7.5% to 12.8% compared to 2023/2024. The median ethnicity pay gap has increased from 6.8% to 8.3%. The increase could be contributed to by the total % of ethnicity data completeness dropping in comparison to last year by just under 9% due to the return of ASC to the council without all data being completed. There is an ongoing project to increase this data completion by HR.

Table 9: RBWM ethnicity pay gap - 2024 and 2025

Year	Mean pay gap	Median pay gap
2024/2025	12.8%	8.3%
2023/2024	7.5%	6.8%

- 5.5 The ethnicity pay gap for performance pay are shown in Table 10. Table 11 shows the proportion of white and ethnically diverse employees receiving performance

pay. As in 2024/2025, the mean pay gap has risen to 47.4% and the median pay gap has shifted to -40%.

During 2024/2025, the total number of employees receiving performance pay increased to 79 due to the return of Adult Social Care to the council and their retention payment scheme.

- 5.6 This gap may vary from year to year and should be closely monitored over time. Nonetheless, it remains essential to review and refine performance pay practices to promote inclusivity and equitable distribution of rewards.

Table 10: Ethnicity pay gaps for performance pay - 2024 and 2025

Year	Performance pay mean pay gap	Performance pay median pay gap
2024/2025	47.4%	-40%
2023/2024	30.2%	0%

Table 11: Proportion of white and ethnically diverse employees receiving a performance pay - 2024 and 2025

Year	Ethnically diverse employees receiving performance pay	White employees receiving performance pay
2024/2025	3.3%	5.3%
2023/2024	1.9%	4.6%

- 5.7 Table 12 shows the distribution of ethnically diverse and white employees across each pay quartile based on hourly rates. Compared to 2023/2024, the proportion of ethnically diverse employees in the lower quartile has increased from 21.0% to 28.5%, while the proportion in the upper quartile has decreased from 19.5% to 18.6%. The proportion in lower middle quartile has decreased slightly.
- 5.8 The increase in the overall mean pay gap highlights the need for continued monitoring and targeted action to ensure fair and equitable pay distribution across all employee groups.

Table 12: Ethnicity population in each pay quartile - 2024 and 2025

		Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile
2024/2025	Ethnically diverse	18.6%	21.5%	24.6%	28.5%
	White	81.4%	78.5%	75.4%	71.5%
2023/2024	Ethnically diverse	19.5%	18.5%	26.0%	21.0%
	White	80.5%	81.5%	74.0%	79.0%

6 Gender and ethnicity equality priorities

6.1 RBWM recognises the challenges related to career advancement within a smaller organisation and acknowledges factors such as work-life balance, flexibility, and family-friendly policies that contribute to talent attraction and retention, particularly for women and ethnically diverse employees. We understand the importance of addressing the gender and ethnicity pay gap and are committed to taking steps towards reducing it. In response, we have implemented various initiatives throughout 2025 and have key activities planned for 2026 in addition to working closely with our EDI and employee networks to consider initiatives to help minimise these gaps. These efforts are part of our commitment to fostering an inclusive and supportive workplace for all.

6.2 Key activities in 2025:

- **Commitment to pay equality**

The Council Plan 2024-2028 reaffirms our commitment to Equality, Diversity, and Inclusion (EDI) for all residents. Our [Equality Policy](#) underscores the role of equality and inclusion in fostering a positive workplace culture aligned with our organisational values. This reinforces our dedication to pay equality and creating an inclusive environment

- **Inclusive job advertising and targeted recruitment**

To promote fairness in recruitment, we have strengthened our guidance for recruiting managers, ensuring language avoids unintended race, ethnic, or faith biases. All advert text is reviewed before publication. Additionally, we have introduced targeted initiatives, such as initially opening applications for certain entry-level positions exclusively to care leavers, providing them with dedicated opportunities to apply.

- **Enhancing inclusive recruiting practices**

To foster a more inclusive selection process, we have implemented EDI-related questions in the hiring interview guide for recruiting managers. We have also reviewed our recruitment processes and media channels to attract a diverse range of applicants. Additionally, we have developed our diversified interview panels to ensure fairer and more representative hiring decisions.

- **Promotion of Family-Friendly Policies**

We continue to promote family-friendly policies, offering flexible working options, including term-time-only arrangements and home working. Additionally, we provide benefits such as buying annual leave scheme and have increased annual leave entitlement to 32 days (pro-rata for part-time employees), further supporting work-life balance. These policies are aimed to attract and retain talented individuals, particularly those with family responsibilities. We have welcomed the proposed changes under the Employment Rights Bill to support our family policies.

- **EDI Network**

The employee-led EDI Network has championed equality and diversity throughout 2025, promoting a culture of respect and inclusivity across the

council. The Network organised events such as the 'Women in the Workplace' conversation with senior management for International Women's Day. In October, they supported Black History Month by promoting events in the local library and sharing relevant online events with all employees.

- **Menopause support initiatives**

We recognise from national surveys that many older women struggle with menopause symptoms and may opt out of work. We have continued to evolve our Menopause Advocates network in 2025. We proactively engage employees through induction sessions and internal communications to ensure ongoing support. In 2025 we held our first open morning which encouraged all employees to attend, talk to the advocates and learn about both perimenopause and menopause. We also supported managers in managing employees who were menopausal.

- **Supporting Foster Carers**

We continue to support employees who are foster carers by providing additional paid leave, which contributes to obtaining our Fostering Friendly Employer accreditation with the Fostering Network. This initiative reflects our commitment to an inclusive and supportive work environment that values diverse family responsibilities.

- **Support for ex-military employees and Reservists**

As holders of the Defence Employer Recognition Scheme Gold Award, we continued to support ex-military personnel and reservists, providing opportunities and fostering an inclusive workplace in line with our commitment to the Armed Forces Covenant.

- **Training and development, and apprenticeship opportunities**

All employees undertake mandatory Unconscious Bias e-Learning with an additional Unconscious Bias course for managers to promote bias-free practices. Additionally, we offer apprenticeships in a variety of specialisms, including Legal, Human Resources, and Finance. Through ongoing promotion and conversations with different service areas, we continue to raise awareness of apprenticeship opportunities to all employees. Currently, 87% of those undertaking apprenticeships are female.

- **Fixed Retention Bonus for Social Workers and AMHPs**

A fixed retention bonus has been introduced for Social Workers and Approved Mental Health Professionals (AMHPs) within Adult Social Care statutory services. The fixed amount ensures equality in its distribution among eligible employees.

- **Commitment to National Living Wage (NLW) compliance**

In alignment with our commitment to NLW compliance, we have provided a higher pay increase for our lowest-paid colleagues and reduced pay points within concerned lower pay grades in April 2025. These adjustments are expected to help reduce the pay gap for lower-paid employees.

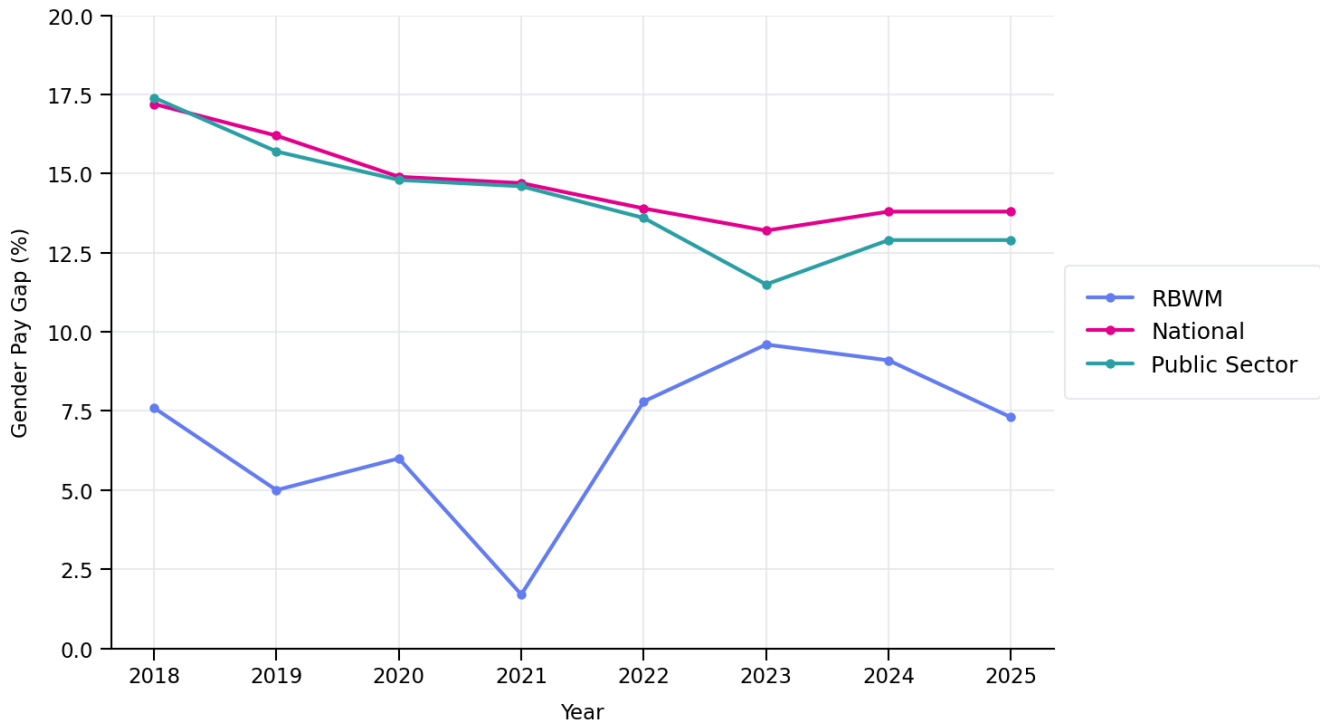
6.3 Key activities proposed for 2026:

- **Employee Wellbeing and inclusive support**
To foster a supportive and inclusive workplace, we are enhancing both mental health support and recruitment practices. Working directly with our communications team to highlight more employee wellbeing events.
- **Promotion of Flexible and Family-Friendly Working**
We will continue to promote the council's family-friendly policies and flexible working options through various employee communications channels. We are encouraging and supporting flexible and part-time working opportunities at all levels, including senior roles, ensuring these practices benefit both the council and our employees. Adapting our policies to engage with the Employment Rights Act 2025.
- **EDI Network**
The employee-led EDI Network will continue to champion equality and diversity, with 2026, further promoting an organisational culture of respect and inclusivity. Building on its success, the Network will support events such as International Women's Day and other key dates, aiming to raise awareness of EDI issues and foster a more inclusive workplace.
- **Continued Commitment to Training and Apprenticeships**
In 2026, we will continue to offer mandatory Unconscious Bias training for employees and managers, while encouraging women, especially part-time employee, to engage in personal development programmes. We will also be implementing refresher sexual harassment training to ensure that all reasonable steps are taken to prevent harassment of any kind.
- **Development and launch of the People Plan 2030**
In updating our current People Strategy and People Activity Plan to launch our People Plan 2030, there will continue to be a focus on initiatives to positively impact on reducing gender and ethnicity pay gaps.

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

Appendix 1: RBWM mean gender pay gap – compared to ONS data 2018 – 2025

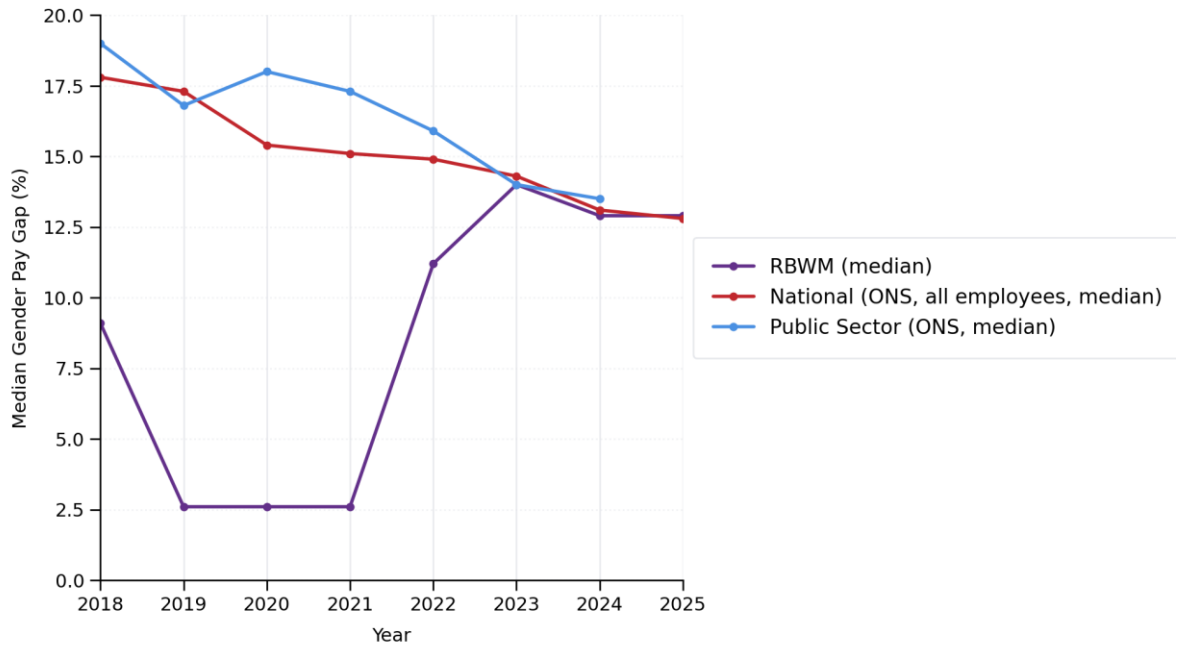
Gender Pay Gap Trend 2018-2025



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

Appendix 2: RBWM median gender pay gap – compared to ONS data 2018 – 2025

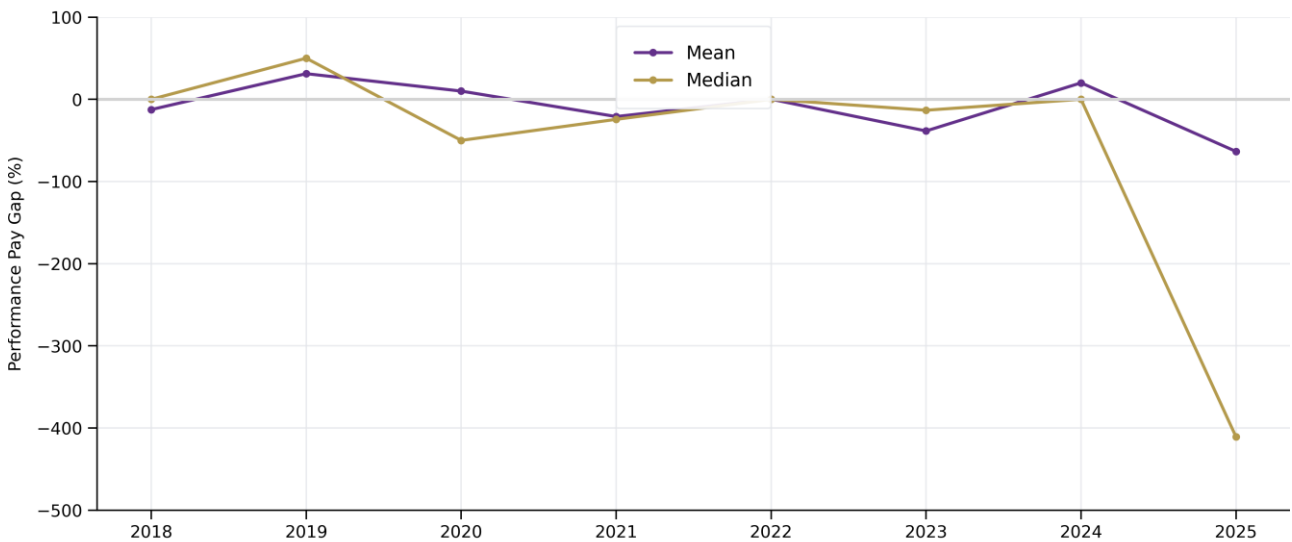
Median Gender Pay Gap – RBWM vs National & Public Sector (2018–2025)



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

Appendix 3: RBWM gender pay gaps for performance pay 2018 – 2025

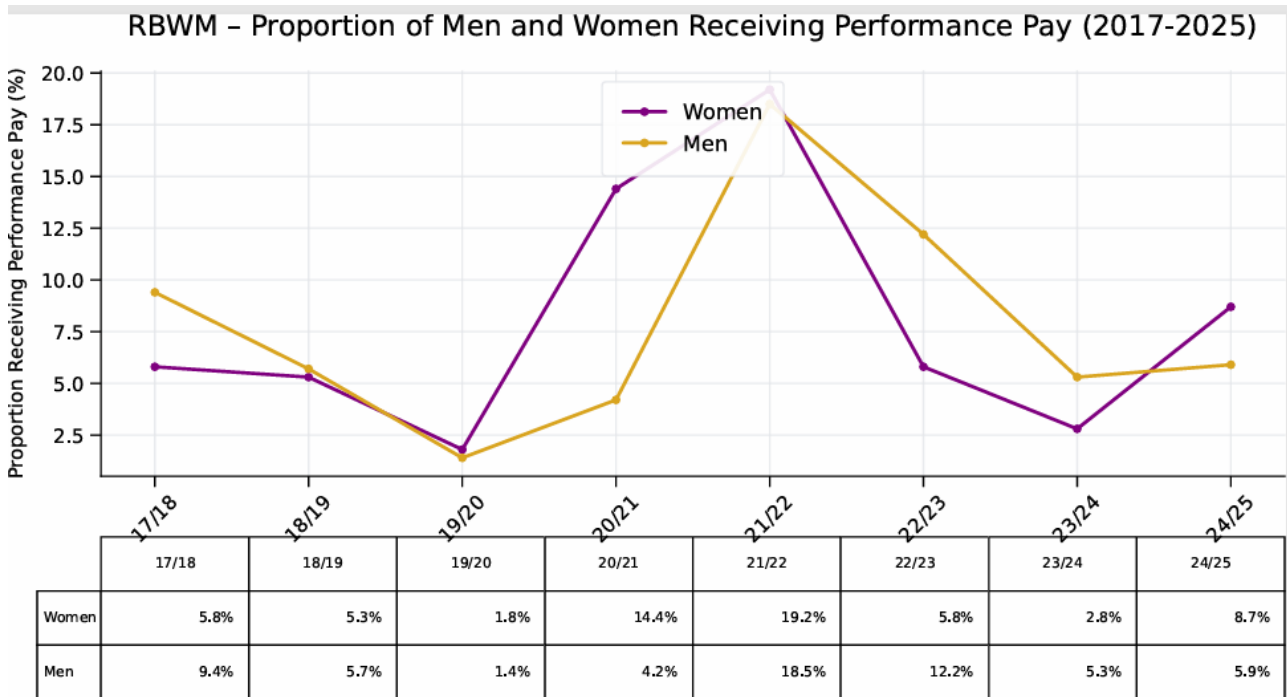
RBWM Performance Pay Gender Gaps (Mean & Median) 2018–2025



	2018	2019	2020	2021	2022	2023	2024	2025
Mean	-12.5%	31.2%	10.0%	-21.0%	0.1%	-38.5%	20.0%	-63.5%
Median	0.0%	50.0%	-50.0%	-24.4%	0.0%	-13.3%	0.0%	-410.7%

Appendix 4: RBWM proportion of men and women receiving a performance pay 2018 – 2025

Year	Women receiving performance pay	Men receiving performance pay
2024/2025	8.7%	5.9%
2023/2024	2.8%	5.3%
2022/2023	5.8%	12.2%
2021/2022	19.2%	18.5%
2020/2021	14.4%	4.2%
2019/2020	1.8%	1.4%
2018/2019	5.3%	5.7%
2017/2018	5.79%	9.39%



Appendix 5: RBWM gender population in each pay quartile 2018 – 2025

		Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile
2024/2025	Women	56.2%	60.7%	66.0%	70.4%
	Men	43.8%	39.3%	34.0%	29.6%
2023/2024	Women	50.0%	56.8%	61.6%	66.9%
	Men	50.0%	43.2%	38.4%	33.1%
2022/2023	Women	47.33%	58.02%	64.89%	66.67%
	Men	52.67%	41.98%	35.11%	33.33%
2021/2022	Women	47.3%	61.8%	61.1%	64.9%
	Men	52.7%	38.2%	38.9%	35.1%
2020/2021	Women	60.0%	57.0%	62.0%	66.0%
	Men	40%	43.0%	38.0%	34.0%
2019/2020	Women	56.6%	55.9%	64.7%	65.9%
	Men	43.4%	44.1%	35.3%	34.1%
2018/2019	Women	63.4%	59.5%	66.4%	67.1%
	Men	36.6%	40.5%	33.6%	32.9%
2017/2018	Women	60.14%	60.14%	68.24%	67.79%
	Men	39.86%	39.86%	31.76%	32.21%

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