

General Purposes Committee

11 March 2026

Part 1 - Public

Matters for Information



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Gender Pay Gap Report 2025

1 **Summary and Purpose of Report**

1.1 This report summarises the legislative context for gender pay gap reporting and incorporates the outcomes of the Council's gender pay gap analysis for 2024-2025 (the most recent data included in this report is from 31 March 2025).

1.2 The Committee is asked to note the outcomes of the gender pay gap analysis.

2 **Corporate Strategy Priority Area**

2.1 Efficient services for all our residents, maintaining an effective council.

3 **Introduction and Background**

3.1 The gender pay gap obligations were introduced in 2017 alongside the existing requirements for specified public bodies, including publishing annual information to demonstrate compliance under the Public Sector Equality Duty (PSED) and publishing equality objectives every four years.

3.2 The Mandatory Gender Pay Gap Reporting requires that organisations should capture data as a snapshot on 31 March and then publish their findings no later than 30 March of the following year (the most recent data included in this report is from 31 March 2025).

3.3 The data on their websites must be maintained for three years to show progress. The Council has continued to publish this information on its website each year.

3.4 There is also a requirement for organisations to report on differences in bonus payments, but this does not apply since TMBC does not pay bonus payments to any staff.

3.5 The Equality and Human Rights Commission defines the difference between equal pay and the gender pay gap as follows:

- Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.
- The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

3.6 Salaries at TMBC are determined through a grading system that evaluates the job and not the post holder. It makes no reference to gender or any other personal characteristics of existing or potential job holders. Therefore, the Council is confident that it is paying the same salary to roles of equal value.

4 Gender Pay Gap Analysis

4.1 The data below represents the gender pay gap snapshot data for TMBC as of 31 March 2025 and is presented as required by the regulations. For comparison purposes, the previous two years of data are included.

4.2 On 31 March 2025, the Council's workforce gender breakdown was 65.5% female and 34.5% male. This represents a 1.5% decrease in the female workforce and a 1.5% increase in the male workforce compared to the previous year.

4.3 Mean and Median gender pay gap 31 March 2025

4.4 Mean gender pay gap in hourly rate as a percentage of men's pay:

	2025	2024
Mean gender pay gap	22.27%	22.29%

4.5 Median gender pay gap in hourly rate as a percentage of men's pay:

	2025	2024
Median gender pay gap	28.45%	28.86%

4.6 Analysis of staff by gender in each pay quartile:

	2025	2024
Upper quartile		
Percentage of males in the quartile	58.46	55.56
Percentage of females in the quartile	41.54	44.44
Upper middle quartile		
Percentage of males in the quartile	33.85	35.94
Percentage of females in the quartile	66.15	64.06
Lower middle quartile		
Percentage of males in the quartile	26.15	22.22
Percentage of females in the quartile	73.85	77.78
Lower quartile		
Percentage of males in the quartile	19.70	20.31
Percentage of females in the quartile	80.30	79.69

4.7 Breakdown of new starters and leavers during 2024/25

Gender	Total Starters	Total Leavers	M Grade Starters	M Grade Leavers	Main Scale Starters	Main Scale Leavers
Male	13	9	2	5	11	4
Female	13	16	1	0	12	16

4.8 The mean gender pay gap has nominally decreased by 0.02%, and the median gender pay gap has decreased by 0.41% compared to the previous reporting year.

4.9 It is important to note for that the data used to show an organisation's gender pay gap is taken on the 'snapshot' date of the 31st March each year and it only includes actual staff employed on that date. It is not the average earnings throughout the year.

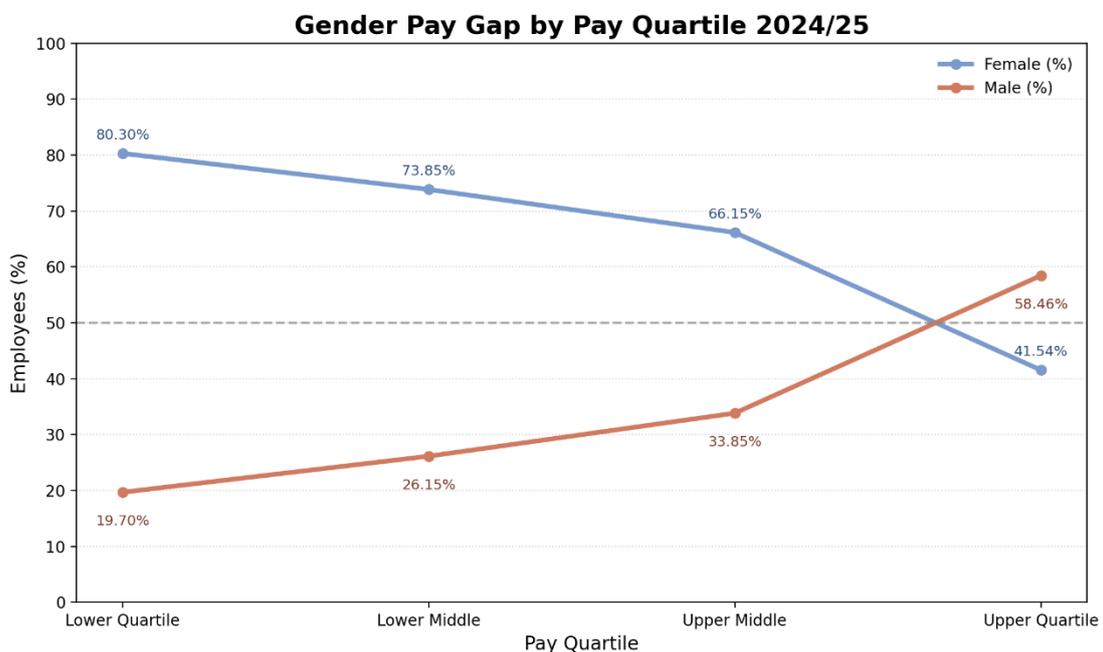
4.10 This can have a significant impact on the annual gender pay gap percentage changes, especially for an organisation the size of TMBC which employed approximately 261 employees during 2024/25.

4.11 There was an increase in the percentage of male employees in the upper quartile.

- 4.12 The percentage of females increased in the upper middle quartile compared to the previous year.
- 4.13 The percentage of males increased in the lower middle quartile but decreased slightly in the lower quartile with the percentage of females increasing slightly in the lower quartile and decreasing in the lower middle.
- 4.14 The gender pay gap has largely remained static compared to the previous year.

5 Actions to try to address the Gender Pay Gap

- 5.1 As can be seen from the graph below, the Lower Middle and Lower Quartile show the largest disparity between the number of women (higher) and men (lower).



- 5.2 The Government Equalities Office have published guidance for employers on “Reducing the gender pay gap and improving gender equality in organisations”. In brief the guidance offered suggests the following actions.
1. Include multiple women in shortlists for recruitment and promotion.
 2. Use skills-based assessment tasks in recruitment.
 3. Use structured interviews for recruitment and promotion.
 4. Encourage salary negotiation by showing salary ranges.
 5. Introduce transparency to promotion, pay and reward processes.
 6. Appoint diversity managers and/or diversity task force.

7. Improve workplace flexibility for men and women and have a robust family friendly policy.
 8. Encourage the uptake of Shared Parental Leave.
 9. Offer mentoring and sponsorship.
 10. Offer networking programmes.
 11. Set internal targets.
- 5.3 Whilst the majority of these actions are being observed to a greater or lesser extent at TMBC, the Council's gender gap profile suggests that it is the lack of men in lower graded jobs that is the cause of the extent of the gap.
- 5.4 TMBC have contracted out several services (e.g. refuse, street cleansing, leisure centres) where there are often lower graded roles filled by men in the majority, which goes some way to explain why TMBC's pay gap is higher than some comparative councils across Kent.
- 5.5 All recruitment literature for jobs is written in such a way to attract male, as well as female, applicants. This will be continually monitored and considered each time a new role becomes vacant.
- 5.6 The Government Equalities Office states that flexible working can help address an organisation's gender pay gap.
- 5.7 The Government Equalities Office states that "Well-designed flexible working is key to enable women to reconcile work and caring responsibilities. It can enable women to remain in work and stay in roles that reflect their skills, thereby potentially reducing the gender pay gap".
- 5.8 During the past few years, like many organisations across the UK, the Council has had to change the way it deploys its workforce by offering a far greater degree of flexible and remote working. This has included staff working remotely and working their hours more flexibly. The Council adopted its 'Remote Working Policy' in December 2022.
- 5.9 The remote working policy allows the Council's to offer the majority its workforce a far greater degree of flexibility in which to carry out their role.
- 5.10 As well as the remote working policy, the Council has a longstanding 'Flexible Working and Time Off Policy' which details a number of different flexible working approaches and initiatives to enable staff to undertake their role.
- 5.11 During the past twelve months the Council has offered a number of different initiatives around promoting understanding of menopause in the workplace including information sessions for staff, e-learning training for staff and managers as well as a staff support network, the Menopause Cafe.

- 5.12 The Council introduced a new Menopause in the Workplace Policy in January 2025. There is a greater understanding of how health issues relating to the menopause can negatively affect women in the workplace with research showing that women leave the workforce early due to the menopause. The Council is committed to undertaking further work in this area to ensure that staff affected by the menopause feel supported at work and can raise concerns openly.
- 5.13 Another positive initiative the Council has launched is the introduction of a Women's Network in March 2025. This network has been established as part of the Council's wider commitment to equality, diversity and inclusion, and reflects proactive steps taken during the year to understand and address the experiences of women in the workplace.
- 5.14 The Women's Network serve as a dedicated network for connection, mentorship and professional development. It is open to all employees who support gender inclusion and equality, and aims to create a supportive space where colleagues can share experiences, build confidence and influence organisational culture.
- 5.15 As part of its investment in this initiative, the Council is funding a new coaching programme to support members of the network. This programme will focus on leadership development, career progression, resilience and skills-building.
- 5.16 The Council is committed to seeing a reduction in the Gender Pay Gap by as much as reasonably possible each year and is taking action to address this.

6 Financial and Value for Money Considerations

- 6.1 The regulations also require those authorities that award bonuses to publish the mean and median gender bonus gaps and the proportion of men and women who receive bonuses.
- 6.2 There is no record of such gaps in the above tables as this Council does not operate a performance related or total contribution pay scheme, and therefore does not award bonuses to staff.

7 Risk Assessment

- 7.1 The Council supports a range of initiatives for both men and women including flexible working, remote working, job sharing, part time working, and flexitime.

8 Legal Implications

- 8.1 The data included in this report has been calculated and presented according to the requirements of The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

9 Consultation and Communications

- 9.1 The Council is obliged to publish the updated Gender Pay Gap information for 2024/25 by 30 March 2026. The information will be published on the Council's website.

10 Implementation

- 10.1 The actions to try to address the Gender Pay Gap will continue to take place in the current and new financial year 2026/27.

11 Cross Cutting Issues

11.1 Climate Change and Biodiversity

- 11.1.1 A moderate source of emissions is likely to be maintained at current levels or increased.

- 11.1.2 Climate change advice has not been sought in the preparation of the options and recommendations in this report.

11.2 Equalities and Diversity

- 11.2.1 The information contained within this report have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Background Papers	None
Annexes	None