



Barking & Dagenham College

Gender & Ethnicity Pay Gap

Reporting

March 2026 (for data as at 31st March 2025)



Why do we report on pay gaps?

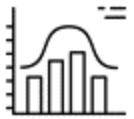
The headline

We report on these gaps because it helps us run the college effectively, and because we want BDC to be exceptional. The data tells us where aspects of our culture are working and where things need to change. It's our 'equity GPS', ensuring every staff member, regardless of their individual characteristics, has a clear and fair path to the highest paid roles.

The detail

- Reporting on gender and ethnicity pay gaps works as a diagnostic tool to help us measure the structural health of our organisation.
- Pay gap reporting helps us measure the distribution of people across the hierarchy. It is not the same as equal pay. It tells us if a specific group of people are bunched at the bottom (the sticky floor) or blocked from the top (the glass ceiling). Without reporting, an organisation might be paying everyone "fairly" for their role while still being inequitable because women or ethnic minorities face barriers to inclusion.
- It forces us to look at our workforce through the lens of structural and systemic barriers such as whether our recruitment practices bias certain demographics for senior roles, if women leave at a certain life stage because of lack of flexibility, or if ethnic minority staff stay in entry level roles longer than their white counterparts. Identifying specific challenges helps us target our time and efforts.
- We want to attract and retain great talent. And transparency is a competitive advantage. Candidates increasingly research a company's pay gap and diversity statistics before applying. And seeing ourselves represented in senior leadership roles makes us more likely to believe we have a future here. Reporting shows commitment and dedication to improvements.
- Diversity and inclusion make great business sense too. Diverse teams avoid group-think and are better at problem solving and innovation. Representing our community also helps us better understand their needs and to inspire our diverse student group into their chosen careers.
- Reporting on the gender pay gap is a legal requirement, and whilst ethnicity pay gap reporting is still voluntary, many forward-thinking organisations choose to report on it for a more holistic approach to equity – acknowledging that an individual's experience and pay is often shaped by the intersection of these.

Helpful terminology



Mean

The average value of a data set. By considering the full earnings distribution, the mean takes into account the low and high earners in an organisation. Useful as women are often over-represented at the low earning extreme and men are often over-represented at the high earning extreme.



Median

The middle value of a data set. The median can be a more accurate average value when the set contains outliers. By identifying the wage of the middle earner, the median is the best representation of the 'typical' gender difference.



Full pay relevant employees

All contracted staff who on the snapshot date were receiving their full usual pay. It excludes those on reduced pay due to leave.



Gender Pay Gap

The difference between the hourly rates of men and women. Provided using both respective mean and median values.



Proportion in each Pay Quartile

With the hourly pay of employees listed in ascending order, they are split into four equal quartiles. For each quartile, we are then able to see the proportion of each gender that makes up the quartile. This data will show the spread of male and female earners across an organisation, highlighting where women's progress might be stalling so action can be taken to support their career development.

Additional Information

A positive figure for a gap will mean that the value for men is higher, whereas a negative figure means that the value for women is higher.



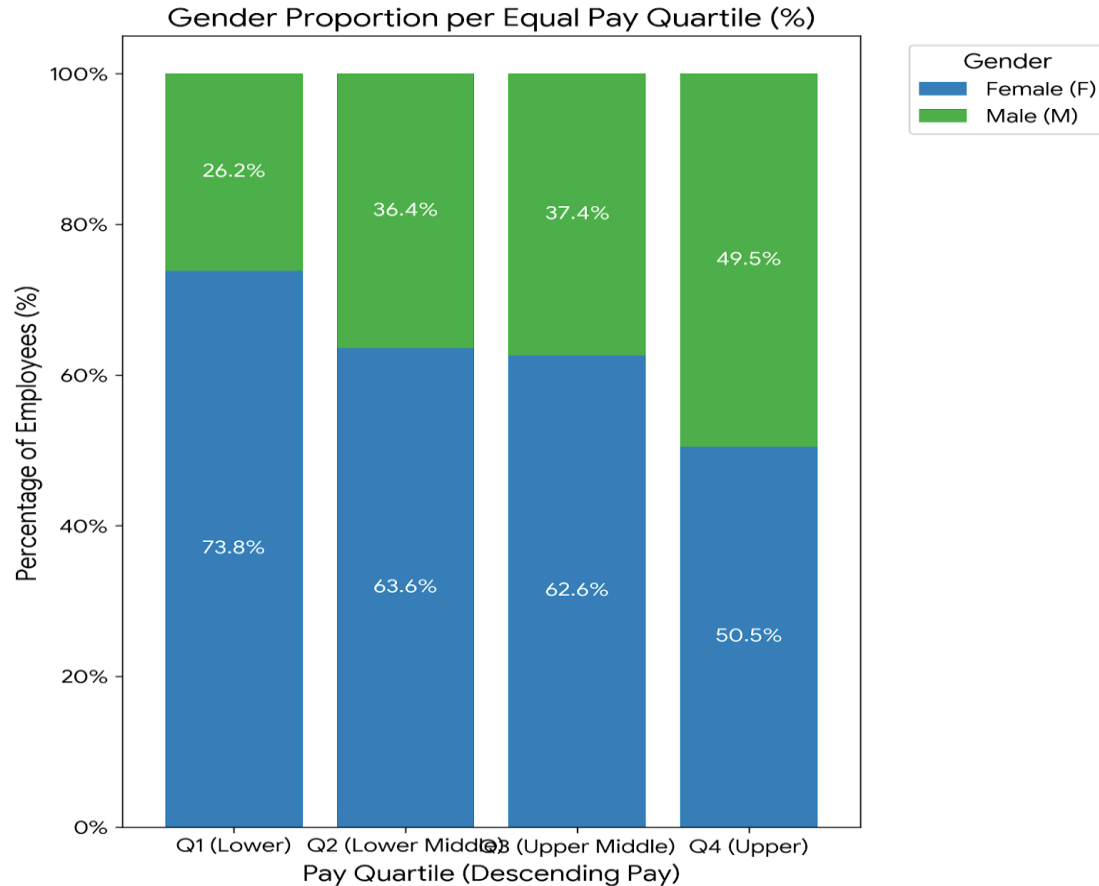
In line with legislative requirements for gender pay gap reporting, our data is based on the following:

- Number of full-pay relevant employees: 428
- Reporting data capture date: 31st March 2025

What does the reporting provide:

- Key differentials between men and women
- Key differentials between ethnicities

Pay quartiles - Gender

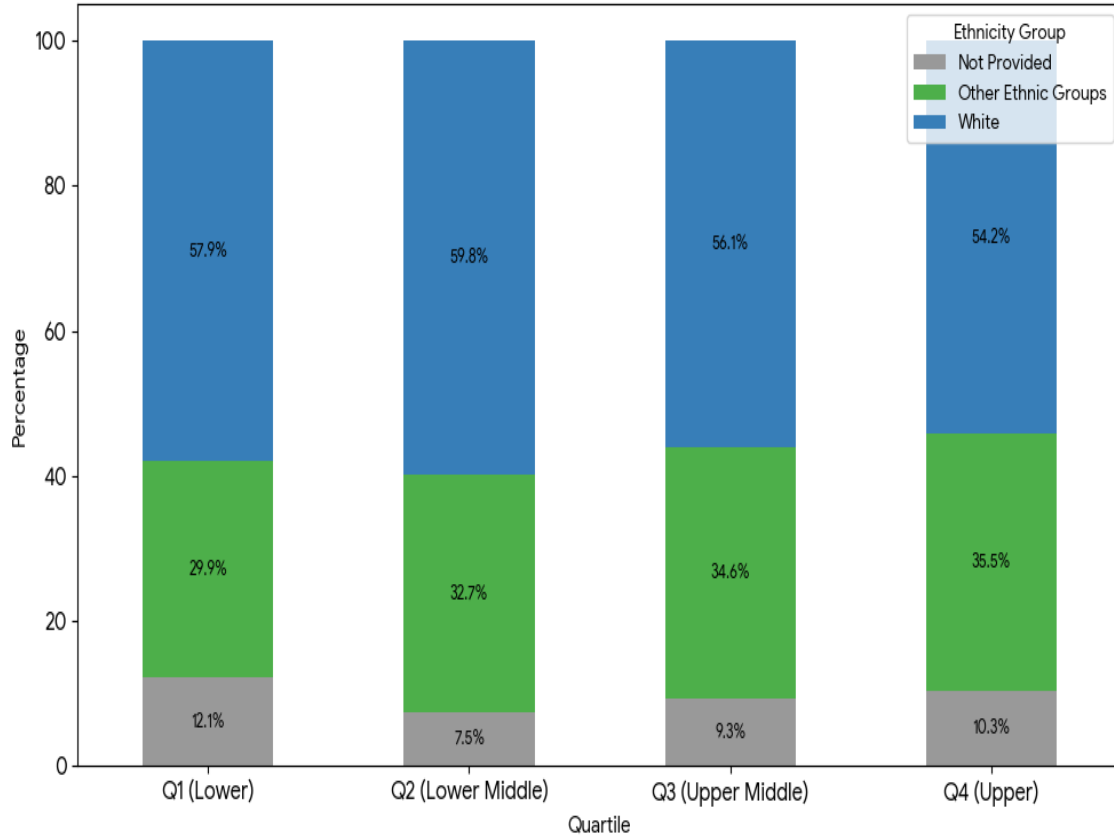


Pay quartiles per gender

As an inclusive employer, we want to acknowledge that gender is a complex area, and we respect and support our people who identify as a different gender to the one they were born to. The Supreme Court ruling on the definition of sex in the Equality Act 2010 has made that more challenging. However, in staff records we go by the identified gender in a person's passport at the time of joining BDC.

- 268 of the qualifying staff are female (63%) and 160 are male (37%).
- Group compositions within the middle quartiles mirror the staffing compliment. But females are more represented in lower paid roles and conversely males are more represented in the upper quartile.
- This is a continuation of last year's reporting in the main.

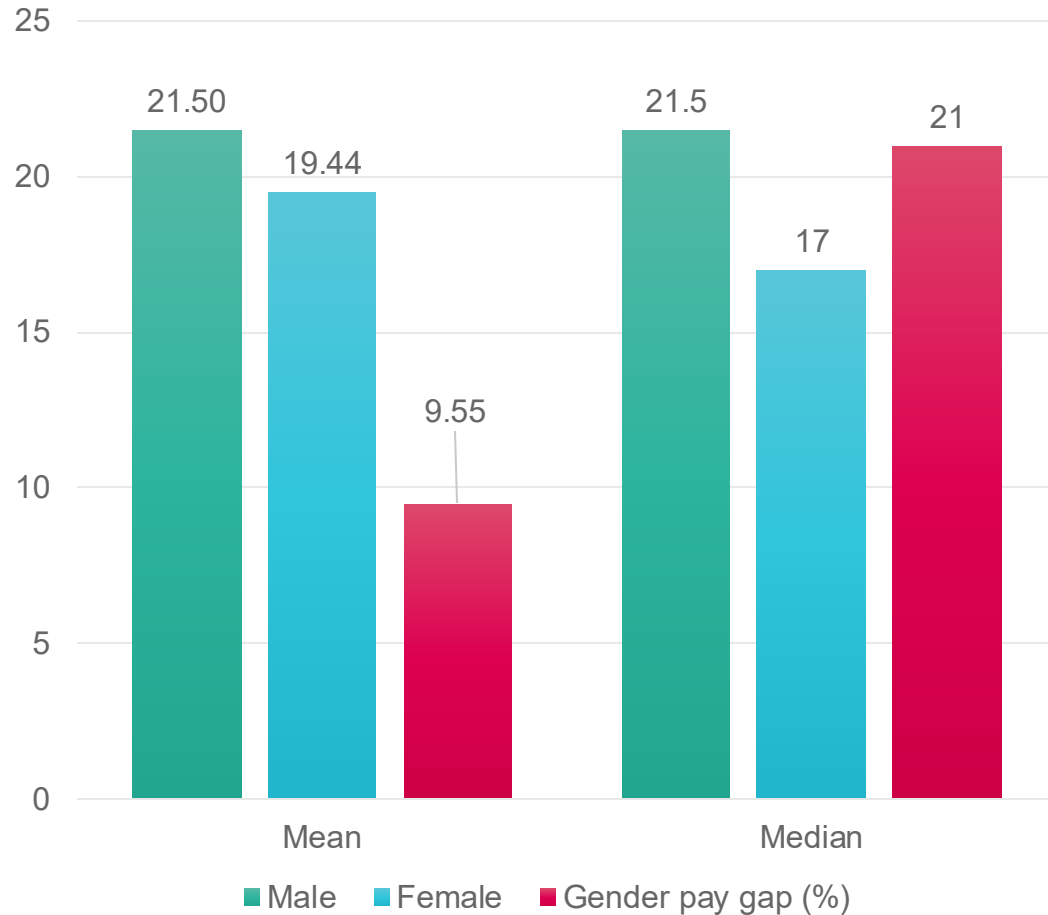
Ethnicity Proportion per Equal Pay Quartile (%)



Pay quartiles per ethnicity

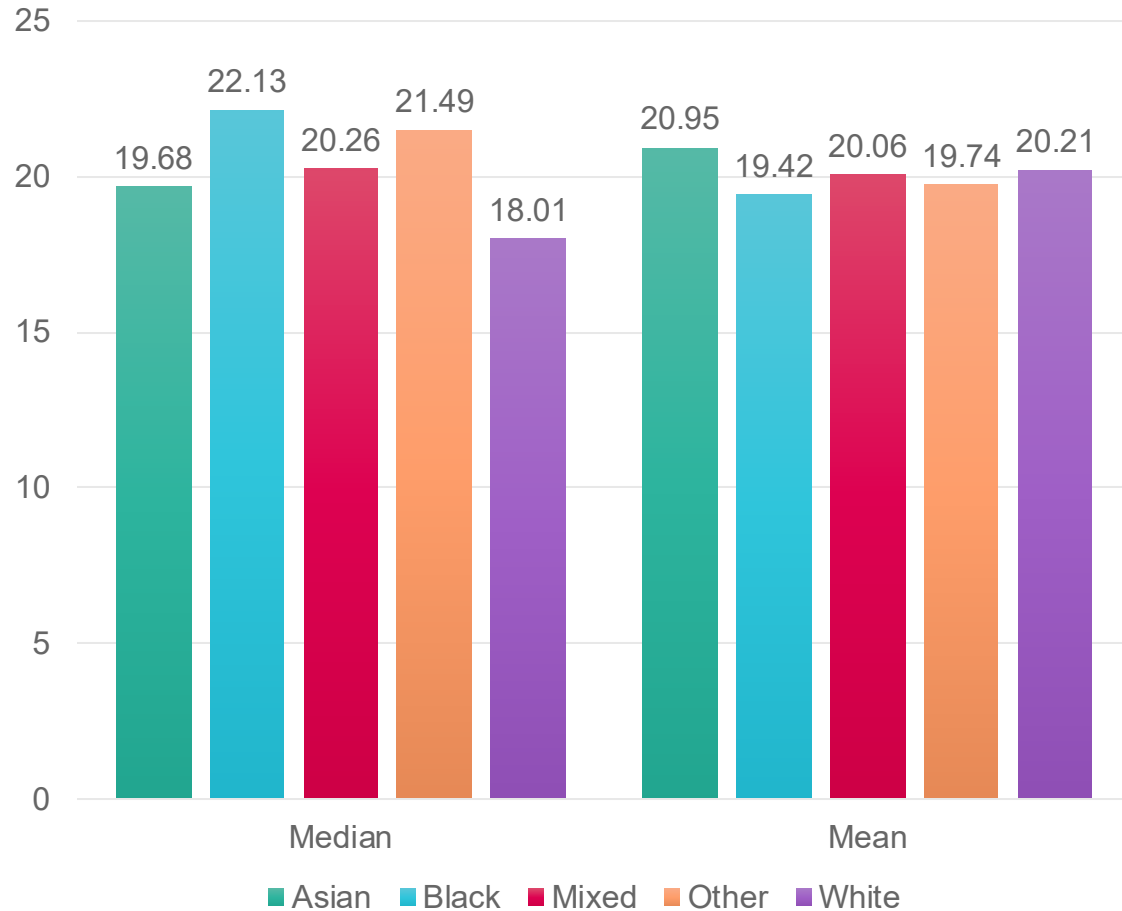
- It is our wish to represent our community. And to inspire our learners with appropriate role models in their chosen career. We believe diversity amongst our staff helps us achieve this, ethnicity being a prominent one, along with socio-economic backgrounds, religion and other factors that contribute to rich thought and fruitful challenge.
- Grouping ethnicities under BAME is intended as a helpful lens to understanding whether ethnic minorities as a collective may have relative challenges around progression. Otherwise, we do not track them as a collective so as not to oversimplify the narrative. Broad grouping does not adequately speak to the richness of our diverse workforce, and we will provide a further breakdown around median and mean data.
- In our latest staff survey, 95% of our people felt BDC is an inclusive employer that values diversity. It is therefore comforting to see our pay data support this and that relative representation of ethnic minority groups is relatively stable along pay quartiles.
- Our community in Barking and Dagenham, according to 2021 [census](#) data, is built up of Asian 26%, Black 21.5%, White 45% and Other 3.6% backgrounds.

Mean and Median gaps - Gender



- Figures are drawn from 428 staff who qualify as 'full pay relevant employees' on the snapshot date of 31st March 2025.
- The **Mean** gender pay gap is 9.5%
- The **Median** gender pay gap is 21%
- A positive skew between mean and median indicates that a higher proportion of women earn low to moderate salaries, and a small number of high earners are pulling the average hourly rate (mean) significantly higher.
- This makes the median as a measure, a more accurate depiction of the pay gap.

Mean and Median gaps - Ethnicity



- For this analysis we have excluded employees whose ethnicity was withheld or unknown. This leaves a total of 386 out of 428 staff in scope.
- The organisational average hourly rate is £20.21 and median is £18.01.
- Ethnic minorities grouped together come in at £20.11 and white are representative of the average. The 42 staff who were excluded had an average salary of £21.43 so it is imperative to encourage disclosure.
- Where there is a positive skew (median is higher than mean) it indicates that the majority of workers in that ethnicity group earn a higher rate.
- The opposite is true for a negative skew (mean is higher than median), where the majority of workers of that ethnicity earn a lower rate.
- Because averages (mean) are much more impacted by a few outliers, the median is generally seen as a better depiction of reality.
- The **mean** gender pay gap between ethnic minorities and white is at 0.5% which points to relative equity of pay.
- The **median** pay gap is 6.05% in favour of ethnic minority groups.

- Our report looks at two facets of inclusion data - gender and ethnicity. This data helps us understand how different characteristics can influence people's ability to access the highest paid roles, identify potential barriers and commit to actions to address them.
- Pay gap reporting does not generally tackle intersectionality – how a mixture of characteristics may help or hinder growth within an organisation. But where we find correlation or data points that indicate we have a problem, we gain access to better questions and a more sophisticated understanding. The better we understand, the more equipped we are to apply effective solutions.
- Our report indicates areas of concern around the balance between genders in the lowest and highest paid roles. Much of that mirroring societal challenges and gender preferences towards certain career pathways.
- Our ethnicity pay gap indicates that we have a greater representation of white workers in lower paid roles. White workers represent a greater proportion of our workforce which may explain part of the gap, but further analysis and review of roles may be necessary. Asian workers also fall below the median salary for the organisation.
- What follows are actions already in place as well as our commitment to addressing the balance in the year(s) ahead.

What have we done to address this already?

- Diverse interview panels for Q3 and Q4 roles.
- Defined pay scales and standardised starting salaries. Negotiation creates a gap that may often favour men.
- A robust job evaluation panel and process to review or determine positioning within pay scales.
- Publication of this report to build trust and be transparent with staff. Holds leaders to account for balance within their own teams.
- Unconscious bias training.
- Equity, Diversity and Inclusion steering group and staff working group to drive commitment and actions.
- Staff survey questions focused on workplace experience and perceptions of inclusion and inclusive practice.
- Commitment to National Living Wage.
- Board and SLT reporting around demographics, retention and absence rates.
- Transparent and consultative policy review and development processes which engage a wide range of stakeholders.
- Roles that promote term time only, job share, and part time work as well as variable hours to support caring responsibilities.
- Introduced a Menopause Policy as well as a menopause group to support women's health and promote awareness and understanding.
- Sexual harassment training, proactive prevention and awareness.
- Introduction of a Low Level Concern Policy.
- Seeking ever more diverse platforms to advertise our vacancies and appropriately aligned recruitment agency partners.

BDC Gender pay gap actions

What is our priority commitment?

Priority	Current metric	Action
Gender	21.01% Median Gap	Focus on upward mobility for women in Q1 and Q2 to break the "sticky floor" effect. Internal 'sponsorship' for high performers from senior leaders.
Ethnicity	9.8% Non-disclosure	Focus on data collection . You cannot fix what you cannot accurately see. A 'count me in' campaign raising awareness of inclusion to equity and accuracy.
Recruitment	Q4 Male Dominance	Review the Senior Leadership hiring pipeline to move the 50/50 split in Q4 closer to the 65/35 organizational average.

Further actions to consider

- Use of software to scan job descriptions for "coded" language that may discourage women from applying for senior (Q4) roles or men from applying for entry level (Q1) roles.
- Pay grading review – audit roles typically held by women to ensure they are not undervalued compared to roles typically held by men, where the effort required is equivalent.
- Active challenge of gender stereotypes and everyday sexism.

