



**GENDER PAY GAP
REPORT
2020
(Published by March 2021)**

Introduction

At Calderdale Council we are **proud** that our gender pay gap continues to be much better than the UK average, but we are determined to eradicate the gap and ensure that our commitment to equalities, progression and inclusion for all is reflected in our workforce at all levels.

A diverse and inclusive workforce enables delivery of the best services grounded in our local place, harnessing the talent we have in the borough. We are determined to recruit and retain the most talented employees and enable them to reach their full potential. We are investing in future leaders through learning and development and want to ensure there are no barriers to success for those with potential from our workforce.

Our Vision 2024 is centred round Calderdale as the place where staff are able to reach their full potential regardless of gender. I am delighted that once again, we continue to show progress in narrowing our gender pay gap. Our Vision 2024 is helping to attract and retain staff across all levels, and we have been shortlisted for both Council of the Year, and Senior Leadership Team of the year in recent months highlighting our drive towards excellence as a Council. Our Vision 2024 is captured in some key words to define what we want to be the essence of Calderdale. We are **distinctive**, we are **talented** and **enterprising**, and we champion **kindness** and **resilience**.

I'm proud of our staff who continue to work in extremely challenging circumstances through an unprecedented year with the winter flooding being followed by the challenges of the COVID-19 pandemic, with finite resources, less people, and with greater demands for services than ever before. We are determined to bounce back and rebuild as a Council and place giving the chance for everyone to live a larger life.

It is an absolute privilege to be in my role with such a team and I would like to thank all our staff for their valued contribution.

Robin Tuddenham, Chief Executive



Executive Summary

Local Government impacts on all our lives and remains one of the largest employers in England. In March 2020 Local Government employment in the United Kingdom was 2.01 million (headcount)¹.

Consistent with most of the public sector, the majority of the workforce at Calderdale is female. Currently women make up 66.8% of the workforce (a slight increase from the 2019 figure of 66.4%).² Unlike many organisations which operate in a single industry sector, e.g. retail; Calderdale Council includes a range of sectors including, but not limited to education, social care, cleaning, finance and transport.

We work hard to ensure that Calderdale Council values and promotes diversity and equality of opportunity and we are committed to equality of access to all our services. We regularly monitor our workforce, employment policies and our working practices to enable people to balance their work and home life and this has been even more critical during the challenging times of the COVID-19 pandemic.

The table below shows the data that legislation³ requires us to publish before 30th March 2021.

More details regarding these figures can be found within the main report.

Calculation		Outcome 31 March 2020		Outcome 31 March 2019	
Mean gender pay gap		2.2%		2.7%	
Median gender pay gap		-2.0%		-2.9%	
Mean bonus gender pay gap		70.2%		59.1%	
Median bonus gender pay gap		79.4%		69.4%	
Proportion of males receiving a bonus payment		1.1%		1.4%	
Proportion of females receiving a bonus payment		3.0%		2.9%	
Proportion of males and females in each quartile pay band	Quartile	Male	Female	Male	Female
	Lower	38.1%	61.9%	35.4%	64.6%
	Lower Middle	31.6%	68.4%	34.6%	65.4%
	Upper Middle	29.9%	70.1%	28.7%	71.3%
	Upper	36.5%	63.5%	37.7%	62.3%

Many Council employees take advantage of salary sacrifice schemes, including lease car arrangements, childcare vouchers or cycle to work. The regulations require that deductions for salary sacrifice payments are excluded from an employee's base pay for the purposes of gender pay gap reporting. Within the Council a higher proportion of women access salary sacrifice schemes (March 2020 – female 73.4%, male 26.6%). This means that for more women than men, their hourly rate will show as lower than it actually is because the hourly rate reflected in the gender pay gap report has to firstly deduct the salary sacrifice amount.

For Calderdale Council, if salary sacrifice values were not deducted from hourly rates, the mean gender pay gap figures are:

	Male	Female	% Gap
Mean gender pay gap hourly rate (salary sacrifice deducted)	£14.06	£13.75	2.2%
Mean gender pay gap hourly rate (salary sacrifice not deducted)	£14.13	£13.87	1.8%

This would therefore reduce the mean gender pay gap to 1.8%.

¹ ONS

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/publicsectorpersonnel/datasets/publicsectoremploymentreferencetable>

² Based on information published in the Calderdale Council Equality Duty Report

³ <https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>

Gender Pay Gap Reporting – What is it?

All public sector employers with 250 or more employees must produce specific figures about their gender pay gap and are required to publish an annual gender pay gap report. (The first year of publishing was 2018). The report details gender pay differences - a positive pay gap indicates that men are paid more and a negative pay gap indicates that women are paid more.

What is the difference between the Gender Pay Gap and Equal Pay?

Equal Pay deals with pay differences between **men and women who carry out the same job, similar jobs or work of equal value**. It is unlawful to pay people unequally because they are a man or a woman.

The Gender Pay Gap shows the differences in the **average pay between men and women**. If a workplace has a high gender pay gap, this can indicate a number of issues that may need to be dealt with and the individual calculations may help identify what those issues are.

Mandatory Gender Pay Gap Analysis

The analysis looks at six metrics or measures to identify gender pay differences as required by legislation.

Metric	What does this show?	Employees Included
Mean Gender Pay Gap	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees	Full-pay relevant employees
Median Gender Pay Gap	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees	Full-pay relevant employees
Mean Bonus Gap	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees	Relevant employees
Median Bonus Gap	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees	Relevant employees
Bonus Proportions	The proportions of male and female relevant employees who were paid bonus pay during the relevant period	Relevant employees
Quartile Pay Bands	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands	Full-pay relevant employees

The calculation for the gender pay gap is defined as the difference between the mean (or median) hourly rate of pay that male and female full-pay relevant employees receive, expressed as a percentage of the mean or median hourly rate of pay of full-pay relevant males.

$$\text{Mean gender pay gap} = \frac{\text{Mean hourly rate of pay males} - \text{Mean hourly rate of pay females}}{\text{Mean hourly rate of pay males}} \times 100$$

Full-Pay Relevant Employees

Employees who are employed on the snapshot date and are paid their usual full basic pay during the relevant pay period are full-pay relevant employees. Employees who are paid less as a result of being on leave are excluded.

Relevant Employees

All employees employed on the snapshot date are relevant employees. This includes full-pay relevant employees and employees paid less than full pay because of leave e.g. sickness.

Understanding Calderdale Council's Gender Pay Gap

The information included in this report is based on a snapshot date of 31 March 2020. At this date the workforce headcount comprised of 66.8% female and 33.2% male with an overall workforce of 56.4% full time and 43.6% part time.

The gender pay gap metrics are based on two different types of employees, full-pay relevant employees and relevant employees.

	Total				Male				Female			
	2020	2019	2018	2017	2020	2019	2018	2017	2020	2019	2018	2017
Relevant Employees	2867	2883	2969	3036	962	974	1013	1024	1905	1909	1956	2012
Full-Pay Relevant Employees	2772	2791	2886	2959	943	951	1004	1018	1829	1840	1882	1941
Employees on Reduced Pay	95	92	83	77	19	23	9	6	76	69	74	71

In line with the Gender Pay Gap reporting requirements there are 95 employees excluded from the figures due to them being on reduced pay. This may have had an impact on the figures if they received their normal pay, including salary and any other contractual payments/ordinary pay. In line with last year, there is a higher proportion of females excluded (80%) due to reduced pay.

Average Weekly Hours Worked

Females work on average 2.68 hours less (2019 – 2.84 hours) than males per week.

	Male				Female			
	2020	2019	2018	2017	2020	2019	2018	2017
Average Weekly Hours Worked	31.47	31.66	31.28	30.80	28.79	28.82	28.27	28.15

Mean Gender Pay Gap – 31 March 2020

This metric shows the difference between the mean hourly rates for male staff and female staff expressed as a percentage of the male rate. A positive figure indicates that females are paid less than males on average; a negative figure indicates that females are paid more than males on average⁴.

The mean average is calculated by adding together the hourly rates of all male full pay relevant employees and dividing this figure by the number of male full pay employees and then adding together the hourly rates for all female full pay relevant employees and dividing this by the number of female full pay employees. This produces a mean hourly rate of pay for males and females and highlights any monetary and percentage difference between male and female staff.

	Male				Female			
	2020	2019	2018	2017	2020	2019	2018	2017
Mean Hourly Rate	£14.06	£13.50	£13.29	£12.92	£13.75	£13.14	£12.91	£12.48

The Mean Gender Pay Gap for 2020 is 2.2% (£0.31) (compared to 2.7% in 2019).

⁴ <https://gender-pay-gap.service.gov.uk/>

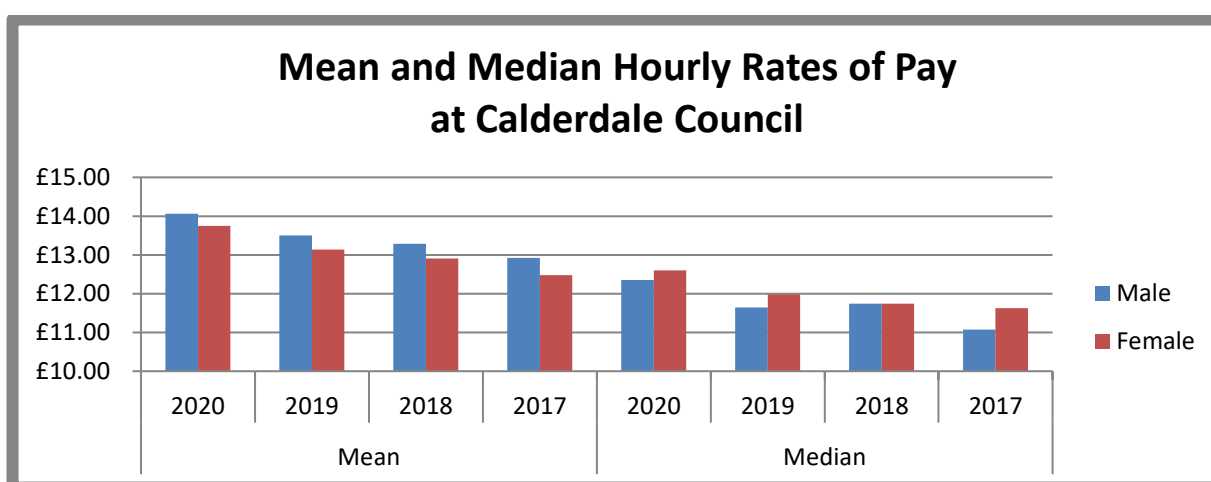
Median Gender Pay Gap – 31 March 2020

This metric shows the difference between the median hourly rates for male staff and female staff expressed as a percentage of the male rate. A positive figure indicates that females are paid less than males on average; a negative figure indicates that females are paid more than males on average⁵.

A median average involves listing all the hourly pay values in numerical order. If there is an odd number of results, the median value is the middle number, if there is an even number of results, the median will be the mean (average) of the two central numbers. The median gender pay gap represents the middle hourly rate of pay and the percentage difference between men and women.

	Men				Women			
	2020	2019	2018	2017	2020	2019	2018	2017
Median Hourly Rate	£12.35	£11.64	£11.74	£11.07	£12.60	£11.98	£11.74	£11.63

The Median Gender Pay Gap for 2020 is -2.0% (2019 figure was -2.9%).



Bonuses – 31 March 2020

Bonuses are defined in regulation 4⁶ and in accordance with the requirements for gender pay gap reporting, they include anything that relates to profit sharing, productivity, performance, incentive and commission. They must be received in the form of cash, vouchers, securities, securities options and interests in securities. Non-consolidated bonuses are included. Long service awards with a monetary value (cash, vouchers or securities) are also included but any other type of non-monetary award under this category, such as extra annual leave, is treated as a benefit in kind and excluded.

The bonus period is a twelve month period that ends on the snapshot date of 31st March 2020. Within Calderdale Council, in 2017 the only payment that was included under the definition of ‘bonus’ in relation to the gender pay regulations was the Long Service Award. For those (non-teaching) employees who have completed 25 years’ continuous service with the Council, there is a payment of £150 made in the form of high street vouchers. For the 2018, 2019 and 2020 figures, in addition to the Long Service Award, we have also included AMEY bonuses (as part of terms and conditions from a TUPE transfer into the Council) and Retention payments (which apply in Children and Young People’s Service only).

⁵ <https://gender-pay-gap.service.gov.uk/>

⁶ <https://www.legislation.gov.uk/ukdsi/2017/9780111152010>

Bonus Payments			
	Male	Female	Total
Long Service Award	2	15	17
Retention Payments	2	43	45
AMEY Bonus	7	0	7
Total	11	58	69

The Difference in Mean and Median Bonus Pay of Men and Women Expressed as a %

	31 March 2020	31 March 2019	31 March 2018	31 March 2017
Mean Bonus Gender Pay Gap	70.2%	59.1%	25.2%	0%
Median Bonus Gender Pay Gap	79.4%	69.4%	33.3%	0%
Proportion of Men Receiving a Bonus Payment	1.1%	1.4%	1.1%	1.0%
Proportion of Women Receiving a Bonus Payment	3.0%	2.9%	2.8%	1.3%

Gender Profile by Pay Quartile

This calculation requires employers to show the proportions of male and female full-pay relevant employees in four quartile pay bands. This is done by listing the individual hourly rates of each full-pay relevant employee in ascending numerical order and then dividing the list (i.e. the workforce) into four equal parts. This split can sometimes show that the top of one quartile is the same figure as the bottom of the next quartile, e.g. the lower quartile goes up to £10.14 and the lower middle quartile starts at £10.14.

Quartile	Hourly Rate Range 2020	Male			Female			Hourly Rate Range 2019
		2020	2019	2018	2020	2019	2018	
Lower	£4.35 - £10.14	38.1%	35.4%	39.9%	61.9%	64.6%	60.1%	£5.90 - £9.68
Lower Middle	£10.14 - £12.37	31.6%	34.6%	30.4%	68.4%	65.4%	69.6%	£9.68 - £11.98
Upper Middle	£12.37 - £16.17	29.9%	28.7%	29.6%	70.1%	71.3%	70.4%	£11.98 - £15.67
Upper	£16.17 and above	36.5%	37.7%	39.3%	63.5%	62.3%	60.7%	£15.67 and above

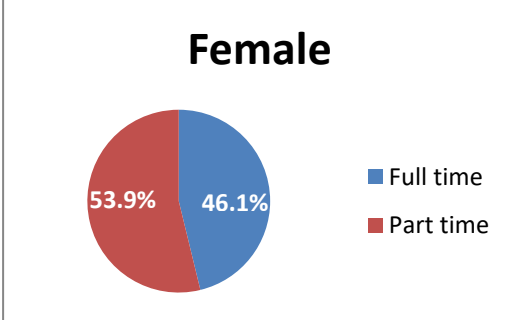
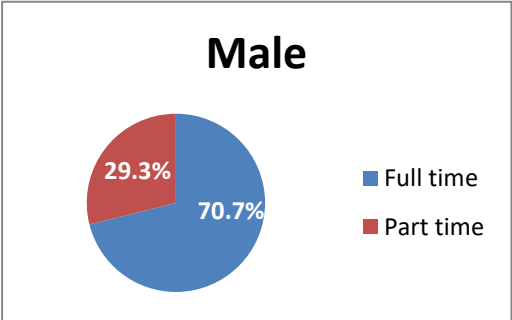
The Underlying Causes of a Gender Pay Gap

There is no legal obligation for employers to publish a narrative explaining their gender pay gap figures, however it is useful to include some information to reflect on possible causes for this.

- Women are more likely than men to have had breaks from work that have affected their careers
- Women are more likely to work part time and many of the jobs available across the UK on a part-time basis are relatively low paid.
- In the wider society it is still often women that undertake caring responsibilities which might make part-time working more attractive even though flexible working practices are also applicable for many higher paid posts in the Council.

The graphs and table below shows the gender distribution between full and part time working for the full-pay relevant employees.

2020	Male			Female			Total
Full-pay relevant employees	943		(34.0%)	1829		(66.0%)	2772
Full Time	667	70.7%	(44.2%)	843	46.1%	(55.8%)	1510
Part Time	276	29.3%	(21.9%)	986	53.9%	(78.1%)	1262



Of the male full pay relevant employees 70.7% work full time and 29.3% part time. Of the female full pay employees 46.1% work full time and 53.9% part time.

The mean gender pay gap is greater than the median pay gap. This suggests that although the ranges of pay continue to be spread fairly equally between men and women there is a slightly higher proportion of men that receive the very highest levels of pay (the upper quartile % supports this). The Council considers itself to be supportive of development opportunities for women as well as implementing supportive working practices and policies.

The proportion of men and women in each of the quartiles is broadly similar although women occupy a higher proportion of posts. There is scope to improve the proportion of women to be appointed or move upwards into the highest band (i.e. the upper quartile). Practical measures to support such moves include flexible working practices and the availability of leadership development programmes.

The organisation offers opportunities for training to upskill its workforce and to encourage upward movement of staff. However, as the organisation flattens its structure in response to budgetary pressures and the continued implementation of technology, this may affect potential for progression.

Analysis and Figures

The gender pay gap can be affected by the make-up of the workforce which has a higher proportion of female employees. Women are often attracted by the Council’s flexible working provisions.

Many employees benefit from **flexible working arrangements** which include term time only working. The number of staff included in the survey working term time has increased in the data as at 31 March 2020 compared to 2019 from 196 to 232. Females have a greater proportion of term time working (9%) compared to males (7.1%).

Hourly rates are affected by **Salary Sacrifice Schemes**. Many employees take advantage of salary sacrifice arrangements including lease car arrangements, childcare vouchers or cycle to work scheme.

- Deductions for salary sacrifice arrangements are excluded from an employee’s base pay for the purposes of gender pay gap reporting.
- This reporting requirement can affect the Council’s gender pay gap data depending on the proportion of women and men who have salary sacrifice arrangements in place, as the reporting requirements create an artificially lower rate of pay for those who opt to use salary sacrifice compared to those who do not.

- Within the Council a higher proportion of women access salary sacrifice schemes (currently female 73.4% and male 26.6%). This means that for more women than men, their hourly rate will show as lower than it actually is because the hourly rate reflected in the gender pay gap report has to firstly deduct the salary sacrifice amount. For example if an employee has a salary of £500 and a salary sacrifice deduction of £50 towards childcare vouchers then the base salary figure used to calculate their hourly rate for the purposes of gender pay gap reporting will be £500 - £50 = £450 when their base salary before salary sacrifice deduction is actually £500. Their hourly rate will therefore appear artificially lower.

For Calderdale Council, if salary sacrifice values were not deducted from hourly rates, the 2020 mean and median gender pay gap figures are as below:

	Male	Female	Monetary Gap %	Monetary Gap £
Mean Hourly Rate	£14.13	£13.87	1.8%	£0.26
Median Hourly Rate	£12.35	£12.82	-3.8%	-£0.47

This would therefore reduce the mean gender pay gap to 1.8% and the median gender pay gap would become -3.8%.

Addressing the Gender Pay Gap

Calderdale Council is committed to addressing the issue of the gender pay gap because we are determined to recruit and retain the most talented employees and enable them to reach their full potential. We recognise the value of a diverse and inclusive workforce as it ensures we deliver the best services, and enact our leadership role in place, in order to be the Best Borough in the North.

Gender Pay Reporting and Gender Identity

As an organisation Calderdale Council is sensitive to how employees choose to self-identify in terms of their gender. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require us to publish specific data and calculations. In order to produce and publish the required data, as a starting point the gender identification that employees have provided for HR and Payroll purposes is used.

As a public body, Calderdale Council's approach to equality is to align its work to meet the requirements of the Equality Act 2010 and the Public Sector Equality Duty covering the following nine protected characteristics: Age, disability, gender reassignment (the process of transitioning from one gender to another), marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

One of our main priorities as a Council is to reduce inequalities. Calderdale is an inclusive employer and it is our mission to ensure academic, financial and health equality for all by creating social cohesion in our community and in our workforce.

We understand that simply having diversity in our workforce is not enough; we must create an inclusive environment where staff feel valued and respected regardless of who they are and whatever background they come from, so that they contribute their best at work.

We aim to create a workforce that is representative of our community, knowing that embracing difference enhances the capability of the Council to;

- Value the skills and perspectives that a diverse talent pool will bring to the workplace,
- Ensure our services are provided by knowledgeable and well-equipped employees who understand the needs of our diverse workforce and communities,
- Challenge discriminatory practice and behaviour within the workplace, including potential bullying and harassment and in addition, we will endeavour to protect our employees from any form of third party harassment,

- Implement effective and innovative workplace policies and procedures to further develop and inclusive workforce and equality improvements,
- Expect our suppliers and partners to actively support us in achieving a diverse and inclusive culture and to be able to demonstrate this.

Ethnicity Pay Reporting

Although Ethnicity Pay Reporting is not currently a legislative requirement, at Calderdale we are committed to ensuring that everyone has the opportunity to realise their potential. In the UK the working population is increasingly diverse with more individuals from different cultural and ethnic backgrounds entering the workforce. For Calderdale this is good news as we, along with other employers have access to a wider range of talent and potential and an opportunity to ensure that individuals are able to find jobs that match their talent, experience and qualifications irrespective of their background or personal characteristics. This is also beneficial for individual wellbeing as employees achieve greater job satisfaction and are better rewarded for their contribution to the workplace. Tackling inequality of opportunity in the workplace is also about social justice.

A recent consultation (2018) sought views on the introduction of mandatory ethnicity pay reporting⁷. If there is a consistent approach to reporting, then there is an opportunity to benchmark and measure progress against other employers and to share best practice.

At Calderdale, we want to remove barriers to entering the labour market and ensure progression for all ethnic groups in the workplace. As we have experienced through the COVID-19 pandemic, it can be difficult for us to connect as a workforce in the way we usually do. Calderdale Council staff operate as one team, all our surveys, conversations and consultations highlight our pride in this borough, our sense of companionship and mutual support. We care for each other, but we are living through times where the light has shone into the injustice and inequalities in our communities at all levels.

Although we are not currently required by legislation to report ethnicity pay, we have produced the following data using the same methodology as for gender pay gap (GPG) reporting. This data will enable us to identify and then tackle any barriers to creating a truly diverse workforce.

(Note: The categories that have been used for this comparison are 'White (all categories)' and 'BAME' Black, Asian and Minority Ethnic. It is acknowledged that many people do not like these categorisations or the use of the BAME term. We recognise that many of us would rather refer to our specific ethnic identity rather than broad categorisations. Should ethnicity pay reporting become mandatory in the future, the methodology and requirements introduced may be different to the methodology used here.

	Total	White		BAME		Not Disclosed	In GPG Survey
Relevant Employees	2759	2486	90.1%	273	9.9%	108	2867
Full-Pay Relevant Employees	2666	2401	90.1%	265	9.9%	106	2772
Employees on Reduced Pay	93	85	91.4%	8	8.6%	2	95
Bonus Payments	67	58	86.6%	9	13.4%	2	69
AMEY	7	7	100.0%	0	0.0%		
Long Service Award	17	17	100.0%	0	0.0%		
Retention Payments	43	34	79.1%	9	20.9%		

⁷

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/747546/ethnicity-pay-reporting-consultation.pdf

Using the gender pay reporting methodology, the mean ethnicity pay gap at Calderdale is 2.6% and the median ethnicity pay gap is -3.6%.

Calculation	As at 31 March 2020		
Mean ethnicity pay gap	2.6%		
Median ethnicity pay gap	-3.6%		
Mean bonus ethnicity pay gap	27.6%		
Median bonus ethnicity pay gap	25.9%		
Proportion of White receiving a bonus payment	86.6%		
Proportion of BAME receiving a bonus payment	13.4%		
Proportion of White and BAME in each quartile pay band	Quartile	White	BAME
	Lower	91.0%	9.0%
	Lower Middle	90.7%	9.3%
	Upper Middle	88.1%	11.9%
	Upper	90.4%	9.6%

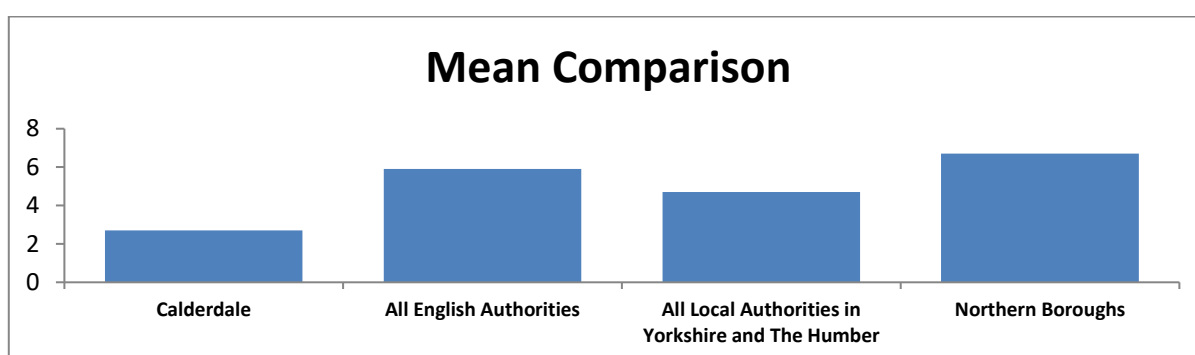
As an employer, we have seen a transformation in the number of new staff from Black, Asian and Minority Ethnic communities coming to work at the Council, reflecting the community we serve. The Chief Executive meets new employees at the Council Induction session which take place throughout the year. Our BAME Staff Network has reformed, supporting our Recruitment Team, who have worked hard over the past year, reworking job profiles, including Black and Asian colleagues by default in interview panels, and targeting recruitment adverts to community and neighbourhood groups. We have developed leadership programmes and opportunities to support future leadership opportunity for BAME staff. Our staff have played a key part in shaping the development of the West Yorkshire Health and Care Partnership BAME Network. These are real positives and we want to build on these further in the months and years to come.

Comparison with Other Local Authorities

The information below provides mean and median comparison information⁸ based on 2019/2020 Gender Pay Gap Report data. This comparison demonstrates how Calderdale Council is performing favourably and we are hoping to improve on this year on year.

Mean Comparison Data

Period 2019-20	Mean	Minimum	Maximum
Calderdale	2.7	2.7	2.7
All English authorities	5.9	-18	24
All local authorities in Yorkshire and The Humber	4.7	-5.9	14.6
Northern Boroughs	6.7	0	16.7



Median Comparison Data

Period 2019-20	Median	Minimum	Maximum
Calderdale	-2.9	-2.9	-2.9
All English Authorities	4.3	-44	29.5
All Local Authorities in Yorkshire and The Humber	1.9	-12.5	16.9
Northern Boroughs	4.9	-8.9	17.6

⁸ <https://lginform.local.gov.uk/reports>