



**GENDER PAY GAP  
REPORT  
2021  
(Published by March 2022)**

## Introduction

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# VISION 2024

Since the requirement for Gender Pay Reporting was introduced in 2017 we are proud that Calderdale Council has seen a reduction in our gender pay gap year on year and continues to be much better than the UK average. However it is important to note that gender is only one protected characteristic and we are committed to ensuring that equality, progression and inclusion for all is reflected in our workforce at all levels and we are determined to eradicate any pay gap.

The COVID-19 pandemic has contributed to the transformation in the way that many organisations operate and Calderdale Council is no exception. Our ways of working have changed and how services are delivered. As the Council transitions to the stabilisation, review and rebuild stages of recovering from COVID-19 there are important decisions to be made about how the Council will continue to transform and renew.

Our staff are central to our transformation and having a diverse and inclusive workforce enables us to deliver the very best services grounded in our local place. We have strategies in place to recruit, develop and retain the most talented employees and empower them to reach their full potential. Our Learning and Development framework reflects our investment in future leaders and we want to identify and remove any barriers to success.

Our Vision 2024 is centred round Calderdale as the place where all staff are able to reach their full potential and 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 am so impressed with and proud of our staff who continue to work in increasingly challenging circumstances including during the winter flooding and then dealing with the unprecedented challenges of the COVID-19 pandemic. Our resources are finite, we have less staff and there are greater demands for services than ever before. Now is our time to come back stronger and renew and rebuild as a Council and place giving the chance for everyone to live a larger life.

I am so proud and privileged to be in my role working with you all and I would like to express my thanks once again to all staff for your kindness and resilience and your very valued contribution. Thank you.

**Robin Tuddenham, Chief Executive**



## Executive Summary

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

Consistent with most of the public sector, the majority of our workforce (66.9%) is female (a slight increase from 66.8% in 2020)<sup>2</sup>. Many organisations operate in a single industry sector, e.g. retail; however Calderdale Council includes a range of sectors including, but not limited to education, social care, cleaning, finance and transport.

We continue to work hard to ensure that Calderdale Council values and promotes inclusion, 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 working practices to enable staff to balance their work and home life and this has been even more critical during the challenging times experienced during the COVID-19 pandemic.

The table below shows the data that legislation<sup>3</sup> requires us to publish before 30<sup>th</sup> March 2022. More details regarding these figures can be found within the main report.

Calculation	Outcome 31 March 2021		Outcome 31 March 2020		
Mean gender pay gap	1.5%		2.2%		
Median gender pay gap	-4.1%		-2.0%		
Mean bonus gender pay gap	47.8%		70.2%		
Median bonus gender pay gap	-88.1%		79.4%		
Proportion of males receiving a bonus payment	1.7%		1.1%		
Proportion of females receiving a bonus payment	2.9%		3.0%		
Proportion of males and females in each quartile pay band	Quartile	Male	Female	Male	Female
	Lower	34.2%	65.8%	38.1%	61.9%
	Lower Middle	36.4%	63.6%	31.6%	68.4%
	Upper Middle	29.7%	70.3%	29.9%	70.1%
	Upper	36.0%	64.0%	36.5%	63.5%

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. 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)	£14.53	£14.31	1.5%
Mean gender pay gap hourly rate (salary sacrifice not deducted)	£14.58	£14.41	1.2%

This would therefore reduce the mean gender pay gap to 1.2%.

<sup>1</sup> ONS

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

<sup>2</sup> Based on information published in the Calderdale Council Equality Duty Report

<sup>3</sup> <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 2021. At this date the workforce headcount comprised of 66.9% female and 33.1% male with an overall workforce of 58.4% full time and 41.6% 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			
	2021	2020	2019	2018	2021	2020	2019	2018	2021	2020	2019	2018
<b>Relevant Employees</b>	2769	2867	2883	2969	923	962	974	1013	1846	1905	1909	1956
<b>Full-Pay Relevant Employees</b>	2680	2772	2791	2886	913	943	951	1004	1767	1829	1840	1882
<b>Employees on Reduced Pay</b>	89	95	92	83	10	19	23	9	79	76	69	74

In line with the Gender Pay Gap reporting requirements there are 89 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 (89%) due to reduced pay.

### Average Weekly Hours Worked

Females work on average 2.62 hours less (2020 – 2.68 hours) than males per week.

	Male				Female			
	2021	2020	2019	2018	2021	2020	2019	2018
<b>Average Weekly Hours Worked</b>	31.95	31.47	31.66	31.28	29.33	28.79	28.82	28.27

### Mean Gender Pay Gap – 31 March 2021

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 average<sup>4</sup>.

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			
	2021	2020	2019	2018	2021	2020	2019	2018
<b>Mean Hourly Rate</b>	£14.53	£14.06	£13.50	£13.29	£14.31	£13.75	£13.14	£12.91

The Mean Gender Pay Gap for 2021 is 1.5% (£0.22) (compared to 2.2% in 2020).

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

### Median Gender Pay Gap – 31 March 2021

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 average<sup>5</sup>.

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			
	2021	2020	2019	2018	2021	2020	2019	2018
<b>Median Hourly Rate</b>	£12.69	£12.35	£11.64	£11.74	£13.21	£12.60	£11.98	£11.74

The Median Gender Pay Gap for 2020 is -4.1% (2020 figure was -2.0%).

### Bonuses – 31 March 2021

Bonuses are defined in regulation 4<sup>6</sup> 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 31<sup>st</sup> March 2021. 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, 2020 and 2021 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).

Bonus Payments			
	Male	Female	Total
Long Service Award	8	13	21
Retention Payments	3	41	44
AMEY Bonus	5	0	5
<b>Total</b>	<b>16</b>	<b>54</b>	<b>70</b>

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

	31 March 2021	31 March 2020	31 March 2019	31 March 2018
<b>Mean Bonus Gender Pay Gap</b>	47.8%	70.2%	59.1%	25.2%
<b>Median Bonus Gender Pay Gap</b>	-88.1%	79.4%	69.4%	33.3%
<b>Proportion of Men Receiving a Bonus Payment</b>	1.7%	1.1%	1.4%	1.1%
<b>Proportion of Women Receiving a Bonus Payment</b>	2.9%	3.0%	2.9%	2.8%

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

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

**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 £10.21 and the lower middle quartile starts at £10.21

Quartile	Hourly Rate Range 2021	Male			Female			Hourly Rate Range 2020
		2021	2020	2019	2021	2020	2019	
Lower	£6.45 - £10.21	34.2%	38.1%	35.4%	65.8%	61.9%	64.6%	£4.35 - £10.14
Lower Middle	£10.21 - £12.95	36.4%	31.6%	34.6%	63.6%	68.4%	65.4%	£10.14 - £12.37
Upper Middle	£12.95 - £16.71	29.7%	29.9%	28.7%	70.3%	70.1%	71.3%	£12.37 - £16.17
Upper	£16.71 and above	36.0%	36.5%	37.7%	64.0%	63.5%	62.3%	£16.17 and above

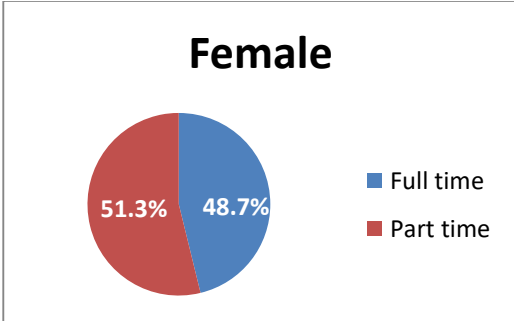
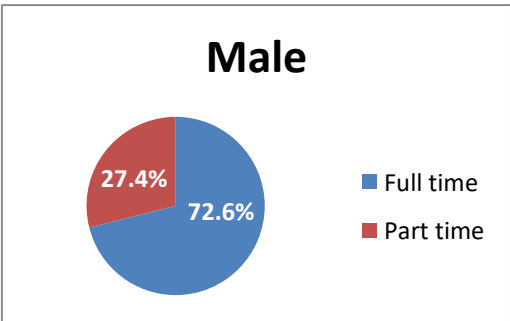
**The Underlying Causes of a Gender Pay Gap**

There is no legal requirement 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.

2021	Male			Female			Total
Full-pay relevant employees	913		(34.1%)	1767		(65.9%)	2680
Full Time	663	72.6%	(43.5%)	860	48.7%	(56.5%)	1523
Part Time	250	27.4%	(21.6%)	907	51.3%	(78.4%)	1157



Of the male full pay relevant employees 72.6% work full time and 27.4% part time. Of the female full pay employees 48.7% work full time and 51.3% 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 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 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 and with the challenges of the COVID-19 pandemic flexibility is increasingly important for many employees.

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 2021 compared to 2020 from 232 to 240. Females have a greater proportion of term time working (9.6%) compared to males (7.8%).

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

- o Deductions for salary sacrifice arrangements are excluded from an employee’s base pay for the purposes of gender pay gap reporting.
- o 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.
- o The salary sacrifice take-up within the Council is currently female 68.7% and male 31.3% compared to the overall makeup of the workforce ie 65.9% female and 34.1% male. 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 2021 mean and median gender pay gap figures are as below:

	Male	Female	Monetary Gap %	Monetary Gap £
<b>Mean Hourly Rate</b>	£14.58	£14.41	1.2%	£0.17
<b>Median Hourly Rate</b>	£12.74	£13.21	-3.7%	-£0.47

This would therefore reduce the mean gender pay gap to 1.2% and the median gender pay gap would become -3.7%.

**Gender Pay Gap for the Top 5% of Earners:**



The calculations outlined above in relation to the pay quartiles attempt to address the distribution of employees and hourly rates across all occupancies, not just those in a higher 5% bracket. Although not a statutory requirement for gender pay gap reporting purposes, the top 5% (134) of the GPG 2021 full pay employees has been calculated and the hourly rate of these has then formed the basis for this additional analysis.

Using this methodology would provide a mean gender pay gap for the top 5% of earners of 3.2% and a median gender pay gap of 0.0%.

Note: The Gender Pay Gap specification and methodology reports by occupancy, therefore people with more than 1 job will be reported more than once. (This would be the same as someone else occupying that role). This can therefore not be directly compared with the Annual Equality Duty Report (AEDR) as the methodology on who to include and what to include in the salary calculations is different.

### **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.

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 have a number of staff networks which support us with this.

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, 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 consultation in 2018 sought views on the introduction of mandatory ethnicity pay reporting<sup>7</sup>. 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 the borough, our sense of companionship, resilience 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
<b>Relevant Employees</b>	2699	2426	89.9%	273	10.1%	70	2769
<b>Full-Pay Relevant Employees</b>	2611	2353	90.1%	258	9.9%	69	2680
<b>Employees on Reduced Pay</b>	88	73	83.0%	15	17.0%	1	89
<b>Bonus Payments</b>	69	59	2.4%	10	3.7%	1	70
<b>AMEY</b>	5	5	100.0%	0	0.0%		
<b>Long Service Award</b>	21	21	100.0%	0	0.0%		
<b>Retention Payments</b>	43	33	76.7%	10	23.3%		

Using the gender pay reporting methodology, the mean ethnicity pay gap at Calderdale is 2.1% and the median ethnicity pay gap is -9.4%.

The table below shows a comparison to last year:

Calculation	As at 31 March 2021	As at 31 March 2020
<b>Mean ethnicity pay gap</b>	2.1%	2.6%
<b>Median ethnicity pay gap</b>	-9.4%	-3.6%
<b>Mean bonus ethnicity pay gap</b>	-9.4%	27.6%

<sup>7</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/747546/ethnicity-pay-reporting-consultation.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/747546/ethnicity-pay-reporting-consultation.pdf)

<b>Median bonus ethnicity pay gap</b>	-15.8%			25.9%	
<b>Proportion of white receiving a bonus payment</b>	2.4%			2.3%	
<b>Proportion of BAME receiving a bonus payment</b>	3.7%			3.3%	
<b>Proportion of white and BAME in each quartile pay band</b>	<b>Quartile</b>	<b>White</b>	<b>BAME</b>	<b>White</b>	<b>BAME</b>
	<b>Lower</b>	91.6%	8.4%	91.0%	9.0%
	<b>Lower Middle</b>	91.0%	9.0%	90.7%	9.3%
	<b>Upper Middle</b>	87.6%	12.4%	88.1%	11.9%
	<b>Upper</b>	90.4%	9.6%	90.4%	9.6%

When reviewing the workforce headcount for staff who have disclosed their ethnicity, there has been a rise in declaration rate of 0.3%. However, the % split of Full Pay Relevant employees (as defined by the Gender Pay Gap reporting specification) is the same in 2021 as it was in 2020:

- White 90.1%
- BAME 9.9%

There were 69 Full Pay employees who did not disclose their ethnicity and have therefore been excluded from these calculations.

### Mean Ethnicity Pay Gap Summary

There has been a reduction in the mean ethnicity pay gap from 2.6% to 2.1%. The mean ethnicity pay gap for males is 6.2% and the highest hourly rate for a male BAME employee is £26.90, whereas there are 26 male white employees earning in excess of this. The mean ethnicity pay gap for females is -0.6%.

### Median Ethnicity Pay Gap:

There has been a significant increase in the median ethnicity pay gap from -3.6% to -9.4%. The median ethnicity pay gap for males is -2% (-£0.26) and the median ethnicity pay gap for females is -8.3% (-£1.07).

### Mean and Median Bonus Ethnicity Pay Gap:

There has been a significant swing in the **mean** bonus ethnicity pay gap from 27.6% to -9.4%. The mean for white employees has reduced from £2025.33 to £1657.54, whereas the mean for BAME employees has increased from £1466.67 to £1813.

There has also been a significant swing in the **median** bonus ethnicity pay gap from 25.9% to -15.8%. The median for white employees has reduced from £1620 to £1200, whereas the median for BAME employees has increased from £1200 to £1390.

The proportion of staff receiving a bonus payment has not changed significantly whereas the reduction in AMEY payments to white employees has had an impact on the bonus figures.

**Note:** the calculations are based on only 10 BAME employees receiving a bonus payment. For any of these calculations, having small numbers can significantly influence the calculation and caution should be exercised when only looking only at the top line data.

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.

To emphasise our commitment to equality, diversity, inclusion and the regional anti-racism movement, we will be launching a new mentoring scheme for our staff, to share the perspectives and challenges of diverse individuals and to hear from often unheard voices. 'Reciprocal mentoring' will help to increase the Council's commitment to recruit, train and promote talented people from under-represented groups, and specifically Black, Asian and Minority Ethnic (BAME) colleagues. The aim is to develop trust and enable honest conversations, to increase the Council's understanding of the challenges colleagues face within and outside the workplace, and to provide access to professional networks.

These are all 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 information<sup>8</sup> based on 2019/2020 and 2020/21 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	Mean gender pay gap			
	%			
	Calderdale	Minimum for Northern Boroughs	Mean for Northern Boroughs	Maximum for Northern Boroughs
2019/20	2.7	0.0	7.0	16.7
2020/21	2.2	1.5	6.8	16.3

### Median Comparison Data

Period	Median gender pay gap			
	%			
	Calderdale	Minimum for Northern Boroughs	Mean for Northern Boroughs	Maximum for Northern Boroughs
2019/20	-2.9	-8.9	5.0	17.6
2020/21	-2.0	-6.1	4.3	17.9

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