



**GENDER PAY GAP  
REPORT  
2022  
(Published by March 2023)**

# 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 and continues to be much better than the UK average. However it is important to recognise that gender is only one protected characteristic and we remain 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 organisational re-set following the COVID-19 pandemic has contributed to the transformation in the way that Calderdale Council operates, as has been the case with many other organisations. We are all working differently and how we deliver our services has changed. As the Council continues towards the stabilisation, review and rebuild stages of recovering from COVID-19 there are important decisions to be made about how the Council will transform and renew.

Our staff are at the very centre of our transformation and having a diverse and inclusive workforce enables us to deliver the best services grounded in our local place. We have strategies 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 aim 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**.

Our staff work in increasingly challenging circumstances with extreme weather including flooding and unprecedented ongoing challenges of the COVID-19 pandemic. The cost of living crisis is impacting on our employees as well as our community and there are ever greater demands for our services at a time when budget pressures continue to increase. Our Vision 2024 supports our aim of coming back stronger and renewing and rebuilding as a Council and place giving the chance for everyone to live a larger life.

I continue to be so proud and privileged to be in my role working with you all and want to thank all @Team Calderdale for your kindness and resilience and 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 March 2022 Local Government employment in the United Kingdom was 2.0 million (headcount)<sup>1</sup>.

As with most of the public sector, the majority of our workforce (67.4%) is female (an increase from previous years - 66.9% in 2021)<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 and consult with the Trade Unions and our staff to ensure these are fit for purpose and to enable staff to balance their work and home life.

The table below shows the data that legislation<sup>3</sup> requires us to publish before 30<sup>th</sup> March 2023. More details regarding these figures can be found within the main report.

		Outcome 31 March 2022		Outcome 31 March 2021	
<b>Mean gender pay gap</b>		1.7%		1.5%	
<b>Median gender pay gap</b>		-2.0%		-4.1%	
<b>Mean bonus gender pay gap</b>		13.7%		47.8%	
<b>Median bonus gender pay gap</b>		-700%		-88.1%	
<b>Proportion of males receiving a bonus payment</b>		1.8%		1.7%	
<b>Proportion of females receiving a bonus payment</b>		3.9%		2.9%	
<b>Proportion of males and females in each quartile pay band</b>	<b>Quartile</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
	<b>Lower</b>	33.7%	66.3%	34.2%	65.8%
	<b>Lower Middle</b>	35.8%	64.2%	36.4%	63.6%
	<b>Upper Middle</b>	30.9%	69.1%	29.7%	70.3%
	<b>Upper</b>	34.5%	65.5%	36.0%	64.0%

<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 2022. At this date the workforce headcount comprised of 67.4% female and 32.6% male with an overall workforce of 60.7% full time and 39.3% part time.

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

	2022	Total			Male				Female			
		2021	2020	2019	2022	2021	2020	2019	2022	2021	2020	2019
<b>Relevant Employees</b>	2681	2769	2867	2883	879	923	962	974	1802	1846	1905	1909
<b>Full-Pay Relevant Employees</b>	2448	2680	2772	2791	825	913	943	951	1623	1767	1829	1840
<b>Employees on Reduced Pay</b>	233	89	95	92	54	10	19	23	179	79	76	69

In line with the Gender Pay Gap reporting requirements there are 233 employees excluded from the figures due to them being on reduced pay (this figure is significantly higher than in previous years, for example 2021 the number of employees on reduced pay was 89). In line with last year, there is a higher proportion of females excluded (77%) due to reduced pay which will have an impact on the figures that are required to be published.

### Mean Gender Pay Gap – 31 March 2022

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			
	2022	2021	2020	2019	2022	2021	2020	2019
<b>Mean Hourly Rate</b>	£15.06	£14.53	£14.06	£13.50	£14.80	£14.31	£13.75	£13.14

The Mean Gender Pay Gap for 2022 is 1.7% (£0.26) (compared to 1.5% in 2021).

### 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>.

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

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

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 males and females.

	Male				Female			
	2022	2021	2020	2019	2022	2021	2020	2019
<b>Median Hourly Rate</b>	£13.18	£12.69	£12.35	£11.64	£13.44	£13.21	£12.60	£11.98

The Median Gender Pay Gap for 2022 is -2.0% (-£0.26) (2021 figure was -4.1%).

### Bonuses – 31 March 2022

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 each year. 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 to 2022 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.

Bonus Payments			
	Male	Female	Total
Long Service Award	9	17	26
Retention Payments	3	54	57
AMEY Bonus	4	0	4
<b>Total</b>	<b>16</b>	<b>71</b>	<b>87</b>

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

	31 March 2022	31 March 2021	31 March 2020	31 March 2019
<b>Mean Bonus Gender Pay Gap</b>	13.7%	47.8%	70.2%	59.1%
<b>Median Bonus Gender Pay Gap</b>	-700.0%	-88.1%	79.4%	69.4%
<b>Proportion of Men Receiving a Bonus Payment</b>	1.8%	1.7%	1.1%	1.4%
<b>Proportion of Women Receiving a Bonus Payment</b>	3.9%	2.9%	3.0%	2.9%

### 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

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

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 2022	Male			Female			Hourly Rate Range 2021
		2022	2021	2020	2022	2021	2020	
Lower	£4.62 - £10.57	33.7%	34.2%	38.1%	66.3%	65.8%	61.9%	£6.45 - £10.21
Lower Middle	£10.58 - £13.44	35.8%	36.4%	31.6%	64.2%	63.6%	68.4%	£10.21 - £12.95
Upper Middle	£13.44 - £17.12	30.9%	29.7%	29.9%	69.1%	70.3%	70.1%	£12.95 - £16.71
Upper	£17.12 and above	34.5%	36.0%	36.5%	65.5%	64.0%	63.5%	£16.71 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 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 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 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.

- 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.

## **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.

At Calderdale, we want to remove barriers to entering the labour market and ensure progression for all ethnic groups in the workplace. 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 British' 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 British	BAME	Not Disclosed
Relevant Employees	2613	2280	333	68
Full-Pay Relevant Employees	2390	2087	303	58
Employees on Reduced Pay	223	193	30	10
Bonus Payments	84	70	14	
AMEY	4	4	0	
Long Service Award	25	23	2	
Retention Payments	55	43	12	

Using the gender pay reporting methodology, the mean ethnicity pay gap at Calderdale is 1.6% and the median ethnicity pay gap is -6.1%. The table below shows a comparison to the previous year\*:

Calculation	As at 31 March 2022			As at 31 March 2021	
Mean ethnicity pay gap	1.6%			2.1%	
Median ethnicity pay gap	-6.1%			-9.4%	
Mean bonus ethnicity pay gap	-3.6%			-9.4%	
Median bonus ethnicity pay gap	-10.0%			-15.8%	
Proportion of white British receiving a bonus payment	3.1%			2.4%*	
Proportion of BAME receiving a bonus payment	4.2%			3.7%*	
Proportion of white and BAME in each quartile pay band	Quartile	White British	BAME	White	BAME
	Lower	88.6%	11.4%	91.6%	8.4%
	Lower Middle	87.8%	12.2%	91.0%	9.0%
	Upper Middle	85.1%	14.9%	87.6%	12.4%
	Upper	87.8%	12.2%	90.4%	9.6%

\*Note: For 31/3/2021 snapshot date the comparison was BAME and White (all categories), For 31/3/2022 snapshot date the methodology uses the categories White British and BAME (including White Irish and Other). In the Annual Equality report the methodology uses White and BAME categorisations.

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 all real positives and we want to build on these further in the months and years to come.

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### Comparison with Other Local Authorities 2021/2022

The information below provides mean and median comparison information<sup>7</sup> based on 2021/2022 Gender Pay Gap Report data with a snapshot date 31 March 2021. This comparison demonstrates how Calderdale Council is performing favourably and we are hoping to improve on this year on year.

#### Mean and Median Comparison Data

Gender Pay Gap	Mean and Median Gender Pay Gap				
	%				
	Calderdale	Kirklees	Bradford	Leeds	Wakefield
Mean	1.5	9.3	7.1	4.9	2.3
Median	-4.1	15.3	9.6	9.5	-1.8

<sup>7</sup> [Employers gender pay gap report - GOV.UK - GOV.UK \(gender-pay-gap.service.gov.uk\)](https://www.gov.uk/government/statistics/employers-gender-pay-gap-report)