



**GENDER PAY GAP  
REPORT  
2018  
(published March 2019)**

### **Foreword**

*Calderdale Council does not just have a duty to report the gender pay gap, but is committed to tackling the issue 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.*

### **Vision 2024**

*Having a vision matters, it gives us a sense of purpose, a sense of what we might aspire to be and with our partners a shared set of principles to help us shape what is most important to us and our communities. In March 2018, we launched Our Vision 2024. We all have a role in developing and sharing the vision. Our 'We Are Calderdale' event in 2019 will help to identify the progress made with our partners, organisations, local businesses and of course with all of our employees.*

*Our Vision 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**.*

*We welcome ideas from our employees to exemplify these and enhance our efforts. Employees are invited to be part of the conversations on social media using the hashtag #VisionCdale2024 and participate in our takeover weeks that began with 'Distinctiveness'.*

*Ultimately this is about our people – all of those who work in and for Calderdale. We do this at a time of rising demand, fewer resources and high public expectations.*

*We need to build a team of public service reformers who believe in and understand the way we will need to work in the future, the range of different skills now required, and the energy and enthusiasm to make this happen in tough times. 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.*

*We welcome the measurement and transparency that the Government's gender pay gap regulations bring. While our gender pay gap is better than the UK average, we still have work to do.*

I hope you find this report interesting and informative.

Robin Tuddenham  
Chief Executive, Calderdale Metropolitan Borough Council



## Executive Summary

Local Government impacts on all our lives and is collectively one of the largest employers in England. In June 2018 Local Government employment in the United Kingdom was 2.047 million (headcount)<sup>1</sup>, with 195,000 of those employed in the Yorkshire and Humber region.

Consistent with most of the public sector, the majority of the workforce at Calderdale is female. Currently women make up 65.91% of the workforce (this has reduced from the 2017 figure which was 66.53%).<sup>2</sup>

Many organisations operate in a single industry sector, for example construction or retail; however, as with other local authorities, Calderdale Council incorporates 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 the diversity and equality of opportunity for people in Calderdale and are committed to equality of access to all our services. We regularly monitor our workforce, employment policies and working practices to enable people to balance their work and home life.

**The table below shows the metrics that the legislation requires us to publish before 30<sup>th</sup> March 2019. More details regarding these figures can be found within the main report.**

| Calculation   | Outcome 31 March 2018 |       |        | Outcome 31 March 2017 |        |
|---|-----------------------|-------|--------|-----------------------|--------|
| Mean gender pay gap                                       | 2.9%                  |       |        | 3.4%                  |        |
| Median gender pay gap                                     | 0.0%                  |       |        | -5.1%                 |        |
| Mean bonus gender pay gap                                 | 25.2%                 |       |        | 0%                    |        |
| Median bonus gender pay gap                               | 33.3%                 |       |        | 0%                    |        |
| Proportion of males receiving a bonus payment             | 1.1%                  |       |        | 0.98%                 |        |
| Proportion of females receiving a bonus payment           | 2.8%                  |       |        | 1.34%                 |        |
| Proportion of males and females in each quartile pay band | Quartile              | Male  | Female | Male                  | Female |
|   | Lower                 | 39.9% | 60.1%  | 34.7%                 | 65.3%  |
|   | Lower Middle          | 30.4% | 69.6%  | 35.30%                | 64.70% |
|   | Upper Middle          | 29.6% | 70.4%  | 28.70%                | 71.30% |
|   | Upper                 | 39.3% | 60.7%  | 38.90%                | 61.10% |

Within the Council 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. Within the Council a higher proportion of women access the salary sacrifice schemes (March 2018 – female 76.4% Male 23.6%). This means that for more women than men, their hourly rate will show as lower than it actually is because the hourly rate that is 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 and median gender pay gap figures are as below:

| Mean Gender Pay Gap – Excluding Salary Sacrifice |        |        |          |
|--|--------|--------|----------|
|  | 2018   | 2017   | Variance |
| Male mean  | £13.39 | £13.03 | £0.36    |
| Female mean                                      | £13.08 | £12.65 | £0.43    |
| %  | 2.3%   | 2.9%   | -0.6%    |

| Median Gender Pay Gap - Excluding Salary Sacrifice |        |        |          |
|--|--------|--------|----------|
|  | 2018   | 2017   | Variance |
| Male median  | £11.74 | £11.62 | £0.12    |
| Female median                                      | £11.75 | £11.63 | £0.12    |
| %  | -0.1%  | -0.1%  | 0.0%     |

This would therefore reduce the mean gender pay gap to 2.3% and the median gender pay gap to -0.1%.

<sup>1</sup> Office for National Statistics. Employment in Local Government by UK region, June 2018

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

### Zohrah Zancudi



I started work at Calderdale in September 2014 as Head of Customer Services, a role that covers a breadth of services. My decision to leave the North East, which had been home and work for 25 years, was an easy one based upon Calderdale's reputation as an innovative, ambitious council, the natural beauty of the area and its people. During my local government career, I have successfully juggled being a mother to five children and the demands of senior management and hope that this will provide inspiration to others in the same position. In February 2018 I was delighted to be appointed to the role of Director of Public Services here at Calderdale Council following a robust external recruitment process.

The job is challenging and at the same time very rewarding with a remit that extends beyond our organisational boundaries. Last month I was proud to be named on the Northern Women's Power List of 2019. I am a qualified leadership coach and enjoy working with and developing our next generation of (female) leaders.

### Sarah Richardson



I came to work at Calderdale in June 2004, having worked previously at Bradford Council for 18 years. I started my career with Calderdale as Senior Licensing Officer, tasked with implementing the new Licensing Act.

I have had many opportunities over the subsequent years to gain experience and knowledge of many different areas, managing many high profile corporate projects. I was promoted to Registration and Licensing Services Manager in 2007, taking on responsibility for taxi licensing, local land charges and elections. In 2008 I had an opportunity to act up as Head of Service whilst the Council recruited to a new post of Head of Customer Services. In 2009 I became

Superintendent Registrar and took on responsibility for the Registrars service.

In 2011 I took a secondment as Customer Access Manager, with responsibility for our Corporate Contact Centre, Customer First and Web Team services alongside programme management of the Access to Services Programme. I was appointed to this post permanently in 2014.

In April 2017, I took on additional responsibility for the Revenues and Benefits Service. In August 2017 I was successful in my application to Acting Head of Customer Services. I was appointed to the post of Assistant Director Customer Services in May 2018. I have been supported throughout my career with Calderdale with coaching and mentoring.

### Jackie Addison



I have worked for the Council since November 1984. I have been developed over the years as a leader and now hold the post of Head of Human Resources and Organisational Development. I am also proud to live and serve my local Council and I am extremely proud to be part of an organisation that reflects the diversity of gender at a senior level. I am passionate about ensuring fair and equitable application of policy and procedures. Calderdale is a fantastic employer and is committed to supporting all our staff, including our lower paid workers.

The Council was the first West Yorkshire Council to introduce the Living Wage, which not only helps to reduce poverty and inequality but also supports our priorities and ambition to be the best Borough in the North. Our gender pay gap results have improved from 3.4% to 2.9%. I would like to see the senior leadership team and the wider Council being more reflective of the communities that we serve and I will be looking at ways in which HR are able to influence this over the forthcoming year.

## Gender Pay Gap Reporting

All public sector employers are required to publish a gender pay gap report by 30 March 2019. (The first year of publishing was 2018). This report considers gender pay differences within Calderdale Council. A positive pay gap indicates that men are paid more and a negative pay gap indicates that women are paid more.

### The Difference between the Gender Pay Gap and Equal Pay

Equal Pay deals with the 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 that there may be a number of issues to deal with and the individual calculations may help to identify what those issues are. In some cases, the gender pay gap may include unlawful inequality in pay but this is not necessarily the case.

The National Average for the gender pay gap in the UK (2018) is 18.1%<sup>3</sup>. One of the main reasons for the gender pay gap is that traditionally more men are likely to hold senior positions.

### 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.

<sup>3</sup> Office for National Statistics, Gender pay gap in the UK:2018  
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2018>

## Calderdale Council Gender Pay Gap Analysis

The information included in this report is based on a snapshot date of 31 March 2018. At this date the workforce headcount comprised of 65.91 % female and 34.09% male (31 March 2017 – 66.53% female and 33.47% male) with an overall workforce of 56.93% full time and 43.07% 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 |      |
|-----------------------------------|-------|------|------|------|--------|------|
|                                   | 2018  | 2017 | 2018 | 2017 | 2018   | 2017 |
| <b>Relevant Employees</b>         | 2969  | 3036 | 1013 | 1024 | 1956   | 2012 |
| <b>Full-Pay Relevant Employee</b> | 2886  | 2959 | 1004 | 1018 | 1882   | 1941 |
| <b>Employees on Reduced Pay</b>   | 83    | 77   | 9    | 6    | 74     | 71   |

### Average Weekly Hours Worked

Females work on average 3 hours less (2017 – 2.65 hours) than males per week.

|                                    | Male  |       | Female |       |
|------------------------------------|-------|-------|--------|-------|
|                                    | 2018  | 2017  | 2018   | 2017  |
| <b>Average Weekly Hours Worked</b> | 31.28 | 30.80 | 28.27  | 28.15 |

### Mean Gender Pay Gap – 31 March 2018

The average hourly rate of pay and the percentage difference between men and women.

|                         | Male   |        | Female |        |
|-------------------------|--------|--------|--------|--------|
|                         | 2018   | 2017   | 2018   | 2017   |
| <b>Mean Hourly Rate</b> | £13.29 | £12.92 | £12.91 | £12.48 |

The Mean Gender Pay Gap for 2018 is 2.9% (£0.38) (compared to 3.4% in 2017). This is significantly lower than the national average of 18.1%<sup>4</sup>.

### Median Gender Pay Gap – 31 March 2018

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  |        |
|---------------------------|--------|--------|--------|--------|
|                           | 2018   | 2017   | 2018   | 2017   |
| <b>Median Hourly Rate</b> | £11.74 | £11.07 | £11.74 | £11.63 |

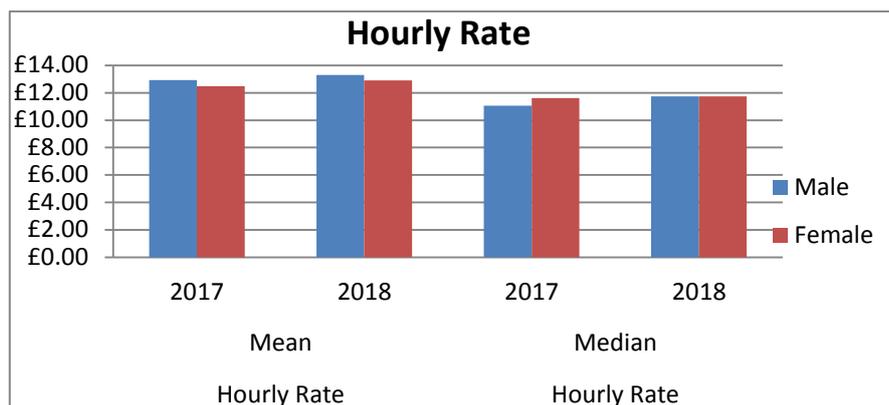
The Median Gender Pay Gap is 0% (2017 figure was -5.1%). This is significantly lower than the national average of 17.9%<sup>5</sup>.

<sup>4</sup> Office for National Statistics, Gender pay gap in the UK:2018

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2018>

<sup>5</sup> Annual Survey of Hours and Earnings

## The Mean and Median Hourly Rates of Pay for Men and Women at Calderdale Council



### Bonuses – 31 March 2018

Bonuses are defined in regulation 4 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 instead 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 2018. 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 figures, in addition to the Long Service Award, we have also included AMEY bonuses and Retention payments (which apply in Children and Young People’s Service only). The Long Service Award has the lowest value of all the bonus payments and more females received it in 2018. This therefore makes a significant difference to the gender pay gap calculations (see Table below).

| Bonus Payments     |           |           |           |
|--------------------|-----------|-----------|-----------|
|                    | Male      | Female    | Total     |
| Long Service Award | 1         | 13        | 14        |
| Retention Payments | 3         | 42        | 45        |
| AMEY Bonus         | 7         | 0         | 7         |
| <b>Total</b>       | <b>11</b> | <b>55</b> | <b>66</b> |

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

|   | 31 March 2018 | (31 March 2018 excluding Long Service Award) | 31 March 2017 |
|---|---------------|--|---------------|
| Mean Bonus Gender Pay Gap                     | 25.18%        | 12.67%                                       | 0%            |
| Median Bonus Gender Pay Gap                   | 33.33%        | -9.24%                                       | 0%            |
| Proportion of Men Receiving a Bonus Payment   | 1.09%         | 0.99%  | 0.98%         |
| Proportion of Women Receiving a Bonus Payment | 2.81%         | 2.14%  | 1.34%         |

### 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 £9.26 and the lower middle quartile starts at £9.26.

| Proportion of Men and Women in each Quartile Pay | Quartile     | Hourly Rate Range 2018 | Male  |       | Female |       |
|--|--------------|------------------------|-------|-------|--------|-------|
|  |              |                        | 2018  | 2017  | 2018   | 2017  |
|  | Lower        | £5.60 - £9.26          | 39.9% | 34.7% | 60.1%  | 65.3% |
|  | Lower Middle | £9.26 - £11.74         | 30.4% | 35.3% | 69.6%  | 64.7% |
|  | Upper Middle | £11.74 - £15.43        | 29.6% | 28.7% | 70.4%  | 71.3% |
|  | Upper        | £15.45 and above       | 39.3% | 38.9% | 60.7%  | 61.1% |

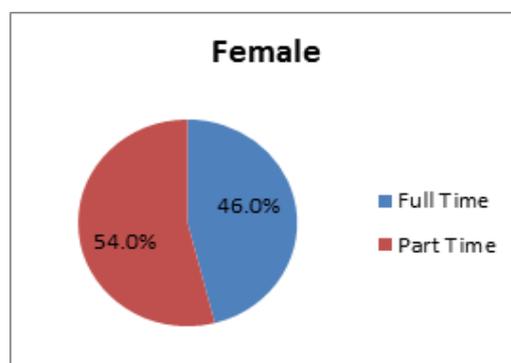
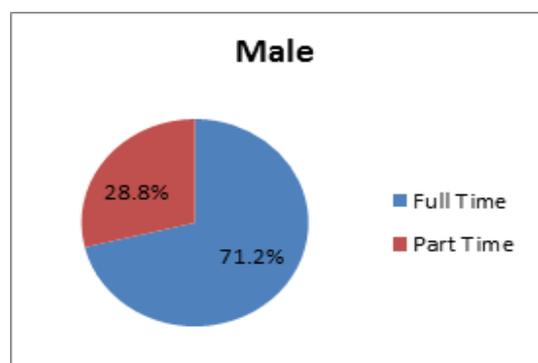
### The Underlying Causes of a Gender Pay Gap

While there is no legal obligation for employers to publish a narrative explaining their gender pay gap figures, 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 that are 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.

|                                  | Male |       |       | Female |       |       | Total |
|----------------------------------|------|-------|-------|--------|-------|-------|-------|
| Full-pay relevant employees 2018 | 1004 | 34.8% |       | 1882   | 65.2% |       | 2886  |
| Full Time 2018                   | 715  | 71.2% | 45.2% | 866    | 46.0% | 54.8% | 1581  |
| Part Time 2018                   | 289  | 28.8% | 22.1% | 1016   | 54.0% | 77.9% | 1305  |



Of the male full pay relevant employees 71.2% work full time and 28.8% part time. Of the female full pay employees 46% work full time and 54% part time.

The mean gender pay gap is greater than the median pay gap. This suggests that although the ranges of pay are spread fairly equally between men and women there is a higher proportion of men that receive the very highest levels of pay (and the upper quartile % supports this). The Council considers itself to be supportive of development opportunities for women and recognises the complex needs of its employees through the practical application of 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 higher of the two bands (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. As a result of the Council's report on the Gender Pay Gap Service initiatives the organisation has been approached to apply to become an Endorsed Employer for Women.

### **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.

### **Analysis and Figures**

The overall gender pay gap is a top level, non-adjusted indicator of male and female earnings. The 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 may include term time only working. Of the full pay relevant employees working term time, females account for 65.4% and males 34.6%. Of the male full pay employees, 4.6% work term time, which is the same as female full pay employees.

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 influence the Council’s gender pay gap data depending on how many women compared to men have taken up the benefit via a salary sacrifice arrangement, by creating 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 the salary sacrifice schemes (currently female 76.4% and male 23.6%). This means that for more women than men, their hourly rate will show as lower than it actually is because the hourly rate that is 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 2018 mean and median gender pay gap figures are as below:

|                           | Male   | Female | Monetary Gap % | Monetary Gap £ |
|---------------------------|--------|--------|----------------|----------------|
| <b>Mean Hourly Rate</b>   | £13.39 | £13.08 | 2.3%           | 0.31           |
| <b>Median Hourly Rate</b> | £11.74 | £11.75 | -0.1%          | -0.01          |

This would therefore reduce the mean gender pay gap to 2.3% and the median gender pay gap to -0.1%.

## Best Borough in the North Comparison Information

The information below provides comparison information<sup>6</sup> based on 2017/2018 Gender Pay Gap Report data. This comparison demonstrates how Calderdale Council is performing favourably based on 2017 figures (published in 2018) and we are hoping to improve on this with our 2018 figures.

### Northern Boroughs - (Best Borough in the North Comparator Group) 2017/2018

| 2017/2018                     | Mean Gender Pay Gap % | Median Gender Pay Gap % |
|-------------------------------|-----------------------|-------------------------|
| Calderdale                    | 3.4                   | -5                      |
| Minimum for Northern Boroughs | -2.1                  | -5.8                    |
| Mean for Northern Boroughs    | 7.8                   | 8.3                     |
| Maximum for Northern Boroughs | 17.5                  | 21.1                    |

| All Northern Boroughs | Mean Gender Pay Gap % | Median Gender Pay Gap % |
|-----------------------|-----------------------|-------------------------|
| Barnsley              | 8.1                   | 12.4                    |
| Bolton                | 6                     | 10.7                    |
| Bury                  | 8.8                   | 7.7                     |
| Calderdale            | 3.4                   | -5                      |
| Doncaster             | 15.7                  | 21.1                    |
| Gateshead             | 8.5                   | 11.5                    |
| Kirklees              | 10.3                  | 16.3                    |
| Knowsley              | 16.1                  | 11.6                    |
| North Tyneside        | 2.6                   | 0.6                     |
| Oldham                | 6.2                   | 8                       |
| Rochdale              | 4.1                   | 1.5                     |
| Rotherham             | 11.5                  | 12.5                    |
| Sefton                | 7.9                   | 11.1                    |
| South Tyneside        | 17.5                  | 20.9                    |
| St. Helens            | 8.7                   | 6.9                     |
| Stockport             | 2.8                   | 1.8                     |
| Tameside              | 3                     | -5.8                    |
| Trafford              | 10.7                  | 17                      |
| Wigan                 | -2.1                  | -0.1                    |
| Wirral                | 5.9                   | 4.8                     |

### Action to Address any Gender Pay Gap

While the overall gender pay gap within Calderdale Council is relatively small and significantly lower than the national figure, work is continuing to ensure effective gender monitoring is in place and in order to address specific areas identified in the Equality Duty Report including taking steps to improve gender diversity and we are committed to the promotion of equality of opportunity and choice for all employees.

Calderdale Council is committed to tackling 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.

<sup>6</sup> LG Inform website 20/2/2019