GENDER PAY GAP RESULTS

From 2017, all organisations with 250 or more employees must publish and report specific figures about their gender pay gap, using six different measures.

All public sector employers are required to publish their gender pay gap information by 30 March every year based on a snapshot date of the previous 31 March.

This report is based on the snapshot date of 31 March 2017 and our results are below.

- A minus percentage figure denotes a pay gap which is in favour of women.
- A positive percentage figure signifies in favour of men’s pay.

<table>
<thead>
<tr>
<th>Measures</th>
<th>South Norfolk Council results:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean gender pay gap:</td>
<td>- 0.3%</td>
</tr>
<tr>
<td>Median gender pay gap:</td>
<td>- 14.8%</td>
</tr>
<tr>
<td>Mean bonus gender pay gap:</td>
<td>- 3.2%</td>
</tr>
<tr>
<td>Median bonus gap</td>
<td>0.0%</td>
</tr>
<tr>
<td>Bonus proportions</td>
<td>6.1% men 6.9% women</td>
</tr>
<tr>
<td>Quartile pay bands</td>
<td></td>
</tr>
<tr>
<td>Upper</td>
<td>57.5% men 42.5% women</td>
</tr>
<tr>
<td>Upper middle</td>
<td>34.9% men 65.1% women</td>
</tr>
<tr>
<td>Lower middle</td>
<td>52.4% men 47.6% women</td>
</tr>
<tr>
<td>Lower</td>
<td>61.4% men 38.6% women</td>
</tr>
</tbody>
</table>

What is a gender pay gap? This is the difference between the average earnings of men and women, expressed relative to men’s earnings. It measures the difference between the average pay of all men and women in a workforce, irrespective of their role or seniority. As this compares all employees, not just those doing the same roles, the pay gap represents whether on average one group occupies higher paying roles than another group.

What it is not - The gender pay gap must not be confused with equal pay, which deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally for doing the same or equivalent work. We use a recognised analytical job evaluation system as the systematic way of determining the value/worth of a job and which forms the basis of our fair pay system.

The UK national gender pay gap is 17.4%¹. This shows that, across UK organisations, pay is typically higher for men.

Workforce summary

Who’s included in the calculations? For the purpose of gender pay reporting, this refers to the extended definition as defined in the Equality Act 2010 and includes:

Source
1. Annual Survey of Hours and Earnings, Office of National Statistics, 2017
employees: those with a contract of employment
- workers with a contract to do work or provide services for the organisation (i.e. ‘casuals’)
- some self-employed people with a contract to personally do work.

The gender pay gap calculations are based on the number of individual employees (headcount) and not on full-time equivalent. The calculations are based on contractual weekly hours and so give a direct comparison between employees’ hourly pay, regardless of whether they work full-time or part-time.

As required, we’ve included any temporary casual workers who worked for us within the reference period up to 31 March 2017. Their hourly rate of pay is aligned to the pay scale for the role they undertake. We employed 52 casual workers during the pay period; all but one of these were employed at our Leisure Centres. Their roles included supervising and assisting at our Kids Camps in the school holidays. We also required temporary workers to assist at our swimming pools and in our fitness centres. Strict operating procedures require us to have a minimum number of staff poolside, and in times of need we have brought in additional temporary cover to ensure our pools can remain open to the public.

The data also includes 4 male self-employed workers who were contracted to personally do work for South Norfolk Council during the relevant pay period.

Based on our relevant headcount as at 31 March 2017:

**TOTAL EMPLOYEES = 506**

- **261 males** (52%)
- **245 females** (48%)

**What is included in pay?**

- The ordinary hourly rate includes basic pay, some allowances and any shift premium pay. Therefore, a man or woman taking parental leave or sick leave on full pay during the pay period would be included.
- However, the report does not include overtime, expenses, or any employees who were receiving reduced pay at the time – e.g. for reasons such as sick leave, maternity leave, adoption leave, shared parental leave or any other form of unpaid/reduced pay.
- There were 8 employees on maternity leave and are excluded from the calculations.

Source
1. Annual Survey of Hours and Earnings, Office of National Statistics, 2017
**Mean gender pay gap**

South Norfolk Council’s gender pay gap is -0.3%. This means that our female employees are earning slightly more on average than our male employees.

<table>
<thead>
<tr>
<th>South Norfolk Council</th>
<th>UK national average¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>(minus) -0.3%</td>
<td>17.4%</td>
</tr>
</tbody>
</table>

South Norfolk Council has an equal number of men and women at executive and senior levels:

Our Chief Executive is female and she has 3 directors reporting to her - two male and one female. We also have 6 senior managers – three males and three females.

**Median pay gap:**

The median is simply the mid-point of the figures. By identifying the pay of the middle earner, the median is the best representation of the ‘typical’ difference as it is unaffected by a small number of high earners.

Our median calculation shows that the mid-point of females’ pay is 14.8% higher than our male earners. This is borne out by the number of women in senior management posts and in our two highest pay quartiles.

We have nearly twice as many women than men in the second highest quartile of ordinary pay, whilst the opposite occurs in the lower quartile; men are the majority here.

The lowest pay quartiles include the operational workers in our depot, e.g. waste collection services. This is a male dominated workforce and we need to establish with our recruitment agencies why no female candidates are coming forward for these posts. Others in this quartile include employees in our Leisure centres where there is a more even gender split.

**Bonus**

South Norfolk Council does not pay bonuses as part of the performance review process. However, we do recognise and reward individuals who have delivered an outstanding piece of work, for instance a specific project, via an ‘exceptional contribution reward’ (ECR).

In the year to 31 March 2017, there were 16 male employees and 17 female employees who received an ECR, average sum of £500. Half of these awards were made to employees in our Leisure centres where one of our centres had undergone a significant improvement programme.

- Our mean bonus gender gap is -3.2%
- Our median bonus gap is 0.0%

**Source**

1. Annual Survey of Hours and Earnings, Office of National Statistics, 2017
The proportion of males and females receiving a bonus (ECR):

Men = 6.1%
Women = 6.9%

**Quartile pay bands**

This data table shows South Norfolk Council’s workforce divided into four equal sized groups based on calculated hourly pay rates, ranging from the upper quartile (higher rates of pay) to the lower quartile.

<table>
<thead>
<tr>
<th>Quartile</th>
<th>F</th>
<th>M</th>
<th>Grand Total</th>
<th>% Female</th>
<th>% Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper</td>
<td>54</td>
<td>73</td>
<td>127</td>
<td>42.5%</td>
<td>57.5%</td>
</tr>
<tr>
<td>Upper middle</td>
<td>82</td>
<td>44</td>
<td>126</td>
<td>65.1%</td>
<td>34.9%</td>
</tr>
<tr>
<td>Lower middle</td>
<td>60</td>
<td>66</td>
<td>126</td>
<td>47.6%</td>
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<td>245</td>
<td>261</td>
<td>506</td>
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</tr>
</tbody>
</table>

**Summary:**

South Norfolk Council is committed to promoting diversity and gender equality and we are pleased that our gender pay gap of -0.3% is significantly lower than the national UK average. It has been influenced by equal treatment in our processes and practices in:

- recruitment
- career progression
- fair and consistent approach to pay and grading through our job evaluation process
- performance management
- learning and development
- family friendly policies, such as the use of flexi time
- flexible working, maternity, paternity and parental leave policies
- inclusive leadership and culture

However, while we have near parity in the gender pay gap, we recognise there is still work to be done. Our aim is to achieve a greater diversity across all levels in the Council and close the gaps seen in the quartile split.

**Actions:** we see these as key areas to improve our diversity across all levels whilst continuing to maintain a minimal gender pay gap:

- Recruitment: continue to monitor and address any unconscious bias; no single gender recruitment panels wherever possible; increase the number of both men and women in

**Source**

1. Annual Survey of Hours and Earnings, Office of National Statistics, 2017
under-represented sections of the business; challenge our recruiting agencies and managers to increase the balance of applicants where one gender is under-represented, i.e. we currently have no female employees in our depot refuse/recycling posts.

➤ Performance reviews: monitor and analyse data by gender to address any unconscious bias.

➤ Exceptional contribution rewards: analyse the data against where previous recipients sit in the pay quartiles. We will assess whether there have been fewer opportunities for individuals in the lower pay quartiles to achieve an award and if so, develop an action plan to address this.

➤ Development opportunities: analyse data by gender – participants in learning and development activities, career progression and promotions.