# Gender Pay Gap Report 2022 

## City of Wolverhampton Council

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## Introduction

Following the introduction of the statutory requirement in 2017, all employers with 250 or more employees are required to publish various figures to demonstrate how large their gender pay gap is between their male and female employees.

## What gender pay gap reporting involves:

All public sector employers are required under the Equality Act 2010 (Specific Duties and Public Authorities) regulations 2017 to provide data on the following 6 calculations:

- The mean gender pay gap
- The median gender pay gap
- The mean bonus gender pay gap*
- The median bonus gender pay gap*
- The proportion of males and females receiving a bonus payment*
- The proportion of males and females in each quartile band
*This is not applicable to City of Wolverhampton as there is no bonus scheme in place.
For the purposes of our analysis our data consists of all City of Wolverhampton Council employees but excludes employees from maintained schools. Our data is correct as of the snapshot date of 31 March 2022.


## Gender pay gap versus Equal pay- What is the difference?

It is important to note that whilst both gender pay and equal pay deal with the disparity of pay women receive in the workplace the two are different:

- Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010. It is unlawful to pay employees unequally based on their gender.
- The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.


## Gender Pay Gap at City of Wolverhampton Council

City of Wolverhampton Council's workforce covers a diverse range of service areas rather than a single sector. Grades for each role vary based on level of responsibility and there is a wide range of salary scales to reflect this. The full pay relevant workforce was comprised of $67.86 \%$ female and $32.14 \%$ male employees on the snapshot date of 31 March 2022. This is a slight change from the previous year whereby the workforce was made up of $68.97 \%$ female employees and $31.03 \%$ male employees.

The Gender Pay Gap at the City of Wolverhampton Council for 2022 was as follows:

| Narrative | Male and Female | Male | Female | Gender Pay Gap |
| :--- | ---: | ---: | ---: | ---: |
| Mean Hourly Rate | 16.29 | 16.75 | 16.08 | $4.00 \%$ |
| Median Hourly Rate | 14.26 | 14.43 | 14.26 | $1.18 \%$ |

Table. 1 The mean and median hourly rate for male and female employees and gender pay gap
There has been a reduction of $0.04 \%$ in the Mean Gender Pay Gap since the 2021 report, however the Median Gender Pay Gap has increased by 0.54 percentage points from $0.64 \%$ in the previous year.

|  | 2021 | 2022 | Change | Difference |
| :--- | :---: | :---: | :---: | :---: |
| Mean Gender Pay Gap | $4.04 \%$ | $4.00 \%$ | $\downarrow$ | $-0.04 \%$ |
| Median Gender Pay Gap | $0.64 \%$ | $1.18 \%$ | $\uparrow$ | $+0.54 \%$ |

Table. 2 The mean and median gender pay gap for the current and previous reporting years
This suggests that whilst the average hourly pay for male and female employees is now slightly closer than it had been in the previous year, the difference between the distribution of employees along the pay scale by gender has increased slightly.

## Mean gender pay gap

### 4.00\%

The mean gender pay gap shows the difference between the average pay of female employees compared to male employees. The difference between the two average hourly pay amounts is calculated as a percentage of the male average. Where the pay gap is a negative (-) figure, this indicates that the male average pay is less than the female average pay. Where the pay gap is a positive figure, this indicates the female average pay is lower than the male average pay.

The City of Wolverhampton Council's mean pay gap shows that male employees were paid on average 4\% more than female employees per hour, this difference has decreased slightly from the 2021 figure which was $4.04 \%$. In monetary values this equates to male employees being paid on average $£ 16.75$ per hour compared to female employees being paid $£ 16.08$ per hour ( 67 pence difference per hour).

## Female employees earn on average 96 p per hour for every $£ 1$ per hour earned by a male employee

The national mean gender pay gap among all employees in March 2021 was reported as $14.9 \%$, which was down from $15.5 \%$ in 2020 and $17.4 \%$ in 2019 (figures obtained from the Office for National Statistics (ONS) - Gender Pay Gap published in November 2021).

## Median gender pay gap

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1.18%
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To calculate the median gender pay gap, all pay amounts for each gender are arranged from the lowest pay point to the highest, and then the 'middle' hourly rate is identified. The median gender pay gap between the two is then displayed as a percentage of the median male hourly rate.

The City of Wolverhampton Council's median gender pay gap on 31 March 2022 was $1.18 \%$, which was an increase of 0.54 percentage points since the previous year ( $0.64 \%$ ). The median overall hourly rate for male and female employees combined was $£ 14.26$.

The median pay for female employees was $£ 14.26$ per hour, which is 17 p per hour less than the median hourly pay for male employees of $£ 14.43$.

## Bonus payments

As mentioned previously, the City of Wolverhampton Council does not have a bonus scheme nor performance related pay and therefore there is no data to report on the following:

- The mean bonus gender pay gap
- The median bonus gender pay gap
- The proportion of males and females receiving a bonus payment


## Quartile Pay Bands

It is important to understand that where there is a negative (-) figure in the data below, this will indicate that women are paid more than men for that group. A positive figure indicates that men are paid more than women.

City of Wolverhampton Council is required to report on the proportion of men and women in each quartile in our pay structure. The national reportable quartiles are lower, lower middle, upper middle and upper quartile pay bands.

The quartile data below shows the workforce divided into four equal sized groups based on calculated hourly pay rates, whereby each quartile is made up of $25 \%$ of the workforce. The lowest paid $25 \%$ of employees are the lower quartile and the highest paid $25 \%$ are the upper quartile.

| $\begin{aligned} & 2415 \\ & 67.86 \% \end{aligned}$ |  |  |  | $\begin{aligned} & 1144 \\ & 32.1 \end{aligned}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Total Workforce $3,559$ | Female employees 2415 (68\%) | Male employees 1144 (32\%) | Pay gap | Minimum Grade within quartile | Maximum Grade within quartile |
| Lower Quartile | 72.78\% | 27.22\% | 2.23\% | Apprenticeship Rate | Within GR04 |
| Lower Middle Quartile | 66.85\% | 33.15\% | -1.97\% | Within GR04 | Within GR05 |
| Upper Middle Quartile | 64.61\% | 35.39\% | 2.14\% | Within GR05 | Within GR07 |
| Upper Quartile | 67.19\% | 32.81\% | 3.07\% | Within GR07 | Within GR17 |

Table. 3 The proportion of male and female employees in each pay quartile

There has been some change in the ratio of male to female employees within each of the reported pay quartiles, some of which may have had an impact on the increase in the median gender pay gap. Compared to 2021, there are more male employees in the lower quartile, as well as the upper middle and upper quartiles. The only pay quartile which has seen a decrease in the proportion of employees who are male is the lower middle quartile, which also happens to be the only group where female employees earn more than male employees.

| Quartile | Female <br> employees <br> 2022 | Male employees <br> 2022 | Female <br> employees 2021 | Male <br> 2021 | employees |
| :--- | ---: | ---: | :--- | :--- | :--- |
| Lower Quartile | $62.78 \%$ | $27.22 \%$ | $75.3 \%$ | $24.7 \%$ |  |
| Lower Middle <br> Quartile | $66.85 \%$ | $33.15 \%$ | $65.7 \%$ | $34.3 \%$ |  |
| Upper Middle <br> Quartile | $64.61 \%$ | $35.39 \%$ | $66.4 \%$ | $33.6 \%$ |  |
| Upper Quartile | $67.19 \%$ | $32.81 \%$ | $68.5 \%$ | $31.5 \%$ |  |

Table. 4 The proportion of male and female employees in each pay quartile for the current and previous reporting years

The pay gap in the lower quartile has decreased from $2.63 \%$ in 2021 to $2.23 \%$ in 2022 with men being paid an average $£ 10.31$ and women in this quartile being paid an average of $£ 10.08$ per hour. This quartile covers apprenticeship pay grades and grades GR01 to GR04.

The pay gap in the lower middle quartile has changed from -1.77\% in 2021 to -1.97\% in 2022 with women being paid an average $£ 12.96$ compared to $£ 12.71$ for men. This is the only quartile where women earn more than men and represents pay within grade 4 and 5.

The pay gap in the upper middle quartile increased from $2.08 \%$ in 2021 to $2.14 \%$ in 2022, with the average pay for female employees in this quartile being $£ 16.50$ per hour, which is 36 p per hour less than the average pay for male employees at $£ 16.86$.

The upper quartile pay gap decreased slightly from $3.29 \%$ in 2021 to $3.07 \%$ in 2022. Whilst smaller than in the previous year, this is still the pay quartile with the highest gender pay gap equating to 80p per hour.


Fig. 1 The mean and median hourly rate for male and female employees within each pay quartile

## Percentage within Quartiles



Fig. 2 The number and proportion of male and female employees within each pay quartile
The highest percentage of female workers sit within the lower quartile, this is a consistent trend across the public sector where these roles predominantly include catering, cleaning and administration.

## Full Time vs Part Time Gender Pay Gap

In addition to the requirements to report on the mean and median gender pay gap, further analysis has been provided on the impact of working hours on the pay gap for individuals who work full time or part time.

Of a total of 3559 employees, there were 2282 full-time employees, and 1277 parttime employees. Whilst female employees make up a larger proportion of the workforce as a whole, and of both full-time and part-time workers, the difference in the male: female ratio is much more significant for part-time employees, as evidenced in the table below:

|  | Female | Female\% | Male | Male\% | Difference | Percentage <br> difference |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| Part- <br> Time | 1067 | $83.6 \%$ | 210 | $16.4 \%$ | 857 | $67.2 \%$ |
| Full- <br> Time | 1348 | $59.1 \%$ | 934 | $40.9 \%$ | 414 | $18.2 \%$ |

Table. 5 The number and percentage of male and female employees with part time and full time contracts

Full-Time analysis


Fig. 3 The number and percentage of male and female full-time employees overall and within each pay quartile. The mean and median hourly rate of male and female full time employees

For full-time employees, women are paid an average hourly rate of $£ 18.21$, whilst men are paid an average of $£ 17.55$. This is a difference of $£ 0.66$, slightly lower than the difference in the previous year of $£ 0.70$. Female employees working full-time earn more than their male colleagues and for only full-time employees there is a mean gender pay gap of $-3.76 \%$.

The median hourly earnings of full-time, female employees is $£ 17.00$, which is 94 p per hour higher than the median male full-time hourly rate of $£ 16.06$. In 2021 the difference was 91 p per hour, with female full-time employees earning a higher median hourly rate than male full-time employees. For full-time employees the median gender pay gap is $-5.85 \%$. Although the value in pence per hour has increased this is a smaller percentage gap than in the previous year of $-5.93 \%$ and may have reduced the overall impact of full-time employees' negative pay gap on the overall pay gap (in favour of male employees) by increasing this slightly.

Some explanation for this can be identified in the quartile pay for full-time employees, which highlights that whilst full-time female employees make up the majority of employees in all quartiles, this is most pronounced in the upper quartile where female full-time employees make up $64.12 \%$ of this group.


Fig. 4 The number and percentage of male and female part-time employees overall and within each pay quartile. The mean and median hourly rate of male and female part-time employees

The gender pay gap for part-time employees is noticeably smaller than the gap between full-time employees. Proportionately, female employees make up more of the part-time workforce at $85.6 \%$ (an increase from the previous year of $85.3 \%$ ), than of the workforce as a whole (67.9\%), or of full-time employees (59.1\%).

With an average hourly rate of $£ 13.38$, compared to $£ 13.20$ for male part-time employees, female part-time employees earn around 18 p per hour more than male part-time employees, with a negative mean gender pay gap for this group of $-1.36 \%$. In monetary terms, the difference in pay for this group has doubled from the previous year where female part-time employees earned 9 p per hour more than male parttime employees, with a negative gender pay gap in 2021 of $-0.68 \%$. This increase in the negative gap for part-time employees is likely to have contributed to the overall decrease in the mean gender pay gap.

The median pay for female employees in this group is $£ 11.40$ per hour, which is 56 p more than male employees in this group ( $£ 10.84$ ), giving a median gender pay gap for part-time employees of $-5.17 \%$ in 2022. This negative pay gap has increased from the previous year due to both an increase in the female median pay and a decrease in the male median pay. In 2021 female employees earned 31p more than male employees in this group giving a median gender pay gap for part-time employees of $-2.83 \%$. This comparable increase in pay of part-time female employees is not significant enough to have negated the overall median pay gap which has increased in favour of male employees, this is because the number of
male employees in this group (part-time workers) is such a small proportion of the workforce overall that any change in pay for this group would not be enough to impact on the pay gap overall.

The highest number of part-time female employees are in the lowest pay quartile ( 519 / $48.6 \%$ of all part-time, female employees and a higher proportion than in 2021 when $48 \%$ of part-time female employees were in the lowest pay bracket). The lowest number of female, part-time employees are in the highest pay quartile (119 / $11.2 \%$, which is a lower proportion of female employees than in 2021 when $12.4 \%$ of this group were in the highest pay quartile). This could also provide some explanation for the increase in the median pay gap in 2022, as female employees make up such a high proportion of part-time workers (83.6\%), the change in distribution of this group towards the lower end of the pay scale is likely to have impacted the overall median pay. In comparison to male employees, female parttime employees make up the largest proportion in the lower middle pay quartile at 87.9\%.

## Gender Pay Gap Full-time vs Part-time

Whilst the overall gender pay gap for all employees continues to show that male employees earn on average more than female employees, this is reversed when analyzing the pay of either full-time employees only, or part-time employees only.

| Narrative | Male and Female | Male | Female | Gender Pay Gap |
| :---: | :---: | :---: | :---: | :---: |
| Median Hourly Rate (part time) | 11.25 | 10.84 | 11.40 | -5.17\% |
| Median Hourly Rate (full time) | 16.40 | 16.06 | 17.00 | -5.85\% |
| Mean Hourly Rate (part time) | 13.35 | 13.20 | 13.38 | -1.36\% |
| Mean Hourly Rate (full time) | 17.94 | 17.55 | 18.21 | -3.76\% |

Table. 6 The mean and median hourly rate for male and female full-time and part-time employees and gender pay gap

This suggests that the high proportion of female employees in the part-time workforce may be one explanation for the persistent pay gap. Employees in the part-time workforce are more likely to be in the lowest pay quartile based on hourly rate, regardless of gender. However, female employees make up $80.7 \%$ of this lowest quartile group in part-time positions, and $83.56 \%$ of the part-time workforce overall.

## Gender Pay Gap by Directorate

The Directorate with the highest mean gender pay gap is City Assets, with a mean gender pay gap of $33.29 \%$ in 2021 and $35.15 \%$ in 2022, increasing by 1.86 percentage points across the year. This directorate contains the catering and cleaning services areas, and some of the lowest paid roles in the organisation at pay grades GR02 and GR03, which are often part-time as presented earlier in this report.

Combined, the Catering and Cleaning Service comprises of $92.6 \%$ female workforce. The Facilities Management and Projects and Works services conversely are made up of an $83.6 \%$ male workforce, and include pay grades from GR03 and above where most employees are paid at pay grades GR06 and above.

There has been a big change in the gender pay gap in Children's services in the most recent year, from a mean pay gap of $4.46 \%$ in 2021 to a negative pay gap of $2.82 \%$ in 2022. This seems to have been driven mostly by a decrease in the average hourly rate of male employees in the service, and a slight change in the fullpay relevant workforce, which has decreased by 37 female employees, and includes an additional 4 male employees. In 2021 there were 11 male employees in the lower middle pay quartile and none in the lowest pay quartile, in 2022 there were 16 male employees across the lowest two pay quartiles.

Education and Skills has also moved from a mean pay gap to a negative mean pay gap in the last year, with a pay gap in 2021 of $4.07 \%$ and a negative mean pay gap in 2022 of $-1.60 \%$. In this directorate there has also been an increase in the proportion of male employees from the previous year, from $20.8 \%$ of the workforce to $23.7 \%$. The number of male employees in the lowest two pay quartiles has increased from 8 to 12 with no change in the numbers of male employees in the highest two pay quartiles where the upper middle quartile has increased by one male employee and the upper quartile has decreased by one male employee. The median pay gap in this area has remained at $0 \%$.

The median pay gap has increased overall and in 9 of 13 directorates. The larger increases in the median pay gap occur in areas such as City Housing and Environment and Adult services where the proportion of female employees in the upper two pay quartiles has decreased.

## Our Gender Pay Gap Journey

When reviewing our data from 2015, it can be noted that the mean pay gap has decreased significantly. There is still more to do in terms of identifying the gap and ensuring we continue to minimise the gender pay gap. However, the changes implemented have shown positive results so far.


Fig. 5 The change in the mean gender pay gap from 2015 to the current reporting year
The median gender pay gap has taken a different pattern in recent years, with a reduction overall from 2015 but some slight increases and fluctuations from 2018 onwards. In 2022 the Median pay gap is higher than in the previous 2 years but still remains lower than in 2017 and recorded years prior to this, with an overall decrease from 2015 of 5.09 percentage points.


Fig. 6 The changed in the median gender pay gap from 2015 to the current reporting year

Below is a comparison of the City of Wolverhampton Council gender pay gap for 2022 to the gender pay gap of similarly sized local authorities in the region for 2021. The pay gap for 2021 has been used for other local authorities as the pay gap for 2022 has not yet been published and so is not available for comparison.

|  | Mean | Wolverhampton comparison |
| :--- | ---: | ---: |
| Coventry (2021) | $1.40 \%$ | -2.6 |
| Sandwell (2021) | $3.40 \%$ | -0.6 |
| Walsall (2021) | $4.40 \%$ | +0.4 |
| Solihull (2021) | $14.10 \%$ | +10.10 |
| Birmingham (2021) | $3.90 \%$ | -0.10 |
| Dudley (2021) | $10.00 \%$ | +6.00 |
| Wolverhampton | $4.00 \%$ |  |

Table. 7 The mean pay gap reported by regional local authorities in the previous reporting year compared to the mean pay gap at City of Wolverhampton Council for the current reporting year

|  | Median | Wolverhampton comparison |
| :--- | ---: | ---: |
| Coventry (2021) | $-2.20 \%$ | -3.38 |
| Sandwell (2021) | $10.40 \%$ | +9.22 |
| Walsall (2021) | $0.00 \%$ | -1.18 |
| Solihull (2021) | $21.30 \%$ | +20.12 |
| Birmingham (2021) | $4.70 \%$ | +3.52 |
| Dudley (2021) | $20.00 \%$ | +18.82 |
| Wolverhampton | $1.18 \%$ |  |

Table. 8 The median pay gap reported by regional local authorities in the previous reporting year compared to the median pay gap at City of Wolverhampton Council for the current reporting year

The City of Wolverhampton Council will continue to review and monitor its performance to ensure we can minimise the gender pay gap. However, in comparison to other local authorities within the region our data for 2022 shows that our median gap is often smaller.

## Factors influencing the gender pay gap

There are several factors that can have an impact on the gender pay gap, some of which can be addressed through the actions of the organisation, however there are others for which any internal changes are likely to require long-term implementation before any impact on the pay gap is seen.

The mean gender pay gap at the City of Wolverhampton Council has consistently decreased since the start of reporting in 2015, with a similar pattern shown in the median pay gap until the fluctuations seen in the most recent years, following the achievement of a 0\% median pay gap. Whilst fluctuations in the pay gap year on year are likely, the proportion of employees by gender in each pay quartile will be monitored closely to identify contributing factors should this become a trend.

The persistent mean pay gap of $4.00 \%$ illustrates a slowing of the rate in which the mean pay gap is decreasing year on year. This was expected as the policy changes over recent years which have contributed to decreasing the gap have been shown to have had an impact and the remaining gap is likely due to those factors which are more difficult to control. These include:

- New starters, their gender and pay
- Promotions of existing employees and their gender, in addition to the timing of incremental pay increases
- Leavers during the year being reported
- Variations in the profile of employees excluded from the pay gap analysis due to various types of leave during the year
- Transfers of employees to external organisations (i.e. TUPE transfers) and role / pay evaluations relating to positions held by multiple employees
- National and historical patterns relating to particular job types whereby postholders and applicants are likely to be mostly of the same gender
- External influences on career choices and opportunities prior to seeking employment at the organisation
- National recruitment and retention issues
- The trend of positions with lower hourly rates being more likely to have parttime contracts attached, combined with the national and historical trend of parttime roles being more likely to be held by female employees.


## Action taken by City of Wolverhampton Council

## Job Evaluation

We continue to use the job evaluation panels for any changes in job descriptions to maintain the integrity of our single status model which was implemented to remove pay differentials for men and women doing comparable work. Our pay grades consist of a number of increments which employees will progress through annually until they reach the top of their grade.

## Diverse Panels

All recruitment panels must be ethnicity and gender diverse (as a minimum) and all panel members are trained in unconscious bias supplemented with 'no offence' training. The Recruitment and Selection diverse panel process was recently reviewed and recommendations for improvement made, including raising the profile of the diverse panel member pool, updates to the recruitment and selection training provided to managers and the introduction of bespoke training for diverse panel members. These actions are being progressed.

Discipline, Grievance and Management of Attendance panels require diverse panels to be inclusive of gender and ethnicity ensuring decision panels are representative of as many protected characteristics as possible, reducing unconscious bias and supporting employees to feel represented during key employment decisions.

## Recruitment and Information for job applicants

Having reviewed the snapshot data over the years, we implemented anonymised application forms in 2018 with the potential of reducing gender bias.

Launch of external 'career' microsite (WVJobs) that informs potential candidates of the opportunities within the council. The WVJobs microsite includes information on benefits of working for the council, careers available, core HR policies for transparency, information about each of the staff equality forums and case studies from our diverse employees. The content of the information available helps to promote our core values and strengthens the equalities objectives of the council.

Senior management roles are being advertised more widely and in collaboration with local community organisations to attract a wide variety of applicants for vacancies.

## Leadership

We continue to have a strong commitment from the Strategic Executive Board (SEB) and senior managers who embed strategic leadership and accountability across the organisation.

## Staff Equality Forums

Four staff equality forums continue to meet monthly. The forums consist of: Gender, Maternity and Paternity; Race, Religion and Belief; Disability and Age and Rainbow. SEB members continue to attend as lead allies and also attend other forums to gain wider perspectives from members. Chairs and Vice Chairs of staff equality forums meet with external stakeholders on a quarterly basis to discuss issues that have been raised through the forums at a Corporate Equalities Steering Group meeting. Chairs and Vice Chairs also attend SEB meetings and are actively encouraged to challenge decisions and offer a broad range of perspectives which demonstrates our commitment to diversity and inclusion.

## Gender Equality Action Plan

The Equality, Diversity and Inclusion (EDI) team have implemented a Gender Equality Action Plan which include lead themes such as women's safety, policies and practices, education and culture and engagement. This will help support and further cultivate an organisation where policies and practices promote access to rewards, resources, opportunities and support regardless of gender. The EDI team organised an event called 'Women at the Top' (in 2022) which showcased senior members of staff and their career development pathway. The event was focused on recognising and celebrating the social, economic and cultural achievements of women in our workforce.

## Safe Space

Continuation of the provision of Safe Space for employees to raise any issues anonymously to 'SeeHearSpeakUp' - an external organisation, which should reduce
any fears associated with raising concerns. The service will be promoted further at regular intervals using internal communication channels.

## Training provision

The Council's training courses include 'No Offence - Gender and Maternity' and 'No Offence - Age and Menopause' which have been completed by 3187 and 3246 employees respectively.

## Our People Strategy/HR Policy and procedure

The Our People Board continues to monitor the progress of the 'Our People Strategy' which includes themes such as attracting the right talent, supporting and enhancing employee wellbeing, the development of skills and knowledge and the creation of opportunities for growth and progression.

Bereavement leave has been introduced so time off for dependents now provides 5 days dedicated leave which could indirectly affect women because generally women tend to be carers. According to a report by the Government Equalities Office (2019) on 'Women's Progression in the Workplace' the majority of unpaid caring responsibilities fall on women.

## Menopause Workplace Pledge

To support our employees, the council has signed up to the Menopause Workplace Pledge. This means we have committed to the following:

- Recognising that menopause can be an issue in the workplace and women need our support
- Talking openly, positively and respectfully about the menopause
- Actively supporting and informing our employees affected by the menopause

Human Resources, Organisational Development, Public Health and the Equality, Diversity and Inclusion team are working collaboratively to support the pledge. This includes a review of the current Menopause in the Workplace Guidance and promotion/re-launch of menopause information that managers can use to support their employees.

## Mental Health Survey

Human Resources and Organisational Development launched a Mental Health Survey to the organisation. It focused on support mechanisms and their effectiveness. It also included questions on improvements needed to the mental health support offer that CWC currently provide.

The survey closed at the end of December. 507 responses were received and the qualitative results are being analysed.

The safety of employees at work and on journeys to and from work is a key priority the organisation. A healthy work life balance is encouraged however it is acknowledged that late meetings cannot be avoided. Therefore, a chaperone security service has been launched to support staff leaving buildings after 8 pm .

## Womens Health Survey

The organisation has a commitment to ensure women feel listened to at work. A women's health survey went live in January with the aim of gathering data on issues affecting women, on binary, trans-men or intersex at work and any additional support required. Two surveys were launched to gain perspectives of both employees and managers.

