

## Gender pay gap 2017

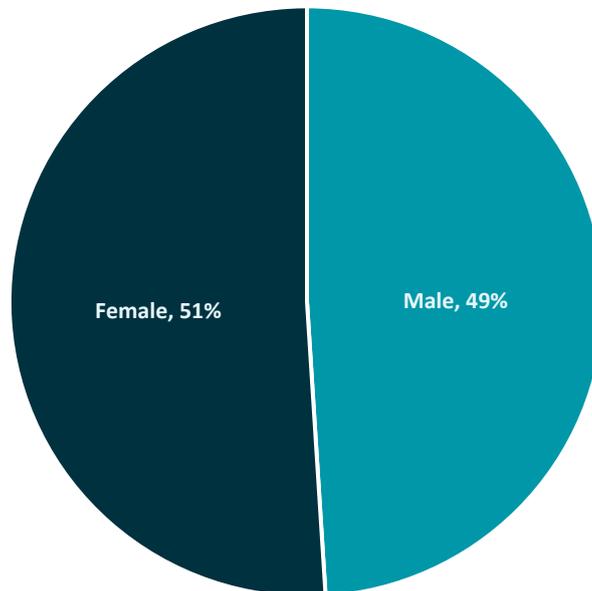
Gender Pay Gap legislation was introduced in 2017 requiring all employers of 250 or more employees to publish their gender pay gap for workers in scope on 31 March 2017 and each year thereafter.

This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation.

The West Yorkshire Combined Authority's pay systems use the Hay job evaluation system to support the fair treatment and reward of all staff irrespective of gender. We value diversity and inclusion, and are working to ensure that each and every member of our organisation has opportunities to fulfil their potential.

### Gender make-up of our organisation

The female/ male split of our organisation is:



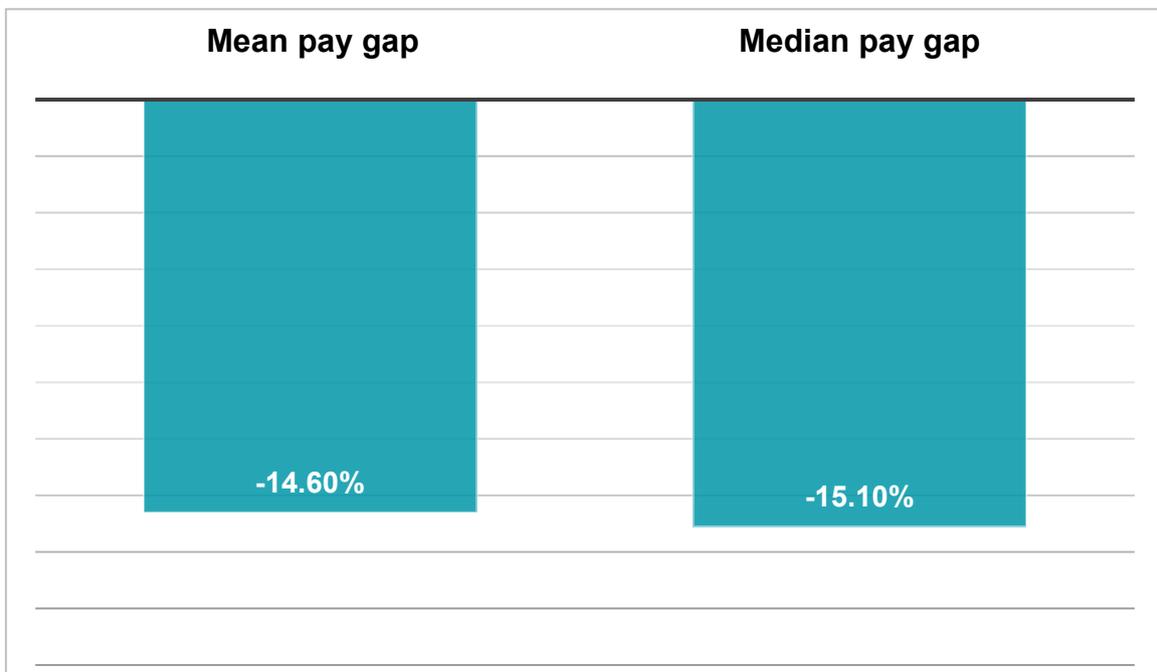
The gender split of our organisation is well balanced and gives an indication of our commitment to equality and diversity. We are keen to maintain a healthy gender balance and this remains high on our equality agenda.

## Our pay gap

We have calculated our mean pay gap. This calculation compares the average pay of female employees against the average pay of male employees and calculates the percentage difference.

We have also calculated our median pay gap. This calculation looks at the mid earning point of female employees and compares this to the mid earning point of male employees and calculates the percentage difference.

These figures are for the whole of our organisation.



This mean figure shows that when looking at our organisation as a whole, our female employees earn on average 14.6% less than our male employees.

This median figure shows that when looking at our organisation as a whole, the middle point for our female employees is 15.1% lower than that of our male employees.

Our mean pay for female employees is 14.6% lower than for male employees. The gap between median salaries for female and male workers is broadly similar at 15.1%.

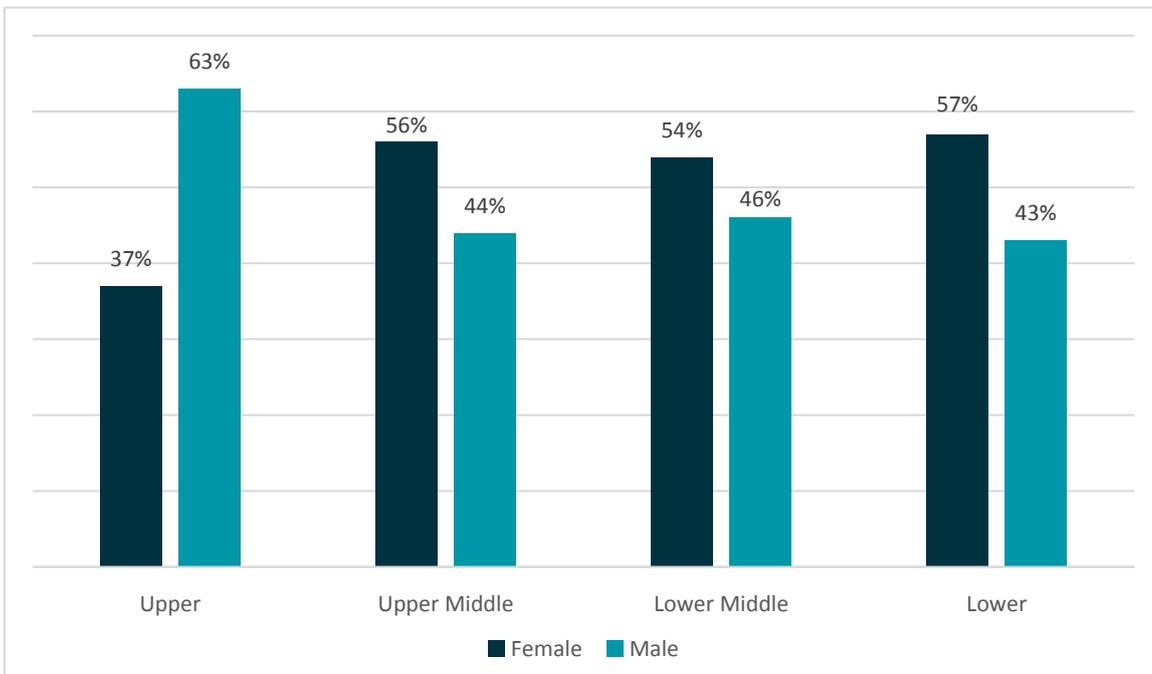
As an employer committed to inclusion and equality for all of our employees, we do not see any gap as acceptable – especially as the gender make up of our organisation is balanced.

We have already taken measures to improve our organisation’s gender balance and will be taking further actions over the coming year and beyond to narrow our gender pay gap as far as possible. These actions are set out below.

A key factor for our female employees earning lower pay than our male employees is that we have more female employees working at a junior level in comparison to our male employees.

Over the coming year, we will review our recruitment, our progress and our training for female candidates and staff, and will launch a campaign focusing on women in leadership, to ensure that more women are able to progress into leadership roles within our organisation.

### Percentage in pay quartiles by gender

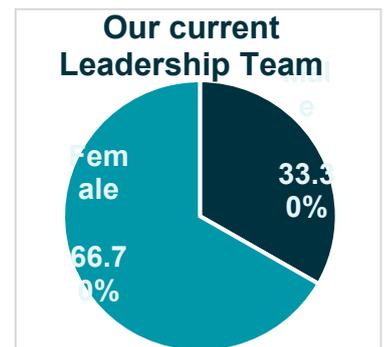


Within our organisation, the average pay for female employees is higher in every pay quartile except the upper quartile.

Since 51% of the Combined Authority’s employees are women, this further underlines the fact that the majority of our female employees were concentrated in more junior grades in March 2017.

As an organisation, we have a real opportunity to be seen as a standard bearer for gender equality. Our senior leadership team is now two thirds female and we have more female heads of service now that at any point in our recent, or longer term history as a transport authority. Meanwhile our current political Chair is the only female head of a combined authority in the UK.

We intend to take full advantage of this opportunity by putting in place measures that encourage and enable women to progress into



leadership roles, and ensure our organisation is seen by talented female workers as an employer of choice.

## **What we are doing to close our gender pay gap**

- Part time working/ job share is encouraged at all levels in organisation. Over a quarter of our workforce works part time
- Flexi time and flexible working is fully supported with 84% of flexible working requests received in 2017 being approved
- Celebrating diversity is part of our new values and behaviours that were launched in 2017
- Creating a wider campaign focusing on women in leadership roles to look at ways of attracting women of talent to work for the Combined Authority and inspire our existing women leaders to encourage and motivate our junior graded women to aspire to be great leaders in more senior roles
- We have recently commenced developing a “Women In Leadership” training programme to encourage internal promotion of our female employees
- Increase the number of staff on apprentice schemes under 25yrs of age to balance our age profile. We expect this to be gender balanced

## **We have further plans to reduce our pay gap:**

- Our flexible working project aims to provide the working environment and supporting technology to enable employees to work collaboratively with each other and with our partners, in smarter and more flexible ways
- Redesign and review current equality and diversity strategy to support our ambition to celebrate diversity in our workforce
- Relaunch our approach to equality via a new diversity and inclusion policy in April 2018
- Explore the value of launching a women’s returner programme which specifically targets women who have been out of employment