

Equal Pay Audit



Equal Pay Audit – September 2016

Contents

Equal Pay Audit – September 2016.....	2
Introduction	3
Background	3
What is an Equal Pay Audit?	3
Methodology.....	4
Gender Pay Gap Analysis	4
Full and Part time Staff	7
Disability Analysis	9
Ethnicity Analysis.....	11
Highly Populated Roles.....	12
Teachers Pay Scales.....	13
Craft and Associated Workers (Red Book).....	13
Findings	14
Recommendations	14

Introduction

Flintshire County Council supports the principle of equal pay for equal work of equal value and recognises that there should be a pay and grading structure which is free from bias and based on objective criteria. The Councils Terms and Conditions for staff were harmonised under the Single Status Agreement of 1997, which was implemented in April 2014, following the undertaking of a full job evaluation exercise within the council. Job evaluation is a systematic way of determining the value/worth of a job compared to other jobs within an organisation. All (green book) jobs were evaluated using the GLPC (Greater London Provincial Committee) Job Evaluation Scheme.

Background

The Equality Act gives a right to equal pay for equal work. Employers are responsible for providing equal pay and for ensuring that the pay systems are transparent. The Equality and Human Rights commission code of practice recommends equal pay reviews as the most appropriate method of ensuring that a pay system delivers equal pay free from discrimination.

This is the first equal pay audit that has been carried out by Flintshire County council since the implementation of the Single Status Agreement in 2014.

What is an Equal Pay Audit?

An Equal Pay Audit involves the comparison of the pay of men and women doing equal work, investigating the causes of any pay gaps by gender, ethnicity, disability or working pattern and planning to close any gaps that cannot be justified on grounds other than one of those characteristics.

There are a number of benefits of conducting an Equal Pay Audit:

- Identifying, explaining and, where justifiable eliminating pay inequalities
- Supporting rational, fair and transparent pay arrangements
- Demonstrating to employees a commitment to equality
- Demonstrating the Councils values to external stakeholders
- Helping to meet the public sector equality duty.

The gender pay gap refers to the difference between men's pay and women's pay as a percentage of men's pay. If the gender pay gap is 15% then women, on average, earn 15% less than men.

Gender pay gaps can be either positive or negative, with a negative gender pay gap indicating that women earn, on average more than men. Gender pay gaps are an important element in analysing and monitoring progress on equal pay both nationally and within organisations.

The current gender pay gap in the UK, based on median hourly earnings excluding overtime for full time workers is 12.2% (or 16.4% based on the mean).

Methodology

The Equality and Human Rights Commission guidelines for undertaking Equal Pay Audits has been followed and the data has been analysed using the definitions and methodologies advocated in national guidelines. In line with their recommendations pay gaps of 5% or more are being interpreted as 'significant' with a gap of 3% or more warranting further investigation.

The data was extracted from the Councils HR system "iTrent" on 1st January 2016. Relief and temporary workers were not included in the data extract.

Analysis of this data has been undertaken to consider the following:

- Workforce composition including male, female, BME(black minority ethnic) and disability
- Average male/female pay gap across pay grades
- Distribution of males/females across pay grades
- Distribution of full and part timers across pay grades
- Gender profile of full and part timers

Data and management information relating to this audit has been processed and produced by the 'Equal Pay Reviewer' software tool, provided by Northgate Arinso.

The majority of staff within Flintshire County Council are sitting on the new Single Status Pay and Grading structure (5483 records) or the Teachers Pay Scale (1119 employees). As the system cannot analyse data from different pay tables, data from these groups will be analysed separately.

Gender Pay Gap Analysis

There are 5483 permanent occupied positions (staff records) for employees in Flintshire who are in jobs evaluated and placed on the Single Status Pay Scale. Of the 5483 records, 1130 (20.61%) were male and 4353 (79.39%) are female. Please note this is not a headcount number as there

are a number of employees within Flintshire County Council who have multiple positions within the Council.

Our key analysis is by pay grade since the staff in the same pay grade are in jobs that have been subject to job evaluation (GLPC) and been rated as equivalent.

Our analysis found that staff in Grades A – M, experienced no significant difference in average basic pay earned by male and female staff. There is a Gender pay gap of 5.10% in the highest single status grade of Grade N, however this is attributable to the higher percentage of men in this grade.

Overall the average salary for women across all grades is £18,437, and the average salary for males across all grades is £23,011 giving an overall gender pay gap of **19.88%**.

Table 1: Distribution of Male and Females employees by Grade including Average Basic Salary

	Male			Female						
	Count	Avg Basic Pay	Avg Basic Hourly Rate	Count	Avg Basic Pay	Difference (£)	Pay Gap (%)	Avg Basic Hourly Rate	Difference (£)	Pay Gap (%)
SS Grade A	65	14199.35	7.28	976	14071.9	127.46	0.9	7.22	0.07	0.9
SS Grade B	65	15536.97	7.97	1091	15684.13	-147.16	-0.95	8.04	-0.08	-0.95
SS Grade C	145	16560.79	8.49	561	16682.26	-121.47	-0.73	8.56	-0.06	-0.73
SS Grade D	162	17611.89	9.03	595	17631.55	-19.67	-0.11	9.04	-0.01	-0.11
SS Grade E	176	19717.36	10.11	248	19622.98	94.38	0.48	10.06	0.05	0.48
SS Grade F	156	21916.63	11.24	358	22314.8	-398.17	-1.82	11.44	-0.2	-1.82
SS Grade G	105	27605	14.16	164	27639.35	-34.35	-0.12	14.17	-0.02	-0.12
SS Grade H	112	30610.57	15.7	206	30658.36	-47.79	-0.16	15.72	-0.02	-0.16
SS Grade I	59	34783.49	17.84	66	34878.41	-94.92	-0.27	17.89	-0.05	-0.27
SS Grade J	35	37590.09	19.28	51	37664.76	-74.68	-0.2	19.32	-0.04	-0.2
SS Grade K	24	40481.17	20.76	18	40469.28	11.89	0.03	20.75	0.01	0.03
SS Grade L	14	46460.14	23.83	11	46533	-72.86	-0.16	23.86	-0.04	-0.16
SS Grade M	8	48368.5	24.8	7	48692.86	-324.36	-0.67	24.97	-0.17	-0.67
SS Grade N	4	55489	28.46	1	52659	2830	5.1	27	1.45	5.1
	1130	23010.83	11.8	4353	18436.81	4574.01	19.88	9.45	2.35	19.88

This is a typical gender profile for a large County Council that comprises large groups of female dominant roles.

There is no evidence that the gender pay gap is attributable to direct or indirect unfair discrimination in our processes or decision making. Possible reasons for the pay gap could be

- The labour market experience of women; length and breaks in employment
- Female self-selection for part time work

- Elements of occupational segregation

Analysis of the distribution of male and female staff by pay grade shows there is an uneven distribution within the Authority, with a higher number of female staff than male staff in the lowest pay grades and lower proportion of female staff than male staff in the higher grades.

It is this uneven distribution of male and female staff by grade and the significantly higher number of females employed by Flintshire County Council that is the cause of the overall gender pay gap of 19.88%.

Research to date has uncovered a range of important issues that contribute or are related to the gender pay gap. A significant review of the gender pay gap by UK Government Equalities office concludes that the most important factor influencing the gender pay gap is the effects of interruptions to employment and the lack of ‘good’ part time work. These findings are supported by numerous studies.

Despite significant equal pay initiatives in local government and the health sector, there has been little progress in closing the gender pay gap in the public sector, which currently stands at 17.2%¹. Part of the lack of progress in the gender pay gap in the public sector is explained by the lack of representation of females in senior management roles in the sector. Women represent 53% of all employees in the civil service, but occupy only 33% of senior management roles.

	All Sectors	Public Sector	Private Sector
All employees	19.2%	17.2%	25.3%
Full Time	9.4%	11.4%	17.2%

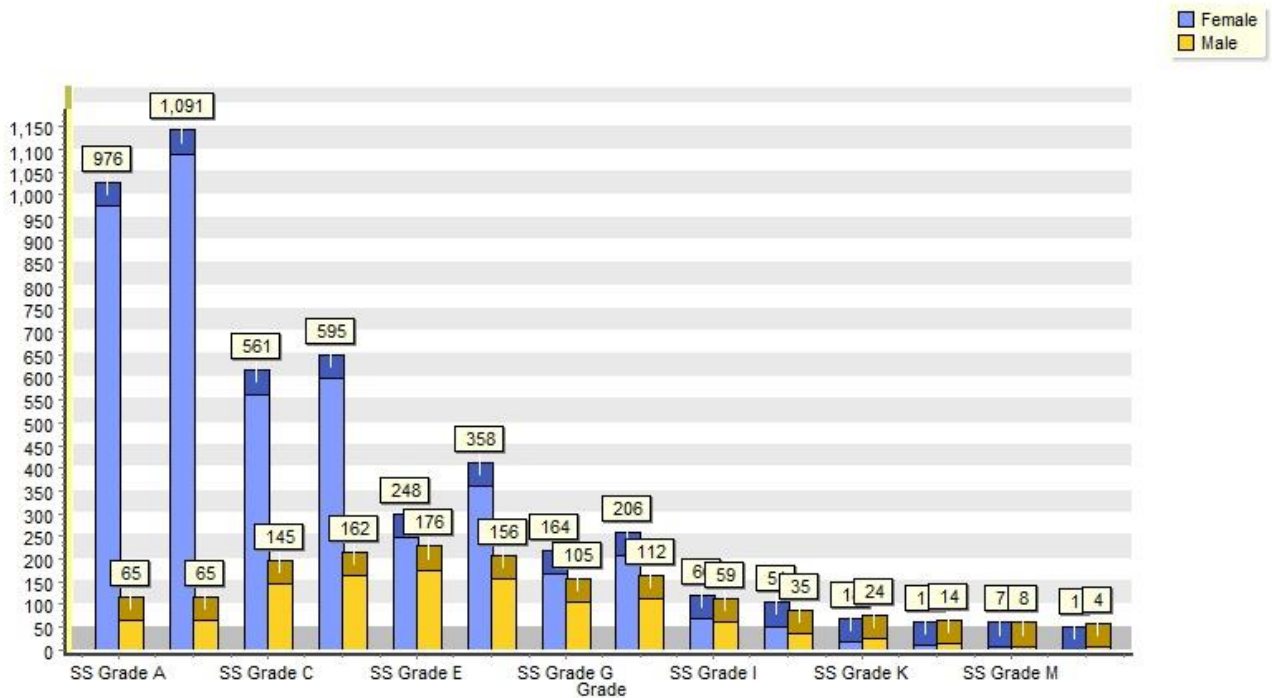
Source: ONS Annual Survey of Hours and Earnings 2015.

Women are considerably more likely to be in health and social work and education sectors than men, who are more likely to be in manufacturing, construction and transport. Because health and social work and education tend to be delivered by the public sector, women are significantly more likely to work for a public sector employer. According to the EHRC, 40% of women work in the public sector compared to only 15% of men. This is quite significant for Flintshire County Council, with the gender distribution of the workforce with 80% being women.

¹ Source ONS Annual Survey of Hours and Earnings 2015

Graph 1 – Organisational Distribution by Grade and Gender

Organisation Distribution by Grade and Gender



Full and Part time Staff

We found no significant pay gaps when we analysed the average basic pay of part and full time staff in the same pay grade.

When reviewing the pay gap between full time females and part time females, there was a negligible difference in pay within each grade, however the overall pay gap was **9.04%** based on the fact that the majority of part time staff are located within Grade A & B. For example 92.60% of staff in Grade A are female and part time.

Table 2: Workforce Distribution for Full Time and Part Time Employees

Equal Work Group	Organisation	ALL STAFF			All Full Time			All part time			Male Full time			Male Part time			Female Full Time			Female Part time		
	Count	Count	% of Group	% of ALL STAFF	Count	% of Group	% of All Full Time	Count	% of Group	% of All part time	Count	% of Group	% of Male Full time	Count	% of Group	% of Male Part time	Count	% of Group	% of Female Full Time	Count	% of Group	% of Female Part time
SS Grade A	1041	1041	100	18.99	10	0.96	0.59	1031	99.04	27.18	0	0	0	65	6.24	21.7	10	0.96	1.16	966	92.8	27.66
SS Grade B	1156	1156	100	21.08	69	5.97	4.08	1087	94.03	28.66	16	1.38	1.93	49	4.24	16.3	53	4.58	6.16	1038	89.79	29.72
SS Grade C	706	706	100	12.88	138	19.6	8.17	568	80.45	14.97	66	9.35	7.95	79	11.19	26.3	72	10.2	8.37	489	69.26	14
SS Grade D	757	757	100	13.81	282	37.3	16.69	475	62.75	12.52	145	19.15	17.47	17	2.25	5.67	137	18.1	15.93	458	60.5	13.11
SS Grade E	424	424	100	7.73	228	53.8	13.49	196	46.23	5.17	136	32.08	16.39	40	9.43	13.3	92	21.7	10.7	156	36.79	4.47
SS Grade F	514	514	100	9.37	276	53.7	16.33	238	46.3	6.27	138	26.85	16.63	18	3.5	6	138	26.85	16.05	220	42.8	6.3
SS Grade G	269	269	100	4.91	177	65.8	10.47	92	34.2	2.43	83	30.86	10	22	8.18	7.33	94	34.94	10.93	70	26.02	2
SS Grade H	318	318	100	5.8	249	78.3	14.73	69	21.7	1.82	106	33.33	12.77	6	1.89	2	143	44.97	16.63	63	19.81	1.8
SS Grade I	125	125	100	2.28	106	84.8	6.27	19	15.2	0.5	55	44	6.63	4	3.2	1.33	51	40.8	5.93	15	12	0.43
SS Grade J	86	86	100	1.57	73	84.9	4.32	13	15.12	0.34	35	40.7	4.22	0	0	0	38	44.19	4.42	13	15.12	0.37
SS Grade K	42	42	100	0.77	39	92.9	2.31	3	7.14	0.08	24	57.14	2.89	0	0	0	15	35.71	1.74	3	7.14	0.09
SS Grade L	25	25	100	0.46	23	92	1.36	2	8	0.05	14	56	1.69	0	0	0	9	36	1.05	2	8	0.06
SS Grade M	15	15	100	0.27	15	100	0.89	0	0	0	8	53.33	0.96	0	0	0	7	46.67	0.81	0	0	0
SS Grade N	5	5	100	0.09	5	100	0.3	0	0	0	4	80	0.48	0	0	0	1	20	0.12	0	0	0
	5483	5483	100	100	1690	30.8	100	3793	69.18	100	830	15.14	100	300	5.47	100	860	15.68	100	3493	63.71	100

When comparing average basic pay between part-time and full-time staff (both male and female), there is a pay gap of **31.38%**. Again this is due to the uneven distribution of full and part time staff by grade within the Council, with the majority of part time staff being located lower down the grade structure. The average basic pay of full time and part time is a difference of £7768 per annum.

The proportion of females in part time work and the quality of part time work available in the UK are closely associated with its relatively high gender pay gap in comparison to international standards. Around 1 in 5 jobs in the UK is part time, but 4 in 10 females work in part time employment – these proportions have remained constant since the early 1990's.

While opportunities for part time work in the UK has increased rapidly, there are concerns about the quality of these jobs, particularly pay, career progression, training and other conditions of employment.

In shifting to part time work, women are also likely to downgrade their occupational status due to lack of suitable part time opportunities that fit their skill set. Research has found that a third of female corporate managers move to a lower skill occupation after having a child with two thirds of these moving into clerical work.

Disability Analysis

There are a significant number of staff who have not declared their disability status or for whom this status is not known, and this makes it difficult to undertake a robust analysis of pay by disability status. Out of the 5483 records for Green book staff engaged on the single status pay table, 136 (2.48%) have disclosed a disability, 3365 (61.37%) have registered not disabled and 1982 (36.15%) have not disclosed any information in relation to a disability.

All staff are encouraged to utilise the employee self-service on the HR system to disclose information in relation to protected characteristics. It is recommended that Flintshire look at further ways to encourage staff to disclose information to ensure staff records are complete as possible in order to allow Flintshire to meet its obligations in promoting equality for disabled staff under the Equality Act 2010.

No significant pay gaps were found when the basic pay of staff known to be disabled and staff known as not being disabled in the same pay grade were reviewed. A positive pay gap was actually found in Grades A, B, E, F, G, H, I and N with an overall positive pay gap of -9.24%. The distribution of disabled and non-disabled is broadly similar.

Table 3: Distribution of Disabled and non-disabled employees at each grade

Equal Work Group	Organisation	NOT disabled			Disabled			Disability - Not disclosed		
		Count	Count	% of Group	Count	% of Group	% of Disabled	Count	% of Group	% of Disability - Not disclosed
SS Grade A	1041	597	57.35	17.74	19	1.83	13.97	425	40.83	21.44
SS Grade B	1156	604	52.25	17.95	25	2.16	18.38	527	45.59	26.59
SS Grade C	706	410	58.07	12.18	16	2.27	11.76	280	39.66	14.13
SS Grade D	757	475	62.75	14.12	13	1.72	9.56	269	35.54	13.57
SS Grade E	424	283	66.75	8.41	7	1.65	5.15	134	31.6	6.76
SS Grade F	514	351	68.29	10.43	14	2.72	10.29	149	28.99	7.52
SS Grade G	269	178	66.17	5.29	12	4.46	8.82	79	29.37	3.99
SS Grade H	318	225	70.75	6.69	16	5.03	11.76	77	24.21	3.88
SS Grade I	125	103	82.4	3.06	4	3.2	2.94	18	14.4	0.91
SS Grade J	86	69	80.23	2.05	4	4.65	2.94	13	15.12	0.66
SS Grade K	42	33	78.57	0.98	5	11.9	3.68	4	9.52	0.2
SS Grade L	25	21	84	0.62	0	0	0	4	16	0.2
SS Grade M	15	14	93.33	0.42	0	0	0	1	6.67	0.05
SS Grade N	5	2	40	0.06	1	20	0.74	2	40	0.1
	5483	3365	61.37	100	136	2.48	100	1982	36.15	100

Male disabled staff earn an average of 8.56% more than male staff that are not disabled. Female disabled staff earn an average of 8.46% more than female staff that are not disabled. There are 54 males who have disclosed a disability and 82 females that have disclosed a disability.

The overall pay gap between disabled staff and non-disabled staff is -9.24%.

Table 4 – Disabled and non-disabled employees average salary and pay gap

Equal Work Group	NOT disabled			Disabled						
	Count	Avg Basic Pay	Avg Basic Hourly Rate	Count	Avg Basic Pay	Difference (£)	Pay Gap (%)	Avg Basic Hourly Rate	Difference (£)	Pay Gap (%)
SS Grade A	597	14096.2	7.23	19	14099.8	-3.69	-0.03	7.23	0	-0.03
SS Grade B	604	15700.7	8.05	25	15711	-10.31	-0.07	8.06	-0.01	-0.07
SS Grade C	410	16708.3	8.57	16	16592.4	115.94	0.69	8.51	0.06	0.69
SS Grade D	475	17684	9.07	13	17543.6	140.35	0.79	9	0.07	0.79
SS Grade E	283	19731.4	10.12	7	19908.7	-177.34	-0.9	10.21	-0.09	-0.9
SS Grade F	351	22364.4	11.47	14	22861.1	-496.76	-2.22	11.72	-0.25	-2.22
SS Grade G	178	27683.5	14.2	12	27797.5	-114.04	-0.41	14.26	-0.06	-0.41
SS Grade H	225	30638.5	15.71	16	31062	-423.46	-1.38	15.93	-0.22	-1.38
SS Grade I	103	34829	17.86	4	34952	-123.05	-0.35	17.92	-0.06	-0.35
SS Grade J	69	37671.1	19.32	4	37255	416.09	1.1	19.11	0.21	1.1
SS Grade K	33	40549.5	20.79	5	40021.6	527.88	1.3	20.52	0.27	1.3
SS Grade L	21	46432.4	23.81	0						
SS Grade M	14	48508.4	24.88	0						
SS Grade N	2	54074	27.73	1	55489	-1415	-2.62	28.46	-0.73	-2.62
	3365	20116.3	10.32	136	21975.2	-1858.87	-9.24	11.27	-0.95	-9.24

The sample of staff known to be disabled within Flintshire County Council is too small to allow a robust detailed analysis of average basic pay of disabled and non-disabled staff in the same pay

grade. However, the pay gap does not appear to be significant for those grades where there is a minimum of 10 staff recorded as being disabled.

Ethnicity Analysis

There are significant numbers of staff who have not disclosed their ethnicity or chosen not to disclose their ethnicity or who have not provided any information on their ethnic origin (33.41%), and this makes it difficult to undertake a robust analysis of pay by ethnicity.

It is recommended that Flintshire explore ways of encouraging staff to disclose this information to ensure that records are as complete as possible to allow the Council to meet its obligations in promoting and monitoring equality for ethnic groups under the Equality Act 2010.

3636 have disclosed their ethnicity as “white” (66.30%) and 12 employees have disclosed their ethnicity as BME (0.22%). Please note the ethnic profile of Flintshire County is 98.5% white (2011 census – office for national statistics).

Table 5: Distribution of Ethnicity across grade including average salary and pay gap

Equal Work Group	Ethnicity - White			Ethnicity - BME (black minority ethnic)						
	Count	Avg Basic Pay	Avg Basic Hourly Rate	Count	Avg Basic Pay	Difference (£)	Pay Gap (%)	Avg Basic Hourly Rate	Difference (£)	Pay Gap (%)
SS Grade A	645	14090.68	7.23	3	14075	15.68	0.11	7.22	0.01	0.11
SS Grade B	672	15704.16	8.05	3	15941	-236.84	1.51	8.17	-0.12	-1.51
SS Grade C	436	16700.77	8.56	1	16969	-268.23	1.61	8.7	-0.14	-1.61
SS Grade D	508	17678.58	9.07	2	17171	508.08	2.87	8.81	0.26	2.87
SS Grade E	299	19717.11	10.11	1	20253	-535.89	2.72	10.39	-0.27	-2.72
SS Grade F	370	22371.9	11.47	0						
SS Grade G	191	27687.69	14.2	1	27123	564.69	2.04	13.91	0.29	2.04
SS Grade H	253	30648.69	15.72	1	30178	470.69	1.54	15.48	0.24	1.54
SS Grade I	112	34821.71	17.86	0						
SS Grade J	73	37635.66	19.3	0						
SS Grade K	37	40487.14	20.76	0						
SS Grade L	21	46432.43	23.81	0						
SS Grade M	15	48519.87	24.88	0						
SS Grade N	3	54545.67	27.97	0						
	3635	20118.68	10.32	12	18243	1876.01	9.32	9.36	0.96	9.32

Our analysis of the average basic pay earned by white and BME staff shows that overall, BME staff earn 9.32% less average basic pay than white staff employed by Flintshire County Council.

The gap in average basic pay earned by white and BME staff can be explained by the uneven distribution of white and BME staff across the pay grades. All of the BME staff are within Grades A – H, with 50% being in Grades A and B.

Our analysis of the average basic pay earned by staff known to be BME or white in the same grade, found the pay gap to be generally negligible.

Highly Populated Roles

Below is a table showing the male/female distribution in highly populated roles. This further highlights the occupational segregation within Flintshire County Council.

Job Title	Grade	Gender	Number
1.2 Learning Support 2	SS Grade B	Female	516
		Male	10
2.2 Pastoral Support 2	SS Grade B	Female	143
		Male	6
Library Assistant	SS Grade D	Female	55
Library Assistant - NEWnet	SS Grade B	Female	2
		Male	1
Project Worker	SS Grade D	Female	76
		Male	16
Social Worker	SS Grade G	Female	14
		Male	2
Social Worker	SS Grade H	Female	74
		Male	11
Streetscene Operative 1	SS Grade D	Female	1
		Male	107
Streetscene Operative 2	SS Grade E	Male	83
Streetscene Operative 3	SS Grade F	Male	13
Streetscene Operative 4	SS Grade G	Male	13

Teachers Pay Scales

The Equal pay reviewer software has been utilised to review all staff who are engaged on the Single Status pay table, however we have had to review all the Teachers Salary's and information separately as they are on a different pay table. We grouped together all the Head Teachers, Deputy Head Teachers, Assistant Head Teachers and Teachers and analysed their salaries and data.

In this group there are 341 Males and 965 Females. The average salary of the Males group was £39,219 and the average salary for the Female group was £37,173.

The Median Salaries for both the Male and Female group is £37,871 with No pay gap identified using this method.

The breakdown of this group is as follows

Job Title	Male	Female
Teacher	272 (79%)	862 (90%)
Assistant Head Teacher	22 (6%)	29 (3%)
Deputy Head Teacher	26 (7 %)	19 (2%)
Head Teacher	28 (8%)	48 (5%)
Total	341	965

Again there is an issue with Occupational Segregation, with a higher proportion of Males in Assistant Head Teacher posts, Deputy Head Teacher Posts and Head Teacher posts.

Craft and Associated Workers (Red Book)

There are 98 employees engaged at Flintshire County Council on Red Book terms and Conditions with 97 being male and 1 being female. The median salary for both male and female is the same at £24,078, therefore reporting a 0% pay gap. Utilising the average salary, actually gives a positive pay gap, with the average male salary being £22,670 and the female salary £24,078. However, it needs to be noted that a robust analysis of the gender pay gap in this group is difficult due to the fact there is only one female employee to use as a comparator.

Findings

Gender – Our biggest challenge remains Occupational Segregation, When we look across the Council as a whole, women are more heavily concentrated in lower paid roles and in particular kinds of roles.

We examine equal pay as part of our legal requirements and also to address any issues surrounding Occupational Segregation, which we understand as the concentration of men and women:

- *In different kinds of jobs (horizontal segregation)*
- *In different grades (vertical segregation)*

Occupational segregation is one of the barriers which prevents women and men fulfilling their potential in the labour market, and consequently contributes to the pay gap. Women tend to be concentrated in lower paid jobs, such as caring, catering, cleaning, clerical, etc) and the lower grades within the organisation.

We need to ensure that the pool of talent and skills available to employers is not inhibited by stereotypical perceptions of what women and men do and that everyone's skills are being utilised to the maximum potential.

The Audit provides reassurance that the Councils **job evaluation scheme** and the processes within which it operates are robust and meet equality requirements.

Data was also extracted on ethnicity and disability, however due to a high percentage of undisclosed records, the percentages were so small, and hence, no meaningful conclusions can be drawn.

Flintshire County Council is committed to delivering equal treatment of its employees regardless of their gender or other protected characteristics. The Equality and Diversity infonet pages provide further information about the equality initiatives the Council is currently engaged with. The Councils commitment to Equality and Diversity can also be evidenced by the specific objectives that have been identified in the Strategic Equality Plan 2012-2016.

Recommendations

The Councils Single Status Governance Group met to discuss the findings from this report and put forward recommendations to improve the data reporting and address the gender pay gap.

Recommendation 1 – Improve Diversity Data

The data which the Council holds for many of the protected characteristics is not sufficiently robust to report on pay gaps. To enable the gathering of more robust data and therefore more detailed analysis of protected characteristics and equal pay, it is recommended that an annual survey on protected characteristics is carried out across the Council and initiatives are put in place to increase our diversity information we hold on our employees.

Recommendation 2 – Promoting term time/ part-time /job-share for ALL opportunities

It is recommended that all new job opportunities advertised should automatically state that part time and flexible working patterns will be considered. This is aimed at tackling Occupational Segregation, and encourage more females to apply for higher graded posts in a part time capacity.

Recommendation 3 – More research and Data Analysis on Women in the workplace.

It is recommended that the Council carry out some research on the following:

- Maternity Experience – Questionnaire on how easy women find it to integrate back in after maternity leave, how many women work KIT days, how many women don't come back after maternity? Is there any ways we can pro-actively work to improve the maternity experience?
- Training – Who accesses Corporate Training? How much of the training budget is spent on Women and Men in the organisation?

Recommendation 4 – Carry out another Equal Pay Audit in 12 months

Carry out another Equal Pay Audit in September / October 2017, taking into account data gathered as part of recommendation 3, and report on any increases in diversity data to help the reporting process.