

## **Appendix A: Mole Valley District Council Pay Policy Statement 2025/26 and Gender Pay Gap as at 31<sup>st</sup> March 2024**

### **1.0 Purpose**

This report combines the Pay Policy Statement and the details under legislation that are referred to as 'Gender Pay Gap' reporting.

The Pay Policy Statement was first introduced in 2012 under the Localism Act and is required to be approved for the year ahead.

The Gender Pay Gap is calculated based on a prescribed snapshot date of 31<sup>st</sup> March.

Both reports must be published and reported annually via the Gov.uk website no later than the end of March.

### **2.0 Legal background**

#### 2.1 General provisions relating to pay

In determining the pay and remuneration of its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. With regard to the Equal Pay requirements contained within the Equality Act, the Council ensures that all pay arrangements can be objectively justified through the use of Job Evaluation methods.

#### 2.2 Pay Policy Statement

The Pay Policy Statement is provided annually in accordance with Section 38 of the Localism Act 2011.

The Pay Policy Statement is required to set out Mole Valley District Council's policies relating to the remuneration of its workforce, and in particular the relationship between the remuneration of the highest and lowest paid members of staff and between Chief Officers and non-Chief Officers.

#### 2.3 Gender pay gap reporting:

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (SI 2017/172) and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (SI 2017/353) relevant employers are required to report on

- the difference in the mean pay of full-pay men and women, expressed as a percentage;
- the difference in the median pay of full-pay men and women, expressed as a percentage;
- the difference in mean bonus<sup>1</sup> pay of men and women, expressed as a percentage;
- the difference in median bonus pay of men and women, expressed as a percentage;

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<sup>1</sup> See Section 4.4.2 and 5.1 for the applicability of reporting on bonus payments under the Council's Pay Policy Statement.

- the proportion of men and women who received bonus pay; and
- the proportion of full-pay men and women in each of four quartile pay bands.

The mechanisms for the necessary calculations are set out in the Regulations.

### **3.0 Context and differences between the two reporting requirements:**

It is important to note there are key differences between the figures reported under each of the differing legislative requirements. This links to the broader purpose of the legislation which is explained below.

The Pay Policy Statement applies purely to employees. The definitions separately prescribe 'pay' and 'remuneration' with the latter including employer pension contributions.

Interpretation of pay under the Gender Pay Gap is prescribed by the legislation and as such is required to include salary and allowances paid to everybody that MVDC pays through payroll. This therefore includes established staff and casual workers. The payments do not, however, include employer pension contributions (or payments to Members). Other elements of remuneration that are one-off payments must also be included regardless of when during the year they are paid. These are therefore included pro rata.

Legislation on the Gender Pay Gap mandates the applicable date at which the data must be drawn from (a 'snapshot date'). This date for the public sector is 31st March. There is no mandated date for the Pay Policy statement.

The purpose of the Pay Policy Statement is to review the pay ratio between the top of the organisation (Chief Executive and all Chief Officers) and (a) the remainder of the organisation (all employees minus Chief Executive/Chief Officers); and (b) those who are the lowest paid within the organisation. The data can therefore be taken at any point within the calendar year. This year the data has been taken from the month of December 2024.

The purpose of reporting on the Gender Pay Gap is to provide transparency to the difference between the hourly rate of pay between men and women. Typically, organisations will have a Gender Pay Gap in favour of men. The government is committed to reducing the gap between men and women.

It is important to note the national picture for Gender Pay Gap reporting and to distinguish between having a Gender Pay Gap and equal pay.

The Gender Pay Gap is the pay discrepancy between men and women irrespective of their job or position. There are many reasons why an organisation will have a Gender Pay Gap which will be influenced by many factors.

The Gender Pay Gap is distinct from equal pay - where companies are required to ensure that men and women carrying out the same or similar roles are paid the same for the work they do. See Section 5.2 for further details.

The figures given for the ratios under the Pay Policy Statement are provided in Sections 4.5 to 4.7.

The figures given for Gender Pay Gap percentages are provided in Section 5.1.

## **4.0 Pay Policy Statement**

### **4.1 Definitions**

#### 4.1.1 Chief Officers

For the purposes of Mole Valley District Council's Pay Policy Statement the following posts are defined as Chief Officers.

- The Head of the Paid Service (Chief Executive)
- Deputy Chief Executive
- Executive Heads of Service, Section 151 Officer and Monitoring Officer reporting to the Head of Paid Service
- Executive Heads of Service reporting to the Deputy Chief Executive

"Employee who is not a Chief Officer" refers to all staff not covered under the "Chief Officer" group above. This includes the "lowest paid employees" and excludes staff governed by National consultation groups (e.g. Apprentices).

#### 4.1.2 Definition of "Lowest paid Employees"

The bottom pay scale in use on the Council's pay framework<sup>2</sup> is used as a reference point for pay calculations for the 'lowest paid employees.' Whilst there is no national or local government definition of 'lower paid' it is generally used to refer to those paid below the 'Real Living Wage'. The 2024/25 local government pay settlement (see 4.2.4) allows for continued inclusion of the full lower scale range (Scale 2). The lowest point on the Council's pay framework is set at scale point 9 which is above the 'Real Living Wage'. The lower end of the pay range has been removed in previous years to ensure the Council's lowest pay within the framework remained above 'Real Living Wage'. This excludes staff governed by National consultation groups (e.g., Apprentices) or any staff who are TUPE transferred into the Council on pre-existing terms and conditions.

## **4.2 Pay framework principles and cost of living**

### 4.2.1 General approach

Under section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as the authority thinks fit". Remuneration at all levels needs to be adequate to secure and retain high-quality employees dedicated to fulfilling the Council's business objectives and delivering services to the public. This must be balanced by ensuring remuneration is not (and is not seen to be), unnecessarily excessive. Each council has responsibility for balancing these factors and each council faces its own unique challenges and opportunities in doing so. Flexibility to cope with various circumstances that may arise is retained by the use of market supplements or such other mechanisms for individual categories of posts where appropriate.

The Council is committed to a pay framework starting at or above the Real Living Wage. There are separate legal minimum wage requirements dependent on age.

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<sup>2</sup> Also referred to in this report as a 'grading' or 'evaluation' framework

#### 4.2.2 Salary, grades, and grading framework

All Mole Valley District Council staff are employed subject to locally agreed policies and other conditions of service.

Mole Valley District Council has a job grading system which is used to evaluate the grade of posts below Executive Head of Service. This follows a national requirement for all Local Authorities and other public sector employers to review their pay and grading frameworks to ensure fair and consistent practice for different groups of workers with the same employer, in accordance with the legal principles relating to equal pay. The grade allocated to a post is determined by the duties, level of responsibility and competencies required as outlined in the job description and person specification of each role.

Each employee is paid according to a pay scale based on the job evaluation of their role. Each pay scale contains numbered incremental points within it. Employees are paid at an hourly rate attributable to the relevant pay scale point. This means that employees within each pay scale point receive the same hourly rate.

Annual pay entitlement is calculated against the number of hours worked, providing equity of pay between full time and part time workers at the same pay scale point (e.g. an employee's basic monthly pay is calculated at the hourly rate for the role, times the number of hours worked).

Employees can progress to the pay scale range maximum of their grade (the highest incremental point) subject to performance management, based on management assessment. The evaluation framework does not apply to Chief Officers as a precise assessment of tasks and responsibilities is not possible or desirable at senior management team level.

#### 4.2.4 Cost of living elements

For the year 2024/25 a provisional cost-of-living increase of 4% was awarded to all pay scales within the Council's pay framework and Chief Officers, effective from the 1<sup>st</sup> April 2024. This percentage increase was awarded ahead of any agreed settlement in anticipation of employer and union agreed pay awards being settled further into the financial year.

The local government pay settlement was agreed in November 2024. A flat rate increase of £1,290 was awarded to scale points 9 to 43 and a percentage increase of 2.5% was awarded to scale points 44 and above, effective from 1<sup>st</sup> April 2024. In most cases the pay increase awarded by MVDC in April 24 provided a higher increase than the pay settlement amount. For lower salary scales the flat rate award provided a higher percentage pay increase than the 4% provided in April 24 (5.8% to the lowest scale point). Where officers on mid range pay scales had not met the pay settlement threshold, a further adjustment was made in November 2024 to provide an increase to meet the flat rate increase and payments were backdated to 1<sup>st</sup> April 2024.

The cost of living award proposed for the year 2025/26 is to be confirmed and will apply to all pay scales within the Council's framework and to Chief Officers .

### 4.3 Mechanisms for approval of pay and appointments.

#### 4.3.1 The Chief Executive and Deputy Chief Executive:

The Chief Executive has delegated authority in the Constitution to make appointments and determine salaries for all officers other than those falling within the remit of Members.

#### 4.3.2 Employees

With the exception of any groups where pay is governed by national consultation groups, pay for all employees apart from the Chief Executive and Deputy Chief Executive is determined by the Chief Executive exercising the delegated powers as set out in the Constitution. Decisions on pay are determined according to the grading framework.

#### 4.3.3 New starters joining the Council

Employees new to the Council will normally be appointed to the first point of the salary range for their grade.

Where the candidate's current employment package would make the first point of the salary range unattractive (and this can be demonstrated by the applicant in relation to current earnings) or where the applicant currently operates at a level commensurate with a higher salary, a higher salary may be considered by the recruiting manager providing it remains within the salary range for the grade.

These arrangements apply to all posts up to and including the Chief Executive and Deputy Chief Executive.

### 4.4 Elements of Pay and Remuneration

#### 4.4.1 Salary Increases

The Council operates a performance related pay scheme whereby all staff can be awarded a single increment on the salary scale which will determine their salary. Once an employee reaches the top of their salary scale there is no opportunity to earn more in that role above annual cost of living increases applied to the scale point. The same provisions apply to Chief Officers.

In exceptional circumstances increments may be accelerated within the grade subject to the maximum of the grade not being exceeded. Any such accelerations are considered carefully in terms of the added value perceived as likely to lead to enhanced performance as well as assessment of prior strong performance through the performance review process. In the case of the Deputy Chief Executive such approval must be given by the Chief Executive. Any additional payments to the Chief Executive must be considered by Council.

#### 4.4.2 Other remuneration and related payments

##### Market Supplement

In addition, there is scope, subject to stringent criteria set out in Mole Valley District Council's Pay and Expenses Policy, to pay a market supplement. This is an additional payment made to employees where the market value of their job is higher than the value placed on the role by an internal pay structure. It is therefore intended to recognise the need to reflect external pressures whilst ensuring internal equity. Market supplements are rarely awarded, and only when there is evidence that targeted recruitment does not produce the desired results. Any requests require a business case to be approved by the Strategic Leadership Team in conjunction with advice from the Strategic HR and OD Manager and s151 Officer. Supplements are temporary

contractual arrangements which can be removed when circumstances change.

#### Joining Incentive

In some circumstances a one-off Joining Incentive would be more appropriate. This is a one-off sum paid upon joining the Council in circumstances which merit this approach, to secure an applicant of the appropriate caliber for particular roles. Any requests are subject to approval by the Chief Executive in conjunction with advice from the Strategic HR and OD Manager and s151 Officer.

#### Recognition Awards

A small one-off lump sum may be made for exceptional and outstanding work over and above duties required in the job description. (These figures are referred to under the gender pay gap reporting requirements given in section 5.1 as 'bonus payments' although the term bonus is not one that would normally be used given the very prescribed and limited circumstances in which it applies). These payments are subject to approval by the Chief Executive. There is no scope for such a payment to be paid to the Chief Executive or the Deputy Chief Executive.

#### Retention payments

In exceptional circumstances loyalty payments may be paid to retain employees where their function will cease at a future date and there is a need to maintain current service levels and staffing until that date. These payments are only granted where there is a business need and subject to the employees being in post at the future specified date and must be approved by the Chief Executive with advice from the Strategic HR and OD Manager and s151 Officer.

#### Acting Up

These awards may be made where an employee has taken on additional duties and responsibilities for a defined period of time, for example covering a vacancy or interim role, or taking on a special project. The level of the supplement is determined through the job evaluation framework. Sometimes if responsibilities are temporarily shared between two or more employees, consideration can be given to additional incremental point(s) for these people within their existing pay grade.

#### Special Responsibilities Allowance

Paid where there are additional responsibilities over and above the usual day to day responsibilities of the post holder (i) for responsibilities that are considered to be essential or integral to the smooth running of the Council and (ii) preferable to any other identified solutions in consideration of all the circumstances.

A special responsibilities allowance must be identified as necessary, and the level of allowance determined by the Chief Executive with advice from the Strategic HR and OD Manager and s151 Officer as appropriate.

“Chief Officers” are subject to the same performance management process as the “lowest paid employees” and “employees who are not Chief Officers”.

The control measures in place ensure that the requirement for any additional allowance or supplement is objectively justified by reference to clear and transparent evidence and consideration of all the circumstances.

#### 4.4.3 Charges, expenses, additional fees and allowances

Pay for all employees (including Chief Officers) comprises payments by way of salary, pensions, expenses legitimately incurred in connection with undertaking essential

duties, and other standard required elements of contractual remuneration.

Any payments in connection with parish, district and county elections vary according to the size of the electorate and number of postal voters. These are calculated in line with staff rates of pay issued by central government. Payments for national elections and referenda are also set by central government and are not paid by the Council as the money is reclaimed.

Prior to April 2012 Chief Officers and officers who required a car for the performance of their duties or who joined the authority where a car was part of their salary package were entitled to a lease car or car allowance. The lease car scheme is now closed but operating as a protected discontinued entitlement.

Employees subsequently joining the authority who travel by virtue of their post in excess of 3,500 miles per year are entitled to a car allowance paid in monthly instalments. The amount paid is dependent on the engine size of the employee's vehicle. Employees have to pay tax and national insurance on this allowance. Business mileage necessarily incurred is paid dependent on the engine size subject to a prescribed maximum. These amounts are paid in accordance with HMRC guidance.

#### 4.4.4 Buying and Selling Annual Leave

Employees may apply to buy additional annual leave. This is generally limited to 5 days pro rata; in the event their application is approved deductions are made from their monthly salary equivalent to their rate of pay. The Council does not generally allow employees to sell untaken annual leave other than in the event of unforeseen and exceptional circumstances and subject to a limit of 5 days (pro rata). Any applications are made to Executive Heads of Service to agree the provision is applicable before seeking overall approval from the Strategic Leadership Team.

#### 4.4.5 Benefits schemes

The Council demonstrates responsibility to help support the health, wellbeing and welfare of its employees in order to ensure that they are able to perform at their best. As part of this approach, and in common with other large employers, it provides or makes arrangements for health, fitness and wellbeing benefits; and discounts schemes which support both the national and local economy.

All benefits provided need to meet the tests of being affordable and support staff wellbeing to assist retention and/or supporting or enhancing the ability of staff to achieve optimum performance levels.

Those considered to meet these tests currently include the following:

- Childcare voucher scheme to help working parents pay for registered childcare. (NB this is gradually being replaced by a government scheme).
- Preferential rates for local leisure center membership
- Access to an Employee Assistance Programme (EAP)
- Referral to an occupational health scheme, where advised by the HR team, in conjunction with requests for support from a line manager (i.e. if health issues are affecting job performance)
- Annual flu and wellbeing clinics (subject to availability)
- Training (external or internal) to meet job/professional qualification requirements or anticipated business requirements. This is subject to the establishment of a business case justifying any expenditure or authorised

- absence.
- Access to a national discounted benefits scheme
- Local discount schemes subject to change depending on participating local businesses

#### 4.4.5 Pension

All employees as a result of their employment are eligible to join the Local Government Pension Scheme. If the Officer is a member of the Local Government Pension Scheme (LGPS) the employer's contribution is paid. Following auto enrolment legislation, employees are automatically opted into the scheme and need to actively elect to opt out. In addition, casual workers are also either opted in (depending on earnings thresholds), or eligible to join.

The employee contribution rates, which are defined by statute, currently range between 5.5 per cent and 12.5 per cent of pensionable pay depending on full time equivalent salary levels. The Employer contribution rates are set by Actuaries advising each of the 86 local LGPS funds and reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The current employer contribution rate is 17.1 per cent set following the 2023 valuation.

In accordance with our Early Retirement and Flexible Working Policies, Mole Valley District Council considers requests from staff or new employees who wish to draw their pension whilst continuing to work in a reduced capacity where there is no cost falling on the Council. In exceptional cases there may be consideration of waiving the actuarial reduction where it is in the Council's interests to facilitate early or flexible retirement, taking account of the costs and Special Severance Payment government guidance (May 2022) where applicable. All costs falling on the Council must be affordable, therefore a request would typically involve a substantial reduction in salary, through reduced hours and/or reduced level of responsibility (grade). Authority to approve such requests, within the limits of Special Severance Payment guidance, rests with the Council (for the Chief Executive); the Cabinet (for Executive Heads of Service and the Deputy Chief Executive) and the Chief Executive in conjunction with the Strategic Leadership team and Leader (where dependent on value) for all other staff.

#### 4.4.6 Severance Payments

Chief and other Officers who are required to leave the Council's employment in circumstances of redundancy, or efficiency, where appropriate, will receive compensation in accordance with the Council's Policy to Manage Staff Changes or through a negotiated settlement the terms of which will be according to assessment of legal risk and consequent financial impact on the Council and, where relevant, in accordance with the new Special Severance Payment government guidance introduced in May 2022. In order to be eligible for redundancy payments, continuous service in line with legal eligibility is required (currently 2 years).

The Policy to Manage Staff Changes applies to all staff under the Chief Executive and the Deputy Chief Executive. In the event of the redundancy of the Chief Executive or Deputy Chief Executive post(s) any redundancy payment would need to be approved by Council.

The Policy sets out a consistent method of calculating redundancy pay allowing a discretionary enhancement to the statutory system by using a multiplier of 2 with no statutory cap on weekly earnings.



The payment is intended to recompense employees for the loss of their livelihood and provide financial support whilst they seek alternative employment.

The Policy sets out how to calculate any payments made to support early retirements in the efficiency of the service and will be interpreted in compliance with legal advice and prevailing legislation and government guidance pertaining to local government and the public sector as a whole. Payments are subject to the rules of the Surrey Pension scheme and will generally only be made where they facilitate an employee leaving, which will result in the Council being enabled to make savings, for example by restructuring. Payments made to the Chief Executive or Deputy Chief Executive as a result of their employment being terminated have to be approved by Council.

With regards to re-employing former local government staff who have been made redundant, if there is less than a 4 week gap between someone being made redundant from another council and joining Mole Valley District Council, they will be required to repay their redundancy payment to their previous employer. As legislative changes take effect the Policy to Manage Staff Changes will be brought in line with requirements.

#### 4.5 Relationship between pay and remuneration of “Chief Officers” and “employees who are not Chief Officers

The calculations below were taken from data as of 31<sup>st</sup> December 2024.

The mean salary for Chief Officers (as defined in section 4 above) is £101,544 and for employees who are not Chief Officers it is £39,488.

Therefore, the ratio of mean Chief Officer Pay to the mean pay of other employees is 2.57:1 (rounded).

The above figures are based on full time equivalent salaries.

The mean remuneration for Chief Officers is £121,139 and for employees who are not Chief Officers it is £45,704.

Therefore, the ratio of mean Chief Officer remuneration to the remuneration of other employees is 2.7:1.

#### 4.6 Relationship between pay and remuneration of Chief Executive post and the lowest paid worker

The total annual salary for the Chief Executive post (according to the relevant pay scales currently in place) is £136,443. Total remuneration is £160,519.

Using information as at 31<sup>st</sup> December 2024 the lowest paid employee on the MVDC pay framework is paid £23,685 as a full time equivalent employee (with total remuneration of £25,361).

This gives a ratio between the highest paid and lowest paid employees of 5.76:1 (rounded). Taking total remuneration into account the ratio is 6.33:1 (rounded).

#### 4.7 Relationship between pay and remuneration of Chief Executive post and all other employees

As at the 31<sup>st</sup> December 2024, the mean salary of all employees excluding the Chief Executive is £40,428. Mean remuneration is £46,844. Therefore the pay ratio between the Chief Executive post and all other employees within the Council is 3.37:1 (rounded) for pay and 3.4:1 (rounded) for total remuneration.

All the above ratios are therefore well within the maximum ratio of 20:1 identified as a maximum pay multiple within the Hutton review of Fair Pay in the Public Sector.

## **5.0 Gender Pay Gap**

### 5.1 Statutory figures

The figures set out below have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 with the specified snapshot date of 31st March 2024.

- The mean gender pay gap for MVDC is 3.3%
- The median gender pay gap for MVDC is 3.98%
- The mean gender bonus<sup>3</sup> gap for MVDC is -9.6%
- The median gender bonus gap for MVDC is 20.00%
- More women than men were paid a bonus. For the definition of bonus see section 4.4.1.
- The proportion of male employees in MVDC receiving a bonus was 0.7% and the proportion of female employees receiving a bonus was 1.8%.

The Gender Pay Gap is the pay discrepancy between men and women irrespective of their job or position.

Please note that the reporting requires calculations of the differences in mean/median hourly pay between women and men in proportion to the mean/median male hourly rate. This therefore means a positive figure illustrates a gender pay gap in favour of men (a negative figure thereby means women are more highly paid as a mean/median relative to men).

### Pay Quartiles by Gender

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<sup>3</sup> See section 4.4.2 for applicability of 'bonus' payments under our Pay Policy Statement. It is not a term that we would normally use given the very prescribed and limited circumstances in which it applies. This figure relates to 4 women and 1 man receiving small recognition awards ('honorariums') paid to recognise when an individual has significantly exceeded their job requirements for a particular project/defined period.

Band	Proportion of Males	Proportion of Females	Description
A	38%	62%	Includes all employees whose standard hourly rate places them at or below the lower quartile
B	33.7%	66.3%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median
C	33.7%	66.3%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	46.7%	53.3%	Includes all employees whose standard hourly rate places them above the upper quartile

In the table above depicting pay quartiles by gender, MVDC's workforce is divided into four equal-sized groups based on hourly pay rates, with Band A including the lowest-paid 25% of employees (the lower quartile) and Band D covering the highest-paid 25% (the upper quartile).

Within MVDC there are more women than men in all four bands with the highest proportion of women in quartiles B and C. From 2021/22 to 2023/24 the highest proportion of women have shown in quartile C and figures in all quartiles have shown more women than men. In prior years there have been more men than women in the top quartile.

## 5.2 Equal Pay

Gender Pay Gap reporting is entirely separate from Equal Pay.

Under the law, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

MVDC is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy for paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above). As such, it:

- provides equalities training for all staff, requiring new staff to complete within the first month of joining
- evaluates all new and revised posts according to our grading framework to ensure fair pay on the basis of job requirements
- provides a mechanism for an employee to request a pay review in the event that they believe they have evidence of disparity
- requires all managers to assess job roles on at least an annual basis through the Performance and Development Review (PDR)

## 5.3 How does MVDC's gender pay gap compare with that of other organisations?

The majority of organisations have a gender pay gap.

According to the latest available data from the Office of National Statistics (ONS)<sup>4</sup> in November 2024:

- The headline median gender pay gap across the whole economy in April 2024 was 13.1%, down from 14.2% in 2023.
- The public sector gender pay gap within the United Kingdom at April 2024 was 14%
- The mean gender pay gap in the public administration for the South East at April 2024 was 10.0% (the highest in the UK)
- The median gender pay gap in the public administration for the South East region at April 2024 was 17.1%

Of the District and Borough Councils in the UK that have formally published their figures for April 2025, to date all show a range of both positive and negative gender pay ranging from median -14.6% to 18.6%

The root cause of gender pay gaps is complex as there are many reasons why there are often more senior men than women in the workplace. Where authorities have large numbers of males within the lower pay quartiles it is more likely that the result will be a male Gender Pay Gap. Authorities with a large direct labour force for manual workers (e.g. refuse collectors) therefore have a greater chance of being in this position. (Upper tier authorities providing care services may find a large female gender pay gap). As Mole Valley District Council has outsourced its waste collection service it does not have a large manual labour workforce.

There is an increasing expectation of employers to offer flexibility so far as possible in order to accommodate different working patterns. This benefits all staff, including for example those with caring responsibilities including men and therefore has the capacity to positively influence staff retention and size and quality of applicant pools when seeking to recruit.

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<sup>4</sup> [Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)