

OUR PEOPLE

Equality, Diversity, & Inclusion

Annual Review **2020/2021**

Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.



Equality, Diversity, and Inclusion Warwickshire's Story



Reflections and a view from Monica Fogarty, Chief Executive

At Warwickshire County Council, we share a common vision, to make Warwickshire the best it can be, and this means making it the best for everyone. We've long felt that the Council has a significant role to play in tackling inequalities. We believe that by putting equality, diversity and inclusion at the heart of everything we do, we will be best equipped to achieve our vision. We recognise that our people are our greatest asset and when they feel valued, included, safe and supported, this positivity reaches the people we are here for, our communities and customers.

The murder of George Floyd just over a year ago, proved to be a seminal moment triggering global anti-racism protests, as people across the World demanded the overhaul of systems which perpetuate racism and social inequality. The past year in particular, has shown how issues of inequality affect individuals and communities. The coronavirus pandemic and its devastating effects highlighted disparate health and economic outcomes for diverse populations.

This report outlines our commitments, what's been achieved so far and the immediate actions that we will take to improve and accelerate progress and change. We must lead by example, which is why by publishing this document, we are making a public commitment to change for the better and holding ourselves accountable for our progress.

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00. At a glance

1. Both our mean and median gender pay gaps have reduced since 31 March 2020. At 31 March 2021, our mean gender pay gap is 2.6% and our median gender pay gap is 5.4%. These are lower than the national gender pay gap figures and the public sector as a whole.
2. Both our mean and median ethnicity pay gaps have slightly decreased since 31 March 2020, with both still being a negative measure. At 31 March 2021, our mean ethnicity pay gap is -0.79% and our median ethnicity pay gap is -2.2%. We have disaggregated our ethnicity pay gap data in this year's report to explore and understand it further, because we recognise the limitations of combining everyone who is not White British as Black, Asian or minority ethnic (BAME).
3. Our mean disability pay gap has reduced whilst our median disability pay gap has increased since 31 March 2020. This is because there is a less even split of employees with and without a declared disability across all the pay band quartiles, with more employees with a declared disability in the lower quartiles than the upper quartiles. Talent Development is outlined as one of our key priorities, with a particular focus on disability.
4. Our employees' diversity data disclosure rates have increased across all groups; however, we still need to improve this which is why one of our priorities is to develop and deliver Our People Data campaign.
5. Our corporate oversight in this area has strengthened through the revamped Council Equality, Diversity and Inclusion (EDI) Group, comprised of diverse employees from across the Council, enabling a one Council approach putting EDI at the heart of everything we do.
6. Our staff networks have grown whilst new ones have been established, providing members with the opportunity to support one another, connect, and discuss prevalent issues and enact change.

01. Our People Strategy



Through the later end of 2020, the council refreshed its Our People Strategy, to drive through the vision of Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

Embodying our Values and Behaviours, the Our People Strategy is built on 6 building blocks:

Our behaviours

Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.

 do what we say.	 move with purpose and energy.
 focus on solutions.	 help people and communities to find their own solutions.
 build strong working relationships.	 be the best we can be.

To support the achievement of our vision, five key organisational values have been identified:



High performing



Collaborative



Customer focused



Accountable



Trustworthy

Our People Strategy building blocks

The building blocks provide the foundations for the delivery of Our People Strategy vision. We have identified six key building blocks:

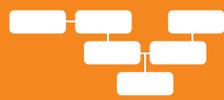
Culture, values and behaviour



Leadership



Organisational Development and Design



Performance



Reward and recognition



Talent development and career opportunities



For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable.

02. Equality, Diversity, and Inclusion vision and objectives

Our equality, diversity, and inclusion (EDI) vision - **Warwickshire County Council, a place where everyone feels valued, included, safe, supported and welcome** - places our approach to inclusivity at the heart of everything we do.

<p>We want our Employees to feel...</p> <p>Valued, included, safe, supported, welcome and that they can reach their potential no matter what their background.</p>	<p>We want our Communities to feel...</p> <p>Safe, supported and that when they interact with Warwickshire County Council in whatever capacity, that they consistently receive a dedicated, inclusive and accessible service.</p>	<p>We want our Members to feel...</p> <p>Included and supported by our action plan. Leveraging support from Members where possible will enhance our external reputation and internal profile.</p>
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Our EDI objectives are supported by Our People Strategy and our Council Plan 2020-25. To fulfil Our People Vision, Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best, we recognise that diversity and inclusion across the Council plays a role in this and that we all have different talents, different attributes and bring different skills to the table. By doing this we will be able to develop, adapt, innovate and progress. EDI plays an important role in delivering the outcomes of the Our People Strategy such as: -

- Our people are diverse, feel that they belong and can bring their whole self to work
- We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce
- We will break down barriers to enable a collaborative, innovative and accountable environment
- Our offer enables us to attract, retain, engage and motivate a diverse and talented workforce
- Our people are celebrated for their diversity and bring the capabilities and behaviour to drive a high-performance culture

Our EDI objectives ensure that there is an integrated and proactive approach to EDI that meets our Public Sector Equality Duty, is informed by sector best practice, and supports the achievement of our values, behaviours and vision.

Our People Strategy Building Blocks	No.	Objective	Expected Outcomes
<p>Culture, Values and Behaviour</p> 	<p>1.</p> <p>2.</p>	<p>Provide a diverse range of education and training opportunities related to EDI for our people to access.</p> <p>Continue to actively support a range of local and national diversity and inclusion events and activities.</p>	<p>Our people are aware and actively engage in WCC's approach to EDI, understand their responsibilities and feel they can act accordingly with confidence to promote the development of a more inclusive culture, improving our overall performance.</p> <p>Increase in the profile of WCC's commitment to EDI.</p>
<p>Leadership</p> 	<p>3.</p> <p>4.</p> <p>5.</p>	<p>Harness the collective knowledge and experience of our customers, employees and partners through collaborative working to enable learning and tackle the issues that affect us all.</p> <p>Ensure each employee has at least one objective in their Appraisal, in the period 2020-2025, which explicitly supports the Council's EDI ambitions.</p> <p>Develop a Warwickshire Equality Charter with other organisations to help improve equality, diversity and inclusion across Warwickshire.</p>	<p>Increase in engagement, partnership working and understanding of equality issues, enabling the Council to act.</p> <p>Appraisals inform development.</p> <p>Organisations have the resources, information and support to help improve equality, diversity and inclusion across Warwickshire.</p>
<p>Organisational development and Design</p> 	<p>6.</p>	<p>Review and develop current practices in relation to policies, processes and services, including the commissioning of services.</p>	<p>WCC has robust mechanisms in place to make sure our policies, processes and services, including commissioned services, are accessible and inclusive.</p>
<p>Performance</p> 	<p>7.</p>	<p>Ensure we have the infrastructure in place which to provide accurate data to inform our decision making and measure our progress.</p>	<p>WCC can identify key issues and measure progress in relation to EDI.</p>

<p>Reward and Recognition</p> 	<p>8.</p>	<p>Continue to recognise and highlight opportunities and the success of EDI initiatives and people.</p>	<p>Increase in employee engagement and motivation.</p>
<p>Talent Development and Career Opportunities</p> 	<p>9. 10. 11.</p>	<p>Ensure all our learning and development is increasingly accessible and inclusive.</p> <p>Review and develop current practices in relation to attraction, recruitment and development.</p> <p>Explore and analyse possible options for advancement at all stages of employee journeys.</p>	<p>WCC offers every employee fair training and development opportunities.</p> <p>WCC's workforce represents the diversity of Warwickshire at all levels within the organisation and there are no barriers to progression for different groups, resulting in increased performance.</p>

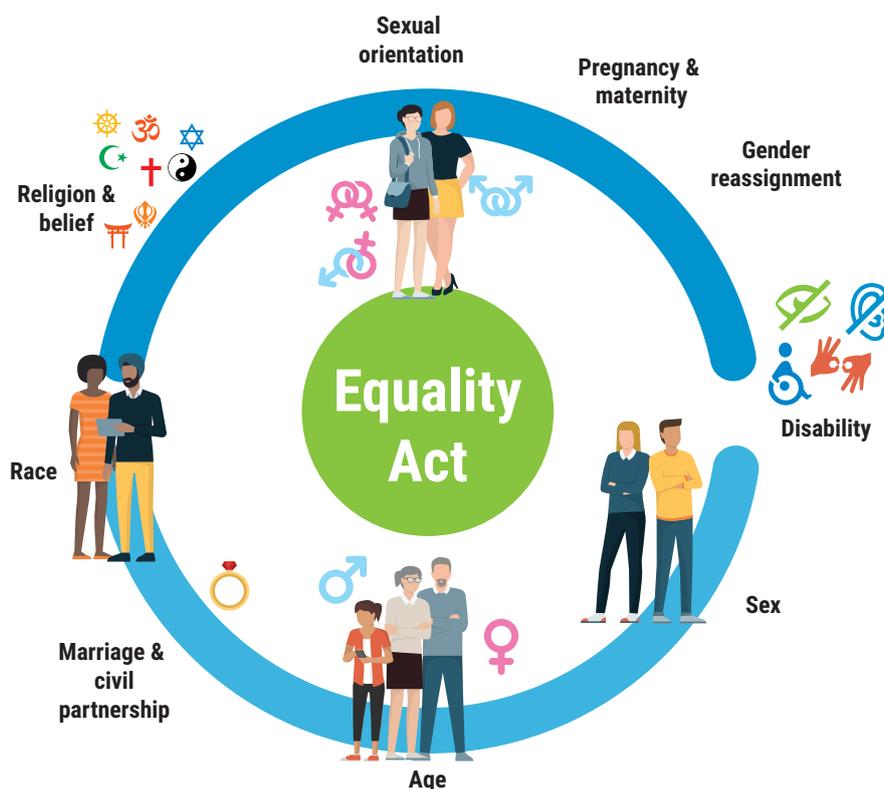
Throughout the report, we have used Our People Strategy building block icons to help you connect the stories we tell with our EDI objectives. What follows is just a selection of our work on EDI over the last year.



In addition to our EDI objectives, we commission a Pan Equalities Service. Our current contract is held by EQulP until March 2022.

The service works towards the elimination of unlawful discrimination, whilst promoting equality of opportunity and fostering good relations between people of different groups under each the protected characteristics as set out in the Equality Act 2010, within and across the Public and Third Sectors to meet the following outcomes: -

1. Improved community cohesion and equality within Warwickshire.
2. People living or working in Warwickshire feel that their voices are heard, and they have influence in local decision making.
3. People living or working in Warwickshire are safe and protected from harm and are able to remain independent for longer.



03. Measuring Success

To measure our success, we have identified the following targets: -

- **Pay Gap Data.** We will be an inclusive organisation when our gender, ethnicity and disability pay gaps (mean and medium) are within 5% of 0% either way.
- **Disclosure Rates.** An upward trend in diversity data disclosure rates every year. This will enable us to truly understand whether our workforce represents the diversity of Warwickshire at all levels within the organisation.
- **Check-in survey data.** An upward trend for the agreement scores against the following statements, plus benchmarking against other local authorities: -
 - Warwickshire County Council is a good employer
 - I believe Warwickshire County Council values equality and diversity in the workplace
 - I am treated with fairness and respect at work
 - I feel valued and recognised at work
 - I have not experienced or witnessed any form of bullying or harassment at work in the last 12 months

04. Achievements 2020/2021

Introduction of our Diversity and Inclusion STAR Award!

Diversity and inclusion are crucial to ensuring a positive, productive workplace and an outstanding service to our customers. In 2020 we launched our new Diversity and Inclusion award as part of our annual employee awards to celebrate and recognise individuals and teams for making a difference to individuals, communities, business, and our people.

Reward and
recognition



Empowering and Equipping Our People

We empower and equip our people with accountable freedom, encourage considered curiosity to learn more about diversity, and support our employees to make the right decisions.

Culture,
values and
behaviour



This year we have invested significantly in our education and training opportunities for employees. Our approach is to be diverse in our delivery, through a range of webinars, sharing case studies and stories, podcasts and resources.

We wanted to highlight an example of work being done to find solutions, build partnerships and bring about sustained change for people in Warwickshire. The Foster Carer Training and Qualifications team developed a session covering Black History to support Foster Carers so that they can form bonds with their children through cultural understanding, and help the children develop a positive sense of identity. This has now become a core component of the training programme.

As part of our commitment to Race Equality we held four open sessions for our ethnically diverse employees, with the aim to start the conversation about the impact and use of the acronym Black, Asian and minority ethnic (BAME), as well as capture common themes which enabled us to identify key next steps. This included the development of our Racial Language Guide and Guidance for Holding Discussions About Racial Inequalities, as well as the development and delivery of our Microaggressions workshop, enabling our people to understand how small subtle acts of racism can have a large impact and discover techniques to minimise the occurrence. We also commissioned Pearn Kandola to deliver their Free to Soar: Race & Wellbeing in Organisations sessions and launched our Bullying, Harassment and Discrimination Anonymous Reporting Form, to gain data on behaviour and enable the Council to target training accordingly and understand more about why people may not feel confident in raising the

Strong communication campaigns throughout the year amplified and promoted other diversity celebrations and inclusion initiatives, and highlighted the importance of turning conversation into action to inform our people around the significance of being inclusive in our language and anti-discriminatory in our actions. Highlights included our Women's Staff Network encouraging colleagues to make gender equality pledges for International Women's Day, Heritage and Culture working with community leaders to add more culturally and ethnically diverse stories to their archives, and the Libraries putting together reading lists for Holocaust Memorial Day. We also celebrated Carers Week, which saw our Carers Staff Network launch our own Let's Talk Caring Conversation template. This enables employees to have open and honest conversations with their manager about their caring responsibilities and agree how each employee is uniquely supported to manage their work/home/caring balance and remain well, enabling each individual to be the best they can be. In addition to this, we also launched a new Carer's policy, as well as added Carer Aware training to the induction programme for all new starters, and started collating data on how many carers we have in our workforce, alongside other diversity data, which we'll be able to report on next year.

"The training really resonated with me. It gave a tremendous amount of understanding about Black history and its importance, along with how to educate the children we care for so that they also develop an awareness" – Foster Carer

Council Equality, Diversity & Inclusion Group



We have made progress in co-ordinating our work through strengthening our corporate oversight in this area through the revamped Council Equality, Diversity and Inclusion (EDI) Group. The group has a diverse membership from across the council. The group have developed an action plan aligned to Our People Strategy, and are helping to equip and empower our senior leadership team to be able to support the Council in effectively delivering a change in culture and mindset through a range of inputs at Senior Leadership Forum.

Responding to COVID-19



As part of the Coventry and Warwickshire Creative Health Alliance, Warwickshire County Council Public Health has commissioned several artists to deliver important vaccination information in innovative and creative ways across the county. The purpose of the artwork is to provide reassurance and encourage positive behavioural change towards getting the COVID-19 vaccine. The artists have worked in a range of media to create this engaging work, from comic strips and videos to animations, songs and even the colourful wrapping of messaging across public transport. Where required each artist has also worked closely with focus groups in order to obtain real, valid experiences and represent the genuine thoughts and feelings of Warwickshire's diverse residents. Find out more about [COVID-19 Arts Projects](#). We also worked in partnership with EquIP to reach and support our diverse communities and provide COVID-19 information and support available in a range of languages and accessible formats.

Fire and Rescue Recruitment



Our communities will become safer if we recruit, retain and develop future leaders from a cross section of our communities. To be able to remove and understand cultural barriers in applying for a career within the Fire Service, and enable us to foster good relations with our diverse communities, we held ten taster day events at different locations as part of our recruitment campaign, encouraging different groups of people, including Women, as well as Neurodiverse, LGBTQ+, and Black and ethnically diverse individuals, to view the Fire Service as a career and apply. These enabled different groups of people to find out more about the service through a range of myth busting activities. Overall, 86 attended, 86 stated they found it interesting and helpful, 75 were going to apply, 5 undecided and 6 were not going to take their applications any further.

It's important that we provide an inclusive and supportive working environment for everyone who works here. Therefore, we reviewed and introduced new policies and practices. This included the introduction of a Menopause policy with the aim to ensure that individuals suffering with menopause symptoms feel confident to discuss it, and ask for support and any reasonable adjustments so they can continue to be successful in their roles, and foster an environment in which colleagues can openly and comfortably instigate conversations or engage in discussions about menopause.

Working with Pride

Warwickshire Fire and Rescue Service celebrated Pride by hosting a series of virtual webinars in partnership with colleagues at Gloucestershire, Oxfordshire, Royal Berkshire and Buckinghamshire fire and rescue services. The webinars were a chance for the fire services to listen and to understand the communities around them and to have an open conversation on how fire and rescue services can improve for the LGBTQ+ community.

In addition, we worked with the NHS South Warwickshire Foundation Trust (SWFT) to adopt and implement the NHS Rainbow Badge Scheme locally. The scheme focuses on raising awareness about how LGBTQ+ service users are more likely to face discrimination when accessing healthcare services than heterosexual users. In order to gain a greater understanding of those potential barriers, it was critical that we built trust within the local LGBTQ+ community groups across Warwickshire and listen to their concerns and learn from them. We commissioned a piece of work, led by EQulP, to explore and understand the experiences of LGBTQ+ people when accessing health and social care provision in Warwickshire and their view on the Rainbow Badge scheme. A specialised training programme was developed and delivered to local Rainbow Badge scheme champions within maternity and children's services, which included a service user sharing her and her wife's experience of SWFT maternity services and how it could have been improved.

We are proud to support and celebrate Pride and our LGBTQ+ employees and communities. Every year we raise the rainbow flag outside of Shire Hall during LGBT+ History and Pride month. To enable our people to understand and be able to create LGBTQ+ inclusive spaces, we developed and delivered a range of LGBTQ+ Inclusion workshops for our people and our district Councils. We also commissioned Warwickshire Pride, Warwickshire's local LGBTQ+ charity, to deliver a session on Trans Awareness which over 200 people attended. To mark LGBTQ+ History month, members of our LGBTQ+ network shared their hobbies and interests, what this year has meant to them, and what it is they do to support their wellbeing.

Our Sexual Health team also developed and hosted a range of LGBTQ+ sexual health quizzes, as well as a podcast talking about the barriers in accessing support and what we can do as a service provider to overcome them.

100% of respondents felt that the:

- objectives for the sessions were met
- role of the Champion was clearly defined
- training was applicable to the workplace

"I want to be the most inclusive and respectful practitioner that I can. I want service users to feel comfortable and safe when they access services."
– **NHS Rainbow Badge Champion**



(Fire and Rescue's Pride celebrations)



(Rugby Library proudly wearing their pro-noun badges)

Warwickshire Hate Crime Partnership



Warwickshire County Council forms a key role in the Warwickshire Hate Crime Partnership, which brings agencies together to address hate crime in the county. The partnership recognises that hate crime is under-reported in the county and that improvements are needed to increase confidence in the reporting process and broaden the support on offer to victims. This year, the partnership has brought together data from Police, EQuIP, Victim Support, schools and the Crown Prosecution Service to show the true scale of hate in the county and enable the delivery of targeted work across local districts and boroughs, or with communities who are being affected. The impacts of this means the partnership is now more responsive to trends in hate crime reporting, providing reassurance to communities that Warwickshire County Council and partners take hate crime seriously and are committed to addressing this. In addition, throughout the pandemic partners have utilised technology to increase awareness within their own organisations. To mark Hate Crime Awareness Week in October 2020, a professional's webinar was held to educate attendees across partner agencies to understand what hate is and how we all play a role in tackling this and supporting those affected. Warwickshire Police have also implemented a new Hate Crime Support Team to provide greater support to victims of hate crime in the county.

Partners have supported this and along with ongoing communications, encouraged the reporting of hate crime. This has been of particular focus in response to lockdown measures easing, with the impact these have had on community cohesion, as well as in response to Black Lives Matter. The impact of these messages has been an increase in reports to partners with neighbour disputes during national lockdowns being reported as well as a peak in reports to the Police in June 2020, coinciding with the international Black Lives Matter movement.

Armed Forces Covenant



This year we achieved the Armed Forces Employer Recognition Scheme Gold Award! To achieve this we amended our HR policies to take into consideration the Armed Forces Covenant, which resulted in the period of paid leave for reservists being extended and the introduction of a Guaranteed Interview Scheme which offers any service person or leaver who meets the essential criteria for any post being advertised externally a guaranteed interview. [To find out more about the Armed Forces Covenant.](#)

Leading with Data



We use our data to give us an increased awareness and an accurate understanding of the issues we're responding to. This evidence-based approach lets us make sure that equality, diversity and inclusion (EDI) remains a core business priority. In reviewing our approach in engagement, throughout the pandemic we have moved from an annual YourSay survey to more regular shorter check-in surveys. The average response rate is 45%.

When asking our people for their diversity data we give them the option of prefer not to say. Our areas where there's the highest proportion of employees selecting prefer not to say / not stated is religion and belief and sexual orientation. As part of our check-in surveys over the last year, respondents diversity data was collated and analysed. Similarly, the highest proportion of employees selecting prefer not to say was also religion and belief and sexual orientation. Individuals who stated prefer not to say scored lower in measures of wellbeing, employee engagement and agreement to Warwickshire County Council valuing fairness and respect and that they haven't experienced or witnessed bullying and harassment at work in the last 12 months. In addition, 14.3% of our leavers preferred not to say, whilst only 8.9% of our workforce have selected prefer not to say. This is a priority area for us, and we have identified the following actions:

- Engagement with employees to understand their views on diversity data collection
- Develop and deliver Our People Data campaign with the aim to build trust with our people about how we use their data and why it's important
- Improve our exit interview data collection

84% of our people agree that Warwickshire County Council is a good employer. (+9% from 2019) LA benchmark score = 56%*

83% of our people believe Warwickshire County Council values equality and diversity in the workplace. (+2% from 2019)

82% of our people agree that they are treated with fairness and respect at work. (+0% from 2019)

71% of our people feel valued and recognised at work. (+8% from 2019) LA benchmark score = 50%*

78% of our people have not experienced or witnessed any form of bullying or harassment at work in the last 12 months (+5% from 2019)

*We compare against Local Authority (LA) benchmarks where available.

05. Staff Networks

Warwickshire County Council recognises the power of our staff networks to improve the wellbeing for our people, and the culture of our organisation.

One of the ways we wish to support this is through the development of specific staff networks. Such groups provide members with the opportunity to support one another, connect, and discuss prevalent issues and enact change.

Our staff networks are run by employees for employees, with administrative support from the Equality, Diversity and Inclusion (EDI) team.

We currently have six staff networks:

- Global Ethnic Majority (GEM) Staff Network
- Carers Staff Network
- Christian Staff Network*
- LGBT+ Staff Network
- Women's Staff Network*
- Widows / Widowers Staff Network*

*Newly established in 2020-2021

"I'm passionate about achieving equality for all women and want to ensure that the voices of women from all backgrounds are heard so that WCC and the wider community can be a safe environment in which everyone can thrive and attain their goals" – Chair of the Women's Staff Network

"The Network has really developed into a lovely community that supports every member with kindness and positivity and has such a wealth of collective knowledge and experience from the lived experience of being carers that is always generously passed on to other members to help them in their caring roles" – Chair of the Carers Staff Network

The Chair or a representative from our equality staff networks attend the Council's EDI group meetings as a critical friend, providing the networks with a clear route within WCC to feedback, recognising the importance of two-way communication to enable a collaborative, innovative and accountable environment.

06. Priorities for 2021/2022

Our vision will be achieved through multiple enablers, and our actions to date are helping us to be an inclusive organisation, which is evidenced by our data. Our priority is to continue to deliver our plan, whilst focusing on the following over the next year: -

- **Our People Data Campaign.** We're only as good as our data, that's why we want to drive disclosure rates to help us understand our landscape better, become better at identifying key issues, and measuring our progress. To enable us to do this we need to focus on dialogue with our people to better understand, educate and build trust through a range of activities.
- **Inclusive Recruitment and Onboarding.** We will review and develop our current practices in relation to attraction, recruitment and onboarding, helping us to become a more inclusive employer.
- **Talent Development.** We will explore and analyse possible options for advancement at all stages of employee journeys so that our workforce represents the diversity of Warwickshire at all levels within the organisation, and there are no barriers to progression for different groups, with a particular focus on ethnicity and disability, resulting in increased performance.

07. Conclusion

We hope that throughout these stories you are able to see how equality, diversity, and inclusion (EDI) are at the heart of everything we do, but most importantly support us in reaching our core vision: -
"To make Warwickshire the best it can be"

We know we've still got a lot to do and we plan to do more work to ensure our people and the people we're here for feel **valued, included, safe, supported** and **welcome** in Warwickshire.

08. Our Diversity Data

The following charts show our workforce diversity information, based on the year 1 April 2020 to 31 March 2021, and our gender and ethnicity pay gap data at 31 March 2021. For 2020/2021, we have expanded our reporting to include our disability pay gap figures. This section also looks at our turnover and promotion rates by protected characteristics. This insight, alongside other data, including but not limited to, our regular check-in surveys, qualitative data captured through a range of channels (e.g. Staff Networks, Employee Forums, focus groups etc.), supports us in setting our objectives and measuring our progress. The following charts show the trends from 2018/2019, with the main summary being: -

- Both our mean and median gender pay gaps have reduced since 31 March 2020. Our mean gender pay gap at 31 March 2021 is 2.6%. This is a reduction of 0.1% from 2.7% at 31 March 2020. Our median gender pay gap is 5.4%. This is a reduction of 3.3% from 8.7%. This is because the proportion of women in the Upper and Upper Middle Quartiles has increased slightly from 2020, whilst the proportion of women in the Lower Middle and Lower Quartiles has decreased.
- The gender pay gap in the UK has been declining slowly over time; over the last decade it has fallen by just over one-fifth among all employees. Our median gender pay gap is lower than the 2020 national median gender pay gap of 15.5% by 10.1%, and the public sector as a whole by 10.4% where the median gender pay gap is 15.8% (ONS).
- Our mean gender pay gap is lower than the 2020 national median gender pay gap of 14.6% by 12%, and the public sector as a whole by 11.9% where the mean gender pay gap is 14.5% (ONS).
- “Both our mean and median ethnicity pay gaps have slightly decreased since 31 March 2020, with both still being a negative measure. A negative measure indicates the extent to which Black, Asian and minority ethnic (BAME) employees earn, on average, more than their White British / not stated colleagues. We have disaggregated “BAME” in this year’s report, because we recognise its limitations as a term that combines and therefore dilutes the experiences of Black, Asian and other minority ethnic groups.
- Our mean ethnicity pay gap at 31 March 2021 is -0.8%. This is a decrease of 1.8% from -2.6% at 31 March 2020. Our median ethnicity pay gap is -2.2%. This is a decrease of 1% from -3.2%. This figure is lower than the 2019 national median ethnicity pay gap of 1.9%, and significantly lower than the 2018 West Midlands median ethnicity pay gap of 9.5% (ONS).

- By disaggregating our ethnicity pay gap data we are able to explore and understand it better –

Ethnicity	Warwickshire County Council median ethnicity pay gap, 2021	2019 national median ethnicity pay gap disaggregated (ONS)
Asian or Asian British	1.7%	-0.9%
Black or Black British	-2.1%	5.7%
Mixed	-6.4%	1.3%

- Our mean disability pay gap at 31 March 2021 is 3.5%. This is a reduction of 0.4% from 3.9% at 31 March 2020.
- Our median disability pay gap is 8.6%. This is an increase of 2.7% from 5.9%, and lower than the 2018 national median disability pay gap of 12.2% (ONS). The reason our median has increased, whilst our mean has decreased, is because there's a less even split of employees with and without a declared disability across all the Pay Band Quartiles, with more employees with a declared disability in the Lower Quartiles than the Upper Quartiles. Talent Development is outlined as one of our key priorities, with a particular focus on disability.
- Our employees' diversity data disclosure rates have increased across all groups; however, we still need to improve this which is why one of our priorities is to develop and deliver Our People Data campaign.
- The ethnic diversity of our Senior Leadership Team (Tiers 0 – 3), has been reported as Black, Asian and minority ethnic (BAME), Non-BAME, and Not Stated. This is because of the low numbers for some categories which would make individuals identifiable. To enable us to disaggregate "BAME" we explored collating the data set to represent Tiers 0 – 4b Leaders. However, due to the Council going through its Functional Operating Models, the data set for Tiers 0 – 4b Leaders is incomplete. Therefore, we are unable to provide the diversity data as it is not representative due to it not including a significant number of employees at that level. As part of Our People Data campaign, we plan to fix this and drive disclosure rates upwards.



Key Measures and Definitions

Heads/Headcount: The headcount is defined as the physical number of people irrespective of the number of positions held or the number of hours worked by the individual. It is possible for an individual to be employed within different roles within the WCC structure, therefore the headcount for Warwickshire will not necessarily be equal to the total headcount for each group.

Full Time Equivalent (FTE): Full Time Equivalent relates to the number of hours an employee is contracted to work each week as a proportion of the number of hours per week defined as full-time as per contracts of employment. Thus a full-time employee would have an FTE of 1.0 and an employee working 18.5 hours per week in a role based upon a 37 hour contract would have an FTE of 0.5.

Black, Asian and Minority Ethnic (BAME): Within this report we have disaggregated "BAME", because we recognise its limitations as a term that combines and therefore dilutes the experiences of Black, Asian and other ethnic groups.

New Starters: New starters are defined as employees starting employment within the organisation (and not those changing roles).

Leavers: Leavers are defined as employees leaving the organisation (and not those leaving an individual post but remaining employed).

Promotion: A promotion is the advancement of an employee's rank or position in the organisational hierarchy system.

Gender Pay Gap: The gender pay gap is an equality measure that shows the difference in average (mean and median) earnings between men and women.

Ethnicity Pay Gap: The ethnicity pay gap is an equality measure that shows the difference in average (mean and median) earnings between BAME and White British employees. We recognise that BAME combines and includes a wide range of ethnicities, therefore we have disaggregated our ethnicity pay gap data to explore it further.

Disability Pay Gap: The disability pay gap is an equality measure that shows the difference in average (mean and median) earnings between employees with and without a declared disability.

Please note that headcounts for Pay Gap figures are based on "Relevant" Employees as per Pay Gap Guidance - exclusions include employees without full pay within pay period March 2021 because of long term sickness, maternity etc or those who have started or left within pay period March 2021

*Warwickshire County Council, a great place to work
where diverse and
talented people are enabled to be their best.*



Warwickshire County Council (WCC)

Our Diversity Data and Pay Gaps report
1st April 2020 to 31st March 2021.



Our Diversity Data and Pay Gaps Report 2020-2021

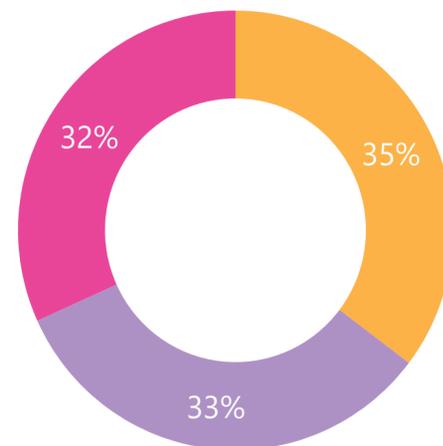
Workforce Profile - Headcount & Working Arrangements

Headcount by Year

● Communities Directorate ● People Directorate ● Resources Directorate ● Total Headcount



% 2021 Headcount by Directorate



As of **March 31st 2021**, WCC headcount was **4808**, FTE **4022.5**.

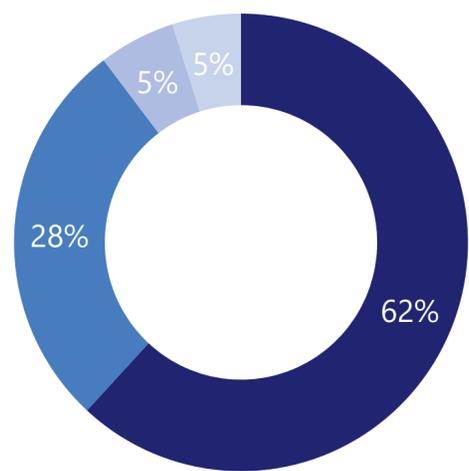
WCC ↑ **5.2%** increase in heads since *31st March 2020*:

Communities Directorate ↑ **2.2%** increase in heads

People Directorate ↑ **9.6%** increase in heads

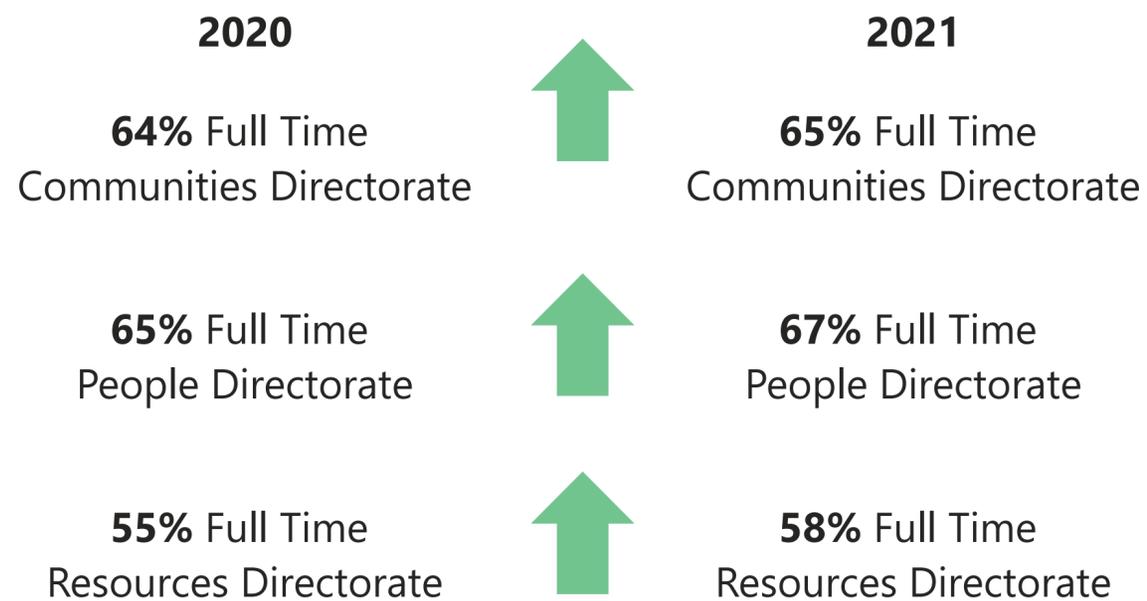
Resources Directorate ↑ **5.9%** increase in heads

WCC Working Arrangements 2021

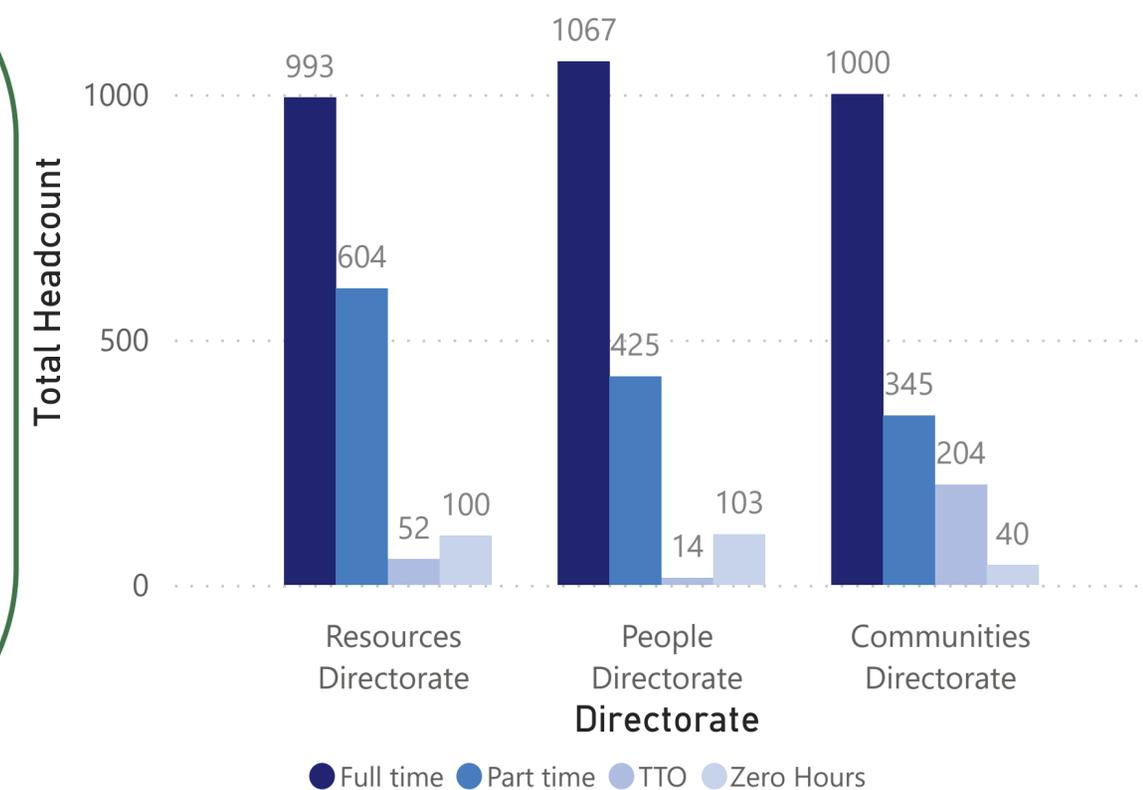


● Full time ● Part time ● TTO ● Zero Hours

The proportion of Full Time employees for **WCC** has increased by less than 1 percentage point since *31st March 2020*



Working Arrangements 2021



● Full time ● Part time ● TTO ● Zero Hours

*TTO refers to staff who are Term Time Only

Senior Leadership Religion

● Agnostic ● Christianity (including all denominations) ● No religion ● Not Stated ● Prefer not to say ● Sikhism



Senior Leadership Length of Service

● Under 1 Year ● 1 to 5 Years ● 6 to 10 Years ● 11 to 15 Years ● 16 to 20 Years ● Over 20 Years



Senior Leadership Ethnicity

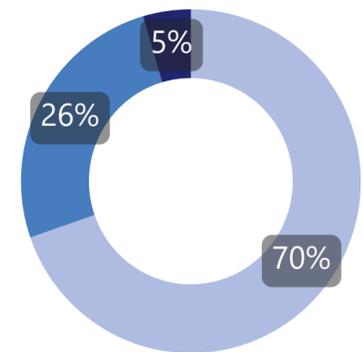
● BAME ● Non-BAME ● Not Stated



Individual ethnicities have not been included due to small numbers to avoid individual identification. To enable us to disaggregate "BAME" we explored collating the data set to represent Tiers 0 – 4b Leaders. However, due to the Functional Operating Models, the data set for Tiers 0 – 4b Leaders is incomplete, therefore we are unable to provide the data as it is not representative

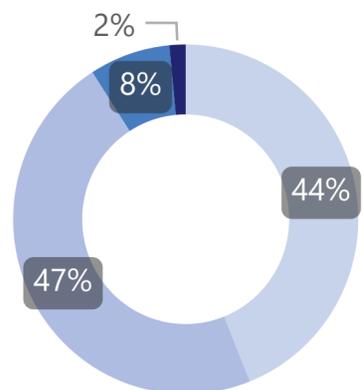
Senior Leadership Disability Status

● No ● Not Stated ● Yes

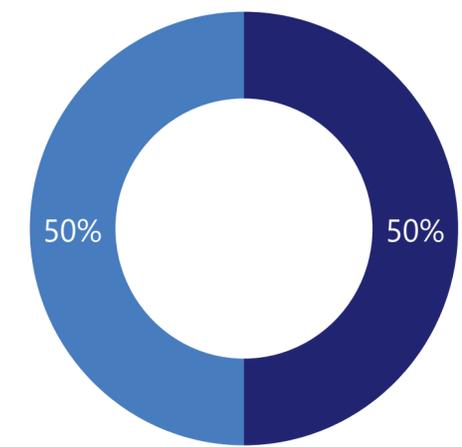


Senior Leadership Age Groupings

● 40 to 49 ● 50 to 59 ● 60 to 64 ● 65 +



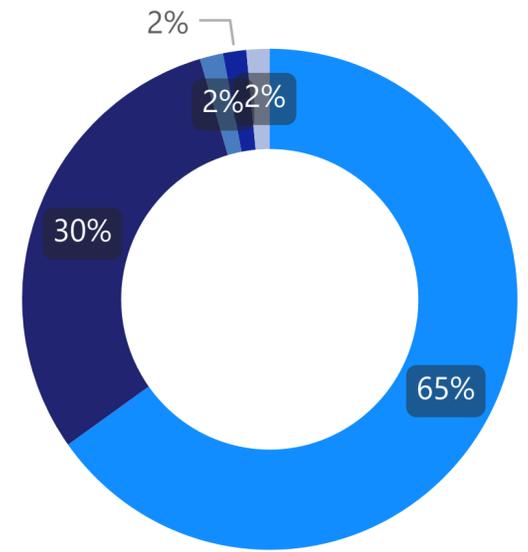
● Female ● Male



Senior leadership demographics includes employees from Tier 3 to Tier 0.

Senior Leadership Sexuality

● Not Stated ● Heterosexual / S... ● Gay / Lesbian ● Other inc. Bisex... ● Prefer not to say

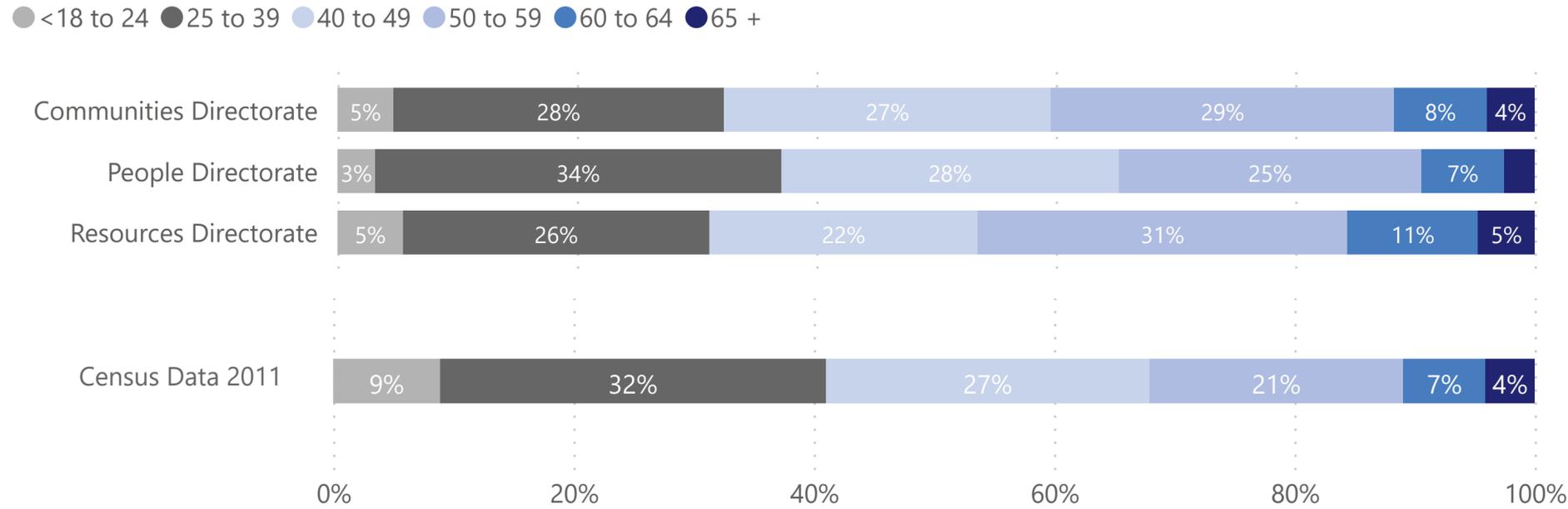




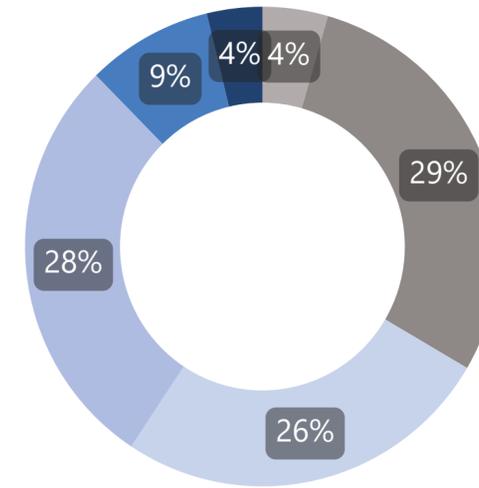
Our Diversity Data and Pay Gaps Report 2020-2021

Workforce Demographics - Age

2021 Age Groupings by Directorate



WCC Age Groupings 2021



As of **March 31st 2021**, only **4.5%** of the **all** employees were aged **under 25**, the same as in 2020.

The proportion of the workforce aged **60+** was **12.4%** (up from 11.7% in 2020).

The majority, **83.2%** of the workforce are between the ages of **25 to 39**.

2021 Communities

83.6%

Aged 25 - 59

↓ **84.3%**
2020

2021 People

87.4%

Aged 25 - 59

↓ **87.5%**
2020

2021 Resources

78.8%

Aged 25 - 59

↓ **79.3%**
2020

As of March 31st 2021, **4.6%** of Communities Directorate were aged **under 25** (4.5% 2020)

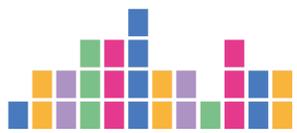
The proportion of Communities Directorate aged **60+** was **11.7%** (11.1% 2020)

As of March 31st 2021, **3.2%** of People Directorate were aged **under 25** (3.5% 2020)

The proportion of People Directorate aged **60+** was **9.5%** (8.9% 2020)

As of March 31st 2021, **5.5%** of Resources Directorate were aged **under 25** (5.6% 2020)

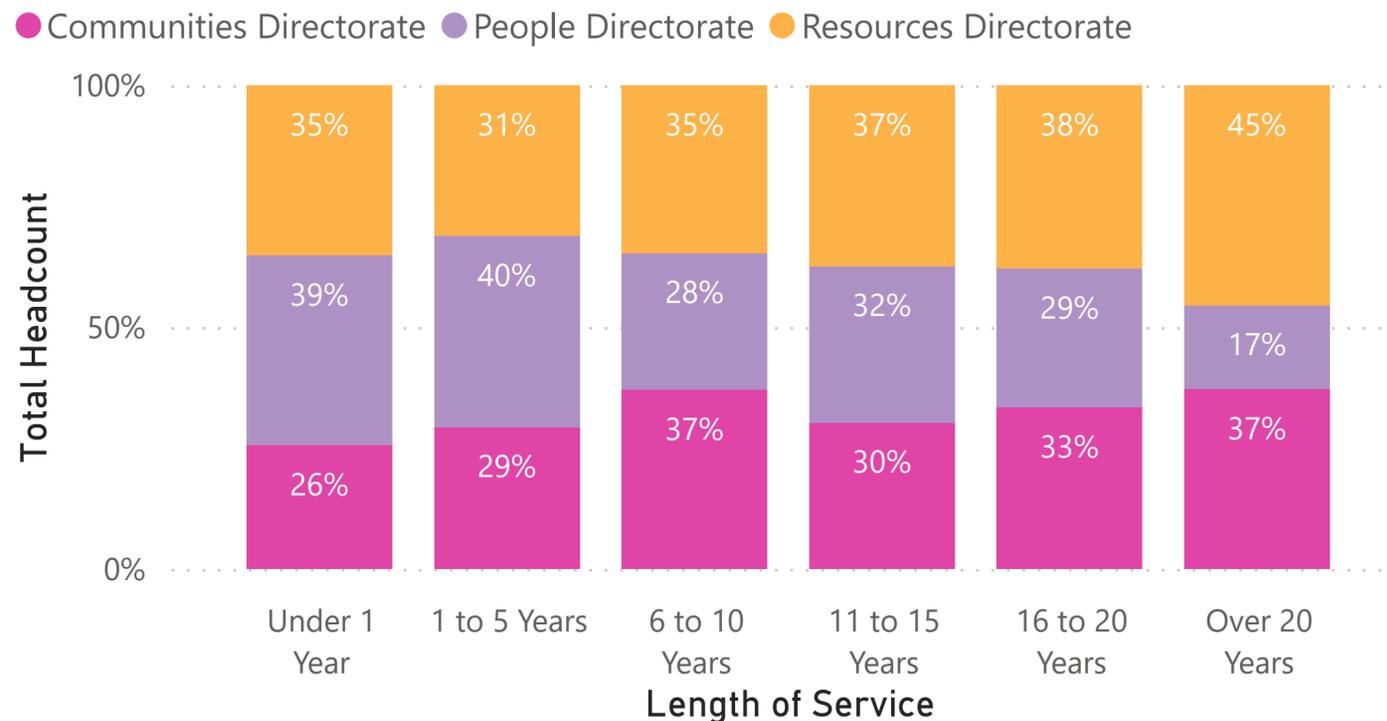
The proportion of Resources Directorate aged **60+** was **15.6%** (14.9% 2020)



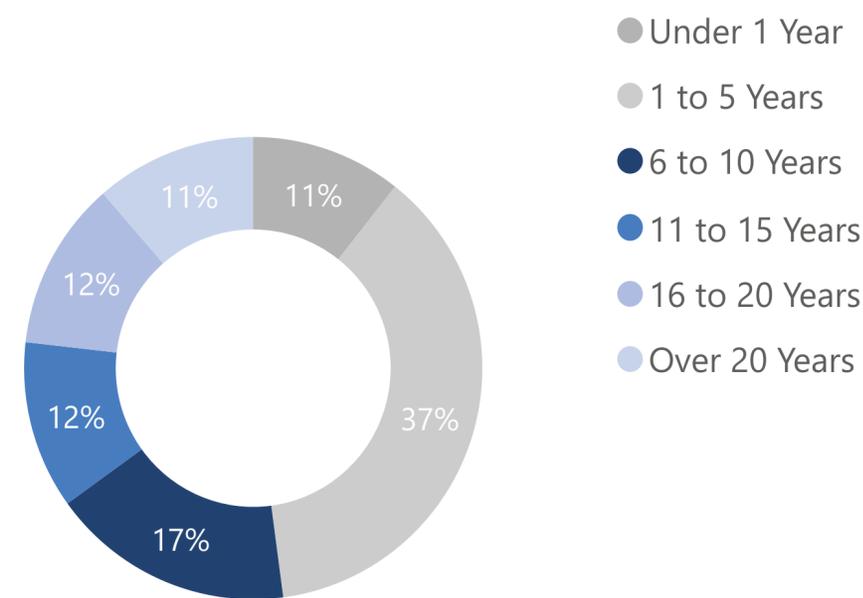
Our Diversity Data and Pay Gaps Report 2020-2021

Workforce Demographics - Length of Service

Total Headcount by Length of Service and Directorate 2021



WCC Length of Service 2021

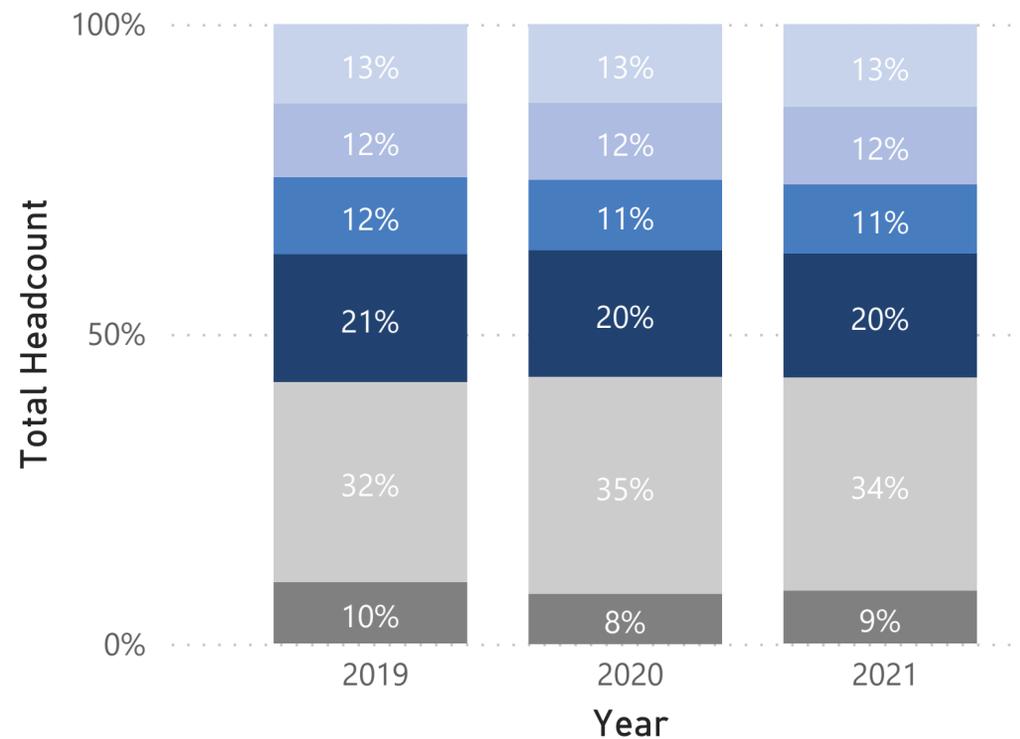


As of **March 31st 2021**, the proportion of employees who have been employed for **5 years or less** has **increased to 47.9%** (45.8% 2020)

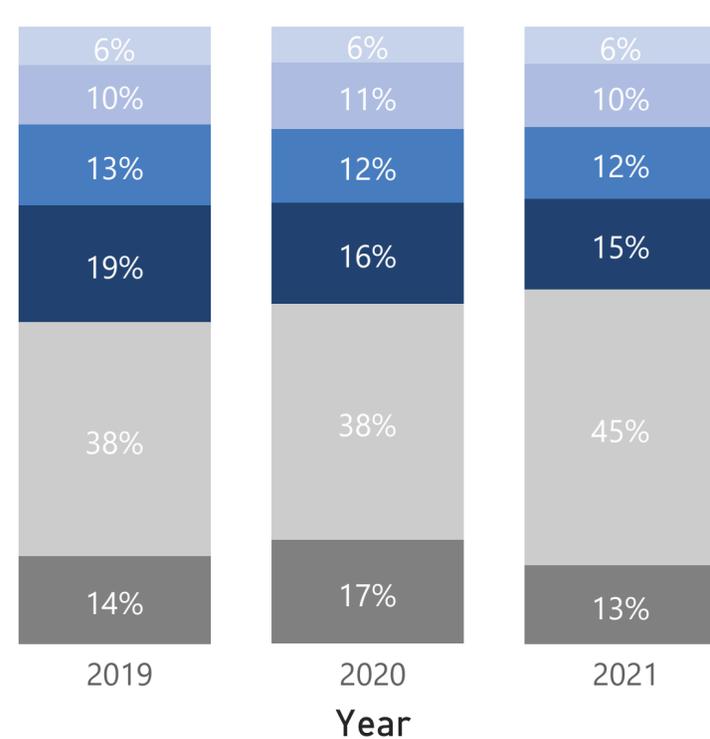
The proportion of employees who have been employed for **6 to 20 years** has **decreased to 40.7%** (43.3% 2020)

The proportion of employees who have been employed for **over 20 years** has **increased to 11.4%** (10.8% 2020)

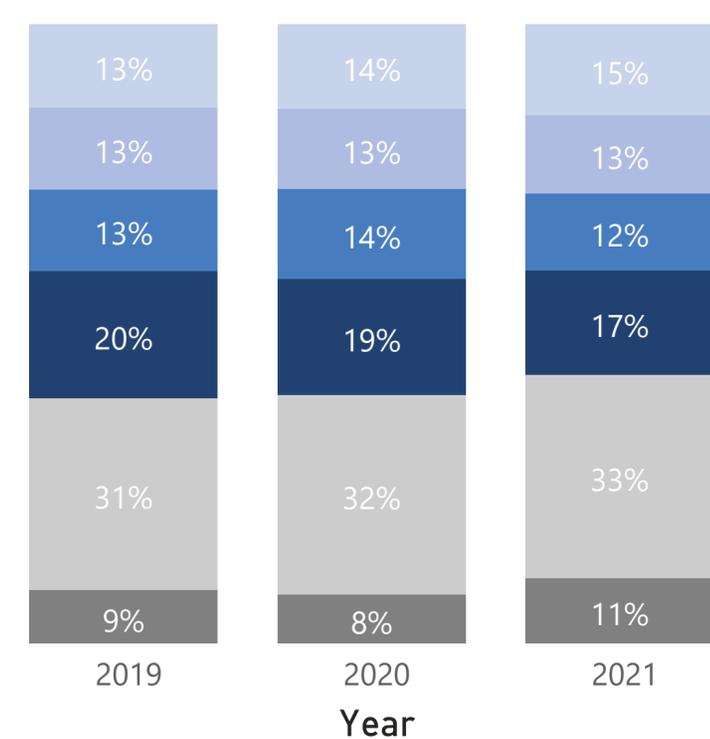
Communities Directorate - Length of Service



People Directorate - Length of Service



Resources Directorate - Length of Service



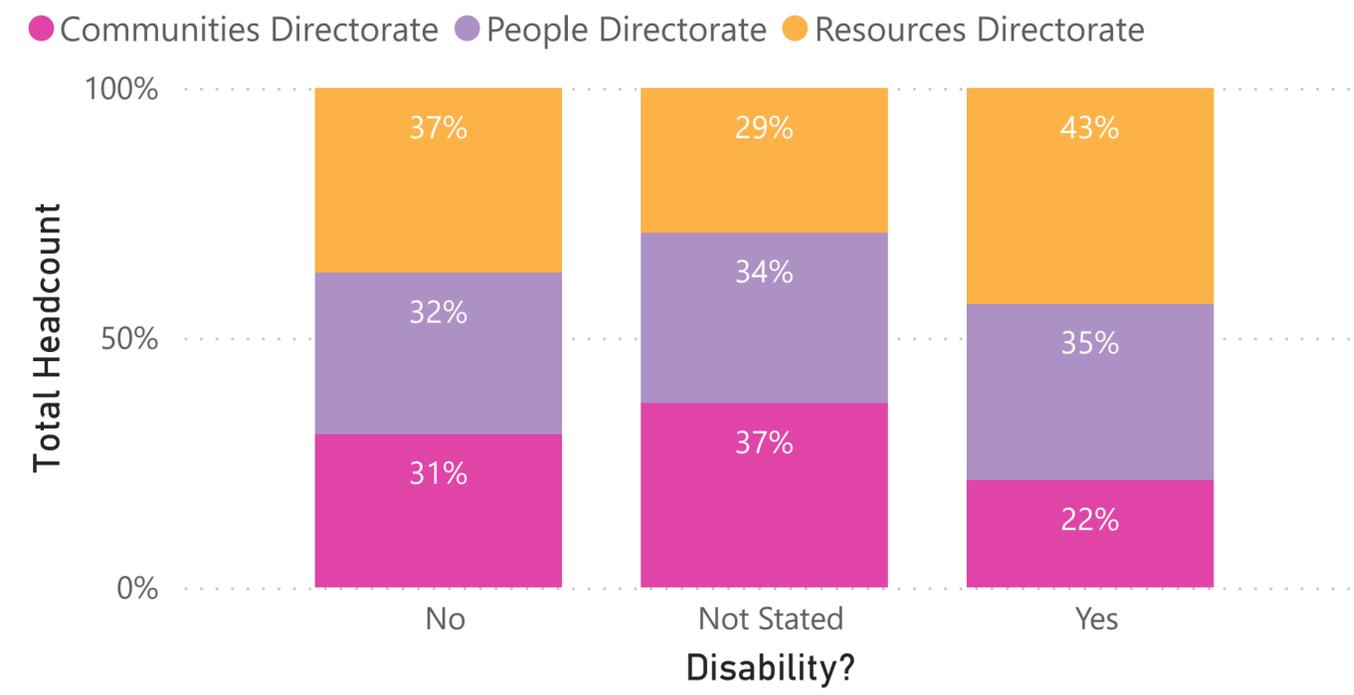
Length of service **5 years or less:**

Communities Directorate **43%** → (43% 2020)

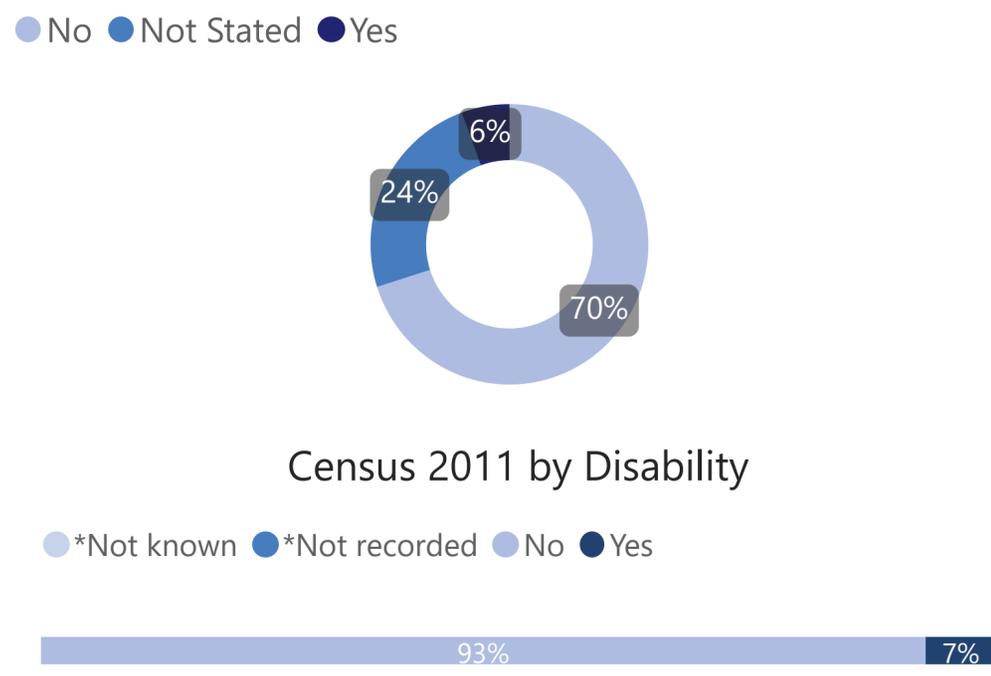
People Directorate **58%** ↑ (55% 2020)

Resources Directorate **44%** ↑ (40% 2020)

Disability Status by Directorate 2021



WCC Disability Status 2021

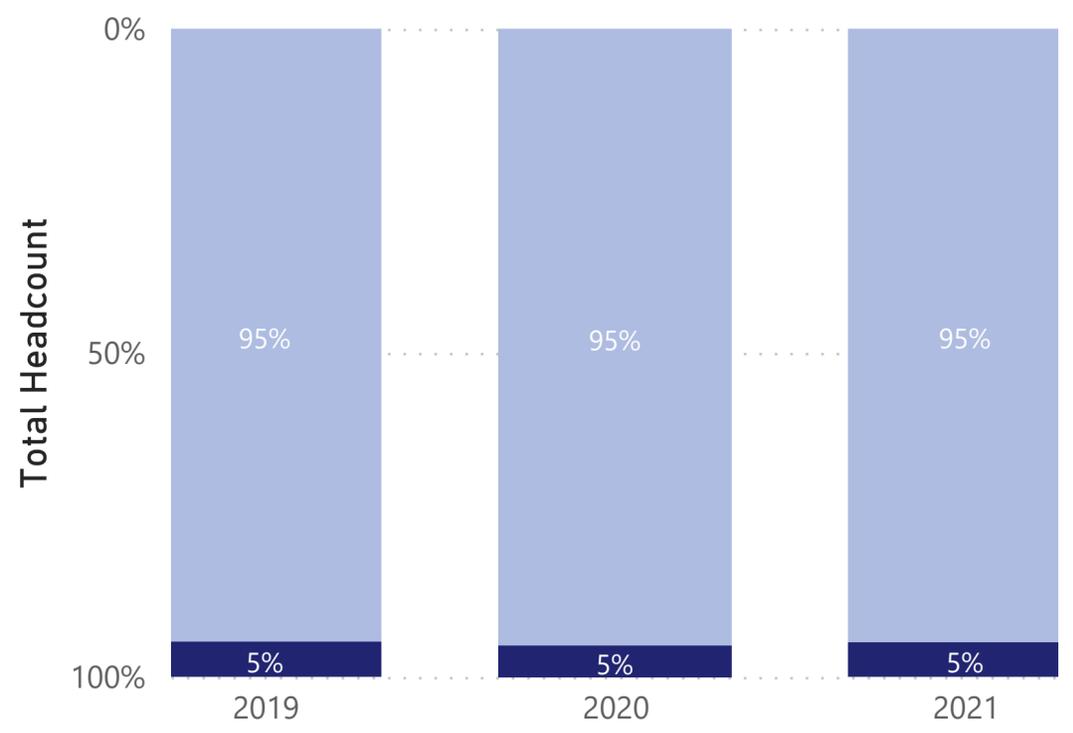


As of **March 31st 2021**, the proportion of employees in WCC who have **not recorded their disability** status is **21.8%** (23.8% 2020)

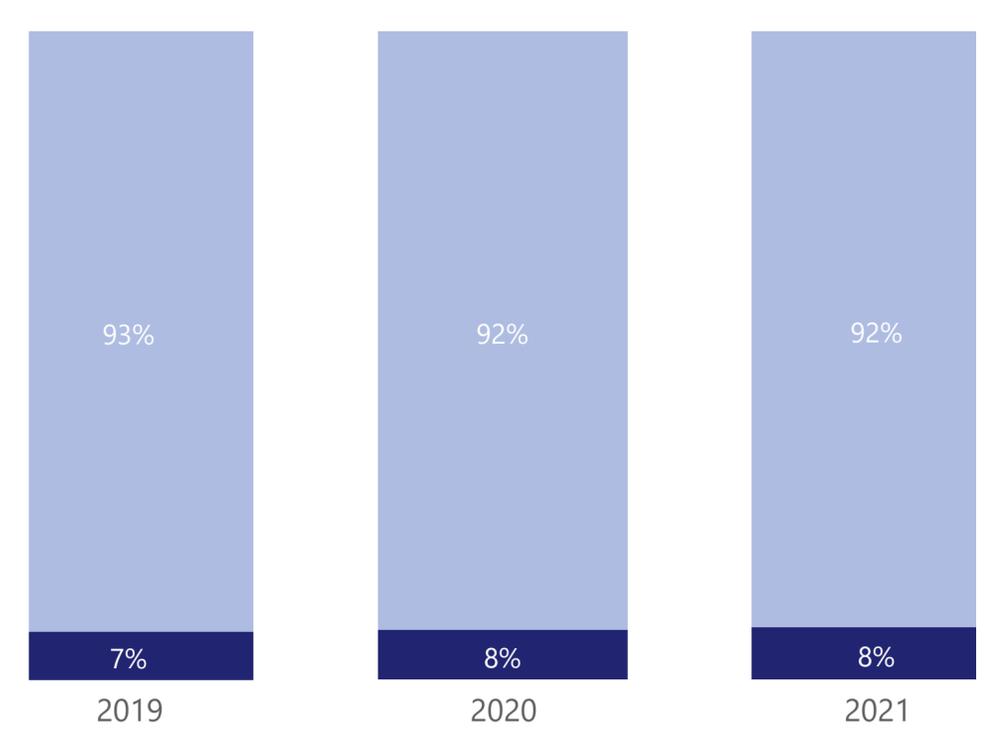
The proportion of employees in WCC who **have a declared disability** is **5.6%** (5.1% 2020)

The proportion of employees in WCC who **do not have a declared disability** is **70.1%** (68.2% 2020)

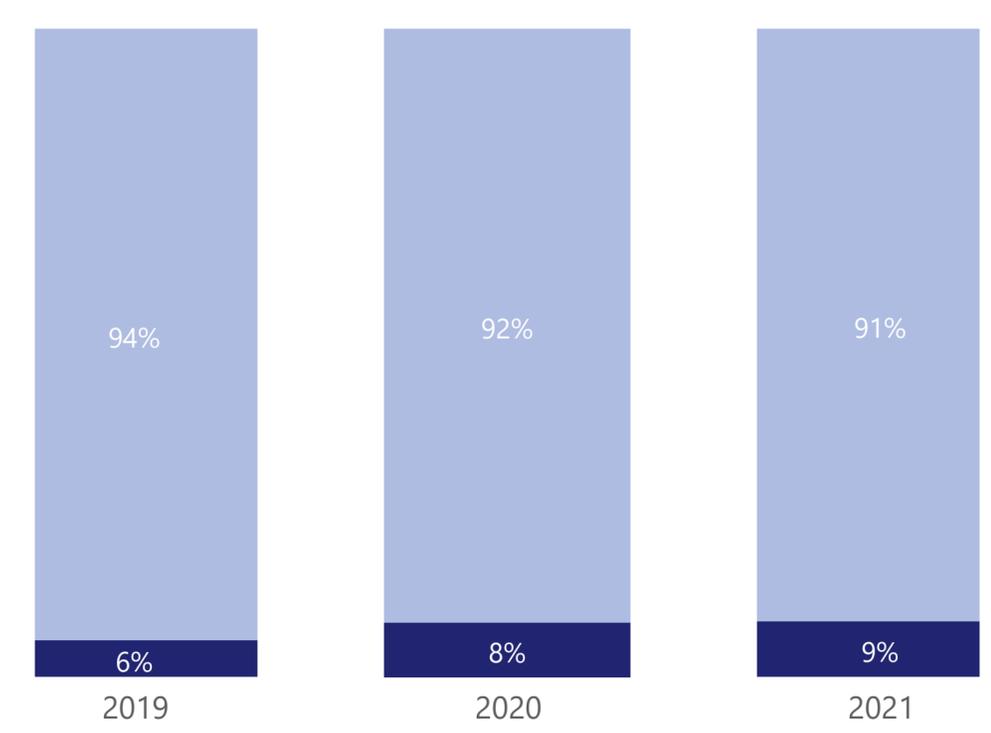
Communities Directorate - Disability Status



People Directorate - Disability Status



Resource Directorate - Disability Status



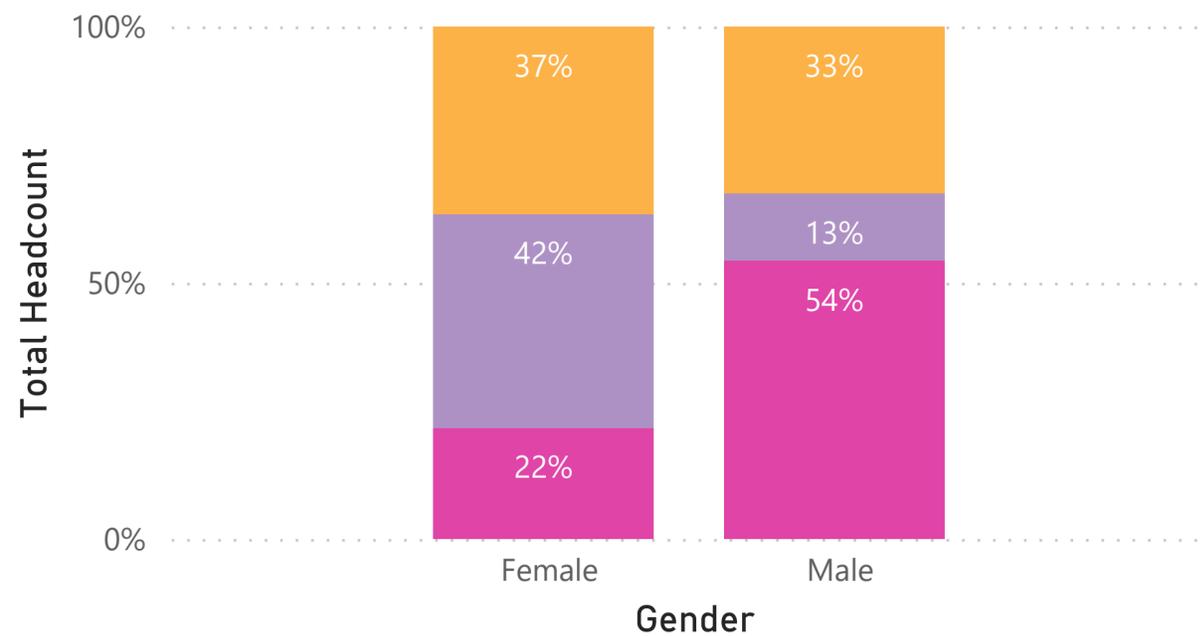
*Percentage above exclude 'Not known' and 'Not Stated' to allow direct comparison to the long-term health problem or disability Census 2011 profile for Warwickshire



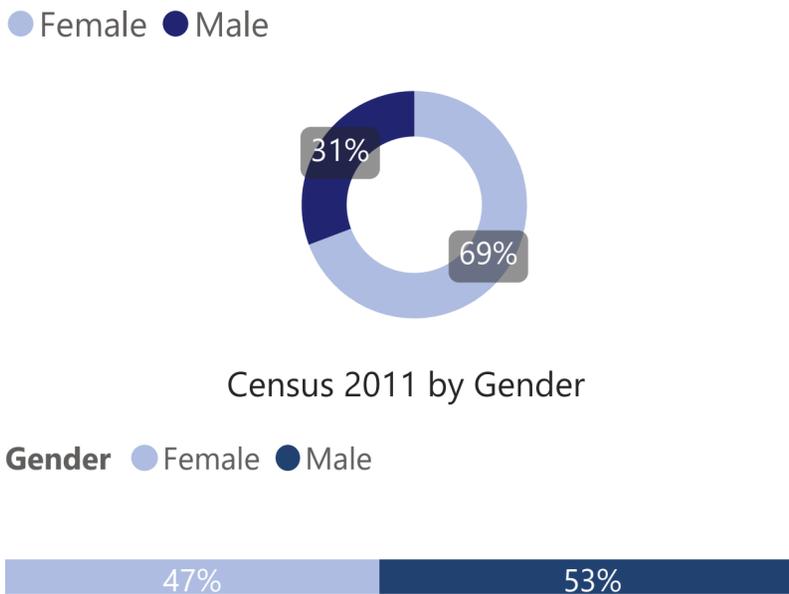
Our Diversity Data and Pay Gaps Report 2020-2021

Workforce Demographics - Gender & Working Arrangements

Directorate ● Communities Direct... ● People Directorate ● Resources Dire...



WCC Gender 2021



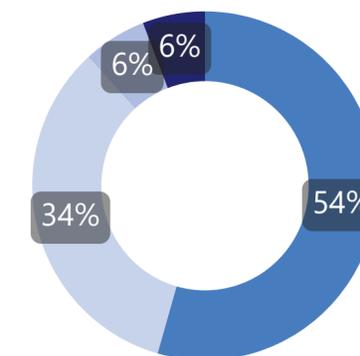
As of **31st March 2021**, **33.8%** of females were on **part time** contracts (35.7% 2020)

14.2% of males were on **part time** contracts (13.4% 2020)

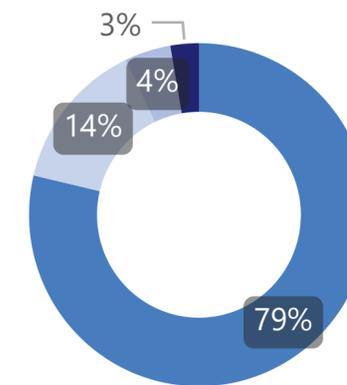
54.4% of females were on **full time** contracts (52.9% 2020)

78.7% of males were on **full time** contracts (80.3% 2020)

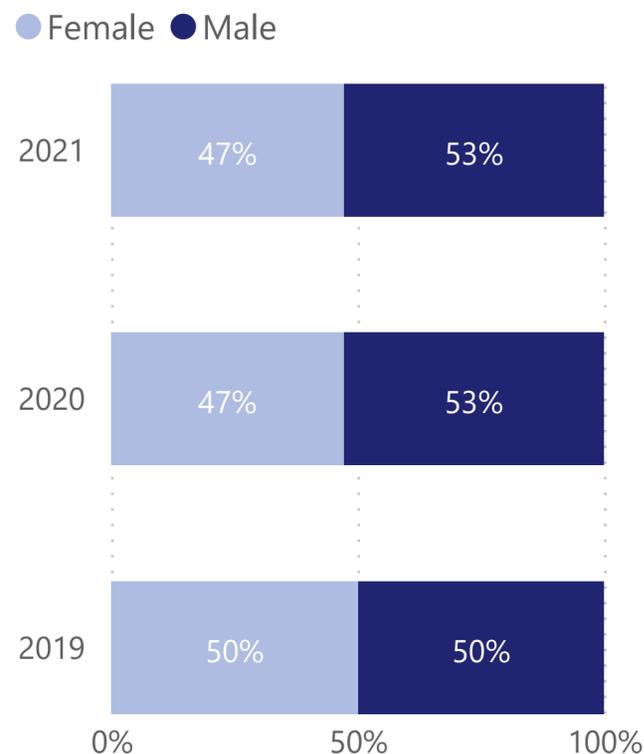
Female Working Arrangements: WCC 2021



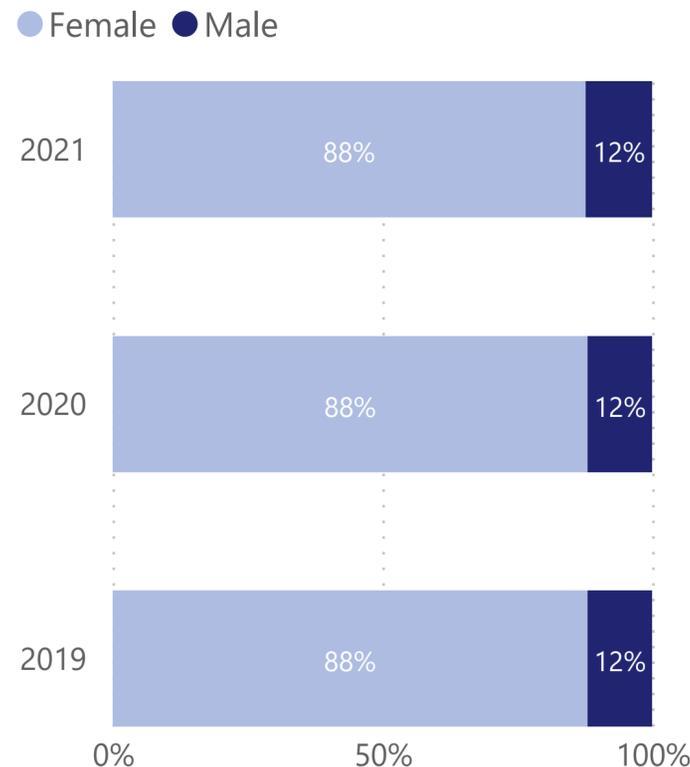
Male Working Arrangements: WCC 2021



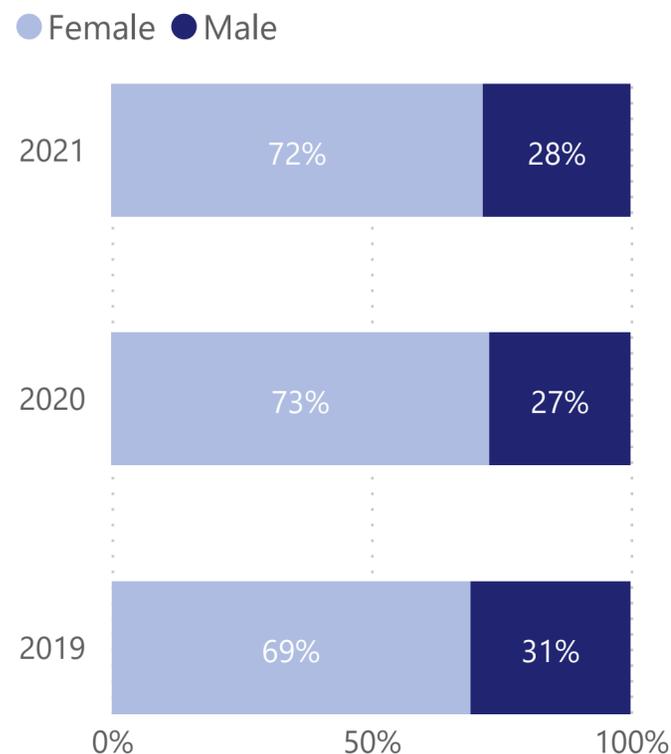
Communities Directorate



People Directorate



Resources Directorate



Communities Directorate had 29.5% part time females (31.2% 2020), 14.7% part time males (12.7% 2020), 48.5% full time females (46.6% 2020) and 76% full time males (79.2% 2020).

People Directorate had 28.7% part time females (29.9% 2020), 10.6% part time males (14.8% 2020), 64.6% full time females (63.5% 2020) and 78.9% full time males (77.7% 2020).

Resources Directorate had 42.1% part time females (45.5% 2020), 15% part time males (16% 2020). 46.6% full time females (44.6% 2020), 83% full time males (52.5% 2020).

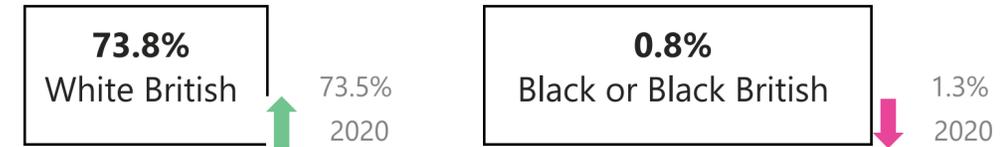
*Individuals of unspecified gender have been hidden due to low numbers to avoid individual identification

Our Diversity Data and Pay Gaps Report 2020-2021

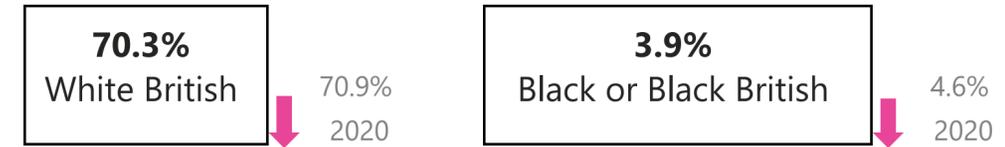
Workforce Demographics - Race (Ethnicity)

As of **31st March 2021**, the proportion of all employees who are Black or Black British is **2%** (2.5% 2020)

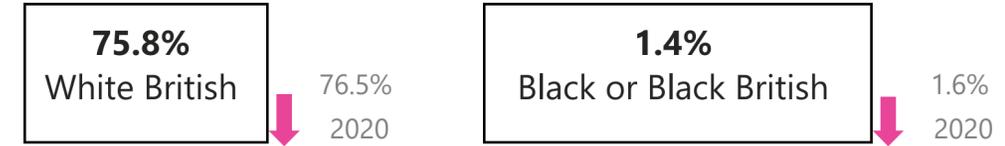
Communities Directorate



People Directorate

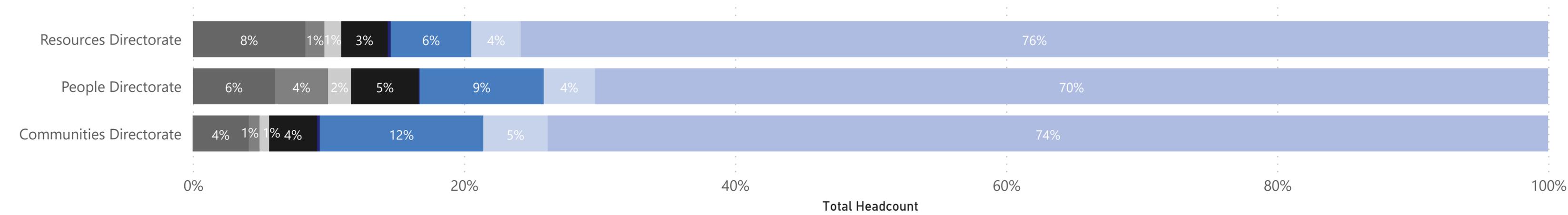


Resources Directorate



Ethnicity by Directorate 2021

● Asian or Asian British ● Black or Black British ● Mixed ● Not Stated ● Other Ethnic Groups ● Prefer not to say ● White (non-British) ● White British

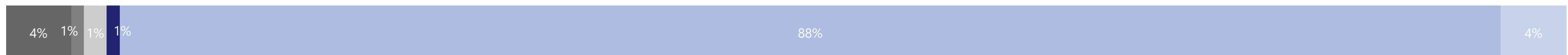


WCC Ethnicity 2021



Census 2021

● *Not stated ● Asian or Asian British ● Black or Black British ● Mixed ● Other ethnic groups ● White British ● White Irish & White Other





Our Diversity Data and Pay Gaps Report 2020-2021

Workforce Demographics - Religion & Sexual Orientation

Ref: GPG1 | Version: 1.1 | Status: Dev

For queries, contact businessintelligence@warwickshire.gov.uk

Please quote the Ref number in your email

	Communities	People	Resources	Total	Census 2011
Sikhism	1%	2%	3%	2%	0%
Prefer not to say	50%	40%	45%	45%	0%
Not Stated	13%	17%	10%	13%	73%
No religion	15%	15%	15%	15%	1%
Islam	1%	1%	1%	1%	1%
Hinduism	1%	1%	1%	1%	19%
Christianity (including all denominations)	18%	22%	23%	21%	5%
Any other religion inc. Judaism and Buddhism	1%	1%	1%	1%	
Agnostic	1%	1%	1%	1%	1%

As of **31st March 2021**, **63%** of WCC employees have a religion/faith* (66.5% 2020)

61% of Communities Directorate have a religion/faith (64.9% 2020)

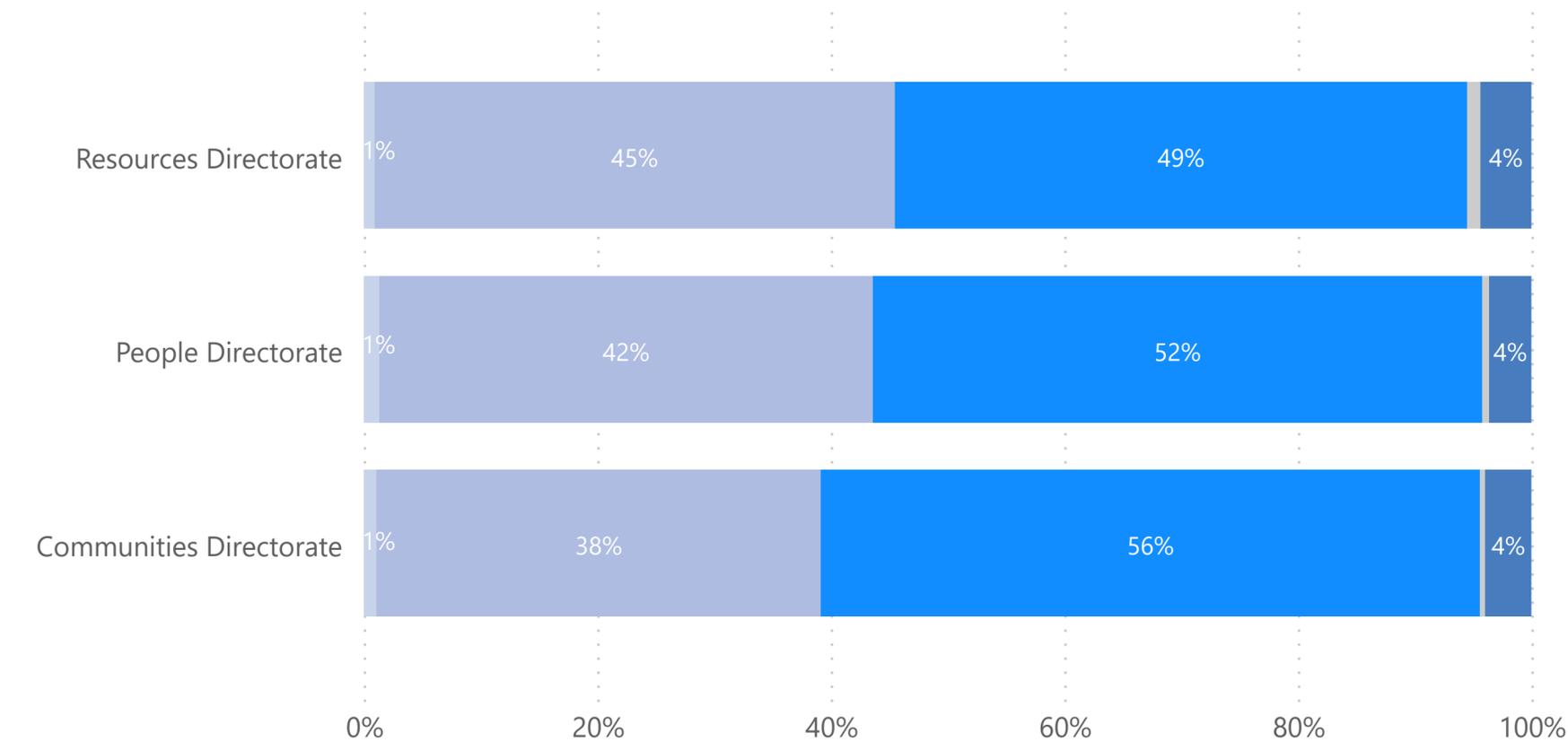
64% of People Directorate have a religion/faith (65.8% 2020)

66% of Resources Directorate have a religion/faith (68.4% 2020)

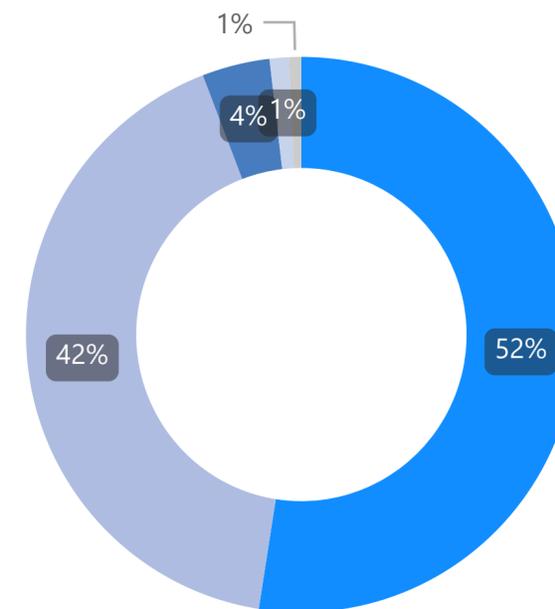
*The percentage of employees who have a religion/faith is calculated with 'Not Specified' and 'Prefer not to say' excluded from the data to allow for direct comparison to the Census 2011 profile for Warwickshire.

2021 Sexual Orientation by Directorate

● Gay / Lesbian ● Heterosexual / Straight ● Not Stated ● Other inc. Bisexual/Asexual/Pans... ● Prefer not to say



WCC 2021 Sexual Orientation



As of **31st March 2021**, **43.5%** of employees declared their sexuality (38.1% 2020)

39.6% of Communities Directorate declared their sexuality (36.1% 2020)

44.2% of People Directorate declared their sexuality (37.7% 2020)

46.5% of Resources Directorate declared their sexuality (40.9% 2020)



Our Diversity Data and Pay Gaps Report 2020-2021

Workforce Salary & Gender

	Communities	People	Resources	Total
Under £12.5k	6%	0%	0%	2%
£12.5k to £20k	10%	3%	28%	14%
£20k to £30k	29%	39%	36%	35%
£30k to £40k	35%	36%	18%	30%
£40k to £50k	13%	16%	12%	14%
£50k to £60k	4%	4%	3%	3%
Over £60k	3%	2%	3%	2%

2021 Gender and Salary

	Communities	People	Resources	Total
Under £12.5k				
Female	0.5%	0.2%	0.1%	0.2%
Male	5.8%	0.1%	0.1%	2.0%
£12.5k to £20k				
Female	4.0%	2.5%	22.1%	9.8%
Male	5.6%	0.3%	6.0%	4.0%
£20k to £30k				
Female	16.1%	34.8%	25.4%	25.5%
Male	13.1%	4.5%	10.7%	9.4%
£30k to £40k				
Female	12.1%	31.9%	10.5%	18.1%
Male	23.0%	4.4%	7.6%	11.5%
£40k to £50k				
Female	7.4%	13.8%	7.0%	9.4%
Male	5.6%	2.2%	5.3%	4.4%
£50k to £60k				
Female	2.2%	2.7%	1.4%	2.1%
Male	1.9%	0.8%	1.1%	1.3%
Over £60k				
Female	1.3%	1.3%	1.3%	1.3%
Male	1.3%	0.5%	1.5%	1.1%

As of **31st March 2021**, the proportion of the workforce earning **£30,000 or more** is **49.1%** (42.2% 2020)

Communities Directorate

54.8%
Over £30,000

↑ 47.3%
2020

People Directorate

57.6%
Over £30,000

↑ 50.2%
2020

Resources Directorate

35.7%
Over £30,000

↑ 30.2%
2020

6.9% of all **male** employees earned **£50,000 or more** (5.8% 2020). This was **lower** for **females 5.1%** (4.9% 2020)

Communities Directorate - **5.6%** of **males** earned **£50,000 or more** (4.6% 2020). This was **higher** for females **8%** (6.6% 2020)

People Directorate - **10%** of **males** earned **£50,000 or more** (7.6% 2020). This was **lower** for females **4.6%** (3.4% 2020)

Resources Directorate - **8.1%** of **males** earned **£50,000 or more** (6.7% 2020). This was **lower** for females **4%** (3.5% 2020)

*The figures are based on FTE and excludes 31 Females and 5 males with no salary information available - these employees have been excluded from this analysis



Our Diversity Data and Pay Gaps Report 2020-2021

Workforce Turnover - Starters & Leavers

Starters and Leavers 1st April 2020 to 31st March 2021

	Communities	People	Resources	Total
Starters	148	245	204	597
Leavers	101	99	107	307
Difference	+47	+146	+97	+290

As of **31st March 2021**, WCC had a **8.0%** employee turnover rate (13.99% 2020).

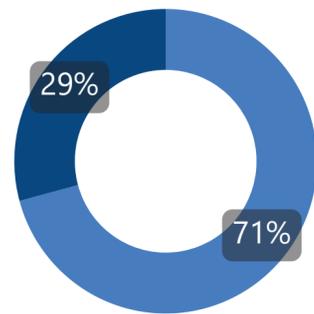
Communities Directorate had a **7.3%** employee turnover rate (10.7% 2020)

People Directorate had a **9%** employee turnover rate (12.5% 2020)

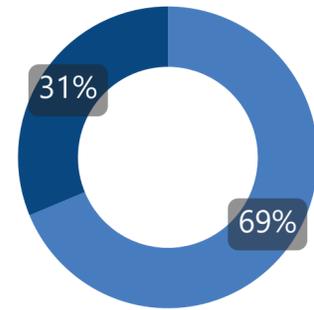
Resources Directorate had a **7.8%** staff turnover rate (12.5% 2020)

Starters Gender 2021

● Female
● Male

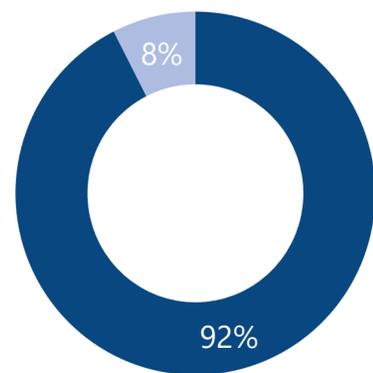


Leavers Gender 2021

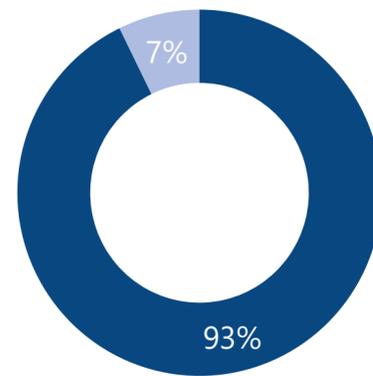


71% of all **starters** were **female** (74.8% 2020) and **69%** of all **leavers** were **female** (72.7% 2020). This compares to **69.3%** of the workforce who are **female**

Starters Disability 2021



Leavers Disability 2021



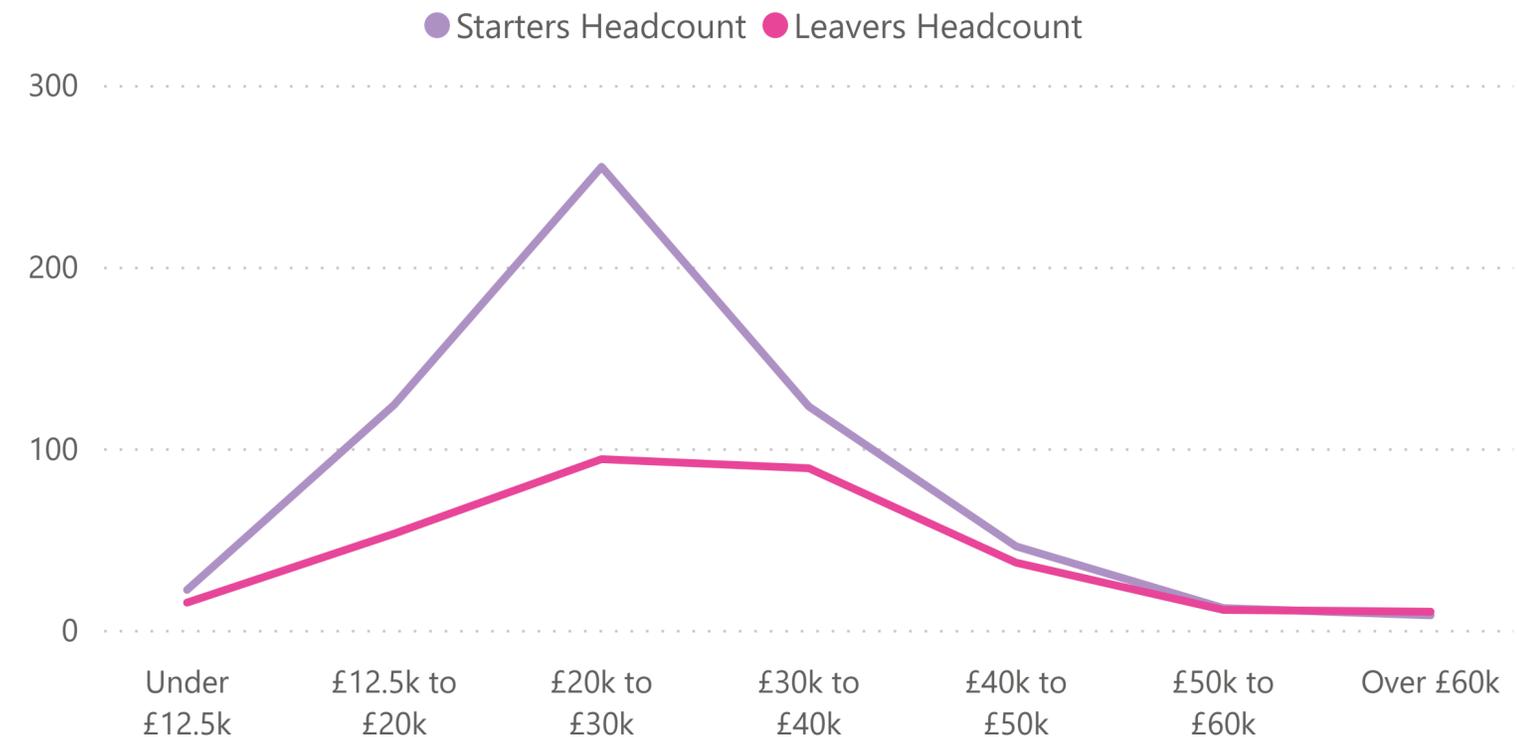
7.5% of **starters** and **7.2%** of **leavers** stated they **had a declared disability** (8.3% and 8.3% in 2020 respectively)

Has a declared disability? ● No ● Yes

22.8% of **starters** and **17.4%** of **leavers** were of **BAME origin** (33.5% and 24.1% in 2020 respectively). This compared to **13.8%** of the workforce who are of **BAME origin**. **individual ethnicities not included due to small numbers to avoid individual identification*

52.1% of **leavers** had given **5 or less years** of Service (70.3% 2020)

Starters and Leavers by Salary



* Percentages above exclude 'Not Known' or 'Not Stated'



Our Diversity Data and Pay Gaps Report 2020-2021

Workforce Turnover - Promotions

% Promotions by Gender

% Promotions by Disability Status

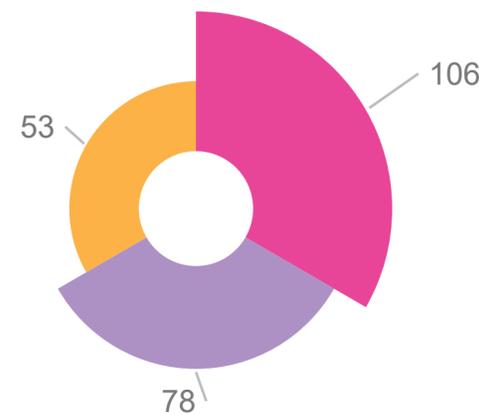
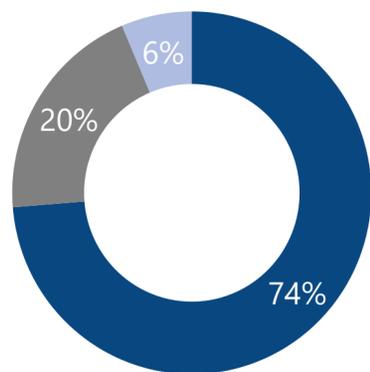
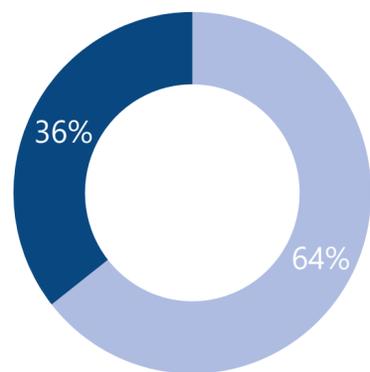
Promotions by Directorate

As of **31st March 2021**, **4.9%** (236) of employees in WCC were promoted (324 2020)

● Female ● Male

● No ● Not Known ● Yes

● People Directorate ● Communities Dir... ● Resources Direc...



64.4% of promotions were achieved by **female** employees (77.2% 2020). 69.3% of the workforce are female.

6.4% of promotions were achieved by employees with a **declared disability** (4.6% 2020). 5.6% of the workforce have a declared disability.

% Promotions by Age Grouping

% Promotions by Ethnicity

39.8% of promotions were achieved by employees aged **25 - 39 years old** (46.6% 2020). 29% of the workforce are between the ages of 25 - 39 years old.

18% of promotions were achieved by **BAME** employees (15.7% 2020). 26.7% of the workforce are BAME.

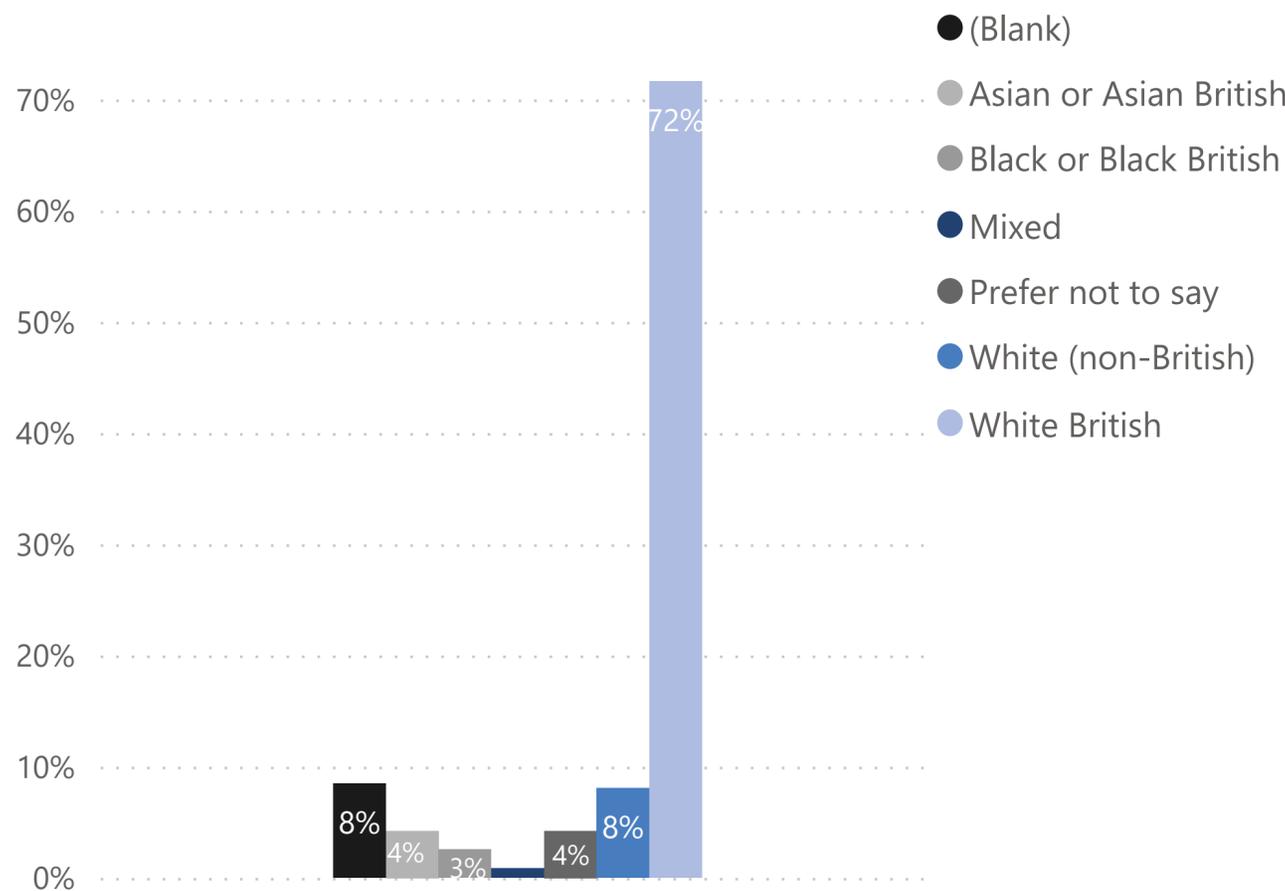
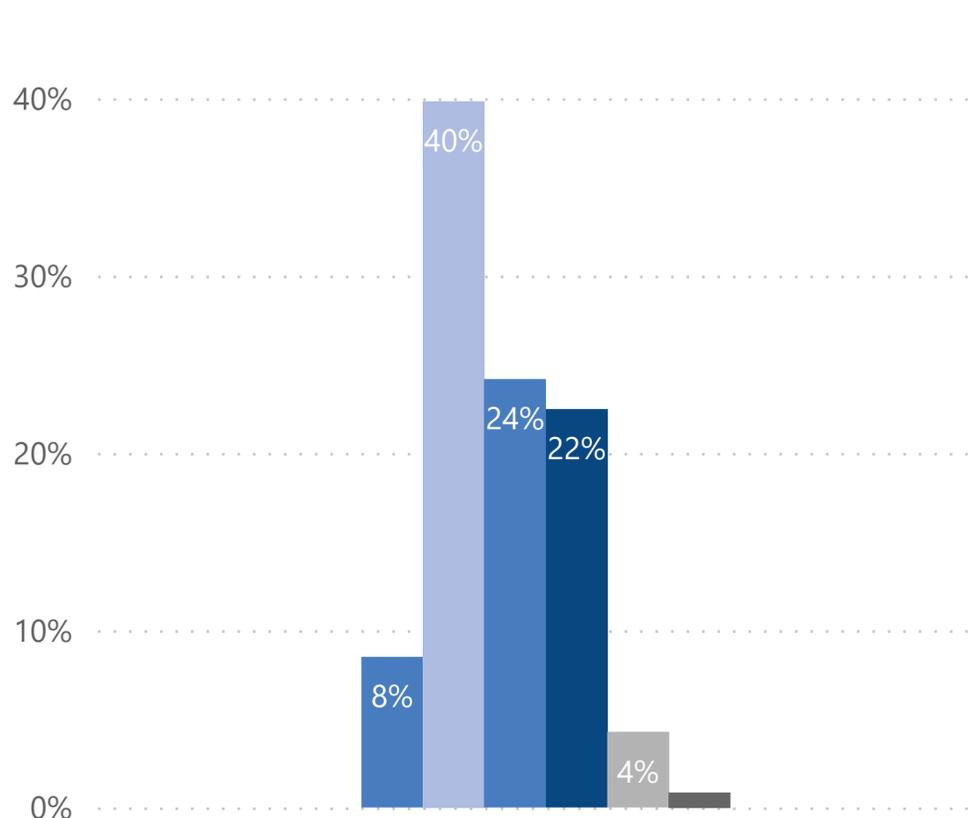
For 2021 data, ethnicity breakdown is available as follows:
2.5% of promotions were achieved by **Black or Black British**. 2% of the workforce are Black or Black British.

4.2% of promotions were achieved by **Asian or Asian British**. 6.3% of the workforce are Asian or Asian British.

0.9% of promotions were achieved by **Mixed**. 1.2% of the workforce are Mixed.

92.5% of promotions were achieved by employees earning **£20,000 to £50,000** (84.0% 2020). 79% of the workforce earn between £20,000 to £50,000.

● 18 to 24 ● 25 to 39 ● 40 to 49 ● 50 to 59 ● 60 to 64 ● 65 +





Hourly Pay Rates (with salary sacrifice)

The gender pay gap is an equality measure that shows the difference in average (mean and median) earning between women and men.

£16.09

Mean Female Hourly Rate 2021

2.6%

Mean Gender Pay Gap 2021

£14.62

Median Female Hourly Rate 2021

5.2%

Median Gender Pay Gap 2021

£16.52

Mean Male Hourly Rate 2021

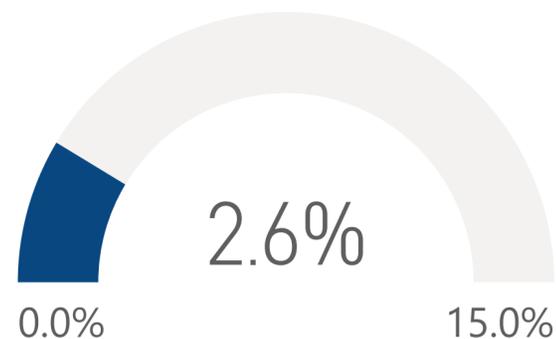
There is a **2.6%** Pay Gap (2.7% 2020) between the mean hourly rate of men and women at March 2021. This gap has **reduced**

£15.41

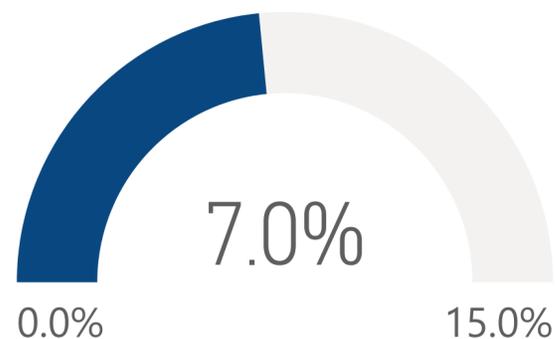
Median Male Hourly Rate 2021

There is a **5.4%** Pay Gap (8.8% 2020) between the median hourly rate of men and women at March 2021. This gap has **reduced**

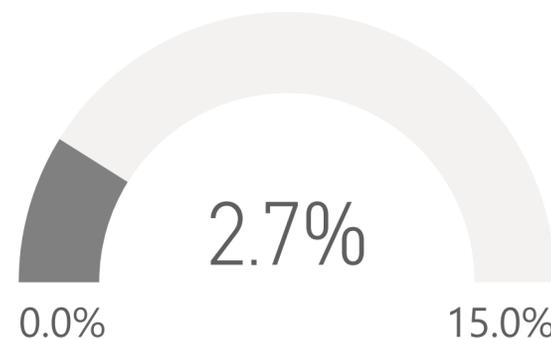
Mean Gender Pay Gap 2021



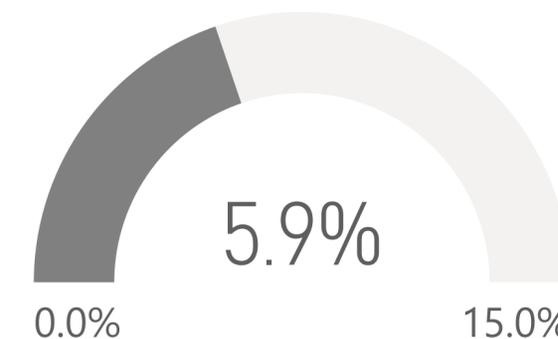
Mean Bonus Pay Gap 2021



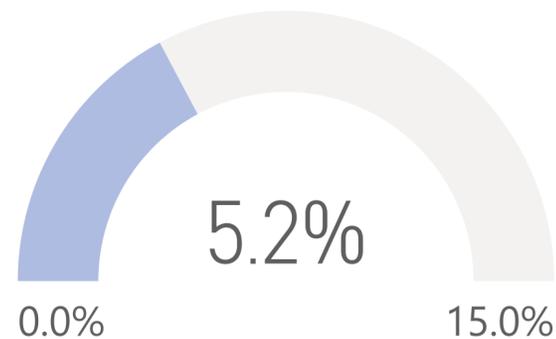
Mean Gender Pay Gap 2020



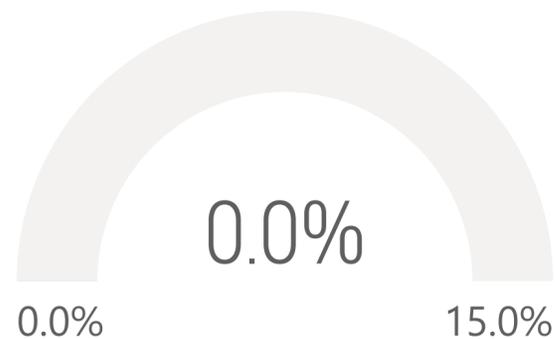
Mean Bonus Pay Gap 2020



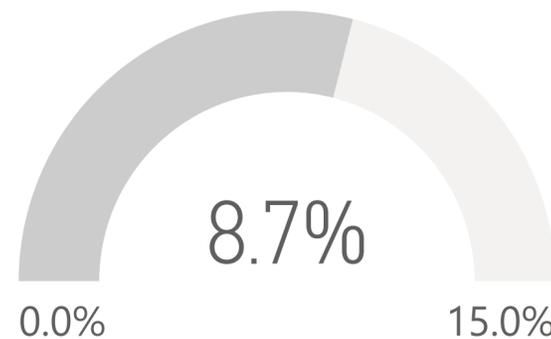
Median Gender Pay Gap 2021



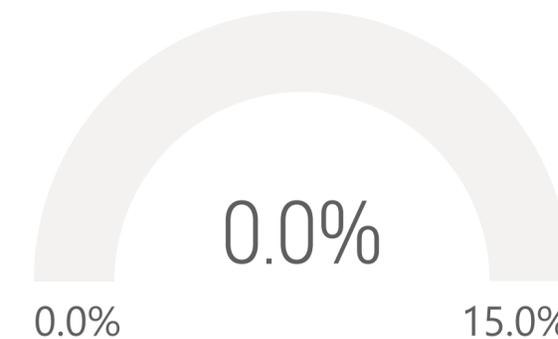
Median Bonus Pay Gap 2021



Median Gender Pay Gap 2020



Median Bonus Pay Gap 2020

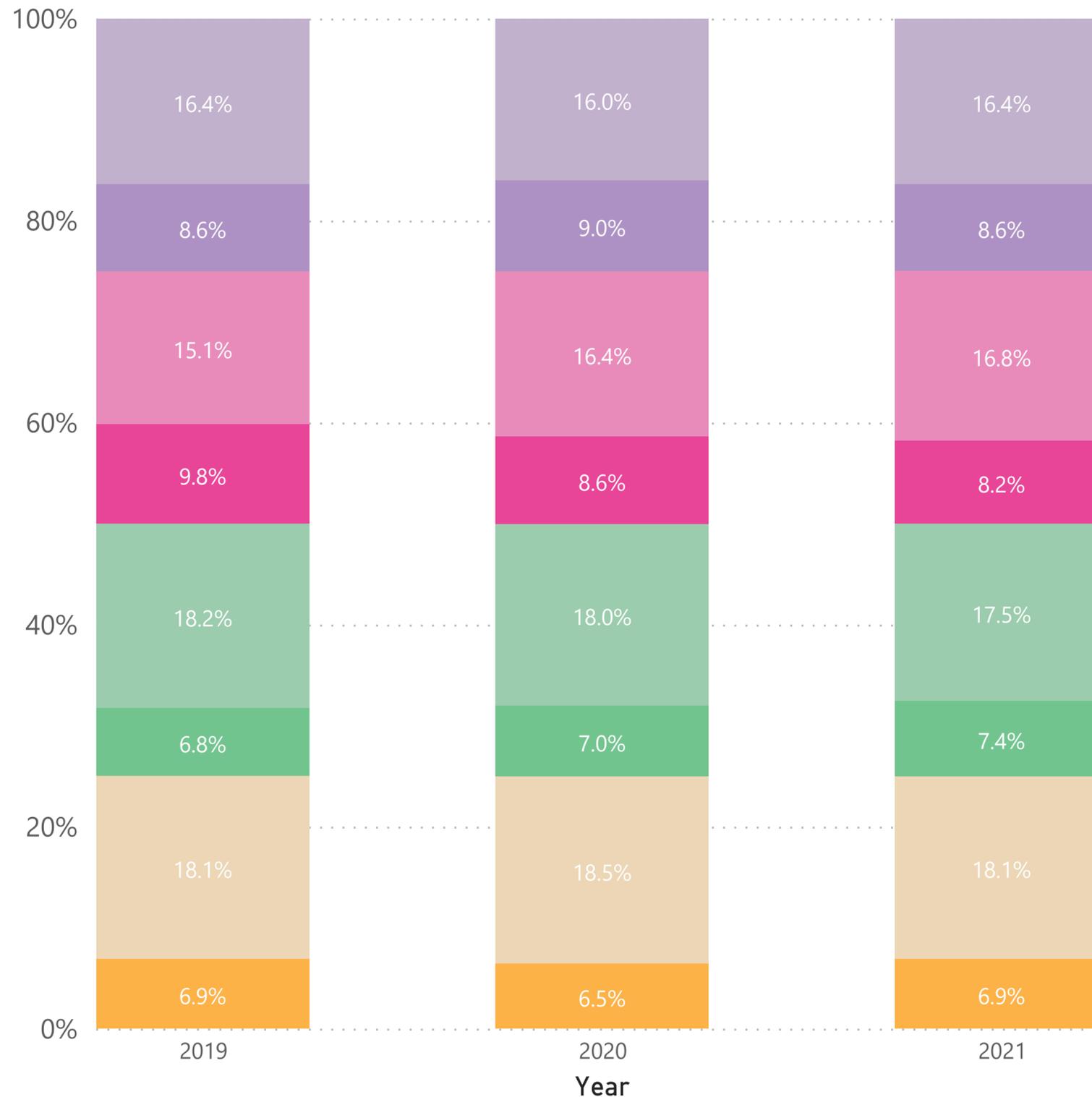




Gender Pay Gap - Pay Band Quartiles

Quartiles

- Lower Quartile - Male
- Lower Quartile - Female
- Lower Middle Quartile - Male
- Lower Middle Quartile - Female
- Upper Middle Quartile - Male
- Upper Middle Quartile - Female
- Upper Quartile - Male
- Upper Quartile - Female



Upper Quartile

The proportion of **women** in the upper quartile has **increased** slightly from 2020

65.5% of women are in the upper quartile (63.9% 2020) whereas **34.5%** of men are in the upper quartile (36.1% 2020)

Upper Middle

The proportion of **women** in the upper middle quartile has **increased** from 2020

67.1% of women are in the upper middle quartile (65.5% 2020) **32.9%** of men are in the upper middle quartile (34.5% 2020)

Lower Middle

The proportion of **women** in the lower middle quartile has **decreased** slightly from 2020

70.1% of women are in the lower middle quartile (71.9% 2020) **29.9%** of men are in the lower middle quartile (28.1% 2020)

Lower Quartile

The proportion of **women** in the lower quartile has **decreased** slightly from 2020

72.5% of women are in the lower quartile (74.1% 2020) **27.5%** of men are in the lower quartile (25.9% 2020)



Hourly Pay Rates (with salary sacrifice)

The ethnicity pay gap is an equality measure that shows the difference in average (mean and median) earning between BAME and Non-BAME / Not Stated employees

£16.34

Mean BAME Hourly Rate 2021

-0.8%

Mean Ethnicity Pay Gap 2021

£15.32

Median BAME Hourly Rate 2021

-2.2%

Median Ethnicity Pay Gap 2021

£16.21

Mean Non-Bame / Not Stated Hourly Rate 2021

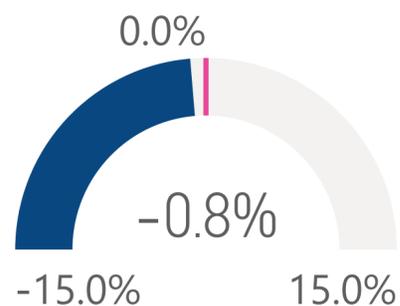
There is a **-0.8%** Pay Gap (-2.7% 2020) between the mean hourly rate of BAME employees and White British or Not Stated at March 2021. This gap has **reduced**

£14.99

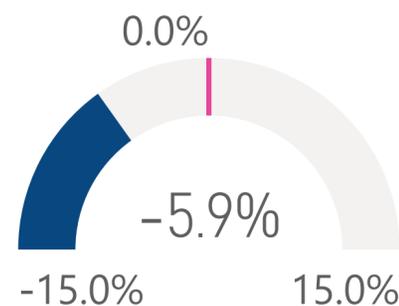
Median Non-BAME / Not Stated Hourly Rate 2021

There is a **-2.2%** Pay Gap (-3.2% 2020) between the median hourly rate of BAME employees and White British or Not Stated at March 2021. This gap has **reduced**

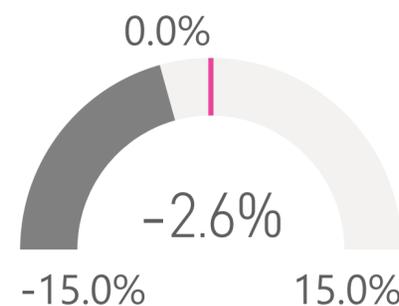
Mean Pay Gap 2021



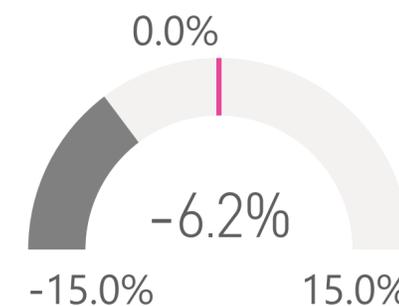
Mean Bonus Pay Gap 2021



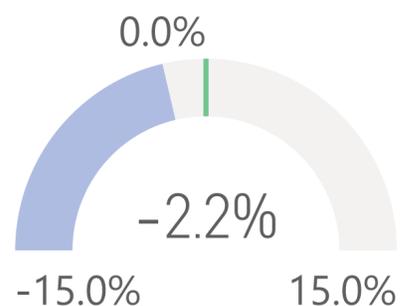
Mean Pay Gap 2020



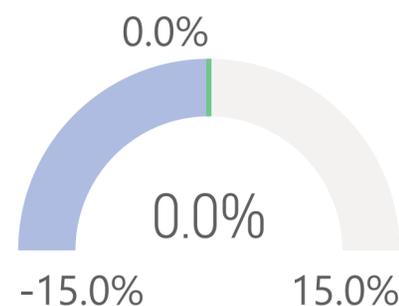
Mean Bonus Pay Gap 2020



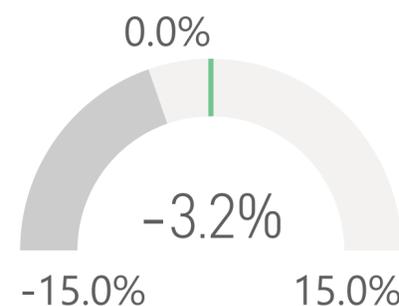
Median Pay Gap 2021



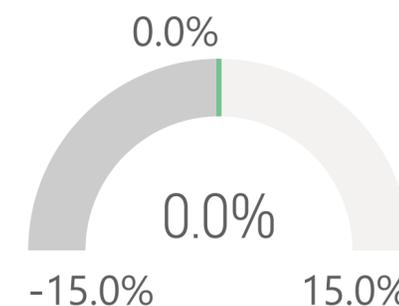
Median Bonus Pay Gap 2021



Median Pay Gap 2020



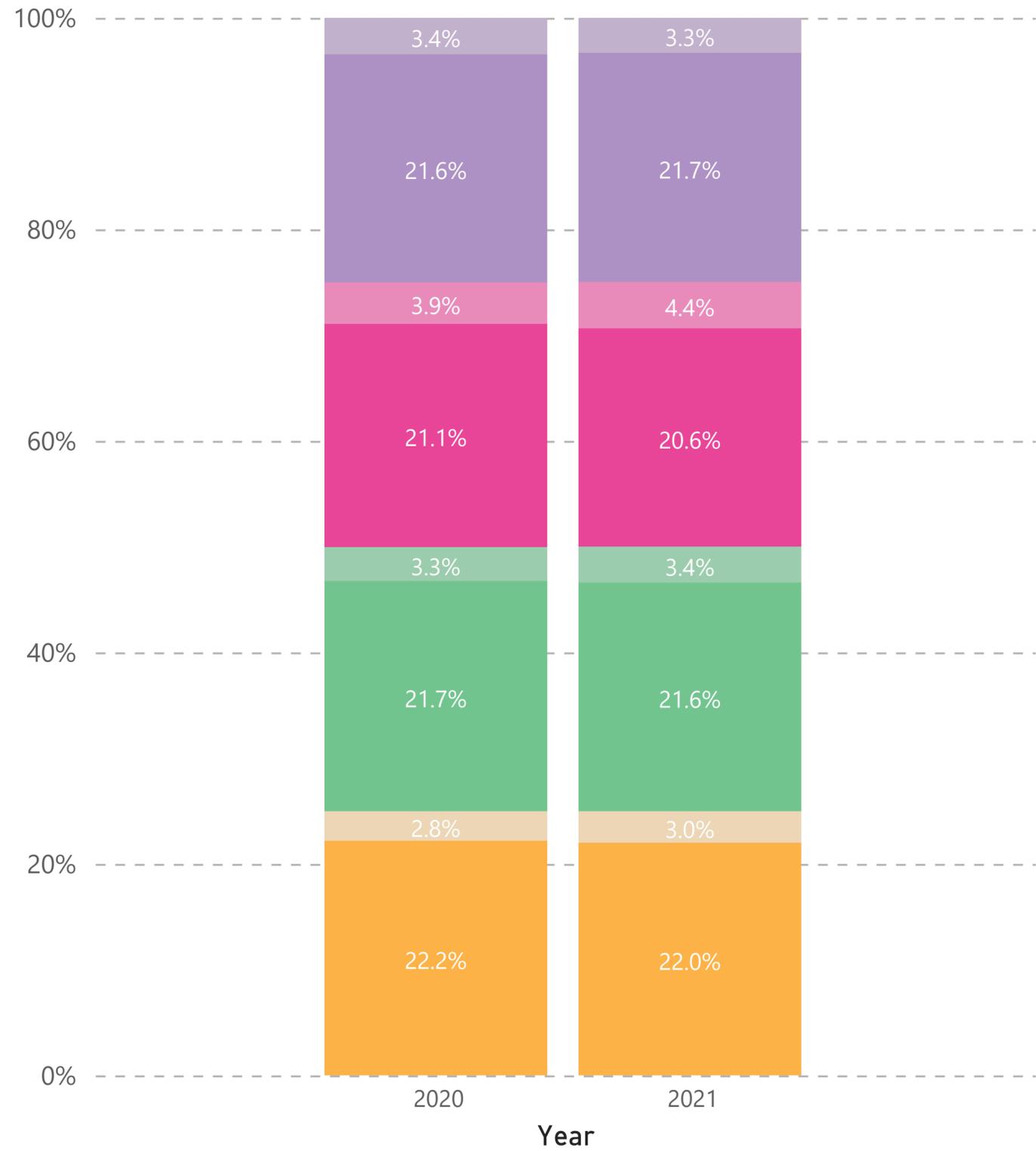
Median Bonus Pay Gap 2020





Quartiles

- Lower Quartile - Non-BAME / N...
- Lower Quartile - BAME
- Lower Middle Quartile - Non-BA...
- Lower Middle Quartile - BAME
- Upper Middle Quartile - Non-BA...
- Upper Middle Quartile - BAME
- Upper Quartile - Non-BAME / N...
- Upper Quartile - BAME



Upper Quartile

The proportion of **BAME** employees in the upper quartile has slightly **decreased** from 2020

3.3% of **BAME** employees are in the upper quartile (3.4% 2020)

Upper Middle

The proportion of **BAME** employees in the upper middle quartile has **increased**

4.4% of BAME employees are in the upper middle quartile (3.9% 2020)

Lower Middle

The proportion of **BAME** employees in the lower middle quartile has **increased**

3.4% of BAME employees are in the lower middle quartile (3.3% 2020)

Lower Quartile

The proportion of BAME employees in the lower quartile has increased

3% of BAME employees are in the lower quartile (2.8% 2020)



Hourly Pay Rates (with salary sacrifice)

We recognise that Black, Asian and minority ethnic (BAME) combines and includes a wide range of ethnicities. Therefore, we have disaggregated our ethnicity pay gap data to explore it further.

Please note all % pay gap figures on this page have been calculated as a % of the Mean Hourly Rate of White British employees (**£16.36**), whereas on previous pages the calculation has been created as a % of Non-BAME and Not Stated

£16.19	1.06% Mean Asian / Asian British Pay Gap 2021
Mean Asian or Asian British Hourly Rate	
263	Relevant Asian or Asian British Employees

£16.71	-2.13% Mean Black / Black British Pay Gap 2021
Mean Black or Black British Hourly Rate	
88	Relevant Black or Black British Employees

£16.49	-0.80% Mean White - Non-British Pay Gap 2021
Mean White - Non-British Hourly Rate	
179	Relevant White - Non-British Employees

£17.41	-6.41% Mean Mixed Pay Gap 2021
Mean Mixed Hourly Rate	
56	Relevant Mixed Employees



Hourly Pay Rates (with salary sacrifice)

The disability pay gap is an equality measure that shows the difference in average (mean and median) between employees with and without a declared disability

£15.69

Mean Disabled Hourly Rate 2021

3.5%

Mean Disability Pay Gap 2021

£14.01

Median Disabled Hourly Rate 2021

8.6%

Median Disability Pay Gap 2021

£16.26

Mean Non-Disabled / Not Known Hourly Rate 2021

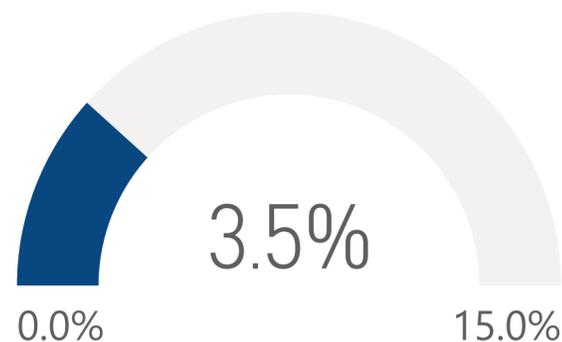
There is a **3.5%** Pay Gap (3.8% 2020) between the mean hourly rate of employees with and without a declared disability or Not Stated at March 2021. This gap has **reduced**

£15.32

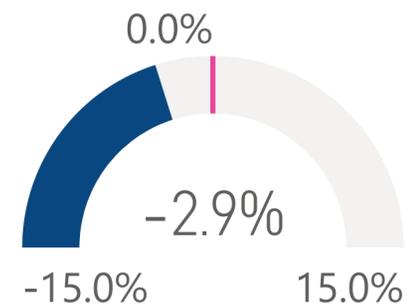
Median Non-Disabled / Not Known Hourly Rate 2021

There is a **8.6%** Pay Gap (5.9% 2020) between the median hourly rate of employees with and without a declared disability or Not Stated at March 2021. This has **increased**

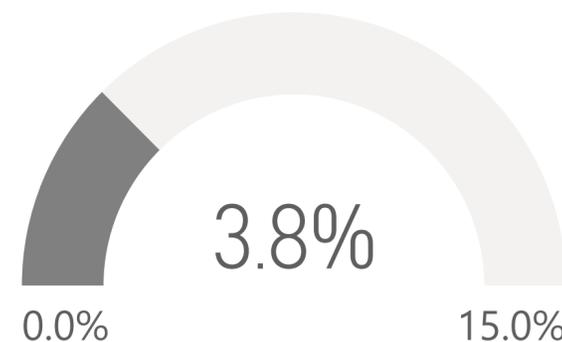
Mean Pay Gap 2021



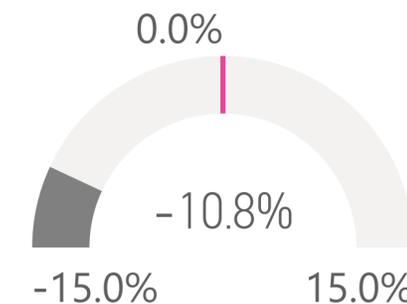
Mean Bonus Pay Gap 2021



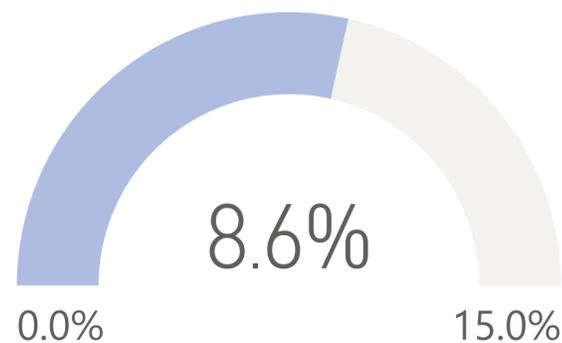
Mean Pay Gap 2020



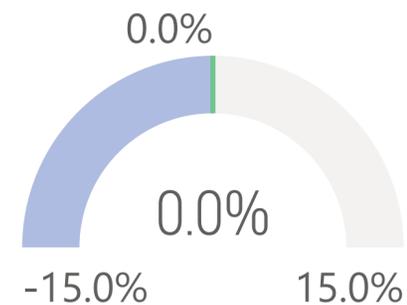
Mean Bonus Pay Gap 2020



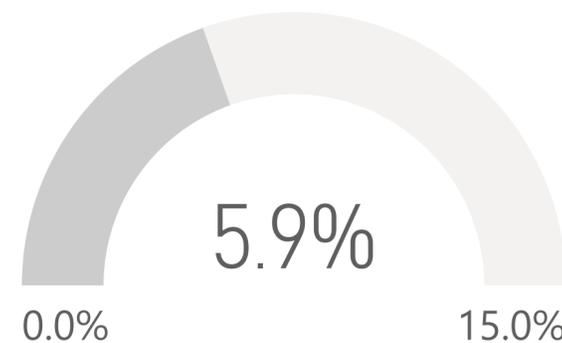
Median Pay Gap 2021



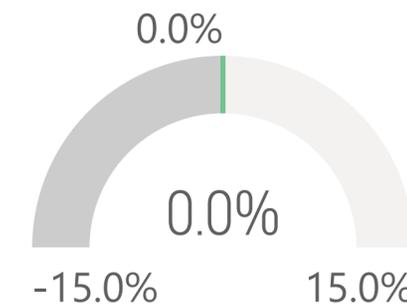
Median Bonus Pay Gap 2021



Median Pay Gap 2020



Median Bonus Pay Gap 2020

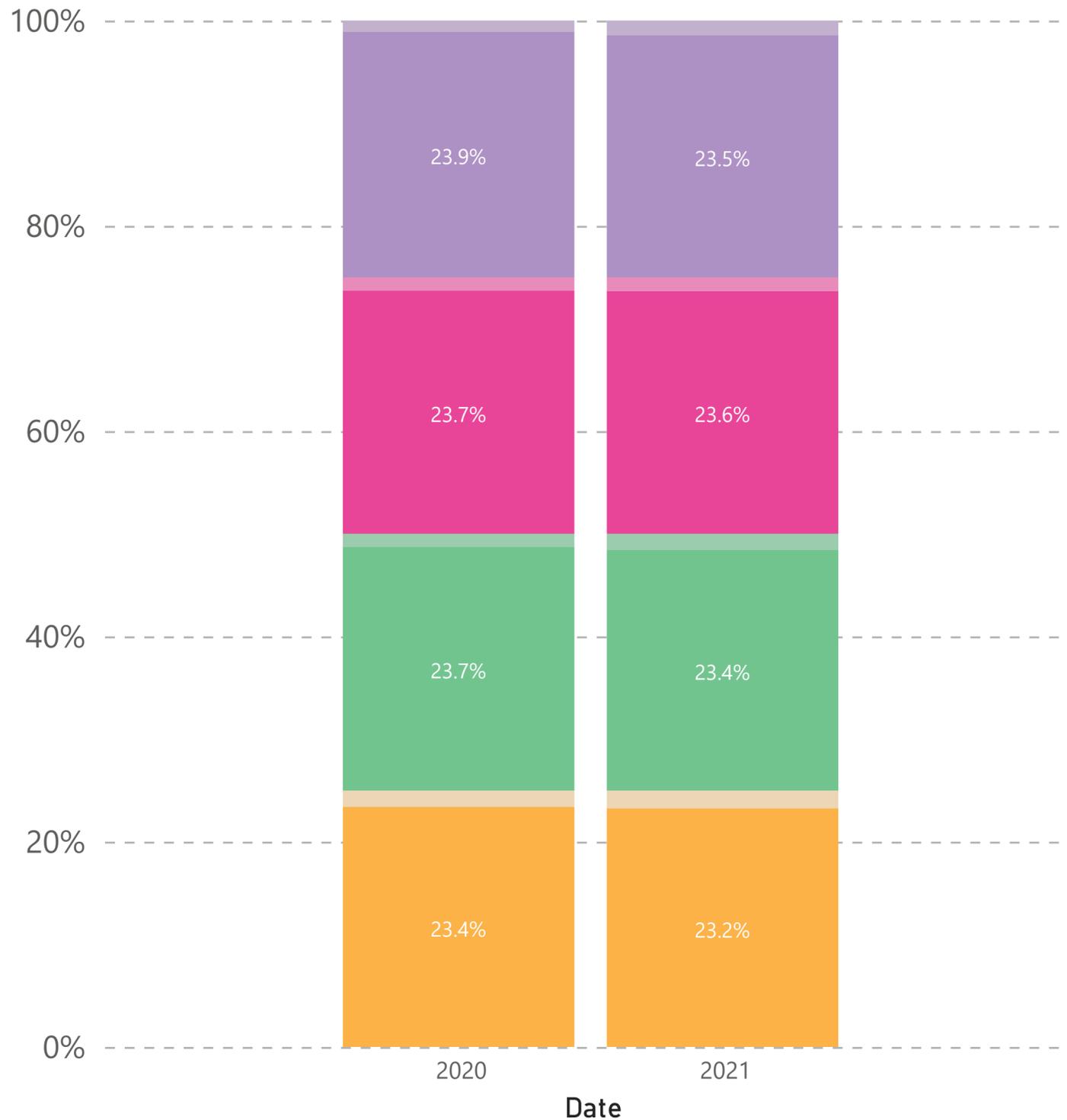




Disability Pay Gap - Pay Band Quartiles

Quartiles

- Lower Quartile - Non-Disabled / ...
- Lower Quartile - Disabled
- Lower Middle Quartile - Non-Disa...
- Lower Middle Quartile - Disabled
- Upper Middle Quartile - Non-Disa...
- Upper Middle Quartile - Disabled
- Upper Quartile - Non-Disabled / ...
- Upper Quartile - Disabled



Upper Quartile

The proportion of employees with a **declared disability** in the upper quartile has slightly **decreased** from 2020

1.4% of employees with a **declared disability** are in the upper quartile (1.1% 2020)

Upper Middle

The proportion of employees with a **declared disability** in the upper middle quartile has slightly **increased** from 2020

1.4% of employees with a **declared disability** are in the upper middle quartile (1.3% 2020)

Lower Middle

The proportion of employees with a **declared disability** in the lower middle quartile has slightly **increased** from 2020

1.6% of employees with a **declared disability** are in the lower middle quartile (1.3% 2020)

Lower Quartile

The proportion of employees with a **declared disability** in the lower quartile has slightly **increased** from 2020

1.8% of employees with a **declared disability** are in the lower quartile (1.6% 2020)