Our Diversity Data and Pay Gaps Report 2025-2026
Introduction

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 in 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.

Global Ethnic Majorities (GEM): Within this report we use this collective term when comparing data against White British employees. However, we recognise that collective terms combine and dilute the experiences of Black, Asian, and other ethnic groups. Therefore, we also analyse data by different communities and ethnicities.

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 looks at the average (mean and median) pay that is paid to all men and compares it against the average paid to all women employees employed by the council. An outturn of 0% means that there is no gap, our target is to be within 5% either side of 0%.

Ethnicity Pay Gap: The ethnicity pay gap is an equality measure that shows the difference in average (mean and median) earnings between GEM and White British employees. However, we recognise that collective terms combine and dilute the experiences of Black, Asian, and other ethnic groups. Therefore, we also analyse data by different communities and ethnicities.

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 2026 because of long term sickness, maternity etc or those who have started or left within pay period March 2026.

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



Warwickshire County Council (WCC)

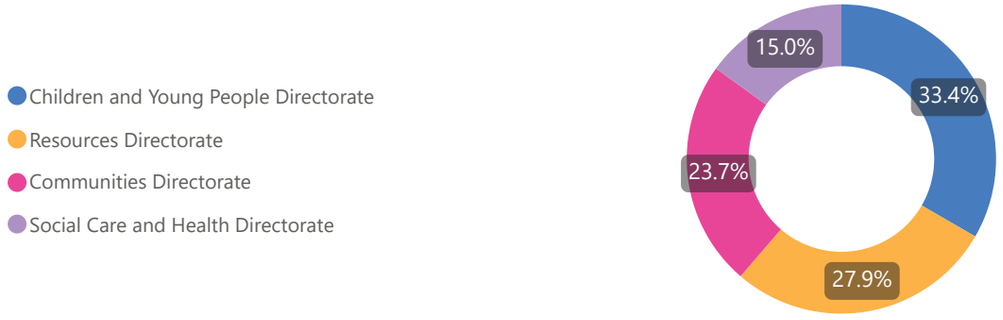
Our Diversity Data and Pay Gaps Report

1st April 2025 to 31st March 2026

Our Diversity Data and Pay Gaps Report 2025-2026

Workforce Profile - Headcount

% Headcount by Directorate 2026

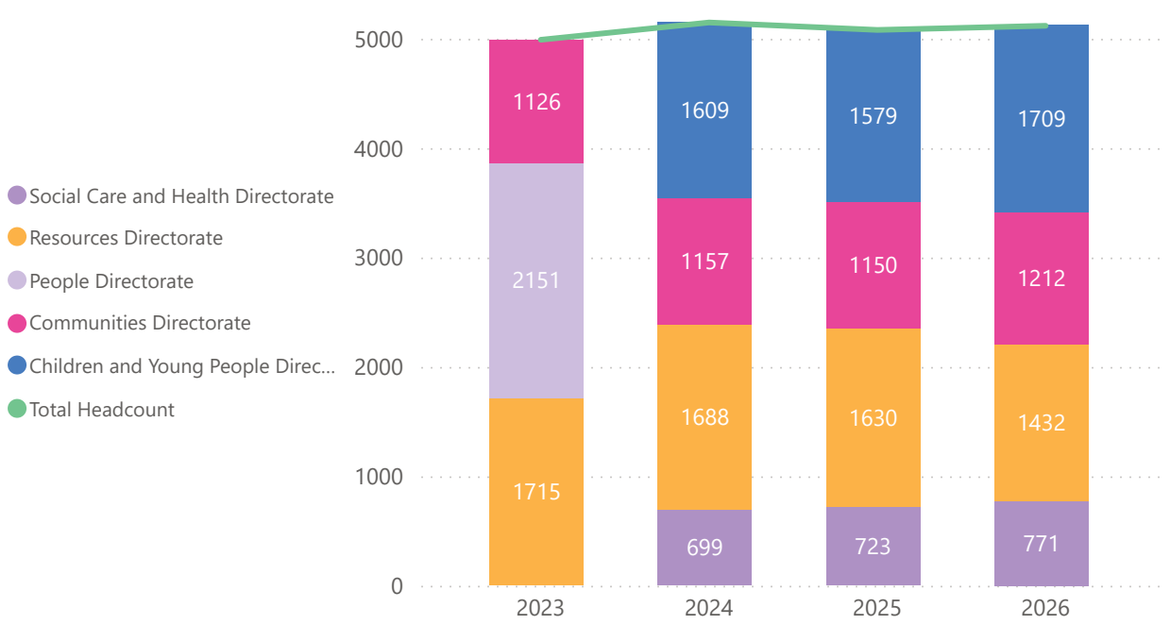


As of **March 31st 2026**, WCC headcount was **5123**, FTE **4430.80**.

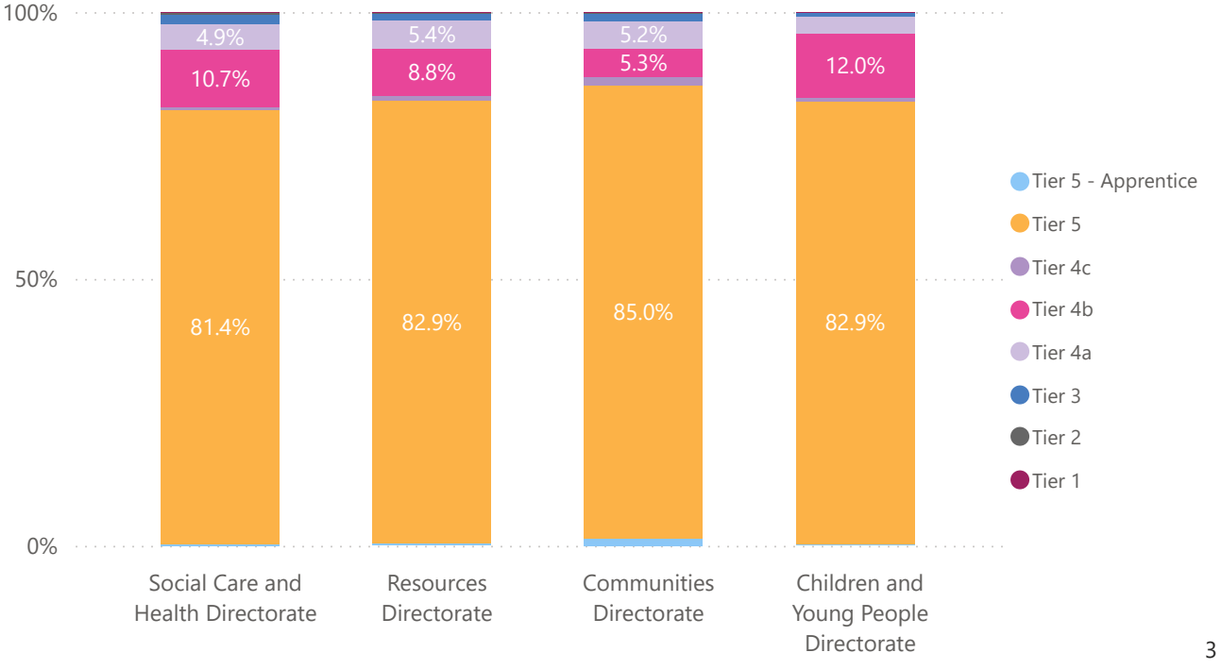
WCC 0.8% increase in heads since *31st March 2025*

- Communities Directorate **5.4%** increase in heads
- Resources Directorate **12.2%** decrease in heads
- Children and Young People Directorate **8.2%** increase in heads
- Social Care and Health Directorate **6.6%** increase in heads

Headcount by Year



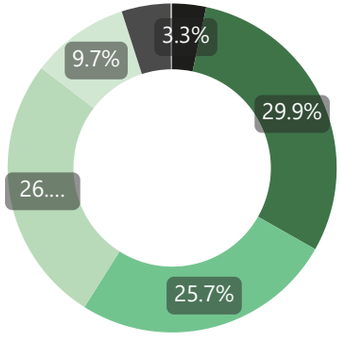
Job Tier by Directorate



Our Diversity Data and Pay Gaps Report 2025-2026

Workforce Demographics - Age

WCC Age Groupings 2026

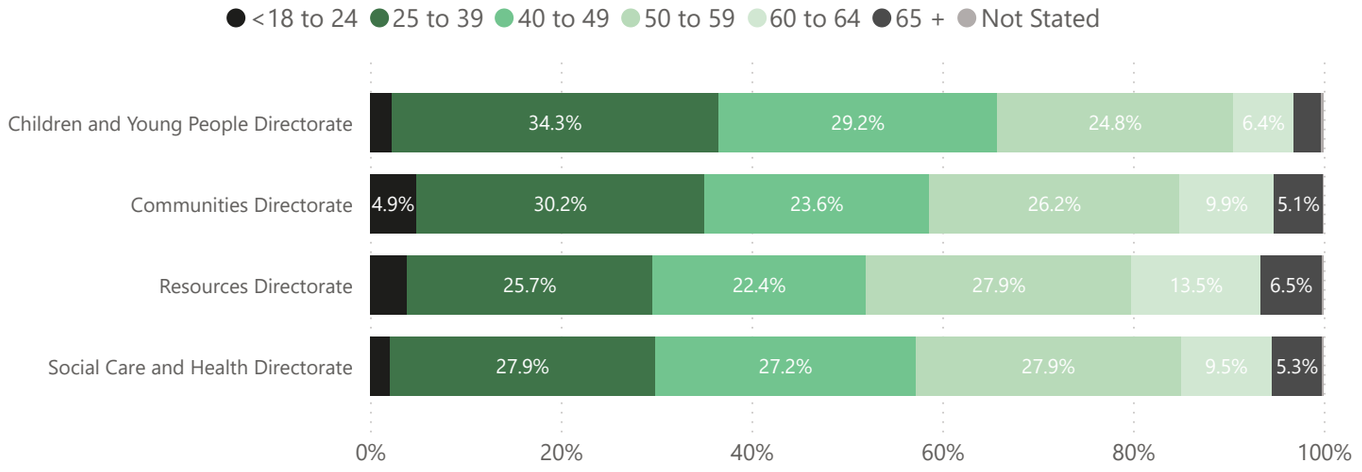


As of **March 31st 2026**, only **3.3%** of **all** employees were aged **under 25**, a decrease on 2025 (3.7%).

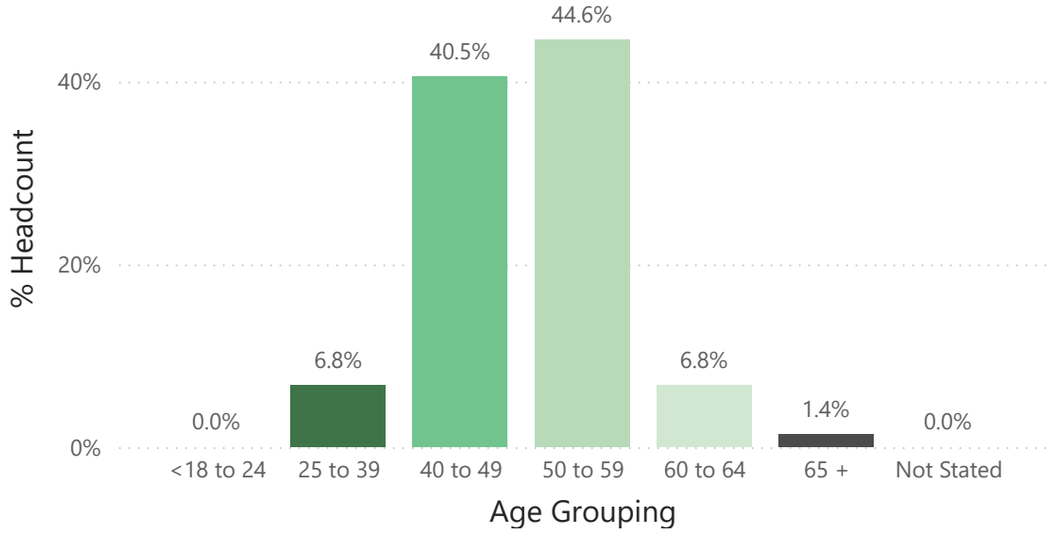
The proportion of the workforce aged **60+** was **14.5%** (up from 14.2% in 2025).

The majority, **82.1%** of the workforce, are between the ages of **25 to 59** (82.0% 2025).

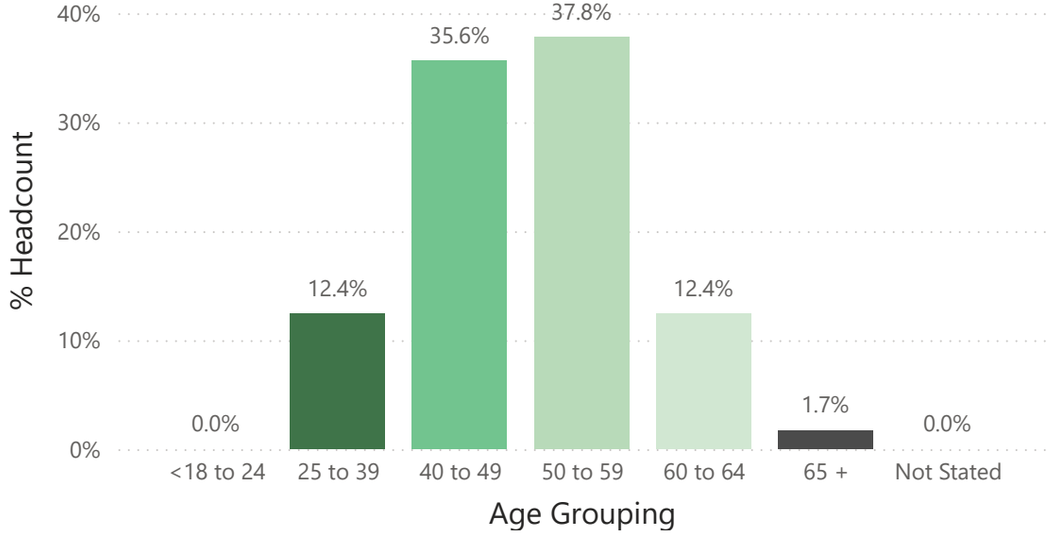
Age Groupings by Directorate 2026



Senior Leadership Age Groupings



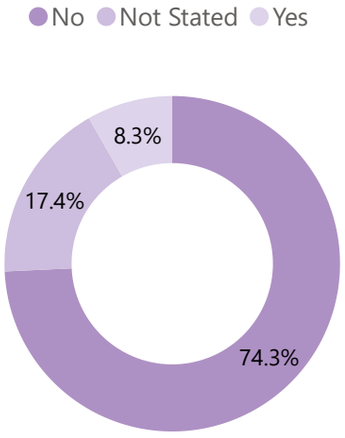
Managers (Tier 4A) Age Groupings



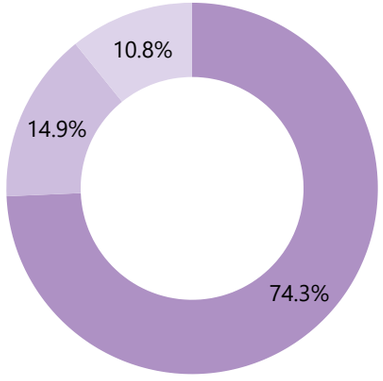
Our Diversity Data and Pay Gaps Report 2025-2026

Workforce Demographics - Disability

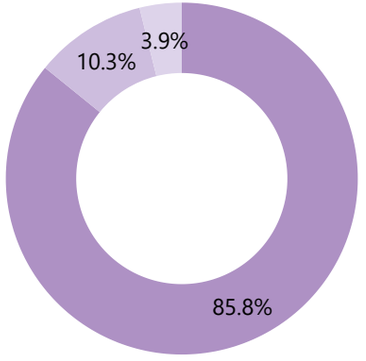
WCC Disability Status



Senior Leadership Disability Status



Managers (Tier 4A) Disability Status

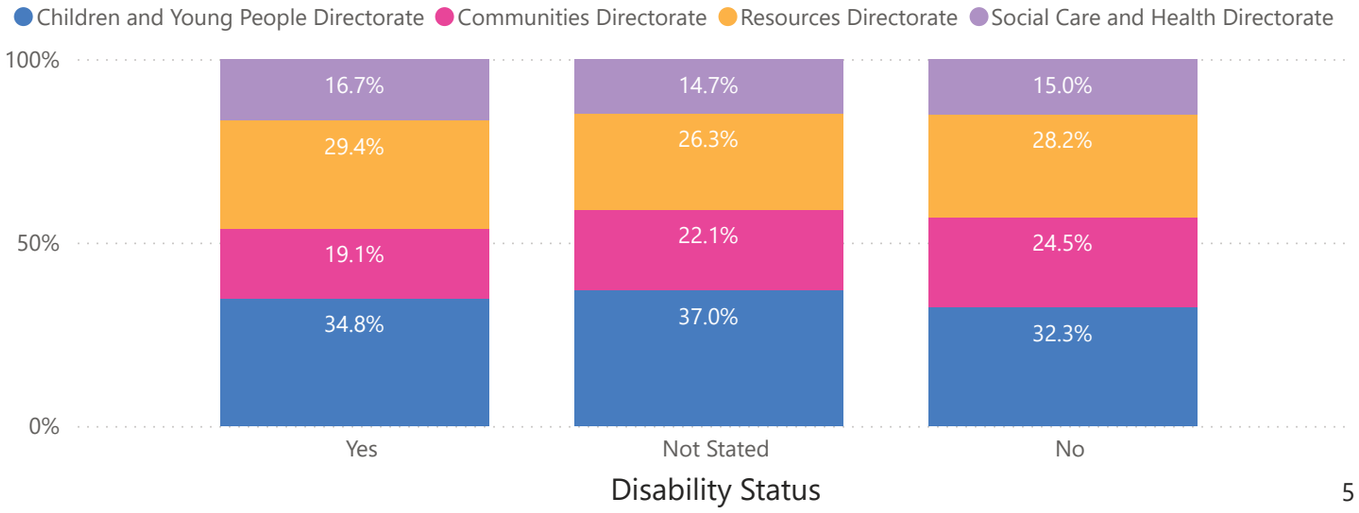


As of **March 31st 2026**, the proportion of employees in WCC who have **not recorded their disability** status is **17.3%** (18.7% 2025). For Senior Leadership this figure is **14.9%** (10.8% 2025) and for Tier 4A Managers it is **10.3%** (10.4% 2025)

The proportion of employees in WCC who **have a declared disability** is **8.3%** (7.2% 2025). For Senior Leadership it is **10.8%** (6.8% 2025) and for Tier 4A Managers it is **3.9%** (4.8% 2025)

The proportion of employees in WCC who **do not have a declared disability** is **74.3%** (74.1% 2025). For Senior Leadership this figure is **74.3%** (82.4% 2025) and for Tier 4A Managers it is **85.8%** (84.8% 2025)

Disability Status by Directorate 2026



Our Diversity Data and Pay Gaps Report 2025-2026

Disability Pay Gap

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.

£19.47
Mean Disabled Hourly Rate 2026

£20.70
Mean Non-Disabled / Not Known Hourly Rate 2026

5.9%
Mean Disability Pay Gap 2026

There is a **5.9%** Pay Gap (4.6% 2025) between the mean hourly rate of employees with and without a declared disability or Not Stated at 31st March 2026. This gap has increased.

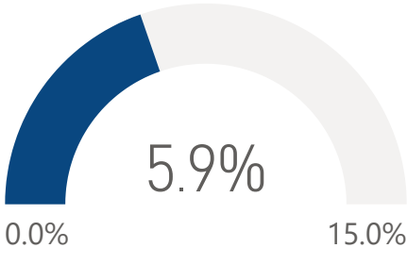
£17.96
Median Disabled Hourly Rate 2026

£18.99
Median Non-Disabled / Not Known Hourly Rate 2026

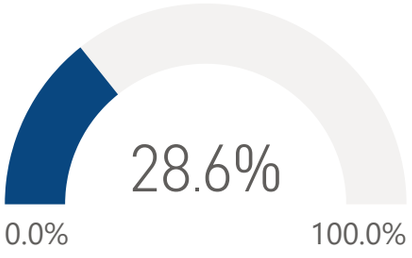
5.5%
Median Disability Pay Gap 2026

There is a **5.5%** Pay Gap (5.3% 2025) between the median hourly rate of employees with and without a declared disability or Not Stated at 31st March 2026. This gap has increased.

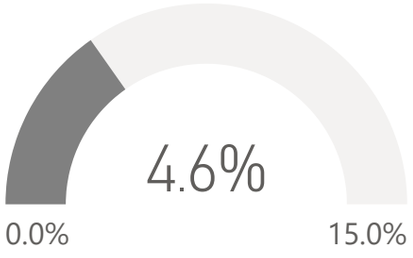
Mean Pay Gap 2026



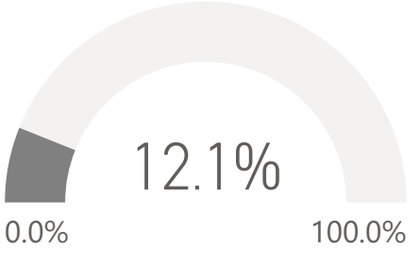
Mean Bonus Pay Gap 2026



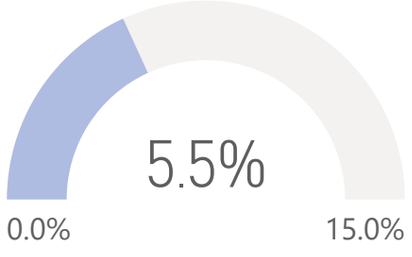
Mean Pay Gap 2025



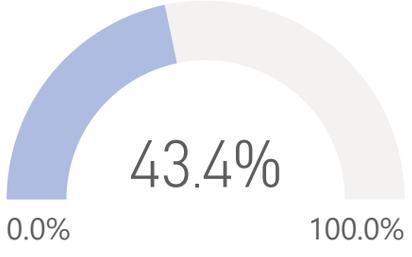
Mean Bonus Pay Gap 2025



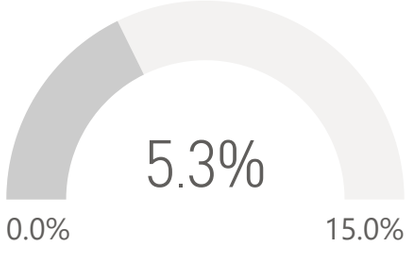
Median Pay Gap 2026



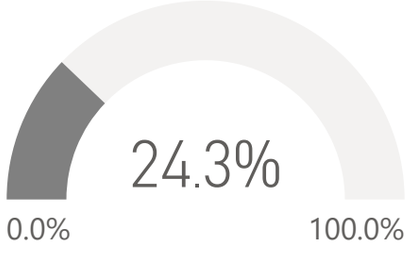
Median Bonus Pay Gap 2026



Median Pay Gap 2025



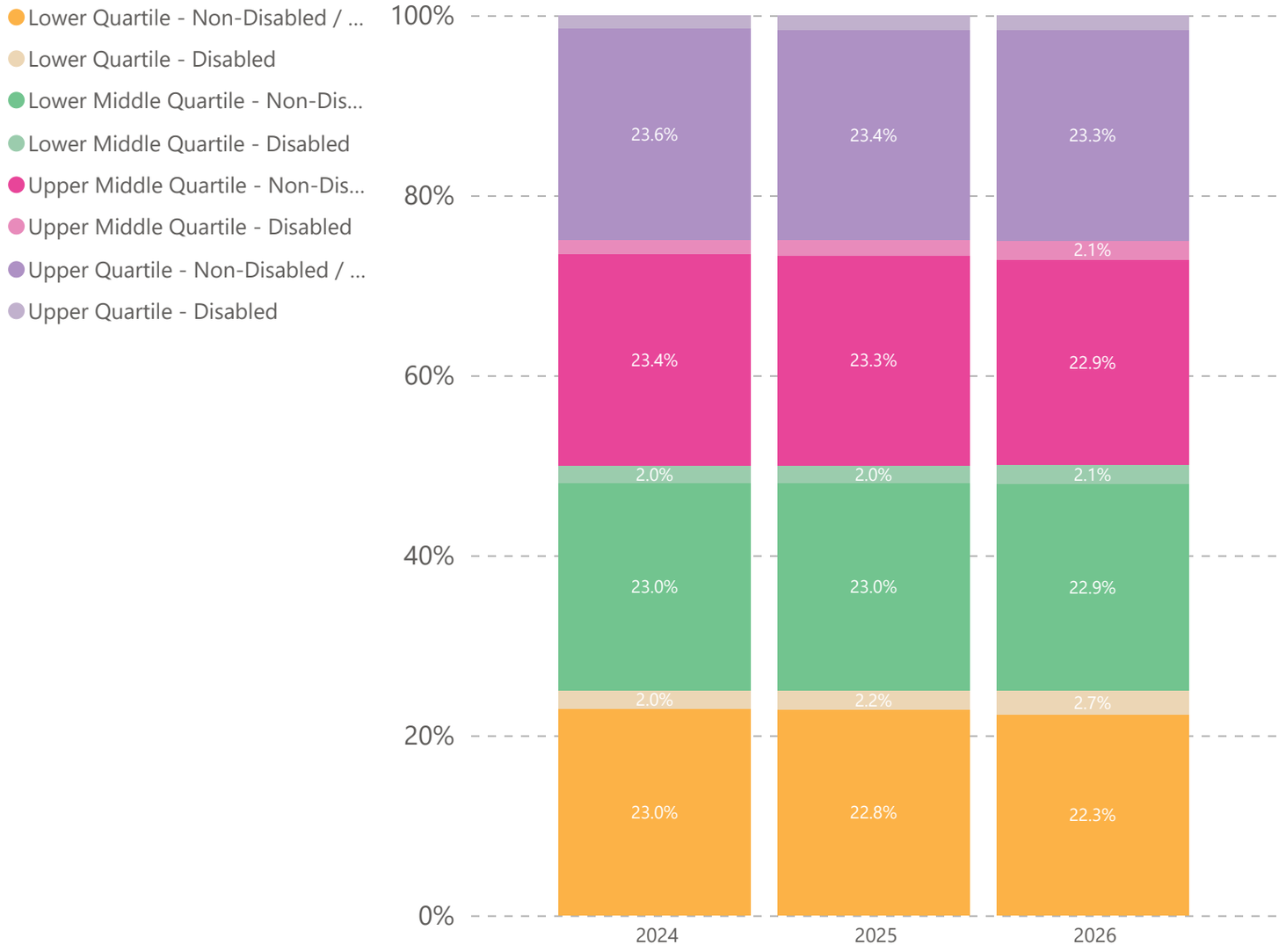
Median Bonus Pay Gap 2025



Our Diversity Data and Pay Gaps Report 2025-2026

Disability Pay Gap - Pay Band Quartiles

Quartiles



Upper Quartile

The proportion of employees with a **declared disability** in the upper quartile has **increased** to **6.6%** (6.3% 2025)

Upper Middle

The proportion of employees with a **declared disability** in the upper middle quartile has **increased** to **8.5%** (6.7% 2025)

Lower Middle

The proportion of employees with a **declared disability** in the lower middle quartile has **increased** to **8.4%** (8.1% 2025)

Lower Quartile

The proportion of employees with a **declared disability** in the lower quartile has **increased** to **11.0%** (8.8% 2025)

Within Warwickshire County Council, 8.3% of employees have a declared disability as of 31st March 2026 (7.2% 2025)

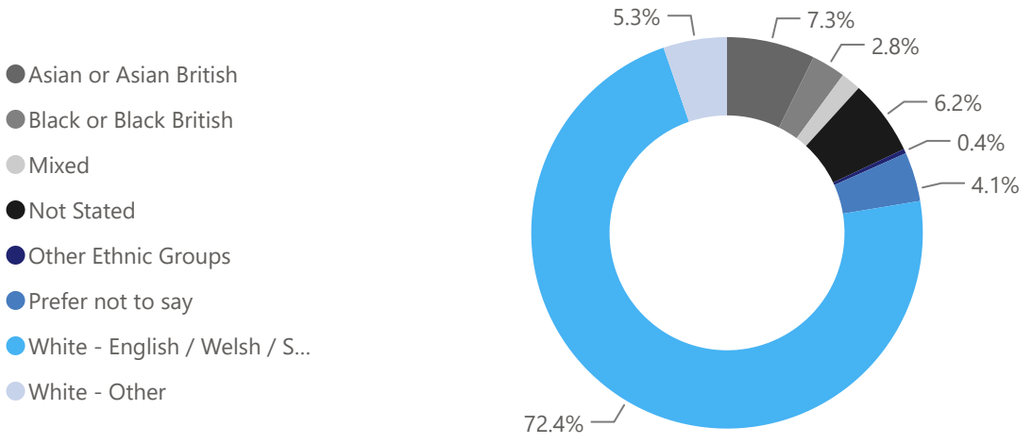
NB: Calculations are based on the total number of staff with a declared disabled divided by the sum of total number of staff with and without a declared disability within each quartile.

Our Diversity Data and Pay Gaps Report 2025-2026

Workforce Demographics - Race (Ethnicity)

As of **31st March 2026**, the proportion of all employees who are Black or Black British is **2.8%** (2.5% 2025).
The majority of all employees are White - English/Welsh/Scottish/Northern Irish or British **72.4%** (72.0% 2025).

WCC Ethnicity 2026



Ethnicity	Senior Leadership	Tier 4A Managers
Asian or Asian British	6.8%	7.7%
Black or Black British	1.4%	0.9%
Mixed	5.4%	1.3%
Not Stated	4.1%	1.7%
Other Ethnic Groups	1.4%	
Prefer not to say	1.4%	2.6%
White - English / Welsh / Scottish / Northern Irish or British	79.7%	81.1%
White - Other		4.7%

Ethnicity by Directorate 2026



Our Diversity Data and Pay Gaps Report 2025-2026

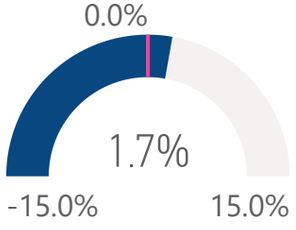
Ethnicity Pay Gap

Hourly Pay Rates (with salary sacrifice)

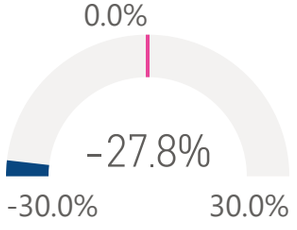
The ethnicity pay gap is an equality measure that shows the difference in average (mean and median) earning between GEM and White - English / Welsh / Scottish / Northern Irish or British or Not Stated employees.

£20.31	1.7%	£18.83	0.0%
Mean GEM Hourly Rate 2026	Mean Ethnicity Pay Gap 2026	Median GEM Hourly Rate 2026	Median Ethnicity Pay Gap 2026
£20.66	There is a **1.7%** Pay Gap (1.2% 2025) between the mean hourly rate of GEM employees and White British or Not Stated at 31st March 2026. This gap has increased.	£18.83	There is a **0.0%** Pay Gap (0.0% 2025) between the median hourly rate of GEM employees and White British or Not Stated at 31st March 2026. This gap has stayed the same.
Mean White - English / Welsh / Scottish / North...		Median White - English / Welsh / Scottish / Northern ...	

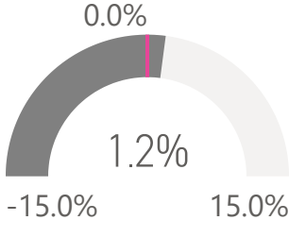
Mean Pay Gap 2026



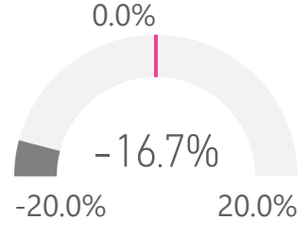
Mean Bonus Pay Gap 2026



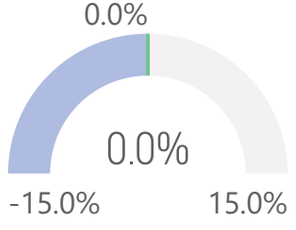
Mean Pay Gap 2025



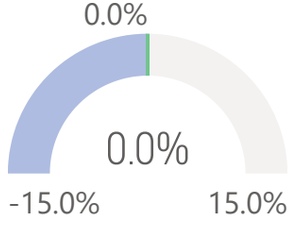
Mean Bonus Pay Gap 2025



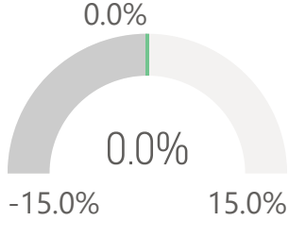
Median Pay Gap 2026



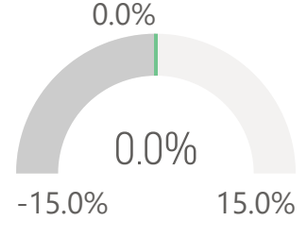
Median Bonus Pay Gap 2026



Median Pay Gap 2025



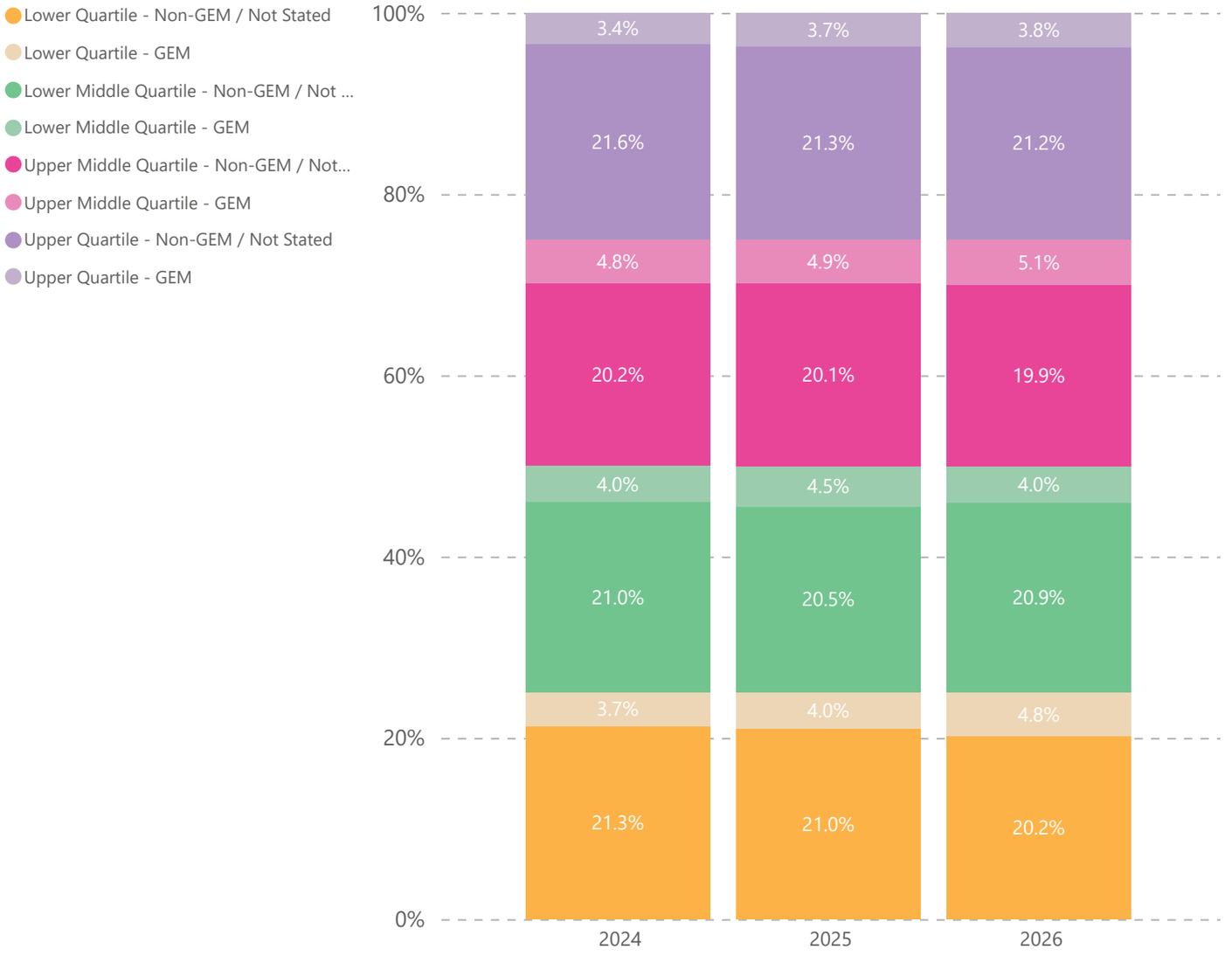
Median Bonus Pay Gap 2025



Our Diversity Data and Pay Gaps Report 2025-2026

Ethnicity Pay Gap - Pay Band Quartiles

Quartiles



Upper Quartile

The proportion of **GEM** employees in the upper quartile has **increased** to **15.1%** (14.6% 2025)

Upper Middle

The proportion of **GEM** employees in the upper middle quartile has **increased** to **20.2%** (19.5% 2025)

Lower Middle

The proportion of **GEM** employees in the lower middle quartile has **decreased** to **16.2%** (17.9% 2025)

Lower Quartile

The proportion of **GEM** employees in the lower quartile has **increased** to **19.2%** (16.0% 2025)

Within Warwickshire County Council, 19.7% of employees are GEM as of 31st March 2026 (20.9% 2025)

NB: Calculations are based on the total number of staff declared GEM divided by the sum of total number of staff with and without declared GEM within each quartile.

Our Diversity Data and Pay Gaps Report 2025-2026

Ethnicity Pay Gap

Hourly Pay Rates (with salary sacrifice)

We recognise that Global Ethnic Majorities (GEM) 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 - English / Welsh / Scottish / Northern Irish or British employees (**£20.72**), whereas on previous pages the calculation has been created as a % of White British and Not Stated

£20.34 Mean Asian or Asian British Hourly Rate 2026	1.8% Mean Asian / Asian British Pay Gap 2026
Relevant Asian or Asian British Employees 347	
£21.04 Mean Black or Black British Hourly Rate 2026	-1.5% Mean Black / Black British Pay Gap 2026
Relevant Black or Black British Employees 131	
£19.41 Mean White - Non-British Hourly Rate 2026	6.3% Mean White - Non-British Pay Gap 2026
Relevant White - Non-British Employees 245	
£22.06 Mean Mixed Hourly Rate 2026	-6.5% Mean Mixed Pay Gap 2026
Relevant Mixed Employees 72	
£20.72 Mean White - English / Welsh / Scottish / Nor...	The figures shown here are the Mean Hourly Rate for White British Relevant Employees
White - English / Welsh / Scottish / Northern Irish or British Relevant Employees 3338	
£20.66 Mean White - English / Welsh / Scottish / Northern...	These are the figures for White British and "Not Stated" Relevant Employees. This figure is used to ensure we are reporting on all relevant employees.
White - English / Welsh / Scottish / Northern Irish or British or Not Stated Relevant Employees 3781	

Our Diversity Data and Pay Gaps Report 2025-2026

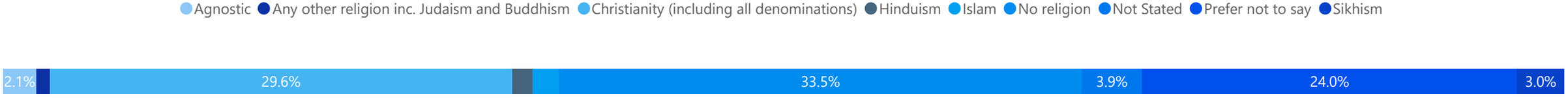
Workforce Demographics - Religion

Religion	Children and Young People Directorate	Communities Directorate	Resources Directorate	Social Care and Health Directorate	**Total**
Agnostic	3.0%	3.5%	3.8%	2.5%	**3.3%**
Any other religion inc. Judaism and Buddhism	1.6%	1.7%	1.6%	1.4%	**1.6%**
Christianity (including all denominations)	31.2%	27.6%	29.3%	32.2%	**30.0%**
Hinduism	0.8%	0.7%	0.9%	0.4%	**0.7%**
Islam	1.8%	1.9%	1.8%	1.3%	**1.8%**
No Religion	29.1%	34.0%	24.0%	28.0%	**28.6%**
Not Stated	11.7%	6.5%	8.9%	8.7%	**9.2%**
Prefer not to say	18.4%	21.7%	25.8%	22.4%	**21.9%**
Sikhism	2.2%	2.3%	3.8%	3.1%	**2.8%**

Senior Leadership Religion



Managers (Tier 4A) Religion



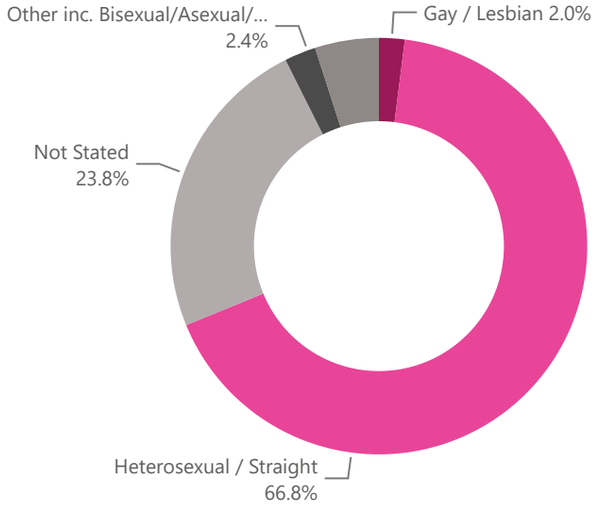
As of **31st March 2026**, **68.8%** of WCC employees have declared a religion/faith (65.6% 2025)
69.9% of Children and Young People Directorate have declared a religion/faith (65.5% 2025)
71.8% of Communities Directorate have declared a religion/faith (68.2% 2025)
65.3% of Resources Directorate have declared a religion/faith (63.1% 2025)
68.9% of Social Care and Health Directorate have declared a religion/faith (67.2% 2025)

Our Diversity Data and Pay Gaps Report 2025-2026

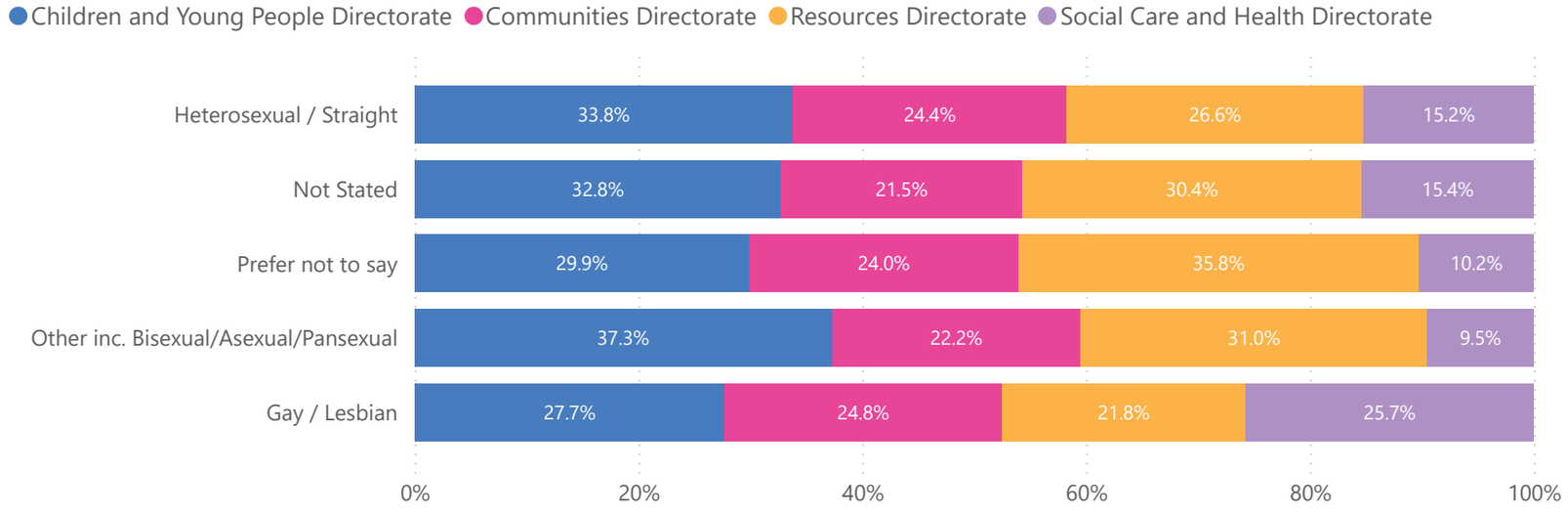
Workforce Demographics - Sexual Orientation

Ref: GPG26 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
Please quote the Ref number in your email

Sexual Orientation for WCC 2026

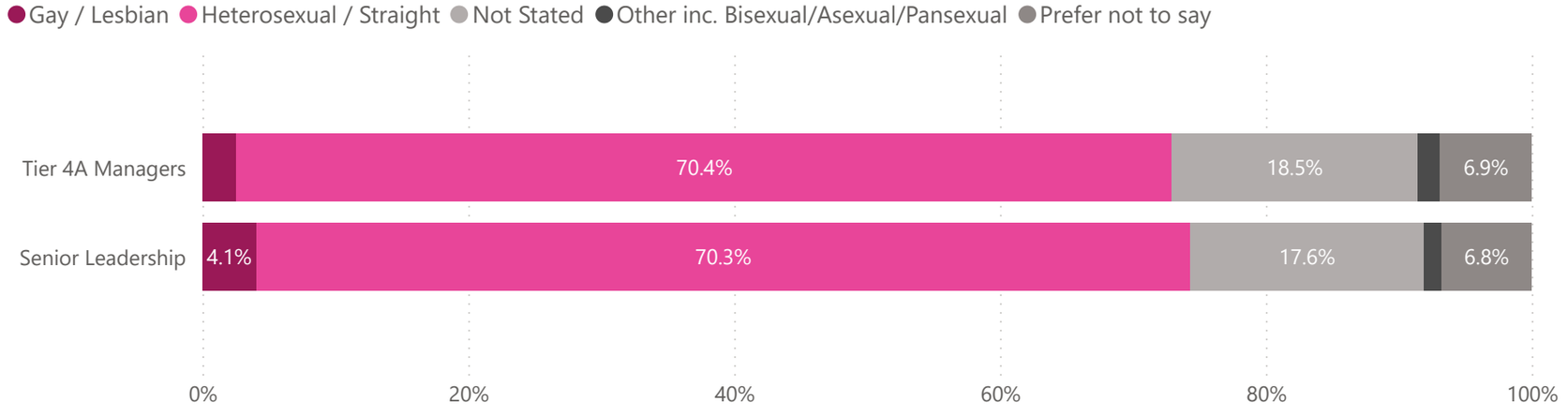


Sexual Orientation by Directorate 2026



The above shows the proportion of people in each category as per Directorate.

Senior Leadership and Managers (Tier 4a) Sexuality



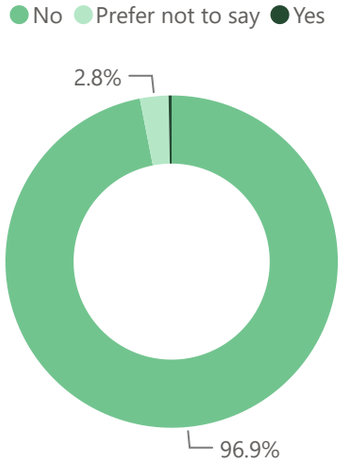
As of **31st March 2026**, **71.3%** of employees declared their sexuality (68.0% 2025)

72.2% of Children and Young People Directorate declared their sexuality (67.7% 2025)
73.3% of Communities Directorate declared their sexuality (69.5% 2025)
67.8% of Resources Directorate declared their sexuality (66.3% 2025)
72.4% of Social Care and Health Directorate declared their sexuality (70.1% 2025)

Our Diversity Data and Pay Gaps Report 2025-2026

Workforce - Trans Status, Socio-Economic Background and Caring Responsibilities

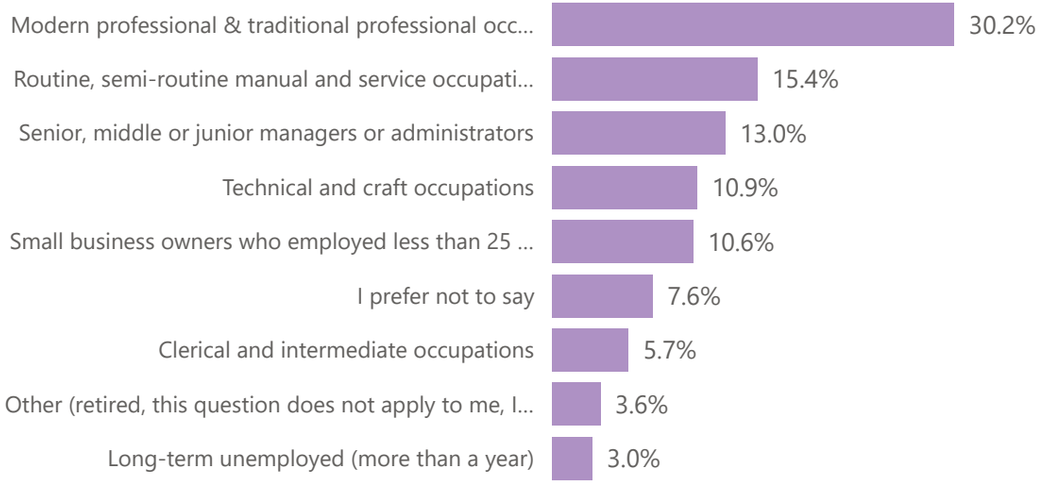
Trans Status



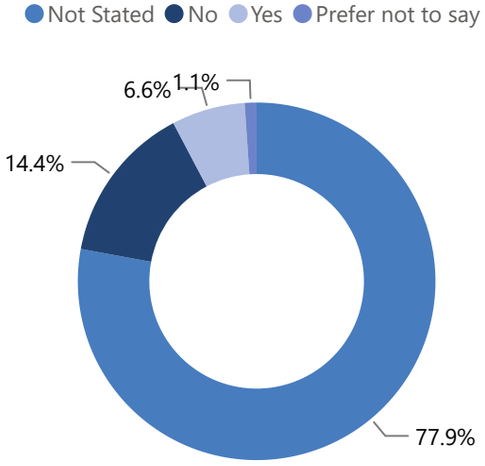
As of 31st March 2026, **1368** employees had filled in information regarding trans status in Your HR. This equates to **26.7%** of the workforce.

(Total Headcount is 5123 excluding casuals & contractors)

Socio Economic Background



Caring Responsibilities



As of 31st March 2026, **1132** employees had filled in information regarding caring responsibilities in Your HR. This equates to **22.1%** of the workforce.

(Total Headcount is 5123 excluding casuals & contractors)

As of 31st March 2026, **331** employees had filled in information regarding socio-economic background in Your HR. This equates to **6.5%** of the workforce.

Of the 331 declarations, **15.4%** and **30.2%** respectively are from and "**Routine, semi-routine manual and service occupations**" and "**Modern Professional & Traditional professional occupations**".

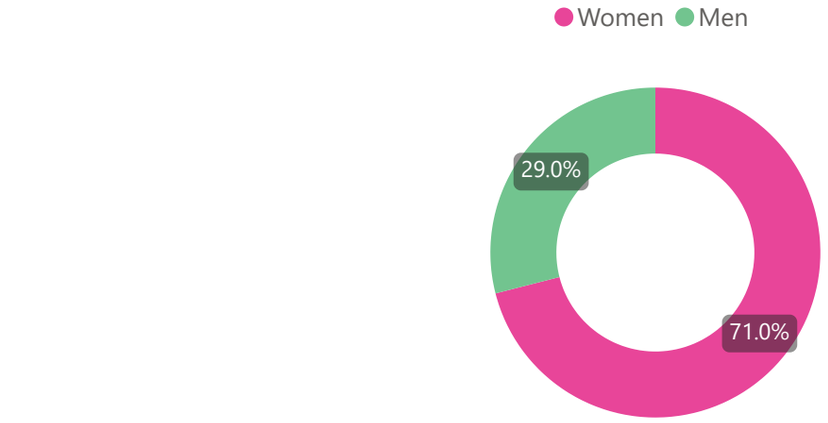
Occupations which fall into these categories include: and HGV driver, van driver, cleaner, waiter / waitress, bar staff (for Routine Professional); accountant, solicitor, medical practitioner (for Traditional Professional); amongst others.

Our Diversity Data and Pay Gaps Report 2025-2026

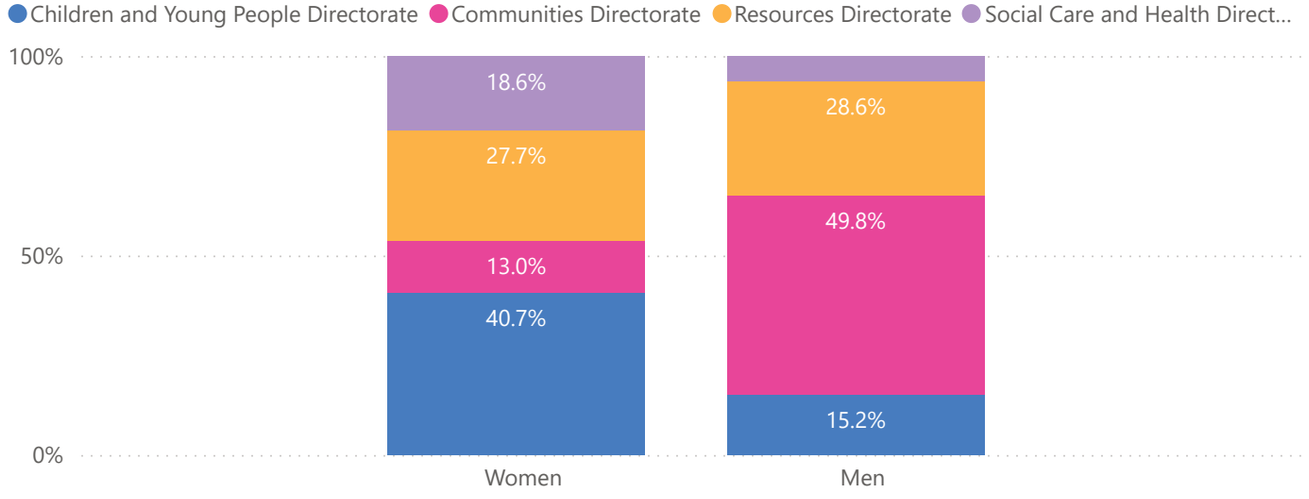
Workforce Demographics - Gender & Working Arrangements

Ref: GPG26 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
Please quote the Ref number in your email

WCC Gender 2026

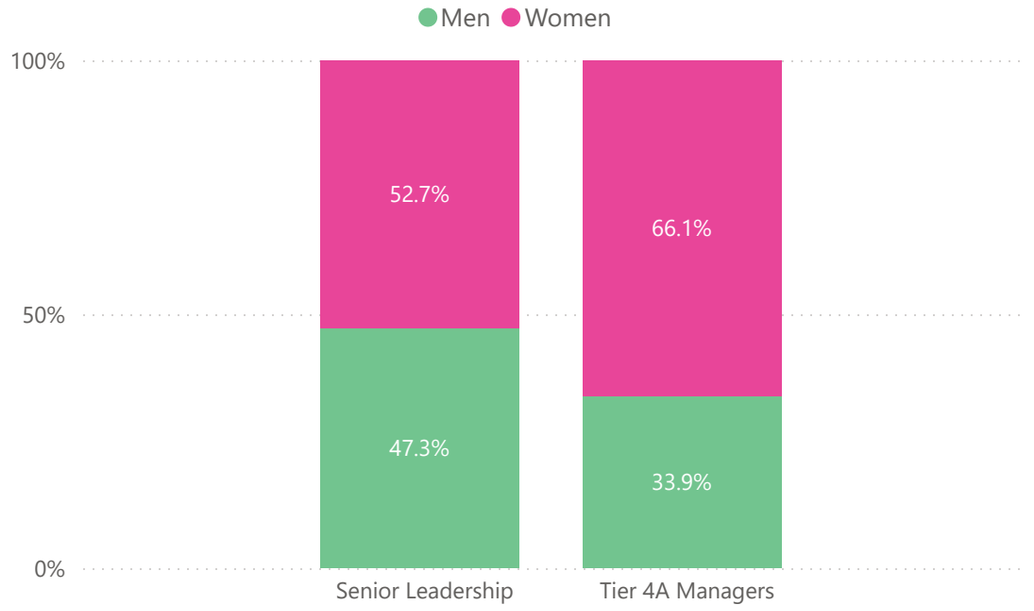


Directorate Gender 2026



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

Senior Leadership and Tier 4A Managers Gender



As of **31st March 2026**, **71.0%** of employees are women whereas **29.0%** are men (70.9% vs 29.1% 2025)

86.8% of Children and Young People Directorate are women vs **13.2%** men (87.1% vs 12.9% 2025)

39.0% of Communities Directorate are women vs **61.0%** men (36.1% vs 63.9% 2025)

70.3% of Resources Directorate are women vs **29.7%** men (71.9% vs 28.1% 2025)

87.8% of Social Care and Health Directorate are women vs **12.2%** men (88.2% vs 11.8% 2025)

Our Diversity Data and Pay Gaps Report 2025-2026

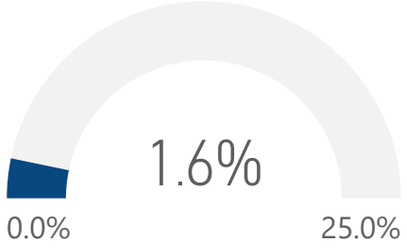
Gender Pay Gap

Hourly Pay Rates (with salary sacrifice)

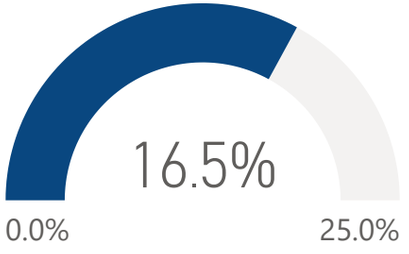
The gender pay gap is an equality measure that shows the difference in average (mean and median) earning between women and men.

£20.49	1.6%	£18.83	4.9%
Mean Womens Hourly Rate 2026	Mean Gender Pay Gap 2026	Median Womens Hourly Rate 2026	Median Gender Pay Gap 2026
£20.83	There is a **1.6%** Pay Gap (1.3% 2025) between the mean hourly rate of men and women at 31st March 2026. This gap has increased.	£19.80	There is a **4.9%** Pay Gap (4.8% 2025) between the median hourly rate of men and women at 31st March 2026 This gap has increased
Mean Mens Hourly Rate 2026		Median Mens Hourly Rate 2026	

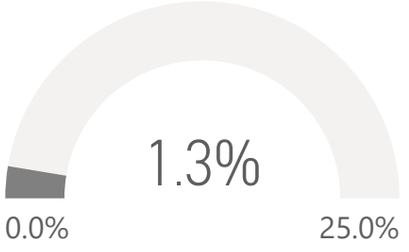
Mean Gender Pay Gap 2026



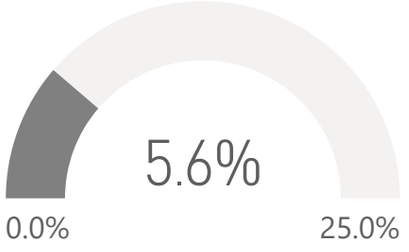
Mean Bonus Pay Gap 2026



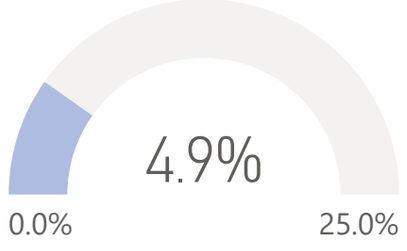
Mean Gender Pay Gap 2025



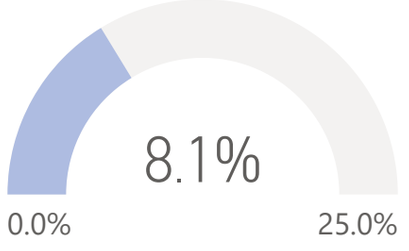
Mean Bonus Pay Gap 2025



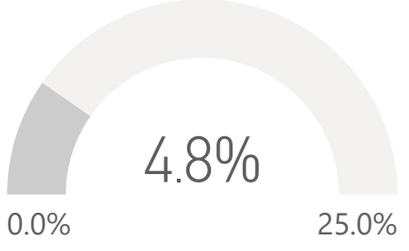
Median Gender Pay Gap 2026



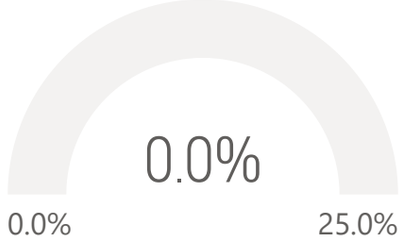
Median Bonus Pay Gap 2026



Median Gender Pay Gap 2025



Median Bonus Pay Gap 2025



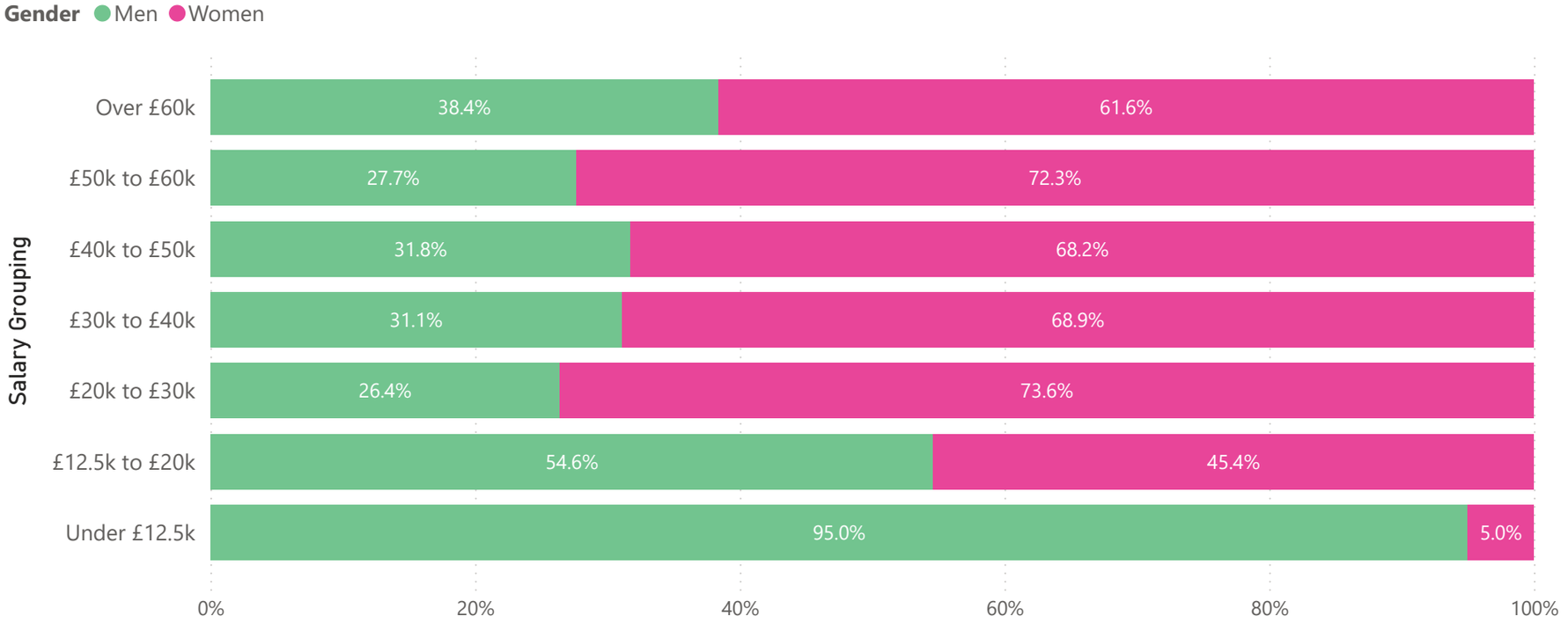
Our Diversity Data and Pay Gaps Report 2025-2026

Workforce Gender & Salary

Directorate	Under £12.5k	£12.5k to £20k	£20k to £30k	£30k to £40k	£40k to £50k	£50k to £60k	Over £60k
Children and Young People Directorate		0.1%	9.5%	41.3%	26.6%	16.9%	5.7%
Communities Directorate	1.9%	0.4%	11.1%	51.5%	22.8%	6.7%	5.6%
Resources Directorate		0.6%	27.6%	34.9%	16.9%	13.0%	7.1%
Social Care and Health Directorate		0.1%	15.5%	43.2%	22.8%	12.4%	6.0%
Total	**0.5%**	**0.3%**	**15.6%**	**42.5%**	**22.5%**	**12.6%**	**6.1%**

As of **31st March 2026**, the proportion of the workforce earning **£30,000 or more** is **83.7%** (79.9% 2025)

Salary Groupings by Gender



61.6% of all employees that earn **£60,000 or more** are women, **38.4%** are men.

72.3% of all employees that earn **£50,000 to £60,000** are women, **27.7%** are men.

68.2% of all employees that earn **£40,000 to £50,000** are women, **31.8%** are men.

68.9% of all employees that earn **£30,000 to £40,000** are women, **31.1%** are men.

73.6% of all employees that earn **£20,000 to £30,000** are women, **26.4%** are men.

45.4% of all employees that earn **£12,500 to £20,000** are women, **54.6%** are men.

5.0% of all employees that earn **£12,500 or less** are women, **95.0%** are men.

*The figures are based on FTE and excludes individuals who are of either unspecified gender; lacking salary information; or who do not report to a Directorate

Salary Grouping	Children and Young People Directorate	Communities Directorate	Resources Directorate	Social Care and Health Directorate	Total
Over £60k	**5.7%**	**4.8%**	**5.4%**	**6.1%**	**5.4%**
Men	1.2%	3.5%	2.5%	1.4%	**2.3%**
Women	4.5%	1.3%	2.9%	4.7%	**3.1%**
£50k to £60k	**11.5%**	**5.5%**	**7.7%**	**5.9%**	**7.9%**
Men	1.5%	4.0%	2.9%	1.0%	**2.6%**
Women	10.0%	1.5%	4.9%	4.9%	**5.3%**
£40k to £50k	**30.6%**	**19.1%**	**14.9%**	**26.1%**	**21.6%**
Men	2.5%	13.5%	6.6%	4.0%	**7.0%**
Women	28.1%	5.6%	8.3%	22.1%	**14.6%**
£30k to £40k	**42.7%**	**45.1%**	**29.0%**	**44.9%**	**39.0%**
Men	6.8%	28.5%	9.7%	4.5%	**13.3%**
Women	35.9%	16.6%	19.2%	40.4%	**25.7%**
£20k to £30k	**9.4%**	**19.2%**	**42.2%**	**16.9%**	**24.1%**
Men	1.4%	10.8%	9.7%	1.7%	**6.8%**
Women	8.0%	8.4%	32.5%	15.2%	**17.3%**
£12.5k to £20k	**0.2%**	**0.9%**	**0.8%**	**0.1%**	**0.6%**
Men	0.0%	0.7%	0.4%	0.1%	**0.4%**
Women	0.1%	0.2%	0.4%	0.1%	**0.2%**
Under £12.5k		**5.3%**			**1.4%**
Men		5.1%			**1.4%**
Women		0.2%			**0.1%**

A higher percentage of women **8.5%** (7.7% 2025) earn **£50,000 or more** compared to men **4.9%** (4.3% 2025).

Children and Young People Directorate - A higher percentage of women **14.5%** (11.9% 2025) earn **£50,000 or more** compared to men **2.7%** (2.7% 2025).

Communities Directorate - A higher percentage of men **7.6%** (7.6% 2025) earn **£50,000 or more** compared to women **2.8%** (3.0% 2025).

Resources Directorate - A higher percentage of women **7.7%** (7.3% 2025) earn **£50,000 or more** compared to men **5.4%** (4.8% 2025).

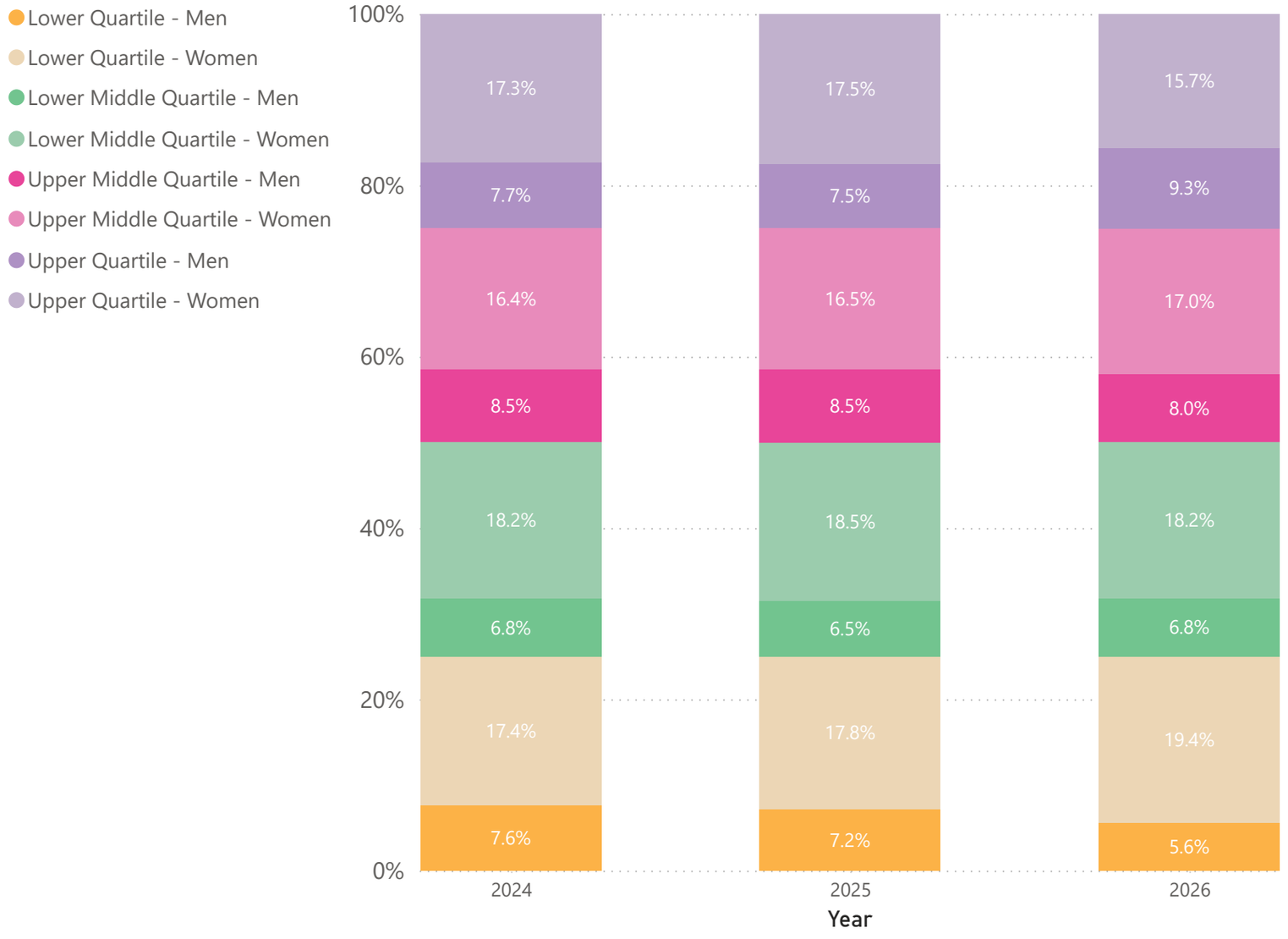
Social Care and Health Directorate - A higher percentage of women **9.6%** (6.7% 2025) earn **£50,000 or more** compared to men **2.5%** (1.8% 2025).

*The figures are based on FTE and excludes individuals who are of either unspecified gender; lacking salary information; or who do not report to a Directorate

Our Diversity Data and Pay Gaps Report 2025-2026

Gender Pay Gap - Pay Band Quartiles

Quartiles



Upper Quartile

The proportion of **women** in the upper quartile has **decreased** to **62.6%** (69.9% 2025). The proportion of **men** has **increased** to **37.4%** (30.1% 2025).

Upper Middle

The proportion of **women** in the upper middle quartile has **increased** to **68.1%** (65.9% 2025). The proportion of **men** has **decreased** to **31.9%** (34.1% 2025).

Lower Middle

The proportion of **women** in the lower middle quartile has **decreased** to **72.7%** (74.1% 2025). The proportion of **men** has **increased** to **27.3%** (25.9% 2025).

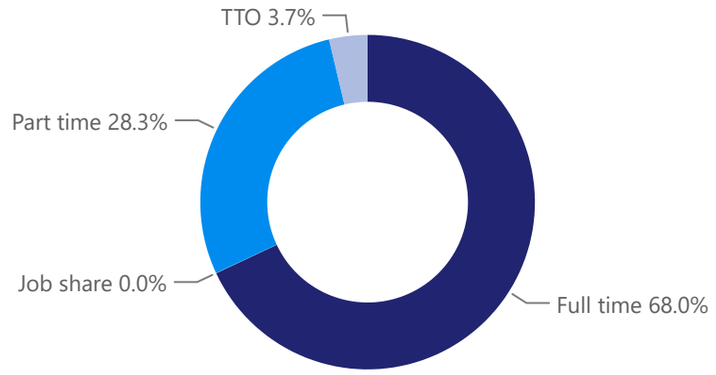
Lower Quartile

The proportion of **women** in the lower quartile has **increased** to **77.5%** (71.3% 2025).
The proportion of **men** has **decreased** to **22.5%** (28.7% 2025).

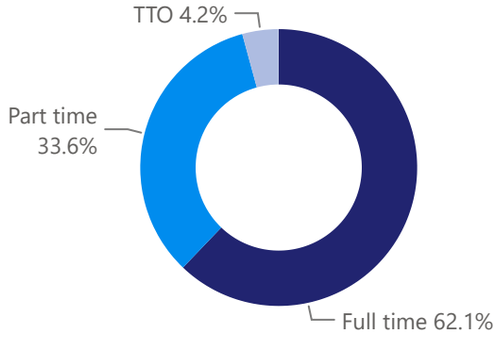
Within Warwickshire County Council, 71.0% of employees are women, as of 31st March 2026 (70.9% 2025)

NB: Calculations are based on the total number of staff that are men or women divided by the sum of total number of staff that are men/women

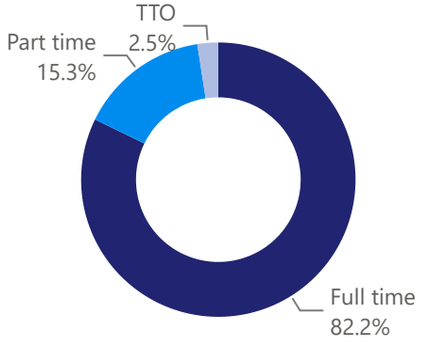
WCC Working Arrangements 2026



Women Working Arrangements WCC 2026



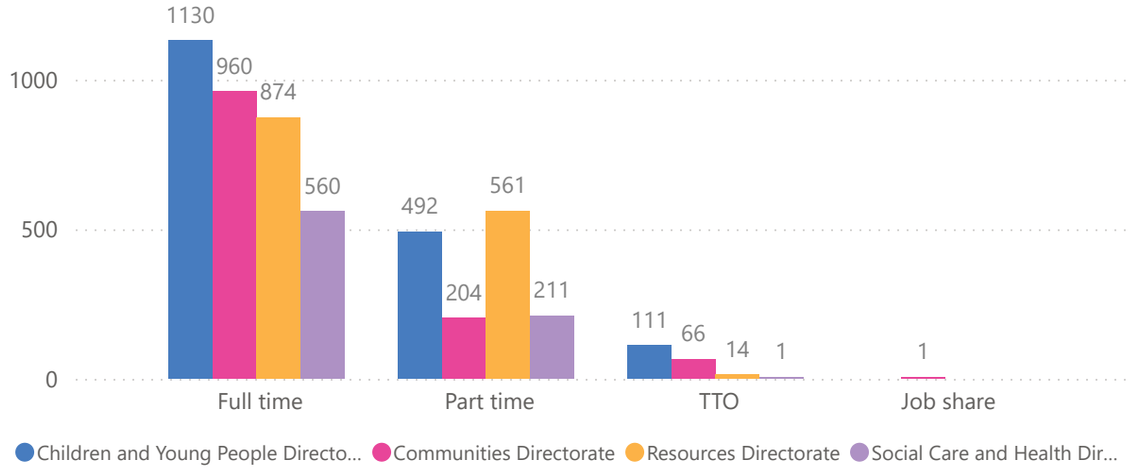
Men Working Arrangements WCC 2026



As of **31st March 2026**, **33.6%** of **women** were on **part time** contracts (34.2% 2025)
15.3% of **men** were on **part time** contracts (16.6% 2025)
62.1% of **women** were on **full time** contracts (61.6% 2025)
82.2% of **men** were on **full time** contracts (81.0% 2025)

*TTO refers to employees who are Term Time Only

Directorate Working Arrangements 2026



Children and Young People Directorate had 29.7% part time women (29.8% 2025), 20.3% part time men (20.5% 2025), 64.0% full time women (64.1% 2025) and 72.8% full time men (71.9% 2025).

Communities Directorate had 22.6% part time women (22.8% 2025), 12.8% part time men (16.1% 2025), 67.7% full time women (68.4% 2025) and 84.4% full time men (81.3% 2025).

Resources Directorate had 47.1% part time women (46.0% 2025), 18.8% part time men (17.7% 2025). 51.6% full time women (51.3% 2025), 81.2% full time men (82.3% 2025).

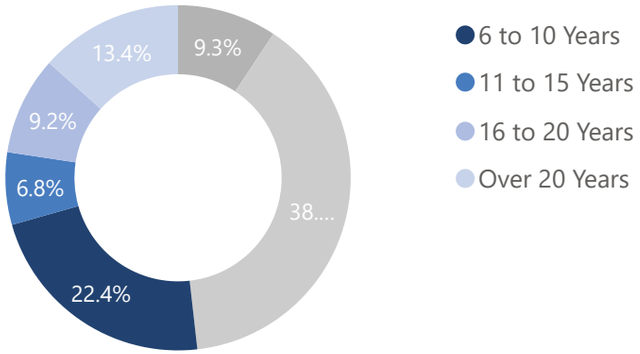
Social Care and Health Directorate had 30.1% part time women (29.0% 2025), 7.5% part time men (5.9% 2025), 69.8% full time women (70.9% 2025) and 92.6% full time men (94.1% 2025).

Our Diversity Data and Pay Gaps Report 2025-2026

Workforce Demographics - Length of Service

Ref: GPG26 | Version: 1.1 | Status: Dev
For queries, contact businessintelligence@warwickshire.gov.uk
Please quote the Ref number in your email

WCC Length of Service 2026

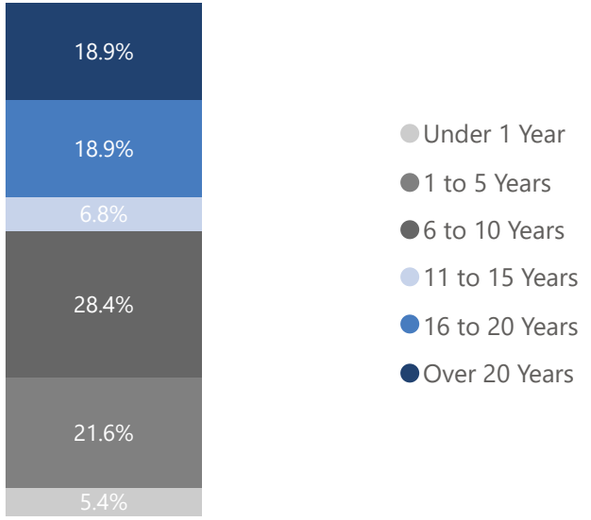


As of **March 31st 2026,** the proportion of employees who have been employed for **5 years or less** has **decreased** to **48.2%** (48.7% 2025)

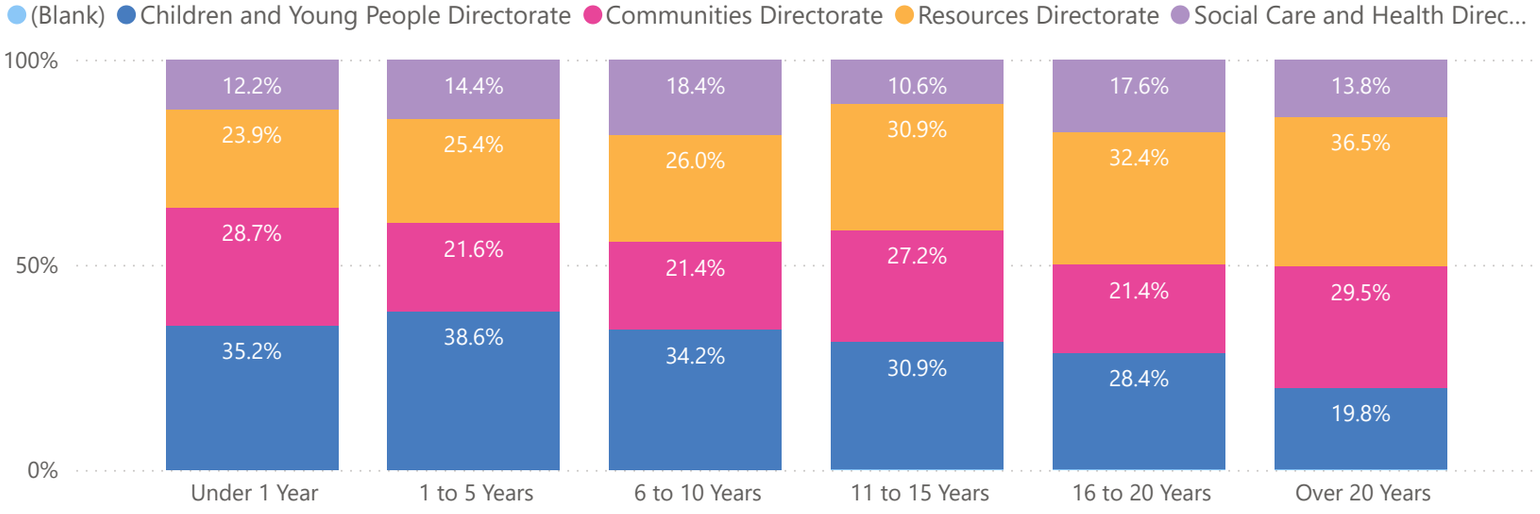
The proportion of employees who have been employed for **6 to 20 years** has **increased** to **38.4%** (38.2% 2025)

The proportion of employees who have been employed for **over 20 years** has **increased** to **13.4%** (13.1% 2025)

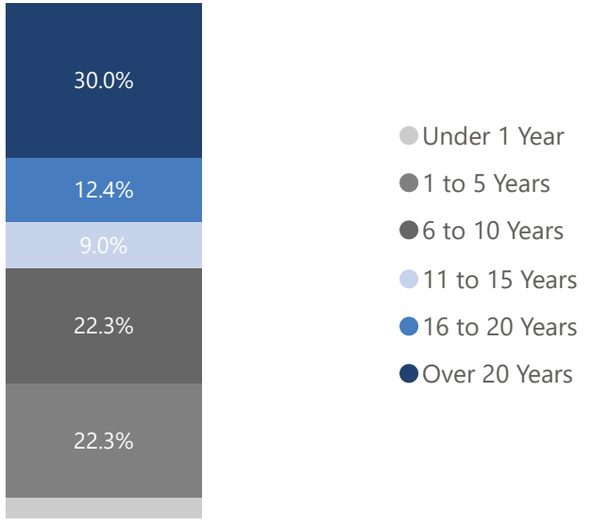
Senior Leadership Length of Service



Total Headcount by Length of Service and Directorate 2026



Managers (Tier 4a) Length of Service



Our Diversity Data and Pay Gaps Report 2025-2026

Workforce Turnover - Starters & Leavers

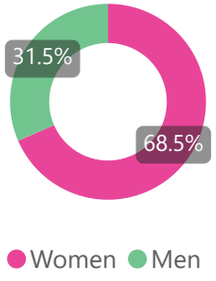
Starters and Leavers 1st April 2025 to 31st March 2026

Directorates	Starters Headcount	Leavers Headcount	Headcount 31st March 26
	0	0	5
Children and Young People Directorate	182	163	1709
Communities Directorate	147	125	1212
Resources Directorate	118	122	1432
Social Care and Health Directorate	67	85	771
Total	**514**	**495**	**5123**

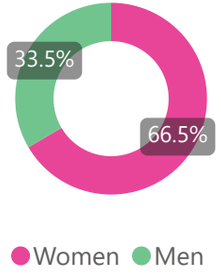
As of **31st March 2025**, WCC had a **9.6%** employee turnover rate (10.4% 2025)

Children and Young People Directorate had a **9.5%** employee turnover rate (12.0% 2025)
Communities Directorate had a **10.3%** employee turnover rate (9.0% 2025)
Resources Directorate had a **8.5%** employee turnover rate (10.5% 2025)
Social Care and Health Directorate had a **11.0%** employee turnover rate (3.4% 2025)

Starters Gender 2025/26

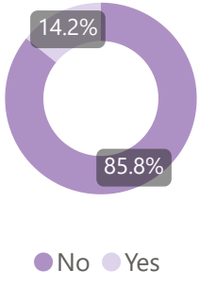


Leavers Gender 2025/26

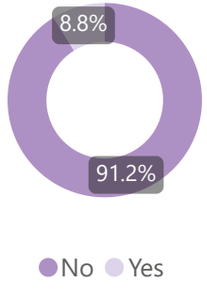


68.5% of all **starters** were **women** (78.7% 2025) and **66.5%** of all **leavers** were **women** (68.5% 2025). This compares to **71.0%** of the workforce who are **women** (70.9% 2025)

Starters Disability 2025/26



Leavers Disability 2025/26

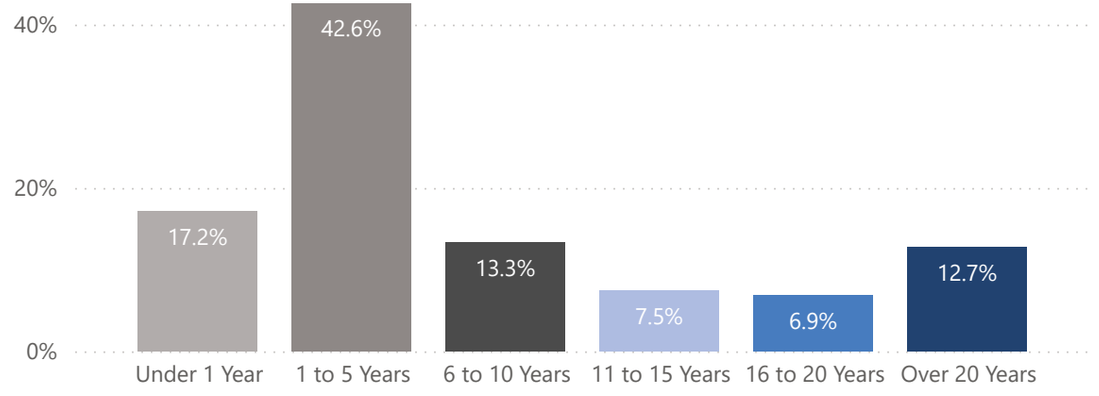


14.2% of **starters** and **8.8%** of **leavers** stated they **had a declared disability** (8.1% and 9.0% in 2025 respectively)

25.1% of **starters** and **19.6%** of **leavers** were of **GEM origin** (21.7% and 17.6% in 2025 respectively). This compared to **17.7%** of the workforce who are of **GEM origin** (16.5% in 2025). **individual ethnicities not included due to small numbers to avoid individual identification*

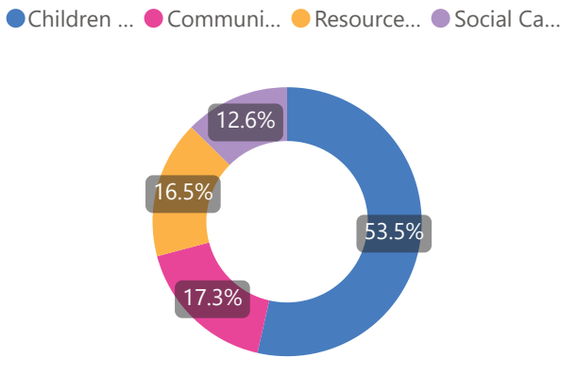
59.6% of **leavers** had given **5 or less years** of Service (63.5% 2025)

% Leavers by Length of Service

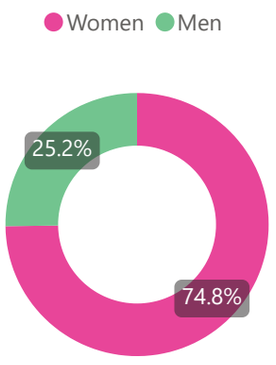


Our Diversity Data and Pay Gaps Report 2025-2026
Workforce Turnover - Promotions

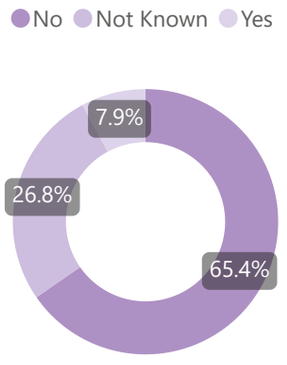
Promotions by Directorate



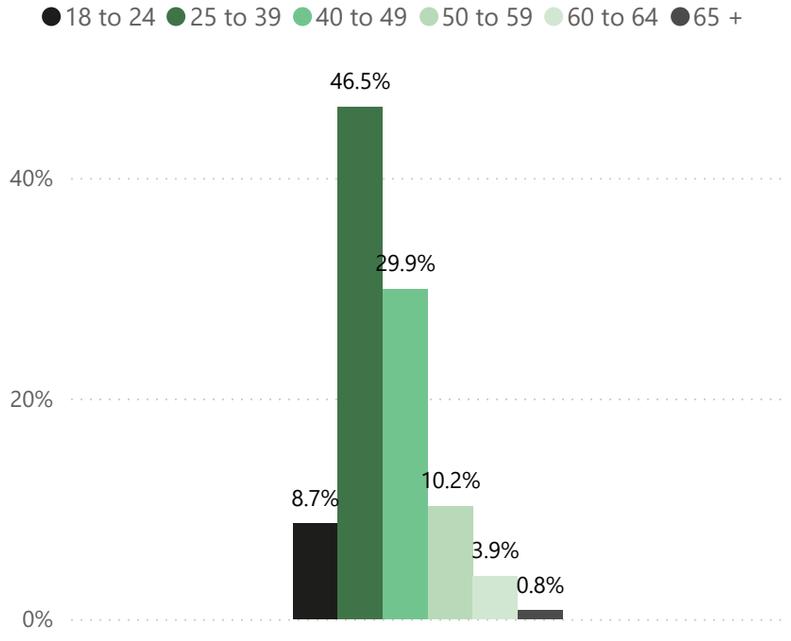
% Promotions by Gender



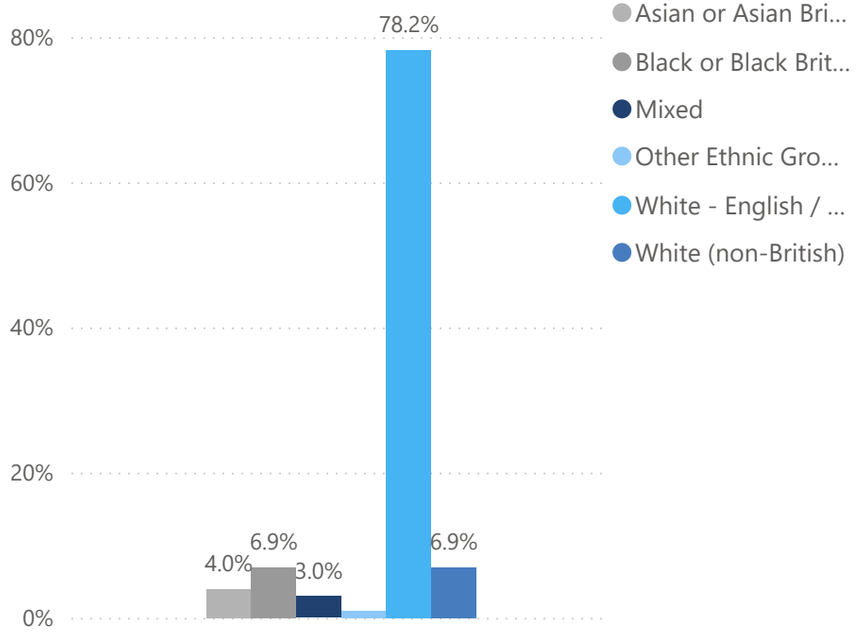
% Promotions by Disability Status



% Promotions by Age Grouping



% Promotions by Ethnicity



As of **31st March 2026**, **2.5%** (127) of employees in WCC were promoted (104 in 2025)

74.8% of promotions were achieved by **women** employees (87.5% 2025). 71.0% of the workforce are women.

7.9% of promotions were achieved by employees with a **declared disability** (5.8% 2025). 8.3% of the workforce have a declared disability.

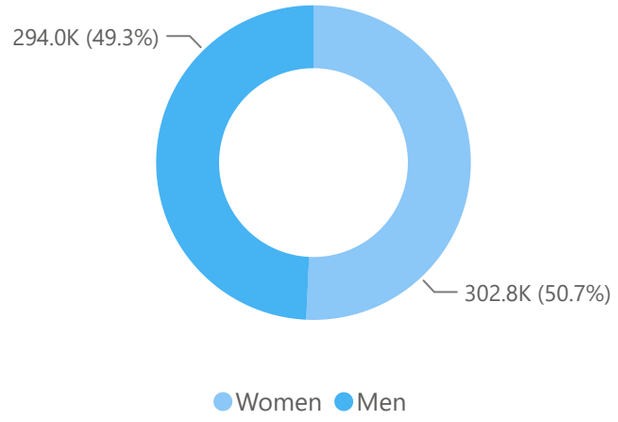
46.5% of promotions were achieved by employees aged **25 - 39 years old** (39.4% 2025). 29.9% of the workforce are between the ages of 25 - 39 years old.

21.8% of promotions were achieved by **GEM** employees (20.2% 2025). 16.5% of the workforce are GEM.

For 2026 data, ethnicity breakdown is available as follows:
6.9% of promotions were achieved by **Black or Black British**.
2.8% of the workforce are Black or Black British.
4.0% of promotions were achieved by **Asian or Asian British**.
7.3% of the workforce are Asian or Asian British.
3.0% of promotions were achieved by **Mixed**.
1.7% of the workforce are Mixed.

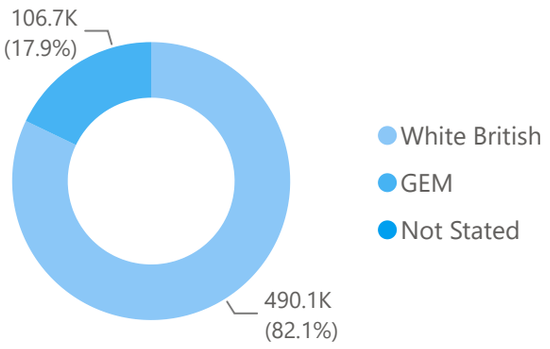
87.4% of promotions were achieved by employees earning **£20,000 to £50,000** (87.5% 2025). 80.5% of the workforce earn between £20,000 to £50,000.

Warwickshire 2021 Census Data by Gender



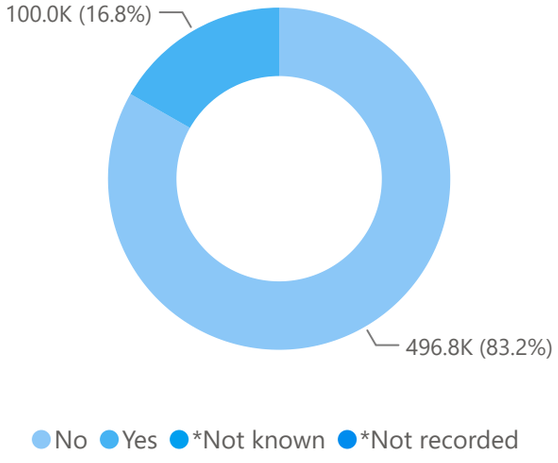
From the 2021 Census, there is a **49.3%** / **50.7%** split on Gender in Warwickshire in favour of **men**, this is noticeably different from the gender split in Warwickshire County Council employees, where the split is **71.0%** / **29.0%** in favour of **women**.

Warwickshire 2021 Census Data by GEM



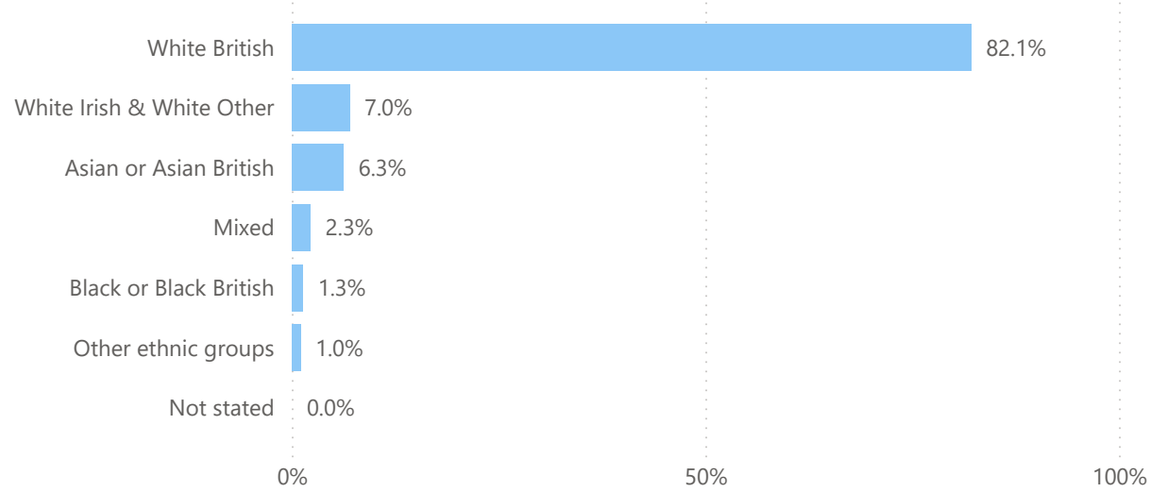
The doughnut chart to the left shows Census data for Warwickshire from 2021 split into **White British**; **GEM**; and **Not Stated**, this data is broken down further in the graph below, splitting out what has been classified as GEM into its constituent parts.

Warwickshire 2021 Census Data by Disability



From the 2021 Census, there is a **83.2%** / **16.8%** split for Disability Status in Warwickshire, with the majority declaring **No**. For Warwickshire County Council employees, only **8.3%** have declared they have a Disability, with **74.3%** stating No and a further **17.4%** Not Stating

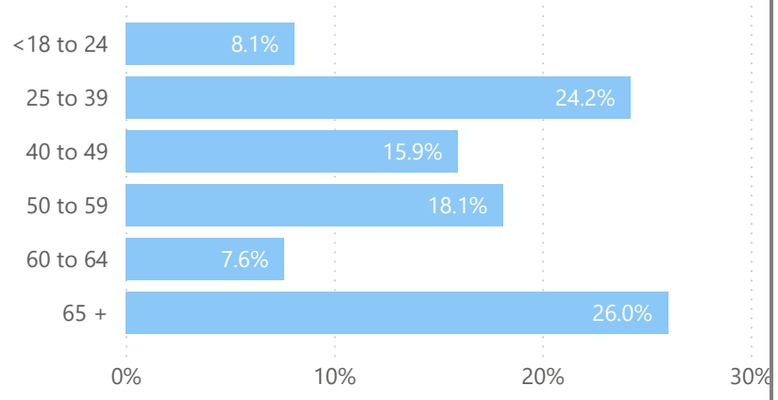
Warwickshire 2021 Census Data by Race (Ethnicity)



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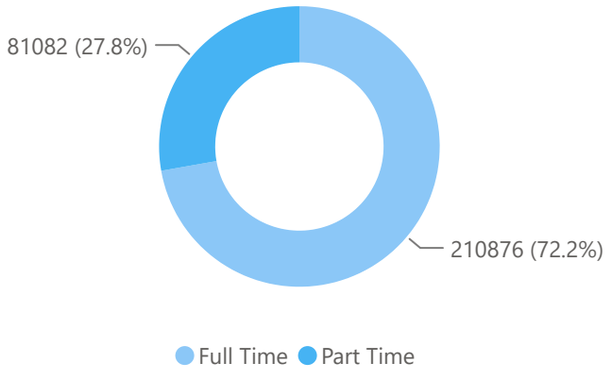
2021 Census Data for Warwickshire - Age, Religion, Working Arrangements, and Sexual Orientation

Warwickshire 2021 Census Data by Age Grouping



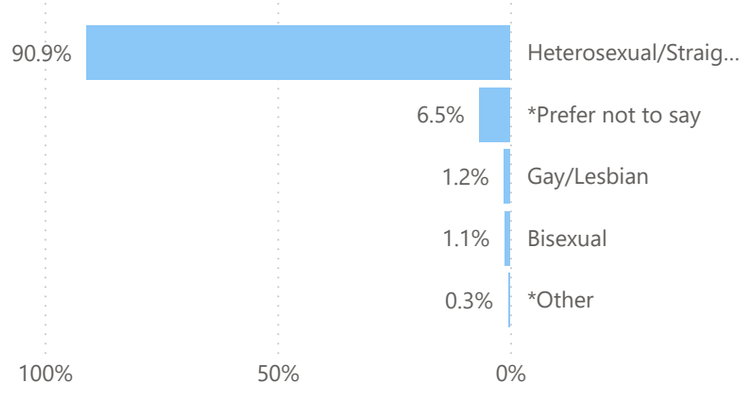
According to the 2021 Census, the largest adult age grouping in Warwickshire is the **65 +** bracket with **26.0%**. In Warwickshire County Council it is the **25 to 39** bracket with **29.9%**.

Warwickshire 2021 Census Data by Working Arrangements



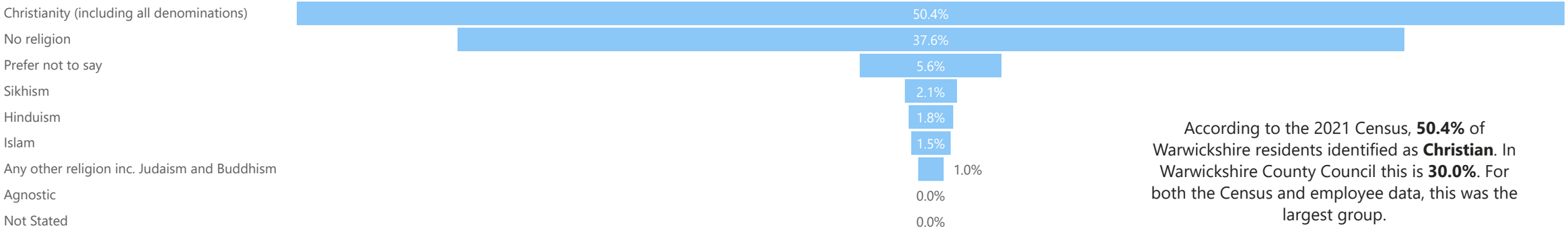
According to the 2021 Census, **72.2%** of working age adults worked **Full Time**. In Warwickshire County Council it is **68.0%**.

Warwickshire 2021 Census Data by Sexual Orientation



According to the 2021 Census, **90.9%** of Warwickshire residents identified as **Heterosexual/Straight**. In Warwickshire County Council this is **66.8%**.

Warwickshire 2021 Census Data by Religion or Belief



According to the 2021 Census, **50.4%** of Warwickshire residents identified as **Christian**. In Warwickshire County Council this is **30.0%**. For both the Census and employee data, this was the largest group.

In the Age Grouping graph, the Under 18 group has been excluded for comparison purposes, as Warwickshire County Council does not have any Under 18s employed.