

Staff and Pensions Committee

9 September 2019

Annual Equality and Diversity Workforce and Gender Pay Gap

Recommendations

- 1) That the Council's Equality and Diversity Workforce and Gender Pay Gap Report at Appendix A is published on the Council's website, to meet the statutory requirement to publish annually equality information relating to employees, including gender pay gap information.
- 2) That the Council's gender pay gap figures, based on 31 March 2019, are published on the government's gender pay gap website, as required by the gender pay gap regulations.
- 3) That elected Members endorse the areas identified for future work proposed in section 5.
- 4) That elected Members note previous work undertaken in section 6.

1.0 Key Issues

- 1.1 The Council has published workforce diversity data relating to its employees annually, following consideration at Staff and Pensions committee, as required since 2012 under the Equality Act 2010, to demonstrate its compliance with the general equality duty under section 149 (1) that WCC must, in the exercise of its functions, have due regard to the need to:-
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 1.2 This report combines both the Council's workforce diversity information, based on the year 1 April 2018 to 31 March 2019, and its gender pay gap data based on 31 March 2019. The statutory deadline for publishing both sets of data under the regulations is 30 March 2020.
- 1.3 A summary of key priorities can be found in 4.0.

- 1.4 It should be noted that due to the current transformation happening across the Council, including the redesign and restructure of services, the data presented next year will better reflect the Council's position overall.
- 1.5 The information excludes schools employees. Schools workforce data is reported separately via the National Schools Workforce Census. The gender pay gap regulations require the governing bodies of maintained schools with more than 250 employees to publish their own gender pay gap reports.

2.0 Workforce Diversity Data

- 2.1 This section provides diversity information about the workforce as a whole in terms of workforce profile, workforce arrangements, turnover and promotion, as well as protected characteristics, drawing comparisons with the local population of Warwickshire where relevant.
- 2.2 This section also provides a comparison between 2017, 2018 and 2019 figures and identifies any trends.
- 2.3 The data covers the protected characteristics in the Equality Act 2010 of age, disability, race (ethnicity), sex (gender), religion or belief, and sexual orientation.

Workforce profile

- 2.4 The overall number of employees of the Council has reduced by 11.6% from 5,094 (4012.81 full time equivalent or FTE) at 31 March 2017 to 4501 (3774.01 FTE) at 31 March 2019 (Appendix A, page 1).
- 2.5 The key to this significant reduction was the transfer out of 696 staff in the catering service to form Educaterers, a Local Authority Traded Company (LATC) in September 2017.
- 2.6 Between 2018 and 2019, there has been a 1.6% reduction in heads.
- 2.7 The Council's starters and leavers data (Appendix A, page 13), shows that there were, between 1 April 2018 and 31 March 2019, 72 more leavers than starters. During this time the number of employees at the Council overall has remained relatively stable. This is also similar across all directorates.

Workforce arrangements

- 2.8 60.8% of the Council's employees work full time, and 30.0% part time (Appendix A, page 2). The proportion of part time working is significantly higher than the 25.7% in the general working population (Office for National Statistics – ONS). 9.2% of the Council's employees work term time only or are on zero hours contracts.
- 2.9 There has been a slight increase of 1.1 % in the proportion of full time staff since March 2018.

- 2.10 Women are much more likely to work part time than men. 33.2% of the population of the Council is female part time, and 6.0% of the population is male part time. This compares with the national picture of 19.7% of the female workforce that work part time and 6% of the male workforce that work part time (ONS).

Age

- 2.11 The Council's age profile (Appendix A, page 3) shows WCC to be broadly representative of the local population of Warwickshire, with the exception of the 24 and under age groups, where there is a significantly lower representation of 4.9% in the workforce compared with 13.1% in the local population, and the 50-59 age groups where there is a notably higher representation of 28.4% in the workforce compared with 20.1% in the local population. This is relatively similar compared to last year's figures at 31 March 2018.
- 2.12 The 31 March 2019 data shows a move to a younger workforce profile overall compared to figures at 31 March 2017. The largest age group is 25-39 at 29.5%, whereas at March 2017 the largest age group was 50-59 at 28.7%. However, the age group 18-24 has reduced slightly by 0.2% since March 2018.
- 2.13 This could suggest that more needs to be done to attract a younger generation workforce. This will be explored as part of the Talent Management Programme of work, specifically looking at the Council's employer brand, set out in 5.1.
- 2.14 In relation to the 24 and under age group the Council still has an active apprenticeship scheme as part of its approach of attracting and retaining talent since 2012. From 2012-2013 to 2018-19 208 apprentices joined the Council, the vast majority of whom were aged between 16 and 24. Of the 121 apprentices who have completed, 77% were retained by the Council at the end of the apprenticeship. It is intended that the apprenticeship programme continues as an important way of continuing to recruit and grow talent.

Disability

- 2.15 Of employees who have reported whether they have a disability, 6.2 % have reported yes, and 93.8% no. This is broadly reflective of the general population of Warwickshire (Appendix A, page 4).
- 2.16 A higher proportion of the workforce have reported whether they have a disability at 31 March 2019 (73.2%) than previously at 31 March 2018 (69.4%).

Gender

- 2.17 The Council employs a higher percentage of women (68.6%) than men (31.4%) at 31 March 2019 (Appendix A, page 5). The percentage of women has slightly increased by 0.8% from 31 March 2018.

- 2.18 When compared with Warwickshire's general population of economically active people aged 16 and over, the Council employs a higher percentage of women and a lower percentage of men (68.6% women employees compared with the general population of 46.8% women, and 31.4% men compared with the general population of 53.2% men).
- 2.19 Across the Council and within Directorates the percentage of men and women has remained relatively similar to 2018.

Race (Ethnicity)

- 2.20 The Black, Asian and Minority Ethnic (BAME) profile at the Council, comparing the percentage of white British and other ethnicities (Appendix A, page 9), shows a higher representation of BAME employees (15.3%) compared with the general Warwickshire population (11.8%).
- 2.21 The proportion of employees who are of BAME origin has increased by 2.5% from 12.8% at 31 March 2017 and by 0.5% from 14.8% at 31 March 2018 to 15.3% at 31 March 2019.
- 2.22 In terms of the breakdown of employees by different ethnic groups, the composition of the workforce is broadly reflective of the population of Warwickshire (Appendix A, page 8).
- 2.23 The proportion of employees who have stated their ethnicity has slightly improved at 31 March 2019 (86.4%) from 31 March 2018 (85%).

Religion or belief

- 2.24 The proportion of the workforce reporting against each religious category is broadly reflective of the population of Warwickshire (Appendix A, page 10). Of employees who have reported a religion or belief (24.5%), 58.6% are Christian, 13.4% declared a religion other than Christian, or are agnostic, and 28.0% no religious belief.
- 2.25 A high proportion of the workforce, 75.5%, has not disclosed their religion or belief. This has slightly increased from 31 March 2018 (71.2%). Action to address this has taken place and future actions are proposed at 5.3.

Sexual orientation

- 2.26 Of employees who have reported sexual orientation, 95.8% are heterosexual, 3.0% gay or lesbian and 1.1% bisexual (Appendix A, page 11). These figures have remained relatively similar to 31 March 2018. This is broadly reflective of the general West Midlands population.
- 2.27 Although a slightly higher proportion of the workforce have reported their sexual orientation at 31 March 2019 (26.5%) compared with 25.6% at 31 March 2018, there remains a high percentage who have not declared under this category (73.5%). Action to address this has taken place and future actions are proposed at 5.3.

Workforce turnover

- 2.28 The Council's overall workforce turnover has reduced slightly from 14.6% in 2017/18 to 13.9% in 2018/19 (Appendix A, page 13).
- 2.29 The UK average employee turnover rate is approximately 15% a year, although this varies drastically between industries.
- 2.30 In 2018/19, a higher percentage of leavers (51.1%) earned £20,000 or less than the percentage of starters (47.8%).
- 2.31 A high percentage of leavers (62.0%) had given 5 years or less service, which is a significant increase of 17% from 2017/18 (45.0%).
- 2.32 In 2018/19, a higher percentage of leavers (9.7%) had a declared disability than the percentage of starters (6.1%) with a declared disability. Similarly more employees with a disability left the Council in 2017/18 with 6.4% of leavers having a declared disability compared to 3.8% of starters. This data will be explored as part of the Talent Management Programme of work, supporting us to use the data to develop evidence based interventions which complement Our People Strategy.

Promotion Rates

- 2.33 In terms of age, the percentage of promotions in each age group is broadly reflective of the age profile of the workforce as a whole, though it is worth noting that there were no promotions for employees in the 18 to 24 category compared to their 4.6% representation in the Council workforce as a whole (Appendix A, page 15).
- 2.34 Looking at both the workforce turnover and promotion rate figures, the data could suggest that younger employees may well be leaving due to a perceived lack of opportunities for promotion/career progression and/or salary. Action has taken place to review the exit interview process to be able to capture significant data to identify exactly why our employees leave.
- 2.35 0% of promotions during the year were achieved by BAME employees compared with their 15.3% representation in the Council workforce as a whole. Further work will be undertaken to explore this data and determine whether this suggests a barrier to progression for BAME employees.
- 2.36 This is similar for employees with a declared disability. 0% of promotions during the year were achieved by employees with a declared disability compared with their 6.2% representation in the Council workforce as a whole. Further work will be undertaken to explore this data and determine whether this suggests a barrier to progression for employees with a declared disability.

- 2.37 Out of the 26 promotions in 2018/19, 96.2% of these were achieved by women, compared with a female workforce population overall of 68.6%. Whilst there is no obvious suggestion of a barrier, career progression more widely is being considered as part of the attract and retain and manage, develop and advance aspect of the Talent Management Programme set out in 5.1.
- 2.38 The higher promotion rate for women is explained to an extent because the largest proportion of promotions were employees in the £12.5 to £20k salary bracket (40.5%) and 77.2% of employees who earn £12.5 to £20k are women.
- 2.39 This data will be explored as part of the Talent Management Programme of work and will set a basis for our future objectives set out in 5.1.

3.0 Gender pay gap

- 3.1 The overall gender pay gap is defined as the difference between the average (mean and median) pay of men and women expressed as a percentage of the mean and median pay of men. See Appendix B for more information about what the Council is required to publish, and the basis of the calculations.

Mean gender pay gap

- 3.2 There is a 3.2% gap between the mean hourly rate of men and women at 31 March 2019 (Appendix A, page 16).
- 3.3 The mean gender pay gap has reduced slightly down from 4.2% at 31 March 2018.
- 3.4 The mean gender pay gap when salary sacrifice is included is also 3.2% at 31 March 2019. This suggests that salary sacrifice doesn't play a role in our gender pay gap figures.
- 3.5 The mean figure is lower than the national mean gender pay gap figure published on 25 October 2018 by the Office for National Statistics (ONS) of 17.1% and that for the public sector as a whole of 17.5%.

Median gender pay gap

- 3.6 There is an 11.4% gap between the median hourly rate of men and women at 31 March 2019 (Appendix A, page 16). This is because there are higher proportions of women in the bottom two pay band quartiles than the top two pay band quartiles – see proportion by pay band quartiles below.
- 3.7 The median gender pay gap has reduced from 14.9% in March 2018. This is driven by the proportion of men and women in each pay band quartile below.
- 3.8 The median gender pay gap when salary sacrifice is included is 10.0% at 31 March 2019. This suggests more men than women are taking up salary sacrifice. Currently the Council offers two salary sacrifice schemes which are;

Childcare Vouchers and Cycle to Work. Childcare vouchers are now closed to any new entrants due to the government offering a childcare voucher scheme.

- 3.9 The median figure is lower than the national median gender pay gap figure published on 25 October 2018 (ONS) of 17.9% and that for the public sector as a whole of 19.0%.

Proportion by pay band quartiles

- 3.10 More women than men are employed across all pay band quartiles (Appendix A, page 17). This is broadly reflective of the workforce gender demographic as 68.6% of the Council's employees are women.
- 3.11 Similarly to last year's figures the concentration of women is higher, however, in the bottom two pay quartiles, than the top two pay quartiles. The highest concentration of women employees is in the lower middle quartile at 73.0% (Appendix A, page 17).
- 3.12 The proportion of women in the upper middle quartile (60.6%) has decreased by 5.6% from 2017 (66.2%) and 2.7% from 2018 (62.7%).
- 3.13 As a consequence the 'middle' woman is in the lower middle quartile and the 'middle' man is in the upper middle quartile, which explains the reason for the median gender pay gap.
- 3.14 Analysis of the workforce by salary bracket (Appendix A, page 7) broadly reflects the analysis by pay band quartiles, with the exception of the under £12,500 salary bracket. In each salary bracket from £12,500 upwards there is a higher percentage of women than men, however, there is an overall pattern of the proportion of women decreasing, and the proportion of men increasing, as salary rises. The high proportion of men in the under £12,500 salary bracket may be explained by the employment of unit based retained firefighters in the Fire and Rescue Service.
- 3.15 It is worth noting that the raw data shows that there is a pattern in the Resources and Communities Directorates where the proportion of women reduces as pay increases. This trend mirrors previous years.
- 3.16 Similar to last year's figures for the People Directorate, the proportion of women reduces as pay increases, but then increases again towards the higher pay levels. This may be due to a greater prevalence of senior female professionals with structured career paths.

4.0 Summary of Key Priorities

- 4.1 The Council's age profile (Appendix A, page 3) shows WCC to be broadly representative of the local population of Warwickshire, with the exception of the 24 and under age groups, where there is a significantly lower representation of 4.9% in the workforce compared with 13.1% in the local population.

- 4.2 This could suggest that more needs to be done to attract a younger generation workforce. This will be explored as part of the Talent Management Programme of work, specifically looking at the Council's employer brand, set out in 5.1.
- 4.3 The Black, Asian and Minority Ethnic (BAME) profile at the Council, comparing the percentage of white British and other ethnicities (Appendix A, page 9), shows a higher representation of BAME employees (15.3%) compared with the general Warwickshire population (11.8%).
- 4.4 However the data could suggest that there is a barrier to progression overall for BAME employees, as 0% of promotions during the year were achieved by BAME employees compared with their 15.3% representation in the Council workforce as a whole.
- 4.5 This is similar for employees with a declared disability. 0% of promotions during the year were achieved by employees with a declared disability compared with their 6.2% representation in the Council workforce as a whole.
- 4.6 This data will be explored as part of the Talent Management Programme of work with career progression more widely being considered as part of the attract and retain and manage, develop and advance aspects.
- 4.7 In 2018/19, a higher percentage of leavers (9.7%) had a declared disability than the percentage of starters (6.1%) with a declared disability. Similarly more employees with a disability left the Council in 2017/18 with 6.4% of leavers having a declared disability compared to 3.8% of starters. This data will be explored as part of the Talent Management Programme of work, supporting us to use the data to develop evidence based interventions which complement Our People Strategy.
- 4.8 In 2018/19, a higher percentage of leavers (51.1%) earned £20,000 or less than the percentage of starters (47.8%).
- 4.9 A high percentage of leavers (62.0%) had given 5 years or less service, which is a significant increase of 17% from 2017/18 (45.0%).
- 4.10 In terms of age, the percentage of promotions in each age group is broadly reflective of the age profile of the workforce as a whole, though it is worth noting that there were no promotions for employees in the 18 to 24 category compared to their 4.6% representation in the Council workforce as a whole (Appendix A, page 15).
- 4.11 Looking at both the workforce turnover and promotion rate figures, the data could suggest that younger employees may well be leaving due to a perceived lack of opportunities for promotion/career progression and/or salary. Action has taken place to review the exit interview process to be able to capture significant data to identify exactly why our employees leave.

- 4.12 Whilst it is positive that the Council's gender pay gap compares favourably with national and regional figures and has decreased since 31 March 2018, there is still a gap of 3.2% for the mean and 11.4% for the median. Action to address this is set out in 5.1.

5.0 Next steps

- 5.1 Warwickshire County Council (WCC) has an ongoing commitment to continually address the gender pay gap and has been developing a Talent Management Programme to make '*Warwickshire County Council, a great place to work with outstanding leadership and a talented, agile workforce*' (Our People Vision). Developing a Talent Management Programme aligned to Our People Strategy will drive a strategic approach to change and strengthen our corporate oversight in this area to work towards closing the gender pay gap and being able to reap the benefits of a high performing, diverse workforce.
- 5.2 The Equality, Diversity and Inclusion Team will monitor and review the change in data at 31 March 2020, resulting from the ongoing redesign and restructure proposals, to identify any potential areas of concern and feed into the Our People Strategy.
- 5.3 Despite a range of communications to promote the completion of diversity data there is still a low completion, in relation to for example, religion or belief and sexual orientation. It is proposed that further action is taken to encourage staff to complete their diversity data on YourHR.

6.0 Work Already Undertaken

- 6.1 Since December 2018 a range of communications through a range of different channels have been sent out to all employees to encourage them to complete / make sure their diversity data in Your HR is up to date. This included working with areas and managers where employees might not have a laptop and / or access their email account on a regular basis to ensure all areas of the Council were reached. Whilst we have seen a slight increase of disclosure for disability, ethnicity and sexual orientation, we still need to take action to improve this further set out in 5.3.
- 6.2 As part of the How We Will Work Programme we will improve workplace flexibility and position it as an opportunity adopted by men as well as women and as much for senior roles as junior roles. This will also include making all our locations easier to work flexibly from.
- 6.3 Warwickshire County Council was accredited with Disability Confident Level 2 in October 2017. The accreditation lasts for two years; therefore the Equality, Diversity and Inclusion Team are currently working towards applying for Level 3 by October 2019. The Council have also launched their own Supported Internships Scheme to enable young people aged 16-24 with an Education, Health and Care Plan (EHCP) to achieve sustainable paid employment, by equipping the young person with skills needed for work, through learning in

the workplace through a structured study programme based within the Council.

- 6.4 Since appointment in October 2018 the role of the community Engagement Officer in Warwickshire Fire and Rescue Service has been to support an Action Plan based on the recommendations made by the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in developing activities which include engagement, diversity, equality and inclusion. Whole time recruitment for Fire and Rescue closed on the 30th April with a total of 925 applicants. We are hoping that the community engagement work that has been taking place for a number of months has positively impacted upon the diversity of the interest received whilst noting that changing perceptions and culture is a long term goal.

7.0 Financial implications

- 7.1 There are no financial implications.

Background papers

None

Appendices

1. Appendix A – Equality and Diversity Workforce and Gender Pay Gap Report, April 2018 – March 2019
2. Appendix B – What information the Council is required to publish

	Name	Contact Information
Report Author	Keira Rounsley	keirarounsley@warwickshire.gov.uk
Assistant Director	Craig Cusack	craigcusack@warwickshire.gov.uk
Strategic Director	Rob Powell	robpowell@warwickshire.gov.uk
Portfolio Holder	Councillor Kam Kaur	kamkaur@warwickshire.gov.uk

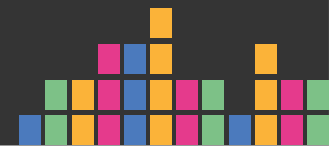
The report was not circulated to members prior to publication:

Equality and Diversity Workforce & Gender Pay Gap Report

1st April 2018 - 31st March 2019



Workforce Profile



Number of employees as at 31st March 2019	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Heads	4,501	1,668 (37.1%)	1,549 (34.5%)	1,273 (28.4%)

Number of employees - Headcount - 2017-2019

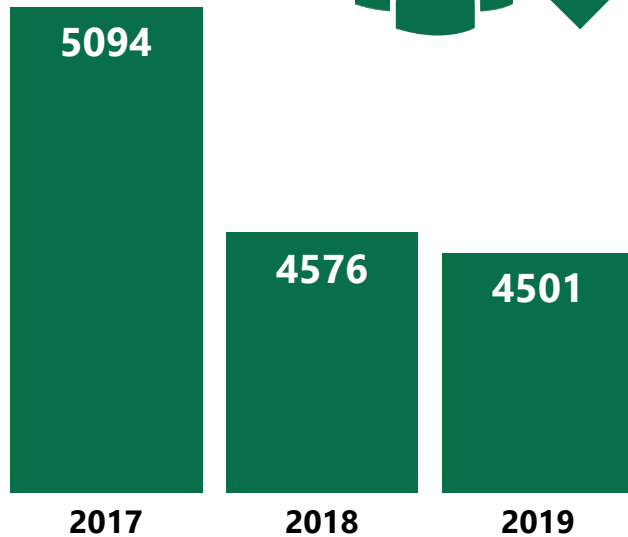
Warwickshire County Council

Reduction in heads of

11.6%

since 31st March 2017.

Between 2018 and 2019, there has been a 1.6% reduction in heads

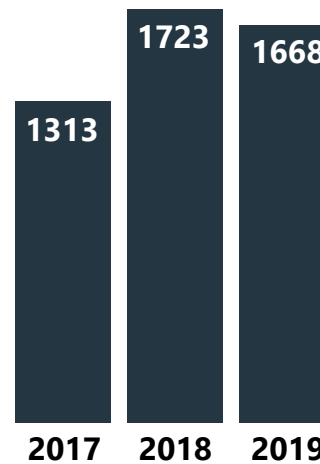


Communities Directorate

Increase in heads of

27.0%

since 31st March 2017. Between 2018 and 2019, there has been a 3.7% reduction in heads

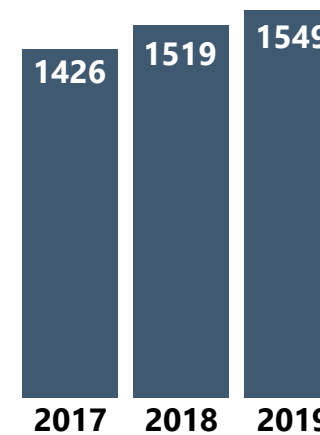


People Directorate

Increase in heads of

8.6%

since 31st March 2017. Between 2018 and 2019, there has been a 2.0% increase in heads

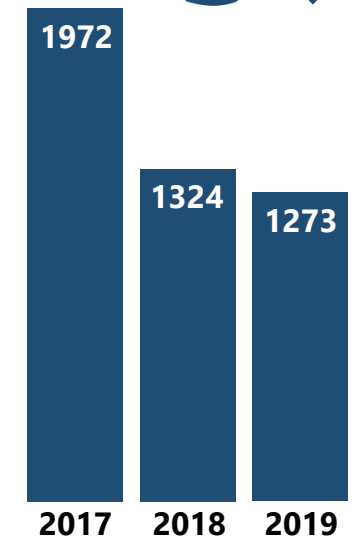


Resources Directorate

Reduction in heads of

35.4%

since 31st March 2017. Between 2018 and 2019, there has been a 3.9% reduction in heads



*It should be noted that, since 2017/18, the Fire & Rescue business unit is included in the Communities Directorate

*In 2018/19, 11 employees were not attached to a specific Directorate in the Your HR system. This figure was 10 in 2017/18

*696 employees in the catering service transferred out of the County Council in September 2017 to form Educaterers, a Local Authority Traded Company

Workforce Arrangements

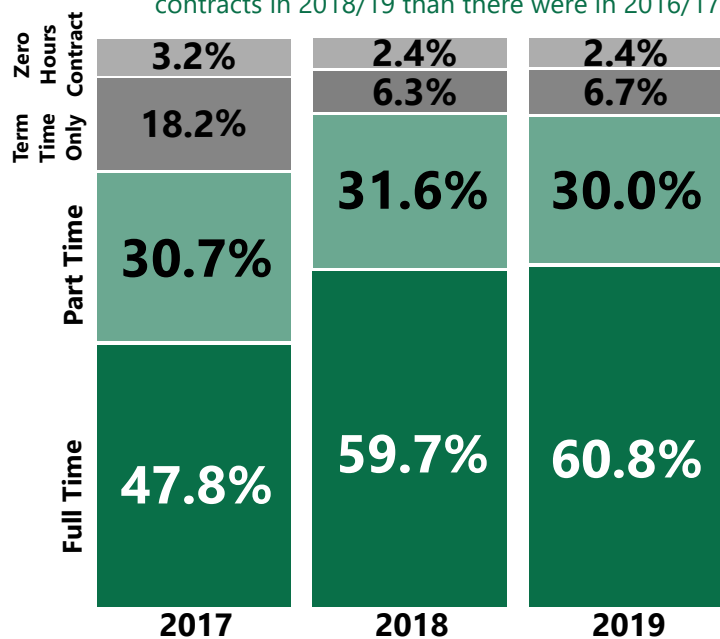


Number of employees as at 31st March 2019	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Full Time	2,738 (60.8%)	1,026 (61.5%)	1,005 (64.9%)	698 (54.8%)
Part Time	1,350 (30.0%)	363 (21.8%)	491 (31.7%)	494 (38.8%)
Term Time Only	303 (6.7%)	255 (15.3%)	22 (1.4%)	26 (2.1%)
Zero Hours Contract	110 (2.5%)	24 (1.4%)	31 (2.0%)	55 (4.3%)

Working arrangements (percentage of posts) - 2017-2019

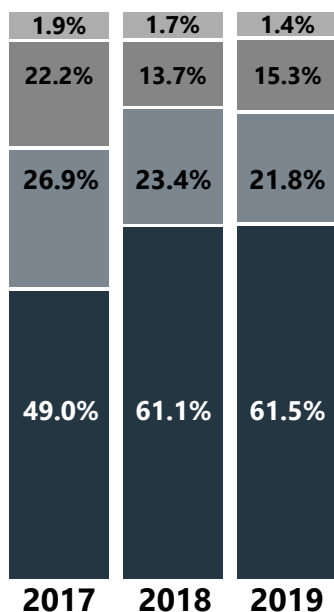
Warwickshire County Council

The proportion of Full Time staff has increased by **13.0** percentage points since March 2017. There are 675 fewer employees on Term Time Only contracts in 2018/19 than there were in 2016/17



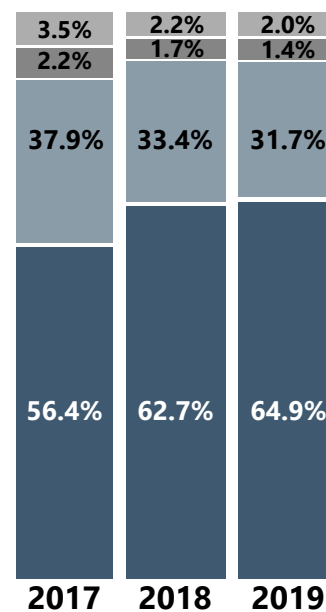
Communities Directorate

The proportion of Full Time staff has increased by **12.5** percentage points since March 2017



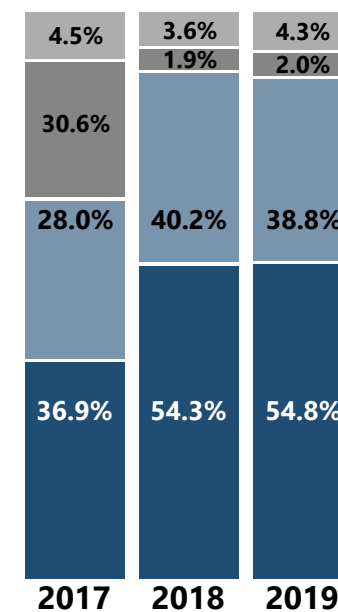
People Directorate

The proportion of Full Time staff has increased by **8.5** percentage points since March 2017

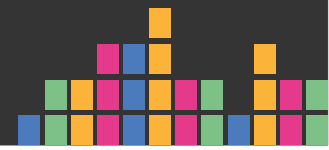


Resources Directorate

The proportion of Full Time staff has increased by **17.9** percentage points since March 2017



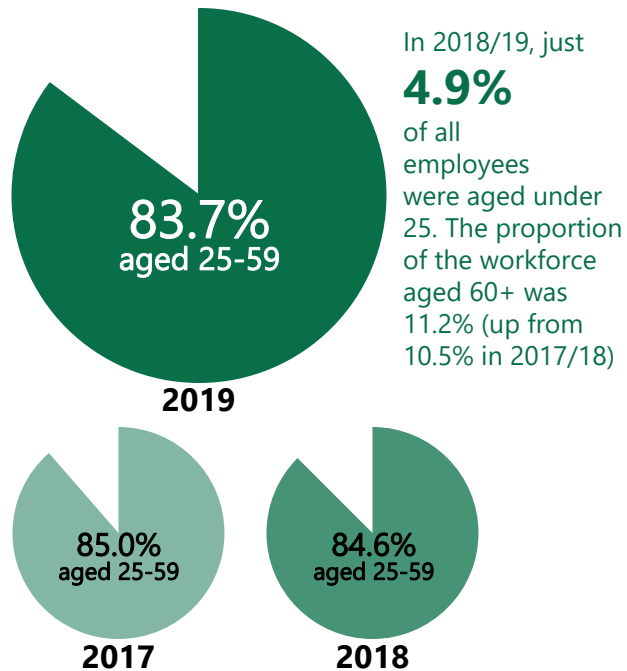
Workforce Demographics - Age



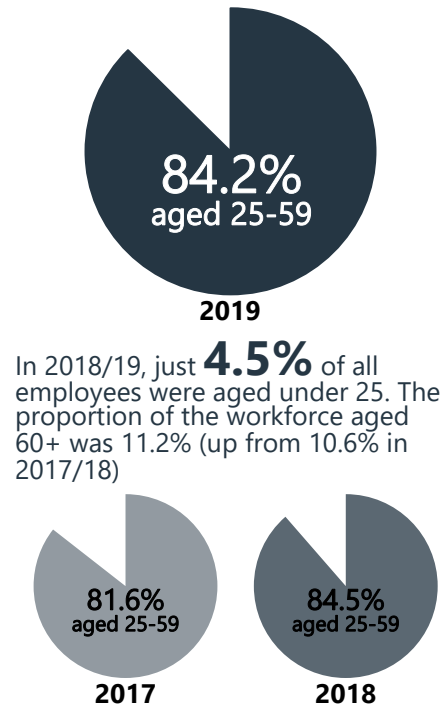
Age Profile as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Under 18	13,485 (4.6%)	7 (0.2%)	1 (0.1%)	1 (0.1%)	5 (0.4%)
18 to 24	24,642 (8.5%)	213 (4.7%)	74 (4.4%)	74 (4.8%)	63 (4.9%)
25 to 39	88,768 (30.6%)	1,328 (29.5%)	459 (27.5%)	535 (34.5%)	329 (25.8%)
40 to 49	74,497 (25.7%)	1,163 (25.8%)	470 (28.2%)	393 (25.4%)	300 (23.6%)
50 to 59	58,364 (20.1%)	1,278 (28.4%)	476 (28.5%)	393 (25.4%)	408 (32.1%)
60 to 64	19,003 (6.6%)	370 (8.2%)	129 (7.7%)	124 (8.0%)	117 (9.2%)
65 and over	11,277 (3.9%)	135 (3.0%)	58 (3.5%)	28 (1.8%)	49 (3.8%)
Not stated	N/A	7 (0.2%)	1 (0.1%)	1 (0.1%)	2 (0.2%)

Age profile - 2017-2019

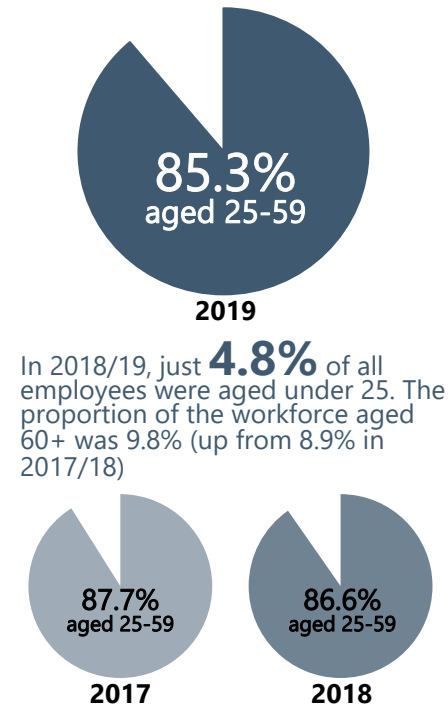
Warwickshire County Council



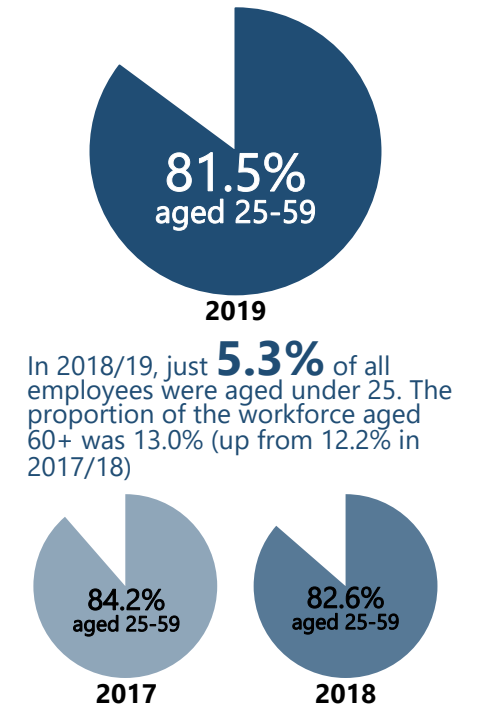
Communities Directorate



People Directorate



Resources Directorate



Workforce Demographics - Disability

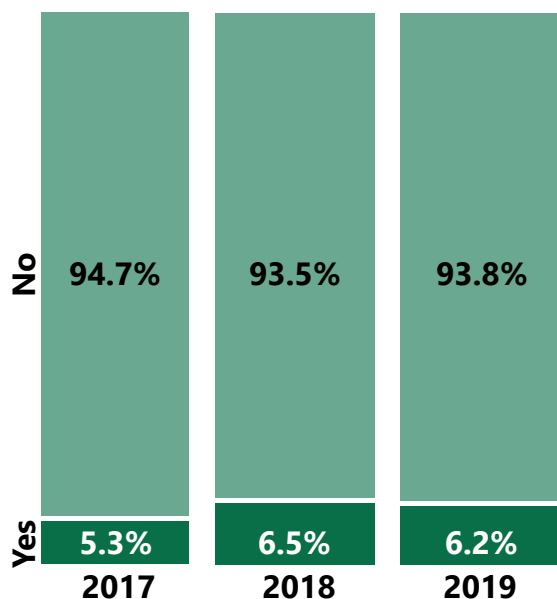


Disability as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Yes	21,315 (7.3%)	198 (6.2%)	61 (5.4%)	81 (7.4%)	54 (5.6%)
No	268,721 (92.7%)	2,999 (93.8%)	1,064 (94.6%)	1,021 (92.6%)	908 (94.4%)
*Not known	N/A	97 (2.2%)	40 (2.4%)	42 (2.7%)	15 (1.2%)
*Not stated	N/A	1,207 (26.8%)	503 (30.2%)	405 (26.1%)	296 (23.3%)

Disability 2017-2019

Warwickshire County Council

The proportion of all employees with a recorded disability has remained similar to the 2017/18 figure. In 2018/19, 26.8% of all employees have not recorded their disability status, a slight improvement on the previous year (30.6%)



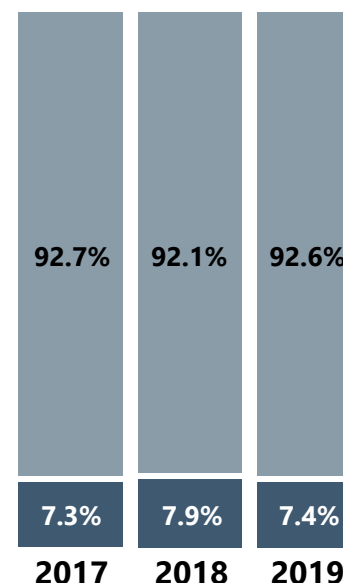
Communities Directorate

The proportion of employees with a recorded disability has remained similar to both the 2016/17 and 2017/18 figures



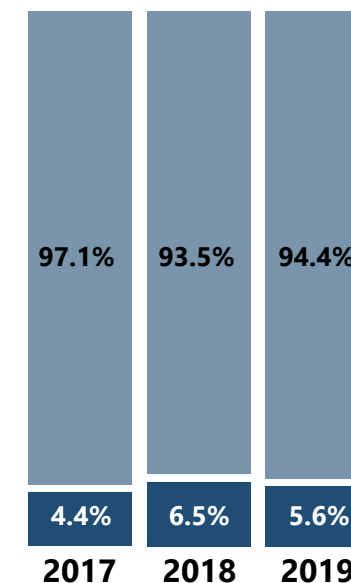
People Directorate

The proportion of employees with a recorded disability has remained similar to both the 2016/17 and 2017/18 figures



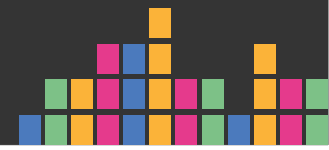
Resources Directorate

The proportion of employees with a recorded disability has remained similar to both the 2016/17 and 2017/18 figures



*Percentages above exclude 'Not known' and 'Not stated' to allow direct comparison to the long-term health problem or disability Census 2011 profile for Warwickshire. The percentage shown for 'Not known' and 'Not stated' disability status is a proportion of the total headcount

Workforce Demographics - Gender



Gender as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Female	135,772 (46.8%)	3,088 (68.6%)	838 (50.2%)	1,364 (88.1%)	880 (69.1%)
Male	154,264 (53.2%)	1,413 (31.4%)	830 (49.8%)	185 (11.9%)	393 (30.9%)

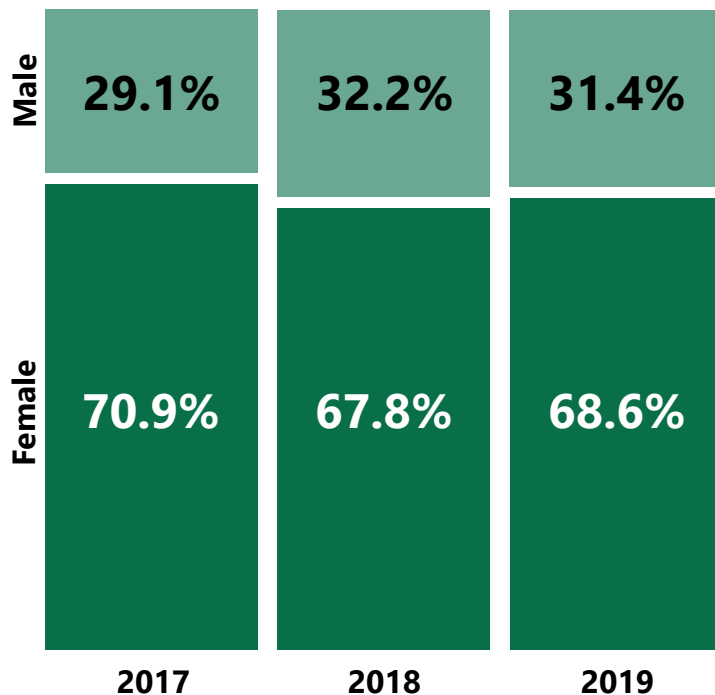
Gender - 2017-2019

Warwickshire County Council

In 2018/19,

37.7%

of the female workforce were on Part Time contracts, compared to just 13.2% of male staff. Indeed, 51.7% of females worked Full Time compared to 80.8% of men

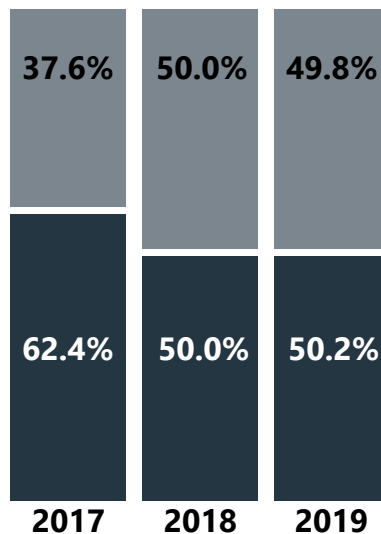


Communities Directorate

In 2018/19,

30.5%

of the female workforce were on Part Time contracts, compared to just 12.9% of male staff. Indeed, 44.6% of females worked Full Time compared to 78.6% of men

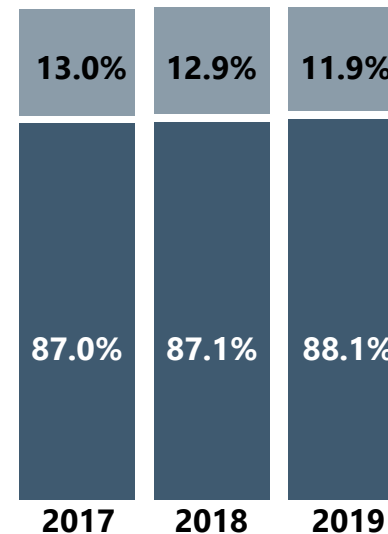


People Directorate

In 2018/19,

34.3%

of the female workforce were on Part Time contracts, compared to just 12.4% of male staff. Indeed, 62.4% of females worked Full Time compared to 83.2% of men

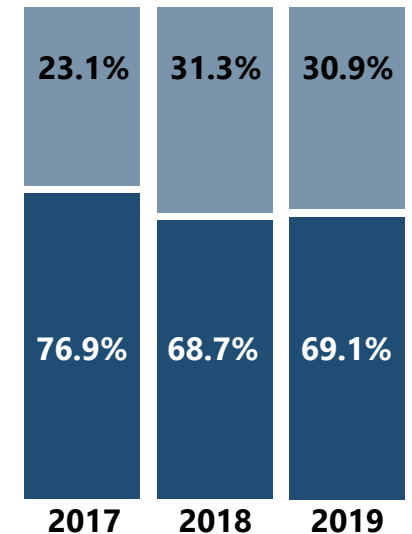


Resources Directorate

In 2018/19,

49.9%

of the female workforce were on Part Time contracts, compared to just 14.4% of male staff. Indeed, 41.6% of females worked Full Time compared to 84.5% of men



Workforce Demographics - Salary



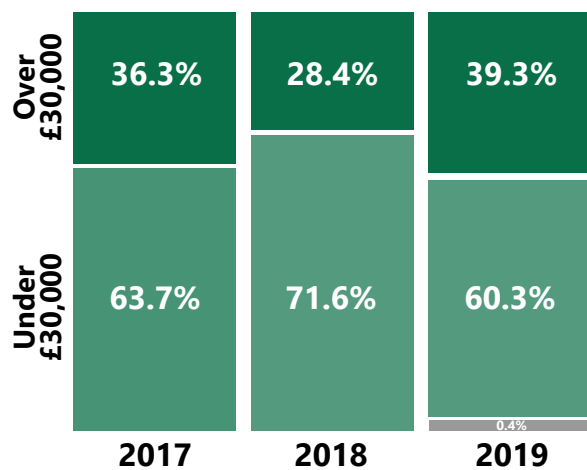
Salary as at 31st March 2019	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Under £12,500	156 (3.5%)	138 (8.3%)	9 (0.6%)	9 (0.7%)
£12,500 to £20,000	1,082 (24.0%)	336 (20.1%)	313 (20.2%)	427 (33.5%)
£20,000 to £30,000	1,476 (32.8%)	506 (30.3%)	582 (37.6%)	386 (30.3%)
£30,000 to £40,000	1,190 (26.4%)	495 (29.7%)	426 (27.5%)	269 (21.1%)
£40,000 to £50,000	365 (8.1%)	111 (6.7%)	146 (9.4%)	108 (8.5%)
£50,000 to £60,000	135 (3.0%)	51 (3.1%)	43 (2.8%)	41 (3.2%)
Over £60,000	80 (1.8%)	28 (1.7%)	23 (1.5%)	29 (2.3%)
No Salary Available	17 (0.4%)	3 (0.2%)	7 (0.5%)	4 (0.3%)

Warwickshire County Council

The proportion of the workforce earning £30,000 or more in 2018/19 has increased by

3.0

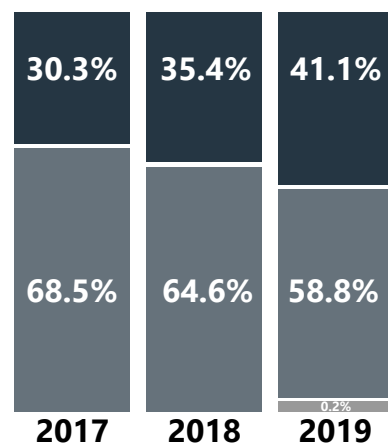
percentage points since 2016/17



Communities Directorate

The proportion of the workforce earning £30,000 or more has increased by

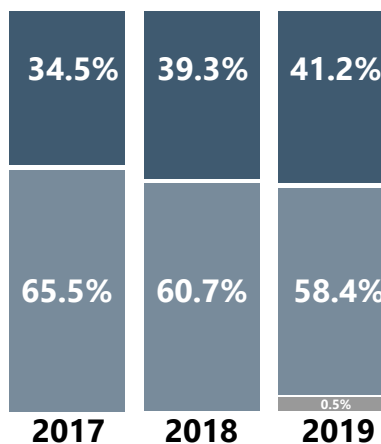
10.8 percentage points since 2016/17



People Directorate

The proportion of the workforce earning £30,000 or more has increased by

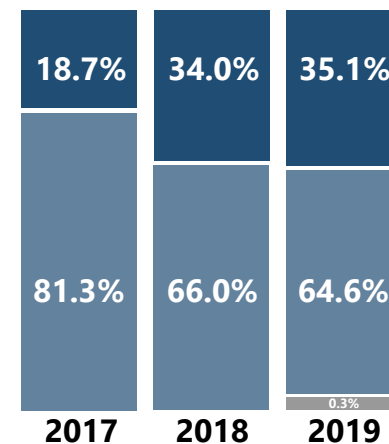
6.7 percentage points since 2016/17



Resources Directorate

The proportion of the workforce earning £30,000 or more has increased by

16.4 percentage points since 2016/17



*The figures above are based on FTE. In 2018/19, there were 17 employees with no salary information available

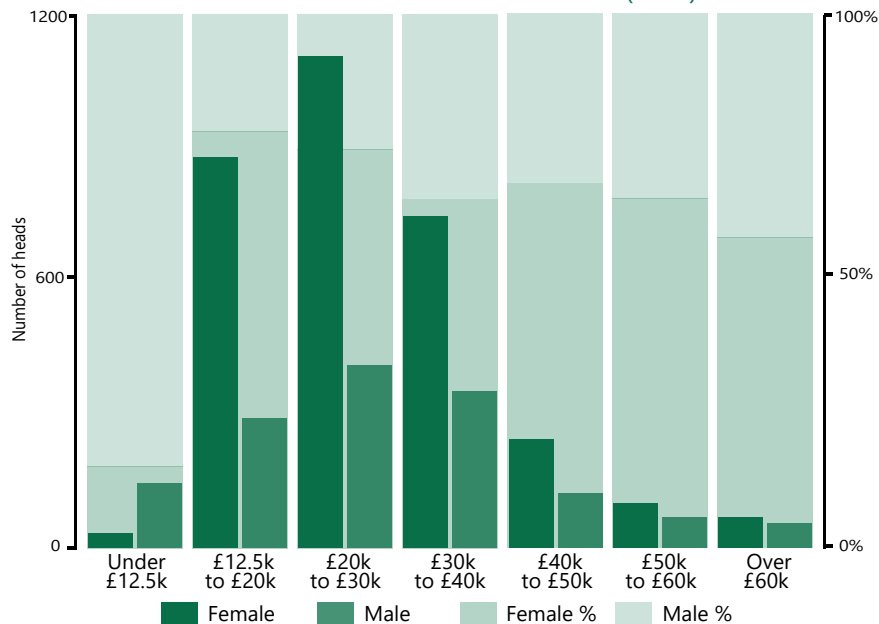
Workforce Demographics - Gender & Salary



Salary as at 31st March 2019	Gender	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Under £12,500	Female	25 (16.0%)	13 (9.4%)	6 (66.7%)	6 (66.7%)
	Male	131 (84.0%)	125 (90.6%)	3 (33.3%)	3 (33.3%)
£12,500 to £20,000	Female	835 (77.2%)	214 (63.7%)	280 (89.5%)	338 (79.2%)
	Male	247 (22.8%)	122 (36.3%)	33 (10.5%)	89 (20.8%)
£20,000 to £30,000	Female	1,110 (75.2%)	300 (59.3%)	529 (90.9%)	280 (72.5%)
	Male	366 (24.8%)	206 (40.7%)	53 (9.1%)	106 (27.5%)
£30,000 to £40,000	Female	739 (62.1%)	216 (43.6%)	367 (86.2%)	156 (58.0%)
	Male	451 (37.9%)	279 (56.4%)	59 (13.8%)	113 (42.0%)
£40,000 to £50,000	Female	236 (64.7%)	55 (49.5%)	124 (84.9%)	57 (52.8%)
	Male	129 (35.3%)	56 (50.5%)	22 (15.1%)	51 (47.2%)
£50,000 to £60,000	Female	86 (63.7%)	22 (43.1%)	38 (88.4%)	26 (63.4%)
	Male	49 (36.3%)	29 (56.9%)	5 (11.6%)	15 (36.6%)
Over £60,000	Female	45 (56.3%)	15 (53.6%)	16 (69.6%)	14 (48.3%)
	Male	35 (43.8%)	13 (46.4%)	7 (30.4%)	15 (51.7%)

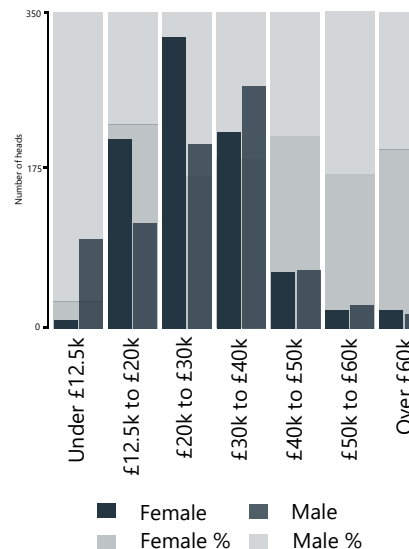
Warwickshire County Council

5.9% of all male employees earned £50,000 or more. This was lower for females (4.2%)



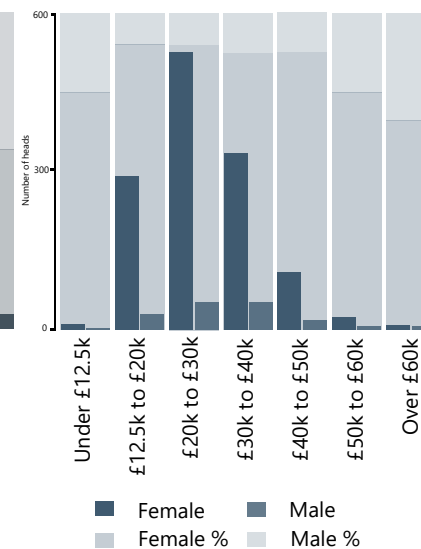
Communities Directorate

5.1% of all male employees earned £50,000 or more. This was lower for females (4.4%)



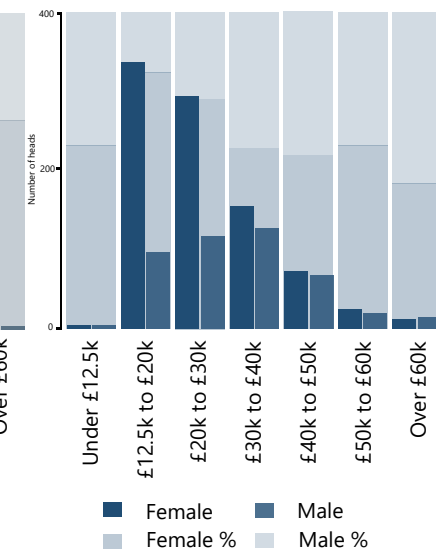
People Directorate

7.7% of all male employees earned £50,000 or more. This was lower for females (3.0%)



Resources Directorate

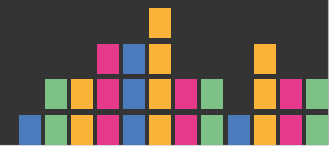
7.7% of all male employees earned £50,000 or more. This was lower for females (4.6%)



*The figures above are based on FTE

*In 2018/19, there were 12 females and 5 males with no salary information available - these employees have been excluded from this analysis

Workforce Demographics - Race (Ethnicity)



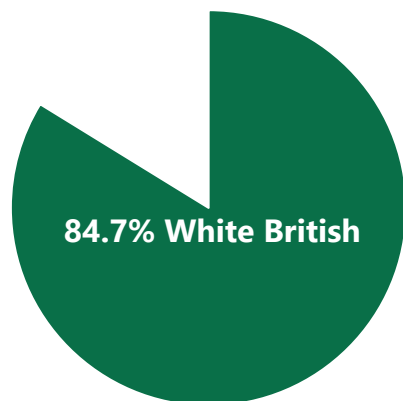
Ethnic Group as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
White British	255,845 (88.2%)	3,295 (84.7%)	1,211 (87.4%)	1,109 (81.6%)	968 (85.1%)
White Irish and White Other	14,269 (4.9%)	189 (4.9%)	82 (5.9%)	64 (4.7%)	42 (3.7%)
Asian and Asian British	13,468 (4.6%)	279 (7.2%)	69 (5.0%)	110 (8.1%)	100 (8.8%)
Black and Black British	2,535 (0.9%)	112 (2.9%)	19 (1.4%)	70 (5.2%)	23 (2.0%)
Mixed	2,704 (0.9%)	9 (0.2%)	4 (0.3%)	5 (0.4%)	0 (0.0%)
Other Ethnic Groups	1,220 (0.4%)	6 (0.2%)	1 (0.1%)	1 (0.1%)	4 (0.4%)
*Not stated	N/A	611 (13.6%)	282 (16.9%)	190 (12.3%)	136 (10.7%)

Race (Ethnicity) - 2017-2019

Warwickshire County Council

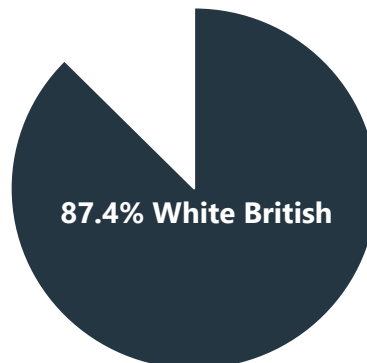
The proportion of employees who are of **Black and Black British** ethnicity has increased from 1.3% in 2017/18 to 2.9% in 2018/19.

The proportion of employees who have stated their ethnicity has improved (81.7% stated in 2016/17 to 86.4% in 2018/19)



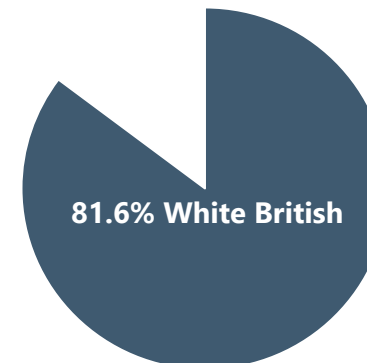
Communities Directorate

The proportion of staff who are of Black and Black British ethnicity has increased from 0.3% in 2017/18 to 1.4% in 2018/19, whilst the proportion of staff who are of Mixed ethnic groups has decreased (from 0.9% in 2017/18 to 0.3% in 2018/19)



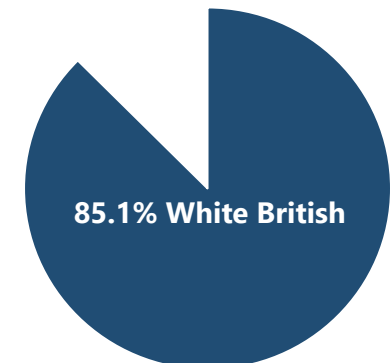
People Directorate

The proportion of staff who are of Black and Black British ethnicity has increased from 2.9% in 2017/18 to 5.2% in 2018/19, whilst the proportion of staff who are of Mixed ethnic groups has decreased (from 1.1% in 2017/18 to 0.4% in 2018/19)



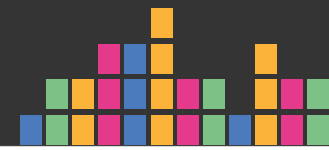
Resources Directorate

The proportion of staff who are of Black and Black British ethnicity has increased from 0.7% in 2017/18 to 2.0% in 2018/19, whilst the proportion of staff who are of Mixed ethnic groups has decreased (from 0.6% in 2017/18 to 0.0% in 2018/19)



*Percentages above exclude 'Not stated' race/ethnicity to allow direct comparison to the Census 2011 profile for Warwickshire. The percentage shown for 'Not stated' race/ethnicity is a proportion of the total headcount

Workforce Demographics - BAME Profile



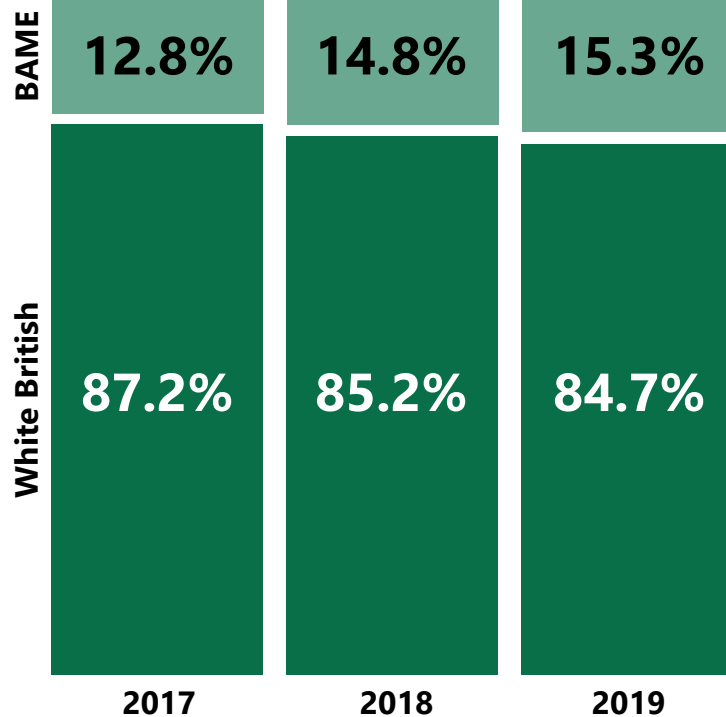
Ethnic Profile as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Black, Asian and Minority Ethnic (BAME)	34,191 (11.8%)	595 (15.3%)	175 (12.6%)	250 (18.4%)	169 (14.9%)
White British	255,845 (88.2%)	3,295 (84.7%)	1,211 (87.4%)	1,109 (81.6%)	968 (85.1%)

BAME Profile - 2017-2019

Warwickshire County Council

The proportion of staff who are of Black, Asian and Minority Ethnic origin has increased by

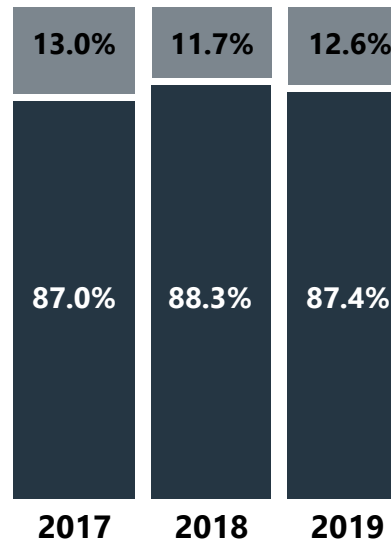
2.5
percentage points since 2016/17



Communities Directorate

The proportion of staff who are of Black, Asian and Minority Ethnic origin has decreased by

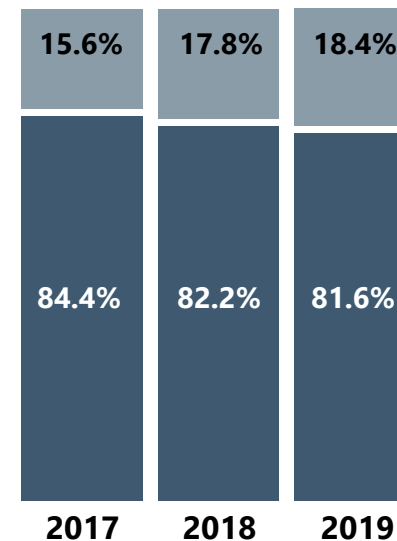
0.4
percentage points since 2016/17



People Directorate

The proportion of staff who are of Black, Asian and Minority Ethnic origin has increased by

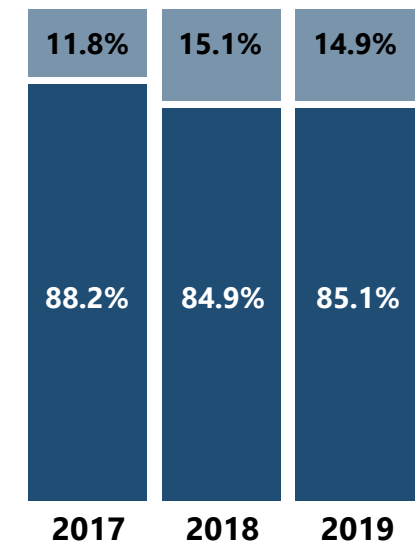
2.8
percentage points since 2016/17



Resources Directorate

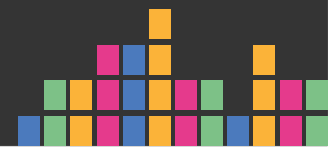
The proportion of staff who are of Black, Asian and Minority Ethnic origin has increased by

3.1
percentage points since 2016/17



*BAME is defined as all known ethnicities which are not White British. White Other and White Irish are both classified as BAME. The exclusion of 'Not stated' ethnicities from percentages allows direct comparison to the Census 2011 profile for Warwickshire.

Workforce Demographics - Religion or Belief



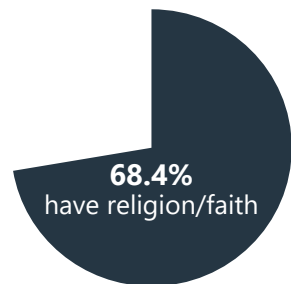
Religion as at 31st March 2019	Census 2011 Warwickshire economically active aged 16 and over	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Buddhist	1,054 (0.4%)	0.4%	0.8%	0.3%	0.0%
Christian	296,220 (62.4%)	58.6%	57.0%	61.6%	57.1%
Hindu	3,289 (1.1%)	1.6%	1.8%	1.8%	1.2%
Jewish	282 (0.1%)	0.1%	0.0%	0.0%	0.3%
Muslim	2,677 (0.9%)	2.0%	2.5%	1.8%	1.5%
Sikh	5,362 (1.8%)	5.0%	3.0%	4.2%	8.3%
Other	1,290 (0.4%)	2.0%	3.3%	1.0%	1.5%
No religion	76,760 (26.5%)	28.0%	28.6%	27.7%	27.5%
Agnostic	N/A	2.4%	3.0%	1.6%	2.5%
*Not specified	18,329 (6.3%)	75.5%	76.3%	75.3%	74.5%

Warwickshire County Council



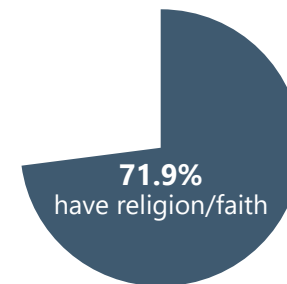
In 2018/19, the proportion of staff who state they have a religious faith or belief was **69.7%** lower than in 2017/18 (**71.2%**) and in 2016/17 (**72.6%**)

Communities Directorate



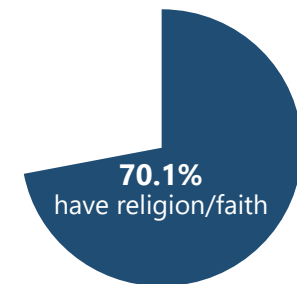
The proportion of staff who state they have a religious faith or belief in 2018/19 was **68.4%** (down from **72.0%** in 2017/18 and **76.4%** in 2016/17)

People Directorate



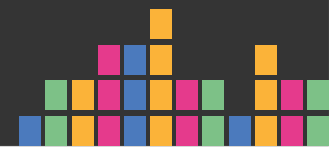
The proportion of staff who state they have a religious faith or belief in 2018/19 was **71.9%** (down from **72.0%** in 2017/18 and **76.4%** in 2016/17)

Resources Directorate



The proportion of staff who state they have a religious faith or belief in 2018/19 was **70.1%** (compared to **69.2%** in 2017/18 and **73.6%** in 2016/17)

Workforce Demographics - Sexual Orientation

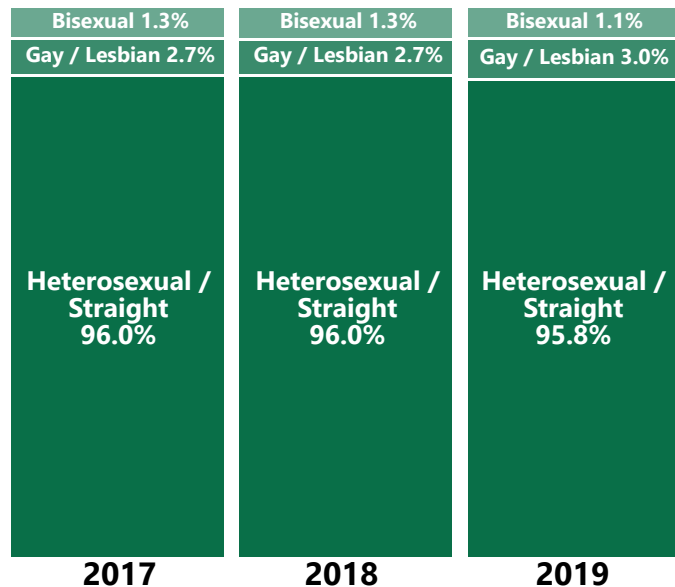


Sexual Orientation as at 31st March 2019	ONS 2017 West Midlands total population	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Heterosexual / Straight	4,329,000 (96.9%)	95.8%	95.0%	95.3%	97.4%
Gay / Lesbian	50,000 (1.1%)	3.0%	3.5%	3.4%	2.0%
Bisexual	50,000 (1.1%)	1.1%	1.5%	1.3%	0.6%
Other	39,000 (0.9%)	N/A	N/A	N/A	N/A
*Prefer not to say	149,000 (3.2%)	1.4%	1.3%	1.3%	1.7%
*Not declared	N/A	73.5%	74.6%	74.2%	71.0%

Sexual Orientation 2017-2019

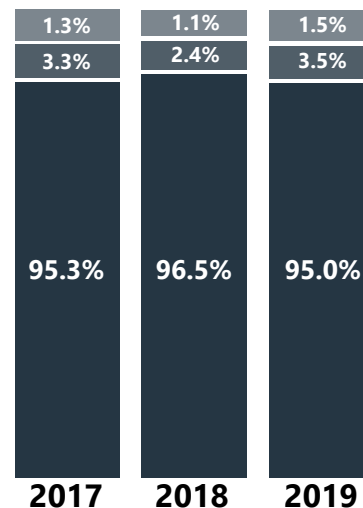
Warwickshire County Council

In 2018/19, 26.5% of all staff declared their sexual orientation. This is a slight improvement on 2017/18 (25.6%) and 2016/17 (14.8%) figures



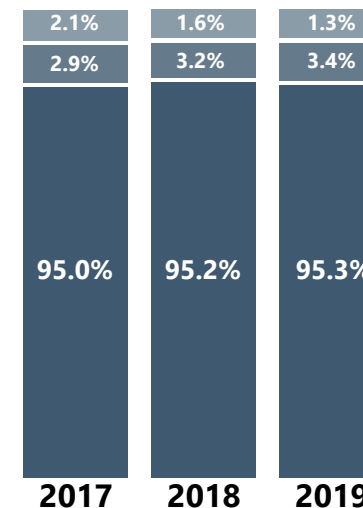
Communities Directorate

In 2018/19, 25.4% of staff declared their sexual orientation (compared to 22.9% in 2017/18 and 11.4% in 2016/17)



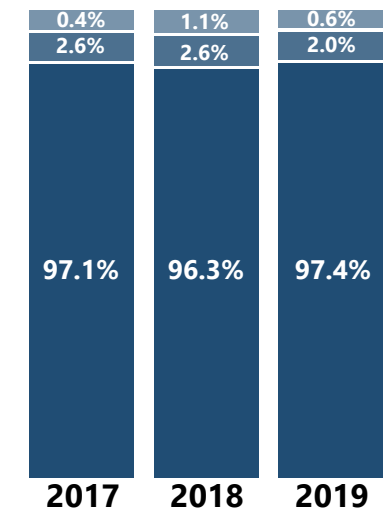
People Directorate

In 2018/19, 25.8% of staff declared their sexual orientation (compared to 26.0% in 2017/18 and 18.0% in 2016/17)



Resources Directorate

In 2018/19, 29.0% of staff declared their sexual orientation (compared to 28.5% in 2017/18 and 13.8% in 2016/17)



*Percentages above exclude 'Not declared' and 'Prefer not to say' to allow direct comparison to the 2017 Annual Population Survey (APS) Office for National Statistics profile for the West Midlands. The percentage shown for 'Not declared' and 'Prefer not to say' sexual orientations are a proportion of the total headcount

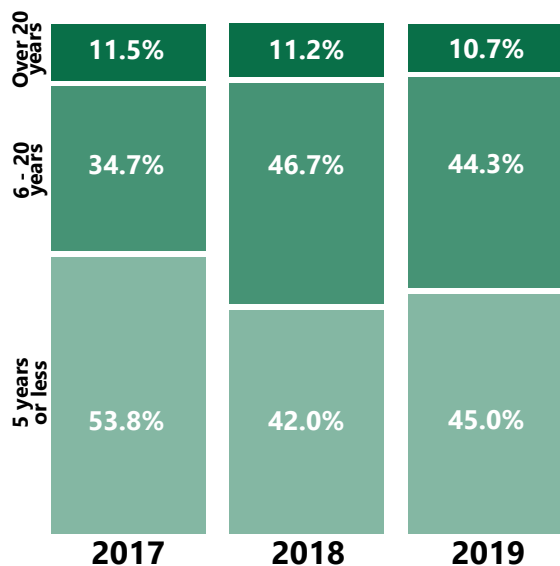
Workforce Demographics - Length of Service



Length of Service as at 31st March 2019	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
Under 1 year	496 (11.0%)	166 (10.0%)	220 (14.2%)	110 (8.6%)
1 to 5 years	1,523 (33.9%)	539 (32.3%)	588 (38.0%)	396 (31.1%)
6 to 10 years	896 (20.0%)	344 (20.6%)	292 (18.9%)	260 (20.4%)
11 to 15 years	580 (12.9%)	207 (12.4%)	204 (13.2%)	169 (13.3%)
16 to 20 years	514 (11.4%)	198 (11.9%)	149 (9.6%)	167 (13.1%)
Over 20 years	481 (10.7%)	214 (12.8%)	96 (6.2%)	171 (13.4%)

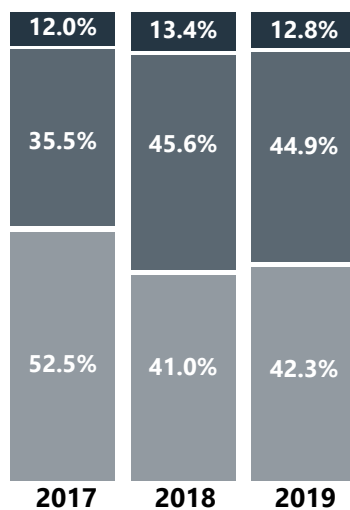
Warwickshire County Council

The proportion of all staff who have given over 20 years of service has decreased by 0.8 percentage points since 2016/17



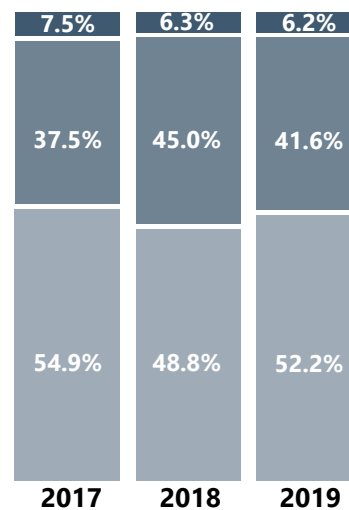
Communities Directorate

The proportion of staff who have been employed for 5 years or less has decreased by 10.2 percentage points since 2016/17



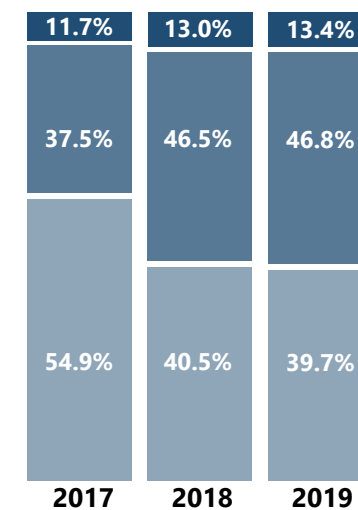
People Directorate

The proportion of staff who have been employed for over 20 years has decreased by 1.3 percentage points since 2016/17

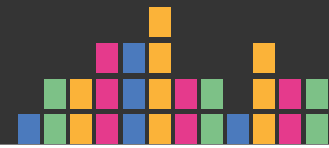


Resources Directorate

The proportion of staff who have been employed for 5 years or less has decreased by 15.2 percentage points since 2016/17



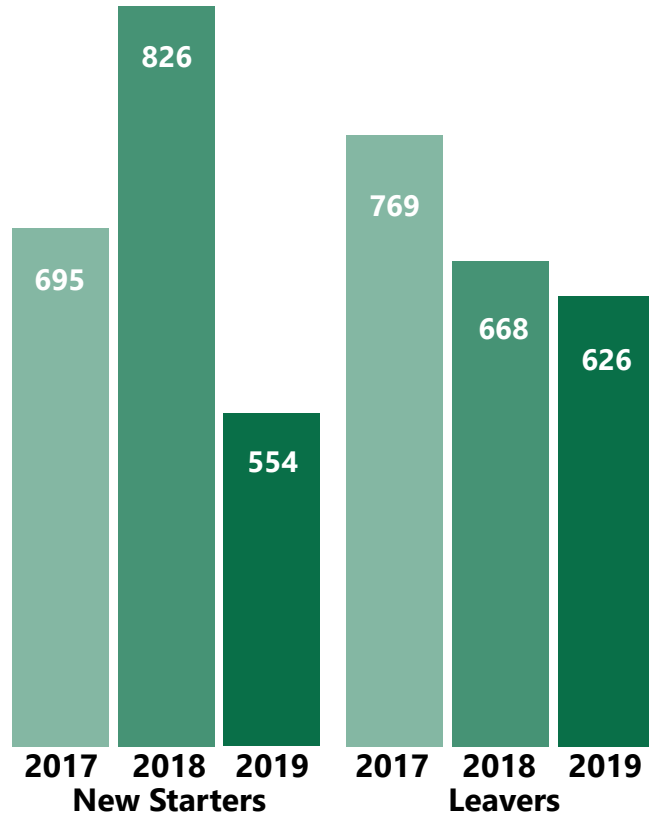
Workforce Turnover - Starters and Leavers



Number of starters and leavers 1st April 2018 to 31st March 2019	Warwickshire County Council	Communities Directorate	People Directorate	Resources Directorate
New Starters (heads)	554	171	249	134
Leavers (heads)	626	205	248	172

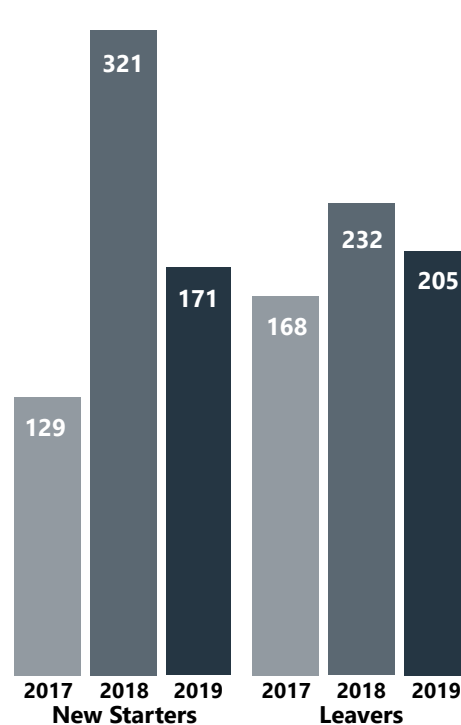
Warwickshire County Council

has seen a **13.9%** staff turnover rate for 2018/19. The rate in 2016/17 was 15.1% and 14.6% in 2017/18



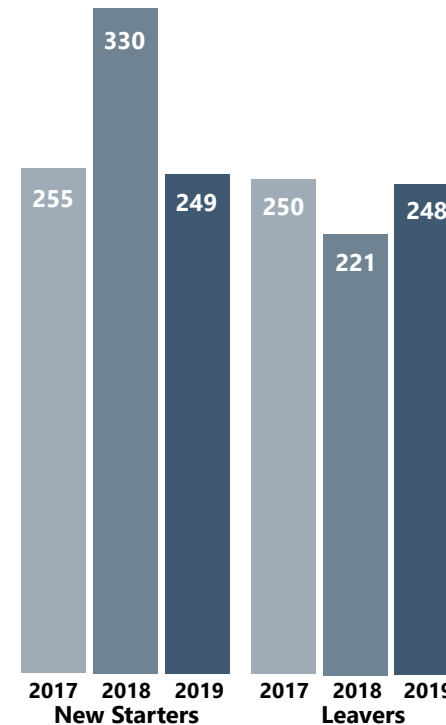
Communities Directorate

has seen a **12.3%** staff turnover rate for 2018/19. The rate in 2016/17 was 12.8% and 13.5% in 2017/18



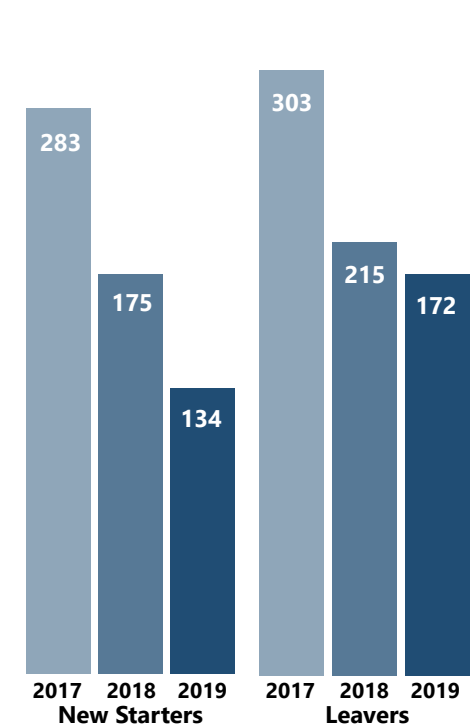
People Directorate

has seen a **16.0%** staff turnover rate for 2018/19. The rate in 2016/17 was 17.5% and 14.5% in 2017/18



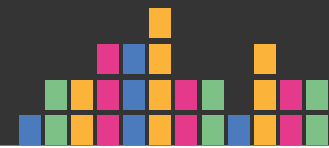
Resources Directorate

has seen a **13.5%** staff turnover rate for 2018/19. The rate in 2016/17 was 15.4% and 16.2% in 2017/18



*696 employees in the catering service who transferred out of the County Council in September 2017 to form Educaterers, a Local Authority Traded Company, are excluded from the starters and leavers figures.

Workforce Turnover - Starters and Leavers

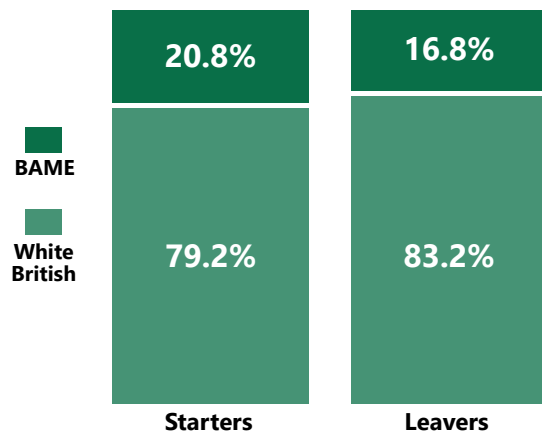


Warwickshire County Council

In 2018/19,

20.8% of Starters and **16.8% of Leavers** were of **BAME** origin

(15.3% of the workforce population were of BAME origin in 2018/19). In 2017/18, 20.5% of Starters and 13.7% of Leavers were of BAME origin

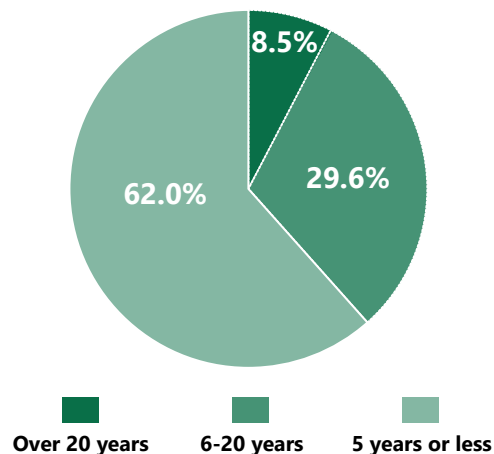


Warwickshire County Council

In 2018/19,

62.0% of Leavers had given **5 years or less** service

(45.0% of the workforce population have given 5 years or less service in 2018/19)

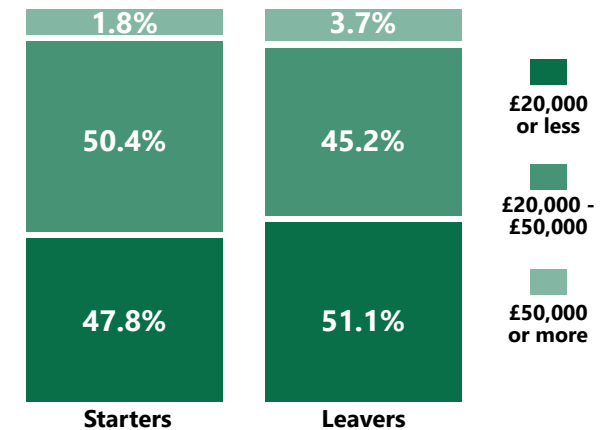


Warwickshire County Council

In 2018/19,

47.8% of Starters and **51.1% of Leavers** earned **£20,000 or less**

(27.5% of the workforce population earned £20,000 or less in 2018/19). In 2017/18, 55.4% of all Leavers earned £20,000 or less

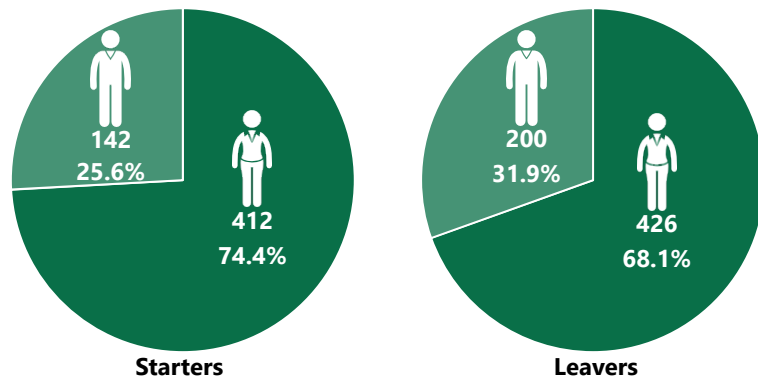


Warwickshire County Council

In 2018/19,

74.4% of Starters and **68.1% of Leavers** were **female**

(68.6% of the workforce population were female in 2018/19). In 2017/18, 69.7% of Starters and 72.9% of Leavers were female employees

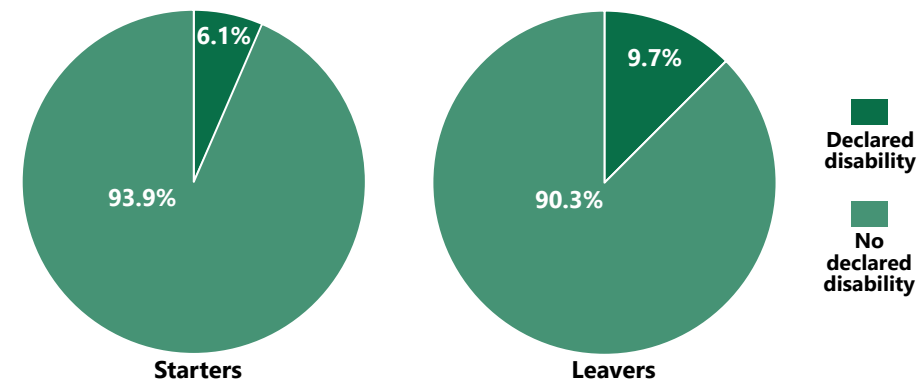


Warwickshire County Council

In 2018/19,

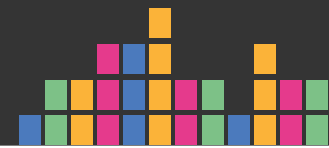
6.1% of Starters and **9.7% of Leavers** had a declared **disability**

(6.2% of the workforce population had a declared disability in 2018/19). In 2017/18, 3.8% of Starters and 6.4% of Leavers had a declared disability



*Percentages above exclude 'Not known' and 'Not stated'

Workforce Turnover - Promotional Rates

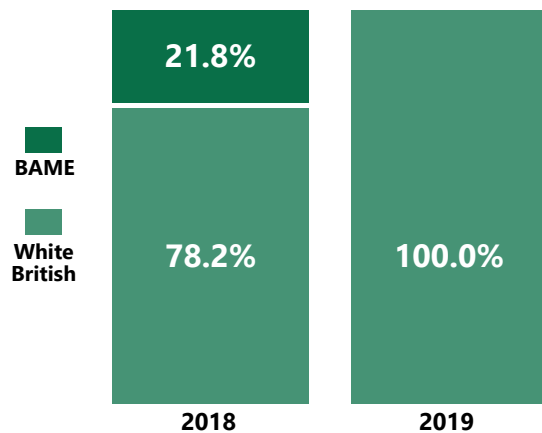


Warwickshire County Council

In 2018/19,

100% of promotions were achieved by employees of White British ethnicity.

(15.3% of the workforce population were of BAME origin in 2018/19). In 2017/18, 21.8% of promotions were achieved by employees of BAME origin

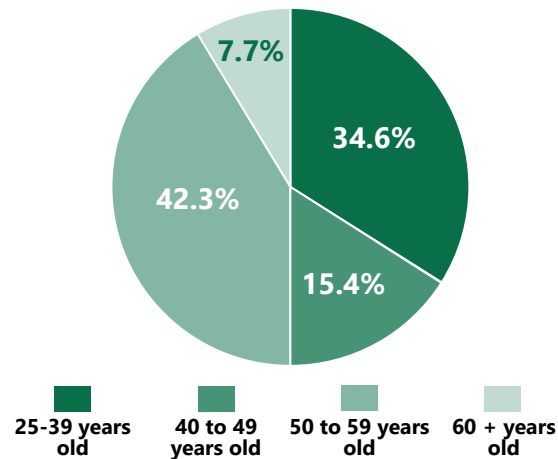


Warwickshire County Council

In 2018/19,

42.3% of promotions were achieved by employees aged **50 to 59 years old**

(28.4% of the workforce population were aged 50-59 in 2018/19). No employees under the age of 25 achieved a promotion in 2018/19

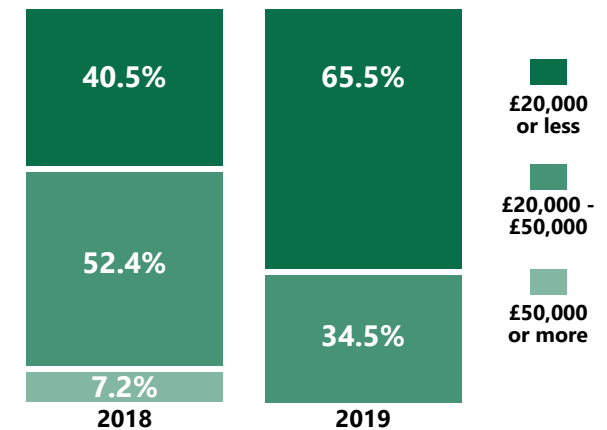


Warwickshire County Council

In 2018/19,

65.5% of promotions were achieved by employees earning **£20,000 or less**

(27.5% of the workforce population earned £20,000 or less in 2018/19). In 2017/18, 40.5% of all promotions were achieved by employees earning £20,000 or less

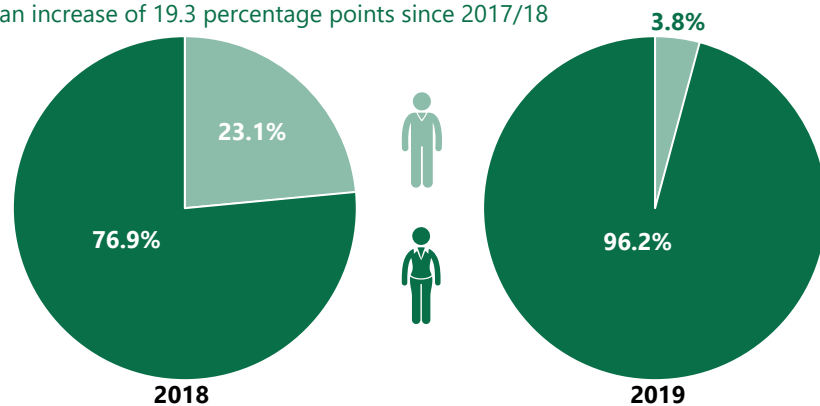


Warwickshire County Council

In 2018/19,

96.2% of all promotions were achieved by female employees

This is an increase of 19.3 percentage points since 2017/18

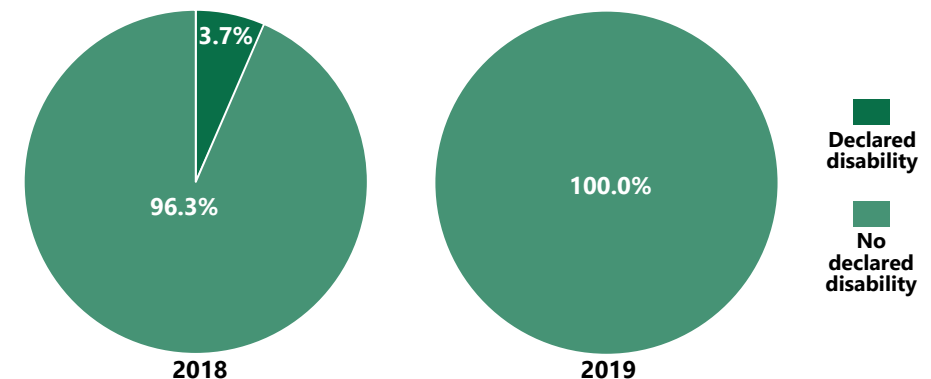


Warwickshire County Council

In 2018/19,

0% of promotions were achieved by employees with a declared **disability**

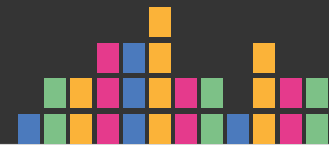
(6.2% of the workforce population had a declared disability in 2018/19). In 2017/18, 3.7% of promotions were achieved by employees with a declared disability



*Percentages above exclude 'Not known' and 'Not stated'

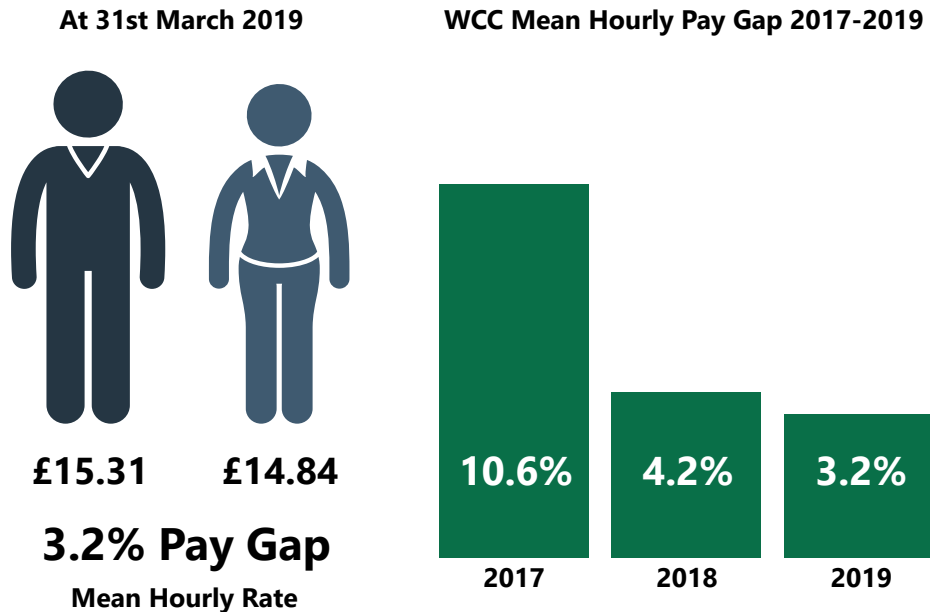
*In terms of age, promotional data refers to an employee's age at the end of the year

Gender Pay Gap

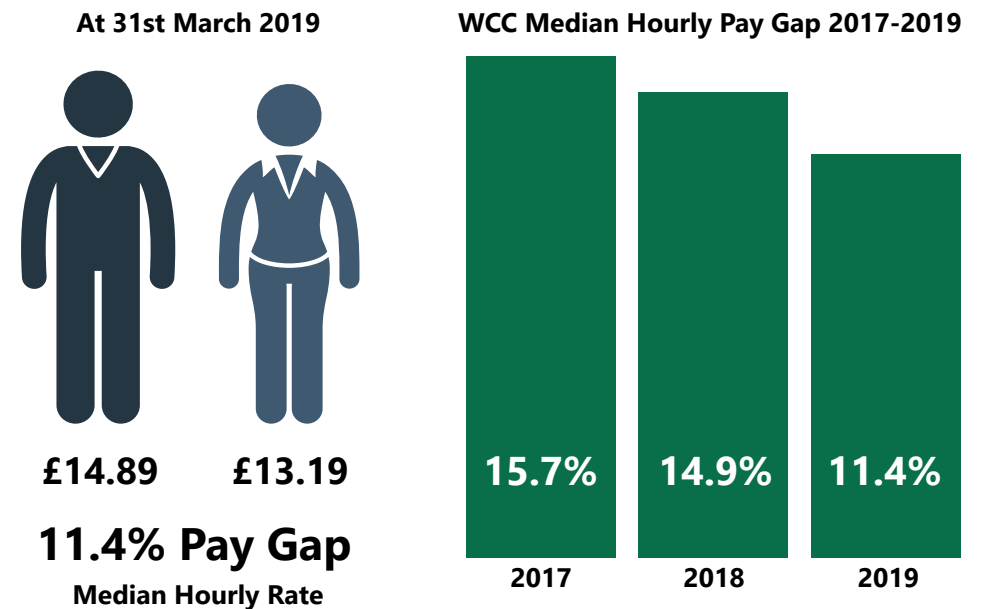


Hourly Pay Rates (with salary sacrifice)

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



There is a 3.2% pay gap between the mean hourly rate of men and women at March 2019. The pay gap has reduced - down from 10.6% at March 2017 to 3.2% at March 2019. The gender pay gap when salary sacrifice is included is also 3.2% at March 2019.



There is a 11.4% pay between the median hourly rate of men and women at March 2019. The pay gap has reduced - down from 15.7% at March 2017 to 11.4% at March 2019. The gender pay gap when salary sacrifice is included is 10.0% at March 2019.

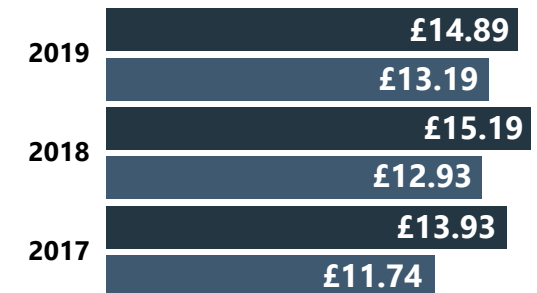
Mean Male and Female Hourly Rate



The gender pay gap figures are lower than the 2018 national gender pay gap of 17.1%*(mean) and 17.9%*(median), and the public sector as a whole where the gender pay gap was 17.5%*(mean) and 19.0%*(median) in 2018.

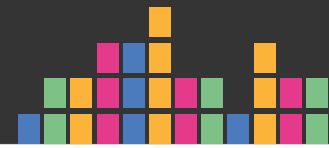
Gender pay gap is not the same as equal pay. Salaries at Warwickshire County Council are determined by the structured job evaluation of each role to ensure equal pay for work of equal value for all employees, irrespective of gender.

Median Male and Female Hourly Rate



*National and public sector gender pay gap figures are from the ONS 'Gender pay gap in the UK: 2018' release

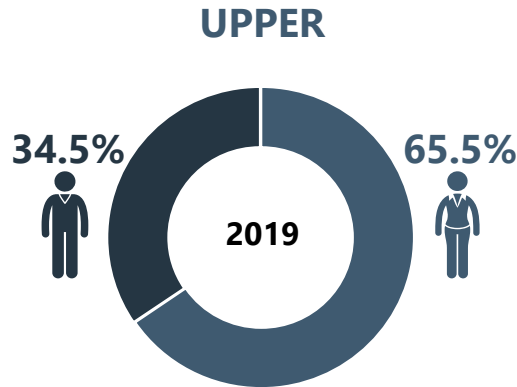
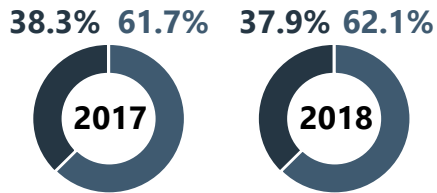
Gender Pay Gap



Proportion by Pay Band Quartiles

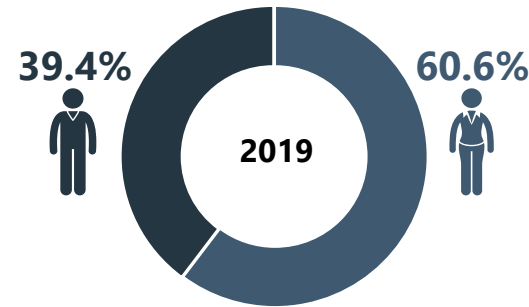
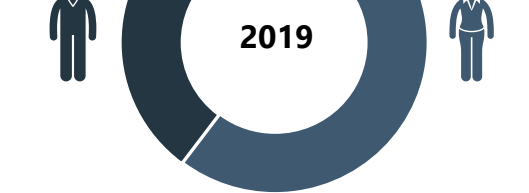
At 31st March 2019

The proportion of women in the Upper Quartile has increased from 61.7% in 2017 to 65.5% in 2019

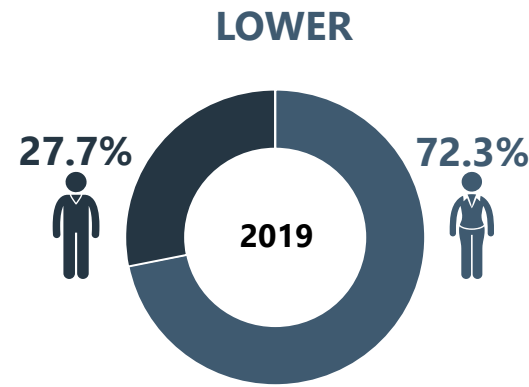
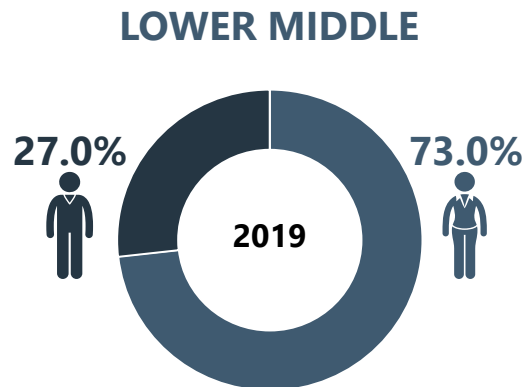
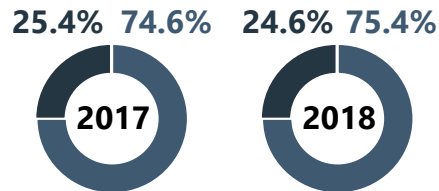


UPPER MIDDLE

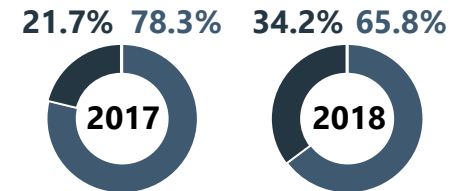
The proportion of women in the Upper Middle Quartile has decreased from 66.2% in 2017, to 60.6% in 2019



The proportion of women in the Lower Middle Quartile has decreased slightly from 74.6% in 2017 to 73.0% in 2019

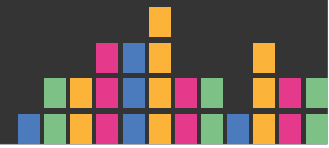


The proportion of women in the Lower Quartile has decreased from 78.3% in 2017 to 72.3% in 2019



More women than men are employed across all pay band quartiles. This is broadly reflective of the workforce demographic as 68.6% of Warwickshire County Council's employees are women at 31st March 2019.

At the Council overall, the concentration of female employees is higher in the bottom two quartiles than the top two quartiles. The highest concentration of female employees is in the lower middle quartile. The proportion of women in the upper middle quartile has decreased by 5.6 percentage points between 2017 and 2019.

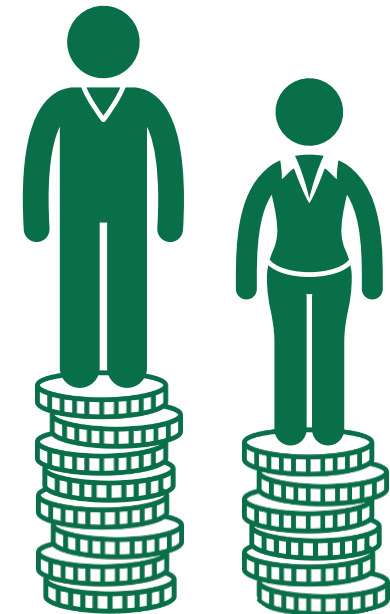


Conclusion

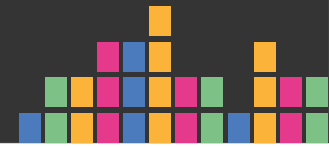
Whilst it is positive that the Council's gender pay gap compares favourably with national and regional figures, Warwickshire County Council (WCC) has an ongoing commitment to continually address the gender pay gap through our Talent Management Programme to make 'Warwickshire County Council a great place to work with outstanding leadership and a talented, agile workforce' (Our People Vision). Developing a Talent Management Programme aligned to Our People Strategy will drive a strategic approach to change and strengthen our corporate oversight in this area to work towards closing the gender pay gap and being able to reap the benefits of a high performing, diverse workforce.

In addition, as part of the How We Will Work Programme we will improve workplace flexibility and position it as an opportunity adopted by men as well as women and as much for senior roles as junior roles. This will also include making all of our locations flexible.

Further action will also be taken to encourage employees to complete their diversity data on the Council's HR information system to assist with future workforce data analysis.



Clarification of Terms



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)

BAME is defined as all known ethnicities (excludes refused) which are not White British. White Other and White Irish are both classified as BAME.

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. The gender pay gap is not the same as equal pay. Salaries at Warwickshire County Council are determined by the structured job evaluation of each role to ensure equal pay for work of equal value for all employees, irrespective of gender.

BONUS PAY

Bonus pay is compensation over and above the amount of pay specified a a base salary or hourly rate of pay.



Produced by the Insight Service

Data provided by the HR Statistics Team
01926 412548 / hrstats@warwickshire.gov.uk

Appendix B

Gender pay gap

What information the Council is required to publish

Employers with more than 250 employees must publish the results of the following six calculations based on the pay period in which 31 March (the 'snapshot' date for local government employers) falls in each year from 2017 onwards:-

Mean gender pay gap	% difference between the mean hourly rate of pay of male and female employees
Median gender pay gap	% difference between the median hourly rate of pay of male and female employees
Mean bonus gender pay gap	% difference between the mean bonus pay paid to male and female employees*
Median bonus gender pay gap	% difference between the median bonus pay paid to male and female employees*
Bonus proportions	% of male and female employees who were paid bonus pay during the relevant period*
Quartile pay band proportions	Proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands

*Please note that the calculations relating to bonus pay are not required for WCC.

Key points about the basis of the calculations:-

- The mean average involves adding up all the numbers and dividing the result by how many numbers are on the list. The median average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.
- The data is based on 'full time relevant employees' i.e. those employed on the 'snapshot date' and paid their usual full basic pay during the relevant pay period
- The data is based on 'ordinary pay', defined as basic pay, allowances, pay for piecework, pay for leave and shift premium pay but not overtime pay; redundancy or other termination payments, pay in lieu of leave, or non-cash benefits
- The calculations are based on head count and not on 'full time equivalent' (FTE) numbers of employees