



To: Members of the Remuneration Committee

## ***Notice of a Meeting of the Remuneration Committee***

**Friday, 3 November 2023 at 2.30 pm**

**Members Board Room - County Hall, New Road, Oxford OX1 1ND**

If you wish to view proceedings online, please click on this [Live Stream Link](#).  
However, that will not allow you to participate in the meeting.

Martin Reeves  
Chief Executive

October 2023

Committee Officer: **Colm Ó Caomhánaigh, Democratic Services Manager**  
Tel: 07393001096 Email: [colm.ocaomhanaigh@oxfordshire.gov.uk](mailto:colm.ocaomhanaigh@oxfordshire.gov.uk)

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### **Membership**

Chairman – Councillor Liz Leffman  
Deputy Chairman - Councillor Liz Brighthouse OBE

### *Councillors*

Yvonne Constance OBE  
John Howson

Glynis Phillips  
Eddie Reeves

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**If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, but please give as much notice as possible before the meeting.**

# AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Declarations of Interest - see guidance note**
3. **Petitions and Public Address**

*Members of the public who wish to speak at this meeting can attend the meeting in person or 'virtually' through an online connection.*

*To facilitate 'hybrid' meetings we are asking that requests to speak or present a petition are submitted by no later than 9am four working days before the meeting. Requests to speak should be sent to [committeesdemocraticservices@oxfordshire.gov.uk](mailto:committeesdemocraticservices@oxfordshire.gov.uk).*

*If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that your views are taken into account. A written copy of your statement can be provided no later than 9am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.*

## 4. **Gender Pay Gap Report 2023** (Pages 1 - 18)

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 stipulate that all businesses, public sector and third sector organisations with over 250 employees must publicly report on average pay differences between their male and female employees.

Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the 'snapshot date'.

As a public sector body, Oxfordshire County Council are required to publish this pay gap information within 12 months, taking the "snapshot date" of 31 March 2023.

**The Remuneration Committee is RECOMMENDED to**

- a) **Receive the report**
- b) **Recommend the Gender Pay Gap report for 2023 for approval by Full Council**
- c) **Receive the Ethnicity Pay Gap Report 2022/2023 (Annex 2) for information purposes.**

### EXEMPT ITEM

***It is RECOMMENDED that the public be excluded for the duration of item 5 since it is likely that if they were present during those items there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act***

***1972 (as amended) and specified below in relation to those items and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.***

**THE EXEMPT REPORT TO THE ITEM HAS NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE IT.**

**THIS ALSO MEANS THAT THE CONTENTS SHOULD NOT BE DISCUSSED WITH OTHERS AND NO COPIES SHOULD BE MADE.**

## **5. Appointment of Director of Children's Services (To Follow)**

The information contained in the report is exempt in that it falls within the following prescribed categories:

1. Information relating to a particular individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).

It is considered that in this case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that such disclosure would distort the proper process of free negotiations between the authority with another party for the purposes described and would prejudice the position of the authority in those negotiations and other negotiations of a similar nature in future.

The final interviews will take place across Thursday 2nd and Friday 3rd November 2023. The Shortlisting Panel will decide on Friday 3rd November, which candidates will go through to the Remuneration Committee members' panel. In accordance with the Local Authorities (Standing Orders) (England) Regulations 2001 and Officer Employment Procedure Rules in Part 8.4 of the Council's Constitution applicable at the time of advertisement, the Remuneration Committee will approve the appointment of the Director of Children's Services, following the recommendation of the Shortlisting Panel.

Final interviews detailed information on shortlisted applicants to follow.

## **Councillors declaring interests**

### **General duty**

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed 'Declarations of Interest' or as soon as it becomes apparent to you.

### **What is a disclosable pecuniary interest?**

Disclosable pecuniary interests relate to your employment; sponsorship (i.e. payment for expenses incurred by you in carrying out your duties as a councillor or towards your

election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

### **Declaring an interest**

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

### **Members' Code of Conduct and public perception**

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member 'must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself' and that 'you must not place yourself in situations where your honesty and integrity may be questioned'.

### **Members Code – Other registrable interests**

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your other registerable interests then you must declare an interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person's quality of life, either positively or negatively, is likely to affect their wellbeing.

Other registrable interests include:

- a) Any unpaid directorships
- b) Any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority.
- c) Any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

### **Members Code – Non-registrable interests**

Where a matter arises at a meeting which directly relates to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under other registrable interests, then you must declare the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied:

Where a matter affects the financial interest or well-being:

- a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- a) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

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## OXFORDSHIRE COUNTY COUNCIL 3<sup>rd</sup> November 2023

### Report to Remuneration Committee Gender Pay Gap Report 2022/23

#### Report of the Head of HR – Professional Services

## RECOMMENDATIONS

The Remuneration Committee is RECOMMENDED to:

- Receive the report
- Recommend the Gender Pay Gap report for 2023 for approval by full council.

### 1. EXECUTIVE SUMMARY

From 2017, an employer who has a headcount of 250 or more employees on a 'snapshot date' must comply with regulations on gender pay gap reporting. Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the 'snapshot date'.

The 'snapshot date' for Oxfordshire County Council (as with most other public authority employers) is 31 March every year. The Council must report and publish their gender pay gap information by 30 March of the following year.

The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce.

### 2. CALCULATIONS

Employers must calculate, report and publish the following gender pay gap figures where applicable, those indicated with an asterisk are applicable to the Council for the 2022/23 report:

- \*percentage of men and women in each hourly pay quarter\*
- \*mean (average) gender pay gap using hourly pay\*
- \*median gender pay gap using hourly pay\*
- percentage of men and women receiving bonus pay
- mean (average) gender pay gap using bonus pay
- median gender pay gap using bonus pay

### **3. GENDER PAY GAP REPORT 2023**

The gender pay gap within OCC is relatively small and well below that of the national public sector based on both the mean and median hourly rate of pay. There has been a decrease in the mean gender pay gap from 2.3% in 2022 to 1.2% in 2023.

### **4. CONCLUSIONS**

We are committed to improving our approach to equalities, inclusion and diversity. We will continue to advance our inclusion initiatives, particularly where there are any barriers for women to progress into higher paid roles, or roles where they are under-represented.

Sharon Yardy  
Head of HR – Professional Services  
20 October 2023



## **Gender Pay Gap Report 2023**

### **Background**

1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 stipulate that all businesses, public sector and third sector organisations with over 250 employees must publicly report on average pay differences between their male and female employees. The Regulations require employers to publish their:
  - Mean gender pay gap in hourly pay
  - Median gender pay gap in hourly pay
  - Mean bonus gender pay gap
  - Median bonus gender pay gap
  - Proportion of males and females receiving a bonus payment, and
  - Proportion of males and females in each pay quartile.
2. As a public sector body, we are required to publish this pay gap information within 12 months, taking the “snapshot date” of 31 March 2023
3. Our calculations follow the legislative requirements as set out in the Equality Act 2010 (Specific Duties & Public Authorities) Regulations 2017. All staff who were deemed to be relevant employees at 31 March 2023 are included.
4. This information will be published on the Oxfordshire County Council (OCC) website for a minimum of 3 years and published on the government website ([www.gov.uk](http://www.gov.uk)) by 31 March 2024.

### **Equal pay and gender pay gap**

5. The purpose of gender pay gap reporting is to achieve greater gender equality in terms of pay across the UK and increase pay transparency. This differs from equal pay which deals with differences between men and women who carry out the same roles.

## **Details within this report**

6. Using a snapshot of employees' pay as at 31 March 2023, only 3 of the 6 calculations detailed above were made due to no bonus payments being paid at Oxfordshire County Council. The 3 calculations are as follows:
  1. Mean gender pay gap
  2. Median gender pay gap
  3. The proportion of men and women divided into four quartile pay bands

## **Information required for publication**

### **Relevant employee**

7. An employee who was on full pay (not reduced to parental leave pay or sick pay) at the point of the data snapshot as at 31 March 2023.

### **Mean gender pay gap**

8. The mean is defined as the average of the figures and is calculated by adding up all the figures and dividing by the number there are.

### **Median gender pay gap**

9. The median is defined as the salary that lies at the midpoint and is calculated by ordering all salaries from highest to lowest and the median is the central figure.

### **Quartile pay bands**

10. The quartile information is calculated by listing all salaries from highest to lowest and then splitting that information into four equal quarters to determine the percentage of male/female employees in each quartile.

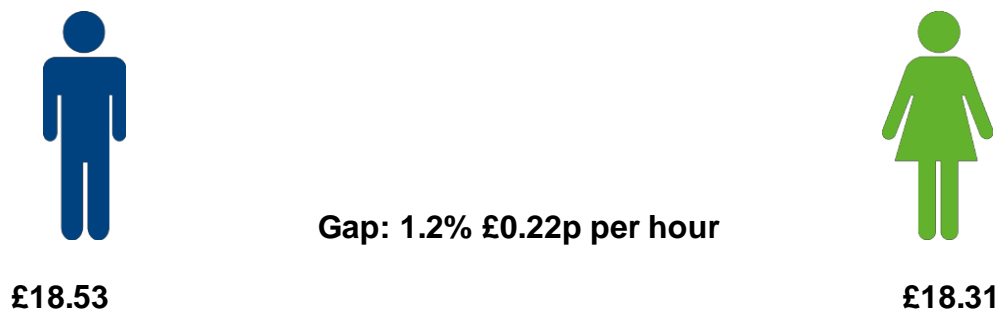
## Workforce profile

11. On 31 March 2023, OCC had 5,405 relevant employees of which 34.1% (1,841 employees) were men and 65.9% (3,564 employees) were women.



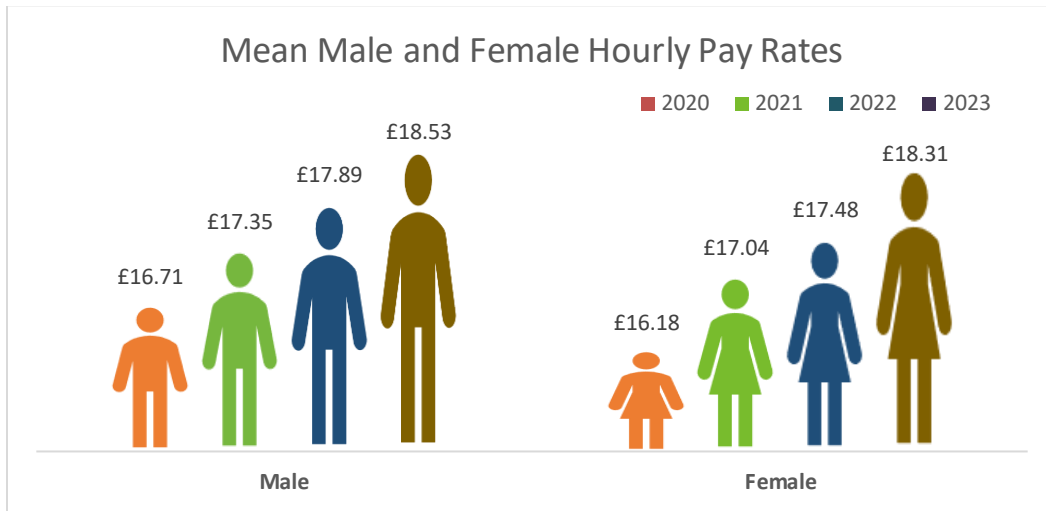
## Gender pay gap as at 31 March 2023

Mean: percentage difference and average hourly rate of pay

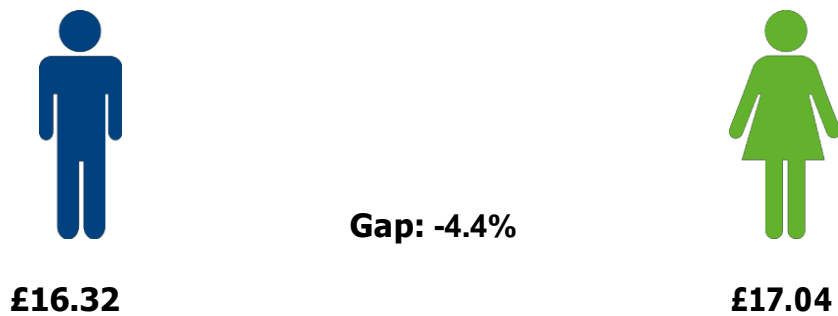


12. The mean difference recorded at Oxfordshire County Council has decreased from 2.3% in March 2022 (£0.41p per hour) and is considerably less than the national mean pay gap which was reported at 14.9% in 2022. (*Gender pay gap in the UK: 2022: Office of National Statistics*).

13. As at 31 March 2023 the mean hourly rate for men was £18.53 per hour and for women it was £18.31 per hour. This means men earned an average of 22 pence per hour more than women, which equates to a mean difference of 1.2%. The figures for 2020, 2021, 2022 and 2023 are as follows, showing a slightly steeper increase for females of £2.13 per hour over four years than the increase for males of £1.82 per hour.



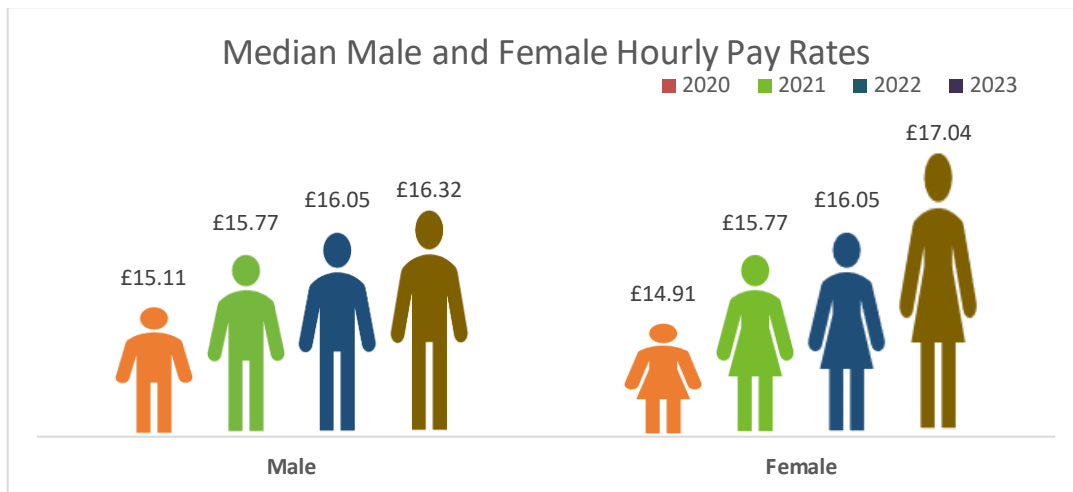
### Median percentage difference and hourly rate of pay



14. As at 31 March 2022 the median hourly rate of pay for men (£16.32) was less than as for women (£17.04). This gives a median gender pay gap of -4.4%, which is considerably less than the national public sector median pay gap which is 14.9% (*Annual Survey of Hours and Earnings, Office for National Statistics*). This represents a national decrease from 15.1% in 2021.

15. This represents a change of -4.4% from 2022 where the median gender pay gap was 0%, this could be due to the changes in the workforce as there has been an increase of 296 female employees and only 93 males since 2022.

16. The figures for 2020, 2021, 2022, and 2023 are as follows, showing a steeper increase for females of £2.13 per hour over four years than the increase for males of £1.21 per hour.

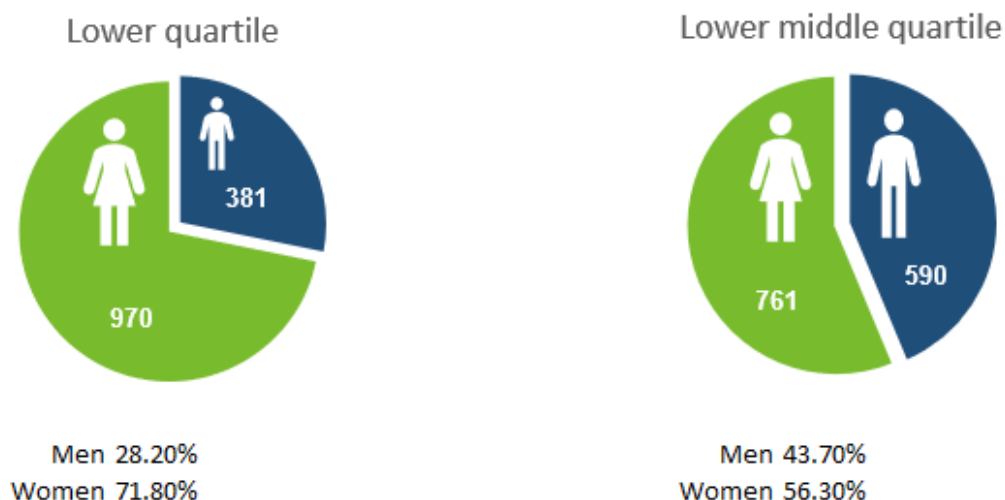


## Proportion of men and women receiving bonuses

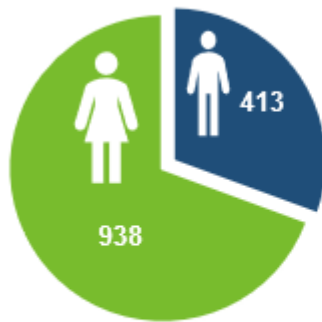
16. OCC does not operate any performance related pay or bonus schemes and therefore has no bonus gender pay gap.

## Pay quartiles

17. OCC employed 5,405 relevant employees<sup>1</sup> as at 31 March 2023 which equates to 1,351 employees per pay quartile. The gender split per quartile as at 31 March 2023 is detailed below and serves as a useful benchmark to determine progression through the pay scales.

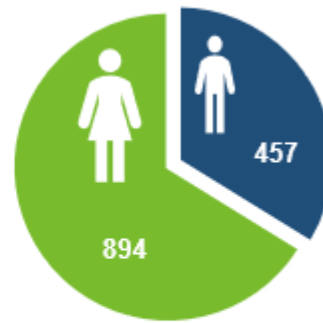


Upper middle quartile



Men 30.60%  
Women 69.40%

Upper quartile



Men 33.80%  
Women 66.20%

18. The hourly rates that represent each quartile are as follows:

- Upper - relates to the hourly rates of £21.49 and above
- Upper middle - relates to the hourly rates of £17.04 - £21.49
- Lower middle - relates to the hourly rates of £12.98 - £17.04
- Lower - relates to the hourly rates up to £12.98

19. The proportion of males to females in each quartile has shifted significantly since 2022 which will partly be due to the significant increase of females versus males entering into the workforce in 2023 (see above).

20. The lower quartile has seen a 2.4% increase of females since 2022, with 71.8% of the lower quartile being female – this is not reflective of the total workforce where 65.9% of the total workforce are female.

21. There has been a 3.7% increase of males in the lower middle quartile since 2022 and a decrease total 4.5% of males in the top two quartiles.

22. In the lower quartile the roles occupied are mainly cleaning, administration, school crossing patrol, catering and customer service. For some of these functions there is no obvious career progression route to higher earnings levels. However, the council continues to promote opportunities for staff to undertake apprenticeships whilst in employment with the Council.

23. At senior management level, 50% of the Extended Leadership Team (directors, deputy directors and assistant directors) are women and 50% are men. Although this is an even balance, it does not reflect the two thirds of the total workforce who are women.

## **Commitment**

24. We are committed to the principles of equality, diversity, fairness and inclusion and our approach to people management should not put any group at a disadvantage. Regardless of identity or background, everyone deserves to be able to develop their skills and talents to meet their full potential, work in a safe, supportive and inclusive environment, be fairly rewarded and recognised for the work they do and have the opportunity to have their say on matters that affect them. We are also committed to achieving a diverse workforce that fully reflects our community.
25. We will continue to explore our inclusion initiatives, particularly where there are any barriers for women to progress into higher paid roles, or roles where they are under-represented.
26. Flexible, agile working and family friendly policies will assist Oxfordshire County Council to attract and retain staff in a competitive job market and in a geographical area with low unemployment.

## **Summary**

27. The gender pay gap within OCC is small, however while we understand that publishing the data will not in itself remove the gap, continuing to do so is the first step towards that aim and we are committed to learning from best practice as part of our journey. The gender pay gap data will be analysed on an annual basis, a comparison of figures will be completed year on year. We will ensure that job grades continue to be determined through objective analysis and job evaluation to maintain the integrity of the pay and grading system.

## **Ethnicity pay gap reporting**

28. Whilst we are not legally required to carry out ethnicity pay gap reporting we have taken the important step to do so and be transparent about our findings to our staff networks over the past few years. We have used the same methodology as set out in the Government regulations for calculating gender pay gap with the same snapshot date of 31<sup>st</sup> March 2023. We have agreed with the Staff Networks to share our findings this year and this is included as Annex A.

October 2023

## **Ethnicity Pay Gap 2023 – ANNEX A**

### **Introduction**

At Oxfordshire County Council we are committed to increasing the diversity of our workforce and addressing any barriers to progression for the Race, Ethnicity and Cultural Heritage (REACH) workforce.

### **Calculating the ethnicity pay gap**

Unlike the gender pay gap, we are not yet legally required to publish our ethnicity pay gap, however, we have taken the important step to be transparent about our ethnicity pay gap and have calculated it using the same methodology set out in the Government regulations for calculating our gender pay gap, using the same snapshot date of 31<sup>st</sup> March 2023.

The details included in this report are:

- Mean ethnicity pay gap in hourly pay;
- Median ethnicity pay gap in hourly pay;
- Proportion of White, Black, Asian and Ethnic Minority employees in each pay quartile.

We do not pay bonuses, so the mean and median bonus pay gap have not been included.

### **Median and Mean**

We look at both the mean and the median measures. The mean difference is the difference in average hourly pay, adding all pay rates together and dividing by the total number of people. The median difference is the difference in hourly pay between the middle paid White employee and the middle-paid Black, Asian and Ethnic minority employees (the person at the mid-point if you were to line all employees up). The median is the most representative measure of an 'average' employee as it negates high and low outliers in a data set that would normally skew the mean.

### **Relevant Employees**

A relevant employee is an employee that received full pay (not reduced to parental leave pay or sick pay, for example) as at the snapshot of data on 31 March 2022.

### **Workforce profile**

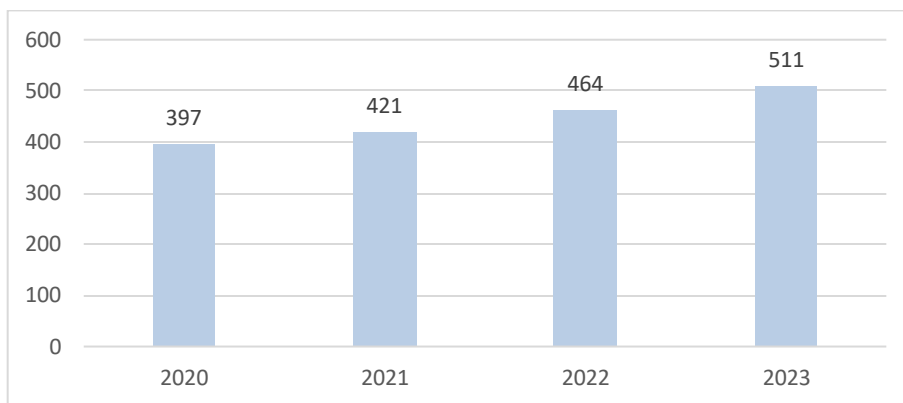
At the time of reporting (31 March 2023), OCC had 5,405 relevant employees; of which 93.34% had told us their ethnicity. Whilst this is a significant proportion of our employees, we recognise that this does limit the accuracy of our reporting. 6.66% of



relevant employees have either chosen not to tell us their ethnicity or we do not have data about them, this is a decrease from our first reporting period of 2020 where 8.5% of relevant employees did not disclose their ethnicity – this group has not been included in this report.

Of those relevant employees who have told us their ethnicity, 89.9% are from White backgrounds and 10.1% are from Black, Asian, or Ethnic Minority backgrounds. This represents an increase from 9.9% in 2022. For the purposes of this report White includes; White British, White Irish, White Eastern European and White Other ethnicity groups. Black, Asian, and other ethnic minority groups include; Black Caribbean, Black African, Black Other, Indian, Pakistani, Bangladeshi, Chinese, Asian Other, Arab, Mixed Asian, Mixed Black, Mixed Other and Other Ethnicity.

The number of relevant employees reporting as Black, Asian or ethnic minority has increased by 28.71% since 31 March 2020 (first reporting period), from 397 to 511.



### Ethnicity pay gap as at 31 March 2023

#### Mean hourly pay

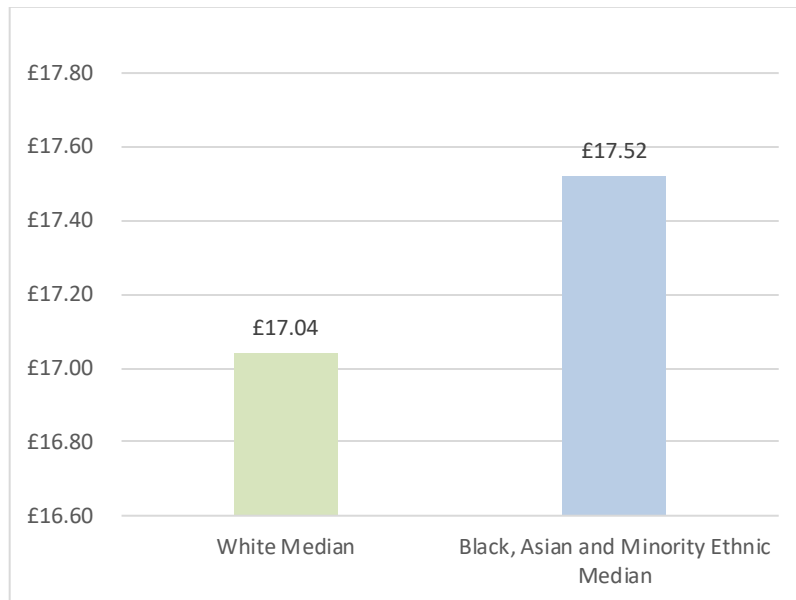
Percentage difference in mean hourly rate: 0.22% (0.04p per hour)



The mean pay gap between employees from White ethnic backgrounds and Black, Asian and minority ethnic backgrounds has decreased significantly from 0.5% in March 2022 (10p per hour) to 0.22% in March 2023 (4p per hour).

### Median hourly pay

Percentage difference in median hourly rate: -2.74% (-0.48p per hour)

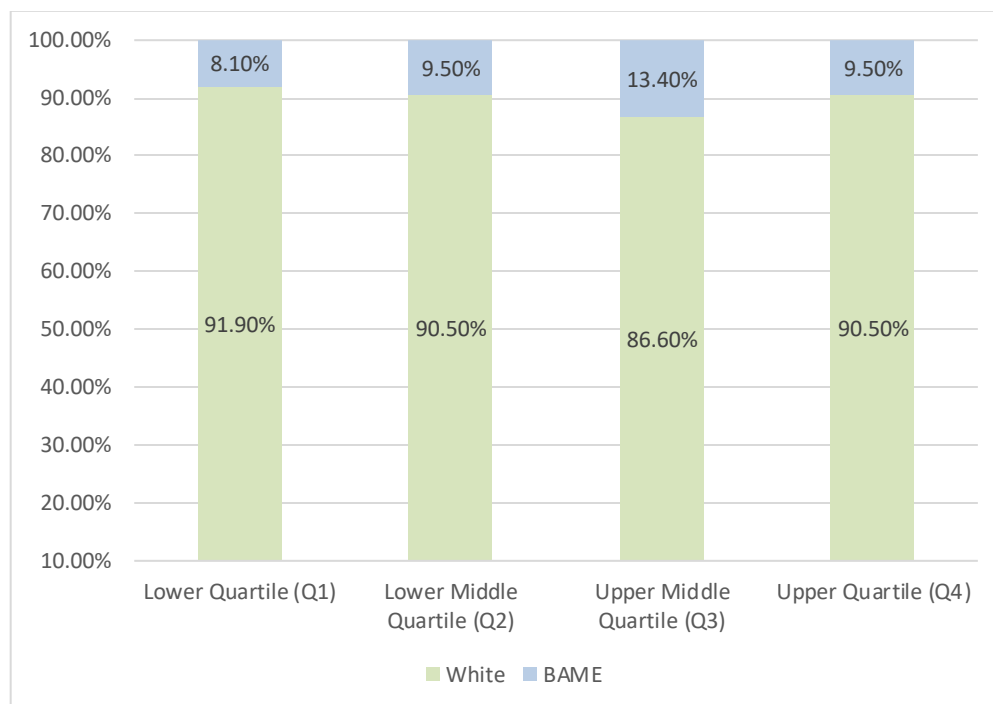


This percentage difference has decreased since the first reporting period in March 2020 where the difference was -5.5% (-82p per hour).

## Pay quartiles

The quartile information is calculated by listing all salaries from highest to lowest and then splitting that information into four equal quarters to determine the percentage of White and Black, Asian and ethnic minority employees in each quartile.

Proportion of White and Black, Asian and ethnic minority employees by pay quartile:



The hourly rates that represent each quartile are as follows:

- Upper - relates to the hourly rates of £21.49 and above
- Upper middle - relates to the hourly rates of £17.04 - £21.49
- Lower middle - relates to the hourly rates of £13.16 - £17.04
- Lower - relates to the hourly rates up to £13.16

The highest proportion of Black, Asian and ethnic minority employees remain in the upper middle quartile although the percentage has decreased from 13.6% in March 2022 to 13.4% in March 2023. Further analysis shows that the majority of Social Worker posts are in this pay quartile where we have a high proportion of Black, Asian and ethnic minority employees, 24.03% of Social Workers are from Black, Asian and ethnic minority groups compared to 10.1% of the total workforce.

The percentage of Black, Asian and ethnic minority employees in the upper quartile has increased from 8.9% in March 2022 to 9.5% in March 2023. The percentage of Black, Asian and ethnic minority employees in the lower quartile has decreased from 8.7% in March 2022 to 8.1% in March 2023.

The proportion of Black, Asian and Ethnic Minority employees in the lower middle

quartile has steadily increased from 7.7% in March 2021 and 8.7% in March 2022 to 9.5% in March 2023. There is a high percentage of Black, Asian and ethnic minority staff in adults and children's social care roles at this level (9.9%) such as Family Support Workers, Coordinators and Special Educational Needs Support roles.

There is also a high percentage of this group in customers and organisational development roles (10.8%) which includes Specialist Customer Service Advisers, Business Support Officers and Information Analysts. There has also been an increase in reporting of ethnicity by employees since 2020 which may have affected this increase.

## **Commitment**

We are committed to the principles of equality, diversity, fairness and inclusion and our approach to people management should not put any group at a disadvantage. Regardless of identity or background, everyone deserves to be able to develop their skills and talents to meet their full potential, work in a safe, supportive and inclusive environment, be fairly rewarded and recognised for the work they do and have the opportunity to have their say on matters that affect them. We are also committed to achieving a diverse workforce that fully reflects our community.

Our work to improve our approach to equalities, inclusion and diversity is underway. Some of the initial actions taken so far in 2022 and 2023 include:

- delivered unconscious bias training to managers
- developing and piloting a reciprocal mentoring proposal
- reviewed our EDI learning and development offer and introduced learning pathways for all staff, managers and leaders. EDI training is embedded into our Essential for Managers development programme which is mandatory for all new managers. EDI e-learning induction has been replaced with a facilitated interactive session for all new starters
- reviewing our colleague network support including introduction of a new colleague Network Co-Ordinator
  - The Race, Ethnicity and Cultural Heritage Network - REACH (formerly known as BAME) produced a toolkit for managers to encourage open conversations about race and racism with the aim to positively impact change in our workplace

We are committed to working with all employees to ensure effective career conversations with managers are consistently taking place through our managing for performance framework (12:3:2).

We will be implementing a revised reciprocal mentoring programme in 2023 which will have organisational learning outcomes embedded into the delivery.

We are investigating the opportunity to be externally assessed against the RACE code.

The council is also focusing on how to develop career pathways, in particular enabling

progression from roles in the lower quartile to the lower middle quartile as well as how to increase representation of Black, Asian and ethnic minority employees in senior management roles.

## **Summary**

The mean ethnicity pay gap within OCC is relatively small, however while we understand that publishing the data will not in itself remove the gap, doing so is the first step towards that aim and we are committed to learning from best practice as part of our journey. The ethnicity pay gap data will be analysed on an annual basis, a comparison of figures will be completed year on year and the senior management team will continue to review and monitor this data.

October 2023

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**OXFORDSHIRE COUNTY COUNCIL**  
**3<sup>rd</sup> November 2023**

**Report to Remuneration Committee**  
**Ethnicity Pay Gap Report 2022/23**

**Report of the Head of HR – Professional Services**

**RECOMMENDATIONS**

The Remuneration Committee is RECOMMENDED to:

- Receive the report for information purposes.

**1. EXECUTIVE SUMMARY**

Unlike the gender pay gap, we are not yet legally required to publish our ethnicity pay gap, however, we have taken the important step to be transparent about our ethnicity pay gap and have calculated it using the same methodology set out in the Government regulations for calculating our gender pay gap, using the same snapshot date of 31<sup>st</sup> March 2023.

The details included in this report are:

- Mean ethnicity pay gap in hourly pay;
- Median ethnicity pay gap in hourly pay;
- Proportion of White, Black, Asian and Ethnic Minority employees in each pay quartile.

We do not pay bonuses, so the mean and median bonus pay gap have not been included.

**2. ETHNICITY PAY GAP REPORT 2023**

The mean ethnicity pay gap between employees from White ethnic backgrounds and Black, Asian and minority ethnic backgrounds in OCC has decreased from 0.5% in March 2022 to 0.22% in March 2023.

Of those relevant employees who have told us their ethnicity, 89.91% are from White backgrounds and 10.1% are from Black, Asian, or Ethnic Minority backgrounds. This represents an increase in the latter from 9.9% in 2022.

**3. CONCLUSIONS**

We are committed to improving our approach to equalities, inclusion and diversity. We will continue to advance our EDI initiatives, particularly where there are any barriers

for ethnic minority groups to progress into higher paid roles, or roles where there is underrepresentation.

We are committed to the principles of equality, diversity, fairness and inclusion and our approach to people management should not put any group at a disadvantage. Regardless of identity or background, everyone deserves to be able to develop their skills and talents to meet their full potential, work in a safe, supportive and inclusive environment, be fairly rewarded and recognised for the work they do and have the opportunity to have their say on matters that affect them. We are also committed to achieving a diverse workforce that fully reflects our community.

Sharon Yardy  
Head of HR – Professional Services  
October 2023