

REMUNERATION COMMITTEE

9 July 2025

Gender Equality and Ethnicity Pay Gap Report for 2024 – supplementary data request

Report by the Director of Human Resources and Cultural Change

RECOMMENDATION

1. **The Committee is RECOMMENDED to**
 - a) Note information about the journey of progression within the council to support the council's commitment to growing our own talent and inclusivity (focussed specifically on women, and colleagues who identify as Black, Asian, or of minority ethnicity background (under-represented groups).
 - b) Note information on the number of apprentices and their progression within the council based on age, gender, and ethnicity.
 - c) Note further data to gain a better understanding of what the qualitative data arising from exit interviews is telling the council and what is being done about it, particularly amongst women and colleagues who identify as Black, Asian, or of minority ethnicity background. (underrepresented groups)

Executive Summary

2. In January 2025, this Committee considered the Gender Equality and Ethnicity pay gap report for 2024. This report responds to questions raised by Committee Members relating to these reports. The Committee asked for further information on how well as a Council we progress individuals, retain talent of our apprentices and qualitative data on why people exit the council. Committee members were specifically interested in women and colleagues who identify as Black, Asian or of minority ethnicity background (underrepresented groups).

The report includes the following annexes:

- (a) Annex 1: Quarterly Workforce Dashboard
- (b) Annex 2: Quarterly Q4 24.25
- (c) Annex 3: Financial Year Report 24.25
- (d) Annex 4: Q4 Exit Interview Report

Response to questions raised by Committee Members

3. ***a) Progression data for 2024/25 to demonstrate growing our own talent and inclusivity. Focussing specifically on women and Black, Asian, or of minority ethnicity background.***

Overall, 375 people, (12.2%) have progressed within the business throughout 2024/25 in terms of a promotion or secondment opportunity. To which 11% of those individuals declared that they are from a Black, Asian or minority ethnicity and 56% are women.

The percentage of promotions/secondments awarded in 2024/25 to those declared as being from an ethnic minority background increased from 9% in Q3 24/25 to 11% in Q4 24/25.

This is comparable to the Council's current demographic makeup. With colleagues who have declared as being from an ethnic minority background increasing from 11% in Q3 24/25 to 12% in Q4 24/25 (the Council's target of 12.25%).

b) Number of apprentices and their progression within the council based on age, gender, and ethnicity.

Since 2020 there have been 164 apprentices join the council, 62 of these have now completed with 39 (63%) who have progressed within the council onto further roles after starting as an apprentice.

Of the 39 who progressed 34 are identified as white, 3 from underrepresented groups and 2 who did not declare their ethnicity.

16 – 18-year-olds who have progressed – 4
19 – 25-year-olds who have progressed – 21
25 – 49-year-olds who have progressed – 13
50+ year olds who have progressed – 1

c) Request for further data to gain a better understanding of what the qualitative data arising from exit interviews is telling the council and what is being done about it, particularly amongst women and colleagues who identify as Black, Asian, or of minority ethnicity background. (under-represented groups)

There is no evidence to suggest that individuals who leave the Council are disproportionately defined due to being a woman or from an underrepresented background. 56% of the workforce are female and 44% are male.

In the latest report period, 121 employees left the Council. Of the 19 (6%) who completed the leaver questionnaire, 84% would recommend Oxfordshire County Council as a great place to work.

The top three reasons for leaving in Q4 24/25 were: moving to other jobs (including local government), family commitments, and career breaks.

As a service we acknowledge that a 6% response rate is low and are working to scope automated exit interviews, drive compliance, skill our managers to have a rich conversation and offer an exit interview with a member of HR and Culture Change. We will be reviewing KPI's around this and track the improvements.

See ANNEX 3 and ANNEX 4

Our People and Culture Strategy

4. Cabinet approved The HR and Culture Change “Our People and Culture Strategy” for the period 2024 – 2025.

The strategy has four key pillars:

Attract - Attracting, recruiting and retaining talented people It is essential that we can attract, recruit and retain our talented people to deliver excellent services for the residents of Oxfordshire.

Thrive - Enabling our people to thrive and perform Page 13 Creating a positive and inclusive work environment built on fairness, trust and transparency will allow our People to thrive and perform.

Grow - Enabling our people to grow and evolve for the future Providing growth opportunities both on and off the job to build our knowledge, skills and behaviours will help us all deliver the future together

Lead - Enabling our people to lead and transform for the future Empowering our leaders to embrace the skills and behaviours needed to achieve high performance and effective outcomes.

The strategy focuses on the vision of being an employer, partner and place shaper of choice, including developing the council's approach to recruitment and retention, pay transparency, flexible working, parental leave, and leadership, amongst other important initiatives. Each of these will contribute to attracting, retaining and reskilling our workforce.

Financial Implications

5. There are no financial implications arising from this report

Comments checked by: Lorna Baxter, Executive Director of Resources and Section 151 Officer

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Legal Implications

6. The Equality Act 2010, specifically the Gender Pay Gap Information Regulations of 2017, require employers with 250 or more employees on a “snapshot” date to report on their gender pay gap. This involves publishing calculations and data related to the differences in pay between male and female employees, including mean and median hourly rates, and the proportion of men and women in different pay quartiles. The Council chooses to report on any ethnicity pay gap.
7. There are no direct legal implications arising from this report which is responding to points raised by the Committee when it last considered the data relating to any Gender and Ethnicity pay Gap.

Comments checked by: Anita Bradley, Director of Law and Governance and Monitoring Officer

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Staff Implications

8. No new or additional implications

Equality & Inclusion Implications

9. No new or additional implications

Cherie Cuthbertson

Director of Human Resources and Cultural Change

Annex: Annex 1: Quarterly Workforce Dashboard
 Annex 2: Quarterly Q4 24.25
 Annex 3: Financial Year Report 24.25
 Annex 4: Q4 Exit Interview Report

Background papers: Please refer to Committee Remuneration dates 15th January 2025 relating to Gender Pay Gap data and report

[Agenda for Remuneration Committee on Wednesday, 15 January 2025, 10.10 am - Oxfordshire County Council](#)

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July 2025