

## People Data Annual Report 2022/2023

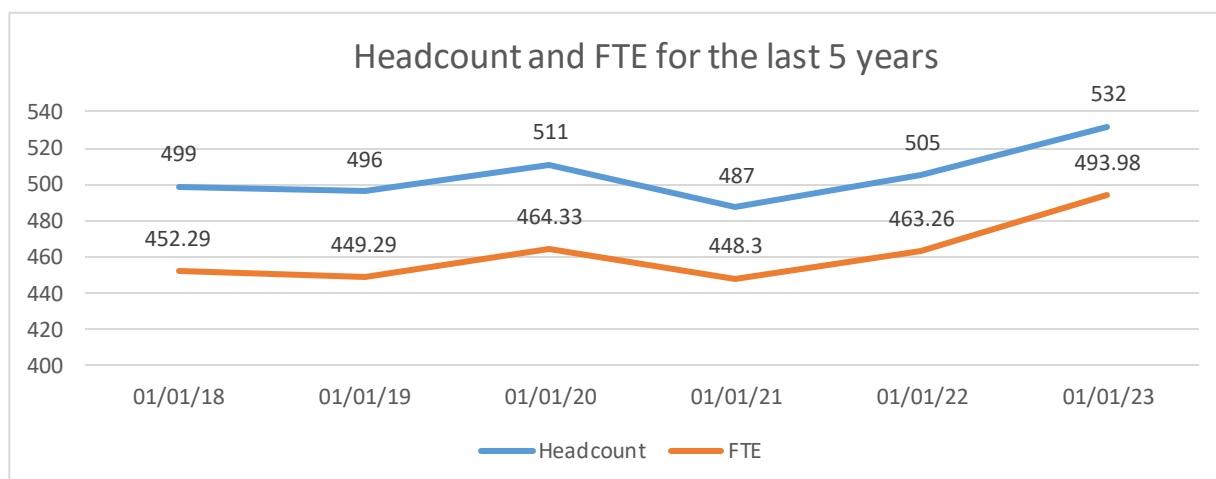
### 1 Introduction

This report has been produced annually for a number of years with the aim of providing important people data and analysis to the Strategic Management Team and to Councillors. Personnel Committee agreed some revisions to the annual report on 30<sup>th</sup> November 2021, which is reflected in the information below.

### 2 Headcount and full time equivalent

#### 2.1. Headcount for this financial year compared to the previous 5 years

As at March 31<sup>st</sup> 2023 the headcount was 532 and the full time equivalent (FTE)<sup>1</sup> was 493.98. Headcount is at the highest level since 2020 when it was 511. This is a 6.6% increase compared to the same period the previous year and reflects the increase in posts in some areas as part of the budget planning process. We remain below the budgeted FTE of 531.8.



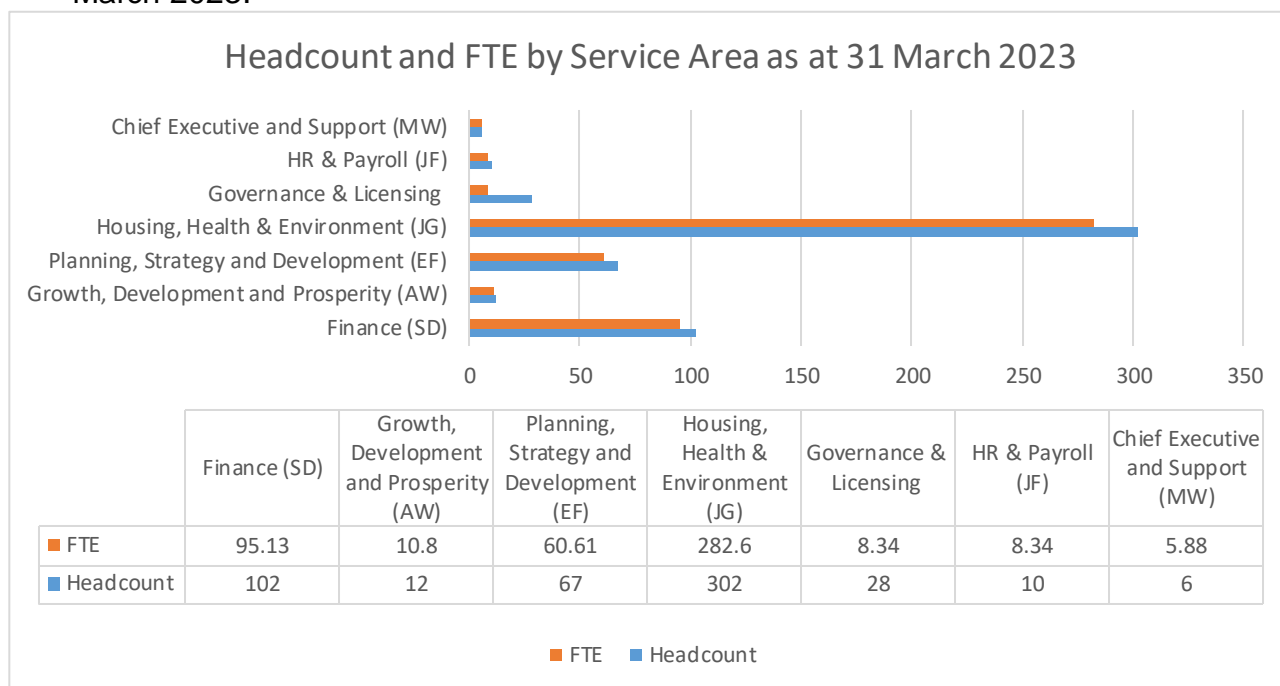
#### 2.2. Actual Headcount and FTE by Grade for the year compared to previous year

Following the 2022 Reward Review our grading structure has been revised. As a result a direct comparison to previous years is difficult, but the analysis shows that our middle grades, previously grades 4-6 (salary range £25,409 - £31,099 – 59.6% of the workforce) and now new grade 4 (£32,020 - £38,296 – 27.47% of the workforce) remains where most of our workforce are paid.

<sup>1</sup> Full Time Equivalent (FTE) measures employees in a way that makes them comparable although they may work a different number of hours per week. The unit is obtained by comparing an employee's average number of hours worked to the average number of full time hours. A full-time person is therefore counted as 1 FTE, while a part-time worker is a proportion of 1 FTE. For example, a part-timer employed for 18.5 hours a week where full-time work consists of 37 hours, is counted as 0.5 FTE.

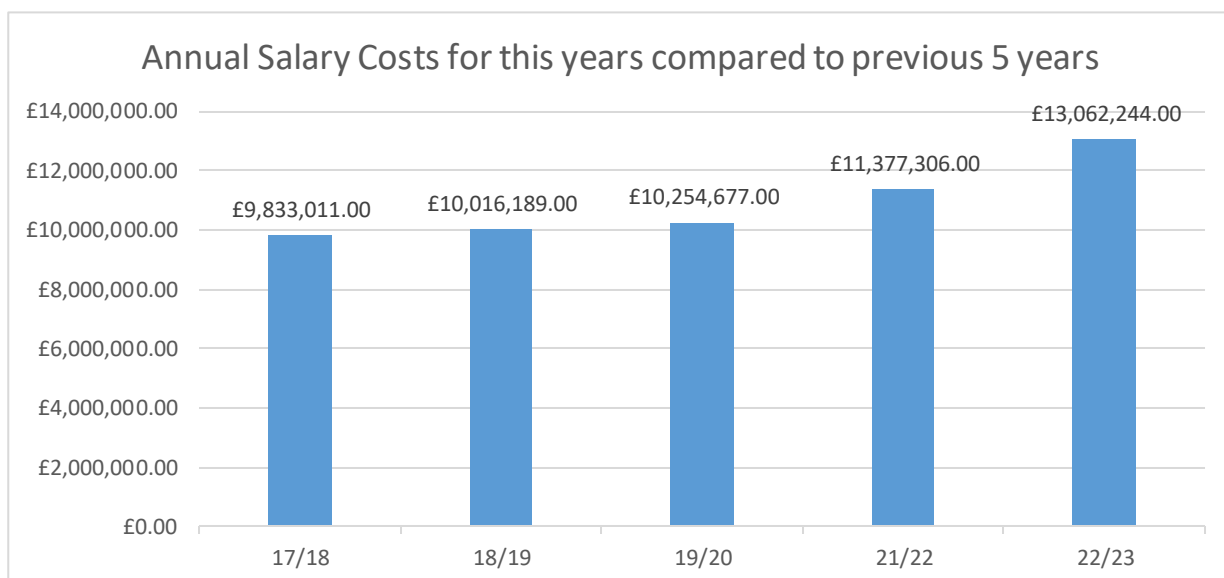
### 2.3. Headcount by Service

The graph below shows the headcount and FTE by Service area as at 31st March 2023.



### 2.4. Annual Salary Costs for this financial year compared to the last 5 years

Salary costs relate only to the general fund and externally funded posts. Posts



which are paid from the Housing Revenue Account are excluded from these figures. The increase in costs in 2022/23 reflects the increase in headcount and the Reward Review pay increases which were implemented to support recruitment and retention. Costs are also impacted by the annual nationally determined Pay Award.

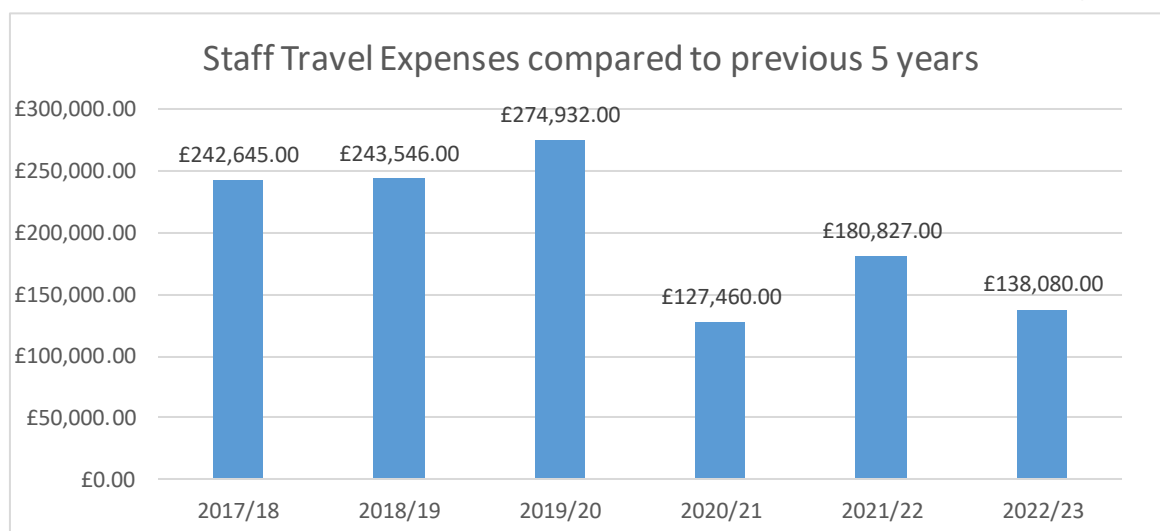
## 2.5. Staff Travel Costs for the last 5 years

Travel expenses includes business and training mileage. The graph below shows there has been a significant reduction of 23.63% for travel expenses claimed by employees compared to the same period last year although not as low as 2020/21 levels which was attributed to the limiting of visits and meetings during the pandemic and the Government's 'stay at home' message. This reduction, which equates to circa an average of 500 miles less mileage claimed per travelling officer, is likely due in the main to the increased use of technology which allows more meetings to take place remotely, in line with the Council's Worksmart Policy and supports our Climate Change Strategy aspirations.

## 3 Vacancies, Agency Workers and Recruitment

### 3.1. Recruitment activity

The costs of recruitment advertising for the last few years are shown in the table below and demonstrate the increase in recruitment activity, linked to the current recruitment and retention challenges. In 2022/23 we recruited 107 new starters compared to 82 in 2021/22 and 34 in 2020/21. The cost per head of recruiting in



2022/23 was £894 per head, an increase on the previous year when it was £833.

Recruitment Advertising Spend	2022/23	2021/22	2020/21	2019/20
	£95,714	£68,349	£30,105	£32,917

### 3.2. Vacancy and Agency Data

We regularly report vacancy, market supplement and agency data to Personnel Committee. The table overleaf provides a snap shot of the beginning and end of the year.

	01.04.22	31.03.23
<b>Total Vacancies for EDDC (Recruiting in Progress &amp; Not Recruiting)</b>	38 (7.14% of the workforce)	35 (6.93% of the workforce)
<b>Average length of time a Recruiting in Progress vacancy is vacant</b>	99.94 days	125.21 days
<b>Total Positions filled by Agency</b>	22	35

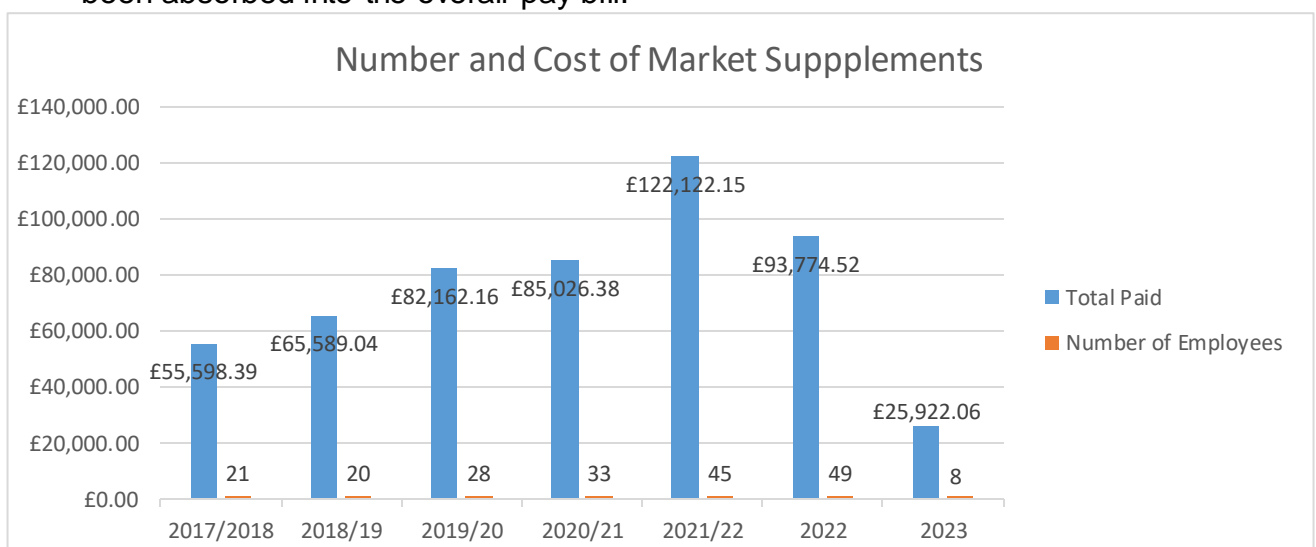
Although vacancy numbers remain similar it should be noted that as headcount this year has increased, the proportion of vacancies compared to the overall headcount has decreased (the figures shown in brackets above).

The increase in agency staff is due to seasonal appointments in StreetScene, assistance with elections and Homes for Ukraine and cover for posts whilst actively recruiting or for sickness absence.

The increase in length of time a recruiting in progress vacancy is vacant is due to a senior level recruitment campaign which has skewed the average. We needed to advertise one senior level post twice before a successful appointment was made and the successful applicant also needed to serve longer than 1 month notice period with the previous employer.

### 3.3. Market supplements

Market Supplements are an additional temporary payment to the basic salary of an employee where market pressures would otherwise prevent the Council from being able to recruit or retain staff with a particular skill. Market supplements are reviewed annually taking into account market data at that time. Up until the end of March 2022 there had been a 114% year on year increase in the number of market supplements applied to posts since 2018 from 21 to 45 at the end of March 2022. One of the aims of the Reward Review was to reduce the requirement for market supplements by ensuring alignment of standard grades to the market, where possible, thus negating their need. The graph below shows the level and cost of market supplements applied to posts up to introduction of the Reward Review in December 2022 and post Reward Review, with a significant reduction of 83.67% of the number of posts in receipt of a market supplement (from 49 to 8) and a 72.5% saving on market supplement costs which have now been absorbed into the overall pay bill.

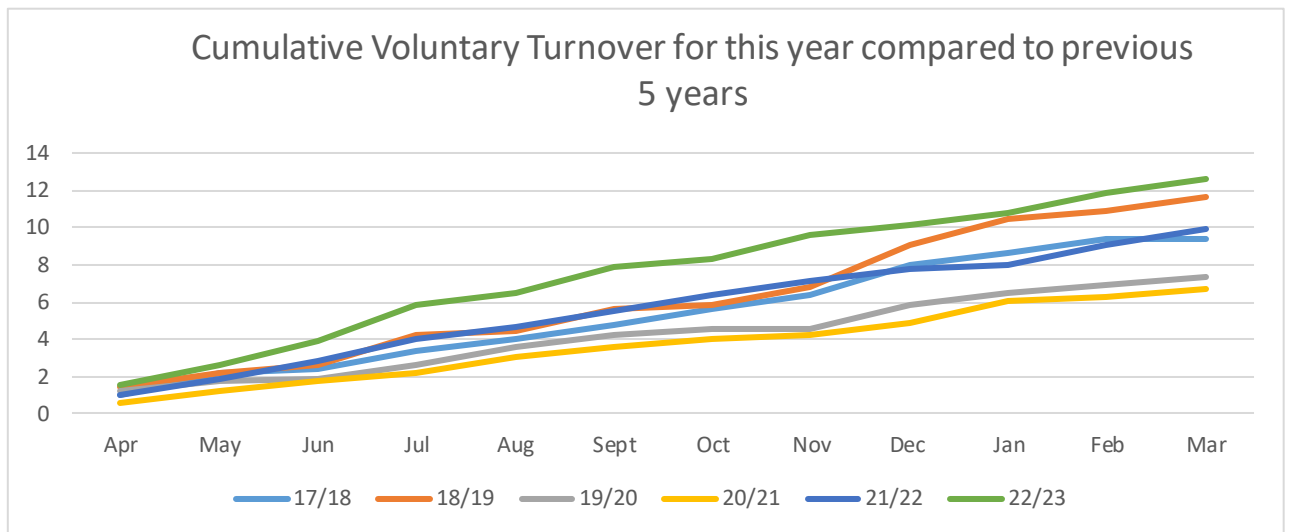


The 8 posts which are still in receipt of a market supplement are in Legal, Place, Asset and Commercialisation, Growth Development and Prosperity, and Environmental Health.

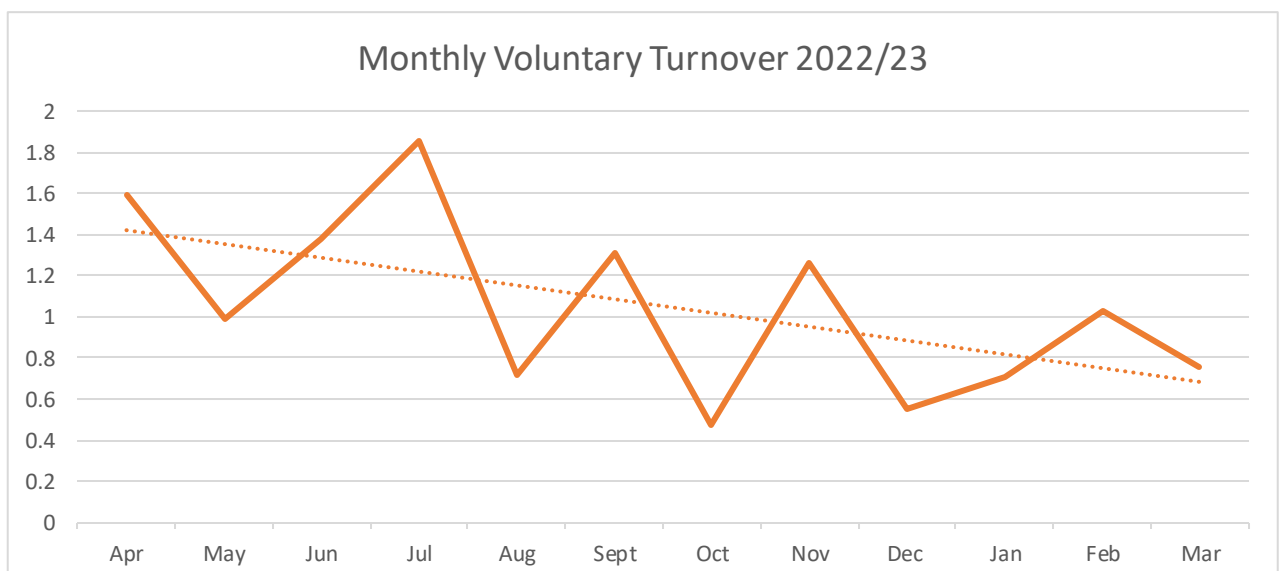
## 4 Turnover

### 4.1. Cumulative Voluntary Turnover

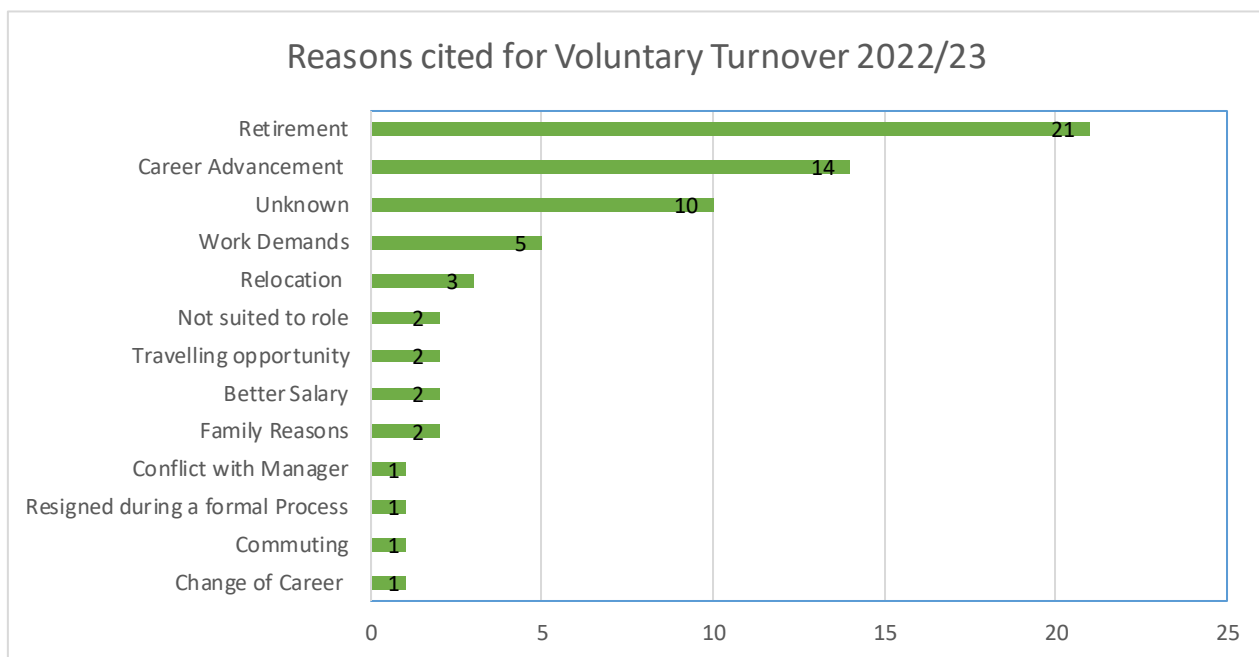
Voluntary turnover includes resignations and retirements (there is no compulsory retirement age). The graph below shows cumulative voluntary turnover for the last five years. At the end of 2022/23 voluntary turnover was 12.62%, equating to 67 voluntary leavers compared to 9.91% the previous year where there were 49 voluntary leavers. This is the highest level reported since 2018/19.



The Reward Review, along with other actions to mitigate against recruitment and retention challenges, aims to contribute to a reduction in voluntary turnover rates, although PwC (the consultancy who supported us with the Reward Review) advise that it can take circa 6-12 months to see the impact. However, as illustrated in the graph below, turnover slowed down at the end of the financial year to 0.76% compared to July when it was at its peak of 1.85%, which may indicate that the improved pay rates are starting to have an impact.



Reasons for leaving are varied and it is not always possible to identify a specific reason, particularly as not all leavers return an exit questionnaire or specify detailed reasons within their resignation letter. However from the data we have collected and held over the last year, the most common reason for leaving is “retirement”, followed by career advancement opportunity as shown below. Compared to the same period last year, there has been a shift in the reasons for leaving, with “better salary” and “change of career” being the joint most frequent reasons for 2021/22, closely followed by retirement. In order to obtain more qualitative data going forwards we have made improvements to our leavers form and implemented an on-line questionnaire which we hope will encourage a better response rate.



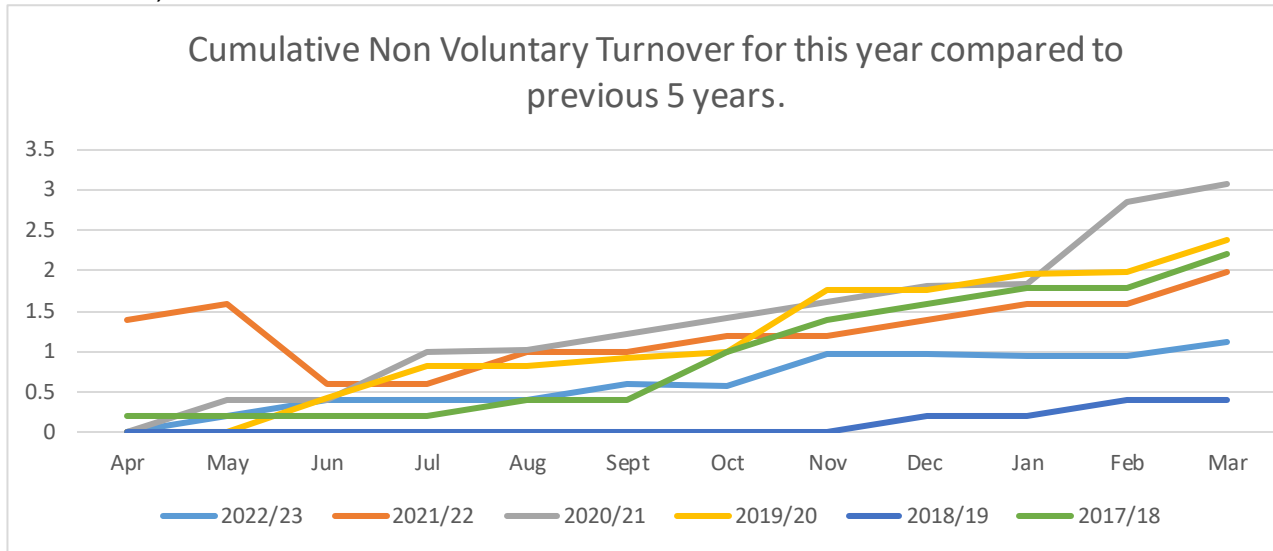
In 2022/23 7 employees left the Council within nine months of starting, this compares favourably with the previous year where we had 16 employees leave within 9 months. Reasons for leaving included:

- Approached by former employer with a higher salary
- Relocation
- Opportunity to Travel
- Family Reasons
- Unknown

#### **4.2. Cumulative Non-voluntary Turnover**

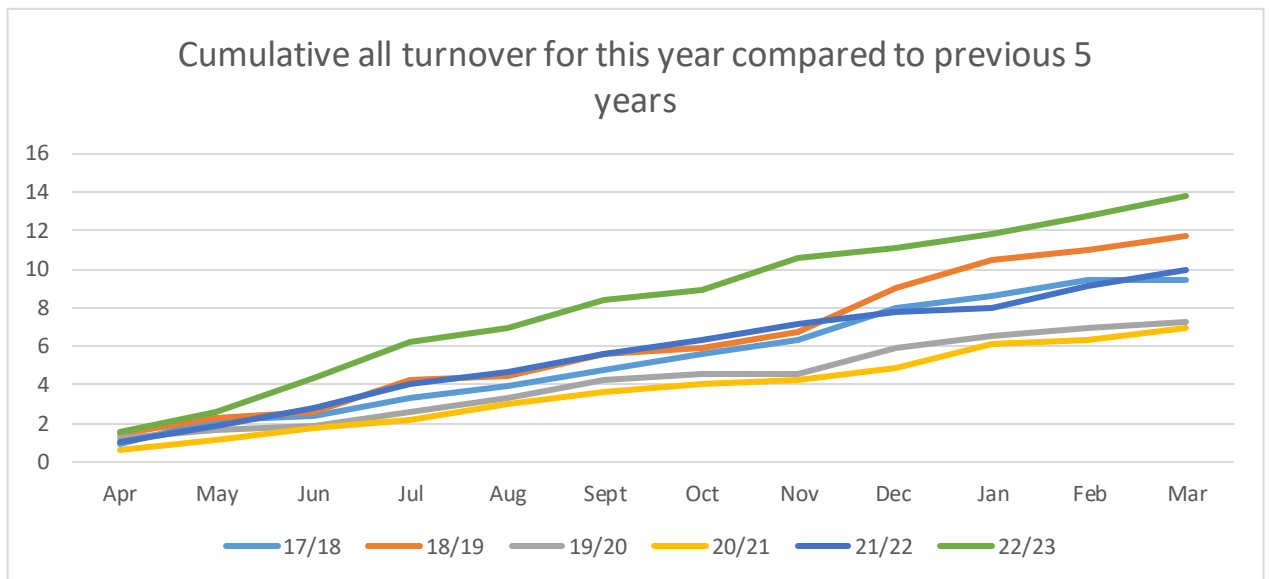
Non-voluntary turnover includes dismissals, redundancy and end of fixed term contracts. At the end of 2022/23 cumulative non-voluntary turnover was 1.13% (6 dismissals) which is lower than last year's at 1.98% (9 dismissals) and is lower than some of the previous years, particularly 2020/21 when it was 3.07% (14

dismissals).



### 4.3. Combined Cumulative Voluntary and Non-voluntary Turnover and Comparisons with Benchmarking Data

Looking at all turnover data (voluntary and non-voluntary), the 2022/23 cumulative turnover rate (13.75%) is the highest over the last five years, with only 2018/19 being second highest at 11.69%.



The table below from Local Government Inform shows local government turnover benchmark data for all (voluntary and non-voluntary) turnover. East Devon District Council's cumulative voluntary and non-voluntary turnover is less than the maximum for all the years where benchmarking data has been reported. Unfortunately there is no current benchmarking data for 2021/22 or 2022/23, although anecdotal feedback from other South West councils suggests that the sector is continuing to experience high levels of turnover, which is also evident in the wider economy.

Period	Labour turnover		
	%		
	Minimum for All local authority districts in South West	Mean for All local authority districts in South West	Maximum for All local authority districts in South West
2016/17	11	13	15
2017/18	9	15	22
2018/19	14	19	30
2019/20	no value	no value	no value
2020/21	7	11	19

Source:  
Local Government Association

## 5 Learning and development and ‘growing our own’

### 5.1. Learning and Development Activity

As shown in the table below, take up of training by employees has increased this year compared to last year, although there continues to be capacity challenges for staff finding time to attend training, which is also reflected in the Investor in People (IiP) reaccreditation report feedback.

This year we were allocated a larger training budget which we used to deliver a wider range of training including level 3 safeguarding training for front line staff. We were also allocated £10K from public health monies to provide training to support staff with positive mental health and to provide strategies to deal with difficult and challenging customer behaviour (which staff feedback as a growing trend).

As well as investment from our corporate budget for training we have made use of free fully funded training courses funded by the EU social fund and delivered by South Devon College. This training included Chartered Management Institute (CMI) level 3 in Coaching and Mentoring, CMI level 3 Project Management and CMI Level 2 Team Leading. This training would have cost the Council £36,000 and therefore is a significant saving.

Post training evaluation feedback on the learning and development offered continues to be positive.

Learning and development activity	2022/23	2021/22	2020/21
Number of learning and development events organised and delivered	32	31	61
Number of attendees	372	227	452
Overall spend (corporate training budget only)	£60,000	£34,514	£32,819
In addition to the above we also have 412 users with e-learning licenses who have completed 2304 courses comprising of 2998 modules.			



**Learning and development topics include:**

- Coaching Skills for Managers
- Coaching and Mentoring
- Dealing with Difficult Customers and Challenging Behaviours
- Developing a Growth Mind-set
- First Aid at work
- Job Evaluation
- Management Academy
- Managing for Efficiency
- Managing Hybrid Team
- Mental Health Awareness
- Mental Health and Resilience facilitated discussion group
- Pre-retirement Planning
- Project Management
- Recruitment and Selection
- Safeguarding Level 3
- Team Leading
- Wellbeing seminars
- Welcome Morning
- Superwellness webinars on 5 topical wellbeing areas.

**5.2. Apprenticeship Activity**

Apprenticeships are nationally accredited qualifications available to new and existing employees, which are funded by the Council's Apprenticeship Levy (the Council has to allocate 0.5% of its annual paybill to fund the Levy, which for 2022/23 was c£58k).

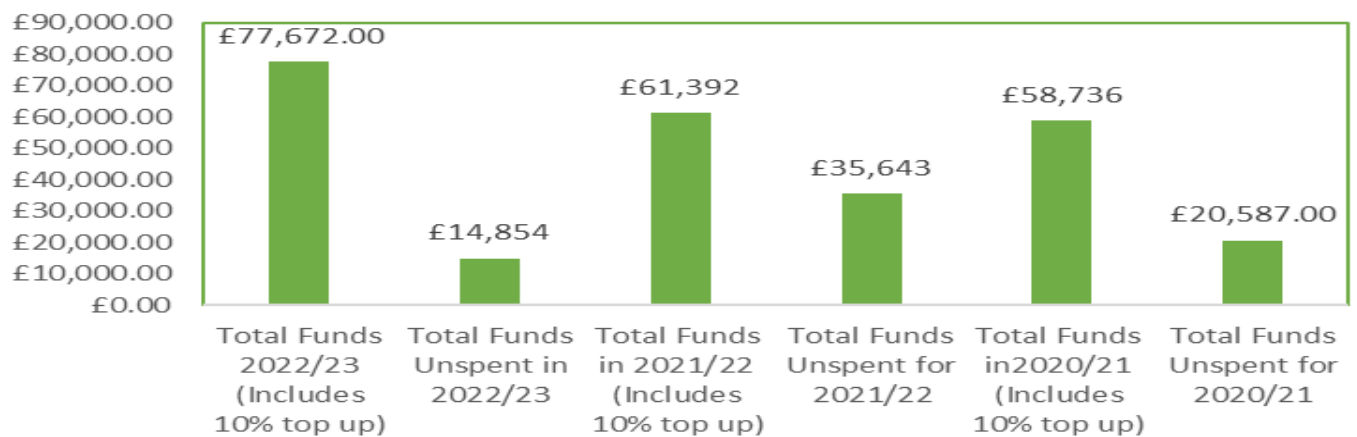
As at 31 March 2023 we have 11 employees undertaking an apprenticeship, this compares favourably to the same period the previous year where we had just 5 apprentices.

We have recruited to 3 new apprenticeship positions this year, 2 in Revenue and Benefits and 1 in Building Control, alongside existing staff who are undertaking apprenticeships to aid their development. The box below shows the apprenticeship qualifications being utilised.

**Apprenticeship qualifications currently used include:**

- Level 7 Chartered Town Planning (masters level)
- Level 7 Senior leader (masters level)
- Level 6 Environmental Health Practitioner (degree level)
- Level 6 Building Control Surveyor (degree level)
- Level 4 Business Analyst
- Level 3 Business Administrator

## Apprenticeship Levy Contribution and Spend for 2022/23 compared to previous 2 years



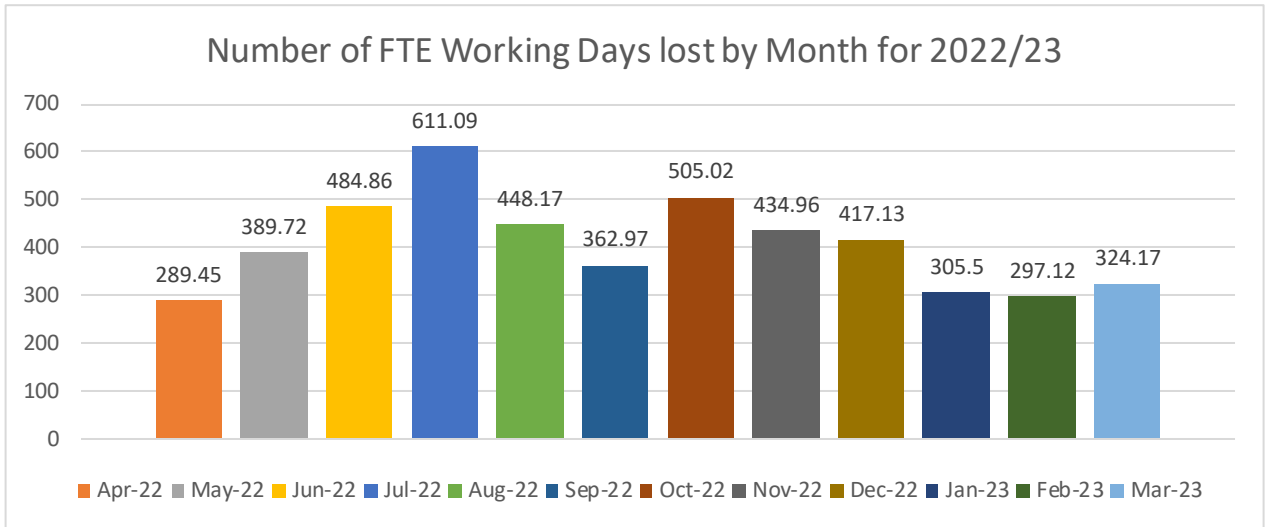
The Government's Levy Funding Rules mean that funds will expire and transfer to HMRC if they are not utilised within 24 months from the first month in which it is paid into our account. Monitoring Levy spend is therefore important, to ensure that we maximise its use. The graph above shows the total Levy fund and the amount that expired and was reclaimed by HMRC. The level of unspent funds has decreased compared to the same period last year which is as a result of the increase in apprenticeships,

Some progress has been made in the number of apprenticeships offered to new and existing staff over the last three years. The 'grow our own' work which is now in progress includes improvements to how the Council utilises apprenticeships which will also maximise Levy spend, whilst supporting recruitment, retention, workforce development and succession planning. We are currently working closely with Environmental Health to develop a pilot scheme to creating a structured career path and apprenticeship programme, which will then be used to support other service areas, aligned to their Workforce Plans.

## 6 Sickness Absence & Wellbeing

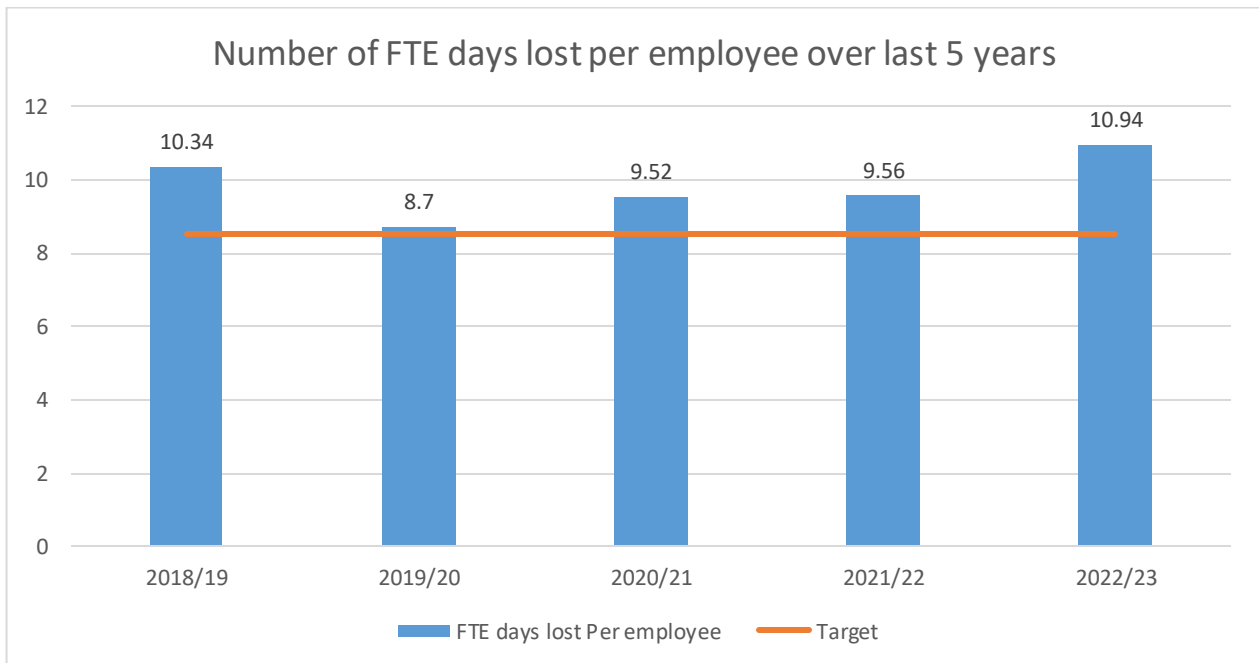
### 6.1. FTE Working Days Lost due to Sickness Absence

The graph below shows the total number of full time equivalent (FTE) working



days lost per month for the 2022/23 financial year.

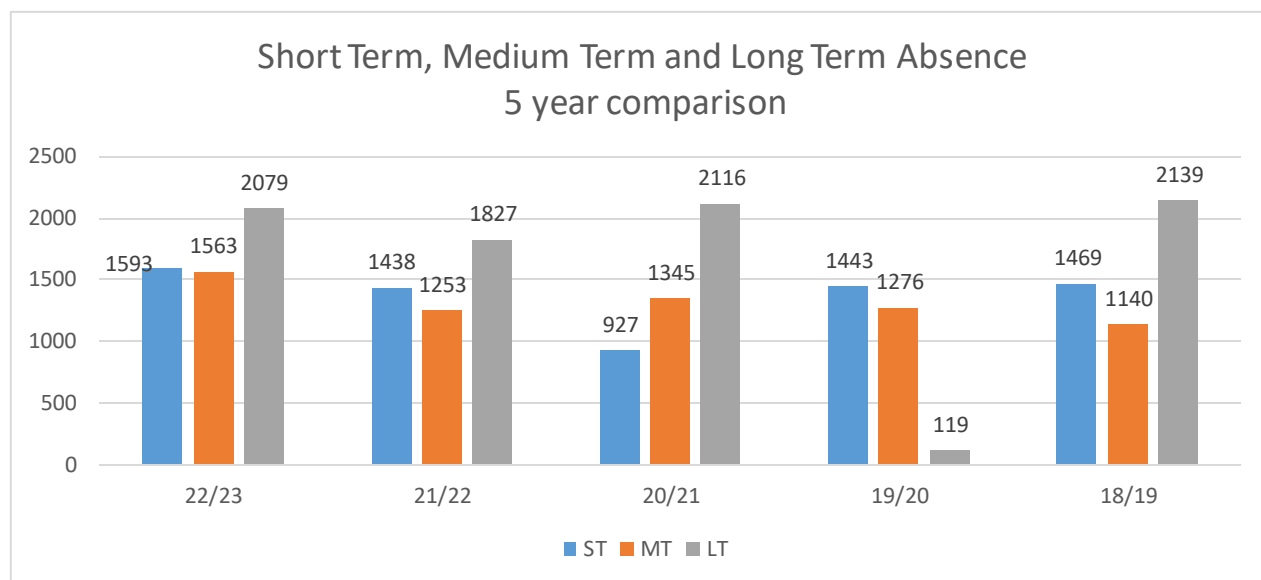
The Council's target is that no more than 8.5 working days should be lost through sickness absence, per employee. However, as shown in the graph below, we have been in excess of this target for the last five years, with 2022/23 being the highest at 10.94 days.



There is currently no up to date relevant benchmarking data available for district council's in Devon in relation to sickness absence. However we have recently gained data from 6 South West Councils which include County, Unitary and District and the average was 8.91 FTE days lost per person.

## 6.2. Reasons for Sickness Absence Short, Medium and Long-term Absence

Short-term absence (8 days or less) accounted for 30.4% of all absences in 2022/23, medium term (9 days – 2 months) was 29.89% and long term absence (more than 2 months) was 39.71%. Whilst the number of days have increased, the proportional split of all short/medium/long term absences remains comparable to last year. Comparison over the last five years is shown in the graph below.



### Short-term Absence

Short-term absence has increased by 10.7% compared to last year and has returned to similar levels previously reported prior to the pandemic. The number of FTE days lost is at the highest level reported in the last 5 years. Covid-19 is the main reason cited for short term absence, replacing the usual trend of Cold and Flu which is the second most common reason for short term absence. The Office for National Statistics reports national peaks in Covid-19 cases in July and October 2022 and analysis of our absences mirror the national trend with 28 employees reporting Covid-19 as their reason for absence in July 2022 and a second peak in October 2022 with 17 employees. If Covid-19 absence was excluded from our figures, the average FTE working days lost per person would be 9.9 days. According to an absence rates survey carried out by XpertHR, nearly half of the respondents (47.9%) reported that short-term sickness absence had increased in the last 12 months.

Phased return, which is used to assist employees to return to the workplace after a prolonged period of absence, was the third most common reason for short-term absence, compared to last year where it was the most common. The number of days lost to phased return has marginally increased by 10.7%.

The most common reasons for short-term absence over the last five years are shown in the table below:

Short Term Absence – 8 days or less.						
	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
1	Covid-19 (Positive Test) (458 days)	Cold & Flu (280 days)	Phased Return to work (140 days)	Cold & Flu (399.5 days)	Cold & Flu (387 days)	Cold & Flu (313 days)
2	Cold/Flu (306 days)	Covid-19 Positive Test (244 days)	Stomach, Kidney, Liver Digestion (103 days)	Phased Return (251 days)	Chest, Respiratory (257.5 days)	Stomach, Kidney, Liver, Digestion (185.5 days)
3	Phased return to work (176 days)	Phased return to work (159 days)	Cold & Flu (100 days)	Stomach, Kidney, Liver, Digestion (217 days)	Back Problems (230 days)	Infections (80.5 days)

### Medium-term Absence

The most common reasons for medium-term absence over the last five years are shown in the table below:

Medium Term Absence (9 days to 2 months)						
	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
1	Stress, anxiety, fatigue (personal) (410 days)	Stress, anxiety, fatigue (personal) (303 days)	Stress, anxiety, fatigue (personal) (525.5 days)	Stress, anxiety, fatigue (personal) (446 days)	Other Muscular Skeletal Problems (243 days)	Stress, anxiety, fatigue (personal) (317 days)
2	Other Muscular Skeletal Problems (225 days)	Other Muscular Skeletal Problems (148 days)	Stress, anxiety, fatigue (work-related) (165 days)	Hospital treatment/operation (203 days)	Stress, anxiety, fatigue (personal) (230 days)	Hospital treatment/operation (260 days)
3	Chest/Respiratory Problems (166 days)	Hospital treatment/operation (133 days)	Hospital Treatment/Operation (162 days)	Stress, anxiety, fatigue (work-related) (193 days)	Hospital treatment/operation (173 days)	Other Muscular Skeletal Problems (247 days)

Medium Term absence has increased by 24.74% compared to the same period last year. For the 4<sup>th</sup> year running, personal stress, anxiety and fatigue is the most significant reason, cited by 19 employees which accounts for 26.23% of all medium term absence. Underlying issues which account for stress/anxiety include bereavement and family caring responsibilities as well as increase in operational demands.

## Long-term Absence

The most common reasons for long-term absence over the last five years are shown in the table below:

Long Term Absence (more than 2 months)						
	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
1	Stress, anxiety, fatigue (work-related) (494 days)	Stress, anxiety, fatigue (Personal) (504 days)	Stress, anxiety, fatigue (Personal) (525.5 days)	Hospital treatment/operation (354 days)	Hospital treatment /operation (777 days)	Stress, anxiety, fatigue (Personal) (282 days)
2	Stress, anxiety, fatigue (Personal) (477 days)	Stress, anxiety, fatigue (work-related) (329 days)	Stress, anxiety, fatigue (work-related) (165 days)	Stress, anxiety, fatigue (Personal) (210 days)	Other Muscular Skeletal Issues (422 days)	Other muscular Skeletal Problems (208 days)
3	Covid-19 (289 days)	Heart, blood pressure, circulation (263 days)	Hospital treatment/operation (142 days)	Chest/Respiratory (165 days)	Eye, Ear, Nose & mouth /dental, Sinusitis (253 days)	Infections (114 days)

The number of employees absent for 2 months or more is up from the same period last year from 23 employees to 25. Consequently long term absence has increased for the second year by 13.79% from the previous year. Work-related stress, anxiety and fatigue is the most significant reason for long term absence, cited by 5 employees and ranging from between 44 to 177 days. 23.76% of long-term absence and 9.4% of all absences were lost as result of work-related stress, anxiety and fatigue, an increase on last year's reported 7.2%. Work-related stress has not appeared in the top 3 reasons for absence in the previous 5 year reporting period. All cases have been under careful case management in accordance with our Absence Policy, including proactive discussions and support, risk assessment and occupational health advice.

For the first time we are also seeing Covid-19 as a reason for long term absence. 3 employees have experienced long-Covid and absence ranges from 61-157 days. Long-Covid is still a relatively new illness and it may take time to fully understand the effects which can be wide ranging and substantial. In terms of managing this type of absence we have focused on making reasonable adjustments in order to facilitate a return to work, with 2 of the 3 employees since making a successful return to work.

A recent sickness absence survey carried out by XpertHR states that the public sector continues to record the highest levels of absence compared to the private sector and reports an increase in levels of anxiety, stress, depression, long-Covid and work-related stress which mirrors our experience this year.

For all sickness absence, the Council continues to proactively utilise its Absence Management Policy and uses a HR Business Partner model which focuses on distinct areas of the organisation to proactively advise and support on workforce issues. The aim is to secure an early return to work where possible and utilise return to work interviews, counselling and support, coaching, wellbeing initiatives, and Mental Health First Aiders. The Policy also includes 'trigger points', for

example 9 days or 4 or more instances of sickness absence in a rolling 12 month period which ensure that timely action is taken. We also initiate occupational health referrals where necessary, with 46 referrals during 2022/23, and implement reasonable adjustments in accordance with the Equality Act and use phased returns as an approach to facilitate a return to work.

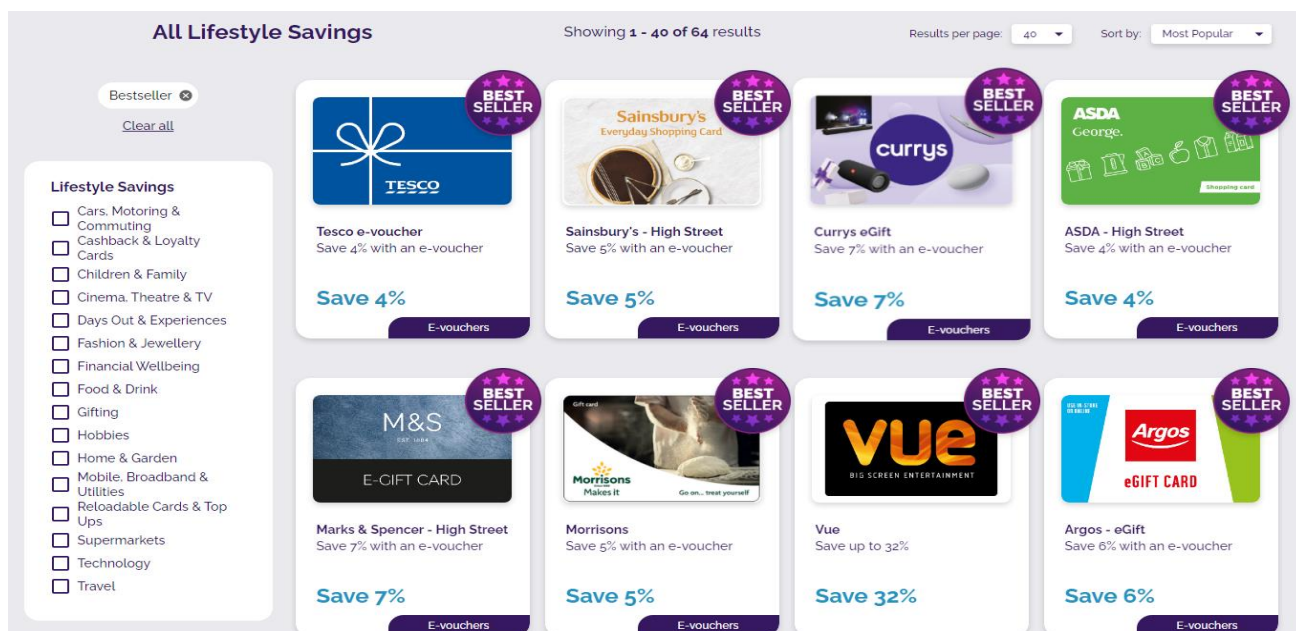
### 6.3. Employee wellbeing support

Overall spend on employee wellbeing and support services for the year 2022/23, which includes the Employee Assistance Programme, fitness for employment screening and occupational health referrals, health surveillance of StreetScene staff and flu vaccinations was £20,368, an increase on the previous year when it was £8,936. This is due to a combination of an increase of new starters who require pre-employment screening and completion of the compulsory health surveillance of StreetScene staff who use hand held vibration equipment and have exposure to high levels of noise.

The Employee Assistance Programme (EAP) provides a confidential and anonymous service for employees to get impartial advice and support through counselling or advice on a range of issues which affect employee wellbeing. During 2022/23 there were 32 calls to the employee helpline, with 31.25% of all calls related to bereavement, followed by anxiety at 21.87% and then low mood and work demands, both at 12.5%. We have recently changed EAP supplier. Our new EAP programme offers up to 6 face to face counselling sessions with qualified counsellors on a range of issues but also provides employees access to "Your Care" a wellbeing hub with assessments, goal setting and a plethora of resources which incorporate the spectrum of aspects which contribute to a person's overall sense of wellbeing.

The screenshot displays the 'Your Care' wellbeing hub interface. At the top, there are logos for 'your care' and 'East Devon' on the left, and a helpline number '24/7 Helpline: 0330 380 0658' on the right. Below this is a navigation bar with icons and labels for 'Dashboard', 'Assessments', 'Goals', 'Resources', and 'Essentials'. The 'Resources' section is the main focus, featuring a search bar labeled 'Search resources'. Below the search bar are filter tabs for 'Alcohol', 'Finance', 'General wellbeing', 'Healthy eating', 'Mental health and wellbeing', 'Physical activity', 'Sleep', and 'Smoking'. The 'Physical activity' filter is selected, and a featured article titled 'Walking for your wellbeing' is displayed. The article text reads: 'Regular exercise is one of the most effective ways to protect your health and boost wellbeing.' To the right of the article are three smaller resource cards: 'General wellbeing: Status and values - the science of what really makes us tick', 'Physical activity: The lazy guide to exercise!', and 'Finance: Do you have an energy credit...?'. Below these are four more resource cards with images and titles: 'Healthy eating: Balancing your blood sugar', 'Sleep: Dreams - part 5', 'Alcohol: What Rob Lowe loved about coming off alcohol', and 'Mental health and wellbeing: Tyson Fury's fights for his mental health'. At the bottom of the page, a taskbar shows various open applications and system icons.

The Council's Happy Healthy Here wellbeing programme, which also includes the promotion of healthy eating, exercise and other wellbeing support, continues to be promoted to all employees. In January 2023, we introduced a new staff benefit to help employee's financial wellbeing, a lifestyles discount hub which allows employees to make savings on every day purchases such as the weekly shop and other everyday items to help salaries stretch further and to relieve some of the burden of the cost of living crisis. So far we are pleased with the level of engagement and sign up which is currently 71.9% and we will continue to encourage employees to take up this offer.



We have also utilised an additional £10k budget to enhance the wellbeing offer provided to employees, through targeted training and coaching to Housing and Revenues and Benefits staff. On a wider scale we have also implemented a series of live webinars, focusing on singular issues which affect mental health and wellbeing.

## 7 Employee Relations

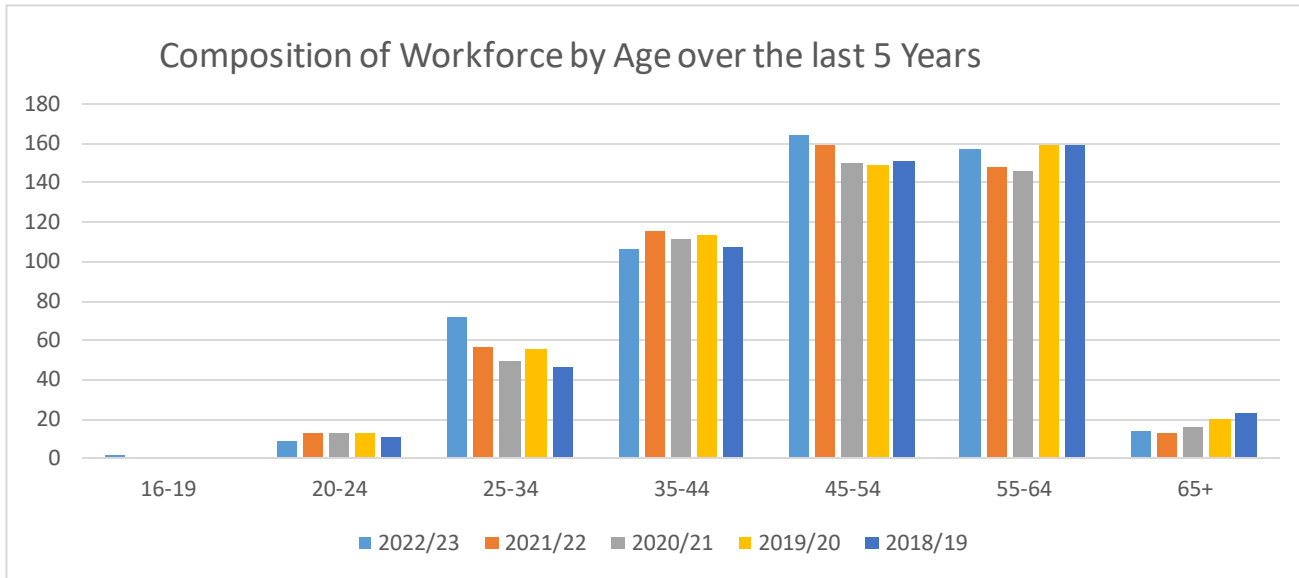
Employee relations issues include dealing with employee grievances, disciplinary matters and dismissals (which can include redundancy or cessation of fixed term contract dismissals). In 2022/23 there were 9 dismissals which is the same as the previous year, with 3 due to the end of fixed term contracts and no redundancy dismissals. There were 2 grievances this year, compared to none in 2021/22 and 6 disciplinary matters, compared to 3 the previous year.



## 8 Workforce Profile

### 8.1 Age

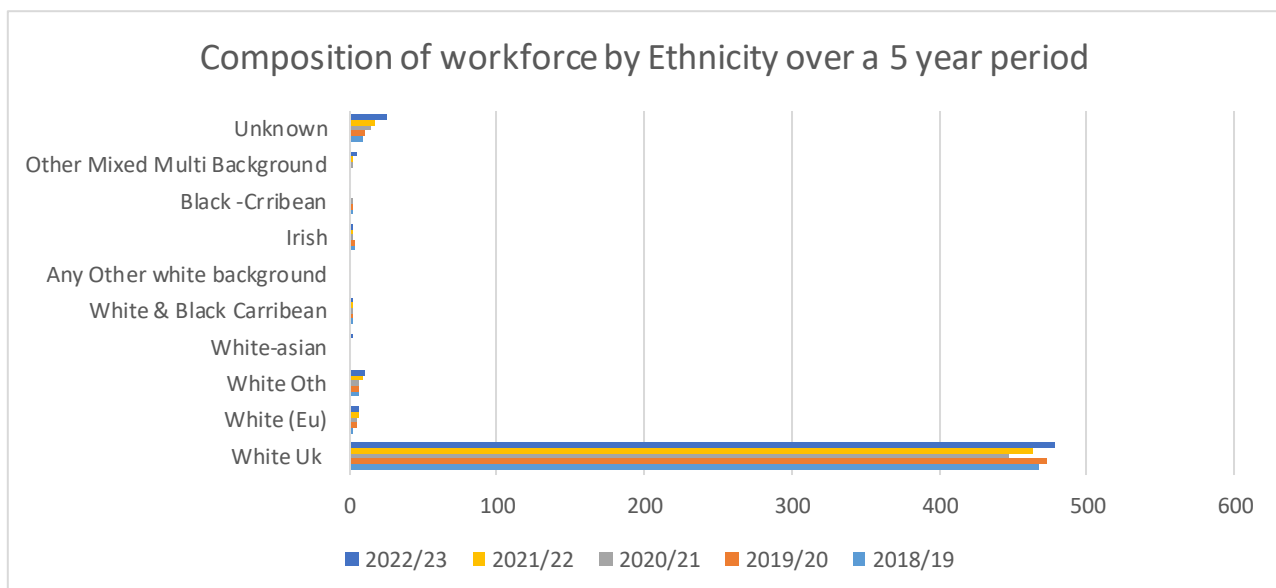
The average age of the workforce is currently 48 compared to last year when it was 49. The largest proportion of the workforce are aged between 45-54



(31.3%), with 55-64 following closely behind at 29.9%, meaning that 61.2% of the workforce is aged between 45-64 years. For the first time in 5 years we have 2 employees who are aged between 16-19.

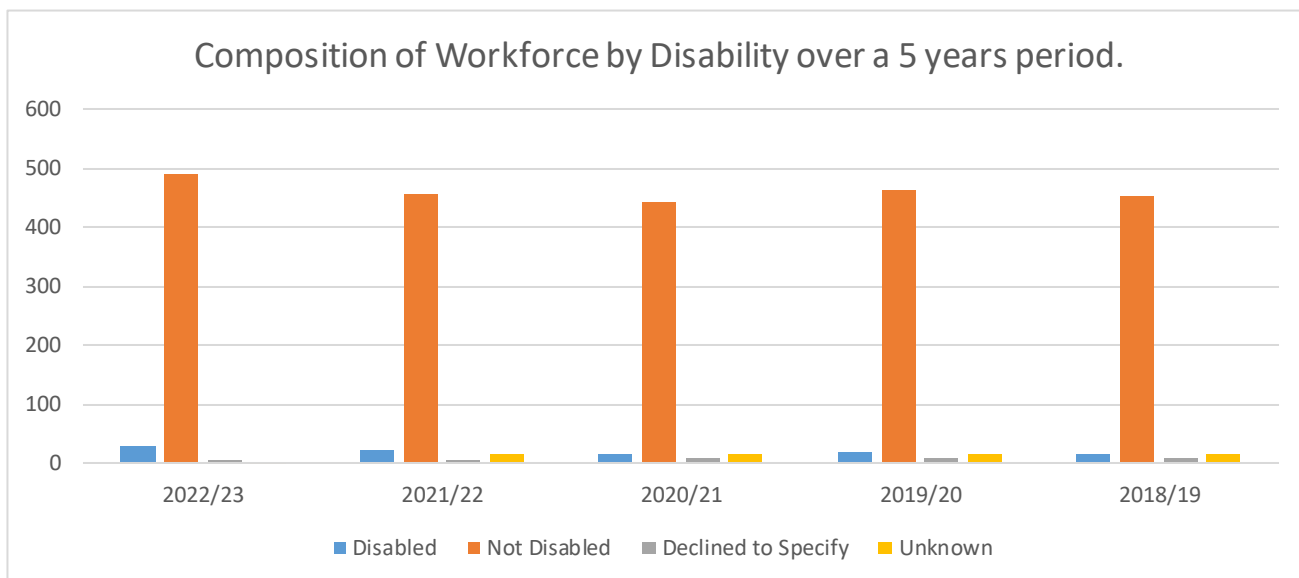
### 8.2 Ethnicity

Results from the most recent 2021 census report that that 2.3% of East Devon's residents are from Black, Asian and Minority Ethnic (BAME) backgrounds. From data we have available 1.12% of our workforce is from a BAME background. Those employees who identify as White UK (English, Welsh, Scottish, & Northern Irish) accounts for 90.41% of the workforce compared to 97.4% of the East Devon population. However, as shown on the graph below, many staff do not provide this information and we continue to promote the completion of this data in the self-service part of the HR system, to enable improved monitoring.



### 8.3 Disability

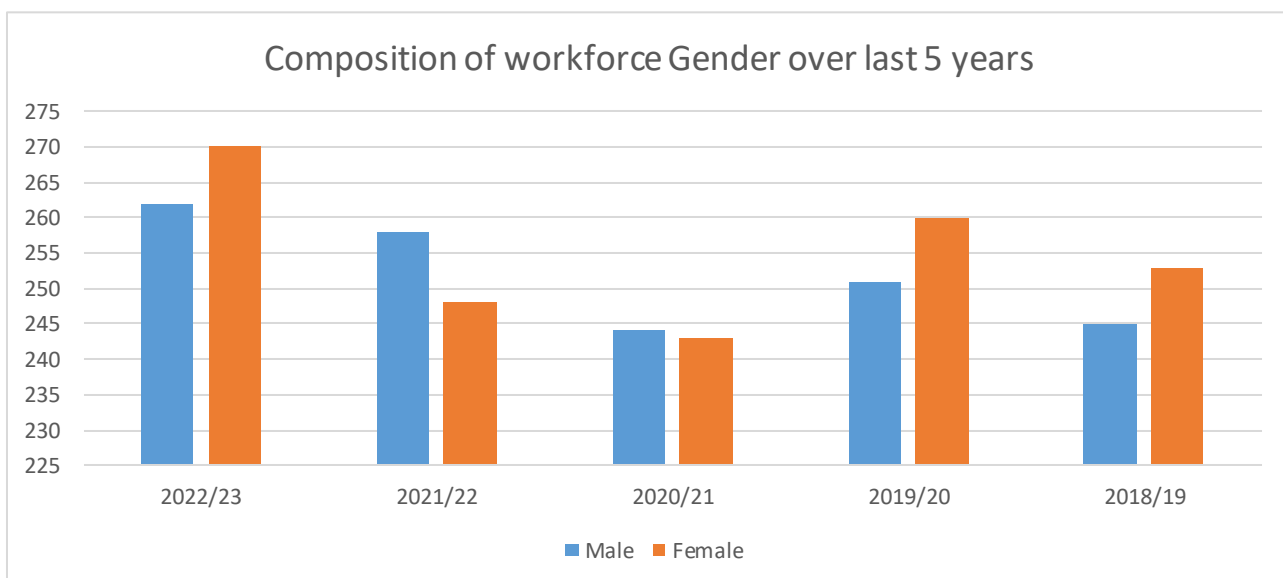
The percentage of employees who have self-declared a disability is currently 5.82% of the workforce which is an increase compared to last years reported figure of 4.74% of the workforce. The Council is a Disability Confident employer and is also signed up to the MINDFUL employer initiative which demonstrates the Council's commitment to supporting the health and wellbeing of its employees. As with ethnicity, we continue to promote the completion of this field with our



workforce.

### 8.4 Gender

The Gender split of the workforce for 2022/23 is generally at an even level. There are 1.5% more females than males working for the Council. The gender split is 270 Females (50.75%) and 262 Males (49.25%). This is a trend which has reversed compared to last year when there were 1.97% more males than females.



Employers in Great Britain with more than 250 staff are required by law to publish their Gender Pay Gap. The results of the Gender Pay Gap analysis for the Council for 2022/23 shows that 6.18% of females are paid lower than males for the mean average of all hourly rates calculated separately for all males and females). This has decreased from last year's analysis which was 8.29%. The increase is a result of more women being paid in the upper middle quartile as shown in the table below. We anticipate that next year our Gender Pay Gap will improve further as we have recently recruited 2 female Directors.

	Female	
<b>MEAN</b> (the average value of all hourly rates calculated separately for males and females and then % difference between the two)	6.18% (8.29%) Lower than males	
<b>MEDIAN</b> (the middle value of all the hourly rates calculated separately for males and females in descending order, highest first and then the % difference between the two)	0.41% (0.67%) Lower than males	
<b>Quartiles</b> – All employees listed from the highest hourly rate to lowest equally divided into 4 quartiles. Represented as a %	<b>Male</b>	<b>Female</b>
• Upper (136 employees)	83(59)	53(41)
• Upper Middle (136 employees)	45(35)	91(65)
• Lower Middle (136 employees)	52(36)	84(64)
• Lower (136 employees)	86(60)	50(40)