



STAFFORDSHIRE
POLICE

Gender Pay Gap Report

People Services

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Gender Pay Gap Analysis

What is the Gender Pay Gap?

- The gender pay gap is an equality measure that shows the difference in average earnings between women and men.
- It is different to equal pay, which means employers must pay men and women the same for equal or similar work
- The UK gender pay gap is at its lowest level ever - just over 18 per cent, according to the Annual Survey of Hours and Earnings (ASHE).
- Publication of gender pay data is a statutory requirement under the Equality Act 2010, for all organisations with more than 250 employees.

Staffordshire Police gender pay gap analysis

We are committed to valuing diversity and difference, and to equal treatment for all employees, regardless of their level, role, rank, or protected characteristics. We continually strive to create an environment that enables people to flourish and achieve their full potential, including making sure that they have the same opportunities for recognition, reward and career development.

We are pleased that the force has a gender pay gap that is lower than the national average. We recognise however, that there is more to do to reduce the gap further. Equally, we recognise that gender pay gaps arise as a result of complex issues across society, and hence there is no 'quick fix'.

We are supportive of the requirement to publish Gender Pay Gap data and the drive towards gender equality and reporting transparency.

The following data is published as a statutory requirements of The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Workforce

As at the 31st March 2017, Staffordshire Police had the following number of employees who were included in the hourly rate calculations.

Gender	Employees
Male	1,692
Female	1,387
Total	3,079

Note: the figures shown include all 'full pay relevant employees' in accordance with the reporting requirements and exclude staff not in receipt of full pay for March 2017, e.g. those on unpaid leave, adoption leave, paternity leave.

Mean and median pay gap

- the mean pay gap is 13.4%
- the median pay gap is 17.9%

The mean gender pay gap below is the average difference in hourly pay between males and females as at 31st March 2017.

The median gender pay gap is the mid-point difference in hourly pay between males and females as at 31st March 2017.

Officers and Staff combined

	Male	Female	Gap	Percentage
Mean (average)	£17.92	£15.52	£2.40	13.4%
Median (mid point)	£18.48	£15.18	£3.30	17.9%

Police Officers Only

	Male	Female	Gap	Percentage
Mean (average)	£19.18	£18.49	£0.69	3.6%
Median (mid point)	£18.88	£18.55	£0.33	1.7%

Police Staff Only

	Male	Female	Gap	Percentage
Mean (average)	£14.96	£14.10	£0.86	5.7%
Median (mid point)	£15.00	£13.92	£1.08	7.2%

Mean and median bonus gap

The mean gender bonus gap is the average difference in bonus pay, received over a 12 month period up to 31st March 2017, between males and females.

The median gender bonus gap is the mid-point difference in bonus pay, received over a 12 month period up to 31st March 2017, between males and females.

Gender Bonus Gap	Mean	Median
Officers and Staff combined	15.7%	0%
Police Officers Only	9.3%	0%
Police Staff Only	14.7%	0%

Please note the median bonus gap for all groups is zero because there is no difference in the median amount paid to male and female employees.

Proportion of workforce receiving a bonus

Bonuses are sometimes paid to officers and staff as a one-off payment in recognition of their work, in accordance with Police Regulations.

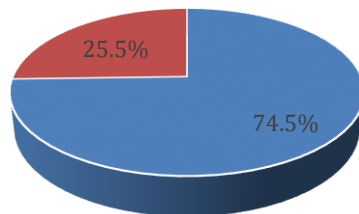
This chart indicates the proportion of male and female staff who have been awarded a bonus payment over a 12 month period up to 31st March 2017, as a percentage of the whole workforce.

Proportion receiving a bonus	Male	Female
Officers and Staff combined	8.3%	3.7%

Proportion of workforce in each pay quartile band

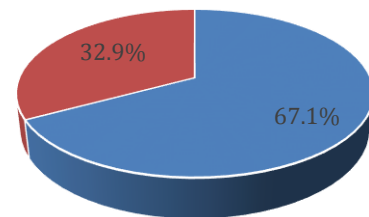
These charts show a breakdown of the percentage of male and female staff in each quartile band for the organisation.

Upper Quartile



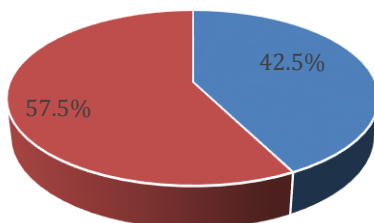
■ % Male ■ % Female

Upper Middle Quartile



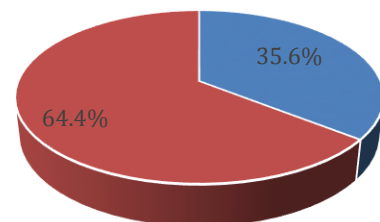
■ % Male ■ % Female

Lower Middle Quartile



■ % Male ■ % Female

Lower Quartile



■ % Male ■ % Female

Why is there a Gender Pay Gap?

There are complex causes of gender pay gaps, which are the subject of much research. We will continue to analyse the causes within Staffordshire Police, however it is worth noting that within policing, the pay for both officers and staff is determined nationally.

Although overall, using the formula required, our gender pay gap is 13.4%, when this is broken down to officers and staff, the figures become easier to analyse, and in fact the gaps are considerably smaller. In general terms the pay for officers is set at a higher rate than pay of staff, contributing to a wider gap overall.

We know that we have more male police officers in more senior roles, and more women in police staff roles, again contributing to the gaps identified. In addition, we have around 500 part time staff, and the majority of these are women. Although this does not impact directly on the gender pay gap analysis as it is calculated on full time salary regardless of hours, it may be the case that part time staff are less likely to apply for promotion, which in turn widens the gap.

What are we doing about this?

We will continue to assess the levels of gender equality in the workplace, and take steps, wherever possible, to minimise any inequalities in the future. Specifically, in the coming months, our activities are as follows:

- A key priority for the organisation is to ensure that our workforce better reflects the communities we serve. We are therefore keen to attract more people into the organisation from under-represented groups. We are reviewing our approach to recruitment to ensure that we maximise our opportunities to do so, including through apprenticeships, post graduate recruitment, and positive action initiatives.
- We are also keen to improve retention of staff returning from maternity leave and career breaks, by actively promoting the use of flexible agile working and other family friendly policies, such as shared parental leave and paternity leave, in order to support staff in managing their work/life balance.
- We will actively engage with potential future leaders to identify and support suitable candidates for senior leadership positions, for example through the provision of coaching and mentoring. Organisational succession planning is a key enabler in achieving this, and through the work of the force Strategic Equality Steering Group, the monitoring of diversity information will help to inform these recruitment and promotion initiatives.
- The organisation has joined the Equality and Human Rights Commission's 'Working Forward' pledge which looks to make a real difference to the experiences of not only pregnant women and new parents but all employees.

- We are reviewing our approach to annual performance reviews and will ensure that it is free from bias and provides people with meaningful feedback and clear objectives.
- We will continue to ensure that we develop our managers and raise awareness of diversity and inclusion issues across the organisation, embedding it into our ways of working and training programmes, and keeping abreast of good practice.
- While this report focuses on the difference between gender pay, we are keen to ensure that our approach also extends across the other protected characteristics.

March 2018