



Llywodraeth Cymru
Welsh Government

Annual Employer Equality Report



Contents

Foreword	4
Chapter 1: Leadership	5
Achievements and Activities During the Year	5
Anti-Racism	6
Social Model of Disability	7
Recruitment Adjustments	7
Shadow Board	8
Equality in Wales	8
Strategic Equality Plan – Our Role as an Employer	8
Workforce Diversity Targets	9
Progress on Targets and Workforce Diversity	9
Performance Management	10
Women in Law Pledge	11
Terminology	11
Chapter 2: Skills and Training	12
Core Training Data by Protected Characteristic	12
Equality and Diversity Training	16
The Welsh Language in the Welsh Government	17
Welsh Language Learning Opportunities	17
Chapter 3: Resourcing and Recruitment	20
Workforce Representation as at 31 March 2022	20
Men and Women in the Workforce	30
Pay (including Gender, Disability and Ethnicity Pay Gaps)	33
Recruitment Activity	33
Outreach Activities	42
Fixed Term Appointment (FTA) Scheme	42
Apprenticeship Scheme	44
Chapter 4: Supporting our Staff and Being an Employer of Choice	45
Staff Diversity Networks	45
Staff Networks' Achievements During the Year	45
Informal Networks	49
Support for Staff and Benefits	49
Social Partnership	50

Chapter 5: Reward and Recognition	51
Workplace Diversity Benchmarking, Accreditation & Awards	51
Welsh Government Valuing Diversity Award	51
People Survey	52
Chapter 6: The Future	54
Annex A: Workforce Representation Disaggregated by Race, Religion/Belief, Disability, Sexual Orientation & Marital Status	55
Annex B: Leavers Data by Protected Characteristic	59
Annex C: Grievance and Disciplinary Data by Protected Characteristic	61
Annex D: Average Basic Full Time Equivalent Salary and Pay Gap by Grade & Gender and Gender, Ethnicity & Disability Pay Gaps	64
Annex E: The Women in Law Pledge	66
Annex F: Our Workforce Diversity over a Decade	69

Foreword

This is the 10th Annual Employer Equality Report that we have published since the introduction of the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

The last 10 years have seen a large increase in devolved responsibilities, including those due to our exit from the European Union. Additionally, the past couple of years have seen us further stretched to deal with the pandemic, vaccination programme and Ukrainian refugee scheme. During this period, there has been a slight increase overall in the workforce, (from 5330 to 6000) and some improvement in our workforce diversity. We now have 60% more Black, Asian and Minority Ethnic people in Welsh Government than in 2012 and 50% more disabled people. This is progress, but we are starting from a low base and progress is slower than it needs to be to get us to a point where Welsh Government properly represents the people we serve.

Further information on how our workforce has changed over the last decade can be found at Annex F.

It is encouraging to see a reduction in our gender pay gap this year, and for the first time we are publishing our ethnicity and disability pay gaps too. Our methodology for calculating the pay gaps has been revised to make it simpler and more transparent. Further information on this can be found in Chapter 3.

As an organisation, we continue to work flexibly, with many staff continuing to work remotely. Technology at our fingertips means that we can continue to work, learn and collaborate virtually, or in a hybrid way, ensuring equality and inclusion for everyone, whilst delivering for the people of Wales.

We continue work with our Trade Union and staff network colleagues to deliver against our Workforce Equality, Diversity and Inclusion Strategy 2021-2026 and underlying annual delivery plans.

Working in social partnership with our Trade Unions provides positive impacts, enabling us to improve outcomes for disadvantaged and under-represented groups and we continue to use this effective approach.

I would once again like to take this opportunity to thank everyone involved in both our Trade Unions and our formal and informal staff networks, who contribute so much to improving equality, diversity and inclusion within the organisation.

This is my last report as Board Equality Champion. It has been a great privilege for me to have the role, but after 3½ years it is time for me to step aside. I am so grateful to all the colleagues who have supported me in the role and taken time to help me learn about the issues. I think the Welsh Government is becoming more equal, more diverse and more inclusive. But we still have a way to go to become the organisation we want to be – one which properly represents the people we serve and where everyone can be themselves and achieve their potential.

I am delighted to be handing over the baton to Amelia John who has long supported our ED&I agenda, as a Diversity Champion, member of the Diversity and Inclusion Steering Group and LGBT+ and mental health ally. I know that Amelia will drive this agenda forward with skill, passion, and energy.



A handwritten signature in black ink, appearing to read 'Andrew Jeffreys'.

Andrew Jeffreys
Board Equality Champion

Chapter 1

Leadership

Work continued again this year to advance equality, diversity and inclusion in the workplace, supported by the Board Equality Champion, Diversity Champions and Staff Networks.

The Board Equality Champion ensured that workplace inclusion was considered at the highest levels of the organisation. The Board, chaired by the Permanent Secretary, discussed equality, diversity and inclusion formally every six months. The Anti-racist Wales Action Plan was an agenda item at the December 2021 Board meeting, with a general equality, diversity & inclusion update paper on the agenda at the November 2021 Board meeting.

The Diversity and Inclusion Steering Group (DISG) met four times (virtually) during this period. Membership included the Board Equality Champion, Departmental Diversity Champions (members of the Senior Civil Service from each of the Business Groups), Staff Diversity Network Chairs, Trade Unions and Human Resources. During the year we also introduced Network Diversity Champions, members of the Senior Civil Service (SCS) championing the networks as members rather than as allies. These are now members of DISG too.

Achievements and Activities During the Year

- Reorganisation of our group structure to better align with the new ministerial portfolios.
- Introduction of additional SCS network diversity champions.
- Undertook research on the workplace experiences of part time staff.
- Revised and published our Staff Networks Engagement Framework.
- Recruitment adjustments scheme expansion.
- Introduction of a new Shadow Board.
- New Equality, Diversity & Inclusion learning and development programme launched, including social model of disability and anti-racism.

Due to on-going impacts of the pandemic, routine policy development work continued to be interrupted by urgent operational issues, however during the time frame 01 April 2021 – 31 March 2022 work took place in the following areas:

- **May 2021** – Launch of 'Disabled Employee Special Leave Policy' (previously 'Disability Special Leave Policy') to align with the social model of disability, benchmark to latest Civil Service HR guidelines and clarify the Welsh Government approach to sickness absence arising from treatment for impairments and health conditions. Our Cancer in the Workplace Guidance and Special Leave Policy were also updated to align with these policy changes.

- **June 2021** – Update to our Carer’s Policy to extend the circumstances in which paid special leave may be granted (e.g. to protect the wellbeing of carers suffering fatigue/ burn-out because of significant caring responsibilities) and to extend phased return eligibility to carers who have taken an extended period of unpaid special leave due to their caring responsibilities. We also published additional guidance for line managers on supporting employees with caring responsibilities.
- **July 2021** – Minor update to Shared Parental Leave Policy to include the new [Gov.UK planning tool](#) and signposting to HR Helpdesk for help/advice on the policy.
- **October 2021** – Minor update to Maternity/Adoption FAQs to clarify the Welsh Government Security Rules on retention of laptops during leave.
- **February 2022** – Successful conclusion of the consultation on the new Safeguarding Policy. This policy will help our employees understand what to do if they have concerns that a child or adult with care and support needs is being, or is at risk of being, abused or neglected. It will be formally launched in early 2023 once a network of Designated Safeguarding Officers is in place.
- **March 2022** – Publication of an Integrated Impact Assessment on our hybrid working (‘SmartWorking’) arrangements following consultation with Trade Union colleagues and staff diversity networks.

Anti-Racism

Both our Workforce Equality, Diversity & Inclusion Strategy and the Anti-racist Wales Action Plan commit us to being an anti-racist organisation. During the year we:

- held 2 all staff Let’s Talk sessions on Race –
 - 14 April 2021 session chaired by the then Permanent Secretary with a panel of Black, Asian and Minority Ethnic staff to open conversations about race and how to become an anti-racist organisation. Nearly 1500 attendees – 25% of the organisation
 - 23 March 2022 session chaired by the Permanent Secretary with a panel comprising Anti-racist Wales Action Plan authors and community mentors to continue the conversations. Nearly 1200 attendees – 20% of the organisation
- procured a training provider to develop and deliver a suite of anti-discrimination training for staff, including anti-racism
- convened a stakeholder group (including our Minority Ethnic Staff Network) that worked with the training provider on shaping the programme content
- delivered several pilot sessions on anti-racism and safe space conversations
- produced a ‘Respecting Race in the Workplace’ podcast (follow up to ‘Running Against the Wind’ Report).

Social Model of Disability

The Social Model of Disability makes an important distinction between 'impairment' and 'disability'. It recognises that people with impairments are disabled by barriers that commonly exist in society. These barriers include negative attitudes and physical and organisational barriers which can prevent disabled people's inclusion and participation in all walks of life.

During the year we:

- reviewed all of our HR policies to ensure that the language used is social model compliant
- procured a new training provider to develop and deliver social model training for staff
- convened a stakeholder group (including our Disability Awareness and Support, Neurodivergence, BSL and Tinnitus Staff Networks) that worked with the provider on shaping the programme content
- rolled out a recruitment adjustments scheme and passport for our promotion gateways, which is being extended to all forms of recruitment
- ensured disabled candidates who were successful at promotion gateways are matched into roles which are compatible with their workplace adjustments
- continued to provide workplace adjustments for disabled colleagues. These can include physical adjustments such as the provision of equipment and non-physical adjustments such as a change to a colleague's role, hours worked or location.

Recruitment Adjustments

This period saw the creation of a Diversity in Recruitment team within Human Resources. Amongst its duties, the team liaises with disabled candidates during internal and external recruitment to ensure a fair recruitment process. This offers disabled candidates a trained mentor if required to identify if adjustments are needed during the recruitment process. Agreed adjustments can be recorded on a passport for any future recruitment so wouldn't need to be requested again.

Adjustments can include, for example, changes to the time or location of an interview, or changes to how information is presented during an assessment or interview.

The reporting year has seen a rapid increase in the number of candidates requesting recruitment adjustments. The team liaised with over 100 candidates in the year. Statistics show a positive impact on the pass-rate of disabled candidates requesting a recruitment adjustment. The team has received pleasing feedback from candidates.

Further recruitment adjustments mentors have been trained, and they are instrumental in ensuring that candidates ask for the right adjustments.

Shadow Board

As part of our commitment to improve the diversity of our decision-making fora, we have set up a Shadow Board.

The Shadow Board are a very diverse group of staff, from across the organisation. From various grades, ages, working patterns and protected characteristics, each bringing their own unique perspective and lived experience. Shadow Board members have undergone a comprehensive training programme. They meet two days before the Board to discuss Board papers and then one of the Co-Chairs attends Board to give the Shadow Board's views on every item. This means that the Board is challenged in its thinking by a group of people who reflect the diversity of our organisation. The Shadow Board has been in place since December 2021. A mutual mentoring scheme is also in place for Shadow Board and Board members.

Equality in Wales

The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 ("the 2011 Regulations) came into force on 6 April 2011 for the purpose of enabling the better performance of the public sector equality duty under section 149(1) of the Equality Act 2010. The 2011 Regulations impose specific public sector equality duties on relevant public authorities in Wales, including the Welsh Government.

The actions identified in order to comply with the 2011 Regulations have been implemented and reporting arrangements are in place. These include Equality Impact Assessments, the development of the Strategic Equality Plan and publishing employment information.

The information contained within this document complies with regulation 9 of the 2011 Regulations (which applies to relevant Authorities including the Welsh Government). It relates to employees, as well as those who have sought employment with the organisation. The information collected in relation to employees is broken down into sub-categories, according to their declared protected characteristics.

The purpose of gathering and reporting this information is to ensure that each public body has a clear overview of the equality issues it faces; can monitor progress and bring about positive change to ensure on-going compliance with the public sector equality duty.

Strategic Equality Plan – Our Role as an Employer

The Welsh Government's Strategic Equality Plan for 2020-2024 was published in April 2020. Our objective relating to our role as an employer is:

"By 2024 the Welsh Government will be an exemplar employer, increasing diversity by: addressing in particular the under-representation of disabled people and people from minority ethnic communities at all levels of the organisation and the under-representation of women in senior roles; removing barriers; and supporting staff from all backgrounds to reach their potential, creating equality of opportunity for all".

The Strategic Equality Plan 2020-2024¹ can be found here: gov.wales/equality-plan-and-objectives-2020-2024

¹ The Welsh Government Strategic Equality Plan uses the term 'BAME' throughout. To note that WG no longer uses this term, in response to stakeholder feedback that the term is no longer acceptable.

Workforce Diversity Targets

The Workforce Equality, Diversity and Inclusion Strategy 2021-2026 sets out targets to increase the number of women working in the Senior Civil Service and to increase the number of Black, Asian and Minority Ethnic staff and disabled staff that we recruit and promote, to ensure better representation in our workforce.

Our targets are:

In external recruitment:

- by 2026 we aim for 20% of people we appoint to be disabled and 20% to be from ethnic minority backgrounds
- by 2030, we aim to increase this so that 30% of people we appoint will be disabled, in order to make bigger inroads into the very large scale under-representation of disabled people in our organisation. The 30% target for 2030, and the actions we need to take to achieve it, will be reviewed in the light of lessons learnt whilst working to achieve the 2026 target but we want to be clear now that our ambition is to reach 30% appointment of disabled people by 2030
- more than 50% of appointments to the SCS between now and 2026 will be women.

In internal recruitment:

- to promote disabled staff at a level which exceeds their population share, to address current under-representation at all levels of the organisation
- to promote ethnic minority staff at a level which exceeds their population share, to address current under-representation at all levels of the organisation
- for more than 50% of promotions to the SCS to be women.

Meeting these ambitious targets will be extremely challenging and will be dependent on continued focus and investment. However, we would prefer to have stretching targets that we will struggle to achieve than to lack ambition on this very important issue.

Progress on Targets and Workforce Diversity

Progress on our targets is measured annually, in a calendar year. The progress made against the six recruitment targets for the calendar year 2021 were analysed and showed that four out of the six recruitment targets were met and more specifically that:

- The 50% targets for the promotion and external recruitment of women to the SCS were exceeded.
- The target for Black, Asian and Minority Ethnic staff to be promoted at higher rate than their Welsh Government population share was exceeded and that the equivalent target for disabled staff was in line with the target set.
- The 20% targets for the external recruitment of ethnic minority and disabled people were not met, with proportions seeing little change from the previous year.

Assessment and Development Gateways

The Welsh Government uses Assessment and Development Gateways to promote staff from one grade to another. This provides us with a fair, open, robust and consistent approach to assessing staff and their readiness for the next grade. This is the only route to secure permanent promotion.

During the year, a number of gateways were held at various grades. An evaluation of the gateways has been undertaken, and in respect of equalities data, the following represents the overall pass rate figures:

- The overall pass rate was **higher** for:
 - **Female** applicants compared to male applicants (26% compared to 23%).
 - Applicants of **minority sexual orientation** compared to heterosexual applicants (32% compared to 25%).
 - **Disabled** applicants compared to not disabled applicants (27% compared to 25%). However, applicants opting for a recruitment adjustment had a pass rate of 38%.
- The overall pass rate was slightly **lower** for:
 - **Black, Asian and Ethnic Minority** applicants compared to White applicants (17% compared to 25%).

(Applicants in the 'Prefer not to say' categories were not included in the findings above, but have an overall pass rate that ranges from 25% to 41% depending on the characteristic being explored.)

The Welsh Government has a stated aim to promote ethnic minority staff at a level which exceeds their organisational population share, to address current under-representation at all levels of the organisation. As part of the Anti-racist Wales Action Plan we are reviewing our HR policies from an anti-racist perspective, which will include our progression arrangements.

Our initial findings from the 2022 Assessment Gateways indicate a change to the previous year, with the overall pass-rate for Black, Asian and Minority Ethnic applicants 30%, compared to 26% for white applicants.

We are monitoring the outcomes for our under-represented groups at each stage of the assessment process with follow up work on the experiences of Black, Asian and Minority Ethnic candidates planned for next year.

Women in the Senior Civil Service

As at 31 March 2022, the percentage of women in the Senior Civil Service (SCS) was 44.5%. Whilst disappointing that we still haven't achieved a gender balance in the SCS, it is an increase of 1.3% on last year's position. These increases are small, but we are moving in the right direction and taking action through our Workforce Equality, Diversity & Inclusion Strategy to keep improving. Our flow targets (for more than 50% of promotions to the SCS to be women) enable us to focus on recruitment which will in turn gradually impact on numbers of women in the SCS.

Performance Management

We continue to use our 'Let's Talk' strengths-based approach to performance and development. Strengths-based performance management is about understanding that the best opportunity to improve and excel in our roles comes from understanding and building on strengths, rather than over-focusing on perceived weaknesses.

The most important part of our performance and development approach is the conversation that takes place between managers and individuals – 'Check Ins'. These give us the chance to talk about how well our existing delivery priorities are going, but also the opportunity to discuss future priorities and what support may be needed as well as learning and development.

‘Let’s Talk’ is about everyone having regular, high-quality conversations to enable them to build on their strengths and perform to the best of their ability.

This approach has again been invaluable during the year, with a focus on everyone having regular conversations specifically focused on health, safety and wellbeing.

Women in Law Pledge

The Welsh Government’s Legal Services Department is committed to gender equality and signed up to the Law Society’s Women in Law Pledge in February 2020. The pledge cements Legal Services’ commitment too:

- Supporting the progression of women into senior roles in the profession.
- Setting clear plans and targets around gender equality and diversity.
- Publishing an action plan and to publicly report on progress.

The Welsh Government has committed to publishing details on the Women in Law pledge annually in the Employer Equality Report. This can be found at Annex E.

Terminology

We use the terms Disability and Gender Reassignment in this report to comply with the Equality Act 2010. When working with staff and for HR policies we use additional terminology to be inclusive. All our policies are fully inclusive of all staff regardless of age, marriage and civil partnership (both same sex and opposite sex), pregnancy and maternity, race, religion or belief, sex, sexual orientation, whether they have an impairment or health condition, are neurodivergent or use British Sign Language, their gender identity or gender expression. We acknowledge that the terms ‘gender identity’ and ‘gender expression’ are not protected characteristics as defined by the Equality Act 2010, however, we believe that Government policy which includes provision for those persons who identify within the ‘trans’ umbrella (rather than on the basis of binary gender) is a more inclusive approach and one which ensures the Welsh Ministers are in a position to comply with all their statutory duties related to equality and the promotion of well-being in Wales.

Chapter 2

Skills and Training

Core Training Data by Protected Characteristic

A number of core training courses were offered in 2021-22, aimed at further developing the skill set of staff. These were all offered and attended online.

A breakdown of attendance for all core training by protected characteristic can be found below. This includes training undertaken by permanent and temporary staff recorded via the learning lab includes face to face training, learning events and e-learning.

Table 1 – Core training attendances by protected characteristic

Sex				
	Attendances		Individuals	
	Number	%	Number	%
Female	13,130	67	2,590	64
Male	6,420	33	1,430	36
Total¹	19,550		4,020	

Age				
	Attendances		Individuals	
	Number	%	Number	%
16-24	860	4	70	2
25-29	2,030	10	310	8
30-34	2,160	11	350	9
35-39	2,390	12	470	12
40-44	3,180	16	650	16
45-49	2,600	13	570	14
50-54	2,760	14	610	15
55-59	2,170	11	570	14
60-64	1,000	5	310	8
65+	410	2	130	3
Not Declared	0	0	0	0
Total¹	19,550		4,020	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding

Disability				
	Attendances		Individuals	
	Number	%	Number	%
Disabled	1,470	8	260	7
Not Disabled	16,240	83	3,440	86
Not Declared	1,720	9	300	8
Prefer Not to Say	120	1	10	0
Total¹	19,550		4,020	

Race				
	Attendances		Individuals	
	Number	%	Number	%
Arab	40	0	*	0
Asian – Bangladeshi	20	0	*	0
Asian – Chinese	50	0	10	0
Asian - Indian	100	1	20	0
Asian – Pakistani	100	1	20	0
Black – African	20	0	10	0
Black – Caribbean	20	0	10	0
Gypsy and Irish Traveller	10	0	*	0
Mixed Asian and White	80	0	20	0
Mixed Black African and White	40	0	10	0
Mixed Black Caribbean and White	40	0	10	0
Other Asian Background	30	0	*	0
Other Ethnic Group	50	0	10	0
Other Mixed Ethnic Background	120	0	20	0
White	17,920	92	3,690	92
Not Declared	290	1	60	1
Prefer Not to Say	630	4	150	4
Total¹	19,550		4,020	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Religion/Belief				
	Attendances		Individuals	
	Number	%	Number	%
Agnosticism	1,310	7	270	7
Atheism	2,340	12	430	11
Baha'i	20	0	*	0
Buddhism	50	0	10	0
Christianity	7,290	37	1,590	40
Hinduism	40	0	10	0
Humanism	40	0	10	0
Islam	230	1	30	1
Jainism	*	0	*	0
Judaism	30	0	10	0
No Religion/Belief	4,160	21	620	15
Other Religion/Belief	320	2	80	2
Paganism	70	0	10	0
Rastafarianism	*	0	*	0
Sikhism	10	0	*	0
Not Declared	400	2	70	2
Prefer Not to Say	3,260	17	890	22
Total¹	19,550		4,020	

Sexual Orientation				
	Attendances		Individuals	
	Number	%	Number	%
Heterosexual/Straight	16,130	83	3,320	83
Other Sexual Orientation	1,180	6	180	5
Not Declared	350	2	70	2
Prefer Not to Say	1,890	10	450	11
Total¹	19,550		4,020	

Maternity/Pregnant**				
	Attendances		Individuals	
	Number	%	Number	%
No	18,900	97	3,900	97
Yes	650	3	120	3
Total¹	19,550		4,020	

**During reporting period, not necessarily at the time of the training

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Marital Status				
	Attendances		Individuals	
	Number	%	Number	%
Married/Civil Partnership	9,190	47	1,930	48
Other Status	2,230	11	460	11
Single	6,060	31	1,000	25
Not Declared	2,070	11	630	16
<i>Prefer Not to Say</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total¹	19,550		4,020	

Gender Reassignment (Same as sex assigned at birth)				
	Attendances		Individuals	
	Number	%	Number	%
Not Same	*	0	*	0
Same	12,310	63	1,970	49
Not Declared	6,800	35	1,970	49
Prefer Not to Say	440	3	80	2
Total¹	19,550		4,020	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding. Totals are calculated from the actual numbers before rounding. Percentages are based on the total headcount (6000) used for the report. Data is based on headcount from the end of month extract as at 31 March 2022. Some protected characteristics no longer have a "prefer not to say" option – this is greyed out in the tables and in italic font.

Equality and Diversity Training

All training courses designed by the Welsh Government are regularly reviewed to ensure that equality, diversity and inclusion is mainstreamed throughout.

Embedding Equality through Learning and Development

The Welsh Government is committed to enabling everyone who works here to reach their full potential. The corporate learning and development offer is aligned to support this ethos, whether through actively driving the equality and diversity agenda or mainstreaming the key messages across its programme of learning.

Key developments for the 2021/2022 financial year include:

Self-directed and Virtual Learning

We continued to offer a range of self-directed and virtual learning opportunities, providing colleagues with greater flexibility to access the learning they need at a time and in a way that suits their needs.

Expert Equalities Trainers

In September 2021, our new Corporate Learning & Development framework went live, offering a new approach to equalities-based learning with, for the first time, a “lot” dedicated to equality, diversity and inclusion learning, which enables us to work with expert trainers and facilitators who really understand what we’re trying to achieve.

Since then, experts in our Equality in the Workplace team have been developing a new equalities training offer, taking an evidence-based approach specific to the needs of our staff and our organisational context, informed by the latest research and best

practice in what works and how to drive real and systemic behaviour change. They have now worked with our new training providers and internal stakeholders to design a suite of equality, diversity & inclusion training programmes including:

- Social Model of Disability.
- Anti-discrimination portfolio:
 - Conversations about anti-racism.
 - Safe Space Conversations.
 - Calling it in/out – Identifying & challenging discriminatory behaviour.
 - Identifying and understanding micro-aggressions.
 - Inclusive Workplaces (Leadership, Managers and Teams).

Supporting Women into Leadership

Our Women in Leadership offer continued to support aspirational female colleagues realise their leadership potential through a range of learning opportunities. Colleagues can benefit from placements on yearlong structured programmes such as Crossing Thresholds, to attending the Dods Women As Leaders conference, to one off seminars, courses and hot shot sessions which focus on raising their personal profile and effectiveness.

Black, Asian & Minority Ethnic Development Programme

The latest iteration of Aspire, our development programme for Black, Asian and Minority Ethnic staff, started in January 2021. Delivered jointly by the Minority Ethnic Staff Network and HR Strategy Division, the twelve-month programme involves experiential learning, workshops, and online training.

Throughout the 12-month programme, participants across a range of grades will have the opportunity to:

- Learn with peers from across different grades and diverse backgrounds.
- Increase self-awareness and understand the leadership strengths that diversity brings.
- Develop communication, presentation and interpersonal skills.
- Better understand the organisational context to help shape and influence career progression.
- Increase motivation to thrive in their chosen role and/or progress further in their career.
- Be empowered to become a role model to help inspire development and progression of others.

We've also invested in placements on Beyond Boundaries, the UK Cabinet Office-run development scheme for colleagues with protected characteristics at grade Team Support (TS) to Senior Executive Officer (SEO).

The Welsh Language in the Welsh Government

The Welsh Government's internal use of Welsh strategy, 'Cymraeg. It belongs to us all' was launched in April 2020. The strategy sets out our vision of becoming a bilingual organisation by 2050. During 2021-2022 work progressed in implementing the shorter-term aim of the strategy of becoming an exemplar organisation in our use of the Welsh language during the first five years. Providing opportunities to use more Welsh is a priority for us, and this principle underpins all our activities in implementing the strategy. We have concentrated on the four themes that make up the first five years of the strategy's cycle: leadership, training, recruitment and

technology. We have overhauled our language learning offer to staff, by providing more opportunities to learn Welsh, along with more flexible options. Wording in our advertising materials for posts and candidate packs has been strengthened to emphasise the fact that Welsh language skills are seen as an asset across the organisation no matter what the role. Newly appointed Senior Civil Servant colleagues have received a new induction training session on the Welsh language, and we have concentrated on working to ensure our staff can access digital tools to help them work bilingually. We hope that other public sector organisations will be inspired by the vision set by the Welsh Government. We hope that the strategy will encourage them to consider their aspirations for setting longer term targets for increasing their use of the language and their part in helping us see one million speakers by 2050.

Welsh Language Learning Opportunities

The Learning and Development team set up a new Welsh Language Learning Framework with the National Centre for Learning Welsh. This framework allows us to access a much wider range of Welsh Language learning opportunities and to provide bespoke training solutions for our colleagues. We've developed a far broader training package that's more suitable and more accessible to a wider range of colleagues transforming the programme from one learning programme for around 70 learners into eight diverse programmes supporting over 360 colleagues. This has helped drive up learning numbers by around 400%, helping us to meet the commitment of the 'Cymraeg. It belongs to us all' strategy of becoming a bilingual organisation. We are also in the process of developing a business case for a future operating and training

model to promote the Welsh Language in line with our strategy and following the recommendations of the internal consultant hired in 2020.

Below is a round-up of the learning activities and bilingual working support we provided during the 2021-22 period:

Weekly class programme – Our weekly class programme is based on the Learn Welsh curriculum with courses available throughout Wales. Courses are run through a classroom style environment or as a blended mix of classroom and online tutorials.

We received **267** applications to attend Welsh language weekly classes for the 2021-22 academic year.

Mentoring programme – All learners who enrolled on a weekly class were paired with a Welsh language mentor. This was a new approach to our mentoring scheme as in previous years it was optional for the learner.

164 Mentors signed up to our register compared to **156** last year.

Online self-study – This course consists of approximately 60 hours of independent learning taking place over approximately 15 weeks, which is equivalent to completing Entry Level 1.

171 learners signed up for this course for 2021-22.

Cwrs Codi Hyder – This course consists of 10-15 weekly two-hour sessions and is aimed at individuals who have Welsh speaking skills e.g. grew up speaking Welsh or received Welsh-medium education, but have either given up the practice of using their Welsh, or not had the opportunity to do so.

24 staff signed up for this brand-new course.

Online self-directed bilingual Learning

Lab offer – We created a new self-directed learning package on our Learning Lab, with links to expert, curriculum-based opportunities including:

- Over 20 free online taster tutorials to introduce everyday words and phrases.
- Over 1500 digital resources.
- Social activities to practice inside and outside of work.
- Welsh language media.
- Bilingual working tools.
- Welsh Language Learners network with over **449** members compared to **300** last year.
- Interviews with Learners and mentors.
- Expression of interest forms.

Support for those with additional learning needs

– We continued investing in a range of different learning offers to cater for differing learning needs and style contracting a provider to provide 1:1 tutoring for those who need additional support.

Welsh Language Awareness courses

Kick off Cymraeg – This engaging and fun online session allows participants to explore the Welsh Language and the Welsh Government's strategy in relation to its internal use – 'Cymraeg. It Belongs to us All'. **26** staff attended this course.

Welsh Pronunciation – An interactive and practical 1.5-hour session gives participants a chance to understand how to pronounce Welsh and to practice key words and phrases, people's names and place-names in an encouraging and supportive environment, **26** staff attended this course.

Data on the numbers and percentages of staff who have Welsh language skills is noted below (self-reported).

Table 2a – Language Skills of staff able to use each skill in most or all work situations

	Number	%
Reading	1,460	24
Speaking	1,330	22
Understanding	1,430	24
Writing	1,150	19

Table 2b – Skills declared by staff across all levels of Welsh Language skill (beginner to proficient)

	Number	%
Reading	3,480	58
Speaking	2,970	50
Understanding	3,300	55
Writing	2,600	43

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Chapter 3

Resourcing and Recruitment

Workforce Representation as at 31 March 2022

A wide and varied range of information about our workforce and recruitment practices, broken down by protected characteristic, is presented in this chapter. The information is drawn from our human resource systems unless otherwise stated.

Each member of staff has a confidential personnel record which they can update online. As part of this online record, staff are asked to provide information about their diversity status. The information is provided on a voluntary basis only and helps to support the organisation to better understand the diversity of the workforce, identify issues and take action where needed.

Throughout the information presented in this section, 'Not declared' refers to the number of staff who have not completed a diversity monitoring question and 'Prefer not to say' refers to the number of staff who have chosen not to disclose the information requested to a particular diversity monitoring question. In order to ensure and maintain the confidentiality of our staff, the data has been rounded to the nearest ten and figures below five suppressed and denoted by *. Percentages are rounded. Totals are calculated from the actual numbers before rounding and so totals may not sum due to rounding. Percentages are based on the total headcount (6000) used for the report.

The workforce has increased slightly (from 5800 to 6000) but the overall diversity mix remained relatively static over the past 12 months (period 1 April 2021 – 31 March 2022).

Table 3 – Workforce by Sex

Sex (All Work Patterns)		
	Number	%
Female	3,580	60
Male	2,420	40
Total¹	6,000	100

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

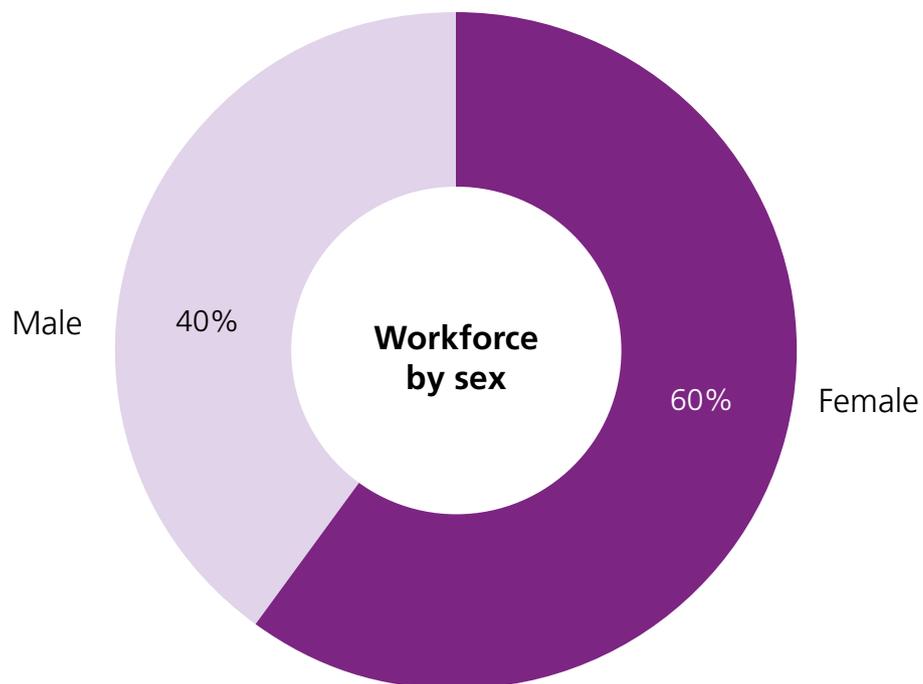
Figure 1

Table 4 – Workforce by Age

Age	Number	%
16-24	140	2
25-29	420	7
30-34	520	9
35-39	750	12
40-44	960	16
45-49	850	14
50-54	890	15
55-59	850	14
60-64	430	7
65+	190	3
Total¹	6,000	100

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

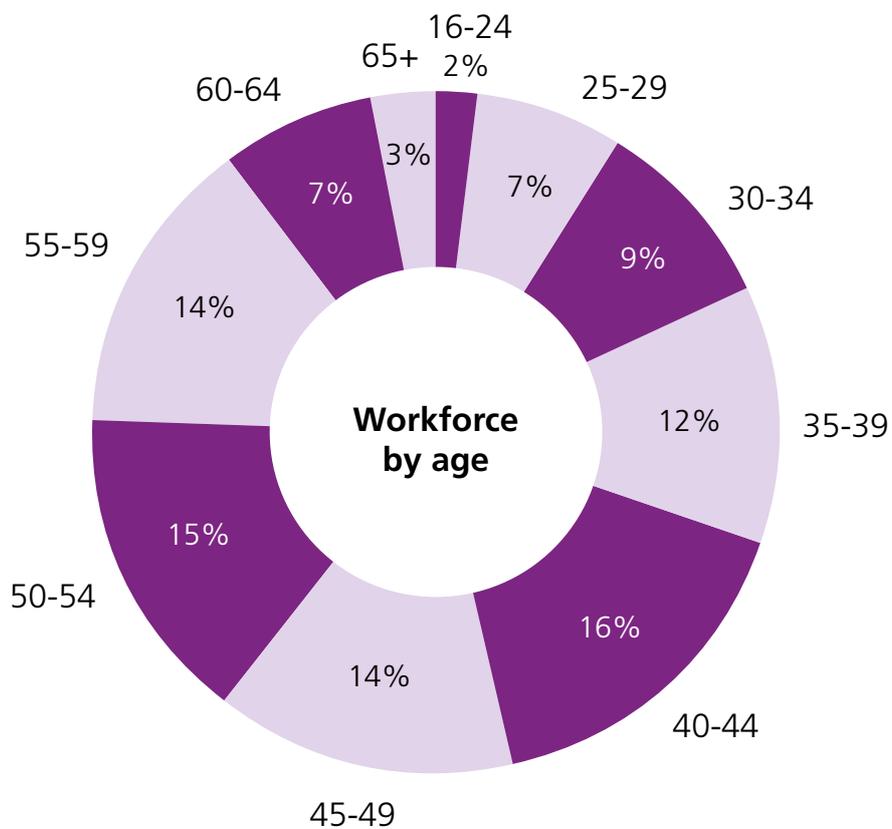
Figure 2

Table 5 – Workforce by Disability

Disability		
	Number	%
Disabled	370	6
Not Disabled	5,120	85
Not Declared	320	5
Prefer Not to Say	190	3
Total¹	6,000	100

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

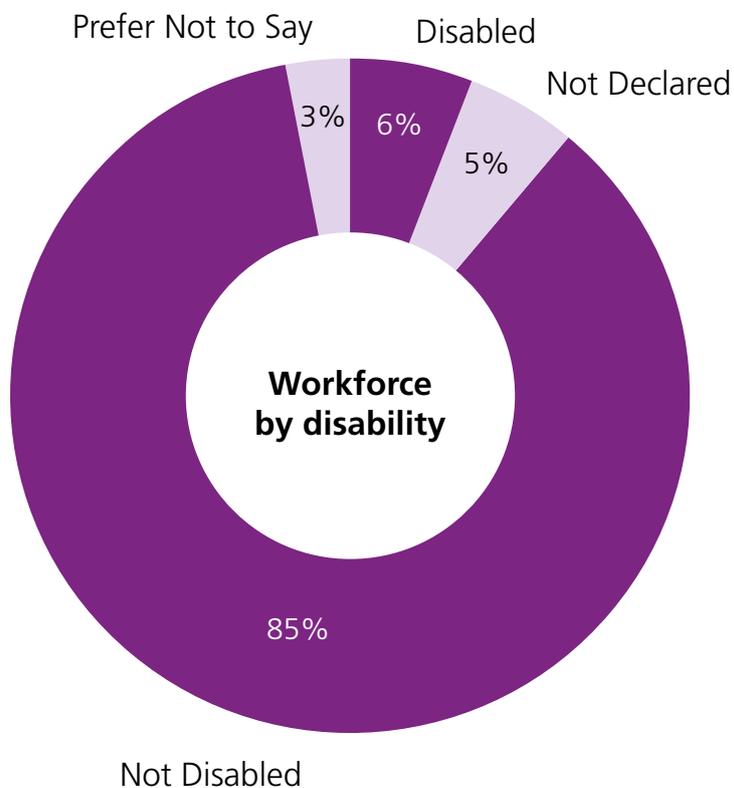
Figure 3

Table 6 – Workforce by Race

Race	Number	%
Other Ethnicity	180	3
White	5,430	91
Not Declared	140	2
Prefer Not to Say	250	4
Total¹	6,000	100

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

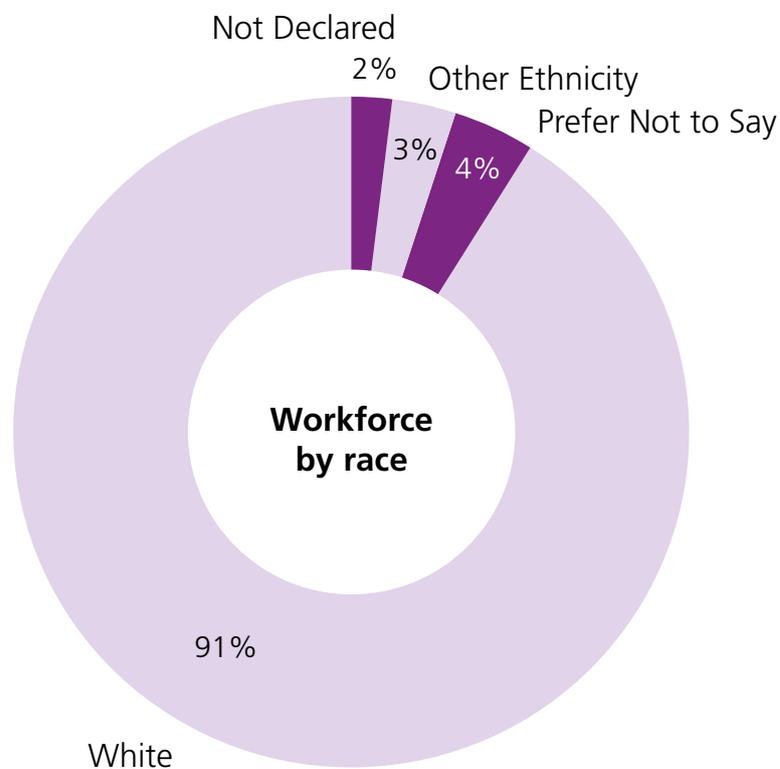
Figure 4

Table 7 – Workforce by Religion or Belief

Religion/Belief	Number	%
Christianity	2,350	39
No Religion/Belief	1,830	31
Other Religion/Belief	230	4
Not Declared	180	3
Prefer Not to Say	1,400	23
Total¹	5,800	100

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

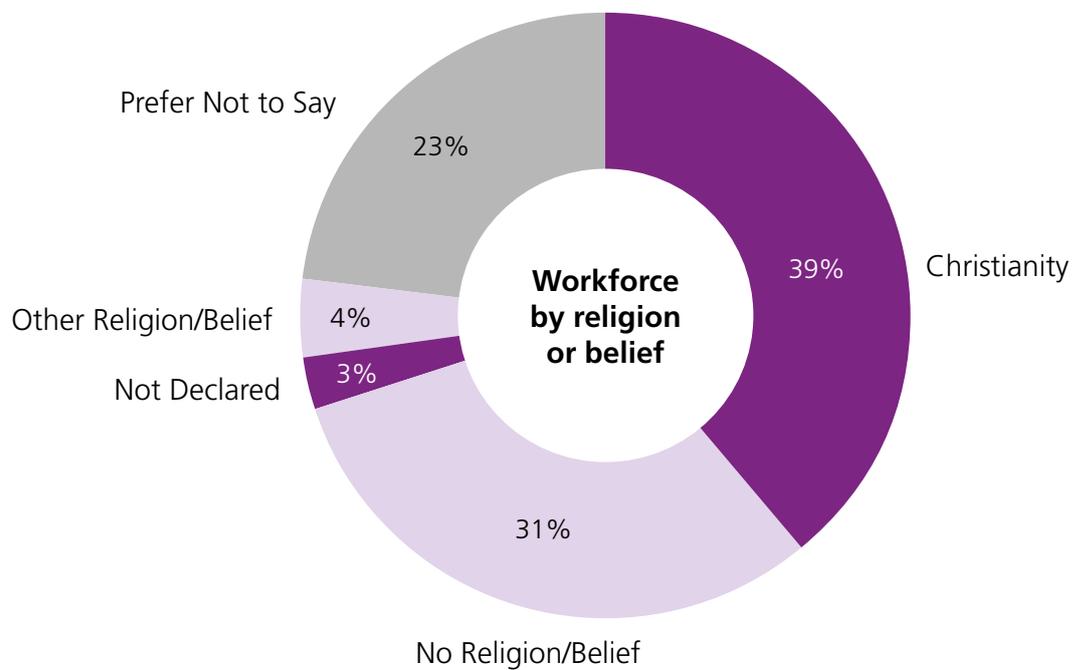
Figure 5

Table 8 – Workforce by Sexual Orientation

Sexual Orientation		
	Number	%
Heterosexual/Straight	4,890	81
Other Sexual Orientation	240	4
Not Declared	170	3
Prefer Not to Say	700	12
Total¹	6,000	100

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

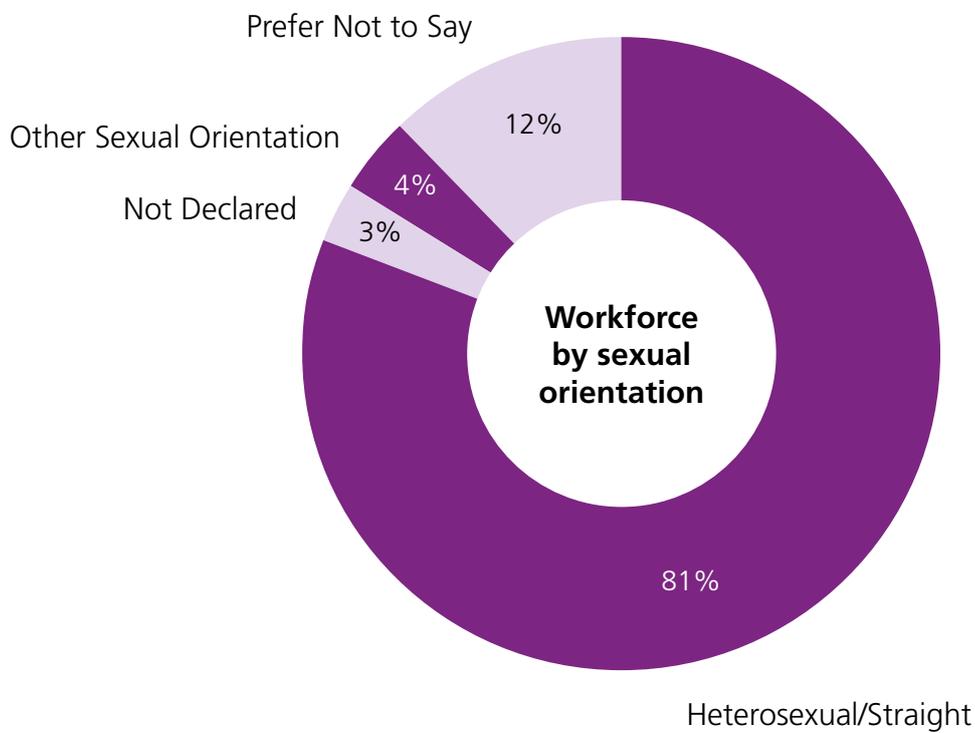
Figure 6

Table 9 – Workforce by Marital Status

Marital Status		
	Number	%
Married/Civil Partnership	2,760	46
Other Status	620	10
Single	1,440	24
Not Declared	1,180	20
<i>Prefer Not to Say</i>	<i>0</i>	<i>0</i>
Total¹	6,000	100

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

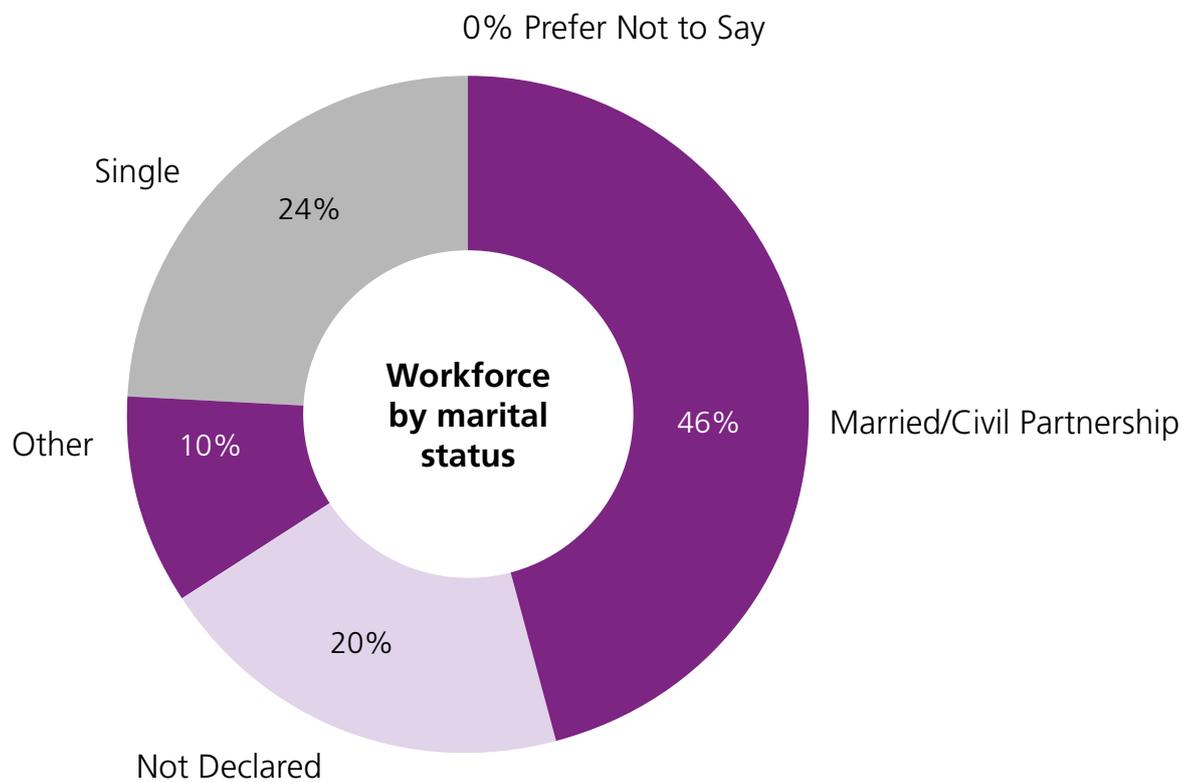
Figure 7

Table 10 – Workforce by Pregnancy and Maternity

Pregnant/Maternity		
	Number	%
No	5,930	99
Yes	70	1
Total¹	6,000	100

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

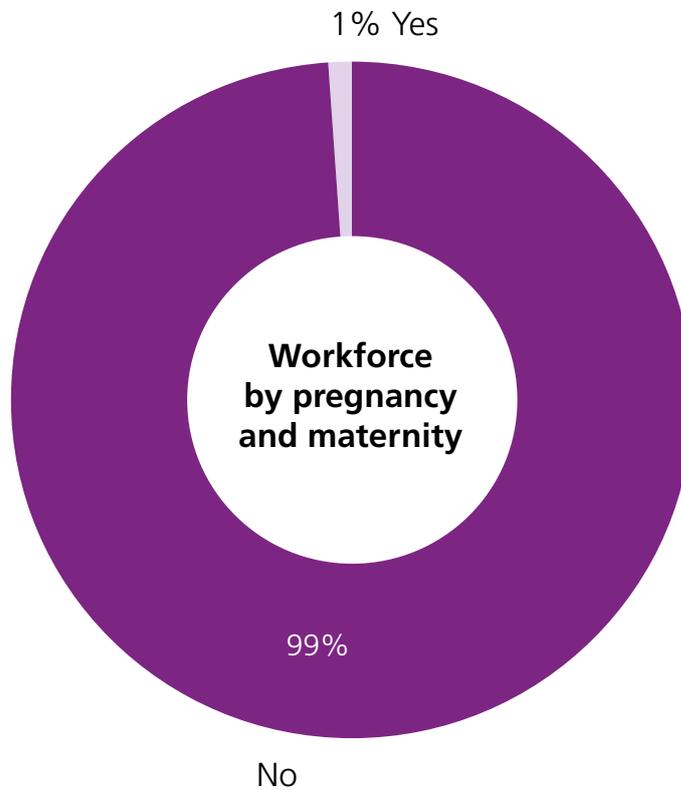
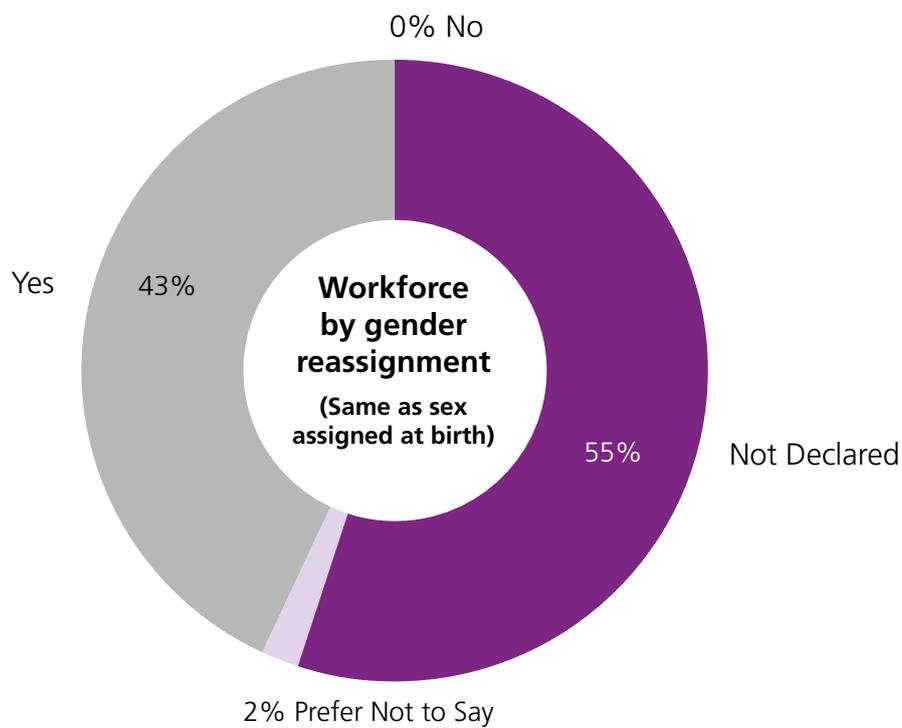
Figure 8

Table 11 – Workforce by Gender Reassignment (Same as sex assigned at birth)

Gender Reassignment (Same as sex assigned at birth)		
	Number	%
No	*	0
Yes	2,590	43
Not Declared	3,290	55
Prefer Not to Say	120	2
Total¹	6,000	100

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Figure 9

Men and Women in the Workforce

We recognise that not all gender identities are binary. Individuals may be gender fluid or non-binary. There are multiple identities that people may have, and an individual might choose to change their identity over time to a different identity on multiple occasions.

However, currently in the UK, non-binary people don't have legal recognition. This means having only 'male' or 'female' options on official documents.

The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 ('the 2011 Regulations) require us to collect and publish a breakdown of the number of female and male employees by job, grade, pay, contract type and working pattern. This should give a clear indication of how jobs are distributed and at what levels. This helps not only to identify gender pay differences, but other gender equality issues such as occupational segregation.

The diversity information from our HR systems provides the data below which gives a greater insight into the gender balance and allows for a comparison between men and women.

There is more or less an equal split through most professions, though some, namely HR; Inspectors; Operational Delivery; Policy Delivery and Social Services are occupied more by women. According to the data, women are also more likely to work part-time compared to men.

Table 12 – Profession

Profession	Female	Male
Communications	90	60
Economics	20	30
Engineering	10	30
Facilities Management	30	40
Finance	190	150
Health	150	80
Human Resources	140	50
Internal Audit	10	10
Information Management/Library	60	60
Inspectors	200	50
Information Technology	70	150
Legal Services	110	50
Marketing	60	20
Operational Delivery	980	680
Planning	30	40
Policy Delivery	1000	680
Procurement and Contract Management	50	40
Programme and Project Management	90	50
Social Research/Market Research	60	30
Science	20	20
Social Services and Social Work	130	20
Statistics	50	50
Surveyors	20	20
Translation	40	10
Veterinary Services	*	*
Total¹	3,580	2,420

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Table 13 – Grade

Grade	Female	Male
SCSPS ²	0	0
SCS3	*	*
SCS2	10	20
SCS1	70	80
Grade 6	110	130
Grade 7	480	390
Senior Executive Officer (SEO)	750	490
Higher Executive Officer (HEO)	940	520
Executive Officer (EO)	630	460
Team Support (TS)	550	310
Other	40	30
Total¹	3,580	2,420

Table 14 – Contract Type

Contract	Female	Male
Permanent	3,280	2,230
Temporary	300	190
Total¹	3,580	2,420

Table 15 – Working Pattern

Work Pattern	Female	Male
Full Time	2,620	2,210
Part Time	970	210
Total¹	3,580	2,420

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding. Totals are calculated from the actual numbers before rounding. Percentages are based on the total headcount (6000) used for the report.

2 The Permanent Secretary is a secondee, so is not included in this table.

Pay

Gender pay gap

The Welsh Government's mean gender pay gap on 31 March 2022 is **6.40%**.

Our methodology for calculating the pay gap has been revised slightly this year to make it simpler and more transparent. The methodology has been revised and quality assured by the Welsh Government's Knowledge and Analytical Services division by combining data from two internal systems, the new approach enables more consistency with other equality reporting and will allow us to apply the same methodology to pay gaps for other protected characteristics in the future.

The published mean gender pay gap on 31 March 2021 was **7.37%** but is not directly comparable to this year's figure. The 2021 figure has been re-calculated using the revised methodology. This gives us a revised mean gender pay gap figure for 31 March 2021 of **7.02%**. Using these directly comparable figures, there has been a reduction in the Welsh Government's mean gender pay gap of **0.61%** percentage points in 2021-22. While not the lowest the organisation's mean pay gap has been, this decrease is encouraging and shows that action taken to tackle the gender pay gap is working.

For the first time, this year we are also able to publish a median pay gap figure. On 31 March 2022, the Welsh Government's median pay gap is 0%, meaning that the median salary for men and women working in the Welsh Government is the same.

The mean gender pay gap is the difference between the average earnings of women and men. The median gender pay gap is the difference between the mid-points in the range of earnings of women and men – it takes all salaries in the sample, orders them from lowest to highest and picks the middle salary. It is a

useful measure of pay gaps as it is not affected by small numbers of outlying salaries at the top or bottom of a range.

While the organisation employs more women than men overall, they are not evenly spread across the grades. The majority of staff at lower grades are women.

The Welsh Government staff pay award in 2021-22 was targeted at our lower grades, with staff from Team Support to HEO receiving a pay increase of **2-3.9%** depending on salary while staff at higher grades received a **1%** increase. This has helped to reduce the gender pay gap.

We will continue to take action to address our gender pay gap by supporting women at all levels of the organisation to develop and further their careers and continuing to strive for a gender balanced Senior Civil Service.

Ethnicity and Disability Pay Gaps

This year we have calculated our ethnicity and disability pay gaps for the first time. The methodology for the ethnicity and disability pay gaps parallels the new methodology for the gender pay gap. Our mean ethnicity pay gap is 5.38%, median is 0%. Our mean disability pay gap is 5.85%, median is 0%.

Further information on our pay gaps can be found at Annex D.

Recruitment Activity

The recruitment activity illustrated includes all captured formal appointments at all grades, including apprentices, based on closing date between 1 April 2021 and 31 March 2022. External indicates that the applicants have applied for jobs with the organisation; internal indicates employees who have applied for a new job role within the organisation.

External Job Applications

(People who have applied for jobs with the authority – 1 April 2021 – 31 March 2022)

Table 16a – External Job Applications – Sex

Sex	Total
Female	1,130
Male	810
Prefer Not to Say	30
Unknown	10
Total¹	1,980

Table 16b – External Job Applications – Age

Age Range	Total
16-24	300
25-29	290
30-34	260
35-39	260
40-44	260
45-49	190
50-54	200
55-59	120
60-64	50
65+	10
Prefer Not to Say	40
Unknown	10
Total¹	1,980

Table 16c – External Job Applications – Disability

Disability	Total
Disabled	170
Not Disabled	1,750
Prefer Not to Say	60
Unknown	10
Total¹	1,980

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Table 16d – External Job Applications – Race

Race	Total
Asian Welsh or Asian British	10
Asian Welsh or Asian British – Any other Asian background	10
Asian Welsh or Asian British – Bangladeshi	10
Asian Welsh or Asian British – Chinese	10
Asian Welsh or Asian British – Indian	30
Asian Welsh or Asian British – Pakistani	20
Black – African	*
Black – Caribbean or African	20
Black – Any other Black background	10
Mixed, multiple ethnic groups – Any other mixed background	10
Mixed, multiple ethnic groups – White and Asian	10
Mixed, multiple ethnic groups – White and Black African	*
Mixed, multiple ethnic groups – White and Black Caribbean	10
Other ethnic group – Any other ethnic group	10
Other ethnic group – Arab	*
White – Gypsy or Irish Traveller	*
White – Irish	10
White – Other white background	80
White – Welsh, English, Scottish, Northern Irish, British	1,690
Prefer Not to Say	50
Unknown	10
Total¹	1,980

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Table 16e – External Job Applications – Religion or Belief

Religion/Belief	Total
Agnosticism	210
Atheism	280
Buddhism	10
Christianity	710
Hinduism	20
Humanism	10
Islam	50
Jainism	*
No Religion	530
Other Religion	10
Paganism	*
Sikhism	*
Prefer Not to Say	140
Unknown	10
Total¹	1,980

Table 16f – External Job applications – Sexual Orientation

Sexual Orientation	Total
Heterosexual/straight	1,680
Other Sexual Orientation	180
Prefer Not to Say	120
Unknown	10
Total¹	1,980

Table 16g – External Job Applications – Marriage/Civil Partnership

Married/Civil Partnership	Total
No	1,080
Yes	10
Prefer Not to Say	830
Unknown	60
Total¹	1,980

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Table 16h – External Job Applications – Gender Reassignment (Same as sex assigned at birth)

Gender Reassignment (Same)	Total ¹
Not Same	10
Same	1,930
Prefer Not to Say	40
Unknown	10
Total¹	1,980

Table 16i – External Job Applications – Pregnancy & Maternity

Currently Pregnant/Pregnant in Past Year	Total ¹
No	1,910
Yes	30
Prefer Not to Say	40
Unknown	10
Total¹	1,980

Table 16j – External Job Applications – Maternity Leave in Past Year

Maternity Leave in Past Year	Total ¹
No	10
Not Known/ Not Requested	1,960
Yes	20
Total¹	1,980

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Internal Job Applications (Employees who have applied to change positions – 1 April 2021 – 31 March 2022). All Grades.

Table 17a – Internal Job Applications – Sex

Sex	Not taken forward***	Unsuccessful	Successful	Total
Female	60	260	180	500
Male	30	230	110	380
Not Declared	*	*	*	*
Prefer Not to Say	*	10	*	20
Total¹	90	510	300	900

Table 17b – Internal Job Applications – Age

Age Range	Not taken forward***	Unsuccessful	Successful	Total
16-24	*	30	20	50
25-29	*	60	50	110
30-34	*	40	50	90
35-39	10	60	40	120
40-44	10	100	60	170
45-49	20	80	40	140
50-54	20	70	30	110
55-60	10	40	20	70
60-64	*	10	*	20
65+	0	*	0	*
Not Declared	*	*	*	*
Prefer Not to Say	*	20	*	30
Total¹	90	510	300	900

Table 17c – Internal Job Applications – Disability

Disability	Not taken forward***	Unsuccessful	Successful	Total
Disabled	*	30	30	60
Not Disabled	80	460	260	800
Not Declared	*	*	*	*
Prefer Not to Say	*	20	20	40
Total¹	90	510	300	900

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Table 17d – Internal Job Applications – Race

Race	Not taken forward***	Unsuccessful	Successful	Total
Asian Welsh or Asian British	0	*	0	*
Asian/Asian Welsh or Asian British – Any other Asian background	0	*	*	*
Bangladeshi	0	0	*	*
Black – African	0	0	*	*
Black – Caribbean or African	0	*	0	*
Chinese	*	*	*	*
Indian	0	*	0	*
Mixed, multiple ethnic groups – Any other mixed background	0	*	*	*
Mixed, multiple ethnic groups – White and Asian	*	10	*	10
Mixed, multiple ethnic groups – White and Black African	*	0	0	*
Mixed, multiple ethnic groups – White and Black Caribbean	0	*	*	*
Other ethnic group – Any other ethnic group	0	0	*	*
Pakistani	0	*	*	*
White – Gypsy or Irish Traveller	*	*	*	*
White Irish	0	*	*	10
White – Other white background	*	10	10	20
White – Welsh, English, Scottish, Northern Irish, British	80	460	270	810
Not Declared	*	*	*	*
Prefer Not to Say	10	10	10	30
Total¹	90	510	300	900

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Table 17e – Internal Job Applications – Religion or Belief

Religion/Belief	Not taken forward***	Unsuccessful	Successful	Total
Agnosticism	10	50	30	80
Atheism	10	60	50	120
Buddhism	*	*	*	*
Christianity	40	190	110	330
Hinduism	0	*	0	*
Humanism	0	*	0	*
Islam	0	*	*	10
Jainism	0	*	0	*
No Religion	30	150	80	260
Other Religion	*	10	*	10
Sikhism	*	0	0	*
Zoroastrian	0	*	0	*
Not Declared	*	*	*	*
Prefer Not to Say	10	40	30	70
Total¹	90	510	300	900

Table 17f – Internal Job Applications – Sexual Orientation

Sexual Orientation	Not taken forward***	Unsuccessful	Successful	Total
Heterosexual/Straight	80	450	260	800
Other Sexual Orientation	0	30	10	40
Not Declared	*	*	*	*
Prefer Not to Say	*	30	20	60
Total¹	90	510	300	900

Table 17g – Internal Job Applications – Marriage/Civil Partnership

Married/Civil Partnership	Not taken forward***	Unsuccessful	Successful	Total
No	40	230	140	400
Yes	50	260	150	460
Not Declared	*	*	*	*
Prefer Not to Say	*	20	10	30
Total¹	90	510	300	900

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Table 17h – Internal Job Applications – Gender Reassignment (Same as sex assigned at birth)

Gender Reassignment (Same)	Not taken forward***	Unsuccessful	Successful	Total
No	0	*	0	0
Yes	90	490	300	870
Not Declared	*	*	*	*
Prefer Not to Say	*	10	*	20
Total¹	90	510	300	900

Table 17i – Internal Job Applications – Pregnant/Pregnant Past Year

Currently Pregnant/Last Year	Not taken forward***	Unsuccessful	Successful	Total
No	30	480	290	800
Yes	*	10	*	10
Not Declared	60	10	*	70
Prefer Not to Say	*	10	10	20
Total¹	90	510	300	900

Table 17j – Internal Job Applications – Maternity Leave in Past Year

Maternity Leave in Past Year	Not taken forward***	Unsuccessful	Successful	Total
No	*	*	*	10
Unknown/Not Requested	90	500	300	890
Yes	*	*	*	*
Total¹	90	510	300	900

*** Not taken forward means candidate withdrew application/didn't attend assessment, vacancy was withdrawn or offer declined

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Outreach Activities

We aim to ensure that all our job adverts reach as diverse a range of potential candidates as possible. Becoming a more diverse organisation, with both diversity of lived experience and thought, will quite simply give us a wider perspective and a richer skill set with which we can deliver ministerial priorities and make a difference for the diverse citizens of Wales. It will also enable the people of Wales to understand that the organisation is representative of them.

The Diversity in Recruitment team provides a consultative role in advising the best approach recruiting managers can take to reach under-represented groups, particularly when recruiting externally. All recruiting managers must have an outreach plan in place when advertising roles. The team supports recruiting line managers to ensure adverts are drafted to attract a diverse field of candidates and to avoid any requirements that would potentially be discriminatory or limit the pool of applicants. Our outreach materials emphasise that recruitment adjustments can be made for disabled candidates for any part of the recruitment process. We work closely with a range of equality groups, professional bodies, education providers and recruitment agencies to promote our opportunities.

We delivered a successful outreach campaign for the Apprenticeship Scheme in March 2022. Our live virtual engagement sessions, along with an extensive outreach and social media campaign, resulted in over 700 applications from a diverse field of applicants. The live virtual events provided a platform to showcase the benefits of working for the Welsh Government, the different experience gained by working for a devolved Government and our flexible approach to remote working in a post COVID-19 world. We aim to hold more engagement sessions for future roles.

Statistics show that 65% of successful candidates across the three apprenticeships schemes are women, 11% are Black, Asian and Minority Ethnic people and 5% are disabled people.

Also this year, in line with our commitment to Fair Work and creating a diverse workforce, we worked with the Community Jobs Compact. The compact is an initiative that aims to bring local people and employers together to tackle poverty, unemployment and under-representation in the workforce. The initiative has a particular focus on ethnic minority people in the South Wales area. It forms part of our wider efforts to attract a diverse range of candidates from across Wales.

Fixed Term Appointment (FTA) Scheme

Four recruitment schemes at Grade 7, SEO, HEO and EO grades were started between April 2020 and March 2021 but finalised between April 21 and March 22. (Analysis on those that had both started and completed within the same financial year was provided last year).

The following overall insight for these is as follows:

- The overall pass rate for all applicants for the FTA schemes from application to offer was around one in six applicants (17% in 2021 and 15% in 2022).
- Pass rates were consistently higher for female applicants compared to male applicants, although the difference was very small in 2022 - 20% compared to 14% in 2021 and 16% compared to 15% in 2022.

- Pass rates were consistently lower for Black, Asian and Minority Ethnic applicants compared to white applicants (12% compared to 18% in 2021 and 11% compared to 16% in 2022).
- Pass rates were consistently lower for minority sexual orientation applicants compared to heterosexual applicants, although the difference was very small in 2022 (11% compared to 18% in 2021 and 14% compared to 15% in 2022).
- Pass rates were consistently lower for disabled applicants compared to not disabled applicants (15% compared to 18% in 2021 and 13% compared to 16% in 2022).
- There was variance in outcomes for some under-represented groups at different stages of the recruitment process. In most cases, these were not replicated across the two years, although test and sift pass rates for Black, Asian and Minority Ethnic staff were lower than for white staff in both years (pass rates for test and sift combined were 21% compared to 28% in 2021, test pass rates were 47% compared to 69% and sift pass rates were 22% compared to 28% in 2022). However, due to the small numbers in this group, these findings should be interpreted with caution.

There were no Fixed Term Bulk Intake schemes started between April 21 and March 22 and finalised within the same period, as such there is no data to report under this section.

Two recruitment schemes at HEO and SEO grades were started between April 21 and March 22 but finalised between March 22 and April 23. Of these, analysis has been completed on all of these schemes, presenting the following overall insight:

- The overall pass rate for all applicants for the FTA schemes from application to offer was 15%.
- The overall pass rate was **higher** at all levels of the FTA Scheme for:
 - Females compared to males – 16% compared to 15%.
- However, pass rates were **lower** for:
 - Black, Asian, Minority and Ethnic applicants compared to white – 11% compared to 16%.
 - Minority sexual orientation applicants compared to heterosexual – 14% compared to 15%.
 - Disabled applicants compared to non-disabled – 13% compared to 16%.

Overall (as an average across all schemes) we generally did not meet the new targets agreed in 2021. However, the following is of interest:

The interview pass rate was 83% and the pass rates were higher for:

- Black, Asian and Minority applicants compared to white – 100% compared to 85%.
- Minority sexual orientation applicants compared to heterosexual – 100% compared to 88%.
- Disabled applicants compared to non disabled – 100% compared to 85%.

Pass rates were lower for:

- Females compared to male applicants – 82% compared to 91%.

The Welsh Government is committed to improving the recruitment rates of Black, Asian and Minority Ethnic applicants and disabled candidates. Our stated aim is that, by 2026, 20% of people we appoint will be disabled people and 20% will be from ethnic minority backgrounds.

As part of this, the Anti-racist Wales Action Plan commits us to a range of actions to improve our recruitment practices, including the engagement of expert consultancy support with appropriate lived experience to review our human resources policies, including recruitment. Similarly, our work to improve the recruitment rates of disabled people will include using positive action measures, training of recruitment panels and developing our outreach approach.

Continued improvements and refinements are being made to our approach, and marketing and outreach work with the intention of achieving the targets committed to. Data from any remaining schemes, not concluded at this stage will not currently be available and so will be referenced in next year's report.

Apprenticeship Scheme

No apprenticeship scheme was run in 2021.

Following another large-scale outreach campaign undertaken in 2022, the Welsh Government welcomed 50 apprentices in the organisation, 35 of those were part of the Business Administration Apprenticeship, 5 were part of the finance apprenticeship and 10 are on the Digital, Data and Technology (DDaT) Scheme.

- 63% of the apprentices were female, 35% were male, 10% were from Black, Asian and Minority Ethnic backgrounds, 86% were white, 6% were from Minority Sexual Orientation and 4% declared as being disabled.

From the last cohort 2019-2020, 66 apprentices were taken on by the Welsh Government, of those 66 apprentices all of them have now completed their courses and been offered permanent contracts.

Chapter 4

Supporting our Staff and Being an Employer of Choice

Staff Diversity Networks

In 2021-22 the Welsh Government had five staff diversity networks:

- Disability Awareness and Support Group (DAAS).
- Mind Matters (Mental Health & Wellbeing).
- Minority Ethnic Staff Network (MESN).
- PRISM Network (LGBTI+).
- Women Together Network (WTN).

The networks are self-governing and nominate their own representatives who liaise with the Welsh Government as an employer. They aim to support members by providing a safe and effective forum to share ideas and address issues as they arise. They provide opportunities for coaching, mentoring, training and attending events. They also work with the organisation to positively influence our policies and practices. The network Chairs are members of the Diversity and Inclusion Steering Group.

Staff Networks' Achievements During the Year

Disability Awareness and Support Group (DAAS):

DAAS continued to hold virtual meetings for their members throughout the year as well as publishing a regular newsletter. The network continues to play a leading role in raising awareness of the social model of disability and what that means, practically, to drive equality for disabled people in general and disabled staff in our own organisation in particular. Detailed advice on the application of the social model in employment practices has focussed on understanding the impact of recruitment methodologies on disabled staff and the provision of recruitment adjustments to allow staff (and prospective new staff) to compete on a level playing field with non-disabled peers. DAAS has also continued to: provide advice on the provision of accessible ICT (hardware and software); help staff requiring workplace adjustments (including when equipment and furniture was required for working from home); contributed to HR policy development, equality impact assessments and risk assessments; and provide support to disabled staff and line managers.

Mind Matters:

Mind Matters became one of the five formal staff networks, actively participating in the Diversity and Inclusion Steering Group and consultation groups for policy changes. All events and opportunities continued to be offered on a virtual basis enabling colleagues from all over Wales to participate. Mind Matters sent out their regular newsletter pulling together resources and opportunities promoting good mental health and wellbeing. Three SCS colleagues volunteered to be their Senior Board Sponsor and Network Diversity Champions.

Mind Matters continued to deliver events in support of mental health and wellbeing, with lunch and learns and drop in and chat opportunities. For mental health awareness week 2021, they worked with the Occupational Health team to deliver various sessions. They helped launch the monthly gardening club and led the delivery and coordination of a Mindful May and a week of Mindful Moments in October. This involved linking up our mindfulness offer with partner organisations including Health Boards, Universities and Community Organisations, giving numerous opportunities for colleagues to partake in mindfulness sessions throughout the week at various times of the day and evening. They also hosted a drop-in session to promote 'Time To Talk Day' in February, where colleagues joined us to talk about their wellbeing or listen to others for ideas. During that session, everyone was asked to make a pledge and consider their personal wellbeing action plan and stay connected with others. Mind Matters supported and promoted the launch of the Mental Health Allies and the recruitment adjustment passport.

Craft club and the monthly cuppa/chat continued, and direct peer support given to any colleagues who asked.

The Chair, Vice Chair and other volunteers from the network continued to deliver sessions to Directorates and teams to promote what is in place across the organisation in support of mental health. The Chair was part of the procurement of the new Learning Lab Learning & Development providers for the Wellbeing Lot with courses and sessions starting to be piloted during 2022. At the start of 2022, Mind Matters worked with a number of other network and peer group representatives to develop and start delivering a one year pilot of Induction to the Network sessions offered to all new starters and returning colleagues through the Learning Lab. These sessions promote the work of all the networks and peer groups and give space for colleagues to ask questions.

Minority Ethnic Staff Network (MESN):

MESN has actively progressed its strategic aims and objectives of advising the organisation and supporting its members. In 2022 MESN membership has grown to approximately 80 members and 150 allies. This growth has been the result of the network's continuous outreach within the organisation at various levels.

MESN representatives attended the Diversity and Inclusion Steering Group; engaged, and consulted on the Anti-Racist Wales Action Plan (ARWAP) and at a grass roots level attended induction sessions welcoming new members of staff. The network has also improved visibility by partaking in divisional meetings and the Let's Talk Race event alongside our senior champion the Permanent Secretary, Andrew Goodall.

The network has continued the Sharing Spaces programme to demystify and facilitate conversations about race for non-ethnic minority staff in a safe and confidential space.

Similarly, the network has co-operated with Welsh Government colleagues and external trainers in developing the new Anti-Racism training modules which have had overwhelmingly positive feedback. The network has also enabled the publishing of blogs and articles in the network newsletter and on the Intranet by members and allies to normalise the conversation about race at work. The network is aiming to launch better external outreach to improve external recruitment, alongside HR colleagues later this year. This is in line with recruitment targets embedded by MESN in the Anti-racist Wales Action Plan. Additionally, the network has consulted with Welsh Language policy leads to ensure inclusive phrasing to improve recruitment of Black, Asian and Minority Ethnic staff.

The network has also supported members on expressing their views and providing feedback on high priority concerns such as the Assessment and Development Gateways and have collaborated with the Trade Unions on providing tailored development sessions to improve outcomes. The network has also connected with facilities this year to feedback on experiences related to office working as COVID-19 safety measures are lifted. The network has established regular contact with Jane Hutt, Minister for Social Justice to discuss general concerns. MESN continues to provide informal advice and support to colleagues suffering discrimination and has recruited volunteer members to assist colleagues suffering racial prejudice.

PRISM:

In the last 12 months PRISM has focussed on supporting members and allies as we continue to emerge from the restrictions of the pandemic period. This has included regular online meetings (both formal and informal) and increasingly involving in-person meetings and social events. These physical events to date have been mainly outdoors and efforts have been made to give alternatives to venues selling alcohol.

As well as supporting members' personal wellbeing, a current focus of PRISM's activities is towards supporting members' personal and professional development in the workplace. This includes mentoring, shadowing, opportunities for PRISM members to take lead roles in the network, with and without support from more experienced members, in order to broaden experience, horizons and to provide evidence for career furtherment.

Leadership roles have been and are being advertised to encourage members to take more visible leadership roles within the network. These roles include, joint chair, trans champion, SCS champions, lesbian champion and gay men's champion.

A spotlight focus has been placed on constituent groups with the LGBTI+ network at specific points during the year, including Bi Visibility Day, Trans Day of Remembrance and LGBT+ History Month.

Since moving from the pandemic, PRISM has greatly increased joint working with other Civil Service networks from across Wales and the rest of the UK. PRISM has also joined forces with other staff networks within the Welsh Government to deliver events for our members and allies.

PRISM continues to play a role in the scrutiny of LGBT+ policy making in Wales, including participating in the consultation on the Welsh Government's forthcoming LGBTQ+ Plan and lobbying for the Progress Pride flag to be flown above the Welsh Government offices, representing support for marginalized people of colour in the LGBT+ community, as well as the trans community.

PRISM has also supported line managers looking for advice and information when managing LGBT+ staff issues in their teams.

Women Together:

Throughout the last year the Women Together Network (WTN) has continued to evolve the way it supports members and allies. Emphasis has been placed on ensuring regular opportunities for members to connect and network with others. This includes fortnightly virtual check in and chat sessions to support members and give them an opportunity to share their views, a virtual book and film club for members to meet more socially and support groups like the Menopause Support Working Group and an Infertility, Involuntary Childlessness and Child Loss group. WTN held all staff virtual events to celebrate White Ribbon Day, Staff Networks' Day and International Women's Day. WTN regularly consult their membership on corporate initiatives, HR policies and impact assessments.

WTN has offered funding for members to attend Women into Leadership events and has given feedback on a range of pilot training session pilots including 'Taking Control of your Development Journey', 'Dealing with Dips in Performance' and FED (Future-Engage-Deliver).

WTN appointed a new diversity network champion and worked with the organisation's Menopause Champion to develop a Menopause Support Working Group and a Menopause Coffee Club to offer members and non-members alike a space where they can come together and share their experiences.

During the year, they have welcomed a new Co-Chair and been supported by a dedicated steering group.

Informal Networks

We also have a number of informal peer support group networks:

- Carers Network.
- Neurodivergence Network.
- Adoption and Fostering Network.
- Christian Fellowship.
- Stammering Network.
- Tinnitus, Deaf and Hard of Hearing Support Network.
- Home Alone Network.
- British Sign Language Network.
- Job Share Network.

Neurodivergence Network:

During the year, the Neurodivergence Network transitioned from being the Autism Support Group, welcoming all neurodivergent colleagues across the Welsh Government. They moved from providing a Teams Chat to creating a whole Teams area with Channels to discuss different neurodivergences.

The Network continued its work advising policy areas on how their plans may affect the neurodivergent people of Wales. They also continued to provide members with support and advice on a range of issues. Two of their co-chairs joined the new recruitment adjustment initiative, volunteering as recruitment mentors in order to support colleagues in removing barriers during the recruitment process.

Throughout the year, they also provided areas across the Welsh Government with Autism Training, as well as preparing new Neurodiversity Training in order to support more of our neurodivergent colleagues and share the advantages of a neurodiverse workplace.

The network continues to work with colleagues across the Welsh Government to embed neuro-inclusion and understanding in our ways of working.

Tinnitus, Deaf and Hard of Hearing Support Network:

Established in November 2020 initially to support people with tinnitus, in 2021 due to requests from the Deaf³ community it widened to include Deaf and hard of hearing colleagues. The group has bi-monthly meetings that sometimes feature guest speakers. Many colleagues with tinnitus and related problems had felt isolated and have welcomed the opportunity to share experiences and approaches to managing their situation. The group works collaboratively with its umbrella Civil Service Deaf and Hard of Hearing Network (CSDHHN). The group continues to take part in the regular induction sessions to inform new employees of the networks they could join.

Support for Staff and Benefits

The Welsh Government aims to be an employer of choice, to encourage and retain a diverse and talented workforce. There are many benefits to working for us. There are flexible working options, including part time/ job share, term time working and compressed hours. Most posts are location neutral, and most staff can work flexibly and from different locations. Full time employees are entitled to 31 days annual leave, plus 10 public and privilege days' leave. Our suite of family leave policies is generous, and all our policies are fully inclusive. We provide disabled employee special leave and reasonable adjustments for staff, in both the workplace and during the recruitment process.

³ We use the term 'deaf/Deaf' to cover the whole hearing/deafness spectrum.

We have dedicated Health & Safety and Occupational Health Teams and an Employee Assistance programme that is available 24 hours a day, 365 days a year.

We aim to offer learning and development opportunities and volunteering days for all staff and ensure that they are accessible to all. Everyone who works at the Welsh Government is entitled to five days per year to focus on their learning and development (pro-rata for part time staff). Career breaks are an option to study, travel, or do voluntary work.

We aim to provide accessible, pleasant workspaces, with suitable rooms for prayer or mindfulness, appropriate spaces for nursing staff and both single sex and gender neutral facilities.

We have continued to support staff with remote or hybrid working and have not set specific organisational expectations for office attendance, other than to acknowledge that some roles continue to be site or customer-base specific. Our strategy over the past year has focussed on SmartWorking agreements at team and individual level, empowering colleagues to make decisions within teams about how best to deliver their priorities whilst ensuring equality and inclusivity for all. This approach has been widely welcomed by our staff, our Trade Unions and diversity networks.

Over the next year our twelve-month Hybrid Working pilot will allow us to continue to support staff with remote or hybrid working, including opportunities for connection and collaboration, as well as refine our SmartWorking policies and principles to ensure they are still fit for purpose. We will also continue to ensure that health, safety and wellbeing are our priorities.

Social Partnership

In the Welsh Government, the relationship between the employer and trade unions is based on social partnership. We believe our goals can best be achieved by management and trade unions working together.

Our 3 recognised trade unions are:

- PCS.
- Prospect.
- FDA.

This relationship is underpinned by a partnership agreement. This sets out how our unions work with the Welsh Government on issues such as:

- pay
- terms and conditions
- policies and procedures
- organisational change.

Our Welsh Government trade union colleagues work together to give their members a real say in the workplace. They make sure that the interests of their members are promoted and protected. They also help reduce inequalities and improve terms and conditions.

During the year, the trade unions worked in partnership with the organisation on the review and development of HR policies.

The Welsh Government has an excellent track record of working in partnership with its trade unions. We encourage staff to get involved. We support staff to join a recognised trade union, to ensure their voice is heard in the workplace and to learn more about trade unions and partnership working.

Chapter 5

Reward and Recognition

Workplace Diversity Benchmarking, Accreditation & Awards

We are Disability Confident Level 3 (Leader) accredited and Stonewall Diversity Champions. We are signatories of Victim Support's Race Hate Charter and Business in the Community's Employers for Race Charter. We are members of Employers for Carers and this year we signed Changing Faces Pledge to be Seen – a campaign to raise awareness of and ensure equal treatment for people with a visible difference.

Welsh Government Valuing Diversity Award

The first Virtual Welsh Government Awards took place in September 2021. For the first time, everyone working for the Welsh Government was invited to attend the ceremony and to celebrate with all those who were short-listed.

The Valuing Diversity award recognises excellence from an individual, team or staff network in instigating and championing action which has significantly contributed to enhancing equality, diversity and inclusion, either within our organisation or to the people of Wales. In 2021, the Valuing Diversity award was shared by joint winners – the authors of the Running Against the Wind Report and the Inclusion and Cohesion Team.

The authors of the Running Against the Wind Report drew on their collective academic and Government social research experience to develop and produce the report which was a collaboration between two of Welsh Government's staff diversity networks, the Women Together Network and MESN, the minority ethnic staff network. The report looks at Welsh Government employees' experience of race, gender and intersectionality in the workplace based on the re-emergence of Black Lives Matter.

Since the EU Referendum in 2016, Wales has seen increasing levels of community tension and hate crime. The Inclusion and Cohesion Team developed a major new anti-hate crime campaign to oppose this – Hate Hurts Wales – which has significantly increased hate crime reporting, and support received by victims who come forward in just its first burst. The campaign was developed through close collaboration with victims, organisations supporting them, public focus groups and criminal justice agencies.

People Survey

Welsh Government Civil Service People Survey October 2021

The Welsh Government participated in the Civil Service People Survey, which is a UK-wide survey conducted with around 100 organisations, between 11 October and 3 November 2021. The survey obtains staff views about their experience of working in the Welsh Government to help us to understand what we need to do to make the organisation a great place to work and to provide the best service we can to the people and communities of Wales.

Engagement levels in the Welsh Government remained relatively high, with an *Employee Engagement Index* score of 68%, and 2 percentage points above the UK Civil Service benchmark, although slightly lower than the previous survey in 2020 (69%).

The Welsh Government performed well for *inclusion and fair treatment*, with a positive theme score of 85%, which was just 1 percentage point below the previous survey and was above the Civil Service benchmark (82%). All questions within the theme performed well, with positive scores ranging from 78% to 92%. All question scores were the same as in the previous survey or saw small declines of 1 or 2 percentage points, although they were still above the Civil Service benchmark.

In line with the previous survey, the question *'I am treated with respect by the people I work with'* was the highest scoring question in the *inclusion and fair treatment* theme with a positive score of 92% and was 3 percentage points above the Civil Service benchmark.

The Welsh Government's local question on dignity and respect (*'The organisation promotes the dignity and respect of all staff'*) also performed well and saw an increase of 1 percentage point to a positive score of 85%.

A summary of the findings for staff with protected characteristics follows:

Ethnicity

The *engagement* score for Black, Asian and Minority Ethnic staff was 70%, which was slightly higher than for white staff (69%). Engagement levels for this group of staff decreased slightly from the previous survey (down by 2 percentage points).

The *inclusion and fair treatment* theme score for Black, Asian and Minority Ethnic staff was 81%, which was lower than for white staff (88%), down by 4 percentage points from the previous survey.

The positive score for the question *'The organisation promotes the dignity and respect of all staff'* for Black, Asian and Minority Ethnic staff was 81%, which was lower than for white staff (88%), down by 4 percentage points from the previous survey.

Disability⁴

The *engagement* score for disabled staff was 69%, which was in line with non-disabled staff, and 2 percentage points higher than reported in the previous survey.

The *inclusion and fair treatment* theme score for disabled staff was 81%, which was lower than for non-disabled staff (89%), and in line with the previous survey.

4 Welsh Government is committed to the Social Model of Disability. However, in order to enable comparison over time and to the Civil Service, the demographic question included in the People Survey is reflective of the medical model of disability and will continue to be reviewed for future surveys.

The positive score for the question *'The organisation promotes the dignity and respect of all staff'* for disabled staff was 81%, which was lower than for non-disabled staff (88%), however increased by 4 percentage points from the previous survey.

Sexual orientation⁵

The *engagement* score for minority sexual orientation staff was 71%, which was slightly higher than for heterosexual staff (69%) and generally in line with the previous survey.

The *inclusion and fair treatment* theme score for minority sexual orientation staff was 88%, which was the same as for heterosexual staff, and an increase of 1 percentage point from the last survey.

The positive score for the question *'The organisation promotes the dignity and respect of all staff'* for minority sexual orientation staff was 87%, which was lower than for heterosexual staff (88%), although saw an increase of 3 percentage points from the previous survey.

Sex

The *engagement* score for female staff was 71%, which was higher than for male staff (67%). Engagement levels for female staff decreased slightly from the previous survey (down by 2 percentage points).

The *inclusion and fair treatment* theme score for female staff was 88%, which was slightly higher than for male staff (87%) and in line with the previous survey.

The positive score for the question *'The organisation promotes the dignity and respect of all staff'* for female staff was 88%, which was higher than for male staff (86%) and in line with the previous survey.

5 The term 'minority sexual orientation' includes the categories of 'gay or lesbian', 'bisexual' or 'other sexual orientation' in the survey.

Chapter 6

The Future

There is always more to do to create and maintain an inclusive organisation workplace where people can be themselves and give their best. Although progress takes time, we are moving in the right direction on our diversity targets and envisage our position improving each year.

Our Workforce Equality, Diversity and Inclusion Strategy for 2021 – 2026 sets out our priorities and how we aim to achieve the employer objective (8) in our Strategic Equality Plan. We also have supporting annual delivery plans each year, containing more detail and setting out our priorities.

We know that improving diversity is not enough on its own. We are working hard to ensure that inclusive behaviours and leadership are fundamentally part of our organisational culture. We will ensure that diversity, inclusion and respect continue to be embedded throughout the organisation.

We will strive to embed anti-racism in all our policies and processes, develop an anti-racism hub and implement the employer actions in the Welsh Government's [An Anti-Racist Wales – Race Equality Action Plan for Wales \(gov.wales\)](#)

We will continue to embed the social model of disability in all that we do, ensuring our disabled colleagues have fair treatment.

We will increase our outreach work and placements offerings to develop a diverse talent pipeline.

Over the next year our twelve-month Hybrid Working pilot will allow us to continue to support staff with remote or hybrid working, including opportunities for connection and collaboration, as well as refine our SmartWorking policies and principles to ensure they are still fit for purpose. We will also continue to ensure that health, safety and wellbeing are our priorities.

Annex A

Workforce Representation Disaggregated by Race, Religion/Belief, Disability, Sexual Orientation & Marital Status

Race		
	Number	%
Arab	10	0
Asian – Bangladeshi	10	0
Asian – Chinese	10	0
Asian – Indian	20	0
Asian – Pakistani	20	0
Black – African	10	0
Black – Caribbean	10	0
Gypsy and Irish Traveller	*	0
Mixed Asian and White	20	0
Mixed Black African and White	10	0
Mixed Black Caribbean and White	10	0
Other Asian Background	10	0
Other Ethnic Group	20	0
Other Mixed Ethnic Background	30	1
White	5,430	91
Not Declared	140	2
Prefer Not to Say	250	4
Total¹	6,000	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Religion/Belief		
	Number	%
Agnosticism	400	7
Atheism	620	10
Baha'i	*	0
Buddhism	20	0
Christianity	2,350	39
Hinduism	10	0
Humanism	10	0
Islam	50	1
Jainism	*	0
Judaism	10	0
No Religion	820	14
Other Religion	130	2
Paganism	10	0
Rastafarianism	*	0
Sikhism	*	0
Taoism	*	0
Not Declared	180	3
Prefer Not To Say	1,400	23
Total¹	6,000	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Disability		
	Number	%
Hearing Impairment (alone)	40	1
Hearing Impairment (with other...)	10	0
Learning Difficulties (alone)	30	0
Learning Difficulties (with other...)	10	0
Mental Illness (alone)	40	1
Mental Illness (with other...)	20	0
Mobility Impairment (alone)	30	1
Mobility Impairment (with other...)	30	0
Not Disabled	5,130	85
Other/Unknown Disability	100	2
Physical Coordination Difficulties (alone)	*	0
Physical Coordination Difficulties (with other...)	0	0
Reduced Physical Capacity (alone)	20	0
Reduced Physical Capacity (with other...)	10	0
Speech Impairment (alone)	*	0
Speech Impairment (with other...)	0	0
Visual Impairment (alone)	20	0
Visual Impairment (with other...)	10	0
Not Declared	320	5
Prefer Not to Say	190	3
Total¹	6,000	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Sexual Orientation		
	Number	%
Bisexual	60	1
Gay Man	100	2
Gay Woman/Lesbian	50	1
Heterosexual/Straight	4,890	81
Other Sexual Orientation	30	0
Not Declared	170	3
Prefer Not to Say	700	12
Total¹	6,000	

Marital Status		
	Number	%
Civil Partnership	30	0
Divorced	270	5
Married	2,730	46
Partner	330	5
Single	1,440	24
Widowed	30	0
Not Declared	1,180	20
<i>Prefer Not to Say</i>	<i>0</i>	<i>0</i>
Total¹	6,000	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Annex B

Leavers Data by Protected Characteristic

Sex		
	Number	%
Female	180	51
Male	170	49
Total¹	340	

Age Range		
	Number	%
16-24	20	6
25-29	40	12
30-34	30	8
35-39	30	8
40-44	20	6
45-49	20	6
50-54	20	7
55-59	40	10
60-64	70	20
65+	60	17
Total¹	340	

Disability		
	Number	%
Disabled	20	5
Not Disabled	290	83
Not Declared	40	12
Prefer Not to Say	*	0
Total¹	340	

Race		
	Number	%
Other Ethnicity	10	4
White	300	88
Not Declared	20	6
Prefer Not to Say	10	3
Total¹	340	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Religion/Belief		
	Number	%
Christianity	130	39
No Religion/Belief	110	31
Other Religion/Belief	30	10
Not Declared	20	6
Prefer Not to Say	50	14
Total¹	340	

Sexual Orientation		
	Number	%
Heterosexual/Straight	270	79
Other Sexual Orientation	10	4
Not Declared	20	7
Prefer Not to Say	40	10
Total¹	340	

Maternity/Pregnant		
	Number	%
No	340	100
Yes	0	0
Total¹	340	

Marital Status		
	Number	%
Married/Civil Partnership	150	43
Other Status	40	12
Single	100	29
Not Declared	50	16
<i>Prefer Not to Say</i>	<i>0</i>	<i>0</i>
Total¹	340	

Gender Reassignment (Same as sex assigned at birth)		
	Number	%
No	0	0
Yes	190	54
Not Declared	150	45
Prefer Not to Say	*	1
Total¹	340	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Annex C

Grievance and Disciplinary Data by Protected Characteristic

In order to provide meaningful and useful information, the number of grievance and discipline cases has been grouped. Due to the small numbers involved, separating the number of grievance and discipline cases could potentially lead to individuals being identified.

Sex		
	Number	%
Female	10	41
Male	10	59
Total¹	20	

Age		
	Number	%
16-24	*	6
25-29	*	6
30-34	*	12
35-39	*	6
40-44	*	18
45-49	*	6
50-54	*	24
55-59	*	12
60-64	*	6
65+	*	6
Total¹	20	

Disability		
	Number	%
Disabled	*	12
Not Disabled	20	88
Not Declared	0	0
Prefer Not to Say	0	0
Total¹	20	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Race		
	Number	%
Other Ethnicity	*	6
White	20	88
Not Declared	0	0
Prefer Not to Say	*	6
Total¹	20	

Religion/Belief		
	Number	%
Christianity	10	35
No Religion/Belief	*	6
Other Religion/Belief	*	24
Not Declared	0	0
Prefer Not to Say	10	35
Total¹	20	

Sexual Orientation		
	Number	%
Heterosexual/Straight	10	71
Other Sexual Orientation	*	12
Not Declared	0	0
Prefer Not to Say	*	18
Total¹	20	

Marital Status		
	Number	%
Married/Civil Partnership	10	29
Other	*	12
Single	10	41
Not Declared	*	18
<i>Prefer Not to Say</i>	<i>0</i>	<i>0</i>
Total¹	20	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Maternity/Pregnant		
	Number	%
No	20	100
Yes	0	0
Total¹	20	

Gender Reassignment (Same as sex assigned at birth)		
	Number	%
No	0	0
Yes	10	35
Not Declared	10	65
Prefer Not to Say	0	0
Total¹	20	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

Annex D

Average basic full time equivalent salary and Pay Gap by Grade & Gender and Gender, Ethnicity & Disability Pay Gaps

Gender Pay Gap by Grade: Mean and Median

Figures below are based on a total of 5820⁶ staff: made up of 3470 women (60%) and 2340 men (40%).

Gender Pay Gap by Grade		Female average (mean) pay	Male average (mean) pay	Mean gender pay gap	Female median pay	Male median pay	Median gender pay gap
Team Support	Salary	£24,199.30	£24,225.38	0.11%	£24,630	£24,630	0%
	Hourly pay	£12.58	£12.59		£12.80	£12.80	
EO	Salary	£28,792.83	£28,811.35	0.06%	£29,430	£29,430	0%
	Hourly pay	£14.97	£14.97		£15.30	£15.30	
HEO	Salary	£37,385.16	£37,232.53	-0.41%	£38,160	£38,160	0%
	Hourly pay	£19.43	£19.35		£19.83	£19.83	
SEO	Salary	£46,290.37	£46,419.39	0.28%	£47,470	£47,470	0%
	Hourly pay	£24.06	£24.13		£24.67	£24.67	
Grade 7	Salary	£59,518.66	£59,991.74	0.79%	£61,440	£61,440	0%
	Hourly pay	£30.93	£31.18		£31.93	£31.93	
Grade 6	Salary	£72,043.61	£73,251.58	1.65%	£75,480	£75,480	0%
	Hourly pay	£37.44	£38.07		£39.23	£39.23	
SCS	Salary	£83,802.08	£88,759.77	5.59%	£78,464	£81,759	4.03%
	Hourly pay	£43.56	£46.13		£40.78	£42.49	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. ¹Totals may not sum due to rounding.

⁶ This is the (rounded) number of staff on the payroll system at 31 March 2022. It might not tally with other totals in this report for several reasons, including secondments not on payroll, staff joining after payroll shutdown and staff who have left but received final payment after reporting period.

Welsh Government Gender Pay Gap: Mean and Median

Gender Pay Gap	Female average (mean) pay	Male average (mean) pay	Mean gender pay gap	Female median pay	Male median pay	Median gender pay gap
Salary	£40,786.30	£43,576.65	6.40%	£38,160.00	£38,160.00	0%
Hourly pay	£21.20	£22.65		£19.83	£19.83	

Welsh Government Ethnicity Pay Gap: Mean and Median

Figures below are based on a total of 5470 staff: 170 Black, Asian and Minority Ethnic and 5300 White staff. 350 staff who have not declared their ethnicity on the HR system were excluded.

Ethnicity Pay Gap	Ethnic minority average (mean) pay	White average (mean) pay	Mean ethnicity pay gap	Ethnic minority median pay	White median pay	Median ethnicity pay gap
Salary	£39,689.96	£41,948.23	5.38%	£38,160.00	£38,160.00	0%
Hourly pay	£20.63	£21.80		£19.83	£19.83	

Welsh Government Disability Pay Gap: Mean and Median

Figures below are based on a total of 5360 staff: 360 reported being disabled and 4990 reported not being disabled. 460 staff who have not declared whether they are disabled on the HR system were excluded.

Disability Pay Gap	Disabled average (mean) pay	Not disabled average (mean) pay	Mean disability pay gap	Disabled median pay	Not disabled median pay	Median disability pay gap
Salary	£39,726.80	£42,196.43	5.85%	£38,160.00	£38,160.00	0%
Hourly pay	£20.65	£21.93		£19.83	£19.83	

Throughout this report, all figures are rounded to the nearest 10 and figures below 5 have been suppressed and are denoted by *. Percentages are rounded. *Totals may not sum due to rounding.

Annex E



The Women in Law Pledge

This pledge is a commitment to work together to harness the power of gender equality to transform the business of law.

My organisation pledges to promote gender equality by:

1. Having one named member of our senior leadership team/management committee who is accountable for gender diversity and inclusion.
2. Setting specific gender targets at leadership level and at other levels as appropriate.
3. Considering the differential outcomes for different groups of women at all levels of the organisation e.g. their background, identity and range of experiences.
4. Developing an action plan to achieve gender equality in our senior management and leadership teams.
5. Committing at senior level to tackle sex discrimination, bullying and sexual harassment in the workplace.
6. Committing to tackle workplace culture and bias that may result in differential outcomes in the workplace.
7. Making public our pledge and publishing our targets and action plan.
8. Ensuring specific aspects of pay, reward and recognition of the senior leadership team are linked to delivery against these gender equality targets as applicable.

Name of Organisation/Advocate: Welsh Government

Sector/Industry: Government/Public Sector

Senior Lead accountable for commitment:

Helen Lentle – Director Welsh Government Legal Services

Please provide a summary of the activities you intend to carry out in order to support the pledge and how progress will be monitored.

The Welsh Government Legal Services Department (“WGLSD”) is leading the way within the legal profession with regards to gender equality, and that is evidenced by the following statistics:

At a departmental level, the WGLSD gender split is 66% female; 34% male.

At Senior Management Level (1 Director and 8 DDs), the gender split is 66.66% (two thirds) female; 33.33% (one third) male, with the Director of Legal Services (Helen Lentle) a female. The Director is also Head of the Legal Profession within the Welsh Government.

At senior lawyer/team leader level (Grade 6) the split is 58% female; 42% male.

With reference to the pledges:

1. The Director of Legal Services will continue to be accountable for gender diversity and inclusion.
2. Gender specific targets have been set and have been achieved within WGLSD. We are committed to maintaining gender equality.
3. The Welsh Government has a Women’s Network, aimed at bringing people from different backgrounds and areas of Welsh Government together to share experiences. It encourages personal growth and mutual support of women to reach their full potential.

The network aims to provide a united voice on the issues facing women across Welsh Government and works to achieve gender balance in the organisation by running networking and training events and providing development opportunities to members.

In addition, women lawyers from ethnic minority backgrounds are invited to participate in the wider public sector ‘BAME⁷ into Leadership’ programme, which provides a range of interesting training, engagement events and professional development opportunities, including STEP opportunities.

Women lawyers within WGLSD also have access to several development courses aimed at women from all backgrounds across the organisation, e.g. Women as senior leaders, Influence and Resilience workshop, Courage and Presence workshop, many of which are run by the Whitehall and Industry Group and aim to help women overcome barriers, build networks and become the leaders they aspire to be.

⁷ The Welsh Government no longer uses the term ‘BAME’ to refer to Black, Asian and Minority Ethnic People, but this is the name of the external public sector programme.

The Director of Legal Services has participated in a leadership course at the Harvard Kennedy School of Government, Harvard University, which lead to the 'Certificate for Leadership In a New World – Harvard Women and Power', and has attended an annual leadership summit for alumnae of that course.

The Welsh Government also has a reverse mentoring programme, targeting under-represented groups across the organisation, including women from different backgrounds. A number of members of the Legal Services Management Board including the Director participate in this programme.

4. WGLDS has achieved gender equality within its senior management and leadership teams, and is committed to maintaining gender equality in this area.
5. The Senior Management Team are committed to tackling any kind of discrimination, bullying and harassment in the workplace, and robust policies are in place in this regard. WGLSD has an action plan in place to deal with tackling unacceptable behaviour, and all staff are encouraged to call out unacceptable behaviour. An official from outside WGLSD has been appointed as an independent person who WGLSD staff members can approach if they have any concerns, and don't feel comfortable raising those concerns directly within WGLSD. There's also an Employee Assistance Programme which enables staff to have confidential conversations with independent, trained advisers.
6. Smart working policies and ICT kit to facilitate flexible working are in place to create a flexible culture for all which takes into account different needs and working patterns. All teams have Team Charters to ensure that the needs of all team members are reflected in a team's working arrangements and are about respecting people's individual needs.
Online unconscious bias training is undertaken by all staff, and face to face training is undertaken by the management board.
All staff are encouraged to participate in the Harvard University Gender IQ Test.
7. Details of the Law Society pledge and associated data will be published as part of the Employers Equality Report which will appear on the external Welsh Government website.
8. Pay is set centrally across the Welsh Government, and is guided by the wider Civil Service.

Annex F

Our Workforce Diversity over a Decade

The overall workforce has increased from 5,330 in 2012 to 6,000 in 2022. The diversity of the workforce has also increased, although progress is slow.

Black Asian and Minority Ethnic staff – 2.1% in 2012 up to 3% in 2022

Disabled staff – 4.4% in 2012 up to 6% in 2022

Minority sexual orientation staff – 2.5% in 2012 up to 4% in 2022

Workforce Diversity

