



Llywodraeth Cymru
Welsh Government

Annual Employer Equality Report



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Foreword

It is a pleasure to introduce the Welsh Government Employer Equality Report for 2020-2021.

The year covered by this report was unprecedented. A global pandemic that shut down the country, and countries right around the world. COVID-19 has had a profound effect on equality, with some of the most marginalised groups being the hardest hit.

As an organisation, we had to become a 'remote working' organisation overnight. Many staff had to change job roles, to work in our Emergency Coordination Centre or other priority areas. Many did so while juggling home schooling children, caring responsibilities or dealing with other personal concerns at a very worrying time. Staff at all levels have worked extraordinarily hard for a very long, intense period of time – and it is not yet over. I'd like to take this opportunity to thank everyone working in this organisation for their hard work, commitment and flexibility.

Looking forward, some of the ways that we have been forced to work are providing us with new opportunities. We are moving towards a more flexible and inclusive way of working that can benefit everyone. We are embracing the technology that allows us to work effectively and collaboratively wherever we are. We have moved to online and virtual events, learning & development programmes and recruitment. This has given us greater geographical equality in our workplace than we have seen before.

I was delighted that this year saw us publish our Workforce Equality, Diversity and Inclusion Strategy 2021-2026. The Strategy was developed in coproduction with our staff diversity networks, Diversity & Inclusion Steering Group and our Trade Unions.

The Strategy sets out how we aim to achieve our Strategic Equality Plan Objective and includes very challenging new targets. Further information on these is included further on in this report. We know that there is still a way to go before we reflect the diverse country that we serve, but the Strategy is intended to put us on the right path. It is disappointing to see that our gender pay gap has slightly increased this year. As at 31 March 2021 it was 7.37%, an increase on 5.53% at 31 March 2020. It was exacerbated by the number of women who joined the organisation at apprentice and Team Support level. In previous years, we have been able to reduce our gender pay gap by targeting pay awards at our lower paid staff. The pay award in 2020-21 was 2.5% at all pay points at all grades, so did not reduce our 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. Despite the disappointing increase, our Gender Pay Gap is still the second lowest it has been since reporting started in 2011, and we have made considerable progress since then, when it was at 12.5%.

The Welsh Government works with our Trade Unions in social partnership and I want to acknowledge the positive impacts we secure from working this way, both in general and on the equalities agenda. Working together with Trade Unions, we are able to do more 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.



A handwritten signature in black ink, appearing to read 'Andrew Jeffrey', written in a cursive style.

Andrew Jeffrey
Board Equality Champion

Chapter 1

Leadership

Work continued 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 Permanent Secretary¹ was very clear about her commitment to advancing equality, diversity and inclusion within the organisation. She made it evident that equality, diversity and inclusion is everyone's responsibility – ensuring equality of opportunity and challenging discrimination must be part of our day to day work regardless of grade. In order to progress in Welsh Government, the Permanent Secretary set out that we expect our leaders to be inclusive leaders who take seriously the wellbeing and inclusion of their teams and challenge inappropriate behaviour and language.

The Diversity and Inclusion Steering Group met four times (virtually) during this period. Membership included the Board Equality Champion, six Departmental Champions (members of the Senior Civil Service from each of the Business Groups), Staff Diversity Network Chairs, Trade Unions and Human Resources.

Achievements and Activities During the Year

We have:

- Developed and published our **Workforce equality, diversity and inclusion strategy: 2021 to 2026**.
- Developed and published internally our Equality, Diversity & Inclusion Delivery Plan for 2021.
- Revised our Equality, Diversity and Inclusion Policy.
- Expanded our reverse mentoring scheme for Senior Civil Servants to include Grade 6 civil servants.
- Established a new 'Diversity in Recruitment Team'.
- Moved our recruitment, promotion and learning & development activities online.
- Undertaken corporate and individual risk assessments.
- Introduced Team Charters to agree ways of working and ensure equality and inclusion.
- Undertaken equality impact assessments on new policies and processes.
- Piloted a new recruitment adjustments process for disabled staff.
- Held a number of virtual 'Let's Talk' events in which staff were able to hear directly from the Permanent Secretary and Leadership Team.

¹ For the period of this report, the Permanent Secretary was Dame Shan Morgan DCMG.

- Undertaken focused virtual outreach activities for Senior Civil Service and other recruitment.
- Renewed our Disability Confident Leader (Level 3) Accreditation.
- Signed the Victim Support Hate Crime Charter.

Due to the pandemic, routine HR policy work was interrupted with the need to focus on providing advice and guidance on COVID-19-related sickness absence, pandemic working arrangements, increased employee caring responsibilities and general wellbeing issues.

However, during the timeframe 01 April 2020 – 31 March 2021 we have also:

- Launched a Carer's Passport to help employees and their line managers discuss and document the flexibilities they need to effectively combine caring responsibilities and work.
- Concluded a consultation with our trade union partners and staff diversity networks on proposed revisions to the Disability Special Leave Policy, including retitling the policy to align with our commitment to the Social Model of Disability and clarifying our approach to sickness absence arising from treatment for impairments and health conditions.
- Started a consultation with our trade union partners and staff diversity networks on a new Safeguarding Policy. The policy will help 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.

- Published guidance for staff on the new statutory right to Parental Bereavement Leave and updated our suite of parental policies with appropriate signposting. We have chosen to extend the statutory provision by disregarding the minimum 26 week service requirement for Parental Bereavement Pay and instead offer all eligible employees full pay during their period of leave regardless of length of service.

Let's Talk Respect Campaign

The Permanent Secretary's Let's Talk Respect campaign, launched on 1 May 2019, continued throughout 2020. Driven by global events and the resurgence of the Black Lives Matter movement, our aim was to encourage organisation-wide conversations on race in the workplace to break down barriers, help tackle inequality and discrimination and forward our aim to be an anti-racist organisation.

Anti-Racism

Both the Workforce Equality, Diversity and Inclusion Strategy and the draft Race Equality Action Plan commit the Welsh Government to being an anti-racist organisation, developing and embedding anti-racist approaches in all our policies, processes and systems, valuing lived experience and drawing on appropriate expertise to guide this work. During the year, the Let's Talk Respect campaign included:

- The Permanent Secretary met with the Minority Ethnic Staff Network (MESN) in June following the death of George Floyd and the subsequent Black Lives Matter movement to discuss the ramification of both those and Covid inequalities on ethnic minority people and communities.
- A 'Respecting Race in the Workplace' podcast to showcase stories and genuine lived experiences of colleagues working in the Welsh Government during lockdown and the re-emergence of Black Lives Matter.
- A collection of practical resources from inspirational thinkers and speakers to help build knowledge and explore the actions that teams could take in tackling workplace inequality and racism.
- Promotion and support for a report, commissioned and published internally by the Minority Ethnic Staff Network (MESN) and Women Together Network. 'Running Against the Wind' explored employees' experiences of race, gender and intersectionality in the workplace and directly influenced the new Workforce Equality, Diversity & Inclusion Strategy.
- A session for the Senior Civil Service on the 'Running Against the Wind' Report.
- An all staff 'Let's Talk – Our approach to diversity and inclusion event in October 2020.
- The development of an all staff conversation, 'Let's Talk Race', facilitated by the Permanent Secretary and featuring Black, Asian and minority ethnic employees discussing their personal experiences of race in the workplace, which was then held in April 2021.

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 have continued to embed the social model when developing and revising our policies and processes.

We have implemented a recruitment adjustment process for our promotion gateways, to make it easier for candidates to ask for reasonable adjustments to be assessed fairly. The process includes the opportunity for 1-1 advice sessions for candidates who are unsure whether, or what reasonable adjustments they could or should ask for in order to ensure that they can perform to their best. Candidates can complete a form, with support from a mentor if required, to record and have agreed any reasonable adjustments to the recruitment process. Agreed adjustments can be recorded on a recruitment adjustment passport which can be used for all recruitment, without the candidate having to make new requests. Where disabled candidates are successful in gaining promotion, we ensure that they are matched to roles which are compatible with their workplace adjustments. We will be rolling this out to further for all of our recruitment.

We have continued to run (virtually) Social Model of Disability awareness sessions for staff led by the vice chair of our Disability Awareness and Support network.

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

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 underrepresentation 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 2020-2024² can be found here: gov.wales/equality-plan-and-objectives-2020-2024

² 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 (published a year later than planned due to the pandemic) 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 underrepresentation 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 Workforce Targets

Recruitment and promotion schemes

Senior Civil Service (SCS) Deputy Director Recruitment Scheme

In the autumn of 2020, we undertook an SCS recruitment scheme, to take on 20 new Deputy Directors (DD). The pass rate and merit/reserve list far exceeded that number, so in addition to filling the 20 posts, we have retained a list of those who can be appointed when DD roles become vacant. **61%** of the job offers were made to women. (36% were made to men and 2% preferred not to say.)

In terms of outcome, 19 candidates were successful and placed in our top merit order (A/B) with a further 25 candidates on our reserve list (B/C).

The following figures are the diversity breakdown of Merit Order and Reserve List candidates combined:

- Gender split of candidates: 62.5% female – 33.3% male.
- Disabled candidates: 8.3%.
- Black, Asian and Minority Ethnic candidates: 20.8%.

The SCS successful candidates at 31 March 2021 (started in post) comprise:

- 70% female.
- 10% ethnic minority.
- 0% disabled.

Fixed Term Appointment Scheme

A number of Fixed Term Appointment schemes (across Grade 7, SEO, HEO, EO) were run during 2021 but had not all been concluded. Analysis has been completed on 4 completed schemes so far (one at each grade) presenting the following overall insight:

- The overall pass rate for all applicants for the FTA schemes from application to offer was **17%**.
- The overall pass rate was **higher*** at all levels of the FTA Scheme for:
 - Females compared to males (20% compared to 14%).
- However, pass rates were **lower*** for:
 - Black, Asian and Minority Ethnic applicants compared to White (12% compared to 18%).
 - Applicants from a minority sexual orientation compared to heterosexual (11% compared to 18%).
 - Disabled applicants compared to not disabled (15% compared to 18%).

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

- Although we do not have a target around the recruitment of women at grades below the SCS, offers for female applicants was greater than 50% for all grades (the highest was at G7 level – 70%).
- Offers for Black, Asian and Minority Ethnic applicants met the 20% target for the G7 scheme (20% of all G7 offers went to Black, Asian and Minority Ethnic applicants).
- Offers for disabled applicants was highest for HEO (17%).
- Offers for applicants of minority sexual orientation was highest for HEO recruitment (9% of all HEO offers went to applicants of minority sexual orientation).

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 the remaining schemes will not be available until conclusion of the schemes in 2022 and so will be referenced in the following year's report.

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. Since the pandemic, we have adapted the Gateways so that they can be delivered virtually, in a safe and effective way.

During the year, a number of gateways were held at various grades. As not all have been completed, we will report on these in the next report.

Women in the Senior Civil Service

As at 31 March 2021, the percentage of women in the Senior Civil Service (SCS) was 43.2%. It was disappointing that we still haven't achieved a gender balance in the SCS, but it is an increase of 0.4% 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. The introduction of new flow targets (for more than 50% of promotions to the SCS to be women) will enable us to focus on recruitment which will in turn gradually impact on numbers of women in the SCS.

We have SCS recruitment diversity targets that were agreed with the Cabinet Office and Civil Service Board in 2018. The targets were to recruit 3 ethnic minority SCS and 7 disabled SCS by 2025 – as part of the Senior Civil Service Ethnicity and Disability New Entrant Targets (Further information can be found here [Civil Service Diversity and Inclusion Dashboard](#)). We have met these targets and are now focusing on the flow targets published in our Strategy.

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 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 to:

- 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.

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 2020-21, 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:

Table 1 – Core training attendances by protected characteristic

Sex				
	Attendances		Individuals	
	Number	%	Number	%
Female	14,660	68	2,540	63
Male	6,750	32	1,470	37
Total¹	21,410	4,000		

Age				
	Attendances		Individuals	
	Number	%	Number	%
16-24	1,210	6	100	3
25-29	2,660	12	310	8
30-34	2,490	12	380	9
35-39	2,320	11	470	12
40-44	2,670	12	570	14
45-49	2,550	12	570	14
50-54	2,730	13	600	15
55-59	2,770	13	570	14
60-64	1,400	7	310	8
65+	610	3	130	3
Not Declared	10	0	*	0
Total¹	21,410		4,000	

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. Totals are calculated from the actual numbers before rounding. Percentages are based on the total headcount (5680) used for the report. Data is based on headcount from the end of month extract as at 31 March 2020. Some protected characteristics no longer have a “prefer not to say” option – this is greyed out in the tables and in italic font.

Disability				
	Attendances		Individuals	
	Number	%	Number	%
Disabled	1,510	7	260	7
Not Declared	2,000	9	270	7
Not Disabled	17,320	81	3,360	84
Prefer Not to Say	590	3	120	3
Total¹	21,410		4,000	

Race				
	Attendances		Individuals	
	Number	%	Number	%
Arab	10	0	*	0
Asian – Bangladeshi	10	0	*	0
Asian – Chinese	30	0	10	0
Asian – Indian	100	0	20	0
Asian – Pakistani	160	1	20	0
Black – African	30	0	10	0
Black – Caribbean	20	0	10	0
Gypsy and Irish Traveller	10	0	*	0
Mixed Asian and White	100	0	20	0
Mixed Black African and White	20	0	10	0
Mixed Black Caribbean and White	60	0	10	0
Not Declared	1,150	5	150	4
Other Asian Background	10	0	*	0
Other Ethnic Group	40	0	10	0
Other Mixed Ethnic Background	80	0	20	0
Prefer Not to Say	650	3	150	4
White	18,920	88	3,580	89
Total¹	21,410		4,000	

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Religion/Belief				
	Attendances		Individuals	
	Number	%	Number	%
Agnosticism	1,340	6	250	6
Atheism	2,350	11	410	10
Baha'i	*	0	*	0
Buddhism	60	0	10	0
Christianity	7,770	36	1,550	39
Hinduism	70	0	10	0
Humanism	20	0	10	0
Islam	160	1	30	1
Jainism	*	0	*	0
Judaism	40	0	10	0
Not Declared	1,270	6	180	5
No Religion/Belief	3,860	18	570	14
Other Religion/Belief	400	2	80	2
Paganism	20	0	*	0
Prefer Not to Say	4,050	19	910	23
Rastafarianism	*	0	*	0
Sikhism	*	0	*	0
Taoism	*	0	*	0
Total¹	21,410		4,000	

Sexual Orientation				
	Attendances		Individuals	
	Number	%	Number	%
Heterosexual/Straight	16,930	79	3,210	80
Not Declared	1,250	6	180	4
Other Sexual Orientation	960	4	160	4
Prefer Not to Say	2,280	11	470	12
Total¹	21,410		4,000	

Maternity/Pregnant**				
	Attendances		Individuals	
	Number	%	Number	%
No	21,030	98	3,930	98
Yes	380	2	70	2
Total¹	21,410		4,000	

**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				
	Attendances		Individuals	
	Number	%	Number	%
Married/Civil Partnership	8,590	40	1,810	45
Not Declared	3,010	14	750	19
Other Status	2,680	13	440	11
Prefer Not to Say	0	0	0	0
Single	7,130	33	1,010	25
Total¹	21,410		4,000	

Gender Reassignment (Same as sex assigned at birth)				
	Attendances		Individuals	
	Number	%	Number	%
Not Declared	9,390	44	2,190	55
Not Same	20	0	*	0
Prefer Not to Say	330	2	70	2
Same	11,670	55	1,740	44
Total¹	21,410		4,000	

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.

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 2020-2021 financial year include:

Shift to virtual classroom learning

In March 2020, staff were directed to work from home as public health guidelines were put in place to respond to the global pandemic. Subsequently, we paused our predominantly face-to-face programme of learning and worked swiftly to put in a place a core offer of virtual classroom training by the summer. This included a range of activity focused on supporting diversity and inclusion, including our newly developed 'Calling it out' course, which was designed to help staff feel confident in challenging unwelcome behaviour should they ever encounter it.

Feedback from staff on the virtual learning offer has been overwhelmingly positive. It's enabled us to bring staff together from locations across Wales and beyond, as well as develop more accessible, 'bite-size' modules open to a wider pool of people. However, we recognise the value of coming together to learn in person, helping people

to build relationships and share ideas. That's why, once it's safe to do so, our aim is to offer a carefully curated hybrid model of delivery for our learning, built on the principles of inclusion and collaboration.

Self-directed learning

Since its launch in 2019, the Learning Lab has gone from strength to strength, with a big increase in the Learning & Development (L&D) programmes hosted on it and increased use by staff. As the organisation's online hub for all learning and development related activity, the platform has been a valuable tool in supporting staff through the pandemic by providing engaging resources, useful advice, and opportunities for connection and collaboration through virtual networks.

Changing behaviour through learning

With the expiration of the previous learning and development framework in 2020, we've had the opportunity to review our approach to equalities-based learning as work is underway to procure a new corporate L&D framework. For the first time, we will have a "lot" dedicated to equality, diversity and inclusion learning, which will enable us to work with expert trainers and facilitators who really understand what we're trying to achieve.

Our approach to equalities L&D will be evidence-based, informed by the latest research and best practice in what works and how to drive real and systemic behaviour change.

Supporting women into leadership

Our Women in Leadership offer was adapted to support aspirational female colleagues as we made the transition to working from home due to COVID-19 restrictions and to leading teams remotely. The following of workshops were available to those grade HEO and above:

- Enhancing Personal Presence and Impact in the virtual world.
- Managing the Group Dynamics of Virtual Meetings.
- Maintaining High-Quality Connections when Leading Virtual Teams.
- Leading with Confidence and Resilience.
- The Power of Why.

In addition, we ran a competitive process for the second year, enabling participants to gain places on highly regarded external development programmes aimed at women wanting to progress to the next stage of their careers. This year we opened up the programme to all grades from Team Support to Grade Six, offering:

- Six places on Crossing Thresholds, a year-long Civil Service Learning programme.
- One place on the Pipeline Summit.
- One place on the WIG nine month Women Into Leadership programme.
- 12 places at the Dods' Women in Leadership Conference.

Black, Asian & Minority Ethnic Development Programme

The Welsh Government's second development programme for Black, Asian and Minority Ethnic staff ran from September 2019 – December 2020. Delivered jointly by the Minority Ethnic Staff Network and HR Strategy Division, the twelve month programme involved experiential learning, workshops, and online training.

18 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.

The Welsh Language in the Welsh Government

Work is underway to implement the Welsh Government's new internal use of Welsh strategy "Cymraeg. It belongs to us all" which was launched in April 2020. This sets out our vision of being a bilingual organisation by 2050. Our shorter term aim is to become an exemplar organisation in our use of the Welsh language. We are promoting opportunities for staff to use the language in their day to day work, refining how we mainstream the language, and developing our use of Welsh language technology. Our hope is that this strategy will serve to inspire other public sector organisations in Wales to consider their aspirations for increasing the use of the language within their organisations, and their part in helping us achieve one million speakers by 2050.

Welsh Language Learning Opportunities

Below is a round-up of the learning activities and bilingual working support we provided during this 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. Classes are run based on five levels available from beginner to proficient.

We received **214** applications to attend Welsh language weekly classes for the 2020-21 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. **156** Mentors signed up to our register compared to **97** last year. An information pack was developed for the learners and mentors to read and refer to throughout the year, the information packs were provided to each learner and mentor bilingually.

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.

Summer revision classes – Our providers (Aberystwyth, Bangor and Cardiff Universities) developed a new summer programme to support learners whose studies had been disrupted by COVID-19, enabling them to catch up and continue with their Welsh Language weekly classes in September. This was the first Welsh Government programme of its kind.

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

- Over 20 online tutorials.
- 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 300 members.
- Interviews with Learners and mentors.
- Expression of interest forms.

Expert consultation – An expert Welsh language tutor worked with us to develop a bespoke learning and development offer to support colleagues across the organisation.

Support for those with additional learning needs – We facilitated a bespoke programme between Cardiff University and a Deaf colleague, an innovative, first of its kind pilot developed uniquely between the Welsh Government and the university. We consulted the National Centre for Learning Welsh to explore innovative learning methods and arranged additional support and 1:1 sessions to support colleagues with dyslexia.

Twitter in Welsh course – This workshop demonstrates how to write clearly and concisely in Welsh for social media platforms such as Twitter. This session was offered to a closed cohort of Welsh speaking staff in communication roles to help increase their confidence in using the Welsh Language online.

Bespoke Gloywi course – This course is for staff who are proficient in the Welsh Language but want to improve their skills and/or confidence. The sessions were run by an expert Welsh Language tutor.

Kick off Cymraeg – An engaging and fun online session allowed participants to explore the Welsh Language and the Welsh Government’s strategy in relation to its internal use – Cymraeg. It Belongs to us All.

Welsh Pronunciation – This interactive and practical 1.5-hour session gives participants a chance to understand how to pronounce Welsh and to practice key words and phrases, names and place names in an encouraging and supportive environment.

The **Free Work Welsh e-learning** offers over 20 free online taster tutorials to introduce everyday words and phrases.

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	1,380	25
Speaking	1,280	22
Understanding	1,370	24
Writing	1,110	20

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

	Number	%
Reading	3,320	58
Speaking	2,840	50
Understanding	3,120	55
Writing	2,470	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 2021

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 (5800) used for the report.

The workforce has increased (from 5680 to 5800) but the overall diversity mix remained relatively static over the past 12 months (period 1 April 2020 – 31 March 2021).

Table 3 – Workforce by Sex

Sex (All Work Patterns)		
	Number	%
Female	3,430	59
Male	2,370	41
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.

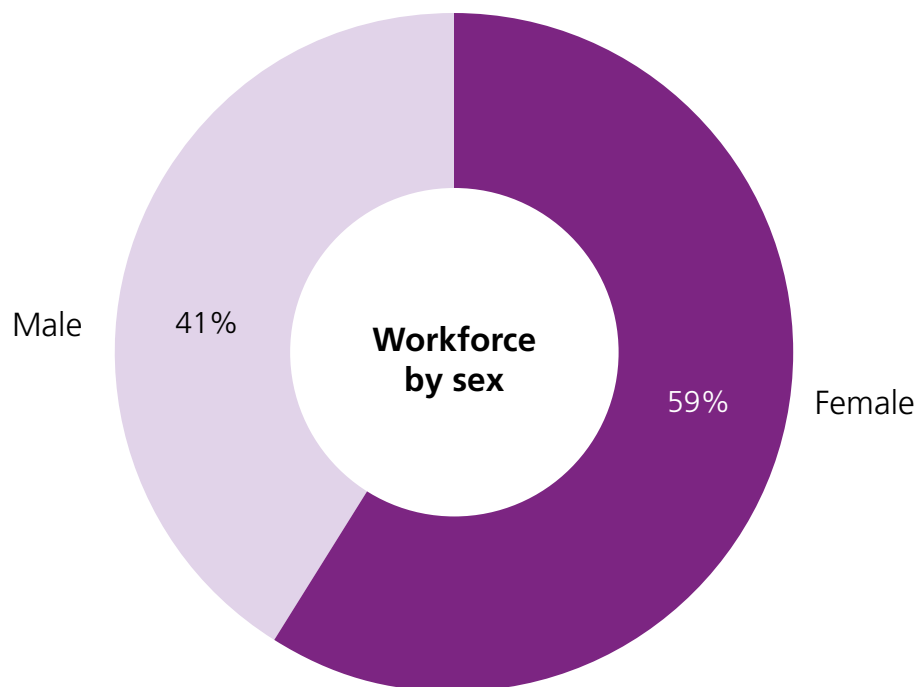
Figure 1

Table 4 – Workforce by Age

Age	Number	%
16-24	160	3
25-29	390	7
30-34	510	9
35-39	780	13
40-44	870	15
45-49	830	14
50-54	890	15
55-59	810	14
60-64	410	7
65+	170	3
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.

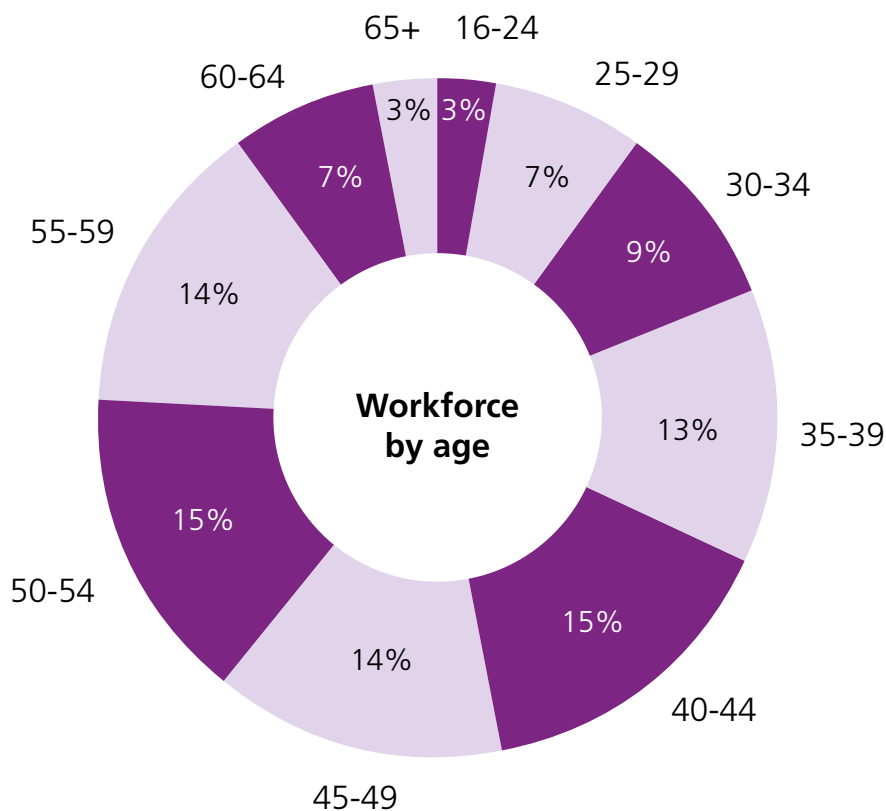
Figure 2

Table 5 – Workforce by Disability

Disability		
	Number	%
Disabled	350	6
Not Declared	290	5
Not Disabled	4,990	86
Prefer Not to Say	180	3
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 3

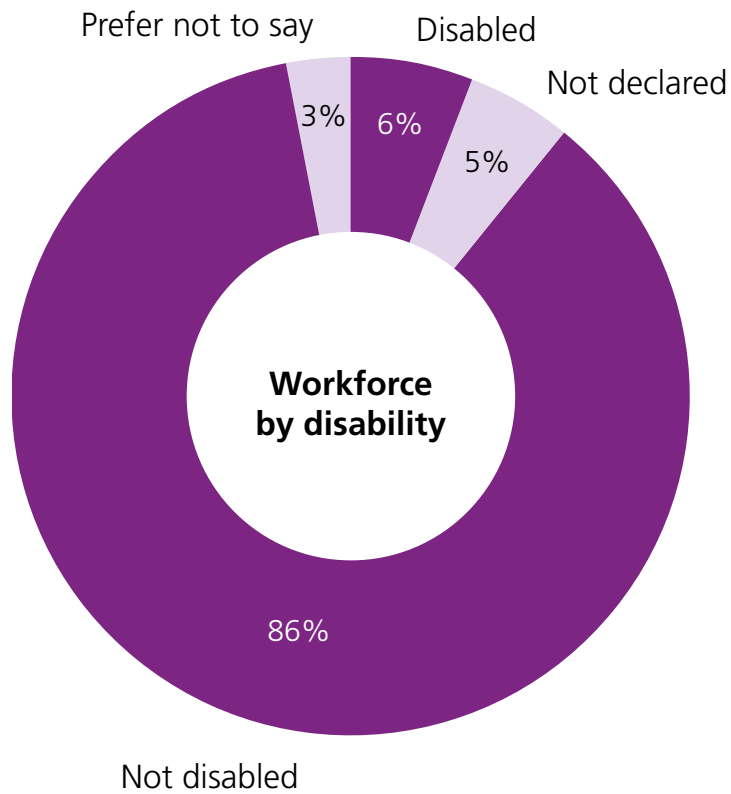


Table 6 – Workforce by Race

Race	Number	%
Not Declared	140	2
Other Ethnicity	160	3
Prefer Not to Say	230	4
White	5,270	91
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.

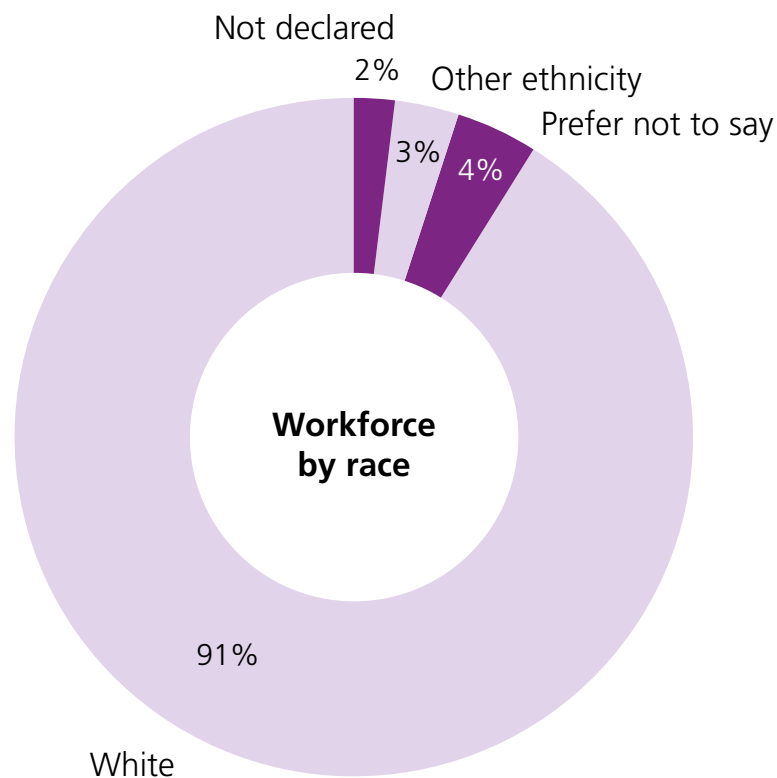
Figure 4

Table 7 – Workforce by Religion or Belief

Religion/Belief	Number	%
Christianity	2,320	40
Not Declared	190	3
No Religion/Belief	1,670	29
Other Religion/Belief	220	4
Prefer Not to Say	1,410	24
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.

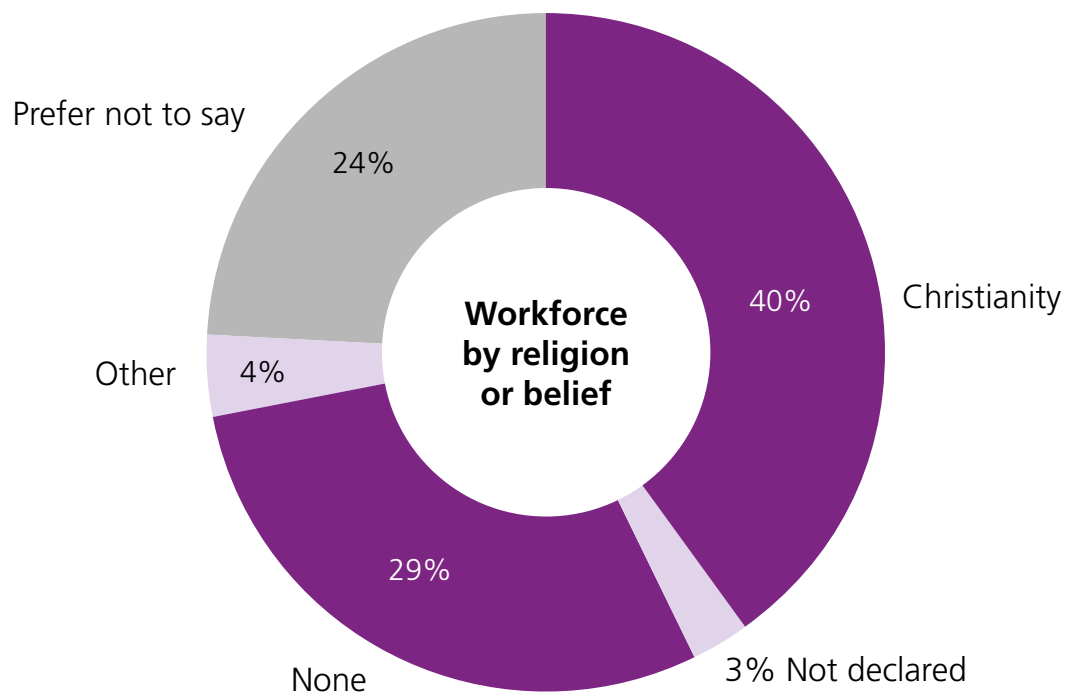
Figure 5

Table 8 – Workforce by Sexual Orientation

Sexual Orientation	Number	%
Heterosexual/Straight	4,730	81
Not Declared	180	3
Other Sexual Orientation	210	4
Prefer Not to Say	690	12
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.

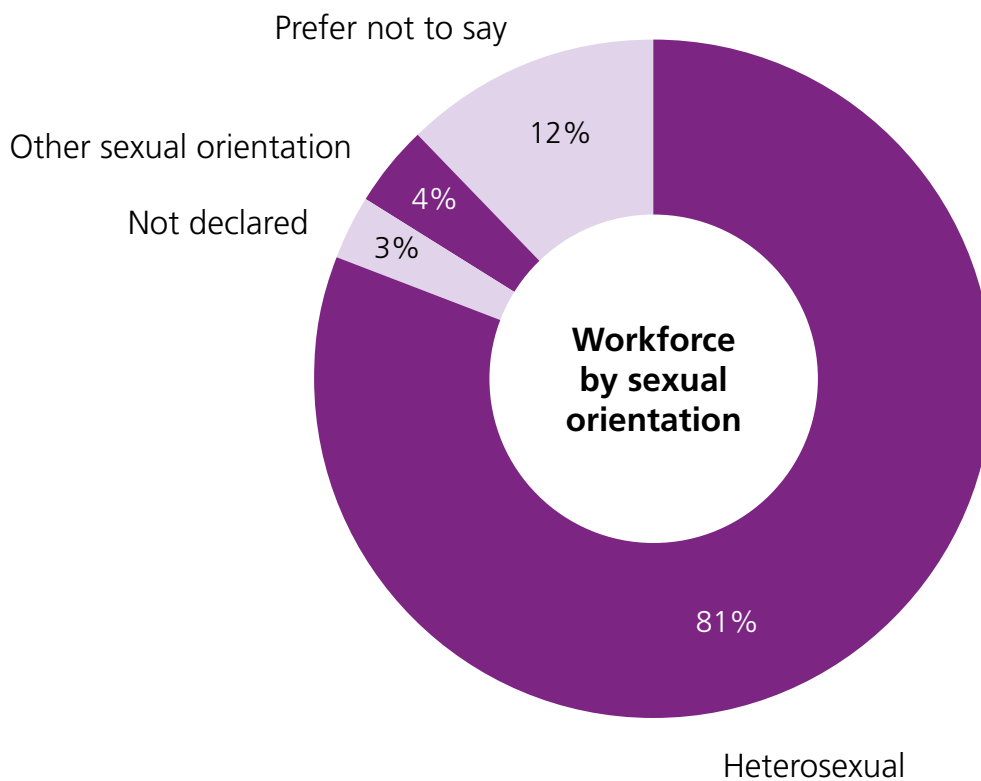
Figure 6

Table 9 – Workforce by Marital Status

Marital		
	Number	%
Married/Civil Partnership	2,620	45
Not Declared	1,250	21
Other Status	600	10
Prefer Not to Say	0	0
Single	1,340	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.

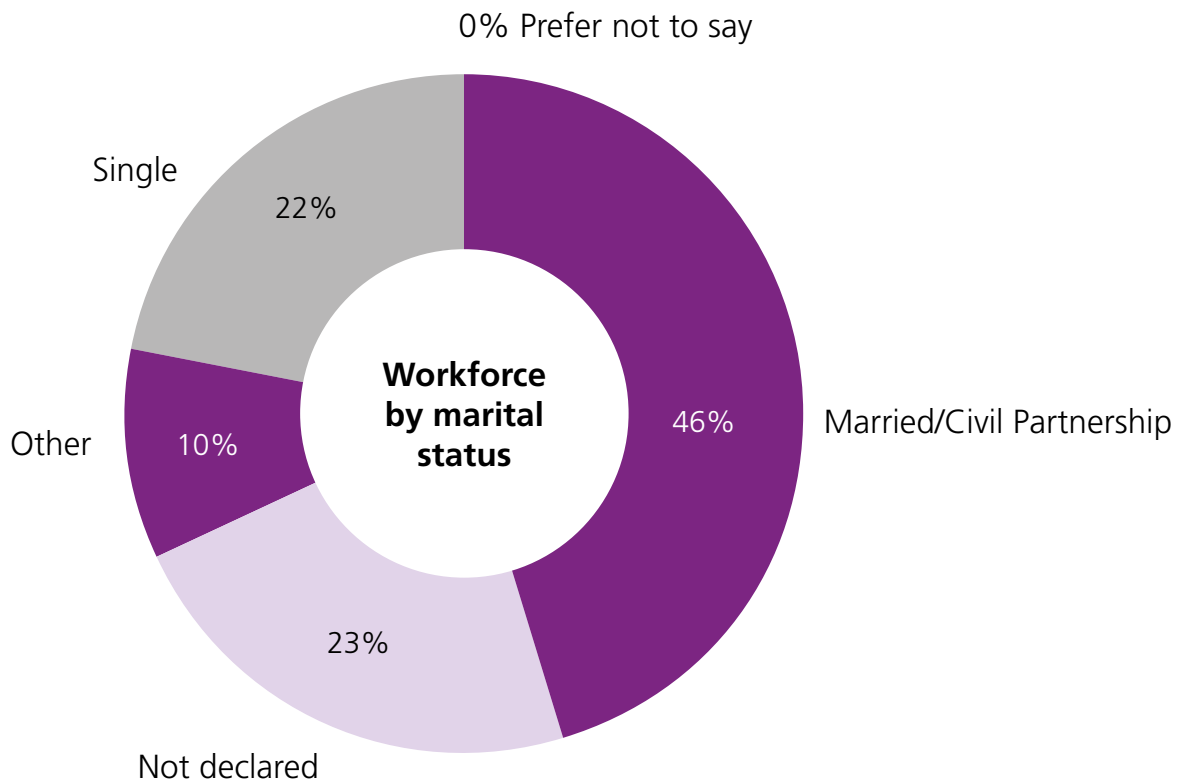
Figure 7

Table 10 – Workforce by Pregnancy and Maternity

Pregnant/Maternity		
	Number	%
No	5,720	99
Yes	80	1
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.

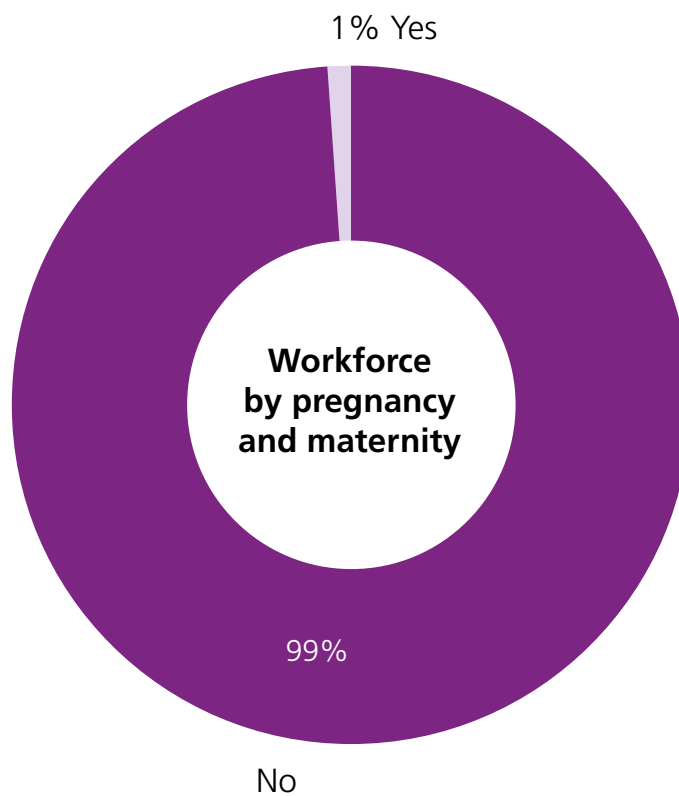
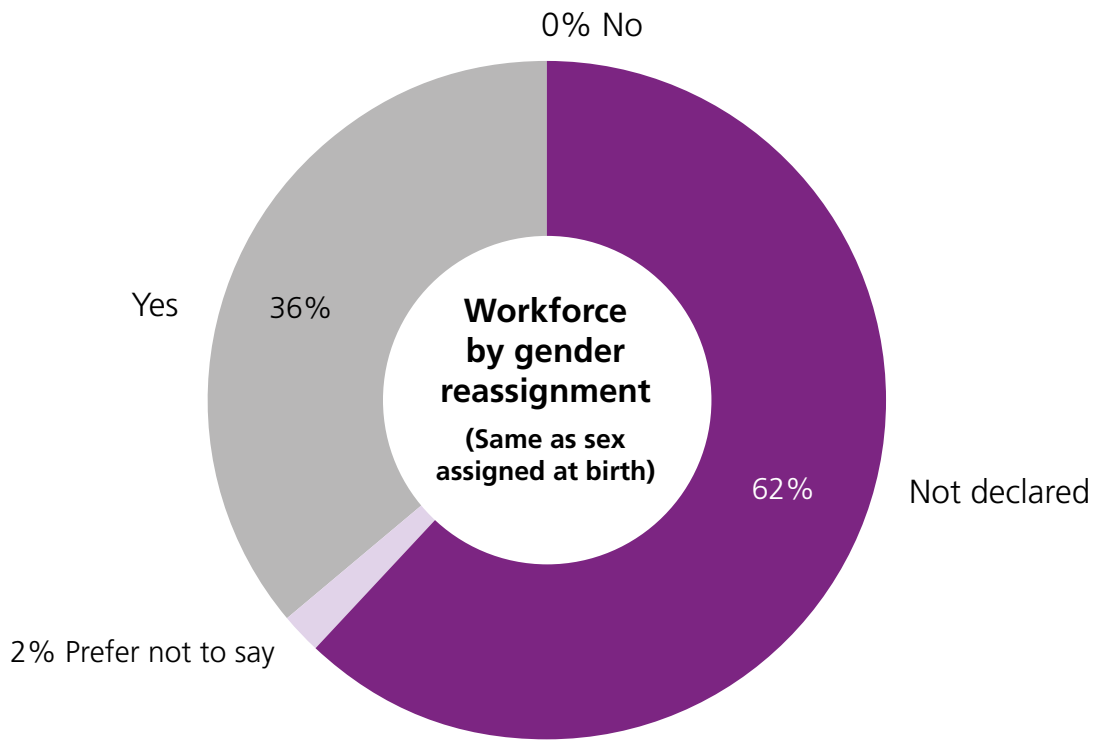
Figure 8

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

Gender Reassignment (Same as sex assigned at birth)		
	Number	%
No	*	0
Not Declared	3,520	62
Prefer Not to Say	90	2
Yes	2,060	36
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 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 to choose either 'male' or 'female' 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. Some professions, namely IT, Engineering and Economics are more likely to be occupied by men. According to the data, women are also more likely to work part-time compared to men.

Table 12 – Profession

Profession	Female	Male
Communications	90	70
Economics	20	30
Engineering	10	30
Facilities Management	30	40
Finance	190	140
Health	120	70
Human Resources	150	50
Internal Audit	10	10
Information Management/Library	60	60
Inspectors	190	50
Information Technology	60	150
Legal Services	100	50
Marketing	60	20
Operational Delivery	960	680
Planning	10	20
Policy Delivery	970	660
Procurement and Contract Management	40	30
Programme and Project Management	80	60
Social Research/Market Research	50	30
Science	20	20
Social Services and Social Work	120	20
Statistics	50	40
Surveyors	10	20
Translation	30	10
Veterinary Services	*	*
Total¹	3,430	2,370

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	*	0
SCS3	*	*
SCS2	10	30
SCS1	70	80
Grade 6	110	120
Grade 7	500	420
Senior Executive Officer (SEO)	740	500
Higher Executive Officer (HEO)	940	510
Executive Officer (EO)	570	420
Team Support (TS)	460	280
Other	20	20
Total¹	3,430	2,370

Table 14 – Contract Type

Contract	Female	Male
Permanent	3,250	2,220
Temporary	180	150
Total¹	3,430	2,370

Table 15 – Working Pattern

Work Pattern	Female	Male
Full Time	2,500	2,180
Part Time	930	190
Total¹	3,430	2,370

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.

Pay

Median salary

The median salary for full time staff has increased to £37,410 as at 31st March 2021.

Gender pay gap

The Welsh Government's gender pay gap as at 31 March 2021 was 7.37%, an increase from 5.53% at 31 March 2020. Further details are at Annex D.

The increase in our gender pay gap this year is disappointing. 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. This was exacerbated in 2020-21 by the number of women who joined the organisation at apprentice and Team Support level. In previous years, we have been able to reduce our gender pay gap by targeting pay awards at our lower paid staff. The pay award in 2020-21 was 2.5% at all pay points at all grades, therefore it did not reduce our 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.

Recruitment Activity

The recruitment activity illustrated includes all captured formal appointments at all grades. 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 2020 – March 2021)

Table 16a – External Job Applications – Sex

Sex	Total
Female	1,490
Male	1,180
Prefer Not to Say	30
Total¹	2,700

Table 16b – External Job Applications – Age

Age Range	Total
16-24	420
25-29	350
30-34	330
35-39	380
40-44	390
45-49	330
50-54	260
55-59	160
60-64	30
65+	*
Prefer Not to Say	40
Total¹	2,700

Table 16c – External Job Applications – Disability

Disability	Total
Disabled	250
Not Disabled	2,370
Prefer Not to Say	80
Total¹	2,700

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/Asian Welsh or Asian British	10
Asian/Asian Welsh or Asian British – Any other Asian background	10
Asian/Asian Welsh or Asian British – Bangladeshi	10
Asian/Asian Welsh or Asian British – Chinese	10
Asian/Asian Welsh or Asian British – Indian	30
Asian/Asian Welsh or Asian British – Pakistani	20
Black, African, Caribbean – Black – African	10
Black, African, Caribbean – Black – Caribbean	*
Black/Black Welsh/Black British/Caribbean or African	10
Black/Black Welsh/Black British/Caribbean or African – Any other Black background	*
Mixed, multiple ethnic groups – Any other mixed background	30
Mixed, multiple ethnic groups – White and Asian	20
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	10
Prefer Not to Say	40
White – Gypsy or Irish Traveller	*
White – Irish	20
White – Other white background	90
White – Welsh, English, Scottish, Northern Irish, British	2,370
Total¹	2,700

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	280
Atheism	380
Baha'i	*
Buddhism	20
Christianity	980
Hinduism	30
Humanism	10
Jainism	0
Judaism	*
Islam	50
No Religion	760
Other Religion	20
Paganism	10
Prefer Not to Say	160
Rastafarianism	*
Sikhism	10
Tao	*
Total¹	2,700

Table 16f – External Job applications – Sexual Orientation

Sexual Orientation	Total
Heterosexual/straight	2,380
Other Sexual Orientation	200
Prefer Not to Say	130
Total¹	2,700

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

Married/Civil Partnership	Total
No	1,430
Prefer Not to Say	60
Yes	1,210
Total¹	2,700

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
No	10
Prefer Not to Say	30
Yes	2,660
Total¹	2,700

Table 16i – External Job Applications – Pregnancy

Currently Pregnant/Pregnant in Past Year	Total ¹
No	2,620
Prefer Not to Say	50
Yes	40
Total¹	2,700

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

Maternity Leave in Past Year	Total ¹
No	10
Not Known/Not Requested	2,660
Yes	30
Total¹	2,700

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 2020 – 31 March 2021). All Grades.

Table 17a – Internal Job Applications – Sex

Sex	Not taken forward***	Unsuccessful	Successful	Total
Female	*	540	70	610
Male	10	380	40	420
Not Declared	0	10	*	10
Prefer Not to Say	0	*	*	*
Total¹	10	930	110	1,050

Table 17b – Internal Job Applications – Age

Age Range	Not taken forward***	Unsuccessful	Successful	Total
16-24	0	20	0	20
25-29	*	90	10	100
30-34	*	120	20	140
35-39	*	180	30	210
40-44	*	170	20	190
45-49	*	150	10	160
50-54	*	110	10	120
55-60	0	70	*	70
60-64	0	20	0	20
65+	0	*	0	*
Not Declared	0	*	*	*
Prefer Not to Say	0	20	*	20
Total¹	10	930	110	1,050

Table 17c – Internal Job Applications – Disability

Disability	Not taken forward***	Unsuccessful	Successful	Total
Disabled	*	70	*	80
Not Declared	0	*	*	*
Not Disabled	10	830	100	940
Prefer Not to Say	0	30	10	30
Total¹	10	930	110	1,050

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/Asian Welsh or Asian British	0	*	0	*
Asian/Asian Welsh or Asian British – Bangladeshi	0	*	0	*
Asian/Asian Welsh or Asian British – Chinese	0	*	*	*
Asian/Asian Welsh or Asian British – Indian	0	10	0	10
Asian/Asian Welsh or Asian British – Pakistani	0	10	0	10
Black, African, Caribbean – Black – African	0	*	0	*
Black, African, Caribbean – Black – Caribbean	0	*	0	*
Black/Black Welsh/Black British/Caribbean or African	0	*	0	*
Black/Black Welsh/Black British/Caribbean or African – Any other Black background	0	*	0	*
Mixed, multiple ethnic groups – Any other mixed background	0	*	0	*
Mixed, multiple ethnic groups – White and Asian	0	*	*	*
Mixed, multiple ethnic groups – White and Black African	0	*	0	*
Mixed, multiple ethnic groups – White and Black Caribbean	0	*	0	*
Not Declared	0	*	*	*
Other ethnic group – Any other ethnic group	0	10	0	10
Other ethnic group – Arab	0	*	0	*
Prefer Not to Say	0	20	*	20
White – Irish	0	10	0	10
White – Other white background	0	10	*	20
White – Welsh, English, Scottish, Northern Irish, British	0	840	100	950
Total¹	10	930	110	1,050

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	*	60	10	70
Atheism	*	100	10	100
Buddhism	0	*	*	*
Christianity	*	360	50	420
Hinduism	0	*	0	0
Humanism	0	*	*	*
Islam	0	*	*	*
No Religion	0	10	0	10
Not Declared	0	0	*	*
Other Religion	*	300	30	340
Paganism	0	10	*	10
Prefer Not to Say	*	80	10	90
Sikhism	0	*	0	*
Total¹	10	930	110	1,050

Table 17f – Internal Job Applications – Sexual Orientation

Sexual Orientation	Not taken forward***	Unsuccessful	Successful	Total
Heterosexual/straight	10	820	90	920
Not Declared	0	*	*	*
Other Sexual Orientation	0	50	10	60
Prefer Not to Say	*	60	10	70
Total¹	10	930	110	1,050

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

Married/Civil Partnership	Not taken forward***	Unsuccessful	Successful	Total
No	10	430	40	470
Not Declared	0	*	*	*
Prefer Not to Say	*	20	10	30
Yes	10	480	60	540
Total¹	10	930	110	1,050

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	*	*	*
Not Declared	0	*	*	*
Prefer Not to Say	0	10	*	10
Yes	10	920	100	1,030
Total¹	10	930	110	1,050

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

Currently Pregnant/Last Year	Not taken forward***	Unsuccessful	Successful	Total
No	10	890	100	1,010
Not Declared	0	*	*	*
Prefer Not to Say	*	10	*	20
Yes	*	20	0	20
Total¹	10	930	110	1,050

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

Maternity Leave in Past Year	Not taken forward***	Unsuccessful	Successful	Total
No	0	20	0	20
Unknown/Not Requested	10	910	110	1,030
Yes	0	20	0	20
Total¹	10	930	110	1,050

*** 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

During 2020-21 we increased our targeted outreach focusing on Black, Asian and Minority Ethnic people and disabled people. We delivered a successful outreach campaign for the external SCS recruitment scheme in August 2020. COVID-19 has meant we have had to adapt our thinking and the way we communicate with the public and external stakeholders. Our live virtual engagement sessions along with an extensive outreach and social media campaign resulted in 538 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 current and post COVID-19 world. The success of this outreach can be seen in both the numbers and diversity of applications that we received.

Placement Schemes

Due to the COVID-19 restrictions and with most Welsh Government staff working from home, we have temporarily suspended our work experience placements.

In the meantime, we are developing a placements and pathways plan which will include targeted schemes to enable under-represented groups to undertake work experience and help us develop a pipeline of future employees. Simplifying our offerings and creating a structured approach for placements will align us with our Workforce Equality, Diversity and Inclusion Strategy 2021-2026.

We continue to support the Windsor Fellowship Scheme to offer work experience for undergraduates/graduates from an ethnic minority background. We offered two 52 weeks placement in November 2020 and we are working with the Windsor Fellowship Programme Manager to secure placements in 2022.

Apprenticeship Scheme

Following a large scale outreach campaign undertaken in 2019, in 2020 the Welsh Government welcomed 66 new apprentices to the organisation. 60 on the Business Administration Apprenticeship Scheme and 6 on the Digital, Data and Technology (DDaT) Scheme.

- 59% of the apprentices were female, 41% male, 8% from Black, Asian and Minority Ethnic backgrounds, 93% were white and 5% declared as disabled people.

The 'Great Place to Work for Veterans' Initiative

In November 2020, the Welsh Government joined other early adopter government departments in introducing the 'Great Place to Work for Veterans' initiative. As a result, veterans who meet the minimum criteria for a role will progress to the next stage of recruitment selection. Since 9 November, all externally advertised roles are selected for the initiative, and can be either temporary or permanent, and at any grade.

Forward look

The 2021-2022 report will demonstrate how we built on the success of the outreach approaches adopted for the previous schemes. This will include a large external recruitment outreach campaign to recruit people for the Welsh Government apprenticeship scheme across the organisation.

We will continue to use our recruitment campaigns to support us in building a workforce that's more representative of the communities we serve and increase applications from groups currently under represented in the Welsh Government including Black, Asian and Ethnic Minority communities, people from disadvantaged communities and disabled people.

We are planning to run three separate apprenticeship schemes in 2022, a Digital apprenticeship, a Business Administration apprenticeship and a Finance Professions apprenticeship. We are planning to run a comprehensive outreach campaign to support these schemes including engaging with schools, universities, external diversity and disability organisations and communities across Wales to ensure a wide, diverse field of candidates. We will be running a mixture of virtual and face-to-face information sessions (providing it is safe to do so) prior to the launch and in parallel with the advert.

Chapter 4

Supporting our Staff and Being an Employer of Choice

Staff Diversity Networks

In 2020-21 Welsh Government had four staff diversity networks:

- Disability Awareness and Support Group (DAAS)
- 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 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

All staff networks and peer support groups have worked extraordinarily hard to support their members over this difficult period.

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 worked closely with the Welsh Government on the provision of accessible ICT (hardware and software); helped staff requiring reasonable adjustments (including when equipment and furniture was required while working from home); contributed to HR policy development, equality impact assessments and risk assessments; in addition to providing support to disabled staff and line managers. They also continued to promote the new organisational definition of the social model of disability and raised awareness of its importance in driving equality for disabled people generally, including its adoption into our employment procedures specifically.

Minority Ethnic Staff Network (MESN):

MESN has continued to carry out its core aims of advising the organisation and supporting its members. In January 2021 a new set of objectives for the year was introduced which set out some of the projects MESN would be pursuing in the calendar year, all of which have been progressing well. On the advice side, the network has undertaken a number of initiatives including the provision of detailed suggestions on the drafting of the Race Equality Action Plan and comments on other policies. The network has also begun to engage with the organisation about developing discrimination training for all

colleagues. More generally, the Co-chairs and other members have engaged constructively with senior management on a range of issues. Discussion groups are being organised to allow colleagues to talk about race and related issues informally and without awkwardness. Regarding support, MESN continues to provide informal advice and support to colleagues suffering discrimination and has recruited volunteer members to assist colleagues suffering racial prejudice. Other initiatives include working with the organisation to re-shape the Black, Asian and Minority Ethnic Leadership programme.

PRISM:

PRISM continued to provide support to its members virtually over this period. They engaged with the organisation on the development and revision of HR policies and Equality Impact Assessments and attended Diversity & Inclusion Steering Group meetings. PRISM also contributed to the organisation's internal and external communications marking notable LGBT+ dates during the year.

Women Together:

As a result of COVID-19, the Women Together Network has changed its approach to supporting its members and allies. They have been holding fortnightly virtual check in and chat sessions to support members and give them an opportunity to share their views. The Network has launched a successful virtual book and film club for members to meet more socially and share their views on books and media they have enjoyed, and have extended this to include Welsh language texts. The Women Together Network held virtual events to celebrate White Ribbon Day and International Women's Day and facilitated sessions for members to feed in to the Let's Talk strategies, as well as providing feedback on other corporate initiatives, HR policies and impact assessments.

Alongside MESN, Women Together was pleased to have supported a project to explore the evidence to help the organisation understand the experiences of Black, Asian and Minority Ethnic colleagues and specifically women of colour in Welsh Government and how both networks could better support members. This report *Running against the Wind* was published in March 2021. The report made a number of recommendations to the organisation as well as to the Women Together and MESN networks themselves. Both MESN and Women Together have factored the recommendations into their work plans and work is underway to respond to those recommendations.

Women Together are also running a Network sub-group examining the issues around addressing female under-representation in senior grades and age-related barriers to promotion facing women in Welsh Government.

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.
- Mind Matters (Mental Health) Network.
- Autism Spectrum (AS) Network.
- Adoption and Fostering Network.
- Christian Fellowship.
- Stammering Network.
- Tinnitus Network.
- Home Alone Network.

Mind Matters:

As the pandemic struck, the importance of supporting good mental health and wellbeing gained a significant focus for everyone and Mind Matters switched to an entirely virtual offer. Though not a formal network, Mind Matters engaged more across the organisation supporting HR, Comms and Engagement, L&D, the other networks and peer support teams and anyone else who needed their support.

The Mind Matters team drew together a wealth of information and opportunities and started up a monthly newsletter, including personal blogs from colleagues and hints and tips from members. 'Drop in and Chat's took place alongside Lunch and Learns on topics including hypnotherapy and lucid dreaming with virtual events for Mental Health Awareness Week, World Mental Health Day and Time To Talk Day. The in-person cuppa/chat matching became a regular virtual offer across the year enabling lots of people to connect and network and develop their own peer support teams. They established a virtual craft/chat group with members from across Wales who met regularly (and still do). They shared a resilience worksheet to help people develop their own wellbeing action

plans and continued to promote any offers from other volunteers across the organisation including exercise, the mindfulness volunteers, the home-alone network and numerous other amazing opportunities. They supported the 4 pilot sessions of "The Work That Reconnects", supporting the development of personal resilience and wider skills when faced with huge challenges such as Climate Change, which felt particularly relevant during a pandemic.

The Mind Matters team regularly delivered presentations to teams of all sizes across Welsh Government to talk about the importance of supporting our own and each other's wellbeing. Mind Matters worked with the news team and invited contributions from across their membership and the wider organisation to publish The Hope Board which told of colleagues' plans and hopes and shared what people missed in the changed world.

Mind Matters continued to support campaigns including Let's Talk Respect and took part in the Permanent Secretary's Let's Talk – Equality and Diversity session in October 2020 and was asked to consider becoming a formal network. Engagement with members and the wider organisation led to the decision to switch from a peer support group to a formal Network.

Tinnitus Support Group:

The Tinnitus Support Group was established in November 2020 attracting wide interest with many people joining in, signing up to group discussions and sending messages of support. The group has bi-monthly meetings to discuss people's experiences and coping strategies. 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 has worked closely with the ICT Team on the rollout of the flexible working tools and welcomed the availability

of Dolby audio enhancement software and the enhanced range of headsets and speakers. During the summer months they held a number of guest speaker sessions on a range of topics including reasonable adjustments and how people with tinnitus can benefit from them. During another session they heard from a tinnitus researcher in the NHS who talked about tinnitus from the point of view of a practitioner and explained how research can help understand the role of hearing aids in tinnitus treatment. At the end of the summer, the group organised a members' survey. There was a fantastic response and the group is now analysing the feedback. The emerging main themes centre on the individuality of the ways that tinnitus is experienced and managed. It is hoped the range of approaches described will add to the knowledge of tinnitus within the organisation, and lead to greater appreciation of the strategies that can be used to assist and support colleagues who live with it.

Support for Staff and Benefits

Welsh Government aims to be an employer of choice, to encourage 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 are able to 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 are

generous and all our policies are fully inclusive. We provide disability special leave and reasonable adjustments for staff, in both the workplace and during the recruitment process. 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. 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.

Over the year, we have been forced to increase remote working and are continuing to work flexibly, developing a suite of 'SmartWorking' policies and processes, including Team Charters. The most important aspect of successful SmartWorking is the conversation teams, individuals and managers have about how they will support each other and work together to deliver our policy priorities, functions or services. This will include where our priorities are best delivered and for some individuals or teams that may be in the office or another location. We continue to be responsive to the public health situation and follow public health advice.

Social Partnership

In 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 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 TUS 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

During this period, we retained Disability Confident Level 3 (Leader) accreditation; signed Victim Support's Race Hate Charter; remained Stonewall Diversity Champion scheme members; members of Business in the Community's Employers for Race Charter and EHRC's Working Forward campaign.

Business in the Community Responsible Business Award

In November 2020, Minority Ethnic Staff Network (MESN) and Welsh Government were named in Business in the Community Cymru's Responsible Business Awards. Given the extraordinary circumstances during the year, BITC decided to recognise the leadership and excellence of all the finalists under the title BITC Cymru's 2020 Responsible Business Champions.

The award was in the Diversity & Inclusion category, for progressing race equality, diversity and inclusion.

The submission from MESN impressed the judging panel with their work supporting members and assisting corporate developments such as the Black, Asian and Minority Ethnic development programme; playing a large role in the Reverse Mentoring Programme; the Let's Talk Respect campaign and outreach for our apprenticeship programmes.

Welsh Government Valuing Diversity Award

The Welsh Government awards did not take place this year, due to the pandemic.

People Survey

Welsh Government Civil Service People Survey October 2020

The Welsh Government participated in the Civil Service People Survey, which is a UK-wide survey conducted with around 100 organisations, between the 5th and 30th October 2020. 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 were at their highest since the survey's inception, with an *Employee Engagement Index* score of 69%, a 3 percentage point increase from the previous survey (i.e. the Welsh Government's Snapshot Survey conducted in March 2020) and 3 points above the UK Civil Service benchmark.

The Welsh Government performed well for *inclusion and fair treatment*, with a positive theme score of 86%, which saw a 4 percentage point increase from the previous survey and was above the Civil Service benchmark (82%). All questions within the

theme performed well, with positive scores ranging from 80% to 92%. All question scores also saw an increase of up to 6 points from the previous survey and were 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%, which saw an increase of 3 points from the previous survey and was 3 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 6 points to a positive score of 84%.

There was, however, some variation in survey scores for staff with protected characteristics.

Ethnicity

The *engagement* score for Black, Asian and Minority Ethnic staff was 73%, which was slightly higher than for White staff (71%). *Engagement* for this group of staff was also 8 percentage points higher than reported in the previous survey, although scores have fluctuated a lot in recent years.

The *inclusion and fair treatment* score for Black, Asian and Minority Ethnic staff was 85%, which was slightly lower than for White staff (88%), although saw a 7 point increase 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 85%, which was slightly lower than for White staff (86%), although increased by a notable 12 points from the previous survey.

Disability³

The *engagement* score for disabled staff was 67%, which was lower than for non-disabled staff (71%), although was 3 percentage points higher than reported in the previous survey.

The *inclusion and fair treatment* score for disabled staff was 81%, which was lower than for non-disabled staff (88%), although saw a 5 point increase from the previous survey.

The positive score for the question *'The organisation promotes the dignity and respect of all staff'* for disabled staff was 77%, which was lower than for non-disabled staff (87%), although increased by 4 points from the previous survey.

LGB+⁴

The *engagement* score for LGB+ staff was 72%, which was slightly higher than for non-LGB+ staff (71%) and was 5 percentage points higher than reported in the previous survey.

The *inclusion and fair treatment* score for LGB+ staff was 87%, which was slightly lower than for non-LGB+ staff (88%), although increased by 8 points from the previous survey.

3 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.

4 LGB+ includes those identifying as 'other sexual orientation'.

The positive score for the question '*The organisation promotes the dignity and respect of all staff*' for LGB+ staff was 83%, which was lower than for non-LGB+ staff (86%), although saw a notable increase of 12 points from the previous survey.

Sex

The *engagement* score for female staff was 73%, which was higher than for male staff (68%) and was 2 percentage points higher than reported in the previous survey.

The *inclusion and fair treatment* score for female staff was 88%, which was slightly higher than for male staff (87%) and saw a 2 point increase from 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 (84%) and increased by 4 points from the previous 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 continue our Let's Talk Respect campaign, ensuring 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, working closely with ethnic minority colleagues with lived experience. We will also work, as an employer, to implement the Welsh Government's An Anti-Racist Wales – **Race Equality Action Plan for Wales**.

We will also continue to embed the social model of disability in everything that we do, updating our HR policies and corporate processes where required. We will expand our recruitment adjustments process across all recruitment and train more recruitment adjustment mentors. This way we can ensure that disabled people have fair treatment when applying for posts or promotion.

Our new Diversity in Recruitment team will increase our outreach work to diverse communities across the recruitment exercises that we carry out and develop a pathways programme for placements, to develop a diverse talent pipeline.

We will continue to support staff with remote or hybrid working, adopting flexible 'SmartWorking' policies and guidance, ensuring equality and inclusivity for all. 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	*	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	*	0
Mixed Black Caribbean and White	10	*
Not Declared	140	2
Other Asian Background	10	0
Other Ethnic Group	20	0
Other Mixed Ethnic Background	30	0
Prefer Not to Say	230	4
White	5,270	91
Total¹	5,800	

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	380	6
Atheism	600	10
Buddhism	10	0
Christianity	2,320	40
Hinduism	10	0
Humanism	10	0
Islam	40	1
Jainism	*	0
Judaism	10	0
No Religion	700	12
Not Declared	190	3
Other Religion	130	2
Paganism	10	0
Prefer Not to Say	1,140	24
Rastafarianism	*	0
Sikhism	*	0
Taoism	*	0
Total¹	5,800	

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)	30	0
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...)	10	0
Mobility Impairment (alone)	30	1
Mobility Impairment (with other...)	30	0
Not Declared	290	5
Not Disabled	4,990	86
Other/Unknown Disability	100	2
Physical Coordination Difficulties (alone)	*	0
Physical Coordination Difficulties (with other...)	0	0
Prefer Not to Say	180	3
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
Total¹	5,800	

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	50	1
Gay Man	90	2
Gay Woman/Lesbian	50	1
Heterosexual/Straight	4,730	81
Not Declared	180	3
Other Sexual Orientation	20	0
Prefer Not To Say	690	12
Total¹	5,800	

Marital		
	Number	%
Civil Partnership	30	0
Divorced	260	5
Married	2,590	45
Not Declared	1,250	21
Partner	310	5
Prefer Not to Say	0	0
Single	1,340	23
Widowed	30	0
Total¹	5,800	

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		
	WG	%
Female	120	55
Male	100	45
Total¹	230	

Age Range		
	WG	%
16-24	10	6
25-29	20	8
30-34	20	9
35-39	20	10
40-44	30	12
45-49	10	5
50-54	30	11
55-59	20	9
60-64	40	17
65+	30	14
Total¹	230	

Disability		
	WG	%
Disabled	20	8
Not Disabled	180	80
Prefer Not to Say	*	1
Not Declared	30	11
Total¹	230	

Race		
	WG	%
Other Ethnicity	10	3
White	200	80
Prefer Not to Say	*	1
Not Declared	30	11
Total¹	230	

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		
	WG	%
Other Religion/Belief	50	24
Christianity	80	36
No Religion/Belief	30	13
Prefer Not to Say	50	20
Not Declared	20	7
Total¹	230	

Sexual Orientation		
	WG	%
Other Sexual Orientation	10	4
Heterosexual	180	78
Prefer Not to Say	20	10
Not Declared	20	7
Total¹	230	

Maternity/Pregnant		
	WG	%
Yes	*	0
No	220	100
Total¹	230	

Marital		
	WG	%
Married/Civil Partnership	100	42
Single	60	27
Other Status	30	12
Prefer Not to Say	0	0
Not Declared	40	8
Total¹	230	

Gender Reassignment (Same as sex assigned at birth)		
	WG	%
No	0	0
Yes	110	48
Prefer Not to Say	*	2
Not Declared	110	51
Total¹	230	

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	33
Male	10	67
Total¹	20	

Age		
	Number	%
16-24	0	0
25-29	0	0
30-34	10	24
35-39	*	14
40-44	*	14
45-49	*	10
50-54	*	19
55-59	*	5
60-64	*	5
65+	*	10
Total¹	20	

Disability		
	Number	%
Disabled	*	14
Not Declared	0	0
Not Disabled	20	81
Prefer Not to Say	*	5
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	%
Not Declared	0	0
Other Ethnicity	*	5
Prefer Not to Say	*	5
White	20	90
Total¹	20	

Religion/Belief		
	Number	%
Christianity	10	33
No Religion/Belief	10	33
Not Declared	0	0
Other Religion/Belief	*	10
Prefer Not to Say	10	24
Total¹	20	

Sexual Orientation		
	Number	%
Heterosexual/Straight	20	76
Not Declared	0	0
Other Sexual Orientation	*	10
Prefer Not to Say	*	14
Total¹	20	

Marital		
	Number	%
Married/Civil Partnership	10	24
Not Declared	10	24
Other	*	10
Prefer Not to Say	0	0
Single	10	43
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	0	0
Yes	20	100
Total¹	20	

Gender Reassignment (Same as sex assigned at birth)		
	Number	%
No	0	0
Not Declared	10	48
Prefer Not to Say	0	0
Yes	10	52
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

Gender Pay Gap Average basic full time equivalent salary and Pay Gap by Grade

	Female	Male	Pay Gap
Welsh Government	£39,779.78	£42,826.93	-7.37%
Team Support	£23,310.17	£23,225.93	0.36%
Executive Officer (EO)	£28,665.73	£28,640.94	0.09%
Higher Executive Officer (HEO)	£36,718.93	£36,601.12	0.32%
Senior Executive Officer (SEO)	£46,325.85	£46,294.92	0.07%
Grade 7	£58,775.74	£59,380.84	-1.02%
Grade 6	£73,056.82	£73,550.05	-0.67%
Senior Civil Service	£86,408.56	£92,589.27	-6.91%

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.

Why is the overall gender pay gap for the organisation higher than that at any grade?

The overall gender pay gap figure is a separate calculation and is not drawn from the pay gap figures for each grade. The pay gap for staff at EO level for example, is the gap between the average female and male salaries at that grade. This is true for each of the grades. The overall pay gap is the gap between the average female and male salaries in the whole organisation.

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 gender equality, and that is evidenced by the following statistics:

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

At Senior Management Level (1 Director and 7 DDs), the gender split is 75% female; 25% male, with the Director of Legal Services (Helen Lentle) female. The Director is also Head of 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, and she is also the Diversity Champion for the Office of the First Minister within the Welsh Government.
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 organization 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 ‘BAME⁵ 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.

5 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 underrepresented 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.