

Appendix 1

Cambridgeshire County Council Gender and Ethnicity Pay Gap report for the period April 2023-March 2024

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Introduction

Equality, diversity and inclusion is at the heart of Cambridgeshire County Council. Our corporate vision is to create a greener, fairer and more caring Cambridgeshire and in doing this we aim to create an inclusive environment that attracts, develops and retains a diversity of people, who feel that they belong.

To achieve this, we must navigate considerable complexity in overcoming barriers to equality. One of these is our gender pay gap. We will use our Equality, Diversity and Inclusion (EDI) and People Strategies to continue reducing our Gender Pay Gap (GPG) as well as improving our ethnicity reporting capabilities.

This paper details our gender and ethnicity pay gap figures and actions that we have taken and will continue to take to reduce our gender pay gap. These actions form part of either the developing People Strategy action plan or the EDI Strategy action plan, to consolidate workforce-related actions.

Background

Calculating the gender pay gap

The gender pay gap shows the difference in both mean and median average hourly earnings between men and women. This report (to be published 31st March 2025) covers the period 1st April 2023 to 31st March 2024, using a snapshot of pay data from 31st March 2024. All public sector employers with over 250 employees are required to publish Gender Pay Gap Reporting under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 and must publish the following figures:

- Mean gender pay gap
- Median gender pay gap
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving a bonus payment
- Proportion of males and females in each pay quartile.

The gender pay gap is different to 'equal pay'¹:

Equal Pay: This is work that equal pay law classes as the same, similar, equivalent or of equal value. This means someone must not get less pay compared to someone who is both the opposite sex and doing equal work for the same employer. Our job evaluation scheme ensures that all jobs are evaluated and graded consistently to ensure equal pay for work of equal value, regardless of gender.

A **pay gap** can either be presented as positive, equal, or negative, it is a measure of the difference between the average pay men receive and the average pay women receive. A positive pay gap means that females on average earn less than males. A pay gap of zero means the average pay of male and female is the same. A negative pay gap means that the average pay of female employees is higher than that for males. An organisation can have equal pay

¹ [Equal pay and the law - Acas](#)

and still have a pay gap, and likewise a low pay gap does not always mean that an organisation has equality of pay.

Factors contributing to the Gender Pay Gap

The gender pay gap is a complex issue, gender pay gaps are the outcome of economic, cultural, societal and educational factors. It is affected by many variables such as, but not limited to, social pressures, bias and career choice. The key drivers of the gender pay gap include that more women are in part-time work, the type of occupations in which men and women are concentrated (occupational segregation), the increasing costs of childcare, women taking on the bulk of unpaid care². Figure 1, published by the Office of National Statistics (ONS) illustrates causes of a gender pay gap.



Figure 1: Causes of the Gender Pay Gap as recognised by the ONS

² [The gender pay gap - what is it and what affects it? - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/peopleinwork/payandpensions/genderpaygap/articles/whatisitandwhataffectsit?lang=en)

Our Gender Pay Gap data 2024

Workforce profile data as of 31st March 2024 (snapshot date)

Measure	Information	
Number of employees	4338 employees*	
	999 male (23%)	3339 female (77%)
Positions in the organisation	4795	
Mean	10.46%	
Median	10.80%	
Pay quartiles	Male	Female
Lower	197	1002
Lower middle	208	991
Upper middle	291	908
Upper	354	844
Mean, median and proportion of employees receiving a bonus payment	Cambridgeshire County Council does not operate a bonus payment scheme and therefore has no bonus payment pay gaps.	
*Our total organisational headcount as of the 31 st March 2024 was 4687. The number of positions filled at CCC is higher due to some employees holding more than one position, a total of 6287 positions across the whole organisation. For this data, 4338 employees were considered ‘full pay relevant employees’ under the government gender pay gap reporting guidelines, and the number of positions considered within our gender pay gap report is 4795. Please note that these figures exclude employees on reduced pay such as absence/maternity and adoption leave/career breaks and therefore does not correspond to the total headcount figure. From the employees considered within this report, 142 are apprentices.		

Table 1: Overview of Cambridgeshire County Council's gender pay gap

Data note: The total number of filled posts throughout the organisation has increased by 7% since last year (329 more posts), due to more starters than leavers. Additionally, the vacancy rate decreased from 29% in 2023 to 17% in 2024, driven by a review and filling of previously vacant posts. The review conducted by HR and Finance identified all vacancies across all directorates that have either been vacant for 6 months or more and are not being recruited to as well as those that do not have funding attached to ensure that these are cleared from our systems and are not listed as vacant roles.

In 2024 improved reporting, enhanced analytical capacity and data quality checks, alongside improved data quality has resulted in a more robust approach to defining the gender pay gap cohort. As a result, a larger proportion of the workforce has been included in the cohort. Coupled with the increased number of filled posts, described above, this has resulted in 20% more employees and 22% more posts being included in the cohort than in 2023. The expanded cohort, along with the staffing changes described above have impacted the distribution of pay levels and roles within the GPG cohort, which will have an impact on the mean and median.

Our Mean and Median Gender Pay Gap

As of 31st March 2024, the mean hourly rate for male employees was £19.59 and £17.54 for female employees (Figure 2). This means on average roles held by males earned £2.05 more per hour than roles held by females, which equates to a mean difference of 10.46%.



Figure 2: Mean GPG in hourly pay

The median hourly rate for male employees is £17.60 and £15.70 for female employees, with an hourly difference of £1.90, resulting in a median of 10.80% (Figure 3). This shows an increase of £0.43 from last year. The median is a more accurate measure as it is not affected by the top and bottom of the pay scales (outliers) which can vary from £22,366 to £223,510.

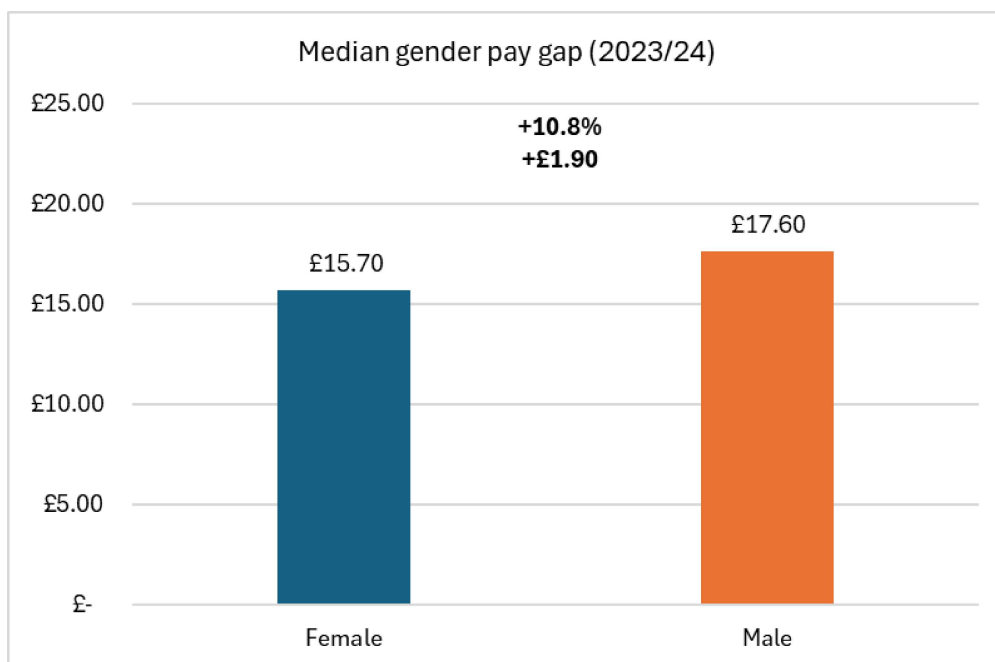


Figure 3: Median GPG in hourly pay

In comparison to last year's figures, we have seen a slight increase of 0.36% to our mean gender pay gap to 10.46% and an increase of 2.42% to our median gender pay gap making it 10.80%. Figure 4 shows our mean and median pay gaps from when we began reporting in 2017 to 2024.

Our previous gender pay gap figures (2018 – 2024)

There has been an increase in our mean and median gender pay gap figures the last two years, the mean has increased from 8.2% in 2022 to 10.46% in 2024, and our median has increased from 8.8% to 10.8% in 2024.

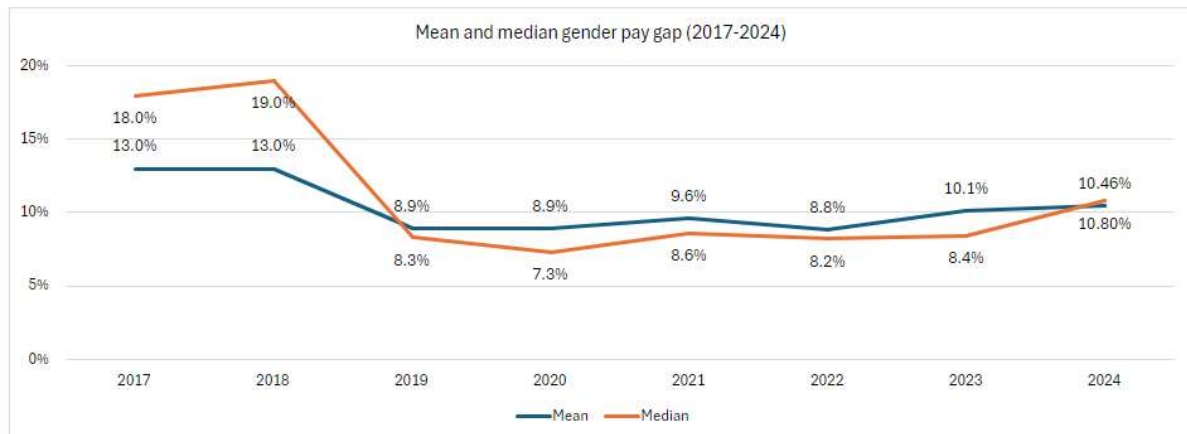


Figure 4: Mean and Median gender pay gap by year

Our Pay Quartiles

Figure 5 outlines the quartile breakdown by gender and provides the number of employee positions within each quartile and the percentage of the workforce in each section.

- The hourly rate range of the lower quartile is between £10.78 - £12.59
- The hourly rate in the lower middle quartile is £12.59- £16.26.
- The hourly rate in the upper middle quartile is £16.26 - £20.76.
- The hourly rate in the upper quartile relates to hourly rates from £20.76 up to £101.44; this includes the Leadership pay scale.

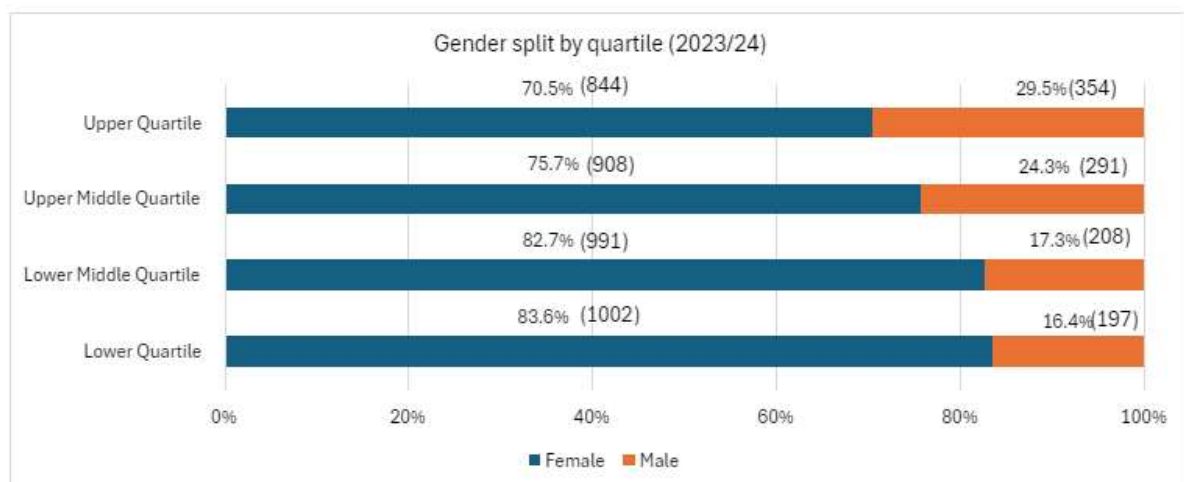


Figure 5: Proportion of males and females in each pay quartile 2024

Where there were positions paid on the same hourly rate that overlap between the top or bottom hourly pay of the quartiles, men and women have been split as evenly as possible across the hourly pay quartiles, either side of the overlap.

Positions held by females make up a large proportion of the lower quartile (83.6% in 2024, 81% in 2023 compared to 84% in 2022), and despite a fall in the lower middle quartile positions held by females still make up over three quarters of it. Positions held by males are most highly represented in the upper quartile (29.5%), and the upper middle quartile (24.3%), these are both contributing factors to our gender pay gap.

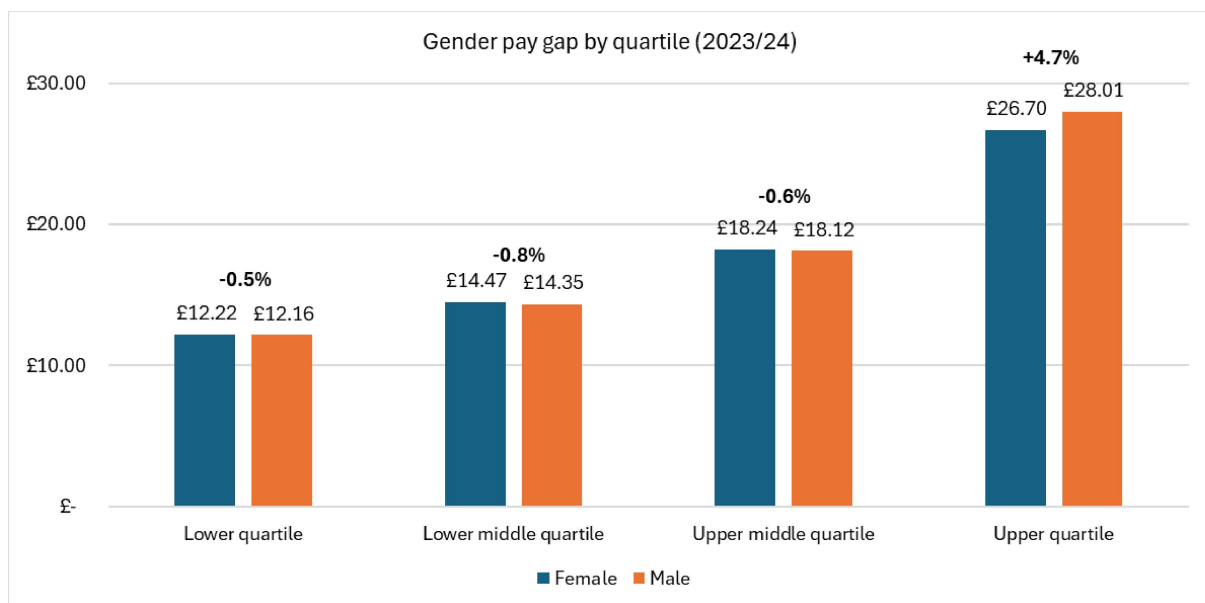


Figure 6: Hourly pay by quartile

Figure 6 shows the average hourly rate for male and female positions in each quartile. The three lower quartiles maintain a negative pay gap whilst the upper quartile has a positive pay gap. This means that in three of the quartiles, roles held by females are earning more than males on average by -0.63% . In the upper quartile we can see a positive pay gap that presents a $+4.7\%$ difference in the hourly rate between male and female positions.

Analysis

Having looked at our mean and median gender pay gap data and pay quartiles, the analysis section provides key insights into our figures, comparing our data to other local authorities' data, exploring the gender pay gap by directorate and understanding the key determinants of the pay gaps.

The national picture

Comparing this to the national picture, the Office for National Statistics (ONS)^[1] reports that in the last 4 years the national gender pay gap median has decreased from 14.9% in 2020 to 13.1% in 2024. It reached 15.4% in 2021, and fell back to 14.9% in 2022 but overall, it has remained in the low teens for the last 4 years demonstrating that despite our increase over the last two years, we are still below the national average by 2.3%.

To help us benchmark our gender pay gap we looked at other councils' mean and median gender pay gaps for the last two years. Table 2 shows the mean gender pay gaps by local authority and Table 3 shows the median gender pay gaps by local authority for 2022 and 2023.

Council	Mean (%) lowest to highest 2022	Mean (%) 2023
Lincolnshire County Council	5	3.5
Staffordshire County Council	6.4	5.4
Buckinghamshire County Council	7	5.1
Cambridgeshire County Council	8.8	10.1 (10.47 in 2024)
Essex County Council	9	8.9
Norfolk County Council	9.03	7.5
Derbyshire County Council	11.7	11
Suffolk County Council	12.2	10.3
Average of all	8.64	7.77

Table 2: 2023 Mean GPG figures for other local authorities (note these are not current figures that are due to be published hence the figures are subject to change following the release of the new information in 2025 for the 2024 data)

Council	Median (%) lowest to highest 2022	Median (%) 2023
Buckinghamshire County Council	1.6	1.0
Lincolnshire County Council	2.6	1.9
Staffordshire shire County Council	4.8	3.2
Cambridgeshire County Council	8.2	8.4 (10.8 in 2024)
Norfolk County Council	8.58	8.0
Essex County Council	11.5	11.0
Suffolk County Council	13.8	13.8
Derbyshire County Council	16.9	16.1
Average of all	8.49	8.2

Table 3: 2023 Median GPG figures for other local authorities (note these are not current figures that are due to be published hence the figures are subject to change following the release of the new information in 2025 for the 2024 data)

Comparator data shows that our mean figure for 2023 ranked just above the middle of the comparable data for the mean pay gap, whereas our median was higher in the table with only three other councils having higher median percentages. In 2023 we engaged with two neighbouring local authorities with smaller pay gaps to examine their approaches, understand the implementation of their strategies, and assess the outcomes and improvements they have achieved as a result.

Figures by Directorate

In the period in question, Cambridgeshire County Council was made up of six directorates, Figure 7 shows the difference in hourly rate between male and female positions in each directorate as well as the gender pay gap percentage for each directorate



Figure 7: Gender Pay Gap by Directorate

- **Public Health** is the only directorate with a negative pay gap. The directorate is a small team of 42 roles, 28 of these are held by female employees. The public health directorate has an average pay difference of £1.95 between male and female positions. It is also worth noting that at the time of reporting the two most senior roles in the cohort were held by females. At the time of reporting (31st March 2024), Public Health was classed as a directorate on its own. Since then, Public Health has merged into the Adults, Health and Commissioning Directorate and will therefore be included in the figures for that directorate in future pay gap reporting.
- **Place and Sustainability** has the highest gender pay gap with an hourly average pay difference of £3.18 and a positive pay gap of 15.0%. Place and Sustainability includes teams such as Highways and Transport which are male-dominated fields and males occupy the two highest paid roles (Highways and Transport Service Director and Service Director for Coroners service).
- **Finance and Resources** has the second highest gender pay gap with an hourly average pay gap difference of £3.06 and a positive pay gap of 13.9%. Part of the gap is due to the directorate having a male Executive Director and two male service directors (Finance and Property Services).
- The remaining directorates have smaller positive pay gaps between 1.7% and 10.4% with the pay difference ranging between £0.28 - £2.01. In both Children's, Education and Families and Adults, Health and Commissioning the mean salaries for males and females are more similar and both directorates have a smaller proportion of males.

Employees by Pay scale and sex

There are three separate pay scales for employees, shown in Table 4. Employees that do not fall into these three categories have not been included in this section. Figure 8 demonstrates the number of roles in each pay scale and the gender breakdown of each of these.

Council pay scale	Pay range
NJC	£22,366 - £36,648
Professional and Management	£38,258 - £81,954
Leadership	£83,353 - £223,510

Table 4: Gender breakdown of Cambridgeshire County Council pay scales

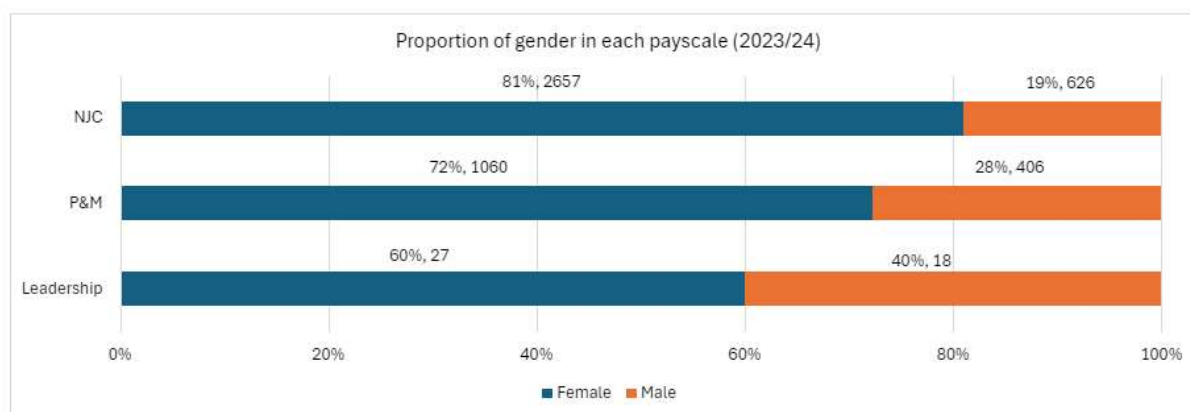


Figure 8: Proportion of each gender by pay scale 2024

The proportions of roles held by females decrease at each pay scale group:

- 81% of roles at NJC scale (our lowest pay scale) are female
- 72% of our Professional and Management scale roles (our middle pay scale) are female
- 60% of roles at Leadership pay scale (the top pay scale) are female.

Representation of female roles in P&M and Leadership scales is disproportionate to the overall gender split of the workforce. Since 2023 we have seen a 2% increase in the female presence within the Leadership scale and a 1% decrease in the NJC scales.

Within the P&M pay scale there are over double the female employees compared to male and in the Leadership pay scale there are 9 more female employees than males, which is 6 more than in 2023. Although there are more positions held by females than by males in each of the pay scales, they are not representative of the overall makeup of the organisation, which is 77% female.

Figure 9 shows that the gender pay gap exists across all pay scales, although the size of the gap is marginal at P&M and NJC Level.

- In the Leadership pay scale the pay gap is most significant, the mean for males is £66.18 compared to female's £54.44. This represents a difference of £11.74.
- The gap narrows at the P&M (Professional and Managerial) level, the mean for males is £24.89, compared to females £24.34. The difference is £0.55.
- At the NJC level, the gap widens slightly, the mean for males is £14.81, compared to £14.45 for females. The difference is £0.36.

The gap is most prominent at Leadership level. The top three earners in the leadership pay scale are male and of the 6 most senior roles in the organisation, 5 of these are held by males, including the Chief Executive and 4 Executive Directors.

Since the Leadership pay scale has the largest gender pay gap, this has an impact on the overall average pay for men and women across the organisation. The higher salaries of men in leadership positions will skew the overall average pay for men, widening the gap. If we were to exclude all leadership pay scale, our mean gender pay gap would be 8%.



Figure 9: Gender Pay Gap by pay scale 2024

In 2024 out of the top 10 highest hourly rates, 7 are male, in 2023 this was also 7 and in 2022 this was 5. Out of the top 20, 12 are male which was the same in 2023, and had increased from 9 in 2022. Out of the top 50, 20 are male in 2024, whereas in 2023 this was 19, which had increased from 15 in 2022.

Employees by full-time/ part-time status and sex

Nationally, females occupy more part-time roles than males, 60% of females were in full-time employment in 2024, compared to 84% of males (ASHE³). At CCC, 44% of employees work part-time (fewer than 37 hours per week) (Table 5).

Gender	Status	No.
Female	Full-time	1860
	Part-time	1885
	% Part time	39%
Male	Full-time	800
	Part-time	250
	% Part-time	5%
Total staff		2135 44% part-time staff in total

Table 5: Breakdown of Full-time and Part-time employees for 2024

Analysing our pay gap by part-time/full-time status:

- The full-time gender pay gap is 7% and the part-time gender pay gap is -3% (females in part-time roles earn more). This equates to a £1.53 per hour difference for full time employees with men taking the higher rate, whereas with the part time employees, females on average tend to earn £0.42 more on average (Figure 10).

³ [Employee earnings in the UK - Office for National Statistics](#)

- The mean pay gap for all employees shows that roles held by females on average earn £17.54 per hour (mean), compared to the mean hourly rate for positions held by part time female of £15.22, a 14.2% decrease in hourly rate for part time females.

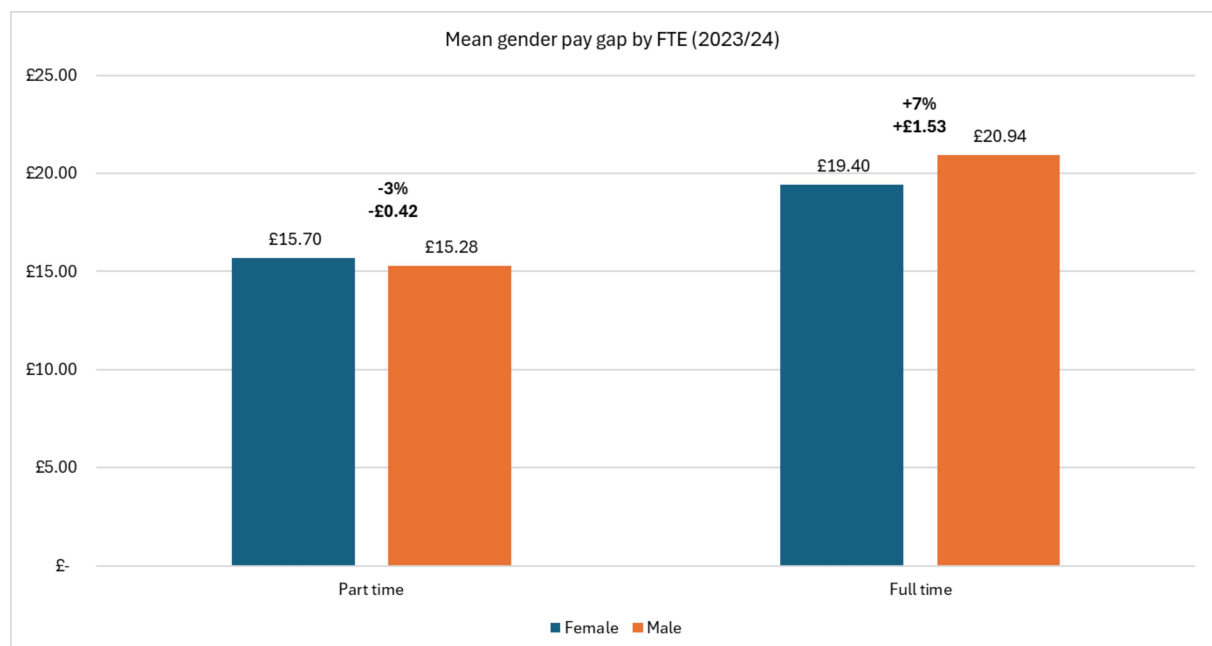


Figure 10: Mean gender pay gap by FTE

The opportunity to work part time allows employees the right work/life balance and enables them to work as well as pursue other interests and responsibilities such as raising a family/caring responsibility. However, the concentration of females in part-time employment perpetuates gendered inequities in pay and career progression.

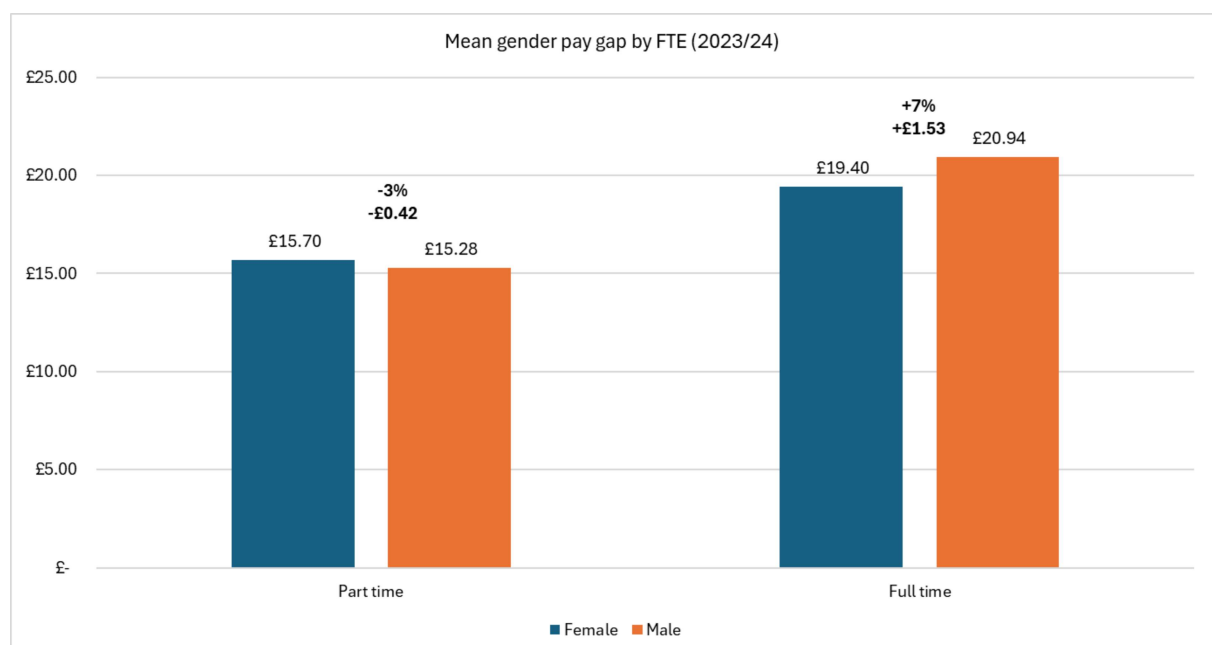


Figure 11: Mean gender pay gap by FTE

Starting salaries

In the reporting period of April 2023– March 2024, 406 new employees joined Cambridgeshire County Council starting in various roles compared to 738 in the previous year, this does not include any internal movers. Our data shows:

- There is some difference between the starting point in the grade by gender as well as pay scale.

In the NJC pay scale:

- 81% of female new starters started at the bottom of the grade, compared to 74% of male new starters. There were 185 new female starters, compared to 62 males.

In the P&M pay scale:

- 56% of female new starters started at the bottom of the scale, compared to 65% of male new starters.
- Females are more likely than males to start at the top (11% compared to 4%) or middle (33% compared to 31%) of the pay scale compared to the NJC where males are more likely than females to start at the top (10% compared to 8%).

Appraisal process outcomes

We operate a pay system that is transparent with progression through pay scales determined by performance in role and demonstration of our values. Incremental progression is dependent on employees receiving a rating from their manager and agreed through moderation of 5 or above through the Ratings Conversation process. If an employee is rated a 5 or above, they can move up to the next spinal column point, up to the ceiling point of the grade. This scheme allows people to be rewarded based on their demonstration of our values and not just performance against outcomes. The purpose of this was to increase the opportunity for those in lower graded roles and on part-time contracts, who are proportionately more likely to be female, to demonstrate high performance.

In 2023, 4,685 positions received ratings. Table 6 provides a breakdown of ratings 5 and 6 by sex, comparing the percentages across the last 3 years. 28% of the workforce received a rating of 5 or 6. The percentage of females receiving a rating of 5 or 6 is lower than males (28% of females compared to 31% of males), 4% decrease from 2022 (32% of females and 29% of males). This is the data available at the time of reporting, as performance ratings for 2023/24 are not submitted until the end of January, following which they are moderated and considered by Corporate Leadership Team.

Out of the 76 employees receiving a non-consolidated payment, 77% are female and 23% male, this has increased for females and decreased for males from last year at 76% and 24% respectively so is closer to being representative of our overall demography.

Year	Legal sex	Overall workforce		Number receiving a rating of 5 & 6	Percentage receiving a rating of 5 & 6 (% across - out of all the females/males, this percentage received a 5 or 6)	Percentage receiving a rating of 5 & 6 (% down-out of the 5&6s, this percentage were female or male)
		No.	%			
2023	Female	3674	78.4%	1036	28%	77%
	Male	1013	21.6%	314	31%	23%
	Total	4687	100%	1350	28%	100%
2022	Female	3625	79%	1149	32%	81%
	Male	962	21%	279	29%	19%
	Total	4587	100%	1428	31%	100%

Table 6: Ratings breakdown

Length of service

Analysing length of service provides an insight into our workforce demographic and career progression patterns. Our analysis shows:

- Females have a slightly longer average length of service with 8.06 years compared to 7.58 for males (Table 7).
- Roles held by females on the NJC pay scale have a longer average length of service (7.71 years compared to 5.71).
- The P&M pay scale have the highest average length of service (10.65 years for roles held by males compared to 9.16 for roles held by females).
- The Leadership pay scale has the largest difference between roles held by females (7.98 years) and roles held by males (3.69 years), this is because of the low average length of service for males given the number of personnel changes in leadership roles over the last couple of years.
- Employees under 8 years' service have a pay gap of 10% and a pay difference of +£1.94. Employees over 8 years of service have a higher pay gap of 13% and a pay difference of £3.68.

Av. Length of Service (yrs)	Female	Male
Overall	7.5 years	6.6 years
NJC	7.4 years	5.5 years
P&M	8.8 years	9.5 years
Leadership	6.2 years	4.7 years

Table 7: Length of service for Males and Females within Cambridgeshire County Council

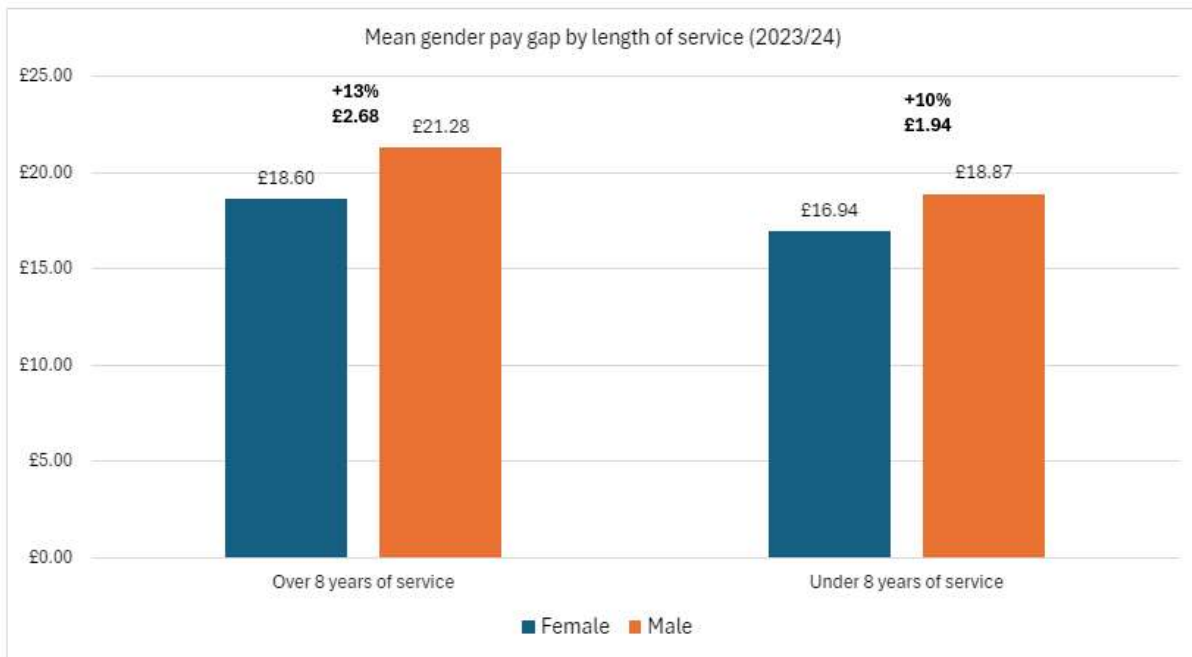


Figure 12: mean gender pay gap based on length of service

Apprenticeships

At the snapshot date there were 142 (new and existing) apprentices. Between 2022-23 we had the most apprenticeships since 2017 with 108 new starters, 2023/4 our figures have increased to 142 apprentices.

Out of the 142 current apprentices:

- 105 (74%) are female and 70% of them occupy roles such as Business administrators, Children and Young People and Families Practitioner and Lead care workers as well as Teaching Assistants and Early Years Educators. The salary range for the roles occupied by female apprentices is £24,500 per year to £42,000.
- 37 (26%) are male and 65% of them occupy roles such as Project Managers, Chartered Surveyors, Data Analysts and Operations Management. The salary range for roles occupied by male apprentices is higher, £39,500 to £51,000.

Before exploring some of the actions undertaken since our last report, the next section presents our ethnicity pay gap. Ethnicity pay reporting is voluntary and it allows us to identify and investigate disparities in the average pay between ethnic groups to inform action.

Our Ethnicity Pay Gap

Our ethnicity pay gap is the calculation of the hourly rate of employees of an ethnic origin other than white, compared against those declaring they are white. Due to low disclosure rates of ethnicity for our workforce, we have used the four groupings (Table 6) to improve reliability and protect confidentiality, however this does mean that our understanding of the differences between detailed ethnic groups is limited. Nationally, the ONS^[1] found in 2019 that some ethnic minority groups earn less per hour than white British employees on average, while others earn more.

As of 2024, our mean ethnicity pay gap is 1% compared to 2023's figure of 5.6% and our median ethnicity pay gap is 0%, compared to 5.8% last year.

Mean Ethnicity Pay Gap 1%	Median Ethnicity Pay Gap 0%
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Figure 13 – the Mean and Median ethnicity figures for Cambridgeshire County Council 2024

The mean and median FTE salary for employees other than white saw an increase between 2023 and 2024. The average FTE salary went from £17.11 to £18.24, and the median FTE salary rose from £15.30 to £16.63. This increase brought the mean FTE salary of employees other than white closer to those of white employees (£18.42). Additionally, the median FTE salary of employees other than white are now equal to those of white employees (£16.63).

Employees of an ethnic origin other than white are earning an average of £0.18 less, per hour than white employees, which has reduced by £0.77 since last year, and have an equal median hourly rate (Table 8). However, those who have declared their ethnicity as other than white equates to only 7% of the council.

Employees who have not answered any ethnicity details (classed as 'Not known') on ERP (our HR recording system) have an average lower hourly rate. Currently 72.9% of the workforce have disclosed their ethnicity, with a disclosure rate of 72.4% for the gender pay gap cohort (Table 8).

The mean hourly rate for white employees is £18.42, ethnicity other than white is £18.24.

Ethnicity (grouped)	No. of employees (%)	Mean hourly rate	Ethnicity mean pay gap (%)	Median Hourly rate
Ethnicity other than white	313 (7%)	£18.24	-1%	£16.63
White	3084 (64%)	£18.42	-2%	£16.63
Prefer not to say	74 (2%)	£18.35	-2%	£17.28
Unknown	1324 (28%)	£16.90	+6%	£14.83

Table 8 - Our ethnicity pay gap data 2024

Intersection of Sex and Ethnicity

Analysing the pay gap by sex and ethnicity shows a -2% gender pay gap in the white ethnicity category (Table 6). Figure 14 highlights that males have a higher mean hourly pay than female members of staff in all groups.

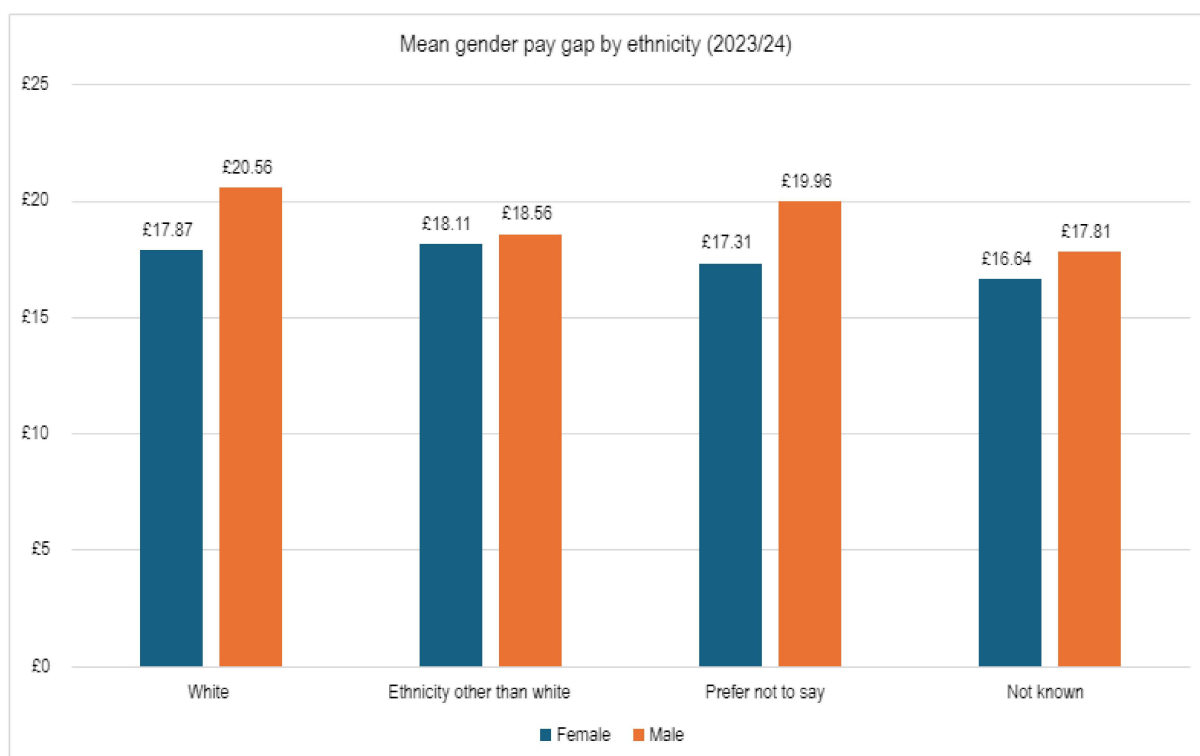


Figure 14 – Gender and ethnicity pay gap

Within each ethnicity category, the number of employees differ, however the overall split of males and females is comparable with our overall workforce figures of 77% female and 23% male.

We are aware that collecting additional data and prompting employees to update their ethnicity data will increase our reporting capabilities.

Our actions

Following on from our analysis of our gender pay gap and the factors that contribute and affect this, we have outlined action taken in the last year and upcoming action. All actions are included in either our People Strategy action plan or EDI Strategy action plan.

We are committed to continuing to make meaningful change, exploring how we can diversify our staff workforce, promote, and encourage flexible working and publish clear and transparent progression routes, particularly for underrepresented groups.

Attracting you:

Action since last report:

- Published new recruitment essentials eLearning.
- Published good practice examples of interview questions to support hiring managers.
- Created new benefits brochure to appeal to a range of potential candidates
- All our external adverts are also advertised across the Diversity Jobs Groups suite of 10 websites which reach out to diverse groups, including 'Jobs for Mum' and 'Jobs for

Ethnicity'. We have also updated our guidance to managers around writing job adverts to ensure they use inclusive language and appeal to a wide audience.

- Incorporated Our Values into our recruitment and selection processes so that candidates know what to expect of us as an employer

Upcoming action:

- Ensure an unbiased approach to starting salaries by ensuring that the advice provided by the HR and Recruitment Teams, and recruitment training for managers is clear.
- Explore ways to break the unconscious bias and encourage/ attract more of each sex into roles where the balance is heavily weighted to one or other.
- Review the existing recruitment training and provide updates related to inclusion (EDI strategy action plan), including highlighting current disparities in appointments above the bottom of the grade to raise manager awareness.
- Following on from our staff survey we will continue to highlight the positive perception of our approach to flexible working in order to showcase Cambridgeshire that will support them to balance their work and life.

Supporting you:

Action since last report:

- Evaluated the women of colour in leadership pilot and launched an additional cohort in December 2024.
- Continued to encourage all employees to update their demography data to increase our reporting capabilities and inform our actions further. This work will continue to enable us to report on other pay gaps in the future, for example if we can increase disclosures from colleagues who identify as disabled to a significant proportion, we would be in a position to consider reporting our disability pay gap from 2026/27 onwards e.g. disability.
- Established an Anti-racism Steering Group which analysed workforce data by ethnicity to better understand racial inequities in the workplace.
- Launched a Global Majority Peer Support Group to provide a forum for ethnic minority colleagues.
- Reviewed the outcomes of the 2023 employee engagement survey, using any relevant demographic themes to inform activity supporting the reduction of our gender and ethnicity pay gaps, particularly perceptions of fairness in opportunities to progress.

Upcoming action:

- Host externally facilitated listening sessions in early 2025 for ethnic minority colleagues to understand their experiences in the workplace and inform the development of specific actions to address racial inequities in the workplace.
- Our application to become a Menopause Friendly accredited workplace is being considered and showcases the work we have done to listen to and respond to the needs of colleagues with this experience.

Appreciating you:

Action since last report:

- Continued to retain a performance pay process that recognises both behaviour and performance.
- Our leadership team role have actively modelled ways of working that promote wellbeing; talking about how they manage their time and wellbeing in spaces such as CLT Question Time, as well as in their approach to meeting scheduling. This supports our position as a flexible employer where leadership are effectively demonstrating a balance in work and personal commitments.
- We have continued to develop our range of learning and skills development tools to support managers to have effective performance conversations with their teams, focusing on wellbeing and development so that people are supported to enhance their careers with us and thrive at work.

Upcoming action:

- Identify further steps in recognising/celebrating success - we have launched the Spotlight Awards to provide an opportunity for teams to vote to shine a spotlight on people in our organisation that truly embody our vision and values. This will run again this year.
- As we undertake procurement for our employee benefits, we continue to manage our existing contracts to understand the impact they have and use those insights to focus our promotional activity, as well as making links with other themes and initiatives to present a rounded picture of Cambridgeshire as a great place to work.

Developing you:

Action taken since last report:

- Expanded the ILM Level 5 certificate in coaching and mentoring cohort from 10 colleagues to 16 to increase the number of coaching sessions available to colleagues.
- Evaluated the mutual mentoring pilot scheme and developed a plan to roll out a corporate scheme.
- Continued to monitor the diversity of our apprenticeships, showcasing diverse profiles of completed apprenticeships.
- Launched essential learning for all managers on having effective Our Conversations, including having effective and meaningful careers conversations.

Upcoming action:

- Publicise current career development offers including targeting underrepresented staff groups – monitor uptake of existing career development offers by protected characteristic.
- Launch the mutual mentoring programme wider following the pilot scheme.