

Appendix 2

Cambridgeshire County Council Pay Gap Information

Summary publication March 2026

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Introduction

Cambridgeshire County Council (CCC) is an employer with over 250 employees and is therefore required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This involves carrying out calculations that show the difference between the average earnings of males and females in our Council; it will not involve publishing individual employees' data. The data used for the calculations is the Council's pay data as of 31st March 2025.

We are required to publish the results on a government Gender Pay Gap (GPG) website, and in addition we publish the high-level results on the Cambridgeshire County Council website alongside our pay and transparency data.

Although not a legislative requirement, we have also chosen to publish our ethnicity pay gap and have included recommendations because of the figures into the action plan below. This document provides a summary of our gender and ethnicity pay gap data for 2025.

Gender Pay Gap information

The legislation mandates specific calculations for "full pay relevant employees". Full-pay relevant employees are all employees employed on the snapshot date (31st March 2025) who are either:

- paid their usual full basic pay – including paid leave – or paid for piecework during the pay period in which the snapshot date falls.
- paid less than their usual basic pay or piecework rate, but not because of leave (for example, because they have irregular working hours).

Our workforce profile

As of 31st March 2025, the total organisational headcount was 4700 across a total of 5224 positions. Under the government gender pay gap reporting guidelines, 4267 employees were considered 'full pay relevant employees' and the number of positions considered within our gender pay gap report is 4756, see Table 1.

The number of positions filled at CCC is higher due to some employees holding more than one position, a total of positions across the whole organisation. The 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.

Table 1 Overview of Cambridgeshire County Council's Gender workforce and pay gap data 2025

Overall Workforce as of 31st March 2025		
Headcount	4,700 employees	
	1,123 male (24%)	3,575 female (76%)
Number of Positions	5,224	
Full Pay Relevant Employees		
Headcount	4,267 employees*	
	1,020 male (24%)	3,247 female (76%)
Number of Positions	4,756	
Mean gender pay gap	8.29%	
Median gender pay gap	8.82%	
Pay quartiles	Male	Female
Lower	20.2% (240)	79.8% (948)
Lower middle	18.2% (217)	81.8% (973)
Upper middle	25.2% (299)	74.8% (889)
Upper	28.7% (342)	71.3% (848)
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.	

Mean gender pay gap in hourly pay

As of 31 March 2025, the mean hourly rate for male employees was £19.91 compared with £18.26 for female employees (Figure 2). On average, this represents a difference of £1.65 per hour, equating to a mean gender pay gap of 8.29%. This reflects an improvement on the previous reporting period, with the gap narrowing from 10.46% to 8.29%, a reduction of 2.17%, equivalent to £0.40 per hour.

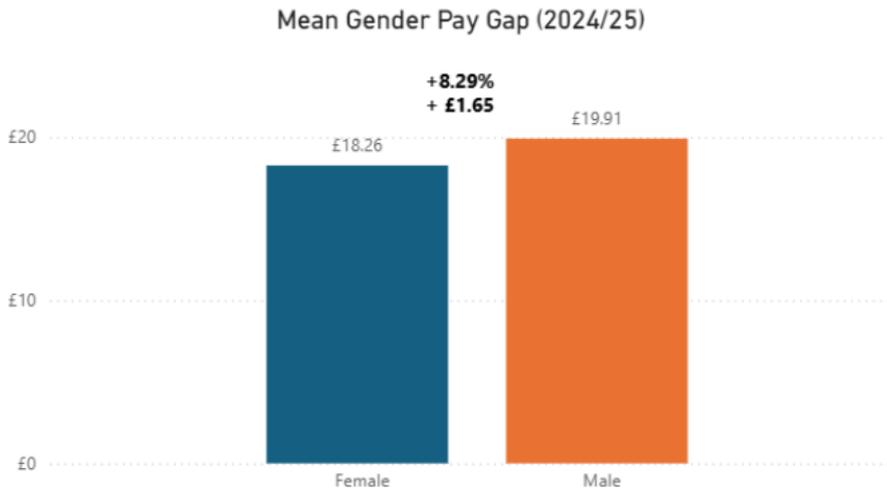


Figure 1 Mean gender pay gap in hourly pay

Median gender pay gap in hourly pay

The median hourly rate for male employees is £18.26 and £16.65 for female employees, with an hourly difference of £1.61, resulting in a median pay gap of 8.82% (Figure 3). This was an increase in median hourly rates of 3% (+£0.66) for male hourly rate and 6% (+£0.95) for female hourly rate, resulting in a 1.98% decrease in the median between males and females, therefore reducing the hourly rate difference by £0.29. 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 £23,151 to £200,593.



Figure 2 Median gender pay gap in hourly pay

Proportion of males and females in each pay quartile

Figure 3 shows females remain most highly represented in the lower and lower middle pay quartiles, although their proportions have decreased compared to the previous year.

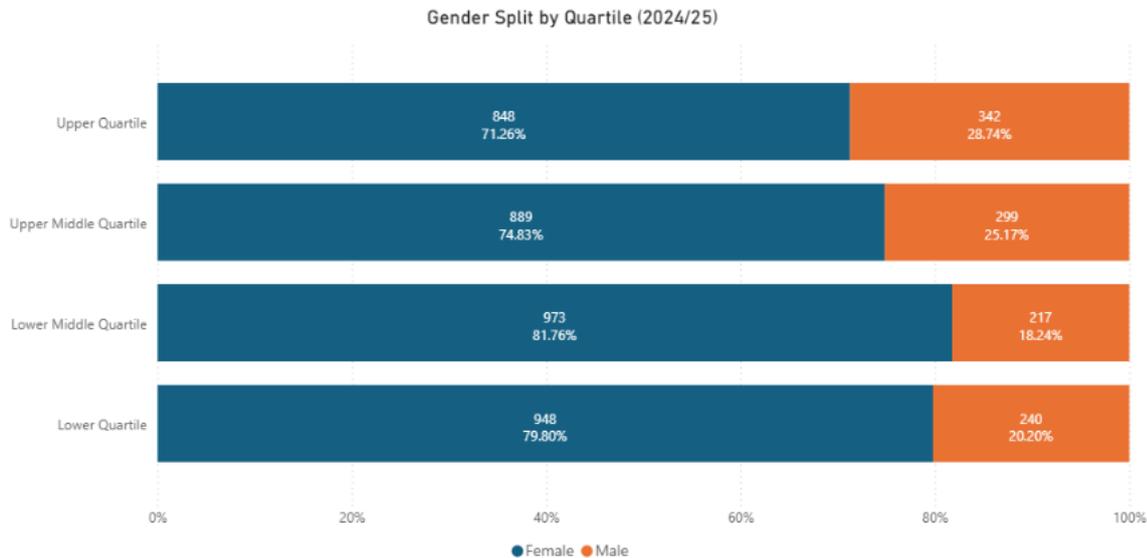


Figure 3 Proportion of males and females in each pay quartile 2025

Positions held by female employees in the lower quarter decreased from 83.6% to 79.8% and decreased in the lower middle quartile from 82.7% to 81.8%. Males continue to be mostly high represented in the upper and upper middle quartiles, maintaining a similar distribution as observed in the previous year. The proportion of female employees slightly increased in the upper quartile and slightly decreased in the upper middle quartile, indicating a potential shift in gender balance in higher pay levels.

As part of our commitment to openness and fairness, you can view our latest pay transparency report here: [Cambridgeshire County Council - HR Information | Cambridgeshire Insight Open Data](#).

Ethnicity Pay Gap

Until such a time that ethnicity pay gap reporting becomes legislative, there is no agreed calculation or classification for the data. We have, therefore, calculated our ethnicity pay gap in a similar format to the gender pay gap process, comparing the number of employees disclosing they are of an ethnic origin other than white, against the earnings of employees who are white and excluding those who have opted to 'prefer not to say' or who have not disclosed any information on their ethnicity. The method in which we report the ethnicity pay gap may differ in the future if legislative requirements and guidance are introduced.

Ethnicity pay reporting is voluntary and it allows us to identify and investigate disparities in the average pay between ethnic groups to inform action. Nationally, the Office of National Statistics found in 2019 that some ethnic minority groups earn less per hour than white British employees on average, while others earn more.

The 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. The white ethnic group used in this analysis includes employees who have disclosed their backgrounds as White- English/Welsh/Scottish/Northern Irish/ British, White-Irish, White -Gypsy or Irish Traveler or Other White. The 'Ethnicity other than includes employees who selected any other ethnic category, excluding those who did not disclose their ethnicity.

As of 2025, our mean ethnicity pay gap is 2% compared to 2024's figure of 1% and our median ethnicity pay gap is 2.8% compared to 0% in 2024; the calculation of the hourly rate of employees of an ethnic origin other than white, compared against those declaring they are white (Figure 4). Table 2 shows the number of employees in each group, their mean and median hourly rates and the pay gaps for each group.

Mean Ethnicity Pay Gap 2%	Median Ethnicity Pay Gap 2.8%
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Figure 4 Mean and median ethnicity pay gap figures 2025

Table 2 Ethnicity pay gap data 2025

Ethnicity (grouped)	No. of employees (%)	Mean hourly rate	Ethnicity mean pay gap (%) against the overall meal pay	Median Hourly rate
White	2969 (62%)	£19.24	-3%	£17.79
Ethnicity other than white	328 (7%)	£18.86	-1%	£17.30
Prefer not to say	79 (2%)	£18.83	-1%	£17.79
Unknown	1380 (29%)	£17.30	+7%	£14.85

The mean and median ethnicity pay gaps have increased in 2025 despite a decrease between 2023 to 2024. Further analysis identified unequal pay growth, diversity in leadership and disclosure rates as key factors influencing the ethnicity pay gap.

Unequal pay growth

- Mean hourly rate for employees other than white saw an increase from £18.24 to £18.86, and median hourly pay increased from £16.63 to £17.30. Although pay increased for all groups, white employees saw a 5% increase in mean hourly pay compared to only 3% for employees of other ethnicities. This disproportionate growth has widened the gap, even though absolute pay for ethnic minority employees improved.

Leadership representation

- While 1.37% of ethnic minority employees are in leadership roles, compared to 0.81% of white employees, the overall leadership pool is 63% white, and 11% are ethnic minority, 23% have not disclosed their ethnicity data and 3% prefer not to say.

“Unknown” ethnicity group

- Compared to the overall average pay, employees who have not disclosed their ethnicity are classed as “Unknown” have a mean hourly rate £17.30 and median hourly rate of £14.85 which is a pay gap of 7% and 14% respectively.

Ethnicity disclosure rate

- Ethnicity disclosure rate declined slightly from 72.8% in March 2024 to 72.0% in March 2025 despite a marginal increase in headcount (+13). This may be led by an influx of more starters than leavers during the year. In June 2025 we conducted a targeted diversity data exercise to improve these figures, and we have seen an increase, this will be reported in next year’s pay gap report. In addition, reviewing diversity data is part of our essential annual checks during performance development conversations.

Action we are taking

Following on from our analysis of our pay gaps 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 workforce, promote and encourage flexible working and publish clear and transparent progression routes, particularly for underrepresented groups. Actions included in our EDI and People Strategy action plans include:

People strategy theme 1: Attracting you

Action since last report:

- All our external adverts are also advertised across the Diversity Jobs Group 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.
- Updated our equality, diversity and inclusion recruitment webpage to provide clear information to applicants about our employment offer, including our employee EDI Network (IDEAL) and Peer Support Groups.
- In June 2025 we celebrated Women in Engineering Day, #TogetherWeEngineer: inspiring women supporting growth and innovation in Cambridgeshire. Videos and communications showcased some of the women in the council who work in engineering, delivering services to Cambridgeshire residents.
- 132 colleagues have completed the recruitment eLearning package introduced last year and 220 have attended face-to-face learning. This training supports hiring managers to gain a greater understanding of the recruitment process, with support from experienced HR colleagues, and also forms part of essential learning for line managers.

Upcoming action:

- Including learning in our recruitment training about anti-racism, deepening our understanding of racism and bias in recruitment to support our work to attract and select diverse candidates.

People strategy theme 2: Supporting you

Action since last report:

- Continued to encourage all employees to update their diversity 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 our disclosure rates for disability, we would be able to consider reporting our disability pay gap from 2026/27 onwards. As of September 2025, 48.9% of colleagues have disclosed their disability status.
- Completed our first Social Care Workforce Race Equality Standard report for Children's and Adults. This is accompanied by an action plan to progress race equity at the local authority.
- Hosted listening sessions with ethnic minority colleagues to understand their experiences in the workplace and inform our future action.
- We are a Henpicked Menopause Friendly accredited employer, which reinforces our commitment towards our employees and particularly those who experience menopause symptoms.
- We have been awarded as a Carer Friendly Employer by the Charity Caring Together with our accreditation live until 2027 to demonstrate our commitment to carers and recognise their additional responsibilities.

Upcoming action:

- Diversify our Respect at Work Contacts, colleagues across the organisation who are trained to talk with anyone who feels that they are experiencing unreasonable behaviour in the workplace
- Continue to work closely with our employee EDI Network (IDEAL) and peer support groups to provide supportive spaces for colleagues.
- Launch race awareness training for colleagues.

People strategy theme 3: Appreciating you

Action since last report:

- We reviewed and continued to develop our performance pay process to ensure it recognises both achievement of outcomes and demonstration of our organisational values. Following focus groups conducted by the Workforce Policy and Wellbeing team, recommendations were presented to CLT to strengthen the perceived fairness of the ratings process. These recommendations were accepted, with a range of approvals agreed to clarify and further embed the process.
- Our leadership team 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.
- Hosted another Spotlight Awards to provide an opportunity for colleagues to shine a spotlight on people in our organisation that truly embody our vision and values.
- Have formed a 'Listening Session' group to bring together members of each directorate to share, reflect and demonstrate the conversations that are going on in their directorates, how the actions they are taking are being received and the feedback that is coming from colleagues following on from this.
- Have secured our employee benefits supplier to offer our workforce a range of benefits that link to our values and strategy outcomes with initiatives to present a rounded picture of Cambridgeshire as a great place to work.

Upcoming action:

- Spotlight awards for 2025/26 have seen 166 nominations across 12 award categories, including the new Members' Choice Award.

People strategy theme 4: Developing you

Action taken since last report:

- 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.
- We have linked in with Caring Together following to offer training to all colleagues to raise awareness of caring responsibilities and improve understanding on how to effectively support carers.
- Completed the pilot of the Learning and Development dashboard for it to be implemented as a standard practice from 2026.
- The learning offer now includes a Coaching Skills for Managers course and a Development and career Conversation course both designed to support managers and leaders to have effective development conversations with those they line manager.
- May 2025 saw the introduction of a Social Work Practice Development Pod for newly qualified social workers moving from the Step Up to Social Work programme. This gives them an opportunity to learn the role of a Social Worker whilst being exposed to live casework and challenges with the support of a dedicated team around them.

Upcoming action:

- Work is underway with policy and insights colleagues to baseline our learning attendance / completion data alongside our EDI data; this will enable us to analyse our current position and develop an action plan to address any inequalities identified.
- CCC is currently out to tender for a new Learning management system, the specification for this includes functionality to capture learning needs identified during Our Conversations.

- Relaunch our mutual mentoring programme following a pilot in 2023/24.
- Host a third women of colour in leadership programme to support development and progression for women of colour.