

Pay Gap Report

Reporting year 1 April 2022 to 31 March 2023
Essex Police

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Unit: Operational HR

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Foreword

Essex Police is committed to upholding the highest possible principles of equality and diversity. We have a talented and able workforce, and we promote gender equality in all areas of our business. Women perform integral roles across all areas of the force, including the leadership and delivery of operational, strategic and investigative areas of our force, together with delivering core support functions (IT, finance, payroll, estates, HR, corporates communications) upon which the successful delivery of operational policing relies.

The data in our gender pay report does identify that a gap exists. Our analysis shows that the combined mean gender pay gap has increased from 13.3% last year to 14.9% this year. Amongst police officers the pay gap is 5.7%, a slight increase of 0.6% on last year and amongst police staff the gap is 10.8%, a slight increase of 0.5%. The combined median pay gap has increased to 20.7% from 12.2%.

Although the gender pay gap has increased, this difference can be attributed primarily to our successful efforts to increase the number of women joining Essex Police. We continue to run hugely successful recruitment campaigns which focus upon recruitment of those from more diverse groups, including women, and those from ethnic minorities. As a result of our work to promote Essex Police as a diverse and inclusive employer, and since the last reporting period, Essex Police now has its highest ever number of female officers in the force – a huge achievement of which we are extremely proud.

The number of female officers has increased in the reporting period (31st March 2022 to 31st March 2023) from 1,311 to 1,418. This demonstrates that more than 43% of all officer recruits joining Essex Police were female. Proportionately, as we now have more new female officers, this is reflected in the higher number of female officers being paid on the lower 'entry level' pay point. This, together with the fact that our force has more male officers who have served for longer, has also contributed to the gap.

Our recruitment efforts have also seen an increase in female representation amongst police staff. Women working in core and essential police staff commands, has increased in the reporting period from 1,602 to 1,662. Although there are more women working at the lower police staff pay grades, our force has seen an increase in the number of females working in the top 16 police staff pay grades within our force.

The combined bonus pay gap has increased to 11.28% in favour of women in the reporting period. This is attributable to a greater percentage of female Detective Constables receiving the detective payment (202 female DCs compared to 160 male DCs). Of the 39 staff bonuses paid, nearly 70% of these were paid to females.

Whilst we will continue our work to enhance the proportion of women joining us, we will enhance our focus on supporting, developing and retaining them.

It is of note that female representation has increased in the police officer ranks for Inspector, Chief Inspector, Chief Supt and Chief Officer levels (Assistant Chief Officer and Assistant Chief Constable), demonstrating our commitment to support all in their career progression.

Our Diversity, Equality and Inclusion Strategy remains an underpinning principle of all we do. We continue to ensure these principles are put into practice every day, both internally and externally.

Our Positive Action Team continues to work to support attraction and recruitment of underrepresented groups into policing through outreach, community engagement and the retention and progression of those groups within our workforce.

The Force also continues to promote the College of Policing's 'Aspire' Leadership Programme for under-represented groups, including women, and 66% of the applicants for the recently launched 'Achieve Leadership Programme' in Essex Police are female. Essex Police have also launched this year's Police Staff Leadership Programme, designed to identify, develop and progress our police staff colleagues into senior leadership roles. Seven of the eight successful applicants onto this programme are female.

Our Be the Change course programme, is available for first line leaders through to senior leaders and provides the opportunity to ensure all of our managers are provided with the necessary skills to develop a strong inclusive culture within their teams across the force.

To support retaining skilled and an experienced workforce, the force also has a cadre of 'Retention Ambassadors' who volunteer to provide support, advice and guidance for officers, staff, and volunteers to positively impact their experience of working for the organisation. Essex Police will continue to review any learnings from the exit interviews.

Whilst positive strides have been made by the force to enhance the diversity of our workforce, we are not complacent, and the figures demonstrate that we have more to do.

This work remains a priority for Essex Police.



Ben-Julian Harrington
Chief Constable, Essex Police

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1. Executive Summary

This is Essex Police's seventh Gender Pay Gap Report following the introduction of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. This prompted Essex Police to review and analyse if a pay gap exists within the workforce.

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires Essex Police to publish explicit gender related pay information to determine if a pay gap exists between male and female workers within the workforce. This information must be published on the force's website and the government's online reporting service. This report covers the period 1st April 2022 to 31 March 2023 therefore pay information has been reviewed and analysed for both Police Officers and Police Staff around gender. In line with the regulations the analysis is focused on the mean hourly pay, median hourly pay and bonus payments and has been used for each of these comparable groups.

It is important to note that there are national pay scales for Police Officers which tend to be higher than the average salaries for Police Staff. As the force employs 37.05% female officers compared to 67.45% female Police Staff this does have a marked effect on skewing the combined figure.

For Police Officers there is a noticeable median pay gap of 13.4% in favour of male police officers. For Police Officers, the median (mid-point) for both genders fall within the Constable Pay bracket. The median point for male Constables is pay point 5 (£16.92), whereas the median point for a female Constable is pay point 3 (£15.03). This reflects the increase of 43.49% females (181 headcount) recruited in the last reporting period, who on entry would have been placed at the starting pay point of Constable. The number of male Constables at pay point 7 will change the overall median in favour of males, however it is anticipated that over the coming years with the pay point progression of female constables the median pay gap will decrease. The decreased of 9.4 percentage points since the last reporting period can be attributed to the increase in recruitment of female police officers and the successful promotion of 54 female police officers to the next rank.

For Police Staff the analysis there is a median pay gap of 11.2% in favour of men, which has increased by 1.5 percentage points since the last reporting period. There are less males than females employed in Police Staff roles, however a higher proportion of males are in the higher graded roles than last year, resulting in the increased median pay gap.

The combined percentage for the median (mid-point) pay gap is 20.7%, which indicates that it has increased by 8.5 percentage points since the last reporting period. The difference can be attributed to the recruitment of female police officers, commencing at the lower pay points, and the promotion of female police officers to the next rank, combined with the higher proportion of male police staff in higher grades, in addition, to the differing pay structures for Police Officers and Police Staff.

The Equalities and Human Rights Commission (EHRC) requires organisations to undertake further investigations where differences of 5% or more or any recurring differences of 3% present. This applies both individually for Police Officers and Police Staff and as a collective.

The combined percentage gender pay gap is 14.9% for the mean hourly rate (compared with 13.3% for the last reporting period). This has increased by 1.60 percentage points since the last reporting period, representing the differences in pay and gender balance between Police Officers and Police Staff. For Police Officers the average pay gap for the mean hourly rate is 5.7% in favour of males, this indicates it has increased by 0.6 percentage point since the last reporting period. For Police staff the average pay gap is 10.8% in favour of men which shows it has increased by 0.5 percentage point since the last reporting period. The top 16 grades of Police Staff roles have a higher proportion

of men (50.76%) than women, which has increased the male mean pay. However, in comparison to last year's data more women now work within these grades. This has therefore increased the female mean pay and reduced the overall mean pay gap by 0.58% at this level.

The combined mean bonus pay gap is 11.28% in favour of women which has increased by 10.67% percentage points since the last reporting period. A higher proportion of female Police Officers (23.48%) have been awarded a bonus payment than male Police Officers (14.5%). This is attributed to female police officers making up a greater proportion of the police officers receiving a detective payment or a bespoke honorarium payment. Similarly for police staff, during the last reporting period, honorarium bonuses have been paid to 27 females and 12 male Police Staff. The payment is based on the types of work individuals deal with and neither gender is prohibited nor disadvantaged in the opportunity to complete the work; it is based on who is on duty for the relevant incident.

The Positive Action Team have continued briefing events to encourage and support a diversity of applicants for all promotion processes both internally and externally. It is imperative to support candidates and remove any barriers for those aspiring to senior ranks within the service. Essex Police has its highest ever representation of female officers in the force at 37.28% (as at 31 December 2023) but the challenge ahead to be fully representative across all ranks and grades is not underestimated.

The Positive Action Team have delivered several initiatives to support the progression and retention of under-represented groups aimed at the junior ranks, as the greatest pool of diversity sits within these ranks. These initiatives include supporting officers for their promotion exams (for Sergeants and Inspectors) and promotion boards (from Sergeant to Superintendent rank) as well as 'Gender Progression' events to listen, understand and then eliminate the real or perceived barriers to promotion.

It is positive to report that in the last reporting period there have been 7 promotion boards, spanning the ranks of Sergeant to Chief Superintendent. 144 officers were successful during these processes with 90 male police officers and 54 female police officers being successfully appointed to the next rank. As a percentage this equates to 62.5% of the successful police officers being male compared to 37.5% female which is broadly in line with the overall officer workforce makeup.

Essex Police are also committed to the HeForShe initiative, part of the UN Women Solidarity Movement for Gender Equality and Gender Equality in UK Policing. The fifth annual report 2023 demonstrates this commitment highlighting that Essex Police currently has 61 Ambassadors supporting the HeForShe movement and examples of innovation include a gender equality toolkit, newsletters, and Force wide events.

To support retaining skilled and an experienced workforce and support both police officers and police staff at the earliest opportunity when concerns arise, the force has a cadre of 'Retention Ambassadors' who are experienced officers and staff from across a wide variety of departments. Retention Ambassadors volunteer to provide support, advice and guidance for officers, staff, special constables, and volunteers to positively impact their experience of working for the organisation. Essex Police will continue to review any learnings from the exit interviews. With the continuation of talent spotting and encouragement of under presented groups through promotion processes.

The focus remains on the recruitment, retention and progression of female police officers and police staff.

2. Introduction

2.1 Background and legislative requirement

On 31 March 2017, the government introduced the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. This placed a duty on all specified public authorities with at least 250 employees to publish a gender pay gap report; Essex Police are one of these organisations. The Regulations stipulate a defined list of calculations showing the difference between the median (mid-point) and mean (average) pay of male and female employees. Analysis has been undertaken in relation to the results to consider the impact of any gaps and identify ways to reduce them where possible. Full details of the requirements under the Regulations are detailed in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Importantly, a pay gap does not necessarily mean pay and allowances are inappropriate or discriminatory; the analysis will identify reasons for any identified gaps and future reviews can begin to analyse any trends. This data will then be used to develop an existing committed workforce and look for opportunities to reduce barriers or enhance opportunities moving forwards.

As a police force serving a large and diverse population, Essex Police is committed to being a fair and progressive employer, attracting a wider pool of potential recruits and enhancing productivity through a workforce that feels valued and engaged in a culture committed to tackling inequality.

This report is written to provide a narrative to explain the published calculations which is supported by the Gender Pay Gap Reporting guidance.

The presentation of data in this report is set out according to the following groups:

- Police Officers
- Police Staff
- Combined (published figure)

2.2 Scope and Parameters

The Regulations set clear details of the pay types to be reported on and includes a definition of bonus calculations which also forms part of the pay gap analysis. Full definitions for pay calculations are shown in parameters and calculations. Appendix B

The Regulations state that there is a requirement to report based on a 'snapshot' of data. This has been set by statute for this year as 31 March 2023.

From the snapshot data the six calculations required under the Regulations must be undertaken to show the difference between the average earnings of men and women.

The Equality and Human Rights Commission provides guidance for equal pay audits for large organisations which suggest the following:

As a general rule differences of 5% or more, or any recurring differences of 3% or more merit further investigation.¹

¹ <https://www.equalityhumanrights.com/en/multipage-guide/equal-pay-audit-step-4-causes-gender-pay-differences>

Essex Police has applied the above principles to the analysis of the data for the Gender Pay Gap report. This data will be published on the Essex Police website and will also be shared on a government website by 31st March 2024 in accordance with the legislative requirements.

2.3 Essex Pay Structures

Police officer pay is determined nationally by the Home Office and subject to an incremental grading system with set pay brackets. The Home Secretary is responsible for setting pay awards and making changes to conditions of service.

In 2021, Police Officers received a £1900 pay increase, which was applied to salaries from 1 September 2022 onwards. This is reflected in the increases in mean pay for both male and female police officers. The pay award is equivalent to 5% overall and was targeted at those on the lowest pay points to provide them with an uplift of up to 8.8%, and between 0.6% and 1.8% for those on the highest pay points.

Police staff pay and conditions for Essex Police are determined as part of the National Police Staff Council (PSC) and associated handbook. All police staff pay is determined through banded pay scales with twenty-five pay grades. Each pay grade is divided into individual pay points, spinal column points (scp), which staff progress through subject to satisfactory performance.

The pay spine is set by the PSC and pay scales within Essex Police are determined by aligning pay points at the top and bottom of each pay scale to job evaluation points in accordance with either the Purple Book (scale 2 to PO6 inclusive) or Hay (SPS1 and above) grading review process. Grading reviews are managed in accordance with our agreed protocol to ensure fairness and consistency. In addition, our recruitment protocol sets out standards and expectations for appointing candidates to spinal column points based on evidence and experience.

The Police Staff Council agreed a consolidated increase of £1900 over the period 1 April 2022 to 1 September 2023 via a staged approach with all police staff receiving a 2.1% pay rise to cover the period between 1 April 2022 and 31 August 2023 (17 months).

The Essex Police and Kent Police Reward and Recognition Protocol clearly defines the criteria for bonuses and aims to apply fairness and equality to awards. Bonuses are typically awarded for work considered to be 'outstandingly demanding, unpleasant or important in nature' and honorariums are paid for those demonstrating exceptional performance. All applications for a bonus or honoraria payment are submitted to the force Reward and Recognition Panel following authorisation by the relevant local senior management team. The panel independently and consistently reviews all applications. For the purposes of this report the reference to bonuses includes both bonus and honorarium payments.

Authorised Firearms Officers are paid under section 31 'rewards for diligence' of the Police Act 1996 (amended in 2014), which counts as a bonus for the purposes of this report under statute. To qualify for the payment, each officer needs to have had a permit to carry a firearm and been available for deployment as well as maintaining operational competence during the review period; it is payable quarterly. All firearms payments are approved through a local remuneration panel chaired by the Operational Police Command Superintendent (Firearms) together with support from Human Resources. The aim of the panel is, again, to ensure the consistent application of policy.

Police Constables who have achieved a National Investigators Exam (NIE) pass or are in a designated detective post are paid under Regulation 34 Annex U, Target Variable Payments (TVP) that came into effect 1 July 2021, which counts as a bonus for the purpose of this report under statute. All TVP payments are approved at a Detective Remuneration Panel, chaired by the

Detective Chief Superintendent (DCS) Head of Crime, together with support from Human Resources. The aim of the panel is, again, to ensure the consistent application of policy.

For the purposes of the report each staffing category has been analysed independently (officers and staff) as well as collectively in the combined analysis. This combined analysis does not always represent a true picture because the pay structures for officers and staff are different.

Overall Data Sets

The following tables show the total headcount figures² for police officers and police staff used to calculate all pay gap data contained within the following report. Police officers and police staff who are temporary promoted at the time the snapshot data are counted against the temporary rank being held.

Table 1:

Police Officers	Total Number			% At Rank	
	Male	Female	Total	Male	Female
Chief Officers	6 (4)	1 (1)	7 (5)	85.71 (80.00)	14.29 (20.00)
Chief Superintendent	8 (9)	3 (3)	11 (12)	72.72 (75.00)	27.27 (25.00)
Superintendent	21 (21)	6 (8)	27 (29)	77.78 (72.41)	22.22 (27.58)
Chief Inspector	37 (39)	13 (9)	50 (48)	74 (81.25)	26 (18.75)
Inspector	103 (104)	48 (40)	151 (144)	68.21 (72.22)	31.78 (27.77)
Sergeant	373 (322)	148 (129)	521 (451)	71.59 (71.39)	28.41 (28.60)
Constable ³	1862 (1852)	1199 (1121)	3061 (2973)	60.82 (62.29)	39.17 (37.70)
Total	2410 (2350)	1418 (1311)	3828 (3661)	62.95 (64.19)	37.05 (35.80)

2021/22 figures are shown in parentheses.

Table 1 above, shows an overall increase in headcount of 167 police officers compared to the previous reporting period ending on the 31 March 2022 (from 3661 to 3828). It is worthy of note that the percentage of female officers in the force has increased from 35.80% to 37.05% in the current reporting period.

² The data is a snapshot as at 31/3/23, includes percentage of gender at each rank / grade

³ Includes student constables (those within training at the Police College) and probationers (those that are Independent of the College and posted to a Local Policing Area).

Table 2:

Police Staff	Total Number			% At Grade	
	Male	Female	Total	Male	Female
SPS5 to Chief Officer	13 (10)	10 (6)	23 (16)	56.52 (62.50)	43.48 (37.50)
SPS 1-4	5 (7)	8 (7)	13 (14)	38.46 (50.00)	61.53 (50.00)
PO 6	4 (5)	2 (2)	6 (7)	66.66 (71.42)	33.33 (28.57)
PO 5	15 (16)	18 (17)	33 (33)	45.45 (48.48)	54.54 (51.51)
PO4	21 (18)	20 (17)	41 (35)	51.21 (51.42)	48.78 (48.57)
PO 3	32 (35)	27 (22)	59 (57)	54.23 (61.40)	45.76 (38.59)
PO 2	44 (45)	45 (36)	89 (81)	49.43 (55.55)	50.56 (44.44)
PO 1	47 (45)	52 (53)	99 (98)	47.47 (45.91)	52.52 (54.08)
SO 2	56 (59)	77 (78)	133 (137)	42.10 (43.06)	57.89 (56.93)
SO 1	107 (110)	155 (137)	262 (247)	40.83 (44.53)	59.16 (55.46)
Scale 6	82 (94)	164 (170)	246 (264)	33.33 (35.60)	66.66 (64.39)
Scale 5 ⁴	140 (146)	378 (376)	518 (522)	27.02 (27.96)	72.97 (72.03)
Scale 4	168 (167)	409 (401)	577 (568)	29.11 (29.40)	70.88 (70.59)
Scale 3	58 (61)	280 (263)	338 (324)	17.15 (18.82)	82.84 (81.17)
Scale 2	10 (26)	17 (17)	27 (43)	37.03 (60.46)	62.96 (39.53)
Total	802 (844)	1662 (1602)	2464 (2446)	32.54 (34.50)	67.45 (65.49)

2021/22 figures are shown in parentheses.

Table 2 above, shows that the headcount for police staff has only marginally increased compared to the previous reporting period ending 31 March 2022. It is worthy of note that the percentage of female police staff in the force has increased from 65.49% to 67.45% in the current reporting period.

⁴ Includes PCSO's

3. Gender Pay Gap Calculations

The overall gender make-up of the force is:

Table 3:

	Male %	Female %	+/- 2022⁵ %
Police Officers	62.95 (64.19)	39.17 (35.08)	+4.09 (+1.49)
Police Staff	32.54 (34.50)	67.45 (65.49)	+1.96 (+0.67)
Combined	51.04 (52.30)	48.95 (47.69)	+1.26 (+0.71)

2021/22 figures are shown in parentheses.

The table above demonstrates that the Force has seen an increase in the number of females both recruited and retained across both police officer and police staff categories.

3.1. The Gender Pay Gap - Mean

Table 4:

	Male Hourly (Hrly) Rate	Female Hourly (Hrly) Rate	% Pay Gap⁶	+/- 2022⁷ %
Police Officers	£20.38 (£26.42)	£19.21 (£25.06)	+5.7 (+5.1)	+0.6 (+1.8)
Police Staff	£15.47 (£21.16)	£13.80 (£18.97)	+10.8 (+10.3)	+0.5 (-1.00)
Combined	£19.16 (£25.02)	£16.30 (£21.69)	+14.9 (+13.3)	+1.6 (+2.3)

2021/22 figures are shown in parentheses.

The data in table 4 shows that, on average, males earn more than females in both police officer and police staff categories. The pay gap during the last reporting period has increased for police officers.

The higher combined difference of 14.9% shown above is representative of the differences in pay and gender balance between police officers and police staff as described and detailed in tables 1 and 2 (page 8).

The data in table 4 shows that, on average, males earn more than females in staff categories; the pay gap within the lower grades (Scale 2 to SO2) is summarised in table 5 below:

⁵ + is in favour of women.

⁶ + means that the pay gap is in favour of men and – means the pay gap is in favour of women

⁷ + or – indicates the difference from the last reporting period – snapshot data 31 March 2023.

Table 5:

	Male Hrly Rate	Female Hrly Rate	% Pay Gap⁶	+/-2022⁷ %
Scale 2	£10.00 (£12.46)	£10.13 (£14.49)	-0.13 (-2.03)	-1.9 (+6.43)
Scale 3	£10.33 (£14.04)	£10.54 (£13.75)	-0.21 (+0.29)	-0.08 (-0.73)
Scale 4	£12.03 (£17.23)	£11.83 (£17.13)	+0.20 (+0.1)	+0.10 (-0.38)
Scale 5	£12.99 (£18.52)	£12.99 (£18.04)	0.00 (+0.48)	-0.48 (+0.76)
Scale 6	£14.33 (£19.06)	£13.99 (£18.82)	+0.34 (+0.24)	+0.10 (-2.76)
SO 1	£15.73 (£22.14)	£15.56 (£21.50)	+0.17 (+0.64)	-0.47 (-0.86)
SO 2	£17.26 (£22.84)	£16.68 (£22.35)	+0.58 (+0.49)	+0.09 (-0.84)
Total	£13.24 (£18.04)	£13.10 (£18.01)	+0.13 (+0.03)	+0.10 (+5.04)

2021/22 figures are shown in parentheses.

Those in posts PO2 and above (16 grades) have a higher proportion of males (50.76%) than females as indicated earlier in table 2. These posts are higher graded so will increase the male mean pay. However, in comparison to last year's data, more female now work within these grades which has increased the female mean pay and reduced the overall mean pay gap by 0.58 percentage point at this level.

Table 6:

	Male Hrly Rate	Female Hrly Rate	% Pay Gap⁶	+/-2022⁷%
PO 1	£18.65 (£25.18)	£17.44 (£22.82)	+0.06 (+2.36)	-2.30 (+5.39)
PO 2	£19.95 (£26.84)	£19.41 (£27.12)	+0.03 (-0.28)	+0.31 (+4.89)
PO 3	£21.54 (£29.50)	£20.59 (£29.11)	+0.04 (+0.39)	-0.35 (-5.25)
PO 4	£22.58 (£31.10)	£21.22 (£28.86)	+0.06 (+2.24)	-2.18 (+2.75)
PO 5	£25.76 (£33.98)	£25.04 (£34.20)	+0.03 (-0.22)	+0.09 (-2.19)
PO 6	£27.75 (£37.46)	£27.58 (£33.26)	+0.01 (+4.2)	-4.19 (+8.59)
SPS 1 - 4	£29.88 (£39.25)	£31.24 (£41.23)	-0.05 (-1.98)	-1.93 (-5.65)
SPS5 - Chief Officer	£40.83 (£54.88)	£42.17 (£56.82)	-0.03 (-1.94)	-1.89 (-0.55)
Total	£25.87 (£34.77)	£25.58 (£34.18)	+0.01 (+0.59)	-0.58 (-2.04)

2021/22 figures are shown in parentheses.

Through analysis it is evident that the organisation attracts both genders to Senior Police Staff (SPS) posts. Work will continue to ensure these opportunities remain available to both male and female employees through effective and transparent recruitment processes.

3.2. The Gender Pay Gap - Median (mid-point)

Table 7:

	Male Hrly Rate	Female Hrly Rate	% Pay Gap⁶	+/-2022⁷%
Police Officers	£22.05 (£29.44)	£19.09 (£22.74)	+13.40 (+22.80)	-9.4 (+22.78)
Police Staff	£14.55 (£19.91)	£12.92 (£17.98)	+11.2 (+9.7)	+1.5 (-1.3)
Combined	£18.62 (£22.46)	£14.76 (£19.72)	+20.7 (+12.2)	+8.5 (-9.9)

2021/22 figures are shown in parentheses.

For police officers, the median (mid-point) for both genders fall in the Constable Pay bracket. Further analysis has been undertaken to review the median point at each rank.

The Constable rank is made up of 0 - 7 pay points, with new recruits joining at the bottom end of the scale. The median point for male Constables is pay point 5 (£16.92), whereas the median point for a female Constable is pay point 3 (£15.03). This reflects the increase of 43.49% females (181 headcount) recruited in the last reporting period. Pay point 7 is made up of 63% male Constables and 37% female Constables with a total headcount at this pay point of 1213. This is significant when compared to the total headcount of 1548 of the combined pay points 0 – 6. The number of male Constables at pay point 7 will change the overall median in favour of males, however it is anticipated that over the coming years with the pay point progression of female constables the median pay gap will decrease.

It is positive to report that in the last reporting period there have been 7 promotion boards, spanning the ranks of Sergeant to Chief Superintendent. 144 officers were successful during these processes with 90 male police officers and 54 female police officers being successfully appointed to the next rank. As a percentage this equates to 62.5% of the successful police officers being male compared to 37.5% female which is broadly in line with the overall officer workforce makeup as demonstrated in Table 1 (page 8).

The median for police staff covers two roles at two different grades, the median point for male police staff falls within Scale 6 scp 28 (£14.55) compared to female police staff which falls within Scale 5 scp 24 (£12.92). Further analysis has been undertaken to review the median point at each grade. There are 280 female police staff at scale 3 compared to 58 male police staff at this grade, conversely from grades PO2 upwards there are a higher proportion of male police staff (50.76%), which impacts the overall median point for police staff in favour of males.

The combined median difference of 20.7% is due to the differing pay structures for police officers and police staff, with the majority of police officers being appointed at the entry of the pay structure for constables whilst police staff are appointed to the relevant grade appropriate to the role.

All roles have been graded through the recognised job evaluation process and there are no concerns in relation to equal pay, as the grades reflect the responsibilities and accountabilities of two very different roles.

The organisation will continue to carry out further activity to ensure females are more equally represented through effective, fair, and transparent succession planning and recruitment processes.

3.3. The Gender Pay Gap – Mean Bonus Pay

Bonuses are awarded for work considered to be ‘outstandingly, demanding, unpleasant or important in nature’ and honorariums are paid for those demonstrating exceptional performance, acting up arrangements or creative or innovative ideas. Males and Females both can be allocated to this type of work. In addition, Firearms payments are paid to those police officers with firearms permits providing they fulfil a range of pre-defined and agreed criteria. This is the third reporting period that includes detective payments for those that have qualified, this accounts for 362 detective bonus payments being made during the reporting period.

Within this section the data reflects bonuses paid to any police officers or police staff during the 2022/23 financial year, whereas the pay data reflects a specific reference date of 31 March 2023.

The following table reflects the mean of all bonuses paid during the last reporting period, which includes firearms bonus, detective payments and a one-off payment made to both police officers and police staff, therefore attributing to the difference in the gender pay gap.

Table 8:

	Male	Female	% Pay Gap ₆	+/-2022 ₇ %
Police Officers	£956.66 (£1049.95)	£1033.63 (£1031.50)	-8.0 (+1.8)	-9.8 (+33.61)
Police Staff	£154.17 (£179.16)	£209.26 (£205.88)	-30.42 (-13.87)	-16.55 (-13.87)
Combined	£1110.17 (£1229.11)	£1242.89 (£1237.38)	-11.28 (-0.67)	-10.67 (+0.67)

2021/22 figures are shown in parentheses.

The following table summarises the mean payment made to police officers in relation to the Firearms payments:

Table 9:

	Male	Female	% Pay Gap ₆
Police Officers	£1983.78 (£1802.53)	£1485.95 (£1702.55)	+25.09 (+5.70)

2021/22 figures are shown in parentheses.

During the reporting period firearm bonuses have been paid to 17 females and 118 males. Proactive recruitment will continue to support this under-represented group to maximise opportunities to ensure females are more equally represented for firearms roles.

The following table summarises the mean payment made to police officers in relation to the detective payment:

Table 10:

	Male	Female	% Pay Gap ₆
Police Officers	£1170.61 (£1048.50)	£1197.00 (£1076.35)	-2.23 (-2.62)

2021/22 figures are shown in parentheses.

During the reporting period detective bonuses have been paid to 202 females and 160 male detectives at the rank of Police Constable, which demonstrates fairness and equality in progressing a career as a detective.

The following table summarises the mean bonus payments made to police officers during the reporting period, demonstrating fairness and equality in bonus payments: -

Table 11:

	Male	Female	% Pay Gap ₆
Police Officers	£956.66 (£1200)	£1033.63 (£1200)	-8.0 (0.00)

2021/22 figures are shown in parentheses.

The following table summarises the mean honorarium payments made to Police staff during the period:

Table 12:

Gender	Amount
Female	£209.26 (£197.05)
Male	£154.17 (£158.33)

2021/22 figures are shown in parentheses.

During the last reporting period, honorarium bonuses have been paid to 27 female and 12 male staff members. Of the 39 staff bonuses paid, 69.23% were paid to females and 30.77% to male staff members which is broadly in line with the overall workforce makeup for staff as demonstrated in Table 2 (page 8).

Bonus and honorarium are considered on a case-by-case basis by the remuneration panel, which ensures fairness and equity of payments with bonus payments available to all who meet the relevant criteria.

3.4. The Gender Pay Gap - Median Bonus

Table 13:

	Male	Female	% Pay Gap ₆	+/-2022 ₇ %
Police Officers	£1200 (£1200)	£1200 (£1200)	0.00 (0.00)	0.00 (0.00)
Police Staff	£100 (£200)	£100 (£150)	0.00 (+28.57)	-28.57 (+28.57)
Combined	£650 (£700)	£650 (£675)	0.00 (+3.63)	-3.63 (+3.63)

2021/22 figures are shown in parentheses.

The median (mid-point) point of £1200 was paid equally to both male and female police officers and is consistent when compared to the last reporting period.

For police staff, the median bonus payments for both females and males are £100. The payment is based on the types of work individuals deal with and neither gender is prohibited nor disadvantaged in the opportunity to complete the work; it is based on who is on duty for the relevant incident.

It should be noted that due to the small number of payments made, the median figure would likely alter by the addition or removal of a single payment; each payment has been assessed by the force

remuneration panel who independently and consistently review all applications to ensure fairness and equity to all.

3.5. The Proportion of Males & Females Receiving a Bonus Payment

Table 14:

	Male %	Female %	Difference ₆	+/-2022 ₇ %
Police Officers	14.5 (23.36)	23.48 (24.63)	-8.0 (-1.27)	+6.73 (-0.53)
Police Staff	1.50 (1.44)	1.62 (1.06)	-0.12 (+0.38)	-0.26 (+0.38)
Combined	11.27 (17.56)	11.69 (11.67)	-0.42 (-5.89)	-5.47 (+3.89)

2021/22 figures are shown in parentheses.

The data shows that a higher proportion of females for both police officer and police staff have been awarded a bonus payment.

Further analysis was undertaken to identify any disparities or concerns but there was no pattern to payments in terms of any gender split and each payment is subject to scrutiny by the remuneration panel or other means against criteria set out in policy. Notwithstanding the differences, when individual payments are considered, both males and females receive the same payment for the same circumstances.

The Proportion of Males & Females in Each Quartile Pay Range

Table 15:

	Police Officers %			Police Staff %			Combined %		
	Male	Female	+/- 2022 ₇	Male	Female	+/- 2022 ₇	Male	Female	+/- 2022 ₇
Upper	68.28 (73.00)	31.72 (27.00)	+4.72 (+0.50)	48.47 (51.50)	51.53 (48.50)	+3.03 (-1.80)	66.30 (71.10)	33.70 (28.90)	+4.80 (0.00)
Upper Middle	65.25 (56.80)	34.75 (43.20)	-8.45 (+11.10)	32.01 (46.90)	67.99 (53.10)	+14.89 (-6.70)	59.01 (52.80)	40.99 (47.20)	-6.21 (0.00)
Lower Middle	63.52 (62.10)	36.48 (37.90)	-1.42 (- 1.50)	26.95 (36.00)	73.05 (64.00)	+9.05 (-5.20)	52.95 (51.40)	47.05 (48.60)	-1.55 (-3.30)
Lower	55.40 (60.20)	44.60 (39.80)	+4.8 (+2.20)	22.87 (25.10)	77.13 (74.90)	+2.23 (-2.70)	28.12 (35.50)	71.88 (64.50)	+7.38 (-7.00)

From analysis, it has been identified that police officers at the constable rank now feature across all four quartiles for both males and females, this is because 79.96% of ranked officers are employed at the constable level.

The analysis for police staff reflects the increase in females being represented across all quartiles.

4. Progress highlights

Where there have been increases in the pay gap, these are marginal and can be attributed to the success that the Force has had in recruitment campaigns and promotional activities to increase diversity. This has been the case particularly with the increase in female officers and as indicated, can have an initial negative impact as new starters are appointed to the bottom pay scale for the rank of constable.

It is therefore important to acknowledge the progress that has been made:

- ✓ Female representation for police officers increased from 1311 (35.08%) at 31/3/2022 to 1418 (37.05%) at 31/3/2023 that shows that 43.36% of all recruits were female; which explains why the data for police constables showed the highest female representation at scps 00 and 01 and the lowest at 05 and 06 when compared to males.
- ✓ Female representation for police staff increased from 1602 (65.49%) at 31/3/2022 to 1662 (67.45%) at 31/3/2023. The highest concentration of female police staff is at Scale 3 – Scale 5 whilst roles graded PO2 and above (16 grades) have a higher proportion of males than females working in them. However, the proportion of females working in roles graded PO2 and above has increased at every scale when compared to the previous reporting period.
- ✓ March/Oct 23 NPPF promotion exams saw higher pass rates for females sitting the exam. When compared nationally, the pass rate for both female Essex Police officers sits well above the national average.
- ✓ 64.81% of female officers graded as ready now for promotion entered the Constable succession planning promotion process with a higher proportion of female officers achieving 'high potential' status.
- ✓ Female representation increased at Constable, Inspector, Chief Inspector and Chief Supt levels, this is because there have been 7 promotion boards, spanning the ranks of Sergeant to Chief Superintendent. 144 officers were successful during these processes with 90 male police officers and 54 female police officers being successfully appointed to the next rank. As a percentage this equates to 62.5% of the successful police officers being male compared to 37.5% female which is broadly in line with the overall officer workforce makeup as demonstrated in slide 2.

5. Areas of Focus

The focus remains on the recruitment, retention and progression of female police officers and police staff.

To support retaining skilled and an experienced workforce and support both police officers and police staff at the earliest opportunity when concerns arise, the force has a cadre of 'Retention Ambassadors' who are experienced officers and staff from across a wide variety of departments. Retention Ambassadors volunteer to provide support, advice and guidance for officers, staff, special constables and volunteers to positively impact their experience of working for the organisation.

Essex Police will continue to review any learnings from the exit interviews. With the continuation of talent spotting and encouragement of under presented groups through promotion processes.

HR to continue to engage and work with the Women's Leadership and Development Forum (WLDF), HeForShe and Firearms and participate in initiatives (workshops, network meetings etc.) to ensure females are more equally represented for future promotion processes and to address any under-representation.

6. Conclusions and Recommendations

The EHRC⁸ recommend that following the publication of the pay gap data, employers should consider whether their recruitment, promotion and reward policies and approaches to flexible working are contributing to their pay gaps, and then develop an action plan to address this if needed.

As can be seen detailed in our People and Learning Strategy there are principles in place to enhance the diversity of the workforce through the ability to “Innovate”, “Attract”, “Develop” and “Support” our people.

It is recognised that there are pay gaps within Essex Police. Although many differences are within the recommended EHRC parameters, those which warrant further exploration and action are:

- Gender pay gap for police staff; the mean and median gap is between 10.8% and 11.2% in favour of males. This is due to a larger number of males in higher graded police staff roles compared to females, as detailed in paragraphs 3.1 and 3.2. This will continue to be addressed through the action plan below, albeit it is recognised that this is likely to be a long-term plan.
- Gender pay gap for police officers; the mean and median gap is between 5.7% and 13.4% in favour of males. It is recognised that male police officers are proportionately longer in service and therefore have progressed further through the pay points for their appropriate rank, it is anticipated that over the coming years with the pay point progression of females the median gap will decrease. This will continue to be monitored during the next 12-month period.
- The data shows that a higher proportion of female police officers (23.48%) have been awarded a bonus payment than male police officers (14.5%). This is attributed to a greater proportion of female detectives (55.80%) receiving a detective payment than male detectives (44.20%). Each case is considered on its merits by the relevant bonus panel, which ensures fairness and equity of payments.
- The Positive Action Team have continued briefing events to encourage and support a diversity of applicants for all promotion processes both internally and externally. It is imperative to support candidates and remove any barriers for those aspiring to senior ranks within the service. Essex Police has its highest ever representation of female officers in the force at 37.28% (as at 31 December 2023) but the challenge ahead to be fully representative across all ranks and grades is not underestimated.
- The Positive Action Team have delivered several initiatives to support the progression and retention of under-represented groups aimed predominately at the junior ranks, as the greatest pool of diversity sits within these ranks. These initiatives include supporting officers for their promotion exams (for Sergeants and Inspectors) and promotion boards (from Sergeant to Superintendent rank) as well as ‘Gender

⁸ Source: <https://www.equalityhumanrights.com/en/advice-and-guidance/what-equal-pay>

- Progression' events to listen, understand and then eliminate the real or perceived barriers to promotion.
- Essex Police are also committed to the HeForShe initiative, part of the UN Women Solidarity Movement for Gender Equality and Gender Equality in UK Policing. The fifth annual report 2023 demonstrates this commitment highlighting that Essex Police currently has 61 Ambassadors supporting the HeForShe movement and examples of innovation include a gender equality toolkit, newsletters, and Force wide events.
- Essex Police will continue to review any learnings from the exit interviews. With the continuation of talent spotting and encouragement of under presented groups through promotion processes.

Essex Police will continue to monitor and analyse trends on an annual basis in line with the legislative requirements.

Recommendation 1

Work is already underway in promoting police officer recruitment to all genders through recruitment strategies and campaigns.

There are more males than females in higher ranked officer roles, which results in a slightly higher mean pay for male officers. There has been a significant amount of work undertaken over the previous 12 months linked to succession planning and retention, specifically to identify and seek to overcome reasons for officers leaving the force, work will continue to review and identify any learning from exit data.

Recommendation 2

Continued promotion of initiatives and support networks, including HeForShe, and the Women's Leadership and Development Forum (WLDF) with meaningful engagement to understand and remove identified or perceived barriers that prevent female police officers and staff accessing promotion opportunities.

Recommendation 3

To help retain our skilled and experienced workforce and support them at the earliest opportunity when concerns arise, the force has a cadre of 'Retention Ambassadors' who are experienced officers and staff from across a wide variety of departments. Retention Ambassadors volunteer to provide support, advice and guidance for officers, staff, special constables and volunteers to positively impact their experience of working for the organisation.

6. Action Plan

The recommendations in the action plan below are closely linked with the Essex Police Equality objectives set out in the Essex Police Statutory Duty Information Report Essex Police will continue to take positive action to addresses any gaps and to make continuous improvements.

No.	Recommendation	Lead / Owner
1.	Review the data in 12 months' time to compare progress and identify any trends in relation to Gender, Pay Gaps.	Operational HR
2.	HR to continue to engage and work with the Women's Leadership and Development Forum (WLDF), HeForShe and Firearms and participate in initiatives (workshops, network meetings etc.) to ensure females are more equally represented for future promotion processes and to address any under-representation.	HR Talent & People Development Manager; Diversity & Inclusion Manager; Positive Action Team, HeForShe Ambassadors, Retention Ambassadors
3	Continue to utilise Retention Ambassadors to help retain a skilled and experienced workforce, specifically to ensure that females are more equally represented across all ranks and grades	HR Talent & People Development Manager, HR Business Partners and Positive Action Team, HeForShe Ambassadors, Retention Ambassadors

Equality Act 2010
(Specific Duties and Public Authorities) Regulations 2017

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, with minor differences to the gender pay gap reporting regulations for the private and voluntary sectors, apply to a list of 'specified public authorities' found in schedule 2 of the regulations:

- This includes government departments, the armed forces, local authorities, NHS bodies, publicly funded schools and many others.
- They only apply if the authority has 250 or more employees on 31 March of a given year.

Who counts as an employee?

For the purposes of gender pay reporting, the definition of who counts as an employee is set out in the regulations and follows the definition in the Equality Act 2010. This is known as an 'extended' definition which includes:

- employees (those with a contract of employment)
- workers and agency workers (those with a contract to do work or provide services)
- some self-employed people (where they have to personally perform the work)
- police officers and the armed forces

The relevant date

This is the key date that many of the details needed to carry out the calculations will come from. It is also the date from which an employer has a year to publish their gender pay report. This will always be March 31 for specified public authorities in any year where they have 250 or more employees (it's April 5th for everyone else).

How does this fit in with the Public Sector Equality Duty (PSED)?

The new gender pay gap obligations have been introduced alongside the existing requirements for specified public bodies, including publishing annual information to demonstrate compliance under the PSED and publishing equality objectives every four years. The deadlines for all the publishing requirements have now been streamlined to 30 March.

The Gender Pay Gap reporting requirements must be adhered to, but a specified public authority can handle the process as part of their wider PSED work or equality strategy. For example, public authorities can set equality objectives which would help reduce the gender pay gap in their organisation. Organisations with over 150 employees may already be publishing gender pay gap data under the existing requirement to publish data on its employees. Organisations with over 250 employees must follow the methodology set out in the regulations and accompanying guidance, regardless of how this data may have been previously calculated. Other employers can prepare the calculations using the same methodology on a voluntary basis.

This guide only covers the new gender pay gap reporting requirements and does not explain in detail what is required to comply with the PSED. Further guidance on PSED reporting obligations is available at www.acas.org.uk/PSED.

Other best practice references to support the development of a meaningful pay gap report include:

“Pay is one of the key factors affecting motivation and relationships at work. It is therefore important to develop pay arrangements that are right for the organisation and which reward employees fairly. Providing equal pay for equal work is central to the concept of rewarding people fairly for what they do.

Employers are responsible for providing equal pay and for ensuring that pay systems are transparent, or easy to understand. A structured pay system is more likely to provide equal pay and is easier to check than a system that relies primarily on managerial discretion.”

- Equalities and Human Rights Commission (EHRC).

“However, equal pay is also good business practice. It is about treating people fairly and thus getting the best out of them. It is a necessity for any successful business or well-run organisation.”

- Chartered Institute of Personnel & Development, Equal Pay Guide.

Parameters and Calculations

What will I have to calculate and publish?

Relevant employers must follow the rules in the regulations to calculate the following information:

- Their mean gender pay gap
- Their median gender pay gap
- Their mean bonus gender pay gap
- Their median bonus gender pay gap
- Their proportion of males receiving a bonus payment
- Their proportion of females receiving a bonus payment
- Their proportion of males and females in each quartile pay ranges
- A written statement, authorised by an appropriate senior person, which confirms the accuracy of their calculations. However, this requirement only applies to employers subject to the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Steps for extracting essential information

STEP 1: Full list of relevant employees from SAP then establish full-pay relevant employees

(Relevant employees are all employees employed by the employer on the snapshot date of a given year, except for partners.)

(This term includes full-pay relevant employees and also other employees employed on the snapshot date but on less than full pay because of leave.)

STEP 2: Identify for each full pay relevant employee if:
- Male or Female

STEP 3: Extract a list of all bonuses received in the relevant bonus period for all relevant employees and full-pay relevant employees.

The bonus period is a twelve-month period that ends on the snapshot date.

STEP 4: Record all ordinary pay received in the relevant pay period for full-pay relevant employees only.

(Ordinary pay is defined in regulation 3. It includes basic pay, allowances, pay for piecework, pay for leave, and shift premium pay. It only includes money payments, so anything that is not money (such as benefits in kind or securities) is excluded.

Gross amounts should be used after salary sacrifice.)

Ordinary pay does not include pay related to overtime, redundancy, or termination of employment, pay in lieu of annual leave, or pay which is not money.

As well as actual 'overtime pay', payments such as allowances earned during paid over hours (to the extent that employers can clearly identify them) should be excluded from ordinary pay.

The relevant pay period is the pay period within which the snapshot date falls. In practice, this means the pay period in which March 31st falls (for employers subject to the Specific Duties Regulations)

STEP 5: Record the weekly working hours for full-pay relevant employees only.

STEP 6: Record the 'hourly pay' for full-pay relevant employees only.

(To find the hourly pay, first add the employee's bonuses identified in 4 above, to their ordinary pay identified in 5 above. Next, multiply this amount by 'the appropriate multiplier'. This is 7 divided by the number of days in the pay period.

This provides a weekly pay figure for the relevant pay period.

Finally, divide this amount by the employee's number of weekly working hours identified in 6 above.

Keep in mind that the regulations specify that where periods are calculated in months, a month is treated as having 30.44 days, and where periods are calculated as a year, a year is treated as having 365.25 days.)

The Calculations

These calculations make use of two types of averages:

- A mean average involves adding up all of the numbers and dividing the result by how many numbers were in the list.
- A median average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.
- Using these two different types of average is helpful to give a more balanced overview of an employer's overall gender pay gap:
- Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap, but very large or small pay rates or bonuses can 'dominate' and distort the answer.

- For example, mean averages can be useful where most employees in an organisation receive a bonus but could be less useful in an organisation where the vast majority of bonus pay is received by a small number of board members.
- Median averages are useful to indicate what the 'typical' situation is i.e. in the middle of an organisation and are not distorted by very large or small pay rates or bonuses. However, this means that not all gender pay gap issues will be picked up. For example, a median average might show a better indication of the 'middle of the road' pay gap in a sports club with a mean average distorted by very highly paid players and board members, but it could also fail to pick up as effectively where the pay gap issues are most pronounced in the lowest paid or highest paid employees.

For the results of the calculations:

- A positive percentage figure (which almost all organisations are likely to have) reveals that typically or overall, female employees have lower pay or bonuses than male employees.
- A negative percentage figure (which some organisations may have) reveals that typically or overall, male employees have lower pay or bonuses than female employees.
- A zero-percentage figure (which is highly unlikely, but could exist for a median pay gap where a lot of employees are concentrated in the same pay grade) would reveal no gap between the pay or bonuses of typical male and female employees or completely equal pay or bonuses overall.

Essex Police – Analysis of inclusion for Ordinary Pay

Pay – Basic pay

- Allowances
- Car allowance
- SE allowance
- Housing allowance
- Weekend Working Enhancement
- Shift allowance
- Travel allowance
- Fringe allowance
- Market supplements

Exclusions

- Maternity pay (unpaid)
- Paternity (paid)
- Sick pay (long term)
- Dependants leave (PSE)
- Adoption leave
- Career break

Information to be included in GPG Report

<p>The difference between the mean hourly rate of pay for male and female employees expressed as a percentage.</p>	<p>Only full pay employees are included in this calculation (see 9 g). The percentage must be calculated: $\frac{(A-B)}{A} \times 100$ Where A is the mean hourly rate of pay of all male full-pay relevant employees; and B is the mean hourly rate of pay of all female full-pay relevant employees.</p>
<p>The difference between the median hourly rate of pay for male and female employees expressed as a percentage.</p>	<p>The percentage must be calculated: $\frac{(A-B)}{A} \times 100$ Where A is the median hourly rate of pay of all male full-pay relevant employees; and B is the median hourly rate of pay of all female full-pay relevant employees.</p>
<p>The difference between the mean bonus pay paid to male and female employees over the 12 months ending 31 March expressed as a percentage.</p>	<p>The percentage must be calculated: $\frac{(A-B)}{A} \times 100$ Where A is the mean bonus pay paid during the relevant period to all male relevant employees who were paid bonus pay during that period; and B is the mean bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period. Relevant period in this provision means 12 months ending with the snapshot date.</p>
<p>The difference between the median bonus pay paid to male and female employees over the 12 months ending 31 March expressed as a percentage.</p>	<p>The percentage must be calculated: $\frac{(A-B)}{A} \times 100$ Where A is the median bonus pay paid during the relevant period to all male relevant employees who were paid bonus pay during that period; and B is the median bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period. Relevant period in this provision means 12 months ending with the snapshot date.</p>
<p>The proportions of male and female employees who were paid bonus pay over the 12 months ending 31 March.</p>	<ul style="list-style-type: none"> The proportion of male relevant employees who were paid bonus pay to be expressed as a percentage as follows: $\frac{(A-B)}{A} \times 100$

	<p>Where A is the number of male relevant employees who were paid bonus pay during the relevant period; and B is the number of male relevant employees.</p> <ul style="list-style-type: none"> The proportion of female relevant employees who were paid bonus pay to be expressed as a percentage as follows: $\frac{(A-B)}{A} \times 100$ <p>Where A is the number of female relevant employees who were paid bonus pay during the relevant period; and B is the number of female relevant employees Relevant period in this provision means 12 months ending with the snapshot date.</p>
<p>The proportions of male and female employees in quartile pay bands.</p>	<ul style="list-style-type: none"> Step 1: determine the hourly rate of pay for each male and female employee and rank from lowest to highest paid. Step 2: divide the employees into four, each section comprising an equal number of employees to determine the lower, lower middle, upper middle and upper quartile pay bands. Step 3: the proportion of male employees within each quartile band must be expressed as a percentage of the employees within that band as follows: $\frac{(A-B)}{A} \times 100$ <p>Where A is the number of male employees in a quartile pay band; and B is the number of relevant employees in that quartile pay band.</p> <ul style="list-style-type: none"> Step 4: the proportion of female employees within each quartile band must be expressed as a percentage of the employees within that band as follows: $\frac{(A-B)}{A} \times 100$ <p>Where A is the number of female employees in a quartile pay band; and B is the number of relevant employees in that quartile pay band.</p>

