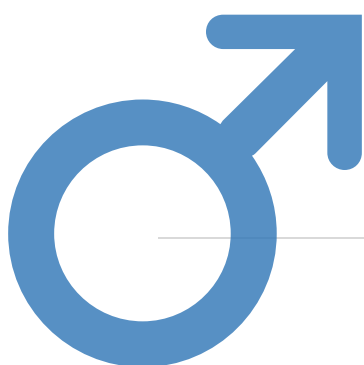


Gender Pay Report 2021



West Mercia
POLICE



The Gender Pay Gap

Introduction

At West Mercia Police, we believe that continuing to share our gender pay information each year is important to raise awareness and in doing so have meaningful conversations about our approach to promoting diversity equality and inclusivity in the workplace.

We are pleased to share that West Mercia Police has reduced its Mean gender pay gap for the fourth consecutive year to a new low of 9.8%. That's a reduction of a quarter since 2018 and reflects the considerable focus we've placed on this challenge in the organisation.

Whilst we still have a gap, we continue to be confident that it doesn't stem from paying male and females differently for the equivalent work and understand that our gender pay gap continues to be driven by the nature of our workforce.

There is great progress demonstrated in this report, but also areas where the data shows we need to focus our efforts with more intensity. We have ambitious DE&I plans and this report sets out more detail on what we have been doing and where we intend to progress going forward. We know there are areas, particularly in representation at senior ranks at police officer level, where we need to do more. So work will continue to improve representation of all groups at all levels across both officers and staff, to continue to narrow the gender pay gap and to encourage greater equality, diversity and inclusivity across West Mercia Police.

West Mercia Police Mean Pay Gap	
2017	11.8%
2018	13%
2019	12.8%
2020	10.5%
2021	9.8%

West Mercia Police Median Pay Gap	
2017	21.7%
2018	20.3%
2019	22.2%
2020	22.9%
2021	18.96%

Pay at West Mercia

Our police officers, as servants of the Crown operate within Police Regulations and an agreed pay structure. Police staff are graded in accordance with a pay structure that is applied equally regardless of gender.

Pay gaps

A pay gap is the difference in average gross hourly earnings between two defined categories of employees. In this case female and male employees for the gender pay gap. It is based on salaries paid directly to employees before income tax and national insurance.

Why the gender pay gap is not equal pay

The Gender Pay Gap differs from the concept of equal pay. Equal Pay refers to the requirements of employers, in line with the Equal Pay Act 1970, whereby men and women in

the same employment performing equal work must receive equal remuneration. Within West Mercia Police, for both officers and staff, pay is set at a national level. Therefore, irrespective of gender anyone of the same rank or grade will be paid on the same fixed pay scale. Gender pay gap, on the other hand, is a measure of the difference between men and women's average earnings, regardless of role, based on hourly rate of pay. It is expressed as a percentage of men's earnings. For this reason it is possible for an organisation to have a gender pay gap without breaching equal pay provisions.

Reporting

This report is centred on a number of measures which are based on a snapshot each year as set out by the Government Equalities office. The report needs to show the organisational differences between the average earning of males and females – expressed as relative to male's earnings.

This report provides information in three groups; Full organisation (both police officers and police staff), Police Officers and Police Staff. This includes all of those that worked for us on 31st March 2021. The data excludes volunteers as they are not paid employees.

This is now the fifth year, from 2017 onwards that all UK organisations, including police forces, employing 250 or more employees have to publicly report on its gender pay gap.

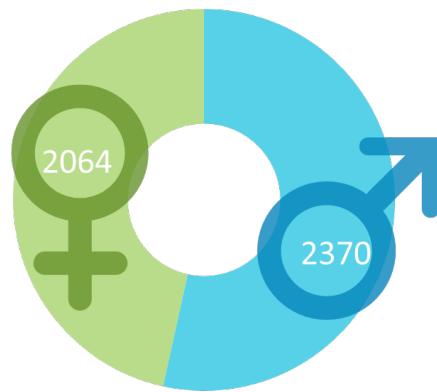
What we report on:

- **Median Gender Pay Gap** – This is the difference between the median hourly rate of mean in relevant roles on full pay and that of women officers and staff on full pay
- **Median Bonus Gap** – This is the difference between the midpoint bonus pay paid to relevant male employees and that paid to relevant women employees
- **Mean Gender Pay Gap** – This is the difference in average hourly rate of pay between men and women. This is impacted by the different numbers of men and women in different roles.
- **Mean Bonus Gap** – This is the difference between the mean bonus pay paid to male employees and that paid to female employees
- **Bonus proportions** – This is the numbers of male and female employees who were paid bonus pay during the relevant period.
- **Salary Quartiles** – This is done by lining up all employees from the lowest hourly rate of pay to the highest and dividing it into four equal quartiles in order to show the proportion of males and females that sit within each quartile.



The 2021 headline figures

On the 31 March 2021 when the data was collected our workforce consisted of 2064 females and 2370 males.



Full organisation

We are pleased to see a continued reduction in the past few years in the mean pay gap in hourly pay from 10.5% in 2020 to 9.8% in 2021 and from 22.9% in 2020 to 18.96% in 2021 for the median gender pay gap in hourly pay. This will continue to be monitored and there is recognition that there is still a lot of work to be done in order to further reduce and close the pay gap. We will continue to work together as an outward looking and inclusive police force to create a working environment for people of all protected characteristics as part of our wider diversity equality and inclusion working practices.

Both the upper middle quartile (1.2%) and lower middle quartile (0.7%) have seen increase in the proportionality of females compared to 2020. This together with the fact the lower quartile seeing a decrease in female proportionality (1.7%) suggests that below the most senior roles in the organisation there is more levelling up between the genders throughout the organisation.

	2020	2021	Difference
Mean Gender Pay Gap in Hourly Pay	10.5%	9.84%	-0.66%
Median Gender Pay Gap in Hourly Pay	22.9%	18.96%	-3.94%
Mean Bonus Payment	35.5%	No Gap	-35.5%
Median Bonus Payment	No Gap	No Gap	-

Police officer gender pay gap

	2020	2021	Difference
Mean	4.33%	5.44%	+1.11%
Median	No Gap	No Gap	

The mean gender pay gap for Police Officers has seen an increase of 1.11% on 2020. As there is no difference in the numbers of females and males in the senior ranks, this suggests that more male officers have reached the top of the grade as opposed to female officers. There is no median gender pay gap for police officers which is consistent again with previous years.

	Mean 2020	Mean 2021	Median 2020	Median 2021
Con	0.55%	2.47%	No Gap	No Gap
Sgt	1.48%	1.25%	No Gap	No Gap
Insp	1.27%	1.55%	No Gap	2.07%
Chief Insp	1.79%	0.77%	1.97%	1.98%
Supt	0.56%	No Gap	No Gap	No Gap
Supt & Above	15.3%	9.56%	10.62%	No Gap

For the mean gender pay gap by rank for Police Officers there has been improvements in all ranks apart from Constable and Inspectors. These ranks have seen increases in the gap by 1.92% and 0.28% respectively. Whilst we have increased our numbers of female officers, they will be entering the profession at the lower end of the pay scale.

There has been a significant decrease in the gap when comparing male and female officers in the ranks of Superintendent and above. This increase demonstrates that female officers in the ranks of Superintendent and above earn 9.56% less than their male counterparts, and there is no longer a median gender pay gap for the same group compared to 10.62% in

2020. This is as a result of an increase in the spread of female officers within this group, along with other female officers progressing through the pay increments.

Police staff gender pay gap

	2020	2021	Difference
Mean	8.35%	7.6%	-0.75%
Median	3.64%	3.5%	-0.14%

The mean gender pay gap for Police Staff has seen a decrease of 0.75% on 2020, suggesting an increase in females in higher grades within the organisation. Furthermore, the median pay gap has also decreased by 0.14%.

Bonus pay gap

For Police Officers, bonus payments are awarded under the Police Regulations for work that is deemed to be unusually demanding, unusually unpleasant or, significantly important in nature. The Regulations allow for payments to be made of between £50 and £500. For Police Staff bonuses are paid by way of an 'honorary' payment to recognise factors that are not reflected in the basic pay. These may include but are not limited to undertaking some of the duties and responsibilities of a higher graded post or undertaking specific project work outside the normal duties of the post. Payment is calculated based on the percentage and level of additional work or increased responsibility.

Full organisation

0.36%

Of male Employees received a bonus payment

8 in total

0.86%

Of female employees received a bonus payment

17 in total

51.83% higher for women

Mean Bonus Pay Gap

53.93% higher for women

Median Bonus Pay Gap

In both cases this indicates there was no gap due to women earning more. This is evidenced by the fact that more Bonuses were paid to females (17) than to Males (8).

Police officers

0.26%

Of male Police Officers received a bonus payment

4 in total

0.13%

Of female Police Officers received a bonus payment

1 in total

68.33%

Mean Bonus Pay Gap

16.6% higher for women

Median Bonus Pay Gap

For Police Officers, the mean average paid to male officers is 68.3% more than female officers. This is a result of male officers being awarded a higher amount of bonus for the work they have undertaken. However, there is no median gap

Police staff

0.56%

Of male Police Staff received a bonus payment

4 in total

1.32%

Of female Police Staff received a bonus payment

16 in total

11.61% higher for women

Mean Bonus Pay Gap

77.17%

Median Bonus Pay Gap

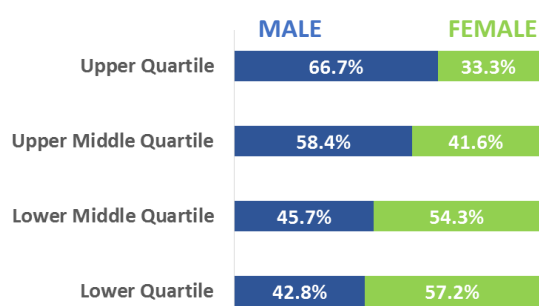
The number of Police Staff receiving bonus payments has decreased on the previous year (25 to 20). There is no mean pay gap. This is as a result of more bonuses being paid to females (16) than males (4). This is in stark contrast to last year in which there was a mean pay gap of 54.4% higher for men than women. However, the median pay gap is 77.17% (up on 55.63% last year) indicating that generally the midpoint of bonus paid to male police staff is higher than for women.

Salary pay quartiles

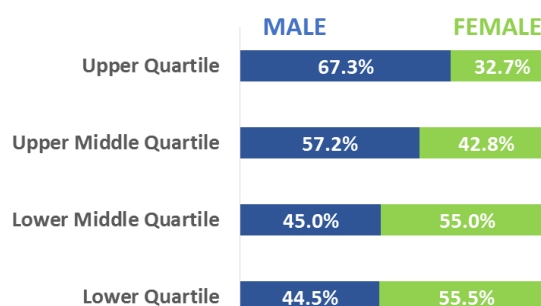
Pay quartiles are generated by lining up all employees from the lowest hourly rate of pay to the highest and dividing it into four equal quartiles. This allows for analysis to show proportion of males and females that sit within each quartile; upper quartile, upper middle quartile, lower middle quartile and lower quartile. This is shown for the whole organisation, then broken down further to show the proportions within the police officer ranks and the proportions within the police staff grades.

Full organisation

2020



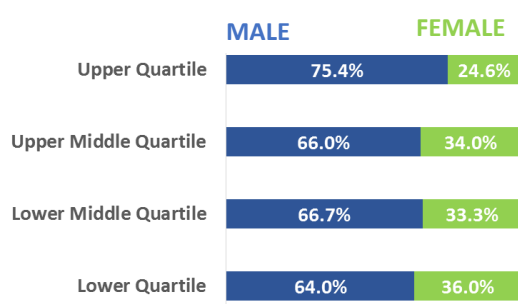
2021



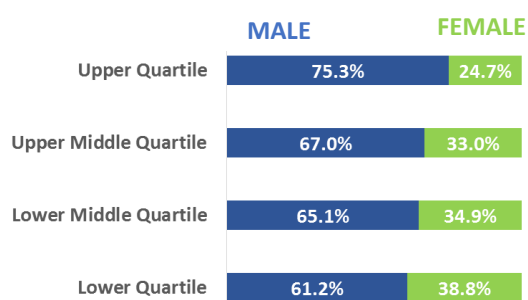
These diagrams show that for groupings of all staff and officers the upper quartile is still dominated by male staff with more males occupying the senior level roles, indicating that they are the highest earners within West Mercia Police. The proportionality of males in the upper quartile has increased by 0.6% in the last year. As previously indicated, there are a number of reasons for this such as more women undertaking part time working in the lower graded roles and within police officer ranks a potential increase in the time taken for women to progress through the ranks throughout their careers as a result of a requirement to take career breaks/caring responsibilities etc. However, it should be noted that both the upper middle quartile (1.2%) and lower middle quartile (0.7%) have seen an increase in the proportionality of females compared to 2020. This together with the fact the lower quartile seeing a decrease in female proportionality (1.7%) suggests that below the most senior roles in the organisation there is more of a levelling up between the genders throughout the organisation. When the data is separated out into police officers and staff, it is evident that the disparity is caused by the lower number of female officers in the higher ranks.

Police officers

2020



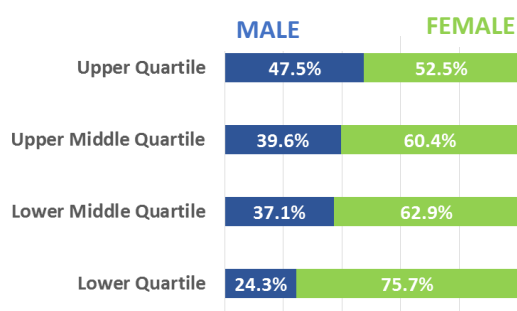
2021



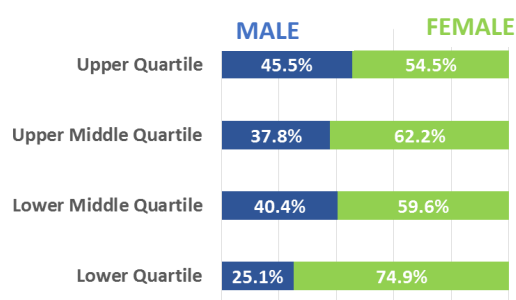
For Police Officers, women are now beginning to enter the higher ranks but in doing so they are starting at the lower end of the pay scale whereas their male counterparts have been in that rank longer hence are higher up the pay scale. There has been an increase in female representation in the lower middle (1.6%) and lower quartile (2.8%). This reflects the increase in female police officers recently recruited as part of the national Police Uplift Programme, targeted marketing and Positive Action activities. As these recruits progress throughout their career, a further increase in representation in the upper quartiles and a reduction in gender pay gap should occur.

Police staff

2020



2021



As regards police staff, whilst the diagrams demonstrate that there are more women in the upper quartile (54.5%), this is still not reflective of the percentage of females in the police staff workforce (63.3%). It should be noted, however that there has been progress in this area and the female representation has increased by 2% on 2020. Moreover, the female proportionality in the upper middle quartile has also increased by 1.8% on 2020. These diagrams also demonstrate a disproportionality due to a larger proportion of women in the lower quartile. Again, this could be as a result of more part time roles falling within the lower quartile which are more attractive to women with caring responsibilities.

Closing the gap

One of the main reasons for the gender pay gap within West Mercia police is an imbalance of males and females employed at various levels across the organisation. Therefore, a vital way we are working to address the gap is to support the progression of women into more senior roles throughout the organisation using a number of initiatives.

Our values



In 2019 West Mercia Police launched our new values - Courage, Compassion, Ownership and Public First. As part of these values we continue to review all processes, policies and procedures in order to improve our working culture and make it a more inclusive environment. This includes our focus on addressing and analysing the gender pay gap with ongoing insights and forward planning.

Diversity, Equality and Inclusion Strategy

In May 2021, West Mercia Police launched its Diversity, Equality and Inclusion (DEI) strategy focusing on our organisation, communities and partners, and filters through all initiatives aimed at increasing minority representation at all levels. Staff surveys were used to inform the DEI strategy and subsequent delivery plan. A 'Speak Up' group was launched to inform a culture of inclusion where inappropriate behaviour is voiced, challenged and addressed as well as review process, policies and guidance.

Recruitment, progression and retention

As part of the DE&I strategy it has been recognised that a workplace which embraces diversity in all aspects is more likely to attract and retain talented people across various roles. Here at West Mercia our ambition is to attract and retain people who want to use their talent and passion to make a difference, progressing their career and helping the communities within which West Mercia Police serves. Key to this is the STEP Programme developed by West Mercia initiated by the Women of West Mercia (WOW) staff network, which has three elements: Step In (recruitment); Step Up (promotion); and Step Across (movement into specialist posts).

Whilst we are making immense progress in attracting and recruiting female police officers, it is recognised that there are a number of opportunities to build on and improve on current initiatives and in order to achieve a balanced gender profile at all levels of the organisation for officers and staff. 2021 has seen West Mercia employ its first ever female Chief Constable, this together with a female ACC and Chief Officer of police staff will ensure that women are right at the heart of driving West Mercia Police forward into the future and beyond.

	Female Officers (2020)	Female Officers (2021)	Difference
Constable	602	653	+51
Sergeant	75	75	0
Inspector	19	17	-2
Chief Inspector	8	8	0
Superintendent	7	5	-2
Chief Superintendent	0	1	+1
Chief Officers	0	1	+1
Total	711	750	+39

Step In is led by the Positive Action Team and offers opportunities to those who would not ordinarily consider West Mercia Police as an employer of choice whether in relation to culture, perceptions of the role and working practices. There is no positive discrimination towards those with certain protected characteristics, but rather offers additional support and insight throughout the recruitment process. Initially the focus has been on the attraction and subsequent recruitment of police officers to increase female and ethnic minority representation utilising a number of measures such as one to one coaching, mock interviews, targeted social media campaigns and pre assessment centre workshops. Initial results indicate the success of this team and subsequent programmes that have been launched. The Positive Action team is in the process of expanding its initiatives to support female and ethnic minority applicants in upcoming PCSO recruitment and reviewing how best to apply to police staff vacancies.

We will continue to develop and progress in these areas and extend into the progression and retention strategies going forward.

Part of this is the launch and delivery of the 'step up' workshop prior to Sergeant and Inspector promotion boards and working alongside learning & development to explore opportunities for delivering leadership development programmes to underrepresented groups. In September 2020 WOW launched a Step Up Podcast helping to ensure the support offered can reach people in a more convenient manner. In December 2020, West Mercia Police's HeForShe members contacted every female officer who were out of their probationary period to discuss barriers to the possibility of promotion with the aim of encouraging more females to consider promotion.

Listening to our staff networks

Our staff associations and networks inspire support and influence staff around the organisation on the topic of inclusion and diversity. As part of our DE&I work, we have re-established a combined staff network forum so that we can better co-ordinate work streams (organisational and network led) and link into Positive Action initiatives. In addition, we have prepared a development programme for staff network contacts to build capacity for advice and guidance when people make contact seeking support.

Pay reporting transparency and understanding

We acknowledge and understand that making further progress across the gender pay gap report will require greater visibility and proactively looking at steps to highlight pay disparity around our trans and non-binary communities. We will also build on the gender pay gap report looking at the characteristics of ethnicity and disability.