

Gender Pay Report

2022



The Gender Pay Gap

Foreword

I am pleased to share our Gender Pay Gap Report, which outlines our results for the 2021/2022 financial year. This is the sixth year that West Mercia Police has reported on our gender pay gap and whilst we have seen a slight increase in our mean and median pay gap during the reporting period, we are confident this has been driven largely by our continued drive to recruit a more representative workforce.

West Mercia Police recognises the major role we play in championing Diversity, Equality and Inclusion. As policing continues to evolve, it is more important than ever that we demonstrate this commitment.

We understand that a workplace that embraces diversity is more likely to attract and retain talented individuals who can make a difference to their community and support the delivery of our strategic vision; to provide a quality policing service, which protect people from harm.

We want not only to attract talented individuals, but to retain and develop them throughout their career.

We acknowledge our responsibility to ensure that we break down barriers and challenge expectations and that we are able to provide a supportive workplace environment where people can reach their full potential, supporting our strategic value of inclusivity.

The force is proud of the work undertaken to date, including the launch of our Diversity, Equality and Inclusion Strategy, significant work to attract, recruit and retain female officers including into more specialist roles such as Firearms, which was recognised with a National British Association of Women in Policing (BAWP) award and the ongoing development of our policies and practices which impact working families, in support of NPCC guidance.

We also recognise we have some way to go. We have ambitious plans in place for the forthcoming year and I am hopeful that as our new joiners progress and develop in their career, we will continue to narrow the gap, whilst we continue at pace to work towards removing it entirely, in pursuit of inclusive representation across the Force.



Rachel Hartland Lane
Director of Business Services
West Mercia Police

Introduction

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

The mean pay gap across the force stands at 11.7% in 2022. The median pay gap across the force is 19.2% in 2022. Both measures reflect an increase on 2021.

West Mercia Police Mean Pay Gap	
2018	13%
2019	12.8%
2020	10.5%
2021	9.8%
2022	11.7%

There are a number of reasons why the gender pay gap has increased within our organisation. Notably, the proportion of female officers has increase due to improved recruitment trends. Whilst in the long term it reflects positively on the representation of our workforce, in the short term it increases the number of females who earn below the average hourly rate of pay. This contributes to the pay gap increase, as the number of females in the lower half of the workforce is increasing.

Whilst we have a gap, we are 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.

West Mercia Police Median Pay Gap	
2018	20.3%
2019	22.2%
2020	22.9%
2021	19%
2022	19.2%

We continue to demonstrate consistent progress, but acknowledge we need to continue 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.

Pay at West Mercia

Our police officers, as servants of the Crown operate within Police Regulations and an agreed pay structure determined by the Home Office and at national level and is based upon rank and length of service. 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.

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 2022. The data excludes volunteers as they are not paid employees.

This is now the sixth 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 midpoint hourly rate of men in relevant roles on full pay and that of female 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 female 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 average 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.

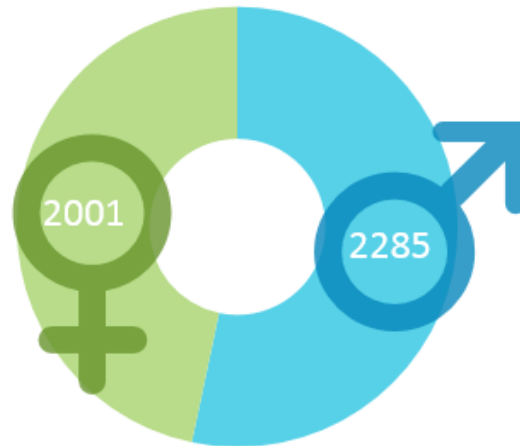


Why The Gender Pay Gap is Not Equal Pay

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.

The 2022 Headline Figures

On the 31 March 2022 when the data was collected our workforce consisted of 2001 Females and 2285 Males



Full Organisation

Although there has been an increase in the mean pay gap in hourly pay from 9.8% in 2021 to 11.7% in 2022 and from 19% in 2021 to 19.2% in 2022 for the median gender pay gap in hourly pay, this is largely down to improved recruitment trends. Whilst impacting positively on representation, this increases the number of officers who earn below the mean rate of 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 reduce and close the pay gap. We will continue to work together as an outward looking and inclusive police force and 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%) and lower middle quartile (3.3%) have seen an increase in the proportionality of females compared to 2021. This together with the fact that the lower quartile has seen a decrease in female proportionality (2.8%) suggests that below the most senior roles in the organisation there is more of levelling up between the genders throughout the organisation as a whole.

	2021	2022	Difference
Mean Gender Pay Gap in Hourly Pay	9.84%	11.69%	+1.85%
Median Gender Pay Gap in Hourly Pay	18.96%	19.22%	++0.26%
Mean Bonus Payment	No Gap	7%	+7.00%
Median Bonus Payment	No Gap	No Gap	-

Police Officer Gender Pay Gap

	2021	2022	Difference
Mean	5.44%	6.31%	+0.87%
Median	No Gap	No Gap	-

We have worked out the pay gap for police officers and staff separately in order to understand the position in more depth. The mean gender pay gap for police officers is 6.31%. This means that the average hourly rate of all males combined is higher than that of female officers by 6.31%. This has seen an increase of 0.87% on 2021.

Two main factors continue to underpin the mean pay gap for officers. West Mercia has more male officers than female and on average, males display a longer length of service which means on average more males are at the higher end of the pay scales at each rank. Although the representation of female officers in our workforce continues to increase, in the short term it increases the number of females who earn below the average hourly rate of pay. This contributes to the pay gap increase, as the number of females in the lower half of the workforce is increasing.

There is no median gender pay gap for police officers which is consistent again with previous years. This occurs as both female and male officers have an equal median hourly rate of pay. This is as a result of the vast majority of officers being at Police Constable rank with a longer length of service which places them predominantly at the highest point within the police constable pay scale, regardless of gender. This results in no median pay gap.

By Rank

	Mean 2021	Mean 2022	Median 2021	Median 2022
Con	2.47%	2.43%	No Gap	5.73%
Sgt	1.25%	2.29%	No Gap	No Gap
Insp	1.55%	2.41%	2.07%	1.22%
Chief Insp	0.77%	No Gap 1.92% Higher for women	1.98%	No Gap 1.14% Higher for women
Supt	No Gap	No Gap 0.12% Higher for women	No Gap	No Gap 7.07% Higher for women
Supt & Above	9.56%	No Gap 21.37% Higher for women	No Gap	No Gap 9.8% Higher for women

The mean gender pay gaps by rank for Police Officers demonstrate the proportion of male officers compared to female officers. There has been improvements in all ranks apart from Sergeants and Inspectors that have seen increases in the gap by 1.04% and 0.86% respectively. This is as a result of more males being successful at the sergeant and inspector boards than females. However initiatives have now been put into place in order to improve the success rates. Candidates are now being paired with mentors. Support sessions have also been set up to encourage candidates in taking legal examinations, increasing the pool of candidates available for promotion.

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 21.37% more than their male counterparts. This is as a result of an increase in the number of female officers within this group, along with other female officers being newly promoted and progression through the pay increments.

Police Staff Gender Pay Gap

	2021	2022	Difference
Mean	7.6%	9.2%	+1.6%
Median	3.5%	6.8%	+3.3%

For Police Staff the mean gender pay gap is 9.2%. The median gender pay gap is 6.8%. Both measures are higher than reported in 2021. This is because that although females make up a higher percentage of staff overall than males, the lower end of the pay scales are much more heavily skewed towards females resulting in a lower average rate of pay.

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 'honorarium' 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 level of additional work or increased responsibility.

Full Organisation

0.96%

Of male Employees received a bonus payment

22 in total

0.69%

Of female employees received a bonus payment

14 in total

7%

Mean Bonus Pay Gap

63.62% higher for women

Median Bonus Pay Gap

There is a mean bonus pay gap of 7%. This is evidenced by the fact that more bonuses were paid to males (22) than to females (14). However, there is no median gap indicating that the midpoint of bonus payments made to those of a female background is higher than that of their male counterparts.

Police Officers

1.10%

Of male employees received a bonus payment

17 in total

0.37%

Of female employees received a bonus payment

3 in total

61.05%

Mean Bonus Pay Gap

33.3%

Median Bonus Pay Gap

For Police Officers, the mean average paid to male officers is 61.1% more than female officers. This is a result of more male officers (17) being paid a bonus opposed to female officers (4). Moreover, there is a median gap indicating that the midpoint of bonus payments made to those male officers (£150) is higher than that made to female officers (£100). 55% of all bonuses were paid to those from force operations with the other 45% to those in local policing areas. Force Operations predominantly consists of males, therefore skewing the bonus payments towards the males. However the force has recently made steps in order to increase the recruitment of females into force operations. Uniform and equipment were reviewed for suitability, smaller motorcycles were purchased, along with many other initiatives helping to remove several barriers to women entering force operations

Police Staff

0.67%

Of male employees received a bonus payment

5 in total

10.28%

Mean Bonus Pay Gap

0.89%

Of female employees received a bonus payment

11 in total

71.61%

Median Bonus Pay Gap

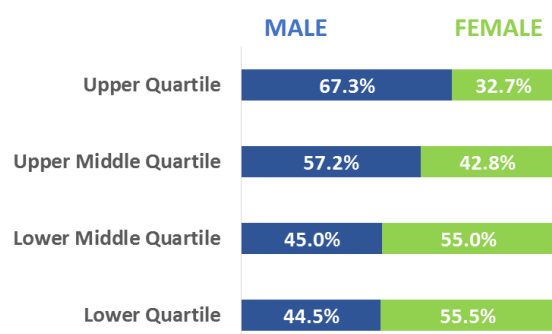
The number of Police Staff receiving bonus payments has decreased on the previous year (20 to 16). There is a mean bonus pay gap of 10.28%. Although more bonuses were paid to females (11) than males (5), the average bonus rate of pay for men (£12.06) was higher than that paid to females (£10.82). However, the median pay gap is 77.17% (up on 55.63% last year).

Salary Pay Quartiles

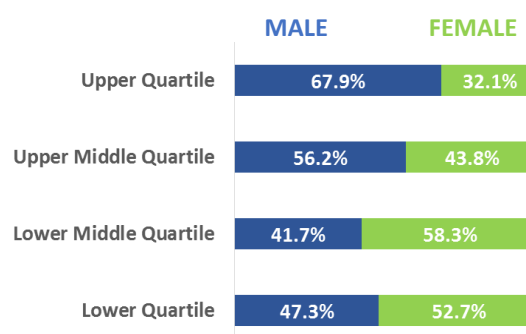
Pay quartiles are generated by lining up all employees from the lowest hourly rate of pay to the highest and dividing it into four equal quartiles. This allows for analysis to show proportion of males and females that sit within each quartile; upper quartile, upper middle quartile, lower middle quartile 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

2021



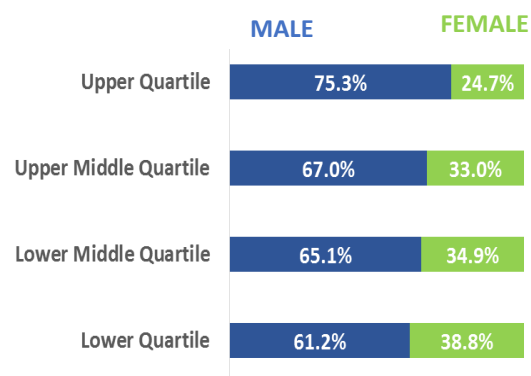
2022



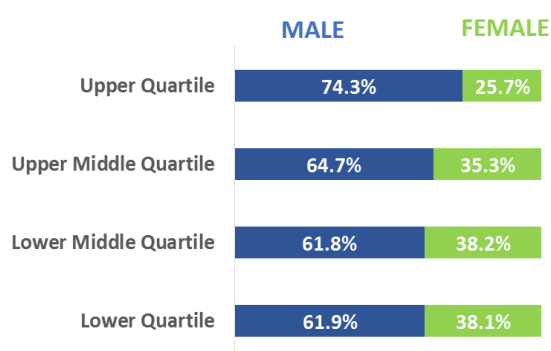
These diagrams show that for groupings of all staff and officers the upper quartile is still dominated by male staff with more males occupying the senior level roles, indicating that they are the highest earners within West Mercia Police. The proportionality of Females in the upper quartile has decreased 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. 15 female leavers at grade H and above in 21/22 a further significant contributing factor. However, it should be noted that both the upper middle quartile (1.0%) and lower middle quartile (3.3%) have seen increase in the proportionality of females compared to 2021. This together with the fact that the lower quartile has seen a decrease in female proportionality (2.8%) suggests that below the most senior roles in the organisation there is more 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 low numbers of female officers in the higher ranks and the high numbers of female staff in lower police staff grades.

Police Officer

2021



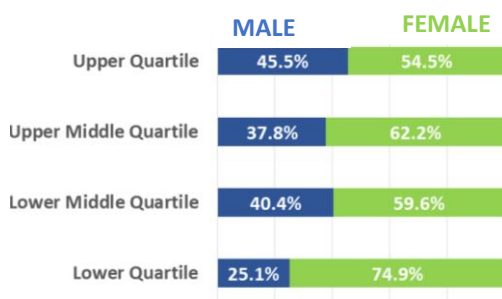
2022



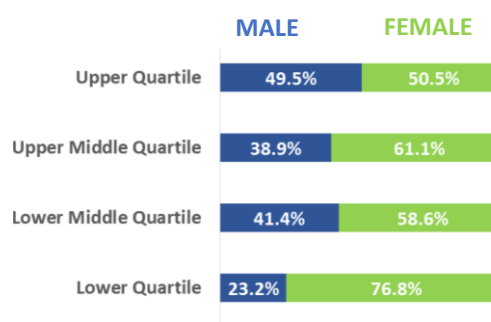
For Police Officers, women are now beginning to enter the higher ranks but in doing so they are starting at the lower end of the pay scale whereas their male counterparts have been in that rank longer hence are higher up the pay scale. There has been an increase in female representation in all 3 of the upper quartiles. This is reflective of positive action with the recruitment of more female police officers recently recruited as part of the national uplift programme and the progression of more female officers through promotion boards and progressing through the ranks. 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

2021



2022



As regards Police Staff, whilst the diagrams demonstrate that there are more women in the upper quartile (50.5%) than men, this is still not reflective of the percentage of females in the police staff workforce (62.3%). It should be noted, that female representation within the upper quartile has decreased by 4% on 2021. Moreover, the female proportionality in the upper middle quartile has also decreased by 1.1% on 2021. The attrition of 15 females at grade H and above a significant contributing factor. 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

Public first
Compassionate
Courageous
Ownership
Inclusive

In 2021, the newly appointed Chief Constable introduced the fifth value of 'Inclusive' into West Mercia Police demonstrating her commitment to creating a more inclusive culture in the Force. 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 pay gaps with ongoing insights and forward planning.

D,E & I STRATEGY

In May 2021, West Mercia Police launched its Diversity, Equality and Inclusivity 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 and worked across functions to review process, policy, guidance, support and inform and challenge the organisation.

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 that was initiated by the Women's of West Mercia (WoW) network and 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. In September 2021 West Mercia employed its first ever Female Chief Constable, together with a female ACC and Chief Officer of Police Staff this has ensured that West Mercia's Chief Officer team are representative in supporting the significant ambitions of the Force into the future. Furthermore, West Mercia achieved a long-standing target of having 35% female officer representation and have revised the target to 50% in order to achieve balanced levels of representation right across the force.

	Female Officers 2021	Female Officers 2022	Difference
Constable	653	693	+40
Sergeant	75	88	+13
Inspector	17	23	+6
Chief Inspector	8	7	+1
Superintendent	5	6	-1
Chief Superintendent	1	1	+/-
Chief Officers	1	2	+1
Total	760	820	+60

West Mercia's Commitment to removing barriers to gender equality is particularly evident through the forces operations department, 20% of the applicants for the recent authorised firearms officer process were female. This equated to the initial firearms course having six female candidates out of sixteen, a first for the force. The AFO action plan has since been shared with other forces in the UK. This included reviewing uniform and equipment for its suitability for females, embedding a forum for female AFOs to raise issues and actively promoting flexible working arrangements amongst other initiatives.

Furthermore, the forces operations department has recently recruited two female motorcyclists for the first time in several years. Recognising that a barrier was the size of the motorcycles themselves, the force has purchased a smaller model motorcycle.

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 or 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.

Listening to our Internal 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 support network contacts to build capacity for advice and guidance when people make contact seeking support.

Reviewing, modernising and enhancing our Family Support Policies

During 2021 work began to review West Mercia's Approach to the policies, practices and processes which impact upon our working families, with feedback from representatives across the force. This is in support of recommendations made by the National Police Chiefs Council Police Family Support Guidance (2021) which suggests that forces need to ensure that policies are current and flexible to maintain a balance of all genders throughout the workforce, particularly to support the retention of female officers, who have historically struggled to combine child care requirements, shift patterns and frontline roles.

Work will continue over the coming year to implement the recommendations from the NPCC guidance and to enhance the support provided to working families within West Mercia.

Future Ways of Working

Following on from the Covid pandemic, more flexible, hybrid ways of working, which includes home and office, where operationally possible, have become a strong preference for many.

We recognise the benefits of enabling a more flexible approach to working patterns and locations, which in turn supports recruitment and retention.

West Mercia has developed the Future Ways of Working program so that we can continue to better embrace flexibility, agility and innovation around where, how and when people work, providing greater opportunity for all, but particularly those who may, previously have been prevented from establishing or progressing a career within a more traditional full time, shift pattern based way of working.

Pay Reporting Transparency and Understanding

We acknowledge and understand that making further progress across the gender pay gap report will require greater visibility and as an organisation to proactively look 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 characteristics of ethnicity and disability.