

Argyll and Bute Council Equality Mainstreaming Report 2025

Appendix One: Workforce as of years ending 31 March 2023 and 2024

April 2025

This document has been published as part of our Equality Mainstreaming reporting.

1 Workforce Profile

Data source: Internal HR system (Resourcelink)

Because of the small numbers involved in the more detailed ethnicity categories, data have been aggregated for reporting purposes and figures have been rounded to the nearest whole percentage.

Employees with long service may have supplied Equal Opportunities data when previous data categories were used. These legacy categories persist in our records. One of these categories is 'White'; this cannot be broken down into any of the more detailed categories that are currently in use. For this reason, all subcategories of 'white' have been aggregated together for reporting purposes.

The workforce profile data are presented under three headings:

- ALL: includes all staff employed by the council, including in Education
- EDUCATION: includes employees within the Education Services. This includes non-teaching and teaching staff.
- OTHER: employees of the council excluding Education.

Some employees hold more than one post within the council. For equality reporting purposes, we have been looked at employees of the council, not posts. Where possible, duplicate sets of equalities data have been removed from the dataset. However, where employees hold posts in Education and another Service, their equalities data is included in both sets of figures. As a result, the total number of staff reported in EDUCATION and OTHER sum to a total greater than that recorded in ALL.

RACE / ETHNICITY

Year ending 31 March 2023

ETHNICITY	All	Education	Other
Ethnic Minority	1%	0%	1%
White	55%	53%	56%
No answer/Prefer not to say	45%	47%	43%
Total number of employees	4591	2135	2511

Year ending 31 March 2024

ETHNICITY	All	Education	Other
Ethnic Minority	1%	0%	1%
White	49%	48%	51%
No answer/Prefer not to say	50%	52%	48%
Total number of employees	4710	2200	2570

NATIONALITY

Year ending 31 March 2023

NATIONAL IDENTITY	All	Education	Other
British (including Scots, Welsh, English and Northern Irish)	98%	99%	98%
EEA	0%	0%	0%
Other	1%	1%	1%
Prefer not to answer	0%	0%	0%
Total number of employees	4591	2135	2511

Year ending 31 March 2024

NATIONAL IDENTITY	All	Education	Other
British (including Scots, Welsh, English and Northern Irish)	99%	99%	98%
EEA	0%	0%	0%
Other	1%	1%	1%
Prefer not to answer	0%	0%	1%
Total number of employees	4710	2200	2570

SEX

Year ending 31 March 2023

SEX	All	Education	Other
Female	74%	84%	66%
Male	26%	16%	34%
Total number of employees	4591	2135	2511

Year ending 31 March 2024

SEX	All	Education	Other
Female	74%	85%	65%
Male	26%	15%	35%
Total number of employees	4710	2200	2570

DISABILITY

Year ending 31 March 2023

DISABILITY	All	Education	Other
Yes	2%	2%	3%
No	42%	38%	45%
No answer/Prefer not to say	56%	60%	55%
Total number of employees	4591	2135	2511

Year ending 31 March 2024

DISABILITY	All	Education	Other
Yes	2%	2%	3%
No	38%	35%	41%
No answer/Prefer not to say	60%	64%	56%
Total number of employees	4710	2200	2570

AGE

Year ending 31 March 2023

AGE	All	Education	Other
15-24	2%	2%	2%
25-34	13%	18%	10%
35-44	22%	26%	18%
45-54	26%	27%	25%
55-64	30%	23%	37%
65-74	6%	4%	8%
75-84	1%	0%	1%

AGE	All	Education	Other
Total number of employees	4591	2135	2511

Year ending 31 March 2024

AGE	All	Education	Other
15-24	3%	4%	3%
25-34	15%	20%	11%
35-44	22%	27%	19%
45-54	25%	26%	25%
55-64	28%	21%	35%
65-74	5%	3%	6%
75-84	0%	0%	1%
Total number of employees	4710	2200	2570

SEXUAL ORIENTATION

Year ending 31 March 2023

SEXUAL ORIENTATION	All	Education	Other
Bisexual	0%	0%	0%
Gay or lesbian	0%	0%	0%
Heterosexual/straight	31%	25%	36%
Prefer to self-describe	0%	0%	0%
Prefer not to say/unknown	69%	75%	64%
Total number of employees	4591	2135	2511

Year ending 31 March 2024

SEXUAL ORIENTATION	All	Education	Other
Bisexual	0%	0%	0%
Gay or lesbian	0%	0%	0%
Heterosexual/straight	28%	22%	33%
Prefer to self-describe	0%	1%	0%
Prefer not to say/unknown	72%	78%	66%
Total number of employees	4710	2200	2570

RELIGION AND BELIEF

Year ending 31 March 2023

RELIGION / BELIEF	All	Education	Other
Church of Scotland	13%	10%	15%
Roman Catholic	3%	3%	4%
Other Christian	3%	2%	3%
Buddhist	0%	0%	0%
Hindu	0%	0%	0%
Muslim	0%	0%	0%
Pagan	0%	0%	0%
Sikh	0%	0%	0%
Humanist	0%	0%	0%
Other religion or belief	1%	1%	0%
None	11%	9%	13%
Prefer not to say/unknown	69%	74%	100%
Total number of employees	4591	2135	2511

Year ending 31 March 2024

RELIGION / BELIEF	All	Education	Other
Church of Scotland	12%	9%	14%
Roman Catholic	3%	3%	3%
Other Christian	2%	2%	2%
Buddhist	0%	0%	0%
Hindu	0%	0%	0%
Muslim	0%	0%	0%
Pagan	0%	0%	0%
Sikh	0%	0%	0%
Humanist	0%	0%	0%
Other religion or belief	0%	1%	0%
None	10%	8%	13%
Prefer not to say/unknown	71%	77%	66%
Total number of employees	4710	2200	2570

As there are quality issues with the marital status data, this has not been reported.

2 Applications for Employment

Source: this data comes from the recruitment portal (MyJobScotland / Talentlink).

Note: the data is based on applications received. If someone has applied for multiple posts, their equality information will be included for every application submitted.

In 2023, 6693 applications were recorded in the system. 1326 applications resulted in the applicant being hired.

In 2024, 8304 applications were recorded in the system. 1315 applications resulted in the applicant being hired.

ETHNICITY / RACE

Year ending 31 March 2023

All applications

ETHNICITY / RACE	All	Education	Other
White - Scottish	57%	55%	58%
White - Other British/British	12%	12%	13%
White - English	0%	0%	0%
White - Welsh	0%	0%	0%
White - Irish	1%	1%	1%
White - Polish	1%	1%	1%
White - Ukrainian	0%	0%	0%
White - Other European	1%	1%	1%
White - Gypsy/Traveller	0%	0%	0%
White - Other white	3%	3%	3%
White - no further details available	1%	1%	1%
African - (Inc. Scottish/British) Nigerian	4%	3%	5%
African - (Inc. Scottish/British) Other	2%	1%	2%
Asian - Bangladeshi (Inc. Scottish/British)	0%	0%	0%

ETHNICITY / RACE	All	Education	Other
Asian - Chinese (Inc. Scottish/British)	0%	0%	0%
Asian - Indian (Inc. Scottish/British)	1%	1%	2%
Asian - Pakistani (Inc. Scottish/British)	0%	1%	0%
Asian - Other (Inc. Scottish/British)	1%	0%	1%
Asian - no further details available	0%	0%	0%
Caribbean or Black (Other) - (Inc. Scottish/British)	0%	0%	0%
Other ethnic group (Inc. Scottish/British)	1%	1%	1%
Any Mixed or Multiple	1%	1%	1%
Prefer not to answer	2%	2%	2%
Unknown	10%	15%	6%
Total percentage	100%	100%	100%

Hired

ETHNICITY / RACE	All	Education	Other
White - Scottish	45%	37%	56%
White - Other British/British	9%	9%	10%
White - English	0%	0%	0%
White - Welsh	0%	0%	0%
White - Irish	1%	0%	1%
White - Polish	1%	0%	1%
White - Ukrainian	0%	0%	0%
White - Other European	1%	1%	1%
White - Gypsy/Traveller	0%	0%	0%
White - Other white	1%	1%	2%
White - no further details available	1%	1%	1%
African - (Inc. Scottish/British) Nigerian	0%	0%	0%
African - (Inc. Scottish/British) Other	0%	0%	0%
Asian - Bangladeshi (Inc. Scottish/British)	0%	0%	0%
Asian - Chinese (Inc. Scottish/British)	0%	0%	0%
Asian - Indian (Inc. Scottish/British)	0%	0%	1%
Asian - Pakistani (Inc. Scottish/British)	0%	0%	0%
Asian - Other (Inc. Scottish/British)	0%	0%	1%
Asian - no further details available	0%	0%	0%
Caribbean or Black (Other) - (Inc. Scottish/British)	0%	0%	0%
Other ethnic group (Inc. Scottish/British)	0%	0%	0%
Any Mixed or Multiple	0%	0%	1%
Prefer not to answer	1%	0%	1%
Unknown	39%	50%	26%
Total percentage	100%	100%	100%

Year ending 31 March 2024

All applications

ETHNICITY / RACE	All	Education	Other
White - Scottish	53%	54%	52%
White - Other British/British	11%	13%	10%
White - English	0%	0%	0%
White - Welsh	0%	0%	0%
White - Irish	1%	1%	1%
White - Polish	1%	1%	1%
White - Ukranian	0%	0%	0%

ETHNICITY / RACE	All	Education	Other
White - Other European	1%	1%	1%
White - Gypsy/Traveller	0%	0%	0%
White - Other white	3%	3%	3%
White - no further details available	1%	1%	2%
African - (Inc. Scottish/British) Nigerian	5%	2%	6%
African - (Inc. Scottish/British) Other	3%	2%	3%
Asian - Bangladeshi (Inc. Scottish/British)	0%	0%	0%
Asian - Chinese (Inc. Scottish/British)	0%	0%	0%
Asian - Indian (Inc. Scottish/British)	3%	1%	4%
Asian - Pakistani (Inc. Scottish/British)	4%	3%	4%
Asian - Other (Inc. Scottish/British)	0%	0%	0%
Asian - no further details available	1%	1%	2%
Caribbean or Black (Other) - (Inc. Scottish/British)	1%	0%	1%
Other ethnic group	1%	0%	1%
Any Mixed or Multiple	1%	1%	1%
Prefer not to answer	3%	2%	3%
Unknown	8%	13%	5%
Total percentage	100%	100%	100%

Hired

ETHNICITY / RACE	All	Education	Other
White - Scottish	42%	35%	50%
White - Other British/British	9%	7%	11%
White - English	0%	0%	0%
White - Welsh	0%	0%	0%
White - Irish	0%	0%	1%
White - Polish	1%	1%	1%
White - Ukranian	0%	0%	0%
White - Other European	1%	0%	1%
White - Gypsy/Traveller	0%	0%	0%
White - Other white	1%	1%	1%
White - no further details available	1%	1%	2%
African - (Inc. Scottish/British) Nigerian	0%	0%	1%
African - (Inc. Scottish/British) Other	0%	0%	0%
Asian - Bangladeshi (Inc. Scottish/British)	0%	0%	0%
Asian - Chinese (Inc. Scottish/British)	0%	0%	0%
Asian - Indian (Inc. Scottish/British)	0%	0%	1%
Asian - Pakistani (Inc. Scottish/British)	0%	0%	0%
Asian - Other (Inc. Scottish/British)	0%	0%	0%
Asian - no further details available	0%	0%	0%
Caribbean or Black (Other) - (Inc. Scottish/British)	0%	0%	0%
Other ethnic group	0%	0%	0%
Any Mixed or Multiple	1%	1%	1%
Prefer not to answer	1%	1%	1%
Unknown	42%	52%	29%
Total percentage	100%	100%	100%

MARITAL STATUS

Year ending 31 March 2023

Applications

LEGAL MARITAL STATUS	All	Education	Other
Never married and never registered in a civil partnership	38%	38%	38%
Married	36%	34%	38%
In a registered civil partnership	1%	1%	1%
Separated, but still legally in a civil partnership	0%	0%	0%
Separated, but still legally married	3%	2%	3%
Divorced	6%	5%	7%
Widowed	1%	0%	1%
Surviving partner from a civil partnership	0%	0%	0%
Prefer not to say	5%	5%	6%
Unknown	10%	15%	6%
Total percentage	100%	100%	100%

Hired

LEGAL MARITAL STATUS	All	Education	Other
Never married and never registered in a civil partnership	23%	19%	29%
Married	28%	24%	31%
In a registered civil partnership	1%	1%	1%
Separated, but still legally in a civil partnership	0%	0%	0%
Separated, but still legally married	2%	2%	3%
Divorced	4%	2%	5%
Widowed	0%	0%	1%
Surviving partner from a civil partnership	0%	0%	0%
Prefer not to say	3%	2%	4%
Unknown	39%	50%	26%
Total percentage	100%	100%	100%

Year ending 31 March 2024

All applications

LEGAL MARITAL STATUS	All	Education	Other
Never married and never registered in a civil partnership	39%	39%	40%
Married	36%	33%	38%
In a registered civil partnership	1%	1%	1%
Separated, but still legally in a civil partnership	0%	0%	0%
Separated, but still legally married	2%	2%	2%
Divorced	6%	6%	7%
Widowed	1%	1%	1%
Surviving partner from a civil partnership	0%	0%	0%
Prefer not to say	6%	6%	6%
Unknown	8%	13%	5%
Total percentage	100%	100%	100%

Hired

LEGAL MARITAL STATUS	All	Education	Other
Never married and never registered in a civil partnership	24%	21%	28%
Married	24%	20%	29%

LEGAL MARITAL STATUS	All	Education	Other
In a registered civil partnership	1%	1%	1%
Separated, but still legally in a civil partnership	0%	0%	0%
Separated, but still legally married	2%	2%	2%
Divorced	4%	2%	7%
Widowed	1%	0%	1%
Surviving partner from a civil partnership	0%	0%	0%
Prefer not to say	3%	2%	4%
Unknown	42%	52%	29%
Total percentage	100%	100%	100%

RELIGION OR BELIEF

Year ending 31 March 2023

All applications

RELIGION	All	Education	Other
Church of Scotland	15%	14%	16%
Roman Catholic	11%	11%	10%
Other Christian	9%	8%	10%
Buddhist	0%	0%	1%
Hindu	1%	1%	1%
Muslim	2%	1%	2%
Sikh	0%	0%	0%
Pagan	0%	0%	0%
Another religion or body	1%	1%	1%
None	47%	45%	48%
Prefer not to say	5%	5%	5%
Unknown	10%	15%	6%
Total percentage	100%	100%	100%

Hired

RELIGION	All	Education	Other
Church of Scotland	13%	10%	18%
Roman Catholic	6%	5%	7%
Other Christian	3%	3%	4%
Buddhist	0%	0%	0%
Hindu	0%	0%	0%
Muslim	0%	0%	0%
Sikh	0%	0%	0%
Pagan	0%	0%	0%
Another religion or body	0%	0%	0%
None	35%	29%	41%
Prefer not to say	3%	2%	4%
Unknown	39%	50%	26%
Total percentage	100%	100%	100%

Year ending 31 March 2024

All applications

RELIGION	All	Education	Other
Church of Scotland	13%	13%	13%
Roman Catholic	11%	13%	9%
Other Christian	10%	8%	11%
Buddhist	0%	0%	1%
Hindu	2%	1%	2%
Muslim	6%	4%	8%
Sikh	0%	0%	0%
Pagan	0%	0%	0%
Another religion or body	0%	0%	0%
None	44%	43%	45%
Prefer not to say	5%	5%	5%
Unknown	8%	13%	5%
Total percentage	100%	100%	100%

Hired

RELIGION	All	Education	Other
Church of Scotland	10%	8%	12%
Roman Catholic	6%	7%	6%
Other Christian	3%	2%	3%
Buddhist	0%	0%	0%
Hindu	0%	0%	0%
Muslim	0%	0%	0%
Sikh	0%	0%	0%
Pagan	0%	0%	0%
Another religion or body	0%	0%	0%
None	37%	29%	46%
Prefer not to say	3%	2%	3%
Unknown	42%	52%	29%
Total percentage	100%	100%	100%

SEX

Year ending 31 March 2023

All applications

SEX	All	Education	Other
Female	60%	69%	54%
Male	30%	16%	39%
Prefer not to say	1%	1%	1%
Unknown	10%	15%	6%
Total percentage	100%	100%	100%

Hired

SEX	All	Education	Other
Female	45%	43%	49%
Male	15%	7%	25%
Prefer not to say	0%	0%	0%
Unknown	39%	50%	26%
Total percentage	100%	100%	100%

Year ending 31 March 2024

All applications

SEX	All	Education	Other
Female	57%	72%	47%
Male	34%	14%	47%
Prefer not to say	1%	1%	1%
Unknown	8%	13%	5%
Total percentage	100%	100%	100%

Hired

SEX	All	Education	Other
Female	44%	41%	48%
Male	13%	5%	23%
Prefer not to say	1%	1%	0%
Unknown	42%	52%	29%
Total percentage	100%	100%	100%

DISABILITY

Year ending 31 March 2023

All applications

DISABILITY	All	Education	Other
No	85%	81%	88%
Yes, limited a little	3%	3%	4%
Yes, limited a lot	0%	0%	0%
Prefer not to say	2%	2%	2%
Unknown	10%	15%	6%
Total percentage	100%	100%	100%

Hired

DISABILITY	All	Education	Other
No	58%	48%	71%
Yes, limited a little	2%	1%	2%
Yes, limited a lot	0%	0%	0%
Prefer not to say	1%	1%	1%
Unknown	39%	50%	26%
Total percentage	100%	100%	100%

Year ending 31 March 2024

All applications

DISABILITY	All	Education	Other
No	86%	82%	89%
Yes, limited a little	3%	3%	3%
Yes, limited a lot	0%	0%	0%
Prefer not to say	2%	3%	2%
Unknown	8%	13%	5%
Total percentage	100%	100%	100%

Hired

DISABILITY	All	Education	Other
No	55%	46%	67%
Yes, limited a little	2%	1%	3%
Yes, limited a lot	0%	0%	0%
Prefer not to say	1%	1%	2%
Unknown	42%	52%	29%
Total percentage	100%	100%	100%

SEXUAL ORIENTATION

Where percentages have been rounded to the nearest whole number this may have led to the apparent ‘erasure’ of some orientations. In practice, ‘other’ included demisexual, pansexual, asexual, fluid and queer, along with a number of responses unrelated to the question asked.

Year ending 31 March 2023

All applications

SEXUAL ORIENTATION	All	Education	Other
Straight/heterosexual	82%	77%	86%
Bisexual	2%	2%	2%
Gay/Lesbian	2%	2%	2%
Other	0%	0%	0%
Prefer not to say	4%	5%	4%
Unknown	10%	15%	6%
Total percentage	100%	100%	100%

Hired

SEXUAL ORIENTATION	All	Education	Other
Straight/heterosexual	57%	47%	70%
Bisexual	1%	1%	1%
Gay/Lesbian	1%	0%	1%
Other	0%	0%	0%
Prefer not to say	2%	1%	2%
Unknown	39%	50%	26%
Total percentage	100%	100%	100%

Year ending 31 March 2024

All applications

SEXUAL ORIENTATION	All	Education	Other
Straight/heterosexual	82%	78%	85%
Bisexual	2%	2%	2%
Gay/Lesbian	2%	2%	1%
Other	0%	0%	0%
Prefer not to say	6%	5%	6%
Unknown	8%	13%	5%
Total percentage	100%	100%	100%

Hired

SEXUAL ORIENTATION	All	Education	Other
Straight/heterosexual	53%	42%	67%
Bisexual	1%	2%	1%
Gay/Lesbian	2%	2%	1%
Other	0%	0%	0%
Prefer not to say	2%	2%	3%
Unknown	42%	52%	29%
Total percentage	100%	100%	100%

TRANS/TRANSGENDER

Year ending 31 March 2023

No analysis has been included here as information was not provided for in more than 99% of applications.

Year ending 31 March 2024

In over 99% of applications, applicants indicated they were not trans, preferred not to say, or no data was provided. Not further analysis has been carried out.

AGE

Year ending 31 March 2023

All applications

Age	All	Education	Other
15-24	11%	13%	10%
25-34	24%	26%	22%
35-44	24%	24%	24%
45-54	17%	14%	20%
55-64	11%	7%	14%
65-74	1%	1%	1%
75-84	0%	0%	0%
Unknown	12%	16%	9%
Total percentage	100%	100%	100%

Hired

Age	All	Education	Other
15-24	7%	6%	8%
25-34	14%	14%	14%
35-44	16%	15%	17%
45-54	13%	8%	19%
55-64	9%	5%	13%
65-74	1%	0%	1%
75-84	0%	0%	0%
Unknown	40%	51%	27%
Total percentage	100%	100%	100%

Year ending 31 March 2024

All applications

Age	All	Education	Other
15-24	12%	13%	11%
25-34	27%	28%	27%
35-44	23%	23%	24%
45-54	15%	14%	16%
55-64	11%	8%	14%
65-74	1%	0%	1%
75-84	0%	0%	0%
Unknown	10%	14%	8%
Total percentage	100%	100%	100%

Hired

Age	All	Education	Other
15-24	7%	8%	6%
25-34	14%	13%	16%
35-44	15%	13%	17%
45-54	11%	8%	15%
55-64	10%	5%	15%
65-74	1%	0%	2%
75-84	0%	0%	0%
Unknown	42%	53%	30%
Total percentage	100%	100%	100%

The average ages of applicants for whom we have information in 2023 and 2024 were 39 and 41 respectively.

The average ages of people who were hired for whom we have information in 2023 and 2024 were 38 and 40 respectively.

PREGNANCY AND MATERNITY

No questions are asked, and consequently no data collected, with regard to pregnancy or maternity during the recruitment process.

3 Applications for Promotion

Data relating to promoted posts is not available for the years ending 31 March 2023 or 31 March 2024.

PREGNANCY AND MATERNITY

No questions are asked, and consequently no data collected, with regard to pregnancy or maternity during the recruitment process.

4 Applications for Training

Source: Resourcelink

Corporate training undertaken by employees during the period being reported was recorded in Resourcelink. The system did not record other training, for example organised by individual Services, and CPD carried out.

We have since changed to a new HR Management System. This, alongside the recent introduction of a new Learning Management System will allow staff to record all Continuous Professional Development. We hope this will result in more complete information being available in future years.

In the year ending 31 March 2023, 1,288 employees undertook corporate training, with 5,473 courses undertaken.

In the year ending 31 March 2024, 3,007 employees undertook corporate training, with 16,465 courses undertaken. The increase over the previous year is in large part due to the number of mandatory training courses having been completed.

As this information is incomplete, no further analysis is presented; however, on the basis of the information available, we believe rates of corporate training uptake reflect the wider profile of our workforce.

5 Employees who are involved in Disciplinary and Grievance Procedures

Disciplinaries

Source: information on disciplinaries has been manually extracted from our records. None of the issues dealt with were associated with protected characteristics. We do not have equalities information for the individuals involved so cannot report on whether they have any protected characteristics.

DISCIPLINARIES	Year to 31 March 2023	Year to 31 March 2024
Total	18	32

Because the numbers are small, the outcomes of the disciplinaries are not provided here.

Grievances

Source: information on disciplinaries has been manually extracted from our records. None of the issues dealt with were associated with protected characteristics. We do not have equalities information for the individuals involved so cannot report on whether they have any protected characteristics.

GRIEVANCES	Year to 31 March 2023	Year to 31 March 2024
Total	20	19

Because the numbers are small, the outcomes of the grievances are not provided here.

6 **Employees Leaving the Council**

Source: Resourcelink

In each of the years ending 31 March 2023 and 31 March 2024, 542 and 527 employers (excluding casuals) left the council respectively.

A few points to note:

- Although we want to retain younger people in the area, in year ending 31 March 2023, 31% of leavers were aged between 25 and 44. The equivalent figure for the year ending 31 March 2024 was 23%.
- In our previous mainstreaming report, we noted that Education employees were more likely to retire before 65 than others. This was true of all employees within the Service. Although teachers leave earlier than non-teachers, non-teachers in Education were still more likely to leave earlier than employees outwith the Education Service. This is no longer the case. Our more recent data suggests that, while teachers are still more likely to retire before 65 than other groups, average retirement ages of non-teaching staff within the Education service is now in line with other LGE staff elsewhere in the council.
- In the 55+ age group (all staff, including education):
 - 48% of leavers are because of retirals, 52% are recorded as being for other reasons. These figures were the same for the years ending 31 March 2023 and 31 March 2024.
- There is no apparent relationship between other reasons for leaving and protected characteristics.

7 **Gender Pay Gap**

(Source: LGBF data 2023/22; CORP 3c -The gender pay gap (%).)

GENDER PAY GAP	2022-23	2023-24
	4.8%	4.2%

The gender pay gap figure reflects the profile of our workforce wherein we have high levels of female employment in lower graded posts. However, we have policies in place, as well as job evaluation procedures, which ensure that equal pay is received for equal work.

See also our equal pay statement.