

POLICE NOW GENDER AND ETHNICITY PAY GAP REPORT

APRIL 2022

INTRODUCTION

For the second year in a row, we are pleased to share our gender and ethnicity pay gap analysis.

Organisations with 250+ employees are required to publicly report their gender pay gap, however, currently there remains no requirement for smaller organisations to report this, or for any organisations to report on the ethnicity pay gap.

Whilst there is no government requirement for us to report on, or publish our data, we believe that completing and sharing our analysis is an important step in delivering our Diversity and Inclusion (D&I) strategy. It is important that we are open, transparent and held accountable for our actions and commitments regarding D&I, specifically pay equity for the purpose of this report. This information will therefore be shared with our employees, Board of Trustees, Committee members, and will be posted on our website for the public to read.

We are committed to ensuring our workforce reflects the communities we serve, that everyone is treated with dignity, empowered to contribute their best and is paid fairly for the role they undertake. Reporting on both our gender and ethnicity pay gap is an important step to identify, understand and subsequently tackle inequalities.

DEMOGRAPHIC BREAKDOWN

Throughout our recruitment process, we retain a strong focus on ensuring we attract and select candidates from diverse backgrounds to join Police Now HQ.

The data in this report is taken from our April 2022 payroll information and the self-identified equal opportunities forms completed on a voluntary basis by staff.

As of April 2022, Police Now has 110¹ employees. This staff base has the following demographic breakdown:



¹We are carrying a number of vacancies, this report only captures those already at Police Now according to our staffing budget

METHODOLOGY

We have based our gender and ethnicity analysis on the Government's reporting requirements for the gender pay gap¹. Reporting requirements mean that pay has been converted into an hourly rate to provide comparative data regardless of whether someone is full time or part time.

As part of the Government reporting requirements, organisations are required to calculate three core measures to assess their pay gap data, these are:

Mean: the average salary

Median: the middle salary

Pay quartiles – staff representation in pay quarters

Currently the Government requires organisations of 250+ employees to report their gender pay gap, and the methodology is therefore designed for larger organisations. Using these calculations on a smaller staff base of 110~ can skew the results, as the impact of a single salary is proportionately greater. This is a particular challenge for ethnicity data given we have smaller sample sizes. However, the data we have analysed using this method is still a significant indicator in our journey towards pay equity.

METHODOLOGY CONTINUED

In order to fully communicate and increase understanding regarding our data and analysis, we have provided a number of key descriptions and explanations to contextualise our results:

- We have included **fixed term contract** (FTC) staff as well as permanent staff using our April payroll data.
- We have included the data for staff on **long term leave**, for example those on parental leave.
- For the purpose of this report, where data from equal opportunities forms is lacking, **informed assumptions** have been made on behalf of the employee regarding gender and ethnicity based on other data points and staff survey data. We recognise the limitation of this; however, it enables a more thorough analysis of our data and assumptions have only been made where we have relative certainty.
- We acknowledge that using the terms **Black, Asian and Mixed/Other heritage** can be seen as homogenising the experiences of different people. We respect that every individual at Police Now is unique and has their own experiences. We have agreed to use these three terms simply as a means of understanding and analysing our data to help us continue to make improvements, particularly against other organisations and population statistics.
- We are currently recruiting for a new **Chief Executive Officer** (CEO). Given the size of our organisation we acknowledge that their salary alone could significantly impact our gender and ethnicity pay gap. For transparency, and to avoid oversimplifying our data, we have chosen to calculate our current pay gaps (with a female ethnic minority CEO), and an indication of what it might be if we were to appoint a white male CEO.

POSITIVE CHANGES SINCE 2021

Our **mean (2.8%) and median (1.4%) gender pay gap** are in favour of women

- This is driven by the makeup of our organisation. Our current substantive Senior Leadership Team is 60% women and at present our Executive Team is 75% women.
- Women are still slightly underrepresented in our upper quartile and slightly overrepresented in our most junior roles.
- This is however a great step towards gender equality at Police Now.

We observe a **2.1% mean ethnicity pay gap, but a -0.3% median pay gap**. While there are clear improvements from 2021, the data specifics present interesting insights:

- For our Black and Asian heritage staff we see a lack of representation in our most senior roles and overrepresentation in our more junior roles. Currently we have a mean pay gap in favour of Black heritage staff.
- We see our largest mean pay gap within our mixed/other heritage staff. While there is more even representation across grades, there is a lack of representation specifically within the Senior Leadership Team that will contribute towards this.
- The sample sizes for Black, Asian, and minority ethnic colleagues are much smaller and therefore a single salary can have a disproportionate impact on the overall pay gap.

GENDER PAY GAP 2022 DATA

Our mean shows a -2.8% pay gap¹ in favour of women. In April 2021 this was 9%, reducing to 6.2% if we excluded the CEO. Should Police Now appoint a white, male CEO we anticipate this will impact our gender pay gap, potentially to a 0.7%~ gender pay gap in favour of men.

Median shows a -1.4% pay gap in favour of women. In April 2021 this was -1%. As above, if we appoint a white, male CEO we predict this will result in a pay gap of -1%~ in favour of women.

The table below shows the representation of women across 4 even pay quartiles at Police Now. Women represent 62% of Police Now HQ, therefore there is slight underrepresentation in our lower middle quartile and overrepresentation in our lower quartile, but broadly representation is even across the organisation.

Quartile	Representation of women
Upper	63% (62% in 2021)
Upper Middle	62% (78% in 2021)
Lower Middle	56% (62% in 2021)
Lower	67% (78% in 2021)

¹Where you see a minus number it represents a pay gap in favour of women

ETHNICITY PAY GAP 2022 DATA

Our **mean shows a 2.1% ethnicity pay gap**. In April 2021 this was 6.4%. Should Police Now appoint a white, male CEO we anticipate this will increase to 3.8%~.

To align with our equal opportunities data, we have broken this down further into Black heritage, Asian heritage and Mixed/other heritage. The percentages in brackets below signifies the potential impact appointing a white, male CEO could have on each heritage group:

- Black heritage -1.3%¹ (0.5%)
- Asian heritage 0.7% (1.1%)
- mixed/other heritage 3.1% (4.8%)

Median shows a -0.3% pay gap in favour of ethnic minorities. In April 2021 this was -1.5%. As above, if we appoint a white, male CEO we predict this will result in a pay gap of -0.7%.

- Black heritage 4.8% (4.5%)
- Asian heritage 3.7% (3.4%)
- Mixed/other -9.4% (-9.8%)

¹Wherever you see a minus number it represents a pay gap in favour of the ethnic minority heritage.

ETHNICITY PAY GAP 2022 DATA

Quartile	Representation of ethnic minority staff
Upper	Minority ethnic staff: 22% <ul style="list-style-type: none"> Black heritage: 3.7% Asian heritage: 3.7% Mixed/Other heritage: 14.8%
Upper Middle	Minority ethnic staff: 36% <ul style="list-style-type: none"> Black heritage: 7.1% Asian heritage: 10.7% Mixed/Other heritage: 17.9%
Lower Middle	Minority ethnic staff: 33% <ul style="list-style-type: none"> Black heritage: 11.1% Asian heritage: 11.1% Mixed/Other heritage: 11.1%
Lower	Minority ethnic staff 22% <ul style="list-style-type: none"> Black heritage: 3.7% Asian heritage: 11.1% Mixed/Other heritage: 7.4%

The table shows the representation of ethnic minority staff across four even [pay quartiles at Police Now](#).

- Black heritage staff represent 6% of the organisation, we can see underrepresentation in the upper and lower pay quartiles, and overrepresentation in the lower middle quartile.
- Asian heritage staff represent 9% of the organisation, again we see underrepresentation in the upper quartile, and slight overrepresentation in the other pay quartiles.
- Mixed/Other heritage staff represent 13% of the organisation, interestingly we see overrepresentation in our upper pay quartiles, and underrepresentation in our lower middle and lower quartiles.

OUR COMMITMENT AND NEXT STEPS

In April 2021, we set ourselves a target pay gap of 2% or less, which we have achieved for the mean and median for gender, and the median for ethnicity. While we have made solid progress and we're proud of these achievements, we know there is more to be done regarding the mean ethnicity pay gap as well as continuing to maintain the gender pay equity in future years.

Next steps

- Share this report with our Diversity and Inclusion Committee and our Finance, Audit, Risk and Resource Committee to seek external, expert advice and support us in tailoring a plan to address pay inequalities.
- Within the 2022/23 People Strategy develop opportunities for positive action within our recruitment and promotion processes, with a specific focus on improving diversity in senior positions.
- Create bespoke training for all people managers at Police Now which includes fairly assessing pay, to equip and empower line managers with the knowledge to engage in healthy conversations around pay.
- Specifically support the development of underrepresented staff in the workplace through strong performance management and advancement opportunities, as well as educating line managers to encourage career development discussions.
- Review pay changes and challenge any discrepancies, at least twice a year.