

HR Directorate

Office for Nuclear Regulation (ONR) Gender Pay Report 2018

Gender Pay report ONR-18-001

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19 JUNE 2018

EXECUTIVE SUMMARY

This is ONR's second annual gender pay report. As a public body and a world class regulator, we welcome this opportunity to publish this information, as we are committed to openness and transparency in all areas of our work. This is why we are including our 2018 gender pay results in our 2017/18 Annual Report and Accounts.

Over the last year we have brought a fresh focus to improving diversity and inclusion to support all staff in achieving their full potential in line with our People Strategy. For this reason in this 2018 report, we are not surprised but we are disappointed, that we have seen few positive shifts in the gender pay gap indicators.

We are not surprised: because we know that the challenge of securing gender pay equality in ONR faces well-established structural factors. In the main, this is because our workforce profile is an uneven distribution of men in higher paid, technical specialist, and more highly graded jobs. Women tend to work in the corporate and support functions which are generally lower paid. Adopting new recruitment pipelines is stimulating a shift in gender equality, but we expect this will take some years to show significant improvement.

Having said this, we are proud of the high levels of representation of women on our board and at the most senior levels in the organisation. We also know that on pay equality we have a much more positive story to tell, having taken particular steps to improve pay progression in the last 12 months.

We are disappointed: because we have made significant improvements to improve gender (and other aspects of) equality over the last 12 months. These included:

- introducing competency-based pay progression for all staff so they are able to achieve the maximum pay rate for their job in 4 – 5 years;
- paying proportionately higher levels of performance bonus payments to those in lower paid jobs;
- showing women as role models in both our internal and external communications;
- successfully recruiting through a wider range of pipelines with the express aim of improving diversity;
- embedding anonymised recruitment processes;
- holding ourselves up for external review through a first assessment against the National Equality Standard;
- publishing our first ONR Diversity and Inclusion Action Plan;
- undertaking an organisational capability and training needs analysis; and
- introducing new Unconscious Bias training available to all staff.

We believe we are on the right path to achieving equality improvements although it may take some time, and we are committed to doing so.

WHY HAVE A GENDER PAY REPORT?

Since 2017, UK organisations employing 250 employees or more have been required by the Equalities Act 2010 (Specific Duties and Public Authorities) to publish annually their gender pay gap information against six prescribed indicators. ONR published its first report in [2017](#).

Within ONR, as part of our People Strategy, we are pleased that this requirement has placed a spotlight on this area of equality. Over the period of this report, we have been committed to investing in developing greater diversity and inclusion. This is with the aim of making ONR a great place to work and to be expected of us as a world class regulator.

These 2018 gender pay results are in many cases less positive than we would have hoped. However, we also know this report also helps us to better understand and focus on the issues, make explicit the trends, and galvanise us to take make improvements to improve on our current gender pay position.

WHAT'S IN THE REPORT?

This 2018 gender pay report includes information about:

- our organisational context – which we know presents a significant challenge to ONR achieving better gender pay equality;
- our headline or overall gender pay results as prescribed by the legislation and which is published on the [Gender pay gap data - GOV.UK](#) website, alongside the results of other organisations employing 250 or more people;
- a closer look at the detail behind our results;
- the steps taken to close our gender pay gap over time.

OUR ORGANISATIONAL CONTEXT

ONR is Great Britain's independent nuclear regulatory authority. The organisation was established in April 2014 as a Public Corporation by the Energy Act 2013.

ONR's purpose is to regulate nuclear safety, security and conventional health and safety at nuclear licensed sites in the UK. We also regulate the transport of nuclear and radioactive materials. In relation to nuclear security we regulate civil nuclear sites and we provide safeguards oversight for civil nuclear materials.

We employ approximately 600 staff based in Liverpool, Cheltenham and London.

Gender split overall

In terms of our workforce gender profile, ONR employs more men (66% of the workforce) than women (34% of the workforce).

There was a slight increase (by 2%) in the number of women employed by ONR in 2018, compared with 2017.

Grading level

The gender split of ONR's workforce is particularly pronounced when examined at "grading" level. Men make up 79% of the employees in the more highly paid, higher grading levels (Senior Civil Service 1 equivalent and Bands 1 – 3), which in turn make up 71% of employees in the organisation. Most women (68%) are employed in the lower paid, lower grading levels (Bands 4 – 6) as shown in the table below.

This legacy workforce profile continues to be the major factor impacting on ONR's gender pay results. Its structural nature means we can expect to see little significant impact for a considerable time, irrespective of steps we are taking to re-balance the gender equality of the workforce.

It is worth noting that at the most senior grading levels (SCS 2, SCS 1 equivalent and Non-executives), 44% of the roles are occupied by women.

ONR's workforce gender profile by grading level:

Workforce by gender and grading level	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	SCS 1	SCS 2	Non-Exec	Total
Women	8	31	50	29	38	43	2	1	4	206
Men	23	142	177	20	13	18	6	1	2	402
Total	31	173	227	49	51	61	8	2	6	608
% Women	26%	18%	22%	59%	75%	70%	33%	50%	67%	34%
(2017 figures)	(21%)	(18%)	(21%)	(51%)	(69%)	(67%)	(25%)	(50%)	(50%)	(32%)

Specialism

A closer look shows that across jobs with similar levels of responsibility (grading level) and within the two main areas of work activity (technical specialists and corporate/support specialists), the gender split is less pronounced as shown in the table below.

ONR's workforce gender profile by grading level and specialism:

Specialism	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	SCS 1	SCS 2	Non Exec	Total
Technical specialists										
Men	22	128	165	8			4	1		328
Women	4	17	29	8			1			59
% Women	15%	12%	15%	50%			20%			15%
(2017 figures)	(14%)	(13%)	(16%)	(20%)			(20%)			(15%)
Corporate/Support specialists										
Men	1	14	12	12	13	18	2		2	74
Women	4	14	21	21	38	43	1	1	4	147
% Women	80%	50%	64%	64%	75%	71%	33%	100%	67%	66%
(2017 figures)	(60%)	(50%)	(67%)	(71%)	(69%)	(67%)	(33%)	(100%)	(50%)	(65%)

Technical specialists

The majority of ONR's workforce (64%) work in technical specialist roles undertaking front-line regulatory activity, and only 15% of employees in these roles are women. These roles require knowledge, skills and experience of the nuclear industry which are based on the so-called "STEM" subjects (science, technology, engineering and mathematics). These roles are predominantly in the higher job bands (Bands 1 – 3) and are more highly paid reflecting the recruitment market for nuclear specialists in the UK and internationally.

We are pleased to report an increase in bringing in women in Band 4 technical specialist roles as part of the introduction of a new talent pipeline to feed into the higher paid specialist roles. We have seen a significant increase in women in this grade and specialism from 20% in 2017 to 50% in 2018. This is due to the success of women participants in our graduate sponsorship programme (through the "nucleargraduates" scheme) with individuals being recruited into permanent roles on successful completion of the 2 year training scheme.

Corporate/support specialists

Women continue to predominate in the corporate/support specialist roles (communications, finance, governance, HR, IT, internal security and operational support). These roles make up 36% of employees and tend to be made up of the lower graded jobs at Bands 4 - 6 (as determined by ONR's job evaluation arrangements). Women make up 67% of employees working in these roles.

HEADLINE (OVERALL) ONR 2018 GENDER PAY RESULTS

Gap	Description	2018 results (2017 results)
Mean gap	The difference between the mean * hourly rate of pay of men and women *average pay for all men and average for all women employees	35.2% (32.9%) Difference in hourly rate of men was £26.29 (£25.58) and women was £17.05 (£17.15)
Median gap	The difference between the median * hourly rate of pay of men and women * middle value of pay for all men and middle value for all women employees	55.04% (55.25%) Difference in hourly rate of men was £27.96 (£26.48) and women £12.57 (£11.85)
Mean bonus gap	The difference between the mean * bonus paid to men and women *average bonus for all men and average for all women employees	27.6% (22.4%) Difference in bonus payment of men was £869.26 (£1,762.72) and women was £629.19 (£1,367.36)
Median bonus gap	The difference between the median* bonus pay paid to men and women *middle values of bonuses paid to all men compared to all women employees	32.2% (9.17%) Difference in bonus payment of men was £1,650.00 (£1,120.00) and women was £1,118.05 (£1,017.28)
Bonus proportions	The proportion of men who were paid a bonus and women paid a bonus	49.5% (39.4%) of men and 52.4% (32.0%) of women received a bonus payment

Quartile pay bands				
The proportions of men and women in the lower; lower middle; upper middle; and upper quartile pay bands				
	Men		Women	
	2018	(2017)	2018	(2017)
Q1 Lower	29.6%	(36.4%)	70.4%	(63.6%)
Q2	65.8%	(65.7%)	34.2%	(34.3%)
Q3	84.2%	(86.5%)	15.8%	(13.5%)
Q4 Upper	84.9%	(85.0%)	15.1%	(15.0%)
Overall	66.1%	(68.4%)	33.9%	(31.6%)

Note: ONR Gender Pay Report 2017 figures shown in brackets.

ONR's overall organisation-wide results show a mean gender pay gap of 35.2%. This is an apparent worsening of the mean gender pay gap figure of 32.9% recorded for 2017. This outcome was expected as the steps being taken to improve gender (and other aspects of equality) over the last year outlined later in this report, will take some time to have a significant impact on our organisation-wide results.

In fact these overall results show starkly the long journey which ONR and the wider UK nuclear industry are facing. We are very slowly (but we believe, surely) moving away from the traditional industry workforce demographic (older, white, male) to becoming more diverse and gender-balanced.

Our recent recruitment patterns from relatively new talent pipelines are starting to bring younger, more diverse individuals into the organisation. However, for the time being, the overall results are slow to change. ONR remains an organisation where men mainly make up the more highly graded and more highly paid technical specialist roles, with women in the lower graded and lower paid corporate/support roles. But we believe we are sowing the seeds of change and will continue to be proactive in implementing sustainable changes to improve our diversity.

THE DETAIL BEHIND THE HEADLINE RESULTS

We now take a look in more detail at the reasons for ONR's gender pay gap as well as areas where we feel progress has been made over the last year.

Mean gender pay gap

ONR 2018 Mean gender pay gap calculation	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	SCS 1	Board Member	ONR
A - Hourly pay rates of Men divided by number of Men	£35.20	£31.05	£24.51	£12.97	£10.30	£7.71	£39.49	£35.61	£26.29
B - Hourly pay rates of Women divided by number of Women	£30.99	£26.96	£21.17	£12.26	£10.21	£7.72	£43.25	£37.22	£17.05
Formula (A-B)/A x 100	12.0%	13.2%	13.7%	5.5%	0.9%	-0.1%	-9.5%	-4.5%	35.2%

ONR 2017 Out-turn	8.3%	11.6%	12.0%	5.3%	0.8%	-0.3%	1.7%	-14.1%	32.9%
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Note: columns showing results for SCS 2 and Assurance and Risk Assessment Committee member have been excluded due to individual and identifiable data. This data is included in the ONR overall results.

The above table shows the mean gender pay gap across each grading level. Within each grading level the gaps are far lower (in the range -9.5% to 13.7%) than the overall organisation-wide gap (35.2%).

The gaps have increased for most grading levels (bands) and are most significant at Bands 1 - 3, compared with 2017. This may be expected as progress up the grading levels through internal movement (promotion) is perpetuated at Band 3 and above by men being predominant in that area of the workforce profile as outlined earlier.

Specialism

ONR 2018 Mean gender pay gap by specialism	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	ONR
TECHNICAL SPECIALISTS							
A - Hourly pay rates of Men divided by number of Men	£35.61	£32.26	£25.23	£13.58			£28.68
B - Hourly pay rates of Women divided by number of Women	£36.57	£32.33	£25.38	£12.35			£26.75
Formula (A-B)/A x 100	-2.7%	-0.2%	-0.6%	9.1%			6.7%
CORPORATE/SUPPORT							
A - Hourly pay rates of Men divided by number of Men	£26.12	£20.01	£14.69	£12.57	£10.30	£7.71	£15.72
B - Hourly pay rates of Women divided by number of Women	£25.40	£20.44	£15.34	£12.23	£10.21	£7.72	£13.44
Formula (A-B)/A x 100	2.7%	-2.1%	-4.5%	2.7%	0.9%	-0.1%	14.5%

When the mean gender pay gap is broken down into the two main areas of specialism: Technical specialist and Corporate/Support specialist (described earlier), and grading level, the gap is largely reversed in favour of women. These results show that whilst the number of women employed in some grades and specialisms is low, pay rates for those undertaking work of similar responsibility and specialism are reasonably equal ie there does not appear to be any equal pay issue evident.

Competency based pay progression - However, this result is still disappointing as during 2018, ONR introduced arrangements to improve the pay progression of all staff to reach the maximum pay rate for their grading level and specialism. This was through the introduction of a scheme of competency-based pay progression. Evaluation of the scheme found that we achieved gender equality in the proportion of men and women who applied for, and who were subsequently awarded a pay uplift (93% of women and 92% of men). It is also worth noting that the highest percentage of uplifts awarded was to those in the lower paid Bands 4 - 6. Over the next 2 – 3 years we expect the proportion of women on the maximum of their pay range to increase.

Recruitment - In terms of external recruitment, we were pleased to meet our recruitment targets by appointing 81 individuals to ONR in 2017/18, of which 44 (54%) were women. However, the majority of these women (61%) were brought into lower grade/lower paid roles at Bands 4 – 6, compared with 84% of men who were recruited being brought into higher grade/higher paid roles at Band 3 and above. ONR has successfully opened up new recruitment/talent progression channels in the few years. This has brought in talented individuals, but inevitably these are also mostly at the lower grade/lower paid Band 4 – Band 6 levels. These individuals will be supported through structured development paths to reach more senior levels in the organisation, but this will take time.

Development pipelines - During 2017/18, we did see some success with recruiting women through ONR's sponsorship in the industry-wide "nucleargraduates" scheme run by Energen. Through this scheme we permanently appointed 6 individuals, 5 (83%) of whom were women in 2017/18. In the past 3 years, we have also directly recruited more experienced post-graduates, putting them through a development programme to achieve "equivalence" to our more experienced technical specialists. However, in 2017/18, our capacity to recruit and develop such individuals has become limited given the numbers already in development, and only 1 appointment has been made (a man). During this period we also recruited 13 Band 6 employees through the National Apprenticeship Scheme, of which 85% were women.

Recruitment strategy for technical specialists - However, the number recruited through these new talent pipelines has necessarily been in relatively low numbers. Our main recruiting strategy in 2017/18 has continued with successfully appointing more experienced technical specialists with significant industry experience, who can quickly become effective in their regulatory roles. These individuals are recruited at the more senior Band 3 level, which in competition with the nuclear industry recruitment market, requires higher salary levels, perpetuating our gender pay gap. From our 2017/18 intake of 35 Band 3 technical specialists, only 5 were women. We have taken steps to improve our marketing and reach to women in particular, including through our work with POWERful Women and Women in Nuclear (WiN). In

addition, our Chief Executive, Adrienne Kelbie, has continued in her role as Patron of WiN and promoting the roles available within the industry and ONR.

Median gender pay gap

ONR 2018 Median hourly rate	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	SCS 1	Board member	ONR
A Median hourly rate of Men	£36.39	£32.34	£26.49	£12.57	£10.31	£7.83	£41.19	£35.61	£27.96
B Median hourly rate of Women	£31.83	£25.64	£19.90	£12.21	£10.31	£7.94	£43.25	£47.34	£12.57
Formula (A - B) / (A) x 100	12.5%	20.7%	24.9%	2.9%	0.0%	-1.3%	-5.0%	-33.0%	55.0%

ONR 2017 Median hourly rate	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	SCS 1	Board member	ONR
Men	£35.76	£32.07	£25.62	£12.21	£9.34	£7.41	£42.14	£42.63	£26.48
Women	£35.76	£30.20	£24.75	£11.84	£9.34	£7.78	£39.21	£48.65	£11.85
Median gap	0.0%	5.8%	3.4%	3.0%	0.0%	-4.9%	7.0%	-14.1%	55.3%

Note: columns showing results for SCS 2 Assurance and Risk Assessment Committee member have been excluded due to individual and identifiable data. This data is included in the ONR overall results.

The overall median gender pay gap for 2018 was 55.0%, no real change from the 2017 out-turn of 55.3%. However, disappointingly, for the higher grades (Bands 1 – 3) the gap has widened significantly in 2018. As with the mean gender pay gap, this is likely to be explained by the greater number of men being recruited into, and moving up, these grading levels continuing the historical predominance of men at these grading levels.

ONR external recruitment over the last 4 years:

Recruitment by gender over last 4 years	2014/15		2015/16		2016/17		2017/18	
	Men	Women	Men	Women	Men	Women	Men	Women
Technical specialists	31	9	33	6	42	10	23	10
% women in Technical specialist roles		22.5%		15.4%		19.2%		30.3%
Corporate/Support specialists	18	15	1	4	8	14	14	34
% women in Corporate/Support specialisms		45.5%		80%		57.9%		70.8%

The table above shows that over the last 4 years we have seen an increase in the number of women recruited into both Technical Specialist and Corporate/Support roles (but these have tended to be mostly at the lower Band 4 - 6 levels), but in

relatively low numbers – insufficient to significantly improve the overall or detailed median results.

This was also reflected in the internal promotion figures. Of the 55 internal promotions which took place in 2017/18, Technical Specialists made up 36 promotions (of which 25% were women) and for Corporate/Support specialists of the 19 promotions, 21% were women. We are proactively undertaking research, supported by external consultants, to identify and take action to tackle barriers to career progression within ONR and will implement supporting development programmes.

Mean bonus gap

The value of bonuses paid in 2018 was lower than 2017, with the 2018 mean bonus pay of men at £869.26 and women at £629.19, compared to the 2017 mean bonus pay of men (£1,762.72) and women (£1,367.36). The overall mean bonus gap for 2018 was significant at 27.6% and an increase on the 22.4% gap recorded for 2017.

ONR 2018 Mean bonus gap calculation	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	SCS 1	ONR
A - Average annual bonus payments made to Males divided by number of Males	£2,207	£1,328	£386	£451	£545	£256	£2,124	£869
B - Average annual bonus payments made to Females divided by number of Females	£1,246	£1,180	£463	£300	£428	£168	£6,861	£629
Formula (A-B)/A x 100	43.5%	11.1%	-20.1%	33.4%	21.6%	34.5%	-223.0%	27.6%
ONR 2017 Out-turn	N/A	22.4%						

Performance-related bonuses were paid during the year to 31 March 2018 and included in the median bonus gap calculations as prescribed by the legislation via the Government Equalities Office. These included one-off non-consolidated performance-related payments to those whose performance: a) exceeded requirements (173 individuals); b) did not meet requirements where a one-off payment replaced a consolidated increase (1 individual); and c) met requirements the maximum of their pay range, who were paid a one-off payment in place of a consolidated increase (179 individuals).

When the mean bonus gap is analysed in terms of gender and grading level as shown in the table above, the outcome is disappointing. This is particularly given that proportionately higher value bonuses paid to those whose performance exceeded requirements in Bands 4 – 6 than those in the higher grading levels. However, the gap has been largely influenced by the large number of payments to those whose performance met requirements who were on the maximum of their pay range. The majority of the 179 bonus payments were made to men (72% of

payments) with 94% of the payments being made to those in the higher paid bands (Bands 1 -3). These payments were part of the final year of a 3 year pay deal.

Median bonus gap

The results shown in the headline figures also reflect the explanation given about the mean bonus gap.

Bonus proportions

It is interesting to note that slightly more women than men were given bonus payments in 2018 (49.5% of men and 52.4% of women). This was an improvement on the 2017 results which were 39.4% and 32.0% respectively and reflects the work undertaken to address any unconscious or conscious bias in applying our performance management system.

Quartile pay bands

We saw small shifts towards greater equality in 3 out of the 4 quartiles and overall, compared with our 2017 results. However, these results are very much aligned with the fundamental gender pay patterns which have been outlined earlier and therefore no significant movement was seen or expected.

WHAT STEPS ARE WE TAKING TO ADDRESS THE GENDER PAY GAP?

We have made significant steps to improve our diversity and inclusion over the last 12 months. Many of these measures do not have an immediate or direct impact on improving gender pay equality. However, we do expect that over time, in working towards our aim of making ONR a great place to work through the implementation of our People Strategy, we will see an improvement in our gender pay gap.

The improvements linked to diversity and inclusion which are expected to have a positive impact on gender pay equality have been in the following areas. Over the last 12 months we have:

Pay

- introduced competency-based pay progression for all staff so they are able to achieve the maximum pay rate for their job within 4 – 5 years, based on individual competence assessments;
- paid proportionately higher levels of performance bonus payments to those in lower paid jobs.

Recruitment

- successfully adopted a wider range of recruitment pipelines with the express aim of improving diversity and supported their subsequent development;
- embedded anonymised recruitment processes which means selection for job is undertaken on a gender neutral basis.

Diversity and inclusion

- held ourselves up for external review by undertaking a first assessment against the National Equality Standard to provide a benchmark and establish our equality agenda going forward;
- published our first ONR Diversity and Inclusion Action Plan;
- Adrienne Kelbie, ONR's Chief Executive, continued as Patron of Women in Nuclear (WiN) and ONR representatives attended the Nuclear Institute's Women in Nuclear (WiN) 2018 UK conference in January 2018;
- welcomed WiN representatives to our International Women's Day in March 2018 in support of the theme #PressforProgress;
- shown our women employees as role models in both our internal and external communications;

- raised the profile of our diversity and inclusion through targeted communications and events;
- sent representatives to the Cross Government Women's Network, a forum for sharing knowledge, experience and best practice regarding gender issues.

Learning and development

- undertaken organisational capability and training needs analysis to inform our future training provision (including leadership development);
- introduced new Unconscious Bias training available to all staff;
- reviewed progress in taking forward the recommendations from the Women in Leadership research we commissioned from The Glass Lift in 2016/17, one year on with the original participants.

Challenging behaviour

- developed and implemented a new Behaviour Framework to reinforce the message that ONR is committed to creating an inclusive organisation; that addresses behavioural issues; and to provide reassurance that we will respond to issues of poor behaviour effectively and quickly. This framework is being embedded across all HR processes including recruitment, promotion, conduct and performance management;
- introduced a Confidential Advisor Network (CAN) for anyone who is concerned about any form of abusive behaviour in the workplace. The Confidential Advisors provide a safe space for reporting bullying and harassment and provide a mechanism where individuals can feel comfortable reporting such behaviour;
- held a poster campaign linked with the launch the CAN which included messages about gender stereotyping to raise attention in this area.

Flexible working

- we have promoted our policies that support parents and carers to help them manage a positive work-life balance, to ensure an inclusive and better working environment for both men and women, so there are benefits for all employees;
- held workshops with line managers to discuss the issues around flexible working and how we can achieve greater consistency in our approach.

Next generation

- shown our commitment to addressing the gender disparity in Science, Technology, Engineering and Mathematics (STEM) education and increasing the representation of women in STEM disciplines through the development of a STEM strategy;
- increased our outreach and participation in STEM programmes to encourage female students into STEM subjects through our work with local schools and colleges;
- supported all ONR sponsored participants on the “nucleargraduates” scheme to be STEM ambassadors.

WHERE ARE WE NOW?

We have been somewhat disappointed that we have seen little, if any, progress in improving ONR's gender pay gap over the last year.

However, as the analysis shows, we shouldn't be surprised as we have fundamental structural factors which underpin our gender pay profile which will take some long time to influence and change. These factors are also typical of the nuclear industry from which we look to recruit individuals with the knowledge, skills and experience to be quickly become effective regulators.

Our newer, more innovative recruitment/talent pipelines support equality improvements. However, in bringing people into the organisation at lower grades, these will take some time to make a significant difference – but we remain very optimistic that this will be the case.

With the introduction of competency-based pay progression, we would have expected some improvements in equality as the policy reduces the time taken for individuals to reach their pay range maximum. However, this will need to be embedded for a few more years to secure the desired overall improvement.

We also remain optimistic that the other steps we have taken to improve aspects of diversity and inclusion, learning and development, in challenging behaviour, flexible working in ONR over the last year when properly embedded will also start to have an influence on gender equality.

This is all with the aim of making ONR a great place to work and a world class regulator.

DECLARATION

We confirm that data reported by the Office for Nuclear Regulation is accurate and has been calculated in accordance with the requirements and methodology advised in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

David Caton

HR Director

Adrienne Kelbie

Chief Executive

19 June 2018