



Career Choices Dewis Gyrfa Ltd.

Public Sector Equality Duty Report

Reporting Period:

March 2015- April 2016



Llywodraeth Cymru
Welsh Government



Contents

Introduction & background

Management of equality and diversity within Gyrfa Cymru - Careers Wales

Advancing equality and diversity and eliminating discrimination in policy and strategy

Advancing equality and diversity and eliminating discrimination in service usage

Promoting equality and diversity and eliminating discrimination in employment

Next Steps

Appendix

Introduction and background

Who we are

Career Choices Dewis Gyrfa Ltd (CCDG) is a wholly owned subsidiary of the Welsh Government which was formed on 1 April 2013. Trading as *Gyrfa Cymru Careers Wales*, we provide the all age, independent and impartial careers information, advice and guidance service for the people of Wales.

CCDG delivers a remit set by the relevant Welsh Government Minister to support the Welsh Government's strategic objectives as identified in their Programme for Government and related Welsh Government policies. For the context of this report, CCDG is named in its trading name throughout.

The overall focus for our service is to help people make effective decisions and become independent in managing their careers. This includes making realistic career decisions and plans, and ensuring successful progression and positive outcomes for individuals, who we support to gain appropriate training, further learning or employment.

Our work helps to develop the nation's skills base and to support the effectiveness of expenditure on education and training, thereby contributing to the economic and social well-being of Wales.

Why we exist

Career decisions are among the most important decisions people make throughout their lives and careers information, advice and guidance can help to:

- improve knowledge and awareness of learning opportunities and the labour market thereby improving the efficiency and effectiveness of the labour market
- improve self-awareness, raise individual aspirations and support people to make effective decisions about their careers;
- increase access to, and completion of, learning and training;
- motivate people to manage their careers and be resilient in adapting their plans when circumstances change;
- address inequality by focussing on the needs of individuals who are under-represented in employment, learning or training and by challenging stereotyping; and
- improve the efficiency and effectiveness of the labour market

Our mission is for a Wales where individuals are inspired for a skilled economy.

Our vision for *Gyrfa Cymru Careers Wales* is to be the acknowledged leading provider of all age careers guidance services in Wales.

Management of equality and diversity within Gyrfa Cymru - Careers Wales

This reporting period has been the third year of operation of Career Choices Dewis Gyrfa (CCDG) which trades as Gyrfa Cymru Careers Wales, as a wholly owned subsidiary of the Welsh Government, of working to a formal remit letter issued by Welsh Ministers, underpinned by the Governance Framework Document agreed between the Welsh Government and CCDG, the Company's Articles of Association and the 2015-16 Annual Business Plan.

Gyrfa Cymru – Careers Wales is committed to embedding the requirements of the Equality Act 2010 including the specific public sector duties set for Wales and mainstreaming Equality and Diversity throughout all aspects of our business and commits to eliminating unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act.

Gyrfa Cymru - Careers Wales further commits to advance equality of opportunity between people who share protected characteristics and those who do not.

Gyrfa Cymru - Careers Wales has adopted the principle that in the conduct of public business it will treat the Welsh and English language on the basis of equality. Gyrfa Cymru - Careers Wales' Welsh Language Scheme sets out how we this will be implemented. Although Welsh Language is not included in the protected characteristics under the Equality Act, for the purpose of monitoring and reviewing our service offer and our ability to offer services to the population of Wales, it is included within the same processes and is included in our Equality and Diversity action plan and monitoring.

The Gyrfa Cymru - Careers Wales Equality and Diversity steering group continued to meet overseeing the organisation's Equality and Diversity action plan during 2015-16 with its membership drawing on managers representing departments from across the organisation. Terms of reference for the group were reviewed and confirmed by the Senior Management Team. The Action Plan will continue to be updated annually and amendments made as and when necessary as proposed by the steering group and agreed by senior management team.

Responsibilities for Equality and Diversity

Senior Management team comprising the company Chief Executive and four Directors with a nominated Director as lead for Equality and Diversity. The aim of the Senior Management Team is for Equality and Diversity to underpin all Gyrfa Cymru - Careers Wales service delivery and the company is committed to strategies designed to ensure that everyone has a chance to fulfil their potential.

CCDG Board members receive quarterly performance reports, annual reports and specific HR report.

Equality and Diversity steering group comprises of managers from each of the four directorates who take responsibility for relevant actions noted in the Equality and Diversity action plan, report to the steering group on behalf of their own lead responsibilities. The group will always comprise of representatives who will lead on management information, human resources, compliance, marketing, performance monitoring and management, service delivery and policy.

Learning and Development

Careers Wales continues to place a high priority on staff learning and development, ensuring that continuous professional development is valued throughout the company and all employees are encouraged to reflect on their learning needs and identify both formal and informal ways of improving their skills and knowledge.

Nearly all employees have completed an equality and diversity e- learning module, which consisted of 5 hours of learning with activities to test understanding. The evaluations received were very positive with many people reporting that they were surprised by how good the online learning was. Two main stories that ran throughout the learning featured a transgender person and a person with Asperger's Syndrome, and many staff commented on the power of these stories in their evaluation responses.

Building on the success of this, we will be working in partnership with ASD InfoWales to become an Autism Aware organisation, and with Disability Matters to deliver online learning on disability awareness when working with young people in the business year ahead.

The Business Improvement Team has worked with HR to review the new staff on boarding process into Careers Wales, and this includes a section on equality and diversity, highlighting the Careers Wales equality and diversity policy and action plan and outlining staff responsibilities in terms of service delivery and relationships with colleagues.

Learning and Development opportunities for all staff are outlined in the annual learning and development plan. All employees are given the opportunity to discuss their learning and development requirements with their line manager, and these requests are fed back to the business improvement team for consideration and possible inclusion within the learning and development plan. Given limited budgets, all requests for training are considered on a business-needs basis. The company is now developing a new approach to talent management which will include a more transparent catalogue of learning opportunities and an easy to access form for training requests that fall outside the catalogue.

Performance Management

Work is continuing to determine whether it is appropriate to introduce a new performance management system for staff and included in this work is the aim for staff to be issued with a performance objective relating to E&D which links to one of the equality objectives within the E&D action plan, further information on this will be included in future reports.

Equality Objectives

Outcome focused equality objectives are published in the Equality Action Plan 2013-17. During 2015-16 the relevant steering group representatives reviewed the objectives in light of changes in company structure and size. The following objectives were withdrawn from the action plan as approved by the organisation's Senior Management team. The rationale behind the decisions was recorded in the Action plan update as are progress comments against each of the key area equality objectives.

Appendix 1

1. Produce a Careers Wales Equality and Diversity Policy
2. Monitor management information data to ensure CW is meeting the needs of all potential service users and employees
3. Get to know community demographics
4. External stakeholder engagement with organisations committed to promoting equality and diversity
5. Establish an internal Careers Wales Equality and Diversity Steering Group
6. Establish an internal Careers Wales diversity champion network
7. Review staff development and training to include awareness and understanding of equality and diversity requirements as employees and service providers
8. Develop equality and diversity staff performance objectives
9. Ensure Careers Wales job descriptions pay due regard to equality and diversity requirements
10. Promotion of equality and diversity through the supply chain 'non-core' contracts
11. Audit accessibility of clients and staff
12. Review bilingual services
13. Develop robust equality impact assessment processes for new and revised policies.
14. Review human resources policies and procedures to ensure compliance with Equality Act 2010 and specific duties for Wales

Advancing equality and diversity and eliminating discrimination in policy and strategy

Equality Impact Assessments

During the reporting year Careers Wales has continued to review the equality impact assessment template tool. The form has accompanying guidance notes intended for completion for any changes in service offer and new or revised policies across all areas of work. Training regarding the tool and guidance notes has been provided for all staff with the responsibility of planning service delivery, introducing new policies and guidelines across the company. A shorter version was piloted during the latter part of the year with a view to introduction during 2016-2017.

Consultation

The Equality and Diversity Steering group agreed to pilot a different way of targeting stakeholder organisations during 2015-16 for implementation from April 2016. It was agreed that discussions would commence on 'gender' as a protected characteristic concluding in Careers Wales signing the Trans*form Charter with Youth Cymru. Actions were agreed for the 2016-17 business plan period.

Accessibility

Careers Wales will promote equality and diversity and challenge stereotypes, within the context of our business, at every opportunity through our website www.careerswales.com and company marketing material. During 2015-16, following a review of the website, checklists for appropriate content were developed and those involved in developing content for the website were introduced to the required standards. The Careers Wales website has a significant number of pages, (not all produced by company employees) but any new content produced or pages reviewed, the checklist is used to align with the new guidelines. The re-platforming of the website was postponed during the year, limiting the changes possible on the current content management system. Careers Wales will ensure the use of imagery and content that challenges stereotypes and is compliant with discrimination legislation including accessibility. Clients are able to access Careers Wales services by telephone, online chat, email or at centres.

Clients who do not speak Welsh or English are supported through an external contract to provide language line services

In terms of physical accessibility of Careers Wales premises for staff and clients, work is ongoing with the Careers Wales Health and Safety Manager auditing each of the CW occupied buildings. CW ensures that all new premises comply with the requirements as detailed in the Equality Act 2010 and reasonable and practicable adjustments are made to current premises to ensure compliance with this legislation.

Advancing equality and diversity and eliminating discrimination in service usage

Careers Wales is committed to enabling access for all in terms of service delivery. During the reporting year client data was collected for age, gender, ethnicity and disability. Careers Wales does not collect client data relating to gender re-assignment, (however it will provide individuals who do not wish to state their gender identity with the opportunity to note other or do not wish to say) pregnancy or maternity, marriage and civil partnership, sexual orientation and religion or belief.

As detailed in the Equality and Diversity Action Plan, Careers Wales aims to engage with organisations working with/representing such groups to determine how best request and record such data from clients and how best to encourage individuals who identify themselves under one or more of these protected characteristics to readily provide this equality data.

In line with the equality and diversity action plan, the last business year saw the delivery of transgender training in company. All delivery staff (378 employees) participated in face to face training delivered by Trans* Cymru, in addition to all staff across the company being offered an on line awareness package which 78% of the company completed.

The tables below provide the baseline evidence and illustrate the percentage of clients accessing Careers Wales services categorised by age, gender, ethnicity and disability.

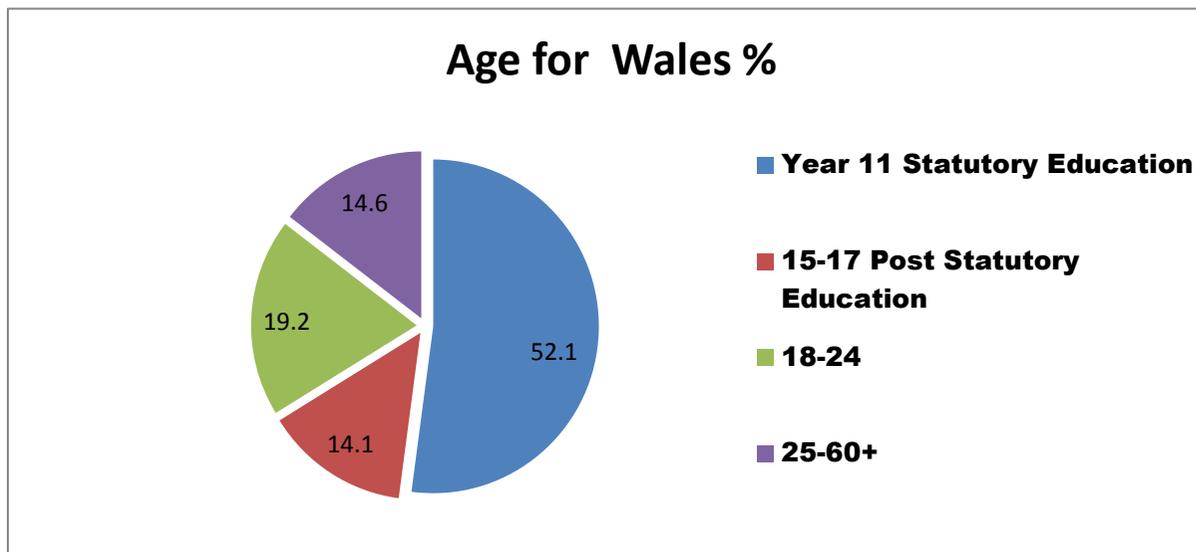
Careers Wales service delivery is defined as

- Face to face interviews
- Telephone interview/Careers Wales Connect contact
- Web chat
- Email
- Group work
- Text

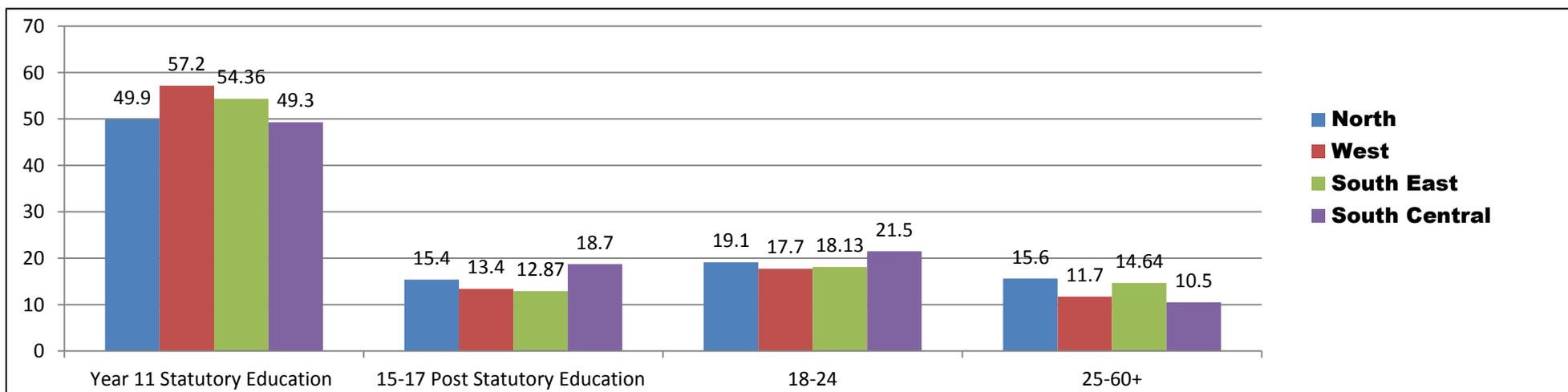
Careers Wales reports activity all Wales and split by 4 regions the local authorities which make up each region are listed below. Boundaries for Careers Wales companies have changed, however for consistency of reporting the regions reported below are the same as in previous years.

North	West	South East	South Central
Conwy, Denbighshire, Flintshire, Gwynedd, Isle of Anglesey, Wrexham	Carmarthenshire, Ceredigion, Neath Port Talbot, Pembrokeshire, Swansea	Blaenau Gwent, Monmouthshire, Newport, Cardiff, Vale of Glamorgan, Torfaen	Caerphilly, Bridgend, Merthyr Tydfil, Rhondda Cynon Taff, Powys

AGE Figures for 2015-16



Regional breakdown of Age %



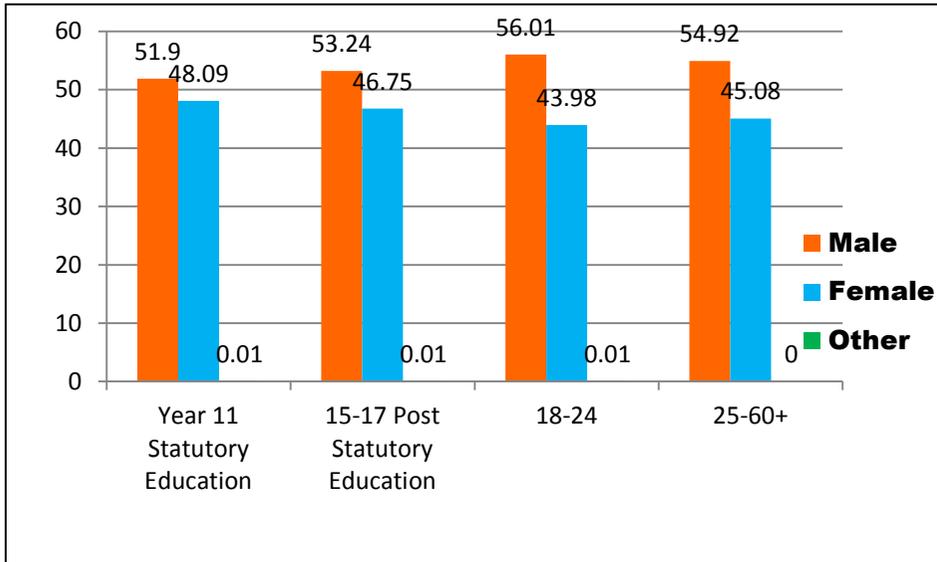
During April 2015 through to end of March 2016 Careers Wales saw a decrease of -2% (21.2% 2014-15, 17.8% 2013-14 21.2% 2014-15) in the percentage of 18-24 year olds accessing the service. There has also been a slight increase of 3.9% in over 25 year olds accessing the service.

Overall across Wales the majority of clients accessing Careers Wales services, 52.1% were within statutory education this is a 3.5% increase on the figure for 2014-15 (48.6%). The South Central figures have remained static for 15/16 for all age groups. The South East Region has had the largest increase in Year 11 statutory education +13.06% increase from 2014/15 figures, and the biggest decrease at 15-17 post statutory education – 9.53% from the 2014/15 figures.

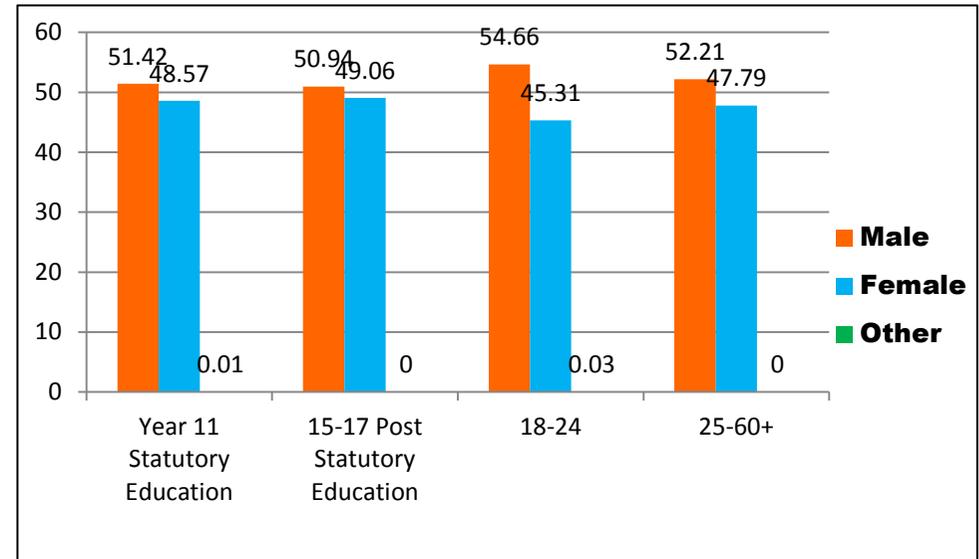
Across Wales the percentage of 15-17 post statutory education clients accessing the service decreased by -5.4% during 2015/16 a steady year on year decrease. (19.5% 2014-15 27.8% 2013-14).

GENDER - The Male/Female/Other percentage split of clients accessing Careers Wales services

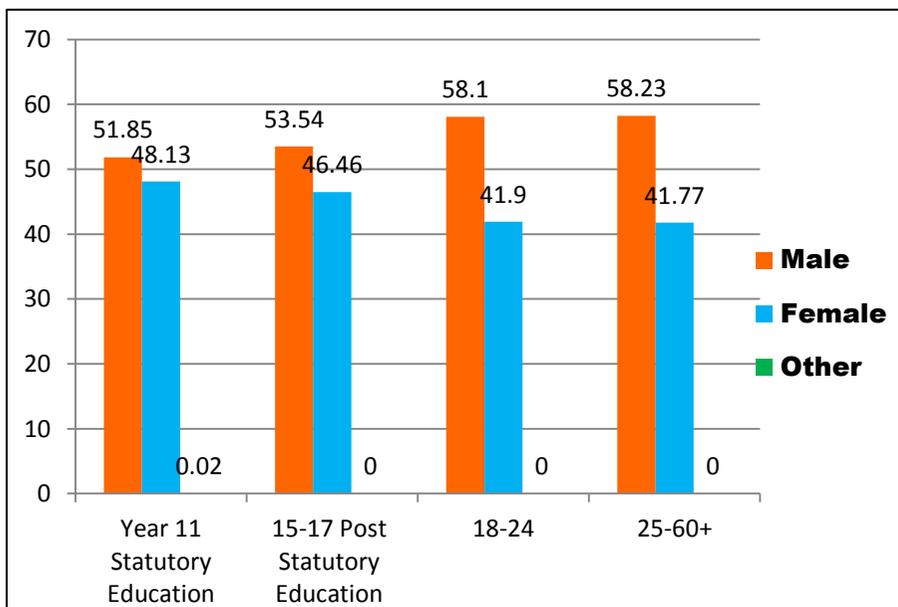
Wales 2015/16 % - Gender



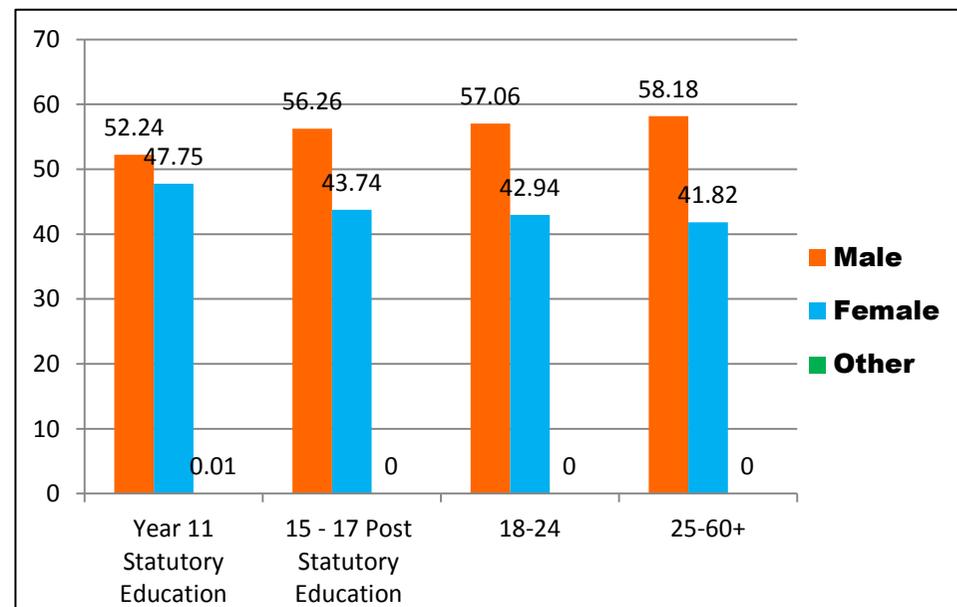
North 2015/16 % - Gender



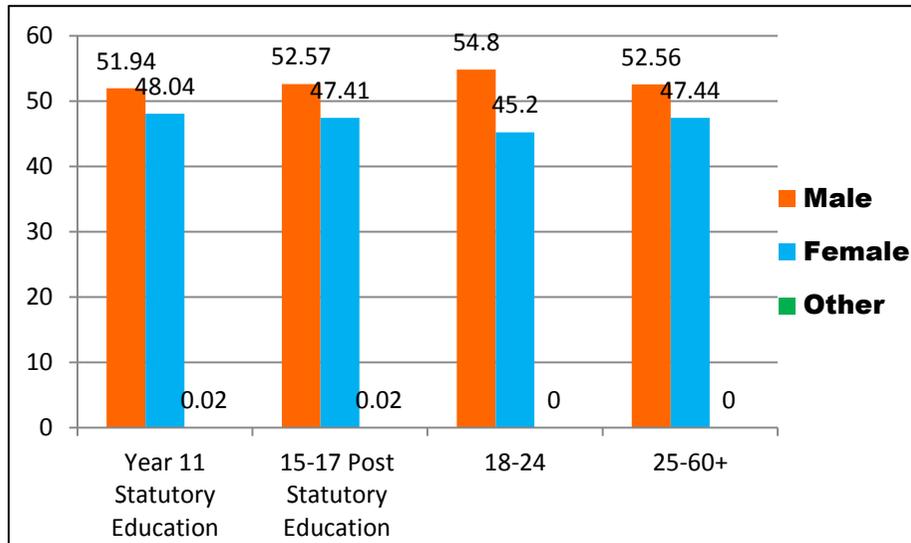
West 2015/16 % - Gender



South East 2015/16 % - Gender



South Central 2015/16 % - Gender

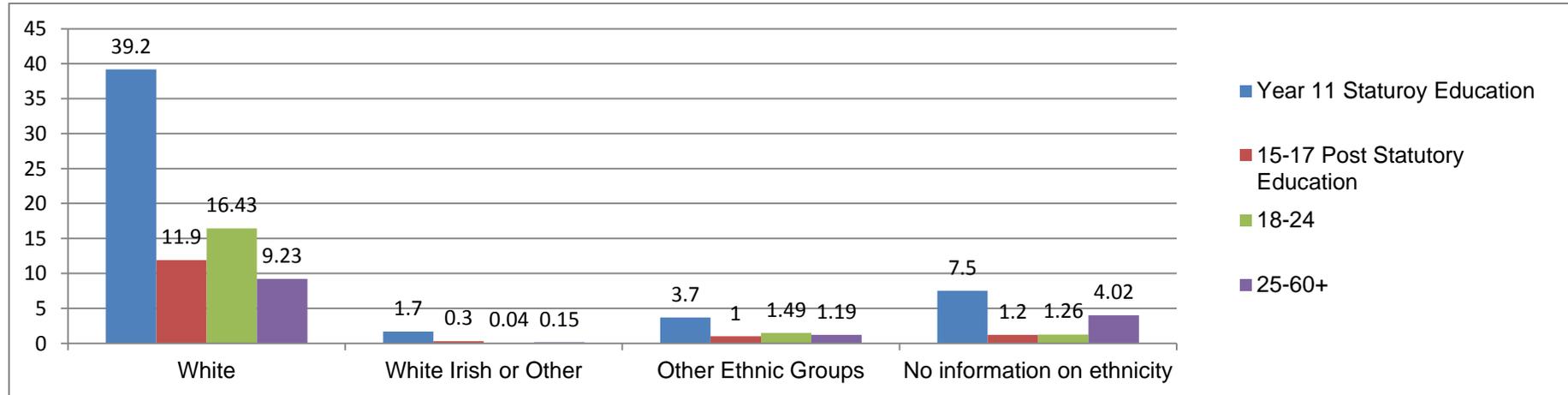


The 2011 Census statistics shows the overall population of Wales as 3.06 million with a breakdown of 49% male to 51% female. The Careers Wales ‘All Wales’ figures across all age categories illustrate that in fact more males than females continue to access our services. This is reflected throughout each of the Careers Wales regions with an increased differential between males and females for the 18-24 age category with an especially noticeable difference in the West and South East region with a difference of over 16% in the 25-60+ category. The overall male/female split is in line however with the economic activity rate for 16 -64 year olds which was recorded in December 2014 as higher for males (79.4%) than females (71.2%). (Source <https://statswales.wales.gov.uk/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Persons-Employed/EconomicActivityRate-by-WelshLocalArea-Year>)

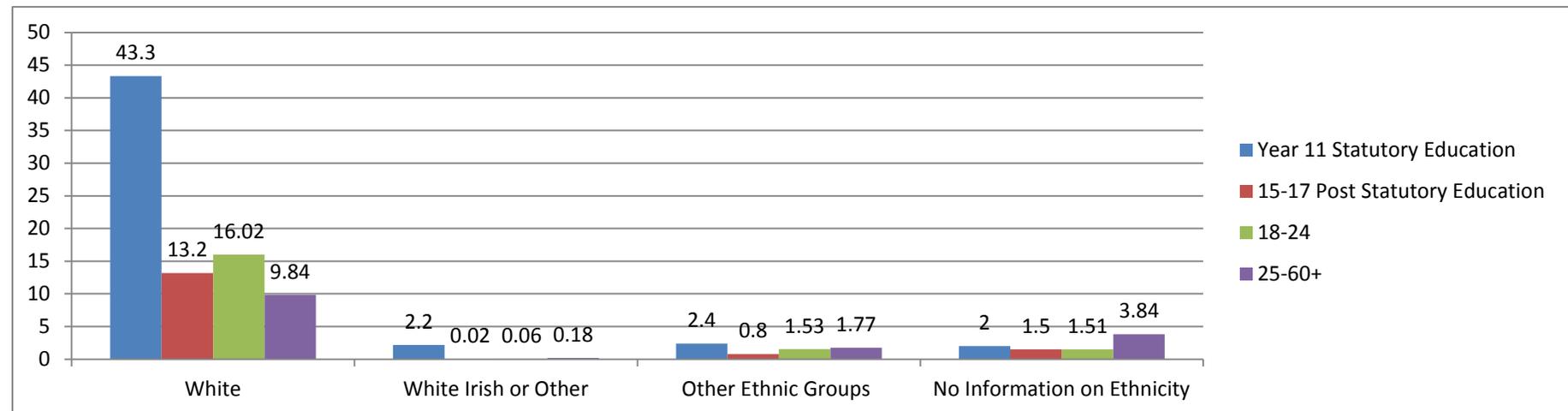
Ethnicity

Careers Wales collects ethnicity data on clients where available. Client information for school pupils is obtained via PLASC. The tables below present figures for all wales and regionally across all the age categories.

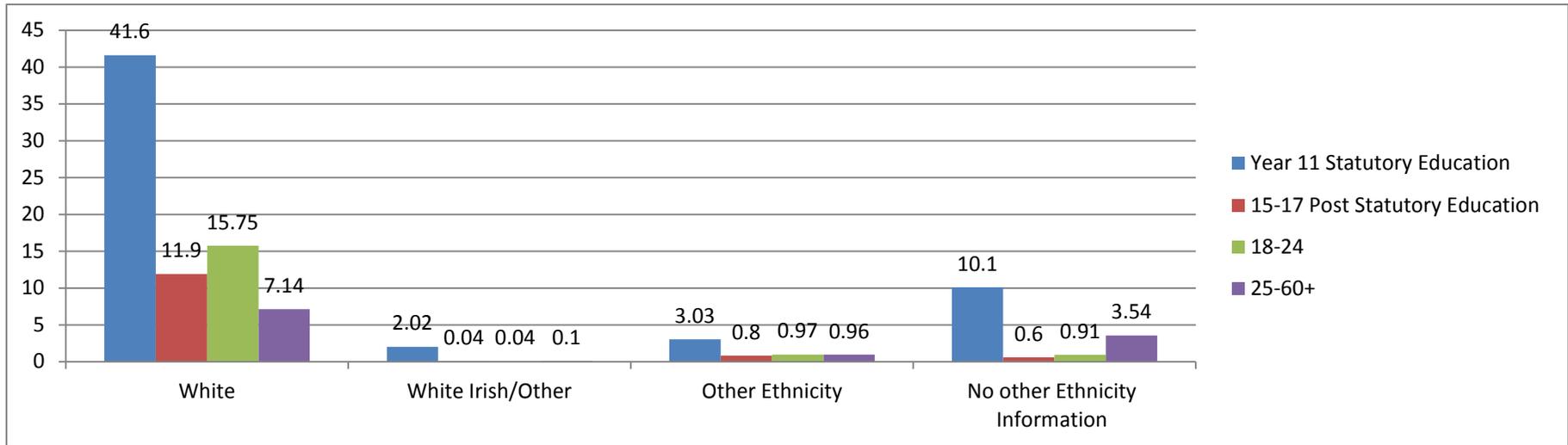
Ethnicity - % for Wales



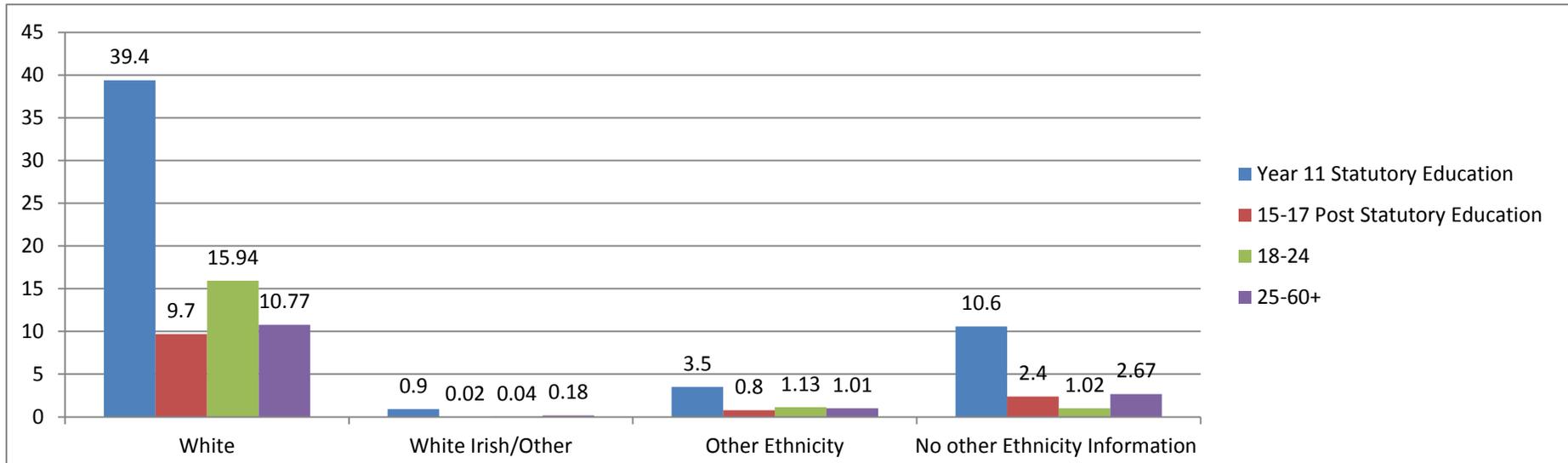
Ethnicity - % for North Region



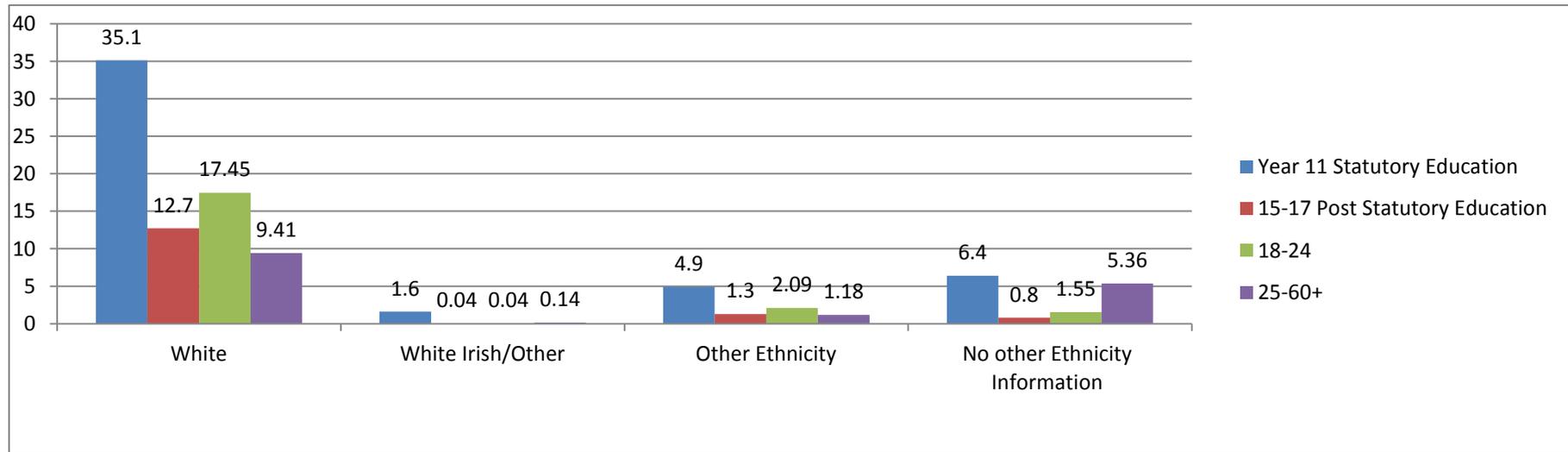
Ethnicity - % for West Region



Ethnicity - % for South East Region



Ethnicity - % for South Central Region

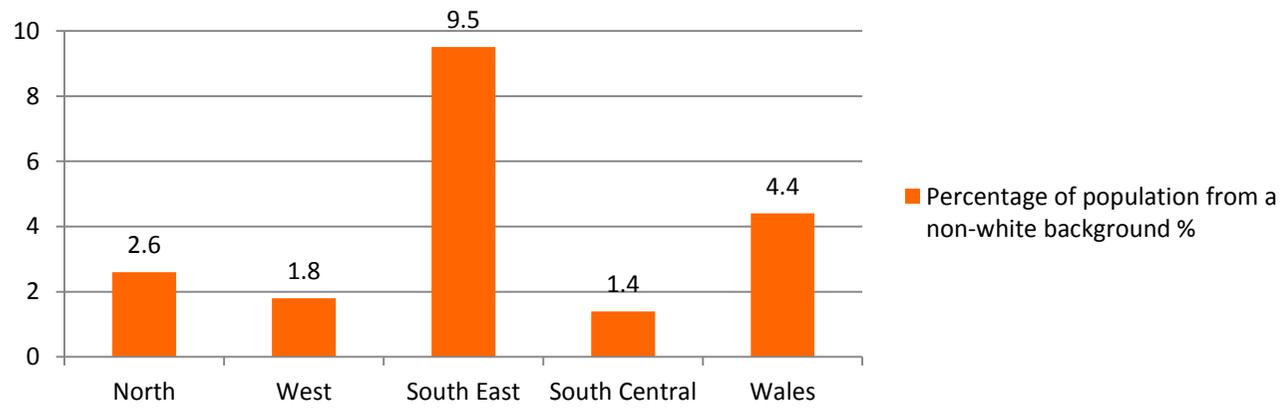


The largest percentage of clients who access Careers Wales Services continue to identify themselves as White British this is reflected throughout each of the regions and across all age categories.

7.38% of all clients accessing our service across Wales identified themselves as other ethnic groups, with the largest percentages for all age categories situated in the South East and South Central regions. This is in line with the known ethnic diversity across the capital city area and Newport.

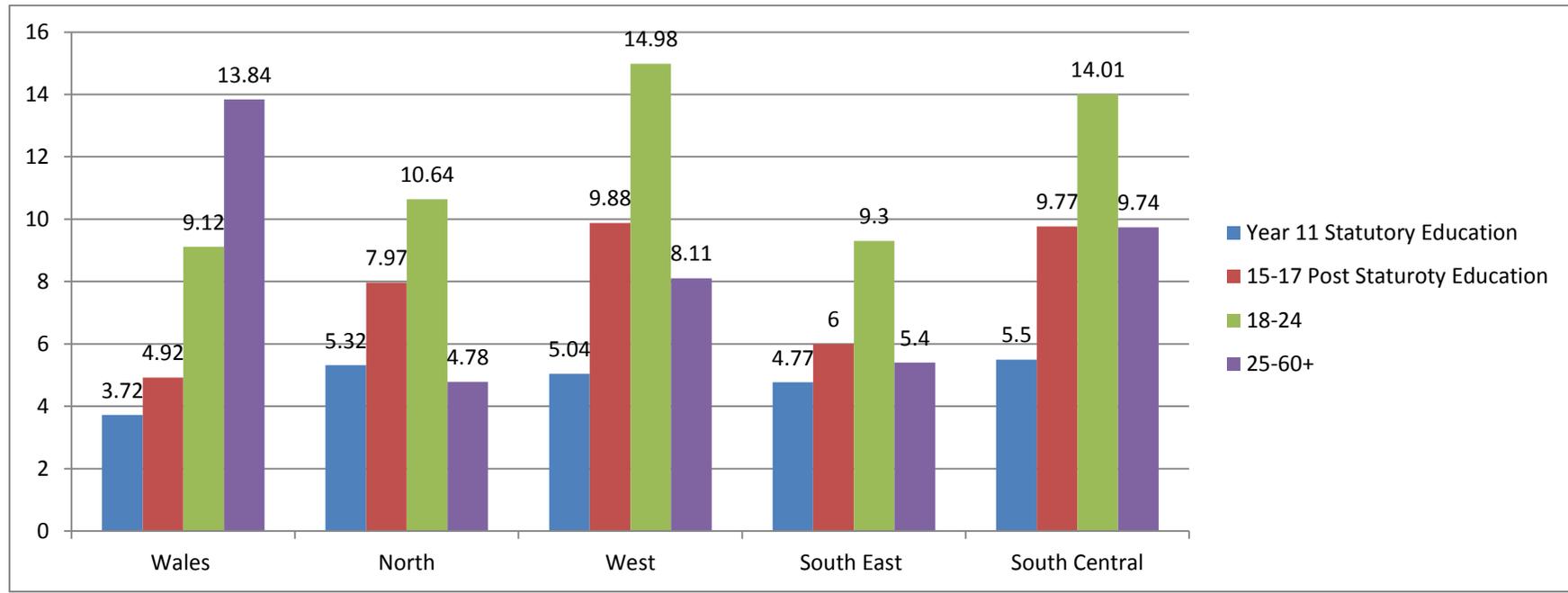
This is reflected favourably in terms of comparison with the statistics recorded at the end of March 2016 in the Local Labour Force Survey/Annual Population Survey: ethnicity, by local authority (ethnicity type, local authority) which reports that the percentage of people identifying themselves as from a non-white background is:

Percentage of population from a non-white background %



Source: <https://statswales.wales.gov.uk/Catalogue/Equality-and-Diversity/Ethnicity/Ethnicity-by-Year-EthnicGroup> year ending 31st March 2016

Disability



An all Wales percentage of 31.6% of clients accessing Careers Wales services are declaring themselves as disabled, with a total of 27.88% of all working age clients are declaring themselves as disabled. This percentage figure performs favourably against Welsh government statistics which illustrate that 20% of working age adults are living with a disability, 14.8% with a work limiting disability and 5.4% without a work limiting disability (source <http://gov.wales/statistics-and-research/prevalence-disability/?lang=en>).

Across Wales the largest number of people with disabilities is in the 25-60+ category. Regionally the highest number of people declaring themselves as having a disability falls within the 18-24 category, with West and South central standing out as having the largest numbers. South East regional figures have remained exactly the same as 2014/15. South Central has seen the largest drop of -8.46% in 25-60+ age category. West has seen the largest increase of +9.98% in 18-24 year olds.

Promoting equality and diversity eliminating discrimination in employment

Careers Wales consists of a diverse body of people with different perspectives, values and attitudes. Careers Wales is committed to promoting an inclusive environment where such differences are shared and explored; where any unfair treatment or discrimination is challenged and eliminated.

In addition to paying due regard to the principles set out in our equality duties in all our activities, we will also promote the principles of diversity throughout our service delivery and in our role as an employer. Diversity adds other dimensions to the equality agenda; by making sure that the different needs of individuals or groups are valued and celebrated.

As an Employer Careers Wales will:

1. Aim to create an environment that is an inclusive place to work where an individual's personal characteristics do not create barriers for them in any aspect of their work.
2. Ensure that all policies, procedures and strategies reflect Careers Wales' equality and diversity policy.
3. Expect that all staff treat each other with dignity and respect.
4. Expect all staff to ensure that they are aware of equality issues and take responsibility for their actions both individually and collectively.
(this list is not exhaustive).

In January 2016 the HR department issued a staff survey aimed at capturing data against each of the protected characteristics and an internal report was written and widely circulated to managers.

Our current diversity profiles are as follows:

Job Role by Gender

Job title	Female	Male
Accreditation and Learning Co-ordinator	1	0
Administration Assistant	23	4
Area Manager	9	0
Assistant Accountant - Management Accounts	2	0
Assistant Accountant Debtors and Creditors	1	0
Assistant Accountant Payroll	1	0
Business Engagement Adviser	23	11
Business Improvement Manager	5	0
Careers Adviser	225	64
Careers and World of Work Co-ordinator	4	4
Careers Wales Connect Supervisor	1	0
Careers Wales.com Team Leader	1	0
Chief Executive	1	0
Courses in Wales Assistant	3	0
CWO Creative Lead	1	0
CWO Deployment and Support Coordinator	0	1
CWO Graphic Designer	1	0
CWO Project Manager	0	1
Data Checker	1	0
Data Processor	2	0
Director of Business Improvement	0	1
Director of Resources	1	0
Director of Service Delivery	1	0
Director of Service Development	1	0
Employability Coach	55	12
Engagement and Progression Coordinator	1	0
ESF Administrative Assistant	4	0
ESF Officer I2A TRAC Cynnydd	0	1
ESF Project Manager - Activate	1	0
Facilities and Procurement Officer	2	2
Finance Officer	4	1
Graphic/Web Designer	1	0
Head of Finance and Facilities	0	1
Head of Human Resources	1	0
Head of ICT	1	0
Head of Improvement	0	1
Head of Performance	0	1
Head of Service Delivery	2	2
Head of Service Development	1	0

Health & Safety/Estates Coordinator	1	1
Health & Safety/Estates Manager	0	1
Human Resources Co-ordinator	4	0
Human Resources Officer	4	0
ICT Helpdesk/Administrator	0	2
ICT Project Team Leader	0	1
ICT Team Leader	0	2
ICT Technician	0	6
Information Co-ordinator	4	1
Information Manager	0	1
Keeping in Touch Strategy Manager	1	0
Learning and Assessment Co-ordinator	6	2
Management Accounts Team Leader	1	0
Management Information Officer	2	0
Marketing Co-ordinator	4	0
Marketing Manager	0	1
MIS Co-ordinator	1	0
Network Administrator	1	3
Policy Manager	0	1
Post 16 Learner Progression and Engagement Manager	0	1
Project Manager	1	0
Project Team Leader (Compliance and Governance)	0	1
Research and Evaluation Officer	2	0
Senior Management Information Officer	2	1
Senior Researcher - North Wales Economic Ambition	1	0
Software Tester	2	0
Strategic Manager - Youth Progression	1	0
Systems Developer	1	3
Team Manager	27	10
Trainee Careers Adviser	8	4

There is no role where there is currently cause for concern. In roles where there are significant numbers of post holders, the gender balance largely reflects that of the Company.

Contract Type

	Perm (no)	Perm (%)	Fixed Term (no)	Fixed Term (%)
Female	450	98	7	1.5
Male	146	97	4	1.3

Working Pattern (Term Timers classed as part time)

	Full Time (no)	Full Time (%)	Part Time (no)	Part Time (%)
Female	277	61	180	39
Male	133	89	17	11

Percentage in age bracket (%):

16-24	25-34	35-44	45-54	55-64	65+
0.5	9.6	37.6	32.8	18.1	1.5

Age Profile By Gender: Percentage in age bracket (%):

16-24		25-34		35-44		45-54		55-64		65+	
F	M	F	M	F	M	F	M	F	M	F	M
0.2	1.3	11	6.7	37.9	36.7	31.5	36.7	18.8	16	1.1	2.7

Percentage of all employees aged over 50:

	% Aged over 50
Female	32%
Male	35%
All company	35%

There are no significant changes to report in the age balance of the company, which shows a good distribution.

Gender profile

% Headcount female	% Headcount male
75	25

A recruitment freeze makes significant changes to this balance unlikely.

Disability profile of staff:

	Headcount with disability female	% Headcount with disability (self-declared) female	Headcount with disability male	% Headcount with disability (self-declared) male
All company	20	4.4	12	8

Ethnicity profile of staff

National Identity:

The following descriptors are the current Office of National Statistics codes for England and Wales based on the 2011 UK Census.

Respondents were asked to choose the descriptor they most closely associated with their national identity:

Descriptor	Number Self Declaring	Percentage of Respondents %
White		
Welsh/English/Scottish/Northern Irish/British	530	94.5
Irish	3	0.5
Gypsy or Irish Traveller	0	0
Any other White background	5	0.9
Mixed / multiple ethnic groups		
White and Black Caribbean	0	0
White and Black African	0	0
White and Asian	0	0
Any other Mixed / Multiple ethnic background	1	0.2
Asian / Asian British		
Indian	0	0
Pakistani	0	0
Bangladeshi	0	0
Chinese	0	0
Any other Asian background	0	
Black / African / Caribbean / Black British		
African	0	0
Caribbean	4	0.7
Any other Black / African / Caribbean background	2	0.4
Other ethnic group		
Arab	0	0
Any other ethnic group	0	0
Prefer not to say or blank response	16	2.9

Sexual Orientation: In Wales, Public Bodies are specifically required to collect statistics about the proportion of lesbian, gay and bisexual people in the workforce. Public bodies are required to publish this data annually, providing it doesn't identify individuals. The following definitions are those approved by Stonewall. Respondents were asked to choose the definition that they most closely associated with, however it is recognised that many other descriptors are in common use.

Definition:	Percentage who self-declared.
Bisexual	1.1
Gay man	1.2
Gay woman/lesbian	0.2
Heterosexual/straight	93.0
Other	0.5
Prefer not to say	3.9

Gender Reassignment - No employee has self-declared a gender reassignment

Number and gender of people who have applied for externally advertised vacancies

Vacancy	Number Applied Male	Number Applied Female	Total	Permanent or Short term?	Welsh - Essential or Desirable?	Successful Male	Successful Female	Unsuccessful Male	Unsuccessful Female
ICT Helpdesk External	3	4	7	Short Term	D	1	0	2	4
Graphic Web Designer	6	1	7	Short term	D	1	1	5	0
Admin-agency-Carmarthen	0	3	3	Short term	D	0	1	0	2
Administrative Assistant - Agency Temp January 2017	1	4	5	Short term	D	0	1	1	3
Administrative Assistant - Bridgend 4 weeks	0	4	4	Short term	D	0	1	0	3
External Careers Ad. BEAs and CWOW 12 week appointments	9	11	20	Short term	D	1	4	8	7
Administrative Assistant - Agency Temp (Bridgend) August 2016	0	4	4	Short term	D	0	1	0	3
Administrative Assistant - Agency Temp Cardiff June 2016	0	4	4	Short term	D	0	1	0	3
Administrative Assistant - Agency Temp Swansea August 2016	1	3	4	Short term	D	1	0	0	3

Applicants by protected characteristics

No information available at this time, but collection of this data is currently being considered by the HR team and will be included in discussions as part of the engagement work with stakeholder organisations.

Number and gender of employees who have changed positions within the organisation split by successful/unsuccessful

Vacancy	Number Applied Male	Number Applied Female	Total	Permanent or Short term?	Welsh - Essential or Desirable?	Successful Male	Successful Female	Unsuccessful Male	Unsuccessful Female
Engagement and Progression Co-ordinator	0	1	1	Short term	D	0	1	0	0
Management Information Officer April 16	0	1	1	Short term	D	0	1	0	0
Area Manager North	0	3	3	Permanent	D	0	1	0	2
CWOW North	3	2	5	Permanent	E for 1 vacancy D for the other	2	0	1	2
ICT Helpdesk	0	0		Permanent	D	0	0	0	0
CWO Graphic Designer Internal Ad	0	1	1	Short term	D	0	0	0	1
KIT Post 1st go (KIT Project officer)	1	0	1	Short term	D	0	0	1	0
KIT Project Officer 2nd go	0	1	1	Short term	D	0	0	0	1
Research and Evaluation Officer Maternity Cover	1	3	4	Short term	D	0	1	1	2
BEA North (2 posts)	2	3	5	Short term	E for 1 and D for the other	1	1	1	2

Director of Resources	0	1	1	Permane nt	D	0	1	0	0
Head of Finance and Facilities	2	0	2	Permane nt	D	1	0	1	0
CWO Project Manager	1	0	1	Permane nt	D	1	0	0	0
BEAs North	1	1	2	Permane nt	E for 1 and D for the other	1	1	0	0

Applicants by protected characteristics

No information available at this time, but collection of this data is currently being considered by the HR team and will be included in discussions as part of the engagement work with stakeholder organisations.

Pay Grade by Gender

Grade	Female %	Male %
Grade 10	0%	100%
Grade 9	75%	25%
Grade 8	50%	50%
Grade 7	73.7%	26.3%
Grade 6	71.0%	28.9%
Grade 5	61.1%	38.9%
Grade 4	77.1%	22.9%
Grade 3	63.9%	36.1%
Grade 2	80.3%	19.7%
Grade 1	88.9%	11.1%

10 employees have a split role – these individuals have therefore been counted twice as they have two separate jobs

Grievance Processes

During 2016/17, 2 grievance cases were brought forward all of which were by female employees. None of these related to protected characteristics and none were upheld.

Pregnancy and Maternity

100% of employees taking maternity leave during have returned to work. This is likely to be largely down to the flexible working opportunities available and the family-friendly policies in existence.

Equal Pay Analysis

Pay Structure and Policy

Careers Wales seeks to ensure that all employees are valued and receive proper recognition for their work and their contribution to the Company and to this end will:

- Set pay rates fairly and in a manner that does not discriminate.
- Develop and keep under review grading structures to meet both the Company's need for flexibility and employee needs for career development.
- Pay employees equitable and consistent remuneration in accordance with their grade salary, as defined by job evaluation (i.e. in accordance with their assigned duties and responsibilities)
- Make necessary adjustments to pay to take account of market rates in accordance with agreed procedures.
- Offer/provide employees with a contributory pension scheme.
- Provide a challenging work environment, where employees are encouraged to develop and acquire new skills and experience.
- Provide a range of development programmes for employees.
- Research and implement (where cost effective) non-contractual benefits.
- Endeavour within budgetary constraints to set pay rates that attract the best qualified people available to achieve the Company's mission
- Endeavour within budgetary constraints to set pay rates that encourage the retention of high quality employees.
- Communicate to employees the basic parameters for setting salary and the mechanism by which pay reviews are conducted.

- Provide details of the way in which salaries are calculated creating transparency for all employees.
- Promote details of an employee's total reward package.
- Negotiate pay increases with the Company's recognised trade union, Unison.
- Provide guidance for employees regarding the recovery of salary overpayments.

Equal pay review

- The Company has negated gender impact on pay by entering all employees on the same point of the incremental scale, not differentiating pay between works of equal value and moving all employees through the incremental points at equal intervals.
- New employees or employees moving onto the salary grade structure always commence on the first incremental point of the grade for their role.
- There is no age related pay
- The incremental scales are short and the top point is reached in 4 years.
- There is no salary point below minimum wage
- No individual negotiation is entered into.
- Employees automatically progress through the incremental scale on the anniversary of their appointment until they reach the top rate for their role. This is not negotiable and is not performance related.
- Progression is not halted by family related leave (adoption/maternity/paternity etc.).
- Progression is also unaffected by periods of ill-health related absence.
- Some roles have trainee grades where there is no progression to the qualified grade until the required qualification is attained.
- The scale is linear and does not have different scales for corporate/delivery/technical roles.
- Equal payment is made for work of equal value as independently evaluated
- Progression up the scale is by competitive application for promotional posts.
- There is an appeals mechanism for use by individuals or groups
- The company is preparing to publish gender pay gap information as required.

Next Steps

Careers Wales will continue to work towards achievement of the 2013-17 Equality and Diversity Action plan and the steering group will continue to review and develop the plan as appropriate. With the overall aim of creating an infrastructure for equality throughout all areas of Careers Wales service delivery and in our role as an employer the Company will promote a culture where equality and diversity is mainstreamed and action sustained and progressed.

Appendix 1.

**Gyrfa Cymru - Careers Wales
Equality Action Plan
2013-2017**

Ref	Key area	Actions	Target outcome	Responsibility	Target date	Progress comments	Future actions
1	Careers Wales Equality & Diversity (E&D) Policy	Review and update current policy annually. Distribute to CW staff for comments.	E&D policy; which meets the organisations legal obligations and promotes good practice.	Beth Tittley E&D policy lead. Director and SMT reviewed. In conjunction with E&D steering group	Feb-14	E&D Policy and Action signed off by SMT and published on Careerswales.com Jan 2014	Place article in Staff newsletter informing staff of updated version of the policy.
2			Raised awareness within the organisation of the E&D policy and the organisations commitment to equality.	Beth Tittley E&D policy lead In conjunction with E&D steering group	May-14	Articles in Linc informing all staff of policy and action plan and E&D modules placed on learning hub.	Make staff aware that if they wish to review the E&D learning modules they can.
3		Distribute policy to key external stakeholders of organisations committed to E&D for comment. E.g. Stonewall, Disability Wales etc.	Raised awareness amongst external stakeholders of organisations commitment to E&D.		Jan-16	Invitation letter to involved key stakeholders in CW policies prepared for, and agreement by Chief Executive	E&D policy lead to use CW Engagement strategy and involve CW marketing department to explore use of social media to encourage stakeholders to comment on CW E&D policy and plan. This to reflect the E&D protected characteristics.
5	Monitoring Management Information data to ensure that CW is meeting the needs of the service users and also meeting our obligations as an employer	Review and update <i>staff</i> diversity monitoring form	A staff monitoring form that reflects good practice	Denise Currell as Head of HR	Jul-14	Staff survey document to be issued online July 2014. Low return from staff, HR team will re-issue.	HR team reissued staff diversity monitoring form December 2015. Improved return feedback.
6		Review and confirm responsibilities with WG in terms of collecting client monitoring data and using it to inform	Ensure that current processes are in line with WG requirements in terms of Data Protection and promoting Equality and	Beth Tittley E&D policy lead, changed to Del Thomas in April 2016	Sep-14	Need to establish link person in WG to confirm CW responsibility in terms of collecting data. Discussed in E&D steering	Check WG reporting guidelines documentation submitted by BI team in year. Reporting is according to specification provided by WG Careers policy branch.

		practice.	Diversity in service provision.			group workshop November 2015 and action to check WG reporting guidelines	November 2015
7		Review and update client diversity monitoring form	Client diversity monitoring form that reflects good practice	Beth Titley E&D policy lead	Jun-14	Will need to be monitored annually, 2016-17 review focused on gender data.	Review CW documentation with regard to collection of gender data
8		Review and update IO system to be able to record any new data fields	Establish a system which enables the relevant client monitoring data and report within the organisation and externally.	Beth Titley E&D policy lead and Denise Evans Head of ICT	Jul-14	As above	IO system updated to record additional information January 2016
9		Review the process to collate and report on staff demographic data and data collected via any new recruitment exercises.	Ensure that the staff and client data is not only collected but used to inform recruitment practice in order to increase diversity in the workforce and compared against the local demography that Careers Wales services are accessible to all	Denise Currell as Head of HR and Operational Managers	Ongoing	Ongoing HR staff reviewing processes to collate and report on staff demographic data. Due to budgetary restrictions there has been little external recruitment, however the data we have has been used when writing the recruitment and selection policy. With low turnover, staff number reduction and low rates of recruitment there are few opportunities for the demographics of our workforce	Will be reviewed if change in company circumstances.
10	Knowing your Community (Demographics)	Collate demographic data relating to the 9 protected characteristics for the	Raise awareness of demographics and diversity of service delivery areas.	Operational Managers (Area/Team)	Mar-14	CW end of year report completed on clients accessing CW services in relation to age, gender,	Agreed in Workshop November 2015 that identified protected characteristics would be the focus for analysis each year.

		22 local authority areas in Wales.				ethnicity, disability, qualifications and employment on regional basis.	
11		Distribute data internally	As above			Client statistics included in Annual report available on careerswales.com.	
12		Compare the internal demographic of staff/customers against external demographics	Address imbalances	Denise Currell	Jul-14	Voluntary release scheme resulted in loss of staff in 2015. Staff demographic is reported to CW Board annually in June.	Action completed. Integrated practice.
13	External stakeholder group (organisation committed to E&D).	Explore current arrangements for engaging with external stakeholders	Identify relevant stakeholders to consult with on the development of future E&D policy, action plan and equality impact assessments.	Beth Titley as E&D policy lead	May-14	Workshop in November 2015 concluded the company would focus on specific protected characteristics and liaise with relevant representative group.	E&D policy amended to reflect points raised in audit. Agreed to focus on work in 2016-17 with Youth Cymru and trans*Form Cymru, gender identity as protected characteristic. Race will be next protected characteristic
14		Consider if it is necessary to establish a formal external stakeholder group				Invitation letter to involved key stakeholders in CW policies prepared for, and agreement by Chief Executive	E&D policy lead to use CW Engagement strategy and involve CW marketing department to explore use of social media to encourage stakeholders to comment on CW E&D policy and plan. This to reflect the E&D protected characteristics.
15	Careers Wales internal Equality and Diversity Steering Group	Agree terms of reference for the E&D steering group.	Ensure E&D steering group is fit for purpose and that equality, diversity and inclusion is built into the organisation's objectives	Beth Titley as E&D policy lead	January 2014 and November 2015	Terms of reference agreed at workshop in November 2015, group updated the policy and action plan. Removed action not appropriate to be reviewed in year.	TOR to be reviewed annually.

16		Identify E&D training needs of steering group members		Business Improvement leads	Jul-14	BI team to liaise with group to discuss individual training requirements.	Agreed to invite guest speakers from different organisations to address the group in the 'in person' meetings. This allows group members to consider actions needed for respective areas they represent.
		Allocate responsibility to Board Members		SMT		Discussed at workshop in November 2015 and agreed not appropriate currently. To be reviewed in year.	
17	Internal Diversity Champion Network (IDCN)	Develop terms of reference for the network	Ensure internal diversity champion is fit for purpose	Beth Titley as E&D policy lead	Jul-14	Beth to contact regional heads of delivery to discuss nominations.	Agreed in Workshop in November 2015 that this was no longer an appropriate vehicle for the promotion of E&D across the company given changes in staffing levels and structure.
18		Develop role description for diversity champions and link this to the E&D action plan and personal performance action planning	All champions to have the necessary knowledge and skills to undertake the role.	Beth Titley as E&D policy lead and Denise Currell as Head of HR	Jul-14		As above
19		Develop schedule of VC dates for next 12 months					
20		Audit needs and identify the development and learning needs of each diversity champion. Create development programme log for each Diversity Champion as part of their	The internal diversity champion network to support operational implementation of the organisation's E&d plan	Business Improvement leads	Jul-15	Agreed in Workshop in November 2015 that this was no longer an appropriate vehicle for the promotion of E&D across the company given changes in staffing levels and structure.	

		performance management review.					
21	Staff Development and Training	Review induction process and current arrangements for introducing new staff to E&D and organisation's E&D policy and action plan.	All staff to have necessary knowledge and skills to undertake their role and implement E&D within the organisation.	Denise Currell as Head of HR with Beth Titley as E&D policy lead.	Jul-14	Work on E&D induction session produced by BI team	Work completed
22		Develop staff understanding of E&D in employment, service delivery and Equality Act 2010.	As above	Business Improvement leads	Jul-14	E&D e-learning modules launched for all staff for completion by end of June 2014 with evaluation completed by end of July 2014	Completed
23	E&D Staff Performance Objectives	Develop bank of E&D objectives for staff e.g. Team manager to obtain demographic statistical information for their area and compare actual delivery statistic against them and report to Area Manager to help identify gaps and shape future delivery.	E&D to be discussed at individual PDR and objectives agreed.	Denise Currell as Head of HR	Sep-14	Further consideration needed in line of new CW performance management system Halogen. Work required with BI lead.	Discussed at workshop in November 2015 and agreed no longer needed as E&D responsibilities are included in all job specifications. Staffing level and re-structure no longer make this action practical.

24		All staff to be issued with performance objective relating to E&D which links to one of the key actions in the E&D plan		All Managers	Apr-15		See above.
25	Careers Wales job descriptions pay due regard to E&D	Ensure that all person specification and job descriptions include responsibilities on E&D.	All staff to understand their role and responsibilities of implementing E&D in the organisation	Denise Currell as Head of HR			All CW job descriptions include E*D responsibilities.
26	Promoting E&D through the supply chain - non-core contracts.	Review current arrangements in place to ensure that contractors have an E&D policy in place and arrangements to train staff on E&D	Ensure non -core contractors are clear on their role and E&D responsibilities	Nikki Lawrence as Head of Finance and Facilities	Dec-14	Aspirational. To be confirmed subject to SMT agreement. Good practice to set standards for future kite mark in E&D.	Seek approval or agreement form SMT that CW will include E&D as requirement in future tenders.
27		Develop and implement and E&D charter for self-employed contractors.		Nikki Lawrence as Head of Finance and Facilities	Dec-14	As above	Concluded not required as requirements noted in contract notes.
28	Accessibility of clients and staff	Audit accessibility policy in relation to:	Ensure accessibility to all premises, literature and website	Steve Harford as Director of Corporate Services	Dec-14	All CW staff complete d DSE assessment annually. H&S estates team respond and work with individuals accordingly	Accessibility policy will be updated by March 2016
29		physical access to buildings		Dean Watkins as Estates lead	Sep-14	CW ensure all new premises comply with the DDA and reasonable and practicable adjustments are made to current premises to comply with DDA.	Continued to identify premises that could be improved. Works have been carried out at a number of sites to install automatic door opening, t-loop installations etc.

30		website accessibility		Denise Evans as Head of ICT	Jul-14	Website accessibility report completed with some actions undertaken	Budget allocation reduced for website
31		provision of accessible services like literature, signing and braille		Rilla Morries as Head of I&M - amended to Ffiona W Williams Head of Service Development in Jan 2015	Jul-14	Language line and text phone available	
32	Bilingual services	Finalise WL Scheme for approval by WL Commissioner	Organisation meets legal obligations and WG expectations in terms of bilingual service delivery and delivering an inclusive service	Ffiona W Williams as HoPS and Delyth Ellis Jones as WG policy lead	Sep-14	Completed	All actions to be completed by September 2017
33		Produce implementation plan to ensure WL Scheme and policy are implemented consistently		Delyth Ellis Jones as WL policy lead		Each Head of PS, Head of Operations and lead Heads of have responsibility for implementation of the plan in their respective lead areas, assigning tasks to appropriate members of their teams	Reports produced by WL policy lead submitted to SMT each September following monitoring report to WL Commissioner
34		Monitor implementation plan				Scheme notes SMT have overall responsibility for monitoring the plan	As above
35	Equality impact assessments	Identify EIA currently and already undertaken within CW	Develop a robust EIA which is fit for purpose	E&D steering group	Jan-14	EIA template and guidance notes available on CW intranet	
36		Review current process and simplify providing additional information for each stage of the process within the tool				Training undertaken with team writing policy during March 2014	Agreed to review the current EIA and produce a shorter version for any revisions of policy/processes

37		Undertake an EIA on a particular function and use this as an organisation wide example of a completed EIA	Meet legal obligations in terms of EIA	Beth Titley as E&D policy lead		Completed	EIA requested on SMT change in policy on service offer by phone April 2016 referred to Director of Service Delivery and Director of Development
38		Develop presentation/development session for staff on completed EIA				Completed	
39		Develop process for recording completed EIA		Beth Titley as E&D policy lead	Jul-14	Completed	
40		Identify external stakeholders with a commitment to E&D to consult with during EIA process		E&D steering group			Link with CW engagement strategy including work with CW marketing dept. to explore use of social media to encourage stakeholders to comment on CW E&D policy and action plan documents and any future policies with a potential impact on E&D protected characteristics January 2016
41	Review of HR policies and procedures	Review current staff handbook and review all HR policies and procedures as and when there are changes in the law	HR policies that are in line with current legislation and encourage best practice	Denise Currell as Head of HR	Ongoing action		New staff handbook produced and available for all employees on company performance management system Halogen

