



**Cyfoeth
Naturiol**
Cymru
**Natural
Resources**
Wales

Equality Annual Report 2015 - 2016

Welcome

We are delighted to present our third annual report on Natural Resources Wales' achievements and our future plans in respect of equality and diversity.

As a major organisation in the Welsh Public Sector, providing a range of important services to Welsh communities and businesses, we recognise the importance of providing equality of opportunity to everyone. As an employer, we are committed to building an organisation that is representative of Welsh society and that makes full use of the talents, skills and experience of all our staff. As a service provider, we are committed to providing services that are accessible, eliminate discrimination, and that promote equality and embrace diversity in everything we do. Our behaviours reflect our values and help strengthen our aspirations in developing a culture which allows us to achieve high quality customer care.

Natural Resources Wales is now three years old which gives us a strong platform for success. Our aim is to build on this, drawing upon best practice to strengthen and improve, working and learning from other organisations as much as we can. Equality and diversity is a central element in delivering business success and we want to embed our equality work at the heart of how Natural Resources Wales plans and delivers its business.

We believe this plan is ambitious, helping us not only to deliver our legal obligations under the Equality Act 2010, but also enabling us to build on our strengths, challenging us to do better and work differently. In adopting this approach to our equalities work, our aim is to become an exemplar organisation, achieving positive, measurable outcomes that make a real difference to staff and customers alike.

Diane McCrea
Chair

Dr Emyr Roberts
Chief Executive

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Executive Summary

To achieve our purpose, we have some 2,000 staff located throughout Wales – scientists, engineers, foresters, environmental managers, recreation experts, and we work with local authorities and communities, together with a wide range of partners in the Third Sector, to achieve better outcomes for the people of Wales.

Paying due attention to equality and diversity issues will help us to achieve the vision and mission of the organisation. - “Our purpose is to ensure that the natural resources of Wales are sustainably maintained, enhanced and used, now and in the future”.

We understand the vital contribution that our work on equalities and diversity can make to business success. It is important to ensure that we make full use of the talent, skills and experience of our staff and partners, and that the services that we provide to the people and communities of Wales are both inclusive and fair.

In 2015 through to 2016 we have achieved a number of our goals, we now know the protected characteristic make-up of 58% of our people through self-disclosure which is particularly important as it highlights information such as the amount of those with, as well as type of, caring responsibilities so that we can ensure our policies suit our workforce.

We are particularly pleased to report that we are conducting equality impact assessments on our visitor centres and Newborough site to ensure we understand the needs of local communities and visitors and concentrate effort in ensuring our sites are accessible so that we encourage people to enjoy the outdoor environment as well as realising the health benefits to the people of Wales.

Our Board is an important supporter in the growth and delivery of our equality and diversity agenda. We have a dedicated Board champion for equalities and diversity whose role is to ensure that equality issues remain central to Board discussions and decisions and is essential in projecting a visible and high profile presence for our equalities work, not just with staff members and staff networks, but also with our customers together with external organisations.

The report includes further information on the equalities successes over the past year and also information on the make-up of our workforce using our self-disclosure statistics (**annex 1**). We are also reporting on what we need to do in the coming year to deliver on our Strategic Equality Plan objectives through our reviewed Equality Action Plan 2016/17.

Complying with the Public Sector Equality Duties

The Welsh Specific Duties state we must involve people who we consider representative of one or more of the protected groups and who have an interest in how we carry out our functions. This duty to engage provides us with expert knowledge and advice in terms of understanding the key issues and barriers facing people with protected characteristics. This information can then be used to achieve shared aims and to deliver better decision-making, for example, in policy and service development and in setting priorities for action. Assessing the impact on protected groups is one of the key ways in which we can demonstrate we have had ‘due regard’.

Throughout the year, we have engaged at events such as the ‘Come on Board’ events where we spoke to people with protected characteristics to encourage applications for our newly formed Board. We have also engaged with individuals and groups representing people with protected characteristics for our key visitor centre equality impact assessments.

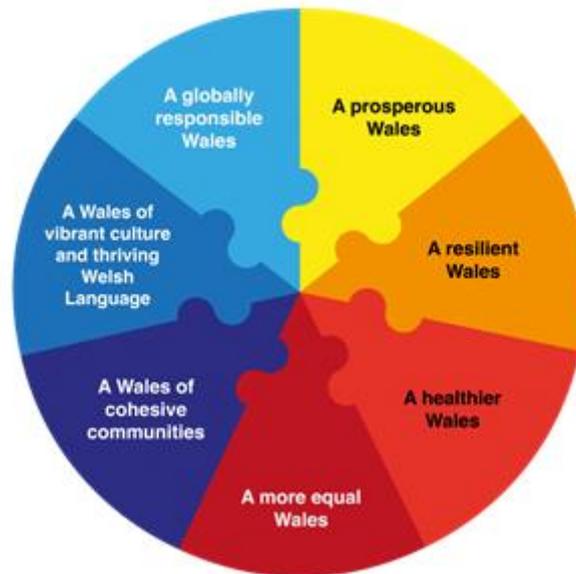
New legislation



Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act 2015 creates a duty for specified public bodies (including Natural Resources Wales) to meet wellbeing goals whilst observing the sustainable development principle. It also establishes a Future Generations Commissioner for Wales who will advocate for future generations and advise and support us to carry out our duties under the Act.

The Act includes a definition of sustainable development and 7 wellbeing goals (a prosperous, resilient, healthier, more equal, and globally responsible Wales with cohesive communities, a vibrant culture and thriving Welsh language).



The well-being goal of a more equal Wales will, when integrated with the others, lead to shifting the balance away from expensive services that seek to tackle the symptoms of inequality by tackling inequality and creating opportunities for participation, personal development and fulfilment of potential. Natural Resources Wales has a vital role to play in this.

The Environment (Wales) Bill

The Environment (Wales) Bill will put in place the legislation needed to plan and manage Wales’ natural resources in a more proactive, sustainable and joined-up way.

The Bill will mean significant economic, social and environmental benefits for Wales. It has been carefully designed to support and complement our work to help secure Wales’ long-term well-being, so that current and future generations benefit from a prosperous economy, a healthy and resilient environment and vibrant, cohesive communities.

The Natural Resources Policy Statement says “Poverty has an enormous impact on the well-being of Wales, not least because of the scale of its impact, the breadth of its influence and the depth of the inequalities created. Across the board, people from lower socio-economic groups do not, on average, enjoy the same quality of life as people from higher socio-economic groups, whether it is lower life expectancy, poorer health, lower educational attainment or lower incomes and wealth.”

As a key player in Natural Resource Management, we are able to significantly contribute to the principles of the Bill which is expected to become an Act in the spring of 2016.

Planning (Wales) Act 2015

The Act sets out a series of legislative changes to deliver reform of the planning system in Wales, to ensure that it is fair, resilient and enables development.

A plan-led system means that Local Planning Authorities need to understand what their communities need. Local Planning Authorities will be under a duty to have regard to the 'local well-being plan' published by the Public Service Board (PSB) on which we sit.

Taken together with proposed changes to secondary legislation, policy and guidance, the act will:

- support delivery of the homes, jobs and infrastructure that Wales requires
- provide opportunities to protect and enhance our most important built and natural environments
- support the use of the Welsh language.

Key issues

People Survey 2015

In February 2015 we conducted our internal People Survey. Results from this survey identified areas where more work and scrutiny were needed, such as ensuring our people feel valued and their differences respected.

Listening to our people, we created an action plan entitled 'You spoke – we listened' which covered the following headings:

- Leadership
- Priorities and Workload
- Empowerment
- Reward
- Developing People
- Wellbeing

As a result of this action plan we have already made good progress. We have created our 'Developing NRW's Teams and People Strategy' which includes an approach to developing talent and scarce skills.

Other highlights are that we have implemented new policies, improved communications around Job Evaluation, and explored how we can further empower our people, develop our manager's skills and make our leaders more visible.

Positive about disabled people

In August 2015, Natural Resources Wales was awarded accreditation by Job Centre Plus's 'Positive about disabled people' two ticks scheme. The scheme ensures we invite to interview any applicant who meets the minimum job criteria and considers themselves disabled in line with the Equality Act 2010 definition of disabled.

Through our 2015/16 external recruitment, 5% of candidates declared a disability.

The scheme includes five commitments made by Natural Resources Wales:

- to interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities

- to discuss with disabled employees, at any time but at least once a year, what you can both do to make sure they can develop and use their abilities
- to make every effort when employees become disabled to make sure they stay in employment
- to take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work
- to review these commitments every year and assess what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans

Natural Resources Wales are proud to have been awarded the 'Two Tick' symbol



New policies

- Equality, Diversity and Inclusion policy. (Launched October 2015)

Our Equality, Diversity and Inclusion policy recognises the benefits of having a diverse workforce and that we will strive for fairness and equality of opportunity in all areas of employment, identifying and removing barriers that prevent any employee from progressing and developing their potential.

Externally, we will ensure that the service we provide to our customers, communities and partners is free from discrimination. We endeavour to ensure our services are accessible to all and that the diverse needs of our customers are understood and met wherever reasonably possible. We will work to reach out to groups to ensure that there is a mutual understanding of our respective needs and requirements.

- Bullying and Harassment Policy and Procedure. (Launched November 2015)

Natural Resources Wales is committed to promoting and ensuring a working environment where individuals are treated with respect and courtesy. We made a commitment within our corporate People Survey Action Plan to work harder to prevent bullying in the workplace and make it easy to challenge that behaviour if we see it.

Our new Bullying and Harassment policy and procedure outlines what may be considered bullying and harassment and describes the actions staff and manager should take to prevent workplace bullying and harassment and how to deal with it.

- Gender Identity Policy (To be published in Q1 2016/17)

Transgender as a workplace issue is often overlooked, seen as irrelevant (unless an employee is transitioning) and a little-known topic. It is good practice for organisations such as ours to offer information and support to staff and managers around the subject of gender identity. We are currently developing policy to deliver this best practice.

Transgender people can experience discrimination and harassment in the workplace. To tackle this, we as employers need to make our workplace 'Trans-friendly'. The concentration on 'friendly' is to highlight the importance of going beyond our bullying and harassment policy and create a culture that enables people to be open about their gender identity.

We recognise the Transgender community (and those with different gender identities) as staff, customers, service users and facilitators of our business. We need to ensure that our people when working with customers with different gender identities have the ability to speak confidently to members of that community.

Self-disclosure

In October 2015 we launched our self-disclosure module within our HR and Finance system (MyNRW). The module allows for staff to disclose their protected characteristic details including age, religion or belief, sexual orientation, gender reassignment, gender, ethnicity, marriage and civil partnership, disability and pregnancy and maternity. Further questions have also been asked in the module to cover caring responsibilities and working patterns.

Collection of this data is not mandatory but is crucial to Natural Resources Wales in order that we can identify who we are as an organisation and monitor trends over time. By knowing this information we will be in a position to influence areas such as recruitment and ensure we develop a healthy working culture.

Following internal communications, between October 2015 and February 2016 we achieved a 58% response rate and have a target disclosure rate of 70% by the end of the 2016/17 financial year.

The staff breakdown statistics at the end of this report are based on this self-disclosure information.

We have analysed the 15/16 self-disclosure information recently and we need to take time to reflect on the 'so what' question. We may therefore revise our Equality Action Plan 16/17 in light of that consideration.

Workplace Equality Index 2016

January 2016 saw Natural Resources Wales being placed 160th in the United Kingdom in the Stonewall Workplace Equality Index (WEI). This is an increase of 78 places from last year's result and ranks Natural Resources Wales 14th top employer in Wales.

In September 2015, working in collaboration between the Lesbian, Gay, Bisexual and Transgender (LGBT+) Staff Network, Equalities and Procurement we produced our third submission to the Workplace Equality Index (WEI).

More than 400 organisations took part in the 2016 WEI, the highest number in its 12-year history.

The WEI is a powerful evidence-based benchmarking tool used by employers to assess their achievements and progress on equality in the workplace.

To submit the WEI we had to demonstrate our expertise in 10 distinct areas of employment policy and practice, including networking groups, career development, training and community engagement.

This is the third year we have made a submission to the index and the results have been really impressive moving NRW to the 14th top employer in Wales.

Summary of NRW's Stonewall WEI climb to success			
Stonewall WEI Year	NRW Ranking	# Participants (UK)	Rise in NRW's position
2014	296	369	
2015	238	397	↑ 58
2016	160	415	↑ 78

Media coverage was wide with the results being announced in The Times newspaper and due to Natural Resources Wales's fast-paced increase in position, our LGBT+ network lead, Dawn Beech, was interviewed on BBC F...

We are a recognised Stonewall Diversity Champion



Procurement

There is a specific Public Sector Equality Duty (PSED) in Wales focused particularly on procurement which recognises what an important lever procurement provides. This underpins all of our objectives and Natural Resources Wales will take every opportunity through public procurement to advance equality and inclusion and to improve employment practices.

The specific duty means that Welsh public authorities must:

- have due regard to whether it would be appropriate for the award criteria for that contract to include considerations to help meet the general duty
- have due regard to whether it would be appropriate to stipulate conditions to help meet the three aims of the general duty.

During 2015/16, as part of the long term plan for the Procurement Governance Framework, we developed the Market Approach Plan (MAP). The purpose of the MAP is to set out the procurement strategy for a specific purchase. The MAP asks specific questions about the purchase in order to identify the core requirements. The MAP states that where equality is identified as a core requirement then

consideration must be given to ensuring that NRW's equality and diversity policy is taken into account and that equality requirements are included in the contract specification.

We have also adopted the Welsh Government's 'SQuID' approach to supplier selection as part of the tender process. [SQuID](#) is the Supplier Qualification Information Database which comprises a common question set and guidance which simplifies and standardises the selection process across the Public Sector in Wales and improves transparency. The SQuID question set contains relevant and proportionate selection criteria on Equal Opportunities.

Equality Impact Assessments (EqIAs)

An EqIA involves anticipating the consequences of plans, policies or projects which are either new or being reviewed on protected characteristic groups; to ensure that as far as possible any potential adverse impacts are eliminated, and that opportunities for maximising opportunities to promote equality are identified.

As stated on the Equality and Human Rights Commission [website](#), an EqIA should form part of any new policy or practice and be factored in early in the project, along with other standard considerations such as risk and budget. If it is considered not relevant to require an EqIA, it is necessary to keep a record of this decision.

In 2015/16 we commissioned a series of equality impact 'audits' with members of the public at our Visitor Centres at Coed y Brenin, Cadair Idris, Ynyslas, Bwlch Nant Yr Arian, and Garwant and at our popular Newborough site. The outcomes of these impact assessments are available on our website. (April 2016).

We have an opportunity to develop an organisation that can achieve a vision of a better future for Wales - for its wildlife, its people and its economy. Given the tough financial climate in the public sector, we know we have to transform our organisation to achieve this. How we are doing this is through our Transformation Portfolio which includes eight Business Area Reviews.

We have started a series of EqIAs to accompany the Business Area Reviews and will continue to ensure these 'living' documents continue to protect the interests of protected characteristic groups.

During 2015/16 we also completed a number of equality impact assessments covering a range of topics such as accommodation moves, people policies as well as our Enabling Plans covering our recreation and access work and communities and regeneration work.

Recreation and access

Working with others, we have developed and managed Natural Resource Management trials in three areas of Wales, aiming to develop a targeted approach to make the most of scarce resources for maintaining and enhancing biodiversity whilst bringing multiple outcomes for people. We have helped people to understand their reliance on ecosystems and the services they provide. Ultimately, this helps us develop more innovative and collaborative ways of working to enhance resilience of our ecosystems.

We have further developed the Countryside Code family, encouraging responsible behaviour and use of the natural resources of Wales.

An exciting area of work has been the mapping of tree canopy cover and accessible natural greenspaces in Wales' towns and cities, to identify areas where these are lacking.

The Good for People Geographical Information System Toolkit has been launched and uses spatial data to support decision making and to help ensure that we invest time and resources in Wales' most deprived communities.

Equality & Diversity Forum

Equality and diversity is recognised as key to our organisation's success and helps create and maintain a culture where people are respected, treated fairly and are valued. Diversity brings ideas, gives perspective, reflects our customer's needs and has a positive impact on people's performance as well as meeting our statutory requirements.

The Equality and Diversity Forum group acts as a lead in delivering the Strategic Equality Plan described in our Corporate Plan.

The Forum will help embed equality and diversity into every aspect of the business and everybody's job, as well as opening barriers, challenging assumptions, seeking out opportunities for ourselves, our colleagues and customers, upskilling Forum members and building confidence.

Forum membership

- Chair (Executive Director)
- NRW Board Champion
- Executive Team Equality and Diversity Champion
- Equality and Diversity Senior Advisor
- One representative from each directorate:
 - External Relations & Communications
 - Finance & Corporate Services
 - Governance
 - Knowledge, Strategy & Planning
 - National Services
 - Organisational Development & People Management
 - Operations – North & Mid Wales
 - Operations – South Wales
- One representative for all our Trade Unions
- One representative from each Staff Network

An example of the work carried out as a Forum is being consulted on the Shared Parental Leave Policy and whether staff payments should remain as statutory pay or be enhanced in line with maternity pay. The recommendation was to adopt enhanced pay and the policy will be reviewed in 2016.

Training

For Equality and Diversity we have engaged with Stonewall Cymru to deliver training to our Equality and Diversity Forum and in the coming year to our newly formed Board. We delivered internal Equality and Diversity training to some of our field teams and have added e-learning modules covering an introduction to Equality and Diversity as well as unconscious bias training. Our management development programme will also incorporate equality training.

Welsh Language

Natural Resources Wales have a Welsh Language Scheme in place which describes how we will treat the Welsh and English languages on the basis of equality, so far as is both appropriate in the circumstances and reasonably practiced, this principle also applies in respect of our own staff and we are committed in encouraging the use of Welsh for communicating within the organisation.

The vision in our Scheme is to increase to at least 30% the number of staff who are able to use Welsh with confidence in everyday work situations by 2018. Our Welsh Language Training programme which was launched in June 2014 has this year supported 271 members of staff who are attending weekly Welsh classes, this training programme will help the organisation achieve our vision of becoming a naturally bilingual organisation for the future. 315 members of staff with little or no Welsh language skills have also attended a one day “Cyfarch” (Meet and Greet) course to help them pronounce Welsh place names and personal names, and the ability to understand and use basic phrases of Welsh. This is to ensure that all staff are able to exercise basic linguistic courtesy in the organisation.

Staff Networks

We continue to work with our staff to encourage the establishment of networks for those with protected characteristics. Two new networks were established in 2015/16 which are the Gender Equality and Women’s Network whose goal is to advance the gender equality agenda. The People’s Network also launched this year with the intention of focussing mainly on Work/Life Balance and staff support issues.

Our networks have all been given a presence on our intranet and adhere to their own Terms of Reference.

Peoples’ Network

Our Peoples’ Network has transformed in the past year to become a web based portal for the staff networks. It is in development but will focus mainly on Work/Life Balance and staff support issues.

The web portal will encourage partnership working between the networks and be a one-stop shop for those with multiple characteristics.

LGBT+ Network

The Lesbian, Gay, Bisexual and Transgender (LGBT+) Staff Network continues to play an active part of the NRW staff network, developing its own aspirations as well as assisting other staff networks in realising theirs.

With support from Friends of the Network (straight allies) the network continues to increase its visibility and the support it provides through posters, reception rainbow stickers, monitor flags and e-mail signatures. Rainbow pin badges were trialled towards the end of the year, and will be launched in 2016, being used by all members of the network, including Friends of the Network, to show we are committed to being part of a diverse and inclusive workplace.

The LGBT+ Network maintains an intranet page which all staff can access providing information on joining the network and emphasises that anybody who isn't LGBT can also join, and why they might want to. Members are also actively encouraged to get involved in discussions and information sharing on our internal Yammer Page.

Network members share and engage in a wide range of social events with a number of external organisations. In June 2015, members of the Network took part in the Welsh Government's PRISM social event as well as the February 2016 Stonewall Cymru LGBT History Month Quiz in Cardiff. Network members take part in football training with the Cardiff Dragons, as well as organised walks in North Wales with The Outdoorlads. The Network continues to work with Pride organisations in Wales as part of our engagement with external lgbt communities.

The LGBT+ Network has worked with the organisation to provide support and consultation on developing our new Gender Identity Policy, our Equality Action Plan and the implementation of the new human resources system for staff self-disclosure. The Network also contributed significantly to the Natural Resources Wales' submission to the Stonewall Workplace Equality Index.

Assisted Users (IT and Telephony)

We have a number of staff who use assistive technology such as the screen reader and speech to text software JAWS, Dragon Naturally Speaking, Zoom Test Reader, Dolphin Supernova etc. It is important we ensure that the Information Technology hardware and software as well as telephony systems do not disadvantage people.

This staff network formed in 2014 and has already been key to ensuring our systems are usable by all staff be it current or future members of staff. The network has already tested new software packages such as MyNRW which is our new financial and HR system. The staff network shares best practices between user group members and regularly user-tests newly proposed systems on behalf of the organisation. A particular instance of this is the network's contribution to the usability of our 2016 People Survey.

Multi-Faith Staff Support Networks

Any faith or belief group, who have agreement of their terms of responsibility can be set up under the umbrella of Multi-Faith Staff Support Networks.

Christian Fellowship

The Christian Fellowship has been a network in Natural Resources Wales for over 12 months and remains currently the only Faith Network. It aims to create a space where people can get together and support each other through prayer.

It exists to provide an opportunity and a place at work for Christians and others who want to meet together for quiet reflection on Christian biblical principles for life, to discuss topics of interest, to offer mutual prayer and support for those in the network and across the organisation.

The Christian Fellowship is available to assist our managers and to respond to consultations on policies, procedures and change programmes that impact those of Christian faith. The Fellowship also recognises that there are work colleagues of other faiths and in the absence of network leads for any other faiths represented within the organisation, when asked, will endeavour to provide fair comment to the best of their knowledge on the potential organisational needs of other faiths, until such time as an appropriate faith network can be established.

Gender Equality and Women's Network

2015 saw the launch of the latest staff network – the Gender Equality and Women's Network. It aims to provide a forum to highlight challenges and suggest ideas in order to keep Natural Resources Wales a gender inclusive place to work.

We saw a great success in 2015 with our board becoming gender balanced for the first time. We want to build on this and increase the proportion of women working in senior roles within Natural Resources Wales. Currently 33% of our Executive Directors and 28% of our leadership team are women.

The network has been developing links with other similar groups, including the Welsh Government's 'Women's Together' network and the UK Civil Service 'Cross Government Women's Network'. It will work with them to achieve the aim of Natural Resources Wales being recognised as a leader on gender equality issues in Wales and an employer of choice for any gender.

Equality Action Plan 2016/17

Our Equality Action Plan has been developed to support delivery of the Natural Resources Wales Strategic Equality Plan. The Strategic Equality Plan sets out in one place our objectives and other arrangements for embedding equality into all our functions. It contributes to our vision and is underpinned by our values and a policy statement outlining our commitment to equality. It covers all our functions - including everything we do in partnership or through contract.

Our Equality Action Plan will deliver on our Strategic Equality Plan objectives and will address issues to help ensure that we are contributing to the well-being of future generations:

- We have the public's trust.
- All communities experience a service that is fair at all times.
- We have a workforce which reflects the population we serve.
- We provide opportunities to allow all of our people to maximise the contribution they make to the organisation and its work.
- We provide equality of opportunity to all groups in society - both to members of the public accessing our services as well as to employees progressing their careers.

A key change to the plan is to its design. We have made our Equality Action Plan more focussed and outcome based so that we can measure what has been delivered for the people of Wales.

The Equality and Diversity Forum have reported on progress made on our 2015/16 plan and made revisions for our 2016/17 plan. The new plan containing this information can be found on our [Website](#). We welcome any comments on our Strategic Equality Objectives.

Annex 1 – Staff Statistics

In October 2015, we launched our self-disclosure module on our finance and HR system (MyNRW). The system allows staff to disclose their protected characteristic information and answer questions around working patterns and caring responsibilities. Each question set allows an individual to select 'prefer not to say'.

As part of the launch, we worked with staff to encourage self-disclosure. This involved giving assurance to our staff that equality self-disclosure information is handled with the utmost sensitivity, and treated confidentially with only four named individuals able to see the data.

We are now able to report on the data collected between 15 October 2015 and 01 February 2016. Communications and encouragement over this three and a half month period has attracted an impressive 58.6% response rate. Protected characteristic self-disclosure is not mandatory but we will continue to encourage self-disclosure as this information is important to us when taking decisions within the organisation.

The following heading numbers match the graph and table numbering at the end of this document

1.1 Gender Pay Gap

In November 2015 we undertook a gender pay-gap analysis exercise with the highlight figure that there is a 7.78% Difference Distribution of gross hourly Earnings. The current gender pay gap in the Civil Service is 9.8%, a drop from 11% in 2014.

We are undertaking a Job Evaluation exercise which will re-align pay scales and give commonality throughout the organisation and in 2016 we will run a workforce and pay data analysis using the Gender Employment and Pay Analysis (GEPA) method as designed by Cardiff University's Women Adding Value to the Economy (WAVE) programme.

This method is designed to allow us to gather evidence and create action plans to fulfil our statutory requirement against the Welsh Equal Pay Duty.

1.2 Gender

Of our 2021 employees, our gender balance shows of 58% of staff are male and 42% female.

1.3 Gender by grade

At the time of this report our Job Evaluation exercise is still ongoing. It remains the case that most of our senior roles are filled predominantly by male staff. However, we will be conducting an equal pay review after our job evaluation programme and from the results from that, we will put plans in place to address this imbalance. We do recognise that we will have limited opportunities for recruitment over the next few years but in our plans we will focus on achieving a greater gender balance whilst ensuring fairness of opportunity for all.

1.4 Working Patterns

We have in place various working patterns including home working, term-time working and career breaks. We have an agile working agreement which gives a common approach to change plans as well as to the individual. 6.8% of our workforce currently work part-time.

Statistics show that more staff from the lower grades are working part time than higher graded staff even though flexible working opportunities are available to all staff.

1.5 Caring responsibilities

We can report for the first time on the staff numbers declaring caring responsibilities and we will use this information to inform our decision making so that, as a modern employer, the needs of our people are understood and catered for.

We have 292 primary carers and 84 with secondary or multiple caring responsibilities.

1.6 Grievance and Disciplinary

We are committed to addressing and where possible, resolving work-related grievances promptly and appropriately.

Two policies were published in October 2014 which put in place misconduct and grievance procedures. These provide a framework to raise concerns, problems or complaints in a safe and supportive environment, and for managers to respond in a fair and transparent way and meet all legal requirements and reflect the Advisory, Conciliation and Arbitration Service (ACAS) code of practice and guidance on handling grievances at work.

We had a total of 13 grievances compared to 9 the previous year but disciplinaries have fallen to 2 cases in comparison to 6 the previous year.

1.7 Leavers

In total 249 members of staff left us during the past year, an increase from 203 in 2014 to 2015. The reasons for leaving varied between resignation, retirement, our Voluntary Exit Scheme or the end of fixed term contracts.

1.8 Age

The majority age group of our staff is 35-45 which has 32% of our workforce closely followed by the 45-55 group. We have 295 members of staff above 55 and 61 staff who are 25 or younger

We have looked at the national averages and are satisfied that we are reasonably aligned.

1.9 Disability

Last year we reported 0.3% of our workforce as having a disability. Now we have our self-disclosure data we can report that the number of staff who have declared a disability as 43 or 2.13%.

Our figures fall short of the national average in Wales and we will work to our 'Positive about disabled people' commitments to make sure we encourage applications from disabled people, offer a guaranteed interview if they meet our minimum criteria for the role (Two Ticks) and do everything possible to keep our disabled people in employment.

We have continued to work closely with our Assisted User Group that have specific IT and telephony requirements (e.g. Dragon software) to ensure that our IT systems and packages created for NRW are accessible to all. We also utilise the group's skills when we look to external suppliers to do work on our behalf. This initiative has been well received. Often in the past the needs of this particular group would not have been considered until after any new systems were introduced.

1.10 Gender Identity

We do not currently report on gender identity. We will only collect data on gender identity once we are completely satisfied that the right systems are in place to ensure confidentiality.

We do however already work with Stonewall Cymru (the LGBT charity in Wales) who, following consultation with over 700 transgender people, announced in February 2015 that it has extended its remit to campaign for transgender equality. We will launch our Gender Identity Policy in quarter 1 of 2016/17 to help share information and highlight support routes to those who would benefit from the information.

It is noted that the House of Commons Women and Equalities Committee report (Jan 2016) on Transgender Equality recognised that the terms "gender reassignment" and "transsexual" in the Equality Act 2010 are outdated, misleading, and may not cover wider members of the community. The recommendation is that this protected characteristic should be amended to that of "gender identity". Natural Resources Wales has adopted this recommendation.

1.11 Marriage and Civil Partnership

Currently 53% of our workforce declare they are married or in a civil partnership. This shows a downward trend from 62% of staff in 2014/15.

1.12 Pregnancy and Maternity

3.5% overall of staff took family leave in the previous 12 months. We have family friendly policies and procedures covering maternity, paternity, shared parental leave and adoption. We offer leave and pay, subject to certain qualifying conditions, which fulfil the statutory provisions. Our shared parental leave policy is due for review in 2016.

1.13 Race

Although only 1.94% of staff who have completed a return are BAME, if we forecast forward and look at a 100% return (including prefer not to say) we estimate that the BAME breakdown would be approximately 3.3%. More work is needed to match the Office for National Statistics (ONS) 2011 census figure of 4.4% BAME in Wales.

1.14 Religion or Belief / Non-Belief

Looking at our self-disclosure data, we can report that from the 1183 who have responded (58%), the breakdown is 492 Atheist, Agnostic or no belief, 329 in Christian denominations, 48 who follow other religions.

1.15 Sexual Orientation

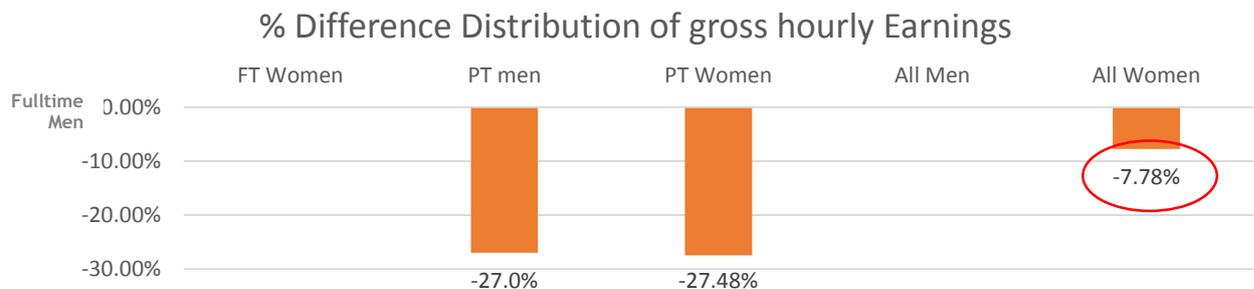
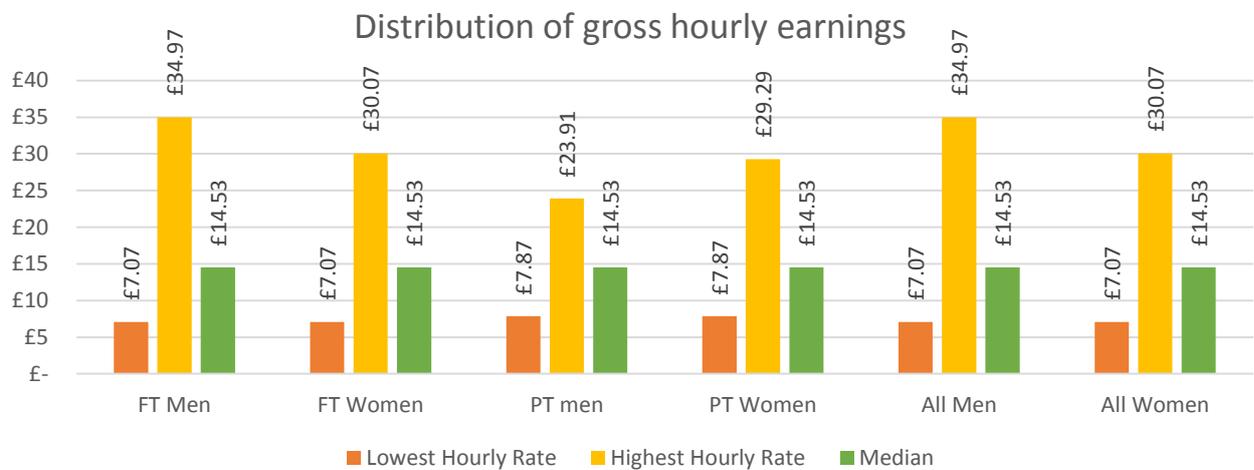
Of the 58% of staff who have self-disclosed, 3.8% identified as either a lesbian, a gay man, bisexual or other. Projecting this forwards to a 100% response rate, we would be 6.5% LGB or other which does not include the prefer not to say responses.

1.16 Welsh Language

We are currently in the process of asking all our staff to self assess their Welsh language spoken skills, which is a commitment in our Welsh Language Scheme. When completed this will give us an accurate picture, down to individual staff members, of our current Welsh language ability across the organisation. The information is required so that our organisation can plan and develop our bilingual skills resource in order to provide the best possible service to the public, as well as providing a bilingual working environment for staff.

Staff statistics graphical presentation

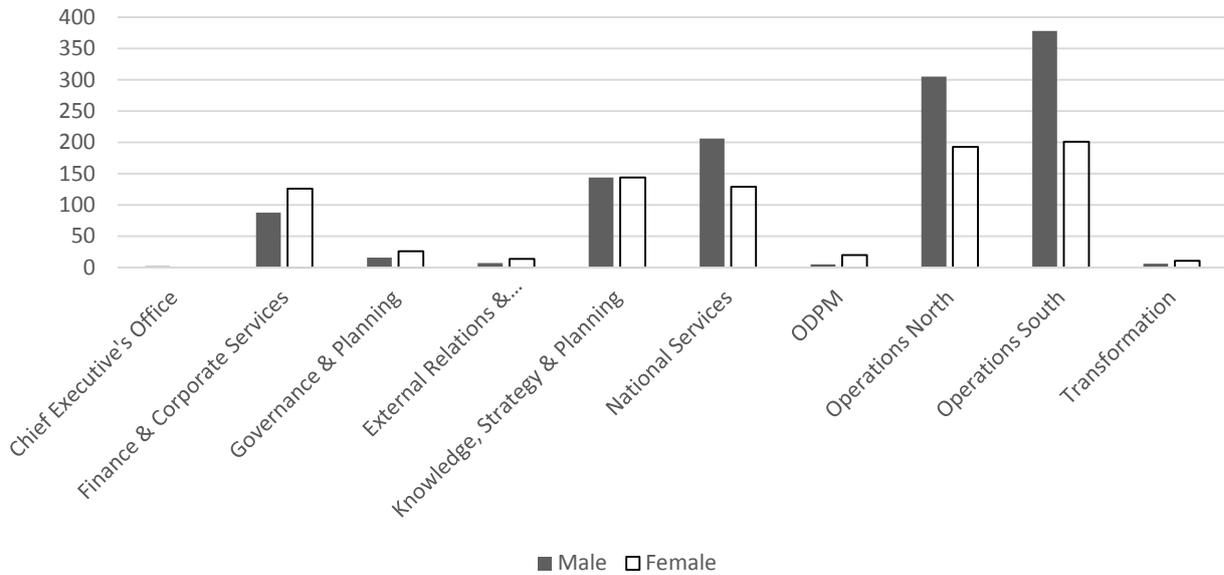
1.1 Gender Pay Gap



1.2 Gender by directorate

	Headcount	Male	Female
Chief Executive's Office	2	2	
Finance & Corporate Services	214	88	126
Governance & Planning	42	16	26
External Relations & Communications	21	7	14
Knowledge, Strategy & Planning	288	144	144
National Services	335	206	129
ODPM	25	5	20
Operations North	498	305	193
Operations South	579	378	201
Transformation	17	6	11
TOTAL	2021	1157	864

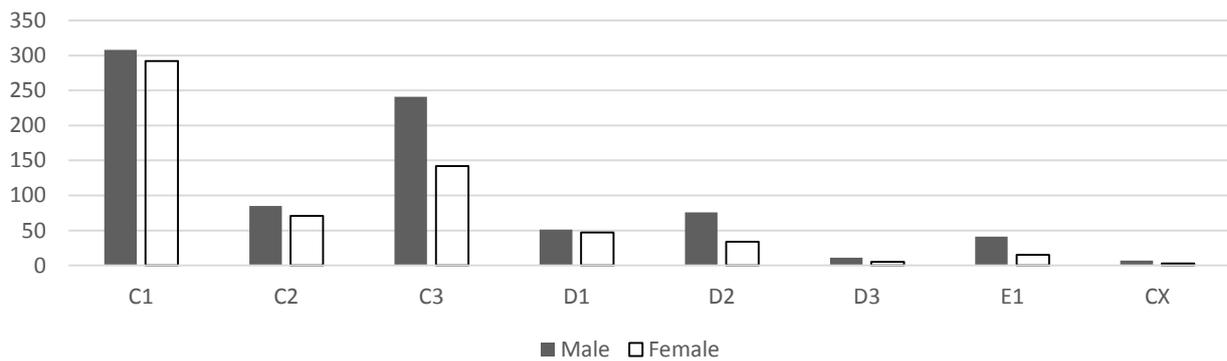
Gender by directorate



1.3 Gender by grade

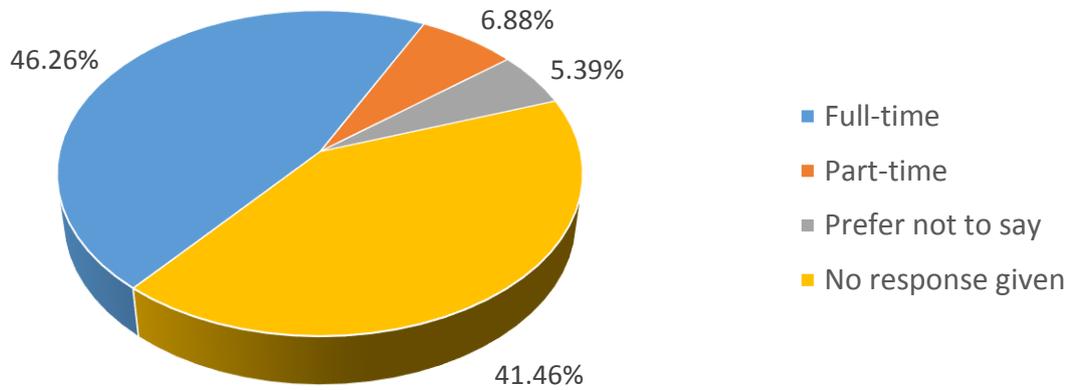
The graph below shows how our staff are split by both gender and grade. We have for ease of reading, grouped our legacy pay grades into NRW pay grades.

Gender split by grade

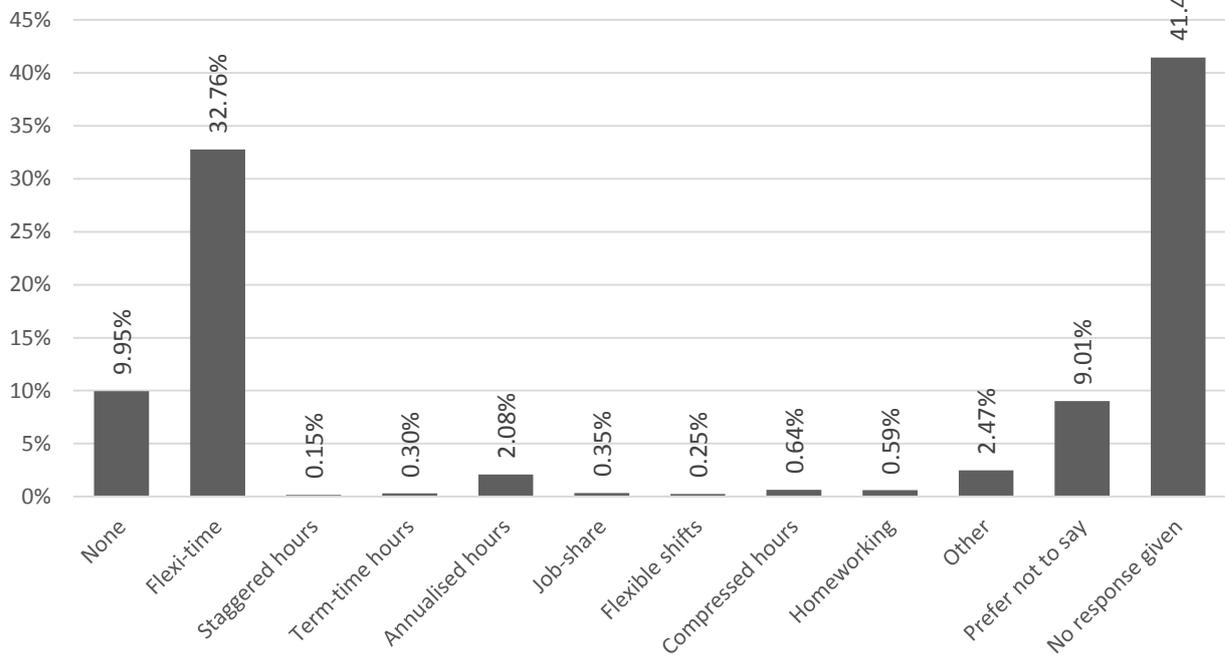


1.4 Working Patterns

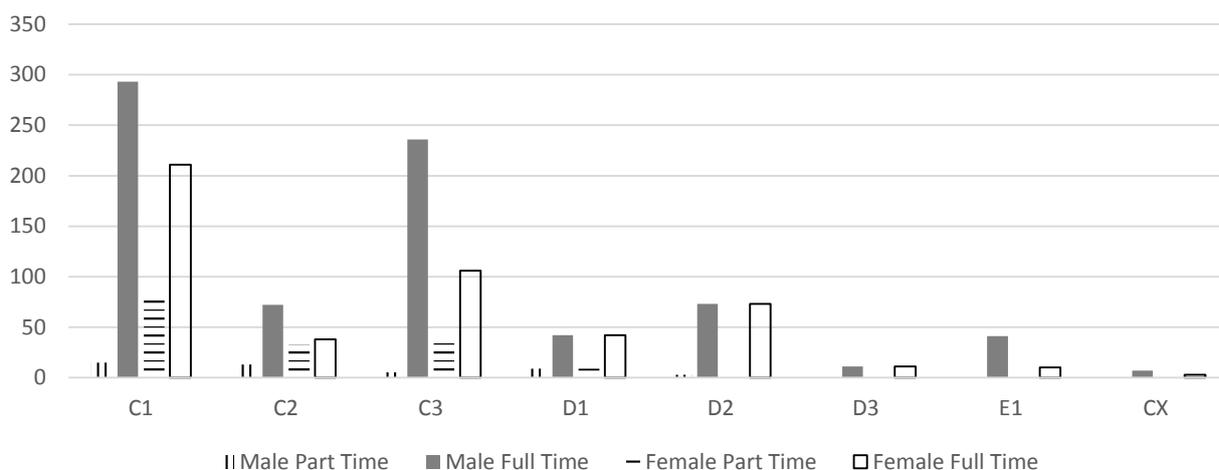
NRW Work Pattern % Breakdown



NRW Working Arrangements % Breakdown

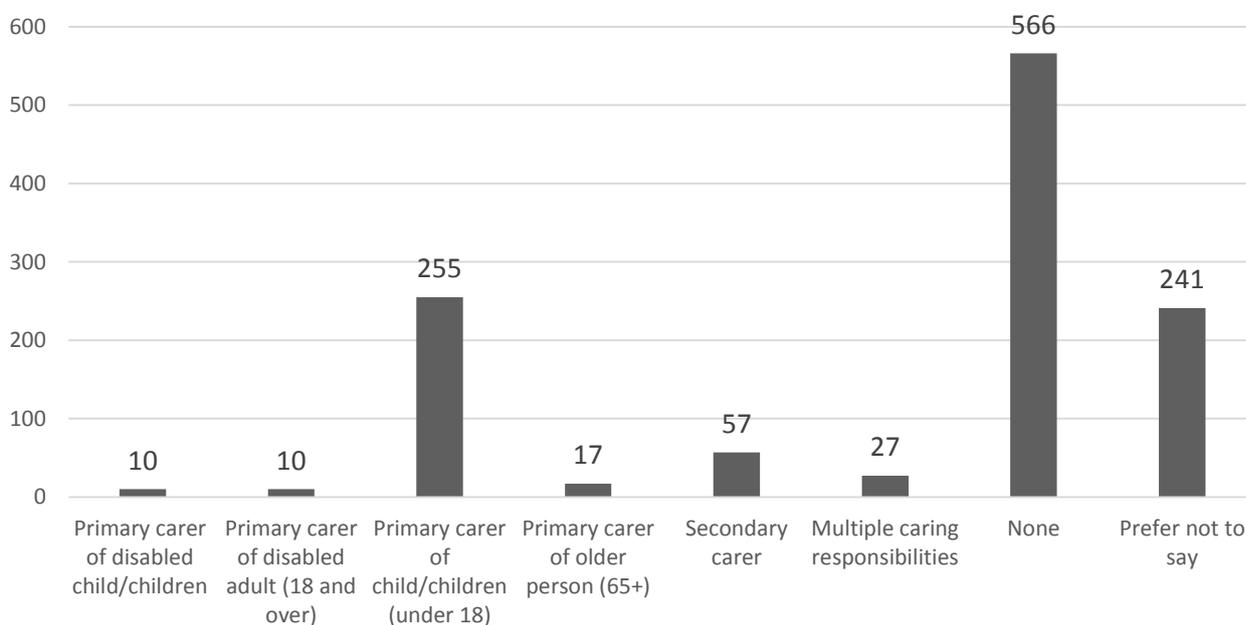


Breakdown of full time and part time by grade



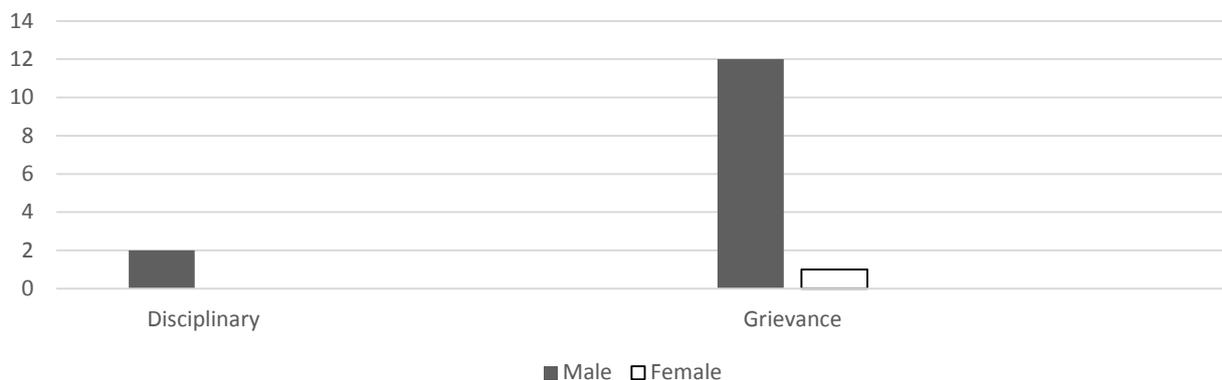
1.5 Caring responsibilities

NRW Breakdown of Staff with Caring Responsibilities



1.6 Grievance and Disciplinary

Grievances and Disciplinarys by gender



1.7 Leavers

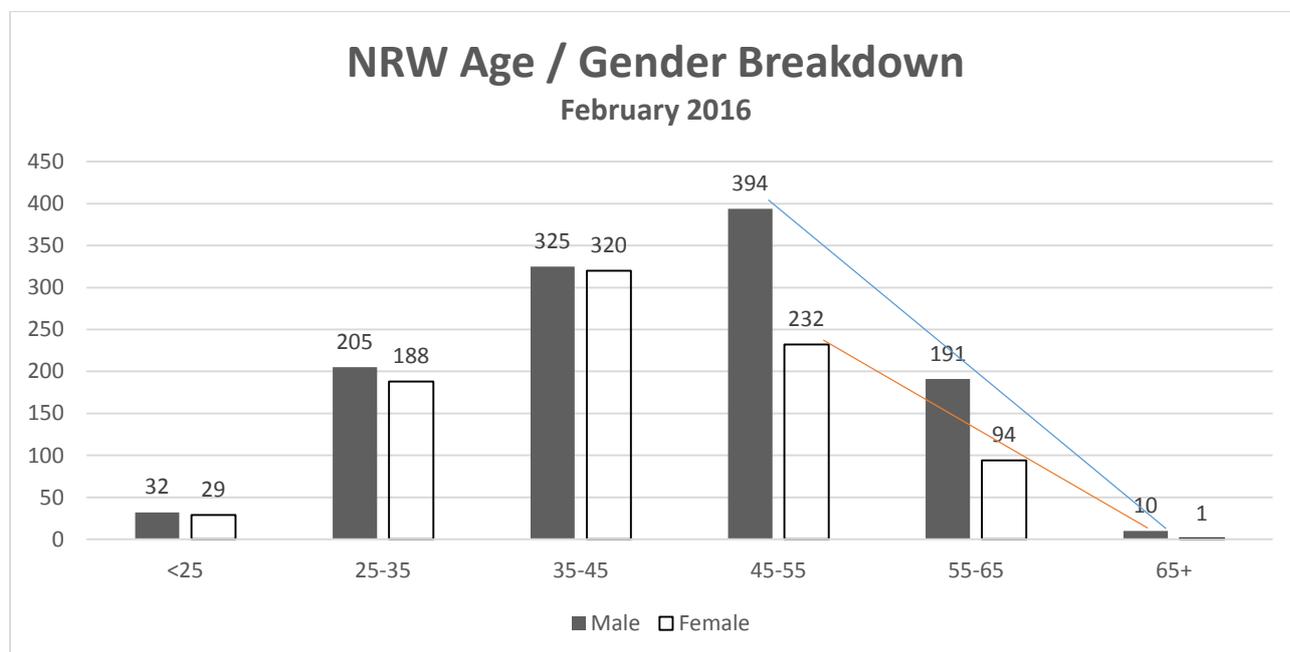
	No of Leavers	Male			Female			% Breakdown overall
		Total	PT	FT	Total	PT	FT	
Chief Executive's Office								
Finance & Corporate Services	89	62		62	27	3	24	35.32%
Governance & Planning	7	6	1	5	1		1	2.78%
External Relations & Communications	5	3		3	2		2	1.98%
Knowledge, Strategy & Planning	35	21	2	19	14	5	9	13.89%
National Services	34	21	3	18	13	2	11	13.49%
ODPM	2	1		2	1		3	1.18%
Operations North	42	18	5	13	24	16	8	16.67%
Operations South	34	17	1	16	17	3	14	13.49%
Transition Programme	1	1		1				0.40%
	249	152	12	139	99	29	72	100%

Reason for leaving

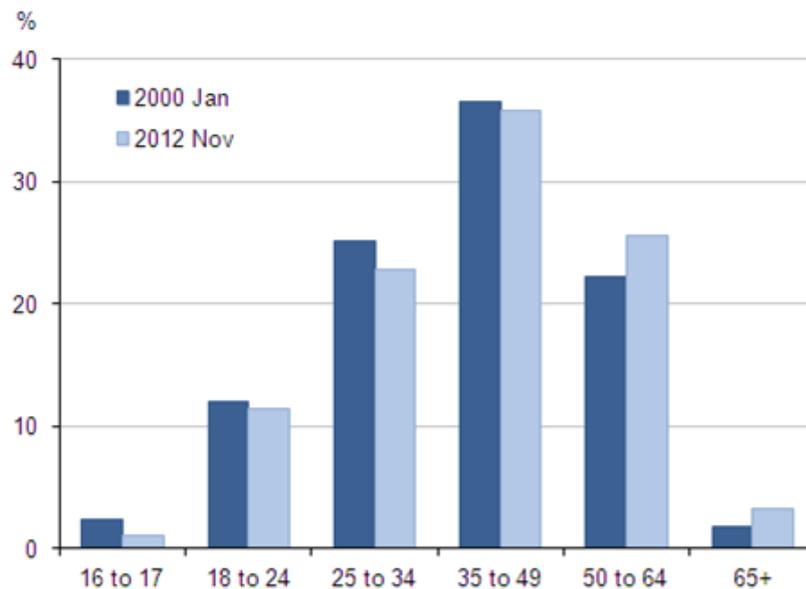
Dismissal	1
End of Fixed Term Contract	57
Ill Health Retirement - Tier 1	1
Non Salaried Leaver	126
Resignation	42
Retirement	13
Voluntary Exit	9
	249

1.8 Age

			<25	25-35	35-45	45-55	55-65	65+
Totals			61	418	645	626	284	11
Headcount	Male	1147	32	205	325	394	191	10
	Female	864	29	188	320	232	94	1
% Breakdown	Male	57.2%	1.58%	10.14%	16.08%	19.50%	9.45%	0.49%
	Female	42.8%	1.43%	9.30%	15.83%	11.48%	4.65%	0.05%



We have looked at the national averages and are satisfied that we are reasonably aligned.



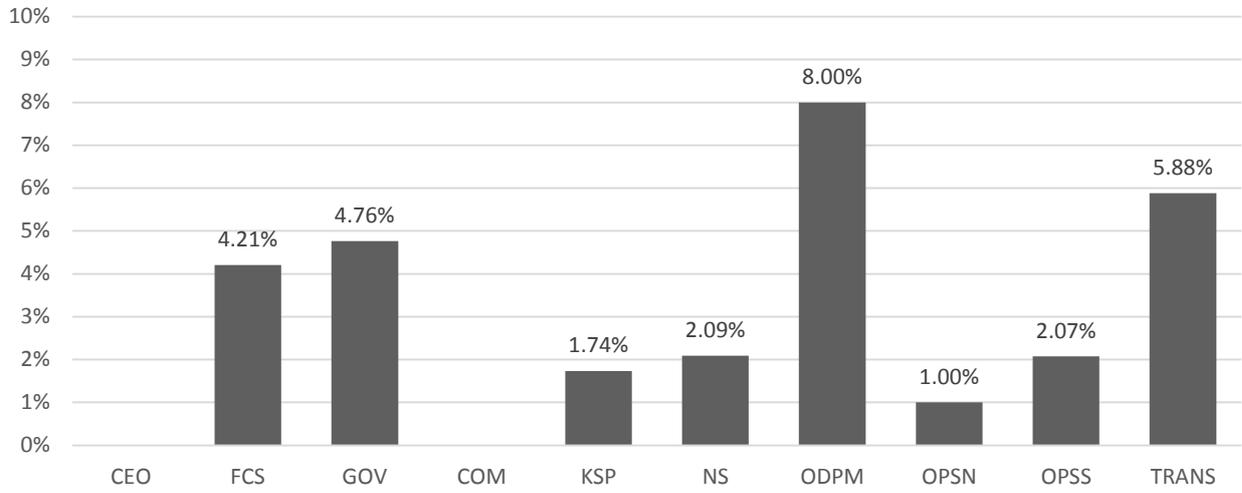
ONS Economic Review, February 2013 - Changing demographic characteristics of the labour market

1.9 Disability

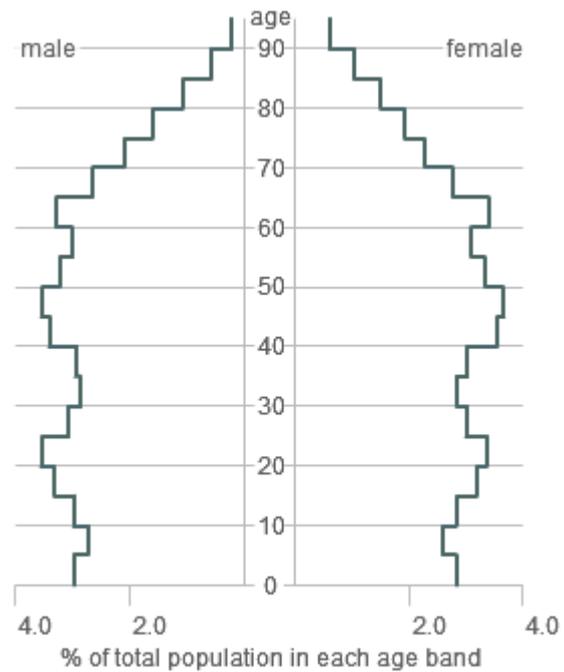
	Headcount	Disabled	Prefer not to say	No Response entered
Finance & Corporate Services	214	9	13	40
Governance & Planning	42	2	3	12
External Relations & Communications	21	0	0	5
Knowledge, Strategy & Planning	288	5	17	62
National Services	335	7	22	36
ODPM	25	2	3	1
Operations North & Mid	498	5	23	91
Operations South	579	12	56	57
Transformation	17	1	3	2
	2021	43 (2.13%)	61	306

The graph below shows how those who have disclosed a disability are split across our directorates.

% Breakdown of Disability within Directorates

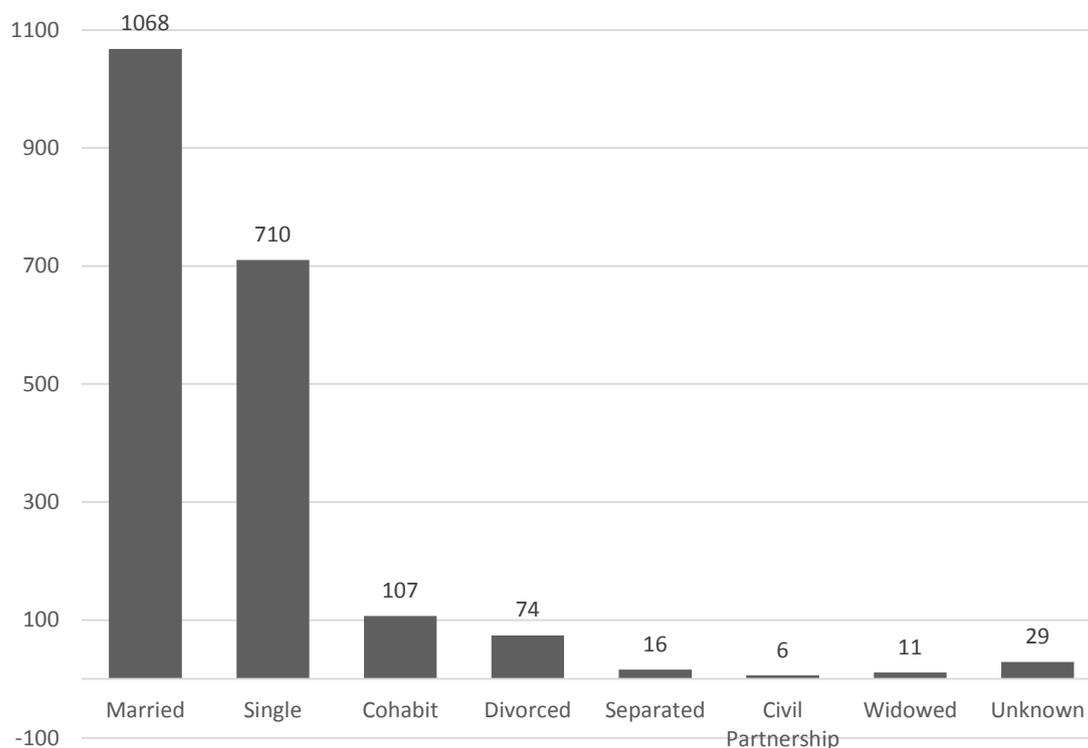


2011 census percentage of disability by age group in Wales



1.11 Marriage and Civil Partnership

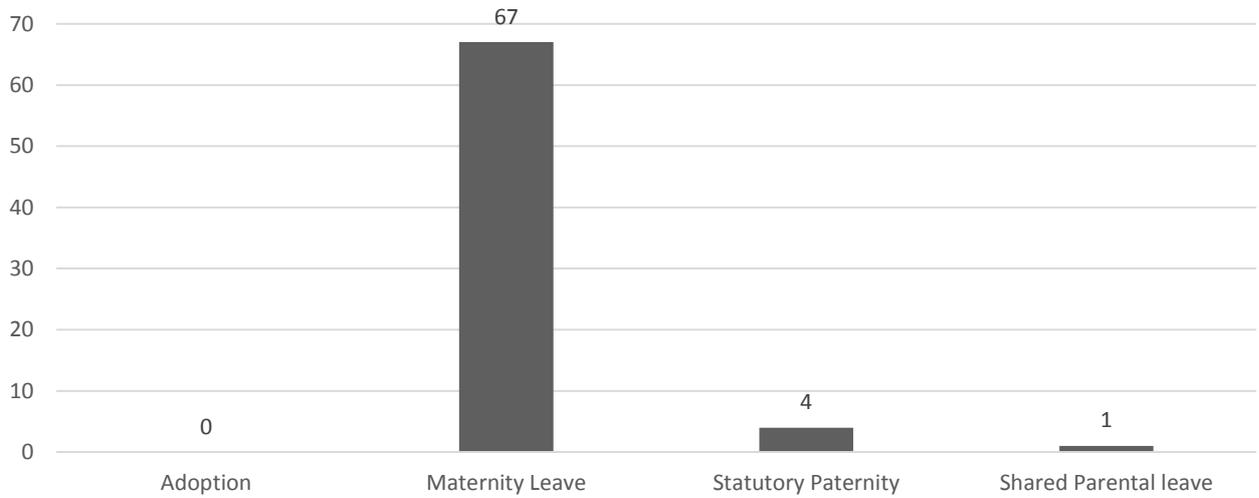
NRW Martial Status Breakdown



1.12 Pregnancy and Maternity

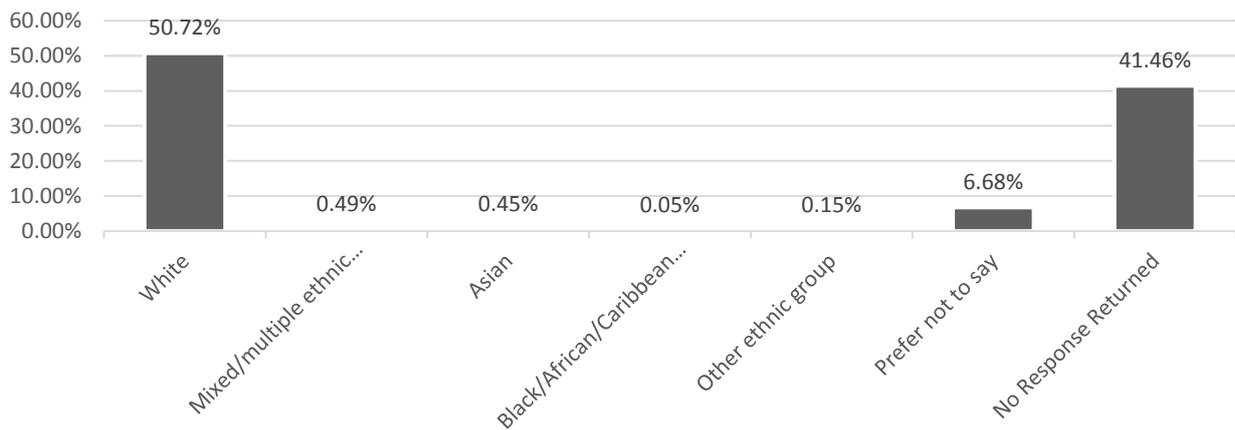
	Adoption	Maternity Leave	Statutory Paternity	Shared Parental leave
	0	67	4	1
Chief Executive's Office	0	0	0	0
Finance & Corporate Services	0	7	1	0
Governance & Planning	0	1	0	0
External Relations & Communications	0	3	0	0
Knowledge, Strategy & Planning	0	8	0	0
National Services	0	9	1	1
ODPM	0	2	0	0
Operations North & Mid	0	19	2	0
Operations South	0	17	0	0
Transformation	0	1	0	0
	0	67	4	1

NRW Pregnancy & Maternity



1.13 Race

NRW Ethnicity Breakdown



Gender / Ethnicity Analysis

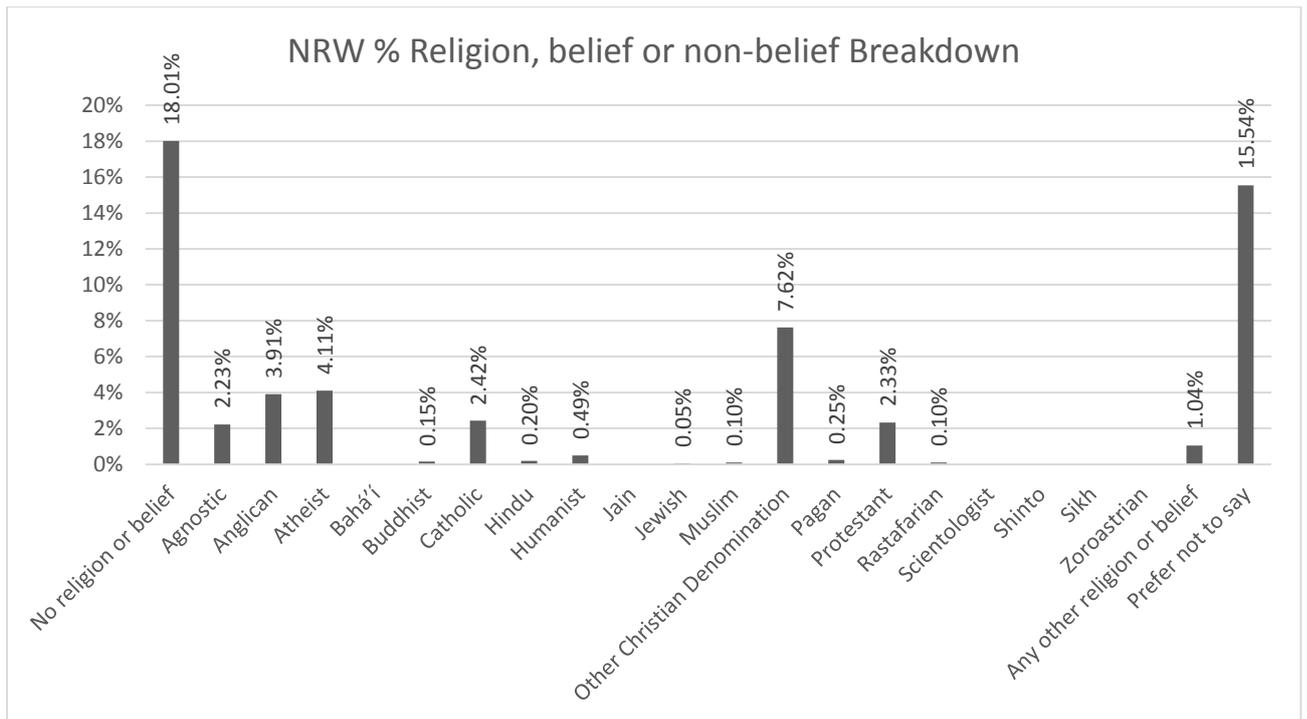
Ethnic Origin	Headcount	Male	Female	% Breakdown	
White :: Welsh	642	349	293	31.77%	
White :: English	255	134	121	12.62%	
White :: Scottish	20	6	14	0.99%	
White :: Northern Irish	3	1	2	0.15%	
White :: Irish	12	4	8	0.59%	
White :: Gypsy or Irish Traveller	0	0	0		
White :: Any other white background	93	45	48	4.60%	
Mixed/multiple ethnic groups :: White and Black Caribbean	3	1	2	0.15%	
Mixed/multiple ethnic groups :: White and Black African	0	0	0		
Mixed/multiple ethnic groups :: White and Asian	3	1	2	0.15%	
Mixed/multiple ethnic groups :: Any other mixed background	4	3	1	0.20%	
Asian/Asian British :: Indian	3	1	2	0.15%	
Asian/Asian British :: Pakistani	1	0	1	0.05%	
Asian/Asian British :: Bangladeshi	0	0	0		
Asian/Asian British :: Chinese	3	1	2	0.15%	
Asian/Asian British :: Any other Asian background	2	0	2	0.10%	
Black/African/Caribbean/Black British :: African	0	0	0		
Black/African/Caribbean/Black British :: Caribbean	1	1	0	0.05%	
Black/African/Caribbean/Black British :: Any other Black/African/Caribbean background	0	0	0		
Other ethnic group :: Arab	0	0	0		
Other ethnic group :: Any other ethnic group	3	2	1	0.15%	
Prefer not to say	135	76	59	6.68%	
No Response Returned	838	532	306	41.46%	
		2021	1157	864	100%

BAME Breakdown (based on number of staff who have completed a return)

1.94%

1.14 Religion or Belief / Non-Belief

	Headcount	Male	Female	% Breakdown
No religion or belief	364	195	169	18.01%
Agnostic	45	27	18	2.23%
Anglican	79	41	38	3.91%
Atheist	83	49	34	4.11%
Bahá'í				
Buddhist	3		3	0.15%
Catholic	49	25	24	2.42%
Hindu	4		4	0.20%
Humanist	10	6	4	0.49%
Jain				
Jewish	1		1	0.05%
Muslim	2	1	1	0.10%
Other Christian Denomination	154	85	69	7.62%
Pagan	5	1	4	0.25%
Protestant	47	24	23	2.33%
Rastafarian	2	2		0.10%
Scientologist				
Shinto				
Sikh				
Zoroastrian				
Any other religion or belief	21	13	8	1.04%
Prefer not to say	314	156	158	15.54%
No Response entered	838	532	306	41.46%
	2021	1157	864	100.00%

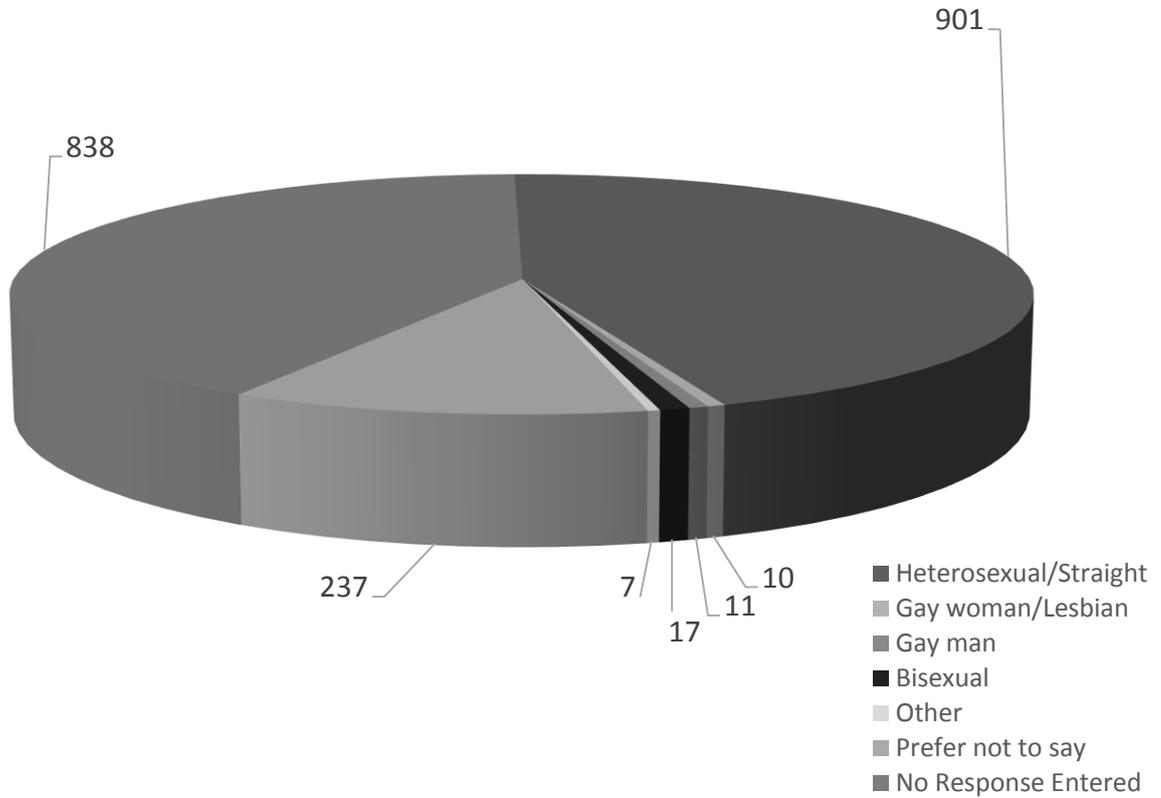


Graphical representation of religious breakdown omitting nil responses

1.15 Sexual Orientation

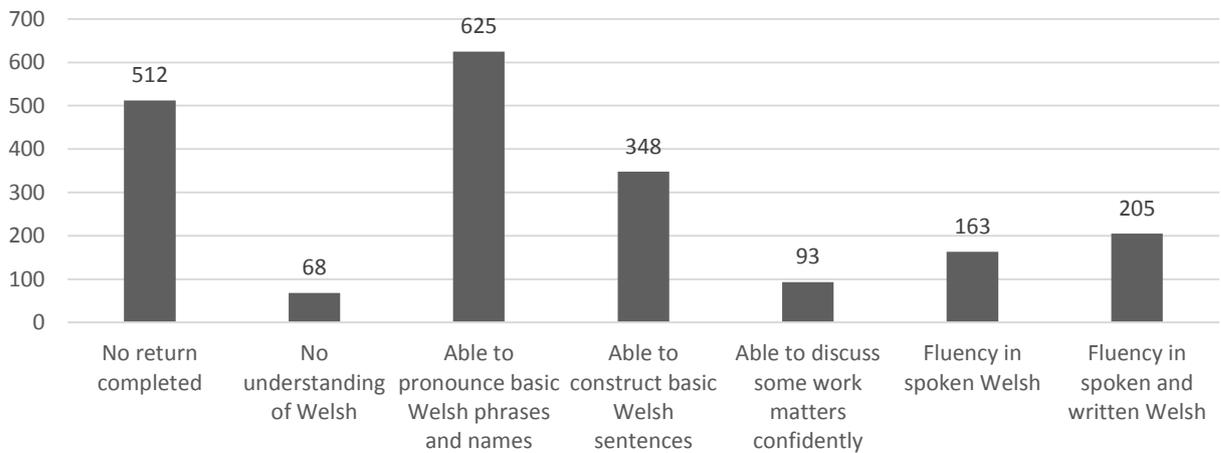
	Headcount	% Breakdown
Heterosexual/Straight	901	44.58%
Gay woman/Lesbian	10	0.49%
Gay man	11	0.54%
Bisexual	17	0.84%
Other	7	0.35%
Prefer not to say	237	11.73%
No Response Entered	838	41.46%
	2021	100.00%

Sexual Orientation Breakdown



1.16 Welsh Language

NRW Welsh language Level breakdown



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