



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

# Equality, Diversity and Inclusion

End of year update 2018/19

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## Strategic Equality Plan (SEP) 2015 to 2020

1. We published our first SEP in 2015, following wide public engagement and consultations. As the regulations came into effect in 2012, other bodies had published at that time and carried out their first four yearly reviews in 2016. As NRW was not established until 2013 it meant that NRW is one year out of sync with others who will publish their next SEPs in 2020.
2. Following advice from the Equality and Human Rights Commission (EHRC) in September 2018, a paper was agreed by our Executive Team to extend our current [Strategic Equality Plan](#) (SEP) by one year to 2020. This action has now synchronised us with other organisations and allows us to work more collaboratively as we re-consult the population of Wales on our next plan.
3. Our Executive Team unanimously approved the recommendation and the current SEP had a final internal review (as advised by the EHRC) and has been re-dated as 2015 to 2020 throughout the documentation.

## Equalities Action Plan 2018 to 2019

4. Our 2018/19 Equalities Action Plan, which supported and helped to deliver our Strategic Equality Plan, healthy challenges, especially during a time of major change. A full update on progress that has been made with the plan can be found on our website.

## Equalities Action Plan 2019 to 2020

5. Our new Equalities Action Plan for 2019 to 2020 continues to support the final year of our current SEP and sets measurable challenges to the organisation as our new structures are put into place. A copy of the plan can be found on our website.

## Self-disclosure

6. Our self-disclosure rates throughout the year have remained consistently high and we have an organisational average of over 70%. Self-disclosure in this context is where our staff record their protected characteristic information such as disabilities, sexual orientation and religion.
7. This data has helped inform our decision making by explaining the diverse make-up of Natural Resources Wales. We are still under represented in certain areas compared to ONS statistics and have reviewed our

recruitment advertising as a result to encourage the minority groups identified beyond the traditional disability references.

8. We will continue to encourage completion to maintain or exceed the current disclosure rates and Samantha Carpenter (Equalities Senior Advisor) is able to identify individuals who have not yet disclosed. We do however remember that protected characteristic self-disclosure is a voluntary process and that the information we gain needs to be treated as highly confidential.

### Self-Disclosure Completion Returns 21 February 2019

	Completed EDI Return	Not Completed EDI Return	Total	% Completed EDI Return	% Not Completed EDI Return
<b>NRW</b>	<b>1413</b>	<b>526</b>	<b>1939</b>	<b>72.9%</b>	<b>27.1%</b>
CEO	2		2	100.0%	
TRANSFORMATIONS	13		13	100.0%	
COMMUNICATIONS	38	2	40	95.0%	5.0%
GOVERNANCE	15	1	16	93.8%	6.3%
FINANCE	197	45	242	81.4%	18.6%
OPERATIONS SOUTH	445	122	567	78.5%	21.5%
EPP	326	130	456	71.5%	28.5%
OPERATIONS NORTH	377	226	603	62.5%	37.5%

## Stonewall Workplace Equality Index

9. In September 2018, we entered our 6<sup>th</sup> submission to the Stonewall Workplace Equality Index (WEI). The index benchmarks us against other organisations in the United Kingdom and covers ten key areas which we apply equally across all protected characteristics and not just lesbian, gay, bisexual and/or transgender (LGB&T) people.
10. To complete the submission we worked collaboratively across our organisation with members of staff from Organisational Development & People Management, Procurement, Communications and Calon (the NRW LGBT+ staff network).

11. Guided by the best practice examples in the WEI question set, we have reviewed a number of key policies to ensure they are fully inclusive; in particular to same-sex couples and non-binary or intersex people. We have also published a series of transgender ‘Quick Guides’ for those who have a protected characteristic, their colleagues, managers and HR professionals.

### Our Stonewall WEI history

#### Summary of NRW’s Stonewall WEI journey

WEI Year	NRW Ranking	Number of UK Participants	NRW’s position
2014	296	369	-----
2015	238	397	↑ 58
2016	160	415	↑ 78
2017	184	439	↓ 24
2018	132	433	↑ 52
2019	152	445	↓ 20

12. Whilst we recognise that our 2019 result has dropped by 20 ranking places, we are still up 144 places since we joined the index. We have made good progress as an organisation and we are placed 14<sup>th</sup> out of 37 government sector organisation.

### Organisational Design

13. With the new Chief Executive in post, and a strong appetite to move forward, we are looking to create an excellent organisation which delivers for customers and communities and has established an internal culture that promotes a happy and productive workforce. We are developing our long-term Vision and Corporate Strategy, we are refreshing our values and as such now the timing is perfect to build a new organisation in terms of its design, values and its ways of working.

### Accessible Questionnaires

14. In total during the Organisation Design formal staff consultation, 93 members of staff accessed the consultation response survey via the accessible link. To ensure that the survey was as accessible as possible to colleagues using a variety of assisted user software, two versions of the questionnaire were developed and published.

15. One version with graphics, a variety of different question styles and dynamic routing; and an accessible version which contained a link to a text-only version of the questionnaire.
16. The accessible version contained simplified question styles, including drop-down boxes and open-ended questions that are more able to be read by screen readers and navigated and completed by voice-activated software. In addition, label texts were fully annotated within the survey for screen readers and images such as logos had full Alt text descriptions included for screen readers. Added to this, the need for mandatory response formatting of responses was removed to help minimise issues for screen readers. The accessible version was published to W3C accessibility standards, and included the publication of a plain text version (accessible via a link in the survey) which did not contain any colours, images nor dynamic routing.
17. In addition, a PDF version of the questionnaire was produced which could be printed out and completed for users that preferred to complete on paper. This was supported by a dedicated hand over network of Executive Assistants and Personal Assistants for each Directorate which once a questionnaire was received, it was then sent for logging and consideration.
18. This approach required careful arrangements daily testing and proofing along with the invaluable involvement of dedicated colleagues and experts to make the survey as accessible as possible for our staff.
19. In addition, in consultation with colleagues, the Transformation Portfolio Office developed monochrome organogram structures to allow for those effected by colour blindness to help make use of the structure charts whilst retaining full functionality to the relevant Role Descriptions. To support the Formal Consultation, the use of the Organisation Design Inbox allowed colleagues to pose questions, feed into the process or seek clarity to questions, allowing a further route for engaging with the process for all.
20. Furthermore, the Organisation Design Equality Impact Assessment (EqIA) was completed, ready for the launch of the Formal Consultation. The EqIA plays a crucial part in ensuring that there is no bias in the process, and that the nine protected characteristics are properly accounted for in the design, but also in ensuring that there is a balanced outcome in the opportunities afforded to all colleagues as NRW moves to the new structure.

## Accessible flood defences at Brecon



21. Work to improve access over a ramped flood defence was completed in October 2018. The project was planned by Adrian Jones of Technical Support South East. The defence, with its steep gradient, did not conform to current guidelines and proved difficult for users of wheelchairs and mobility scooters. A meeting with the Brecknock Disability Access Group was then held to get some feedback and its members hailed the changes a great success as recreational areas around Brecon Flood Scheme are now accessible to those with limited mobility.

## Mentoring

22. Nadia De Longhi of Operations South management team is taking part in Chwarae Teg's mentoring scheme as part of their Women's programme, developing a relationship with a mentee in Welsh Water. Comment from the mentee as follows: *"I have joined the mentoring scheme which has been invaluable in providing me with support and guidance I needed in the first few months of my first line management role; building my confidence, offering skills and guidance to deal with conflict and when conducting performance management reviews. As a result of the Mentoring Scheme, I feel I am now able to confidently manage a team, converse with confidence at Senior Management and Director level and extend my Networking opportunities which can only have a positive impact on career development."*

## Disability Confident Employer

23. In May 2018, we successfully completed our self-assessment exercise and as a result, The Department of Works and Pensions have re-accredited NRW as a Disability Confident Employer until 27 May 2020.



24. The self-assessment was carried out by Samantha Carpenter (Equalities Senior Advisor) and looked at aspects of our recruitment and retention practices for people with a disability.



### 'Two Ticks' guaranteed Interview Scheme

25. During the 2018 calendar year we continued to be 100% compliant with our 'Two Ticks' guaranteed interview scheme where applicants who declare themselves as disabled, in line with the Equality Act 2010 definition, and meet the minimum criteria for the role applied for are automatically invited to interview.
26. Externally we received applications from 903 people of which 33 (3.7%) people requested a guaranteed interview. 17 of those were invited to interview and the remaining 16 did not meet the minimum criteria.
27. Internally we received applications from 384 people of which 12 (3.1%) people requested a guaranteed interview. 9 of those were invited to interview and the remaining 3 did not meet the minimum criteria.

## Equality Policies

28. As a part of the Workplace Equality Index work, we reviewed our key policies to ensure that the language used is fully inclusive of all of our staff. For instance, ensuring the adoption policy is inclusive of same-sex couples and avoids examples of 'he/she' by replacing this with non-gendered terms like 'they' or 'them'.
29. We have created and published a series of [Transgender Quick Guides](#) on our intranet aimed at trans people, their managers, our HR professionals and colleagues. These guides are complimentary to our policies and use more conversational language.
30. Policy review is an ongoing process and work will continue to ensure that they, and any new policies, are worded and applied in an inclusive manner.



# Diversity in Social Media 2018

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DAYS NOTED: 7

- International Women's day
  - Trans day of Visibility
  - Lesbian day of Visibility
  - International day against Homophobia Biphobia and Transphobia
  - Pride
  - Bisexual day of Visibility
  - Trans day of Remembrance
- 

38,508  
PEOPLE  
REACHED



635  
Comments &  
Shares

---

558 Likes



295 Love Reactions



480 Retweets



24 Profile visits



## Gender Pay Gap at 31<sup>st</sup> March 2018

31. We have repeated our Gender Pay Gap analysis for 2018 and have reported that our headline figure is now 4.8%. In the UK, the pay gap has fallen from 10.5% in 2011 to 8.6% in 2018 (ONS), but remains positive in value – meaning that on average men are paid more than women.

### Summary of NRW's Gender Pay Gap

31 <sup>st</sup> March of	Gender Pay Gap	Difference
2016	7.8%	-----
2017	5.5%	↓ 2.3%
<b>2018</b>	<b>4.8%</b>	↓ <b>0.7%</b>

32. Our data has gone live on the Gov.UK [Gender Pay Gap Service](#) as well as our own website pages in line with legislation and includes a breakdown of the number of females and males by quartile.

	No of Employees	
	Male	Female
Upper	<b>293</b>	177
Upper Middle	<b>288</b>	183
Lower Middle	229	<b>242</b>
Lower	<b>256</b>	215

## Recreation, Education, Health and Well-being

### Embedding training on Equality and Diversity and inclusive (EDI) access to the outdoors

33. The Sensory Trust were commissioned in early 2018 to run three EDI training events across Wales for NRW site based staff with a recreation remit keeping staff up to date on best practice. The training was well received and we are now working on developing a training programme for all visitor facing and Natural Resource Management policy staff with a recreation remit so that it is available to wider staff.

### Developing an inclusive information approach for disabled visitors to the outdoors

34. We are working with a charitable organisation called Experience Community to develop innovative visual forms of information about more

challenging barrier free trails. This approach should enable people to make informed decisions about whether a trail is suitable for them and their equipment before setting out.

35. By giving users confidence, we are contributing to an increase in participation among often excluded groups of people. We are piloting the approach on selected NRW sites and looking at costed options for visual information from phototrails to various forms of video footage which shows visitor path surfaces, widths, gradients as well as points of interest – this will be designed to add value to the text information we provide.
36. Expanding opportunities for people with disabilities to enjoy the outdoors in more challenging environments compliments the work we do to promote shorter accessible routes on NRW owned and managed land.

#### Places to visit for all abilities

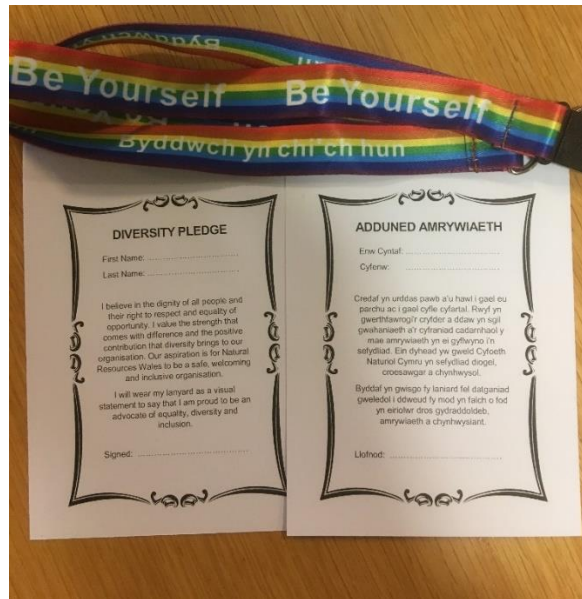
37. Many of NRW's National Nature Reserves and woodlands have accessible trails and visitor centres which we promote on our website. There is now a page which shows where these are according to geographical region:  
<https://naturalresources.wales/days-out/things-to-do/all-ability-activities/?lang=en>
38. Garwnant has featured in the latest edition of the Rough Guide to Accessible Britain and we hope that we will have more of our sites added in future editions.

#### Customer Service

39. Earlier this financial year we offered two training places to our Customer Contact Centre (CCC) staff which was provided by Stonewall Cymru entitled [Inclusive Service Delivery](#).
40. The one-day programme is a workshop delivered by Stonewall's Information Service for organisations in Wales with service delivery obligations. The workshop was developed for staff in front-line or other relevant advisory or information giving roles and aims to inform the work we are doing to provide inclusive services and to empower staff to take actions to implement good practice.
41. Following the success of this training, which has now been passed on to others in the CCC team, we have hosted a similar workshop at our Bangor office for our ICT staff who deal with internal customers.

## Be yourself lanyards

42. In late 2018, we obtained a number of diversity lanyards that have been produced bilingually with the words 'Be Yourself' written on them. By encouraging staff to wear these, we can create an even more visible statement that NRW is fully supportive of our equality, diversity and inclusion commitments. These were launched at the #TeamNRW day in Aberystwyth in October.

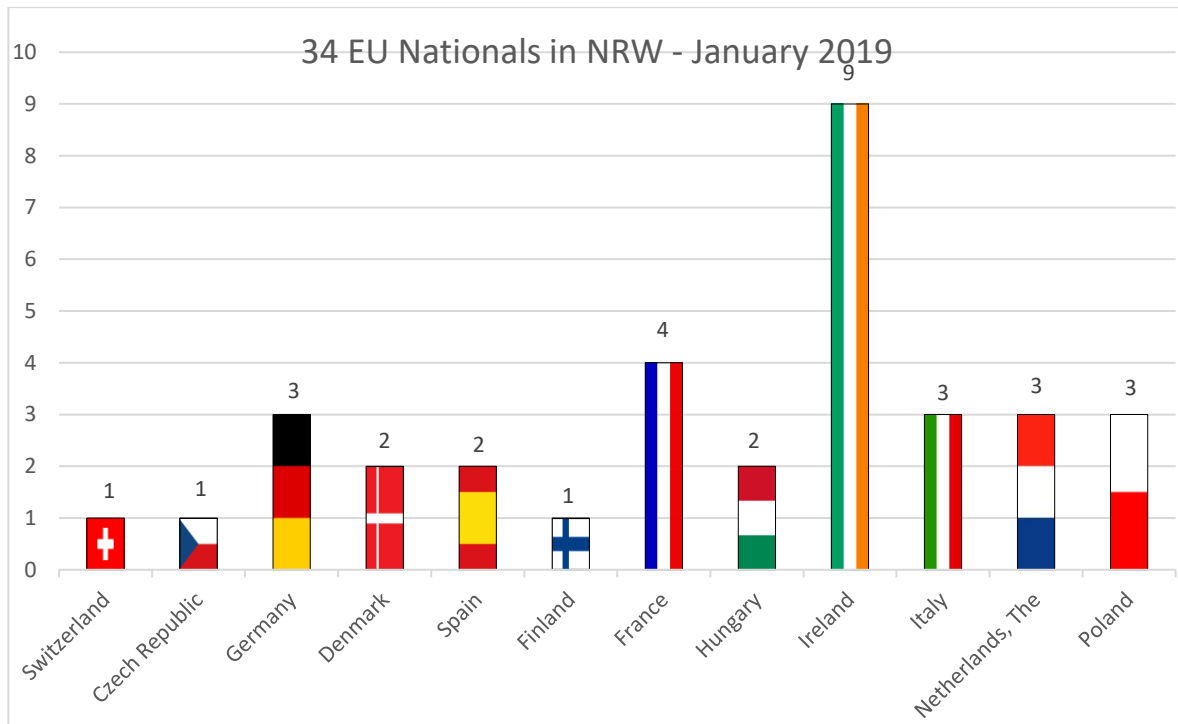


## Staff Networks

43. Our staff networks continue to be active and healthy. As an organisation we continue to be productively challenged over issues that occasionally arise. An example of this is our continued joint working with the Gender Equality and Women's Network on our gender pay gap.
44. In late October 2018 we held our first #TeamNRW day in Aberystwyth. A day about making Natural Resources Wales an organisation we can all be proud of...where we feel like we all belong and together, making a difference to the environment and people of Wales.
45. Our staff networks had places in the '#TeamNRW market-place' on the day and engaged face-to-face with our people who had the opportunity to learn more about what our staff networks get involved in and how to get involved more themselves.

## EU Nationals and Brexit

46. Whilst not an 'officially recognised' staff network; our EU National members of staff who may be affected by Brexit have created a social media Yammer group for mutual support and discussion as details of Brexit become clearer.
47. NRW are actively looking at ways in which we can support this group more and have already taken the initiative to discuss the topic of settlement fees with Welsh Government. These fees have subsequently been scrapped (Jan 2019). We also researched guidance from Gov.UK and made this available via a dedicated intranet page and actively engage with staff through the EU Nationals Yammer group.



## Assisted User Group (IT and Telephony)

48. 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. The network meets on a "as and when needed" basis, and have a group set up on Yammer for users to be able to ask questions or to get resolutions to problems they may be having.

49. This staff network is key to ensuring our systems are usable by all staff and shares best practices with user group members and regularly user-tests newly proposed systems on behalf of the organisation.

### **Christian Fellowship**

50. Throughout 2018 the network worked through a bible study series called 10+, which looks at each of the Ten Commandments. These studies help to focus on three aspects; faith, honesty and love. The studies deal with real life issues, breaking down barriers and helping people to become honest with each other.
51. Network members feel they are fortunate to be in a workplace that understands and encourages diversity. Since the creation of the Christian Fellowship, members have been working to create an inclusive place where staff can feel safe, participate in discussions about the life and teachings of Jesus and feel supported in prayer.

### **Dementia Friends**

52. Our mission continues to become a dementia friendly organisation and the Alzheimer's Society remain pleased with our progress.
53. Throughout the year, we have delivered further dementia friend information sessions for staff, grown the Dementia Friends yammer membership and had fun celebrating cupcake day and elf day to raise awareness and funds for dementia research. We are also publishing a series of intranet pages around natural resources and health, including a section on healthy ageing which references dementia, to inform and support our staff attending relevant PSB and other partner discussions.
54. Externally we have continued our work at the Spirit of Llynfi Woodland, as well as leading two new dementia friendly projects on behalf of Cardiff PSB. These are developing an enclosed circular walkway at Bute Dock East incorporating part of the Wales Coastal Path that NRW manages at this location, and reviewing facilities such as waymarking, seating and information boards at Cosmeston Lakes Country Park. Both are due for completion by the end of March 2019.
55. For our third and final year of accreditation we will continue to review our visitor centre facilities to make sure that we offer a welcoming environment for visitors living with dementia, alongside other access considerations. We are also looking at how best to share our dementia



friendly learning with other partners, to build on our ambition for excellence in this area.



### Gender Equality and Women's Network

56. A key area of work for the Gender Equality and Women's Network is to assist NRW in finding new ways to explore our gender pay gap. It is heartening to see the gap closing year on year but we still need to explore further to identify underlying reasons to help with new ideas where we can to further address disparity.

### Calon, the LGBT+ Staff Network

57. Our Lesbian, Gay, Bisexual and Transgender (LGBT) Network has rebranded and is now known as 'Calon' (Heart in English). The decision to make this change was to make a more solid brand for the network which as a result, saw a re-launch and membership drive in May 2018 to coincide with IDAHOBiT (International Day against Homophobia, Biphobia and Transphobia). Members also worked on our Stonewall Workplace Equality Index submission and have collaborated widely across NRW to obtain the required evidence. This work has also helped spread awareness of the network and its purpose. Alongside the written submission, there was a staff survey which gave all of our people, regardless of sexual orientation or gender identity, an opportunity to say to Stonewall how they feel about inclusivity in NRW.

58. In 2018 we took part in the Pride Cymru parade during the weekend's celebrations in Cardiff for the first time in our own right, with representatives from several different areas of the organisation participating.



Flags left to right: Transgender, Bisexual and Asexual



59. As a part of the 'marketplace' networking sessions at the #TeamNRW day last October, the network conducted another membership drive in an attempt to involve more LGBT+ staff and allies. A challenge for the network has been to engage staff in getting involved with the network in addition to their 'day jobs'.

### Muslim Staff Network

60. Since launching the NRW Muslim Network we have received a lot of positive feedback which has driven us to want to push the network further and do some exciting things in the next several months which will show our stakeholders that NRW is diverse, is an equal opportunities employer and values staff regardless of their religious background.

61. In 2018 we took a small group to a local Mosque which ran a project called 'Come Dine with Us' where NRW employees received a tour of a Mosque, gained a brief understanding of Islam, heard the Adhan (call to prayer) and then got to break the fast with food in the month of Ramadan.



NRW staff visit a local Mosque

62. Since opening our prayer/contemplation room in Ty Cambria, Our Llandarcy office following suit. We hope, where space allows, other offices will do the same with the help of the local facilities teams.

## Age Analysis

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
<b>&lt;25</b>	26	1.3%	↓	61	3%	↑	48	2%	↑	47	2%	↓	57	3%	↑	56	3%	↓
<b>25-35</b>	351	17%	↓	393	19%	↑	354	19%	↓	337	18%	↓	345	18%	↑	329	17%	↓
<b>35-45</b>	635	31%	↓	646	32%	↑	606	32%	↓	596	32%	↓	596	31%	→	582	30%	↓
<b>45-55</b>	632	31%	↑	626	31%	↓	594	31%	→	594	32%	→	596	31%	↑	628	32%	↑
<b>55-65</b>	347	17%	↑	284	14%	↓	253	13%	↓	264	14%	↓	291	15%	↑	324	16%	↑
<b>65+</b>	29	1.4%	↑	11	0.5%	↓	10	0.5%	↓	11	0.6%	↑	17	0.9%	↑	20	1%	↑

## Disability Analysis

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
No	30%			49%		↑	55%		↑	56%		↑	61%		↑	64%		↑
Yes	1.9%		↓	2.1%		↑	2.5%		↓	2%		→	2.9%		↑	3.3%		↑
Prefer not to say	68%		↑	48%		↓	41%		↓	41%		↓	36%		↓	35%		↓
Forecast of Disabled staff assuming 100% return	5.8%			3.6%		↓	3.8%		↑	4.2%		↑	4.57%		↑	4.63%		↑

## Gender Analysis

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
Male	1163	57.6%	→	1157	57.2%	↓	1065	57.1%	↓	1055	57.1%	→	1071	56.3%	↓	1079	55.6%	↓
Female	857	42.4%	→	864	42.8%	↑	800	42.9%	↑	794	42.9%	→	831	43.7%	↑	860	44.4%	↑
Female in Leadership Roles	19	28%	↑	18	27%	↓	17	30%	↑	9	29%	↓	11	36.7%	↑	10	34.5%	↓

## Sexual Orientation Analysis

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
% of Workforce identifying as LGB				45	2.2%		42	2.3%	↑	39	2.1%	↓	42	2.2%	↑	47	2.4%	↑
Heterosexual/Straight				901	45%		938	50%	↑	944	51.1%	↑	1058	55.6%	↑	1101	56.8%	↑
Gay woman/Lesbian				10	0.49%		10	0.54%	↑	10	0.54%	→	13	0.68%	↑	15	0.77%	↑
Gay man				11	0.54%		10	0.54%	→	9	0.49%	↓	10	0.53%	↑	11	0.57%	↑
Bisexual				17	0.8%		15	0.8%	↓	12	0.6%	↓	9	0.5%	↓	11	0.6%	↑
Other				7	0.3%		7	0.4%	↑	8	0.4%	→	10	0.5%	↑	10	0.5%	→
Prefer not to say				1075	53%		885	47%	↓	866	46.8%	→	802	42.2%	↓	791	40.8%	↓
Forecast of LGB staff assuming 100% return				4.8%			4.2%		↓	4.0%		↓	4.00%		→	4.04%		↑

## Marital Status Analysis

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
<b>% Workforce Married or in Civil Partnership</b>				1074	53.1%		998	53.5%	↑	992	53.7%	↑	998	52.5%	↓	1024	52.8%	↑
<b>Married</b>				1068	52.8%		995	53.4%	↑	989	53.5%	↑	993	52.2%	↓	1017	52.4%	↑
<b>Single</b>				710	35.1%		656	35.2%	↑	644	34.8%	↓	682	35.9%	↑	679	35.0%	↓
<b>Cohabit</b>				107	5.3%		98	5.3%	→	98	5.3%	→	110	5.8%	↑	117	6.0%	↑
<b>Divorced</b>				74	3.7%		63	3.4%	↓	65	3.5%	↑	67	3.5%	→	76	3.9%	↑
<b>Separated</b>				16	0.8%		17	0.9%	↑	17	0.9%	→	14	0.7%	↓	13	0.7%	→
<b>Civil Partnership</b>				6	0.3%		3	0.2%	↓	3	0.2%	→	5	0.3%	↑	7	0.4%	↑
<b>Widowed</b>				11	0.5%		5	0.3%	↓	5	0.3%	→	4	0.2%	↓	4	0.2%	→
<b>Unknown</b>				29	1.4%		28	1.5%	↑	28	1.5%	→	27	1.4%	↓	26	1.3%	↓

## Pregnancy & Maternity Leave

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
<b>% of staff on Maternity Leave</b>	37	1.83%		36	1.78%	↓	25	1.34%	↓	33	1.78%	↑	30	1.58%	↓	25	1.29%	↓

## Ethnicity (Race) Analysis

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
<b>% of staff who identify themselves as Black, Minority Ethnic</b>	25	1.2%		23	1.1%	↓	29	1.6%	↑	28	1.51%	↓	29	1.52%	↑	27	1.39%	↓
<b>White</b>	1694	83.9%		1025	50.7%	↓	1061	56.9%	↑	1068	57.8%	↑	1196	62.9%	↑	1253	64.6%	↑
<b>Mixed/multiple ethnic groups</b>	5	0.2%		10	0.5%	↑	12	0.6%	↑	11	0.6%	↓	10	0.5%	↓	10	0.5%	→
<b>Asian/Asian British</b>	12	0.6%		9	0.4%	↓	12	0.6%	↑	12	0.6%	→	11	0.6%	→	10	0.5%	↓
<b>Black/African/Caribbean/Black British</b>	3	0.1%		1	0.0%	↓	2	0.1%	↑	2	0.1%	→	2	0.1%	→	2	0.1%	→
<b>Other ethnic group</b>	5	0.2%		3	0.1%	↓	3	0.2%	↑	3	0.2%	→	5	0.3%	↑	4	0.2%	↓
<b>Prefer not to say</b>	301	14.9%		973	48.1%	↑	775	41.6%	↓	753	40.7%	↓	678	35.6%	↓	660	34.0%	↓
<b>Forecast of Black, Minority Ethnic staff assuming 100% return</b>	1.4%			2.2%		↑	2.6%		↑	2.54%		↓	2.52%		↓	2.26%		↓

# Religion, belief or non-belief Analysis

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
<b>% of staff who identify their Religion, belief or non-belief</b>	474	23.5%		505	25.0%	↑	519	27.8%	↑	521	28.2%	↑	561	29.5%	↑	579	29.9%	↑
<b>Have no faith or belief</b>	2	0.1%		364	18.0%	↑	377	20.2%	↑	375	20.3%	↓	430	22.6%	↑	455	23.5%	↑
<b>Have a faith or belief</b>	474	23.5%		505	25.0%	↑	519	27.8%	↑	521	28.2%	↑	561	29.5%	↑	579	29.9%	↑
<b>Prefer not to Say</b>	1544	76.4%		1152	57.0%	↓	969	52.0%	↓	953	51.5%	↓	911	47.9%	↓	905	46.7%	↓
<b>Agnostic</b>				45	8.9%	↑	53	10.2%	↑	54	10.4%	↑	63	11.2%	↑	65	11.2%	→
<b>Anglican</b>				79	15.6%	↑	83	16.0%	↑	84	16.1%	↑	88	15.7%	↓	95	16.4%	↑
<b>Atheist</b>				83	16.4%	↑	76	14.6%	↓	75	14.4%	↓	81	14.4%	→	86	14.9%	↑
<b>Buddhist</b>				3	0.6%	↓	3	0.6%	→	3	0.6%	→	7	1.2%	↑	7	1.2%	→
<b>Catholic</b>				49	9.7%	↑	49	9.4%	↓	48	9.2%	↓	50	8.9%	↓	53	9.2%	↑
<b>Hindu</b>				4	0.8%	↑	4	0.8%	→	4	0.8%	→	4	0.7%	↓	4	0.7%	→
<b>Humanist</b>				10	2.0%	↑	9	1.7%	↓	9	1.7%	→	12	2.1%	↑	12	2.1%	→
<b>Jewish</b>				1	0.2%	→	1	0.2%	→	1	0.2%	→	1	0.2%	→	1	0.2%	→
<b>Muslim</b>				2	0.4%	↑	3	0.6%	↑	3	0.6%	→	4	0.7%	↑	3	0.5%	↓
<b>Other Christian Denomination</b>				154	30.5%	↓	161	31.0%	↑	163	31.3%	↑	170	30.3%	↓	170	29.4%	↓
<b>Pagan</b>				5	1.0%	↑	6	1.2%	↑	6	1.2%	→	7	1.2%	→	7	1.2%	→
<b>Protestant</b>				47	9.3%	↑	45	8.7%	↓	44	8.4%	↓	45	8.0%	↓	46	7.9%	↓
<b>Rastafarian</b>				2	0.4%	↑	2	0.4%	→	2	0.4%	→	2	0.4%	→	2	0.3%	↓
<b>Any other religion or belief</b>				21	4.2%	↑	24	4.6%	↑	25	4.8%	↑	27	4.8%	→	28	4.8%	→



## Welsh Language Ability

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
% of staff who have declared they are able to communicate in Welsh at various levels				1411	69.8%		1484	79.6%	↑	1488	80.5%	↑	1667	87.6%	↑	1694	87.4%	↓
No understanding of Welsh				65	4.4%		72	4.6%	↑	70	4.5%	↓	71	4.1%	↓	64	3.6%	↓
Able to pronounce basic Welsh phrases and names				608	41.2%		663	42.6%	↑	662	42.5%	↓	739	42.5%	→	745	42.4%	↓
Able to construct basic Welsh sentences				345	23.4%		341	21.9%	↓	345	22.1%	↑	394	22.7%	↑	391	22.2%	↓
Able to discuss some work matters confidently				92	6.2%		96	6.2%	↑	99	6.4%	↑	112	6.4%	→	128	7.3%	↑
Fluency in spoken Welsh				164	11.1%		169	10.9%	↑	169	10.8%	↓	193	11.1%	↑	198	11.3%	↑
Fluency in spoken and written Welsh				202	13.7%		215	13.8%	↑	213	13.7%	↓	229	13.2%	↓	232	13.2%	→
Staff who have completed MyNRW Welsh Language Level declaration				1476	73.0%		1556	83.4%	↑	1558	84.3%	↑	1738	91.4%	↑	1758	90.7%	↓
No return completed				545	27.0%		309	16.6%	↓	291	15.7%	↓	164	8.6%	↓	181	9.3%	↑

## Caring Responsibilities Analysis

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
Have a caring Responsibility				376	18.6%		411	22.0%	↑	412	22.3%	↑	458	24.1%	↑	477	24.6%	↑
Have no Caring Responsibility				566	28.0%		574	30.8%	↑	575	31.1%	↑	661	34.8%	↑	692	35.7%	↑
Prefer not to Say				1079	53.4%		880	47.2%	↓	862	46.6%	↓	783	41.2%	↓	770	39.7%	↓

Of those with a Caring Responsibility																		
Primary carer of disabled child/children				10	2.66%	□	11	2.68%	↑	11	2.67%	↓	10	2.18%	↓	9	1.89%	↓
Primary carer of disabled adult (18 and over)				10	2.7%	□	10	2.4%	↓	10	2.4%	→	10	2.2%	→	10	2.1%	↓
Primary carer of child/children (under 18)				255	67.8%	□	286	69.6%	↑	286	69.4%	↓	319	69.7%	↑	324	67.9%	↑
Primary carer of older person (65+)				17	4.5%	□	15	3.6%	↓	14	3.4%	↓	15	3.3%	↑	21	4.4%	↑
Secondary carer				57	15.2%	□	59	14.4%	↑	60	14.6%	↑	65	14.2%	↑	71	14.9%	↑
Multiple caring responsibilities				27	7.2%	□	30	7.3%	↑	31	7.5%	↑	39	8.5%	↑	42	8.8%	↑

## National Identity Analysis

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
Welsh				512	25%		544	29%	↑	542	29%	→	599	31.5%	↑	640	33.0%	↑
English				64	3.2%		63	3.4%	↑	65	3.5%	↑	74	3.9%	↑	81	4.2%	↑
Scottish				14	0.7%		14	0.8%	↑	14	0.8%	→	13	0.7%	↓	13	0.7%	→
Northern Irish				3	0.1%		4	0.2%	↑	4	0.2%	→	4	0.2%	→	3	0.2%	→
British				482	24%		496	27%	↑	499	27%	→	551	29.0%	↑	566	29.2%	↑
Other				34	1.7%		35	1.9%	↑	35	1.9%	→	42	2.2%	↑	39	2.0%	↓
Prefer not to say				912	45.1%		709	38.0%	↓	690	37.3%	↓	619	32.5%	↓	597	30.8%	↓

## Working Arrangements

	E&D Annual Rpt Feb 15 (2020 staff)			E&D Annual Rpt Jan 16 (2021 staff)			E&D Rpt Sept 16 (1865 staff)			EDI Rpt Jan 17 (1849 staff)			EDI Rpt Jan 18 (1902 staff)			EDI Rpt Dec 18 (1939 staff)		
Full-time	1712	84.8%		1703	84.3%	↓	1565	83.9%	↓	1544	83.5%	↓	1597	84%	↑	1620	84%	↑
Part-time	308	15.2%		318	15.7%	↑	300	16.1%	↑	305	16.5%	↑	305	16%	↓	319	16%	↑

### Of those who disclosed Working Arrangement

Full-time - Male	1108	54.9%		1100	54.4%	↓	1007	54.0%	↓	992	53.7%	↓	1007	52.9%	↑	1017	52.4%	↓
Full-time - Female	604	29.9%		603	29.8%	↓	558	29.9%	↓	552	29.9%	→	590	31.0%	↑	603	31.1%	↑
Part-time - Male	55	2.7%		57	2.8%	↑	58	3.1%	↑	63	3.4%	↑	64	3.4%	↑	62	3.2%	↓
Part-time - Female	253	12.5%		261	12.9%	↑	242	13.0%	↑	242	13.1%	↑	241	12.7%	↓	257	13.3%	↑

Equality, Diversity and Inclusion Action Plan 2018/19

	Goals	Action	Measurable	By end of	Owner	Red Amber Green
1	<p>To ensure that individuals (whose characteristics are protected by the Equality Act 2010) equalities needs are well understood and addressed.</p> <p>Whilst we work to deliver the best we can for everybody, we specifically look at potential impacts on those with protected characteristics and we also include those from poorer socio-economic backgrounds.</p>	<p><b>Actively engage with people and communities to better understand barriers to accessing services we provide and where applicable work in partnership with service users from protected groups, both internal and external and develop strategies to address barriers</b></p>	<p><b>1</b> - Record through impact assessing, our engagement with people and communities to better understand barriers to them accessing the services we provide.</p> <p>We will share our learning across the organisation to enable better partnership working and to develop strategies to address any issues or opportunities found.</p>	Ongoing	All NRW project managers	Green and ongoing
<p><b>Review –</b></p> <p><b>1</b> - Good progress has been made with this action point with a recent example of best practice being our review of shooting on NRW land and land that we manage. As a part of the consultation process we included diversity monitoring to ensure that we engaged with protected characteristic communities. From the data we have received, we are confident that a broad audience responded to the consultation led by Chris Tucker (Technical Forestry Advisor Resilience).</p> <p>We were able to break down responses by gender, age, national identity, disability, sexual orientation, religion or belief and ethnicity which gave us confidence that our consultation had reached our intended audiences.</p>						
2	<p>Embed sustainable management of natural resources thinking into everything we do, supporting how we work and engage with others to address challenges and capitalise on opportunities</p>	<p>We will contribute fully to the work of the Public Services Boards utilising our Well-being Statement and deliver on the nine principles of Sustainable Management of Natural Resources.</p>	<p><b>2</b> - We will have contributed to the Equality Impact Assessments for each of the 19 Local Well-being Plans, so that we ensure that the needs of all people, regardless of background are considered.</p>	As plans are being developed	Public Services Board Project Manager	Green

	Through this work, the people of Wales will see health and well-being improvements through public sector collaborative working.		<b>3</b> - We will report specifically on the equality, diversity and inclusion benefits gained in our 2018/19 Equality Annual Report	Mar 19	Public Services Board Practitioners	Green
<p><b>Review –</b>  <b>2 &amp; 3</b> – All 19 Local Well-being Plans were published in the Spring 2018. Although the Local Authority normally has the overseeing responsibility for this, we have contributed to the Equality Impact Assessments as one of the 4 statutory partners. We provided written feedback to each Public Services Board in the Spring of 2018. The process has ensured that both the Sustainable Management of Natural Resources principles and our Well-being objectives are utilised in all 19 Local Well-being Plans.</p>						
3	Improve how we deliver services by changing the shape of our organisation.	We will support the organisation design work consider and address issues raised in equality impact assessments.	<b>4</b> - Conduct the organisation design equality impact assessment to ensure we are not disadvantaging people through organisation design and change.	May 18	Organisational Change Project Board	Green and ongoing
		The next phase of the Customer Focus Programme will give a range of opportunities for staff to help shape our service improvements.	<b>5</b> - Complete our customer focus survey, report on its findings and act as appropriate.	March 19	Delivering Customer Focus Manager	Green
		We will assess our level of gender pay equality and address issues.	<b>6</b> - Repeat our gender pay gap reporting exercise, look for gender pay equality issues and address these issues.	Sept 18	Senior Equalities Advisor / Gender Equality Network	Green ongoing

	<p>We will continue to monitor our progress with the Disability Confident scheme commitments. To deliver more for disabled staff and customers.</p>	<p><b>7</b> - We will remain 100% compliant with the Disability Confident guaranteed interview scheme.</p>	<p>March 19</p>	<p>Recruitment Team Leader</p>	<p>Green</p>
	<p>Using the results of our third People Survey, we will deliver on a range of actions and projects, many of which will be locally based</p>	<p><b>8</b> - Conduct staff involvement sessions to develop behaviours that are consistent with our refreshed values and help make NRW a better place to work.</p>	<p>October 18 to January 19</p>	<p>Members of MT, LT and ET</p>	<p>Amber</p>
	<p>We will make our NRW estate facilities more accessible to all.</p>	<p><b>9</b> – Where possible, we will convert all single user toilets into gender neutral toilets</p>	<p>March 19</p>	<p>Facilities Management</p>	<p>Green</p>

**Review –**

**4** – The Organisational Design equality impact assessment (EqIA) has been drafted and continues to be reviewed as OD progress is made. A meeting has been held between Rebecca Morgan (HR Change Specialist), Gemma Rogers (HR Change Support) and Samantha Carpenter (Senior Equalities Advisor) to give the staff network leads an opportunity to discuss any concerns about the potential impacts on protected characteristic minority groups that Organisational Design may have. Other key phases for review have been identified such as when role matching and the Expression of Interest stages.

**5** – In March 2018 we ran, for the first time, two customer surveys in partnership with the Institute of Customer Service (ICS), measuring NRW’s customer service standards from both a customer and staff perspective. The data from these surveys, has been essential in helping inform a baseline for our current level of customer service and giving us an understanding of the attitudes and perceptions that staff have about customer service in NRW. We have used the data from both surveys to develop and finalise our customer strategy, including a prioritised year 1 workplan, which has been signed off by ET and ratified by the Board in September. We have recruited a customer programme team which includes a dedicated support and engagement officer and a customer communications and marketing officer, led by a Customer Focus Programme Manager. The team are raising awareness of the programme and the benefits for staff and customers as we enter the delivery phase. This is where delivery will take place through 14 dedicated projects, each of which will have its own EqIA plan which ensures that the programme focuses on supporting staff in getting the basics right so that we can deliver an improved external customer experience across all six workstreams of the strategy.

**6** – Our Gender Pay Gap information was successfully captured on our ‘snapshot date’ of the 31<sup>st</sup> March 2018. Since then, a report has been compiled and our headline data uploaded onto the [Gov.UK](https://www.gov.uk) website in-line with the Public Sector Equality Duties reporting requirements. Our headline figures this year are that men are paid more on average than women in NRW by 4.8%. This is an improvement from 5.5% in 2017 and 7.8% in 2016. The data is complex, and our trend will be closely monitored and compared to where we were once Organisational Design is implemented later in 2019.

7 – During the 2018 calendar year we continued to be 100% compliant with our ‘Two Ticks’ guaranteed interview scheme where applicants who declare themselves as disabled, in line with the Equality Act 2010 definition and meet the minimum criteria for the role applied for are automatically invited to interview.

Externally we received applications from 903 people of which 33 (3.7%)\ people requested a guaranteed interview. 17 of those were invited to interview and the remaining 16 did not meet the minimum criteria. Internally we received applications from 384 people of which 12 (3.1%) people requested a guaranteed interview. 9 of those were invited to interview and the remaining 3 did not meet the minimum criteria.

8 – Following our third staff survey, a meeting was organised in Aberystwyth in March with MT, LT & ET to explore the potential value of SenseMaker and to explain how we could use the information from the responses we gathered. Our SenseMaker responses were then shared with MT, LT and ET, including others who were not able to attend the meeting. The intention was to enable individual managers to confidentially share the overall responses with their teams in local engagement meetings. These meetings could be used to discuss what our people are telling us and what the responses mean, and further to discuss individual actions and changes we can all make to change the culture of our organisation. The timing of Organisation Design has frustrated some of these engagement sessions, but the survey responses continue to guide actions and change at a strategic, as well as local level.

Sessions with staff to discuss our refreshed values, the third people survey responses (still considered relevant and useful to guide actions and change) are now planned to take place when more OD decisions have been delivered and teams start to feel more settled.

9 –Whilst a year was given to complete this measurable, Facilities Management teams across our organisation completed this within a matter of weeks and now all solo toilets are ‘gender neutral’ except for Cross Hands where purely six solo toilets exist. Two remain ‘female’, two remain ‘male’ and two are ‘gender neutral’. Changes to our facilities have been mainly well received and positive feedback has been posted on Yammer.

Following implementation, our non-binary members of staff now feel included and valued. Quote – *“Having gender neutral toilets means that I have one less thing to worry about and can carry on with my day”*

4	We will support the development of the organisation as it seeks to develop a culture and ways of working so people and teams can thrive.	We will work to become a Dementia Friendly organisation. By doing so, we will develop a culture that understands and supports staff who may be directly affected by dementia and enable us to provide a more	<b>10</b> - We will continue work on our dementia friendly accreditation. This will take until 2020 to complete.	Ongoing but reporting progress in March 19	Dementia Champion / ODPM	Green and ongoing
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		<p>inclusive service to our local communities.</p> <p>We will also enter the 2019 Stonewall Workplace Equality Index.</p>	<p><b>11</b> - We will submit our entry into the Stonewall Workplace Equality Index 2019 and improve on our current placing of 132<sup>nd</sup> in the UK</p>	<p>Sept 18</p>	<p>LGBT+ Network ODPM Procurement</p>	<p>Red</p>
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**Review –**

**10** – Sioni Davies in our Buckley office has taken over as the lead of the Dementia Friends Network and will be supported by last year’s lead Annie Payne. Within NRW we have delivered further dementia friend information sessions for staff, grown our yammer network, and celebrated cupcake day and elf day to raise awareness and funds for dementia research. We are also publishing a series of intranet pages around natural resources and health, including a section on healthy ageing which references dementia, to inform and support our staff attending relevant Public Services Boards and other partner discussions.

Externally we have continued our work at the Spirit of Llynfi Woodland, as well as leading two new dementia friendly projects on behalf of Cardiff PSB. These are developing an enclosed circular walkway at Bute Dock East incorporating part of the Wales Coastal Path that NRW manages at this location, and reviewing facilities such as waymarking, seating and information boards at Cosmeston Lakes Country Park. Both are due for completion by the end of March 2019.

The Alzheimer's Society remain pleased with our progress.

**11** – Our Workplace Equality Index entry was submitted on the 6<sup>th</sup> September and entry is the most comprehensive to date. The Stonewall Top 100 employers in the UK were revealed in January and although NRW didn't quite make the list, it's really encouraging to see 12 Welsh organisations included, particularly from higher education.

We will be meeting with Stonewall Cymru towards the end of February to find out more about our rating and where we can work to improve our placing the competition this year was clearly fiercer with almost 100 more participants than when we started 5 years ago, but yet we've still climbed almost 150 places in that time.

2014 - 296 out of 369  
2015 - 238 out of 397  
2016 - 160 out of 415  
2017 - 184 out of 439  
2018 - 132 out of 433  
2019 - 152 out of 445

5	Ensure there is effective governance of equalities, diversity and inclusion in NRW	We will deliver updates on progress made against this plan to the Executive Team and Board. Updates will be delivered twice in the financial year to report on progress made and the momentum of embedding the equality agenda.	<b>12</b> - Deliver mid-year equalities update to Board  <b>13</b> - Deliver end of year equalities report to Board	November 18	EDI Forum and Equalities Senior Advisor	Green complete
	Only by delivering on our actions can we provide the best employment conditions and the best service provision to our customers.			March 19		Green complete
<p><b>Mid-year review –</b> <b>12</b> – Completed mid-year</p> <p><b>End of year review –</b> <b>13</b> – Completed end of year</p>						

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