



# Equality Annual Report 2017 - 2018

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## Welcome

It is a great pleasure to both introduce the Natural Resources Wales Equality Annual Report for 2017-18.

We are passionate about Equality, Diversity and Inclusion and understand how important this is in delivering our purpose of sustainably managing the natural resources of Wales. Our new Chief Executive, Clare Pillman, sees this as an important part of her agenda and looks forward to progressing our key values and plans.

Our ambition is to be a fully inclusive organisation where people from different backgrounds feel they belong and are able to make their own contribution and express themselves without feeling pressurised to conform to a particular stereotype. As a result, we are able to deliver better services that offer fairness and inclusion to the people of Wales and our visitors.

The data contained within this report will help, once again, to focus our action in the year ahead and help us achieve our commitment to being an exemplar employer. We look forward to 2018/19 and mapping out our Equality Action Plan for 2018/19.

As a key organisation in the Welsh Public Sector, we provide a range of important services to Welsh communities and businesses and we recognise the importance of providing equal 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 people. As a service provider, we are committed to providing services that are accessible, eliminate discrimination, and that promote equality, celebrate diversity and are inclusive in everything we do.

Our Sustainable Management of Natural Resources principles and Well-being Objectives enable us to ensure that we work well with people and communities in partnership with other statutory bodies, looking to prevent problems and take a joined-up approach in a sustainable way.



**Diane McCrea**  
**Chair**

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## **Executive Summary**

To achieve our purpose, we have staff located throughout Wales including scientists, engineers, foresters, environmental managers recreation experts and others. 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.

The Environment (Wales) Act sets out our statutory purpose.

In the exercise of its functions Natural Resources Wales must:

- pursue sustainable management of natural resources in relation to Wales, and
- apply the principles of sustainable management of natural resources.

The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 came into force on 6 April 2011 for the purpose of enabling the better performance of the public sector equality duty under section 149(1) of the Equality Act 2010. The 2011 Regulations impose specific public sector equality duties on relevant public authorities in Wales, including Natural Resources Wales.

The actions identified as part of these Regulations have been put in place and reporting arrangements are now embedded. These include Equality Impact Assessments, the Strategic Equality Plan and publishing employment information.

The 2011 Regulations also include provisions relating to the gathering and reporting of information about the make up of our people.

Of course we don't just collect information to report, but also to provide a steer on where to focus our attention for improvement.

We understand the vital contribution that our work on equality, diversity and inclusion can make to successful business delivery. 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.

Our self-disclosure rate continues to improve and we now know the protected characteristic grouping, working patterns and caring responsibilities of over 72% of our people. This is particularly important as this information helps us to ensure our people are properly supported.

Our Board continue to support our equality, diversity and inclusion agenda. Our dedicated Board champion for equalities, diversity and inclusion, Zoë Henderson, whose role it is to ensure that equality remains central to Board discussions and decisions 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.

## **Complying with the Public Sector Equality Duties**

Although we are inclusive of everyone, 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 paid 'due regard'.

## Key issues

### Sustainable Management of Natural Resources

Through working as part of the Public Services Boards we are contributing to the development of the Local Well-being Plans which are currently out to consultation. All of the plans include objectives that deliver on the Well-being Objectives. They encourage greater use of outdoor spaces which in turn impacts on the health and well-being of people. Natural Resources Wales manages a large number of these outdoor spaces and are working to ensure they are accessible to all where possible using our 'By All Reasonable Means. Least restrictive access to the outdoors' publication which advises on best practice to provide an inclusive service to everyone.

### Equality Impact Assessments (EqIAs)

The past 2017/18 financial year has seen a number of important EqIAs being undertaken. The major areas of work are the creation of our new Corporate and Business Plans as well as other projects such as job evaluation and our accommodation reviews. Work continues with our Organisation Design project with it's own EqIA being written at the time of this report.

We are working collaboratively with other statutory members of the Public Services Boards to ensure the Local Well-being Plans are equality impact assessed.

Completed EqIAs are available [upon request](#) in Welsh or English as well as other accessible formats.

### Gender Pay Gap

Rules for reporting gender pay gaps recently changed and we have complied with our duty to publish our data on the [NRW website](#) as well as the [Gov.UK website](#).

Each year on the 31<sup>st</sup> March we capture the necessary information to allow us to undertake our gender pay-gap analysis. The highlight figure is that there is a 5.5% difference in distribution of gross hourly Earnings. Our 2016 gender pay gap was 7.78%.

This information was presented to our Board in the autumn of 2017 and the Equality, Diversity and Inclusion Forum and we have formed a small sub-group to investigate reasons why we have this gap and suggest actions to eliminate it further.

So far, the group are analysing areas such as policies around overtime payments for part time and full time staff, reductions or increases in contractual hours for part time staff and opportunities to 'act up' temporarily into a more senior role.

Workforce planning also plays a key role in addressing gender pay gaps and we are making sure that our new structure, as it is developed, gives equal opportunities in career development and progression for our people who have family commitments, are carers or choose to work flexibly.

## Positive about disabled people

We are eighteen months into our 'Disability Confident Employer' accreditation from the Department of Work and Pensions. The scheme replaced the positive about disabled people 'two ticks' scheme. Our positive approach to both staff and prospective employees ensures that we continue to invite to interview any applicant who meets the minimum job criteria and consider themselves disabled in line with the Equality Act 2010 definition of disability.



### Total number of jobs advertised - 376

	Total	External	M	F	Internal	M	F
No of Applications received	1195	793	460	333	402	232	170

Of these applications, internally we received three guaranteed interview requests for which two were granted. The other did not meet the minimum criteria. Externally we received thirty three requests, eleven were granted but unfortunately the remaining twenty two were not short-listed due to not meeting the minimum criteria

### Self-disclosure

We ask our people to voluntarily self-disclose their personal details such as ethnicity, sexual orientation and religion, faith, belief or no belief and caring commitments into a confidential system called 'MyNRW'. This information is vital to know if we are to progress to being an organisation representative of the people of Wales. Being representative gives us a better ability to make the right choices when delivering services to everyone.

Our 2017/18 Equality Action Plan contained a target of 75% self-disclosure. Through staff engagement we have been able to increase this rate from 67% to 72.8% however, due to the voluntary nature giving of this extremely sensitive data, we have seen the disclosure rate level off.

Recently we published our anonymised self-disclosure information onto our intranet for staff to consider when completing Equality Impact Assessments. The same information can be seen towards the end of this report.

### Dementia Friends

We have introduced dementia friendly initiatives at the Spirit of Llynfi Woodland project, including additional seating, interpretation and vegetation clearance around the forest trail and seating areas. We are in the process of developing waymarked routes, and have plans in motion for an accessible path linking the existing all ability route with the main track leading to the Keeper of the Colliers statue, and family picnic area. The site has already been incorporated within a wider 'memories walk' project undertaken by Bridgend County Borough Council to help people connect with their past and industrial heritage of the valley and we are developing relationships to establish a Dementia Heritage Network across South Wales."

## Our third People Survey

In our past two surveys we asked over 80 questions which were largely based on the Civil Service Survey that's used by the UK Civil Service and of course Welsh Government. We wanted to listen to what we all had to say, compare ourselves with broadly similar organisations and see what we could do to make things better.

What the Civil Service survey gave us was a statistical analysis of how staff felt but lacked the narrative we needed to make informed changes to support a healthy organisational culture.

Since those surveys we have developed leadership training programmes, Executive Team meetings in different offices, setting up our People and Teams Group and directorate People Survey Action Plans but we needed to go further.

Moving forwards to the beginning of 2018, we wanted to make sure that the actions we have already taken are working and so we asked new questions using the SenseMaker method, designed by Cognitive edge, which gives our people more opportunity to say how they feel so that we can listen to each other and change the right things for the better.

Giving people greater opportunity to express their opinions more clearly will allow us to work together at all levels of our organisation and find actions which in turn will allow us all to contribute to making Natural Resources Wales a better place to work.

## Ladies mountain biking weekend success

Last summer we joined forces with our partners (Beics Brenin, Welsh Cycling, Dyfi Events and Infinite Exposures) to host a mountain biking weekend dedicated to women.

The action-packed '[Temtiwr](#)' event, designed to encourage more women to take up mountain biking, was held in North Wales at Coed y Brenin Forest Park.

Sixty women took us up on the opportunity to improve their mountain biking skills, learn about bike maintenance and socialise with other riders.

Grace Sanderson, Visitor Centre Assistant and Assistant Mountain Bike Ranger commented: "Coed y Brenin is one of the most beautiful places in Wales and we are proud to provide so many exciting trails for everyone to enjoy. Organising an event like this will hopefully encourage more women to get active and give mountain biking a go."

We've had very positive feedback and we hope this will grow and become an annual event."

Tracey Moseley, former Downhill and Gravity Enduro Champion, also came along to speak to the women about her passion for mountain biking and host a question and answer session. She said: "I always love returning to Coed y Brenin as it has such history for me, and somewhere I have enjoyed returning to year after year to ride with friends and compete at events. Being involved in encouraging more women to get out on their bikes and inspire them to ride more and challenge themselves is something I always love to be part of."

## Equality policies

- Equality, Diversity and Inclusion policy. (Launched October 2015)
- Gender Identity Policy. (Launched October 2016)

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.

The Gender Identity Policy goes further still by covering the specific information and support that staff and managers need around the sometimes little known subject of gender identity. We recognise the contribution that transgender staff can add to our organisation.

In the 2017/18 Equalities Action Plan, we said that we would review our Gender Identity Policy but this has not yet been undertaken for good reason. Two major changes for transgender and non-binary people are due to happen in 2018. Firstly a new Welsh care pathway is being delivered to allow transgender people in Wales to access health care locally and secondly, a complete review of the Gender Recognition Act 2004 is due to happen. Therefore, due to these major changes we felt it wise to wait for them to happen before our policy review.

## Procurement

There is a specific Public Sector Equality Duty (PSED) in Wales focused particularly on procurement which means that all Welsh public authorities must have due regard to whether it is appropriate for the award criteria for a contract to include considerations to help meet the general equality duty and consider whether it is appropriate to stipulate conditions to help meet the three aims of the general duty.

Our contract conditions set out the requirement to comply with equality laws, and the supplier's performance against these contract conditions, as well as the specification, is monitored by the Contract Manager. To assist with this task, the Contract Performance Report was developed. Where equality is relevant to the contract then the Contract Manager is required to include this in their assessment of the supplier's performance and record this in the Contract Performance Report. This Report is an interim measure until a full contract monitoring system can be developed in consultation with the business, starting 2018/19.

## Equality, Diversity and Inclusion Forum

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

The Forum also helps embed equality, diversity and inclusion into all aspects of the business and everybody's job, as well as opening barriers, challenging assumptions, seeking out opportunities for ourselves, our colleagues and customers.

We are in the process of discussing the membership of the forum because as our organisation evolves, we need to ensure that the forum keeps pace and maintains full representation.

Currently our forum consists of:

- Chair (Executive Director for Organisational Development & People Management)
- NRW Board Equality and Diversity Champion
- Executive Team Equality and Diversity Champion
- Equality and Diversity Senior Advisor
- One representative from each directorate:
  - Customer, Communications and Information
  - Evidence, Policy and Permitting
  - Finance & Corporate Services
  - Office of the Chief Executive
  - Organisational Development & People Management
  - Operations – North & Mid Wales
  - Operations – South Wales

- Transformation Portfolio
- Representatives from all our recognised Trade Unions
- One representative from each Staff Network

## Equality Action Plan 2017/18

Our annual equality action plans are developed to support delivery of the Natural Resources Wales Strategic Equality Plan 2015 to 2019. The Strategic Equality Plan sets out in one place our objectives and other arrangements for embedding equality, diversity and inclusion into all of our functions. It contributes to our purpose and is underpinned by our values and a policy statement outlining our commitment to equality.

Of the 15 actions we created, we have 9 that are complete, 1 which fell short of target and 5 which will be carried forward as the projects weren't advanced enough at the time of this report.

An update on our Equality Action Plan 2017/18 can be found at **Annex 1**

## Equality Action Plan 2018/19

Our Equality Action Plan for 2018/19 is focussed on key areas that will positively impact the most on the people and communities in Wales as well as supporting cultural change within Natural Resources Wales.

We have a need to ensure that the equality, diversity and inclusion agenda is included in the work of the Public Services Boards (PSBs) to ensure that the well-being goals are fully optimised as this year will see the publication of the Well-being Plans. There are 20 PSB areas across Wales all serviced by 19 PSBs (two areas covered by one PSB). We have real opportunity to ensure that positive changes happen and are inclusive of all communities and groups.

We know that natural resources make a significant contribution to the physical and mental well-being of people in Wales and must do all we can to encourage greater use of the outdoor spaces in Wales.

The new plan containing this information can be found on our [Website](#). We always welcome any comments at any time on our Strategic Equality Objectives and Action Plans.

## Carers

As almost a quarter of our workforce are primary or secondary carers, we have ensured that we have an attractive suite of flexible working policies available. We have put mechanisms in place to record both agreed and rejected applications for change to working hours and patterns so that we can monitor ourselves.

Being able to balance worklife with home commitments is important to our people so we will regularly review our policies to ensure the greatest flexibility that we are able to.

## Black, Asian and Minority Ethnic (BAME) staff

2.5% of our people are BAME, which is lower than the 4.1% of the population in Wales estimate (Welsh Government). We will look to how we can work towards balancing these figures but are mindful of the risk that we could decrease this figure through organisational restructuring. To try to increase our percentage of BAME staff to match or better still, exceed the national average will take time through recruitment and retention.

## **Directorate Updates**

### **Customer, Communications and Information**

Making sure that the customer services provided by the Directorate demonstrate good practice is central to the behaviours of the team in delivering the work of the Customer Contact Centre. Along with the specific arrangements in place around our services, we have worked this year to encourage the team to feel able to apply emotional intelligence to individual scenarios to ensure customers have a good experience. For example, We are focused on the customer experience when dealing with queries over the phone, rather than the time targets. This means that the team are able to take their time with customers and help them on the customers terms, rather than have the pressure of completing a call.

The Communications team use every opportunity to promote equality, diversity and inclusion across internal and external channels creating engaging content such as blogs and intranet stories to enable people to tell their stories. Critically our 2017/18 campaign plans consider requirements at the planning and scoping stage to ensure appropriate accessibility.

### **Evidence, Policy and Permitting**

(Recreation, Health and Education Team)

We have been working with the Sensory Trust to update the 'By all reasonable means: Least restrictive access to the outdoors' publication.

The guide has been developed as part of our commitment to ensuring that access to the countryside and open spaces is equally available to all. The guide is now inclusive of all protected characteristic groups and embraces a much wider and more diverse range of visitors. It is based on the principle that access improvements will benefit all our visitors.

The guide was published in June 2017 and will likely be adopted by others as the definitive document on the subject. A review period of one year allows stakeholders and users of the guide to comment and suggest amendments. This review period closes in June 2018.

The Sensory Trust has also been commissioned to run 3 Equality and Diversity training events across Wales for NRW site based staff with a recreation remit keeping staff up to date on best practice.

Working in partnership with Assistance Dogs UK, we have produced guidance on the numerous different types of assistance dogs with the aim of helping our staff and our visitors recognise and welcome assistance dogs. The guide is now on display at our visitor centres and our office receptions. Samantha Carpenter (Equalities Senior Advisor) has also shared this 'best practice' with other public sector bodies in Wales via the Welsh Public Sector Equalities Network.

## Cŵn Cymorth - Assistance Dogs



<b>Cŵn cymorth - arweiniad</b> Yn y DU ceir mwy na 7,000 o gŵn gwyltch. Bydd yr arweiniad hwn yn elich helpu gan fod pa ral ydynt.	<b>Cŵn Tywys</b> Rydym ni'n gwylgo hamis gwybodaeth iawn i'n ddiolau. Defnyddir cŵn tywys gan bob lloegr ac eiddion sy'n ddall neu sy'n rhannol ddall.		<b>A guide to assistance dogs</b> In the UK there are more than 7,000 active working dogs. This guide will help you identify them.	<b>Guide Dogs</b> We wear a white harness with yellow fluorescent stripes. Guide dogs are for young people and adults who are blind or partially sighted.
<b>Cŵn Chywod</b> Rydym ni'n gwylgo siacedd i llw gwyltch. Defnyddir cŵn chywod gan eiddion a phlant a nifer o dylgwyr.	<b>Cŵn Dog AID (Assistance in Disability)</b> Rydym ni'n gwylgo siacedd coch. Defnyddir cŵn Dog AID gan eiddion a phlant a nifer o dylgwyr.		<b>Hearing Dogs</b> We wear burgundy jackets. Hearing dogs are for adults and children with hearing impairments.	<b>Dog AID (Assistance in Disability)</b> We wear red jackets. Dog AID dogs are for physically disabled adults.
<b>Canine Partners</b> Rydym ni'n gwylgo siacedd perffor. Defnyddir cŵn cymorth Canine Partners gan eiddion a phlant a nifer o dylgwyr.	<b>Dogs for Good</b> Mae cŵn cymorth Dogs for Good ar gyfer pobl ag anbleiddau cartforol neu blant aentig.		<b>Canine Partners</b> We wear purple jackets. Canine partners' assistance dogs are for physically disabled adults.	<b>Dogs for Good</b> We wear green jackets. Dogs for Good assistance dogs are for people with physical disabilities or children with autism.
<b>Cŵn Cefnogi</b> Rydym ni'n gwylgo siacedd glas. Cŵn cymorth ar gyfer eiddion ag anbleiddau cartforol, olin sy'n rhyweddio ar gyfer pobl sy'n dioddef o epilepsi a chŵn cymorth aentig i blant.	<b>Cŵn Datgelu Meddygol</b> Rydym ni'n gwylgo siacedd coch. Defnyddir Cŵn Datgelu Meddygol gan eiddion a phlant a chwyfau iechyd cymhwys.		<b>Support Dogs</b> We wear blue jackets. Assistance dogs for physically disabled adults, seizure alert dogs for people with epilepsy and autism assistance dogs for children.	<b>Medical Detection Dogs</b> We wear red jackets. Medical Detection Dogs are for adults and children with complex health conditions.

The Strategic Funding Team alongside the Partnerships Teams have initiated a new 'Commissioning Plan Open Call' for NRW grant funding. Over £3million of funding will be allocated between 2018 to 2019 to support NRW objectives. Applicants were specifically asked for inclusive and integrated projects that contribute to:

- Supporting successful, sustainable communities;
- Promoting green growth and innovation to create sustainable jobs;
- Supporting a more resource efficient economy; and,
- Maintaining healthy, active and connected communities.

### Finance & Corporate Services

We have been able to support and promote equality, diversity and inclusion through embedding good practice so that it has become part of our usual activities. We are in a place where we can maintain our position whilst being open to opportunities as they arise.

All our Information and Communications Technology (ICT) development and innovation projects include consideration of Welsh language capability and accessibility for assisted users who make use of our range of assistive technologies. These areas are a particularly important focus for the Windows 10 upgrade project as this change will affect all staff. ICT teams also support staff with their hardware and software with the same considerations around Welsh Language, DSE and accessibility once systems are in service.

Our Business Support Services (BSS) Recruitment Team have been incorporating equality and diversity policies into our recruitment processes and where necessary, highlighting areas of opportunity for disabled staff applicants. This ensures we confidently satisfy the criteria and can say that we are a Disability Confident Employer.

The Payments Team within BSS have also provided direct support to our LGBT+ Network Lead in allowing him to drive the Network as well as participate in the Equality, Diversity and inclusion Forum. The BSS also manages the MyNRW system which monitors and protects the confidential self-disclosure information that our staff complete regarding gender, ethnicity, sexuality and disability status amongst other information.

### **Operations – North & Mid Wales**

Aside from the example sited earlier in this report on the women's mountain biking weekend at Coed y Brenin, we have also extended the concept further there, with regular women's running workshops, including with Anna Frost the New Zealand Ultra Marathoner.

The North and Mid Operations Wellbeing, Health and Safety Forum has focussed on staff wellbeing and mental health issues during the year. We have developed a network of mental health first aiders and have had at least one recent example of an intervention by one of our MHFA trained staff which led to a positive result for the individual concerned.

### **Commercial Services update:**

We have developed a new MTB skills area at Bwlch Nat yr Arian Visitor Centre which aims to encourage more young people and beginners to be able to participate in MTB activities. Also at Bwlch Nant yr Arian we have secure funding from Visit Wales to develop a new family grade MTB trail, helping to widen participation for young people and families.

At Coed y Brenin the very popular new running trails and events are helping to decrease the gender gap in participation in active recreation. Our evidence indicates that running, as an activity at site, delivers an approximate gender balance in participants. Run Coed y Brenin also develop and deliver a series of events and activities for younger participants, helping to widen the appeal. Mountain biking at Coed y Brenin, as everywhere, remains to be mainly carried out by male participants so to counter this Beics Brenin offer 'women only' activities and events, helping to broaden the appeal of MTB to all.

In addition our public facing staff at our visitor centres will undertake the Least Restrictive Access training to be carried out by the Sensory Trust early in the next financial year (see EPP report for more detail), and all of our VCs now display the information on assistance dogs (see EPP report) to ensure that all assistance dogs are recognised and welcomed at site.

### **Operations – South Wales**

We have focused on equality and diversity as a key objective, running throughout all the Local well-being Plans is a thread around inclusion, social accessibility, community involvement and stimulating and boosting people's aspirations as a contributor to good mental and physical wellbeing . Public Services Board representatives are taking opportunities to ensure that positive changes happen and are inclusive of all communities and groups. During the development phase of the wellbeing plans, Operations South staff have played their part in ensuring good community engagement at a series of different face to face events as well as contributing to communications using a variety of formats to maximise reach within communities.

The Operations South Wellbeing, Health and Safety Forum has been prioritising staff wellbeing and particularly how we deal with mental health issues in the workplace. This has resulted in, for example, staff sharing personal experiences within meetings as a means of opening up and learning.

In May 2017, NRW won the Multiple Sclerosis Employer of the Year Award for supporting one of our employees and helping to keep a valued member of our staff in a job he loves. Working in Operational Delivery, the excavator driver was diagnosed in 2012 and the changes resulting from his condition meant that his Team Leader was able to offer support to redesign the role as a supervisory one and so make use of his skills and experience in a different way.



National  
Multiple Sclerosis  
Society

### Organisational Development & People Management

We have provided a key advisory role in supporting the work of Organisational Design, our members of the Public Services Boards and many others to ensure that equality, diversity and inclusion are fully embedded in the services that NRW provide.

Our Senior Equalities Advisor is actively involved with the Public Services Boards as well as others such as the Welsh Public Sector Equality Network who meet regularly to share best practice.

Our self-disclosure data covers 71.7% of the organisation (Feb 2018) which means we can more confidently consider possible impacts (positive as well as negative) through Equality Impact Assessments as we implement our organisational design programme.

We are passionate to support projects such as our annual Stonewall Cymru Workplace Equality Index submission which whilst focussed on sexual orientation and gender identity, goes much wider in support others groups.

ODPM resource has been key to delivering our third People Survey and are working with the wider organisation in the analysis of results and action planning.

### Transformation

Currently the Portfolio Office is fully engaged on supporting and delivering vital organisation design work.

The EqIA for the new organisation design will be completed when the ungraded design is approved in February 2018. It will ensure there is no bias in the design and everyone is correctly accounted for in the design make up. This will ensure that there is no obvious bias regarding both a balanced outcome and to the development opportunities afforded to all staff.

For organisation design involvement, thirty inclusive staff sessions have been held across the organisation to date, to inform all staff members on the new design as it begins to emerge, providing an opportunity for input and a platform for questions. The feedback from these successful sessions has been captured and has been factored in to help improve further in-depth sessions which are scheduled to be held across February. These further involvement sessions will provide an update on emerging structures and developments to date, as well as providing an opportunity for staff engagement, questions and answers.

### Staff Network Updates

We continue to work with our staff to encourage the establishment of new staff networks and in 2018 we will specifically look at how we can further support our EU national staff during Brexit.

Currently we have five staff networks:

- Assisted User Group (IT and Telephony)
- Christian Fellowship
- Dementia Friends
- Gender Equality and Women's Network
- Lesbian, Gay, Bisexual and Transgender + Network

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

### **Assisted User Group (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. We meet on a “as and when” needed basis, and have a group set up on yammer for the users to be able to ask questions or to get resolutions to problems they may be having.

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. A particular instance of this is the network’s contribution to the usability of our 2018 People Survey.

Destek (our assistive technology contractor) has been involved in the testing of Office 2016 and Windows 10, and we will be piloting these with some of our Assisted Users as well as upgrading their assistive software to the latest version to ensure that they work together.

Comments received from our assisted users say that they feel fully supported, that we completely support any issues, concerns or problems that they have or come across when carrying out their daily work:

“NRW are a shining light in the work they have done and still do, a big well done”.

“Barriers are a daily occurrence but with the help and support of NRW those barriers are smashed down”.

### **Christian Fellowship**

During the past year, the Christian Fellowship have established regular meetings and seen attendance grow. Thanks to the flexibility of being able to use Skype, we have had people attend when working from home and other offices. During 2017 we have also engaged with Transform Work UK (TWUK). TWUK is a charity that aim to support Christians living out their faith in the workplace. A member of the TWUK team, John Kay, attended a bi-annual face-to-face fellowship meeting. During this day, NRW’s Christian Fellowship meet in the morning then we attended a meeting held by the Welsh Government Christian Fellowship at Cathays Park. Later in the afternoon John shared a session entitled ‘Thriving in the workplace’, based on a book he had written.

Since the creation of our Christian Fellowship, we 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

It has been an exciting first year for our Dementia Friends Network and we have made good progress against our 2017-18 dementia friendly community action plan. We held a successful launch event for our accreditation process on the 15<sup>th</sup> of June, to tie in with the Alzheimer's Society's cupcake day, where our teams throughout Wales came together for a chat over a cup of tea and a cake to raise awareness and generated over £1500 for dementia research.

We offer local dementia friend information sessions to all of our staff and this year, generated another 100 new supporters. In total we now have over 200 dementia friends throughout our organisation.

We have produced information about dementia and our role which informs our external partnership working, as well as putting dementia friendly initiatives into practice such as the new waymarking and seating at the Spirit of Llynfi woodland.



## Gender Equality and Women's Network

The network continued to develop during 2017 and we now have a core group of volunteers in offices across Wales. Our group meets quarterly to raise any issues, share experiences and discuss ideas for events.

We reported our gender pay gap for the first time during 2017 and as a network we are working across the organisation to determine how we can further reduce this gap.

2018 marks the centenary of women's suffrage and the cross-government women's network, of which we are a part of, are running events to celebrate this anniversary of women's equality. We profiled female staff on Twitter and Facebook on International Women's Day.

## Lesbian, Gay, Bisexual and Transgender + Network

One of the biggest projects that we, as a Network, undertake each year is the Stonewall Workplace Equality Index, which we submitted in September 2017. This is our opportunity as an organisation to benchmark ourselves against hundreds of other organisations on how well we do to support the LGBT+ community, both with our people and with those we engage with externally. It's with great pleasure and pride that we're able to announce we are now ranked as the 132<sup>nd</sup> best employer in the UK out of 433 participants which is a 52 place increase on our position from last year.

With support from many areas of the business, we answered Stonewall's questions surrounding policies and benefits, the employee lifecycle, our LGBT network, allies support within the organisation, senior leadership, monitoring procedures, procurement, community engagement and our service users. In addition to the submission, an all-staff survey was made available from September to November.

This healthy rise has been helped largely by all the gender identity work and discussion that has gone on within the organisation. We are meeting with Stonewall Cymru in March 2018 to get a more detailed, question by question feedback so we can identify area that we excel in and areas where we can improve.

Our submission answered the questions for year one of a three year question set and these are very much more based around transgender and non-binary people's inclusion in the workplace.

Summary of NRW's Stonewall WEI journey			
WEI Year	NRW Ranking	# Participants (UK)	NRW's position
2014	296	369	-----
2015	238	397	↑ 58
2016	160	415	↑ 78
2017	184	439	↓ 24
2018	132	433	↑ 52

We have promoted internal and external social events and supported national days of visibility, such as LGBT History Month (February), International Day against Homophobia, Biphobia and Transphobia (IDaHoBiT – 17<sup>th</sup> May) and Transgender Day of Remembrance (20<sup>th</sup> November).



## Conclusion

There is more to do to create and maintain an inclusive workplace where people can give their best. Although we are moving in the right direction and envisage our position strengthening with each reporting period, more is planned to achieve our aim.

We will be publishing our Equality Action Plan for 2017/18 and ensuring that those actions are delivered and that diversity and inclusion continues to be embedded throughout the organisation.

The year ahead, and beyond, will see a drive to make further progress against the objectives contained in our Strategic Equalities Plan.

## Employee data

### Age Analysis

	Feb 15 (2020 staff)			Jan 16 (2021 staff)			Jan 17 (1849 staff)			Jan 18 (1902 staff)		
<25	26	1.3%	⬇️	61	3.0%	⬆️	47	2.5%	⬇️	57	3.0%	⬆️
25-35	351	17%	⬇️	393	19%	⬆️	337	18.2%	⬇️	345	18.1%	⬆️
35-45	635	31%	⬇️	646	32%	⬆️	596	32.2%	⬇️	596	31.3%	➡️
45-55	632	31%	⬆️	626	31%	⬇️	594	32.1%	➡️	596	31.3%	⬆️
55-65	347	17%	⬆️	284	14%	⬇️	264	14.3%	⬇️	291	15.3%	⬆️
65+	29	1.4%	⬆️	11	0.5%	⬇️	11	0.6%	⬆️	17	0.9%	⬆️
	2020	100%		2021	100%	⬆️	1849	100%	⬇️	1902	100%	⬆️

### Disability Analysis

	Feb 15 (2020 staff)			Jan 16 (2021 staff)			Jan 17 (1849 staff)			Jan 18 (1902 staff)		
No	30%			49%		⬆️	1043	56.4%	⬆️	1164	61.2%	⬆️
Yes	1.9%			2.1%		⬆️	46	2.5%	➡️	55	2.9%	⬆️
Prefer not to say	68%			48%		⬇️	760	41.1%	⬇️	683	35.9%	⬇️
Forecast of Disabled staff assuming 100% return	5.8%			3.6%		⬇️	4.2%		⬆️	4.6%		⬆️

## Gender

	Feb 15 (2020 staff)			Jan 16 (2021 staff)			Jan 17 (1849 staff)			Jan 18 (1902 staff)		
Male	1163	58%	↗	1157	57%	↘	1055	57%	↗	1071	56%	↘
Female	857	42%	↗	864	43%	↗	794	43%	↗	831	44%	↗
	2020	100%		2021	100%	↗	1849	100%	↘	1902	100%	↗
Women in Leadership Roles	19	28%	↗	18	27%	↘	9	29%	↘	11	36.7%	↗

## Sexual Orientation

	Feb 15 (2020 staff)			Jan 16 (2021 staff)			Jan 17 (1849 staff)			Jan 18 (1902 staff)		
% of Workforce identifying as LGB				45	2.2%	↘	39	2.1%	↘	42	2.2%	↗
Heterosexual/Straight				901	45%		944	51.1%	↗	1058	55.6%	↗
Gay woman/Lesbian				10	0.49%		10	0.54%	↗	13	0.68%	↗
Gay man				11	0.54%		9	0.49%	↘	10	0.53%	↗
Bisexual				17	0.8%		12	0.6%	↘	9	0.5%	↘
Other				7	0.3%		8	0.4%	↗	10	0.5%	↗
Prefer not to say				1075	53%		866	46.8%	↗	802	42.2%	↘
				2021	100%		184 9	100%	↘	1902	100%	↗
Forecast of LGB staff assuming 100% return				4.8%			4.0%		↘	4.0%		↗

## Marital Status

	Feb 15 (2020 staff)		Jan 16 (2021 staff)			Jan 17 (1849 staff)			Jan 18 (1902 staff)		
% Workforce Married or in Civil Partnership			1074	53.1%	⬇️	992	53.7%	⬆️	998	52.5%	⬇️
Married			1068	52.8%		989	53.5%	⬆️	993	52.2%	⬇️
Single			710	35.1%		644	34.8%	⬇️	682	35.9%	⬆️
Cohabit			107	5.3%		98	5.3%	➡️	110	5.8%	⬆️
Divorced			74	3.7%		65	3.5%	⬆️	67	3.5%	➡️
Separated			16	0.8%		17	0.9%	➡️	14	0.7%	⬇️
Civil Partnership			6	0.3%		3	0.2%	➡️	5	0.3%	⬆️
Widowed			11	0.5%		5	0.3%	➡️	4	0.2%	⬇️
Unknown			29	1.4%		28	1.5%	➡️	27	1.4%	⬇️
	2021	100%	⬆️	1849	100%	⬇️	1902	100%	⬆️		

## Pregnancy & Maternity Leave

	Feb 15 (2020 staff)			Jan 16 (2021 staff)			Jan 17 (1849 staff)			Jan 18 (1902 staff)	
% of staff on Maternity Leave	37	1.83%		36	1.78%	⬇️	33	1.78%	⬆️	30	1.58% ⬇️

## Race or Ethnicity

	Feb 15 (2020 staff)		Jan 16 (2021 staff)			Jan 17 (1849 staff)			Jan 18 (1902 staff)		
% of staff who identify themselves as Black, Asian or Minority Ethnic	25	1.2%	23	1.1%	⬇️	28	1.5%	⬇️	29	1.5%	⬆️
White	1694	83.9%	1025	50.7%	⬇️	1068	57.8%	⬆️	1196	62.9%	⬆️
Mixed/multiple ethnic groups	5	0.2%	10	0.5%	⬆️	11	0.6%	⬇️	10	0.5%	⬇️
Asian/Asian British	12	0.6%	9	0.4%	⬇️	12	0.6%	➡️	11	0.6%	➡️
Black/Black British	3	0.1%	1	0.0%	⬇️	2	0.1%	➡️	2	0.1%	➡️
Other ethnic group	5	0.2%	3	0.1%	⬇️	3	0.2%	➡️	5	0.3%	⬆️
Prefer not to say	301	14.9%	973	48.1%	⬆️	753	40.7%	⬇️	678	35.6%	⬇️
	2020	100%	2021	100%	⬆️	1849	100%	⬇️	1902	100%	⬆️
Forecast of BAME staff assuming a 100% return	1.4%		2.2% ⬆️		2.54% ⬆️			2.52% ⬇️			

## National Identity

	Feb 15 (2020 staff)		Jan 16 (2021 staff)			Jan 17 (1849 staff)			Jan 18 (1902 staff)		
Welsh			512	25%		542	29%	➡️	599	31.5%	⬆️
British			482	24%		499	27%	➡️	551	29%	⬆️
English			64	3.2%		65	3.5%	⬆️	74	3.9%	⬆️
Scottish			14	0.7%		14	0.8%	➡️	13	0.7%	⬇️
Northern Irish			3	0.1%		4	0.2%	➡️	4	0.2%	➡️
Other			34	1.7%		35	1.9%	➡️	42	2.2%	⬆️
Prefer not to say			912	45.1%		690	37.3%	⬇️	619	32.5%	⬇️
			2021	100%		1849	100%	⬇️	1902	100%	⬆️

## Religion, belief or non-belief

	Feb 15 (2020 staff)		Jan 16 (2021 staff)			Jan 17 (1849 staff)			Jan 18 (1902 staff)		
% of staff who declared their religion, belief or non-belief	474	23.5%	505	25.0%	↑	521	28.2%	↑	561	29.5%	↑
Have no faith or belief	2	0.1%	364	18.0%	↑	375	20.3%	↓	430	22.6%	↑
Have a faith or belief	474	23.5%	505	25.0%	↑	521	28.2%	↑	561	29.5%	↑
Prefer not to Say	1544	76.4%	1152	57.0%	↓	953	51.5%	↓	911	47.9%	↓
	<b>2020</b>	<b>100%</b>	<b>2021</b>	<b>100%</b>	↑	<b>1849</b>	<b>100%</b>	↓	<b>1902</b>	<b>100%</b>	↑

Of those who have a religion, belief or faith											
Agnostic			45	8.9%	↑	54	10.4%	↑	63	12.1%	↑
Anglican			79	15.6%	↑	84	16.1%	↑	88	16.9%	↑
Atheist			83	16.4%	↑	75	14.4%	↓	81	15.5%	↑
Buddhist	5	1.1%	3	0.6%	↓	3	0.6%	↓	7	1.3%	↑
Catholic			49	9.7%	↑	48	9.2%	↓	50	9.6%	↑
Hindu	1	0.2%	4	0.8%	↑	4	0.8%	↓	4	0.8%	→
Humanist			10	2.0%	↑	9	1.7%	↓	12	2.3%	↑
Jewish	1	0.2%	1	0.2%	→	1	0.2%	→	1	0.2%	→
Muslim	1	0.2%	2	0.4%	↑	3	0.6%	↓	4	0.8%	↑
Other Christian Denomination	448	94.5%	154	30.5%	↓	163	31.3%	↑	170	32.6%	↑
Pagan			5	1.0%	↑	6	1.2%	↓	7	1.3%	↑
Protestant			47	9.3%	↑	44	8.4%	↓	45	8.6%	↑
Rastafarian			2	0.4%	↑	2	0.4%	↓	2	0.4%	→
Any other religion or belief	18	3.8%	21	4.2%	↑	25	4.8%	↑	27	5.2%	↑

## Welsh Language Ability

	Jan 16 (2021 staff)		Jan 17 (1849 staff)		Jan 18 (1902 staff)	
% of staff who have declared they are able to communicate in Welsh at various levels	1411	69.8%	1488	80.5%	1667	87.6%
No understanding of Welsh	65	4.4%	70	4.5%	71	4.1%
Able to pronounce basic Welsh phrases and names	608	41.2%	662	42.5%	739	42.5%
Able to construct basic Welsh sentences	345	23.4%	345	22.1%	394	22.7%
Able to discuss some work matters confidently	92	6.2%	99	6.4%	112	6.4%
Fluency in spoken Welsh	164	11.1%	169	10.8%	193	11.1%
Fluency in spoken and written Welsh	202	13.7%	213	13.7%	229	13.2%
Staff who have completed disclosed their Welsh language ability	1476	73.0%	1558	84.3%	1738	91.4%
No return completed	545	27.0%	291	15.7%	164	8.6%
	<b>2021</b>	<b>100%</b>	<b>1849</b>	<b>100%</b>	<b>1902</b>	<b>100%</b>

## Caring Responsibilities

	Feb 15 (2020 staff)	Jan 16 (2021 staff)		Jan 17 (1849 staff)		Jan 18 (1902 staff)			
Have a caring Responsibility		376	18.6%		412	22.3%	458	24.1%	↗
Have no Caring Responsibility		566	28.0%		575	31.1%	661	34.8%	↗
Prefer not to Say		1079	53.4%		862	46.6%	783	41.2%	↘
	<b>2021</b>	<b>100%</b>		<b>1849</b>	<b>100%</b>	↘	<b>1902</b>	<b>100%</b>	↗

Of those with a Caring Responsibility									
Primary carer of disabled child/children		10	2.66%		11	2.67%	10	2.43%	↘
Primary carer of disabled adult (18 and over)		10	2.7%		10	2.4%	10	2.4%	→
Primary carer of child/children (under 18)		255	67.8%		286	69.4%	319	77.4%	↗
Primary carer of older person (65+)		17	4.5%		14	3.4%	15	3.6%	↗
Secondary carer		57	15.2%		60	14.6%	65	15.8%	↗
Multiple caring responsibilities		27	7.2%		31	7.5%	39	9.5%	↗

## Working Arrangements

	Feb 15 (2020 staff)	Jan 16 (2021 staff)		Jan 17 (1849 staff)		Jan 18 (1902 staff)					
Full-time	1712	84.8%	1703	84.3%	↘	1544	83.5%	1597	84%	↗	
Part-time	308	15.2%	318	15.7%	↗	305	16.5%	305	16%	↘	
	<b>2020</b>	<b>100%</b>	<b>2021</b>	<b>100%</b>	↗	<b>1849</b>	<b>100%</b>	↘	<b>1902</b>	<b>100%</b>	↗

## Leavers by reason April 2017 to March 2018

	Headcount
Career Break	0
Compulsory Redundancy	0
Death In Service	0
Dismissal	2
End of Fixed Term Contract	11
III Health Retirement	3
Non Salaried Leaver	76
Resignation	44
Retirement	19
TUPE Transfer	2
Voluntary Exit	1
Voluntary Redundancy	4
Non Salaried to Permanent staff member	16
Change of Non Salaried Resource Type	2
<b>Number of Leavers 180</b>	

## Annex 1 - Equality Action Plan 2017/18 review

### Equality Action Plan 2017/18

	<b>Goals</b>	<b>Action</b>	<b>Measurable</b>	<b>By end of</b>	<b>Owner</b>	<b>R A G</b>
1	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	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><b>1</b> We will have produced an Equality Impact Assessment for each of the 20 well-being plans as they are developed in 2017/18.</p> <p><b>2</b> We will report specifically on the equality, diversity and inclusion benefits gained from the plans in our 2017/18 Equality Annual Report</p>	As plans are being developed	Public Services Board Project Manager	White
	Through this work, the people of Wales will see health and well-being improvements through public sector collaborative working.			Mar 18	Public Services Board Practitioners	White
<p><b>1</b> The Well-being Plans are still being developed with the Equalities Senior Advisor attending the Public Services Boards 'Core' Group in an advisory role. She is one of a number of specialist advisors to the group and is on-hand to monitor developments and provide advice as required on EDI and Human Rights. The Well-being Assessments have been fully agreed and the local Well-being Plan are in the process of being consulted upon. We expected these plans to be consulted upon earlier but are now starting to develop EqIAs to identify positive impacts and, where possible, mitigate any negatives. This objective will be carried forward.</p> <p><b>2</b> The local well-being plans are still at the consultation stage and this action will be carried forwards. Although we actively contribute, we have no direct control over the timing of the plans.</p>						
2	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. We will actively consider how changes effect the makeup of NRW as we need to remain as similar to the communities we serve as we can.	<p><b>3</b> All organisation design equality impacts assessed and addressed as necessary.</p> <p><b>4</b> We will be able to clearly see through the Strategic Workforce Plan where protected characteristic groups are concentrated.</p>	Ongoing	Organisational Change Project Board	White
				Sept 17 & Mar 18	OD & Learning	White

	<p>The next phase of the Customer Focus Programme will give a range of opportunities for staff to help shape our service improvements. We will assess our pay equality and address any issues raised.</p> <p>We will continue to monitor our progress with the Disability Confident scheme commitments. To deliver more for disabled staff and customers, we need to focus effort on training our recruiting staff this year.</p>	<p><b>5</b> Deliver end of year report to the Board, showing actions taken based on our staff feedback.</p> <p><b>6</b> Pay equality issues identified and a plan created to address these issues.</p> <p><b>7</b> We will be 100% compliant with the Disability Confident guaranteed interview scheme.</p>	<p>Nov 17</p> <p>Aug 17</p> <p>Ongoing</p>	<p>Delivering Customer Focus Manager</p> <p>Senior Equalities Advisor</p> <p>Recruitment Team Leader</p>	<p>White</p> <p>Green</p> <p>Green</p>
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**3** Samantha Carpenter is in close contact with the Project Manager and discussions have already taken place to ensure people understand the benefits of assessing any EDI impacts. This will build on previous EqIAs which have been undertaken on our Business Area Reviews. The EqIA for Organisation Design is due to take place at the beginning of the 2018/19 financial year

**4** Organisational Development and People Management are working with the Organisation Design team on the Strategic Workforce Plan and are involved in weekly Org Design telecoms. The Strategic Workforce Plan will be developed alongside the Organisation Design work when it is more fully formed.

**5** We will now be running a staff customer survey and external customer survey in February and March of 2018, to give us a much better understanding of how all our staff experience customer service within NRW and also what our external customers think of the service we give them. We initially planned to run these surveys in September 2017, but at the time were concerned they would overlap with the People Survey, however, both were delayed because of the implementation of Job Evaluation. The data we gather will establish a baseline from which we can develop an Action Plan.

**6** The Gender Pay Gap report data was collected on our annual ‘snapshot’ date of the 31<sup>st</sup> March and following the approval process, published in both our own and the Gov.UK websites. Our gender pay gap has reduced from 7.8% to 5.5%. After discussion at the Equality, Diversity and Inclusion Forum, we have created a small but effective working group who have created some initial actions such as looking at over-time payments for part time staff and the processes for reducing or increasing working hours to make it easier for people to find their optimal work-life balance. More areas we can look at have been identified and will be looked at once the higher priority actions are progressed.

**7** Throughout 2017/18 we have continued to be 100% compliant with the ‘two tick’ scheme of offering guaranteed interviews to disabled applicants who meet the minimum criteria for the role being applied for.

	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 ensure that our people and teams group and Directorates are knowledgeable about the makeup of the organisation with regards protected characteristics, and encouraged to develop greater inclusivity, so that we can build on our culture of trust and togetherness.	<b>8</b> Our self-disclosure rate will increase to over 75% from 67%	Mar 18	Line Managers	Amber
3	We will make high-level self-disclosure reports available to staff whilst maintaining confidentiality.	<b>9</b> We will create a dedicated intranet page for sharing high level self-disclosure statistics	Mar 18	Equalities Senior Advisor / Communications	Green	
	We will work to become a Dementia Friendly (DF) organisation. By becoming a dementia friendly organisation we will develop a culture that understands and supports staff who may be directly affected by dementia, and enable staff to provide a more inclusive service to our local communities.	<b>10</b> We will start the process of becoming an accredited dementia friendly organisation from April 2017. This will take at least 3 years to complete. - formal launch - dementia friendly people policies in place - ideas to take forward 'Dementia Friend' agreed with staff - trained Dementia Champion in NRW	Dec 17	Dementia Champion / ODPM	Green	
			Mar 18		Green	
			Mar 18		Green	
			Mar 18		Green	

## Sept. 2017

**8** As of January 18, our self-disclosure rate stands at 71.8% an improvement from 67% last year. Although the 75% target for the year wasn't met, this is still a good improvement which follows focused efforts from the directorates to encourage their people to voluntarily share this very personal information. Where applicable we are communicating the benefits of securely holding this confidential personal data to encourage greater disclosure. A good example of this is the gender pay gap work where we have gone beyond 'gender' and highlighted that whilst there is parity between lesbian and heterosexual female staff, there is a 13% gap between Heterosexual men and gay men. We have taken this information to the LGBT+ Network for assistance in finding solutions to this gap.

**9** Our self-disclosure data (employee profile) is published in our annual reports which are in turn made available from our intranet to assist those creating or reviewing plans, projects or policies. We have created a specific page to host this information each time we profile ourselves. Through this method we will be able to, over time, see what trends are happening within protected characteristic groups.

**10** On 15th June, 12 of our offices participated in a successful "cupcake day" event to launch NRW's journey to become an accredited Dementia Friendly Community. Since the launch we have looked at our people policies and are satisfied that they are supportive of dementia. We have decided not to specifically mention 'dementia' in those policies as we would then need to cover every other type of disability by name so as not to pay closer attention to one condition over another.

We have produced information about dementia and our role which informs our external partnership working as well as putting dementia friendly initiatives into practice such as the new waymarking and seating at the Spirit of Llynfi woodland.

### Our Dementia Friends leads are Annie Payne and Donna Littlechild

	Ensure effective governance of the equalities, diversity and inclusion agenda in NRW	Board equality updates will be delivered twice in the financial year to report on progress made and the momentum of embedding the equality agenda.	Deliver mid-year equalities update to Board  Deliver end of year equalities report to Board	Sept 17  Mar 18	EDI Forum and Equalities Senior Advisor	Green
4	Only by delivering on our actions can we provide the best employment conditions and the best service provision to our customers.					Green

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