

Equality, diversity and inclusion annual report 2024 to 2025

Our workforce

Where employee numbers are below 5, the details may not be provided in this report to protect the anonymity of individual employees. In these cases, it will state 'fewer than 5' or <5. Where possible, there will be an indication of whether the percentage is above or below the workforce percentage of that characteristic.

Age

Age profile of workforce

Age	As of 31 March 2023	As of 31 March 2024	As of 31 March 2025	% Change 2023 to 2025	Census 2021
15 to 19	0.5% (27)	0.7% (42)	0.6% (37)	+0.1%	5.4%
20 to 24	4.2% (229)	4.2% (243)	4.6% (275)	+0.4%	5.7%
25 to 29	8.6% (470)	8.9% (510)	8.7% (523)	+0.1%	5.6%
30 to 34	10.5% (579)	10.5% (599)	11% (658)	+0.5%	5.9%
35 to 39	12.4% (682)	11.7% (673)	12.1% (729)	-0.3%	5.6%
40 to 44	12.8% (706)	13.5% (776)	13.4% (806)	+0.6%	5.4%
45 to 49	11.6% (640)	11.8% (675)	12.6% (756)	+1.0%	6.1%
50 to 54	15.1% (829)	13.8% (790)	12.8% (767)	-2.3%	7.2%
55 to 59	13.6% (747)	13.9% (798)	13.4% (805)	-0.2%	7.5%
60 to 64	7.6% (417)	7.6% (435)	7.9% (476)	+0.3%	6.7%
65 and over	3.2% (174)	3.2% (186)	2.8% (171)	-0.4%	23.4%

Age Groups	As of 31 March 2023	As of 31 March 2024	As of 31 st March 2025	% Change 2023 to 2025	Census 2021
15 to 24	4.6% (256)	5.0% (285)	5.2% (312)	+0.6%	11.1%
25 to 49	56.0% (3074)	56.5% (3233)	57.8% (3472)	+1.8%	28.6%
50+	39.3% (2159)	38.6% (2209)	37% (2219)	-2.3%	44.8%

Over the last three years there has been little change in the age profile of the organisation with the greatest increase in the 25-49 age group and the greatest proportional decrease in the 50+ age group. There has been an overall increase since 2023 in the number of employees under the age of 24.

As an 'age friendly' employer and part of the national 'Ageing Better' programme, we aim to provide fulfilling work to people aged 50 and over. We will continue to review the workforce data and future employee survey responses from those aged 50 and over to show the current experience of employees in this age group and to understand whether they can access fulfilling work at Lincolnshire County Council.

- The percentage of employees aged 50 and above is 37% (2,219)
- In Lincolnshire, people aged 50 and over form 45% (343,670) of the population.
- 858 of employees aged 50 and over work part-time compared with 1,077 of employees under 50.

Pay

For details of the pay rates please refer to the Council's [pay policy statement](#).

Pay data in the report covers grades 1- 16 and Senior Leadership.

Pay grades	Age 15 to 24	Age 25 to 49	Age 50+	Total
G1	40.7% (24)	16.9% (10)	42.4% (25)	59
G2	11.5% (6)	36.5% (19)	51.9% (27)	52
G3	9.7% (69)	49.0% (368)	38.54% (274)	711
G4	7.8% (25)	48.5% (156)	43.8% (141)	322
G5	6.1% (20)	60.9% (199)	33.0% (108)	327
G6	8.3% (51)	58.6% (361)	33.1% (204)	616
G7	3.3% (30)	59.1% (544)	37.7% (346)	920
G8	5.0% (21)	68.4% (288)	26.6% (112)	421
G9	0.7% (4)	62.0% (381)	37.4% (230)	615
G10	0.0% (0)	61.6% (257)	38.4% (160)	417
G11	0.0% (0)	57.4% (163)	42.6% (121)	284
G12	0.0% (0)	52.5% (84)	47.5% (76)	160
G13	0.0% (0)	62.0% (44)	38.0% (27)	71
G14	0.0% (0)	54.5% (18)	45.4% (15)	33
G15	0.0% (0)	28.6% (2)	71.0% (5)	7
G16	0.0% (0)	46.4% (13)	53.6% (15)	28
Senior Leadership	0.0% (0)	42.2% (27)	57.8% (37)	64

At G15 equivalent and above the greatest proportion of employees in an age group switches from under to over fifty.

Recruitment

Age	Applicants	Interviews	Successful
24 and under	15.9% (1472)	13.4% (424)	14.2% (139)
25 to 49	66.2% (6122)	64.1% (2070)	62.6% (615)
50 and over	15.5% (1432)	20.5% (663)	20.7% (203)
Unknown	2.6% (216)	2.0% (71)	2.5% (25)
Total	100% (9242)	100% (3228)	100% (982)

Applicants over 50 are 1.4 times more likely to be shortlisted for interview than an applicant aged between 25 to 49. However, once shortlisted, both groups have similar success rates in being appointed.

We support multiple early careers initiatives to develop routeways into careers at Lincolnshire County Council for young people. These include work experience placements, T-levels, and apprenticeships.

Apprenticeships

There were 300 live apprenticeships in 2024 to 2025, an increase of 21 from 2023 to 2024.

Apprenticeships are available to staff of any age. They have supported development up to level 7 (equivalent to a master's degree).

Age	Apprentices 24-25	Employees on 31 March 2025	Apprentices as % of Employees
15 to 19	6.0% (18)	0.6% (37)	48.6%
20 to 24	19.0% (57)	4.6% (275)	20.7%
25 to 29	13.3% (40)	8.7% (523)	7.5%
30 to 34	14.3% (43)	11.0% (658)	6.5%
35 to 39	13.3% (40)	12.1% (729)	5.5%
40 to 44	13.3% (40)	13.4% (806)	5.0%
45 to 49	11.0% (33)	12.6% (756)	4.3%
50 to 54	6.7% (20)	12.8% (767)	2.6%
55 to 59	2.3% (7)	13.4% (805)	0.9%
60 to 64	0.7% (2)	7.9% (476)	0.4%
65 and over	0% (0)	2.8% (171)	0.00%
Total	100% (300)	100% (6003)	5.00%

Age Groups	Apprentices 24-25	Employees at31 March 2025	Apprentices as % of Employees
24 and under	25.0% (75)	5.2% (312)	24.0%
25 to 49	65.3% (196)	57.8% (3472)	5.6%
50 and over	9.7% (29)	37.0% (2219)	1.3%
Total	100% (300)	100% (6003)	5.00%

25% of apprenticeships (75) were undertaken by employees under the age of 25. Several of the courses offered support the development of administration and customer service skills for individuals who are leaving education early in their careers.

9.7% (29) were undertaken by employees aged 50 and over. Although this is not representative of the number of employees in this age group (37.0%), it shows that individuals are supported to continue their development through apprenticeships, regardless of their age. The government's 2025 Post 16 Education and Skills White Paper have outlined plans which will shift both funding and strategic focus further towards younger people undertaking apprenticeships.

Leavers

Age leavers	Leavers 22-23	Leavers 23-24	Leavers 24-25	Employees on 31 March 2025
24 and under	Not applicable	Not applicable	Not applicable	5.20% (312)
% All leavers	9.5% (64)	7.9% (45)	9.4% (70)	Not applicable
% All resignations	12% (55)	9.0% (36)	12.4% (48)	Not applicable
% All dismissals	7.4% (9)	14.1% (9)	9.6% (22)	Not applicable
25 to 49	Not applicable	Not applicable	Not applicable	57.8% (3472)
% All leavers	48.2% (326)	48.2% (274)	42.5% (318)	Not applicable
% All resignations	52.1% (289)	49.4% (249)	57.5% (222)	Not applicable
% All dismissals	30.3% (37)	39.1% (25)	41.9% (96)	Not applicable
50 and over	Not applicable	Not applicable	Not applicable	37.0% (2219)
% All leavers	42.4% (287)	43.8% (249)	48.2% (361)	Not applicable
% All resignations	38.0% (211)	43.5% (219)	48.1% (250)	Not applicable
% All dismissals	62.3% (76)	46.9% (30)	48.5% (111)	Not applicable
Total leavers	100% (677)	100% (568)	100% (749)	Not applicable

There has been an overall increase in the number of leavers from 2024 to 2025

There has been an increase in the number of resignations from employees aged 24 and under. While turnover remains low overall within the Council, a review of our Exit Questionnaire and Interview process will be undertaken to ensure the Council obtains informed information to consider and learn from leaver feedback.

Disability

The number of employees sharing that they have a disability has increased year on year.

Disability	As of 31 March 2023	As of 31 March 2024	As of 31 March 2025	Census 2021
Declared disability	5.8% (319)	6.9% (398)	7.6% (456)	20.1%
No disability	69.9% (3,843)	72.0% (4,121)	72.9% (4378)	Not applicable
Disability unknown	24.3% (1,338)	21.1% (1,208)	19.5% (1169)	Not applicable

The percentage of employees whose disability status is unknown continues to decrease. Through the introduction and embedding of our values we hope to encourage more staff to feel confident about disclosing that they have a disability, with the aim of reducing still further the proportion whose status is unknown.

We have committed to the Disability Confident Scheme and have also been accredited as a Disability Confident employer. We also refer to this in our recruitment and act on the following commitment to:

- ensure the recruitment process is inclusive and accessible
- communicate and promote vacancies
- offer an interview to disabled people if they meet the minimum criteria for the post
- anticipate and provide reasonable adjustments as required when disabled employees are applying for and doing their jobs

Disability profile of the workforce:

- 7.6% (456) employees have shared that they have a disability.
- 19.5% (1,169) employees have a disability status of 'not recorded' or 'prefer not to say'.

The following information shows the number of employees with each type of disability where this has been shared, one person may have more than one disability.

Disability	Number	Percentage	% of workforce
Blind, partially sighted, light sensitive	6	1.3%	0.1%
Cognitive impairment	14	3.0%	0.2%
Deaf, hard of hearing, acute hearing	16	3.5 %	0.3%
Learning difficulty	75	16.4%	1.3%
Learning disability	11	2.4%	0.2%
Mental health	45	9.9%	0.8%
Mobility difficulties	53	11.6%	0.9%

Disability	Number	Percentage	% of workforce
Neurodiversity	61	13.4%	1.0%
Progressive/ chronic illness (e.g. MS, Cancer)	64	14.0%	1.1%
Other	76	16.7%	1.3%
Unknown	35	7.7%	0.6%
Total	456	100.0%	7.6%

Disability Pay

Employee records were not included where disability status is unknown, therefore 4,682 employees were in scope for the disability pay gap calculations. Of these employees 4,240 (90.6%) have no disability and 442 (9.4%) of the employees have a disability.

The 2025 disability pay gap:

- The mean hourly rate for employees with no disability is £19.30 and for employees with a disability is £18.42
- The mean disability pay gap is 4.59%.
- The median hourly rate for employees with no disability is £17.77 and for employees with a disability is £16.92
- The median disability pay gap is 4.79%
- The latest UK median disability pay gap reported by the ONS is 12.7% in 2023.

Disability Pay Gap Quartile Bands

Quartile	No disability	Disability percentage
Lower quartile	89.1%	10.9%
Lower middle quartile	90.4%	9.6%
Upper middle quartile	90.9%	9.1%
Upper quartile	92.0%	8.0%

The disability pay gap has improved in the last year with median and mean figures reducing.

Pay Grades

For details of the pay rates please refer to the [pay policy statement](#)

Pay Grades	Disability	No Disability	Unknown / Prefer Not to Say	Total
G1	16.9% (10)	64.4% (38)	18.7% (11)	59
G2	25.0% (13)	52.0% (27)	23.1% (12)	52

Pay Grades	Disability	No Disability	Unknown / Prefer Not to Say	Total
G3	9.1% (65)	71.7% (510)	19.1% (136)	711
G4	8.1% (26)	76.4% (246)	15.5% (50)	322
G5	8.6% (28)	76.5% (250)	15.0% (49)	327
G6	7.6% (47)	80.7% (497)	11.7% (72)	616
G7	8.7% (80)	73.3% (674)	18.0% (166)	920
G8	10.7% (45)	78.4% (330)	10.9% (46)	421
G9	7.0% (43)	72.4% (445)	20.7% (127)	615
G10	5.3% (22)	77.2% (322)	17.6% (73)	417
G11	9.2% (26)	71.1% (202)	19.7% (56)	284
G12	4.9% (7)	71.9% (115)	23.8% (38)	160
G13	8.5% (6)	71.8% (51)	19.7% (14)	71
G14	<7.6% (<5)	78.8% (26)	21.2% (7)	33
G15	<7.6% (<5)	71.4% (5)	28.6% (2)	7
G16	<7.6% (<5)	71.4% (20)	28.6% (8)	28
Senior Leadership	<7.6% (<5)	78.1% (50)	21.9% (14)	64

In the above table, where numbers are lower than 5, the percentage is given as either greater than or less than 7.6% as this is the organisational percentage for employees with a disability and shows whether the representation in the grade is proportionate or not.

90% (412) of employees who have shared that they have a disability are on grades G1 to G12 or equivalent salary.

Recruitment

Disability	Applicants	Interviews	Successful
Disability	11.6% (1074)	13.7% (443)	9.6% (94)
No disability	87.5% (8083)	84.9% (2741)	88.0% (864)
Unknown	0.5% (50)	1.2 % (40)	2.4% (24)
Prefer not to say	0.4% (35)	0.1% (4)	0
Total	100% (9242)	100% (3228)	100% (982)

A disabled applicant was 1.2 times more likely to be shortlisted than a non-disabled applicant. This has remained stable over the last three years. As a Disability Confident employer, applicants with a disability are guaranteed an interview if they meet the minimum requirements of the job description and person specification.

A non-disabled shortlisted applicant was 1.5 times more likely to be successful in the recruitment process. This has increased from 1.3 times more likely in 2024.

As the proportion of successful applicants recruited to the council who have a declared disability (9.6%) remains greater than the proportion of current staff with a disability (7.6%), it seems likely that the proportion of all staff with a reported disability will continue to increase.

Apprenticeships

Disability	Apprentices 24-25	Employees at 31 March 2025	Apprentices as % of Employees
Disability	9.7% (29)	7.6% (456)	6.4%
No disability	84.3% (253)	72.9% (4378)	5.8%
Unknown	6.0% (18)	19.5% (1169)	1.5%
Total	100% (300)	100% (6003)	5.00%

9.7 % of employees (29) on apprenticeship programmes (total 300) had a disability.

An employee with a disability is 1.1 times more likely to be on an apprenticeship than someone who does not have a disability.

Formal HR Processes

There were 52 formal disciplinary cases from 2024 to 2025 with five cases related to people with a disability. The figures are slightly higher than the proportion of employees with disabilities in the workforce.

There were 18 formal grievance cases from 2024 to 2025, which is a decrease from 21 in the previous year. The percentage of cases raised by employees with disabilities was 22.2% (4) which is greater than the proportion of employees with disabilities in the workforce (7.6%) and an increase in the percentage of cases from 2024(19.0%).

There were 13 formal capability cases. The percentage of cases relating to employees with a disability was 38.5% (5) which is greater than the proportion of employees with disabilities in the workforce (7.6%) and has increased from the previous year (15.4%).

Given the small number of formal cases, a single additional case can cause a large shift in percentage rates.

Leavers

Disabled leavers	Leavers 22-23	Leavers 23-24	Leavers 24-25	Employees at 31 March 2025
% all leavers	5.6% (38)	6.0% (34)	9.2% (69)	7.6% (456)
% all resignations	4.7% (26)	4.6% (23)	10.9% (42)	Not applicable
% all dismissals	10.4% (12)	14.3% (9)	9.2% (21)	Not applicable

Disabled leavers	Leavers 22-23	Leavers 23-24	Leavers 24-25	Employees at 31 March 2025
Total leavers	100% (677)	100% (567)	100% (749)	Not applicable

In 2025, 0.5% of (27) employees recorded they would prefer not to disclose any potential disability compared to 0.4% (23) employees in 2024.

Ethnicity

The ethnicity categories for statistics purposes are regularly reviewed by many organisations with recent guidance published by the government in December 2021.

For this report ethnicities are grouped into the following categories or will be listed using each subcategory heading. This is to take account of the small numbers recorded under each ethnicity and to improve the reliability of the statistics.

Ethnic minorities (excluding white minorities)

- **Asian:** Bangladeshi, Chinese, Indian, Pakistani, Asian other
- **Black:** African, Caribbean, Black Other
- **Mixed:** White and Asian, White and Black African, White and Black Caribbean, Mixed Other
- **Other:** Arab, Any other ethnic group
- White and white minorities
- **White:** British, Gypsy, Roma or Irish Traveller, Irish, White Other, White not specified

Where 'white minorities' is stated, this includes the groups described above not including white British.

Ethnicity Profile of the Workforce

Ethnicity	As at 31 March 2023	As at 31 March 2024	As at 31 March 2025	Lincolnshire Census 2021
Total White	93.6% (5137)	93.6% (5358)	92.3% (5538)	96.0%
White: British	90.3% (4955)	90.2% (5167)	88.8% (5332)	89.2%
Total White minorities	3.4% (184)	3.3% (191)	3.4% (206)	6.1%
Irish	0.7% (36)	0.6% (33)	0.6% (34)	0.4%
Gypsy/Traveller /Roma	<0.1% (<5)	<0.1% (<5)	<0.1% (<5)	0.2%
Other	2.7% (146)	2.7% (157)	2.8% (170)	6.1%
Total Ethnic Minorities	3.1% (169)	3.4% (194)	3.7% (222)	4.0%
Total Asian or Asian British	0.8% (45)	0.9% (53)	1.0% (56)	1.6%
Bangladeshi	0.1% (6)	0.1% (7)	0.1% (7)	0.1%
Chinese	0.1% (6)	0.1% (6)	0.1% (6)	0.3%
Indian	0.3% (17)	0.4% (21)	0.4% (23)	0.5%
Pakistani	<0.1% (<5)	0.1% (5)	0.1% (5)	0.2%
Other Asian background	0.2% (12)	0.2% (14)	0.3% (15)	0.5%

Ethnicity	As at 31 March 2023	As at 31 March 2024	As at 31 March 2025	Lincolnshire Census 2021
Total Black or Black British	0.9% (52)	1.2% (69)	1.4% (85)	0.6%
African	0.7% (37)	0.9% (53)	1.1% (69)	0.4%
Caribbean	0.2% (11)	0.2% (11)	0.2% (10)	0.1%
Other Black background	<0.1% (<5)	0.1% (5)	0.1% (6)	0.1%
Total Mixed background	1.2% (67)	1.2% (69)	1.3% (75)	1.3%
White and Asian	0.2% (13)	0.2% (14)	0.3% (17)	0.4%
White and Black African	0.1% (5)	0.1% (7)	0.1% (8)	0.2%
White and Black Caribbean	0.5% (29)	0.5% (30)	0.5% (33)	0.4%
Other mixed background	0.4% (20)	0.3% (18)	0.3% (17)	0.3%
Total any other ethnic background	0.1% (5)	<0.1% (<5)	<0.1% (<5)	0.6%
Total unknown	3.3% (182)	3.1% (175)	4.0% (243)	Not applicable

3.7% (222) of employees are from ethnic minority backgrounds (excluding white minorities)

3.4% (206) of employees are from white minority backgrounds

88.8% (5,332) of employees are white British

The number of employees who are from ethnic minority backgrounds (excluding white minorities) has increased each year. The 2025 percentage (3.7%) is within 0.3% of the Lincolnshire population figure from the 2021 census (4%). Our employment of individuals from white minority backgrounds and Asian and mixed ethnic backgrounds are below the census figures, however the percentage of employees from a Black ethnic background (1.4%) has risen above the census figure (0.6%) in 2025.

There has been a small increase in the number of employees whose ethnicity is unknown.

Pay

5,811 employees were in scope for the ethnicity pay gap data. Of these employees 5,600 (96.4%) were from white backgrounds. 211 (3.6%) of the employees were from ethnic minority backgrounds.

The 2025 ethnicity pay gap:

- The mean hourly rate for employees from white backgrounds or where ethnicity is unknown is £19.45 and for employees from ethnic minority backgrounds is £18.88

- The mean ethnicity pay gap is 2.9%
- The median hourly rate for employees from white backgrounds or where ethnicity is unknown is £17.77 and for employees from ethnic minority backgrounds is £17.77
- The median ethnicity pay gap is 0.0%

Ethnicity pay gap quartile bands

Quartile	White/unknown ethnicity percentage	Ethnic minority percentage
Lower quartile	96.2%	3.8%
Lower middle quartile	96.1%	3.9%
Upper middle quartile	96.3%	3.7%
Upper quartile	96.8%	3.2%

Both the median and mean ethnicity pay gap has remained the same since 2024.

Pay Grades

Pay Grades	Ethnic minority	White	Unknown / Prefer Not to Say	Total
G1	>3.7% (<5)	94.9% (56)	0.0%	59
G2	11.5% (6)	84.6% (44)	3.7% (2)	52
G3	3.9% (28)	89.6% (637)	6.5% (46)	711
G4	2.8% (9)	89.8% (289)	7.5% (24)	322
G5	4.6% (15)	92.4% (302)	3.1% (10)	327
G6	5.1% (27)	93.1% (573)	2.6% (16)	616
G7	3.4% (31)	92.7% (853)	3.9% (36)	920
G8	6.4% (27)	90.0% (379)	3.6% (15)	421
G9	4.6% (28)	91.0% (560)	4.4% (27)	615
G10	4.6% (19)	93.5% (390)	1.8% (8)	417
G11	3.5% (10)	93.0% (264)	3.5% (10)	284
G12	<3.7% (<5)	96.3% (154)	3.7% (6)	160
G13	3.7% (<5)	97.2% (67)	5.6% (4)	71
G14	0.0% (0)	93.9% (31)	6.1% (2)	33
G15	0.0% (0)	100.0% (7)	0.0% (0)	7
G16	0.0% (0)	92.9% (26)	7.1% (2)	28
Senior Leadership	>3.7% (<5)	98.4% (63)	1.6% (1)	64

In the above table, where numbers are lower than five, the percentage is given as either greater than or less than 3.7% as this is the organisational percentage for employees from ethnic minority backgrounds and shows whether the representation in the grade is proportionate or not.

91.9% (204) of employees from ethnic minority backgrounds (222) are on grades G1 to G12 or equivalent salaries. This is 3.9% of the number of employees paid at this level (5,223).

There are eight employees from ethnic minority backgrounds in senior roles paid at G13 or equivalent and above. This is an increase from 2024 by three.

Recruitment

Ethnicity	Applicants	Interviews	Successful
Total Ethnic minority	18.3% (1690)	9.9% (319)	6.3% (62)
Asian or Asian British	5.1% (473)	2.4% (76)	1.0% (10)
Black or Black British	10.5% (970)	5.5% (176)	3.5% (34)
Mixed background	2.0% (182)	1.6% (53)	1.2% (16)
Any other ethnic background	0.7% (63)	0.4% (14)	<0.2% (<5)
Total White	77.4% (7185)	86.8% (2802)	90.3% (887)
White British	73.8% (6823)	83% (2691)	86.1% (845)
White minority	3.9% (362)	3.4% (111)	2.7% (42)
Unknown	2.8% (262)	3.1% (99)	3.4% (33)
Total	100% (9242)	100% (3228)	100% (982)

18.3% of applicants were from an ethnic minority background, this increased from 16.1% in the previous year.

6.3% of successful applicants were from an ethnic minority background, this increased from 5.2% in the previous year.

Apprenticeships

Ethnicity	Apprentices 24-25	Employees at 31 March 2025	Apprentices as % of Employees
White British and White minority	94.0% (282)	93.6% (5538)	5.1%
Ethnic minority	3.7% (11)	3.7% (222)	4.9%
Unknown	2.3% (7)	4.1% (243)	2.9%
Total	100% (300)	100% (6003)	5.0%

The number of ethnic minority employees on apprenticeship programmes is 4.9% of the workforce and the number of apprentices as a proportion of the number of employees from ethnic minority backgrounds is the same. It is therefore just as likely for someone from an ethnic minority background to be undertaking an apprenticeship.

Formal HR Processes

There were 52 formal disciplinary cases in total and fewer than five cases involving employees from an ethnic minority background. The percentage is slightly above the organisation’s percentage of employees from an ethnic minority background (3.7%).

There were 18 formal grievance cases in total and fewer than five cases (one case) were raised by employees from ethnic minority backgrounds. As a percentage this is 5.6% and is above the organisation’s percentage of employees from an ethnic minority background (3.7%).

There were 13 formal capability cases in total and none of these involved employees from an ethnic minority background.

Given the small number of formal cases, a single additional case can cause a large shift in the percentage rates.

Leavers

Ethnic minority leavers	Leavers 22-23	Leavers 23-24	Leavers 24-25	Employees at 31 March 2025
% all leavers	5.0% (34)	5.5% (31)	4.9% (37)	3.7% (222)
% all resignations	5.2% (29)	5.0% (25)	5.7% (22)	Not applicable
% all dismissals	4.1% (5)	9.5% (6)	5.5% (4)	Not applicable
Total leavers	100% (677)	100% (567)	100% (749)	Not applicable

Dismissal rates for ethnic minorities dropped sharply from 9.5% (2023–24) to 5.5% (2024–25), which is a positive trend.

Resignation rates for ethnic minorities have been 5.2% (29) in 2022–23, 5.0% (25) in 2023-24 and 5.7% (22) in 2024-2025.

Marriage and Civil Partnership

The personnel system has a provision for employees to declare their marital status. In 2024-25 57.0% (3,423) of employees have recorded their marital status. This has increased from 52.3% in 2024. We have not found evidence to suggest that there is a difference in the treatment of employees who are married or in a civil partnership compared to those who are not.

We do not record marital status as part of the recruitment processes.

Pregnancy and Maternity

Type of leave	2022-2023	2023-2024	2024-25
Employees taking maternity leave	128	129	116
Employees leaving after maternity leave	16 (12.5%)	11 (8.5%)	8 (6.9%)
Employees taking paternity leave	13	22	24

During the period 1 April 2024 – 31 March 2025:

- 116 employees took maternity leave
- Of all employees who finished their maternity leave during this period eight left the organisation either before or shortly after returning to work

We do not record whether an applicant is pregnant, due to have or adopt a child as part of the recruitment process.

Religion or Belief

Religion or belief profile of the workforce:

Religion or belief	As at 31 March 2022	As at 31 March 2023	As at 31 March 2024	As at 31 March 2025	Census 2021
Total unknown	21.0% (1,130)	18.3% (1,005)	16.6% (949)	16.1% (968)	6.1%
Unknown	6.3% (339)	5.7% (311)	5.1% (294)	6% (361)	6.1%
Prefer not to disclose	14.7% (791)	12.6% (694)	11.4% (655)	10.1% (607)	Not applicable
Christian all denomination	51.2% (2,748)	49.6% (2,725)	48.0% (2,751)	46.1% (2770)	53.7%
Total non-Christian	3.3% (177)	3.5% (194)	3.5% (201)	3.5% (207)	1.9%
Buddhist	0.2% (8)	0.2% (13)	0.2% (12)	0.2% (11)	0.2%
Hindu	0.2% (10)	0.2% (10)	0.2% (11)	0.2% (13)	0.3%
Muslim	0.2% (13)	0.3% (15)	0.3% (18)	0.3% (20)	0.7%
Humanist	Not applicable	<0.1% (<5)	<0.1% (<5)	<0.1% (<5)	Not applicable
Jewish	<0.1% (<5)	<0.1% (<5)	<0.1% (<5)	<0.1% (<5)	0.1%
Pagan	Not applicable	<0.1% (<5)	<0.1% (<5)	<0.1% (<5)	Not applicable
Sikh	<0.1% (<5)	<0.1% (<5)	<0.1% (<5)	<0.1% (<5)	0.1%

Religion or belief	As at 31 March 2022	As at 31 March 2023	As at 31 March 2024	As at 31 March 2025	Census 2021
Other	2.6% (139)	2.7% (146)	2.6% (147)	2.5% (147)	0.5%
Total no Religion including atheist and agnostic	24.5% (1,317)	28.6% (1,569)	31.9% (1,826)	34.2% (2,058)	38.3%
No Religion	24.5% (1,317)	28.2% (1,547)	31.4% (1,797)	33.6% (2021)	Not applicable
Agnostic	Not applicable	0.2% (11)	0.2% (12)	0.2% (13)	Not applicable
Atheist	Not applicable	0.2% (11)	0.3% (17)	0.4% (24)	Not applicable

The percentage of employees whose religion or belief is recorded as unknown on their personnel record has reduced from 6.3% to 6.0% from 2022 – 2025.

There has also been a decrease in the number of employees who have stated that they would prefer not to disclose their religion or belief since 2023 – 2024.

We hold religion or belief data on 84% (5,035) of our employees. This is a slight increase from 83.4% (4,778) in 2024.

The data continues to show that a higher percentage of employees have a non-Christian religion or belief than was reported through the 2021 census for residents of Lincolnshire.

Our workforce representation of minority religions including Buddhist, Hindu and Muslim is within 0.5% of the census percentages for the county.

Pay

Pay Grade	Christian (Count and %)	Other Religion (Count and %)	No Religion (Count and %)	Unknown	Total
G1	(17) 28.8%	(1) 1.7%	(29) 49.2%	(12) 20.3%	59
G2	(22) 42.3%	(2) 3.9%	(20) 38.3%	(8) 15.4%	52
G3	(326) 45.6%	(30) 4.2%	(249) 35.0%	(106) 14.9%	711
G4	(152) 47.2%	(11) 3.4%	(100) 31.1%	(59) 18.3%	322
G5	(139) 42.5%	(15) 4.6%	(130) 39.7%	(43) 13.1%	327
G6	(270) 43.9%	(21) 3.4%	(246) 39.9%	(79) 12.8%	616
G7	(420) 45.7%	(32) 3.5%	(334) 36.3%	(134) 14.6%	920
G8	(173) 41.1%	(13) 3.1%	(180) 42.8%	(55) 13.1%	421
G9	(288) 46.8%	(28) 4.6%	(173) 28.1%	(126) 20.5%	615
G10	(187) 44.8%	(18) 4.3%	(137) 32.9%	(75) 18.0%	417
G11	(157) 55.3%	(7) 2.5%	(59) 20.8%	(61) 21.5%	284

Pay Grade	Christian (Count and %)	Other Religion (Count and %)	No Religion (Count and %)	Unknown	Total
G12	(88) 55.0%	(4) 2.5%	(37) 23.1%	(31)19.4%	160
G13	(38) 53.5%	(3) 4.2%	(17) 23.9%	(13) 18.3%	71
G14	(12) 36.4%	(1) 3.0%	(8) 24.2%	(12) 36.4%	33
G15	(4) 57.1%	(0) 0.0%	(1) 14.3%	(2) 28.6%	7
G16	(13) 46.4%	(0) 0.0%	(9) 32.1%	(6) 21.4%	28
Senior Leadership	(32) 50.0%	(2) 3.1%	(22) 34.4%	(8) 12.5%	64

The percentage of employees who have a religion other than Christian is 4.4% (182) in Grades equivalent to G12 and below.

The percentage of employees who have a religion other than Christian is 3.7% (6) in grades equivalent to G13 and above.

There is therefore a lower representation of employees with a religion other than Christian in the senior grades (G13 equivalent and above).

Recruitment

Religion and Belief	Applicants	Interviews	Successful
Prefer not to disclose	5.8% (535)	6.5% (208)	6.6% (65)
Christian all denomination	37.1% (3423)	37.4% (1205)	35.9% (352)
Total non-Christian	8.3% (767)	5.6% (181)	4.1% (41)
Buddhist	0.2% (20)	0.1% (3)	0
Hindu	1.9% (179)	1.1% (34)	0.7% (7)
Jewish	0.1% (5)	<0.1% (3)	0
Muslim	3.1% (291)	1.5% (48)	0.6% (6)
Sikh	0.2% (45)	<0.1% (<5)	0
Other	2.8% (258)	2.7% (89)	2.9% (28)
Total no Religion	41.6% (3839)	53.3% (1557)	49.5% (523)

Apprenticeships

Religion of belief	Apprentices 24-25	Employees at 31 March 2025	Apprentices as % of Employees
Christian	35.0% (105)	46.1% (2,770)	3.8%
Other Religions and beliefs	2.7% (8)	3.5% (207)	3.9%
No religion	50.3% (151)	34.3% (2,058)	7.3%
Unknown	12.0% (36)	16.1% (968)	3.7%
Total	100% (300)	100% (6,003)	5.0%

37.7% (113) of employees on apprenticeships have religious beliefs, this is below the organisational percentage (49.6%).

A higher proportion of apprentices have no religion when compared with the percentage of all employees with no religion.

Formal HR Processes

There were 52 formal disciplinary cases in total and 46.1% (24) of cases involved employees with Christian beliefs, this is the same as the workforce percentage 46.1%

There were fewer than five disciplinary cases involving employees of other religions or beliefs.

There were 18 formal grievance cases in total and (38.9%) seven cases were raised by employees with Christian beliefs this is lower than the workforce percentage 46.1%.

There were no grievance cases raised by employees of other religions or beliefs. seven were unknown.

There were 13 formal capability cases in total and 38.5% (5) of these involved employees with Christian beliefs this is lower than the workforce percentage (46.1%).

There was one formal capability case involving an employee of another religions or belief. Three cases were recorded as religion unknown.

Given the small number of formal cases, a single case can cause a large shift in the percentage rates and can take the figure above the workforce percentage.

Leavers

Christian

Employees at 31 March 2025 – 46.1% (2,770)

Religion and belief leavers	Leavers 22-23	Leavers 23-24	Leavers 24-25
% all leavers	47.6% (323)	51.5% (292)	44.6% (334)
% all resignations	48.5% (269)	52.6% (265)	45.8% (238)
% all dismissals	44.3% (54)	42.9% (27)	41.9% (96)

Non-Christian

Employees at 31 March 2025 – 3.4% (207)

Religion and belief leavers	Leavers 22-23	Leavers 23-24	Leavers 24-25
% all leavers	2.7% (18)	4.6% (26)	4.7% (35)
% all resignations	2.7% (15)	4.4% (22)	4.4% (22)
% all dismissals	<3% (<5)	<7% (<5)	<2% (1)
Total leavers	100% (677)	100% (567)	100% (749)

Sex

This data refers to sex assigned at birth or through a gender recognition certificate and is therefore male or female.

Sex	As at 31 March 2023	As at 31 March 2024	As at 31 March 2025	Census 2021
Female	68.0% (3,742)	68.7% (3,933)	69.0% (4,150)	51%
Male	32.0% (1,758)	31.3% (1,794)	31.0% (1,853)	49%
Full-time female	43.1% (2,368)	44.7% (2,560)	47.3% (2,843)	Not applicable
Part-time female	25.0% (1,374)	24.0% (1,373)	21.8% (1,307)	Not applicable
Full-time male	20.0% (1,100)	19.9% (1,140)	20.4% (1,226)	Not applicable
Part-time male	12.0% (658)	11.4% (654)	10.4% (628)	Not applicable
Full-time	63.1% (3,468)	64.6% (3,700)	67.8% (4,069)	Not applicable
Part-time	36.9% (2,032)	35.4% (2,027)	32.2% (1,935)	Not applicable

The percentage of female employees has increased each year as the need for employees has increased in female dominated occupations and stands at 69.0 % in 2025. The percentage of part-time employees is decreasing each year.

The percentage of part time employees who are female is 21.8% (1,307) and the percentage of full-time employees who are female is 47.3% (2,843) compared with the percentage of female employees overall in the workforce 69.0% (4,150).

Gender Identity and Gender Reassignment

We do not monitor the number of employees who are transitioning or who have transitioned.

From 1 April 2023 we have had the facility to record the gender identity of job applicants and employees these options include ‘trans man’ and ‘trans woman’ and ‘non-binary’ in line with the 2021 census categories.

The use of this facility is low. There are fewer than five instances of an employee selecting ‘trans-man’ or ‘trans-woman’ as their gender and fewer than five instances of an employee selecting male gender when they have described their sex as female and vice versa. 11 employees selected ‘non binary’ to describe their gender and 11 also preferring not to disclose.

Pay

There was a total of 5,811 employees in scope of the Gender Pay Gap calculations for 31 March 2025. 4,009 (69%) of these were female and 1,802 (31%) were male.

The 2025 gender pay gap data is detailed below:

- The mean hourly rate for males is £20.00 and females is £19.17
- The mean gender pay gap is 4.13%

- The median hourly rate for males is £18.28 and females is £17.77
- The median gender pay gap is 1.79%

The UK national median gender pay gap for all employees, calculated by the Office for National Statistics in 2025 is 6.9%.

Quartile Pay Bands

The workforce is split into four equal parts and that the proportions of male and female employees in each quartile are shown as:

Quartile	Male percentage	Female percentage
Lower quartile	26%	74%
Lower middle quartile	27%	73%
Upper middle quartile	40%	60%
Upper quartile	31%	69%

Pay Grades

Pay Grades	Male	Female	Total
G1	46% (27)	54% (32)	100% (59)
G2	27% (14)	73% (38)	100% (52)
G3	19% (134)	81% (577)	100% (711)
G4	19% (78)	81% (244)	100% (322)
G5	28% (91)	72% (236)	100% (327)
G6	27% (168)	73% (448)	100% (616)
G7	22% (205)	78% (715)	100% (920)
G8	23% (96)	77% (325)	100% (421)
G9	24% (145)	76% (470)	100% (615)
G10	24% (99)	76% (318)	100% (417)
G11	22% (65)	78% (229)	100% (294)
G12	39% (63)	61% (97)	100% (160)
G13	21% (15)	79% (56)	100% (71)
G14	48% (16)	52% (17)	100% (33)
G15	43% (3)	57% (4)	100% (7)
G16	61% (17)	39% (11)	100% (28)
Senior Leadership	39% (25)	61% (39)	100% (64)

Female employees account for 76% (3,729) of the workforce on salaries equivalent to G12 and below (4,904).

Female employees account for 63% (127) of the workforce on salaries equivalent to grades G13 and above (203).

Recruitment

Applicants can select their gender identity on the application form, therefore the following data includes gender identities other than male and female and does not specify sex assigned at birth.

Sex and gender	Applicants	Interviews	Successful
Female	65.5% (6,053)	68.3% (2205)	72.5% (712)
Male	33% (3,026)	29.6% (956)	24.2% (238)
Other gender identity	0.01% (1)	0%	0%
Trans Man	0.1% (9)	0.09% (3)	0.10% (1)
Trans Woman	0.03% (3)	0.03% (1)	0%
Non-Binary	0.3% (25)	0.3% (8)	0.2% (2)
Prefer not to disclose	1.4% (125)	1.7% (55)	2.9% (29)
Total	100% (9,242)	100% (3,228)	100% (982)

Apprenticeships

Sex	Apprentices 24-25	Employees at 31 March 2025	Apprentices as % of Employees
Female	74.3% (223)	69.1% (4,150)	5.4%
Male	25.7% (77)	30.9% (1,853)	4.2%
Total	100% (300)	100% (6,003)	5.0%

Formal HR Processes

Men accounted for 55.8% (29) of the workforce who were subject to a formal disciplinary process (52).

Men accounted for 44.4% (8) of the workforce who raised a grievance (18).

Of the 13 cases, five employees subject to a capability process were women.

Leavers

The data below shows male and female leavers for 2024-25:

Sex	Leavers 22-23	Leavers 23-24	Leavers 24-25	Employees at 31 March 2025
Female	Not applicable	Not applicable	Not applicable	69.1% (4,150)
% all leavers	66.6% (451)	67.7% (384)	67.9% (509)	Not applicable
% all resignations	65.6% (364)	69.2% (349)	68.5% (356)	Not applicable
% all dismissals	71.3% (87)	55.6% (35)	66.4% (152)	Not applicable
Male	Not applicable	Not applicable	Not applicable	30.9% (1,853)
% all leavers	33.4% (226)	32.3% (183)	32.2% (241)	Not applicable
% all resignations	34.4% (191)	30.8% (155)	31.5% (164)	Not applicable
% all dismissals	28.7% (35)	44.4% (28)	33.6% (77)	Not applicable

Sexual Orientation

Sexual orientation	As at 31 March 2023	As at 31 March 2024	As at 31 March 2025	Census 2021
Total unknown	24.9% (1,366)	22.9% (1,312)	21.9% (1319)	7.65% (not answered)
Unknown	24.7 % (1,357)	22.3% (1,279)	21% (1262)	Not applicable
Prefer not to disclose	0.2% (9)	0.6% (33)	0.9% (57)	Not applicable
Bisexual	1.2% (63)	1.6% (89)	1.6% (95)	1.26%
Gay or lesbian	1.3% (72)	1.4% (78)	1.5% (91)	1.22%
Other	0.4% (21)	0.4% (25)	0.5% (28)	0.29%
Heterosexual	72.3% (3,966)	73.4% (4,223)	74.5% (4470)	89.58%

We hold sexual orientation data for 78% (4,684) of employees.

The percentage of employees who have shared their sexuality as Bisexual, gay, lesbian or another sexuality (3.6%) is above that reported in the 2021 census for Lincolnshire (2.77%).

Recruitment

Sexual orientation	Applicants	Interviews	Successful
LGBTQ+ Total	7.2% (667)	6.3% (206)	5.1% (50)
Bisexual	4.0% (371)	3.2% (103)	1.8% (18)
Gay or lesbian	2.6% (244)	1.6% (84)	1.8% (27)
Other	0.6% (52)	0.6% (19)	0.5% (5)
Heterosexual Total	86.7% (8,007)	86.3% (2,787)	85.4% (839)
Unknown /Prefer not to disclose	6.1% (568)	7.3% (235)	9.4% (93)
Total	100% (9242)	100% (3228)	100% (982)

These figures show that sexuality does not have a significant impact on the recruitment process.

Apprenticeships

Sexual Orientation	Apprentices 2024-25	Employees at 31 March 2025	Apprentices as % of Employees
Other sexuality	6.0% (18)	3.6% (214)	8.4%

Sexual Orientation	Apprentices 2024-25	Employees at 31 March 2025	Apprentices as % of Employees
Heterosexual	74.7% (224)	74.5% (4,470)	5.0%
Total Unknown	19.3% (58)	22% (1,319)	4.4%
Total	100% (300)	100% (6003)	5.0%

The number of employees on apprenticeships who have shared that they are lesbian, gay, bisexual or other sexuality has increased year on year and is now 6.0% which is above the proportion of LGBTQ+ people in the organisation at 3.6%.

Formal HR Processes

There were two formal disciplinary cases out of a total of 52 involving employees who shared their sexuality as LGBTQ+.

There was one grievance case out of a total of 18 with employees who had declared their sexuality other than heterosexual.

Leavers

Sexual orientation	Leavers 23-24	Leavers 24-25	Employees at 31 March 2025
LGBTQ+	Not applicable	Not applicable	3.6% (214)
% all leavers	4.1% (23)	4.9% (38)	Not applicable
% all resignations	4.4% (22)	5.1% (26)	Not applicable
% all dismissals	1.6% (<5)	3.9% (9)	Not applicable
Total leavers	100% (567)	100% (749)	Not applicable

Pay and Grading

For details of our pay policy read our annual pay policy statement [Pay policy statement – Lincolnshire County Council](#)

We have a job evaluation scheme (Greater London Provincial Council - job evaluation scheme) in place to grade jobs from Grade 1 to Grade 16. This ensures we comply with the requirements of equal pay (equal pay for work of equal value) as jobs are objectively assessed and graded according to the same criteria. The job evaluation scheme is used to evaluate those posts which are covered by NJC (National Joint Council) for Local Government Services terms and conditions of employment. These posts all have a GLPC grade. This covers 84.0% (5043) of our employees (6,003).

Gender Pay Gap 2025

In accordance with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, we are required to publish statutory gender pay gap information by 31 March each year. This information is published on both our website ([gender pay gap data](#)) and as required by legislation, on the Government website for gender pay gap information ([Gov.uk - gender pay gap data](#)).

The gender pay gap data does not highlight any specific issues at Lincolnshire County Council, as at end of March 2025 the median gender pay gap was 1.79%, a decrease by 0.11% from 2024 and remained below 6.9% which was the national median gender pay gap in April.