



# 2024 Workforce Profile

**Data from 01 April 2023 to 31  
March 2024**  
**Basildon Borough Council**

Basildon Centre

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Basildon

SS14 1DL

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# 1. Executive Summary

Our Workforce Profile provides an overview of the current workforce while also examining data on new starters, applicants and leavers. It includes our gender and ethnicity pay gap data as part of our commitment to transparency.

We are committed to being an inclusive and fair employer, actively encouraging individuals from all protected characteristics to join our team. We highly value the unique skills and talents each person brings. Analysing our workforce through the lens of protected characteristics is essential to ensuring inclusivity and serves as a valuable evidence base to shape our diversity and inclusion objectives.

Additionally, our Workforce Profile ensures that Basildon Council meets its Public Sector Equality Duty under the Equality Act 2010. The workforce data is based on figures extracted as of 31 March 2024.

## 1.1 Introduction

With the largest economy in Essex, valued at £6.9 billion annually, Basildon is also the fastest growing economy in the region. The Borough boasts a higher proportion of private-sector jobs per capita than most areas in the UK. Major companies, including Ford, Leonardo, and Costa, have established their bases here, solidifying Basildon's reputation as a hub for innovation and global business. Its prime location offers unparalleled connectivity. Central London is just 30 minutes away by train, and proximity to major airports and ports secures its position as a strategic hub for trade and logistics.



Basildon Council's ability to attract and retain high-calibre employees who can deliver its agenda and ambitious programme is essential, particularly during times of financial challenge and organisational change. A skilled and committed workforce is key to maintaining high performance, delivering quality services for local people, and driving the transformation of the borough.

## 1.2 Data Methodology

This profile provides an analysis of the size and makeup of the workforce in comparison to the community and includes aspects of recruitment and employment in relation to age, disability, ethnic origin, gender, sexual orientation and religion or belief.

The data is from Basildon's directly employed workforce and excludes agency/interim workers, volunteers, casual workers and consultants unless stated otherwise.

The data used in this document has been taken from the Council's Human Resource Information System (iTrent). Age, Gender and Pregnancy/Maternity are required as

mandatory disclosures from staff for statutory returns. Disability, Ethnicity, Marital Status, Religion, Sexual Orientation and those identifying as transgender are optional and self-declared.

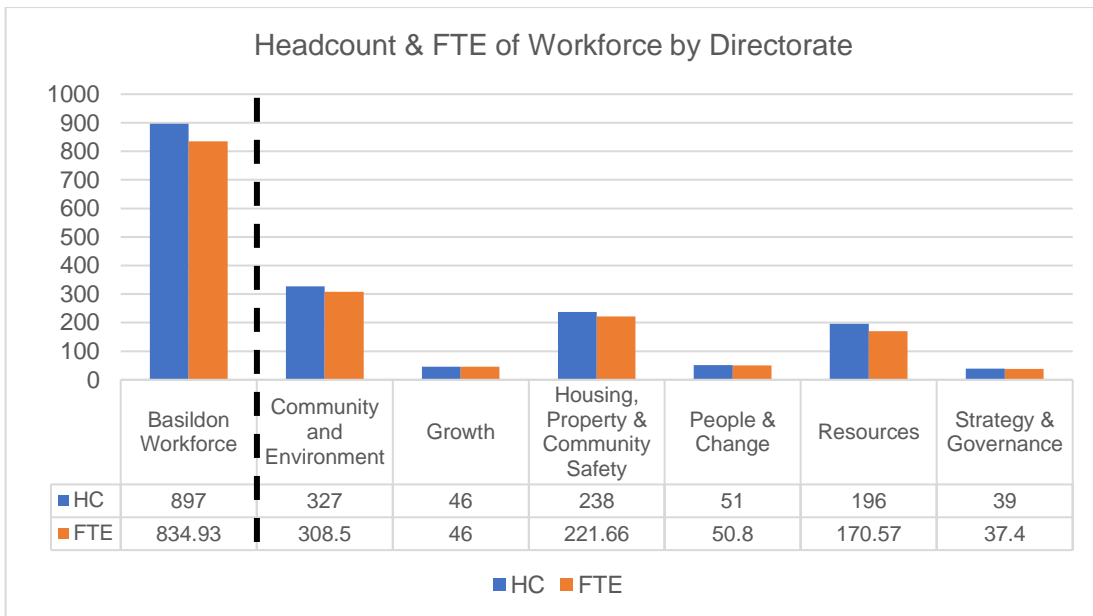
## 2. Employee Profile

### 2.1 Headcount and FTE Profile

#### DEFINITIONS:

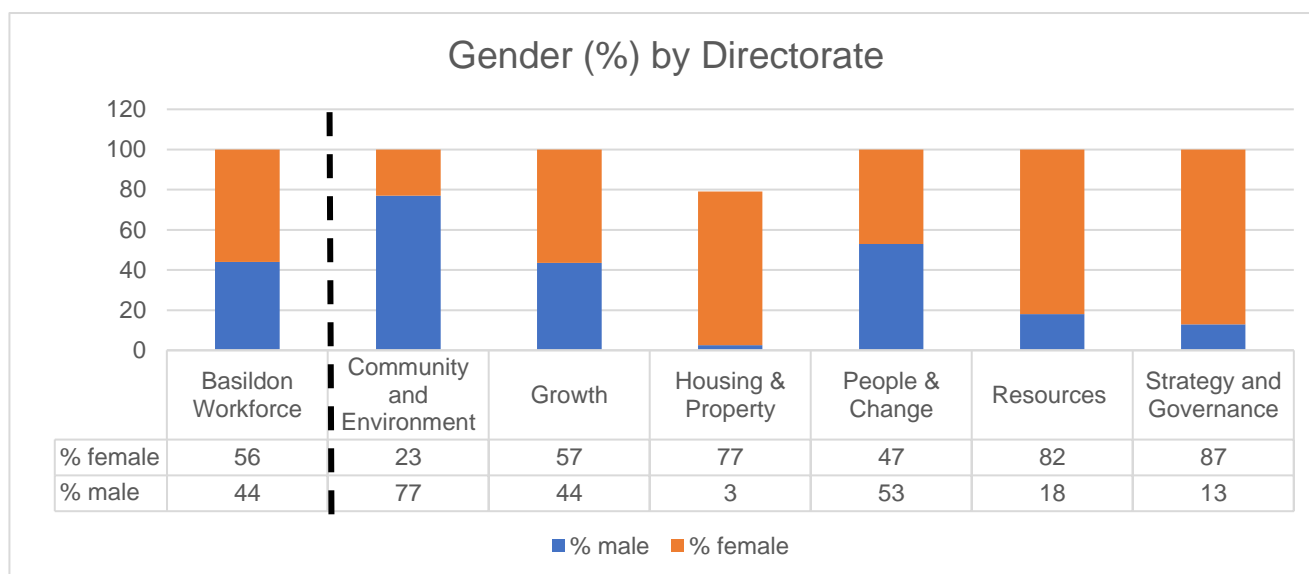
- Headcount is the number of employees within the Council's workforce. If an employee works in more than one directorate, they will be counted in all directorates that they work in.
- Full time equivalents (FTE) is calculated by dividing the number of contractual hours an employee works each week by the full time hours (36.25)

#### 2.1.1 Total Headcount and FTE by Directorate



As at 31<sup>st</sup> March 2024, Basildon Council employed 897 individuals; with an FTE of 826.03. Headcount has increased by 13 since 2022/23 and by 8.9 FTE.

## 2.1.2 Gender by Directorate



56% of our workforce are female; 44% male. There has been little change in the percentage split of male and female employees since 2022/23 when 55% of our workforce were female and 45% male – showing a 1% change.

### Gender composition of Basildon Workforce and Basildon Borough

The proportion of male and female staff employed by the Council is comparable to the population that resides in the Borough.

Council / Area	Male	Female
Basildon Borough Council	44%	56%
Basildon Borough*	49%	51%

\*2021 Census data

## 2.1.3 Ethnicity by Directorate

Public sector organisations have a duty to consider the need to avoid discrimination and advance equality of opportunity as part of what they do. This is part of the public sector equality duty.

### DEFINITIONS:

- Ethnic minorities are the total non-white workforce and comprises of, but is not limited to, employees from the following ethnic backgrounds as defined by gov.uk and as used for the 2021 Census:

#### Asian or Asian British

- Indian
- Pakistani

- Bangladeshi
- Chinese
- Any other Asian background

### **Black, Black British, Caribbean or African**

- Caribbean
- African
- Any other Black, Black British, or Caribbean background

### **Mixed or multiple ethnic groups**

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed or multiple ethnic background

### **Other ethnic group**

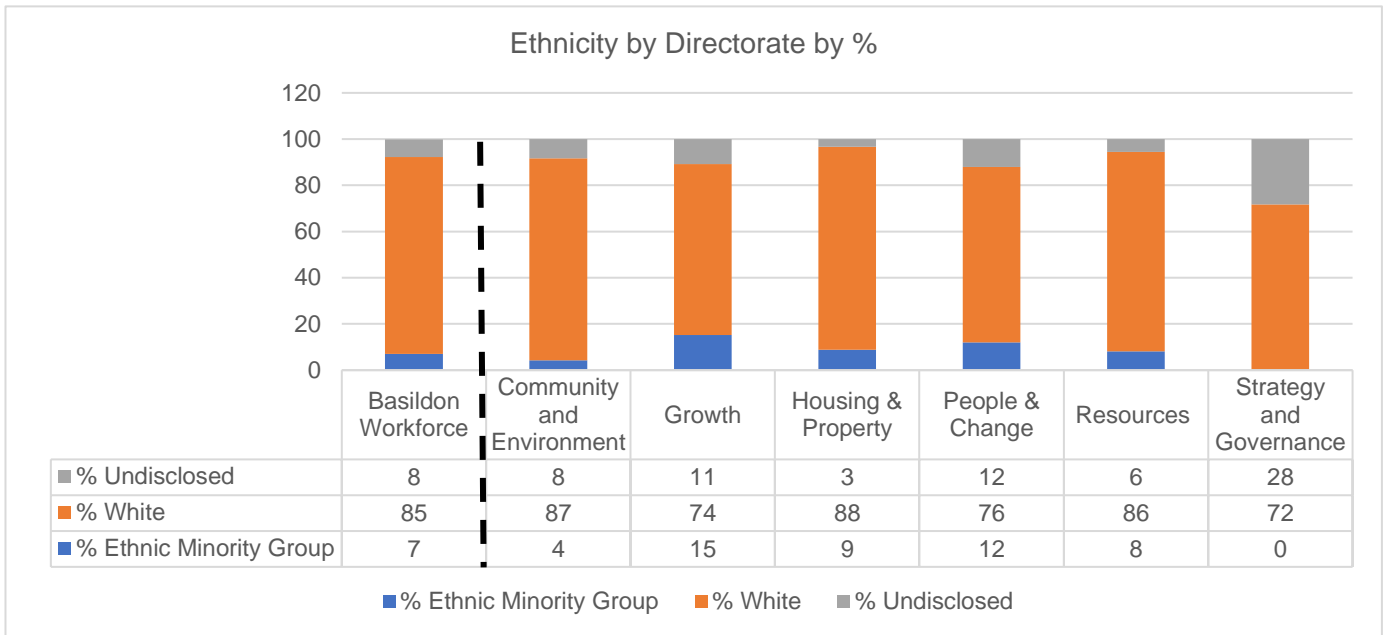
- Arab
- Any other ethnic group

### **White**

- English, Welsh, Scottish, Northern Irish or British
- Irish
- Gypsy or Irish Traveller
- Roma
- Any other White background

In consultation with Unison and colleagues across the Council, the agreed term of ethnic minority groups has been used throughout this report when reporting on ethnicity.

The chart below shows the percentage of our workforce by ethnicity.



The workforce data of 2023/24 compared with 22/23 shows 7% of Basildon Council employees are from ethnic minority groups compared with 6% last year which is good progress but 2% less than the borough.

### **Ethnic composition of Basildon Workforce and Basildon Borough**

The proportion of staff from White backgrounds in the Council’s Workforce (85%) is slightly lower than the proportion in the Basildon Borough (89%). Staff from ethnic minority groups currently make up 7% of the Council’s Workforce, a rise of 1% from last year compared with 10% of the Basildon Borough population. This difference may be incorporated in the 8% unknown where staff have not declared or preferred not to state. We are an equal opportunities employer and are committed to recruiting people who are underrepresented in the Council’s Workforce.

<b>Council / Area</b>	<b>BAME</b>	<b>White</b>	<b>Unknown</b>
<b>Basildon Borough Council</b>	7%	85%	8%
<b>Basildon Borough*</b>	10%	89%	1%

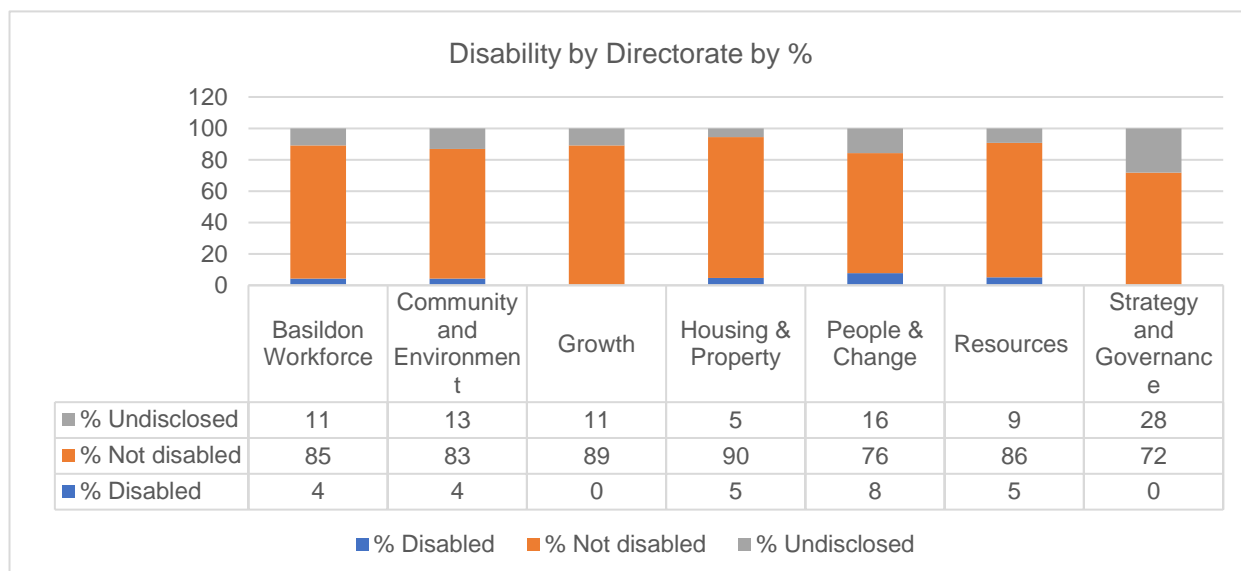
\* 2021 Census data

### **2.1.4 Disability by Directorate**

#### **DEFINITIONS:**

- Under the Equality Act 2010, the Act defines a disabled person as a person with a disability. A person has a disability for the purposes of the Act if he or she has a physical or mental impairment, and the impairment has a substantial and long-

term adverse effect on his or her ability to carry out normal day-to-day activities.



4% of the council workforce have declared a disability which is the same percentage as the previous year (22/23). 11% of the organisation have not declared their disability status. Although this is an optional disclosure, the Council encourages staff to declare any disabilities they may have so that they can be fully supported throughout their employment.

### Disability composition of Basildon Workforce and Basildon Borough

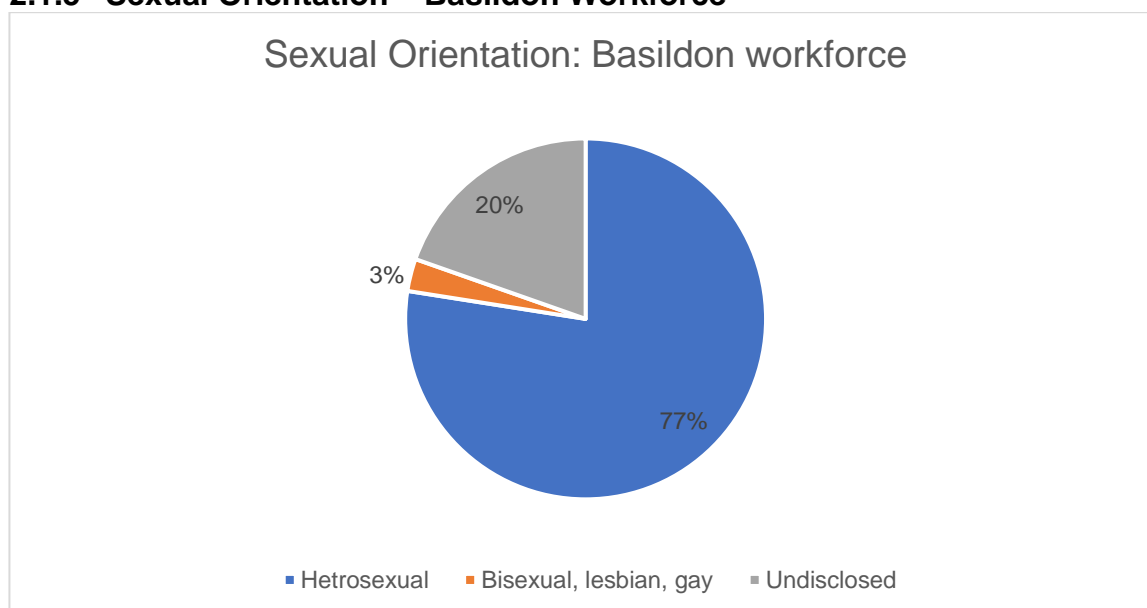
#### Council / Area

<b>Basildon Borough Council</b>	4%	84%	11%
<b>Basildon Borough*</b>	16%	84%	0%

\*2021 Census data

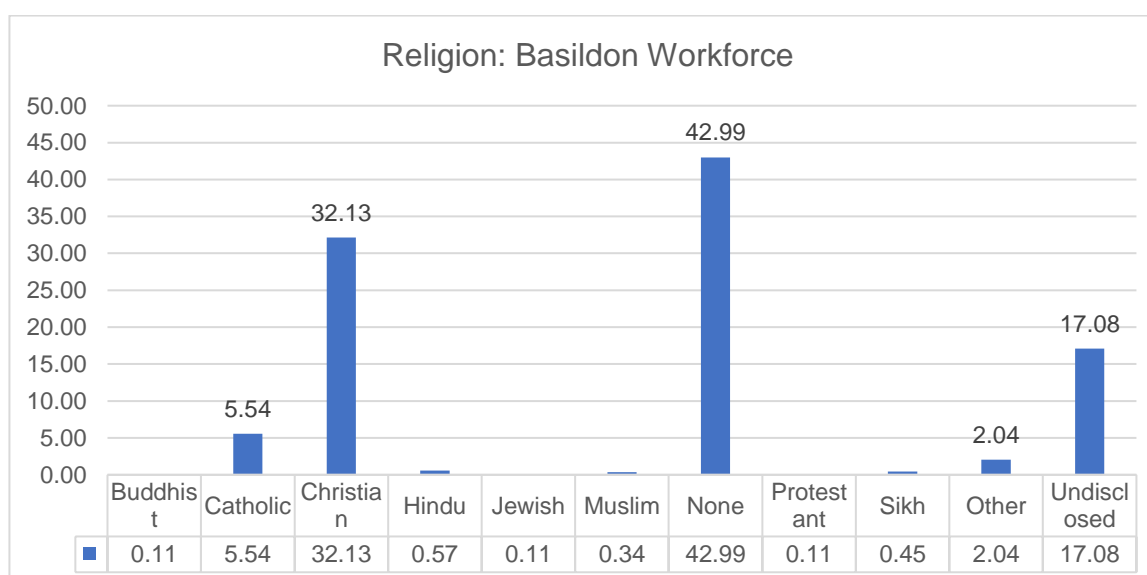


### 2.1.5 Sexual Orientation – Basildon Workforce



3% of our workforce have disclosed their sexual orientation as bisexual, lesbian or gay, compared with 2% in 22/23. 20% have not disclosed their sexual orientation (compared with 22% last year).

### 2.1.6 Religion breakdown by Basildon Workforce



There have been no significant changes since 2022/23 with regards to the religious make-up of the workforce with “none/ no religion” making up the largest percentage of the workforce at 43%.

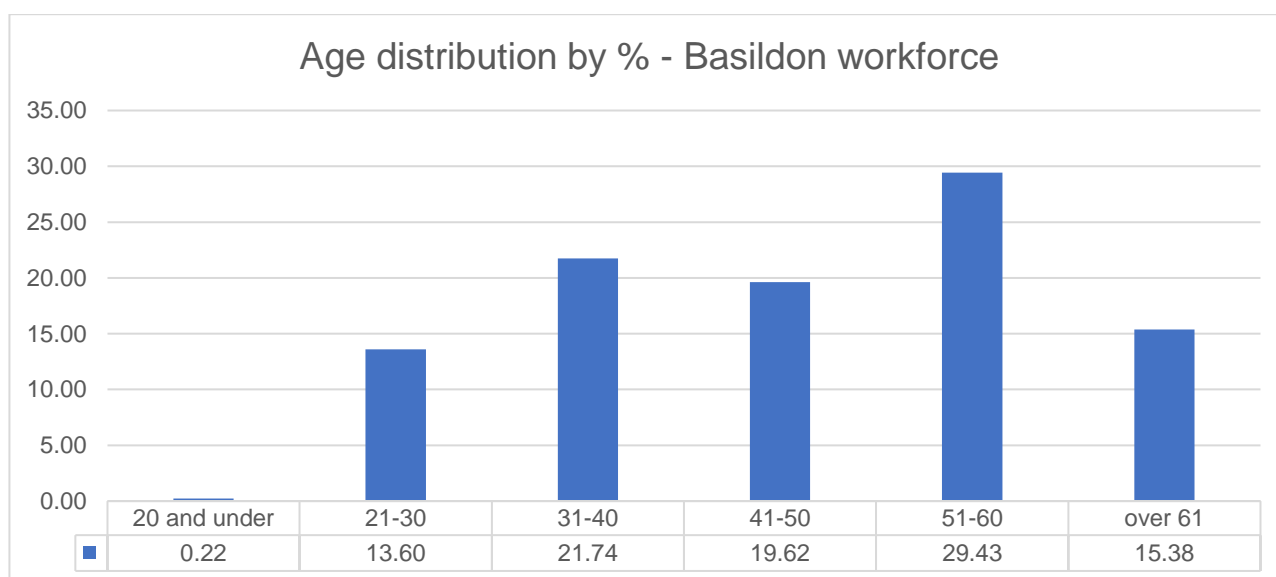
### Religion composition of Basildon Workforce and Basildon Borough

The proportion of staff in the Council’s workforce who have no religion (40.2%) is reflected by those in the Borough (44%). The largest religious group in the workforce is Christian (31.6%) and reflected by those in the Borough (47%) as the largest religious group.

Council / Area	Buddhist	Catholic	Christian	Hindu	Muslim	Sikh	None	Other	Unknown
Basildon Borough Council	0.1%	5.5%	32.3%	0.6%	0.3%	0.4%	43%	2.04%	17.1%
Basildon Borough*	0.3%	0.2%	47%	1.2%	1.8%	0.2%	44%	0.4%	5%

\*2021 Census data

### 2.1.7 Age breakdown by Basildon Workforce



In comparison with last year (22/23) there are no significant differences although it should be noted that last year no staff fall within the 20 and under category and this year there are 2 employees under 20 (0.22%). 45% of our workforce are over 51 so the Council will need to ensure there are relevant succession plans in place and encourage younger workers to join us. The Council currently provides a Graduate scheme, Apprenticeship / Higher Apprenticeship and career development schemes to encourage young people to work within the Local Government Sector to help address this.

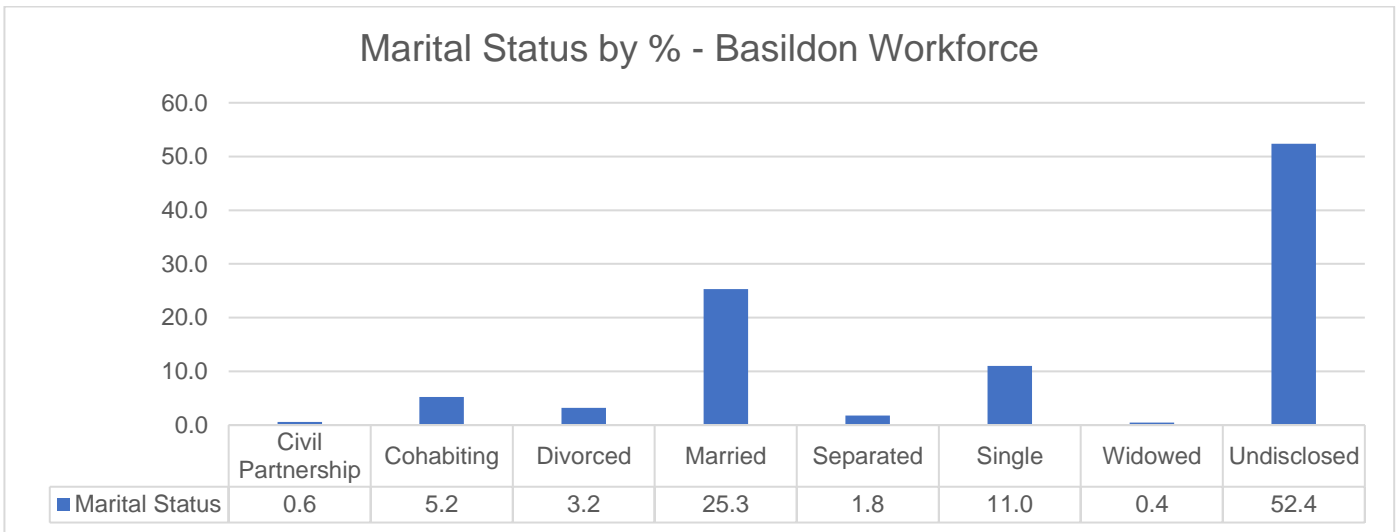
### Age composition of Basildon Workforce and Basildon Borough

The Council's Workforce has an older age profile than the Basildon Borough which is expected as many people in this category will not be of working age or in some form of education or training. The Council currently provides apprenticeships and trainee opportunities to encourage young people to work with us.

Council / Area	Under 20	21-30	31-40	41-50	51-60	Over 61
Basildon Borough Council	0%	14.2%	21.3%	19.5%	30.7%	15%
Basildon Borough*	25%	12%	14%	13%	13%	23%

\* 2021 Census data

### 2.1.8 Marital Status

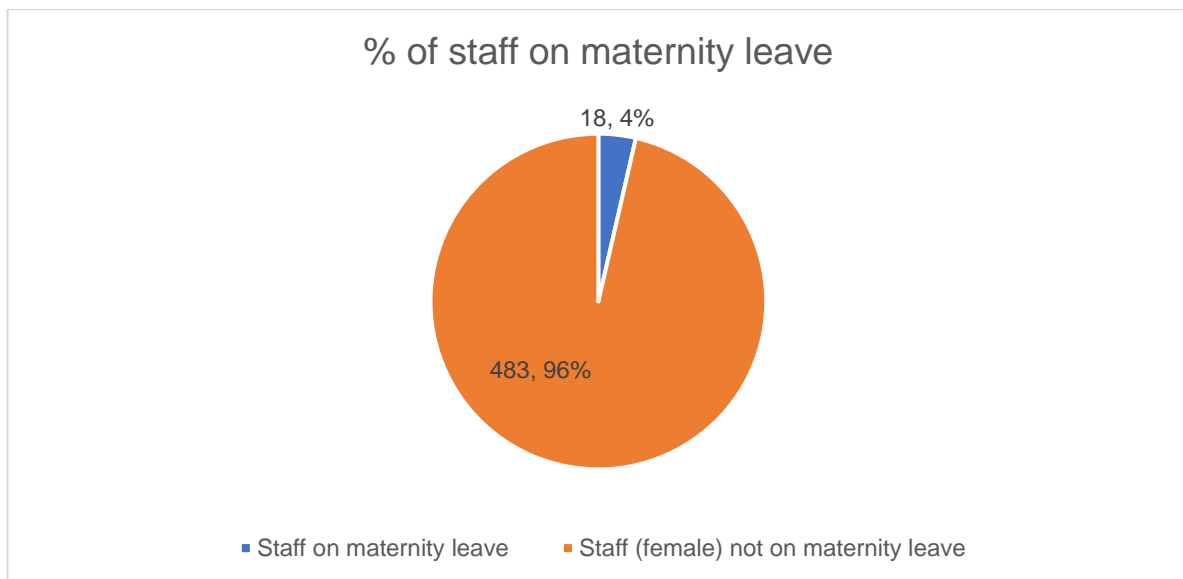


There were no significant changes in marital status of the workforce since the last report (22/23). Over half of employees have not disclosed their marital status.

### 2.1.9 Pregnancy/ Maternity

**DEFINITION:**

- Those employees who were pregnant and on maternity leave receiving statutory maternity pay during 23/24.



There has been an increase in the percentage of staff on maternity leave for the year 23/24 compared with 22/23; has risen from 2% to 4%.

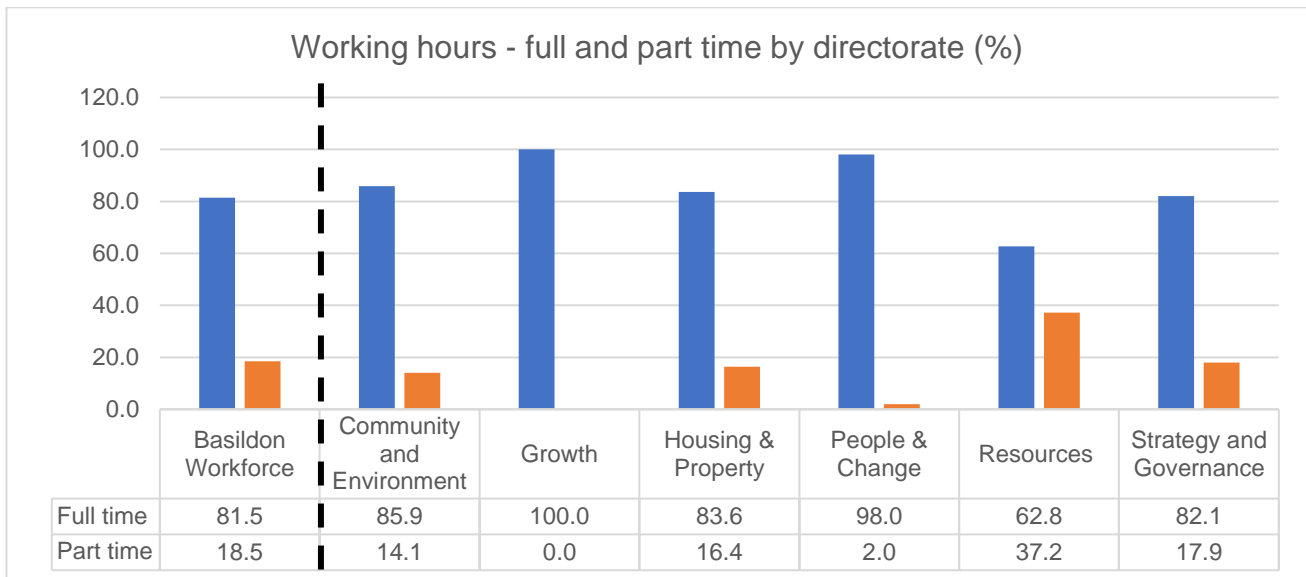
## 2.2 Working Hours Profile

This section shows the Council's working hours composition.

### DEFINITION:

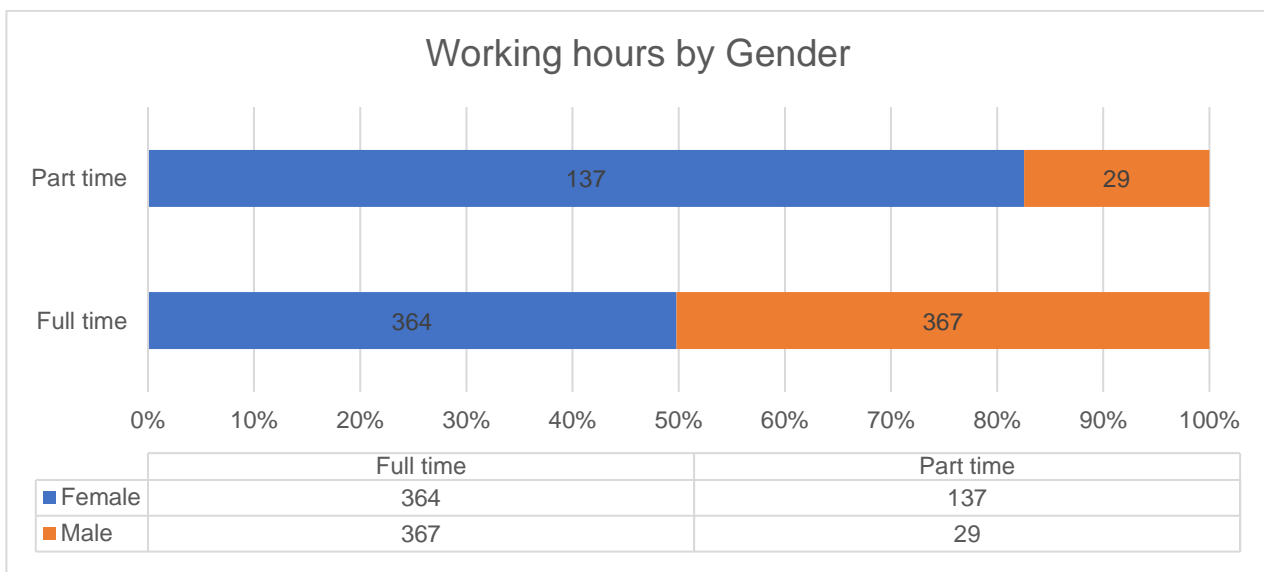
A full-time employee is contracted to work 36.25 hours per week. Any employee contracted to work less than this is considered part time.

### 2.2.1 Working Hours Basis by Directorate



There are no significant changes from 2022/23. 81.5% (81% in 22/23) of all our workforce work full time and 18.5% work part time (19% in 22/23). The highest number of part time employees work within the Resources directorate.

### 2.2.2 Working Hours Basis by Gender



This shows that of our 897 staff, 166 work part time with 82.5% being female compared with 17.5% male. However, the percentage of male part time workers has increased from 22/23 from 12% to 17.5%.

## 2.3 Salary Profile

This section analyses the Council’s salary and grade distribution across the workforce.

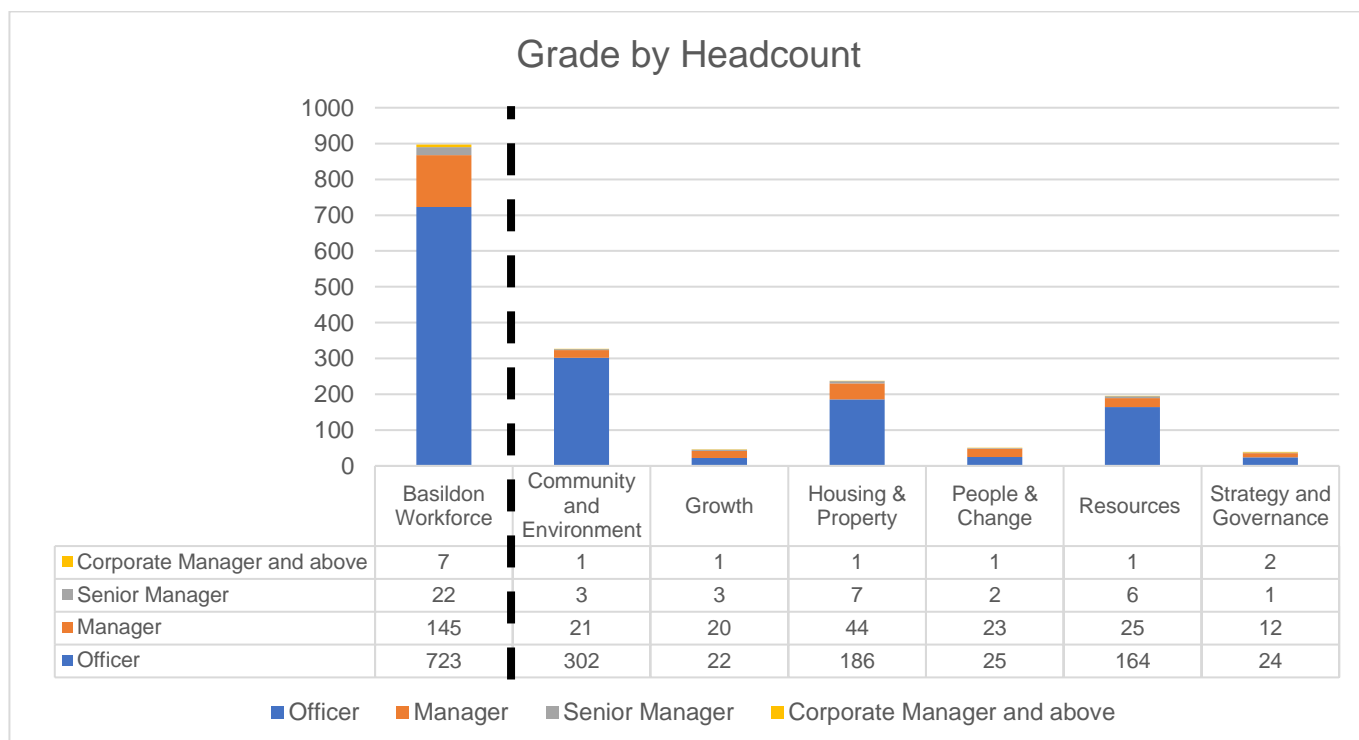
### DEFINITION:

The Council uses a variety of salary bands to grade its positions. To enable more meaningful analysis for this profile, we have used the following grade categories based on the salary ranges indicated:

Grade Category	Grade Range	Salary Range Per Annum
Officer	Band 1 to 7	Up to £40,221
Manager	Band 8 to 12	Up to £65,131
Senior Manager	SE1 to SE5	Up to £115,858
Corporate Manager and above	CM1 TO CM5	Up to £156,371

### 2.3.1 Grade by Headcount

The chart below shows a breakdown of each service by grade.



## 2.3.2 Gender Pay Gap

Table 1

Difference between males and females		
	Mean	Median
Hourly pay	1.55% (2.45%)	0% (0)
Bonus pay	2.99% (-18.14%)	0% (-9.53%)

The gender pay gap measures the difference between average hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings (excluding overtime). It is a measure across all jobs in the UK, not of the difference in pay between men and women for doing the same job. As an employer with over 250 employees, it is a requirement for us to publish our gender pay gap each year.

The above table 1, shows our mean and median gender pay gap based on hourly rates of pay as at the snapshot date (31<sup>st</sup> March 2024). It also captures the mean and median difference between bonuses paid to males and females in the year up to 31<sup>st</sup> March 2024. The figures in brackets relate to 2022/23.

To note:

- A positive percentage shows that women have lower pay or bonuses than men in your organisation.
- A negative percentage shows that men have lower pay or bonuses than women in your organisation.
- A zero percentage shows that there is equal pay or bonuses between men and women in your organisation.

In comparison to last year (2.45%) the Council now has a gender pay gap of 1.55% which is an improvement and means the gender pay gap is narrowing. It is worth noting the Office National Statistics quotes an average gender pay gap of 7% across organisations in the UK. For mean bonus payments, the gender pay gap is more favourable to males whereas last year was more favourable to females. There is no difference between males and females for pay or bonuses when reporting the median payments which is encouraging to note. It is also important to note that, following a Senior Management restructure, all bonus and performance related payments were removed with effect from 1<sup>st</sup> April 2024 therefore next year the bonus gender pay gap will not be applicable.

The Council continues to apply a series of positive initiatives which include:

- Adherence to Single Status agreement, including job evaluation and review of terms and conditions of employment
- Fixed pay scales within banding structure and no use of spot salaries
- Pay progression limited by pay band

## Proportion of employees awarded a bonus:

Chart 1a

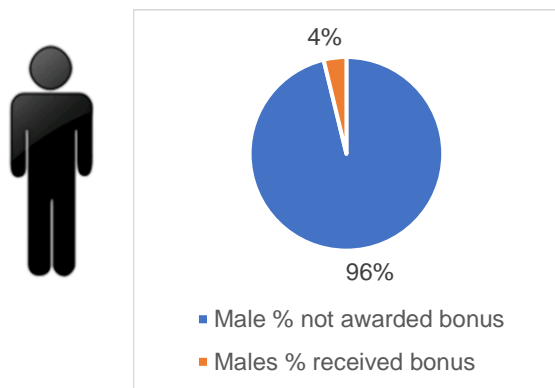
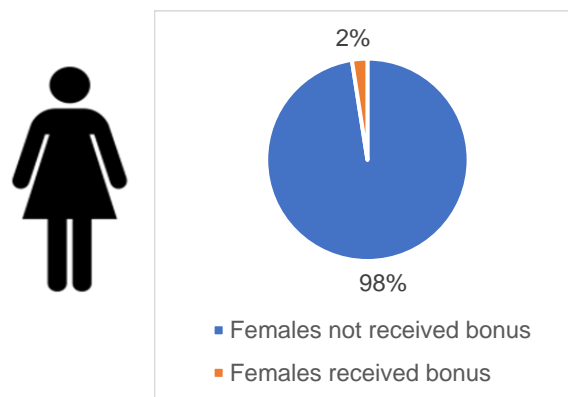


Chart 1b



This shows a 2% difference, in favour of males, between the proportion of males and females awarded a bonus for their performance in 2024. This has increased since 2022/23 when the difference was 0.65%. As stated, with effect from 1 April 2024, performance related pay bonuses were removed as part of the senior management restructure and therefore this disparity will be removed.

### 2.3.3 Pay Quartiles

Pay Quartiles				
	Lower	Lower Middle	Upper Middle	Upper
<b>Male</b>	58.4% (57.5)	36.2% (38.8)	38.9% (39.3)	45.9% (48.4)
<b>Female</b>	41.6% (42.5)	63.8% (61.2)	61.1% (60.7)	54.1% (51.6)

Table 2

Table 2 above illustrates the gender distribution in four equally sized quartiles as at the snapshot date (31<sup>st</sup> March 2024) and compares with last year (figures in brackets). There has been little change in the distribution since the report last year. We remain confident that men and women are paid equally for doing equivalent jobs across the organisation based on the Single Status framework and Basildon Council's fixed pay scales.

### 2.3.4 Ethnicity Pay Gap

As part of the Council's commitment to inclusivity and diversity and for reasons of transparency, last year we included the ethnicity pay gap and will continue to do so for future years. Although not a legal requirement to publish, the Council is committed to identifying any potential issues with regard to pay differences between white and ethnic minority employees. The figures in brackets relate to 2022/23.

Difference between white and ethnic minority groups		
	Mean	Median
Hourly Pay	2.44% (0%)	0% (0%)
Bonus Pay	30.2 (-1.68%) – see note below	1.11 (9.53%)

**Table 3**

Table 3 shows that across the workforce there is an ethnicity pay gap between ethnic minority and white staff of 2.44% compared with a 0% pay gap last year. With regards to bonus payments, the pay gap in the mean bonus payments is now favourable to white employees compared with 2022/23.

To note:

- A positive percentage shows that ethnic minority staff have lower pay or bonuses than white staff in our organisation.
- A negative percentage shows that white staff have lower pay or bonuses than ethnic minority staff in our organisation.

A zero percentage shows that there is equal pay or bonuses between men and women in your organisation

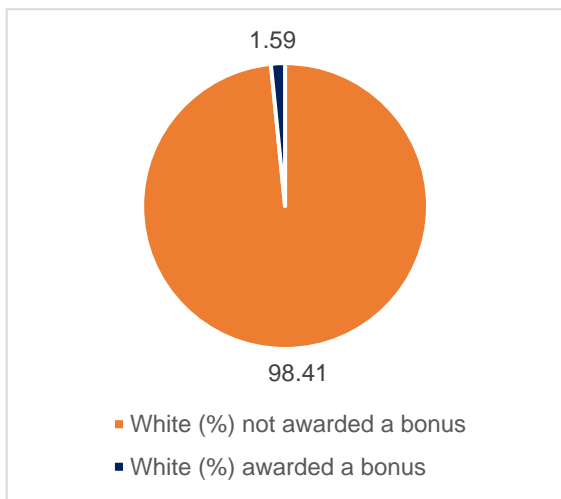
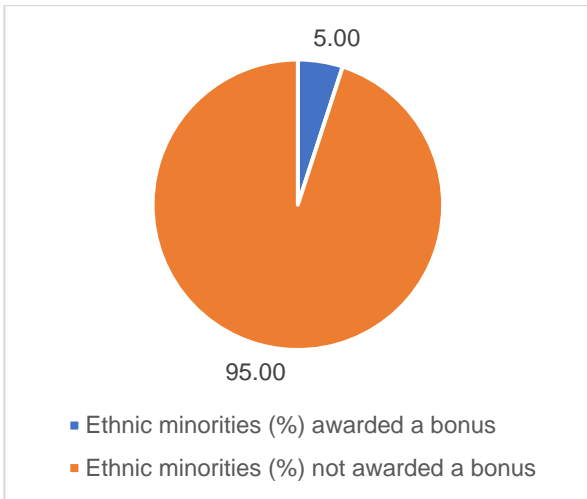
From further investigation into the bonus payments, the pay gap has increased owing to one member of staff of ethnic minority only having been in post 4 months and therefore only receiving a proportion of a bonus payment. If this member of staff had worked a full year, the mean pay gap would have reduced to 11.3%. The median pay gap has narrowed from 9.53% last year to 1.11%. It is also important to note that all performance related pay and bonus payments have ceased with effect from 1 April 2024.

**Proportion of employees awarded a bonus:**

**Chart 3a**

**Chart 3b**





This shows a 3.41% (1.57% in 22/23) positive difference between the number of ethnic minority and white staff awarded a bonus for their performance in 2024 with 5% of all ethnic minority employees receiving a bonus payment compared with 1.59% of white employees.

**2.3.5 Pay Quartiles**

Pay Quartiles				
	Lower	Lower Middle	Upper Middle	Upper
<b>White</b>	87% (86%)	81% (85%)	90% (88%)	84% (83%)
<b>Ethnic Minorities</b>	5% (5%)	10% (7%)	6% (6%)	5% (6.5%)
<b>Undisclosed</b>	8% (9%)	8% (8%)	4% (6%)	11% (10.5%)

**Table 4**

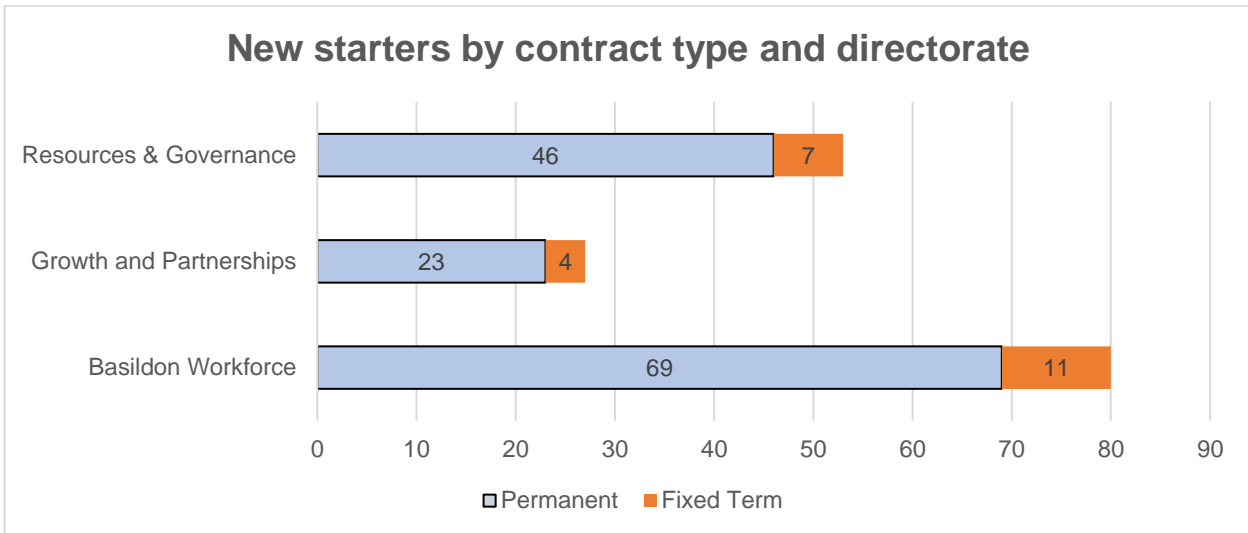
Table 4 above illustrates the ethnicity distribution in four equally sized quartiles as at the snapshot date (31<sup>st</sup> March 2024) with last year’s figures indicated in brackets. This illustrates the lowest proportion being in the lower and upper quartile (5%) and the highest proportion being in the lower middle quartile (10%). We remain confident that all staff regardless of their ethnic origin are paid equally for doing equivalent jobs across the organisation based on the Single Status framework and Basildon Council’s fixed pay scales.

## 2.4 New Starters Profile

This section shows the breakdown for new employees at the Council between 01 April 2023 and 31 March 2024. This includes new starters on permanent and fixed term contracts of which there were 80.

The table below show the number of new starters by directorate.

### 2.4.1 New Starters by contract type and directorate

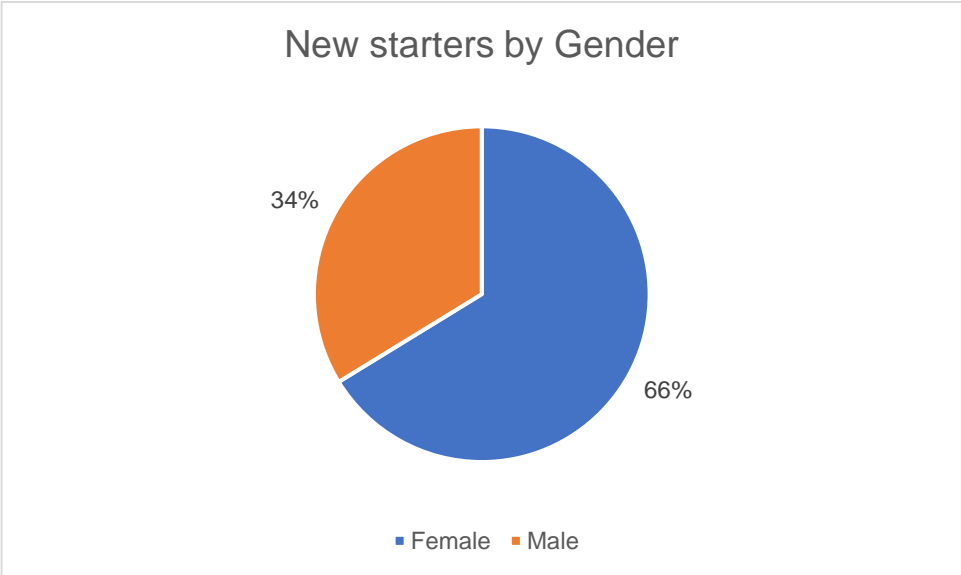


There were 69 new permanent starters and 11 starters on a fixed term contract. Fixed term contracts are normally offered to cover specific funded projects, maternity or long term

absence or where there is a genuine objective reason for a post to be fixed term. Apprentices have also been included as fixed term for the purposes of this report.

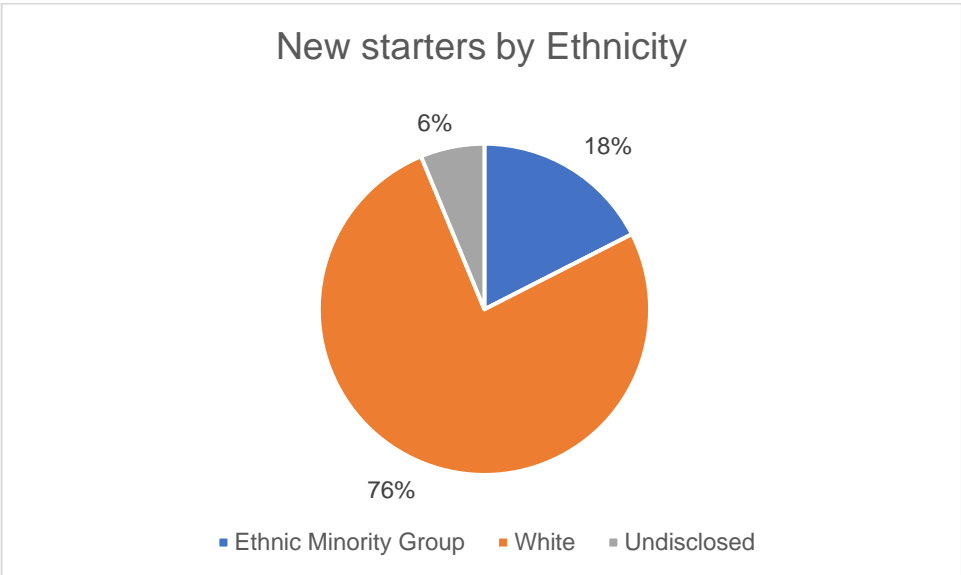
**2.4.2 New starters by Gender**

Of the 80 new starters between 23-24, 66% were female compared with 59% in 22/23.



**2.4.3 New starters by ethnicity**

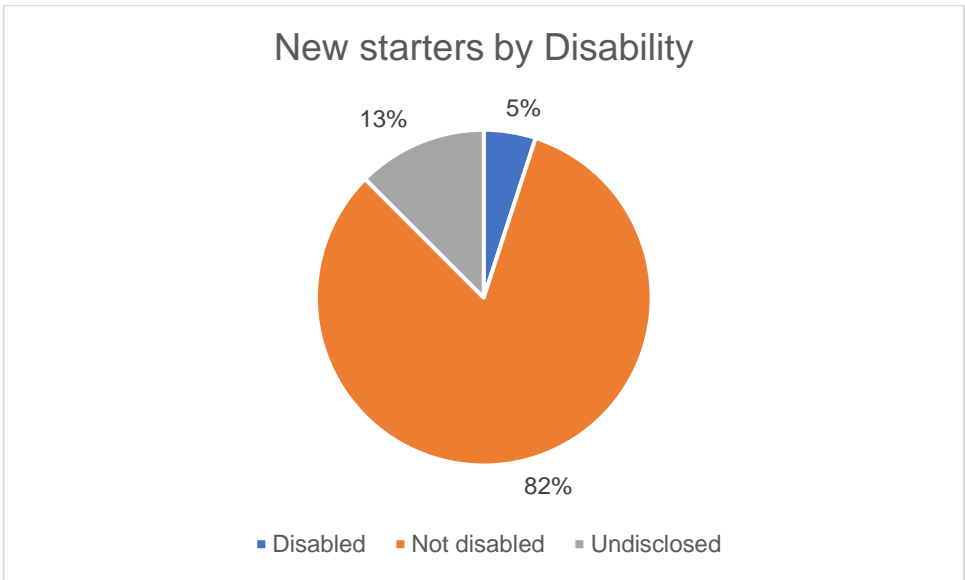
Of the 80 new starters in 23/24, 18% were from an ethnic minority group compared with 7% in 22/23.



It should also be noted that those who did not disclose their ethnicity, decreased from 17% to 6% which is very encouraging that staff feel comfortable disclosing their ethnicity. There was also a drive by the HR team to encourage the recording of employee personal information on iTrent.

### 2.4.4 New starters by Disability

5% of new starters in 2023/24 declared a disability, compared with 7% in 22/23.

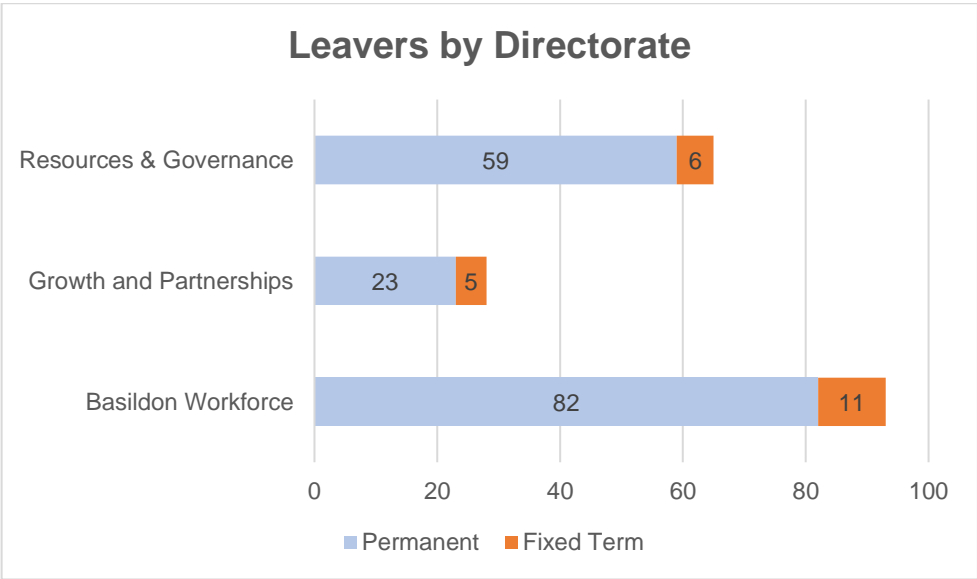


The Council remains a Disability Confident employer but as 13% have not disclosed if they have a disability or not, an action will be taken to encourage all new starters and applicants to disclose their status in the safe knowledge that this will not have a negative impact on their employment.

### 2.5 Leavers Profile

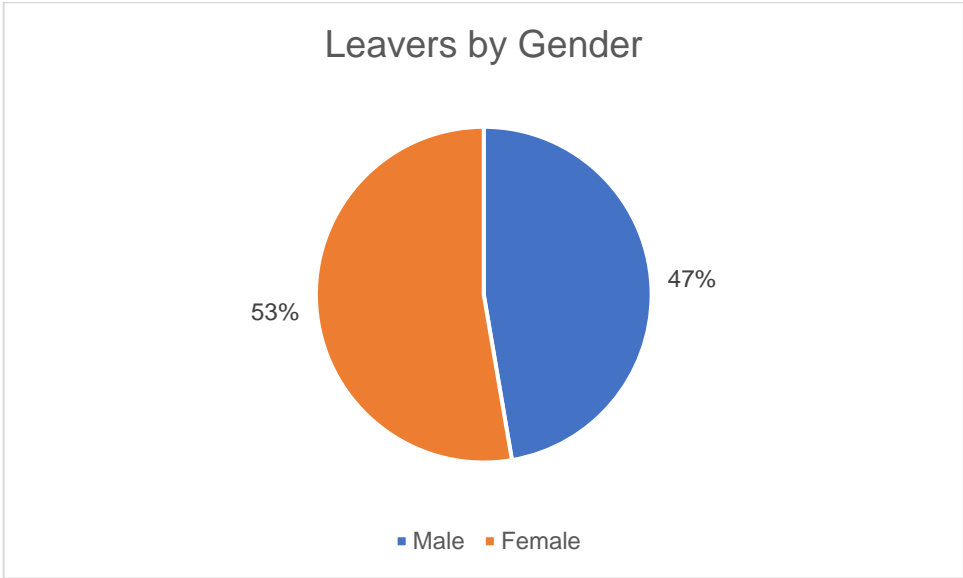
This section shows the breakdown of employees leaving the Council’s employment within the period 01 April 2023 to 31 March 2024. This includes staff in multiple employments. There were 93 leavers in 2023/24.

**2.5.1 Leaver Totals by Directorate and contract type**



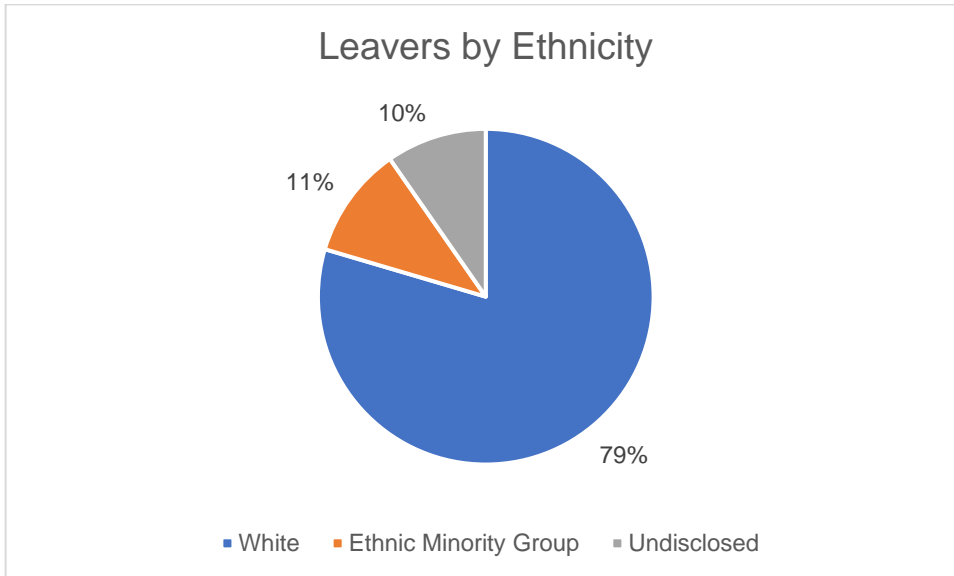
**2.5.2 Leavers by Gender**

The chart below shows that of all leavers, 53% were female (59% in 22/23) and 47% were male (41% in 22/23).



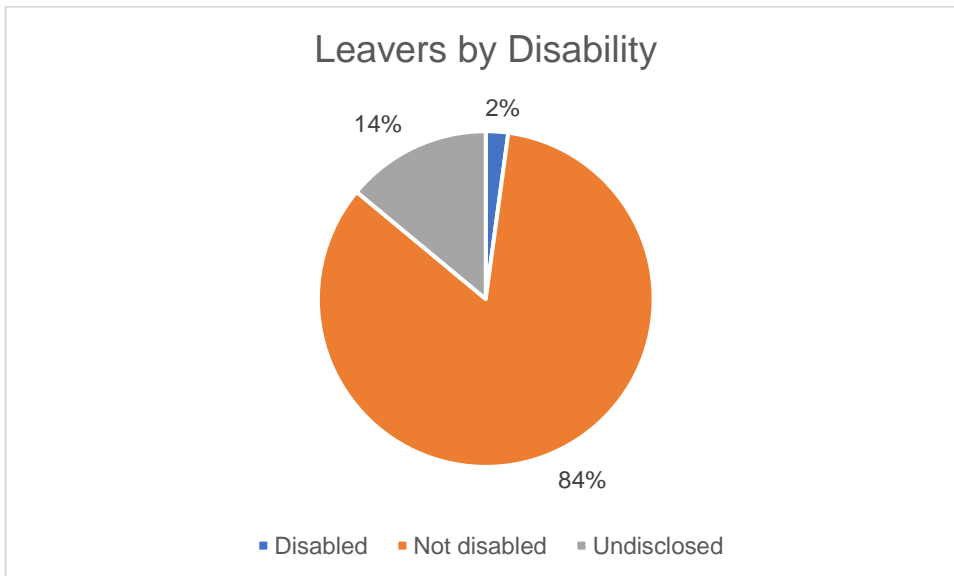
**2.5.3 Leavers by Ethnicity**

The chart below shows that 79% of all leavers were White, (80% in 22/23) 11% from ethnic minority groups (8% in 22/23) and 10% had not disclosed their ethnicity (12% in 22/23).



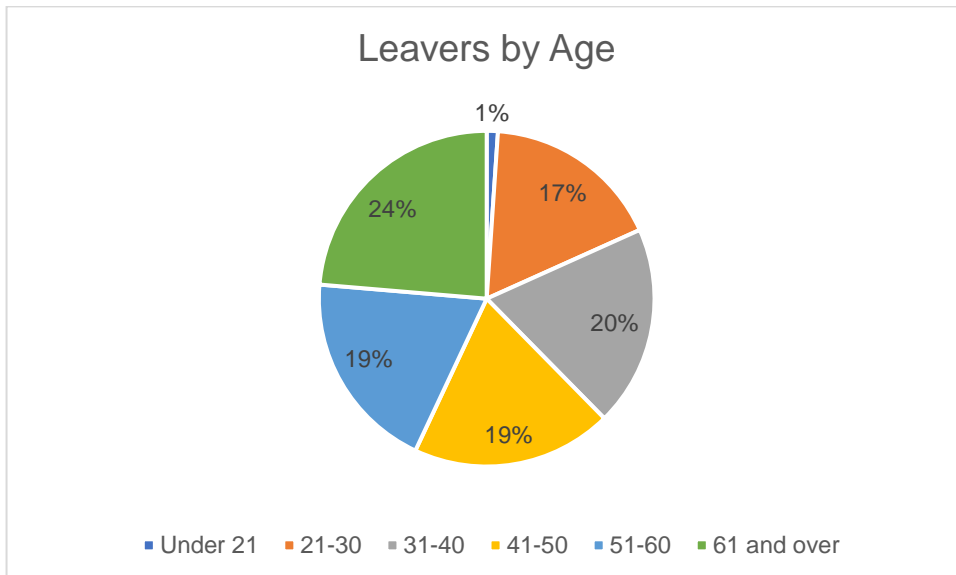
### 2.5.4 Leavers by Disability

The chart below shows in 2023/24, of the 93 leavers, 84% reported they did not have a disability (compared with 76% in 21/22). 2% did disclose a disability (compared with 5% in 22/23) and 14% of all leavers did not disclose whether they had a disability (compared with 19% in 22/23).



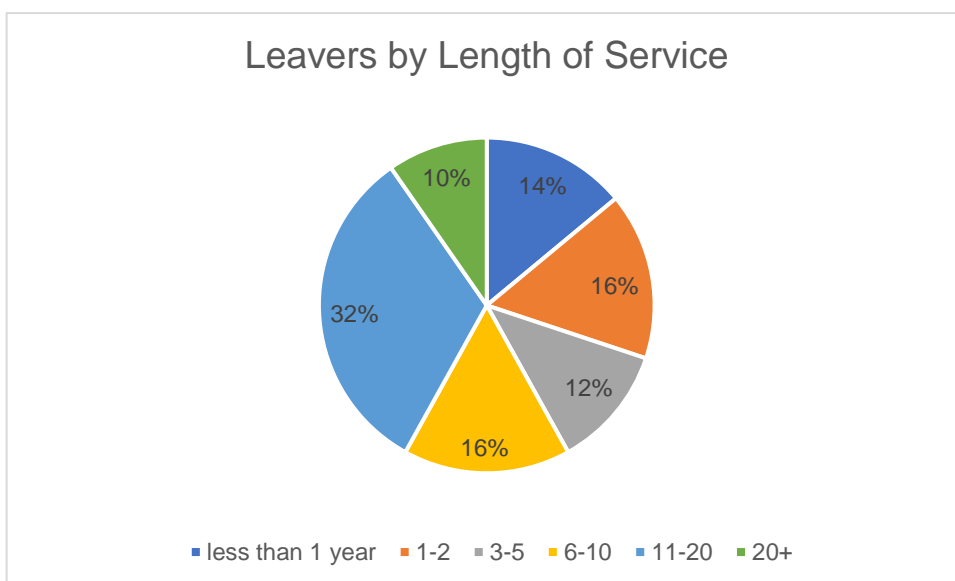
### 2.5.5 Leavers by Age

The chart below shows leavers by age and illustrates that of all leavers, only 1% were under 21. There is a fairly even split between leavers aged between 21 – 60 and the highest percentage of leavers were aged over 61 (24%) compared with 31% in 22/23. Retirement was the main reason for leaving in this age group.



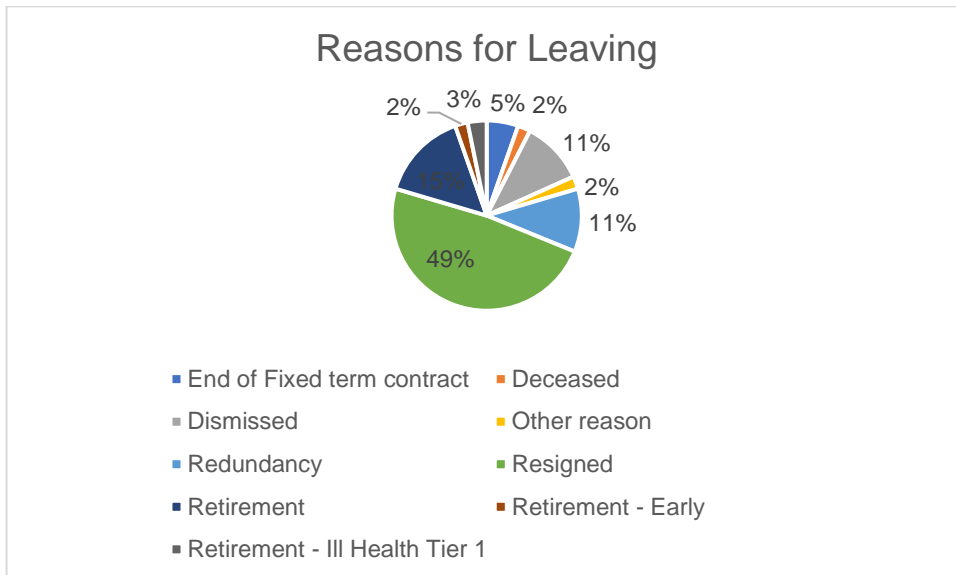
### 2.5.6 Leavers by Length of Service

The chart below shows that 30% of all leavers had under 2 years' service compared with 50% in 22/23. It should be noted that 42% of leavers had over 10 years' service with the highest percentage of leavers having 10-20 years' service.



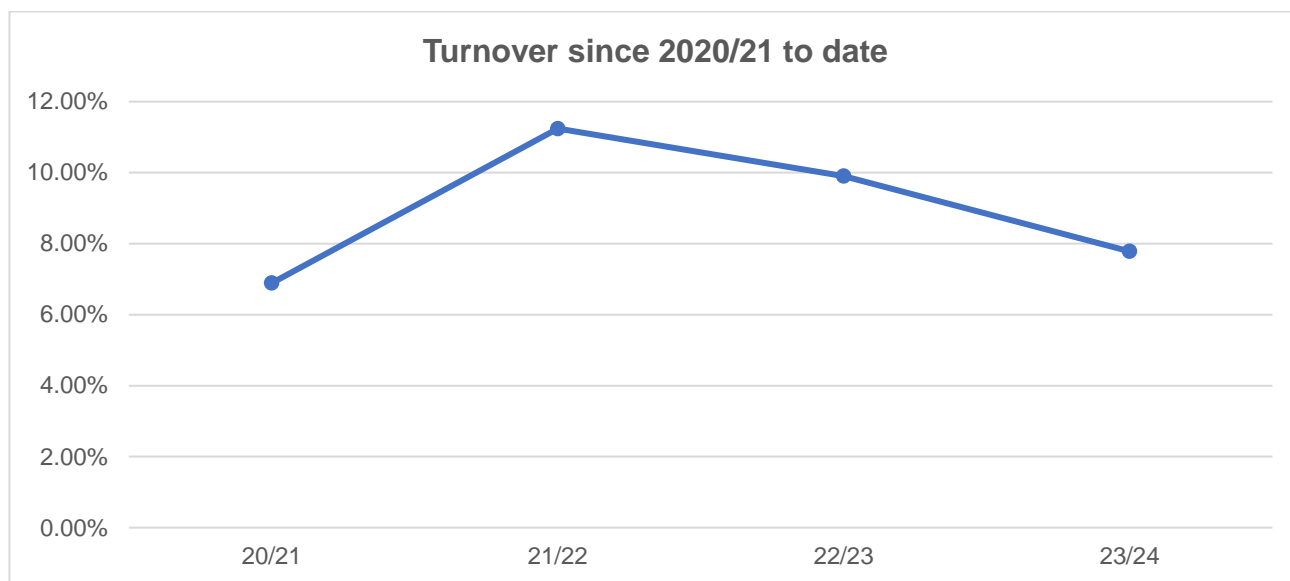
### 2.5.7 Leavers by Reason for Leaving

The chart below shows the main reason for leaving is resignation with 49% of staff resigning (compared with 58% in 22/23). The next two highest reasons, at 11% each, were redundancy and dismissal (such as on the grounds of performance, disciplinary or sickness).



### 2.5.8 Turnover

The staff turnover for 23/24 was 7.78% compared with 9.9% in 22/23 and 11.24% in 21/22. The chart below shows staff turnover since 2020/21.





### 3. Recruitment Profile

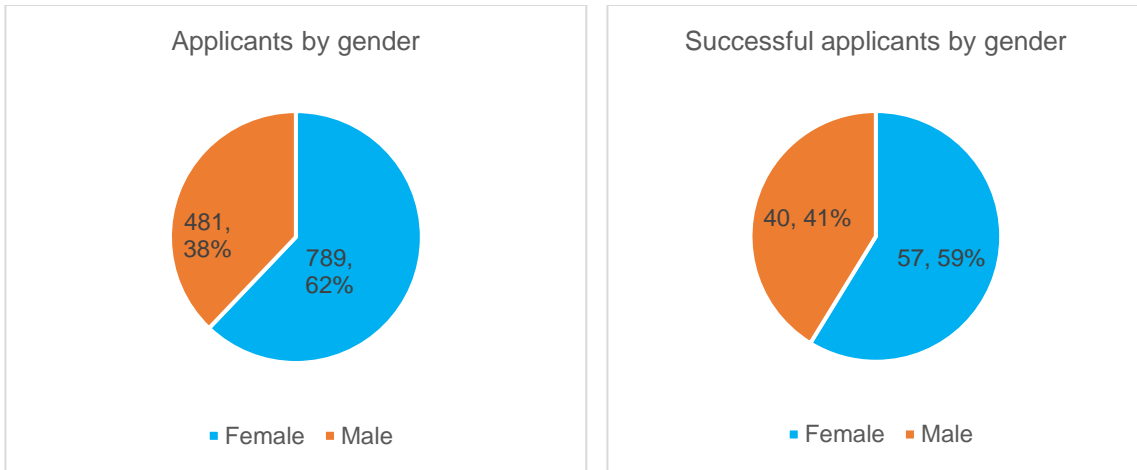
This section provides the profile of applicants for positions advertised at the Council between 1<sup>st</sup> April 2023 and 31<sup>st</sup> March 2024 and compares the applicant data with successful applicant data to highlight any significant differences.

#### 3.1 Applicant Profile

Between 1<sup>st</sup> April 2023 and 31<sup>st</sup> March 2024, there were 1270 applications for 172 advertised positions within the Council compared with 980 applications for 183 jobs in 22/23, an average applicant rate of 7 per job (5 in 2022/23).

##### 3.1.1 Applicants/ Successful applicants by Gender

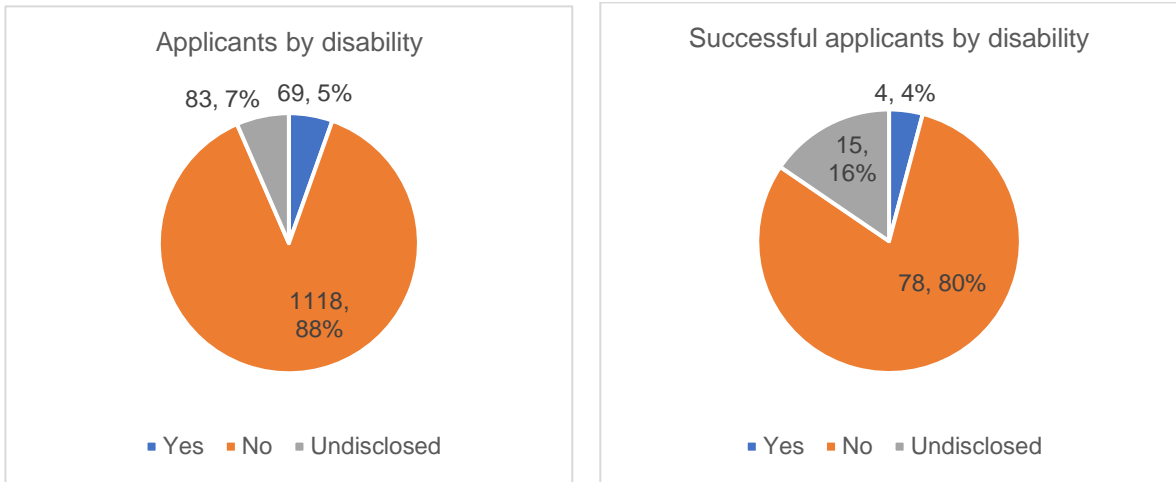
62% of all applicants were female compared with 38% that were male. This is comparable with last year (61% female/ 39% male).



There is no significant differences between the gender of applicants to those that are successful. 62% of all applicants were female and 59% of all successful applicants were female.

##### 3.1.2 Applicants/ Successful applicants by Disability

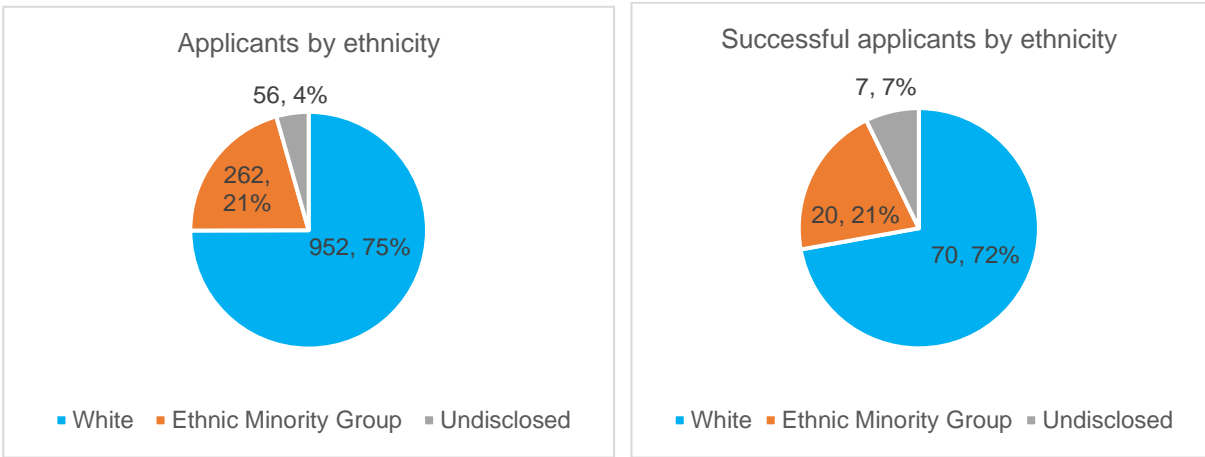
5% of all applicants declared a disability and 7% did not disclose their disability status. In 2022/23, 6% of applicants declared a disability and 6% chose not to disclose.



There were no significant differences between those successful and those who applied in terms of disability disclosure. 5% of applicants declared a disability and 4 of appointed candidates disclosed a disability.

### 3.1.3 Applicants/ Successful applicants by Ethnicity

75% of all applicants were White compared with 78% in 22/23. 4% did not disclose their ethnicity (compared with 17% in 22/23) and 21% of applicants were from ethnic minority groups (compared with 5% in 21/22).

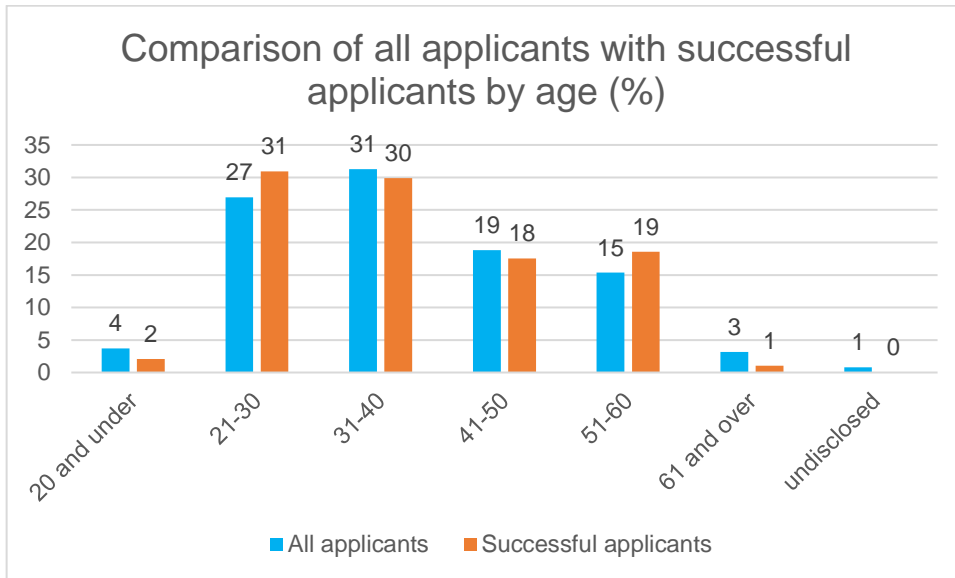


72% of successful applicants were white compared with 75% of white applicants. It is pleasing to note that 21% of applicants were from ethnic minority groups and 21% of

successful applicants were also from this group which is a significant improvement from last year. (9% of appointed candidate were from ethnic minority groups).

### 3.1.4 Applicants/ Successful applicants by Age

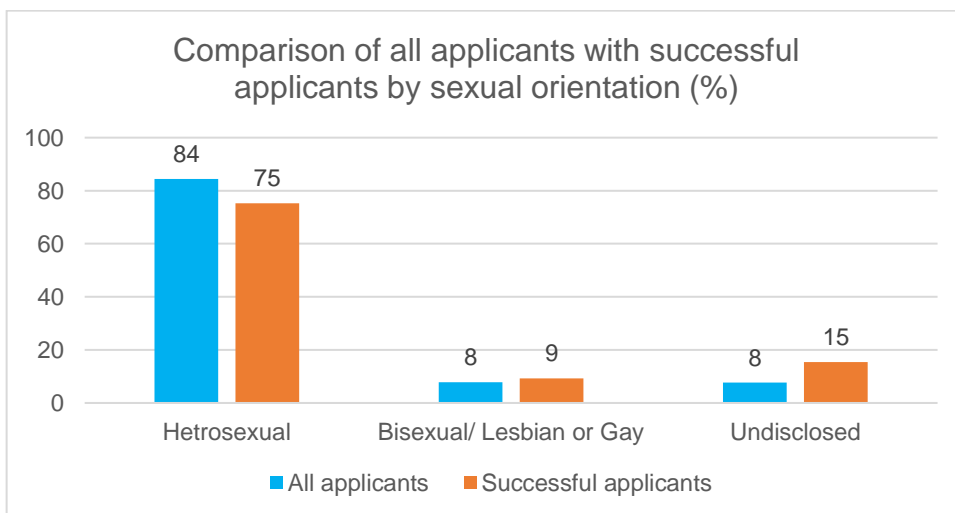
The highest number of applicants were aged between 21-40 (58%) comparable with 2022/23 (61%).



There are no significant differences between the age of applicants and those that were successful. With over half of applicants being within the age range of 21-40 (58%) and a similar number of those successful applicants also in that age range (61%). The charts compare percentage of applicants with successful applicants across a range of ages.

### 3.1.5 Applicants by Sexual Orientation

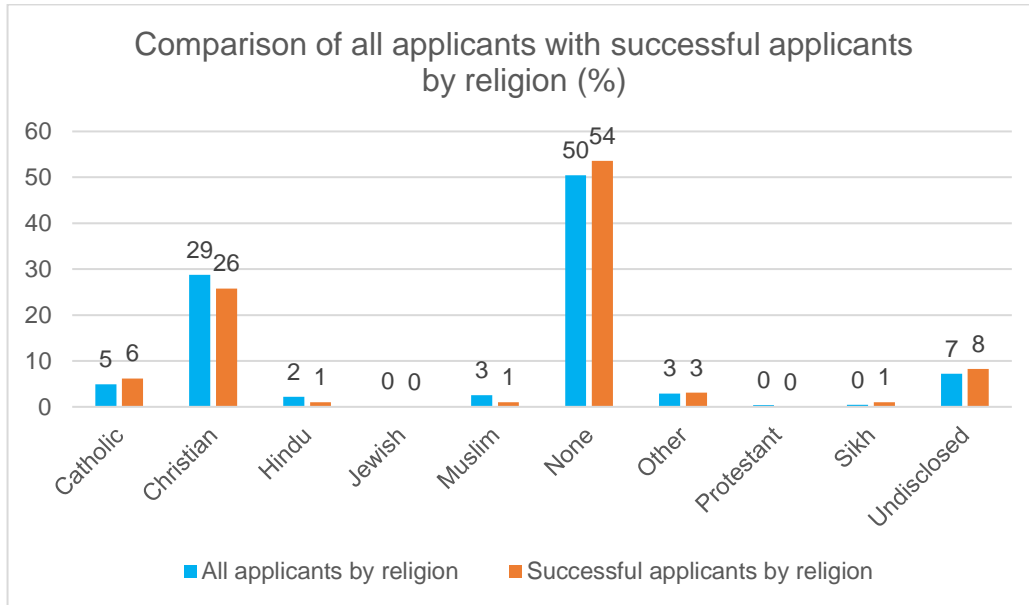
8% of applicants disclosed their sexual orientation as bisexual, lesbian or gay compared with 5% in 2022/23. 15% of applicants in 22/23 did not disclose their sexual orientation compared with 8% last year.



84% of all applicants and 75% of successful applicants were heterosexual. 8% of all applicants stated they were either bisexual, lesbian or gay compared with 9% of successful

applicants. This is an improvement from 2022/23 where only 2% of successful applicants disclosed their sexual orientation as bisexual, lesbian or gay.

### 3.1.6 Applicants/ Successful applicants by Religion



50% of all applicants stated “none” for religion, with 29% stating their religion as Christian.

There is no significant change in the applicant data from 2022/23. 54% of successful applicants stated they were of no religion and 26% stated their religion as Christian. There were no other significant differences.

## 4. Executive Summary

### 4.1 Summary of Key Findings

- The Council's headcount as at 31<sup>st</sup> March 2024 was 897 with an FTE of 834.93, a slight increase from 22/23.
- There are no significant changes with regards to the composition of the workforce with regards to protected characteristics since 22/23.
- The mean gender pay gap has improved since 22/23 to 1.55% with the median pay gap remaining at 0%.
- For bonus payments, the mean gender pay gap is now 2.99% and the median pay gap is 0.
- 4% of males received a bonus compared with 2% of females.
- When workforce is split into pay quartiles, the upper quartile has 45.9% male and 54.1% female. There has been little change in the distribution across the quartiles since 22/23.
- The ethnicity pay gap for 23/24 is 2.44%. There is no gap with the median pay.
- In terms of bonus payments reported in the ethnicity pay gap, the mean pay gap was more favourable for white staff (30.2%) and a 1.11% pay gap with regards to the median pay. Investigation into this high percentage identified a reason for this.
- From 24/25, performance related pay/ bonus payments have been removed therefore removing any disparity with such payments.
- There was little change from 22/23 and no concerns with regards to the distribution of ethnic minority and white staff across the 4 pay quartiles.
- There were 80 new starters and 93 leavers in 23/24.
- Of the new starters, 66% were female, 5% disclosed a disability and 18% were from an ethnic minority group.
- In comparison, of the leavers, 53% were female, 2% disclosed a disability and 11% were from an ethnic minority group.
- The overall staff turnover has improved slightly from 9.9% to 7.4%.
- Applicant data was reviewed against those successful at interview in terms of protected characteristics.
- There were no significant differences and was pleasing to see where we had disparity last year with regards to applicants from a minority group, there is now no difference to the percentage applied to the percentage that were successful.

### 4.2 Actions

There are a number of actions and commitments that have been developed as a result of this report as listed below with a particular emphasis on equality and inclusion:

1. We have recently introduced an Inclusion Network for all staff who can collaborate to discuss all issues and initiatives that may impact the workforce. This is run bi-monthly and members also support managers and staff to champion equality & inclusion across the workforce.
2. To review the wellbeing support provided to all our diverse staff.
3. To update a new Diversity and Inclusion strategy for 24/25.
4. To continue to have a clear and visible anti-racism programme with initiatives and events to be promoted across the workforce.
5. To review the training offer to staff on equality, diversity and inclusion with the Inclusion Network to ensure relevant and raise awareness. This was following both

anti-racism and unconscious bias external training which was offered to all staff during 2023/24.

6. To implement and promote the new Recruitment Policy to all staff which has been made more user-friendly and specifically now includes a section on ED&I and reporting
7. To provide recruitment and selection training to all line managers with a focus on equality and diversity to enable hiring managers to sit on interview panels and be impartial.
8. To continue to offer in person exit interviews appointments for staff that are leaving to try and capture true reasons for leaving and identify any trends that may require interventions.
9. To ensure that our new Workforce strategy has a clear focus on equality and inclusion across all its themes.
10. To continue to report on our ethnicity pay gap each year.