

Natural England

Workforce Monitoring

2015/16

Document History and Version Control

Version	Date		
1.0	23/12/2016	John Wedgwood Pound	First Draft.
1.1	07/01/2017	Laura Hodgkisson	Reviewer
1.2	09/01/2017	John Wedgwood Pound	Amendments made.
1.3	10/01/2017	John Wedgwood Pound	Replacement of a number of graphs with clearer renditions. Some tables added.
1.4	11/01/2017	John Wedgwood Pound	Change tracking removed. Some comments remain.
2.0	18/01/2017	John Wedgwood Pound	Final amendments made.

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Introduction

Natural England is committed to diversity and equality and as an organisation continually works to build and maintain an inclusive environment.

This report has been prepared in accordance with Natural England's responsibilities under section 149 of the Equality Act 2010; the "Public Sector Equality Duty"¹. It comprises information relating to people who have protected characteristics and includes employees and other people impacted by our policies and practices such as our customers and job applicants.

Our specific obligations under the Act do not require us to ask every member of staff about such issues as their age, sexual orientation, or religious beliefs etc. Therefore, we are publishing information on these aspects only where data is reliably available and of sufficient quality to provide analysis.

The report covers the period 2015-2016.

¹ Equality Act, 2010 c. 15, Part 11, Chapter 1, Section 149. The full *Essential Guide to the Public Sector Equality Duty: England and Non-Devolved Public Authorities in Scotland and Wales* may be accessed here: <http://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty-guidance>

Organisational Demographics

Natural England Staff by Employment Status	Total Headcount
Permanent	2039
Fixed Term Appointees	63
Short Term Appointees	168
Board Members	10
Apprentices	13
Seasonal Appointments	2
Seconded In	12
GRAND TOTAL:	2307

On 31st March 2016 Natural England had a total workforce of 2144 made up of Permanent Appointees (88.37%), Fixed Term Appointees (2.73%), and Short Term Appointees (7.28%), Board Members (0.43%) Apprentices (0.56%), Seasonal Appointees (0.09%) and inward Secondees (0.52%).

Terms of Reference and caveats

With the exception of age and gender data, diversity data is requested of staff on a voluntary basis only – though all employees are regularly encouraged to update their confidential online profiles to this end. This means that analysis contained within this report has been conducted only on the basis of this self-declared data for the remaining protected characteristics. The findings of this report are written in such a way as to protect people's identities.

Where we have grouped some minority populations it is not to imply that we believe any one group is more or less important than another, rather it is for practical reasons, where the individually declared populations are statistically too small to support meaningful analysis; by grouping them we can more readily show related trends.

During the reporting period we ran 147 recruitments that attracted a total of 1802 applicants; data about gender is full and complete but all other data regarding other protected characteristics is based on voluntary declarations only.

No customer survey work was undertaken during 2015-16

All information contained in this report should be interpreted with care, and caution should be exercised when comparing data contained in this report with other Natural England data due to varying procedures and monitoring processes.

Summary

Main Findings - Natural England's Workforce (Reporting period: 1 April 2015 to 31 March 2016):

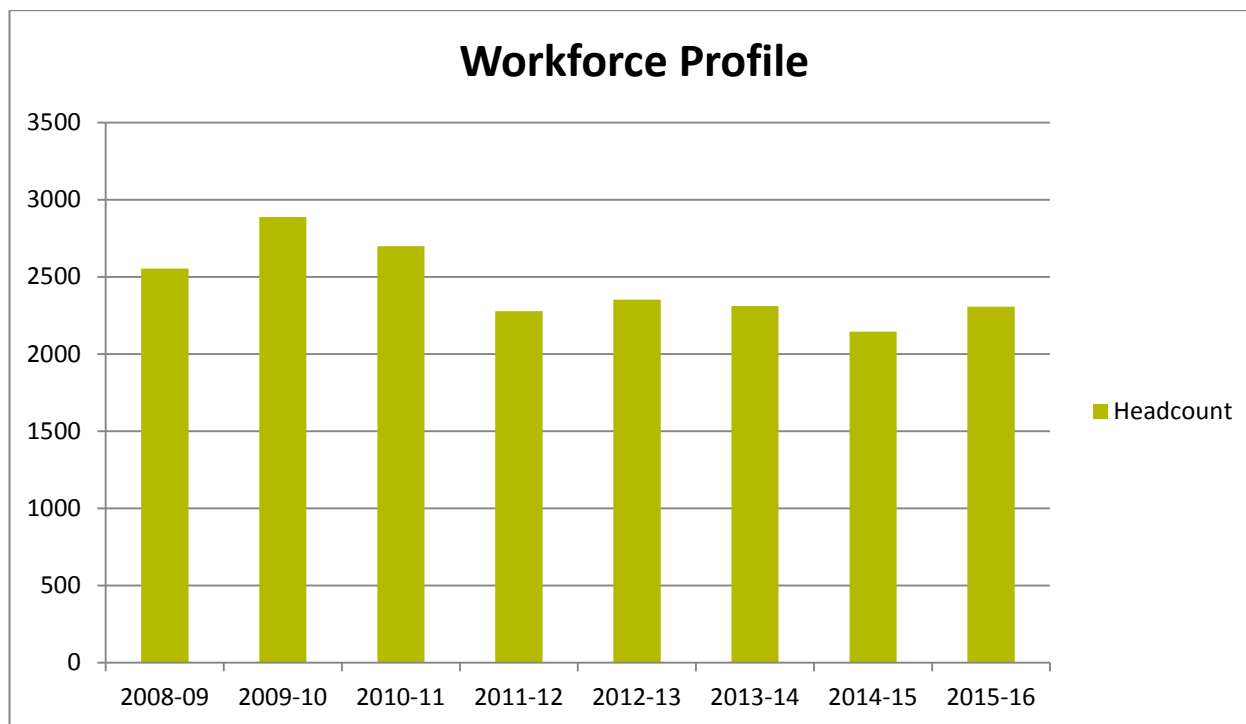
- *Workforce:* Comprised 2307 compared to 2144 in 2014/15, and 2311 in 2013/14.
- *Work Pattern:* Full Time staff account for 77.68% (78.64% in 2014/15 and 80.7% in 2013-14) of Natural England's workforce, while part-time staff comprised 22.32% (21.36 in 2014/15, and 19.3% in 2013-14) which, again is a small increase in the number of part-time staff when compared to the previous years and continues the upward trend.
- *Pay Band:* The majority of staff at the end of the 2015/16 period were in the Lead Adviser and equivalent band or below, 66.88% (1543), down from 67.02% (1437) in 2014/15. 33.12% (764) were in the Team Leader and equivalent band or above compared to 33.12% (707) in 2014/15.
- *Gender:* For 2015/16 Natural England's workforce comprised a higher proportion of women – 54.57% (54.24% in 2014/15 and 53.92% in 2013-14), than men – 45.43% (45.76% in 2014/15 and 46.08% in 2013-14). This represents a very small increase in the proportion of women compared to the previous year, whilst the figure has remained relatively stable over the last eight years there has been a steady year-on-year increase in the proportion of female employees.
- *Gender:* More women than men worked at the lower pay bands; Support Adviser and Adviser. There were also more women than men in the Lead Adviser pay band where the gender split was similar for the Team Leader pay band. Senior levels had a higher population of men.
- *Disability:* 69.83% (1611) of our 2015/16 workforce declared a disability status. Declared disabled employees only made up 6.3% (139) of our staff population.
- *Ethnicity:* 1.95% of staff were from black and minority ethnic (BAME) groups, similar to 2011/12, 2012/13, 2013/14 and 2014/15.
- *Sexual Orientation:* Just over 1% of staff declared being Lesbian, Gay or Bisexual (LGB) similar to previous years.
- *Religion/Belief:* We see a very similar picture as in previous years with approximately 25.83% Christian, 29.35% no religion, with a slight increase in "no religion" and slight decrease in "Christian" declarations. 41.96% unknown and 2.64% other religions.
- *Age:* As in 2014/15 the 40-44 age-group predominated in 2015/16 with 17.77% (381) and 17.21% (397) respectively. There has been an increase of 0.61% in employees over 60 since 2014/15, this group now comprise 6.11% (128 headcount) of the Natural England workforce.
- *Recruitment:* Age was unknown for over 62% of our applicants, of the remainder, the largest proportion, 13.34% were aged 30-39, and people within this age band represented at about 31% of the people appointed; however the paucity of applicant age data makes statistical analysis problematic.
- *Recruitment:* We again saw low numbers of applicants representing those declaring a disability, minority ethnicity, sexual orientation and beliefs, with many applicants choosing not to declare this information.
- *Promotions:* Similar to 2014/15 and 2013/14, (increasingly) more women (62% - 94 permanent, 107 temporary) were promoted than men (38% 49 permanent, 75 temporary).

- *Performance Management:* Part time staff are marginally less likely to be rated 1 or 2 than full time staff.
- We are continuing to monitor the continuing trend that Support Adviser ratings are lower than other pay grades. Those at Manager level and above are more likely to receive a higher.
- *Take up of training:* Participation of training is relatively similar for each group within gender, age, sexual orientation and religion/belief. Those with a declared a disability, BAME groups staff undertake less face to face training but do access e-learning.
- *Gaps:* It is important to note that almost 24% of staff did not declare their ethnicity, just under 43% did not declare their sexual orientation, just under 42% did not record their religion/faith and just over 30% did not declare whether they had a disability.

Staff Data - Information relating to our employees 2014/15

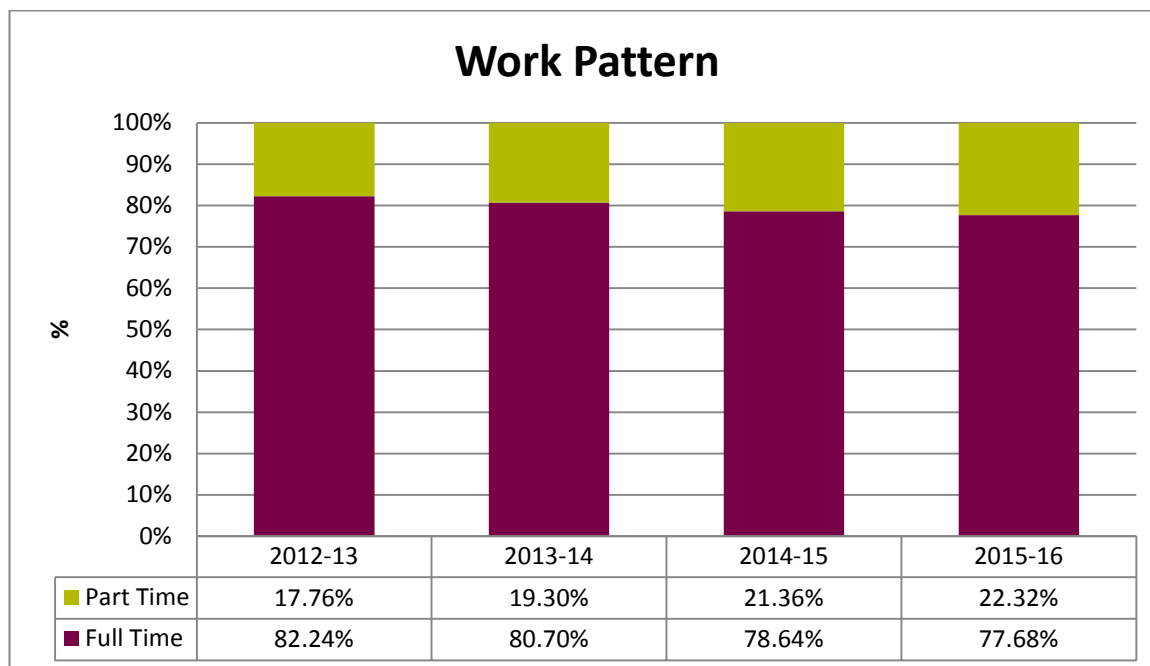
Workforce

In total Natural England's workforce was 2307.



Working Pattern

Full Time staff account for 77.68% (78.64% in 2014-15) of Natural England's workforce, while part-time staff comprised 22.32% (21.36% in 2014-15) which, again is a small increase in the number of part-time staff when compared to the previous years and continues the incremental upward trend.



Pay-Group

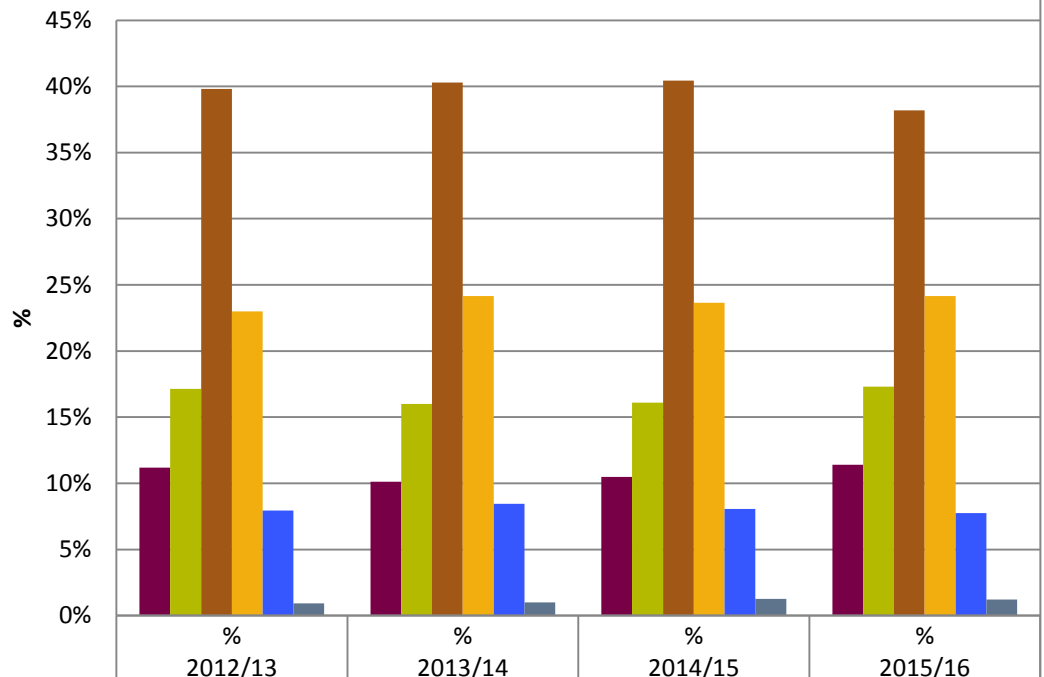
Natural England Pay Group	Civil Service equivalent
Chief Executive	SCS 3
Executive (Chief Officers)	SCS 2
Directors	SCS 1
Head of / Principal Advisers / Principal Specialists	Grades 6 and 7
Team Leader / Senior Adviser / Senior specialist	SEO
Lead Adviser / Group Co-Ordinator / Specialist	HEO
Adviser	EO
Support Adviser	AO

Natural England is a Non-Departmental Public Body with its own pay-group structure and nomenclature, however the pay-groups found across the organisation map across to grades typically found throughout the Home Civil Service. The table below lists the Natural England pay-groups alongside the Civil Service Equivalent.

The majority of staff at the end of the 2015/16 period, 66.88% (1543

people) were within the Lead Adviser pay group band a slight decrease on the previous year and 33.12% (764) were at Team Leader band or above.

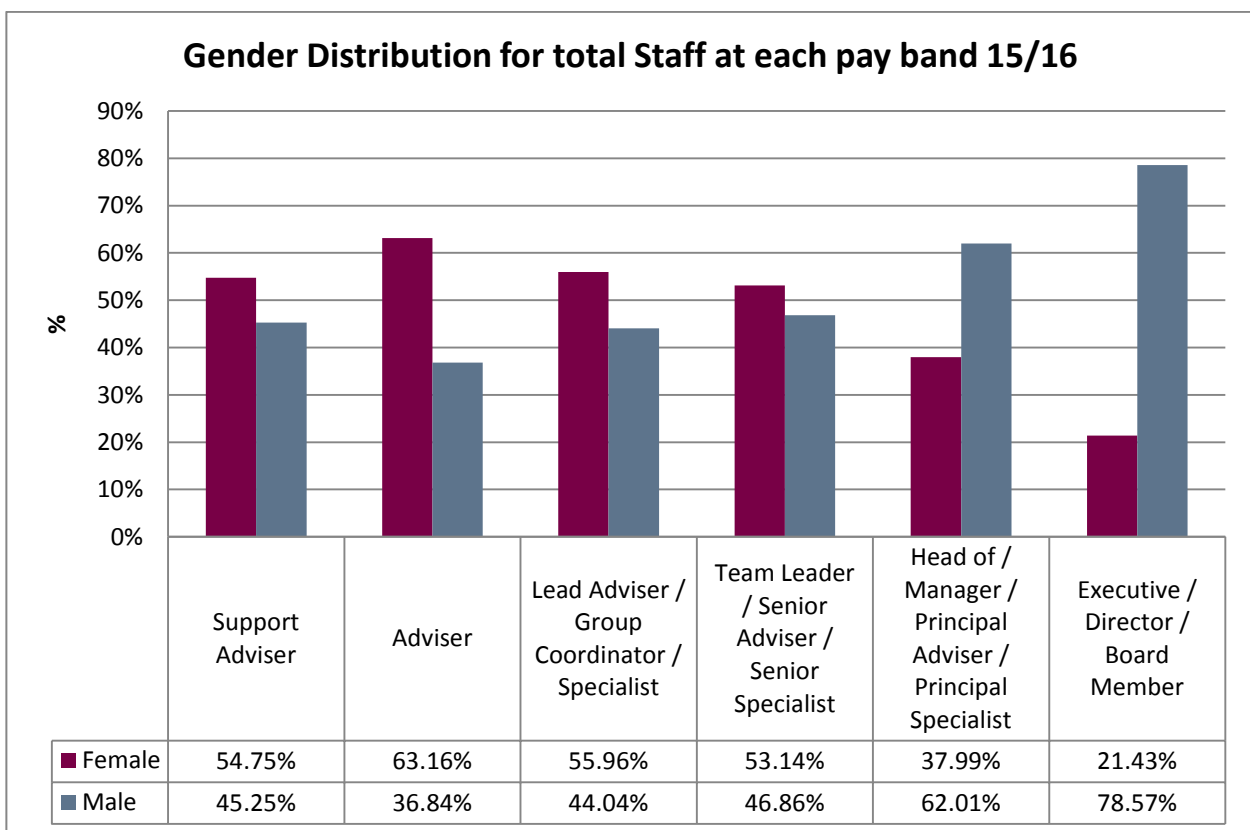
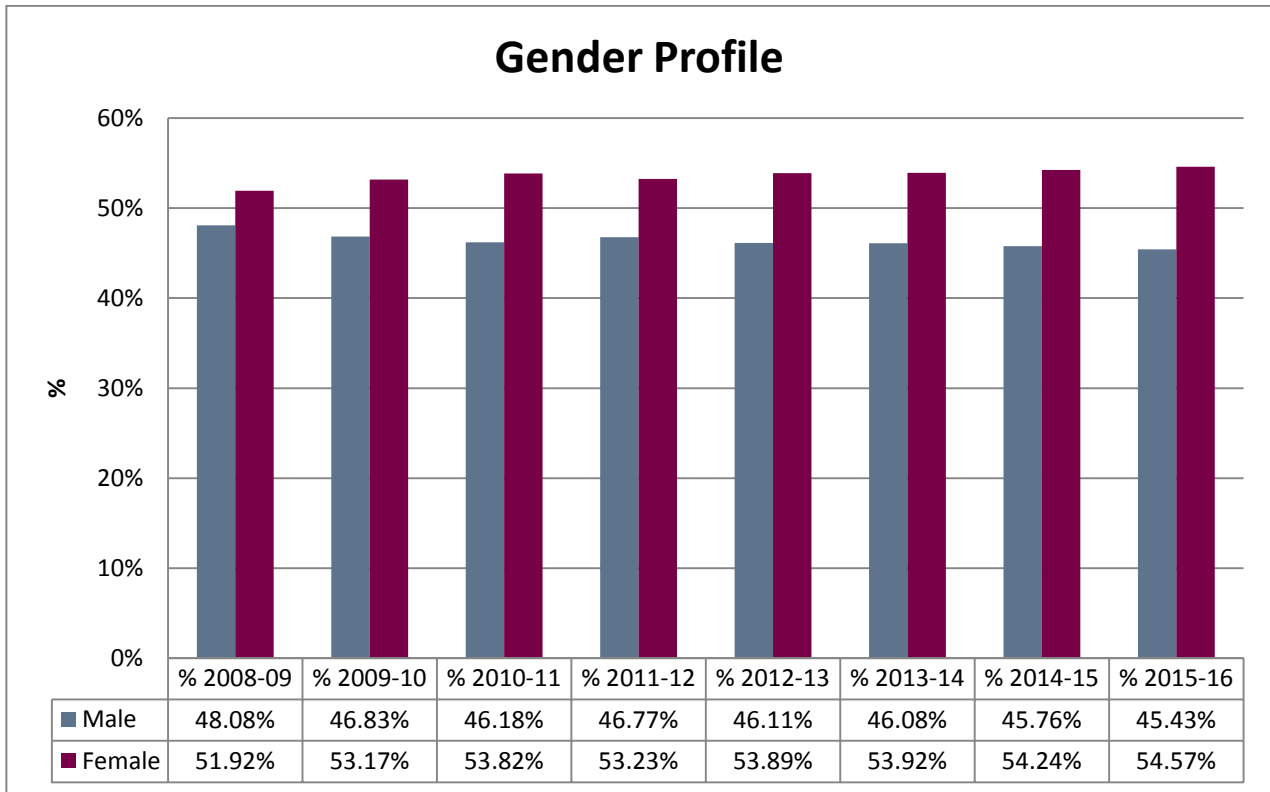
Distribution of Staff by Pay Group



	%	%	%	%
	2012/13	2013/14	2014/15	2015/16
Support Adviser	11.18%	10.13%	10.49%	11.40%
Adviser	17.13%	16.01%	16.09%	17.30%
Lead Adviser / Group Coordinator / Specialist	39.82%	40.29%	40.44%	38.19%
Team Leader / Senior Adviser / Senior Specialist	22.99%	24.15%	23.65%	24.14%
Head of / Manager / Principal Adviser / Principal Specialist	7.95%	8.44%	8.07%	7.76%
Executive / Director / Board Member	0.93%	1.00%	1.26%	1.21%

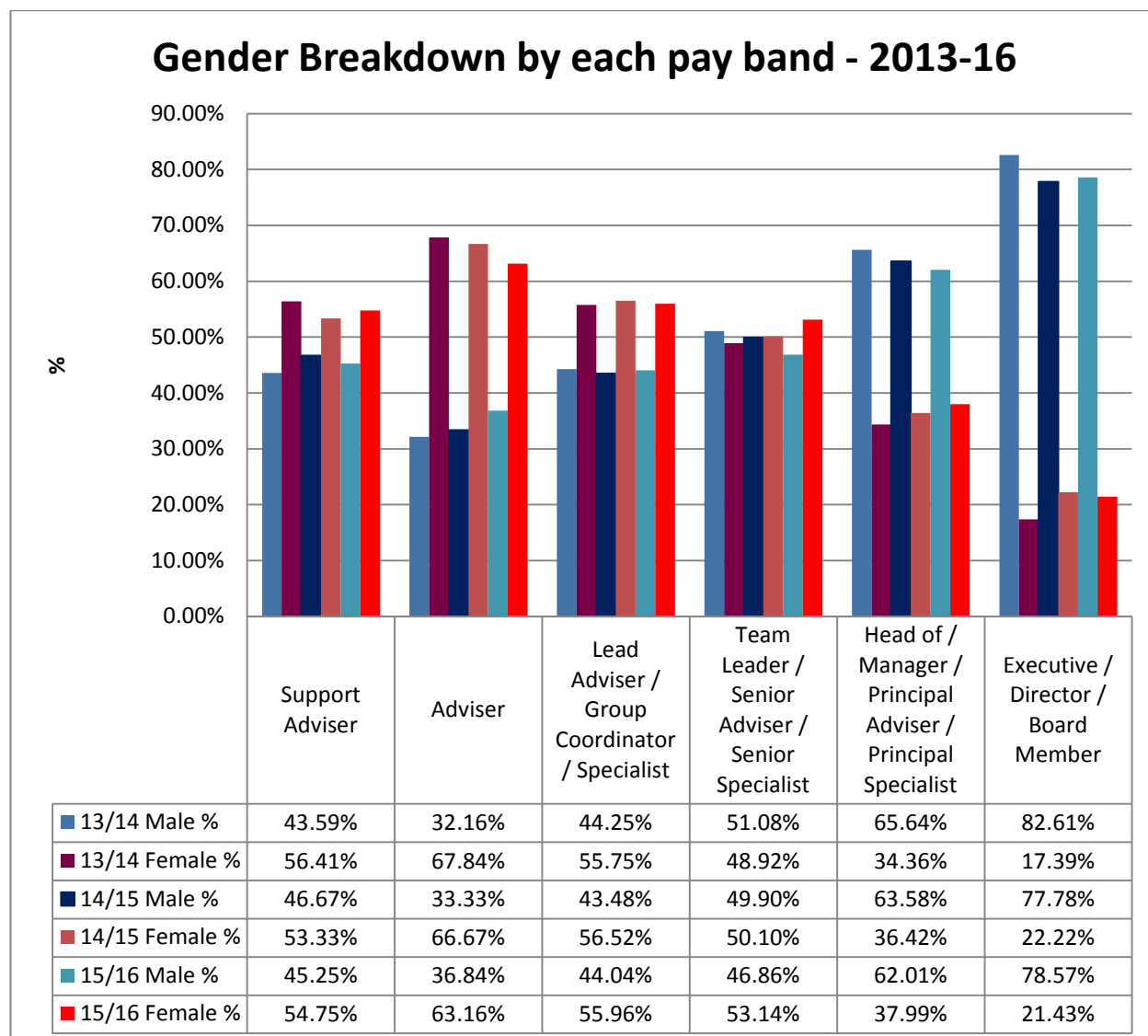
Gender

For 2015/16 Natural England's workforce comprised a higher proportion of women – 54.57% (1259) (54.24% in 2014/15) than men – 45.43% (1048) (45.7% in 2014/15). This represents an increase in the proportion of women compared to the previous year, which also saw a slight increase. This reflects a low-level, improving trend over the last eight years.



More women than men worked at the lower pay bands; Support Adviser and Adviser. There were also more women than men in the Lead Adviser pay band although the gender split was similar for the Team Leader middle grade. Senior grades had a higher population of men.

This profile was very similar to previous years:

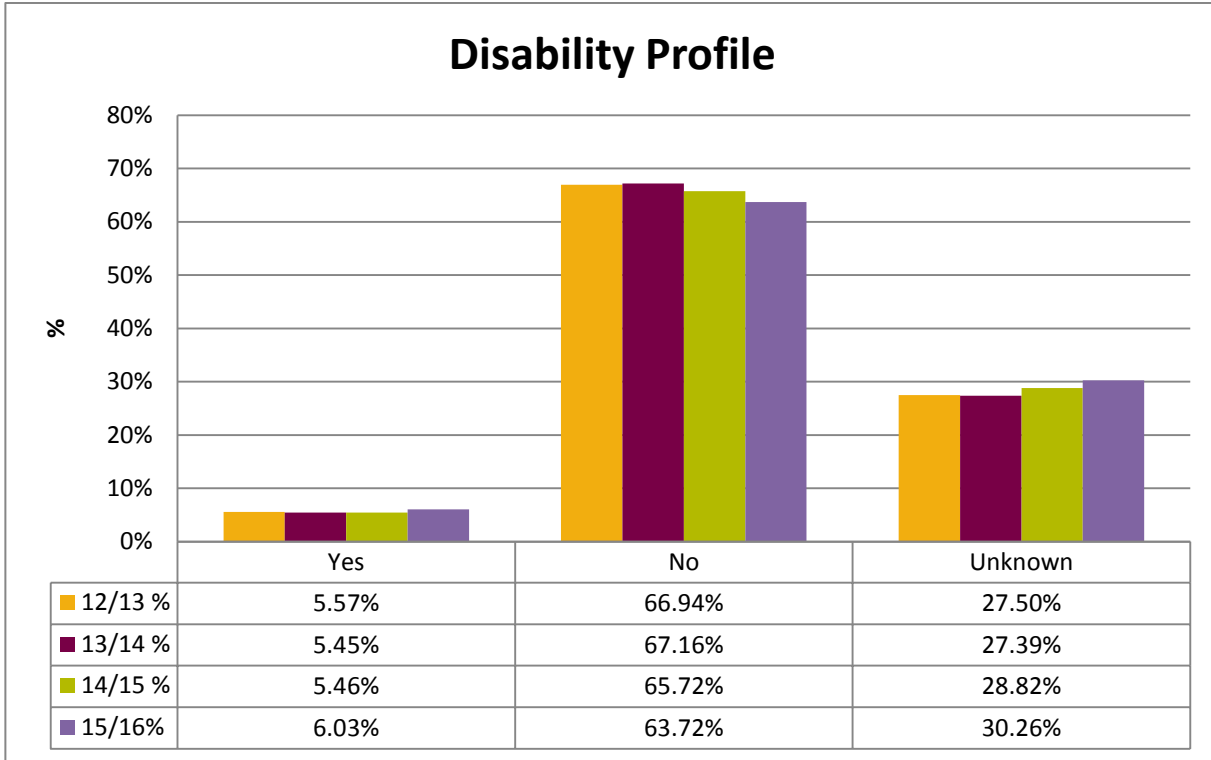


Disability

69.83% (1611) of our 2015/16 workforce declared a disability status. Declared disabled employees only made up 6.3% (139) of our staff population, compared to 17.6% of the general population in England.²

63.72% (1470) declared that they had no disability whilst the status of 30.26% (698) of is unknown because they have not declared.

The percentage split between Yes, No and Unknown is similar to 2011/12, 2012/13 and 2014/15.

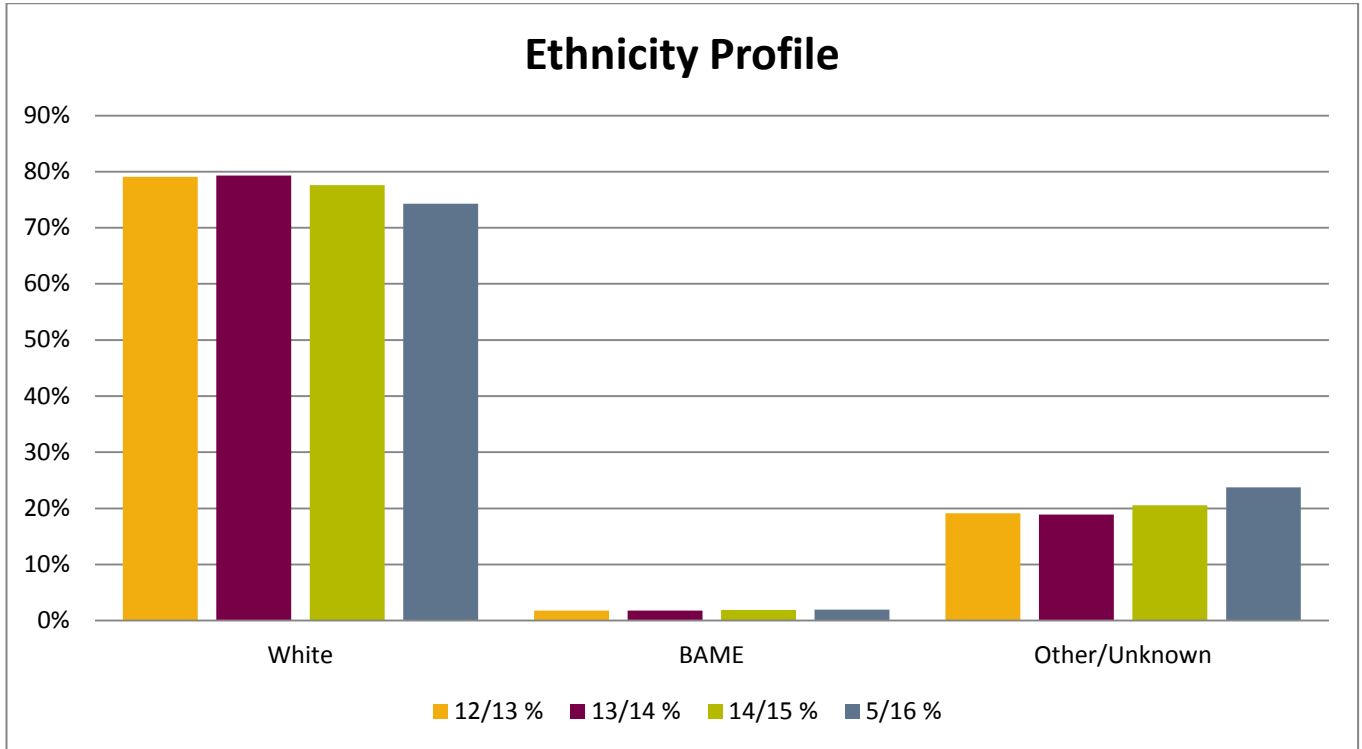


² Source: Office of National Statistics, UK National Census, 2011. 8.3% had a disability that limited day to day activities a lot and a further 9.3% where activities were limited a little

Race/Ethnicity

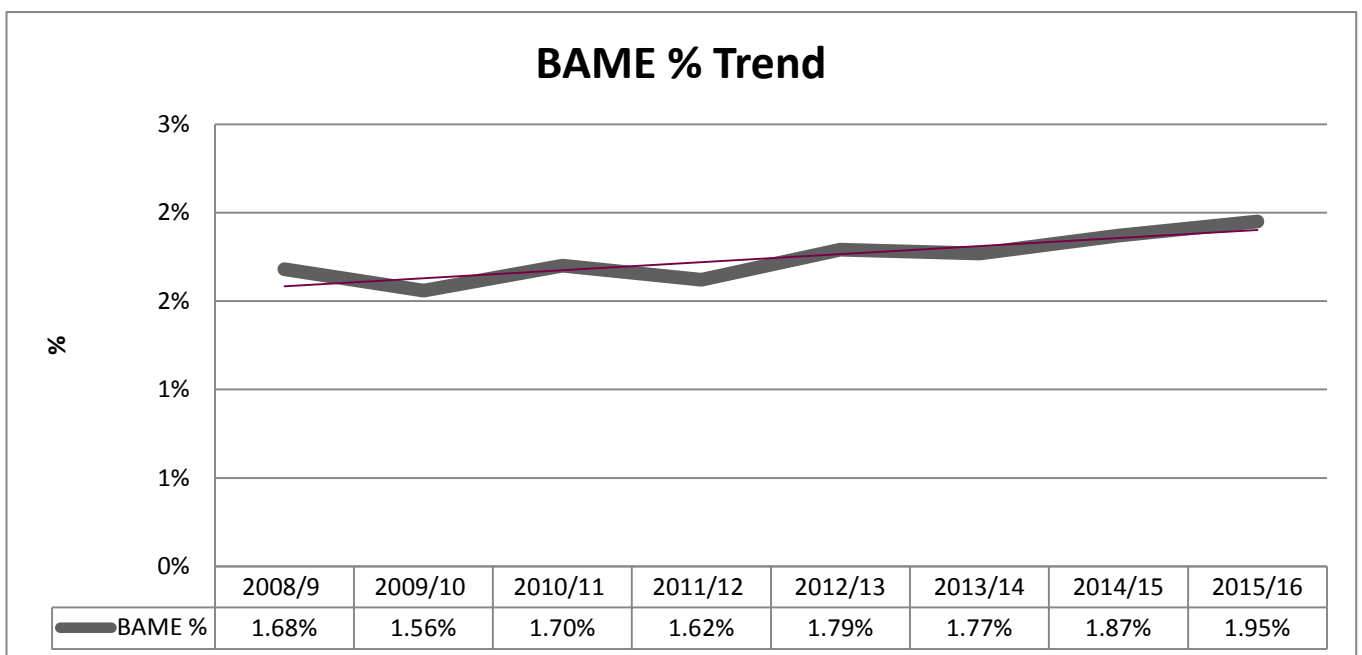
In 2015/16 of the 76% of staff who have declared their ethnic background, staff from white ethnic groups comprised 74.3% of the workforce, individuals from Black, Asian and Minority Ethnic (BAME) groups comprised 1.95%, these are similar proportions to those found in 2011/12, 2012/13, 2013/14 and 2014/15.

This is lower than the general population in England where, in 2011, BAME represents 14.3%.³



Furthermore, available data indicates that proportionately more BAME staff work at the lower pay bands within our staff framework.

The BAME % of our workforce has been similar over the past 7 years.

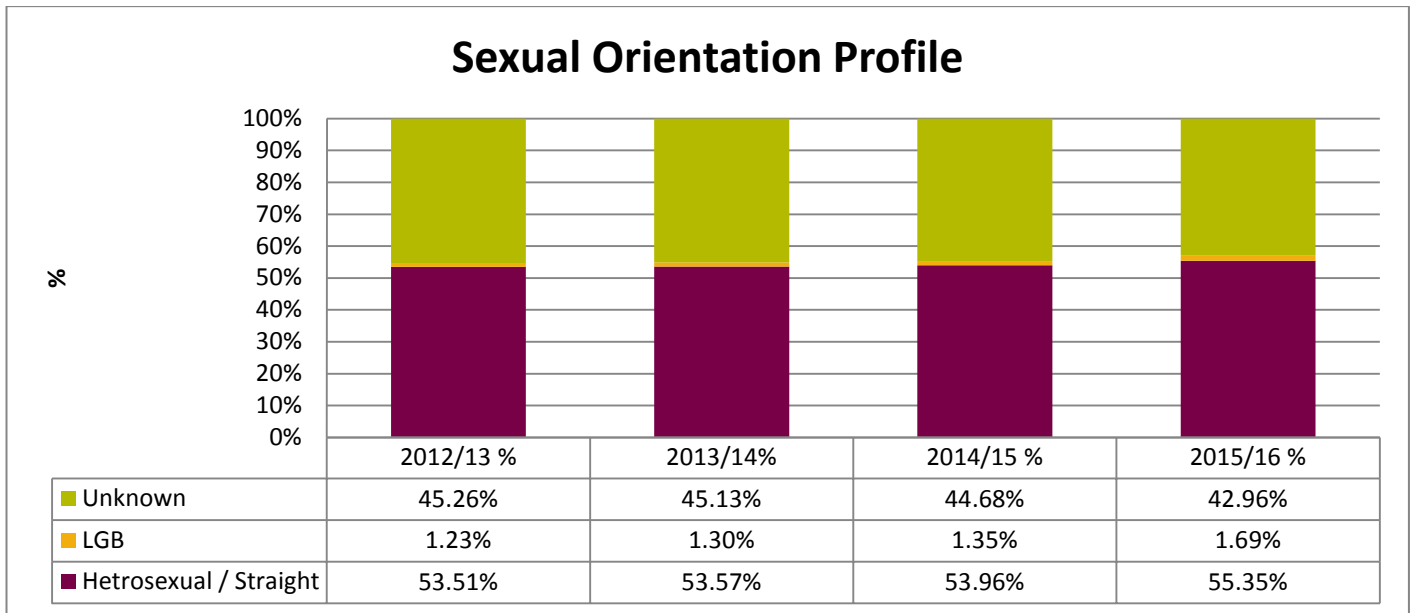


³ Source: ONS UK National Census, 2011.

Sexual Orientation

57.48% (1326) of our 2015/16 workforce made a declaration, with 44.45% (953) not doing so. This is in line with previous years.

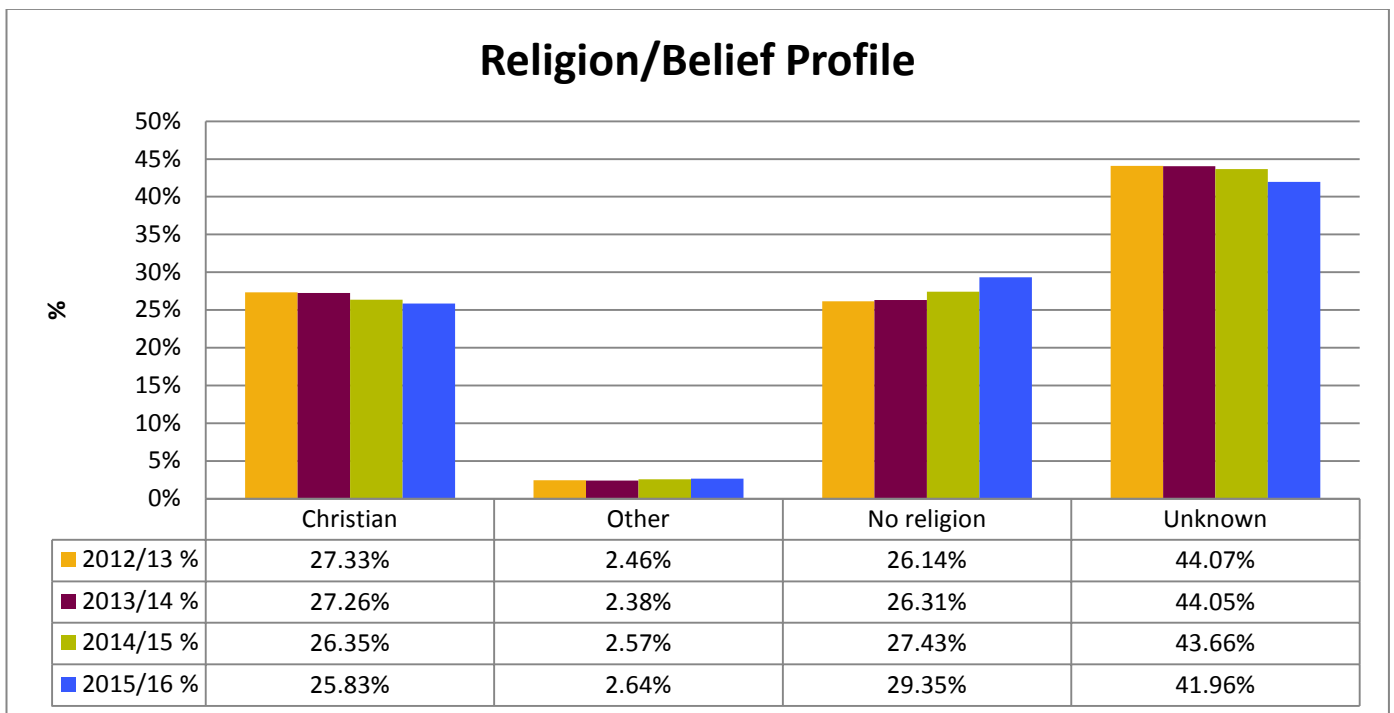
1.35% (29 people) declared that they were lesbian, gay or bisexual (LGB)



Religion and Belief

Whilst 42.18% (973) have not declared their religion 28.48% did. Of those who made a declaration, 25.83% (596) are Christian, with 29.35% (677) stating they have no religion. “Other” religions remain low at 2.64% (61 people).

Again, this is a very similar split as previous years.



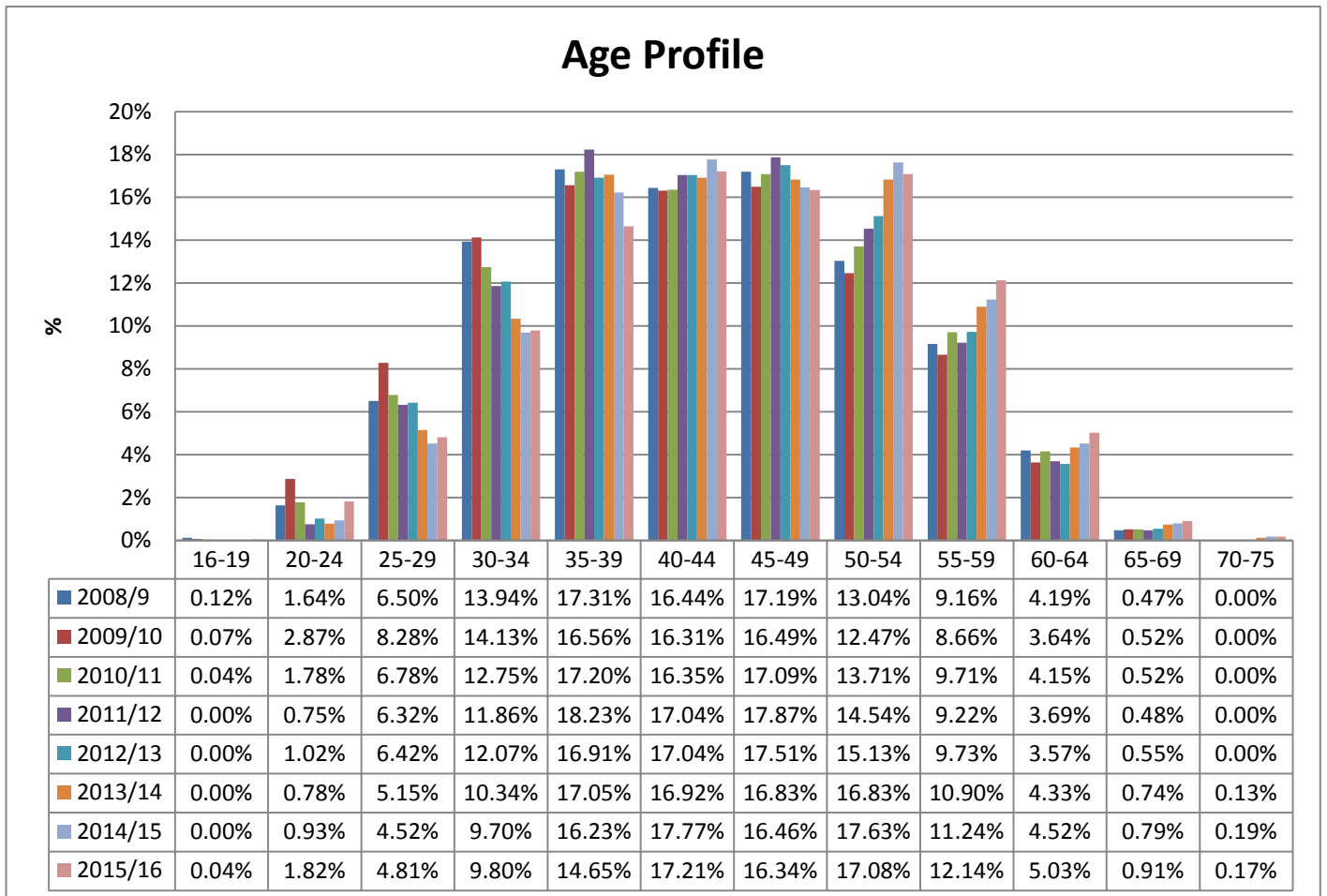
Age

87.21% (2012) of our 2015/16 workforce were aged 30 – 59 years, this is consistent with levels reported between 2011/12 to date.

In 2011/12 the largest age group was 35–39 with 18.23% as it was in 2013/14 (17.05%). In 2012/13 it was the 45–49 age group (17.51%), whilst in 2014/15 and 2015/16 the 40-44 age-group had the highest numbers ((17.77% [381] and 17.21% [397] respectively).

Year on Year Comparison	2014/15 %	2015/16 %	Variance %
20-24	0.93%	1.82%	0.89%
25-29	4.52%	4.81%	0.29%
30-34	9.70%	9.80%	0.09%
35-39	16.23%	14.65%	-1.58%
40-44	17.77%	17.21%	-0.56%
45-49	16.46%	16.34%	-0.12%
50-54	17.63%	17.08%	-0.55%
55-59	11.24%	12.14%	0.90%
60-64	4.52%	5.03%	0.50%
65-69	0.79%	0.91%	0.12%
70-75	0.19%	0.17%	-0.01%

The graph below shows a year on year aging profile, over last seven years.



Gender Identity

We do not currently collect this data

Marital/Civil Partnership Status

We do not currently collect this data

Staff Data – employees and potential employees at stages of their relationship with Natural England

Recruitment

Gender

Between 1st April 2015 and 31st March 2016, 147 recruitments were initiated for which there were 1802 applicants. Diversity information was requested on a voluntary basis from all applicants, rather than mandated.

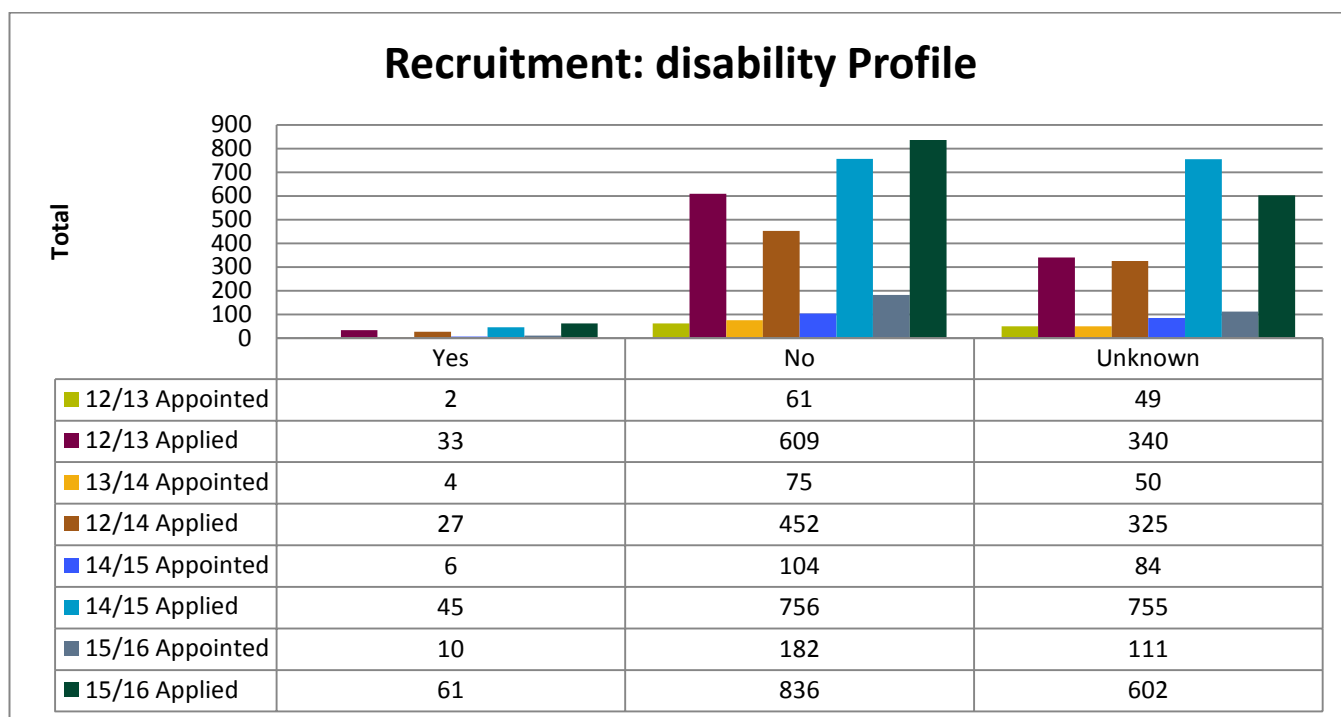
Type	Male		Female	
	Count	Percentage	Count	Percentage
Applied	723	48.23%	776	51.77%
Appointed	98	32.34%	205	67.66%
Grand Total	821	45.56%	981	54.44%

46% (821) of the 1802 applicants were male compared to 50% in 2014/15, 47% in 2013/14, 51% in 2012/13 and 48% in 2011/12.

54% (882) of applicants were female compared to 50% in 2014/15, 53% in 2013/14, 49% in 2012/13 and 52% in 2011/12.

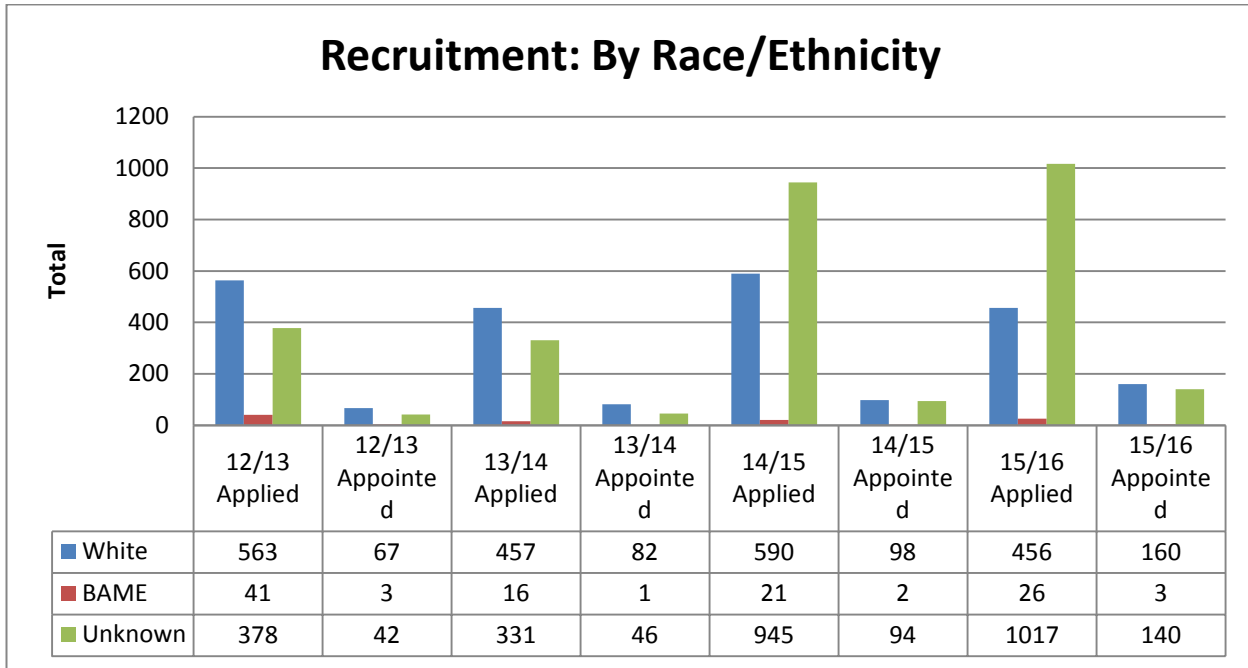
14% (98) of the male applicants were appointed and 26% (205) of the female applicants.

Disability



3.4% (61) of applicants declared a disability, slightly higher than in 2014/15, 2013/14 and 2012/13 but less than the 4.2% in 2011/12. This mirrors the low percentage of those declaring a disability within the overall workforce.

Race/Ethnicity

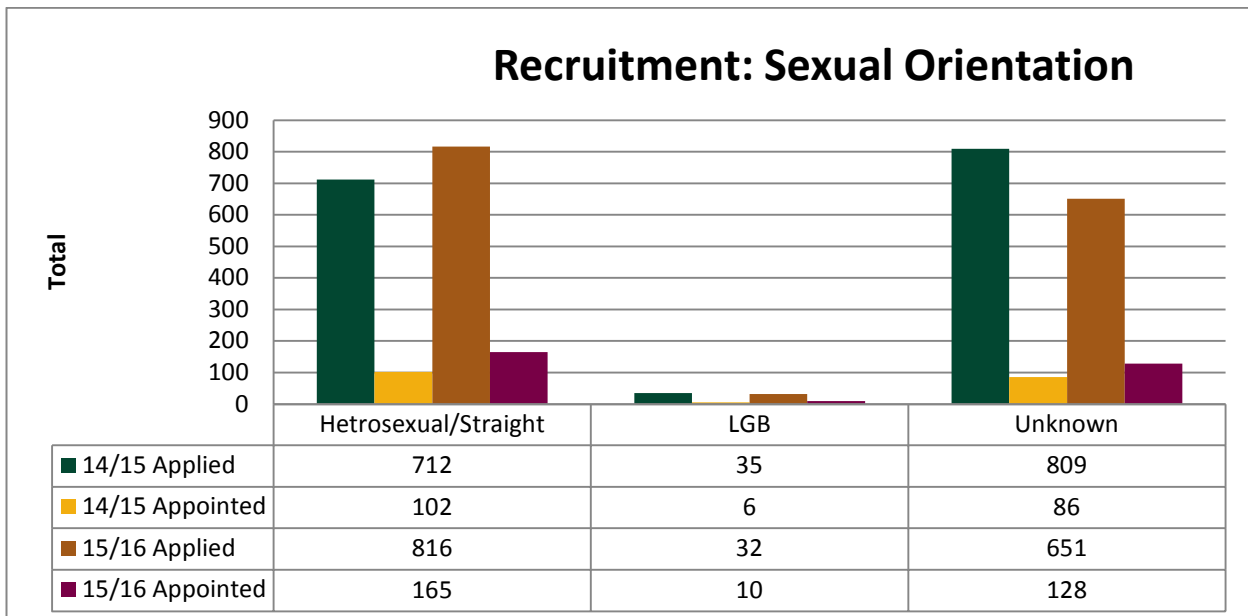


1.61% (29) of applicants were from declared BAME groups, slightly more than the 1.35% (21) in 2014/15 but fewer than the 2% in 2013/14 and the 4.2% in 2012/13.

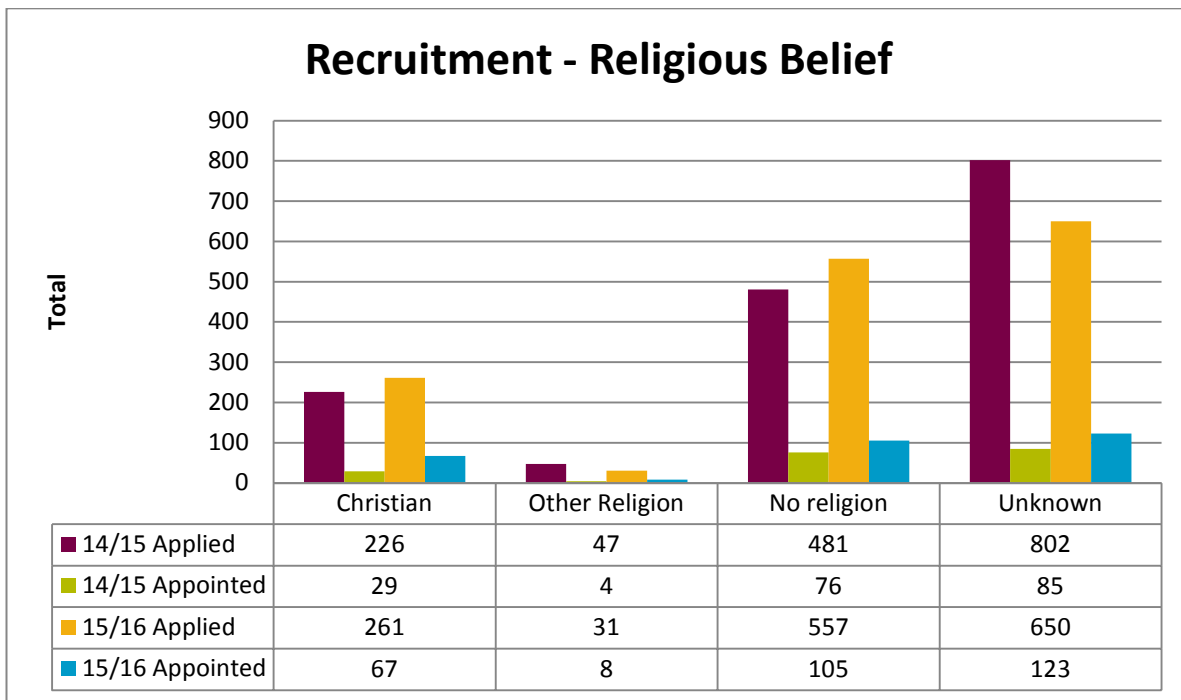
Sexual Orientation

Type	Heterosexual/Straight		LGB		Unknown	
	Count	Percentage	Count	Percentage	Count	Percentage
Applied	816	54.44%	32	2.13%	651	43.43%
Appointed	165	54.46%	10	3.30%	128	42.24%
Grand Total	981	54.44%	42	2.33%	779	43.23%

2.33% (42) of applicants were from the LGB Group compared to 2.25% in 2014/15, 2% in 2011/12, 3.3% in 2012/13 and 2.4 in 2013/14.



Religion and Belief



2.16% (39) of applicants declared a religion / belief other than Christianity (which accounts for 18%) 36.7% had no religion and for 43% their affiliation or identification was unknown.

Age

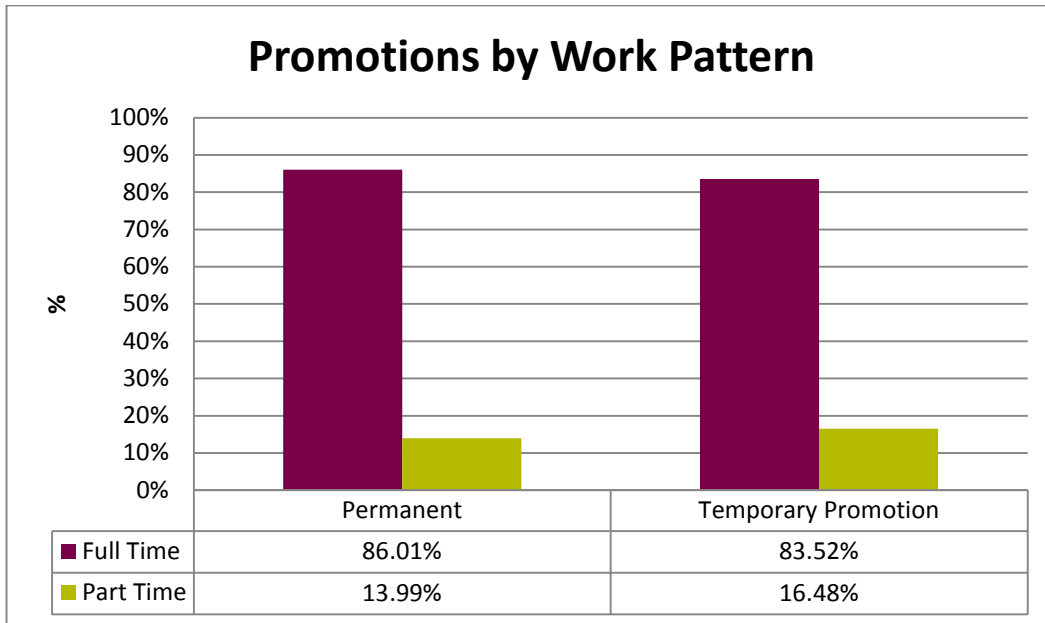
Type	40-49		20-29		30-39		50-59		60+		Unknown	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
Applied	132	8.81%	140	9.34%	200	13.34%	88	5.87%	2	0.13%	937	62.51%
Appointed	70	23.10%	38	12.54%	94	31.02%	30	9.90%		0.00%	71	23.43%
Grand Total	202	11.21%	178	9.88%	294	16.32%	118	6.55%	2	0.11%	1008	55.94%

Age in unknown for over 62% of applicants: of the remainder, the largest number of applicants were aged 30-39, (13.34%). The largest number of people appointed also came from this age-band (31%). This analysis is weakened because only a third of applicants provided data.

Staff Promotions

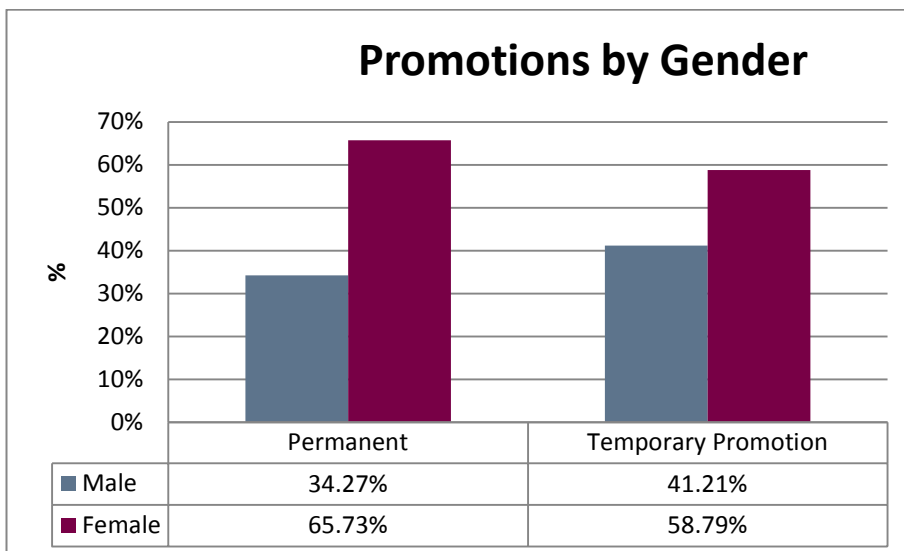
We have been operating under recruitment restrictions so Natural England has used the temporary promotion option (temporarily undertaking the main duties and responsibilities of a higher level role) extensively.

In 2015/16 there were 143 permanent promotions, 182 staff were on Temporary Promotion as at 31 March 2016.



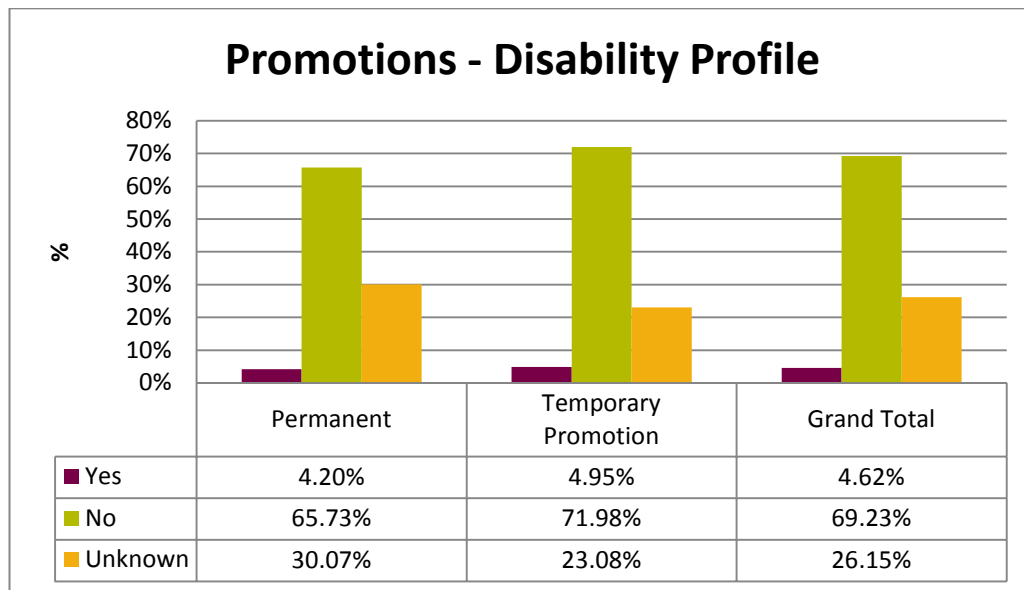
123 full time staff were permanently promoted (44 in 2014/15) and 152 had a temporary promotion (129 in 2014/15). Twenty part time staff were permanently promoted (3 in 2014/15) and 30 temporarily promoted (21 in 2014/15)

Gender

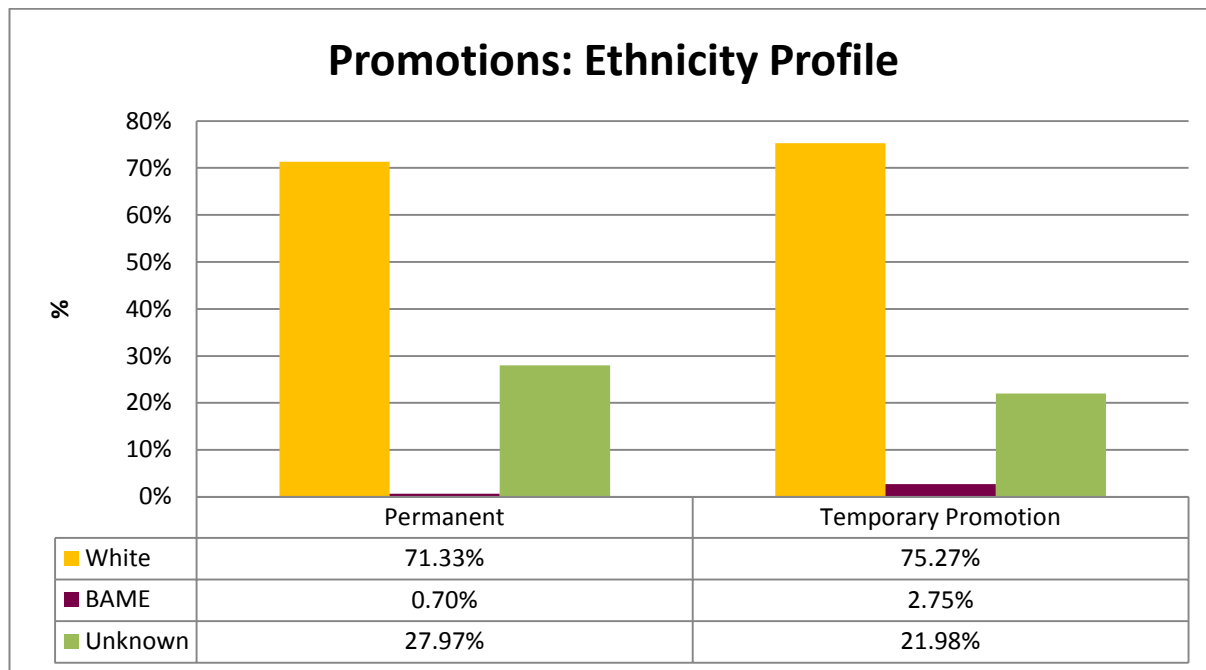


Of the 143 promotions in 2015/16, 94 (65.73%) were for women, 49 (34.27%) were for men. This is a continuing upward trend for women. In 2014/15 52.93% permanent promotes and 56.86% of temporary were women.

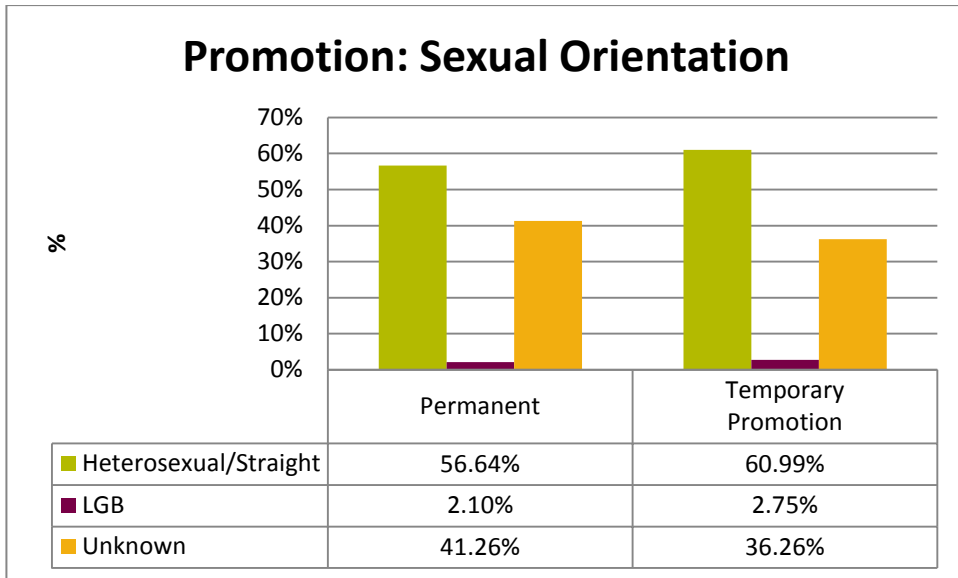
Disability



Ethnicity

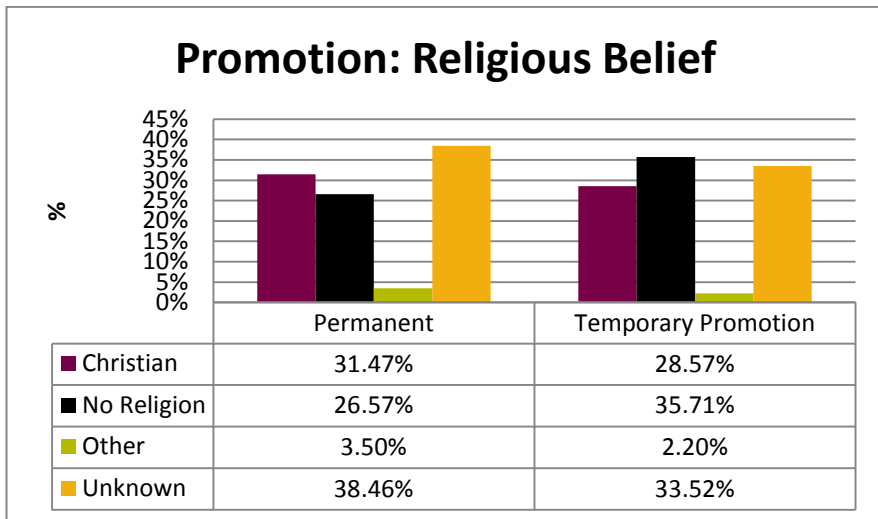


Sexual Orientation



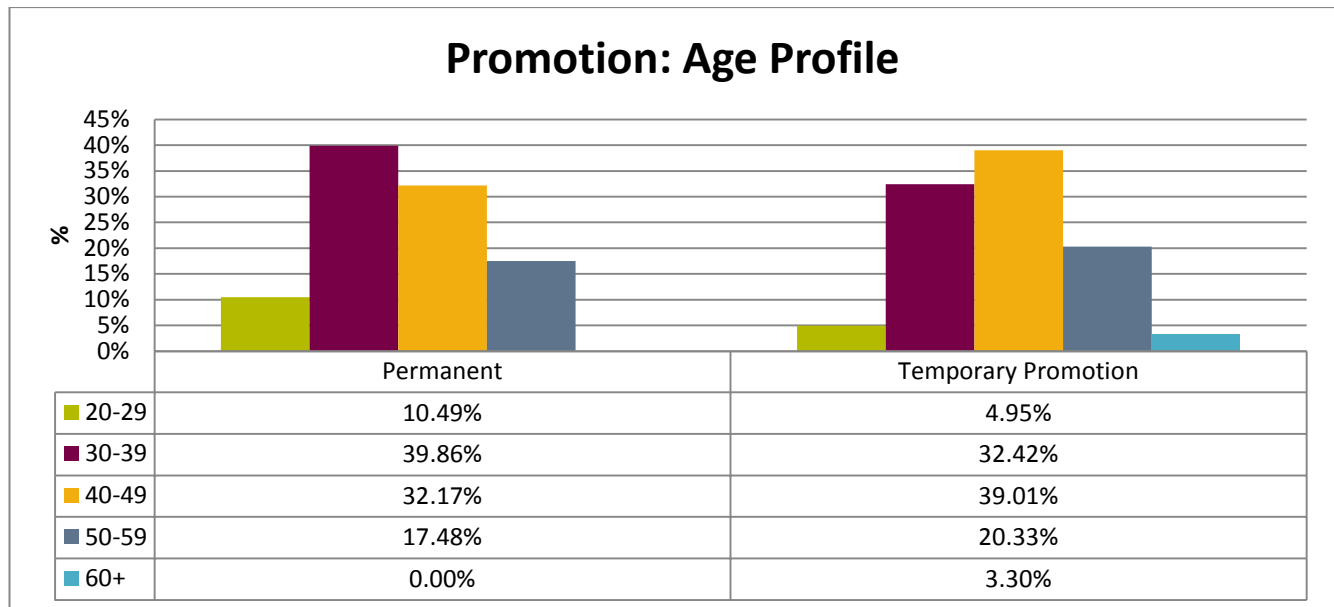
Although there appeared to be few promotions in the groups who have declared a disability; BAME or LGB, the low recorded representation of these groups in the workforce must be noted as should the substantial number of proportion of promotions where the declaration is unknown.

Religion/Belief



The highest number of permanent promotions were for the cohort where their religion is unknown. People who declared “no religion” constituted the largest promotion of temporary promotions. The five permanent and four temporary promotions for other religions/beliefs needs to be set in the context of low declaration rates.

Age



In 2014/15 the highest numbers of promotions were within the age band 30–39. In 2015/16 this remains so for Permanent Promotions, whilst the 40-49 age band received the higher percentage of Temporary Promotions. In 2015/16 promotions were lowest amongst for the 20-29 age band (7.38% overall).

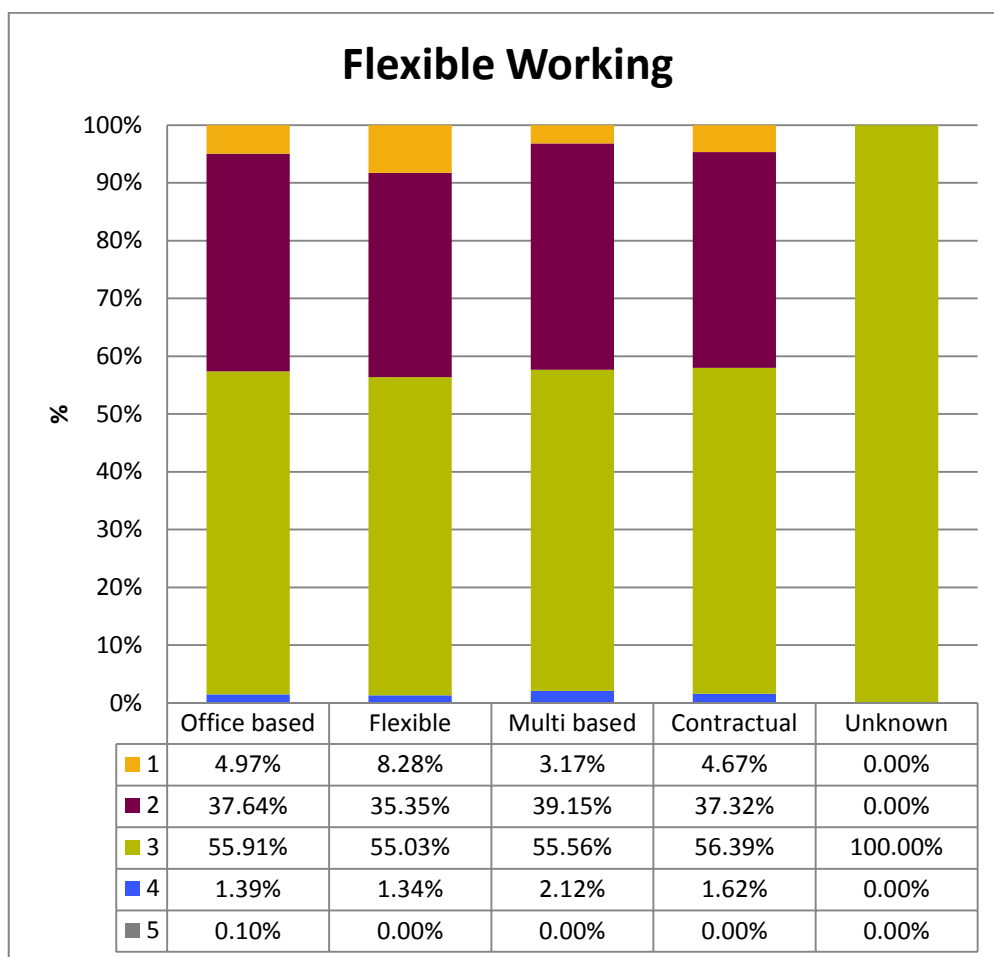
Performance Management

Natural England monitors performance ratings (1 – Excellent, 2 – High Level of Performance, 3 – Good Performance, 4 – Improvement Required, 5 – Unsatisfactory Performance) on a half year basis and at the end of the 2015/16

2015/16 was the first full year using ratings 1-5 rather than 1-4 and the percentage breakdown of ratings awarded was as follows:

1	=	5.4%
2	=	37.06%
3	=	55.99%
4	=	1.50%
5	=	0.05%

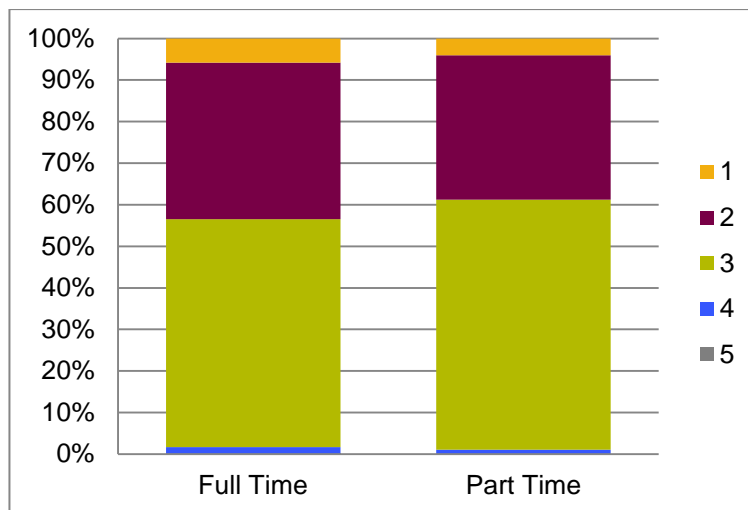
Working arrangements⁴



In 2015/16 flexibly office based staff received the highest level of 1 ratings, followed by (Contractually) Home-based staff.

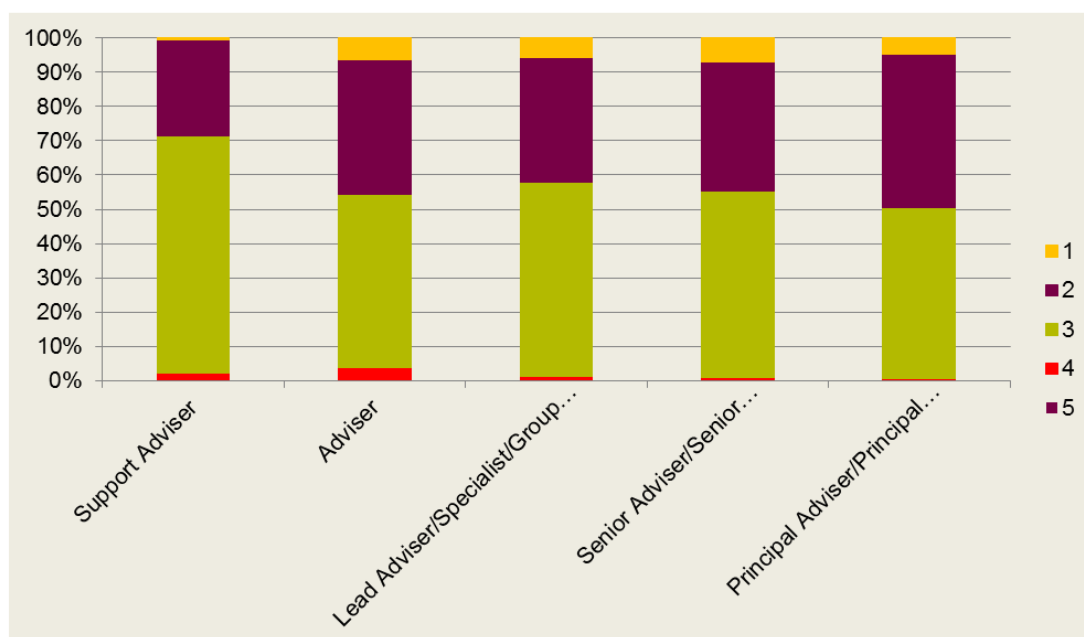
⁴ Definitions: "Office based" – contractually based in a Natural England Office location; "Flexible" – Flexible Home worker; "Contractual", contractually home based; "Multi-based"; staff who work more than 50% of their working week at home. "Unknown" at the time the 2015-16 Q4 Ratings report was compiled, working arrangements had not been confirmed.

Work Pattern



78% of the organisation works full time, 22% part time. Part time staff are marginally less likely to be rated 1 or 2 than full time staff. 5.82% and 37.77% of Full time staff receiving ratings of 1 and 2 respectively compared to 4.00% and 34.74% for Part-Time staff; similar to 2014/15.

Pay band

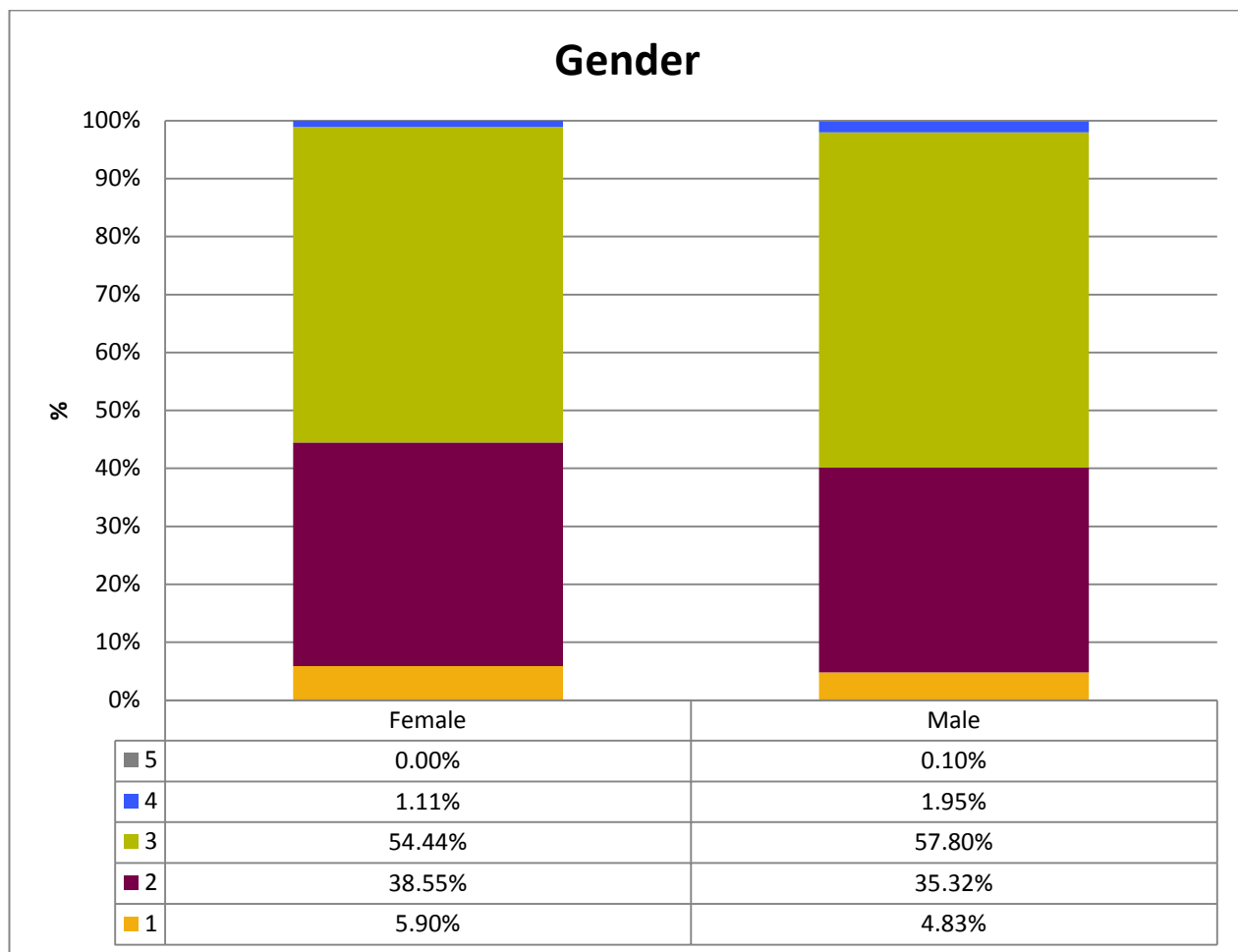


Ratings trends in 2015/16 continue to show that Support Advisers receive fewer 1s and 2s than any other pay bands whilst those in the Manager level and above pay bands are more likely to receive higher ratings

Support Adviser

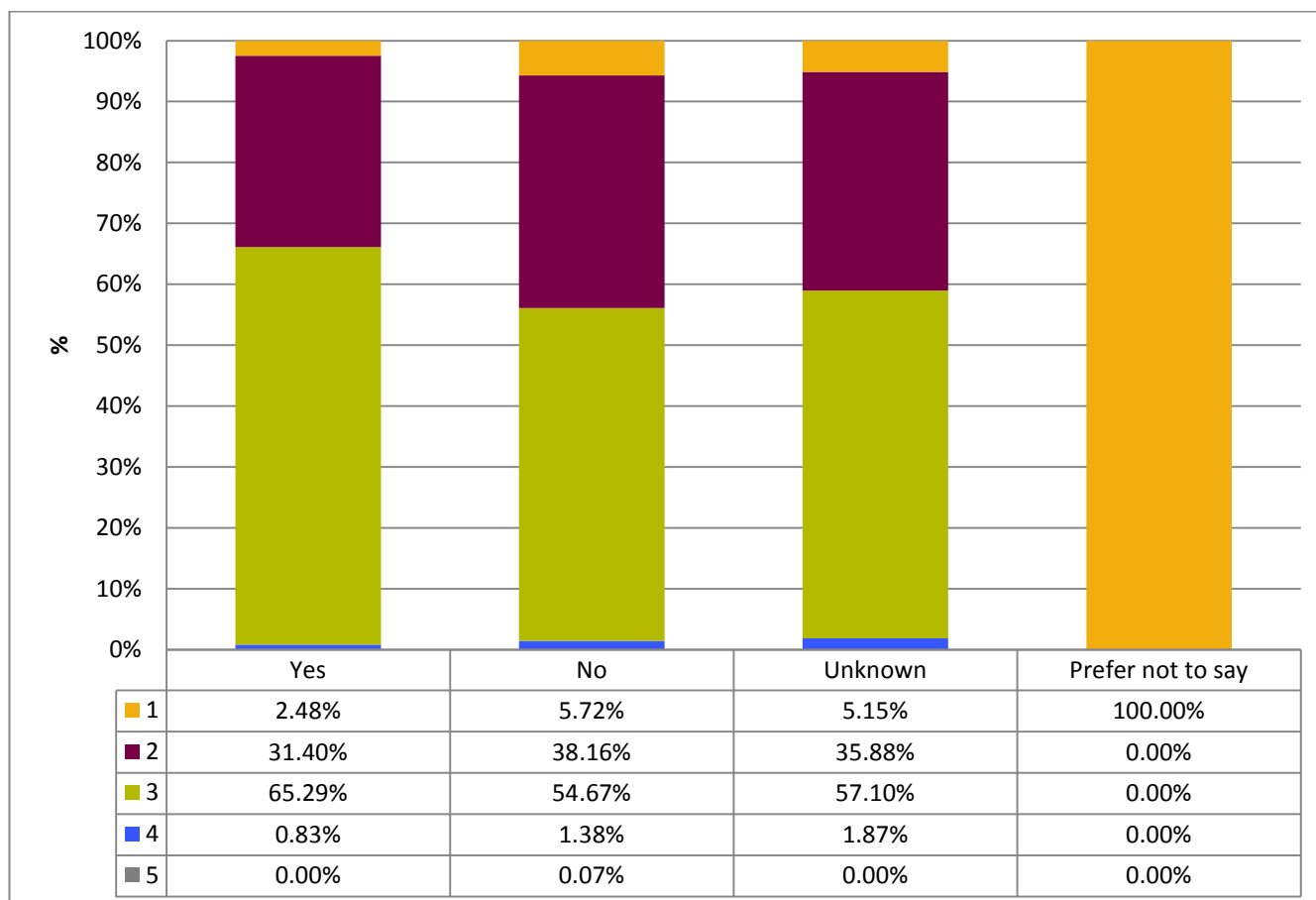
Year	Ratings					Grand Total
	1	2	3	4	5	
2013/14	5.10%	29.10%	64.50%	1.30%	N/A	100.00%
2014/15	2.00%	26.00%	71.00%	1.00%	N/A	100.00%
2015/16	0.42%	28.03%	69.46%	2.09%	0.00%	100.00%

Performance Management: by gender



In previous years ratings for both genders, across the span of ratings available, have been roughly identical. In 2015/16 men achieved proportionally fewer 1 and 2 ratings and more 3 and 5 ratings than women.

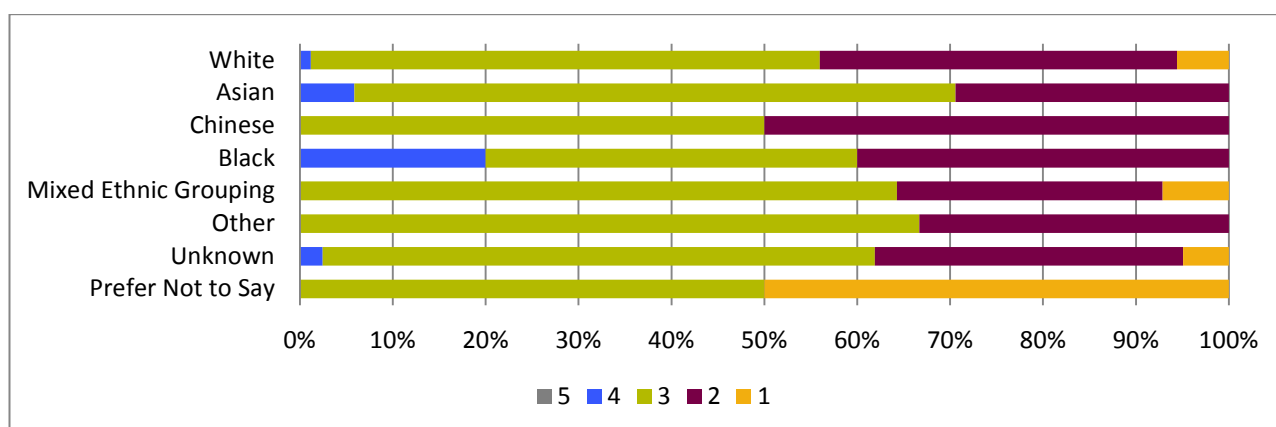
Performance Management: by declared disability



Data shows there is significantly higher percentage of staff with a declared disability receiving a 3 rating than those with disability unknown.

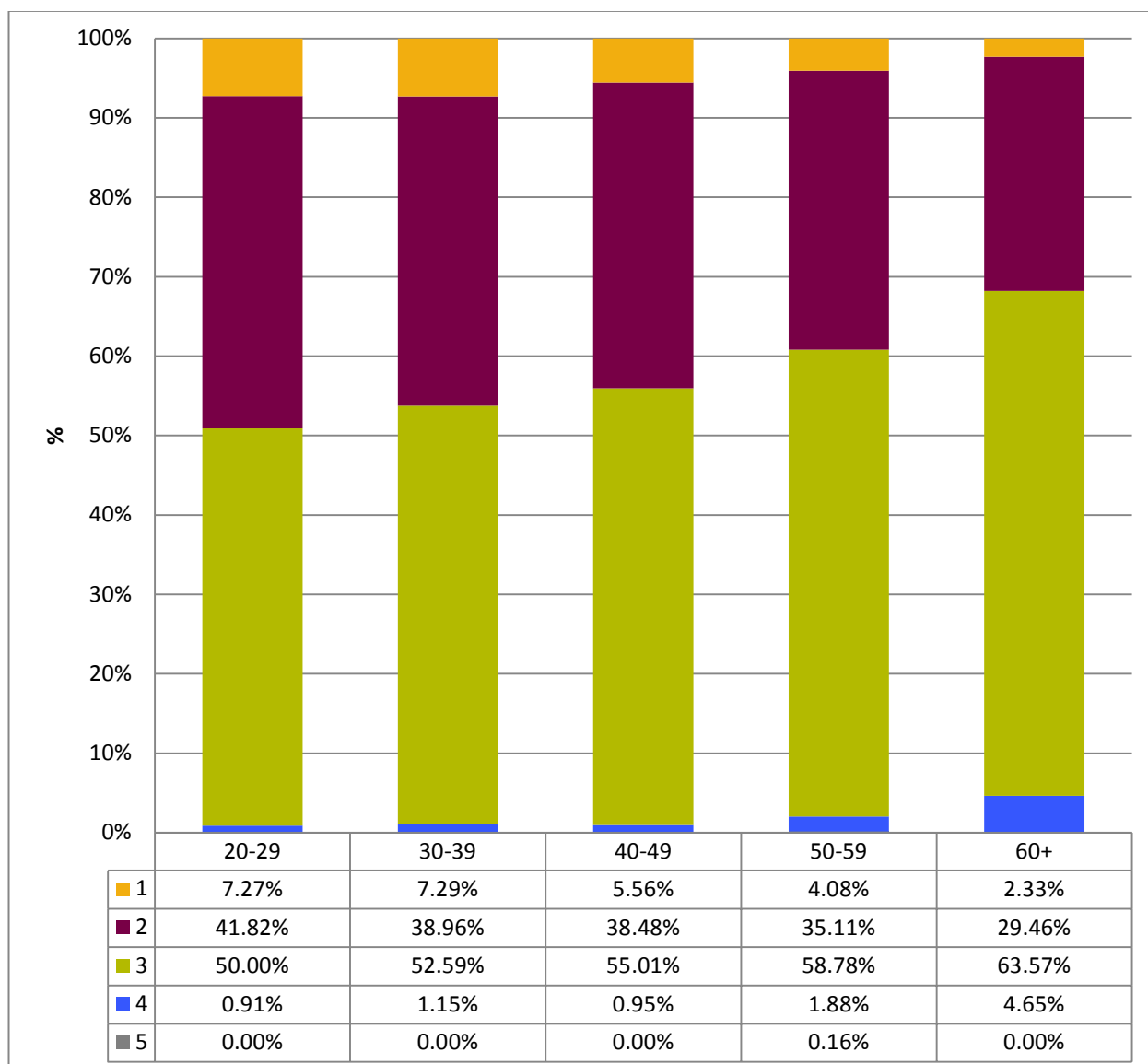
34% (41) of people with a declared disability achieved a final rating of 1 or 2 in 2015/16; similar to 2014/15 but much lower than in the previous three years (54.5% in 2013/14, 47% for 2012/13; 53% 2011/12).

Performance Management: by ethnicity



With just 1.9% of the organisation recorded against ethnic categories we cannot do any meaningful analysis or comparison to previous years.

Performance Management: by age-band



There was a reasonable spread of ratings across age groups between 30 and 65. Those under 30 received a higher percentage of 1 and 2 ratings than other age-bands whilst this in the 60+ age band received a higher percentage of 3s than the other age-bands.

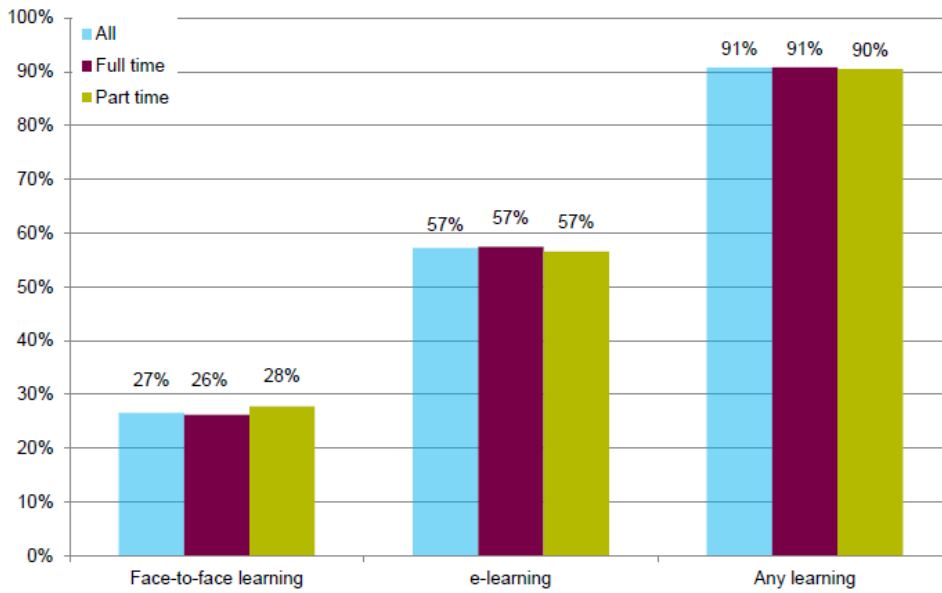
Training

Take up of training opportunities

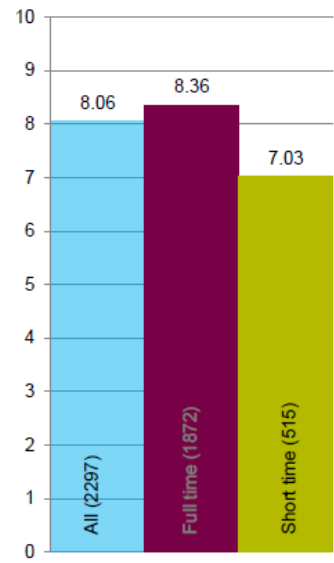
Participation in development opportunities is relatively similar for gender, age, sexual orientation and religion/belief. However, people with declared disabilities, BAME staff show a lower up-take of face-to-face training than the overall population of Natural England. In contrast to 2014/15, however part-time staff now participate in slightly more face-to-face learning opportunities. The uptake of E-learning is not similarly diminished for these groups and Natural England has introduced a range of different learning methods to enable different groups to access more training opportunities.

Training by Work-Pattern

Percentage of group recording development activity

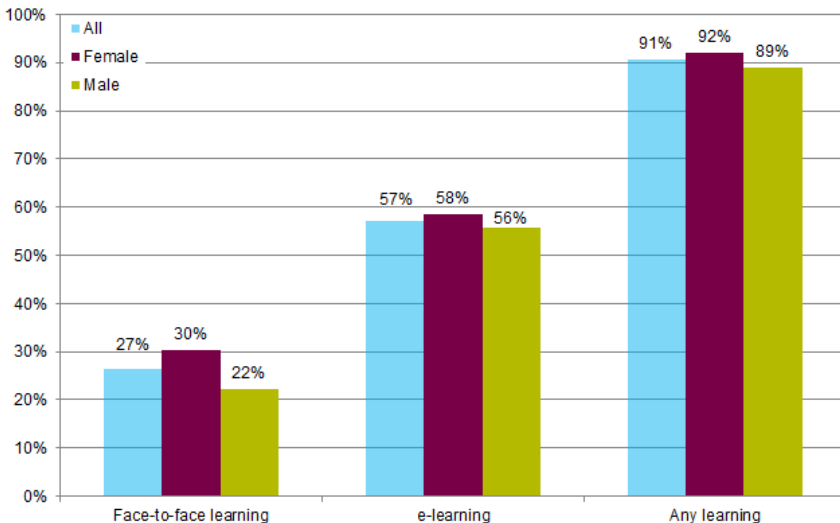


Average days

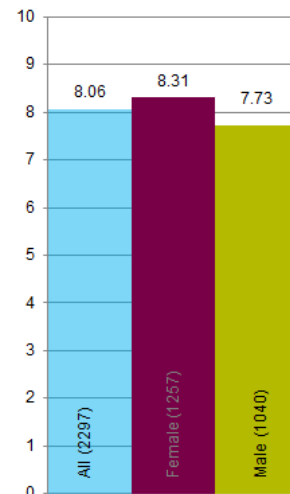


Training by Gender

Percentage of group recording development activity

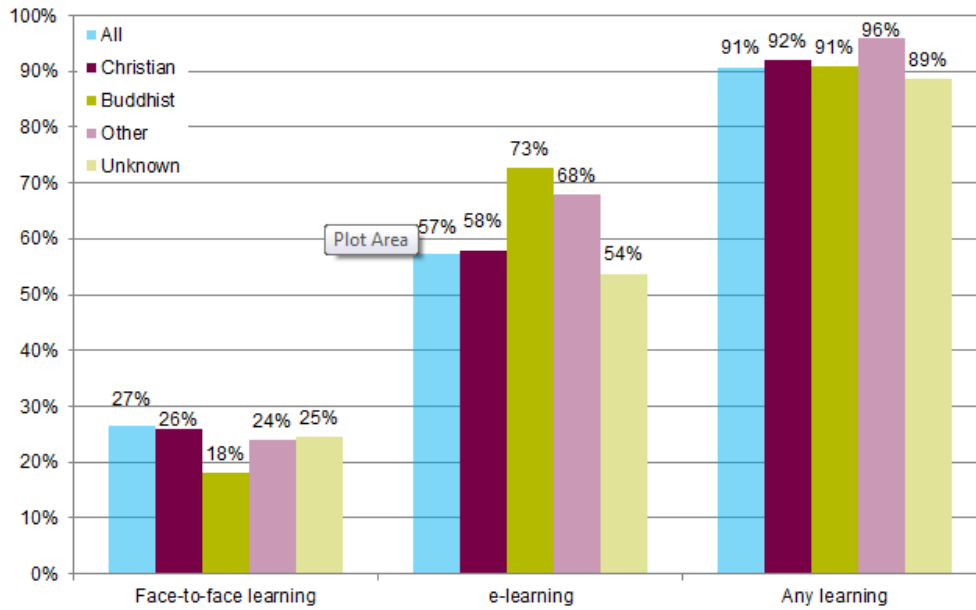


Average days

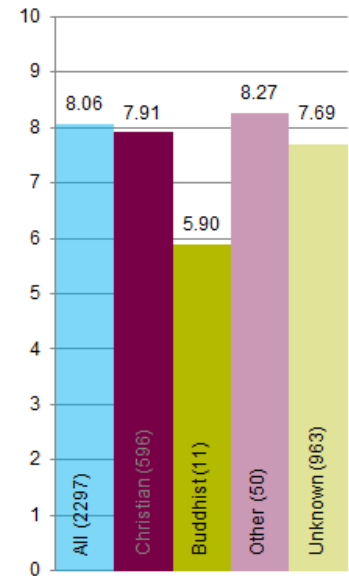


Training by Belief

Percentage of group recording development activity

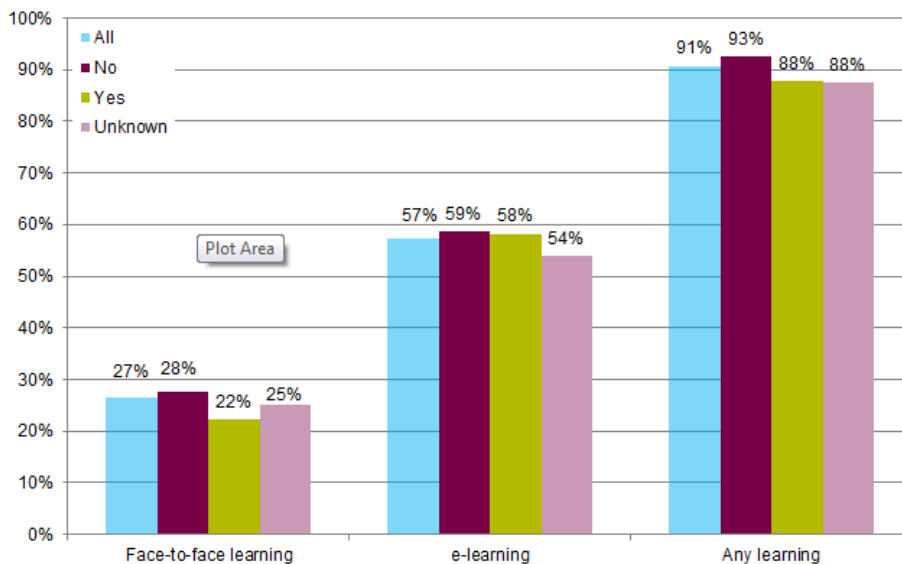


Average days

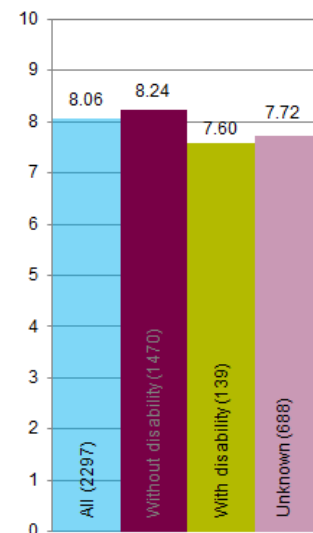


Training by Disability

Percentage of group recording development activity

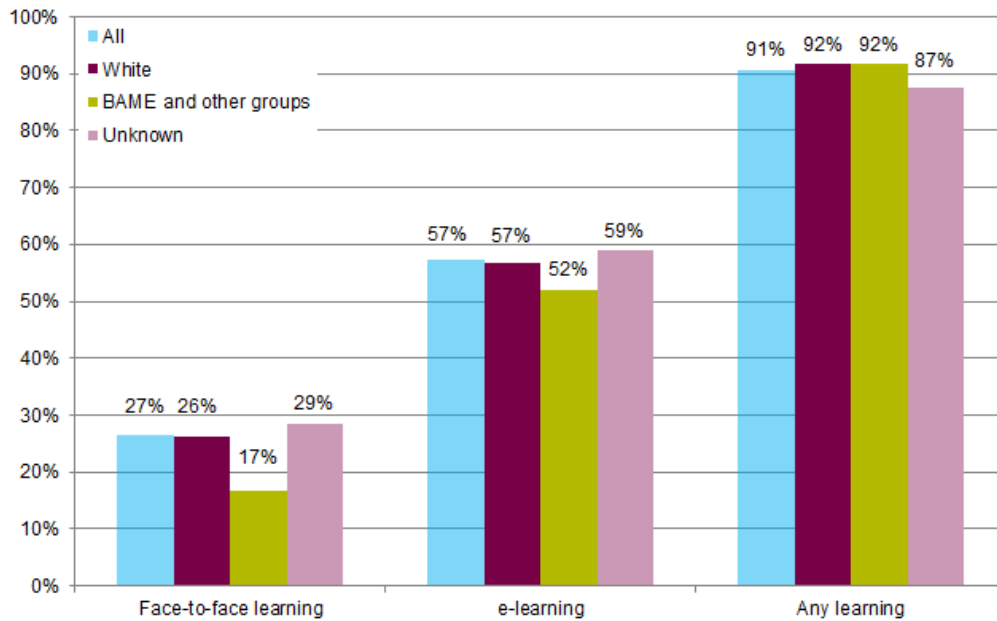


Average days

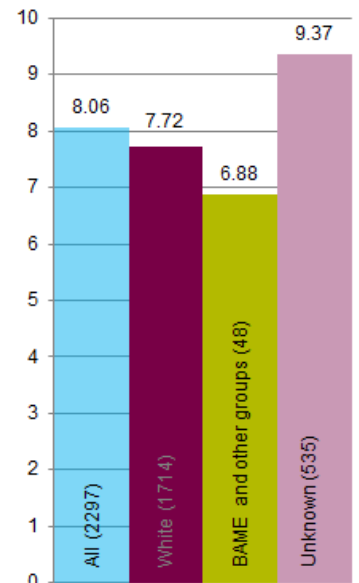


Training by Ethnicity

Percentage of group recording development activity

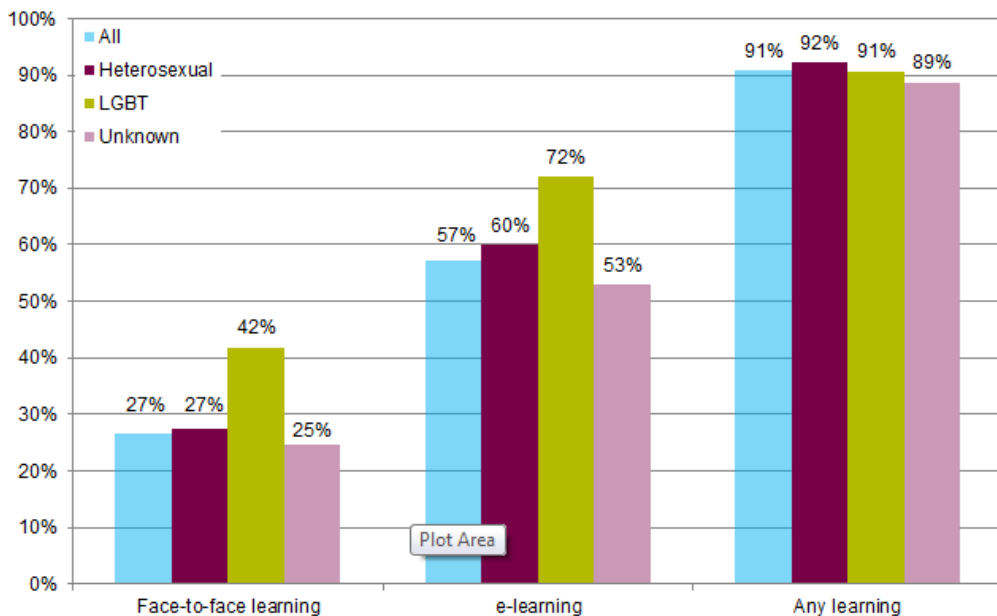


Average days

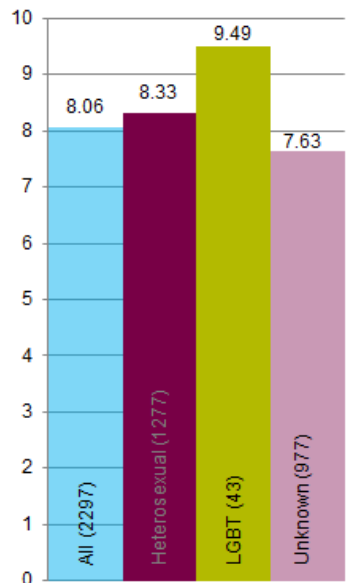


Training by Sexual Orientation

Percentage of group recording development activity



Average days



Disciplinary and Grievances

One grievance was raised during 2015/16, relating to a protected characteristic, it was fully investigated, no discrimination found.

Staff Survey Results

Staff Survey Diversity Questions	Spring 2012 %	Spring 2013 %	Spring 2014 %	Spring 2015 %
I believe that Natural England takes diversity seriously	82	79	N/A	N/A
I know how to report unfair and inappropriate behaviour like discrimination, bullying and harassment	82	87	90	N/A

In 2013 we had a reasonably high proportion of staff believing Natural England takes diversity seriously, so in a much reduced survey in 2014 (just 17 questions) the question 'I believe that Natural England takes diversity seriously' was not included. There was a very positive response (90%) to the question on knowing how to report unfair and inappropriate behaviour - an increase of a further 3% on 2012/13 and an increase of 8% from 2011/12. Neither question was included in the 2015 or 2016.

In 2016 we asked staff to say whether or not the Senior Leadership Team (SLT) their Director or Area Manager, or their Line Manager "demonstrate...[a]...commitment to equality, diversity and inclusion." the results were as follows:

		Natural England March 2016 Staff Survey	
		Number of positive respondents	Percentage of positive respondents
No. of responses: 1623 % response: 66% No. partial completed (not included in results): 262			
The Senior Leadership Team			
demonstrates its commitment to equality, diversity and inclusion		973	60
My Director / Area Manager			
demonstrates its commitment to equality, diversity and inclusion		1034	64
My line manager			
demonstrates its commitment to equality, diversity and inclusion		1241	76

Maternity Return Rates

To provide information on maternity return rates we tracked the 18 females who were on maternity leave on the 31st March 2015.

By 31st March 2016:

- 16 had returned to work
- 1 was still on maternity leave.
- 1 moved on to a Career Break
- 2 received promotions after their return (1 permanently, 1 on Temporary Promotion)
- Of the 4 on Fixed Term Appointment contracts at the start of their maternity leave, all are now on permanent contracts;
- 11 reduced their hours upon return or soon after.

Customer Data – those affected by our services.

No customer survey was conducted for the 2015-16 period.

Diversity and Equality Work 2017 to 2020:

Natural England has adopted the cross Defra group Equality, Diversity and Inclusion (EDI) Strategy which will be launched in January 2017 and covers the period 2017 to 2020 – the strategy shapes the way we will become a great place to work and deliver our aspirations to be an organisation with diverse, open and inclusive culture (Defra Strategy, Objective 7, point 1). This Strategy is for all Defra group employees, at all levels, wherever they work and whatever they do. It is focussed on four themes, Respect, Include, Support and Engage. These themes are drawn from our various people policies and which we believe are fundamental to creating an equal, diverse and inclusive workforce fundamental building blocks for creating an equal, diverse and inclusive workforce and are at the heart of why we are doing this.

The joint priorities identified for 2016 were:

- Promoting inclusive behaviour by leaders, managers and individuals
- Tackling discrimination, bullying and harassment
- Improving declaration rates
- Tackling unconscious bias in people decisions
- Promoting inclusive behaviour by leaders, managers and individuals
- Tackling discrimination, bullying and harassment
- Tackling unconscious bias in people decisions
- Improving the process and delivery of reasonable adjustments
- Ensuring our policies, processes, projects, programmes, services which have an impact on people (colleagues or customers) have an Equality Analysis completed
- Improving the methods, policies, processes supporting recruitment, selection and attraction to ensure they are effective in attracting a diverse workforce from protected characteristic and under- represented groups
- Improving career support for high potential people from protected characteristics groups

These are now subsumed into the strategy under four themes:

Respect – we respect others

Include - we use our data to drive workplace (business) improvements

Support - we ensure everyone is supported in the workplace to achieve their full potential

Engage – we engage with others