



## Workforce Race Equality Standard (WRES) 2024

### Key Findings from the 2024 WRES:

There has been an increase in the number of Black, Asian & Minority Ethnic colleagues with a headcount of **3,347** (an increase of 574) in the last year, with representation in the workforce increasing from **23.5%** to **26.6%**



White applicants are **1.72 times** more likely to be appointed from shortlisting than Black, Asian & Minority Ethnic applicants



**29.9%** of Black, Asian & Minority Ethnic colleagues reported experiencing harassment, bullying or abuse at work from patients / service users, their relatives or other members of the public in the last 12 months (down by 7.2% from **37.2%** in 2022).



**11%** of Trust Board members are from a Black, Asian or Minority Ethnic background

**41.3%** of Black, Asian Minority Ethnic colleagues believe our trust provides equal opportunities for career progression or promotion compared to **59.9%** of White colleagues

A higher percentage of ethnically diverse staff (**21.9%**) than white staff (**7.5%**) report experiencing discrimination from other staff in the last 12 months

Black, Asian & Minority Ethnic colleagues are **less likely** to enter a formal disciplinary process compared to white staff, with a metric of **0.76**



**7.7%** of colleagues in pay bands 8a and above are from Black, Asian & Minority Ethnic heritages. Significantly lower than the overall organisation

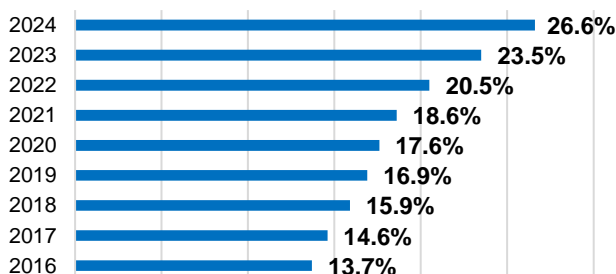


Black, Asian & Minority Ethnic colleagues represent **25.0%** of our **Clinical Workforce** **9.0%** of our **Non-Clinical Workforce** and **66.7%** of the **Medical & Dental** workforce

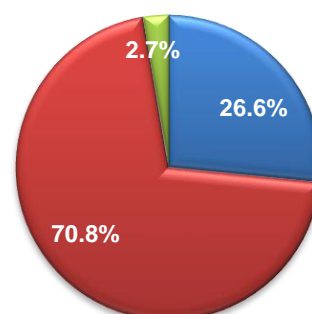
### WRES Indicator 1

Percentage representation by ethnicity at each AfC pay band, amongst non-clinical staff, clinical staff and within the Medical & Dental professional group

Black, Asian & Minority Ethnic Representation at UHNM Trend



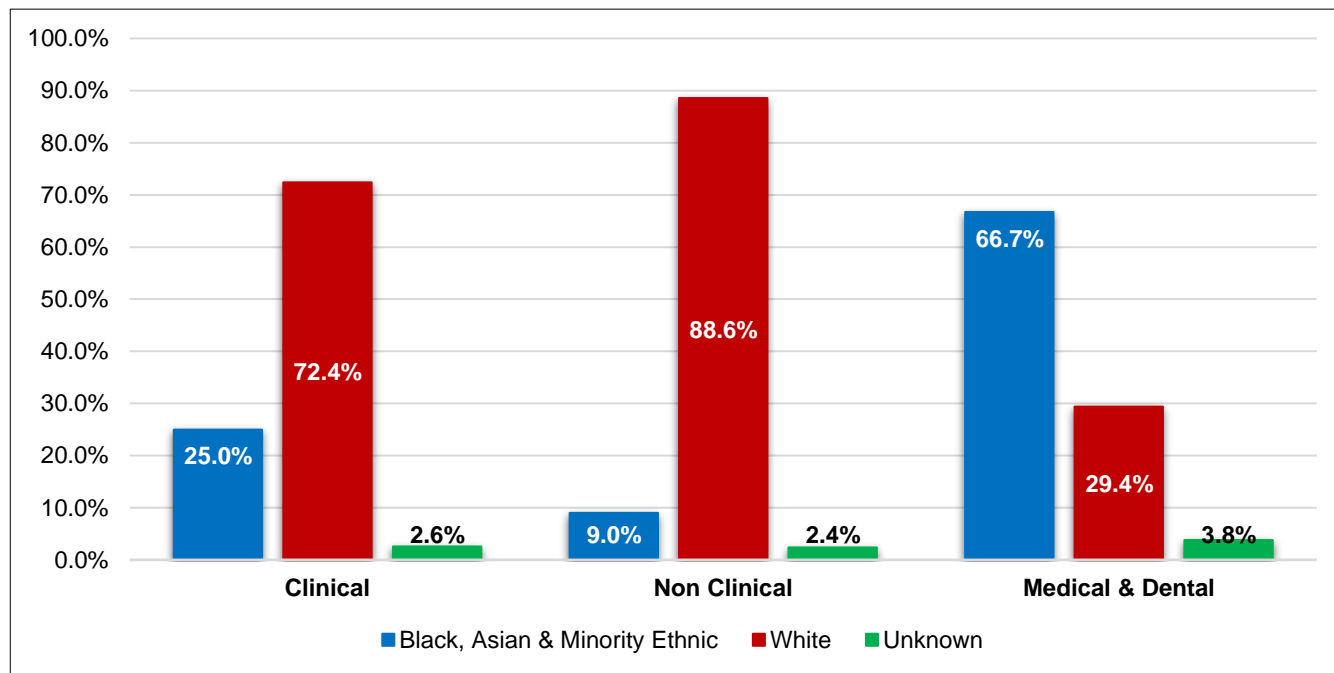
Ethnicity Representation at UHNM - 31st March 2024



At 31<sup>st</sup> March 2024, Black, Asian and Minority Ethnic colleagues represented 26.6% of our overall workforce (3,347 people). This is an increase of 574 compared to the previous year.

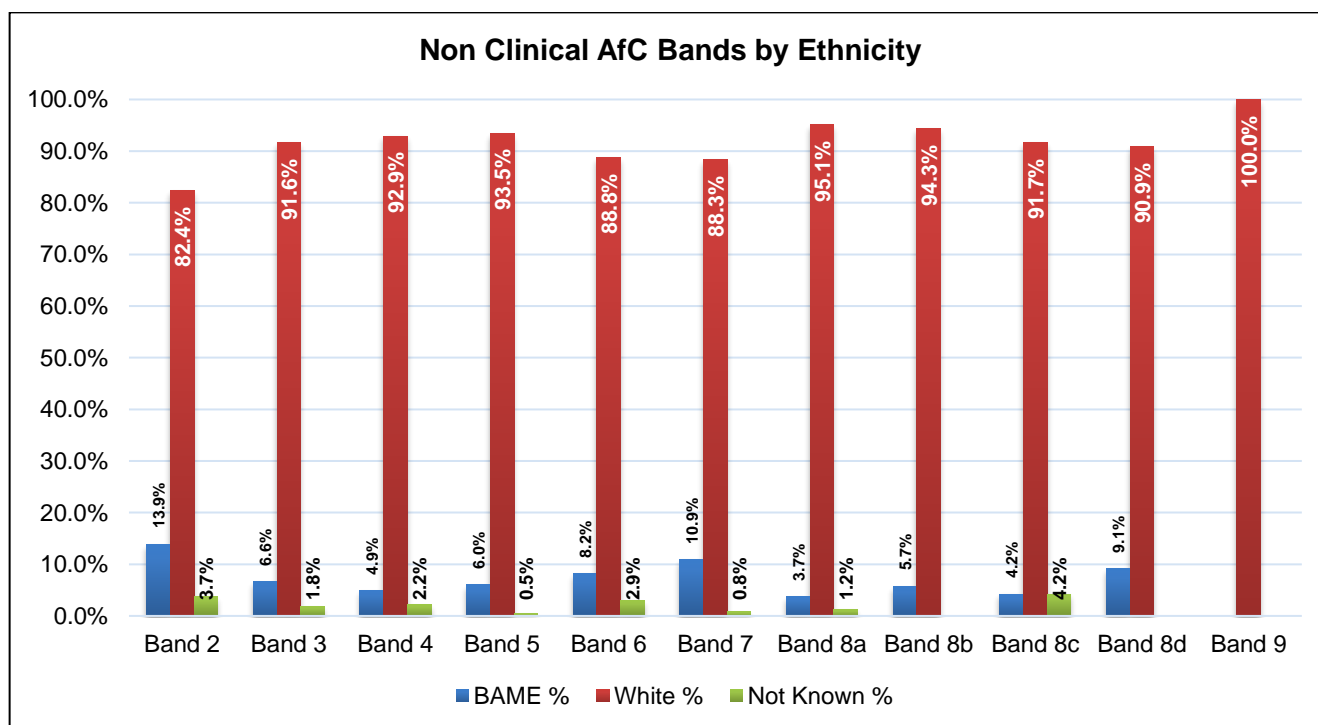
The most recent National WRES Data Report (2023) states that 26.4% of the workforce across all NHS trusts came from a Black, Asian and Minority Ethnic background (380,108 people). This is an increase of 43,070 (13%) from the previous year.

**Percentage representation by ethnicity in professional groups at UHNM:**

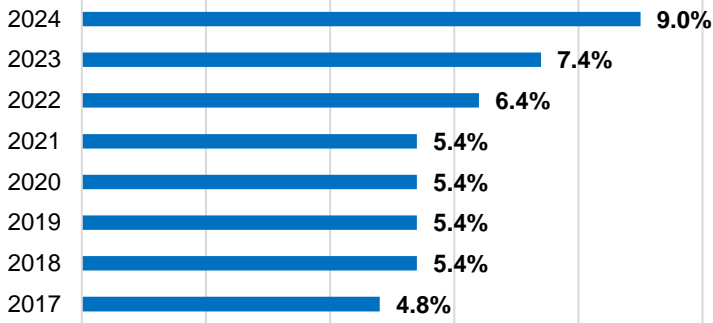


The most significant increase in representation is within Clinical AfC Bands, where ethnically diverse representation has increased by 414 people, most notably in Bands 2 (+ 142), Band 5 (+245), Band 6 (+37) and Band 7 (+ 20). This may be a reflection of the increase in international recruitment undertaken during 2023-24.

**Percentage representation by ethnicity in AfC non-clinical pay bands:**



### Black, Asian & Minority Ethnic Representation in Non-Clinical Roles Trend

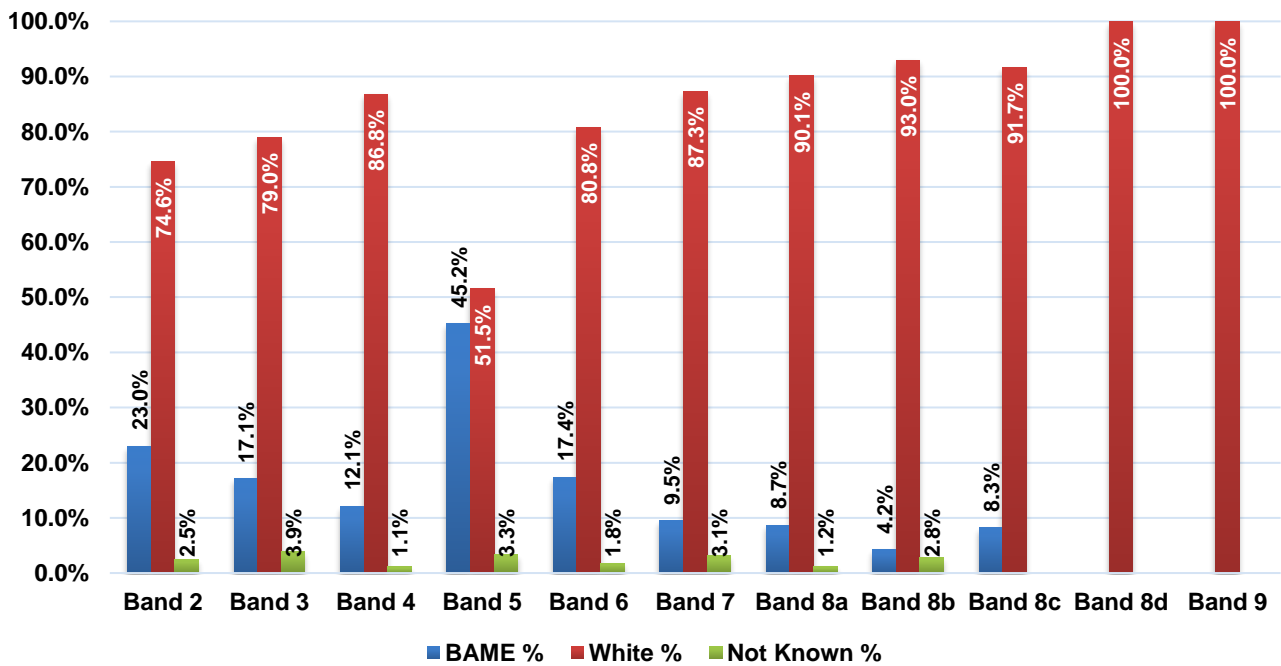


Black, Asian and Minority Ethnic representation in non-clinical roles has increased by 1.6% on the previous year, which is the largest increase we have seen since we began reporting the WRES. The current representation of 9% is below the ethnically diverse representation of 16.6% in Stoke on Trent but above that of Staffordshire (6.3%).

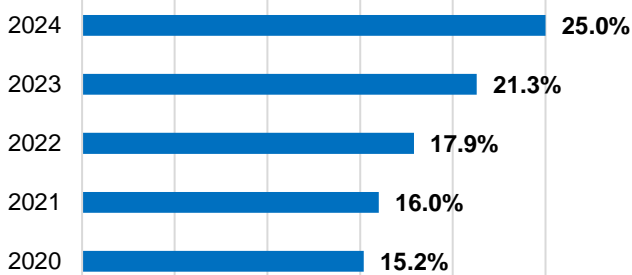
Nationally, the most recent data from 2023 shows that in non-clinical roles, BAME representation was at 17.3%.

### Percentage representation by ethnicity in AfC clinical pay bands:

#### Clinical AfC Bands by Ethnicity



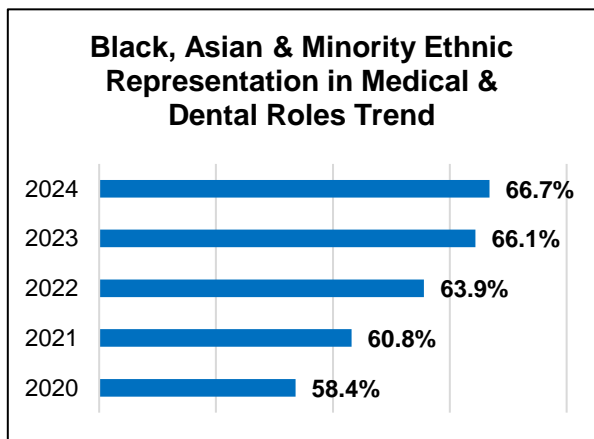
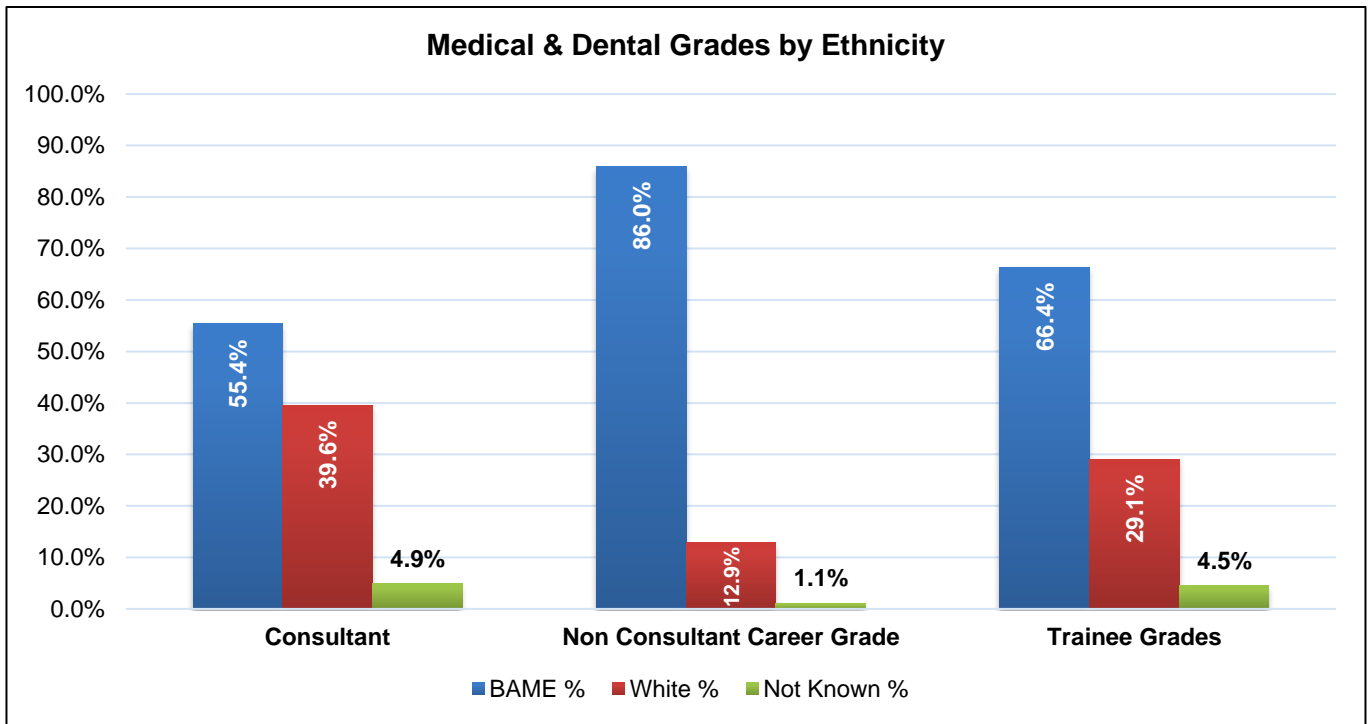
### Black, Asian & Minority Ethnic Representation in Clinical Roles (exc. Medical & Dental) Trend



Ethnically diverse representation has increased year on year in clinical posts. The most significant change is seen in AfC Band 5, which has increased from 567 colleagues in 2021 to 1,047 in 2024, a percentage of 45.2%. This increase is directly linked to the international recruitment campaigns we have undertaken in recent years to tackle registered nursing vacancies.

Overall clinical representation is 25.0%, which is similar to the national representation of 26.9%. Nationally Band 5 is also the highest ethnically diverse pay band at 41.6%.

**Percentage representation by Ethnicity in Medical & Dental Grades:**

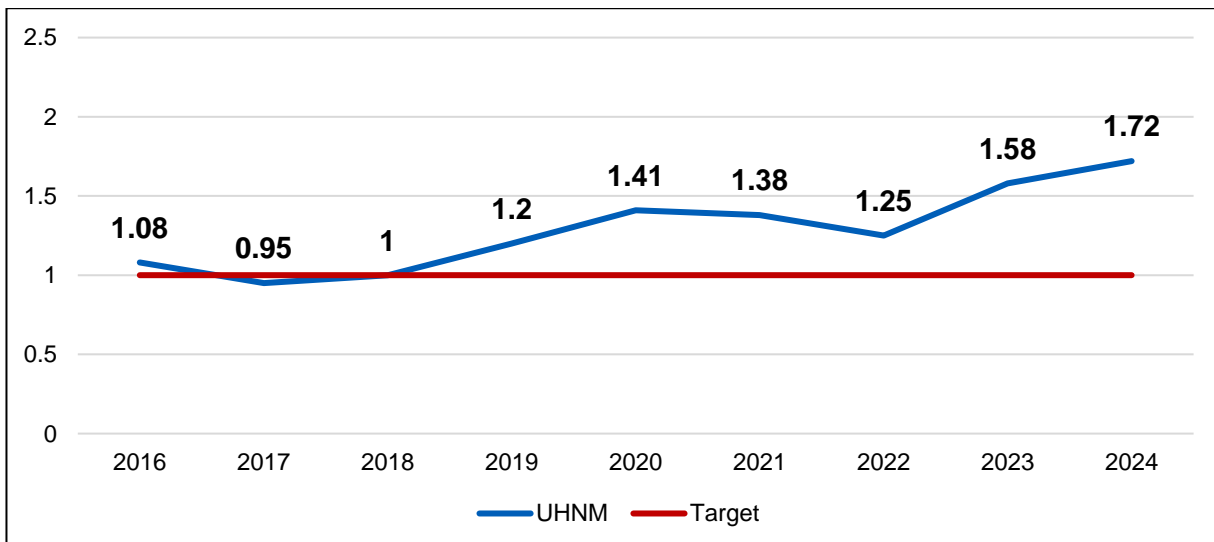


Black, Asian and Minority Ethnic representation has increased across all three pay groups, most significantly in non-consultant career grade doctors, which has increased from a headcount of 63 in 2016, when we first began reporting the WRES, to a current headcount of 326 in 2024. This also reflects our international recruitment of doctors campaign.

The 2021 Medical WRES National Report highlighted that ethnically diverse doctors are under-represented in senior roles and medical leadership positions. The report calls for internationally recruited medical graduates to have access to development opportunities.

**WRES Indicator 2**

**Relative likelihood of white applicants being appointed from shortlisting across all posts compared to Black, Asian & Minority Ethnic applicants**



This metric has been on an upward (negative) trajectory since 2022. A metric of 1.72 means that white applicants are 1.7 times more likely to be appointed from shortlisting compared to Black, Asian and Minority Ethnic applicants. Nationally in 2023, 76% of NHS trusts white applicants were significantly more likely than BAME applicants to be appointed from shortlisting.

The race disparity ratio is a summary measure of the representation of Black, Asian and Minority Ethnic colleagues across the Agenda for Change pay bands compared to white colleagues. The workforce on AfC pay bands is considered at 3 levels. A ratio of 1.0 indicates parity of progression, and values higher than this reflect inequality, with a disadvantage for ethnically diverse staff. Locally, and nationally the gaps between Black, Asian & Minority Ethnic and white progression in clinical roles has been widening over the past 4 years, particularly in terms of the lower to middle and lower to upper levels.

Clinical Race Disparity Ratio	UHNM	National (2023)
Disparity ratio - lower to middle	2.64	1.83
Disparity ratio - middle to upper	2.14	1.39
Disparity ratio - lower to upper	5.66	2.55

Non Clinical Race Disparity Ratio	UHNM	National (2023)
Disparity ratio - lower to middle	0.99	0.9
Disparity ratio - middle to upper	2.28	1.36
Disparity ratio - lower to upper	2.26	1.23

The chart below shows ethnicity representation in Agenda for Change roles at UHNM and demonstrates the shifting ethnicity representation compared to the previous two years. Whilst ethnically diverse colleague representation in bands 1 – 5 has significantly increased, this increase is less visible in middle and upper pay bands. This may be explained by the recruitment campaign of internationally qualified clinical colleagues. We would wish to see parity in representation across all quartiles.

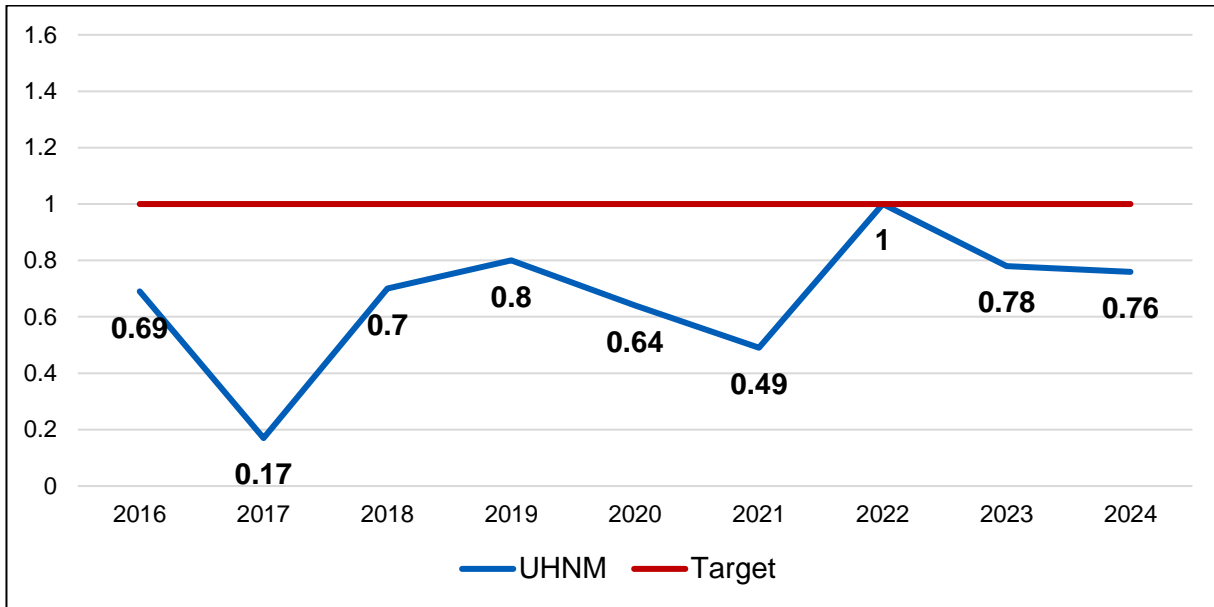
AfC Bandings	White %			Black, Asian & Minority Ethnic %			Unknown %		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
1 to 5	72.6%	76.5	79.6	24.7%	20.6%	16.8%	2.8%	2.8%	3.6%
6 and 7	83.5%	84.9	86.3	14.3%	12.8%	11.3%	2.2%	2.3%	2.5%
Band 8a+	92.0%	91.7	92.6	6.7%	6.4%	5.8%	1.3%	1.6%	1.6%
<b>Grand Total</b>	<b>76.4%</b>	<b>79.6</b>	<b>82.0</b>	<b>21.0%</b>	<b>17.7%</b>	<b>14.8%</b>	<b>2.5%</b>	<b>2.6%</b>	<b>3.2%</b>

Progress against our Model Employer Aspirational Targets for Black, Asian and Minority Ethnic representation in senior leadership roles continues in a positive trajectory but below the aspirational target allocated by NHS England.

	Black, Asian and Minority Ethnic Headcount at 31.03.24	Model Employer Target for 2024
Band 8A	32	38
Band 8B	6	10
Band 8C	2	4
Band 8D	1	2
Band 9	0	1
VSM	1	1

### WRES Indicator 3

Relative likelihood of Black, Asian & Minority Ethnic staff entering the formal disciplinary process compared to white staff:

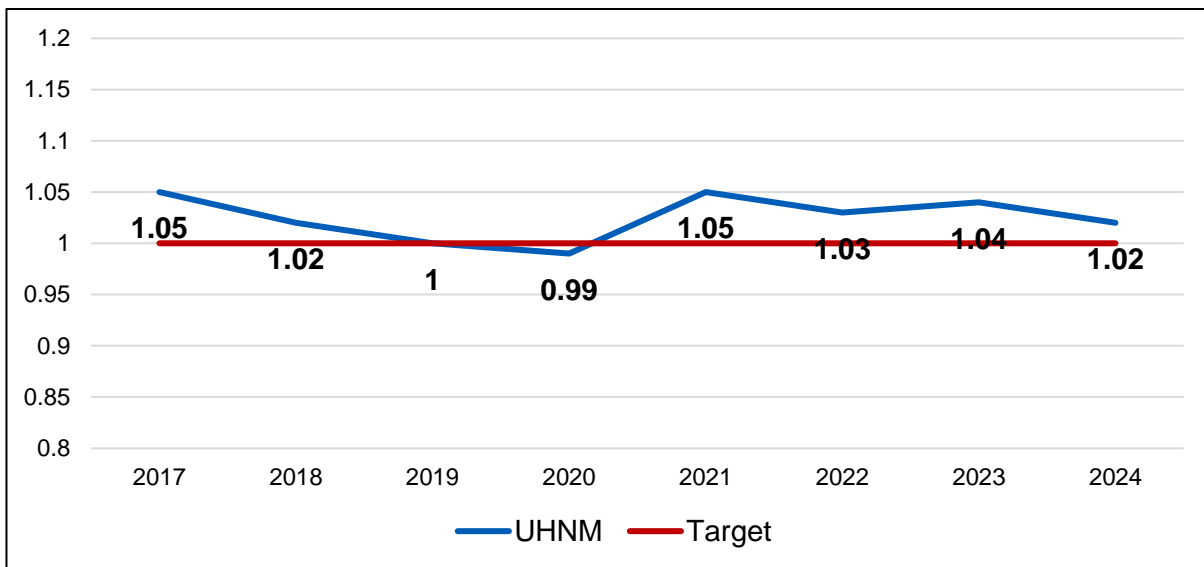


Since we began reporting the WRES our Black, Asian and Minority Ethnic colleagues have not been more likely than white colleagues to enter into a formal disciplinary process, going against the national position. UHNM is within the top quartile of organisations in relation to this indicator. The introduction of the Just and Learning approach, with a checklist to determine whether disciplinary action is appropriate has further enhanced the independent decision making process.

Nationally, the 2023 WRES Data Report showed that in 46% of NHS trusts, Black, Asian and Minority Ethnic staff were over 1.25 times more likely than white staff to enter the formal disciplinary process.

### WRES Indicator 4

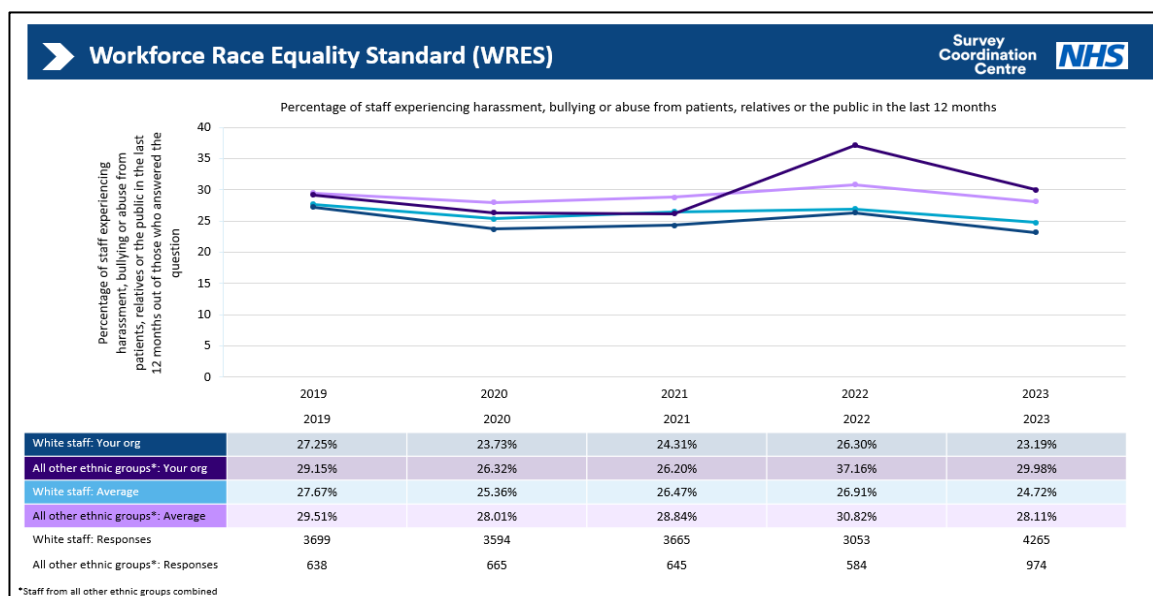
Relative likelihood of white staff accessing non-mandatory training and continuous professional development (CPD) compared to Black, Asian & Minority Ethnic staff:



Our data shows no significant difference for colleagues accessing non-mandatory training as recorded on ESR. In 2023 this indicator fell within the non-adverse range of 0.80 to 1.25 across the country for all NHS Trusts in England.

## WRES Indicator 5

Percentage of staff experiencing harassment, bullying or abuse from patients / service users, their relatives, or the public in the last 12 months (national staff survey q14a):

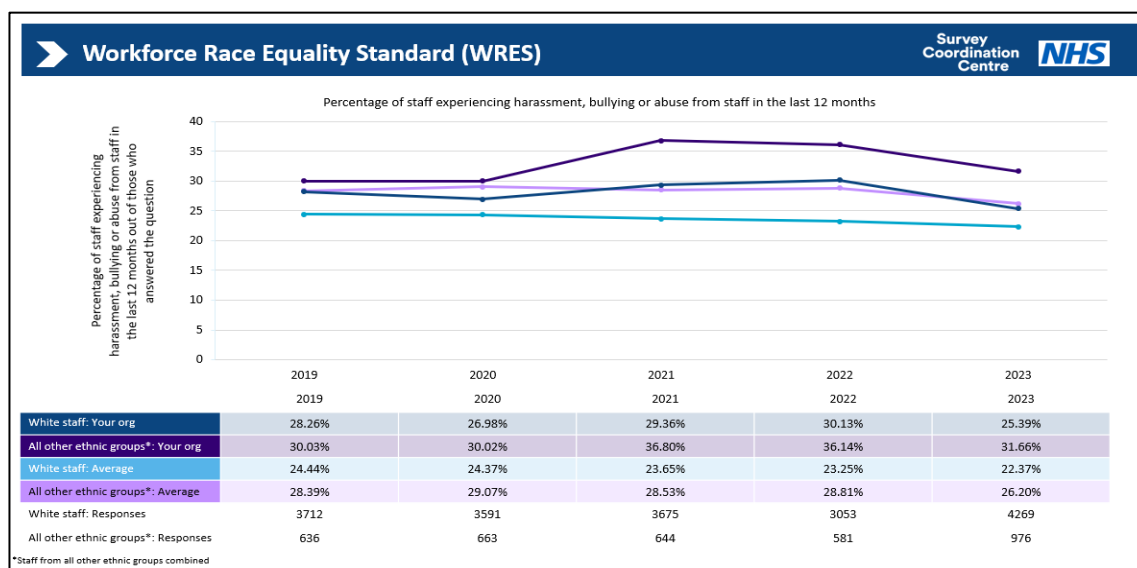


In 2023, a higher percentage of Black, Asian and Minority Ethnic colleagues (29.98%) than white staff (23.19%) reported being harassed, bullied, or abused by patients, their relatives, or the public in the last 12 months; a pattern that has been evident since the WRES began. There has been a significant reduction compared to our 2022 staff survey in reported experiences (37.2%) and has returned to levels more in comparison with our NSS peer comparator group.

Nationally, the majority of NHS trusts (81%) reported a higher proportion of Black, Asian and Minority Ethnic staff experiencing harassment, bullying or abuse from patients, relatives or the public compared to white colleagues.

## WRES Indicator 6

Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months (national staff survey q14c)



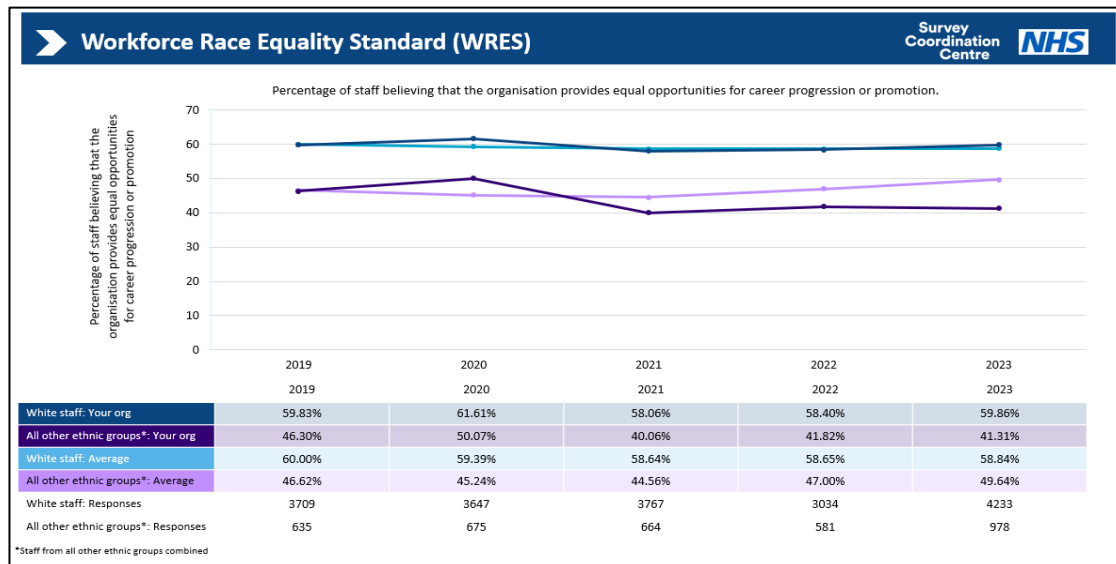
There has been a notable improvement compared to the previous year for both Black, Asian and Minority Ethnic colleagues (by 5%) and white colleagues experiences of harassment, bullying or abuse from other colleagues, however our data remains higher (worse) than the NSS peer comparator group average. In the summer of 2023 we launched our Being Kind Compact, with a trust wide awareness

campaign in our Being Kind approach and new resolution policy. This training now forms part of our mandatory suite of employee training.

National data shows that in 2023 94% of trusts reported a higher proportion of Black, Asian and Minority Ethnic colleague experience of harassment, bullying or abuse from other staff compared to white colleagues.

### WRES Indicator 7

#### Percentage of staff believing that their trust provides equal opportunities for career progression or promotion (staff survey q15)

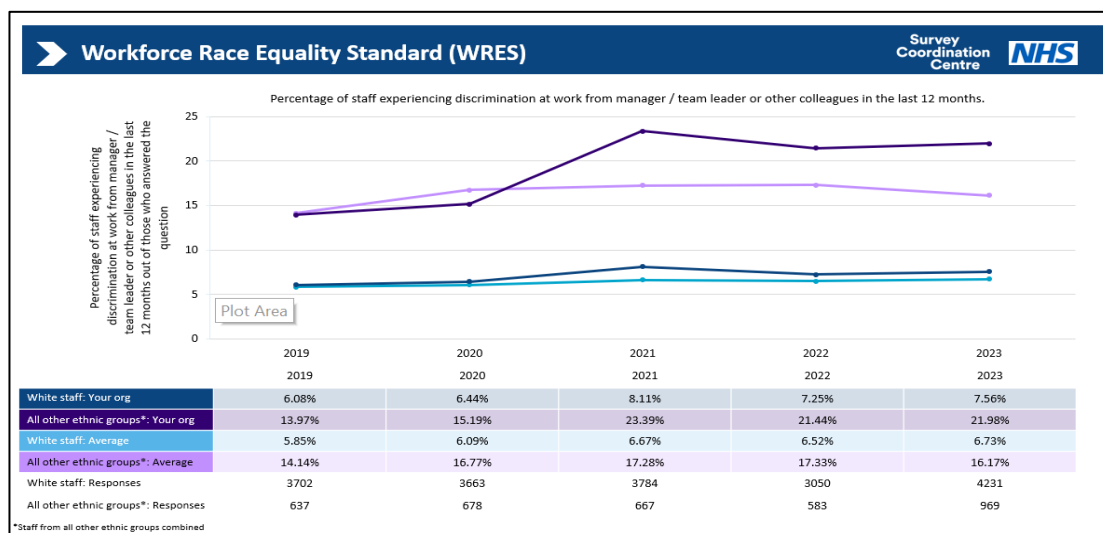


A lower percentage of Black, Asian and Minority Ethnic colleagues (41.31%) than white colleagues (59.86%) felt that the Trust provides equal opportunities for career progression or promotion. This represents a deterioration in this indicator of 0.51% and the gap between BAME and white colleagues has widened by 2% compared to the previous year. This is also 7.3% worse than our NSS peer comparator group average for Black, Asian and Minority Ethnic colleagues.

The 2023 national WRES report showed that a lower percentage of Black, Asian and Minority Ethnic staff in England (46.4%) felt that their trust provides equal opportunities for career progression or promotion compared to white colleagues (59.1%).

### WRES Indicator 8

#### Percentage of staff experiencing discrimination at work from other staff in the last 12 months (staff survey q16b)





Black, Asian & Minority Ethnic colleagues have reported significantly higher rates of discrimination from a line manager/supervisor (21.98%) than white colleagues (7.56%). This represents a 0.54% increase (deterioration) of Black, Asian and Minority Ethnic colleague experience of discrimination compared to the previous year and is 5.9% higher than our NSS peer comparator group average.

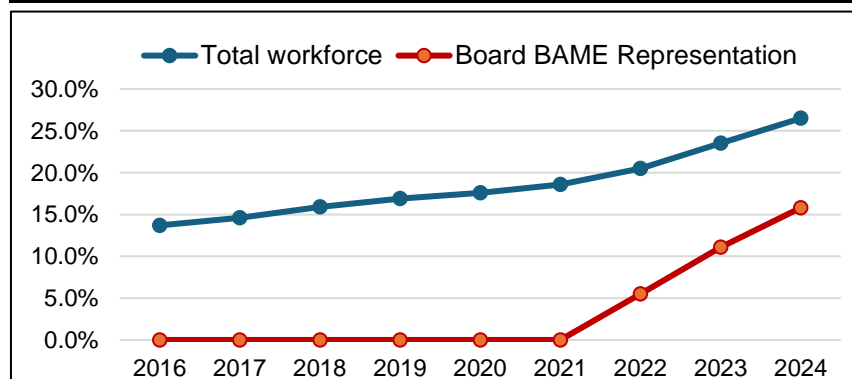
At all trusts across England in 2023, a higher percentage of Black, Asian and Minority Ethnic staff experienced discrimination from a manager/team leader or other colleagues compared to white colleagues.

### WRES Indicator 9

#### Representation amongst board members by ethnicity compared to the workforce overall

This indicator measures the difference between the ethnicity composition of our Board membership compared to the overall organisation. Boards are expected to be broadly representative of their workforce. UHNM's Black, Asian and Minority Ethnic representation is 26.6% compared to the board representation being 15.7%.

Board Representation	2024
Difference Total Board: Overall Organisation	-11%
Difference Voting Board Membership: overall organisation	-2%
Difference Executive Board Membership: overall organisation	-17%



In 2023 across every region, there was a lower percentage of BAME board members compared to their overall workforce. The percentage of board members recording their ethnicity as Black, Asian and Minority Ethnic has increased year-on-year at a national level. However, this has not kept up with the rate of increase in the percentage of ethnically diverse staff in the NHS workforce overall. The national average representation was 15.6% overall board membership, and 10.8% executive board membership.

### Summary and Action Plan

This year's WRES indicators tell us that we are not making sufficient progress in tackling racial inequalities and closing the gap between the experiences of colleagues from Black, Asian and Minority Ethnic backgrounds, which remain significantly less positive than white colleagues. Whilst there has been improvement in 6 of the 9 WRES indicators, our data is below that of peer comparator averages.

Intensive focus is required and we have established a Race Equality Task & Finish Group, chaired by Chief Nurse and Ethnic Diversity Staff Network Executive Sponsor Ann Marie Riley. The group will utilise the expertise of our new cohort of WRES Champions along with our Ethnic Diversity Network leads and key stakeholders from recruitment, employee relations, talent management and learning and development to take an Improving Together approach to identify, implement and monitor actions and the impact of interventions.

During 2024-25 we will focus on the following three WRES workstreams

Work Stream			
Metric	Debiasing recruitment & selection processes	Improving equity in career development/promotion	Tackling harassment, bullying and abuse
	WRES Metrics 1,2,7	WRE Metrics 1,2,7	WRES Indicators 5,6,7
<b>Actions for change</b>	<ul style="list-style-type: none"> <li>• Process map recruitment process, identifying systemic barriers or opportunities for bias</li> <li>• Deep dive recruitment data and likelihood ratios to identify priority areas for focus</li> <li>• Introduce an audit process for recruitment decisions</li> <li>• Provide local metrics on the likelihood of appointment from shortlisting</li> <li>• Monitor compliance and impact of the inclusive recruitment training</li> <li>• Widening participation strategy to be aligned to increasing marginalised groups in our communities accessing employment at UHNM</li> <li>• Bid for national monies to introduce a Cultural Ambassador programme</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a long-term inclusive talent management approach - building capabilities for all leaders and managers with an explicit focus on addressing issues of inequity, diversity and inclusion</li> <li>• Ensure line managers are developed and supported to achieve their talent management responsibilities</li> <li>• Set representation targets for career development offerings that reflect the make-up of our organisation</li> <li>• Introduce clear career pathways</li> <li>• Provide ethnically diverse colleagues with access to professional support, such as job application skills, coaching, mentoring and senior sponsorship</li> <li>• Assess the impact of the revised Performance Review process</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the zero-tolerance anti-abuse public campaign</li> <li>• Introduce yellow/red card warning system</li> <li>• Enhance training for colleagues and line managers</li> <li>• Continue to embed Being Kind approach</li> <li>• Enhance line manager skills in difficult conversations, facilitated resolution and policy application</li> <li>• Implement the learning from the August civil unrest ensuring our colleagues are supported effectively</li> </ul>
<b>Aim</b>	To reduce the likelihood ratio year on year aspiring to reach target of 1.0	To increase belief amongst Black, Asian & Minority Ethnic colleagues that the trust provides equal opportunities for career progression/promotion to at least the national average of 47% by 2025 and close the gap with white colleague experience (national average for white colleagues is 59.4%)	To achieve long term reduction in experiences of all colleagues of abuse from all sources and specifically reduce the disparity of Black, Asian, and Minority Ethnic staff compared to White staff.

Progress will be measured by improved metric results in the 2024 Staff Survey, 2025 WRES submission, divisional EDI dashboards and the monitoring of other relevant metrics including the Employee Voice feedback, Speaking Up information and the lived experiences of our Ethnic Diversity Staff Network membership.

# Appendix 1: Summary of WRES Indicator Trends

WRES Indicator		2016	2017	2018	2019	2020	2021	2022	2023	2024	TREND																															
1	Percentage of Black, Asian & Minority Ethnic (BAME) colleagues within UHNM workforce	13.7%	14.6%	15.9%	16.9%	17.6%	18.6%	20.5%	23.5%	26.5%	<table border="1"> <caption>% Black, Asian &amp; Minority Ethnic Representation</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>2016</td><td>13.7%</td></tr> <tr><td>2017</td><td>14.6%</td></tr> <tr><td>2018</td><td>15.9%</td></tr> <tr><td>2019</td><td>16.9%</td></tr> <tr><td>2020</td><td>17.6%</td></tr> <tr><td>2021</td><td>18.6%</td></tr> <tr><td>2022</td><td>20.5%</td></tr> <tr><td>2023</td><td>23.5%</td></tr> <tr><td>2024</td><td>26.5%</td></tr> </tbody> </table>	Year	Percentage	2016	13.7%	2017	14.6%	2018	15.9%	2019	16.9%	2020	17.6%	2021	18.6%	2022	20.5%	2023	23.5%	2024	26.5%											
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2	Relative likelihood of white applicants being appointed from shortlisting compared to BAME applicants	1.08	0.95	1.0	1.20	1.41	1.38	1.25	1.58	1.72	<table border="1"> <caption>Likelihood of being appointed from shortlisting</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr><td>2016</td><td>1.08</td></tr> <tr><td>2017</td><td>0.95</td></tr> <tr><td>2018</td><td>1.0</td></tr> <tr><td>2019</td><td>1.20</td></tr> <tr><td>2020</td><td>1.41</td></tr> <tr><td>2021</td><td>1.38</td></tr> <tr><td>2022</td><td>1.25</td></tr> <tr><td>2023</td><td>1.58</td></tr> <tr><td>2024</td><td>1.72</td></tr> </tbody> </table>	Year	Ratio	2016	1.08	2017	0.95	2018	1.0	2019	1.20	2020	1.41	2021	1.38	2022	1.25	2023	1.58	2024	1.72											
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3	Relative likelihood of BAME staff entering formal disciplinary processes compared to white staff	0.69	0.17	0.70	0.80	0.64	0.49	1.0	0.78	0.76	<table border="1"> <caption>Likelihood of entry into formal disciplinary process</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr><td>2016</td><td>0.69</td></tr> <tr><td>2017</td><td>0.17</td></tr> <tr><td>2018</td><td>0.7</td></tr> <tr><td>2019</td><td>0.8</td></tr> <tr><td>2020</td><td>0.64</td></tr> <tr><td>2021</td><td>0.49</td></tr> <tr><td>2022</td><td>1.0</td></tr> <tr><td>2023</td><td>0.78</td></tr> <tr><td>2024</td><td>0.76</td></tr> </tbody> </table>	Year	Ratio	2016	0.69	2017	0.17	2018	0.7	2019	0.8	2020	0.64	2021	0.49	2022	1.0	2023	0.78	2024	0.76											
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5	% of staff experiencing harassment, bullying & abuse from patients, relatives and the public	BAME	35.5%	26.5%	26.7%	26.9%	29.15%	26.32%	26.20%	37.16%	29.98%	<table border="1"> <caption>Experience of harassment, bullying and abuse from patients/public</caption> <thead> <tr> <th>Year</th> <th>BAME (%)</th> <th>White (%)</th> </tr> </thead> <tbody> <tr><td>2016</td><td>35.50%</td><td>24%</td></tr> <tr><td>2017</td><td>26.5%</td><td>25%</td></tr> <tr><td>2018</td><td>26.7%</td><td>25%</td></tr> <tr><td>2019</td><td>26.9%</td><td>24.7%</td></tr> <tr><td>2020</td><td>29.15%</td><td>27.25%</td></tr> <tr><td>2021</td><td>26.32%</td><td>23.73%</td></tr> <tr><td>2022</td><td>26.20%</td><td>24.31%</td></tr> <tr><td>2023</td><td>37.16%</td><td>26.30%</td></tr> <tr><td>2024</td><td>29.98%</td><td>23.19%</td></tr> </tbody> </table>	Year	BAME (%)	White (%)	2016	35.50%	24%	2017	26.5%	25%	2018	26.7%	25%	2019	26.9%	24.7%	2020	29.15%	27.25%	2021	26.32%	23.73%	2022	26.20%	24.31%	2023	37.16%	26.30%	2024	29.98%	23.19%
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2022	26.20%	24.31%																																								
2023	37.16%	26.30%																																								
2024	29.98%	23.19%																																								
White	24%	25%	25%	24.7%	27.25%	23.73%	24.31%	26.30%	23.19%																																	
6	% of staff experiencing harassment, bullying & abuse from other staff	BAME	30%	30.6%	30.2%	30.5%	30.03%	30.02%	36.80%	36.14%	31.66%	<table border="1"> <caption>Experience of harassment, bullying and abuse from other staff</caption> <thead> <tr> <th>Year</th> <th>BAME (%)</th> <th>White (%)</th> </tr> </thead> <tbody> <tr><td>2016</td><td>30%</td><td>28%</td></tr> <tr><td>2017</td><td>30.6%</td><td>28%</td></tr> <tr><td>2018</td><td>30.2%</td><td>26.7%</td></tr> <tr><td>2019</td><td>30.5%</td><td>28.5%</td></tr> <tr><td>2020</td><td>30.03%</td><td>28.26%</td></tr> <tr><td>2021</td><td>30.02%</td><td>26.98%</td></tr> <tr><td>2022</td><td>36.80%</td><td>29.36%</td></tr> <tr><td>2023</td><td>36.14%</td><td>30.13%</td></tr> <tr><td>2024</td><td>31.66%</td><td>25.39%</td></tr> </tbody> </table>	Year	BAME (%)	White (%)	2016	30%	28%	2017	30.6%	28%	2018	30.2%	26.7%	2019	30.5%	28.5%	2020	30.03%	28.26%	2021	30.02%	26.98%	2022	36.80%	29.36%	2023	36.14%	30.13%	2024	31.66%	25.39%
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White	28%	28%	26.7%	28.5%	28.26%	26.98%	29.36%	30.13%	25.39%																																	

7	% of staff believing the trust provides equal opportunity for career progression/promotion	BAME			51.8%	45.0%	46.30%	50.07%	40.06%	41.82%	41.31%	<p><b>% belief in equal opportunities for career progression and promotion</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>BAME</th> <th>White</th> </tr> </thead> <tbody> <tr><td>2018</td><td>51.80%</td><td>59.40%</td></tr> <tr><td>2019</td><td>45.0%</td><td>59.8%</td></tr> <tr><td>2020</td><td>46.30%</td><td>50.07%</td></tr> <tr><td>2021</td><td>50.07%</td><td>40.06%</td></tr> <tr><td>2022</td><td>40.06%</td><td>41.82%</td></tr> <tr><td>2023</td><td>41.82%</td><td>41.31%</td></tr> <tr><td>2024</td><td>41.31%</td><td>59.86%</td></tr> </tbody> </table>	Year	BAME	White	2018	51.80%	59.40%	2019	45.0%	59.8%	2020	46.30%	50.07%	2021	50.07%	40.06%	2022	40.06%	41.82%	2023	41.82%	41.31%	2024	41.31%	59.86%						
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White			59.4%	57.5%	59.8%	61.6%	58.1%	58.4%	59.86%																																	
8	% of staff personally experiencing discrimination from a manager / team leader / colleague	BAME	6.5%	15.1%	13.6%	15.8%	13.97%	15.19%	23.39%	21.44%	21.98%	<p><b>Experience of discrimination from a manager, team leader, colleague</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>BAME</th> <th>White</th> </tr> </thead> <tbody> <tr><td>2016</td><td>6.50%</td><td>7%</td></tr> <tr><td>2017</td><td>15.1%</td><td>7.1%</td></tr> <tr><td>2018</td><td>13.6%</td><td>7.5%</td></tr> <tr><td>2019</td><td>15.8%</td><td>6.08%</td></tr> <tr><td>2020</td><td>13.97%</td><td>6.44%</td></tr> <tr><td>2021</td><td>15.19%</td><td>8.11%</td></tr> <tr><td>2022</td><td>23.39%</td><td>7.25%</td></tr> <tr><td>2023</td><td>21.44%</td><td>7.56%</td></tr> <tr><td>2024</td><td>21.98%</td><td>7.56%</td></tr> </tbody> </table>	Year	BAME	White	2016	6.50%	7%	2017	15.1%	7.1%	2018	13.6%	7.5%	2019	15.8%	6.08%	2020	13.97%	6.44%	2021	15.19%	8.11%	2022	23.39%	7.25%	2023	21.44%	7.56%	2024	21.98%	7.56%
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9	BAME Board representation		-13.7%	-14.6%	-15.9%	-16.9%	-17.6%	-18.6%	-15%	-12.4%	-10.7%	<p><b>Difference between board representation and overall organisational representation</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>BAME</th> <th>White</th> </tr> </thead> <tbody> <tr><td>2016</td><td>-13.70%</td><td>-18.80%</td></tr> <tr><td>2017</td><td>-14.6%</td><td>-15.9%</td></tr> <tr><td>2018</td><td>-15.9%</td><td>-16.9%</td></tr> <tr><td>2019</td><td>-16.9%</td><td>-17.6%</td></tr> <tr><td>2020</td><td>-17.6%</td><td>-18.6%</td></tr> <tr><td>2021</td><td>-18.6%</td><td>-15%</td></tr> <tr><td>2022</td><td>-15%</td><td>-12.4%</td></tr> <tr><td>2023</td><td>-12.4%</td><td>-10.7%</td></tr> <tr><td>2024</td><td>-10.7%</td><td>-10.7%</td></tr> </tbody> </table>	Year	BAME	White	2016	-13.70%	-18.80%	2017	-14.6%	-15.9%	2018	-15.9%	-16.9%	2019	-16.9%	-17.6%	2020	-17.6%	-18.6%	2021	-18.6%	-15%	2022	-15%	-12.4%	2023	-12.4%	-10.7%	2024	-10.7%	-10.7%
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