



Workforce Race Equality Standard 2025

South East London Integrated Care Board

Compiled by Equality, Diversity and Inclusion Team

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Introduction

The NHS workforce is the foundation for NHS, there are 1.6 million employees, 350 different professions and all of this is made up of staff from different backgrounds and nationalities. Every individual, irrespective of their background, enriches the NHS with distinctive skills, which supports the NHS in delivering exceptional care and services for all. The NHS Workforce Race Equality Standard (WRES) ensures that employees from Global Majority backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

The WRES has **nine indicators**: data for **four** indicators is sourced from workforce data, **four** indicators from the National Staff Survey and the data for the **final** indicator comes from the Board. SEL ICB use the data to develop and publish an action plan to ensure the continuous improvement of healthcare services and the wellbeing of both patients and staff. Research shows that a motivated, included and valued workforce helps to deliver high-quality patient care, increased patient satisfaction and improved patient safety.

All data used in this report is anonymous and retrospective. This year's WRES report is based on data from the 2024/25 financial year. It includes a **three-year** comparison to track progress and identify trends. To illustrate changes, we have used directional arrows and colour coding: green indicates improvement, red shows regression, and amber represents no change compared to the previous year.

Definition:

The term 'Global Majority' refers to people who are Asian, Black, Brown, Indigenous, of mixed heritage backgrounds or other non-white ancestries. Collectively, these groups represent approximately 80 - 85% of the world's population.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	



Indicator 1: Overview of ICB workforce and South East London Population

Total workforce			
Category	Workforce %	Workforce no.	SEL Population %
Global Majority	43.7	293	39.8
White	55.1	369	60.2
Unknown/not stated	1.2	8	0.0
Total	100	670	100

- SEL ICB currently has a **total workforce** of 670, of which **43.7%** is Global Majority, **55.1%** is White and **1.2%** fall under the ‘not stated/unknown’ category (this may indicate that staff may not feel safe enough to share their ethnicity or may not be aware of how to update their details on the system).
- Please note that there has been a slight decrease in the number of the overall workforce of 684 from the previous year’s report, representing a **2.1% reduction** due to the Management Cost Reduction.
- When compared to the **South East London population**, **39.8%** of the community identifies as Global majority, indicating the organisation is **3.9%** overrepresented.

Indicator 1: Percentage of staff in AfC (Agenda for Change) pay bands.

Pay Band	Non-Clinical					
	Global Majority % - 23/24	Global Majority % - 24/25	White % - 23/24	White % - 24/25	Not stated / Unknown % - 23/24	Not stated / Unknown % - 24/25
Cluster 1: <1 to 4	63.6	50.0 ↓	36.4	50.0	0.0	0.0 ↔
Cluster 2: 5 to 7	45.2	46.6 ↑	53.3	52.9	1.4	0.5 ↓
Cluster 3: 8a and 8b	37.3	37.7 ↑	61.5	61.7	1.2	0.6 ↓
Cluster 4: 8c to VSM	20.6	23.1 ↑	77.2	75.4	2.2	1.5 ↓
Other	0.0	0.0 ↔	100	0.0	0.0	0.0 ↔
Total	37.8	38.3 ↑	61.0	60.9	1.5	0.8 ↓

Non-Clinical Staff

- Global Majority staff make up **38.3%** of the workforce, while White staff account for **60.9%**. A small proportion (**0.8%**) of the workforce have not stated their ethnicity.
- There is a higher concentration of Global Majority staff in Cluster 1 (**50%**) and Cluster 2 (**46.6%**) than the other clusters.
- There has been an increase of Global Majority representation in Cluster 3 (from **37.3%** to **37.7%**) and Cluster 4 (from **20.6%** to **23.1%**).
- In comparison, White staff respectively make up **61.7%** and **75.4%** of Clusters 3 and 4. This is telling us that Global Majority staff may be experiencing a glass ceiling effect.

Comparison to 2023/24:

- Total workforce decreased by **11** people (from **543** to **532**).
- The number of non-clinical Global Majority staff remained the same.
- Due to the smaller workforce, their percentage increased by **0.5% from 37.8 to 38.3**.
- The percentage of White staff remained largely consistent, with a **0.1% decrease from 61% to 60.9%** in 24/25.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

Indicator 1: Percentage of staff in AfC (Agenda for Change) pay bands.

Pay Band	Clinical					
	Global Majority % - 23/24	Global Majority % - 24/25	White % - 23/24	White % - 24/25	Not stated / Unknown % - 23/24	Not stated / Unknown % - 24/25
Cluster 1: <1 to 4	0.0	0.0	0.0	0.0	0.0	0.0
Cluster 2: 5 to 7	79.3	74.5	20.7	21.3	0.0	4.3
Cluster 3: 8a and 8b	69.5	70.0	27.1	26.7	3.4	3.3
Cluster 4: 8c to VSM	45.2	40.7	51.6	59.3	3.2	0.0
Other	40.9	25.0	59.1	75.0	0.0	0.0
Total	61.7	64.5	36.2	32.6	2.1	2.9

Clinical Staff

- Global Majority staff make up **64.5%** of the workforce, while White staff account for **32.6%**. **2.9%** of the workforce come under not stated/unknown.
- Global Majority numbers are higher in all clusters apart from 4 (8c to VSM), where there are a slightly higher number of White staff (excluding 'Other', which also has higher numbers of White staff.)

Comparison to 2024:

- Total Global Majority clinical staff have seen a **2.8%** increase (from **61.7%** to **54.5%**).
- White clinical staff have seen a significant decrease of **4.9%** (from **36.2%** to **32.6%**).
- It should be noted that several staff have left the organisation due to restructuring since the 2024 snapshot.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

Indicator 1: Yearly Comparison

Year on Year Comparison						
Financial Year	Overview		Non-clinical		Clinical	
	Global Majority %	White %	Global Majority %	White %	Global Majority %	White %
2022/23	40.7	56.0	36.1	62.1	50.4	43.4
2023/24	42.5	55.8	37.6	61.0	61.7	36.2
2024/25	43.7	55.1	38.3	60.9	64.5	32.6

The table above provides a three-year comparison, showing an overall upward trend in the representation of Global Majority staff across all categories.

- **Overall:** There has been a steady increase of **3%** in Global Majority staff over the past three years (from **40.7%** to **43.7%**).
- **Non-clinical roles:** Representation of Global Majority staff has grown more gradually in this category, with a **2.2%** increase over the same period (from **36.1%** to **38.3%**).
- **Clinical roles:** Global Majority has seen the most significant growth, with a sharp increase of **14.1%** (from **50.4%** to **64.5%**).

Indicator 2: Appointed following shortlisting

Indicator 3: Likelihood of formal capability process

Year	Indicator 2 Relative likelihood of staff being appointed from shortlisting across all posts.	Indicator 3 Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation
2022/23	2.1	0.0
2023/24	4.6	0.0
2024/25	3.95	0.0

The data shows a relative likelihood of **3.95** for applicants who are White being appointed. This is a decrease of **0.65** since last year's result and indicates that Global Majority staff are less likely to be appointed from shortlisting (see note below). There are continuous processes in place to ensure there is inclusive recruitment in place. The People and Culture Group will be undertaking a deep dive to understand the root cause and agree corrective action to be taken.

In the past 12 months, there have been no formal disciplinary investigations or hearings within SEL ICB. This trend is consistent with the previous three years, which also reported no cases, indicating a positive and sustained outcome.

Note:

- A ratio (score) of **1** means equal likelihood of appointment between White and Global Majority applicants.
- A ratio (score) **below 1** means Global Majority applicants are more likely to be appointed.
- A ratio (score) **above 1** means White applicants are more likely to be appointed.

Key	
Positive upward trend	Negative upward trend
Negative downward trend	No change
Positive downward trend	

Indicator 4: Relative likelihood of staff accessing non-mandatory training and CPD



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While SEL ICB does not currently have a formal process for tracking non-mandatory training completed by staff, all staff have access to NHS Elect and NHS Leadership Academy courses.

For non-mandatory training requests over £500, a training review panel is in place to monitor, review, and approve such requests.

Year on Year Comparison			
Financial Year	Overview		
	Global Majority	White	Unknown/not stated
2023/24	3	0	0
2024/25	15 ↑	13	0 ↔

- Only **3** applications were received in 23/24 and **28** in 24/25, showing overall increased interest in non-mandatory training / personal development.
- Demographic reporting is optional, so some applicants did not provide data, causing slight discrepancies.
- Of those reporting, Global Majority applications rose from **3 to 15**, White applications from **0 to 13**.
- Increased engagement from both groups were evident in 24/25 compared to 23/24.

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

Indicators 5-6: Staff Survey Data

Year of Staff Survey	Indicator 5 % staff experiencing harassment, bullying or abuse from patients, relatives or public		Indicator 6 % staff experiencing harassment, bullying or abuse from staff	
	Global Majority %	White %	Global Majority %	White %
2022	4.3	6.5	24.9	19.6
2023	9.2 ↑	4.9	23.5 ↓	19.9
2024	5.7 ↓	4.3	21.4 ↓	13.0

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

The table above presents data for Indicators 5 and 6, sourced from the National Staff Survey.

- **Indicator 5:** This year’s results show a **3.5%** (from **9.2%** to **5.7%**) improvement compared to last year. In 2022, the percentage was at **4.3%**, followed by a significant increase to **9.2%**, and then a significant decrease to **5.7%** this year.
- **Indicator 6:** This year’s score reflects a **2.1%** (from **23.5%** to **21.4%**) improvement on the previous year. The data shows a consistent positive trend over the three years, with a **3.5%** decrease compared to 2022.
- The improvements in both indicator 5 and indicator 6 suggest that our Anti-Racism Strategy and Zero Tolerance policy is working.

Indicators 7 - 8: Staff Survey Data

Year of Staff Survey	Indicator 7 % staff believing that the ICB provides equal opportunities for career progression or promotion		Indicator 8 % staff experiencing discrimination at work from manager/team leader or colleagues	
	Global Majority %	White %	Global Majority %	White %
2022	38.4	58.2	12.1	7.2
2023	43.0 ↑	54.3	18.0 ↑	9.0
2024	42.9 ↓	61.1	17.3 ↓	5.8

Key	
↑ Positive upward trend	↑ Negative upward trend
↓ Negative downward trend	↔ No change
↓ Positive downward trend	

The table above presents data for Indicators 7 and 8, sourced from the National Staff Survey.

- **Indicator 7:** There has been a slight decrease of **0.1%** (from **43%** to **42.9%**) in the belief that there are equal opportunities for career progression or promotion, this slight change suggests stability, particularly in the context of the recent change management programme. However, it is important to highlight that **57.1%** of respondents from Global Majority **did not** respond positively to this indicator. This may be an indication that Global Majority staff may not have the confidence in applying for senior roles or alternatively there is no opportunity to move upwards in their chosen career. Encouragingly, the overall trend over the past three years indicates steady progress, with a significant positive shift observed between 2022 and 2024.
- **Indicator 8:** This year’s results indicate a slight improvement in the experience of Global Majority staff (from **18%** to **17.3%**).

Indicator 9: Board membership

Board Membership.

	Global Majority	White	Unknown	Total
Total Board Members	2 (3) ↓	9 (7)	2 (1)	13 (11)
Voting Members	2 (3) ↓	9 (7)	2 (1)	13 (11)
Non-Voting Members	0 (0) ↔	0 (0)	0 (0)	0 (0)
Exec Directors	1 (2) ↓	6 (5)	1 (0)	8 (7)
Non-Exec	1 (1) ↔	3 (2)	1 (1)	5 (4)
No. of Staff Overall	293 (291) ↑	369 (382)	8 (11)	670 (684)
Difference - Board: Workforce %	-28.0 (-15.3) ↑	14.0 (7.8)	14.0 (24.0)	N/A

The table on the right depicts the percentage difference between SEL ICB's Board membership and SEL ICB's overall workforce, disaggregated by:

- Voting and non-voting membership of the Board
- Executive and non-exec membership of the Board

The snapshot of this data is 31 March 2025 and the data in brackets are the numbers from 31 March 2024.

Overview

- Please note that the data in the table pertains to board members employed by the ICB.
- There are a total of **13** Board members: **2** are Global Majority, **9** are White, and **2** are unknown.
- There are **8** executive directors: **1** who is Global Majority, **6** who are White, and **1** who is unknown.
- The difference between Global Majority Board members and Global Majority staff (workforce) is (minus) **-28%**.

WRES, WDES and WSOES Action Plan update

The ICB Workforce Equality Standards and Gender Pay Gap Reports now operate under a **single** action plan, providing a clear framework to address key priorities and deliver measurable, positive change across the organisation. It has been agreed that the actions outlined in the report will span a three-year period to support effective implementation and ensure long-term impact.

These actions will be reviewed annually to maintain relevance and alignment with organisational goals. Due to the ongoing Change Management Programme (CMP), some actions were temporarily paused however have been revisited and completed. The accompanying action log outlines completed actions, those currently in progress, those on hold, and actions from the EDI Strategy that align with the Workforce Equality Standards.

- **Completed** actions: 17
- **Ongoing** actions: 3
- Actions **on hold**: 1
- Actions from **EDI strategy** that align: 9

Action Plan update – completed actions (1/2)



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Actions
Create concise job descriptions by working with hiring managers to rewrite job descriptions to focus on essential duties, required qualifications, and key responsibilities
Design additional recruitment training sessions and explore the potential for “Train the Trainer” recruitment workshops (through Enact) to equip SEL ICB staff with the skills needed to carry out a fair and equitable recruitment processes.
Review 2024 staff survey data to understand colleague experiences and integrate findings into the OD plan for FY 25/26, following which further actions will be developed and updated in the next report.
Strengthen and actively promote the Speak Up process
Develop and deliver training on workplace adjustments and the access to work process.
Develop awareness raising sessions, through ad hoc events or the Equalities Forum
Advertise ICS leadership training for SEL ICB staff.
Participate in the development of the ICS conference and awards session.
Training request form will be digitised, with mandatory fields for demographic and diversity data to ensure accurate information capture

Action Plan update – completed actions (2/2)

Actions

Implement a Sexual Safety Charter

Ensure the accessible application form is available on request to use within Trac and NHS Jobs.

Develop and implement a process where applicants can request interview questions in advance.

Ensure that candidates, once an interview has been scheduled, are told in advance the names and job titles of the colleagues sitting on the interview panel.

Ensure interview panels are diverse, with all panel members required to complete mandatory unconscious bias training in advance of participation.

Revitalise the mediation service, including training more staff to become mediators

Raise awareness of the ICB's Mental Health First Aiders.

Ensure staff have an opportunity raise concerns as part of the appraisal process.

Long service awards/recognition certificates.

Action Plan update – on-track actions

Action
Redesign the ICB’s recruitment internet page layout to be more welcoming, user-friendly, and accessible, this will include: <ul style="list-style-type: none">• A “What It Means to Work with Us” section highlighting values, mission, and staff experiences.• Videos showcasing staff at all levels within SEL ICB i.e. regarding the reasonable adjustments we offer etc.• Links to employee testimonials, benefits, and career growth opportunities.• Statement about why we are collecting equalities data/who can see it to encourage a higher disclosure rate.
Design and deliver enhanced line management training.
Develop and implement a formal workplace adjustments policy.



Action Plan update – EDI Strategy actions which align to the Equality Standard

Strategic theme	Ongoing actions
Active leadership commitment	<ul style="list-style-type: none"> • Continue active discussion of EDI considerations at SMT throughout the consultation period, supported by the established role of the Executive Equalities SRO.
Being an inclusive employer	<ul style="list-style-type: none"> • Provide suite of EDI training to support staff through change` • Continue with the provision of mandatory EDI training on unconscious bias (which includes micro-incivilities and micro-aggressions) for Band 4 roles and above.
Progressing careers and talent development	<ul style="list-style-type: none"> • Invite guest presenters to discuss career journeys when speaking at EDI forums
Building staff support, health, and wellbeing	<ul style="list-style-type: none"> • Promote staff networks as safe spaces to discuss change • Implement in-house solutions and support e.g. workplace adjustments, allyship and compassion training.
Training, learning and development	<ul style="list-style-type: none"> • Use training needs analysis findings to understand training needs and priorities • Implementation of an EDI training offer, including EIA, workplace adjustments, allyship, EDI awareness, compassionate working, micro-incivilities and inclusive recruitment. • Staff networks to promote discussions on intersectionality



Actions Impact Statement

Over the past year, action holders have worked diligently to improve staff experience. A significant number of actions have been completed and formally closed, and this progress is reflected in the findings across all three Workforce Equality Reports. Key examples include:

- ✓ Several actions relating to recruitment have been fulfilled including ensuring applicants can submit alternative applications, concise job descriptions, workplace adjustments, unconscious bias training. The WDES reflect the improvement made for disabled applicants as they are more likely to be appointed following shortlisting, in the WRES we can see the move towards parity between Global Majority applicants and White Applicants and in the WSOES LGBTQ+ staff are 0.7 times more like to be appointed following shortlisting.
- ✓ The implementation of actions addressing bullying, harassment and abuse (BHA) has had a positive impact, as reflected across the Workforce Equality Standard (WES) reports. For example, within WDES, experiences of BHA from managers reduced by 11.2%, and BHA from colleagues reduced by 5.9%. There was also a 14.8% increase in the proportion of staff reporting BHA, indicating greater confidence in reporting. Within WRES, Global Majority staff reported a reduction in experiences of BHA by 2.1%. Significant improvements were also observed in WSOES, with BHA from managers decreasing by 21.5% and BHA from colleagues reducing from 28.6% to 0%.
- ✓ The completion of actions relating to training and development has had a positive impact across several reporting measures, indicating an improvement in staff experience. For example, the delivery of workplace adjustments training has contributed to improved outcomes for disabled staff, with over 70% reporting that they have received the required adjustments. Staff engagement scores have also increased. In addition, wider training and awareness sessions have supported improved perceptions of feeling valued, particularly among disabled staff, with an increase of 10%. There has also been a 42.9% increase in staff believing that the ICB provides equal opportunities for career progression. Similar improvements were observed among LGBTQIA+ staff, with an increase of 21.4% in this measure. Overall, there has been an increase in the number of training applications received, with applications from Global Majority LGBTQIA+ staff increasing.

This report highlights the progress we have made by advancing equity within our processes, while also thinking about the areas we still need to improve on. The reduction we have seen in bullying, harassment and abuse is a significant achievement, which reflects the ICBs commitment to improving staff experience.

The lived experiences shared by our staff provide essential insights that will continue to inform our approach, helping us to drive the systemic changes needed for sustained progress.

Contact Us

If you have any questions about this report, or would like it in a different format, please contact us at:

Equality, Diversity, and Inclusion Team

Email: equality@selondonics.nhs.uk

