

## Workforce Progress report 2023

6 February 2025

### Foreword

Welcome to our 2023 SRA staff diversity report. It sets out information about our workforce and the progress we are making as we work towards a diverse workforce that reflects our new values – inclusive, proactive, accountable and customer focused.

We know that diversity and diversity of thinking matters, with research consistently showing that diverse organisations are better organisations. We have much to be proud of regarding the progress we make in this area, although we recognise there is always more that can – and should – be done.

As outlined in this report, we are proud to employ and celebrate the diversity of our workforce. We have a diverse and highly active range of internal staff networks covering many different communities and areas, and our Allies and Mentoring programmes continue to grow.

This is the third year we have published our ethnicity pay gap data alongside our gender data. Although the data shows that positive progress is being made year on year, the report highlights that we need to continue taking action. Our ongoing work to address this includes initiatives in recruitment, reverse mentoring and interorganisational mentoring. We have also set ourselves targets for senior-level diversity and our Board and colleagues have a shared commitment to driving change.

That we make progress in these areas is not just important for our organisation and people, but we also have a duty to show leadership to the wider sector. Our report sets out some of our thinking about how we are looking to fulfil this role. Importantly, our commitment to equality, diversity and inclusion (EDI) will continue to be at the heart of all our work.

**Paul Philip, Chief Executive**

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### [Our commitment to equality, diversity and inclusion](#)

The Equality Act 2010 sets out public sector equality duties. We must comply with the duties and have due regard for the need to:

1. Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act.
2. Advance equality of opportunity between people of different groups or protected characteristics.

Protected characteristics are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

3. Foster good relations between people from different groups.

The equality duty is about integrating consideration of equality and good relations into day-to-day business. It means organisations need to look at how they can positively contribute to the advancement of equality and good relations. It requires these considerations to be reflected into policies and the delivery of services, including internal policies, and for these to be kept under review. Within this report we reflect on the progress we are making.

### **Our gender and ethnicity pay gaps**

While publication of our [Gender Pay Gap report \(/sra/research-publications/gender-pay-gap-report-2024/\)](#) is a legal requirement, there is no current obligation to publish our [Ethnicity Pay Gap report \(/sra/research-publications/ethnicity-pay-gap-report-2024/\)](#). We choose to publish this to support our commitment to making a difference and encouraging regulated law firms to do the same.

Our 2023 gender median pay gap was 9.3%, which falls below the 14.3% for the UK (Office of National Statistics (ONS), 2023). It was also lower than our 2022 results, which was 11.2%. We continue to address the gender pay gap and analyse diversity data to make sure there is fairness within the employee lifecycle.

Our median ethnicity pay gap decreased from 15% in 2021 to 12.7% in 2022 and to 7.6% in 2023. The national median is 2.3% (ONS, 2019). We have also published an [action plan \(/sra/research-publications/ethnicity-inclusion/\)](#) addressing our aspiration to significantly improve ethnic diversity at senior levels.

## Our values

In 2022, we also changed our organisational values and aligned our organisational behaviours to them, which link to our wider EDI work:

<b>Customer focused</b>	<b>Proactive</b>	<b>Inclusive</b>	<b>Accountable</b>
We seek to understand our customers and respond to their needs.	We plan ahead.	We respect everyone and treat them fairly.	We take ownership.
We keep our customers informed and explain our decisions.	We actively look for opportunities to improve.	We are open minded.	We ask for support when we need it.
We listen to and learn from customer feedback.	We use our initiative to solve problems.	We challenge inappropriate behaviour.	We do what we say we will.

To help to describe our work developing a fully inclusive culture and a diverse workforce, this report is in three sections. It builds on our report from 2022.

## Organisation

As a regulator, we expect the law firms we regulate to create and champion an equal and diverse culture, so we need to make sure we do the same. We expect our staff to consider EDI throughout their work, whatever their role.

## Labour market

Our offices are based in Birmingham, London and Cardiff. According to the ONS Annual Population Survey, 2023, England and Wales, Black, Asian and minority ethnic workers made up 20.2% of the West Midlands workforce, 4.9% of the workforce in Wales and 37.9% in London.

The workforce data for ethnicity reflects that of the ONS data for West Midlands, where most of our staff are based. 20.1% of our workforce (159 staff) are Black, Asian and minority ethnic. We continue to work on areas where data suggests we have more to do to make sure there is diversity at every level in the organisation.

## Roles at the SRA

At the end of 2022 we implemented a new pay band structure, replacing the job grades with a new broad banded structure. This approach saw the introduction of job families and job bands as follows:

Job bands:

- administration
- supervisor/professional
- manager/technical
- head of/senior manager/technical specialist
- director.

Job families:

- anti-money laundering
- business support
- compliance
- corporate affairs and communications
- customer services and complaints
- data and insights
- finance
- HR
- information technology
- legal
- project management
- regulatory
- risk.

As a result, our reporting this year will look different to previous years. We are unable to make direct comparisons based on job grades due to this change.

All data is taken as of 31 December 2023. Where data reflects small numbers, we have not reported them in case individuals are identifiable. In some cases, the data in this report has been presented in line with the staffing structure to express key points.

## Building a diverse workplace

We believe it is important that we highlight our commitment to EDI from the beginning of a person's interaction and engagement with us. We want to encourage applicants to be individuals who are proud of their

diversity, promoting equality of opportunity.

The disclosure of diversity data is voluntary. Each year we ask new staff to add their diversity data to our HR system and existing staff to review and update their data. During 2023, 22.1% of staff did not respond to the exercise, compared to 19.3% in 2022. This reduction in response rates is mainly due to new starters not adding their diversity data. We will work to increase our data capture for future years through focusing on how we can maximise response rates. We will communicate to new staff during their induction why diversity monitoring matters and the positive impacts it can bring.

### **Recruitment process**

During 2023, we continued to embed questions relating to diversity and inclusion as part of our interview process. We demonstrated our commitment to diversity and inclusion to prospective candidates and gave candidates an opportunity to talk about this topic.

In accordance with the targets set in our ethnicity action plan, we worked to have a mixed-ethnicity interview panel for recruitment of leadership roles. We also encouraged the practice of mixed gender and ethnicity panels for other recruitment panels across the business.

We launched an inclusive hiring checklist for managers, providing guidance on inclusive best practice before, during and after the interview. We updated our Recruitment and Selection policy. We also updated our training, which covers best practice on hiring and how to consider reasonable adjustments in the recruitment process.

We continued to provide job application resources. This allows interviewees access to a range of learning materials designed to help candidates to develop skills, insight and confidence before they are assessed at interview. This helps level the playing field for every person invited to interview and continues to get good feedback.

### **Supporting progression and fulfilling aspirations through learning and development**

Personal and professional development remains a key part of our learning and development offering. We continue to support growth and progression for all colleagues through our accredited Leadership Pathway programme.

Our Aspiring Managers programme is for colleagues who are considering career progression into management roles and supports our work to increase representation at senior levels. Following the success of our initial programme the previous year, in 2023, we widened the number of available spaces. Additionally, we gave new delegates the opportunity to gain valuable insights from the previous year's cohort who have subsequently transitioned into management roles.

We also expanded both of our mentoring schemes to target staff from across all our underrepresented groups, with the aim of addressing underrepresentation in our leadership and management population. The scheme ran in conjunction with our external partner, Mission Include. It connects mentees with mentors from around the world.

Additionally, our in-house Reverse Mentoring programme saw more junior members of staff mentor our directors as part of our Advanced Leadership programme. Initially, we targeted Black Asian and minority ethnic colleagues in 2022 and have now expanded this scheme more widely.

Our on-demand diversity and inclusion-related spotlight eLearning modules allow staff to take a closer look at specific topic areas. We took the opportunity to expand our current resources around equality impact assessments.

In September, we launched our 'Understanding barriers to career development' survey to gather staff feedback on career development and identify any obstacles to progression. We used the insights to inform and support our internal talent activities in 2024.

### **Stonewall Workplace Equality Index**

The Stonewall Workplace Equality Index (WEI) is a benchmarking scheme where employers can assess their achievements and progress on lesbian, gay, bisexual and trans (LGBT) equality in the workplace. In 2023, we were delighted to come 11th in their list of the Top 100 LGBT-inclusive employers. Our work was also recognised with a Gold Award for a third consecutive year.

We have learnt a lot from participating in the WEI over the years, as shown by the fact that, when we first entered in 2017, we ranked at 241. As a result, we now feel that we are in a strong position to drive forward in this area without needing to participate in the annual index to validate our progress.

We are committed to continuing our work to support our LGBTQ+ (lesbian, gay, bi, transgender, queer or questioning and people who identify in other ways) colleagues and promote inclusivity across the profession. We are constantly reviewing how we can achieve this through both SRA-run initiatives and our ongoing work with external partners.

### **[Our networks and staff activity](#)**

Our networks, established and run by staff, continued to share ideas and collaborate on events and initiatives throughout 2023. They each have an internal intranet page to share messages and raise awareness.

Each network has an Executive Team sponsor who takes a keen interest in and supporting its work. We also have Board members who sponsor specific networks.

### **Highlights from 2023**

#### **REACH (Race, Ethnicity and Cultural Heritage) - promotes racial equality and celebrates a diverse staff community**

During 2023, the network held monthly meetings to talk about and provide feedback on our ethnicity pay gap and gender pay gap reporting. It made recommendations that the organisation introduce phonetic spelling of names in email signatures. REACH also collaborated with other networks on a series of events and podcasts, supported external EDI events and marked a range of awareness days throughout the year.

The network supported our faith events by sharing information and blogs and holding panel events. It also invited external guests, including authors and Diabetes UK, to speak at its meetings.

#### **NoW - (Network of Women) - promotes gender equality and supports women in our workplace**

NoW continued its work to make menopause a mainstream conversation by marking World Menopause Day, hosting an event for staff with an external menopause awareness champion, Lynda Bailey. We invited Lynda back for a TV talk show-style event, with staff joining in person and remotely from across the organisation. Lynda shared her personal story to raise awareness about the menopause and talk about progress made in this space since we first tackled this topic in 2018.

As well as celebrating International Women's Day, NoW also:

- held a careers event led by Executive Team sponsor Liz Rosser
- marked Baby Loss Awareness week
- invited back Gulshen Bano of [Strike Back](https://www.strikebackselfdefence.com/) (<https://www.strikebackselfdefence.com/>) to deliver a self-defence session based on the martial art of Krav Maga, following the success of the previous year's event.

#### **PridePlus - promotes equal opportunities for LGBTQ+ colleagues and provides confidential support**

PridePlus is our sexual orientation and gender identity employee network, promoting inclusion for people who are LGBTQ+. The network has an active community page and has provided various activities over the year for its members and wider staff.

PridePlus held a joint event with another regulator inviting activist, author and YouTuber Rowan Ellis to talk about the history of LGBTQ+ rights in Britain. The network also held a webinar on bi-erasure within the LGBTQ+ community, to bring awareness to how bisexual people are often the 'silent majority' in LGBTQ+ spaces.

Staff have continued to enjoy the now established podcasts, diving deeper into various LGBTQ+ identities and covering more topics on 'Queer Debates'. This year, PridePlus participated in the rainbow laces campaign for the first time. It encouraged all staff to pick up a pair of laces and commit to doing 10 things to improve their wellbeing over a month, to celebrate 10 years of the campaign.

The network also celebrated our usual three Pride parades and supported our presence in Birmingham, London and Cardiff, collaborating with law firms and other groups within the legal sector.

#### **Every Body in Mind - promotes positive awareness regarding mental health, wellbeing, and disability access in the SRA**

The network relaunched its anonymous question box, providing an opportunity for staff to ask questions or raise any concerns. On the back of one of these queries the network hosted two virtual events around combatting loneliness during the workday and the impact on mental wellbeing.

Wellbeing coffee catch ups were introduced as a chance for colleagues to get together informally with representatives from the Mental Health First Aiders, HR team and our EDI team. This included sharing tips and best practice and suggestions for the ways we work.

Our eight Mental Health First Aiders received full refresher training and Executive Team member Aileen Armstrong also went through Mental Health First Aid training.

#### **Working Parents - for working parents to share ideas, information and support**

The Working Parents Network continued to encourage parents to share ideas, information and support. During 2023, the network organised:

- in-person sessions for parents to share experiences and support each other
- raised awareness of key parenting topics through a variety of content
- provided one-to-one support to parents via its buddy scheme.

The network also looked at topics such as how to support parents who have children with physical or mental health conditions and support for LGBTQ+ families, in collaboration with the PridePlus Network.

**Well-man Network - a platform and support for discussing and promoting wellbeing issues important to men, their families, friends and colleagues**

During 2023, the network ran two virtual events. In March, a colleague shared their story of how they supported their father with post-traumatic stress disorder, following a lengthy career in the armed forces. In October, the network focused on cancer, and three colleagues shared their experiences of how it had impacted them and the lives of others close to them.

**Green Living - sharing tips on how to live greener and cleaner**

During 2023, the network held various events, including a sunflower growing competition, community litter picking and noted key awareness dates throughout the year. These included Earth Day, National Gardening Week and plastic-free July.

In 2023, our London and Birmingham offices operated on 100% renewable energy tariffs and we have become a paper-light organisation, with consumption down 90%.

The organisation also makes a wider commitment to acting in an environmentally friendly way and is accredited with the ISO140001 Environmental Management System.

**Charity Working Group**

Our Charity Working Group raised funds for Midland Langar Seva Society (MLSS), a multicultural non-profit organisation. It strives to help those in need around the UK and internationally, regardless of race, religion and background.

As well as raising vital funds, the group also held regular collections of food donations for the charity to use at its street feeds. We supported MLSS until the end of 2024.

**Staff faith events**

We continued to organise staff faith events during 2023. These encourage staff from all religions and backgrounds to come together and celebrate as one.

**SRA Allies**

Our SRA Allies program provides staff the opportunity to show support for all colleagues whatever their background. This helps to create an inclusive culture where everyone feels safe and comfortable to be themselves. Allies are essential to providing a work environment where staff can fulfil their potential regardless of their characteristics.

Every year, we select a champion ally whose work in promoting inclusivity across the organisation has stood out in the past 12 months. Our champion ally is recognised for the impact of their actions and their commitment to making the Solicitors Regulation Authority a great place to work.

**Rewarding and recognising our staff**

We continued to provide a range of staff benefits which reflect our inclusive approach. Our digital platform, the Recognition Hub, supports timely recognition and reward for staff for embodying our behaviours and values. In 2023, 76.0% of staff were rewarded financially via the Recognition Hub.

In addition, we had 2,029 'thank you award' nominations. A total of 311 ecards (such as welcome, congratulations, behaviours and the SRA values) have been sent. The Recognition Hub also includes a Wellbeing centre, where staff can access useful information and resources relating to diet and exercise, financial wellbeing and mental health.

## Our 2023 staff profile

Our data is collected as at 31 December 2023.

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### Gender

Key highlights and trends include:

- Our workforce was 64.0% female (507 staff) and 36.0% male (286 staff). These percentages remained the same as they were in 2022. According to ONS statistics, females made up 47.0% of the UK working population during 2023.



- Of those promoted in 2023, 71.0% (66 people) were female and 29.0% (27 people) were male. This compared to 65.0% (67 staff) and 35.0% (36 staff), female and male, respectively, of those promoted in 2022.
- Half of applications for director-level roles and 46.3% (214) of applicants for head of/senior manager/senior technical specialist roles were made by female applicants.
- 60.0% of female applicants for director-level roles were successful, compared to 20.0% of male applicants at this level.

## Age

Key highlights and trends include:

- The largest proportion of our workforce were aged 35–44 (32.4% made up of 257 staff). This is the same as last year. Nearly a quarter of our workforce (24.6% made up of 195 staff) were aged 25–34.
- While 23.5% (186 staff) were aged 45–54, 14.6% (116 staff) were aged 55–64, 3.4% (27 staff) of our workforce were aged 16–24 and 1.5% (12 staff) were aged 65 and over.
- In relation to our new job bands, the 16–24 age group was only represented in the administrative and supervisor/professional bands. Also, the director band had no representation from the 25–34 and over 65 age groups.
- In 2023, the largest percentage of external candidates (41.3%) continued to be in the 25–34 age group, suggesting that we continue to be attractive to this age group.
- A combined total of 43.1% (50 staff) of successful internal applications were from the 16–24 and 25–34 age groups. Thirty-two per cent (37 staff) of successful internal applications were aged 35–44.

## Ethnicity

### Ethnicity

The term Black, Asian and minority ethnic includes any member of staff who self-identifies their ethnicity as anything other than White.

Government employment figures for 2022 showed that 15.0% of the workforce in the UK were from a Black, Asian or minority ethnic background and 85.0% were White. Of the groups making up the Black, Asian and minority ethnic category in relation to the UK workforce:

- 7.9% are Asian
- 3.5% are Black
- 1.6% Mixed/Multiple background
- 2.0% Other minority group.

Our largest ethnic minority group, making up 15.6% of the workforce in 2023, was Asian, which is the same as 2022. However, the proportion of Black, Asian and minority ethnic staff continues to be lower in the senior management job bands compared to the other bands. This is the case with many organisations and is an area where we want to see improvement.

Key highlights and trends include:

- The percentage of Black, Asian and minority ethnic staff in 2023 in the head of/senior manager/senior technical specialist job bands was 12.5%. In the director band this was 9.5%.
- The percentage of successful (internal and external) Black, Asian and minority ethnic candidates increased in 2023, from 31.1% (93 people) to 36.2% (94 people).
- Of those promoted in 2023, 18.3% were Black, Asian or minority ethnic (compared to 20.4% in 2022).
- Furthermore, in 2023 there were 17 staff promotions whose ethnicity was not specified, which amounts to 18.3%. This closely compares to 2022, where 20 staff were promoted and whose ethnicity was not specified (19.4%).
- The number of people promoted who expressly declined to state their ethnicity data was 7.5% (seven people) in 2023 and 3.9% (four people) in 2022.

We have outlined a series of career development measures in our [SRA workforce senior ethnicity inclusion action plan](https://www.sra.org.uk/research-publications/ethnicity-inclusion/). We hope these will lead to sustained changes in terms of representation of Black, Asian and minority ethnic staff in the profile of staff promoted over time. We welcome the progress but know we have more to do. We will build on our work to date to make sure our people have every opportunity to develop their careers with us.

## Disability

### Disability

Key highlights and trends include:

- In 2023, 9.3% of our workforce (74 staff) declared that they have a disability, similar to 2022 and 2021.
- The percentage of staff who declined to state whether they have a disability reduced slightly in 2023, from 5.5% (40 staff) in 2022, to 5.3% (42 staff) in 2023. Twelve per cent of staff in the Head of/Senior Manager/ Senior Technical Specialist and Director bands (combined) declared a disability in 2023.
- 8.6% (8 people) of staff who were promoted in 2023 declared a disability, compared to 4.9% (5 people) in 2022.
- We also saw that 9.0% (13 people) of new starters in 2023 had a disability. This has decreased from 10.9% in 2022. In 2021 it was 6.8% and in 2020 it was 5.2%.
- According to ONS data, the percentage of the UK workforce who declared a disability was 16.0% in 2023, compared to 9.3% of our workforce. See the ONS's report – [A08: Labour market status of disabled people - Office for National Statistics](https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/labourmarketstatusofdisability).  
[\[https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/labourmarketstatusofdisability\]](https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/labourmarketstatusofdisability)

## **Religion and belief**

### **Religion and belief**

Key highlights and trends include:

- Within our workforce, the largest group of staff identified as those saying they have no religion, 29.4% (233 staff). The second largest group were Christian, 25.1% (199 staff). These percentages compare to 31.0% and 25.9%, respectively, in 2022.
- Of other groups, 5.9% (47 staff) identified as Sikh, 6.8% (54 staff) identified as Muslim, and 2.1% (17 staff) as Hindu. Those who identified as Sikhs has decreased from 6.9%, the representation of Muslims has increased from 6.5% in 2022 and staff who identify as Hindu remained the same as 2022.
- For staff in the administrative job band, 17.6% (26 staff) said they had no religion, 17.6% (26 staff) identified as Christian, 11.5% (17 staff) identified as Muslim, 4.7% (seven staff) identified as Sikh and 0.7% (one member of staff) identified as Hindu.
- Of staff working in the supervisor/professional job band, 30.3% (83 staff) identified as Christian, 21.9% (60 staff) said they had no religion, 8.0% (22 staff) identified as Muslim, 6.6% (18 staff) identified as Sikh and 2.2% (six staff) identified as Hindu.
- The manager/technical specialist, head of/senior manager and director job bands all had a higher percentage of staff with no religion, then staff who identified as Christian, Sikh, Muslim and Hindu, following in that order.
- 16.1% (15 staff) of those who received a promotion identified as Muslim, Sikh, or Hindu. This was similar to 2022 which was 15.5% (made up of 16 staff).

## **Sexual orientation**

Key highlights and trends include:

- 4.2% (33 staff) disclosed their sexual orientation as gay/lesbian or bisexual. This remains similar to 2022. Point five per cent (four staff) preferred to self-describe.
- From external applicants, 5.6% declared that they were gay/lesbian or bisexual, compared to 6.5% in 2022.
- Gay and lesbian members of staff were represented across supervisor/professional, manager/technical specialist and head of/senior manager/senior technical specialist job bands. Bisexual members of staff were represented across all bands.

According to the most recent ONS statistics, an estimated 3.3% of the UK population aged 16 and over identified as lesbian, gay or bisexual and 0.6% preferred another description (2022).

## **Socio-economic background**

Key highlights and trends include:

- In 2023, 43.3% of respondents were from a professional background, compared to 37.0% nationally and 49.0% in the Financial and Professional Services (FPS) sector.
- 20.8% of staff were from an intermediate background, compared to 24.0% nationally and 22.0% in the FPS sector.
- 35.7% of staff were from a lower socio-economic background, compared to 39.0% nationally and 29.0% in the FPS sector.
- 19.5% of staff had one or both of their parents attend university, whereas 48.1% did not have parents who attended university. The remainder preferred not to say.
- In 2023, 7.6% of staff attended an independent or fee-paying school, which compares to the national average of 6.5%.



## **Caring responsibilities**

Of staff who responded, 37.9% declared that they were the primary caregiver for a child under 18. This has increased from 31.0% in 2022. Thirteen per cent of respondents said they looked after or cared for someone with long-term physical or mental ill health caused by disability or age (the same as 2022).

## **Our next steps**

Actions include to continue the Reverse Mentoring programme for Black, Asian and minority ethnic colleagues and expand to include sexual orientation and disability. We will look to mentor our director band. We will continue the inter-organisational mentoring scheme, targeted at colleagues from Black, Asian and minority ethnic backgrounds.

We have focused on recruitment by sourcing a diverse panel of people for our leadership recruitment process, reviewing the essential requirements for roles. We have also refreshed our Allies programme to encourage more colleagues to support each other, our staff networks and our work on diversity. To support growing our diverse workforce, each of these actions will be applied across all elements of diversity in due course.

To support our action planning following the reporting of our ethnicity pay gap, we have set targets over the next five to 10 years to double the number of Black, Asian and minority ethnic staff within our senior team. This is from 8.0% (as at 31 December 2022) to 16.0% in the next five years, and to further increase to 20.0% by 2032.

## **Leadership**

We continue to develop our leadership pathway, taking the journey of leadership from being an aspiring manager to executive leader. We commenced the final programme of our leadership pathway: the advanced leadership programme, where we look to develop our directors. In addition, we develop both our leadership and line manager cohorts through collective learning events, which include topics on diversity and inclusion.

## **Resourcing**

While we continue to build on the actions from 2023, in 2024, we developed video content to support with marketing. This will make sure we are attracting a broad workforce and showcase our values, including the value of 'inclusive'.

## **Learning and development**

In 2024, we plan to review our Professional Development Funding policy and will expand our diversity-related learning materials. This will include new modules on antisemitism and Islamophobia to make sure staff are appropriately supported. They will offer informative and practical content, educating around myths, stereotypes, tropes and assumptions relating to Muslim and Jewish communities.

## **Networks**

Through our cross-network group, which supports our staff networks to collaborate, we will build on our work to emphasise intersectionality and encourage allyship. We will also continue to endorse and promote our staff networks, to provide useful information, events, and online intranet content to support all staff.

## **Reward**

In 2024, we will review our staff benefit provision to make sure we offer a wide range of benefits to support staff from a wide range of demographics. The findings within our Gender Pay Gap report will allow us to engage with staff to make progress in this area.

We will continue to make use of the Recognition Hub to celebrate colleagues' successes and recognise achievements.

## **Other initiatives**

We will continue to review our progress against our 2023 staff survey and action plans, including those areas that address issues arising in relation to EDI.

We will review the analysis of our diversity profile to identify areas of concern or positive changes within the staff demographic. We have aligned a set of new behaviours to our values that further promote EDI in our day-to-day work.

We will continue to monitor and review our policies and practices to make sure that they are not discriminatory and are in line with best practice relating to EDI.

We will continue to encourage a culture where staff feel comfortable to input their diversity data into the HR system. This will help maximise response rates and improve the accuracy of our diversity data. And this will be done through video promotional work, internal communications, sharing of experience and promotion of EDI.