Diversity and Inclusion
Report
2024

Contents

Choice Support

Introduction

As CEO and current and future Chairs of Choice Support's Board, we are delighted to introduce our 2024 Diversity and Inclusion (D&I) Report.

The report shows how we fulfil our commitment to ensuring that all employees and people we support are enabled to live to their full potential and feel valued, empowered, and respected. We are grateful to our staff, and our network Chairs and Champions, who demonstrate through their work, that inclusion is everyone's business.

The Diverse Voices network's request to focus on the representation of staff from minoritised ethnic groups, at middle and senior level, is a great example of this. Our new two-way mentoring programme is one of the ways in which we are responding to this.

We are really pleased to note the gender equality at Choice Support, that is shown both in our gender pay gap data, and in who we are – a group of three leaders, which includes our future first female and openly lesbian Chair of the Board.

We hope that you find this report, which fulfils our promise to keep you up to date annually on D&I matters, interesting and thought provoking. We look forward to finding further ways in which we can keep the conversation around Diversity and Inclusion going.

Oliver Mills, Chair of the Board

Jayne Kilgallen, Chair (Designate)

Sarah Maguire, Chief Executive Officer

Choice Support

Developments

Many staff at Choice Support see D&I as a natural extension of how we live out our values. We are also lucky to have mature staff networks, which help us tailor our D&I initiatives to our organisational needs. The next step will be to integrate these initiatives into the organisation with the help of Katharina, our newly appointed Diversity & Inclusion Advisor.

We currently have nine D&I Champions across seven of the eleven regions of the UK that Choice Support operate in and will keep recruiting for full coverage. Champions will help embed D&I discussions in every team, alongside the conversation prompts produced by Katharina.

The work of our networks has reached a fresh audience in the organisation by finding new ways to share their work, with a Chairs' away morning to come that will explore further strategies. We remain keen to use the experience of current networks for the growth of future ones.

Katharina has also developed in-house anti-bias training, and a language and terminology guide, which should be helpful throughout the organisation. We are pleased to have renewed our Talent Inclusion and Diversity Evaluation (TIDE) award, as well as our Disability Confident status. This has already led to reviews of our recruitment training and policy. An Advisory Panel made up of people with lived experience of being marginalised will further embed an inclusive approach in our policies and training.

Mark Ferry, Chief People Officer

Our Discrimination at Work Action Group meets once a month, and our work, so far, focuses on supporting staff who experience discrimination from people we support. Managers, different departments and network Chairs come together to produce and trial a helpful flow chart. Our next step is to create a similar tool to address staff-on-staff discrimination. I am also starting anti-discrimination events with people we support, under the umbrella of kindness. We all have a responsibility to be kind and should expect kindness in return.

Rita Kelsey, Regional Operations Lead

"I really admire the dedication of colleagues to making sure that Choice Support is a place where everyone feels they belong. I am also really impressed with how much everyone I have met is focused on our purpose: to create opportunities for happiness for the people we support. It makes me happy in turn to see colleagues pour so much love and energy into their work, and I want to help make that count for everyone."

Katharina Smith-Muller, Diversity and Inclusion Advisor

Choice Support

Updates and next steps

"It was hard to hear about the everyday discrimination experiences that some colleagues face because of the colour of their skin, and some I just wouldn't have been able to see if they hadn't shared."

Sally Dunne, Learning and Development Lead

To illustrate the work towards equality at Choice Support, we will focus on the characteristics of:

-race and ethnicity
-sexual orientation
-disability.

There are, of course, other characteristics that are equally deserving of attention, such as religion and gender. Our Young Person's Inclusion Network is an existing provision to prevent age-based discrimination. Choosing a focus does not deny this. By focusing on three characteristics, we can make the changes that are needed and learn what will work more widely in the future. There is good evidence that addressing one inequality unravels other inequalities. One central message is that no characteristic or identity exists in isolation. How they are combined in one person creates a new and different experience. The skills that we imbed in the organisation to address imbalances, curiosity, respect for individual expression, kindness, and avoiding assumptions where possible, benefit everyone.

"It was really great to join the lively conversation in the Diverse Voices network, with lots of discussions and food for thought. Having a dedicated D&I person for support makes a real difference to the network."

Ben Nash, IT Systems Administrator

Choice Support

Updates and next steps

Race and ethnicity

While we have a mature staff network focused on race and ethnicity, the numbers paint a clear picture. People from all ethnic groups other than white are slightly over-represented at junior level (at 50%). This does not translate into either mid or senior level, where representation drops to 28% and 6% respectively for those for whom we have data. From observation, the percentage is probably higher – this might be due to categorisation errors or lack of data, particularly in the small senior category. At mid-level, this might mean equal representation, depending on area (UK wide, 18% of people belong to ethnic groups other than white, while in London the percentage sits at 46%). Survey results show Black African staff as content overall, with Black Caribbean staff scoring low across questions.

It has been good to see a long-held aim of the Diverse Voices network, two-way mentoring, come alive over the course of the last year. Ten mentoring pairs have been matched, with one junior mentor from a minoritised ethnic background, and one senior mentor from any ethnic background. While giving the senior mentors insights into lived experience, which will help inform decision making, junior mentors receive advice on career progression.

The next focus is on launching an Advisory Panel that can provide the perspective of lived experience for drafting and decision-making processes. This is a great example of where something that started as an idea from one minoritised group has been widened to include and benefit a wide range of minoritised identities.

Kindness Days and related staff training are informed by the themes discussed in our Diverse Voices networks, as is new anti-bias training developed by Katharina. Our Learning and Development team offer further opportunities for learning, with podcasts on the topics of microaggressions and cultural nuances.

We also believe that the act of coming together once a month to discuss matters around race and ethnicity helps create an atmosphere of honest conversations, and enables staff who attend to check their biases. At the same time, our initiatives are not limited to this one meeting – we look for opinions, share resources, and mark special days and months online, too. We invite you to join us!

Belinda Wabwire Moosbauer, ICT Security and Data Protection Officer

Carl Mullings, ICT Operations Manager

Choice Support

Updates and next steps

LGBTQ+ Community

While we lack some data on sexual orientation overall, more people tell us that their sexual orientation is anything other than heterosexual than they do in the national census, at least at junior and middle levels. Senior leadership representation is slightly lower. The hope is that upcoming changes to HR systems will allow us to more accurately capture gender identity data. In the staff survey, gay and lesbian staff are less likely to answer positively than heterosexual staff, who in turn are less likely to answer positively than bisexual staff. The lowest scoring themes for gay and lesbian staff are trust in the organisation, satisfaction with physical environment, and work-life balance.

We are working hard to provide visibility to LGBTQ+ colleagues at Choice Support; our yearly attendance at London Pride shows Choice Support as a proud, supportive community. Pride is one of the annual events at which staff and people we support come together, sharing one purpose. Our LGBTQ+ and Allies network also offers a safe and supportive space, and a place of learning for colleagues who consider themselves allies. We will continue our joint work with the Diverse Voices network and invest extra time into increasing staff engagement with the network. Dr. Claire Bates' Supported Loving network delivers training, information days and provides access to resources that focus on people we support from the LGBTQ+ community. Just like our Pride resources for people we support, this also normalises conversations around sexual orientation for staff. We will make sure that the new Advisory Panel will have representation from the LGBTQ+ community, which will give panel members influence on decisions, as well as increasing visibility. It will also be interesting to have one-on-one conversations with more LGBTQ+ colleagues to better understand survey results, particularly since actual numbers of respondents are small. We also offer LGBTQ+ Awareness eLearning, as well as a podcast on the same theme. We hope that both conversations and training will serve to build trust.

John Hammond, Business Development Project Manager

Pippa Gascoigne, Involvement Manager

Updates and next steps

Disability

The most recent census data shows that 18% of the general population answer the question whether they identify as disabled with yes, compared to 12% overall at Choice Support. We are some way off full inclusion at every level, and representation drops at middle and, even more dramatically, at senior level. However, in comparison with the sector, Choice Support employs a significantly higher number of disabled people at junior and middle level. Our survey shows that staff who identify as disabled score consistently low in comparison to staff who do not, indicating lower happiness at work. The same staff are, however, more likely to see us living our values.

One of the first steps towards addressing the survey results will be to talk to staff members who identify as disabled, in one-on-one conversations and focus groups. Our certification with Disability Confident also gives us an action plan that we can follow to help address underrepresentation, including changes around recruitment. If conversations with disabled staff show a desire for a staff network, this will be resourced appropriately.

Although training should be proactive, if any training needs remain around disability, managers can contact the Learning and Development team to assign training to their teams. Some of the good overall representation of people who identify as disabled at Choice Support is likely based on our Experts by Experience, who also co-facilitate our Oliver McGowan training.

We will continue to deliver this mandatory training, which 68% of our staff have already received. Its recent shortlisting for The National Learning Disability and Autism Award is in large part due to this approach of co-delivery, which is excellently facilitated by our Learning and Development team. We are also encouraging the use of one-page profiles as conversation starters on different ways that people need to be supported to excel at work.

Choice Support

What next?

We hope that this report has given you a clear picture of where we are in terms of inclusion, and what our plans are to further embed the work that is already ongoing. Some of the things that we will be implementing:

- Our Two-Way Mentoring programme, which facilitates a knowledge and skills exchange between junior and middle managers from minoritised ethnic communities and senior leaders at Choice Support.

- More junior and middle managers with increased mentoring skills to support their teams' wellbeing and aspirations.

- Senior leaders with an increased awareness of the lived experience of staff from minoritised ethnic groups.

- More anti-bias and inclusion conversations and activities within teams and in services.

- Even more vibrant staff networks with opportunities for learning and mutual support.

- A group of D&I Chairs and Champions that influences how we do things as an organisation, and is ready to lend an ear and advise on changes where needed.

- Better coverage of D&I Champions – we have increased coverage from one to seven out of eleven regions, and will continue recruiting.

- In-person events that celebrate our diversity and showcase all the opportunities for happiness it brings.

- An Advisory Panel of staff that has lived experience of being part of a minoritised group, to influence drafts and decisions at an organisational level.

- Listening events for groups identified in the staff survey to influence future action planning.

Finally, we would like to thank everyone at Choice Support who lives a culture of welcoming and inclusion through their day-to-day role, and to those who have sought advice on how to make their work more inclusive over the last year. A special thank you goes to everyone who has made the time to attend our inclusion networks over the last year, contributed to discussions online or in person, and has engaged with our Diversity and Inclusion campaigns. A very special thanks to our D&I Chairs and Champions, and members of the Discrimination at Work Action Group. Thank you, too, to all colleagues and departments who have helped in the production of this report, particularly to our Marketing and Communications team, James Treadwell, Debbie Palmer and Lee Penfold.

Mark Ferry and Katharina Smith-Müller

Choice Support

Appendix

Gender pay gap

Our gender pay gap data is published every year, in line with our legal obligations. It is different from equal pay, which means that women and men get paid the same for the same work. The gender pay gap refers to actual pay received by women compared to men. Median is a way of comparing what the middle person of each gender earns – if there are ten male employees and ten female employees, the median compares what the fifth highest earner in both groups earns. Mean is a comparison of all salaries taken together and divided by the people who earn them – an average across the whole organisation. In both cases, pay gaps arise because one gender is in more senior, well-paid positions than the other. A minus figure means that women earn more than men by the percentage given, a positive that they earn less than men by the percentage given (eg in 2020/2021, the middle female earner at Choice Support earned 1.4% less than the middle male earner).

According to the Office for National Statistics, the average gender pay gap for all employees in the UK in 2024 was 13.1% for the median, and 13.8% for the mean. Apart from a blip in 2022/23, the median gender pay gap at Choice Support remains low and does not consistently favour one gender.

Year	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Mean pay gap	3%	5.9%	–3.3%	7.7%	2.2%
Median pay gap	–1.1%	1.4%	0.7%	5%	–1.1%

Gender representation by seniority

The junior category for representation by seniority comprises support workers, the middle category senior workers, team leaders and managers, and the senior category directors and senior managers. We are conscious that this differs from previous representations, but feel that this format is more informative on where inequalities lie.

For this table, we are working with just the two categories of male and female. We are very grateful to the staff who have shared with us that they are non-binary. The percentage of staff who have done so remains under 1%. It will be a part of our future work to have systems that can capture the wide diversity of gender identities, and to build trust to encourage disclosure.

We also omit staff whose gender or grade is not known.

1906 female members of staff and 638 male members of staff are represented by the table below. Over the years, there is, overall, a slight movement towards equalising representation by gender.

	Overall	Junior	Middle	Senior
Female	75%	74%	82%	70%
Male	24%	26%	18%	30%

Overall representation over the years is as follows:

Year	2022	2023	2024
Female	78%	77%	75%
Male	22%	23%	25%

Race representation by seniority

For purposes of clarity, we are working with only two categories for ethnicity – white and all other ethnicities. The data, when taken as general as this, is just an indicator. Further work needs to be undertaken to see where the challenges lie for each ethnic group. Further analysis would also show that different ethnicities have different experiences – we are conscious that the "all other" category does not do justice to this.

The data excludes anyone whose ethnicity is unknown, which gives a total sum of 2290 paid staff members, 1208 of whom are white.

	Overall	Junior	Middle	Senior
White	53%	50%	72%	94%
All other ethnicities	47%	50%	28%	6%

Overall representation over the years is as follows:

Year	2023	2024
White	55%	53%
All other ethnicities	45%	47%

Sexuality representation by seniority

This category includes the percentage of staff where this data has not been collected and where staff have chosen not to answer it. The table below represents 2621 staff in total.

Some of our future work will be in building trust and awareness of the relevance of sexual orientation to staff identities. Further work is also needed on gender identity, both in how data is collected, and in increasing the disclosure rate, which currently looks to be very small.

It is interesting to note, however, the disclosure rate lies above the census national average of 3.2%, in all but the senior category.

	Overall	Junior	Middle	Senior
Heterosexual	70%	71%	69%	73%
All other sexualities	5%	4%	6%	2%
Unknown	25%	25%	25%	25%

Overall representation over the years is as follows. The jump of "unknown" in 2024 is partly due to a different representation (i.e. including all staff for which we do not hold information, rather than just those where "unknown" or "prefer not to state" was selected in response), and partly due to the loss of staff for which information was held, alongside the transfer of staff whose previous employer had not collected this data into Choice Support

	2021	2023	2024
Heterosexual	76%	78%	70%
All other sexualities	2%	3%	5%
Unknown	22%	19%	25%

Disability representation

Staff were asked whether they considered themselves disabled, with disability defined as a condition that affects day to day activities, which lasts, or is expected to last, longer than twelve months. For comparison, Skills for Care data shows that only 2% of the social care workforce answer this question with yes.

Since our last Diversity and Inclusion report, the overall representation of staff who indentify as disabled has dropped by 2%. It will be important to keep monitoring to establish whether this small change is a trend, or merely a temporary exception.

Disability status	Overall	Junior	Middle	Senior
Yes	12%	13%	8%	2%
No	88%	87%	92%	98%

Overall representation over the years is as follows:

	2023	2024
Yes	14%	12%
No	86%	88%

Survey data

Heatmaps that show staff responses to the recent staff survey by ethnicity, sexual orientation, disability and gender, give early insights into differences in experience that might have to be addressed.

Heatmap | Ethnicity

The Happiness Index

Theme/Question	Asian British Bangladeshi	Asian British Indian	Asian Indian	Asian Other	Black African	Black British	Black Caribbean	Mixed White & Black African	Mixed: White and Black Caribbean	Not Known	White British	White Other
Safety	**7.8**	**7.9**	**8.5**	**7.8**	**7.9**	**7.7**	**7.0**	**7.7**	**6.6**	**7.6**	**7.2**	**7.2**
How satisfied are you with the physical environment you work in?	8.0	8.0	9.2	8.3	8.0	7.0	8.0	7.5	7.0	8.0	7.9	7.5
How much do you trust your organisation?	8.5	7.6	8.4	7.3	7.8	7.7	6.5	8.1	6.5	7.4	6.8	7.2
How satisfied are you with the balance between your work and home life?	7.0	8.0	7.8	7.8	7.9	8.4	6.4	7.6	6.2	7.5	6.9	7.0
Freedom	**7.3**	**8.3**	**8.6**	**7.2**	**7.9**	**7.7**	**6.7**	**7.6**	**6.6**	**7.8**	**7.7**	**7.6**
How free do you feel to be your true self at work?	7.8	8.4	8.6	7.2	7.9	7.8	6.9	7.4	6.6	7.8	7.6	7.5
How satisfied are you with the level of freedom you have in your role?	6.8	8.2	8.6	7.3	7.9	7.5	6.4	7.9	6.6	7.8	7.8	7.8
Relationships	**7.1**	**7.5**	**8.2**	**8.6**	**8.3**	**8.3**	**7.8**	**8.3**	**6.8**	**8.2**	**8.0**	**8.2**
How positive are your relationships at work?	7.2	7.2	7.6	8.1	8.1	8.1	7.4	8.4	6.6	8.0	7.8	8.0
How much do you enjoy working with your team?	6.8	7.4	7.8	8.6	8.3	8.5	7.8	7.9	6.8	8.2	8.1	8.3
How well do you get on with people at work?	7.3	8.0	9.2	9.0	8.6	8.3	8.1	8.7	7.0	8.4	8.3	8.5
Acknowledgment	**7.3**	**6.7**	**8.2**	**7.4**	**7.5**	**7.2**	**5.9**	**7.3**	**6.2**	**7.5**	**6.8**	**6.8**
How much do you feel valued as an individual?	7.2	6.8	8.5	7.6	7.7	7.3	6.1	7.6	6.4	7.7	6.8	6.8
How much do you feel your opinions are listened to?	7.5	6.6	8.0	7.2	7.2	7.1	5.8	7.0	6.1	7.3	6.9	6.9
Overall, how happy are you at work and please tell us why?	**7.0**	**7.0**	**7.6**	**8.1**	**8.1**	**7.7**	**6.9**	**8.1**	**6.6**	**7.6**	**7.4**	**7.7**

Heatmap | Ethnicity

The Happiness Index

Theme/Question	Asian British Bangladeshi	Asian British Indian	Asian Indian	Asian Other	Black African	Black British	Black Caribbean	Mixed White & Black African	Mixed White and Black Caribbean	Not Known	White British	White Other
Personal Growth	**7.7**	**7.3**	**7.3**	**7.5**	**7.8**	**7.9**	**7.3**	**8.2**	**6.5**	**7.6**	**7.4**	**7.0**
How satisfied are you with the amount of learning opportunities on offer?	9.0	7.6	8.0	7.7	8.5	8.3	7.9	8.7	7.1	7.8	7.8	7.3
How satisfied are you with the opportunity to progress your career here?	6.5	6.8	6.6	7.2	7.4	7.8	7.4	8.2	5.9	7.5	6.9	6.3
How satisfied are you with the amount of challenge in your role?	7.7	7.6	7.4	7.8	7.6	7.5	6.6	7.6	6.5	7.4	7.5	7.2
Meaning & Purpose	**7.6**	**7.6**	**7.9**	**8.2**	**8.5**	**8.2**	**7.4**	**8.7**	**6.9**	**8.0**	**7.5**	**7.6**
How inspired are you by your organisation?	6.8	7.0	7.2	7.0	7.8	7.3	6.5	8.0	6.4	7.3	6.5	6.7
How committed are you to helping the organisation succeed?	8.3	8.2	8.6	9.3	9.1	9.1	8.3	9.4	7.5	8.7	8.5	8.4
Clarity	**8.1**	**7.7**	**8.1**	**8.2**	**8.7**	**8.4**	**7.6**	**8.8**	**7.4**	**8.3**	**7.9**	**8.0**
How clear are you on the requirements of your job?	8.3	7.8	8.5	8.5	8.8	7.9	8.5	8.6	7.9	8.6	8.6	8.2
How well does your organisation keep you informed?	7.8	8.0	7.8	7.9	8.6	8.3	7.6	8.8	7.4	8.2	7.5	8.0
How clear is the link between your role and the success of the organisation?	8.2	7.4	7.9	8.1	8.6	8.9	6.8	8.9	7.0	8.0	7.5	7.8
Enablement	**8.3**	**8.2**	**8.6**	**8.3**	**8.5**	**8.3**	**7.3**	**8.4**	**7.8**	**8.1**	**7.8**	**8.0**
How able are you to manage your workload?	8.2	8.2	9.2	8.8	8.6	8.1	7.5	8.7	7.9	8.4	7.8	7.9
To what extent do you have access to the resources you need to support you in your role?	8.5	8.2	8.0	7.8	8.4	8.5	7.1	8.0	7.8	7.8	7.7	8.2
Values Index	**7.5**	**7.8**	**7.8**	**7.7**	**8.1**	**7.9**	**7.2**	**8.2**	**7.7**	**7.7**	**7.3**	**7.4**
How well does the organisation live the values it promotes?	7.5	7.8	7.8	7.7	8.1	7.9	7.2	8.2	7.7	7.7	7.3	7.4
Digital Transformation Programme	7.2	7.9	8.2	8.4	8.1	8.2	7.6	8.3	8.0	7.9	7.1	7.3
In my role, our digital devices and systems help me to do my best work.	6.2	8.0	7.4	8.0	7.9	8.3	7.2	8.0	7.4	7.5	6.6	7.1
I have the confidence and skills to use our digital devices and systems.	8.2	7.8	9.0	8.8	8.3	8.1	8.0	8.6	8.6	8.3	7.7	7.6
Average	**7.6**	**7.7**	**8.1**	**8.0**	**8.1**	**8.0**	**7.2**	**8.2**	**7.0**	**7.9**	**7.5**	**7.5**

Survey data

Heatmap | Sexual Orientation
The Happiness Index

Theme/Question	Bisexual	Gay/Lesbian	Heterosexual	Not Known	Prefer not to state
Safety	**7.9**	**6.5**	**7.5**	**7.4**	**7.2**
How satisfied are you with the physical environment you work in?	7.9	7.1	8.0	7.8	7.5
How much do you trust your organisation?	7.8	6.6	7.2	7.2	7.2
How satisfied are you with the balance between your work and home life?	8.0	5.8	7.3	7.3	7.0
Freedom	**7.6**	**7.5**	**7.8**	**7.7**	**7.7**
How free do you feel to be your true self at work?	7.6	7.6	7.7	7.6	7.5
How satisfied are you with the level of freedom you have in your role?	7.6	7.4	7.8	7.7	7.9
Relationships	**8.4**	**7.8**	**8.1**	**8.1**	**8.0**
How positive are your relationships at work?	8.0	7.9	7.9	7.9	7.9
How much do you enjoy working with your team?	8.5	7.4	8.1	8.1	8.0
How well do you get on with people at work?	8.5	8.1	8.4	8.4	8.1
Acknowledgment	**7.2**	**6.8**	**7.1**	**7.2**	**6.8**
How much do you feel valued as an individual?	7.4	6.9	7.1	7.3	6.7
How much do you feel your opinions are listened to?	6.9	6.6	7.0	7.0	6.9
Overall, how happy are you at work and please tell us why?	**8.7**	**6.7**	**7.6**	**7.5**	**7.3**

Heatmap | Sexual Orientation
The Happiness Index

Theme/Question	Bisexual	Gay/Lesbian	Heterosexual	Not Known	Prefer not to state
Personal Growth	**7.2**	**7.3**	**7.5**	**7.6**	**7.7**
How satisfied are you with the amount of learning opportunities on offer?	7.9	7.4	8.0	7.9	8.2
How satisfied are you with the opportunity to progress your career here?	6.0	6.8	7.1	7.3	7.5
How satisfied are you with the amount of challenge in your role?	7.5	7.7	7.5	7.5	7.5
Meaning & Purpose	**8.4**	**6.9**	**7.9**	**7.9**	**7.4**
How inspired are you by your organisation?	7.4	5.9	7.0	7.1	6.6
How committed are you to helping the organisation succeed?	9.3	7.9	8.7	8.6	8.2
Clarity	**8.6**	**7.4**	**8.1**	**8.2**	**8.1**
How clear are you on the requirements of your job?	8.8	8.1	8.6	8.6	8.7
How well does your organisation keep you informed?	8.6	6.9	7.9	7.9	7.7
How clear is the link between your role and the success of the organisation?	8.5	7.1	7.8	8.0	7.8
Enablement	**8.6**	**7.1**	**8.0**	**8.0**	**8.0**
How able are you to manage your workload?	8.8	6.7	8.1	8.3	8.0
To what extent do you have access to the resources you need to support you in your role?	8.4	7.4	7.9	7.8	8.0
Values Index	**8.2**	**6.9**	**7.6**	**7.5**	**7.4**
How well does the organisation live the values it promotes?	8.2	6.9	7.6	7.5	7.4
Digital Transformation Programme	8.3	7.2	7.5	7.7	7.8
In my role, our digital devices and systems help me to do my best work.	7.4	6.8	7.1	7.2	7.5
I have the confidence and skills to use our digital devices and systems.	9.1	7.6	8.0	8.1	8.1
Average	**8.0**	**7.1**	**7.7**	**7.7**	**7.6**

Heatmap | Disability

Theme/Question	N	Y
Safety	**7.5**	**7.2**
How satisfied are you with the physical environment you work in?	7.9	7.6
How much do you trust your organisation?	7.2	7.1
How satisfied are you with the balance between your work and home life?	7.3	6.9
Freedom	**7.8**	**7.5**
How free do you feel to be your true self at work?	7.8	7.3
How satisfied are you with the level of freedom you have in your role?	7.8	7.6
Relationships	**8.2**	**7.9**
How positive are your relationships at work?	7.9	7.6
How much do you enjoy working with your team?	8.1	7.9
How well do you get on with people at work?	8.4	8.1
Acknowledgment	**7.1**	**6.8**
How much do you feel valued as an individual?	7.2	6.8
How much do you feel your opinions are listened to?	7.0	6.9
Overall, how happy are you at work and please tell us why?	**7.6**	**7.3**

Theme/Question	N	Y
Personal Growth	**7.5**	**7.4**
How satisfied are you with the amount of learning opportunities on offer?	8.0	7.9
How satisfied are you with the opportunity to progress your career here?	7.1	6.9
How satisfied are you with the amount of challenge in your role?	7.5	7.5
Meaning & Purpose	**7.8**	**7.7**
How inspired are you by your organisation?	7.0	6.8
How committed are you to helping the organisation succeed?	8.7	8.7
Clarity	**8.1**	**8.1**
How clear are you on the requirements of your job?	8.6	8.8
How well does your organisation keep you informed?	7.9	7.7
How clear is the link between your role and the success of the organisation?	7.9	7.8
Enablement	**8.0**	**8.0**
How able are you to manage your workload?	8.1	8.1
To what extent do you have access to the resources you need to support you in your role?	7.9	7.8
Values Index	**7.6**	**7.7**
How well does the organisation live the values it promotes?	7.6	7.7
Digital Transformation Programme	**7.6**	**7.0**
In my role, our digital devices and systems help me to do my best work.	7.2	6.4
I have the confidence and skills to use our digital devices and systems.	8.1	7.6
Average	**7.7**	**7.5**

Heatmap | Gender

Theme/Question	Female	Male
Safety	**7.4**	**7.6**
How satisfied are you with the physical environment you work in?	7.8	8.1
How much do you trust your organisation?	7.2	7.3
How satisfied are you with the balance between your work and home life?	7.2	7.5
Freedom	**7.7**	**7.8**
How free do you feel to be your true self at work?	7.7	7.7
How satisfied are you with the level of freedom you have in your role?	7.7	7.9
Relationships	**8.1**	**8.2**
How positive are your relationships at work?	7.9	8.0
How much do you enjoy working with your team?	8.1	8.2
How well do you get on with people at work?	8.4	8.4
Acknowledgment	**7.0**	**7.2**
How much do you feel valued as an individual?	7.1	7.4
How much do you feel your opinions are listened to?	7.0	7.1
Overall, how happy are you at work and please tell us why?	**7.6**	**7.6**

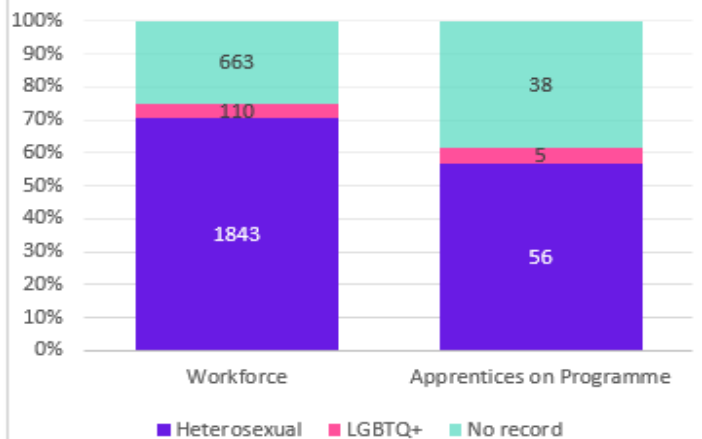| Theme/Question	Female	Male
Personal Growth	**7.6**	**7.4**
How satisfied are you with the amount of learning opportunities on offer?	8.0	7.8
How satisfied are you with the opportunity to progress your career here?	7.2	6.8
How satisfied are you with the amount of challenge in your role?	7.4	7.6
Meaning & Purpose	**7.8**	**7.8**
How inspired are you by your organisation?	7.0	7.1
How committed are you to helping the organisation succeed?	8.7	8.6
Clarity	**8.1**	**8.1**
How clear are you on the requirements of your job?	8.7	8.5
How well does your organisation keep you informed?	7.9	7.9
How clear is the link between your role and the success of the organisation?	7.9	7.9
Enablement	**8.0**	**8.0**
How able are you to manage your workload?	8.1	8.2
To what extent do you have access to the resources you need to support you in your role?	7.9	7.8
Values Index	**7.6**	**7.6**
How well does the organisation live the values it promotes?	7.6	7.6
Digital Transformation Programme	**7.5**	**7.6**
In my role, our digital devices and systems help me to do my best work.	7.1	7.1
I have the confidence and skills to use our digital devices and systems.	7.9	8.2
Average	**7.7**	**7.8**

The Happiness Index

Learning and Development data

Staff from all other ethnic groups are represented in the uptake of apprenticeship programmes at a very similar percentage to their representation in the wider workforce, indicating that learning opportunities are fairly distributed when looking at race and ethnicity. This is a positive change from 2022 figures. There is a similar equal distribution of LGBTQ+ staff in apprenticeships as in the wider workforce, which was also the case in 2022. Again, this can be taken as an indicator that learning opportunities are fairly distributed when looking at sexual orientation and gender identity, although absolute numbers are very small.

Comparison between Ethnicities on a Learning Programme

	Workforce	Apprentices on Programme
No record	326	19
All other ethnic groups	1082	43
White British	1208	37

Legend: White British, All other ethnic groups, No record

Comparison between sexual orientation of Employees in Apprenticeship Learning vs Workforce

	Workforce	Apprentices on Programme
No record	663	38
LGBTQ+	110	5
Heterosexual	1843	56

Legend: Heterosexual, LGBTQ+, No record