



University Hospitals Birmingham
NHS Foundation Trust

Annual Workforce Diversity Report 2026

University Hospitals Birmingham
NHS Foundation Trust



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1. Introduction

The Equality Act 2010

The Equality Act 2010 (the Act) replaced previous anti-discrimination laws with a single Act. It simplified the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthened the law in important ways, to help tackle discrimination and inequality. The majority of the Act came into force on 1 October 2010.

The Equality Act 2010 prohibits direct and indirect discrimination, harassment and victimisation in relation to any of the protected characteristics which are:

- Age;
- Disability;
- Gender Reassignment;
- Marriage and Civil Partnership;
- Pregnancy and Maternity;
- Race;
- Religion or Belief;
- Sex;
- Sexual Orientation.

Public Sector Equality Duty (The General Duty)

The Equality Duty is a duty on public bodies and others carrying out public functions. It has been described as bringing “equality issues into the mainstream of policy consideration”.

It ensures that public bodies consider the needs of all individuals in their day-to-day work – in shaping policy, in delivering services, and in relation to their own employees.

The new Equality Duty supports good decision making – it encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people’s needs.

By understanding the effect of their activities on different people, and how inclusive public services can support and open people to opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

The Equality Duty therefore, helps public bodies to deliver the Government's overall objectives for public services. The Equality Duty is set out in section 149 of the Act.

As a public organisation University Hospitals Birmingham NHS Foundation Trust (the Trust) is required to have due regards to the Public Sector Equality Duty (PSED) in relation to our commitments, both as an employer and as a service provider. This legislation stipulates that public sector organisations such as the Trust, must, when carrying out our activities both internally and externally:

- eliminate unlawful discrimination;
- advance equality of opportunity;
- foster good relations between different people.

The purpose of this report is to publish information on the data of the Trust based on the protected characteristics under The Equality Act 2010. Whilst this is a legal obligation, it is also an essential part of the Trust to provide services that meet the diverse needs of our patient population and our workforce.

The data presented in this report includes, workforce demographics, recruitment and selection, leavers data and colleague representation across the protected groups, where this data is available.

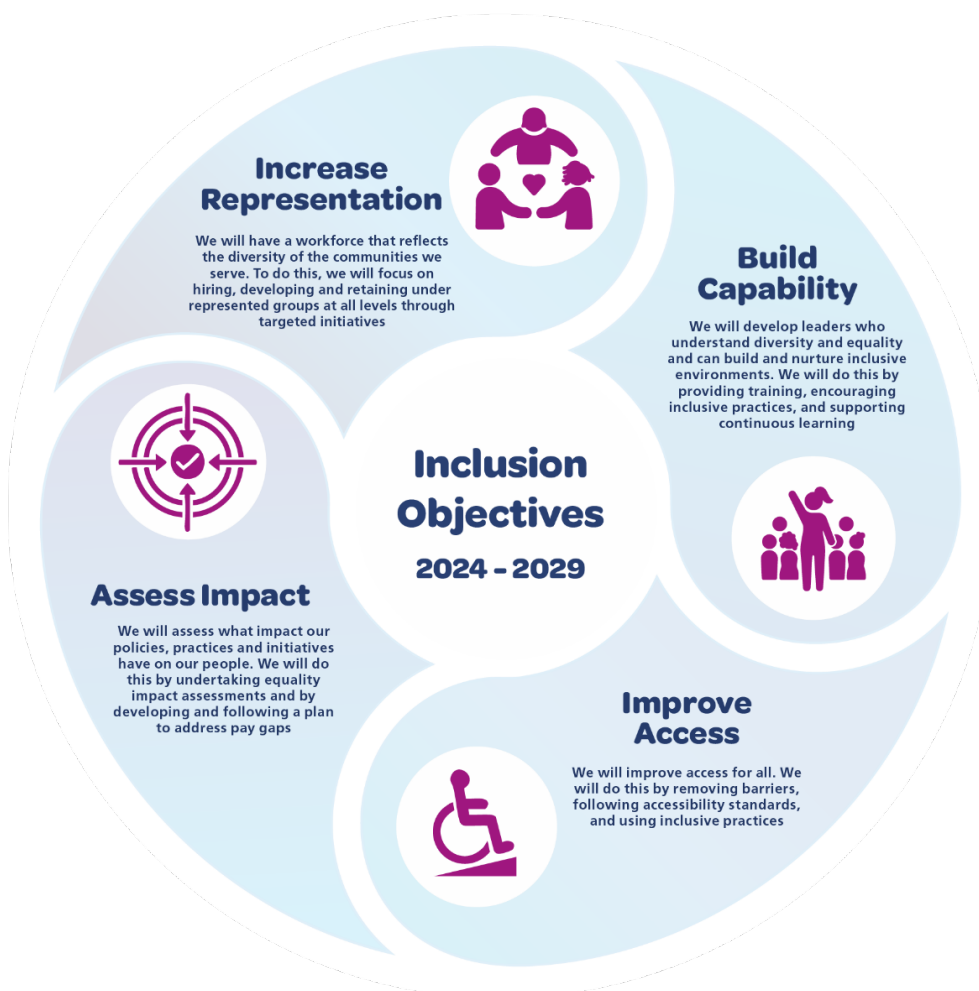
The report helps the Trust to know and understand its data so that it can identify any potential disadvantages for any protected groups and to support the development of further actions. The data in this report is based on the information that the Trust collates and comes from multiple sources:

- Current position data based on staff in post as of 31 March 2026 taken from Electronic Staff Records (ESR);
- Leaver data taken from the period 1 April 2025 – 31 March 2026 taken from ESR;
- Recruitment and selection data taken from the period 1 April 2025 – 31 March 2026 taken from its recruitment data base.

2. Monitoring

The Trust reviews delivery of our Diversity, Equality and Inclusion work against the organisations Inclusion Objectives which link with the Trust's overall People Strategy.

The below infographic highlights the Equality Objectives for the Trust for 2024-2029.



Our ongoing work as part of the Public Sector Equality Duty is delivered, reported, monitored and reviewed by the following:

- Annual Workforce Diversity Data Report;
- Equality Delivery System (EDS);
- NHS National Staff Surveys;
- Pay Gap Report (Gender, Disability, Ethnicity);
- Site People and Culture meetings;
- Trust Health Inequalities Strategy Group;
- Trust People and Culture Committee;
- The Trust's Culture Transformation Programme Board;
- Workforce Disability Equality Standard (WDES);
- Workforce Race Equality Standard (WRES);
- Workforce Women's Equality Standard (WWES).

3. Age

Age - Current Workforce Data

The highest percentage of the workforce is in the age range between 31-35 years of age. Details of the age breakdown for the Trust can be found in the table below:

Age Band	Headcount	FTE	Headcount %	FTE %
<=20 Years	160	141.88	0.60%	0.61%
21-25	2081	1939.22	7.84%	8.30%
26-30	3685	3436.23	13.88%	14.70%
31-35	3965	3560.94	14.94%	15.24%
36-40	3612	3155.79	13.61%	13.50%
41-45	2883	2522.12	10.86%	10.79%
46-50	2701	2400.38	10.17%	10.27%
51-55	2691	2396.72	10.14%	10.25%
56-60	2433	2090.36	9.16%	8.94%
61-65	1660	1285.98	6.25%	5.50%
66-70	489	329.84	1.84%	1.41%
>=71 Years	188	112.09	0.71%	0.48%
Total	26548	23371.55	100.00%	100.00%
Based on staff in post as of 31 March 2026 taken from ESR				

Age - Leavers

The highest percentage of the workforce leaving the Trust is in the age range 26-30 years of age.

Details of the age breakdown for the Trust can be found in the table below:

Age Band	Headcount	FTE	Headcount %	FTE %
<=20 Years	45	41.49	1.95%	2.15%
21-25	342	310.03	14.81%	16.05%
26-30	368	328.66	15.93%	17.01%
31-35	304	258.43	13.16%	13.38%
36-40	233	194.09	10.09%	10.05%
41-45	196	165.97	8.48%	8.59%
46-50	141	118.70	6.10%	6.14%
51-55	146	120.45	6.32%	6.23%
56-60	215	174.12	9.31%	9.01%
61-65	174	125.61	7.53%	6.50%
66-70	111	73.76	4.81%	3.82%
>=71 Years	35	20.67	1.52%	1.07%
Total	2310	1931.98	100.00%	100.00%
April 2025 to March 2026				

Data from the 2021 census shows that the median age in Birmingham is almost 10 years younger than Solihull (34 years and 43 years respectively).

The highest percentage of the workforce is in the age range of 31-35 years of age.

The highest percentage of the workforce that leaves the Trust is in the age range of 26-30 years of age.

4. Disability

Disability - Current Workforce Data

Data from ESR as of 31 March 2026 shows that 7.70% of staff have shared that they have a disability.

Details of staff who have shared that they have a disability at the Trust can be found in the table below:

Disability	Headcount	FTE	Headcount %	FTE %
No	22033	19426.73	82.99%	83.12%
Not Declared	1615	1429.87	6.08%	6.12%
Prefer Not To Answer	137	124.45	0.52%	0.53%
Unspecified	720	628.36	2.71%	2.69%
Yes	2043	1762.14	7.70%	7.54%
Total	26548	23371.55	100.00%	100.00%
Based on colleagues in post as at 01 March 2026 taken from ESR				

The Trust is committed to the Disability Confident Scheme which aims to attract, recruit and retain people with a disability. The Trust was awarded Disability Confident 'Leader' status in May 2025.

Disability - Recruitment and Selection

The details on applicants who declare that they have a disability and do not who are shortlisted and then recruited are shown in the table as below.

Disability	Application	Shortlisting	Recruited
No	89805	21887	4089
Yes	4661	1808	273
I do not wish to share	2151	723	160
Total	96617	24418	4522
01 April 2025 – 31 March 2026			

Disability – Leavers

Details of the colleagues who have left the Trust and had shared that they have a disability can be found in the table below.

Disability	Headcount	FTE	Headcount %	FTE %
No	1912	1599.47	82.77%	82.79%
Not Declared	109	90.02	4.72%	4.66%
Prefer Not To Answer	15	9.87	0.65%	0.51%
Unspecified	73	61.19	3.16%	3.17%
Yes	201	171.43	8.70%	8.87%
Total	2310	1931.98	100.00%	100.00%
01 April 2025 to 31 March 2026				

The Trust declaration rate for disability has improved continuously month on month over the last 12 months, however there is still work to be done to improve the data which is recorded on ESR in relation to staff with a disability.

The Trust reports on its planned actions to improve the attraction, recruitment, and retention of people with a disability in its annual WDES report.

5. Ethnicity

Ethnicity - Current Workforce Data

The summary of the staff in post by ethnicity is shown in the table as below:

Ethnicity Group	Headcount	FTE	Headcount %	FTE %
Black and Minority Ethnic	12294	11154.38	46.31%	47.73%
Not Stated/ Unspecified	1293	1173.70	4.87%	5.02%
White	12961	11043.47	48.82%	47.25%
Total	26548	23371.55	100.00%	100.00%
Based on colleagues in post as at 01 March 2026 taken from ESR				

The overall Black Asian and Minority Ethnic population at the Trust has increased to **46.31%** compared to 2025 which was **43.66%**

The breakdown of staff at the Trust who have indicated their ethnicity can be seen in the table as below:

Ethnicity	Headcount	FTE	Headcount %	FTE %
Asian or Asian British - Any other Asian background	1124	1029.74	4.23%	4.41%
Asian or Asian British - Bangladeshi	412	368.28	1.55%	1.58%
Asian or Asian British - Indian	2585	2379.52	9.74%	10.18%
Asian or Asian British - Pakistani	2220	1983.17	8.36%	8.49%
Black or Black British - African	2013	1840.90	7.58%	7.88%
Black or Black British - Any other Black background	669	594.30	2.52%	2.54%
Black or Black British - Caribbean	894	775.47	3.37%	3.32%
Mixed - Any other mixed background	246	221.07	0.93%	0.95%
Mixed - White & Asian	182	164.15	0.69%	0.70%
Mixed - White & Black African	132	122.62	0.50%	0.52%
Mixed - White & Black Caribbean	335	284.53	1.26%	1.22%
Not Stated	851	771.19	3.21%	3.30%
Other ethnic group - Any other ethnic group	1216	1143.58	4.58%	4.89%
Other ethnic group - Chinese	266	247.06	1.00%	1.06%
Unspecified	442	402.51	1.66%	1.72%
White - Any other White background	893	787.14	3.36%	3.37%

Ethnicity	Headcount	FTE	Headcount %	FTE %
White - British	11763	9998.28	44.31%	42.78%
White - Irish	305	258.04	1.15%	1.10%
Total	26548	23371.55	100.00%	100.00%
Based on staff in post as of 31 March 2026 taken from ESR				

Ethnicity - Recruitment and Selection

Details of the colleagues who have left the Trust and had shared their ethnicity can be found in the table below.

Ethnic Origin	Application	Shortlisting	Recruited
Asian or Asian British - Any other Asian background	4028	967	218
Asian or Asian British - Bangladeshi	3245	760	126
Asian or Asian British - Indian	16913	3514	525
Asian or Asian British - Pakistani	15293	3578	512
Black or Black British - African	24809	4946	679
Black or Black British - Any other Black background	850	222	26
Black or Black British - Caribbean	2394	735	126
I do not wish to disclose my ethnic origin	2457	766	128
Mixed - Any other mixed background	673	209	52
Mixed - White & Asian	1690	401	69
Mixed - White & Black African	3103	573	64
Mixed - White & Black Caribbean	1080	371	86
Other ethnic group - Any other ethnic group	3224	738	172
Other ethnic group - Chinese	1080	322	95
White - Any other White background	2299	649	135
White - British	13119	5505	1470
White - Irish	360	162	39
Total	96617	24418	4522
01 April 2025 – 31 March 2026			

Ethnicity – leavers

The data for ethnicity colleagues leaving the Trust can be found in the table below.

Ethnic Origin	Headcount	FTE	Headcount %	FTE %
Blank	82	72.73	3.55%	3.76%
Black or Minority Ethnic	990	851.45	42.86%	44.07%
Not Stated	57	48.17	2.47%	2.49%
White	1181	959.63	51.13%	49.67%
Grand Total	2310	1931.98	100.00%	100.00%
01 April 2025 to 31 March 2026				

6. Sex

Sex and gender are different concepts that are often used interchangeably. Within this report the following definitions are used:

- Sex -biologically defined
- Gender -Gender identity refers to a person's deeply felt, internal and individual experience of gender, which may or may not correspond to the person's physiology or designated sex at birth.

Sex – Current Workforce Data

Data taken from ESR illustrates the workforce population split. Overall, the female workforce population in the Trust is **74.69%** compared to **25.31%** male. This percentage split has remained constant for many years and is representative of the workforce gender split across the NHS nationally.

The data can be seen in the table below:

Sex	Headcount	FTE	Headcount %	FTE %
Female	19830	17045.35	74.69%	72.93%
Male	6718	6326.19	25.31%	27.07%
Total	26548	23371.55	100.00%	100.00%
Based on colleagues in post as of 31 March 2026 taken from ESR				

The below table shows that as staff progress into roles at band 8a and above, the representation of women declines in comparison to the overall Trust population:

Band	Female	Male	Total	Female %	Male %
Band 8a	584	250	834	70.02%	29.98%
Band 8b	204	97	301	67.77%	32.23%
Band 8c	69	47	116	59.48%	40.52%
Band 8d	37	20	57	64.91%	35.09%
Band 9	12	8	20	60.00%	40.00%
Senior Manager	33	24	57	57.89%	42.11%
Total	939	446	1385	67.80%	32.20%
Based on colleagues in post as at 31 March 2026 taken from ESR					

Within the Trust Medical and Dental grades, there is still a greater percentage of males in these roles, however, this year, the Trust has seen an increase in the number of females occupying Consultant grade roles.

The data can be seen in the table below:

Band	Female	Male	Total	Female %	Male %
Career Medic	69	61	130	53.08%	46.92%
Consultant	489	909	1398	34.98%	65.02%
Resident Medic	982	1020	2002	49.05%	50.95%
Total	1540	1990	3530	43.63%	56.37%
Based on colleagues in post as of 31 March 2026 taken from ESR					

Sex – Recruitment and Selection

The data can be seen in the table below.

Sex	Application	Shortlisting	Recruited
Female	65797	17248	3188
Male	30364	7003	1292
I do not wish to disclose	456	167	42
Total	96617	24418	4522
01 April 2025 – 31 March 2026			

Sex – Leavers

The Trust has recently reviewed and revised its Leavers Policy which includes a more robust exit interview process. We are now able to ascertain the reasons behind the person leaving and address any areas of concern.

The data can be seen in the table as below.

Sex	Headcount	FTE	Headcount %	FTE %
Female	1801	1468.66	77.97%	76.02%
Male	509	463.32	22.03%	23.98%
Grand Total	2310	1931.98	100.00%	100.00%
01 April 2025 – 31 March 2026				

7. Gender Pay Gap (GPG)

The Trust's Gender Pay Gap report can be found here:

[Gender pay gap](#)

In addition to the Trust's statutory duty to provide gender pay gap analysis, it has undertaken additional pay gap analysis for disability and ethnicity. These are reported in the Trust's Pay Gap report which includes an action plan to address all pay gaps.

8. Marital Status

Details of the marital status of colleagues at the Trust can be found in the table below.

Marital Status	Headcount	FTE	Headcount %	FTE %
Civil Partnership	423	371.25	1.59%	1.59%
Divorced	842	720.00	3.17%	3.08%
Legally Separated	148	129.71	0.56%	0.56%
Married	10423	9008.29	39.26%	38.54%
Single	8868	8001.47	33.40%	34.24%
Unknown	1526	1370.27	5.75%	5.86%
Widowed	174	139.98	0.66%	0.60%
(blank)	4144	3630.58	15.61%	15.53%
Total	26548	23371.55	100.00%	100.00%
Based on staff in post as of 31 March 2026 taken from ESR				

9. Religion or Belief

Religion or Belief – Current Workforce Data

From the current workforce data, the largest reported religion or belief was recorded as Christianity **(39.38%)**, followed by “I do not wish to disclose” **(19.76%)** and then Islam **(14.42%)**.

Details of the different religions or belief that colleagues at the Trust have shared can be found in the table below.

Religion or Belief	Headcount	FTE	Headcount %	FTE %
Atheism	2456	2213.33	9.25%	9.47%
Buddhism	163	151.47	0.61%	0.65%
Christianity	10454	9135.70	39.38%	39.09%
Hinduism	873	820.32	3.29%	3.51%
I do not wish to disclose my religion/belief	5246	4509.64	19.76%	19.30%
Islam	3828	3443.38	14.42%	14.73%
Jainism	13	12.73	0.05%	0.05%
Judaism	18	17.16	0.07%	0.07%
Other	2041	1766.02	7.69%	7.56%
Sikhism	599	531.85	2.26%	2.28%
Unspecified	857	769.95	3.23%	3.29%
Total	26548	23371.55	100.00%	100.00%
Based on staff in post as of 31 March 2026 taken from ESR				

Religion or Belief – Recruitment & Selection

The breakdown of the different religions and faiths in relation to recruitment and selection can be seen in the table below.

Religion or belief	Application	Shortlisting	Recruited
Atheism	5308	2042	597
Buddhism	1160	216	47
Christianity	42881	10259	1770
Hinduism	6764	1372	198
I do not wish to disclose my religion/belief	6080	1940	416

Religion or belief	Application	Shortlisting	Recruited
Islam	28067	6635	1080
Jainism	82	29	3
Judaism	40	18	6
Other	3476	1215	298
Sikhism	2759	692	107
Total	96617	24418	4522
April 2025 – March 2026			

Religion or Belief – leavers

The breakdown of the different religions and faiths in relation to leaver can be seen in the table below.

Religious Belief	Headcount	FTE	Headcount %	FTE %
Atheism	238	209.74	10.30%	10.86%
Buddhism	7	5.53	0.30%	0.29%
Christianity	863	709.59	37.36%	36.73%
Hinduism	62	56.54	2.68%	2.93%
I do not wish to disclose my religion/ belief	464	369.64	20.09%	19.13%
Islam	321	278.59	13.90%	14.42%
Judaism	3	1.31	0.13%	0.07%
Other	198	168.87	8.57%	8.74%
Sikhism	51	43.55	2.21%	2.25%
Unspecified	103	88.61	4.46%	4.59%
Total	2310	1931.98	100.00%	100.00%
April 2025 to March 2026				

10. Sexual Orientation

Sexual Orientation – Current Workforce Data

Details of the sexual orientation of staff at the Trust can be found in the table below:

Sexual Orientation	Headcount	FTE	Headcount %	FTE %
Bisexual	318	294.79	1.20%	1.26%
Gay or Lesbian	369	345.20	1.39%	1.48%
Heterosexual or Straight	21042	18558.42	79.26%	79.41%
Not stated (person asked but declined to provide a response)	3877	3324.56	14.60%	14.22%
Other sexual orientation not listed	44	39.25	0.17%	0.17%
Undecided	58	53.28	0.22%	0.23%
Unspecified	840	756.05	3.16%	3.23%
Total	26548	23371.55	100.00%	100.00%
Based on staff in post as of 31 March 2026 taken from ESR				

Sexual Orientation – recruitment and Selection

Details of the sexual orientation of colleagues recruited at the Trust can be found in the table below.

Sexual Orientation	Application	Shortlisting	Recruited
Bisexual	1736	449	98
Gay	781	261	76
Heterosexual or Straight	89636	22395	4063
Lesbian	331	111	27
Other sexual orientation not listed	210	43	8
Prefer not to disclose	3700	1085	234
Undecided	223	74	16
Total	96617	24418	4522
April 2025 – March 2026			

Sexual Orientation – leavers

Details of the sexual orientation of colleagues at the Trust can be found in the table below.

Sexual Orientation	Headcount	FTE	Headcount %	FTE %
Bisexual	35	30.15	1.52%	1.56%
Gay or Lesbian	35	31.95	1.52%	1.65%
Heterosexual or Straight	1796	1506.12	77.75%	77.96%
Not stated (person asked but declined to provide a response)	324	259.41	14.03%	13.43%
Other sexual orientation not listed	9	8.72	0.39%	0.45%
Undecided	5	4.40	0.22%	0.23%
Unspecified	106	91.22	4.59%	4.72%
Total	2310	1931.98	100.00%	100.00%

11. Census data summary - 2021

The most recent census data provides details of the communities that the Trust provides health care services to across the Birmingham and Solihull Integrated Care System (BSol ICB).

The Trust continues to review the 2021 Census against its own demographic data in its endeavour to reflect the public that it serves.

There is a change in the BSol population from 2011 Census to 2021 Census, in particular Birmingham has a minority ethnic majority. This means that there are more people in Birmingham who have indicated that they are from an ethnic minority background (51.4%) than there are people who have indicated that they are white (48.6%). The Trust also recognises the diversity that it has between its population of Birmingham and Solihull and the different council wards with each of these areas.

Further details of the Census can be found on the Birmingham City Council website:
[Birmingham City Council - 2021 Census](#)

Census data for Birmingham and Solihull, comparing 2011 and 2021 can be seen in the table below

	Birmingham 2011	Solihull 2011	Birmingham 2021	Solihull 2021
Age	Median age 32	Median age 42	Median age 34	Median age 43
Disability ¹	9.6% Disabled - limited a lot	8.1% Disabled - limited a lot	11.8% Disabled - limited a lot	7.0% Disabled - limited a lot
	11.6% Disabled - limited a little	9.7% Disabled - limited a little	10.4% Disabled - limited a little	9.8% Disabled - limited a little
	76.6% Not disabled	82.2% Not disabled	80.1% Not disabled	83.2% Not disabled
Ethnicity	26.6% Asian	6.6% Asian	31.0% Asian	11.0% Asian
	9.0% Black Caribbean or African	1.6% Black Caribbean or African	11.0% Black Caribbean or African	1.8% Black Caribbean or African
	4.4% Mixed	2.1% Mixed	4.8% Mixed	3.5% Mixed
	% Other	0.6% Other	% Other	1.5% Other
	57.9% White	89.1% White	48.6% White	82.2% White
Gender	49.27% Men	48.4% Men	48.98% Men	48.6% Men
	50.73% Women	51.4% Women	51.02% Women	51.5% Women
Religion or belief	0.4% Buddhist	0.2% Buddhist	0.4% Buddhist	0.3% Buddhist
	2.1% Hindu	1.8% Hindu	1.9% Hindu	2.8% Hindu
	0.2% Jewish	0.2% Jewish	0.1% Jewish	0.1% Jewish
	21.8% Muslim	2.5% Muslim	29.9% Muslim	5.3% Muslim
	19.3% No religion	21.4% No religion	24.1 % No religion	32.9% No religion
	6.53%not answered	6.4% not answered	6.1%not answered	5.2% not answered
	0.53% Other	0.3% Other	0.6% Other	0.4% Other
	46.1% Christian	65.6% Christian	34% Christian	50.7% Christian
	3.02% Sikh	1.7% Sikh	2.9% Sikh	2.3% Sikh

¹Caution should be taken when making comparisons between 2011 and 2021 because of changes in question wording and response options Census 2021 was undertaken during the coronavirus (COVID-19) pandemic. This may have influenced how people perceived their health status and activity limitations and therefore may have affected how people chose to respond.

	Birmingham 2011	Solihull 2011	Birmingham 2021	Solihull 2021
Marital Status ²	41.6% Never married and never registered a civil partnership	30.1% Never married and never registered a civil partnership	44.9% Never married and never registered a civil partnership	33.3% Never married and never registered a civil partnership
	41.2% Married or in a registered civil partnership	51.7% Married or in a registered civil partnership	40.0% Married or in a registered civil partnership	49.5% Married or in a registered civil partnership
	3.2% Separated, but still legally married or still legally in a civil partnership	2.4% Separated, but still legally married or still legally in a civil partnership	2.6% Separated, but still legally married or still legally in a civil partnership	1.9% Separated, but still legally married or still legally in a civil partnership
	7.5% Divorced or civil partnership dissolved	8.0% Divorced or civil partnership dissolved	7.3% Divorced or civil partnership dissolved	8.1% Divorced or civil partnership dissolved
	6.5% Widowed or surviving civil partnership partner	7.8% Widowed or surviving civil partnership partner	5.3% Widowed or surviving civil partnership partner	7.1% Widowed or surviving civil partnership partner
Sexual Orientation ³			0.05% Asexual	0.03% Asexual
			1.27% Bisexual	0.72% Bisexual
			9.42% Did not answer	6.17% Did not answer
			1.01% Gay or Lesbian	1.35% Gay or Lesbian
			0.28% Pansexual	0.11% Pansexual
			87.57% Straight or heterosexual	91.95% Straight or heterosexual
Population	1,073,000	206,700	1,144,900	216,200

²Percentage of usual residents aged 16 years and over by legal partnership status.

³People aged 16 years and over.

12. Conclusion

The Trust values and Behavioural Framework underpin its ambition to make the Trust a centre of national excellence for inclusion where its practices and behaviours are recognised as exemplary in healthcare.

The Trust's Equality Objectives are fundamental in achieving its People Priorities as part of the overall Trust strategy. The Trust strategic ambition is to have an inclusive culture where everyone at the Trust feels like they belong, can thrive, knows that they add value and feels valued.

To achieve the Trust strategic ambition, to demonstrate due regard to its Public Sector Equality Duty, and to address disparities identified in its data, the Trust has developed a series of action plans that are monitored and reviewed through its People and Culture Committee which reports up to the Trust's Board. These action plans can also be found as part of the following public reports:

Gender Pay Gap Annual Report

[Gender pay gap](#)

Workforce Disability Equality Standard

[Workforce Disability Equality Standard](#)

Workforce Race Equality Standard

[Workforce Race Equality Standard](#)

Workforce Women's Equality Standard:

[Workforce Women's Equality Standard](#)

