



University Hospitals Birmingham
NHS Foundation Trust

Annual Workforce Diversity Report 2025

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 colleagues in post as of 31 March 2025 taken from ESR;
- Leaver data taken from the period 1 April 2024 – 31 March 2025 taken from ESR;
- Recruitment and selection data taken from the period 1 April 2024 – 31 March 2025 taken from our 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:

- People and Culture Committee;
- Culture and Inclusion Performance Group;
- Culture and Inclusion Delivery Group;
- Staff Networks;
- Annual Workforce Diversity Data Report;
- Gender Pay Gap (GPG);
- Equality Delivery System (EDS);
- Workforce Disability Equality Standard (WDES);
- Workforce Race Equality Standard (WRES);
- NHS National Staff Surveys

3. Age

Age - Current Workforce Data

The highest percentage of the workforce is in the age range between 26-35 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	242	223.49	0.93%	0.97%
21-25	2233	2114.69	8.54%	9.18%
26-30	3640	3391.75	13.93%	14.72%
31-35	3837	3438.48	14.68%	14.92%
36-40	3416	2978.13	13.07%	12.93%
41-45	2796	2435.95	10.70%	10.57%
46-50	2694	2387.19	10.31%	10.36%
51-55	2708	2418.75	10.36%	10.50%
56-60	2381	2034.93	9.11%	8.83%
61-65	1582	1222.72	6.05%	5.31%
66-70	433	289.35	1.66%	1.26%
>=71 Years	173	104.76	0.66%	0.45%
Total	26135	23040.18	100.00%	100.00%
based on colleagues in post as at 31 March 2025 taken from ESR				

Age - Leavers

The highest percentage of the workforce leaving the Trust is in the age range between 21-30 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	57	46.81	2.46%	2.42%
21-25	363	327.47	15.64%	16.94%
26-30	386	342.95	16.63%	17.74%
31-35	296	249.79	12.75%	12.92%
36-40	205	163.20	8.83%	8.44%
41-45	176	145.90	7.58%	7.55%
46-50	142	118.07	6.12%	6.11%
51-55	154	131.86	6.64%	6.82%
56-60	190	156.95	8.19%	8.12%
61-65	224	168.39	9.65%	8.71%
66-70	98	64.30	4.22%	3.33%
>=71 Years	30	17.29	1.29%	0.89%
Total	2321	1932.97	100.00%	100.00%
April 2024 to March 2025				

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

The highest percentage of the workforce is in the age range between 26-35 years of age.

The highest percentage of the workforce that leaves the Trust is in in the age range between 21-25 years of age.

4. Disability

Disability - Current Workforce Data

Data from ESR as of 31 March 2025 shows that 5.62% of colleagues have shared that they have a disability. We have significantly reduced where disability status is unspecified from 6.94% in 2024 to 2.01% in 2025 or not declared from 13.22% in 2024 to 6.79% in 2025.

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

Disability	Headcount	FTE	Headcount %	FTE %
No	22260	19624.26	85.17%	85.17%
Not Declared	1774	1591.85	6.79%	6.91%
Prefer Not To Answer	107	93.75	0.41%	0.41%
Unspecified	526	455.78	2.01%	1.98%
Yes	1468	1274.54	5.62%	5.53%
Total	26135	23040.18	100.00%	100.00%
based on colleagues in post as at 01 March 2025 taken from ESR				

The Trust is committed to the Disability Confident Scheme which aims to attract, recruit and retain people with a disability. Currently the Trust holds 'Employer' status with the scheme, and we have submitted our application for this to be upgraded to 'Leader' status in 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	109329	26934	5176
Yes	4492	1769	278
I do not wish to share	2192	694	160
Total	116013	29397	5614
01 April 2024 – 31 March 2025			

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	1795	1497.93	77.34%	77.49%
Not Declared	240	194.18	10.34%	10.05%
Prefer Not To Answer	13	10.37	0.56%	0.54%
Unspecified	121	103.40	5.21%	5.35%
Yes	152	127.08	6.55%	6.57%
Total	2321	1932.97	100.00%	100.00%
01 April 2024 to 31 March 2025				

The workforce comparison against the local population suggests under reporting of disabilities.

Although the position has improved there is still work to be done to improve the data which is recorded on ESR in relation to colleagues with a disability.

The Trust will report via WDES on the planned actions to improve the attraction, recruitment, and retention of people with a disability.

Workforce Disability Equality Standard

Please see the link below for the full WDES report.

[workforce-disability-equality-standard-report-2024.pdf](#)

5. Ethnicity

Ethnicity - Current Workforce Data

The summary of the colleagues in post since 2021 by ethnicity is shown in the table as below.

Ethnicity Group	Headcount	FTE	Headcount %	FTE %
Black and Minority Ethnic	11411	10355.4	43.66%	44.94%
Not Stated/ Unspecified	1494	1363.17	5.72%	5.92%
White	13230	11321.6	50.62%	49.14%
Total	26135	23040.2	100.00%	100.00%
based on colleagues in post as at 01 March 2024 taken from ESR				

The overall Black Asian and Minority Ethnic population at the Trust has increased again compared to 2024 which was **40.07%**

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

Ethnicity	Headcount	FTE	Headcount %	FTE %
White - British	12012	10257.64	45.96%	44.52%
White - Irish	324	270.34	1.24%	1.17%
White - Any other White background	894	793.64	3.42%	3.44%
Mixed - White & Black Caribbean	328	278.18	1.26%	1.21%
Mixed - White & Black African	100	92.22	0.38%	0.40%
Mixed - White & Asian	166	149.68	0.64%	0.65%
Mixed - Any other mixed background	238	211.36	0.91%	0.92%
Asian or Asian British - Indian	2400	2217.94	9.18%	9.63%
Asian or Asian British - Pakistani	2001	1781.82	7.66%	7.73%
Asian or Asian British - Bangladeshi	377	339.67	1.44%	1.47%
Asian or Asian British - Any other Asian background	1053	960.11	4.03%	4.17%

Ethnicity	Headcount	FTE	Headcount %	FTE %
Black or Black British - Caribbean	904	783.73	3.46%	3.40%
Black or Black British - African	1765	1615.99	6.75%	7.01%
Black or Black British - Any other Black background	654	576.97	2.50%	2.50%
Chinese	234	221.15	0.90%	0.96%
Any Other Ethnic Group	1191	1126.58	4.56%	4.89%
Unspecified	638	584.82	2.44%	2.54%
Not Stated	856	778.35	3.28%	3.38%
Total	26135	23040.18	100.00%	100.00%

based on colleagues in post as at 31 March 2024 taken from ESR

Workforce Race Equality Standard

Please see the link below for the full WRES report.

[Workforce Race Equality Standard](#)

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
Black or Black British - African	31101	6056	858
White - British	16886	7378	1948
Asian or Asian British - Indian	20338	4211	618
Asian or Asian British - Pakistani	17022	3923	622
Asian or Asian British - Any other Asian background	4540	1088	247
Mixed - White & Black African	4176	668	74
Other ethnic group - Any other ethnic group	3302	822	193
Asian or Asian British - Bangladeshi	3286	837	122
White - Any other White background	2893	783	189

Ethnicity	Headcount	FTE	Headcount %
Black or Black British - Caribbean	2625	913	172
I do not wish to disclose my ethnic origin	2777	777	150
Mixed - White & Asian	1820	392	62
Mixed - White & Black Caribbean	1463	482	99
Other ethnic group - Chinese	1495	377	94
Black or Black British - Any other Black background	987	221	46
Mixed - Any other mixed background	834	238	58
White - Irish	468	232	62
Total	116013	29398	5614
01 April 2024 – 31 March 2025			

Ethnicity – leavers

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

Ethnic Origin	Headcount	FTE	Headcount %	FTE %
Blank	65	55.64	2.80%	2.88%
Black or Minority Ethnic	943	804.16	40.63%	41.60%
Not Stated	74	59.39	3.19%	3.07%
White	1239	1013.78	53.38%	52.45%
Grand Total	2321	1932.97	100.00%	100.00%
01 April 2024 to 31 March 2025				

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 **75.31%** compared to **24.69%** 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	19681	16941.13	75.31%	73.53%
Male	6454	6099.06	24.69%	26.47%
Total	26135	23040.18	100.00%	100.00%

based on colleagues in post as of 31 March 2025 taken from ESR

The below table shows a higher percentage of male colleagues in band 8a and above.

Band	Female	Male	Total	Female %	Male %
Band 8a	566	239	805	70.31%	29.69%
Band 8b	199	97	296	67.23%	32.77%
Band 8c	68	44	112	60.71%	39.29%
Band 8d	37	20	57	64.91%	35.09%
Band 9	7	6	13	53.85%	46.15%
Senior Manager	38	32	70	54.29%	45.71%
Total	915	438	1353	67.63%	32.37%

based on colleagues in post as at 31 March 2025 taken from ESR

Within our Medical and Dental Grades, there is still a greater percentage of males in these roles, however, this year we have seen an increase in the number of females occupying Medic and Dental grade roles.

The data can be seen in the table below.

Band	Female	Male	Total	Female %	Male %
Career Medic	61	64	125	48.80%	51.20%
Consultant	456	877	1333	34.21%	65.79%
Resident Medic	906	873	1779	50.93%	49.07%
Total	1423	1814	3237	43.96%	56.04%

based on colleagues in post as of 31 March 2025 taken from ESR

Sex – Recruitment and Selection

The data can be seen in the table below.

Sex	Application	Shortlisting	Recruited
Female	75336	20773	4056
Male	40188	8472	1514
I do not wish to disclose	489	153	44
Total	116013	29398	5614

01 April 2024 – 31 March 2025

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	1808	1480.16	77.90%	76.57%
Male	513	452.81	22.10%	23.43%
Grand Total	2321	1932.97	100.00%	100.00%

01 April 2024 – 31 March 2025

7. Gender Pay Gap (GPG)

More details for the Gender Pay Gap can be found on our website.

[Gender pay gap](#)

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	380	329.86	1.45%	1.43%
Divorced	840	720.17	3.21%	3.13%
Legally Separated	137	121.25	0.52%	0.53%
Married	9914	8545.42	37.93%	37.09%
Single	8261	7465.41	31.61%	32.40%
Unknown	1694	1536.16	6.48%	6.67%
Widowed	169	133.62	0.65%	0.58%
(blank)	4740	4188.28	18.14%	18.18%
Total	26135	23040.18	100.00%	100.00%
based on colleagues in post as at 31 March 2025 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 Christian **(38.55%)**, followed by “I do not wish to disclose” **(21.42%)** and then Islam **(13.31%)**.

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	2398	2170.83	9.18%	9.42%
Buddhism	147	137.90	0.56%	0.60%
Christianity	10171	8881.80	38.92%	38.55%
Hinduism	816	768.56	3.12%	3.34%
I do not wish to disclose my religion/belief	5691	4935.13	21.78%	21.42%
Islam	3422	3066.40	13.09%	13.31%
Jainism	13	12.42	0.05%	0.05%
Judaism	18	15.86	0.07%	0.07%
Other	2072	1806.03	7.93%	7.84%
Sikhism	572	509.38	2.19%	2.21%
Unspecified	815	735.87	3.12%	3.19%
Total	26135	23040.18	100.00%	100.00%
based on colleagues in post as at 31 March 2025 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
Christianity	53417	13109	2332
Islam	31304	7211	1238
Hinduism	8645	1568	230
I do not wish to disclose my religion/ belief	6831	2134	523
Atheism	6262	2445	698
Other	4810	1704	372
Sikhism	3277	933	156
Buddhism	1335	240	55
Jainism	100	43	5
Judaism	32	12	5
Total	116013	29399	5614
April 2024 – March 2025			

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	228	201.99	9.82%	10.45%
Buddhism	13	11.65	0.56%	0.60%
Christianity	884	718.89	38.09%	37.19%
Hinduism	61	54.91	2.63%	2.84%
I do not wish to disclose my religion/belief	514	415.58	22.15%	21.50%
Islam	296	257.44	12.75%	13.32%
Judaism	2	1.60	0.09%	0.08%
Other	208	170.25	8.96%	8.81%
Sikhism	40	34.81	1.72%	1.80%
Unspecified	75	65.84	3.23%	3.41%
Total	2321	1932.97	100.00%	100.00%
April 2024 to March 2025				

10. Sexual Orientation

Sexual Orientation – Current Workforce Data

Data taken from ESR shows the reporting of sexual orientation across the workforce.

Currently the Trust does not record the gender identity of colleagues on ESR and therefore unable to provide data on colleagues who identify as Trans or Non-Binary.

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

Sexual Orientation	Headcount	FTE	Headcount %	FTE %
Bisexual	296	272.72	1.13%	1.18%
Gay or Lesbian	356	331.99	1.36%	1.44%
Heterosexual or Straight	20256	17872.14	77.51%	77.57%
Not stated (person asked but declined to provide a response)	4321	3739.66	16.53%	16.23%
Other sexual orientation not listed	50	45.99	0.19%	0.20%
Undecided	54	51.10	0.21%	0.22%
Unspecified	802	726.59	3.07%	3.15%
Total	26135	23040.18	100.00%	100.00%
based on colleagues in post as at 31 March 2025 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
Heterosexual or Straight	107570	27133	5119
Prefer not to disclose	4459	1175	258
Bisexual	2162	529	113
Gay	842	283	63
Lesbian	417	155	31
Other sexual orientation not listed	315	68	17
Undecided	248	58	13
Total	116013	29401	5614
based on April 2024 – March 2025			

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	43	39.00	1.85%	2.02%
Gay or Lesbian	43	39.41	1.85%	2.04%
Heterosexual or Straight	1764	1471.25	76.00%	76.11%
Not stated (person asked but declined to provide a response)	382	304.49	16.46%	15.75%
Other sexual orientation not listed	7	6.50	0.30%	0.34%
Undecided	5	4.48	0.22%	0.23%
Unspecified	77	67.84	3.32%	3.51%
Total	2321	1932.97	100.00%	100.00%
based on April 2024 – March 2025				

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 (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 ⁴	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

	Birmingham 2011	Solihull 2011	Birmingham 2021	Solihull 2021
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
Marital Status ⁵	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 ⁶			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

⁴ Caution 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.

⁵ Percentage of usual residents aged 16 years and over by legal partnership status

⁶ of people aged 16 years and over

⁷ [How life has changed in Birmingham: Census 2021 \(ons.gov.uk\)](https://ons.gov.uk)

⁸ How life has changed in Solihull: Census 2021 (ons.gov.uk)

12. Conclusion

Our Values and Behavioural Framework underpin our ambition to make the Trust a centre of national excellence for inclusion where our practices and behaviours will be recognised as exemplary in healthcare.

The Trust's Equality Objectives are fundamental in achieving our People Priorities as part of the overall Trust strategy. Our 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 our strategic ambition, to demonstrate due regard to our Public Sector Equality Duty, and to address disparities identified in our data, the Trust has developed a series of action plans that are monitored and reviewed through our 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](#)

