

Workforce establishment

Over the past five years, the council has experienced steady growth in its workforce. The headcount and whole-time equivalent (WTE) figures indicate a consistent increase in the number of employees, reflecting the council's commitment to expanding its workforce to meet the growing demands of its services.

In 2021, the council employed 1,160 staff members, with a WTE of 1,007. This number increased to 1,183 employees and a WTE of 1,042 in 2022. The upward trend continued in 2023, with the headcount rising to 1,212 and the WTE reaching 1,071. By 2024, the workforce had grown to 1,277 employees, with a WTE of 1,128. In 2025, the council employed 1,322 staff members, with a WTE of 1,176.

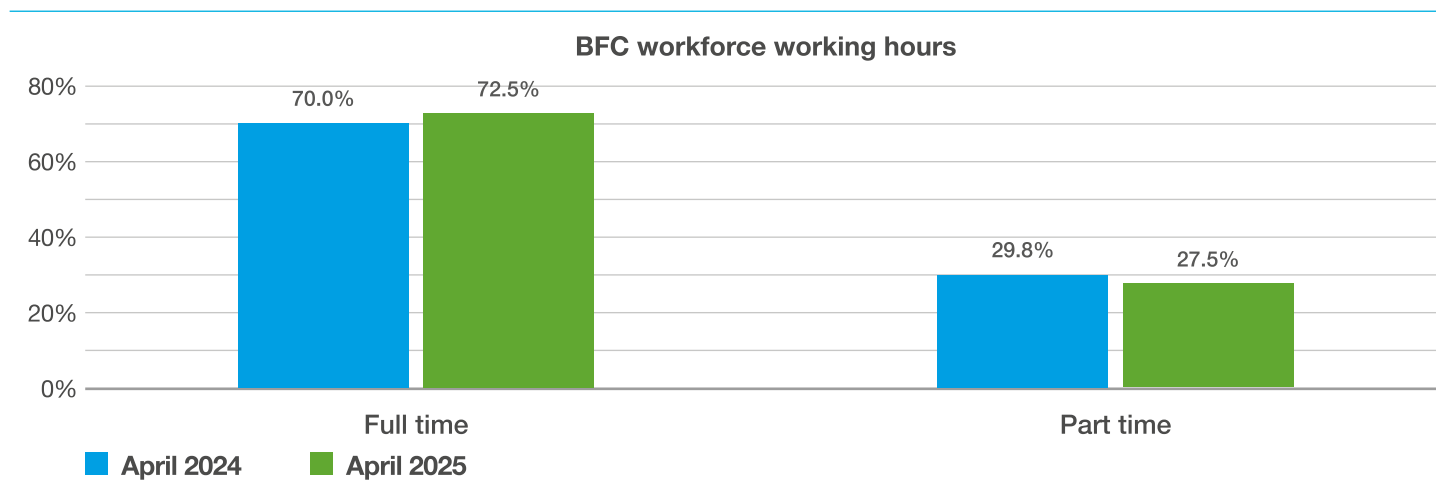
This steady increase in workforce numbers highlights the council's efforts to enhance its capacity and capability to deliver services effectively. The growth in headcount and WTE figures suggest that the council is continuing in its efforts to retain and attract employees, contributing to a more stable and resilient workforce.

Overall, the data indicates a positive trend in workforce composition, with consistent growth over the past five years. This expansion reflects the council's ongoing commitment to meeting the needs of its community and ensuring that it has the necessary resources to provide high-quality services.

Workforce working patterns

The working patterns of the council's workforce have shown slight changes between April 2024 and April 2025. The data indicates a shift towards an increase in full-time employment and a corresponding decrease in part-time employment.

In April 2024, 70.0 per cent of the workforce were employed on a full-time basis. This figure has risen to 72.5 per cent in April 2025, reflecting a notable increase in full-time employment. Conversely, the percentage of employees working part-time has decreased from 29.8 per cent in April 2024 to 27.5 per cent in April 2025.



This shift towards full-time employment suggests that the council is focusing on enhancing its capacity to deliver services effectively by increasing the number of full-time employees. The increase in full-time employment may also indicate a growing demand for more comprehensive roles that require full-time commitment. Additionally, the increased use of flexible working patterns, such as a 9-day fortnight, may also contribute to the rising demand for full-time roles.

The decrease in part-time employment could be attributed to several factors, including changes in workforce needs, organisational restructuring, or a strategic decision to prioritise full-time roles. It is essential for us to as a council to continue monitoring these trends to ensure that the workforce remains flexible and responsive to the needs of our community.

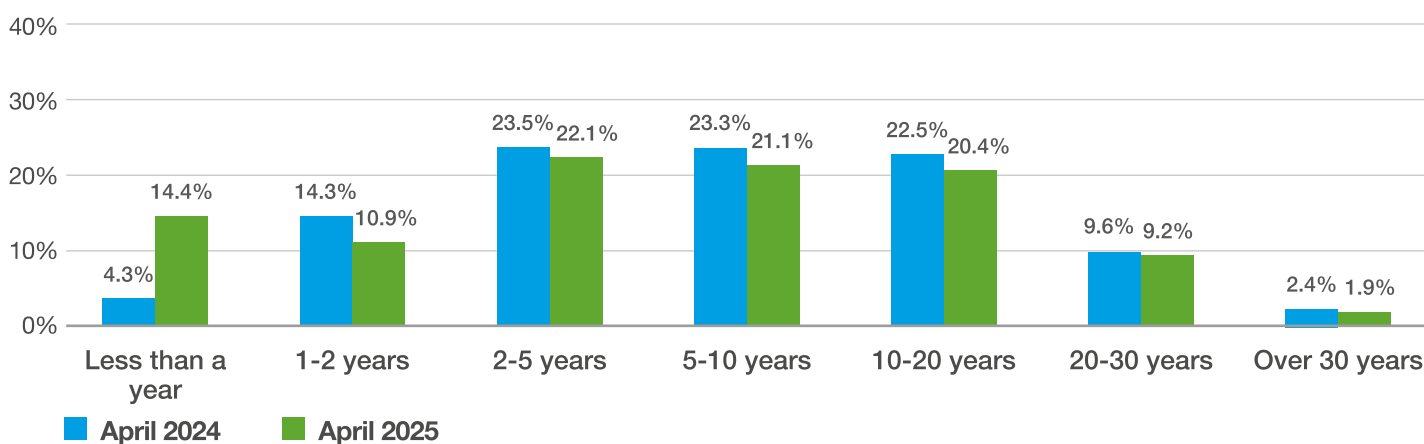
Overall, the data highlights the council's ongoing efforts to adapt its workforce composition to meet the evolving demands of its services. The increase in full-time employment and the corresponding decrease in part-time employment requires reflection of our strategic approach to workforce planning and development.



Workforce retention

In summary, the data highlights a dynamic workforce with a significant influx of new employees and a stable core of mid-tenure employees. The slight decreases in longer service categories suggest a need for continued focus on retention strategies to ensure that experienced employees remain with the council. Additionally, the increase in new employees presents an opportunity to integrate fresh perspectives and ideas into the organisation, contributing to its growth and development.

Workforce length of service profile 2024 vs. 2025



Workforce implications and actions

Increased recruitment: The significant increase in employees with less than a year of service suggests successful recruitment efforts. However, it also indicates a need for effective onboarding and integration processes to ensure new employees are well-supported and can quickly become productive members of the workforce.

Overall, the data highlights a dynamic workforce with a significant influx of new employees and a stable core of mid-tenure employees. The slight decreases in longer service categories suggest a need for continued focus on retention strategies to ensure that experienced employees remain with the council. Additionally, the increase in new employees presents an opportunity to integrate fresh perspectives and ideas into the organisation, contributing to its growth and development.



Workforce turnover

Monitoring turnover rates within an organisation is essential for its overall health and success. Turnover rates give valuable insights into various aspects of the workforce, such as employee satisfaction, organisational culture, and financial stability. By tracking these rates closely, we can spot patterns and trends that may reveal underlying issues, like low employee morale or poor management practices.

Understanding turnover rates helps in creating strategies to improve employee retention. This leads to a more stable and experienced workforce, which is crucial for maintaining high productivity and ensuring services continue smoothly. Additionally, reducing turnover can significantly lower the costs associated with recruiting, hiring, and training new employees, thus improving the council's financial health.

Monitoring turnover rates also allows us to plan better for the future. By analysing turnover data, where we can anticipate staffing needs, allocate resources more efficiently, and take proactive measures to address potential challenges. This strategic approach not only enhances workforce planning but also strengthens the BFC's ability to retain and attract top talent.

In 2024, a total of 155 employees left the organisation, while in 2025, this number slightly increased to 160. The notable reasons for leaving in 2025:

- 1. Personal reasons/resignations:** In 2025, the reasons for leaving the organisation have shown some notable shifts compared to the previous year. The most significant change is observed where employees are leaving due to personal reasons or voluntary resignations has decreased from 53 per cent in 2024 to 45 per cent in 2025. This decline in this category may be due to better understanding of the reasons behind leaving, and possible indication of improved job satisfaction.
- 2. End of fixed-term contract:** This reason accounted for 10 per cent of departures in 2025, up from 5 per cent in 2024. The increase may be attributed to the completion of specific projects or funding cycles.
- 3. Retirement:** Retirement was the fourth most common reason for leaving, with 11 per cent of employees retiring in 2025, up from 8 per cent in 2024. This increase may reflect an aging workforce reaching retirement age.
- 4. Private company:** The fifth leading reason for leaving was moving to a private company, which accounted for 9 per cent of departures in 2025, up from 5 per cent in 2024. This may suggest a growing trend of employees moving to the private sector, possibly attracted by better compensation or career opportunities.

Reason for leaving	2024 percentage	2025 percentage
Personal reasons/resignations	53%	45%
End of fixed- term contract	5%	10%
Retirement	8%	11%
Private company	5%	9%

Overall, the data suggests a dynamic shift in the reasons for employee departures, with a notable decrease in personal resignations and increases in fixed-term contract completions, retirements, and transitions to private companies. These trends continue to provide valuable insights to address retention strategies and workforce planning.

Workforce diversity turnover

In the years 2024 and 2025, the council experienced a notable shift in voluntary turnover rates. In 2024, the voluntary turnover rate stood at 10.6 per cent, indicating that a significant portion of employees chose to leave the council on their own accord. However, in 2025, this rate decreased to 8.9 per cent, reflecting a positive trend towards improved employee retention. This reduction in voluntary turnover suggests that the council's efforts to enhance employee satisfaction, engagement, and overall work environment may be yielding positive results. Continued focus on these areas continues to be crucial in maintaining and further improving retention rates in the future.

Sex/gender turnover

In 2024, the turnover rate for male employees was significantly higher at 16.1 per cent compared to 8.7 per cent in 2025. Female employees had a turnover rate of 11.4 per cent in 2024, which slightly decreased to 8.8 per cent in 2025. This indicates a notable reduction in turnover for both genders, with males experiencing a more substantial decrease.

Ethnicity turnover

The turnover rates for different ethnic groups showed significant changes between the two years. The turnover rate for Asian employees decreased dramatically from 16.4 per cent in 2024 to 2.3 per cent in 2025. Black employees also saw a significant decrease in turnover, from 25.0 per cent to 9.7 per cent. Mixed race/heritage ethnicity employees experienced a slight increase in turnover from 8.3 per cent to 10.0 per cent, while white employees saw a decrease from 11.1 per cent to 9.1 per cent. The turnover rate for employees who did not declare their ethnicity also decreased from 18.3 per cent to 9.7 per cent.

Black, Asian, and minority ethnic (BAME)

The turnover rate for employees from Black, Asian and other minority ethnic backgrounds (BAME) employees decreased significantly from 16.7 per cent in 2024 to 6.0 per cent in 2025.

Disabled turnover

For employees with disabilities, the turnover rate increased from 7.7 per cent in 2024 to 14.8 per cent in 2025. In contrast, the turnover rate for non-disabled employees decreased from 13.6 per cent to 7.6 per cent. Employees who did not declare their disability status saw a slight decrease in turnover from 11.6 per cent to 9.2 per cent.

Age band turnover

The turnover rates across different age bands showed notable changes. The turnover rate for employees under 19 years old decreased dramatically from 78.4 per cent in 2024 to 20.0 per cent in 2025. The 20-29 age group experienced a slight decrease from 20.20 per cent to 16.9 per cent. The turnover rates for the 30-39 and 40-49 age groups decreased to 7.9 per cent and 6.2 per cent, respectively. The 50-59 age group saw a slight decrease to 6.0 per cent, while the 60-64 age group experienced a decrease to 6.9 per cent. The turnover rate for employees aged 65 and over increased from 24.1 per cent to 30.8 per cent.

Religion turnover

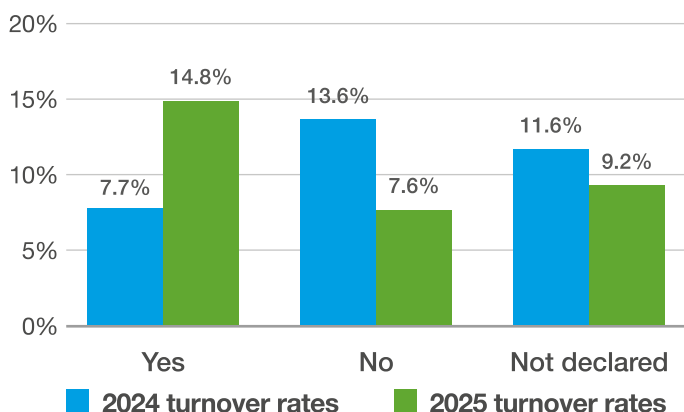
The turnover rates for different religious groups showed significant changes. The turnover rate for Buddhists remained at 0 per cent for both years. Christians saw a decrease from 11.50 per cent in 2024 to 8.9 per cent in 2025, while Hindus experienced a significant decrease from 22.20 per cent to 4.0 per cent. The turnover rate for Muslims decreased dramatically from 42.1 per cent to 0.0 per cent. Employees with no religion saw a decrease from 11.40 per cent to 8.7 per cent, and those who did not declare their religion saw a decrease from 14.20 per cent to 10.4 per cent.

Sexual orientation turnover

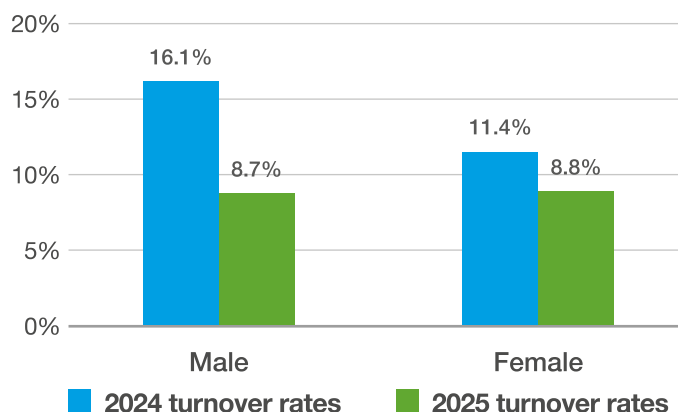
The turnover rates for different sexual orientations showed significant changes. The turnover rate for heterosexual employees decreased from 11.7 per cent in 2024 to 8.0 per cent in 2025. Employees who identify as gay saw a significant decrease from 28.6 per cent to 8.3 per cent, while the turnover rate for lesbian employees increased from 0 per cent to 4.5 per cent. Bisexual employees experienced an increase in turnover from 22.20 per cent to 27.8 per cent. Employees who did not declare their sexual orientation saw a decrease from 13.9 per cent to 10.6 per cent.

These changes in turnover rates across various categories highlight the need to understand the underlying causes and develop targeted strategies to improve employee retention and well-being.

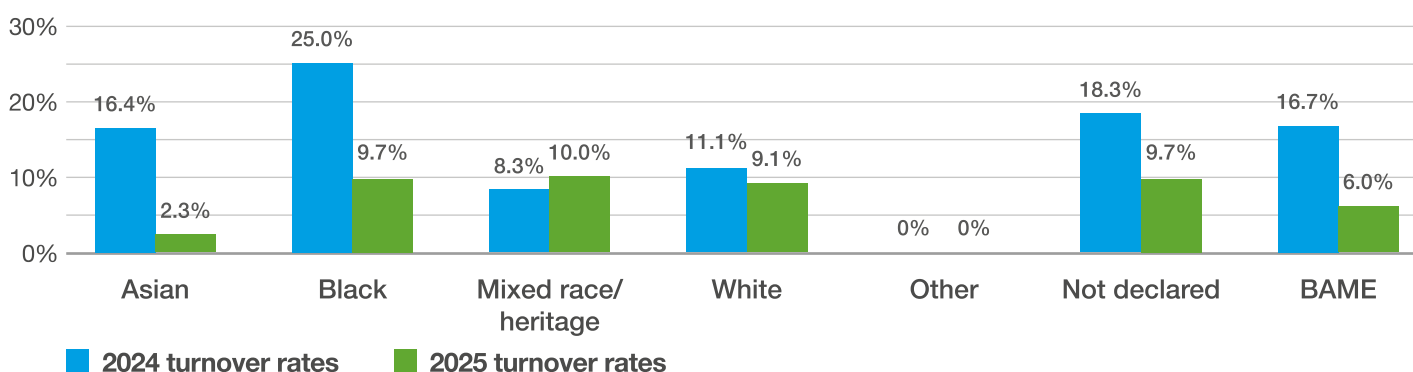
Turnover rate by disability 2024 vs. 2025



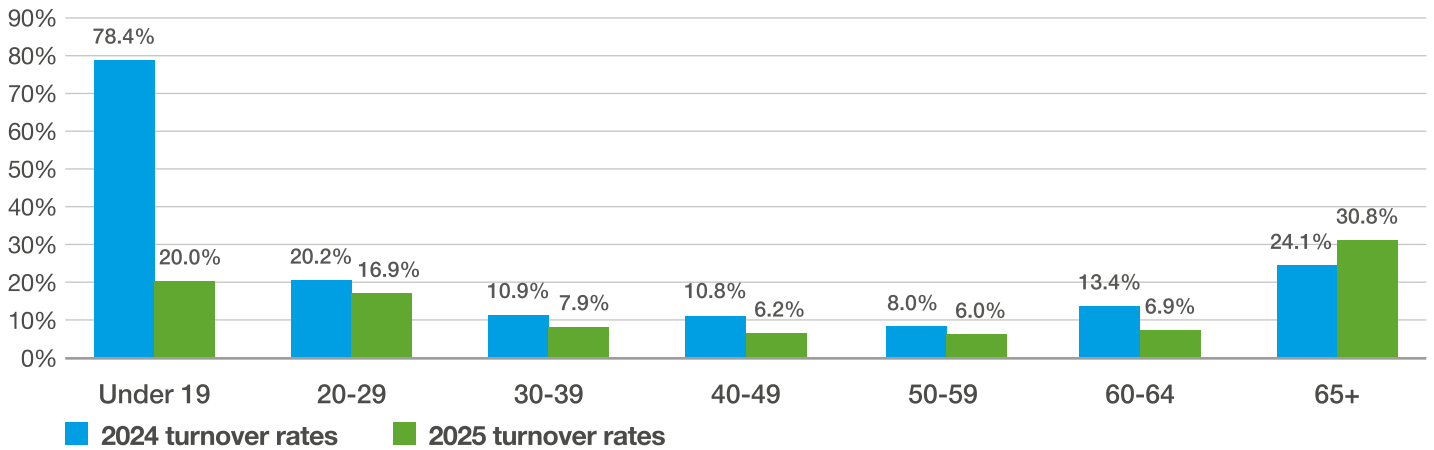
Turnover rate by sex (gender) 2024 vs. 2025



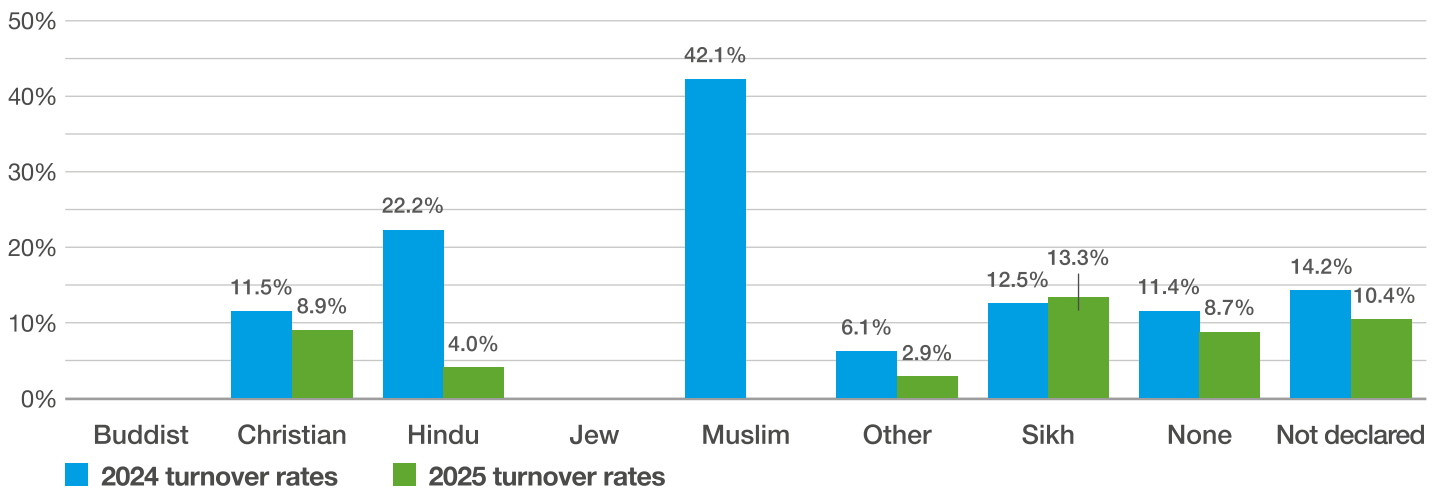
Turnover rate by ethnic group 2024 vs. 2025



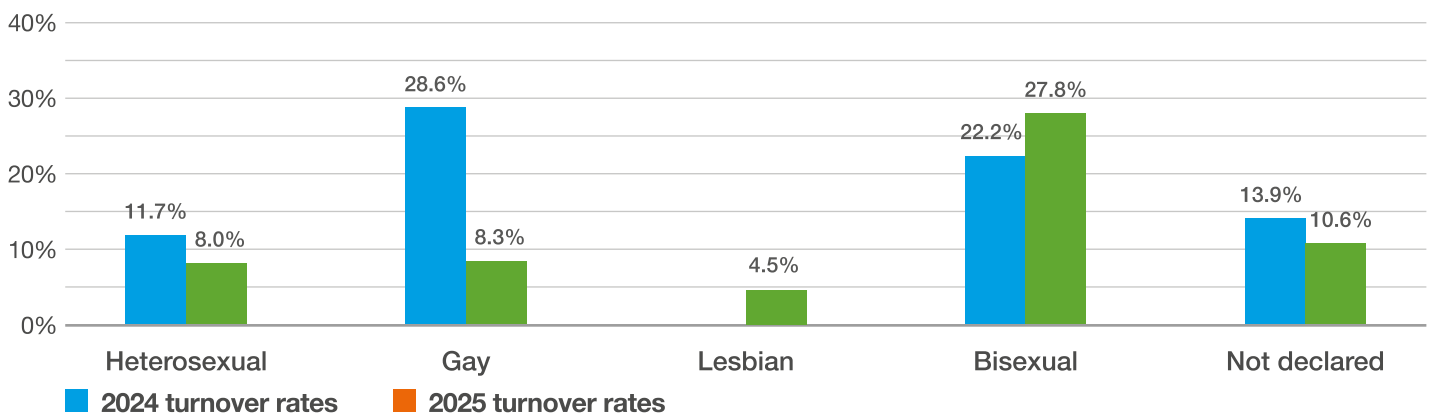
Turnover rate by age 2024 vs. 2025



Turnover rate by religion 2024 vs. 2025



Turnover rate by sexual orientation 2024 vs. 2025



Recruitment – starters

Monitoring turnover rates within an organisation is essential for its overall health and success. Turnover rates give valuable insights into various aspects of the workforce, such as employee satisfaction, organisational culture, and financial stability. By tracking these rates closely, we can spot patterns and trends that may reveal underlying issues, like low employee morale or poor management practices.

Applications, shortlisting, and starters

From 2024 to 2025:

- disabled applicants rose by 3.9 per cent (from 307 to 319), while starters increased by 63.6 per cent (from 11 to 18), indicating improved conversion rates
- shortlisting for disabled applicants dropped by 18 per cent, suggesting a potential area for review in the recruitment pipeline

Compared to earlier years, the 2025 data show a stronger alignment between declared disability in staff establishment figures and recruitment outcomes, though the shortlisting dip is a new concern.

Continuing recruitment disability workforce actions:

1. Review and refine selection criteria

Ensure that job descriptions and person specifications are inclusive and do not unintentionally disadvantage disabled applicants. This includes:

- removing unnecessary physical requirements unless essential
- using plain language and avoiding jargon
- ensuring essential criteria are clearly distinguished from desirable ones

2. Inclusive recruitment training

Provide targeted training for hiring managers on:

- recognising and mitigating unconscious bias
- understanding reasonable adjustments during the recruitment process
- applying inclusive shortlisting practices consistently

3. Targeted outreach and support

- continue and expand targeted recruitment campaigns that have already shown success in attracting disabled applicants
- Partner with disability-focused employment services and networks to reach a broader talent pool

4. Data transparency and monitoring

- regularly monitor shortlisting rates by disability status to identify patterns or disparities
- use this data to inform adjustments in recruitment practices and to hold teams accountable for inclusive outcomes

5. Improve disability disclosure confidence

- foster a culture of openness and trust to encourage applicants to disclose disabilities
- communicate clearly how disclosed information will be used to support applicants, not disadvantage them

6. Accessible application processes

- ensure all recruitment platforms and materials are fully accessible (for example, screen reader compatible, adjustable font sizes)
- offer alternative formats and application methods where needed

7. Reasonable adjustments at shortlisting stage

- proactively offer reasonable adjustments during the shortlisting and interview stages
- include a clear statement in job adverts encouraging applicants to request adjustments

The ethnicity dataset for the council reveals several notable trends between 2024 and 2025. The data provides insights into the applications, shortlisting, and starters for various ethnic groups, highlighting changes in diversity and representation within the council's workforce.

Applications:

- **Asian:** The number of applications from Asian candidates increased slightly from 980 in 2024 to 1011 in 2025, representing a 3.2 per cent increase.
- **Black:** Applications from Black candidates decreased from 894 in 2024 to 725 in 2025, showing a 18.9 per cent decrease.
- **Mixed race/heritage:** Applications from mixed race/heritage ethnicity candidates remained relatively stable, with a slight decrease from 147 in 2024 to 144 in 2025.
- **White:** Applications from white candidates remained almost unchanged, with a slight decrease from 2309 in 2024 to 2308 in 2025.
- **Other:** Applications from candidates of 'other' ethnicities decreased slightly from 45 in 2024 to 44 in 2025.
- **Not provided:** Applications where ethnicity was not provided increased from 282 in 2024 to 302 in 2025, representing a 7.1 per cent increase.

Shortlisting:

- **Asian:** The number of Asian candidates shortlisted decreased significantly from 263 in 2024 to 196 in 2025, showing a 25.5 per cent decrease.
- **Black:** Shortlisting for Black candidates decreased slightly from 184 in 2024 to 173 in 2025, representing a 6.0 per cent decrease.
- **Mixed race/heritage:** Shortlisting for mixed race/heritage ethnicity candidates decreased from 44 in 2024 to 39 in 2025, showing an 11.4 per cent decrease.
- **White:** Shortlisting for white candidates decreased from 823 in 2024 to 683 in 2025, representing a 17.0 per cent decrease.
- **Other:** Shortlisting for candidates of 'other' ethnicities decreased from 15 in 2024 to 10 in 2025, showing a 33.3 per cent decrease.
- **Not provided:** Shortlisting where ethnicity was not provided increased from 75 in 2024 to 84 in 2025, representing a 12.0 per cent increase.

Starters:

- **Asian:** The number of Asian starters increased significantly from 15 in 2024 to 24 in 2025, showing a 60.0 per cent increase.
- **Black:** Starters from Black candidates increased from 17 in 2024 to 32 in 2025, representing an 88.2 per cent increase.
- **Mixed race/heritage:** Starters from mixed race/heritage ethnicity candidates increased from 7 in 2024 to 8 in 2025, showing a 14.3 per cent increase.
- **White:** Starters from white candidates decreased from 146 in 2024 to 133 in 2025, representing an 8.9 per cent decrease.
- **Other:** Starters from candidates of 'other' ethnicities decreased from 2 in 2024 to 1 in 2025, showing a 50.0 per cent decrease.
- **Not provided:** Starters where ethnicity was not provided decreased significantly from 15 in 2024 to 8 in 2025, representing a 46.7 per cent decrease.

Overall trends:

- the total number of applications decreased slightly from 4657 in 2024 to 4534 in 2025
- the total number of shortlisted candidates decreased from 1404 in 2024 to 1185 in 2025
- the total number of net starters in post increased from 202 in 2024 to 206 in 2025

BAME (Black, Asian, and minority ethnic):

- the percentage of BAME applications decreased from 46.3 per cent in 2024 to 44.4 per cent in 2025
- the percentage of BAME shortlisted candidates decreased from 38.2 per cent in 2024 to 37.0 per cent in 2025
- the percentage of BAME starters increased significantly from 22.3 per cent in 2024 to 32.5 per cent in 2025

These trends indicate a positive shift towards increased diversity among starters, particularly for Asian and Black candidates. However, there is a notable decrease in shortlisting across most ethnic groups, which may require further investigation and targeted interventions to ensure equitable representation throughout the recruitment process.



Workforce grade and pay gap reporting

Grade group distribution

The workforce is categorised into several grade groups and salary bands, with the following distribution:

- **Admin grade (BG H-K: £23,656 to £34,314):** This group constitutes the largest portion of the workforce at 40 per cent.
- **Officer grade (BG G-F: £35,235 to £45,718):** Comprising 33 per cent of the workforce, this group is essential for executing day-to-day operations.
- **Middle management (BG D-E: £46,731 to £58,139):** Representing 16 per cent of the workforce, this group plays a crucial role in bridging the gap between senior management and operational staff.
- **Senior management (BG A-C and Sen salaries: £59,197 to £78,741 and above):** This group, responsible for strategic decision-making, makes up 9 per cent of the workforce.
- **Other*:** This category includes 2 per cent of the workforce. (This category includes other miscellaneous grades who are not within the standard BFC pay-scales).

Grade Distribution	% Share
Admin graded (BG H-K) (£23,656 to £34,314)	40%
Officer graded (BG G-F) (£35,235 to £45,718)	33%
Middle management (BG D-E) (£46,731 to £58,139)	16%
Senior management (BG A-C and Sen salaries) (59,197 to £78,741 and above)	9%
Other miscellaneous grades	2%

Below is a comprehensive analysis of the grade groups providing valuable insights into the workforce's composition, highlighting diversity in age, ethnicity, disability, religion, sexual orientation, and sex (gender). This information is crucial for understanding the current state of the workforce and identifying areas for improvement in diversity and inclusion initiatives.

Pay gap reporting

What is the gender pay gap?

In 2017, the government mandated gender pay gap reporting for organisations with 250 or more employees. This report highlights the average earnings difference between men and women, which is influenced more by the types of industries and jobs available to women than by pay practices.

Organisations must publish statistics on:

- the difference in mean and median pay rates between male and female employees
- the difference in mean and median bonus payments between male and female employees
- the proportion of male and female employees who received bonus pay in the twelve months preceding the snapshot date. The proportion of employees in each quartile of the organisation's pay distribution

Note: We do not pay bonuses to staff. We do, however, have other payment elements that include retention payments, honoraria payments, merit awards and golden hellos.

The difference between the mean (average) and median (mid-point) pay gap

When talking about the gender pay gap, it is best to talk about the median figure rather than the mean. The means are calculated by adding up all the wages of employees and dividing that figure by the number of employees. This means the final figure can be skewed by a small number of highly paid individuals.

The median is the number that falls in the middle of a range when everyone's wages are lined up from smallest to largest and is more representative when there is a lot of variation in pay. It is preferred to the mean (simple average) as a better measure of pay of the 'typical' employee; otherwise, results may be affected by a small number of people on very high levels of pay.

Pay quartiles are calculated by listing all pay rates in order and dividing them into four equal sections, each containing the same number of individuals.

Gender pay gap

This gender analysis highlights the trends and progress in closing the gender pay gap over the past five years, from 2021 to 2025 for all non-school staff. The gender pay gap is measured by the difference in mean and median average rates between men and women.

The analysis of the gender pay gap from 2021 to 2025 demonstrates a positive trend towards closing the gap between men and women in both mean and median average rate, with a reduction of 5.39 percentage points over the five-year period. While there has been significant progress, particularly in the mean average rate, continuous efforts are necessary to maintain and further this progress. Addressing the factors contributing to the gender pay gap will be crucial in achieving gender pay equity in the future.

Gender pay gap	Difference between men and women	
	Mean (average) rate	Median (mid-point) rate
2021	15.9%	11.7%
2022	13.5%	11.7%
2023	11.0%	10.0%
2024	10.6%	8.4%
2025	10.5%	10.3%

Analysis of median (mid-point) rate

The median average rate difference also reflects a positive trend:

- **2021:** the median average rate difference was 11.7 per cent
- **2022:** the gap remained the same at 11.7 per cent
- **2023:** the gap decreased to 10.0 per cent
- **2024:** the median average rate difference further reduced to 8.4 per cent
- **2025:** the gap slightly increased to 10.3 per cent

Despite a slight increase in 2025, the overall trend shows a reduction in the median (mid-point) rate difference by 1.37 percentage points over the five-year period.

Gender bonus gap

The bonus pay gap is measured by the difference in mean and median rates between men and women. This analysis aims to highlight trends and progress in closing the bonus pay gap.

Analysis of mean (average) rate

The mean average rate difference between men and women has shown significant fluctuations over the three-year period:

- **2023:** the mean average rate difference was 38.3 per cent
- **2024:** the gap reduced to 33.1 per cent
- **2025:** the gap reduced further to 27.7 per cent

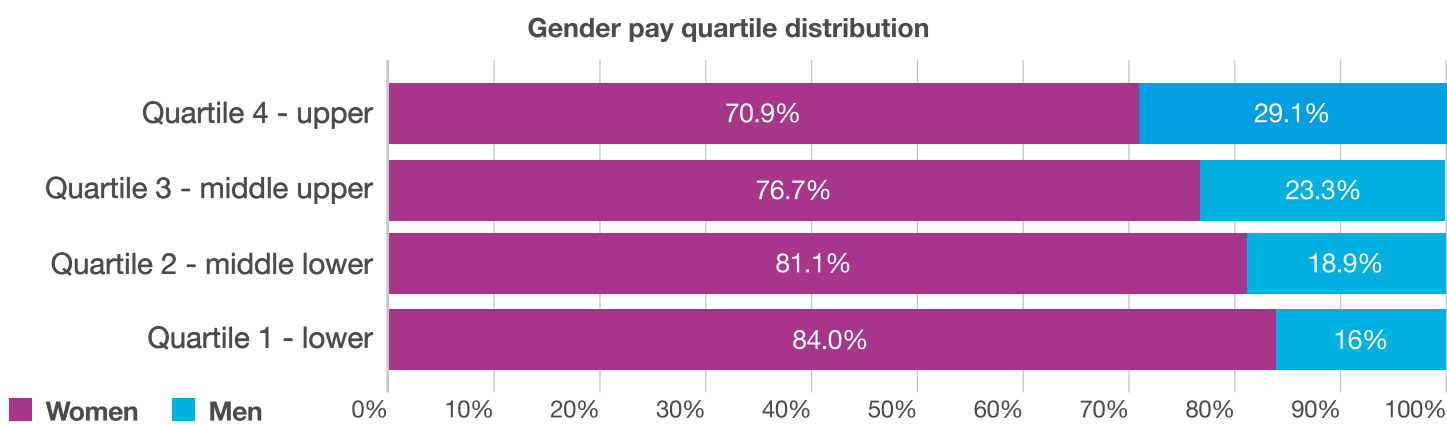
Over the past three years, the mean average rate difference between men and women has exhibited notable fluctuations. In 2023, the mean average rate difference stood at 38.3 per cent, indicating a significant disparity. However, in 2024, there was a positive shift as the gap reduced to 33.1 per cent, suggesting some progress towards gender pay equality. This trend continued to 2025, with the gap reducing further to 27.7 per cent. This consistent reduction highlights ongoing efforts to address gender pay disparities.

The table below shows the figures for the past three years:

Gender bonus pay gap (includes: retention payments, honoraria payments, merit awards and golden hellos)	Difference between men and women	
	Mean (average) rate	Median (mid-point) rate
2023	38.3%	40.1%
2024	33.1%	2.4%
2025	27.7%	1.3%

Gender pay quartile distribution

The chart analysis below of the gender pay quartile distribution highlights a clear trend of women being predominantly represented in lower-paying roles, with their representation gradually decreasing as we move up the pay scale. Conversely, the representation of men increases in higher-paying roles, although women still maintain a majority in all quartiles. This data underscores the need for continued targeted initiatives to address gender imbalances and promote equal opportunities for career advancement across all pay levels.



Ethnicity pay gap

As part of our action plan over the past four years, we have recalculated our ethnicity pay gap. We have used the same assumptions as last year to ensure a consistent comparison.

It is important to note that ethnicity pay gap reporting is not a specified requirement under the Equality Act 2010, unlike gender pay gap reporting. However, the government now plans to extend this obligation to ethnicity and disability pay gaps through the proposed [Equality \(Race and Disability\) Bill](#). A consultation has been launched to determine the framework for implementation, running until 10th June 2025 at the time of running the report.

Reporting ethnicity gaps using white/Black, Asian, and minority ethnic (BAME) binary data may not be helpful given the multiple categories of ethnicity. The benefits of analysing ethnic pay disparities are considered to be worth the effort where the employee pool is sufficiently large for the data to be valuable.

The ethnicity pay gap should not be confused with unequal pay. The ethnicity pay gap represents the difference between the average pay of our (BAME) employees and our white employees within the organisation.

Among those who have declared their ethnicity, 77 per cent are from a white ethnic background, while 15 per cent are from an ethnic minority background.

The table below provides an overview of the ethnicity pay gap in the UK from 2022 to 2025. The ethnicity pay gap is measured as the difference in mean (average) and median (mid-point) rates between employees from minority ethnic backgrounds and those from white ethnic backgrounds. A negative percentage indicates that minority ethnic employees are paid more on average compared to their white counterparts.

Ethnicity pay gap	Difference between employees from BAME backgrounds and white ethnicity backgrounds	
	Mean (average) rate	Median (mid-point) rate
2022	-3.2%	-10.6%
2023	-2.7%	-3.3%
2024	-5.6%	-8.9%
2025	-3.0%	-5.2%

Nationally, the ethnicity pay gap still tends to favour white employees, especially when unadjusted. Whilst internally, the council is consistently to be ahead of national trends, with minority ethnic employees consistently earning more on average. This suggests that staff from minority ethnic backgrounds although proportionally small in numbers are on average occupying more senior pay roles.

The data shows fluctuations in the ethnicity pay gap over the years. In 2022, minority ethnic employees earned 3.20 per cent more on average, with a median difference of 10.6 per cent. The gap narrowed in 2023, suggesting a move toward parity, but widened again in 2024. By 2025, the gap had reduced once more, though minority ethnic employees continued to earn more on both mean and median measures.

The analysis of the ethnicity bonus pay gap which includes elements of retention payments, honoraria payments, merit awards and golden hellos payments, from 2022 to 2025 reveals a dynamic landscape with significant fluctuations in both mean and median rates. While the salary analysis above shows that BFC diverges from national trends in terms of basic earnings, the opposite is true for bonus payments.

The analysis below of the broad ethnicity group bonus pay gap reveals significant disparities in bonus pay between employees from minority ethnic backgrounds compared to employees from white ethnic backgrounds. It is, however, encouraging to observe a narrowing of the median (mid-point) bonus pay gap over the past year, suggesting that our workforce recruitment and retention strategies may be having a positive impact. Understanding the underlying factors driving these changes is crucial for developing effective strategies to address and mitigate the ethnicity bonus pay gap.

Ethnicity bonus pay gap (includes: retention payments, honoraria payments, merit awards and golden hellos)	Difference between employees from BAME backgrounds and white ethnicity backgrounds	
	Mean (average) rate	Median (mid-point) rate
2022	10.1%	12.4%
2023	18.6%	12.8%
2024	7.1%	8.2%
2025	15.3%	5.2%

We acknowledge that no ethnic group is homogeneous. This year, to gain a deeper understanding and ensure continued clarity of our data, we have categorised the staff into key broad ethnic groups.

Broad ethnicity groups pay gap	Difference between employees from minority ethnic backgrounds and white ethnicity backgrounds	
	Mean (average) rate	Median (mid-point) rate
Black, Asian and minority ethnic (BAME)	-3.0%	-5.2%
Asian	-5.7%	-5.2%
Black	-6.5%	-13.2%
Mixed race/heritage	9.2%	-0.3%
Other	9.9%	-0.3%

Broad ethnicity groups pay gap (includes: retention payments, honoraria payments, merit awards and golden hellos)	Difference between employees from minority ethnic backgrounds and white ethnicity backgrounds	
	Mean (average) rate	Median (mid-point) rate
Black, Asian and minority ethnic (BAME)	15.3%	5.2%
Asian	25.2%	31.9%
Black	-6.5%	2.8%
Mixed race/heritage	15.3%	2.4%
Other	12.7%	-9.8%

The analysis highlights the varying degrees of disparity in bonus pay among different ethnic groups. While Black employees benefit from a higher mean average rate in bonus pay, other minority ethnic groups, particularly Asian employees, the bonus pay gap is significant for larger.

Black, Asian and minority ethnic (BAME)

Employees from Black, Asian and minority ethnic (BAME) backgrounds experience a mean average rate bonus pay gap of 15.3 per cent, indicating that, on average, they receive 15.3 per cent less in bonus pay compared to their white colleagues. The median (mid-point) rate gap is slightly lower at 5.2 per cent, suggesting that the middle value of bonus pay for employees from BAME backgrounds is 5.2 per cent less than that for white employees.

Asian

Asian employees face the most significant bonus pay gap, with a mean average rate difference of 25.2 per cent. This indicates that, on average, Asian employees receive 25.2 per cent less in bonus pay compared to their White counterparts. The median (mid-point) rate gap is even higher at 31.9 per cent, reflecting a substantial disparity in bonus pay distribution for Asian employees.

Black

In contrast, Black employees benefit from a negative mean average rate gap of -6.5 per cent, indicating that, on average, they receive 6.5 per cent more in bonus pay compared to their white colleagues. However, the median average rate gap is positive at 2.8 per cent, suggesting that the middle value of bonus pay for Black employees is 2.8 per cent less than that for white employees.

Mixed race/heritage

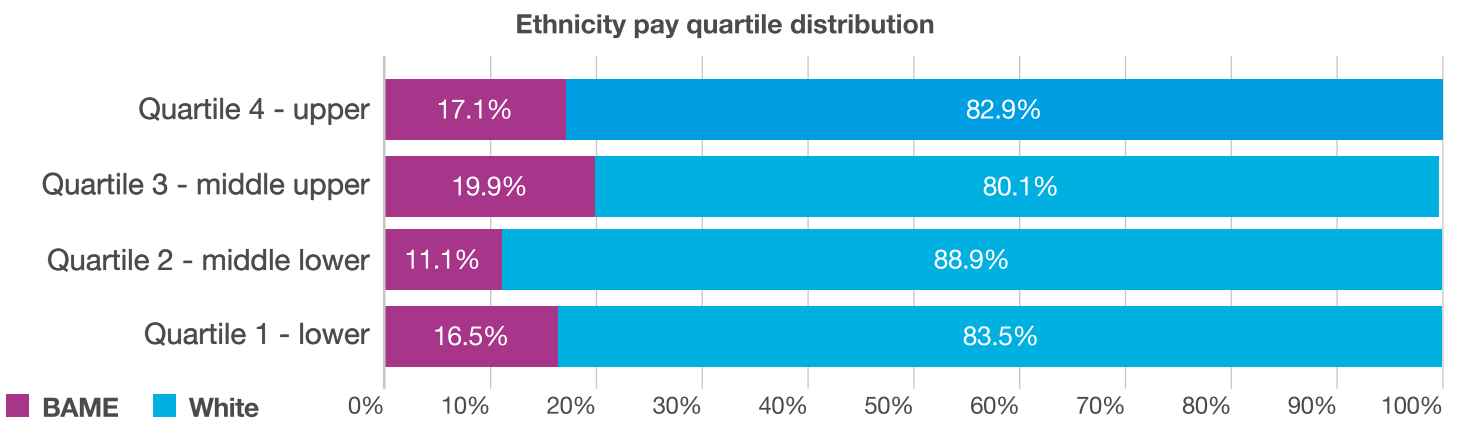
Employees of mixed race/heritage backgrounds experience a mean average rate bonus pay gap of 15.3 per cent, indicating that, on average, they receive 15.4 per cent less in bonus pay compared to their white colleagues. The median average rate gap is slightly lower at 2.4 per cent, suggesting that the middle value of bonus pay for mixed race/heritage employees is 2.4 per cent less than that for white employees.

Other

Employees from 'other' ethnic backgrounds face a mean average rate bonus pay gap of 12.7 per cent, indicating that, on average, they receive 12.7 per cent less in bonus pay compared to their white colleagues. Interestingly, the median average rate gap is negative at -9.8 per cent, suggesting that the middle value of bonus pay for employees from other ethnic backgrounds is 9.8 per cent more than that for white employees, and it is the only group showing this gap disparity.

Ethnicity pay quartile distribution

The chart analysis below of the gender pay quartile distribution highlights a clear trend of women being predominantly represented in lower-paying roles, with their representation gradually decreasing as we move up the pay scale. Conversely, the representation of men increases in higher-paying roles, although women still maintain a majority in all quartiles. This data underscores the need for continued targeted initiatives to address gender imbalances and promote equal opportunities for career advancement across all pay levels.



Disability pay gap

We are pleased to be reporting for the first time this year on disability pay gap, while acknowledging that the grouping is binary and the numbers are from a small sample dataset, due to the high number of non-declarations on our iWork system. This analysis begins to provide insights into the average differences in pay between disabled and non-disabled employees, highlighting areas where disabled employees either benefit or face disadvantages in pay and bonus pay.

Disability pay gap	Difference between disabled and non-disabled employees pay	
	Mean (average) rate	Median (mid-point) rate
Disabled pay gap (based on all staff)	-5.4%	-3.2%
Disabled pay gap (based on staff declarations)	-4.2%	-2.3%
Disabled bonus pay gap (based on all staff) includes: retention payments, honorary payments, merit awards and golden hellos	62.6%	52.2%
Disabled bonus pay gap (based on staff declarations) includes: retention payments, honorary payments, merit awards and golden hellos	59.2%	52.2%

Mean average rate

The mean (average) rate pay gap for disabled employees, based on all staff, is -5.4 per cent. This indicates that, on average, disabled employees receive 5.4 per cent more in pay compared to their non-disabled colleagues. When considering only staff declarations, the mean average rate pay gap is slightly lower at -4.2 per cent, suggesting that declared disabled employees receive 4.2 per cent more in pay compared to non-disabled employees.

Median average rate

The median (mid-point) average rate pay gap for disabled employees, based on all staff, is -3.2 per cent. This indicates that the middle value of pay for disabled employees is 3.2 per cent more than that for non-disabled employees. When considering only staff declarations, the median average rate pay gap is -2.3 per cent, suggesting that the middle value of pay for declared disabled employees is 2.3 per cent more than that for non-disabled employees.

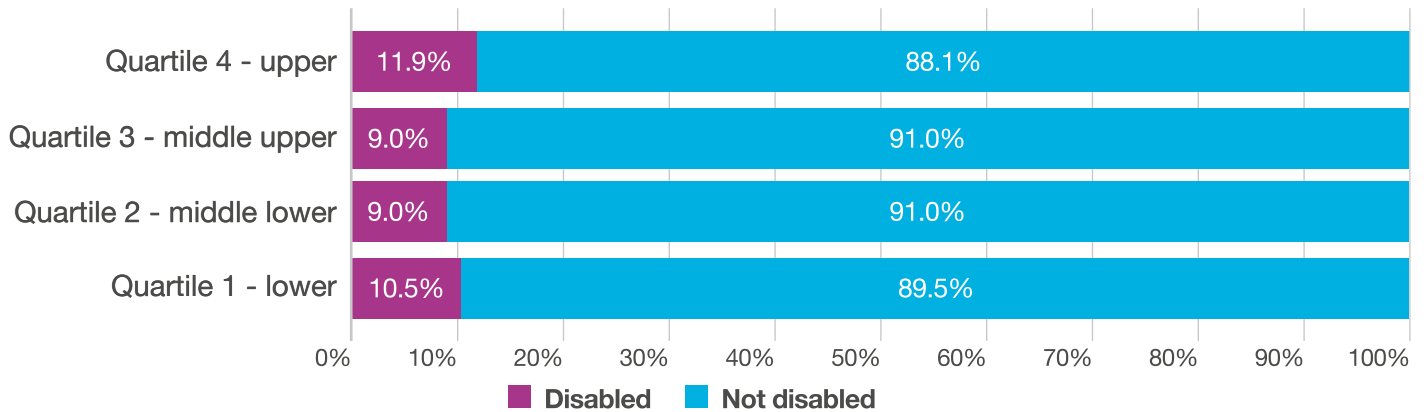
Mean bonus pay gap

The mean bonus pay gap for disabled employees, based on all staff, is 62.6 per cent. This indicates that, on average, disabled employees receive 62.6 per cent less in bonus pay compared to their non-disabled colleagues. When considering only staff declarations, the mean bonus pay gap is slightly lower at 59.2 per cent, suggesting that declared disabled employees receive 59.2 per cent less in bonus pay compared to non-disabled employees.

Median bonus pay gap

The median bonus pay gap for disabled employees, based on all staff, is 52.2 per cent. This indicates that the middle value of bonus pay for disabled employees is 52.2 per cent less than that for non-disabled employees. The median bonus pay gap remains the same at 52.2 per cent when considering only staff declarations.

Disability pay quartile distribution

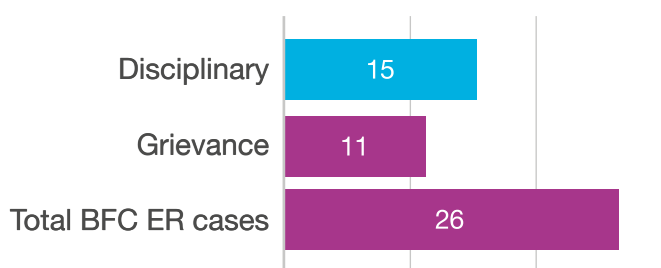


Workforce employee relations: disciplinary and grievance

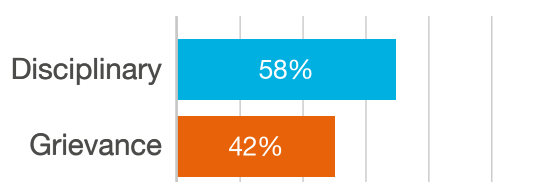
Employee relations cases:

This charts below provide an analysis of the twenty-six employee relations (ER) cases within our organisation over the last year. The data highlights two primary types of ER cases: disciplinary and grievance. The dataset reveals that disciplinary cases constitute the majority of ER cases, accounting for 58 per cent of the total, with 15 cases reported. On the other hand, grievance cases make up 42 per cent of the total ER cases, with 11 cases reported.

BFC total number ER cases 2024 to 2025



BFC total ER cases by percentage 2024 to 2025



The dataset reveals that the majority of disciplinary cases fall under the category of serious misconduct (other) and serious misconduct (safeguarding), each accounting for 20 per cent of the total disciplinary cases. This is followed by disciplinary – capability and disciplinary – serious misconduct (Unacceptable Conduct), each constituting 13 per cent of the disciplinary cases. Other categories such as Gross Misconduct (Inappropriate Sexual Behaviour), Gross Misconduct (Other), Minor Misconduct, Serious Misconduct (Breach of Confidentiality), and Serious Misconduct (Discrimination) each account for 7 per cent of the disciplinary cases.

ER case: disciplinary	Disciplinary	Disciplinary %
Disciplinary – capability	2	13%
Disciplinary – gross misconduct (inappropriate sexual behaviour)	1	7%
Disciplinary – gross misconduct (other)	1	7%
Disciplinary – minor misconduct	1	7%
Disciplinary – serious misconduct (discrimination)	1	7%
Disciplinary – serious misconduct (other)	3	20%
Disciplinary – serious misconduct (safeguarding)	3	20%
Disciplinary – serious misconduct (unacceptable conduct)	2	13%
Disciplinary – serious misconduct (breach of confidentiality)	1	7%
Total ER disciplinary cases	15	100%

Employee relations cases:

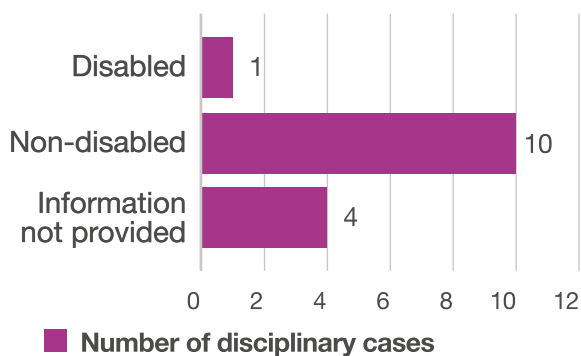
Bullying and harassment is the most prevalent grievance category, representing 36 per cent of the total grievance cases received. This highlights the continued need for robust anti-bullying policies and support systems. Discrimination accounts for 27 per cent of grievance cases submitted, indicating a significant concern that requires targeted interventions. Unfair treatment represents 18 per cent of grievance cases, suggesting the need for fair and transparent processes. Other categories such as grievance – other and grievance – pay each account for 9 per cent of the grievance cases.

ER case: grievance	Disciplinary	Disciplinary %
Grievance – discrimination	3	27%
Grievance – other	1	9%
Grievance – pay	1	9%
Grievance – unfair treatment	2	18%
Grievance – bullying and harassment	4	36%
Total ER grievance cases	11	100%

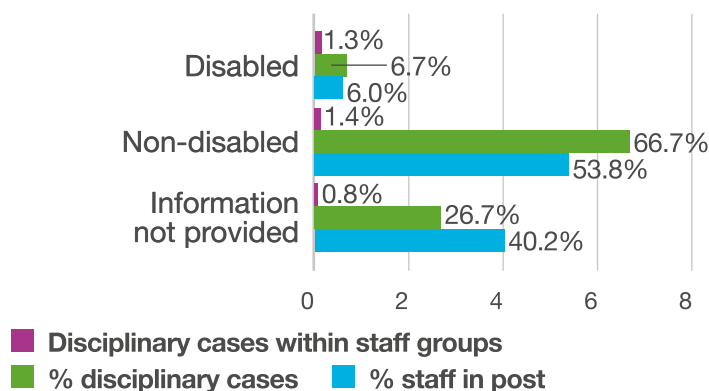
Employee relations analysis by protected characteristics

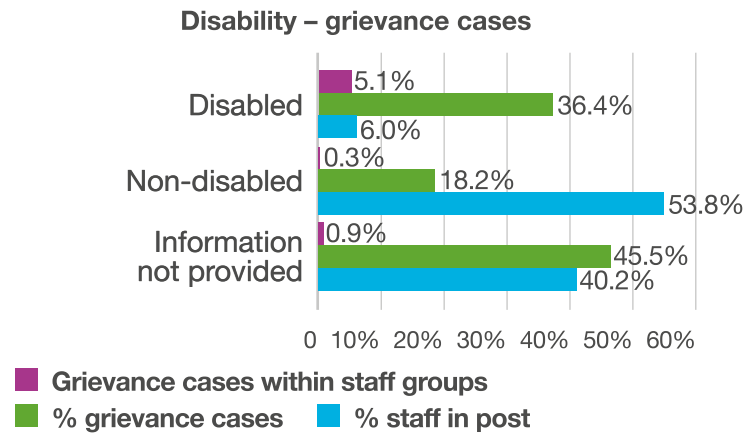
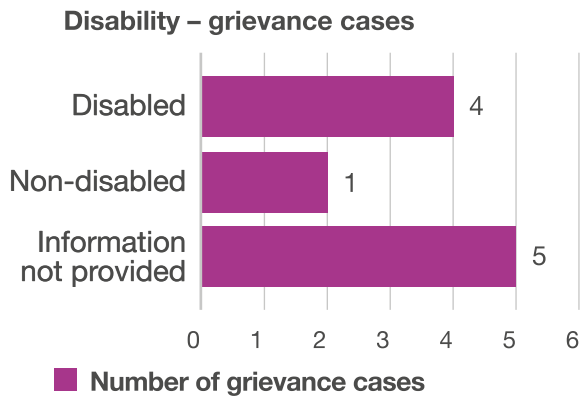
Disability:

Disability – disciplinary cases



Disability – disciplinary cases





The analysis reveals that a significant portion of the workforce, 40.2 per cent, did not provide their disability status. Within this group, disciplinary cases account for 26.7 per cent (4) and grievance cases account for 45.5 per cent (5). This lack of disclosure can pose challenges in accurately assessing and addressing the specific needs of different staff groups within the organisation. It underscores the importance of fostering an environment where employees feel comfortable disclosing their personal information.

Employees who have declared that they do not have a disability on our iWork system make up 53.8 per cent of the workforce. Within this group, disciplinary cases account for 66.7 per cent (10), and grievance cases account for 18.2 per cent (2).

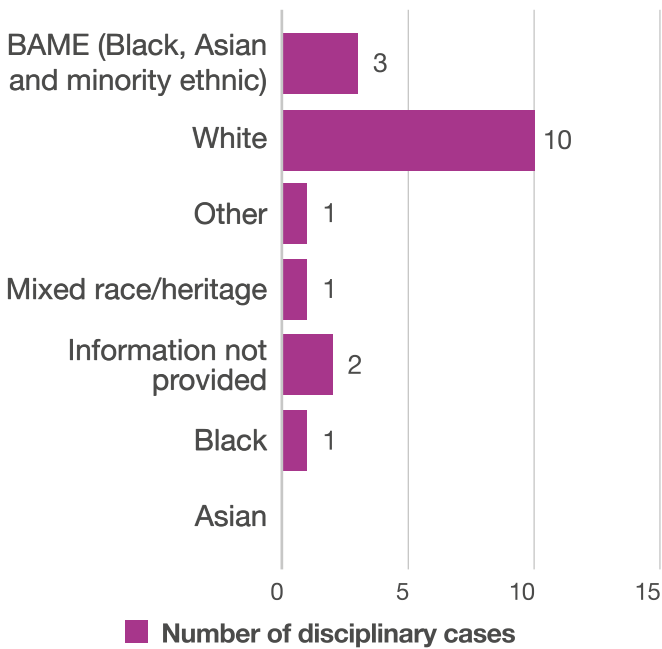
Employees who have declared a disability represent 6.0 per cent (79) of the workforce. Within this group, disciplinary cases account for 6.7 per cent (1), and grievance cases account for 36.4 per cent (4). The sample set although small indicate that proportion of grievance cases among disabled employees indicates that there are notable concerns related to workplace conditions or treatment that need to be addressed to improve overall workplace satisfaction and morale.



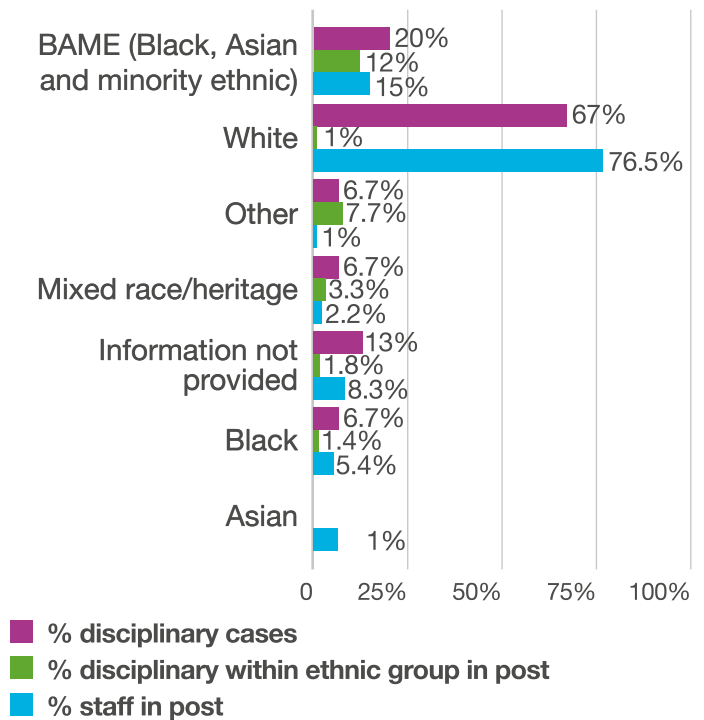
Ethnicity:

The below charts provide a visual analysis of the employee relations (ER) disciplinary cases within our organisation, focusing on the distribution of cases by ethnicity. As mentioned previously, it should be noted that although the dataset is relatively small (26) understanding the distribution of these cases is essential for identifying areas where targeted interventions may be necessary to improve employee relations and foster a more inclusive work environment.

Number of disciplinary cases by ethnicity



Disciplinary cases within ethnic group



Employees from Black, Asian, and minority ethnic (BAME) backgrounds collectively account for 20 per cent (3) of the disciplinary cases. This includes Black employees 7 per cent (1), mixed race/heritage employees 7 per cent (1), and employees from Other ethnic backgrounds 7 per cent.

Additionally, 13 per cent of the disciplinary cases involve employees who did not provide their ethnicity information. This lack of disclosure can pose challenges in accurately assessing and addressing the specific needs of different ethnic groups within the organisation. It underscores the importance of fostering an environment where employees feel comfortable disclosing their personal information.



- enhance policies and training with regular workshops on ethical behaviour, safeguarding protocols, and the consequences of serious misconduct
- implement anti-bullying measures by creating a safe reporting mechanism, providing support, and conducting awareness campaigns
- promote diversity and inclusion by developing targeted interventions to support underrepresented groups, providing diversity awareness training, and creating an inclusive environment
- ensure fair treatment by reviewing and updating policies, providing training on fair treatment, and establishing mechanisms to address grievances promptly and effectively
- support systems for employees by reviewing established support systems for employees facing disciplinary or grievance issues, providing access to counselling services, creating peer support networks, and offering training on conflict resolution and stress management
- retention of tacit knowledge and experience through knowledge sharing platforms, training and development programmes, succession planning, coaching and mentorship, and creating a supportive culture
- data collection and analysis by improving data collection for workforce demographics, rolling out bullying and harassment training, mapping and improving the reporting process, using feedback from staff surveys, and embedding reasonable adjustment guidance

