

Diversity and Inclusion

Workforce and Recruitment Monitoring Report 2020-21

June 2021

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Introduction

Our workforce exists to support the efficient running of the Welsh Parliament (Senedd) by providing services to Members of the Senedd, their staff and the public. Each year, we collect, analyse and publish diversity data on our workforce profile and recruitment activity.

The information below sets out an analysis of the diversity profile of our workforce, alongside both internal and external recruitment monitoring data. From this information, we are able to examine the diversity profile of our workforce, the people we attract to apply for jobs and to whom we offer employment. We use the analyses of these monitoring exercises to help inform our approach to being an inclusive recruiter and employer, in order to meet the diverse needs of staff and to try to ensure that our workforce is representative of the diversity of the public that we serve. The preparation and publication of this report meets the public sector duties set out in the Equality Act 2010. The report contains analyses of data which accords with the protected characteristics as defined by the Act.

As 98.9% of our workforce is ordinarily based in Cardiff Bay (but due to Covid-19 restrictions, currently operates either on a hybrid or remote basis) we are using data from the 2011 Census, namely the Cardiff Travel to Work Area (TTWA) data set to compare the characteristics of our workforce and job applicants to the wider Cardiff population in terms of people of working age. Going forward into the Sixth Senedd, we will review the appropriateness of this comparator, given the changes brought about by the pandemic resulting in remote/hybrid working and also the Census 2021 data (to be available in 2023).

We are aware that there is topical debate about the use of terminology and descriptors such as 'BAME'. Going forward we will review the descriptors we use for the protected characteristics and consult with our Workplace Equality Networks.

Also, from 1 April 2021, we will collect, analyse and report on socio-economic/social mobility diversity data to help us better understand the socio-economic make-up of our applicant pipeline and our workforce.

Workforce Monitoring

Our Approach to Workforce Monitoring

Our workforce data is collated via our HR Payroll system and relates to staff directly employed by the Senedd Commission. The workforce data presented in this report is as of 31 March 2021.

One of our identified on-going actions is to further increase the number of staff who self-identify their diversity characteristics and update them on our HR Payroll system. We include declaration rates alongside our workforce data.

Action to address under-representation in our workforce

We continue to take steps to address under-representation within our workforce, including identifying and removing barriers to inclusion. We are encouraging applications from the widest pool of talent and undertake outreach work to promote the Senedd as an inclusive employer. We deliver unconscious bias training for all recruitment panels and ensure they are gender balanced; we have undertaken an inclusion audit and further comprehensive organisational review of the efficacy and inclusivity of our recruitment practices; We have reviewed our advertising approach and continue to build on our brand and outreach principles; and we utilise up-to-date inclusive imagery in our social media advertising, as well as videos for specific campaigns showing what it is like to work here, which has increased the diversity, quantity and quality of applications.

We have developed a new, accessible careers website which focuses on our values and culture, providing a picture of what it is like to work at the Senedd Commission, including stories from the people we employ.

Privacy

Raw data is only seen by a small number of key staff in the HR Team and is held securely on a confidential basis and in line with data protection legislation. In terms of our workforce data and its presentation, where there are small numbers of staff, we have merged certain categories within the tables to ensure that individuals' privacy is protected and in line with data protection legislation. Our Privacy Notice can be requested by contacting jobs@Senedd.wales.

Workforce, Recruitment and Pay Diversity Monitoring 2020-21

Summary of Data Insights (as of 31 March 2021)

OUR WORKFORCE

GENDER SPLIT



51:49 SPLIT BETWEEN WOMEN AND MEN IN OUR OVERALL WORKFORCE

48.4% OF EXTERNAL JOBS WERE OFFERED TO WOMEN



51.6% OF EXTERNAL JOBS WERE OFFERED TO MEN

GENDER IDENTITY / GENDER REASSIGNMENT

- No staff have identified as trans
- 0.5%** of external applicants identified as trans, **JOB OFFERS: 0**

28.6% OF WOMEN WORK PART-TIME



6.4% OF MEN WORK PART-TIME

DISABILITY

5% OF OUR WORKFORCE IDENTIFIES AS DISABLED



- One **INTERNAL** applicant was offered a job
- 8.5%** of **EXTERNAL** applications were from disabled applicants
- NO EXTERNAL JOB OFFERS** were made to applicants who identified themselves as disabled



..... **SEXUAL ORIENTATION**



4.6%

OF OUR TOTAL WORKFORCE IDENTIFIES AS LGBTQ+

57.1% OF LGBTQ+ APPLICANTS FOR **INTERNAL** VACANCIES WERE OFFERED A JOB

18.18% OF LGBTQ+ APPLICANTS FOR **EXTERNAL** VACANCIES WERE OFFERED A JOB

Success rates throughout the recruitment process are nearly equivalent for LGBTQ+ and heterosexual / straight people.

..... **RACE / ETHNICITY**



4.2% OF STAFF IDENTIFY AS BAME

81% OF STAFF WHO IDENTIFY AS BAME ARE **IN THE TWO LOWEST PAY BANDS** (TS AND M3)

- External applications from BAME people have risen year-on-year from **4.8%** in 2016, to **7.7%** in 2021.
- No staff, who have identified as BAME, have been offered employment in an internal recruitment exercise.
- One person who identified as BAME was appointed to an externally advertised post.

..... **AGE**

5.6% OF OUR WORKFORCE ARE AGED **25 AND UNDER**

2.9% OF OUR WORKFORCE ARE AGED **61-65**

12.9% OF TOTAL EXTERNAL JOB OFFERS WERE MADE TO PEOPLE AGED OVER 50

Workforce, Recruitment and Pay Diversity Monitoring 2020-21

Summary of Data Insights (as of 31 March 2021)

OUR WORKFORCE

RELIGION / BELIEF

33.3% OF ALL **INTERNAL** JOB OFFERS WENT TO PEOPLE WHO IDENTIFIED AS HAVING A MINORITY RELIGION OR BELIEF

32.6% OF **EXTERNAL** JOBS WERE OFFERED TO PEOPLE WHO IDENTIFIED AS HAVING A MINORITY RELIGION OR BELIEF

37.7% of staff who filled in their data on our HR system declared no religion or belief

OUR PRIORITIES

Work to ensure that we increase BAME representation in bands M1 and beyond (both through more staff self-identifying on our HR system as BAME, and employing more BAME staff at all levels, particularly at senior/ decision-making level).

Gather candidate feedback to identify and work to remove any potential barriers in our recruitment processes.

Explore with our LGBTQ+ network PLWS, what we can do to encourage applicants to share data concerning their trans status.

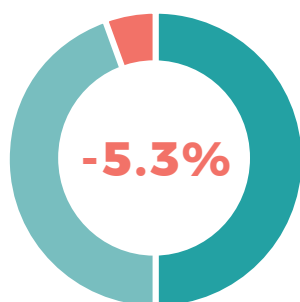
Monitor conversion rates for internal and external campaigns for disabled and BAME candidates and identify any potential barriers in our recruitment processes and adjust them accordingly.

Design and launch a BAME Graduate Internship.

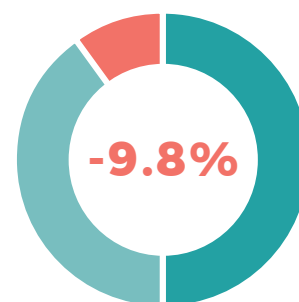


PAY GAP REPORTING

**MEAN
GENDER
PAY GAP**

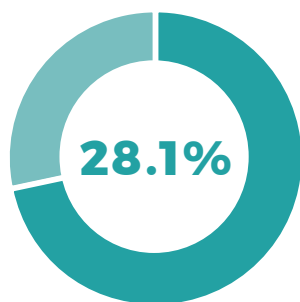


**MEDIAN
GENDER
PAY GAP**



As with previous years, the Commission continues to experience an inverse gender pay gap, where women overall are paid more than men. However, the pay gap for the Commission has continued to reduce this year (as with last year), which is positive traction towards neutralising the pay gap between men and women.

**MEAN
ETHNICITY
PAY GAP**



**MEDIAN
ETHNICITY
PAY GAP**



As with previous years, the Senedd continues to have an significant BAME pay gap. This is mainly due to a limited number of BAME staff employed by the Commission as an overall percentage of the overall workforce; and BAME staff mainly being employed at lower bands on the pay scale (57% of BAME staff are at the Apprentice / Team Support level).

OUR PRIORITIES

Continue to be a committed signatory of the Race at Work Charter which has been designed to help organisations to address any barriers to recruitment and progression experienced by employees who identify as BAME.

Senedd Commission Workforce Data Insights

Headcount

The headcount as at 31 March 2021 is 480 staff. This figure includes staff who were either seconded to the Senedd Commission or are agency staff. This compares with 476 staff in the last reporting period.

Workforce Composition by Grade (Payband)

Table 1: Workforce composition by grade

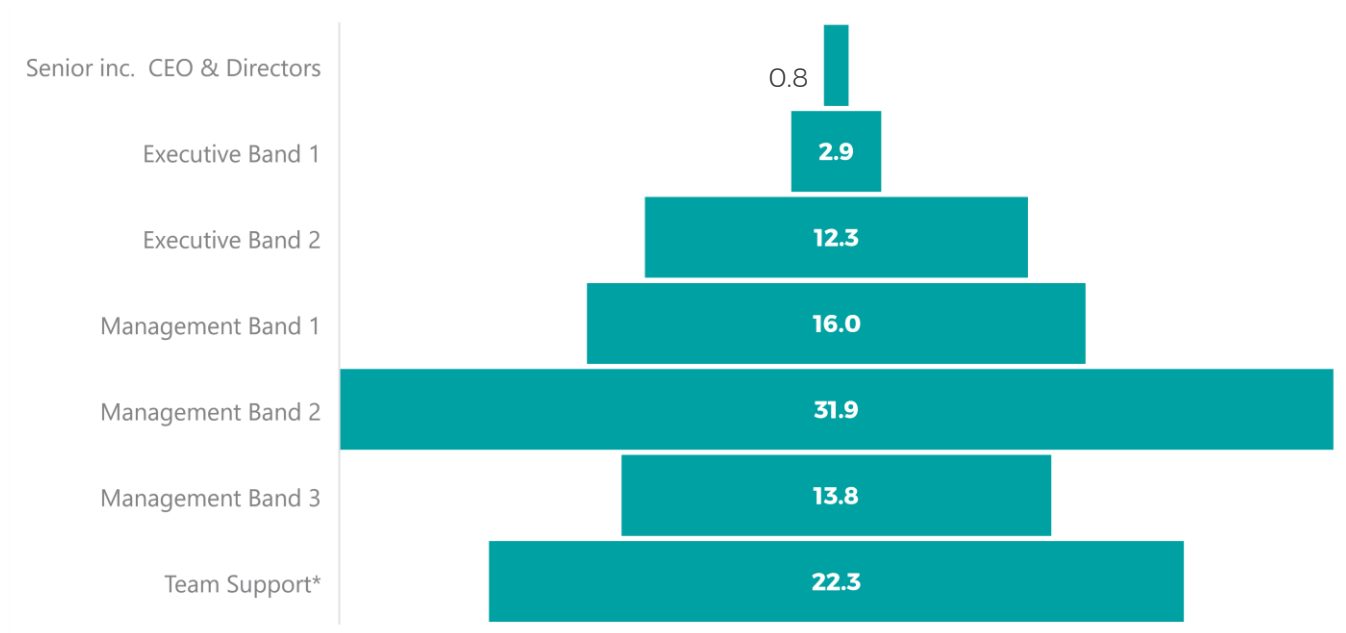
Grade	Number as at 31 March 2021	% of total workforce 2021
Team Support*	107	22.3
Management Band 3	66	13.8
Management Band 2	153	31.9
Management Band 1	77	16.0
Executive Band 2	59	12.3
Executive Band 1	14	2.9
Senior staff including Chief Executive and Directors	4	0.8
Total	480	100.0

*Includes apprentices

Graph 1: Workforce Composition by Grade



Graph 2: Percentage of Staff by Grade

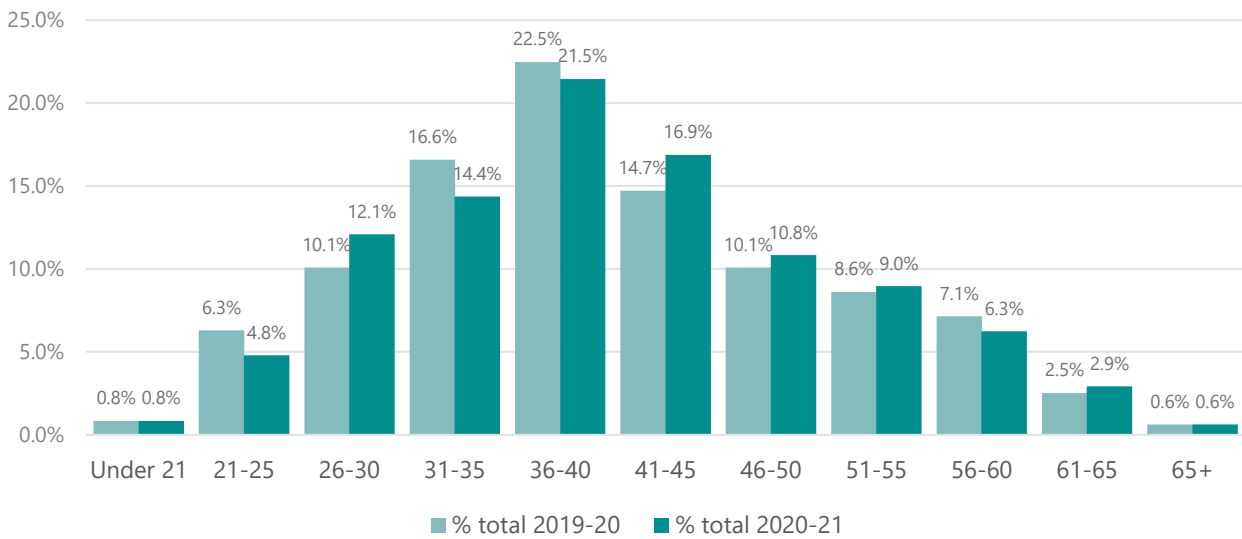


Analysis

The largest group of staff is at Management Band 2 at 31.9% which was also the case in the last reporting period.

Workforce Composition by Age

Graph 3: Workforce Composition by Age



Declaration Rate: 100%

Analysis

Compared to 2019-20, the percentage of people in age groups between 41-55 has increased slightly, from 33.4% to 36.7% of all staff. Also notable is the slight increase in the 61-65 cohort from 2.5% in 2019-20 to 2.9% this reporting year.

According to data from the 2011 Census, 14.3% of people in the Cardiff Travel-to-Work Area (TTWA) who are economically active and employed are aged under 24. This compares to 5.6% of our workforce who are aged 25 and under. This has fallen from 7.1% in 2019-20 and 6.2% in 2018-19.

As last year, 18.2% of our workforce is aged between 51 and 65. This is less than the figure from the 2011 Census which states that 23.9% of people who are economically active and employed in the Cardiff TTWA are aged 50 to 64.

Workforce Composition by Disability

Graph 4: Workforce Composition by Disability

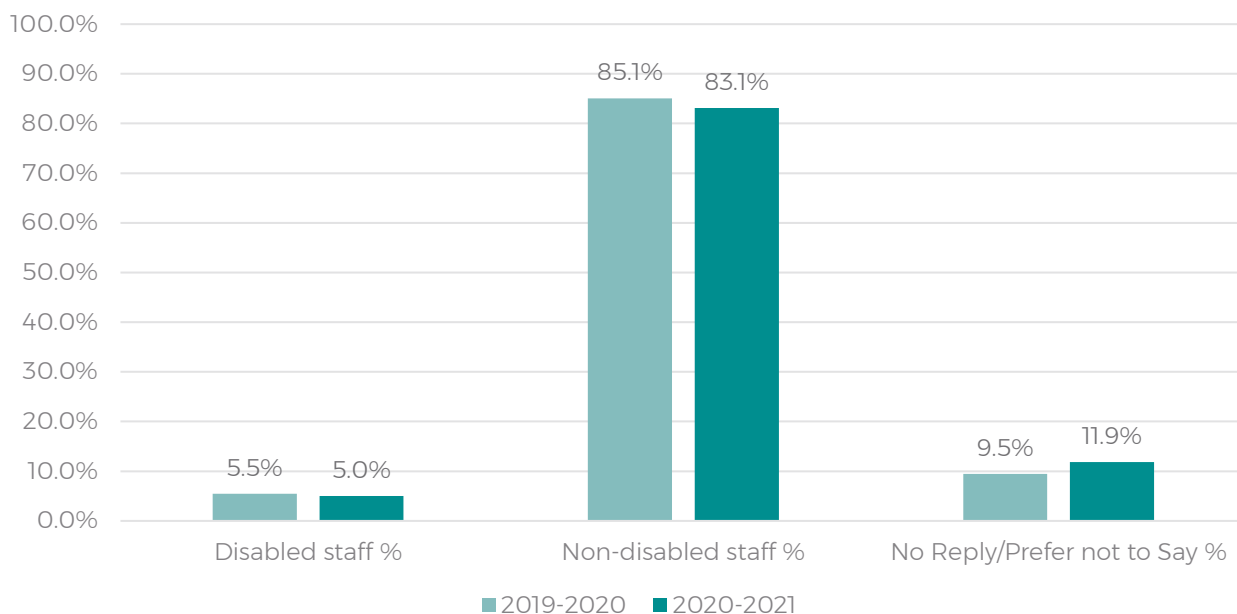


Table 2: Workforce Composition - Disability Status by Grade

Grade	Total staff		Disabled staff		Non-disabled staff		No Reply/Prefer not to Say	
	number		number	%	number	%	number	%
TS *	107		5	4.7	83	77.6	19	17.8
M3	66		2	3.0	60	90.9	4	6.1
M2	153		12	7.8	120	78.4	21	13.7
M1	77		1	1.3	66	85.7	10	13.0
E2, E1 & Senior**	77		4	5.2	70	90.9	3	3.9
Total	480		24	5.0	399	83.1	57	11.9

*includes apprentices

**merged to protect individuals' privacy

Declaration Rate: 88.0%

Analysis

The percentage of staff who declared a disability as at 31 March 2021 is 5.0% of our total workforce, a decrease from 5.5% in 2020 and 6.5% in 2019. The grades that are more likely to Prefer Not to Say are TS, M2 and M1. We will continue to

encourage all disabled staff to record their disability on the HR system, as we believe that many people with hidden disabilities, mental ill health, dyslexia and other long term health conditions, who could identify with this definition of disability on our system, are not reflected in this data.

The data shows that 79.2% of our staff who identify as disabled are at the three lowest pay grades, which is down slightly from 81% in 2019-20. 5.2% of the E2,E1 and Senior grades identify as disabled (which is the same as last year).

The 2011 Census states that 8.3% of people who are economically active and employed in the Cardiff TTWA have a long term health problem or disability that limits their day to day activities. As 5.0% of our workforce currently identifies as disabled, we would like this figure to align more with the Cardiff TTWA figure. We realise that this could involve encouraging staff to self-identify as disabled staff, but also we need to be sure that we are attracting disabled people to apply for work with us. We will therefore take account of this as part of a wider strategy to address underrepresentation in our workforce. Our recruitment data shows that this reporting year, the conversion rates to offer of employment from sift, are disappointing (in that no disabled candidates were offered employment from external campaigns). We will examine this further and identify and work to remove any potential or actual barriers.

Workforce Composition by Gender Identity/Gender Reassignment Status

No members of staff have identified as trans in this reporting period.

The Senedd is listed as one of the top LGBTQ+ inclusive organisations in the UK in Stonewall's Workplace Equality Index 2020. We celebrate this success and promote the Senedd as an employer of choice on social media. As part of LGBTQ+ History Month, our staff Our staff have also undertaken activities including Trans Inclusion and LGBTQ+ Mental Health and Wellbeing workplace learning and development opportunities.

Staff have the ability to update their personal data on the HR System and we are also encouraging staff to ensure their information is correct and up to date.

Workforce Composition by Race/Ethnicity

Graph 5: Workforce Composition by Race / Ethnicity

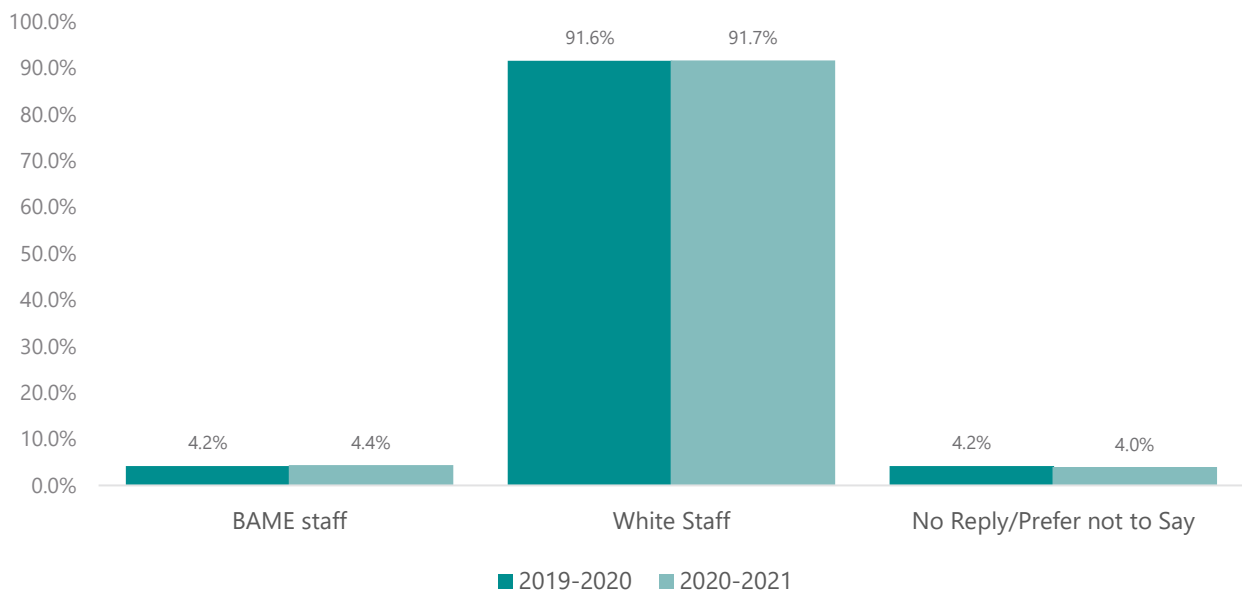


Table 3: Workforce Composition: Race / Ethnicity by Grade

Grade	Total staff		BAME staff		White Staff		No Reply/Prefer not to Say	
	number		number	%	number	%	number	%
TS*	107		12	11.2	92	86.0	3	2.8
M3	66		5	7.6	58	87.9	3	4.5
M2	153		3	2.0	143	93.5	7	4.6
M1	77		0	0.0	74	96.1	3	3.9
E2, E1 & Senior**	77		1	1.3	73	94.8	3	3.9
Total	480		21	4.4	440	91.7	19	4.0

*includes apprentices

**merged to protect individuals' privacy

Declaration Rate: 96.0%

Analysis:

The number of staff who identify as BAME has increased from 20 to 21. The percentage of BAME people in the total workforce has increased slightly from 4.2% last year to 4.4% in this reporting year.

The 2011 Census states that 6.8% of people who are economically active and employed in the Cardiff TTWA identify as BAME. We continue to work to aim for closer alignment with the TTWA figure of 6.8%. As per the previous two reporting years, this year, the TS grades exceed this comparison figure, with M3 comparatively aligned (7.6%).

57.1% (12) of our staff who identify as BAME are employed at entry level (TS grade). This has increased from 50.0% (10) from 2019-20. 4.8% of staff who identify as BAME are employed at decision-making level at E2, E1 and Senior Level, which has decreased from 10.0% in the last reporting period – the sample size is very small, so the data is sensitive to changes even when a single person joins or leaves the organisation.

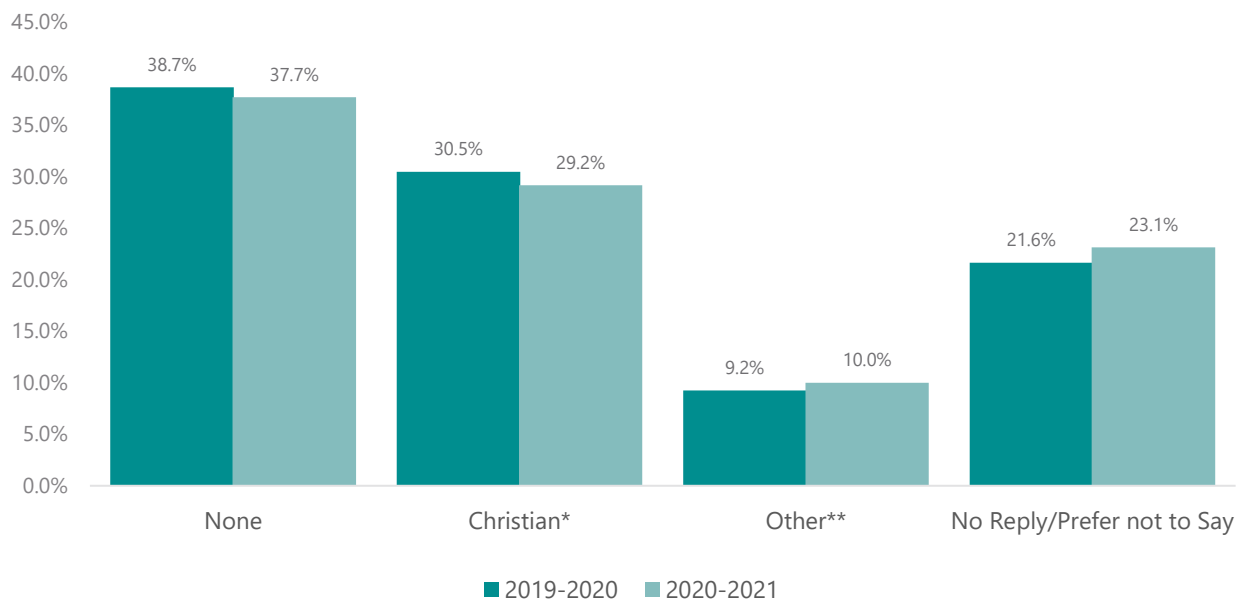
We can infer from the data that there is an uneven distribution of staff who identify as BAME across our workforce. 81.0% of staff who identify as BAME are in the two lowest pay bands (TS and M3), up from 70.0% last year. In pay bands M2 and M1, three members of staff identify as BAME, which constitutes 14.3 % of our workforce that identifies as BAME. We will work hard to ensure that we increase representation in bands M1 and beyond (both through more staff self-identifying on our HR system as BAME, and employing more BAME staff at all levels, particularly at senior/ decision-making level). The Commission has a stretch indicator to increase the number of applications year-on-year from candidates that identify as BAME. Through the Fifth Senedd, this has risen from 4.8% in 2016, to 7.7% in 2021. We are however disappointed that our conversion rates from application to sift and sift to offer of employment are lower for BAME applicants than for White applicants and we will examine our processes further to identify and work to remove any potential or actual barriers.

We have engaged Business in the Community (BITC), signed up to the Race at Work Charter and have designed an action plan to address underrepresentation in the Senedd's workforce, which involves supporting our existing BAME colleagues to fulfil their potential and ensuring we take appropriate steps to attract the widest and diverse range of talent to apply for jobs with us. Our senior champion for BAME colleagues and REACH, our Race, Ethnicity and Cultural Heritage workplace equality network, are raising the profile of the network, both internally and externally. We are incorporating this work into a wider strategy to

address underrepresentation in our workforce via the development of an attraction strategy for the Sixth Senedd, which is inclusive of all the protected characteristics and embeds diversity and inclusion throughout our organisational decision-making processes.

Workforce Composition by Religion/Belief

Graph 6: Workforce Composition by Religion/Belief



*Christian - Christian, Roman Catholic, Church in Wales, Church of England, Baptist/Methodist

**Other - Agnostic, Atheist, Buddhism, Hinduism, Muslim, Other, Zoroastrian

Table 4: Workforce Composition - Religion / Belief by Grade

Grade	None		Christian**		Other***		No Reply/Prefer not to Say	
	number	%	number	%	number	%	number	%
TS*	41	38.3	30	28.0	13	12.1	23	21.5
M3	31	47.0	17	25.8	5	7.6	13	19.7
M2	60	39.2	39	25.5	13	8.5	41	26.8
M1	29	37.7	25	32.5	7	9.1	16	20.8
E2	15	25.4	21	35.6	9	15.3	14	23.7
E1	3	21.4	7	50.0	1	7.1	3	21.4
Senior	2	50.0	1	25.0	0	0.0	1	25.0
Total	181	37.7	140	29.2	48	10.0	111	23.1

*includes apprentices

**Christian - Christian, Roman Catholic, Church in Wales, Church of England, Baptist/Methodist

***Other - Agnostic, Atheist, Buddhism, Hinduism, Muslim, Other, Zoroastrian

Declaration Rate: 76.9%

Analysis

As last year, the declaration rate is still lower than we would wish it to be, and we will continue to encourage staff to update their personal information on our HR system.

37.7% of staff who filled in their data on our HR system declared no religion or belief (none), which is slightly lower than last year's 38.7%.

It is difficult to draw any conclusions from this data set other than it could demonstrate a diversity of religious belief (including non-belief) in our workforce. We are a faith-friendly workplace, and we have flexible working arrangements in place for staff who wish to observe prayer and/or religious events and holidays; we have two on-site quiet rooms for staff and visitors to use should they wish to (once access to the estate is resumed pending Covid-19 restrictions).

Workforce Composition by Sex

Graph 7: Workforce Composition by Sex

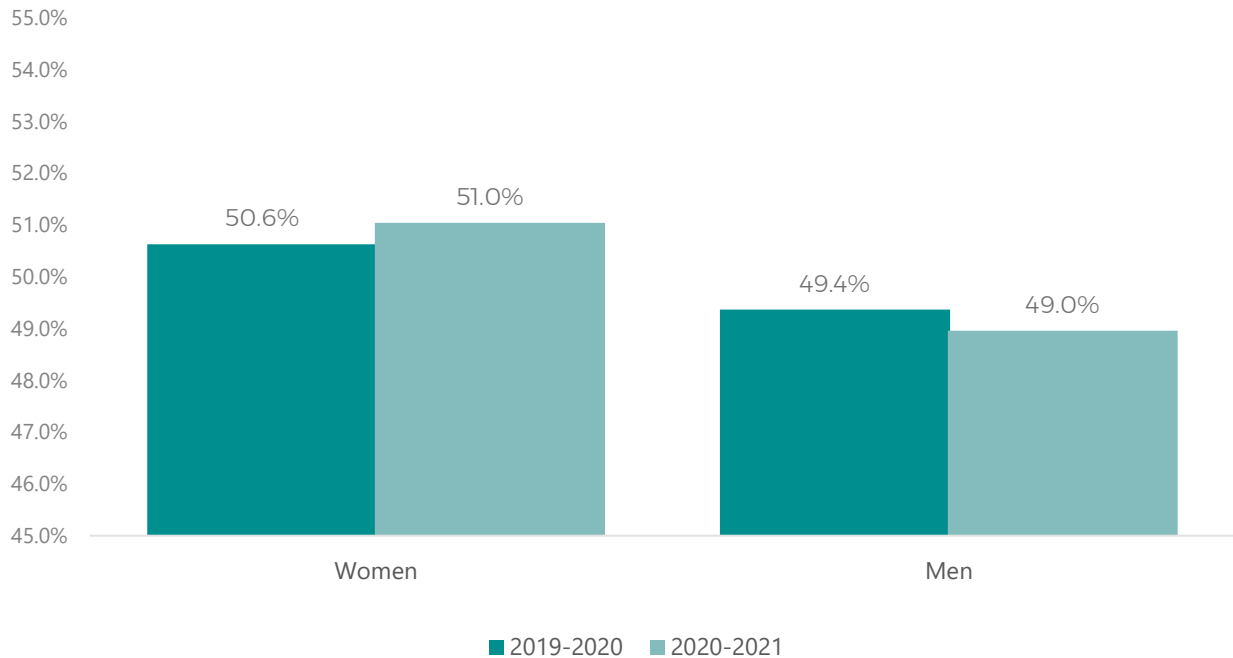


Table 5: Workforce Composition - Sex by Grade

Grade	Total staff	Women		Men		% split 2021	% split 2020
	number	Number	%	number	%	Women/Men	Women/Men
TS	107	42	39.3	65	60.7	39/61	36/64
M3	66	29	43.9	37	56.1	44/56	43/57
M2	153	91	59.5	62	40.5	60/40	61/39
M1	77	44	57.1	33	42.9	57/43	58/42
E2	59	30	50.8	29	49.2	51/49	52/48
E1	14	7	50.0	7	50.0	50/50	50/50
Senior	4	2	50.0	2	50.0	50/50	40/60
Total	480	245	51.0	235	49.0	51/49	51/49

Declaration Rate: 100.0%

Analysis

This reporting period sees a near equal split at 51:49 between women and men in our overall workforce composition, which is consistent with last year's reporting. No staff have identified as non-binary.

More men than women are represented in the lowest two grades, with women having higher numbers at both M2 and M1 grades. This could be attributed to the prevalence of women at M2 and M1 grades in the Translation and Reporting Service.

The distribution of males/females has remained consistent in grades E1 and Senior this year compared to last, where there is 50:50 equal split between men and women at these grades.

In 2020-21, there are 9 women and 9 men at E1/Senior decision-making level (50.0% women), compared to 9 women and 10 men in 2019-20 (47.4% women). The current figure of 50.0%, meets the ambition set out in the 50:50 by 2020 Campaign.

In terms of decision-making roles, our Leadership Team (Executive Band 1) and Senior Staff (including Chief Executive and Directors) constitutes 18 people. There is an equal gender split at decision-making level with 18 women and 18 men across these two grades/pay bands. Further to that, Leadership Group is equally split by gender: 7 women and 7 men and our Executive Board team consists of 2 women and 2 men.

Working Pattern by Sex/Gender

Table 6: Working Pattern by Sex/Gender

Grade	Women				Men				Total	
	Full-time		Part-time		Full-time		Part-time		Number at grade	% of total part time staff at this grade
	number	% of women at this grade	number	% of women at this grade	number	% of men at this grade	number	% of men at this grade		
TS	31	73.8	11	26.2	57	87.7	8	12.3	107	22.3
M3	25	86.2	4	13.8	34	91.9	3	8.1	66	13.8
M2	56	61.5	35	38.5	59	95.2	3	4.8	153	31.9
M1	33	75.0	11	25.0	32	97.0	1	3.0	77	16.0
E2	22	73.3	8	26.7	29	100.0	0	0.0	59	12.3
E1	6	85.7	1	14.3	7	100.0	0	0.0	14	2.9
Senior	2	100.0	0	0.0	2	100.0	0	0.0	4	0.8
Total	175	71.4	70	28.6	220	93.6	15	6.4	480	100.0

Analysis

The 2011 Census data shows that 37.3% of women in the Cardiff TTWA work part-time. During this reporting period, 28.6% of women in our workforce work part time, a decrease from 31.1% in 2019-20 and 30.9% in 2018-2019.

The 2011 Census data shows that 9.9% of men in the Cardiff TTWA work part-time. During this reporting period, 6.4% of men in our workforce work part time, a decrease from 8.5% in 2019-2020.

Our staff use a number of flexible working options, as either a formal or informal arrangement. Informal flexible working options include: compressed hours, annualised flexi leave and working from home. Anecdotally, we are aware that many members of staff, including men at senior level, utilise these arrangements. The figures in Table 6 refer to formal arrangements only where a member of staff has formally reduced their hours.

As last year, the data shows that men are less likely to work part-time than women in our workforce. As last year no men at the top three grades E2-Senior)

worked part time. Due to Covid-19 restrictions, the majority of our staff have worked flexibly/adjusted working patterns to accommodate business needs and unscheduled and scheduled caring responsibilities.

Workforce Composition by Sexual Orientation

Graph 8: Workforce Composition by Sexual Orientation

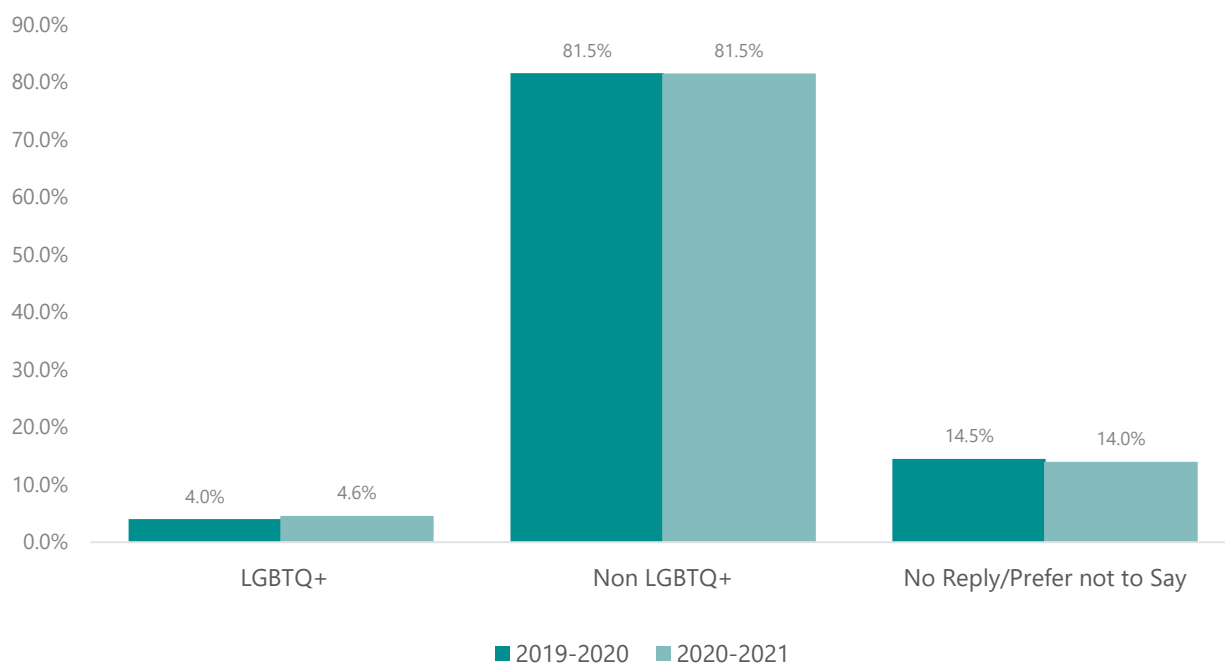


Table 7: Workforce Composition-Sexual Orientation by Grade

Grade	Total staff		LGBQ+		Heterosexual/Straight		No Reply/Prefer not to Say	
	number	number	number	%	number	%	number	%
TS*	107	3	3	2.8	91	85.0	13	12.1
M3	66	3	3	4.5	57	86.4	6	9.1
M2	153	9	9	5.9	122	79.7	22	14.4
M1	77	5	5	6.5	61	79.2	11	14.3
E2, E1 & Senior**	77	2	2	2.6	60	77.9	15	19.5
Total	480	22	22	4.6	391	81.5	67	14.0

*includes apprentices

**merged to protect individuals' privacy

Declaration Rate: 86.0%

Analysis

Whilst it continues to rise, the declaration rate of 86.0% (85.7% last year) is lower than we would like it to be, hence we periodically remind and encourage staff to update their personal data on our HR system.

The number of staff who identify as Lesbian, Gay, Bisexual or other minority Sexual Orientation (LGBQ+) has increased to 22 from 19 since the last reporting period, representing 4.6% of our total workforce. There currently is no comparative data available for the Cardiff TTWA for LGBQ+ people who are economically active and employed. However, Stonewall references the UK Government's estimate that 5-7% of the population identify as LGBQ+. Assuming that some of the population included in the 5-7% estimate will be people who are not economically active or in employment (due to their age), our workforce percentage of 4.6% could be considered broadly representative.

Maternity and Co-Parental Leave

Maternity Leave and Returners

Twenty-four women were on maternity leave during this reporting period. Nine women returned from maternity leave, five of whom changed their work pattern (of these, two women reduced their hours).

Co-Parental/Paternity Leave

Ten partners took co-parental/paternity leave and one changed their work pattern on their return to work.

Shared Parental Leave

One male member of staff took shared parental leave during this period.

Training

Currently, we do not gather data for training (or application for training) in a manner which we can analyse by protected characteristic.

Grievance, Disciplinary and Dismissal Related to Protected Characteristics

In this reporting period, we received one complaint relating to a protected characteristic.

Complaints about Discrimination / Prohibited Conduct

There were no complaints in this reporting period.

Recruitment Monitoring

Context

Shift from Face-to-Face to Virtual Recruitment

As a result of the pandemic, we shifted our face-to-face recruitment activities to virtual recruiting. We endeavoured to make this as seamless as possible and conducted equality impact assessments of our process to minimise any potential and actual barriers to inclusion. We provided guidance for hiring managers as to how to recruit inclusively in a virtual setting and are currently reviewing our onboarding arrangements to ensure an inclusive and warm virtual welcome.

New Online Applicant Tracking System

We also deployed our new applicant tracking system which we have used to anonymise applications and use its data analytics capabilities to get deeper insights into our recruitment data.

Our approach to recruitment monitoring

The Senedd Commission's recruitment policy is designed to be flexible: managers can access a series of prompt questions to assist them to determine whether they need to advertise vacancies internally or externally. The recruitment data presented in this report covers both internal and external recruitment schemes that closed with appointments during the reporting period of 1 April 2020 to 31 March 2021. As such, this includes schemes which were advertised in the 2019-20 reporting period where the appointment was not made until after 1 April 2020. The external recruitment data includes Senedd Commission staff who applied for vacancies which were advertised externally. During the reporting period there were 15 internal recruitment schemes and 29 external recruitment schemes.

Year	Number of Applications for External Roles	Number of External Schemes		Number of Applications for Internal Roles	Number of Internal Schemes
2019-20	894	64		45	23
2020-21	833	29		57	15

As with each reporting period, we encourage all applicants to submit their diversity monitoring data in order to complete the application process, providing reassurance as to how their data will be treated in accordance with data protection legislation. Our Recruitment Team has proactively contacted applicants

to complete the forms (with a choice including ‘prefer not to say’) if they have not already done so for the section of the reporting period before our applicant tracking system went live.

The internal recruitment data covers schemes that closed between 1 April 2020 and 31 March 2021 and includes all internal schemes, whether temporary or permanent.

Understanding our recruitment statistics

The recruitment tables below for both internal and external recruitment schemes track the success rates of applicants throughout the recruitment process as follows:

Under “**Applications Received**” we present the number of applicants per category and that number as a percentage of the total number of applications.

Under “**Successful at sift**” we present the number of applicants per category who have been invited to interview and that number as a percentage of the number of applicants in that category.

Under “**Offer of employment**” we present the number of applicants per category who have been offered a job and that number as a percentage of those who were successful at sift.

Under “**Overall success rate**” we present the success of people in that category as a percentage – i.e. the percentage of total applicants from that category who have been successful.

Finally, we present the percentage of total jobs that were offered to people in each category.

Senedd Commission Recruitment Data Insights

Age

Table 8: Internal Recruitment by Age

Age Range	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total Job Offers
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous year	
<20	0	0.0	0	0.0	0	0.0	0.0	0.0	0.0
20 - 29	18	31.6	13	72.2	7	53.8	38.9	53.3	38.9
30 - 39	25	43.9	19	76.0	9	47.4	36.0	35.0	50.0
40 - 49	11	19.3	7	63.6	2	28.6	18.2	50.0	11.1
50 - 59	0	0	0	0.0	0	0.0	0.0	0.0	0.0
60>	0	0	0	0.0	0	0.0	0.0	0.0	0.0
No Reply	0	0	0	0.0	0	0.0	0.0	0.0	0.0
Prefer Not To Say	3	5.3	2	66.7	0	0.0	0.0	50.0	0.0
Total	57	100.0	41	71.9	18	43.9	31.6	42.2	100.0

Analysis

As last year, the majority of both applications and offers of employment are associated with those applicants aged 20-49, reflecting the external recruitment data below.

The data suggests that staff aged 40-49 are less likely to be as successful as those aged 20-39 throughout the recruitment process, with their success at both sift and job offer figures below those aged 20-29 and 30-39. The overall success rate for applicants aged 20-29 is similar for applicants aged 30-39.

There were no internal applications made by anyone aged below 20 or above 50.

Table 9: External Recruitment by Age

Age Range	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total job offers
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous year	
<20	5	0.6	0	0.0	0	0.0	0.0	3.8	0.0
20 - 29	300	36.0	54	18.0	10	18.5	3.3	9.3	32.3
30 - 39	243	29.2	59	24.3	12	20.3	4.9	11.3	38.7
40 - 49	154	18.5	39	25.3	4	10.3	2.6	10.7	12.9
50 - 59	80	9.6	19	23.8	3	15.8	3.8	11.1	9.7
60>	12	1.4	4	33.3	1	25.0	8.3	0.0	3.2
No Reply	19	2.3	3	15.8	1	33.3	5.3	0.0	3.2
Prefer Not To Say	20	2.4	4	20.0	0	0.0	0.0	0.0	0.0
Total	833	100.0	182	21.8	31	17.0	3.7	9.3	100.0

Analysis

The percentage of applications with No Reply has decreased slightly from 2.7% in 2019-2020 to 2.3% in this reporting year. We will continue to update our

communications and website to encourage applicants to share their personal information.

Most applications continue to be from 20-39-year-olds, with the highest number of appointments from this group.

The number of applications received from applicants aged over 50 has increased from 76 in 2019-2020 to 92 during this reporting period, despite the total number of job offers dropping from 83 to 31. 12.9% of total job offers were made to people aged over 50, an increase from 8.4% of jobs offered in 2019-2020. This is significantly below the Census 2011 Travel to Work Area (TTWA) data that states that 23.9% of economically active people in the TTWA are 50-64.

The over 60 age range has also seen a slight decrease in applications from 13 last year to 12 this year. Whereas no one aged over 60 was appointed last year, one applicant was successful in being offered employment this year.

The drop in the overall success rate this year (3.7%) from the last reporting period (9.3%) can be attributed to the fact that we had a similar number of applications this year (833) to last year (894) but considerably less external vacancies this year compared to last year for a similar number of applicants.

Disability

Table 10: Internal Recruitment by Disability

Disability	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total Jobs
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous year	
Disabled	5	8.8	4	80.0	1	25.0	20.0	0.0	5.6
Non-Disabled	47	82.5	33	70.2	15	45.5	31.9	44.4	83.3
No Reply	2	3.5	2	100.0	2	100.0	100.0	40.0	11.1
Prefer Not To Say	3	5.3	2	66.7	0	0.0	0.0	50.0	0.0
Total	57	100.0	41	71.9	18	43.9	31.6	42.2	100.0

Analysis

In 2019-2020, two disabled applicants applied for internal vacancies, but were not successful at sift. During this reporting period, 4 out of 5 applicants were successful at sift, and 1 was offered employment, giving an overall success rate of 20%, which is lower than the success rate of non-disabled staff.

The number of internal candidates that chose Prefer Not To Say increased from 2 to 3 from last year, with No Replies dropping from 5 to 2.

We will continue to work on making sure that staff are comfortable in declaring a disability and will work with our disability network to encourage disabled staff to consider their development and progression within the organisation.

Table 11: External Recruitment by Disability

Disability	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total job offers
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous Year	
Disabled	71	8.5	12	16.9	0	0.0	0.0	7.1	0.0
Non-Disabled	704	84.5	160	22.7	30	18.8	4.3	10.2	96.8
No Reply	42	5.0	6	14.3	1	16.7	2.4	6.0	3.2
Prefer Not To Say	16	1.9	4	25.0	0	0.0	0.0	0.0	0.0
Total	833	100.0	182	21.8	31	17.0	3.7	9.3	100.0

Analysis

The 2011 Census states that 8.3% of people who are economically active and employed in the Cardiff TTWA have a long-term health problem or disability that limits their day to day activities. 8.5% of applications received were from people who identified as disabled compared to last reporting year's figure of 9.4%. However, actual numbers of applications from applicants that identify as disabled has decreased from 84 in 2019-20 to 71 during this reporting period.

The percentage of disabled people Successful At Sift has dropped from 36.9% to 16.9%.

No applicants who identified as disabled were offered employment this year compared to 6 in the last reporting period. We will monitor conversion rates for internal and external campaigns for disabled candidates and make any required changes to processes. We can examine what types of roles candidates applied for and identify any potential barriers in our recruitment process and adjust them accordingly.

The overall success rate for applicants who identify as disabled is 0% compared with 7.1% in the last reporting year. We would like the success rate for applicants who identify as disabled to be more in line with that of people who do not identify as disabled (4.3% in current year and 10.2% in the previous year).

Gender Reassignment / Gender Identity

Table 12: Internal Recruitment by Gender Reassignment / Gender Identity

Gender Identity	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total Jobs
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous year	
Trans	0	0.0	0	0.0	0	0.0	0.0	n/a	0.0
Cisgender	50	87.7	35	70.0	15	42.9	30.0	n/a	83.3
No Reply	4	7.0	4	100.0	2	50.0	50.0	n/a	11.1
Prefer Not To Say	3	5.3	2	66.7	1	50.0	33.3	n/a	5.6
Total	57	100.0	41	71.9	18	43.9	31.6	n/a	100.0

Analysis

No members of staff who applied for internal jobs identified as trans during this reporting period. Seven members of staff selected 'no reply' or prefer not to say' and we will continue to explore with our LGBTQ+ network PLWS, what we can do to encourage internal applicants to share data concerning their trans status.

We will continue to promote the Senedd as a trans-inclusive employer.

Table 13: External Recruitment by Gender Reassignment / Gender Identity

Gender Identity	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total job offers
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous Year	
Trans	4	0.5	0	0.0	0	0.0	0.0	0.0	0.0
Cisgender	729	87.5	170	23.3	30	17.6	4.1	9.4	96.8
No Reply	86	10.3	12	14.0	1	8.3	1.2	9.4	3.2
Prefer Not To Say	14	1.7	0	0.0	0	0.0	0.0	0.0	0.0
Total	833	100.0	182	21.8	31	17.0	3.7	9.3	100.0

Analysis

The number of applications from people who identify as trans has remained at 4 from last year's reporting period.

No replies has decreased from 13.1% in 2019-20 to 10.3% in this reporting year. This remains the highest number of no replies of all of the protected characteristics and it is difficult to draw conclusions as to why this might be.

While there are no comparative statistics for the Cardiff TTWA in relation to people who identify as trans, the Government Equalities Office¹ estimates that there are approximately 200,000-500,000 trans people in the UK. Due to the small numbers involved, it is difficult to draw conclusions about trans applicants.

We will continue to encourage all applicants to declare their gender identity and will continue to promote the Senedd as an inclusive employer in order to encourage applications from trans people. We actively promote the Senedd by attending Pride and Sparkle events, promoting our support for International Day Against Homophobia, Biphobia and Transphobia, celebrating LGBTQ+ History Month and Trans Visibility day.

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/721642/GEO-LGBT-factsheet.pdf

Race / Ethnicity

Table 14: Internal Recruitment by Race / Ethnicity

Ethnicity	Applications Received		Successful at Sift		Offer of Employment		Overall Success		
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous year	% of Total Jobs
BAME	5	8.8	3	60.0	0	0.0	0.0	0.0	0.0
White	49	86.0	36	73.5	17	47.2	34.7	46.2	94.4
No Reply	1	1.8	1	100.0	1	0.0	100.0	0.0	5.6
Prefer Not To Say	2	3.5	1	50.0	0	0.0	0.0	50.0	0.0
Total	57	100.0	41	71.9	18	43.9	31.6	42.2	100.0

Analysis

23.8% of BAME staff (5 out of 21 staff who have identified as BAME) applied for an internal recruitment scheme during this reporting period. Three applicants were successful at sift, yet none were successful in securing a job offer. This year, as with last year, no staff who have identified as BAME have been offered employment in an internal recruitment exercise.

5.3% of applicants either selected ‘prefer not to say’ or didn’t reply.

We will monitor conversion rates for internal and external campaigns for BAME candidates and make any required changes to processes. We can examine what types of roles candidates applied for and identify any potential and actual barriers in our recruitment process and adjust them accordingly.

The success rate for White applicants has dropped from 46.2% last year (2019 – 2020) to 34.7% this year.

‘Offers of Employment’ has gone down from 55.9% last year to 43.9% this year. The ‘Overall Success’ rate is down, from 42.2% (2019 – 2020) to 31.6% this year. This is because more people applied for fewer jobs.

We are continuing to work with Business in the Community (BITC) to put in place practical steps to support the development of our BAME staff. We continue to progress work with our REACH network and are collaborating with the Learning and Development Team to ensure that network members continue to receive the

appropriate training and support that they need to further progress within the organisation (such activities are outlined in our BAME action plan).

We actively promote the Senedd as an inclusive employer and are a Race at Work Charter signatory.

Table 15: External Recruitment by Race / Ethnicity

Ethnicity	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total job offers
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous Year	
BAME	64	7.7	8	12.5	1	12.5	1.6	4.7	3.2
White	727	87.3	168	23.1	29	17.3	4.0	9.9	93.5
No Reply*	28	3.4	4	14.3	1	25.0	3.6	0.0	3.2
Prefer Not To Say	14	1.7	2	14.3	0	0.0	0.0	7.1	0.0
Total	833	100.0	182	21.8	31	17.0	3.7	9.2	100.0

* No reply includes applications where candidates' ethnicity choices were inconclusive

Analysis

The 2011 census states that 6.8% of people who are economically active and employed in the Cardiff TTWA identified as being from a Black, Asian or Minority Ethnic (BAME) background. The number of total applications from people who identified as BAME has remained static at 64 BAME applicants this year and in the previous year also. This is 7.7% of total applications, which exceeds the BAME population in the Cardiff TTWA.

There is a notable difference in 'Successful at Sift' rates, between BAME applicants and White applicants. 17.3% of White applicants were successful at sift, compared to 12.5% of applicants from a BAME background. This is something we will continue to monitor.

The percentage of BAME applicants that were 'Successful at Sift' decreased from 31.3% (2019-2020) to 12.5% this year.

Whilst the percentage of White applicants 'Successful at Sift' is 17.3%, a drop from 37.1% last year.

'No Replies' increased from 2.3% last year to 3.4% this year. This could be attributed in part to some applicants declaring all or multiple ethnicities as part of our equalities monitoring at application stage – which we cannot include in the BAME or White data sets as that data is inconclusive.

Prefer Not to Say has increased from 1.6% last year to 1.7% this year.

One BAME applicant was successful and was offered employment, a decrease from 3 successful BAME applicants in 2019-2020. 5.0% of total applicants selected 'Prefer Not to Say' or did not reply and this data set could include applicants who identify as BAME but did not (or did not wish) to self-identify their ethnic status as the no reply category contained inconclusive data on some candidates' ethnicities. We will adjust our processes to overcome this.

There has been a further decrease in the BAME overall success rate from 4.7% (2019-20) to 1.6% this year. There has also been a decrease in the success rate of White applicants, from 9.9% (2019-20) to 4.0%. These figures can be explained by the fact that this reporting year, there was a similar number of applicants as the 2019-2020 reporting period, but significantly less jobs. Whereas in 2019-2020, there were 899 applicants for 83 positions, in 2020-2021 there were 833 applicants for 31 positions.

The overall success rate of Prefer Not to Say decreased from 7.1% (2019-20) to 0.0% this year. The overall success rate has fallen dramatically from 9.2% (2019-20) to 3.7% this year. The drop in the overall success rate is accounted for by the fact that a similar number of people applied for a significantly reduced number of vacancies during this reporting period.

We are taking steps to address underrepresentation of BAME people in our workforce and to promote the Senedd Commission as an employer of choice so that our workforce represents a more diverse cross section of society.

Religion / Belief

Table 16: Internal Recruitment by Religion / Belief

Religious Belief	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total Jobs
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous Year	
None	22	38.6	16	72.7	6	37.5	27.3	38.9	33.3
Christian*	17	29.8	11	64.7	3	27.3	17.6	45.5	16.7
Other**	10	17.5	9	90.0	6	66.7	60.0	50.0	33.3
No Reply	0	0.0	0	0.0	0	0.0	0.0	100.0	0.0
Prefer Not to Say	8	14.0	5	62.5	3	60.0	37.5	33.3	16.7
Total	57	100.0	41	71.9	18	43.9	31.6	42.2	100.0

*Christian - Christian, Roman Catholic, Church in Wales, Church of England, Baptist/Methodist

**Other - Agnostic, Atheist, Buddhism, Hinduism, Muslim, Other, Zoroastrian

Analysis

Whilst most applications came from people who identified as having no religion or Christian (38.6% and 29.8% of applicants respectively), 17.5% of applications from people who identified as having other religious beliefs, which is higher than the 13.3% of applicants in 2019-2020.

For the first time since we have published monitoring data, more people who identified as having a minority religious belief were offered a job compared to Christians; 33.3% of all job offers went to people who identified as having a minority religious belief.

Prefer Not to Say has decreased to 14.0% from last year's figure of 20.0%.

Table 17: External Recruitment by Religion / Belief

Religious Belief	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total job offers
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous Year	
None	330	39.6	72	21.8	7	9.7	2.1	8.0	22.6
Christian*	232	27.9	57	24.6	7	12.3	3.0	12.1	22.6
Other**	166	19.9	35	21.1	10	28.6	6.0	9.1	32.6
No Reply	30	3.6	5	16.7	3	60.0	10.0	7.1	9.7
Prefer Not To Say	75	9.0	13	17.3	4	30.8	5.3	7.5	12.9
Total	833	100.0	182	21.8	31	17.0	3.7	9.3	100.0

*Christian - Christian, Roman Catholic, Church in Wales, Church of England, Baptist/Methodist

**Other - Agnostic, Atheist, Buddhism, Hinduism, Muslim, Other, Zoroastrian

Analysis

47.8% of applicants declared a religion or belief which is a slight increase from 45.9% in 2019-2020

The percentage of no replies has decreased from 4.7% in 2019-20 to 3.6%.

The percentage of Prefer Not to Say has increased from 7.5% in 2019-2020 to 9.0% in this reporting period.

For the first time, most of the jobs were offered to people who identified as having a minority religion or belief (32.6%), followed by Christian and None (both 22.6%),

The percentage of applications from people who declared Other Religions has increased from 17.2% in 2019-20 to 19.9% in 2020-2021.

Sex

Table 18: Internal Recruitment By Sex

Gender	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total Jobs
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous year	
Female	33	57.9	24	72.7	11	45.8	33.3	52.2	61.1
Male	20	35.1	14	70.0	6	42.9	30.0	31.8	33.3
Non-binary and Other	2	3.5	2	100.0	1	50.0	50.0	n/a	5.6
No Reply	0	0.0	0	0.0	0	0.0	0.0	0.0	0.0
Prefer Not To Say	2	3.5	1	50.0	0	0.0	0.0	0.0	0.0
Total	57	100.0	41	71.9	18	43.9	31.6	42.2	100.0

Analysis

Thirty three women applied for internal jobs compared to 20 men. For the first time since we have been reporting, 2 internal applicants identified as non-binary and other).

Although the percentages for applicants successful at sift are similar (72.7% success at sift for women, and 70.0% for men), women are more likely to be offered a job than men. Women had an overall success rate of 33.3% compared to 30.0% for men. Women were offered 61.1% of total jobs within this reporting period, down from 63.2% in 2019-2020. Further to this, we will examine conversion rates, what roles were applied for and identify if any potential and actual barriers exist and adjust our processes accordingly.

Table 19: External Recruitment by Sex

Sex	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total job offers
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous Year	
Female	399	47.9	90	22.6	15	16.7	3.8	11.2	48.4
Male	393	47.2	90	22.9	16	17.8	4.1	7.6	51.6
Non-binary and Other	1	0.1	0	0.0	0	0.0	0.0	0.0	0.0
No Reply	30	3.6	2	6.7	0	0.0	0.0	5.0	0.0
Prefer Not to Say	10	1.2	0	0.0	0	0.0	0.0	0.0	0.0
Total	833	100	182	21.8	31	17.0	3.7	9.3	100.0

Analysis

The percentage of “No Reply” has remained static at 3.6% of applicants.

One applicant declared a non-binary or other gender identity, but they were not successful at sift.

This year, similar numbers of women and men applied for jobs (47.9% and 47.2.% of applicants respectively). The data shows that similar figures were recorded throughout the recruitment process: 22.6% of women were successful at sift, compared to 22.9% of men, of which 16.7% of women were offered employment, compared to 17.8% of men.

The percentages of jobs offered to women and men has evened out. In 2019-2020, 60.2% of job offers were made to women and 38.6% of job offers were made to men. In 2020-2021, 48.4% of jobs were offered to women, and 51.6% of jobs were offered to men.

We ensure that all of our recruitment panels have diversity and inclusion training, including unconscious bias training. All of our recruitment panels have a gender balance.

Sexual Orientation

Table 20: Internal Recruitment by Sexual Orientation

Sexual Orientation	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total Jobs
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous year	
LGBQ +	7	12.3	7	100.0	4	57.1	57.1	100.0	22.2
Heterosexual/Straight	40	70.2	30	75.0	13	43.3	32.5	43.6	72.2
No Reply	0	0.0	0	0.0	0	0.0	0.0	0.0	0.0
Prefer Not To Say	10	17.5	4	40.0	1	25.0	10.0	20.0	5.6
Total	57	100.0	41	71.9	18	43.9	31.6	42.2	100.0

Analysis

Seven people who identified as LGBQ+ applied for an internal scheme, representing 12.3% of all internal applications, up from 2.2% of all applications in 2019-2020. Four applicants (57.1) % were offered a job. In 2019-2020, only one LGBQ+ applicant applied for a job and they were successful, hence the 100% figure presented above.

22.2% of total jobs offered were offered to people who identified as LGBQ+, an increase from 5.3% in 2019-2020.

We are confident that the support and development available for LGBQ+ staff continues to represent best practice.

In 2020, we were named by Stonewall as the number one employer in Wales and one of the Top Ten LGBTQ+ employers in the UK.

Table 21: External Recruitment by Sexual Orientation

Sexual Orientation	Applications Received		Successful at Sift		Offer of Employment		Overall Success		% of Total Jobs
	Number	% of Total Apps	Number	% of Apps	Number	% Successful at Sift	% of Current Year	% of Previous Year	
LGBQ +	77	9.2	16	20.8	3	18.8	3.9	6.8	9.7
Heterosexual/ Straight	665	79.8	146	22.0	27	18.5	4.1	9.9	87.1
No Reply	27	3.2	3	11.1	1	33.3	3.7	3.3	3.2
Prefer Not To Say	64	7.7	17	26.6	0	0.0	0.0	7.3	0.0
Total	833	100	182	21.8	31	17.0	3.7	9.3	100.0

Analysis

The total percentage of applicants who identify as lesbian, gay, bi or other sexual orientation (LGBQ+) has risen from 8.2% to 9.2%, which is higher than the UK Government’s estimate of 5-7% of the local populations identifying as LGB+.

“No Replies” have remained consistent at 3.2 % (3.4% in 2019-2020).

Statistics for success rates throughout the recruitment process are nearly equivalent for LGBQ+ and heterosexual / straight people. 20.8% of LGBQ+ people were successful at sift, 18.8% of whom were offered a job. This compares favourably to the 22.0% of heterosexual / straight people who were success at sift, of whom 18.5% were offered a job.

9.7% of job offers were made to people who identify as LGBQ+, up from 6.0% in 2019-2020.

We actively promote the Senedd as a LGBTQ+ inclusive employer by attending Pride events, promoting our LGBTQ+ workplace network and our status as one of the most inclusive employers in the UK, promoting our support for International Day Against Homophobia, Biphobia and Transphobia, and celebrating LGBTQ+ History Month.

We remain in the Top 10 of Stonewall's Workplace Equality Index, and number 1 Employer in Wales for LGBTQ+ people. We also have been awarded Highly Commended Network Group.

Monitoring Actions for the Sixth Senedd



Review benchmarks, comparators and KPIs for workforce and recruitment for Sixth Senedd



Align planning and activities for attraction with People Strategy and Communications and Engagement Strategy



Monitor conversion rates for internal and external campaigns for BAME candidates and Disabled candidates and make any required changes to processes



Develop new behavioural framework which aligns with our organisational values



Update recruiting principles to address underrepresentation: panel diversity, targeted advertising, job description development (BAME Action Plan) etc



Work with workplace equality networks to identify how to better support progression of all staff including staff with protected characteristics



Gather and analyse candidate and hiring manager feedback



Gather and analyse data on social mobility diversity of applicants and employees



Monitor diversity of hiring panels



Develop Executive Search call-off contract that takes account of our D&I objectives in relation to addressing underrepresentation at senior level



Report on reserve candidate status



Design and launch BAME Graduate Scheme/Internship



Develop inclusive hiring toolkit and training for hiring managers, following Recruitment Team training/upskilling



Review descriptors for characteristics and consult with Workplace Equality Networks.