



Workforce Race Equality Standard

October 2025

Improving lives together

Workforce Race Equality Standard

This report provides an annual overview of Cygnet Health Care's performance against the Workforce Race Equality Standard (WRES). There is an ongoing inclusion action plan which accompanies this report for how Cygnet will progress this work over the period.

Cygnet Health Care
Name and title of the Board lead of the WRES
Jenny Gibson, Human Resources Director
Name and contact details of the lead manager compiling this report
Kerry Matthews, Colleague Engagement and Wellbeing Lead (kerrymatthews@cygnethealth.co.uk)
Name of the commissioners this report has been sent to
Name and contact details of coordinating commissioner this report has been sent to
n/a
Unique URL link on which this report and associated action plan will be found
https://www.cygnethealth.co.uk/help/legal/
This report has been signed off by on behalf of the Board on (name and date)
Jenny Gibson, Human Resources Director, 23 rd October 2025

Background

1. Background narrative

Any issues of completeness of data

None – see comments alongside charts for relevant information

Any matters relating to the reliability of comparisons with previous year?

Metric 2 – data last year ran from Jan – July 2024 and due to the volume of applicants, and number of stages in the process whereby applicants drop out, it was difficult to report the specific ethnicity status of those appointed

Are there any other factors or data which should be taken into consideration in assessing progress?

None

2. Total numbers of employees

Employed within this organisation at the date of the report

11342 as per staff survey maximum responses (11780 as per report from Workday, excluding bank)

Proportion of ethnic minority (EM) employees employed within this organisation at the date of the report

Survey - 46% (see Ethnicity Data slide)

Workday report – 28% (41% undisclosed).

It is important to note that the system is reliant on self-reporting, of which only 59% have completed this.

Background

3. Self-reporting

The proportion of total employees who have self-reported their ethnicity

58.6% (as per HR records)

Are any steps planned during the current reporting period to improve the level of self-reporting by ethnicity?

We have had previous campaigns to encourage employees to complete their HR record, we have also recently migrated to a new HR Information System where self serve will be an easier process. Due to staff turnover, this process needs ongoing focus

3. Workforce data

What period does the organisation's workforce data relate to?

Report pulled October 2025

Methodology

For each of the WRES indicators, the data has either been taken from Cygnet's HR system (Workday), from the Employee Relations log or from the results of the Staff Survey (2024 and 2025 for comparison). The information is then compared for employees of an Ethnic Minority and White background.

The Staff Survey ran between 15th April and 10th June 2025.

For the purposes of the WRES, the ethnicity groupings are as follows:

- 'White' employees include white British, white Irish, white Gypsy or Traveller and any other white background
- 'Ethnic minority' employees include all other ethnicities, excluding people who answered 'prefer not to say'

Staffing data **excludes** bank staff. This has been the case in previous years and ensures reporting is consistent.

Each slide indicates where the data has originated.

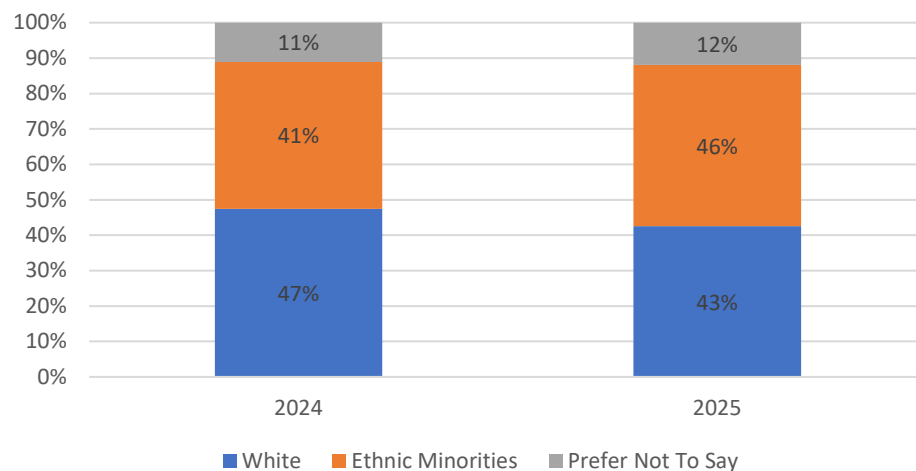
Ethnicity Data

Although we have reported our ethnicity data on the previous slides using Cygnet's HR system we also display below the Staff Survey ethnicity data (79.3% response rate) as it better reflects the true diversity of Cygnet's employees in comparison. In the HR system, 41% of people's ethnicity is 'unknown', compared to 12% in the 2025 Staff Survey who answered 'prefer not to say'.

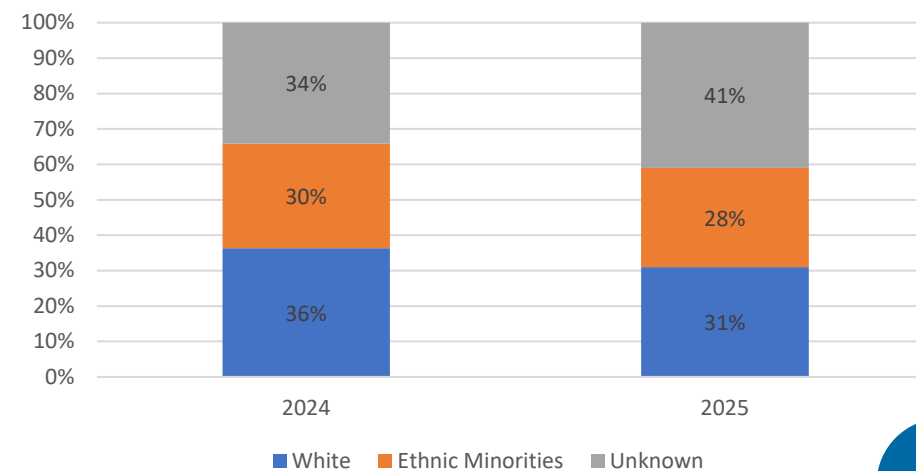
The survey tells us that 43% of our employees are **white** (a difference of 12% from the HR system). This is a **reduction of 4%** from the previous year's survey.

The survey data also tell us that 46% of our employees are from an **ethnic minority** background (a difference of 20% from the HR system) and that **Cygnet employ 5% more employees from an ethnic minority background than last year.**
Cygnet are proud that we attract and retain a diverse workforce.

Ethnic Groups from Staff Survey

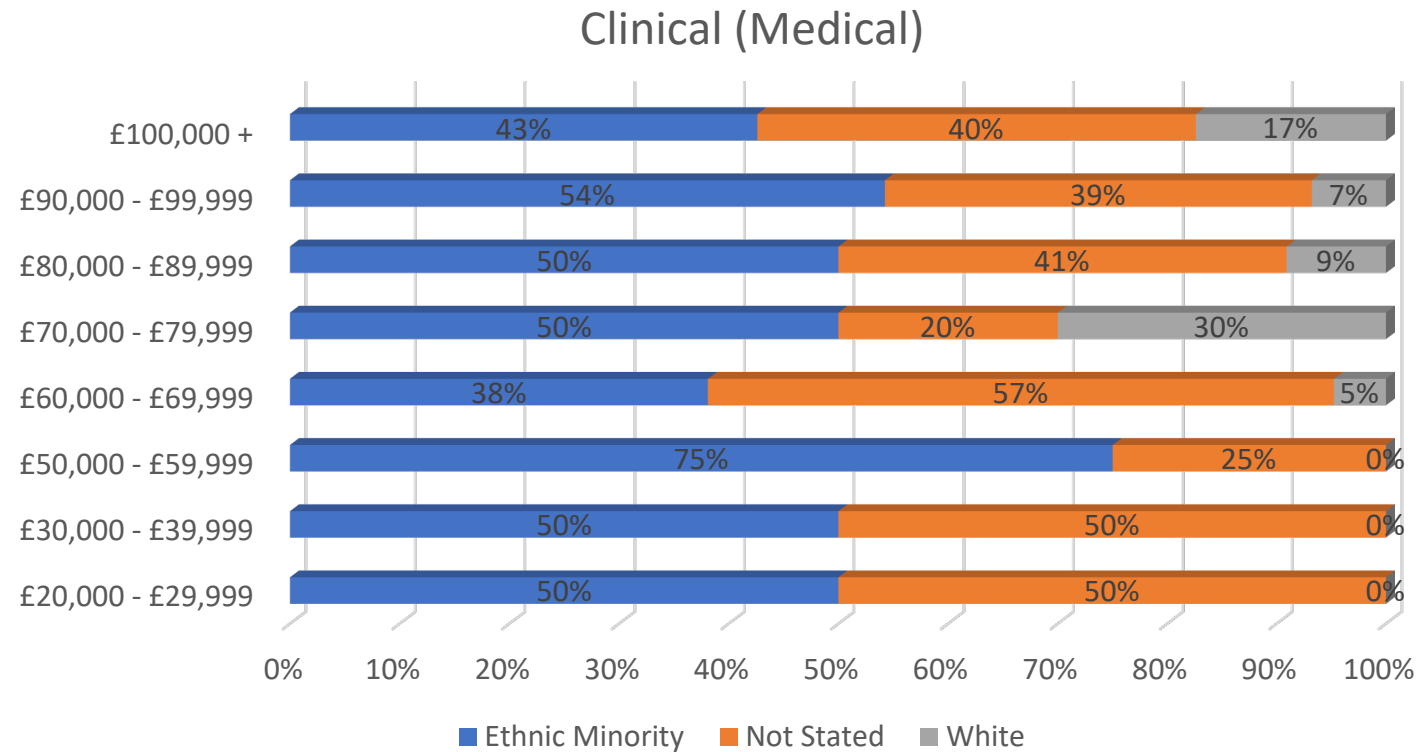


Ethnic Groups from HR System



WRES indicator 1

Percentage of staff in each salary range of £10k compared with the percentage of staff in the overall workforce



The graph illustrates the proportional representation of staff across successive £10K salary bands within the Clinical Medical workforce. Each salary range is assessed relative to the total workforce in that bracket, with a specific focus on minority inclusivity metrics.

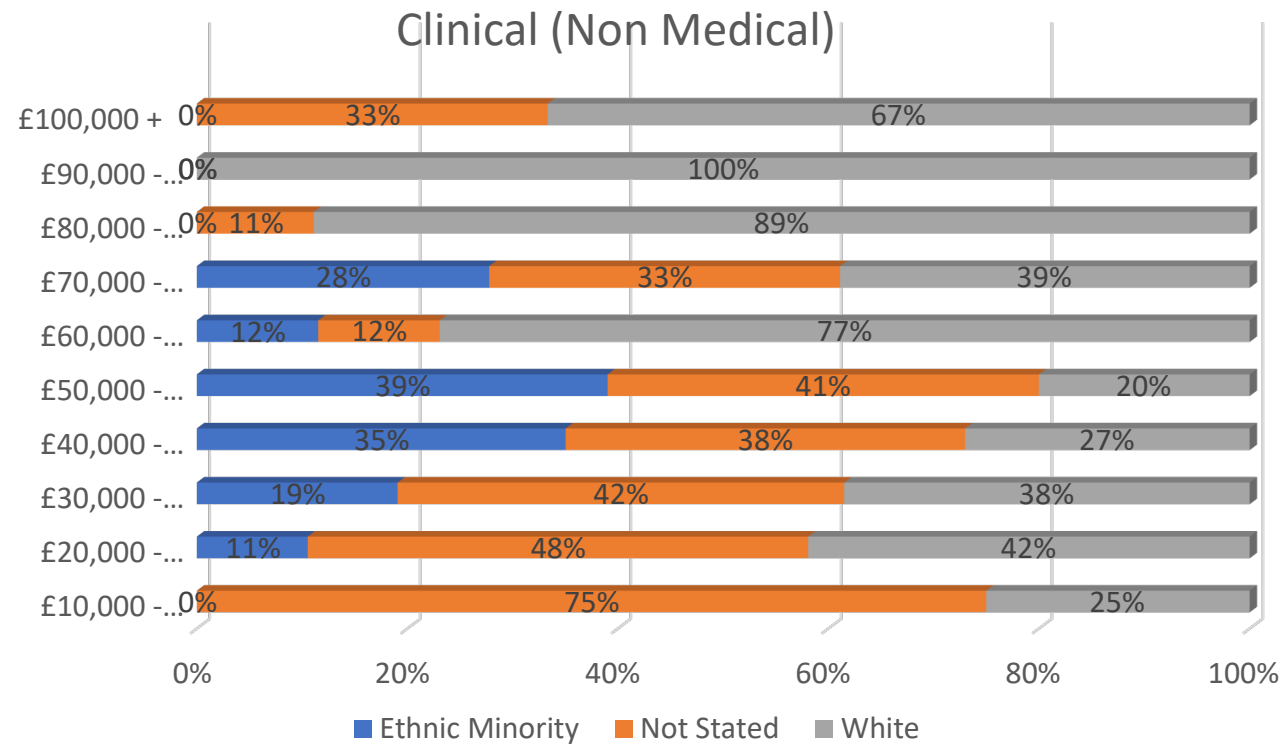
Note:

***Clinical (Medical)** includes Medical Directors, Doctors, Consultants, and RMOs

*Data Source: Workday

WRES indicator 1

Percentage of staff in each salary range of £10k compared with the percentage of staff in the overall workforce



The graph illustrates the proportional representation of staff across successive £10K salary bands within the Clinical Non Medical workforce. Each salary range is assessed relative to the total workforce in that bracket, with a specific focus on minority inclusivity metrics.

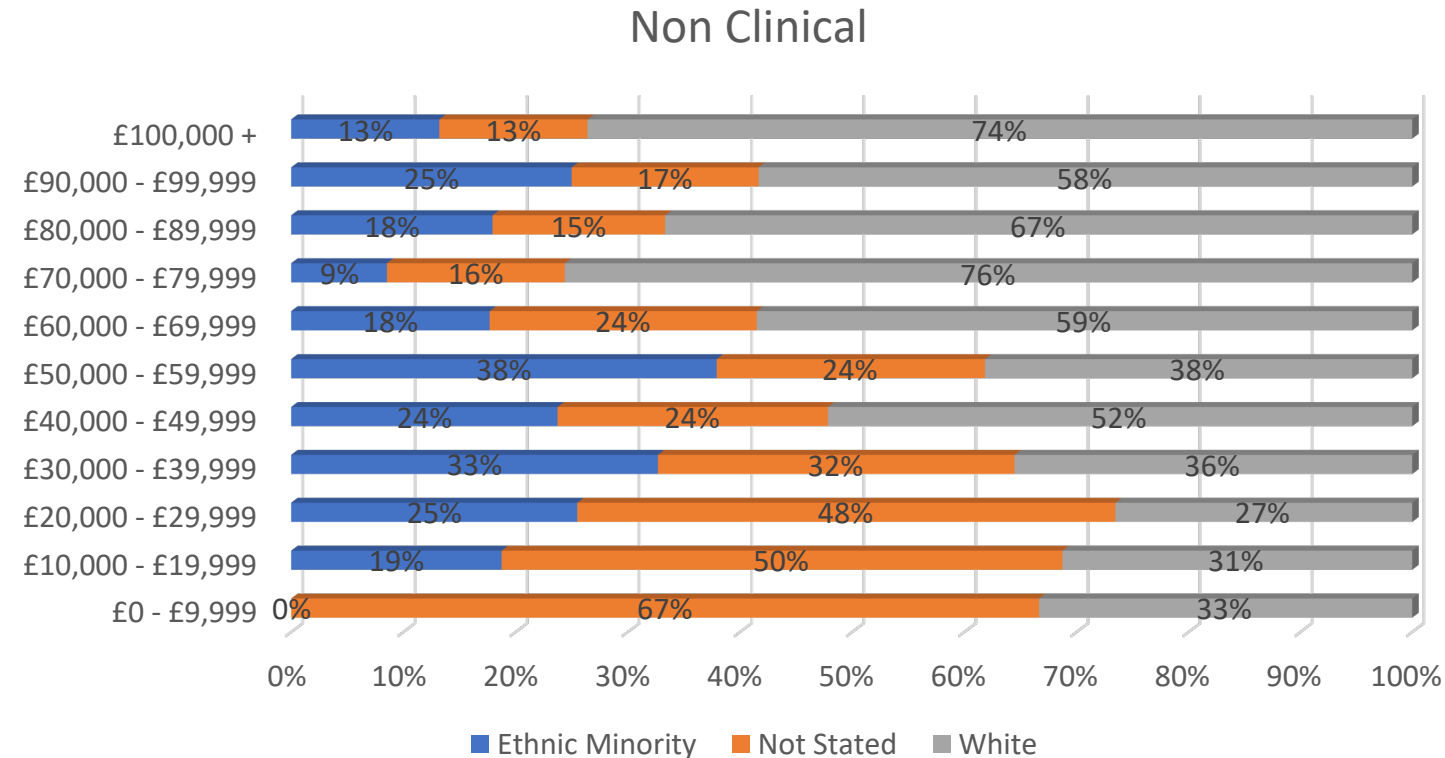
Note:

***Clinical (Non-Medical)** includes Nurses, Psychologists, and Therapists

*Data Source: Workday

WRES indicator 1

Percentage of staff in each salary range of £10k compared with the percentage of staff in the overall workforce



The graph illustrates the proportional representation of staff across successive £10K salary bands within the Non Clinical workforce. Each salary range is assessed relative to the total workforce in that bracket, with a specific focus on minority inclusivity metrics.

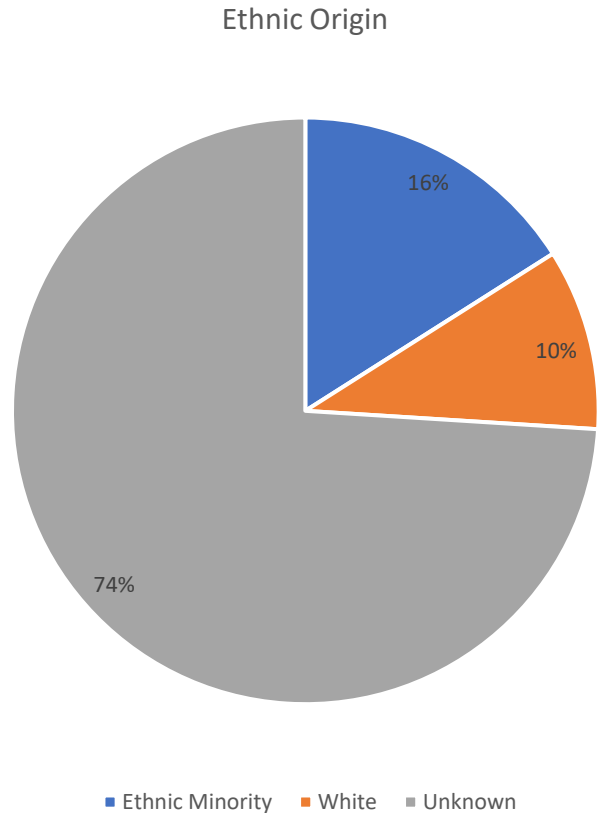
Note:

***Non-Clinical** includes all other roles

*Data Source: Workday

Metric 2

Relative likelihood of staff being appointed from shortlisting across all posts



The data is from our Applicant Tracking System – Harbour and HR System and runs from 1st July 2024 – 16th October 2025

There's no previous data held to compare to.

Data shows hiring data by ethnicity.

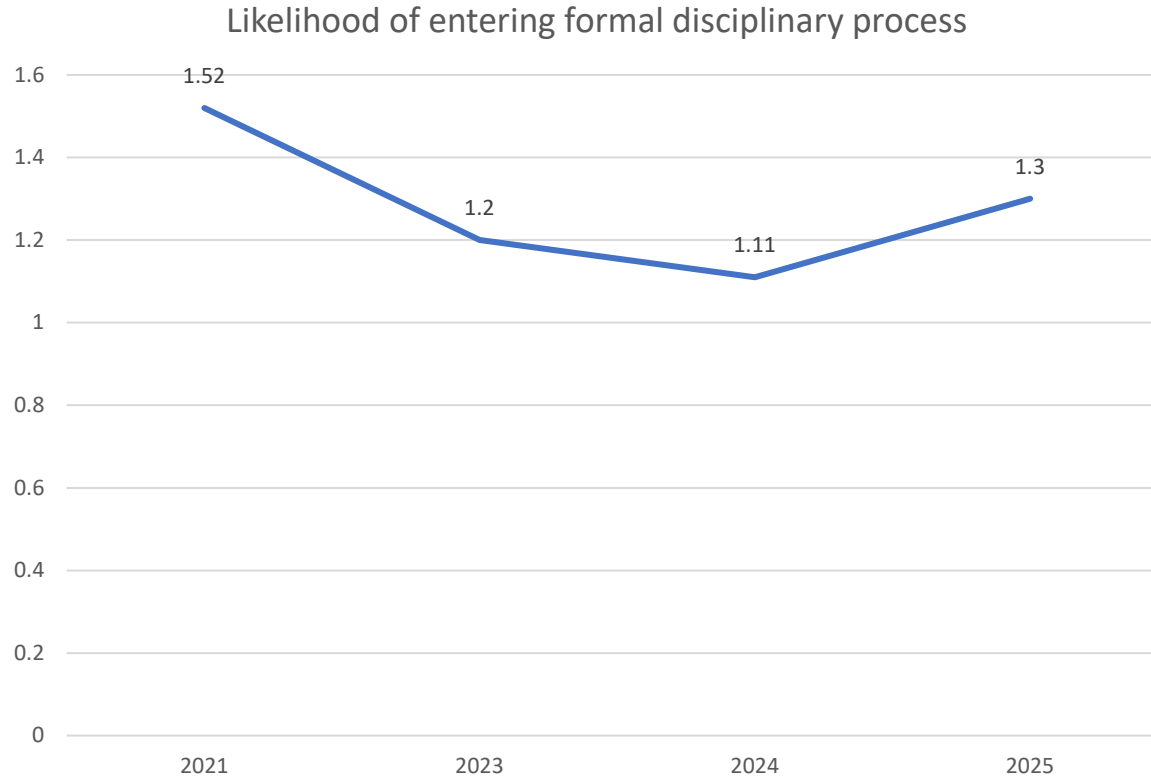
Relative likelihood where disclosed – **1.1 times greater (although there are 74% unknown)**

*Discussed with Resourcing Delivery Manager

Recruitment data is scheduled to move to Workday in November 2025

WRES indicator 3

Relative likelihood of staff entering the formal disciplinary process



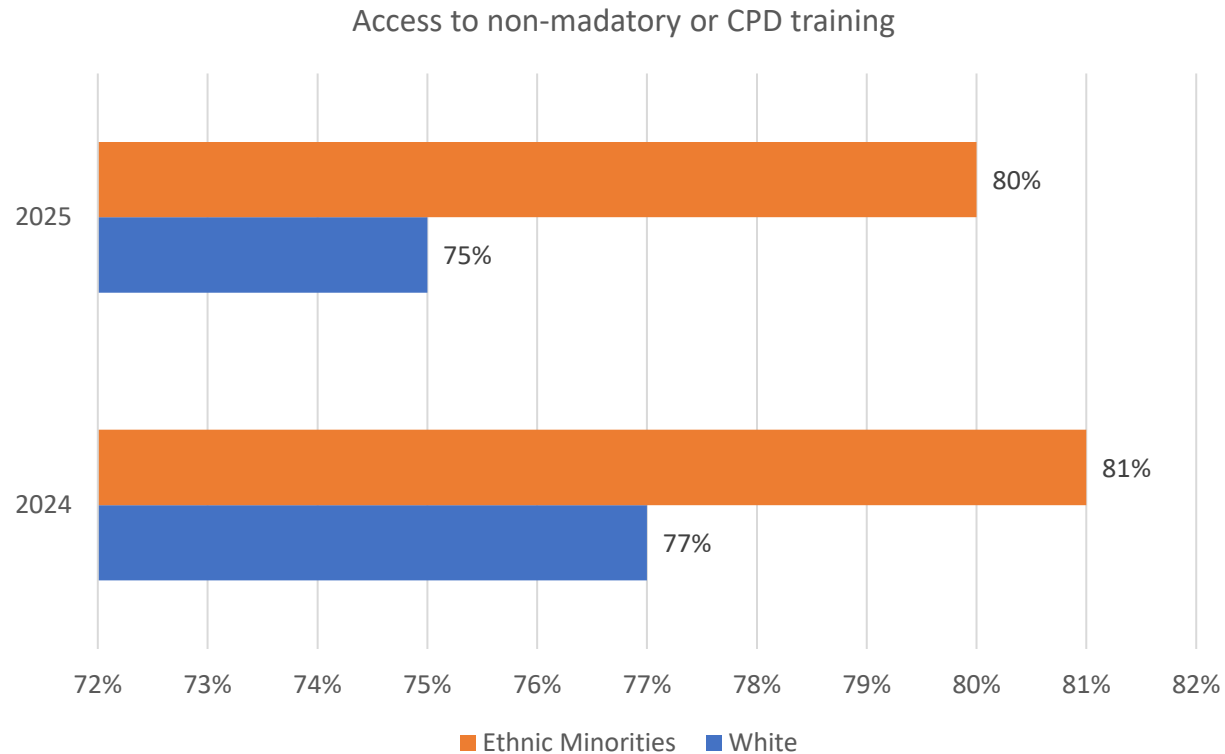
The relative likelihood of ethnic minority employees entering the formal disciplinary process compared to white employees is **1.3 times greater**.

It is reducing from previous years, but there is work and further analysis to be done.

Note: This indicator is measured by entry into a formal disciplinary investigation and is based on data from a two year rolling average for 2022/2023. The data is taken from the Employee Relations log and the HR system.

WRES indicator 4

Relative likelihood of staff accessing non-mandatory training and CPD



The data is taken from the Staff Survey question “In the last 12 months I have had access to non-mandatory training or continuing professional development (CPD) training”.

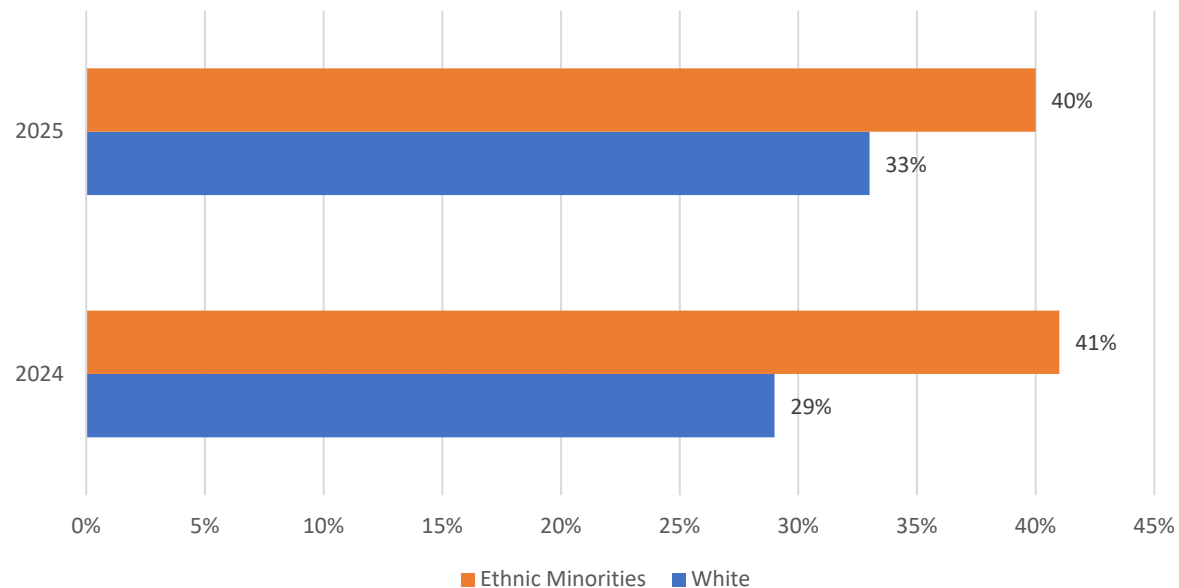
The data shows that across all employees who completed the survey, our ethnic minority background employees report **better access** than their white colleagues (5% difference), and this is improving for them.

Note: Data is taken from the Staff Survey rather than a HR system as not all training is captured in a system. Much ad-hoc training takes place at sites and is not logged. We have used the Staff Survey in previous WRES reports so the data is comparable. Percentages includes the answers ‘agree’ or ‘strongly agree’.

WRES indicator 5

Percentage of staff experiencing harassment, bullying and abuse from patients, relatives or the public in the last 12 months

Bullying, harassment and abuse at work from service users, their relatives or other members of the public



The data is taken from the Staff Survey question “In the last 12 months, how many times have you personally experienced bullying, harassment and abuse at work (from service users, their relatives or other members of the public)”.

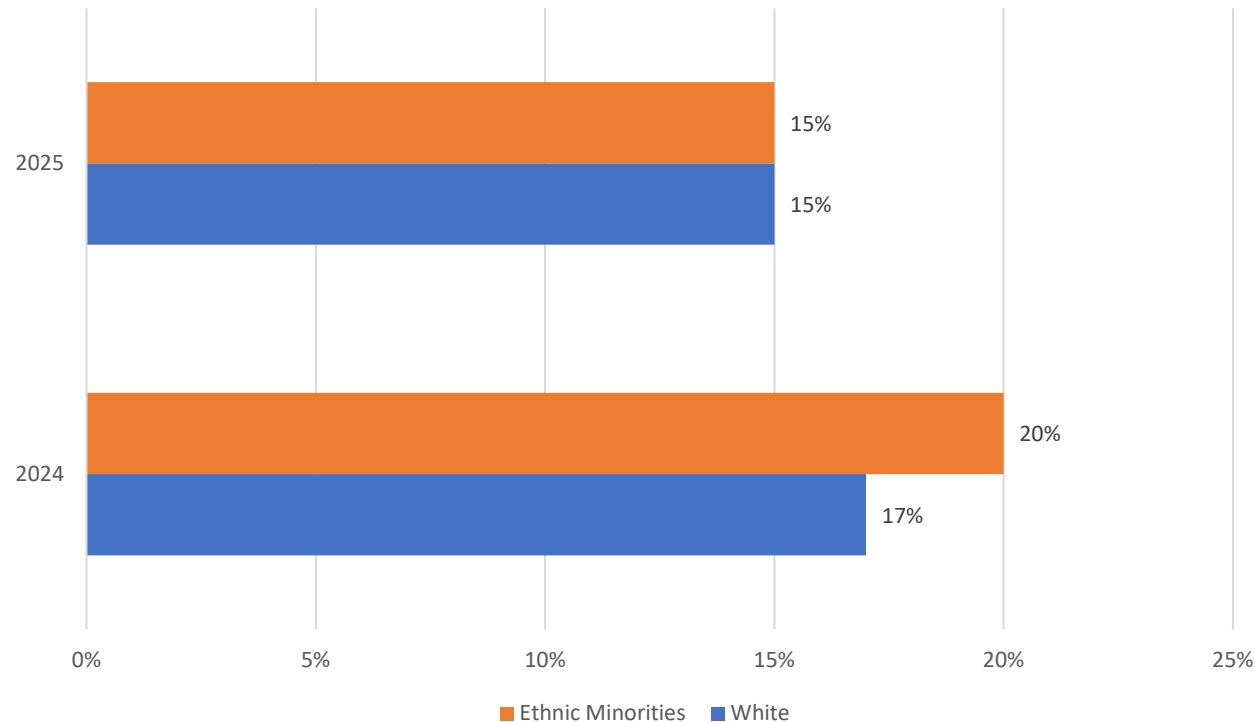
The data shows that our ethnic minority background employees experienced **7% more** harassment, bullying and abuse from patients, relatives or the public in the last 12 months than their white colleagues, and that this difference has decreased by 5% since the last survey.

Note: Data is taken from the Staff Survey. Percentages includes the answers ‘1-2, 3-5, 6-10, more than 10 times’.

WRES indicator 6

Percentage of staff experiencing harassment, bullying and abuse from staff in the last 12 months

Bullying, harassment and abuse at work from employees



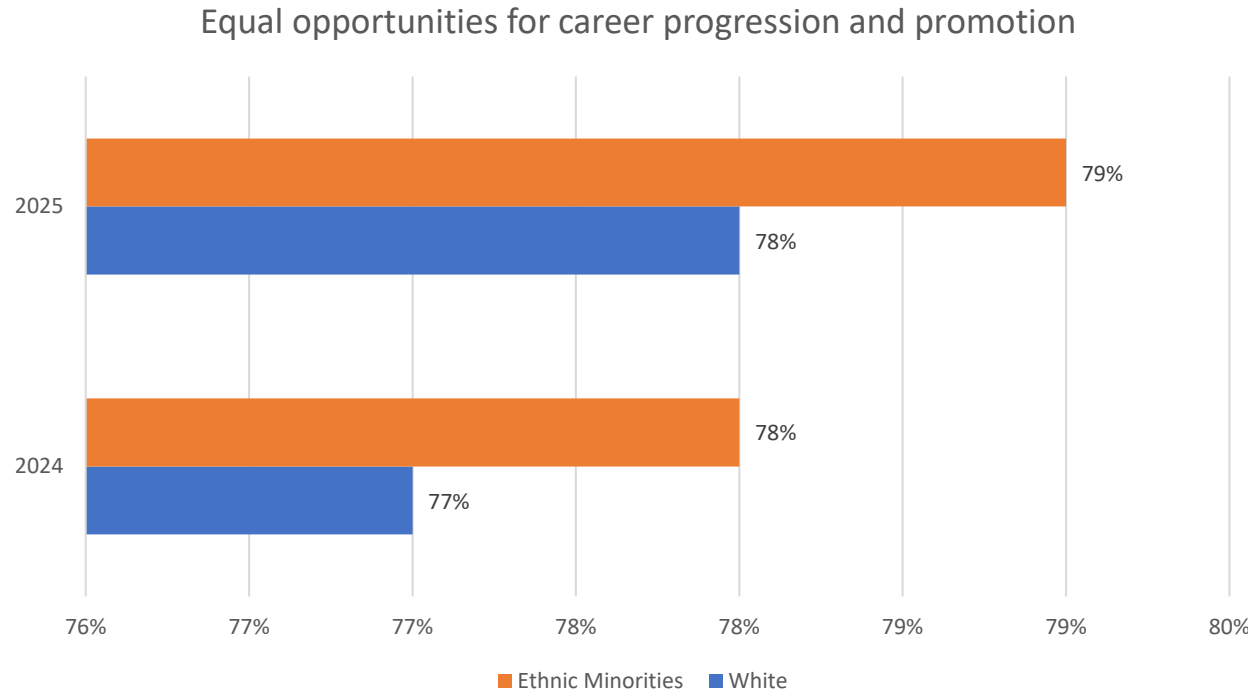
The data is taken from the Staff Survey question “*In the last 12 months, how many times have you personally experienced bullying, harassment and abuse at work (from colleagues)*”.

The data shows that 15% of both groups of employees reported experiencing harassment, bullying and abuse from other colleagues

Note: Data is taken from the Staff Survey. Percentages includes the answers ‘1-2, 3-5, 6-10, more than 10 times’.

WRES indicator 7

Percentage believing that the organisation provides equal opportunities for career progression or promotion



The data is taken from the Staff Survey question “Cygnet provides equal opportunities for career progression and promotion”.

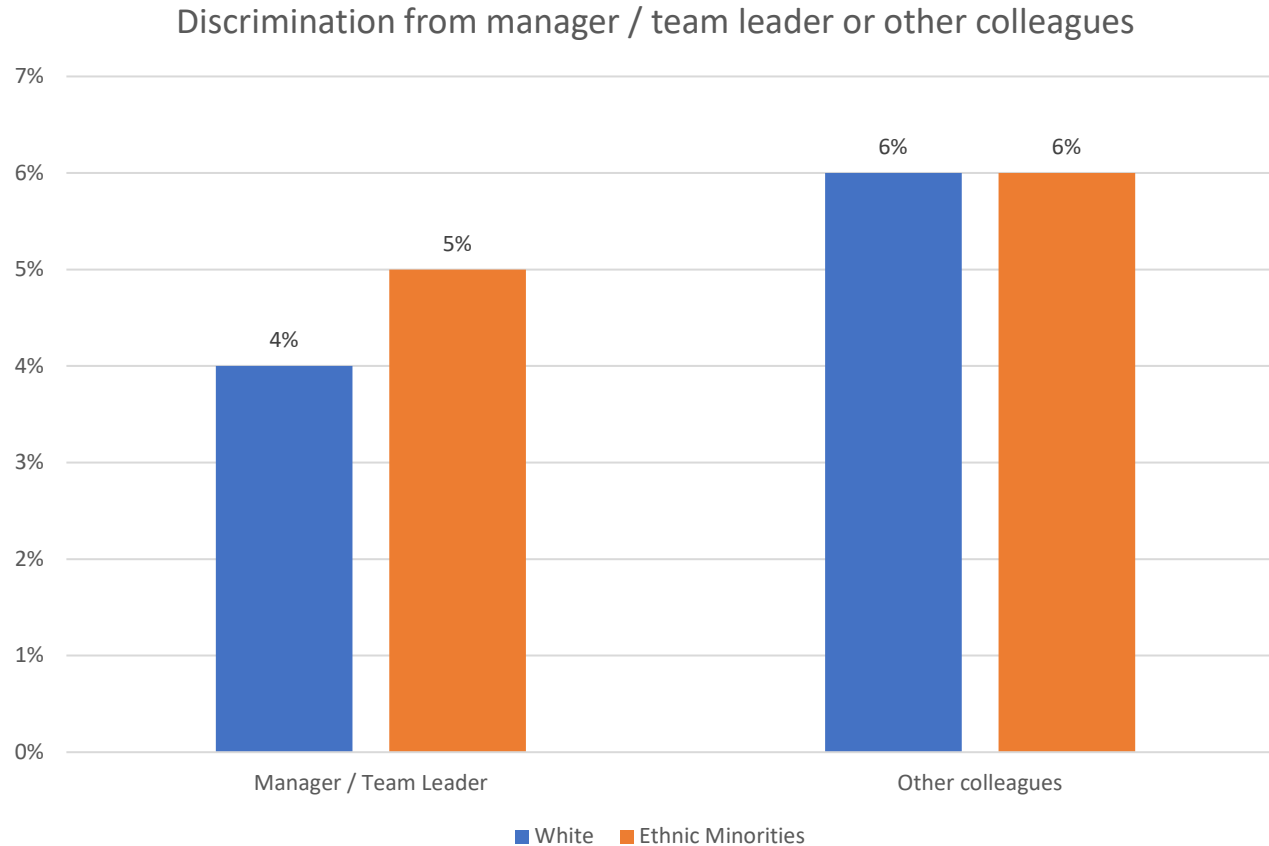
The data shows that our ethnic minority background employees are **1% more likely** to believe they are provided with equal opportunities for career progression or promotion than their white colleagues.

For all staff, their belief in equal opportunity has increased.

Note: Data is taken from the Staff Survey. Percentages includes the answers ‘agree’ or ‘strongly agree’.

WRES indicator 8

In the last 12 months have you personally experienced discrimination at work from any of the following? Manager/team leader or other colleagues?



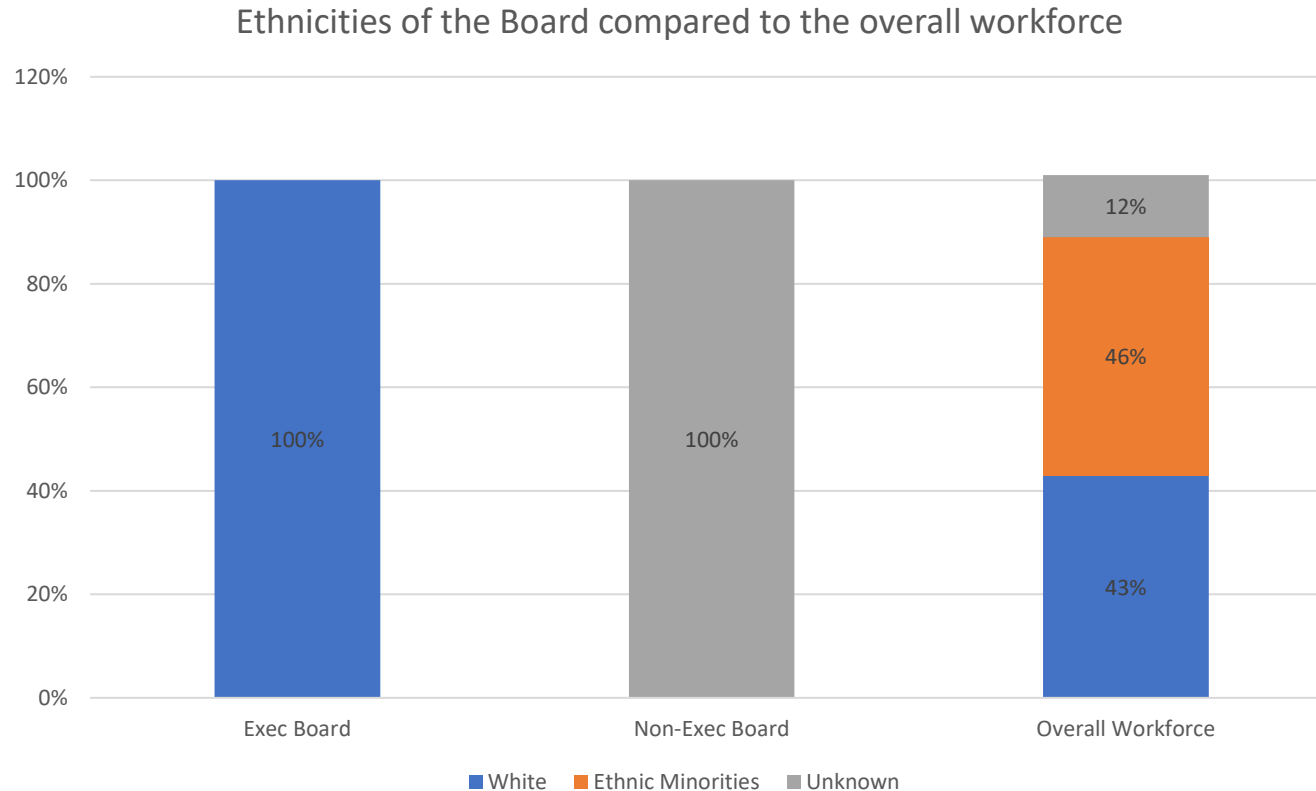
The data is taken from the Staff Survey question “*In the last 12 months have you personally experienced discrimination at work*”.

The data shows that an additional 1% of ethnic minority background employees answered ‘yes’ to experiencing discrimination from their manager/team leader than white employees

Note: Data is taken from the Staff Survey. Percentages include the answer ‘yes’.

WRES indicator 9

Percentage difference between the organisation's Board voting membership and its overall workforce



The data show that 100% of the Executive Board are from a white background*.

This is out of balance with the diversity of the organisation as a whole. There is an ongoing action to address this.

Note: Data for the Executive and Non-executive board is taken from the HR system. Data for the overall workforce is taken from the Staff Survey as this better reflects the true diversity of Cygnet.

*Cygnet's most senior leader is from a white Romance ethnic background, considered by some to be a separate ethnic group to white European.