

**EQUALITY,  
DIVERSITY  
& INCLUSION  
REPORT**

APRIL 2024 – MARCH 2025





# 1. EXECUTIVE SUMMARY

**The purpose of this report is to summarise the Equality, Diversity, and Inclusion (EDI) initiatives undertaken by Arcus in the 2024-25 fiscal year and to reflect on their impact. We will continue to produce and publish this report annually to enhance transparency and to hold ourselves accountable for our ongoing EDI efforts.**

We recognise the value that a thriving, diverse workforce brings to our customers and our business. Our vision for Equality, Diversity, and Inclusion is 'to create a diverse workforce and an inclusive workplace culture where every Arcus colleague feels included, that they can be themselves, and they can reach their full potential'. Every action we take is designed to contribute to this vision.

Our EDI Strategy remains the foundation for all our EDI work. While EDI can be broad and complex, the strategy provides clear focus and measurable objectives, structured around each of our four EDI action areas. This ensures our efforts stay targeted, aligned, and accountable as we continue to drive meaningful progress.

1. Understand our EDI improvement areas.
2. Review policy and procedure.
3. Ensure an inclusive environment.
4. Increase workplace diversity.

A key outcome in 2024-25 was Arcus achieving the Inclusive Employers Standard Silver award, surpassing the EDI Strategy objective of attaining Bronze. This Silver accreditation reflects the positive impact of our ongoing efforts towards becoming a more inclusive employer. Preparing for the assessment also allowed us to strengthen our EDI processes, such as formalising the recording of our 'EDI at Arcus' meetings and actions. The valuable feedback received will directly shape our EDI Action Plan for 2025-26, as outlined in our EDI Strategy.

Whilst having complete and reliable EDI data on the demographics of our workforce remains a work in progress, we saw a big increase in disclosure rates across 2024-25, driven by our ongoing I Am Arcus EDI data disclosure campaign.

Other key achievements in 2024-25 include the launch of our first special interest group (SIG) 'Women at Arcus', as well as our support for several EDI-themed national days, projects, and events highlighting our commitment to inclusion.

“DIVERSITY  
DOESN'T LOOK  
LIKE ANYONE.  
IT LOOKS LIKE  
EVERYONE.”

– KAREN DRAPER, WRITER

## 2. BACKGROUND

EDI is about ensuring everyone is treated fairly, with dignity and respect; recognising and celebrating our differences, and creating a level playing field so that each of us can make the most of our abilities and fulfil our full potential regardless of our background or circumstances. EDI is vital to our workplace culture at Arcus because it impacts all of us every day.

There are many benefits to being an inclusive employer — a diverse workforce better understands and therefore better serves diverse customers; it makes us more attractive as an employer and gives us a wider talent pool to recruit from; it helps us to grow by winning new customers and retaining existing ones; and it brings diversity of thought and ideas and improves our decision-making. Companies with diversity at their most senior levels of leadership are more likely to reach or exceed their profitability targets. Workplaces that are inclusive and where colleagues can be themselves have improved levels of engagement. Supporting our people to reach their full potential through cross-skilling and progression helps us retain colleagues, enabling them to enjoy long and rewarding careers with us.

Thinking beyond our own organisation, we aim to be an inclusive employer because we reflect the society and communities in which we and our customers operate. We recognise that we have a responsibility — even if it's a small one — to contribute positively to improving the following UK statistics:



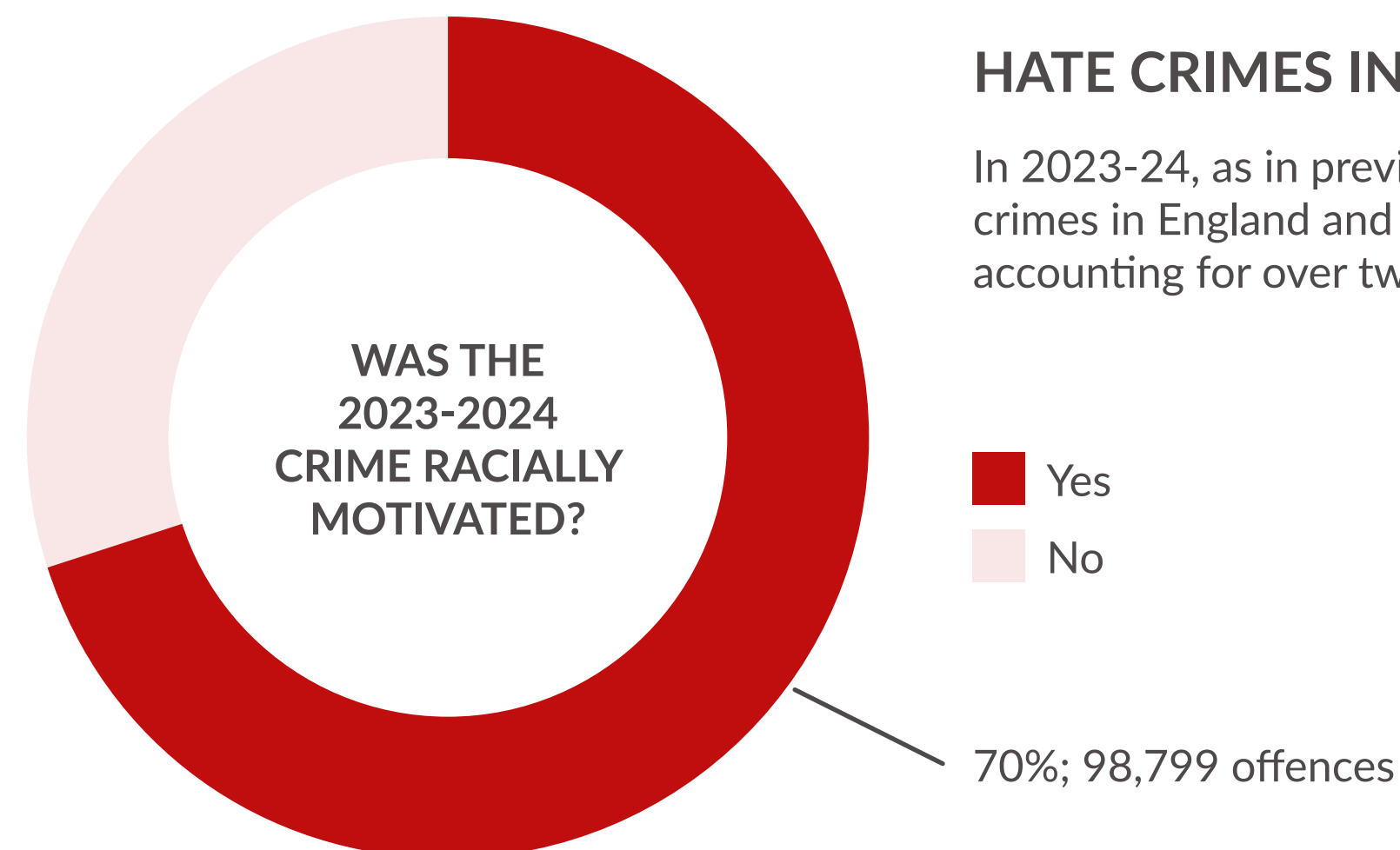
### PEOPLE OF MINORITY ETHNICITIES IN UK

As of March 2024, 25% of the UK's prison population was Asian, Asian British, Black, Black British or Mixed, compared with 16.2% of the general population.

#### PRISON POPULATION



#### GENERAL POPULATION

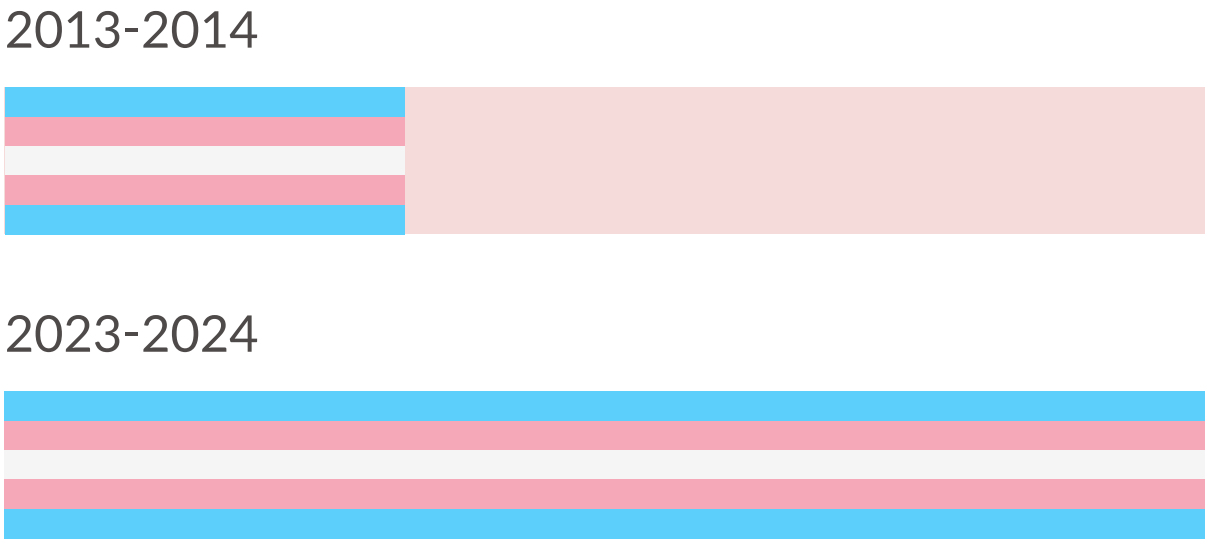


### HATE CRIMES IN ENGLAND & WALES

In 2023-24, as in previous years, most of the hate crimes in England and Wales were racially motivated, accounting for over two-thirds of such offences.

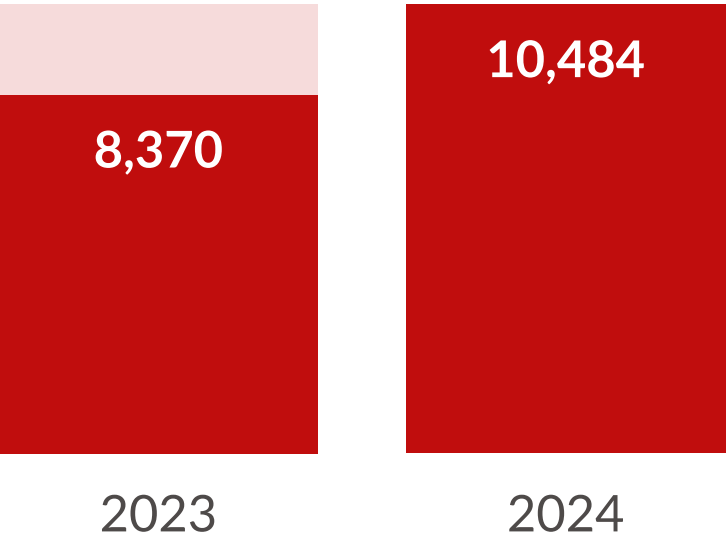


UK TRANSGENDER HATE CRIMES



There were 4,780 offences recorded as transgender hate crimes in the year from March 2023 to March 2024. Transgender hate crimes now account for 3% of all hate crimes recorded, up from 1% a decade ago.

UK RELIGIOUS HATE CRIMES



Religious hate crimes increased by 25%, from 8,370 (in 2023) to 10,484 offences (in 2024).

UK DISABILITY EMPLOYMENT RATE IN Q2 2024

Disabled people are less likely to be in employment compared to their non-disabled counterparts. In Q2 2024, the disability employment rate was 53% compared with an employment rate of 82% for the non-disabled.



We aim to improve these statistics and lead the way in the facilities management sector in the UK, which has an ageing and predominantly male workforce. We aspire to attract and retain top talent to ensure that the innovation and service our customers demand is safeguarded for the next generation.





# 3. OUTCOMES

Our EDI strategy helps to ensure we meet the minimum standard set by UK legislation which is to eliminate unlawful discrimination, harassment, victimisation, and other conduct prohibited by the Equality Act 2010.

Beyond compliance, the strategy is designed to help us achieve outcomes that go far beyond legal requirements, with every intervention focused on helping us realise our EDI vision:

To create a diverse workforce and an inclusive workplace culture where every Arcus colleague feels included, that they can be themselves and they can achieve their full potential.

The following section details actions taken in 2024-25 in each of our four EDI action areas.





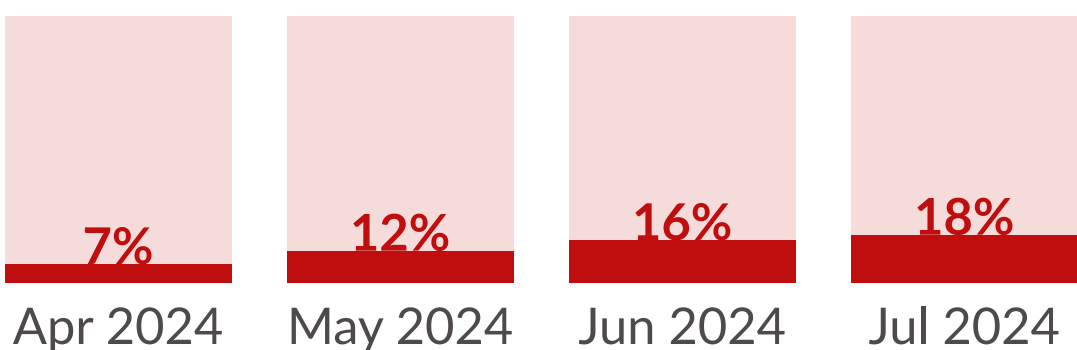
# 3.1 – ACTION AREA 1: UNDERSTAND OUR EDI

## IMPROVEMENT AREAS

This action area is about getting us into a position where the EDI data we hold about our employees is complete, reliable and accurate, and then using the data to identify areas for improvement and to make informed decisions related to EDI that are representative of our colleagues. We want this to include engaging in open dialogue with under-represented groups, at the same time, we want to ensure all colleagues are represented and their voices heard.

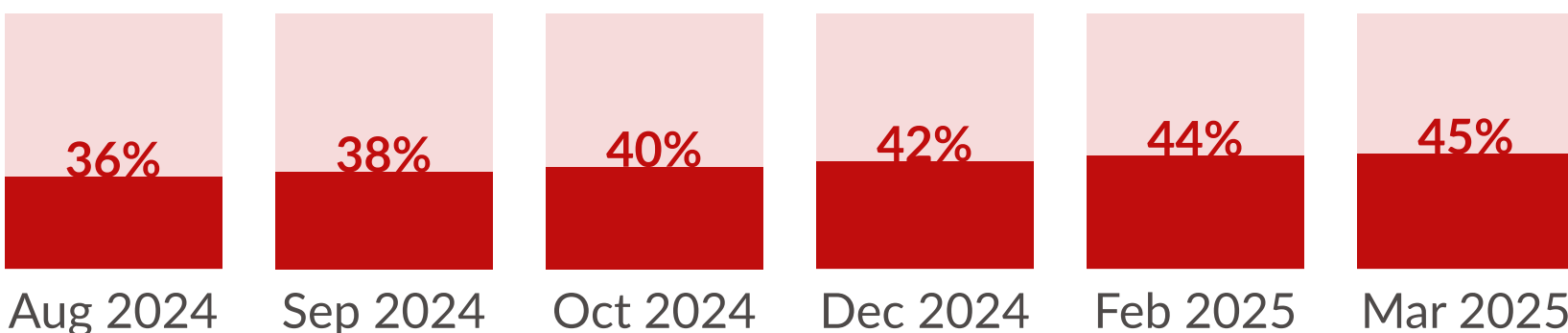
In September 2023, we launched our EDI data disclosure campaign, 'I Am Arcus'. At that time, our disclosure rate was just 3% (including Home Address and Emergency Contacts details), and our goal was to reach 50%. Across 2024-25, regular communications were sent to all colleagues requesting they disclose their diversity data, including supporting our hourly-paid teams to ensure their data was captured. We subsequently launched Phase 2 of 'I Am Arcus' in which we engaged our Senior Leadership team by sharing our disclosure rates monthly and asking them to encourage their teams to disclose their data. We repeated this request in an Arcus Live event open to all colleagues. All the above work resulted in a steady increase in disclosure across all our teams as follows:

### EDI + Contact + Home Address disclosure rates:



From August 2024, we refined our disclosure campaign and updated our reporting methodology to report specifically on EDI fields, excluding details like emergency contact and home address. Disclosure rates (for EDI fields only) continued to improve as follows:

### EDI disclosure rates:





We recognise that improving EDI data disclosure remains an ongoing priority, with a particular need for significant progress within our hourly-paid (soft services) division.

We were very proud to have achieved Silver accreditation in the Inclusive Employers Standard, recognising our commitment to building an inclusive and supportive workplace environment.

This was a fantastic accomplishment, especially as it was our first time participating in the assessment, with an original aim to achieve Bronze. [Arcus scored consistently above the Construction and Engineering sector average](#) across all six pillars, or focus areas, measured by the standard.



Preparing for the IES assessment helped to identify our strengths and gaps in our inclusion processes, policies and activities. One such gap is in our HR system through which our EDI data is collected, the current system’s capability being somewhat limited. The decision made in the year is that the business will not invest in a new HR system at this time. As a result we are not in a position to collect socio-economic data from job applicants, and this will remain the case for the foreseeable future.

UNDERSTAND OUR EDI IMPROVEMENT AREAS	OBJECTIVE	MEASURABLE OBJECTIVE	ACTIONS COMPLETE
Generate a scorecard that is inclusive of the nine protected characteristics and the SFMI requirement, using this to identify our priority action areas.	Scorecard produced periodically from January 2024.	'I Am Arcus' campaign using data league tables continues until minimum 50% (ideally 75%) disclosure is reached.	COMPLETE
		Check new starters process flow for EDI collection works consistently.	COMPLETE
		Any new HR system to be capable of collecting full socio-economic data from job applicant stage.	COMPLETE
		Once at 50% disclosure, produce a dashboard for Board reports.	INCOMPLETE
Measure inclusion and diversity across Arcus and identify areas for improvement.	Inclusive Employers Standard (IES) assessment completed in 2024-2025.	EDI scorecard produced periodically.	COMPLETE
	Priority action areas identified by Feb 2025.	Use EDI data and IES assessment feedback report to decide priority actions which inform EDI Action Plan 2025-26, including setting aspirational targets, e.g. 5% more females on talent programmes.	IN PROGRESS



## 3.2 – ACTION AREA 2: REVIEW POLICY & PROCEDURE

Our employment policies and procedures reflect our culture, our colleagues’ values, and their needs. Across 2024-25, all policies were reviewed to ensure they complied with current legislation. We have a tracking system in place to ensure the detailed content of our policies is reviewed on a bi-annual basis, and across 2024-2025, we complied with the review of relevant policies by their review dates. When reviewed, a checklist of criteria is used, including legal compliance and EDI criteria. In addition, we developed and implemented new policies where required to ensure compliance with legislative changes, e.g. we will publish a Neonatal Care policy.

REVIEW POLICY & PROCEDURE	OBJECTIVE	MEASURABLE ACTIONS	ACTIONS COMPLETE
Bi-annual review of policies and procedures to ensure ongoing compliance with UK legislation.	100% of Arcus’ employment policies reviewed through the lens of EDI by their due date.	A policy review process is in place, which includes a policy review checklist so that each policy is checked against various review criteria, including legal compliance and EDI.	COMPLETE
Evolve processes and procedures to adopt inclusive good practice.	Priority processes and procedures identified and updated with good practice by December 2024 and/or in line with a review date.	Use scorecard data, IES assessment report and Colleague Engagement Network feedback to identify policies and procedures we will update to be more inclusive.	IN PROGRESS

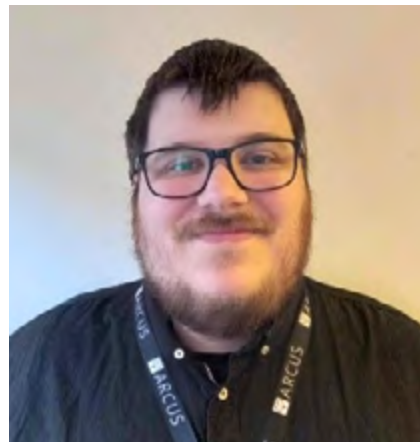




## 3.3 – ACTION AREA 3: ENSURE AN INCLUSIVE ENVIRONMENT

In 2024-25, as in previous years, we continued to demonstrate our commitment to EDI by supporting various events, organisations, and projects, including:

- **Autism Acceptance Week:** A colleague wrote an open letter about his experience with neurodiversity and organised a fundraising event to support the National Autistic Society (NAS), including a Charity Bikers ride out which started from our Redditch office to raise awareness. [Over £300 was raised for the NAS.](#)



- **Kimberly-Clarke Golden Service Awards:** [Arcus won the Kimberly-Clark Golden Service award](#) in the social impact category.

This reflects our commitment to social value, our strategy prioritises four disadvantaged groups, including individuals with long-term health conditions.



- **Sunderland Bangladesh International Centre:** Arcus' Projects division supported the centre with a £1.05m refurbishment and extension project. The centre aims to provide a safe, well-managed and attractive meeting place for the BAME and the wider local community in Sunderland to meet and engage in activities and services. Their vision is 'We educate and empower individuals and the wider community by promoting diversity, equality and justice for all'. [Watch the video.](#)



- **Eid Celebration:** At our Redditch office, teams celebrated Eid by decorating the office and providing food and drinks for colleagues to enjoy as part of the festivities.



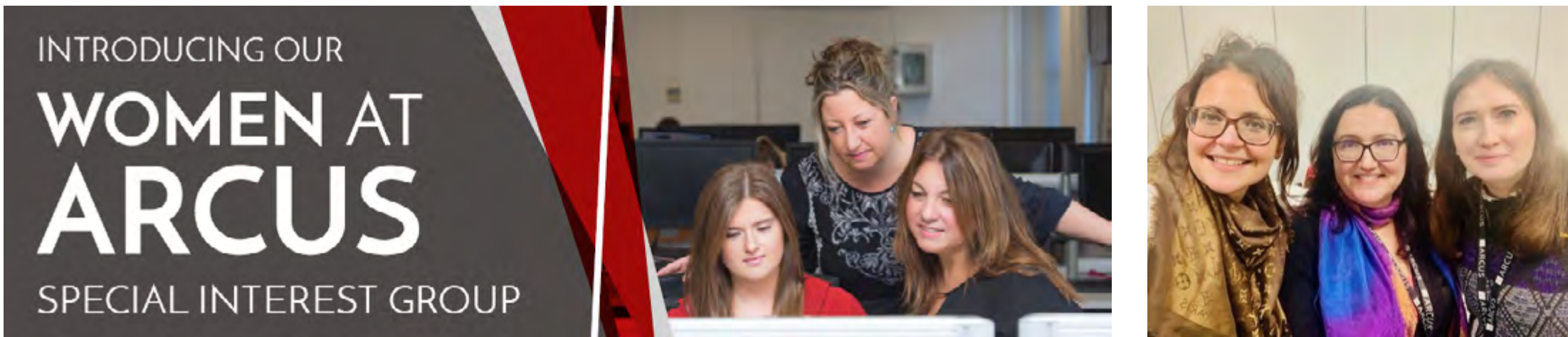
- **International Women in Engineering Day:** Operating in a predominantly male industry, it is important to recognise and celebrate our female engineers as role models of success in the industry and to encourage more women to join the engineering field. Arcus spoke to two female engineers about why they love the engineering industry. [Click this link](#) for further info.
- **Arcus Live: Focus on EDI and the "I Am Arcus" Campaign:** A session for all colleagues during which our head of EDI and executive EDI sponsor shared our EDI strategy, the initiatives we have put in place to be more inclusive and why this is important to us.
- Through our **Arcus in the Community** scheme, colleagues nominate their chosen charity, club or social enterprise to receive funding and/or labour support. In the past year, £9,086 worth of donations were made, including to: Me4Mental - provide mental health support and a safe space for the local community; Dad's Unlimited - offer support services for male victims of domestic abuse, men facing family separation, and men's mental health; and Martin House Children's Hospice - support disabled children, those in end-of-life care, and families experiencing child bereavement.'





We showed our support for National Inclusion Week and the theme ‘Impact Matters’ through a series of communications, including:

- We produced and released Arcus’ first ever **EDI Report 2023-24**, demonstrating our commitment to building inclusive workplaces across our business, and that we hold ourselves accountable for achieving our EDI strategy. The report outlines progress against each EDI strategy action area over the year. It was shared both internally and externally, and this link provides further information and access to the report: [Arcus’ Equality Diversity and Inclusion Report 2023-24](#).
- We shared the experiences of a colleague being pregnant whilst at Arcus: [Inside Arcus](#).
- We introduced the ‘**Women at Arcus’ special interest group (SIG)**, which forms part of our wider Colleague Engagement Network, and invited all colleagues to join. The first Women at Arcus SIG meeting was subsequently held, the roles of chair and vice-chairs have been agreed, and the SIG’s aim and objectives are currently being finalised.



- Working in collaboration with our customer Santander, Arcus will engage in a long-term project with **Camphill Wakefield Charity Partnership**, who provide education for young adults with disabilities, supporting their independence and gaining employment. Our work will involve making the site more accessible.

- With 67% of Arcus colleagues identifying as male, we focused on raising awareness of men’s mental health during **Mental Health Awareness Week** and again in November for **Men’s Mental Health Awareness Month (Movember)**. Activities included sharing wellbeing tips and signposting colleagues to both internal and external sources of mental health support.
- Arcus **donated to DEBRA**, a charity supporting people with epidermolysis bullosa (EB), alongside their family, carers and research efforts. Additionally, our Redditch office supported the local charity **Young at Heart**, which helps families of babies and children diagnosed with heart defects, raising funds to provide chocolate selection boxes to children at Christmas.
- Through an **employability and educational programme** funded by the Violence Reduction Unit at The Mayor of London’s Office (via SV partner Catch22), Arcus offered a career coaching session to a young person who was facing barriers to employment as a software developer, she believed due to her gender and race. The candidate had this to say about the coaching call:

“The career coaching session was incredibly valuable – it helped me clarify my career goals and reinforced my motivation to pursue them. I also gained useful insights into the skills I can develop to further my professional growth.”

A role subsequently became available in the team. She was asked to apply and was successful in getting a job offer. Three months into her full-time software developer role at Arcus, her head of department had this to say about her; “x is brilliant and we are big fans of her and what she’s doing. She’s creating a great dashboard for our customers.”.

- Colleagues continued to complete our **mandatory EDI training** as part of onboarding, which is then re-done every two years. We are disappointed to report that we did not achieve our 92% EDI training completion target for the second year running. There are several reasons for this non-compliance, including mobilisation (colleagues TUPE’ing into Arcus) and large numbers of new starters joining Arcus. We are moving to a new learning management system from April 2025 through which we hope to better monitor and manage compliance.



- We evolved and improved our **EDI training for managers**. Our New Arcus Manager (NAM) programme includes in-depth training on EDI, the nine protected characteristics and unconscious bias, and an implicit association test is carried out 'live' to demonstrate the power of unconscious bias practically and engagingly. We introduced follow-up EDI training for line managers. Attendance is optional and the session covers our EDI strategy and responsibilities, Equality Act 2010, inclusive recruitment, reward, and behaviours at team and individual level, as well as how we measure and track progress. These topics provide a 'big picture' understanding of why inclusion is important and help our managers to identify local actions they can take to further inclusion in their teams.
- As part of our journey towards becoming an inclusive employer, it is important to grow a shared understanding at our **senior leadership level** of the importance of EDI. Our C-Suite (Chief Executive and direct reports) and other senior leaders attended an 'Inclusive Leadership' workshop which included: a reminder of their critical role as senior leaders in helping us realise our EDI vision; and developing their understanding of the experience of individuals from underrepresented groups including content on privilege, psychological safety and intersectionality.
- We hosted an **International Women's Day 2025** event at Arcus' National Training Centre (NTC) in Stevenage, aimed at colleagues who want to play a part in helping to make Arcus more inclusive. The event offered a range of inspiring speakers including female engineers sharing their career journeys and experiences, and the opportunity to learn practical skills specifically lock picking and how to put up a shelf and hang a picture. [Click on this link](#) for further information. Attendees were able to donate to the women's charity **Smart Works**, who aim to give women the confidence they need to reach their full potential and find employment. Women are referred to Smart Works from women's refuges/safe houses, homeless shelters, etc. and are provided with a dressing and coaching service to help them prepare for job interviews. Over 35kg of workwear was donated by our colleagues.





Our People team attended specialist EDI-themed training delivered by our EDI advisers, Inclusive Employers and used knowledge gained to help shape our people policies and our approach to managing employee relations. This is a summary of training attendance:

Date	Webinar	Delegates
10/09/2024	Get ready for National Inclusion Week 2024 – 2 weeks to go!	1
23/09/2024	NIW 2024 Launch Event: Impact Matters Round Table	1
24/09/2024	Using Diversity Data to Understand Inclusion Impact	3
25/09/2024	Preparing your business for the future: impact and the tipping point in business accountability	4
07/01/2025	Ethnicity Pay Gaps	3
06/02/2025	Time to Talk Day 2025: Understand and Support Mental Health at Work	3
11/02/2025	Ethnicity Pay Gaps – Where To Start?”	3
18/02/2025	Sexual Harassment – Changes to The Workers Protection Act	4
19/02/2025	Human Sustainability: The Intersection of Inclusion; Growth; and a Sustainable Legacy	1
27/02/2025	Creating an Effective Anti-Bullying Policy – Advice for HR Professionals	1
06/03/2025	International Women’s Day: #InspireInclusion	1
11/03/2025	Equip – Making your policies work for you	1
20/03/2025	International Day for the Elimination of Racial Discrimination	1
	TOTAL ATTENDANCE	27

- As shared in Section 3.1 above, our disclosure rate as of March 2025 was 45%. As we have not yet reached the minimum disclosure of 50%, we have not yet been able to share the results of our I Am Arcus campaign with our colleagues. However, we intend to move towards sharing results in 2025-26, for our core colleagues only, where our disclosure rate is above 50%, to help them understand why we collected their EDI data and how we’ll use it in our decision making.
- Arcus’ Colleague Engagement Network (CEN) was introduced in 2024-25 with several communications inviting interest from colleagues. The aims, objectives and structure of the CEN were put into place, including the constituencies, and the constituency representatives were named. Constituency representatives will seek feedback on several topics from the colleagues they represent so that improvements can be discussed and agreed. One of these topics is EDI. As a next step, outcomes from the first round of meetings will be shared with all colleagues.





ENSURE AN INCLUSIVE ENVIRONMENT	OBJECTIVE	MEASURABLE OBJECTIVE	ACTIONS COMPLETE
Communicate our EDI strategy, providing regular updates on progress.	Quarterly update to all colleagues from March 2023.	Share the EDI Strategy + Report 2023-24 with colleagues as a summary of progress made.	COMPLETE
		Arcus Live is open to all talking about why EDI is important, I Am Arcus and Employee Engagement Network.	COMPLETE
		Share our EDI data to help colleagues understand why we collect it and how we'll use it in decision making, i.e. 'I Am Arcus' campaign results.	INCOMPLETE
		Colleague Engagement Network ongoing communications, including on outcomes/actions.	IN PROGRESS
Arcus' Social Value and Diversity calendar issues EDI-themed communications.	Minimum four comms per year tailored to our diversity journey and/or our identified priority areas, commencing March 2023.	Several comms including: International Women's Day pre- and post-event; National Inclusion Week (several themes covered), and Movember.	COMPLETE
EDI training for new colleagues on the importance of an inclusive environment.	92% compliance on mandatory EDI training for new starters + refreshed every 2 years.	Continue reporting on EDI training compliance in the Board report and address non-compliance.	INCOMPLETE (83% compliance as of Feb 2025)
All formal communications are inclusive.	100% of internal formal comms are non-discriminatory and inclusive by March 2024.	Introduce imagery celebrating different protected characteristics i.e. pregnancy/ maternity and gender (IWD event).	COMPLETE
EDI training for line managers on role modelling an inclusive environment.	Create a managers version of EDI training and implement by April 2024.	Create a manager's EDI training course, roll out to all managers.	COMPLETE
Active and thriving colleague network/s.	Engage Arcus colleagues and the Colleague Forum to determine the range of colleague networks and/or sub-networks, with consideration of appropriate allies/advocates for each, and as a result of the work in action area 1 by April 2024.	Relaunch Employee Engagement Network with EDI as a set discussion item, encourage colleagues to set up a minimum of one Special Interest.	COMPLETE



## 3.4 – ACTION AREA 4: INCREASE WORKPLACE DIVERSITY

As a people-driven business, this action area is about opening doors to those facing barriers to work. It's also about supporting and valuing our colleagues and creating an environment where everyone feels able to be themselves and achieve their aspirations and full potential.

We continue to work with our social value partners to make job offers to individuals from disadvantaged backgrounds. In the financial year 2024-25, we recruited 78 individuals via our social value partners. Of these, 30 were long-term unemployed, 9 declared themselves from an ethnic minority, 4 had a disability, 1 was an ex-offender and 15 were NEETs (not in Employment, Education or training). Arcus employed an additional 13 Veterans, 6 ex-offenders and 46 individuals with a disability in the year not via social value partners. The total number of job starts for individuals from disadvantaged backgrounds for 2024-25 is therefore 78 (via our social value partners) plus 65 others, bringing the total number to 143.

As we've not yet reached the 50% minimum disclosure rate, we were unable to achieve the objective of reporting on promotions, leavers, talent programme nominations, etc. by EDI characteristics. Working towards this objective will form part of our 2025-26 EDI Action Plan and is reliant on reaching and maintaining the minimum 50% EDI data disclosure rate.

We do, however, have full disclosure for gender and were therefore able to make some decisions based on our gender data in 2024-25. Women are underrepresented in the Facilities Management industry in the UK, this is reflected at Arcus, where 33% of our total workforce are female as of March 2025 (unchanged from last year). In our technical / engineering (mobile) teams, the ratio is very low – just 1% of our colleagues in these teams identify as Female. We took positive action to try to address this imbalance by supporting young women to undertake work experience (WEX) with Arcus - three girls undertook a WEX with us in our Gas and Mechanical & Electrical engineering teams. In 2024-25, 33.3% of our work experience placements were for young women, which is an increase from 20% in 2023-24, and just 8% in 2021-22.

The ratio of females to males is significantly higher in Arcus soft services, where it is 44% female (an increase from 42% female last year) and 56% male as of January 2025. Arcus took positive action to increase the ratio of women in leadership positions through the successful completion of our first Rise talent programme. Rise is exclusive to our hourly-paid (soft services only) colleagues. It aims to build a talent pipeline into leadership roles and to support participants to progress their careers at Arcus. Six of our most talented and highest-performing team members participated, 50% of whom were male and 50% female.

[LinkedIn post on Rise graduates.](#)





We have included gender in our PDR ratings and talent nominations trackers for the first time. This means the data is now reportable, and we aim to include analysis of this data as part of our 2025-26 EDI Action Plan.

INCREASE WORKPLACE DIVERSITY	OBJECTIVE	MEASURABLE OBJECTIVE	ACTIONS COMPLETE
Increase the number of job offers made to candidates from diverse backgrounds, i.e. against the 9 protected characteristics and SFMI / TOMs.	Year-on-year increase in the number of job offers made to candidates from diverse backgrounds.	Job applicants disclose socio-economic data (see 3 above), and report data to identify trends.	COMPLETE
Increase diversity of targeted populations within Arcus (e.g., leadership positions; engineering roles).	Identify targeted populations as an outcome of Action Area 1, a year-on-year increase in the number of diverse colleagues within targeted populations.	Talent programmes, Sponsorship and Apprenticeships EDI data reports produced (once at 50% disclosure), decide if any positive action is required?	IN PROGRESS
		Promotions EDI data report produced (once at 50% disclosure), decide if any positive action is required?	INCOMPLETE
		Leavers EDI data report (reliant on whether EDI fields are complete on Cintra).	INCOMPLETE



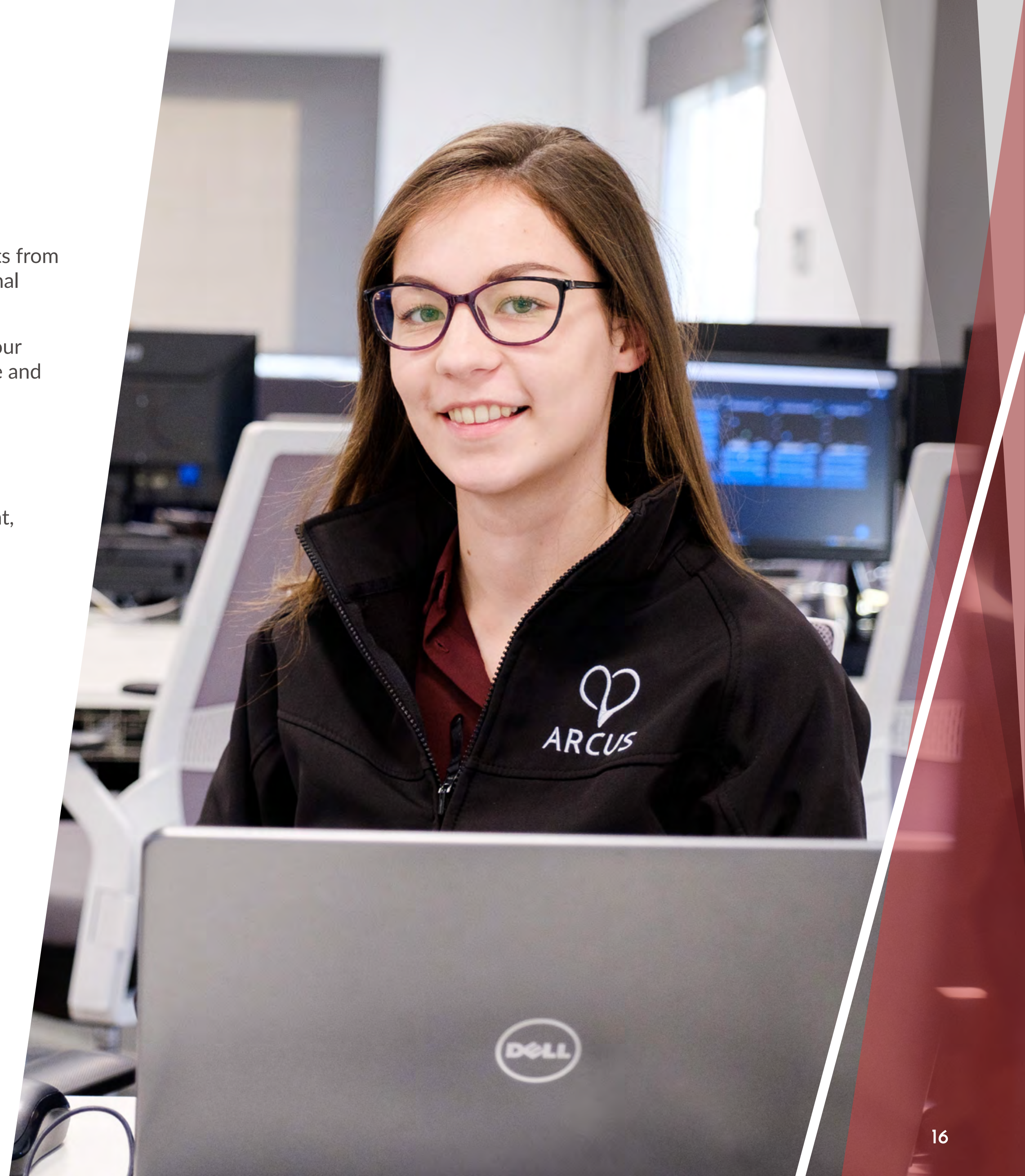


## 4. WHAT'S NEXT

Using the outcomes of this report, we have reviewed our EDI Strategy, and no changes will be made.

As well as continuing the ongoing elements of the strategy until 2028 and recommendations for improvements from our IES feedback report, the analysis carried out in compiling this report has highlighted the following additional actions to be addressed in our EDI Action Plan 2025-26.

- Continue to improve our EDI data disclosure rates, with a particular focus on EDI disclosure rates within our hourly paid (soft services) division, and review the EDI data collection process for all new starters (i.e. core and hourly paid), including TUPE, agency, etc.
- Communicate outcomes from the first round of Colleague Engagement Network meetings, including outcomes on the review of our family-friendly policies.
- Launch 'This Is Arcus' to share the I Am Arcus campaign results and celebrate our people. Invite EDI role models/champions to tell their stories and share their personal views as to why EDI disclosure is important, i.e. to be able to understand our demographic and support all our colleagues. This will include celebrating our 'typical' colleague to ensure their voice is heard.
- Communicate the outcomes/actions from the Colleague Engagement Network to all colleagues.
- Investigate EDI training non-completions, identify actions to ensure a minimum of 92% of colleagues complete their EDI training and refresh it every two years.
- EDI disclosure rates for our core colleagues, i.e. non-hourly paid, are now at 60%. As this is above our target minimum 50% disclosure, we will proceed to:
  - produce an EDI dashboard (core colleagues only) for Board reports;
  - consider how to use the data in our decision-making, including setting aspirational targets for our talent programmes, Sponsorship and Apprenticeships;
  - analyse PDR ratings, talent nominations, promotions and leavers where we have complete data, e.g. by gender, to understand if positive action is required.





## REFERENCES

[Hate Crime England and Wales year ending March 2024](#)

[House of Commons Library the gender pay gap](#)

[The employment of disabled people 2024](#)

[HMPPS Offender Equalities Annual Report 2023 to 2024](#)





“DIVERSITY: THE ART OF THINKING  
INDEPENDENTLY TOGETHER.”

– MALCOLM FORBES, ENTREPRENEUR





# ARCUS

TECHNOLOGY LED, PEOPLE DRIVEN

[arcusfm.com](http://arcusfm.com)