



Shropshire, Telford and Wrekin Integrated Care Board Workforce Diversity Profile Report 2025

This report was produced by the ICB EDI/People Team December 2025

Introduction

This is Shropshire Telford and Wrekin (STW) Integrated Care Boards (ICB) workforce diversity profile report . Public authorities with over 150 employees must consider its employee profile and if it representative of the communities it serves, if staff are treated equitably and without discrimination. This information should be published considering protected characteristics.

This report will focus on two areas, the workforce profile of the ICB and the recruitment process. Other activities and outcomes in relation to workforce equality diversity and inclusion e.g. , training and development, staff engagement, staff experience and feedback, health and wellbeing will be captured in the ICB's 2025-26 Public Sector Equality Duty Annual report.

The report provides a profile of ICB staff in post as of the 30.09.2025 which at that point totalled 323. To preserve anonymity staff numbers are replaced with percentages as to make it difficult to identify individual staff. It is worth considering that when working with relatively small figures, small changes in staff numbers can substantially alter the demographic profile of a workforce. Any staff percentage figures equal to below 5 staff will be suppressed to protect confidentiality and will be represented by <(%).

At a Shropshire Telford and Wrekin system level, the ICB continue to work with NHS providers and wider partners to make the local area a better place to work in a movement towards an ['One Workforce'](#) approach where the greatest impact can be had by affecting change across the whole local workforce.

This year, STW ICB has produced a separate workforce profile rather than a joint report with Staffordshire and Stoke-on-Trent ICB. This reflects our current organisational differences, including how workforce data is structured, reported, and published. Each ICB operates under distinct governance and reporting frameworks, which makes a combined profile unfeasible at this time. Both ICB's are committed to ongoing alignment and will revisit this approach once formal clustering arrangements are in place and organisational changes, including any workforce transitions, have been completed

Note: Figures have been rounded up to one decimal place. Afc which is used within the tables is an abbreviation for Agenda for Change Pay Scales

Shropshire Telford and Wrekin Integrated Care Board.

ICB Workforce Profile



Summary

STW ICB Workforce Diversity Profile – Summary (30 September 2025)



Age
0,9% aged 16–25



Disability
8.1% declared a disability



Marriage and Civil Partner-
58,2% 58.2% married



Religion and Belef
26.9% chose not to declare



Ethnicity
10.2% from ethnic minority backgrounds



Sexual Orientation
22.6% chose not to declare



Sex
79.6% female
20,4% male



Full-Time and Part-Time
61,6% full-time
38,4% part-time

STW ICB has a predominantly female, older, White workforce, with increasing but still limited representation of younger staff and disabled staff.

Diversity patterns vary across pay bands, with senior roles showing higher non-disclosure rates for several characteristics and stronger male representation.

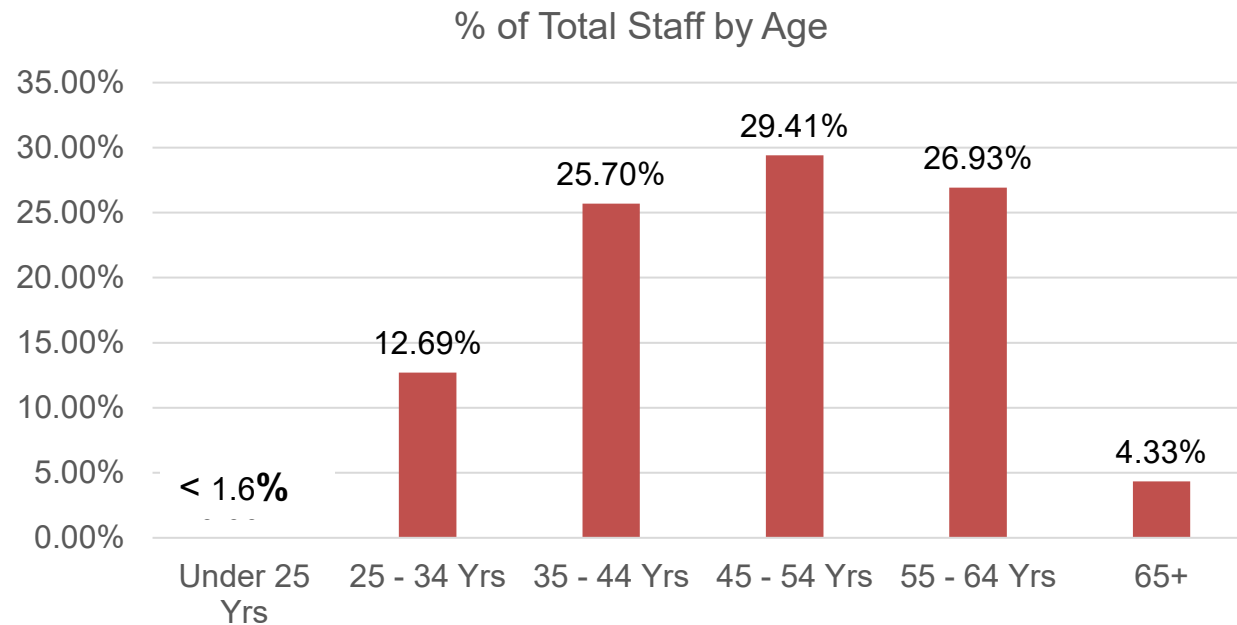
Some protected characteristic groups are broadly in line with, or above, local population averages (e.g., ethnicity), while others (notably disability and younger age groups) show lower representation.

Age

The overall Integrated Care Boards workforce profile by age varies across pay bands: (under 25yrs 0.9%), (25-34 yrs 12.7%), (35-44 yrs 25.7%), (45-54 yrs 29.4%), (55-64 yrs 29.6%), and (65yrs+ 4.3%)

Age: The ICB's weighted towards a more mature workforce with under 25-year-old staff underrepresented as a proportion of the population. For example, 16–24 age range represents 8.9% of the population for Shropshire. Telford and Wrekin 16-25 years is estimated at 12%. Estimated because the published public tables aggregate by decades; they don't report 16–25 directly

The workforce dynamics of an ICB differs when compared with NHS Provider Trusts. There are proportionately higher numbers of senior non-clinical positions. This may be one reason why there are lower numbers of staff in the under 25 age range. The Table below show ICB staff in post as of the 30th September by age ranges and pay bands.



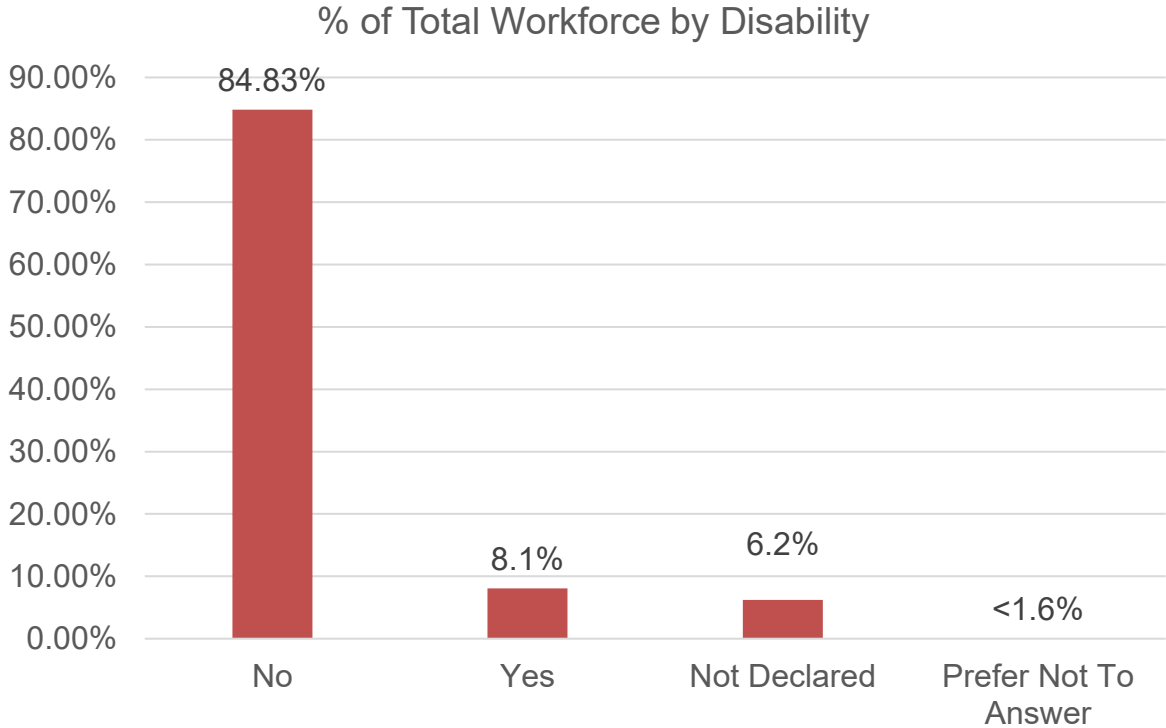
2025: 16 – 25 yrs olds as a percentage of the ICB workforce < 1.6%

Disability

The proportion of the working age population with a declared disability is approximately 20% (NOMIS).

The total staff declaration rate for staff identifying as having a was 8.1% while the no disclosure rate/preferred not to say was 7.1%

The number of Non-Agenda for Change (AfC) staff who did not declare or preferred not to say was higher in this group compared to the AfC pay band groups.



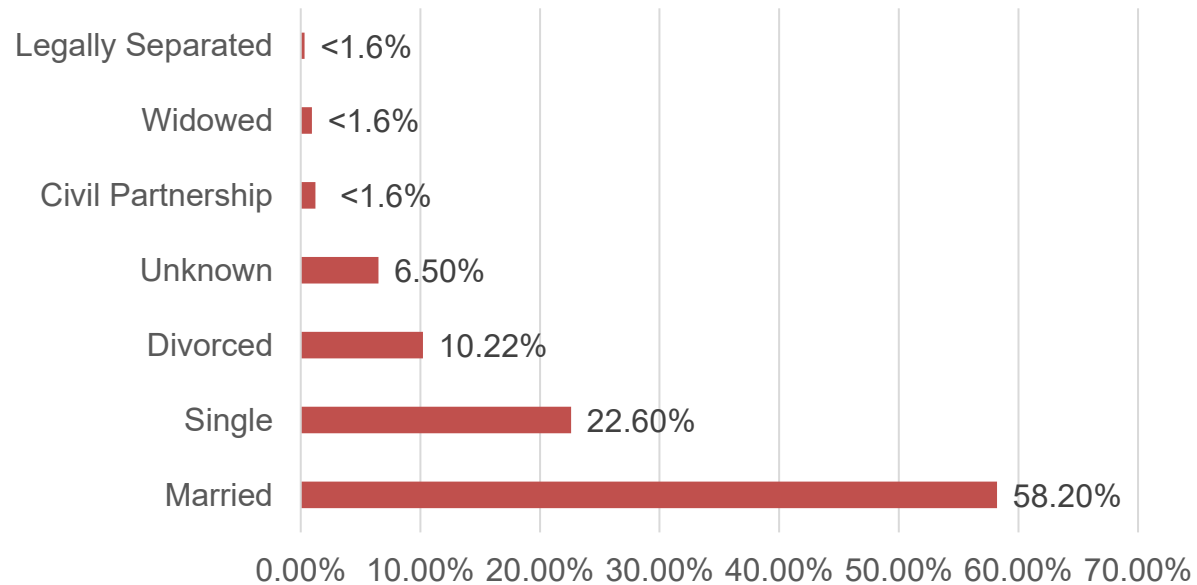
**2025 all ICB Staff by Disability 8.1% .
Not declared/preferred not to say 7.1%**

Any staff figure below 1.6% (5 staff) will not be displayed to protect identity

Marriage and Civil Partnership

The percentage figure of ICB staff identifying as being in a civil relationship for this reporting period was 0.4% this is above the combined Shropshire Telford and Wrekin (STW) profile figure of 0.2%. 61.7% of the ICB workforce identified as being married which is higher than the (STW) profile figure of 50%. The highest pay band group who identify as married is the Non- AfC with %. % of ICB staff's marital status is unknown this figure varies across pay bands.

% of Total Staff by Marital Status



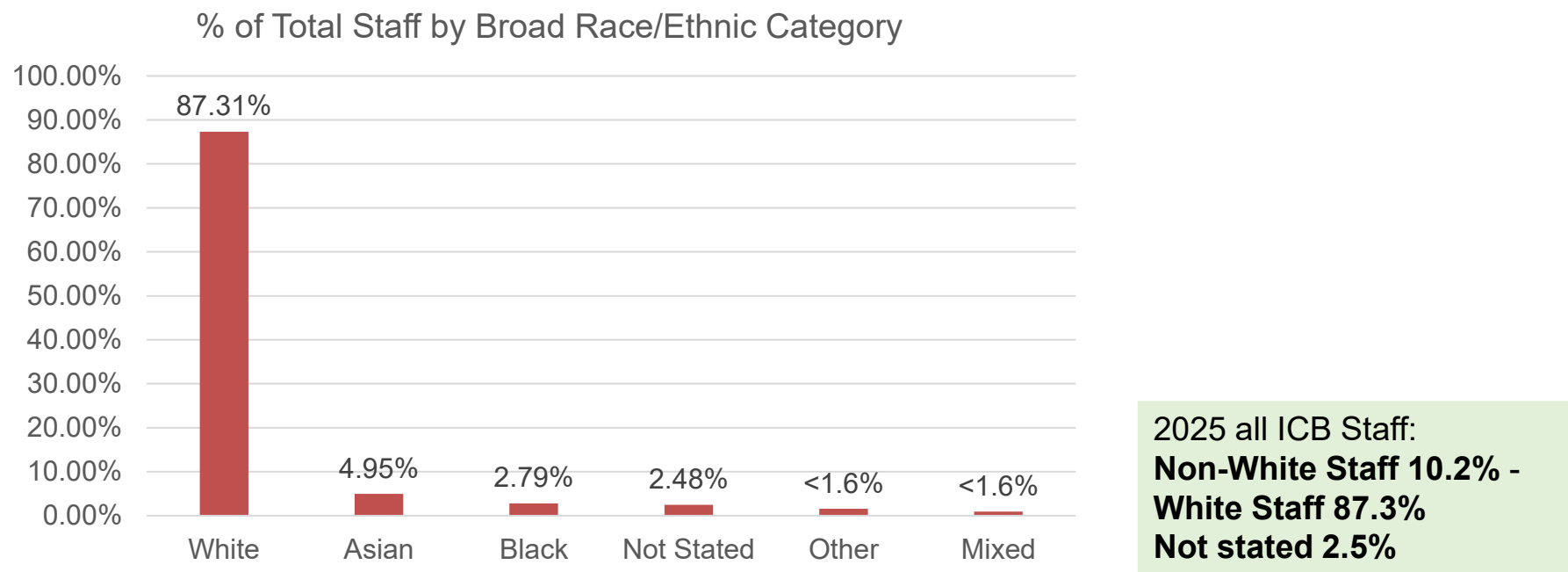
2025 all ICB Staff by Marital Status

Married	58.20%
Single	22.60%
Divorced	10.22%
Unknown	6.50%
Civil Partnership	<1.6%
Widowed	<1.6%
Legally Separated	<1.6%

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Race

The combined average percentage of the non-white population in Shropshire Telford and Wrekin is approximately 8.69%. The combined Asian population is approximately 4.8%, Mixed 2.2% Black 1.2% When using this population average, the percentage of Asian staff are positively represented across all pay bands. Black staff are positively represented in bands 1-4 (2.4%) and 8a-9 (<1.6%). Staff who identify as mixed heritage are positively represented at the lower bands. As mentioned at the top of this report consideration should be given when working with relatively small figures, as small changes in staff numbers can substantially alter the demographic profile of a workforce in percentage terms.



*The Census Bureau defines a person of the Asian race as “having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

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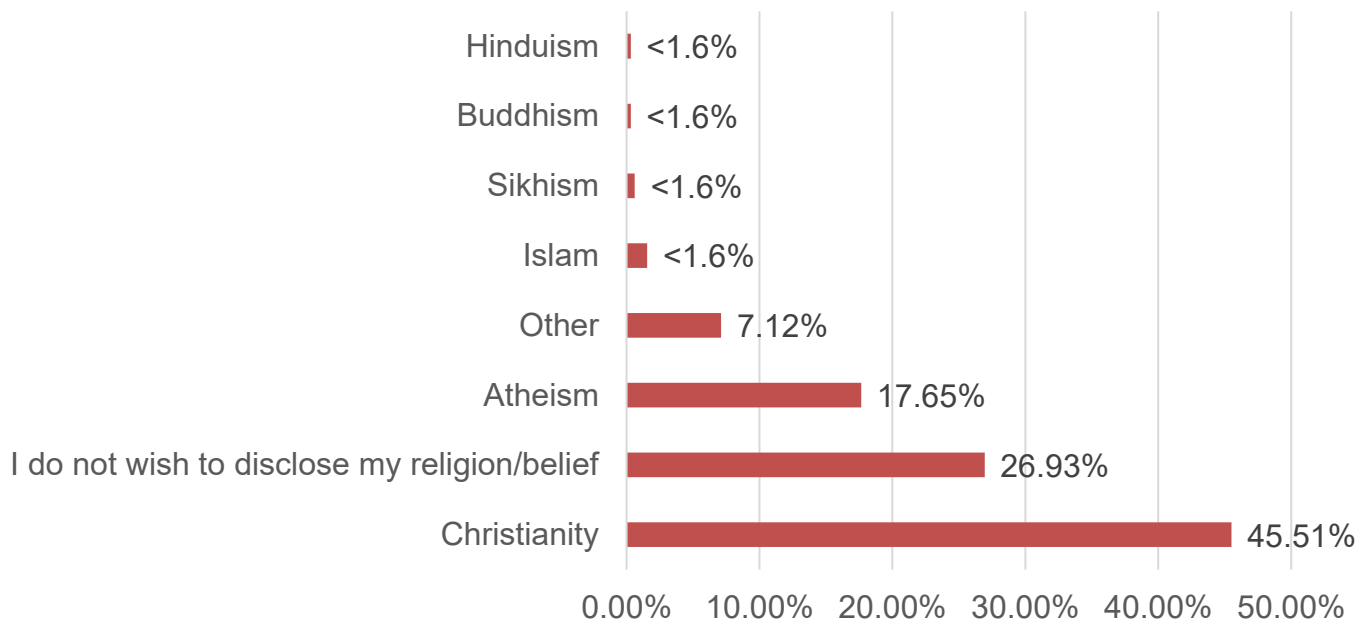
Religion and Belief

According to the 2021 Census: Shropshire is more traditionally Christian, older population profile, and lower religious Diversity. Telford & Wrekin: More diverse, younger population, and higher share of non-religious residents.

High non-disclosure: 26.9%. Christianity is the most declared faith. Unable to confirm representativeness due to high non-disclosure.

A significant theme in relation to religion and belief is the percentage of all staff across all pay bands who did not wish to disclose this information with the highest levels in the Non Afc Pay Band 70.97 %

% of Total Staff by Religion and Belief



**2025 all ICB Staff:
Nondisclosure rate
26.9%**

Any staff figure below 1.6% (5 staff) will not be displayed to protect identity

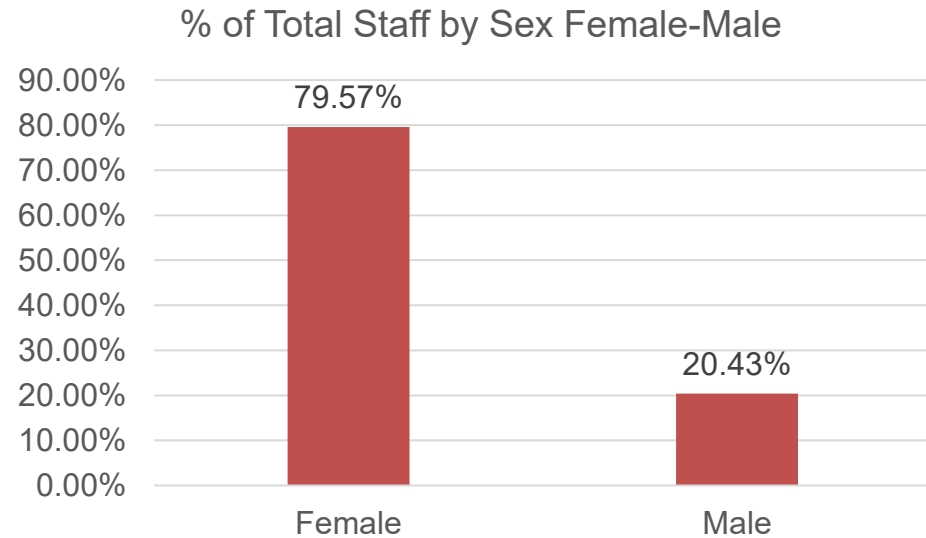
Sex

(Female Male)

Female and Males both make up 50% of the overall Shropshire Telford and Wrekin (STW) population.

Health and Social Care is one of the public sectors where women thrive in terms of representation. The NHS workforce totals 1.3 million staff, of which 76.7% are women (2021 NHS England) This figure of 76.7% is almost identical with the ICB workforce demographic of 76.3% of the workforce being women and 23.7% men. While the NHS has traditionally been a female dominated sector these figures are not represented at senior levels.

When we compare the NHS National workforce figure of 76.7% female 23.3% male, it is closely representative at Pay Band levels 8a-9 . When looking at the most senior (non-AfC) roles, male staff are overrepresented as a proportion of the ICB workforce. Males are underrepresented at both pay band groupings 1-4 (11.9%) and 5-7 (13.2%) respectively.

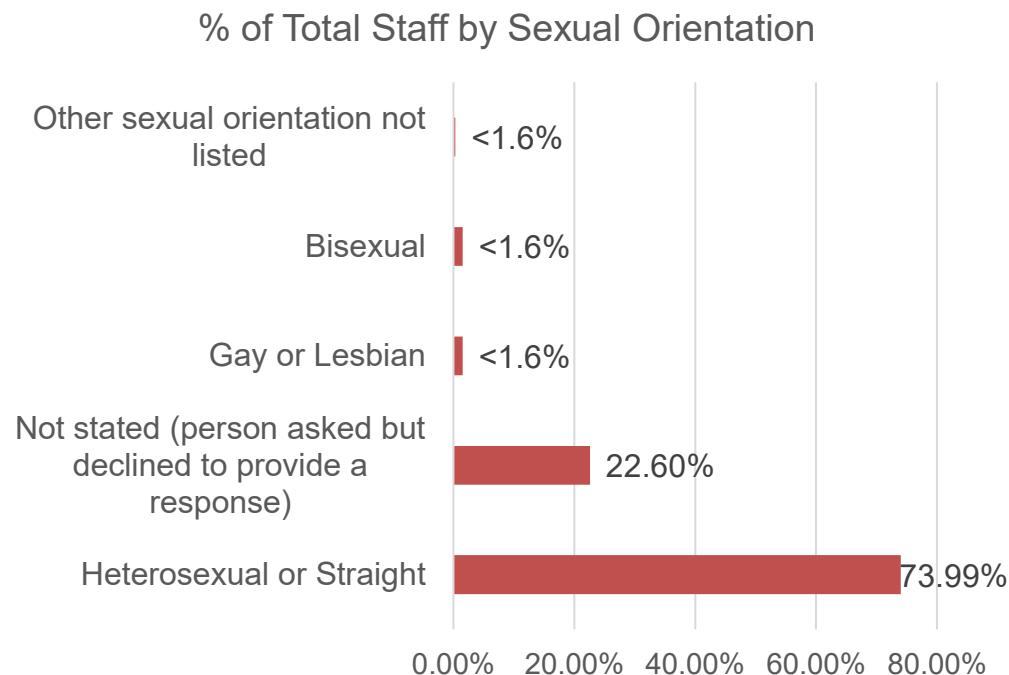


2025 All ICB Staff by Sex:
Female 79.6 %
Male 20.4 %

Sexual Orientation

Detailed data on the population by sexual orientation isn't readily available in a combined format. There is national data available on sexual orientation in the UK. According to the Office for National Statistics (ONS), in 2022, 93.4% of the UK population aged 16 years and over identified as heterosexual or straight. 3.3% identified as lesbian, gay, or bisexual (LGB), which is an increase from 2.1% in 2017

Staff who identified as LGB are represented in the middle broad pay band ranges; 5-7 (3.57%) and 8a-9 (2.36%). A total of 67.8 % of staff identified as Heterosexual or Straight. 30.7% were asked but declined to provide their sexual orientation status. 63.4% of Non-AfC pay band staff did not state or chose not to declare this information.



2025 All ICB Staff:
Heterosexual /Straight 73.9%
Not stated 22.6%

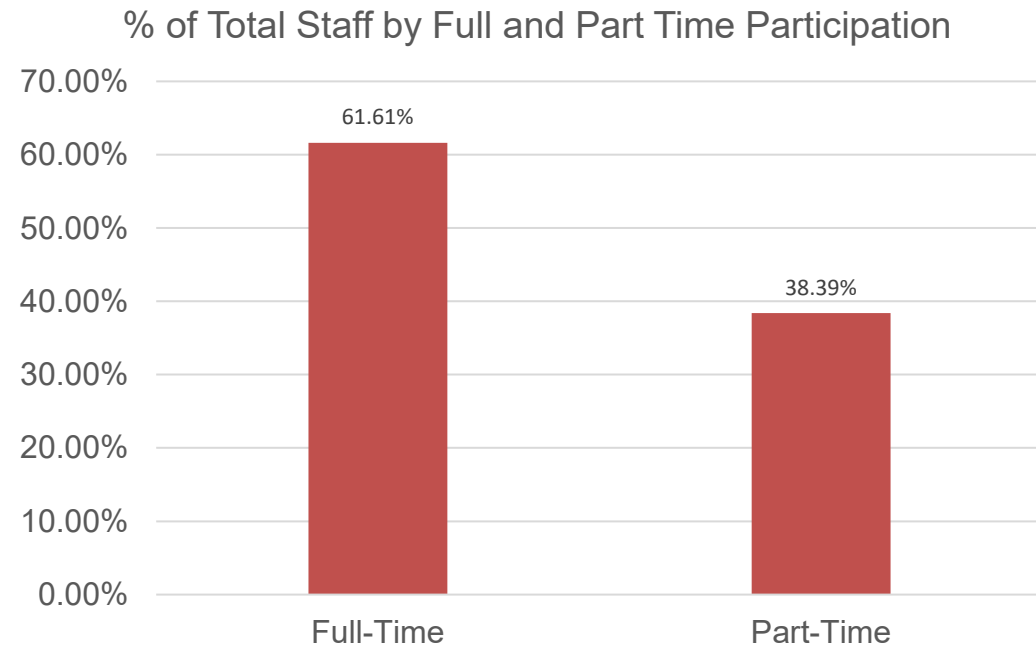
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Full Time and Part Time Participation

When analysing this data, it is important to consider the dynamics of full and part time working. Disaggregating this data for example by sex (female male) can provide a range of meaningful data around working habits that can be attributed to historical factors such as:

- The organisations operating structures
- preferred part time working arrangements for women with families or who have carer commitments..
- Though women have traditionally occupied Part-Time roles Non AfC for Change staff or highly specialised roles which are sessional are predominantly occupied by males
- It is important to consider the various types and roles available as well as other considerations within the organisation and the different gender profiles that occur within specific roles.

Age, Disability Religion and Belief may also be determining factors to consider in better understanding the dynamics of full and part time working arrangements and ensuring due regard to equality of opportunity between the protected characteristics.



2025 ICB Staff by Participation:

Full Time 61.6%
Part-Time 38.4%

Shropshire Telford and Wrekin Integrated Care Board - Recruitment.

Recruitment process data by Protected
Characteristics 2024



Summary Recruitment Profile 2025

This section explains who applied for jobs at Shropshire, Telford and Wrekin ICB, and who went on to be shortlisted, interviewed, and finally appointed. The information is shown by different protected characteristics to help us understand whether people are having fair and equal experiences during recruitment. In total:

1,228 people applied for roles

215 were shortlisted

161 attended an interview

59 were appointed

In Summary

What this data suggests

- Some groups move through the recruitment process differently than others.
- Younger applicants, and applicants from Asian and Black ethnic backgrounds, are less represented in final appointments than at the application stage. 30.3% of Black people applied – 1.7% of successful applicants were Black.
- Nondisclosure rates are high at the appointment stage for several characteristics (Disability), making it harder to draw full meaningful equality analysis. Of the 59 applicants who were appointed 33.9% did not state or chose not to disclose a disability.

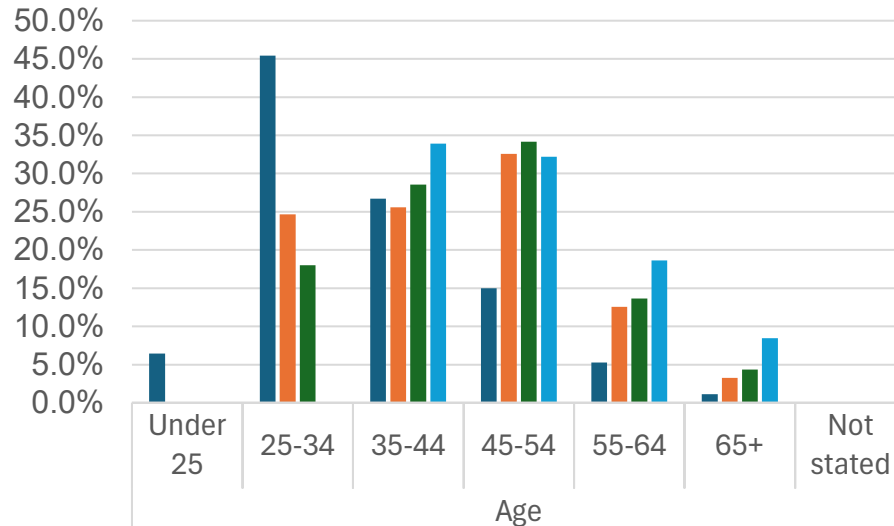
What could help improve fairness and understanding

- Making it easier and more reassuring for applicants and new starters to share their equality information (if they choose to).
- Looking more closely at each stage, especially shortlisting and final decision-making, to understand why patterns differ for some groups.
- Continuing good practice that supports disabled applicants through each step of the process.
- Workforce profile monitoring at directorate level to establish any significant variations in profiles and/or recruitment outcomes.

Age.

All the 1228 applicants provided this information and represented a broad range of age groups. Of the 215 applicants who were shortlisted, interviewed and appointed represented a wide spread of age groups except for the under 25-year age group. This group was the only one where no appointments were made.

Applicants by Age



	Under 25	25-34	35-44	45-54	55-64	65+	Not stated
Applied %	6.4%	45.4%	26.7%	15.0%	5.3%	1.1%	*
Shortlisted %	*	24.7%	25.6%	32.6%	12.6%	3.3%	*
Interview attended %	*	18.0%	28.6%	34.2%	13.7%	4.3%	*
Appointed %	*	*	33.9%	32.2%	18.6%	8.5%	*

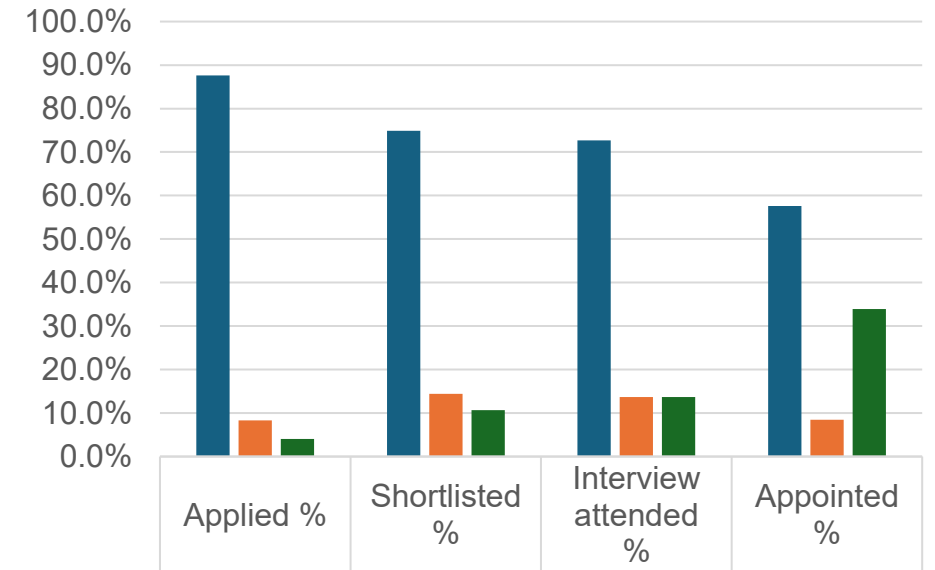
■ Applied % ■ Shortlisted % ■ Interview attended % ■ Appointed %

* Fell below the reporting threshold.

Disability

Of the 1228 applicants 8.3% identified as having a disability. Of the 215 applicants who were shortlisted 14.4% were disabled. 161 applicants were interviewed 13.7% of which identified as having a disability. Of the 59 applicants who were appointed 8.5% were disabled. People who Applied who either did not state or chose not to disclose their status totalled 4.1%. Of the 59 applicants who were appointed 33.9% came from this group.

Applicants by Disability



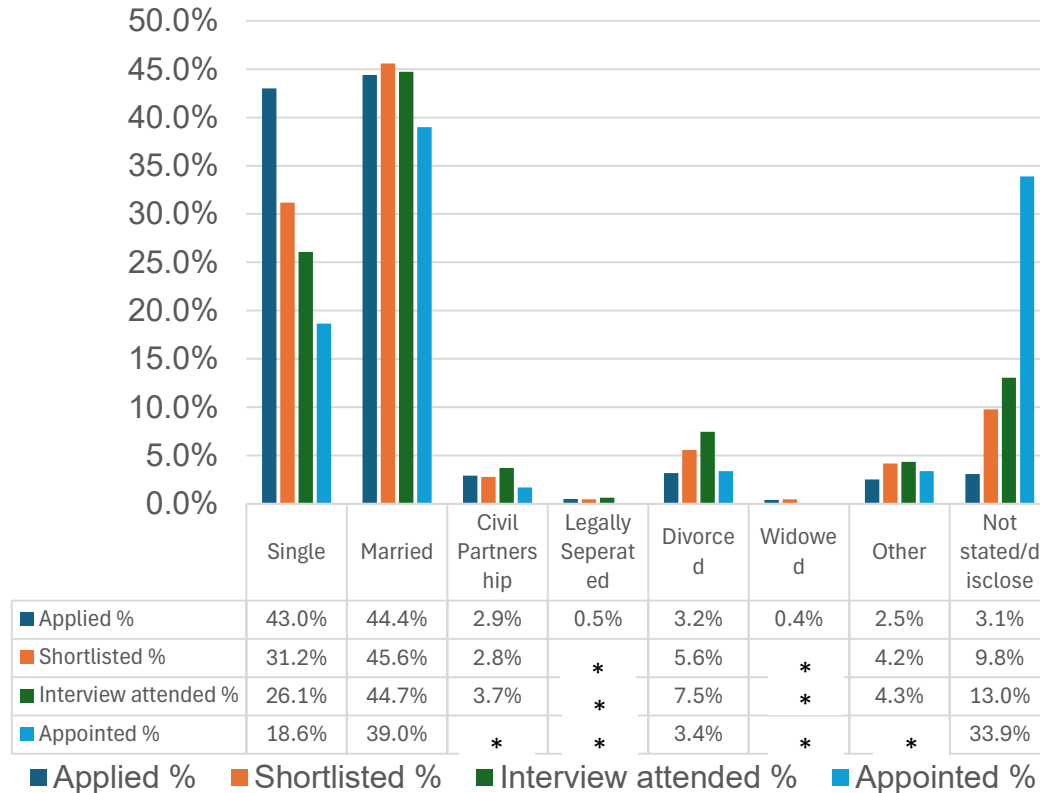
	Applied %	Shortlisted %	Interview attended %	Appointed %
No	87.6%	74.9%	72.7%	57.6%
Yes	8.3%	14.4%	13.7%	8.5%
Not stated or wished not to disclose	4.1%	10.7%	13.7%	33.9%

■ No ■ Yes ■ Not stated or wished not to disclose

Marriage and Civil Partnership

Of the 1228 applicants 215 were shortlisted of which 45.6% identified as being married and 2.8% identified as being in a civil partnership. Of the 59 applicants who were appointed, 39.0% were married, 1.7% civil partnership and 33.9% had not disclosed or provided their status.

Applicants by Marital Status



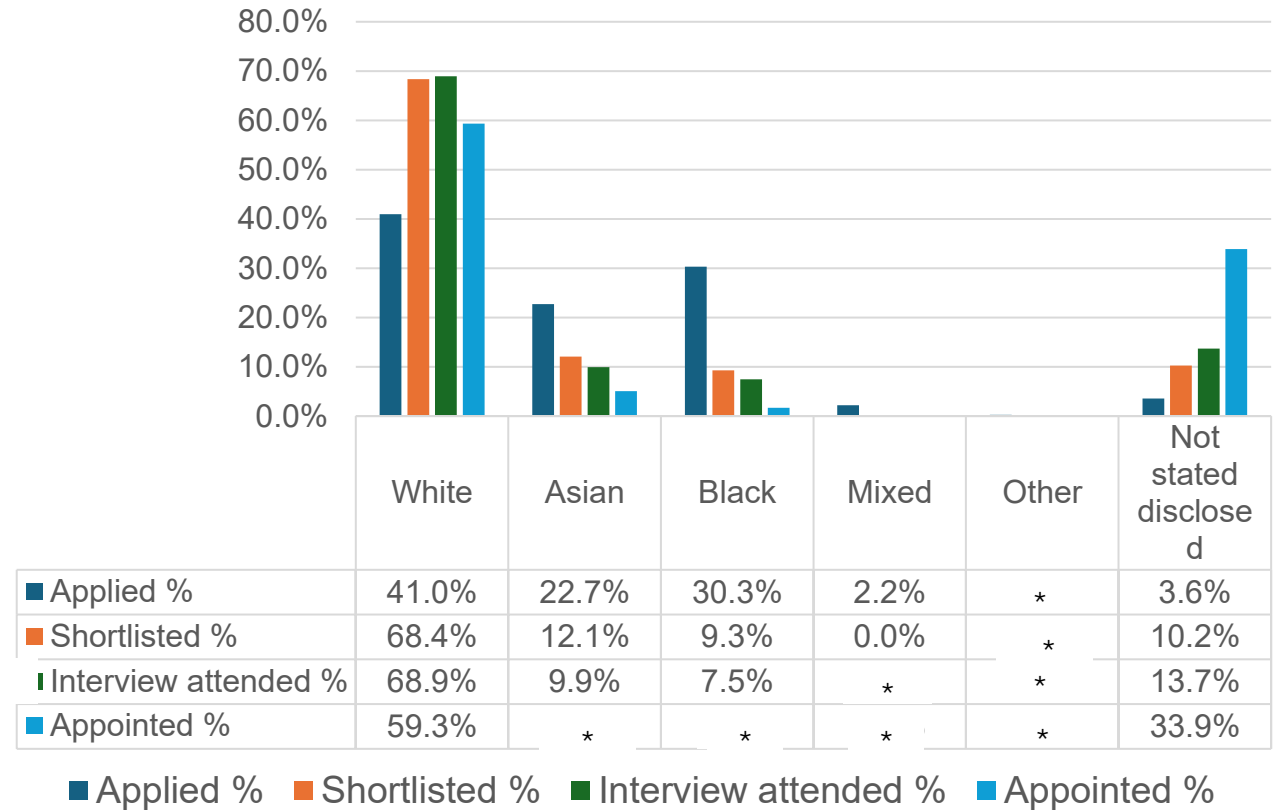
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*The Census Bureau defines a person of the Asian race as “having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.”

Race/Ethnic Group

The data has been presented by broad ethnic groups. Of the 1228 applicants 215 were shortlisted of which 68.4% identified as White, 12.1% Asian, 9.3% Black, and 10.2% had not disclosed. Of the 59 applicants who were appointed 59.3% were White, 5.1% Asian, 1.7% with 33.9% of all appointees not having disclosing their Race/Ethnicity Group

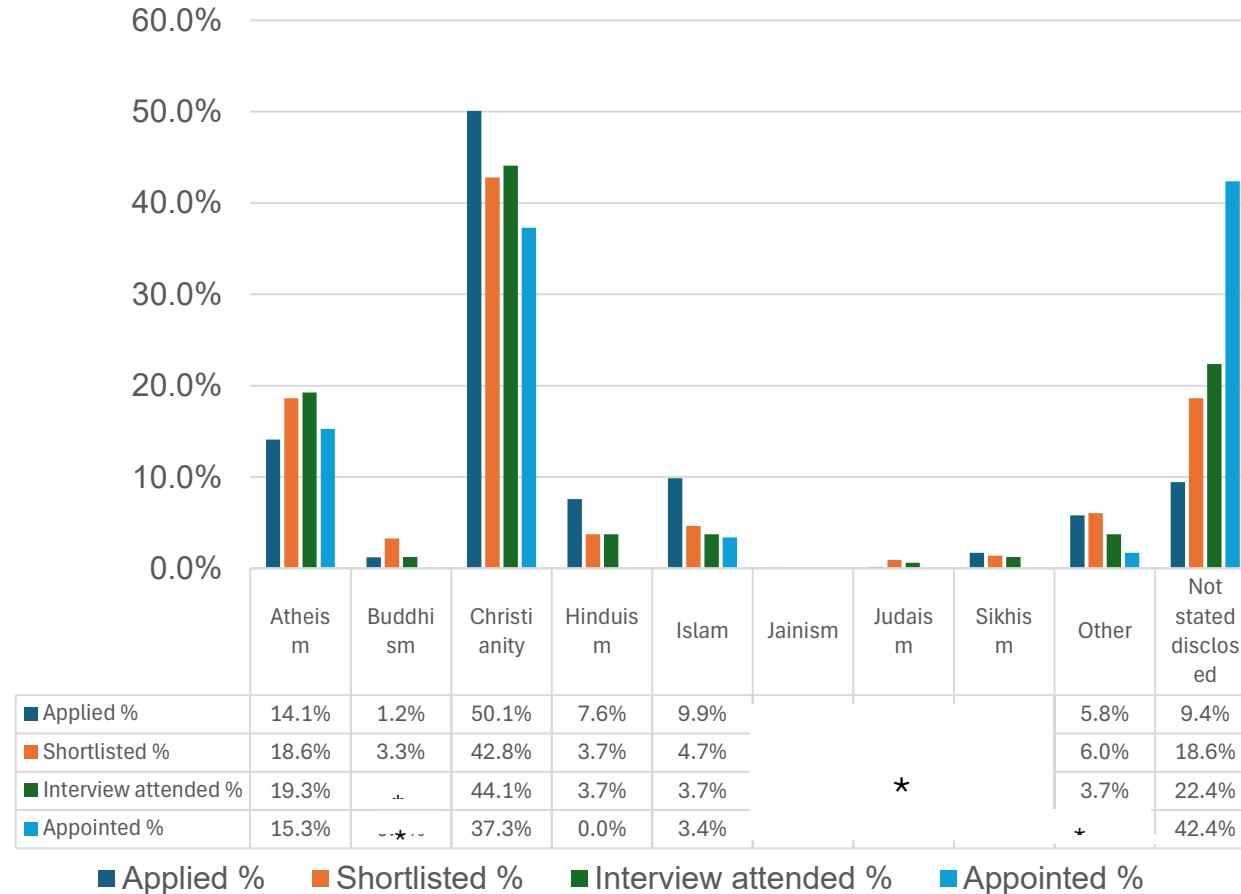
Applicants by Broad Race/Ethnicity Group



Religion or Belief

Most applicants who applied identified as Christian. Of the 1841 applicants who were appointed 40% were Christian, 27.8% either did not wish to disclose or not stated, 18.9% identified as Atheist, 2.2% Islam, 1.1% Hinduism and 10% Other.

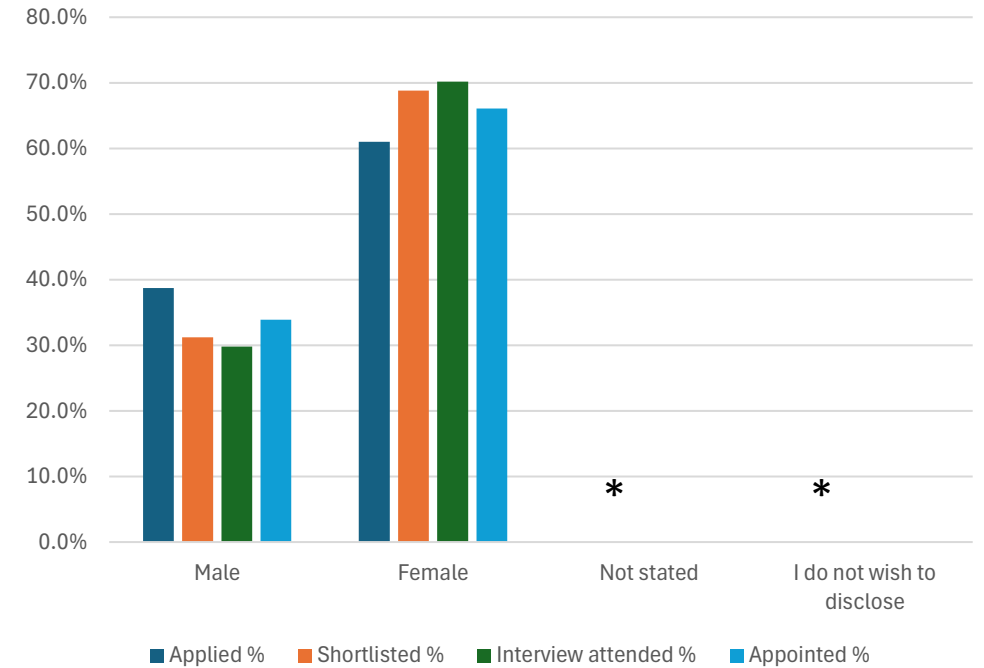
Applicants by Religion or Beliefs



Sex (Female Male)

Of the 1228 applicants all but 0.3% identified their sex, 61.0% female and 38.7% male. Of the 59 applicants that were appointed 66.1% were female and 33.9% were male.

Applicants by Sex

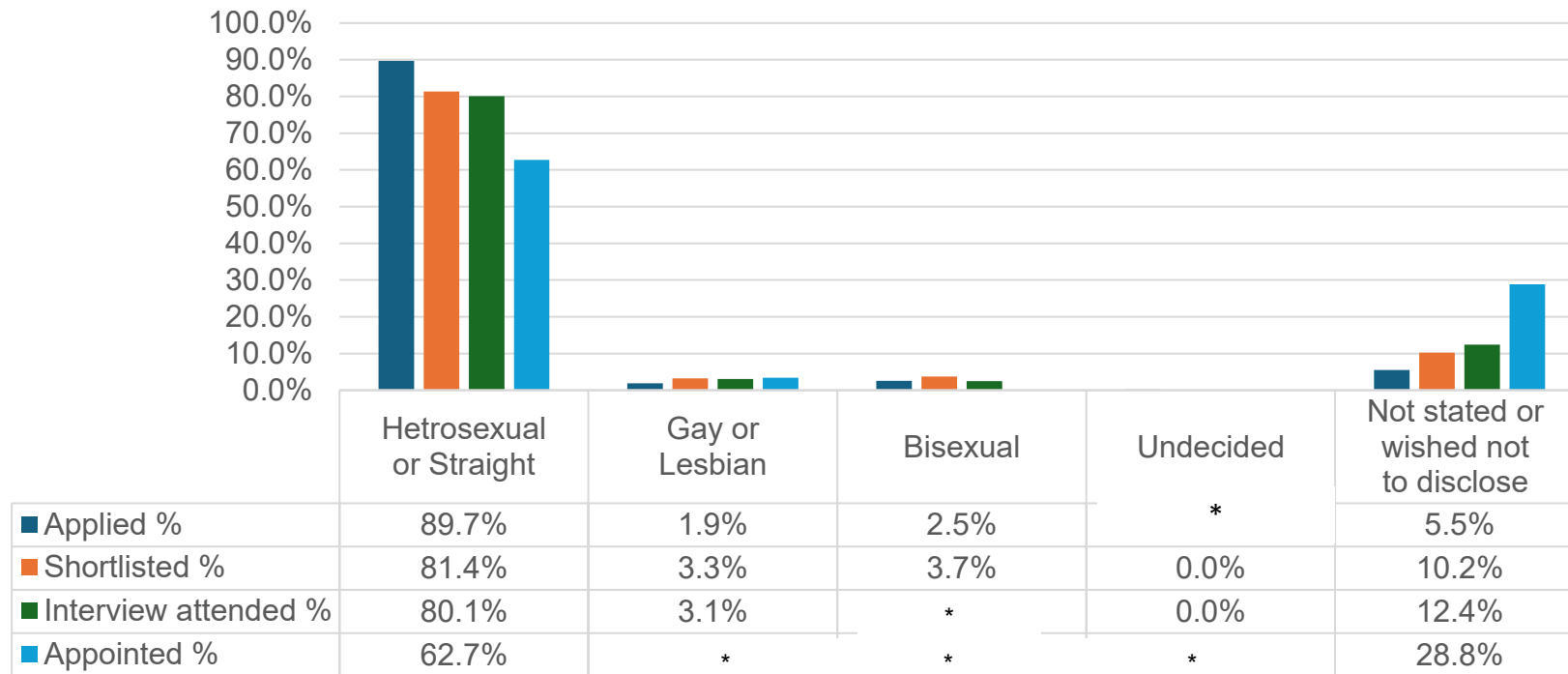


* Fell below the reporting threshold.

Sexual Orientation.

Of all 1228 applicants, 89.7% identified as Heterosexual or Straight, with applicants not stated or did not wish to disclose totalled 5.5%, 1.9% identifying as Gay or Lesbian %, Bisexual 2.5%, with applicant who identified as undecided totalled 0.2%. Of the successful applicants; 73.3% identified as Heterosexual or Straight, 24.4% not stated or did not wish to disclose and 2.2% identified as Gay or Lesbian.

Applicants by Sexual Orientation



■ Applied % ■ Shortlisted % ■ Interview attended % ■ Appointed %

* Fell below the reporting threshold.

Overall Summary & Next Steps

The information demonstrates that:

- **Underrepresentation of disabled and Black applicants during recruitment**
- **High nondisclosure among appointed candidates**, limiting visibility and analysis of equality outcomes
- **Low early-career (under 25yr) representation**, affecting talent pipelines
- **Gender imbalance**, particularly between AfC and Non-AfC roles (typical of the NHS as a whole)
- **Potential for directorate variation**, which would indicate a need for tailored EDI action planning

As the ICB continues to embed organisational reform and cluster arrangements leading to a potential merger with Staffordshire and Stoke-on-Trent, the data signals clear priorities and opportunities for strengthening equality, diversity and inclusion, ensuring a more representative workforce and a fair, transparent recruitment process.

Next Steps

The ICBs have developed a joint proposed PSED Workforce Objective and supporting actions, drawing directly on the key themes and disparities identified across both the SSoT and STW Workforce Diversity Profile Reports. These proposals provide a coherent, system-wide approach to strengthening equality, diversity and inclusion within our workforce. The joint objective and actions will be presented to the Executive Board for review and consideration as the next step in aligning our statutory duties with measurable improvement for our people.