



London Ambulance Service
NHS Trust

Equality, Diversity and Inclusion

LAS Report – 2024/25



We are the capital's emergency and urgent care responders



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Foreword

This year's annual equality report showcases our journey with equality, diversity and inclusion (EDI) and all the work we have done to build a workforce that represents London's diversity, that values and celebrates difference, promotes equality and prioritises the wellbeing of our people to better serve the communities of the nation's capital.

We have truly advanced our EDI work over the last year, ensuring it is embedded at all levels of the organisation and is everyone's responsibility to make change for the better – we hope you will see this throughout the report.

Below we have highlighted just a few examples of our achievements on our EDI journey which have and will continue to make a difference:

- **2025 is designated the 'Year of the Inclusive Team' and our most senior LAS leaders have publicly committed to EDI objectives to ensure inclusivity remains at the heart of what we do.**
- **We have worked hard to ensure our recruitment processes are fair and unbiased so that our workforce can represent the population we serve, implementing initiatives that have helped us shift the dial towards equality for underrepresented groups.**
- **Our EDI team have delivered training and workshops across all levels of the organisation, so all of our staff are aware and committed to the work we are doing for inclusion.**

We hope you enjoy looking through this report to see the approach LAS is taking to create an organisation where everyone feels that we live our values of caring, respect and teamwork. We recognise there is much more to be done and remain dedicated to addressing this, and hope the public and our staff continue to hold us to account on our commitments to create the best organisation and culture for our people and teams to thrive in.



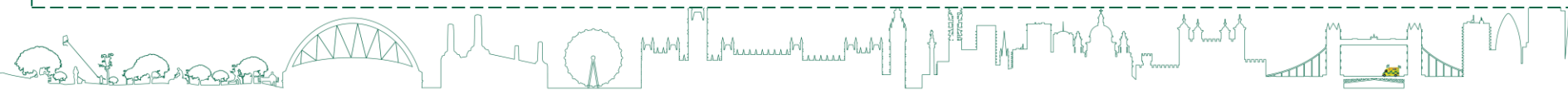
The capital's emergency and urgent care responders.



Dr Fenella Wrigley
Deputy Chief Executive,
Chief Medical Officer,
London Ambulance Service
NHS Trust



Anne Rainsberry
People & Culture Committee
Chair and Board Member,
London Ambulance Service
NHS Trust



We are the capital's emergency and urgent care responders

**YEAR OF THE
INCLUSIVE
TEAM**

Introduction

At London Ambulance Service (LAS) we are committed to fostering a diverse, inclusive and equitable environment for our workforce, patients and the communities we serve. As an essential emergency and urgent care service in one of the most diverse cities in the world, we recognise the importance of reflecting and understanding the varied needs of the people we care for.

This annual equality report, which meets the legislative requirements of the Public Sector Equality Duty, sets out a transparent overview of our progress in promoting equality across all areas of our Trust. It highlights the steps we have taken and continue to take, to ensure that every individual, regardless of their background, identity or personal circumstances, has equal access to opportunities, services and support.

Through this report we share our key objectives and plans, data on the diversity of our workforce, and initiatives we have implemented to address inequalities to create a fair and inclusive organisation.

By upholding our commitment to equality, diversity and inclusion, we strive to create a service that values and respects every person, helping to build not only a safer, fairer and more compassionate Trust for our staff and for Londoners.



The capital's emergency and urgent care responders.

We are the capital's emergency and urgent care responders

We aim to deliver outstanding emergency and urgent care whenever and wherever needed for everyone in London, 24/7, 365 days a year. Together, we put the values of caring, respect and teamwork at the heart of all we do for Londoners.

Who we are and what we do

We are the largest ambulance service in the UK, serving the city's nine million residents as well as those who visit from other parts of the UK and abroad.

Each year we receive more than two million emergency 999 calls and two million urgent 111 calls. We provide care to a million patients face-to-face at the scene and treat 180,000 people over the phone.

London Ambulance Service was created in 1965 and today we have over 10,000 people working, studying and volunteering with us.

Our patient-facing workforce ranges from 999 and 111 call handlers to paramedics and other ambulance clinicians as well as clinical specialists: nurses, midwives, mental health nurses, pharmacists, doctors and advanced paramedics.

Behind the scenes are the mechanics keeping ambulances on the road, the vehicle preparation teams getting every ambulance clean and stocked, the warehouse staff ensuring we have the best equipment, the medicines packing and pharmacy team providing our clinicians with the right drugs, plus all our housekeeping teams.

Alongside this are vital support functions from human resources and finance to estates and communications



Our LAS Values

Great teams don't come from structures and organograms. Great teams are created by people, working together everyday, with behaviours that role model Our LAS Values, finding ways to learn and improve together.

We are **kind** to each other, so we feel valued and seen

Caring

We **listen** to each other, so we feel heard and involved

We are **fair** with each other, so all of us can flourish

Respect

We give **feedback** to each other, so we can keep improving

We **help** each other, so together we do a great job

Team work

We **look after** each other, so everyone's wellbeing can thrive

Our LAS Strategy

Our LAS strategy 2023-28 is built from the views of our patients and communities, our employees and our health and care partner organisations. EDI is at the heart of our strategy and our commitment to being a diverse employer remains clear throughout.

The strategy outlines three key missions for LAS to achieve:

- 1. Delivering outstanding emergency and urgent care whenever and wherever needed**
- 2. Being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for**
- 3. Using our unique pan-London position to contribute to improving the health of the capital**

The LAS strategy states:

“We aim to build a diverse organisation that values and celebrates difference, promotes equality and prioritises the wellbeing of our people. We will build a workforce that knows and reflects the people we serve. We will build an organisation where everyone can feel they belong, their voice is valued and there are opportunities for a career. Discrimination, bullying, harassment and racism have no place in our organisation and we will take a zero-tolerance approach to tackling this behaviour.”



We are the capital's emergency and urgent care responders

Our EDI Objectives

To achieve the work set out in the LAS strategy, we have developed three EDI objectives which will contribute to the delivery of our vision and goals until 2028, showing our compliance with the Public Sector Equality Duty.

OBJECTIVE 1

Foster proactively a diverse and open culture with an equitable working environment, including through staff training on discrimination and impactful staff networks.

OBJECTIVE 2

Make measurable improvement in attracting and retaining a workforce that represents London, reaching out to relevant communities and helping staff to build great careers.

OBJECTIVE 3

Generate clear leadership accountability for action based on good management data and staff feedback, including compliance with legislation and equality standards.

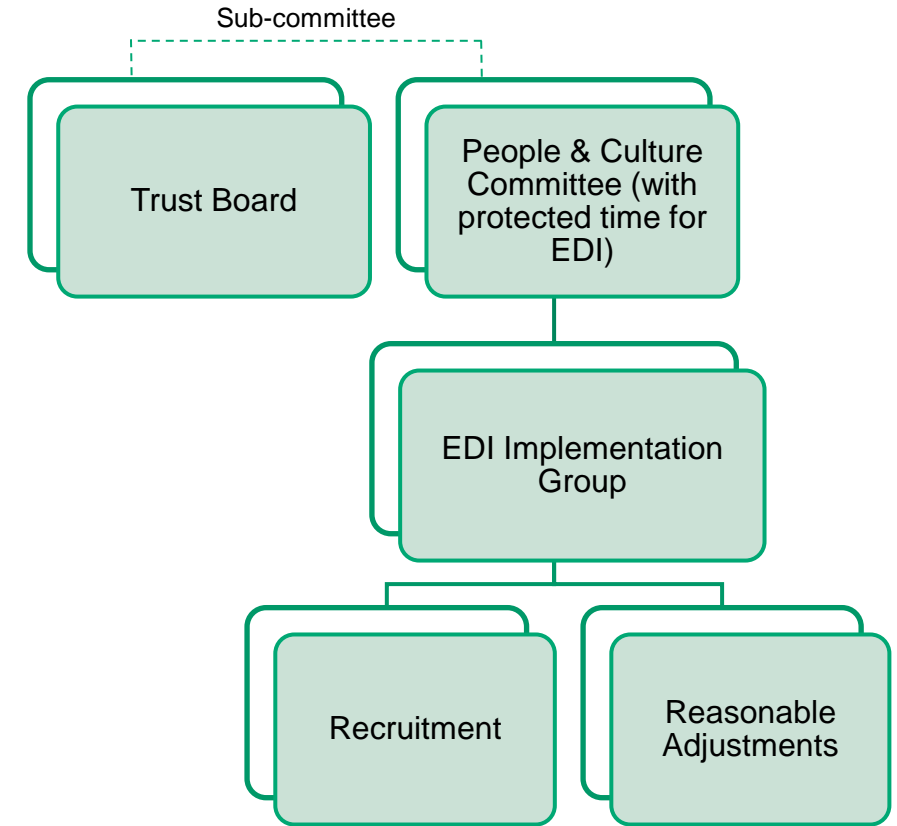


We are the capital's emergency and urgent care responders

EDI Governance and Delivery

Responsibility for the equality, diversity and inclusion programme is overseen by a Board committee, which is responsible for ensuring the Trust is compliant and meeting all legislative and regulatory requirements, including the Public Sector Equality Duty, the publication of equalities information, compliance with mandatory reporting, CQC regulatory framework and national EDI standards.

- The People & Culture Committee has a protected and dedicated slot for EDI and holds the Trust to account on the delivery of the EDI objectives and improvement plan.
- The EDI Implementation Group is a cross-organisational group which brings together the managers responsible to implement the changes required across the organisation and enabling delivery against action plans to improve and embed EDI in their directorates.
- Cross-organisational working groups have been established that bring together representatives from relevant teams across the organisation, including Union representatives, to drive and take forward our strands of work. Currently, there are two working groups: recruitment and reasonable adjustments.



Our work in 2024/25

We have made progress over the last year and aspire to embed EDI in everything we do by creating an environment of belonging and an inclusive culture at work. We recognise that the work required to achieve our EDI objectives lies with all our staff and can be driven greatly by the leaders within our organisation. We have worked closely with our leaders to increase accountability for EDI work and drive improvements across all levels of the Trust.

In partnership with the recruitment team in People & Culture, we continue to implement action on fairness in our recruitment practices using a data-driven approach, supporting a more diverse pool of applicants. We have begun to shift the dial towards equality for underrepresented groups in our recruitment processes where our representation did not match the wider workforce and population of London.

Our staff networks are a crucial element in supporting staff through events and are growing and becoming increasingly active and hope to grow membership further. This is supported by our public commitments in our statements and charters to drive an inclusive culture and encourage our staff to speak up about discrimination.

The Trust remains committed to fostering an environment where staff can perform their duties effectively, through the provision of reasonable adjustments and embracing a mindset of continuous improvement to ensure our workplace remains inclusive.

Through responsibility and accountability for making LAS a more inclusive workplace, we will continue to build upon the great work we have already achieved.

The following slides set our progress against our three strategic EDI objectives.

Examples of action and fairness initiatives to drive an inclusive and safe culture

Training and wider support for our staff

We have put in place both mandatory and additional training for all staff and offer subject matter expert support and advice:

- Training has set the foundation for inclusive culture and expectations from staff.
- Targeted additional training for all senior leaders and middle managers relating to inclusion and fairness.
- Hands on support and specialist advice with live issues to all staff.
- ~6,110 staff members (75% of workforce) has completed our Tackling Discrimination and Promoting Inclusivity training
- 100% of middle managers (~500 staff members) undertook 'leading with inclusion' training.



Attendees for the 'leading with inclusion' training

Celebrating inclusion

We have continued to celebrate inclusion through targeted events, opportunities for engagement and awareness raising:

- Reaching staff through the Wellbeing Trucks and Wellbeing Cafés on key dates, for example in Inclusion Week.
- Regular briefings on inclusion through the CEO bulletin and LAS TV Live.
- Staff Networks marking days of significance, events, blogs and vlogs across the Trust.
- Our communications, website, ambulance series all reflecting positive images of diversity and inclusion.



Our staff at the Wellbeing Trucks

EDI Training at LAS

Tackling Discrimination & Promoting Inclusivity (TDPI):

- Half-day mandatory sessions open to all staff delivered in two phases by A Kind Life
- Phase 1 has been delivered to 75% of staff (~6,110 staff) and Phase 2 delivered to 50% of staff (~4,000 staff). Phase 2 was co-designed with LAS subject matter experts and is bespoke to LAS.
- Going forward, training will be delivered in-house by the EDI Team as part of the internal Organisational Development and Talent Management (OD&TM)-led Centre of Excellence for Leadership and Culture (CELC) programme in a relevant, cost-effective and sustainable way.

Leading with Inclusion:

- Bespoke training delivered to all middle managers, including Team Managers, Clinical Team Managers, Sector Station Managers and Watch Managers
- Included specialist training on 'sickle cell' and health inequalities and 'Trans Awareness'
- All Extended Leadership Group members undertook TDPI and Trans Awareness training.
- Workshops delivered to key teams, using data relevant to them to create meaningful localised EDI action plans.

Induction, OLIR & wider teams:

- EDI training forms part of all induction training
- EDI team/staff networks deliver ad hoc bespoke training to teams that request it, for example deaf awareness training

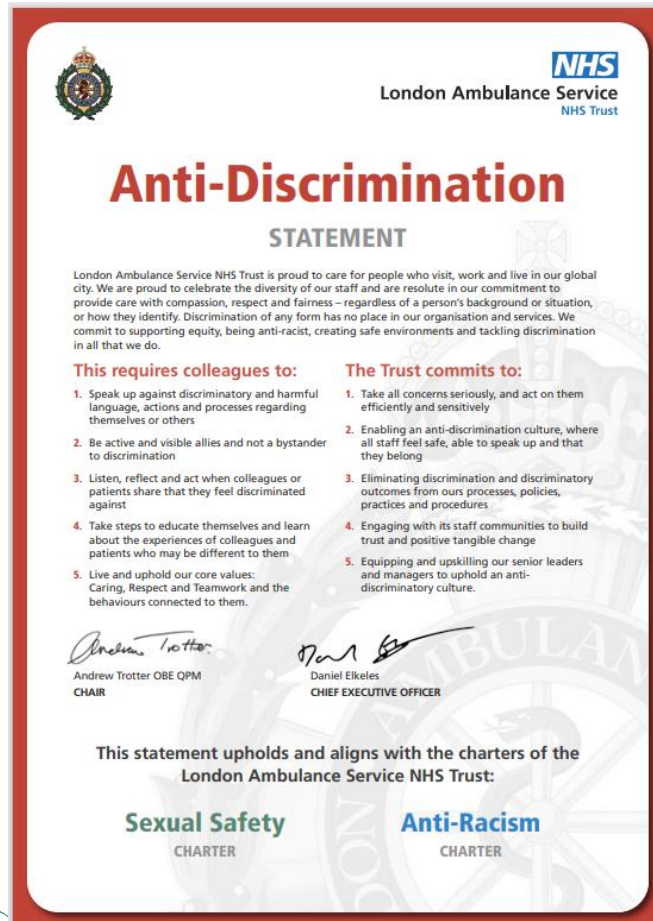


Filming scenarios for Phase 2 of the TDPI training

Objective 1

Foster proactively a diverse and open culture with an equitable working environment, including through staff training on discrimination and impactful staff networks

LAS is committed to being a workplace that promotes anti-discrimination, anti-racism and sexual safety. It has set out its expectation for the organisation and its workforce in three statements and charters and asserts discrimination or inappropriate behaviour in any form will not be tolerated.



London Ambulance Service NHS Trust

Anti-Discrimination STATEMENT

London Ambulance Service NHS Trust is proud to care for people who visit, work and live in our global city. We are proud to celebrate the diversity of our staff and are resolute in our commitment to provide care with compassion, respect and fairness – regardless of a person's background or situation, or how they identify. Discrimination of any form has no place in our organisation and services. We commit to supporting equity, being anti-racist, creating safe environments and tackling discrimination in all that we do.

This requires colleagues to:

1. Speak up against discriminatory and harmful language, actions and processes regarding themselves or others
2. Be active and visible allies and not a bystander to discrimination
3. Listen, reflect and act when colleagues or patients share that they feel discriminated against
4. Take steps to educate themselves and learn about the experiences of colleagues and patients who may be different to them
5. Live and uphold our core values: Caring, Respect and Teamwork and the behaviours connected to them.

The Trust commits to:

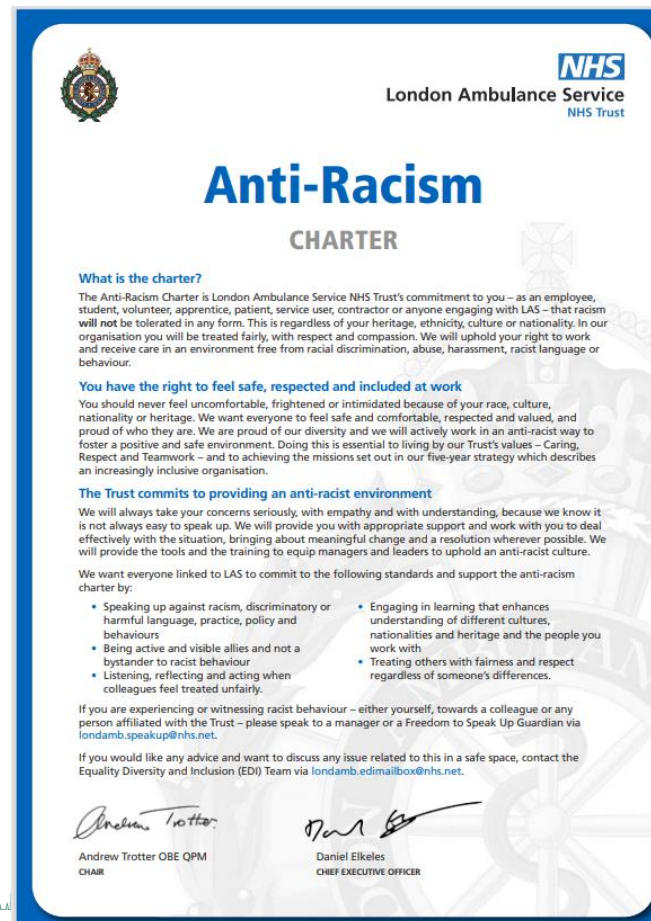
1. Take all concerns seriously, and act on them efficiently and sensitively
2. Enabling an anti-discrimination culture, where all staff feel safe, able to speak up and that they belong
3. Eliminating discrimination and discriminatory outcomes from our processes, policies, practices and procedures
4. Engaging with its staff communities to build trust and positive tangible change
5. Equipping and upskilling our senior leaders and managers to uphold an anti-discrimination culture.

Andrew Trotter
Andrew Trotter OBE QPM
CHAIR

Daniel Elkeles
Daniel Elkeles
CHIEF EXECUTIVE OFFICER

This statement upholds and aligns with the charters of the London Ambulance Service NHS Trust:

Sexual Safety CHARTER **Anti-Racism CHARTER**



London Ambulance Service NHS Trust

Anti-Racism CHARTER

What is the charter?

The Anti-Racism Charter is London Ambulance Service NHS Trust's commitment to you – as an employee, student, volunteer, apprentice, patient, service user, contractor or anyone engaging with LAS – that racism will not be tolerated in any form. This is regardless of your heritage, ethnicity, culture or nationality. In our organisation you will be treated fairly, with respect and compassion. We will uphold your right to work and receive care in an environment free from racial discrimination, abuse, harassment, racist language or behaviour.

You have the right to feel safe, respected and included at work

You should never feel uncomfortable, frightened or intimidated because of your race, culture, nationality or heritage. We want everyone to feel safe and comfortable, respected and valued, and proud of who they are. We are proud of our diversity and we will actively work in an anti-racist way to foster a positive and safe environment. Doing this is essential to living by our Trust's values – Caring, Respect and Teamwork – and to achieving the missions set out in our five-year strategy which describes an increasingly inclusive organisation.

The Trust commits to providing an anti-racist environment

We will always take your concerns seriously, with empathy and with understanding, because we know it is not always easy to speak up. We will provide you with appropriate support and work with you to deal effectively with the situation, bringing about meaningful change and a resolution wherever possible. We will provide the tools and the training to equip managers and leaders to uphold an anti-racist culture.

We want everyone linked to LAS to commit to the following standards and support the anti-racism charter by:

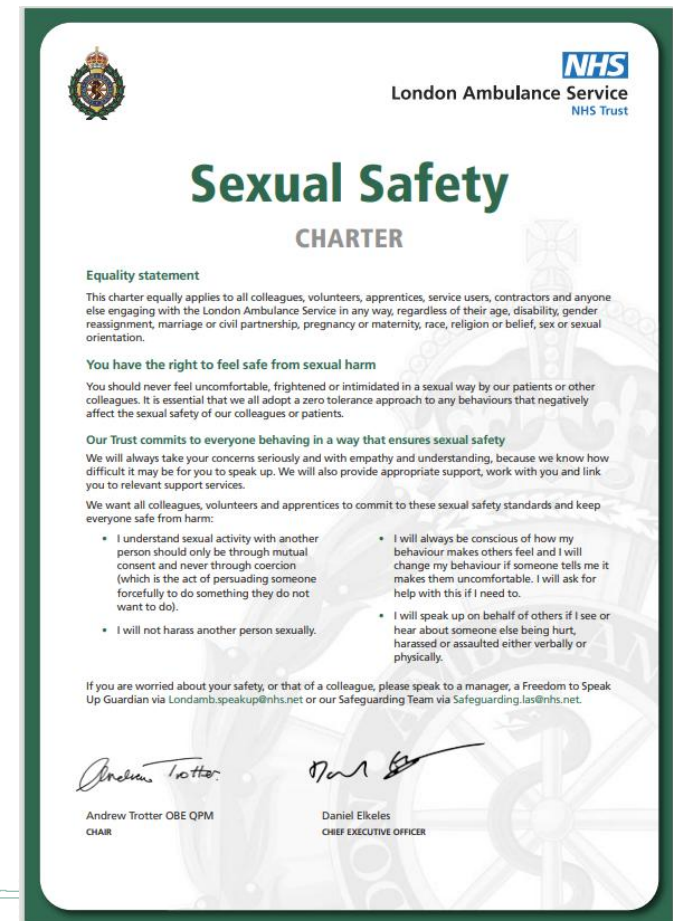
- Speaking up against racism, discriminatory or harmful language, practice, policy and behaviours
- Being active and visible allies and not a bystander to racist behaviour
- Listening, reflecting and acting when colleagues feel treated unfairly.
- Engaging in learning that enhances understanding of different cultures, nationalities and heritage and the people you work with
- Treating others with fairness and respect regardless of someone's differences.

If you are experiencing or witnessing racist behaviour – either yourself, towards a colleague or any person affiliated with the Trust – please speak to a manager or a Freedom to Speak Up Guardian via londamb.speakup@nhs.net.

If you would like any advice and want to discuss any issue related to this in a safe space, contact the Equality Diversity and Inclusion (EDI) Team via londamb.edimailbox@nhs.net.

Andrew Trotter
Andrew Trotter OBE QPM
CHAIR

Daniel Elkeles
Daniel Elkeles
CHIEF EXECUTIVE OFFICER



London Ambulance Service NHS Trust

Sexual Safety CHARTER

Equality statement

This charter equally applies to all colleagues, volunteers, apprentices, service users, contractors and anyone else engaging with the London Ambulance Service in any way, regardless of their age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation.

You have the right to feel safe from sexual harm

You should never feel uncomfortable, frightened or intimidated in a sexual way by our patients or other colleagues. It is essential that we all adopt a zero tolerance approach to any behaviours that negatively affect the sexual safety of our colleagues or patients.

Our Trust commits to everyone behaving in a way that ensures sexual safety

We will always take your concerns seriously and with empathy and understanding, because we know how difficult it may be for you to speak up. We will also provide appropriate support, work with you and link you to relevant support services.

We want all colleagues, volunteers and apprentices to commit to these sexual safety standards and keep everyone safe from harm:

- I understand sexual activity with another person should only be through mutual consent and never through coercion (which is the act of persuading someone forcefully to do something they do not want to do).
- I will not harass another person sexually.
- I will always be conscious of how my behaviour makes others feel and I will change my behaviour if someone tells me it makes them uncomfortable. I will ask for help with this if I need to.
- I will speak up on behalf of others if I see or hear about someone else being hurt, harassed or assaulted either verbally or physically.

If you are worried about your safety, or that of a colleague, please speak to a manager, a Freedom to Speak Up Guardian via londamb.speakup@nhs.net or our Safeguarding Team via Safeguarding.las@nhs.net.

Andrew Trotter
Andrew Trotter OBE QPM
CHAIR

Daniel Elkeles
Daniel Elkeles
CHIEF EXECUTIVE OFFICER

Sexual Safety

The Trust is committed to improving sexual safety at work and has developed an action plan and oversight through the sexual safety group to drive focus and improvements.

Key highlights from 2024/25 include:

- Established a duty to report amongst managers with a new process that prevents duplication and monitors trends which are reported to the sexual safety group.
- Phase 2 of 'Tackling Discrimination and Promoting Inclusivity' has 'sexual safety' as a core element.
- Spreadsheet created that tracks anonymised data which will maintain oversight of the time taken to conclusion from concern raised and captures the case type to support ongoing learning and improvement.

Sexual Safety Annual Survey Report – highlights

Education:

- ❖ 7467 (88%) staff have completed the Sexual Safety eLearning
- ❖ 3500 (41%) staff have completed Tackling Discrimination phase 2 in year 1.

Staff Survey:

- ❖ Harassment and abuse from the public has increased by 3% to 32%
- ❖ We have not seen an overall increase in the % of staff reporting abuse from colleagues, remaining at 9%. However this is still over 500 colleagues.

Reported Sexual Safety Allegations 2024-25:

- ❖ Total number of cases = 63
- ❖ 30 are currently open
- ❖ 42 cases (67%) in Ambulance Services
- ❖ Majority of cases perpetrator is white male (89%)
- ❖ Outcomes of closed allegations has been dismissal without notice in the majority of cases (9 / 27%)
- ❖ Number of cases reported has increased by 20 from 2023/24

Objective 1

Foster proactively a diverse and open culture with an equitable working environment, including through staff training on discrimination and impactful staff networks

The health and wellbeing of our staff is of the highest importance to us and the Trust's Wellbeing Team in People & Culture supports them in multiple ways and below is a snapshot of 2024-25.



Support		Training	Vaccinations	Health Promotion
Wellbeing Hub contacts 13697	Wellbeing support conversations 247	Stress Risk Assessment training sessions 8	Flu clinics 83	Group functional movement sessions 11
Wellbeing support vehicle and café hours 8625	Stay conversations 147	No. of managers attended stress risk assessment training 98	Flu vaccinations delivered 1688	Individual functional movement consultations 42
Health coaching sessions 47	Wellbeing team attendance at team training sessions 43	Wellbeing conversation training sessions 99	Covid vaccinations delivered 491	Stress reduction workshop 14

The Wellbeing Hub maintains a 98% good or excellent feedback rate from colleagues

We are the capital's emergency and urgent care responders

Objective 1

Foster proactively a diverse and open culture with an equitable working environment, including through staff training on discrimination and impactful staff networks

Ensuring people can raise concerns confidentially and safely

Our Freedom to Speak Up (FtSU) programme aims to create a culture where staff feel safe, supported and encouraged to raise concerns about patient safety, misconduct or any issue that could impact the quality of care or working environment. Over the last year, staff were supported with their concerns by the FtSU Team within People & Culture and the team has continued to drive additional value for the Trust.



Key highlights for 2024/25 include:

- Sexual safety toolkit created and used widely across the Trust
- Collaborated at a national level with AACE to reduce misogyny and improve sexual safety
- Influenced policy based on lived experience shared with FtSU relating to maternity issues
- Audit rated FtSU as 'moderate', stating solid processes in place to encourage and respond to staff concerns
- Women of Colour empowerment programme delivered

151 concerns raised by staff

Key themes for concerns were related to people and processes (60) and inappropriate attitudes and behaviour (43)

22 new FtSU and sexual safety ambassadors recruited, totalling 50 for LAS



We are the capital's emergency and urgent care responders

LAS Staff Networks

The London Ambulance Service is proud to have a range of Staff Networks that support and connect staff from different backgrounds and communities. These networks cover groups such as Armed Forces, Black and ethnic minority staff, disability, faith, LGBTQ+ and women. They offer a space where people can share experiences, find support and help make sure everyone's voice is heard within the organisation.

These networks play an important role in creating a more inclusive and welcoming workplace. They work alongside leadership to tackle challenges, promote wellbeing and help shape policies that benefit all staff. By being part of a network, employees have the chance to develop personally and professionally while helping LAS build a culture where everyone feels valued and respected.



LAS Staff networks

It has been a busy year for the staff networks. They have been involved in cultural events, socials, parades, information sharing and involvement in wider projects and initiatives that are making a difference to staff, and working to create a culture of inclusivity, care and safety. It is important to the Trust that we continue to support these Networks, enhance their capabilities, and drive their ongoing growth and reach. It is also important that we support them to flex and respond to the changing needs and demands they are encountering. Each network has an executive sponsor assigned to support them and they work together to agree plans and priorities.

The International Network remains the largest staff network in LAS, with over 800 members. Two new co-chairs were recently elected, helping to drive forward the work conducted by the network. The network provides support to our international recruits, both before they arrive in the UK and once they're here, including welcome meetings at one of our operational centres. The network continues to work on improving policies, procedures, and communication to better support new international staff. This year also saw two successful events: an ANZAC Day commemoration in April 2024 and a St Patrick's Day celebration in 2025.



Our International Network at the St Patrick's Day Parade



Our Armed Forces Network's Remembrance Event



The Armed Forces Network raised the flag in honour of Armed Forces Day and led a Remembrance Event outside our headquarters. The network also proudly brought our Trust to silver status in the Defence Employer Recognition Scheme, recognising the commitment and support we demonstrate to our defence and Armed Forces communities who work and volunteer with us.



Proudly supporting those who serve

EMPLOYER RECOGNITION SCHEME
SILVER AWARD

LAS Staff networks

The LGBT+ Network had a strong presence at Pride in London, marching alongside staff to celebrate diversity and inclusion.



They went on to host a Trans Awareness Week conference, creating space for education and allyship. To support everyday inclusion, the network distributed pronoun badges at the Wellbeing Café, encouraging open and respectful conversations. Their year of activity concluded with LGBT+ History Month, recognising the history, achievements, and contributions of the LGBT+ community.



The LGBT+ network at a LAS wellbeing café for Trans Awareness Week



Women's network's new lanyards and pins as part of the promotion to expand their network



The Women's Network has expanded to include six subgroups, each led by different women across the Trust. These subgroups focus on areas such as pregnancy and baby loss, menopause support, perinatal voices, trans women's support, women of colour, and violence against women. On International Women's Day, the network showcased its members and how they support women's empowerment, alongside hearing from the network's exec sponsor on gender equality.

The BME Network were key in celebrating and supporting Black History Month with biographies from staff across the Trust to share what Black History Month means to them and events in 111. They concluded the month by raising £1500 for the Sickle Cell Society.



Our BME network raising money for the Sickle Cell Society



One of the Enabled Network's key successes this year has been its improved communications, particularly through regular blogs and sharing of lived experience. These updates have helped raise the network's profile and direct staff to the EDI team, leading to more staff reaching out for support. Line managers are also becoming more engaged, actively seeking advice to better support their teams.

LAS Staff networks



London Lifesavers at this year's Open Iftar event

The Jewish Society celebrated Hanukkah with traditional doughnuts and organised a special Holocaust Memorial Day ceremony, joined by veteran guests for candle-lighting outside of HQ. They also celebrated Purim with Hamentashen (biscuits) and shared them across the main stations and EOCs.



LAS JEWISH NETWORK
• TO EDUCATE & CELEBRATE JEWISH LIFE •

Holocaust Memorial Day ceremony presentation for veterans

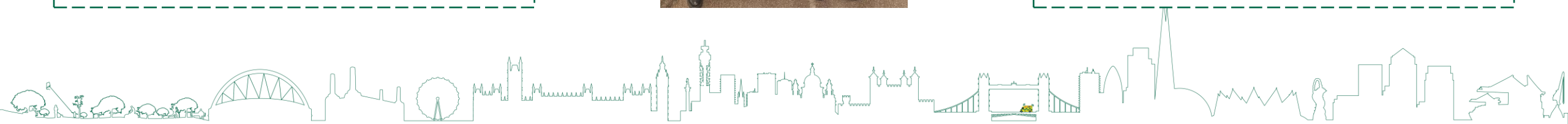


The Muslim Network successfully hosted their second Iftar event, supported by staff from LAS and London Lifesavers, raising funds to provide prayer mats for every station and centre. They also held a virtual Eid celebration in collaboration with EEAST and organised a popular Eid bake sale in 2024.



Christmas celebrations at one of our call centres

The Christian Network has become an independent group, and are now known simply as the Christian Network. They have introduced a new logo and welcomed two new co-chairs. The network continues to connect with its members through monthly prayer sessions and regular newsletters.



We are the capital's emergency and urgent care responders

Objective 2

Make measurable improvement in attracting and retaining a workforce that represents London, reaching out to relevant communities and helping staff to build great careers

Using a data-driven approach to inform action on fairness initiatives

We have highlighted the importance of data monitoring and analysis to better understand our workforce demographics, identifying our areas of focus and monitoring the impact of interventions.

This includes:

- Identifying areas of under- and over-representation across grades and directorates
- Implementing action on fairness initiatives to increase representation of underrepresented groups
- Effective data monitoring to measure progress against goals

Independent Panel Members

To support fair recruitment, we have recruited a pool of 50+ Independent Panel Members to build capacity and confidence in interview panels to debias recruitment and selection processes and ensure they are fair and inclusive. Independent Panel Members support in providing constructive challenge and scrutiny to any perceived bias.



We have delivered a bespoke training package throughout the year to all staff who volunteered and have rolled out Independent Panel Members across a wide range of recruitment initiatives and panels.

Women of colour programme

LAS developed a targeted initiative for women of colour, a 6-month leadership programme with over 30 women completing to date. The programme empowers staff to develop both personally and professionally, provide ongoing opportunities to inspire and support each other and shape and influence key agendas across the Trust.

Members who took part in the first two cohorts of training have reported the programme was highly beneficial, with a number of women already securing a promotion.

Stepping up Support Package

In 2024, we developed a 'Stepping up Support Package' in partnership with the OD&TM Team as a guide for managers to support talent and development.

The package is targeted for ethnic minority staff, but is available for all staff who wish to grow as part of their personal development plan.

It includes a range of support options, including:

- Interview skills training and mock interviews
- Buddying and shadowing opportunities
- Practice completing application forms
- Wider training available through the Learning and Education Course Catalogue



Members from our women of colour programme cohorts

Actions on fairness initiatives creating career pathways

Our Recruitment Team introduced the call handler to paramedic programme. This creates opportunities for call handler staff to pursue a clinical career pathway, eventually becoming a paramedic.

- Enables staff to pursue an apprenticeship and therefore earn whilst they complete their training.
- Provides a career pathway where this might not have been available or considered.
- Improves attraction, retention and boosts morale.
- Aimed at ethnic minority staff, supporting them with application sessions.

We introduced Our LAS Inclusive Response (OLIR) programme funded by the Mayor and led by the OD&TM Team, targeted at job seekers to consider careers in LAS:

- Focused on increasing diversity for front line services so we reflect the communities we serve.
- Full support, training, coaching and interview preparation through classroom and practical learning.
- Has been seen as a life-changing experience for the long term unemployed, supporting them into careers in LAS – the benefit to individuals and London as a result of this programme are significant.
- Since its inception 135 job seekers completed the programme, with 59% of these from an ethnic minority background, 19% had a disability and 46% were female – 41% of job seekers have secured employment.



Attendees of our OLIR programme

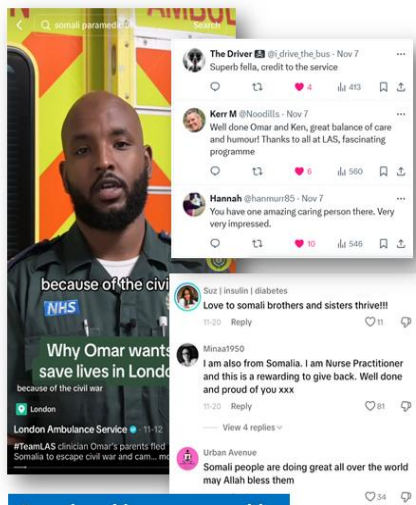


Objective 2

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Celebrating and showcasing our diversity

This year, we had the pleasure of being part of the BBC Ambulance documentary once more, showcasing the work of our teams across every area of the service. We hope that the programme will encourage more people to consider a career in LAS.

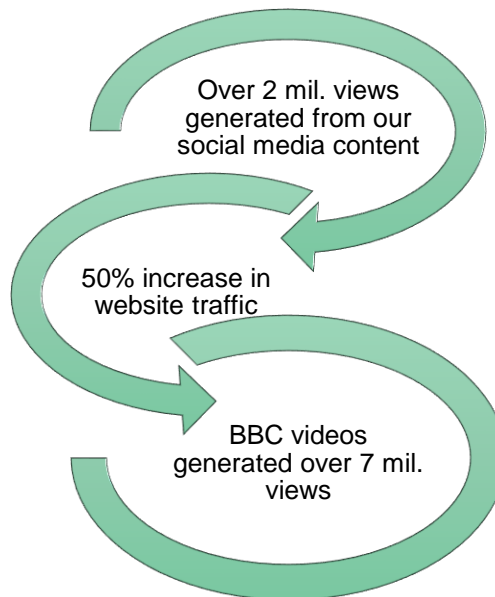


Engaging with new communities and landing positive messaging about importance of diversity and unity in London



Huge admiration for what our frontline colleagues do 24/7

+20% Increase in engagements during BBC #Ambulance



One of the most popular stories was of Omar, refugee from Somalia who fled the war and dreamt of becoming a paramedic and give back to the community

Abi demonstrated how we are striving to create gender balance in specialist HART and TRU teams



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Objective 2

Make measurable improvement in attracting and retaining a workforce that represents London, reaching out to relevant communities and helping staff to build great careers



In 2024, LAS published its reasonable adjustments policy and guidance and has been supported throughout the year by an established centralised reasonable adjustments hub and funding process to approve requests. We have seen a significant increase in the number of reasonable adjustment requests being seen throughout the year and is a positive sign of the process being embedded across teams.

The reasonable adjustments hub have also been supporting staff and managers in understand what options are available for reasonable adjustments, providing advice and guidance to help our staff feel supported at work and removing any barriers.

We hope that the increased engagement in the reasonable adjustments process will lead to better retention of disabled staff and increased work satisfaction.



The Trust has obtained Level 2 in the Disability Confident Scheme, demonstrating our commitment to being an inclusive workplace and employer for disabled people.



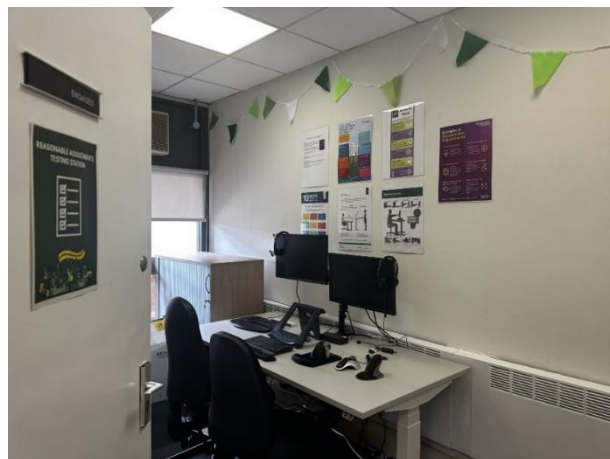
We are the capital's emergency and urgent care responders

Objective 2

Make measurable improvement in attracting and retaining a workforce that represents London, reaching out to relevant communities and helping staff to build great careers

We have established a testing station to allow staff who have a disability or long-term condition to understand the reasonable adjustments offer. We have worked closely with staff across the Trust to ensure a range of ergonomic equipment and accessibility tools are available for staff to test out, understanding what best meets their needs ahead of implementation.

A complex case panel for reasonable adjustments was established, bringing together subject matter experts from across the organisation to provide advice and guidance on key issues affecting disabled staff.



The reasonable adjustments testing station at Waterloo

LAS expanded its support for neurodivergent staff, signalling more progression on our journey to being a neuroinclusive employer.

The platform contains a cognitive assessment that helps staff better understand their learning style, and provide personalised strategies with AI that are tailored to staff's preferred ways of learning and understanding.

The platform also offers unlimited access to neurodiversity training, including specific manager training, to support neurodiversity in the workplace and increase understanding of neurodivergent conditions.



cognassist

NeuroVersity My Certificates

What you'll learn

This course provides insights into what it means to be cognitively diverse, laying the groundwork for a shared understanding of neurodiversity that drives neuro-inclusion at every level.



Build foundational knowledge of cognition and neurodiversity



Unlock your cognitive strengths and embrace neurodifferences



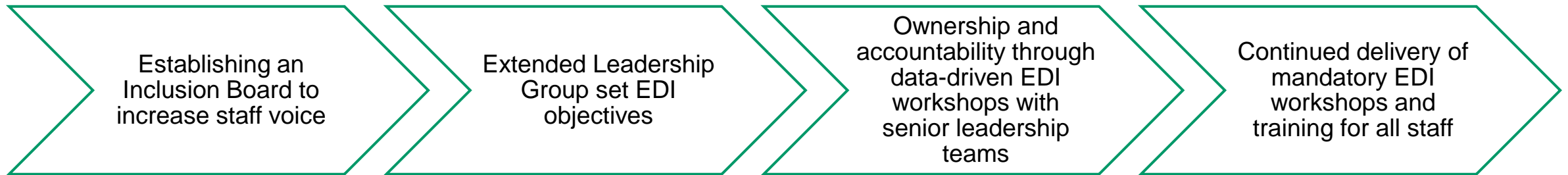
Objective 3

Generate clear leadership accountability for action based on good management data and staff feedback, including compliance with legislation and equality standards

LAS announced that 2025 would be the Year of the Inclusive Team, building on the work for the Trust in 2024 as Year of the Team. This has enabled us to continue on the journey so everyone can experience feeling part of a team they respect and care for, aligning to Our LAS Values. It also means making everyone welcome, regardless of demographics and that everyone can feel safe at work, be able to be themselves and welcome the talents that diversity brings.



A number of initiatives have been introduced, including:



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Our LAS Inclusion Board

An Inclusion Board has been established for LAS and its membership includes executive leads and staff across all directorates of the Trust, including frontline and corporate staff.

Its aim is to:

- Strengthen the voices and perspectives of staff (both frontline and corporate), staff networks and underrepresented groups through a platform that enables, empowers and encourages all to be engaged and listened to, strengthening staff voice in effective decision-making processes.
- Support leadership in understanding staff experiences and challenges to influence formal LAS business.
- Create a safe space to openly discuss challenges and engage in discussions set by the Trust Board
- Provide a platform for members to ask executive leads questions and aim to solve problems collaboratively



Members engaging in discussions at the first Inclusion Board

Objective 3

Generate clear leadership accountability for action based on good management data and staff feedback, including compliance with legislation and equality standards

A series of EDI transformation workshops have been delivered to senior leadership teams across operational directorates and departments.

The aims of the workshops are to:

- ✓ To enable and equip leaders and managers to be able to lead on equality, diversity and inclusion with confidence
- ✓ Use data to drive improvement and ownership of EDI at a local level
- ✓ Develop and implement local EDI action plans



Objective 3

Generate clear leadership accountability for action based on good management data and staff feedback, including compliance with legislation and equality standards

The Trust commissioned an internal audit on EDI against a maturity matrix focused on five key areas including: tone from the top; governance, compliance and strategy; structure; policies, procedures, training and development; and measurement, accountability and continuous improvement.

The audit highlighted the following:

Areas of strength and good practice

- Clear mission, vision and commitments
- Established EDI Implementation Plan
- Alignment with NHS England High Impact Actions
- Policies outline responsibilities for all staff at all levels, including executives
- Published a reasonable adjustments policy, guidance and centralised hub with a centralised budget
- EDI Objectives set by all senior leaders
- EDI sub-Board Committee for oversight and assurance
- Compliance with and reporting on WRES, WDES and Gender, Disability and Ethnicity Pay Gaps
- Equality Impact Assessments process developed and implemented with a level of internal scrutiny
- Procurement compliance with the Equality Act 2010
- Reporting on the Equality Delivery System
- Mandatory EDI training for all staff

Areas for improvement

- Operational risk register
- Staff networks terms of reference
- EDI-associated policies to be reviewed
- EDI Key Performance Indicators





Equity for our patients



We are the capital's emergency and urgent care responders

Our LAS patients

On a typical day in the London Ambulance Service, we treat 3,000 patients on scene or over the phone, we answer 5,700 calls in 999 and 6,000 calls in 111. On the road each day, we have approximately 400 ambulances, 80 rapid response cars, 10 motorcycles and 20 bicycles. We come together as a service to meet the needs of the 9 million people across London as the busiest emergency ambulance service in the world.

We aim to provide services that meet the needs and expectations of our patients and the public, but also to learn from them and enable them to influence our strategic direction and service developments. A snapshot of some examples of our work have been shared in this report, highlighting our meaningful patient and public involvement activity.

Each day, our clinicians typically go to:

240
fallers

Delivery of **4** babies

230
patients with
breathing problems

200
patients reporting
chest pain



28
confirmed cardiac
arrests

33
suspected heart
attacks

42
suspected
strokes



The people we serve



Working in partnership

We cover the whole of the city, the only pan-London NHS trust.

We are part of London's 5 integrated care systems (ICSs)—North West London, North Central London, North East London, South East London and South West London—which bring together health and care organisations to deliver care.

Across our ICSs we work with 5 integrated care boards, 33 borough councils, 42 NHS trusts including mental health, acute and community hospitals, over 200 primary care networks, and hundreds of voluntary sector organisations. We work closely with partners such as the **London's Air Ambulance Charity**, the **Metropolitan Police**, **British Transport Police**, and the **London Fire Brigade**.

Each ICS has a health and care strategy addressing the needs of the population which vary significantly across and within boroughs.



North West London

Population: 2.1 million

- Highest number of emergency attendances among London ICSs
- 65% of Brent's population are from ethnic minority backgrounds, the second-highest among London boroughs
- Highest number of cardiac arrests attended in Ealing
- Highest number of suspected heart attacks attended in Hillingdon
- Life expectancy is 7.2 years lower for men and 5.5 years lower for women in the most deprived areas of Hillingdon than in the least deprived areas

North Central London

Population: 1.4 million

- Barnet has the second-highest number of emergency attendances among boroughs
- Camden and Islington have some of the highest shares of under-35s among London boroughs
- Higher need in mental health services - the prevalence of mental illness in under-18s is almost double the London average
- 30% of children grow up living in poverty
- Around 200,000 people are living with a disability



North East London

Population: 2 million

- Experiences the longest hospital handover delays of all London ICS geographies
- Highest share of residents aged under 35 (52%)
- Just over half (54%) of the population are from ethnic minority backgrounds, with the highest share in Newham (69%)
- Nearly a quarter of residents live in one of the most deprived 20% of areas in England
- By 2041, the population is projected to grow by nearly 364k (17%) - this is equivalent to adding another place the size of Newham

South East London

Population: 1.8 million

- Generally older population, with 12% of residents aged over 65
- Wide difference in diversity levels, with 24% of people in Bromley and 49% in Southwark from ethnic minority backgrounds
- Third-highest rate of detentions under the Mental Health Act of any area in England
- Over 40% of children are overweight when they leave primary school
- Southwark has the third largest lesbian, gay and bisexual communities in the country



South West London

Population: 1.5 million

- Generally older population with 13% of residents over 65
- Lower level of deprivation compared to other London ICSs, with 7% of residents living in the most deprived 20% of areas in England
- Lower levels of diversity than other London areas, with 37% of the population from an ethnic minority background (from 20% in Richmond to 52% in Croydon)
- Cancer is the number one cause of mortality
- Croydon is London borough with highest number of suspected strokes attended

Reducing Health Inequalities

Reducing health inequalities experienced by Londoners is one of the key commitments in our LAS five-year strategy. The health inequalities team at LAS has used NHS England's Core20PLUS5 framework for developing an evidence-driven approach to health inequalities reduction work, to feed into a five-year action plan.



Core 20

The most deprived 20% of the population (as defined by the Index of Multiple Deprivation)

London Life Savers – teaching a generation of school children CPR

Public Access Defibrillators – identifying 'defib deserts' and fundraising for community equipment

Community First Responders – local responders with life-saving skills

PLUS

Locally identifies populations/groups experiencing poorer-than-average health access, experience or outcomes.

1. Cardiovascular Risk Management
2. Patients experiencing a mental health crisis
3. Maternal health (including ethnic minorities and absence of antenatal care)
4. Patients with Sickle Cell Disorder
5. Patients with autism, learning disabilities and/or neurodiversity

5

Nationally-defined priorities for reducing health inequalities (separated by both adult and children and young people)

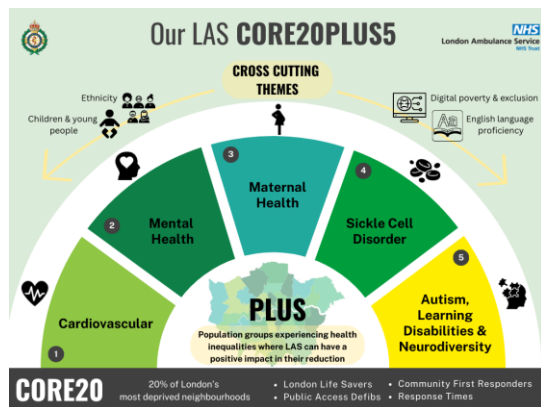
Including:

- Smoking cessation
- Hypertension case-finding
- Chronic respiratory disease
- Asthma
- Diabetes

Wider determinants of health

A diverse range of social, economic and environmental factors which influence people's mental and physical health.

- Homelessness and health
- Drug and alcohol addiction
- Housing and health
- Digital inclusion
- Patients in detention



All reducing health inequalities improvement plans have been underpinned with consideration of the below areas, which are relevant across all of the Core20PLUS5 priorities:

- **English language proficiency** (including adaptive communication needs)
- **Ethnicity** (including confidence accessing LAS services, health outcome disparity and care provision)
- Adapting approaches to reduce health inequalities for **children and young people**
- People affected by **digital poverty**

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Reducing Health Inequalities

Core 20

Key Achievements

London Lifesavers

- Established a standardised process for the delivery of CPR training across all London boroughs

Increasing public access defibrillators

- 50 CFRs brought in-house, significantly increasing the availability of defibrillators for individuals experiencing cardiac emergencies.
- Cardiac arrest data analysed to identify “defib-deserts” and improve accessibility in the most deprived areas.

Community First Responder volunteers

- Monthly CPD sessions for CFRs to enhance their skills and capability, with very positive feedback.

Response times across London

- Completed an internal scoping review to identify disparities in response times between boroughs.

In Progress

- On track to train approximately 15,000 London Life Savers, surpassing the 2024/25 training targets.
- Developing a data-driven roll-out plan from September 2025 onwards (using latest cardiac data from CARU and demographic data) to inform the ‘priority borough scoring’.
- Continuing to increase the number of public access defibrillators across the city.
- Planning for the summer and winter CFR learning conferences.
- Investigating disproportionate conveyance rates and delays in hospital handovers.



London Lifesavers training school children in CPR

PLUS

Key Achievements

Sickle Cell

- Designed, agreed and implemented ‘Improving Sickle Cell Care’ action plan, following engagement with patients and carers, clinicians, charities, clinical specialists and review of clinical encounters.
- Delivered the findings of Sickle Cell engagement to LAS leaders.
- Introduced patient experience with Sickle Cell care at public Trust Board.
- Sickle Cell learning package has been developed to be embedded within the next CSR cycle for Q1 25/26.

Maternal Health

- Identified and commissioned two VCSE organisations to conduct patient engagement identifying the experience of women and birthing people using LAS services.

Cardiovascular Risk Management

- Incidental findings pilot (hypertension and hyperglycaemia notification to patient’s GP) in SEL evaluated and expanded to pan-London notification.

In Progress

- Engagement sessions planned with the organisations used to develop the Sickle Cell Improvement Plan.
- Advocating for direct conveyance to Hyper Acute Sickle Cell centres
- Conducting a comprehensive review of the dispatch profile for patients experiencing a sickle cell crisis.
- Developing and distributing key information to patients regarding LAS through VCSE organisations.
- Reviewing the content of induction and in-house training materials for clinicians regarding Sickle Cell
- Commissioned two VCSEs to facilitate focus groups, one-on-one interviews, and surveys on behalf of LAS.
- Developing key patient access information and translated into 9 commonly spoken languages to improve access for patients with low proficiency English language.

Key Achievements

Ethnicity

- Lobbied for improved access to patient information held elsewhere in NHS (such as ethnicity data). Gathered key national stakeholders, including AACE and NHSE to work through solution.

Smoking cessation

- Collaborated with experts in smoking cessation to develop and deliver a bespoke webinar for all clinical staff.
- Collaborated with experts to deliver a pop-up 'very brief intervention' training.



Pop-up in collaboration with London Tobacco Alliance for Stoptober

In Progress

- Continuing to assess each of the 5 national priorities for Adults and for Children and Young People to identify areas of impact within the scope of LAS to reduce Health Inequalities. Work streams have been identified for smoking cessation, severe mental health, cardiovascular.
- Developing key patient access information and translated into 9 commonly spoken languages to improve access for patients with low proficiency English language.
- A case for change has been agreed to make ethnicity data available. Ongoing IG discussions are progressing at a national level.
- Completing a review of ambulance interactions as a result of vaping.
- Social prescribing platform being reviewed.

Wider determinants of health

Key Achievements

Substance addiction

- Substance addiction service signposting introduced in NEL as a 6-month pilot.
- Substance addiction webinar delivered to over 100 clinicians.
- All Homerton teams received team training from a substance addiction team and Hackney PH team.
- All NEL CTMs and TMs received substance misuse training from S&T and Newham PH team.
- Article within the 'clinical update magazine' has been submitted.

Damp and mould

- Internal review of 'Damp and Mould' related calls completed.
- Article within the 'clinical update magazine' has been submitted
- In-person Damp and Mould CPD session delivered to all APPUCs

Cardiovascular Risk Management

- Data has been obtained from CHAIN with show casing GP registration rates amongst people experiencing homelessness.

In Progress

- Signposting pilot for substance addiction being monitored for uptake and patient safety incidents.
- Online webinar to be condensed and re-released alongside FAQ document.
- Proposal for including 'Damp and Mould' within the Docworks e-safeguarding system
- Working with GLA to scope how LAS can share housing concerns identified during unscheduled ambulance interactions.
- Feeding into external panel to expand the Urgent Care Plan so it includes fields which are specific to people experiencing homelessness.
- A signposting pathway (Driving for Change Homeless Support Bus) has been designed to support people overcoming complex barriers associated with resolving homelessness.
- Reviewing homeless pathways currently available to crews
- Identified 3 further specialist homeless GP surgeries, due to be incorporated within MiDoS.
- Scoping a 'GP access card' to assist in overcoming the barriers to GP registration.
- Data review of calls related to homelessness
- CPD sessions are being designed with input from partnership agencies.
- Paper submitted with recommendations for improving LAS' response to prisons.

Supporting equity of access for our patients:

A patient-informed approach to access

As the only pan-London NHS service, LAS has been looking to work with its diverse communities in North West London to continue to improve our expanding 111 contracts and provision. By taking a patient-informed approach, we are hoping to further understand the barriers to accessing 111 and ways to **engage communities in culturally responsive ways**.

Clinical training & support, responsive to our diverse communities

LAS clinicians have access to the Joint Royal Colleges Ambulance Liaison Committee's platform. This holds a mixture of both Trust-wide, team-specific and community-created content. The platform allows access to guides training and support for clinical staff and covers a range of core skills and additional modules/areas to address key conditions and certain groups. These include, but are not limited to: **Trans+**; **Sickle Cell**; **Safeguarding / Vulnerable Adults & Children**; and **various neurodivergences**. Having a resource such as this means that we can create a clinically and culturally competent workforce, with staff being able to offer more tailored care that is responsive to our diverse patient communities.









Language Line for our diverse communities

Language Line continues to be a helpful service for our 111/999 calls, **allowing patients access to an interpreter** to facilitate clear communication between patients and call handlers.

NWL 111 Patient Advisory Group



Meeting planner – topics for discussion

 NHS 111 introduction <ul style="list-style-type: none">• How does it work?• Technology• Hearing from our 111 staff 1st meeting	 111 recruitment <ul style="list-style-type: none">• Roles in NHS 111• Recruitment plan, attracting local applicants• National and local perspective
 Patient feedback <ul style="list-style-type: none">• Current process• Telephony routing• Text messaging – what do you think?	 Signposting to other services <ul style="list-style-type: none">• Pathways: primary care, dental, pharmacy• Methods of referral• Case studies and outcomes
 Healthwatch patient engagement work <ul style="list-style-type: none">• Key learnings from recent strategy work• What's good? What can be improved?• Acting upon feedback	 Local stakeholders (patient groups) <ul style="list-style-type: none">• Stakeholder mapping: local patient groups and charities• How can we work together?• What is their experience of 111?
 Data – trends and learnings <ul style="list-style-type: none">• Overview of performance & reporting• Demographics of NWL population• NWL 111 patients – age, gender, ethnicity, deprivation	 What would you like to discuss? <ul style="list-style-type: none">• Tell us what matters to you• Where can you help us to make a difference

Examples of topics covered in the patient advisory group

Accessing 111/999 for those with hearing impairments

The service allows people with hearing or speech loss can be **instantly connected to a call with a British Sign Language (BSL) interpreter** should they need help. This means the deaf community and sign language users get the same access to LAS as any other user. We are looking into ways to increase service provision to expand the hours it is able to be accessed.

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Other initiatives to meet the needs of our diverse populations, for example:

A decade of specialist care for mental health patients

This year we marked the 10 year milestone of establishing our mental health specialist team, bringing together more than 40 clinicians including mental health paramedics, experienced nurses, social workers and occupational therapists. We have grown exponentially since the first mental health joint response car was launched in 2018 and has now expanded to six cars across London who have treated 28,000 patients since the unit expansion in February 2020. We now only take 18% of patients experiencing a mental health crisis to A&E and every year, our mental health clinicians provide expert advice and compassionate care to around 9,000 patients per month.

Last year, LAS also mobilised bespoke ambulances to attend patients in a mental health crisis. The ambulances, created in partnership with mental health experts and charities, have been designed to be more comfortable and create a tranquil environment for patients in a mental health crisis.



Some of our staff working in the mental health team

Reducing patient harm from “Chemsex”

The LAS has introduced a harm reduction initiative specifically aimed at those who engage in Chemsex behaviours. The work is a culmination of an exciting collaboration between a third sector partner, the Critical Care APP's, the LAS Mental Health Team and the LAS LGBT+ Network. The initiative links to a bespoke webpage that acts as a single point of access to content offering help and advice on a broad spectrum of issues associated with Chemsex. Examples include sexual health, safer drug use, first aid, crime, and support to individuals. Individuals can self-navigate to the content when they want and depending on what they are personally looking for. Attention has been given to developing a card and landing page that are gender neutral, sexuality neutral and completely free of any social judgement or comment. As we continue to iterate and improve this initiative, a new short discrete link has also been created which CHUB clinicians can easily give out over the phone too.



The QR code given to staff that directs patients to a bespoke webpage

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Equity for our workforce



We are the capital's emergency and urgent care responders

Our LAS workforce

We are one of the world's busiest ambulance services. We have more than 10,000 staff members, including volunteers and students in our Trust: around 3,300 frontline crews in ambulance stations across London, 500 people in our two 999 control rooms and hundreds of support staff based in our offices across the city. Together, we all play a key part in making sure that we can respond to anyone needing out help 24 hours a day, 365 days a year.

We remain committed to attracting, improving and retaining a diverse, highly skilled and productive workforce. We recognise that our workforce must be representative of the population we serve in the most diverse global city and we have further work to do to address the gaps.

This section of the report shows the breakdown of protected characteristics within our workforce, excluding gender reassignment and pregnancy/maternity as this data is not collected, and the experience of staff members from protected groups through our equality reports.



Workforce

Over **10,000** people working, studying and volunteering with us



26%
Operational support and corporate staff



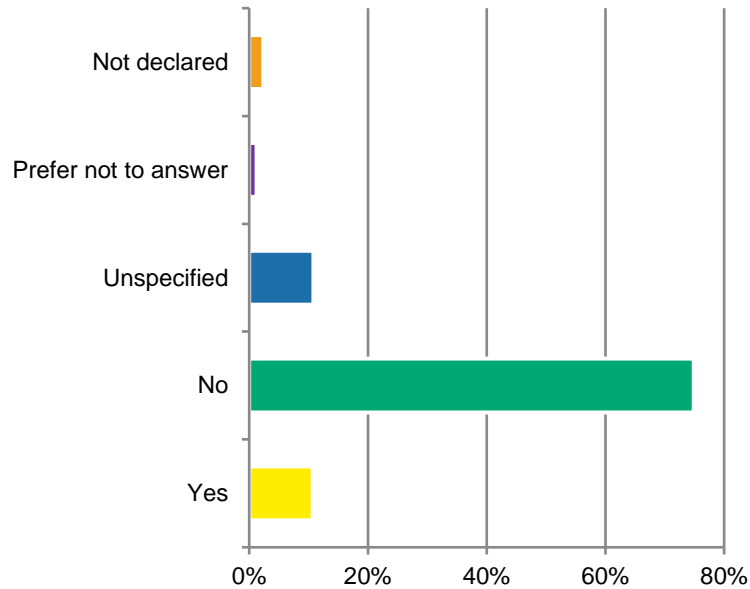
74%
Operational staff



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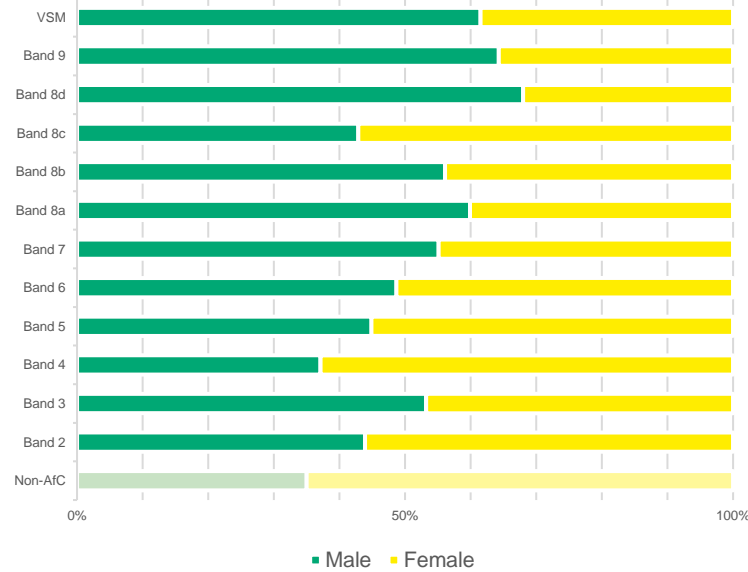
Our workforce equality information

Disability



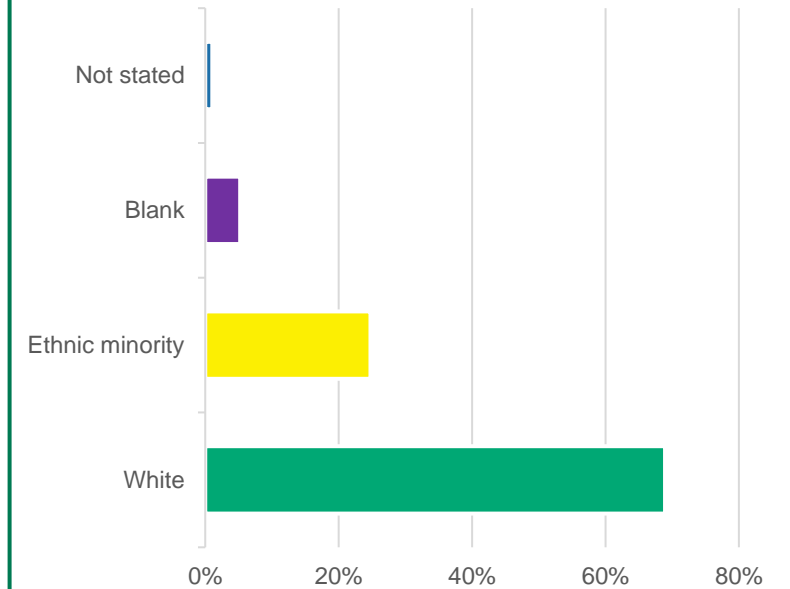
Declaration of disability and/or long-term conditions have been increasing yearly. Currently, 11% (920) of staff have declared they have a disability and/or long-term condition. There has additionally been a reduction in the proportion of staff who preferred not to answer to 1% (107).

Gender



As of March 2025, more than half of staff across the Trust are female (53%, 4,558). There is a larger percentage of women at the lower band levels, and a slightly higher percentage of men at the higher band levels.

Ethnicity

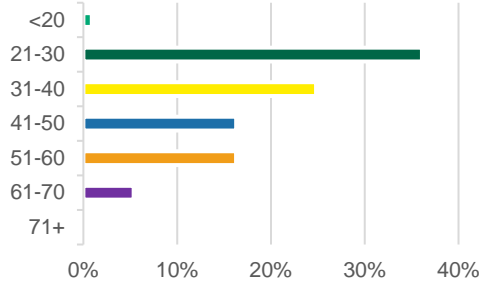


The percentage of staff from an ethnic minority community has increased to 25% (2,134). There has been an increase in the number of staff declaring their ethnicity, but there is still a large number of blank information (5%, 451).



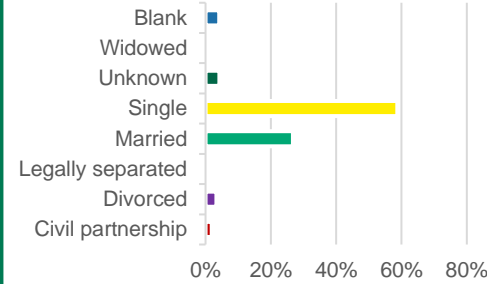
Our workforce equality information

Age



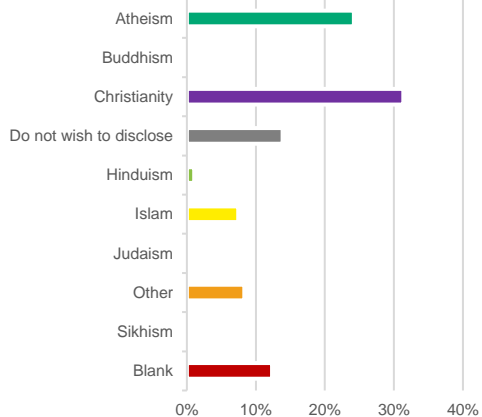
The age profile of staff across the Trust shows a similar pattern over time, with the largest proportion of staff aged between 21 and 30 (36%, 3,110).

Marriage and civil partnership



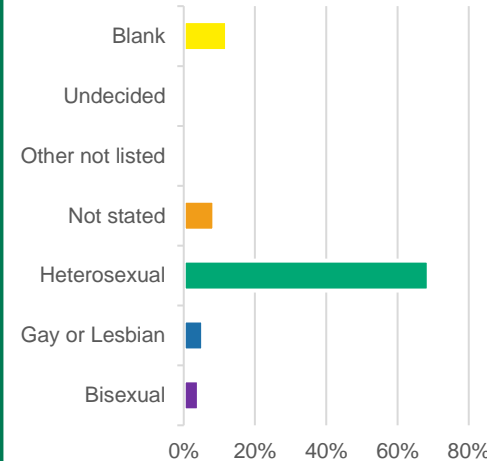
The partnership status of staff across the Trust shows a similar pattern over time, with the largest proportion of colleagues declaring they are single (59%, 5,058).

Religion or belief



There is a lot of religious diversity within LAS, with 50% of staff (3,959) declaring they follow a religion. The largest religious staff groups in LAS are Christianity (31%, 2,701), Other (8%, 717) and Islam (7%, 641).

Sexual orientation



The percentage of staff from the LGBTQIA+ community has increased to 10% (866). There has been an increase in the percentage of staff declaring their sexual orientation, though there remains a large number of people who have not shared this information (12%, 1,047).



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Legislative requirements and national standards

This report is published in line with the legislative requirements of the Equality Act 2010 and in support of the delivery of its general and specific duties under the Public Sector Equality Duty. This section provides a summary of the Trust's annual equality data reports, including:

**Workforce Race
Equality Standard
(WRES)**



**Workforce
Disability Equality
Standard (WDES)**



Gender Pay Gap



Government
Equalities Office

Ethnicity Pay Gap



Government
Equalities Office

Disability Pay Gap



Government
Equalities Office

**Equality Delivery
System (EDS)**



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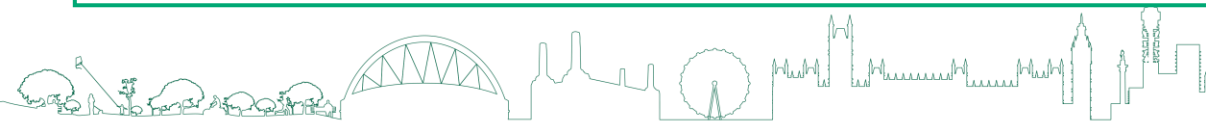
Workforce Race Equality Standard summary

The Workforce Race Equality Standard (WRES) is a requirement for NHS commissioners and NHS healthcare providers including independent organisations, through the NHS Standard Contract. A copy of [our latest WRES report and action plan](#) can be found on our website.

- Our Workforce Race Equality Standard (WRES) report shows progress from the past year, highlights current practice and shows key areas for improvement within the organisation against several indicators of workforce equality for staff from an ethnic minority background.
- We have made some improvements against **likelihood of ethnic minority staff being appointed from shortlisting, likelihood of ethnic minority staff entering the disciplinary process and ethnic minority staff experiencing harassment, bullying or abuse from colleagues.**
- Our data shows deterioration against **likelihood of ethnic minority staff accessing non-mandatory training and CPD, ethnic minority staff experiencing harassment, bullying or abuse from the public, and ethnic minority staff feeling the Trust provides equal opportunity for progression and promotion.**
- The results of our WRES data show that although some positive changes have happened, there is still a strong need for a more collective and concerted effort to eradicate differences between ethnic minority staff and white staff across all levels of the Trust.

The priorities of the WRES action plan include:

- Wider organisation inclusion culture shift, driven from leadership
- Recruiting fairly and closing the gap between ethnic minority and white applicants
- Anti-discrimination and anti-racism charter widely understood, adopted and creates an inclusive and fair culture
- Removal of structural barriers for ethnically diverse communities in to paramedicine and leadership roles
- Ending the disparity between ethnic minority staff being entered in to a disciplinary process



Comparisons

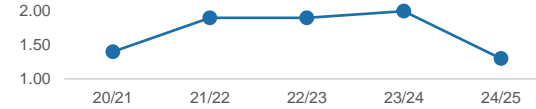
Metrics 1-4 and 9 are a snapshot of our **workforce data** from 31 March 2025, while Metrics 5-8 are taken from the **NHS Staff Survey**, conducted in Autumn 2024.

1. Staff Representation ↔



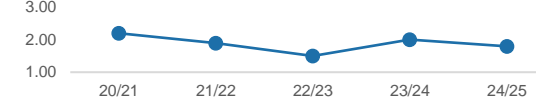
Last year (23/24): 23.9% This year (24/25): 24.6%

2. Shortlisting ↑



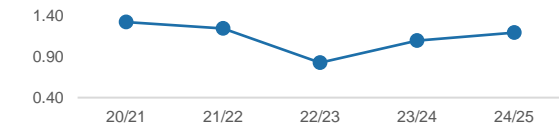
Last year (23/24): 2.0 This year (24/25): 1.3

3. Disciplinary ↑



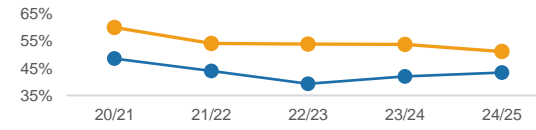
Last year (23/24): 2.0 This year (24/25): 1.8

4. Training ↓



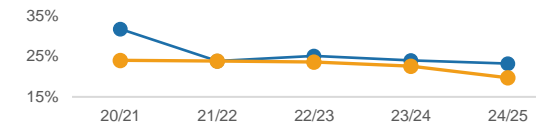
Last year (23/24): 1.1 This year (24/25): 1.2

5. Bullying from public ↓



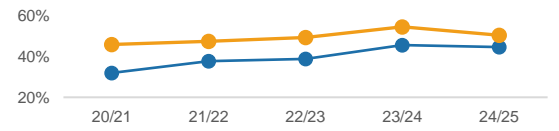
Last year (23/24): 42.0% This year (24/25): 43.5%

6. Bullying from staff ↑



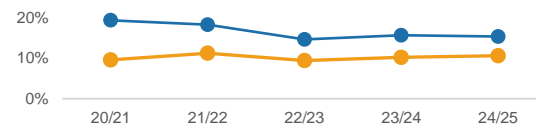
Last year (23/24): 24.0% This year (24/25): 23.0%

7. Progression ↓



Last year (23/24): 46.0% This year (24/25): 44.7%

8. Discrimination ↔



Last year (23/24): 15.6% This year (24/25): 15.3%

9. Trust Board ↔



Last year (23/24): 31.0% This year (24/25): 31.0%



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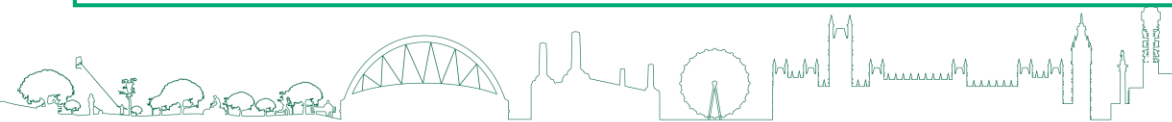
Workforce Disability Equality Standard summary

The Workforce Disability Equality Standard (WDES) is a requirement for NHS commissioners and NHS healthcare providers including independent organisations, through the NHS Standard Contract. A copy of [our latest WDES report and action plan](#) can be found on our website.

- Our Workforce Disability Equality Standard (WDES) report shows progress from the past year, highlights current practice and shows key areas for improvement within the organisation against several indicators of workforce equality for staff with disabilities and long-term conditions.
- We have made some improvements against **staff experiencing harassment, bullying or abuse from the public and managers, staff reporting of harassment, bullying or abuse at work and staff feeling pressure from managers to come into work.**
- Our data shows deterioration against **likelihood of disabled staff being appointed from shortlisting, equal opportunities for career progression and promotion, satisfaction with the extent to which the organisation values work, provision of reasonable adjustments and overall staff engagement.**
- The results of our WDES data show that although some positive changes have happened, there is still a strong need for a more collective and concerted effort to eradicate differences between disabled and non-disabled staff across all levels of the Trust.

The priorities of the WDES action plan include:

- Continue focus on ensuring our recruitment and selection processes are inclusive and unbiased
- Improve the quality, collection and analysis of our workforce data on all protected characteristics for colleagues
- Increase the diversity balance, including disability, at Trust Board and ELG levels
- Managers equipped with having meaningful and compassionate conversations
- Tackle, prevent and challenge bullying, harassment and abuse against colleagues and create a culture of civility and respect
- Disabled colleagues are engaged in the EDI agenda and empowered to challenge inappropriate behaviours
- Staff who require reasonable adjustments are supported to be at work and managers are equipped to support them



Comparisons

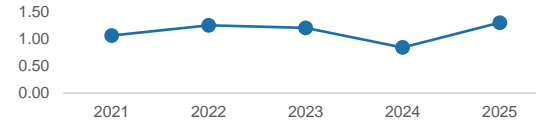
Metrics 1-3 and 10 are a snapshot of our **workforce data** from 31 March 2025, while Metrics 4-9 are taken from the **NHS Staff Survey**, conducted in Autumn 2024.

1. Staff Representation ↔



Last year (2023/24): 9.9% This year (2024/25): 10.7%

2. Shortlisting ↓



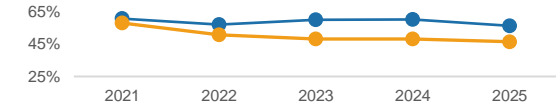
Last year (2023/24): 0.8 This year (2024/25): 1.3

3. Disciplinary ↔



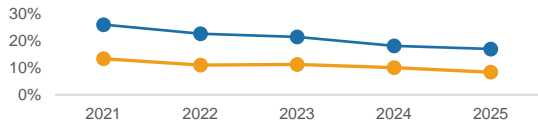
Last year (2023/24): <10 This year (2024/25): <10

4a. i) Bullying from public ↑



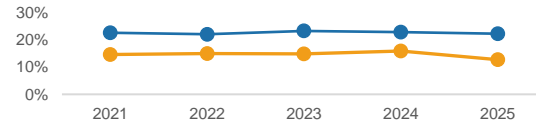
Last year (2023/24): 60.1% This year (2024/25): 56.2%

4a. ii) From managers ↑



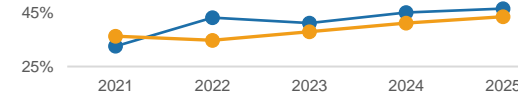
Last year (2023/24): 18.2% This year (2024/25): 16.9%

4a. iii) From staff ↔



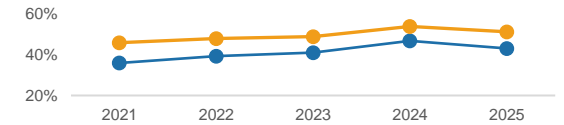
Last year (2023/24): 23.2% This year (2024/25): 22.4%

4b. Bullying reported ↑



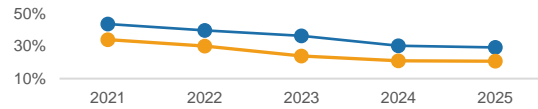
Last year (2023/24): 44.9% This year (2024/25): 46.4%

5. Progression ↓



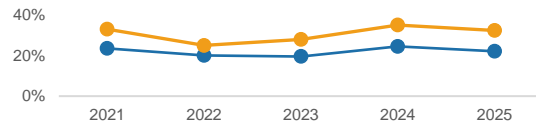
Last year (2023/24): 46.9% This year (2024/25): 43.2%

6. Presenteeism ↑



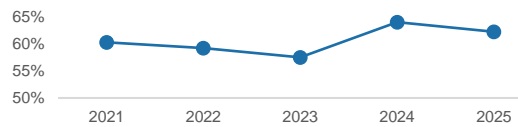
Last year (2023/24): 30.2% This year (2024/25): 29.2%

7. Feeling valued ↓



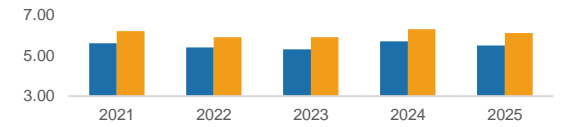
Last year (2023/24): 24.5% This year (2024/25): 22.1%

8. Reasonable Adjustments ↓



Last year (2023/24): 64.0% This year (2024/25): 62.2%

9. Staff Engagement ↓



Last year (2023/24): 5.7 This year (2024/25): 5.5

10. Trust Board ↔



Last year (2023/24): 0%

This year (2024/25): 0%



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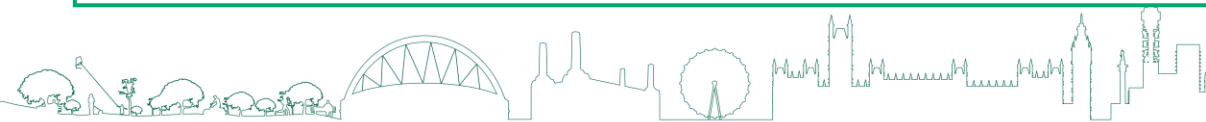
Pay Gap Reporting summary

The pay gap reports show the difference between the average (mean or median) earnings for gender, ethnicity and disability. Pay gap reporting is a valuable tool for assessing levels of equality in the workplace. Our [full pay gap reports](#) can be found on our website.

- The Trust has taken the decision to proactively report on the ethnicity pay gap and disability pay gap alongside the gender pay gap, aligning with our partners in the Greater London Authority. It is hoped that taking this decision will affect greater change in tackling our gaps and enable us to foster greater transparency around pay.
- The gender pay gap shows an **hourly mean pay gap of 4.87%** and a **hourly median pay gap of 8.87%**. When comparing mean hourly pay, **women earn 95p for every £1 that men earn**.
- The ethnicity pay gap shows an **hourly mean pay gap of 14.30%** and a **hourly median pay gap of 20.78%**. When comparing mean hourly pay, **ethnic minority colleagues earn 86p for every £1 that white colleagues earn**.
- The disability pay gap shows an **hourly mean pay gap of 0.86%** and a **hourly median pay gap of 1.99%**. When comparing mean hourly pay, **disabled colleagues earn 99p for every £1 that non-disabled colleagues earn**.
- The results of our pay gap report show the work delivered to further reduce all three pay gaps, with slight improvements seen for ethnicity and consistency for both disability and gender. We are pleased to have continued insight into our disability and ethnicity pay gaps and have highlighted further work to be done to reduce our pay gaps further.

The priorities of the pay gap action plan include:

- Targeted EDI workshops and training raising awareness of bias, increasing understanding and tools to ensure fairness
- Data-led accountability with objectives set for all executive and extended leadership
- Deliver proactive actions on fairness initiatives - review, identify and change interview process where barriers identified
- Continue roll-out of Independent Panel Members, supporting recruitment and selection processes
- Drive ongoing improvements in data collection and quality of data, running 'Safe to Say' campaign
- Roll-out Stepping Up Support Package for talent management and staff progression



Equality Delivery System Summary

The EDS is an improvement tool for patients, staff and leaders of the NHS, supporting NHS organisations in England - in active conversations with patients, public, staff, staff networks, community groups and trade unions - to review and develop their approach in addressing health inequalities through three domains. A copy of [our latest EDS report](#) can be found on our website.

- The annual Equality Delivery System (EDS) was completed for the first time in December 2023.
- Evidence was collected from the Patient Council, which is made up of a range of organisations and individuals from across London. Engagement sessions were also held with LAS staff networks, EDI Implementation Group(s), People and Culture's Senior Leadership Team and other key internal stakeholders.
- In 2024/25, we made some progress to take forward the objectives set in the action plan and updated the evidence collation. Whilst good progress has been made in areas such as 'leadership' the evidence indicates LAS remains as **developing**.
- The EDS action plan is complex in nature and requires system, process and partnership input and change and will take time to initiate, embed and make the difference needed. The key area we want to influence is 'understanding the protected characteristics of our patients' and this has been challenging to do as requires new processes, safe mechanisms to transfer data from NHS England.
- We will use 2025/26 to continue to progress the actions set in the EDS Action Plan and examples of work in progress are:
 - New 'Radar' system replaced Datix and from April 2025 are able to capture details on complaints/positive interactions as well as via audits
 - Trust Workforce Retention Group maintains oversight of protected characteristic data captured through exit interviews and other reporting mechanisms



Looking ahead to 2025/26



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Looking ahead to 2025/26

Our LAS strategy 2023-28 sets out the ambition that LAS will build an increasingly inclusive organisation, including through improving performance on equality standards and doubling the percentage of staff from an ethnic minority background. Alongside the three strategic equality objectives in place for 2023-28, we have made four business plan commitments for 2025/26.

We are excited to continue building on the progress we have already made to focus on our four deliverables for 2025/26 and remain in line with the NHS EDI high impact actions through our EDI programme of work.

LAS business plan deliverables 2025/26

1. Pilot an Inclusion Board for 12 months to strengthen the voice of all staff in decision making
2. Conduct a stocktake and review of the progress on the ambulance Equality Diversity and Inclusion action plan with outcomes and recommendations by Q2
3. Increase the representation of underrepresented groups in the roles of Assistant Ambulance Practitioner, Incident Response Officer, Emergency Resource Dispatcher and Clinical Advisors in the Clinical Hub
4. Complete 90% of all non-complex reasonable adjustment requests within 6 weeks of submission to the Reasonable Adjustments Hub

NHS EDI high impact actions

1. Measurable objectives on EDI for Chairs, Chief Executives and Board members
2. Overhaul recruitment processes and embed talent management processes
3. Eliminate total pay gaps with respect to race, disability and gender
4. Address Health Inequalities within the workforce
5. Comprehensive induction and on-boarding programmes for international recruited staff
6. Eliminate conditions and environment in which bullying, harassment and physical violence occurs



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Our plan on a page – 2025/26

What we did in 2024/25

Our plans for 2025/26



Leadership

Developing leaders and mutual accountability across the organisation

Introduced EDI objectives for members of Extended Leadership Group
Delivered EDI transformation workshops to senior management teams
Delivered EDI training to managers across the Trust
Established Inclusion Board to strengthen staff voice in decision-making processes

Monitor implementation of EDI objectives for leaders
Monitor progress against localised EDI action plans
Ensure EDI is integral to learning and development programmes
Monitor effectiveness of Inclusion Board and develop Inclusion Ambassadors programme



Recruitment

De-biasing selection and attracting a diverse workforce

Implemented Independent Panel Members initiative
Implemented 'Stepping up Support Package' initiative

Implement initiatives in five targeted recruitment campaigns to increase representation of underrepresented groups
Implement initiative to understand barriers for progression for ethnic minority staff and wider underrepresented groups at Band 7 and above



Inclusive Culture

Building a just and inclusive organisation, tackling discrimination at all levels

Rolled out Phase 2 of Tackling Discrimination of Promoting Inclusivity
Continual delivery of training and workshops

Complete review of Staff Networks and implement recommendations from findings
Develop process to monitor uptake of two-step process and see if there is a correlation between policy implementation and improvement



Reasonable Adjustments

Implementing policy and manage a centralised process

Published reasonable adjustments policy and guidance to outline support offer and process
Established complex case panel to bring together subject matter experts
Expanded neuroinclusivity offer with Cognassist

Strengthen neuroinclusivity offer with publication of neurodiversity toolkit and introduction of neurodiversity champions across LAS
Deliver lunch and learns to increase awareness of reasonable adjustments offer and process
Develop training for staff and managers for reasonable adjustments, including neurodiversity



Compliance

Ensuring we meet legislative requirements and national standards

Aligned publication of annual equality reports, including EDI report, WRES, WDES and pay gaps
Undertook an EDI audit to assure the Trust on maturity of EDI programme

Deliver action plans in annual equality reports
Implement recommendations from EDI audit report
Strengthen reporting on Equality Delivery System

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The LAS EDI programme framework can be found on our website

Conclusions

We have a lot of work to be proud of over the last year and we remain committed to make further progress for our staff and our patients. We want to deliver against and build upon the actions we have shared to maintain trust from patients in our service and allow our staff to be passionate about the organisation they work for.

The Trust's EDI programme is ambitious and wide-reaching, focusing on actions to shift the dial and improve the experiences of our patients and staff for the long-term. We recognise that change cannot happen overnight and the impact and results of the programme will take time, teamwork and collaboration to navigate the challenges being faced within EDI currently and over the next few years.

Our dedication is not just to meet but exceed standards, driving meaningful change and reinforcing our position as a leader of inclusivity within the NHS. As we move forward, our actions and initiatives, underpinned by a comprehensive EDI plan, aim to further reinforce our commitment to creating a workplace where every staff member's contributions are valued and their potential fully realised.



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**Produced by the LAS Equality,
Diversity and Inclusion Team**
September 2025





London Ambulance Service

NHS Trust

**For further information and/or
request in an alternative format,
please contact:
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