



London Ambulance Service
NHS Trust

Annual Equality, Diversity and Inclusion Report

LAS Report 2025/26 (Published Oct 2026)



**We are the capital's
emergency and urgent
care responders**





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Foreword

This year's Annual Equality, Diversity and Inclusion Report reflects the continued progress the London Ambulance Service has made in strengthening an inclusive culture where our people can perform at their best, feel valued for who they are, and deliver outstanding care to the diverse communities we serve across London.

Over the last year, we have continued to embed equality, diversity and inclusion into the everyday fabric of the organisation. EDI is not the responsibility of one team alone; it is a shared responsibility that sits alongside leadership, operational delivery, workforce wellbeing and organisational performance. Throughout this report, you will see examples of how this commitment is being translated into meaningful action across LAS.

Below are just a few examples of the progress we have made during 2025/2026 which continue to shape a more inclusive and compassionate organisation:

- We launched our continued focus on creating inclusive teams and psychologically safe working environments, with senior leaders across LAS publicly committing to inclusion objectives and accountable actions.
- We strengthened our approach to reasonable adjustments through the implementation of a social model-aligned process, improving the experience for staff and reducing barriers to work.
- We continued to review and improve our recruitment, progression and talent processes to help ensure fairer outcomes and increase representation across underrepresented groups within the workforce.
- We expanded collaboration with staff networks, trade unions and external partners to ensure lived experience continues to inform decision-making, policy development and organisational change.

We hope this report provides insight into the work underway across LAS to create a culture where our values of caring, respect and teamwork are experienced consistently by our people, patients and communities.

While we are proud of the progress made, we recognise there is still more to do. We remain committed to listening, learning and taking action to address inequalities and barriers wherever they exist. We welcome continued challenge, support and accountability from our staff, partners and the public as we work together to build an organisation where everyone can thrive.

This year we have agreed the culture priorities for the Trust, one of these includes Equality Diversity and Inclusion.



The capital's emergency and urgent care responders.



Jason Killens KAM
CEO, London
Ambulance Service
NHS Trust

Anne Rainsberry

**EDI Committee Chair
& Board Member,
London Ambulance
Service NHS Trust**



Introduction

At the London Ambulance Service (LAS), we are committed to creating a culture where everyone feels valued, respected and able to perform at their best. As the emergency and urgent care provider for one of the most diverse cities in the world, we recognise that equality, diversity and inclusion are fundamental to delivering safe, effective and compassionate care for Londoners, and to creating a workplace where our people can thrive.



The capital's emergency and urgent care responders.

This Annual Equality Report for 2025/2026 has been produced in line with the requirements of the Public Sector Equality Duty and provides a transparent overview of the progress we are making across the Trust. It outlines the actions we have taken, and continue to take, to address inequality, remove barriers and improve outcomes for our workforce, patients and communities.

Throughout this report, we share information on the diversity of our workforce, the experiences of our staff, and the work underway to build a more inclusive organisation. This includes progress against our equality objectives, developments in areas such as recruitment, leadership, staff wellbeing and reasonable adjustments, and the continued contribution of our staff networks and partners in shaping positive change across LAS.

We know that inclusion is not a standalone initiative; it is part of how we lead, how we support our people and how we deliver services to Londoners every day. While we recognise there is still more to do, we remain committed to listening, learning and taking meaningful action to create a fairer, more accessible and more compassionate organisation for everyone connected to LAS.



We are 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 make ready 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.”



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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

Supporting equity of access for our patients:

Reducing Health Inequalities experienced by Londoners is one of the central commitments of our LAS five-year strategy (2023-2028).

Aligned to NHS England's 'Core20Plus5' approach, the LAS have developed a programme of work to tackle health inequalities with specific targeted interventions in five clinical areas of care: sickle cell, maternal health, cardiovascular disease, learning disability & autism and mental health.

One of the key components of the programme is extensive patient and staff engagement alongside data, literature and policy review to ensure an evidence driven approach with the voice of patients and Clinicians are at the heart of improvement.

In 2025 /26, the LAS implemented and delivered the first of our improvement plans for patients with Sickle Cell Disease, co-developed with involvement of over 90 patients and over 320 Clinicians. This included delivering a bespoke education package for front-line clinical staff, completed by 89% Clinicians (n=4916). The standard of clinical care (as measured through clinical audit) has increased in key metrics, with 72% of patients supported to minimise self-mobilisation during crisis (2025/26 YTD) which has increased from 63% in 2023/24. LAS has worked closely with local Hyper Acute Sickle Cell units to convey over 500 patients directly to Haematology Specialists instead of the Emergency Department when presenting in sickle cell crisis.



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Supporting equity of access for our patients:

We have co-developed a Maternal Health Improvement plan, with involvement of over 160 patients and over 260 Clinicians, focusing on reducing maternal health inequalities experienced by women from the global majority background during their pregnancy and up to 12 months post-delivery. Specific maternity and newborn care information leaflets have been created, to support timely access to antenatal services and early escalation of maternal complications. These have been distributed to Londoners via charity organisations and local authorities.

As a 'Million Hearts and Minds' Pioneer Organisation (social-movement programme to increase heart health for London supported by Department for Health and Social Care, The Greater London Authority and Mayor of London), the LAS have created plans to improve cardiovascular disease awareness and prevention with initiatives for staff, patients and communities to support the shift from treatment to prevention and use our unique position as a Pan-London NHS organisation to contribute to public health prevention.

Alongside this, to improve equitable access to NHS services for patients with low English language proficiency, we have created and published patient information leaflets, translated into the top 10 most commonly spoken languages within London. These have been distributed to Londoners via Charity organisations and local authorities.



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Equity for our Workforce



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Our LAS workforce

We are one of the world's busiest ambulance services. We have more than 10,000 colleagues, 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 colleagues 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 colleagues 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 colleagues from protected groups through our equality reports.



Workforce

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



26%

Operational support
and corporate staff

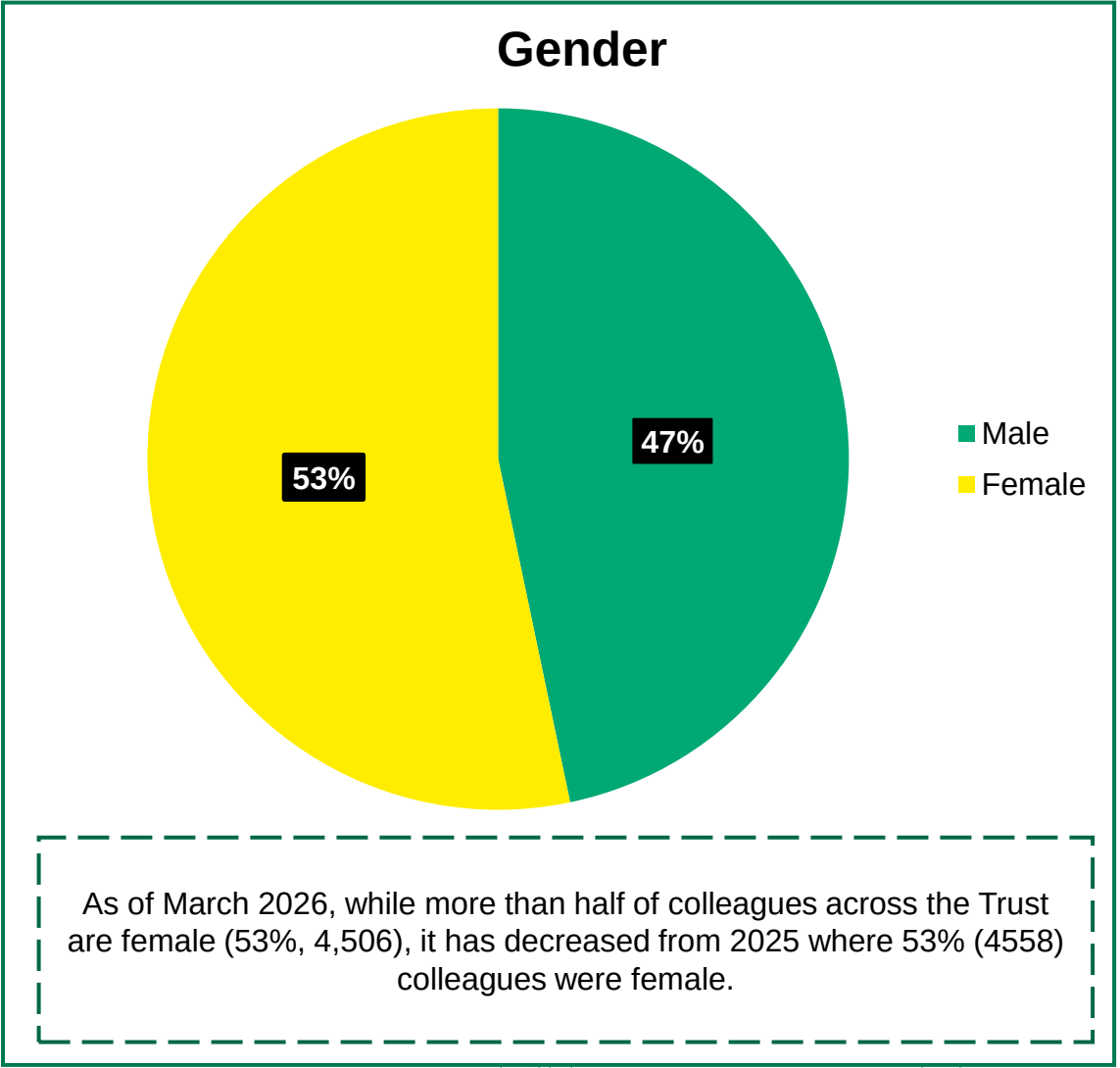
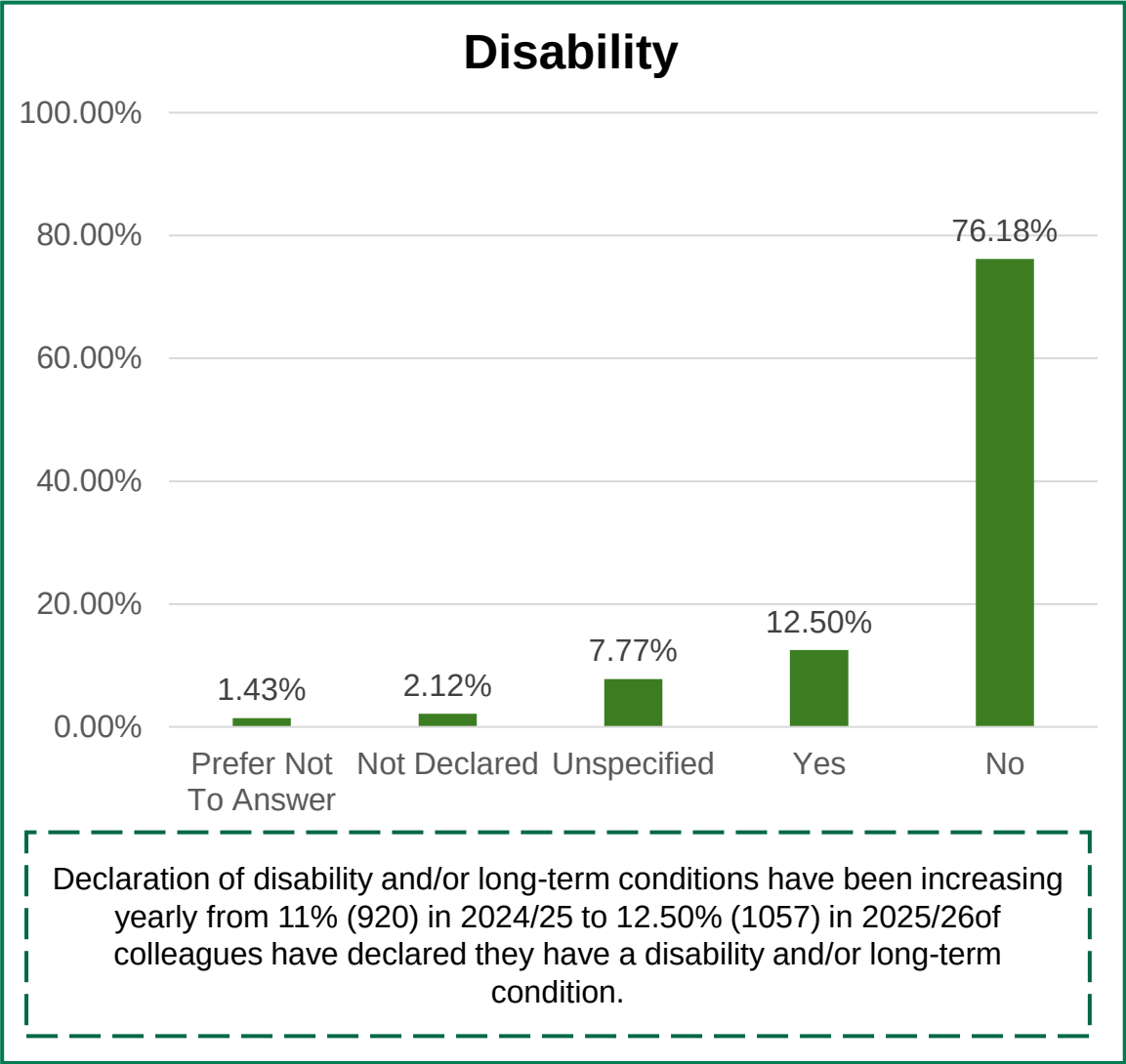


74%

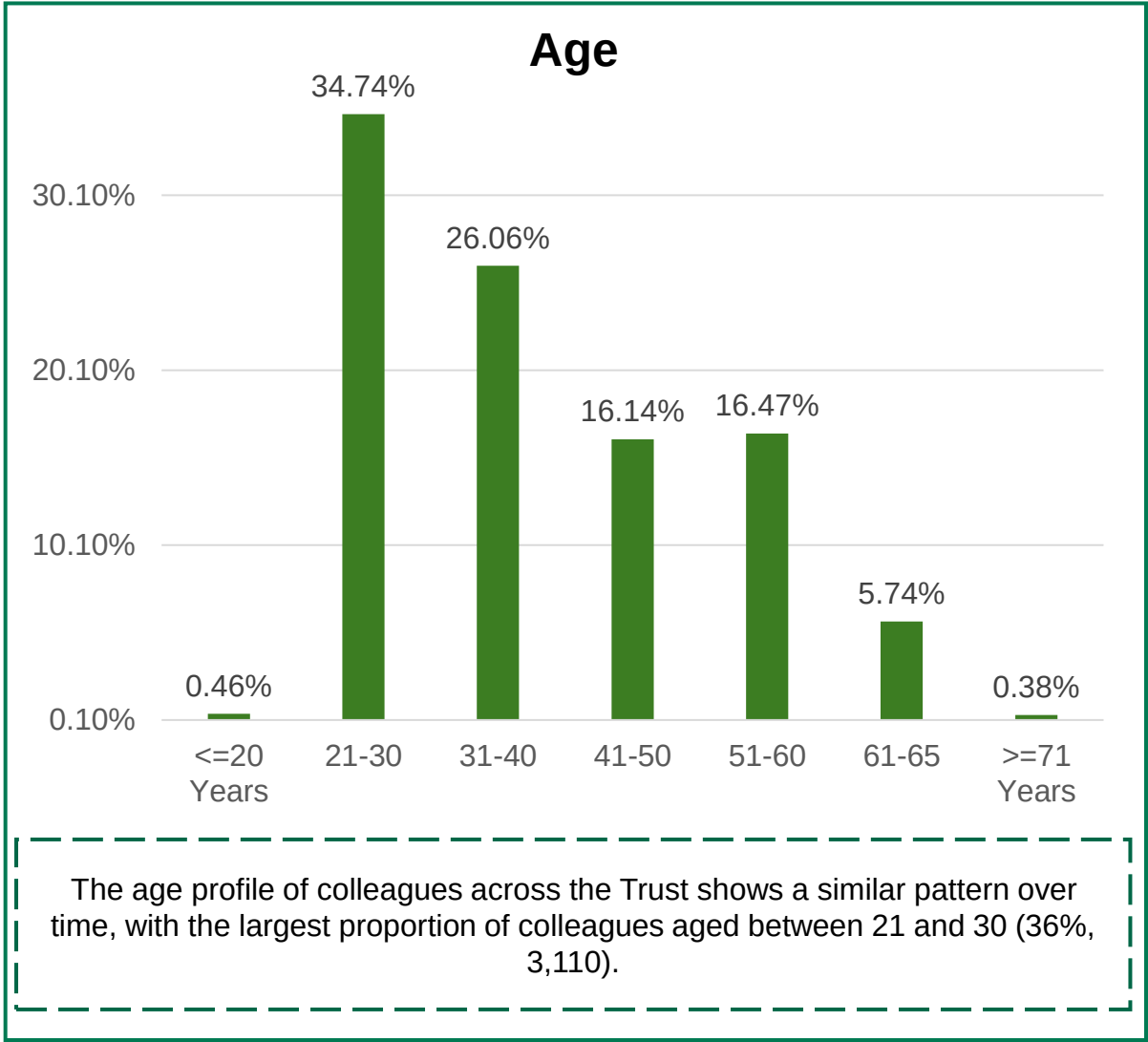
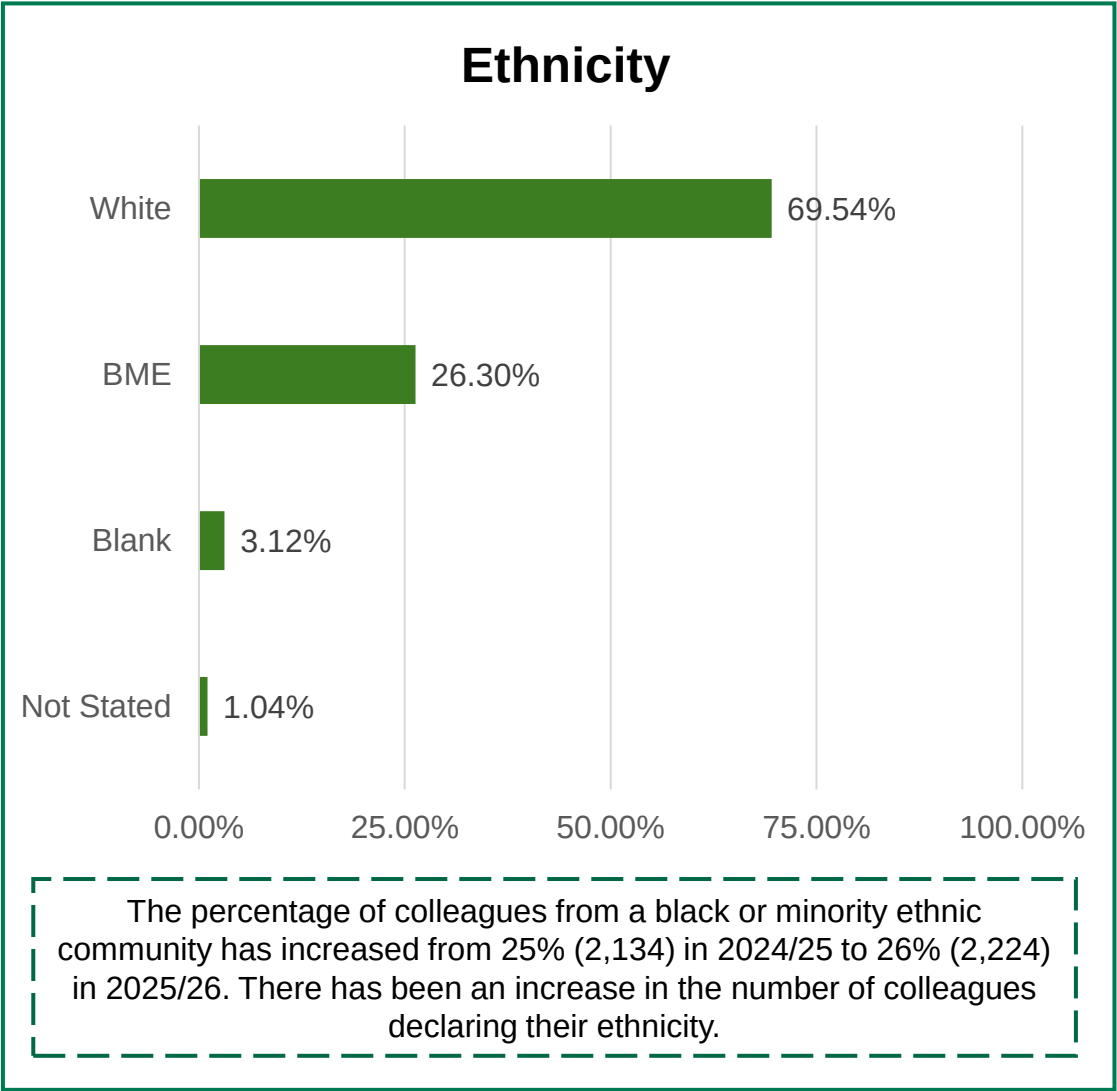
Operational staff



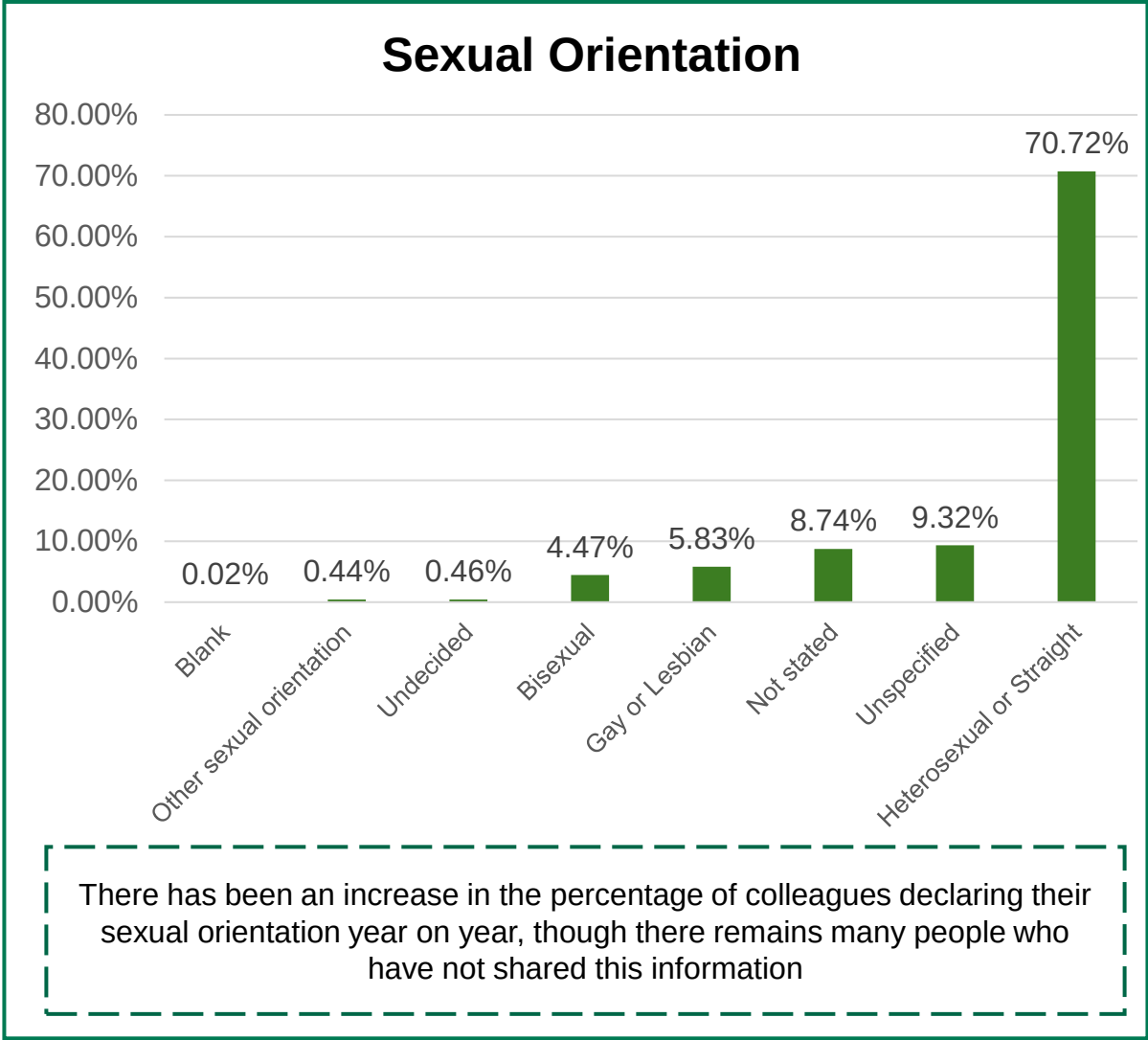
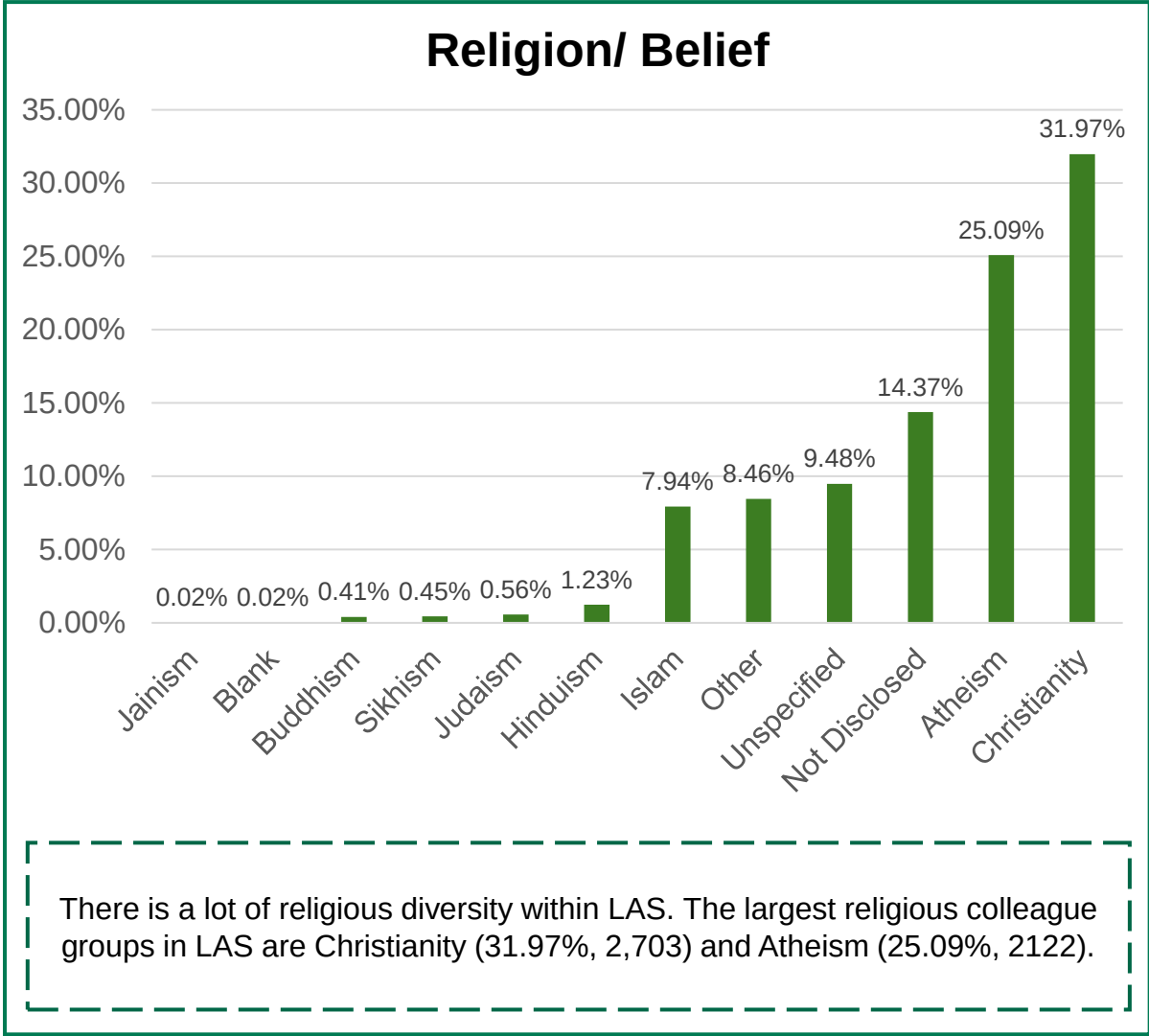
Our Workforce Equality Information



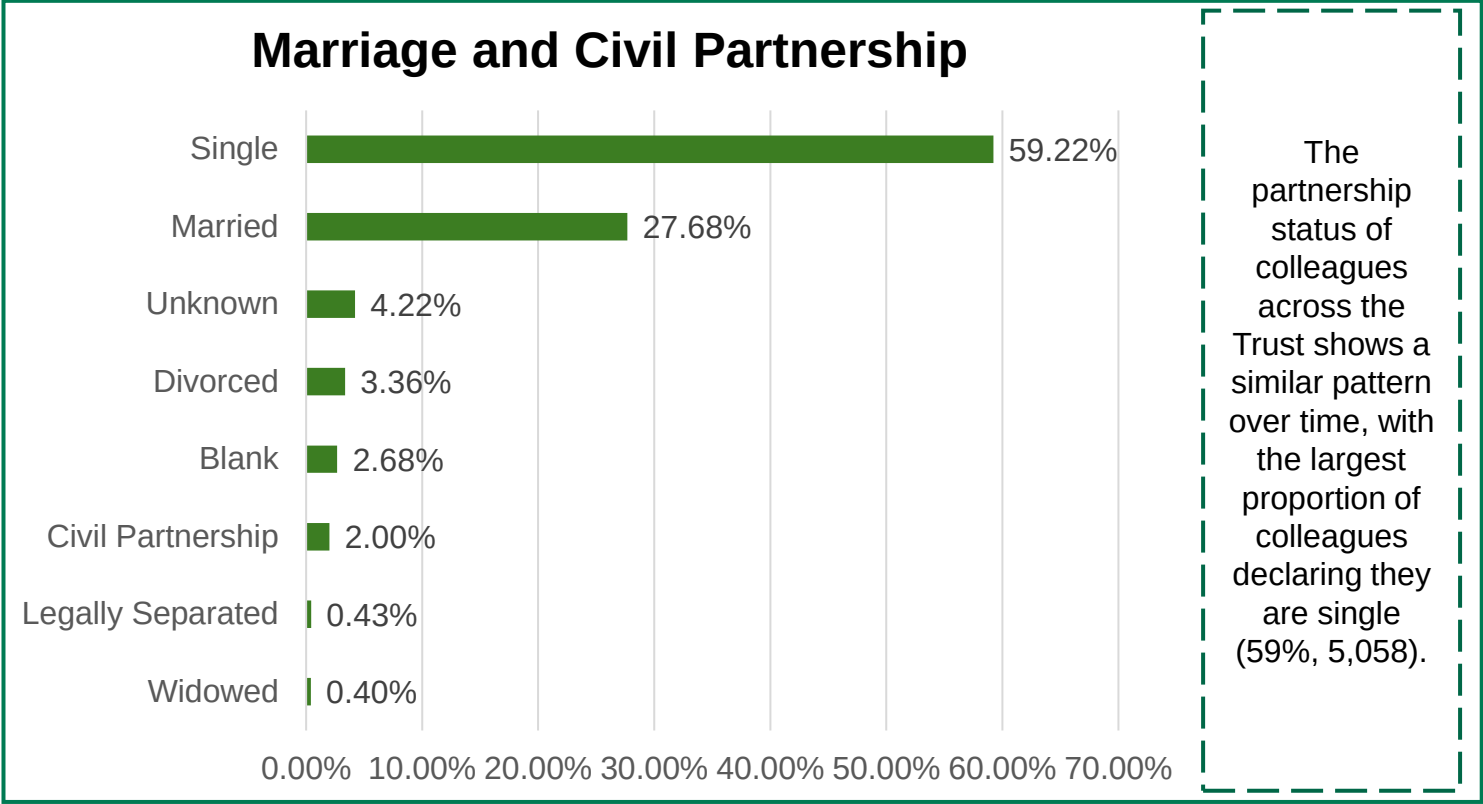
Our Workforce Equality Information



Our Workforce Equality Information



Our Workforce Equality Information



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)**



Ethnicity Pay Gap



Government
Equalities Office

Disability Pay Gap



Government
Equalities Office

Gender Pay Gap



Government
Equalities Office



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Workforce Race Equality Standard summary

- This report shows the progress we are making against the WRES, which focuses on the experiences of people from ethnic minority communities. It highlights where progress has been made, where stronger focus and interventions are needed and how we plan to drive the best outcomes and create a level playing field for ethnic minority staff.
- We have made **good improvements against four of the WRES indicators** in 2026, a **sustained the progress made for 3 indicators**, with **deterioration in two indicators**. Indicator 7 we were not able to report on this year as there was a change in the question's wording.
- We are making good progress overall but the WRES data has highlighted the key area of focus in WRES indicator 3.
- There are a range of initiatives that have been put in place already, including targeted training programmes, ensuring our new Anti-Racism Statement and Anti-Discrimination Charters are refreshed and strengthened to respond to policy, guidance and environment changes. This includes the 2026 Lord Mann Review on antisemitism and other forms of racism and new NHS Standards and additional and targeted focus will be given through the WIN DL equity programme
- It is positive to see the majority of the WRES indicators show a improved or sustained position and indicates the investment the Trust has made in this area is making a difference and we will work to sustain and build on this in 2026/2027.
- Whilst we are pleased to see the improvements, we recognise we still have a long way to go to ensure our BME staff are treated equally and have the same opportunities to progress as their white counterparts and we remain committed to this.

The priorities of the WRES action plan include:

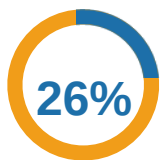
- Deliver the culture priorities
- Introduce bold interventions to reduce the disparity between white and black and minority ethnic staff entering the disciplinary process
- Continue to close the gap between ethnic minority and white applicants in recruitment
- Embed Lord Mann's recommendations
- Deliver in-house training, CELC training, including a focus on key aspects of WRES
- Deliver transformation workshops to all key directorates using local data
- Continue with the Inclusion Board to ensure the voices of staff are heard at all levels



Key findings

Metrics 1-4 and 9 are a snapshot of our **workforce data** from 31 March 2026, while Metrics 5-8 are taken from the **NHS Staff Survey**, conducted in Autumn 2025.

1. Staff Representation



of our workforce has identified themselves as an ethnic minority

 Ethnic minority
 White

2. Shortlisting

White applicants are

1.3X

more likely to be appointed from shortlisting



3. Disciplinary

Ethnic minority colleagues are

2.2X

more likely to enter the formal disciplinary process



4. Training

White applicants are

0.98X

more likely to be access non-mandatory training and CPD



5. Bullying from public

45%

of ethnic minority colleagues reported experiencing harassment, bullying or abuse from the public



6. Bullying from staff

23%

of ethnic minority colleagues reported experiencing harassment, bullying or abuse from colleagues



7. Progression

Wording for this question has changed so no longer comparable to previous years

8. Discrimination

14.1%

of ethnic minority colleagues experienced discrimination from their manager or colleagues



9. Trust Board

31%

of our Trust Board (voting membership) are from an ethnic minority background



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Workforce Disability Equality Standard summary

- The 2025/26 WDES results present a clear and challenging picture. At headline-indicator level, representation improved in the workforce and at Board level, and the recruitment relative likelihood was unchanged. However, five staff-experience indicators deteriorated, Indicator 3 became reportable for the first time and requires monitoring, and Indicator 5 cannot be compared directly with previous years because the question changed.
- The most important finding is the divergence between representation and experience. More colleagues are recorded as disabled, but disabled respondents remain more likely to experience harassment, bullying or abuse, more likely to feel pressure to work when unwell, and less likely to feel valued or engaged. The disability equality gap widened across several measures. The marginal fall in the reasonable-adjustments result also shows that stronger processes must now deliver more consistent and demonstrably effective outcomes.
- During 2025/26, LAS strengthened its infrastructure for disability inclusion through the Reasonable Adjustments Hub, improved tracking and governance, manager learning, supporting guidance and partnership with the EnAble network. These foundations are important, but the next phase must focus on implementation quality, local variation, lived experience and leadership accountability.

The priorities of the WDES action plan include:

- Identify and remove barriers in recruitment, selection and career progression.
- Improve disability-status data completeness, particularly for senior leaders and the Board, and report unknown/not stated data transparently.
- Review newly reportable capability data and strengthen compassionate, adjustment-aware attendance and performance management.
- Take targeted action to prevent and respond to harassment, bullying, abuse, violence and aggression affecting disabled colleagues.
- Increase confidence in reporting and speaking up by improving accessible routes, support and feedback after concerns are raised.
- Address the widening gap in feeling valued and the lower engagement of disabled colleagues through local leadership action and co-produced interventions.
- Measure the timeliness, implementation and effectiveness of reasonable adjustments, not only whether a request has been processed.

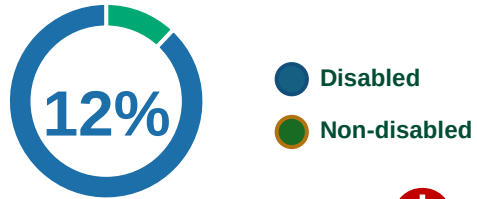


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Key findings

Metrics 1-3 and 10 are a snapshot of our **workforce data** from 31 March 2026, while Metrics 4-9 are taken from the **NHS Staff Survey**, conducted in Autumn 2025.

1. Staff Representation



2. Shortlisting

Non-disabled applicants are
1.30X
more likely to be appointed
from shortlisting



3. Capability

Relative likelihood for disabled
colleagues
1.10x
entering the formal capability
process



4a. i) Bullying from public

58.8%
of disabled colleagues
experiencing harassment, bullying
or abuse from the public



4a. ii) From managers

17.3%
of disabled colleagues
experiencing harassment, bullying
or abuse from managers



4a. iii) From staff

22.4%
of disabled colleagues
experiencing harassment, bullying
or abuse from colleagues



4b. Bullying reported

45.5%
of disabled colleagues reported
experiencing harassment, bullying
or abuse



5. Progression

41.5%
of disabled colleagues
believe the Trust provides equal
opportunities for promotion



6. Presenteeism

31.4%
of disabled colleagues feel
pressured to come to work when
not feeling well enough



7. Feeling valued

20.2%
of disabled colleagues feel
valued by the organisation



8. Reasonable Adjustments 9. Staff Engagement

61.9%
of disabled colleagues say
reasonable adjustments were made



The 0-10 staff engagement
score for disabled
colleagues is
5.4



10. Trust Board

6.3%
of our Trust Board (voting
membership) are disabled



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Pay Gap Reporting summary

- The Trust has continued to proactively report on the ethnicity pay gap and disability pay gap alongside the gender pay gap, aligning with best practice and with our partners in the Greater London Authority.
- It is positive to report there has been significant changes in the pay relating to both gender and ethnicity, with the disabled pay gap continuing to remain low.

Pay gap type	Mean pay gap		Median pay gap	
	2024-25	2025-26	2024-25	2025-26
Gender	4.87%	2.46%	8.87%	2.66%
Ethnicity	14.3%	11.6%	20.8%	16.8%
Disability	0.9%	0.5%	2.0%	-0.4%

- The results of our pay gap report indicate the proactive initiatives the Trust has undertaken to reduce the pay gaps have had a positive influence on reducing pay gaps. Examples includes:
 - Independent Panel Members supporting recruitment rounds
 - Offering the Stepping Up Support package to BME colleagues
 - Targeted support in recruitment campaigns where there is underrepresentation

Examples of priorities in the pay gap action plan include:

- Continue with targeted EDI support for recruitment campaigns where representation is low.
- Deliver proactive actions on fairness initiatives - review, expose 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
- Deliver the Women of Colour and Men of Colour programme
- Continue to offer Stepping Up Support Package for talent management and staff progression
- Work with the staff networks to identify insights and key support needed
- Create a reciprocal mentoring scheme to support BME colleagues.



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.



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Our business plan deliverables 2025/26

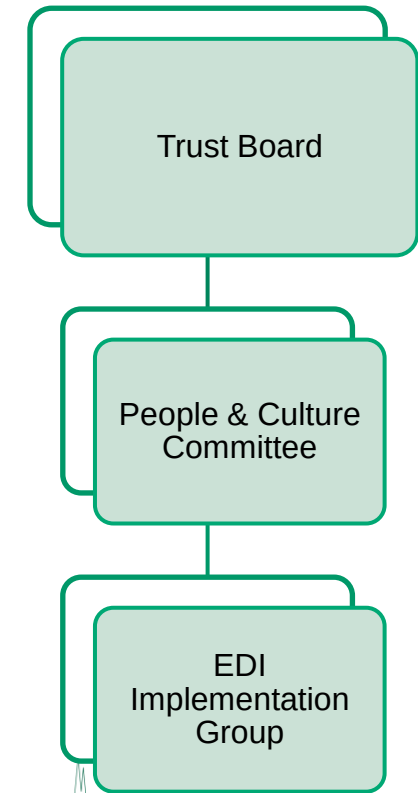
LAS business plan deliverables 2025/26	What we did
1. Pilot an Inclusion Board for 12 months to strengthen the voice of all staff in decision making	- The Inclusion Board ran for 12 months and following a review it has been unanimously decided that the Inclusion Board will continue. - Feedback highlighted that the board provided insight from lived experience, allowed for the testing of inclusion-related priorities and beyond, and informed organisational 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	- A maturity matrix has been developed and completed to support the stocktake and has been used to assess against the objectives of the national EDI plan for the Ambulance Sector. - The Maturity Matrix has been shared with ELT for comments and will be shared PCC for information in January 2026. This will inform business planning.
3. Increase the representation of underrepresented groups in the roles of Assistant Ambulance Practitioners, Incident Response Officers, Emergency Resource.	- Case study of Incident Response Officer (IRO) recruitment expanded on, on page 47. - Clinical Advisors recruitment campaign supported through Independent Panel Members and advised on using the stepping up support package. - Emergency Resource Dispatcher (ERD) recruitment campaign supported through Independent Panel Members and advised on using the stepping up support package. - Associate Ambulance Practitioner (AAP) recruitment is a combination of call handler to AAP, OLIR and an external recruitment campaign.
4. Complete 90% of all non-complex reasonable adjustment requests within 6 weeks of submission to the Reasonable Adjustments Hub	At this time 87% of all non-complex reasonable adjustment requests are completed within 6 weeks of submission to the reasonable adjustment's hub. The main reason for this is due to issues gathering the relevant data to make an informed decision following submission of the request.



EDI Governance and Delivery

Responsibility for the equality, diversity and inclusion programme is overseen by an EDI sub-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 and Culture Committee 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.
- The EDI work is supported by a dedicated EDI team that is part of the People and Culture Directorate.



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Our work in 2025/26

Over the last year, LAS has continued to strengthen its approach to equality, diversity and inclusion by focusing on creating inclusive teams, reducing barriers and improving the experience of our people across the organisation. We are working to ensure inclusion is embedded into everyday practice, leadership and decision-making so that all colleagues feel respected, supported and able to contribute fully.

Our staff networks continue to play a vital role in shaping organisational culture, amplifying lived experience and supporting colleagues across the Trust. Over the past year, networks have led and contributed to engagement events, awareness campaigns, policy development and conversations with senior leaders, helping to ensure that the voices of our diverse workforce influence meaningful change across LAS.

We have continued to review and improve our recruitment, progression and development processes to support fairer and more inclusive outcomes. This has included strengthening approaches to reducing bias within recruitment and promotion processes, increasing leadership accountability, and creating clearer development pathways for colleagues interested in progressing into new roles. We have also continued to support learning and career development opportunities through apprenticeships, leadership programmes and targeted development initiatives.

A significant area of progress this year has been the implementation of our social model-aligned reasonable adjustments process. Through collaborative working across HR, Operations, IT, Estates, Finance, Trade Unions and Staff Networks, we have improved the consistency of support provided to staff, helping colleagues remain in and thrive at work.

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

Together, we put the values of caring, respect and teamwork at the heart of all we do for Londoners

Strategic Equality Objective 1

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



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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 on issues to all staff.
- Around 194 staff with line management responsibilities have completed reasonable adjustment training bringing the total to around 800 since the reasonable adjustment policy was introduced.
- TDPI Training phase 2.
- Centre of Excellence for Leadership and Culture pilot

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 or during the heatwave period.
- Regular briefings on inclusion through the CEO bulletin, Huddles and LAS Connect.
- 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.



Tackling Discrimination & Promoting Inclusivity (TDPI) phase 2:

- Phase 2 was concluded in September with 6158 members of staff having completed it (67%).
- Going forward, training will be delivered in-house by the EDI Team as part of the internal Organisational Development and Talent Management (OD&TM) Team-led Centre of Excellence for Leadership and Culture (CELC) programme in a relevant, cost-effective and sustainable way.

Leading with Inclusion:

- 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
- The OD&TM Team's Trust-wide Non-Clinical Learning Needs Analysis (LNA) was completed by over 1,047 colleagues. The results are being used to help the OD&TM Team to: 1) identify non-clinical learning and development priorities, 2) tailor specific learning opportunities to real needs, and 3) ensure that our opportunities are relevant, impactful, inclusive and meaningful.
- EDI team/staff networks deliver ad hoc bespoke training to teams that request it, for example Inclusive teams training



Objective 1

LAS Statements and Charters

LAS is committed to being a workplace that promotes anti-discrimination, anti-racism, disability and neurodiversity, violence reduction 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

At London Ambulance Service NHS Trust, we are proud to serve one of the most diverse cities in the world. We are committed to treating everyone with dignity, compassion and fairness, aligned to our core values of caring, respect and teamwork and recognise and value people's different backgrounds, identities and experiences.

This commitment is underpinned by the Equality Act 2010:

- Eliminating unlawful discrimination, harassment and victimisation;
- Advancing equality of opportunity and
- Fostering good relations between people who share protected characteristics and those who do not.

Discrimination, antisemitism, Islamophobia, bullying, harassment or reduction of any kind will not be tolerated, regardless of a person's background or situation, or how they identify. This includes the nine protected characteristics (age, disability, gender, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation).

We recognise that discrimination can be intentional or unintentional and may take place through behaviours, systems or decisions. This statement therefore sets clear expectations for all those who work in, represent or engage with the Trust.

We expect everyone linked to LAS to:

The Trust commits to:

- Speak up against discrimination and inappropriate behaviour.
- Be an active bystander and visible ally to tackle racism.
- Listen to colleagues, patients and the public with respect and empathy.
- Listen when concerns are raised and act with compassion.
- Take responsibility for creating an inclusive and psychologically safe culture.

- Taking concerns seriously and responding fairly and promptly.
- Creating a culture where people feel safe to speak up.
- Challenging discrimination and removing systemic and structural barriers to inclusion.
- Equipping leaders and managers to model anti-discriminatory behaviours.
- Working with staff networks and communities to drive improvement.

If you are experiencing or witnessing discriminatory behaviour – either yourself, towards a colleague or any person affiliated with the Trust, please speak to a manager or contact Freedom to Speak Up via las@las.nhs.uk.

Creating an anti-discriminatory culture is everyone's responsibility. Together, we will continue building a fair, inclusive and respectful workplace for all.

Andrew Trotter OBE QPM
Chair

Jason Killens KAM
Chief Executive Officer

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

Anti-Discrimination Statement

Disability & Neurodiversity

Sexual Safety

Violence Reduction

**London Ambulance Service**
NHS Trust

Anti-Racism

CHARTER

At London Ambulance Service NHS Trust, we are proud to serve one of the most diverse cities in the world. We are committed to treating everyone with dignity, compassion and fairness. We recognise and value people's different backgrounds, identities and experiences and state firmly that racism, including antisemitism, Islamophobia or in any form will not be tolerated.

We are committed to creating an anti-racist organisation where everyone is treated with civility and respect regardless of race, ethnicity, culture, nationality or heritage. We recognise that racism can be overt or subtle, intentional or unintentional, and can exist within behaviours, systems and decision-making. Regardless of intent, racism is harmful and unacceptable.

This commitment is underpinned by the Equality Act 2010 and our core values of 'Caring, Respect and Teamwork'.

We expect everyone linked to LAS to:

The Trust commits to:

- Speak up and challenge racism, discrimination and inappropriate behaviour.
- Be an active bystander and visible ally to tackle racism.
- Listen to openness when concerns or experiences are shared.
- Treat colleagues, patients and the public with fairness, dignity and respect.
- Commit to learning, reflection and inclusive behaviours.

- Taking concerns related to racism seriously and respond fairly, promptly and with compassion.
- Creating a psychologically safe culture where people feel able to speak up without fear or detriment.
- Identifying, challenging and removing systemic and structural barriers that contribute to racial inequality.
- Equipping leaders and managers to model anti-discriminatory behaviours.
- Working with staff networks and communities to drive meaningful improvement.

Creating an anti-racist culture is everyone's responsibility. Together, we will continue building a fair, inclusive and respectful organisation for all.

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 las@las.nhs.uk.

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 las@las.nhs.uk.

Andrew Trotter OBE QPM
Chair

Jason Killens KAM
Chief Executive Officer

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

Anti-Discrimination Statement

Disability & Neurodiversity

Sexual Safety

Violence Reduction

**London Ambulance Service**
NHS Trust

Sexual Safety

CHARTER

At London Ambulance Service NHS Trust, we serve one of the most diverse cities in the world. We are committed to treating every person with dignity, respect and compassion. Every member of staff, student and volunteer has the right to feel safe at work. This includes being free from sexual harassment, sexual misconduct and any behaviour that causes harm, discomfort, fear or intimidation.

In line with the UK Employment Rights Act 2015 we will not tolerate sexual harassment or harm in any form – from patients, colleagues or anyone associated with our services.

We expect everyone linked to LAS to:

The Trust commits to:

- Understand that sexual activity must always be based on clear, mutual and informed consent.
- Never pressure, coerce, manipulate or exploit another person into any form of sexual behaviour.
- Not engage in any form of sexual harassment, including unwanted comments, contact, or behaviour.
- Take responsibility for their actions and change behaviour immediately when it is found to cause harm or discomfort.
- Speak up and act if they witness or become aware of behaviour that may cause harm to others.
- Treat concerns raised by others seriously, respectfully and without judgement.

- Taking a zero tolerance approach to all concerns of sexual harm, with clear, timely and fair investigation and action.
- Acting promptly where behaviour falls below expected standards, including escalation where required.
- Creating a culture where people feel safe to speak up are listened to, and are protected when they do.
- Providing timely, trauma informed support to anyone affected, recognising the impact sexual harm can have.
- Supporting staff to report incidents, including facilitating access to police reporting where appropriate.
- Holding individuals accountable for their behaviour, regardless of role or seniority.

Our shared responsibility
Creating a safe workplace is not optional. It is a core part of how we work.

If you are experiencing or witnessing behaviour that makes you feel unsafe – either yourself, towards a colleague or any person affiliated with the Trust, please speak to a manager or contact Freedom to Speak Up via las@las.nhs.uk.

We all have a duty to uphold this standard – for ourselves, for our colleagues, and for the patients we serve.

This Charter is underpinned by the Equality Act 2010, aligns to the NHS England Sexual Safety Charter, and reflects our LAS values of Caring, Respect and Teamwork.

Together, we will build and maintain a workplace where people are safe, respected and able to do their best work.

Andrew Trotter OBE QPM
Chair

Jason Killens KAM
Chief Executive Officer

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

Anti-Discrimination Statement

Anti-Racism

Disability & Neurodiversity

Violence Reduction

**London Ambulance Service**
NHS Trust

Disability & Neurodiversity

CHARTER

At London Ambulance Service NHS Trust, we are committed to creating an inclusive, accessible and compassionate workplace for disabled and neurodivergent people to support people to work happily and successfully within the organisation.

Discrimination, harassment or exclusion related to disability, long-term health conditions or neurodiversity will not be tolerated.

We recognise that disabilities, long-term health conditions and neurodivergence can be visible or non-visible, temporary, fluctuating or permanent. We also recognise that people experience the world differently and that these differences bring valuable strengths, perspectives and ways of thinking.

We expect everyone linked to LAS to:

The Trust commits to:

- Treat people with dignity, compassion and confidentiality.
- Avoid assumptions and recognise that everyone's needs are different.
- Listen when people share their experiences or support needs.
- Respect and support reasonable adjustments without judgement.
- Create an environment where everyone feels able to speak up and challenge discrimination, bullying or harassment.
- Ensure disclosure of a disability, long-term condition or neurodiversity condition does not result in disadvantage or detriment.

- Raise awareness and understanding of the different types of disabilities.
- Talks concerns seriously and respond fairly and sensitively.
- Create a workplace environment where everyone feels comfortable and able to speak up about their situation and needs.
- Providing timely and effective reasonable adjustments.
- Remove systemic and structural barriers within policies, processes and workplace practices ensuring provision and awareness of access to the space and technology.
- Equip leaders, managers and all colleagues to model inclusive and disability-confident behaviours.
- Listening to lived experience and continuously improving.

Reasonable adjustments are a legal requirement and an important part of creating an inclusive workplace. This commitment is underpinned by the Equality Act 2010 and the LAS values of Caring, Respect and Teamwork.

Creating an inclusive culture is everyone's responsibility. Together, we will continue building a workplace where disabled and neurodivergent people feel safe, valued and able to thrive.

Andrew Trotter OBE QPM
Chair

Jason Killens KAM
Chief Executive Officer

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

Anti-Discrimination Statement

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Violence Reduction

**London Ambulance Service**
NHS Trust

Violence Reduction

CHARTER

Everyone at London Ambulance Service should have the right to work without the threat of violence or assault. This charter sets out the steps we will take to help protect our people, and hold those who harm us to account.

This charter applies to all colleagues, volunteers, students, contractors and anyone else working with London Ambulance Service.

You have the right to be protected from violence and abuse. You should never have to experience violence or the threat of violence, including verbal threats made in person or over the phone. It is essential that we adopt a proactive approach to reducing violence. We will ensure that staff receive full support from the Trust in preventing, reducing, and responding to violence by providing support to all victims and working in partnership with the police to where a possible relatively pursue offenders.

Our Trust commits to doing everything it can to deter violence. We will always take your concerns seriously. We will provide equipment, training, and support and will work with the police and the Crown Prosecution Service (CPS) to secure appropriate convictions to the fullest extent of the law.

We expect colleagues to:

The Trust commits to:

- Speak up against discrimination and inappropriate behaviour.
- Be an active bystander and visible ally to tackle any form of discrimination.
- Treat colleagues, patients and the public with respect and empathy.
- Listen when concerns are raised and act with compassion.
- Take responsibility for creating an inclusive and psychologically safe culture.

- Treat people with dignity, compassion and confidentiality.
- Take all incidents of violence seriously and provide support to victims as their local management teams, wellbeing service and the dedicated violence reduction unit.
- Ensuring all staff have access to protective equipment and systems, including bodyworn cameras, crew safety systems (including CCTV recording on ambulances) and body armour.
- Report all incidents of violence, aggression, and abuse, so we can provide support.
- Work with us to support precautions where appropriate.
- Ensure that the equipment and systems provided are utilised, including bodyworn video cameras, crew safety systems and body armour.
- Provide a corporate statement to prosecutors, signed by the Chief Executive, to seek appropriate penalties for perpetrators of violence and aggression.
- Prepare and support you, should you need to attend court.
- Continue to develop role-specific training for conflict de-escalation.
- Implement the 'Withdraw from some policy' so staff can exit dangerous situations.
- Collaborate with other NHS trusts, agencies and organisations to proactively prevent and reduce violence, aggression and abuse where possible.
- Sharing and condemning the behaviour of those who seek to intimidate, threaten or hurt our teams and proactively encourage members of the public to treat our staff with kindness and respect.

For any advice guidance and support related to incidents of violence, aggression, abuse, or police reporting and investigations, please contact the Violence Reduction Unit (VRU) vr@las.nhs.uk or [02030090000](tel:02030090000).

Andrew Trotter OBE QPM
Chair

Jason Killens KAM
Chief Executive Officer

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

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We are the capital's emergency and urgent care responders

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Objective 1

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 actions delivered in 2025/26 include:

- Sexual safety policy was updated and signed off December 2025
- Inclusion board launched
- New social media policy August 2025
- Training for hearings arranged by legal team, starting with managers 8d and above
- Support available for managers relating to hearings to be included in CELC
- Session on improving sexual safety in the workplace to be included in CELC

Education	Staff Survey	Reported Sexual Safety Allegations 2025/26
7573 (92%) staff have completed the Sexual Safety eLearning	35% of LAS respondents said that they has been the target of unwanted behaviour of a sexual nature in the previous 12 months from the public.	Total number of cases - 57
6158 (67.7%) staff have completed the Tacking Discrimination and Promoting Inclusivity Phase 2	When broken down by gender, women experienced it a more than twice the rate of men – 47% for women and 21% for men.	Of the 29 cases reported via the Resolution Framework Triage, 15 are closed and 14 are open.
	9% of LAS respondents said that they had been the target of unwanted behaviour of a sexual nature in the previous 12 months from staff/colleagues.	Outcomes for the 29 cases are 3 dismissed, 3 given a formal warning, 5 dealt with informally and 4 dealt with as 'other' (inc. formal case opened or no case to answer).
	When broken down by gender, women experienced it at a higher rate than men – 11% for women and 6% for men.	83% of perpetrators are male.

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 2025-26.

- The Wellbeing Hub gathers feedback on the support provided to them – 88% say it is excellent, with 11% good, making an overall 99% satisfaction rate.
- Over the last year we have increased support options available including rapid access GP and Physio services, additional debrief training and a more robust alternative duties process for colleagues unable to undertake their substantive roles.

Support

- Av Wellbeing Hub Contacts per Month
510
- Wellbeing Support Vehicle and Café Hours
4278
- Health Coaching Sessions
41
- Wellbeing Support Conversations
305

Training

- Stress Risk Assessment Training Sessions
12
- Wellbeing Conversation Training Session
64
- Wellbeing Team Attendance at Team Training Sessions
62

Vaccinations

- Central Flu Team Vaccinations Clinics
78
- Flu Vaccinations
5607

Objective 1

Freedom to Speak Up

During 2025/26, the Freedom to Speak Up service continued to strengthen psychological safety across the Trust by increasing visibility, improving access to confidential support, and using staff concerns to identify learning and improvement opportunities. The team continued to support colleagues to raise concerns openly, confidentially or anonymously, while working with leaders, managers and staff networks to promote a culture where speaking up is welcomed, listened to and acted on.

Key highlights for 2025/26 include:

- 130 formal FTSU concerns raised in 2025/26, plus 660 confidential conversations via huddles, presentations and staff forums — reflecting growing service visibility.
- FTSU Policy refreshed to reflect national guidance and legislation, including stronger provisions on sexual harassment and workplace sexual safety.
- Sexual safety remains a priority, with trained ambassadors helping staff raise sensitive concerns confidentially.
- FTSU channels highlighted the need to review personal recording devices, leading to Executive-level action, new guidance, and policy updates for emerging technologies.
- Lead Guardian supporting managers through 1:1 coaching to strengthen psychological safety and confidence in handling concerns.
- Lead Guardian co-leading on Trust programme, Men of Colour building on four successful Women of Colour cohorts. Offers leadership development and career progression for underrepresented staff; strong Trust-wide interest, sponsored by CEO Jason Killens.
- Established a Women's Health Group as a dedicated subgroup of the Women's Network, creating a supportive forum to raise awareness, share experiences, and promote staff wellbeing.
- Partnering with CELC and managers to develop confident, compassionate leaders who create psychologically safe teams where staff feel heard and supported.



Our 22 Sexual Safety Ambassadors continue to play a vital role in raising awareness, providing support and driving positive cultural change across LAS.

660+ confidential conversations facilitated through staff engagement activities, including huddles, presentations and forums, helping to strengthen a culture of speaking up.

Key themes centred on Inappropriate Attitudes and Behaviours, Systems and Processes, and Worker Safety and Wellbeing.

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.



We are the capital's emergency and urgent care responders

Objective 1

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 **BME Network** has continued to be a valued source of staff voice and engagement across the Trust. Throughout the year, the Network has supported EDI initiatives, promoted greater awareness of the experiences of BME colleagues, and contributed to discussions on improving inclusion, representation and progression. The Committee would like to thank the Network Executive, Chairs and Members for their commitment and looks forward to continuing to work collaboratively to drive meaningful and lasting change.



The **Armed Forces Network** recently lost its Chair, as such the EDI team is supporting the network by providing a recruitment process for a new Armed Forces Committee to support and re-launch the network.



Proudly
supporting
those
who serve



The **International Staff Network** remains the largest network in the LAS, with over 800 members. This year the network continued to support internationals employed by the trust to ensure their visa renewals and indefinite leave to remain applications were as stress free as possible. This included a project worked on with People and Culture to reduce the waiting times for reimbursement to within a pay cycle which goes towards reducing stress for staff. We had a successful end of year pan Africa dinner which saw members getting together to celebrate achievements and have a safe place for open discussions. We were able to represent the Australia and New Zealand contingent of the LAS by laying a wreath and the ANZAC day commemoration. The network continues to work with senior leadership members to ensure international staff concerns are heard and addressed.



We are the capital's emergency and urgent care responders

Objective 1

Staff Networks

Membership of the Trust's **Christian Fellowship** has been increasing over the last 12 months and now stands at 200 individuals, plus an additional 19 colleagues who are allied members. A network WhatsApp group has been active since February 2025 and currently has 50 members. The group is for members to share scripture or other faith-based resources, as well as requests for prayer, testimony and support for one another. Members also continue to receive a monthly email newsletter and have the opportunity to engage with an online prayer meeting every month. There have also been opportunities for members to meet in person, most recently with attendance at the Wintershall Passion in Trafalgar Square on Good Friday and the issuing of Palm Crosses at Barking and Croydon on Palm Sunday.

Throughout the year, the network Co-Chairs, have actively sought to raise awareness of the network through posts on LAS Connect raising awareness of key Christian festivals and have also engaged with other staff networks and the wider trust through their participation in a number of meetings and forums to ensure the voice of their membership is represented at all levels of the Trust. They will both have completed two years in post in November 2026, at which time they will be due to stand for re-election alongside any other members who wish to become part of the network's leadership team.



The **Muslim Staff Network** (MSN) has continued to make a strong contribution to LAS's commitment to inclusion, belonging and equality, while extending its influence across the wider ambulance sector.

The Network has provided 42 prayer boxes across LAS sites, meeting all requests received, with a further 13 available to meet future demand. It also distributed 37 Eid and Ramadan decoration packs across stations and corporate teams, supporting greater visibility, recognition and inclusion of Muslim colleagues. The Network's annual Open Iftar at Barking further supported connection and understanding.

The MSN strengthened its work to tackle Islamophobia by opening its annual Islamophobia webinar to the wider ambulance sector, attracting participation from seven organisations and supporting sector-wide learning and dialogue.

All this work received external recognition when the Chair was awarded the British Islamic Medical Association's Faith Inclusion Initiative of the Year.

Collectively, these achievements demonstrate the MSN's growing strategic contribution to improving staff experience, strengthening belonging and advancing faith inclusion both within LAS and across the wider ambulance sector.



Over the past year, the **Jewish Society** has continued to strengthen its partnerships with external stakeholders while raising awareness and understanding of Judaism and antisemitism across the organisation.

We have been proud to deliver educational training sessions to senior leaders, helping to promote greater awareness and support for our Jewish colleagues and communities. Looking ahead, we are planning another collaborative event with our external stakeholders and are delighted to continue our much-loved Hamantaschen and doughnut deliveries later this year.

We look forward to building on this progress and to another successful year of engagement, education, and collaboration.



We are the capital's emergency and urgent care responders

Objective 1

Staff Networks

Since the new committee formed in January, the network has been busy relaunching to increase reach across the trust with establishing co-opted members of committee to allow for more colleagues to get involved with the network and support with the network's activities. Despite the trust's positionality at pride, the **LGBT+ network** did have representation and had a good day representing the network. To date, there has been a lot of discussion around the EHRC guidance between the network and trust owing to the new code of practice that has been released. The network leads have been visible both in the trust and out the trust attending a number of national conferences to support with gauging how matters such as the EHRC guidance is affecting the public sector, as well as enabling networking links

The trans+ network has continued to focus on building a safe and welcoming environment for their trans staff and service users. This has included a service wide CSR on transgender awareness, assisting on policy improvement and safety measures and improvement to the trusts culture or facilities. This year, the trans+ lead presented a session on transgender awareness at the National LGBT+ conference in Brighton which was very well attended. Our goal for the next year is to continue the conversation to ensuring trans people are included and safe in the workplace.



The **Enabled Staff Network** remains committed to amplifying the voices of disabled and neurodivergent colleagues across London Ambulance Service. Our purpose is to help remove barriers, increase understanding of lived experience and ensure that disability inclusion is reflected in everyday decisions, behaviours, services and opportunities across the Trust.

We welcome the continued increase in recorded disabled representation across LAS and the first recorded disabled representation amongst voting Board members during the reporting period. We also recognise the progress made in strengthening reasonable adjustments, improving guidance, enhancing manager support, and increasing accountability. However, this year's WDES results show that significant barriers remain. Disabled colleagues continue to report poorer workplace experiences, and widening gaps highlight the need for sustained action that delivers measurable improvements in staff experience

The findings also highlight the need to strengthen staff voice, ensuring disabled and neurodivergent colleagues feel safe to speak up and confident their experiences will shape improvement and decision-making.

The Network continues to advocate for a dedicated LAS Neurodiversity Strategy, co-produced with neurodivergent colleagues and aligned with the Trust's wider workforce to inclusion and wellbeing ambitions improve accessibility, career development, manager capability and inclusion, helping neurodivergent staff to be able to contribute and thrive at every level of the organisation.

We will continue working with colleagues across LAS to share insight, raise awareness and co-produce practical solutions that deliver meaningful and lasting improvements for disabled and neurodivergent staff. Working with the EDI Team, senior leaders, managers and colleague to help LAS translate the findings of this report into meaningful, measurable and sustainable change, supporting the Trust's ambition to become a genuinely disability-inclusive organisation where disabled and neurodivergent colleagues are heard, valued and able to reach their full potential.



Strategic Equality 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 are the capital's emergency and urgent care responders

Recruitment Practices

During 25/26, we had a significant reduction in recruitment activity, particularly in roles where we would have focused our EDI campaigns. Here is some of the key activities that happened over the last year.

- Increased the number of trained Independent Panel Members to 67, ensuring there were more IPMs available to support with interviews, with a focus on Band 7 and above.
- We are currently supporting a Clinical Team Manager and Team Manager campaigns where positive action is being used to encourage applications from BME, females, and staff with disabilities.
- Increased overall % of BME starters from 38% to 43% across all roles during 25/26. We have included more monitoring of entry-level front-line roles to ascertain where we can improve recruitment, specifically in this area.
- Embedded the Call Handler to the AAP programme, providing an internal route for Call Handlers within our EOC and 111 Call centres to frontline operation roles. This provides a direct application route, with support for obtaining the required driving and qualification documents.



London Living Wage Employer

LAS is proud to be an accredited **London Living Wage Employer**, demonstrating our commitment to fair pay and reducing financial inequalities. By ensuring colleagues receive a wage that reflects the cost of living in London, we support staff wellbeing, promote inclusive employment practices and contribute to creating a workplace where everyone can thrive.



Anna and Jacky, London Ambulance Service



Anna said: "I'm so pleased that we are paid a real Living Wage as it really makes a difference to our quality of life living in London. Bringing our roles in-house and being paid the Living Wage makes us feel valued and recognised for the work we do to restock, re-fuel and clean our ambulances so our medics are ready to care for Londoners as soon as they start their shift."

Jacky said: "We work around the clock to ensure our ambulances are in perfect condition and our crews can provide the best possible care for our communities. Being paid the Living Wage means I can enjoy the opportunities that come with living in London whilst training to be a social worker and help some of the most vulnerable people in the capital."

We are the capital's emergency and urgent care responders

Disability Confident Employer – Level 2

London Ambulance Service is proud to be a **Disability Confident Employer (Level 2)**, demonstrating our ongoing commitment to attracting, recruiting, retaining and developing disabled colleagues. During 2025/26, we continued to strengthen the support available to staff through our reasonable adjustments programme, centralised reasonable adjustments budget, manager training, disability inclusion initiatives and wellbeing support. We also expanded access to workplace adjustment solutions and assistive technologies, helping to remove barriers and create a more inclusive working environment. Achieving and maintaining Disability Confident Employer status reflects our commitment to ensuring disabled colleagues can thrive, contribute fully and reach their potential at every stage of their career with LAS.



Objective 2

Recruitment Initiatives

Apprenticeship and Our LAS Inclusive Response (OLIR)

Throughout 2025/26, our Organisational Development and Talent Management (OD&TM) Team have been working on activities and actions which attract the best possible staff from diverse backgrounds.

- LAS ranked 9th in the 2026 Sunday Times Top 100 Apprenticeship employers – the highest-ranking NHS trust and top employer for diversity of apprentices.
- Our LAS Inclusive Response (OLIR) programme supported a further 76 unemployed Londoners to gain entry level roles with the LAS in 2025/26 – 61% from an ethnically diverse background, 13% with a disability and 53% female. 55% of participants have already secured employment.
- The types of roles participants progressed to:
 - Assistant Ambulance Practitioner
 - Non-Emergency Transport Services
 - Critical Care Transport Services
 - 999 and 111 call handler roles
 - Make Ready Operative roles
 - Logistics positions

Supporting
222
participants
across 21
cohorts

Achieving a
50%
employment
rate into
LAS roles

Maintaining
an
employment
retention rate
of more than
80%

Improving
workforce
diversity
across entry-
level roles

Strengthening
community
partnerships
and employer
reputation

Contributing to
successful Ofsted
outcomes, Matrix
accreditation and
national award
recognition

61%
of participants identify
as Black, Asian and
Minority Ethnic (BAME)

41%
of participants are
female

16%
of participants declared
a learning difficulty or
disability



Members from our women of colour programme cohorts



NHS
London Ambulance Service
NHS Trust

Independent Panel Member Guidebook



Independent Panel Members

- We have recruited and trained 67 IPMs
- IPMs are integral to the recruitment process
- To date, we have received 61 declarations:
 - Nearly all interview observations (over 97%) were confirmed as fair and free from discrimination, indicating strong procedural rigour.
 - Bias was reported in only 2 cases; in both instances, the bias was challenged, but only one was escalated to the lead interviewer and EDI Team, suggesting that bias is rare and generally addressed when observed.
 - The overwhelming majority of responses to bias-related questions were 'no', reinforcing the perception of fairness and impartiality in the interview process.
- A total of 55 interviews have been recorded using an IPM for Corporate and Specialist roles.



Women of Colour and Men of Colour Programmes

The London Ambulance Service remains committed to creating inclusive leadership pathways through its Women of Colour and Men of Colour Leadership Programmes. The Women of Colour Support Group Programme launched in 2024 with support from the BME Network and sponsored by the Trust's Chief Executive Officer, has successfully grown to four cohorts. The six-month development programme provides participants with leadership development, coaching, networking opportunities, peer support and senior sponsorship, helping staff build confidence, resilience and leadership capability.

Feedback from participants has consistently highlighted the programme as inspiring, life-changing and highly supportive, with many describing increased self-confidence, greater visibility within the organisation and renewed belief in their leadership potential. The programme continues to provide a safe and empowering space where participants can address barriers to progression, develop meaningful networks and support one another's personal and professional growth.

Building on the success of the Women of Colour Programme, LAS launched the first cohort of its Men of Colour Support Group Programme in July 2026. Also supported through executive sponsorship from the Chief Executive Officer, the programme offers a structured six-month leadership journey combining expert facilitation, senior sponsorship, reflective practice, peer learning and professional networking. The programme aims to strengthen leadership capability, increase confidence and support the progression of talented colleagues into future leadership roles across the Trust.

Together, these programmes are helping to develop a more representative and inclusive leadership pipeline that reflects the diversity of our workforce and the communities we serve, while fostering a culture where colleagues feel valued, supported and empowered to achieve their full potential.



Incident Response Officer (IRO) recruitment case study:

The issue:

IRO team one of the least diverse in the Trust with the majority belonging to a white male demography. We undertook a range of positive action initiatives to support and encourage wider colleagues to apply and was available for all colleagues.

What we did:

- Series of 'show and tell' roadshows led by IROs to prepare and support
- EDI team attended all roadshows to encourage and offer support with an unbiased process.
- Shared the Stepping up Support Package, offered interview training, buddying, mentoring etc.
- Reasonable adjustments offered to all colleagues that requested this.
- Incident Delivery Managers offered direct feedback to unsuccessful applicants supporting with future pipelines.

Outcomes:

- 33% of all recruits were female
- 39% had a declared disability
- No black or Asian applicants were successful although 16% of any other mixed BME were successful
- Support was provided to all non-successful applicants to ensure they are in a better position to apply in future rounds



Strategic Equality Objective 3

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



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Inclusion Board

The Inclusion Board has run its pilot 12-month period and brought together colleagues, with Executive Team and Non-Executive Directors (NEDs) participation, to provide insight from lived experience, test inclusion-related priorities and beyond, and inform organisational decision-making.

A review was undertaken post the 12-month pilot to assess whether current arrangements are delivering the intended purpose and to identify improvements required to strengthen impact. The review comprised both qualitative and quantitative methodology, with a table discussion at the last Inclusion Board meeting and a questionnaire for all members to complete. Non-Executive Directors were also consulted on their views. The outcome of the review was that the board will continue to be held quarterly.

Topics discussed are aligned to key workforce and organisational themes, including safety, violence reduction, progression and flexible working

Members value direct engagement with Executive Team colleagues and NEDs, which supports access to senior decision-makers and strengthens understanding of lived experience at the top of the organisation.

Feedback indicates that members are able to contribute and feel heard, providing a credible forum for candid discussion.



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Transformation workshops delivered to all key directorates

During 2025/26, the EDI team continued to deliver its EDI Transformation Workshops across directorates and services to support leaders and teams in understanding their local equality data, identifying inequalities and developing targeted actions to improve inclusion. Using workforce data, staff survey findings, WRES and WDES indicators, the workshops provided opportunities for teams to reflect on their performance, discuss barriers to inclusion and create practical improvement plans tailored to their area. The workshops have helped strengthen local ownership of equality objectives, increase accountability for tackling inequalities and embed EDI into everyday business planning and decision-making across the Trust.

Examples of outcomes from EDI Transformation Workshops included:

- Development of local EDI action plans aligned to workforce equality data and organisational priorities.
- Increased focus on targeted recruitment campaigns and positive action initiatives to improve representation of underrepresented groups.
- Expansion of the Independent Panel Member programme to support fair and inclusive recruitment processes.
- Greater use of WRES and WDES data to inform directorate-level improvement actions and performance discussions.
- Increased awareness and uptake of initiatives supporting career development and progression for underrepresented staff groups.
- Strengthened local leadership accountability for delivering equality, diversity and inclusion outcomes.



Equality Impact Assessments



Equality Impact Assessment Template			
Title of policy/programme/project			
Author		Role or Title	
Directorate		Service Area	
Senior Responsible Officer		Date	
Main purpose and aims of the document and how it fits in with the wider strategic aims and objectives of the Trust			
Who will benefit from the policy/programme/project?			
What previous or planned consultation or research on this proposal has taken place with groups from different sections of the community?			
	Please provide list of groups consulted.	Summary of consultation / research carried out or planned. If already carried out, what does it tell you about the impact (positive/negative)?	
Group(s), Community, service user, stakeholders or carers			
Staff Group (s)			

Equality Impact Assessments (EIAs) remain a key mechanism for ensuring that equality, diversity and inclusion considerations are embedded within decision-making across the Trust. During 2025/26, LAS continued to strengthen its approach to EIAs, supporting services to identify, understand and mitigate potential impacts on staff, patients and communities with protected characteristics.

The EIA process provides assurance that policies, service changes, organisational developments and strategic decisions are considered through an equality lens before implementation.

This helps ensure compliance with the Public Sector Equality Duty while promoting fair and equitable outcomes for all. The Trust has continued to provide guidance, scrutiny and support to managers and policy leads, reinforcing the importance of equality considerations being integrated into everyday business planning and governance arrangements.

The organisation has completed around 15 EIAs throughout 2025/26 which have been signed off by the EDI Team and Unions.

Objective 3

Reasonable Adjustments

Reasonable Adjustments

The Reasonable Adjustments Workstream has made significant strides in improving awareness, policy implementation and developing a process. So far in 2026, 172-line managers, including the HR advisory team, have attended 10 sessions, with an additional 5 sessions planned for the remainder of the year. Approximately 800 staff have completed the reasonable adjustments training to date.

The reasonable adjustments policy and guidance have been reviewed and updated to reflect best practice, and learning specific to the Trust. The policy is going through the governance review at this moment in time, but it provides:

- Clarity on the criteria for disability leave
- Clarity between the workplace and reasonable adjustments
- Clarity on the role of the line manager
- Establish an approach to record, manage and monitor reasonable adjustments
- Revise and strengthen the purpose and running of the complex case panel

We have provided a Neurodiversity Toolkit (on LAS Connect), Dyslexia Screening, support from the Business Disability Forum, and individual support via the Reasonable Adjustment inbox.

Reasonable Adjustments figures

- Reasonable adjustment forms received in the last financial year – 242
- Ratio of non-complex to complex – 3.7-1
- Percentage of non-complex cases completed within 6 weeks – 87%
- Non-complex cases (average) – 29 days (4.2 weeks) (190 cases)
- Complex cases – 55 days (7.8 weeks) (52 cases)

Themes include:

- Equipment – 162 cases
- Working pattern/employment changes – 38 cases
- Licensing and software – 42 cases

Top 3 Demand Department

- EOC – 28%
- IUC – 18%
- Operational – 8%



Maturity Matrix

During 2025/26, LAS continued to play a leading role in developing and analysing the Ambulance Sector Equality, Diversity and Inclusion (EDI) Maturity Matrix. The Maturity Matrix is a strategic benchmarking tool used across ambulance trusts to assess organisational progress in embedding equality, diversity and inclusion across key areas, including board leadership, workforce representation, staff networks, leadership development and staff support. The framework enables organisations to identify strengths, understand areas for improvement and share good practice across the sector.

The sector-wide analysis demonstrated that many ambulance trusts, including LAS, have established strong foundations for EDI, with evidence of growing board-level commitment, integration of Equality Impact Assessments into governance processes, investment in staff support mechanisms, and the delivery of targeted leadership and anti-discrimination training. Participation in collaborative initiatives through national networks has also strengthened opportunities for shared learning and improvement.

The assessment also highlighted opportunities for further development, particularly in improving workforce representation, strengthening engagement with staff networks and patient voices, enhancing evaluation of positive action initiatives, and increasing consistency in leadership accountability and reporting arrangements. These findings will continue to inform LAS's EDI priorities and improvement plans, supporting our ambition to build a more inclusive organisation that reflects and serves the diverse communities of London

LAS achieved predominantly **Level 3 (established)** ratings for areas including Board accountability for EDI, integration of Equality Impact Assessments into governance processes, use of WRES and WDES data to inform decision-making, sector-wide EDI leadership through the National Ambulance Diversity and Inclusion Forum (NADIF), pay gap reporting, positive action programmes, reasonable adjustments, and leadership training on inclusion, discrimination and sexual safety.

The assessment also identified opportunities for further development, with several areas rated **Level 2 (developing)**. These include strengthening executive engagement with staff networks, increasing staff and patient voice within governance structures, enhancing inclusive recruitment and outreach activity, improving digital accessibility, expanding support for staff network leaders, and further embedding Board development on inclusive culture. These findings have been incorporated into LAS's ongoing EDI improvement programme and has shaped priorities for 2026/27.

Objective 3

EDI Maturity Matrix

EDI Objective	High Impact Action	Alignment Description	Maturity Level 1	Maturity Level 2	Maturity Level 3
Demonstrating Trust Board Commitment	HIA 1: Measurable objectives on EDI for Chairs, Chief Executives and Board members	Ensures Boards actively champion and scrutinise EDI progress.	No clear leadership commitment to EDI. Limited recognition and accountability.	EDI is a regular item at Board level, with some leadership champions for the agenda.	EDI is fully integrated into core leadership activities; actively monitored and reported.
Demonstrating Sector-Wide Leadership Commitment(Maybe worth considering how each Trust contributes to the agenda at sector level)	HIA 1: Measurable objectives on EDI for Chairs, Chief Executives and Board members	Promotes visible sector leadership and shared learning across systems.	No cross-sector EDI leadership; isolated actions.	Some engagement in cross-sector conversations and external leadership initiatives.	Proactive sector-wide leadership on EDI, with shared learning and transparent monitoring.
Improve the Diversity of the Ambulance Leadership Community	HIA 2: Overhaul recruitment processes and embed talent management processes. HIA 3: Eliminate total pay gaps with respect to race, disability and gender	Directly aligned with improving diversity across leadership levels.	No data or action on leadership diversity; gaps in representation not acknowledged.	Leadership diversity data collected and gaps acknowledged, but no formal action.	Leadership community reflects diverse demographics at all levels, with ongoing monitoring.
Reflect the Diversity of Local Population	HIA 2: Overhaul recruitment processes and embed talent management processes HIA 5: Comprehensive induction and on-boarding programmes for international recruited staff	Encourages representation across roles to reflect community demographics.	No data or action comparing workforce demographics to local population.	Workforce data is compared to local population data; some action to address gaps.	Workforce diversity is actively monitored and reflects the local population across all levels.
Provide Support for the Wider Needs of Staff	HIA 4: Address Health Inequalities within the workforce	Supports tailored wellbeing and inclusive environments.	Limited support for staff needs, with focus on basic employment terms.	Some staff wellbeing support exists, but not yet tailored to diverse needs.	Holistic, tailored support for diverse needs, co-designed with staff and regularly evaluated.
Continue to develop Vibrant and Proactive Staff Networks	HIA 4: Address Health Inequalities within the workforce HIA 6: Eliminate conditions and environment in which bullying, harassment and physical violence occurs	Networks as core to amplifying underrepresented voices and influencing change.	Networks are informal and lack structure or impact.	Some networks exist, with limited leadership support and influence on policies.	Fully resourced networks with influence across policy, training, and strategy.
Leadership Training on Discrimination, Bullying & Harassment	HIA 4: Address Health Inequalities within the workforce HIA 6: Eliminate conditions and environment in which bullying, harassment and physical violence occurs	Builds leadership capability to proactively address workplace harm.	No formal training; leaders lack capability to address issues consistently.	Some training in place; leaders are expected to respond to issues but lack proactive tools.	Leaders are highly skilled and accountable for creating safe, inclusive environments.



Looking ahead to 2026/27



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Business Plan Objective for 2026/27

LAS Strategic mission	Strategic commitment from LAS five-year strategy	Actions for 2025/26 business plan to deliver five-year strategy
1	Continue to build a Just Culture	• Develop tools to support and enable managers to deal with discrimination and poor behaviour at a local level
2	Show a sustained improvement in the workforce race equality standard and workforce disability equality standard indicators	• Sustain and enhance improvements in WRES and WDES indicators, focussing on recruitment, disciplinaries, career progression and bullying and harassment.
		• Meet target for 90% of all non-complex reasonable adjustments within 6 weeks as achieved in 2025/26
	Ensure that all our people have a strong voice through their line manager, strengthened staff networks and trade unions	• Strengthen processes to support effective management of reasonable adjustments including systems for recording requests and managing complex cases • Refresh Trust approach supporting staff networks
3	Build inclusive and compassionate leadership capability	• Embed EDI objectives for leaders as part of the appraisal system and establish a process to monitor the impact • Conduct a series of follow-up transformation workshops and use EDI data to drive improvement at a local level on specific EDI KPIs



Conclusion

The progress made during 2025/26 reflects our continued commitment to embedding equality, diversity and inclusion across every part of the London Ambulance Service. Throughout this report, we have highlighted the steps taken to improve equity for our patients, strengthen the experiences of our workforce and ensure that inclusion remains central to the way we lead, make decisions and deliver services to Londoners.

We are proud of the foundations we have strengthened this year. These include improving our approach to reasonable adjustments, developing more inclusive recruitment and progression practices, increasing leadership accountability, and creating further opportunities for staff, patients and communities to influence organisational change. Our work with staff networks, trade unions, partners and colleagues with lived experience has continued to provide valuable insight, challenge and support.

However, we recognise that meaningful and lasting change requires sustained focus. Inequalities and barriers remain, and we must continue to use our data, listen to people's experiences and evaluate the impact of our actions. Progress must be demonstrated through fairer outcomes and through the everyday experiences of those who work for, receive care from and engage with LAS.

As we look ahead to 2026/27, we will build on the progress made, strengthen accountability and continue taking targeted action where improvement is needed. By working together, we aim to create a fairer, more accessible and compassionate organisation where everyone feels valued, respected and able to thrive.



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Produced by the LAS Equality, Diversity and Inclusion Team

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