

Everyone Welcome Inclusion and Diversity Progress Report 2023



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What we're doing to create an inclusive and
diverse organisation to work and volunteer

Hilary McGrady, Director-General

“**I’m pleased to share this report, and to have it become one of our main performance monitoring documents. The work of the National Trust is always guided by our charitable purpose, which places on us a duty to promote the preservation of nature, beauty and history, for the benefit of the whole nation. We can only do that if we reflect the nations and communities we serve.**

It was in this context that we launched our Everyone Welcome programme. It focuses on inclusion in its broadest sense, embracing everyone. Our diversity and inclusion work sits within this programme and is the subject of this document. It reports on the work we are doing to engage with those who are currently least represented within our workforce and among the people who benefit from and support our work.

As the data we’ve published shows, we are making progress and the case studies in this report provide a small snapshot of the great work that is going on across our countries. I’m grateful to the many individuals and teams who are working hard for this. There is, however, much more to be done.

This will take sustained effort; bravery to recognise when we get things wrong and a willingness to embrace feedback. Change doesn’t happen overnight, but I’m confident that we have the right plan in place, and the commitment to put it into action.

The National Trust’s founders spoke of the universal benefits of nature, beauty and history. ‘The sight of sky and of things growing seem human needs, common to all’, wrote Octavia Hill. I’m committed to making sure the Trust works to share those benefits with everyone.”



Hilary McGrady,
Director General of the
National Trust



Ade Rawcliffe, Trustee of the National Trust and Group Director of Diversity and Inclusion, ITV

“ **We are working to ensure that everyone feels welcome at the National Trust, whether they work, volunteer, visit, join or partner with us. We recognise that creating an inclusive, equitable and diverse environment is essential for the National Trust to thrive.**

In recent years, the National Trust has tried many things to broaden the audiences and communities we serve. We know we have a long way to go, and we recognise that only by working across all aspects of our organisation will we be able to drive the sustainable change and impact we want.

The following report shares highlights of the work undertaken through the Trust's Everyone Welcome plan, analysing the impact it's having for supporters, at National Trust places and for our people.

We're sharing this in the spirit of transparency and accountability. We're outlining the positive steps we're taking to address the inclusion and diversity challenges we face, which are also faced by others in the conservation sector. We hope that sharing our priorities and progress will lead to greater collaboration across the sector.

Through this report, you'll get a sense of some of the work we've accomplished so far, and the importance we're placing on continuing and achieving the Trust's inclusion and diversity commitments. We believe that in a rapidly changing society this is the right work to do if we are to achieve our purpose of being 'for everyone, for ever'.”

A. Rawcliffe

Ade Rawcliffe, Trustee of
the National Trust and
Group Director of Diversity
and Inclusion, ITV



Introduction and Background



In 1895, the National Trust was founded as a charity so everyone could benefit from nature, beauty and history. It's important that everyone can benefit and have an equally positive experience of our work.

In 2020 we launched a new strategy – ‘For Everyone, For Ever’. It said we would grow the number of people who visit National Trust places; grow the diversity of people who visit, volunteer or work at the Trust, and improve the quality of the experiences they have. It said we will work more in towns and cities, growing our partnerships. It said we would create new ways for people to get involved and support our work – online and in person.

The nations we serve are increasingly diverse in their identities, backgrounds, needs and expectations. To serve them well, it's vital that our staff, volunteers, visitors and supporters reflect this diversity. But our research shows that people of colour, disabled people, and people from lower socio-economic backgrounds aren't visiting National Trust places in line with population averages, and they have a lower awareness of what the Trust does. Our research also shows we need to work harder to make them aware of the National Trust, and ensure the content and service we provide feels welcoming to everyone.

We are now developing our work in towns and cities and serving more urban populations. We support remote and hybrid working, which means less travel for staff and volunteers between urban and rural areas. We are providing more training and apprenticeships and engaging more children and young people directly. We are exploring new and improved transport methods to help more people reach National Trust places, with or without the need for private transport. We are sharing under-represented histories and celebrating more cultural events at the places in our care. All of this means we have new opportunities to meet our goal of increasing the diversity of people who visit, work and volunteer at the National Trust.



Executive Summary

At the National Trust, 'Everyone Welcome' is about ensuring we are a fully inclusive and welcoming organisation. It's one of our two strategic priorities, and every part of the organisation is responsible for it. In 2022 we outlined our Everyone Welcome commitments in a document 'Inclusion and Diversity at the National Trust', which described how we would create a culture that recognises, respects and values difference. This report shares some of the progress we're making; it sets out how we will achieve success. We'll be publishing a progress update every two years, so anyone can track this progress and hold us to account about meeting our commitments.

Our data shows the diversity of our workforce is gradually increasing each year. The proportion of staff who identify as lesbian, gay, bisexual, and other minority sexual orientations, has grown to be higher than that of the working age population. But we have much more to do when it comes to recruiting people of colour and disabled people. The proportion of National Trust staff who are people of colour is far below the working age population average, and the same is true for disabled staff.

The National Trust aims to increase the range of people it serves and the benefits it offers to new and more diverse audiences, as well as those who already visit and support it. While Everyone Welcome focuses on inclusion in its broadest sense, this report looks at those who are currently least represented within our workforce and among the people who benefit from and support our work. It includes young people we engage directly, rather than within the millions of families we serve each year. Reaching children and young people directly, regardless of their family circumstances, is an important way for us to serve more diverse audiences in the future.

Executive Summary

How we serve people

As we are an organisation that cares for locally and nationally significant places across England, Wales and Northern Ireland, we serve very different communities, including many rural and remote populations, as well as those on urban fringes and in towns and cities. Every country and regional director is responsible for improving inclusion and diversity in the geographical area they serve. Each has an individual plan, tailored to their area and the populations there.

Improving access for disabled people

Since 2021, we've invested £5.5 million in improving physical access to Trust places for disabled people, improving the accessibility of more than 150 places in England, Wales and Northern Ireland.

Improving awareness of the National Trust

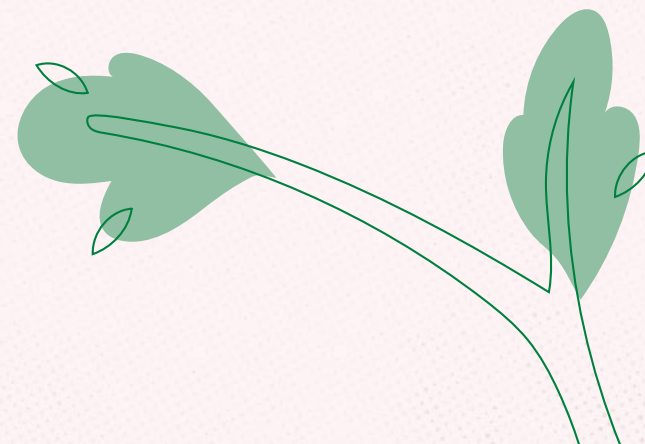
We need to improve awareness of the National Trust among the groups who are currently least aware, and therefore least likely to benefit from our work. We are changing the way we promote our work, including the creation of seasonal campaigns that everyone can participate in, no matter where they are, and we are developing media partnerships that help us target groups that are currently under-served.

Sharing everyone's cultural heritage

We're developing and sharing richer and fuller histories about National Trust places, and the people who lived and worked in them. This commitment is founded on principles that enable us to champion the heritage of the nations we serve, reflect the full depth and complexity of the history of places in our care, and continue to respond to what people want to learn about them.

Increasing engagement with children and young people

We've created 'Children and Young People Hubs' at 19 National Trust places across England, Wales and Northern Ireland to test our work. Between March 2022 and September 2023, more than 100,000 primary school children visited these places, more than 3,400 young people took part in work experience and careers engagement opportunities, and young volunteers donated more than 18,700 hours.



Executive Summary

Our staff

We currently collect staff data on age, disability, ethnicity, gender, gender identity, religion and belief, and sexual orientation. We are working to improve our data on gender identity and to be able to include volunteer data and will share this in a future progress report. We will also work to ensure we can include socio-economic background data in the future.

Staff data for 2023

Based on the population of staff who shared diversity data as of 31 December 2023 (these numbers exclude those that have chosen ‘prefer not to say’ or not shared their data):

42.3 was the average age of our staff, with the trend getting younger.

3.8 % of our staff are disabled, with the numbers increasing.

3.0 % of our staff are people of colour, with the numbers increasing.

6.9 % of our staff identify as lesbian, gay, bisexual and other minority sexual orientations, with the numbers increasing.

56.6 % of our staff are female, with increasing numbers of women working at the Trust.

27.8 % of our staff are male.

These figures show that the National Trust has much more to do to become more representative of the communities it serves, particularly in relation to disability and ethnicity.

Pay gaps

A pay gap shows the difference between the average pay of two different groups of employees across the whole organisation irrespective of the work they do (for example, between people who identify as disabled and people who do not; between women and men; between people of colour and white people; and between people who identify as lesbian, gay, bisexual and other minority sexual orientations and people who identify as heterosexual). A pay gap isn’t the difference in pay between two groups of employees doing the same or similar work - UK law prohibits this. Our plan is to reduce pay gaps.

Diversity pay gaps for 2023: disability, ethnicity, gender and sexual orientation

	Mean average (total of salaries divided by total number of employees)	Median average (middle value)
Disability pay gap	2.6%	2.8%
Ethnicity pay gap	4.4%	1.1%
Gender pay gap	8.6%	6.2%
Sexual orientation pay gap	6.2%	3.5%

Action Plan

Our ambition is that:

- everyone who works, volunteers, visits or donates will **feel welcome** and have an **equally positive experience**.
- our staff and volunteer populations will reflect the changing communities we serve
- we will improve and increase the **benefits we offer** by reaching new **and more diverse audiences** as well as those who already visit and support the Trust.

Our commitments

We will improve and increase the benefits we offer at National Trust places

1. We will increase the accessibility of places in our care.
2. We will reach more people, from more diverse backgrounds, and help everyone feel welcome to enjoy the places in our care.
3. We will create further opportunities for children and young people with least access, to engage with nature, beauty and history.

We will serve a broader range of people through National Trust communications and our online presence

4. We will understand and remove any barriers in our communications that prevent people benefitting from our work.
5. We will use promotions and partnerships to reach more diverse audiences.
6. We will track public perceptions of the National Trust and work to ensure public awareness and trust becomes equally high across all ages, ethnicities and socio-economic groups.

We will create an inclusive and diverse place to work and volunteer

7. We will ensure all staff, volunteers and leaders have the skills and support they need to sustain an inclusive culture.
8. We will improve our attractiveness and relevance as a place to work and volunteer, to a greater diversity of people.
9. We will review and refresh our approach to recruitment, with a particular focus on recruiting managers being skilled at inclusive recruitment.
10. We will listen to, and act on, the voices of people who are under-represented within the Trust.
11. We will support the career progression of people who are under-represented as employees.
12. We will be open and transparent in sharing our data and progress.



Part One: How we Serve People



What we're doing to improve and increase the benefits we offer at National Trust places

Most people experience the National Trust through the places in our care. This section outlines some of the work we're doing to offer experiences that are welcoming, accessible, and relevant to existing visitors, as well as helping us attract new and more diverse audiences.

Improving access for disabled people

Since 2021 we have invested £5.5 million in improving physical access for disabled people to more than 150 National Trust places in England, Wales and Northern Ireland. Much of this is being achieved through national and local partnerships.

Improvements include new paths; new catering equipment; improved access for wheelchair users; specialist mobility vehicles for coastal and countryside sites; 'Space to Change' and 'Changing Places' toilets; accessible guides and interpretation; step-free access to buildings; and quiet spaces to provide respite in busy areas.

Examples include:



Two people use an accessible Hippocampe beach chair at Portstewart Strand

Portstewart Strand, County Londonderry, is now an accessible beach. We've collaborated with the Mae Murray Foundation to introduce a beach equipment loan scheme and install an accessible toilet that meets Changing Places standards. People with mobility, sensory and other needs can now enjoy the beach in a way that wasn't possible before.



A group of people stand in front of a colourful flower bed at Peckover House and Garden

At Peckover House and Garden, Cambridgeshire, we worked with Dementia Adventure to create a dementia community group called Damsons. Damsons provides information, advice, activities and somewhere to socialise for people living with dementia and their carers.

“ Gardening and spending time in gardens is so good for the wellbeing of people, not only the people living with dementia but also the carers. I feel that my wife and I live in two separate worlds, but when we come to Damsons, the social contact is so great and the friendship, I feel like we’re just one big family. I don’t feel on my own anymore. ” Damsons attendee

What’s next?

- We’ll continue work to reach and connect with a greater diversity of people at National Trust places, through how accessible we make them and the experiences we provide.
- We’re continuing to build our partnership with the Alzheimer’s Society and work with other charities, including RNIB, to review our work and training.
- We’re developing a toolkit with Dementia Adventure to help places become more inclusive for people living with dementia.

Increasing access to the outdoors for more people, to help them connect with nature

We want everyone who visits the Trust’s outdoor spaces (gardens, parklands, coast and countryside) to feel welcome, to enjoy their experience and have opportunities to connect with nature.

With Sport England, Cotswold Outdoor and other local and national organisations, we’re working to include and engage more people, including under-served communities.

Examples include:



A large group of people smiling and cheering following a Ramadan walk in the Peak District

Ramadan hike: for the past two years, we’ve hosted a Ramadan walk and iftar at Ilam Park in the Peak District, in collaboration with Muslim Hikers. Around 80 walkers did a 6-mile hike, followed by prayers in the Italian Garden and iftar at dusk. The aim is to empower people from diverse cultural backgrounds to visit and enjoy the countryside.

“ I never thought I would be able to hike during Ramadan... ”

“ We’ve needed this community for a long time. ”

“ What an incredible experience today was! Thank you for this beautiful experience. ”



Two people read a sign between colourful flower beds on Castlefield Viaduct

Castlefield Viaduct: on a Grade II-listed Victorian viaduct in the heart of Manchester we have created a green 'sky park' for everyone to enjoy. Access is free and the Viaduct and its visitor centre hold community and cultural events, working with partners from across the city and beyond.

Celebrating Spring Blossom: our teams have been working in towns and cities to help people notice and celebrate the fleeting beauty of Spring Blossom, based on the idea of Japan's Hanami. In Manchester we created 'Bloomtown', a walking project in the city; our team at Quarrybank Mill put on a 'blossom bus' to pick up residents of surrounding areas and transport them to the grounds of the Mill for free, for Spring Blossom walks; in Birmingham our teams created temporary blossom installations and worked with local schools and communities to plant a 'ring of blossom' around the city.



A group of people paddle in a small boat at Shugborough Estate

Paddle-ability pilots: at the Shugborough Estate in Staffordshire, we've been working with local partner C2C Outdoors to provide access to the river for young disabled adults.

“ Our son loved splashing and watching the sun reflect on the water. He remained very calm throughout – it was such a joy for him to have the opportunity to paddle in a canoe, something he would never have the chance to do without your help. ”

What's next?

To help tackle inequality of access to the outdoors, we're funding walk leader training for people from minority ethnic communities. Consulting closely with walking groups for people from minority ethnic communities, and partners such as Sport England, the project is about creating lasting change and empowering more diverse people to lead more walks.

Engaging more children and young people

We've identified 19 National Trust places across England, Wales and Northern Ireland as 'Children and Young People Hubs', to test our work with children and young people – balancing opportunities for all, with targeted support for those facing barriers to getting involved. What we learn at these hubs will shape our approach across the National Trust.

Examples include:

Between March 2022 and September 2023, more than **100,000** primary school children benefitted from visits to these places and young volunteers donated more than **18,700** hours.

Thanks to a donation, more than **7,000** children who face barriers to getting out into nature visited with their schools, receiving free transport and activities. This vital 'Next Generation Nature' programme for schools will continue for a further three years, thanks to funding from Starling Bank.

At **Gibside in Tyne & Wear**, a visitor said: “ When I visited Gibside, I felt refreshed because of the fresh air. It made me happy to just be out in nature and in the wild. It made me feel as if I wanted to laugh so much. I loved it! ”

We’re reviewing our approach to work experience and engaging young people in career opportunities at the Trust throughout 2024. Between March 2022 and September 2023, more than **3,400** young people took part in work experience and careers opportunities at National Trust places.

At **Dunham Massey, Cheshire**, we worked with local disabled students to improve the accessibility of work experience in the welcome, café and garden teams.

“ All our students look forward to going to Dunham Massey every Friday and will say it’s the best day of the week. Some of our students have progressed phenomenally from not wanting to engage with any of the work experience to not only enjoying it but wanting to seek the same experiences outside of school. ”

The team at **Wicken Fen National Nature Reserve, Cambridgeshire**, worked with the County Council’s Early Help Team and Babylon Arts to support good mental health, mindfulness and expression through art in young people.

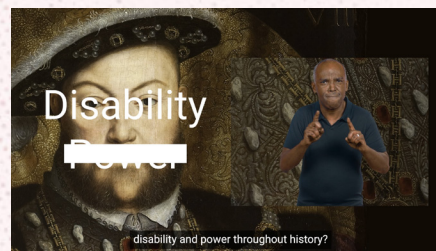
At **Morden Hall Park in London**, local young people developed events and activities for young adult audiences.

“ I really enjoy being part of the Urban Rangers and volunteering at the National Trust because I get to meet lots of young people and get to hear about their interests. ” Member of Urban Rangers young volunteering group, Morden Hall Park

Sharing everyone’s cultural heritage

We are researching and sharing richer and fuller histories about National Trust places, and the people who lived and worked there. This enables us to champion more heritage, and reflect the full depth and complexity of the history of the places in our care.

Inclusive histories



A still from the ‘Everywhere and Nowhere’ film featuring an image of King Henry VIII with the words ‘Disability Power’ while a person signs.

disability at the heart of the research process, to understand how to undertake and present such research in ethical, innovative ways. We will build on this approach for the future.

‘Everywhere and Nowhere’: exploring histories of disability across the National Trust

‘Everywhere and Nowhere’ is a collaboration between the Trust and the University of Leicester’s Research Centre for Museums and Galleries (RCMG), exploring little-known and previously untold stories of disability from National Trust places. We put experience and expertise about



A woman in traditional South Asian clothing at Kedleston Hall



An advert for the exhibition 'My Adornment is My Power' at Kedleston Hall

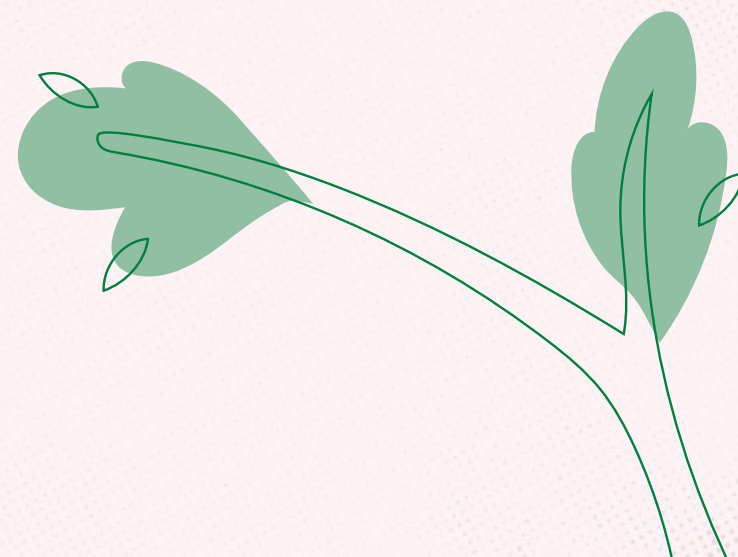
At **Kedleston, Derbyshire**, artist Anisha Parmar created a year-long exhibition exploring power and female adornment. The project included a display of historic jewellery, shown alongside the artist's own work together with a film and photography featuring dancer and choreographer Kesha Raithatha. 'My Adornment is My Power' celebrated South Asian history through a lens of freedom from colonialism

The team at the **Back to Backs in Birmingham**, created 'Home from Home' to explore the culture and identity of the Windrush generation and the emergence of Black British youth culture. In partnership with the Mykal Wassifa Brown Heritage Foundation and Blackstory Partnership, they recreated rooms to show how Windrush generation families used interior decoration, dress, film, food and music to create homes and identities in Birmingham.

Heritage Open Days are evolving to engage people the National Trust hasn't reached before. Trust places involved include Bath Assembly Rooms, where we're working with students from Bath Spa University to explore the history of gaming from the 18th century to the present day.

What's next?

- We will continue to research, share and celebrate diverse and inclusive history at properties as well as on our channels, marking LGBTQ+ History Month, South Asian Heritage Month, Black History Month and Disability History Month as well as sharing under-recognised history throughout each year.
- We will develop our approaches to researching and sharing more inclusive histories as we progress, learning from our experience and that of our partners.



Part One: How we serve people

What we're doing to reach more people through our communications and online presence

We are changing the way we promote and communicate our work, to make sure we're more accessible and welcoming to more people. We're doing this by increasing our reach and the benefits we offer to new and more diverse audiences.



Understanding and removing barriers in our communications

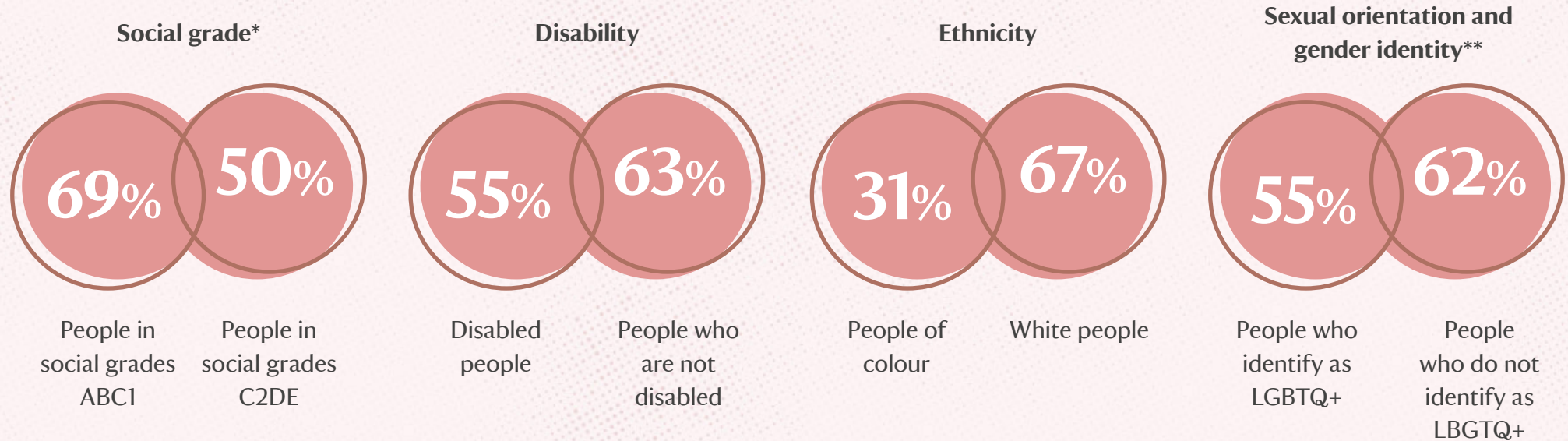
We've worked in partnership with the Ehrenberg Bass Institute, the world's leading centre for marketing research and science, to understand the barriers people face connecting with the National Trust and visiting the places in our care.

What we found is that people of colour, disabled people, and people from lower socio-economic backgrounds aren't visiting Trust places in line with population averages, partly because of a lower awareness of what the National Trust does. People of colour are less than half as likely as white people to be aware of the National Trust and its work.



Awareness of the National Trust (2023)

Our research shows lower awareness of the National Trust amongst some groups. The data presented is collected through the Trust's monthly brand tracking survey. This survey reaches a representative sample of 2,000 members of the public a month, across England, Wales and Northern Ireland.



* Social grade is a system of classification used by researchers to group people based on the occupation of the chief income earner in their household. The ABC1 grouping includes those in households where the chief income earner is a managerial, administrative or clerical worker, and the C2DE grouping includes those in households where the chief income earner is a manual worker or receives state benefits/pension only. The definitions are maintained by the Market Research Society. ** LGBTQ+ includes people who identify as lesbian, gay, bisexual, trans, queer, questioning, plus other minority sexual orientations and gender identities.

Increasing awareness

To improve awareness we're changing where and how we promote the Trust. We're working in partnership with organisations that can complement our expertise so that we are more available to people. Here are some examples of approaches we've used:

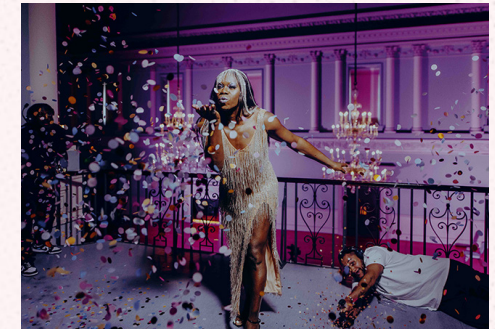
Seasonal campaigns: for the last three years, we've celebrated 'Blossomwatch', to help people connect with nature and enjoy the beauty of spring blossom. We promote Blossomwatch everywhere people can find blossom, whether in a local park or in the heart of a city, linking up with our teams around England, Wales and Northern Ireland to celebrate a Festival of Blossom at our places and beyond. For the last two years we've also promoted one million free Autumn day-visits, using media and community partnerships, including in nurseries and early years centres. We have ensured our advertising helps people connect with nature – from showing starling murmurations on electronic billboards in cities to promoting the lifecycles of fungi on our social media channels.

Black History Month: every year we celebrate Black History Month. In 2023, we celebrated the extraordinary creativity at the heart of 575 Wandsworth Road in London, the home of Khadambi Asalache, a Kenya-born poet, novelist and British civil servant. Today, his home has become a source of inspiration for collaborators and artists, forging social connections within its community and beyond. We created 'Home', a film with three artists who reflect on the impact of this place on their own work and their thoughts around home and legacy.

'Space to have a ball': to celebrate Pride in 2023, the Trust and Outernet London created a free, immersive experience that took inspiration from National Trust places, and their LGBTQ+ histories, recreating them virtually in central London. Featuring three of the Trust's historic ballrooms, 'Space to have a ball' combined the queer histories of Trust places with contemporary ballroom talent. Directed by Media Worx, the films feature 'voguing', a dance style created by Black and Latinx queer and trans people, which gained prominence in 1980s New York.



A dancer twirling inside a ballroom at Kingston Lacy



A dancer blows a handful of colourful confetti on a balcony at the Bath Assembly Rooms

What's next?

We will keep building relationships with media partners by offering editorial content and access passes, as well as engaging in promotions that help us build awareness and visits to specific audiences. These include regional media in urban areas, as well as media targeting specific ethnic groups, different life stages and socio-economic groups, and disabled audiences.

Connecting with more people

By increasing awareness, we will increase the number of people who engage with the National Trust digitally and remotely, as well as through traditional visiting. Once people become aware of the Trust, we work to make sure the content we provide feels welcoming.

We have started this work by:

Providing clear, accurate, easy-to-use information: the new National Trust website, launched in 2022, includes a range of new accessible features developed by working with website users.

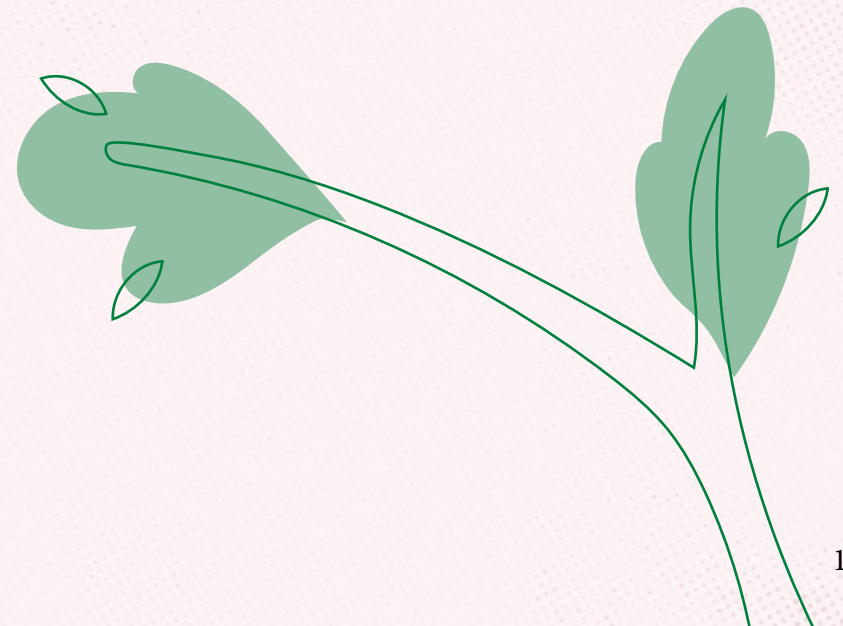
Working with AccessAble, a provider of accessibility guides, to improve the depth, quality, and consistency of accessibility information about Trust places.

Working with independent inclusion, diversity and equality advisors to ensure our content is clear, sensitive, respectful and welcoming.

Increasing the diversity of people represented within our communications, co-creating brand image guidelines with representatives from Access for All, Age UK, the Alzheimer's Society, the Disabled Ramblers and our staff inclusion networks.

What's next?

- During 2024, we'll be using our website and other channels to promote National Trust places that are free to visit, and making these recognisable to search engines.
- We'll share more about travel options, and work to make visiting easier for those who don't have their own transport.
- We will be investing further in celebrating under-recognised histories on our channels and in our public engagement programmes.
- We're developing new promotions and content, including TV and radio programmes for new audiences, as well as those who already support the Trust.



Part Two: Inside the Trust

What we're doing to be an inclusive and diverse place to work and volunteer

The foundation of Everyone Welcome is a culture where everyone feels valued, respected, recognised and able to be themselves. This section of the report highlights some of the work underway for the National Trust to be inclusive and diverse, and a place where more people want to spend their working and volunteering time.

Our staff

We know that a truly diverse workforce will bring major opportunities to the Trust. But diversity will only flourish when we have created genuinely inclusive conditions for everyone. We are focusing on inclusion in this first phase of our Everyone Welcome work, so our efforts to employ a more diverse range of people are sustainable in the long term.

We collect staff data on age, disability, ethnicity, gender, gender identity, religion and belief, and sexual orientation. We are working to improve our data on gender identity and socio-economic background and will share this in a future progress report.

Our staff data [†]

Year	Age (average age)	Disability*	Ethnicity**	Gender	Religion and Belief	Sexual Orientation
2020	47.2	2.1% Disabled 71.0% Not disabled <1% Prefer not to say 26.0% Not known	1.7% People of colour 84.8% White <1% Prefer not to say 13.1% Not known	44.6% Female 23.1% Male <1% Non-binary 1.1% Prefer not say 31.1% Not known	<1% Buddhist 28.1% Christian <1% Hindu <1% Jewish <1% Muslim <1% Sikh 1.6% Other 32.2% No religion 5.3% Prefer not to say 32.2% Not known	3.5% LGB+*** 64.1% Heterosexual 7.0% Prefer not say 25.5% Not known
2021	44.9	2.6% Disabled 76.0% Not disabled 1.2% Prefer not to say 20.2% Not known	2.1% People of colour 87.5% White <1% Prefer not to say 9.8% Not known	50.5% Female 24.9% Male <1% Non-binary 1.1% Prefer not say 23.2% Not known	<1% Buddhist 30.4% Christian <1% Hindu <1% Jewish <1% Muslim <1% Sikh 1.8% Other 37.8% No religion 5.6% Prefer not to say 23.9% Not known	4.8% LGB+ 68.1% Heterosexual 7.5% Prefer not say 19.6% Not known
2022	43.3	3.3% Disabled 78.9% Not disabled 1.4% Prefer not to say 16.3% Not known	2.6% People of colour 89.7% White 1.1% Prefer not to say 6.6% Not known	54.1% Female 26.7% Male <1% Non-binary 1.1% Prefer not say 17.9% Not known	<1% Buddhist 31.8% Christian <1% Hindu <1% Jewish <1% Muslim <1% Sikh 2.0% Other 41.5% No religion 5.5% Prefer not to say 18.3% Not known	6.0% LGB+ 70.4% Heterosexual 7.9% Prefer not say 15.7% Not known
2023	42.3	3.8% Disabled 81.3% Not disabled 1.8% Prefer not to say 13.1% Not known	3.0% People of colour 91.5% White 1.3% Prefer not to say 4.3% Not known	56.6% Female 27.8% Male <1% Non-binary 1.1% Prefer not say 14.0% Not known	<1% Buddhist 32.4% Christian <1% Hindu <1% Jewish <1% Muslim <1% Sikh 2.4% Other 44.3% No religion 5.5% Prefer not to say 14.3% Not known	6.9% LGB+ 72.7% Heterosexual 7.9% Prefer not say 12.5% Not known

Disabled people make up 23% of the UK working age population (ONS, 2023). People of Colour make up 19.3% of the working age population in England and Wales, and 3.4% of the population in Northern Ireland (Census, 2021). 3.2% of people aged over 16 identify as lesbian, gay, bisexual and other minority sexual orientations in England and Wales and 2.1% in Northern Ireland (Census, 2021).

*Disability data refers to the Equality Act definition of 'a physical or mental impairment that has a substantial and long-term impact on ability to carry out day to day activities'.

**People of colour data includes the following ethnic groups as defined by the Census 2021 – Asian or Asian British, Black, Black British, Caribbean or African, mixed or multiple ethnic groups, other ethnic groups. It excludes all White groups (List of ethnic groups - GOV.UK (ethnicity-facts-figures.service.gov.uk)).

***LGB+ refers to lesbian, gay, bisexual and other minority sexual orientations

† We have indicated <1% where our data is less than 1%.

Our data shows the diversity of our workforce is gradually increasing each year. The proportion of staff who identify as lesbian, gay, bisexual, and other minority sexual orientations, has grown to be more than double that of the working age population. We have much more to do to become more representative of the communities we serve, particularly in recruiting people of colour and disabled people. As our approach gathers momentum across the Trust, we expect the pace of change to improve.

What's next?

- **Our current data is restricted to understanding the diversity of staff, but in the future, we aim to include volunteers as well.**
- **We will embed socio-economic background into our approach, starting with including analysis of this from our staff and volunteer engagement survey in 2024.**

Diversity pay gaps

In line with statutory requirements, we've published our gender pay gap since 2017. Over the last year, we've been increasing the staff data that we collect. We are now able to also publish our pay gaps for disability, ethnicity and sexual orientation.

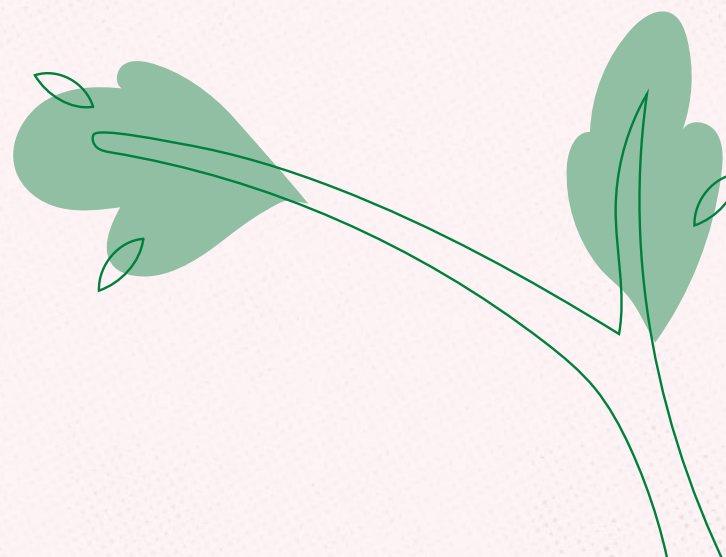
Pay gaps refer to the difference between the average earnings across the whole organisation of two groups (for example, between people who identify as disabled and people who do not; between women and men; between people of colour and white people; between people who identify as lesbian, gay, bisexual, and other minority sexual orientations and people who identify as heterosexual).

Diversity pay gaps for 2023: disability, ethnicity, gender and sexual orientation

	Mean average (total of salaries divided by total number of employees)	Median average (middle value)
Disability pay gap	2.6%	2.8%
Ethnicity pay gap	4.4%	1.1%
Gender pay gap	8.6%	6.2%
Sexual orientation pay gap	6.2%	3.5%

What's next?

- We'll take action to reduce diversity pay gaps and publish the results each year.
- We'll continue to encourage staff to share diversity data, so we can improve the accuracy of our pay gap data.
- We're analysing our staff performance data to assess the impact of performance-related pay on our diversity pay gaps.



Employee attraction and recruitment

We are working to make our recruitment more inclusive.

Our recruitment data highlights that we're making progress in attracting a greater diversity of candidates, but we're not yet appointing candidates equitably, particularly in relation to disabled people and people of colour.

Work that's underway to address this includes:

More work to understand the reasons for the imbalance between applications and offers for disabled people and people of colour.

A full review of our recruitment processes, working with our staff inclusion networks and others to understand barriers and how we can remove them.

We've introduced enhanced recruitment training for all our hiring managers.

We are improving our recruitment website by developing a specific inclusion section and enhancing our information about support and adjustments we can provide for applicants.

We are using an inclusive language tool and specialist tone of voice advice, to make our job advertisements more accessible and remove biases.

We are improving the accessibility of our recruitment by making it easier for applicants to ask for reasonable adjustments, sharing examples of the adjustments we can make, and increasing our hiring managers' understanding.

'Disability Confident' is being trialled in the Midlands and East of England. This means we offer a guaranteed interview to all disabled candidates who meet the minimum job criteria. Initial results are showing a positive impact and we are currently evaluating the trial.

Strengths-based recruitment

'Strengths-based recruitment' assesses how someone's strengths match what's needed for the role, focusing on potential rather than past experience and qualifications. **Following a successful pilot in 2019–20, we introduced strengths-based recruitment for some types of job nationally in December 2021. We continue to review and improve this process.**

Initial data indicates that it has increased our diversity of job applicants and offers, and hiring managers are recruiting a wider range of applicants. Feedback from candidates tells us they are having a better experience of our recruitment processes.

“ We consider the results really positive so far and I'm confident that strengths-based recruitment is already delivering benefits for Everyone Welcome and will have a much wider impact as these new recruits engage with our visitors. ” Hiring Manager.

What's next?

Our priority is establishing consistent, inclusive and equitable recruitment throughout the Trust, with a particular focus on:

- **understanding the impact of training on recruiting in a more inclusive and equitable way.**
- **continued evaluation of strengths-based recruitment, exploring how we bring this to more areas of the National Trust.**

Focusing on inclusion

Our annual survey of staff and volunteer views helps us understand people’s experiences of working and volunteering at the National Trust.

We ask everyone to share their view of whether we’re taking meaningful steps to become a more inclusive organisation, and whether they can be themselves at work.

Our analysis shows we are starting to see improvements in how disabled staff, and staff who identify as lesbian, gay, bisexual, or other minority sexual orientations, feel about our work to become a more inclusive organisation. We now need greater focus on improving the experiences of people of colour.

Staff inclusion question analysis, People Engagement Survey 2021-2023

	White people			People of colour			People who identify as disabled			People who do not identify as disabled			People who identify as lesbian, gay, bisexual or other minority sexual orientations			People who identify as heterosexual		
Years	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
We are taking meaningful steps to become a more inclusive organisation	80%	82%	86%	73%	73%	73%	75%	75%	80%	81%	83%	86%	76%	72%	81%	81%	83%	86%
I can be myself at this organisation without worrying about how I will be accepted	88%	88%	90%	73%	80%	76%	70%	71%	75%	90%	89%	90%	83%	83%	82%	89%	89%	91%

What’s next?

- It’s clear that we need to sustain our efforts on disability, including mental health, and increase our emphasis on anti-racism.
- We will use external expertise to guide our approach to anti-racism and will extend our leadership programme to focus specifically on anti-racism.

Our inclusion networks

Our three inclusion networks play a vital role in improving the Trust's internal culture. They are run for and by staff from under-represented groups, each with co-chairs, steering groups and a sponsor from the Executive Team. Each network provides a space for colleagues to come together to share experiences, actively supporting their members through meetings, events and wellbeing sessions. They have a strong voice in influencing change. With the help of their insights, we aim not only to celebrate our differences, but also to hold ourselves to account as an organisation and ensure we're continuing to make progress. Our networks continue to grow each year.

LGBTQ+ Network: established in 2017, the LGBTQ+ Network provides a safe, supportive environment for staff who identify as lesbian, gay, bisexual, trans, queer, questioning, plus other minority sexual orientations and gender identities, and their allies.

Race Equity Network: established in 2019, this network is for people of colour. The Race Equity Network Allies Group formed in 2022 to support it.

WorkAbility Network: established in 2020, this network is for disabled people. The WorkAbility Network Allies group formed in 2023 to support it.

We bring together our network co-chairs, executive sponsors and senior leaders through an Inclusion Council. Meeting three times a year, the Council offers networks the opportunity to speak directly to senior leaders and discuss the experiences of under-represented staff, providing feedback on the impact of our plans and influencing organisational change.

“ The LGBTQ+ network enables me to play an active role in championing the right to equality, fair treatment and for everyone to feel able to be themselves at work. ” LGBTQ+ Network Co-Chair.

“ Inclusion Council is grassroots driven. It provides the space for executive team members to understand the issues and obstacles affecting our people and for our members to really feel heard. Through the council discussions with our fellow co-chairs, we can make change in the organisation to remove barriers and influence culture changes so that everyone feels welcome. ” WorkAbility Network Co-Chairs.

What's next?

We'll continue to support our networks and Inclusion Council

- by sustaining existing partnerships with Employers Network for Equality and Inclusion, Purple Space and Stonewall Diversity Champions
- by supporting our Race Equity Network through external partnerships and developing our approach to anti-racism
- by working collaboratively to refresh network terms of reference, raise awareness across the Trust and explore opening them up to volunteers.



Communications and engagement

An annual Inclusion and Wellbeing Planner highlights days, months and religious and cultural celebrations that are important to staff and volunteers at the National Trust, besides the public holidays that are marked and celebrated. This amplifies the voices and experiences of staff and volunteers, opens conversations across the Trust, and helps us develop resources and activities to support people. We now have resources on Ramadan, Pride, Black History Month, Diwali, and Hanukkah.

“ We had a great group representing the National Trust from places across Devon and Cornwall, including lots of volunteers. Lots of people were excited to see us and wanted to talk about our membership options, excited to hear that the National Trust was there for their community... It was a joyful day for all involved, LGBTQ+ staff, volunteers and allies alike. ” Attendee at Tavistock Pride.

Highlights include:

Pride: in 2023, our LGBTQ+ Network led our involvement in 26 Prides and hosted Pride events at National Trust sites.



National Trust at London Pride event holding sign that says 'For everyone, for ever'



Four large rainbow Pride flags with National Trust branding flutter in front of buildings in York

Race Equality Week: our Race Equity Network partnered with Everyday Racism to mark Race Equality Week in February 2022 and 2023, leading training sessions on anti-racism.

Youth takeover: for International Youth Day, young people from across the National Trust took over our communications channels.

ADHD Awareness Month: our WorkAbility Network ran a promotion in October 2022 to raise awareness about ADHD, hosting webinars and sharing stories of lived experience.

“ The National Trust is the first organisation where I have felt comfortable to disclose that ADHD is part of who I am. Being able to share the impact that has had on my life felt empowering. We are all different, that is part of the richness of being human. When we are met with understanding we can all be our best selves. I feel proud of the strengths ADHD brings to people, and it is amazing to be part of an open and inclusive discussion, facilitated by the National Trust. ”
General Manager.

Development and progression



85% of our staff have completed our Introduction to Everyone Welcome course.

“ It will help me to pause and think before speaking based on assumptions. It will remind me to ask questions about what individuals need and how I can help. It will remind me not to attempt a ‘quick fix’ approach to being helpful, based on my assumptions of someone’s needs, but instead take a more thoughtful, considered, individualised approach. ” Participant feedback.

This course is supported by new courses on ‘Disability Awareness’, ‘Dementia Awareness’ and ‘Introduction to Allyship’.

Inclusive leadership

In January 2023, we launched an inclusive leadership development programme called ‘Creating an Inclusive Culture’.

The programme has been delivered to over 1,000 leaders across the Trust, from our Executive Team to property leadership teams.

Career progression

For the last three years, we’ve supported people through a ‘Talent Accelerator’ programme, run by the Black British Business Awards. The programme supports the career progression of people of colour, aiming to tackle barriers to progress and wider cultural change within the Trust.

“ The course and the coaching made me feel inspired enough to apply for a role within our organisation I might not otherwise have applied for. ” Programme participant.

“ I was selected to form part of the first cohort of Trust staff participating in the Talent Accelerator programme and I continue to use the learning daily. The key takeaway for me was in how to embrace my true identity in the workplace and to use this as my strength when working with and leading others. ” Programme participant.

The National Trust offers apprenticeships in more than 60 different job areas for both new roles and existing staff, with durations of between one and four years. We supported 103 apprenticeships in 2022 and 120 in 2023. In 2024, we aim to continue to grow our apprenticeships and further develop the accessibility of our recruitment processes.

What’s next?

- The ‘Introduction to Everyone Welcome’ course will be made available to volunteers as well as all staff.
- We’ll continue to develop our inclusion training.
- We’re supporting more people to participate in the Talent Accelerator programme.
- We’re piloting a development programme for disabled staff.
- We’ll grow our apprenticeships and further develop the accessibility of our recruitment processes.

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