



Camden Council

Annual Employment Profile 2024-25

Executive Summary

The Annual Employment Profile analyses the size and composition of the workforce, as well as other aspects of recruitment and employment, by age, disability, ethnic origin, sexual orientation, religion or belief, and gender, where data is available. In doing this, the profile helps ensure that Camden fulfils its obligations under equality legislation, specifically the public sector equality duty under the Equality Act 2010. It is an important starting point for further policymaking.

As a Council, Camden constantly challenges itself to achieve the best possible representation within its workforce at every level of the organisation. By providing a higher level of detail, analysis, and comparison data in its employment profile reporting, the Council welcomes open scrutiny of its data - carefully listening to feedback from employees, trade unions, partner organisations, and members of the public. The Council is continually seeking ways to make improvements and ensure that its workforce truly represents the borough it serves.

Key findings in this year's report include:

Overview

- 4,887 employees are working at the Council, an increase of 5.3% compared to last year
- 17.4% of employees are working part-time, which is a decrease of 0.3% from last year
- The mean length of service is 10.1 years, whilst the median is 6.5 years
- Over half of employees are in grade levels 3 and 4
- 20,814 job applications were received during 2024-25. Of these, 2,438 were short-listed and 709 resulted in a formal offer being made.
- 644 new starters joined the Council during 2024-25. This figure includes employees who joined the Council through a recruitment process or those who joined following a transfer-in of services. 36.5% of new starters were in Supporting Communities, 25.2% in Corporate Services, 21.3% in Children & Learning and 17.1% in Adults & Health.
- A total of 403 employees left the London Borough of Camden during 2024-25. The proportions of leavers from Adults & Health and Corporate Services are broadly in line with the relative sizes of these Directorates as of 31 March 2025. In contrast, the proportion of leavers from Children and Learning is higher than the Directorate's size, while Supporting Communities has a lower proportion.
- Voluntary resignation remains the number one reason for employees leaving the Council
- The overall turnover rate was 8.5% - a decrease of 0.7% on last year
- 73 Apprentices and Interns are currently working at Camden
- 16.9% of employees live in Camden, an increase from last year. 72.1% of employees live within 10 miles of Camden's main office base in Pancras Square
- There were 245 'Absence Management, Grievance, Underperformance and Disciplinary' (AMGUD) cases in 2024-25 - an increase of 12 cases on last year - as in previous years, most cases were Absence Management related
- The average absence due to sickness was 11.0 days - a decrease of 1.5 days from last year

Gender

- 56.5% of employees are female, 43.5% are male. The proportion of female employees has increased by 1.0% compared to last year.
- Female employees are twice as likely to work part-time as male colleagues.

- There are only marginal differences in the lengths of service between male and female employees.
- There are slightly more female employees within the top 5% of earners, compared to last year, when male employees held a slight majority. The difference in representation between genders has increased by 1.3% this year.
- Female applicants are shortlisted and receive formal job offers at a notably higher rate than male applicants.
- 53.4% of apprentices are female.
- Male employees were dismissed at higher rates than their female colleagues. However, female colleagues were more likely to experience redundancy or leave due to the conclusion of their contracts.
- Male employees continue to be overrepresented in Underperformance cases, whilst Female employees were overrepresented in Grievance Cases.
- Female employees continue to account for most sickness absences, accounting for 59.7%.
- Of the agency placements occupied during 2024-25, 53.4% were filled by female contingent workers and 46.6% male contingent workers.

Ethnicity

- 44.4% of employees are from Black, Asian, and Other Ethnic backgrounds¹, which is a 0.7% increase on last year.
- Asian, Other and White employees continue to be underrepresented at Camden, when measured against the Borough and London as a whole.
- Excluding employees whose ethnicity is unknown, Black employees are the least likely to work full-time, whilst Other ethnicity employees are the most likely to work full-time. However, the differences between all ethnicities are minimal.
- There has been an increase in the representation of Black, Asian, Mixed and Other Ethnicity employees across all grades except for Level 1 compared to last year.
- Black, Asian, and Other Ethnicity employees comprise the majority of employees at Levels 2 and 3 within the Council, at 52.1% and 52.4%, respectively. The most significant proportion of White employees remains at Levels 5-7, although it has decreased from 59.8% to 57.3%.
- Of employees who declared their ethnicity, White employees have the longest mean and median length of service. Employees of Mixed ethnicity have the shortest length of service.
- As in previous years, applicants of White ethnicity make up the largest proportion of job applications short-listed and those who received a formal offer. Candidates of Asian ethnicity accounted for 31.0% of applications received, followed by candidates of Black (29.5%) and White (26.9%) ethnicity.
- White employees accounted for 33.4% of new starters, followed by those of Black ethnicity at 23.0%. Employees of Black, Asian, Mixed and Other Ethnicities accounted for 45.7% of all new starters.
- The proportion of Apprentices from Black, Asian, and Other Ethnic backgrounds increased from 37.9% last year to 54.8%.
- Black, Asian and Other Ethnicity employees, as a single group, are slightly less likely (-0.9%) to live in Camden than their White counterparts. Of those who have declared their ethnicity, employees of Mixed ethnicity are the most likely to live in Camden, followed by those of Asian and Other ethnicity.

¹ The term 'Black, Asian and Other Ethnicity' is used for reporting purposes only. The acronym 'BAOE' is used in data tables and charts when this is necessary for presentational purposes. We recognise that Black, Asian and Other Ethnicity are not one homogenous group, each ethnicity has its own unique identity and experience different barriers.

- 25.5% of all agency workers were Black, Asian, Mixed and Other Ethnicity, with Black workers accounting for 21.2% of this figure.

Age

- The largest age group of Camden employees is now those aged 45-54, at 25.4%; however, this group has seen a slight decrease of 0.2% compared to FY2023-24. Last year's largest age group, those aged 55-64, saw a 2.0% decrease from 26.3% to 24.3%.
- Those within the 16-24 age group and those aged 65 or over are more likely to work part-time, with 30.2% and 40.1% of employees in these bands currently working part-time.
- The distribution of age groups amongst salary bands and lengths of service is broadly as expected, given the link between age and work experience.
- The proportion of candidates not declaring their age at the application stage is 88.5%, which is reduced to 54.2% during the short-listing stage and 8.8% at the formal offer stage.
- Of those with known age, candidates within the 25-34 age bracket remain the largest candidate pool during application, short-listing and formal offer stages.
- 25–34-year-olds continue to make up the most significant proportion of new starters at 36.5%, a 0.2% increase compared to last year.
- The 25-34 age group was noticeably overrepresented amongst leavers. This is driven by the higher proportion of employees on fixed-term and temporary contracts within this age band.
- Leavers within the over-65 age group are also overrepresented amongst leavers. This is to be expected as employees approach their state retirement age. Of the leavers within the 65 and over age group, 61.7% left due to retirement.
- During 2024-25, 25 employees left the Council due to redundancy. 76.0% of these employees were over 55 years old (68.0% aged 55-64 and 8.0% aged 65+)
- Most apprentices are in the 16-24 age group.
- 16–24-year-olds remain the only group identified, across all characteristics examined in this report, to be more likely to live in Camden than not.
- The overall proportion of AMGUD cases lodged for 16-24, 25-34, 45-54 and 65+ age groups are broadly proportional to their composition within the Council as of 31 March 2025. The proportion of overall cases lodged for the 35-44 age group is significantly lower than its composition within the workforce. Conversely, within the 55-64 age group, it is higher.
- The sickness absence rates of the different age groups are broadly proportional to the composition of the workforce overall.
- Contingent workers aged 45-54 accounted for 27.2% of all agency placements filled during the Financial Year 2024-25; closely followed by 35-44 (26.5%) and 25-34 (17.8%).

Disability

- Low declaration rates continue to inhibit analysis of patterns amongst this group. Of the 4,887 employees at Camden, 1,448 employees (30.3%) have an unknown disability status. This is a slight decrease of 0.9% compared to last year, when unknowns were 31.2%.
- The proportion of disabled employees has increased to 9.1%, and the number of employees declaring that they do not have a disability has increased to 59.2%.
- Employees who have declared themselves to have a disability have a greater mean

(12.6 years) and median (10.1) length of service compared to overall length of service at the Council (10.1 years and 6.5 years, respectively).

- Employees who have declared themselves to have a disability and those who have expressed Prefer Not to Say are more likely to live in Camden. Conversely, employees who have declared they do not have a disability are less likely to live in the borough.
- The proportion of candidates who did not declare any information (Unknowns) concerning disability at the application stage has decreased from 3.9% to 3.6%.
- The number of candidates declaring themselves to have a disability has increased at the Application and Shortlisting stages by 1.6% and 2.2%, respectively, with a slight decrease of 0.3% at the formal offer stage.
- The proportion of new starters who declared themselves to have a disability accounted for 5.6% of new starters, an increase of 2.0%.
- Leavers who declared to have a disability increased from 7.3% to 8.4% from last year.
- Of the agency workers who made a declaration, most declared themselves not to have a disability (61.0%).

Nationality

- British Nationals continue to be the largest nationality group at Camden
- EU/EEA Nationals' mean length of service is 1.0 years shorter than the Council's overall figure. Non-EEA Nationals continue to have the lowest length of service, decreasing from 7.2 to 6.4 years compared to last year.
- Most applications continue to be from British Nationals, and they are the majority of candidates that are shortlisted and receive formal job offers.
- Compared to 2023-24, there has been very little change in the proportion of nationality groups who left the Council. The most significant change occurred among non-EEA national leavers, which decreased by 1.5%, while those who were British nationals increased by 0.9%.
- 98.6% of apprentices are British Nationals
- Excluding Unknowns, Non-EEA Nationals are the least likely to live in Camden, whilst the proportion of Camden/Non-Camden Residents for British Nationals and EU/EEA Nationals is in line with the overall figure for the Council.
- The proportion of British Nationals across all AMGUD case types is proportionate to their share of the overall workforce as of 31 March 2025. Non-EEA nationals are slightly overrepresented in disciplinary cases.
- British Nationals accounted for 82.3% of contingent workers occupying agency placements.

Religion and Belief

- Religion and belief declarations are significantly low, making robust analysis difficult. Unknowns (including those who have declared 'prefer not to say') account for 52.4% of the workforce. Although this figure remains high, it has reduced by 4.1% compared to last year.
- Of the employees who declared their religion as Sikh, 95.0% work full-time. Similarly, employees who declared themselves Buddhists are more likely to work full-time than other groups. The proportion of candidates who do not declare their

religious beliefs or declare they have no religious beliefs increases at each stage of the recruitment process. Rising from 2.9% at the Application Stage, 12.4% at the Shortlisted Stage and 21.5% at the Formal Offer Stage.

- 21.6% of new starters have yet to make a declaration regarding religion or belief. Of new starters who declared a religious belief, those who identified as Christian (37.6%) continue to make up the highest proportion, followed by those with no religion or belief at 28.2%.
- The religion or belief of 41.2% of leavers in 2024-25 was unknown. Those who had declared themselves Christian accounted for the most significant proportion of leavers whose religion or belief was known.
- Muslim employees are the most likely to live in the borough, with over a third (35.1%) doing so.
- 73.9% of agency workers declared their religion as 'Prefer Not to Say'.

Sexual Orientation

- Sexual orientation data is not as comprehensive as we would like, as Unknowns currently account for 42.3% of all employees, making robust analysis difficult
- Excluding Unknowns, employees who identified as Bi, Gay, or Lesbian and employees who prefer to self-describe their sexual orientation accounted for 7.8% of the workforce. This represents a 0.2% increase compared to last year.
- Length of service differs significantly between declared sexual orientations when compared to figures for the Council overall.
- The proportion of employees identifying as Bi, Gay, or Lesbian increases as the salary grade increases.
- Candidates identifying as heterosexual continue to comprise the majority of applicants and those progressing to the shortlisting and formal offer stages.
- The proportion of candidates identifying as belonging to the LGBTQIA+ community who reached the shortlisting and formal offer stages has increased by 0.5% and 3.3% respectively, compared with last year.
- The number of employees with 'Unknown' and 'prefer not to say' declarations significantly skew the analysis regarding new starters and leavers.
- Heterosexuals continue to make up the most significant proportion of employees starting and leaving the Council.
- Excluding 'Unknowns,' the proportion of employees joining the Council who have identified themselves as belonging to the LGBTQIA+ community has increased slightly from 9.7% to 9.8% this year.
- When 'Unknowns' are excluded, the proportion of employees leaving the Council who identified as belonging to the LGBTQIA+ community has increased from 7.6% to 9.7% this year.
- 2.8% of apprentices identified themselves as being Bi, Gay, or Lesbian compared to 1.5% last year.
- 86.2% of agency workers declared their sexual orientation as 'Prefer Not to Say'.

Introduction

Purpose of report

The employment profile enables the organisation and stakeholders to understand trends, review policy and practice, and hold the Council accountable. It considers the Council's current workforce profile in relation to previous years and, where possible, compares it to the profile of the borough as well as the wider London results. While the data is retrospective, it helps to inform what we do and how we work best together as an organisation to deliver for our residents.

Camden Council challenges itself to achieve a representative workforce at all levels. As part of this challenge, Camden's employment profile reporting provides greater detail, analysis, and comparison data than is standard within local authorities and is openly published. Considering the broader labour market, Camden's employment profile does not highlight major concerns, but it helps the Council understand where improvements can be made.

Equality and Inclusion

Tackling inequality sits at the heart of our We Make Camden vision – and we are determined to take radical action to bring about real, meaningful, and lasting change across our organisation and beyond. We Make Camden makes it clear that we are proud to champion equality and strive to be a genuinely inclusive organisation that values diversity in all respects, including diversity of thought. By doing this, we will ensure we continue to represent our communities to the best of our ability and deliver our ambitions for Camden.

Understanding the composition of our workforce and their experiences is key to achieving these aims. To support this, we have researched the experiences of various employee groups, conducted focus groups to gather insights on specific issues, and closely listened to feedback from our employees and employee networks. Moreover, over the last few years, we have worked closely with these networks to encourage employees to update their diversity data, changing the language and phrasing of the questions we ask to make them more inclusive. We are beginning to see these results with increased declarations across some of our key demographics, particularly for our disabled employees.

We recognise that inequalities experienced by individuals vary across marginalised groups, and that experiences are complex and multifaceted. We have worked closely with colleagues to listen to their lived experiences and continue to do this to inform our approach.

We are one of the most diverse places in the country, and as an employer, we strive to lead the sector in our commitment to fairness and inclusivity. However, this work is not linear – it's messy, imperfect, and complex. It is not about one-off initiatives, but about sustained commitment over the years. Not everything we try is always effective, and this work is never 'complete.' However, we have seen numerous positive signals in our data and employee feedback that indicate we are heading in the right direction.

At its core, this is about creating an organisation where our employees feel they belong – recognising that everybody needs to feel safe, seen, valued, and respected to truly feel that sense of belonging.

We have a strong and proud history in this space, but, like many organisations worldwide, 2020 saw a significant step change in our work. The pandemic spotlighted the levels of disproportionality that exist across our communities. And the tragic murder of George Floyd was another reminder of the urgent need for us to increase the pace and scope of our work. We moved quickly to renew our commitments to make real and lasting change happen across our organisation – collaborating with our employee networks and colleagues to develop our Race Equality Action Plan. We are continuing to deliver the 30-plus actions outlined in the plan.

This has included things like the roll-out of our anti-racist learning offer which all employees across the organisation have now completed; work to ensure our end-to-end recruitment processes are fair and unbiased (which has seen the creation of our inclusive recruitment volunteer pool and no all-white shortlists at level 5 and above for example); and the launch of our Discrimination Support Hub which provides a safe and supportive space for colleagues to talk about all forms of discrimination and abuse.

Our work in this space impacts every aspect of colleagues' experience at Camden. Our work around progression has seen us introduce a new mentoring scheme and career development workshops. We recognise the crucial role of flexibility in enabling colleagues to do their best work. That is why our flexible working commitment outlines what flexibility means to us here in Camden and how we can experience flexibility while continuing to deliver for our communities. Recognising the specific needs of our disabled employees in 2021, we introduced our Disability Charter – including everything from an additional 10 days paid leave to attend appointments, through to our Wellbeing Passport, which is a template to enable staff to have open conversations with their manager about the adjustments or specific arrangements they might need to thrive at work.

Our work on domestic abuse is one of our biggest priorities. Our Domestic Abuse Policy and Commitment outlines everything we are doing as an employer to support anyone who needs it, from providing additional leave and interest-free loans to guidance for people managers on identifying the signs of abuse.

We are now an accredited 'Bloody Good Employer', recognising our work to support menstruating people. This includes everything from free period and bladder leak products in our bathrooms to our menopause commitment.

We are doing all we can to support all types of families at different life stages – including up to six months maternity, adoption and shared parental leave at full pay from day one of employment; four weeks paternity leave at full pay for birth parents, adopters, civil partners and more, additional leave and pay for parents of premature babies; enhanced bereavement leave for parents who lose a child at any age; and additional paid leave for foster carers.

We believe all these things help make Camden Council a fairer, safer, and more inclusive place to work for all. A workplace where everyone feels able to be themselves and do their best work, and that is representative of our borough and the communities we serve. We believe this work is important for those in the Council and for everyone across the borough.

Council Overview

Headcounts

As of 31 March 2025, the total number of staff directly employed by Camden Council was 4,887, with a full-time equivalent (FTE)² of 4,477.57. The size of the council overall has increased compared to previous years, and Supporting Communities remains the largest Directorate within the Council.

Figure 1: Staff Headcount as of 31 March 2025

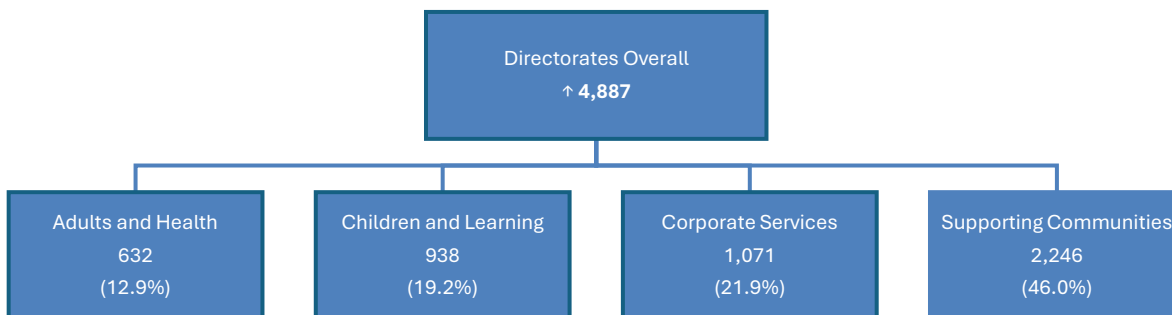
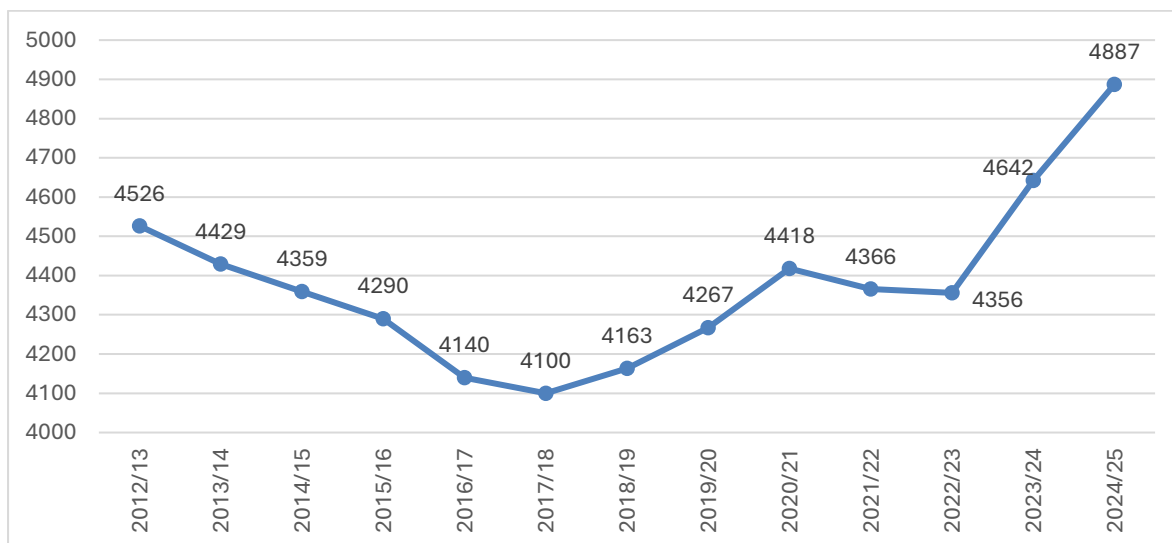


Figure 2: Headcounts 2012-2024

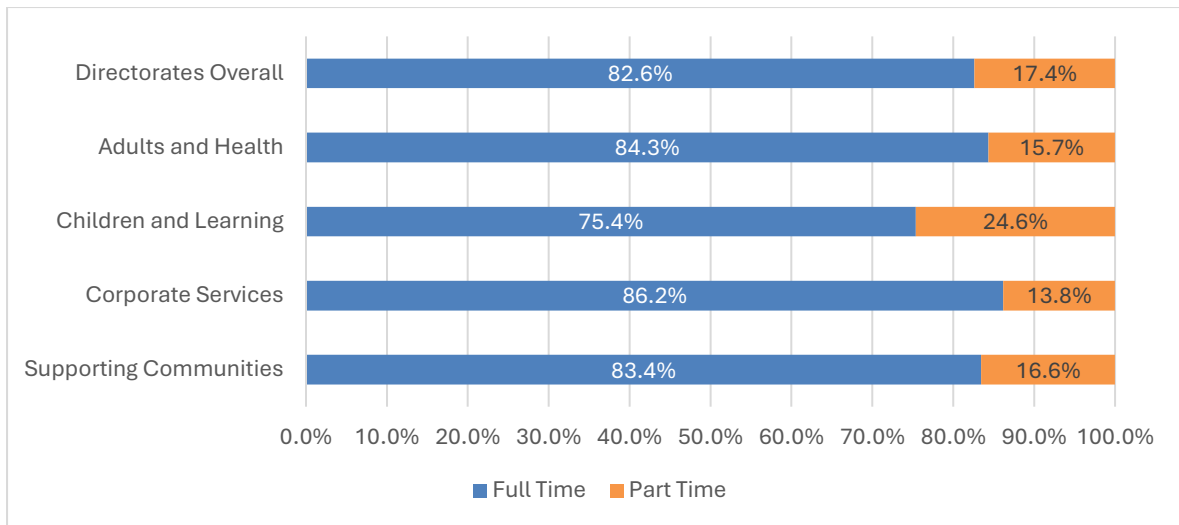


Patterns of Work, Grades and Length of Service

Camden Council has long promoted flexible and agile working, an approach that continues to be reflected in our workforce. Compared to last year, the percentage of part-time employees has increased from 17.1% to 17.4%. The Council continues to provide an environment that supports this way of working and explores with Timewise how more and wider flexibility can be enabled for the workforce.

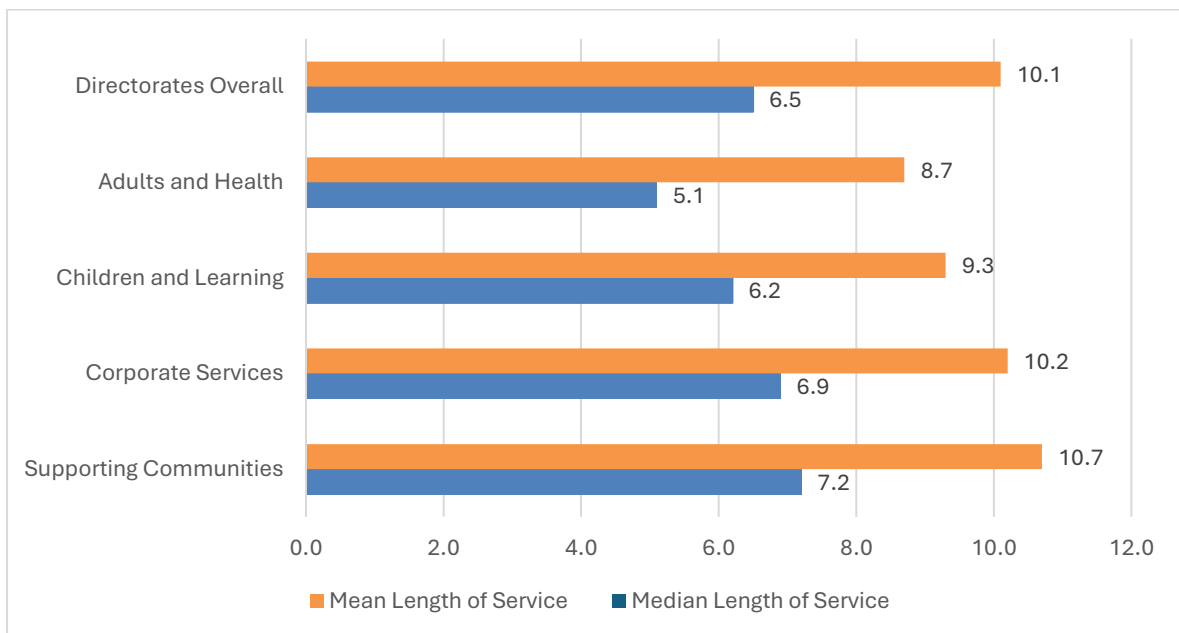
² An FTE of 1.0 means that the employee is equivalent of that of a full-time worker. Whilst an FTE of less than 1.0 FTE means that the employee is part-part.

Figure 3: Full-Time vs. Part-Time Workers within Directorates



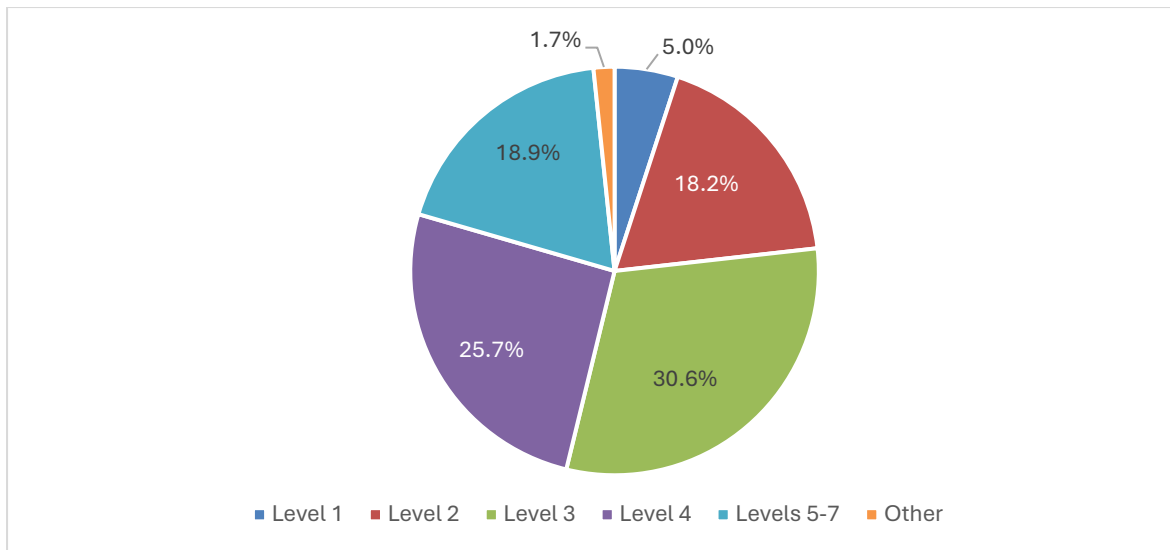
Employees remain at Camden for an average of 10.1 years and a median of 6.5 years. The average and median have decreased compared to last year, with the average decreasing by 0.5 years and the median decreasing by 0.3 years. Supporting Communities now has the highest average length of service at 10.7 years, compared to last year, and continues to have the highest median length of service at 7.2 years.

Figure 4: Length of Service by Directorate



Excluding apprentices, covered separately in this report, most of the workforce as of 31 March 2025 continues to be employed at salary levels 3 and 4. However, this proportion has slightly decreased from 56.7% in the previous year to 56.3%. Employees at Level 1 remain the smallest group (excluding the 'Other' grade), representing 5.0% of the workforce.

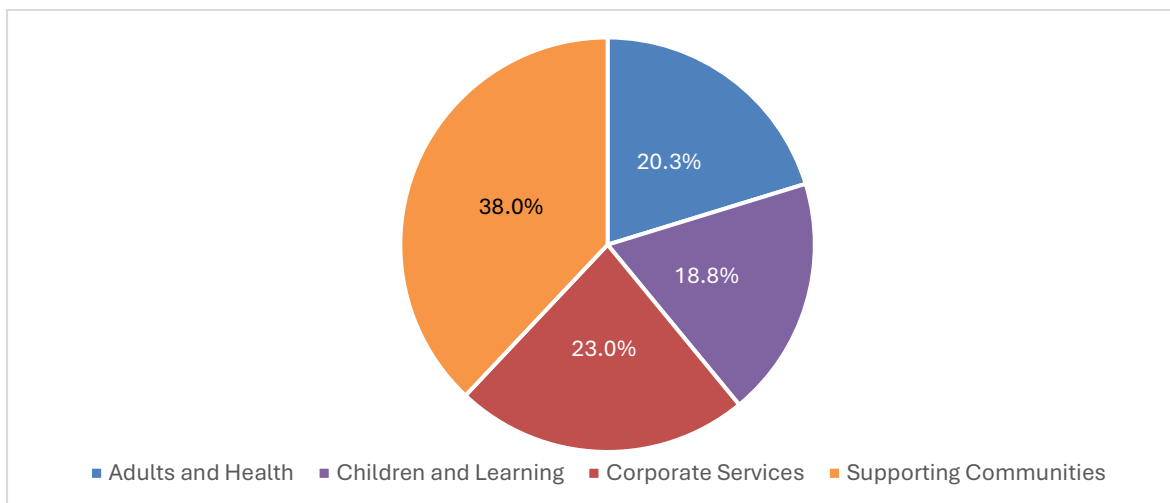
Figure 5: Salary Grade of Employees (Apprentices excluded)



Recruitment, Starters, Leavers and Agency Usage

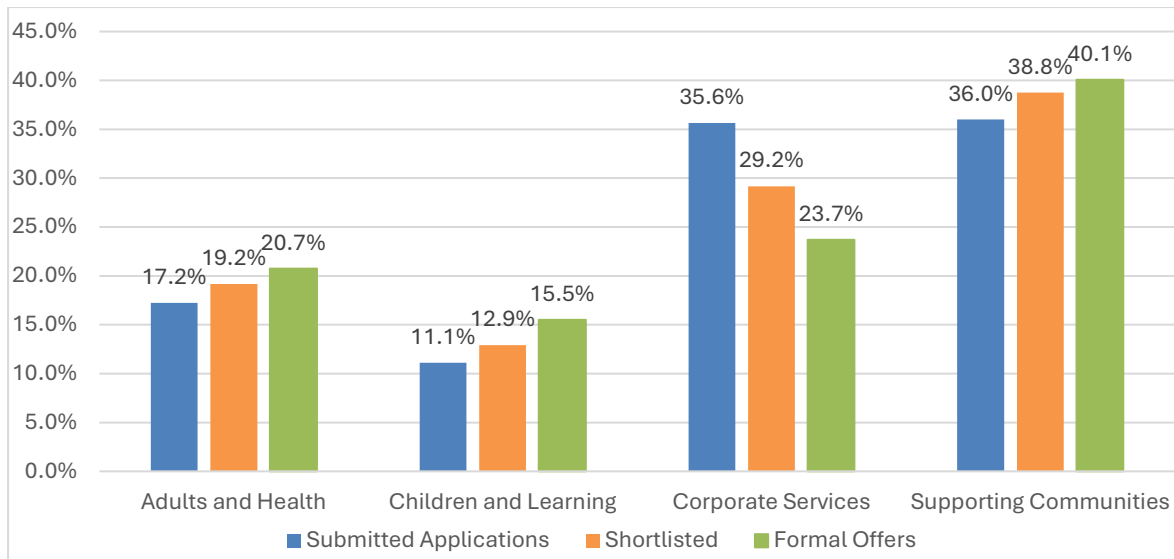
Camden Council remains a desirable place to work, and our recruitment, leavers, and apprenticeships data show this. The total number of vacancies recruited within the Council increased from 1,016 in 2023-24 to 1,027 in 2024-25. Supporting Communities had the highest proportion of vacancies, accounting for 38.0% of the overall total. Children and Learning had the lowest proportion at 18.8%. The proportion of vacancies advertised for Children & Learning and Corporate Services is in proportion to the overall workforce of those services as of 31 March 2025. The number of vacancies within Supporting Communities was 8.0% lower, while the number of vacancies in Adults & Health was 7.4% higher.

Figure 6: Breakdown of Vacancies by Directorate



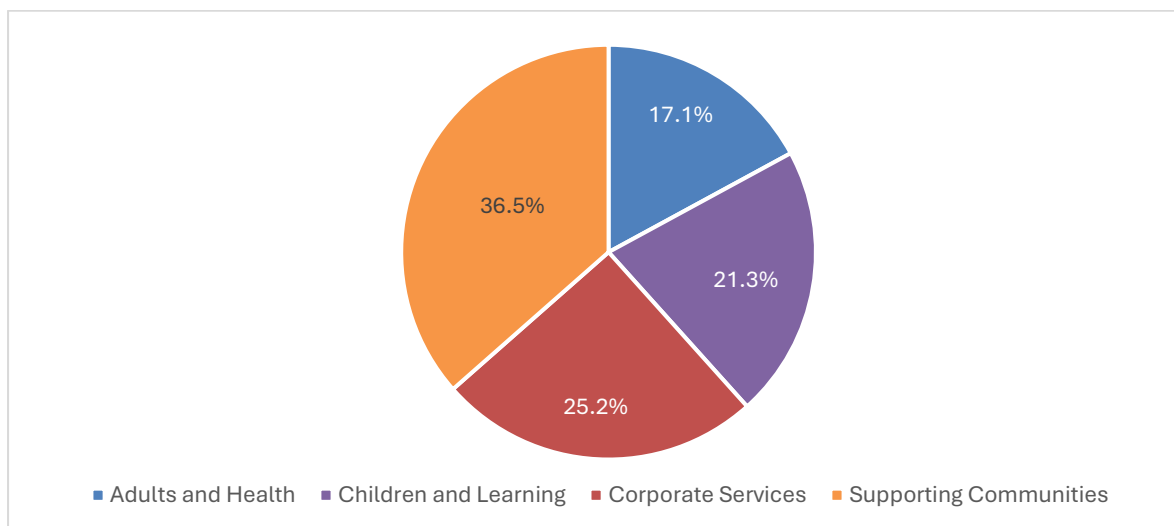
A total of 20,814 completed applications were submitted in response to these vacancies. 2,438 of these applications were shortlisted (11.7%), and 709 (3.4%) received a formal job offer. Supporting Communities continues to receive the highest number of applications, shortlisted candidates, and formal offers amongst the Directorates. Children and Learning had the lowest. Corporate Services accounted for 35.6% of the applications received, despite roles in this directorate accounting for only 23.0% of the overall roles being recruited.

Figure 7: Applications, Short Listing and Job Offers by Directorate



644 new starters joined the Council during 2024-25. This figure includes employees who joined the Council following a recruitment process or those who joined the Council following a transfer-in of services (3 during 2024-25). Supporting Communities has the highest proportion of new starters, whilst Adults and Health have the lowest. During the 2024–25 financial year, the proportion of new starters joining Adults and Health was slightly higher than the Directorate’s overall workforce share as of 31 March 2025. In contrast, the opposite was observed for Supporting Communities.

Figure 8: New Starters of the Directorate

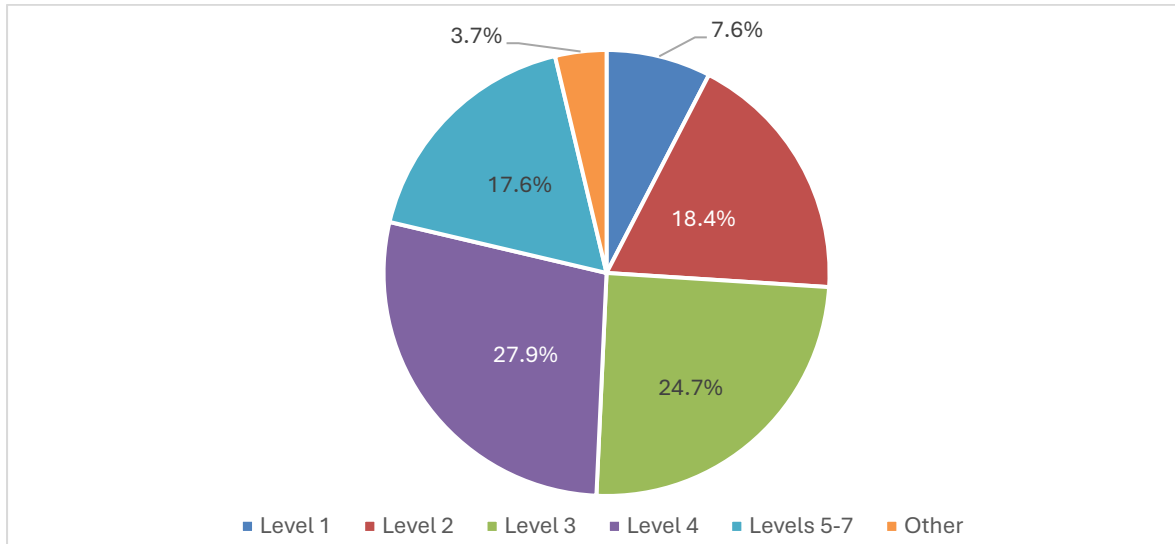


71.1% of new starters joining Camden during 2024-25 joined the Council at either Level 2 (18.4%), Level 3 (24.7%), or Level 4 (27.9%). Excluding the ‘Other’ category, Level 1 continues to have the lowest proportion of new starters at 7.6%, but this has increased since last year, when it was 3.6%.

The proportion of employees joining the Council at ‘Other’ Level during 2024-25 is disproportionate to that of employees at this Level within the workforce as of 31 March 2025. Inconsistent increases and decreases at the ‘Other’ Level are, however, expected, given that

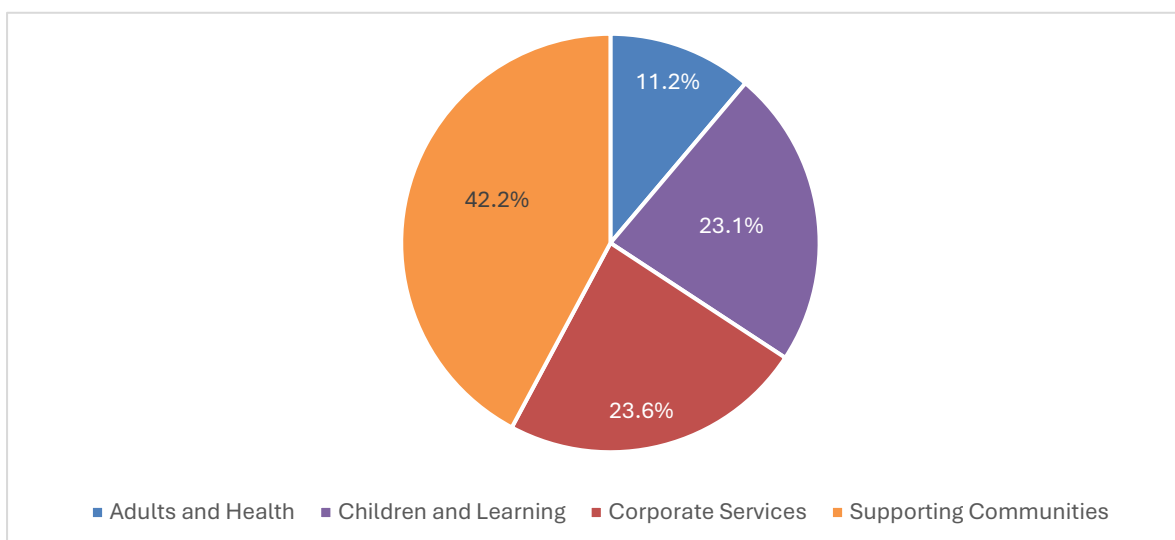
it encompasses staff who have TUPE transferred into Camden on protected terms and conditions, and this year, several Community Wealth Fund Youth Panel Members who have been engaged on a sessional basis to support the Council's new Community Wealth Fund. Except for Level 3, the proportion of employees joining at all other levels is broadly consistent with the proportion of employees within the workforce.

Figure 9: New Starters of Grade Level



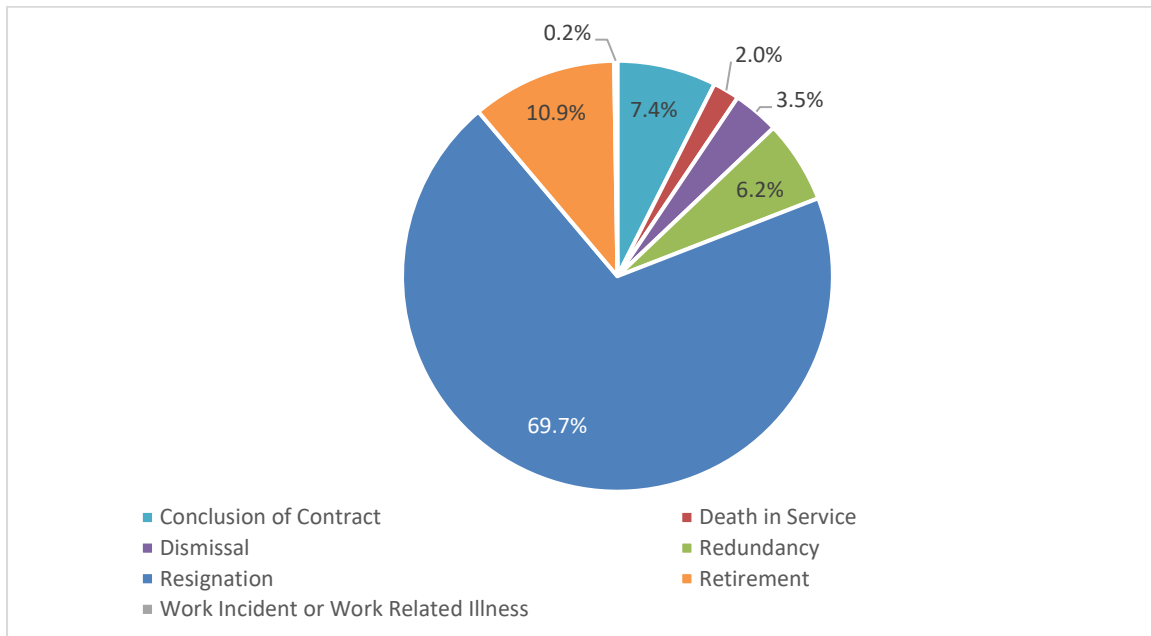
During the 2024-25 period, 403 employees left the London Borough of Camden, and 42.2% of these leavers were from Supporting Communities. Adults and Health had the lowest proportion of leavers at 11.2%. The proportion of leavers from within Adults & Health and Corporate Services is in line with the size of the Directorates as of 31 March 2025. The proportion of those leaving Children and Learning was higher than the Directorate's overall workforce share as of 31 March 2025, whereas the opposite was observed for Supporting Communities.

Figure 10: Leavers by Directorate



Most (69.7%) of leavers left the Council due to resignation, a slight decrease from 70.1% seen last year. The proportion of employees leaving due to retirement has decreased slightly compared to the previous year, reducing from 13.6% to 10.9%. Conversely, the proportion of staff leaving due to the conclusion of contract increased from 6.1% to 7.4%.

Figure 11: Leavers by Reason



During 2024-25, 403 employees left the Council, and the overall turnover rate for employees (which includes all employees leaving the Council regardless of their reason for leaving) was 8.5%, a decrease of 0.7% from last year. Children and Learning had the highest turnover rate at 10.1%.

Table 1: Overall Turnover by Directorate

Directorate	Total Number of Leavers	Average Headcount during FY2024-25	Overall Turnover
Adults and Health	45	594.50	7.6%
Children and Learning	93	917.50	10.1%
Corporate Services	95	1026.00	9.3%
Supporting Communities	170	2224.00	7.6%
Leavers Overall	403	4762.00	8.5%

Apprentices

As of 31 March 2025, there were 73 Apprentices and Interns at Camden, an increase from 66 last year. Most Apprentices are based in Supporting Communities, followed by Corporate Services.

Table 2: Number of Apprentices by Directorate

Directorate	Total Number of Apprentices	Proportion of Apprentices (%)
Adults and Health	13	17.8%
Children and Learning	12	16.4%
Corporate Services	20	27.4%
Supporting Communities	28	38.4%
Apprentices Overall	73	100.0%

Compared to 2023-24, the number of apprentices aged 25 or over has increased significantly from 16 to 30. Apprentices aged 25 or over now account for 41.1% of all apprentices compared to 24.2% last year.

Table 3: Number of Apprentices by Age Banding

Age Banding	Total Number of Apprentices	Proportion of Apprentices (%)
Age 24 years or less	43	58.9%
Aged 25+	30	41.1%
Apprentices Overall	73	100.0%

Staff Resident in Camden

Camden remains an attractive place to both work and live. A considerable proportion of the workforce (72.1%) lives within a 10-mile radius of the Council's main office building (5 Pancras Square), a slight increase of 0.5% compared to last year.

Table 4: Employee Distance to 5 Pancras Square

Mile Radius to 5 Pancras Square	Proportion of Workforce
Within 5 miles	41.9%
5-10 miles	30.2%
10-20 miles	14.5%
20+ miles	13.4%

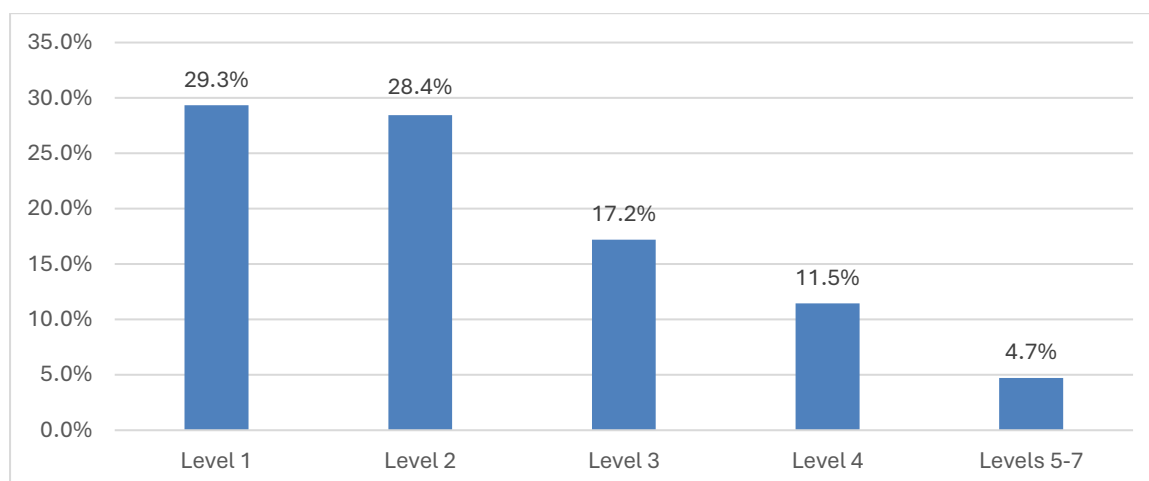
The table below shows that 16.9% (825) of Council employees live in the borough. This is an increase of 138 from last year, when the percentage of staff living within the borough was 14.8%. Children and Learning continue to have the largest percentage of employees living within the borough, at 20.1%, while Adults and Health have the smallest, at 10.9%.

Table 5: Employee Resident in Camden by Directorate

Directorate	Headcount		FTE	
	Camden Resident	Non-Camden Resident	Camden Resident	Non-Camden Resident
Adults and Health	69	563	10.9%	89.1%
Children and Learning	189	749	20.1%	79.9%
Corporate Services	171	900	16.0%	84.0%
Supporting Communities	396	1850	17.6%	82.4%
Directorates Overall	825	4062	16.9%	83.1%

Excluding Apprentices and employees on 'Other' grades, the same patterns seen in previous years continue to hold - as employees move up and join at higher grades, they are less likely to live in Camden. Camden Residents continue to make up over a quarter of staff within Levels 1 and 2, with Level 1 having the highest proportion of Camden residents at 29.3%. Levels 5-7 have the lowest proportion of Camden residents at 4.7%, but this has increased slightly by 0.4% compared to last year.

Figure 12: Employees Resident in Camden by Pay Grade



As expected, most apprentices working within the Council continue to be Camden residents.

Table 6: Number of Apprentices Resident in Camden

Resident Status	Total Number of Apprentices	Total Number of Apprentices (%)
Camden Resident	54	74.0%
Non-Camden Resident	19	26.0%
Apprentices Overall	73	100.0%

Figure 13: Employees Resident in Camden by Ward



AMGUD and Sickness Absence

Absence Management, Grievance, Underperformance, and Disciplinary data collection continue to allow Camden to effectively monitor employees' well-being and identify and resolve issues as they arise.

Overall, there were 245 AMGUD cases during the 2024-25 period, representing a 12% increase from the previous year. Absence Management cases continue to make up the majority of AMGUD Cases within the Council, accounting for 69.8% of all cases, but the proportion has decreased by 8.7% compared to last year. As in previous years, the low number of disciplinary, grievance, and underperformance cases will make a robust analysis of the cases by diversity characteristics difficult.

Table 7: Summary of AMGUD Cases by Directorate

Directorate	Absence Management		Disciplinary		Grievance		Managing Underperformance		Cases Overall	
	No. of Cases	% of Cases	No. of Cases	% of Cases	No. of Cases	% of Cases	No. of Cases	% of Cases	No. of Cases	% of Cases
Adults and Health	16	9%	4	11%	6	40%	5	22%	31	12.7%
Children and Learning	19	11%	12	33%	5	33%	1	4%	37	15.1%
Corporate Services	65	38%	10	28%	1	7%	16	70%	92	37.6%
Supporting Communities	71	42%	10	28%	3	20%	1	4%	85	34.7%
Directorates Overall	171	100.0%	36	100.0%	15	100%	23	100%	245	100.0%

The overall spread of AMGUD cases across individual Directorates has improved compared to previous years. Last year, 65% of all AMGUD cases occurred within Supporting Communities, but this figure has dropped to 34.7% this year. Despite this, the spread of cases across Directorates continues to be disproportionate to their workforce share. Corporate Services accounted for 37.6% of all AMGUD cases during the 2024-25 period, but only 21.9% of the workforce as of 31 March 2025. This discrepancy is most pronounced in Absence Management and Managing Underperformance Cases.

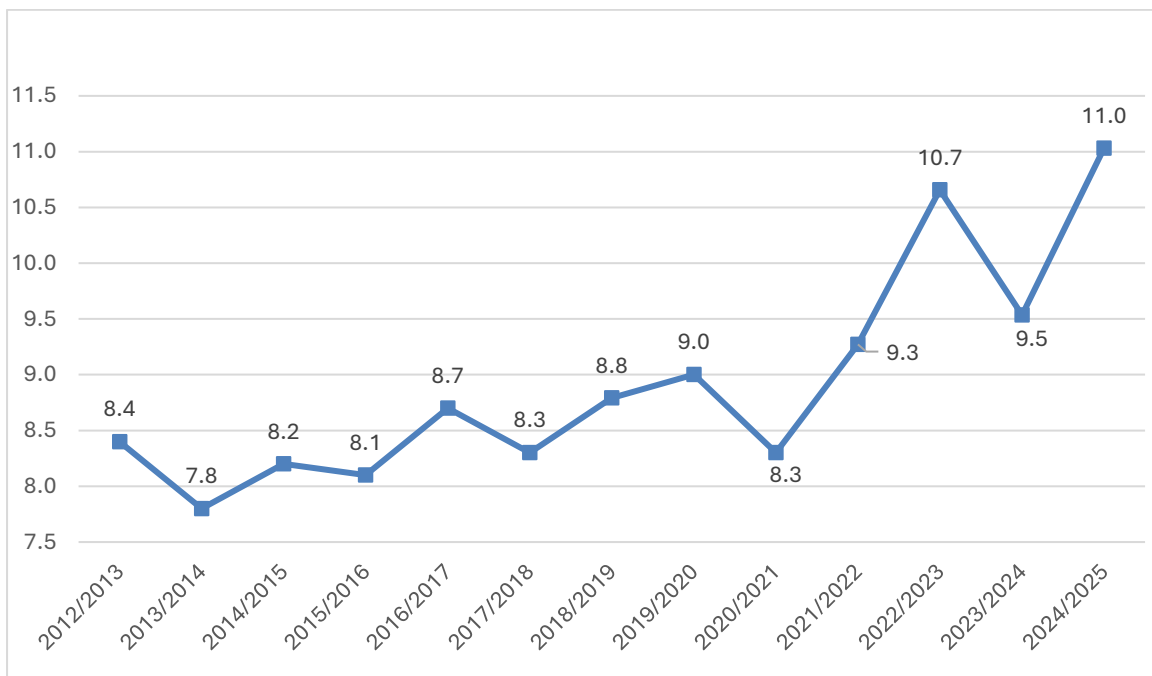
The average number of working days of sickness across all Directorates is 11.03 days per employee. Supporting Communities has the highest average number of sickness absence days per employee, followed by Adults and Health. Supporting Communities has the highest level of sickness absence days, which is to be expected, as it is the largest Directorate within the Council and has the highest proportion of roles based in the community.

Table 8: Sickness Days Absence by Directorate

Directorate	Average No. Working Days Sick Leave per Employee
Adults and Health	10.8
Children and Learning	10.8
Corporate Services	8.8
Supporting Communities	12.2
Directorate Overall	11.0

Compared to 2023-24, the average number of working days of sickness absence taken per employee increased by 1.5 days, from 9.5 days to 11.0 days.

Figure 14: Average Working Days Sickness Absence 2013-2025



Gender

Camden Council strives to create a safe and inclusive environment for people of all genders. Since 2017/18, it has reported annual salary differences to the Government's Gender Pay Gap Service.³; using that data to ensure fair hiring practices and promote equal pay and bonus distribution as standard.

The Council continues to offer a non-binary gender option in the HR system. As with previous years, too few employees have made a declaration to analyse while protecting anonymity, so we have not included the details in this report.

Gender: Headcounts

Figure 15: Composition of Workforce by Gender

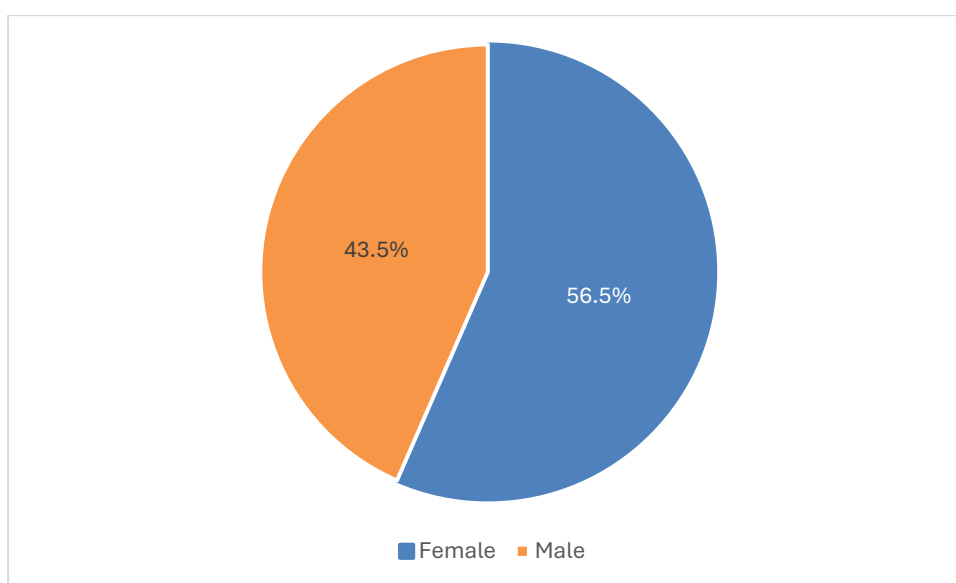


Table 9: Directorate, Gender, and Working Population Breakdown

Directorate	Female	Male
Adults and Health	69.1%	30.9%
Children and Learning	80.6%	19.4%
Corporate Services	58.6%	41.4%
Supporting Communities	41.9%	58.1%
Directorates Overall	56.5%	43.5%
Camden Borough	52.7%	47.3%
London	51.5%	48.5%

As in previous years, the Council remains reasonably representative of the Camden Borough and London. Female employees make up the majority at Camden, increasing slightly from 55.6% to 56.5% compared to last year. Children and Learning continue to have the highest proportion of female employees, whilst Supporting Communities retains the

³The 2024-25 Annual Pay Gap Report is published on the Camden open data portal: https://opendata.camden.gov.uk/Your-Council/London-Borough-of-Camden-Pay-Gap-Report-2024-25/6eaq-2dya/about_data

highest proportion of male employees. Table 10 outlines the distribution of female and male employees between 2012/13 and 2024/25, showing that the difference between female and male employees has increased from 11.2% to 13.1%. The gap is now at its highest since March 2020.

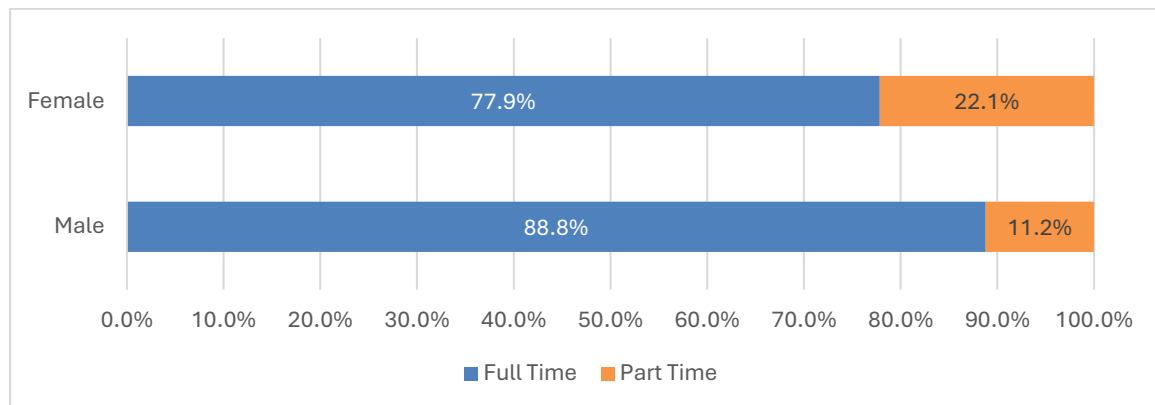
Table 10: Composition of Workforce by Gender 2013-2025

Year	Female	Male	Gap
2012/13	56.9%	43.1%	13.8%
2013/14	56.0%	44.0%	12.0%
2014/15	56.8%	42.3%	14.5%
2015/16	56.4%	43.6%	12.8%
2016/17	56.3%	43.7%	12.6%
2017/18	56.4%	43.6%	12.8%
2018/19	56.3%	43.7%	12.6%
2019/20	56.8%	43.2%	13.6%
2020/21	55.3%	44.7%	10.5%
2021/22	55.3%	44.7%	10.5%
2022/23	55.9%	44.1%	11.7%
2023/24	55.6%	44.4%	11.2%
2024/25	56.5%	43.5%	13.1%

Gender: Patterns of Work, Grades and Length of Service

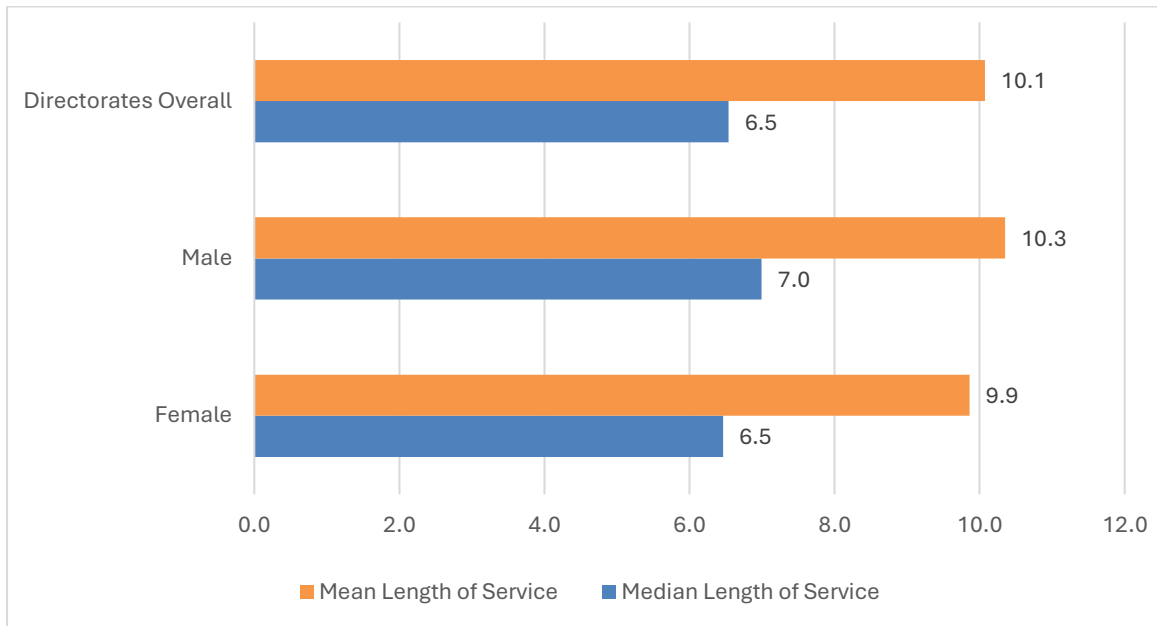
Female employees are twice as likely as male employees to work part-time.

Figure 16: Full-Time vs. Part-Time Workers by Gender



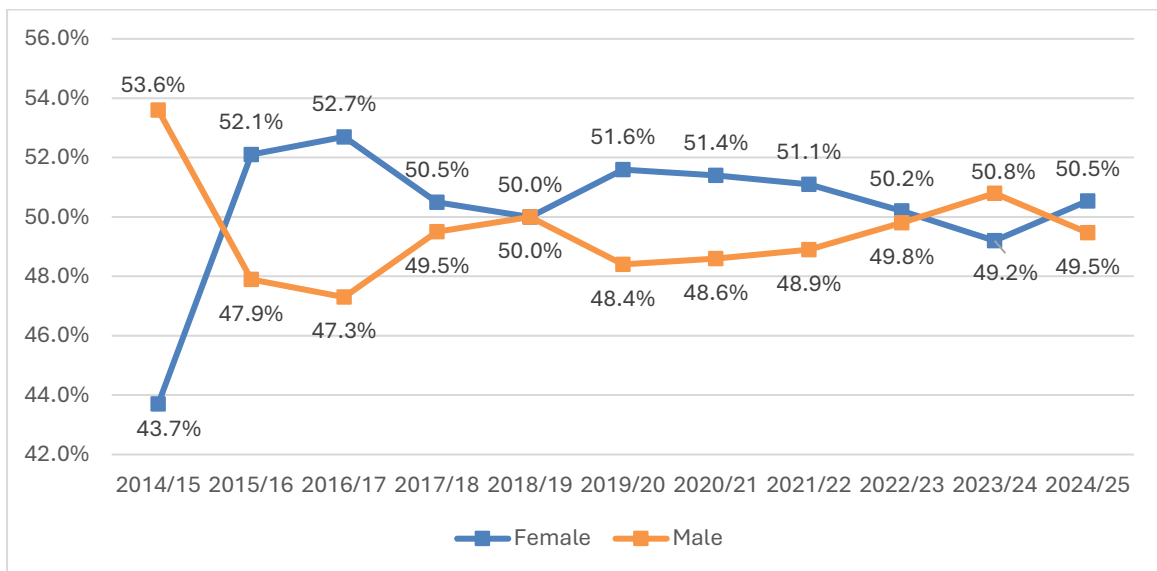
As mentioned previously, the average length of service at Camden has decreased slightly from 10.4 years to 10.1 years compared to last year. In line with this, the average service length for female and male employees has also reduced by similar margins. The average length of service for female staff has decreased by 0.4 years, while the average length for male staff has decreased by 0.2 years.

Figure 17: Length of Service by Gender



Camden continues to monitor the gender split of employees who fall within the Council's top 5% of earners. Compared to last year, female employees now make up the majority (50.5%) within this measure, representing a 1.3% increase from last year.

Figure 18: Top 5% of Earners by Gender

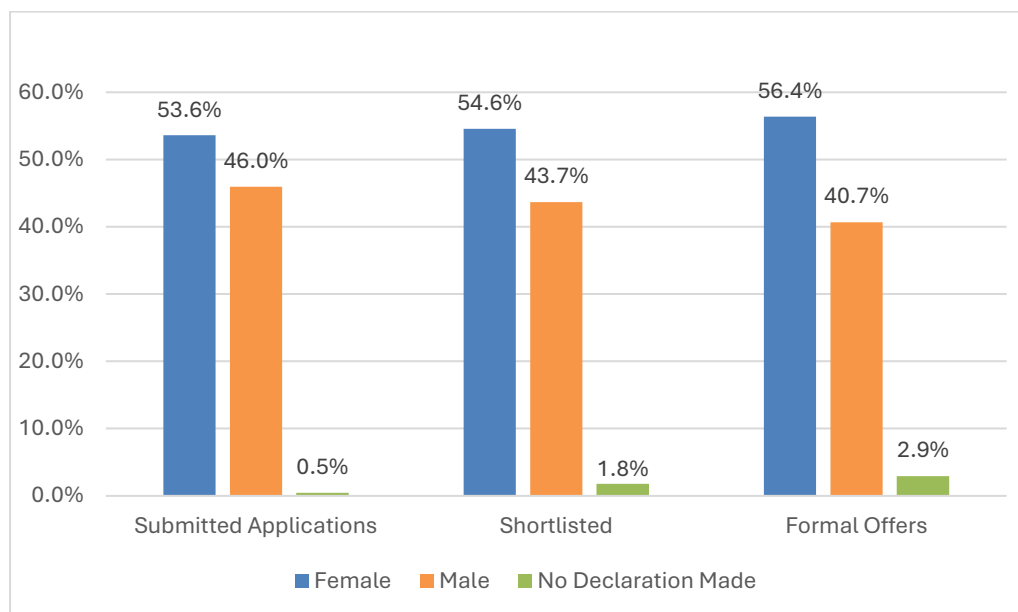


Gender: Recruitment, Starters, Leavers and Agency Usage

'Unknown' is present in the gender data for recruitment, as this is an optional question in the application process, and the number of unknowns decreases during each stage of the recruitment process. However, this is not fully reflected in the proportion of unknowns at each stage, as the overall size of the applications reaching each stage decreases. Female candidates continue to apply for jobs at a higher rate than males, although the proportion of female candidates decreased from 53.6% to 50.6% over the last 12 months. Female

candidates remain more likely to be shortlisted and appointed, with differences of +10.3% and +22.3% respectively.

Figure 19: Applications, Short Listing and Job Offers by Gender



Of the new starters joining the Council during the 2024-25 period, 61.6% were female and 38.4% were male. There has been a significant increase in the proportion of female vs. male new starters compared to last year, when 56.6% of new starters were female and 43.5% male.

Table 11: New Starters by Gender

Gender	Total Number of New Starters	Proportion of New Starters (%)
Female	396	61.6%
Male	247	38.4%
Leavers Overall	643	100.0%

As in previous years, female employees account for the majority of overall leavers (55.6%), a 1.7% decrease from the previous year. The gender breakdown of employees leaving the organisation is proportionate to their share of the overall workforce as of 31 March 2025.

Table 12: Leavers by Gender

Gender	Total Number of Leavers	Proportion of Leavers (%)
Female	224	55.6%
Male	179	44.4%
Leavers Overall	403	100.00%

As outlined in the table below, significant variations in reasons for leaving persist between female and male employees. The most notable variances are within the conclusion of contracts and redundancies, where female employees comprise the highest proportion of

leavers. Male employees continue to make up the highest proportion of employees leaving due to dismissal; however, as in previous years, there are too few instances to draw any definite conclusion from this small sample size.

Table 13: Leavers by Leaving Reason and Gender

Gender	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Illness / Work-Related	Leavers Overall
Female	63.3%	75.0%	28.6%	72.0%	56.2%	43.2%	0.0%	55.6%
Male	36.7%	25.0%	71.4%	28.0%	43.8%	56.8%	100.0%	44.4%

During the Financial Year 2024-25, 1,011 Agency Placements were filled by the Council's Neutral Vendor, Matrix-SCM. Of these placements, 52.1% were filled by a female worker.

Table 14: Breakdown of Agency Placements by Gender

Gender	Proportion of Agency Placements (%)
Female	53.4%
Male	46.6%
Agency Placements Overall	100.0%

Gender: Apprentices

Females now account for the majority of apprentices, increasing from 47.0% in the previous year to 53.4%.

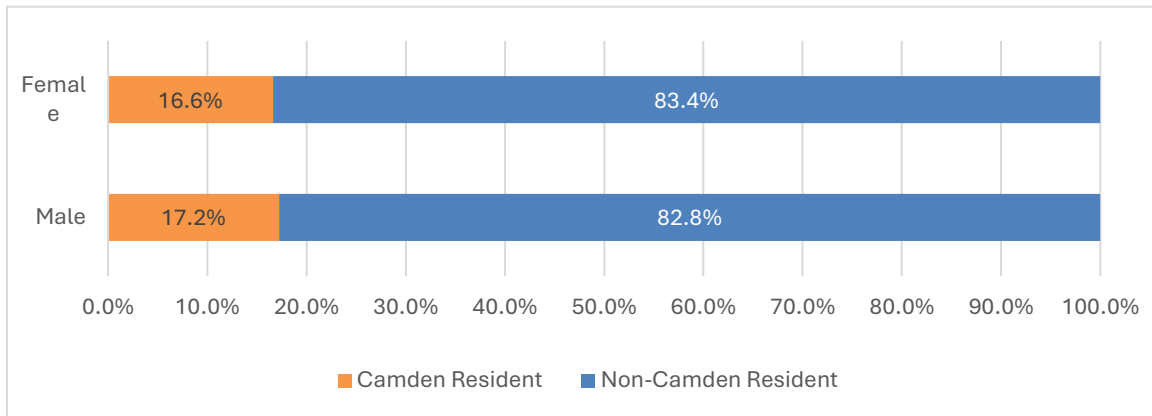
Table 15: Apprentices by Gender

Gender	Proportion of Apprentices (%)
Female	53.4%
Male	46.6%
Apprentices Overall	100.0%

Gender: Staff Resident in Camden

The proportion of female and male employees living in Camden remains in line with the overall percentage of the council (16.9%). Male employees are slightly more likely to be residents of the Council than female employees.

Figure 20: Employee Resident in Camden by Gender



Gender: AMGUD and Sickness Absence

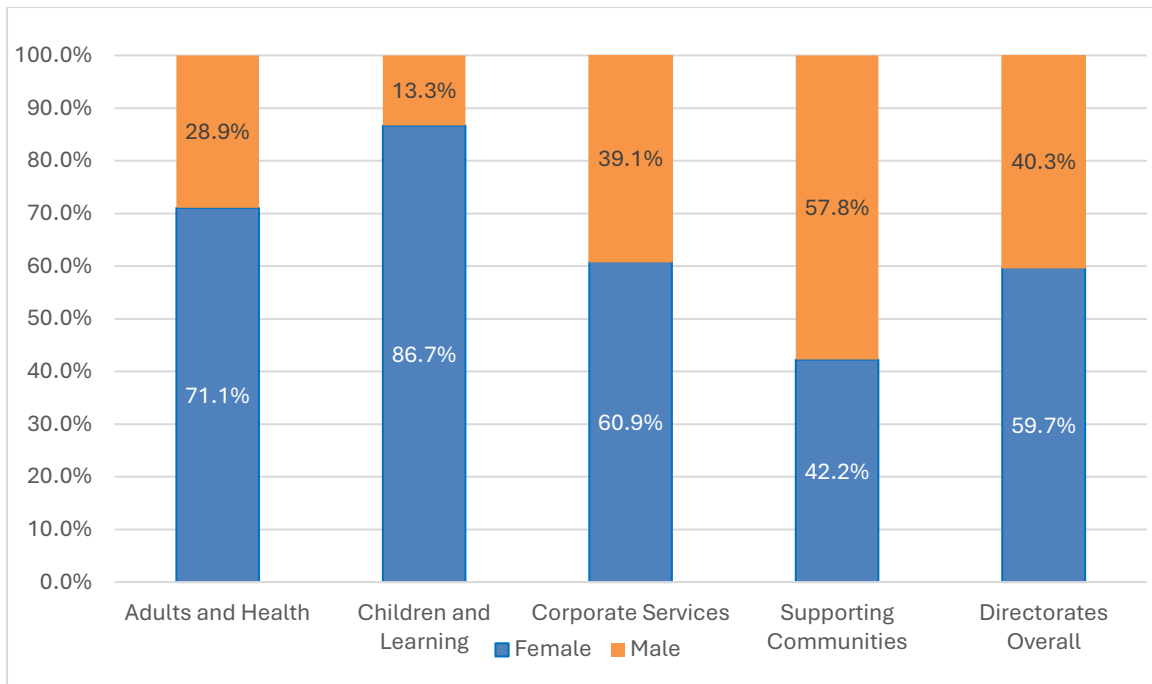
Compared to 2024-25, female employees now account for the majority of AMGUD cases during the year ending 31 March 2025, but only slightly. The gender gap is at its lowest within Absence Management and highest amongst Grievance cases. As in previous years, male employees remain overrepresented in Managing Underperformance cases, while female employees are notably overrepresented in grievance cases.

Table 16: Summary of AMGUD Cases by Gender

Gender	Absence Management	Disciplinary	Grievance	Underperformance	Cases Overall
Female	50.9%	52.8%	73.3%	43.5%	51.8%
Male	49.1%	47.2%	26.7%	56.5%	48.2%
Directorate Overall	100.0%	100.0%	100.0%	100.0%	100.0%

Female employees continue to account for the majority of sickness days absence taken, accounting for 59.7% of all sickness absence. They are also overrepresented (by 3.2%) in sickness absences compared to the overall composition of the workforce. This trend continues when focusing on individual directorates. Female employees account for the majority of employees within Adults and Health, Children and Learning, and Corporate Services, and sickness is proportionately higher within these directorates, ranging from 1.9% to 6.1%. In Supporting Communities, there is a higher proportion of male employees, and the sickness levels are correspondingly higher.

Figure 21: Working Days Sickness Absence by Gender and Directorate



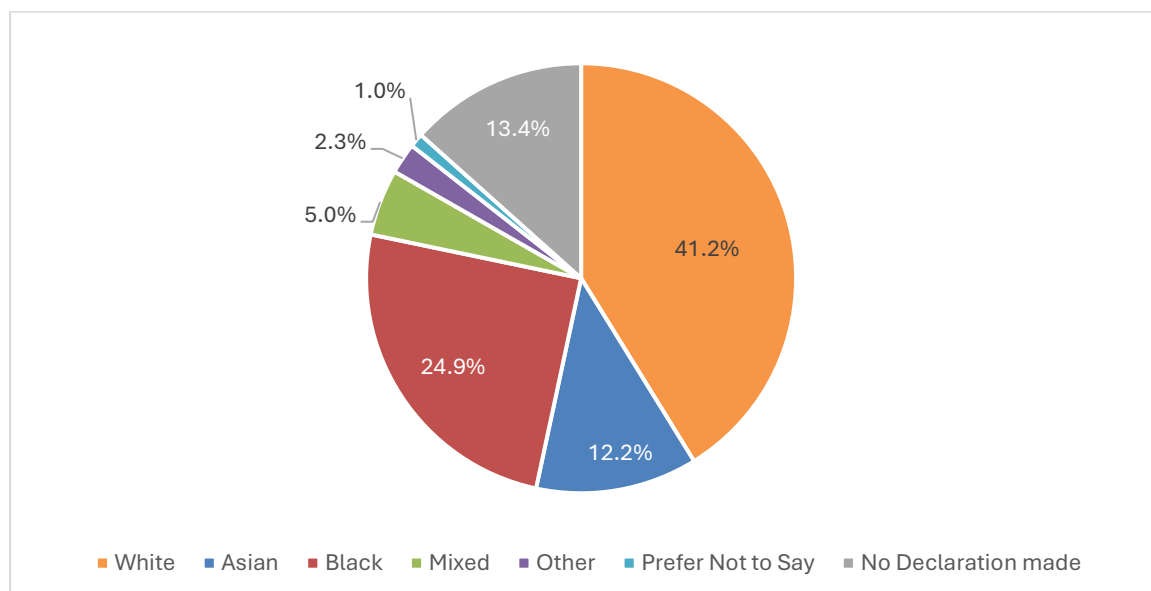
Ethnicity

The London Borough of Camden is one of the country's most ethnically, culturally, and religiously diverse places, and the Council aims to ensure that its workforce reflects this diversity. Tackling inequality sits at the heart of We Make Camden, and the Council is committed to becoming a truly inclusive organisation. The Council is determined to bring about real, meaningful, and lasting change across the organisation, and, as noted at the beginning of this report, has committed to several specific actions.

Ethnicity: Headcounts

Of the 4,887 employees working at Camden, White employees continue to form the largest single ethnic group, at 41.2%, which is a 0.7% reduction from last year. Black employees are the second largest group, accounting for just under a quarter of the workforce. The proportion of employees of Black, Asian and Other ethnicities (BAOE⁴) increased by 0.7% overall compared to last year.

Figure 22: Composition of Workforce by Ethnicity



⁴ The term 'Black, Asian, and Other ethnicities' is used for reporting comparison purposes only. The acronym 'BAOE' is used in data tables and charts when this is necessary for presentational purposes. We recognise that Black, Asian, and Other ethnicities are not one homogenous group, each ethnicity has its own unique identity and experience different barriers.

Table 17: Directorate Breakdown by Ethnicity

Directorate	White	Asian	Black	Mixed	Other	Prefer Not to Say	No Declaration made	BAOE
Adults and Health	40.8%	12.0%	31.8%	4.7%	1.6%	0.9%	8.1%	50.2%
Children and Learning	42.5%	12.3%	24.9%	5.7%	3.5%	1.2%	9.9%	46.4%
Corporate Services	40.7%	17.5%	23.6%	5.8%	2.2%	0.9%	9.2%	49.1%
Supporting Communities	41.0%	9.7%	23.6%	4.4%	2.0%	1.1%	18.3%	39.7%
Directorates Overall	41.2%	12.2%	24.9%	5.0%	2.3%	1.0%	13.4%	44.4%

As previously mentioned, the proportion of White employees within the Council has reduced by 0.7%, while the proportion of Black, Asian, and Other ethnicity employees increased by 0.7%. The number of employees of Asian ethnicity increased by 0.5% and those of Black ethnicity by 0.3% compared to last year.

Employees who have declared themselves as of Mixed or Other ethnicity remain at levels close to those of the Camden residential population. However, Asian and White employees continue to be underrepresented, and Black employees overrepresented, against the residential population of Camden and London as a whole.

Table 18: Directorate, Ethnicity, and Working Population Breakdown

Directorate	White	Asian	Black	Mixed	Other	Prefer Not to Say	No Declaration made
Camden Council	41.2%	12.2%	24.9%	5.0%	2.3%	1.0%	13.4%
Camden Borough*	59.5%	18.1%	9.0%	6.6%	6.8%	0.0%	0.0%
London*	53.8%	20.7%	13.5%	5.7%	6.3%	0.0%	0.0%

Ethnicity: Patterns of Work, Grades and Length of Service

There is some variation in full-time and part-time working patterns amongst ethnic groups. Excluding staff whose ethnicity is unknown, employees of Black ethnicity are the least likely to work full-time, whilst employees of Other ethnicities are the most likely. As noted earlier, there has been an increase in the percentage of employees working part-time compared to last year. In line with this, we have observed an increase in the proportion of employees working part-time across all ethnic groups, except for Asian staff, since last year. Across Asian employees, the proportion of part-time staff decreases by 1.0%.

Figure 23: Full-Time vs. Part-Time Workers by Ethnicity

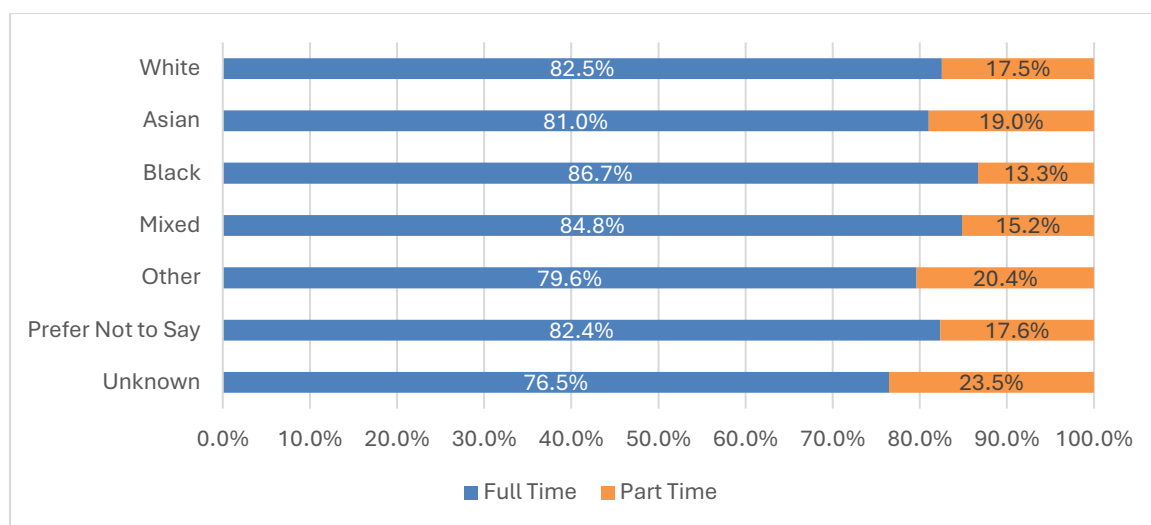


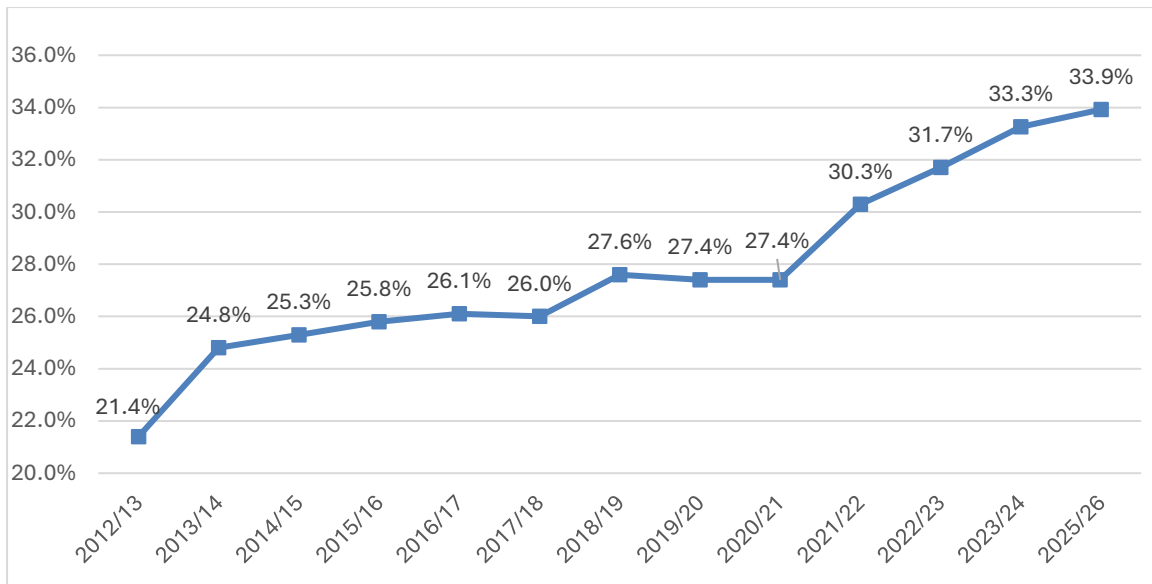
Table 19: Salary Grade of Employees by Ethnicity (Apprentices excluded)

Employment Grade	White	Asian	Black	Mixed	Other	Prefer Not to Say	No Declaration made	BAOE
Level 1	18.2%	7.4%	28.5%	0.8%	4.5%	0.4%	40.1%	41.3%
Level 2	31.7%	11.9%	32.8%	4.6%	2.8%	1.6%	14.6%	52.1%
Level 3	35.2%	14.4%	29.7%	5.6%	2.7%	1.2%	11.2%	52.4%
Level 4	49.4%	12.3%	22.2%	5.0%	1.2%	0.9%	9.0%	40.7%
Levels 5-7	57.3%	8.8%	13.5%	5.6%	2.4%	0.7%	11.8%	30.3%
Other	25.0%	13.8%	18.8%	3.8%	0.0%	0.0%	38.8%	36.3%
Directorates Overall	41.4%	12.0%	25.0%	5.0%	2.3%	1.0%	13.2%	44.4%
Camden Borough*	59.5%	18.1%	9.0%	6.6%	6.8%	0.0%	0.0%	40.5%

There has been an increase in the representation of Black, Asian, Mixed, and Other ethnicity employees across all grades, except for Level 1, compared to last year. The most significant increase was at the 'Other' level, where the proportion of Black, Asian, and Other ethnic employees increased by 4.7% compared to the previous year. Black, Asian, and Other ethnicity employees comprise the majority of employees at Levels 2 and 3 within the Council, at 52.1% and 52.4%, respectively. The most significant proportion of White employees still exists at Levels 5-7, but the proportion continues to decrease. Reducing from 59.8% as of 31 March 2024 to 57.3% this year.

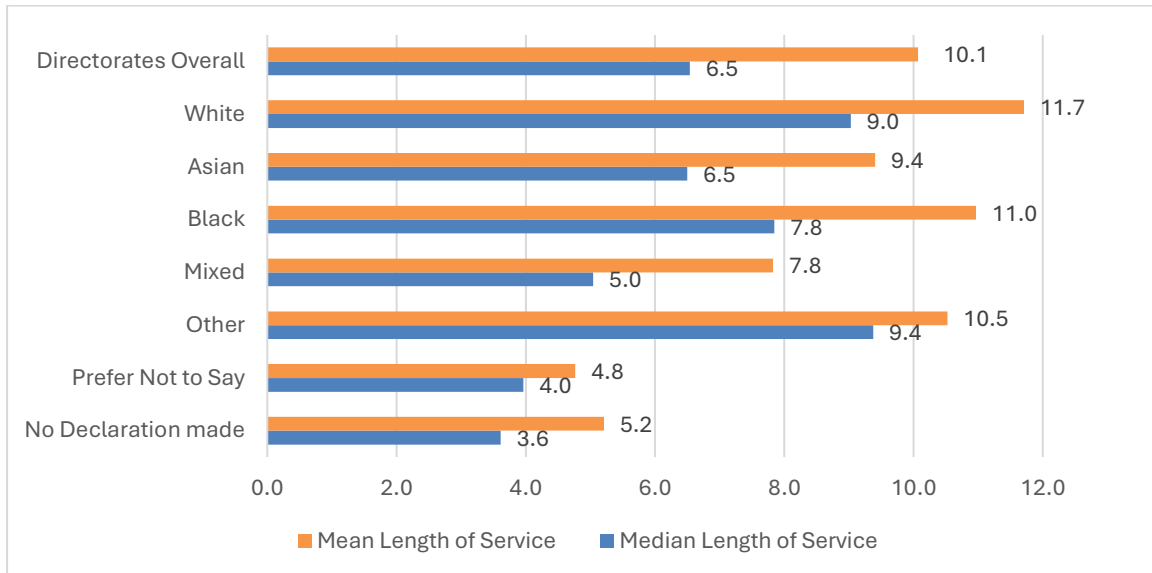
The proportion of Black, Asian, and Other ethnicity employees working at Level 4 Zone 2 and above continues to increase. Compared to last year, the representation has increased by 0.6%.

Figure 24: Percentage of BAOE Employees at Level 4.2 and above



Employees who preferred not to disclose their ethnicity and employees who have yet to make an ethnicity declaration continue to be outliers in terms of length of service when measured against the Council’s overall mean and median. The length of service of employees within these groups is significantly lower than the overall mean and median. White employees continue to have the highest mean and median length of service.

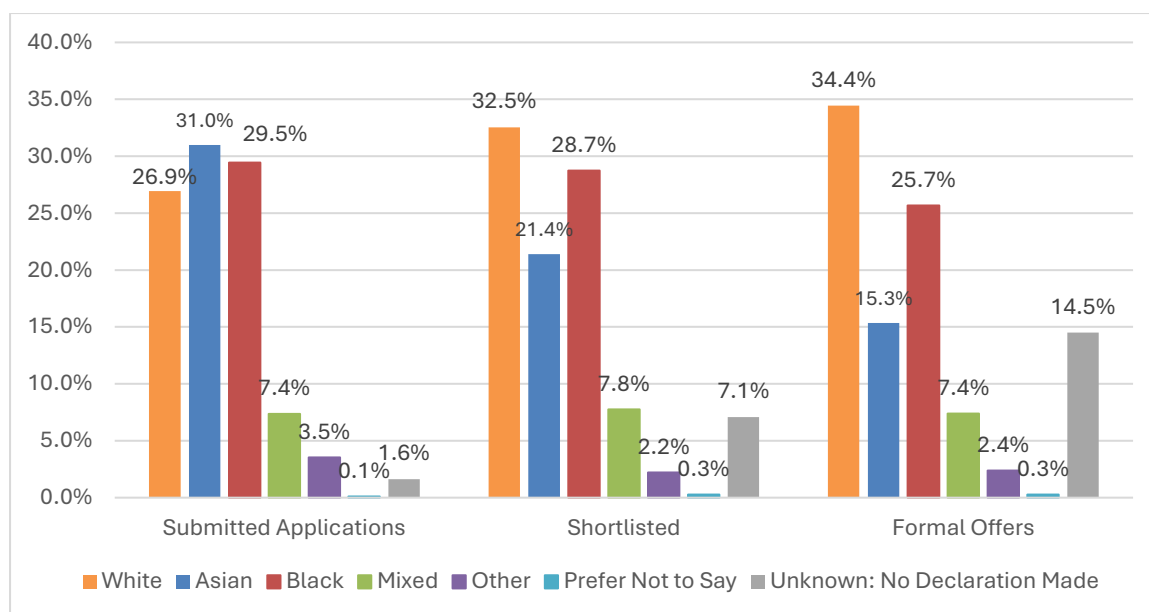
Figure 25: Figure XX: Length of Service by Ethnicity



Ethnicity: Recruitment, Starters, Leavers and Agency Usage

Applicants of Asian ethnicity accounted for 31.0% of all applications, followed by candidates of Black and White ethnicity at 29.5% and 26.9%. As in previous years, White candidates are more likely to reach the short-listing and formal offer stage. The proportion of Black and Asian candidates decreases at each stage of the recruitment process, while those of Other and Mixed Ethnicity, as well as those who have declared 'Prefer Not to Say', remain consistent at each stage.

Figure 26: Applications, Short Listing and Job Offers by Ethnicity



The largest group of new starters is those of White ethnicity (33.4%), followed by those of Black ethnicity (23.0%). Employees from Black, Asian, Mixed, and Other ethnic backgrounds accounted for 45.7% of all new starters.

Table 20: New Starters by Ethnicity

Ethnicity	Total Number of Starters	Proportion of Starters (%)
White	215	33.4%
Asian	93	14.4%
Black	148	23.0%
Mixed	37	5.7%
Other	16	2.5%
Prefer Not to Say	0	0.0%
Unknown	135	21.0%
New Starters Overall	644	100.0%
BAOE	294	45.7%

Leavers from Black, Asian, Mixed and Other ethnic backgrounds accounted for 39.2% of all leavers during 2024-25, compared to White Leavers who accounted for 41.9%. When compared to the proportion of employees within the organisation as of 31 March 2025, employees of Black ethnicity are less likely to leave the Council.

Table 21: Leavers by Ethnicity

Ethnicity	Total Number of Starters	Proportion of Starters (%)
White	169	41.9%
Asian	41	10.2%
Black	80	19.9%
Mixed	27	6.7%
Other	10	2.5%
Prefer Not to Say	5	1.2%
Unknown	71	17.6%
New Starters Overall	403	100.0%
BAOE	158	39.2%

Most workers who occupied agency placements within the Council during 2024-25 declared their ethnicity 'Prefer Not to Say'. The proportion of workers of Black, Asian, Mixed, and Other Ethnicity accounted for 25.5% of workers, with Black workers accounting for 21.2% of this figure. White workers accounted for 8.7% of workers.

Table 22: Breakdown of Agency Placements by Ethnicity

Ethnicity	Proportion of Agency Placements (%)
White	8.7%
Asian	2.0%
Black	21.2%
Mixed	1.2%
Other	1.2%
Prefer Not to Say	65.8%
Agency Placements Overall	100.0%

Ethnicity: Apprentices

The proportion of apprentices who have yet to declare their ethnicity decreased from 36.4% in the previous year to 20.5%. Conversely, the proportion of apprentices from Black, Asian, Mixed, and Other ethnicities increased from 37.9% to 54.8%. The most significant single increase was amongst Black apprentices, rising by 12.8% compared to last year. White apprentices accounted for 23.3% of all apprentices, a slight decrease from 24.2%.

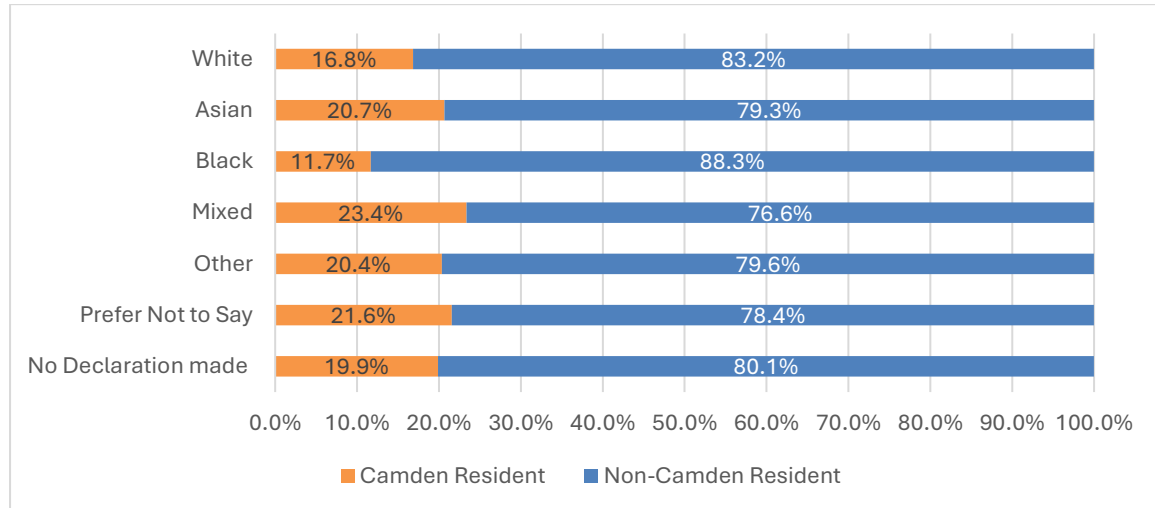
Table 23: Apprentices by Ethnicity

Ethnicity	Proportion of Apprentices (%)
White	23.3%
Asian	23.3%
Black	21.9%
Mixed	5.5%
Other	4.1%
Prefer Not to Say	1.4%
No Declaration made	20.5%
Apprentices Overall	100.0%

Ethnicity: Staff Resident in Camden

Black, Asian, and Other Ethnicity employees are overall slightly less likely (-0.9%) to live in Camden than their White counterparts. Of those who have declared their ethnicity, employees of Mixed ethnicity are the most likely to live in Camden, followed by those of Asian and Other ethnicity.

Figure 27: Employee Resident in Camden by Ethnicity



Ethnicity: AMGUD and Sickness Absence

Except for Absence Management cases, employees whose ethnicity is unknown are disproportionately represented across AMGUD case types compared to the overall Council's breakdown as of 31 March 2025.

The Absence Management and Grievance cases lodged against employees of Asian, Black, Mixed and Other ethnicities are in line with the proportion of these groups within the overall workforce. However, they are more likely to have a Disciplinary or Absence Management case lodged. Employees of White ethnicity are proportionately less likely to have a Disciplinary or Underperformance case lodged.

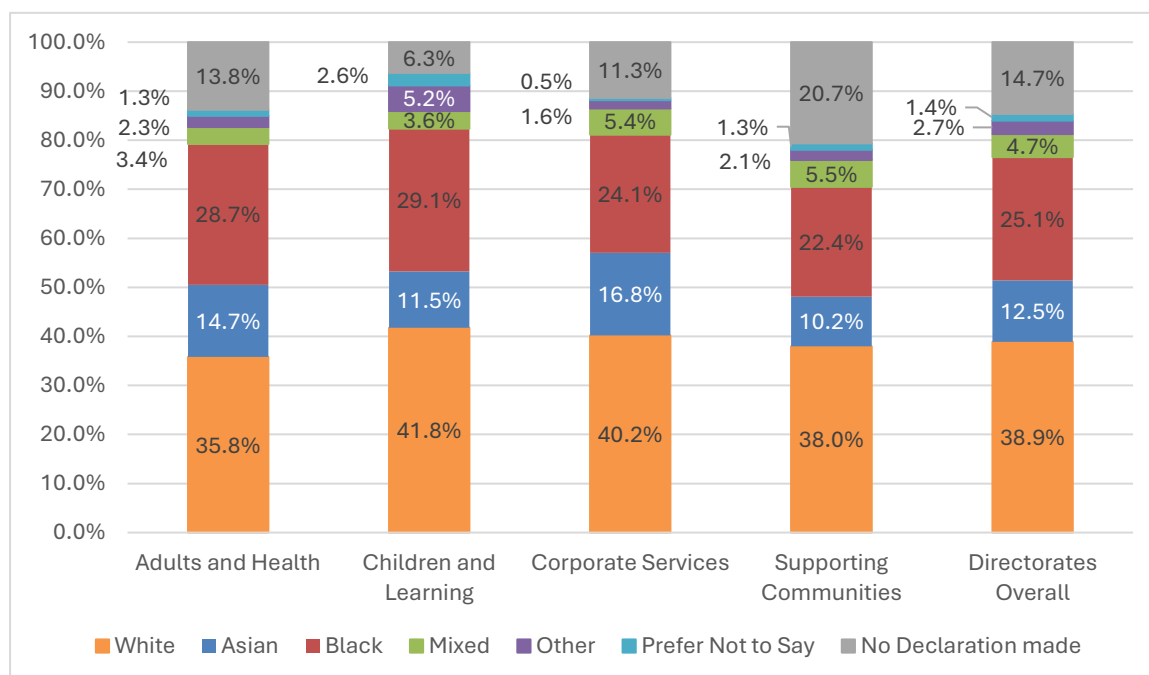
As mentioned previously, the small number of disciplinary, grievance, and underperformance cases makes it difficult to draw firm conclusions regarding case management. Regarding the data returned, White employees are underrepresented in both Disciplinary and Underperformance cases, but account for the largest known proportion of Grievance cases. Black employees are overrepresented across all three case types, whilst Asian employees are overrepresented within Underperformance cases.

Table 24: Summary of AMGUD Cases by Ethnicity

Banded Ethnic Origin	Absence Management	Disciplinary	Grievance	Underperformance	Cases Overall
White	36.8%	13.9%	40.0%	8.7%	31.0%
Asian	12.9%	19.4%	0.0%	26.1%	14.3%
Black	26.3%	36.1%	33.3%	52.2%	30.6%
Mixed	4.7%	2.8%	6.7%	8.7%	4.9%
Other	3.5%	2.8%	0.0%	0.0%	2.9%
Prefer Not to Say	1.2%	0.0%	0.0%	0.0%	0.8%
No Declaration made	14.6%	25.0%	20.0%	4.3%	15.5%
Directorate Overall	100.0%	100.0%	100.0%	100.0%	100.0%

Sickness absences broadly reflect the makeup of the Council. Although White employees are slightly underrepresented (-2.3%), Asian and Other ethnicity employees are slightly overrepresented (0.4%).

Figure 28: Working Days Sickness Absence by Ethnicity and Directorate



Age

Camden Council continues to attract and develop top talent across all age groups. Whether through our apprenticeships, internships, graduate schemes, or internal secondment opportunities, everyone can thrive here.

Age: Headcounts

The largest age group at Camden is those aged between 45-54 at 25.4%, closely followed by those aged 55-64 at 24.3% and 35-44 at 23.5%. The smallest age-groups within the Council are those aged 16-24 at 3.3% and those aged 65+ at 5.7%. These proportions are broadly consistent across Directorates, the outlier being those aged 65+ within Supporting Communities at 7.3%.

Figure 29: Directorate Breakdown by Age

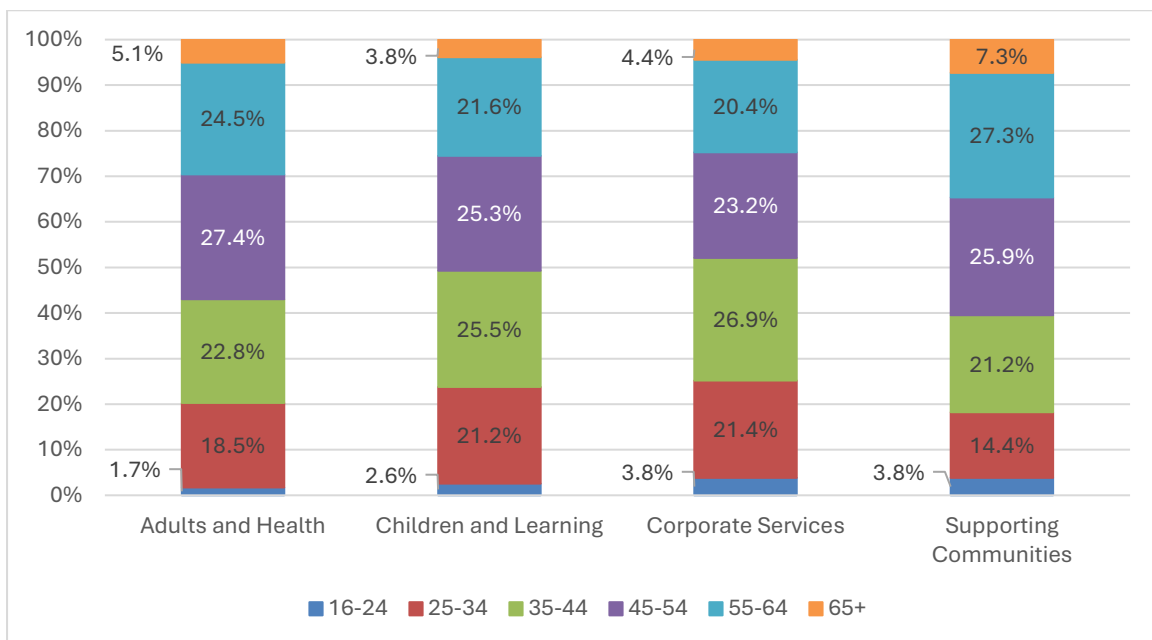
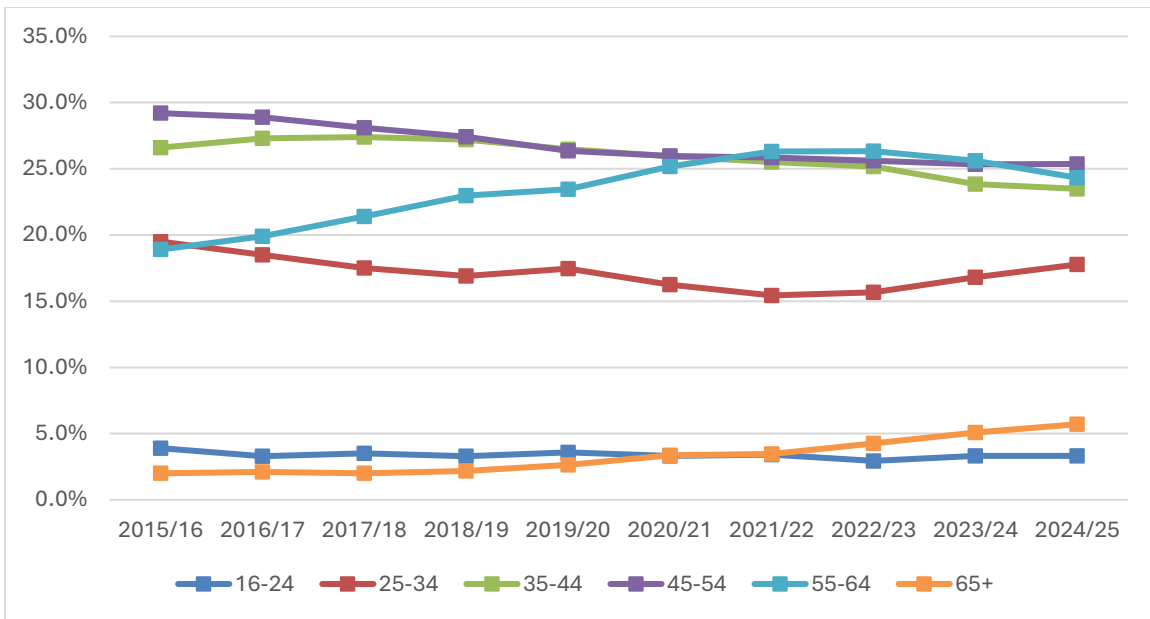


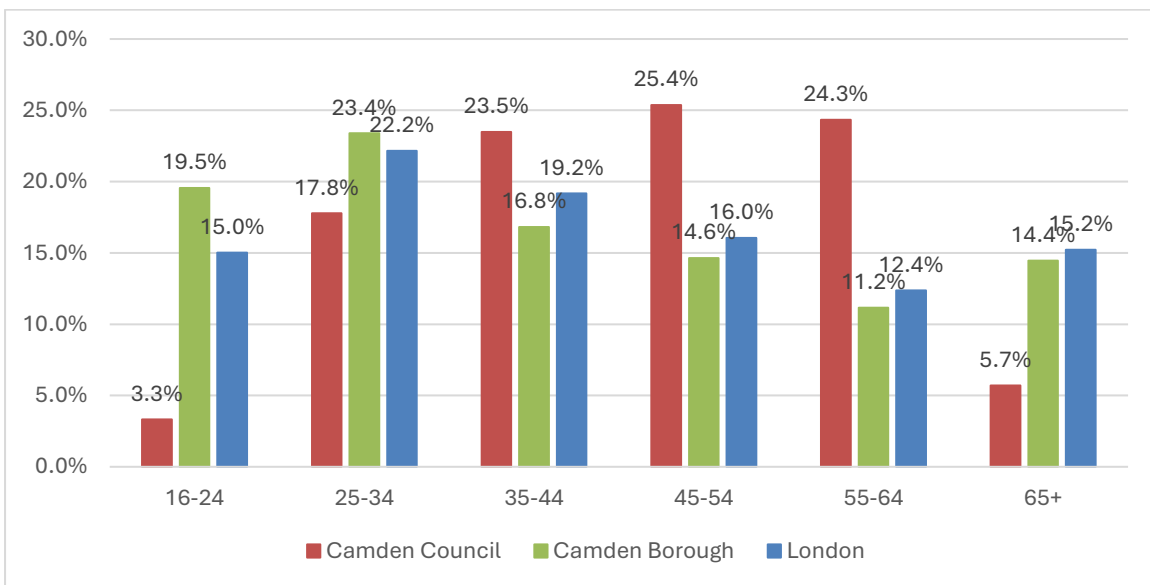
Figure 30 illustrates the distribution of different age groups in Camden over the past decade. The proportion of 55–64-year-olds has seen the most significant increase, growing by 5.4% from 18.9% as of 31 March 2015 to the current figure of 24.3%. The proportion of employees over 65 also continues to rise, increasing from 5.1% in the previous year to 5.7%. Conversely, the proportion of employees aged 35-44 continues to decrease. The proportion of 16-24-year-olds has remained consistently at around 3% over the last decade.

Figure 30: Age Profile Trends 2016-2025



Camden, as an organisation, has a noticeably different age profile compared to the Borough and London as a whole, as shown in Figure 51 below. 16–24-year-olds and those over 65 are significantly underrepresented at the Council, ranging from 10 to 15% underrepresentation. It is worth noting that the Camden Borough and London Council will include members of the population in education and training within the 16-24 group and those who have retired from the workforce in the 65+ age group.

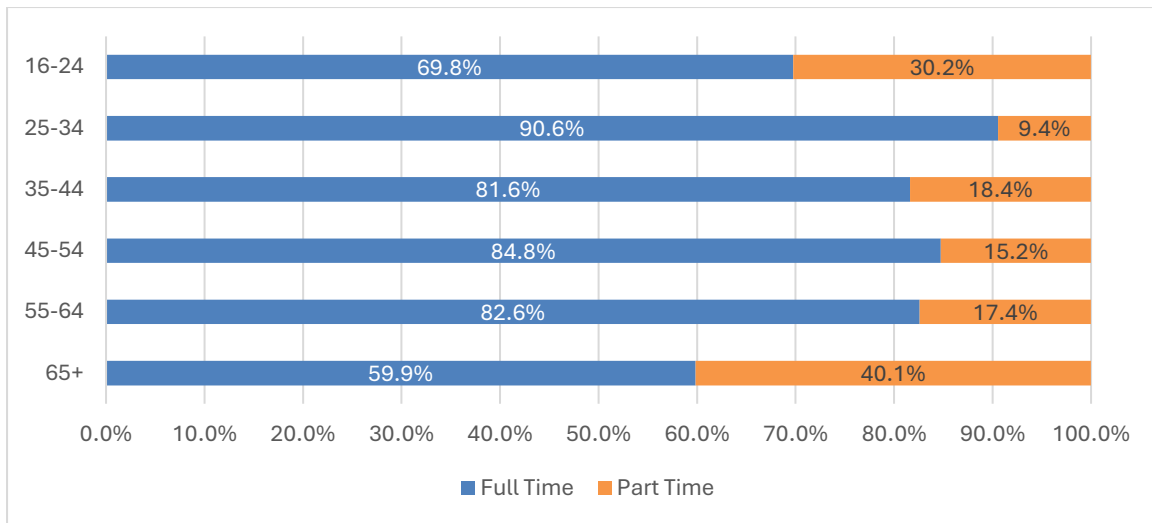
Figure 31: Directorate, Ethnicity, and Working Population Breakdown



Age: Patterns of Work, Grades and Length of Service

Employees aged 35-64 do not deviate significantly from the Council’s overall split of 82.6% full-time vs. 17.4% part-time employees. However, those aged between 16 and 24 and 65 or over are more likely to work part-time. Conversely, those aged 25-34 are disproportionately more likely to work full-time.

Figure 32: Full-Time vs. Part-Time Workers by Age



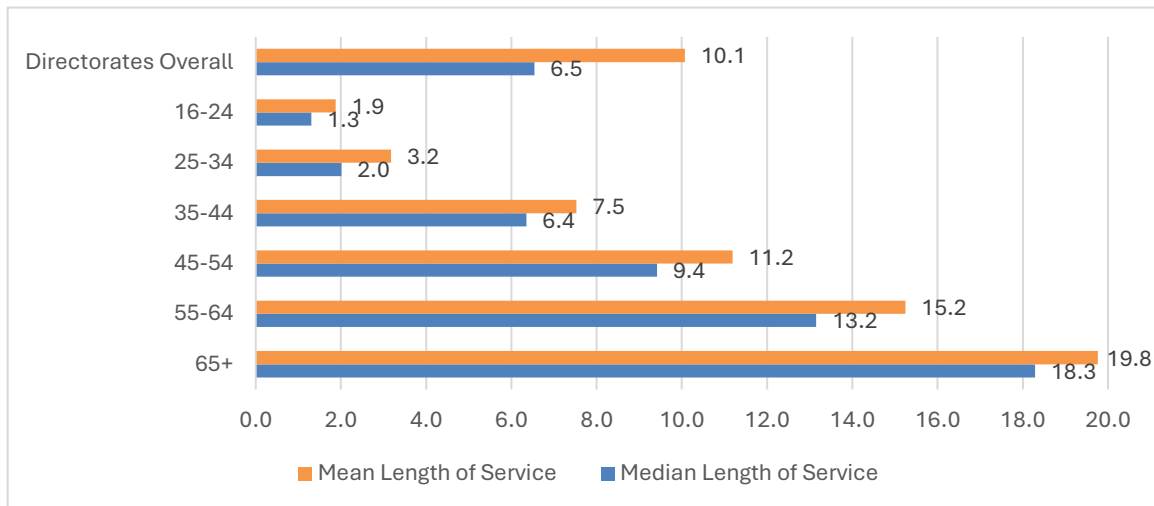
The distribution of the age groups amongst salary bands is broadly as expected. For younger employees, primarily those in the 16-24 age group, their current role at Camden may be their first or second job, so they are expected to start at the lower end and work their way up the grade levels. The lower end of the 25-34 group will follow a similar pattern and still develop their work experience.

Table 25: Salary Grade of Employees by Age

Employment Grade	16-24	25-34	35-44	45-54	55-64	65+
Level 1	14.5%	5.4%	10.7%	26.9%	31.0%	11.6%
Level 2	4.0%	18.4%	19.9%	20.9%	27.1%	9.7%
Level 3	2.5%	18.4%	23.0%	24.3%	26.0%	5.8%
Level 4	1.0%	23.8%	24.8%	25.6%	21.5%	3.3%
Levels 5-7	0.0%	12.1%	30.2%	31.8%	22.6%	3.3%
Other	0.0%	10.0%	25.0%	28.8%	23.8%	12.5%
Directorates Overall	2.5%	17.8%	23.7%	25.6%	24.6%	5.8%

Again, the significant deviation from the overall Council length of service figure among different age groups should come as no surprise. The mean and median length of service consistently grow as age increases. Those aged 16-24 are more likely to be just starting their careers, while those 65 and over have had more time to develop their careers in Camden over a longer period. These patterns were also observed in previous years.

Figure 33: Length of Service by Age

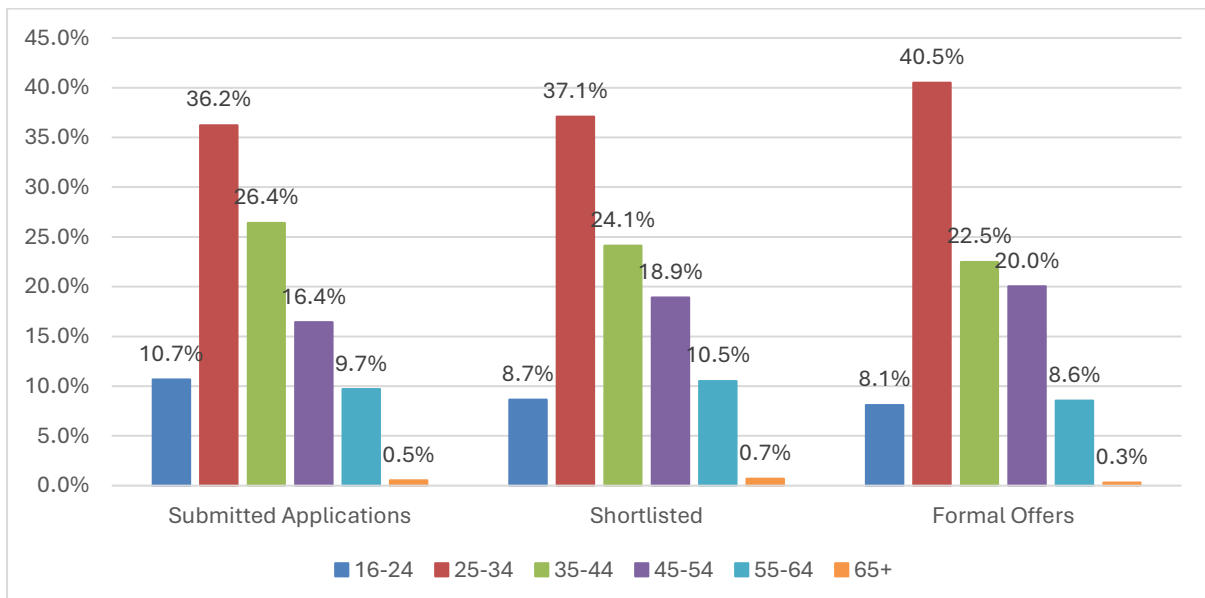


Age: Recruitment, Starters, Leavers and Agency Usage

The proportion of candidates who do not declare their age at the application stage is 88.5%. This reduces to 54.2% during the short-listing stage and 8.8% at the formal offer stage. The subsequent data and analysis exclude records with unknown values.

Of candidates whose age is known, the proportion of employees at each age band remains consistent at each stage of the recruitment process. Candidates within the 25-34 age bracket remain the largest pool of candidates during the application, shortlisting, and formal offer stages. Conversely, those 65 and older make up the smallest proportion, accounting for 0.5% of those whose age is known. This increases to 0.7% at shortlisting before dropping to 0.3% at the formal stage.

Figure 34: Applications, Short Listing and Job Offers by Ethnicity – Unknowns Excluded



Of the 644 new starters during 2024-25, 25–34-year-olds continue to make up the most significant proportion of new starters at 36.5%, followed by the 35-44 age group at 23.4%. New starters aged 65 and over remain the smallest group at 0.5%. Notably, the proportion of leavers aged 55-64 decreased from 10.9% last year to 7.8%.

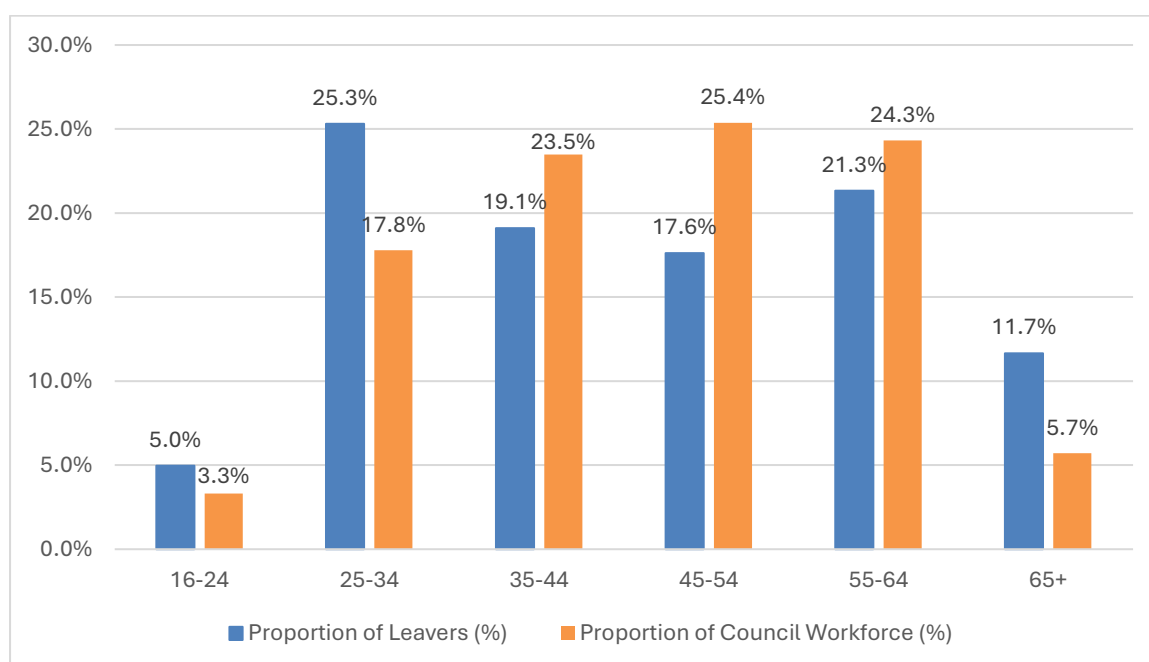
Table 26: New Starters by Age

Age Band	Total Number of New Starters	Proportion of Starters (%)
16-24	86	13.4%
25-34	235	36.5%
35-44	151	23.4%
45-54	119	18.5%
55-64	50	7.8%
65+	3	0.5%
New Starters Overall	644	100.0%

The 25-34 age group is noticeably overrepresented amongst the 403 employees who left the Council during 2024-25, 7.5% higher than expected. Leavers from the 65 and over age group are also overrepresented amongst leavers compared to the workforce as of 31 March 2025. However, this is expected as employees approach the state's retirement age. Of the leavers within the 65 and over age group, 61.7% left due to retirement.

Conversely, the 35-44 and 45-54 age groups were notably underrepresented at 4.4% and 7.8%, respectively. This is consistent with previous years and not entirely surprising, as it is not unusual for younger employees to move between different employers at a higher rate than their older colleagues.

Figure 35: Leavers by Age



Leavers within the 16-24 age group are disproportionately more likely to leave due to the conclusion of their contract than any other age group. Leavers due to redundancy and retirement continue to be at their highest within the 55-64 age group. As in previous years, the small sample size of dismissals means that accurate conclusions regarding dismissals cannot be drawn. This is also true for the employees who left due to 'Work Incident/Work Related Illness', where only a small number of employees leave for this reason.

Table 27: Reason for Leaving by Age

Age Band	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Work Incident / Work-Related Illness	Leavers Overall
16-24	23.3%	0.0%	0.0%	0.0%	4.6%	0.0%	0.0%	5.0%
25-34	26.7%	0.0%	35.7%	0.0%	31.7%	0.0%	0.0%	25.3%
35-44	16.7%	25.0%	21.4%	12.0%	22.8%	0.0%	0.0%	19.1%
45-54	20.0%	12.5%	14.3%	12.0%	20.3%	2.3%	100.0%	17.6%
55-64	10.0%	50.0%	28.6%	68.0%	15.7%	31.8%	0.0%	21.3%
65+	3.3%	12.5%	0.0%	8.0%	5.0%	65.9%	0.0%	11.7%

Contingent workers aged 45-54 accounted for 27.2% of all agency placements filled during the 2024-25 financial year; closely followed by those aged 35-44 (26.5%) and 25-34 (17.8%).

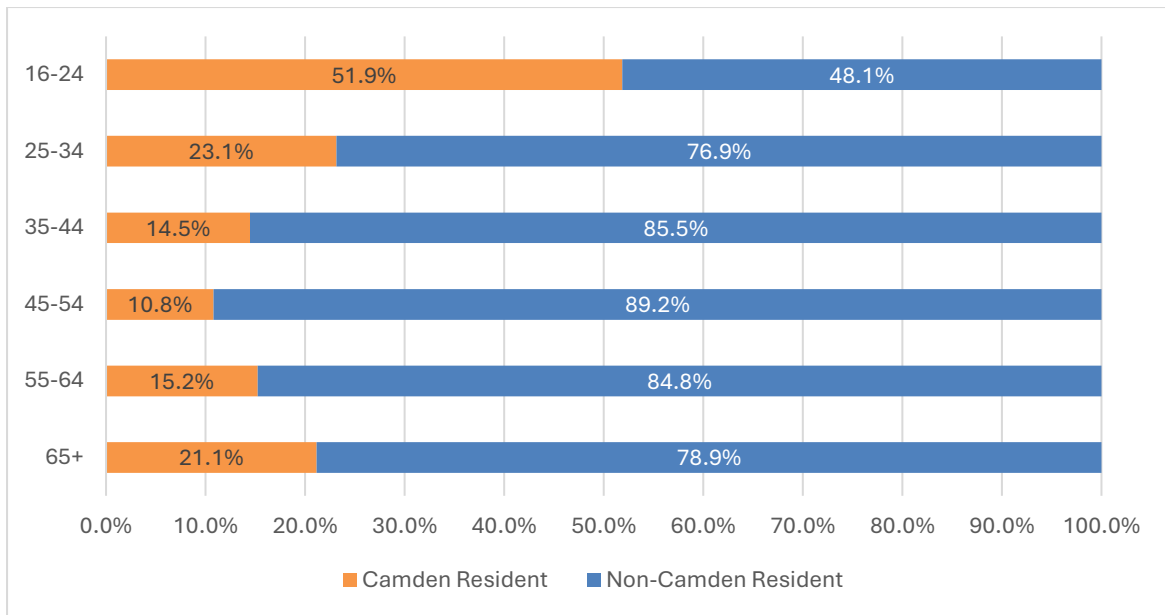
Table 28: Breakdown of Agency Placements by Age Band

Age Band	Proportion of Agency Placements (%)
16-24	4.2%
25-34	17.8%
35-44	26.5%
45-54	27.2%
55-64	20.5%
65+	3.7%
Unknown	0.2%
Agency Placements Overall	100.0%

Age: Staff Resident in Camden

Four age bands do not deviate significantly from Camden's overall 16.9% resident-to-83.1 % non-resident split. Those aged 16-24 and 65+ remain outliers, with the 16-24 age group being more likely to live in the Borough than not. The Council's apprenticeship and internship schemes have a significant influence, with just over a quarter (26.5%) of employees in this age group participating in one of these schemes. Almost all employees in these roles are Camden residents, as one of the eligibility criteria for non-construction apprenticeships is that applicants must "be a Camden resident, former Camden secondary school student or Camden care leaver".

Figure 36: Employee Resident in Camden by Ethnicity



Age: Apprentices

As mentioned, the proportion of apprentices aged 24 or under is 58.9% compared to 41.1% of those aged 25 and over. This is a significant swing from 2023-24, when the ratio between the two groups was 3.1:1 in favour of those aged 24 or under. As of 31 March 2025, this has decreased to just 1.4:1. The table below shows that the proportion of apprenticeships within the Council decreases as age increases.

Table 29: Apprentices by Age

Age Band	Proportion of Apprentices (%)
16-24	58.9%
25-34	19.2%
35-44	11.0%
45-54	9.6%
55-64	1.4%
65+	0.0%
Apprentices Overall	100.0%

Age: AMGUD and Sickness Absence

As with previous analyses, we need to exercise caution when drawing firm conclusions regarding disciplinary, grievance, and underperformance cases, as the number of cases lodged each year remains small. Based on the data, the overall proportion of AMGUD cases lodged for 16-24, 25-34, 45-54, and 65+ age groups is broadly proportional to their workforce share as of 31 March 2025. The proportion of overall cases lodged for the 35-44 age group is significantly lower than its share of the workforce; conversely, for the 55-64 age group, it is higher.

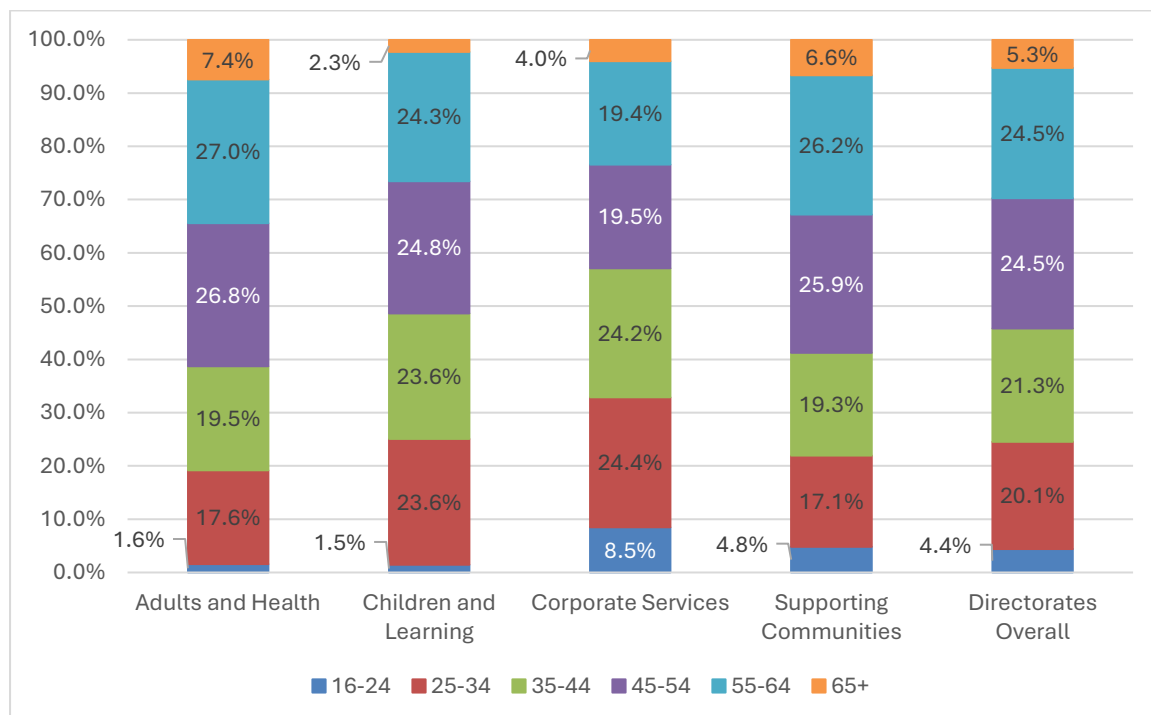
Consistent with previous years, employees aged 65 and above have no Grievance and Underperformance cases. Employees aged 55-64 are overrepresented within Absence Management and Disciplinary cases, accounting for 39.8% and 30.6% of cases, respectively, but only 24.3% of the workforce. Underperformance cases against the 25-34 age group are noticeably higher than expected.

Table 30: Summary of AMGUD Cases by Age Band

Age Band	Absence Management	Disciplinary	Grievance	Underperformance	Cases Overall
16-24	1.2%	2.8%	6.7%	8.7%	2.4%
25-34	9.4%	13.9%	26.7%	43.5%	14.3%
35-44	15.2%	13.9%	13.3%	21.7%	15.5%
45-54	25.7%	30.6%	26.7%	21.7%	26.1%
55-64	39.8%	30.6%	26.7%	4.3%	34.3%
65+	8.8%	8.3%	0.0%	0.0%	7.3%
Directorates Overall	100.0%	100.0%	100.0%	100.0%	100.0%

The sickness absence rates of the different age groups are broadly proportional. The only notable deviations are still relatively marginal, with absences among the 25-34 group 2.3% higher, while the 35-44 group is 2.2% lower.

Figure 37: Working Days Sickness Absence by Age Band and Directorate



Disability

It is critical that Camden Council is a disability friendly organisation. We have worked over the years to ensure disabled employees feel welcome and included, for example, by making sure all our buildings are accessible and establishing disability working groups. Over the last few years, particularly, we have made a concerted effort to create a more disability inclusive workplace, celebrating Disability History Month, launching the Camden Disability Charter, utilising our Wellbeing Passport, and rolling out our Disability Inclusion Learning Offer.

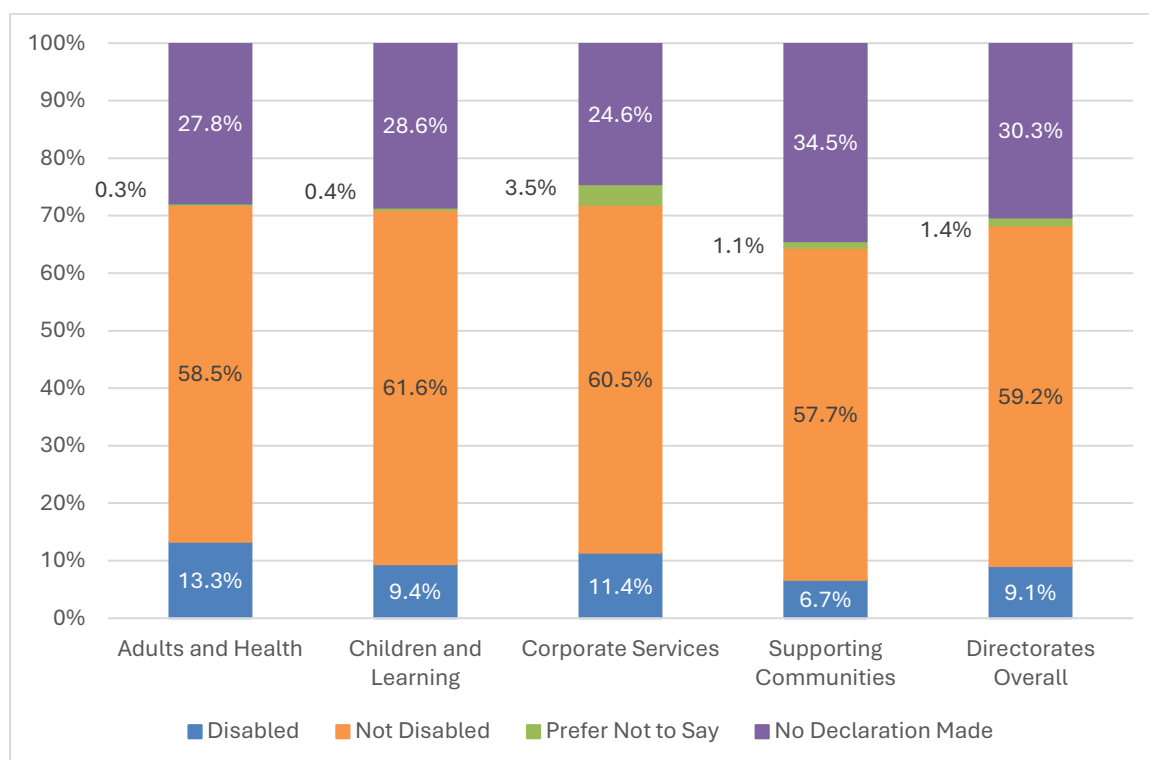
Unfortunately, we have had significantly low declaration rates for many years, meaning our data does not reflect the accurate picture. Almost a third of employees within the Council have yet to make a disability declaration. We continue to focus on the work we have been doing to ensure that our disabled employees who have not yet declared their status feel comfortable doing so.

Disability: Headcounts

Of the 4,887 employees at Camden, 1,448 (30.3%) have an unknown disability status, a decrease of 0.9% from last year. The proportion of employees who have declared themselves to have a disability has increased slightly from 8.5% to 9.1%.

Adults and Health have the highest proportion of employees who have declared themselves to have a disability, at 13.3%. Supporting Communities has the lowest proportion, at 6.7%. However, this Directorate also has the highest proportion of unknowns amongst all Directorates.

Figure 38: Directorate Breakdown by Disability



Disability: Patterns of Work, Grades and Length of Service

Employees declaring themselves to have a disability are just as likely to work part-time as those who have declared themselves not to have a disability. The proportion of staff working part-time is in line with that of the overall Council. Those who have declared Prefer Not to Say are disproportionately more likely to work part-time.

Table 31: Full-Time vs. Part-Time Workers by Disability

Disability Disclosure	Full Time	Part Time
Disabled	83.3%	16.7%
Not Disabled	83.8%	16.2%
Prefer Not to Say	94.2%	5.8%
No Declaration Made	79.5%	20.5%
Directorates Overall	82.6%	17.4%

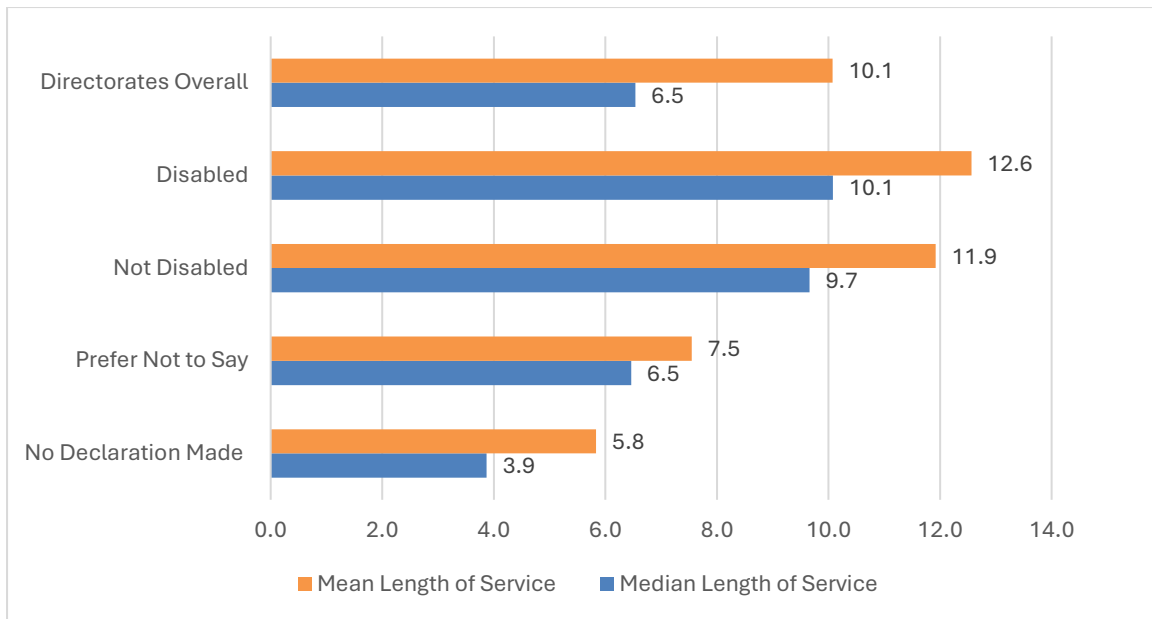
The proportion of employees who have declared themselves disabled has increased across all grades compared to last year, except at Level 1 and the 'Other' grades. At these two levels, the proportion of employees declaring to have a disability decreased by 0.5%. The proportion of employees with a disability is consistent with the overall population of the Council at Levels 2-4 but is slightly lower at Levels 5-7.

Table 32: Salary Grade of Employees by Disability

Employment Grade	Disabled	Not Disabled	Prefer Not to Say	No Declaration Made
Level 1	1.7%	40.1%	0.0%	58.3%
Level 2	9.2%	54.3%	2.4%	34.1%
Level 3	10.4%	63.3%	1.2%	25.1%
Level 4	10.6%	64.5%	1.5%	23.4%
Levels 5-7	7.4%	62.3%	1.2%	29.1%
Other	3.8%	21.3%	0.0%	75.0%
Directorates Overall	9.1%	59.9%	1.4%	29.5%

Due to the high number of unknowns, the length of service values for other declarations will be skewed by more extreme values. Based on the data, the length of service for both employees who have declared a disability and those who have declared themselves not to have a disability is greater than that of the Council overall.

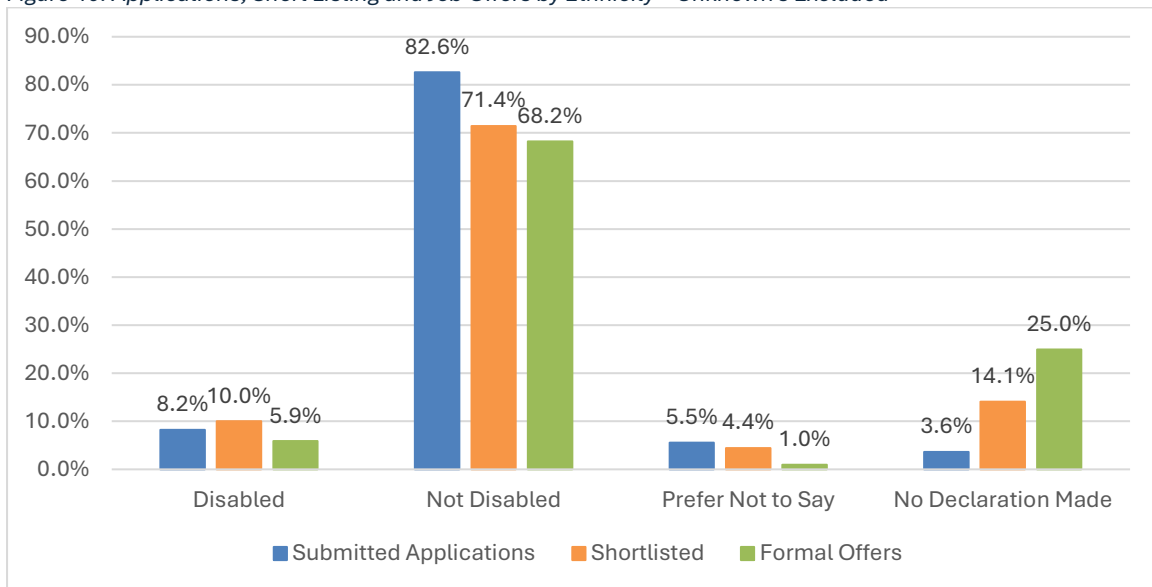
Figure 39: Length of Service by Disability



Disability: Recruitment, Starters, Leavers and Agency Usage

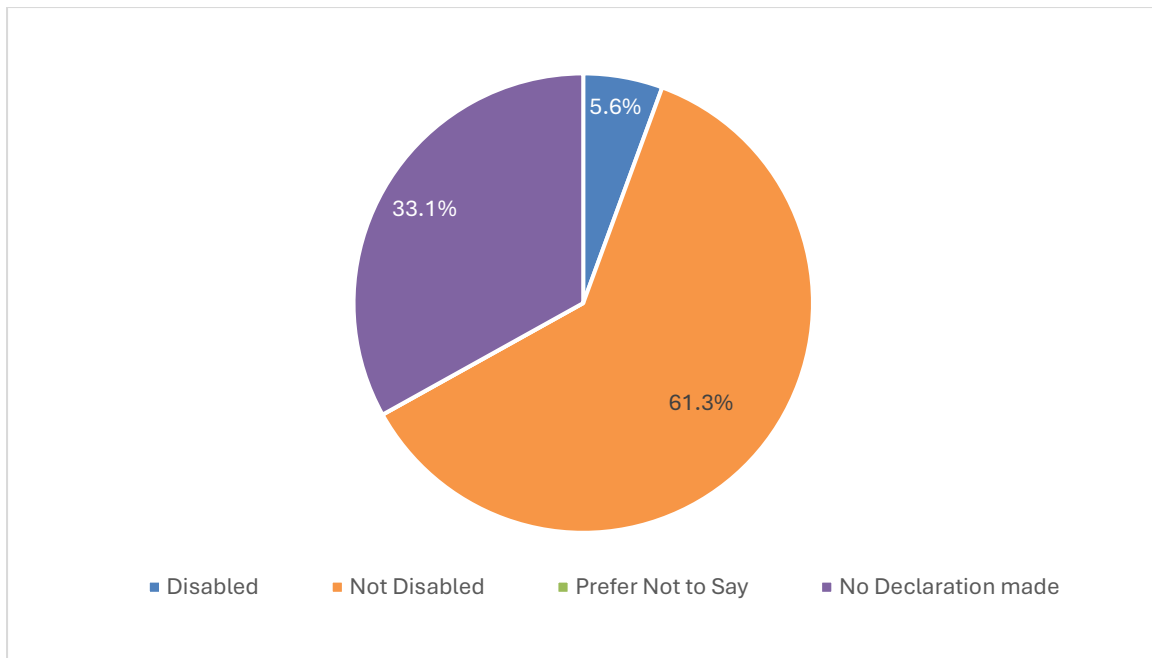
The proportion of candidates who did not declare any information (Unknowns) concerning disability at the application stage has decreased from 3.9% to 3.6%. However, as in previous years, the proportion of unknowns increases at the shortlisting and formal offer stages of the recruitment process. The number of candidates declaring themselves to have a disability increased by 1.6% at the Application and Shortlisting stages, and by 2.2% at the formal offer stage, with a slight decrease of 0.3% at the offer acceptance stage.

Figure 40: Applications, Short Listing and Job Offers by Ethnicity – Unknown's Excluded



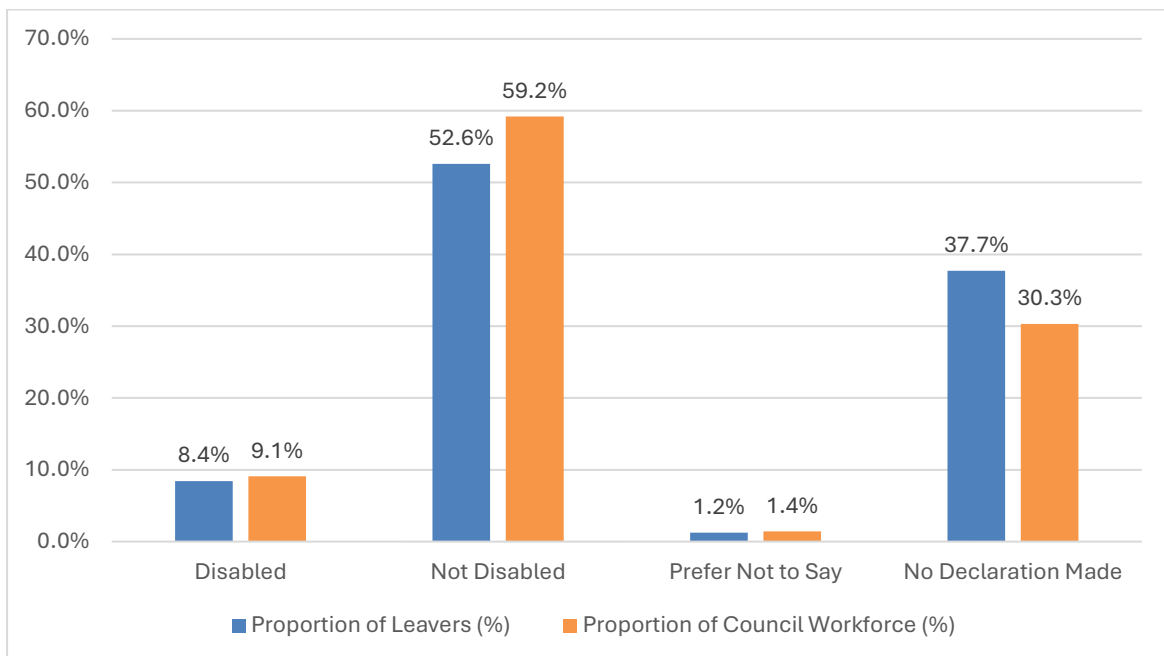
The proportion of unknown records amongst new starters whose disability declaration is unknown has reduced from 35.9% last year to 33.1% this year. Employees with a disability accounted for 5.6% of new starters, representing a 2.0% increase. The proportion of new starters declaring not to have a disability increased slightly from 60.3% to 61.3%. No new starters during 2024-25 declared 'Prefer not to Say'.

Figure 41: New Starters by Disability



As with the starters' data, unknown records exist when analysing leavers' data. Employees who have declared Prefer Not to Say continue to leave proportionate to the council's composition. Leavers who declared themselves to have a disability increased from 7.3% to 8.4%, a much more proportionate increase than in previous years.

Figure 42: Leavers by Disability



Most workers occupying agency placements within the Council declared themselves as not having a disability (61.0%), followed by 'Prefer Not to Say' at 38.7%. Just 0.3% of these workers declared themselves to have a disability.

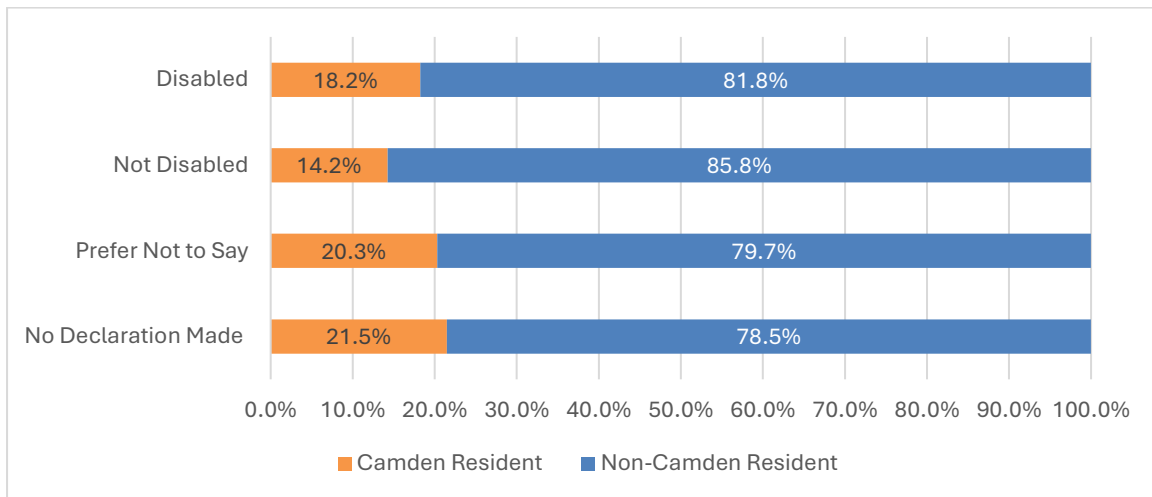
Table 33: Breakdown of Agency Placements by Disability Disclosure

Disability Disclosure	Proportion of Agency Placements (%)
Yes	0.3%
No	61.0%
Prefer Not to Say	38.7%
Agency Placements Overall	100.0%

Disability: Staff Resident in Camden

Employees who have declared themselves to have a disability and those who have expressed Prefer Not to Say are more likely to live in Camden. Conversely, employees who have declared they do not have a disability are less likely to live in the borough.

Figure 43: Employee Resident in Camden by Disability



Disability: Apprentices

The proportion of apprentices in post as of 31 March 2025 who have yet to declare their disability status decreased by 14.7% compared to last year, but remains extremely high at 80.8%.

Of employees who have made a declaration, 8.2% have declared themselves to have a disability, and 11.0% have declared themselves not to have a disability.

Table 34: Apprentices by Disability

Disability Disclosure	Proportion of Apprentices (%)
Disabled	8.2%
Not Disabled	11.0%
Prefer Not to Say	0.0%
No Declaration Made	80.8%
Apprentices Overall	100.0%

Disability: AMGUD and Sickness Absence

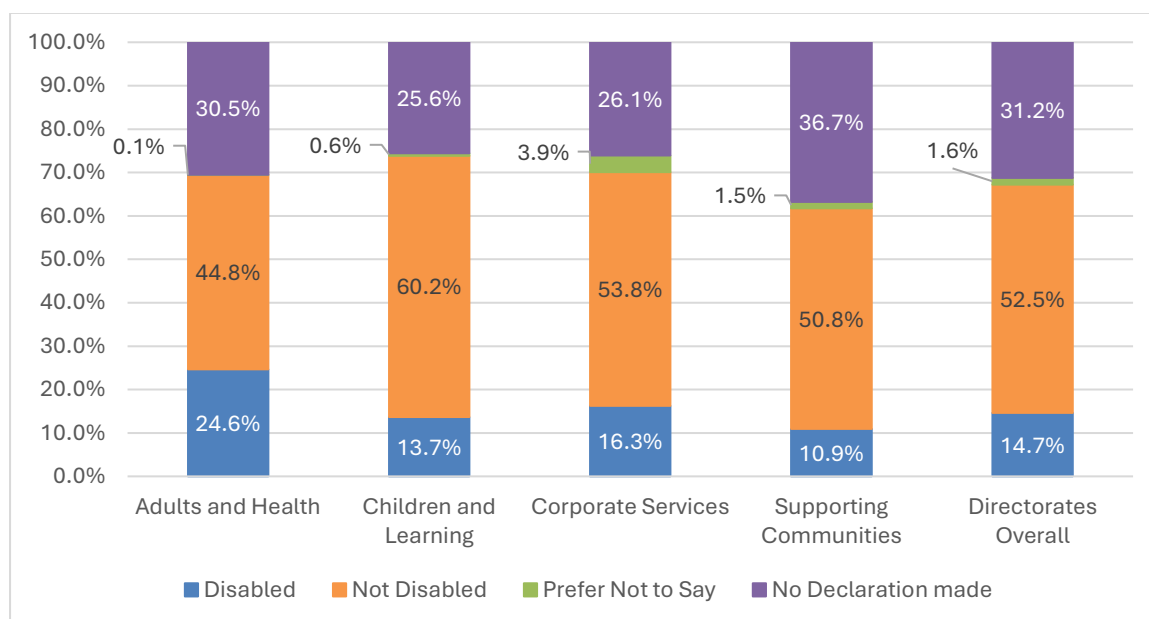
Regarding AMGUD cases and an analysis by Disability, we need to exercise caution when drawing firm conclusions relating to disciplinary, grievance, and underperformance cases, as the number of cases lodged yearly remains relatively small. Based on the data, employees who have declared themselves to have a disability are overrepresented across all AMGUD cases by 15.4%. They are also overrepresented when looking at each case type individually. Employees who have declared Prefer Not to Say are also overrepresented within Absence Management, Grievance and Underperformance cases. Employees who have declared themselves not to have a disability are underrepresented across all case types.

Table 35: Summary of AMGUD Cases by Disability

Disability Disclosure	Absence Management	Disciplinary	Grievance	Underperformance	Cases Overall
Disabled	24.6%	19.4%	26.7%	30.4%	24.5%
Not Disabled	49.1%	58.3%	40.0%	56.5%	50.6%
Prefer Not to Say	2.9%	0.0%	0.0%	4.3%	2.4%
No Declaration Made	23.4%	22.2%	33.3%	8.7%	22.4%
Directorates Overall	100.0%	100.0%	100.0%	100.0%	100.0%

The majority (59.9%) of sickness absence within the Council was taken by employees who declared themselves not to have a disability. The absence rate among employees who declared themselves to have a disability increased from 8.5% to 9.1% compared to last year. When comparing the proportion of sickness absence against the composition of the workforce as of 31 March 2025, absence taken by employees declaring themselves to have a disability is 5.6% higher.

Figure 44: Working Days Sickness Absence by Age Band and Disability



Nationality

Nationality: Headcounts

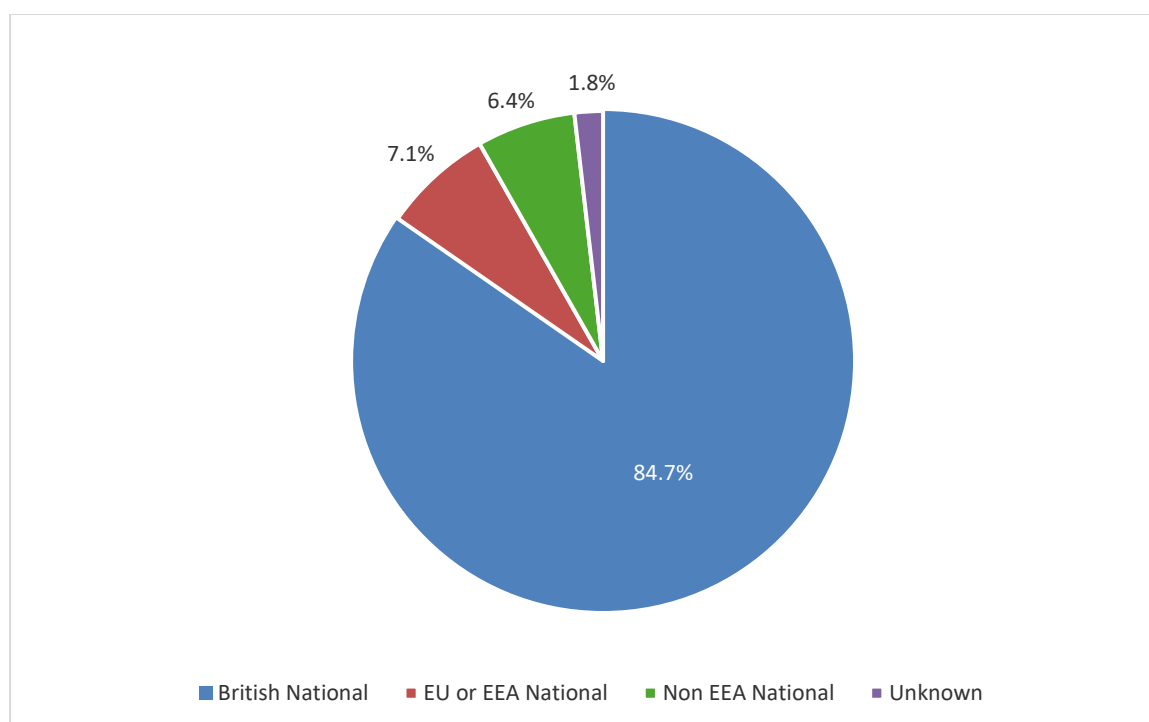
British Nationals continue to be the largest nationality group at Camden. Compared to last year, the proportion of EU/EEA Nationals within the Council decreased by 0.2%, while the proportion of non-EEA nationals increased by 0.7%.

Within Directorates, Children and Learning has the highest proportion of EU/EEA Nationals within its workforce at 7.9% whilst Adults and Health have the highest proportion of non-EEA nationals at 9.5%

Table 36: Directorate Breakdown by Nationality

Nationality Grouping	British National	EU or EEA National	Non-EEA National	Unknown
Adults and Health	83.2%	7.3%	9.5%	0.0%
Children and Learning	88.0%	7.9%	4.1%	0.1%
Corporate Services	88.8%	5.1%	4.6%	1.5%
Supporting Communities	81.7%	7.7%	7.3%	3.3%
Directorates Overall	84.7%	7.1%	6.4%	1.8%

Figure 45: Composition of Workforce by Nationality



Nationality: Patterns of Work, Grades and Length of Service

Non-EEA Nationals remain the least likely among declared groups to work part-time at 15.0%, a decrease of 3.4% compared to last year. The split between full-time and part-time workers within British Nationals and EU/EEA Nationals is the same overall within the Council.

Table 37: Full-Time vs. Part-Time Workers by Nationality

Nationality Grouping	Full Time	Part Time
British National	69.6%	30.4%
EU or EEA National	85.0%	15.0%
Non-EEA National	82.0%	18.0%
Unknown	82.7%	17.3%
Directorates Overall	82.6%	17.4%

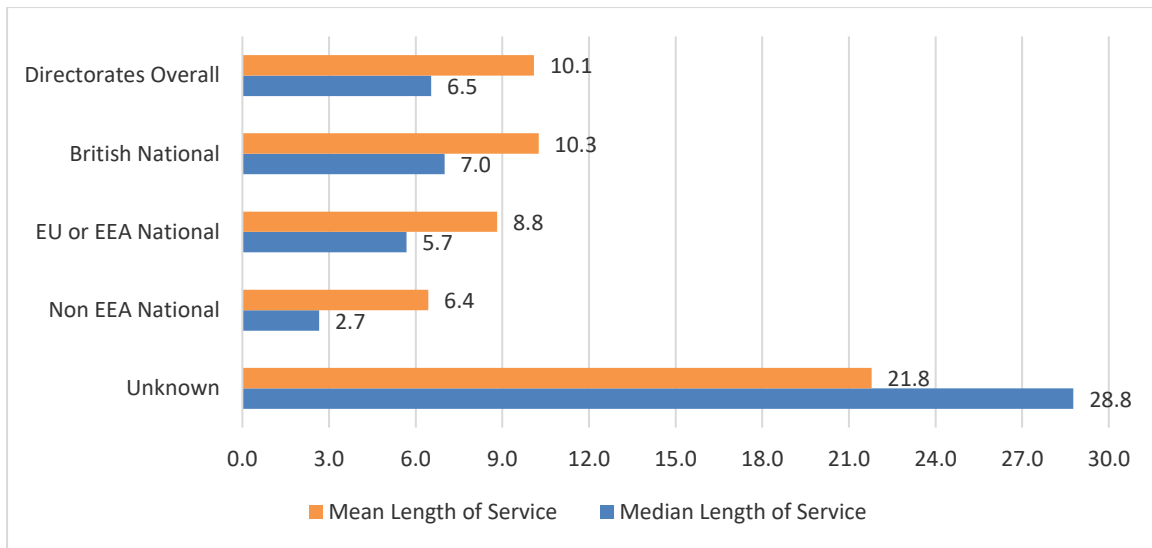
The prominent outliers in terms of nationality exist within the Level 1, Level 2 and 'Other' employment grades. Within these grades, British Nationals are underrepresented when measured against the overall population of the Council, with non-EEA nationals being overrepresented.

Table 38: Salary Grade of Employees by Nationality

Employment Grade	British National	EU or EEA National	Non-EEA National	Unknown
Level 1	69.8%	9.1%	15.3%	5.8%
Level 2	80.9%	7.3%	11.1%	0.7%
Level 3	86.5%	7.5%	4.3%	1.7%
Level 4	86.9%	6.9%	5.6%	0.6%
Levels 5-7	87.7%	7.1%	3.6%	1.5%
Other	78.8%	5.0%	13.8%	2.5%
Directorates Overall	84.9%	7.3%	6.5%	1.4%

The mean and median lengths of service for employees whose nationality is unknown are outliers. As mentioned previously, most employees within this group have worked for the Council for more than 25 years, with the longest-serving employee having 50 years of service. As last year, the mean and median length of service for British nationals continue to be higher than the Council's overall figure.

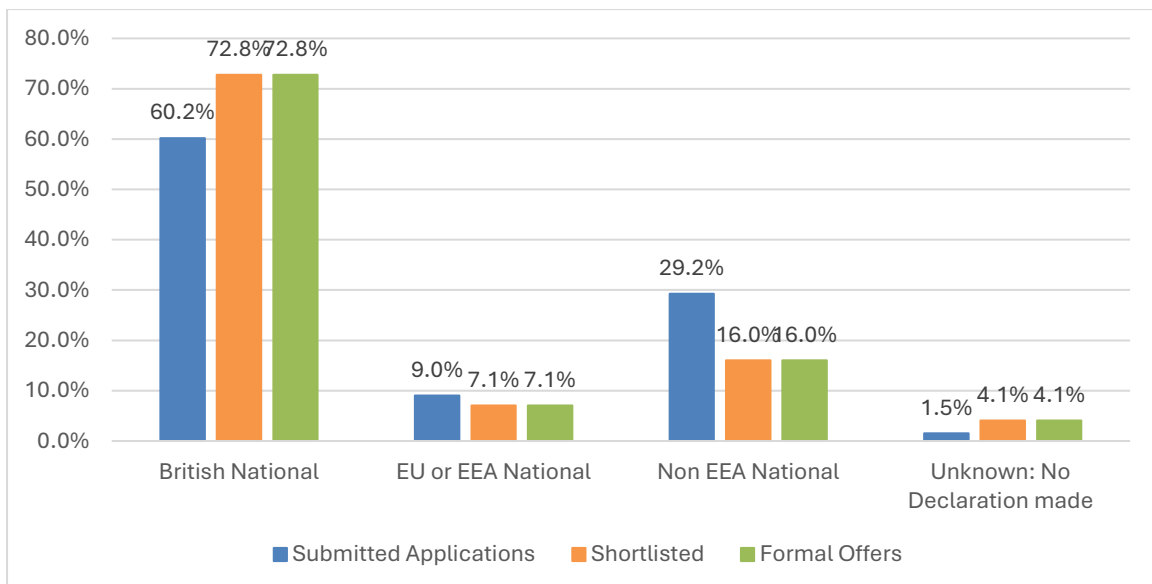
Figure 46: Length of Service by Nationality



Nationality: Recruitment, Starters, Leavers and Agency Usage

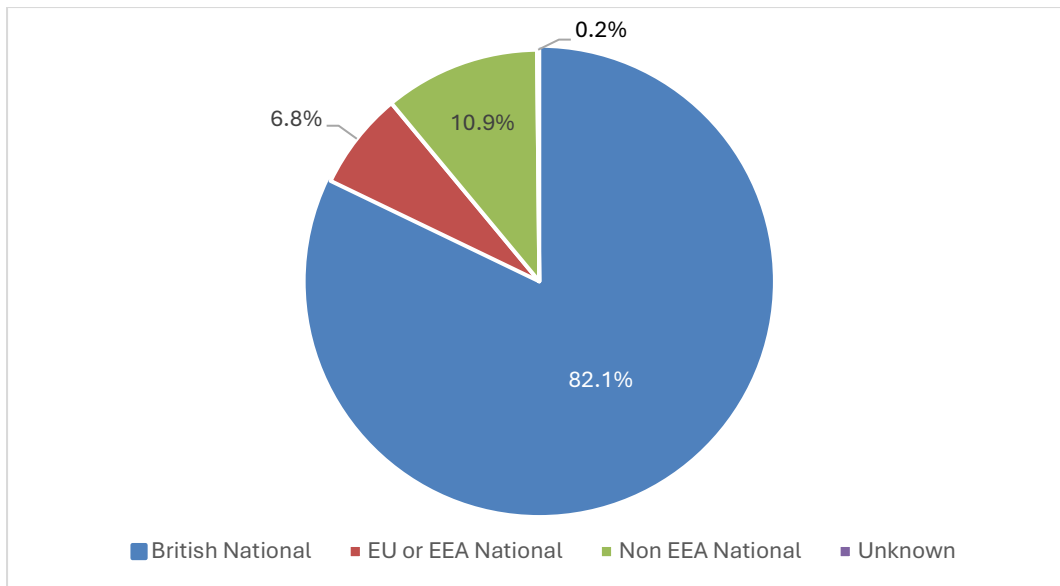
As in previous years, most applications received came from British Nationals. British Nationals also accounted for the majority of candidates subsequently shortlisted and those who received formal job offers. The proportion of applications received from non-EEA nationals was 29.2% of all applications received, but it dropped to 16.0% at both the short-listing and formal job offer stages. The proportion of EU and EEA candidates was 9.0% at the application stage, falling to 7.1% at both the short-listing and formal job offer stages.

Figure 47: Applications, Short Listing and Job Offers by Nationality



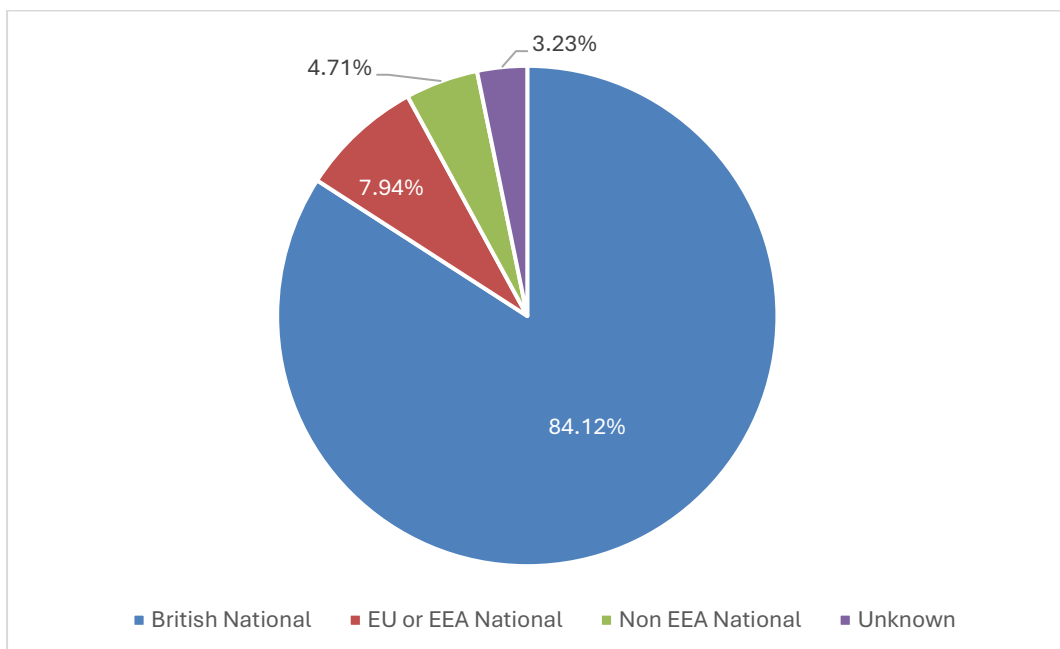
The proportion of new starters with unknown nationality has decreased from 1.6% to 0.2% compared to last year. Most new starters (82.1%) continue to be British Nationals, followed by non-EEA nationals and EU/EEA Nationals.

Figure 48: New Starters by Nationality



Compared to 2023-24, there has been very little change in the proportion of nationality groups who left the Council. The most significant change, a decrease of 1.5%, occurred among leavers who were non-EEA nationals, while the number of leavers who were British nationals increased by 0.9%.

Figure 49: Leavers by Nationality



Overall, all Nationality groups leave at a rate proportionate to their workforce share. Colleagues of British Nationality left at a rate 2.2% higher than proportionate, with Unknowns leaving a rate 3.2% lower.

Except for the Conclusion of Contract, Dismissal and Redundancy, the proportion of employees leaving for each reason is consistent with the overall proportion of leavers for each group. EU/EEA Nationals are proportionately more likely to leave due to Redundancy,

whilst non-EEA nationals are more likely to leave due to the Conclusion of Contracts. Due to the small sample size, it is impossible to draw any definite conclusions concerning leavers due to Dismissals and/or Work-related illness, as there were fewer than 15 cases in 2024-25, and the nationality of a substantial number of these employees is unknown.

Table 39: Reason for Leaving by Nationality

Nationality Grouping	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Work Incident / Work-Related Illness	Leavers Overall
British National	80.0%	75.0%	71.4%	80.0%	84.7%	93.2%	0.0%	84.1%
EU or EEA National	3.3%	12.5%	7.1%	20.0%	7.8%	4.5%	0.0%	7.9%
Non EEA National	16.7%	12.5%	14.3%	0.0%	3.6%	2.3%	0.0%	4.7%
Unknown	0.0%	0.0%	7.1%	0.0%	3.9%	0.0%	100.0%	3.2%
British National	80.0%	75.0%	71.4%	80.0%	84.7%	93.2%	0.0%	84.1%

British Nationals accounted for 82.3% of contingent workers occupying agency placements. Non-EEA and EU/EEA Nationals accounted for 3.0% and 13.2% of placements.

Table 40: Breakdown of Agency Placements by Nationality

Nationality Grouping	Proportion of Agency Placements (%)
British National	82.3%
EU or EEA National	3.0%
Non-EEA National	13.2%
Unknown	1.6%
Agency Placements Overall	100.0%

Nationality: Staff Resident in Camden

Excluding Unknowns, Non-EEA Nationals are the least likely to live in Camden, whilst the proportion of Camden/Non-Camden Residents for British Nationals and EU/EEA Nationals is in line with the overall figure for the Council.

Table 41: Employee Resident in Camden by Nationality

Nationality Grouping	Camden Resident	Non-Camden Resident
Unknown	4.3%	95.7%
Non-EEA National	11.8%	88.2%
EU or EEA National	16.9%	83.1%
British National	17.5%	82.5%
Directorates Overall	16.9%	83.1%

Nationality: Apprentices

The overwhelming majority of apprentices within the Council continue to be British Nationals, increasing by 6.2% from 92.4% last year to 98.6%.

Table 42: Apprentices by Nationality

Nationality Grouping	Proportion of Apprentices (%)
British National	98.6%
EU or EEA National	0.0%
Non-EEA National	0.0%
Unknown	1.4%
Apprentices Overall	100.0%

Nationality: AMGUD and Sickness Absence

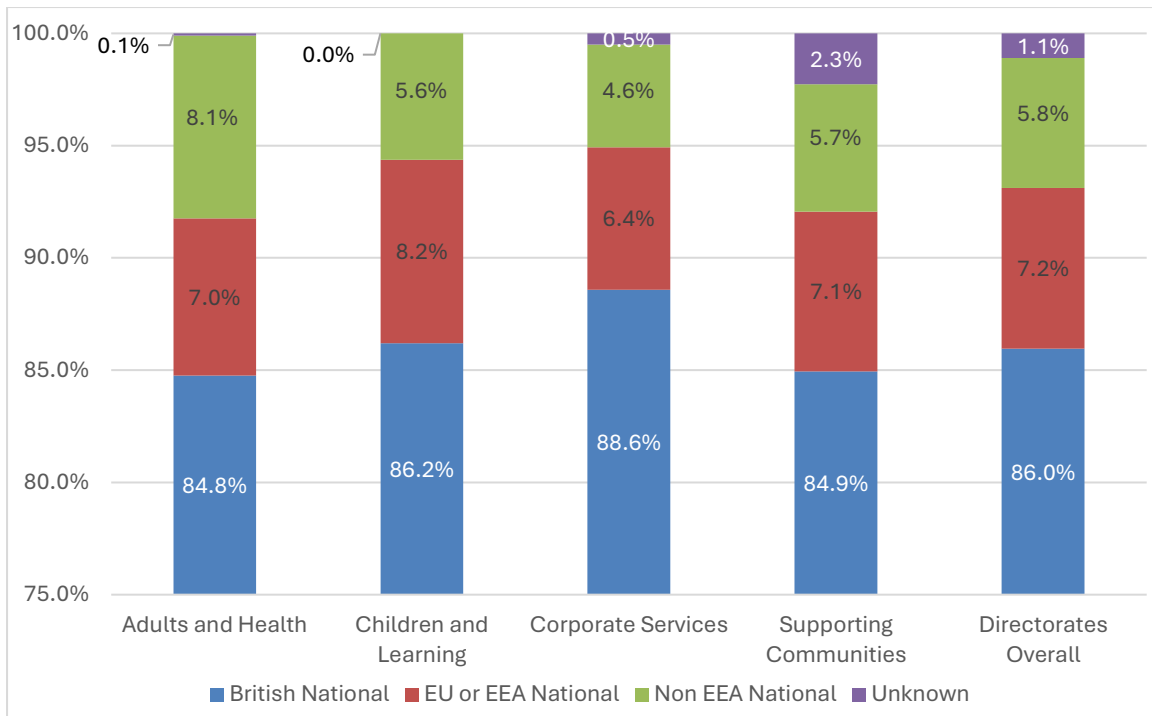
The proportion of British Nationals across all AMGUD case types is proportionate to the overall workforce as of 31 March 2025. Non-EEA nationals are slightly overrepresented in disciplinary cases.

Table 43: Summary of AMGUD Cases by Nationality

Nationality Grouping	Absence Management	Disciplinary	Grievance	Underperformance	Cases Overall
British National	89.5%	88.9%	86.7%	91.3%	89.4%
EU or EEA National	5.3%	0.0%	6.7%	8.7%	4.9%
Non-EEA National	3.5%	8.3%	6.7%	0.0%	4.1%
Unknown	1.8%	2.8%	0.0%	0.0%	1.6%
Directorates Overall	100.0%	100.0%	100.0%	100.0%	100.0%

The proportion of sickness absence taken by British Nationals is in line with that of the proportion of British Nationals within the overall Council workforce. EU/EEA Nationals are slightly overrepresented, and non-EEA nationals are somewhat underrepresented.

Figure 50: Working Days Sickness Absence by Age Band and Nationality



Religion and Belief

Unfortunately, the number of religion and belief declarations is significantly low among Camden employees, making robust analysis difficult.

Religion and Belief: Headcounts

Unknowns account for 46.6% of religion and belief declarations, or lack thereof. This figure has decreased by 4.4% compared to last year as the Council continues to make concerted efforts to encourage people to update their diversity details. Of employees who have declared a religious belief, Christians continue to make up the most significant proportion of employees within the Council, followed by those who have declared themselves to have no religion or belief.

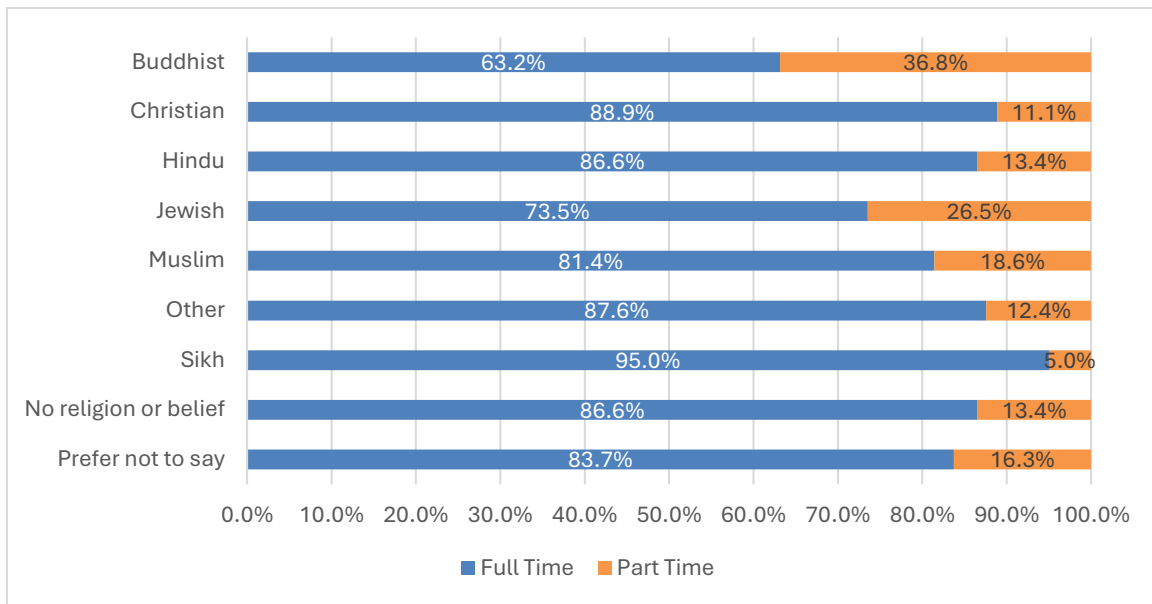
Table 44: Breakdown of Religion and Belief

Religion and Belief	Proportion of Employees	Proportion of Employees if Unknowns Removed
Buddhist	0.4%	0.7%
Christian	20.1%	37.6%
Hindu	1.4%	2.6%
Jewish	0.7%	1.3%
Muslim	6.9%	13.0%
Other	2.6%	4.9%
Sikh	0.4%	0.8%
No religion or belief	15.1%	28.2%
Prefer not to say	5.8%	10.8%
No Declaration made	46.6%	
Directorates Overall	100.0%	100.0%

Religion and Belief: Patterns of Work, Grades and Length of Service

Most religious groups do not deviate significantly from the 86.2% Full-time / 13.8% Part-time split within the Council. The exceptions are employees who have declared themselves of the Sikh faith, among whom only 5% work part-time. Employees who declared themselves Buddhist or Jewish are more likely to work part-time.

Figure 51: Full Time vs. Part Time Workers by Religion/Belief – Unknowns Removed



Unknowns have been removed from the table below; however, they may have skewed the remaining data. At the Grade level, most groups declaring a religion or belief are largely proportional to their workforce share. However, the proportion of Muslim employees continues to decrease quite significantly as grades get higher, and they are overrepresented at the lower end. Employees who have declared no religion or belief have erratic numbers at each level and do not appear to follow any significant pattern as grades increase or decrease.

Table 45: Salary Grade of Employees by Religion/Belief – Unknowns Removed

Employment Grade	Buddhist	Christian	Hindu	Jewish	Muslim	Other	Sikh	No religion or belief	Prefer not to say
Level 1	1.3%	46.7%	1.3%	0.0%	21.3%	4.0%	0.0%	10.7%	14.7%
Level 2	1.1%	46.8%	0.9%	0.2%	18.6%	5.8%	0.9%	13.6%	12.1%
Level 3	0.9%	40.1%	3.0%	1.3%	15.3%	5.8%	0.8%	22.2%	10.7%
Level 4	0.4%	36.5%	3.6%	1.0%	9.1%	4.6%	1.0%	32.0%	11.8%
Levels 5-7	0.6%	27.3%	2.1%	3.1%	5.9%	3.4%	0.6%	48.0%	9.0%
Other	0.0%	39.3%	7.1%	0.0%	21.4%	3.6%	0.0%	25.0%	3.6%
Directorates Overall	0.7%	37.8%	2.6%	1.3%	12.5%	4.9%	0.8%	28.4%	10.9%

Religion and Belief: Recruitment, Starters, Leavers and Agency Usage

The proportion of candidates not declaring their religious beliefs increases during each stage of the recruitment process, increasing from 2.9% at the Application Stage to 21.5%. The proportion of candidates who declare themselves to have no religious belief also increases significantly at each stage of the recruitment process.

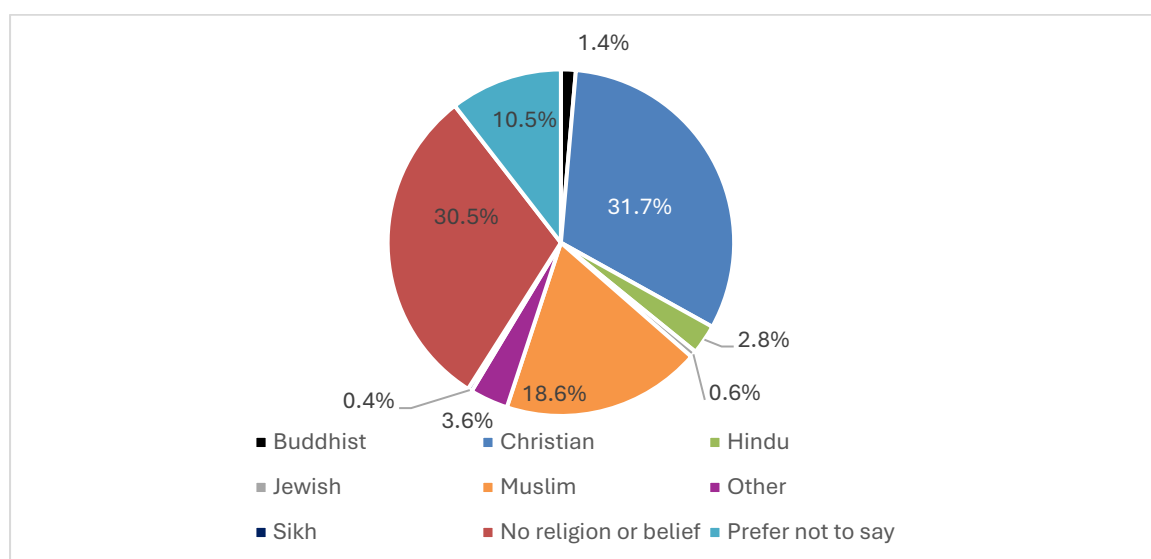
Among candidates who have declared a religious belief, the proportion of each religious group decreases at each stage of the recruitment process, except for candidates who declared themselves Jewish or of Other belief.

Table 46: Applications, Short Listing and Job Offers by Religion/Belief

Recruitment Stage	Buddhist	Christian	Hindu	Jewish	Muslim	Other	Sikh	No religion or belief	Prefer not to say	Unknown
Application Stage	1.1%	32.4%	8.2%	0.6%	22.1%	3.1%	0.9%	9.0%	19.7%	2.9%
Shortlisting Stage	0.7%	29.5%	4.9%	0.8%	17.3%	3.0%	0.6%	21.7%	9.2%	12.4%
Formal Job Offer Stage	0.8%	25.4%	3.3%	0.8%	13.4%	3.2%	0.4%	23.2%	7.9%	21.5%

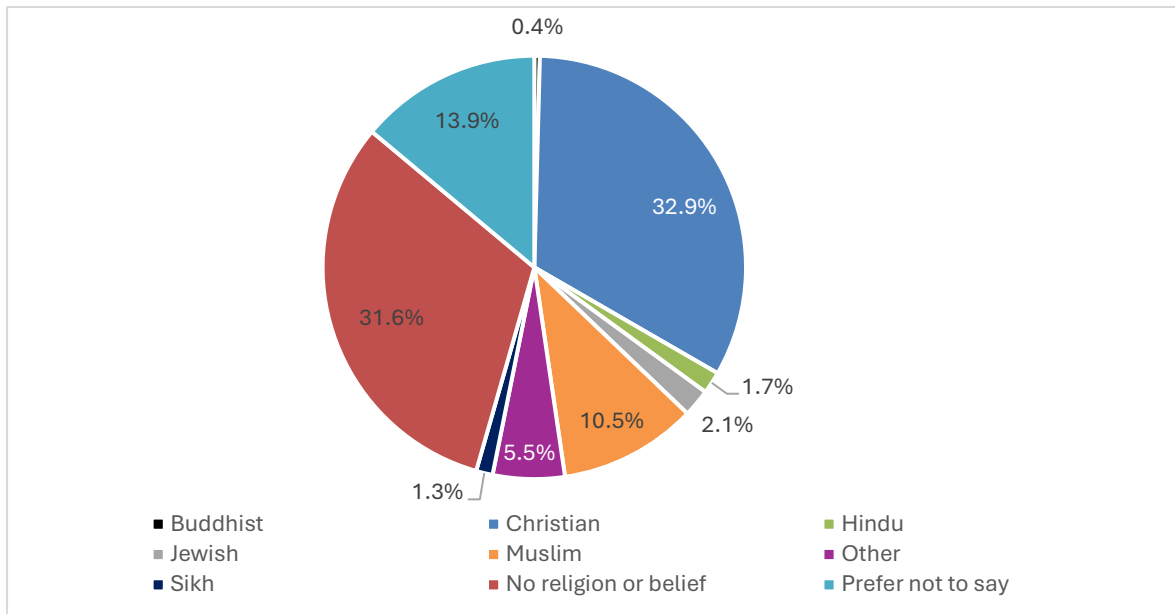
The religious beliefs of just under a quarter (21.6%) of new starters in 2024-25 are unknown. Of new starters who declared a religious belief, those who identified as Christian (31.7%) continue to make up the highest proportion, followed by those with no religion or belief at 30.5%

Figure 52: New Starters by Religion and Belief



Over 41.2% of the leavers in 2024-25 had yet to declare their religion or belief, a decrease from 47.6% the previous year. Employees who had declared themselves to be Christian accounted for the most significant proportion of leavers whose religion or belief /was known, followed by those of no religious faith or belief. Due to the high percentage of unknown records among leavers, it is impossible to conduct an accurate analysis/conclusion on specific reasons for leaving based on religious belief, so this has not been included in the employment profile.

Figure 53: Leavers by Religion and Belief



Most contingent workers who occupied agency placements within the Council during 2024-25 declared their religion as 'Prefer Not to Say'. Of those who made a declaration, 21.5% declared themselves to be of Other religious belief or Christian.

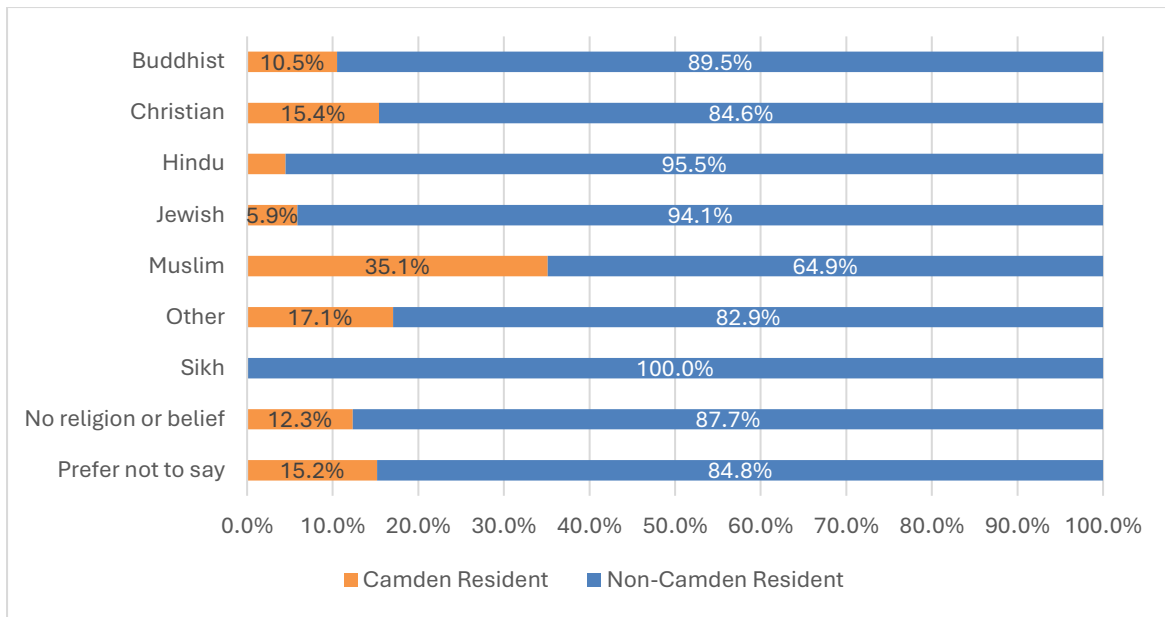
Table 47: Breakdown of Agency Placements by Religion and Belief

Religion and Belief	Proportion of Agency Placements (%)
Buddhist	1.2%
Christian	21.5%
Hindu	1.8%
Muslim	0.6%
Other	73.9%
Sikh	0.8%
Prefer Not to Say	0.3%
Agency Placements Overall	100.0%

Religion and Belief: Staff Resident in Camden

Excluding Unknowns, employees who have declared themselves to be Muslim are almost twice as likely to be Camden Residents as any other Religion or Belief. Conversely, employees who declared themselves to be Hindu, Jewish and Sikh are less likely to reside within the borough.

Figure 54: Employee Resident in Camden by Religion/Belief – Unknowns Removed



Religion and Belief: Apprentices

Unknowns account for 35.6% of apprentices in terms of religious declarations, significantly lower than the 46.6% seen in the workforce. No Apprentices have declared themselves to be of Buddhist, Hindu, Jewish or Sikh faith. 27.4% of apprentices have declared themselves to be of the Muslim faith, followed by those who have declared themselves to be Christian (16.4%)

Table 48: Apprentices by Religion and Belief

Religion and Belief	Proportion of Apprentices (%)
Buddhist	0.0%
Christian	16.4%
Hindu	0.0%
Jewish	0.0%
Muslim	27.4%
Other	5.5%
Sikh	0.0%
No religion or belief	11.0%
Prefer not to say	4.1%
No Declaration made	35.6%
Apprentices Overall	100.0%

Religion and Belief: AMGUD and Sickness Absence

Of the 245 qualifying AMGUD cases in 2024-25, 56.7% concerned employees who have yet to make a declaration regarding religion. This is a slight decrease from the 60.1% seen last year. The table below summarises the cases, and the high number of unknowns makes a robust data analysis difficult.

Table 49: Summary of AMGUD Cases by Religion and Belief

Religion and Belief	Absence Management	Disciplinary	Grievance	Underperformance	Cases Overall
Buddhist	0.0%	0.0%	6.7%	0.0%	0.4%
Christian	18.1%	11.1%	26.7%	30.4%	18.8%
Hindu	0.6%	0.0%	0.0%	0.0%	0.4%
Jewish	0.0%	2.8%	6.7%	0.0%	0.8%
Muslim	8.8%	0.0%	0.0%	26.1%	8.6%
Other	3.5%	0.0%	13.3%	0.0%	3.3%
Sikh	0.0%	2.8%	0.0%	0.0%	0.4%
No religion or belief	4.7%	5.6%	6.7%	21.7%	6.5%
Prefer not to say	4.1%	2.8%	6.7%	4.3%	4.1%
No Declaration made	60.2%	75.0%	33.3%	17.4%	56.7%
Directorates Overall	100.0%	100.0%	100.0%	100.0%	100.0%

As with AMGUD Cases, the number of unknown records precludes a detailed analysis of employee sickness absences by religious belief. Based on data, 46.3% of sickness absences were taken by employees who have yet to declare their religion, followed by employees who have declared their religion as Christian. If unknown records were excluded, Christian employees would account for 36.4% of all sickness absences taken, followed by those with no religious faith or belief.

Table 50: Working Days Sickness Absence by Religion and Belief and Directorate

Directorate	Buddhist	Christian	Hindu	Jewish	Muslim	Other	Sikh	No religion or belief	Prefer not to say	Unknown
Adults & Health	0.1%	22.3%	1.0%	2.7%	9.9%	3.0%	0.2%	19.4%	3.8%	37.5%
Children & Learning	1.2%	19.2%	0.9%	0.7%	8.3%	4.9%	0.4%	13.7%	6.2%	44.6%
Corporate Services	0.1%	19.1%	2.4%	0.3%	9.4%	2.7%	0.4%	16.8%	8.2%	40.6%
Supporting Communities	0.1%	19.0%	1.1%	0.3%	6.1%	1.8%	1.4%	10.2%	7.1%	52.9%
Directorates Overall	0.4%	19.5%	1.3%	0.7%	7.8%	2.8%	0.8%	13.7%	6.6%	46.3%
Directorate exc. Unknowns	0.7%	36.4%	2.4%	1.4%	14.6%	5.3%	1.4%	25.5%	12.4%	

Sexual Orientation

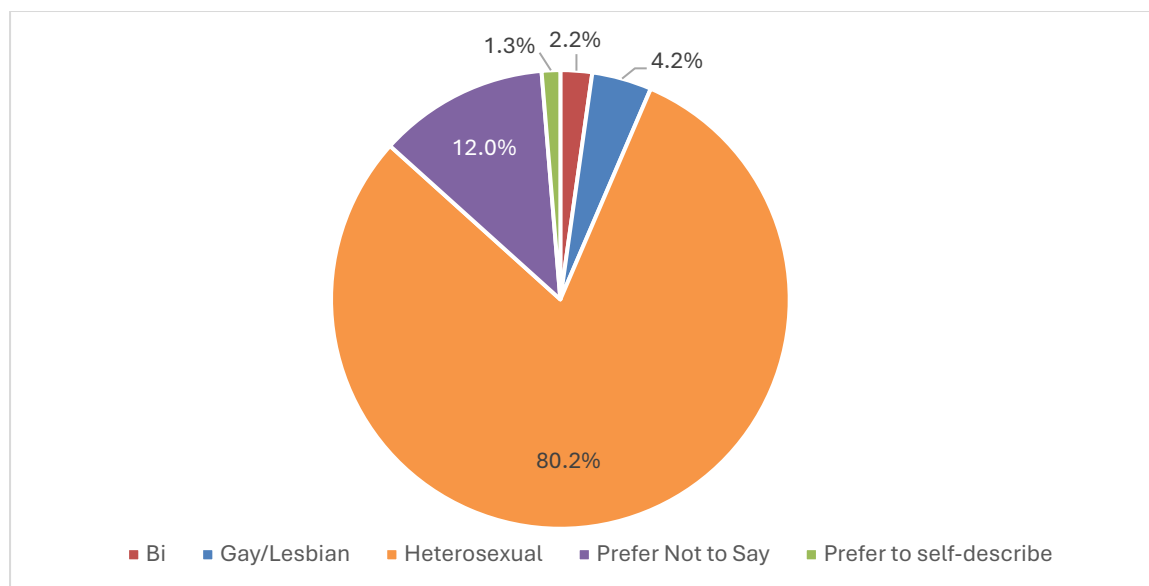
Camden Council will also strive to make itself a safe and inclusive space for the LGBTQIA+ community. We continue to support and promote many equality-focused working groups and networks, with Rainbow Camden (our LGBTQIA+ network) being a recognised influencer within the Council. Unfortunately, the data on sexual orientation is not as comprehensive as we would like, and efforts are being made to address this, which makes robust analysis difficult.

Sexual Orientation: Headcounts

2,066 members of staff have yet to declare information relating to sexual orientation, accounting for 42.3% of employees. This represents a 7.9% decrease compared to last year. The subsequent analysis of the workforce excludes these workers, focusing on those employees who have made a declaration.

Bi, Gay and Lesbian, and employees who prefer to self-describe now account for 7.8% of the Council who have made a sexual orientation declaration, an increase of 0.2% from last year.

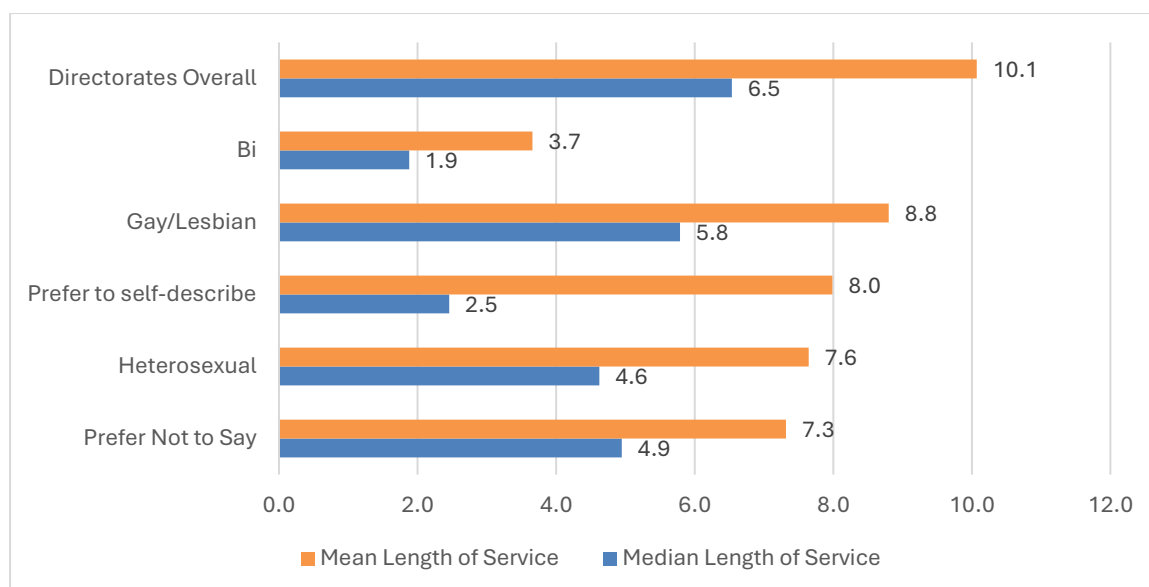
Figure 55: Composition of Workforce by Sexual Orientation – ‘Unknowns’ excluded



Sexual Orientation: Patterns of Work, Grades and Length of Service

Significant deviation and variation in length of service amongst different sexual orientations and against the overall Council figure exist, and this is likely, in part, due to the high number of unknowns. The median length of service for Bi employees is less than half that of the Overall Council. As with last year, Gay and Lesbian employees are the closest to mirroring the overall Council figure, but it is still slightly lower.

Figure 56: Length of Service by Sexual Orientation - 'Unknowns' excluded



The proportion of LGBTQIA+ employees is highest at Levels 5-7, where 10.7% of employees have declared themselves to be Gay or Lesbian, Bi or prefer to self-describe. The lowest proportion of LGBTQIA+ employees is within 'Other' and Level 2. The highest proportion of employees declared 'Prefer Not to Say' is Level 1.

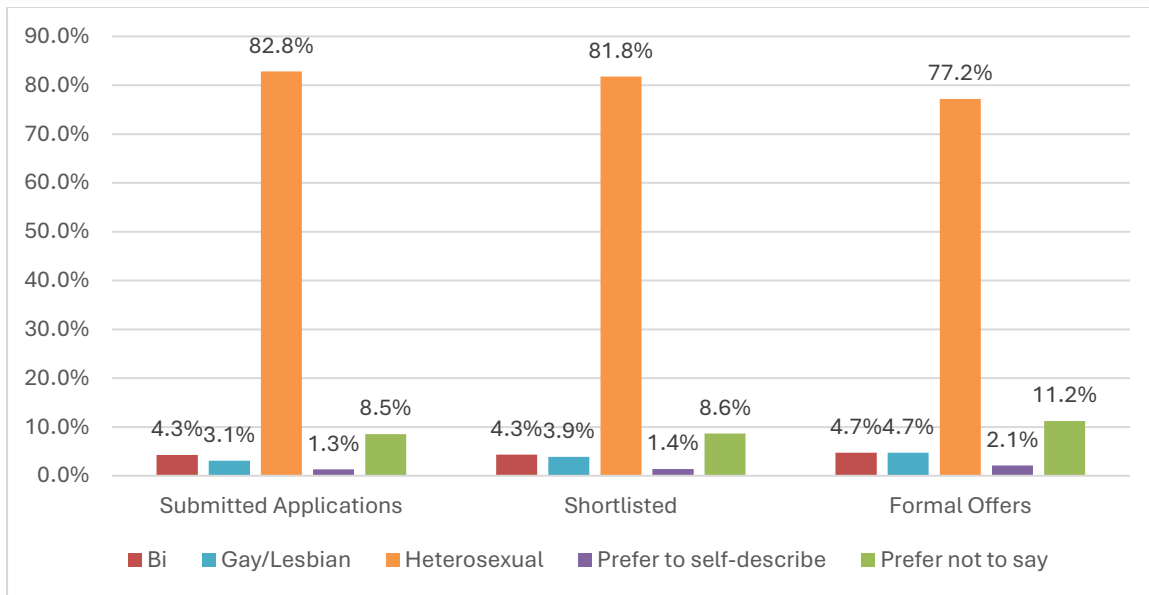
Table 51: Salary Grade of Employees by Sexual Orientation - 'Unknowns' excluded

Grade Level	Bi	Gay/Lesbian	Heterosexual	Prefer Not to Say	Prefer to self-describe	LGBTQIA+
Level 1	0.0%	0.0%	71.0%	24.6%	4.3%	4.3%
Level 2	1.6%	1.3%	80.9%	15.5%	0.7%	3.6%
Level 3	2.3%	4.3%	81.1%	11.1%	1.1%	7.7%
Level 4	2.3%	5.3%	80.0%	11.4%	1.0%	8.6%
Levels 5-7	2.6%	5.7%	79.5%	9.7%	2.4%	10.7%
Other	3.4%	0.0%	75.9%	20.7%	0.0%	3.4%
Directorates Overall	2.2%	4.3%	80.1%	12.1%	1.3%	7.8%

Sexual Orientation: Recruitment, Starters, Leavers and Agency Usage

As in previous years, the proportion of candidates who have not declared sexual orientation increases at each stage of the recruitment process. At the Application stage, 97.3% of applicants declared, but this falls to 79.5% at the formal offer stage. The most significant proportion of candidates continues to be heterosexual. Still, the proportion of candidates declaring themselves to be from the LGBTQIA+ community reaching the Short Listing and Formal Offer stages has increased by 0.5% and 3.3%, respectively, since last year.

Figure 57: Applications, Short Listing and Job Offers by Sexual Orientation



The proportion of employees joining the Council who are declaring their sexual orientation remains at the same level seen in 2023-24. Excluding the ‘Unknowns,’ the proportion of employees joining the Council who have declared themselves members of the LGBTQIA+ community has increased slightly from 9.7% to 9.8% this year. Employees declaring themselves to be Heterosexual continue to make up the majority of new starters, at 80.4%.

Table 52: New Starters by Sexual Orientation

Sexual Orientation	Proportion of New Starters (%)	Proportion of New Starters (%) if Unknowns Removed
Bi	3.1%	4.2%
Gay/Lesbian	3.1%	4.2%
Heterosexual	59.9%	80.4%
Prefer not to say	7.3%	9.8%
Prefer to self-describe	1.1%	1.5%
No Declaration made	25.5%	
Starters Overall	100.0%	100.0%
LGBTQIA+	7.3%	9.8%

As with starters, the proportion of employees leaving the Council who had declared their sexual orientation remains at the same level seen in 2023-24. Unknowns excluded, as with the overall workforce and starters, the majority of leavers declared themselves to be Heterosexual. The proportion of employees leaving the Council who declared themselves members of the LGBTQIA+ community has increased from 7.6% to 9.7% this year.

Table 53: Leavers by Sexual Orientation

Sexual Orientation	Proportion of Leavers (%)	Proportion of Leavers (%) if Unknowns Removed
Bi	2.0%	3.4%
Gay/Lesbian	3.0%	5.1%
Heterosexual	44.2%	75.1%
Prefer not to say	8.9%	15.2%
Prefer to self-describe	0.7%	1.3%
No Declaration made	41.2%	
Leavers Overall	100.0%	100.0%
LGBTQIA+	5.7%	9.7%

The number of unknowns ('prefer not to say' and 'unknown' declarations) significantly skew the data on reasons for leaving. The only observable disproportionality amongst reasons for LGBTQIA+ employees leaving Camden is Conclusion of Contract (6.6%), whereas they only account for 5% of leavers. Regarding Dismissals and/or Work-related illness, as there were fewer than 15 cases in 2024-25, and the sexual orientation of a substantial number of these employees is unknown, it is impossible to draw any definite conclusions from a small sample size.

Table 54: Reason for Leaving by Sexual Orientation

Sexual Orientation	Conclusion of Contract	Death in Service	Dismissal	Redundancy	Resignation	Retirement	Work Incident / Work-Related Illness	Leavers Overall
Bi	0.0%	0.0%	0.0%	0.0%	2.8%	0.0%	0.0%	2.0%
Gay/Lesbian	3.3%	0.0%	0.0%	0.0%	2.5%	9.1%	0.0%	3.0%
Heterosexual	43.3%	37.5%	57.1%	44.0%	47.0%	22.7%	100.0%	44.2%
Prefer not to say	6.7%	0.0%	7.1%	4.0%	11.0%	2.3%	0.0%	8.9%
Prefer to self-describe	3.3%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.7%

Most of the contingent workers who occupied agency placements within the Council during 2024-25 declared their sexual orientation as 'Prefer Not to Say'. Heterosexual was the second highest declared sexual orientation at 13.2%, whilst those of the LGBTQIA+ community accounted for 0.4%.

Table 55: Breakdown of Agency Placements by Sexual Orientation

Sexual Orientation	Proportion of Agency Placements (%)
Heterosexual	13.2%
Other	0.4%
Prefer not to say	86.2%
Unknown	0.3%
Agency Placements Overall	100.0%

Sexual Orientation: Apprentices

49.3% of Apprentices within Camden have yet to make a declaration relating to their sexual orientation, an increase of 6.9% compared to last year. 42.5% have declared themselves to be Heterosexual and 2.8% have declared themselves to be a member of the LGBTQIA+ community, up from 1.5% last year.

Table 56: Apprentices by Sexual Orientation

Sexual Orientation	Proportion of Apprentices (%)
Bi	1.4%
Gay/Lesbian	1.4%
Heterosexual	42.5%
Prefer Not to Say	5.5%
Prefer to self-describe	0.0%
No Declaration made	49.3%
Apprentices Overall	100.0%
LGBTQIA+	2.8%

Sexual Orientation: AMGUD and Sickness Absence

Of the 245 qualifying AMGUD cases in 2024-25, 53.9% concerned employees who have yet to make a declaration regarding sexual orientation. The table below summarises the cases, but the high number of unknowns makes a robust data analysis difficult.

Table 57: Summary of AMGUD Cases by Sexual Orientation

Sexual Orientation	Absence Management	Disciplinary	Grievance	Underperformance	Cases Overall
Bi	0.6%	0.0%	6.7%	0.0%	0.8%
Gay/Lesbian	0.6%	0.0%	0.0%	0.0%	0.4%
Heterosexual	33.9%	33.3%	53.3%	82.6%	39.6%
Prefer Not to Say	7.0%	2.8%	0.0%	0.0%	5.3%
Prefer to self-describe	0.0%	0.0%	0.0%	0.0%	0.0%
No Declaration made	57.9%	63.9%	40.0%	17.4%	53.9%
Directorates Overall	100.0%	100.0%	100.0%	100.0%	100.0%
LGBTQIA+	1.2%	0.0%	6.7%	0.0%	1.2%

As with the AMGUD cases, the number of unknown records precludes a detailed analysis of sickness absences taken by employees in terms of sexual orientation. Based on data held, 45.3% of sickness absences were taken by employees who have declared themselves to be Heterosexual, followed by those who have yet to make a declaration. If unknown records were excluded, then heterosexual employees would account for 80.2% of all sickness absence taken.

Table 58: Working Days Sickness Absence by Sexual Orientation and Directorate

Directorate	Bi	Gay/Lesbian	Heterosexual	Prefer not to say	Prefer to self-describe	No Declaration made	LGBTQIA+
Adults and Health	4.1%	3.4%	51.5%	5.9%	0.2%	34.9%	7.7%
Children and Learning	2.6%	2.0%	44.6%	5.3%	1.1%	44.4%	5.7%
Corporate Services	1.4%	1.1%	53.0%	8.1%	0.9%	35.7%	3.3%
Supporting Communities	1.3%	1.8%	39.8%	6.8%	0.5%	49.9%	3.5%
Directorates Overall	2.0%	1.9%	45.3%	6.6%	0.6%	43.5%	4.5%
Directorates Overall - excluding Unknowns	3.5%	3.4%	80.2%	11.7%	1.1%		8.1%

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Ethnic categories used

This report uses broad ethnic categories: White, Black, Asian, Mixed, and Other. It is usually impossible to break these broad categories down further, as the number of individuals in the narrower categories would be too small to make meaningful comparisons. However, these broad categories often mask substantial variation within them. For example, White British and White Other and Asian Indian and Asian Bangladeshi often have different work-related outcomes in Camden Council (and the labour market as a whole).

Ethnic Group	Ethnicity Category
White	White; English / Welsh / Scottish / Northern Irish / British
	White; Irish
	White; Gypsy, or Irish Traveller
	White; Other White
Black	Black/African/Caribbean/Black British; African
	Black/African/Caribbean/Black British; Caribbean
	Black/African/Caribbean/Black British; Other Black
	Black/African/Caribbean/Black British; Somali

Ethnic Group	Ethnicity Category
Asian	Bangladeshi
	Chinese
	Indian
	Other Asian
	Pakistani
Mixed	Mixed - White and Black Caribbean
	Mixed; Other Mixed
	Mixed; White and Asian
	Mixed; White and Black African
	Mixed; White and Black Caribbean

Nationality Groups

Nationality Group	Nationals of		
British	English / Welsh / Scottish / Northern Irish / British		
EU or EEA National	Austria	Belgium	Bulgaria
	Croatia	Cyprus	Czech Republic
	Denmark	Estonia	Finland
	France	Germany	Greece
	Hungary	Iceland	Ireland
	Italy	Latvia	Liechtenstein
	Lithuania	Luxembourg	Malta
	Netherlands	Norway	Poland
	Portugal	Romania	Slovakia
	Slovenia	Spain	Sweden
	Switzerland		
Non-EEA National	Rest of the world		
Unknown	Nationality Data Not Recorded in HR System		

Report Coverage

Unless otherwise stated, the employees included in the scope of this report are those on permanent and fixed-term contracts in the following areas:

- Adults and Health
- Children and Learning, which includes centrally employed teachers
- Corporate Services
- Supporting Communities

The following categories of staff are not in scope of this report:

- Employees of external organisations that provide services to the Council.
- Teachers and other staff employed in schools.

Data and methodology

Data relating to job applications was taken from the recruitment system Oracle Recruitment Cloud (ORC). Most data about current employees was taken from the Council's Oracle HR management system (HRMS). Gender and date of birth are compulsory fields, making this data more comprehensive and reliable. Disability declaration, ethnic origin, religion or belief, and sexual orientation are not mandatory fields, and the small number of employees in these categories has made it impossible to report on all aspects of these characteristics.

When reporting on ethnicity, "prefer not to say" and unknown responses are usually presented separately to be consistent with how Camden Council calculates and reports the composition of Black, Asian, and Other ethnic groups.

Data for current employees is provided as of 31 March 2025. Data for all other sections relates to the period from 1 April 2024 to 31 March 2025, except where forward context is provided. Where referred to, the 'Camden Borough' and 'London' data are taken from the 2021 census.