



Research to Practice: Insights from a CQC-commissioned study on workforce inequalities in adult social care and the health sector



Conference presentation

**Dr. Meenakshi Krishnan,
Principal Research Fellow, IES**

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Source: National Cancer Institute on Unsplash.com

Attitudes that hinder recruitment, retention, and employee experience



EDI AS
COMPLIANCE



EDI AS
PERFORMANCE



EDI AS PUBLIC
RELATIONS

EDI refers to Equality, Diversity, and Inclusion initiatives, programs, or policies.

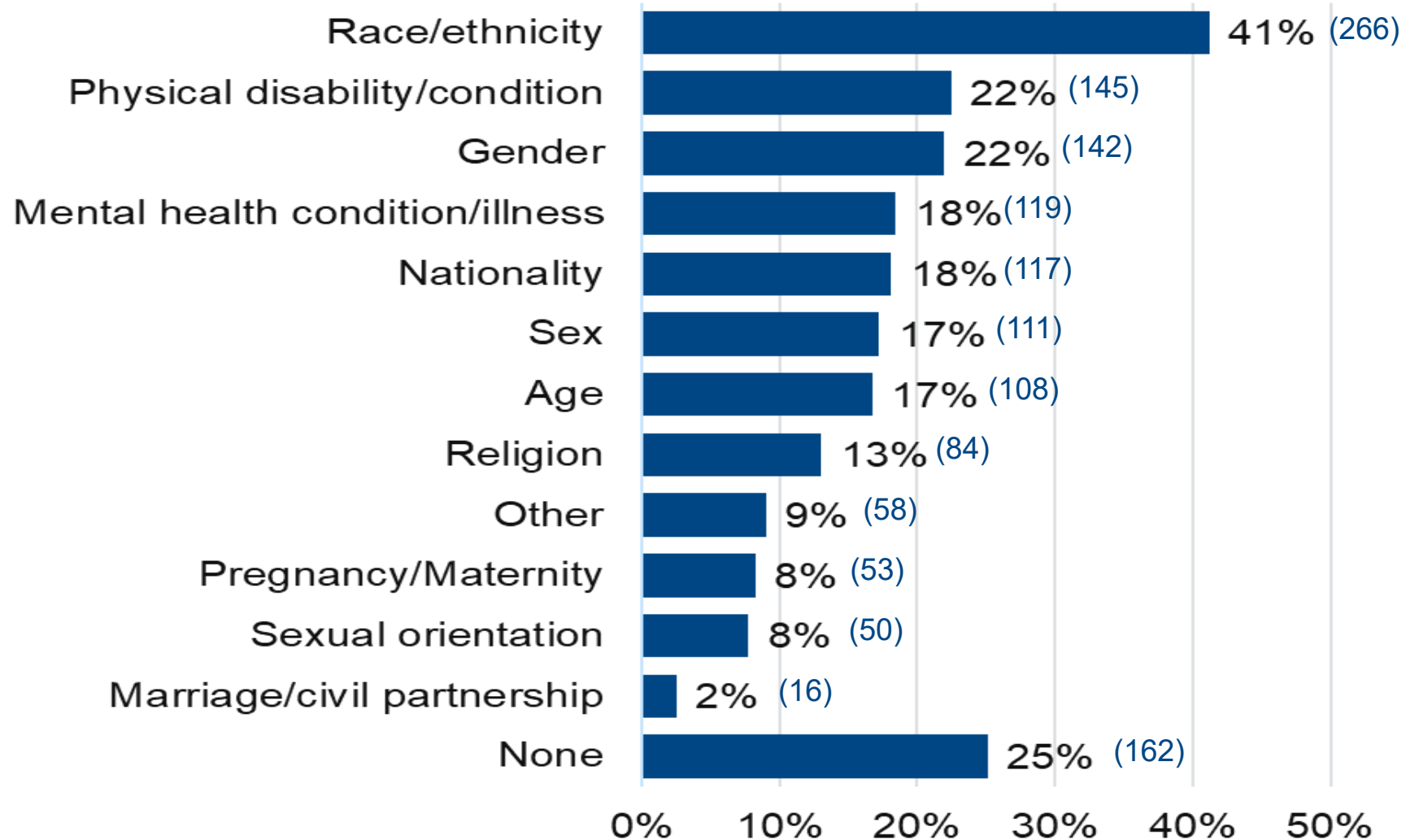
Linking EDI research to practice

- Evidence from Care Quality Commission research by IES on workforce inequalities in adult social care and health providers
- What Works for tackling workforce inequalities
- Practical Ideas for your transformation journey

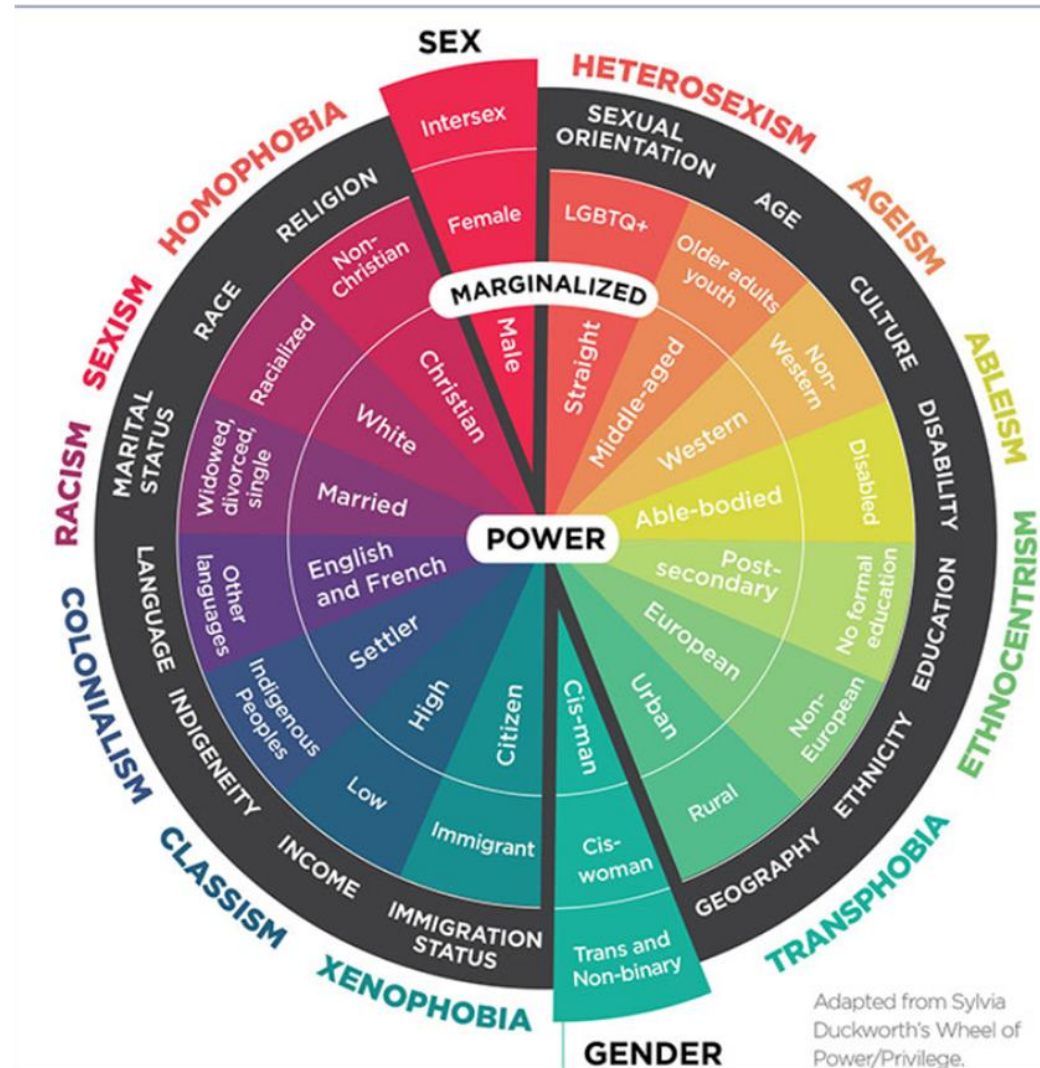
Mapping workforce inequalities in Adult Social Care and Health



Types of Inequalities experienced and/or observed



Experience of Combined Discrimination



- Intersectionality looks at how different aspects of our identity combine to shape our experience of discrimination and exclusion
- 68% reported having experienced 2 or more types of inequality
- Race/ethnicity inequality mostly commonly combined with nationality, religion, and gender inequalities

Behaviours and Impact of Inequality

- **Behaviours experienced** - Microaggressions, unfair treatment, social exclusion and lack of opportunities commonly experienced/ observed
- **Source of discrimination** - managers or team leaders for disability and gender, peers for race/ ethnicity inequalities
- **Impact on Self** - 80% respondents experiencing race, physical disability or mental health-related inequalities report feeling upset or distressed;
- **Impact on Career** - Over 50% had considered leaving work or quitting their job; Adverse impact reported by adult social care staff on working relationships (81%) and on pay (50%); Financial insecurity is high
- **Impact on Care** – Close to 40% experiencing race/ ethnicity inequalities report negative impact on interactions with patients, quality of services and quality of care to service users.

Conditions driving inequality

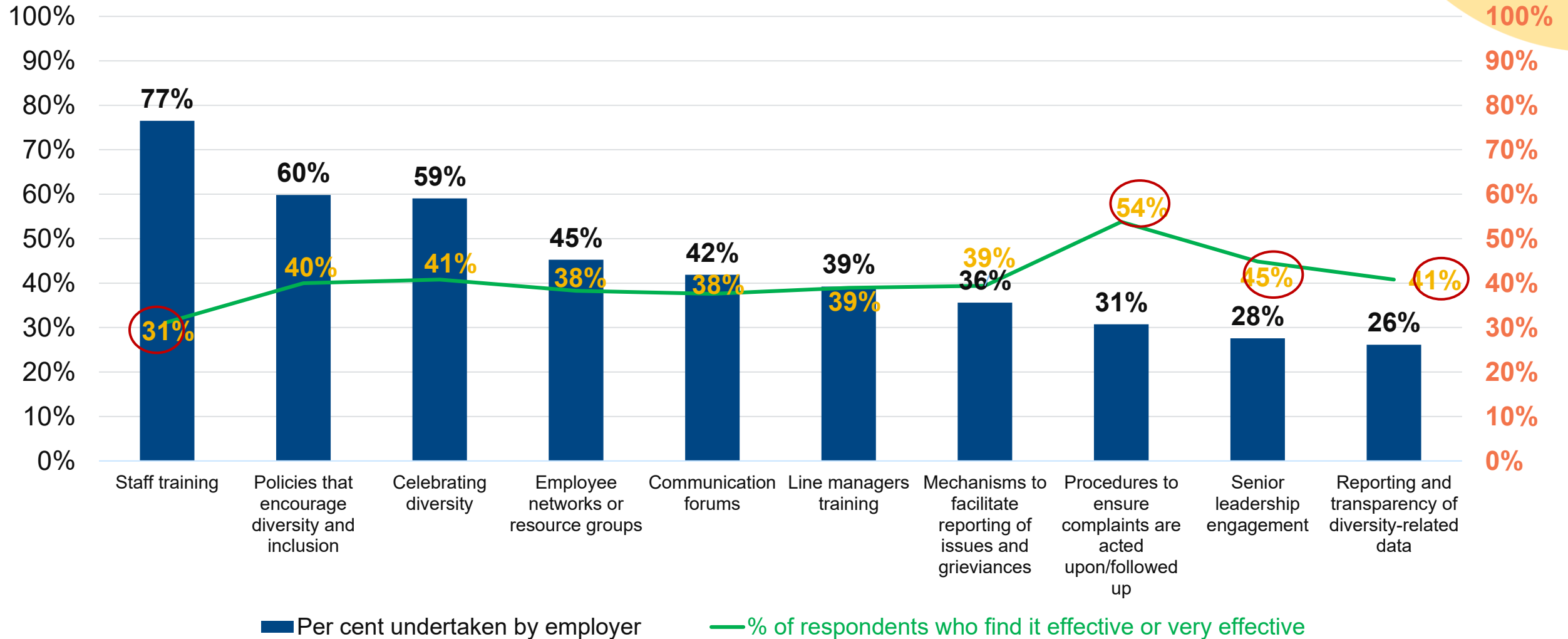


Source: Employee Voice survey findings, 2024 from 646 respondents in adult social care and health

What works in tackling workforce inequalities



What works to address inequalities



Source: Employee Voice survey findings, 2024 from 646 respondents in adult social care and health

What employees say will help

- Need for change in attitudes of senior executives and managers - a focus on actions, rather than words or soundbites.
- Need for better support and training, at all levels but especially for line managers.
- More open forums, safe spaces and feedback mechanisms, without fear of retaliation.
- Hold perpetrators accountable for their actions, adopt a zero-tolerance policy for perpetrators.
- Better protection for specific groups – examples of anti-Semitism and erasure of "women only" spaces, need to acknowledge other minority ethnic groups beyond Black and Asian

Good practices seen in employer case studies

Presence of staff networks

Senior leadership diversity and engagement

Effective workforce data gathering and sharing

Improved grievance redressal or 'speaking up' processes

EDI sessions and workshops beyond statutory minimum

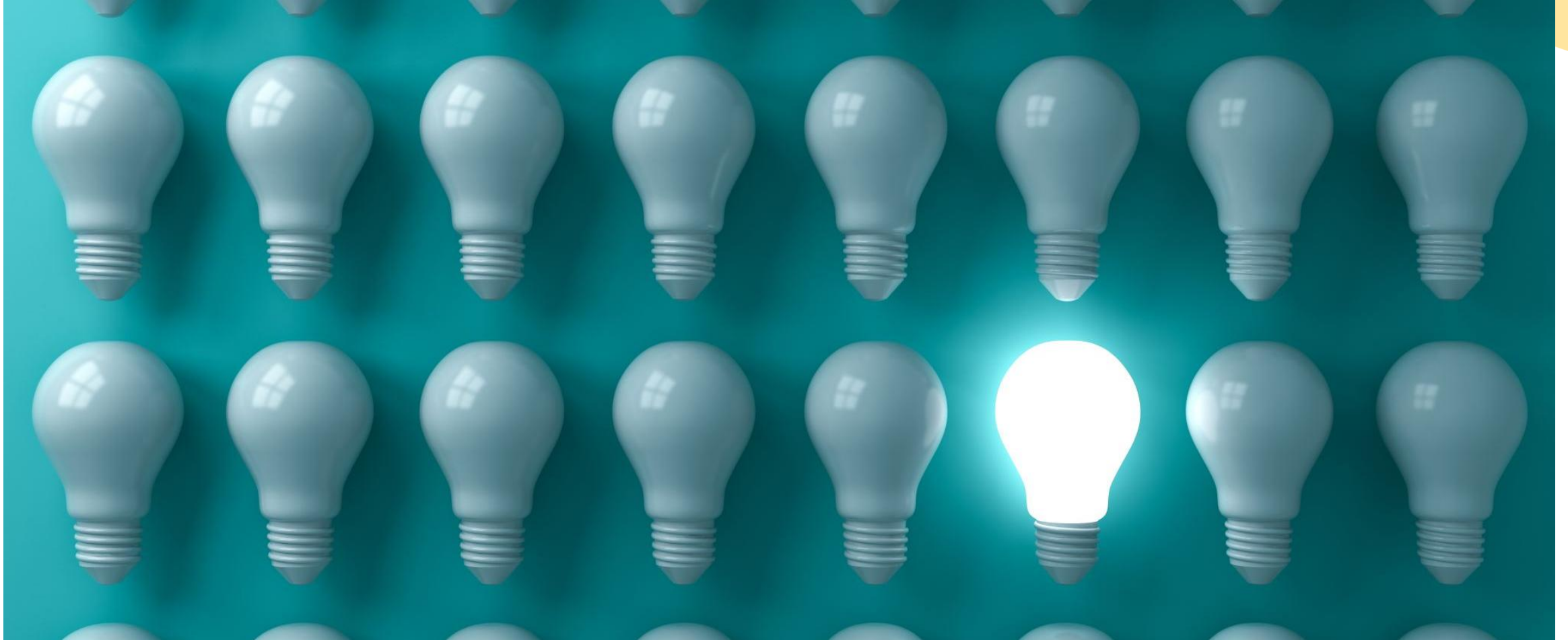
Cultural support to diversity campaigns and initiatives

Line manager buy-in

Workplace adjustments

Lived experience and collaboration

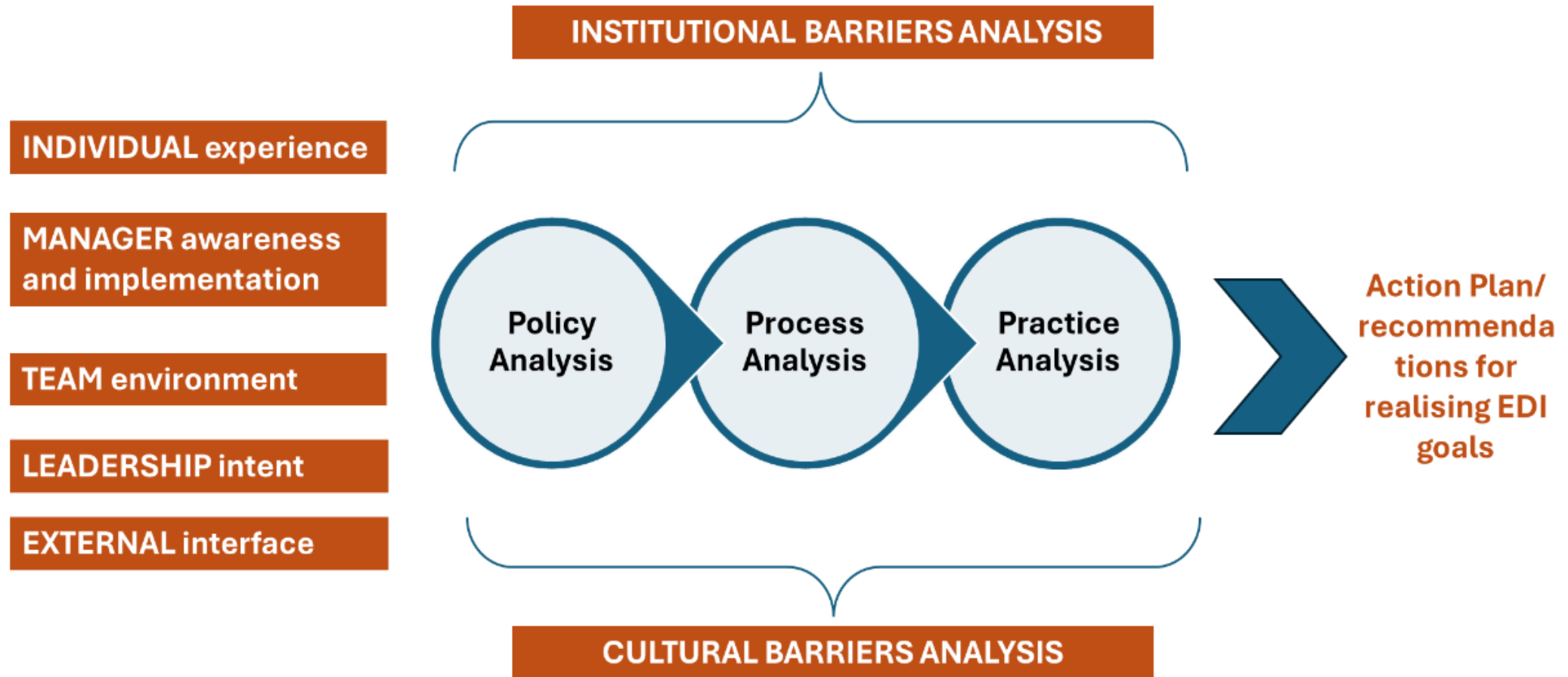
Practical ideas for your transformation journey



Research to Practice ideas for action

- Engage senior leadership commitment and accountability (mindful of performative behaviours)
- Institute strong complaints/ grievance redressal procedures (mindful of engaged managers who build staff trust in the process, people don't get victimised)
- Share information clearly and transparently on employment rights, benefits, progression pathways (mindful of the entrenched nature of systemic and institutional inequalities)
- Give frontline staff a 'Voice' and promote 'Inclusion for all' (mindful of unconscious bias and tick box trainings)
- Encourage constructive dialogue through staff networks (mindful that these are adequately resourced and genuinely valued by leadership)
- Adopt an intersectional approach to EDI policies and processes (mindful of systemic and institutional factors that create deeply ingrained barriers)

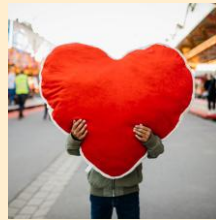
IES' Policy-Process-Practice (PPP) framework offers multiple starting points for your transformation journey



Attitudes that support recruitment, retention, and employee experience



EDI AS INCLUSION
FOR ALL



EDI AS WELLBEING
FOR ALL



EDI AS DIGNITY AND
RESPECT FOR ALL

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Any questions?

meenakshi.krishnan@employment-studies.co.uk



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