

## People and Resources Committee

<b>Meeting Date</b>	12 June 2025
<b>Title</b>	HR Performance Report – Quarter 4 2024-2025
<b>Author(s)</b>	Fatma Ali, Head of HR & OD
<b>Executive Sponsor</b>	Alastair Bridges, Executive Director of Resources
<p><b>Executive Summary</b></p> <p>This report provides an assessment of the organisation's performance for the fourth quarter of 2024-25 against key Human Resources (HR) performance indicators (KPIs).</p> <p>This quarter has shown continued positive progress across key workforce indicators, reflecting a strong organisational culture and effective people management practices.</p> <p><b>Areas of Strength:</b></p> <ul style="list-style-type: none"> <li>• <b>Culture and Engagement:</b> Employee satisfaction has risen slightly to 83%, up from 82% in Q3, despite a modest drop in survey response rates to 69%.</li> <li>• <b>Establishment:</b> Full time equivalent (FTE) levels remained within budget, and agency staff usage saw a significant 34% reduction, supporting our cost control efforts.</li> <li>• <b>Recruitment:</b> We received 1,456 applications in Q4, marking a 61% increase from Q3. Time-to-hire remains on target, supported by a continued shift toward direct recruitment and reduced agency dependency.</li> <li>• <b>Retention:</b> The voluntary turnover rate remains stable at 10% year to date (YTD), reflecting improving satisfaction and organisational stability.</li> <li>• <b>Policy:</b> In line with recent legal developments, key updates have been made to our HR policies to ensure continued compliance and relevance. The transgender policy and associated data collection practices have been revised following the recent Supreme Court decision. We have also updated our neonatal leave policy in response to the Neonatal Care (Leave and Pay) Act 2023. In addition, we have commenced work on developing an artificial intelligence (AI) policy to support the ethical and responsible use of AI within the organisation.</li> <li>• <b>Learning and Development:</b> The launch of both the Management Development Programme (MDP) and Senior Leadership Programme (SLP) is supporting capability building. Notably, we achieved a 100% completion rate for Annual Performance and Development Reviews (APDRs).</li> </ul>	

**Areas for Development and Action:**

- **Establishment:** There is a need to monitor the growing number of fixed term contracts and sustain reductions in agency reliance.
- **Recruitment:** Further refinement of screening processes is required to reduce the time spent on longlisting and shortlisting, alongside enhanced strategies to attract top-tier talent.
- **Sickness Absence:** There has been a noted increase in sickness absence levels, particularly in long-term cases. Analysis indicates that this rise is largely attributable to complex health conditions unrelated to workplace factors and outside the organisation’s control. While this trend reflects wider national health challenges, we remain committed to supporting employees during periods of ill health. We will continue to monitor the data closely and implement targeted support and interventions in key departments to manage the impact on operational capacity while ensuring affected staff receive appropriate care and assistance.
- **Employee Feedback:** Exit interviews continue to highlight concerns around salary and career progression. These are being addressed through the committed pay matrix review and wider workforce planning project, as outlined in our pay policy.

<b>Action required</b>	The Committee is asked to review the information provided and seek clarification on any areas.
<b>Previous consideration</b>	HR KPIs are an ongoing set of data presented to the Executive Leadership Team (ELT) and the People and Resource Committee, <a href="#">previous report can be found here.</a>
<b>Next steps</b>	Continue to review and analyse the data in light of the HR departmental workplan. HR to work with managers and Heads of departments to resolve any underlying issues within their team and deliver against the people strategy as agreed.
<b>Financial and resource implications</b>	Activities involved in preparing and taking action in relation to improving KPIs is being led by the HR team within existing resource and budget and forms part of HR’s workplan.
<b>Associated strategic priority/priorities</b>	Build a resilient, healthy, capable and sustainable organisation Be visible, engaged and informed Continuously improve and innovate
<b>Associated strategic risk(s)</b>	5.b Our organisational values are not reflected at all levels of the organisation, leading to staff not feeling supported/trusted/listened to 5.a The resources we require to achieve our strategy are not in place or are not sustainable 4. We are unable to effectively build trust, engage with and influence our stakeholders, reducing our ability to understand their perspectives and regulate effectively

<b>Risk appetite</b>	People - open Compliance - measured
<b>Communication and engagement</b>	The report will also be published on the HCPC website.
<b>Equality, diversity and inclusion (EDI) impact and Welsh language standards</b>	EDI data is provided in the report and will continue to be further developed in future reports.
<b>Other impact assessments</b>	
<b>Reason for consideration in the private session of the meeting (if applicable)</b>	Not applicable

# HR Performance Report 2024 – 2025 Q4

Fatma Ali

Head of HR & OD

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# Highlights

## Areas of Strength

### Culture:

- Q4 Pulse survey response rate: slight decrease to 69% from 73% compared to Q3.
- Employee satisfaction: The overall satisfaction score has increased to 83% from 82%

### Establishment:

- Agency Staff: Average FTE decreased by 34% compared to Q3 as a result of the success in direct recruitment of permanent staff.

### Recruitment:

- Applications: 1456 applications received, a 61% increase from Q3.
- Time to Hire: Remains on target, with a focus on direct recruitment reducing reliance on external agencies.

### Turnover:

- The Year-to-Date (YTD) voluntary turnover rate stands at 10%, reflecting a stable retention rate and overall employee satisfaction.

### Policy:

- Updated our Transgender Policy and data collection practices in line with the recent Supreme Court ruling.
- Revised our neonatal leave policy to reflect legal changes introduced by the Neonatal Care (Leave and Pay) Act 2023.
- Initiated the development of a new artificial intelligence (AI) policy to guide responsible and ethical use of AI across the organisation.

### Learning and Development:

- Programmes: Initiated Management Development Programme (MDP) and Senior Leadership Programme (SLP)
- 100% completion rate for APDR.

## Areas for Development and Action

### Establishment:

- Monitor and manage the increase in fixed term contract (FTC) staff headcount.
- Continue efforts to reduce agency staff reliance.

### Recruitment Activity:

- Enhance screening processes to further reduce longlisting and shortlisting time.
- Improve strategies to attract high-quality candidates.

### Sickness Absence:

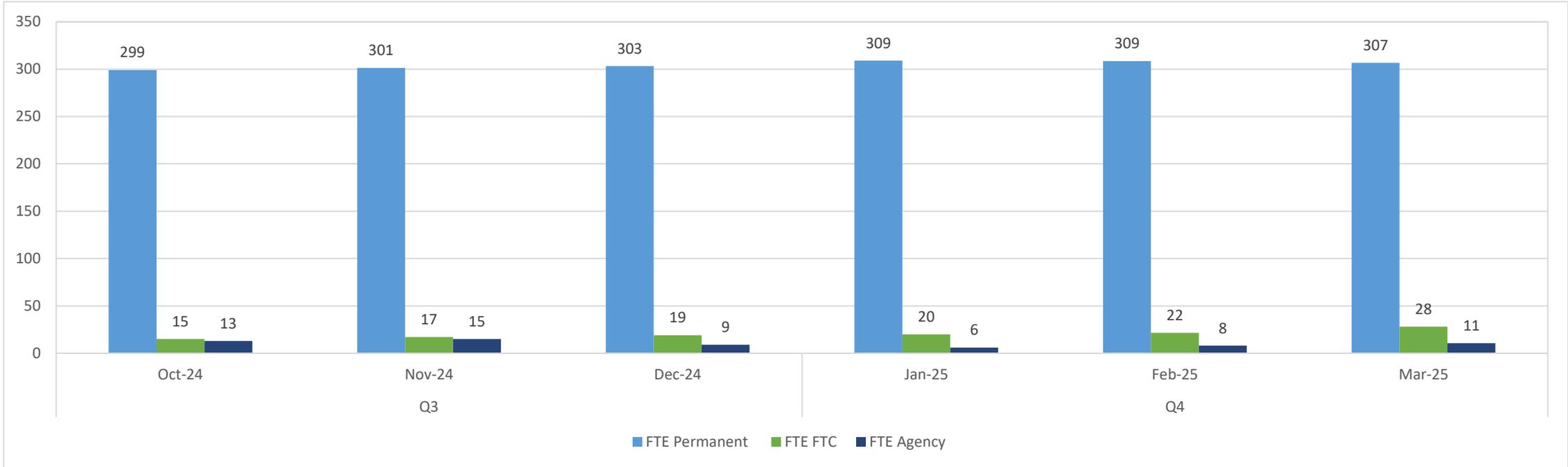
- Address the increase in sickness days, particularly long-term sickness.
- Implement measures to reduce sickness absence in key departments.

### Employee Feedback:

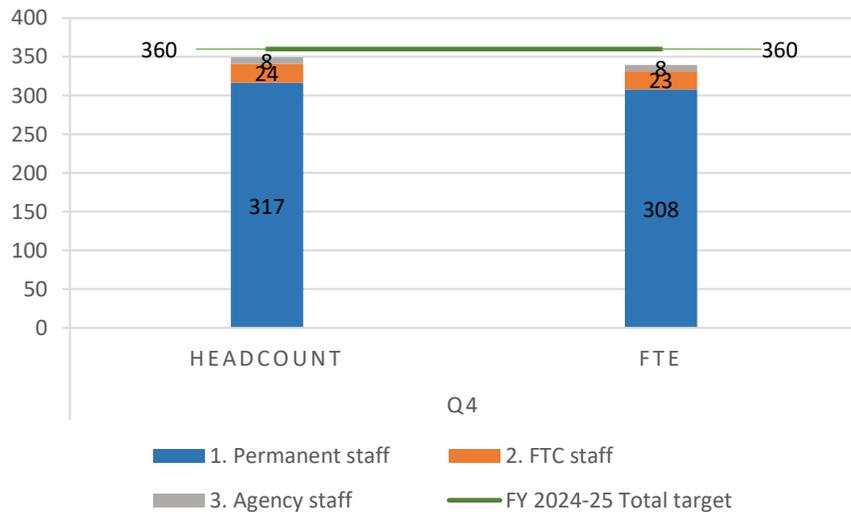
- Review and address salary and progression concerns highlighted in exit interviews as part of the wider pay matrix review, which we have already committed to in the pay policy and as part of the wider workforce planning project.



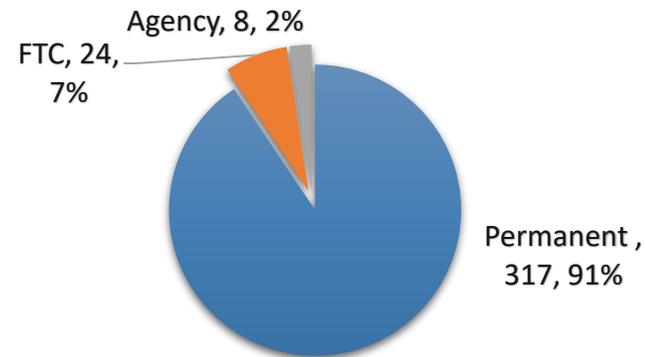
# Establishment



## Total Headcount and FTE\*



## Workforce Proportion\*



\*Based on average in period  
Total budgeted establishment figure -360



# Recruitment Activity

Job Advertised:  
11\*

In Progress Vacancies:  
30\*

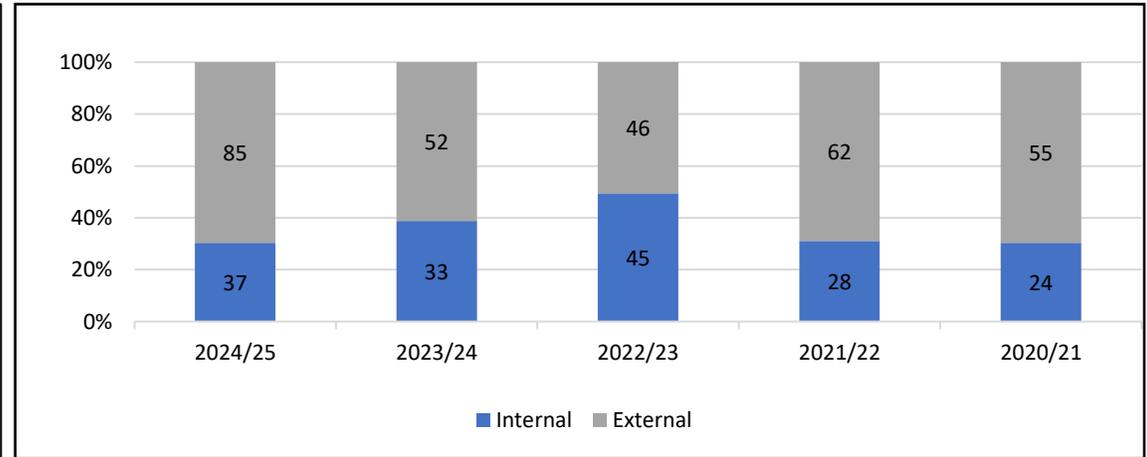
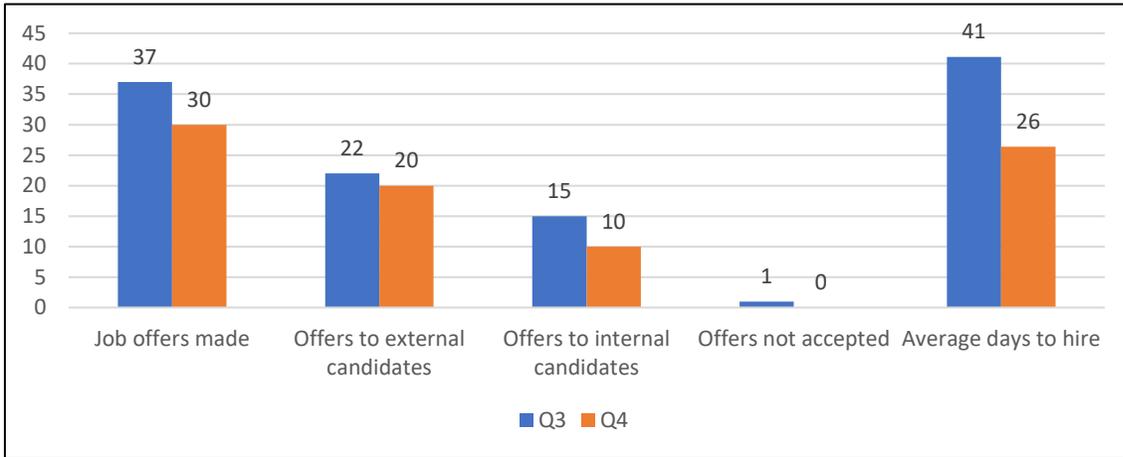
Total applications:  
1456

Average applications per role:  
63

Average days to hire\*:  
26 days\*\*

Total Response of Talent Network:  
112

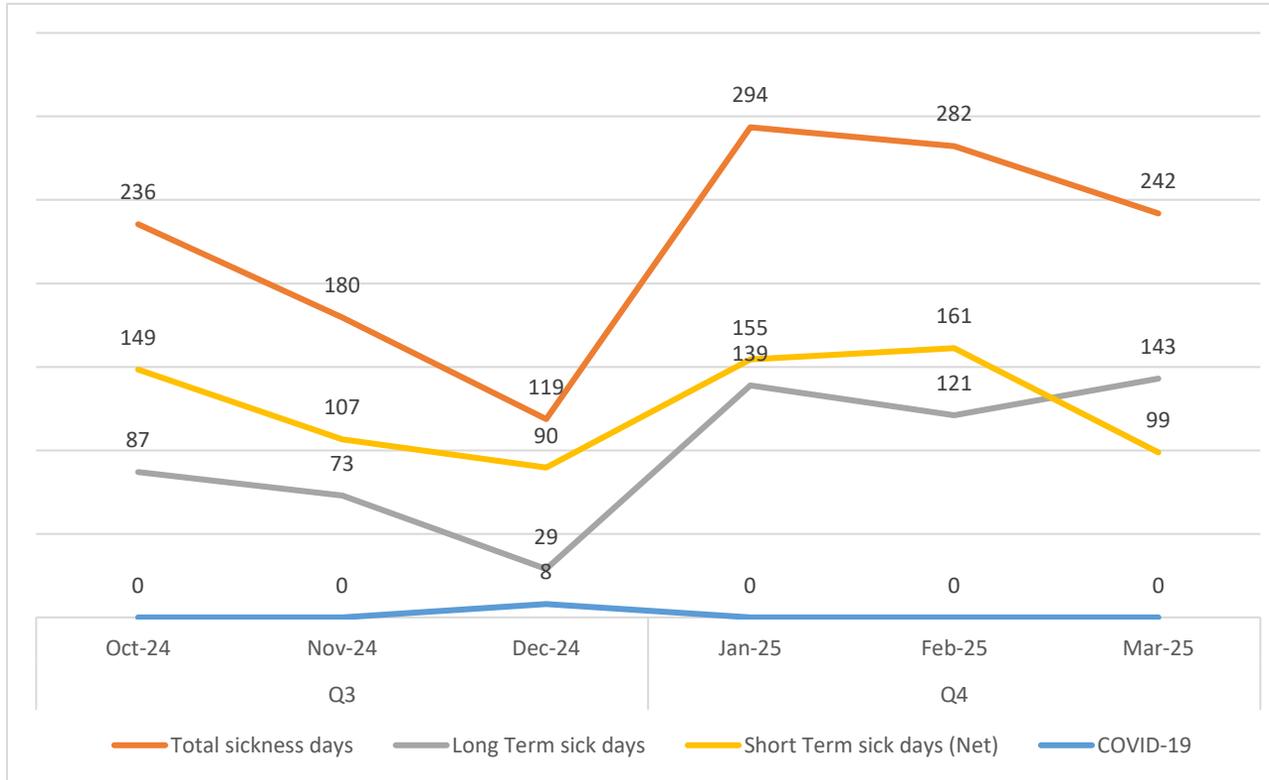
Shortlisted: 149



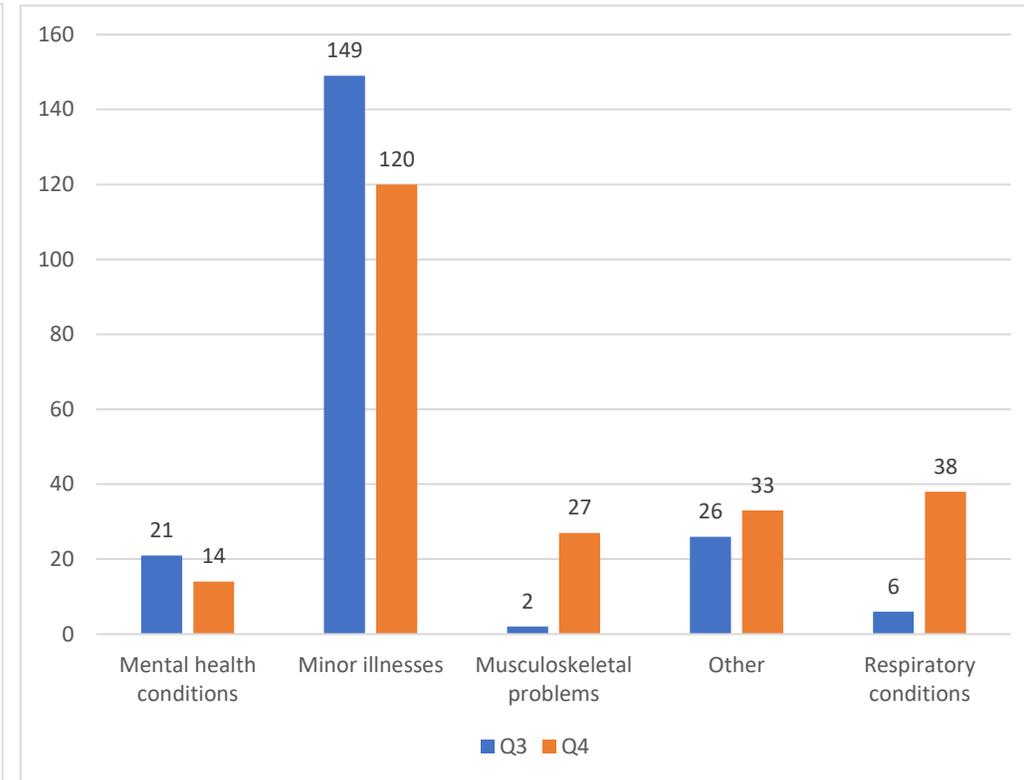
\*Based on average number of campaigns/offers across period(Q4)  
\*\*KPI <42 days



# Sickness Absence



### Occurrences of sickness absence (by top 5 reasons in 2022, UK\*)



- 1.9%** Short-term sickness
- 1.9%** Long-term sickness
- 7 days** Average sick days YTD
- 2%** Average sick days (YTD ST)
- 4%** Average sick days (YTD Total)

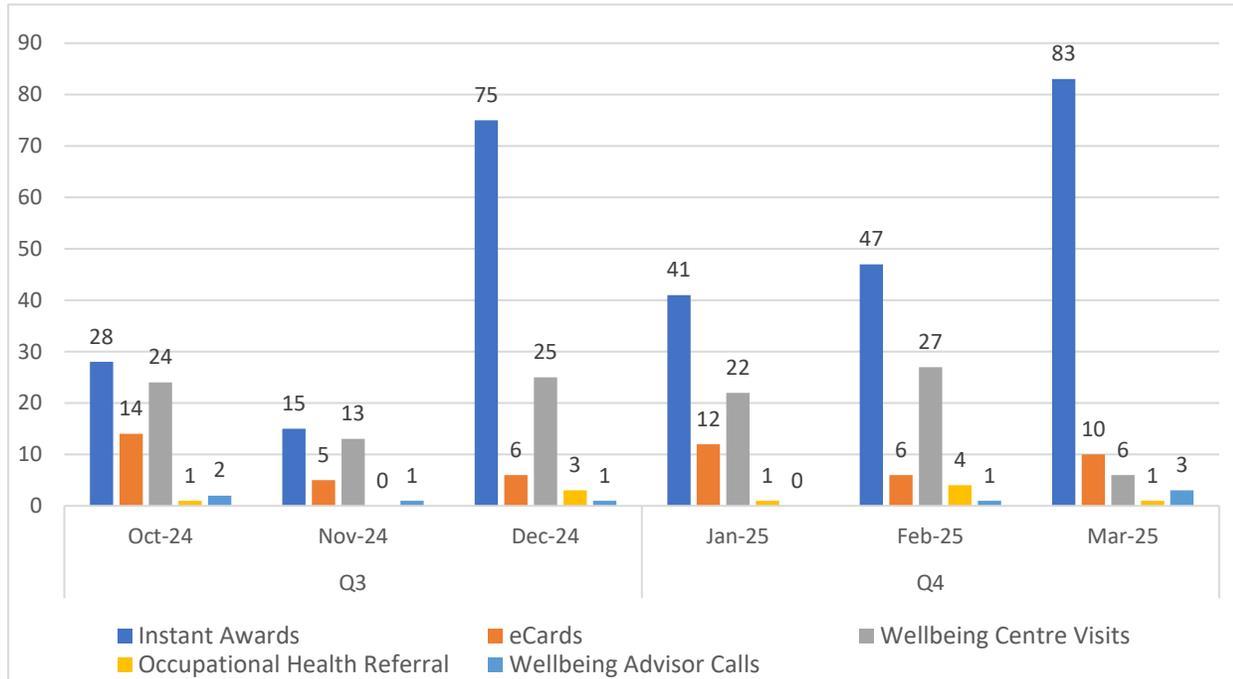
**Highest Peak: Jan 2025**  
**Lowest: Dec 2024**

HCPC	National (ONS)
5	5.7

\*Source: ONS Sickness absence in the UK labour market: 2022



# Wellbeing, Recognition and Benefits



Cycle to Work

1



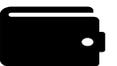
Eye Care Vouchers

10



New Flexible Working Requests

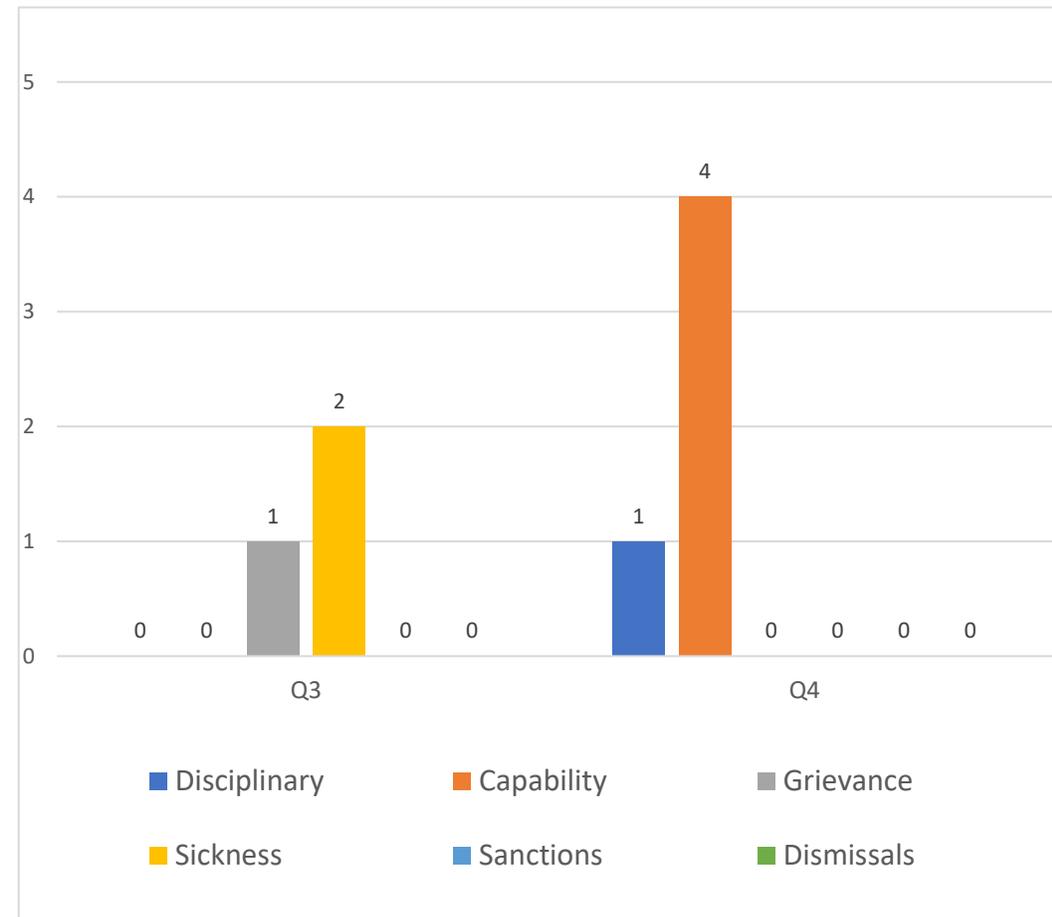
4



Reward Gateway Savings

£1,226

# Employee Relation Cases



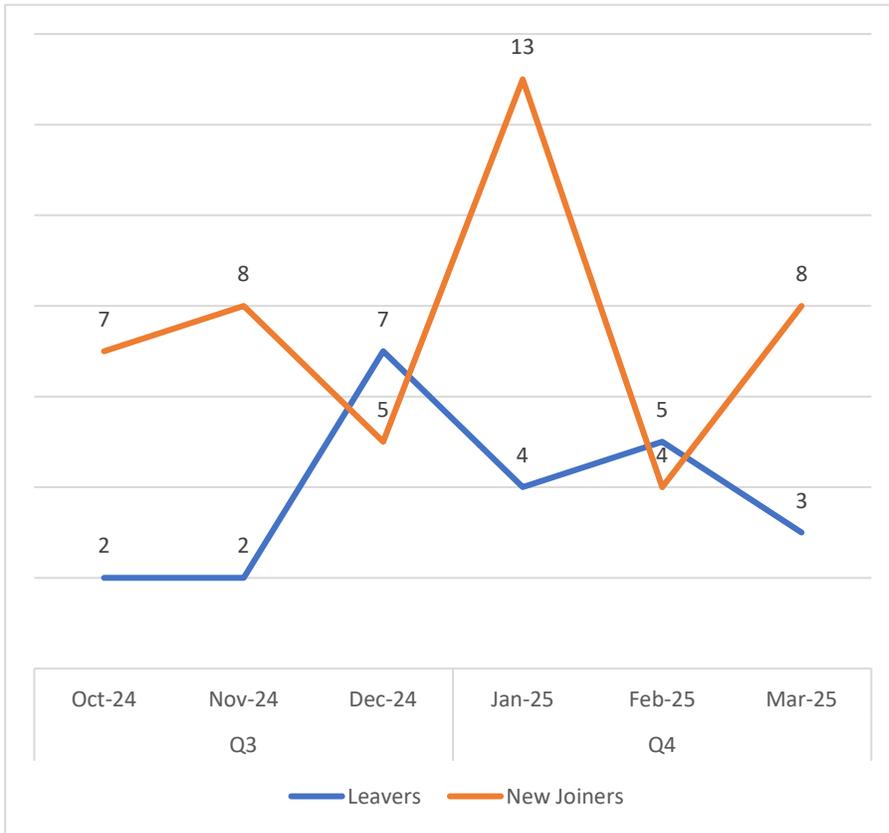
\*Including formal/informal proceedings

\*\*Including formal/informal proceedings and ongoing sanctions

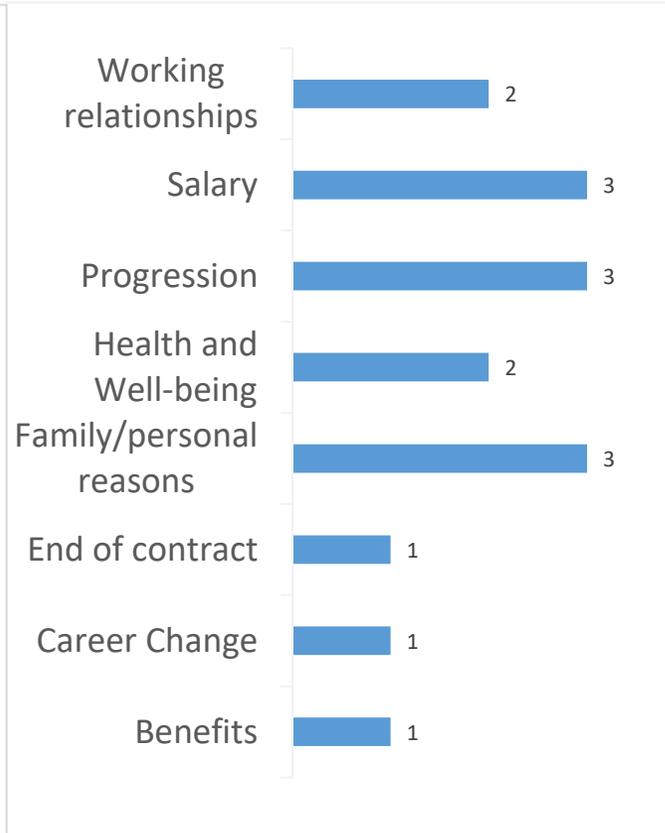


# Employee Turnover and Exit Interview Feedback

## Leavers and Joiners

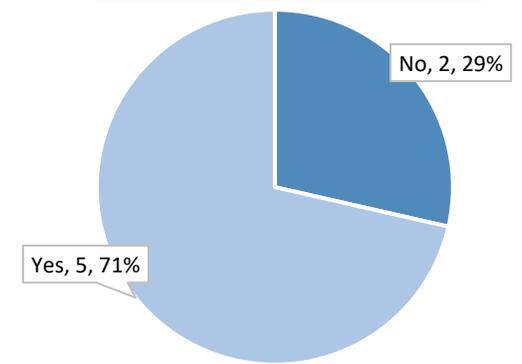


## Reasons for leaving



- Average Leavers\* **4**
- Average Length of Service\*\*\* **4.2 yrs**
- Average New Joiners\* **8**
- Average Vacancies\*\* **5.3%**

### Recommend HCPC



\*Based on quarterly reporting  
 \*\*Based on number of vacancies and target establishment  
 \*\*\*Average length of service based on total number of leavers

- Leavers in Q4 :** 12
- Turnover Rate (YTD) :** 10%  
Average UK turnover rate:
- Overall Turnover Rate (YTD) :** 14%
- Exit Interview completion rate:** 7
- Retention Rate:** 80%



# Learning/Organisational Development Activity

Training/Workshop	No of Attendance
Feedback Skills for Managers	9
Corporate Induction Event	21
Interview Skills	10
Coaching Skills Masterless	9
Impactful Job Application	3
Managing Performance and APDR	6
Effective Time Management	4
Managing Absence	7
Effective Career Conversations for Managers	7
PowerBI Training	14
Handling Difficult Conversations	6
Communication Skills	7
<b>BPS - learn &amp; lunch event</b>	
Counselling Psychology	26
Educational Psychology	19
Independent Psychology	14
Health Psychology	10
<b>Aspiring to Management Programme</b>	
Managing Others and Coaching	11
Managing Relationships and Inclusivity	9
Managing Change & Hybrid teams	11
<b>Management Development Programme</b>	
MDP launch	14
Leadership and Coaching	14
<b>Senior Leadership Programme</b>	
SLP Launch	7
<b>Total</b>	<b>229</b>

## Corporate Induction Feedback

**HCPC Welcome and orientation:**  
100% of new starters felt the corporation induction event is a useful means of learning about HCPC and meeting senior managers

**Future outlook:**  
100% of new starters are excited to be working for the HCPC

**Culture: values and behavioural standards:**  
100% of new starters are fully aware of the HCPC values and the behaviours expected of them

**Individual contribution to HCPC:**  
100% of new starters understand how their role adds value to the HCPC

**Line manager support:**  
100% of new starters felt that they are supported by their line managers

**Recruitment process:**  
100% of new starters felt the recruitment and selection process is efficient

Apprenticeship programmes	Progress update
Aspiring Leaders Programme/Team Leader Level 3 Apprenticeship (16 months)	<ul style="list-style-type: none"> <li>X1 learner due to complete the programme in June 2025</li> </ul>
Accounting & Taxation Professional Level 7 Apprenticeship (39 months)	<ul style="list-style-type: none"> <li>X2 learners progressing well</li> </ul>
Coaching level 5 Apprenticeship programme	<ul style="list-style-type: none"> <li>X1- completed programme in March 2025</li> </ul>
HR Support level 3 Apprenticeship programme	<ul style="list-style-type: none"> <li>X1 – learner due to complete the programme in June</li> </ul>
Data Foundation Level 3 for Managers	<ul style="list-style-type: none"> <li>X2 – progressing well</li> </ul>

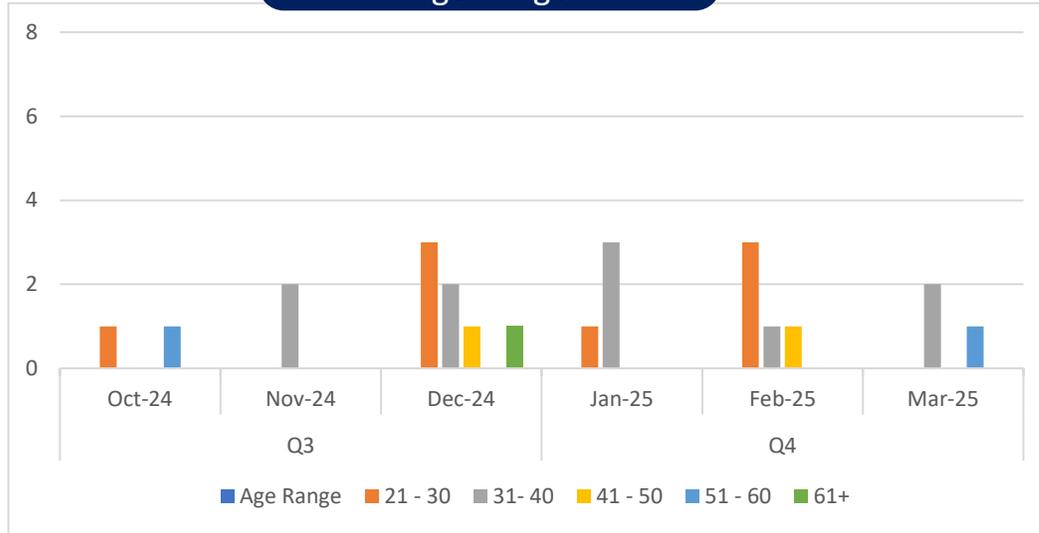
**Annual Performance Development Review 2024/25:**  
100% completion

**Internal talent mobility:**  
4 out of 11 (36%) Aspiring to Management participants have gained a new role in the organisation.



# Employee Turnover Diversity

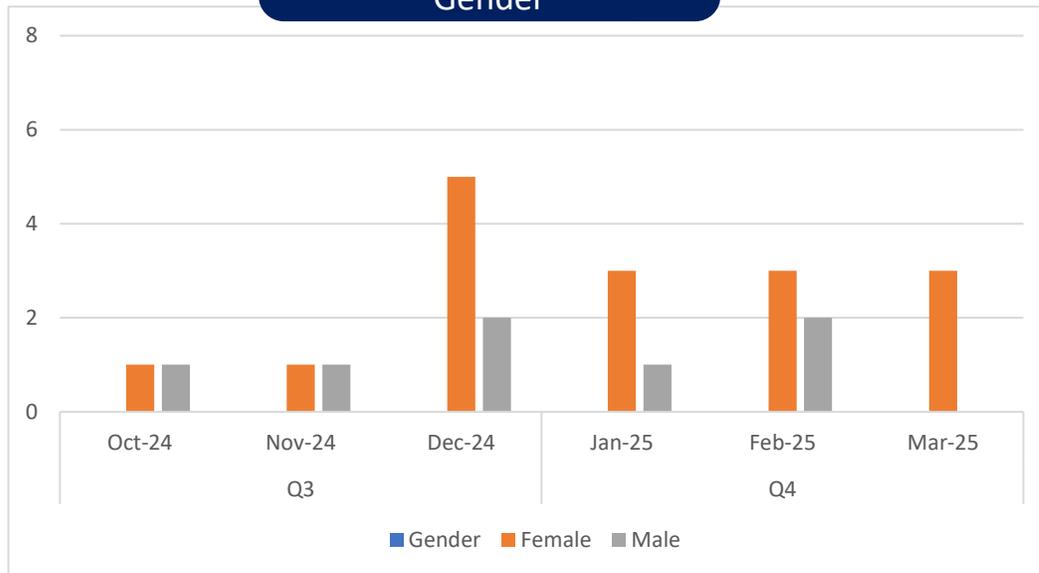
### Age Range



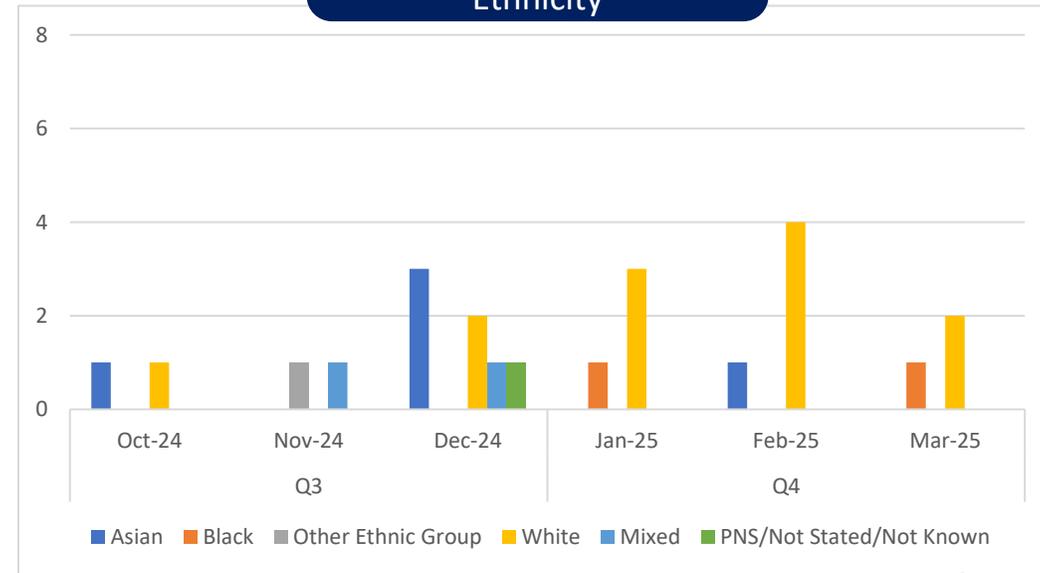
### Disability



### Gender



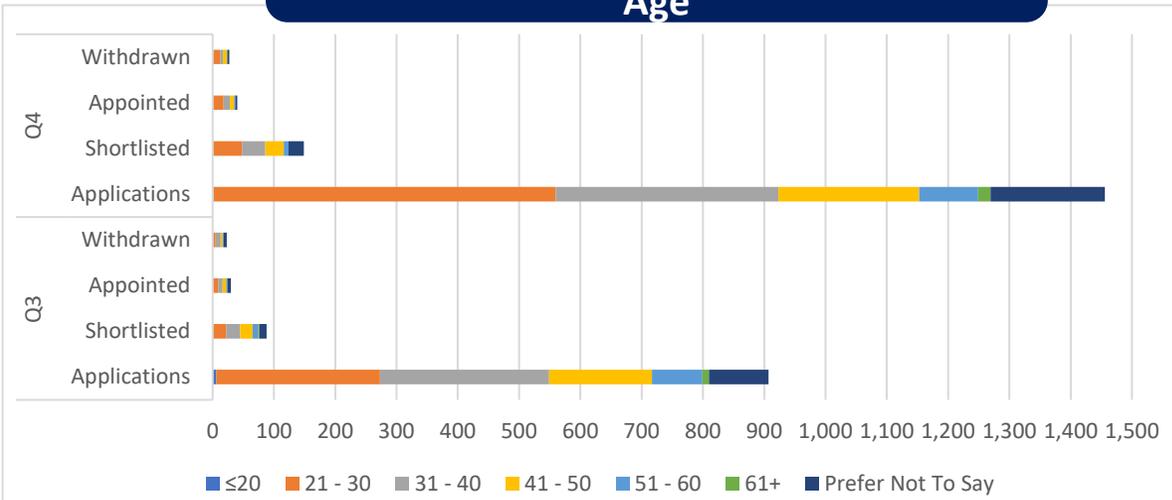
### Ethnicity



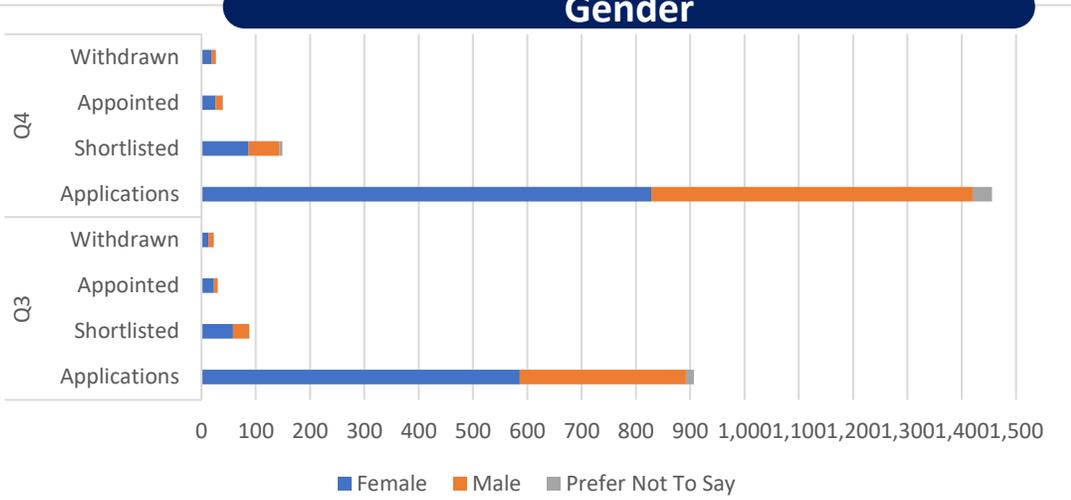
# Recruitment Candidate Diversity



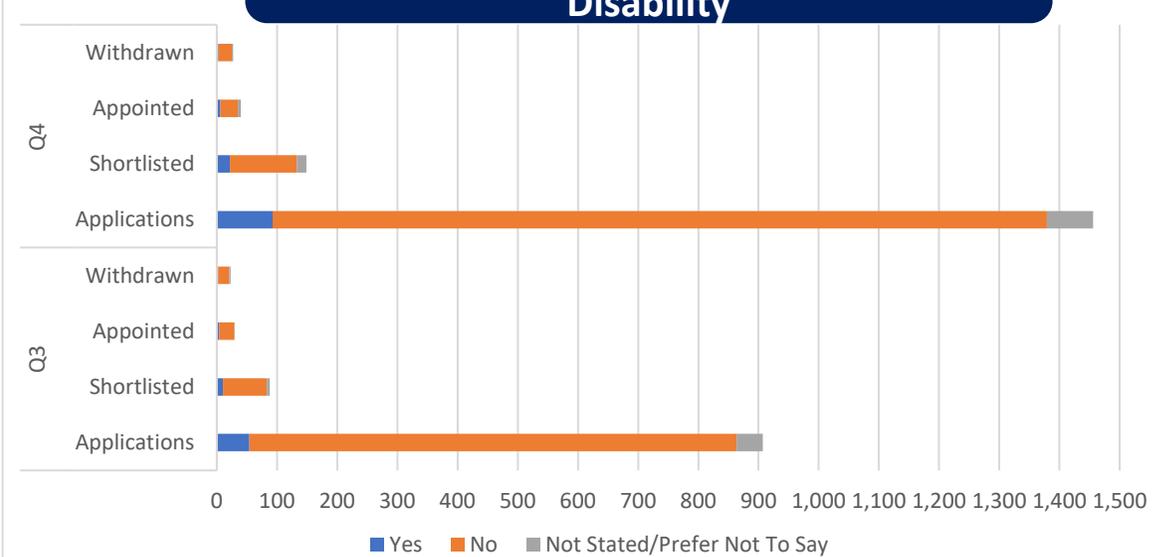
## Age



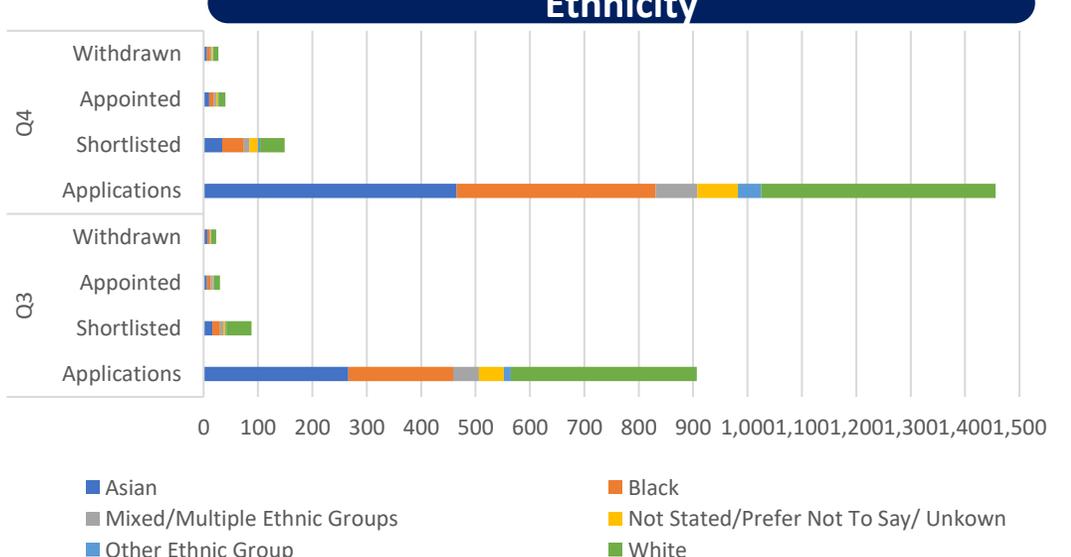
## Gender



## Disability

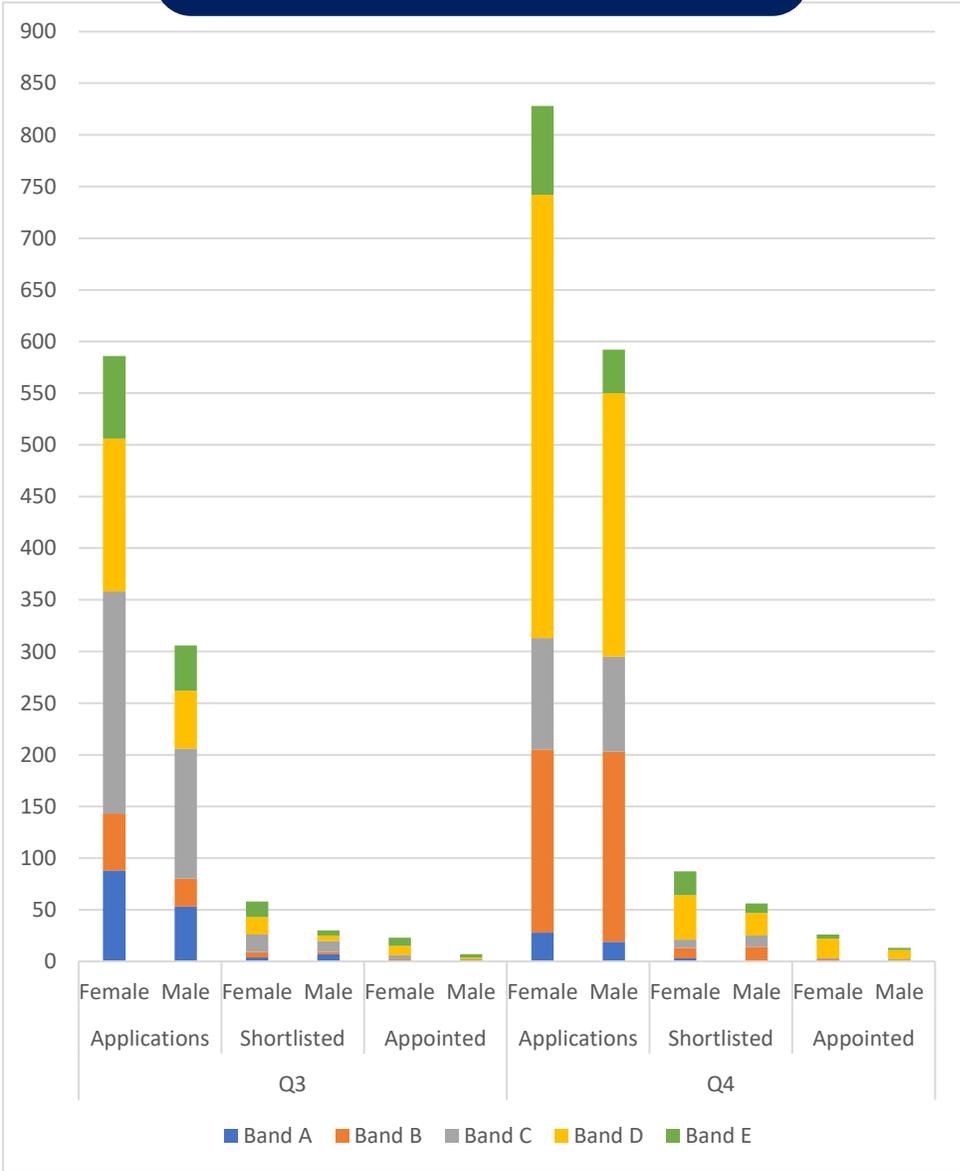


## Ethnicity

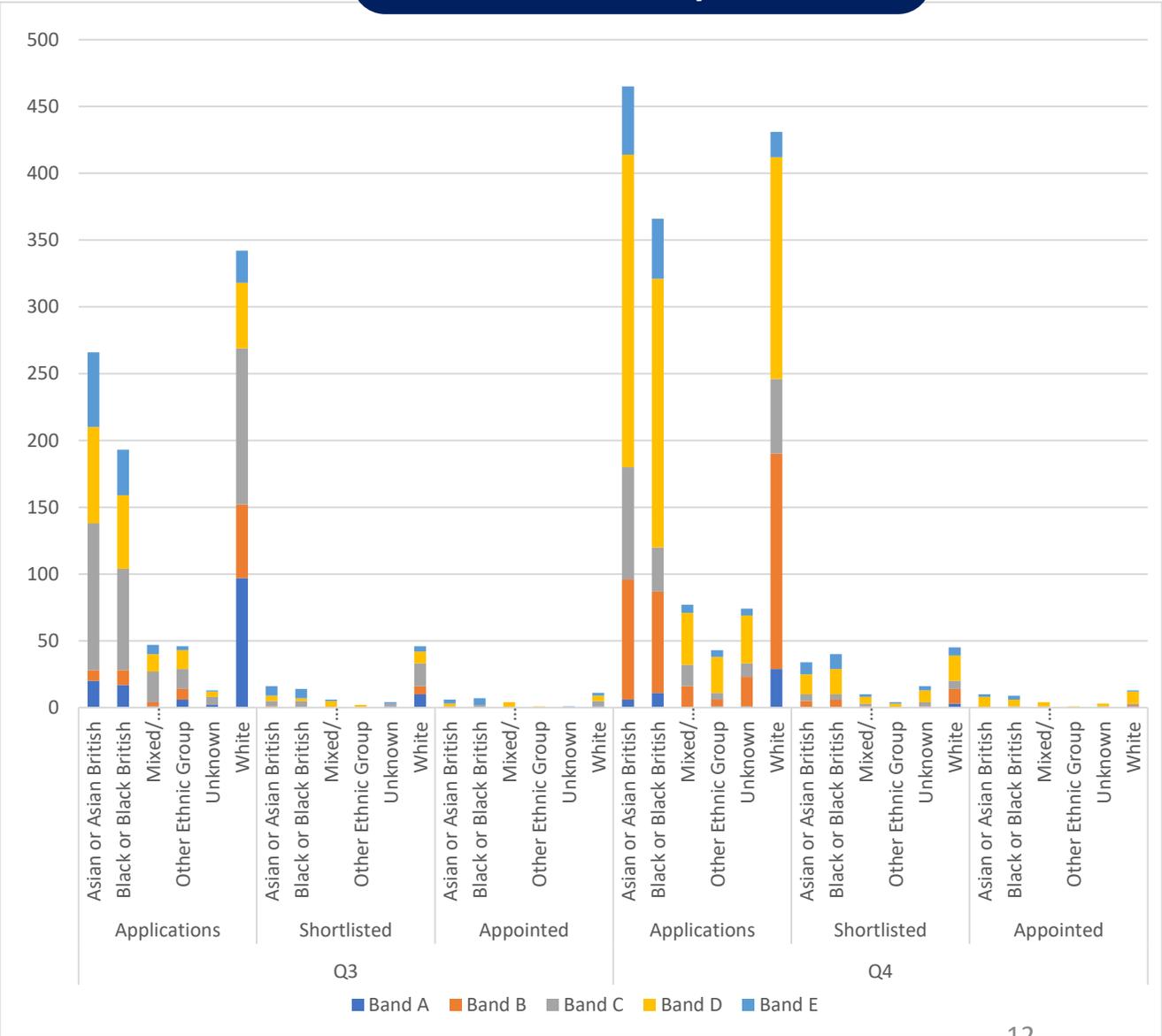


# Recruitment Candidate Pay Band Breakdown

**Gender**



**Ethnicity**



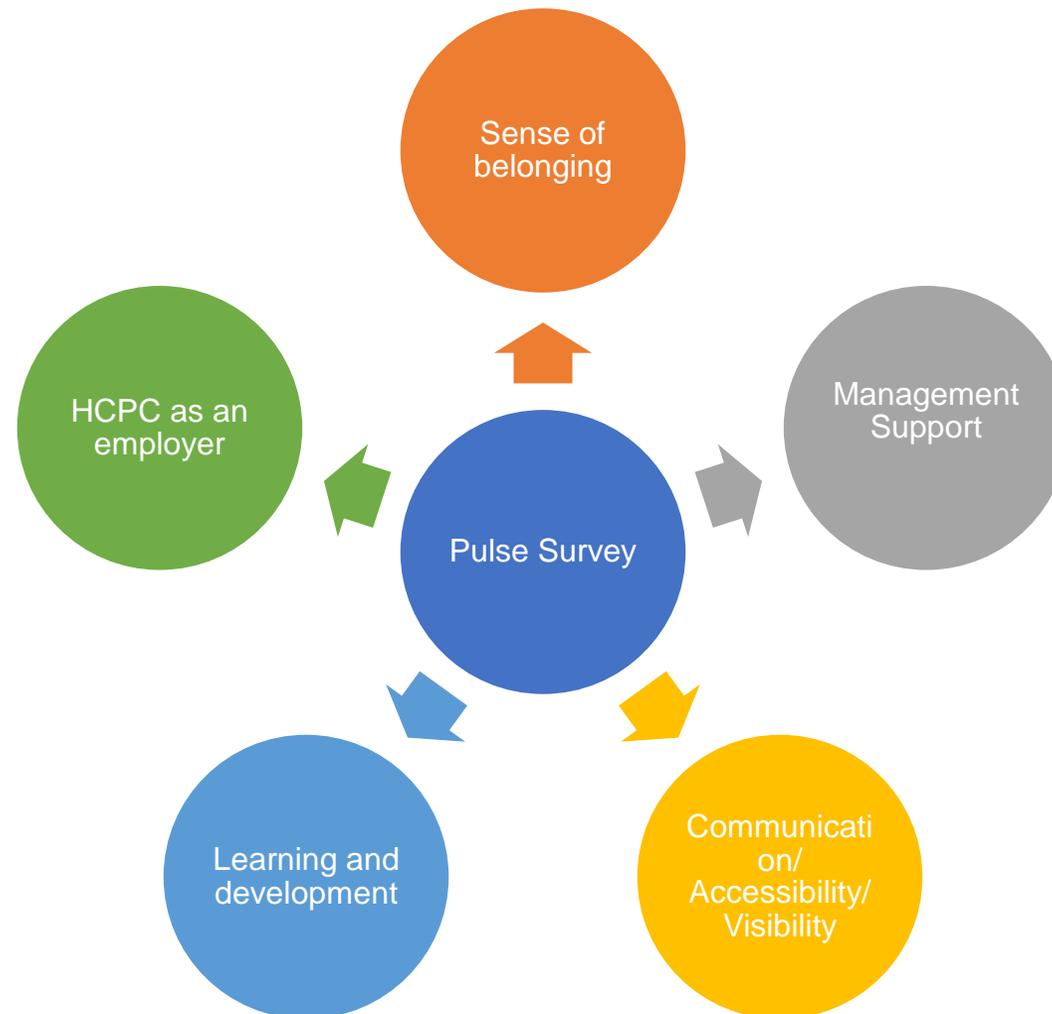
# Employee Pulse Survey

**Q4 2024/2025**

**Our core aims are threefold:**

1. Making the HCPC a place where people are proud and excited to work
2. Ensuring teams and individuals are trusted with responsibility and accountable for what they do
3. Development and wellbeing of our staff are recognised as fundamental

# 1. Measuring What Matters: Pulse Survey Themes



# Pulse Survey – You Said, We Did!

- ✦ An increase in headcount to tackle high pressurised areas
- ✦ Targeted prioritised recruitment campaigns
- ✦ Making a Difference Award now accessible to managers of larger teams
- ✦ Increased level of reward and recognition (Making a Difference Award) awards via My Health, My Care, My Reward platform
- ✦ Enhancing the approach to FTP recruitment and induction to include a more phased approach to starting case work for new starters and delivering an extended induction period which includes a more practical skill development programme
- ✦ Specific EDI and wellbeing initiatives
- ✦ Targeted learning and development programmes
- ✦ Mentoring programmes
- ✦ Increased visibility of senior leaders – Let's Talk sessions

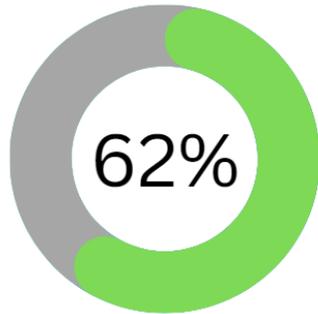
- ✦ Organisational updates at All employee meetings
- ✦ Increased level of communications (intranet articles, blogs, viva engage posts)
- ✦ Wellbeing check-ins with staff on long term sick leave
- ✦ Wellbeing check-ins for employees returning from parental leave
- ✦ Introduction of long service recognition awards
- ✦ Increased level of recognition via My Health, My Care, My Reward platform
- ✦ New shorter and simplified pulse survey
- ✦ Revamped corporate inductions
- ✦ CEO meet-and-greet sessions with new starters
- ✦ Let's Talk sessions with the CEO
- ✦ Introduction of 30-day check-in sessions

## 2. Key Takeaways for Q4 Survey

- Overall response rate of 69% for this quarter which was a fall of 4% from the response rate achieved in Q3.
- The overall employee satisfaction score showed improvement, increasing to 83% from 82% in Q3 indicating continued employee satisfaction amongst the majority of HCPC staff.
- This quarter's survey data show positive increases in several number of areas including :
  - ❖ I understand the goals of my team (increasing from 96% in Q3 to 98% in Q4)
  - ❖ I have access to my manager whenever I need it (Increase from 92% in Q3 to 94% in Q4)
  - ❖ I am given opportunities to learn new skills (increase from 69% in Q3 to 76% in Q4)
  - ❖ I achieve a good balance between my work and personal life (Increase from 74% in Q3 to 78% in Q4)
  - ❖ The HCPC cares about its employees well-being (Increase from 70% in Q3 to 71% in Q4)
  - ❖ I feel adequately supported in a hybrid working environment (Increase from 83% in Q3 to 86% in Q4)
- There were however decrease in scoring in a few areas:
  - ❖ Commitment to HCPC Vision and purpose (falling from 89% in Q3 to 88% in Q4)
  - ❖ HCPC offers a variety of learning and development opportunities (falling from 70% in Q3 to 68% in Q4)
  - ❖ I am able to easily access the Senior Leadership Team (Head of Departments and ELT) if/as and when required (falling from 70% in Q3 to 66% in Q4)
  - ❖ I feel connected to HCPCs Values (falling from 81% in Q3 to 79% in Q4)

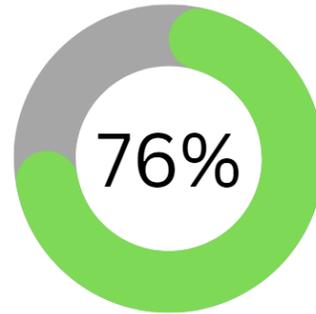
### 3. Respondents

2024/25 – Quarter 1



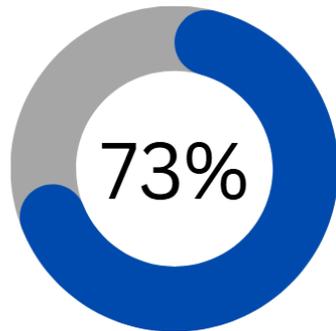
190 Responses

2024/25 – Quarter 2



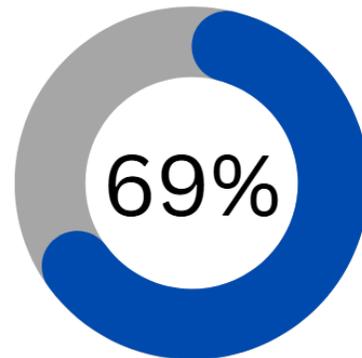
239 Responses

2024/25 – Quarter 3



236 Responses

2024/25 – Quarter 4



231 Responses

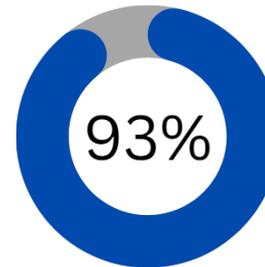
Department (s)	Number of Responses	Q4 Response Rate
Assurance and Compliance	7	70%
Business Change	10	91%
Communications, Engagement & Public Affairs	7	100%
Education	8	80%
Finance	17	100%
FTP Tribunal service	27	68%
FTP Case Progression and Quality	27	32%
FTP Legal Services	15	71%
Governance, Partners and OCCE	6	86%
Human Resources	13	100%
IT	14	78%
Office Services	6	75%
Policy, Standards & EDI and Insight & Analytics	11	79%
Professionalism and upstream regulation	6	100%
Registration	57	80%
<b>Total</b>	<b>231</b>	<b>69%</b>

## 4. Sense of Belonging

4  
Develop and embed an organisational culture where morale is high

(Previous Question) I understand how my work supports the goals of my team and department

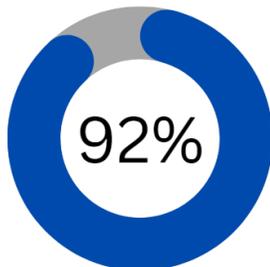
2024/25 – Quarter 1



176 responders strongly agreed or agreed with question

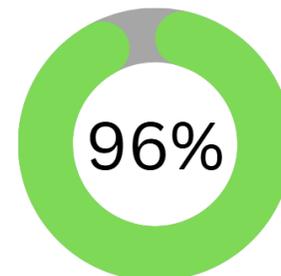
(Amended question) I understand the goals of my team

2024/25 – Quarter 2



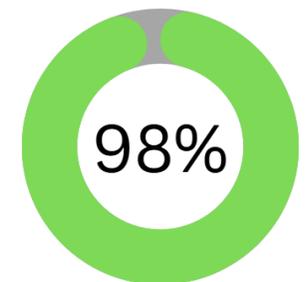
220 responders strongly agreed or agreed with question

2024/25 – Quarter 3



226 responders strongly agreed or agreed with question

2024/25 – Quarter 4

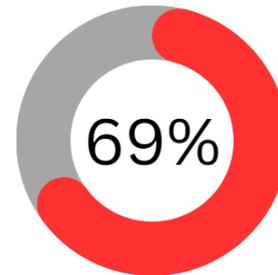


226 responders strongly agreed or agreed with question

## 4. Sense of Belonging

(Previous Question) I feel connected to the HCPC values and behavioural framework

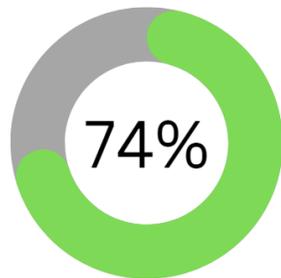
2024/25 – Quarter 1



131 responders strongly agreed or agreed with question

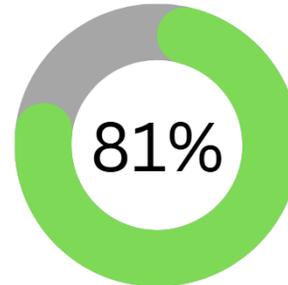
(Amended Question) I feel connected to the HCPC's values

2024/25 – Quarter 2



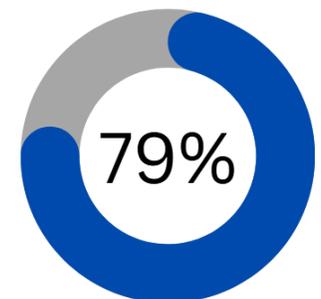
176 responders strongly agreed or agreed with question

2024/25 – Quarter 3



190 responders strongly agreed or agreed with question

2024/25 – Quarter 4



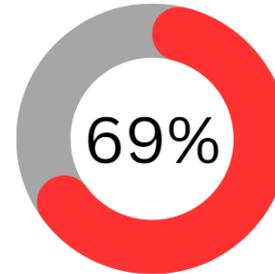
183 responders strongly agreed or agreed with question

## 4. Sense of Belonging

4  
Develop and embed an organisational culture where morale is high

(Previous Question) I feel connected to the HCPC values and behavioural framework

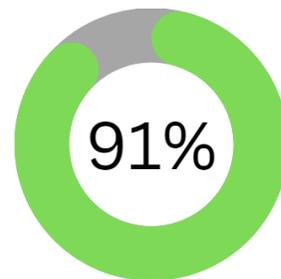
2024/25 – Quarter 1



131 responders strongly agreed or agreed with question

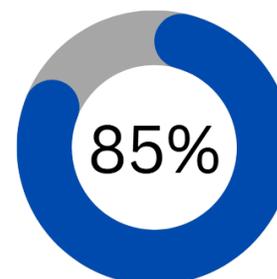
(Amended question) I am aware of the behaviours set out in the behavioural standards framework

2024/25 – Quarter 2



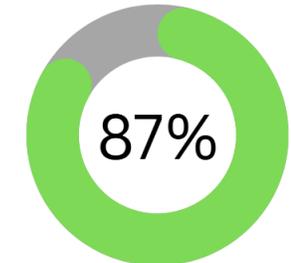
218 responders strongly agreed or agreed with question

2024/25 – Quarter 3



202 responders strongly agreed or agreed with question

2024/25 – Quarter 4



202 responders strongly agreed or agreed with question

# 5. Management Support

3 Compassionate, inclusive and effective leadership at all levels

4 Develop and embed an organisational culture where morale is high

My manager provides me with constructive feedback

2024/25 – Quarter 1



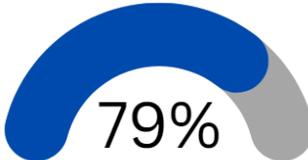
159 respondents strongly agreed or agreed

2024/25 – Quarter 3



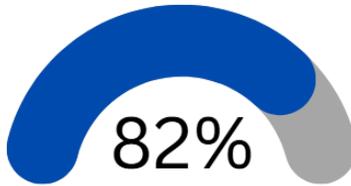
197 respondents strongly agreed or agreed

2024/25 – Quarter 2



189 respondents strongly agreed or agreed

2024/25 – Quarter 4



190 respondents strongly agreed or agreed

# 5. Management Support

I feel my manager values my opinions and feedback

3  
Compassionate, inclusive and effective leadership at all levels

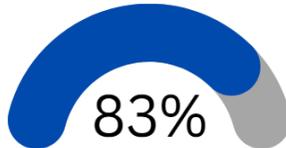
4  
Develop and embed an organisational culture where morale is high

2024/25– Quarter 1



162 respondents strongly agreed or agreed

2024/25– Quarter 2



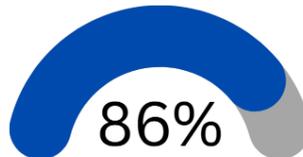
198 respondents strongly agreed or agreed

2024/25– Quarter 3



208 respondents strongly agreed or agreed

2024/25– Quarter 4



198 respondents strongly agreed or agreed

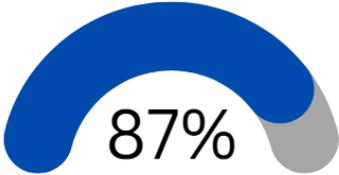
# 5. Management Support

I have access to my manager whenever I need it

3 Compassionate, inclusive and effective leadership at all levels

4 Develop and embed an organisational culture where morale is high

2024/25 – Quarter 1



166 respondents strongly agreed or agreed

2024/25 – Quarter 2



215 respondents strongly agreed or agreed

2024/25 – Quarter 3



218 respondents strongly agreed or agreed

2024/25 – Quarter 4



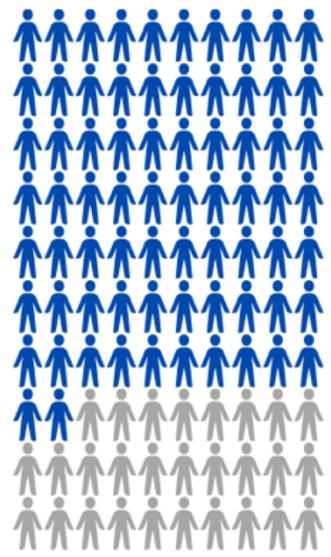
218 respondents strongly agreed or agreed

# 6. Communication & Accessibility

**3** Compassionate, inclusive and effective leadership at all levels

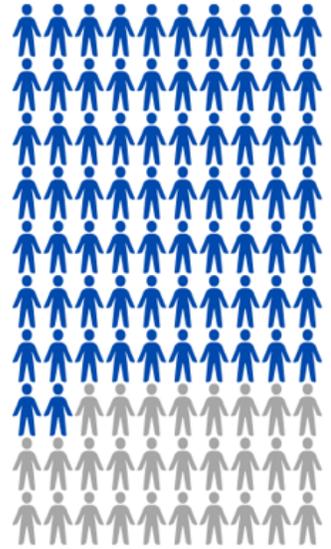
**4** Develop and embed an organisational culture where morale is high

I feel informed about what is currently happening at the HCPC



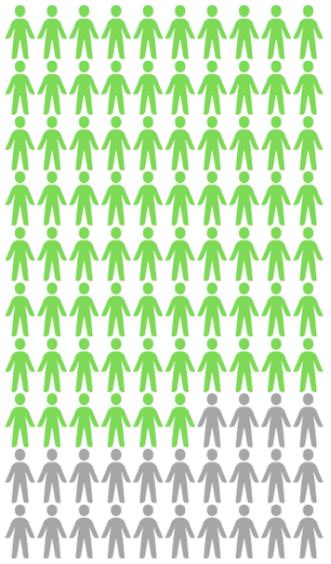
**72%** of employees feel informed of what is currently happening at the HCPC

2024/25 – Quarter 1  
137 respondents strongly agreed or agreed



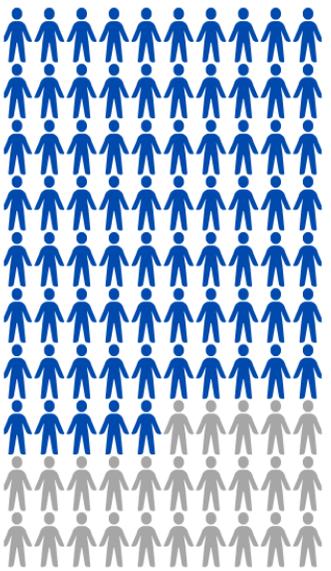
**72%** of employees feel informed of what is currently happening at the HCPC

2024/25 – Quarter 2  
171 respondents strongly agreed or agreed



**76%** of employees feel informed of what is currently happening at the HCPC

2024/25 – Quarter 3  
179 respondents strongly agreed or agreed



**75%** of employees feel informed of what is currently happening at the HCPC

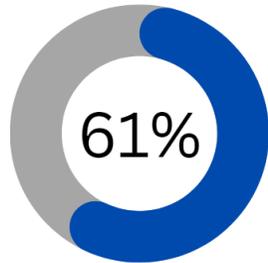
2024/25 – Quarter 4  
173 respondents strongly agreed or agreed

# 6. Communication & Accessibility

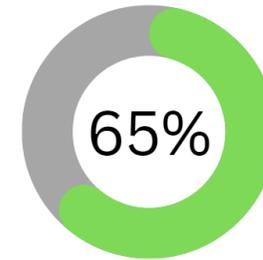
I am able to easily access the Senior Leadership Team (Head of Departments and ELT) if/as and when required

3 Compassionate, inclusive and effective leadership at all levels

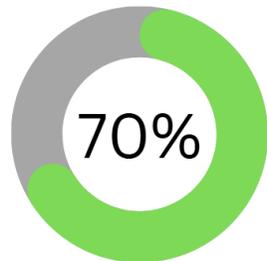
4 Develop and embed an organisational culture where morale is high



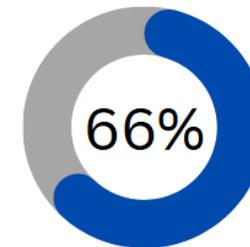
2024/25 – Quarter 1  
116 respondents strongly agreed or agreed



2024/25 – Quarter 2  
155 respondents strongly agreed or agreed



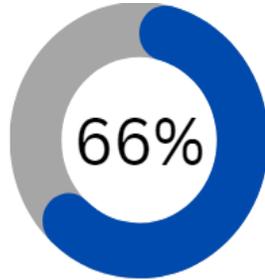
2024/25 – Quarter 3  
165 respondents strongly agreed or agreed



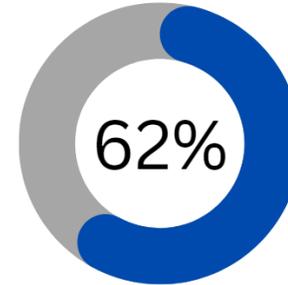
2024/25 – Quarter 4  
153 respondents strongly agreed or agreed

# 7. Learning and development

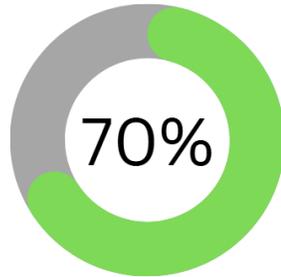
HCPC offers a variety of learning and development opportunities



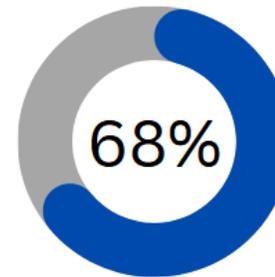
2024/25 – Quarter 1  
125 respondents strongly agreed or agreed



2024/25 – Quarter 2  
147 respondents strongly agreed or agreed



2024/25 – Quarter 3  
165 respondents strongly agreed or agreed



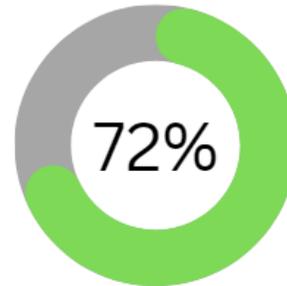
2024/25 – Quarter 4  
158 respondents strongly agreed or agreed

- 2 High performing, capable and skilled organisation
- 4 Develop and embed an organisational culture where morale is high

# 7. Learning and development

- 2 High performing, capable and skilled organisation
- 4 Develop and embed an organisational culture where morale is high

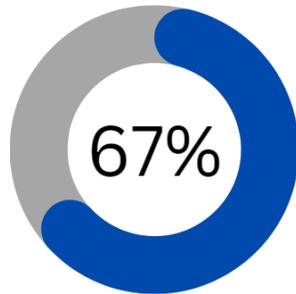
(Previous Question) I am given opportunities to learn and develop my skills when needed



2024/25 – Quarter 1

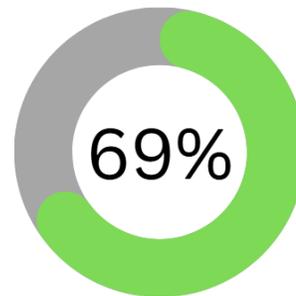
136 respondents strongly agreed or agreed

(Amended question) I am given opportunities to learn new skills



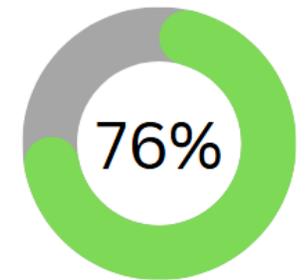
2024/25 – Quarter 2

160 respondents strongly agreed or agreed



2024/25 – Quarter 3

163 respondents strongly agreed or agreed



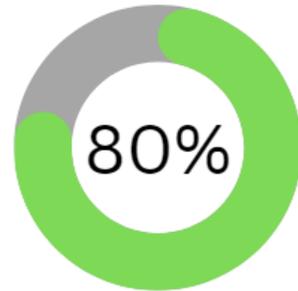
2024/25 – Quarter 4

176 respondents strongly agreed or agreed

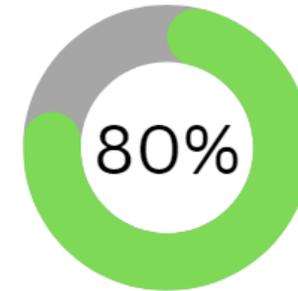
## 8. HCPC as an Employer

### Employee Satisfaction Score

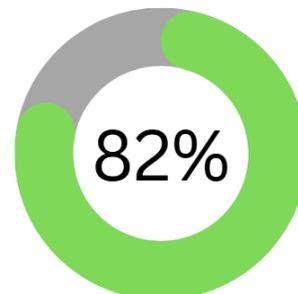
2024/25 – Quarter 1



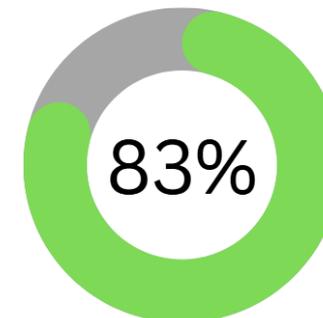
2024/25 – Quarter 2



2024/25 – Quarter 3

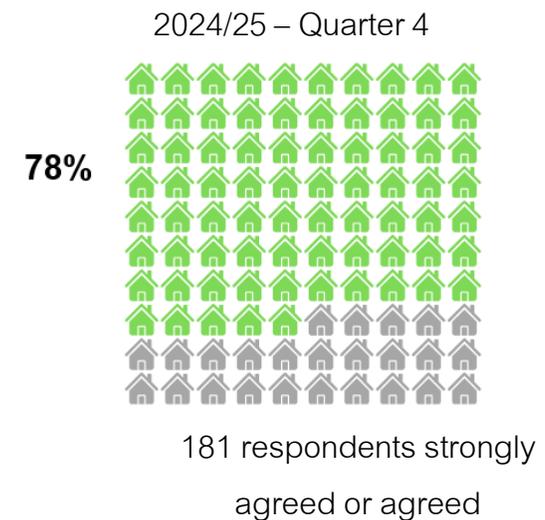
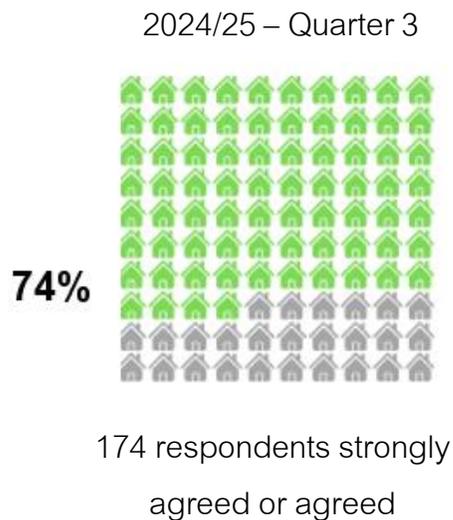
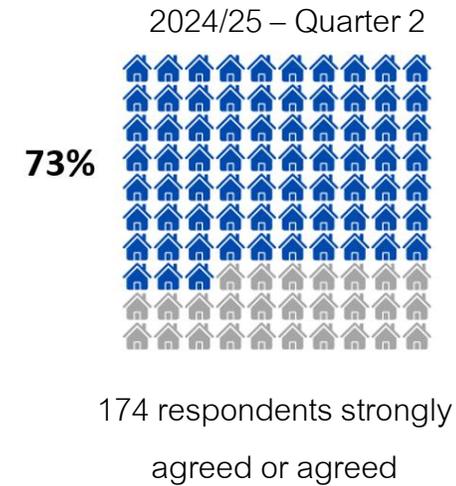
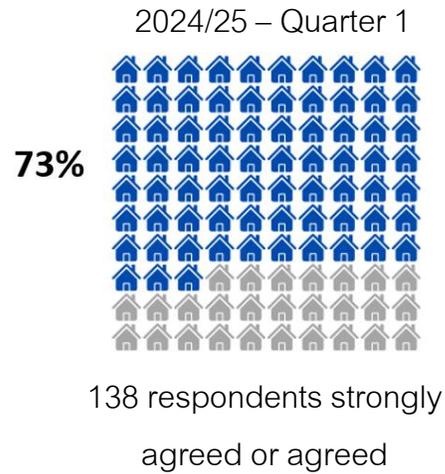


2024/25 – Quarter 4



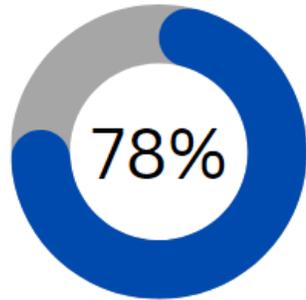
# 8. HCPC as an Employer

I achieve a good balance between my work life and my personal life

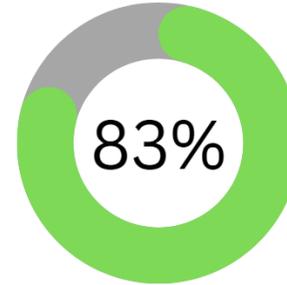


# 8. HCPC as an Employer

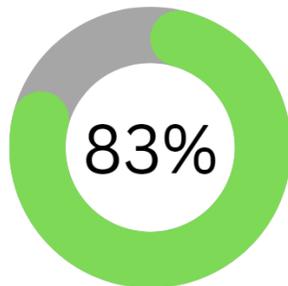
I feel adequately supported in a hybrid working environment



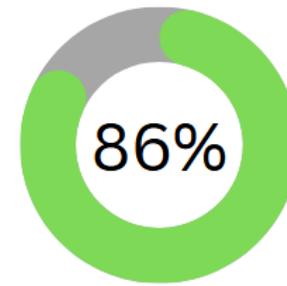
2024/25 – Quarter 1  
148 respondents strongly agreed or agreed



2024/25 – Quarter 2  
199 respondents strongly agreed or agreed



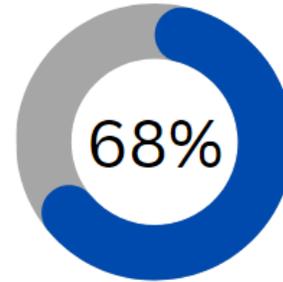
2024/25 – Quarter 3  
197 respondents strongly agreed or agreed



2024/25 – Quarter 4  
199 respondents strongly agreed or agreed

## 8. HCPC as an Employer

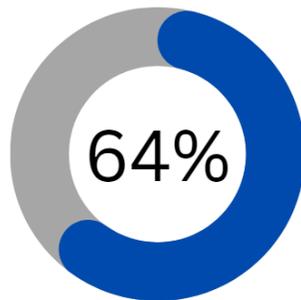
(Previous Question) The HCPC demonstrates it cares about its employees' wellbeing



2024/25 – Quarter 1

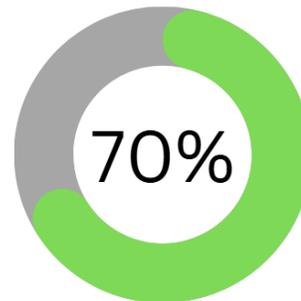
130 respondents strongly agreed or  
agreed

(Amended Question) The HCPC demonstrates it is a caring organisation



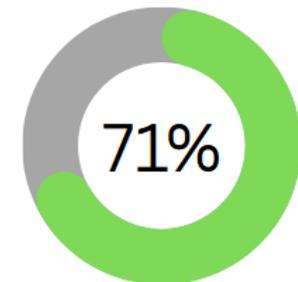
2024/25 – Quarter 2

152 respondents strongly  
agreed or agreed



2024/25 – Quarter 3

165 respondents strongly  
agreed or agreed

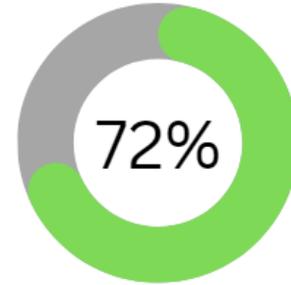


2024/25 – Quarter 4

165 respondents strongly  
agreed or agreed

## 8. HCPC as an Employer

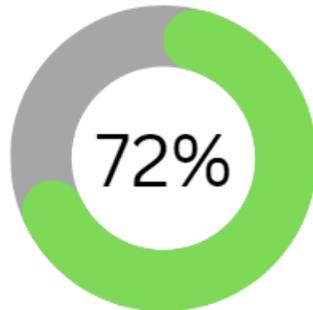
(Previous Question) I feel valued by the recognition I receive for my work



2024/25 – Quarter 1

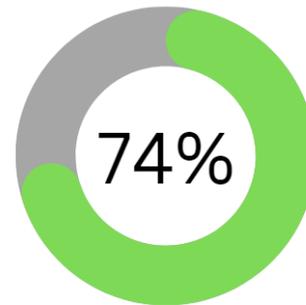
137 respondents strongly agreed or agreed

(Amended Question) I receive recognition for my work



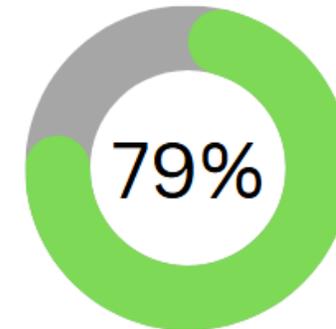
2024/25 – Quarter 2

171 respondents strongly  
agreed or agreed



2024/25 – Quarter 3

174 respondents strongly  
agreed or agreed

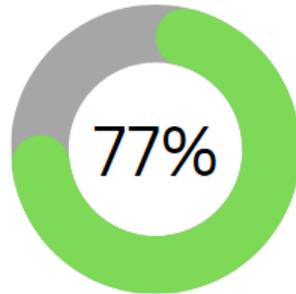


2024/25 – Quarter 4

182 respondents strongly  
agreed or agreed

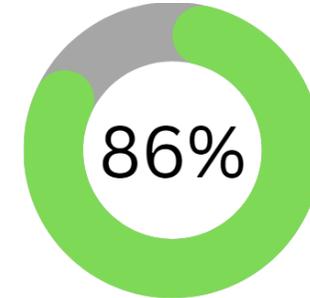
## 8. HCPC as an Employer

How committed do you feel to the HCPC and its vision and purpose



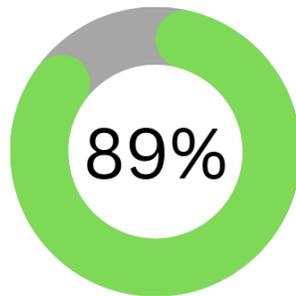
2024/25 – Quarter 1

147 respondents feeling Strongly committed or Somewhat committed



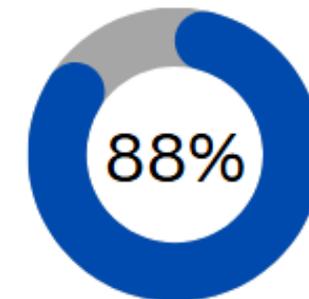
2024/25 – Quarter 2

206 respondents reported feeling Strongly committed or Somewhat committed



2024/25 – Quarter 3

209 respondents reported feeling Strongly committed or Somewhat committed



2024/25 – Quarter 4

204 respondents reported feeling Strongly committed or Somewhat committed

# 9. Confidence that HCPC is a diverse and inclusive employer

I am confident that HCPC is a diverse employer



**81%**

2024/25 – Quarter 1

154 respondents strongly agreed or agreed



**83%**

2024/25 – Quarter 2

199 respondents strongly agreed or agreed



**85%**

2024/25 – Quarter 3

201 respondents strongly agreed or agreed



**86%**

2024/25 – Quarter 4

198 respondents strongly agreed or agreed

I am confident that HCPC is an inclusive employer



**81%**

2024/25 – Quarter 1

153 respondents strongly agreed or agreed



**82%**

2024/25 – Quarter 2

195 respondents strongly agreed or agreed



**84%**

2024/25 – Quarter 3

199 respondents strongly agreed or agreed



**86%**

2024/25 – Quarter 4

198 respondents strongly agreed or agreed