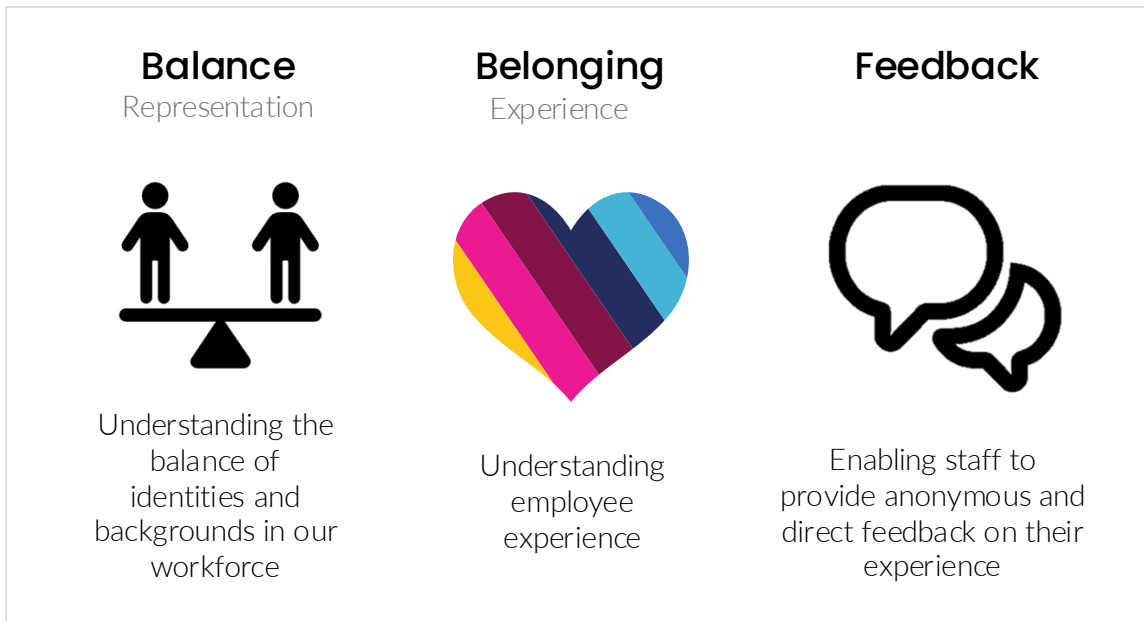
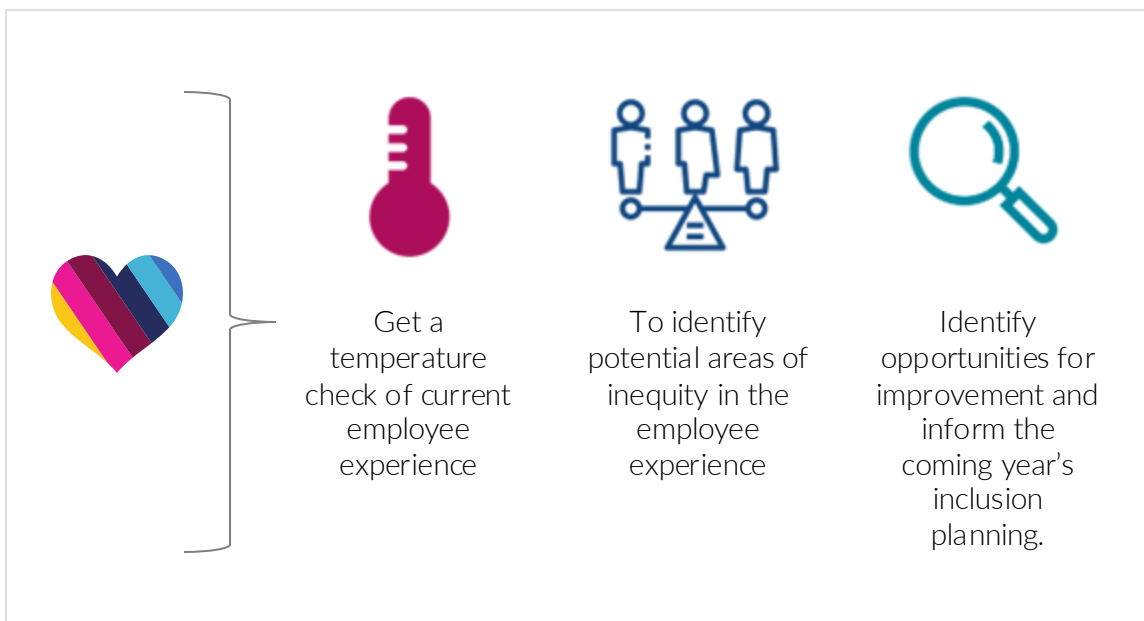


In April 2025 we ran our annual 'Balance and Belonging' Staff survey which had 3 sections:



We use the data from the survey (alongside other information the People Team collect) to:



The following pages give a summary of:

- What's happened in the past year
- This year's balance and belonging data
- What we're planning for the coming year

[The full report can be found here](#)

Sept 2024

Staff Networks

Several staff-led meetups have been launched within the Watershed team. The Neurodiversity Network, the White Fragility reading group, and the Global Majority Meet-up seek to bring communities within teams to reflect on their common experiences.

Internal Communications

With the support of the staff forum, changes have been made to the weekly staff email introducing the following consistent items; celebrating staff and their creativity, ensuring all careers opportunities are shared and weekly staff screening.

Decision Making

The People team have hosted leadership training for Line Managers, SMT and Leadership this year to support them to reflect on their styles of leadership, the way they make decisions and how people's needs are reflected in that process. Surveys and all-staff consultation have happened around big organisational decisions such as Pay Transparency.

Restorative People Practices

The Resolution Framework was launched in April. All managers and supervisors have been trained in conflict management, and we have a team of 13 Resolution Champions from across the organisation who have received specific training on this role. We now have two internal mediators in the People Team too.


Positive Action in Recruitment

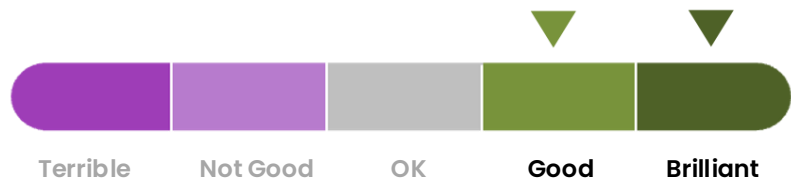
The Inclusion data team convened line managers as well as members of staff from the Global Majority to explore barriers to engagement for Global Majority staff and candidates and how Watershed might address them. This supported changes to recruitment and interview processes particularly for front facing teams.

Oct 2025



89% of employee responses rated their overall experience of working at Watershed as 'Good' or 'Brilliant'.

 This was a +3 percentage point increase from last year's 86%



Scale used in survey

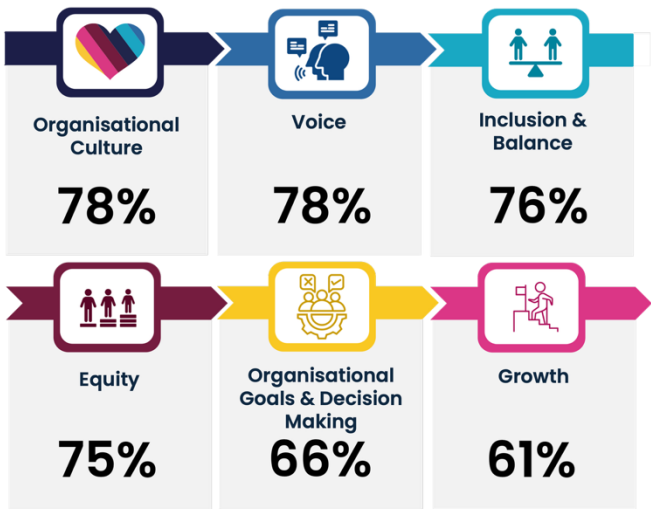
- Employees feeling able to be themselves at work and Watershed valuing inclusion and balance both scored highly, and increased from last year.
- Decision making and balanced teams continue as areas of focus for improvement from last year, alongside staff development and growth.

Average Scores Per Question Theme

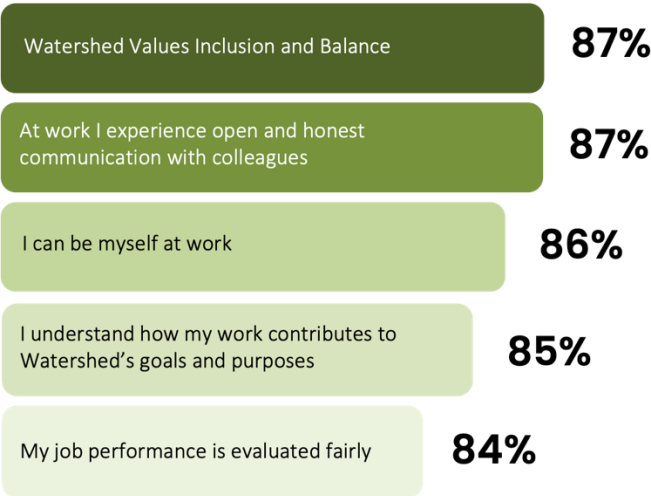
We base our belonging scores on a set of statements. These are broken down into the six areas / themes shown below.

We ask our employees to rate how much they agree with each statement to get our 'favourable' score (this is the % of people who either 'Agree' or 'Strongly Agree').

To see the full list of statements and their individual scores [see page 27 in our full report](#)



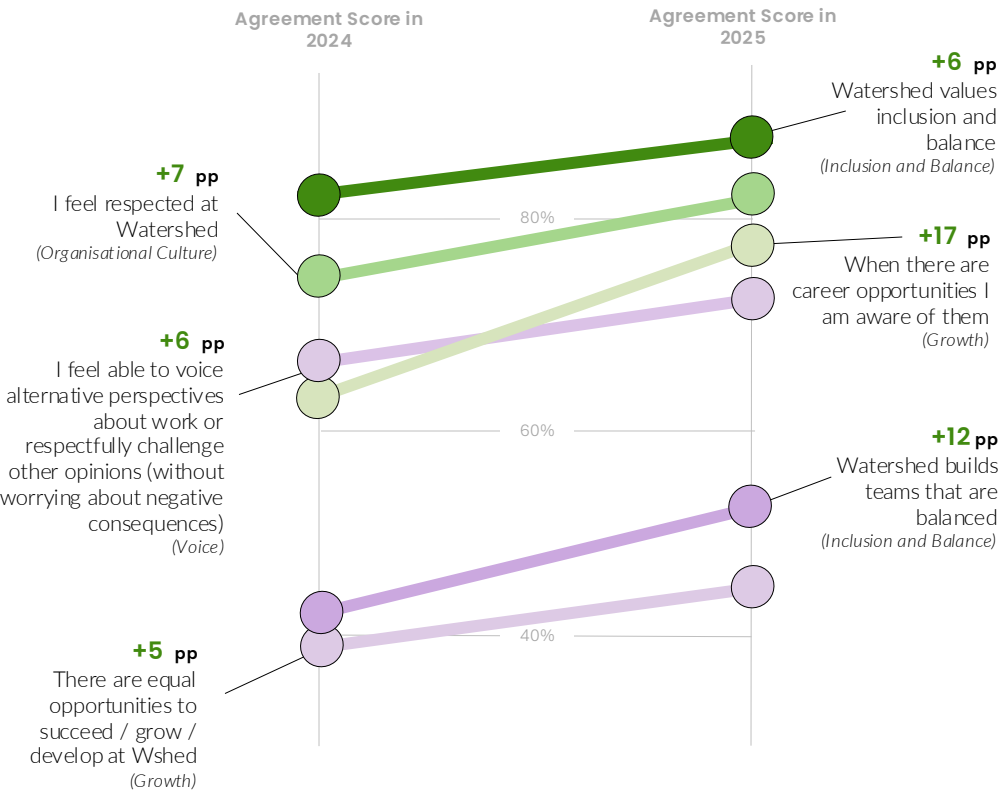
Highest Agreement



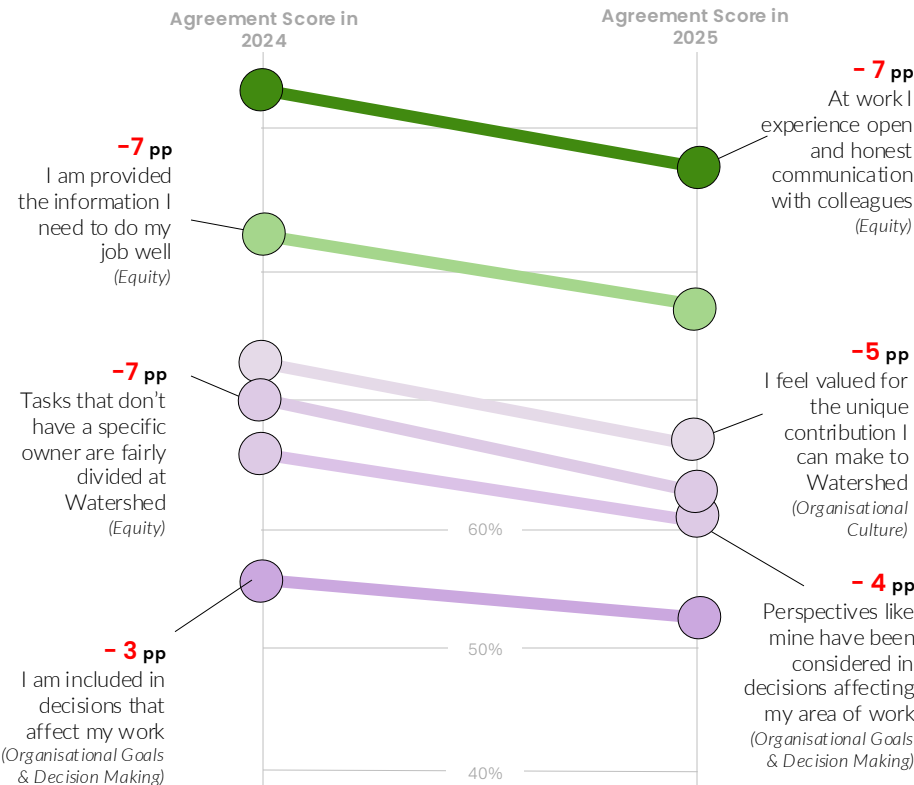
Lowest Agreement



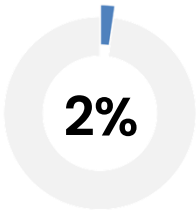
Largest Improvements



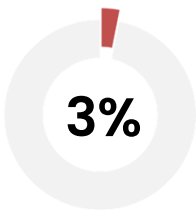
Largest Declines



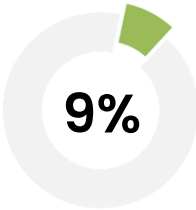
pp = Percentage Point (e.g the difference between this years and last year's scores)



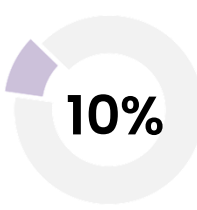
People of Black Heritage – African, Caribbean, Black British or other Black Heritage
Who describe their ethnicity as:
Black African • Black of Mixed Heritage



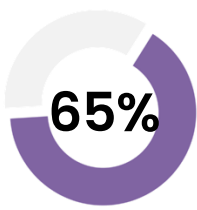
People of Asian Heritage – East Asian, South Asian, South-East Asian Heritage or other Asian Heritage
Who describe their ethnicity as:
British Pakistani • Indian • South Asian • South East Asian



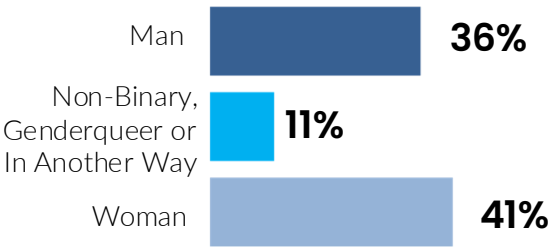
People of Dual or Mixed Heritage
Who describe their ethnicity as:
African & Mixed
African/European • Arab/European • British Indian Namibian • British Mauritian • British-Latino-Mapuche • Half White & Half Black (Black South American) • Mixed • Mixed Asian-White • Mixed Black African & White • Mixed Chinese Malay and White British • Mixed Indian/White



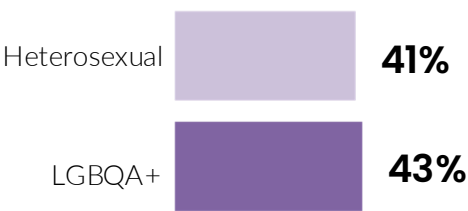
Other White Background
Who describe their ethnicity as:
Dutch • European • White European • White Irish



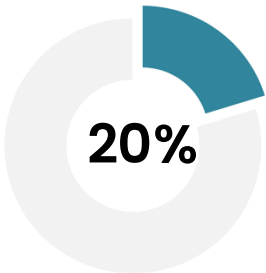
White British or Northern Irish
Who describe their ethnicity as:
British • European • Welsh • White - British • White British European • White British / Irish • White English • White European • White - Mixed Nationality



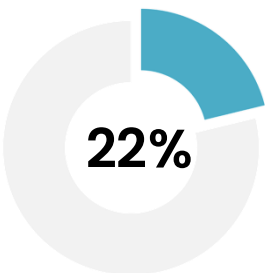
Who identify as Transgender: 5%



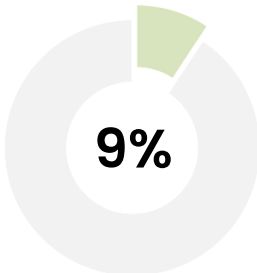
Disabled, Deaf or have a long-term health condition



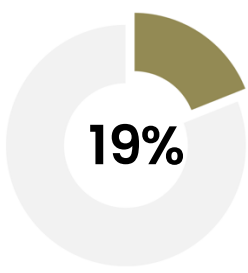
Neurodivergent



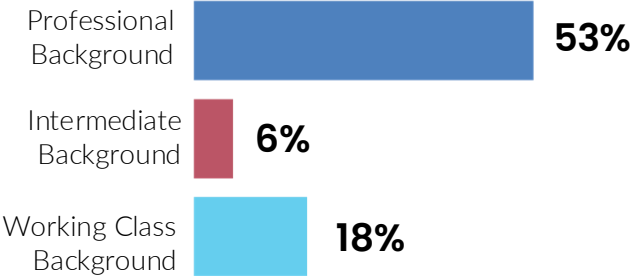
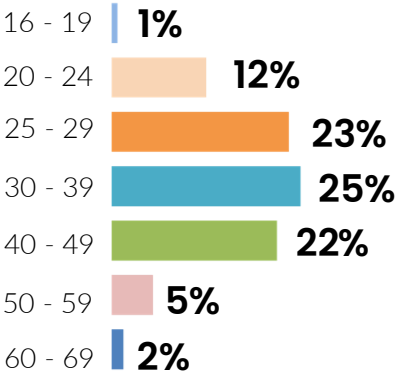
Employees with Religion or Faith



Carers



Ages:



Oct 2025

Better understanding the experience of staff from Working Class backgrounds

This year's B&B data has highlighted a need to understand and improve the experience of staff from working class backgrounds. Over the next year the team will seek to understand the issues faced and the questions that need to be asked, and plan for how to respond to them.

Ongoing work to better understand and improve the experience of Global Majority Staff

Continuing our work to understand the experience of working at Watershed for Global Majority staff, the People Team and Head of Data are exploring better ways to produce more insightful data sets of the people who apply for jobs at Watershed. As part of this we are looking to invest in a new HR system which can track the experience of all employees in a consistent way to help us to identify patterns or areas for improvement.

Staff Forum

October's staff forum will focus on this year's B&B report – members of the Inclusion Data team will attend to hear feedback and thoughts from members to help inform plans for this year.

Line Manager Workshops

The People team will host workshops with Line Managers in Early 2026 to explore B&B data and other input to identify areas for change and the ways in which the People Team can support them in improving the experiences of their teams.

Internal Comms

Leadership teams and the People team will continue to work on ensuring staff are aware of all job and development opportunities, ways of feeding into decision making and ways of feeding back on their experience throughout the year.

April 2026