

## NHSBT Single Equality Action Plan – Workforce Race/Disability and Ethnicity/Gender Pay Gap 2025

Objective Baseline Target Outcome	Actions	Outputs	Lead	Strategic Alignment with...				RAG Status
				WRES, WDES WLES, WSES	ethnic/gend er pay gap	People Plan	PSED	
<b>Priority 1: Reduce % of disabled, ethnic minority and LGBT+ staff experiencing bullying harassment or discrimination</b>								
<b>Objective:</b> Reduce number of staff bullied, harassed, or discriminated by manager or colleagues  <b>Baseline:</b> Reported rates of bullying, harassment by manager or colleagues are: 21% disabled staff; 12.56% ethnic minority staff; 14.72% LGBT+ staff  <b>Target:</b> Reduce reported rates of bullying, harassment to: 15% disabled staff; 10% ethnic minority staff; 10% LGBT+ staff	Co-design with directorates, PCPs, H&W, FTSU approach to addressing bullying and harassment then implement actions  Triangulate bullying and harassment data across FTSU, Our Voice, and D&I  Promote awareness on how to raise concerns via FTSU with staff networks, centre based and corporate D&I teams	Roll out new D&I dashboard  Visual flowchart of how FTSU, D&I, trade unions and staff networks align  Communicate themes/ service data across NHSBT directorates to gain insights	Insight & Improvement team, Chief D&I Officer, D&I Managers Staff Networks FTSU Guardian	WRES 5, 6, 8 WDES, WLES, WSES 4	EPG/GPG mean and median	1. We're compassionate and inclusive	Sec. 149.1 Eliminate discrimination harassment victimisation	
	Launch proactive awareness campaign aligned to Anti-Racism and Resolution Framework. Zero tolerance of abuse, harassment and discrimination at work	Deliver ARF action planning workshops and resources  Zero tolerance campaign	CDIO, D&I Managers, Directorate D&I officers, Comms	WRES 5, 6, 8 WDES, WLES, WSES 4		1. We're compassionate and inclusive	Sec. 149.1 Eliminate discrimination harassment victimisation	
	Rollout D&I team's Reverse Mentoring	Scale and rollout Reverse Mentoring by directorates	CDIO, D&I Managers	WRES 5, 6 WDES, WLES, WSES 4	EPG/GPG mean and median		Sec. 149.2 Advance equal opportunity	
	Assist RightTrack Learning in end-to-end review of inclusive learning and training. Co-design workshops and content to aid diverse teams and cut discrimination by cultural competence. Launch L&D disability awareness training	Scope/explore joint action to co-produce materials and deliver training to teams and directorates  Work with DDTs to ensure new intranet is accessible	D&I Managers Staff networks Directorate D&I and L&D officers	WRES 4, 7 WSES 4 WDES, WLES 5	EPG/GPG mean and median	5. We're always learning	Sec. 149.2 Advance equal opportunity	
<b>Priority 2: Increase ethnic minority staff at Band 8+ from 15% to 22% (in line with NHSBT's ethnic minority workforce)</b>								
<b>Objective:</b> NHSBT reflect population it serves. Increase ESR declaration rates. Tackle blocks to career progress	Deep dive into workforce profile by ethnic group, intersected by disability, sex and band, to inform workforce information report and WRES analysis. Use Talent Spaces recommendations	Deep dive analysis report with recommendations completed	D&I team, Insights & Improvement team	WRES, WDES, WLES, WSES 1,2	EPG and GPG mean and median	1. We're compassionate and inclusive  5. We're always learning	Sec. 149.2 Advance equal opportunity	

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<p>Board review D&amp;I data, risk, performance and address D&amp;I gaps, give support to D&amp;I agenda</p> <p><b>Baseline:</b> 1 in 5 NHSBT staff are BME. 1 in 6 BME staff are at Band 8+. 1 in 9 VSMS are BME. ESR declaration rates on race 96%, on disability 8.6%, on Board it's 8 women, 3 disabled, 1 BME voting members</p> <p><b>Target:</b> 22% BME staff in each band and directorates by 2027. Declaration rate 100% for race Reduce disabled undeclared to 40% &amp; LGBT+ to 10%</p>	<p>Progress Directorate D&amp;I Plans</p> <p>D&amp;I dashboards reported twice a year to directorates, centres, EDI Council, Exec</p> <p>Leadership Competency Framework development</p>		<p>Directorate D&amp;I officers, Head of EDI</p> <p>Learning Services personnel</p>	<p>WRES, WDES, WLES, WSES 1, 2</p>	<p>EPG and GPG mean and median</p>	<p>1. We're compassionate and inclusive</p> <p>5. We're always learning</p>	<p>Sec. 149.1 Eliminate discrimination harassment</p> <p>Sec. 149.2 Advance equal opportunity</p>	
	<p>Increase self-identification of diversity data on ESR through promotion of a 'Count Me In' campaign – to include Board members</p>	<p>Add 'Count Me In' to the corporate induction, add to D&amp;I programmes and D&amp;I road show initiative to assist staff without laptop access to update records. Board members upon joining</p>	<p>CDIO, D&amp;I Managers, Comms, Directorate D&amp;I Officers, Board</p>	<p>WRES, WDES, WLES, WSES 1, 2</p>	<p>EPG and GPG mean and median</p>	<p>2. We're recognised and rewarded</p> <p>3. We each have a voice that counts</p>	<p>Sec. 149.2 Advance equal opportunity</p> <p>Sec. 149.3 Foster good relations betw. Groups</p>	
	<p>All Board members set equality objective in their appraisal. Board and People Committee review and monitor EDI Risk</p> <p>Annual Board development session on D&amp;I. Board papers have section on Equality Impact of decisions to show due regard to Public Sector Equality Duty</p>	<p>Develop EDI risk. Add to People Committee forward plan and build in Board plan</p> <p>Co-Sec update Board cover sheet to include EIA section</p>	<p>Chair, CEO, CPO, CDIO, AD Health &amp; Safety</p>	<p>WRES 9 WDES WLES, WSES 10</p>		<p>6. We work flexibly</p> <p>7. We're a team</p>	<p>Sec. 149.3 Foster good relations betw. groups</p>	
<b>Priority 3: Close ethnicity recruitment gap from 1.97 to 1.0 by applying positive action measures</b>								
<p><b>Objective:</b> Review recruitment process. Analyse impact of recruitment decisions across groups. Review recruitment outcomes by AFC bands to direct</p>	<p>Support Talent Spaces diagnostic review of Recruitment Process from inclusion position incl. equality impact assessment of work done to date, with clear strategy and actions presented to Exec. Develop directorate level recruitment dashboard reports for D&amp;I officers</p>	<p>Conclusion of review.</p>	<p>AD Talent &amp; Recruitment, CDIO</p>	<p>WRES, WDES, WLES, WSES 1, 2</p>	<p>EPG mean and median pay gap</p>	<p>1. We're compassionate and inclusive</p> <p>5. We're always learning</p>	<p>Sec. 149.1 Eliminate discrimination harassment victimisation</p>	

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positive action and adopt activity that aides fair recruitment  <b>Baseline:</b> Appointment rate white applicants is 1.97 times more than BME. We've got 53 BME panellists  <b>Target:</b> BME appointment rates equal white applicants. Grow BME panel members and ensure managers use BME panel	Relaunch NHSBT BME recruitment panel in line with Inclusive Recruitment review recommendations.  Support panel members with training in cultural competence, coaching skills and action learning sets, to improve diverse applicants' outcomes and experience	Presentation of Project outcomes  Plan to embed and roll out. Scoping of requirement Reporting established	AD Talent & Recruitment, D&I Managers Directorate D&I Officers	WRES 2, 7 WDES, WSES, WLES 2, 5		2. We're recognised and rewarded	Sec. 149.2 Advance equal opportunity	
	Outcomes of end-end-review in inclusive recruitment and review positive action: <ul style="list-style-type: none"> <li>• Positive action used in targeted roles</li> <li>• Promote flexi working if option exists</li> <li>• Positive action applied at banding determined by gaps/ needs identified at directorate level</li> </ul>	Data and analysis completed and shared with D&I team and Directorate D&I leads. Quarterly reporting data on recruitment by race, sex, disability and sexual orientation	AD Talent & Recruitment, CDIO, D&I Managers, Improvement & Insight team	WRES 2, 7 WDES, WSES, WLES 2, 5		2. We're recognised and rewarded	Sec. 149.2 Advance equal opportunity	
<b>Priority 4: Improve experience and access to workplace adjustments for disabled staff from 47.4% to 60%</b>								
<b>Objective:</b> Increase number of staff receiving workplace adjustments. Improve access to information  <b>Baseline:</b> 47.4% of disabled staff believe NHSBT provides adequate adjustments  <b>Target:</b> 60% of disabled staff believe NHSBT provides adequate adjustments.	Workplace Adjustments Policy widely established (including recruitment). Digitalise adjustment metrics in ServiceNow. Review Attendance Policy's impact on disabled staff and disability related sick absence to ensure progress	On-going signposting to Workplace Adjustments. Embed New Starters check. Managers using ServiceNow request portal and metrics and complete follow-ups	CDIO, AD HR Ops, AD HS&W	WDES 1, 2, 5, 6, 7, 8 WLES, WSES 8		3. We each have a voice that counts 4. We're safe and healthy 5. We're always learning	Sec. 149.2 Advance equal opportunity Sec. 149.3 Foster good relations betw. groups	
	Ensure Disability Confident Scheme Level 2 (employer status) compliance and prepare for Level 3 (leader status)	Secured level 2 (confident) for further year. Aim for level 3 (leader)	D&I Managers Recruitment					
	Coordinate activities for Disability History Month	Agree frequency to monitor reports on Brightspace	DAW Network D&I team					
	Review internal webpages incl. People First to meet best practice accessibility standards		D&I Managers Improvement & Insight team					
	Develop short guide for managers (incl. recruitment) to access BSL interpreters	Publicise guidance on D&I and recruitment pages	D&I Insights Manager					

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<b>Priority 5: Improve career progression and leadership development opportunities for disability, LGBT+, race and sex</b>								
<p><b>Objective:</b> Career progression and development barriers to be understood. Create progress or development options for disabled, BME, women into senior leadership roles / STEM</p> <p><b>Baseline:</b> 31% BME staff believe NHSBT has equal opps. Likelihood of white staff access non-mandatory training 0.95. Mean GPG 3.8%. Median GPG 2.8%. Find baseline numbers of apprenticeships by sex, race, disability. 4 men/10 women get clinical CIA</p> <p><b>Target:</b> 36% BME target (in line with white staff). Secure equal numbers of BME staff access non-mandatory training</p>	Launch NHSBT-wide Anti-Racism Framework to offer knowledge-building, confidence, capability in being inclusive intentionally. Develop and launch leadership development programmes and products with anti-racism integrated	3 products launched as part of National Inclusion Week	CDIO, D&I Managers, Directorate D&I leads, Learning Services team	WLES, WSES, WDES 5, 7 WRES 4, 7	EPG and GPG mean, median and bonus	1. We're compassionate and inclusive 5. We're always learning	Sec. 149.2 Advance equal opportunity	
	Career Kickstart Programme supports progression opportunities for staff and uses new Thriving conversations guide	Scale programme up. Complete evaluation with development of plan.	CDIO, D&I Managers, LPC					
	Raise awareness of apprenticeships. Support future talent pipeline and D&I requirements (in line with population)	Apprenticeship focussed SharePoint site updated	Apprenticeship team / Data Analyst					
	Promote access to Clinical Impact Awards for women, remove barriers and encourage applications.  Continue to review each candidate's application and encourage women to apply to the CIA		Medical Directors					
<b>Priority 6: Grow and Support our Staff Networks</b>								
<p><b>Objective:</b> Support staff networks to mature and grow their membership and enable</p>	Review Staff Network Charter, update SOP detailing support and resources available to networks in consultation with respective chairs and stakeholders	Completed engagement review with stakeholders.	Head of EDI, D&I Managers Network Chair	WDES WRES, WSES, WLES 9	EPG and GPG mean, median	2. We're recognised and rewarded	Sec. 149.2 Advance equal opportunity	

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them to amplify voices of staff by their groups by staff network fora  <b>Baseline:</b> Number of staff network members and allies  <b>Target:</b> Increase in staff network members and allies		Take report to EDI Council on revised Staff Network Charter and election cycle				3. We each have a voice that counts 5. We're always learning 7. We're a team	Sec. 149.3 Foster good relations	
	All staff network chairs undertake training and development in chair role	Access current training provider	Head of EDI, Staff Network chairs, D&I Managers					
	Scope staff network maturity model to support evaluation and development of staff networks and report to EDI Council	Scope model and review networks against maturity model commencing.	Head of EDI, D&I Managers Staff Network chairs					
	All 2024-25 Anchor Events encompass theme of tackling bullying harassment in the workplace including Black and Disability History Month programmes	Black History Month, DHM and Ada Lovelace Day plan in place	D&I Managers Staff Network chairs			Sec. 149.3 Foster good relations		