

Assurance Report: WRES/WDES & GPG

Tackling discrimination, harassment,
bullying and abuse and promoting safe,
respectful and inclusive environments

Executive Summary

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This assurance report presents NHSBT's 2025 data and strategic response to the Gender Pay Gap (GPG), Workforce Race Equality Standard (WRES), and Workforce Disability Equality Standard (WDES). It evidences our commitment to fostering an inclusive, respectful, and anti-discriminatory culture.

Key Highlights:

Disability: Self-identification increased to 10% (ESR) and 19% (Our Voice). Satisfaction with feeling valued rose to 53% (from 28%). Workplace adjustment access improved, and whilst a smaller percentage of disabled staff reported pressure to work when unwell, the actual numbers increased from 70 to 90.

Race: BME workforce representation rose to 25%, with 22% at Bands 8a–8c. However, white candidates remain 2.1x more likely to be appointed. BME staff report higher rates of bullying, harassment, and disciplinary action.

Gender: NHSBT's gender pay gap continues to outperform national benchmarks, with a median gap of 0.6% and mean of 3.09%. Bonus pay gaps narrowed significantly.

Strategic Actions: A comprehensive Inclusive Culture Action Plan for 2026/27 is proposed, shifting focus from compliance to systemic culture change. It includes inclusive leadership development, improved recruitment practices, enhanced accessibility, and targeted interventions to address bullying and harassment.

The report is submitted for **assurance** and to confirm strategic alignment with NHSBT's People Plan and Public Sector Equality Duty.

Organisational Commitment & Purpose

Commitment to Inclusivity

NHSBT is dedicated to fostering an inclusive and anti-racist culture that values and treats all individuals equitably.

Addressing Inequality Challenges

The organisation addresses inequalities, harassment, bullying, and discrimination for all protected characteristics. This report is focusing on data specific to race, disability and gender (Male/Female).

Data-Driven Progress

Using WRES, WDES, and GPG reports, we track progress and highlight areas needing improvement.

Strategic Priorities Ahead

Using this data driven approach, our action plan outlines how we will continue to improve future staff experience.





2025/26 Strategic Actions & Priorities

Actions taken to date



Strategic Mentoring and Development

Reverse mentoring and accelerated development programmes support underrepresented groups' career growth and leadership representation.



Inclusive Recruitment Panels

Recruitment panels for roles banded 8A and above are inclusive to reduce bias and enhance diversity in leadership positions. Positive impact noticed.



Supportive Staff Networks

Staff networks driving inclusion agenda, supporting diverse communities, advocating, peer support, supporting policy development, building allies networks.



Inclusive Leadership Training

The role of managers and leaders in building an inclusive workplace culture embedded throughout our flagship L&M programmes.

Actions taken to date



Count Me in Campaigns & new Inclusion Dashboard

Increasing declarations in ESR to improve the collection and management of workforce equality data and development of Inclusion Dashboard.



Anchor Events

Internal communication, Inclusive Culture Teams and Networks working collaboratively to promote EDI themes through the year.



Forward Together

Launch of ARF, Review of Inclusive Recruitment Practices and Inclusive Learning Hub. Dedicated Programme to embed inclusive cultures.



Workplace Adjustments

Improvements in use of technology and request process making it easier to access what you need.

Actions taken to date



Resolution

The launch of our Resolution Process provides a means of trying to resolve issues early in the process via less formal action and/or mediation.



Triage function for ER cases

Updates to the PD Operating Model have allowed for improved processes when triaging ER Cases.



Directorate Level EDI Plans

Each Directorate is delivering initiatives in support of tackling HBA & Discrimination and driving inclusion.



EDI Review

Review of our EDI delivery model and transition to a blend of central and local teams working as one.

Key Data Highlights: WRES/WDES/GPG

NOTES:

- GPG data covers April 2024 to March 2025
- WRES/WDES dataset A covers April 2024 to March 2025 (Appendix C)
- WRES/WDES dataset B is as per Our Voice data on 10 Oct 2025 (Appendix D)
- A new system has been used this year to gather most WRES/WDES data resulting in some questions being rephrased slightly which could trigger a slightly different level of response.
- As the new system uses a different scoring methodology to our old system (1-5 current & 0-10 previous), a formula has been used to convert the 2024 data and give us a comparator. The comparison is not exact and serves to give us as near a comparison as we can get it.
- Whilst we are reporting on WRES & WDES, disability and ethnicity are not mutually exclusive categories.

Disability Equality Metrics

METRIC	NHSBT 2025	DISABILITY 2025		DISABILITY 2024	
Engagement Score	65%	56%		6.6 (previous system – no converted comparator)	
Disabled Staff (ESR) (31/03 every year)	-	10%	635	8.5%	547
Disabled Staff (Our Voice)	-	19%	875	7.5%	324
Satisfaction with feeling valued and included	63%	53%	460	28%	121
Workplace Adjustments Access	-	51%	448	47%	227
Pressure to Work When Unwell	5%	10%	90	14%	70
Able to fulfil their potential at NHSBT	55%	46%	402	25%	102

Insights:

- Count Me in campaigns are having a positive impact on declaring disability in ESR however this is still less than we see being declared in Our Voice.
- Our disabled colleagues are less engaged overall and across several drivers compared to non-disabled colleagues.
- Whilst the % of disabled staff feel pressured to attend work when unwell is lower this year, we had a larger population respond, showing an increase in individual responses.

Disability Equality Metrics

METRIC	NHSBT 2025	DISABILITY 2025		DISABILITY 2024	
Likelihood of entering formal capability	Not Required	0.77	2	0.94	1
Recruitment Likelihood (Non-Disabled vs Disabled)	Not Required	0.81	Not Required	0.97	Not Required
Board Representation	12 (voting)	25%	3	25%	3

Insights:

- The likelihood of disabled staff entering formal capability is at 0.77, and likelihood of disabled staff progressing from shortlist to interview is 0.81x.
- Anything lower than 1 is good for disabled staff.

Disability Equality Metrics: HBA

METRIC	NHSBT 2025	DISABILITY 2025		DISABILITY 2024
How many said 'Yes to experiencing Bullying & Harassment?	11%	17%	152/875	This question not asked in 2024
Bullying & Harassment from Managers and Colleagues	9.4%	15.5%	133/875	In 2024 this was two questions: Q1) Have experienced HBA from managers/ colleagues? 137 members of the Disabled community said 'yes' = 21.8% Q2) Have you experienced HBA from donors, patients, service users and others? 59 members of the Disabled community said 'yes' = 9.3%
From Manager	1.9%	3.2%	28/875	
From Colleagues	5.9%	11.7%	102/875	
From Both	1.4%	3.4%	30/875	
From Public	1.9%	2.6%	23/875	

Insights:

- Disabled colleagues report higher rates of HBA from managers, colleagues and the public compared to the wider organisation.
- For the first time this year, we can see that most HBA is coming from colleagues.

NB: Some colleagues chose not to disclose who harassed, bullied or abused them.

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Our Voice 2025

Disability Heatmap

Comparison:		Breakout:		2025 Our Voice nation...				
2025 Our Voic... ▾		Disability Status ▾						
				2025 Our Voice nation...				
				No	Not Declared	Prefer Not To Answer	Yes	
Response Counts				4641	3465	18	275	883
➤	Core Engagement	65%		68% ^	76%	43% ▾	56% ▾	
➤	Engagement	69%		72% ^	76%	52% ▾	62% ▾	
➤	Environment	78%		80% ^	67%	63% ▾	74% ▾	
➤	Freedom of Opinions	75%		78% ^	83%	56% ▾	70% ▾	
➤	Goal-Setting	86%		88% ^	89%	69% ▾	83% ▾	
➤	Growth	56%		60% ^	68%	38% ▾	47% ▾	
➤	Management Support	77%		80% ^	83%	62% ▾	73% ▾	
➤	Meaningful Work	90%		91% ^	89%	78% ▾	87% ▾	
➤	Organisational Fit	71%		74% ^	82%	57% ▾	65% ▾	
➤	Peer Relationships	86%		88% ^	89%	76% ▾	82% ▾	
➤	Recognition	63%		67% ^	69%	45% ▾	55% ▾	
➤	Reward	45%		48% ^	56%	28% ▾	37% ▾	
➤	Strategy	54%		58% ^	56%	38% ▾	47% ▾	
➤	Wellbeing	64%		68% ^	75%	44% ▾	55% ▾	
➤	Workload	63%		66% ^	59%	47% ▾	56% ▾	
➤	Transformation and Change	37%		41% ^	47%	23% ▾	28% ▾	
➤	Patient Safety and Speaking Up	63%		67% ^	65%	44% ▾	55% ▾	

Insights:

- Whilst we can see some improvements across the metrics for colleagues with a Disability, when viewing their responses in Our Voice as a heatmap there is a clear indicator of the experience being less favourable than nondisabled colleagues.
- There are also several colleagues who identified as 'prefer not to say' – this is a clear indicator of the need to build trust and psychological safety for all colleagues.

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Race Equality Metrics

Metric	NHSBT 2025	Minoritised Ethnicity 2025		Minoritised Ethnicity 2024
Engagement Score	65%	68%		7.5
How many experiencing Bullying & Harassment	11%	13.9%	170/1221	This question not asked in 2024
Bullying & Harassment from Managers and Colleagues	9.4%	11.2%	135/1221	In 2024 this was two questions: Q1) Have experienced HBA from managers/colleagues? – 864 responded; 127 members of the BME community said ‘yes’ = 12.5% Q2) Have you experienced HBA from donors, patients, service users and others – 64 members of the BME community said yes – 6.3%
From Manager	1.9%	3.03%	37/1221	
From Colleagues	5.9%	7.9%	96/1221	
From Both	1.4%	2%	25/1221	
From Public	1.9%	1.9%	24/1221	
NB: Some colleagues chose not to disclose who harassed, bullied or abused them.				

Insights:

The 2025 data indicates that our ethnic minority colleague are more engaged overall than the wider organisation. This is the same as last year - 7.5 v 7.2.

Ethnic minority colleagues report experiencing more HBA than the wider organisation and having a new subset of data we can identify that the majority is via colleagues.

Race Equality Metrics

METRIC	NHSBT 2025	MINORITISED ETHNICITY 2025		MINORITISED ETHNICITY 2024	
BME Workforce Representation	-	25%	1673	22%	1438
BME Staff at Bands 8a–8c	-	22%	119	16%	-
Recruitment Likelihood (White vs BME)	-	2.10x	Not Required	1.97x	Not Required
BME Entering Disciplinary	-	1.48x	12	0.57x	5
Able to fulfil their potential at NHSBT	55%	53%	643	31%	257

Insights:

- Whilst the BME workforce is growing and representation at Band 8a-8c improves, our ethnic minority colleagues continue to be less likely to progress from shortlist to interview than white colleagues and this figure has increased this past year.
- Ethnic minority colleagues indicate being less able to fulfil their potential compared to the wider organisation.
- It is also clear that our BME colleagues are more likely to enter a disciplinary process, another increase on last year.

Our Voice 2025

Ethnicity Heat Map



- Insights:
- Whilst core engagement levels may have improved for ethnic minority colleagues, viewing Our Voice responses as a heatmap shows a clear indicator of the experience being less favourable for those listed within the ‘Another Ethnic Group’.
 - There is a need to further explore the experience of employees within these groups and identify how we can improve.

Gender, Ethnicity and Disability Pay Gaps

Nationally, the median gender pay gap is 13.1% and the mean is 6.2%, the lowest level since mandatory reporting became law in the UK in 2018.

At NHSBT, our median gender pay gap is 0.6% and the mean is 3.09%. We are performing well against the national profile.

Gender Pay Gap Metrics

METRIC	2025	2024
Mean Gender Pay Gap	3.09%	3.81%
Median Gender Pay Gap	0.6%	2.8%
Bonus Pay Gap (Mean)	-1.45%	-11.35%
Bonus Pay Gap (Median)	7.03%	63.82%
Top Pay Quartile (Men)	33.74%	34.2%
Top Pay Quartile (Women)	66.26%	65.8%

Insights:

- The gender **‘ordinary pay’ mean and median** have dropped closer to zero again this year. This increasing change is moving closer to being more favourable to women although currently still **favourable to men**.
- The gender **‘bonus pay’ mean** has moved away from the very negative figure of last year closer to zero (**still favourable to women**) and the **median** has lowered its high positive figure in 2024 closer to zero in 2025 which is also a better position for women, although still favourable to men. In 2024, there were (11 women/6 men) receiving bonus pay. In 2025 this was (10 women/7 men). The shift we see is largely due to the range of payments across the group depending on time in service affecting clinical awards.

NOTE: Bonus pay reporting at NHSBT is comprised of ESM awards and payments made under the Clinical Excellence Impact Awards scheme (CEA).

Ethnicity & Disability Pay Gap Metrics

METRIC	2025	2024
Mean Ethnicity Pay Gap	4.46%	1.28%
Median Ethnicity Pay Gap	-0.13%	-3.86%
Ethnicity Bonus Pay Gap (Mean)	61.58%	40.65%
Ethnicity Bonus Pay Gap (Median)	36.62%	-151.96%
Mean Disability Pay Gap	-0.97%	n/a
Median Disability Pay Gap	-3.09%	n/a

Insights:

- The **ethnicity ‘ordinary pay’ mean** has moved further away from zero **favourable to white** community employees and the **median**, a previous negative figure, has moved closer to zero this year. This move is also **in white employees’ favour as are the ‘bonus pay’ mean and medians**.
- The significant shift in median Ethnicity Bonus Pay Gap is linked to having (13 white/4 EM) people receiving bonus pay in 2024 and similar within 2025 at (14 white/3 EM) and the median for both groups being impacted by the range of payments depending on time in service.
- The **disability ‘ordinary pay’ mean and median** figures are showing as negative which is **in favour of disabled employees**.



2026/27 Strategic Actions & Priorities

Inclusive Culture Approach for 2026/27

For 2026/27, our recommendations to tackle inequalities across race, disability, sex, and LGBT+ within NHSBT is to continue a strategic approach and implement an Inclusive Culture Action Plan (see Appendix A).

Our intent is to shift the emphasis from compliance and transactional delivery to systemic culture change, prioritising inclusive leadership behaviours, systems thinking, and sustainable impact.

The plan follows a set of key design principles shown on the next slide and is aligned with our Business Strategy, People Plan, and our Public Sector Equality Duty.

Inclusive Culture Focus for 2026/27

DESIGN PRINCIPLE	FROM → TO	MINDSET SHIFT	NHSBT ACTIONS
Purpose Driven Outcomes	Activities → Outcomes	Focus on cultural shifts, align actions to desired behaviours	Cease non-compliant reporting, transition Forward Together deliverables to BAU
Systemic Alignment	Fragmented → Integrated	Connect levers across system	Retire EDI Council, establish strategic steering group
Co-Creation & Dialogue	Delivery → Engagement	Shared learning and codesign	Develop Inclusive Cultures Playbook
Insight Led Action	Metrics → Meaning	Blend data with lived experience	Introduce quarterly pulse surveys on inclusion
Values Based Leadership	Compliance → Commitment	Embed inclusion into leadership	Track representation and trust indicators

Inclusive Culture Summary Actions for 2026/27

Actions include designing quarterly pulse surveys, identifying hotspots of poor culture, redesigning mandatory training, and embedding inclusion into recruitment, leadership, and policy processes.

The plan also recommends further developing our Inclusive Culture dashboard to further monitor key metrics such as engagement scores, recruitment likelihood ratios, representation by band, and access to workplace adjustments.

This comprehensive approach ensures that NHSBT remains accountable and responsive to the needs of its diverse workforce.

Summary

Paper submitted to assure the Board of:

- Our commitment to a data driven approach to inclusion
- Activity is happening to monitor progress and identify need
- Data is being used to inform the future strategic direction and plans
- Delivery will be as 'One Team' – Central, Local and Networks working together
- Our intention is to focus on building a high performing, inclusive culture for NHSBT

Appendix A: Inclusive Culture Action Plan to be delivered in partnership via the new Inclusive Culture Team operating model.

Inclusive Culture Action Plan: Initiative 1

Inclusion Intention	Targeted Actions	PSED Link	Strategic Alignment
We are an organisation where every person feels seen, heard and valued	Design, test and implement a Quarterly Inclusion Pulse Survey to cultivate a culture of continuous feedback, generate real-time insights, and drive timely, data-informed action.	Sec. 149.1 Eliminate discrimination harassment victimisation Sec .149.2 Advance equal opportunity Sec. 149.3 Foster good relations between groups	People Plan: Stay & Thrive
	Design, test and implement a Listening into Action programme in partnership with Inclusive Culture (IC) colleagues and Networks to build trust, enable targeted action, and strengthen culture; driving performance and innovation."		
	Partner with IC colleagues to identify cultural 'hot spots' and deliver targeted in-reach interventions to rebuild trust, enhance engagement, and support cultural renewal.		
	Update mandatory training to include antisemitism awareness.		

Inclusive Culture Action Plan Initiative 2

Inclusion Intention	Targeted Actions	PSED Link	Strategic Alignment
Implement recommendations from Inclusive Recruitment Review	Deliver agreed 2-year programme of work, governed by Forward Together Programme.	Sec. 149.1 Eliminate discrimination harassment Sec. 149.2 Advance equal opportunity	People Plan: Join NHSBT 25/6 Business Plan: Inclusive Recruitment Op Model: Resourcing

Inclusive Culture Action Plan Initiative 3

Inclusion Intention	Targeted Actions	PSED Link	Strategic Alignment
Continue to embed Inclusive Leadership at All Levels	Implement recommendations from Right Track review of L&M Programmes	Sec. 149.1 Eliminate discrimination harassment Sec .149.2 Advance equal opportunity	People Plan: Foundation (Leadership) NHSBT 25/6 Business Plan: Culture Op Model: Leadership Development Talent & Succession Planning
	Extend Essentials to include Inclusive Manager Toolkit		
	Update PDPR process to ensure all managers have at least one inclusion KPI		
	Integrate Active Bystanding and Allyship principles into everyday work behaviours.		

Inclusive Culture Action Plan Initiative 4

Inclusion Intention	Targeted Actions	PSED Link	Strategic Alignment
Create a Resolution Culture That Tackles Bullying and Harassment	Track use and impact of Resolution policy	Sec. 149.3 Foster good relations between groups Sec. 149.1 Eliminate discrimination harassment victimisation	People Plan: Stay NHSBT 25/6 Business Plan: Anti-Racism Op Model: Casework & ER
	Launch refreshed HBA eLearning for all Colleagues and monitor uptake		
	Review "Speaking Up" trend insights that uncover systemic issues for further exploration.		
	Use our People Champions and Inclusion Champions as Allies; embedding inclusive practices into daily team culture.		

Inclusive Culture Action Plan Initiative 5

Inclusion Intention	Targeted Actions	PSED Link	Strategic Alignment
Build Career Pathways for Under-represented Groups	Create and promote career development routes that enable underrepresented colleagues at Bands 3 and 4 to thrive and advance	Sec .149.2 Advance equal opportunity	People Plan: Thrive NHSBT 25/6 Business Plan: Career Development Op Model: Capability Build
	Pilot profession career clinics in each Directorate		
	Embed Reverse Mentoring and Allyship programmes for underrepresented groups		
	Integrate inclusion initiatives with Forward Together to reinforce a shared vision for leadership, culture, and capability across the organisation.		

Inclusive Culture Action Plan Initiative 6

Inclusion Intention	Targeted Actions	PSED Link	Strategic Alignment
Improve Accessibility and Workplace Adjustments	Monitor workplace adjustment requests, to identify trends and inform continuous improvement in accessibility and employee experience.	Sec. 149.1 Eliminate discrimination harassment victimisation Sec .149.2 Advance equal opportunity	People Plan: Foundations NHSBT 25/6 Business Plan: Well-being Op Model: Capability Build
	Connect with the Accessibility Community of Practice (COP) to share learning, co-design solutions, and build a network of champions driving accessibility improvements.		
	Launch and assess neurodiversity awareness initiatives to build inclusive leadership and equip teams to better support neurodivergent staff.		

Inclusive Culture Action Plan Initiative 7

Inclusion Intention	Targeted Actions	PSED Link	Strategic Alignment
Below the Line Activity: Strengthen Inclusive Policy Design and Review	Coordinate stakeholder calendars to enable timely and inclusive engagement data.	Sec .149.2 Advance equal opportunity Sec .149.2 Advance equal opportunity	People Plan: Foundations Op Model: People Policies
	Deliver Inclusive Policies programme of work, governed by Forward Together Programme.		
	Conduct lifecycle reviews through an inclusion lens to ensure relevance and impact.		
	Apply an Employee Experience lens to the Our Voice activity, enhancing accessibility and responsiveness.		

Appendix B: Proposed Additions to Inclusive Culture Report to better track performance

Inclusive Culture Dashboard: Proposal to bring together Inclusive Culture metrics into one dashboard



Blood and Transplant

Inclusion Priority	Key Metric(s)	Data Source	Lead	Frequency	RAG
Engagement	<ul style="list-style-type: none"> Core Engagement Score Stress Related Sickness (ethnicity minoritised v white & with disability v without) 	OV/ ESR/ Quarterly Pulse	Head of Induction & Engagement	Quarterly	
Inclusive Recruitment	<ul style="list-style-type: none"> Recruitment likelihood ratios (ethnicity minoritised v white & with disability v without) Panel diversity 	TRAC / ESR / Recruitment dashboards	TAR	Quarterly	
Inclusive Leadership	<ul style="list-style-type: none"> Representation by band & Board (ethnicity minoritised v white & with disability v without) Inclusive leadership perception 	ESR / Staff Survey / PDPR data	Head of Learning Services	Biannually	
Resolution Culture	<ul style="list-style-type: none"> % experiencing HBA FTSU usage Resolution outcomes (ethnicity minoritised v white & with disability v without) 	Staff Survey / ER casework / FTSU reports	Head of People Operations FTSU Lead	Quarterly	
Career Equity	<ul style="list-style-type: none"> Career progression data & perception (ethnicity minoritised v white & with disability v without) 	Learning Systems / ESR / Staff Survey	Head of Learning Services	Quarterly	
Accessibility & Adjustments	<ul style="list-style-type: none"> % of Workplace Adjustment Requests Time to implement Adjustment satisfaction 	ServiceNow / Staff Survey / ER	Head of People Operations Head of HSW – Wellbeing lead	Quarterly	

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DRAFT IC DASHBOARD

(Idea to be further developed)

NHSBT WIDE VIEW																						
Strategic Priority	Measure	Rationale	Data Owner	People Plan	Update	NHSBT		Disability					Ethnicity					Sexuality (LGBTQ+)				
						%	Number	Prev.	Prev.	%	Number	RAG	Prev.	Prev. %	%	Number	RAG	Prev.	Prev. %	%	Number	RAG
1	Engagement	Core Engagement Score	Indicates overall employee sentiment and sense of belonging.	LPC (EX)	Thrive	Annual	65%			56%					68%					57%		
		Choose to stay if offered another role elsewhere	Reflects loyalty and perceived organisational culture strength.	LPC (EX)	Stay	Annual	54%	2501			47%	414			59%	723				55%	2,108	
		Sickness Absence	Signals wellbeing and psychological safety issues impacting inclusion.	HSW	Thrive	Quarterly																
2	Recruitment & Retention	Relative Likelihood of recruitment from interview	Shows ability to attract diverse talent and meet workforce representation goals.	TAR	Join	Annual			0.97x	0.81x			1.97x		2.1x							
		No of diverse interview panels	Ensures inclusive hiring practices and mitigates bias in selection.	TAR	Join	Quarterly																
		Leavers Data	Identifies retention challenges and potential cultural barriers.	PEOPLE OPERATIONS	Stay	Quarterly																
3	Leadership	Proportional Representation at 8a and above	Tracks diversity in senior roles, a key driver of inclusive decision-making.	PEOPLE OPERATIONS	Thrive	Quarterly																
		Inclusive Leadership Perception	Measures leadership behaviours that foster inclusion and trust.	LPC (EX)	Thrive	Annual	75%	3,457			70%	616			73%	890				73%	200	
4	Resolution	% experiencing HBA	Highlights prevalence of harmful behaviours impacting psychological safety.	LPC (EX)	Thrive	Annual	11%	522			18%	152			14%	172				11%	425	
		FTSU	Indicates confidence in raising concerns without fear of retaliation.	STAFF GUARDIAN	Thrive	Quarterly																
		Resolution Cases	Reflects organisational responsiveness and fairness in conflict resolution.	PEOPLE OPERATIONS	Thrive	Quarterly																
5	Career Equity	Equity Perception	Captures employee views on fairness in progression and development.	LPC (EX)	Thrive	Annual	56%	2,593			46%	406			53%	650				52%	359	
6	Workplace Adjustments	No of Requests	Shows demand for accommodations supporting diverse needs.	HSW	Thrive	Quarterly			47%	227	51%	558										
		Time to implement	Indicates organisational agility and commitment to inclusion.	HSW	Thrive	Quarterly																
		Adjustment Satisfaction	Measures effectiveness and employee experience of adjustments provided.	HSW	Thrive	Quarterly																

Alignment to 6 IC Strategic Priorities.

Key:	
	Data not visible/ available
	Worse than org. avg.
	No statistically significant disadvantage
	Better than org. avg.

Collating PD data prevents silo working and promotes a performance focused MDT approach.

NHSBT avg. serves as comparator.

Each measure to be RAG rated v previous period.

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Appendix C: WRES/WDES Dataset A

WRES/WDES Dataset A

Employee numbers by
ethnicity/disability and
band, and Board
numbers

Recruitment candidate
metrics on shortlisting
and appointment by
ethnicity/disability

Employee relations
procedure figures by
ethnicity/disability

Appendix D: WRES/WDES Dataset B

WRES/WDES Dataset B

Percentage of BME or Disabled staff experiencing harassment, bullying or abuse from: patients/service users, their relatives or other members of the public

Percentage of BME or Disabled staff experiencing harassment, bullying or abuse from: managers

Percentage of BME or Disabled staff experiencing harassment, bullying or abuse from: other colleagues

Percentage of BME or Disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.

Percentage of BME or Disabled staff saying that they experienced discrimination from public

Percentage of BME or Disabled staff saying that they experienced discrimination from work manager/colleagues

WRES/WDES Dataset B

Percentage of BME or Disabled staff believing that their organisation provides equal opportunities for career progression or promotion

Percentage of BME or Disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties

Percentage of BME or Disabled staff saying that they are satisfied with the extent to which their organisation values their work

The staff engagement score for BME or Disabled staff

The overall engagement score for the organisation

Percentage of staff having adequate adjustments to do their work