

Northern Lincolnshire and Goole NHS FT Gender Pay Gap Report 2021/2022

1. PURPOSE/AIM

- 1.1 The purpose of this report is to provide an overview of the data that the Northern Lincolnshire & Goole NHS Hospital Trust (NLaG) statutorily needs to publish on its website and report to the Government on the gender pay gap. The report covers data for 2019, 2020 and 2021.

2. BACKGROUND/CONTEXT

- 2.1 The introduction of the Government regulations in April 2017 saw the requirement for public sector bodies in England with 250 or more employees to publish their gender pay and bonus gap. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 bring in the gender pay gap reporting duty as part of the existing public sector equality duty (PSED).
- 2.2 The main requirements are for public sector employers to carry out six calculations based on annual data and to publish those figures on their organisation's website and upload on the Government website, annually, by 30 March, with a rationale for the pay gap. This report provides data for three years: 2019, 2020 and 2021. The Trust's Electronic Staff Record system has a specific standard report for this purpose.
- 2.3 There are two sets of nationally mandated regulations. The first is mainly for the private and voluntary sectors and the second is mainly for the public sector. Employers have up to 12 months to publish their gender pay gap, on their own website and on the government's online reporting service <https://www.gov.uk/report-gender-pay-gap-data>. This means that the gender pay gap will be publicly available, including to commissioners, patients, employees and potential future recruits.
- 2.4 The purpose of a gender pay gap audit is to focus on reducing any gaps in the pay of male and female employees by comparing and evidencing the difference in their average earnings.

2.5 The Gender Pay Gap Indicators

The legislation requires employers to publish the results of six calculations, as set out below. This report provides information on each of these six calculations, the formulas for which are explained below:

1. **Mean gender pay gap in hourly pay** - adding together the hourly pay rates of all male or female full pay and dividing this by the number of male or female employees. The gap is calculated by subtracting the results for

females from results for males and dividing by the mean hourly rate for males. This number is multiplied by 100 to give a percentage.

2. **Median gender pay gap in hourly pay** - arranging the hourly pay rates of all male or female employees from highest to lowest and find the point that is in the middle of range.
 3. **Mean bonus gender pay gap** - add together bonus payments for all male or female employees and dividing this by the number of male or female employees. The gap is calculated by subtracting the results for females from results for men and dividing by the mean hourly rate for men. This number is multiplied by 100 to give a percentage.
 4. **Median bonus gender pay gap** - arranging the bonus payments of all male or female employees from highest to lowest and find the point that is in the middle of the range.
 5. **Proportion of males and females receiving a bonus payment** - total males and females receiving a bonus payment divided by the number of relevant employees.
 6. **Proportion of males and females in each pay quartile** - ranking all of our employees from highest to lowest paid, dividing this into four equal parts ('quartiles') and working out the percentage of men and women in each of the four parts.
- 2.6 Gender pay reporting is different to equal pay. The gender pay gap is the average difference between the gross hourly earnings for all men and women which is expressed as a percentage of men's earnings (as set out at 2.5 calculation 1). Equal pay refers to men and women being paid the same for like work; work rated as equivalent or work of equal value as set out in the Equality Act 2010. It is unlawful to pay people unequally purely because they are a man or a woman.
- 2.7 It should be noted that whilst current pay structures support equal pay for men and women, factors such as length of service can affect the gender pay gap.
- 2.8 The majority of the Trust's staff are on national terms and conditions of employment. These are recognised as being an excellent example of equal pay for work of equal value. This will significantly assist in reducing our pay gap.

3. NLaG TRUST DATA TO BE PUBLISHED BY 30TH MARCH 2022

- 3.1 This section provides the breakdown of the statutory information the Trust is required to publish by 30th March 2022; all 2021 data provided in the tables below is a snapshot of a month's data as at 31st March 2021. The report also includes data from the same point in 2019 and 2020 to provide comparative information.
- 3.2 All data provided has been internally verified by NLaG HR Systems and Finance departments.

3.3 The data for reporting is as follows:

Average gender pay gap as a mean average for years 2019, 2020 and 2021 (Mean is calculated as the sum of all the values (hourly rates) divided by the number of staff)

Table 1

Average Hourly rate	2019	2020	2021
Male:	£19.21	£19.72	£20.23
Female:	£12.66	£13.04	£13.68
Gap:	34.11%	33.84% ↓	32.36% ↓

3.4 The Average Hourly Rate (in table 1 above) is the figure that is used to calculate our gender pay gap nationally. The Average Hourly Rate calculation for all employees includes any unsocial payments made in the reporting period (01st April 2020 -31st March 2021) i.e. unsocial hours and weekend allowances.

3.5 The average pay gap decreased by 1.48%, from 33.84% in 2020 to 32.36% in 2021. (Men’s Average Hourly Rate (pay) increased by £0.51 and women’s by £0.64 over the two year reporting period 2019 -2021), therefore a small increase in male and female Average Hourly Rates respectively. The reduction in the pay gap is due to a slightly higher increase in women’s Average Hourly Rate compared to the Average Hourly Rate for men. Further analysis of Average Hourly Rate shows the reduction in the pay gap is due to the higher proportion of women in the workforce working in areas that attracted unsocial payments (i.e. unsocial hours and weekend allowances) compared to male staff.

3.6 Median average gender pay gap for years 2019, 2020 and 2021

Table 2

Median Hourly rate	2019	2020	2021
Male:	£14.34	£14.89	£15.35
Female:	£10.46	£10.78	£11.55
Gap:	27.09%	27.59% ↑	24.74% ↓

3.7 The median average gender pay decreased by 2.85% (men’s median average hourly pay increased by £0.46 and women’s by £0.77 over the two years). The higher increase in the median hourly rate for women has led to a slight improvement in our gender pay gap.

3.8 The improvement of the average mean and median pay gap is explained by the composition of our workforce. NLaG employed 4,305 more women (5692.00), than men (1387.00), in 2021; see Table 6 below for further breakdown. The increase for women is as a result of less women being at the top of their pay scale, with a greater percentage of women compared to men with headroom to move up the pay scale. A greater percentage of men have already reached the top of their pay scale due to longer service.

3.9 Average bonus gender pay gap as a mean average

Table 3

Average Bonus	2019	2020	2021
Male:	£7,155.02	£6,757.46	£7,280.07
Female:	£2,043.35	£2,374.18	£3,677.42
Gap:	71.44%	64.87% ↓	49.49% ↓

3.10 The table above shows the average bonus payments for the last 3 years. Bonus payments include 'Refer a Friend' incentives paid to staff for helping to fill 'hard to fill' posts as well as Clinical Excellence Awards (CEAs). CEAs are awarded to consultants who perform their role 'over and above' the expected standard and can be in the form of both national and local CEAs. In 2021, the average bonus payment made to females increased by £1,303.24*. In comparison, male bonus payments increased by £522.61. This resulted in the average bonus pay gap being reduced from 64.87% to 49.49%. This improvement is largely due to the increased number of female consultants in the workforce qualifying for CEA payments and back pay of CEAs to female consultants. A large proportion of bonus payments made in 2021 were attributable to CEAs.

*Please note during the reporting year (2020-21) bonus payments includes back pay for CEA payments from 2014-18 and 2018-21; therefore 2021 saw a higher number of CEAs awarded compared to previous reporting years.

3.11 Average bonus gender pay gap as a median

Table 4

Median Bonus Payment	2019	2020	2021
Male:	£3,015.96	£3,015.96	£5,037.00
Female:	£731.25	£351.43	£1,841.00
Gap:	75.75%	88.35% ↑	63.45% ↓

3.12 The median average bonus pay decreased in 2021 by 24.9%, from 88.35% in 2020 to 63.45% in 2021. In 2021, the median bonus payment to females increased by £1,489.57. In comparison, the median male bonus payments increased by £2,021.04. The median bonus pay has improved due to the large increase in female consultants qualifying for CEA payments compared to previous years.*

*Please note during the reporting year (2020-21) bonus payments includes back pay for CEA payments from 2014-18 and 2018-21; therefore 2021 saw a higher number of CEAs awarded compared to previous reporting years.

3.13 Proportion of males and proportion of females receiving a bonus payment

Table 5

Proportion of bonus Payment	2019	2020	2021
Male:	6.23%	6.45%	9.89%
Female:	1.73%	0.86%	0.79%
Gap:	4.50%	5.59% ↑	9.1% ↑

- 3.14 Table 5 shows the proportion of male and female staff who received bonus payments. In 2021, the gap between male and female increased by 3.51% to 9.1% with more male staff receiving bonus payments. It can be seen that the percentage of the workforce who receive bonus payments remains higher for males and has reduced for females. This is mainly due to a higher number of male consultants in the workforce than females who qualify for CEA payments. Only 33 females were awarded a CEA compared to 115 males. CEA's awards range from values of £498.00 up to £36,192. This is the main reason for the bonus pay gap.
- 3.15 The data below ranks our full pay employees from highest to lowest paid, divided into four equal parts (quartiles) and then calculates the percentage of men and women in each of the four groups. The lower quartile represents the lowest salaries in the Trust and the upper quartile represents the highest salaries.

Table 6

No. of Staff				
2019				
Quartile	Female	Male	Female %	Male %
Upper Quartile	1129.00	576.00	66.22%	33.78%
Upper Middle Quartile	1440.00	265.00	84.46%	15.54%
Lower Middle Quartile	1537.00	222.00	87.38%	12.62%
Lower Quartile	1417.00	230.00	86.04%	13.96%
Total	5523.00	1293.00	81.03%	18.97%
2020				
Quartile	Female	Male	Female %	Male %
Upper Quartile	1117.00	600.00	65.06%	34.94%
Upper Middle Quartile	1441.00	275.00	83.97%	16.03%
Lower Middle Quartile	1476.00	241.00	85.96%	14.04%
Lower Quartile	1484.00	230.00	86.58%	13.42%
Total	5518.00	1346.00	80.39%	19.61%
2021				
Quartile	Female	Male	Female %	Male %
Upper Quartile	1176.00	596.00	66.37%	33.63%
Upper Middle Quartile	1443.00	324.00	81.66%	18.34%
Lower Middle Quartile	1531.00	239.00	86.50%	13.50%
Lower Quartile	1542.00	228.00	87.12%	12.88%
Total	5692.00	1387.00	80.41%	19.59%

- 3.16 The data in the upper quartile, shows that NLaG have a higher proportion of men in the upper quartile compared to all other quartiles. In contrast, there are fewer women in the upper quartile compared to the remaining quartiles.
- 3.17 Looking at the data in the upper middle quartile, men saw a large increase from 275 to 324 (2.31%). The number of females in the upper middle quartile increased by 2.
- 3.18 The lower middle quartile for females increased by 55. The number of males in this quartile increased by 2.
- 3.19 The lower quartile for men decreased in 2021 and the percentage in this quartile decreased by 0.54%. The number of women in this quartile increased by 58.

3.20 Overall, men’s representation increased by 41 but with a greater increase in women employed, the overall male percentage fell by (0.02 %). There remain more women in the middle and lower quartiles. This is due to a high number of female staff applying for and being appointed to HCA and administration and clerical roles.

3.21 The table below illustrates NLAG gender pay gap scores compared to peer median (other acute trusts) and national median (Model Hospital). In common with the Acute Healthcare Sector, there is a higher number of female to male ratio. Males represent 19.59% of our workforce and females represent 80.41%. This disproportionality in the upper quartile is one of the main reasons for both the mean and median gender pay gap. As can be seen in the comparator table below, NLaG has a higher proportion of males in the upper quartile compared to our peer groups.

Metric	Trust value	Peer median	National median
Average gender hourly pay gap	33.80%	26.20%	22.60%
Median gender hourly pay gap	27.60%	12.90%	10.00%
Proportion of males in lower quartile of hourly pay	13.40%	16.30%	18.70%
Proportion of females in lower quartile of hourly pay	86.60%	83.70%	81.30%
Proportion of males in top quartile of hourly pay	34.90%	31.60%	31.70%
Proportion of females in top quartile of hourly pay	65.10%	68.40%	68.30%

*Model Hospital recommended peer groups have been used as a comparator. Data period 2020/21.

4. WHAT HAVE WE DONE TO DATE?

4.1 In recognition of the importance workforce data plays in understanding the performance of the Trust we have successfully appointed an Associate Director of Workforce Systems and Recruitment. This role ensures the accuracy and consistency of workforce data, and together with the Trust Equality, Diversity and Inclusion Lead further interrogates our gender pay gap data to identify areas for improvement.

4.2 We have fully implemented Agenda for Change with the national job evaluation scheme in place to ensure our roles are evaluated against criteria that has been rigorously tested. The pay system is well-recognised as being an excellent example of equal pay for work of equal value.

- 4.3 The Trust Board have received a development session which focussed on Equality, Diversity and Inclusion. This session explored the importance of equity across all equality groups including; age, disability, gender identity, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The Trust EDI lead delivered a participative workshop enabling the Trust Board to strengthen knowledge and understanding of their individual and collective responsibilities in relation to our Public Sector Equality Duties. A further session is planned for 2022 including the themes of unconscious bias, the importance of values based leadership and updates on the Trust EDI work plan and strategy refresh.
- 4.4 To celebrate International Women's Day during 2021 some of the Trust's senior female consultants developed a free on-line health awareness session in partnership with the Health Tree Foundation. Additionally, the Trust shared information with our staff to promote equality and the 'Choose to Challenge' International Women's Day 2021 theme.
- 4.5 We have an equality impact assessment process for our policies and service changes to ensure we do not discriminate; we advance equality of opportunity and we foster good relations between all equality groups. In particular we have a number of family friendly policies which support flexible working, maternity and paternity, parental and adoption leave. We also have a new Health and Wellbeing Strategy, implementation plan and participation in the second NHS EI trail blazer pilot centred on enabling equal access to health and well being interventions.
- 4.6 Early discussions are taking place to introduce a Women's Staff Equality Network and to celebrate International Women Day 2022 we are currently planning a half day women's development conference.
- 4.7 The Trust has a very successful virtual Menopause staff equality network which has more than 200 members of staff.
- 4.8 Whilst the actions at 4.6 and 4.7 do not directly influence our gender pay gap disparity they do indirectly positively enhance our employee proposition for our female workforce.

5. NEXT STEPS

- 5.1 Gender Pay Gap report will be published, once approved by Trust Board, on the Trust's website and the government's online reporting service as legally required.
- 5.2 We will continue to implement the Trust's Equality, Diversity and Inclusion work plan to ensure we meet our legal and contractual responsibilities, and to meet our social and fairness responsibilities as a large employer and healthcare provider. This work plan will incorporate the actions identified within this report.
- 5.3 The EDI Lead will monitor the diversity workforce data in relation to recruitment, retention, employee relations, access to training and the overall make-up of the Trust's workforce in relation to diversity. This data will be reported into the forthcoming Culture Transformation Working Group (CTWG) which will meet monthly to facilitate the Trust-wide culture change agenda. The CTWG will report quarterly to the forthcoming Culture Transformation Board, accountable

to the Trust Workforce Committee for the delivery of our Culture Transformation agenda. Proactive action will be taken where the data is disproportionate.

- 5.4 We will continue to work with other NHS Trusts via the Yorkshire and Humber regional equality, diversity and inclusion leads group to learn from best practice and explore opportunities to develop joint activities.
- 5.5 The gender equality action plan, as can be seen in Appendix 1, has been reviewed and refreshed in line with our 2021 gender pay gap data and will be monitored by the forthcoming Equality, Diversity and Inclusion Steering Group. The EDI steering group will feed its reporting into the CTWG.

6 CONCLUSION

- 6.1 Whilst we can see slight improvements in both the Average and Median pay compared to the last two years this improvement is small and potentially very fragile due to the narrow margins. It can be seen that we have a large female workforce (80.41% female) but the upper pay quartile disproportionately favours male staff. The improvements shown links to females moving up pay spines within their pay bands whilst many male staff are already at the top of their pay bands. This suggests we need to do more work in the area of female staff progression and recruitment.
- 6.2 Due to a disproportionately high number of male consultants compared to female consultants, we made 115 Clinical Excellence Awards (CEAs) to males, compared to only 33 CEAs to female consultants. As stated at 3.10 above, a large proportion of bonus payments made in 2021 were in relation to CEAs. Bonus payments made during the reporting year 2020-21 also include back pay for CEA payments from 2014-18 and 2018-21; therefore 2021 saw a higher number of CEAs awarded compared to previous reporting years.

7 RECOMMENDATIONS

It is recommended that the Trust Board:

1. **Note** the contents of this report;
2. **Approve** the results, as set out in Section 3, to be published on the Trust's website;
3. **Support** the next steps and actions to reduce the Trust's gender pay gap.
4. **Report back to the Workforce Committee** with progress on the Gender Pay action plan.

Gender Action Plan 2021/22

Introduction

Northern Lincolnshire and Goole NHS FT is committed to reducing our gender pay gap and this is our 5th publication against this standard. April 2017 saw the introduction of the Government regulation setting out the requirement for public sector bodies in England with 250 or more employees to publish their gender pay and bonus gap. Northern Lincolnshire and Goole NHS FT, as an organisation that employs more than 250 people, has met our legal requirement of submitting gender pay gap data to the Government for five consecutive years.

For the 2021 result's we have produced an action plan that builds on some progress but also recognises that more work is required to narrow the gender pay gap. It provides detail on work planned to advance gender equality more generally. The action plan below has been developed into three themes to reflect the Trust's People Strategy.

NLaG People Strategy

- Workforce
- Culture
- Leadership

Monitoring and Evaluation

The action plan will be monitored by the Equality, Diversity and Inclusion Work Plan and the Culture Transformation Working Group on a quarterly basis, and through the Trust Board for end of year assessment and evaluation.

Gender – Action Plan 2021/22

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2021	Indicators of improvement	Progress				
1.0	Workforce										
1.1	Ensure that recruitment and selection practices are inclusive for all prospective applicants regardless of gender	<p>Analyse recruitment data to explore drop-out rates by roles and service areas</p> <p>Identify reasons and trends for drop outs (all equality groups)</p> <p>Review and analyse inclusivity of recruitment materials (including where adverts are placed).</p>	<p>ADWS &R /EDI Lead</p> <p>EDI Lead</p> <p>EDI Lead / H of E</p>	<p>July 22</p> <p>July 22</p> <p>July 22</p>	<p>Average gender pay gap (mean): 32.36%</p> <table border="1"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>£20.23</td> <td>£13.68</td> </tr> </tbody> </table>	Men	Women	£20.23	£13.68	<p>Following EDI and Unconscious Bias training, all selection panels will be inclusive and EDI compliant.</p> <p>We aim to have gender representation on all Recruitment and Selection panels.</p> <p>Workplace Disability Equality Scheme (WDES)</p> <p>Workplace Race Equality Scheme (WRES)</p> <p>Equality & Diversity System 2 (EDS2)</p> <p>Gender pay gap report.</p>	<p>The median and mean pay gaps have reduced compared to 2020.</p> <p>Recruitment data is being reviewed to ensure that meaningful analysis can be undertaken.</p> <p>Adverts have been updated to include an inclusive statement. All job descriptions and person specifications to be reviewed to ensure that criteria are inclusive.</p> <p>All recruitment literature has been reviewed to ensure it is inclusive.</p>
Men	Women										
£20.23	£13.68										
1.2	Ensure policies are in place to support a diverse and inclusive	For all newly created jobs and for all individual requests we will commit to	EDI Lead	August 22	Average gender pay gap (mean): 32.36%	<p>Flexible working policy usage monitoring.</p> <p>Equality Impact</p>	Flexible working policy in place.				

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2021	Indicators of improvement	Progress				
	culture – linked to gender equality	<p>exploring opportunities for more flexible or alternative shift working across the organisation.</p> <p>For all newly created jobs and for all individual requests we will commit to exploring whether flexible working could be introduced into a wider range of roles, including at a senior level.</p>	EDI Lead	August 22	<table border="1"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>£20.23</td> <td>£13.68</td> </tr> </tbody> </table>	Men	Women	£20.23	£13.68	Assessment	
Men	Women										
£20.23	£13.68										
1.3	To hold comprehensive workforce data on all protected characteristics for staff	<p>The intention is for the recently reenergised Equality, Diversity and Inclusion Steering Group to monitor the workforce data in relation to: Applications/ Shortlisting/ Recruitment Pay and reward</p>	ADWS &R /EDI Lead	April 22	<p>Average gender pay gap (mean): 32.36%</p> <table border="1"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>£20.23</td> <td>£13.68</td> </tr> </tbody> </table>	Men	Women	£20.23	£13.68	<p>The following mandated and published work programmes benefit from equality monitoring data</p> <p>Workplace Disability Equality Scheme (WDES)</p> <p>Workplace Race Equality Scheme (WRES)</p>	Standard reporting templates under development
Men	Women										
£20.23	£13.68										

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2021	Indicators of improvement	Progress				
		<p>Employee relations case work Access to training & development Staff satisfaction. In addition WRES and WDES data will continue to be presented at Workforce Committee</p> <p>Monitor the make-up of the Trust's workforce in relation to all protected characteristics via the annual Equality and Diversity Report and to complete mandated reports to NHS England</p> <p>To explore equality of access to</p>	<p>EDI Lead</p> <p>EDI Lead</p>	<p>August 22</p> <p>August 22</p>	<p>Average bonus gender pay gap (mean): 49.49%</p> <table border="1"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>£7,280.07</td> <td>£3,677.42</td> </tr> </tbody> </table>	Men	Women	£7,280.07	£3,677.42	<p>Equality & Diversity System 2 (EDS2)</p> <p>Gender pay gap report</p> <p>NHS staff survey</p> <p>As above</p>	
Men	Women										
£7,280.07	£3,677.42										

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2021	Indicators of improvement	Progress
		leadership programmes for clinical / medical staff (all equality groups)	EDI Lead				
2.0	Culture						
2.1	Staff work in an environment free from bullying, harassment and discrimination	Develop a culture of dignity and respect for all staff which includes any behaviour considered to be disrespectful as a result of gender	EDI Lead	Monthly events		Fewer cases of conflict/ harassment going through formal processes (WDES, WRES)	Monthly staff engagement events to support equality, health and wellbeing, and FTSU.
		Unconscious Bias Training Package	EDI Lead	March 23		Staff are aware of Health and Wellbeing support and feel comfortable accessing it	
		Design and deliver a range of knowledge, skills and awareness programmes focussed on	EDI Lead	April 22		Staff feel confident about reporting incidences of bullying and harassment regardless of gender (NHS staff survey)	

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2021	Indicators of improvement	Progress
		strengthening inclusion and reducing exclusion, equipping staff with the skills to explore and understand difference. These modules will be included in the culture transformation and leadership development work 2022/23.					
2.2	Examine gender issues experienced by staff to improve staff experience and increase retention	<p>Launch a Women's Staff Equality Network</p> <p>Host a Women's Network Event to promote female leader on International Women's Day (8th March)</p>	<p>EDI Lead</p> <p>EDI Lead</p>	<p>April 22</p> <p>March 22</p>		<p>NHS staff survey</p> <p>NHS staff survey</p>	<p>Menopause virtual network in place 200+ members</p>

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2021	Indicators of improvement	Progress
3.0	Leadership						
3.1		Create an Equality, Diversity and Inclusion Steering Group	EDI Lead	March 22		Group in place	
		Develop the EDS2 framework in relation to workforce gender equality (assemble evidence)	EDI Lead	May 22		EDS2 Grades (workforce)	
3.2	To ensure that the Health and Wellbeing Services reflects the gender specific needs of staff	Refresh the current Equality Impact Assessment (EIA) Policy and Procedure	EDI Lead	July 22		New EIA system in place	EIA Policy and Procedure in place. New EIA system under development due to be introduced July 22
		Undertake an Equality Impact Assessment on the Health and Wellbeing Services and ensure that the gender specific needs of staff are met	EDI Lead	July 22			

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2021	Indicators of improvement	Progress
3.3	To have enabling strategies that support staff to succeed regardless of their gender	<p>Ensure equality, diversity and Human Rights embedded into all training</p> <p>Monitor take-up of Learning and Development opportunities by protected characteristic, including at events designed to improve learning e.g. conferences, seminars.</p>	<p>EDI Lead</p> <p>EDI Lead</p>	<p>On-going</p> <p>August 22</p>		<p>WRES and WDES, workforce data metrics</p>	