

## Northern Lincolnshire and Goole NHS FT Gender Pay Gap Report 2022/2023

### 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 2020, 2021 and 2022.

### 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: 2020, 2021 and 2022. 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 30<sup>TH</sup> MARCH 2023**
- 3.1 This section provides the breakdown of the statutory information the Trust is required to publish by 30<sup>th</sup> March 2023; all 2022 data provided in the tables below is a snapshot of a month's data as at 31<sup>st</sup> March 2022. The report also includes data from the same point in 2020 and 2021 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 2020, 2021 and 2022  
(Mean is calculated as the sum of all the values (hourly rates) divided by the number of staff)**

**Table 1**

Average Hourly rate	2020	2021	2022
Male:	<b>£19.72</b>	£20.23	£21.17
Female:	<b>£13.04</b>	£13.68	£14.28
<b>Gap:</b>	<b>33.84%</b> ↓	<b>32.36%</b> ↓	<b>32.54%</b> ↑

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 i.e. unsocial hours and weekend allowances.

3.5 The average pay gap increased marginally by 0.18%, from 32.36% in 2021 to 32.54% in 2022. Men’s Average Hourly Rate (pay) increased by £0.94 and women by £0.60 over the two-year reporting period 2020 - 2022, therefore a slight increase in male and female Average Hourly Rates respectively. The slight increase in the pay gap is due to a slightly higher increase in men’s Average Hourly Rate compared to the Average Hourly Rate for women. Further analysis of Average Hourly Rates shows the increase in the pay gap is due to an increased proportion of males in the upper pay quartile (as can be seen in 3.15).

**3.6 Median average gender pay gap for years 2020, 2021 and 2022**

**Table 2**

Median Hourly rate	2020	2021	2022
Male:	£14.89	£15.35	£16.21
Female:	£10.78	£11.55	£12.28
<b>Gap:</b>	<b>27.59%</b> ↑	<b>24.74%</b> ↓	<b>24.24%</b> ↓

3.7 The median average gender pay decreased by 0.5% (men’s median average hourly pay increased by £0.86 and women by £0.73 over the two years).

3.8 The pay gap 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 length of service.

### 3.9 Average bonus gender pay gap as a mean average

**Table 3**

Average Bonus	2020*	2021	2022
Male:	£6,757.46	£7,280.07	£5,842.67
Female:	£2,374.18	£3,677.42	£2,792.77
<b>Gap:</b>	<b>64.87%</b> ↓	<b>49.49%</b> ↓	<b>52.20%</b> ↑

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 2022, the average bonus payment made to females decreased by £884.65. Male bonus payments also decreased by £1,437.40. This resulted in the average bonus pay gap increasing from 49.49% to 52.20%. The gap is largely due to a large proportion of bonus payments made in 2022 attributable to CEAs, 36 to females and 132 to males.

\*Please note during the reporting year (2020-21) bonus payments 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.

### 3.11 Average bonus gender pay gap as a median

**Table 4**

Median Bonus Payment	2020	2021	2022
Male:	£3,015.96	£5,037.00	£3,126.48
Female:	£351.43	£1,841.00	£403.20
<b>Gap:</b>	<b>88.35%</b> ↑	<b>63.45%</b> ↓	<b>87.10%</b> ↑

3.12 The median average bonus pay increased in 2022 by 23.65%, from 63.45% in 2021 to 81.10% in 2022. In 2021, the median bonus payment to females decreased by £1,437.80. The median male bonus payment also decreased by £1,910.52. The median bonus pay gap has worsened due to a greater decrease in median bonus payments made to female employees.

\*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	2020	2021	2022
Male:	6.45%	9.89%	9.00%
Female:	0.86%	0.79%	0.90%
<b>Gap:</b>	<b>5.59%</b> ↑	<b>9.1%</b> ↑	<b>8.1%</b> ↓

- 3.14 Table 5 shows the proportion of male and female staff who received bonus payments during the financial year 2021-22. In 2022, the gap between male and female decreased by 1%, from 9.1% to 8.1% with more male staff receiving bonus payments, than females. The decrease is due to a slightly higher proportion of females receiving a bonus payment as well as a reduction in the proportion of male employees receiving a bonus payment. The gap is mainly due to a higher number of male consultants in the workforce than females who qualify for CEA payments. CEA's awards range from values of £2,183 up to £36,886. This is the main reason for the bonus pay gap.
- 3.15 The data below ranks our full pay employees' hourly rates from highest to lowest, 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**

<b>No. of Staff</b>				
<b>2020</b>				
<b>Quartile</b>	<b>Female</b>	<b>Male</b>	<b>Female %</b>	<b>Male %</b>
<b>Upper Quartile</b>	1117.00	600.00	65.06%	34.94%
<b>Upper Middle Quartile</b>	1441.00	275.00	83.97%	16.03%
<b>Lower Middle Quartile</b>	1476.00	241.00	85.96%	14.04%
<b>Lower Quartile</b>	1484.00	230.00	86.58%	13.42%
<b>Total</b>	<b>5518.00</b>	<b>1346.00</b>	<b>80.39%</b>	<b>19.61%</b>
<b>2021</b>				
<b>Quartile</b>	<b>Female</b>	<b>Male</b>	<b>Female %</b>	<b>Male %</b>
<b>Upper Quartile</b>	1176.00	596.00	66.37%	33.63%
<b>Upper Middle Quartile</b>	1443.00	324.00	81.66%	18.34%
<b>Lower Middle Quartile</b>	1531.00	239.00	86.50%	13.50%
<b>Lower Quartile</b>	1542.00	228.00	87.12%	12.88%
<b>Total</b>	<b>5692.00</b>	<b>1387.00</b>	<b>80.41%</b>	<b>19.59%</b>
<b>2022</b>				
<b>Quartile</b>	<b>Female</b>	<b>Male</b>	<b>Female %</b>	<b>Male %</b>
<b>Upper Quartile</b>	1175.00	626.00	65.24%	34.76%
<b>Upper Middle Quartile</b>	1491.00	313.00	82.65%	17.35%
<b>Lower Middle Quartile</b>	1543.00	257.00	85.72%	14.28%
<b>Lower Quartile</b>	1564.00	233.00	87.03%	12.97%
<b>Total</b>	<b>5773.00</b>	<b>1429.00</b>	<b>80.16%</b>	<b>19.84%</b>

- 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. From looking at the data in the upper quartile, men saw an increase from 596 to 626 which is why the percentage of male employees in the upper quartile has increased to 34.76%, up from 33.63% last year. In comparison, the number of females in the upper quartile decreased by 1.
- 3.17 Looking at the data in the upper middle quartile, men saw a decrease from 324 to 313. The number of females in the upper middle quartile increased by 48.
- 3.18 The lower middle quartile for females increased by 12. The number of males in this quartile increased by 18.

- 3.19 In 2022, men in the lower quartile increased by 5. In comparison, the number of women in this quartile increased by 22.
- 3.20 Overall, men’s representation increased by 42 and the overall male percentage increased by 0.25% from 19.59% representation in 2021 to 19.84% in 2022. There remains 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 19.84% of our workforce and females represent 80.16%. 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.

<b>Metric</b>	<b>Trust value</b>	<b>Peer average</b>	<b>National value</b>
<b>Average gender hourly pay gap</b>	26.1%	22.8%	20.6%
<b>Median gender hourly pay gap</b>	16.8%	15.5%	9.4%
<b>Proportion of males in lower quartile of hourly pay</b>	16%	17.5%	20.2%
<b>Proportion of females in lower quartile of hourly pay</b>	84%	82.5%	79.8%
<b>Proportion of males in top quartile of hourly pay</b>	32.6%	31.7%	31.5%
<b>Proportion of females in top quartile of hourly pay</b>	67.4%	68.3%	68.5%

\*Model Hospital recommended peer groups have been used as a comparator. Data period 2021/22.

## **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 an established 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 As a follow up to our Trust Board development session last year which focussed on Equality, Diversity and Inclusion. This year the Trust Board also received a session delivered by Eden Charles a nationally accredited Organisational Development and Leadership specialist. This session explored the importance of equity across all equality groups and challenged the Trust Board on their understanding of individual and collective responsibilities in relation to our Public Sector Equality Duties. In addition, Equality, Diversity and Inclusion awareness was promoted as part of our Culture Transformation launch event. We also delivered a series of engagement events in partnership with our Trade Union colleagues which focused on gender equality, and health and wellbeing.
- 4.4 All of our job advertisements and associated literature are inclusive and our interview panels now have an identified equality representative who is responsible for ensuring equality and inclusive practice is maintained during the interview.
- 4.5 To celebrate International Women's Day on 8<sup>th</sup> March 2022 the Trust held its first International Women's Day event. This event was very successful and involved a cross section of staff. A number of our females in senior leadership roles gave some powerful presentations on their lived experience and the challenges they overcame to become female leaders. These speakers included our Director of People, our Medical Director and our Chief Nurse.
- 4.6 We have updated and refreshed our equality impact assessment process to ensure our policies and service changes 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. Our Health and Wellbeing Strategy, implementation plan continues to support our staff.
- 4.7 The Trust has a very successful virtual Menopause staff equality network which has more than 200 members of staff.

## 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 Humber and North Yorkshire Health and Care Partnership and 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 2022 gender pay gap data and will be monitored by the forthcoming Equality, Diversity and Inclusion lead/EDI steering group. The EDI steering group will feed its reporting into the CTWG.

## 6 CONCLUSION

- 6.1 Whilst we can see small changes in the Average and Median pay compared to the last three years these are relatively small. It can be seen that we have a large female workforce (80.16% female) but the upper pay quartile disproportionately favours male staff. 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 132 Clinical Excellence Awards (CEAs) to males, compared to only 36 CEAs to female consultants. As stated at 3.10 above, a large proportion of bonus payments made in 2022 were in relation to CEAs.

## 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 2022/23

## Introduction

Northern Lincolnshire and Goole NHS FT is committed to reducing our gender pay gap and this is our 6<sup>th</sup> 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 2022/23

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2022	Indicators of improvement	Progress				
1.0	<b>Workforce</b>										
1.1	<b>Ensure that recruitment and selection practices are inclusive for all prospective applicants regardless of gender</b>	Analyse recruitment data to explore drop-out rates by roles and service areas	EDI Lead	August 2023	Average gender pay gap (mean): 32.54%	Following EDI and Unconscious Bias training, all selection panels will be inclusive and EDI compliant.  We aim to have gender representation on all Recruitment and Selection panels.  Workplace Disability Equality Scheme (WDES)  Workplace Race Equality Scheme (WRES)  Equality & Diversity System 22 (EDS22)  Gender pay gap report.	EDI and Unconscious Bias training in place as part of leadership training.  Recruitment data is being reviewed to ensure that meaningful analysis can be undertaken.  Adverts have been updated to include an inclusive statement. All job descriptions and person specifications are reviewed to ensure that criteria are inclusive.  All recruitment literature has been reviewed to ensure it is inclusive.  All recruitment panels include an equality representative.				
		Identify reasons and trends for drop outs (all equality groups)	EDI Lead	August 2023	<table border="1"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>£21.17</td> <td>£14.28</td> </tr> </tbody> </table>			Men	Women	£21.17	£14.28
Men		Women									
£21.17	£14.28										
	Review and analyse inclusivity of recruitment materials (including where adverts are placed).	EDI Lead / Head of Employment	August 2023								

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2022	Indicators of improvement	Progress				
1.2	Ensure policies are in place to support a diverse and inclusive culture – linked to gender equality	For all newly created jobs and for all individual requests we will commit to exploring opportunities for more flexible or alternative shift working across the organisation.	EDI Lead	On-going	Average gender pay gap (mean): 32.54% <table border="1"><thead><tr><th>Men</th><th>Women</th></tr></thead><tbody><tr><td>£21.17</td><td>£14.28</td></tr></tbody></table>	Men	Women	£21.17	£14.28	Flexible working policy usage monitoring.	Flexible working policy in place.
		Men	Women								
£21.17	£14.28										
		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.	EDI Lead	On-going		Equality Impact Assessment	New Equality Impact Assessment policy and procedure in place.				

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2022	Indicators of improvement	Progress				
1.3	To hold comprehensive workforce data on all protected characteristics for staff	<p>The intention is for the Equality, Diversity and Inclusion Steering Group to monitor the workforce data in relation to:</p> <ul style="list-style-type: none"> <li>Applications/ Shortlisting/ Recruitment</li> <li>Pay and reward</li> <li>Employee relations case work</li> <li>Access to training &amp; development</li> <li>Staff satisfaction. In addition WRES and WDES data will continue to be presented at Workforce Committee</li> </ul>	EDI Lead	April 2023	<p>Average gender pay gap (mean): 32.54%</p> <table border="1"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>£21.17</td> <td>£14.28</td> </tr> </tbody> </table>	Men	Women	£21.17	£14.28	<p>The following mandated and published work programmes benefit from equality monitoring data</p> <ul style="list-style-type: none"> <li>Workplace Disability Equality Scheme (WDES)</li> <li>Workplace Race Equality Scheme (WRES)</li> <li>Equality &amp; Diversity System 2 (EDS2)</li> <li>Gender pay gap report</li> <li>NHS staff survey</li> </ul>	Standard reporting templates under development
		Men	Women								
£21.17	£14.28										
<p>Monitor the make-up of the Trust's workforce in relation to all protected</p>	EDI Lead	August 2023									

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2022	Indicators of improvement	Progress				
		<p>characteristics via the annual Equality and Diversity Report and to complete mandated reports to NHS England</p> <p>To explore equality of access to leadership programmes for clinical / medical staff (all equality groups)</p>	EDI Lead	August 2023	<p>Average bonus gender pay gap (mean): 52.20%</p> <table border="1"> <thead> <tr> <th>Men</th> <th>Women</th> </tr> </thead> <tbody> <tr> <td>£5,824.67</td> <td>£2,792.77</td> </tr> </tbody> </table>	Men	Women	£5,824.67	£2,792.77		
Men	Women										
£5,824.67	£2,792.77										
<b>2.0</b>	<b>Culture</b>										
<b>2.1</b>	<b>Staff work in an environment free from bullying, harassment and discrimination</b>	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		<p>Fewer cases of conflict/ harassment going through formal processes (WDES, WRES)</p> <p>Staff are aware of Health and Wellbeing support and feel comfortable accessing it</p>	Monthly staff engagement events to support equality, health and wellbeing, and FTSU.				

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2022	Indicators of improvement	Progress
		Design and deliver a range of knowledge, skills and awareness programmes focussed on 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.	EDI Lead	April 22		Staff feel confident about reporting incidences of bullying and harassment regardless of gender (NHS staff survey)	
2.2	Examine gender issues experienced by staff to improve staff experience and increase retention	Launch a Women's Staff Equality Network	EDI Lead	May 2023		NHS staff survey	Menopause virtual network in place 200+ members

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2022	Indicators of improvement	Progress
<b>3.0</b>	<b>Leadership</b>						
<b>3.1</b>		Create an Equality, Diversity and Inclusion Steering Group	EDI Lead	May 2023		Group in place	
		Develop the EDS22 framework in relation to workforce gender equality (assemble evidence)	EDI Lead	May 2023		EDS2 Grades (workforce)	
<b>3.2</b>	<b>To ensure that the Health and Wellbeing Services reflects the gender specific needs of staff</b>	Undertake an Equality Impact Assessment on the Health and Wellbeing Services and ensure that the gender specific needs of staff are met	EDI Lead	August 2023			New EIA Policy and Procedure in place.
<b>3.3</b>	<b>To have enabling strategies that support staff to succeed</b>	Ensure equality, diversity and Human Rights embedded into all training	EDI Lead	On-going			

No	Objective	Specific action	Lead	Timeline	Relevant Workforce Gender Data 2022	Indicators of improvement	Progress
	regardless of their gender	Monitor take-up of Learning and Development opportunities by protected characteristic, including at events designed to improve learning e.g. conferences, seminars.	EDI Lead	August 2023		WRES and WDES, workforce data metrics	