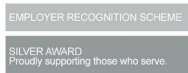


Diversity and Inclusion Annual Report 2021-2022



Document Available in Alternative Formats

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HEE is part of the NHS, and we work with partners to plan, recruit, educate and train the health workforce.

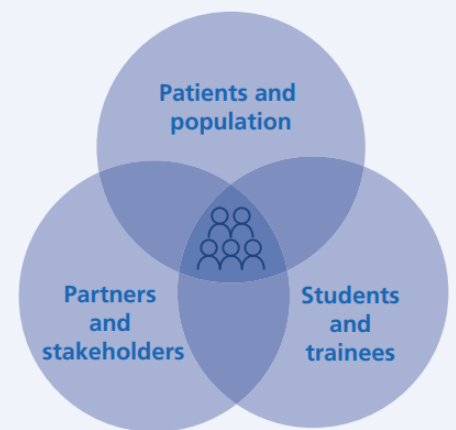
Health Education England exists for one reason only: our vision is to help improve the quality of life and health and care services for the people of England by ensuring the workforce of today and tomorrow has the right skills, values and behaviours, in the right numbers, at the right time and in the right place

Our **purpose** as part of the NHS, is to work with partners to plan, recruit, educate and train the health workforce.

We are people centred, committed to the NHS Constitution, and driven by our **values** of responsibility, inclusiveness, fairness, and confidence.

Our **goals** are to deliver and reform education to produce the best possible **future workforce**; to transform the **current workforce** to meet tomorrow's health and care needs; and ensure the **quality** of our education and training system.

We serve...



Foreword

**Lizzie Smith,
Senior Responsible Officer, National Equality Diversity & Inclusion
Lead**

More than ever, we have an obligation as leaders to promote Diversity & Inclusion and stand up for what is right. When employees work in a diverse and inclusive environment, they feel a sense of belonging and feel more connected to their employers.

Our commitment starts at the top with a Senior Leadership Team and Board who are themselves committed and passionate about the importance of this work to HEE. As Senior Responsible Officer for Equality Diversity and Inclusion, I am very passionate about ensuring that we have the appropriate resources in place so the Diversity Inclusion and Participation team can deliver relevant interventions, helping over time to reduce workplace discomfort and create more organisational accountability to make HEE the Best Place to Work.

The Annual Report showcases some of the good work we have so far and how the regions and national visions link together. Our work doesn't stop here. Embracing the opportunity to accomplish more to close the gap between people's lived experiences and our aspired culture is part of our mission.



Foreword

Thomasina Afful

National Diversity, Inclusion and Participation Lead

Over a year marked by striking social challenges, we've made significant strides in increasing diversity and strengthening our culture of inclusion. Many of us felt that our efforts can do little to remove or mitigate these social inequities. But they can!

Both individually and collectively with the leadership and support of a dedicated, skilled, and experienced Diversity, Inclusion and Participation Team, who have driven the implementation of evidence-based programmes/interventions to support our overarching inclusion ambitions and offered specialist advice and guidance where appropriate have made a cultural and systemic shift.

We can look back over the last year in the Annual Report, with a sense of pride, at the achievements many of us have contributed to, to improve colleague, learners and directly patients, experiences and outcomes from within the microcosm that is HEE.

Whilst we are not complacent about our achievements, as we know there is still much more to be done. We are gratified that we have started our ambitious journey of becoming an anti-racist organisation and the best place to work. We want to continue this journey, bringing with us our legacy of achievements, as we transition into the new organisation.



Vision for Diversity & Inclusion

Diversity work is a journey, not a destination. It takes time, patience, and perseverance. It is important for us to understand that there's no 'quick fix' solution to diversity. Demonstrable and sustainable progress can only be achieved through a comprehensive change management approach that tackles behavioural, process and cultural transformation.

No matter their role or responsibility, we expect everyone working for HEE to consciously consider the values of Diversity and Inclusion in their work, and we will support those who feel they may have gaps in their knowledge and understanding. Providing an inclusive and fair culture should become a key metric by which leadership at all levels is measured, and Equality, Diversity and Inclusion should become a universal indicator of how an organisation respects and values its workforce.

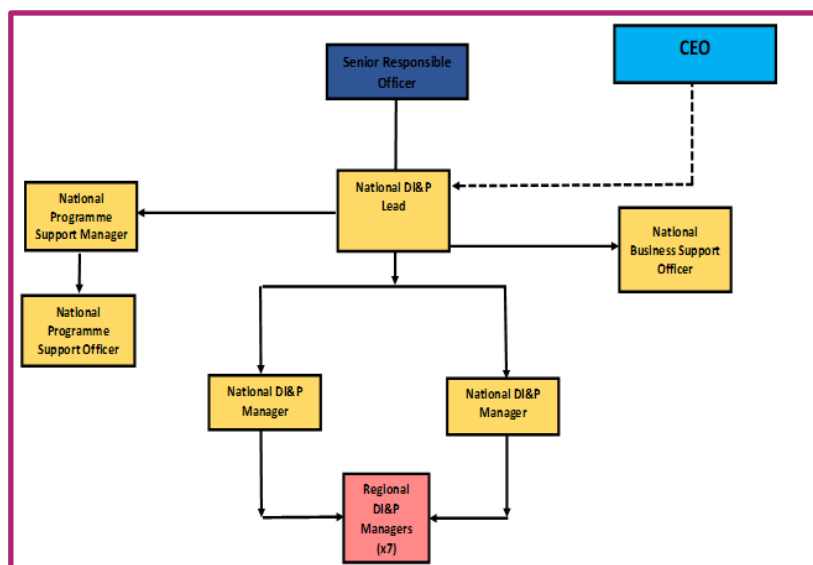
The Diversity, Inclusion and Participation (DI&P) team at HEE is responsible for embedding a diverse, inclusive, and equitable culture at all levels of the organisation. This includes the development and implementation of strategy that demonstrates HEE's commitment to creating and maintaining a fair and supportive work environment, where contributions are fully recognised and valued, and all colleagues feel empowered to be their authentic selves and carry out their duties to the best of their abilities.

This report gives an overview of activities undertaken related to the Public Sector Equality Duty, vision for Diversity & Inclusion and demonstrates how we are addressing them along with improving the culture of the organisation and making it a diverse and welcoming organisation to work for.

Expertise

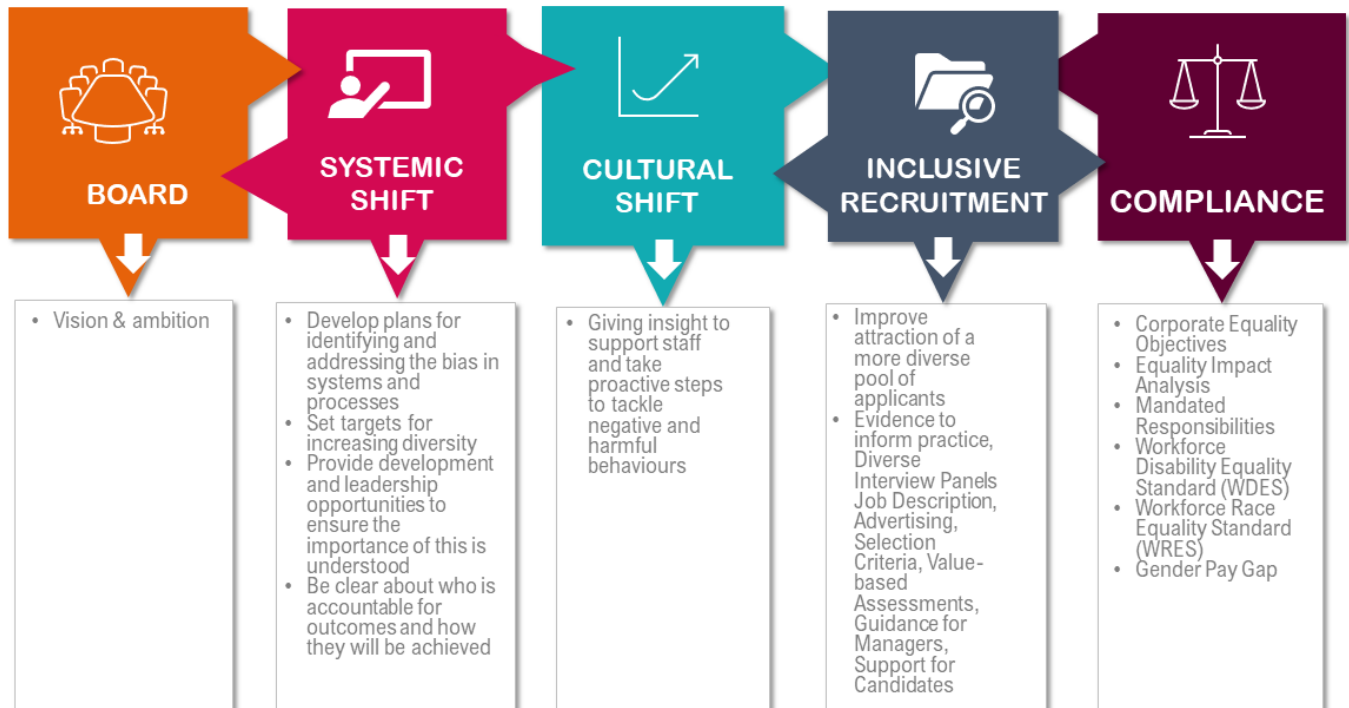
HEE is truly committed to Diversity & Inclusion and has invested in a dedicated National Diversity, Inclusion & Participation team who are skilled with the specialist knowledge and experience to support the organisation with tools to embed D&I as a **Golden Theme** across HEE.

The team is led by the National Diversity and Inclusion Lead who is responsible for establishing a vision and leads the, Diversity, Inclusion & Participation Function to ensure that it delivers our vision, activities and goals. A regional DI&P Manager is assigned to each of the seven regions in HEE to deliver the national priorities and vision.



HEE Diversity & Inclusion Actions and Priorities

HEE Five National Diversity & Inclusion Actions



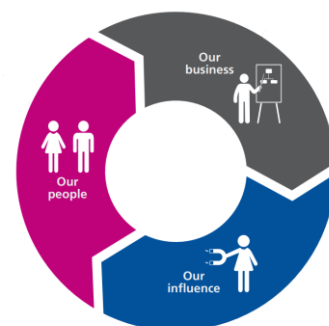
To accelerate the delivery of our Strategic Framework aims, HEE Executive developed a focused approach to diversity and inclusion by agreeing three national priorities. The priorities are to implement improvements in outcomes and experiences for **BAME¹ (WRES)**, **Disabled (WDES)** and **LGBT+ (Stonewall Index)** staff. These priorities and associated workstreams are aligned to the five actions.

- 1** BAME equality priorities align to the focus areas of NHSE/I's Race Equality Standard (WRES) on which HEE reports annually.
- 2** Disability equality priorities align to the focus areas of NHSE/I's Disability Equality Standard (WDES) on which HEE reports annually.
- 3** LGBT+ equality to improve our Stonewall Index (WEI) submission which requires that HEE show commitment to an LGBT+ inclusive culture throughout its 3-year cycle.

¹ BAME – Black And Minority Ethnic

The three themes of our Strategic Framework

Although the Strategic Framework has three key themes, the initial priority from the Board was to focus on **'Our People'** theme to move beyond compliance to reduce discrimination and promote equity across our organisation through education, inclusive practice and staff engagement.



Our people

Health Education England recognises the importance of valuing diversity and inclusion in the workplace and understands the benefits that can be achieved through building an inclusive and representative workforce.

Our business

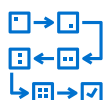
Through this framework and our organisational development plan Health Education England will work to achieve a cultural change that leads towards consistent consideration of inclusion in business and delivery of key functions.

Our influence

Health Education England is responsible for ensuring that the future workforce is available in the right numbers and has the necessary skills, values and behaviours to deliver high-quality care. The evidence is clear that building a healthcare workforce that is representative also has benefits for patients and service users.

Best Place to Work Six Strategic Objectives

Diversity & Inclusion priorities are linked to the organisations Best Place to Work six strategic outcomes which forms the bedrock of our NHS People Plan. ²



We will have a culture that nurtures positivity, is inclusive, and offers visible, compassionate and inspiring leadership



We will regularly recognise and reward staff for their contribution to HEE



We will retain our talent, welcome new colleagues, improve diversity, and offer flexibility in how and where our work is done



We will give every member of staff, opportunities to learn, develop and achieve



We will regularly 'Ask, Listen, Act' so that the voice of our colleagues has influence, and adds value and direction to our work



We will offer a working environment that is safe, well maintained and healthy, allowing everyone to do their best work

² [NHS People Plan](#), the Workforce Strategy for delivering the Long Term Plan for the NHS

The following activities are the result of several collaborative partnerships Diversity, Inclusion and Participation Team has established across the organisation.

Over the past twelve months the Diversity, Inclusion and Participation team have continued to undertake activities in support of the Diversity & Inclusion and Best Place to Work Programme Frameworks.



Working closely with internal managers and leaders to provide expertise and advice to ensure the organisation meets its commitments to equality and human rights - Public Sector Equality Duty



Producing guidance for the organisation on a range of diversity and inclusion related topics. This includes seven allyship guides, guidance on communicating with colleagues with hearing loss and various learning sessions on themes from diversity and inclusion principles and microaggressions to active bystander training



Creating safe learning spaces for colleagues to enable them to go “back to basics” and explore concepts around diversity and inclusion. Sessions aim to introduce concepts and principles linked to the inclusion agenda; providing the opportunity to ask questions without fear



Increased support to existing staff networks and assistance in the establishment of new networks



Promotion of diversity and inclusion to all colleagues across the organisation, via a variety of communication platforms, supported by the Communications Team

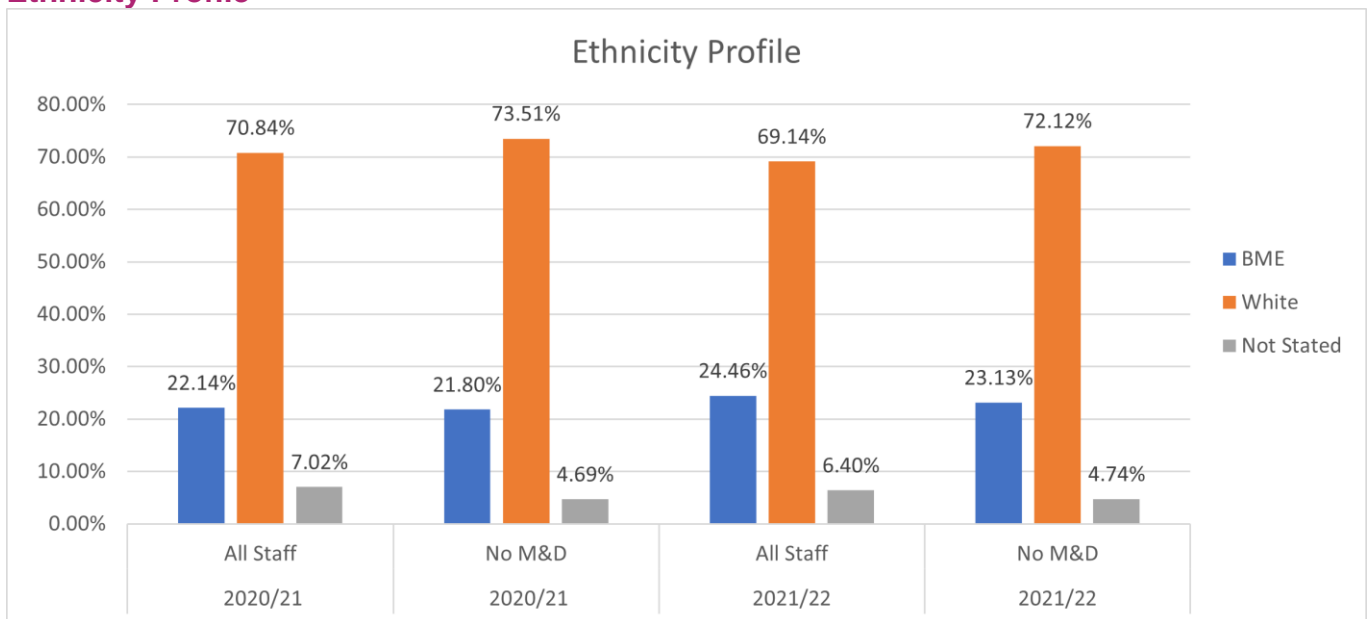


Staff Profile of Health Education England

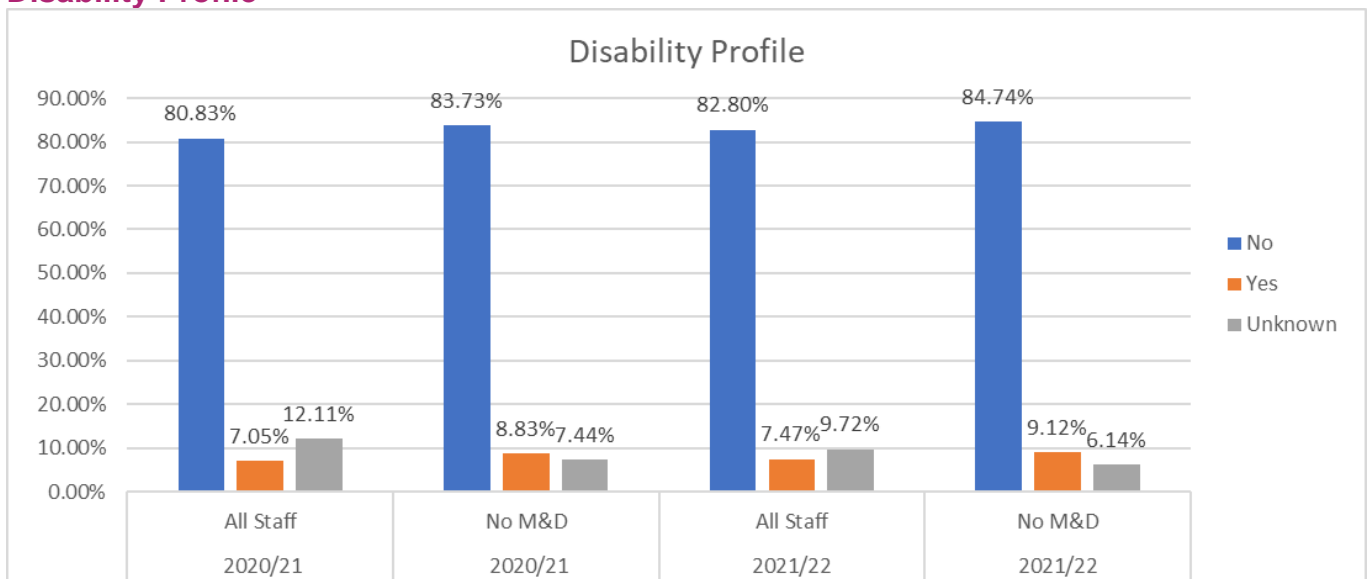
We want an organisation that is diverse and one which broadly reflects the community we serve. It is widely recognised that diversity in organisations contributes to increased creativity, flexibility and enhanced patient and employee service. Employees are asked to provide equality data as this helps us to better understand the make-up of our workforce, assess the potential impact of any new People and Culture policies and procedures, demonstrate that the organisation is not discriminating and better plan our recruitment and training initiatives to promote diversity.

We currently have total staff of 3,261 including Medical and Dental or total staff of 2,367 excluding Medical and Dental. The Graphs show percentage figures for both and multiples years where appropriate.

Ethnicity Profile



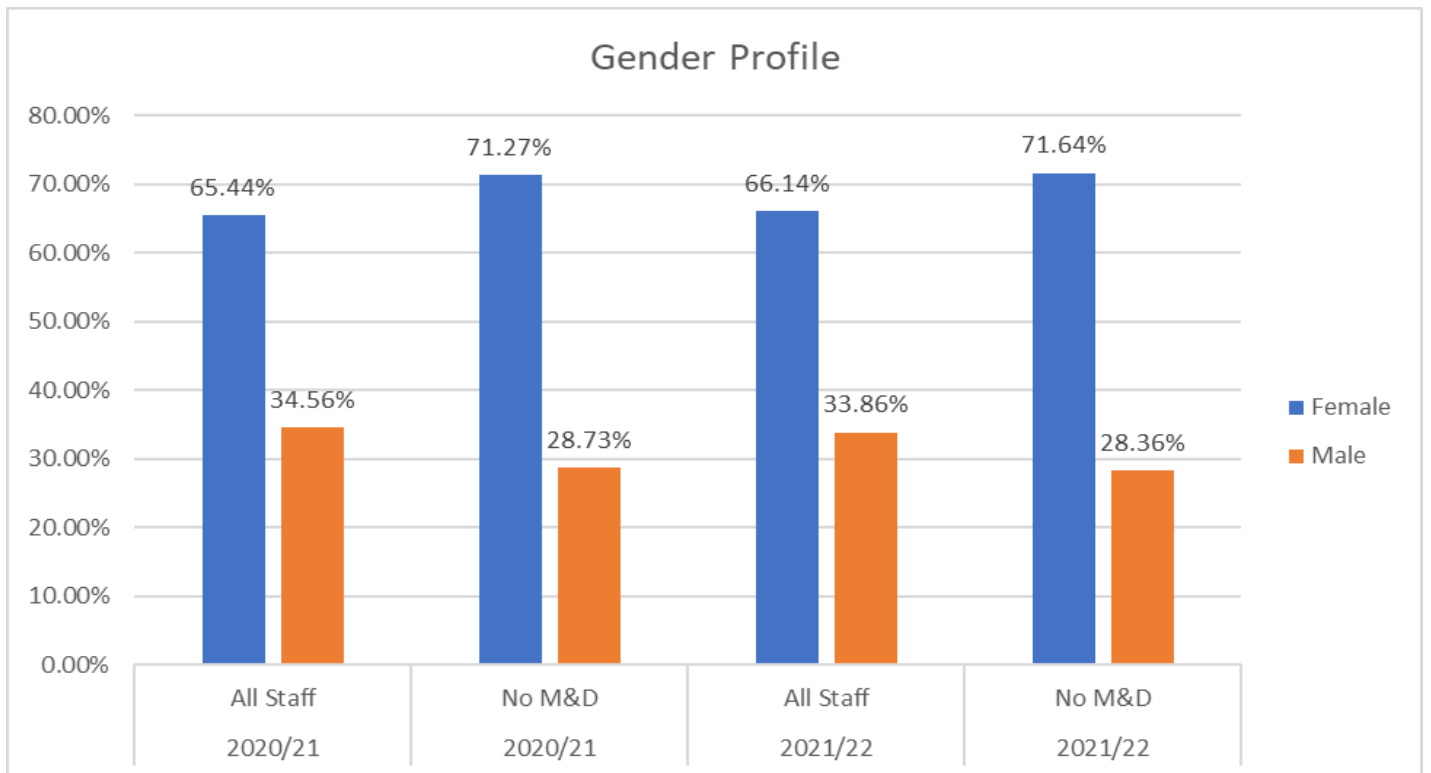
Disability Profile



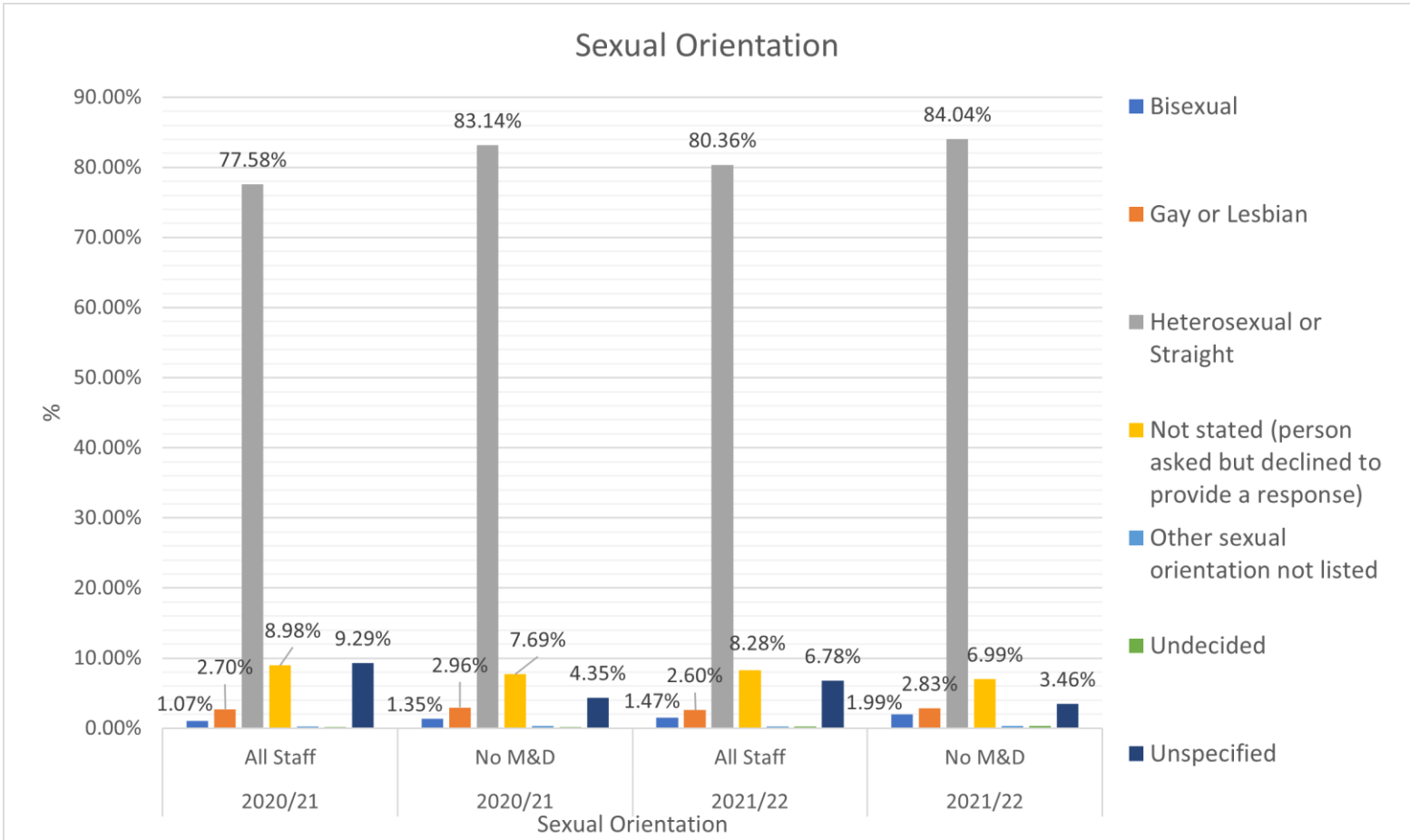
Age Profile



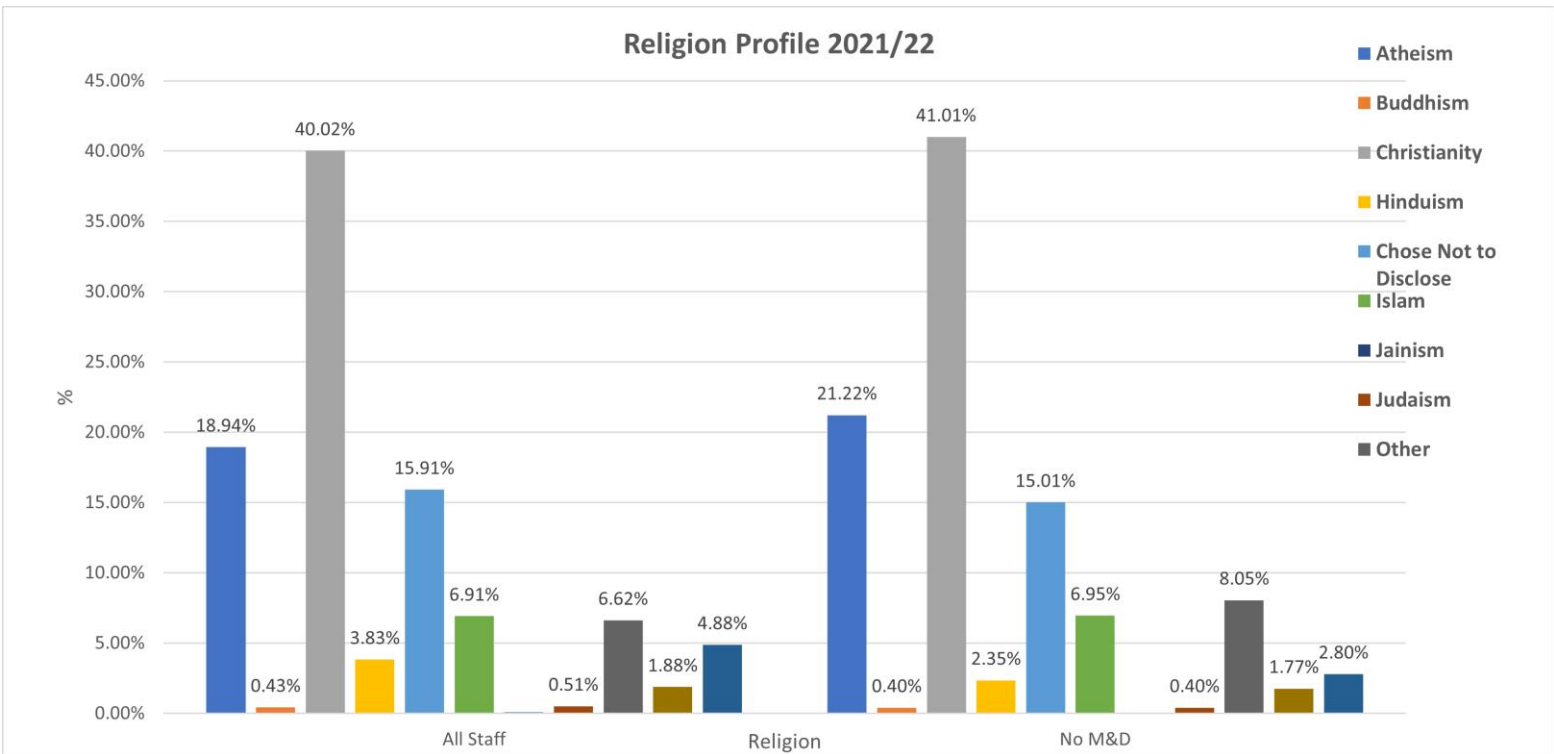
Gender Profile



Sexual Orientation Profile



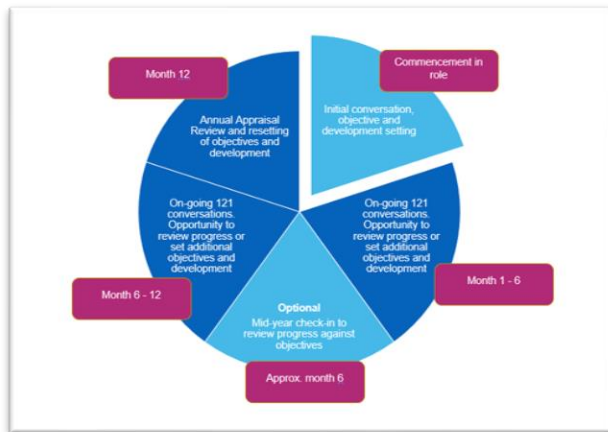
Religion Profile



Appraisal Process Overhaul

Diversity, Inclusion & Participation, Learning & Development, Organisational Development and People and Culture teams collaborated to develop the new appraisal process.

The ‘Achieving Together’ process has been designed to help staff have a quality, ongoing conversation with their Line Manager throughout the year, with talking points and a simple to use document which gets updated every time they meet.



New Achieving Together Process

It is person-centred and has inclusive objectives and values & behaviours-based objectives included in its design.

A new SharePoint site named ‘Achieving Together’ has been launched. The site provides colleagues with information about the new process. Additionally, it encompasses a feedback function which will allow constructive feedback to be taken into consideration as the process embeds.

Exit Interview Process

Evaluation of the existing process, including feedback from staff networks and colleagues leaving HEE identified significant barriers for those with protected characteristics to using the process, including, a failure to be offered an exit interview, a lack of trust in the current

custodians of the process and a serious lack of belief that any feedback given will be used in any meaningful way. The new process has been designed to address these issues and will be managed by an independent external supplier.

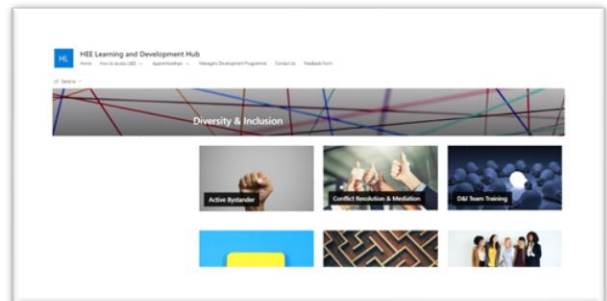
Reciprocal Mentoring

To help employees develop a more open-minded and innovative approach to their work and build genuine awareness of the barriers faced by our diverse employees in the region.

The Diversity, Inclusion and Participation Team commissioned the innovative Reciprocal Mentoring Programme. This programme is a two-way process between the mentor and mentee, where each participant learns from the other and improves their professional performance whilst giving each other encouragement and feedback on their goals.

Sixty-three delegates attended a comprehensive five module training programme across two cohorts. The second cohort was targeted at BAME colleagues alongside colleagues with disabilities as the mentors, with future cohorts open to everyone interested in participating.

Diversity & Inclusion Training Offer



Regional AHEAD Groups wanted to expand their knowledge of Diversity and Inclusion. We worked with the Learning & Development (L&D) Team to develop a training offer under a new page on the HEE Learning and Development Hub for all staff to access.

All the learning sessions aim to create a safe and brave space for staff to have honest conversations on sensitive topics. A more streamlined application process for staff requesting training has been developed by the L&D Team to make request for these sessions simpler.

Over the year the Diversity, Inclusion and Participation team held the following training and awareness sessions attended by over 640 colleagues from across the organisation.

- Introduction to Diversity & Inclusion
- Inclusive Language
- Introduction to Allyship
- Introduction to LGBTQI+ Inclusion
- Belonging & Inclusion
- Unconscious Bias to Conscious Inclusion

Active Bystanders



More than 200 colleagues attended our Active Bystander training sessions since they launched with good representation from across regions. All HEE colleagues now have access to the '**Active Bystander Toolkit**', to start to understand what it means to be an active bystander, and how we can step up to this role in our daily lives.

Following very positive feedback from participants and levels of demand for this training further sessions have been commissioned and are open to all colleagues to attend.

Menopause Support and Toolkit

The Women's Network, supported by the Diversity Inclusion & Participation Team, have undertaken several projects to support colleagues who are experiencing the menopause, as well as their managers.

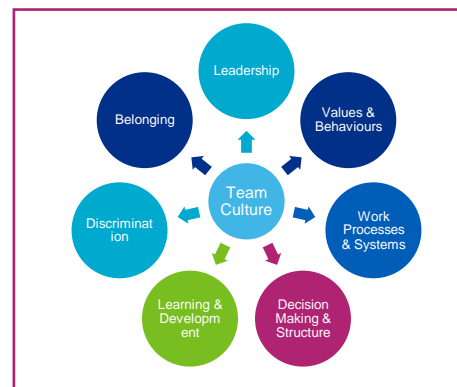
The Women's Network's held monthly Menopause in the Workplace briefings, which alternate between all-colleague and manager focused sessions, led by 'Menopause in the Workplace'. They developed our **Menopause in the Workplace Guide** that gives managers the appropriate support, following legislation and best practice.



Cultural Barometer

The Organisational Development and the Diversity, Inclusion and Participation teams collaboratively created the Cultural Barometer.

It is a process by which we aim to tackle the nuanced issues within individual teams. A self-assessment diagnostic tool that can be used to



stimulate reflection and understanding of the Culture in a team. We have in the past tried to address this more broadly by engaging the whole organisation, however, the same issues do not exist in every team within HEE, so a more nuanced, targeted, and tailored approach was required.

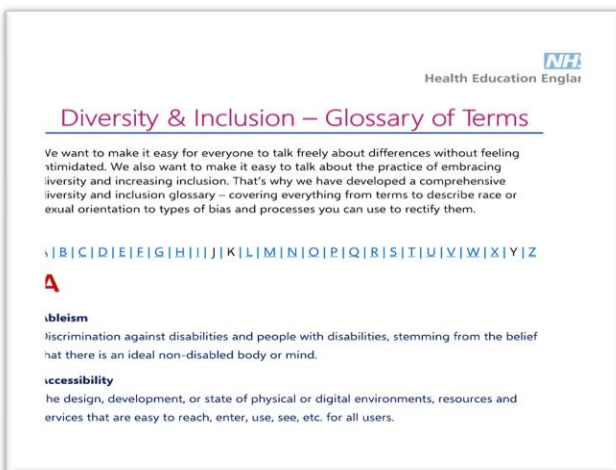
Cultural Ambassadors

The Cultural Ambassador (CA) programme is a Royal College of Nursing initiative that has successfully been used throughout the NHS to identify and address behaviours and practices that perpetuate inequalities. They help to identify and explore further issues of culture and behaviour, recognise areas where staff may be being treated less favourably, face potential discrimination and unconscious or conscious cultural bias.

London and South West regions piloted the Cultural Ambassadors programme to understand how HEE could benefit from the initiative. The programme will be rolling out across the other regions along with training for everyone who expresses an interest in being a Cultural Ambassador. The role was originally for BME colleagues, however, following feedback from our survey we decided it will cover all strands and primarily be focused on employee relations.

Glossary of Terms

We want everyone to be able to talk freely about differences without feeling intimidated.



We also want to make it easy to talk about the practice of embracing diversity and increasing inclusion. We developed a comprehensive Diversity and Inclusion glossary – covering everything from terms to describe race or sexual orientation to types of bias and processes you can use to rectify them.



Bullying and Harassment Anonymous Reporting Tool (BHART)

Our HEE Survey results, and anecdotal evidence made us aware that many colleagues who experience bullying and harassment do not report it. The BHART pilot was developed to give the organisation insight into pockets of unacceptable behaviour that exists within HEE.

Much of the everyday experiences of bullying and harassment go unreported; this can be for a variety of reasons. By providing anonymity, we are hoping that colleagues will feel more comfortable to tell us the kind of behaviour that we may not be aware of. It also helps inform us of the patterns of behaviour within our organisation; bullying and harassment is often spoken about in broad terms and the BHART helps us to narrow down the types of behaviour under the terminology associated with bullying and harassment.

Staff are encouraged to continue to use our existing support mechanisms in place at HEE. The BHART can be used whether colleagues decide to take forward a complaint or grievance formally, or if colleagues decide to speak to a Freedom to Speak Up Guardian or access the Employee Assistance Programme.

Wellbeing Passport

We launched our new Wellbeing Passport to improve communication between employees and their managers about how to best support them at work. HEE's Wellbeing Passport was created in collaboration between our Diversity, Inclusion and Participation Team, People and Culture, and our staff networks, who helped us test the Wellbeing Passport and guide before rolling them out to our whole organisation.

It is available for anyone who works for HEE – whether they are substantive, fixed term or temporary – and it helps colleagues and their Line Manager talk about employee needs.



Workplace Adjustments

The Diversity, Inclusion & Participation Team is leading on developing a new Workplace Adjustment process that will provide guidance for Line Managers on how to identify and implement reasonable adjustments.

We want to:

- ✔ Give staff the tools they need to do their job
- ✔ Ensure staff can work effectively and productively
- ✔ Treating staff differently is fair, i.e., an adjusted target, remote working etc
- ✔ Ensures that we are tapping into the widest pool of talent
- ✔ Improving confidence
- ✔ Enable staff to work to their full potential, develop and progress

We want to increase confidence amongst staff with disabilities, impairments and long-term conditions to declare their conditions on the Electronic Staff Records (ESR) system. This will enable improved workforce equality monitoring that will effectively support this protected group as defined by the Equality Act 2010.



Disability Confident Training

Colleagues informed us during the Inclusive Recruitment engagement sessions and the 'We Are HEE Survey', that we needed to do more to enable managers to support our colleagues with disabilities. The Diversity, Inclusion & Participation Team worked with the Learning and Development team to commission three training sessions for managers within HEE who are managers interested in developing their understanding of disability in the workplace, and how they can support colleagues with disabilities. The sessions covered:

- (a) **Social Mobility of Disability,**
- (b) **Rights under the Equality Act,**
- (c) **Reasonable Adjustments**
- (d) **Recruiting People from Disability Groups.**

A total of nineteen managers attended the three sessions. The course evaluation highlighted that learner experience and knowledge transfer improved the confidence of managers when supporting colleagues with disabilities. A further eight sessions have been organised for the current financial year.

Stonewall Workplace Equality Index – Accreditation

Following the poor experiences of our LGBT+ colleagues as evidenced by successive staff survey results since 2018, a report was submitted to the February 2021 Executive Team meeting recommending that that LGBT+ equality should become a national 'plus one' priority from March 2021.



HEE has now received the '**GOLD**' award from Stonewall and increased its ranking in the Workplace Equality Index by 145 places in an annual audit of workplace equality for lesbian, gay, bi and trans inclusion in the workplace. We are now ranked 110 out of 403 employers (our highest ever ranking), narrowly missing out on a place in the Top 100 Employers list. Our HEERO's staff network also received a Highly Commended Award.

Armed Forces Covenant

The Armed Forces Task and Finish Group was formed to work towards improving our stance as a **Forces** friendly employer. We successfully went from the bronze award, which we have held since 2015, to the silver award.

This included creating a comprehensive guidance on the Manager's Hub, where we share guidance for supporting our armed forces reservists, veterans, cadets and their families, and also involved other projects such as inclusive recruitment.



Becoming an Anti-Racist Organisation

The Black Lives Matter (BLM) movement in 2020 shook the world following the tragic death of George Floyd. For many organisations, it sparked a genuine attempt to tackle racism and the complex issues that underpin it, leading to debate, discussion, and many new initiatives.

Dr Navina Evans and Sir David Behan, set out HEE’s ambition in September 2021 to become an anti-racist organisation. Following the initial statement subsequent CEO All Staff Webinars delivered messages raising awareness of HEE’s anti-racism ambitions. An Anti-Racism Working Group has been established, comprised of colleagues from across the business to progress this work.

Anti-Racist Webinar

The Diversity, Inclusion and Participation Team hosted an Anti-Racism webinar attended by One hundred and sixteen colleagues, to support our journey to becoming an anti-racist organisation.

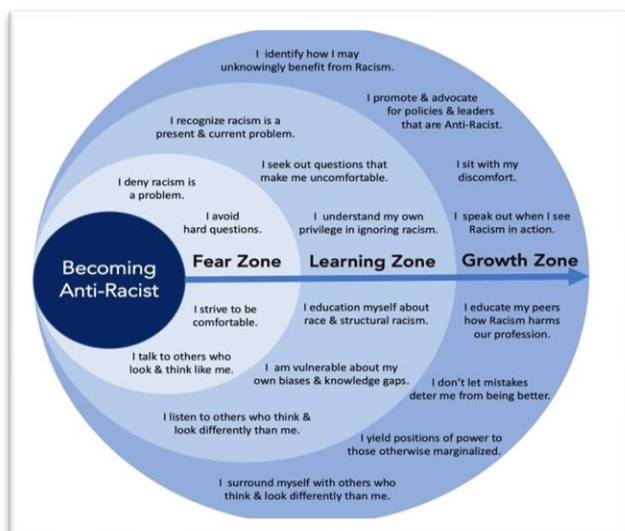
The webinar went back to basics and provided important foundational knowledge enabling attendees to contribute and participate in our emerging programme of work to tackle racism. It recognised that there were no ‘quick wins’ or easy solutions to tackling racism and that we all have a role in taking thoughtful, deliberate action to achieve long-term change.

HEE Anti-Racism Diagnostic

A brief diagnostic assessment of HEE’s Race Equity position was undertaken using the following five themes:

- a) **Mission, Values and Culture** – “Our Business”
- b) **Access to Services and Tracking Disparities** – “Our People”
- c) **Engagement and Decision Making** – “Our People”
- d) **Leadership and Staffing** - “Our People”
- e) **External Relationships and Advocacy** - “Our Influence”

Initial findings concluded that HEE has made some progress in working towards becoming a more equitable and inclusive work environment for existing and future ethnic minority colleagues, but that it still has a long way to go in respect of achieving its anti-racist ambitions.



The first meeting of HEE’s Anti-Racism Working Group took place in February. The session was well attended by colleagues across the business. The group included undertaking a Racial Equity Assessment diagnostic to provide HEE with a clear baseline picture of where we are starting from, as we commence this work, as well as to identify workstreams that members of the Working Group can engage in.

Anti-Racist Allies

Within HEE it is widely known that BAME representation falls exponentially after Band 8a, and the experience of working within HEE for this demographic is much less positive in comparison to White-presenting colleagues. BAME colleagues face numerous systemic barriers within the organisation, with our aspiration of becoming an Anti-Racist organisation the role of White-presenting allies has never been more crucial. As the barriers are systemic, the solutions must also be systemic.

The Diversity, Inclusion and Participation Team are developing learning sessions primarily aimed at our Board members as they will be spearheading HEE's anti racist ambitions and those in Band 8a and above roles. We will strive to ensure that we have representation across the scales to Board level.

Hate Crime Awareness

As part of the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) we are offering a working environment that is safe, well maintained, and healthy allowing everyone to do their best.

The Diversity, Inclusion & Participation Team developed a Hate Crime Awareness session to raise awareness with staff.

In addition, we are working with People and Culture to map current support provision for staff who may be victims or witnesses, who may need support along with guidance for line managers on how to support their team members.

Equality Impact Analysis (EIA)

Public authorities are required to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations when making decisions and developing policies. To do this, it is necessary to understand the potential impacts of the range of internal and external activities on different groups of people.

In order to comply with the Public Sector Equality Duty, we use the Equality Impact Analysis (EIA) Tool when the need for a new 'practice or service change' is identified, or when an existing one is reviewed.

The Diversity, Inclusion & Participation Team carried out extensive discussions with key stakeholders in the organisation and launched the new refreshed Equality Impact Analysis Toolkit and guidance to support colleagues who may be required to use the tool. The refreshed Equality Impact Analysis Toolkit will form part of any new practice or service change, event or funding activity and will be factored at an early stage, as one would for other considerations such as risk, budget or health and safety.

Work is in progress to organise training for managers and convert the current EIA Template into an internal digital platform to better facilitate completion, monitoring, progress of EIAs and any associated actions.

The Diversity, Inclusion & Participation Team continue to provide support to regional and national teams conducting EIAs along with an EIA training package to targeted teams to raise awareness of the new process.

Inclusive Recruitment

For us to play our part in providing the best patient care and to truly make HEE the best place to work for everyone, our commitment to being inclusive needs to cover everything we do. This includes how we recruit. By being an inclusive employer, by valuing different experiences, backgrounds, ways of working, views and opinions, we will attract, develop and retain the best talent.

Our Inclusive Recruitment project is part of our Best Place to Work programme and will help us improve the diversity of our workforce, particularly at senior levels where we know some groups are under-represented. The Inclusive Recruitment project team is made up of colleagues from People and Culture, Diversity, Inclusion and Participation and our Best Place to Work Programme Team. This project also links in with the recruitment service development project.

What we've delivered

Workstream	Activity
Data	We have explored data reporting on applicants and candidates at each stage of the recruitment process. This work will feed into monitoring outcomes for key groups with protected characteristics.
Advertising	We have embedded inclusive language into our job adverts and highlighted the benefit of working for HEE. Our default job advert text now explains our commitment to being a diverse and inclusive employer, with a culture where employees are valued, respected, and acknowledged. .
Support for applicants	We have developed guidance for applicants on how to complete a successful application and prepare for interview to make opportunities more accessible and provide feedback to unsuccessful applicants.
Guidance for managers	We have delivered an inclusive recruitment checklist for recruiting managers, covering each step of the recruitment process. This has been further developed through continued collaboration with hiring managers and staff networks. It covers job descriptions and advertising, longlisting and shortlisting, preparing for interview, the interview, making a decision and post interview activities.

Next Steps for the Inclusive Recruitment Project:

Workstream	Activity
Adverts and job descriptions	We are considering the benefits of introducing software to help ensure inclusive language is used in adverts and job descriptions.
Selection criteria	We have reviewed longlisting and shortlisting processes and guidance available, to improve our guidance to support consistency and fairness. Draft guidelines are being tested live with recruiting managers who are shortlisting candidates.
Panels	We want to improve the diversity of selection panels and introduce inclusive practice to assess applicants and candidates fairly and better. Introduce policy on minimum number of panel members and training for panel members. Continue piloting of inclusive recruitment specialists.
Training	We aim to deliver recruitment training for hiring managers and others across HEE, who are regularly involved in assessments. Some regions are piloting material and training.
Assessments	We are developing values-based assessment guidance, including specific equality, diversity and inclusion questions for all roles, with a greater expectation of managers and leaders to demonstrate inclusive behaviour.

Workforce Race and Disability Equality Standards 2020/2021

As part of ongoing efforts to bridge race and disability equality gaps across the organisation, the national WRES/WDES Steering Group meets quarterly to monitor progress against agreed actions and escalate barriers to progress, as necessary.

The areas of focus agreed by the Steering Group are:

- Improving levels of self-reporting
- De-biasing recruitment processes
- Improving experience of access to opportunities for progression and promotion

Insight into WRES indicators (AfC staff group)



24.5% of HEE staff are BME³



White applicants are **1.43** times more likely to be appointed from shortlisting across all posts than BME applicants



White staff are **1.25** times more likely to access non-mandatory training and CPD than BME staff



8.4% of BME staff have experienced harassment, bullying, or abuse from other staff members



59.6% of BME staff believe that HEE provides equal opportunities for progression or promotion



18.6% of BME staff have personally experienced discrimination at work from a manager, team leader, or colleague



17.6% of HEE board membership are BME

³ BME - Black Minority Ethnic

Improving levels of self-reporting

The overall BME colleague representation within HEE was 24.5% at 31 March 2022, compared to 22.1% of 31 March 2021. However, in 2022, 6.4% of colleagues chose not to report their ethnicity. This is an improvement on the previous year.

De-biasing recruitment processes

During 2021 – 2022 nearly 39% of applicants declared themselves as having a BME background. However, BME appointments did not reflect this, and white colleagues were 1.43 more likely to be appointed to posts than BME colleagues. Whilst an improvement on 2021 figure, it falls short of our target for March 2023.

Improving experience of access to opportunities for progression and promotion

There is a significant difference between BME and white colleagues in how they view HEE's performance in offering equality of opportunity for career progression or promotion. With just under 60% of BME colleagues believing that we do, compared with over 85% of white colleagues in March 2020. Whilst the March 2021 results saw an improvement on the 2020 results for white colleagues, there was no improvement for BME colleagues, and this falls short of the BME target of 70% by 2023.

The average results for BME colleagues in 2020 Trusts and CCGs were 71.2% and 40.7%, respectively.



Insight into Workforce Disability Equality Standard (AfC staff group)



7.5% of HEE staff are disabled



Non-disabled applicants are **1.43** times more likely to be appointed from shortlisting across all posts than disabled applicants



No disabled staff have entered the formal capability process



16.8% of disabled staff experienced harassment, bullying, or abuse in the previous 12 months



69.1% of disabled staff believe that HEE provides equal opportunities for career progression or promotion



13.4% of disabled staff have felt pressure from their manager to come to work, despite not feeling well enough to do so



64.2% of disabled staff say they are satisfied with the extent to which HEE values their work



81.4% of disabled staff say HEE has made adequate adjustments to enable them to carry out their work



17.6% of HEE Board membership is disabled

Improving levels of self-reporting

Colleagues with declared disabilities make up at March 2022 7.5% of our total workforce compared with 7.1% the previous year. However, there are nearly 10% of colleagues who chose not to report their disability status. Whilst this is an improvement of the previous year of 12.1%, work needs to continue to ensure consistent improvements in this area.

De-biasing recruitment processes

In 2021/2022, it was more likely that a non-disabled colleague would be appointed to a post compared with a colleague declaring disabilities (1.43). Whilst this is an improvement on the previous year (1.53) it is still higher than the wider NHS (1.20) It should be noted that approximately 11.5% of appointed staff declined to declare their information in this area within their application which makes true analysis more difficult.

Improving experience of access to opportunities for progression and promotion

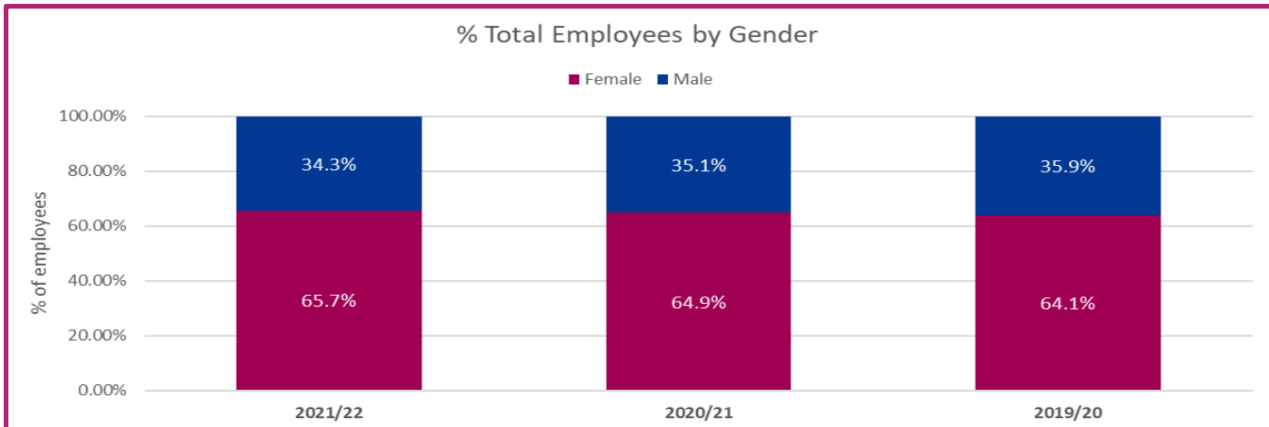
From the colleague survey undertaken in 2021, 69.1% of respondents who declared a disability indicated that the organisation provided opportunities for career progression, just over 14 percentage points fewer than those declaring no disabilities. This is significantly lower (just over 6 percentage points) than the figure reported across the NHS at large (78.2%).



Gender Pay Gap

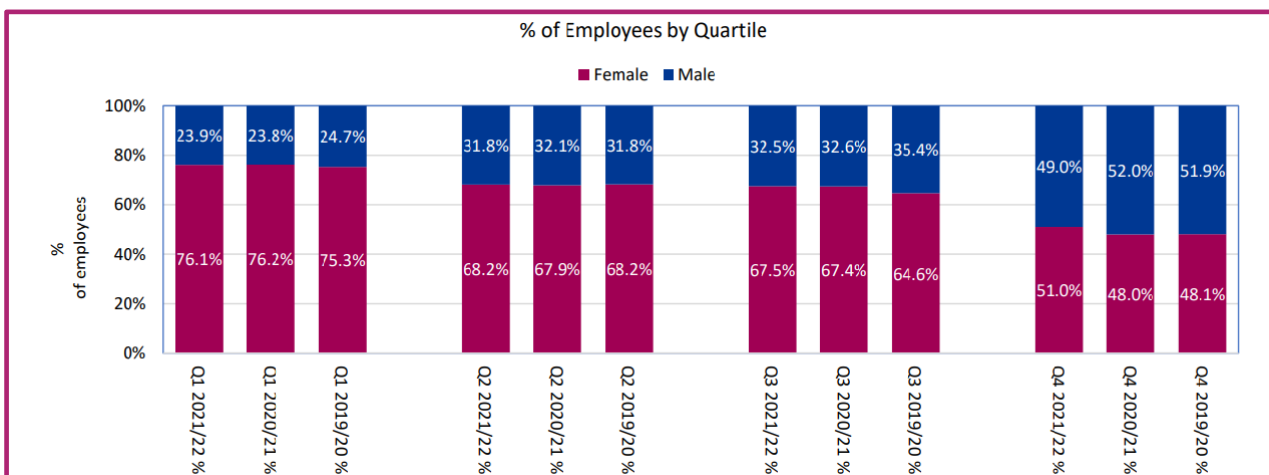
It is the policy of Health Education England to treat and reward all employees fairly, regardless of their gender. We are committed to providing fair treatment and rewards to all staff, irrespective of their gender, and follow the principles of consistency, fairness, and transparency.

Gender profile of HEE, as of 31 March 2022.



The gender pay gap report requires employers to split the employee population into 4 'quartiles', or groups, from the lowest paid (Q1) to the highest (Q4).

76.1% of HEE staff in the lowest quartile are women, compared with 51% in the highest quartile. As 65.7% of HEE's workforce is female, the current pay gap is impacted by this smaller representation of women in senior roles, particularly in the uppermost quartile, compared to the lowest.



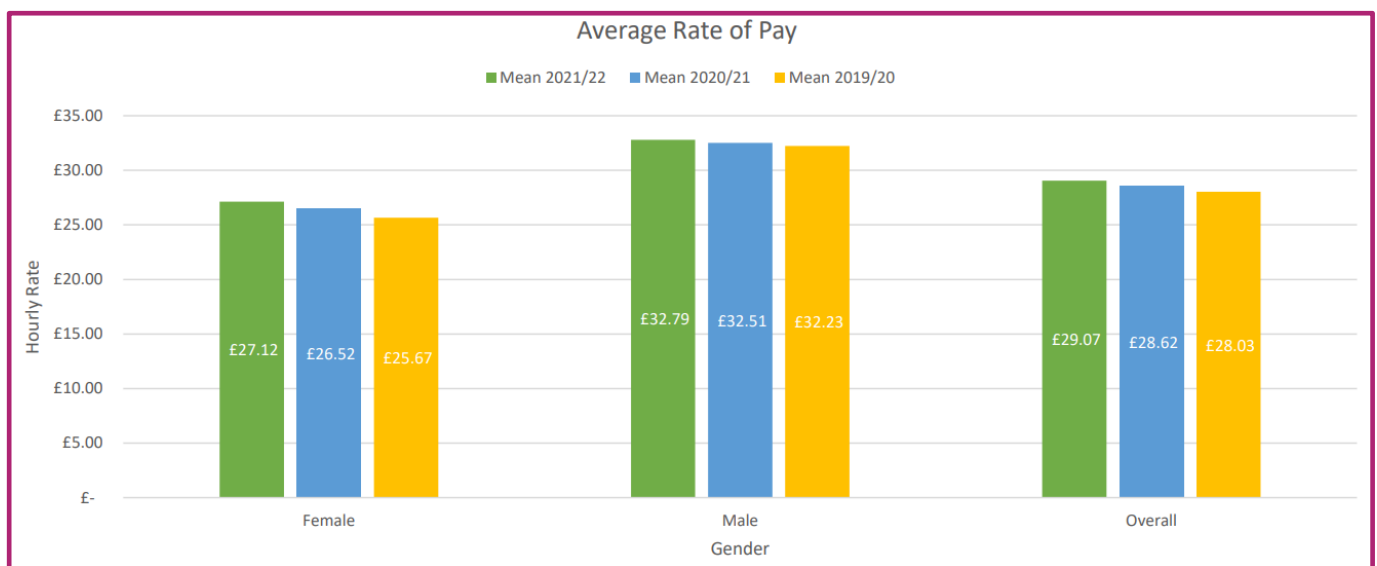
The number of staff within senior management roles (band 8d, 9, medical grades and ESMs) is 30.73% of the organisation. 47.65% of these are men and 52.35% are women. The overall distribution of male and female staff has remained largely consistent since HEE was first established in 2013.

The overall difference in hourly pay is primarily driven by a greater proportion of men in the highest quartile compared to the overall population. In turn, this is also affected by the higher number of men than women within Medical and Dental roles, which is the group of highest paid roles within HEE overall.

For 2021/22 the gender pay gap for HEE is as follows

-
- Mean** The difference between the mean hourly rate of men vs women was 17.29% (in 2020/21 the difference was 18.44%)
-
- Median** The difference between the median hourly rate of men/women was 14.61% (in 2020/21 the difference was 27.78%).
-

The charts below show the mean and the median pay for male and female for 2021/22 compared to 2020/21 & 2019/20



* Only unvalidated national 2021/2022 Gender Pay Gap Data was available at time of publication and is therefore subject to change.



Advancing HEE's Equality and Diversity (AHEAD) Group

Each regional AHEAD (Advancing HEE's Equality and Diversity) Group meets quarterly to provide local area leadership in the development and implementation of HEE's National Diversity and Inclusion Strategic Framework 2018-22.

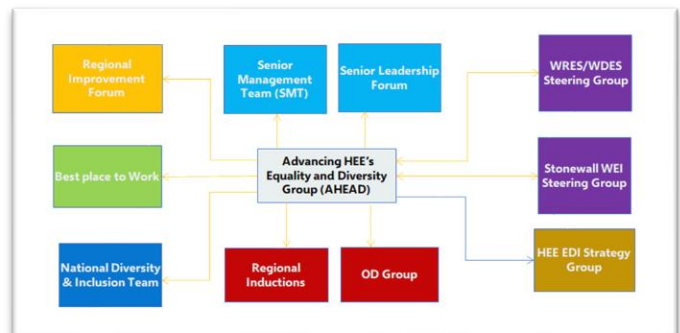
The AHEAD Group is responsible for creating a regional action plan and monitoring progress against it to enable a platform for discussion on local D&I issues that contribute to the implementation of HEE's Strategic Framework and progress towards an inclusive culture.

We believe these action plans will make a significant shift in progressing equality and inclusion across all protected characteristics.

Each action is mapped against the three themes (prioritising 'Our People'), four pillars of our Inclusion Framework and the six Best Place to Work strategic objectives to ensure all actions are aligned to HEE's vision and direction

The AHEAD Group contributes to HEE's D&I agenda by aligning with national priorities as determined by the People Committee, to include compliance with the Workforce Race Equality Standard (WRES) and the Workforce Disability Equality Standard (WDES), through inclusive practice and deciding upon one additional regional priority as approved through local discussion and agreement at the Group.

AHEAD Group Strategic Governance Links



AHEAD Group Governance Structure

The diagram illustrates an example of how D&I is interconnected into daily business practice giving it a focus on clarity, growth, and belonging to drive impact for both the business and our employees.

This demonstrates a clear stance, to embed D&I in the region to ensure the organisation's purpose, exemplifies the culture, and takes responsibility for progress toward our D&I goals.

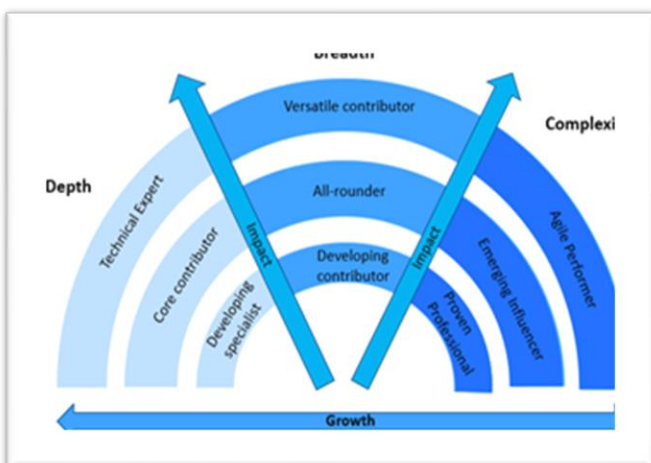
"Through the action plans developed by our AHEAD groups, we will set out clear measurable outcomes that ensure the organisation is making sustained improvement. This will enable us to evidence the impact we are having, and better understand where HEE must focus its attention."

Diversity and Inclusion – Our Strategic Framework 2018-2022

Scope for Growth & Talent Management

Fostering a culture of inclusion and belonging will help to identify and co-ordinate diversity in teams and make the aspirations of our people 'more visible'. Scope for Growth is a framework to support structured person-centred career development conversations between staff members and Line Manager. It provides a structured framework to support career development conversations to better understand an individual's aspiration and potential.

Scope for Growth is one of the tools in our organisational Talent Management Strategy.



The Scope for Growth Team is led by People and Culture with representation from the Diversity, Inclusion and Participation Team.

HEE aims to implement Scope for Growth prior to merging into the new NHS England in March 2023. This timeline supports the NHS-wide implementation plan target of 2025.

Diversity & Inclusion SharePoint Sites

Diversity, Inclusion & Participation Team have developed Diversity & Inclusion SharePoint microsites to inform and support colleagues across all regions. It is important to let employees know that there are many ways to contribute and support Diversity & Inclusion efforts and that this does not necessarily require expertise in the field.

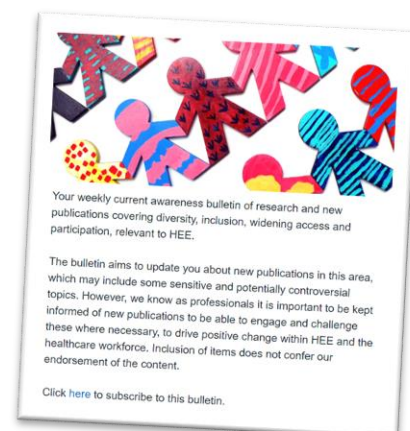
Often employees are eager to join in the process but lack the know-how and confidence to act. The microsites articulate our stance on Diversity & Inclusion and give a vast range of information and resources for staff across the regions to learn and share.

Diversity & Inclusion Briefings & Bulletins

All new Diversity & Inclusion pilots and initiatives are announced at the Regional Staff Briefings by the Regional Directors along with communications posted to HEE Connect and our Yammer D&I Community channel.

The Diversity, Inclusion & Participation Bulletin is a weekly summary of research and news produced by the Knowledge Management Team, covering diversity, inclusion, widening access, and information relevant to HEE.

Anyone in the organisation can sign up for the bulletins.



Distributed Leadership for Inclusion Framework and Toolkit

Setting individual inclusive objectives is a personal endeavour to move forward in one's understanding and practice of diversity and inclusion.

There is a general recognition that we are all at different stages of what seems to be a journey towards inclusion. And with a humble attitude we also recognise that this may be a never-ending journey as there is always more or something new to learn.

Setting inclusive objectives enables our colleagues to demonstrate how they are being inclusive alongside showcasing improvements in confidence and responsibility for fostering equity in the workplace. This, in turn, evidences how we live our HEE values and behaviours.

Distributed Leadership for inclusion is about creating a movement for change:

- A framework that visually connects inclusive objectives with organisational values & behaviours, individual and collective inclusive leadership and practice.
- Guidance for setting individual inclusive objectives within the appraisal document, and learning from reflecting on action
- Guidance for setting team's inclusive objectives within workplans (PMO) and learning from systematic and regular collective reflection
- Inclusion Manifesto – a commitment to enabling belonging and authenticity in the workplace



HEE Values & Behaviours

HEE's Values and Behaviours were co-created with colleagues in 2021. The Best Place to Work Values & Behaviours working group was set up with the objective to set the foundations of best practice for values and behaviours by embedding them into our organisation at a national level.

This all-important work was led by the Director for People and Culture with representation from the Diversity, Inclusion & Participation Team on the group to help shape, deliver and embed values and behaviours into the organisation.

Our HEE values are personal to HEE yet sit underneath the wider banner of the NHS Constitutional values - something which everyone who works for the NHS, including our trainees and learners, is expected to uphold.

The golden thread that connects all of our values is the need for a people-centred approach. Having developed these values together, we are ensuring we are putting people first and being the best possible version of ourselves:

What has been done so far to support our colleague

Workstreams	V&B Objective/s
Corporate Induction	Created a new futureproofed V&B video with Navina Evans.
Exit Survey	Embedded V&B into the Exit Survey process.
Communications	Created digital V&B assets and added these to HEE Connect. V&B communications campaign with colleague stories have been shared.
Values & Behaviours Week 2021	Ran a successful V&B week which focused on promoting and engaging with our new V&B.
Recruitment	V&B project has consulted on the Inclusive Recruitment project.
Review Colleague Survey Results	Reviewed survey results to understand whether any project changes were required.
Values Champions	Explored options for Values Champions. Decision made to take this no further.
Training & Development	Introduced a V&B toolkit.

 <p>Fair</p> <p>We will prioritise fairness, consistency, and equality.</p> <p>We will respect and value everyone as a person - regardless of role, function or grade.</p> <p>We will think and speak well of each other, recognising talent and commitment, not hierarchies.</p>	 <p>Responsible</p> <p>We will be proud of doing things right, taking personal and collective responsibility for our actions.</p> <p>We will act as role models and challenge poor behaviour.</p> <p>We will communicate clearly and openly, helping each other to contribute to our work.</p>	 <p>Confident</p> <p>We will celebrate, recognise and thank each other for our performance and contribution.</p> <p>We will promote creativity and respond positively to feedback to help us do better.</p> <p>We will support each other to fix things and learn lessons when we make mistakes or things don't turn out as planned.</p>	 <p>Inclusive</p> <p>We will celebrate and respect our diversity and differences to ensure everyone is included.</p> <p>We will be warm and approachable and treat each other kindly.</p> <p>We will be considerate, including respecting boundaries between work and home lives.</p>
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Supporting Staff Networks & Support Groups

We are committed to creating a diverse and inclusive organisation, where colleagues can bring their whole selves to work and where we are harnessing the talents of all our colleagues fully. One of the ways we are supporting this is endeavour, is through the development of staff networks, which can provide a forum and be a voice for under-represented and disadvantaged groups and individuals within our organisation

At HEE we have a rich tapestry of well-established staff networks and newly created support groups across the organisation.

Each network group in HEE has a nominated Diversity, Inclusion & Participation Team Lead to advise and support the development of the networks.

Our networks support HEE by helping us to:

- ☑ Shape culture and behaviours in HEE
- ☑ Build a sense of community across geographical boundaries
- ☑ Give a collective voice on issues
- ☑ Be a safe, supportive, and trusted place for colleagues
- ☑ Enhance peer support and networking opportunities
- ☑ Support the diversity and inclusion agenda
- ☑ Promote career progression
- ☑ Build links to and contribute to wider work in external network groups
- ☑ Organise social events
- ☑ Ultimately help HEE to understand the people who work for them (which subsequently helps the organisation perform better by welcoming difference).



Staff Networks and Support Groups at HEE

Faith and Spirituality Group

Our Diversity, Inclusion and Participation Team ran a session for colleagues who had expressed an interest in having a Faith and Spirituality Staff Network. While we had quite a lot of interest in setting up a network, we struggled to find to lead it. With support from the Diversity Inclusion and Participation Team, the Faith and Spirituality Group established itself as a support group initially, with six moderators playing a role in running it, open to all, no matter what your faith, religion or spiritual beliefs are.

Men's Network

The Diversity, Inclusion and Participation Team supported the development of the Men's Network. The Men's Network was founded by colleagues for colleagues. It is a national network representing all HEE colleagues that identify as men. All colleagues are welcome to engage with and join the network. The Men's Network recognises and embraces HEE's values and behaviours, ensuring that they are the centre of all network activity.



If you need this report in an alternative format please email us.

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