



Workforce Race Equality Standard Report (WRES)

April 1 2022 – March 31 2023

Foreword

Our commitment to building a diverse, equitable, and rewarding place to work, where our people can thrive is a driving factor in Nuffield Health's strategy. We continue to focus on:

- **prioritising the health and wellbeing of our employees**
- **building a sense of belonging, where we listen to, and embrace, the views of all ethnicities, genders and disabilities**
- **encouraging personal growth, through our quality training and education.**

We have made good progress since the publication of our 2021-22 WRES Report, both in terms of understanding our people and delivering initiatives that improve representation, inclusion, and sense of belonging. Our data disclosure rates have increased to 81.2% (compared against 16% in 2020), workforce diversity has increased by 2.55%, and our WRES Indicator Scores have improved in key areas e.g., Number of non-white colleagues undertaking apprenticeships and employment in Senior / Very Senior bands.

Over the last 12 months, we have continued to prioritise and invest in people and organisational development. In 2022, we launched our Equity, Diversity, and Inclusion curriculum which strives to update our people on best practices and topics, such as Unconscious Bias, Neurodiversity, and Gender Identity. We also appointed our first

Equity Specialist who is supporting the delivery of our Equity Strategy across the Charity. Key successes in 2022-23 have included the growth of our employee networks and the setup of an Employee Forum who consult on organisational matters and champion the voice of our people.

At a local level, our sites continue to support local communities, identifying unmet needs and supporting underserved groups that could benefit from our free services and expertise. Over the last 12 months, our free Programmes For All, which provide health checks, education and exercise, have helped more than 60,000 people, of all ethnicities, improve their health and wellbeing.

Nuffield Health continues to refine its processes so that we can improve the quality of our data and effectively report on the Workforce Race Equality Standard (WRES) Indicators. Over the past 12-months we have improved data collation and developed new reporting capabilities that enable us to understand our people in greater detail. As a result, this submission includes more accurate data, improved indicator scores, and new data on recruitment and hiring. We aim to build on this over the next 12-months, as we update our inclusion strategy and drive impactful activities that enhance people experience and organisational maturity.

Amanda Lambert
Chief Operating Officer, Central Services



“Our Employee Forum consults on a wide range of organisational matters and champions the voice of our people.”

Introduction

1. **Name of organisation:**
Nuffield Health.
2. **Date of report:**
July 2023.
3. **Name and title of board lead for the Workforce Race Equality Standard:**
Amanda Lambert, Chief Operating Officer- Central Services.
4. **Name and title of lead manager compiling this report:**
Ben Davies, Organisational Development Director
5. **Names of commissioners this report has been sent to:**
This report will be sent to all commissioners with whom Nuffield Health holds an NHS contract.
6. **Unique URL link on which this report and associated Action Plan will be found:**
nuffieldhealth.com/wres-report
7. **This report has been signed off by on behalf of the board by:**
Amanda Lambert,
Chief Operating Officer, Central Services.

Nuffield Health Central Services Forum.

Background narrative

8. **Any issues of completeness of data:**
In this reporting period, we are unable to report on the following WRES indicators due to data incompleteness:

a. Colleagues who undertake non-mandatory training or CPD. We are introducing new systems and processes so that we are able to capture this in future reporting periods. Data pertaining to colleagues undertaking apprenticeships has been included and is detailed on Page 7.

b. The relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation. We have been unable to capture this in the current reporting period, but have updated our candidate management processes so that data capture is in place for 2023-24.

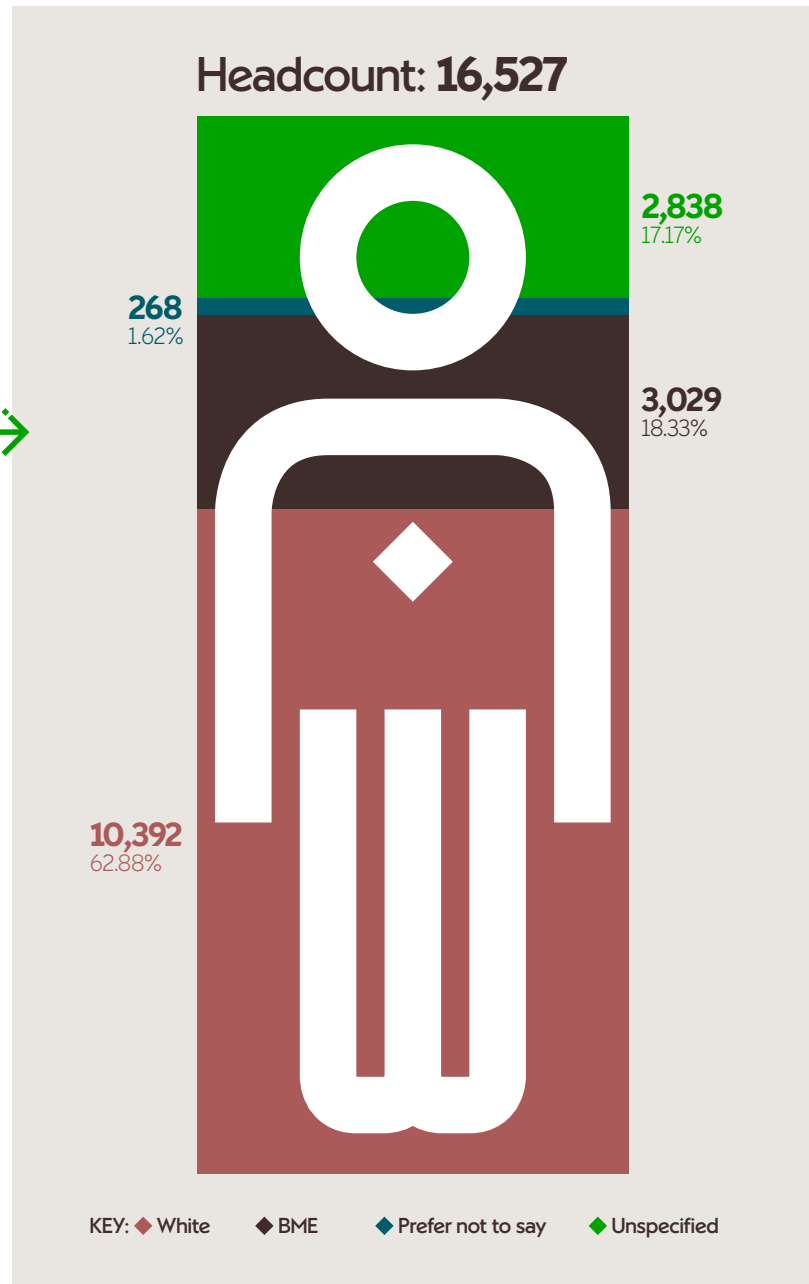
c. The Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months. Our employee engagement platform enables us to survey our employees on all aspects of organisational life. Whilst the platform does not capture data specific to Indicator 5, it does provide insight into the confidence our people have in our response to all forms of bullying, harassment, and abuse. These responses are depicted as a Net Promoter Score (NPS) on page 7 and have been segmented for our white and non-white team members.

9. **Any matters relating to reliability of comparisons with previous years:**
There is no comparison to WRES indicator 2 as this is the first year we have been able to capture and publish this data.



Self-reporting

10. **Total number of colleagues employed within this organisation at the date of the report:**
16,527. This figure includes Bank workers.
11. **The proportion of BME colleagues employed within Nuffield Health at the date of the report:**
18.33%, a 2.55% increase on last year's report.
12. **The proportion of total colleagues who have self-reported their ethnicity:**
81.2%, a 5% increase on last year's report.
13. **Have any steps been taken in the last reporting period to improve the level of self-reporting by ethnicity?**
Self-reporting of ethnicity is optional throughout our employee lifecycle. As part of our 2022 Equity Strategy, we launched a series of initiatives aiming to improve self-reporting and data disclosure. Consequentially, our ethnicity self-reporting levels have increased from 16% in 2020 to 81.2% at the end of the reporting period.
14. **Are any steps planned during the current reporting period to improve the level of self-reporting by ethnicity?**
Our data disclosure efforts are ongoing and we continue to drive self-reporting across all demographic areas. We plan on launching a personal data campaign in 2023 that highlights the benefits of data sharing. This will reaffirm best-practice data security measures and attempt to allay any privacy concerns.



10.

16,527

Total number of colleagues employed within Nuffield Health at the date of the report including bank workers

11.

18.33%

The proportion of BME colleagues employed within Nuffield Health at the date of the report

An increase of 2.55%
(2021 – 15.78%)



12.

81.2%

The proportion of total colleagues who have self-reported their ethnicity

An increase of 5%
(2021 – 76.2%)



Workforce Race Equality Indicators

15. Percentage of colleagues in each of the AfC Bands 1 – 9 and VSM (including executive Board members) compared with the percentage of colleagues in the overall workforce:

Nuffield Health does not utilise the AfC grading and pay system. We use our own grading framework, which differs from the AfC Bandings. In accordance with WRES Guidance, we have segregated our bands into support, middle, senior, and very senior. The table shown illustrates the distribution:

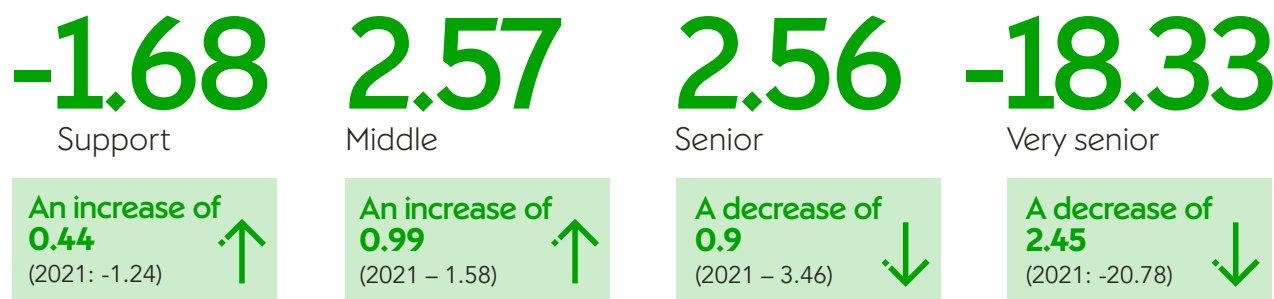
Based on this data, the following WRES indicator outcomes have been calculated.

Support	-1.68	+0.44	(2021: -1.24)
Middle	2.57	+0.99	(2021: 1.58)
Senior	2.56	-0.9	(2021: 3.46)
Very senior	-18.33	-2.45	(2021: -20.78)

There have been marginal changes in representation in the support, middle, and senior bands over the last 12-months. Representation in our very senior band continues to be an area of focus, although this has positively increased by 2.45 compared against the previous reporting period.

Total population	Support	Middle	Senior	Very senior	No grade	
White	6,231 63.86%	3,898 61.66%	231 60.31%	13 86.67%	21 42.00%	10,394
BME	1,624 16.64%	1,321 20.90%	80 20.89%	0 0.00%	1 2.00%	3,026
Prefer not to say	144 1.48%	116 1.83%	7 1.83%	1 6.67%	0 0.00%	268
Unspecified	1,758 18.02%	987 15.61%	65 16.97%	1 6.67%	28 56.00%	2,839

WRES indicator outcomes:



Workforce Race Equality Indicators continued

16. **Relative likelihood of colleagues being appointed from shortlisting across all posts:**
A total of 145,426 applications were received during the reporting period to all vacancies. Data for the reporting year is shown in the table.



Despite a higher proportion of minority ethnic applications, the data shows that a greater proportion of white applicants were shortlisted and offered a role upon conclusion - which is reflected by the WRES calculation of 1.32. However, this dataset is heavily skewed by the high proportion of non-disclosures (preferred not to say) and our current inability to identify and exclude applicants who do not have the right to work.

This is the first year that we have reported this data. Whilst there are ongoing efforts to refine the data collation for greater accuracy, the conversion from application to offer of employment is an area of focus. In 2023-24, we will be piloting additional recruitment skills training that aims to raise awareness and negate the impact of unconscious biases (as part of a revised leadership induction) - the effectiveness of these measures will be monitored as part of our DEI Strategy.

Data comparison for the previous year: Please refer to the comment in Q9.

17. **Relative likelihood of colleagues entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation:**
Please refer to the comment in Q8b.

	Applications	Shortlisted for interview	Offered role
Minority Ethnic	65,315	3,142	522
White	51,028	8,760	1,926
Prefer not to say	29,083	7,757	3,396
TOTAL	145,426	19,659	5,844

WRES indicator outcome:

1.32

“I am thrilled to see the progress made so far, and look forward to building on this further in 2024.”

Grace Boleyn-St Aubyn
Equity Specialist



Workforce Race Equality Indicators continued

18.

Relative likelihood of colleagues accessing non-mandatory training and CPD:

Please refer to the comment in Q8a. During the reporting period a total of 320 employees were participating in an apprenticeship programme as part of their non-mandatory professional development plans. This is a 53% increase in apprenticeship participation from 2021-22 (320 compared against 209). 46 of those participating in apprenticeships programmes for this reporting period declined to disclose their ethnicity.
-
19.

The implications of the data and any additional background explanatory narrative:

The relative likelihood of white staff accessing non-mandatory training and CPD compared to BME staff has reduced from 1.89 in 2021-2022 to 1.52. Therefore, whilst our BME staff continue to access apprenticeships less than their white counterparts, improvements have been made over the last 12-months.

We will continue to review our nomination process for apprenticeship programmes and celebrate the diversity of our apprentice learners when promoting these programmes across the Charity.

	In learning	Total workforce figure	%	
BME	44	3,026	1.45 (0.94 – 2021)	↑ 0.51
White	230	10,394	2.21 (1.78 – 2021)	↑ 0.43
Undisclosed	46	2,839		
TOTAL	320			

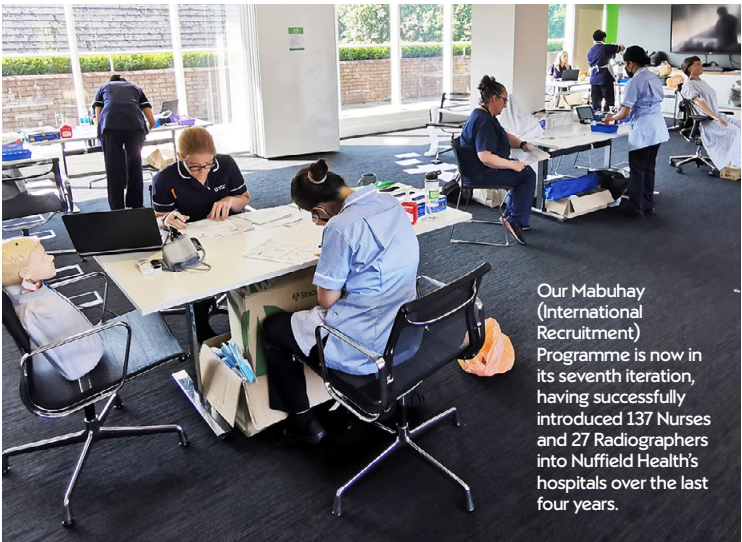
WRES indicator outcome:

1.52

A decrease of 0.37% ↓
 (2021 – 1.89%)

53%

increase in employees participating in apprenticeships



Our Mabuhay (International Recruitment) Programme is now in its seventh iteration, having successfully introduced 137 Nurses and 27 Radiographers into Nuffield Health's hospitals over the last four years.

Staff Survey Indicators

20. The number of colleagues experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months and the number of colleagues experiencing harassment, bullying or abuse from staff in the last 12 months:

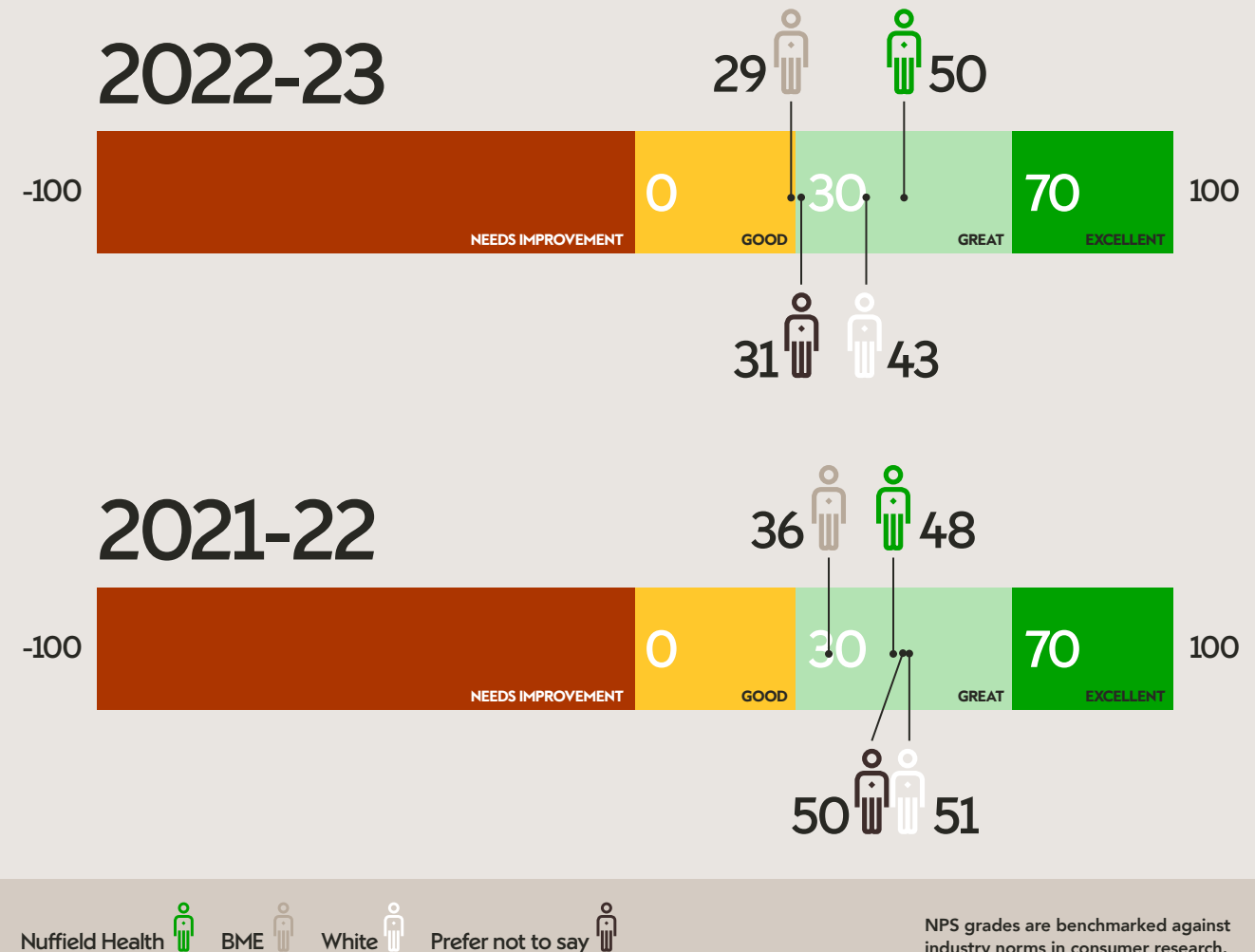
Please refer to the comments in Q8c.

21. As part of our staff survey, we ask our people to rate their level of agreement with the statement, 'I believe Nuffield Health would respond appropriately to instances of discrimination.' This is reported as a Net Promoter Score (NPS) and shown in the graphic right:

Our survey results indicate that our BME staff members positively rate Nuffield Health's responses to discrimination, although these are lower than the previous reporting period in both white and non-white colleague groups.

Bullying, harassment and discrimination are key priorities, and we strive to create an inclusive environment for all. In 2023, we launched our Speak Up strategy, which aims to promote cultural openness and Freedom to Speak Up (FTSU). We are currently in the process of establishing a network of regional FTSU Guardians who will support the delivery of this strategy, enhancing our ability to manage escalations and take appropriate actions that positively improve organisational culture.

'I believe Nuffield Health would respond appropriately to instances of discrimination'



Staff Survey Indicators

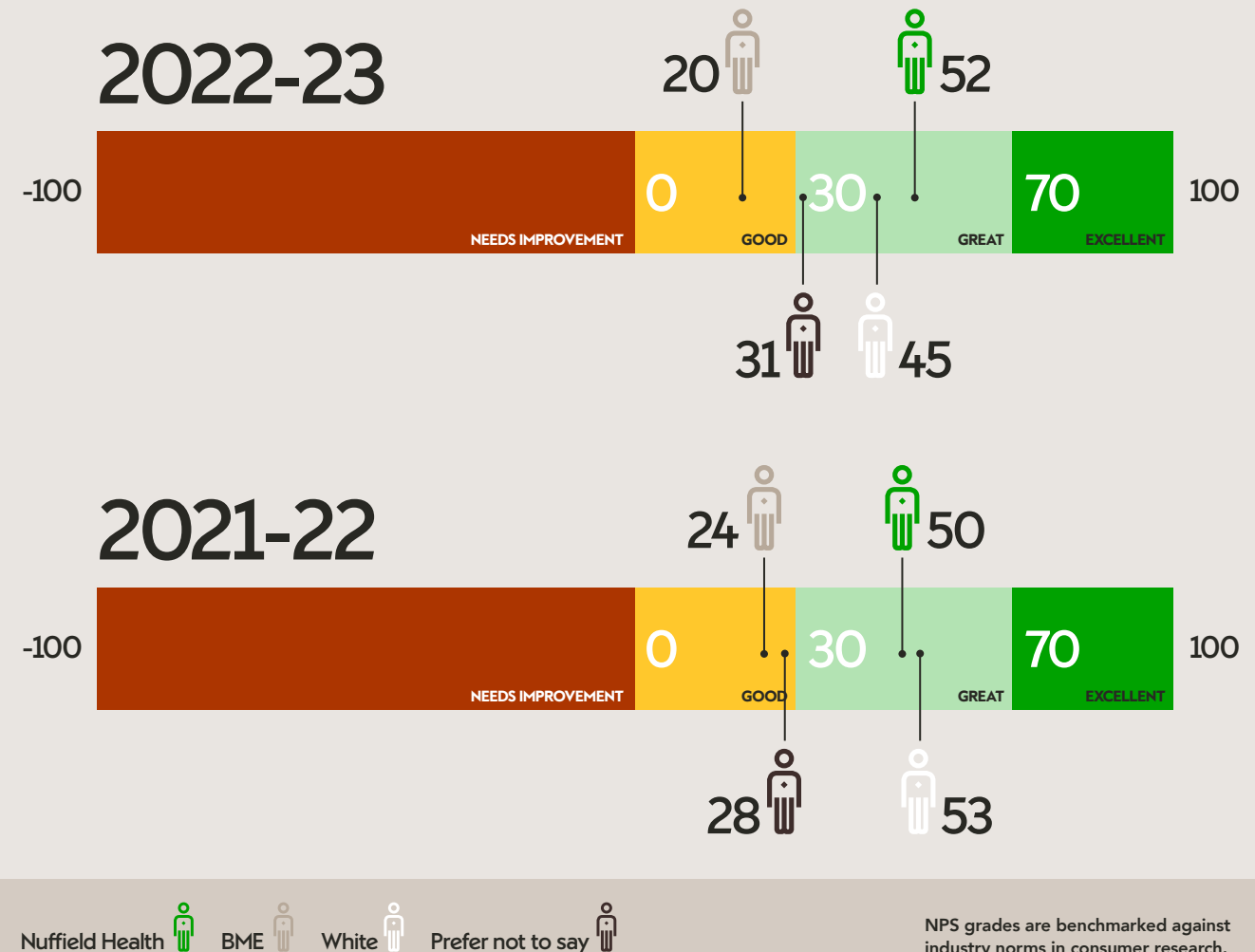
Our FTSU Guardians will work alongside our Employee Resource Groups to improve our understanding of lived experience and any potential barriers to speaking up. They will also support us in the development of purposeful activities that improve the confidence of minority background colleagues.

Going forwards, they will help us to forge stronger links with our people and work collaboratively with other teams to foster inclusive environments that are free from inequality and discrimination.

22. **As part of our staff survey, we ask our people to rate their level of agreement with the statement, 'People of all backgrounds have the same opportunities at Nuffield Health.'** This is reported as a Net Promoter Score (NPS) and shown in the graphic right:

Our survey responses indicate that our BME staff members rate their level of belief in equal access to opportunities slightly lower than their white colleagues. Nuffield Health strives to create an environment where all of our people feel that they have equal access to opportunities. In order to understand this variance in more detail, we plan on exploring this indicator in both our Equity Forum and our newly-launched Employee Forum. The insights from these sessions can then be used to inform future DEI activities that aim to improve access and bridge perceived demographic gaps.

'People of all backgrounds have the same opportunities at Nuffield Health'

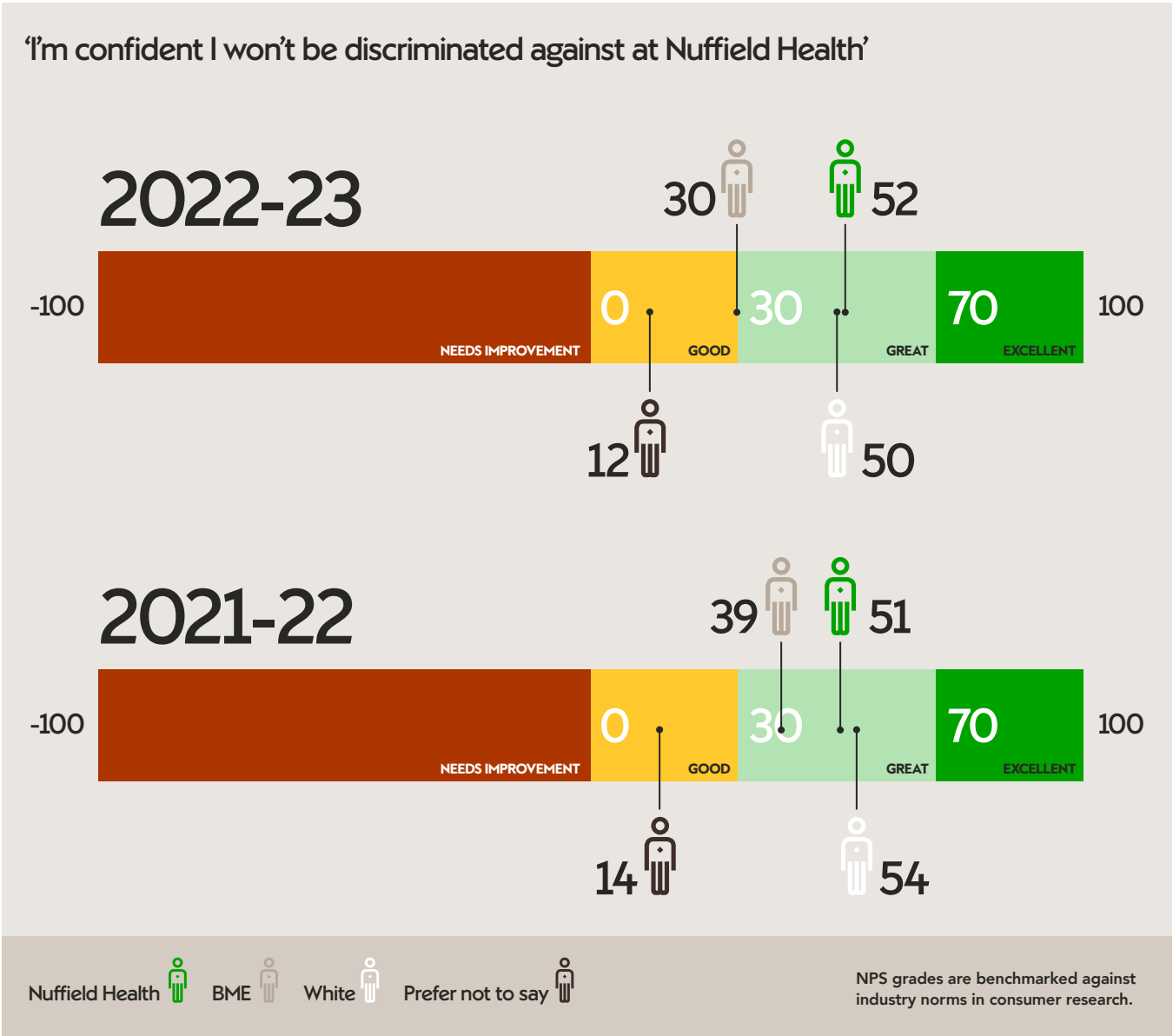


Staff Survey Indicators

23. As part of our staff survey, we ask our people to rate their level of agreement with the statement, 'I'm confident I won't be discriminated against at Nuffield Health'. The level of agreement with the statement is reported as a NPS. Using responses to this section of our staff survey, the level of confidence in our organisation's response to discrimination is shown in the graphic right.

Our survey responses indicate that our BME staff members rate their confidence of experiencing discrimination at Nuffield Health positively, although this level is lower than their white counterparts. Staff who have have non- disclosed their ethnicity (Prefer not to say) rate their confidence much lower than those who have, hence it is key that we try to understand their experiences further over the next 12 months and deploy appropriate actions to improve. Increased levels of self-reporting will also improve the validity of responses and reduce the risks of skewed data or false assurance.

Nuffield Health seeks to create an inclusive environment that is free from all forms of discrimination. The actions described in previous sections aim to facilitate improvements in this area and collectively enhance employee experiences of accessibility and discrimination.



Board Representation Indicator Actions

24. **Percentage difference between the organisations. Board voting membership and its overall workforce:**
11.7% of our voting board members are from a BME background. Therefore, our board representation indicator is -6.6.

“For the Charity to truly thrive, we must create a diverse, equitable and rewarding place to work, where all our people feel they belong.”

Steve Gray
Chief Executive Officer



25. We will continue to drive our levels of data disclosure within our workforce, seeking to achieve 85% by the 2023-2024 report submission.
26. Data capture for WRES indicator 3 - relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary investigation, will be implemented during the next reporting period. We aim to report on this in our 2023-2024 report.
27. In 2023, we will begin to capture the socio-economic background data of our employees. This information will allow us to better understand the complex relationship between our people and their access to opportunity and speed of career progression.
28. In 2023-24, we will pilot candidate masking and mandated recruitment skills training for our hiring managers, as part of a refreshed leadership induction. This includes learning on the role of unconscious bias in complex decision making and the value of cultural diversity in teams.
29. We are committed to reducing disparity in perceived experience, as highlighted in some of the survey responses. To progress this aim, we will continue to grow our employee resource groups and engage our minority staff members in activities that develop confidence and improve organisational experience. We will continue to evaluate this through our employee engagement surveys and report on improvements in our 2023-24 submission.





Contact and registered office details

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Telephone:

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Nuffield Health Registered Office:

Epsom Gateway, Ashley Avenue, Epsom, Surrey KT18 5AL.
A registered Charity number 205533 (England and Wales),
a Charity number SCO41793 (Scotland) and a company
limited by guarantee. Registered in England.
Company number 00576970.

All our hospitals in England, and those clinics delivering regulated activities, are registered with the Care Quality Commission. Our hospitals in Scotland are registered with Healthcare Improvement Scotland and our hospital and clinic in Cardiff are registered with Healthcare Inspectorate Wales.

