

Inclusion Delivery Plan 2025-2028



-  **Compassion**
-  **Improve**
-  **Learn**
-  **Openness**
-  **Partnership**
-  **Pride**
-  **Respect**

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ACCESSIBILITY STATEMENT



Compassion



Respect



Improve

We commit to treating every individual with dignity and respect by ensuring that everyone can access relevant information.

We have tried to ensure that this document is accessible to all individuals and abilities, however, we know there are always improvements we can make.

Accessibility is not just about meeting legal standards like the Equality Act 2010 or Accessible Information Standards – it's about breaking down barriers and ensuring no one is left out of the conversation.

Clear, accessible communication helps all feel valued and supported, empowers our workforce, and helps to foster trust in our services. By making documents accessible, we reaffirm our mission, and our values, to encourage a workplace and provide care that is **respectful, compassionate** and inclusive for all. Please let us know any way we can **improve** our content.

If you need this document in a different format or have any feedback on how we can improve, please contact our **People Support Team** at peoplesupportteam@uhcw.nhs.uk.

THE CASE FOR CHANGE

Everybody's
Business

At the heart of the UK's Equality Act 2010 is a simple truth: **we all belong**.

Protected characteristics reflect aspects of all of our lives. Whether it's the journey through age, the courage to live authentically, our direct or indirect relationship with disability, culture and belief, or the experiences of love and identity; these characteristics remind us that inclusion is everybody's business.

We know that to deliver the best patient care and improve health inequalities, our staff, who also make up a high percentage of our patients, need to feel they are safe, seen and belong. NHS research consistently highlights the link between inclusive practices and improved outcomes, for example:

- Compassionate leadership improves patient satisfaction, infection control, and CQC ratings. [Source](#)
- Staff experiencing high work pressures or inequities are more likely to negatively affect patient experiences. [Source](#)
- Diverse leadership and psychologically safe workplaces foster motivation, wellbeing, and retention. [Source](#)

Whilst we approach our plan with all experiences in mind, UHCW data highlights priority areas to focus on, in particular, staff from the Global Majority, and disabled staff. Statistically, they are impacted most by discrimination and barriers in the workplace.

Aligned with our People Strategy and Trust Values, this plan aids us to represent and care for our communities, whilst promoting inclusion across all levels of the organisation, prioritising actions to the areas most in need of support and driving positive change in our workforce and patient care.



Together, we can shape a brighter, more inclusive future at UHCW.

For more information or to get involved, please contact the People Support Team at:

peoplesupportteam@uhcw.nhs.uk

OVERVIEW

We recognise at UHCW NHS Trust that creating an inclusive and equitable environment is a journey that requires reflection, meaningful and prioritised action, and continuous improvement. We know that protected characteristics do not exist in isolation—experiences of inequality are shaped by multiple, intersecting factors that influence both staff and patient outcomes.

Our Inclusion aim is to foster an environment of learning and belonging, where all staff feel valued and supported, in line with our People Strategy 2023-2030, and directly supporting the NHS EDI Improvement Plan and PSED. By acting on our Five Inclusion Principles, we will look to:

- Address workforce inequalities (WRES/WDES/Pay Gap/EDS)
- Promote compassionate, inclusive leadership for improved care outcomes.
- Enhance psychological safety and staff wellbeing.
- Improve relations between all colleagues

While we have made progress, particularly thanks to the foundations laid by the initial Inclusion Delivery Plan, we know there is much more work to be done to address key challenges. We aim to achieve this with our five inclusion principles.

- 54% of Global Majority staff report a lack of career progression (WRES 2024).
- Only 5% of staff have shared a disability (compared to 20% national average)
- Global Majority staff experience discrimination from managers more than double than white staff (17.6% compared to 7.6% - WRES 2024)

Our **Inclusion Delivery Plan 2025-2028**, guided by five core principles combined with the intersecting elements of our Wellbeing and Engagement deplans, represents our commitment to move away from transactional actions, to more transformational, data driven change.

Our aim is to impact our culture, systems and processes; moving beyond compliance to deliver lasting improvements for staff and patients. By acting on insights and data, setting clear goals, and embedding equity at all levels, we are determined to foster a culture where every individual feels they truly belong.

Inclusion PRINCIPLES

1

Empowering Our People

2

Transforming Experiences

3

Data-Driven Accountability

4

Leadership Development

5

Meaningful Self-Assessment

The five key principles and actions have been shaped through collaboration with:

- **Staff Networks and Council Chairs**
- **System Wide EDI team**
- **Colleagues across UHCW**
- **EDI Survey**

Our Inclusion Delivery Plan is overseen and approved by our Chief Officer Group, People and Culture Committee and Trust Board.

Our UHCW workforce data

Our UHCW workforce is a diverse and vibrant community of over 11,000 colleagues from 80+ nations, each bringing valuable perspectives and experiences that enrich our organisation.

Data plays a crucial role in driving improvement, allowing us to identify key areas to focus on supporting groups who experience multiple barriers in the workplace.

By analysing data, we can create targeted initiatives that enhance their experiences and contribute to a more inclusive workplace, for everyone. Part of our plan is to improve our data sources.

Our commitment to empowering our people, transforming experiences, and being data-driven and accountable drives us to continuously enhance psychological safety, representation in senior roles, and overall staff experience.

Through EDI-focused leadership development and meaningful self-assessment, we strive to foster an environment where every individual feels valued, heard, and supported.

11,000+

colleagues in multidisciplinary roles from over 80 nations



The average age bracket is

45-64



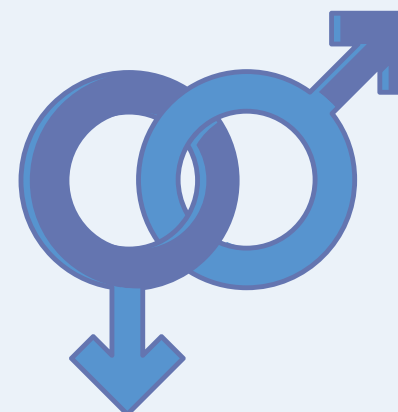
5%

share a disability, which is much lower than the national average of 20%



3%

have shared their sexual orientation as LGBTQIA+, with nearly 19% choosing not to share their sexual orientation



77%

identify as female, but are under represented in senior roles



36%

identify as from the Global Majority



45%

shared their religion as Christianity, with over 21% choosing not to share their religion



UHCW Achievements So Far

The Inclusion Delivery Plan 2023–2025 has laid strong foundations, driving meaningful change and making a significant impact at UHCW.

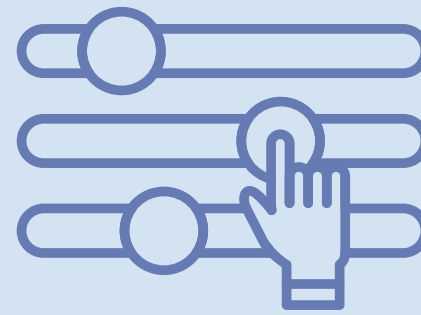
Highlights include an increase of 10.4% in reasonable adjustments in the 2024 Staff Survey, achieving Disability Confident Leader status, and embedding Unconscious Bias training into our recruitment process.

We've also completed an inclusive recruitment audit, launched the Inclusive Recruitment Programme, and successfully piloted the Inclusive Mentoring Programme, with cohort two now ready to launch.

Additionally, the Anti-Racism Toolkit was introduced, thanks to the dedicated efforts of the Anti-Racism Shared Decision-Making Council.

10.4%

Increase in
Reasonable
Adjustments



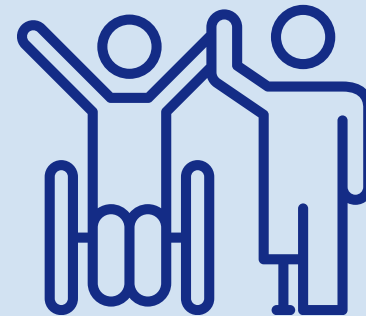
Inclusive Mentoring

Pilot and first
cohort completed



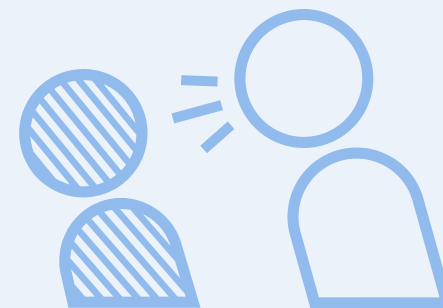
Disability Confident

Leader status achieved



Anti- Racism Toolkit

developed and
launched



260

expressions of
interest for
the Inclusive
Recruitment
Programme



Unconscious Bias

training
embedded into
recruitment
process



9

out of 13 indicators
improved in 2024
Workforce Disability
Equality Standards



5

out of 9 indicators
improved in 2024
Workforce Race
Equality Standards

Five Key Principles Driving Inclusion at UHCW

The principles and objectives outlined reflect our commitment to creating a truly inclusive organisation. They have been carefully selected to help address systemic barriers, empower individuals, and ensure accountability at every level, utilising qualitative and quantitative data. The improved collection of data is imperative for onward reporting and measuring of future state and next steps year-on-year.

CURRENT STATE

A consistent need for understanding around EDI, policy and rights in the workplace

A need to increase representation in senior roles, provide consistent safe spaces and improve inclusivity of recruitment

A need for measurable data to prioritise focus departmentally on a consistent basis, through an intersectional lens

A need for visibility from senior leadership relating to EDI, with measurable goals and championing of inclusive efforts

A need for understanding around diverse disabilities and visible stance on discrimination, priority, proactivity and awareness relating to EDI

1

Empowering Our People

2

Transforming Experiences

3

Data Driven Accountability

4

Leadership Development

5

Meaningful Self-Assessment

OBJECTIVE

Equip all staff with equitable, refreshed resources, opportunities and tools to thrive while improving understanding of EDI and benefits available in the workplace.

Transform staff experiences by being proactive with our approach, embedding inclusion throughout the employee lifecycle and providing consistent psychologically safe platforms.

Use real-time data reporting to ensure gaps are identified and addressed effectively. Consistently share findings and the relevant actions and outcomes.

Embed EDI as a core leadership development priority, ensuring it is consistently modelled, resourced, and championed at every level of management, focusing on reducing incidents of bullying and harassment.

Pursue meaningful accreditations that align with our strategic objectives and drive ongoing improvement. Utilise assessment frameworks to identify gaps in our practices and celebrate our achievements.

Five Key Principles Driving Inclusion at UHCW

1 Empowering Our People

2 Transforming Experiences

3 Data-Driven Accountability

4 Leadership Development

5 Meaningful Self-Assessment

1

Empowering Our People

Priority Data Points:

- WDES/WRES 1** – Representation and data sharing
- WDES 4.2-4.4** – Harassment from managers and colleagues
- WDES 6** – Working when unwell
- WDES 7** – Value
- WDES 8** – Adjustments
- WRES 8** – Discrimination – manager
- WDES 9a** – Engagement
- NSS** – Line management, Autonomy and control reduction
- EDI Queries** around inclusive policy and learning, EIA's

OBJECTIVE

Equip all staff with equitable, refreshed resources, opportunities and tools to thrive while improving understanding of EDI, their workplace rights and benefits available in our organisation – thus making EDI a shared responsibility

ACTIONS

EnableMe Passports: Passports for all staff to combine current passports and document workplace needs, focusing on wellbeing, reasonable adjustments, flexibility and early intervention relating to stress and burnout.

Support Networks Relaunch and Expansion: Standardise approach for Networks and expand our current networks specific to the needs of our workforce.

EDI Resource Refresh: EDI Micro-Lesson development specific to protected characteristics and other characteristics alongside EDI resource hub development and cultural awareness

Inclusive Policy Guidance: Micro-sessions mandatory for all with management responsibility, including reasonable adjustments, flexible working, passports, parental/carers leave etc.

Equality Impact Assessment Refresh: Form and guidance redevelopment and micro-sessions for policy authors

FUTURE STATE

Launch of passports and increase in reasonable adjustments, data sharing, progression, positively impacting absence

Increased network engagement and members, increased value

Increased uptake at EDI related events, networks and training. Resource Hub completed.

Micro-session implemented. Improved belonging and reduction in harassment

Improved understanding and feedback around EIA via survey

- 1 Empowering Our People
- 2 Transforming Experiences
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- 4 Leadership Development
- 5 Meaningful Self-Assessment

Five Key Principles Driving Inclusion at UHCW

2 Transforming Experiences

Priority Data Points:

- WRES 2 – Shortlisting
- WRES 3 – Formal Capability Process
- WRES 4 – CPD
- WDES 4.2 – 4.4 – Harassment from managers and reporting
- WDES 5 – Progression
- WDES 7 – Value
- WRES 7 – Progression
- WRES 8 – Discrimination – Manager
- WDES 9a – Engagement
- WRES 9 – Board Rep
- NSS – Bullying, Harassment and Discrimination from members of the public increase, speaking up/addressing concerns
- EDI Survey – The need for safe spaces

OBJECTIVE

Transform staff experiences by being proactive with our approach, embedding EDI through the employee lifecycle and providing consistent psychologically safe platforms.

ACTIONS

- Active Bystander Training:** Develop UHCW colleagues at the train-the-trainer programme to disseminate learning through UHCW.
- Inclusive Recruitment Programme Phase Two:** Identify key learnings from Inclusive Recruitment Programme and develop condensed sessions to roll out UHCW wide.
- Inclusive Recruitment Audit Actions:** Implement audit actions, with adjustments based on final audit report.
- Proactive Listening:** Implement consistent listening sessions, themed by gathering feedback from colleagues. Utilise case studies to strengthen training, awareness and EDI development.
- “No Excuse For Abuse” Phase Two:** Gather and analyse data to improve campaign, extending to include reporting process and public zero-tolerance pledge, including Datix.
- Anti-Racism Toolkit Phase Two:** Develop learning and provide micro-sessions on useage and impact

FUTURE STATE

- Improved value and belonging and understanding of allyship
- Increased representation in senior bands and belonging
- Improved shortlisting, reasonable adjustments, data sharing
- Improved value and belonging year on year, actions implemented from listening
- Decrease in harassment from patients/members of the public as well as improved reporting
- Improvements in harassment, knowledge around toolkit

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Five Key Principles Driving Inclusion at UHCW

3 Data Driven Accountability

Priority Data Points:

- WRES/WDES 1 – Data sharing
 - WRES 3 – Formal Processes
 - WDES 4.2/4.3 – Harassment from managers
 - WDES 7 – Value
 - WRES 7 – Progression
 - WRES 8 – Discrimination – manager
 - WDES 9a – Engagement
- More EDI data required to identify priority areas

OBJECTIVE

Use real-time data reporting to ensure gaps are identified and addressed effectively. Consistently share findings and the relevant actions and outcomes.

ACTIONS

- EDI Data Report:** Pilot for EDI insights in a chosen department, providing opportunities to target actions, measure EDI maturity, and improve priority findings. Linked to dashboard
- Real-time EDI Dashboard Development:** utilise data to provide intersectional insight into priority areas for improvement, and the ability to fully measure current state.
- Improving Staff Data in ESR:** Campaign and resources defining the importance of sharing to increase potential for improvements in priority areas and identify relevant inclusive programmes.
- Consistent EDI Focused Case Audits:** Regular case audits, ensuring that leadership is aware of and accountable for addressing any disparities or trends relating to protected characteristics.
- EDS 1/2/3:** complete all elements to provide additional measurable data year-on-year

FUTURE STATE

- Departmental ownership of EDI measurables, improved representation year-on-year
- Ability to prioritise action utilising intersectional data
- Improved data-sharing for WDES and WRES year-on-year, understanding of targeted interventions
- Reduction in those with protected characteristics entering formal processes
- Improvements in all areas and collaborative actions

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- 4 Leadership Development
- 5 Meaningful Self-Assessment

Five Key Principles

Driving Inclusion at UHCW

4 Leadership Development

Priority Data Points:

- WDES/WRES 1 – Representation
- WDES/WRES 2 – Shortlisting
- WRES/WDES 3 – Formal Processes
- WRES 4 – CPD
- WDES 4.2/WRES 8 – Discrimination – Managers
- WDES 5/WRES 7 – Progression
- WDES 7 – Value
- WRES 9 – Board Rep
- EDI Queries – Leadership participation in EDI activities and management accountability for EDI
- NSS – Line management reduction

OBJECTIVE

Embed EDI as a core leadership development priority, ensuring it is consistently modelled, resourced, and championed at every level of leadership and management, focusing on reducing incidents of bullying, discrimination and harassment.

ACTIONS

EDI Training and Development: Annual core training on inclusive leadership, unconscious bias and allyship for management. Include case studies to highlight key focus areas at UHCW.

EDI Appraisal Goals: Incorporate EDI into senior leadership appraisals, with measurable goals linked to departmental EDI outcomes. For example, executive sponsor of a Staff Network.

Inclusive Mentoring Cohort Two: Expand Inclusive Mentoring to focus on leadership development for underrepresented groups, with clear milestones and feedback loops to track success.

EDI Leadership Achievement Award: Category to celebrate leaders demonstrating exceptional commitment to EDI

Public Leadership Pledge: Public commitment to EDI and Zero-Tolerance from leadership across the organisation, similar to approach taken with the Sexual Safety Charter, with first theme of “Root Out Racism”

FUTURE STATE

Decrease in staff experiencing bullying from managers

Ownership of EDI, increased visibility, network sponsors and participation

Increased value and belonging, representation

Increased visibility of EDI and representation in awards and recognition

Increased visibility, accountability and modelling of inclusive behaviours

- 1 Empowering Our People
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Five Key Principles

Driving Inclusion at UHCW

5 Meaningful Self-Assessment

Priority Data Points:

- WDES 6 – Working when unwell
- WDES 7 – Value
- WDES 8 – Adjustments
- WRES 8 – Discrimination – manager
- WDES 9a – Engagement
- EDI Queries – Relevance of accreditations and their impact
- NSS – Recommender scores and ED&I Score down, Bullying, Harassment and Discrimination from members of the public increase

OBJECTIVE

Pursue meaningful accreditations that align with our strategic objectives and drive ongoing improvement. Utilise assessment frameworks to identify gaps in our practices and celebrate our achievements.

ACTIONS

Explore Key Accreditations: Actively seek relevant accreditations, (eg Sunflower Lanyard, Race Equality Matters Trailblazer and Menopause Accreditation.)

Rainbow Badge Phase 2: Follow up Rainbow Badge Accreditation following implementation of Rainbow Badge and pledges. Utilise criteria to create inclusive policies benefitting the LGBTQIA+ community.

Review of current accreditations: Ascertain our current position after achieving accreditation. For example, the impact of the Disability Confident Leader accreditation.

Track and Improve: Use accreditation criteria as an EDI maturity measure to track progress on inclusion efforts. Ensure that the outcomes of each assessment are clearly communicated to the wider organisation.

FUTURE STATE

Increased understanding of diverse disabilities, gaps identified relating to race, improvement in menopause

Improved attendance in PRIDE network, adjusted and new policy

Prioritised focus on areas to improve and next steps

Fuller picture of organisational EDI maturity, to measure year on year

ACTION PLAN



The below action plan table is designed to make our goals more manageable and effective by breaking down broad principles into clear, actionable steps.

This plan represents our initial actions. It will be updated as part of a yearly review as our internal data sources, continued research into external and NHS-wide best practice, and measure of EDI maturity improves.

Each action is tied to a guiding principle, measurable outcomes, with oversight from the EDI team and assigned ownership, ensuring accountability, collaboration and alignment with our broader organisational goals.

By prioritising actions through a Priority Status, the plan focuses on addressing critical issues first while enabling efficient resource allocation from 2025–2028.

Priority Status:

Red – Priority 1 (25/26)

Amber – Priority 2 (26/27)

Green – Priority 3 (27/28)

The plan also fosters a culture of continuous improvement by setting measurable outcomes and providing regular opportunities to review progress.

Its concise, visual format makes it easy to communicate across teams, ensuring everyone is engaged and working toward shared goals.

By turning ambitious EDI principles into tangible, intersectional, transformational and trackable actions, this approach aims to add strength to our foundations for meaningful, lasting change.

Principle	Initial Action	Protected Characteristic	Measurable	Owner (See Glossary)	Priority Status
Empowering Our People	EnableMe Passports for all colleagues	All	<ul style="list-style-type: none"> • Launch of passports by Q3 2025. • Further 5% increase in reasonable adjustments, data sharing, progression by 2026 	EDI, Wellbeing and PO	1
	Staff Networks Relaunch and Expansion	All, with an initial focus on current networks relating to: Disability (inc Menopause and Neurodiversity), Race, Sexual Orientation	<ul style="list-style-type: none"> • Chairs for all networks by Q4 2025 • Increased membership by Q4 2025 • Consistent resources and meetings scheduled across networks by Q2 2025 • Standardised approach by Q3 2025 • Increased value in 2025 NSS 	EDI and Staff Networks	1
	EDI Resource Refresh	All, particularly Maternity/Paternity, Carers, Gender Reassignment	<ul style="list-style-type: none"> • Non-Mandatory EDI micro-lessons available and accessed • Improved understanding of policy • Increased uptake at EDI related events, networks and training by Q3 2026. • Hub completed by Q1 2026 • Cultural Awareness training expansion 	EDI, Wellbeing, Staff Networks, PO, L&D	2
	Inclusive Policy Guidance	All, initial focus on Disability and Carers	<ul style="list-style-type: none"> • Microsessions developed by Q1 2027 • Implemented and utilised by Q4 2027 • Improved feeling of belonging in NSS • Reduction in harassment by 2027 NSS 	EDI, Wellbeing, Engagement, L&D, PO	3
	Equality Impact Assessment Refresh	All	<ul style="list-style-type: none"> • EIA form and guidance undergoing stakeholder engagement by Q3 2025 • Improved understanding and collaboration around EDI 	EDI, CA, PO, Policy Authors	1

Principle	Initial Action	Protected Characteristic	Measurable	Owner (See Glossary)	Priority Status
Transforming Experiences	Active Bystander Training	All, particularly Race, Religion/Belief, Disability, Sexual Orientation/ Gender Reassignment	<ul style="list-style-type: none"> Reduction in bullying, harassment and discrimination in 2025 reports System-Wide sessions held by Q3 2025 	EDI, Wellbeing, Engagement, OD	1
	Inclusive Recruitment Programme Phase Two	Race	<ul style="list-style-type: none"> Increased representation in senior roles by Q1 2026 Increased progression in 2026 WRES Launch of pilot programme by Q2 2026 	EDI, EDI System Leads	2
	Inclusive Recruitment Audit Actions	All, particularly Race and Disability, including Neurodiversity, Carers and Working Parents	<ul style="list-style-type: none"> Improvements in shortlisting in 2025 WRES and WDES Improvements in reasonable adjustments at interviews and beyond 	EDI, PO	1
	Proactive Listening	Initial focus on Race	<ul style="list-style-type: none"> Sessions launched by Q3 2025 Increased feeling of value in 2025 NSS 	EDI, SDM	2
	"No Excuse For Abuse" Phase Two	All	<ul style="list-style-type: none"> Relaunch by Q3 2027 Firm stance and understanding of zero-tolerance approach, including withdrawal of care 	EDI, Engagement, Wellbeing, Comms	1
	Anti-Racism Toolkit Phase Two	Race	<ul style="list-style-type: none"> Data collection on understanding and use, analysed by Q3 2027 Increased usage of Anti-Racism Toolkit 	EDI, L&D, Anti-Racism Council	3

Principle	Initial Action	Protected Characteristic	Measurable	Owner (See Glossary)	Priority Status
Data-Driven Accountability	EDI Data Report	All	<ul style="list-style-type: none"> Increased representation in senior roles by Q4 2025 EDI focus on departmental improvements and measurable actions Feeds into EDI Dashboard 	EDI and Pilot Department	1
	Real-Time EDI Dashboard Development	All	<ul style="list-style-type: none"> Dashboard launched by Q2 2026 Ability to measure EDI maturity and forward plan actions utilising current state data 	EDI, WIT, PO	2
	Improving Staff Data in ESR	All, particularly Sexual Orientation, Gender Reassignment, Race, Religion and Belief	<ul style="list-style-type: none"> Improved data-sharing by 2027 WRES and WDES Improved understanding of organisational goals relating to priority actions Improved feeling of belonging and value year-on-year in NSS 	EDI, Comms, WIT	3
	Consistent EDI-Focused Case Audits	All, particularly Race, Disability, Sexual Orientation, Age, Religion and Belief	<ul style="list-style-type: none"> Improved understanding of disparities in case management Identified priority areas by Q2 2027 Focused response to discrimination 	EDI, PO	3
	EDS 1/2/3	All	<ul style="list-style-type: none"> Additional data to measure current state Collaborative actions EDS completed for 2025 Improvement in 2026 EDS ranking 	EDI, Wellbeing, PE, P&I, WIT, CA	1

Principle	Initial Action	Protected Characteristic	Measurable	Owner (See Glossary)	Priority Status
Leadership Development	EDI Training and Development	All	<ul style="list-style-type: none"> Reduction in harassment, bullying and discrimination from managers in NSS Targeted core training on inclusive behaviours by Q4 2025 	EDI, People Promise, L&D	1
	EDI Appraisal Goals	All	<ul style="list-style-type: none"> Improvements in 2026 NSS relating to line management Ownership of EDI goals Executive sponsor for all Staff Networks by Q4 2026 	EDI, People Promise	2
	Inclusive Mentoring Cohort Two	Primarily Race and Disability	<ul style="list-style-type: none"> Increased representation in senior roles by Q1 2026 Launch of programme in Q1 2025 Increase in equitable access to development in 2026 WRES/WDES 	EDI, OD	1
	EDI Leadership Achievement Award	All	<ul style="list-style-type: none"> Increased representation in awards by Q4 2027 Increased trust in line management in 2027 NSS 	EDI, Engagement Lead	3
	Public Leadership Pledge	All, with initial action focused on Race	<ul style="list-style-type: none"> Firm stance on zero-tolerance relating to discrimination, bullying and harassment Improved value in 2026 NSS Leadership to have committed to their pledge with underpinning actions by Q3 2026 	Leadership and management	2

Principle	Initial Action	Protected Characteristic	Measurable	Owner (See Glossary)	Priority Status
Meaningful Self-Assessment	Explore Key Accreditations	Initial focus on Sexual Orientation, Gender Reassignment, Race	<ul style="list-style-type: none"> Improved understanding of hidden-disabilities/long-term conditions, leading to improvements in data-sharing Key Accreditations Identified and applied for by Q2 2026 Additional support for menopause support group 	EDI, Wellbeing, Engagement, Staff Networks, SDMs	2
	Rainbow Badge Phase Two	Sexual Orientation, Gender Reassignment, Marriage and Civil Partnership	<ul style="list-style-type: none"> Improved policy for LGBTQIA+ community colleagues Improved attendance in PRIDE network by Q4 2026 	EDI, PRIDE network	2
	Review of current accreditations	Disability	<ul style="list-style-type: none"> Measured impact of Disability Confident Leader status, prioritised areas to improve and next steps by Q1 2027 	EDI, DAWN network	3
	Track and improve	All, with a focus on age, carers, armed forces/veterans	<ul style="list-style-type: none"> Measure of current maturity in various accreditations by Q4 2025 	EDI, Staff Networks	1

GLOSSARY

UHCW – University Hospitals Coventry and Warwickshire NHS Trust
Global Majority – Global majority refers to people who are "black, Asian, brown, dual-heritage, indigenous to the global south, and or have been racialised as 'ethnic minorities'" and "represent approximately 80% of the world's population", according to educator and activist Rosemary Campbell-Stephens. We use this term to move towards a more empowering group descriptor, rather than using the term "minority" and not for individuals. This is a shift from the language we have previously used, and was decided through stakeholder engagement with our Anti-Racism Shared Decision Making Council and our SPOC network, as well as external best practice, and NHS-specific language.

PSED – Public Sector Equality Duty

WRES – Workforce Race Equality Standards

WDES – Workforce Disability Equality Standards

EDS 1/2/3 – Equality Delivery System Domains 1/2/3

EDI – Equality, Diversity and Inclusion

Equality – Ensures everyone has equal access to opportunities

Diversity – Recognising and respecting others differences

Inclusion – Ensuring that all feel valued and recognised

Equity – Recognising that each person has different circumstances, and allocating the exact resources and opportunities needed to achieve equality

NSS – National Staff Survey

Owners of actions:

PST – People Support Team

PO – People Operations

L&D – Learning and Development

CA – Corporate Affairs

OD – Organisational Development

Comms – Communications Team

WIT – Workforce Information and Transformation

SDMs – Shared Decision Making Council

We are always open to feedback around the language we use in our documents, and request this frequently.

Please contact the People Support Team at peoplesupportteam@uhcw.nhs.uk if you would like any further information.

