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# NHS Highland
# WORKPLACE EQUALITY INDEX 2019: FEEDBACK REPORT

**NHS Highland**
**Health and social care**

Congratulations on taking part in Stonewall's 2019 Workplace Equality Index. Regardless of where you ranked, you've demonstrated commitment to your LGBT staff and the wider LGBT community. In this report, you will find feedback from Stonewall to help you action plan your year ahead and drive forward LGBT inclusion in your workplace.

## WHAT THIS REPORT CONTAINS

The report is specific to your organisation and tells you the following information:

- Your scores across the ten different sections of your submission
- A short qualitative summary on performance across sections
- Comparison data to the averages of 3 groups of entrants –
    - The overall average for all entrants
    - The sector average
    - The Top 100 average
- Your employee survey data on key indicators of inclusion

Additional information will also be supplied to you:

- Employee survey data across sector, the overall and Top 100 averages
- Overall analysis of trans employee survey data and trans inclusion practice

## HOW TO USE THIS REPORT

Your Stonewall Account Manager will organise a feedback meeting with you to talk through the strengths and weaknesses of your current LGBT inclusion work, best practice and give you tips for action planning in the future. During this meeting, the Account Manager may not go through the whole report, but touch on work that is most relevant to your organisation.

You should use this report, along with the verbal feedback from your Account Manager to make the short and long-term changes necessary to drive inclusion in your workplace.

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### SCORE AND RANK CARD

**Total score:**          53.5

**Rank 2019:**          278

**Sector rank:**          35

**Entrants in sector:**          54

**Trans inclusion work:** 24

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### QUICK FACTS

445 organisations took part in the 2019 Index

20 different sectors were represented

132 is the average score for a Top 100 employer

92,418 employees took part in the employee feedback survey

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## SUBMISSION SCORE SUMMARY AND OVERVIEW

The below table gives you a summary and overview of how you scored across the sections of your submission. These are then compared to three separate groups of entrants. See below the table for an explanation of the different columns.

| | Section | Your score | Full marks | Variance | Self-score | Overall average | Sector average | Top 100 average |
|---|---|---|---|---|---|---|---|---|
| 1 | Policies and benefits | 3.5 | 15 | 11.5 | 15 | 6.2 | 6.1 | 10.5 |
| 2 | The employee lifecycle | 3 | 27 | 24 | 15.5 | 10.3 | 10.8 | 17.9 |
| 3 | LGBT employee network group | 4 | 22 | 18 | 11 | 9.2 | 7.7 | 16.3 |
| 4 | Allies and role models | 3.5 | 22 | 18.5 | 7.5 | 7.1 | 5.9 | 13.4 |
| 5 | Senior leadership | 3.5 | 17 | 13.5 | 10 | 5.8 | 4.9 | 11.2 |
| 6 | Monitoring | 9 | 21 | 12 | 12.5 | 5.7 | 7.1 | 9.4 |
| 7 | Procurement | 4 | 17 | 13 | 5 | 4.1 | 3.0 | 10.0 |
| 8 | Community engagement | 12 | 20 | 8 | 16 | 9.2 | 9.4 | 15.7 |
| 9 | Clients, customers and service users | 10 | 17 | 7 | 10 | 6.0 | 6.3 | 11.6 |
| 10 | Additional work | 0 | 2 | 2 | 2 | ■ | ■ | ■ |
| | Employee feedback survey | 1 | 20 | 19 | ■ | 9.5 | 7.9 | 15.1 |

- **Your score** – your scores across all sections and the employee feedback survey
- **Full marks** – the total amount of marks available across all sections and the employee feedback survey
- **Variance** – the difference between your score and the full marks available
- **Self-score** – the marks you claimed for in your submission across all sections
- **Comparisons to** –
  - The overall average for all the entrants by section
  - The sector average by section
  - The Top 100 average by section

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## SECTION 1: EMPLOYEE POLICIES AND BENEFITS

This section examines the policies and benefits the organisation has in place to support LGBT staff. The questions scrutinise the policy audit process, policy content and communication.

| | | Your score | Full marks | Variance | Self-score | Overall average | Sector average | Top 100 average |
|---|---|---|---|---|---|---|---|---|
| **1** | Policies and benefits | 3.5 | 15 | 11.5 | 15 | 6.2 | 6.1 | 10.5 |

### SECTION NOTES:

In order to award for explicit bans on discrimination, bullying and harassment based on SO/GI, we require explicit examples of homophobic, biphobic and transphobic incidents.

We recommend that you remove the terms 'mother' and 'father' from the body of your policies, in order to ensure that everyone within your organisation is covered by your policies. You may find the following terms useful: 'pregnant employee'; 'birth parent' and then 'second parent'; 'parent who has given birth'.

### WHAT YOUR EMPLOYEES SAY:

**I know the process of reporting homophobic and biphobic bullying to my employer…**

58% of your LGB employees said yes

**If I was a victim of homophobic or biphobic bullying and harassment, I would feel confident in reporting it to my employer…**

58% of your LGB employees agreed

**NOTES:** use this space to make extra notes during your benchmarking meeting

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## SECTION 2: THE EMPLOYEE LIFECYCLE

This section examines the employee lifecycle within the organisation; from attraction and recruitment through to employee development. The questions scrutinise how you engage and support employees throughout their journey in your workplace.

| | | Your score | Full marks | Variance | Self-score | Overall average | Sector average | Top 100 average |
|---|---|---|---|---|---|---|---|---|
| **2** | The employee lifecycle | 3 | 27 | 24 | 15.5 | 10.3 | 10.8 | 17.9 |

**SECTION NOTES:**

For recruitment training we are looking at training that explicitly covers discrimination and bias faced by LGBT people in the recruitment process, and the steps that can be taken by recruiters in overcoming it. We would like to see comprehensive information provided at both application and induction stage on the organisation's LGBT inclusion commitment and network. Staff training needs to be updated to reflect best practice especially around trans inclusion.

**WHAT YOUR EMPLOYEES SAY:**

**I am aware that my organisation is a Stonewall Diversity Champion…**

25% of your LGBT employees said yes
31% of your non-LGBT employees said yes

**As a result of the training, I understand trans identities…**

57% of your LGBT employees agreed
60% of your non-LGBT employees agreed

**NOTES:** use this space to make extra notes during your benchmarking meeting

# SECTION 3: LGBT EMPLOYEE NETWORK GROUP

This section examines the activity of your LGBT employee network group. The questions scrutinise its function within the organisation.

| | | Your score | Full marks | Variance | Self-score | | Overall average | Sector average | Top 100 average |
|---|---|---|---|---|---|---|---|---|---|
| 3 | LGBT employee network group | 4 | 22 | 18 | 11 | | 9.2 | 7.7 | 16.3 |

## SECTION NOTES:

Establishing an LGBT network group makes LGBT staff a visible element of the workforce. It provides a forum for unique networking opportunities and a means of peer support between LGBT staff. It also enables employers to engage directly with the needs of LGBT staff and to recognise which policies may impact on LGBT employees, and what changes can be made to improve staff experiences.

We're encouraged to see the engagement with external networks, and we'd like to see more involvement with the national NHS Scotland LGBT staff network.

## WHAT YOUR EMPLOYEES SAY:

**My organisation has an LGBT employee network group…**

7% of your LGBT employees said yes
7% of your non-LGBT employees said yes

**Over the past year I have taken part in LGBT employee network group activities, events, initiatives or seminars…**

0% of your LGBT employees said yes
4% of your non-LGBT employees said yes

**I am aware of the activities the LGBT employee network group undertakes…**

25% of your LGBT employees agreed
29% of your non-LGBT employees agreed

**I would feel confident approaching my employer's LGBT employee network group for confidential support or advice…**

50% of your LGBT employees agreed
50% of your non-LGBT employees agreed

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## SECTION 4: ALLIES AND ROLE MODELS

This section examines the process of engaging allies and promoting role models. The questions scrutinise how the organisation empowers allies and role models and then the individual actions they take.

| | | Your score | Full marks | Variance | Self-score | Overall average | Sector average | Top 100 average |
|---|---|---|---|---|---|---|---|---|
| **4** | Allies and role models | 3.5 | 22 | 18.5 | 7.5 | 7.1 | 5.9 | 13.4 |

**SECTION NOTES:**

This section explores the organisation's work around empowering allies to be active in their support of the LGBT community, and empowering LGBT role models to be visible and inspire others. The trans work in particular is good to see.

Stonewall can support with developing this area, through creating allies campaigns and programmes, and providing best practice examples of other organisations' role model profiling.

**I understand why my employer is committed to LGBT equality…**

71% of your non-LGBT employees agreed

**I feel confident in supporting my LGBT colleagues…**

79% of your non-LGBT employees agreed

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## SECTION 5: SENIOR LEADERSHIP

This section examines how the organisation engages senior leaders. The questions scrutinise how the organisation empowers senior leaders at different levels and the individual actions they take

| | | Your score | Full marks | Variance | Self-score | Overall average | Sector average | Top 100 average |
|---|---|---|---|---|---|---|---|---|
| **5** | Senior leadership | 3.5 | 17 | 13.5 | 10 | 5.8 | 4.9 | 11.2 |

## SECTION NOTES:

We would like to see consistent engagement across both tiers of leadership (Board and Senior Manager levels) on issues of LGBT inclusion, including engagement with the network and sending strong messages of commitment to both sexual orientation and trans equality as a start point.

The best organisations support board level employees and senior managers to understand the issues that affect LGBT people. They also encourage senior leaders to engage in activities such as meeting LGBT network groups or attend LGBT events. Companies increasingly recognise that having support from senior leaders is key to advancing LGBT equality in the workplace.

## WHAT YOUR EMPLOYEES SAY:

**Senior managers demonstrate visible commitment to lesbian, gay and bi equality…**
25% of your LGBT employees agreed
24% of your non-LGBT employees agreed

**Senior managers demonstrate visible commitment to trans equality…**
17% of your LGBT employees agreed
21% of your non-LGBT employees agreed

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## SECTION 6: MONITORING

This section examines how the organisation monitors its employees. The questions scrutinise data collection methods, analysis and outcomes.

| | | Your score | Full marks | Variance | Self-score | Overall average | Sector average | Top 100 average |
|---|---|---|---|---|---|---|---|---|
| **6** | Monitoring | 9 | 21 | 12 | 12.5 | 5.7 | 7.1 | 9.4 |

**SECTION NOTES:**

Monitoring is both vital for understanding lesbian, gay, bi and trans (LGBT) employees and their needs. Monitoring gender identity and sexual orientation data gives a broad overview of who's working for an organisation and how satisfied they are. Great that you ask the questions but we would like to see what actions are taken.

The question on sexual orientation is not currently best practice: we recommend changing 'other' to 'prefer to self-define' with a blank text field. We also want to see monitoring questions on gender and trans status account for non-binary people.

We would like to see staff satisfaction data cut across sexual orientation and trans status to ensure the organisation knows whether LGBT staff experiences are worse, the same, or better than non-LGBT staff.

**WHAT YOUR EMPLOYEES SAY:**

**I understand why my employer monitors the sexual orientation of its employees…**

63% of your LGB employees agreed

**I would feel confident telling my employer my sexual orientation on a monitoring form…**

63% of your LGB employees agreed

**NOTES:** use this space to make extra notes during your benchmarking meeting

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## SECTION 7: PROCUREMENT

This section examines how the organisation affects change in its supply chain. The questions scrutinise the steps taken to ensure LGBT inclusive suppliers are procured and held to account.

| | | Your score | Full marks | Variance | Self-score | Overall average | Sector average | Top 100 average |
|---|---|---|---|---|---|---|---|---|
| **7** | Procurement | 4 | 17 | 13 | 5 | 4.1 | 3.0 | 10.0 |

**SECTION NOTES:**

Training or guidance given to the procurement team should explicitly include LGBT equality in relation to procurement processes. Further information is required as to the process for scrutinising potential suppliers' documentation — for example how are suppliers asked for their policy, and what process is in place for scrutiny? What are the outcomes of training scrutiny, and how are the procurement team equipped to scrutinise this to ensure it is explicitly inclusive of sexual orientation and gender identity? Also do you have formal contract review meetings? If so this would be a good place to ask about LGBT inclusion or complaints. Stonewall can support in this area.

**NOTES:** use this space to make extra notes during your benchmarking meeting

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## SECTION 8: COMMUNITY ENGAGEMENT

This section examines the outreach activity of the organisation. The questions scrutinise how the organisation demonstrates its commitment to the wider community and the positive impact it has.

| | | Your score | Full marks | Variance | Self-score | Overall average | Sector average | Top 100 average |
|---|---|---|---|---|---|---|---|---|
| **8** | Community engagement | 12 | 20 | 8 | 16 | 9.2 | 9.4 | 15.7 |

**SECTION NOTES:**

It's great to see the community engagement with Proud Ness, Hate Free Highland, and LGBT awareness days on external comms. We're also happy to see collaboration between NHS Highland and other stakeholders to promote LGBT equality across the wider community.

A next step would be to support an LGB and a trans community group: this could be done by collaborating to meet their aims; offering them free meeting space; or promoting their content or events online.

**NOTES:** use this space to make extra notes during your benchmarking meeting

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## SECTION 9: CLIENTS, CUSTOMERS AND SERVICE USERS

This section examines how the organisation engages with clients, customers, services users or partners.

| | | Your score | Full marks | Variance | Self-score | Overall average | Sector average | Top 100 average |
|---|---|---|---|---|---|---|---|---|
| **9** | Clients, customers and service users | 10 | 17 | 7 | 10 | 6.0 | 6.3 | 11.6 |

### SECTION NOTES:

More information is needed on the outcomes and impact of consultation with service users/clients. We would like to see the organisation undertake a mapping exercise of the touchpoints of LGBT service users as a start point. Training provided for staff delivering frontline services this needs to be brought in line with best practice on trans inclusion; Stonewall can support with this.

**NOTES:** use this space to make extra notes during your benchmarking meeting

## SECTION 10: ADDITIONAL WORK

Your score: 0    Full marks: 20    Self-score: 2

**NOTES:** use this space to make extra notes during your benchmarking meeting

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## ADDITIONAL EMPLOYEE FEEDBACK SURVEY ANALYSIS

### RESPONDENT PROFILE

**Total respondents: 592**

### QUICK FACTS

92,418 employees took part in the employee feedback survey

If you did not receive over 10 LGBT responses, your LGBT survey data will be blank, as analysis will not have been carried out. Analysing numbers below this threshold risks outing individuals and is not reliable.

### DISCLOSING SEXUAL ORIENTATION:

**Would you feel comfortable disclosing your\* sexual orientation at work…**

|  | All or some |
|---|---|
| To colleagues | 37% |
| To managers/senior colleagues | 31% |
| To customers/clients/service users | 6% |

**\*Data represents LGB respondents**

### BEING MYSELF IN THE WORKPLACE:

**I feel able to be myself in the workplace…**

65% of your LGBT employees said yes

### CHALLENGING BEHAVIOUR

**I would feel confident challenging inappropriate behaviour or discrimination towards LGBT people in the workplace…**

77% of your non-LGBT employees said yes

## PRIORITIES FOR THE YEAR AHEAD

Use this space to identity your organisation's top three LGBT-inclusion priorities for the year ahead, arising from the discussion. You may like to consider how you will work with Stonewall in order to achieve these.

| Your Priorities | What would success look like in a year? | What steps will you take to achieve that success? |
|---|---|---|
| *Example: To engage senior champions in LGBT inclusion* | *Example: Improved score in section five of the Index, and improved responses to survey questions on senior leadership* | *Example: Three senior managers will attend a Stonewall Workplace Conference; allies training will be delivered to the board* |
| **Priority one:** *Write your priority here* | | |
| **Priority two:** *Write your priority here* | | |
| **Priority three:** *Write your priority here* | | |