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Addysg a Gwella Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

Equality and Gender Pay Gap Report

2023 - 2024





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Welcome from our Chief Executive

We are delighted to publish our Annual Equality and Gender Pay Gap (GPG) Report which covers the reporting period 1st April 2023 to 31st March 2024.

At HEIW we continue to make positive progress towards the delivery of our equality, diversity and inclusion commitments. This report highlights the key activities across our functions to further advance equality in line with our Strategic Equality Plan (SEP) objectives, understanding our pay gaps, progress towards the delivery of Welsh Government Equality Action plans and our commitment to support the wider NHS Wales.

We remain committed to supporting the delivery of the Anti-Racist Wales Action Plan, the LGBTQ+ Action Plan, the Duty of Candor, and the Welsh language plan by having a diverse workforce that can bring their whole selves to work and is reflective of the people and communities of Wales. We value our workforce's individual uniqueness and diversity and believe that this helps us deliver quality services that support the needs of our wider NHS Wales workforce and reflect everyone across our communities.

To deliver on this commitment in March 2023 we took the proactive decision to review our SEP objectives early to ensure our SEP remains current, relevant, and future-focused.

During this period, HEIW led the delivery of the first bilingual NHS Wales Staff Survey supported by our passionate colleagues across NHS Wales. The survey was designed with accessibility and inclusion at its core to ensure that where possible many barriers to completion for the workforce were identified and removed. The data contained in this first survey will ensure that everyone who works in NHS Wales has a voice and that voice helps influence and improve the system in which we work for both staff and patients.

Our role within NHS Wales, alongside our values and ambition, enables us to support the embedding of inclusive and compassionate cultures and practices that are person-centred, good quality, add value, and benefit our NHS in Wales.

Through this Annual Equality report, we renew our commitment to ensuring that a culture of Equality, Diversity, and Inclusion is not just a tick-box exercise, or a nice to have, but should be embedded across our workforce experience and everything that we do to support the wider NHS Wales system. We recognise that shaping cultures will take time, but we are determined and committed to achieving our ambition to be



a great place to work and recognise that across
HEIW we are all part
of the journey to
achieve this.



Diolch and thank you
for taking the time to
read this report.

Alex Howells

Chief Executive



Introduction

This Annual Gender Pay Gap and Equality Report will highlight our progress in delivering our Equality Objectives. In April 2023 we launched our new 2023-27 Strategic Equality Plan (SEP).

Our three new objectives have been designed to reflect our purpose as an organisation, our values and behaviours and, our commitment to our workforce, wider communities, and service users and are supported by a set of internal-facing actions which help us work towards these objectives.

Our Objectives are:

1. Embed Equality, Diversity, and Inclusion in how we attract, recruit, retain and develop our HEIW Workforce.
2. Advance Inclusive practices in the attraction, education and training of the future NHS Wales health workforce and leaders.
3. Strengthen engagement with our workforce, stakeholders, communities, and service users to inform and direct our work.

Actions from our previous SEP that remain relevant have been incorporated into our new enabling action plan, in addition to a set of new actions specific to our organisational purpose. An intersectional approach is taken when

incorporating the actions from the various Welsh Government action plans. Within this report, the word 'Equality' is used in the broadest terms to encompass 'culture', 'inclusion' 'Welsh Language' and 'wellbeing'.

To ensure that we meet our SEP commitments everyone across HEIW must understand our individual and collective responsibility for embedding and delivering this SEP across all our services and functions.



Our Legal Duties

Under the Public Sector Equality General Duty set out in section 149 of the Equality Act 2010, public authorities must:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Protected Characteristics under the Equality Act 2010:

- Age
- Pregnancy and maternity
- Race
- Disability
- Marriage and civil partnerships
- Sex
- Gender Reassignment
- Religion or belief
- Sexual Orientation

Public bodies must have due regard for advancing equality by:

- Removing or minimising disadvantages experienced by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

As well as the general duty, we must meet the specific duties that are set out in the Equality Act 2010 (Statutory Duties) and the (Wales) Regulations 2011. These duties came into force in Wales on 6 April 2011 and include:

- Developing Strategic Equality Plans which include our equality objectives.
- Involving the public and our partners from protected groups when developing plans and policies and shaping services.
- Completing appropriate Equality Impact Assessments.
- Collecting and publishing information about equality, employment, and differences in pay.
- Promoting equality-based staff training.

- Considering equality when buying services and agreeing on contracts.
- Publishing our Annual Equality Report.
- Reviewing our equality plans and objectives to make sure they are current.
- Making sure people can access the information we provide.

- Priority Action 4: Access to services
- Priority Action 5: Health Inequalities

At HEIW we also consider those who are Carers, those whose first language is Welsh, the socioeconomic impact, and the wellbeing of future generations when assessing the impacts of our work. We recognise and understand that individuals don't just have a single characteristic and that the interconnected nature of these multiple characteristics, referred to as intersectionality, can combine to create unique modes of discrimination, barriers, and experiences for people.

The Duty of Quality came into effect in April 2023 as part of the Health and Social Care (Quality and Engagement) (Wales) Act 2020. It applies to everything we do in the NHS in Wales, to help us improve and protect the health, care and well-being of the current and future population of Wales through:

- Considering quality in all decisions.
- Providing services in a way that considers how to improve quality.
- Monitoring improvement and sharing progress.
- Having robust governance in place and completing an annual report.
- Developing a quality management system to achieve a learning and

The *Welsh Language (Wales) Measure 2011* ensures that the Welsh language is treated no less favourably than English. The *More than just words: Welsh language plan in health and social care 2022* framework sets out how together we will drive forward progress under the overarching theme of culture and leadership and the following three themes:

- Welsh language planning and policies including data.
- Supporting and developing the Welsh language skills of the current and future workforce.
- Sharing best practice and an enabling approach.

The Anti-Racist Wales Action Plan (ARWAP) 2022 also outlines several priority actions for health and social care across Wales:

- Priority Action 1: Leadership
- Priority Action 2: Workforce
- Priority Action 3: Data

improving environment; and creating a culture of quality within organisations.

Our Equality Commitment

We are committed to eliminating discrimination and promoting diversity and inclusion through equality of opportunity in everything that we do. We have continued to embed our diversity, equality and inclusion commitments which are informed by strong leadership, co-production, collaboration and direct engagement with those affected by the decisions we make.

We will ensure equality of opportunity and access for all by building upon the foundation of *Equality and Human Rights Legislation* and strive to not only comply with the legal requirements, but also to use these to ensure that our organisation exemplifies best practices. HEIW acknowledges that our ability to recruit and retain a passionate and diverse workforce reflective of our communities depends upon creating a positive, compassionate, and inclusive culture where we can all bring our whole selves to work.

We value diversity and recognise that our organisation is greatly enhanced by the wide range of backgrounds,



experiences, views, beliefs, and cultures represented within our workforce. We aim to embrace diversity and proudly acknowledge that variety and difference are intrinsic to the wellbeing and future development of HEIW.

Our HEIW, Our Culture, Values, and Behaviours

HEIW is a unique organisation in NHS Wales, established in 2018 as a Special Health Authority with a leading role in the education, training, development and shaping of the healthcare workforce in Wales.

As the strategic workforce organisation for Wales, our culture, and the way we do business are very important to us. Our aspiration continues to be an excellent employer and a great place to work; we want our workforce to be happy, healthy and engaged. We actively promote wellbeing, equality, diversity, inclusion, and bilingualism within HEIW, in line with the National Workforce Strategy for Health and Social Care.

We recognise that our workforce is not only distributed within healthcare settings across Wales but following the pandemic has successfully embraced hybrid working. We continue to review our hybrid working model as we recognise the positive and negative impacts this can have on our workforce. It is essential

that we have a competent, confident and quality-focused workforce, that is diverse, motivated, and engaged, with the appropriate capacity to allow us to deliver our priorities.

Our values are:



Respect for all:

in every contact we have with others



Together as a Team:

we will work with colleagues across NHS Wales and with partner organisations



Ideas that Improve:

harnessing creativity, and continuously innovating and evaluating

We are keen to support the development of our existing staff as well as being attractive to our potential future workforce across Wales. We have a national award-winning Values and Behaviours framework which was developed by our staff.

We continue to embed those values and behaviours into our policies, practices, and processes, and we will take all opportunities to be a role model for the national work we are leading, showcasing compassionate and collective leadership.

Our Workforce

Our workforce consisted of 636 individuals as of the 31st of March 2024, from a range of backgrounds including frontline NHS services, various education settings, other public sector services, or professional sectors such as finance and IT.

Appendix 1 - HEIW Diversity Summary - 31 March 2024 contains a snapshot of our workforce equality data as of 31st March 2024. Our workforce data is broken down into protective characteristics and is sourced directly from Electronic Service Records (ESR). We recognise that we have some gaps within ESR where information has not been completed as highlighted through several fields identified as unspecified.

The following table highlights the completion rate of those across our workforce who have provided their equality monitoring and Welsh language details as of 31st March 2024. This information relies on staff voluntarily self-reporting through ESR.



All Equality Areas	Headcount
HEIW	603
Equality Monitoring completion rate	79%
Welsh Language completion rate	90%

Data Source: ESR Compliance Dashboard - Competency Profile

What We Do: Our Functions

We undertake a wide range of functions as outlined below which together help us to achieve and deliver our vision and purpose:

Education commissioning and delivery: We plan, commission and deliver education and training for a wide range of health professional groups, and incorporate the Deaneries for Medicine, Dental and Pharmacy. This includes undergraduate, postgraduate and CPD activities. The majority of our budget is spent in this area and through the commissioning approach, HEIW ensures value, and sustainable outcomes are delivered for the NHS system and promotes equality, diversity and inclusion and the use of the Welsh language.



Quality management: We quality manage education and training provision ensuring it meets required standards, and improvements are made where needed. This includes supporting educators, trainers, trainees, and students and working closely with education providers, NHS organisations and regulators. We have a specific role supporting the GMC in relation to the quality of postgraduate medical education.

Supporting regulation: We play a key role in representing Wales in liaison with regulators, working within the policy framework established by the Welsh Government. We also undertake, independently of the Welsh Government, specific regulatory support roles.

Workforce intelligence: We aim to be recognised as a primary source of information and intelligence about the Welsh health workforce. We provide analytical insight and intelligence to support the development of the current and future shape of the workforce and act as a central body to identify and analyse sources of intelligence from Wales, UK and abroad.

Workforce strategy and planning: We provide strategic leadership for workforce planning, working with Health Boards and Trusts, Social Care Wales and the Welsh Government to produce a forward strategy to transform the workforce to deliver new health and social care

models of service delivery. In addition, through this process, we identify and develop new workforce models required within the NHS and foster equality, including a bilingual workforce.

Leadership development and succession

planning: We are leading and developing the strategic direction for compassionate and collective leadership at all levels, talent management and succession planning for NHS Wales.

Careers and widening access: we provide the strategic direction for promoting health careers and the widening access agenda, with a clear focus on opening access to the many people in our communities who have valuable skills and experience currently underrepresented in our workforce.

Workforce Transformation and

Improvement: we provide strategic and practical support for workforce transformation and improvement, including skills development, role design, Continuing Professional Development and career pathway development. This work links closely with the development of new workforce models to underpin strategic developments in the NHS including the Strategic Programme for Primary Care, Working Together for Mental Health, national programmes and the strategic programmes led by the NHS Wales Collaborative. During 2020 we also became

responsible for several new areas – including the Nurse Staffing Levels (Wales) Act 2016 and the workforce implications arising from the Healthcare Sciences and the Allied Health Professionals Framework.

Professional support for workforce and

organisational development (OD): We have an express function to support the development of the workforce and OD profession within Wales.



Our Gender Pay Gap (GPG)

As an organisation that employs more than 250 people, HEIW must publish and report specific information about our GPG both on our website and the Government's website by the 31st of March each year.

A GPG focuses on comparing the pay of male and female employees and shows the difference in average earnings. GPG reporting is a valuable tool for HEIW to assess workplace equality levels. Specifically, in respect of female and male participation, and how effectively talent is being maximised. The GPG reporting obligations are outlined in The Equality Act 2010 (GPG Information) Regulations 2017.

It is, however, important to recognise and understand that the GPG differs from equal pay. Equal pay means that men and women in the same employment performing 'equal work' must receive 'equal pay', as set out in the Equality Act 2010. It is unlawful to pay people unequally because of their gender. Within the NHS, the Agenda for Change job evaluation process evaluates the job, not the postholder. This job evaluation process looks at the job without reference to gender or any other protected characteristic so equal pay is assured.

Current ACAS and government guidelines suggest that if an individual does not identify as

either 'male' or 'female' they should be excluded from the report. However, we recognise that this excludes employees who identify as transgender or non-binary, and we are aware of the importance of being sensitive to how an employee chooses to self-identify in terms of their gender. Regulations do not define the terms 'male' and 'female' and the requirement to report gender pay should not result in employees being singled out and questioned about their gender. As of the 31st of March 2024, HEIW employed 603 staff in both clinical and non-clinical roles, of which 70% were female and 30% were male.

What is covered by this GPG analysis?

For the purposes of gender pay reporting, those included are defined by the UK Government Equalities Office as:

- Based on employees on an individual basis, not as full-time equivalents.
- Having a contract of employment – including employees who are part-time, job-sharing, and on leave.

The Mean and Median hourly pay gap is calculated by adding together our staff's ordinary pay and any bonus pay. There are several factors which enable us to better understand why our pay gap exists.

Unfortunately, some of those factors fall outside of our direct control or within the gift of HEIW to change. Therefore, our GPG needs to

be interpreted with caution, context, and insight.

This report uses the following four measures:

Mean GPG in Hourly Pay

This is the difference between females' and males' mean hourly wage.

Median GPG in Hourly Pay

This is the difference between the midpoints in the ranges of hourly earnings of females and males.

Mean Bonus Gap

This is the difference between females' and males' mean bonus pay.

Median Bonus Gap

This is the difference between females' and males' median bonus pay.

For this report, figures have been rounded up to the nearest whole number unless indicated otherwise.

Our Staff's Pay

Firstly, we must consider and understand what constitutes staff's ordinary and bonus pay due to the unique makeup of HEIW's workforce.

This has resulted in a significant variation and complexity in contracts and pay structures including:

NHS Agenda for Change (AFC)

AFC is the current NHS job evaluation, grading and pay system for NHS staff, except for doctors, dentists, apprentices, and some senior managers.

Cardiff University (TUPE)

Transfer of Undertakings (Protection of Employment) for those staff members who were transferred from Cardiff University to HEIW.

Executive and Senior Pay (VSM)

Very Senior Managers (VSM) pay is typically for positions either leading an organisation (such as Chief Executive), members of an Executive Board, or directly reporting to the Chief Executive.

National Clinical Impact Awards (NCIA) scheme

Post Graduate Medical and Dental (PGMD) staff are entitled to apply independently for financial payments (bonus). It is important to note that the Welsh Government are responsible for setting the pay for staff on AFC arrangements with the final decision resting with Welsh Ministers. For non-medical and dental staff on former Cardiff University contracts, HEIW has implemented a pay arrangement that mirrors the NHS Wales AFC arrangements. The pay uplift for Executives and Senior Managers is determined annually by

Welsh Ministers and ratified through local governance arrangements.

In many organisations a pay gap is an indication that women are significantly under-represented at the top of the organisation, indicating a small proportion of women are taking home the top salaries. This is not the case with our workforce at HEIW, as women represent 76% of our upper hourly pay quarter.

Our Mean and Median GPG in Hourly Pay

Table 1 outlines our core staff’s mean and median GPG in hourly pay (ordinary and bonus (NCIA) combined) between our female and male workforce, the mean hourly pay gap is 16% and the median hourly pay gap is 19%.

Gender	Mean Hourly Rate (£)	Median Hourly Rate (£)
Female	29	25
Male	34	31
Difference	5	6
Pay Gap %	16%	19%

Table 1

Mean And Median Bonus Pay Awarded by the NCIA:

Table 2 outlines the mean and median bonus pay between our female and male clinicians awarded by the NCIA. The mean pay gap is 85% and the median hourly pay gap is 85%.

Gender	Mean Hourly Rate (£)	Median Hourly Rate (£)
Female	1,620.71	1,500.30
Male	13,479.54	9,779.92
Difference	11,858.83	8,279.62
Pay Gap %	88%	85%

Table 2

Understanding our GPG at HEIW

We are pleased to see that since the last reporting period, there has been a significant reduction in our overall mean and median gender pay gap (ordinary and bonus (NCIA) combined).

Mean Hourly Pay Gap

There is a 5-percentage point decrease in our mean hourly rate percentage pay gap. An increase in the number of female staff members at the higher bands has affected this. In particular, there has been an increase of 21% in the number of female staff in band 8a-9,

whilst, at the same time, a decrease of 4% in the number of male staff in these bands. Furthermore, a 24% increase in the number of male staff in bands 5-7 has resulted in a £1 reduction in the mean hourly rate for male staff, while the changes in the female staff distribution have resulted in a £1 increase in the mean hourly rate for female staff. These changes reduce the pay gap difference from 21% in favour of male staff in 2023 to 16% in favour of male staff in 2024.

Median Hourly Pay Gap

The changes in staff distribution, as described above, have also affected the median hourly pay. The median hourly pay for female staff has risen £1 whereas the median hourly pay for male staff has decreased £4. As such the difference has reduced from £11 per hour in favour of male staff in 2023 to £6 per hour in favour of male staff in 2024.

Contributing Factors

Although we have seen a significant decrease, there are two key areas which have been identified as contributing to our overall GPG, one of which is not within the parameters of HEIW's control. Firstly, there remains a larger proportion of women in the lower and lower middle bands than men, however, there is also a significantly larger proportion of male staff in clinical roles compared to other male staff, which raises the average salary for male staff.

Secondly, bonus pay is awarded to our clinicians and is decided by the National Clinical Impact Awards (NCIA) scheme. The NCIA scheme is intended to recognise and reward those consultants who contribute significantly towards the delivery of safe and high-quality care to patients and the continuous improvement of NHS services.

This includes those consultants and senior academic GPs who do so through their contribution to academic medicine. The decisions for awarding the payments are made by several sub-committees and the Welsh Government.

All NHS organisations are required to ratify the pay awards through local governance mechanisms, as this is an external scheme run by the Advisory Committee on Clinical Impact Awards (ACCIA) who provide the governance for awards. HEIW does not have control over who is awarded or how much, however, we are required to make the bonus payment as their employer.

Working Towards Closing the Pay Gap At HEIW

Although we have made significant progress, we recognise that whilst there are factors outside of our control or influence that are impacting pay, we have made a clear commitment in our new Strategic Equality Plan 2023 to take action to understand our pay gaps,

and address and minimise the impact where possible and within the constraints of the national pay systems for the NHS. Addressing any disparities in gender representation will, however, take time but we are committed to working towards resolving this and recognise that we are on a journey.

Below are HEIW's key areas of focus to further understand and close our GPG and support gender equality for women in the workplace:

Understand why a higher proportion of females tend to enter our organisation at more junior levels by reviewing our recruitment equality data including monitoring the number of male and female applicants for jobs and part-time workers.

Understand why a higher proportion of male clinicians join our organisation by reviewing the way we recruit into these roles and identify if there are any local and wider NHS Wales barriers for female applicants for roles within HEIW.

Look at the percentage of females and males leaving HEIW each year, specifically the proportion leaving relative to the proportion of the gender makeup in that grade.

Enhance internal talent management pipelines as part of our organisational development focus on skills development and progression opportunities.

Continue to promote gender equality through HEIW's 'Bring your whole self to work' campaign and ensure that there are equal opportunities to showcase and promote gender role modelling to address gender stereotyping in those bands underrepresented by males and females.



Set out below is our organisational progress against our Strategic Equality Plan (SEP) Objectives for the period April 2023 to March 2024.

Objective 1: Embed Equality, Diversity, and Inclusion in the way we attract, recruit, retain and develop our HEIW Workforce.

1.1 Our Local Recruitment

A key focus has been on expanding recruitment efforts to reach diverse groups. HEIW has actively engaged with local communities, particularly targeting ex-military personnel in collaboration with the Career Transition Partnership (CTP). Bespoke recruitment workshops were developed to assist Veterans in transitioning into roles within HEIW. Additionally, HEIW has improved its reach into underrepresented and hard-to-reach groups, ensuring that opportunities within the organisation are accessible to a wider range of people.

We have provided equitable work experience and internship opportunities across HEIW. We have appointed four apprentices through the Elite Apprenticeship initiative. This initiative supports disabled and disadvantaged individuals across South Wales, offering the training and support necessary for them to

succeed in their roles. One apprentice has progressed from a Level 2 to a Level 3 qualification, and on successful completion, securing a permanent role within our Pharmacy Team To ensure visible role modelling and representation within its recruitment processes, HEIW has updated its recruitment pages to include blogs and interviews from staff with protected characteristics. This effort highlights HEIW’s commitment to being an inclusive employer and provides potential candidates with relatable role models.

1.2. Our Workforce Experience

Bringing our whole selves to work.

In March 2023, we launched our Bring Your Whole Self to Work Campaign which was designed to foster a culture that encourages staff to bring their authentic selves to work, allowing them to feel comfortable in the workplace to encourage our workforce to value and celebrate different cultures, their uniqueness and diversity and to use them to inform the work that we do.



Our 'Me in three' challenge allows our workforce to share with their colleagues aspects of their personalities, interests, hobbies, hopes, faith, and culture to encourage individuals to feel more connected to and supported by their co-workers.

Engagement with our HEIW Bring Your Whole Self to Work Campaign intranet page, attracted over 1700 views and is now embedded across HEIW and is included in our Croeso corporate induction and various teams. Embracing The campaign has impacted our values of 'Together as a Team' and 'Ideas that Improve' influencing the way they interact to plan and deliver their work.

As a result of the campaign, we have seen a 9% increase in individuals declaring protected characteristics within their ESR records, specifically ethnicity. In addition, data from HEIW's Staff Survey indicates that of the 75% of staff who completed the survey, 82% felt the organisation respects individual differences (e.g. culture, backgrounds, ideas) compared to 65% across NHS Wales.

This is a testament to how HEIW has embraced, contributed, and committed to supporting a culture where our workforce is happy, healthy, and



engaged and where individual uniqueness and diversity are not only valued but celebrated. The benefit of a culture of bringing our whole selves to work is that it empowers and educates individuals to influence the planning and design of programmes of work and enables us to be more competent and informed of the needs and impact on our service users, students, trainees, and wider NHS colleagues.

Welsh Language

We continue to foster a thriving and growing Welsh language community at HEIW and dedicate a significant amount of effort to cultivating a friendly and inclusive culture that promotes the use of the Welsh language in various aspects such as speaking, understanding, or learning the language.

Our initiatives aim to raise awareness and appreciation for the language and culture of Wales, ensuring that everyone feels welcomed. HEIW recognises the need to promote externally our commitment to the Welsh language to inspire confidence to use the Welsh Language Services on offer.

For St David's Day 2024 we were delighted to launch our 'Using Welsh at work' page on our HEIW website. This was an opportunity to highlight our work as a key partner in supporting the delivery of the More Than Just Words (MTJW) action plan. Supporting this launch was an awareness campaign with the



strapline of ‘a little bit of Welsh goes a long way’. This was delivered in partnership with Social Care Wales

to promote the importance of the ‘active offer’ and the positive difference it can make to clinical outcomes for patients and members of the public.

Our work on MTJW has been a significant success for HEIW over the past year, a claim which is endorsed predominantly by the MTJW Annual Report published by Welsh Government in late December 2023. In the report, particular attention is drawn to the good work we have done in the following areas:

- Our work in producing the “Strategic Workforce Planning for the Welsh Language” strategy, and an acknowledgement that this work needs to be further developed.
- The excellent work that we have done through Tregyrfa, our Welsh language careers portal, in engaging with the future NHS workforce.
- The significant improvement we’ve made in increasing our ESR Skills Welsh Language Skills Completion rate. The percentage of staff who have recorded

their Welsh language skills on ESR has increased substantially over the past six months, rising from 56% to 82% of all core staff during this period.

Our staff conference and recognition event

In October 2023, at our staff conference, we celebrated our 5th birthday by recognising all the hard work our colleagues have achieved over the past 5 years through our



staff-nominated recognition awards and how our work has impacted the wider NHS Wales. Author Hamed Ameri shared his family story with us, with reflections from his book, *A Boy with Two Hearts, a love letter to the NHS*, and reminded us that although we might not realise it, all our actions have an impact on staff, patients, and patient’s families.

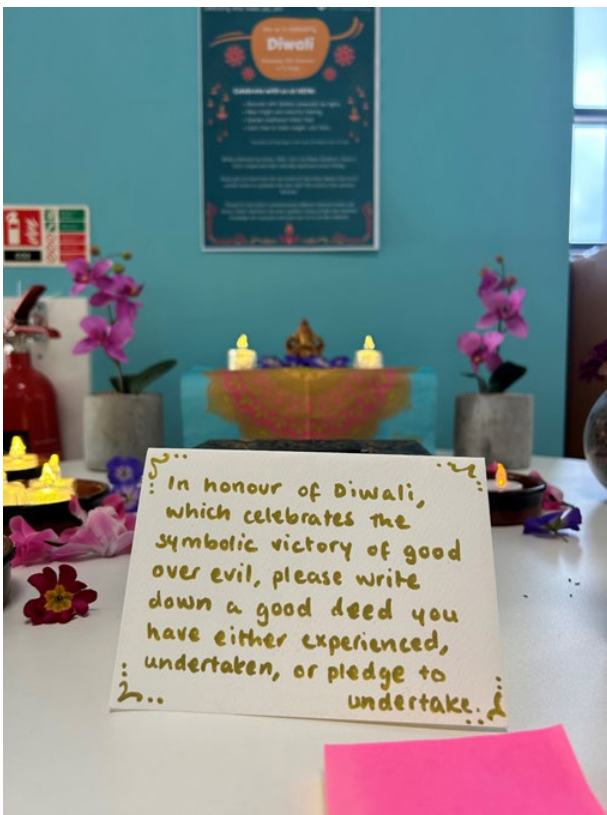
“As this staff event was also our 5th anniversary it provided a great opportunity to take stock of what HEIW has achieved to date, recognising the achievements of the whole organisation as well as those nominated for awards. Seeing the enthusiasm, energy and commitment in the room shows we have the confidence and capability to deliver on the ambitions and expectations that were set out for us at the start” – Alex Howells – HEIW Chief Executive

1.3 Our workforce learning and personal development

Equality, Diversity, and Culture Competency.

Our Equality, Diversity, and Inclusion (EDI) network has continued to provide opportunities for staff to share best practices across the organisation with regards to inclusive practice and the ability to engage we different speakers from local community groups, charities, and organisations.

Topics discussed range from supporting asylum seekers and refugees through the Ward Project), Privilege Cafes, Anti-Racism, and cultural awareness.



As an organisation, we have also raised awareness and engaged with activities and awareness sessions such as deaf and hard of hearing, neurodiversity, LGBTQ+, Anti Racism and mental health. All these are supported by our Wellness and Inclusion Champions staff network.

Where possible many of our learning and awareness operations were opened to support our wider NHS Wales colleagues in our commitment to supporting the experience of the workforce and our service users.

“This training is what equality and inclusion is about, providing the education required to encourage respect and understanding to make the world a better place for us all. Important, useful, and necessary” – NHS Wales attendee

Diverse Cymru Black, Asian, and Minority Ethnic Cultural Competence Certification Scheme

In October 2023 our Workforce and Organisational Development (WOD)



leadership team became HEIWs' first cohort of the Diverse Cymru Black, Asian, and Minority Ethnic Cultural Competence Certification Scheme which is intended to support the implementation of the Anti-racist Wales Action

Plan, however with a focus on the outcomes and impacts of the work we do. Based on the evidence workbook we provided, at a ceremony in Cardiff, the directorate was awarded a Silver+ accreditation.



As a first submission, our high accreditation level was a result of the directorate's commitment to delivering services that are fair and reducing disparities.



Objective 2: Advance Inclusive practices in the attraction, education and training of the future NHS Wales health workforce and leaders.

As part of our role in supporting the wider NHS system, we have established opportunities and tools to embed quality, equality, diversity, equity, and inclusion in our strategic decision-making and the way we design, procure, and support our programmes of work.

2.1 Workforce Planning. Education and Training Plan (ETP)

An Equality Impact Assessment has been undertaken to help inform and shape the creation of the Education and Training Plan (ETP) for 2023/24. The ETP makes recommendations for student and trainee numbers and investment in education and training to deliver the vision of transforming the workforce for a healthier Wales.

In developing the plan, HEIW considers the workforce plans from NHS Health Boards and Trusts, and the views and advice from other stakeholders.

We believe that excellent education and training underpin the development of a sustainable workforce, which in turn provides the capacity and capability to lead and

promote high-quality, safe patient, person, and community-centred care.

Nursing Pre-Registration Education

Commissioning & Quality

Within the Nursing Directorate, equality data collection methods in Pre-Registration Education Commissioning and Quality incorporated under the new contract have shaped the development of the education and training dashboard, a gateway to identify variances in attainment and shape advancing equality.

A commitment to widening access is already embedded with institutions as is required to support students through programmes. In addition, a set of pledges to support students and trainees undertaking placement learning have been co-produced with Higher Education Institutions, Health Boards, and wider stakeholders.

HEIW are developing a raising concerns student toolkit to help students make sense of initial concerns they may have about care events they are part of in practice learning situations.

NHS Wales Aspiring Executive Director Programme

To support the Aspiring Executive Director Talent Pool, a process was developed to capture Equality, Diversity, and Inclusion

demographic data. This information has been used to populate a dashboard to provide a clear and accurate view of our talent pool across multiple demographic data points to verify how accurately the pool of applicants reflects our communities.

This is a metric by which we can determine how inclusive our recruiting processes are for our development opportunities and provide us with a clearer understanding of where improvements can be made to ensure inclusive and accessible processes.

This dashboard has now been used as a model for a new development underway on the Gwella platform to allow for multiple, simultaneous, and concurrent application pools to be managed across NHS Wales, each providing an anonymised EDI dashboard to make sure that inclusivity is front and centre in our considerations for the programmes and offerings available.

NHS Wales Graduate Management Programme

For the Graduate Management Programme 2023 cohort we undertook a review of the graduate management programme recruitment process to address the lack of diversity in the 2021-23 cohort resulting in the following actions. The application process was reviewed to increase reach. All demographic data was removed from the application and a

psychometric process was introduced to remove bias. All initial applications were reviewed twice by different individuals to validate scoring.

Application questions were updated, which aligned to the success profile to ensure no applicant was disadvantaged. Procurement was undertaken to establish an inclusive graduate assessment centre experience designed by occupational psychologists. Additional time was given to complete assessments based on health, language, or educational requirements. All graduate applicants received a copy of their cognitive reasoning and job-focused assessment reports to support their search for gainful employment.

This adds value to the application process. Assessments and interviews were designed to meet the competencies outlined in the Graduate Success Profile. We attended webinars and universities throughout Wales to promote the programme and to ensure a clear message that we value diversity within our pipelines and encourage applications from individuals who share protected characteristics and are representative of diverse, cultural, social, and economic backgrounds.

HEIW Internship Programme

The 2023 Internship Programme has been opened to all universities in South Wales for the

first time. Initially planning on recruiting 6 students, we offered 12 placements for the 8 weeks and offered 3 year-long internship opportunities following the summer.

The internship is once again diverse with students from different backgrounds joining the organisation.



Introducing diversity to the internship gives HEIW great insights into the way we work and holds a mirror up to the organisation.

Students are encouraged to be open and honest, and staff value their opinions. They bring a wealth of skills and knowledge with placements in digital, sustainability, nursing, Allied Health Professions and more. The internship is a valuable part of our diversity talent pipelines, by introducing our younger generation to the opportunities available in HEIW and the wider NHS.

HEIW Supported Internship

In September 2023 HEIW welcomed 3 interns from Coleg y Cymoedd. The students are part of a supported internship programme and have spent 2 days with us every week for 9 months

learning new skills, meeting new people,
building confidence, gaining friendships and



social life and
demonstrating their
value in the
workplace. The
programme has
provided opportunities
for young people to

improve their skills, support them in a journey
to sustained employment, as well as benefits
to the economy, employers, families, local
communities and wider society.

Placement Quality, Capacity & Improvement

Our Placement Quality, Capacity &
Improvement team have worked with Higher
Education Institutions and placement
providers across Wales to increase the
availability, diversity, and quality of placement
learning, ensuring support for students
entering healthcare programmes from a variety
of routes.

Pharmacy data register

Pharmacy has drafted a new Schedule in our
Information Sharing agreement with the
General Pharmaceutical Council, to extend the
pharmacy register data that we download
weekly, to include anonymised protected
characteristics data.

This will provide new insight into the whole
pharmacy registrant workforce in Wales. This
will help grow HEIW intelligence to understand
how representative our current workforce is of
the communities we serve.

2.2 Procurement, Education and Training

Nurse and Health Professionals' Education

The HEIW EDI team has worked with the Nurse
and Health Professionals' Education team on
developing a new scoring criterion to be used in
the procurement process to ensure that those
from whom we commission our services and
programmes reflect not only HEIW's values but
the values of the wider NHS system.

This intersectional approach ensures that our
procurement process embeds a commitment
to advancing equality and diversity, embedding
anti-racist principles, and eliminating
discrimination supports and adds value to the
wider and future NHS workforce in Wales.

These new criteria have been agreed upon with
NHS Wales Shared Services Partnership
(NWSSP) and can now be embedded across all
our commissioning functions.



Windrush Celebration – Nursing and Midwifery



As part of NHS Wales 75th Celebrations and to raise awareness of Windrush Day in July HEIW invited Windrush Cymru Elder Vernesta

Cyril OBE to talk to the HEIW Nursing Directorate about her experience as a midwife and nurse, her career and passion for many years in challenging discrimination and promoting racial equality after being invited to come to Britain to help staff the newly formed National Health Service. Through the session, our Nursing teams, students, trainees and wider NHS colleagues learned about the importance of equality, inclusion and passion within their chosen career and the direct impact it has on those patients within their care.

Secondary Care and Primary Care Revalidation

The Revalidation Support Unit (RSU) has continued to provide training and raise awareness of relevant EDI and wellbeing matters via our Appraiser Skills Training (AST) and Wellbeing Toolkit for medical appraisers across NHS Wales.

All appraisers are also encouraged to indicate in their biographies on the revalidation system

MARS whether they're able to facilitate an appraisal through the medium of Welsh Language. The General Practitioner (GP) Appraisal Team has also developed a discrimination fact sheet that will be shared with GP Appraisers to support them when an appraisee raises potential discrimination during their appraisal.

The Unit has taken steps to promote the recruitment of GP Appraisers and GP Appraisal Coordinators to those groups who are underrepresented in this area.

Speciality and Associate Specialist (SAS) multidisciplinary learning module

The Medical Deanery has developed a multidisciplinary learning module for SAS doctors covering differential attainment. A high proportion of SAS doctors are from Black, Asian and Minority Ethnic backgrounds so raising awareness of differential attainment in this group is of critical importance.

As part of the Generic Curriculum programme, available to all doctors in training, the Fair Training Module focussing on unconscious bias, differential attainment and being an active bystander was delivered to trainees in March and June.

Continuing Professional Development (CPD) in Dental

The Dental Deanery has delivered CPD events to the dental profession to raise awareness of equality, inclusion, and well-being. Topics included Mental Health Awareness, Autism, dyslexia, and ADHD workshops delivered throughout 2023. Resilience and well-being study days have been delivered to the Dental Foundation Trainees.

All in-house built or outsourced systems are developed following user-centred design principles and are compliant with accessibility and Welsh language standards. EDI data capture is a core component of the technical specifications. Equality Impact Assessments are developed for each system as appropriate.

Local Procurement

Our HEIW Finance Team has implemented a process to support all HEIW service departments procuring goods and services to ensure that we embed equality, inclusion, wellbeing, and Welsh Language requirements into the commissioning, reviewing and tendering processes for new contracts, services, and goods that we are responsible for. This will support HEIW in delivering our actions contained within the Welsh Government Equality Action Plans.

Objective 3: Strengthen engagement with our workforce, stakeholders, communities, and service users to inform and direct our work.

3.1 Assessing Impacts.

Equality Impact Assessments (EIAs)

We have seen a significant increase in the utilisation of Equality Impact Assessments (EIAs) across HEIW as an integrated tool to support the planning, shaping and design of activities, strategies, and programmes of work. This ensures that decision-making and planning are transparent, inclusive, and person-centred where potential barriers which may exist can be identified and mitigated.

3.2 Strengthening Relationships

We also continue to develop our relationships with our stakeholders and community groups which we have been able to introduce to different functions across the organisation to add value and support their work to ensure where we can it is coproduced.

We have worked with the Grange Pavilion Community Centre in Cardiff to support several events and activities designed to promote inclusion and equality and align with our work on future careers. In addition to working with Pride Cymru the Dal Ul-Isra Mosque, Grange

Youth Group and the iLEAD Muslim youth leadership programme.



In April 2023 HEIW were invited to a prestigious interfaith community Iftar and iLEAD Awards ceremony on 14 April at HMS Cambria, the Royal Naval Unit in Cardiff Bay.

There were over 120 guests from different faith communities, including Muslim, Christian, and Jewish communities, iLEAD delegates and their parents, First Minister, Lord Lieutenant, Lord Mayor and Senior Military Officials. The highlight of the evening was to acknowledge and celebrate the work and success of the latest cohort of iLEAD delegates, who may be the next generation of community leaders in their respective fields, including health. We were privileged to be asked to present the awards to the iLEAD leadership delegates who have been supporting HEIW visited HEIW in sharing practical insights into the Muslim faith, customs, and values and influencing how we can ensure their well-being in the workplace and the wider NHS in Wales.

“The Muslim community in Wales is a tightknit one and information cascades into it and through it very quickly, so already the community is very

much aware of the value HEIW places on ensuring their Muslim staff now and in the future are understood and supported to practice their faith openly” – **Muslim Council of Wales.**

We were also excited to be able to support and present an award at the National Black History Awards in October 2023 at the Senydd in Cardiff, a celebration of young people’s incredible achievements across several

categories and the contribution of community elders. Through our work with our local community, we were invited to present the Community Award for



‘Contributions to Race Equality and Inclusion 2023’ which regionalises and celebrates community elders who have contributed immensely to racial equality and inclusion in our community. We were also privileged to present the ‘Young Carer Award’ which celebrates and elevates young individuals between the age of 13-30 who are looking after a loved one or community member.

Our Nursing and Midwifery Transformation team as part of Working Together to Create Fair Training Cultures launched the "Our Big

Conversation" event in June 2023. The strategic nursing workforce programme has undertaken engagement with nurses across the whole field of practice, with a range of staff from diverse backgrounds. This engagement event also included gaining feedback from other healthcare professionals and patients via an online engagement event.

As an organisation, we were invited to take part in the Welsh government's Enquiry into the delivery of the Anti-racist Wales Action Plan. HEIW were able to submit both written and verbal evidence on behalf of HEIW and the wider NHS Wales, the former being used by ministers to frame their questioning. In addition, the EDI Lead at HEIW arranged for staff to take part in the engagement sessions for the audit of the All-Wales NHS Workforce Policies through an Anti-racist lens led by Diverse Cymru who were commissioned by the Welsh Government and NHS Wales.

"Huge thank you to you for your contribution and getting others involved in the focus groups. HEIW has been well-represented in both the groups for people with lived experience and in the representative's focus group, far better than some much larger organisations. I get the feeling that your passion and

enthusiasm has helped people in HEIW feel comfortable and want to get involved" – **Diverse Cymru Policy, Engagement and Research Manager**

Progress towards the delivery of our SEP and national equality action plans.

Progress toward the delivery of our SEP objectives and the national equality action plans for Wales are reported via the Welsh Government's new bi-annual Strategic Equality Plan Policy Assurance Assessment and Performance Report. We are pleased to report that we have received positive feedback from the Welsh Government on our first cycle of submissions stating that we have made strong progress and have a clear plan for sustainable improvement.

"HEIW is to be congratulated on its work during this period and providing a comprehensive report. We would like to thank HEIW's Equality Team for their support and engagement in developing the national EDI action plans and objectives" – **Welsh Government**

Although we feel that we have made steady progress in the delivery of our SEP objectives and the national action plans we are aware that we need to build on these foundations we

continue to adopt a co-productive and collaborative approach to our inclusion work. This is an ongoing journey for HEIW as we continue to embed equality into our plans and everyday business to ensure that we properly consider and monitor the effects and outcomes of our work on people with protected characteristics.

We will continue to seek opportunities and ensure that the work we do not only adds value but supports our wider NHS colleagues across Wales. Our work to ensure that HEIW remains an exemplar employer remains ongoing, and we are pleased to share our ambitions for the coming year.

Looking forward to 2024 – 25

The Workforce Race Equality Standard (WRES)

A fundamental founding principle of the NHS was that there was fairness and equality for all. Evidence and consultation responses underpinning the Anti-racist Wales Action Plan (ARWAP) highlighted systemic issues within NHS Wales, with evidence that ethnic minority healthcare staff in Wales experience both covert and overt racism.

To instigate and measure meaningful change, a priority action in establishing a Workforce Race Equality Standard (WRES) for Wales is to measure disparities in the experience of our Black, Asian and Minority Ethnic workforce in

progression, leadership, bullying, harassment and discrimination with a view to making sustained improvements.

For the first time in April 2024, through a standardised process, data will be collected and analysed on staff race and gender as well as lived experience across all thirteen NHS Health Boards, Trusts and Special Health Authorities. The data will be used to produce a local WRES analysis for all NHS organisations and the first national WRES report for directly employed staff working across the NHS in Wales.

Speaking Up safely at HEIW

Speaking Up is where individuals feel safe and able to speak up about anything that gets in the way of delivering safe, high-quality care or which negatively affects their experience.

In line with the NHS Wales Speaking Up Safely Framework, at HEIW we will be working with our workforce, trade unions, students and trainees to coproduce and develop a culture in which ‘Speaking Up’ is normalised and embraced as an opportunity to learn and grow as individuals, teams and an organisation. Supported by timely and appropriate processes for any concerns raised within a safe environment.



GIG
CYMRU
NHS
WALES

Addysg a Gwella Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

We would like to thank our staff, partners and community groups who continue to work together to support our commitment to Equality, Diversity, Equity and Inclusion at HEIW.



Appendix 1

HEIW Diversity Summary - 31 March 2024

Where figures are below 11, numbers have been replaced with a * to protect individuals' privacy

Welsh Language Skills Completion Rate	89.78%
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Total Diversity Completion Rate	78.80%
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Gender	Headcount
Female	452
Male	184
Total (Gender is a required field in ESR)	636
Completion Rate	100.00%

Disability Status	Headcount
Yes	39
No	453
Not Declared	*
Prefer Not To Answer	*
Unspecified – not recorded on ESR	131
Total	636
Completion Rate	79.40%

Ethnicity	Headcount
A White - British	425
B White - Irish	*
C White - Any other White background	13
CA White English	*
CC White Welsh	27
CM White Traveller	*
D Mixed - White & Black Caribbean	*



E Mixed - White & Black African	*
F Mixed - White & Asian	*
G Mixed - Any other mixed background	*
H Asian or Asian British - Indian	10
J Asian or Asian British - Pakistani	*
K Asian or Asian British - Bangladeshi	*
L Asian or Asian British - Any other Asian background	*
LB Asian Punjabi	*
LE Asian Sri Lankan	*
LH Asian British	*
N Black or Black British - African	*
R Chinese	*
S Any Other Ethnic Group	*
Unspecified – Not recorded on ESR	127
Z Not Stated	*
Total	636
Completion Rate	80.03%

Religious Belief	Headcount
Atheism	143
Buddhism	*
Christianity	221
Hinduism	*
I do not wish to disclose my religion/belief	76
Islam	*
Judaism	*
Other	50
Sikhism	*
Unspecified – Not recorded on ESR	126
Total	636
Completion Rate	80.19%

Sexual Orientation	Headcount
Bisexual	*
Gay or Lesbian	17
Heterosexual or Straight	456
Not stated (person asked but declined to provide a response)	24
Other sexual orientation not listed	*
Undecided	*
Unspecified – Not recorded on ESR	125
Total	636
Completion Rate	80.35%

Marital Status	Headcount
Civil Partnership	*
Divorced	38
Legally Separated	*
Married	287
Single	169
Unknown	20
Widowed	*
(blank) - Not recorded on ESR	108
Total	636
Completion Rate	83.02%

Age Band	Headcount
21-25	38
26-30	50
31-35	61
36-40	66
41-45	109
46-50	96
51-55	87
56-60	74



61-65	43
66-70	*
>=71 Years	*
Total Age is a required field in ESR	636
Completion Rate	100.00%

Nationality	Headcount
Beninese	*
British	377
Canadian	*
German	*
Hungarian	*
Indian	*
Irish	*
Lithuanian	*
Nigerian	*
Polish	*
Portuguese	*
Welsh	52
Zambian	*
(blank) - Not recorded in ESR	192
Total	636
Completion Rate	69.81%