

Workforce Race Equality Standard (WRES) Report

April 2022 – March 2023

Introduction

Ramsay Health Care UK Operations Limited is committed to the equality and diversity agenda as defined by the protected characteristics of age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

This is demonstrated by our corporate vision 'The Ramsay Way', which ensures staff, patients and customers, are treated fairly and equitably regardless of their individual preferences and beliefs.

- We value integrity, credibility and respect for the individual.
- We build constructive relationships to achieve positive outcomes for all.
- We believe that success comes through recognizing and encouraging the value of people and teams.

The Workforce Race Equality Standards are part of our commitment to equality and diversity as outlined in our Equality and Human Rights Policy LS-002. It has been developed as a tool to measure improvements within the workforce with respect to Black and Minority Ethnic (BME) staff.

This report provides a summary of the findings and recommendations for improvement in respect of the WRES which in turn contributes to our wider equality and diversity strategy.

1. Name of organisation

Ramsay Health Care UK Operations Limited

2. Date of report

Month: August

Year: 2023

3. Name and title of Board lead for the Workforce Race Equality Standard

Mr Nick Costa, Chief Executive Officer

4. Name and contact details of lead manager compiling this report

Rebecca Smith – Head of People Operations

5. Who has this report has been sent to:

This report will appear on our company website. It will be sent to third parties including the WRES Implementation Team and shared with Ramsay People and Culture Forum for actions to be progressed.

6. This report has been signed off by on behalf of the Executive Board

Mr Nick Costa, CEO, August 2023

Background Narrative

7. Any issues of completeness of data?

Data was collected from Ramsay's electronic personnel system Workday and our company engagement survey conducted by Korn Ferry.

8. Any matters relating to reliability of comparisons with previous years?

Due to the move between HRIS systems the level of reported ethnicity has reduced. Our Workday system enables colleagues to self-report on their own personal data including their ethnicity. As such whilst the percentage of ethnicity reporting has reduced, the integrity of the data is greater as it is self-reported. The organisation has a clear plan to increase reporting in this area in the coming reporting period.

9. Total number of staff employed within this organisation at the date of the report.

5,501 (Previously 5,846)

10. Proportion of BME staff employed within this organisation at the date of the report?

11% (Previously 13.7%)

11. The proportion of total staff that have self-reported their ethnicity?

87% (previously 98.4%)

12. Have any steps been taken in the last reporting period to improve the level of self-reporting by ethnicity?

We have launched our new electronic personnel system Workday which allows all employees to update personal data via self-service. Employees have been encouraged to self report via a companywide campaign which has led to increased levels of data on the ethnicity of our workforce with 87% of employees having reported their ethnicity on Workday. We will run annual campaigns to ensure that along with other personal data, ethnicity is reviewed and updated.

13. Are any steps planned during the current reporting period to improve the level of self-reporting by ethnicity?

87% of employees have reported their ethnicity on Workday. We will continue to promote the ability for employees to tell us information regarding themselves including their ethnicity and other demographics they can share and disclose on their profiles within the Workday system. This will be part of a wider annual campaign to ensure that personal data is correct and updated.

Workforce Data

14. What period does the organisation's workforce data refer to?

1st April 2022 – 31st March 2023.

Workforce Race Equality Indicators

For each of these workforce indicators, compare the data for White and BME staff.

15. No. of Non-Clinical and Clinical staff headcount.

Data for reporting year: 1st April 2022 – 31st March 2023

Non-Clinical staff

	White	BME	Unknown	Headcount Total
Support	79%	8 %	13%	2,443
Middle	85%	5%	9%	158
Senior	84%	4%	12%	73
Very Senior Managers	80%	20%	0%	10
TOTAL	2,138	213	333	2,684

Clinical

	White	BME	Unknown	Headcount Total
Support	72%	15%	13%	2,612
Middle	77%	10%	13%	158
Senior	86%	0%	14%	14
Very Senior Managers	0	0%	100%	1
Doctors	75%	10%	15%	20
TOTAL	2,018	408	379	2805

The proportion of non-clinical BME staff varies between management levels with the lowest representation at senior manager level and the highest level at very senior manager level.

The proportion of clinical BME staff decreases with increasing levels of seniority between support staff to senior staff.

16. Relative likelihood of staff being appointed from shortlisting across all posts.

Reporting Year	
March 2020	The relative likelihood of appointing someone white from the shortlisting stage was 0.56. The relative likelihood of appointing someone BME from the shortlisting stage was 0.63.
March 2022	The relative likelihood of appointing someone white from the shortlisting stage was 0.53. The relative likelihood of appointing someone BME from the shortlisting stage was 0.57.
March 2023	The relative likelihood of appointing someone white from the shortlisting stage was 0.89. The relative likelihood of appointing someone BME from the shortlisting stage was 0.93

Therefore, the relative likelihood of a white employee being appointed from shortlisting compared to BME employees is 0.95. This figure was 0.93 for the previous reporting year.

17. Relative likelihood of staff entering the formal disciplinary process, as measured by entry into a formal disciplinary?

The figures for this reporting period indicate that both groups are not equally impacted:

- **White: 0.0052%**
- **BME: 0.0089%**

Therefore, the relative likelihood of BME employees entering the formal disciplinary process compared to white employees is 1.73 (with 1.08 for the previous reporting year).

18. Relative likelihood of staff accessing non-mandatory training and CPD?

Reporting Year	White	BME	Unknown/Prefer not to say
March 2019	0.18	0.17	0.10
March 2020	0.14	0.24	1.28
March 2022	0.10	0.07	0.64
March 2023	0.11	0.11	0.11

Therefore, the relative likelihood of white employees accessing non-mandatory training and CPD compared to BME employees is 1.01 (with 1.51 for the previous reporting year).

Ramsay Staff Survey 2022 Indicators

For each of the four staff survey indicators, compare the outcomes of the responses for White and BME staff

A Pulse staff survey was completed in October 2023. All employees were invited to respond to the survey. 46% of BME employees completed the survey, the overall completion rate was 60%.

19. KF 25. Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in last 12 months?

Data for reporting year: 12% of BME employees and 10% of white employees stated they had experienced harassment, bullying or abuse from patients, relatives or the public in the last 12 months.

Data for previous year: 12% of the workforce had experienced such behaviour but we are unable to identify this by ethnicity.

Actions include

1. Raising awareness of the appropriate reporting process for such instances and ensuring all staff complete their mandatory e-learning training on diversity and inclusion.
2. Continuing to monitor staff survey responses against workforce data and investigate any trends and discrepancies.
3. Clear communication to patients, relatives and the public regarding acceptable standards of behaviour.
4. Amend future survey's to again break down data by ethnicity for more accurate reporting

20. KF 26. Percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months?

Data for reporting year: 16% of BME employees and 10% of white employees stated that they had experienced harassment, bullying or abuse from staff in reported period.

Data for previous year: 11% of the workforce were impacted but we are unable to identify this by ethnicity

Actions include

1. Continuing to raise awareness of the appropriate reporting process for such instances using induction and training and to ensure all staff members complete their mandatory e-learning training covering diversity. Further enhanced modules are now available.
2. Further training provided to managers including more enhanced offering of Diversity and Inclusion training scheduled for all managers across the organisation
3. Continuing to monitor staff survey responses against workforce data and investigate any trends and discrepancies.
4. Amend future survey's to again break down data by ethnicity for more accurate reporting
5. Enhanced internal management training and development programmes and the introduction of our new Ramsay Leadership Behaviours which are specified on all Job Descriptions, within all internal development courses and within the PDR process
6. Reinforce the Ramsay Values and ensure that all staff behaves in accordance with these standards specifically relating to respect, dignity and integrity.
7. Creation of a People and Culture Forum to highlight feedback across the organisation on the culture and create robust action plans to improve inclusivity and respect for all employees.
8. Creation of People Resource Groups to facilitate greater representation, awareness and recognition of all employees.

21. KF 21. Percentage believing that Ramsay provides equal opportunities for career progression or promotion?

Data for reporting year: 84% of BME employees and 90% of white employees believed they had equal opportunities for career progression or promotion.

Data for previous year: 90% of the workforce were impacted but we are unable to identify this by ethnicity

Ramsay Healthcare welcomes and celebrates diversity. Diversity and inclusion contributes to creativity, performance, collaboration and success in our teams. As people caring for people, we want to ensure that we connect all our diverse teams and use the Workplace platform as a support system and to share our enriched culture.

In the previous reporting period, a Diversity and Inclusion strategy framework was created. The strategy outlines a focus on learning interventions and education on diversity and inclusion, the creation of a People and Culture Forum and the organic development of People Resource groups. There are now several People Resource Groups active within the business ensuring that diverse groups of employees are represented and have a forum by which to debate company approach and generate suggestions.

With the launch of Learning within Workday in July 2022, visibility and accessibility to mandatory training, non-mandatory training and leadership development courses has been increased as has the visibility and reporting capability around this.

The Workday system became live for all recruitment activity in July 2022. All internal career opportunities including secondments are advertised on the system and available for all employees to apply to. The 'Internal Mobility' policy has also been reviewed within the period to ensure that career progression is accessible for all within Ramsay Health Care UK.

Talent Mapping is now an established cyclical process within Ramsay Health Care UK and the exercise has been extended within the reporting period to include employees at Head of Department level and above. The talent mapping framework enables identification of talent in all areas of the business and supports succession planning.

Actions include –

1. Ensuring all staff continue to have access to all vacancies within the organisation including promotional opportunities.
2. Continue to undertake talent mapping and succession-planning to Head of Department level.

22. Q17. In the last 12 months have you personally experienced discrimination at work from any of the following? b) Manager / Team Leader or other colleagues.

Data for reporting year: 7% of white employees and 14% of BME employees stated they had experienced discrimination at work.

Data for previous year: 6% of employees stated they had experienced discrimination at work but we are unable to identify this by ethnicity

During the reporting period the Inclusivity Training has been launched to the business. The training is delivered at different levels including 'Inclusivity for Managers' and 'Inclusivity for All'. In addition the Executive team have undergone face to face development in this area. This training has been promoted widely and has been attended by 544 employees which is X% of the workforce.

Ramsay Health Care UK have launched a programme of 'Employee Stories' in which our employees have shared their own experiences. This has included discussions regarding physical disability, mental

health, fertility, LGBTQ issues and sex/gender. The videos have been shared on our Workplace forum and have been responded to very positively. The purpose of the Employee Voice initiative is to inform and educate but also to demonstrate the diversity of our Ramsay workforce and provide a sense of community, safety and support for other employees who may have similar experiences.

Actions include –

1. Continue to promote Inclusivity Training
2. Continue to roll out the Employee Voice initiative

Board Representation Indicator

For this indicator, compare the difference for white and BME staff.

23. Percentage difference between the organisations’ board membership and its overall workforce?

	White	BME	Prefer not to say / Unknown
Executive Board Member % by ethnicity	67%	17%	17%
Overall workforce % by ethnicity	72%	12%	14%
Difference (Total Board - Overall workforce)	-5.21%	4.55%	2.82%

24. Are there any other factors or data which should be taken into consideration in assessing progress?

The organisation has placed significant emphasis on this WRES Data, with several significant progressions during the reporting period including the establishment of People Resource Groups, the launch of Inclusivity Training at all levels of the organisation and the launch of the Employee Voice campaign which has made diversity issues part of the conversation within the business.

The investment into Workday, has allowed for more integrity in our data and allowed higher emphasis on self-reporting from our employees on ethnicity and other demographics. The annual campaign to encourage greater levels of self-reporting has been launched within the reporting period.

Priorities for the next reporting period are to continue to support initiatives and programmes which have been launched and to review and refresh our approach as required. In addition the introduction of case management to Workday will enable greater visibility of ER cases and other employee interactions which can be assessed against the principles of WRES.

We will also be running a full staff engagement survey towards the end of 2023 and capturing data on ethnicity to improve reporting and allow meaningful and appropriate action planning.

Mr Nick Costa
Chief Executive Officer

Focus Area	Actions	Responsibility	Timeframe
Data Analysis	1. Analysis key trends for indicators 15-18 by facility. Facilities with WRES concerns are escalated to the Chief People Officer	Head of People Operations and People Partners	Annually
	2. Annually benchmark our WRES data with the independent sector and the NHS and identify any focus areas for discussion at Executive Board	Head of People Operations	December 2023
	3. Continue to monitor levels of self-reporting of equal monitoring information.	Head of People Operations	Ongoing
	4. Continue to ensure Employee Engagement Surveys allow for reporting on ethnicity	Talent Partner	October 2023
	5. Introduce Case Management within Workday to enable greater visibility and reporting of ER and other employee experience queries	Head of People Operations	March 2024
	6. Continue annual campaign of Personal Data within Workday to drive levels of self-reporting	Head of People Operations	January 2024
	7. Creation of a Diversity report to be presented to the Executive on a six monthly basis	Head of People Operations	December 2023 and June 2024
	8. Creation of a Diversity Dashboard within Workday for senior managers to access real time information regarding the diversity of their local workforce	Head of People Operations and Workday Reporting Analyst	December 2023
Training	9. Review and provide further areas for improvement in the Diversity, Equity and Inclusion training offerings across the company	Head of Talent, Leadership & Organisational Development	March 2024
	10. Monitor WRES Data for access to non-mandatory training, leadership courses and apprenticeships	Talent Partner	Annually
	11. Ensure WRES principles are reflected within all our Leadership training	Head of Ramsay Academy	Ongoing
	12. Continue programme of Talent Mapping and monitor against WRES principles	Talent Partner	Ongoing
	13. Promote the Inclusivity Training at all levels to increase participation	Learning Partner	Ongoing
Recruitment	14. Continue to review current recruitment practices to ensure they meet the Standards. Review best practices within the industry.	Head of Recruitment	Ongoing

15. Ensuring where there is a vacancy that we advertise using the appropriate channels to promote vacancies to a diverse pool of potential applicants

Recruitment Team and Head of Recruitment

Ongoing