NHS Education for Scotland

Equality, Diversity and Inclusion Strategy

2025–2029

Contents

Foreword

David Garbutt, Chair and Karen Reid, Chief Executive

At NHS Education for Scotland (NES), we fully support the Scottish Government philosophy that every individual deserves the opportunity to live a long, healthy, and fulfilling life but recognise that people living in the most deprived areas still face significant health challenges and lower life expectancy. The gender pay gap in the public sector in Scotland remains at 25%, and discrimination and harassment in workplaces, including health and social care settings, persist. These inequalities impact our chances for a better life.

While we have made strides in promoting equality, tackling discrimination and harassment, and upholding human rights, there is still much work to be done. Children's rights are protected by the United Nations Convention on the Rights of the Child, now part of Scottish legislation and we all have the right to the highest attainable standard of health. In achieving these aims NES is continuing to develop an inclusive workplace and our Equality, Diversity, and Inclusion Strategy embodies our commitment to fostering that workplace for our staff, trainees and learners. This approach is not just a moral imperative; it is a catalyst for innovation, talent attraction, and a positive work environment. This strategy is fundamental to NES's mission of being a collaborative, innovative, and inclusive learning organisation that provides high-quality education, training, workforce development, workforce data, and technology for Scotland's health and social care workforce.

People are at the heart of what we do. With our people, we can support better rights-based quality care and outcomes, helping us navigate the challenges we face now and in the future. We must not be complacent. Protecting and upholding people's rights will enable us to address inequalities and support our role as a high-performing organisation.

Who we are

A group of colleagues meeting around a computer.

Our purpose in NES is to be a collaborative, innovative and inclusive learning organisation providing high quality education, training, workforce development, workforce data and technology for Scotland's health and social care workforce.

Our strategic vision is to support better rights-based quality care and outcomes for every person in Scotland through a skilled, capable, and resilient health and social care workforce.

We are adaptable, creative, and responsive to the needs of the workforce and the communities we serve. We are firmly committed to improving population health, reducing health inequalities, and working nationally and locally with partners to make a positive and lasting impact to improving the wellbeing of the people of Scotland.

We work with the Scottish Government, local government, NHS, Health and Social Care Partnerships, social care providers, academia, regulators, and other strategic partners to create new roles and services and develop new and exciting career pathways for future generations. Our work programmes ensure that those who work in health, social care and social work are skilled, confident, and motivated to continually improve outcomes for people.

We promote and uphold human rights, including children's rights, through our education and training and provide challenge where these are not being upheld.

The work we do affects everyone who works in and with health and social care services, as well as every person in every community in Scotland. We design and deliver education, ensure quality and standards, and use technology to enable staff to be skilled, confident, and motivated to provide better outcomes. Our goal is to create a workforce that meets the needs of the people of Scotland, through collaboration with staff, learners, communities and our stakeholders. The NES Strategy 2023–2026 (**https://newsletters.nes.digital/corporate-strategies/corporate-strategy-2023-26**) sets clear direction to achieve this around three areas of focus — People, Partnerships and Performance.

Purpose

A group of colleagues having a meeting in a modern office.

Equality, diversity and inclusion are fundamental to supporting NES achieve its purpose and deliver its functions.

The pressures on the health and social care system to deliver high quality care for people in Scotland continue. NES has an important role to play in supporting NHS Scotland and the social care sector in attracting, retaining, educating and training a diverse workforce for now and for the future. Contributing to efforts across the health and social care system to address health inequalities is an important part of NES's role. This strategy and plan will set out how our work on equality, diversity and inclusion will contribute to a more equitable health and care system and to reducing population health inequalities.

We set out in our Equality, Diversity and Inclusion Strategy:

+ The organisation's commitment to progressing equality, diversity and inclusion
+ Why change is needed
+ How NES is meeting its Public Sector Equality Duty and The Fairer Scotland Duty
+ NES's approach to anti-racism
+ How NES will support an inclusive workplace culture for our people and our learners
+ How this strategy will contribute to NES's work to address population health inequalities in Scotland and take a human rights and children's rights approach in our work

This strategy was developed with our staff, including our staff networks, our Board and our partners. We have developed a plan to support the strategy, which includes our longer-term Equality Outcomes as part of the Public Sector Equality Duty. We consulted on the proposed Equality Outcomes with our partners, staff and the public via our website to find out if we had identified the most important issues for NES to contribute to progressing equality, diversity and inclusion.

Progress will be reported bi-annually to our Board and to our staff.

NES's commitment to equality, diversity and inclusion

Person with less-visible disabilities delivers presentation to two colleagues, one has a facial difference and sight loss | Business Disability Forum

Tackling inequalities, progressing equality and creating a diverse and inclusive workplace for our staff and learners is central to achieving the work of NES. Our goal is to support the health and social care workforce to have the competence, confidence and capability to improve outcomes for people who use health and social care services. We are also committed to meeting the needs of staff, carers, and the people of Scotland by working in partnership with our staff, learners and health and social care partners.

We aim to be an inclusive employer that attracts and retains a diverse workforce and acts to progress equality and eliminate discrimination and harassment. We have legislative requirements to meet the Equality Act (2010) and as an NHS Board, the Public Sector Equality Duty and the Fairer Scotland Duty. We aim to take a human rights and children's rights approach in our work, meeting our legislative requirements under the Human Rights Act (1998) and the UNCRC Scotland Incorporation Act (2024).

All NHS Boards are developing anti-racism action plans to increase the pace of action to tackle the impact of racism on NHS Staff, the population and to improve health outcomes for racialised minorities. Racism is a public health issue, and we set out what we will do to improve outcomes for racialised minorities in our Anti-Racism Action Plan 2025–2026.

The following NES strategies underpin how NES will achieve its goals and deliver progress on equality, diversity and inclusion:

Our Learning and Education Strategy

Learning and education is at the heart of what we do. It is vital for the health, social care and public service workforce to deliver good quality care and improve the health and wellbeing of the Scottish population. The views of people with lived and living experience of health and social care services will be central to our approach to developing and delivering workforce learning. We prioritise accessibility, equity, inclusivity and diversity across all learning and education. The knowledge and skills of our educators on equity and inclusion is vital in supporting the delivery of our organisational goals.

https://www.nes.scot.nhs.uk/media/hwdneqnw/nes_learning_and_education_strategy_2023-2026.pdf

Our Organisational Development Plan

The Organisational Development Plan sets out how we will attract, retain, support, develop and nurture our talented workforce so they can deliver with confidence, competence, curiosity and creativity. Our employees are our best asset and advocates for NES — what they do and how they are supported to deliver it is important for us to achieve our organisational outcomes. The Organisational Development Plan covers work on culture, capabilities and collaboration.

Our approach to technology access and digital inclusion

NES works with people, communities, health and social care organisations and the Scottish Government to design and deliver technology and services. People who are digitally excluded experience worse access to services, education and health outcomes. It often overlaps with other forms of social exclusion and disadvantage. Technology has therefore been described as a super social determinant of health because it can impact on other inequalities in health, literacy, finances and housing inequalities. We will therefore work towards equitable technology access and digital inclusion through our platform technology and services. Additional features of our work include applying technology to address inequalities in access, including providing reasonable adjustments, accessibility, and accommodation.

Our Climate Emergency and Sustainability Strategy

Equality, health inequalities and the impact of climate change are inextricably linked. We know that people living in the most deprived communities in Scotland continue to experience poorer health and wellbeing and life expectancy is falling as a result. The resilience of communities to the impact of climate change and the actions to respond to it are not distributed equally across the population. The impact does not and will not affect communities equally and therefore there is a need to work across NES on this agenda to help ensure the principles of equity and the right to the highest attainable standard of health are upheld.

https://www.nes.scot.nhs.uk/media/lrwf3ogi/nes-climate-emergency-and-sustainability-strategy-2024.pdf

Why we need change now

A group of elderly friends laughing as they walk, arm in arm.

Scotland has persistent health inequalities and life expectancy is below what it was prior to the pandemic[1]. Inequalities between different population groups remain wide. The impact of the Covid-19 pandemic is being seen in population health statistics though health inequalities in Scotland have existed long before the pandemic. Young adult men and families with young children have been highlighted by The Health Foundation[2] as being of particular concern given worsening outcomes for these groups in the most disadvantaged communities.

We have increasing understanding about the relationships between technology, healthcare and equity, the 'digital determinants of health'[3].

The Expert Reference Group on Covid and Ethnicity provided several recommendations to address racialised health inequalities in Scotland. Covid-19 highlighted existing inequalities experienced by many minority ethnic population groups.

1   Life Expectancy in Scotland, 2021–2023 | National Records of Scotland (**https://www.nrscotland. gov.uk/publications/life-expectancy-in-scotland-2021-2023**)

2   Leave no one behind | The Health Foundation (**https://www.health.org.uk/publications/ leave-no-one-behind**)

3   Holmes Fee C, Hicklen RS, Jean S, Abu Hussein N, Moukheiber L, de Lota MF, Moukheiber M, Moukheiber D, Anthony Celi L, Dankwa-Mullan I. Strategies and solutions to address Digital Determinants of Health (DDOH) across underinvested communities. PLOS Digit Health. 2023 Oct 12;2(10):e0000314. doi: 10.1371/journal.pdig.0000314. PMID: 37824481; PMCID: PMC10569606.

The Equality and Human Rights Commission's How Fair is Scotland report[4] in 2023 highlighted:

01 Ethnic minority people face lower quantity and quality of work and worse living standards than White British people

02 Disabled people are more likely to earn less and experience worse living standards

03 Relative poverty rates are increasing for lesbian, gay and bisexual adults

04 The numbers of police-recorded hate crimes relating to transgender identity, sexual orientation and disability have all increased

05 People in the most deprived areas have lower healthy life expectancy, poorer mental health and are more likely to attempt or die by suicide

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4   Equality and Human Rights Monitor 2023: Is Scotland Fairer? (**https://www.equalityhumanrights.com/ our-work/equality-and-human-rights-monitor/equality-and-human-rights-monitor-2023-scotland-fairer**)

> **Inequalities in health reflect the inequalities in society at large: they are closely related to personal and socio-economic factors, such as income, education, housing, gender, age, ethnicity, disability, geography and social inclusion.[5]**

Equity is a cornerstone of a public health and rights-based approach to health. NES recognises that stigma, discrimination and societal inequalities profoundly affect population health and individuals' experiences within health and social care services. This strategy includes the protected characteristics identified in the Equality Act (2010) but also extends to additional population groups. Our strategy adopts an 'intersectional'[6] approach, recognising that people are shaped by multiple characteristics and social categories, which can intersect and worsen outcomes for people.

We understand that inequality in power leads to broader social inequalities. The root causes of health inequalities lie in differences in income, power and wealth between social groups. These in turn shape environmental factors such as access to services, housing and work which ultimately influence individuals' experiences and the opportunity for long and healthy lives[7].

Improving the health of those who experience the poorest health outcomes, such as those population groups listed above, is important if health inequalities in Scotland are to be tackled. As the national education and training body we can contribute to a workforce that understands what causes health inequalities in order to take action to deliver equitable health and social care.

Evidence shows that some population groups continue to experience significantly poorer health outcomes, driven by severe disadvantage, poverty, discrimination and stigma.

Sometimes referred to as 'inclusion health' population groups, it includes:
+ People who experience homelessness
+ People with drug and alcohol dependence
+ Vulnerable migrants and refugees
+ Gypsy, Roma, and Traveller communities
+ People in contact with the justice system
+ Victims of modern slavery
+ Sex workers
+ Other marginalised groups

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[5] Tackling Health Inequalities | Seven Priorities For The NHS (**https://www.kingsfund.org.uk/insight-and-analysis/long-reads/tackling-health-inequalities-seven-priorities-nhs?utm_source=The King%27s Fund newsletters %28main account%29&utm_medium=email&utm_campaign=14673261_NEWSL_WeeklyUpdate_300924%5BMondaySend%5D&utm_content=Button_TWHOLongRead&dm_i=21A8,8QHYL,9S1A10,10ATF6,1**)

[6] Using intersectionality to understand structural inequality in Scotland: evidence synthesis (**https://www.gov.scot/publications/using-intersectionality-understand-structural-inequality-scotland-evidence-synthesis**)

[7] Fundamental causes of health inequalities | Health Inequalities | Equity and justice | Our areas of work | Public Health Scotland (**https://publichealthscotland.scot/our-areas-of-work/equity-and-justice/health-inequalities/fundamental-causes-of-health-inequalities**)

Several reports over recent years indicate that there is more work to be done to achieve inclusive, diverse and equitable workplaces for health and social care staff. Racism and bullying undermine psychological safety in the workplace which can lead to a culture where concerns are not raised or mistakes are not admitted, leading to an impact on patient satisfaction[8].

Reports such as these have led to recommendations including:
+ Anti-racism approaches to tackle racism, discrimination and harassment
+ Improved reporting systems that staff will have confidence in using
+ Improved diversity and representation at senior levels
+ Training and education for staff on equality, diversity and inclusion
+ Embedding equality and health inequalities in the curriculum for health and social care professions
+ Leadership skills and behaviours that support an inclusive workplace culture

The action plan to support this strategy aims to address these recommendations through NES's role.
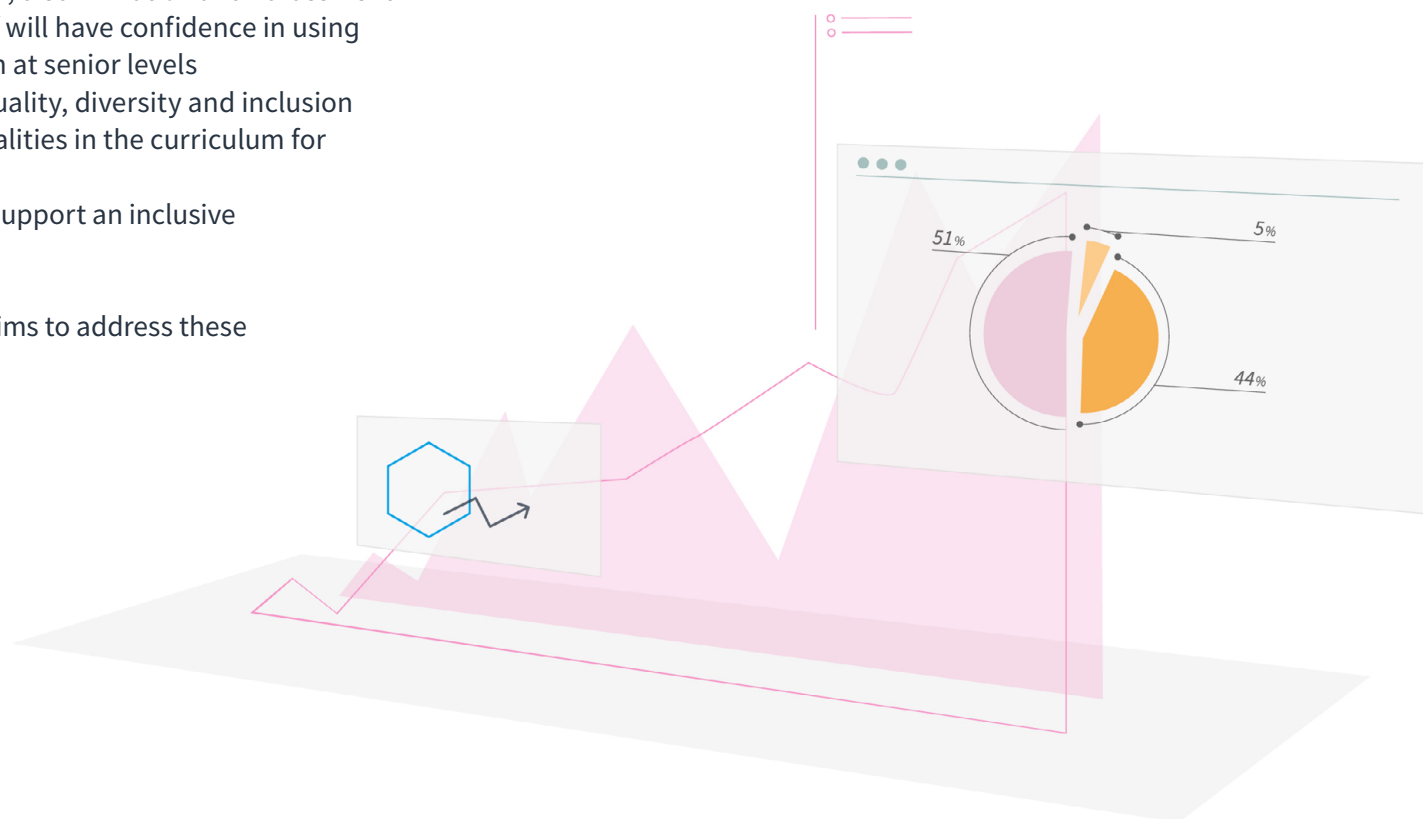
An abstract graph image to represent the idea of using data.

[8] Dawson, J. (2018) Links between NHS staff experiences and patient satisfaction: analysis of surveys from 2014 and 2015 (**https://www.england.nhs.uk/wp-content/uploads/2018/02/links-between-nhs-staff-experience-and-patient-satisfaction-1.pdf**)

An Equality and Human Rights Commission inquiry reported in 2022 that ethnic minority workers in health and social care experienced different treatment to White colleagues (harassment and abuse related to race, unsupportive line managers, less favourable treatment in allocation of hours and duties)[9].

The BMA's survey on racism in medicine reported that ethnic minority doctors reported being overlooked for promotion, being forced to change speciality, feelings of isolation, exclusion and being unsafe at work — 60% reported that their mental wellbeing had suffered as a result[10].

The Messenger Review — Leadership for Collaborative and Inclusive Future reported that there is widespread evidence of considerable inequality and opportunity for those with protected characteristics, particularly race and disability[11].

Research into experiences of sexual assault and harassment in surgery found that 63% of women and 23% of men were the target of sexual harassment[12].

The Scottish health and social care staff survey found overall a lower mean experience score for staff with a disability, LGBT and those who prefer to self-describe their sexual orientation, men across all age groups (apart from senior managers who score higher than females) and staff from a White Other British[13].

Attainment gaps continue to exist in medicine[14], pharmacy[15] and are likely in other professions between different population groups. Scotland has the largest disability pay gap of UK countries, 18.5% less than non-disabled employees.

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[9] Experiences from health and social care: the treatment of lower-paid ethnic minority workers (**https://www.equalityhumanrights.com/our-work/inquiries-and-investigations/experiences-health-and-social-care-treatment-lower-paid**)

[10] Delivering racial equality in medicine (**https://www.bma.org.uk/advice-and-support/equality-and-diversity-guidance/race-equality-in-medicine/delivering-racial-equality-in-medicine**)

[11] Health and social care review: leadership for a collaborative and inclusive future (**https://www.gov.uk/government/publications/health-and-social-care-review-leadership-for-a-collaborative-and-inclusive-future**)

[12] Sexual harassment, sexual assault and rape by colleagues in the surgical workforce, and how women and men are living different realities: observational study using NHS population-derived weights (**https://academic.oup.com/bjs/article/110/11/1518/7264733**)

[13] iMatter Survey 2022: demographic data exploration (**https://www.gov.scot/publications/imatter-survey-2022-demographic-data-exploration/pages/5**)

[14] Tackling disadvantage in medical education (**https://www.gmc-uk.org/-/media/documents/96887270_tackling-disadvantage-in-medical-education-020323.pdf**)

[15] Differential Attainment (**https://www.rpharms.com/recognition/all-our-campaigns/policy-a-z/differential-attainment**)

How NES is meeting the Public Sector Equality Duty

A blind person works on a braille note next to a colleague | Business Disability Forum

The Public Sector Equality Duty is a legislative requirement. The purpose is to make progress on equality in society through the work of public bodies. There are 2 parts to the Duty; The General Duty and the Specific Duties. You can find out more about this at The Public Sector Equality Duty (PSED) (**https://www.equalityhumanrights.com/guidance/public-sector-equality-duty-psed#specific-duties**).

The three aims of the general duty are to make sure that public authorities have due regard to the need to:

1. Put an end to unlawful behaviour that is banned by the Equality Act 2010, including discrimination, harassment and victimisation (**https://www.equalityhumanrights.com/node/14503**).
2. Advance equal opportunities between people who have a protected characteristic and those who do not.
3. Foster good relations between people who have a protected characteristic and those who do not.

As a Scottish public body, we are also required to meet the Scottish Specific Duties. These duties intend to support public bodies in meeting the General Duty. This includes reporting on how we are mainstreaming the equality duty into our work, assessing the impact of our policies and practices, and publishing and reporting on our equality outcomes. It also covers our work as an employer, including publishing an equal pay statement and gathering and analysing employee information. We published progress with our work to meet the Public Sector Equality Duty over 2021–2024, including our set of Equality Outcomes on our website (**https://www.nes.scot.nhs.uk/about-us/equality-diversity-and-human-rights/public-sector-equality-duty**).

This strategy and action plan sets out how NES will meet the Public Sector Equality Duty and the specific duties as a Scottish public body.

NES's Equality Outcomes

An Equality Outcome is a result that we intend to achieve to help us make progress with the Public Sector Equality Duty. It aims to improve people's lives through the work that we do by identifying areas of inequality that we can make a measurable difference in. The actions we will take to work towards these outcomes are set out in the Action Plan.
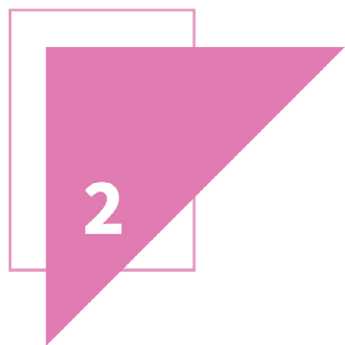
These outcomes were identified by reviewing the evidence base, engaging with staff across NES, reviewing progress with Equality Outcomes from 2021–2025 and to align with NES's Corporate Strategy. A survey was issued to all staff and to partners and the public via our website and social media channels. Over 160 responses to the survey were received. The outcomes are over a four year period and progress will be reported to the Board every six months. The outcomes will also be reviewed to ensure alignment with forthcoming NES strategy. The current NES strategy is for 2023–2026.

NES has identified the following Equality Outcomes:

1
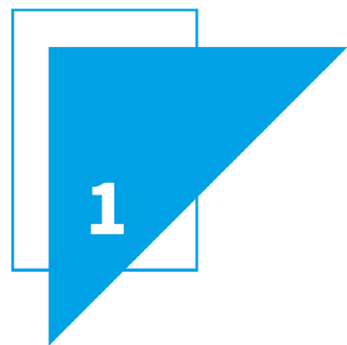
By March 2029
The NES workforce will be representative of people from a minority ethnic background, disabled people and younger people to reflect the diversity of the health and social care workforce.

2

By March 2029
NES will have contributed towards reducing the UK-wide attainment gap for medical and pharmacy trainees from Black and Minority Ethnic backgrounds and International Medical Graduates.

3
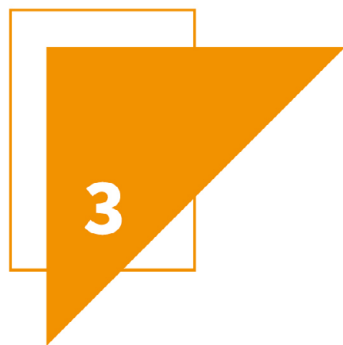
By March 2029
The voice and experience of people who have used or are using health and social care services will inform NES's educational resources to contribute to NES's role in addressing health inequalities.

4

By March 2029
NES will have increased its knowledge about the diversity of learners accessing NES's education and training products to improve equity in education and training for health and social care staff.

5
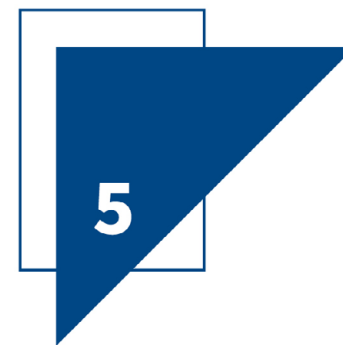
By March 2029
NES will meet the learning needs of the health and social care workforce on anti-racism, equality, diversity and inclusion.

Equal Pay Statement

An employee working at a desk with a laptop.

NES has published its Equal Pay Statement 2025–2029 on our website (**https://www.nes.scot.nhs.uk/about-us/equality-diversity-and-human-rights/employment-equality-monitoring-and-equal-pay**).

Fairer Scotland Duty

The Fairer Scotland Duty places a legal duty on public bodies in Scotland to consider how they can reduce inequalities of outcomes (e.g., health outcomes) caused by socio-economic disadvantage, when making strategic decisions. Socio-economic disadvantage can be described as:
+ Low/no wealth
+ Low income
+ Area deprivation
+ Socio-economic background
+ Material deprivation

This can lead to lower life expectancy, poorer skills and attainment, lower quality and less secure employment, less chance of being treated with dignity and respect[16].

Experience of poverty has an equality dimension, for example, women are more likely to work part-time, carry out unpaid care and have lower pay; a gender pay gap still exists. There are also differences between different groups of men and women, for example, single adults who live alone are more likely to live in poverty (mostly men) and lone parents are more likely to live in poverty (mostly women).

Discrimination has wide-ranging effects on people's opportunities, including career progression. NES will meet the Fairer Scotland Duty and is committed to playing its part in reducing socio-economic disadvantage and addressing health inequalities.

[16] About the Duty — Fairer Scotland Duty: guidance for public bodies (**https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies**)

NES's Anti-Racism Plan

A diverse group of people smiling.

The NES Anti-Racism Plan sets out our vision and mission to address racism. Racism is a public health issue and NES is committed to taking an anti-racism approach through our work. You can read about our work to address racism and racialised health inequalities in our Anti-Racism Action Plan.

To contribute to efforts to increase the pace of action to tackle the impact of racism on staff working in health and social care, the population and to improve health outcomes for racialised minorities, NES has developed an anti-racism action plan. Racism is a public health issue, and we set out what we will do to improve outcomes for racialised minorities in our NES Anti-Racism Action Plan 2025–2026.

The vision set out in our anti-racism plan is: 'Enabling improved rights-based quality care, experiences and outcomes for racialised minorities in Scotland through an informed, skilled and compassionate health and social care workforce'. Our mission is 'We will proactively tackle institutional and systemic racism to improve racial equity for our people and our learners, which will contribute to addressing racialised health and social care inequalities in Scotland'.

Our NES Anti-Racism Action Plan has the same themes as the Equality, Diversity and Inclusion Strategy with accompanying actions and outcomes which are included in this Action Plan. While the Anti-Racism Plan is a one-year plan for 2025–2026, we recognise that many of the outcomes we are seeking to achieve will take place over a longer timeframe.

Remote and Rural Health and Care

Rural town in the Scottish Highlands.

Geography can have an impact on health inequalities. We will support the delivery of improved healthcare for remote, rural and island communities. The goal of this is to provide equity in healthcare, acknowledging the specific needs of the people who live and work in Scotland's remote, rural and island communities. We aim to improve remote and rural healthcare research, education, leadership, practice, recruitment and retention. Information is at National Centre for Remote and Rural Health and Care Information Hub on Turas Learn (**https://learn.nes.nhs.scot/63205**). As well as the work of the National Centre, we will consider what impact our work could have on remote and rural communities as part of our approach to Equality, Fairer Scotland and Children's Rights Impact Assessment.

An inclusive workplace culture:
for our people and our learners
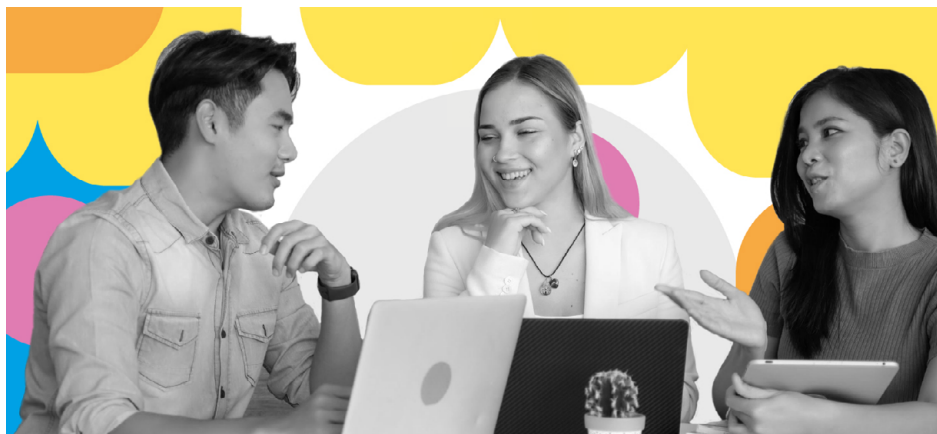
A group of colleagues meeting around a table with their laptops and devices.

We aim to provide an inclusive learning environment for all our learners. We engage with a wide range of health and social care staff working across Scotland in diverse roles. We are responsible for developing and delivering healthcare education and training for the NHS, health and social care sector and other public bodies. We have a Scotland-wide role in undergraduate, postgraduate and continuing professional development. Our Equality, Diversity and Inclusion Strategy will help us to do so, and inclusion is reflected in our Learning and Education Strategy.

The NES Deanery trains 6000 doctors and dentists in training, working across NHS Health Boards in Scotland. We are the employer for trainees in General Practice, Public Health and Occupational Health, Dental Core, Speciality and Vocational Dental Practice. Our reach extends to the wider cohort of staff who provide supervision to trainees in their training post. This provides us with the opportunity to support new doctors and dentists in Scotland to experience an inclusive and equitable workplace, working with Directors of Medical Education in the health boards and with partners such as the General Medical Council. The Scottish Trainee Survey is one way that NES can gather information about trainees' experience of inclusion in the workplace, including on discrimination and harassment. The 2024 survey included questions on sexual harassment.

What do we mean by 'inclusion'?

Inclusion can mean different things to different people. It is often defined as the extent to which everyone at work, regardless of their background, identity or circumstance, feels valued, accepted and supported to succeed at work We would expect you to see a culture where everyone feels they belong, they have a voice and are valued for the unique skills and abilities that they bring to work[17].

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[17] CIPD Building Inclusive Workplaces (**www.cipd.org/globalassets/media/knowledge/knowledge-hub/ reports/building-inclusive-workplaces-report-sept-2019_tcm18-64154.pdf**)

We want to create an inclusive workplace culture for our people and learners that welcomes and celebrates all our differences, demonstrating the NHS Scotland values of:

+ Care and compassion
+ Dignity and respect
+ Openness, honesty and responsibility
+ Equality and teamwork

NHS Scotland has a standardised approach for workforce policies. This includes refreshed Equality, Diversity and Inclusion, Bullying and Harassment and Gender-Based Violence policies. NES will ensure that all our staff are aware of these policies and the associated guidance for employees and managers.

Line managers are in a unique and important position to be able to create a supportive and inclusive environment in which staff feel valued, respected and cared for. NES has developed a line manager handbook to provide staff with the right support to create an inclusive culture and to uphold our organisational values. Monthly line-manager network meetings provide the space for line manager development and peer support. This is an important way for NES to support the organisation in the delivery of this strategy by supporting NES line managers with the knowledge and skills to contribute to its aims.

Equally Safe at Work

NES is working towards the Equally Safe at Work accreditation, recognising the need to progress gender equality and tackle violence against women. The Worker's Protection (Amendment of Equality Act 2010) 2023 Act places a duty on employers to take 'reasonable steps' to prevent sexual harassment. There is no place for sexual misconduct in NES.

Training and education for the workforce is an important contribution to creating a safe workplace culture for staff. NES aims to support our employees as well as the wider health and social care workforce experience a workplace free from sexual misconduct. Guidance for our staff on relationships at work and to support staff respond to disclosures of sexual misconduct in a trauma-informed way has been developed. This will supplement the Once for Scotland NHS Scotland policies, including NHS Scotland's sexual harassment guide.

Disability Confident

Person with a less-visible disability wearing a sunflower lanyard uses a laptop outside | Business Disability Forum

NES is a Disability Confident Employer, an employer scheme to attract and retain disabled people and people with health conditions. We are committed to progressing equality in the workplace for disabled staff. We aim to apply for Disability Confident Leader status when we renew our accreditation in 2026. Our action plan reflects what we will do to achieve this.

NES's specialist lead for disability provides advice to staff and NES employed resident doctors and dentists in training on reasonable adjustments in the workplace and works closely with the NES Deanery's Training Wellbeing Service.

Carer Positive

A young person caring for an elderly person.

NES is a Carer Positive Employer and has achieved Level 2: Established. Carers are a significant part of the working-age population and providing support to retain people with caring responsibilities in the workplace is vital in our goal as an inclusive organisation.

Staff Networks

The NES staff networks are an important way to provide peer support to our staff and to influence organisational practice and culture. Staff are provided with time to contribute to the networks and allies are welcome to attend and support the work of the networks.

NES currently has the following staff networks:
+ Under-represented ethnic minority network
+ Disability, Long-term Conditions, Mental Health and Neurodiversity Network
+ Parent and Carer Network
+ Lesbian, Gay, Bisexual and Transgender Network
+ The 'Neuro-bureau' — a network for NES employed doctors and dentists in training on neurodiversity
+ Regular menopause meet-ups

We will continue to support active and influential staff networks and support staff contribute and attend networks.

How we use data to progress equality and inclusion at NES

A group of colleagues in a board meeting.

One way to understand the experiences of our staff is through a staff inclusion survey. This was developed in 2023/24 and is now issued to staff twice per year and reported to the Board. It helps us to identify areas where we need to make improvements and areas to celebrate. We undertake an equality analysis of the data to identify if groups of staff have different experiences, e.g., by protected characteristic, carer status.

We report annually to the Board and in our workforce equality monitoring report our gender, disability and ethnicity pay gap. We also report annually to the Board on the % of staff from a minority ethnic background, % staff who have reported a disability and % who are lesbian, gay or bisexual. The employment equality monitoring report is published on our website: **https://www.nes.scot.nhs.uk/about-us/equality-diversity-and-human-rights/employment-equality-monitoring-and-equal-pay**.

To understand the experience of resident doctors, the NES Deanery issues the Scottish Trainee Survey and this includes information about experience of inclusion in the workplace, including on discrimination and harassment. The data is shared with Speciality Training Boards who can then develop plans for continuous improvement for Scotland's resident doctors.

To provide equitable access to training and education, it is important to understand the diversity of learners who access NES's services. This is a priority in our Learning and Education Strategy and has been identified as one of our Equality Outcomes for 2025–2029.

Wellbeing

A person running in a rural setting with a loch and mountains.

Discrimination, harassment and inequality affects wellbeing. If our strategy is effective, it will contribute to the health and wellbeing of our workforce and contribute to a high performing organisation. Feeling like you belong — a feeling of acceptance and inclusion — in the workplace has been found to be associated with better performance, higher retention and lower sickness absence[18]. Research has found that a sense of belonging in the workplace reduces mental health risks[19].

At NES, we take the wellbeing of our workforce seriously and staff wellbeing is an indicator of our work on equality, diversity and inclusion.

As well as the Employee Assistance Programme, we issue a monthly Wellbeing Matters newsletter to share and promote a range of activities for wellbeing and have established a Wellbeing Matters Hub on our Turas learning platform (**https://learn.nes.nhs.scot/72637/nes-learning-at-work/wellbeing-matters**).

The Trainee Wellbeing and Support Service in the NES Deanery was established to support all doctors in training. It provides a confidential and non-judgemental service including support on exams, careers, health and wellbeing and resources on sexual harassment and neurodiversity.

[18]   The Value of Belonging at Work (**https://hbr.org/2019/12/the-value-of-belonging-at-work**)

[19]   The protective power of hope and belonging in the workplace | Emerald Insight (**https://www.emerald.com/insight/content/doi/10.1108/SHR-07-2024-0054/full/html**)

Addressing population health inequalities— taking a human-rights based approach

Everyone has the right to the highest attainable standard of health and to experience rights-based quality care. Taking a human-rights based approach means that NES will consider the following principles when planning our work, as set out by Public Health Scotland[20]:

01

Participation
People should be able to voice their experiences and take part in decision-making. Policies and practices should support people to participate in society and lead fulfilling lives.

02

Accountability
Organisations and people should be accountable for realising human rights — there is a floor below which service standards must not fall, but above that human rights should be understood as a progressive journey towards fulfilling the full potential of every human being.

03

Non-discrimination
Everyone has the same rights regardless of their ethnicity, income, religion, etc.

04

Empowerment
People, communities and groups should have the power to know and claim their rights in order to make a difference.

05

Legality
All decisions should comply with human rights legal standards.

20 A human rights based approach | The right to health | Equity and justice | Our areas of work | Public Health Scotland (**https://publichealthscotland.scot/our-areas-of-work/equity-and-justice/the-right-to-health/a-human-rights-based-approach**)

A group of children.

Applying these principles at NES will contribute to reducing health inequalities in Scotland, ensuring those who experience the poorest health outcomes are given equitable rights to health and care. It will contribute to our vision to support better rights-based quality care and outcomes for every person in Scotland. It will support our purpose to be a collaborative, innovative and inclusive learning organisation.

The Public Sector Equality Duty is linked to the United Nations Convention on the Rights of the Child (UNCRC) because of its emphasis on reducing inequalities. NES is committed to contributing to The Promise and has set out how it will do this in its Corporate Parenting Plan (**https://www. nes.scot.nhs.uk/media/3bcp1fxe/corporate_parenting_progress_ report_2024.pdf**).

We recognise our contribution to promote and protect children's rights through our workforce education and training. We will support people who work in health and social care, including our own workforce, to understand what the UNCRC (Incorporation) Scotland Act means for them in their work. This includes considering how we communicate and engage with children and young people in a meaningful way.

The actions we will take to uphold human rights and apply a human rights-based approach in our work is set out in our Action Plan.

Accessible NES policy

A man listening to his phone and looking at his tablet smiling.

Accessible NES sets out the accessibility standards expected of all communication in NES. This includes clear and concise practical guidance for staff and their responsibilities to provide accessible information, digital resources and updated translation and interpretation guidance. This will be further promoted across the organisation to ensure all staff are aware of responsibilities on accessible communication and information.

NES's Equality, Diversity and Inclusion Plan

Our plan has five key themes:

Theme 1: Leadership and accountability

Leaders play a key role in driving cultural and attitudinal change to make progress in equality and create inclusive and diverse workplace cultures. Leaders can set the tone for an organisation's approach to equality, diversity and inclusion due to their power and influence on organisational culture and values. Long-term commitment and sustained action against stated targets and outcomes are needed to demonstrate accountability to our staff, learners and partners. The Equality, Diversity and Inclusion Strategy is NES's organisational commitment to equality and tackling all forms of discrimination and harassment. The action plan aims to support implementation of this strategy.

Theme 2: Culture

Organisational culture is recognised as vital for supporting an organisation's values and creating the conditions that will support an organisation achieve its goals. NES aims to create an inclusive workplace culture with values and behaviours which will support the aims of our Equality, Diversity and Inclusion strategy and support NES deliver its strategy. This will be in the context of our Organisational Development Plan and the NHS Scotland Improving Wellbeing and Working Cultures **(https://www.gov.scot/publications/ improving-wellbeing-working-cultures-2/pages/11)** which identifies the pillars of wellbeing, leadership and equality underpinning a positive workplace culture.

Theme 3: Equity of opportunity

Equity is a key goal for our Equality, Diversity and Inclusion Strategy. We want to contribute to an equitable health and care system in Scotland where:

+ People have an equal opportunity to join and progress a career in health and social care based on their knowledge, skills and experience
+ Trainees have equity in opportunity to progress through their training
+ Learners have equity in access to the training and development they need for their role development
+ Health inequalities are addressed

Theme 4: Addressing concerns

It is important that our people, trainees and learners are confident that they can report issues of discrimination and harassment. We set out under this theme the areas that we will take to improve how staff and trainees can report concerns in a supportive and trauma-informed way.
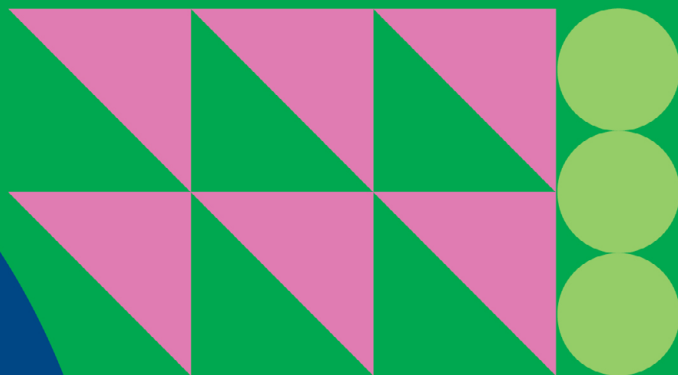
Theme 5: Data

Data is important to measure progress with this strategy and to identify areas of inequality for action. This theme will cover the work we plan to do to improve our data on employment, in our role as an educator and trainer and in technology and digital inclusion.

Action Plan
April 2025–March 2029

Theme 1: Leadership and accountability

	Action	Measures	Outcome	Timeframe
1.1	All staff will complete the Introduction to Equality, Diversity and Human Rights as part of NES's mandatory learning.	% of NES staff who have completed the module (or renewed it every 3 years).	All staff are aware of equality and human rights responsibilities and the actions that can be taken to challenge and prevent inappropriate behaviour.	Annual data on completion rate.
1.2	Further training specifically for line managers, senior leaders and educators on anti-racism will be developed as part of continuous professional development.\n\nSee links to 2.1, 5.2 and 5.3.	% of NES managers and educators who have completed additional anti-racism training.	NES managers and educators are confident in contributing to an anti-racism approach in NES and in supporting staff and learners who experience racism.	March 2027

	Action	Measures	Outcome	Timeframe
1.3	Progress with NES's Equality, Diversity and Inclusion Action Plan is reported bi-annually to the Equality and Human Rights Steering Group, Executive Team, Partnership Forum, Staff Networks, Board Committees and the Board.	Bi-annual progress report produced on the action plan.	Transparency on progress with the action plan to our people, the Board, our learners and the public.	Annually
1.4	NES's commitment to equality, diversity and inclusion is reflected on our corporate website, in corporate induction, recruitment pack, and NES's line manager handbook.	Consistent text to reflect the NES Equality, diversity and inclusion strategy has been updated in corporate publications, staff communications and on the NES website.	Staff, learners, trainers, partners and the public can see NES's commitment to equality, diversity, inclusion and anti-racism.	March 2026
1.5	NES will identify a senior sponsor for each of our staff networks.	A senior member of NES has been identified to support each staff network.	Support for NES staff networks provided at a senior level in NES.	September 2025

	Action	Measures	Outcome	Timeframe
1.6	The Equality and Human Rights Steering Group will meet quarterly to assess NES's progress on its EDI strategy and action plan and support NES to mainstream equality, diversity and inclusion across its functions.	+ Member of the Executive Team to chair the Group + Quarterly Meetings + Quarterly performance reports from each Directorate	+ NES's EDI Strategy and Action Plan is performance managed + All Directorates are represented and able to influence delivery of NES's equality, diversity and inclusion strategy	Quarterly
1.7	Equality and Diversity Board Development learning modules will be promoted to Board members on appointment as part of induction and as part of on-going development. Further Board development sessions will be offered as/if appropriate.	+ % NES Board Members completed Equality and Diversity e-learning for Board members + Development sessions identified and organised to meet needs on quality, diversity and human rights	The NES Board is equipped to provide appropriate governance to NES's work on equality, diversity and human rights.	March 2029
1.8	Review NES's Equal Pay policy, statement and action points with trade unions, staff networks and professional organisations as appropriate every 2 years and formally report every 4 years.	Report as part of Public Sector Equality Duty report (every 2 years).	NES awards pay fairly and equitably in line with its Equal Pay policy and statement.	+ April 2027 + April 2029

	Action	Measures	Outcome	Timeframe
1.9	Review NES's Equal Pay policy, statement and action points with trade unions, staff networks and professional organisations as appropriate every 2 years and formally report every 4 years.	Report as part of Public Sector Equality Duty report (every 2 years).	NES awards pay fairly and equitably in line with its Equal Pay policy and statement.	+ April 2027 + April 2029
1.10	Inform employees how pay practices work and how their own pay is determined.	Mechanism in place to inform staff on pay practices.	Staff are informed about how pay practices work and how pay is determined.	+ April 2027 + April 2029
1.11	Examine our existing and future pay practices for all our employees, including part-time workers, those on fixed term contracts or contracts of unspecified duration, and those on pregnancy, maternity or other authorised leave.	Plan in place to review pay practices.	NES awards pay fairly and equitably in line with its Equal Pay policy and statement.	April 2029

Theme 2: Culture

	Action	Measures	Outcome	Timeframe
2.1	We will ensure equality, diversity and inclusion topics are included in the line manager network programme to support our line managers with the knowledge and skills to create inclusive teams, e.g., discussion on reasonable adjustments and neurodiversity in the workplace.	Number of relevant topics as part of the line manager network annual programme.	Our values on inclusion are reflected in discussion and support to NES Line Managers.	Annually
2.2	We will promote 'NES Way' to encourage behaviours in NES that will help us to create inclusive, safe and equitable workplace.	+ Communication to all staff + Reflected in Corporate Induction + Discussed as part of line manager programme of events	Staff are familiar with NES Way and contribute to creating a positive workplace culture.	Annually

	Action	Measures	Outcome	Timeframe
2.3	NES Staff Networks will be supported to provide a safe space for peer support, allyship and to influence organisational practice by advocating and sharing staff experiences.	+ Meetings arranged for the full year + Staff engagement with network meetings + Number of areas staff networks are engaged in making change to support NES as an inclusive and diverse organisation	Staff have the opportunity for peer support and influence through an active staff network structure in NES.	+ Monthly network meetings + Quarterly staff network chairs meetings
2.4	A twice-yearly staff inclusion survey will be issued and reported to the Staff Governance Committee and the Board with relevant actions identified for any improvement.	Strategic Key Performance Indicator reported to Staff Governance Committee and the Board twice per year.	Perceptions on inclusion at NES are measured and acted upon.	Every 6 months
2.5	All staff will participate in anti-racism introductory training as part of continuous professional development.	Number of staff who have attended anti-racism training or accessed digital resources.	Staff have an awareness about what anti-racism is and NES's commitment to anti-racism.	March 2026

	Action	Measures	Outcome	Timeframe
2.6	We will participate in and promote Race Equality week and identify other opportunities to celebrate cultural diversity, including Black History Month.	Promotion of Race Equality Week events and learning resources across NES.	Staff are aware of Race Equality Week and NES's commitment to anti-racism.	+ February 2025 + October 2025
2.7	We will share and promote events in partnership with our staff networks to recognise and celebrate diversity including Disability History Month, Pride, International Women's Day and Neurodiversity Celebration week.	Number of awareness raising sessions and / or organisation wide communication / learning sessions to recognise and celebrate diversity.	NES provides opportunities for staff to recognise and learn about diversity through a range of events.	Annually

	Action	Measures	Outcome	Timeframe
2.8	We will continue to actively promote and measure engagement with the Cultural Humility module, which was designed to support the development of positive cultural humility values, attitudes and behaviours in the health and social care workforce.	+ Plans identified to support learning on cultural humility for the health and social care workforce + Number of sessions where learning has been facilitated on cultural humility	Learning and education is available to health and social care staff on cultural humility to support positive attitudes and behaviours.	March 2026
2.9	Deliver the Equally Safe at Work Programme within NES.	Evidence for accreditation overseen by working group.	+ Achieve Equally Safe at Work accreditation + Improved policies and practices that address barriers women experience at work + NES has a culture of zero-tolerance towards violence against women	+ Evidence for accreditation submitted by March 2026 + Accreditation granted by summer 2026

	Action	Measures	Outcome	Timeframe
2.10	We will reflect NHS Scotland's commitment to anti-racism and gather examples of anti-racism practice and diverse representation of the workforce on the NHS Scotland Careers website.	Stories about careers in NHS Scotland reflect people from a range of ethnic backgrounds.	NHS Scotland Careers Website reflects a diverse workforce and NHS Scotland's commitment to anti-racism.	+ Website updated to reflect NHS Scotland's anti-racism commitment by June 2025 + Annually

Theme 3: Equity of opportunity

	Action	Measures	Outcome	Timeframe
3.1	NES will work with our partners in health and social care to promote and support the delivery of anti-racism training resources to support NHS Boards anti-racism action plans.	Number of health and social care organisations NES has worked with to support anti-racism training.	Learning and education materials on anti-racism is available to health and social care staff to support anti-racism actions.	March 2026
3.2	NES will take action to increase the representation of ethnic minorities as applicants and participants in our leadership development programmes which are open to applicants across health and social care.	+ Applicant data for those applying to leadership programmes + Launch of Inclusive Leaders Hub for health, social work and social care, from Leading to Change + Engagement with the NHS Scotland Ethnic Minority Forum on leadership development opportunities	Increase representation of ethnic minorities applying and participating in leadership development programmes.	March 2026

	Action	Measures	Outcome	Timeframe
3.3	We will raise awareness within NES of the impact of health inequalities and embed a health inequalities approach in our education and training programmes.	+ New work programme in place, overseen by health inequalities steering group + Current and potential future contribution of NES to reducing health inequalities has been identified	+ Increased awareness about actions that can be taken to address health inequalities in the NES workforce + Health inequalities is embedded in NES's education and training programmes	March 2029
3.4	NES will ensure all staff involved in recruitment are trained on inclusive recruitment practices and are aware of bias and how to mitigate it.	Number of sessions delivered to staff on inclusive recruitment practices.	By March 2029, the NES workforce will be more representative of people from a minority ethnic background, disabled people and younger people to reflect the diversity of the health and social care workforce.	March 2029
3.5	Working towards Positive about Disability Leader Status and applying in 2026.	+ Plan in place to work towards Leader status + Evidence in place for application in 2026	By March 2029, the NES workforce will be more representative of people from a minority ethnic background, disabled people and younger people to reflect the diversity of the health and social care workforce.	September 2026

	Action	Measures	Outcome	Timeframe
3.6	Our support for career progression will be reviewed to make recommendations for improved recruitment and retention of ethnic minority, disabled and younger people and applicants.	+ Review undertaken + Recommendations identified for implementation	By March 2029, the NES workforce will be more representative of people from a minority ethnic background, disabled people and younger people to reflect the diversity of the health and social care workforce.	April 2029
3.7	Continuing to identify, deliver and report on evidence-informed actions to reduce the attainment gap in medicine overseen by the Addressing Equity in Medical Education Steering Group.	+ Action plan and steering group to monitor progress + General Medical Council submission and feedback	By March 2029, NES will have contributed towards reducing the UK-wide attainment gap for medical and pharmacy trainees from Black and Minority Ethnic backgrounds and International Medical Graduates.	Annually
3.8	Sharing learning from work done in medicine with colleagues in pharmacy to inform activities and measures to contribute to reducing the attainment gap in pharmacy.	+ Director of Pharmacy is a member of the Addressing Equity in Medical Education Steering Group + Actions identified and in progress	By March 2029, NES will have contributed towards reducing the UK-wide attainment gap for medical and pharmacy trainees from Black and Minority Ethnic backgrounds and International Medical Graduates.	March 2029

	Action	Measures	Outcome	Timeframe
3.9	Developing, launching and embedding our Involving People and Communities Framework.	Framework launched in the organisation.	By March 2029, the voice and experience of people who have used or are using health and social care services will have increasingly informed NES's educational resources to contribute to NES's role in addressing health inequalities.	March 2026
3.10	Developing policy and practice that will facilitate, support and remunerate people with lived experience who inform our work.	Policy and practice in place to support lived experience contribute to NES work.	By March 2029, the voice and experience of people who have used or are using health and social care services will have increasingly informed NES's educational resources to contribute to NES's role in addressing health inequalities.	March 2026
3.11	Upskilling our staff so they engage more effectively and routinely with people with lived experience in the development, design and delivery of our educational resources.	+ Staff learning sessions to increase skills + KPI reported to the Board	By March 2029, the voice and experience of people who have used or are using health and social care services will have increasingly informed NES's educational resources to contribute to NES's role in addressing health inequalities.	March 2029

	Action	Measures	Outcome	Timeframe
3.12	Seeking feedback from our learners on the value of those educational resources that have been informed by people with lived experience.	Measures to gather feedback from learners in place.	By March 2029, the voice and experience of people who have used or are using health and social care services will have increasingly informed NES's educational resources to contribute to NES's role in addressing health inequalities.	March 2029
3.13	The NES/SG (2023) The Matrix: A Guide for delivering evidence based Psychological Therapies and Interventions in Scotland will be updated to reflect content on sharing best practice on how to reduce barriers to engagement with psychological therapies and interventions for people from minority ethnic groups.	Updated matrix produced.	The workforce has access to up to data and evidence informed practice to address racialised health inequalities.	March 2026

	Action	Measures	Outcome	Timeframe
3.14	NES will gather and review what information is in the core mental health curricula in relation to racialised health inequalities to identify if there are any gaps or areas that need strengthened to addressed racialised mental health inequalities.	Gaps or areas that need strengthened on racialised health inequalities in relation to the mental health core curricula have been identified.	The core mental health curricula is up to date to reflect racialised health inequalities to contribute to the education of the mental health workforce on racism and impact on mental health.	March 2026
3.15	NES will continue to increase awareness and uptake of the NHS Essential Perinatal and Infant Mental Health "Stigma" module, which supports staff to work in a culturally aware way with families and has helpful resources to address the impact of stigma and discrimination in the perinatal period.	Number of staff who have accessed the module.	NES is contributing to staff working in a culturally aware way with families to reduce stigma and discrimination in the perinatal period.	+ March 2029 + Annual data on module uptake

	Action	Measures	Outcome	Timeframe
3.16	Develop resources to support implementation of the Knowledge and Skills Framework on Transgender Care.	A resource has been developed to meet the essential learning needs for all NHS Staff as set out in the Knowledge and Skills Framework.	By March 2029, NES will have contributed to improving the knowledge and skills of the health and social care workforce on anti-racism, equality, diversity and inclusion by developing learning resources.	March 2026
3.17	Collaborating with the health and social care sector, including unpaid carers, to identify learning needs and deliver and evaluate education and training resources to meet these learning needs.	+ Learning Needs Assessment undertaken with key partners + Plan in place to respond to learning needs + Evaluation plans for new products in place	By March 2029, NES will have contributed to improving the knowledge and skills of the health and social care workforce on anti-racism, equality, diversity and inclusion by developing learning resources.	March 2029

	Action	Measures	Outcome	Timeframe
3.18	Working across NES to strengthen education and training resources to reflect current issues, for example, sexual harassment and misogyny, anti-racism, transgender care, disability and neurodiversity, religion and belief.	Number of resources produced to meet learning needs.	By March 2029, NES will have contributed to improving the knowledge and skills of the health and social care workforce on anti-racism, equality, diversity and inclusion by developing learning resources.	March 2029
3.19	NES will establish an Accessibility Working Group to support compliance with accessibility requirements for digital learning resources.	Establish group with membership reflecting accessibility expertise across the organisation and representation of educator workforce.	Mechanism for assessment, and interpretation, of accessibility requirements affecting digital learning resources. Process to identify gaps in resources, or recommended actions, including escalation of issues/risks.	March 2026

Theme 4: Addressing Concerns

	Action	Measures	Outcome	Timeframe
4.1	NES will establish a trusted, anonymous reporting mechanism for staff to investigate and take action to address incidents of discrimination and racism.	Communication to staff about the reporting mechanism.	Mechanism in place for staff to report and action to be taken to investigate incidents of discrimination and racism.	March 2026
4.2	NES will support the implementation of the NHS Scotland Once for Scotland Racism Guide and anti-racism resources commissioned by the Scottish Government on how to address racist incidents in the workplace and support staff who experience or witness it.	+ Reference to guidance is included in NES training on equality issues + Communication and awareness raising to NES line managers and educators	NES Managers and Educators are equipped to support staff and learners who experience or witness racism in the workplace or in an education and training setting.	October 2026

	Action	Measures	Outcome	Timeframe
4.3	NES will support staff and line managers to be aware of and be appropriately trained on relevant policies and guidance to support an inclusive and diverse workplace e.g. Once for Scotland Equality, Diversity and Inclusion, Gender-Based Violence policies and guidance.	See Action 2.1 under Culture.	Our values on inclusion are reflected in discussion and support to NES Line Managers.	March 2026
4.4	NES will continue consultation and communication with resident doctors across Scotland on the delivery of this plan and future priorities, sharing feedback with the NES Deanery.	Feedback and consultation sessions held with trainees each year on progress with this strategy and plan.	Doctors and dentists in training are involved in measuring progress with NES's strategy and action plan.	Annually

Theme 5: Data

	Action	Measures	Outcome	Timeframe
5.1	NES will gather and analyse workforce data on protected characteristics and publish this annually in a NES workforce employment equality report.	Annual workforce monitoring report with actions identified published.	NES has information about the profile of its workforce in order to meet its goal of being a diverse and inclusive organisation.	+ August 2025 + Annually
5.2	NES will continue to publish NES's ethnicity, gender and disability pay gap annually as a Strategic Key Performance Indicator to the Board and it will be included in our annual workforce equality monitoring report.	Strategic Performance Indicators are reported to Staff Governance Committee and the Board annually.	The gender, ethnicity and disability pay gap is reduced.	+ August 2025 + Annually

	Action	Measures	Outcome	Timeframe
5.3	NES will encourage staff and trainees to update their equality and diversity data, to improve the quality of NES's workforce monitoring and to identify priorities for action to progress equality from the data.	Increase in staff reporting equality and diversity information on eESS.	NES has information about the profile of its workforce in order to meet its goal of being a diverse and inclusive organisation.	Annually
5.4	NES will annually review the findings and determine actions from the Scottish Trainee Survey (issued to all resident doctors) which includes questions on experiences of discrimination, inclusion in the workplace and equitable access to development opportunities.	Survey issued and annual report produced.	NES learns about the experiences of trainees across Scotland and uses this data to support a positive training environment.	Annually

	Action	Measures	Outcome	Timeframe
5.5	Implementing an agreed set of equality, diversity and inclusion monitoring questions to improve our knowledge about learners.	Agreed set of equality, diversity and inclusion monitoring questions to improve our knowledge about learners.	By March 2029, NES will have increased its knowledge about the diversity of learners accessing NES's education and training products to improve equity in education and training for health and social care staff.	March 2029
5.6	Analysing and using equality, diversity and inclusion data to make our education products more inclusive.	Equality, diversity and inclusion data is used to make our education products more inclusive.	By March 2029, NES will have increased its knowledge about the diversity of learners accessing NES's education and training products to improve equity in education and training for health and social care staff.	March 2029

Alternative Formats

NHS Education for Scotland
Westport 102
West Port
Edinburgh EH3 9DN   www.nes.scot.nhs.uk