



Spire Healthcare

# Workforce Race Equality Standard (WRES) Action plan

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## Progress and improvement 2022-2023

- Improvements have been made to Spire's HR system in 2023 to enable self-service of personal data. This enables colleagues to log in and update their own ethnicity and other diversity information to support more accurate reporting. Drop down options have been reviewed and updated to capture relevant details with a 'prefer not to say' option included.
- A communication plan has been created to launch self-service of personal data across the group in Q3 2023, including the reasons for this data being collected and how it will be used. Once more complete data is in place, this in turn will improve insights such as workforce demographics, leaver data and access to training and will in turn inform our People Strategy. This campaign is being led by Spire's Race Equality Network (REN).
- Following an upgrade to all resourcing and recruitment systems and processes in 2023, job applicants are now requested to state their ethnicity at the point of applying for a role, with a 'prefer not to say' option available. This is currently optional, but the plan to mandate fields will enable more accurate reporting of recruitment metrics and data in the future and will transition into the HR system for successful applicants, improving the % of colleagues we hold this information for.
- The new recruitment system will also support the tracking of reasons for shortlisting to provide clearer insights into our end to end recruitment process and outcomes for applicants.
- Improvements have also been made to Spire's recruitment website and standardisation of adverts. A wider project is underway to improve adverts, and feedback from Spire's Race Equality Network will help inform this work. Research has been completed into additional platforms to support adverts being more attractive to ethnically diverse candidates which will form part of this wider project.
- 190 Spire leaders attended unconscious bias training in 2022 resulting in increased awareness of bias and its impact on colleagues. Unconscious bias is being added to an updated version of Spire's interviewing skills training module in 2023 to further increase awareness in recruiting managers about the potential for bias, specifically during the recruitment process.
- A revised apprenticeship strategy is in development and will include a campaigns programme to promote opportunities to all protected colleague groups including testimonials from current apprentices, and ambassadors for the programme.
- Our policy, Creating Equality of Opportunity, was reviewed and reissued in February 2023. All Spire policies are now issued with an Equality Impact Assessment which includes assessment of equal opportunities for career progression or promotion.
- Spire's Race Equality Network holds bi-weekly calls to engage and encourage colleagues to share their experiences at Spire. A number of focus groups with our Race Equality Network have been held in the past 10 months to support our understanding of discrimination and how this can be prevented in the workplace.
- Spire has run a number of 'Let's Talk' sessions to support colleagues with understanding and preventing discrimination. These are open to all colleagues and are actively promoted and attended by members of our Executive Committee.
- A new data collection system has been introduced to improve the oversight of disciplinary processes and reporting which in turn has enabled this data to be reported by colleague ethnicity due to a direct link to Spire's HR system. As data integrity further improves in line with our planned campaign in 2023, this in turn will improve insights into the equity of processes and inform future strategies and processes.
- Our disciplinary processes have been supplemented by an improved policy and series of workflows to make the process transparent to all colleagues, and this is supported by an equality impact assessment.
- Key learnings from incidents and investigations relating to discrimination are now shared with all those concerned as a matter of good practice, and a wider review of how learning is shared more generally is underway.
- Spire's Corporate Concerns Officer and team have been actively encouraging ethnically diverse colleagues to become a Freedom to Speak up Guardian or Ambassador to support colleagues to raise concerns relating to harassment, bullying or abuse and any other safety concerns. Some Spire hospitals have also introduced the role of Diversity Champion to positively promote an inclusive culture and this initiative was shared as a Good Practice idea across the Spire Group to encourage wider adoption.
- Spire's annual colleague survey was updated in 2021 to enable reporting of some indicators by colleague ethnicity. 2022 were positive with a higher score for ethnically diverse colleagues than those identifying as White British for 'Spire Healthcare treats all people as equals regardless of individual differences'. The results of the survey are shared nationally and this measure will feature in the survey again in 2023.
- Other colleague survey questions reportable by ethnicity include how many times colleagues had personally experienced harassment, bullying or abuse at work from patients, managers and colleagues; whether colleagues feel they have been discriminated against by a patient or manager; and 'Do you believe Spire provides equal opportunities for career progression and promotion regardless of ethnic background, gender, religion, sexual orientation, disability or age'.

## Actions 2023/2024

1. Establish clear baseline data from Spire's current HR and resourcing systems to enable improvements from planned actions to be measured.
2. Launch the planned communication campaign for self-reporting of ethnicity and other diversity information across the Spire Group, led by Spire's Race Equality Network, and monitor its success.
3. Implement planned changes to Spire's recruitment systems to capture ethnicity data at all stages as compulsory fields along with clear reasons for candidates progressing/ not progressing through each stage of the recruitment process.
4. Update interview skills training to include a focus on unconscious bias for recruiting managers.
5. Ensure ethnicity information is included in wider HR systems and processes such as exit interviews to provide useful insights into reasons for leaving to inform improved leaver data.
6. Provide training to all new investigation managers recruited to ensure they are equipped to support colleagues through a disciplinary process.
7. Work with Spire's Race Equality Network and run focus groups to identify how we can support and encourage ethnically diverse colleagues to access non-mandatory learning, to advertise and promote available opportunities, and to support any underrepresented groups to apply for roles (both managerial and non-managerial roles).
8. Actively promote themes or insights within Spire's colleague survey results linked to ethnicity and other diversity data. Ensure a focus campaign is introduced following the 2023 survey results where a comparison YOY will identify areas for action.
9. Continue to promote and celebrate workplace ethnicity with a programme of regular events and campaigns e.g. celebrating South Asian Heritage month in August, Race Equality in February and Black History Month in October.
10. Ensure diversity and inclusion is represented in the terms of reference for relevant board meetings.





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