

The background of the slide is a blurred photograph of two people standing in a hospital corridor. The person on the left is wearing a light blue shirt and dark trousers, and the person on the right is wearing a blue shirt and dark trousers. They are standing in front of a white wall with a blue door. The text 'WDES-Workforce Disability Equality Standard' and 'Report 2024-25' is overlaid on the image.

# **WDES-Workforce Disability Equality Standard**

## **Report 2024-25**

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## Introduction

Nationally, it is known, based on various sources of data and lived experiences, that disabled colleagues have a poorer experience of working within the NHS. Our workforce consists of people with varied disabilities and long-term health conditions. They include a whole range of hidden and often changing conditions that will affect different individuals in different ways, in terms of their ability to work, so we need to cater for all their bespoke needs.

The importance of disability equality is embedded into the NHS People Plan where it states *'The NHS must welcome all, with a culture of belonging and trust. We must understand, encourage and celebrate diversity in all its forms'*. The People Promise declares *'a commitment to creating and maintaining a compassionate and inclusive culture where diversity is valued and celebrated as a critical component, and not just a desirable one.'* The Trust must also meet its legal obligations under the Equality Act 2010 and The Human Rights Act 1998.

QVH's People and Culture strategy which was published in late 2024, where the voices of our workforce will be key to our aims and objectives.. This approach is also strengthened by the NHS EDI Improvement Plan, which sets out targeted actions to address the prejudice and discrimination –direct and indirect –that exists through behaviour, policies, practices and cultures against certain groups and individuals across the NHS workforce.

As a Trust we want to focus on working in partnership with our patients, service users and workforce, to change our workforce systems, rather than trying to change individuals. This enables our staff to thrive and deliver the best possible services and care to our patients and working environment to our colleagues.

Each year the Trust is required to publish Workforce Disability Equality Standard (WDES) data.

The WDES is a set of ten specific measures (metrics) that enable NHS organisations to compare the experiences of Disabled and Non-disabled staff. This information informs the development of an action plan to demonstrate progress against the metrics to improve equality and inclusion for Disabled staff. The WDES was mandated for all Trust's from April 2017. It is included in the NHS Standard Contract .

The WDES is important because research shows that a motivated, included and valued workforce helps to deliver high quality patient care, increased patient satisfaction and improved patient safety. It supports positive change for existing employees and enables a more inclusive environment for disabled people working in the NHS.

The following information in the report details key findings from the data collated for 2024/2025, comparisons of data from previous years, the progress made and actions that will be implemented to address the findings.

We encourage anyone reading this report, to give us feedback about the contents and suggest improvements, so that we can enable appropriate and effective lived experiences for our diverse colleagues.

## WDES Metrics

There are ten (10) WDES metrics. Three (3) metrics focus on **workforce data**; Five (5) are based on questions from the **NHS Staff Survey**; One (1) metric focuses on disability representation on boards; One (1) metric (metric 9b) focuses on the voices of Disabled staff. Based on the requirement from the National team, the Trust submitted the WDES data for Metrics 1 –3, and Metric 9b and Metric 10 on the National Data Collection Framework (DCF) on **31st May 2025**. The staff survey results for the Metrics 4 –9a, are taken directly from the WDES publications available on the NHS Staff Survey website.

### Workforce Metrics:

1. Percentage of staff in AfC (Agenda for Change) paybands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce. This calculation should be undertaken separately for non-clinical and for clinical staff for clusters 1 to 4. **Data Sourced from ESR**
2. Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting across all posts. **Data Sourced from ESR**
3. Relative likelihood of disabled staff compared to non-disabled staff entering the formal capability process as measured by entry into the formal capability procedure. **Data sourced from HR records**

### National NHS Staff Survey metrics (or equivalent): For each of the following four metrics, compare the responses for both Disabled and non-disabled staff. Data Sourced from NHSS

4. Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from:
  - a) Patients/service users, their relatives or other members of the public
  - b) Managers
  - c) Other colleagues,
  - d) Percentage of disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it.
5. Percentage of disabled staff compared to non-disabled staff believing that the organisation provides equal opportunities for career progression or promotion.
6. Percentage of disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties
7. Percentage of disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.

### The following NHS Staff Survey metric only includes the responses of Disabled staff

8. Percentage of disabled staff saying that their employer has made reasonable adjustment(s) to enable them to carry out their work.
9. NHS Staff Survey and the engagement of disabled staff For part a) compare the staff engagement scores for Disabled, non-disabled staff.  
a) The staff engagement score for Disabled staff, compared to nondisabled staff. b) Have you taken action to facilitate the voices of disabled staff in your organisation to be heard (Yes or No)?

### Board representation metric: For this metric, compare the difference for Disabled and non-disabled staff.

10. Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:
  - By voting and non-voting membership of the board. **Data Sourced from ESR**
  - By Executive and non-exec membership of the board. **Data Sourced from ESR**

## Data Limitations

Five of the WDES metrics (4 to 9a) are drawn from questions in the National NHS staff survey.

The reliability of the data drawn from those metrics is dependent upon the overall size of samples surveyed, the response rates to the survey questions, and whether the numbers of disabled staff are large enough to not undermine confidence in the data.

Some of QVH's staff groups within services are below the 11 required to generate meaningful staff survey data, therefore a larger sample is sometimes used which can lead to limitations for specific areas or departments.

For WDES, the National NHS staff survey (NHSS) Benchmark report has been used

### **Benchmarking groups**

NHS organisations vary in the services they provide and relatedly, the challenges they face. Organisations are assigned to a benchmarking group based on the services they offer. This means that comparisons are only made between organisations of a similar type and ensures comparisons are fair. In the benchmark reports organisations' results are presented in the context of their benchmarking group's best, average and worst results.

Data from ESR is provided based on those staff who had declared their disability to the Trust. Staff survey data is not on this basis and is provided anonymously by the individual carrying out the survey a disability recorded if they self identify. In 24/25 figures 7.62% of staff declared a disability, however in the staff survey 24.7% of respondents identified as disabled (166 out of 671 respondents).

## Definitions

### Definitions as per Technical Guidance by NHS WDES Team

| Term               | Definitions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Disabled staff     | Disabled staff refers to those staff who have recorded a disability in Electronic Staff Record (ESR).                                                                                                                                                                                                                                                                                                                                                                                                |
| Non-disabled staff | Non-Disabled staff may include staff who are disabled but have not recorded it.                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Unknown            | “Unknown” disability status (i.e., staff who have either indicated that they ‘Prefer not to say’ or have not responded to the disability monitoring question in ESR)                                                                                                                                                                                                                                                                                                                                 |
| Clusters           | <p>The WDES standard requires organisations to ‘group’ staff into ‘clusters.’</p> <p>Cluster 1: AfC Band 1, 2, 3 and 4</p> <p>Cluster 2: AfC Band 5, 6 and 7</p> <p>Cluster 3: AfC Band 8a and 8b</p> <p>Cluster 4: AfC Band 8c, 8d, 9 and VSM (including Executive Board members)</p> <p>Cluster 5: Medical and Dental staff, Consultants</p> <p>Cluster 6: Medical and Dental staff, non-consultant career grade</p> <p>Cluster 7: Medical and Dental staff, Medical and Dental trainee grades</p> |

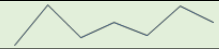
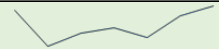
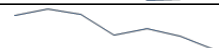
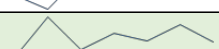
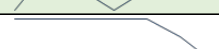
## Yearly comparison 2019-2024

|    | WDES Metrics                                                                                                                                                                                                        |              | Year      |           |           |           |           |           |           | Trend | Difference between 2023 & 2024 |   |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------|--------------------------------|---|
|    |                                                                                                                                                                                                                     |              | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 |       |                                |   |
| 1  | Percentage of staff in AfC (Agenda for Change) paybands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce | Overall      | 5.23%     | 5.02%     | 4.70%     | 5.36%     | 5.77%     | 6.67%     | 7.62%     |       | 0.95%                          | ↑ |
|    |                                                                                                                                                                                                                     | Non-Clinical | 6.20%     | 6.30%     | 6.00%     | 5.90%     | 7.30%     | 8.30%     | 9.90%     |       | 1.60%                          | ↑ |
|    |                                                                                                                                                                                                                     | Clinical     | 5.50%     | 5.30%     | 4.90%     | 5.60%     | 5.90%     | 6.80%     | 7.50%     |       | 0.70%                          | ↑ |
| 2  | Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting across all posts                                                                                             |              | 2.18      | 1.71      | 2.41      | 0.68      | 2.05      | 1.11      | 1.09      |       | -2.00%                         | ↑ |
| 3  | Relative likelihood of disabled staff compared to non-disabled staff entering the formal capability process as measured by entry into the formal capability procedure                                               |              | 0.00      | 5.78      | 0.00      | 0.00      | 0.00      | 4.49      | 2.93      |       | -1.56                          | ↑ |
| 4a | Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from Patient/Service users, their relatives or other members of the public                                   | Disabled     | 24.7%     | 31.0%     | 18.6%     | 30.1%     | 28.5%     | 28.1%     | 24.2%     |       | -3.86%                         | ↑ |
|    |                                                                                                                                                                                                                     | Non-disabled | 24.9%     | 23.8%     | 16.2%     | 16.6%     | 18.3%     | 19.8%     | 19.9%     |       | 0.04%                          | ↑ |
| 4b | Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from managers                                                                                                | Disabled     | 19.5%     | 12.8%     | 20.0%     | 13.5%     | 14.6%     | 15.7%     | 11.6%     |       | -4.15%                         | ↑ |
|    |                                                                                                                                                                                                                     | Non-disabled | 10.2%     | 7.3%      | 9.9%      | 7.9%      | 7.1%      | 6.4%      | 6.6%      |       | 0.21%                          | ↑ |
| 4c | Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from other colleagues                                                                                        | Disabled     | 24.1%     | 27.2%     | 21.4%     | 22.6%     | 24.3%     | 23.7%     | 20.1%     |       | -3.54%                         | ↑ |
|    |                                                                                                                                                                                                                     | Non-disabled | 16.0%     | 15.4%     | 18.5%     | 15.6%     | 14.1%     | 14.1%     | 15.2%     |       | 1.10%                          | ↑ |
| 4d | Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse at work and they or a colleague reported it                                                                  | Disabled     | 57.9%     | 53.4%     | 53.7%     | 55.8%     | 46.3%     | 52.8%     | 44.4%     |       | -8.32%                         | ↑ |
|    |                                                                                                                                                                                                                     | Non-disabled | 59.6%     | 47.5%     | 52.1%     | 47.3%     | 59.5%     | 61.0%     | 54.1%     |       | -6.86%                         | ↑ |

\*In 2 years we have had an average of 1 disabled, 4 Non-disabled and 0 unknown enter into a formal capability process. The difference in disparity is 0.010 vs 0.0036 however this is auto calculated to 2.29.

Please note that 2023 results for WDES metric 4a (Q14a), 4b (Q14b) 4c (Q14c) and 4d (Q14d) are now reported using corrected data.

## Yearly comparison 2019-2024

|    |                                                                                                                                                                                             |              |       |       |       |       |       |       |       |                                                                                     |         |   |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------|-------|-------|-------|-------|-------|-------|-------------------------------------------------------------------------------------|---------|---|
| 5  | Percentage of disabled staff compared to non-disabled staff believing that the organisation provides equal opportunities for career progression or promotion                                | Disabled     | 53.4% | 61.3% | 54.8% | 57.8% | 55.4% | 61.1% | 57.8% |  | -3.24%  | ↑ |
|    |                                                                                                                                                                                             | Non-disabled | 61.6% | 56.1% | 58.1% | 58.9% | 57.4% | 60.7% | 62.3% |  | 1.62%   | ↑ |
| 6  | Percentage of disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties | Disabled     | 29.3% | 33.3% | 38.0% | 31.8% | 22.0% | 22.7% | 31.8% |  | 9.14%   | ↑ |
|    |                                                                                                                                                                                             | Non-disabled | 25.3% | 27.8% | 25.5% | 17.7% | 20.0% | 17.5% | 12.3% |  | -5.19%  | ↑ |
| 7  | Percentage of disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work                                    | Disabled     | 39.3% | 43.2% | 41.9% | 40.7% | 42.0% | 45.3% | 34.6% |  | -10.78% | ↑ |
|    |                                                                                                                                                                                             | Non-disabled | 52.0% | 57.1% | 55.9% | 51.8% | 54.1% | 57.1% | 53.6% |  | -3.49%  | ↑ |
| 8  | Percentage of disabled staff saying that their employer has made reasonable adjustment(s) to enable them to carry out their work                                                            | Disabled     | 77.4% | 73.7% | 82.4% | 80.7% | 84.8% | 84.6% | 83.5% |  | -1.09%  | ↑ |
| 9  | NHS Staff Survey and the engagement of disabled staff For part a)compare the staff engagement scores for Disabled, non-disabled staff                                                       | Disabled     | 6.8   | 7.3   | 6.9   | 7.1   | 7.0   | 7.2   | 6.99  |  | -0.21   | ↑ |
|    |                                                                                                                                                                                             | Non-disabled | 7.4   | 7.6   | 7.5   | 7.4   | 7.5   | 7.6   | 7.5   |  | -0.10   | ↑ |
| 10 | Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated                                                            |              | 5%    | 5%    | 5.00% | 5%    | 5%    | 3%    | 0%    |  | -3.00%  | ↑ |

## Workforce & Board Representation

There has been an increase in the proportion of disabled staff, from **6.67%** in 23/24 to **7.62%** in 24/25. The highest reported under representation is in Medical and Dental roles.

## Feeling Valued

There is a significant increase of **9.1%** in disabled staff who felt pressure to come to work, from **22.7%** (22 of 97 respondents) in 23/24 to **31.8%** (28 of 88 respondents) in 24/25.

This is echoed by disabled staff feeling valued by the Trust. This has significantly decreased in 24/25 by **10.7%** from **45.3%** (68 of 150) in 23/24 to **34.6%** (57 of 165).

## Staff Engagement

There is a slight decrease of 0.2 points (out of 10) in the staff engagement score for disabled staff. This has declined for non-disabled staff by 0.05.

## Career Progression

There is a decrease of **3.3%** in the number of disabled staff believing that the Trust provides equal opportunities for career progression or promotion, from **61.1%** (91 of 149 respondents) in 23/24 to **57.8%** (96 of 166) in 24/25.

## Recruitment

There has been a further improvement in the likelihood of disabled candidates being appointed into roles from **2.05** in 22/23 to **1.11** in 23/24 and **1.09** in 24/25

As per the national WDES Summary for the 2023/2024 reporting year, the overall rank compared to 212 trusts nationally, QVH ranked **as 32% nationally\*** for the likelihood of appointing from shortlisting

## Reasonable Adjustments

This is a slight decrease of **1.09%** in the number of disabled staff saying that their employer has made reasonable adjustment(s) to enable them to carry out their work, from **84.6%** in 23/24 to **83.5%** in 24/25.

As per the national WDES Summary for the 2023/2024 reporting year, the overall rank compared to 212 trusts nationally, QVH ranked **as 3% nationally\*** for the likelihood of appointing from shortlisting

## Bullying and Harassment

There is a decrease of **3.9%** in bullying and harassment towards disabled staff from patients, service users, relatives and members of public, from **28.1%** (39 of 139 respondents) in 23/24 to **24.2%** (40 of 165) in 24/25. This has been steadily decreasing over the past 4 years.

Bullying and harassment towards disabled staff from managers has also decreased by **4.1%**, from **15.7%** (22 of 139 respondents) in 23/24 to **11.6%** (19 of 164) in 24/25. As per the national WDES Summary for the 2023/2024 reporting year, the overall rank compared to 212 trusts nationally, QVH ranked **as 43% nationally\*** for the likelihood of Bullying and Harassment

There is a significant decrease of **3.6%** in bullying and harassment towards disabled staff from colleagues, from **23.7%** (33 of 139 respondents) in 23/24 to **20.1%** (33 of 164) in 24/25.

There has however been a decrease of **8.3%** in the number of disabled staff reporting incidents, from **52.8%** (32 of 61 respondents) in 23/24 to **44.4%** (28 of 63) in 24/25.

## Board Representation

In 24/25 Board representation has decreased to **0%** from **6.7** in 23/24.

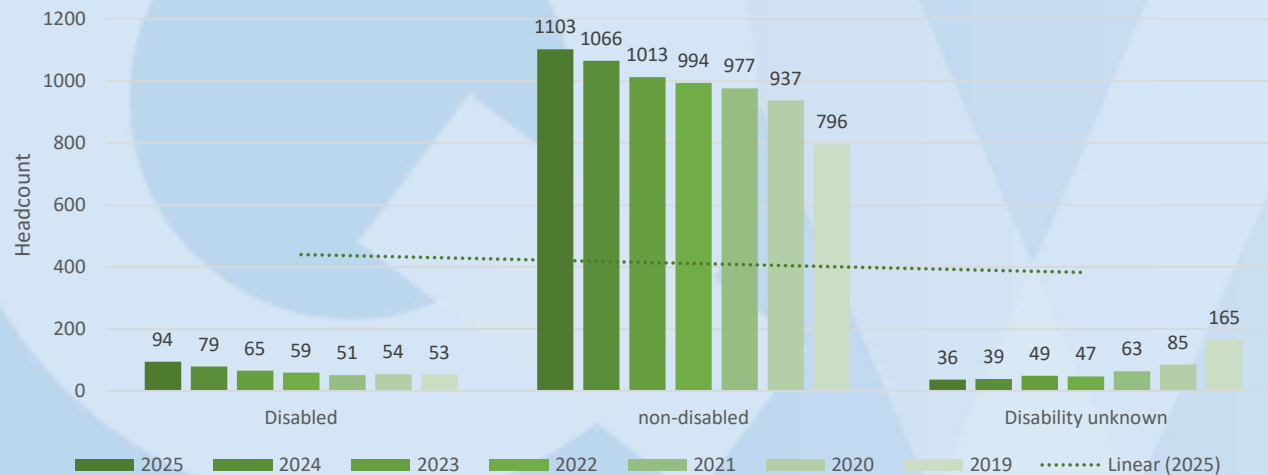
\* ranks the Trust from 0% (best in the country) to 100% (worst in the country) on each indicator, based on effect size.

## WDES Metric 1

# Workforce Representation

Percentage of staff in AfC (Agenda for Change) paybands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce

| Staff Group        | 2025   | 2024   | 2023   | 2022   | 2021   | 2020   | 2019   |
|--------------------|--------|--------|--------|--------|--------|--------|--------|
| Disabled           | 94     | 79     | 65     | 59     | 51     | 54     | 53     |
| non-disabled       | 1103   | 1066   | 1013   | 994    | 977    | 937    | 796    |
| Disability unknown | 36     | 39     | 49     | 47     | 63     | 85     | 165    |
| Total headcount    | 1233   | 1184   | 1127   | 1100   | 1091   | 1076   | 1014   |
| Percentages        |        |        |        |        |        |        |        |
| Disabled           | 7.62%  | 6.67%  | 5.80%  | 5.40%  | 4.70%  | 5.00%  | 5.20%  |
| non-disabled       | 89.46% | 90.03% | 89.90% | 90.40% | 89.60% | 87.10% | 78.50% |
| Disability unknown | 2.92%  | 3.29%  | 4.30%  | 4.30%  | 5.80%  | 7.90%  | 16.30% |



**QVH has 94 individuals with a recorded disability amongst its workforce (7.62%)** which is an increase from 79 (6.67%) in 2024. The national average for reporting is 4.9%\*

Since 2019 the Trust has undertaken a number of data cleanse activities, alongside communication to staff to ensure disclosure is encouraged. Staff can undertake this via ESR self service or with support from their line manager or Trust Workforce team

\* national average for 2023

## WDES Metric 1

# Workforce Representation

|                    | Pay banding                                   | Disabled  | non-disabled | Unknown   | Total      | Disabled %  | non-disabled % |
|--------------------|-----------------------------------------------|-----------|--------------|-----------|------------|-------------|----------------|
| Non-Clinical       | Cluster 1 (Bands 1-4)                         | 28        | 253          | 6         | 287        | 9.8%        | 88.2%          |
|                    | Cluster 2 (Bands 5-7)                         | 10        | 88           | 1         | 99         | 10.1%       | 88.9%          |
|                    | Cluster 3 (Bands 8a-8b)                       | 2         | 25           | 0         | 27         | 7.4%        | 92.6%          |
|                    | Cluster 4 (Bands 8c-9 & VSM)                  | 3         | 18           | 1         | 22         | 13.6%       | 81.8%          |
|                    | <b>All non-clinical roles</b>                 | <b>43</b> | <b>384</b>   | <b>8</b>  | <b>435</b> | <b>9.9%</b> | <b>88.3%</b>   |
| Clinical           | Cluster 1 (Bands 1-4)                         | 13        | 159          | 0         | 172        | 7.6%        | 92.4%          |
|                    | Cluster 2 (Bands 5-7)                         | 32        | 336          | 10        | 378        | 8.5%        | 88.9%          |
|                    | Cluster 3 (Bands 8a-8b)                       | 0         | 39           | 2         | 41         | 0.0%        | 95.1%          |
|                    | Cluster 4 (Bands 8c-9 & VSM)                  | 0         | 9            | 1         | 10         | 0.0%        | 90.0%          |
|                    | <b>Total clinical</b>                         | <b>45</b> | <b>543</b>   | <b>13</b> | <b>601</b> | <b>7.5%</b> | <b>90.3%</b>   |
| Medical and Dental | Cluster 5 (M&D: Consultants)                  | 2         | 100          | 6         | 108        | 1.9%        | 92.6%          |
|                    | Cluster 6 (M&D: Non-Consultant career grades) | 0         | 26           | 2         | 28         | 0.0%        | 92.9%          |
|                    | Cluster 7 (M&D: trainee grades)               | 4         | 50           | 7         | 61         | 6.6%        | 82.0%          |
|                    | <b>Total Medical and Dental</b>               | <b>6</b>  | <b>176</b>   | <b>15</b> | <b>197</b> | <b>3.0%</b> | <b>89.3%</b>   |

The overall headcount for QVH is 1233 which includes:

- 94 disabled staff
- 1103 non-disabled staff
- 36 who have not provided monitoring information to the Trust

Non-Clinical staff in Cluster 1 (Bands 1-4) have the highest headcount of workforce with a recorded disability (28)

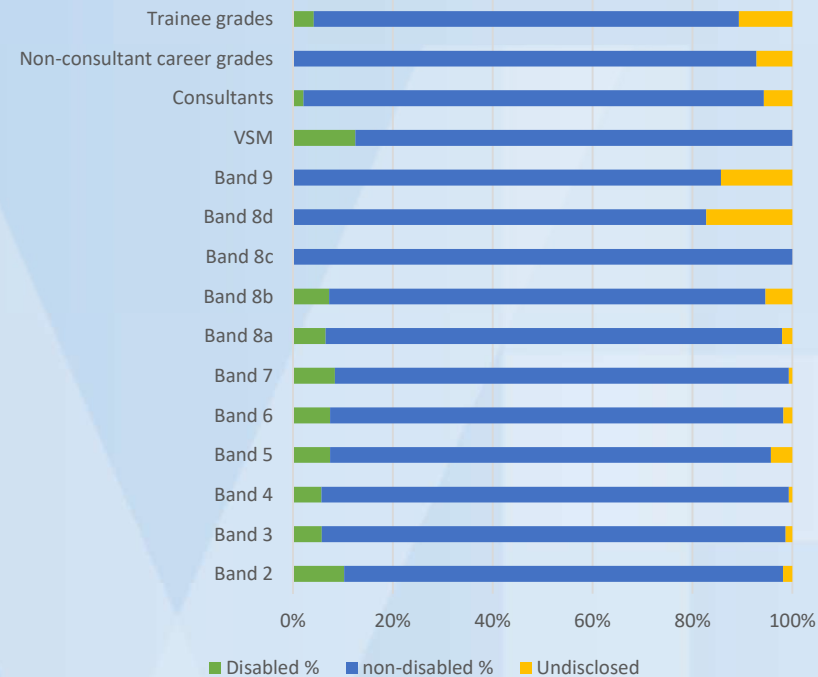
Clinical staff in Cluster 2 (Band 5-7) have the highest headcount of workforce who have recorded a disability (32)

Clinical Cluster 3 and 4 (Band 8a-VSM) and Cluster 6 (M&D Non-Consultant career grades) have no staff with a recorded disability

WDES Metric 1

## Workforce Representation

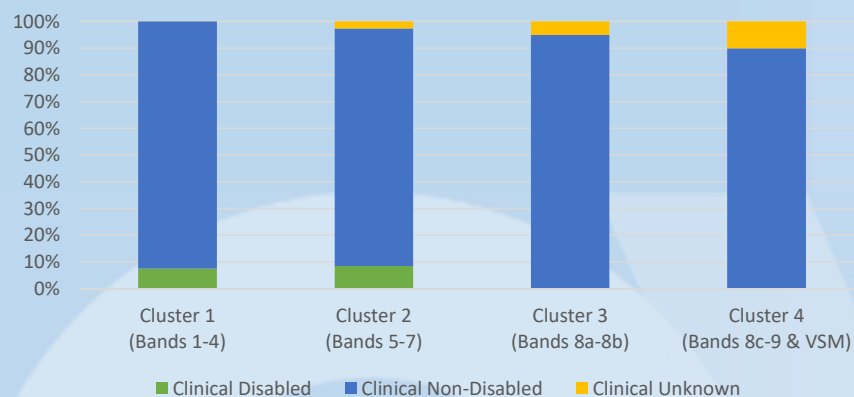
| Pay banding                  | Disabled | non-disabled | Unknown | Total | Disabled % | non-disabled % |
|------------------------------|----------|--------------|---------|-------|------------|----------------|
| Band 2                       | 14       | 146          | 3       | 163   | 8.59%      | 89.57%         |
| Band 3                       | 16       | 129          | 2       | 147   | 10.88%     | 87.76%         |
| Band 4                       | 11       | 137          | 1       | 149   | 7.38%      | 91.95%         |
| Band 5                       | 13       | 146          | 7       | 166   | 7.83%      | 87.95%         |
| Band 6                       | 15       | 152          | 3       | 170   | 8.82%      | 89.41%         |
| Band 7                       | 14       | 126          | 1       | 141   | 9.93%      | 89.36%         |
| Band 8a                      | 2        | 46           | 1       | 49    | 4.08%      | 93.88%         |
| Band 8b                      | 0        | 18           | 1       | 19    | 0.00%      | 94.74%         |
| Band 8c                      | 0        | 15           | 0       | 15    | 0.00%      | 100.00%        |
| Band 8d                      | 1        | 4            | 1       | 6     | 16.67%     | 66.67%         |
| Band 9                       | 2        | 3            | 1       | 6     | 33.33%     | 50.00%         |
| VSM                          | 0        | 5            | 0       | 5     | 0.00%      | 100.00%        |
| Consultant                   | 2        | 100          | 6       | 108   | 1.85%      | 92.59%         |
| Non-consultant career grades | 0        | 26           | 2       | 28    | 0.00%      | 92.86%         |
| Trainee grades               | 4        | 50           | 7       | 61    | 6.56%      | 81.97%         |



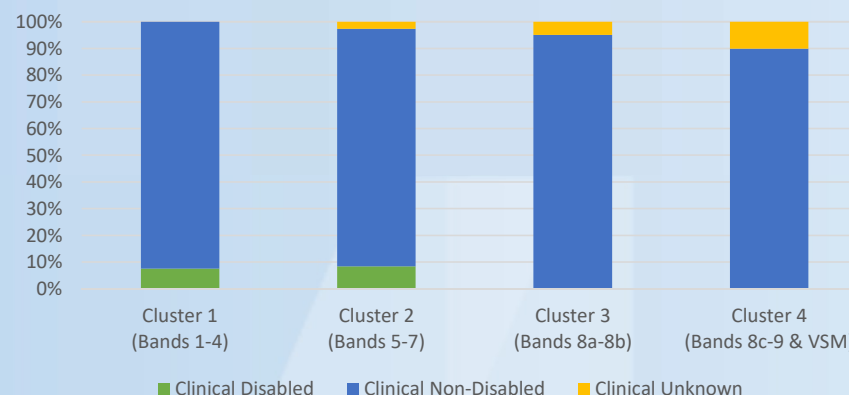
Data shows that we have no disabled staff in senior banded positions 8b, 8c VSM and non-consultant career grades. The highest declaration of disability is amongst Band 9 although this only affects 5 staff for context

# Workforce Representation

## Non-Clinical



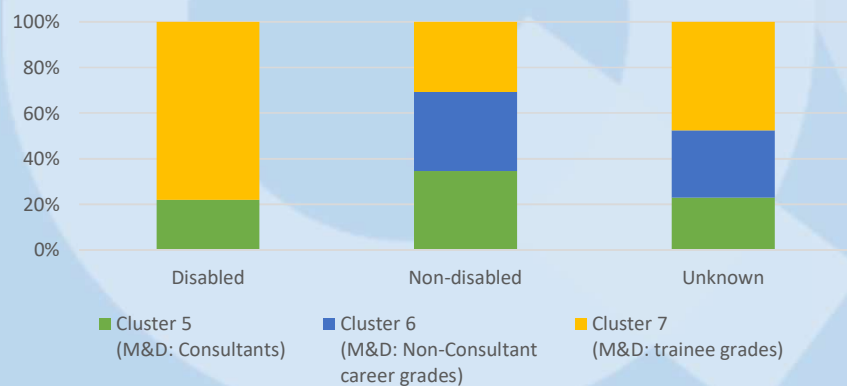
## Clinical



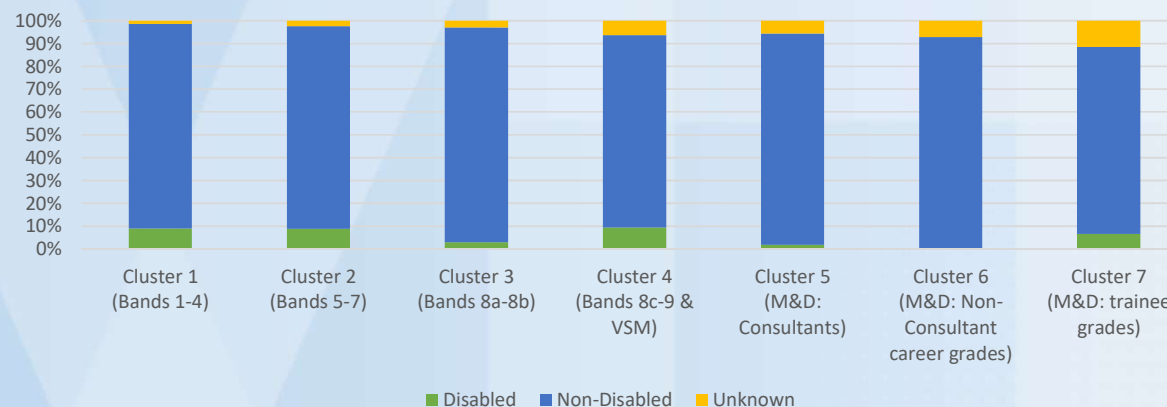
This metric demonstrates the proportion of declaration reduces as pay banding increases.

The data also demonstrates that declaration rates amongst our workforce in Clusters 3 and 4 (Band 8a to VSM)

## Medical and Dental



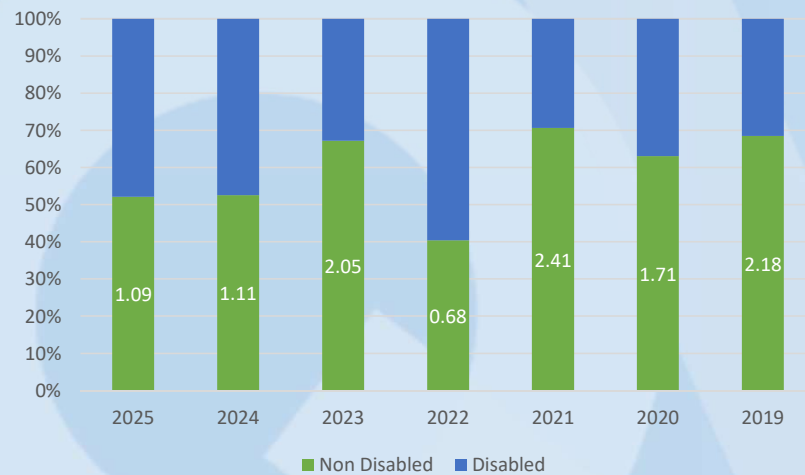
## Overall Workforce



WDES Metric 2

## Recruitment

|              | 2025 | 2024 | 2023 | 2022 | 2021 | 2020 | 2019 |
|--------------|------|------|------|------|------|------|------|
| Non Disabled | 1.09 | 1.11 | 2.05 | 0.68 | 2.41 | 1.71 | 2.18 |



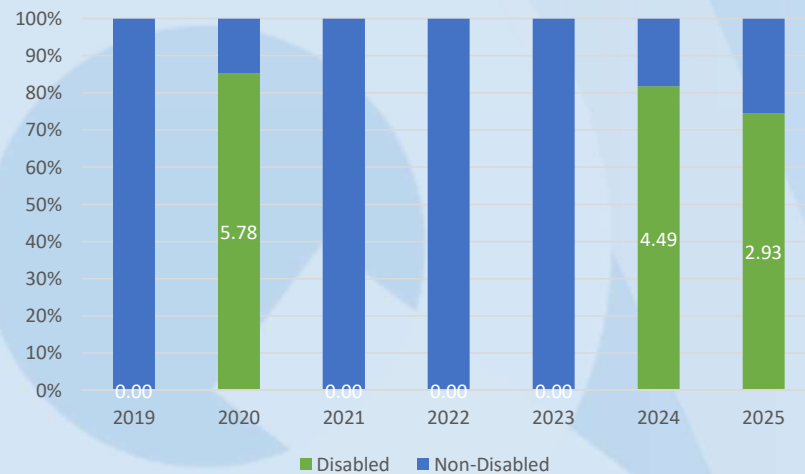
This metric shows non-disabled candidates are 1.09 times more likely to be appointed from shortlisting to Disabled candidates

This demonstrates a significant progress from 2023 where candidates were more than 2 times likely to be appointed.

## WDES Metric 3

## Capability

|                                                                                                                                                                       | Year to March |      |      |      |      |      |      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------|------|------|------|------|------|
|                                                                                                                                                                       | 2019          | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
| Relative likelihood of disabled staff compared to non-disabled staff entering the formal capability process as measured by entry into the formal capability procedure | 0.00          | 5.78 | 0.00 | 0.00 | 0.00 | 4.49 | 2.93 |



Data shows that disabled staff are 2.23 times more likely to enter into a formal capability process. It is important to stress that QVH has incredibly low numbers which provides a distorted picture.

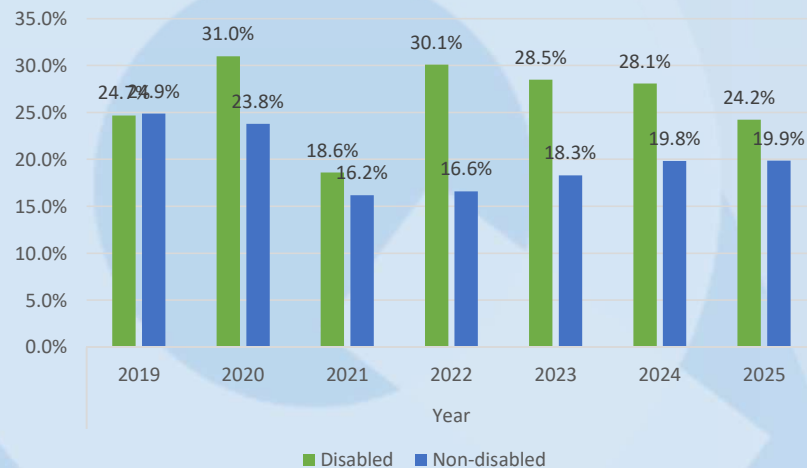
In the last 2 years we have had an average of 1 disabled, 4 Non-disabled and 0 unknown (5 cases in total) enter into a formal capability process. The difference in disparity is 0.010 vs 0.0036 however this is auto calculated to 2.29.

WDES Metric 4a

## Harassment, bullying or abuse

Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from Patient/Service users, their relatives or other members of the public

|              | Year  |       |       |       |       |       |       |
|--------------|-------|-------|-------|-------|-------|-------|-------|
|              | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |
| Disabled     | 24.7% | 31.0% | 18.6% | 30.1% | 28.5% | 28.1% | 24.2% |
| Non-disabled | 24.9% | 23.8% | 16.2% | 16.6% | 18.3% | 19.8% | 19.9% |



There is a decrease of **3.9%** in bullying and harassment towards disabled staff from patients, service users, relatives and members of public, from **28.1%** (39/139 respondents) in 23/24 to **24.2%** (40/165 respondents) in 24/25.

A higher proportion of disabled staff experience bullying, harassment and abuse from the public than non-disabled staff.

These results are below the national average.

**Please note that 2023 results for WDES metric 4a (Q14a), 4b (Q14b) 4c (Q14c) and 4d (Q14d) are now reported using corrected data.**

NHS Staff Survey Benchmark report 2024

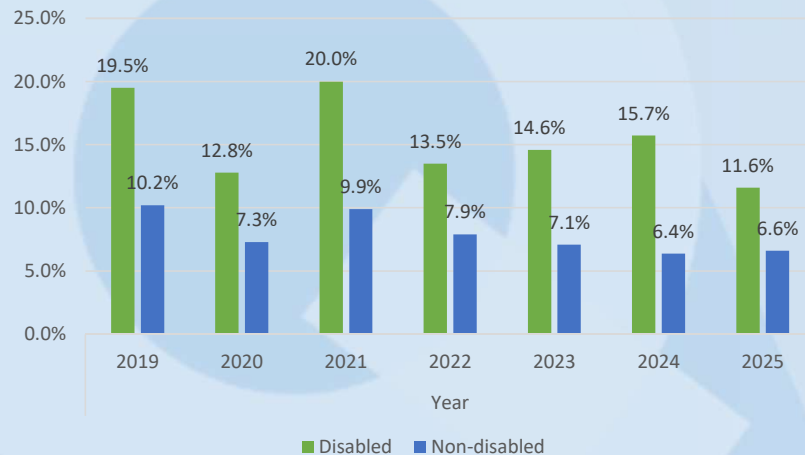
National Average  
Disabled: 29.59%  
Non-Disabled: 22.28%

WDES Metric 4b

## Harassment, bullying or abuse

Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from managers

|              | Year  |       |       |       |       |       |       |
|--------------|-------|-------|-------|-------|-------|-------|-------|
|              | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |
| Disabled     | 19.5% | 12.8% | 20.0% | 13.5% | 14.6% | 15.7% | 11.6% |
| Non-disabled | 10.2% | 7.3%  | 9.9%  | 7.9%  | 7.1%  | 6.4%  | 6.6%  |



There has been decrease of **4.1%** in the number of disabled staff experiencing bullying, harassment or abuse from managers, from **15.7%** (22/139 respondents) in 23/24 to **11.6%** (19/164 respondents) in 24/25.

A higher proportion of disabled staff experience bullying, harassment or abuse than non-disabled staff.

QVH are below the national benchmark.

**Please note that 2023 results for WDES metric 4a (Q14a), 4b (Q14b) 4c (Q14c) and 4d (Q14d) are now reported using corrected data.**

NHS Staff Survey Benchmark report 2024

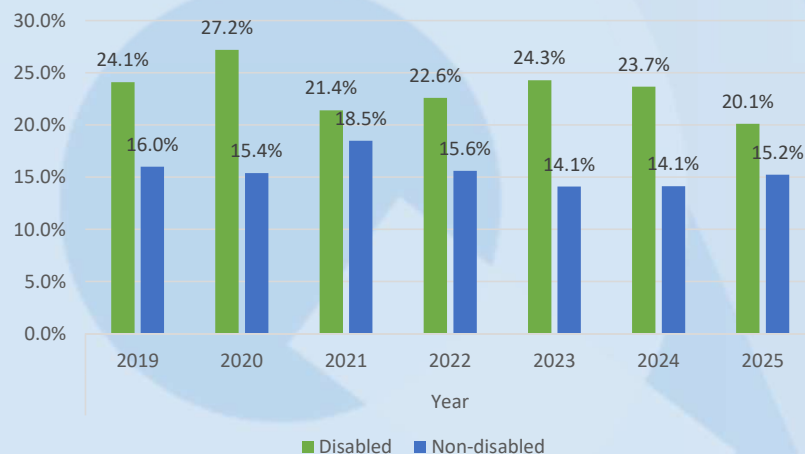
National Average  
Disabled: 14.6%  
Non-Disabled: 7.75%

WDES Metric 4c

## Harassment, bullying or abuse

Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from other colleagues

|              | Year  |       |       |       |       |       |       |
|--------------|-------|-------|-------|-------|-------|-------|-------|
|              | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |
| Disabled     | 24.1% | 27.2% | 21.4% | 22.6% | 24.3% | 23.7% | 20.1% |
| Non-disabled | 16.0% | 15.4% | 18.5% | 15.6% | 14.1% | 14.1% | 15.2% |



There has been a decrease of **3.6%** in the number of disabled staff that have experienced harassment, bullying or abuse from colleagues, from **23.7%** (33/139 respondents) in 23/24 to **20.1%** in 24/25 (33/164 respondents).

A higher proportion of disabled staff experience bullying, harassment or abuse than non-disabled staff.

QVH are below the national benchmark.

Please note that 2023 results for WDES metric 4a (Q14a), 4b (Q14b) 4c (Q14c) and 4d (Q14d) are now reported using corrected data.

NHS Staff Survey Benchmark report 2024

National Average  
Disabled: 23.60%  
Non-Disabled: 15.27%

WDES Metric 4d

## Harassment, bullying or abuse

Percentage of disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse at work and they or a colleague reported it

|              | Year  |       |       |       |       |       |       |
|--------------|-------|-------|-------|-------|-------|-------|-------|
|              | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |
| Disabled     | 57.9% | 53.4% | 53.7% | 55.8% | 46.3% | 52.8% | 44.4% |
| Non-disabled | 59.6% | 47.5% | 52.1% | 47.3% | 59.5% | 61.0% | 54.1% |



There has been a decrease of **8.3%** in the number of disabled staff that have experienced harassment, bullying or abuse from colleagues and have reported it – from **52.8%** (32/61 respondents) in 23/24 to **44.4%** in 24/25 (28/63 respondents).

A lower proportion of disabled staff have reported these behaviours compared to non-disabled staff, which has also decreased.

QVH are below the national benchmark for disabled staff but slightly above for non-disabled staff.

Please note that 2023 results for WDES metric 4a (Q14a), 4b (Q14b) 4c (Q14c) and 4d (Q14d) are now reported using corrected data.

NHS Staff Survey Benchmark report 2024

National Average  
Disabled: 54.42%  
Non-Disabled: 53.76%

WDES Metric 5

## Career Progression

Percentage of disabled staff compared to non-disabled staff believing that the organisation provides equal opportunities for career progression or promotion

| Year  |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|-------|
| 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |
| 53.4% | 61.3% | 54.8% | 57.8% | 55.4% | 61.1% | 57.8% |
| 61.6% | 56.1% | 58.1% | 58.9% | 57.4% | 60.7% | 62.3% |



**57.8%** of disabled staff believe the Trust provides equal opportunities compared to **62.3%** of non-disabled staff.

There is a decrease of **3.3%** in the number of disabled staff believing that the trust provides equal opportunities for career progression or promotion, from **61.1%** (91/149 respondents) in 23/24 to **57.8%** (96/166 respondents) in 24/25.

QVH are above the national average for disabled staff.

NHS Staff Survey Benchmark report 2024

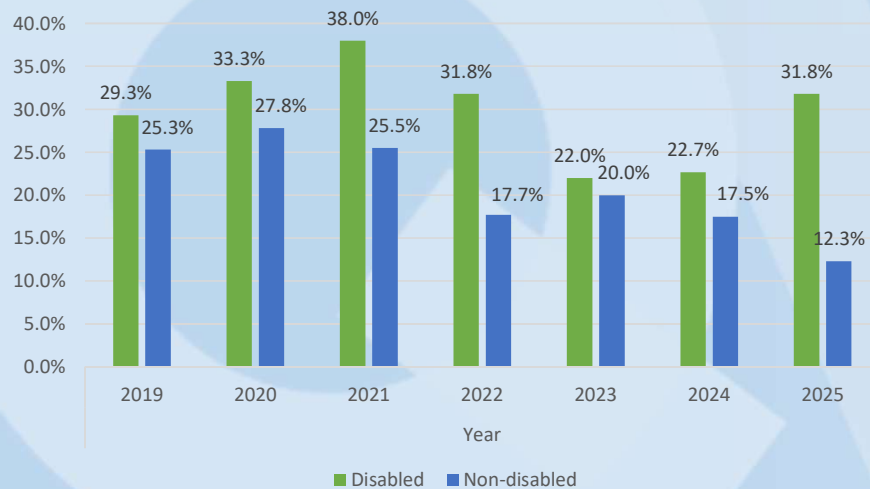
National Average  
Disabled: 51.52%  
Non-Disabled: 57.67%

## WDES Metric 6

# Presenteeism

Percentage of disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties

|              | Year  |       |       |       |       |       |       |
|--------------|-------|-------|-------|-------|-------|-------|-------|
|              | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |
| Disabled     | 29.3% | 33.3% | 38.0% | 31.8% | 22.0% | 22.7% | 31.8% |
| Non-disabled | 25.3% | 27.8% | 25.5% | 17.7% | 20.0% | 17.5% | 12.3% |



There is a significant increase of **9.1%** in disabled staff who felt pressure to come to work, from **22.7%** (22/97 respondents) in 23/24 to **31.8%** (28/88 respondents) in 24/25.

**31.8%** (1 in 3) of QVH disabled staff have felt pressure from their manager to come to work when not feeling well enough to perform their duties.

This has increased since 2024, and has returned to levels seen in 2022.

QVH is 6.4% above the national average for disabled staff

NHS Staff Survey Benchmark report 2024

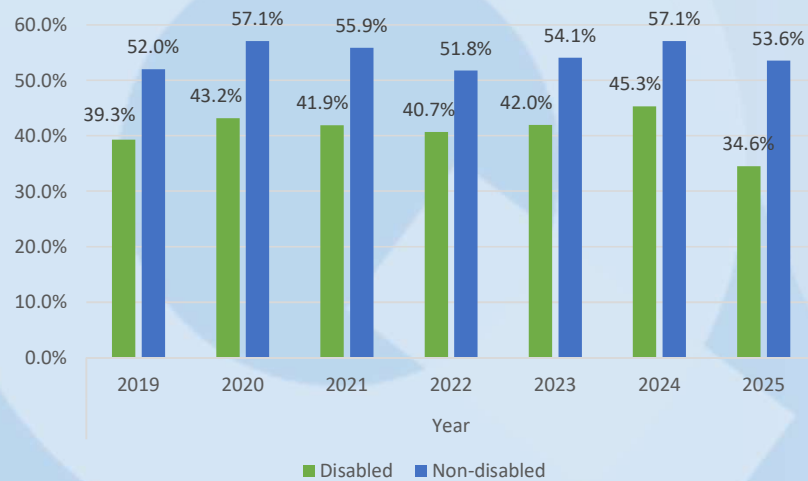
National Average  
Disabled: 25.40%  
Non-Disabled: 17.74%

## WDES Metric 7

# Feeling Valued

Percentage of disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work

|              | Year  |       |       |       |       |       |       |
|--------------|-------|-------|-------|-------|-------|-------|-------|
|              | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |
| Disabled     | 39.3% | 43.2% | 41.9% | 40.7% | 42.0% | 45.3% | 34.6% |
| Non-disabled | 52.0% | 57.1% | 55.9% | 51.8% | 54.1% | 57.1% | 53.6% |



**34.6%** of disabled staff feel the Trust values their work compared to **53.6%** of non-disabled staff – this represents a decrease of **10.7%**, from **45.3%** (68/150 respondents) in 23/24 to **34.6%** (57/165 respondents).

This was improving year on year since 2019 but is now at the lowest level since records began being taken for disabled staff. For non disabled staff this has remained fairly consistent since 2019.

QVH is below the national average for disabled staff.

NHS Staff Survey Benchmark report 2024

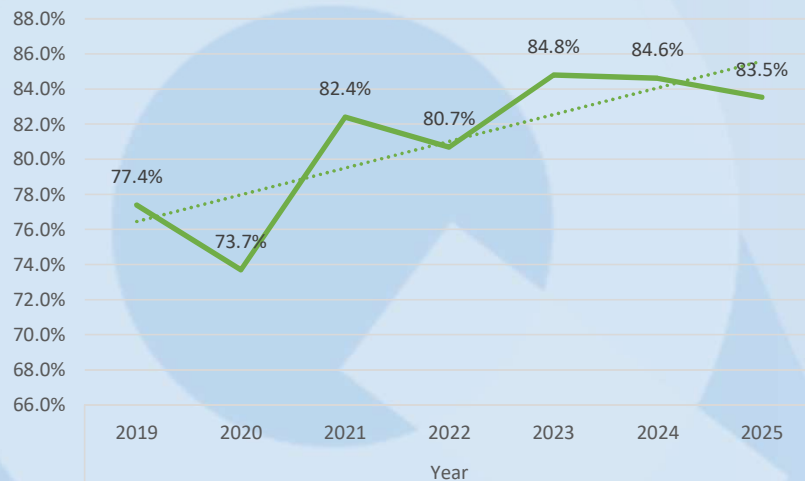
National Average  
 Disabled: 36.32%  
 Non-Disabled: 47.41%

WDES Metric 8

## Workplace Adjustments

Percentage of disabled staff saying that their employer has made reasonable adjustment(s) to enable them to carry out their work

| Year  |       |       |       |       |       |       |
|-------|-------|-------|-------|-------|-------|-------|
| 2019  | 2020  | 2021  | 2022  | 2023  | 2024  | 2025  |
| 77.4% | 73.7% | 82.4% | 80.7% | 84.8% | 84.6% | 83.5% |



83.5 % of disabled staff say that the Trust has made reasonable adjustments, which is significantly above the national average.

This has reduced very slightly since 2024, however has remained consistently over the current national average since 2019

NHS Staff Survey Benchmark report 2024

National Average  
75.12%

WDES Metric 9

## Staff Engagement

NHS Staff Survey and the engagement of disabled staff For part a) compare the staff engagement scores for Disabled, non-disabled staff

|              | Year |      |      |      |      |      |      |
|--------------|------|------|------|------|------|------|------|
|              | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
| Disabled     | 6.8  | 7.3  | 6.9  | 7.1  | 7.0  | 7.2  | 7.0  |
| Non-disabled | 7.4  | 7.6  | 7.5  | 7.4  | 7.5  | 7.6  | 7.5  |

The staff engagement score for non-disabled staff (7.5) is higher than disabled staff (7.0).

There is a slight decrease of 0.2 points (out of 10) in the staff engagement score for disabled staff and a 0.05 decline for non-disabled staff.

QVH is above the national average for both disabled and non-disabled staff.



NHS Staff Survey Benchmark report 2024

National Average  
Disabled: 6.44  
Non-Disabled: 6.99

WDES Metric 10

## Board Representation

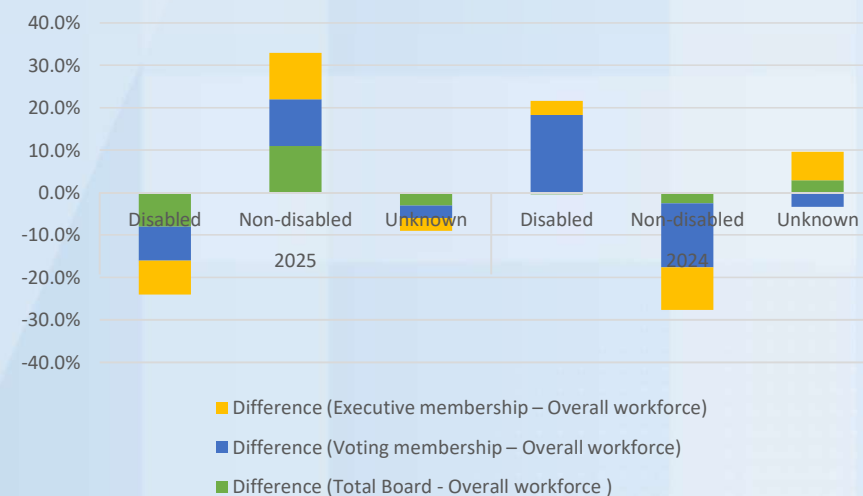
Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated

|                        | 2025     |              |         |       | 2024     |              |         |       | 2023     |              |         |       | 2022     |              |         |       |
|------------------------|----------|--------------|---------|-------|----------|--------------|---------|-------|----------|--------------|---------|-------|----------|--------------|---------|-------|
|                        | Disabled | Non-disabled | Unknown | Total | Disabled | Non-disabled | Unknown | Total | Disabled | Non-disabled | Unknown | Total | Disabled | Non-disabled | Unknown | Total |
| Total Board members    | 0        | 15           | 0       | 15    | 1        | 14           | 1       | 16    | 2        | 10           | 1       | 13    | 1        | 11           | 0       | 12    |
| of which voting        | 0        | 4            | 0       | 5     | 1        | 3            | 0       | 4     | 1        | 2            | 1       | 4     | 1        | 3            | 0       | 4     |
| of which non-voting    | 0        | 11           | 0       | 11    | 0        | 11           | 1       | 12    | 1        | 8            | 0       | 9     | 0        | 8            | 0       | 8     |
| Total Board members    | 0        | 15           | 0       | 15    | 1        | 14           | 1       | 16    | 1        | 9            | 2       | 13    | 1        | 11           | 0       | 12    |
| of which Executive     | 0        | 6            | 0       | 6     | 1        | 8            | 1       | 10    | 1        | 6            | 1       | 8     | 0        | 7            | 0       | 7     |
| of which Non-Executive | 0        | 9            | 0       | 9     | 0        | 6            | 0       | 6     | 1        | 4            | 0       | 5     | 1        | 4            | 0       | 5     |

|                                                       | 2025     |              |         |       | 2024     |              |         |       |
|-------------------------------------------------------|----------|--------------|---------|-------|----------|--------------|---------|-------|
|                                                       | Disabled | Non-disabled | Unknown | Total | Disabled | Non-disabled | Unknown | Total |
| Number of staff in overall workforce                  | 94       | 1103         | 36      | 1233  | 79       | 1066         | 39      | 1184  |
| Total Board members - % by Disability                 | 0.0%     | 100.0%       | 0.0%    |       | 6.3%     | 87.5%        | 6.3%    |       |
| Voting Board Member - % by Disability                 | 0.0%     | 100.0%       | 0.0%    |       | 25.0%    | 75.0%        | 0.0%    |       |
| Non-Voting Board Member - % by Disability             | 0.0%     | 100.0%       | 0.0%    |       | 0.0%     | 91.7%        | 8.3%    |       |
| Executive Board Member - % by Disability              | 0.0%     | 100.0%       | 0.0%    |       | 10.0%    | 80.0%        | 10.0%   |       |
| Non-Executive Board Member - % by Disability          | 0.0%     | 100.0%       | 0.0%    |       | 0.0%     | 100.0%       | 0.0%    |       |
| Overall workforce - % by Disability                   | 7.6%     | 89.5%        | 2.9%    |       | 6.7%     | 90.0%        | 3.3%    |       |
| Difference (Total Board - Overall workforce )         | -8.0%    | 11.0%        | -3.0%   |       | -0.4%    | -2.5%        | 3.0%    |       |
| Difference (Voting membership – Overall workforce)    | -8.0%    | 11.0%        | -3.0%   |       | 18.3%    | -15.0%       | -3.3%   |       |
| Difference (Executive membership – Overall workforce) | -8.0%    | 11.0%        | -3.0%   |       | 3.3%     | -10.0%       | 6.7%    |       |

0% of Trust board membership has a declaration of a disability, which is not broadly reflective of the overall workforce of 7.6%. This is a significant reduction from last year as the Trust board has grown as from both in 2023 and 2024 and there has been a reduction in members who have declared a disability.

The national average is 5.7%



## Additional Insights

- The percentage of leavers with a declared disability (6.50%) is lower than the overall Trust representation (7.62%)
- Disabled staff are most likely to cite the following as the reason for their resignation (33% of total voluntary resignations respectively):
  - Health
  - Promotion
  - Work-life balance

This suggests that while the Trust has taken positive steps to improve attraction and recruitment of disabled candidates, there is work to be done to improve access to career development.

This may also be linked to our 2024 Staff Survey results, which show a slight reduction in the availability of reasonable adjustments compared to 2023-24.

## Key Areas of Progress and Actions for next 12 Months

|                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Culture Change     | <ol style="list-style-type: none"> <li><b>1. Refreshed Vision and Values &amp; Behavioral Framework</b> - These were launched in late 2024, with a behaviour framework to support an inclusive learning culture, increasing psychological safety of staff and supporting the embedding of an enhanced speak up process for staff.</li> <li><b>2. Workforce Belonging &amp; Value</b> – The Trust has in place a comprehensive action plan aligned with NHS England’s EDI Improvement Plan to to create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur. The Trust commissioned an external company (Absolute Diversity) to conduct a listening exercise with our disabled staff to understand areas of progress for inclusion and are working through the specific actions identified to support our staff needs.</li> <li><b>3. Inclusive Behaviours</b> – The Exec team will be undertaking Diversity MOTs with Absolute Diversity to better understand unconscious biases. The Trust has also developed a Cultural Transformation Steering Group, with the aim to embed inclusion into business-as-usual practices. This group is attended by the Trust’s CEO and CMO.</li> <li><b>4. Freedom to Speak Up</b> – The Trust’s speak up provision has been enhanced and supported by an external provider to provide 24/7 support to staff. This service is available to all staff, and compliments the Trusts embedded mechanisms for raising concerns. The Freedom to Speak Up Guardian for QVH meets with the Employee Relations team to triangulate case work and feedback.</li> <li><b>5. Cultural Listening Exercises</b> – The Wellbeing &amp; Inclusion team have supported cultural listening exercises across several teams to understand and tackle behaviours than contribute to a less inclusive environment for our disabled staff.</li> </ol> |
| Recruitment        | <ol style="list-style-type: none"> <li><b>1. Inclusive Recruitment Process &amp; Practice</b> – There has been an improvement in the likelihood of disabled candidates being appointed to positions in the Trust. However, our disabled colleagues have reported feeling that opportunities for career development and/or promotion are not equal, suggesting that improvements can be made in this area, particularly as representation at Bands 8a and above is low.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Career Development | <ol style="list-style-type: none"> <li><b>2. Appraisal Process Revised with a focus on Wellbeing and career development-</b> As part of the revised process, we ask for feedback and monitor effectiveness of appraisal alongside our National Staff Survey results. Any areas of concern are raised at an appropriate level to address concerns.</li> <li><b>3. Career development through Apprenticeships</b> – Apprenticeships are key to support career development across all staffing areas. There was a significant increase of apprentices declaring a disability from 5.6% in 23/24 to 9.25% in 24/25. However, ongoing work is needed to ensure diversity of staff accessing apprentice opportunities is maintained and the use of the levy continues to increase. Work experience opportunities have been offered to a more diverse range of students due to the introduction of work experience events to complement traditional work experience placements.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Staff Engagement   | <ol style="list-style-type: none"> <li><b>1. Staff Engagement</b> – Scores for our staff with disabilities have steadily increased since 2023-24, suggesting that good work has been achieved in this area. This is likely underpinned by activities to support these colleagues, such as holding a group session for disabled colleagues to come together, launching EDI Champions and re-introducing monthly Team Brief (now Team Talk) sessions to drive organisational engagement.</li> <li><b>2. Reasonable Adjustments</b> – Throughout 2024-25, the Wellbeing &amp; Inclusion team supported 4 applications to the government's Access to Work scheme and published a flowchart to clarify the process for prospective applicants and their line managers. The Flexible Working &amp; Reasonable Adjustments Policy was updated to detail how this can support inclusion. Rejected requests for flexible working are reviewed by the EDRA team to ensure that impacts to equality at QVH are minimised.</li> <li><b>3. Wellbeing &amp; Inclusion Resources</b> – The Wellbeing &amp; Inclusion team have introduced a monthly bulletin and all-staff email to promote inclusive activities and initiatives. The team have also launched monthly drop-in sessions to allow staff at all levels to ask questions and build knowledge in a confidential space.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## Key Areas of Progress and Actions for next 12 Months

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bullying and Harassment | <ol style="list-style-type: none"> <li><b>1. Violence, Aggression &amp; Abuse</b> - The Trust's Violence Prevention and Reduction group has increased compliance against the national standards to 91% in 24/25. The Trust has published its VPR policy which details how to manage inappropriate telephone calls and the procedure for withholding treatment from violent and abusive patients. The Trust's Domestic Abuse for staff policy has been re-written with safeguarding oversight. The key milestones of this work in 25/26 is to ensure compliance with the revised 2025 VPR standards where the Trust are currently 75% compliant</li> <li><b>2. NHS England High Impact Actions</b> - The Trust has in place a comprehensive action plan aligned with NHS England's EDI Improvement Plan, to address High Impact Action 6, which is to 'Create an environment that eliminates the conditions in which bullying, discrimination, harassment and physical violence at work occur. The Trust commissioned an external company (Absolute Diversity) to conduct a listening exercise with our disabled staff to understand areas of progress for inclusion and are working through the specific actions identified to support our staff needs.</li> </ol> |
| Board Sponsorship       | <ol style="list-style-type: none"> <li><b>1. Board Accountability</b> - The Trust has agreed each Board member will act as a sponsor for one of the Staff Networks once established. This will result in dedicated and targeted leadership support, provide accountability and governance from senior leaders, reinforce the commitment to improving lived experiences and develop an inclusive leadership culture. Most importantly, it will enable Board members to hear the voices of disabled staff.</li> <li><b>2. People Committee</b> – The Trust has established the Workforce Sub-Committee in 2024-25 to highlight areas of challenge to the Trust Board relating to those with a disability or long-term health condition.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## Actions for next 12 months

| Action                                                                                                                                                                                                                                                                                                      | By When    | Lead                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------|
| A module on EDI and inclusive management (including reasonable adjustments) will be added to the mandatory line manager's training offer in 2025-26.                                                                                                                                                        | Q3 2025-26 | Wellbeing & Inclusion Manager |
| Reduce felt pressure to attend work when unwell by encouraging, promoting and role-modelling healthy work-life balance options, such as flexible working hours and patterns, hybrid working and disconnecting after work.                                                                                   | Q2 2025-26 | Employee Relations Team       |
| Produce a checklist and guidance document for managers to use when staff call in to report a sickness absence, detailing how to manage sickness absence compassionately and sensitively to reduce presenteeism among our disabled colleagues.                                                               | Q2 2025-26 | Wellbeing & Inclusion Manager |
| Triangulate Employee Relations case work, Freedom to Speak Up reports, Occupational Health data, Staff Survey and Pulse Survey results and Wellbeing & Inclusion insights to capture and act on themes highlighted by our colleagues with disabilities or long-term health conditions on a quarterly basis. | Q3 2025-26 | Wellbeing & Inclusion Manager |
| Apply an EDI lens through lived experience to an end-to-end review of our current internal and external recruitment processes, with an EDI representative available for interview panels to support the de-biasing of the recruitment process.                                                              | Q3 2025-26 | DCPO                          |
| Conduct an EDI audit of all applications for career development, including apprenticeships and external learning, to establish how our disabled colleagues can be better supported to develop their careers and tackle any potential barriers.                                                              | Q4 2025-26 | DCPO                          |
| Demonstrate recognition and value of our disabled colleagues through inclusion events and resources that challenge assumptions and stereotypes, reinforcing the strengths and capabilities our diverse workforce bring to QVH.                                                                              | Q4 2025-26 | Wellbeing & Inclusion Manager |