



# The future of the WRES – moving towards accountability

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# Trends in WRES indicators 2016-2021



- In its first 6 years, the WRES has documented the problem. However, as shown by the trends per indicator in the right-hand columns below, there has been little improvement in some and a worsening in others.
- Policy initiatives such as international recruitment have increased the percentage of Black and Minority Ethnic (BME) staff (indicator 1) and we are now seeing this have an impact at more senior and Board levels (indicator 9). However, other indicators such as 6, 7 and 8 show that the *experience* of BME staff is not improving as positively. Therefore, we are adapting our approach to create more local accountability and ownership by identifying the key performance indicators (KPIs) to address.
- This will be done in 4 domains as the following slides show.

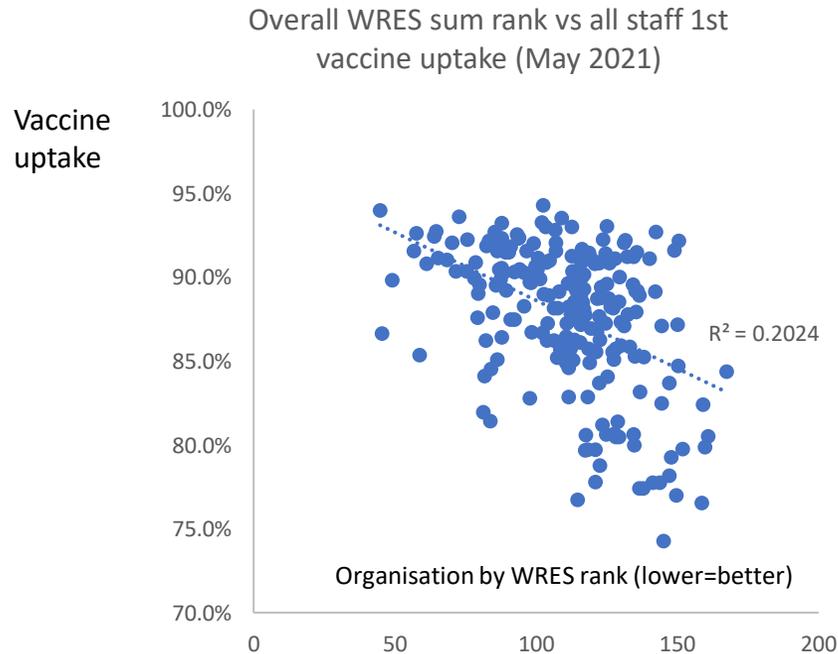
WRES indicator		Year						Timeseries	WRES trend	
		2016	2017	2018	2019	2020	2021			
1	Percentage of BME staff	Overall	17.7	18.1	19.1	19.9	21.1	22.4		
		VSM	5.4	5.3	6.9	7.6	7.9	9.2		
2	Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BME applicants	1.57	1.6	1.45	1.46	1.61	1.61			
3	Relative likelihood of BME staff entering the formal disciplinary process compared to white staff	1.56	1.37	1.24	1.22	1.16	1.14			
4	Relative likelihood of white staff accessing non-mandatory training and continuous professional development (CPD) compared to BME staff	1.11	1.22	1.15	1.15	1.14	1.14			
5	Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months	BME	29.1%	28.4%	28.5%	29.7%	30.3%	28.9%		
		White	28.1%	27.5%	27.7%	27.8%	27.9%	25.9%		
6	Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months	BME	27.0%	26.0%	27.9%	29.3%	28.4%	28.8%		
		White	24.0%	23.0%	23.4%	24.4%	23.6%	23.2%		
7	Percentage of staff believing that their trust provides equal opportunities for career progression or promotion	BME	73.4%	73.2%	71.9%	69.9%	71.2%	69.2%		
		White	88.3%	87.8%	86.8%	86.3%	86.9%	87.3%		
8	Percentage of staff personally experiencing discriminations at work from a manager/team leader or other colleagues	BME	14.0%	14.5%	15.0%	15.3%	14.5%	16.7%		
		White	6.1%	6.1%	6.6%	6.4%	6.0%	6.2%		
9	BME board membership	7.1%	7.0%	7.4%	8.4%	10.0%	12.6%			

# Why does workforce equity matter?



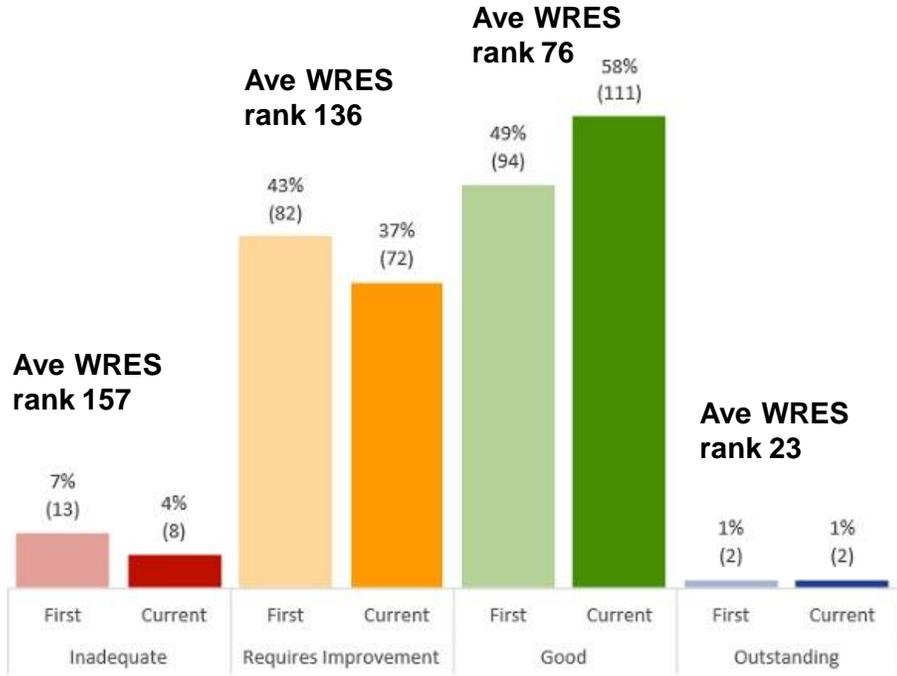
Aside from our legal obligations under the Public Services Equality Duty and the Equality Act 2010, increasing the racial and wider diversity of the health care workforce is essential for the provision of high quality and culturally competent care to our minority communities. A diverse healthcare workforce will help to expand healthcare access for the under-served, foster research in neglected areas of societal need, and enrich the pool of managers and policymakers to meet the needs of a diverse population. As shown by the two examples below, organisations which perform better in terms of equality, diversity and inclusion deliver better outcomes for staff and patients.

## Case study 1: vaccine uptake



**Organisations with better WRES metrics have better all-staff vaccine uptake**

## Case study 2: maternity outcomes

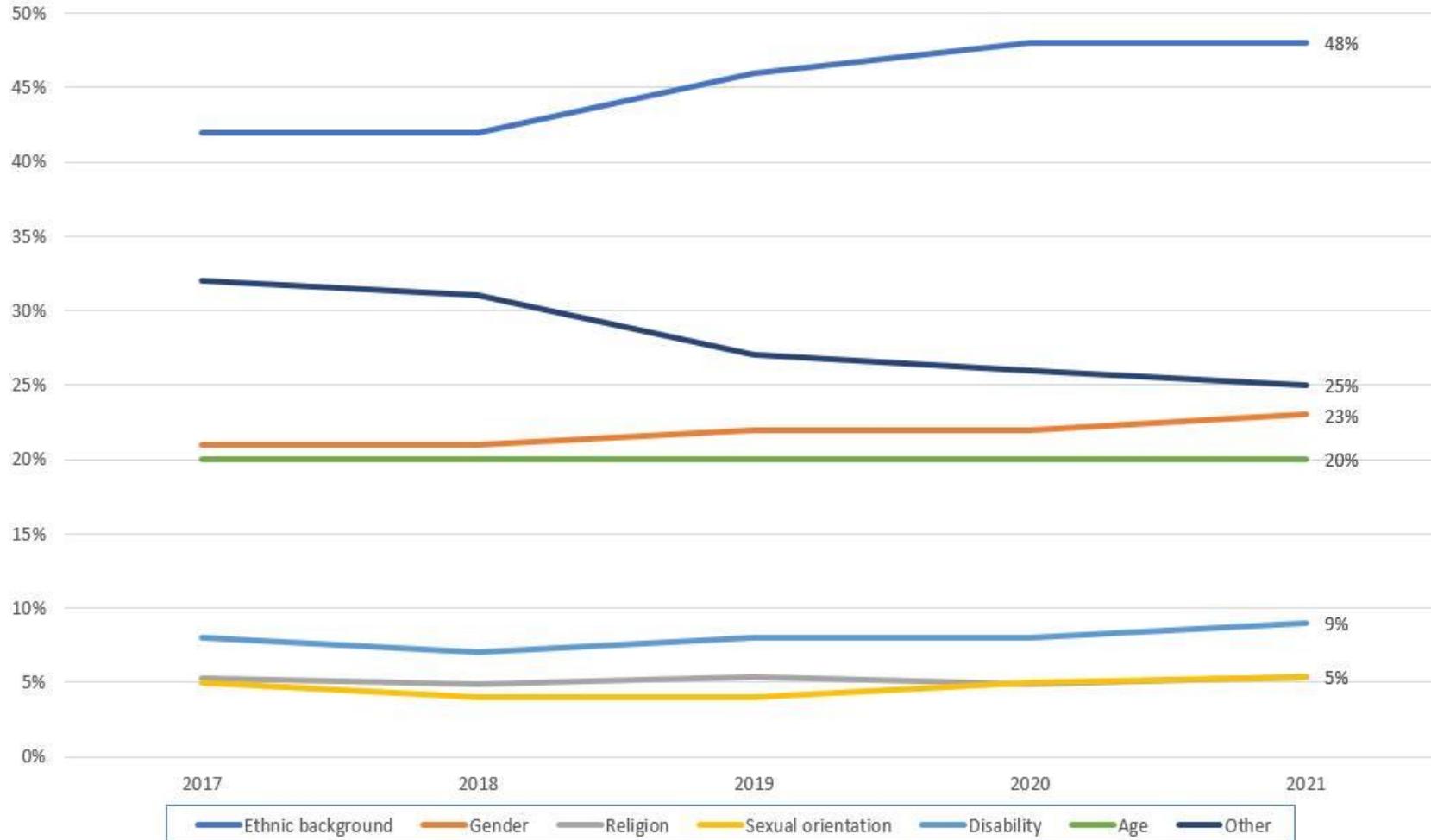


**Maternity units with best CQC ratings had better overall WRES rankings, and vice versa**

# On what grounds is discrimination experienced?



**% of staff saying they experienced discrimination on each basis, from those who reported personally experiencing discrimination at work in the last 12 months (q16c)**

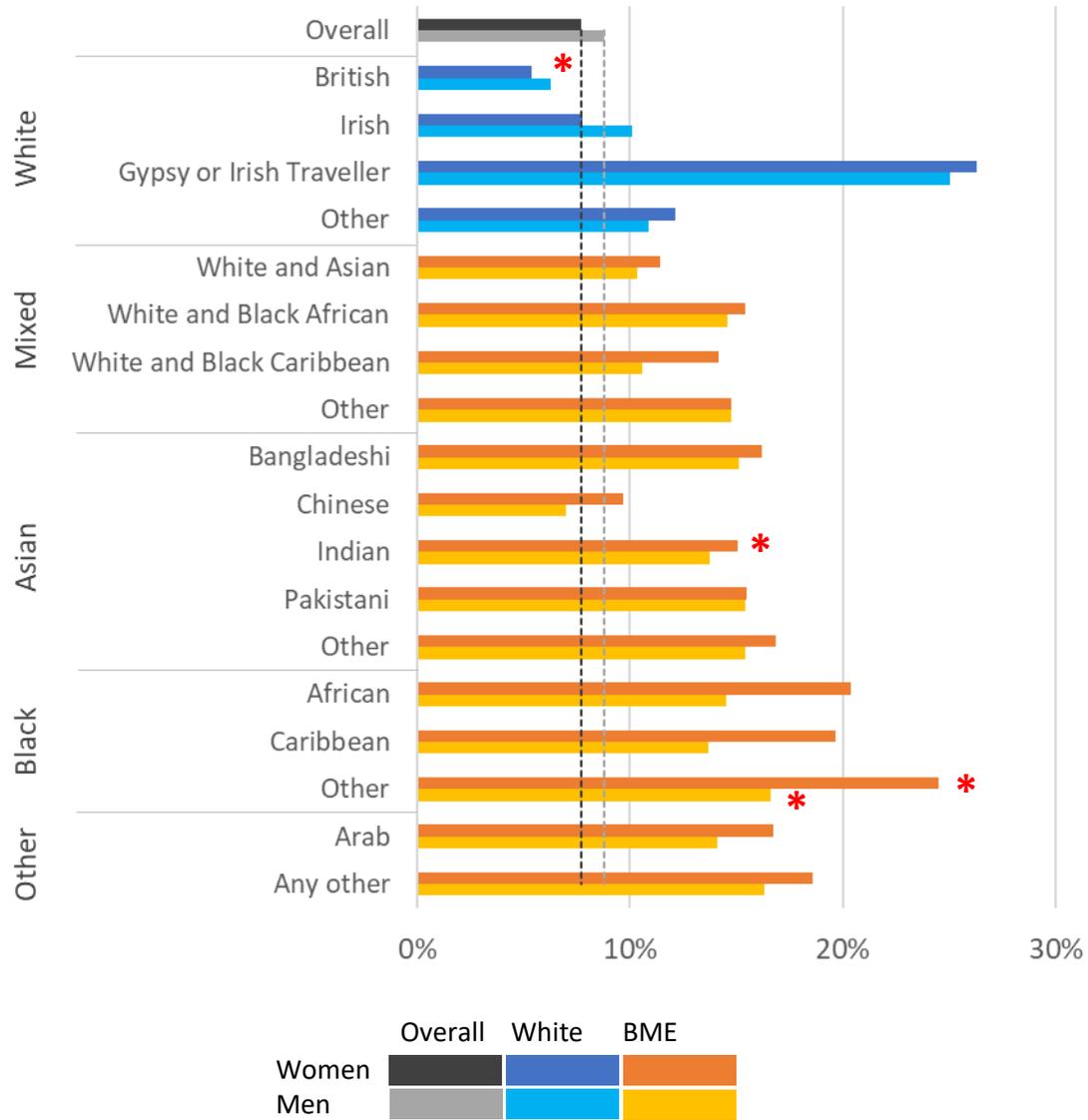


- Of those discriminated against, 48% is based on ethnic background. This has not moved between 2020 and 2021

- Data from public facing NHS National Staff Survey findings .

# Resetting the WRES : 1) Disaggregate the data

## WRES Indicator 8



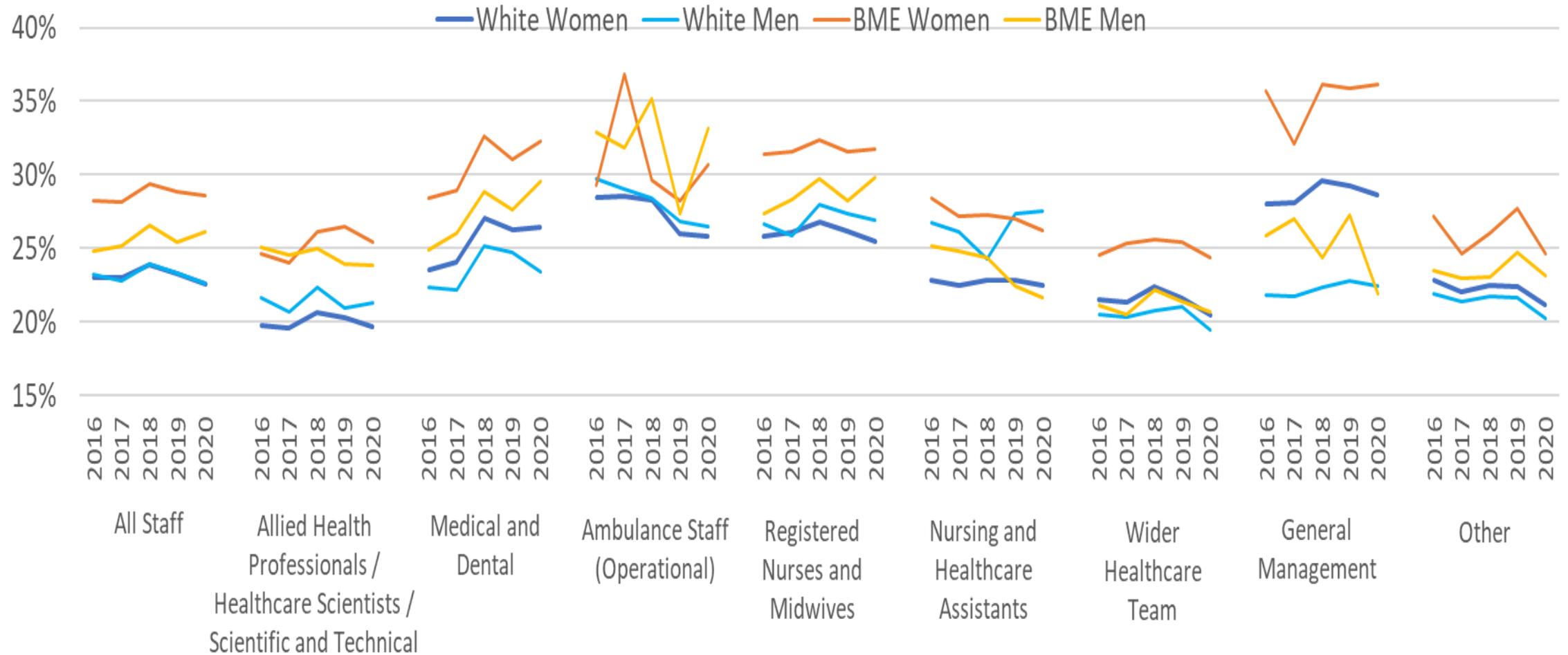
19.4% of staff from a Black background had experienced discrimination from other staff in last 12 months. Black staff, alongside staff from the "Any other" group and the Asian "Other" group had experienced the highest levels of discrimination from other staff since at least 2016

Men (8.8%) were more likely than women (7.7%) to have that personally experienced discrimination at work from a manager, team leader or other colleagues in last the 12 months.

26.2% of staff from a Gypsy or Irish Travellers background experienced discrimination from a manager/team leader or other colleagues in last 12 months.

# WRES indicator 6

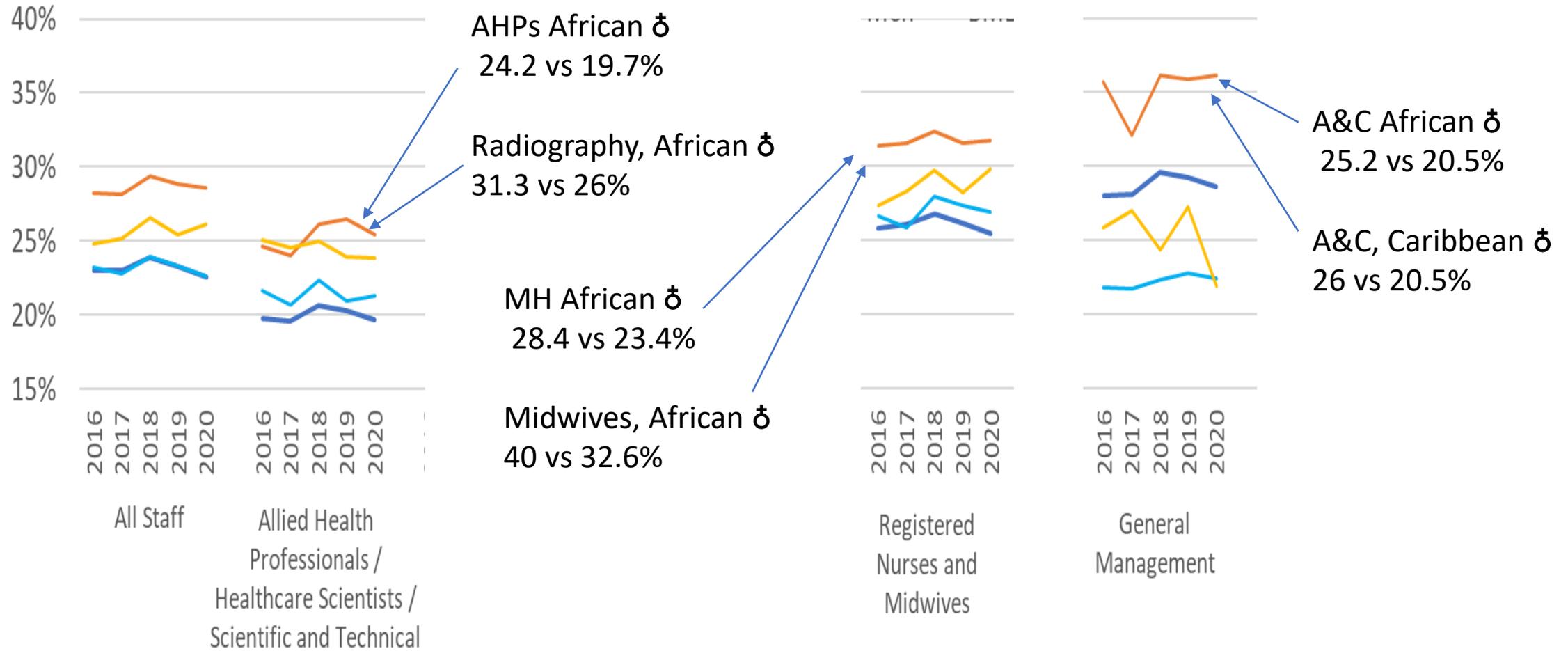
Gender, profession and ethnicity (2016 - 2020 NHS Staff Survey):



BME Women (28.6%) were most likely to have experienced harassment, bullying or abuse from other staff in the last 12 months, a trend that has been evident since at least 2016. This trend was especially evident in General Management (36.2%), Medical and Dental (32.2%), and Registered Nursing and Midwifery (31.8%).

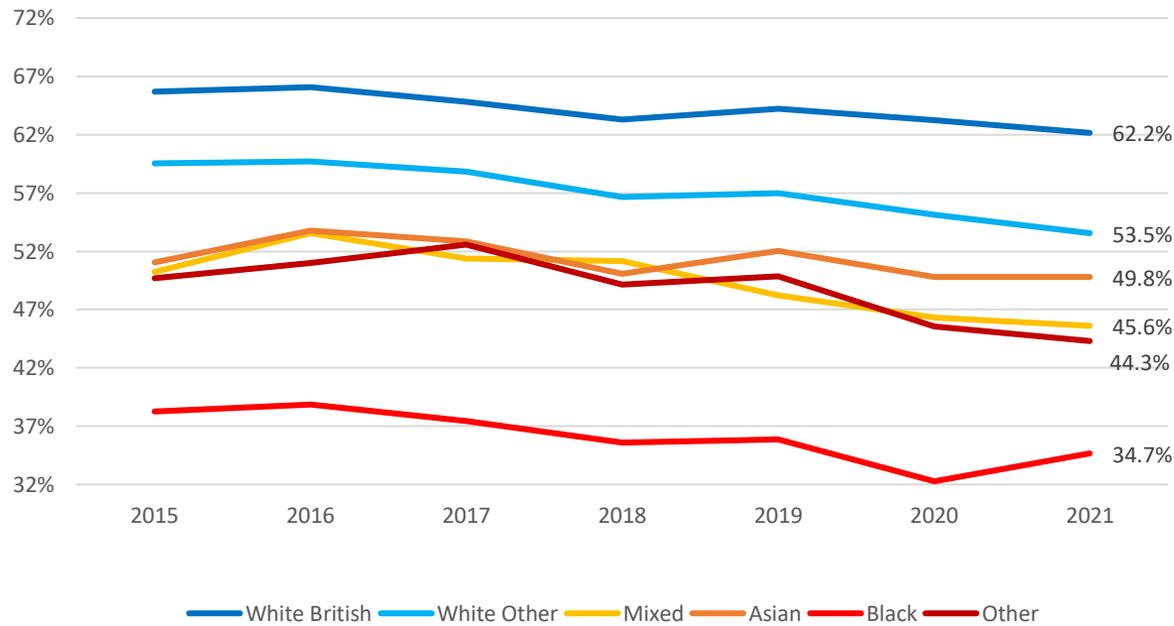
# WRES indicator 6

Gender, profession and ethnicity (2016 - 2020 NHS Staff Survey):



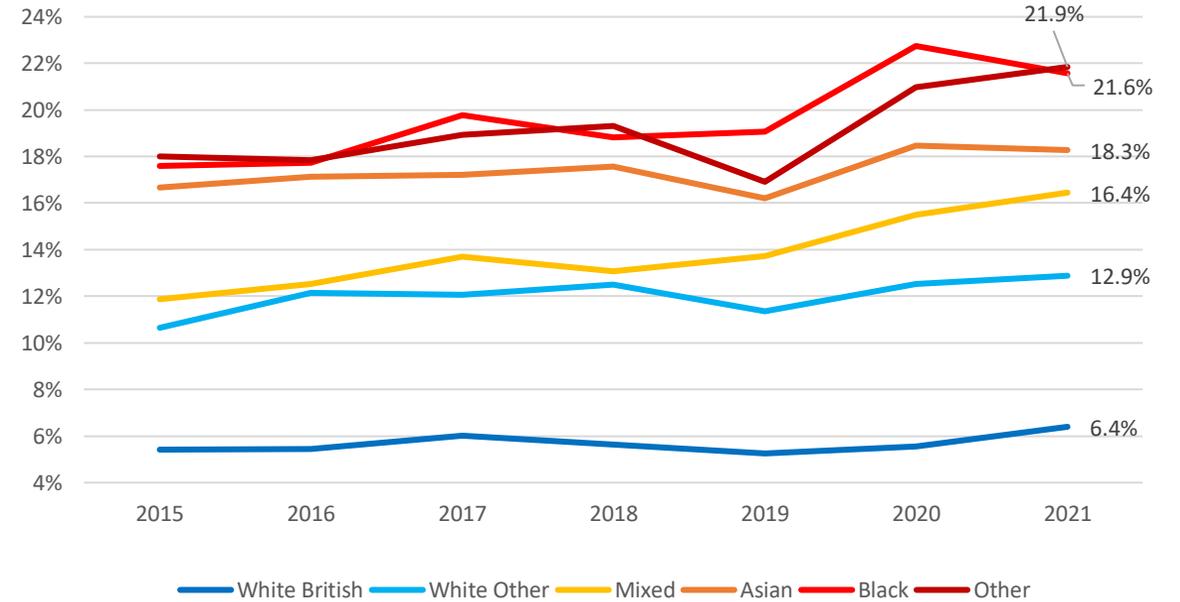
# Registered Nurses and Midwives

**Indicator 7: Percentage of staff believing that organisation provides equal opportunities for career progression or promotion**



Black British nurses were least likely to feel that their organisation provides equal opportunities for career progression or promotion, but levels were also low for nurses from all BME backgrounds and from “other” white backgrounds.

**Indicator 8: In the last 12 months have you personally experienced discrimination at work from staff**



Black British nurses and those from “other” backgrounds were most likely to suffer discrimination from staff, but levels were also high for nurses from all BME backgrounds and from “other” white backgrounds.

# Resetting the WRES

## Domain 2: Using disaggregated data to set targets recruitment and promotion

Midwives: Representation by ethnicity in NHS Trusts, overall and by region						
1) Percentage representation by ethnicity within pay bands						
		National				
		White	BME overall	Asian	Black	Mixed / Other
Pay bands grouped	Overall	84.14%	12.48%	2.29%	7.33%	2.86%
	Band 5 and under	77.86%	15.52%	3.16%	7.94%	4.42%
	Band 6	84.83%	11.92%	2.27%	6.96%	2.69%
	Band 7	85.76%	12.31%	1.81%	7.96%	2.54%
	Band 8a and over	78.81%	18.96%	2.23%	13.75%	2.97%
Pay bands in detail	Overall	84.14%	12.48%	2.29%	7.33%	2.86%
	Band 1	20.00%	0.00%	0.00%	0.00%	0.00%
	Band 3	63.64%	36.36%	18.18%	18.18%	0.00%
	Band 4	100.00%	0.00%	0.00%	0.00%	0.00%
	Band 5	77.95%	15.51%	3.12%	7.93%	4.45%
	Band 6	84.83%	11.92%	2.27%	6.96%	2.69%
	Band 7	85.76%	12.31%	1.81%	7.96%	2.54%
	Band 8a	79.72%	18.43%	2.30%	12.90%	3.23%
	Band 8b	75.00%	18.75%	3.13%	12.50%	3.13%
	Band 8c	66.67%	33.33%	0.00%	33.33%	0.00%
Band 8d	100.00%	0.00%	0.00%	0.00%	0.00%	
Band 9	100.00%	0.00%	0.00%	0.00%	0.00%	

Midlands						
		White	BME overall	Asian	Black	Mixed / Other
Overall		87.36%	9.49%	3.11%	3.75%	2.63%
Band 5 and under		77.43%	13.76%	4.02%	5.26%	4.48%
Band 6		88.37%	9.06%	3.14%	3.41%	2.52%
Band 7		89.91%	8.41%	2.52%	4.10%	1.79%
Band 8a and over		94.44%	5.56%	0.00%	2.78%	2.78%
Overall		87.36%	9.49%	3.11%	3.75%	2.63%
Band 1		-	-	-	-	-
Band 3		-	-	-	-	-
Band 4		-	-	-	-	-
Band 5		77.43%	13.76%	4.02%	5.26%	4.48%
Band 6		88.37%	9.06%	3.14%	3.41%	2.52%
Band 7		89.91%	8.41%	2.52%	4.10%	1.79%
Band 8a		96.15%	3.85%	0.00%	0.00%	3.85%
Band 8b		83.33%	16.67%	0.00%	16.67%	0.00%
Band 8c		100.00%	0.00%	0.00%	0.00%	0.00%
Band 8d		-	-	-	-	-
Band 9		100.00%	0.00%	0.00%	0.00%	0.00%

Midlands					
White	BME overall	Asian	Black	Mixed / Other	
White	BME overall	Asian	Black	Mixed / Other	
-64	28	6	10	12	
37	-16	1	-13	-4	
24	-10	-6	3	-8	
3	-1	-1	0	0	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
-64	28	6	10	12	
37	-16	1	-13	-4	
24	-10	-6	3	-8	
2	-1	-1	-1	0	
0	0	0	1	0	
0	0	0	0	0	
-	-	-	-	-	
0	0	0	0	0	

As part of a WRES project on maternity unit equality indices, we have extracted data on BME representation of midwives specifically, stratified by banding and split by ethnicity type (for the latter, separating Asian from Black from mixed staff)



This representation data can then be looked at by region, specifically in this example in the Midlands.



The difference between **observed** numbers of staff at each band and ethnicity can then be subtracted from the **expected** number to identify KPIs to progress equality of representation in that region. This can also be done by ICS.

# Resetting the WRES

## Domain 3: targeted reports

Producing more than just a national data report:

- trust level (225)
- system level (42)
- regional level (7)

Producing a report for 'hidden voices'

- bank WRES
- medical WRES
- independent health provider WRES

# Trust level reports

## London

### Summary for the 2020/21 reporting year

RKL

Indicator number and description			Trust	London	National	Percentile rank*
<b>Indicator 1: BME representation in the workforce by pay band</b>						
BME representation in the workforce overall			52.9%	48.1%	22.4%	
Pay band at which BME under-representation first occurs	Non-clinical	Band 4 and under	Band 3	Band 3	Band 3	
		Band 5 and over	Band 8B	Band 8A	Band 8B	
	Clinical	Band 4 and under	Band 4	Band 4	Band 3	
		Band 5 and over	Band 7	Band 7	Band 6	
	Medical		Proportional	Consultant	Consultant	
	Race disparity ratios	Non-clinical	Lower to middle	0.99	1.37	0.91
Middle to upper			1.73	1.92	1.39	55%
Lower to upper			1.71	2.63	1.27	49%
Clinical		Lower to middle	1.43	2.03	1.59	19%
		Middle to upper	2.73	2.10	1.36	92%
		Lower to upper	3.91	4.25	2.16	69%
<b>Indicator 2: likelihood of appointment from shortlisting</b>						
likelihood ratio White / BME			1.29	1.62	1.61	26%
<b>Indicator 3: likelihood of entering formal disciplinary proceedings</b>						
likelihood ratio BME / White			1.18	1.54	1.14	17%
<b>Indicator 4: likelihood of undertaking non-mandatory training</b>						
likelihood ratio White / BME			0.89	0.95	1.14	19%
<b>Indicator 5: harassment, bullying or abuse from patients, relatives or the public in last 12 months</b>						
BME			34.6%	31.1%	28.9%	82%
White			31.3%	31.2%	25.9%	89%
<b>Indicator 6: harassment, bullying or abuse from staff in last 12 months</b>						
BME			25.7%	29.8%	28.8%	33%
White			24.6%	25.9%	23.2%	66%
<b>Indicator 7: belief that the trust provides equal opportunities for career progression or promotion</b>						
BME			72.5%	65.4%	69.2%	50%
White			83.4%	83.7%	87.3%	86%
<b>Indicator 8: discrimination from a manager/team leader or other colleagues in last 12 months</b>						
BME			13.3%	17.1%	16.7%	19%
White			8.6%	8.0%	6.2%	91%
<b>Indicator 9: BME representation on the board minus BME representation in the workforce</b>						
Overall			-34.1%	-25.5%	-9.8%	97%
Voting members			-34.1%	-26.2%	-10.0%	94%
Executive members			-38.6%	-33.1%	-13.5%	93%

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

# Trust level reports

## Areas for Improvement

A maximum of three high priority areas for improvement have been identified for the Trust. These are the areas from amongst the Trust's indicators with the worst percentile rankings against other Trusts (excluding indicator 4). For indicators 1 to 3 and 9, a further criterion is that the indicator is different from equality to a statistically significant degree. For indicators 5 to 8, performance must also be significantly worse than that for the other ethnic group.

<b>High priority areas for improvement within the Trust (to a maximum of three):</b>
Indicator 9: Board representation (overall, voting members, and executive members)
Indicator 1: Career progression in clinical roles (middle to upper levels)
Indicator 1: Career progression in clinical roles (lower to upper levels)

## Areas of Best Performance

A maximum of three areas of best performance have been identified for the Trust. These are the areas from amongst the Trust's indicators with the best percentile rankings against other Trusts, and where the Trust performs in the best 10% of Trusts nationally (excluding indicator 4). For indicators 1 to 3 and 9, a further criterion is that the indicator is not different from equality to a statistically significant degree. For indicators 5 to 8, performance must also be similar to that for the other ethnic group.

<b>Areas of best performance within the Trust (to a maximum of three):</b>
Indicator 1: Career progression in non-clinical roles (lower to middle levels)

Please note, this area of best performance is intended to highlight a potential example of good practice that could be further built upon within the organisation, and also shared with other organisations. Nonetheless, there may remain the need for further improvement in this indicator. The WRES team will analyse for, and look to celebrate areas where good performance is maintained or further improved, year-on-year.

# System level report

Region	South East of England - BOB STP
Year - Choose from Drop Down -->	2021

Organisation Name	Indicator 1			Indicator 2	Indicator 3	Indicator 4	Indicator 5		Indicator 6		Indicator 7		Indicator 8		Indicator 9		
	Lower to Middle	Middle to Upper	Lower to Upper	Likelihood			Rank BME	Rank Difference	BME Voting Board	BME Workforce	Difference						
	1.24	1.42	1.75	1.46	1.81	1.51	139	201	36	130	48	92	20	25	15.4%	25.8%	-10.4%
	1.50	1.04	1.56	1.28	1.23	1.02	75	97	132	172	86	116	168	179	36.4%	26.0%	10.4%
	1.70	1.47	2.50	0.78	2.23	0.82	129	153	90	177	90	138	77	89	14.3%	18.4%	-4.1%
	1.73	2.32	4.01	1.55	0.79	0.93	62	43	116	57	41	36	102	117	17.6%	25.5%	-7.9%
	1.76	2.08	3.67	1.70	0.48	0.76	33	2	30	10	79	95	15	8	7.7%	29.2%	-21.6%
	0.92	1.37	1.26	1.49	0.64	2.11	210	127	160	182	12	2	123	79	20.0%	5.2%	14.8%
	1.49	1.58	2.35	1.39	0.82	0.90	.	.	.	.	.	.	.	.	18.1%	22.9%	-4.9%
South East	1.51	1.66	2.50	1.48	1.01	0.93	6	7	1	2	7	7	1	2	12.8%	22.1%	-9.2%
National	1.32	1.39	1.83	1.61	1.14	1.14	.	.	.	.	.	.	.	.	12.3%	22.4%	-10.0%

# Regional level reports

Year - Choose from Drop Down -->

2021

	Indicator 1			Indicator 2	Indicator 3	Indicator 4	Indicator 5		Indicator 6		Indicator 7		Indicator 8		Indicator 9		
	Lower to Middle	Middle to Upper	Lower to Upper	Likelihood			Rank BME	Rank Difference	BME Voting Board	BME Workforce	Difference						
	1.45	1.97	2.85	1.13	0.70	-	105	142	115	34	54	51	54	39	7.1%	39.0%	-31.9%
	1.24	1.42	1.75	1.46	1.81	1.51	139	201	36	130	48	92	20	25	15.4%	25.8%	-10.4%
	1.53	1.54	2.36	1.62	0.18	1.07	172	116	92	28	122	83	87	63	7.1%	19.4%	-12.3%
	1.50	1.04	1.56	1.28	1.23	1.02	75	97	132	172	86	116	168	179	36.4%	26.0%	10.4%
	1.43	1.57	2.24	1.10	0.36	0.70	156	168	103	59	173	179	140	127	25.0%	35.0%	-10.0%
	1.28	2.95	3.77	1.37	0.69	0.99	186	171	210	54	186	162	210	204	8.3%	18.9%	-10.6%
	1.59	1.25	1.99	1.07	1.00	0.61	117	163	133	48	61	53	84	95	9.1%	17.5%	-8.4%
	1.46	2.07	3.04	1.17	0.81	0.88	171	167	77	77	49	65	66	81	12.9%	37.8%	-24.9%
	1.66	1.93	3.22	1.52	1.05	1.11	61	61	112	49	84	67	121	104	7.7%	21.8%	-14.1%
	1.60	1.97	3.15	1.60	1.05	0.87	173	145	191	152	96	91	38	38	9.1%	13.4%	-4.3%
	0.98	1.94	1.91	1.19	4.94	1.13	207	212	35	45	82	100	76	66	28.6%	23.0%	5.6%
	0.86	0.87	0.75	2.35	1.33	-	11	81	25	189	33	85	73	153	6.7%	9.7%	-3.0%
	1.88	1.38	2.61	1.21	0.72	0.87	100	46	99	61	74	56	119	131	0.0%	24.7%	-24.7%
	1.02	1.83	1.87	1.47	1.03	0.62	151	175	172	19	190	149	129	48	7.7%	28.3%	-20.6%
	1.70	1.47	2.50	0.78	2.23	0.82	129	153	90	177	90	138	77	89	14.3%	18.4%	-4.1%
	1.73	2.32	4.01	1.55	0.79	0.93	62	43	116	57	41	36	102	117	17.6%	25.5%	-7.9%
	2.36	3.24	7.66	1.13	0.38	0.82	127	164	127	129	113	150	106	110	9.1%	21.2%	-12.2%
	1.21	0.96	1.17	1.79	0.00	0.90	14	106	202	211	43	31	206	208	0.0%	18.8%	-18.8%
	1.76	2.08	3.67	1.70	0.48	0.76	33	2	30	10	79	95	15	8	7.7%	29.2%	-21.6%
	1.82	2.31	4.19	1.51	1.05	0.65	194	213	63	76	22	41	83	115	7.7%	30.9%	-23.2%
	1.69	1.02	1.72	1.36	2.64	1.02	56	141	6	109	27	49	48	113	18.2%	9.3%	8.9%
	0.92	1.37	1.26	1.49	0.64	2.11	210	127	160	182	12	2	123	79	20.0%	5.2%	14.8%
	0.67	0.70	0.46	2.64	2.69	1.09	213	20	183	71	215	74	199	124	14.3%	5.6%	8.7%
	0.96	1.39	1.33	1.51	1.88	1.01	157	179	83	159	131	164	145	162	11.8%	10.2%	1.6%
	1.30	1.33	1.73	1.23	2.06	0.88	112	159	22	110	59	99	23	27	26.7%	28.5%	-1.8%
	1.60	2.05	3.28	1.15	1.06	0.80	161	110	21	27	26	42	28	33	0.0%	38.0%	-38.0%
	1.42	1.93	2.74	1.39	1.22	0.96	101	170	71	145	64	141	60	67	0.0%	9.2%	-9.2%
	1.37	2.07	2.85	1.69	3.56	1.54	176	131	47	58	66	93	70	55	23.1%	12.5%	10.6%
	1.81	2.13	3.87	1.17	0.95	1.82	137	149	122	165	47	69	103	128	8.3%	21.0%	-12.7%
	1.81	2.52	4.55	1.55	1.89	1.07	168	152	46	13	21	17	92	100	7.1%	18.1%	-10.9%
South East	1.51	1.66	2.50	1.48	1.01	0.93	6	7	1	2	7	7	1	2	12.8%	22.1%	-9.2%
National	1.32	1.39	1.83	1.61	1.14	1.14	-	-	-	-	-	-	-	-	12.3%	22.4%	-10.0%

# Working with regions

Align internally to embed the WRES metrics into all of our portfolios

**Regional Teams**

**Systems**

Work closely with boards and track progress against each indicator quarterly

**1**

**Staff in NHS trusts by ethnicity**

**2**

**Overhauling of recruitment**

Relative likelihood of white applicants being appointed from shortlisting across all posts compared to BME applicants

**5**

**Harassment and abuse from public**

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public

**9**

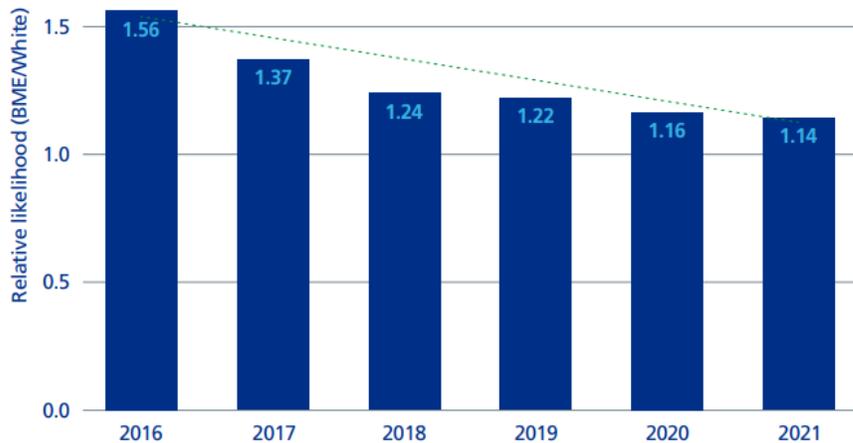
**Board members**

Percentage of board members by ethnicity compared to BME workforce within NHS trusts by region

# Resetting the WRES : 4) Joint working with regions

Joint work between the national team and regional EDI teams has begun as a way of linking the knowledge of how data compares across the country with the knowledge of the local nuances and opportunities, respectively. Certain regions have developed their own race equality strategies, and East of England's has had a particular focus on correcting race disparity in disciplinary referrals through targeted actions such as independent panels, adoption of a decision tree pre-referral and structured feedback following regulator decision.

**Target:** Work with regions and networks to understand local needs and support implementation of evidence based actions to improve data



Likelihood ratio of BME staff undergoing disciplinary referral

Improvement in this indicator in East of England following concerted action on debiasing disciplinary referrals

While the national picture on race disparity in referral into the formal disciplinary process has only improved slightly (left graph), the regional work in East of England (right) shows how targeted actions can rapidly improve this metric.

## Actions:

1. Establish **independent panels** at several trusts to advise referring officers.
2. Implement **decision tree tool** (developed by the National Patient Safety Agency), comprising an algorithm which poses a series of structured questions to standardise pre-disciplinary process.
3. **Post-action audit:** all decisions to place staff through formal disciplinary process will be reviewed on a quarterly basis using robust information on each case to discern any systemic weaknesses, biases or underlying drivers of adverse treatment of any staff group.

# Steps to Enhance Support for the IEN Professional

## Thriving IEN

Pastoral Care (INA)

Cultural Diversity Programs

Health & Wellbeing

Leadership Programs

Standardized OSCE

Development Courses

Address barriers to  
Career progression

Bespoke Induction

Continues Evaluation  
(WRES)

International Nurse  
Lead Role

# Bank WRES indicators

<b>Indicators for the NHS bank workforce. (Individuals solely employed by the NHS on zero hours contracts) All indicators split by individual ethnic groups and gender.</b>	<b>What the indicators aims to measure</b>		
<b>1:</b> The number of <i>*active workers</i> by ethnic group and gender at each grade and staff group.	<b>1:</b> To understand the detail of the active only workforce and key elements of its demographics by position as this is currently not measured across the NHS.	<b>5a</b> Percentage of bank workers experiencing harassment, bullying or abuse from patients, relatives, or the public in last 12 months. (14a)  <b>5b:</b> Percentage of bank workers experiencing harassment, bullying or abuse from: other colleagues in the last 12 months. (14c)  <b>5c:</b> Percentage of bank workers experiencing harassment, bullying or abuse from: Placement managers / team leaders in the last 12 months. (14b)	5a. To draw direct comparisons to substantive staff WRES data.  5b & 5c. To understand any variation in experience between peers and colleagues and managers/leaders and to draw direct comparisons to substantive staff WRES
<b>2a:</b> The number of individuals by ethnic group and gender who leave substantive employment to <i>*actively</i> work solely on a zero hours contract on bank.  <b>2b:</b> The number of workers by ethnic group and gender who migrate from a bank only contract/posts into a form of <i>*permanent contracted</i> position in the last 12 months.	<b>2a:</b> To gain a level of understanding of “outward” workforce flow by ethnicity and gender from perm contract to bank only  <b>2b:</b> To gain a level of understanding of “inward” workforce flow by ethnicity and gender from zero hour to permanent contracted position.	<b>6a:</b> Percentage of bank workers that have personally experienced physical violence from patients / service users, their relatives, or other members of the public in the last 12 months. (13a)  <b>6b:</b> Percentage of workers who experienced physical violence at work who then proceeded to report it? (13d)	6a. To better understand the proportional spread of incidents in this area based on ethnicity.  6b: To better understand the reporting of incidents based on ethnicity and gender
<b>3:</b> The number of bank workers by ethnic group and gender entering the formal disciplinary process in the last 12 months.  <i>This indicator (3) is also applicable to externally provided bank suppliers.</i>	<b>3:</b> To understand any patterns and draw comparisons against trust held substantive staff WRES data.	<b>7:</b> Percentage workers who would consider in the next 12 months applying to work in form of permanent employment. (NEW see annex for proposed question)	<b>7:</b> To gain valuable insights toward the intention of bank workers to progress into more secure contracted work and to also understand variations based on ethnicity and gender.
<b>4:</b> The number of bank worker dismissals by ethnic group and gender post disciplinary in the last 12 months.	<b>4:</b> To understand any disparities in dismissals based on ethnicity and gender for this workforce.		

# Bank WRES indicators

<p><b>8a:</b> Percentage of bank workers that have in the last 12 months personally experienced discrimination at work from: Placement managers / team leaders. (16b)</p> <p><b>8b:</b> Percentage of bank workers that have in the last 12 months personally experienced discrimination at work from: fellow colleagues / peers. (16c)</p> <p><b>8c:</b> Percentage of bank workers that have in the last 12 months personally experienced discrimination at work from: Patients, relatives, or members of the public. (16a)</p>	<p>8a, b, &amp; c: To understand any variation in sources of perceived discrimination from key groups and to draw direct comparison substantive staff WRES data.</p>
<p><b>9a:</b> Percentage of bank workers who feel that the organisation values your work contribution (4b).</p> <p><b>9b:</b> Percentage of bank workers that feel safe to speak up about anything that concerns them in this organisation (21e).</p> <p><b>9c:</b> Percentage of bank workers that think the organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.) (18)</p> <p><b>9d:</b> Percentage of bank workers that feel they receive the respect they deserve from colleagues at work. (7c)</p> <p><b>9e:</b> Percentage of bank workers that feel there are opportunities to develop their career in the organisation. (20b)</p> <p><b>9f:</b> Percentage of bank workers that have in the last 12 months experienced race-related harassment and abuse whilst at work. (NEW see annex for question)</p>	<p>Indicators based against what is proposed in the bank worker survey. Grouped to reflect key measures against the core principles and promises of the People Plan/Promise.</p>

<p><b>10a:</b> How long have bank workers solely worked on the bank (30a)</p> <p><b>10b:</b> Percentage of bank workers who were, originally recruited from outside of the UK to work in healthcare? (30b)</p>	<p>10a: To gain an understanding and measure of length of time served on a bank only contract by ethnicity and gender. In addition to also cross reference other survey indicators.</p> <p>10b: To build understanding on the origin of this part of the bank workforce. In addition to also cross reference other survey indicators.</p>
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