

# Equality Delivery System for the NHS

## *EDS2 Summary Report*



Implementation of the Equality Delivery System – EDS2 is a requirement on both NHS commissioners and NHS providers. Organisations are encouraged to follow the implementation of EDS2 in accordance with the '9 Steps for EDS2 Implementation' as outlined in the 2013 EDS2 guidance document. The document can be found at: <http://www.england.nhs.uk/wp-content/uploads/2013/11/eds-nov131.pdf>

This *EDS2 Summary Report* is designed to give an overview of the organisation's most recent EDS2 implementation. It is recommended that once completed, this Summary Report is published on the organisation's website.

**NHS organisation name:**

**Organisation's Equality Objectives (including duration period):**

**Organisation's Board lead for EDS2:**

**Organisation's EDS2 lead (name/email):**

**Level of stakeholder involvement in EDS2 grading and subsequent actions:**

**Headline good practice examples of EDS2 outcomes  
(for patients/community/workforce):**

Date of EDS2 grading

Date of next EDS2 grading

Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective													
Better health outcomes	1.1	<p><b>Services are commissioned, procured, designed and delivered to meet the health needs of local communities</b></p> <table border="1"> <tr> <td data-bbox="465 411 712 703"> <p>↓ Grade</p> <p><b>Undeveloped</b></p> <p>Developing</p> <p>Achieving</p> <p>Excelling</p> </td> <td data-bbox="712 411 1283 703"> <p>↓ Which protected characteristics fare well</p> <table border="1"> <tr> <td>Age</td> <td>Pregnancy and maternity</td> </tr> <tr> <td>Disability</td> <td>Race</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or belief</td> </tr> <tr> <td>Marriage and civil partnership</td> <td>Sex</td> </tr> <tr> <td></td> <td>Sexual orientation</td> </tr> </table> </td> <td data-bbox="1283 411 1942 703"> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div> </td> </tr> </table>	<p>↓ Grade</p> <p><b>Undeveloped</b></p> <p>Developing</p> <p>Achieving</p> <p>Excelling</p>	<p>↓ Which protected characteristics fare well</p> <table border="1"> <tr> <td>Age</td> <td>Pregnancy and maternity</td> </tr> <tr> <td>Disability</td> <td>Race</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or belief</td> </tr> <tr> <td>Marriage and civil partnership</td> <td>Sex</td> </tr> <tr> <td></td> <td>Sexual orientation</td> </tr> </table>	Age	Pregnancy and maternity	Disability	Race	Gender reassignment	Religion or belief	Marriage and civil partnership	Sex		Sexual orientation	<p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div>	
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1.2	<p><b>Individual people’s health needs are assessed and met in appropriate and effective ways</b></p> <table border="1"> <tr> <td data-bbox="465 778 712 1070"> <p>↓ Grade</p> <p><b>Undeveloped</b></p> <p>Developing</p> <p>Achieving</p> <p>Excelling</p> </td> <td data-bbox="712 778 1283 1070"> <p>↓ Which protected characteristics fare well</p> <table border="1"> <tr> <td>Age</td> <td>Pregnancy and maternity</td> </tr> <tr> <td>Disability</td> <td>Race</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or belief</td> </tr> <tr> <td>Marriage and civil partnership</td> <td>Sex</td> </tr> <tr> <td></td> <td>Sexual orientation</td> </tr> </table> </td> <td data-bbox="1283 778 1942 1070"> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div> </td> </tr> </table>	<p>↓ Grade</p> <p><b>Undeveloped</b></p> <p>Developing</p> <p>Achieving</p> <p>Excelling</p>	<p>↓ Which protected characteristics fare well</p> <table border="1"> <tr> <td>Age</td> <td>Pregnancy and maternity</td> </tr> <tr> <td>Disability</td> <td>Race</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or belief</td> </tr> <tr> <td>Marriage and civil partnership</td> <td>Sex</td> </tr> <tr> <td></td> <td>Sexual orientation</td> </tr> </table>	Age	Pregnancy and maternity	Disability	Race	Gender reassignment	Religion or belief	Marriage and civil partnership	Sex		Sexual orientation	<p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div>		
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1.3	<p><b>Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed</b></p> <table border="1"> <tr> <td data-bbox="465 1177 712 1469"> <p>↓ Grade</p> <p><b>Undeveloped</b></p> <p>Developing</p> <p>Achieving</p> <p>Excelling</p> </td> <td data-bbox="712 1177 1283 1469"> <p>↓ Which protected characteristics fare well</p> <table border="1"> <tr> <td>Age</td> <td>Pregnancy and maternity</td> </tr> <tr> <td>Disability</td> <td>Race</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or belief</td> </tr> <tr> <td>Marriage and civil partnership</td> <td>Sex</td> </tr> <tr> <td></td> <td>Sexual orientation</td> </tr> </table> </td> <td data-bbox="1283 1177 1942 1469"> <p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div> </td> </tr> </table>	<p>↓ Grade</p> <p><b>Undeveloped</b></p> <p>Developing</p> <p>Achieving</p> <p>Excelling</p>	<p>↓ Which protected characteristics fare well</p> <table border="1"> <tr> <td>Age</td> <td>Pregnancy and maternity</td> </tr> <tr> <td>Disability</td> <td>Race</td> </tr> <tr> <td>Gender reassignment</td> <td>Religion or belief</td> </tr> <tr> <td>Marriage and civil partnership</td> <td>Sex</td> </tr> <tr> <td></td> <td>Sexual orientation</td> </tr> </table>	Age	Pregnancy and maternity	Disability	Race	Gender reassignment	Religion or belief	Marriage and civil partnership	Sex		Sexual orientation	<p>↓ Evidence drawn upon for rating</p> <div style="border: 1px solid #ccc; height: 100px;"></div>		
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Better health outcomes, continued	1.4	<p><b>When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse</b></p> <table border="1"> <thead> <tr> <th data-bbox="465 296 712 336">↓ Grade</th> <th colspan="2" data-bbox="712 296 1285 336">↓ Which protected characteristics fare well</th> <th data-bbox="1285 296 1942 336">↓ Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 336 712 392"><b>Undeveloped</b></td> <td data-bbox="712 336 958 392">Age</td> <td data-bbox="958 336 1285 392">Pregnancy and maternity</td> <td data-bbox="1285 336 1942 584" rowspan="4"></td> </tr> <tr> <td data-bbox="465 392 712 448"><b>Developing</b></td> <td data-bbox="712 392 958 448">Disability</td> <td data-bbox="958 392 1285 448">Race</td> </tr> <tr> <td data-bbox="465 448 712 504"><b>Achieving</b></td> <td data-bbox="712 448 958 520">Gender reassignment</td> <td data-bbox="958 448 1285 520">Religion or belief</td> </tr> <tr> <td data-bbox="465 504 712 584"><b>Excelling</b></td> <td data-bbox="712 504 958 584">Marriage and civil partnership</td> <td data-bbox="958 504 1285 584">Sexual orientation</td> </tr> </tbody> </table>	↓ Grade	↓ Which protected characteristics fare well		↓ Evidence drawn upon for rating	<b>Undeveloped</b>	Age	Pregnancy and maternity		<b>Developing</b>	Disability	Race	<b>Achieving</b>	Gender reassignment	Religion or belief	<b>Excelling</b>	Marriage and civil partnership	Sexual orientation	
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1.5	<p><b>Screening, vaccination and other health promotion services reach and benefit all local communities</b></p> <table border="1"> <thead> <tr> <th data-bbox="465 695 712 735">↓ Grade</th> <th colspan="2" data-bbox="712 695 1285 735">↓ Which protected characteristics fare well</th> <th data-bbox="1285 695 1942 735">↓ Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 735 712 791"><b>Undeveloped</b></td> <td data-bbox="712 735 958 791">Age</td> <td data-bbox="958 735 1285 791">Pregnancy and maternity</td> <td data-bbox="1285 735 1942 983" rowspan="4"></td> </tr> <tr> <td data-bbox="465 791 712 847"><b>Developing</b></td> <td data-bbox="712 791 958 847">Disability</td> <td data-bbox="958 791 1285 847">Race</td> </tr> <tr> <td data-bbox="465 847 712 903"><b>Achieving</b></td> <td data-bbox="712 847 958 919">Gender reassignment</td> <td data-bbox="958 847 1285 919">Religion or belief</td> </tr> <tr> <td data-bbox="465 903 712 983"><b>Excelling</b></td> <td data-bbox="712 903 958 983">Marriage and civil partnership</td> <td data-bbox="958 903 1285 983">Sexual orientation</td> </tr> </tbody> </table>	↓ Grade	↓ Which protected characteristics fare well		↓ Evidence drawn upon for rating	<b>Undeveloped</b>	Age	Pregnancy and maternity		<b>Developing</b>	Disability	Race	<b>Achieving</b>	Gender reassignment	Religion or belief	<b>Excelling</b>	Marriage and civil partnership	Sexual orientation		
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Improved patient access and experience	2.1	<p><b>People, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds</b></p> <table border="1"> <thead> <tr> <th data-bbox="465 1142 712 1182">↓ Grade</th> <th colspan="2" data-bbox="712 1142 1285 1182">↓ Which protected characteristics fare well</th> <th data-bbox="1285 1142 1942 1182">↓ Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 1182 712 1238"><b>Undeveloped</b></td> <td data-bbox="712 1182 958 1238">Age</td> <td data-bbox="958 1182 1285 1238">Pregnancy and maternity</td> <td data-bbox="1285 1182 1942 1430" rowspan="4"></td> </tr> <tr> <td data-bbox="465 1238 712 1294"><b>Developing</b></td> <td data-bbox="712 1238 958 1294">Disability</td> <td data-bbox="958 1238 1285 1294">Race</td> </tr> <tr> <td data-bbox="465 1294 712 1350"><b>Achieving</b></td> <td data-bbox="712 1294 958 1366">Gender reassignment</td> <td data-bbox="958 1294 1285 1366">Religion or belief</td> </tr> <tr> <td data-bbox="465 1350 712 1430"><b>Excelling</b></td> <td data-bbox="712 1350 958 1430">Marriage and civil partnership</td> <td data-bbox="958 1350 1285 1430">Sexual orientation</td> </tr> </tbody> </table>	↓ Grade	↓ Which protected characteristics fare well		↓ Evidence drawn upon for rating	<b>Undeveloped</b>	Age	Pregnancy and maternity		<b>Developing</b>	Disability	Race	<b>Achieving</b>	Gender reassignment	Religion or belief	<b>Excelling</b>	Marriage and civil partnership	Sexual orientation	
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Improved patient access and experience	2.2	<p><b>People are informed and supported to be as involved as they wish to be in decisions about their care</b></p> <table border="1"> <thead> <tr> <th data-bbox="465 300 712 347">Grade</th> <th colspan="2" data-bbox="712 300 1285 347">Which protected characteristics fare well</th> <th data-bbox="1285 300 1942 347">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 347 712 411">Undeveloped</td> <td data-bbox="712 347 958 411">Age</td> <td data-bbox="958 347 1285 411">Pregnancy and maternity</td> <td data-bbox="1285 347 1942 587" rowspan="4"></td> </tr> <tr> <td data-bbox="465 411 712 475">Developing</td> <td data-bbox="712 411 958 475">Disability</td> <td data-bbox="958 411 1285 475">Race</td> </tr> <tr> <td data-bbox="465 475 712 539">Achieving</td> <td data-bbox="712 475 958 539">Gender reassignment</td> <td data-bbox="958 475 1285 539">Religion or belief</td> </tr> <tr> <td data-bbox="465 539 712 592">Excelling</td> <td data-bbox="712 539 958 592">Marriage and civil partnership</td> <td data-bbox="958 539 1285 592">Sexual orientation</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity		Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sexual orientation	
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2.3	<p><b>People report positive experiences of the NHS</b></p> <table border="1"> <thead> <tr> <th data-bbox="465 667 712 715">Grade</th> <th colspan="2" data-bbox="712 667 1285 715">Which protected characteristics fare well</th> <th data-bbox="1285 667 1942 715">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 715 712 778">Undeveloped</td> <td data-bbox="712 715 958 778">Age</td> <td data-bbox="958 715 1285 778">Pregnancy and maternity</td> <td data-bbox="1285 715 1942 954" rowspan="4"></td> </tr> <tr> <td data-bbox="465 778 712 842">Developing</td> <td data-bbox="712 778 958 842">Disability</td> <td data-bbox="958 778 1285 842">Race</td> </tr> <tr> <td data-bbox="465 842 712 906">Achieving</td> <td data-bbox="712 842 958 906">Gender reassignment</td> <td data-bbox="958 842 1285 906">Religion or belief</td> </tr> <tr> <td data-bbox="465 906 712 959">Excelling</td> <td data-bbox="712 906 958 959">Marriage and civil partnership</td> <td data-bbox="958 906 1285 959">Sexual orientation</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity		Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sexual orientation		
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2.4	<p><b>People's complaints about services are handled respectfully and efficiently</b></p> <table border="1"> <thead> <tr> <th data-bbox="465 1034 712 1082">Grade</th> <th colspan="2" data-bbox="712 1034 1285 1082">Which protected characteristics fare well</th> <th data-bbox="1285 1034 1942 1082">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 1082 712 1145">Undeveloped</td> <td data-bbox="712 1082 958 1145">Age</td> <td data-bbox="958 1082 1285 1145">Pregnancy and maternity</td> <td data-bbox="1285 1082 1942 1305" rowspan="4"></td> </tr> <tr> <td data-bbox="465 1145 712 1209">Developing</td> <td data-bbox="712 1145 958 1209">Disability</td> <td data-bbox="958 1145 1285 1209">Race</td> </tr> <tr> <td data-bbox="465 1209 712 1273">Achieving</td> <td data-bbox="712 1209 958 1273">Gender reassignment</td> <td data-bbox="958 1209 1285 1273">Religion or belief</td> </tr> <tr> <td data-bbox="465 1273 712 1310">Excelling</td> <td data-bbox="712 1273 958 1310">Marriage and civil partnership</td> <td data-bbox="958 1273 1285 1310">Sexual orientation</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	Undeveloped	Age	Pregnancy and maternity		Developing	Disability	Race	Achieving	Gender reassignment	Religion or belief	Excelling	Marriage and civil partnership	Sexual orientation		
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3.2	<p><b>The NHS is committed to equal pay for work of equal value and expects employers to use equal pay audits to help fulfil their legal obligations</b></p> <table border="1"> <thead> <tr> <th data-bbox="465 699 712 735">Grade</th> <th colspan="2" data-bbox="712 699 1285 735">Which protected characteristics fare well</th> <th data-bbox="1285 699 1942 735">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 762 712 799"><b>Undeveloped</b></td> <td data-bbox="712 762 958 799">Age</td> <td data-bbox="958 762 1285 799">Pregnancy and maternity</td> <td data-bbox="1285 762 1942 975" rowspan="4"></td> </tr> <tr> <td data-bbox="465 826 712 863"><b>Developing</b></td> <td data-bbox="712 826 958 863">Disability</td> <td data-bbox="958 826 1285 863">Race</td> </tr> <tr> <td data-bbox="465 890 712 927"><b>Achieving</b></td> <td data-bbox="712 890 958 927">Gender reassignment</td> <td data-bbox="958 890 1285 927">Religion or belief</td> </tr> <tr> <td data-bbox="465 954 712 991"><b>Excelling</b></td> <td data-bbox="712 954 958 991">Marriage and civil partnership</td> <td data-bbox="958 954 1285 991">Sexual orientation</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	<b>Undeveloped</b>	Age	Pregnancy and maternity		<b>Developing</b>	Disability	Race	<b>Achieving</b>	Gender reassignment	Religion or belief	<b>Excelling</b>	Marriage and civil partnership	Sexual orientation		
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3.3	<p><b>Training and development opportunities are taken up and positively evaluated by all staff</b></p> <table border="1"> <thead> <tr> <th data-bbox="465 1050 712 1086">Grade</th> <th colspan="2" data-bbox="712 1050 1285 1086">Which protected characteristics fare well</th> <th data-bbox="1285 1050 1942 1086">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 1114 712 1150"><b>Undeveloped</b></td> <td data-bbox="712 1114 958 1150">Age</td> <td data-bbox="958 1114 1285 1150">Pregnancy and maternity</td> <td data-bbox="1285 1114 1942 1326" rowspan="4"></td> </tr> <tr> <td data-bbox="465 1177 712 1214"><b>Developing</b></td> <td data-bbox="712 1177 958 1214">Disability</td> <td data-bbox="958 1177 1285 1214">Race</td> </tr> <tr> <td data-bbox="465 1241 712 1278"><b>Achieving</b></td> <td data-bbox="712 1241 958 1278">Gender reassignment</td> <td data-bbox="958 1241 1285 1278">Religion or belief</td> </tr> <tr> <td data-bbox="465 1305 712 1342"><b>Excelling</b></td> <td data-bbox="712 1305 958 1342">Marriage and civil partnership</td> <td data-bbox="958 1305 1285 1342">Sexual orientation</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	<b>Undeveloped</b>	Age	Pregnancy and maternity		<b>Developing</b>	Disability	Race	<b>Achieving</b>	Gender reassignment	Religion or belief	<b>Excelling</b>	Marriage and civil partnership	Sexual orientation		
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A representative and supported workforce	3.4	<p><b>When at work, staff are free from abuse, harassment, bullying and violence from any source</b></p> <table border="1"> <thead> <tr> <th data-bbox="465 256 712 304">Grade</th> <th colspan="2" data-bbox="712 256 1285 304">Which protected characteristics fare well</th> <th data-bbox="1285 256 1942 304">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 320 712 360"><b>Undeveloped</b></td> <td data-bbox="712 320 958 360">Age</td> <td data-bbox="958 320 1285 360">Pregnancy and maternity</td> <td data-bbox="1285 312 1942 547" rowspan="4"></td> </tr> <tr> <td data-bbox="465 376 712 416"><b>Developing</b></td> <td data-bbox="712 376 958 416">Disability</td> <td data-bbox="958 376 1285 416">Race</td> </tr> <tr> <td data-bbox="465 432 712 472"><b>Achieving</b></td> <td data-bbox="712 432 958 472">Gender reassignment</td> <td data-bbox="958 432 1285 472">Religion or belief</td> </tr> <tr> <td data-bbox="465 488 712 528"><b>Excelling</b></td> <td data-bbox="712 488 958 528">Marriage and civil partnership</td> <td data-bbox="958 488 1285 528">Sex Sexual orientation</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	<b>Undeveloped</b>	Age	Pregnancy and maternity		<b>Developing</b>	Disability	Race	<b>Achieving</b>	Gender reassignment	Religion or belief	<b>Excelling</b>	Marriage and civil partnership	Sex Sexual orientation	
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3.5	<p><b>Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives</b></p> <table border="1"> <thead> <tr> <th data-bbox="465 655 712 703">Grade</th> <th colspan="2" data-bbox="712 655 1285 703">Which protected characteristics fare well</th> <th data-bbox="1285 655 1942 703">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 719 712 759"><b>Undeveloped</b></td> <td data-bbox="712 719 958 759">Age</td> <td data-bbox="958 719 1285 759">Pregnancy and maternity</td> <td data-bbox="1285 711 1942 946" rowspan="4"></td> </tr> <tr> <td data-bbox="465 775 712 815"><b>Developing</b></td> <td data-bbox="712 775 958 815">Disability</td> <td data-bbox="958 775 1285 815">Race</td> </tr> <tr> <td data-bbox="465 831 712 871"><b>Achieving</b></td> <td data-bbox="712 831 958 871">Gender reassignment</td> <td data-bbox="958 831 1285 871">Religion or belief</td> </tr> <tr> <td data-bbox="465 887 712 927"><b>Excelling</b></td> <td data-bbox="712 887 958 927">Marriage and civil partnership</td> <td data-bbox="958 887 1285 927">Sex Sexual orientation</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	<b>Undeveloped</b>	Age	Pregnancy and maternity		<b>Developing</b>	Disability	Race	<b>Achieving</b>	Gender reassignment	Religion or belief	<b>Excelling</b>	Marriage and civil partnership	Sex Sexual orientation		
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3.6	<p><b>Staff report positive experiences of their membership of the workforce</b></p> <table border="1"> <thead> <tr> <th data-bbox="465 1007 712 1054">Grade</th> <th colspan="2" data-bbox="712 1007 1285 1054">Which protected characteristics fare well</th> <th data-bbox="1285 1007 1942 1054">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 1070 712 1110"><b>Undeveloped</b></td> <td data-bbox="712 1070 958 1110">Age</td> <td data-bbox="958 1070 1285 1110">Pregnancy and maternity</td> <td data-bbox="1285 1062 1942 1297" rowspan="4"></td> </tr> <tr> <td data-bbox="465 1126 712 1166"><b>Developing</b></td> <td data-bbox="712 1126 958 1166">Disability</td> <td data-bbox="958 1126 1285 1166">Race</td> </tr> <tr> <td data-bbox="465 1182 712 1222"><b>Achieving</b></td> <td data-bbox="712 1182 958 1222">Gender reassignment</td> <td data-bbox="958 1182 1285 1222">Religion or belief</td> </tr> <tr> <td data-bbox="465 1238 712 1278"><b>Excelling</b></td> <td data-bbox="712 1238 958 1278">Marriage and civil partnership</td> <td data-bbox="958 1238 1285 1278">Sex Sexual orientation</td> </tr> </tbody> </table>	Grade	Which protected characteristics fare well		Evidence drawn upon for rating	<b>Undeveloped</b>	Age	Pregnancy and maternity		<b>Developing</b>	Disability	Race	<b>Achieving</b>	Gender reassignment	Religion or belief	<b>Excelling</b>	Marriage and civil partnership	Sex Sexual orientation		
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Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective	
<b>Inclusive leadership</b>	<b>4.1</b>	<b>Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations</b>		
		↓ Grade  <b>Undeveloped</b>  <b>Developing</b>  <b>Achieving</b>  <b>Excelling</b>		↓ Which protected characteristics fare well  Age Pregnancy and maternity  Disability Race  Gender reassignment Religion or belief  Marriage and civil partnership Sex Sexual orientation
	<b>4.2</b>	<b>Papers that come before the Board and other major Committees identify equality-related impacts including risks, and say how these risks are to be managed</b>		
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<b>4.3</b>	<b>Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination</b>			
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