



St George's University Hospitals
NHS Foundation Trust

Diversity and Inclusion Strategy

Our Diversity and Inclusion Strategy

Executive Summary

At St George's we value, celebrate and embrace Equality, Diversity and Inclusion (EDI). Our Board and Executive Team drive our approach and commitment to EDI. Our aim is to provide **Outstanding Care, Every Time**. To achieve this it is important that we have an environment which promotes equality, inclusivity and champions the diversity of its workforce.

Our Aim

Our Diversity and Inclusion (D&I) strategy is underpinned by our aspiration to be recognised as an advocate. Our ambition is to go further than the letter of the law and create a culture where our equality commitments are; embedded into every aspect of our business, our workforce truly represents all sections of our community, and there is zero tolerance for behaviours, and attitudes that have an adverse effect, exclude and are unfair.

Our Values, Priorities and Objectives

Our values of Excellence, Respect, Responsibility and Kindness guide our people, inform their behaviours and decisions.

These values shape our D&I standards of:

Visible, involved leadership.

A culture of inclusivity, respect and trust.

Equality, honesty and fairness in our practices and policies

Promoting and supporting a diverse, involved, inclusive workforce

Our objectives have emerged in response to Big Conversations, staff surveys, focus groups and analysis of current systems and practices.

This strategy sets out the priorities on which we will focus, these will be reviewed and set annually.

Headline Measures

Over the next three years we would like to achieve a :-

- 25% reduction in bullying and harassment complaints over three years, with an annual rolling target of 5%
- 10% improvement rate of BME applicants at the shortlist stage
- 8% improvement rate of people with disabilities (PWD) at the shortlist stage
- 20% reduction of disciplinary complaints against BME staff
- 15% improved BME, and PWD representation at AFC Bands 8a to 9

Our Diversity and Inclusion Strategy

Responsibility

Everyone has ownership of this strategy, we are all responsible and will be held accountable for upholding St George's position on D&I.

Our Diversity and Inclusion Strategy

Visible, involved leadership.

What we will do

Ensure senior leaders are equipped to promote and represent St George's commitment to an inclusive, fair and open environment, advocating equality and diversity.

How?

- Establish executive diversity champions for specific protected characteristics
- Design and deliver Diversity Leadership programmes

A culture of inclusivity, respect and trust.

Create an environment where staff can work in a safe culture that promotes respect, and inclusion, where there is zero tolerance for discrimination, bullying and harassment.

- Implement a performance objective linked to bullying and harassment for senior managers
- Employ a reverse mentoring programme
- Commission programmes on Cultural intelligence, and other diversity subjects.

Equality, honesty and fairness in our practices and policies

1. Demonstrate our commitment to equality and diversity is central to all our procedures and policies.
2. Ensure our values and practices comply with equality legislation and good practice.

- Deliver a fair, and accessible recruitment and selection experience
- Eliminate barriers that may potentially discriminate
- Establish equality checks and balance procedures
- Undertake actions identified in the Workforce Race and Disability standards
- Gain accreditation from equality bodies

Promoting and supporting a diverse, involved, inclusive workforce

1. Our workforce reflects our values, is fully representative, and diverse especially at senior levels.
2. We strive to make sure staff are suitably equipped and supported to progress and develop at St George's
3. Establish St George's as an Employer of choice

- Establish opportunities for career development and progression, particularly for under-represented groups
- Create equality staff networks
- Commission Positive Action¹ programmes to include mentoring, project assignments, and career progression schemes

¹ Positive action: measures taken to increase the participation of underrepresented groups, do not unlawfully discriminate against another group, and is lawful.

