

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>Services are commissioned, procured, designed and delivered to meet the health needs of local communities</p> <table border="1"> <tr> <td data-bbox="465 411 712 703"> <p>↓ Grade</p> <p>Undeveloped</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>Undeveloped</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>Individual people's health needs are assessed and met in appropriate and effective ways</p> <table border="1"> <tr> <td data-bbox="465 778 712 1070"> <p>↓ Grade</p> <p>Undeveloped</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>Undeveloped</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>Transitions from one service to another, for people on care pathways, are made smoothly with everyone well-informed</p> <table border="1"> <tr> <td data-bbox="465 1177 712 1469"> <p>↓ Grade</p> <p>Undeveloped</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>Undeveloped</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>When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse</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">Undeveloped</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">Developing</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">Achieving</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">Excelling</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	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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1.5	<p>Screening, vaccination and other health promotion services reach and benefit all local communities</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">Undeveloped</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">Developing</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">Achieving</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">Excelling</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	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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Improved patient access and experience	2.1	<p>People, carers and communities can readily access hospital, community health or primary care services and should not be denied access on unreasonable grounds</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">Undeveloped</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">Developing</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">Achieving</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">Excelling</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	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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Improved patient access and experience	2.2	<p>People are informed and supported to be as involved as they wish to be in decisions about their care</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="465 539 712 595">Excelling</td> <td data-bbox="712 539 958 595">Marriage and civil partnership</td> <td data-bbox="958 539 1285 595">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>People report positive experiences of the NHS</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>People's complaints about services are handled respectfully and efficiently</p> <table border="1"> <thead> <tr> <th data-bbox="465 1023 712 1070">Grade</th> <th colspan="2" data-bbox="712 1023 1285 1070">Which protected characteristics fare well</th> <th data-bbox="1285 1023 1942 1070">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 1070 712 1134">Undeveloped</td> <td data-bbox="712 1070 958 1134">Age</td> <td data-bbox="958 1070 1285 1134">Pregnancy and maternity</td> <td data-bbox="1285 1070 1942 1294" rowspan="4"></td> </tr> <tr> <td data-bbox="465 1134 712 1198">Developing</td> <td data-bbox="712 1134 958 1198">Disability</td> <td data-bbox="958 1134 1285 1198">Race</td> </tr> <tr> <td data-bbox="465 1198 712 1262">Achieving</td> <td data-bbox="712 1198 958 1262">Gender reassignment</td> <td data-bbox="958 1198 1285 1262">Religion or belief</td> </tr> <tr> <td data-bbox="465 1262 712 1315">Excelling</td> <td data-bbox="712 1262 958 1315">Marriage and civil partnership</td> <td data-bbox="958 1262 1285 1315">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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A representative and supported workforce	3.1	<p>Fair NHS recruitment and selection processes lead to a more representative workforce at all levels</p> <table border="1"> <thead> <tr> <th data-bbox="465 300 712 336">Grade</th> <th colspan="2" data-bbox="712 300 1285 336">Which protected characteristics fare well</th> <th data-bbox="1285 300 1942 336">Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 363 712 395">Undeveloped</td> <td data-bbox="712 363 958 395">Age</td> <td data-bbox="958 363 1285 395">Pregnancy and maternity</td> <td data-bbox="1285 363 1942 576" rowspan="4"></td> </tr> <tr> <td data-bbox="465 422 712 454">Developing</td> <td data-bbox="712 422 958 454">Disability</td> <td data-bbox="958 422 1285 454">Race</td> </tr> <tr> <td data-bbox="465 481 712 513">Achieving</td> <td data-bbox="712 481 958 513">Gender reassignment</td> <td data-bbox="958 481 1285 513">Religion or belief</td> </tr> <tr> <td data-bbox="465 541 712 572">Excelling</td> <td data-bbox="712 541 958 572">Marriage and civil partnership</td> <td data-bbox="958 541 1285 572">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>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</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="465 762 712 794">Undeveloped</td> <td data-bbox="712 762 958 794">Age</td> <td data-bbox="958 762 1285 794">Pregnancy and maternity</td> <td data-bbox="1285 762 1942 975" rowspan="4"></td> </tr> <tr> <td data-bbox="465 821 712 853">Developing</td> <td data-bbox="712 821 958 853">Disability</td> <td data-bbox="958 821 1285 853">Race</td> </tr> <tr> <td data-bbox="465 880 712 912">Achieving</td> <td data-bbox="712 880 958 912">Gender reassignment</td> <td data-bbox="958 880 1285 912">Religion or belief</td> </tr> <tr> <td data-bbox="465 940 712 971">Excelling</td> <td data-bbox="712 940 958 971">Marriage and civil partnership</td> <td data-bbox="958 940 1285 971">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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3.3	<p>Training and development opportunities are taken up and positively evaluated by all staff</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 1145">Undeveloped</td> <td data-bbox="712 1114 958 1145">Age</td> <td data-bbox="958 1114 1285 1145">Pregnancy and maternity</td> <td data-bbox="1285 1114 1942 1326" rowspan="4"></td> </tr> <tr> <td data-bbox="465 1173 712 1204">Developing</td> <td data-bbox="712 1173 958 1204">Disability</td> <td data-bbox="958 1173 1285 1204">Race</td> </tr> <tr> <td data-bbox="465 1232 712 1264">Achieving</td> <td data-bbox="712 1232 958 1264">Gender reassignment</td> <td data-bbox="958 1232 1285 1264">Religion or belief</td> </tr> <tr> <td data-bbox="465 1291 712 1323">Excelling</td> <td data-bbox="712 1291 958 1323">Marriage and civil partnership</td> <td data-bbox="958 1291 1285 1323">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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A representative and supported workforce	3.4	<p>When at work, staff are free from abuse, harassment, bullying and violence from any source</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="465 320 712 352">Undeveloped</td> <td data-bbox="712 320 965 352">Age</td> <td data-bbox="965 320 1285 352">Pregnancy and maternity</td> <td data-bbox="1285 312 1942 547" rowspan="4"></td> </tr> <tr> <td data-bbox="465 368 712 400">Developing</td> <td data-bbox="712 368 965 400">Disability</td> <td data-bbox="965 368 1285 400">Race</td> </tr> <tr> <td data-bbox="465 416 712 448">Achieving</td> <td data-bbox="712 416 965 448">Gender reassignment</td> <td data-bbox="965 416 1285 448">Religion or belief</td> </tr> <tr> <td data-bbox="465 464 712 496">Excelling</td> <td data-bbox="712 464 965 496">Marriage and civil partnership</td> <td data-bbox="965 464 1285 496">Sex</td> </tr> <tr> <td data-bbox="465 496 712 544"></td> <td data-bbox="712 496 965 544"></td> <td data-bbox="965 496 1285 544">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	Sex			Sexual orientation	
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3.5	<p>Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives</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="465 719 712 751">Undeveloped</td> <td data-bbox="712 719 965 751">Age</td> <td data-bbox="965 719 1285 751">Pregnancy and maternity</td> <td data-bbox="1285 711 1942 946" rowspan="4"></td> </tr> <tr> <td data-bbox="465 767 712 799">Developing</td> <td data-bbox="712 767 965 799">Disability</td> <td data-bbox="965 767 1285 799">Race</td> </tr> <tr> <td data-bbox="465 815 712 847">Achieving</td> <td data-bbox="712 815 965 847">Gender reassignment</td> <td data-bbox="965 815 1285 847">Religion or belief</td> </tr> <tr> <td data-bbox="465 863 712 895">Excelling</td> <td data-bbox="712 863 965 895">Marriage and civil partnership</td> <td data-bbox="965 863 1285 895">Sex</td> </tr> <tr> <td data-bbox="465 895 712 943"></td> <td data-bbox="712 895 965 943"></td> <td data-bbox="965 895 1285 943">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	Sex			Sexual orientation		
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3.6	<p>Staff report positive experiences of their membership of the workforce</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 1102">Undeveloped</td> <td data-bbox="712 1070 965 1102">Age</td> <td data-bbox="965 1070 1285 1102">Pregnancy and maternity</td> <td data-bbox="1285 1062 1942 1297" rowspan="4"></td> </tr> <tr> <td data-bbox="465 1118 712 1150">Developing</td> <td data-bbox="712 1118 965 1150">Disability</td> <td data-bbox="965 1118 1285 1150">Race</td> </tr> <tr> <td data-bbox="465 1166 712 1198">Achieving</td> <td data-bbox="712 1166 965 1198">Gender reassignment</td> <td data-bbox="965 1166 1285 1198">Religion or belief</td> </tr> <tr> <td data-bbox="465 1214 712 1246">Excelling</td> <td data-bbox="712 1214 965 1246">Marriage and civil partnership</td> <td data-bbox="965 1214 1285 1246">Sex</td> </tr> <tr> <td data-bbox="465 1246 712 1294"></td> <td data-bbox="712 1246 965 1294"></td> <td data-bbox="965 1246 1285 1294">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	Sex			Sexual orientation		
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Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective	
Inclusive leadership	4.1	Boards and senior leaders routinely demonstrate their commitment to promoting equality within and beyond their organisations		
		↓ Grade Undeveloped Developing Achieving Excelling		↓ Which protected characteristics fare well Age Pregnancy and maternity Disability Race Gender reassignment Religion or belief Marriage and civil partnership Sex Sexual orientation
	4.2	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		
↓ Grade Undeveloped Developing Achieving Excelling		↓ Which protected characteristics fare well Age Pregnancy and maternity Disability Race Gender reassignment Religion or belief Marriage and civil partnership Sex Sexual orientation	↓ Evidence drawn upon for rating <div style="border: 1px solid #ccc; height: 100px; width: 100%;"></div>	
4.3	Middle managers and other line managers support their staff to work in culturally competent ways within a work environment free from discrimination			
	↓ Grade Undeveloped Developing Achieving Excelling		↓ Which protected characteristics fare well Age Pregnancy and maternity Disability Race Gender reassignment Religion or belief Marriage and civil partnership Sex Sexual orientation	↓ Evidence drawn upon for rating <div style="border: 1px solid #ccc; height: 100px; width: 100%;"></div>