

# 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>	
	<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>			
	Age	Pregnancy and maternity														
Disability	Race															
Gender reassignment	Religion or belief															
Marriage and civil partnership	Sex															
	Sexual orientation															
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>		
<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>				
Age	Pregnancy and maternity															
Disability	Race															
Gender reassignment	Religion or belief															
Marriage and civil partnership	Sex															
	Sexual orientation															
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>		
<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>				
Age	Pregnancy and maternity															
Disability	Race															
Gender reassignment	Religion or belief															
Marriage and civil partnership	Sex															
	Sexual orientation															

Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective																	
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="465 300 712 336">↓ 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="465 336 712 395"><b>Undeveloped</b></td> <td data-bbox="712 336 958 395">Age</td> <td data-bbox="958 336 1285 395">Pregnancy and maternity</td> <td data-bbox="1285 336 1942 579" rowspan="4"></td> </tr> <tr> <td data-bbox="465 395 712 454"><b>Developing</b></td> <td data-bbox="712 395 958 454">Disability</td> <td data-bbox="958 395 1285 454">Race</td> </tr> <tr> <td data-bbox="465 454 712 513"><b>Achieving</b></td> <td data-bbox="712 454 958 513">Gender reassignment</td> <td data-bbox="958 454 1285 513">Religion or belief</td> </tr> <tr> <td data-bbox="465 513 712 579"><b>Excelling</b></td> <td data-bbox="712 513 958 579">Marriage and civil partnership</td> <td data-bbox="958 513 1285 579">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	
	↓ 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																		
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="465 699 712 735">↓ 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="465 735 712 794"><b>Undeveloped</b></td> <td data-bbox="712 735 958 794">Age</td> <td data-bbox="958 735 1285 794">Pregnancy and maternity</td> <td data-bbox="1285 735 1942 978" rowspan="4"></td> </tr> <tr> <td data-bbox="465 794 712 853"><b>Developing</b></td> <td data-bbox="712 794 958 853">Disability</td> <td data-bbox="958 794 1285 853">Race</td> </tr> <tr> <td data-bbox="465 853 712 912"><b>Achieving</b></td> <td data-bbox="712 853 958 912">Gender reassignment</td> <td data-bbox="958 853 1285 912">Religion or belief</td> </tr> <tr> <td data-bbox="465 912 712 978"><b>Excelling</b></td> <td data-bbox="712 912 958 978">Marriage and civil partnership</td> <td data-bbox="958 912 1285 978">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		
↓ 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																		
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 1179">↓ Grade</th> <th colspan="2" data-bbox="712 1142 1285 1179">↓ Which protected characteristics fare well</th> <th data-bbox="1285 1142 1942 1179">↓ Evidence drawn upon for rating</th> </tr> </thead> <tbody> <tr> <td data-bbox="465 1179 712 1238"><b>Undeveloped</b></td> <td data-bbox="712 1179 958 1238">Age</td> <td data-bbox="958 1179 1285 1238">Pregnancy and maternity</td> <td data-bbox="1285 1179 1942 1422" rowspan="4"></td> </tr> <tr> <td data-bbox="465 1238 712 1297"><b>Developing</b></td> <td data-bbox="712 1238 958 1297">Disability</td> <td data-bbox="958 1238 1285 1297">Race</td> </tr> <tr> <td data-bbox="465 1297 712 1356"><b>Achieving</b></td> <td data-bbox="712 1297 958 1356">Gender reassignment</td> <td data-bbox="958 1297 1285 1356">Religion or belief</td> </tr> <tr> <td data-bbox="465 1356 712 1422"><b>Excelling</b></td> <td data-bbox="712 1356 958 1422">Marriage and civil partnership</td> <td data-bbox="958 1356 1285 1422">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	
↓ 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																		

Goal	Outcome	Grade and reasons for rating	Outcome links to an Equality Objective																	
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"><b>Undeveloped</b></td> <td data-bbox="712 347 949 411">Age</td> <td data-bbox="949 347 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"><b>Developing</b></td> <td data-bbox="712 411 949 475">Disability</td> <td data-bbox="949 411 1285 475">Race</td> </tr> <tr> <td data-bbox="465 475 712 539"><b>Achieving</b></td> <td data-bbox="712 475 949 539">Gender reassignment</td> <td data-bbox="949 475 1285 539">Religion or belief</td> </tr> <tr> <td data-bbox="465 539 712 592"><b>Excelling</b></td> <td data-bbox="712 539 949 592">Marriage and civil partnership</td> <td data-bbox="949 539 1285 592">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	
	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																		
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"><b>Undeveloped</b></td> <td data-bbox="712 715 949 778">Age</td> <td data-bbox="949 715 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"><b>Developing</b></td> <td data-bbox="712 778 949 842">Disability</td> <td data-bbox="949 778 1285 842">Race</td> </tr> <tr> <td data-bbox="465 842 712 906"><b>Achieving</b></td> <td data-bbox="712 842 949 906">Gender reassignment</td> <td data-bbox="949 842 1285 906">Religion or belief</td> </tr> <tr> <td data-bbox="465 906 712 959"><b>Excelling</b></td> <td data-bbox="712 906 949 959">Marriage and civil partnership</td> <td data-bbox="949 906 1285 959">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		
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																		
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"><b>Undeveloped</b></td> <td data-bbox="712 1082 949 1145">Age</td> <td data-bbox="949 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"><b>Developing</b></td> <td data-bbox="712 1145 949 1209">Disability</td> <td data-bbox="949 1145 1285 1209">Race</td> </tr> <tr> <td data-bbox="465 1209 712 1273"><b>Achieving</b></td> <td data-bbox="712 1209 949 1273">Gender reassignment</td> <td data-bbox="949 1209 1285 1273">Religion or belief</td> </tr> <tr> <td data-bbox="465 1273 712 1310"><b>Excelling</b></td> <td data-bbox="712 1273 949 1310">Marriage and civil partnership</td> <td data-bbox="949 1273 1285 1310">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		
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																		

Goal	Outcome	Grade and reasons for rating		Outcome links to an Equality Objective	
A representative and supported workforce	3.1	Fair NHS recruitment and selection processes lead to a more representative workforce at all levels			
		↓ 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	↓ Evidence drawn upon for rating  <div style="border: 1px solid black; height: 100px; width: 100%;"></div>	
	3.2	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			
	↓ 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	↓ Evidence drawn upon for rating  <div style="border: 1px solid black; height: 100px; width: 100%;"></div>		
3.3	Training and development opportunities are taken up and positively evaluated by all staff				
	↓ 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	↓ Evidence drawn upon for rating  <div style="border: 1px solid black; height: 100px; width: 100%;"></div>		

Goal	Outcome	Grade and reasons for rating			Outcome links to an Equality Objective	
A representative and supported workforce	3.4	<b>When at work, staff are free from abuse, harassment, bullying and violence from any source</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 Sex Marriage and civil partnership    Sexual orientation	↓ Evidence drawn upon for rating  <div style="border: 1px solid black; height: 100px; width: 100%;"></div>		
	3.5	<b>Flexible working options are available to all staff consistent with the needs of the service and the way people lead their lives</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 Sex Marriage and civil partnership    Sexual orientation	↓ Evidence drawn upon for rating  <div style="border: 1px solid black; height: 100px; width: 100%;"></div>		
	3.6	<b>Staff report positive experiences of their membership of the workforce</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 Sex Marriage and civil partnership    Sexual orientation	↓ Evidence drawn upon for rating  <div style="border: 1px solid black; height: 100px; width: 100%;"></div>		

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>		
↓ 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	↓ Evidence drawn upon for rating  <div style="border: 1px solid #ccc; height: 100px; width: 100%;"></div>	
<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>			
	↓ 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	↓ Evidence drawn upon for rating  <div style="border: 1px solid #ccc; height: 100px; width: 100%;"></div>