National Equality
Standard Final Report

Sample for illustration only
LIMITATIONS OF THE SAMPLE REPORT:
The following document provides an overview of the key elements of a NES final assessment report. This document is limited in scope, its purpose is to provide a snapshot and does not include the level of detail which would be provided in a client report.

In this report

1. Foreword 3
2. Methodology 5
3. NES Quick read – Summary of results 7
4. NES Quick read – Key outcomes 13
5. Detailed recommendations 17
6. Observations against individual competencies 26
7. Detailed culture assessment results 34

Appendix 33

Assessing organisation
Ernst & Young LLP
1 More London Place
London
United Kingdom
SE1 2AF

NES is a registered trademark of Ernst & Young LLP. This is a confidential document. You are prohibited from sharing the content of this document with any third party without the explicit consent of the EY NES CEO.
We are delighted to be assisting the organisation with its National Equality Standard Assessment. It was evident that the Organisation has put significant resource and input into their Diversity & Inclusion strategy and activities, and that these significant efforts are starting to change the organisation and impact the culture. These include the Leadership engagement programme and the diversity agents.

The organisation should be very proud of the successes to date. However there is some room for improvement and we are sure that the recommendations outlined in this report will help the Organisation progress to the next stage in its D,E&I journey.

Our methodology incorporated a robust review of documentation and a broad set of interviews and consultations. Thank you to all of you that took time to engage and support this immensely important piece of work.
Methodology

The scope of our work

Our review took place between January and May 20XX. It consisted of three key stages.

Stage 1: Evidence review
- Technical interviews with key stakeholders for your D,E&I team. These included the HR Director, the head of organisational Development, Head of HR Operations, the procurement lead, Head of D,E&I, Head of Engagement, Head of Corporate Social Responsibility (CSR) and communications. We also spoke to leads from a range of the staff support networks.
- A detailed review of the documentation that was discussed within these technical interviews.

Stage 2: Interviews and focus groups
- X number of on-site/telephone interviews and five focus groups with staff based at your headquarters in London and in the other three key locations.
- The purpose of these interviews and focus groups was to validate the evidence reviewed during stage 1.

Stage 3: Final results and report
- Preliminary results were shared and discussed with in June 20XX.
- This report lays out the final results and recommendations.

This document is a sample report, its purpose is to provide a snapshot and does not include the level of detail which would be provided in a client report.
Overview

The organisation has engaged EY to conduct a National Equality Standard (NES) assessment. The NES is a best practice framework designed to assess an organisation’s proficiency against all areas of diversity as defined by the Equality Act 2010. The organisation’s policies and practices relating to diversity and inclusion (D,E&I) have been assessed against the 35 competencies contained within the NES framework. The organisation has been evaluated as fully compliant against 26 of these.

This report details the process undertaken to complete the NES assessment, observations of current good practice which meet or exceed NES requirements and recommendations for improvement, where applicable, to reach the required level of proficiency for NES certification.

The assessment was undertaken in two key stages. The first stage was a series of technical interviews and documentary review of the evidence provided. This enabled the assessor to gain an understanding of The Organisation’s intended approach to D,E&I and whether The organisation had met the requirements of the standard within its documentary evidence. The second stage comprised of on-site interviews. Interviews took place with employees and leadership to supplement and validate any evidence already reviewed.

Following a comprehensive review via a documentary analysis and a series of interviews, The organisation has been assessed as currently meeting the level required for NES certification.

Headline results

NES certification requires:

- 25 competencies to be Met
- 0 competencies to be Not met
- A minimum of 3/5 competencies graded Met within each of the NES’ seven pillars

The organisation’s NES results are as follows:

- 15 of the NES’s 35 competencies have been Met
- 17 of the NES’s 35 competencies have been graded Partially met
- 3 of the NES’s 35 competencies have been graded Not met
- A minimum of 3/5 competencies have been graded ‘Met’ in three of the NES’s seven pillars

This document is a sample report, its purpose is to provide a snapshot and does not include the level of detail which would be provided in a client report.
Summary of results
Scoring against 35 competencies

The organisation’s results against each of the 35 competencies within the NES framework

<table>
<thead>
<tr>
<th>Core components</th>
<th>2 Your talent</th>
<th>3 Your business</th>
<th>4 Your people</th>
<th>5 Your leadership</th>
<th>6 Your relationships</th>
<th>7 Review and measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDI</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Culture</td>
<td>21 Talent attraction</td>
<td>31 Strategy</td>
<td>41 Feedback mechanism</td>
<td>51 Commitment &amp; accountability</td>
<td>61 External relationships &amp; CSR</td>
<td>71 Pay gap</td>
</tr>
<tr>
<td>12 Policies &amp; practices</td>
<td>22 Recruitment &amp; onboarding</td>
<td>32 Bias</td>
<td>42 Mental health &amp; wellbeing</td>
<td>52 Visibility &amp; messaging</td>
<td>62 Supplier relationships</td>
<td>72 Data analysis</td>
</tr>
<tr>
<td>13 Engagement survey</td>
<td>23 Appraisal &amp; performance monitoring</td>
<td>33 Business case</td>
<td>43 Flexible working</td>
<td>53 Inclusive leadership</td>
<td>63 Customer insight</td>
<td>73 Action planning &amp; implementation</td>
</tr>
<tr>
<td>14 Targeted training</td>
<td>24 Career progression</td>
<td>34 Governance</td>
<td>44 Adjustments &amp; accessibility</td>
<td>54 Senior-level scrutiny</td>
<td>64 Industry insight &amp; regulations</td>
<td>74 Review</td>
</tr>
<tr>
<td>15 Communications</td>
<td>25 Learning &amp; development</td>
<td>35 Setting priorities</td>
<td>45 Caring responsibilities</td>
<td>55 Middle management</td>
<td>65 Human rights &amp; modern slavery</td>
<td>75 Measuring impact</td>
</tr>
</tbody>
</table>

This document is a sample report, its purpose is to provide a snapshot and does not include the level of detail which would be provided in a client report.
Summary of results

The NES is a holistic assessment which seeks to ensure all legal regulations have been considered and the nine protected characteristics have been supported.

The table on the right details a summary of both legal regulations and the key supporting activities in place which relate to each of the protected characteristics, as well as social mobility (which is not currently protected under UK equality law), and reporting requirements under the Financial Conduct Authority (FCA) Corporate Governance Code and the Companies Miscellaneous Reporting Regulations 2018. The table should be read from left to right.

<table>
<thead>
<tr>
<th>Protected characteristic</th>
<th>Summary of legal regulations</th>
<th>Recruitment approach</th>
<th>Building accessibility</th>
<th>Gender reassignment policy</th>
<th>Trans employee blog</th>
<th>Relevant policies include a lens for same sex couples</th>
<th>Relevant policies in place</th>
<th>Family friendly policy</th>
<th>BLAME network</th>
<th>Senior champion</th>
<th>Data gathering</th>
<th>Adapted uniforms</th>
<th>Multi-faith network</th>
<th>Women’s Network</th>
<th>Gender recruitment targets</th>
<th>Out reach activity plans</th>
<th>Data gathering</th>
<th>Gender panel pledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>☑ No default retirement age for staff</td>
<td>☑ Compliant with gender pay reporting</td>
<td>☑ Compliant with flexible working regulations</td>
<td>☑ Compliant with the Modern Slavery Act</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender reassignment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marriage and civil partnership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pregnancy and maternity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Race</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Religion and belief</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sex</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sexual orientation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social mobility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Culture and Corporate Governance* | | | | | | | | | | | | | | | | | | | | * Regulations as defined by the FCA Corporate Governance Code and the Companies (Miscellaneous Reporting) Regulations 2018

This document is a sample report, its purpose is to provide a snapshot and does not include the level of detail which would be provided in a client report.
The NES D,E&I model below demonstrates the assessor’s analysis of the organisation’s current maturity level. The model shows increasing levels of proficiency with regard to the extent to which D,E&I culture is embedded within an organisation. It may be used as a tool to identify an organisation’s standing within the broader maturity spectrum and the stages that an organisation will need to travel through in order to achieve and sustain a truly inclusive culture.
Summary of the cultural values assessment

### Cultural Values Assessment Summary

<table>
<thead>
<tr>
<th>Cultural Values</th>
<th>Europe</th>
<th>Euroasia and Africa</th>
<th>Latin America</th>
<th>North America</th>
<th>Pacific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Propensity for risk</td>
<td>28.35%</td>
<td>13.60%</td>
<td>31.75%</td>
<td>26.60%</td>
<td>18.25%</td>
</tr>
<tr>
<td>Cost reduction</td>
<td>32.75%</td>
<td>15.38%</td>
<td>22.67%</td>
<td>22.36%</td>
<td>30.91%</td>
</tr>
<tr>
<td>Exploitation</td>
<td>18.03%</td>
<td>12.56%</td>
<td>18.28%</td>
<td>6.57%</td>
<td>6.17%</td>
</tr>
<tr>
<td>Hierarchy</td>
<td>23.74%</td>
<td>19.74%</td>
<td>35.96%</td>
<td>19.95%</td>
<td>15.93%</td>
</tr>
<tr>
<td>Information hoarding</td>
<td>15.68%</td>
<td>14.92%</td>
<td>28.56%</td>
<td>6.81%</td>
<td>8.40%</td>
</tr>
<tr>
<td>Internal competition</td>
<td>28.14%</td>
<td>10.87%</td>
<td>24.29%</td>
<td>18.38%</td>
<td>12.12%</td>
</tr>
<tr>
<td>Job insecurity</td>
<td>26.94%</td>
<td>5.76%</td>
<td>20.95%</td>
<td>17.06%</td>
<td>8.75%</td>
</tr>
<tr>
<td>Silo mentality</td>
<td>12.13%</td>
<td>16.41%</td>
<td>28.46%</td>
<td>14.41%</td>
<td>12.61%</td>
</tr>
<tr>
<td>Long hours</td>
<td>24.86%</td>
<td>23.28%</td>
<td>32.42%</td>
<td>26.98%</td>
<td>22.39%</td>
</tr>
<tr>
<td>Manipulation</td>
<td>15.85%</td>
<td>19.74%</td>
<td>11.90%</td>
<td>3.89%</td>
<td>6.52%</td>
</tr>
<tr>
<td>Power</td>
<td>16.39%</td>
<td>11.87%</td>
<td>19.67%</td>
<td>3.89%</td>
<td>6.00%</td>
</tr>
<tr>
<td>Short-term focus</td>
<td>29.95%</td>
<td>14.03%</td>
<td>35.71%</td>
<td>22.84%</td>
<td>15.47%</td>
</tr>
</tbody>
</table>

This document is a sample report, its purpose is to provide a snapshot and does not include the level of detail which would be provided in a client report.
### What we observed

- Diversity is identified and communicated as one of the core values of the organisation and referenced in the employee culture handbook.
- The annual D,E&I report, published in 2020 references an ambition for a ‘culture of inclusion and belonging, where our differences are celebrated’
- Focus groups highlighted current cultural challenges with references to a hierarchal, 'old fashioned' and inconsistent organisational culture.
- We noted some incidents of bullying and harassment being raised through the focus group conversations.
- Employees further reported at times feeling reluctant to speak up at public forums due to fear of repercussions.

### What we recommend (1/2)

The organisation could benefit from actively working towards cultivating an inclusive organisational culture which supports the rapid organisational growth and minimizes the possibilities for biased decisions. This could be achieved by better understanding and measuring the existing organisational culture through identifying the prevalent behaviours currently in the business, defining a set of desired inclusive behaviours and measuring to what extent these are being adopted throughout the organisation.

#### Defining and promoting organisational values and behaviours required to foster an inclusive culture

- Consider adding a new inclusion related value to the strategy to highlight the organisational commitment to D,E&I and how it should be core to the company.
- Consider how this new inclusion related value will be engaging and keeping in line with the current culture at the organisation, going beyond just ‘diversity’ to capture the workforces passion around D,E&I.
- Throughout this, it is important to engage with leadership and employees to test and challenge the new value through a ‘values project’. This serves as a consultation with the wider organisation to understand what employees and leaders feel should be a core DE&I related company value, allowing employees to select their preference and the reason why.

#### Developing your “speak up” programme

- As part of the effort of creating an inclusive organisational culture, the organisation should focus on developing a “speak up” programme that will allow employees to be open and transparent when experiencing or witnessing inappropriate behaviours, as this is fundamental to a successful D,E&I programme.
- Outlined are components of a successful speak-up programme which we believe could benefit the organisation if introduced:
  - Creating leadership accountability for creating an inclusive working environment
  - Improve data capture around unacceptable behaviours
  - Emphasise positive messaging around speaking up
  - Build multiple points of feedback into the performance appraisal process
  - Carry out detailed and granular trends analysis
  - Review the diversity of those fielding complaints
  - Acknowledge the contribution made by those who speak up

This document is a sample report, its purpose is to provide a snapshot and does not include the level of detail which would be provided in a client report.
1.1 Recommendation 1
Strengthening the organisational culture to promote D,E&I

What we recommend (2/2)

Embedding the values and behaviours to ensure employee and leadership alignment

- **Appraisals:** Consider if it is possible to include a weighted behavioural element in development conversations. For example, in line manager and direct report development conversations as part of the performance reviews, employees could be asked to describe which two values they have lived the most in that assessing period and how they have done this. These points can then be discussed to recognise the contribution of those whose performance is aligned to the company purpose and objectives.

- **Training:** It could be of benefit to consider curating values learning ‘playlists’ to provide guidance on how to live the required behaviours defined in the strategy. The purpose of this is to raise a common level of awareness and understand on how to live company values and what this means for the ways of working. It is also recommended to include core resources/materials in the onboarding process for new joiners.

- **Reward and recognition:** Further to the existing awards programme, the organisation could review the possibility of holding monthly or quarterly ‘values awards’ whereby employees and leaders nominate those they feel are living the company behaviours, with a small sentence to explain how. Leaders of these organisations will pick the winner against the explanation and a small prize or voucher is awarded.

Measuring and monitoring culture

- Undertake a company-wide review to understand the current and desired cultural attributes and behaviours across each business unit. This should include a deep-dive into the enablers and blockers related to the desired organisational culture, taking into account issues raised by employee groups through structured feedback or other listening mechanisms.

- The review should explore alignment between the ambition of the D,E&I strategy and employee perceptions, highlighting areas of dysfunction and identifying variances in experiences of diverse staff.

- The review should also include a lens on core organisational processes such as promotions and career development and the impact of current cultural attributes on these.

- The cultural assessment could be repeated annually and the results analysed with other available organisational data to explore correlations between culture and business performance.

- Please see an example of a cultural assessment dashboard, which can be used to deep dive on existing and desired behaviours over time, track progress and summarize employee sentiment.

This document is a sample report, its purpose is to provide a snapshot and does not include the level of detail which would be provided in a client report.
About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit ey.com.

Ernst & Young LLP

The UK firm Ernst & Young LLP is a limited liability partnership registered in England and Wales with registered number OC300001 and is a member firm of Ernst & Young Global Limited.

Ernst & Young LLP, 1 More London Place, London, SE1 2AF.

© 2022 Ernst & Young LLP. Published in the UK.
All Rights Reserved.

ey.com