

General Equality Duty:

Eliminate discrimination
Advance equality
Foster good relations

Equality Impact Assessment

Please also read the Equality and Human Rights Commission [Guidance on assessing impact](#)

1. Name of policy/procedure/proposal/project/practice/decision*:	To record a summary of the results and considerations relating to the impact of changes to HR policies on people with protected characteristics due to Covid-19 and homeworking
Completed by:	HR, Equality Team with input from SQA's Disability Network, Women's Network and Rainbow Network and Trade Union Representatives
Head of Service:	Agnieszka Davren
Date:	April 2020 (updated December 2020 and June 2021)
Next scheduled review date:	As required as part of HR's Policy Review

2. Information about the policy/procedure/proposal/project/decision*:
<p>As part of this assessment consideration has been given to:</p> <ul style="list-style-type: none">▪ Home Working/ Return to Office/ Return to Centre Visits▪ COVID-19 related sick leave▪ Carers Leave▪ Pay Awards▪ Annual Leave – Carry Forward▪ Isolating Requirements▪ Remote Interviewing/ Onboarding/ Recording Meetings <p>In response to the pandemic consideration and modifications were required to policies. In April 2020, information was captured on:</p> <ol style="list-style-type: none">1. The potential impact on different groups of employees due to lockdown measures in response to the pandemic2. Information about the action SQA has taken, or the support that has been put in place or promoted to meet different needs3. Some considerations (or potential impact) to support future plans (for example plans to return to the physical office environment following lockdown)4. Positive and negative impact (information shared by colleagues – relating to their experiences of remote working and the support from Managers and others)5. Additional consultation or engagement.

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In response to the COVID-19 pandemic, SQA implemented significant changes to its working practices very quickly. We established our Business Continuity Co-ordinators Forum to monitor the impact of the pandemic on employees and services. Measures were taken to protect employees whilst building in flexibility to cope with the changing environment. In line with government guidance and legal obligations, SQA put measures in place to respond to its duty of care for employees' health and safety at work and to support employees working at home, or returning to the office, where necessary.

3. What is main purpose of the policy?

We aim to consider the individual needs and disadvantages faced by people with different protected characteristics as we continue to respond to during these challenging times.

The HR policies affected or temporarily changed apply to all SQA employees. The impact of COVID-19 affects the working arrangements of all employees and their ability to work.

4. What information, and evidence, is being used to evaluate the impact of this policy on people who share protected characteristics?

Please refer to [Appendix 1](#) for more detailed information.

- Employee demographics relating to age, carers, those with disabilities and health conditions.
- We know that some older people and people with disabilities are more likely to have a serious illness if they contract coronavirus.
- Covid-19 directly or indirectly may disproportionately affect disabled employees, their carers or families. When working from home disabled employees may have a lack of reasonable adjustments, accessible desk, chair or support structures for working and/or access to health and social care services, food supplies and friends and family.
- Minority ethnic employees may have anxiety/ concerns from media discussions exploring why people from Black, Asian, and minority ethnic (BAME) backgrounds appear to be more susceptible to Covid.
- Inability to observe religious practice.
- Lockdown will impact religious observance, including weddings/funerals being postponed or restricted. This may have an impact on this groups' mental health.
- Consideration of employees who are pregnant or on parental leave.
- People who are pregnant are in the list of moderate risk of Covid-19 due to the impact and other complications.

External evidence collated and monitored to consider the impact of the pandemic on people with protected characteristics:

https://www.equalityhumanrights.com/sites/default/files/equality_and_human_rights_commission_on_how_coronavirus_has_affected_equality_and_human_rights_2020.pdf

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<https://www.un.org/sexualviolenceinconflict/wp-content/uploads/2020/06/report/policy-brief-the-impact-of-covid-19-on-women/policy-brief-the-impact-of-covid-19-on-women-en-1.pdf>
<https://www.gov.scot/coronavirus-covid-19/>
<https://www.acas.org.uk/coronavirus>
<http://www.legislation.gov.uk/ukdsi/2020/9780111192238>

Information has also been gathered from employees, Trade Unions Colleagues, HR, Facilities and SQA Employee Network Groups.

Public Sector Equality Duty

SQA is required to have 'due regard' to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations.

This section provides the opportunity to capture how the policy will contribute towards the three aims of the general equality duty, and to consider if there is anything more we need to do to meet our responsibilities.

5. How might this policy impact on people who share protected characteristics? Please consider positive or negative impact. Are the needs of people with different characteristics met? Does the policy, procedure, or practice affect some groups differently? (At the beginning of the process you may want to record perceived impact – ongoing monitoring of the policy will allow you to measure the actual impact of the policy)

Protected Characteristic	Neutral Impact	Positive Impact	Negative Impact	Please provide more information
Age			X	Perceived impact has been recorded in this assessment. Though it is important to note that further consideration has been given to the mitigating action and support that will be required due to the challenging circumstances. Please refer to Appendix 1 for more information about the potential impact considered, mitigating action and support recorded. It will be important to give ongoing consideration to the impact of the pandemic, to be able to respond to the differing and changing personal
Disability			X	
Marriage / Civil Partnership	X			
Race			X	
Religion / Belief / non-Belief			X	
Sexual Orientation			X	
Gender Re-assignment (Gender identity and transgender)			X	
Pregnancy / Maternity			X	

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Sex			X	circumstances of employees and their diverse needs.
Care experience (where relevant)			X	SQA's employee networks have supported work to monitor the impact on employees or to support guidance and risk assessments for disabled employees and employees with long-term health conditions. Temporary policy changes, mitigating actions and support in place is available to all employees and therefore we anticipate a positive impact on people with protected characteristics.

6. What arrangements could be implemented to reduce or mitigate any potential adverse or negative impacts identified above?

Summary of the actions taken:

- All employees required and supported to work from home as per Scottish Public Health advice. Equipment such as laptops, chairs, monitors and keyboards were offered and provided to all employees to ensure a safe and comfortable workspace at home.
- When Public Health advice allowed SQA to reopen its office for use the only employees asked to return to the office were those whose work which was considered critical and could only be completed in the offices. Guidance was created for line managers to have conversations with employees ensuring they are comfortable returning to the office, have no medical conditions or caring responsibilities which would prevent them. Stringent and clear social distancing and hygiene measures were implemented in the offices and are under constant review ensuring the safety of all SQA employees.
- Guidance for employees and line managers created for visits to customers or centres with safety and personal circumstances i.e., caring responsibilities of employees the main consideration.
- Detailed guidance for employees created and shared (and regularly updated) – this was made available via a dedicated COVID-19 Intranet Site.
- Regular mental health, physical wellbeing advice and guidance shared.
- Working from home guidance developed and shared.
- Information, guidance and resources shared via a dedicated intranet site.
- Information about the employee assistance programme, covid information and guidance shared.

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- Initially all SQA employees given 10 days of COVID-19 related caring leave. The amount was flexible and did not need to be used as a block. Subsequently, and as a result of the ongoing pandemic, temporary policy amendments were put in place relating to support caring responsibilities. Colleagues who were unable to work their full hours from home due to caring for a dependant were not required to take special leave, annual leave or flexi-leave and would continue to be paid as normal. These temporary arrangements remain in place until we are back to some semblance of normality. Executive Management Team (EMT) issued reminders to all employees in throughout 2020.
- To support colleagues, we launched our Parents and Carers Network. A group was established on MS Teams chat to offer a virtual space for colleagues to connect. This informal virtual Network, supported by SQA, aims to:
 - Provide a safe and confidential space to allow parents and carers to support each other, share ideas, challenges, knowledge and experiences.
 - Explore how we can raise awareness of the needs of working parents and carers.
 - Provide a way for others in SQA to consult an engage with our parents and carers.
- EMT shared all company message titled *'Do what you can. Ask for what you need. Know you have support.'*
- Given the unprecedented situation, and to support all our colleagues, we increased the 2020 annual leave carry over to up to a maximum of 15 days (pro-rata). Normal practise is 5 days (pro-rata). We will also allow this carry over to be taken throughout 2021 and 2022 to ensure staff are able to take the leave and meet the needs of the business. This measure enabled colleagues whose paid-for trips have been cancelled to have an option to cancel the leave. All employees were nonetheless encouraged to continue to use frequent annual leave for their own wellbeing. Public holidays remained in place.
- Based on Scottish Government direction of COVID-19 Impact on Terms and Conditions of Employment Coronavirus absences are excluded from any calculation of contractual sick pay and absence management triggers. In effect, this means that SQA employees will not tip into the half and nil-pay categories specifically as a result of experiencing coronavirus symptoms related sickness absence.
- Regular 'pulse' surveys were carried out to gather the views of employees on a range of issues, including health and wellbeing, remote working and the effectiveness of internal communications.
- Action taken in response to feedback provided by colleagues, our trade union representatives and employee networks. Employees were invited to take part in focus groups to provide additional feedback. We have used this feedback to improve provision for colleagues working from home.
- Executive Management Team held regular 'Ask EMT' sessions throughout lockdown, to engage in conversation, and hear directly from employees. In 2020, the EMT held 12 sessions, and around 60% of the workforce joined each session (around 570 colleagues). Ask EMT sessions are planned throughout 2021.
- Remote working has posed various challenges, but it has also provided the opportunity to rethink how we can work in the future. Through SQA's annual People Survey, bi-monthly

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Pulse Surveys, and in forums such as directorate events and Ask EMT, we have encouraged employees to think about how we will work in the future.

- Using Microsoft Teams has become the main form of communication between SQA employees and customers. This method is used for all recruitment allowing internal and external interviews and interview tasks. Any newly onboarded employees are electronically sent and return contracts and other new start documents. Also, all equipment is couriered to the individuals. Employees have a local induction with their Business Area through MS Teams. Employees also have a corporate induction which involves SQA Academy based modules, online literature and MS Teams meeting and correspondence with OD & Change Team.
- Work is underway to develop SQA's Smarter Working Programme. The programme will be delivered in three strands: People — led by our People Directorate, Workspace — led by our Facilities Team and Technology — led by our Business Systems Directorate. People strand will inform the work of the Workspace and Technology strands. SQA's Smarter Working Programme will allow us to deliver our activities more efficiently while providing flexible workstyle options for our people. As an organisation we need to adapt to meet the changing needs of our people and society, and this is critical to successful delivery in the future.

It is important to highlight that our assessment of any negative impact is not as a result of a policy or practice that we have introduced but is the potential negative impact as a result of the pandemic and how individual factors might impact on people with protected characteristics and the mitigating action we have taken to try to address these.

7. If you are proceeding with a decision that may have a negative impact despite the mitigatory arrangements identified in Step 5, are you satisfied that this is objectively justified, i.e. a proportionate means of achieving a legitimate aim? Please provide explanatory details.

N/A

8. Could this policy be revised or changed to better meet the general equality duty?

It is important to give ongoing consideration to the impact of the pandemic, to be able to respond to the differing and changing personal circumstances of employees and their diverse needs. Please refer to [Appendix 1](#).

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9. Has there been consultation/is consultation planned with people who will be affected by this policy/procedure/project/practice/decision? Please detail below how this has affected your decision making.

Ongoing consultation has taken place with SQA's Trade Union colleagues, employees through Ask EMT sessions and regular Pulse Surveys. Employee Network Groups have continued to meet during lockdown and shared their feedback with Incident Management Team (IMT), HR and Facilities.

10. How will this policy be monitored and evaluated?

Ongoing consideration will be given to the impact of the pandemic, homeworking, lockdown, returning to the office through SQA's People IMT, Working Groups and Smarter Working Programme

Action Plan

Action:	Owners:	Dates:
Monitor the impact of temporary policy changes, mitigating actions and support.	HR	Ongoing
Ongoing consideration of the impact of the pandemic is important (Appendix 1 provides information – more detailed considerations will be captured).	HR	2021-22 and beyond
Ongoing engagement with SQA employees, trade union colleagues and Employee Networks	HR/Equality Team	Ongoing
Continue to update SQA's Frequently Asked Questions on the COVID-19 Intranet Site	HR	Ongoing
Regular Pulse Surveys to be able to support employees and gather their feedback.	People Directorate	2021-22

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Approval and publication

Completed equality impact assessments will be published on SQA's website.

- As such, EqlAs must be discussed and approved.
- Following completion, please send the electronic copy to equality@sqa.org.uk
- Actions identified will be recorded and monitored as part of SQA's equality action plan.

Sign off: _____

Date: _____

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Summary of the Public Sector Equality Duty (PSED) of the Equality Act 2010

Components	Due Regard
A public authority must, in the exercise of its functions, have due regard to the need to a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act (Fairness)	Having due regard specifically involves taking steps to
b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (Opportunity)	a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic* b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of the person who do not share it. c) Encourage persons who share a relevant protected characteristic to participate in public life or any other activity in which participation by such persons is disproportionately low.
c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. (Respect)	a) Tackle prejudice b) Promote understanding

*Due regard comprises two linked elements: proportionality and relevance. The weight that public authorities give to equality should be proportionate to how relevant a particular function is to equality. In short, the more relevant a policy, procedure or practice is to equality and people, then the greater the regard that should be paid

The protected characteristics are

- | | | |
|---|---|--|
| <p>Age
Disability
Gender reassignment</p> | <p>Marriage and Civil Partnership*
Pregnancy and Maternity
Race</p> | <p>Religion or belief
Sex
Sexual Orientation</p> |
|---|---|--|

*Although Marriage and Civil Partnership applies to section a) in employment only, this will be considered for all stakeholders.

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Appendix 1

Requiring employees to work in different ways and from a location that is different to their usual place of work presents both opportunities and challenges. It introduces a level of increased flexibility but requires adopting different approaches and support. Equality impact considerations have been recorded - both the potential positive and negative impacts. Mitigating actions, support and further considerations recorded.

Groups	Potential impact	Mitigating action / support	Additional considerations (post lockdown or return to the office)
Age diversity	<p>Some employees, due to their age group, may feel anxious about the impact of Covid. Some may be in a shielded category.</p> <p>Other employees might not feel they are particularly at risk of Covid (young employees) Younger employers may also have less suitable working environment if possibly living with their parents, shared accommodation, flats, limited room space</p> <p>Mental health impact on all age groups.</p>	<p>Managers - regular check ins with teams/individuals</p> <p>Targeted comms to all employees issued – acknowledging and supporting issues</p> <p>Promotion of SQA policies, OH and EAP/MHFAs</p> <p>Mental Health and Wellbeing advice shared regularly.</p> <p>Regular updates shared by SQA’s People IMT, and EMT.</p> <p>Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback.</p> <p>Reminders issued about keeping safe, including online safety messages and information security awareness.</p> <p>Pulse surveys to be issued to all staff</p>	<p>Ensuring managers are aware of the guidelines around shielding or those who are not shielding but may be high risk and are mindful of how these concerns may manifest as anxiety.</p> <p>Ensure those who think they are not at risk are aware of the need for safety for their fellow colleagues who may be higher risk.</p> <p>Understanding people might not want to come-forward to their line managers with personal mental or physical health info or talk to a mental health first aider.</p> <p>Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback. High levels of engagement with colleagues ongoing.</p>

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Groups	Potential impact	Mitigating action / support	Additional considerations (post lockdown or return to the office)
	There will be employees who are more likely to have older relatives to care for/possibly shielding.		
Disabled employees	<p>Working from home and potential impact for employees with underlying health conditions Heightened anxiety for anyone with a health condition Neurodiversity (autism) e.g. anxiety caused from the disruption to routine Isolation Right equipment Mental Health impact</p> <p>Covid-19 directly or indirectly may disproportionately affect disabled employees, their carers or families. When working from home disabled employees may have a lack of reasonable adjustments, accessible desk, chair or support structures for working and/or access to health</p>	<p>Managers - regular check ins with teams/individuals Promotion of SQA policies, OH and EAP/MHFAs Targeted comms issued by our Disability Network Facilities, IT and HR ongoing support to requests and requirements for equipment/support/Occupational Health Catch up meetings arranged with DN members to offer support and share experiences. Regular updates shared by SQA's People IMT, and EMT. Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback.</p>	<p>Business Disability Forum guidance published.</p> <p>Reminder about the importance of ensuring managers are mindful of the impact on any employee with an underlying health condition or anxiety. Guidance relating to public transport, entering the office, use of the lifts.</p> <p>There is also the need to ensure there is a channel for people to raise issues and explain how it impacts their working life and why they may need to stay at home.</p> <p>Support and advice and early notice of changes to support employees anxious about the certainty. Kitchen and toilet facilities. Car parking.</p> <p>Review of any reasonable adjustments that were put in place as part of the previous office conditions, that may need updated or changed due to the new office environment</p>

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Groups	Potential impact	Mitigating action / support	Additional considerations (post lockdown or return to the office)
	<p>and social care services, food supplies and friends and family.</p> <p>Staff could also potentially become disabled as a result of Covid-19 either directly, through after-effects of contracting the virus, or indirectly – through developing a mental health or other physical condition caused by lockdown measures.</p> <p>Potential positive impact Reduced frequency of travel to the office may be a benefit for some disabled employees.</p> <p>Working in home surroundings may be a benefit for some disabled staff</p>	<p>Working from home risk assessment carried out, adjustments made as necessary.</p>	<p>Support and advice for employees and line managers on disability and newly-acquired disability.</p> <p>Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback. High levels of engagement with colleagues ongoing.</p>
LGBT employees	Requirement to stay informed – are LGBT people disproportionately impacted by Covid?	Managers - regular check ins with teams/individuals	Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of

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Groups	Potential impact	Mitigating action / support	Additional considerations (post lockdown or return to the office)
	<p>(Ensure consideration of evidence - what does the evidence tell us) Stonewall</p>	<p>Targeted comms to all employees issued – acknowledging and supporting issues Promotion of SQA policies, OH and EAP/MHFAs Rainbow Network support available Information being shared via yammer, promotion of Mental Health support available RN catch up meetings continue to take place Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback.</p>	<p>feedback. High levels of engagement with colleagues ongoing.</p>
Women	<p>Evidence confirms females are often the primary caregivers for both children and older relatives – this combined with working from home - workload and schoolwork. Single parents Pregnancy and maternity considerations Health Screenings lapsing (breast/cervical screening) Worries about pregnancy</p>	<p>Managers - regular check ins with teams/individuals Targeted comms to all employees issued – acknowledging and supporting issues Promotion of SQA policies, OH and EAP/MHFAs Catch up meetings arranged with WN members to offer support and share experiences. Report provided to IMT. Provide access/links to DA information and advice Share government advice and NHS advice</p>	<p>The importance of ensuring managers are mindful of caring responsibilities and concerns relating to the health of family members. Messages of support shared and encouragement from Management Team to allow employees to work as flexibly as possible. Decision taken to temporarily amend SQA’s policy on caring responsibilities. Colleagues who are unable to work their full hours from home due to caring for a dependent are no longer required to take special</p>

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Groups	Potential impact	Mitigating action / support	Additional considerations (post lockdown or return to the office)
	<p>Worries and stress due to underlying health conditions Domestic abuse Cost effective cooking meals while limiting shopping trips Mental Health impact</p>	<p>Share important information via yammer Ensure there is ongoing communication with those employees without SQA equipment. Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback.</p>	<p>leave, annual leave or flexi-leave and will continue to be paid as normal. Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback. High levels of engagement with colleagues ongoing. Vaccinations for pregnant women delayed.</p>
Men	<p>There will be men who take on most of the caring responsibilities for both children and older relatives – this combined with working from home - workload and added pressure of schoolwork. Single parents Health screenings lapsing Worries and stress due to underlying health conditions Domestic abuse Cost effective cooking meals while limiting shopping trip Mental health impact</p>	<p>Managers - regular check ins with teams/individuals Targeted comms to all employees issued – acknowledging and supporting issues Promotion of SQA policies, OH and EAP/MHFAs Share government advice and NHS advice Share important information via yammer Ensure there is ongoing communication with those employees without SQA equipment. Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback.</p>	<p>The importance of ensuring managers are mindful of caring responsibilities and concerns relating to the health of family members. Messages of support shared and encouragement from Management Team to allow employees to work as flexibly as possible. Decision take to temporarily amend SQA’s policy on caring responsibilities. Colleagues who are unable to work their full hours from home due to caring for a dependent are no longer required to take special leave, annual leave or flexi-leave and will continue to be paid as normal. Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of</p>

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Groups	Potential impact	Mitigating action / support	Additional considerations (post lockdown or return to the office)
			feedback. High levels of engagement with colleagues ongoing.
Gender reassignment	<p>Trans employees may experience more stress and mental health problems. Health and support services have been closed.</p> <p>Any employee going through transition may find being less visible to others easier Stonewall</p> <p>Some trans or non-binary employees may be in isolation with unsupportive family, and/or they may not be out to their family. This can cause emotional distress, depression etc</p>	<p>Managers - regular check ins with teams/individuals</p> <p>Targeted comms to all employees – acknowledging and supporting issues</p> <p>Promotion of SQA policies, OH and EAP/MHFAs</p> <p>Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback.</p>	Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback. High levels of engagement with colleagues ongoing.
Race Black, Asian and minority ethnic employees	<p>People may have anxiety/ concerns from media discussions exploring why people from BAME backgrounds appear to be more susceptible to Covid.</p> <p>Mental health impact</p>	<p>Managers - regular check ins with teams/individuals</p> <p>Targeted comms to all employees – acknowledging and supporting issues</p> <p>Promotion of SQA policies, OH and EAP/MHFAs</p>	<p>Consideration of public health advice relating to guidance to support BAME employees.</p> <p>Pulse survey issued to all staff and engagement with employees ongoing.</p>

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Groups	Potential impact	Mitigating action / support	Additional considerations (post lockdown or return to the office)
		<p>Follow public health advice relating to guidance to support BAME employees SQA ACE (Appreciate Culture and Ethnicity) Network established in Sept 2020 Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback.</p>	<p>Scottish Government is committed to understanding the impact of COVID-19 on ethnic minorities https://www.gov.scot/news/action-against-inequality/ Monitor this work. Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback. High levels of engagement with colleagues ongoing.</p>
Religion and Belief	<p>Inability to observe religious practice possibly – though homeworking may help Lockdown will impact religious observance, including weddings/funerals being postponed or restricted. This may have an impact on this groups’ mental health.</p>	<p>Managers - regular check ins with teams/individuals Targeted comms to all employees issued – acknowledging and supporting issues Promotion of SQA policies, OH and EAP/MHFAs Acknowledgement of Ramadan and NHS guidance issued Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback.</p>	<p>Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback. High levels of engagement with colleagues ongoing.</p>
Pregnancy & maternity	<p>People who are pregnant are in the list of moderate risk of Covid-19</p>	<p>Managers - regular check ins with teams/individuals</p>	<p>Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of</p>

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Groups	Potential impact	Mitigating action / support	Additional considerations (post lockdown or return to the office)
	due to the impact and other complications.	Targeted comms to all employees issued – acknowledging and supporting issues Promotion of SQA policies Managers with a member of staff in their team who is pregnant consider pregnancy risk assessment, adapting it as necessary and support flexible working Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback.	feedback. High levels of engagement with colleagues ongoing.
Marriage and civil partnership	Employees going through divorce or relationship breakdown may be particularly vulnerable to poor mental health Single parents may find it particularly difficult to balance work and caring responsibilities	Managers - regular check ins with teams/individuals Targeted comms to all employees issued – acknowledging and supporting issues Promotion of SQA policies, OH and EAP/MHFAs Particular attention paid to the wellbeing of staff who live alone or who are going through a relationship breakdown	Regular Pulse Surveys will be carried out and promoted through various channels to encourage high levels of feedback. High levels of engagement with colleagues ongoing.
Care Experience (corporate parenting responsibilities)	Potential to experience higher levels of loneliness Financial impact Mental Health impact	In contact with Who Cares? Scotland to offer our support Ordered decorating mug kits to support members of the champions board	Work to refresh Corporate Parenting commitments to give consideration to the impact of the pandemic. The Impact of Covid-19 on the Care Experienced Community – a summary paper for Corporate Parents

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		Targeted comms issued to all staff to raise awareness of the impact on our care experienced community and shared links to Who Cares? Scotland fundraising page Proactively sharing relevant information via twitter Continue to attend Corporate Parenting Forums. Training with Who Cares? took place in November 2020.	Covid-19 Recovery Planning Other reports and briefings on Covid-19 impact can be found in the Reports and Research section of our website