

Equality Impact Assessment [\(supporting guidance available\)](#)

Action Plan

This section is completed at the end of the Equality Impact Assessment. Due to the importance of embedding equality in SQA through our actions the Action Plan will be the focus and record of ongoing actions.

Agreed Schedule Review Date	01 November 2023	Additional Schedule Review Date	
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Explain how you will monitor and record the actual impact on equality groups, including how the evidence can be revisited to measure the actual impact.

Required Actions	Owner	Date	Comment & Review
Actions taken to monitor the implementation of policy and the impact on equality groups (evidence and consultation)	Employee Development Programme Manager	November 2022	[ONGOING RECORD]
Quarterly anonymous feedback forms addressing meaning, value, and participation to understand the experience of the mentee and mentor	Employee Development Programme Manager	Quarterly (April, August, December, and March)	We have been conducting evaluation however not enough feedback has been submitted by mentors or mentees to effectively evaluate.
2. Pre and Post mentoring questionnaires for mentors and mentees to identify if mentoring supported their development aims.	Employee Development Programme Manager	Ongoing per new request for mentoring.	No mentoring relationships (mutual and traditional) have concluded yet to review post mentoring. Pre mentoring questionnaires have been completed and individually appear to be directed at their aims however this may change throughout the course of the relationship, so the post evaluation is required to identify if mentoring supported their aims.
An increase in the number of young people under the age of 25 or 28 if with SQA for 3 years, who progress into roles at Grade 5 or above as there is significant step in the level of responsibility in these roles.	Employee Development Programme Manager	Quarterly	No mentoring relationships have concluded yet or reached a maturity for progression within this age group.
4. Focus group with mentors on the suitability of the mentoring programme processes.	Employee Development Programme Manager	Quarterly (April, August, December, and March)	Timed with evaluation this is measured on a quarterly basis.
5. An increased uptake year on year of mentoring as a development solution.	Employee Development Programme Manager	To be confirmed	Programme has not yet reached maturity
6. Continued quarterly review for mentors and mentees in talent development mentoring for young talent.	Employee Development Programme Manager	Quarterly (April, August, December, and March)	Timed with evaluation this is measured on a quarterly basis.

7. An equality survey to be completed by all participants prior to engagement.	Employee Development Programme Manager	To be confirmed	Not yet implemented. Mechanism via HR and aligned with Equality Mentoring process has not been identified. Will take to Equality Steering Group in January 2023 for options.
8. Explore with Employee Networks where mutual mentoring would benefit and encourage sign up. Launch a communication campaign with mutual mentoring success stories and role models once available.	Employee Development Programme Manager	30.04.2023	After the first mutual mentoring partnerships have been completed.

Identified Actions	General Equality Duty	Owner	Date	Comment & Review
[LIST]	[CROSS REFERENCE]			
Reevaluate programme after the Professional Certificate in Mentoring practice has been completed	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010	Employee Development Programme Manager	April 2023	Qualification achieved. Review completed. Best practice attained.
Evaluate the mutual mentoring provision after mentors have been matched for at least 6 months	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010	Employee Development Programme Manager	Nov 2023	Ongoing. Small programme and only two mentoring relationships have passed 6 months. Not enough data to make effective conclusions.
An EQIA will carry out on an annual basis beginning November 2022.	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010	Employee Development Programme Manager	Nov 23	Completed and actions sent to SP&G
Equality surveys given prior to matching mentor and mentee will be reviewed on a quarterly basis to identify any trends where further action could be taken to support. Break down data into mentor and mentee to identify if one group is aligning with a mentor or mentee role more than another.	Advance equality of opportunity	Employee Development Programme Manager	Ongoing	Not yet started. Need to identify effective and reasonable purpose and process for collecting this data. Programme is so small anonymity cannot be guaranteed.

Explore with HR how individuals involved in active Employee Relation/Role performance issues can access mentoring as a way forward. once any formal process is deemed complete.	Advance equality of opportunity	Employee Development Programme Manager	Sept 2023	Not yet started. Mentoring remains for career development only. Have yet to identify evidence this is a requirement of the programme or how a 12-month commitment will purposefully and effectively benefit performance issues outwith the coaching provision already in place.

Policy Aims

Name of Policy or practice	Mentoring Programme
New Policy or Revision	Revision
Name of Policy Owner	Head of OD and Change Management
Date Policy Owner Confirmed Completion	

What is the rationale for this policy or practice?
<p>Mentoring is recognised within the learning and development sector as a valuable tool within an organisation to build cultural connections, manage change and networking opportunities for career development and support our own learning through sharing our lived experience to learn from each other. According to the CIPD mentoring can be helpful in:</p> <ul style="list-style-type: none"> Assisting performance management. Preparing and supporting people through change. Supporting self-directed learning and development. Sharing curated resources. <p>In SQA mentoring will be a long-term development intervention to help someone achieve personal and professional goals. This includes talent development, personal impact, performance, and career goals. Mentoring will be for development and performance, in the organisational context including personal behaviours as displayed in the work environment and behavioural expectations as set out in the demonstration of SQA values and the Leadership Statement.</p>

What evidence is there to support the implementation or development of this policy or practice?

Employee networks were consulted on the mentoring programme overview as outlined above. Each network had an opportunity to provide direct feedback and a working group with network representatives was established to design the mutual mentoring section of the programme and feedback on the mechanics of the wider programme including training, access, and responsibilities.

Apprentices are interviewed at their quarterly reviews with OD and Change Management on the value of having a mentor, positive ways of working and opportunities for better ways of working and how it has impacted on their employability outcomes.

Young talent development mentors for apprentices are interviewed at their quarterly reviews with OD and Change Management on the workings of the programme, CPD requirements and positive ways of working and opportunities for better ways of working.

Mutual mentoring has not yet been reviewed however a planned review is in place for the 6-month stage. This will be an anonymous survey and include positive ways of working and opportunities for better ways of working and the impact of mutual mentoring on organisational practice in supporting underrepresented groups, provide a platform for effective voice and to contribute to organisational decision making.

Career development mentors for all colleagues and Talent development mentors for colleagues under the age of 24 will be reviewed for measures of success when matches have been made.

Chartered Management Institute (CMI) courses are reviewed via feedback forms from the training provider that are shared with OD and Change Management. Any actions are then carried out by OD and Change Management.

The programme itself will be benchmarked against the framework of best practice by the Scottish Mentoring Network. The Employee Development Programme Manager in OD and Change Management will be able to do this once the Professional Certificate in Coordinating Mentoring Programmes at SCQF level 9 is complete approx. April 2022.

What are the aims of this policy or practice?

The SQA Mentoring programme for the first 12 months will focus on preparing and supporting people through change and supporting self-directed learning and development (CIPD as above)

How is the content of these aims relevant to equality groups?

Mentorship is based on 1-1 guidance and sharing of experience between staff. The experiences (and needs) of mentors and mentees is bound to differ, but many of these differences will be informed by the individual's protected characteristics.

Evidence, Consultation and Engagement

What stakeholders have you engaged with in the development of this policy or practice?
<p><u>Internal Evidence Sources</u></p> <p>Employee networks Current mentors Modern apprentices HR Equality Monitoring Data YOUNG Talent Strategy</p> <p><u>External Evidence Sources</u></p> <p>Chartered Institute of Personnel and Development Investors in Young People Scottish Mentoring Network</p>

What evidence about equality groups do you have to support this assessment?	
Age	<p>Chartered Institute of Personnel and Development (CIPD)</p> <p>The CIPD provide learning and development professionals with best practice approaches to the successful implementation of the right learning solution in the workplace. According to CIPD the introduction of mentorship can –</p> <ul style="list-style-type: none"> • Support an individual’s potential and provide career support. • Contribute to a more strategic perspective after promotion to a leadership role. • Help when dealing with the impact of change in the workplace. <p>Mentorship within SQA will be targeted towards both younger and older members of our workforce based on the positive impact it can have on individuals as well as the overall workforce.</p>

Source: CIPD Coaching and Mentoring Factsheet, <https://www.cipd.co.uk/knowledge/fundamentals/people/development/coaching-mentoring-factsheet#7002>

Investors In Young People Framework and IIYP SQA surveys

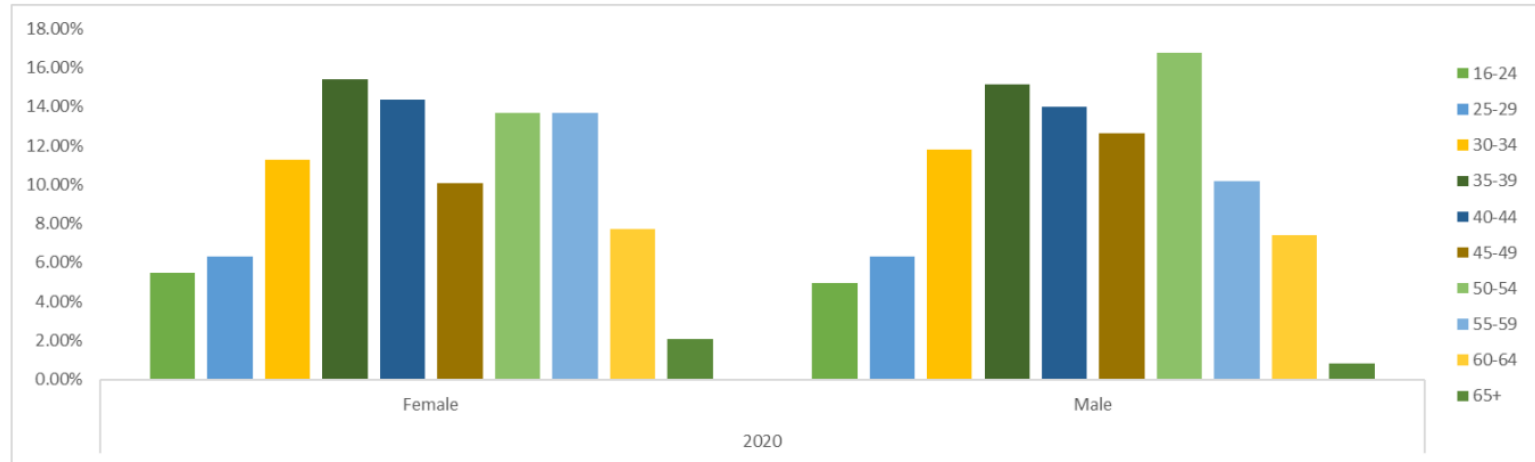
The framework and surveys every three years inform us how to develop young talent to retain them and futureproof the organisation against an ageing workforce and for skills and experience required over the next 10 years.

IIYP survey results in 2018 identified that young people at SQA feel they do not have access to career development as they are seen as inexperienced due to number of years' service despite have experienced many different work activities.

IIYP survey results in 2021 identified that we should:

- Ensure young people believe fair work practices are consistently applied. The strategy will also ensure career pathways at SQA and promotion to leader roles is a fair and transparent process so that young people can identify their own pathways and gain appropriate skills and experience.
- Ensure that your Leaders and Influencers understand the capabilities needed to lead, develop, and support young people. For this reason, the strategy will be shared, and training delivered to all line managers and senior leaders to educate on how to lead, develop and support young people.
- Ensure that Influencers and young people are trained in coaching and mentoring techniques to ensure young people fulfil their potential. For this reason, we will prioritise young talent for access to the CMI Coaching and Mentoring qualification to give them the skills to influence, and share their experience as well as develop coaching skills for leadership.

Colleagues by age band and gender (sex) 2020 (as in Table 1.05)



The majority of SQA employees are in the mid-range age bandings. A total of 79% workers are aged between 30 – 59. Less than 2% of SQA employees are aged 60+ and the SQA has recently seen a decrease in younger (under 35) employees.

Comparisons between 2019 and 2020 data show that the greatest increase in the proportion of female colleagues is within the 60–64 age band - an increase of 12 colleagues.

The 30–34 age band saw the largest reduction of female colleagues – a total of seven people. Over the same period, there was an increase in the proportion of male colleagues within the 50-54 age band - an overall increase of nine people. The largest decline in the proportion of male colleagues was in the 30-34 age band, with seven fewer people. The largest decrease was seen in the 30–34 age band for both male and female colleagues - with an overall reduction of 14 people.

Source: SQA Workforce Equality Monitoring Report 2019 – 2021

Mentorship for career development within SQA

The addition of mentorship within SQA has a potential positive impact on multiple age groups within the organisation. Mentorship as a learning solution supports colleagues in the 16-24 range, who primarily work in entry level roles with their

career development with a view to developing talent internally and creating the relevant skills and knowledge for progression to more senior/leadership roles.

Grades held by young people (24 and under) as at 14/11/22.

Grade	% of Workforce 2022 (under 25)	Overall workforce % 2020
G1-4	4.0%	26.13%
G5-8	1.6%	70.7%

In 2022 4% of colleagues under 25 were employed in roles between grades 1-4 and 1.6% in roles grade 5 and above. The overall workforce of SQA in 2020 showed 26.13% were grades 1-4 and 70.7% G5-8. The remaining workforce at Head of Service level or above - members of our EMT.

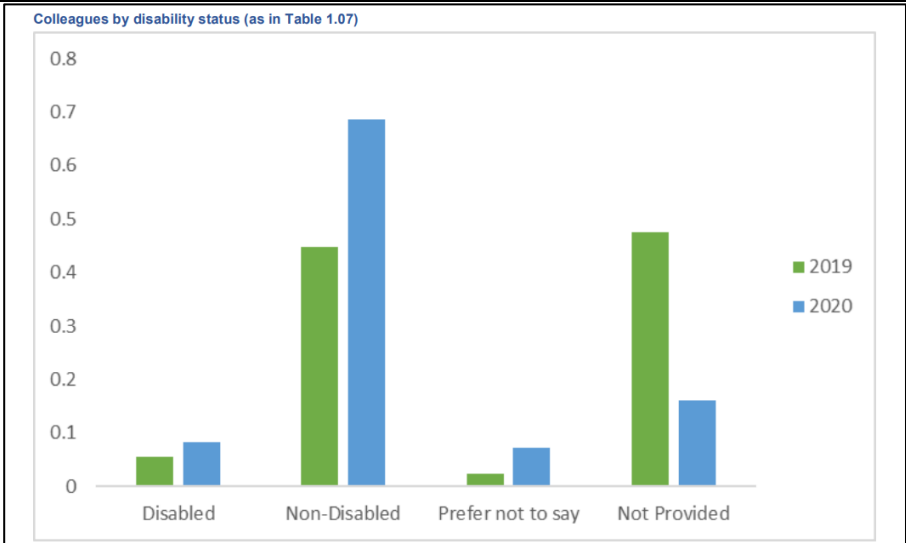
The introduction of mentorship as outlined in the policy supports our wider Young Talent Strategy to attract, recruit, develop and retain more young people in the organisation.

Source: Young Talent Report, generated by People, Analytics Governance & Systems (internal use only), SQA Workforce Equality Monitoring Report 2019 – 2021

There is no evidence available as yet on uptake of mentorship within our overall population to be able to provide data based on age.

Disability

A total of 8.2% of SQA employees declared a disability last year. Declaration rates have significantly improved from a total response rate under the *Not Disclosed / Prefer not to say* category of 49.9% in 2019 (roughly half of employees) to a much reduced 23.1 % in 2020.



The highest proportion of colleagues who have declared a disability (53%) falls within the lowest age bands (16 – 44) and second highest (47%) within the upper age bands (45–64)

A total of 55% of disabled employees are female and 45% are male. 63% of colleagues who have declared a disability are within the grade range 06 to Head of Service. Head of Service has the largest **percentage** of colleagues declaring a disability (13%) whereas Grade 6 has the largest overall **number** of colleagues declaring a disability at 23%.

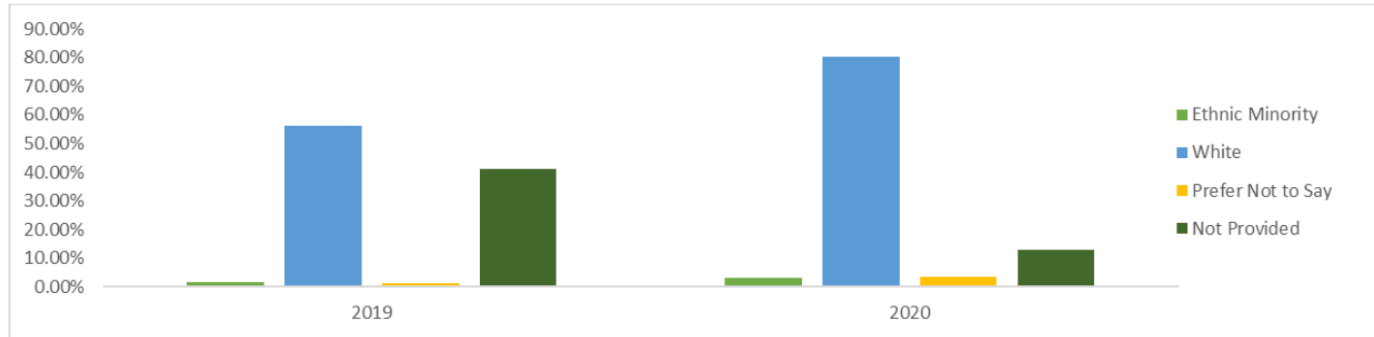
Source: SQA Workforce Equality Monitoring Report 2019 – 2021

All internal colleagues have an equal opportunity to request access to mentorship as a mentor or mentee as per the MyReview process. There is no evidence available as yet on uptake of mentorship within our overall population to be able to provide data based on disability.

Race

Race	2019	2020	Variance
Ethnic Minority	1.82%	3.16%	1.34%
White	56.06%	80.40%	24.34%
Prefer Not to Say	1.07%	3.48%	2.41%
Not Provided	41.05%	12.96%	-28.09%
Total	100.00%	100.00%	

Colleagues by Race (as in table 1.12)



Currently only 3% of SQA employees declared themselves as Minority Ethnicity against a national (Scotland) average of 5%.

A further breakdown of ethnicity (overleaf) indicates that *Chinese, Indian and Mixed Ethnicity* groups are currently the predominant minority ethnicities in the SQA.

Source: SQA Workforce Equality Monitoring Report 2019 – 2021

All internal colleagues have an equal opportunity to request access to mentorship as a mentor or mentee as per the MyReview process. There is no evidence available as yet on uptake of mentorship within our overall population to be able to provide data based on race.

Religion or Belief

Religion or Belief	2019	2020	Variance
Christian	20.69%	29.82%	9.13%
Non-Christian	11.47%	17.28%	5.81%
None	20.69%	29.29%	8.61%
Prefer not to say	3.75%	10.33%	6.58%
Not Provided	43.41%	13.28%	-30.13%
Total	100.00%	100.00%	

An improved declaration rate was also shown for this characteristic in 2020. *Christian* and *No Religion* account for nearly 60% of all responses.

Source: SQA Workforce Equality Monitoring Report 2019 – 2021

All internal colleagues have an equal opportunity to request access to mentorship as a mentor or mentee as per the MyReview process. There is no evidence available as yet on uptake of mentorship within our overall population to be able to provide data based on religion or belief.

Sex

Grade	Gender (Sex)					
	Female			Male		
	2019	2020	Variance	2019	2020	Variance
1	83.33%	66.67%	-16.67%	16.67%	33.33%	16.67%
3	65.15%	65.00%	-0.15%	34.85%	35.00%	0.15%
4	63.28%	64.71%	1.43%	36.72%	35.29%	-1.43%
5	58.02%	61.54%	3.51%	41.98%	38.46%	-3.51%
6	69.90%	69.90%		30.10%	30.10%	
7	59.76%	57.89%	-1.86%	40.24%	42.11%	1.86%
8	53.54%	56.34%	2.80%	46.46%	43.66%	-2.80%
HOS	39.39%	40.00%	0.61%	60.61%	60.00%	-0.61%
EMT	57.14%	42.86%		57.14%	42.86%	
Total	61.20%	61.64%	0.44%	38.80%	38.36%	-0.44%

A greater number of SQA employees overall are female - 62% female versus 38% male. A 60% representation of females across most grades is evident with a decrease to circa 40% for more senior grades.

Source: SQA Workforce Equality Monitoring Report 2019 – 2021

All internal colleagues have an equal opportunity to request access to mentorship as a mentor or mentee as per the MyReview process. There is no evidence available as yet on uptake of mentorship within our overall population to be able to provide data based on sex.

Sexual Orientation

Sexual Orientation	2019	2020	Variance
Bisexual	0.96%	1.26%	0.30%
Gay man	1.39%	2.11%	0.71%
Gay woman / Lesbian	0.96%	1.05%	0.09%
Heterosexual/straight	46.20%	70.60%	24.41%
In another way	0.11%	0.21%	0.10%
Not sure	0.11%	0.11%	0.00%
Prefer not to say	2.79%	8.01%	5.22%
Not Provided	47.48%	16.65%	-30.83%
Total	100.00%	100.00%	

Source: SQA Workforce Equality Monitoring Report 2019 – 2021

All internal colleagues have an equal opportunity to request access to mentorship as a mentor or mentee as per the MyReview process. There is no evidence available as yet on uptake of mentorship within our overall population to be able to provide data based on sexual orientation.

Gender Re-assignment (Gender identity and transgender)

No equality profiling data is currently published by the SQA, due to low numbers reporting.

Marriage/Civil Partnership

No equality profiling data is currently captured by the SQA.

Pregnancy / Maternity	Colleagues			
	Pregnancy Status	2019	2020	Variance
	Not Pregnant	98.25%	98.95%	0.70%
	Pregnant	1.75%	1.05%	-0.70%
	Total	100.00%	100.00%	
	<p>In 2020, 1.05% of colleagues reported being pregnant.</p> <p style="text-align: center;">Source: SQA Workforce Equality Monitoring Report 2019 – 2021</p> <p>All internal colleagues have an equal opportunity to request access to mentorship as a mentor or mentee as per the MyReview process. There is no evidence available as yet on uptake of mentorship within our overall population to be able to provide data based on pregnancy/maternity.</p>			
Care experience (where relevant)	No equality profiling data is currently captured by the SQA.			

Impact and Opportunities for Action

The impact that a policy or practice has on an equality group may be different and this requires to be recorded. The impact may not always be negative. Actions are taken to address any differential impact, and include actions to mitigate against any negative impact, to advance equality and to foster good relations between groups.

Each section contains questions for each equality group. These questions are here to support consideration; however, you can provide further detail. Focus initially on the equality groups that would be affected by this policy. If you do not consider that certain equality groups would be affected by this policy, you may leave these sections.

Protected Characteristic	General Equality Duty
Age	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	Access to the CMI qualification is also prioritised for: <ul style="list-style-type: none"> Ex modern apprentices (some of whom are under age 25) to be able to share their knowledge and experience with current modern apprentices as a young talent development mentor. It is presumed some ex-apprentices will be under 25 as the programme will accept no one older than 19 years old due to funding requirements. However, there is no data to confirm if a colleague entered the organisation as a modern apprentice pre 2018.
	Advance equality of opportunity
	Access to the CMI qualification is also prioritised for: <ul style="list-style-type: none"> Older colleagues who are due to leave the organisation in the next 10 years. This will give them tools to be a career development mentor and share their knowledge and experience to ensure it stays in the organisation when they leave. Currently there are 225 colleagues over the age of 55.
	Foster good relations
	No impacts identified
	Protected Characteristic

Disability	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	No impacts identified
	Advance equality of opportunity
	<ul style="list-style-type: none"> • Around 8% of colleagues identify as disabled however there is no current data available on an additional need or benefit from having access to mentoring. At present the Disability network have not highlighted such need however we will review at the 12-month review for the programme to identify if the number of employees who identify as disabled have increased or the Disability network has further information or requests.
	Foster good relations
	<ul style="list-style-type: none"> • A non-disabled employee mentoring a disabled mentee gives the non-disabled mentor a unique insight into the extra needs and accommodations made to mitigate disabling factors in the workplace, fostering good relations. • Conversely a disabled mentor working with a disabled mentee gives the mentee a much deeper insight into measures that the disabled mentor has in place, and the barriers imposed in line with their disability.
Protected Characteristic	General Equality Duty
Race	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<ul style="list-style-type: none"> • Around 6% of colleagues identify as from a BAME background however there is no current data available on an additional need or benefit from having access to mentoring.
	Advance equality of opportunity
	<ul style="list-style-type: none"> • Around 6% of colleagues identify as being ethnic minority however there is no current data available on an additional need or benefit from having access to mentoring.
	Foster good relations
	<ul style="list-style-type: none"> • At present the ACE network have highlighted Mutual Mentoring as being beneficial due to the success in changing attitudes on race at other organisations such as Network Rail and NHS and mutual mentoring has been adopted and will be reviewed at the 12-month point

Protected Characteristic	General Equality Duty
Religion or Belief	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<ul style="list-style-type: none"> Around 32% of colleagues identify as having a religious belief however there is no current data available on an additional need or benefit from having access to mentoring. We will review at the 12-month review for the programme to identify if the number of employees who identify as having a religious belief has increased or further information on the benefits of mentoring has become available.
	Advance equality of opportunity
	No impacts identified
	Foster good relations
Protected Characteristic	General Equality Duty
Sex	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<ul style="list-style-type: none"> 37.99% of colleagues identify as male and 62,01% as female however there is no current data available on an additional need or benefit from having access to mentoring. We will review at the 12-month review for the programme to identify if the number of employees who identify as male or female has increased or further information on the benefits of mentoring has become available.
	Advance equality of opportunity
	<ul style="list-style-type: none"> 37.99% of colleagues identify as male and 62,01% as female however there is no current data available on an additional need or benefit from having access to mentoring. We will review at the 12-month review for the programme to identify if the number of employees who identify as male or female has increased or further information on the benefits of mentoring has become available.
Foster good relations	

	<ul style="list-style-type: none"> 37.99% of colleagues identify as male and 62,01% as female however there is no current data available on an additional need or benefit from having access to mentoring. We will review at the 12-month review for the programme to identify if the number of employees who identify as male or female has increased or further information on the benefits of mentoring has become available.
Protected Characteristic	General Equality Duty
Sexual Orientation	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	There is no current data available on an additional need or benefit from having access to mentoring. We will review at the 12-month review for the programme to identify if the number of employees who have disclosed sexual orientation has increased or further information on the benefits of mentoring for these groups has become available.
	Advance equality of opportunity
	No impacts identified
	Foster good relations
	No impacts identified
Protected Characteristic	General Equality Duty
Gender Re-assignment (Gender identity and transgender)	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<ul style="list-style-type: none"> There is no current data available on an additional need or benefit from having access to mentoring. We will review at the 12-month review for the programme to identify if the number of employees who have disclosed gender re-assignment has increased or further information on the benefits of mentoring has become available.
	Advance equality of opportunity
	No impacts identified
	Foster good relations

	No impacts identified
Protected Characteristic	General Equality Duty
Marriage/Civil Partnership	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	No impacts identified
	Advance equality of opportunity
	No impacts identified
	Foster good relations
	No impacts identified
Protected Characteristic	General Equality Duty
Pregnancy / Maternity	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<ul style="list-style-type: none"> There is no current data available on an additional need or benefit from having access to mentoring. We will review at the 12-month review for the programme to identify if the number of employees who disclosed a pregnancy or returned from maternity leave has increased or further information on the benefits of mentoring has become available.
	Advance equality of opportunity
	No impacts identified
	Foster good relations
	No impacts identified
Considered by SQA	General Equality Duty

Care experience (where relevant)	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<ul style="list-style-type: none"> There is no current data available or employee networks in place to inform decision making.
	Advance equality of opportunity
	No impacts identified
	Foster good relations
	No impacts identified

Rationale

If you are proceeding with a decision that may have a negative impact and are not putting in place actions to mitigate against this, please explain how this is objectively justified.
No negative impacts have been identified because of this impact assessment.