

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	By September 24	Additional Schedule Review Date	By September 23
------------------------------------	------------------------	--	------------------------

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
Review and assess monthly establishment management information packs containing fundamental employment data on SQA employees	People Analytics, Governance & Systems Manager	Commencing monthly from October 2022	
Review on a quarterly basis of employment law, case law and legislative changes, and equalities updates (including reviewing EHRC website).	HR Shared Services Manager	Commencing quarterly from January 2023	
Review and assess feedback on a quarterly basis from joint trade unions (Unite and Unison) through SQA's Joint engagement forum and Policy review group.	HR Shared Services Manager	Commencing quarterly from January 2023	
Review and assess feedback on a quarterly basis from each of SQA's staff community network groups	HR Shared Services Manager	Commencing quarterly from January 2023	

Equality Impact assessment – Dignity at Work Policy V1.0

Continue to review and assess on an annual basis SQA's engagement People survey	OD Manager	Commencing annually from October 2023	
Review and assess on an annual basis all SQA employee lifecycle data	People Analytics, Governance & Systems Manager	Commencing annually from January 2024	
Continue to review and assess every 2 years SQA's equality mainstreaming report [next report due May 2023]	People Reward and Equalities Manager	Commencing every 2 years from May 2023	
Continue to review and assess every 2 years SQA's workforce equality monitoring report [next report due May 2023]	People Reward and Equalities Manager	Commencing every 2 years from May 2023	

Equality Impact assessment – Dignity at Work Policy V1.0

Identified Actions	General Equality Duty	Owner	Date	Comment & Review
General Collate data on formally recorded Dignity at Work cases by personal characteristic to help measure impact and specific issues	Eliminate unlawful discrimination Advance equality of opportunity	People Analytics, Governance & Systems Manager	September 23	
Race – but related to all protected characteristics Consider ways to promote this and related policies externally specifically in recruitment activities.	Advance equality of opportunity Foster good relations	HR Shared Services Manager	September 24	
Sexual orientation Check what existing network support there is. Also, to reference this in the policy/awareness training or in other policy related communications.	Eliminate unlawful discrimination Foster good relations	HR Shared Services Manager	September 23	
Gender reassignment Implement gender reassignment (Transitioning at Work) policy using policy review process	Eliminate unlawful discrimination	People Reward and Equalities Manager	September 23	
General A Dignity at Work training and awareness module has been developed and is ready to be rolled out to all staff and it is recommended this happens as soon as practicable to underpin this policy	Eliminate unlawful discrimination Advance equality of opportunity	HR Shared Services Manager	September 23	

Policy Aims

Name of Policy or practice	Dignity at Work
New Policy or Revision	Revised (previously Anti Bullying and Harassment policy)
Name of Policy Owner	Head of Human Resources
Date Policy Owner Confirmed Completion	25/2/22

What is the rationale for this policy or practice?

This policy describes SQA's commitment to providing a working environment free from bullying and harassment where everyone is treated with dignity and respect, and everyone takes responsibility for their actions.

The overall policy aim is to ensure consistent and fair treatment to encourage behaviour as set out in our Code of Conduct and stated values to be *Trusted, Progressive and Enabling*.

SQA are committed to 'promoting dignity at work for everyone and providing a process to address any instances of bullying, sexual harassment, harassment and victimisation'.

The procedure associated with the policy aims to help employees follow a process to consider and/or make complaints.

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

History of the Development of this Policy:

This policy was reviewed and fundamentally re developed as part of a full review of all Human Resources (HR) policies. Using our previous 'Anti Bullying and Harassment' policy as a starting point we followed a planned process to undertake the review, using the aims of The Fair Work Framework - The Fair Work Convention as a leading focus to develop a modernised, relevant and accessible policy for all. We also directly reference Advisory, Conciliation and Arbitration Service (ACAS) guidance Understanding bullying, harassment and discrimination: Handling a bullying, harassment or discrimination complaint at work - Acas, and the Equality Act 2010 as external sources within the policy.

This Equality Impact Analysis has identified that SQA has overall, very low (less than 5) reported complaints of bullying and harassment over the last 3 years. These are not currently recorded by protected characteristic. It is not possible therefore to either identify nor discount any risk of discrimination or disproportionality within SQA's activities in this area on this evidence alone.

Staff survey results (see later section) do indicate high levels of satisfaction in this area. Additionally, as part of this EqIA, we analysed information from staff exit interviews (April 2021 to June 2022). These indicate that just 1.1% of employees who left us during this time did so directly due to bullying and harassment. Data relating to the 'Protected Characteristics' of people taking part in of exit interviews is also currently not collected.

We therefore ultimately conclude the following:

- (i) There is a non-existent data sample relating to the use of this policy in SQA.**
- (ii) It is impossible to draw any meaningful conclusions in respect of Equality impact.**
- (iii) Whilst there is clear national evidence to suggest that people who share certain 'Protected Characteristics', are, on balance, more likely to disproportionately experience bullying, harassment and discrimination at work, SQA cannot easily identify this as Equality profiling data is currently not captured in respect of Dignity at Work or related incidences.**
- (iv) This EqIA has identified a priority requirement for SQA to commence collection of Equality profiling data (in respect of 'Protected Characteristics') for all complaints relating to Bullying, Harassment and Discrimination and where exit interviews are undertaken with leavers.**

History of the Development of this Policy: (continued)

The SQA People Strategy [Introducing: SQA's People Strategy \(sharepoint.com\)](#) directly links to the mains aims of this policy specifically the strategy exists to:

'Improve our performance

- Design and implement best practice people policies and procedures that deliver best value

and

Improve health, wellbeing and environment

- Design working environments around the health and wellbeing of colleagues
- Promote a culture of positive mental health and wellbeing'

Staff Survey Extracts – Questions relating to Dignity at Work:

October 2021 People Survey (82% of all employees completed this)

Inclusive and fair treatment average score	84%
SQA values are demonstrated in Business Areas	73%
SQA's staff policies and procedures are effectively applied	54%
I feel able to challenge inappropriate behaviour in the workplace	62%
SQA is committed to creating a diverse and inclusive workplace	79%

This demonstrated to us that there was a clear difference between employees' perception of being treated fairly (84%) while there were relatively low numbers of people consider that policies and procedures were applied effectively (54%).

There are also relatively low numbers of employees who feel they can challenge inappropriate behaviour (62%). This helped us strengthen the overall aim of the policy to support a culture where anyone can raise issues or concerns whether it directly affects them or not in a variety of ways and to clearly explain how to do this.

History of the Development of this Policy:

We had a clear remit to develop a policy with clear aims, process and accountabilities linked closely to ACAS best practice Understanding bullying, harassment and discrimination: Handling a bullying, harassment or discrimination complaint at work - Acas

We also knew that 4% of employees who completed the survey had experienced bullying and harassment in the preceding 12month period. We have no specifics about the 4% who reported discrimination at work and said they were bullied or harassed at work. We feel it is therefore safer to assume this covers all protected characteristics given external evidence referenced below and the likelihood bullying, and harassment happens more to individuals with a protected characteristic.

The high number of unreported incidents and low number of appropriate actions taken has directly led us to prioritise publishing this new policy and secure Director level agreement to make subsequent awareness training mandatory for every employee.

What are the aims of this policy or practice?

SQA's Dignity at Work policy aims to ensure managers and employees understand:

- acceptable behaviour, and fair and inclusive treatment
- how to recognise inappropriate behaviour and take appropriate action to address it
- informal and formal procedures to address bullying or harassment in the workplace
- roles and responsibilities (to prevent and address complaints)
- consequences relating to a breach of SQA's Dignity at Work policy
- the protected characteristics as defined by the Equality Act 2010 and SQA's responsibilities as an employer to eliminate discrimination, victimisation, and harassment, promote and advance equality of opportunity and to foster good relations between different groups of employees

The policy also covers bullying or harassment by third parties or bullying or harassment by social networking (for example cyber bullying). This policy forms part of a suite of policies including SQA's Code of Conduct, Equality, Diversity and Inclusion, Disciplinary, Grievance, Mental Health and Wellbeing, Probation and links with the aims of the Scottish Government led Fair Work Framework.

SQA Dignity at Work Awareness Training:

Mandatory awareness training has been developed to accompany this policy to underpin these aims, ensuring all SQA line managers are acutely aware of their responsibilities when managing a complaint from an employee and that all employees understand how someone with a protected characteristic may be subject to bullying, victimisation, and harassment.

The training module is based on policy aims but also draws on employment and criminal law where appropriate and has an overall target to encourage culture of respect for all. This will give us valuable, ongoing feedback from all employees in a variety of methods. We will openly encourage feedback either verbally, by e mail/instant messaging and/or at face-to-face group or individual discussions. This module is due to be launched in Autumn 2022.

Related Policies:

The policy links directly to other SQA policies, we directly reference these to help the reader understand context, alternative routes for solutions and practical application within the policy.

- ◆ Code of Conduct
- ◆ Disciplinary
- ◆ Equality, Diversity and Inclusion
- ◆ Grievance
- ◆ Mental Health and Wellbeing
- ◆ Probation

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

National Evidence:

There is clear national evidence to suggest that people who share certain ‘Protected Characteristics’, are, on balance, more likely to disproportionately experience bullying, harassment and discrimination at work. (This evidence is referenced throughout this document).

The aims of this policy are therefore of great significance to all equality groups. The policy also acknowledges that all employees require to have an understanding of acceptable behaviour, and fair and inclusive treatment. The extent, cost, risks and specific risk to minority groups are highlighted here [Bullying at Work | TUC](#) and in related articles.

This policy aims to ensure that all employees are aware of the procedures in place for managing a complaint in relation to bullying, victimisation and harassment. In addition, that all employees are provided with sufficient support and advice in being comfortable in raising a complaint and the support provided to them during any informal or formal procedure.

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

Local Evidence:

As previously stated, staff survey response in this area generally indicate high levels of satisfaction:

Question	% POSITIVE
I am treated fairly at work	89%
I am treated with respect by the people I work with	90%
I feel valued for the work I do	74%
I think that SQA respects individual differences (e.g., cultures, working styles, backgrounds, ideas, etc)	84%

SQA's People Survey in 2021 asked if colleagues were positive about the following statements:

I am treated fairly at work – 89% agreed

I am treated with respect by the people I work with – 90% agreed

I feel valued for the work I do – 74% agreed

I think that SQA respects individual differences (eg cultures, working styles, backgrounds, ideas, etc) - 84% agreed

Evidence, Consultation and Engagement

What stakeholders have you engaged with in the development of this policy or practice?

This policy has been developed in consultation with SQA's recognised Trades Unions, Unite and Unison, who represent all staff throughout the organisation.

In addition, as this is an internal policy, SQA has only consulted with internal groups. These include:

- ACE (Appreciate Culture and Ethnicity) Network.
- SQA Disability Network.
- MAC (Make A Change Group).
- Mental Health First Aiders Forum.
- SQA Rainbow Network.
- Women's Network.
- Parent & Carers Network.

Evidence of Stakeholder Engagement:

Trade Union Consultation Review Group (PRG):

Members of SQA Human Resources department and trade union representatives from *Unite the Union* and *Unison* meet weekly in SQA via the PRG. This group has been meeting weekly in SQA since July 2020. SQA's trade union representatives are also given statutory time off to attend relevant training, meetings and other information gathering activities as supported in our union framework agreement.

Evidence of all meeting minutes, actions and consultation undertaken with the PRG group (including Equality considerations in respect of all policies, activities and functions) are detailed on a dedicated SQA shared resources site.

Staff Network Consultations:

In June 2021, we formed a dedicated *Equality Impact Assessment Project Group* (EIAPG) with the aim of reviewing, assessing and providing feedback from staff on all SQA HR policies from Equality perspectives.

The EIAPG group consists of representatives from each of the SQA staff networks listed on the previous page of this document.

Evidence, feedback and actions from all EIAPG staff network consultations are recorded on a dedicated SQA *Microsoft Teams* page which was specifically created with the aim of listing potential equality risks that exist in HR policies / activities, sharing resources, recording feedback and scheduling future consultation meetings.

The table below details the consultation undertaken.






Evidence of Staff Network Consultation Meetings:

Policy-Name	Review-Date	Women's- Network	(ACE)	Disability-Network	Rainbow-Network
Redeployment	02/08/2021	Yes	Yes	Yes	Yes
Restructure	02/08/2021	Yes		Yes	
Standby-&-Call-Out	23/06/2021		Yes	Yes	Yes
Time-Recording	09/08/2021	Yes	Yes	Yes	Yes
Attendance-Management	16/08/2021	Yes		Yes	Yes
Childcare-Voucher	16/08/2021	Yes		Yes	Yes
Dignity-at-Work	10/08/2021	Yes	Yes	Yes	Yes
Disciplinary	01/06/2021	Yes	Yes	Yes	Yes
Equalities,-Diversity-&-Inclusion	23/08/2021	Yes	Yes	Yes	Yes
Fixed-Term-Workers	23/08/2021	Yes		Yes	Yes
Grievance	29/06/2021	Yes	Yes	Yes	Yes
Improving-Performance	07/09/2021	Yes	Yes	Yes	Yes
Probation	06/09/2021	Yes	Yes	Yes	Yes
Recruitment-&-Selection	06/05/2021	Yes	Yes	Yes	Yes
Secondment	13/09/2021	Yes	Yes	Yes	Yes
Whistleblowing	22/07/2021	Yes	Yes	Yes	Yes
Flexible-Working	18/11/2021	Yes		Yes	Yes
Flexitime	26/10/2021	Yes	Yes	Yes	Yes
Pay	09/12/2021	Yes	Yes	Yes	Yes
TOIL	16/12/2021	Yes	Yes	Yes	Yes
Code-of-Conduct	24/02/2022	Yes	Yes	Yes	Yes
Conflict-of-Interest	10/03/2022	Yes	Yes	Yes	Yes
Pensions-Discretion	29/03/2022	Yes		Yes	Yes
Redundancy	22/03/2022	Yes		Yes	Yes
Relocation	31/03/2022	Yes		Yes	Yes
Retirement	15/03/2022	Yes	Yes	Yes	Yes

What evidence about equality groups do you have to support this assessment?

Age

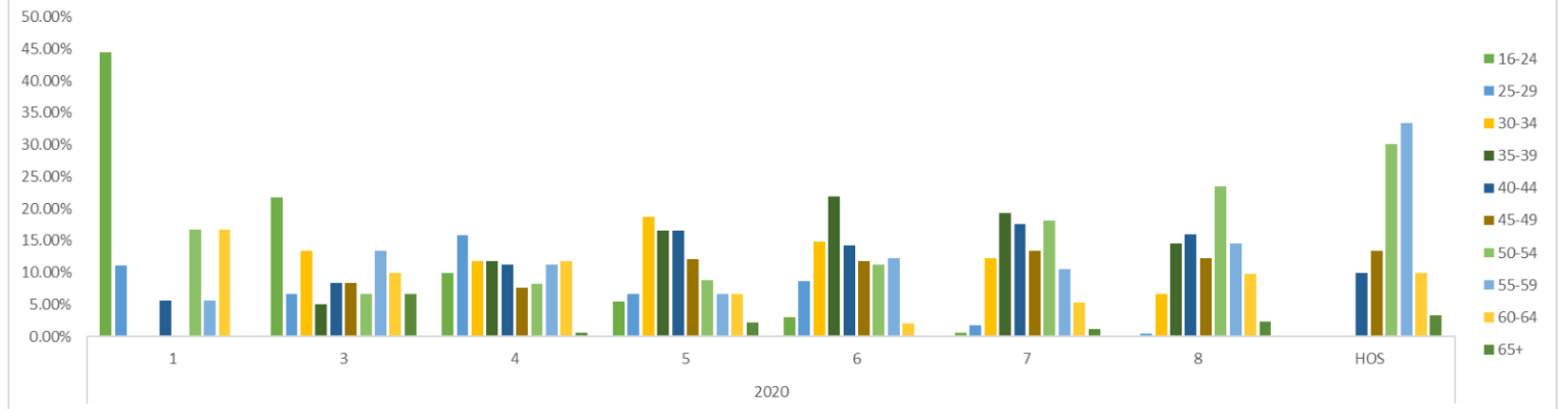
The table below shows the comparison between SQA colleagues in different age groups and the Scottish working population (those aged 16 to 74). This is found on page 22 of the SQA Equality Mainstreaming Report 2019–21 [sqa-equality-mainstreaming-report-2019-21.pdf](#)

   Age	 SQA	 Population of Scotland²
16-24	5.27%	14.08%
25-29	6.32%	9.38%
30-39	26.77%	17.71%
40-49	25.29%	16.70%
50-59	27.19%	19.48%
60-64	7.59%	8.46%
65+	1.58%	14.19%

The percentage of colleagues in the 16–24 age group is lower than in the Scottish working population, where a significant proportion of this age group will be in education or training. SQA is working to attract younger workers through initiatives such as our Modern Apprenticeship scheme.

Source: SQA Equality Mainstreaming Report 2019–21

Age



Colleagues by age band and grade 2020 (as in Table 1.06) at https://www.sqa.org.uk/sqa/files_ccc/workforce-equality-monitoring-report-2019-2021.pdf

Source: SQA Workforce Equality Mainstreaming Report 2019-21

National Equality Risks:

People of certain age groups are, on balance, at a greater risk of experiencing Age Discrimination than others.

Research from the Department for Work and Pensions’ (DWP), ‘Attitudes to Age in Britain’, [Measuring attitudes to age in Britain \(WP90\) - GOV.UK \(www.gov.uk\)](#) found that one-third of respondents had experienced age discrimination in the past year, and younger respondents aged under 25 were at least twice as likely as all other age groups to have experienced age prejudice.

Both young and older workers have experienced harassment and discrimination at work. We considered the impact of social media and how this can create a bullying/harassment culture, something that has been widely documented particularly in school age and younger people. [What is online bullying? \(anti-bullyingalliance.org.uk\)](#) for example noted that 24% of younger people in the UK will experience online bullying.

We noted there is work underway to develop a Social Media policy at the moment which will help detail SQA’s expectations about the use of social media particularly outside of the workplace.

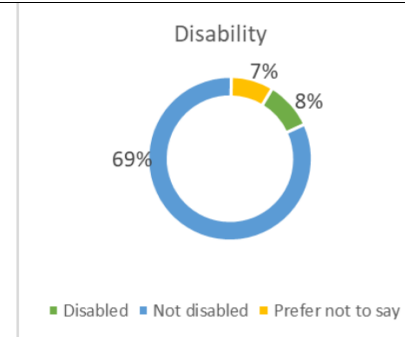
Disability

32% of the adult population in Scotland are disabled.

Disclosing disability information is voluntary and, as at 31 January 2021, 83.99% of colleagues had completed information in relation to this protected characteristic.

The percentage of colleagues who have identified as having a disability has increased by 2.75% between 2019 and 2020. We understand the increase in those declaring their disability is due to increased self-identification rates as the result of our equality campaign. SQA's Employee Networks have also supported our campaigns and awareness-raising activities.

SQA is also Disability Confident Employer, and all candidates who apply under the Disability Confident scheme, and meet the essential requirements for the position, will be invited to interview.



8% of SQA colleagues have declared they have a disability, 69% have no disability, 7% prefer not to say, this is found on page 23 of [sqa-equality-mainstreaming-report-2019-21.pdf](#)

Source: SQA Equality Mainstreaming Report 2019–21

National Equality Risks:

People with disabilities are at greater risk of experiencing workplace bullying and discrimination than non disabled employees (see below).

[Over Half Of Disabled People Have Been Bullied At Work, Charity Finds | HuffPost UK Politics \(huffingtonpost.co.uk\)](#)

[Bullying at Work | TUC](#)

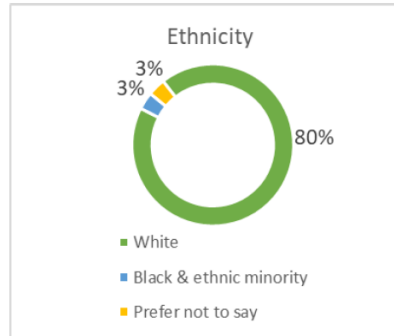
Race

5% of the adult population in Scotland were minority ethnicity².

The majority of SQA colleagues (87.04%) have provided data regarding their ethnicity.

Colleague data shows that SQA has a slightly lower level of diversity across its workforce when compared to the Scottish population more generally.

There has been a 1.34% increase in the number of ethnic minority colleagues from 1.82% in 2019 to 3.16% in 2020. The increase is mainly due to increased self-identification rates as the result of our recent equality monitoring campaign in July 2020. The largest Black & Ethnic Minority group in SQA is Pakistani, Pakistani Scottish or Pakistani British.



3.16% of SQA colleagues are from ethnic minority, 80% are white, 2.94% prefer not to say this is found on page 22 at [sqa-equality-mainstreaming-report-2019-21.pdf](#)

Source: SQA Equality Mainstreaming Report 2019–21

Race (continued)

National Equality Risks:

People of minority ethnicities are at greater risk of experiencing discrimination than others.

1 in 4 (25%) of ethnic minority employees reported they had witnessed or experienced racist harassment or bullying.

Subsequent Business in the Community (BITC) research into inclusive behaviours has found that:

- 44% of employees have experienced non inclusive behaviours in the workplace over the last 3 years - this increases to: – 58% of ethnic minority employees – 58% of workers under 35 – 50% of women • Of those who had experienced this behaviour, 11% ultimately left their organisation.

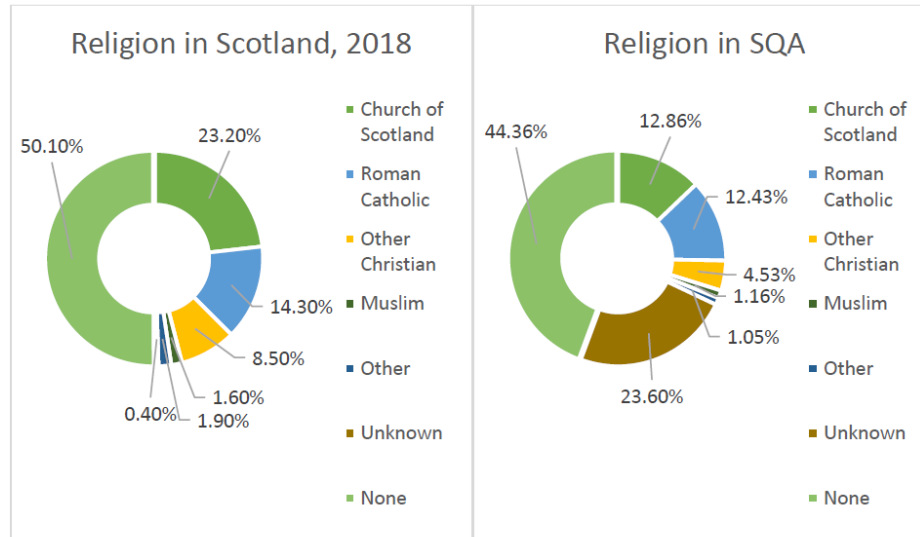
*1 BITC and Deloitte (2019) YouGov Survey Findings, Workplace Discrimination, October 2019
[bitc-toolkit-race-racismandappropriatebehaviours-June20.pdf](#)

The Business in the Community Race at Work 2021 – McGregor-Smith Review Four Years On reports that in 2021, 29% of Black and 27% of Asian employees say that they have witnessed or experienced bullying and harassment from their managers and 38% of Black, 29% of Asian and 27% of Mixed-Race employees say that they have witnessed or experienced bullying and harassment from customers, clients and service users. Black, Asian, Mixed Race and other ethnically diverse employees are twice as likely than White employees to have experienced or witnessed racist harassment from managers, customers/clients and colleagues. Truly inclusive workplaces are free of bullying and harassment in all its forms.

[bitc-race-report-raceatwork2021scorecardreport-oct2021.pdf](#)

The Trade Union Congress (TUC) reports on racism at work, 2020 (initial covid period specific) [Dying on the job - Racism and risk at work | TUC](#) and 2017 [Is Racism Real? | TUC](#) shows that racism in the workplace still plays a major role in the experience of ethnic minority workers. 38% in 2017 and 31% in 2020 who identified as ethnic minority workers reported that they had experienced racial harassment at work. Many (38%) in 2017 did not feel able to report incidents of bullying and harassment to their employer.

Religion or Belief



The majority of SQA colleagues (86.73%) have provided data regarding their religion or belief. The diversity of religion and belief broadly mirrors that of the population of Scotland. However, we have a higher unknown rate due to 10.33% of colleagues who have declared they would prefer not to share their religion or belief and 13.28% of colleagues who have not provided information on their religion or belief. This is found on page 24 of [sqa-equality-mainstreaming-report-2019-21.pdf](#)

Source: SQA Equality Mainstreaming Report 2019–21

National Equality Risks:

Religion / Belief is a very relevant consideration factor in respect of workplace discrimination and harassment.

Social mobility challenges faced by young Muslims - GOV.UK (www.gov.uk) research showed that ‘Islamophobia, discrimination and/or racism is ever present and pervasive, experienced in both direct and indirect forms and was experienced by the participants from schools through to work’.

We also considered 2015’s Section 1: Religion In Scotland And Perceptions Of The Extent Of Sectarianism - An Examination of the Evidence on Sectarianism in Scotland: 2015 Update - gov.scot (www.gov.scot) specifically ‘Perceptions of sectarianism

Religion or Belief.

in Scotland are still strong. The vast majority (88%) of people in Scotland believe that sectarianism is a problem, although 69% of people think it is a problem only in parts of the country and only 19% people think that it is a problem throughout Scotland. It is more commonly perceived as a problem in Glasgow and the west of Scotland’.

The TUC report ‘Racism Ruins Lives’, while focused on race, also draws attention to Islamophobia and antisemitism in the workplace and the way in which different religious groups are represented as constituting a distinct racial group. The report highlights the many encounters of Islamophobia and antisemitism reported through the TUC’s racism at work survey.

A report by the Social Mobility Commission, ‘The Social Mobility Challenges Faced by Young Muslims’, found that the ‘othering’ of Muslims by employers and colleagues through Islamophobia, racism, discrimination and harassment in the labour market can increase the disadvantage experienced by young Muslims. They found that racism and discrimination in the workplace is limiting aspirations and preventing young Muslims from ‘aiming high’ and fulfilling their potential. In addition, we considered that sectarian related ‘banter’ and/or abuse was still perceived by many in Scotland to be an issue (from 2015 Scottish Government report).

Discrimination because of religion or belief - Citizens Advice advises 3 main actions – tell the individual to stop, report it if it doesn’t, raise a grievance if it doesn’t stop or is serious enough to be a formal matter. All actions are clearly covered in this policy ensuring that it follows widely available external advice.

Sex

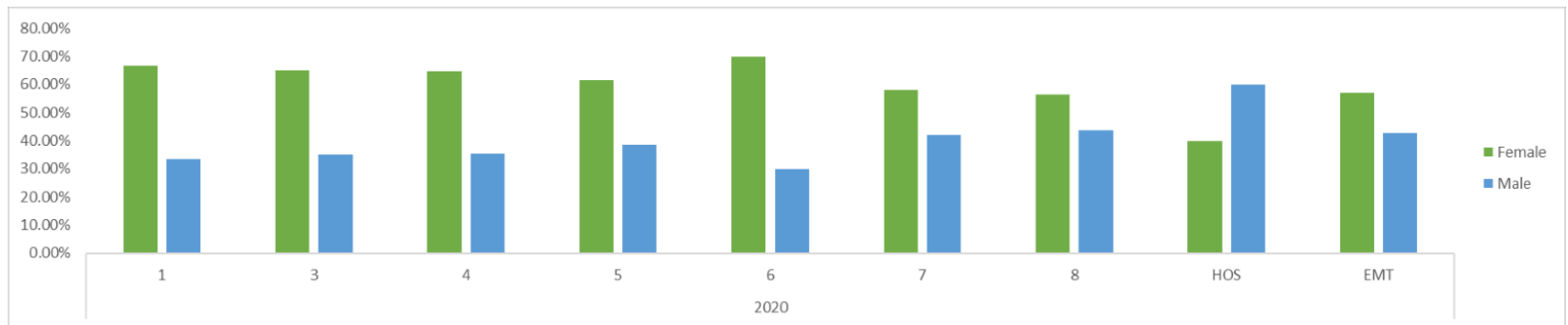
Gender Breakdown	Headcount %
Female	62%
Male	38%
Grand Total	100%

Employee population by sex

Source: SQA Equality Mainstreaming Report 2019-21

https://www.sqa.org.uk/sqa/files_ccc/workforce-equality-monitoring-report-2019-2021.pdf

51% of Scotland's population are women, 49% men



Colleagues by Gender (Sex) and Grade 2020 (as in Table 1.02)

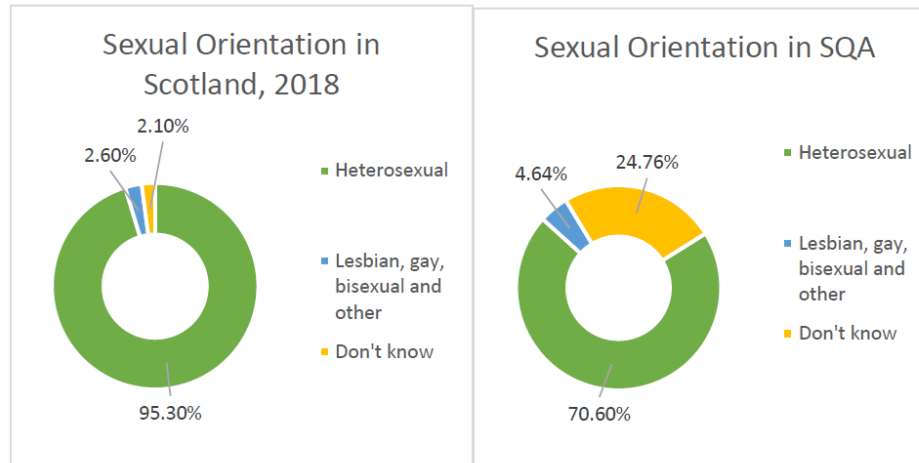
https://www.sqa.org.uk/sqa/files_ccc/workforce-equality-monitoring-report-2019-2021.pdf

Source: SQA Workforce Equality monitoring Report 2019-21

National Equality Risks:

Sex (continued)	<p>People of different Sexes are at greater risk of experiencing discrimination than others.</p> <p>EHRC's report on harassment presents information on the scale and effect of harassment in the workplace. The report <u>Turning the tables: ending sexual harassment at work</u> <u>Equality and Human Rights Commission (equalityhumanrights.com)</u> provides information on equality groups that potentially experience, or are exposed to higher levels of, bullying and harassment.</p>
------------------------	--

Sexual Orientation



83.35% of colleagues at SQA have chosen to disclose their sexual orientation. Our workforce has almost double the representation of the overall Scottish population self-identifying as lesbian, gay, bisexual or in another way. The proportion of colleagues identifying as heterosexual is below national indicators and the proportion of our workforce whose sexual orientation is unknown is ten times the national indicator. This is found on page 23 of [sqa-equality-mainstreaming-report-2019-21.pdf](#).

Source: SQA Equality Mainstreaming Report 2019-21

National Equality Risks:

Research from [LGBT in Scotland - Work Report \(stonewallscotland.org.uk\)](#) in 2018 highlights that;

- One in six (16 per cent) Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ+) staff in Scotland have experienced negative comments or conduct from colleagues in the last year
- A third of bisexual people (34 per cent) aren't out to anyone at work
- One in six (16 per cent) have been the target of negative comments or conduct from work colleagues in the last year because they are LGBTQ+.

<p>Sexual Orientation (continued)</p>	<ul style="list-style-type: none"> • 6 per cent have been physically attacked by customers or colleagues in the last year because of their sexual orientation or gender identity <p><u>Supporting lesbian, gay and bisexual employees Equality and diversity Good practice manual Tools XpertHR.co.uk</u> refers to TUC research in 2019 revealing that seven lesbian, gay, bisexual and trans (LGBTQ+) respondents in 10 reported being sexually harassed at work, 27% reported receiving unwelcome verbal sexual advances, and 66% of respondents did not tell their employer about the harassment.</p> <p>The survey also found that lesbian, bisexual and trans women were more likely to experience unwanted touching and sexual assaults at work.</p> <p>Fearing or experiencing homophobic or biphobia bullying, or harassment are major barriers to lesbian, gay and bisexual (LGBTQ+) equality in the workplace. Bullying or harassment because of sexual orientation is likely to be intimidating, humiliating, threatening or degrading for the recipient and creates an unpleasant workplace for the employee and their colleagues.</p> <p>Evidence from a number of studies shows that LGBTQ+ people suffer much higher levels of bullying and harassment at work than heterosexual people: twice as high for gay and bisexual men or four times as high for LGBTQ+ people as a whole, according to different studies.</p> <p>For example, the 2017 TUC report <u>Cost of coming out at work</u>, found that 39% of all respondents had been discriminated against or harassed by a colleague, 29% by a manager, and 14% by a client or patient. Only one-third of respondents had reported the harassment or discrimination to their employer.</p> <p>More recently, TUC research in 2019 revealed that seven lesbian, gay, bisexual and trans respondents in 10 reported being sexually harassed at work, 27% reported receiving unwelcome verbal sexual advances, and 66% of respondents did not tell their employer about the harassment. The survey also found that lesbian, bisexual and trans women were more likely to experience unwanted touching and sexual assaults at work.</p> <p>A Unison guide on harassment at work states that persistent harassment commonly leads to poor work performance and attendance, which in turn may lead to dismissal and the root cause – homophobia or biphobia – never being acknowledged. LGBTQ+ workers who do complain of harassment are frequently accused of being over-sensitive, having no sense of humour or of ‘bringing it on themselves’ by not hiding their sexual orientation.</p>
--	---

Sexual Orientation (continued)	<p>Stonewall Scotland include examples of harassment in this article <u>Discrimination and harassment at work (stonewallscotland.org.uk)</u> as:</p> <ul style="list-style-type: none">• Jokes or banter• Insults or threats• Unnecessary and degrading references to someone’s sexual orientation, gender identity or their perceived sexual orientation or gender identity• Excluding someone from activities or social events• Spreading rumours or gossip including speculating about someone’s sexual orientation or gender identity, or outing them• Asking intrusive questions• The Equality Act states that an employer is responsible for the behaviour of its employees. This means they need to take reasonable steps to challenge and prevent homophobic harassment.
---------------------------------------	--

<p>Gender Re-assignment (Gender identity and transgender)</p>	<p>No equality profiling data is currently captured by SQA.</p> <p>National Equality Risks:</p> <p>Research from LGBT in Scotland - Work Report (stonewallscotland.org.uk) in 2018 highlights that:</p> <ul style="list-style-type: none"> • Two in five (40 per cent) trans employees have experienced negative comments or conduct from customers or clients • Trans staff tend to experience higher levels of negative comments or conduct, with two in five experiencing it from colleagues (39 per cent). 6 per cent have been physically attacked by customers or colleagues in the last year because of their sexual orientation or gender identity. 												
<p>Marriage/Civil Partnership</p>	<div data-bbox="501 683 965 1177" data-label="Figure"> <table border="1"> <caption>Marital status data</caption> <thead> <tr> <th>Marital Status</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Married or civil partnership</td> <td>44.47%</td> </tr> <tr> <td>Single</td> <td>35.72%</td> </tr> <tr> <td>Not provided</td> <td>13.70%</td> </tr> <tr> <td>Other</td> <td>5.69%</td> </tr> <tr> <td>Prefer not to say</td> <td>0.42%</td> </tr> </tbody> </table> </div> <p>86.24% of colleagues have provided marital status information. Just under half of all colleagues (44.47%) are married and 35.72% are single. The last marital status population estimates for Scotland have not been updated by National Records of Scotland since 2009, so we have chosen not to make any comparison for this protected characteristic. This is found on page 25 of sqa-equality-mainstreaming-report-2019-21.pdf</p> <p>Source: SQA Equality Mainstreaming Report 2019-21</p>	Marital Status	Percentage	Married or civil partnership	44.47%	Single	35.72%	Not provided	13.70%	Other	5.69%	Prefer not to say	0.42%
Marital Status	Percentage												
Married or civil partnership	44.47%												
Single	35.72%												
Not provided	13.70%												
Other	5.69%												
Prefer not to say	0.42%												

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 2019 1.75% of colleagues were pregnant, in 2020 this figure reduced to 1.05%, found at Table 1.20: Colleagues by pregnancy status workforce-equality-monitoring-report-2019-2021.pdf (sqa.org.uk)</p> <p>Source: SQA Workforce Equality Monitoring Report 2019-21</p> <p>‘One in five mothers said they had experienced harassment or negative comments related to pregnancy or flexible working from their employer and /or colleagues; if scaled up to the general population this could mean as many as 100,000 mothers a year’.</p> <p>Pregnancy and maternity discrimination research findings Equality and Human Rights Commission (equalityhumanrights.com)</p>			
Care experience (where relevant)	No equality profiling data is currently captured by SQA			

<p>What [external] evidence about equality groups do you have to support this assessment?</p>	
<p>General Note:</p>	<p>EHRC’s report on harassment presents information on the scale and effect of harassment in the workplace.</p>
	<p>The report Turning the tables: ending sexual harassment at work Equality and Human Rights Commission (equalityhumanrights.com) provides information on equality groups that potentially experience, or are exposed to higher levels of, bullying and harassment.</p> <p>In early 2018 the EHRC called for evidence from women and men who had experienced sexual harassment and harassment at work, the findings were published in their report, ‘Turning the tables’. The aim was not to describe the scale of the problem but to draw on a wide range of experience to find practical solutions.</p> <p>The report states “The most common perpetrator of harassment was a senior colleague”. However, just under a quarter of respondents reported being harassed by customers, clients or service users – known as third party harassment.</p> <p>Around half of respondents hadn’t reported their experience of harassment to anyone in the workplace. Barriers to reporting included:</p> <ul style="list-style-type: none"> - the view that the employer would not take the issue seriously - a belief that alleged harassers, particularly senior staff, would be protected - fear of victimisation - a lack of appropriate reporting procedures. <p>The report presents finding relating to each of the protected characteristics, written commentary from this is included in each protected characteristic section overleaf:</p>

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
	<p>Risks of Discrimination:</p> <p>This policy defines the expectations of all employees in providing a working environment that is free from bullying and harassment and where everyone is treated with dignity and respect.</p> <p>This policy should therefore have a positive impact on all employees as the policy clearly defines SQA aims and how to complain if these aims are not being realised.</p> <p>However, overall risks of Age discrimination in SQA cannot be accurately identified, eliminated nor discounted as the Authority does not currently collect Age related profiling data relating to Dignity at Work related incidents or experiences.</p> <p>Positive and Negative Impacts Recorded.</p>
	Advance equality of opportunity
	<p>Developing a clear policy and supporting process should ensure that staff will feel more confident and secure in bringing forward any complaints about how they are being treated. Thus, indirectly, creating a positive working environment which enables all staff to raise complaints without the fear of victimisation.</p> <p>The development and implementation of a mandatory Dignity at Work training and awareness module (ready to be rolled out to all staff) will also promote a greater awareness of the importance of advancing Equality of opportunity for SQA employees who share / do not share 'Protected Characteristics'.</p>

	Foster good relations
Age	<p>Modern Apprenticeships Programme:</p> <p>As an employer, we invest in apprenticeships with our own modern apprentice programme — we call it ‘Pathways’.</p> <p>In our normal office environment, the two-year modern apprentice programme offers the opportunity to gain a qualification and blends academic and practical skills with job rotation in up to four different business areas. We also ensure our apprentices have a voice in shaping the programme with focus groups, team days and feedback sessions.</p> <p>SQA achieved the Investors in Young People silver award in May 2018 and are currently working towards the gold award.</p> <p><u>There is currently no Age related staff network group. An identified action point from this EqIA which, if realised, could greatly assists in fostering good relations between employees of different Ages.</u></p> <p><u>Specific to Age, but applicable to all, we advise that SQA captures formally raised Dignity at Work complaints by personal characteristic to measure how well Equality of opportunity is currently realised / promoted in SQA for employees of different ages.</u></p>

Protected Characteristic	General Equality Duty
Disability	<p>Risks of Discrimination:</p> <p>This policy defines the expectations of all employees in providing a working environment that is free from bullying and harassment and where everyone is treated with dignity and respect.</p> <p>This policy should therefore have a positive impact on both disabled and non-disabled employees as the policy clearly defines SQA aims and how to complain if these aims are not being realised.</p> <p>However, overall risks of Disability discrimination in SQA cannot be accurately identified, eliminated nor discounted as the Authority does not currently collect <i>Disability</i> related profiling data relating to Dignity at Work related incidents or experiences.</p> <p>Positive and Negative Impacts Recorded.</p> <p style="text-align: center;">Advance equality of opportunity</p> <p><u>Specific to <i>Disability</i>, but applicable to all, we advise that SQA captures formally raised Dignity at Work complaints by personal characteristic to measure how well Equality of opportunity is currently realised / promoted in SQA for employees who have / do not have a disability.</u></p>

	Foster good relations
Disability	<p>SQA's Disability network group have a remit to:</p> <ol style="list-style-type: none">1: Promote and enhance disability equality in SQA2: Position SQA as an inclusive employer of choice that welcomes, embraces and celebrates the contribution of a diverse workforce3: Supporting SQA to become a <i>Disability Confident</i> leader in Scotland'. <p>Consulting the policy's aims and processes with this group would both help to check it's overall impact but also explore opportunities for further development.</p> <p>SQA are also a <i>Disability Confident</i> employer so continued promotion and engagement with the objectives of the scheme is also essential in continuing to foster good relations between employees who are disabled / not disabled.</p>

Protected Characteristic	General Equality Duty
Race	<p data-bbox="488 264 2029 331">Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010</p> <p data-bbox="488 400 792 432">Risks of Discrimination:</p> <p data-bbox="488 475 2029 542">This policy defines the expectations of all employees in providing a working environment that is free from bullying and harassment and where everyone is treated with dignity and respect.</p> <p data-bbox="488 585 1962 652">This policy should therefore have a positive impact on employees of all Nationalities, Citizenships and Ethnicities (<i>Race</i>) as the policy clearly defines SQA aims and how to complain if these aims are not being realised.</p> <p data-bbox="488 695 2007 762">However, overall risks of <i>Race</i> discrimination in SQA cannot be accurately identified, eliminated nor discounted as the Authority does not currently collect Equality profiling data relating to Dignity at Work related incidents or experiences.</p> <p data-bbox="488 805 1061 837">Positive and Negative Impacts Recorded.</p> <p data-bbox="488 880 1951 986"><u>Specific to <i>Race</i>, but applicable to all, we advise that SQA captures formally raised Dignity at Work complaints by personal characteristic to measure how well Equality of opportunity is currently realised / promoted in SQA for employees of all ethnicities.</u></p>

<p>Race</p>	<p style="text-align: center;">Advance equality of opportunity</p> <p>Developing a clear policy and supporting process should ensure that staff will feel more confident and secure in bringing forward any complaints about how they are being treated. Thus, indirectly, creating a positive working environment which enables all staff to raise complaints without the fear of victimisation.</p> <p>The development and implementation of a mandatory Dignity at Work training and awareness module (ready to be rolled out to all staff) will also promote a greater awareness of the importance of advancing Equality of opportunity for SQA employees who share / do not share 'Protected Characteristics'.</p> <p>There is opportunity to explore this policies impact and development internally as outlined below in 'fosters good relations' but there are also opportunities to communicate this policy wider.</p> <p>SQA have a lower ethnic minority employee group than Scotland generally (3 v 5%) and policies like this, Equality, Diversity and Inclusion and Code of Conduct show that SQA is committed to ensuring a continuation and improvement to the fair workplace culture described by 84% employees in our most recent People Survey (October 21). To help SQA strive for more diversity in this policy and others could be referenced in recruitment materials, actively shared with external groups and generally talked more openly about in our daily business activities. This could help attract more applicants for roles in SQA from different backgrounds and applicants who identify as from an ethnic minority in particular.</p>
<p>Race</p>	<p style="text-align: center;">Foster good relations</p> <p>The ACE Network exists to foster good relations, provide support, create an overall sense of belonging that may not exist elsewhere in the organisation. It also exists with the aim of sharing experiences, providing feedback and recommendations as to how SQA can promote a more diverse and inclusive workplace.</p> <p>We encourage colleagues, regardless of race or ethnicity, to participate in and support the network, with the understanding that we will work together towards achieving our aims and objectives.'</p> <p><u>Measuring the impact of this policy with this group will help SQA understand if there are any issues and opportunities to raise awareness and improve on the policy generally.</u></p>

Protected Characteristic	General Equality Duty
<p>Religion or Belief</p>	<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010</p>
	<p>Risks of Discrimination:</p> <p>This policy defines the expectations of all employees in providing a working environment that is free from bullying and harassment and where everyone is treated with dignity and respect.</p> <p>This policy should therefore have a positive impact on employees of all <i>Religions</i> and <i>Philosophical Belief</i> systems as the policy clearly defines SQA aims and how to complain if these aims are not being realised.</p> <p>However, overall risks of <i>Religion or Belief</i> discrimination in SQA cannot be accurately identified, eliminated nor discounted as the Authority does not currently collect Equality profiling data relating to Dignity at Work related incidents or experiences.</p> <p>Positive and Negative Impacts Recorded.</p>
	<p>Advance equality of opportunity</p>
	<p>Developing a clear policy and supporting process should ensure that staff will feel more confident and secure in bringing forward any complaints about how they are being treated. Thus, indirectly, creating a positive working environment which enables all staff to raise complaints without the fear of victimisation.</p> <p><u>Share policy development goals with ACE network and explore opportunities to develop further.</u></p> <p><u>Specific to Religion / Belief, but applicable to all, we advise that SQA captures formally raised Dignity at Work complaints by personal characteristic to measure how well Equality of opportunity is currently realised / promoted in SQA for employees of different Religions and Beliefs.</u></p>
	<p>Foster good relations</p>
	<p>See previous page for details of the SQA ACE network.</p>

Protected Characteristic	General Equality Duty
Sex	<p data-bbox="488 264 2029 331">Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010</p> <p data-bbox="488 405 792 435">Risks of Discrimination:</p> <p data-bbox="488 478 2029 545">This policy defines the expectations of all employees in providing a working environment that is free from bullying and harassment and where everyone is treated with dignity and respect.</p> <p data-bbox="488 582 2029 649">This policy should therefore have a positive impact on employees of all Sexes as the policy clearly defines SQA aims and how to complain if these aims are not being realised.</p> <p data-bbox="488 686 1995 753">However, overall risks of Sex discrimination in SQA cannot be accurately identified, eliminated nor discounted as the Authority does not currently collect Equality profiling data relating to Dignity at Work related incidents or experiences.</p> <p data-bbox="488 782 1061 812">Positive and Negative Impacts Recorded.</p> <p data-bbox="488 853 1977 962"><u>Specific to Sex, but applicable to all, we advise that SQA captures formally raised Dignity at Work complaints by personal characteristic to measure how well Equality of opportunity is currently realised / promoted in SQA for male and female employees.</u></p>

Sex	Advance equality of opportunity
	<p>Developing a clear policy and supporting process should ensure that staff will feel more confident and secure in bringing forward any complaints about how they are being treated. Thus, indirectly, creating a positive working environment which enables all staff to raise complaints without the fear of victimisation.</p>
	Foster good relations
	<p>In SQA the Women’s network ‘provides a welcoming space for women across the organisation. Through open meetings and events there are opportunities to get to know one another, offer and receive support, and influence SQA policy development in areas of equality and inclusion. This network is exploring exciting developments such as informal mentoring and liaising with other staff networks.’</p> <p><u>Speaking to members of this network directly will help SQA measure the impact of this policy and explore ways we can improve it’s direction and profile in SQA. Specifically, to question whether it helps explain how to handle a problem and detail what support is available in and outwith the organisation if someone is experiencing harassment or bullying.</u></p>

Protected Characteristic	General Equality Duty
<p>Sexual Orientation</p>	<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010</p>
	<p>Risks of Discrimination:</p> <p>This policy defines the expectations of all employees in providing a working environment that is free from bullying and harassment and where everyone is treated with dignity and respect. This policy should therefore have a positive impact on employees of all <i>Sexual Orientations</i> as the policy clearly defines SQA aims and how to complain if these aims are not being realised.</p> <p>However, overall risks of discrimination in SQA cannot be accurately identified, eliminated nor discounted as the Authority does not currently collect Equality profiling data relating to Dignity at Work related incidents or experiences.</p> <p>Positive and Negative Impacts Recorded.</p> <p><u>Specific to <i>Sexual Orientation</i> but applicable to all, we advise that SQA captures formally raised Dignity at Work complaints by personal characteristic to measure how well Equality of opportunity is currently realised / promoted in SQA for employees of different Sexual Orientations.</u></p>
	<p>Advance equality of opportunity</p>
	<p>Developing a clear policy and supporting process should ensure that staff will feel more confident and secure in bringing forward any complaints about how they are being treated. Thus, indirectly, creating a positive working environment which enables all staff to raise complaints without the fear of victimisation.</p>

Sexual Orientation	Foster good relations
	<p>The <i>Rainbow Network</i> is SQA's LGBTQ+ colleague network. They are 'part of a vibrant global movement for change made up of LGBTQ+ people and our allies. We play a pivotal role in making sure that SQA is a workplace that embraces LGBTQ+ diversity and inclusion'. Speaking to members of this network directly will help SQA measure the impact of this policy and explore ways we can improve it's direction and profile in SQA. Specifically to question whether it helps explain how to handle a problem and detail what support is available in and outside of the organisation if someone is experiencing harassment or bullying.</p> <p><u>Measure the impact of the policy by speaking directly to the <i>Rainbow</i> network.</u></p>

Protected Characteristic	General Equality Duty
<p>Gender Re-assignment (Gender identity and transgender)</p>	<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010</p>
	<p>No internal data is available to consider but the clear external evidence shows that individuals in this equality group are at risk of being bullied or harassed. This policies' clear informal and formal process together with stated expectations in SQA's values and in our HR policies Disciplinary, Equality, Diversity and Inclusion and Code of Conduct point towards a positive protection against this risk.</p> <p>Risks of Discrimination:</p> <p>This policy defines the expectations of all employees in providing a working environment that if free from bullying and harassment and where everyone is treated with dignity and respect. This policy should therefore have a positive impact on employees of all <i>Gender Identities</i> as the policy clearly defines SQA aims and how to complain if these aims are not being realised.</p> <p>However, overall risks of discrimination in SQA cannot be accurately identified, eliminated nor discounted as the Authority does not currently collect Equality profiling data relating to Dignity at Work related incidents or experiences.</p> <p>Positive and Negative Impacts Recorded.</p> <p><u>Specific to <i>Gender Identity</i>, but applicable to all, we advise that SQA captures formally raised Dignity at Work complaints by personal characteristic to measure how well Equality of opportunity is currently realised / promoted in SQA for employees of different Gender Identities.</u></p> <p><u>Implement gender reassignment (Transitioning at Work) policy using policy review process</u></p>
	<p>Advance equality of opportunity</p>
	<p><u>The implementation of our gender reassignment (Transitioning at Work) policy will contribute greatly to advancing equality of opportunity for employees who identify as different genders.</u></p>
	<p>Foster good relations</p>
	<p>See previous page for details of the SQA <i>Rainbow</i> network.</p>

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
	Risks of Discrimination: With the possible exception of being harassed or discriminated against because an employee is in a same sex relationship (ref sexual orientation), we can identify no other potential equality risks. A neutral impact has been recorded for this characteristic.
	Advance equality of opportunity
	N /A
	Foster good relations
	N /A

Protected Characteristic	General Equality Duty
Pregnancy / Maternity	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<p>Risks of Discrimination:</p> <p>This policy defines the expectations of all employees in providing a working environment that is free from bullying and harassment and where everyone is treated with dignity and respect. This policy should therefore have a positive impact on employees on the ground of either Pregnancy or Maternity as the policy clearly defines SQA aims and how to complain if these aims are not being realised.</p> <p>However, overall risks of discrimination in SQA cannot be accurately identified, eliminated nor discounted as the Authority does not currently collect Equality profiling data relating to Dignity at Work related incidents or experiences.</p> <p>Positive and Negative Impacts Recorded.</p> <p>Please also refer to the separate EqIA for the SQA <i>Maternity</i> policy.</p>
	<p style="text-align: center;">Advance equality of opportunity</p>
	<p>N / A</p>
	<p style="text-align: center;">Foster good relations</p>
<p>N / A</p>	

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
	<p>Whilst there is currently no evidence to suggest that care experience colleagues are placed at a disadvantage compared to other colleagues (or vice versa), <u>it is recommended that data is collected and an analysis, by care experience, be performed of the 'lifecycle' of colleagues to identify any adverse trends.</u></p>

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.

N/A.

Miscellaneous:

HR technical advisors to check:

1: Policy should reference the very latest ACAS definitions of bullying which include:

Behaviours which are:

- ✓ Offensive, intimidating, malicious or insulting.
- ✓ An abuse or misuse of power that undermines, humiliates, or causes physical or emotional harm to someone.

The bullying might also be :

- ✓ A regular pattern of behaviour or a one-off incident.
- ✓ Happen face-to-face, on social media, in emails or telephone calls.
- ✓ Occur at work or in other work-related situations and may not always be obvious to, or noticed by, others.
- ✓ Happen from a colleague towards another colleague, from a manager to a staff member or a staff member to a manager. (The latter can be called 'upward bullying'.)

2: Check the legal reference to Third Party Harassment repealed in 2013 and challenged via *Unite the Union v Nailard* in 2018

Miscellaneous: (continued)

3: Broaden the existing definitions of harassment to include examples of modern micro aggressions e.g.:

Intentional and repeated use of a name or pronoun that is not welcomed by the recipient. (Particularly when this has been highlighted by the person concerned.) For example, referring to someone who identifies as male by a female name or pronoun.

Deliberately ignoring someone or excluding them from conversations, activities or meetings. This includes deliberately excluding the contributions of students in a learning environment.

Unnecessary communication and escalation of matters to others in SQA including the use of the c.c. or b.c.c. functions in email.

Unwanted physical contact or 'horseplay' including touching, pinching, pushing or brushing past someone.

Unwelcomed sexual advances or suggestive language / behaviours used towards SQA staff members.

Inappropriate or derogatory comments –about a person's appearance (e.g. size and weight) including remarks which may be explained by the perpetrator as humour or banter, but not excused by the recipient.

Excessive and unnecessary out of hours contact via telephone, e-mail, SMS Text or social media.

Displaying or circulating (print or digital) of material that could reasonably be regarded by QMU as inappropriate, offensive or discriminatory. This includes circulating links to on line resources / materials.

Unreasonably and unilaterally dismissing requests for adjustments to Working arrangements - for example, to accommodate a disability or