

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	March 2025	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)			[ONGOING RECORD]
Consult staff networks on scoping for implementation of EqIA in procurement process	Procurement Manager	September 2023	
Consult staff networks on reflections on implementation of EqIA in procurement process	Procurement Manager	September 2024	
Collate and review number of contracts undertaken with supported businesses	Procurement Manager	Annually, from September 2023	

Identified Actions	General Equality Duty	Owner	Date	Comment & Review
[LIST]	[CROSS REFERENCE]			
Procurement process – embed EqIA for large tenders, contracts with large reach, or with a well-defined specific impact	Eliminate Unlawful Discrimination, Advance Equality of Opportunity, Foster good relations	Procurement Manager	November 2023	
Procurement process – establish governance for EqIAs on tenders	Eliminate Unlawful Discrimination, Advance Equality of Opportunity, Foster good relations	Procurement Manager, EqIA Manager	December 2023	
Communication strategy – train staff on the need to EqIA for tenders	Eliminate Unlawful Discrimination, Advance Equality of Opportunity, Foster good relations	Procurement Manager	March 2024	
Publish annual report highlighting where procurement has made use of supported businesses	Foster good relations	Procurement Manager	Annually – from September 2023	

Policy Aims

Name of Policy or practice	Procurement Policy (including sustainability)
New Policy or Revision	Revision
Name of Policy Owner	Procurement Manager
Date Policy Owner Confirmed Completion	June 2023

What is the rationale for this policy or practice?

As a responsible business, SQA must ensure that all of its practices are responsible, and be accountable for those practices of businesses that SQA does business with. This extends to goods and services that SQA purchases, and the businesses, enterprises, and service providers that SQA buys from. The procurement policy is in place to ensure that SQA is robust.

As a publicly funded organisation, SQA must comply with the following Procurement legislations:

- EU Public Procurement Directive EU/2014/24/EU
- The Public Contracts (Scotland) Regulation 2015
- Procurement (Scotland) Regulations 2015, incorporating Fair Work Practice and Sustainable Procurement
- EU Remedies Directive
- Scottish Public Finance Manual

The process for procuring goods and/or services must be fair, transparent, non-discriminatory, and open to audit and accountability. SQA, as a public sector organisation, is committed to ensuring that it does not breach any legislation and proactively promotes equality, sustainability, and diversity. SQA will only contract with suppliers who are aligned with, and can meet, SQA's standards and those set by the most current legislation in not limited to:

- Health and Safety Act 1974
- Equalities Act 2010
- Data Protection Act 1998
- Bribery Act 2010
- Freedom of Information Act 2000
- Modern Slavery Act 2015
- General Data Protection Regulation

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

This policy exists as a necessity in order for SQA to take a consistent and responsible approach to managing its purchases. As a publicly funded organisation, SQA must comply with the following Procurement legislations:

- EU Public Procurement Directive EU/2014/24/EU
- The Public Contracts (Scotland) Regulation 2016

- Procurement (Scotland) Regulations 2015, incorporating Fair Work Practice (FWP) and Sustainable Procurement
- EU Remedies Directive
- Scottish Public Finance Manual

Relevant aspects from each of these acts has been adopted into the SQA's Procurement policy to ensure that SQA remains compliant.

In addition, SQA is a member of the Fair Work Practices Framework. The Public Sector in Scotland is committed to the delivery of high-quality public services and recognises that this is critically dependent on a workforce that is well rewarded, well-motivated, well-led, has access to appropriate opportunities for training and skills development, are diverse and is engaged in decision making. These factors are also important for workforce recruitment and retention, and thus continuity of service. Public Bodies in Scotland are adopting fair work practices, which include:

- appropriate channels for effective voice, such as trade union recognition.
- investment in workforce development.
- no inappropriate use of zero hours contracts.
- action to tackle the gender pay gap and create a more diverse and inclusive workplace.
- payment of the real Living Wage.
- offer flexible and family friendly working practices for all workers from day one of employment; and
- oppose the use of fire and rehire practice.

Guidance on the Fair work practices can be found on the Scottish Government's website: [Fair Work First: guidance to 30 June 2023 - gov.scot \(www.gov.scot\)](https://www.gov.scot/resources/consultation-papers/collections/documents/Fair-Work-First-guidance-to-30-June-2023.pdf).

The EHRC guidance on procurement also puts forward a model for procurement for public bodies, through which public bodies effectively mainstream the duties imposed under the Public Sector Equality Duty through requirements of contract for tender. The full guidance is available on the EHRC's website: [Guidance on public sector procurement | Equality and Human Rights Commission \(equalityhumanrights.com\)](https://www.equalityhumanrights.com/en/public-sector-equality-duty/guidance-on-public-sector-procurement).

All of this goes into shaping how SQA approaches its purchases, tenders, and contracts. The process for procuring goods and/or services must be fair, transparent, non-discriminatory, and open to audit and accountability.

What are the aims of this policy or practice?

The procurement policy sets out the procurement route that SQA will take when purchasing goods or services. It is SQA's policy to consider the use of internal resources in the first instance. If the goods or services cannot be delivered in house, then an external supplier should be sourced. The policy details the appropriate considerations based on the intend spend. Contracts are required for purchases above £10,000, except for purchases made for qualification development.

The contracts employed for the large purchases are written in order to ensure that SQA will only contract with suppliers who are aligned with, and can meet, SQA's standards and those set by the most current legislation in not limited to:

- Health and Safety Act 1974
- Equalities Act 2010
- Data Protection Act 1998
- Bribery Act 2010
- Freedom of Information Act 2000
- Modern Slavery Act 2015
- General Data Protection Regulation

In order to meet SQA's standards, each contract is drawn up based on the needs of the use for the goods or services. Due to this, SQA have a degree of flexibility in determining the tender specification, and the terms of the contract.

If the product must be supplied by an external supplier, SQA's policy is to use the Scottish Government or other Public Sector collaborative contracts/frameworks if suitable. The Procurement Department will provide advice on the availability and the correct use of the framework.

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

The procurement policy is relevant to SQA staff, who purchase goods or services as a part of their work, SQA staff within the procurement team, SQA staff and service users that use the goods and services procured by SQA, and the suppliers of goods and services that SQA engages with.

It is key to note that the Procurement team manages the procurement journey. This responsibility is a core part of the procurement team's role, and as such, the journey is designed to be managed by people with their skillsets.

However, smaller purchases which do not require intervention by the procurement team should be accessible to all staff.

A part of the Procurement policy outlines how SQA promotes Fair Work Practices through its suppliers. By requiring that our suppliers adhere to the Fair Work Practices, we are also embedding fair working conditions beyond SQA, and pushing for a more equitable national enterprise landscape.

In order for SQA to fulfil its duties under the PSED, SQA must give due regards to the needs of the duty in all of its practice, including procurement. SQA hold our suppliers to a high standard. In all contracts, we require that suppliers maintain a Diversity and Inclusion policy (or similar). Where a good or service has a defined goal of eliminating discrimination, advancing equality of opportunity, or fostering good relations between people who share a protected characteristic and those who do not, SQA may include more stringent equality, diversity, and inclusion requirements in the contract of supply, in order to effectively meet the need.

SQA note that its buying power within the Scottish economy is significant. SQA has an influence in promoting good, inclusive business practice with its spending, and invest in initiatives to promote equality, diversity, and inclusion within the broader community through its procurement process.

Evidence, Consultation and Engagement

What stakeholders have you engaged with in the development of this policy or practice?
<p>Yes, these policies will be run past trade unions. An action has been taken to ensure that this is complete prior to the finalisation of the policy.</p> <p>As procurement is chiefly an administrative process, and as much of the process is dictated by external guidance and legislation, we feel that at this time it is not necessary to seek feedback from staff groups on the Procurement policy. However, following the implementation of EqIAs early in the tender process, we feel it will be necessary to revisit this, and gauge how effective this approach has been in its implementation. Action required.</p>

What evidence about equality groups do you have to support this assessment?	
Age	<p><u>Employment and Earnings</u></p> <p>The EHRC report "Is Scotland Fairer?" states that: 'People aged 18–24 were more likely than any other age group to earn less than the Living Wage. In 2017, 47.8% of people aged 18–24 earned less than the Living Wage.'</p> <p>It is noted that suppliers that SQA does business with are not necessarily limited to those within Scotland. This trend of poorer employment for young people is seen across the UK. In their report "Is Britain Fairer?", the EHRC note that "median hourly earnings increased by age to peak at £13.70 for those aged 35–44, before declining for older age groups. However, the lowest median earnings for those age groups under 75 were for those aged 16–24 (£7.58)". This rate of £7.58 is below the national living wage at the time in 2018, which was £7.83.</p> <p>In addition to earning a lower wage on average, young people aged 16-24 are more likely than other age groups to be employed on a zero-hours basis. The Office for National Statistics publishes quarterly datasets outlining the rate of zero hours contracts by age. 11.6% of those aged 16-24, compared to 3.4% of all workers. The age group with the next highest zero-hour employment rate are those over 65, with a zero-hour contract rate of 5.5%.</p> <p><u>Child Labour</u></p> <p>It is noted that the risk of other organisations making use of child labour in order to create less expensive goods and services is noted in literature. The International Labour Organisation notes in their report "Global Estimates of Child Labour" that globally, 13.8% of children aged 5-17 were in employment, of which 9,6% were in child labour, described as illegal or exploitative employment. The report notes</p>

	<p>that though rates are higher in poorer countries, child labour is present across the world. The report also notes that practices including policy implementation to combat child labour, such as anti-slavery commitments are required to continue to minimise the scale of child labour.</p>
<p>Disability</p>	<p><u>Disability Pay Gap</u></p> <p>In 2019, in their report “Disability and Employment”, the ONS noted that “Between 2013 and 2019, the disability employment gap has reduced; with the latest data showing roughly half of disabled people were in employment (53.2%) compared with just over four out of five non-disabled people (81.8%)”</p> <p>More recently, the ONS reported in “Disability pay gaps in the UK: 2021” that “the disability pay gap, the gap between median pay for disabled employees and non-disabled employees, was 13.8% in 2021 and 14.1% in 2019”</p> <p>Together, these two sources point towards a landscape in which disabled people are less likely to be in employment than non-disabled people, and those disabled people in work tend to earn roughly 14% less than their non-disabled counterparts.</p>
<p>Race</p>	<p><u>Ethnicity Pay Gap</u></p> <p>Ethnicity pay gaps are present throughout society. The publication “Analysis of Labour Market Outcomes of Scotland’s Minority Ethnic Population” notes that “Scotland’s ethnicity pay gap was estimated to be 10.3% in 2019. This means that for every £1 that a white employee earned in 2019, a minority ethnic employee earned £0.90 on average.”</p> <p>When detailing the likelihood that a given group works in low-pay occupations, the EHRC in their report “Is Britain Fairer” note that: “Those ethnic groups previously identified as more likely to be unemployed or in insecure employment had a lower percentage employed in high-pay occupations, specifically Bangladeshi (24.8%) and Black people (25.5%). Black people (41.5%) were the most likely to be employed in low-pay occupations.” It is important to note, however that EHRC do not describe a criteria for low-pay occupations.</p> <p>The Living Wage Foundation published a 2023 report titled “London’s Low Pay Landscape” showing that certain ethnic groups were more likely to earn less than the Real Living Wage. 29.7% of Pakistani/Bangladeshi workers, and 23.1% of Black/African/Caribbean/Black British workers earned less than the Real Living Wage. The group with the lowest rate of earnings below the Real Living Wage was reported as White, at 10.4%. The report also noted that London has a higher rate of wages below the Real Living Wage than other regions across the UK. It is noteworthy that the Real Living Wage is adjusted to be higher in London than other regions in the UK due to the cost of living in London. While this report looks only at data from London, it notes that uptake of a Real Living Wage in other regions in the UK has been larger.</p>

	<p><u>Discrimination</u></p> <p>Workplace discriminations remains prevalent across several sectors. A 2018 study published by the University of Manchester, the University of Essex and the Trade Union Congress found that Black, Asian and Mixed Heritage respondents reported high levels of discrimination.</p> <p>“Over 70% of Asian and Black workers who took the 2016-2017 Racism at Work survey reported that they had experienced racial harassment at work in the last five years. What is more, around 60% of Asian and Black workers, and almost 40% of participants from a Mixed heritage background reported that they had been subjected to unfair treatment by their employer because of their race. The most prevalent form of racial harassment encountered at work was racist remarks. In fact, 46% of respondents from a Black, Asian and Mixed heritage background, and 32% of non-White Other participants reported that they had been subjected to ‘verbal abuse and racist jokes’. In addition to this, one-third of employees from a Black, Asian and Mixed heritage background reported that they had been bullied and/or subjected to ignorant or insensitive questioning, while 11% of Black, Asian and Mixed heritage employees also stated that they had been experienced racist violence at work.”</p> <p>Though it is important that the study highlights the limitation in the generalisability of its findings, and the sampling bias arising from the methodology used, it remarks that it provides valuable insight into the nature and scale of workplace racism today.</p>
<p>Religion or Belief</p>	<p>There was no evidence found to support that this policy may impact on religion or belief specifically.</p>
<p>Sex</p>	<p><u>Gender Pay Gaps</u></p> <p>The 2018 “Is Britain Fairer” report from the EHRC examines disparities along the lines of sex, reporting disparities in employment outcomes between men and women in the UK, with key outcomes being:</p> <ul style="list-style-type: none"> • “Women continued to earn less than men on average, and the gender pay gap changed very little in recent years.” • “Women, young people aged 18–24, disabled people, black people and those in the Other White ethnic group were more likely to be in low-paid work” • “Women continued to experience sexual harassment and discrimination related to pregnancy and maternity in the workplace.” <p>In the report “Gender pay gap in the UK: 2022” the ONS details that: ‘Women were more likely than men to earn less than the Living Wage. In 2017, 22.0% of women earned less than the LW compared with 14.3% of men, rates that were similar to those in 2015 and 2016.’</p> <p>This pay gap is not the same for all people – the gender pay gap is smaller for full-time employees under the age of 40, the pay gap is 3.2%, whereas for full-time employees aged 40-49 saw a pay gap upwards of 10%.</p>

	<p><u>Insecure work</u></p> <p>Women are consistently more likely to be employed in a zero-hour contract than men. The Office for National Statistics publishes quarterly datasets detailing the percentage of men and women in a zero-hour contract. In March 2023, 2.9% of men were employed on a zero-hours basis, compared to 4% of women.</p>
Sexual Orientation	<p><u>Workplace Discrimination</u></p> <p>In their “LGBT in Scotland Work Report”, Stonewall reports that “One in six LGBT employees in Scotland (16 per cent) have been the target of negative comments or conduct from work colleagues in the last year because they are LGBT. This includes being the target of derogatory remarks, experiencing bullying and abuse, and being outed without consent.” The report goes on to detail that this figure is 14% for LGBT people who are not trans.</p>
Gender Re-assignment (Gender identity and transgender)	<p><u>Workplace discrimination</u></p> <p>There are not good national data about the outcomes of trans people in employment, however, smaller studies from across the UK indicate that fair work practices and embedding trans equality through workplaces is necessary. A 2021 TotalJobs Survey found that 65% of trans staff hid their trans status at work, up from 52% in 2015. 33% of trans respondents reported discrimination at the job application or interview stages.</p>
Marriage/Civil Partnership	<p>There are not good national data linking the procurement policy with marital or civil partnership status.</p>
Pregnancy / Maternity	<p><u>Flexible working</u></p> <p>The Office for National Statistics reported in 2022 in their report “Families in the Labour Market, UK: 2021” on the working status of families, with a focus on the roles of parents in the workforce. The report noted that employment rates for both mothers and fathers are at the highest for some time: “In April to June 2021, three in four mothers (75.6%) were in work in the UK, reaching its highest level in the equivalent quarter over the last 20 years from 66.5% in 2002. In the same period, 92.1% of fathers were employed. This has also increased from 89.6% in 2002 but has plateaued in recent years.”</p> <p>Parents often have an active role in their household, including childcare responsibilities. In order to support that, we know that many parents negotiate more flexible working arrangements. The ONS report does not link these special arrangements to parental responsibilities, nor does it provide a breakdown of the rate of flexible arrangements by age of the dependant. However, it does note that these flexible arrangements are now relatively common – with 1 in 3 mothers and almost 1 in 4 fathers having agreed</p>

	<p>arrangements: “When asked about any special working arrangements, 33.3% of mothers reported an agreed special working arrangement in their job, compared with 23.6% of fathers.”</p> <p>It may be worth taking these statistics with a pinch of salt, as these figures were collected during the COVID-19 pandemic, where home working was the norm for many workers.</p>
<p>Care experience (where relevant)</p>	<p>There is a noted lack of evidence around care experience status and employment outcomes. The Skills Development Scotland Evidence Review from April 2023 notes that “Once care experienced young adults leave education, there is a lack of evidence on their labour market outcomes. Routine data collected about the Scottish or UK population does not traditionally record whether adults are care experienced”.</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	<p data-bbox="510 608 2011 639">Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010</p> <p data-bbox="488 683 763 715"><u>Wage gap and fair pay</u></p> <p data-bbox="488 754 1995 855">There is an age wage gap present through our society, with young people 16-24 less likely than any other group to earn a living wage than any other age group. By requiring that our suppliers be living wage employers, SQA can work to close this wage gap, and spread a culture of more equitable pay through society. Positive impact recorded.</p> <p data-bbox="488 898 640 930"><u>Secure work</u></p> <p data-bbox="488 970 2011 1070">Young people (16-24) and those over 65 are disproportionately impacted by working zero-hour contracts. Fair Work Practices holds employee stability as a core objective. Requiring that employers sign up to fair work practices ensures that these suppliers will not make use of zero-hours contracts. Positive impact recorded.</p> <p data-bbox="488 1114 640 1145"><u>Child Labour</u></p> <p data-bbox="488 1185 2007 1286">Additionally, there is a material risk when doing business that SQA may be supporting organisations engaging in child labour. By requiring that all of SQA’s employers comply with Fair Work Practices, the Equality Act 2010, and the Modern Slavery Act 2015, SQA can ensure that its large tenders do not proliferate these practices. Positive impact recorded.</p>

	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>The impacts of any given tender will differ greatly depending on the specifics of the tender. Each tender is guided by project groups, which provide subject matter expertise around the tender to inform the requirements of any contract. In order to effectively assess the impacts of implementing this policy, each tender needs to be assessed for impacts prior to the contract requirements being finalised. Action required.</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>Action: In order to accurately assess the specific impacts of each tender, an EqlA process must be imbedded early into the tender specification process.</p>
	<p>Advance equality of opportunity</p>
	<p><u>Fair work and improving working conditions.</u></p> <p>Fair work practices also ensure that SQA’s largest suppliers have access to trade union representation. This allows the employees of SQA’s suppliers to continue to advocate for themselves, including advocating for equal pay across age bands, proper professional development for young employees, and around retirement for older staff. Positive impact recorded.</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>There may be methods to advance equality of opportunity that are specific to an individual tender. These can be maximised by implementing an EqlA step early in the procurement process, while or before determining tender specifications. Action required</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>Action: In order to maximise the opportunities to advance equality of opportunity through the tender, SQA should look to embed an EqlA or similar step within the tender process, while or before determining the tender specifications.</p>
	<p>Foster good relations</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>Individual tenders may have the opportunity to foster good relations more specifically through the implementation of the contract. Action required.</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p>

	Action: In order to accurately assess the specific methods of fostering good relations of each tender, an EqIA process must be imbedded early into the tender specification process.
Protected Characteristic	General Equality Duty
Disability	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<p><u>Supported Businesses</u></p> <p>SQA actively seeks out contracts with supported businesses. Supported businesses are enterprises where over 50% of the workforce have a disability. SQA undertaking contracts with supported businesses effectively advances opportunity for disabled people. As a member of the Fair Work Practices programme, this ensures that the Supported Businesses that SQA procures from are also Fair Work employers. This has the effect of proliferating a more reliable wage through disabled people. This will likely have an effect towards narrowing the disability pay gap in the UK. Positive impact recorded.</p> <p><u>Governance and EqIAs in Tender Specification</u></p> <p>The impacts of any given tender will differ greatly depending on the specifics of the tender. Each tender is guided by project groups, which provide subject matter expertise around the tender to inform the requirements of any contract. In order to effectively assess the impacts of implementing this policy, each tender needs to be assessed for impacts prior to the contract requirements being finalised. Action required.</p>
	<p><u>Governance and EqIAs in Tender Specification</u></p> <p>Action: In order to accurately assess the specific impacts of each tender, an EqIA process must be imbedded early into the tender specification process.</p>
	Advance equality of opportunity
	<p><u>Governance and EqIAs in Tender Specification</u></p> <p>Each tender is governed by tender specifications, which are drawn up by the SQA staff requiring the purchase. The tender specifications are drawn up to suit the specific purpose, and each specification. By embedding a process to assess the equality impacts of each tender, SQA can effectively embed accessibility in the tender, so that the resulting contract addresses the accessibility needs of the specific use of the goods or services. At current, this EqIA process is not embedded in the tender specification process. Action required.</p>

	<p><u>Supported Businesses</u></p> <p>SQA actively seeks out contracts with supported businesses. Supported businesses are enterprises where over 50% of the workforce have a disability. SQA undertaking contracts with supported businesses effectively advances opportunity for disabled people. As a member of the Fair Work Practices programme, this ensures that the Supported Businesses that SQA procures from are also Fair Work employers. This ensures disabled staff a reliable, living wage, and grants disabled people supported access to the workforce. Positive impact recorded.</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>Action: In order to accurately assess the specific impacts of each tender, an EqlA process must be imbedded early into the tender specification process.</p>
	<p>Foster good relations</p>
	<p><u>Reporting</u></p> <p>SQA publishes annual procurement reports to highlight how SQA is using its public money along several metrics. One way in which SQA can foster good relations is by setting a good example for other public bodies. SQA already exhibits good practice, and by sharing the ways in which it engages with Supported Businesses and embeds EDI principles through its suppliers, SQA can hope to influence other organisations to take up similar good practice.</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>Individual tenders may have the opportunity to foster good relations more specifically through the implementation of the contract. Action required.</p>
	<p><u>Reporting</u></p> <p>Action: Ensure that SQA’s practice in engaging with supported businesses is included within the annual Procurement report.</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>Action: In order to accurately assess the specific methods of fostering good relations of each tender, an EqlA process must be imbedded early into the tender specification process.</p>
Protected Characteristic	General Equality Duty

Race	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	<u>Pay gap and Employment</u>
	All of SQA's contracts require suppliers to adhere to fair work practices. This includes that suppliers must be living wage employers. Ensuring that all staff, irrespective of race, are paid a national living wage will ensure that pay gaps are minimised. This will act to reduce the ethnicity pay gap present in SQA's suppliers (if any), and more broadly, through the UK.
	Ethnicity Pay Gaps are often a factor of both vertical occupational segregation, as well as horizontal occupational segregation. Wage gaps within horizontal segregation are in part addressed by requiring all suppliers to be Living Wage Employers. To address vertical segregation, SQA's contracts require that suppliers have an appropriate equality, diversity, and inclusion policy. SQA expect that this policy would include non-discrimination.
	<u>Governance and EqlAs in Tender Specification</u>
	The impacts of any given tender will differ greatly depending on the specifics of the tender. Each tender is guided by project groups, which provide subject matter expertise around the tender to inform the requirements of any contract. In order to effectively assess the impacts of implementing this policy, each tender needs to be assessed for impacts prior to the contract requirements being finalised. Action required.
	<u>Governance and EqlAs in Tender Specification</u>
Action: In order to accurately assess the specific impacts of each tender, an EqlA process must be imbedded early into the tender specification process.	
Advance equality of opportunity	
<u>Governance and EqlAs in Tender Specification</u>	
There may be methods to advance equality of opportunity that are specific to an individual tender. These can be maximised by implementing an EqlA step early in the procurement process, while or before determining tender specifications. Action required	
<u>Governance and EqlAs in Tender Specification</u>	
Action: In order to maximise the opportunities to advance equality of opportunity through the tender, SQA should look to embed an EqlA or similar step within the tender process, while or before determining the tender specifications.	

	Foster good relations
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>Individual tenders may have the opportunity to foster good relations more specifically through the implementation of the contract. Action required.</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>Action: In order to accurately assess the specific methods of fostering good relations of each tender, an EqlA process must be imbedded early into the tender specification process.</p>
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
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>The impacts of any given tender will differ greatly depending on the specifics of the tender. Each tender is guided by project groups, which provide subject matter expertise around the tender to inform the requirements of any contract. In order to effectively assess the impacts of implementing this policy, each tender needs to be assessed for impacts prior to the contract requirements being finalised. Action required.</p>
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	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>There may be methods to advance equality of opportunity that are specific to an individual tender. These can be maximised by implementing an EqlA step early in the procurement process, while or before determining tender specifications. Action required</p>

	<p><u>Governance and EqIAs in Tender Specification</u></p> <p>Action: In order to maximise the opportunities to advance equality of opportunity through the tender, SQA should look to embed an EqIA or similar step within the tender process, while or before determining the tender specifications.</p> <p style="text-align: center;">Foster good relations</p> <p><u>Governance and EqIAs in Tender Specification</u></p> <p>Individual tenders may have the opportunity to foster good relations more specifically through the implementation of the contract. Action required.</p> <p><u>Governance and EqIAs in Tender Specification</u></p> <p>Action: In order to accurately assess the specific methods of fostering good relations of each tender, an EqIA process must be imbedded early into the tender specification process.</p>
<p>Protected Characteristic</p>	<p>General Equality Duty</p>
<p>Sex</p>	<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010</p> <p><u>Secure work</u></p> <p>Women are disproportionately impacted by working zero-hour contracts. Fair Work Practices holds employee stability as a core objective. Requiring that employers sign up to fair work practices ensures that these suppliers will not make use of zero-hours contracts. Positive impact recorded.</p> <p><u>Pay Gap and Employment</u></p> <p>There is a lot of evidence documenting the pay gap between men and women. By ensuring that all staff employed by SQA's suppliers are Living Wage Employers, SQA can work to embed fairer pay through those that it interacts with. Positive impact recorded.</p> <p><u>Governance and EqIAs in Tender Specification</u></p> <p>The impacts of any given tender will differ greatly depending on the specifics of the tender. Each tender is guided by project groups, which provide subject matter expertise around the tender to inform the requirements of any contract. In order to</p>

	effectively assess the impacts of implementing this policy, each tender needs to be assessed for impacts prior to the contract requirements being finalised. Action required.
	<u>Governance and EqlAs in Tender Specification</u>
	Action: In order to accurately assess the specific impacts of each tender, an EqlA process must be imbedded early into the tender specification process.
	Advance equality of opportunity
	<u>Governance and EqlAs in Tender Specification</u>
	There may be methods to advance equality of opportunity that are specific to an individual tender. These can be maximised by implementing an EqlA step early in the procurement process, while or before determining tender specifications. Action required.
	<u>Development and Opportunities</u>
	As a part of the Fair Work Framework, the guidance for Fair Work Practices promotes that more equitable gender representation on boards brings positive outcomes. It also provides workers with opportunities to improve work related skills and qualifications. Positive impact recorded.
	<u>Governance and EqlAs in Tender Specification</u>
	Action: In order to maximise the opportunities to advance equality of opportunity through the tender, SQA should look to embed an EqlA or similar step within the tender process, while or before determining the tender specifications.
	Foster good relations
	<u>Governance and EqlAs in Tender Specification</u>
	Individual tenders may have the opportunity to foster good relations more specifically through the implementation of the contract. Action required.
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	Action: In order to accurately assess the specific methods of fostering good relations of each tender, an EqlA process must be imbedded early into the tender specification process.
Protected Characteristic	General Equality Duty
Sexual Orientation	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010

	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>The impacts of any given tender will differ greatly depending on the specifics of the tender. Each tender is guided by project groups, which provide subject matter expertise around the tender to inform the requirements of any contract. In order to effectively assess the impacts of implementing this policy, each tender needs to be assessed for impacts prior to the contract requirements being finalised. Action required.</p> <p><u>Workplace Discrimination</u></p> <p>LGBO people are more likely to face discrimination in the workplace than heterosexual people as a result of disclosing their sexual orientation. As a part of the bid for contracts, SQA requests that all suppliers present an appropriate equality, diversity, and inclusion policy. SQA would expect that this would include appropriate protections for all protected characteristics against discrimination, harassment, or victimisation. Positive impact recorded.</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>Action: In order to accurately assess the specific impacts of each tender, an EqlA process must be imbedded early into the tender specification process.</p>
	<p>Advance equality of opportunity</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>There may be methods to advance equality of opportunity that are specific to an individual tender. These can be maximised by implementing an EqlA step early in the procurement process, while or before determining tender specifications. Action required</p>
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	<p>Foster good relations</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>Individual tenders may have the opportunity to foster good relations more specifically through the implementation of the contract. Action required.</p>

	<p><u>Governance and EqIAs in Tender Specification</u></p> <p>Action: In order to accurately assess the specific methods of fostering good relations of each tender, an EqIA process must be imbedded early into the tender specification process.</p>
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
	<p><u>Workplace Discrimination</u></p> <p>Trans people are likely to face discrimination in the workplace. As a part of the bid for contracts, SQA requests that all suppliers present an appropriate equality, diversity, and inclusion policy. SQA would expect that this would include appropriate protections for all protected characteristics against discrimination, harassment, or victimisation. Positive impact recorded.</p>
	<p><u>Governance and EqIAs in Tender Specification</u></p> <p>The impacts of any given tender will differ greatly depending on the specifics of the tender. Each tender is guided by project groups, which provide subject matter expertise around the tender to inform the requirements of any contract. In order to effectively assess the impacts of implementing this policy, each tender needs to be assessed for impacts prior to the contract requirements being finalised. Action required.</p>
	<p><u>Governance and EqIAs in Tender Specification</u></p> <p>Action: In order to accurately assess the specific impacts of each tender, an EqIA process must be imbedded early into the tender specification process.</p> <p>Reinforcing the message to all suppliers. They must comply and provide responses to the fair work criterion included in Invitation to Tender documents. Fair work expects employers to go beyond their legal obligations, enhancing the protection of workers discriminated on their age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion, sex, and sexual orientation. Suppliers are required to provide a response, on what plans/policies they have in place for these protected characteristics.</p>
	Advance equality of opportunity

	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>There may be methods to advance equality of opportunity that are specific to an individual tender. These can be maximised by implementing an EqlA step early in the procurement process, while or before determining tender specifications. Action required</p>
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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
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>The impacts of any given tender will differ greatly depending on the specifics of the tender. Each tender is guided by project groups, which provide subject matter expertise around the tender to inform the requirements of any contract. In order to effectively assess the impacts of implementing this policy, each tender needs to be assessed for impacts prior to the contract requirements being finalised. Action required.</p>
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Protected Characteristic	General Equality Duty
Pregnancy / Maternity	<p style="text-align: center;">Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010</p> <p><u>Governance and EqlAs in Tender Specification</u></p> <p>The impacts of any given tender will differ greatly depending on the specifics of the tender. Each tender is guided by project groups, which provide subject matter expertise around the tender to inform the requirements of any contract. In order to effectively assess the impacts of implementing this policy, each tender needs to be assessed for impacts prior to the contract requirements being finalised. Action required.</p> <p><u>Flexible working and Fair Work Practices</u></p> <p>The fair work practices promote values in those that adhere to the principles. Since 2021, one of these core principles has been “offer flexible and family friendly working practices for all workers from day one of employment”. Offering more flexible employment to parents will enable them to continue to work and to be there for their family. Positive impact recorded.</p>

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Considered by SQA	General Equality Duty
Care experience (where relevant)	<p>Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010</p>
	<p><u>Governance and EqlAs in Tender Specification</u></p> <p>The impacts of any given tender will differ greatly depending on the specifics of the tender. Each tender is guided by project groups, which provide subject matter expertise around the tender to inform the requirements of any contract. In order to effectively assess the impacts of implementing this policy, each tender needs to be assessed for impacts prior to the contract requirements being finalised. Action required.</p>

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Rationale

<p>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.</p>
<p>No negative impacts identified.</p>