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 2024	Additional Schedule Review	By September 2023
		Date	

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	People Analytics,	Commencing	
management information packs containing	Governance &	monthly from	
fundamental employment data on SQA employees	Systems Manager	October 2022	
Review on a quarterly basis of employment law, case	HR Shared Services	Commencing	
law and legislative changes, and equalities updates	Manager	quarterly from	
(including reviewing EHRC website).		January 2023	
Review and assess feedback on a quarterly basis	HR Shared Services	Commencing	
from joint trade unions (Unite and Unison) through	Manager	quarterly from	
SQA's Joint engagement forum and Policy review		January 2023	
group.			
Review and assess feedback on a quarterly basis	HR Shared Services	Commencing	
from each of SQA's staff community network groups	Manager	quarterly from	
		January 2023	
Continue to review and assess on an annual basis	OD Manager	Commencing	
SQA's engagement People survey		annually from	
		October 2023	
Review and assess on an annual basis all SQA	People Analytics,	Commencing	
employee lifecycle data	Governance &	annually from	
	Systems Manager	January 2024	
Continue to review and assess every 2 years SQA's	People Reward and	Commencing	
equality mainstreaming report [next report due May	Equalities Manager	every 2 years	
2023]		from May 2023	
Continue to review and assess every 2 years SQA's	People Reward and	Commencing	
workforce equality monitoring report [next report due	Equalities Manager	every 2 years	
May 2023]		from May 2023	
, -1			

Identified Actions	General Equality Duty	Owner	Date	Comment & Review
Age In 2023, SQA will undertake an analysis of recognition by age to determine if there are any disproportionate trends or risks of discrimination for this protected characteristic. Once the outcome of this review is known the organisation will determine any relevant actions are required to eliminate or mitigate any adverse impact this policy may have on employees of different ages.	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010	Reward Advisor, People Reward & Equalities and Data Analyst, People Analytics, Governance & Systems	By September 2023	
Disability In 2023, SQA will undertake an analysis of recognition by disability to determine if there are any disproportionate trends or risks of discrimination for this protected characteristic. Once the outcome of this review is known the organisation will determine any relevant actions are required to eliminate or mitigate any adverse impact this policy may have on disabled employees.	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010	Reward Advisor, People Reward & Equalities and Data Analyst, People Analytics, Governance & Systems	By September 2023	

Race In 2023, SQA will undertake an analysis of recognition by ethnicity to determine if there are any disproportionate trends or risks of discrimination for this protected characteristic. Once the outcome of this review is known the organisation will determine any relevant actions are required to eliminate or mitigate any adverse impact this policy may have on employees of different ethnicities.	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010	Reward Advisor, People Reward & Equalities and Data Analyst, People Analytics, Governance & Systems	By September 2023	
In 2023, SQA will undertake an analysis of recognition by sex to determine if there are any disproportionate trends or risks of discrimination for this protected characteristic. Once the outcome of this review is known the organisation will determine any relevant actions are required to eliminate or mitigate any adverse impact this policy may have on employees of different sexes.	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010	Reward Advisor, People Reward & Equalities and Data Analyst, People Analytics, Governance & Systems	By September 2023	

Policy Aims

Name of Policy or practice	Recognition Scheme Policy
New Policy or Revision	Revised
Name of Policy Owner	People Reward & Equalities Manager
Date Policy Owner Confirmed Completion	Draft

What is the rationale for this policy or practice?

The recognition scheme allows line managers and members of staff to recognise colleagues who have made a special effort which exemplifies the behaviours that SQA values seek to encourage. Its aim is to create a culture and environment where members of staff feel valued and where going 'over and above' the remit of their role is noticed and appreciated by line managers and other colleagues.

It seeks to acknowledge where extra commitment and effort has been displayed. The scheme is not designed to recognise sustained performance in the job or to encourage, either directly or indirectly, working long or excessive hours.

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

https://www.cipd.co.uk/Images/non-financial-recognition-scientific-summary_tcm18-105469.pdf: Findings 3, 4 & 5 on page 7 of report.

Our research shows that while persons with disabilities are even more aspirational than their peers, they are 1.6x (60%) more likely to feel excluded in the workplace. Indeed, their sense of feeling included and being a key member of their team with real influence over decisions is 27% lower than that of their peers. 'Enabling Change: Getting to Equal 2020: Disability Inclusion'

Women receive less <u>workplace recognition</u> than men, according to research by retailer Adler Business Gifts. The research, which surveyed 2,000 UK workers, found that while almost one in three (30%) male respondents said they received appreciation of some sort at work, this dropped to 24% among female respondents.

Question	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	% POSITIVE	VARIANCE FROM PREVIOUS SURVEY	VARIANCE FROM CSPS BENCHMARK
My manager recognises when I have done my job well	51%	36%	9%	2%	1%	87%	+1	+3

Source - SQA People Survey 2021: Report for SQA Overall

The table above shows the responses received to the statement 'My Manager recognises when I have done my job well' which appeared in the SQA People Survey 2021. 51% of colleagues strongly agreed and 2% of colleagues disagreed.

What are the aims of this policy or practice?

As previously stated, the aim of this policy is to:

Create a culture and environment where members of staff feel valued and where going 'over and above' the remit of their role is noticed and appreciated by line managers and other colleagues.

The policy itself is divided in two discrete sections:

Policy Structure:

1: Part A – Policy detail.

2: Part B – Procedures for SQA managers / employees to follow

The following SQA policies are also related to the Recognition Scheme Policy:

- Pay Policy
- Equality, Diversity and Inclusion

General Risks of Discrimination:

By definition, a recognition policy is likely to include both objective and subjective award criteria. At a general level, subsequent subjective interpretation could risk:

- Favouritism
- Unconscious Bias
- Exclusion of certain groups of employees
- Impartiality
- Some groups of employees e.g. ages, sex etc being more likely to receive recognition awards than others whether this is seemingly justifiable or not.

Examples of subjective criteria extracted from the policy itself include:

- 1. Is the event/action out with the norm?
- 2. Has the person gone above and beyond the remit of their role?
- 3. Does the event/action have a positive impact on the work/environment of others?

This Equality Impact Analysis has identified that SQA does not currently capture the equality profiling information of employees receiving awards.

It is not therefore possible to either identify or eliminate discriminatory risks in the application of this policy.

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

SQA acknowledges that people who share / do not share, certain Protected Characteristics may, on balance:

- Be less likely to be selected for recognition by managers and other colleagues
- Experience compound discrimination or intersectionality i.e. where a person has one or more characteristics and may be subjected to consequentially greater levels of disadvantage.

The development, implementation and analysis of the effects of this policy are therefore relevant to a small group of people from some Equality groups as they may risk experiencing disproportionate impacts or outcomes. It is important that SQA identifies and takes action to mitigate or remove any disadvantage identified which is the overall purpose of this Equality Impact Assessment.

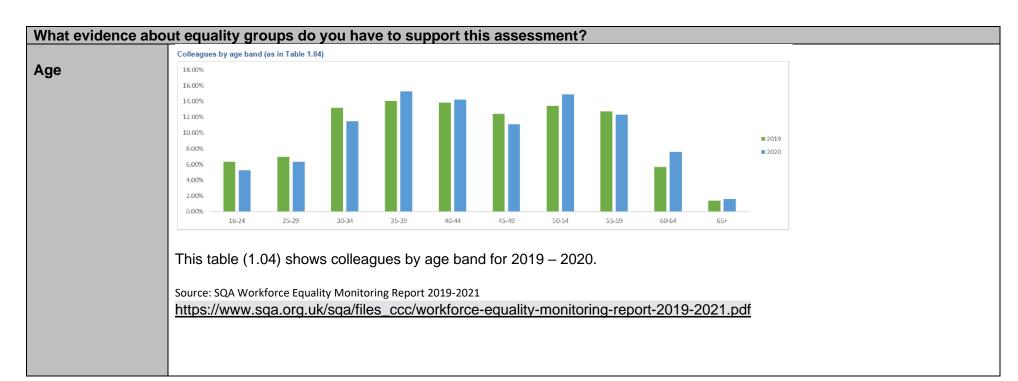
Evidence, Consultation and Engagement

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

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

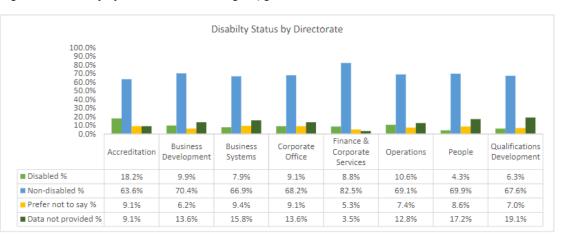
In addition, as this is an internal policy, SQA will only consult with internal groups. These include:

- ACE (Appreciate Culture and Ethnicity) Network.
- SQA Disability Network.
- SQA Rainbow Network.
- Women's Network.



Disability

Figure 10: Disability by directorate: all colleagues, grade 1 - EMT



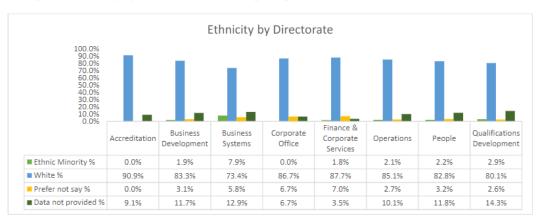
This table (Figure 10) shows colleague disability status by Directorate for 2020.

Source: SQA Equality Mainstreaming Report 2019-2021

https://www.sqa.org.uk/sqa/files_ccc/sqa-equality-mainstreaming-report-2019-21.pdf

Race

Figure 12: Ethnicity by directorate — all colleagues, grade one - EMT



The directorate breakdown of ethnicity shows the following:

• The business areas with the largest concentration of ethnic minority colleagues are: Business Systems (7.9% ethnic minority); Qualifications Development (2.9% ethnic minority) and People (2.2% ethnic minority).

This table (Figure 12) shows ethnicity by Directorate for 2020.

Source: SQA Equality Mainstreaming Report 2019-2021

https://www.sqa.org.uk/sqa/files_ccc/sqa-equality-mainstreaming-report-2019-21.pdf

Religion or Belief

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

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

This table (1.16) shows colleague religion / belief data for 2019 – 2020 and variance between the two years.

Source: SQA Workforce Equality Monitoring Report 2019-2021

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

Sex

			Gende	r (Sex)		
		Female				
Grade	2019	2020	Variance	2019	2020	Variance
1	83.33%	66.67%	-16.67%	16.67%	33.33%	16.67%
3	65.15%	65.00%	-0.15%	34.85%	35.00%	0.15%
4	63.28%	64.71%	1.43%	36.72%	35.29%	-1.43%
5	58.02%	61.54%	3.51%	41.98%	38.46%	-3.51%
6	69.90%	69.90%		30.10%	30.10%	
7	59.76%	57.89%	-1.86%	40.24%	42.11%	1.86%
8	53.54%	56.34%	2.80%	46.46%	43.66%	-2.80%
HOS	39.39%	40.00%	0.61%	60.61%	60.00%	-0.61%
EMT	57.14%	42.86%		57.14%	42.86%	20000000
Total	61.20%	61.64%	0.44%	38.80%	38.36%	-0.44%

This table (1.02) shows colleague sex by grade for 2019 – 2020 and the variance between the two years.

Source: SQA Workforce Equality Monitoring Report 2019-2021

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

Around 90 per cent of single parents are women.

Source: ONS (2019) Families and households. Table 1.

58% of carers are women and 42% are men.

Source: Carers UK

There are 1.25 million sandwich carers in the UK. These are people caring for an older relative as well as bringing up a family. 68% (850,743) are women.

Source: https://www.ageuk.org.uk/our-impact/campaigning/care-in-crisis/breaking-point-report/

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ership	Relationship status	Variance				
	Married/Civil Partnership	30.01%	44.66%	14.65%		
	Single	24.44%	35.87%	11.44%		
	Prefer not to say	1.93%	5.71%	3.79%		
	Not Provided	43.62%	13.76%	-29.87%		
	Total	100.00%	100.00%			
egnancy /				Colleagu	es	1
	Pregnancy Status	2	019	Colleagu 2020	es Variance	
	Pregnancy Status Not Pregnant	-	019		Variance	
	,	98		2020	Variance	
egnancy / ternity	Not Pregnant	98 1.	.25%	2020 98.95%	Variance 0.70% -0.70%	

SQA does not currently collect Care Experience data.

Care experience (where relevant)

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
	 Younger workers may be less likely to be recognised due to perceived lack of experience. Older workers may be less likely to be recognised due to working part time – flexible retirement
	Risks of discrimination – Direct and Indirect:
	SQA does capture recognition data but does not currently analyse recognition data by Age at this time. It is therefore not possible to establish if any disproportionate trends or risk of discrimination exist within SQA in the use or application of this policy.
	By September 2023, SQA will undertake an analysis of recognition by <i>Age</i> to determine if there are any disproportionate trends or risks of discrimination for this protected characteristic. Once the outcome of this review is known, the organisation will determine any relevant actions that are required to eliminate or mitigate any adverse impact this policy may have on employees of different ages.
	Advance equality of opportunity
	Whilst all SQA employees are entitled to use, access, and of course, be subjected to the Recognition Policy, whether or not the policy actually promotes / advances the 'same chance' to employees of all Ages remains unclear. This is due to a lack of monitoring of recognition data by age in SQA.

	Advancing Equality of Opportunity (same chance) may sometimes require organisations to do slightly different things to meet the different needs of people. Foster good relations There is no evidence to indicate that this policy currently fosters good relations between people different ages. No
	further recommendations are made in this respect at this stage.
Protected Characteristic	General Equality Duty
Disability	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	 Disabled workers may be less likely to be recognised due to reasonable adjustments (e.g. part-time or remote working).
	Risks of discrimination – Direct and Indirect:
	SQA does capture recognition data but does not currently analyse recognition data by disability at this time. It is therefore not possible to establish if any disproportionate trends or risks of discrimination exist within SQA in the use or application of this policy.
	By September, SQA will undertake an analysis of recognition by <i>Disability</i> to determine if there are any disproportionate trends or risks of discrimination for this protected characteristic. Once the outcome of this review is known, the organisation will determine any relevant actions that are required to eliminate or mitigate any adverse impact this policy may have on disabled employees.
	Advance equality of opportunity
	Whilst all SQA employees are entitled to use, access, and of course, be subjected to the Recognition Policy, whether or not the policy actually promotes / advances the 'same chance' to disabled employees remains unclear. This is due to a lack of monitoring of recognition data by disability in SQA.
	Advancing Equality of Opportunity (same chance) may sometimes require organisations to do slightly different things to meet the different needs of people.

	Foster good relations
	There is no additional evidence to indicate that this policy currently fosters good relations between people who have a disability. No further recommendations are made in respect of this at this stage.
Protected Characteristic	General Equality Duty
Race	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	Those from ethnic minority backgrounds may be less likely to receive recognition due to unconscious bias of managers or colleagues.
	Risks of discrimination – Direct and Indirect:
	SQA does capture recognition data but does not currently analyse recognition data by <i>Race or Ethnicity</i> at this time. It is therefore not possible to establish if any disproportionate trends or risk of discrimination exist within SQA in the use or application of this policy.
	By September 2023, SQA will undertake an analysis of recognition by ethnicity to determine if there are any disproportionate trends or risks of discrimination for this protected characteristic. Once the outcome of this review is known, the organisation will determine any relevant actions that are required to eliminate or mitigate any adverse impact this policy may have on employees of different ethnicities.
	Advance equality of opportunity
	Whilst all SQA employees are entitled to use, access, and of course, be subjected to the Recognition Policy, whether or not the policy actually promotes / advances the 'same chance' to employees of different ethnicities remains unclear. This is due to a lack of monitoring of recognition data by ethnicity in SQA.
	Advancing Equality of Opportunity (same chance) may sometimes require organisations to do slightly different things to meet the different needs of people.

	Foster good relations
	There is no additional evidence to indicate that this policy currently fosters good relations between people from different ethnicities. No further recommendations are made in respect of this at this stage.
	A reminder that in 2021, 3% of SQA employees declared themselves as belonging to a minority ethnic group and this is therefore an important consideration.
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
	We conclude there is no evidence to suggest this policy may impact on people of different Religions or Beliefs.
	Neutral Equality related impact is therefore recorded in this area.
	Advance equality of opportunity
	All SQA employees from all <i>Religions / Beliefs</i> are entitled to use, access and be subjected to the <i>Recognition Scheme Policy.</i>
	There is no evidence to indicate that this policy could affect employees differently or less favourably, on the grounds of their <i>Religion</i> or <i>Philosophical Belief System</i> .
	Foster good relations
	There is no evidence to indicate that this policy currently fosters good relations between employees of different
	religions or beliefs. No further recommendations are made in respect of this at this stage.

Protected Characteristic	General Equality Duty
Sex	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	Women receive less workplace recognition than men, according to research by retailer Adler Business Gifts.
	Risks of discrimination – Direct and Indirect:
	SQA does capture recognition data but does not currently analyse recognition data by sex at this time. It is therefore not possible to establish if any disproportionate trends or risk of discrimination exist within SQA in the use or application of this policy.
	By SQA will undertake an analysis of recognition by sex to determine if there are any disproportionate trends or risks of discrimination for this protected characteristic. Once the outcome of this review is known the organisation will determine any relevant actions that are required to eliminate or mitigate any adverse impact this policy may have on employees of different sexes.
	Advance equality of opportunity
	Whilst all SQA employees are entitled to use, access, and of course, be subjected to the Recognition Policy, whether or not the policy actually promotes / advances the 'same chance' to employees of different sexes remains unclear. This is due to a lack of monitoring of recognition data by sex in SQA.
	Advancing Equality of Opportunity (same chance) may sometimes require organisations to do slightly different things to meet the different needs of people.
	Foster good relations
	There is no evidence to indicate that this policy currently fosters good relations between employees of different sexes. No further recommendations are made in respect of this at this stage.

Protected Characteristic	General Equality Duty
Sexual Orientation	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	We conclude there is no evidence to suggest this policy may impact on people of different sexual orientations.
	Neutral Equality related impact is therefore recorded in this area.
	Advance equality of opportunity
	All SQA employees from all sexual orientations are entitled to use, access and be subjected to the <i>Recognition Scheme Policy</i> .
	There is no evidence to indicate that this policy could affect employees differently or less favourably, on the grounds of their sexual orientation. No further recommendations are made in respect of this at this stage.
	Foster good relations
	There is no evidence to indicate that this policy currently fosters good relations between people of different sexual orientation. No further recommendations are made in respect of this at this stage.

Protected Characteristic	General Equality Duty
Gender Re- assignment (Gender identity	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
and transgender	We conclude there is no evidence to suggest this policy may impact on people of different gender identities.
	Neutral Equality related impact is therefore recorded in this area.
	Advance equality of opportunity
	All SQA employees are entitled to use, access and be subjected to the Recognition Scheme Policy and there is no
	evidence to indicate that this policy could affect employees differently or less favourably, on the grounds of their gender identity.
	Foster good relations
	There is no evidence to indicate that this policy currently fosters good relations between people of different gender identities or who are LGBTQ+ (Lesbian, Gay, Bi-Sexual, Transgender, Queer/Questioning +). No further recommendations are made in respect of this at this stage.
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
	We conclude there is no evidence to suggest this policy may directly impact on people who are married or in a Civil
	Partnership and therefore we make no further recommendations in this area.
	Neutral Equality related impact is therefore recorded in this area.

	Advance equality of opportunity
	All SQA employees are entitled to use, access and be subjected to the Recognition Scheme Policy and there is no evidence to indicate that this policy could affect employees differently or less favourably on the grounds of their marital status.
	Foster good relations
	There is no evidence to indicate that this policy currently fosters good relations between people of different marital status. No further recommendations are made in respect of this at this stage.
Protected Characteristic	General Equality Duty
Pregnancy / Maternity	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	We conclude there is no evidence to suggest this policy may impact directly on people of with the protected characteristic of Pregnancy/Maternity.
	Neutral Equality related impact is therefore recorded in this area.
	Advance equality of opportunity
	All SQA employees are entitled to use, access and be subjected to the Recognition Scheme Policy and there is no evidence to indicate that this policy could affect employees differently or less favourably on the grounds of pregnancy or maternity.
	Foster good relations
	There is no evidence to indicate that this policy currently fosters good relations for those who are pregnant or on maternity leave. No further recommendations are made in respect of this at this stage.

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
	We conclude there is no evidence to suggest that this policy may impact directly on people who are care experienced and therefore, make no further recommendations in this area.
	Neutral Equality related impact is therefore recorded in this area.
	Advance equality of opportunity
	All SQA employees are entitled to use, access and be subjected to the Recognition Scheme Policy and there is no
	evidence to indicate that this policy could affect employees differently or less favourably on the grounds of care experience.
	Foster good relations
	There is no evidence to indicate that this policy currently fosters good relations for those who are care experienced. No further recommendations are made in respect of this at this stage.

Miscellaneous

Additionally, the SQA is committed to being a supportive and inclusive employer and is members of and/or accredited by various organisations these include:

- Disability Confident Employer
- Hidden Disability Sunflower Scheme Member
- Employers Network for Equality & Inclusion Member
- Happy to Talk Flexible Working Employer
- Business in the Community Race at Work Charter Signatory
- Stonewall Diversity Champion
- Dying to Work Charter Member
 Accreditation as a Carer Positive Employer at Engaged Level

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.
Not Applicable.