



# Equality Impact Assessment (EqIA)

## Summary results of the EqIA

**Title of policy/practice/process/service:** Grievance policy.

**Is the policy new (proposed), a revision to an existing policy or a review of current policy?**

Revision to an existing policy.

**Key findings from this assessment (or reason why an EqIA is not required):**

The grievance policy is how employees can seek to raise issues which may have an equality impact, so it is important that it is user friendly, accessible, comprehensive, and does not place any group at a disadvantage.

**Summary of actions taken because of this assessment:**

It is recommended that a review is carried out to:

- align with the ACAS Code of Practice
- provide greater focus on early resolution of grievance by line managers, to prevent situations from escalating
- simplify the stages of the grievance procedures to allow a timely resolution to any complaint
- create a more user-friendly approach which aims to improve awareness and communication.

**Ongoing actions beyond implementation include:**

Ongoing monitoring.

**Lead person(s) for this assessment (job title and department only):**

People Consultant, People and Organisational Development.

**Senior responsible owner agreement that the policy has been fully assessed against the needs of the general duty (job title only):**

Head of People and Organisational Development.

**Publication date (for completion by Communications):**

29/04/2025

## Step 1 – Framing the planned change

### 1.1. Briefly describe the aims, objectives and purpose of the policy/practice/process/service.

The policy aims to ensure that managers and employees do all they can to encourage and maintain good employee relations so that SLAB can have a motivated workforce and give efficient service. The policy states that SLAB recognises that employees may sometimes become concerned or worried about all sorts of issues affecting their work. This may be due to, for example, the behaviour of work colleagues, managers' attitudes, the way one of the policies works, terms and conditions of employment, or a host of other reasons. The policy sets out the informal and formal procedures SLAB expects managers and employees to follow to address and resolve those concerns or worries.

As the grievance procedure is how employees seek to raise issues which have an equality impact, it is important that it is user friendly, accessible, comprehensive and does not place any group at a disadvantage.

### 1.2. Why is the change required?

This is a review of the Grievance Procedure to ensure that the policy is fit for purpose in terms of current employment and equality law, and in line with the ACAS Code of Practice.

#### a) Who is affected by this policy/practice/process/service?

All employees of SLAB and a modified procedure applies to ex-employees.

#### b) Policy/practice/process/service implementation date?

24 February 2025.

#### c) What other SLAB policies or projects may be linked to or affected by changes to this policy/practice/process/service?

Disciplinary procedure, Capability procedure, Dignity at Work, Code of Conduct, Family Friendly, Flexible Working, Recruitment and Selection.

## Step 2: Consider the available evidence and data relevant to your policy/practice/process/service

### 1.1 What information is available about the experience of each equality group in relation to this policy/practice/process/service?

Equality characteristics	Evidence source (web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy/practice/process/service?
<b>All protected groups</b>	1) 2023 SLAB Staff Survey	<p>According to the 2023 SLAB Staff Survey briefing, all 393 SLAB employees were surveyed and 276 responded. 17 (6%) reported bullying and harassment in the past 12 months, with 6% also reporting they had experienced discrimination at work, comparing to CSPA 2022 UK benchmark, the prevalence of bullying and harassment at SLAB is no higher than you would expect within the Civil Service. Of those saying that they had been bullied, 71% said that they did report it, which is higher than the equivalent figures for the CSPA 2022 (39%).</p> <p>The main reason for not reporting bullying was the belief that no corrective action would be taken because of reporting the incident. 59% of those who reported bullying and harassment indicated that it had stopped because of reporting it. (1)</p>
<b>Age</b>	2) 2023 SLAB Staff Survey 3) <a href="#">Equality monitoring of employee protected characteristics 2022-23 - SLAB</a> 4) <a href="#">Ageism: What's the harm? - Centre for Ageing Better, 2023</a> 5) <a href="#">Attitudes to age in Britain, DWP, 2010-2011</a>	<p>According to the 2023 SLAB Staff Survey briefing, all 393 SLAB employees were surveyed and 276 responded. 6% indicated they had experienced discrimination on the grounds of age. (2)</p> <p>SLAB employees are clustered around the middle age ranges with fewer employees aged 24 years or younger and 65 years or over (both less than 5%). Around a third of our employees are aged 45-54 years (30-35%) and our next largest age group is 35-44 (25-30%) (3).</p> <p>A 2023 publication by Centre for Ageing Better reports that older workers are frequently subject to stereotypes related to their motivation, cognitive abilities, and usage of technology. It also states that one in five employers recognise that age discrimination exists within their organisation. (4)</p> <p>However, both younger and older workers may experience harassment and discrimination related to their age. A 2011 DWP research 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 other age groups to have experienced age prejudice. Experiences of age discrimination were also affected by factors such as gender, for example the chances of a man experiencing age discrimination are about 8% lower when compared to a woman. (5)</p>

Equality characteristics	Evidence source (web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy/practice/process/service?
<b>Disability</b>	<p>6) 2023 SLAB Staff Survey</p> <p>7) <a href="#">Annual Report and Accounts 2022-23 - SLAB</a></p> <p>8) <a href="#">Disability inclusion at work: the many not the few, LSE, 2022</a></p> <p>9) <a href="#">Disability and “hidden” impairments in the workplace, TUC Wales, 2018</a></p> <p>10) <a href="#">Neurodiversity at work, CIPD, 2018</a></p> <p>11) <a href="#">Estimating the costs of workplace conflict   Advisory, Conciliation and Arbitration Service (Acas)</a></p>	<p>According to the 2023 SLAB Staff Survey briefing, all 393 SLAB employees were surveyed and 276 responded. 18% indicated they had experienced discrimination on the grounds of disability. (6)</p> <p>15-20% of employees who completed their equality record declared a disability or long-term health condition. This level remains higher than the 2019 Scottish population in employment figure of 13.7%, but lower than the 25.9% of people with a disability in the general population. (7)</p> <p>A 2022 LSE publication referring to earlier research states that biases stemming from prejudice or inaccurate information are central to workplace disadvantages associated with disability. Such biases may be expressed by underestimating the productivity and capacity of employees with disabilities and overestimating the cost of reasonable adjustments. (8)</p> <p>A 2018 Wales TUC report on disability and “hidden” impairments in the workplace found that 24% of disabled respondents said they felt disability was treated negatively in their workplace, and just 6% of non-disabled respondents said they felt disability was treated negatively in their workplace, highlighting a lack of awareness of the issues disabled people face. Respondents described negative and often discriminatory attitudes and behaviour towards disabled people: insulting or inappropriate questions or comments and excluding or isolating disabled workers due to their disability. (9)</p> <p>A 2018 CIPD publication on neurodiversity in the workplace states there is a risk that uninformed co-workers may see a neurodiverse colleague who is having difficulty with one aspect of their role as lazy or inept, causing neurodivergent individuals to hide their diagnosis, or in extreme cases leading to bullying or complaints. (10)</p> <p>Raising a grievance can be a stressful process for all involved. It can be particularly challenging for employees with disabilities, specifically if they have a mental health condition. A report published by Acas in May 2021 highlighted that over half of those experiencing conflict in the workplace reported stress, anxiety</p>

Equality characteristics	Evidence source (web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy/practice/process/service?
		and depression, resulting in presenteeism and sickness absence. (11)
<b>Race</b>	12) 2023 SLAB Staff Survey 13) <a href="#">Discipline and Grievances at work - The Acas guide</a> 14) <a href="#">Equality monitoring of employee protected characteristics 2022-23 - SLAB</a> 15) <a href="#">Scottish Government Scottish Survey Core Questions, 2019</a> 16) <a href="#">Still rigged: racism in the UK labour market   TUC, 2022</a>	<p>According to the 2023 SLAB Staff Survey briefing, all 393 SLAB employees were surveyed and 276 responded. There was no experience of discrimination on the grounds of race. (12)</p> <p>Employees who do not have English as their first language might struggle to articulate their grievance in full or set it out in a particular written format. (13)</p> <p>The demographics of SLAB staff by race are as follows: 85-90% white majority, less than 5% white minority, less than 5% non-white minority ethnic, and 5-10% prefer not to say (14).</p> <p>Our employee demographic is broadly comparable to the 2019 Scottish population. (15)</p> <p>In August 2022 the TUC published a report stating two in five BME workers reported experiencing racism at work in the last five years. Only 19% of those who had experienced harassment reported the most recent incident to their employer. It also reports that workers from an ethnic minority background are more likely to face discrimination at work. (16)</p>
<b>Sex</b>	17) 2023 SLAB Staff Survey 18) <a href="#">Scottish Government - Data collection and publication guidance - Sex Gender Identity Trans Status, 2021</a> 19) <a href="#">Equality monitoring of employee protected characteristics 2022-23 - SLAB</a> 20) <a href="#">Poll: Two in three young women have experienced sexual harassment, bullying or verbal abuse at work, TUC, 2023</a>	<p>According to the 2023 SLAB Staff Survey briefing, all 393 SLAB employees were surveyed and 276 responded. Although the staff survey shows 0% discrimination, it is reasonable to assume employees may have been using 'sex' and gender' interchangeably, therefore up to 18% discrimination based on sex is more realistic. (17) (18)</p> <p>We have a 65-70% female and 30-35% male breakdown. The 2019 population data shows the general population as 52% female and 48% male, and of those in employment, 48.5% were female and 51.5% were male. (19)</p> <p>A 2023 TUC poll of 1010 women found that:</p> <ul style="list-style-type: none"> <li>one in five say they have experienced harassment at work, rising to almost two in three women aged 25 to 34</li> <li>in 39% of the most recent incidents, the perpetrator of the sexual harassment, bullying or verbal abuse was a third party rather than another member of staff; younger women are particularly at risk of this type of harassment, as half of</li> </ul>

Equality characteristics	Evidence source (web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy/practice/process/service?
	21) <a href="#">Managing conflict in the modern workplace, CIPD, 2020</a>	<p>women (52%) aged 18 to 34 say they have experienced harassment from a third party at work</p> <ul style="list-style-type: none"> <li>less than 30% of women who say they experienced sexual harassment at work told their employer about what was happening, and only two in five (44%) of those being bullied and half (50%) experiencing verbal abuse report it; of those who didn't report it, some felt they would not be believed or taken seriously (39%), while others thought reporting it would impact negatively on their relationships at work (37%) or on their career prospects (25%)</li> <li>45% of women declaring previous experience of sexual harassment at work say it has had a detrimental impact on their mental health. 25% say they avoided certain work situations, like meetings, courses, locations, and shifts, to avoid the perpetrator; 27% say they wanted to leave their job but couldn't and 18% left their job because of this treatment. (20)</li> </ul> <p>The CIPD study shows that women are significantly more likely than men to report they have experienced both bullying and sexual harassment in the workplace (17% versus 13% and 7% versus 2%, respectively). (21)</p>
<b>Gender Reassignment</b>	22) 2023 SLAB Staff Survey 23) <a href="#">LGBT in Scotland - Work Report, Stonewall, 2018 and 2023</a> 24) <a href="#">Sexual harassment of LGBT people in the workplace, TUC, 2019</a>	<p>According to the 2023 SLAB Staff Survey briefing, all 393 SLAB employees were surveyed and 276 responded. There was no experience of discrimination on the grounds of Gender Reassignment. (22)</p> <p>The Stonewall LGBT Work Report states that:</p> <ul style="list-style-type: none"> <li>one in five trans people (20%) adjust the way they dress because they fear discrimination or harassment</li> <li>one in fifteen trans employees (6%) have been physically attacked by colleagues or customers in the last year</li> <li>half of respondents (58%) have hidden or disguised the fact that they are LGBT at work because they feared discrimination</li> <li>trans staff are also at risk of abuse from customers, clients, and service users: 40% of trans staff have been the target of negative comments or conduct from customers or clients at work in the last year because they are trans</li> <li>one in seven trans people (14%) wouldn't report transphobic bullying in the workplace.</li> </ul>

Equality characteristics	Evidence source (web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy/practice/process/service?
		<p>The LGBT Work Report recommends that employers develop clear zero tolerance policies on transphobic bullying, discrimination and harassment, with clear sanctions for staff and customers, as well as routes for reporting harassment and bullying. (23)</p> <p>A TUC report on sexual harassment of LGBT people in the workplace revealed that nearly seven out of 10 (68%) LGBT people who responded had been sexually harassed at work. (24)</p>
<b>Sexual orientation</b>	<p>25) 2023 SLAB Staff Survey</p> <p>26) <a href="#">LGBT In Britain: Work Report, Stonewall, 2018</a></p> <p>27) <a href="#">Sexual harassment of LGBT people in the workplace, TUC, 2019</a></p>	<p>According to the 2023 SLAB Staff Survey briefing, all 393 SLAB employees were surveyed and 276 responded. There was no experience of discrimination on the grounds of sexual orientation. (25)</p> <p>The Stonewall LGBT Britain Work Report states that:</p> <ul style="list-style-type: none"> <li>• almost one in five LGBT staff (18%), one in four disabled LGBT staff (26%), and one in three trans staff (33%) have been the target of negative comments or conduct from work colleagues in the last year because they are LGBT</li> <li>• one in 10 black, Asian and minority ethnic LGBT staff (10%) have been physically attacked at work in the last year because of their sexual orientation and/or gender identity, compared to 3% of white LGBT staff</li> <li>• one in eight black, Asian and minority ethnic LGBT employees (12%) have lost a job in the last year because of being LGBT, compared to 4% of white LGBT staff</li> <li>• more than a third of LGBT staff (35%) have hidden or disguised that they are LGBT at work in the last year because they were afraid of discrimination</li> <li>• one in eight lesbian, gay and bisexual people (12%) wouldn't feel confident reporting any homophobic or biphobic bullying to their employer, and one in five trans people (21%) wouldn't report transphobic bullying in the workplace</li> <li>• a third of LGBT staff (32%) witnessed negative comments or conduct directed towards another colleague perceived to be LGBT, within the last year</li> <li>• LGBT staff are also at risk of abuse from customers, clients, and service users: 13% of LGBT staff have been the target of negative comments or conduct from customers or clients at work in the last year because they are LGBT.</li> </ul>



Equality characteristics	Evidence source (web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy/practice/process/service?
		<ul style="list-style-type: none"> <li>one in eight lesbian, gay, and bisexual people (12%) wouldn't feel confident reporting homophobic or biphobic bullying to their employer, and this number increases among younger lesbian, gay and bisexual people aged 18 to 24 to 22%.</li> </ul> <p>The LGBT Britain Work Report recommends that employers develop clear zero tolerance policies on homophobic and biphobic bullying, discrimination, and harassment with clear sanctions for staff and customers, as well as routes for reporting harassment and bullying, supported by all-staff training. (26)</p> <p>A TUC report on sexual harassment of LGBT people in the workplace revealed that nearly seven out of 10 (68%) of LGBT people who responded had been sexually harassed at work. (27)</p>
<b>Religion or Belief</b>	<p>28) 2023 SLAB Staff Survey</p> <p>29) <a href="#">ComRes Faith Research Centre - Belief at Work study conducted by Savanta, 2017</a></p> <p>30) <a href="#">Racism Ruins Lives: An analysis of the 2016-17 Trade Union Congress Racism at Work Survey, TUC</a></p> <p>31) <a href="#">The Social Mobility Challenges Faced by Young Muslims, Social Mobility Commission, 2017</a></p>	<p>According to the 2023 SLAB Staff Survey briefing, all 393 SLAB employees were surveyed and 276 responded. 18% indicated they had experienced discrimination on the grounds of their religion or belief. (28)</p> <p>A survey by ComRes Faith Research Centre found that around one million UK employees have experienced discrimination because of their religion. The survey of 984 British workers found 3% of employees had experienced discrimination because of their religion. 4% said they'd been aware that somebody else was being discriminated against because of their faith. (29)</p> <p>Findings of 2016-17 TUC survey on racism at work, while focused on race, also draw attention to Islamophobia and antisemitism in the workplace and how different religious groups are represented as constituting a distinct racial group, as the report highlights the many encounters of Islamophobia and antisemitism reported through the TUC's racism at work survey. Issues raised include the use of common antisemitic and Islamophobic tropes at work, the lack of knowledge around non-Christian holidays which can lead to harassment and bullying when trying to book annual leave, and exclusion from work socials. (30)</p> <p>A 2017 report by the Social Mobility Commission on 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</p>



Equality characteristics	Evidence source (web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy/practice/process/service?
		labour market can increase the disadvantage experienced by young Muslims, and that racism and discrimination in the workplace is limiting aspirations and preventing young Muslims from fulfilling their potential. (31)
<b>Pregnancy or maternity</b>	<p>32) 2023 SLAB Staff Survey</p> <p>33) <a href="#">Pregnancy and maternity discrimination research findings   EHRC (equalityhumanrights.com)</a></p> <p>34) <a href="#">Sexual harassment and harassment at work, EHRC, 2020</a></p>	<p>According to the 2023 SLAB Staff Survey briefing, all 393 SLAB employees were surveyed and 276 responded. There was no experience of discrimination on the grounds of pregnancy or maternity. (32)</p> <p>The EHRC conducted a formal investigation into pregnancy discrimination in 2018 and found that:</p> <ul style="list-style-type: none"> <li>• around one in nine mothers (11%) reported that they were either dismissed (made compulsorily redundant, where others in their workplace were not), or treated so poorly they felt they had to leave their job; if scaled up to the general population this could mean as many as 54,000 mothers a year</li> <li>• 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</li> <li>• 10% of mothers said their employer discouraged them from attending antenatal appointments; if scaled up to the general population this could mean up to 53,000 mothers a year</li> <li>• almost half of the 440,000 pregnant women in Britain at that time experience some form of disadvantage at work, simply for being pregnant or taking maternity leave, and it was also reported that 30,000 women are forced out of their jobs (this figure included women who opted for voluntary redundancy). (33)</li> </ul> <p>Unlike other forms of discrimination, pregnancy and maternity and marriage and civil partnership are not protected under the harassment provisions. However, harassing somebody because of pregnancy or maternity would be harassment related to sex. (34)</p>

Equality characteristics	Evidence source (web link, report, survey, complaint)	What does the evidence tell you about the experiences of this group in relation to the policy/practice/process/service?
Marriage/civil partnership	35) 2023 SLAB Staff Survey 36) <a href="#">Marital status discrimination in the workplace - Frettons Solicitors, 2020</a> 37) <a href="#">Sexual harassment and harassment at work, EHRC, 2020</a>	<p>According to the 2023 SLAB Staff Survey briefing, all 393 SLAB employees were surveyed and 276 responded. 6% indicated they had experienced discrimination on the grounds of their marital status. (35)</p> <p>One of the least often claimed grounds of discrimination is marriage and civil partnership. Prejudice against married people is hardly widespread and there are few circumstances in which an employer might treat an employee less favourably because they were married. However, it can be difficult for an employee to make a successful claim of direct discrimination on the grounds of marriage. (36)</p> <p>Unlike other forms of discrimination, pregnancy and maternity, and marriage and civil partnership, are not protected under the harassment provisions. (37)</p>
Care Experienced <i>(corporate parenting duty)</i>	38) <a href="#">Corporate parenting literature review - SLAB, 2019</a>	No evidence was found that indicates there is a direct impact of this policy on this protected characteristic, however, being care experienced is linked to higher levels of mental ill health and poorer educational outcomes. (38)

**2.2 Using the information above and your knowledge of the policy/practice/process/service, summarise your overall assessment of how important and relevant the policy/practice/process/service is likely to be for equality groups.**

Based on the information gathered above, it is likely that the policy impacts on all protected characteristics. Despite the apparent low numbers in relation to some protected characteristics, the risk of a grievance in relation to discrimination and harassment is not insignificant given the impact on the individual if it occurs. Any other potential impacts should be investigated during the consultation process.

**2.3 Outcome of step 2 and next steps. Complete the table below to inform the next stage of the EqIA process.**

Outcome of Step 2 following initial evidence gathering and relevance to equality characteristics	Yes/No (Y or N)	Next steps

There is no relevance to equality or our corporate parenting duties	N	Proceed to Step 5: agree with decision makers that no EqIA is required based on current evidence
There is relevance to some or all the equality groups and/or our corporate parenting duties	Y	Proceed to Step 3: complete full EqIA
It is unclear if there is relevance to some or all the equality groups and/or our corporate parenting duties	N	Proceed to Step 3: complete full EqIA

## Step 3 – stakeholder involvement and consultation

### 3.1 Do you/did you have any consultation or involvement planned for this policy/practice/process service?

Yes.

### 3.2 List all the stakeholder groups that you will talk to about this policy/practice/process/service.

Consultations to be carried out with SLAB leadership team, all employees, and the Union.

### 3.3 What did you learn from the consultation/involvement?

#### Staff Survey – September 2023

6% of respondents indicated that they had been bullied or harassed at work in the last 12 months. The most prevalent type of behaviour related to unfair criticism of work performance. The second most prevalent type of behaviour related to being treated unfairly in comparison to others. 71% of the respondents affected indicated that they had reported their experience.

16% of respondents indicated that they never discussed their personal wellbeing and/or work related stress with their manager.

Less than 30% of respondents had regular discussions with their manager about their personal wellbeing and/or work related stress.

78% of managers responded that they felt confident in supporting the health and wellbeing of the people they manage.

6% of respondents indicated that they had experienced discrimination whilst working at SLAB.

#### Employee and Trade Union Consultation – August 2024

(97%) either did not know or did not think that the proposed policy would make a different impact on people with protected characteristics.

When the policy was mentioned directly, the following comments were made by respondents:

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*Reasonable adjustment to be considered to ensure the grievance process is accessible and not intimidating.*

*Employees with neurodiversity's need to be able to have the process broken down and also have clear instructions and timelines for when things will or won't happen to reduce anxiety.*

*Employees with disabilities might need additional support to fill out forms or when going to meetings.*

A few respondents commented on their concern regarding managers being equipped to manage any grievance investigations.

There is no evidence to suggest the need to address any under-utilisation by certain groups. However, we will continue to monitor any allegations made by each of the protected characteristics to help us form any better conclusion in terms of equality.

## Step 4 - Impact on equality groups and steps to address these

### 4.1 Does the policy/practice/process/service have any impacts (whether intended or unintended, positive or negative) on any of the equality characteristics?

Age	Place 'X' in the relevant box(es)			Describe the changes or actions (if any) you plan to take. For example, to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.
	Positive impacts	Negative impacts	No impact	Details
potential for discrimination	X			Evidence suggests that ageism is a common workplace issue. To prevent acts of discrimination, exclusion, unfair treatment and other negative or demeaning behaviours and mitigate their negative impact, the policy offers the employees affected a choice of channels for raising their concerns (both informally and formally).  To ensure that this positive impact is maximised, managers, People & OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.
potential for developing good relations	X			The measures implemented in the policy (as above) intend to support good relations between the different age groups. To ensure that this positive impact is maximised, managers, People & OD employees and anyone else involved in making decisions covered by

				this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.
<b>potential to advance equality of opportunity</b>	X			The measures implemented in the policy (as above) intend to build a positive working environment for everyone, regardless of their age. To ensure that this positive impact is maximised, managers, People & OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.
<b>Sex</b>	<b>Place 'X' in the relevant box(es)</b>			<b>Describe the changes or actions (if any) you plan to take.</b> For example, to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.
	<b>Positive impacts</b>	<b>Negative impacts</b>	<b>No impact</b>	<b>Details</b>
<b>potential for discrimination</b>	X			The evidence suggests that sexism, including sexual harassment, affects a significant proportion of UK workforce, particularly female employees.  To prevent acts of discrimination, exclusion, unfair treatment and other negative or demeaning behaviours and mitigate their negative impact, the policy offers the employees a choice of channels for raising their concerns (both informally and formally).  To ensure that this positive impact is maximised, managers, People & OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.
<b>potential for developing good relations</b>	X			The measures implemented in the policy (as above) intend to support good relations between employees of all sexes.  To ensure that this positive impact is maximised, managers, People & OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.

potential to advance equality of opportunity	X			The measures implemented in the policy (as above) intend to build a positive working environment for everyone, regardless of their sex.
Disability	Place 'X' in the relevant box(es)			<b>Describe the changes or actions (if any) you plan to take.</b> For example, to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.
	Positive impacts	Negative impacts	No impact	Details
potential for discrimination	X			<p>The evidence suggests that bias and negative attitudes towards disabled and neurodivergent employees are present in many workplaces.</p> <p>To prevent acts of discrimination, exclusion, unfair treatment and other negative or demeaning behaviours and mitigate their negative impact, the policy offers the employees a choice of channels for raising their concerns (both informally and formally).</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p> <p>To further support those whose specific needs arise from neurodiversity, a dedicated policy on neurodiversity is to be developed in due course.</p> <p>The introduction of grievance notification forms will assist employees in formulating their concern.</p> <p>The introduction of trained support managers for employees to speak to confidentially about the process.</p>
potential for developing good relations	X			<p>The measures implemented in the policy (as above) intend to support good relations between those who share the protected characteristic of disability and those who do not.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will</p>

				<p>be given training - conflict resolution, facilitated conversations and carrying out investigations.</p> <p>Whether raising a grievance or having a grievance raised against you it is recognised that this can be stressful time; to support these individuals a trained support manager will be available as someone they can speak to confidentially.</p>
potential to advance equality of opportunity	X			<p>The measures implemented in the policy (as above) intend to build a positive working environment for everyone, regardless of whether they share the protected characteristic of disability.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
Gender reassignment	Place 'X' in the relevant box(es)			<p><b>Describe the changes or actions (if any) you plan to take.</b></p> <p>For example, to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.</p>
	Positive impacts	Negative impacts	No impact	Details
potential for discrimination	X			<p>The evidence suggests that bias, negative attitudes, and abusive behaviour towards transgender persons, including harassment and sexual harassment, affect many UK workers in this group.</p> <p>To prevent acts of discrimination, exclusion, unfair treatment and other negative or demeaning behaviours and mitigate their negative impact, the policy offers the employees a choice of channels for raising their concerns (both informally and formally).</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>



potential for developing good relations	X			<p>The measures implemented in the policy (as above) intend to support good relations between those who share the protected characteristic of gender reassignment and those who do not.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
potential to advance equality of opportunity	X			<p>The measures implemented in the policy (as above) intend to build a positive working environment for everyone, regardless of whether they share the protected characteristic of gender reassignment.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
Race	Place 'X' in the relevant box(es)			<p><b>Describe the changes or actions (if any) you plan to take.</b></p> <p>For example, to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.</p>
	Positive impacts	Negative impacts	No impact	Details
potential for discrimination	X			<p>The evidence suggests that bias, negative attitudes, and abusive behaviour towards non-White persons affect many UK workers in this group.</p> <p>To prevent acts of discrimination, exclusion, unfair treatment and other negative or demeaning behaviours and mitigate their negative impact, the policy offers the employees a choice of channels for raising their concerns (both informally and formally).</p> <p>Employees who do not have English as their first language might struggle to articulate their grievance in full or set it out in a particular written format. Changes to the policy and the introduction of a grievance notification form, should serve to reduce the risk of this happening. Equally wording is included to ensure</p>

				<p>that employees are assisted to participate in any meetings if required.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
potential for developing good relations	X			<p>The measures implemented in the policy (as above) intend to support good relations between employees, regardless of their race.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
potential to advance equality of opportunity	X			<p>The measures implemented in the policy (as above) intend to build a positive working environment for everyone, regardless of their race.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
Religion or Belief	Place 'X' in the relevant box(es)			<p><b>Describe the changes or actions (if any) you plan to take.</b></p> <p>For example, to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.</p>
	Positive impacts	Negative impacts	No impact	Details
potential for discrimination	X			<p>The evidence suggests that bias and negative attitudes towards employees declaring a particular religion are present in UK workplaces.</p> <p>To prevent acts of discrimination, exclusion, unfair treatment and other negative or demeaning behaviours and mitigate their negative impact, the policy offers the employees a choice of channels for raising their concerns (both informally and formally).</p>

				To ensure that this positive impact is maximised, managers, People & OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.
potential for developing good relations	X			<p>The measures implemented in the policy (as above) intend to support good relations between employees regardless of their religion or belief.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
potential to advance equality of opportunity	X			<p>The measures implemented in the policy (as above) intend to build a positive working environment for everyone, regardless of their religion or belief.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
Sexual Orientation	Place 'X' in the relevant box(es)			<p><b>Describe the changes or actions (if any) you plan to take.</b></p> <p>For example, to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.</p>
	Positive impacts	Negative impacts	No impact	Details
potential for discrimination				<p>The evidence suggests that bias, negative attitudes, and abusive behaviour towards LGB persons, including harassment and sexual harassment affect many UK workers in this group.</p> <p>To prevent acts of discrimination, exclusion, unfair treatment and other negative or demeaning behaviours and mitigate their negative impact, the policy offers the employees a choice of channels for raising their concerns (both informally and formally).</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else</p>

				involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.
<b>potential for developing good relations</b>				<p>The measures implemented in the policy (as above) intend to support good relations between employees regardless of their sexual orientation.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
<b>potential to advance equality of opportunity</b>				<p>The measures implemented in the policy (as above) intend to build a positive working environment for everyone, regardless of their sexual orientation.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
<b>Pregnancy &amp; Maternity</b>	<b>Place 'X' in the relevant box(es)</b>			<p><b>Describe the changes or actions (if any) you plan to take.</b></p> <p>For example, to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.</p>
	<b>Positive impacts</b>	<b>Negative impacts</b>	<b>No impact</b>	<b>Details</b>
<b>potential for discrimination</b>	<b>X</b>			<p>The evidence suggests that bias, negative attitudes towards pregnant persons affect many UK workers in this group. To prevent acts of discrimination, exclusion, unfair treatment and other negative or demeaning behaviours and mitigate their negative impact, the policy offers the employees a choice of channels for raising their concerns (both informally and formally).</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>

potential for developing good relations	X			<p>The measures implemented in the policy (as above) intend to support good relations between employee regardless of their pregnancy and maternity status.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
potential to advance equality of opportunity	X			<p>The measures implemented in the policy (as above) intend to build a positive working environment for everyone, regardless of whether they are pregnant or not.</p> <p>To ensure that this positive impact is maximised, managers, People &amp; OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.</p>
Marriage & Civil Partnership	Place 'X' in the relevant box(es)			<p><b>Describe the changes or actions (if any) you plan to take.</b></p> <p>For example, to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.</p>
	Positive impacts	Negative impacts	No impact	Details
potential for discrimination			X	
potential for developing good relations			X	
potential to advance equality of opportunity			X	
Care experienced young people	Place 'X' in the relevant box(es)			<p><b>Describe the changes or actions (if any) you plan to take.</b></p> <p>For example, to mitigate any impact, maximise the positive impact, or record your justification to not make changes despite the potential for adverse impact.</p>
	Positive impacts	Negative impacts	No impact	Details

<b>potential for discrimination</b>	<b>X</b>			The positive impact on those with mental health conditions will translate to the positive impact on care experienced employees.
<b>potential for developing good relations</b>	<b>X</b>			The measures implemented in the policy (as above) intend to support good relations between employees who have experience of care and those who do not.  To ensure that this positive impact is maximised, managers, People & OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.
<b>potential to advance equality of opportunity</b>	<b>X</b>			The measures implemented in the policy (as above) intend to build a positive working environment for everyone, regardless of their experience of care.  To ensure that this positive impact is maximised, managers, People & OD employees and anyone else involved in making decisions covered by this policy will be given training - conflict resolution, facilitated conversations and carrying out investigations.

#### 4.2 Describe how the assessment so far might affect other areas of this policy/practice/process/service and/or project timeline?

We will consult with all staff and the Union and seek views on the refreshed policy before implementation, making clear the purpose of the refresh review. In addition, SLAB, as part of a new dispute resolution process proposed with its People Strategy, will be required to conduct a fuller review of this policy along with others (dignity at work, disciplinary).

#### 4.3 Having considered the potential or actual impacts of your policy/practice/process/service on equality groups, you should now record the outcome of this assessment below.

*Choose from one of the following (mark with an X or delete as appropriate):*

<b>Please select (X)</b>	<b>Implications for the policy/practice/process/service</b>
	<b>No major change</b> <i>Your assessment demonstrates that the policy/practice/process/service is robust. The evidence shows no potential for unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</i>
<b>X</b>	<b>Adjust the policy/practice/process/service</b> <i>You need to take steps to remove any barriers, to better advance equality of to foster</i>

	<i>good relations. You have set actions to address this and have clear ways of monitoring the impact of the policy/practice/process/service when implemented.</i>
	<b>Continue the policy/practice/process/service with adverse impact</b> <i>The policy/practice/process/service will continue despite the potential for adverse impact. You have justified this with this assessment and shown how this decision is compatible with our obligations under the public sector equality duty.</i>
	<b>Stop and remove the policy/practice/process/service</b> <i>The policy/practice/process/service will not be implemented due to adverse effects that are not justified and cannot be mitigated.</i>

## Step 5 - Discuss and review the assessment with decision makers and governance structures

### 5.1 Record details of the groups you report to about this policy/practice/process/service and impact assessment. Include the date you presented progress to each group and an extract

**October 2024:** Regular reviews and updates between Policy staff and People & OD colleagues.

**November 2024:** Consultation with employees and our recognised Trade Union.

**December 2024/January 2025:** Following consultation, changes made to the policy and EqIA.

## Step 6 - Post-implementation actions and monitoring impact

### 6.1 Record any ongoing actions below.

1. Monitor any allegations made by each of the protected characteristics to help us form any better conclusion in terms of equality (People & OD – ongoing).
2. All employees will be alerted to this refreshed policy (February 2025).
3. All managers will receive training on conflict resolution and investigation procedure (from February 2025).

### 6.2 Note here how you intend to monitor the impact of this policy/practice/process/service on equality groups.

Measure	Lead department/Individual	Reporting (where/frequency)
Staff Survey	People & OD with policy support for analysis	Every two years, to Board and Executive Team
Allegations disaggregated by protected characteristics	People & OD with policy support for analysis	Annually as part of our regulatory reporting.

### 6.3 EqIA review date.

*This EqIA should be reviewed as part of the post-implementation review of the policy/practice/process/service. The date should not exceed three years from the policy/practice/process/service implementation date.*

24/02/2028.



## Step 7 – Assessment sign off and approval

Once final consultation has been undertaken with Corporate Policy Officer (Equalities), all assessments must be signed off by the relevant Director or Senior Responsible Owner (SRO), even where an EqlA is not required. The Chief Executive must approve all assessments.

Director/SRO sign off: 30/01/2025.

Chief Executive approval: 17/04/2025.