EQUALITY IMPACT ASSESSMENT (EqIA)

Summary results of the EqIA

Title of policy/practice/process/service:

Performance.

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

New (proposed).

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

This policy applies to all employees within SLAB and all prospective employees.

The performance policy is needed to help create a strong foundation which will ensure that we broaden our view of performance management. The Performance policy will set SLAB's aims for a strong performance culture and empower our people to perform well and support them when they don't. It is therefore important that the policy is user friendly, accessible, comprehensive and does not place any particular group at a disadvantage.

Summary of actions taken because of this assessment:

The Performance policy aims to create a culture where positive, open and respectful performance conversations are the norm.

The new Performance policy will be presented in a visually inclusive and engaging format and will use inclusive language. Further emphasis has been added to the policy on considering and adapting approaches regarding health and wellbeing, and neurodiversity needs.

Ongoing actions beyond implementation include:

Ongoing monitoring.

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

People Consultant, People & Organisational Development.

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

Head of People & Organisational Development.

Publication date (for completion by Communications):
06/08/2025.

Step 1: Scoping the work being assessed

Discussing step 1 and step 2 with the Policy Officer (Equalities) at an early stage will help identify appropriate evidence. This may include support from the wider Policy & Development team.

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

SLAB is committed to creating a working environment and culture in which everyone can thrive and develop. As an organisation we focus on continuous improvement, growth, development, wellbeing, and employee engagement. The aim of the performance policy is to:

- set out SLAB's core principles of a strong performance culture
- empower our people to perform well and support them when they don't
- empower regular open and two-way performance conversations
- foster a culture where feedback is meaningful, honest and timely
- strengthen a culture of psychological safety where performance and feedback discussions are comfortable, supportive, respectful, open, and two-way.

This Policy sets SLAB's performance culture by explaining our 'why', and the subsequent Performance Framework will help us achieve this by providing the 'how'.

1.2. Why is the policy/practice/process/service being examined?

New policy/process/service/practice.

This is a new policy, developed in line with good practice from an equalities and HR perspective.

1.3. Who is affected by this policy/practice/process/service?
This policy applies to all SLAB employees.

1.4. Policy/practice/process/service implementation date.

11/08/2025.

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

Performance Framework, Redeployment Procedure, Learning & Development Policy, Performance Improvement Procedure, Neurodiversity Policy (to be completed), Probationary Procedure (to be completed).

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

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

General information about the policy/practice/process/service

Please add any data or evidence that is relevant to all protected characteristics and provides useful background information.

According to the 2023 SLAB Staff Survey, within all the 393 SLAB employees surveyed:

- 79% stated they feel empowered by their manager to do their job
- 73% indicated that the one-to-one conversations they were having with their manager were helping them reach their full potential
- 27% indicated that they discussed how well they were meeting their objectives annually with their manager.
- 30% said they would discuss their development needs and goals with their manager on an annual basis.[1]

A 2023 CIPD publication based on a survey of 5,000 employees, stated that the respondents who responded that their performance was managed by a systematic (setting objectives/monitoring/ feedback/accountability) performance management process were more likely to rate their performance positively than employees with no performance management. 76% of employees with no performance management agreed that "I achieve the objectives of the job, fulfil all requirements" compared to 89% for those with systematic performance management. Similar results were found on other measures such as physical and mental health, and job satisfaction.[2]

Age

Statistics

- **SLAB's data**

SLAB employees are clustered around the middle age ranges with fewer employees aged <= 24 years and 65+ years (both <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]

- **Data relevant to the policy**

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 1 in 5 employers recognise that age discrimination exists within their organisation.[4]

There is a risk that assumptions can be made in relation to development because of age. ACAS points out that employers must not:

- deny an employee training or development because of their age

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[1] 2023 Staff Survey (internal information)
[2] Impact of performance management on employees | CIPD
[3] Annual Report and Accounts 2023-24 | Scottish Legal Aid Board
[4] Ageism: What's the harm? (2023) | Centre for Ageing Better

- allow any bias, stereotypical thinking or assumptions about age to creep into decisions about who gets trained
- make assumptions about an employee's needs or ambitions based on their age, length of experience in a job, or length of time with the employer, or assume there is more value in training younger staff and no or little value in training older employees
- focus training for older workers only on their current role, or overlook older workers for opportunities for overall development, work experience, shadowing in other roles, or to move into a new or different role
- deny training to young employees because they do not have enough experience or are in low-paid roles.[5]

Evidence on different age categories

A Mid-Life Career Reviews paper from BITC states older workers are less likely to have career conversations with their line managers and less likely than younger workers to be encouraged to take up training and development opportunities.[6]

A higher proportion of respondents (60% compared to 41% on average) aged 18-34 agreed with the statement that there are opportunities to develop their career in SLAB.[7]

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.[8]

A Getting Started Guide by Centre for Ageing Better states workers aged over 50 are less likely than any other age group to receive training.[9]

According to a 2021 ONS Census those in their early 50s are generally more likely to want to upskill than any other age group.[10]

A 2023 survey from Cypher Learning on Learning & Development Insights for the Modern Workforce stated that from those surveyed 43% said their company's insufficient workplace training is holding them back from advancing their career, with 44% of 18-34 year olds looking to change jobs because of a lack of training and development.[11]

Disability

Statistics

- **SLAB's data**

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[5] Age discrimination: Key points for the workplace (2019 - revised 2024) | ACAS
[6] Mid-life Career Reviews - a guide for line managers | BITC
[7] 2023 Staff Survey (internal information)
[8] Ageism: What's the harm? (2023) | Centre for Ageing Better
[9] Career development at all ages: Getting stared guide | Centre for Ageing Better
[10] Reasons for workers aged over 50 years leaving employment since the start of the coronavirus pandemic (2021) | ONS
[11] From Skills to Success: L&D Insights for the Modern Workforce (2024) | CYPHER Learning

20-25% of employees who completed their equality record declared a disability or long-term health condition. This level remains higher than the 2022 Scottish population in employment figure of 15.6%, but lower than the 27.1% of people with a disability in the general population.[12]

- **Data relevant to the policy**

A research article dated March 2023 from Frontiers stated stigma and stereotyping are cited as a key barrier to employment for people with disabilities with persistent myths about lower productivity, high physical adaptation costs and high absenteeism.[13]

Disabled employees are particularly likely to be excluded from employment, as according to Scottish Government statistics in 2021 in Scotland the employment rate for disabled people aged 16 to 64 was estimated at 49.6%; significantly lower than the rate for non-disabled people (80.8%).[14]

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 disabled employees and overestimating the cost of reasonable adjustments.[15]

According to the World Health Organization, one in six people experience some form of disability globally. A 2024 People management article stated that without accessible content, those workers living with a disability or neurodiversity may not have the same opportunity as their peers to learn and grow, jeopardising their potential and performance.[16]

ACAS state if someone cannot do their job because of their disability, or they're not meeting their employer's standards, their employer should follow a capability or performance procedure to investigate. Before doing this, the employer must make sure they have done all they reasonably can to support the disabled person.[17]

Statistics dated June 2025 from the DWP state that:

- nearly one in four of the working-age population are classed as disabled
- the number of people reporting a long-term health condition and the number classed as disabled continue to rise
- the increase in disability prevalence is associated with an increase in people reporting mental health conditions and "other health problems or disabilities"
- nearly one in three people classed as being disabled one year were no longer classed as being disabled the next year.

The disability employment gap is wider for:

- males
- older people (aged 50 to 64)

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[12] Annual Report and Accounts 2023-24 | Scottish Legal Aid Board
[13] The importance of disability representation to address implicit bias in the workplace | Frontiers
[14] Disability - Scotland's Labour Market: People, Places and Regions – Protected Characteristics (2021) | Scottish Government
[15] Disability inclusion at work (2022) | LSE Business Review
[16] Inclusive L&D: the importance of accessible e-learning content (2024) | People Management
[17] Capability and performance - Supporting disabled people at work | ACAS

- people with no qualifications
- people living in social housing
- people not living in a couple
- people living in Northern Ireland, the North of England, Scotland, and Wales
- people who are in the "White" ethnic group.[18]

Evidence on different disabilities

- **Physical disabilities**

No impact identified.

- **Learning disabilities**

A 2018 CIPD publication on neurodiversity in the workplace states that there is a risk that uninformed coworkers 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.[19]

During 2023-24, Dyslexia Scotland in conjunction with University of Glasgow undertook a national survey. In relation to job performance 76% of dyslexic individuals reported that their dyslexia negatively affects their job performance, and 69% said it has impacted their educational opportunities.[20]

- **Mental health**

A 2021 research paper states mental health conditions can negatively impact how an employee views their own job performance, which in turn may be acted upon by the individual's manager. [21]

Sex

Statistics

- **SLAB's data**

Women make up 65-70% of the SLAB workforce. The population data from 2022 shows that in the general population 52% were female and 48% were male and of those in employment 48.5% were female and 51.5% were male. There are more female carers than male carers in every age group, but the difference is most pronounced in the working age carer group - shows that 80% of working age carers identified in the Carers Census were female in 2023-24. [22]

- **Data relevant to the policy**

The Houses of Parliament publication on unpaid carers states that providing unpaid care is associated with a negative impact on the carer's employment.[23]

Female staff are more likely to be primary care givers, as 73% of working age carers in Scotland were female in 2023-24.[24]

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[18] The employment of disabled people 2024 | GOV.UK
[19] Neurodiversity at work | CIPD
[20] Report: Towards a dyslexia-friendly Scotland? (2024) | Dyslexia Scotland
[21] Coping with mental health conditions at work and its impact on self-perceived job performance (2021) | HAL science
[22] Annual Report and Accounts 2023-24 | Scottish Legal Aid Board
[23] Research Briefing: Unpaid Care (2018) | Houses of Parliament
[24] Carers Census, Scotland, 2023-24 | Scottish Government

Evidence on women

The breakdown of ages of female employees in SLAB suggests that we have a percentage of females who are of perimenopause or menopause age. Research (www.nhsinform.scot) suggests that symptoms can have a detrimental impact on performance.[25]

A 2012 paper from ScienceDirect sates gender stereotypes give rise to biased judgments and decisions, impeding women's advancement. Gender stereotypes promote negative expectations about a women's performance by creating a perceived "lack of fit" between the attributes women are thought to possess and the attributes thought necessary for success in traditionally male positions. Resulting impact can be women negatively evaluating themselves.[26]

Evidence on men

No impact identified.

Race

Statistics

- **SLAB's data**

Our data tells us that our employee ethnic origin demographic is:

- 85-90%   White Scottish and other British
- <5%   White minority
- <5%   Minority ethnic groups
- 5-10%   Prefer not to say.

9.8% of the Scottish people in work population fall into the category of minority ethnic groups, whilst the equivalent SLAB figure is less than 5%: this suggests that group is somewhat underrepresented. However, there has been a 1.4% increase in that group since our last report. On the other two categories, our staff balance is more broadly comparable to the Scottish people in work population. [27]

- **Data relevant to the policy**

The McGregor-Smith review – Race in the Workplace – stated that individuals from ethnic minority groups struggle to achieve the same progression opportunities as their White counterparts. One in eight of the working age population are from an ethnic minority group background, yet only one in ten are in the workplace and only one in 16 top management positions are held by an ethnic minority person. In terms of opportunities for progression 35% of Pakistani, 33% of Indian and 29% of Black Caribbean employees' report feeling that they have been overlooked for promotion because of their ethnicity.

The Coalition for Racial Equality and Rights May 2023 publication stated that black and minority ethnic workers may also face disadvantages that limit their professional development and career progression. Research in Scotland has highlighted that from 2015 to 2019, between 18% and 31% of ethnic minority groups who reported perceived discriminatory treatment said this related to

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[25] [Scottish health information you can trust | NHS Inform](#)
[26] [Gender stereotypes and workplace bias | ScienceDirect](#)
[27] [Annual Report and Accounts 2023-24 | Scottish Legal Aid Board](#)

promotion at work. These barriers can lead to Black and minority ethnic employees becoming concentrated in lower-paid roles, contributing towards occupational segregation.[28]

The evidence suggests that Black and minority ethnic employees may face disadvantages that limit their professional development and career progression. Resulting in lower-paid roles and contributing towards occupational segregation.

A 2018 publication called The Psychology of Ethnicity in Organisations states staff in ethnic minority groups are more likely to be rated lower than their white counterparts in performance reviews. In addition, it also states so-called "positive" stereotypes can also have a negative effect on performance review, for example assuming that people of Asian descent are better with numbers and focusing training for them on that topic.[29]

Evidence on different ethnicities

The 2021 CIPD report on Race Inclusion stated:

- One-third fewer group respondents from ethnic minority groups (14%) than white British ethnicity ones (21%) said that their employer having paid for them to study for a qualification or new skills outside work has contributed to their career progression.
- To the question 'In my organisation, everyone has the same opportunity to achieve their potential at work, no matter their racial or ethnic identity or background', African ethnicity respondents agreed least (41%) while white other respondents are in most agreement (64%).[30]

A 2022 TUC report on racism in the UK market states when asked about unfair criticism and scrutiny in the workplace, one in seven workers from ethnic minority groups reported facing unfair criticism (14 %) in the last five years. 8% report being unfairly disciplined, and 7% have been subjected to excessive surveillance or scrutiny. The report also states 24% of staff from ethnic minority groups say that poor performance management at work has meant their achievements are not recognised.[31]

A 2019 BITC paper on Diversity Objectives and Performance Appraisal there are differences between ethnicities in their experience of performance reviews. Employees in ethnic minority groups are more likely than those from a White British background to report that they had a performance review (78% compared with 67%). Employees from ethnic minority groups (44%) are subsequently more likely than White British employees (34%) to have received a standard performance review with no difference in the proportions receiving outstanding or an unsatisfactory performance review.[32]

Evidence on people whose first language is not English

The McGregor-Smith review - Race in the Workplace – stated that 10% of individuals from ethnic minority groups stated that they think the language barrier impacted upon their progression at work.[33]

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[28] Ethnicity and Employment in Scotland's Public Sector: Does the Public Sector Workforce reflect the population it serves? (2023) | CRER

[29] The Psychology of Ethnicity in Organisations by Tinu Cornish and Thomas Calvard (2018) | Google Books

[30] Race Inclusion Report 3 – Ensuring equality of career progression opportunities | CIPD

[31] Racism in the UK Labour Market (2022) | TUC

[32] Diversity Objectives and Performance Appraisal Toolkit | BITC

[33] Race in the workplace: The McGregor-Smith Review | GOV.UK

Gender reassignment

Statistics

- **SLAB's data**

SLAB monitor data in relation to gender reassignment but do not publish it due to the risk of disclosure and identifying individuals. We continue to engage with staff about their lived experience and impact of our policies.

- **Data relevant to the policy**

There is evidence from other jurisdictions that transgender people are 11.7% less likely to be employed than equivalent non-transgender individuals.[34]

Stonewalls LGBT in Scotland Work Report states 13% of trans people say they did not get a promotion at work in the past year because they are LGBT. This compares to 6% of LGB people who aren't trans. LGBT disabled people are also more likely to have not got a promotion (11%).[35]

Evidence on trans people

A research project from YouGov on behalf of the Civil Service Rainbow Alliance reported that 40% of Trans civil servants believed that others had made assumptions about their career aspirations and abilities to progress because of their gender identity. Being on training courses is the second most common reason for Trans respondents to feel uncomfortable at work (27%).[36]

Sexual orientation

Statistics

- **SLAB's data**

Less than 5% of employees identify as lesbian, gay, bisexual, or other/unsure. LGB and 'Other' representation appears relatively comparable to the 2022 general Scottish population (4.3%) and the population of people who are in employment (4.6%).[37]

- **Data relevant to the policy**

A research project from YouGov on behalf of the Civil Service Rainbow Alliance reported that around 20% of LGB civil servants believed that others had made assumptions about their career aspirations and abilities to progress because of their sexual orientation.[38]

Stonewalls LGBT in Scotland Work Report states 13% of trans people say they did not get a promotion at work in the past year because they are LGBT. This compares to 6% of LGB people who aren't trans. LGBT disabled people are also more likely to have not got a promotion (11%).[39]

Evidence on gay men

A research project from YouGov on behalf of the Civil Service Rainbow Alliance reported that:

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[34] Transgender people more likely to be out of work and on lower pay | Personnel Today

[35] LGBT in Scotland - Work Report (2018) | Stonewall

[36] Career development for Lesbian, Gay, Bisexual and Transgender Civil Servants (2011) | CSRA

[37] Annual Report and Accounts 2023-24 | Scottish Legal Aid Board

[38] Career development for Lesbian, Gay, Bisexual and Transgender Civil Servants (2011) | CSRA

[39] LGBT in Scotland - Work Report (2018) | Stonewall

- 60% felt they were able to access the right learning and development opportunities when they needed to
- 61% felt the learning and development activities they had completed at work helped them develop their career.
- 60% felt they are given real opportunity to improve their skills or encouraged to develop new skills.

A 2021 PhD thesis, submitted to the University of Manchester, stated some participants shared their experiences of being discriminated against due to the stereotypes associated with their identity for example, an assumption that gay men aren't serious and therefore wouldn't make good managers.[40]

Evidence on gay women/lesbians
A research project from YouGov on behalf of the Civil Service Rainbow Alliance reported that:

- 54% felt they were able to access the right learning and development opportunities when they needed to
- 55% felt the learning and development activities they had completed at work helped them develop their career
- 53% felt they are given real opportunity to improve their skills or encouraged to develop new skills.

Evidence on bisexual people
A research project from YouGov on behalf of the Civil Service Rainbow Alliance reported that:

- 54% felt they were able to access the right learning and development opportunities when they needed to
- 55% felt the learning and development activities they had completed at work helped them develop their career
- 53% felt they are given real opportunity to improve their skills or encouraged to develop new skills.[41]

Religion or belief
Statistics
- **SLAB's data**

The number of employees identifying as Christian (30-35%) is somewhat lower than that reported for the 2022 Scottish population (37.5%) but also somewhat higher than the percentage reported for those in employment (31.3%). The percentage of employees declaring no religion (50-55%) is somewhat lower than the 2022 Scottish population (58.0%) and considerably lower than those in employment (64.4%).

This continues a trend reported in previous years. The number of employees identifying with other religions or beliefs (collating Buddhist, Hindu, Muslim, and others, for example Jewish) is less than 5%, broadly in line with both the 2022 national profile and those in employment (both 4.1%). Our 'prefer not to say' figure remains relatively high at 10-15%, though again, this figure has reduced slightly since last reported.[42]

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[40] How do Stereotypes of sexuality and gender influence LGBT career construction? (2021) | Ashley Williams, University of Manchester
[41] Career development for Lesbian, Gay, Bisexual and Transgender Civil Servants (2011) | CSRA
[42] Annual Report and Accounts 2023-24 | Scottish Legal Aid Board

- **Data relevant to the policy**

Findings of 2016-17 TUC survey on racism at work, while focused on race, also drew attention to Islamophobia and antisemitism in the workplace and the way in which 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 in interviews include non-White being excluded from various social events and networking opportunities which are often important in terms of facilitating career advancement. Exclusion from outings because they assumed 'don't drink due to religion' or 'they would not want to go'.[43]

Evidence on different religions

In February 2020, the Office for National Statistics released an article stating that between 2012 and 2018 in England and Wales:

- those who identified as Christian were consistently less likely to report having a degree or equivalent qualification than all other religious groups
- those who identified as Muslim had the lowest employment rate of all religious groups
- 40% of employees who identified as Jewish reported being employed as a manager, which was the highest across all religious groups
- employees who identified as Muslim were the least likely to be employed as a manager, which was lower than for all other religious groups.[44]

Pregnancy or maternity

Statistics

- **SLAB's data**

In 2023-24, 100% of maternity leavers returned to work. Of these, 50% requested a variation to their contractual hours on return to work and all were approved on a permanent basis.[45]

- **Data relevant to the policy**

The Equality and Human Rights Commission asked YouGov to conduct a survey to understand managers' attitudes around pregnancy and maternity discrimination. A third surveyed believe that women who become pregnant and new mothers in work are 'generally less interested in career progression' when compared to other employees in their company.[46]

Evidence on pregnancy and maternity

ACAS states that employers must keep those on maternity leave updated on training and development opportunities that might affect them.[47]

Marriage/civil partnership (only applies to policies related to employment)

Statistics

- **SLAB's data**

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[43] Racism Ruins Lives: An analysis of the 2016-2017 Trade Union Congress Racism at Work Survey | TUC
[44] Religion, education and work in England and Wales | ONS
[45] Annual Report and Accounts 2023-24 | Scottish Legal Aid Board
[46] Pregnancy and maternity discrimination research findings | EHRC
[47] Planning maternity leave - Managing pregnancy and maternity | ACAS

The proportion of employees who are single/never married (30-35%) is lower than in the general working population (43%), whilst the proportion of married employees in SLAB is comparatively higher (50-55% compared to 46%). The remaining categories are all comparable in size.[48]

- **Data relevant to the policy**

No impact identified.

Evidence on marriage and civil partnership
Unlike other forms of discrimination, pregnancy and maternity, and marriage and civil partnership, are not protected under the harassment provisions.[49]

Care Experienced
Statistics
- **SLAB's data**

5-10% of all staff declare they are care-experienced, 80-85% are not and 10-15% prefer not to say.[50]

This roughly aligns with national data from Who Cares? Scotland.[51]

- **Data relevant to the policy**

Evidence on care experienced people
Care experienced people face challenges and disadvantages in education, employment and training. They often struggle to find and sustain career options when leaving care, which can increase the risk of long-term unemployment, poverty or social exclusion. They are less likely to have formal training or qualifications. This can be an obstacle for them getting qualified positions, as the labour market tends to place a high importance on academic achievement.

In addition, there are often stereotypes about care experience people, which means that employers might have lower expectations of them and not offer support or training when needed.[52]

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

Based on the information gathered above, it is likely that the policy impacts on many of the protected characteristics and in particular age, disability, sex, pregnancy/maternity, religion/belief, and race. Any other potential impacts will be investigated during the consultation process.

2.3. Outcome of Step 2 and next steps. Select the outcome below to inform the next stage of the EqIA process.

Please select your decision: Proceed to Step 3 - complete full EqIA.

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[48] Annual Report and Accounts 2023-24 | Scottish Legal Aid Board
[49] Sexual harassment and harassment at work (2020) | EHRC
[50] Equality monitoring of employee protected characteristics 2023-24 | Scottish Legal Aid Board
[51] Statistics | Who Cares? Scotland
[52] Care experience and employment | Iriss

Please outline the reasoning behind your decision:
There is relevance to some or all the equality groups and/or our corporate parenting duties.

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:

- 78% of respondents estimated that they think their performance is evaluated fairly
- 73% of respondents estimated feedback they receive helps them improve their performance
- 74% of respondents indicated that they receive regular feedback on their performance
- 73% of respondents said that one to one conversations with their manager are helping them achieve their full potential
- 79% of respondents said that they feel empowered by their manager to do their job
- 90% of respondents indicated that their line manager is considerate of their life outside of work
- 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
- 63% of managers responded that they felt confident in addressing poor performance in their team
- 41% of employees indicated that there are opportunities to develop their career at SLAB
- A higher proportion of respondents aged 18-34 agreed with the statement that there are opportunities to develop their career in SLAB (60% compared to 41% on average)
- 55% of employees indicated that learning and development activities they had completed in the last 12 months have helped them improve their performance.

Employee and Trade Union Consultation - June 2025:

96.6% 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:

1. Staff from marginalised groups may not trust the fairness of process.
   Unconscious bias is mentioned however nothing to say how this will be monitored.

2. It is possible that people with disabilities might need reasonable adjustments for performance discussions and might not be able to perform as well as non-disabled colleagues.
   It is also possible that managers discriminate on staff because of assumptions linked to protected characteristics.
3. The focus on behaviours may be difficult for people from some backgrounds to perform to.
   For example, some cultures are more or less direct/open to praise or praising.

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

Potential for discrimination: Positive impact(s).

Potential for developing good relations: Positive impact(s).

Potential to advance equality: Positive impact(s).

Describe the changes or actions 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.
Evidence suggests that older workers are frequently subjected to stereotypes related to their motivation, cognitive abilities, and usage of technology. The policy also states all employees will have frequent and meaningful conversations with their manager about their performance and development.

To prevent acts of discrimination, exclusion, unfair treatment, and other negative or demeaning behaviours, and to mitigate their negative impact, the policy offers all employees equal access to development opportunities. They will follow the SMART model (specific, measurable, achievable, realistic and timely). 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 relevant training.

Disability

Potential for discrimination: Positive impact(s).

Potential for developing good relations: Positive impact(s).

Potential to advance equality: Positive impact(s).

Describe the changes or actions 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.
Evidence suggests biases may be expressed by underestimating the productivity and capacity of disabled employees and overestimating the cost of reasonable adjustments. The policy also states all employees will have frequent and meaningful conversations with their manager about their performance and development.

To prevent acts of discrimination, exclusion, unfair treatment, and other negative or demeaning behaviours, and to mitigate their negative impact, the policy offers all employees equal access to development opportunities. They will follow the SMART model (specific, measurable, achievable, realistic and timely).

The completion of the Disability adjustment passport will help reduce the need for a re-assessment of adjustments with development opportunities, as well as giving new managers a starting point when reviewing and considering any further adjustments. 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 relevant training. To further support those whose specific needs arise from neurodiversity, a dedicated policy on neurodiversity is to be developed in due course.

Sex

Potential for discrimination: Positive impact(s).

Potential for developing good relations: Positive impact(s).

Potential to advance equality: Positive impact(s).

Describe the changes or actions 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.
Evidence suggests that sexism, particularly against female employees, affects a significant proportion of the UK workforce. The policy states all employees will have frequent and meaningful conversations with their manager about their performance and development.

To prevent acts of discrimination, exclusion, unfair treatment, and other negative or demeaning behaviours, and to mitigate their negative impact, the policy offers all employees equal access to development opportunities. They will follow the SMART model (specific, measurable, achievable, realistic and timely). 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 relevant training.

Race

Potential for discrimination: Positive impact(s).

Potential for developing good relations: Positive impact(s).

Potential to advance equality: Positive impact(s).

Describe the changes or actions 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.
Evidence suggests that ethnic minority communities are more likely to say that their career progression has failed to meet their expectations because there are a lack of effective training and development programmes at work or because they received no or inadequate training when they first entered the workplace.

The policy states all employees will have frequent and meaningful conversations with their manager about their performance and development. Having these frequent conversations should help employees and managers to ensure effective performance around any cultural differences.

To prevent acts of discrimination, exclusion, unfair treatment, and other negative or demeaning behaviours, and to mitigate their negative impact, the policy offers all employees equal access to development opportunities. They will follow the SMART model (specific, measurable, achievable, realistic and timely). 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 relevant training.

Gender reassignment

Potential for discrimination: Positive impact(s).

Potential for developing good relations: Positive impact(s).

Potential to advance equality: Positive impact(s).

Describe the changes or actions 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.
Evidence suggests that assumptions are made about trans people career aspirations and abilities to progress because of their gender identity. The policy states all employees will have frequent and meaningful conversations with their manager about their performance and development.

To prevent acts of discrimination, exclusion, unfair treatment, and other negative or demeaning behaviours, and to mitigate their negative impact, the policy offers all employees equal access to development opportunities. They will follow the SMART model (specific, measurable, achievable, realistic and timely). 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 relevant training.

Sexual orientation

Potential for discrimination: Positive impact(s).

Potential for developing good relations: Positive impact(s).

Potential to advance equality: Positive impact(s).

Describe the changes or actions 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.
There is evidence to suggest that LGBT+ workers believe that others have made assumptions about their career aspirations and abilities to progress because of their sexual orientation. The policy states all employees will have frequent and meaningful conversations with their manager about their performance and development.

To prevent acts of discrimination, exclusion, unfair treatment, and other negative or demeaning behaviours, and to mitigate their negative impact, the policy offers all employees equal access to development opportunities. They will follow the SMART model (specific, measurable, achievable, realistic and timely). 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 relevant training.

Religion or Belief

Potential for discrimination: Positive impact(s).

Potential for developing good relations: Positive impact(s).

Potential to advance equality: Positive impact(s).

Describe the changes or actions 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.

The evidence suggests that there is disparity in qualifications and work progression to management roles, of workers in different religious identities. The policy states all employees will have frequent and meaningful conversations with their manager about their performance and development. Having regular one to one conversations will allow managers to put allowances in place to manage work during significant religious events.

To prevent acts of discrimination, exclusion, unfair treatment, and other negative or demeaning behaviours, and to mitigate their negative impact, the policy offers all employees equal access to development opportunities. They will follow the SMART model (specific, measurable, achievable, realistic and timely). 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 relevant training.

Pregnancy & Maternity

Potential for discrimination: Positive impact(s).

Potential for developing good relations: Positive impact(s).

Potential to advance equality: Positive impact(s).

Describe the changes or actions 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.

Evidence suggests some employers believe women returning from maternity leave chose not to go on learning and are not interested in further progression. They also believed that training for pregnant employees was a waste of resource. The policy states all employees will have frequent and meaningful conversations with their manager about their performance and development.

To prevent acts of discrimination, exclusion, unfair treatment, and other negative or demeaning behaviours, and to mitigate their negative impact, the policy offers all employees equal access to development opportunities. They will follow the SMART model (specific, measurable, achievable, realistic and timely). 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 relevant training.

Marriage & Civil Partnership (only applies to policies related to employment)

Potential for discrimination: No impact.

Potential for developing good relations: No impact.

Potential to advance equality: No impact.

Describe the changes or actions 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.
The Performance policy will have no impact on this group. Therefore, no change or action required.

Care experience

Potential for discrimination: No impact.

Potential for developing good relations: No impact.

Potential to advance equality: No impact.

Describe the changes or actions 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.
The Performance policy will have no impact on this group. Therefore, no change or action required.

4.2. Which actions have you taken as part of this assessment?

Please select the outcome of the assessment: Adjust the policy/practice/process/service

Please explain the changes that have been made:
We conducted a consultation with all staff and our recognised Union seeking views on the policy and made the following changes to the policy as a result.

We added further definitions on:

- the performance discussion, including what should be covered in these discussions
- neurodivergent
- reasonable adjustments.

We added a section regarding the process to follow should an employee have any concerns regarding their performance discussion. Support documentation will be produced.

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 from the minutes to reflect the discussion.

From April 2025: Regular reviews and updates to the EqIA between Policy staff and People & OD colleagues.

May/June 2025: Consultation with employees and our recognised Trade Union.

June/July 2025: Following consultation with employees and our recognised Trade Union, changes made to the policy and EqIA.

Step 6: Post-implementation actions and monitoring impact

6.1. Record any ongoing actions below

A Neurodiversity policy will be developed in due course, by People & OD, with date TBC.

All employees will be alerted to this refreshed policy, by People & OD, from August 2025.

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

Measure	Lead department or individual	Reporting (where and frequency)
Staff Survey.	People & OD with policy support for analysis.	Board and Executive Team. Every two years.
Ongoing review, including pulse surveys.	People & OD with policy support for analysis.	Regulatory reporting. Annually.

6.3. EqIA review date

11/08/2028.

Step 7: Assessment sign off and approval

Director/SRO sign off: 21/07/2025.

Chief Executive approval: 04/08/2025.