



EQUALITY IMPACT ASSESSMENT (EqIA)

Summary results of the EqIA

Title of policy/practice/service: Redeployment Procedure.

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):

SLAB didn't have a Redeployment Procedure document, and we've assessed that the procedure might have an impact on some equality groups, so we're conducting a full EqIA.

Summary of actions taken because of this assessment:

Applies to all employees within SLAB and all prospective employees.

The procedure is needed to help create a strong foundation which will ensure that we have a thorough and fair redeployment procedure. The redeployment procedure will set SLAB's processes to support our employees when there are performance concerns. It is therefore important that the procedure is user friendly, accessible, comprehensive, and does not place any particular group at a disadvantage.

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 and Organisational Development, Corporate Services & Accounts.

Publication date (for completion by Communications):

22/12/2025.

Step 1: Framing the planned change

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

From time-to-time consideration needs to be given to exploration of suitable alternative employment. This may occur for several reasons, including:

- displacement due to organisational change
- following a capability procedure (whether due to ill-health or performance)
- following formal processes relating to discipline or grievance
- in advance of the non-renewal of a fixed term contract upon expiry.

The aim of this procedure is to ensure a fair and consistent approach to the process of exploring suitable alternative employment that is, 'redeployment'.

1.2. Why is the change required?

New policy/process/service/practice.

The Redeployment Procedure is a new document which clarifies the process and responsibilities in situations where redeployment needs to be considered.

1.3. Who is affected by this policy/practice/process/service?

All SLAB employees.

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

16/12/2025.

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

Managing Sickness Absence, Disciplinary Procedure, Grievance Policy, Performance Policy, Performance Framework, Learning & Development Policy, Performance Improvement Procedure, Pay Policy.

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

The Advisory, Conciliation and Arbitration Service (ACAS) Redundancy Advice states that employers must try and move employees selected for redundancy into other jobs within the organisation (offer 'suitable alternative employment'). The employee should not have to apply for the role. But if more than one employee is interested in the same role, the role must firstly be offered to any employees on Maternity or Shared Parental leave first. For all other employees, a fair selection process must be followed, for example holding interviews for the role.¹

¹ ACAS, [Suitable alternative employment - Your rights during redundancy](#).

The Equality and Human Rights Commission (EHRC) states in its Advice and Guidance on Workplace Adjustments that: “An employer should consider whether a suitable alternative post is available for a worker who becomes disabled (or whose disability worsens), where no reasonable adjustment would enable the worker to continue doing the current job. This might also involve retraining or other reasonable adjustments such as providing equipment for the new post or transferring a position to a higher grade.”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**

Older and younger employees may face prejudicial assumptions about their performance and productivity. This in turn may result in prejudicial assumptions about how suitable a redeployee will be in an alternative post.

Evidence on different age categories

According to a report by the Centre for Ageing Better, once out of the labour market, it can be harder for older workers to get back in. Employment support services achieve much worse outcomes for people aged 55 and over than for younger age groups. This gap gets larger the older you are. Older workers are less likely to receive on the job training. The report also states that Workers made redundant over 50 are three times less likely to return to work within three months than those under 50.⁴

There is evidence to suggest that older workers may be disproportionality discriminated against as part of a redundancy or deployment selection process, such as:

- a. **Constandinou and Kakkoufa v Supadance International Ltd and Others.**

Both employees received no prior warning that they were at risk of redundancy. No redundancy procedure was followed, and no consultation took place. Employment Tribunal ruled that the ages of both employees were a significant and material influence in their dismissal for the reason of redundancy, rendering their dismissal both discriminatory and unfair.⁵

- b. **Perrin v Fred Christophers Ltd.**

Employer dismissed the employee on grounds of redundancy because a new role had been created, for which the employer alleged employee was not suitable. Employment Tribunal ruled that the employee had been directly discriminated against on grounds of her age when she was dismissed, as there were no substantial differences between the old and new role.⁶

- c. **Nolan v CD Bramall Dealership Ltd t/a Evans Halshaw Motorhouse Workshop.**

The employees’ manager repeatedly subjected the employee to age-related banter. A resource review took place, and a decision was made to make the employee redundant. Employment Tribunal ruled that the reason for the dismissal was redundancy but held that the employee had

² [Employing people: workplace adjustments | EHRC](#)

³ [SLAB Report & Accounts 2023-24](#)

⁴ [The State of Ageing 2023-24 | Centre for Ageing Better](#)

⁵ [Constandinou and Kakkoufa v Supadance International Ltd and Others — age discrimination](#)

⁶ [Perrin v Fred Christophers Ltd — age discrimination](#)

been selected for redundancy because of his age. This was direct age discrimination and rendered the dismissal unfair.⁷

Disability

Statistics

- **SLAB's data**

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.⁸

- **Data relevant to the policy**

The Equality and Human Rights Commission (EHRC) states in its Advice and Guidance on Workplace Adjustments that an employer should consider whether a suitable alternative post is available for an employee who becomes disabled (or whose disability worsens), where no reasonable adjustment would enable the employee to continue doing the current job. This might also involve retraining or other reasonable adjustments such as providing equipment for the new post or transferring a position to a higher grade.⁹

Evidence on different disabilities

- **Physical disabilities**

The society of occupational medicine in partnership with Public Health England produced a paper on Managing Change Restructuring Redundancy and Homeworking, which states that employees with a disability will have an extra layer of worry during a period of organisational change. They might for example worry about moving to another job that might require different working hours, having to complete a new adjustment plan in case of management change, and waiting for new equipment to arrive or new adaptations to be made.¹⁰

- **Learning disabilities**

The society of occupational medicine in partnership with Public Health England produced a paper on Managing Change Restructuring Redundancy and Homeworking, which states employees with a disability will have an extra layer of worry during a period of organisational change. They might for example worry about moving to another job that might require different working hours, having to complete a new adjustment plan in case of management change, and waiting for new equipment to arrive or new adaptations to be made.¹¹

- **Mental health**

Research from the Foundation for Research of Work Environment (Denmark) states that Organisational change in the workplace can have a negative impact on employees' mental and physical health, the increased uncertainty regarding job future or the direction of organisational change has been suggested to be a principal cause of stress.¹²

⁷ [Nolan v CD Bramall Dealership Ltd t/a Evans Halshaw Motorhouse Worksop – age discrimination](#)

⁸ [SLAB Report & Accounts 2023-24](#)

⁹ [Homepage | EHRC](#)

¹⁰ [Managing change – restructuring, redundancy and homeworking | SOM, 2021](#)

¹¹ [Managing change – restructuring, redundancy and homeworking | SOM, 2021](#)

¹² [Impact of organisational change on mental health: a systematic review | OEM, 2012](#)

The National Autistic Society state that many people with autism experience high levels of stress and anxiety, because of this many find that their brain goes straight to worst case scenario in a variety of situations. Catastrophising means having negative thoughts that can spiral extremely fast, to leave them with only the worst-case scenario.¹³

Sex

Statistics

- **SLAB's data**

Women make up 65-70% of the SLAB workforce. The 2022 population data shows that in the general population, 52% were female and 48% were male.¹⁴

- **Data relevant to the policy**

A publication from Scottish Government states that women are far more likely to work part time than men, amounting to around 73% of Scotland's part time employees¹⁵. Therefore, potentially making it more challenging to obtain a different role.

Evidence on women

A 2019 paper from the Institute for Public Policy Research stated women may face greater barriers because caring responsibilities, which are held disproportionately by women, might limit options for women to retrain, or restrict the type of jobs that are available to them.¹⁶

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% selected 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 an increase in that group of plus 1.4% since our last report. On the other two categories, our staff balance is more broadly comparable to the Scottish people in work population.¹⁷

- **Data relevant to the policy**

The 2021 CIPD report on Race Inclusion stated BAME group respondents are more likely than white British 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 (25% vs 18%) or

¹³ [Autism and catastrophising - National Autistic Society](#)

¹⁴ [SLAB Report & Accounts 2023-24](#)

¹⁵ [Scotland's Labour Market: People, Places and Regions - Statistics from the Annual Population Survey 2020/21 | Gov.Scot](#)

¹⁶ [The future is ours: Women, automation and equality | IPPR, 2019](#)

¹⁷ [SLAB Report & Accounts 2023-24](#)

because they received no training or inadequate training when they first entered the workplace (18% vs 12%).¹⁸

Evidence on different ethnicities

The 2021 CIPD report on Race Inclusion stated:

One-third fewer BAME group respondents (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%)¹⁹

Evidence on people whose first language is not English

The McGregor-Smith review – Race in the Workplace, stated that 10% of BME individuals stated that they think the language barrier impacted upon their progression at work, which may also have an impact in moving to a different role.²⁰

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.²¹

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%).²²

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%).²³

¹⁸ [CIPD Race inclusion: Report 3 – Ensuring equality of career progression opportunities](#)

¹⁹ [CIPD Race inclusion: Report 3 – Ensuring equality of career progression opportunities](#)

²⁰ [Race in the workplace: The McGregor-Smith review - GOV.UK](#)

²¹ [Transgender people more likely to be out of work and on lower pay - Personnel Today](#)

²² [Career development for Lesbian, Gay, Bisexual and Transgender Civil Servants – YouGov, 2011](#)

²³ [SLAB Report & Accounts 2023-24](#)

- **Data relevant to the policy**

A research project from YouGov on behalf of the Civil Service Rainbow Alliance reported that around 20% of LGBT civil servants believed that others had made assumptions about their career aspirations and abilities to progress or move to move to alternative posts because of their sexual orientation.²⁴

Evidence on gay men

A research project from YouGov on behalf of the Civil Service Rainbow Alliance reported that 60% felt they were able to access the right learning and development opportunities when they needed to, which could be an obstacle when moving to a new role.

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, which could be an obstacle when moving to a new role.

Evidence on bisexual people

A research project from YouGov on behalf of the Civil Service Rainbow Alliance reported that 55% felt they were able to access the right learning and development opportunities when they needed to, which could be an obstacle when moving to a new role.

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.²⁵

- **Data relevant to the policy**

Evidence on different religions

A 2017 article in Work Employment and Society stated that education plays a key factor in determining the probability of Muslim women joining the labour market and obtaining salariat jobs or moving to different roles. However, it also stated that Black-Muslim women, along with the penalties they experience in unemployment and obtaining salariat jobs, appear to be the most disadvantaged female Muslim group in the UK.²⁶

²⁴ [Career development for Lesbian, Gay, Bisexual and Transgender Civil Servants – YouGov, 2011](#)

²⁵ [SLAB Report & Accounts 2023-24](#)

²⁶ [Can Religious Affiliation Explain the Disadvantage of Muslim Women in the British Labour Market? – Work Employment Society, 2017](#)

Pregnancy or maternity

Statistics

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.²⁷

- **Data relevant to the policy**

Evidence on pregnancy and maternity

The Advisory, Conciliation and Arbitration Service (ACAS) Redundancy Advice states that employers must try and move employees selected for redundancy into other jobs within the organisation (offer 'suitable alternative employment'). The employee should not have to apply for the role. But if more than one employee is interested in the same role, the role must firstly be offered to any employees on maternity leave or Shared Parental Leave first. For all other employees, a fair selection process must be followed, for example holding interviews for the role.²⁸

The Advisory, Conciliation and Arbitration Service (ACAS) Redundancy Advice states that employers must try and move employees selected for redundancy into other jobs within the organisation (offer 'suitable alternative employment'). The employee should not have to apply for the role. But if more than one employee is interested in the same role, the role must firstly be offered to any employees on maternity leave or Shared Parental Leave first. For all other employees, a fair selection process must be followed, for example holding interviews for the role.²⁹

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

Statistics

- **SLAB's data**

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.³⁰

- **Data relevant to the policy**

No evidence found.

Evidence on marriage and civil partnership

No Impact identified.

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.³¹

- **Data relevant to the policy**

²⁷ 2024 SLAB Report & Accounts, www.slab.org.uk/app/uploads/2024/10/Annual-Report-and-Accounts-2023-24.pdf

²⁸ ACAS, [Suitable alternative employment - Your rights during redundancy - Acas](#)

²⁹ ACAS, [Suitable alternative employment - Your rights during redundancy - Acas](#)

³⁰ 2024 SLAB Report & Accounts, www.slab.org.uk/app/uploads/2024/10/Annual-Report-and-Accounts-2023-24.pdf

³¹ SLAB's, [Equality-monitoring-of-employee-protected-characteristics-2023-24.pdf](#)

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 or moving to a different role.

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.³²

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 procedure impacts on many of the protected characteristics and in particular age, disability, sex, pregnancy/maternity, religion/belief and race.

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

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

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?

No.

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

N/A.

3.3 What did you learn from the consultation/involvement?

N/A.

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).

³² Iriss, [Care experience and employment](#) | Iriss

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.

Older and younger employees may face prejudicial assumptions about their performance and productivity. This in turn may result in prejudicial assumptions about how suitable a redeployee will be in an alternative post.

Sample sizes of SLAB employees accessing redeployed posts through redeployment are so small, that there is no evidence of age impacting on redeployment in a positive or negative way.

People in redeployment will be given equal opportunities through alternative posts and priority consideration. Although Pregnancy & Maternity receive further protection when at risk of redundancy.

The procedure states that managers must ensure redeployment applications are considered objectively and ensure that a decision not to appoint is based on evidence, which will withstand objective scrutiny.

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.

Employees with disabilities may experience anxiety or stress due to being in a redeployment situation. This is however mitigated by ensuring a fair, consistent, and transparent redeployment process and support available to employees.

The redeployment procedure takes into consideration that an employee may be unable to carry out their role due to health reasons, in this situation they would be given priority consideration for alternative posts.

The completion of the Disability adjustment passport will help reduce the need for a re-assessment of adjustments in redeployment situations, as well as giving new managers a starting point when reviewing and considering any further adjustments.

People in redeployment will be given equal opportunities through alternative posts and priority consideration. Although Pregnancy & Maternity receive further protection when at risk of redundancy.

The procedure states that managers must ensure redeployment applications are considered objectively and ensure that a decision not to appoint is based on evidence, which will withstand objective scrutiny.

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 female employees, affects a significant proportion of the UK workforce. Evidence also suggests that there are more female carers than male carers, which can impact on the time available to undertake training.

To prevent acts of discrimination, exclusion, unfair treatment and other negative or demeaning behaviours and to mitigate their negative impact, the procedure offers all employees fair access to redeployment opportunities.

People in redeployment will be given equal opportunities through alternative posts and priority consideration. Although Pregnancy & Maternity receive further protection when at risk of redundancy.

The procedure states that managers must ensure redeployment applications are considered objectively and ensure that a decision not to appoint is based on evidence, which will withstand objective scrutiny.

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.

This procedure provides support to employees of all Race and Ethnic backgrounds, helping employees find another post so that they can continue working with SLAB and their knowledge, skills and experience can be retained.

People in redeployment will be given equal opportunities through alternative posts and priority consideration. Although Pregnancy & Maternity receive further protection when at risk of redundancy.

The procedure states that managers must ensure redeployment applications are considered objectively and ensure that a decision not to appoint is based on evidence, which will withstand objective scrutiny.

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.

There is evidence to suggest that trans people believe that others have made assumptions about their career aspirations and abilities to progress or move to different roles because of their gender identity.

People in redeployment will be given equal opportunities through alternative posts and priority consideration. Although Pregnancy & Maternity receive further protection when at risk of redundancy.

The procedure states that managers must ensure redeployment applications are considered objectively and ensure that a decision not to appoint is based on evidence, which will withstand objective scrutiny.

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 or move to different roles because of their sexual orientation.

People in redeployment will be given equal opportunities through alternative posts and priority consideration. Although Pregnancy & Maternity receive further protection when at risk of redundancy.

The procedure states that managers must ensure redeployment applications are considered objectively and ensure that a decision not to appoint is based on evidence, which will withstand objective scrutiny.

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.

There is evidence to suggest that some religious groups are less likely to have formal training, and this could have an influence on the role they might qualify for.

People in redeployment will be given equal opportunities through alternative posts and priority consideration. Although Pregnancy & Maternity receive further protection when at risk of redundancy.

The procedure states that managers must ensure redeployment applications are considered objectively and ensure that a decision not to appoint is based on evidence, which will withstand objective scrutiny.

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.

A redundancy process becomes particularly challenging if the employee is on maternity leave. The law recognises the vulnerable position of pregnant workers and those on maternity leave and affords them additional legal protections. The procedure recognises this confirming they will receive priority consideration over other redeployees.

The procedure states that managers must ensure redeployment applications are considered objectively and ensure that a decision not to appoint is based on evidence, which will withstand objective scrutiny.

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

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. 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 Redeployment Procedure will have no impact on this group. Therefore, no change or action required.

Care experience

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 Redeployment Procedure 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:

Any decision not to appoint an employee with a redeployment application will need to withstand objective scrutiny.

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 May 2025, regular reviews and updates to the EqlA between Policy staff and People & OD colleagues.

Step 6: Post-implementation actions and monitoring impact

6.1. Record any ongoing actions below

- Monitor learning requested by each of the protected characteristics to help us form any better conclusion in terms of equality (People & OD team – ongoing)
- Objective scrutiny of appointments when there are displaced employees (People & OD team – ongoing).

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	Every two years, to Board and Executive Team.
Ongoing review and scrutiny of appointments	People & OD with Policy support for analysis	Annually as part of our regulatory reporting.

6.3. EqlA review date

16/12/2028.

Step 7: Assessment sign off and approval

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

Chief Executive approval: 16/12/2025.