



# EQUALITY IMPACT ASSESSMENT (EqIA)

## Summary results of the EqIA

### **Title of policy/practice/process/service:**

Disciplinary policy.

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

Revision of existing policy.

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

The disciplinary procedure is about determining whether particular behaviours, conduct or actions have occurred and, if so, whether they are appropriate or otherwise; preventing recurrence of inappropriate behaviour; establishing consistent standards for and responses to behaviours and conduct; resolving matters informally where appropriate but also providing for punitive action where necessary. It is therefore important that it is user friendly, accessible and comprehensive.

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

The disciplinary policy clearly states that it applies only to incidents of conduct (defined as matters generally within the employee's control) rather than matters of capability. For that reason, the equality impact of the procedure is relatively low, but a fair procedure must be in place to ensure that it does not place any employees at a disadvantage due to a protected characteristic.

The policy will be developed to provide clear and transparent guidance on the disciplinary stages. Clearly articulating how disciplinaries will be managed, with further emphasis on considering and adapting approaches to ensure no group is put at a disadvantage.

### **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 (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.

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

05/02/2026

# Step 1: Scoping the work being assessed

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

The objective of the policy is to outline how SLAB will deal with misconduct in a fair and consistent manner.

The disciplinary procedure is about determining whether particular behaviours, conduct or actions have occurred and, if so, whether they are appropriate or otherwise; preventing recurrence of inappropriate behaviour; establishing consistent standards for and responses to behaviours and conduct; resolving matters informally where appropriate but also providing for punitive action where necessary.

The objectives of the policy review are to:

- outline how SLAB will deal with alleged misconduct in a fair and consistent manner.
- align with the ACAS Code of Practice
- give clear understanding of roles and responsibilities of managers, employees, People and OD in the process
- align the disciplinary procedure with other workplace policies for example code of conduct, computer usage, dignity at work, grievance and complaints procedure.

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

Review of policy/process/service/practice.

## 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.

26/01/2026.

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

- investigation guidelines
- dignity at work policy
- travel and expenses policy
- code of conduct
- computer usage policy
- grievance policy
- data protection policy
- domestic abuse policy
- anti-fraud, bribery and corruption policy statement
- managing sickness absence policy
- client complaints procedure.

## 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

Disciplinary cases are very low for the size of SLAB, and we have found that the number of relevant employees is too small to allow us to form any definite conclusions with regards to differences between equality groups:<sup>1</sup>

#### Age

##### Statistics

- **SLAB's data**

SLAB employees are clustered around the middle age ranges with fewer employees aged  $\leq 24$  years and 65+ years (both  $< 5\%$ ). Our largest age groups are 45-54 years (25-30%) and 35-44 (25-30%).<sup>2</sup>

- **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 one in five employers recognise that age discrimination exists within their organisation.<sup>3</sup>

#### Evidence on different age categories

ACAS guidance states special attention should be paid to ensure that rules are understood by any employees without recent experience of working life, for instance young people new to the world of work.<sup>4</sup>

An article in 'The HR Director' on reasonable adjustments states that younger employees may be less familiar with working practices and procedures and may wish to be accompanied to a disciplinary hearing by a parent or guardian. Stating in this scenario it would be reasonable for the employer to allow this.<sup>5</sup>

#### Disability

##### Statistics

- **SLAB's data**

In our organisation, 15–20% of employees who completed their equality record declared a disability or long-term health condition.<sup>6</sup> This is on level with the national picture. The 2022 Scottish Census reported that 19.6% of the population said a long-term health problem or disability limited their daily

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<sup>1</sup> [SLAB Annual Report 2024-25](#)

<sup>2</sup> [SLAB Equality monitoring of employee protected characteristics 2024-25](#)

<sup>3</sup> Centre for Ageing Better, [Ageism: What's the harm?](#)

<sup>4</sup> ACAS, [Discipline and Grievances at work](#)

<sup>5</sup> The HR Director, [What is reasonable adjustments during disciplinary process?](#)

<sup>6</sup> [SLAB Equality monitoring of employee protected characteristics 2024-25](#)

activities.<sup>7</sup> while the latest Labour Market Insights found that disabled people made up 21.0% of the public sector workforce, 27.0% of the third sector, and 18.5% of the private sector.

### **Data relevant to the policy**

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)
- 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.<sup>8</sup>

SLAB is under a duty to make reasonable adjustments to overcome any substantial disadvantage experienced by an employee because of a disability or something arising from their disability.

Therefore, should an employee's disability give rise to a substantial disadvantage in relation to the employee's ability to participate in disciplinary proceedings the employer must make reasonable adjustments to overcome this disadvantage. Any substantial disadvantage to a disabled employee must also be considered where relevant when decisions are made under this policy.

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.<sup>9</sup>

### ***Evidence on different disabilities***

#### **• Physical disabilities**

A 2019 EHRC publication states that extra steps should be taken when investigating an alleged misconduct to ensure not discriminating directly or indirectly because of a person's disability and not treating an employee with disabilities unfavourably because of something connected to their disability for example, being considered for disciplinary action which might lead to dismissal because of an employee's persistent lateness. Steps should be taken to find out whether their lateness is connected to their disability - There may be a poor frequency of accessible buses. Or it could be

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<sup>7</sup> [National Records of Scotland \(2023\), Scotland's Census 2022: Health, disability and unpaid care](#)

<sup>8</sup> [The employment of disabled people 2024 – GOV.UK](#)

<sup>9</sup> ACAS, [Capability and performance - Supporting disabled people at work](#)

because the person's condition is very painful in the morning so that getting to work on time early is difficult for them.<sup>10</sup>

- **Learning disabilities**

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.<sup>11</sup>

- **Mental health**

It is possible that an employee's disability could impact on their behaviour at work and result in them facing disciplinary allegations. A 2020 article in Personnel Today highlighted employment tribunal cases where employers were shown not to have fully understood the nature of a person's disability, before launching disciplinary proceedings that may lead to dismissal.<sup>12</sup>

There is evidence to suggest that employees with disabilities may be disadvantaged in disciplinary hearings when the employer fails to accommodate reasonable adjustments. Link to recent case example:

**Miss Megan Crew and Miss Jo Mason v Three Milestone Education Ltd** – Miss Mason had a known disability due to her suffering from anxiety and depression. The employer refused to allow Miss Mason's mother to attend the hearing as her companion. The employment Tribunal ruled that it would have been an easy adjustment to make, and she was more than minimally disadvantaged by that decision.<sup>13</sup>

## Sex

### Statistics

- **SLAB's data**

Women make up 65-70% of the SLAB workforce. The 2022 population data show 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.<sup>14</sup>

Women can sometimes face adverse consequences, including disciplinary action, because of menopause. A lack of understanding about menopause may lead managers to interpret the challenges women experience during this stage as poor performance, rather than recognizing them as health related. Menopause typically affects women between the ages of 45 and 55, and our internal data shows that women aged 45–54 make up 15–20% of our employees.<sup>15</sup>

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<sup>10</sup> EHRC, [Avoiding unlawful discrimination when dismissing a worker](#)

<sup>11</sup> CIPD, [Neuroinclusion at work](#)

<sup>12</sup> Personnel Today, [Recent case shows employers must consider disability before dismissing staff](#)

<sup>13</sup> [Employment Tribunal: Crew and Mason v Three Milestone Education Ltd](#)

<sup>14</sup> [SLAB Equality monitoring of employee protected characteristics 2024-25](#)

<sup>15</sup> SLAB data, internal only

- **Data relevant to the policy**

Personnel Today shared an article addressing the silent struggles of sandwich carers where the emotional strain often spills over into the workplace, affecting focus, productivity, and overall wellbeing. Which may result in employees finding themselves questioning their value at work, feeling guilty for not giving enough attention to their roles, and fearing the consequences of being perceived as disengaged.<sup>16</sup>

### **Evidence on women**

Female staff are more likely to be primary care givers, as 73% of working age carers in Scotland were female in 2023-24.<sup>17</sup>

Alongside caring responsibilities, evidence shows that women continue to face disproportionate risks of harassment and unsafe workplace experiences. The Government Equalities Office Sexual Harassment in the Workplace Survey found that around half of women reported experiencing sexual harassment at work, yet most cases were never formally reported due to fears of retaliation, reputational harm, or scepticism about outcomes.<sup>18</sup> In Scotland, the Scottish Social Attitudes Survey reported that 72% of women agreed sexual harassment is a problem in Scottish workplaces, with younger women (18–34) most likely to say they had experienced it directly.<sup>19</sup> More recently, the Scottish Government’s Intersectional Evidence Review identified that women, particularly minority ethnic women, report lower confidence in raising complaints of discrimination compared to their white counterparts.<sup>20</sup> This data highlights how gendered risks and perceptions of bias influence whether women feel able to engage in formal workplace processes.

### **Evidence on men**

Men are more frequently the subject of formal disciplinary action, partly because they are concentrated in sectors such as construction, manufacturing, and frontline services where disciplinaries are more common.<sup>21</sup> Research also shows that men are less likely to disclose personal or wellbeing concerns to employers. The Business in the Community Mental Health at Work Report found that only 31% of men felt comfortable discussing mental health at work, compared with 38% of women, and men were less likely to access support services.<sup>22</sup> In the Scottish Health Survey on mental health and wellbeing, data similarly indicates that men have lower rates of help-seeking for stress and anxiety compared with women.<sup>23</sup> This reluctance to engage with informal support can mean issues remain hidden until they escalate into performance or conduct concerns.

## **Race**

### **Statistics**

- **SLAB’s data**

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

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<sup>16</sup> Personnel Today, [Addressing the silent struggles of sandwich carers](#)

<sup>17</sup> [Carers Census, Scotland, 2023-24 – GOV.SCOT](#)

<sup>18</sup> [Government Equalities Office \(2020\), Sexual Harassment Survey/Report](#)

<sup>19</sup> [Scottish Social Attitudes Survey – GOV.SCOT](#)

<sup>20</sup> [Evidence Review: Minority Ethnic Women’s Experiences in Scotland \(2024\) – GOV.SCOT](#)

<sup>21</sup> [Disciplinary and grievance procedures at work: survey of employers \(2016\) – ACAS](#)

<sup>22</sup> [Business in the Community, Mental Health at Work Report \(2020\)](#)

<sup>23</sup> [Scottish Health Survey 2021: Main Report, Volume 1, Chapter 2: Mental Health and Wellbeing](#)

- 85-90% White Scottish and other British
- <5% White minority
- <5% minority ethnic groups
- 5-10% selected prefer not to say.<sup>24</sup>

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

#### • **Data relevant to the policy**

Our employee demographic is broadly comparable to the Scottish population profile reported in the most recent 2022 census.<sup>25</sup>

#### **Evidence on different ethnicities**

With 9.8% of Scotland's working population identifying as minority ethnic, compared with fewer than 5% within SLAB's workforce.<sup>26</sup> This indicates that minority ethnic employees are clearly underrepresented in our organisation compared with the national picture. This underrepresentation is significant in the context of disciplinary policy, as national evidence consistently shows that minority ethnic employees are more likely than white employees to face formal disciplinary action. The NHS Workforce Race Equality Standard (WRES) 2024 found that minority ethnic staff were 1.09 times more likely to enter a formal disciplinary process compared to white staff.<sup>27</sup> Local authority reviews echo this trend: a Dudley Council equality review reported that minority ethnic staff were twice as likely to be subject to disciplinary investigation,<sup>28</sup> while Lambeth Council's 2021–22 report showed that 78% of disciplinary cases involved Black, Asian or multi-ethnic employees, with Black staff particularly overrepresented.<sup>29</sup> Without safeguards, such disparities risk indirect discrimination, for example if staff from minority backgrounds are disproportionately scrutinised or harsher outcomes are applied.

#### **Evidence on people whose first language is not English**

ACAS guidance states special attention should be paid to ensure that rules are understood by any employees whose English or reading ability is limited.<sup>30</sup> The Equality and Human Rights Commission (EHRC) has also warned that indirect discrimination may occur if employers fail to provide reasonable adjustments, such as interpretation, translation of documents, or additional time to prepare responses.<sup>31</sup>

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<sup>24</sup> [SLAB Equality monitoring of employee protected characteristics 2024-25](#)

<sup>25</sup> [Scotland's Census 2022: Ethnic group, national identity, language and religion](#)

<sup>26</sup> SLAB data, internal only

<sup>27</sup> [2024 Workforce Race Equality Standard report, NHS England for NHS Trusts](#)

<sup>28</sup> [Report finds 'disproportionate' disciplinary action against ethnic minority council staff, Express & Star \(2022\)](#)

<sup>29</sup> [Negotiating for Race Equality: Disciplinary Procedures \(citing Lambeth Council 2021–22 equality report\), UNISON \(2023\)](#)

<sup>30</sup> [Discipline and Grievances at work - The ACAS guide \(2020\)](#)

<sup>31</sup> [Employment Statutory Code of Practice \(especially section on indirect discrimination and language barriers\), EHRC \(2011\)](#)



## 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.<sup>32</sup>

- **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.<sup>33</sup>

### *Evidence on trans people*

No impact identified.

## 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%).<sup>34</sup>

- **Data relevant to the policy**

No impact identified.

### *Evidence on gay men*

No impact identified.

### *Evidence on gay women/lesbians*

No impact identified.

### *Evidence on bisexual people*

No impact identified.

## 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%).

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<sup>32</sup> [SLAB Equality monitoring of employee protected characteristics 2024-25](#)

<sup>33</sup> [Transgender people more likely to be out of work and on lower pay - Personnel Today](#)

<sup>34</sup> [SLAB Equality monitoring of employee protected characteristics 2024-25](#)



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.<sup>35</sup>

- **Data relevant to the policy**

A 2019 EHRC publication states that care must be taken to ensure disciplinary procedures are not unlawfully discriminatory for example, a disciplinary hearing with a view to dismissing an employee for misconduct and the date and time are set for a day which happens to be a religious holiday for the religion the employee holds. Unless it can be objectively justified why the hearing needs to be held on that day, this may likely be indirect discrimination.<sup>36</sup>

#### *Evidence on different religions*

No impact identified.

### **Pregnancy or maternity**

#### *Statistics*

- **SLAB’s data**

In 2023-24, 100% of maternity leavers returned to work. Of these, 20% requested a variation to their contractual hours on return to work and all were approved on a permanent basis.<sup>37</sup>

- **Data relevant to the policy**

No impact identified.

#### *Evidence on pregnancy and maternity*

While research from the EHRC found evidence of unfair treatment during pregnancy there is no evidence to show there is a direct link to disciplinary action.<sup>38</sup>

### **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.<sup>39</sup>

- **Data relevant to the policy**

No impact identified.

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<sup>35</sup> [SLAB Equality monitoring of employee protected characteristics 2024-25](#)

<sup>36</sup> EHRC - [Avoiding unlawful discrimination when dismissing a worker](#)

<sup>37</sup> [SLAB Equality monitoring of employee protected characteristics 2024-25](#)

<sup>38</sup> EHRC - [Pregnancy and maternity discrimination research findings](#)

<sup>39</sup> [SLAB Equality monitoring of employee protected characteristics 2024-25](#)

### *Evidence on marriage and civil partnership*

No disproportionate 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.<sup>40</sup>

This roughly aligns with national data Who Cares Scotland.<sup>41</sup>

- **Data relevant to the policy**

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; and are significantly more likely to come into contact with the youth criminal justice system.<sup>42</sup>

### *Evidence on care experienced people*

No disproportionate impact identified.

## **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 so far, it is likely that the procedure impacts on some of the protected characteristics and in particular age, disability, religion/belief and race. Any other potential impacts should 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 EqlA process.**

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

**Please outline the reasoning behind your decision:**

There is relevance to some or all the equality groups and/or our corporate parenting duties.

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<sup>40</sup> [SLAB Equality monitoring of employee protected characteristics 2024-25](#)

<sup>41</sup> [Statistics - Who Cares? Scotland](#)

<sup>42</sup> [SLAB Corporate Parenting Literature Review](#)

## 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?

Employee and Trade Union Consultation, November 2025.

97.7% 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:

- Could disproportionately affect neurodivergent individuals, some of whom may not yet be diagnosed, and so won't have access to the best tools to manage the stress.
- Excessive stress can have severe outcomes for pregnant women.
- Young people may need more explicit guidance on what is expected of them in the workplace.

## 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?

#### All Protected Characteristics

The new Disciplinary policy consistently applied by appropriately trained managers, is a key tool in promoting equality and tackling discrimination and harassment based on protected characteristics, by ensuring that everyone is treated fairly and consistently where such allegations are made (whether established or not in ensuing disciplinary proceedings) and action is taken where appropriate.

#### Age

**Potential for discrimination:** Positive impact(s).

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

**Potential to advance equality:** Positive impact(s).

The new Disciplinary Policy highlights our commitment to equality, diversity and inclusion, as well as to making any reasonable or workplace adjustments that allow all individuals (including those who have been asked to participate as a witness) to fully participate in the disciplinary process, including allowing a different companion, where appropriate.

Supporting guidance for line managers/investigators/ disciplinary managers/appeal managers/HR will also reflect the importance of making reasonable and workplace adjustments, where appropriate.

To ensure that this positive impact is maximised, all managers, People & OD employees, and anyone else involved in making decisions covered by this policy have had or will be given training on this policy, diversity awareness, understanding unconscious bias, and conflict resolution training.

## Disability

**Potential for discrimination:** Positive impact(s).

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

**Potential to advance equality:** Positive impact(s).

We recognise the impact some disabilities may have on an employee's conduct or behaviour, and/or the way they engage with the disciplinary process. The new Disciplinary Policy therefore highlights our commitment to equality, diversity and inclusion, as well as to making any reasonable or workplace adjustments that allow all individuals (including those who have been asked to participate as a witness) to fully participate in the disciplinary process, including allowing a different companion, where appropriate.

Supporting guidance for line managers/investigators/ disciplinary managers/appeal managers/HR will also reflect the importance of making reasonable and workplace adjustments, where appropriate, and ensuring the impact of any declared disabilities are taken into account when considering the circumstances of the case, mitigation and appropriate penalties.

To ensure that this positive impact is maximised, all managers, People & OD employees and anyone else involved in making decisions covered by this policy have had or will be given training on this policy, diversity awareness, understanding unconscious bias and conflict resolution training.

## Sex

**Potential for discrimination:** Positive impact(s).

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

**Potential to advance equality:** Positive impact(s).

The new Disciplinary Policy highlights our commitment to equality, diversity and inclusion, as well as to making any reasonable or workplace adjustments that allow all individuals (including those who have been asked to participate as a witness) to fully participate in the disciplinary process, including allowing a different companion, where appropriate. Supporting guidance for line managers/investigators/ disciplinary managers/appeal managers/HR will also reflect the importance of making reasonable and workplace adjustments, where appropriate.

To ensure that this positive impact is maximised, all managers, People & OD employees and anyone else involved in making decisions covered by this policy have had or will be given training on this policy, diversity awareness, understanding unconscious bias and conflict resolution training.

## Race

**Potential for discrimination:** Positive impact(s).

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

**Potential to advance equality:** Positive impact(s).

Evidence shows that employees from an ethnic minority background are more likely to be subjected to a disciplinary process.

The new Disciplinary Policy highlights our commitment to equality, diversity and inclusion, as well as to making any reasonable or workplace adjustments that allow all individuals (including those who have been asked to participate as a witness) to fully participate in the disciplinary process, including allowing a different companion and or interpreter, where appropriate.

Supporting guidance for line managers/investigators/ disciplinary managers/appeal managers/HR will also reflect the importance of making reasonable and workplace adjustments, where appropriate.

To ensure that this positive impact is maximised, all managers, People & OD employees and anyone else involved in making decisions covered by this policy have had or will be given training on this policy, diversity awareness, understanding unconscious bias and conflict resolution training.

### Gender reassignment

**Potential for discrimination:** No impact.

**Potential for developing good relations:** No impact.

**Potential to advance equality:** No impact.

No evidence of disproportionate impact identified during consultation or review

### Sexual orientation

**Potential for discrimination:** No impact.

**Potential for developing good relations:** No impact.

**Potential to advance equality:** No impact.

No evidence of disproportionate impact identified during consultation or review.

### Religion or Belief

**Potential for discrimination:** Positive impact(s).

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

**Potential to advance equality:** Positive impact(s).

There is potential for some impact on those being requested to attend an investigation meeting or disciplinary hearing and the date and time are set for a day which happens to be a religious holiday for the religion the employee holds. Unless it can be objectively justified why the hearing needs to be held on that day, this may likely be indirect discrimination. The disciplinary policy highlights our commitment to equality, diversity and inclusion, as well as to making any reasonable or workplace adjustments that allow all individuals (including those who have been asked to participate as a witness) to fully participate in the disciplinary process, including allowing a different companion and or interpreter, where appropriate.

### Pregnancy & Maternity

**Potential for discrimination:** No impact.

**Potential for developing good relations:** No impact.

**Potential to advance equality:** No impact.

No evidence of disproportionate impact identified during consultation or review.

## **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.

No evidence of disproportionate impact identified during consultation or review.

## **Care experience**

**Potential for discrimination:** No impact.

**Potential for developing good relations:** No impact.

**Potential to advance equality:** No impact.

No evidence of disproportionate impact identified during consultation or review.

## **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:

- Further definitions have been added regarding live warning and the role of the Commissioning Manager
- Flowchart has been added as an appendix to the policy to help explain the process and make reading the policy more accessible
- An appendix has been added to the Disciplinary policy explaining the role of the companion
- Support documentation will be produced, which includes an addition to the existing investigation guidelines of a document explaining the role of the witness.

## **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 September 2025:** Regular reviews and updates to the EqIA between Policy staff and People & OD colleagues.

**November 2025:** Consultation with employees and our recognised Trade Union.

**December 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 and support documentation, by People & OD, from January 2026. Managers will receive training on the policy during 2026, by People & OD.

### 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)
Allegations disaggregated by protected characteristics.	People & OD with policy support for analysis	Annually as part of our regulatory reporting

### 6.3. EqIA review date

26/01/2029.

## Step 7: Assessment sign off and approval

Director/SRO sign off: 22/01/2026

Chief Executive approval: 04/02/2026