Equality Impact Assessment

Summary

Name of Policy or practice	Reasonable Adjustments Guida	nce	
New Policy or Revision	New guidance		
Policy Owner (role)	Head of Human Resources		
Date Policy Owner Confirmed	May 2024		
Completion			
Agreed Schedule Review Date	Review every two years in line with Policy Review Schedule	Additional review date (Action review date)	N/A

Action Plan

This section is completed at the end of the Equality Impact Assessment. Due to the importance of embedding equality in SQA through our actions the Action Plan will be the focus and record of ongoing actions.

Explain how you will monitor and record the actual impact on equality groups, including how the evidence can be revisited to measure the actual impact.

Required Actions	Owner	Date	Comment & Review
Actions taken to monitor the implementation of policy and the impact on equality groups (evidence and consultation)			[ONGOING RECORD]
Review 12 months after publication	HR Shared Service	May 2025	
Provide link to Reasonable Adjustment Passport when launched.	HR Shared Service	TBC	

Policy Aims

What is the rationale for this policy or practice?

We have a legal obligation under the Equality Act 2010 to make reasonable adjustments for employee's who have a disability. Reasonable adjustments are changes an employer makes to remove or reduce a disadvantage related to someone's disability. For example:

- making changes to the workplace
- changing someone's working arrangements
- finding a different way to do something
- providing equipment, services, or support

Reasonable adjustments are specific to an individual person. They can cover any area of work.

SQA acknowledges the value and benefit of a diverse workforce and is committed to removing barriers to employment for disabled people. SQA is a 'Disability Confident Leader' employer, and we positively welcome job applications from disabled people and provide services to support the needs of disabled colleagues.

SQA recognises that our disabled colleagues are an integral part of our workforce, and we will remove or reduce any substantial disadvantage faced by disabled colleagues which would not be faced by a non-disabled colleague.

At SQA we adopt the Equality Act 2010 definition of disability as; 'a physical or mental impairment that has a substantial and long-term negative effect on your ability to do normal daily activities'.

We are also aware that some people might not recognise their mental health condition as a disability, but as your employer it is important that we are aware that it could be. We recognise the importance of taking mental health challenges as seriously and with the same care as a physical condition.

Employees will never experience any disadvantage from telling us you are disabled or asking for reasonable adjustment(s).

Trade Unions and staff networks recommended that guidance is brought together to support people policies.

This guidance will include link to Reasonable Adjustment Passport when launched. This guidance will also underpin the SQA Line Managers Fundamentals Programme to raise awareness of our duties and obligations.

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

From our most recent Workforce Equality Monitoring Report we have 83 employees (8.01% of all staff) who have declared a disability. National evidence suggests around 24% of individuals of working age are disabled.

We could not find any formal research on the effectiveness of reasonable adjustment guidance however evidence from our Trade Unions and Staff networks indicate that this would be a positive, supportive, people-centred approach from SQA and will link well with the application of our people policies.

What are the aims of this policy or practice?

The purpose of the guidance is to have a central location for information and guidance relating to reasonable adjustments. This guidance covers legislative, best practice advice for both employees and managers.

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

This is a positive document for both employee and employer and aims to:

- Provide employees and their line managers with information and basis for positive discussions around disability.
- Allows employees to explain the impact of their disability at work.
- Allows managers to understand our obligations under the Equality Act 2010 and how work can impact disabled employees.

Evidence, Consultation and Engagement

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

This guidance has been developed in consultation with SQA's recognised Trades Unions, Unite and Unison, who represent all staff throughout the organisation.

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

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

What evidence about equality groups do you have to support this assessment?

Age

Table 1.1: Age

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Age bracket	2019 no	2019 %	2020 no	2020 %	2021 no	2021 %	2022 no	2022 %	Variance no	Variance %
16–24	59	6.32%	50	5.27%	49	4.93%	36	3.47%	-23	-2.85%
25–29	65	6.97%	60	6.32%	73	7.35%	105	10.14%	40	3.17%
30–34	123	13.18%	109	11.49%	96	9.67%	95	9.17%	-28	-4.01%
35–39	131	14.04%	145	15.28%	146	14.70%	144	13.90%	13	-0.14%
40–44	129	13.83%	135	14.23%	146	14.70%	150	14.48%	21	0.65%
45–49	116	12.43%	105	11.06%	113	11.38%	124	11.97%	8	-0.46%
50-54	125	13.40%	141	14.86%	131	13.19%	126	12.16%	1	-1.24%
55–59	119	12.75%	117	12.33%	122	12.29%	122	11.78%	3	-0.98%
60–64	53	5.68%	72	7.59%	81	8.16%	102	9.85%	49	4.16%
65+	13	1.39%	15	1.58%	36	3.63%	32	3.09%	19	1.70%
Total	933	100.00%	949	100.00%	993	100.00%	1036	100.00%	103	11.04%

Table 1.1 shows the age profile of the organisation from 2019 to 2022

Source: SQA Workforce Equality Monitoring Report 2021-23

Equalities: SQA workforce monitoring report 2021-23

Disability can occur at any age; however, the prevalence of disability rises with age: in 2021/22 around 11% of children in the UK were disabled, compared to 23% of working age adults and 45% of adults over State Pension age.

https://commonslibrary.parliament.uk/research-briefings/cbp-

9602/#:~:text=The%20prevalence%20of%20disability%20rises,reported%20a%20disability%20(58%25).

In SQA, 64.29% or more of staff are between the ages of 35 and 59 with 12.9% of staff being in the over 60 age group. It is also interesting to note that there has been an increase in the 60-64 age group and an increase in the 65+ group. It would therefore be prudent for us to ensure we have the support in place for an older workforce who may have increased levels of disability. https://www.sqa.org.uk/sqa/files_ccc/equalities-2023-workforce-monitoring.pdf

Disability

Table 3.1: Disability

able 3.1. Disability										
Disability	2019 number	2019 %	2020 number	2020 %	2021 number	2021 %	2022 number	2022 %	Variance number	Variance %
No	417	44.69%	651	68.60%	683	68.78%	697	67.28%	280	22.59%
Not Specified	444	47.59%	152	16.02%	152	15.31%	184	17.76%	-260	-29.83%
Prefer not to say	21	2.25%	68	7.17%	76	7.65%	72	6.95%	51	4.70%
Yes	51	5.47%	78	8.22%	82	8.26%	83	8.01%	32	2.54%
Total	933	100.00%	949	100.00%	993	100.00%	1036	100.00%	103	0.00%

Source: SQA Workforce Equality Monitoring Report 2021-23

Equalities: SQA workforce monitoring report 2021-23

Table 3.1 shows the composition of the disability self-reporting categories for the period from 2019 to 2022.

Of those staff who have declared a disability, females made up 58.54% (2021) and 53.01% (2022) of the population, and males 41.46% (2021) and 46.99% (2022). Due to the low number of staff declaring a disability within SQA we are unable to publish further intersectional data in relation to disability and other protected characteristics.

In SQA the percentage of staff declaring a disability has increased by 2.54% to 8.01% of all staff (between 2019 and 2022). Due to low numbers declaring a disability, we are not able to report on intersectional identities but have examined wider evidence in relation to this.

https://www.sqa.org.uk/sqa/files ccc/equalities-2023-workforce-monitoring.pdf

The three most frequent disability types in 2021 and 2022 by those declaring they have a disability, noted in the <u>SQA Workforce Monitoring Report</u> are:

- mental health difficulty
- long-term illness, disease, or health condition and
- deaf or hearing impairment

In relation to mental health, one in four employees may experience mental ill health. Recent research indicates that three out of four people who experience mental ill health will also experience stigma. The Reasonable Adjustments Guidance may be a positive move in relation to employees being supported to discuss mental ill health.

Like many organisations there may be underreporting in this area, and it is hoped that the Reasonable Adjustments Guidance may encourage a higher declaration of disability. The latest estimates from the Department for Work and Pensions' Family Resources Survey indicate that 16.0 million people in the UK had a disability in the 2021/22 financial year. This represents 24% of the total population.

The proportion of the population reporting a disability has risen by six percentage points since 2002/03, up from 18%. Most of this increase has been observed over the past decade, with disability prevalence up by five percentage points from 19% in 2010/11.

https://commonslibrary.parliament.uk/research-briefings/cbp-9602/#:~:text=The%20prevalence%20of%20disability%20rises,reported%20a%20disability%20(58%25).

In 2021, an estimated 407,400 disabled people aged 16 to 64 were in employment in Scotland. The employment rate for disabled people aged 16 to 64 was estimated at 49.6 per cent. This was significantly lower than the rate for non-disabled people (80.8 per cent). Therefore, the disability employment rate gap was estimated at 31.2 percentage points. This represents a statistically significant gap.

https://www.gov.scot/publications/scotlands-labour-market-people-places-regions-protected-characteristics-statistics-annual-population-survey-

2021/pages/8/#:~:text=Whereas%2C%20the%20employment%20rate%20for,rate%20for%20disabled%20people%20increasing.

Race

Table 7.1: Race

Table 7.1. Nace								
Ethnicity	2019 number	2019%	2020 number	2020%	2021 number	2021%	2022 number	2022%
African, Scottish African or British African	< 5	< 0.54%	< 5	< 0.53%	< 5	< 0.50%	<5	<0.48%
Asian, Scottish Asian or British Asian	13	1.39%	20	2.11%	24	2.42%	25	2.41%
Caribbean or Black	< 5	< 0.54%	< 5	< 0.53%	< 5	< 0.50%	< 5	< 0.48%
Mixed or multiple ethnic group	< 5	< 0.54%	< 5	< 0.53%	< 5	< 0.50%	< 5	< 0.48%
Not specified	383	41.05%	123	12.96%	101	10.17%	122	11.78%
Other ethnic group	< 5	< 0.54%	< 5	< 0.53%	< 5	< 0.50%	< 5	< 0.48%
Prefer not to say	10	1.07%	33	3.48%	34	3.42%	30	2.90%
White	523	56.06%	763	80.40%	825	83.08%	849	81.95%

Source: SQA Workforce Equality Monitoring Report 2021-23

Equalities: SQA workforce monitoring report 2021-23

Table 7.1 shows the ethnic minority background of staff within the organisation for the period from 2019 to 2022

Just under 3.50% staff declared they were from an ethnic minority background in both 2021 (3.32%) and 2022 (3.38%). However, it is encouraging to note that the percentage of staff declaring they are from an ethnic minority background has increased overall by 3.97% between 2019 and 2022. The percentage of staff within each ethnic minority category has remained relatively stable over the last three years.

While disability can impact across all backgrounds and cultures, men, and women men from Pakistani and Gypsy/Traveller ethnicity groups recorded higher rates of 'health problem or disability in comparison to white peers. Women from Bangladeshi backgrounds also reported higher rates of disability in comparison to white peers. It may then be especially supportive to groups who experience greater rates of disability.

https://www.gov.scot/binaries/content/documents/govscot/publications/statistics/2015/08/ethnic-groups-poorest-health/documents/analysis-health-inequality-ethnicity-scotland/analysis-health-inequality-ethnicity-scotland/govscot%3Adocument/00484303.pdf

Religion or Belief

Table 8.1: Religion or belief

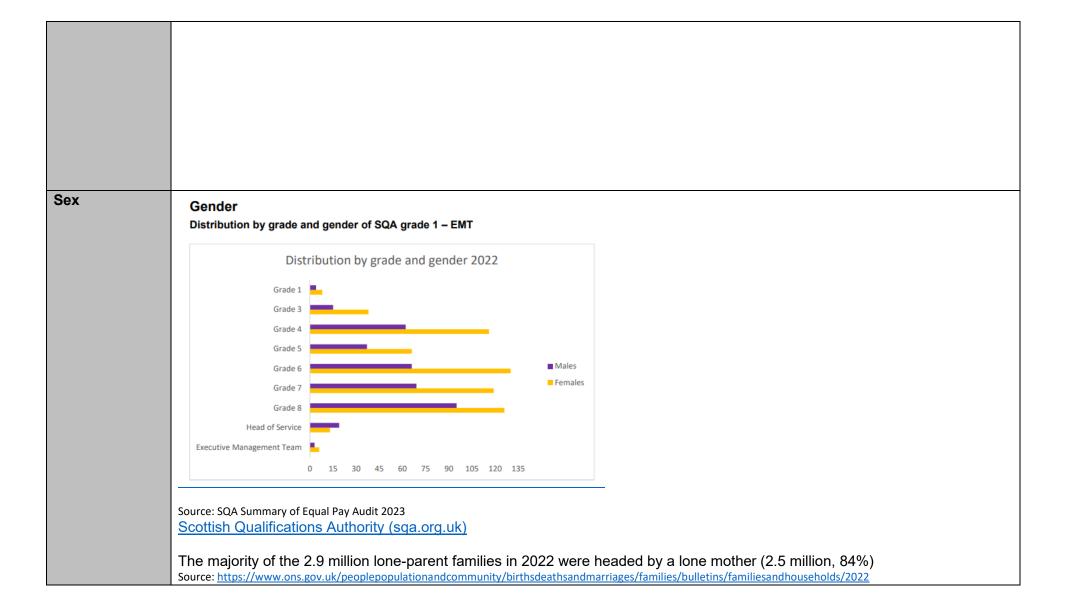
Religion or belief	2019 number	2019%	2020 number	2020%	2021 number	2021%	2022 number	2022%
Another religion or body	< 5	< 0.54%	< 5	< 0.53%	6	0.60%	6	0.58%
Buddhist	< 5	< 0.54%	< 5	< 0.53%	< 5	< 0.50%	< 5	< 0.48%
Church of Scotland	91	9.75%	122	12.86%	127	12.79%	125	12.07%
Hindu	< 5	< 0.54%	< 5	< 0.53%	7	0.70%	8	0.77%
Jewish	< 5	< 0.54%	< 5	< 0.53%	< 5	< 0.50%	< 5	< 0.48%
Muslim	7	0.75%	11	1.16%	10	1.01%	11	1.06%
None	286	30.65%	421	44.36%	462	46.53%	489	47.20%
Not specified	405	43.41%	126	13.28%	102	10.27%	123	11.87%
Other Christian	26	2.79%	43	4.53%	44	4.43%	44	4.25%
Prefer not to say	35	3.75%	98	10.33%	103	10.37%	103	9.94%
Roman Catholic	76	8.15%	118	12.43%	129	12.99%	123	11.87%
Sikh	< 5	< 0.54%	< 5	< 0.53%	< 5	< 0.50%	< 5	< 0.48%

Table 8.1 shows the religion, belief or non-belief status of staff within the organisation for the period from 2019 to 2022.

Source: SQA Workforce Equality Monitoring Report 2021-23

Equalities: SQA workforce monitoring report 2021-23

Disability can impact on any protected characteristic.



59% of unpaid carers are women (Census 2021). Women are more likely to become carers and to provide more hours of unpaid care than men. More women than men provide high intensity care at ages when they would expect to be in paid work (Petrillo and Bennett, 2022)

Source: Carers UK

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

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

There is further evidence that women experience greater disability and comorbidities and generally spend fewer years in good health than men. In Scotland, data from the <u>Scottish Health Survey 2021</u> found that women are more likely than men to report living with a limiting long-term health condition.

In SQA, we have 62.16% female and 37.84% males. There is therefore an increased probability that we may require to support more females than males in relation to a disability.

Sexual Orientation

Table 10.1: Sexual orientation

able 10.1. Sexual orientation								
Sexual Orientation	2019 number	2019%	2020 number	2020%	2021 number	2021%	2022 number	2022%
Bisexual	9	0.96%	12	1.26%	15	1.51%	16	1.54%
Gay man	13	1.39%	20	2.11%	21	2.11%	23	2.22%
Gay woman / lesbian	9	0.96%	10	1.05%	12	1.21%	12	1.16%
Heterosexual / straight	431	46.20%	670	70.60%	700	70.49%	702	67.76%
In another way	< 5	< 0.54%	< 5	< 0.53%	< 5	< 0.50%	< 5	< 0.48%
Not specified	< 5	< 0.54%	< 5	< 0.53%	156	15.71%	189	18.24%
Not sure	26	2.79%	76	8.01%	< 5	< 0.50%	< 5	< 0.48%
Prefer not to say	443	47.48%	158	16.65%	84	8.46%	88	8.49%

Table 10.1 shows the composition of staff sexual orientation within the organisation for the period 2019 to 2022.

Source: SQA Workforce Equality Monitoring Report 2021-23

Equalities: SQA workforce monitoring report 2021-23

There is evidence to suggest that there are higher rates of mental ill health amongst the LGBTQ+ population in comparison to the heterosexual population. This is often due to experiences LGBTQ+ people go through that can affect their mental health, such as discrimination, homophobia or transphobia, social isolation, rejection, and difficult experiences of coming out. https://www.stonewall.org.uk/system/files/lgbt in britain health.pdf

Gender Reassignment (Gender identity and transgender)

Due to the low number of staff reporting as transgender or describing their gender identity 'in another way,' we are unable to publish further data in relation to gender reassignment or gender identity. This data is, however, monitored internally.

If a trans employee has been diagnosed with a condition such as gender dysphoria, then they may also be protected by the disability discrimination provisions of the Equality Act, as long as the other criteria for a disability have been met.

<u>Research</u> indicates trans and non-binary adults are more likely than the general population to experience long-term health conditions, including mental health problems, dementia and learning disabilities, and to be autistic.

There is evidence to suggest that there are higher rates of mental ill health amongst the trans population in comparison to the general population. This is often due to some things trans people go through that can affect their mental health, such as discrimination, transphobia, social isolation, rejection, and difficult experiences of coming out. https://www.stonewall.org.uk/system/files/lgbt_in_britain_health.pdf

Marriage/Civil Partnership

Table 5.1: Relationship status

Relationship status	2019 number	2019 %	2020 number	2020 %	2021 number	2021 %	2022 number	2022 %
Civil Partnership	7	0.75%	7	0.74%	8	0.81%	9	0.87%
Co-habiting/in a relationship	80	8.57%	112	11.80%	122	12.29%	122	11.78%
Divorced/Dissolved Civil Partnership	14	1.50%	16	1.69%	17	1.71%	19	1.83%
Married	265	28.40%	370	38.99%	425	42.80%	416	40.15%
Married/Civil Partnership	8	0.86%	12	1.26%	14	1.41%	16	1.54%
Not Specified	407	43.62%	179	18.86%	102	10.27%	127	12.26%
Other	< 5	< 0.54%	< 5	< 0.53%	7	0.70%	9	0.87%
Prefer not to say	18	1.93%	49	5.16%	55	5.54%	59	5.69%
Separated	6	0.64%	12	1.26%	12	1.21%	13	1.25%
Single	122	13.08%	183	19.28%	224	22.56%	239	23.07%
Widowed/surviving partner from Civil Partnership	< 5	< 0.54%	6	0.63%	7	0.70%	7	0.68%

Table 5.1 shows the marriage and civil partnership status of staff within the organisation for the period from 2019 to 2022.

Source: SQA Workforce Equality Monitoring Report 2021-23

Equalities: SQA workforce monitoring report 2021-23

Disability can impact on any protected characteristic.

Pregnancy / Maternity

Table 6.1: Pregnancy and maternity

Pregnancy and maternity	2019 number	2019 %	2020 number	2020 %	2021 number	2021 %	2022 number	2022 %
Contract ended as planned					1	3.33%		0.00%
Due to return to work					0	0.00%	11	40.00%
Resigned					0	0.00%	1	4.00%
Returned to work	20	100.00%	10	100.00%	29	96.67%	14	56.00%
Total	20	100.00%	10	100.00%	30	100.00%	26	100.00%

	Table 6.1 details the number of staff who have taken maternity leave, whether they are still on maternity leave (due to return to work), have returned to work following maternity leave, resigned following maternity leave, or their fixed-term contract ended (contract ended as planned).
	Source: SQA Workforce Equality Monitoring Report 2021-23 <u>Equalities: SQA workforce monitoring report 2021-23</u>
	There may be instances where a pregnant employee may require short term reasonable adjustments to accommodate pregnancy related illness. https://www.acas.org.uk/managing-your-employees-maternity-leave-and-pay/if-theyre-ill-or-having-a-difficult-pregnancy
Care experience (Where relevant)	We do not gather care experience information at the moment within SQA. However, there are many research studies that evidence that care experienced individuals have a greater incidence of poorer mental and physical health.

Impact and Opportunities for Action

The impact that a policy or practice has on an equality group may be different and this requires to be recorded. The impact may not always be negative. Actions are taken to address any differential impact, and include actions to mitigate against any negative impact, to advance equality and to foster good relations between groups.

Each section contains questions for each equality group. These questions are here to support consideration; however, you can provide further detail. Focus initially on the equality groups that would be affected by this policy. If you do not consider that certain equality groups would be affected by this policy, you may leave these sections.

General Equality Duty
Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
The impact is neutral for age in relation to eliminating unlawful discrimination, harassment, and victimisation.
Advance equality of opportunity
The impact is neutral for age in relation to advancing equality of opportunity.
Foster good relations
The impact is neutral for age in relation to fostering good relations.
General Equality Duty
Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
The probable or likely impact is positive in relation to eliminating unlawful discrimination, harassment and victimisation given the guidance is an informative tool to support the conversation between manager and employee in relation to reasonable adjustments. The impact would be positive across a range of intersectional identities as described in the previous section.
Advance equality of opportunity
The probable or likely impact is positive in relation to advancing equality of opportunity for employees who require reasonable adjustments. The impact would be positive across a range of intersectional identities as described in the previous section.
Foster good relations
The probable or likely impact is positive in relation to fostering good relations between manager, employee, and the organisation as this will support discussion between employee and manager. The impact would be positive across a range of intersectional identities as described in the previous section.

Protected	General Equality Duty
Characteristic	
Race	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	The probable or likely impact is neutral for race in relation to eliminating unlawful discrimination, harassment, and victimisation.
	Advance equality of opportunity
	The probable or likely impact is neutral for race in relation to advancing equality of opportunity.
	Foster good relations
	The probable or likely impact is neutral for race in relation to fostering good relations.
Protected Characteristic	General Equality Duty
Religion or Belief	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	The impact is neutral for religion and belief in relation to eliminating unlawful discrimination, harassment, and victimisation
	Advance equality of opportunity
	The probable or likely impact is neutral for religion or belief in relation to advancing equality of opportunity.
	Foster good relations
	The probable or likely impact is neutral for religion or belief in relation to fostering good relations.
Protected Characteristic	General Equality Duty
Sex	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	The impact is neutral for sex in relation to eliminating unlawful discrimination, harassment, and victimisation. It may
	however have a positive impact on those experiencing menopausal symptoms that require reasonable adjustments.
	Advance equality of opportunity
	The probable or likely impact is neutral for sex in relation to advancing equality of opportunity. It may however have a
	positive impact on those experiencing menopausal symptoms who require reasonable adjustments.
	Foster good relations
	The probable or likely impact is neutral for sex in relation to fostering good relations. It may however have a positive
	impact on those who need to discuss reasonable adjustments with their manager due to menopausal symptoms.

Protected Characteristic	General Equality Duty
Sexual Orientation	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	The impact is neutral for sexual orientation in relation to eliminating unlawful discrimination, harassment, and victimisation
	Advance equality of opportunity
	The probable or likely impact is neutral for sexual orientation in relation to advancing equality of opportunity.
	Foster good relations
	The probable or likely impact is neutral for sexual orientation in relation to fostering good relations.
Protected Characteristic	General Equality Duty
Gender Reassignment	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
(Gender identity and transgender	The impact is neutral for gender reassignment in relation to eliminating unlawful discrimination, harassment, and victimisation. It may however be positive for individuals who require workplace adjustments as a result of gender reassignment.
	Advance equality of opportunity
	The probable or likely impact is neutral for gender reassignment in relation to advancing equality of opportunity. However, it may be positive to support the gender transition process.
	Foster good relations
	The probable or likely impact is neutral for gender reassignment in relation to fostering good relations. However, it may be positive for employees going through gender reassignment as it would support discussions between manager and employee.
Protected	General Equality Duty
Characteristic	
Marriage/Civil Partnership	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	The impact is neutral for marriage and civil partnership in relation to eliminating unlawful discrimination, harassment, and victimisation
	Advance equality of opportunity
	The probable or likely impact is neutral for marriage and civil partnership in relation to advancing equality of opportunity.
	Foster good relations

	The probable or likely impact is neutral for marriage and civil partnership in relation to fostering good relations.
Drotostad	
Protected	General Equality Duty
Characteristic	
Pregnancy / Maternity	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
	The impact is neutral for pregnancy and maternity in relation to eliminating unlawful discrimination, harassment, and victimisation. However, it may be positive for an employee who has a pregnancy related illness.
	Advance equality of opportunity
	The probable or likely impact is neutral for pregnancy and maternity in relation to advancing equality of opportunity. However, it may be positive for an employee who has a pregnancy related illness.
	Foster good relations
	The probable or likely impact is neutral for pregnancy and maternity in relation to fostering good relations. However,
	it may be positive for an employee who requires to discuss reasonable adjustments with their manager for a
	pregnancy related illness.
Considered by SQA	General Equality Duty
Care experience (Where relevant)	Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
(vinoro rolovalit)	The impact is neutral for care experience in relation to eliminating unlawful discrimination, harassment, and victimisation.
	Advance equality of opportunity
	The probable or likely impact is neutral for care experience in relation to advancing equality of opportunity.
	Foster good relations
	The probable or likely impact is neutral for care experienced employees in relation to fostering good relations.

Rationale

If you are proceeding with a decision that may have a negative impact and are not putting in place actions to mitigate against this, please explain how this is objectively justified.

No negative impacts identified.