

# **Diversity and Inclusion Strategy EQIA**

## **Equality Impact Assessment – Results**

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**Title of Policy:** Scottish Government Employer Diversity and Inclusion Strategy

**Summary of aims and desired outcomes of Policy:** Key principles of the strategy are that it will be:

- Impact focussed
- Data driven
- Concentrated to focus effort where change is needed most
- Multi strand and intersectional
- Supplemented by equality strand specific action where needed

This will drive progress towards our two employer equality outcomes:

- Outcome 1: By 2025, our workforce will have increased in diversity to reflect the general Scottish population.
- Outcome 2: By 2025, workforce culture will be more inclusive with employees from all backgrounds and characteristics and experiences reporting they feel increasingly valued.

**Directorate:** People Directorate

## **Executive summary**

Diverse experience, skills, thinking and background create, support and deliver better policies, services and decisions. We want our workplace culture to enable us to do our best, bring out the best in each other and deliver our best for the people of Scotland.

This diversity and inclusion strategy is a call to action to all leaders, managers and employees in the Scottish Government to disrupt the status quo, to adapt, innovate and to challenge with psychological safety.

This strategy puts inclusion at the heart of advancing equality in our workplace. Recognising we cannot advance in all areas at once, but that there are priority areas where we must shift the dial right now.

## **Background**

Like all public sector bodies, SG is bound by the public sector equality duty and as part of the duty this we have published our equality outcomes two of which concentrate on our role as an employer.

We have worked to deliver these outcomes through a variety of initiatives and plans, but primarily we have focussed on delivery through three employer action plans each with a single equality group focus to embed inclusion, equality and diversity into our corporate policies, procedures and practice.

Those three action plans are the:

- Recruitment and Retention Action Plan for Disabled People (2019)
  - Race Recruitment and Retention Action Plan (2021)
  - Socio-Economic Diversity Action Plan (2023)

All three have helped us to make progress towards our equality outcomes and we can see from our data that we are gradually becoming a more diverse workplace. Albeit at a slower pace than we envisaged.

We also know that attracting diversity is only half the story. And that it is the experiences of colleagues once in the workplace that is crucial to making sure that we progress towards being an organisation where all colleagues feel included, valued and have a sense of belonging.

This single diversity and inclusion strategy replaces earlier plans. Shifting focus from single equality group action plans to an inclusive and intersectional approach to address areas of poorest employee experience to achieve positive, measurable improvements.

## **The Scope of the EQIA**

SG is committed to building a workforce of people with a wide range of backgrounds, perspectives, and experiences. Who are valued for their unique contributions in a work environment that is respectful, supportive and free from discrimination, harassment or bullying.

All staff will be affected by this policy and the purpose is to particularly improve experiences of people from protected groups where there is evidenced differential experience.

## **Key Findings**

The EQIA has been central to the development of the Diversity and Inclusion Strategy. We know that the risk of having a diversity and inclusion strategy could be that commitments are too broad and therefore do not effectively target the specific attention needed for different groups. Or that a vast number of actions could be unachievable or could dilute potential impact by stretching effort too thin. To mitigate this, the approach has used a comprehensive data analysis to target the action needed most for the groups experiencing most differential treatment at particular points on the employee journey. We also know the data should drive the approach to

monitoring impact so that we can understand if the changes we want to see are actually happening for people with lived experience of differential treatment.

Through analysis of the data we identified hot topics. These are particular aspects or points of the employee journey where two or more data sources identified a consistently poorer experience for one, some, or all equality groups.

Hot topics have been grouped into broader related gamechanger themes. The four game changer themes and relevant hot topics are as follows:

- Getting Started at SG
- Promoting Positive Behaviours
- Achieving Equity
- Opportunities,

Within the four themes there are 14 areas of the employee journey that are our identified hot topics for the first iteration of the action plan which will accompany the strategy. For some hot topics effort needs to be targeted to one, two or three equality groups. Other hot topics show a poorer experience for more than three groups. These require broader solutions responding to needs of all, recognising how intersectionality can compound experience.

Our 14 hot topics and their focus by equality group are:

Game Changer	Hot Topic	Equality Group
Getting Started at the SG	Application	Age, Disability, Socio economic diversity
	Sift	Race, Religion or belief
	Interview	Disability, Race, Religion or belief
	Onboarding	Disability, Race, Religion or belief

Promoting Positive Behaviours	Line Managers	All equality groups
	Discrimination	All equality groups
	Bullying and Harassment	All equality groups
Achieving Equity	Workplace Adjustments	Disability
	Absences	All equality groups
	Leavers	All equality groups
	Performance	All equality groups
	Workplace + Hybrid	All equality groups
Opportunities Connection and Voice	Learning and Development	All equality groups
	Progression	All equality groups

### **How we will measure impact**

We have developed lead Measures which spell out the specific change we want to see for each topic and how this change will be measured. Lead measures were co-produced with our staff diversity networks, reflecting on the data gathered. As we believe the best people to identify the changes we want to see are those experiencing that poorer experience. We then mapped ways we could assess impact through existing organisational key performance indicators (KPIs).

All actions which will underpin the strategy will be co-produced with teams who will be responsible for implementing them. Corporate teams are asked what actions they can take that will achieve the specific changes we want to see. The approach to

monitoring success of these actions will be through the movement of our associated KPIs.

The EQIA process has helped us to deliver better outcomes for staff and prospective staff by putting their experiences at the centre of the strategy development. We have placed equal attention to qualitative and quantitative data. Using our People Survey and Employee Insights data along with our recruitment (ICIMS) and workforce (e-HR) data.

## **Recommendations and Conclusion**

This EQIA process serves as an overarching assessment of the implementation of the Diversity and Inclusion strategy. To deliver this strategy, a series of actions and projects will be required by delivery teams across DG corporate. It is of crucial importance that equality is embedded within these activities and that individual EQIAs are conducted when designing and implementing associated policies and procedures and practices.

To effectively monitor, govern and review the work underpinned by the D+I strategy we propose:

- To ensure delivery, action owners and their senior leaders will report quarterly to the Diversity and Inclusion Governance Group on progress against the Action Plan.
- The Group will provide oversight of the strategy impact dashboard, measuring the scale and pace of progress toward the specific changes we want to see.
- Every Six Months we will report to the Scottish Government's Executive Team. This will consist of a deep dive review of delivery and impact and any issue escalated by governance group.
- Every Year the Scottish Government will publish diversity data and inclusion information about our workforce.
- Every Two Years the Scottish Government will publish the Equality mainstreaming report.

- Every Four Years. Scottish Government Employer Equality Outcomes will be revised and renewed.

As developments arise within the strategy, this will be considered from an equality perspective using the data available to us at any given point. The EQIA will be updated as appropriate in line with any proposed updates and changes.





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EH1 3DG

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