



## Equality Impact Assessment (EQIA) Form

### A. GENERAL INFORMATION

|                               |                          |
|-------------------------------|--------------------------|
| <b>Name of proposal</b>       | Starting Salary Guidance |
| <b>Responsible department</b> | Human Resources          |

### B. AIMS OF THE PROPOSAL

|                                     |  |
|-------------------------------------|--|
| <b>What do you hope to achieve?</b> | We recognise that there are advantages in having a flexible pay structure regarding the setting of starting salaries for new appointments. We also recognise that discrimination can occur where there is too much flexibility without appropriate guidance. Our starting salary guidance will make sure that we have a fair and consistent approach to identifying starting salaries. We will be better able to recruit and retain a diverse workforce. |
| <b>Why is the proposal needed?</b>  | Our previous guidance differentiated between new appointments from external sources and internal appointments. It is no longer appropriate to treat internal and external appointments differently. This guidance will make sure that we adopt a consistent approach and that we do not inadvertently introduce unjustified differences in pay.  |

|  |   |
|--|---|
| <p><b>How will the proposal contribute to the SSSC's strategic objectives and/or priorities?</b></p> | <p>Our guidance links to strategic priority 3 - Our workforce planning activities support employers, commissioners and proposal makers to deliver a sustainable, integrated and innovative workforce. As the strategic plan states "we are committed to investing in our own workforce the same way we are invested in the external workforce".</p> <p>This guidance supports strategic themes 2 and 3 of our people strategy:</p> <ul style="list-style-type: none"> <li>▪ recruit and develop excellent people</li> <li>▪ a healthy and inclusive organisation.</li> </ul> <p>Our guidance will contribute to improving our pay and appointment practices and will reduce the opportunity for discrimination.</p> |
| <p><b>How will the proposal address the SSSC's Equality duties?</b></p>                              | <p>Our guidance will reduce the opportunity for discrimination on the grounds of a protected characteristic by having a consistent approach. This will support our Public Sector Equality Duties ie eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010, advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</p>  |

### **C. DATA AND EVIDENCE GATHERING**

|   |  |
|---|--|
| <p><b>What evidence has been used to come to the decisions contained in this EQIA?</b></p>  | <p>Not applicable.</p>   |
| <p><b>Has the proposal been the subject of relevant engagement and/or consultation?</b></p> | <p>We consulted with the EMT. The EMT gave feedback, comments and suggestions to the guidance.</p> |

|   |      |
|---|------|
| <b>Has best judgement been used in place of data/research/evidence?</b> | Yes. |
| <b>Have any gaps been found in the data?</b>                            | N/A. |

#### **D. ASSESSING IMPACT AND IDENTIFYING OPPORTUNITIES TO PROMOTE EQUALITY**

**Gender** – does the proposal take account of different roles and responsibilities? Does it assume, perhaps wrongly that men have no caring responsibilities? Is the proposal flexible enough to provide a service that everyone can access?

The guidance applies equally to all employees, permanent and temporary, and is accessible regardless of any specific characteristic. The guidance will reduce the opportunity for this characteristic to be a factor in the decision making process. The guidance will promote equality by making sure we have a clear, consistent approach to identifying the starting salary.

**Ethnicity** – have you covered all minority ethnic groups? Consider the impact your proposal has on someone from a minority ethnic group and remember this impact may differ depending on the gender, disability, faith, sexual orientation or ethnicity of the person as different cultures have different views on what is acceptable. Consider language and format.

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**Disability** – a person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person’s ability to carry out day-to-day activities. How does this proposal affect disabled people? Are there any impairment groups who are unfavourably affected by the policy?

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**Sexual orientation** – what are the issues for this group in terms of your proposal? Does it meet the needs of this group?

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**Gender reassignment** – does your proposal include people of different gender identities? Will your proposal impact transgender individuals in any way?

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**Age** – remember different age groups have different concerns. When considering age remember that some individuals are more vulnerable or have issues that may need additional consideration.

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**Marital and civil partnership** – it is unlawful discrimination for people who are married/civil partnership/same-sex couple to be treated less favourably in employment than those who are not married/civil partnership/mixed-sex couple.

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**Pregnancy and maternity** – protection against maternity discrimination covers 26 weeks after giving birth – this includes treating a woman unfavourable because she is breastfeeding.

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**Religion/Belief/Non-belief** – does your proposal take into account different festivals, holidays, religious days and traditions? Will the different faith beliefs impact on women from that group and exclude or prevent them from using the service?

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## **E. CHALLENGES AND OPPORTUNITIES FOR GROUPS LIVING IN AN ISLAND COMMUNITY**

This section considers the impact or effect of the proposal on island communities and whether this could be significantly different from its effect on other communities.

We recognise that our islands face particular challenges around distance, geography, connectivity and demography, so it is important that we consider these properly and make sure islands receive fair and equitable treatment and that there is no detriment to their unique circumstances.

Our guidance is inclusive of all employees and potential employees of the SSSC, there is no discrimination against any employee, regardless of protected characteristics. We offer flexible/hybrid working which allows employees to work from home and carry out a role without their geographic location being a factor, unless the location means that they would not have access to facilities of sufficient quality to carry out their role.

We do not require an ICIA (Islands Community Impact Assessment).

## **F. CHILD RIGHTS AND WELLBEING**

This section considers the impact of the proposal on children and young people, or specific groups of children and young people, in Scotland.

The UNCRC applies to everyone under the age of 18 - the guidance applies to everyone irrespective of age. We use this guidance to identify the correct starting salary when an employee changes role. This will have no direct impact on children rights and well-being. This guidance may have an indirect impact on children by our paying staff a different from the rate that they would otherwise have received.

## **G. HEALTH AND WELLBEING AND HEALTH INEQUALITIES**

This section considers the impact of the proposal on physical and mental health and wellbeing; this includes for example, participation, creativity and developing potential.

This guidance may improve mental health and wellbeing through treating staff fairly and consistently.

## **H. ECONOMIC AND SOCIAL SUSTAINABILITY**

This section is concerned with the impact of the proposal on pay and employment opportunities as well as valuing and supporting voluntary work.

The benefits of the guidance for both the SSSC and its employees are:

- provides a clear and understandable starting salaries
- supports our strategic responsibilities
- contributes to making us an employer of choice.

## **I. CARE EXPERIENCED CHILDREN, YOUNG PEOPLE AND ADULTS**

This section concerns our duties to put Scotland's care experienced children, young people and adults at the heart of what we do.

We do not predict any direct impact on care experienced children, young people or adults beyond the impact identified under other characteristics.

**J. DECISION MAKING**

Which of the following statements best describes the action that should be taken following the EqIA in relation to your proposal?

|                                   |                                     |
|-----------------------------------|-------------------------------------|
| <b>No major change</b>            | <input checked="" type="checkbox"/> |
| <b>Adjust the policy</b>          | <input type="checkbox"/>            |
| <b>Continue with Policy</b>       | <input type="checkbox"/>            |
| <b>Stop and remove the policy</b> | <input type="checkbox"/>            |

Outline the reasons why you've selected this option.

We have not identified any major changes following completion of the Equality Impact Assessment.

**K. MONITORING AND REVIEWING**

How will the implementation of the policy/proposal be monitored? How and when will the impact of the proposal be reviewed? Outline the actions that will be taken, the timescale for these and who will be responsible for carrying out these actions.

| <b>Action</b>  | <b>Timescale</b> | <b>Person Responsible</b> |
|--|------------------|---------------------------|
| We continue to monitor and report the gender pay gap.<br><br>We will consider whether to extend reporting pay gaps on other characteristics. | Annually.        | Lucy Finn, Head of HR.    |

**L. SIGN OFF**

**Name:** Lucy Finn

**Title:** Head of Human Resources

**Date Approved:** March 2022