



Social Security Scotland  
Tèarainteachd Shòisealta Alba

# **Social Security Scotland Equality Impact Assessment Summary Report (Talent management framework)**

Dignity,  
fairness,  
respect.

## Background

This report is a summary of the Equality Impact Assessment conducted on the talent management framework. The Equality Impact Assessment has considered the potential effects of the talent management framework and how it impacts on groups with protected characteristics.

This Equality Impact Assessment focused on the three aims of the Public Sector Equality Duty: identifying opportunities to reduce discrimination; advance equality of opportunity between people who share a protected characteristic and those who do not; and foster good relations between people who share a protected characteristic and those who do not.

## The Scope of the Equality Impact Assessment

Social Security Scotland is proposing that a talent management framework will help attract, develop and retain skilled colleagues. The framework will support the aims set out in our People Plan. The framework will support colleagues to grow and develop. It will also identify through succession planning what our talent pipeline looks like.

## Key findings

### Age

Evidence:

- Social Security Scotland publish reports on our workforce every three months. Age, date of birth and gender information are automatically collected for all directly employed colleagues. For other diversity information colleagues need to voluntarily update the online system, there are therefore still some gaps in our data which are reported as “unknown”.
- At September 2022 the organisational breakdown by age was:

Age group	% breakdown at September 2022
16-19	0.5%
20-29	22.5%
30-39	30.2%
40-49	23.6%
50-59	19.7%
60-64	2.8%
65+	0.6%

Impact:

- We identified there may be an impact for people dependant on age where assumptions are made. Assumptions might impact development opportunities or how individuals potential and aspirations are viewed. Therefore the training and support materials for line managers will provide challenge for any bias

held, along with ensuring that development interventions consider all age demographics within an intergenerational organisation.

## **Disability**

Evidence:

- Social Security Scotland publish reports on our workforce every three months. Age, date of birth and gender information are automatically collected for all directly employed colleagues. For other diversity information colleagues need to voluntarily update the online system, there are therefore still some gaps in our data which are reported as “unknown”. Colleagues can opt to ‘prefer not to say’ when it comes to disclosing.
- At September 2022 9.4% of staff declared they had a disability.
- 49.2% of staff have not declared whether they have a disability or not (unknown and prefer not to say).

Impact:

- We identified that there may be accessibility concerns around any tools and materials developed and used. Materials must be developed which are accessible, as well as ensuring consideration is given to make communications inclusive, so as not to exclude sections of our workforce. There could be an impact on those who have a disability and may require a reasonable adjustment to be made. Assistance must be provided to increase understanding and knowledge in relation to supporting disabled colleagues.

## **Gender reassignment**

Evidence:

- No information is held within the Workforce Information Statistics around gender reassignment.

Impact:

- Colleagues who are transitioning may be impacted in terms of perceived opportunities available to them. Ensuring that trans staff experience both equality of opportunity, and fair, respectful and dignified treatment in the workplace is fundamental to supporting colleague development.

## **Pregnancy and maternity**

Evidence:

- No information is held within the Workforce Information Statistics around pregnancy and maternity.

#### Impact:

- We identified that those who are pregnant or on maternity leave may be negatively impacted in terms of progression and development. Promoting opportunities through appropriate communications is vital in ensuring that access to the same opportunities as others is provided to mitigate this impact.

## Race

#### Evidence:

- Social Security Scotland publish reports on our workforce every three months. Age, date of birth and gender information are automatically collected for all directly employed colleagues. For other diversity information colleagues need to voluntarily update the online system, there are therefore still some gaps in our data which are reported as “unknown”. Colleagues can opt to ‘prefer not to say’ when it comes to disclosing.
- At September 2022 3.8% of staff declared they were Ethnic Minority and 54.8% declared as White.
- 41.4% of staff have not declared (unknown and prefer not to say).

#### Impact:

- Concern that assumptions may be made based on someone’s race, either that how they self-identify or how they are perceived by others. This could impact career progression and development. Career conversations can positively impact those who may otherwise be overlooked by giving them a voice.

## Religion or belief

#### Evidence:

- Social Security Scotland publish reports on our workforce every three months. Age, date of birth and gender information are automatically collected for all directly employed colleagues. For other diversity information colleagues need to voluntarily update the online system, there are therefore still some gaps in our data which are reported as “unknown”. Colleagues can opt to ‘prefer not to say’ when it comes to disclosing.
- At September 2022 the organisational breakdown by religion or belief was:

	% breakdown at September 2022
None	34.2%
Church of Scotland	6.5%
Roman Catholic	9.7%
Other Christian	3.2%
Other religion or belief	3.2%
Prefer not to say	2.7%
Unknown	40.7%

\* Other religion or belief includes: Muslim, Buddhist, Sikh, Jewish, Hindu, Pagan, and Other.

Impact:

- Potential impact on those who practice religious beliefs around working hours.

## Sex

Evidence:

- Social Security Scotland publish reports on our workforce every three months. Age, date of birth and gender information are automatically collected for all directly employed colleagues. For other diversity information colleagues need to voluntarily update the online system, there are therefore still some gaps in our data which are reported as “unknown”. Colleagues can opt to ‘prefer not to say’ when it comes to disclosing.
- At September 2022 60.6% of staff were female and 39.4% were male.

Impact:

- Assumptions may be made towards women, namely in relation to aspects such as caring responsibilities (perceived or actual) and menopause. This may lead to an assumption that women are less committed or flexible, with a concern that women have to prove themselves more to progress.

## Sexual orientation

Evidence:

- Social Security Scotland publish reports on our workforce every three months. Age, date of birth and gender information are automatically collected for all directly employed colleagues. For other diversity information colleagues need to voluntarily update the online system, there are therefore still some gaps in our data which are reported as “unknown”. Colleagues can opt to ‘prefer not to say’ when it comes to disclosing.
- At September 2022 the organisational breakdown by sexual orientation was:

	% breakdown at September 2022
Lesbian, gay, bisexual or other	6.3%
Heterosexual / Straight	51%
Prefer not to say	2.1%
Unknown	40.6%

Impact:

- Concern that LGBT people may be treated unfavourably with regards promotion. Career conversations can positively impact those who may otherwise be overlooked by giving them a voice.

## Care Experience

### Evidence:

- No information is held within the Workforce Information Statistics around care experience.

### Impact:

- Concern that assumptions relating to career progression and development can be made based on peoples background. Therefore a concern that stigma may exist for colleagues from a care background who may be treated unfavourably based on education or environment. Career conversations can positively impact by helping to build confidence and nurture talent through supportive work-based relationships.

## Recommendations and Conclusions

This Equality Impact Assessment has identified potential impacts on (protected characteristic) as a result of the introduction of the talent management framework. It was found that overall, a talent management framework would have a positive impact on people with protected characteristics. However, actions will be taken in relation to equipping line managers through our training and support materials to mitigate against impacts related to assumptions and biases. We will develop our communications plan, along with training and resources to support our leaders, managers and colleagues and to mitigate any potential impacts identified.

This will be supplemented by HR Business Partners proactively supporting their divisions and Senior Leadership teams, helping to embed the Talent Management Framework and to provide robust challenge when needed.

Actions	Protected characteristic	Owner	Timeline
<ul style="list-style-type: none"> <li>Develop learning materials for career conversation sessions</li> </ul>	All	Learning and Leadership with input from HRBP talent leads	By November 2022
<ul style="list-style-type: none"> <li>Career conversation learning workshops held with line managers prior to them commencing career conversations with their team</li> </ul>	All	Learning and Leadership	By April 2023
<ul style="list-style-type: none"> <li>Pathways tile – develop support resources for colleagues and line managers</li> </ul>	All	HRBP talent leads	By November 2022
<ul style="list-style-type: none"> <li>HRBPs to support divisional SLTs with succession planning activities</li> </ul>	All	HRBPs	Ongoing