



### Equality Impact Assessment

A. Key Information	
Policy/practice name:	University of Edinburgh People Strategy
School/Dept:	HR
Assessed by: <i>(name &amp; job title)</i>	Sebastian Bromelow Senior HR Partner - EDI
Sign off by: <i>(name &amp; job title)</i>	James Saville Director of Human Resources
Review date:	March 2026

B. Reason for EqIA	<i>(tick one)</i>
New policy/ practice is proposed	
Change to existing policy/practice is proposed	
Other <i>(describe in Section D below)</i>	X – University Strategy

C. Consideration of Impact	
Consideration	Response
Is the work being proposed relevant to the University’s strategic vision, values and priorities for equality, diversity and inclusion?	<p>Alongside our work on the Student Experience, our People Strategy is designed to underpin the mission and values of Strategy 2030 by creating an environment that fosters a warm community, where everyone feels proud to be part of our University. This will help strengthen our role as a place of transformation and of self-improvement, driven to achieve benefit for individuals, communities, societies and our world.</p> <p>The People Strategy will inform and be aligned to five-year operational plans in each budget area across the University, and will support the priorities that will be delivered in the short, medium and longer term to 2030. <a href="#">People Strategy   The University of Edinburgh</a></p>

## Our People Strategy

We work in an environment that supports and motivates us to do our best work and to achieve the University's goals

1. We design our estate to enable us to do our best work
2. Workloads are reasonable and achievable
3. People processes and systems make our lives easier
4. Equitable pay, benefits and working conditions improve our working lives

We each have the opportunity for personal and professional development, to support individual and organisational achievement

5. We have regular conversations so everyone knows what and how they are doing
6. We are responsible for accessing the development we need to be the best we can be



We work together to benefit our communities, within and beyond the University

9. The University Values and Behaviours are visible in all of our work
10. We are all citizens of the University and we feel part of and care about what happens here
11. We are all included, informed and involved in what goes on at the University
12. We feel safe and well at work

7. Managers have the behaviours, skills and resources to do their jobs well
8. The way we recruit means we attract and retain a talented, diverse workforce

Are there opportunities within the work to further enhance and embed the University's strategic vision, values and priorities for equality, diversity and inclusion?

Each of the three themes actively work to enhance the University's Strategy 2030, and wider commitments and priorities relating to EDI, centred on the working environment, staff development and our communities.

All 12 supporting aims collectively seek to enable the fulfillment of the University's EDI priorities, particularly the following aims:

- 1:** *We design our estate to enable us to do our best work;*
- 2:** *Workloads are reasonable and achievable;*
- 4:** *Equitable pay, benefits and working conditions improve our working lives;*
- 8:** *The way we recruit means we attract and retain a talented, diverse workforce;*
- 9:** *The University Values and Behaviours are visible in all our work;*
- 10:** *We are all citizens of the University and we feel part of and care about what happens here;*
- 11:** *We are all included, informed and involved in what goes on at the University;*
- 12:** *We feel safe and well at work.*

Where do opportunities exist to eliminate discrimination, advance equality or foster good relations in line with the Public Sector Equality Duty (PSED) and other relevant duties?

Principles of equality, diversity and inclusion are at the heart of the People Strategy. It speaks directly to issues of representation and voice, fostering an inclusive environment and culture, and equity of pay and opportunities.

In so doing, compliance with the People Strategy will drive work to eliminate discrimination, advance equality and foster good relations across the institution, through alignment of local operational plans.

How could the proposed work impact differently on different people?

While the People Strategy will seek to benefit all 16,000+ staff at the University, there are likely to be different positive impacts on particular groups and characteristics, some of which are described below:

**Disability** – the focus on our physical spaces, our systems, and on wellbeing will have a strong impact on staff with disabilities and neurodivergences. As a group of staff who typically have scored low in staff survey responses, by actively addressing concerns around accessibility (digital and physical,) and being heard/included, the Strategy aims to have a positive impact on staff experience and improve future results.

**Ethnicity** – the focus on equitable pay, diverse recruitment, behaviours and safety will have a positive impact on our staff from ethnically minoritised groups. By directly working to address pay gaps, exploring ways to attract and retain more BAME talent and working to

	<p>tackle problematic behaviours, BAME staff will feel a positive impact to their lived working experiences.</p> <p><b>Sex</b> – the People Strategy’s aims on workloads, equitable pay, and safety will positively impact all staff, but particularly female staff who continue to be impacted by pay gaps, unequal workload allocation/recognition of work and are more likely to experience sexual harassment. Alignment of projects and plans with the People Strategy, will see a concerted and coordinated series of work to address these challenges and improve the experiences and outcomes for staff.</p>
Which internal and/or external partners were/are consulted for their knowledge, expertise or perspective?	<p>Our People Strategy incorporates significant work from across the University around pay and reward, pensions, workload and wellbeing. It also reflects our University’s overarching strategic themes of equality, diversity and inclusion, sustainability and leadership.</p> <p>The strategy draws on a range of data, including staff survey responses. It was developed collaboratively through extensive consultation with people across the University, including:</p> <ul style="list-style-type: none"> <li>• Trade Unions</li> <li>• Participants on our staff development programmes</li> <li>• Management teams in Colleges and Professional Services Groups</li> <li>• All HR staff</li> <li>• Growing Research Together Group</li> <li>• Academic Strategy Group</li> <li>• Staff Experience Committee</li> <li>• University Executive</li> <li>• The Leaders’ Forum</li> <li>• Strategic change project teams such as Curriculum Transformation</li> </ul>
What steps can you take to promote positive impacts of the proposed work?	<p>As a key part of the University’s Strategy 2030, the positive impacts of the People Strategy will be highlighted through various staff communication methods, project/team updates and, where appropriate, external communication to the public and our connected communities.</p>

<b>E. Equality Impact Assessment Outcome</b>	<i>(tick one)</i>
Select one of the four options below to indicate how the development/review of the policy/practice will be progressed and state the rationale for the decision.	
<b>Outcome 1:</b> No change required – the assessment is that the policy/practice is/will be robust.	X
<b>Outcome 2:</b> Adjust the policy or practice – this involves taking steps to remove any barriers, to better advance equality and/or to foster good relations.	
<b>Outcome 3:</b> Continue the policy or practice despite the potential for adverse impact, and which can be justified.	
<b>Outcome 4:</b> Stop the policy or practice as there are adverse effects which cannot be prevented/mitigated/or justified.	

## **F. Action and Monitoring**

Describe any actions you will take to address the findings of this EqIA.

- How will the ongoing impact of the strategy or work programme be monitored and reviewed?

Describe how the policy/practice will be monitored going forward, to ensure that impact is frequently reviewed. Make sure you add a review date in Section A above.

People-related packages of work will be aligned with the People Strategy, as such the monitoring of the Strategy will regularly be reviewed through these projects and initiatives, alongside its own review cycle. These will have their own EqIAs where appropriate, which can also be used to evidence impact and progress in achieving not only our strategic goals, but also our legal obligations and duties eg. PSED.

## **G. Publish**

Send your completed EqIA to the EDI team ([equalitydiversity@ed.ac.uk](mailto:equalitydiversity@ed.ac.uk)) to be published, and keep a copy for your own records.