

Heriot-Watt University Equality Outcomes 2025-2029

The following suite of 7 new 2025-2029 Equality Outcomes supported by 50 direct and associated actions to be undertaken within the timeline of the plan up to April 2029, which were informed by:

- Carrying forward outstanding tasks from the previous 2021-2025 Equality Outcomes actions.
- Equality Outcomes Survey responses (GEDIC stakeholders/staff/student groups/networks/trade unions (Nov-Dec 2024)).
- Follow-up meetings with GEDIC members (Trade Unions, Learning & Teaching, Student Wellbeing Services).
- Staff and student equality data analysis (refer to section 4).
- Equality Act (2010), Public Sector Equality Duty (2011), Scottish Specific Duties (2012) compliance.
- Equality & Human Rights Commission (EHRC) & Scottish Funding Council (SFC) National Equality Outcomes (Dec 2024).
- Factoring-in accreditation requirements as a method of external evaluation of our progress on EDI.

Note:

- Business As Usual (BAU) activity will be published internally separately, with tracking by EDI for reporting to GEDIC.
- Linkages of outcomes to the new University Strategy 2025-2035 will be mapped after the strategy has been published.

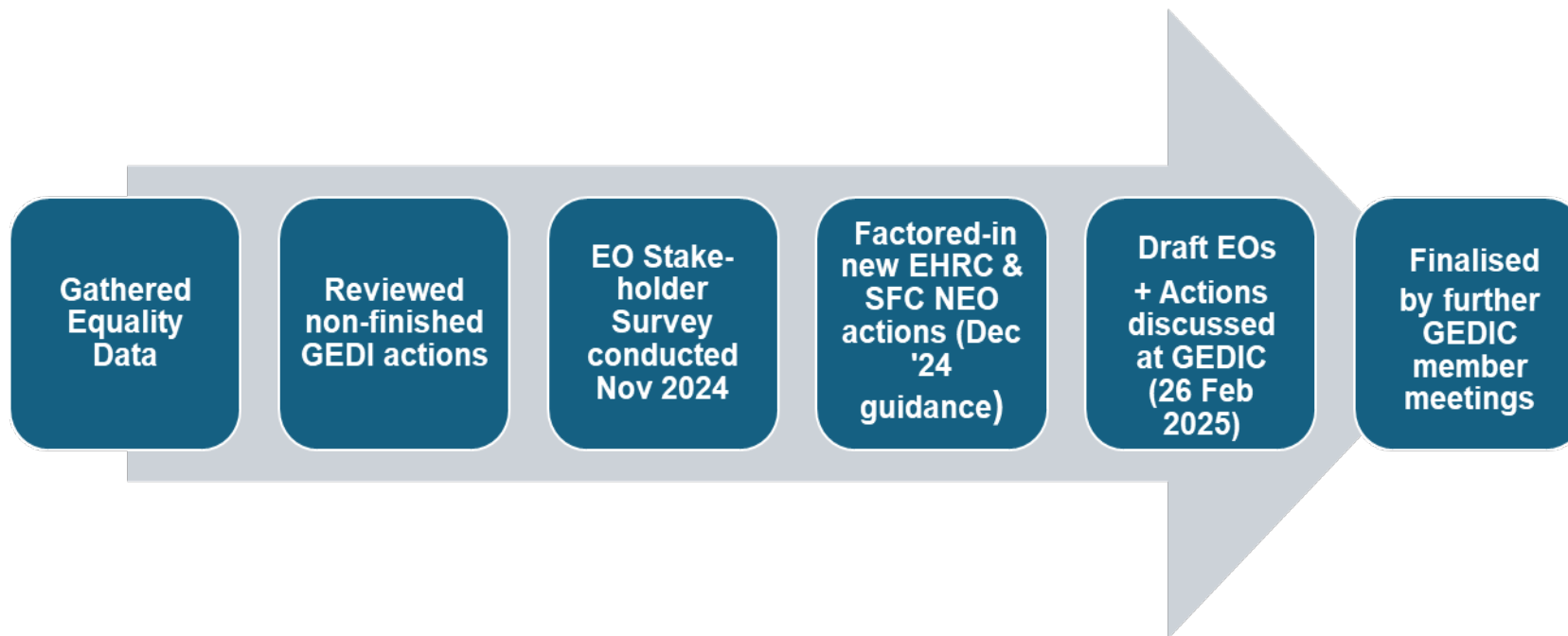
New 2025-2029 Equality Outcomes:

- EO 1: Approaches to intersectional racial diversity are aligned with good sector practice, resulting in HWU strategically and operationally structurally advancing the experiences of our ethnic minority community.
- EO 2: Our Disabled staff and students report feeling better advised about the support and reasonable adjustments, as data evidenced by their experience.
- EO3: Diversity profile of our governance and management is enhanced towards our institutional demographic, to better reflect the people of our campuses.
- EO 4: Gender disparity in staff pay has been institutionally reduced, providing a data evidenced approach to our staffing community that we are an equitable employer on pay.
- EO 5: Our LGBTQ+ staff and students feel comfortable regarding declaration across the Scottish campuses, providing qualitative and quantitative data evidence to HWU that our LGBTQ+ community feel supported to be themselves.

EO 6: Institutional policies and practices are informed by EDI and embedded within decision making processes, to ensure an equitable approach to our staff, students, partners and visitors.

EO 7: Our staff and students have engaged in training, support and awareness raising, to ensure people within our institution are comfortable to report violence, harassment and abuse.

Process of formation and engagement on the development of Equality Outcomes 2025-2029:



Previous May 2021 – April 2025 Equality Outcomes	Progress update: April 2025
EO1 Reduce the median gender pay gap	<ul style="list-style-type: none"> • Data reporting and Pay Gap Action Plan update reported April 2023: <ul style="list-style-type: none"> ◦ GPG (median): ◦ 2020: 21% ◦ 2021: 26% ◦ 2022: 19% ◦ 2023: 16% ◦ = Median reduction: 5% • Pay Forum held in Jan 2024 • Work carried forward into new 2025-2029 EO Action Plan, specifically through EO 4
EO2 Increase the number of women in STEM	<ul style="list-style-type: none"> • Progress continuing through the Institutional and school level Athena Swan programme • Updates to recruitment processes including Recruitment Pledge • Ada Lovelace event focusing on recruitment held Oct 2023 • Work carried forward into new 2025-2029 EO Action Plan, specifically through EO 4
EO3 Reduce UG gender imbalance in target subject areas	<ul style="list-style-type: none"> • Scholarships allocated • International Women's Day Event focusing on recruiting female students to STEM 2023 • L&T management session held December 2023 • Outreach work in target areas continues through Outreach team, with secondary and primary education partners • Schools continue to support EO through outreach, open day and admission activities • Careers support programme underway, led by Careers & Graduate Futures • Progress continuing through the Institutional and school level Athena Swan programme
EO4 Support ending gender-based violence including achieving White Ribbon Status	<ul style="list-style-type: none"> • Continuing to make significant progress, activities have moved into everyday business. • To date 235 pledges and 21 speakers • Expansion of campaign to Galashiels and Orkney campuses during student Welcome Week 2024 • New 'GIV White Ribbon - The Road to 2028' action plan developed in 16 Days of Activism 2023.

	<ul style="list-style-type: none"> • Work carried forward into new 2025-2029 EO Action Plan via refreshed view of Equally Safe Checklist alignment
EO5 Support the progression of disabled academics	<ul style="list-style-type: none"> • Disability Pay Gap reporting was aligned with EO 1 with reports published beyond statutory requirements • Workings of Access to Work awareness inserted into new EDI Training (Aug 2024) • Access to Work internal staff explanation page published (Sep 2024) • Disability Confident Employer Level 2 accreditation successfully renewed (Mar 2025) • Work carried forward into new 2025-2029 EO Action Plan, specifically through EO 2
EO6 Implement SFC Tackling Racism on Campus Project Recommendations	<ul style="list-style-type: none"> • Established Anti-Racism Reference Group Aug 2023 • Diagnostic Session and Write-up Nov 2023 • Black Voices Project relaunched and BME Student Advocates recruited 2023 and 2024. • First stage design of Anti-Racism Training Sessions drafted. • Resource items inserted into EDI Dignity & Respect training sessions (Aug 2024) • Work carried forward into new 2025-2029 EO Action Plan, specifically through EO 1
EO7 Identify and reduce any ethnicity award gaps	<ul style="list-style-type: none"> • Data received from Advance HE • L&T management session held Dec 2023 • Executive Dean in School of MACS agreed to support data analysis through new institute • Data protection screening being carried out • Work on synthetic data preparing hypothetical scenarios and relevant analysis is underway, in preparation of accessing real data • Work carried forward into new 2025-2029 EO Action Plan, specifically through EO 1
EO8 Establish virtual employee networks	<ul style="list-style-type: none"> • Complete - Networks in place and part of BAU • Network of Networks in-person sessions taking place twice a year • Networks are consulted for relevant matters, such as EO development, campus accessibility work, pronouns on systems, etc.
EO9 Increase recruitment of Deaf UG students	<ul style="list-style-type: none"> • Subsumed into wider student recruitment activities and into BSL Plan 2024 • BSL Plan 2024 report and new action plan published

EO 10 Diversify the composition of the University Court and other influential committees	<ul style="list-style-type: none"> • EDI sessions for the University Court have taken place • New recruitment drive to support diversification underway • Targeted outlets such as Women on Boards being utilised for recruitment
EO 11 Establish an annual Student/ University EDI Summit	<ul style="list-style-type: none"> • Complete - Annual Summit held Mar 2023 & 2024
EO 12 Measurable culture change	<ul style="list-style-type: none"> • Work carried forward into new 2025-2029 EO Action Plan

2025-2029 Equality Outcomes Action Plan

EO 1: Approaches to intersectional racial diversity are aligned with good sector practice, resulting in HWU strategically and operationally structurally advancing the experiences of our ethnic minority community.

Equality & Human Rights Commission (EHRC) & Scottish Funding Council (SFC) mapping				
Public Sector Equality Duty		<ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between people who share a relevant protected characteristic and those who do not • Foster good relations between people who share a protected characteristic and those who do not. 		
National Equality Outcome characteristic		Race, Religion or Belief		
Ref no.	Action	Progressed by	Output	Tracking updates
1.1	Identify staff groups/networks in place in UK universities as a method of supporting ethnic minority (BAME/BME) staff in Scotland, to launch a similar network format to those already in place.	HR Reward & Wellbeing, EDI	Staff input (inc. from Anti-Racism Group) gained in 2025 Network launched in 2025-2027	
1.2	Apply to become a signatory of the UK-wide Business in the Community (BitC) Race at Work Charter, as an initiative through consultation with BAME/BME staff, checking of good practice by current public and private sector signatory employers (e.g. Scottish Government, SQA, over 20 colleges/HEIs).	GEDIC Chair, HR, EDI	Anti-Racism Group input by Sep 2025 Evidence plan completed in 2026 Charter applied in 2026-2027	
1.3	Roll-out delivery of the finalised version of the Anti-Racism Training (including intersection with Religion/Belief), informed by Advance HE & SFC training assets, plus the 'EHRC	Facilitated by HR POD, designed/ delivered by EDI	Training designed in 2026 First sessions delivered in 2026-2027	

	Tackling racial harassment: Universities challenged' guidance.			
1.4	Conduct review of the shortlisting and interviewing process through a BAME/BME lens informed by good practice (Advance HE, EHRC etc).	HR Recruitment, EDI	Good practice gained in 2027-2029 Review conducted in 2027-2029	
1.5	Utilise the Scottish Government Minority Ethnic Recruitment Toolkit and the BitC Race at Work Charter guidance as appropriate for making the recruitment process more ethnically inclusive.	HR Recruitment, EDI	Mapping of activity against Toolkit completed in 2027-2029 Review of recruitment processes in 2027-2029	
1.6	Conduct intersectional trend analysis every two years of Ethnicity & Nationality, to better gain an understanding of race specific impact according to national background.	HR Recruitment, EDI	First intersectional review conducted mirroring Action 1.5 in 2027-2029 Second review conducted in 2029	

EO 2: Our Disabled staff and students report feeling better advised about the support and reasonable adjustments, as data evidenced by their experience.

Equality & Human Rights Commission (EHRC) & Scottish Funding Council (SFC) mapping				
Public Sector Equality Duty		<ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between people who share a relevant protected characteristic and those who do not • Foster good relations between people who share a protected characteristic and those who do not. 		
National Equality Outcome characteristic		Disability		
Ref no.	Action	Progressed by	Output	Tracking updates
2.1	Address promotion and practical use of the Access to Work Scheme at the point of recruitment, to better support and increase disabled applicant declaration rates.	HR Recruitment, HR Wellbeing, EDI	Declaration rates of UK HEIs from Advance HE benchmarked against HWU in 2025-2026 Variety of initiatives providing encouragement in place at the applying stage in 2027-2029	
2.2	Promotion of Disability Confident Employer Scheme accreditation held to become visible corporate at the same level as Athena Swan.	Communications, Information Services, HR Recruitment, EDI	List of logo and information promotion in place in 2026-2028	
2.3	Building upon responses gained in Q4 2024, undertake Disability Confident criteria actions (factoring-in national laws), support Dubai and Malaysia on aligning to Level 2 criteria areas.	HR Dubai, HR Malaysia, HR Recruitment, EDI	Disability mapping considered by Dubai & Malaysia in 2026 Consistent workplace adjustments in place in 2026-2028	

2.4	Conduct review of disability declaration categories in place, informed by external disclosure reporting requirements (e.g. PSED, HESA) compared to good sector practice, utilising recruitment recommendations provided by the Disability Confident Employer Scheme.	HR Recruitment, HR Wellbeing, EDI	HE sector categories utilised mapped to HWU in 2026-2027 Staff Disability Network consulted on categories in 2026 Recommendations presented to HR Director by Oct 2027 Data systems updated in 2028-2029	
2.5	Create new Disabled Students Academic Adjustment Guiding Principles (legal compliance, internal procedures, reporting mechanisms, expectations etc), informed by 2024 group discussions on the updated 2024 EHRC legislative HE recommendations.	In consultation with School disability contacts, Learning & Teaching Academy (linking with the teaching model and curriculum framework), Disabled Student reps, Student Wellbeing Services/ Disability, EDI	Agreed draft Guiding Principles document signed off in 2026 Training rolled out to stakeholders in Sep 2026-2028	
2.6	Undertake measurement activity of disabled staff and students to ascertain advice and support regarding reasonable adjustments for Semester 1 2025 and Semester 1 2028 comparisons, informed by Student Wellbeing and HR Reward & Wellbeing approaches.	EDI	Disabled staff and students feedback gained and monitored in 2026/2027/2028	

2.7	Annual opportunities for Dubai & Malaysian campuses to highlight/showcase activities on advancing neurodiversity for staff and the student body.	EDI	Dubai & Malaysia good practice showcased in 2027/2028	
2.8	Ensure systematic opportunity for staff and student contacts to engage on infrastructure developments to identify and address physical barriers/inaccessibility, through the Campus Accessibility Working Group (Edinburgh).	Estates & Facilities (Edinburgh)	Systemic opportunity in place in 2025 Monitoring of initiative in 2027/2028	
2.9	Establish a phased programme of upskilling line managers and recruiters on disability, neurodiversity and long-term health workplace impact, in consultation with stakeholders and key contacts (e.g. EDI Caucus), with focused business outcomes sessions outlined.	HR POD, HR Recruitment, EDI	Training type and provider identified in 2027-2028 First session delivered to managers in 2027-2029	
2.10	Utilise recruitment and workplace management recommendations provided by the Disability Confident Employer Scheme at Level 2, to form actions for a successful Marc 2028 accreditation renewal.	HR Recruitment, EDI	Renewal evidence template completed for GEDIC Chair sign-off in Mar 2028-2029	

E0 3: Diversity profile of our governance and management is enhanced towards our institutional demographic, to better reflect the people of our campuses.

Equality & Human Rights Commission (EHRC) & Scottish Funding Council (SFC) mapping				
Public Sector Equality Duty		<ul style="list-style-type: none"> Advance equality of opportunity between people who share a relevant protected characteristic and those who do not 		
National Equality Outcome characteristic		All		
Ref no.	Action	Progressed by	Output	Tracking updates
3.1	Investigate the feasibility for a new internal Women's Leadership Network (Academics & PSS) to supplement the Advance HE Aurora Leadership Programme, informed by experience from women from Aurora participation and Athena Swan SAT activity.	New working group of Assistant Executive Deans for EDI, Athena Swan Partner, HR POD, EDI	Working group launched in 2025-2026 Initiative outline and schedule presented to GEDIC Chair in 2026-2027	
3.2	Roll-out new EDI for Managers Training sessions, to better equip staff with line management responsibilities on understanding of team-focused discrimination, bias, harassment, hate crime and the EHRC Equality Act Employer Statutory Code of Practice.	Facilitated by HR POD, designed/ delivered by EDI	Content finalised taking into account HR staff pilot (Jan 2025) in 2026-2027 First session delivered in 2026-2027 5 sessions scheduled annually from 2026	
3.3	Design and deliver a version of EDI for Managers Training tailored to Dubai and Malaysia requirements, via global campus leads.	EDI	First session delivered in 2026, 2 sessions scheduled annually from 2027	

E0 4: Gender disparity in staff pay has been institutionally reduced, providing a data evidenced approach to our staffing community that we are an equitable employer on pay.

Equality & Human Rights Commission (EHRC) & Scottish Funding Council (SFC) mapping				
Public Sector Equality Duty		<ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between people who share a relevant protected characteristic and those who do not 		
National Equality Outcome characteristic		Sex		
Ref no.	Action	Progressed by	Output	Tracking updates
4.1	Engage with the Athena Swan process to embed and align a framework of 5-year gender equality action plans at institutional and departmental level, to address key themes in context (e.g. diversifying recruitment; reward and recognition; professional/personal development opportunities; support for research grant applications; support for staff with caring, or other responsibilities; and awareness of opportunities and entitlement).	Athena Swan SAT, EDI	Initiative continues to be part of the Institutional Athena Swan renewal process, renewal submitted in 2026-2027	
4.2	(refer to action 3.1) Investigate the feasibility for a new internal Women's Leadership Network (Academics & PSS) to supplement the Advance HE Aurora Leadership Programme, informed by experience from women from Aurora participation and Athena Swan SAT activity.	New working group of Assistant Executive Deans for EDI, Athena Swan Partner, HR POD, EDI	Working group launched in 2025-2026 Initiative outline and schedule presented to GEDIC Chair in 2026-2027	
4.3	Support progression of part-time staff via enhanced awareness of the Revised Workload Principles (which explicitly protect part-time	Athena Swan, EDI	Initiative part of the Institutional Athena Swan renewal	

	hours, promotion of part-time staff and those on family leave, and part-time entitlement to career development opportunities); part-time engagement with the promotion/reward processes; part-time/shared leadership opportunities.		process, progress presented to Athena Swan SAT in 2026/2027	
4.4	Aligned with the HWU Research Culture Action Plan, enhance research culture to address challenges faced by researchers at all careers levels; to include equality of opportunity for staff of all genders in grant application and promotion processes, including part-time staff.	Athena Swan SAT, EDI	Initiative part of the Institutional Athena Swan renewal process (TBA)	
4.5	Conduct an initiative to ascertain issues of non-returners after Maternity Leave in order to develop necessary actions.	HR Consultants, Athena Swan SAT, EDI	Feedback gained as part of the Institutional Athena Swan renewal process in 2026-2027	
4.5.1	Identify methods for undertaking a similar initiative for students.	Student Wellbeing Services, EDI	Feedback gained as part of the Institutional Athena Swan renewal process in 2027-2028	
4.6	Utilise the UCEA Intersectional Pay Gaps in Higher Education 2022-23 Report to undertake sector benchmarking to identify key actions to implement from good sector intersectional practice aligned with similar demographic HEIs.	HR Reward, EDI	Mapping of benchmarking good practice plus new identified examples from Advance HE, compared to HWU approach presented	

			to GEDIC Chair in 2027-2028 Schedule further actions of gaps in 2027-2029	
4.7	Renew Carer Positive Employer accreditation at the Engaged entry level (May 2025 & 2026) aiming to achieve the Established middle level (May 2027), through engagement with the Staff Parents & Carers Network, to better support staff who have caring responsibilities for disabled members.	HR Consultant, EDI	Engaged level renewed in 2026-2027 Action plan for Establish level applied for in 2027-2029	
4.8	Building upon responses gained in Q4 2024, undertake Carer Positive Employer criteria actions (factoring-in national laws), supporting Dubai and Malaysia on aligning to Engaged level criteria areas.	HR Dubai, HR Malaysia, EDI	Carers support mapping considered by Dubai & Malaysia in 2026-2027 Consistent carers support in place in 2026-2028	
4.9	Promotion of Carer Positive Employer accreditation held to become visible corporate at the same level as Athena Swan.	Communications, Information Services, HR Recruitment, EDI	List of logo and information promotion in place in 2026-2027	
4.10	Deliver training to all HERA evaluators (from AY 2025/26) as a refresh to previous learning, ensuring consistency across evaluation processes, and monitor data of participants by gender and intersectional protected characteristics. Training also taking place via	HR R&W	Training delivered in 2026-2027 Participant intersectional gender data presented to GEDIC in 2026-2028	

	feedback on an ongoing basis as and when it is required.			
4.11	Conduct mapping of equalities requirements from the UK Worker Protection law, with a focus on Sexual Harassment prevention, one-year on from its coming into force, informed by EHRC guidance, and create and undertake further actions (if any).	HR, EDI	Mapping undertaken with checks for HWU in 2026-2028	
4.12	Support progression of teaching and scholarship staff (where proportionally more women are T&S: 33% of ACS females vs 19% of ACS men in 2024), via awareness of and engagement with the T&S Grade 10 promotions trajectory (in place with current descriptors since 2006).	Athena Swan SAT	Initiative part of the Institutional Athena Swan renewal process in 2026/2027 (TBC)	
4.13	Enhance equality of opportunity provided to staff of different gender, in particular women, to participate in recruitment and selection panels, to increase the pool of interview panel members, without undue burden through implementation, by engaging with wider schools, directorates and networks.	HR Recruitment, EDI	Good sector practice identified and presented to Athena Swan SAT and School EDI Committees in 2028 Recommendations drafted for HWU dissemination in 2029	
4.14	Compare starting salaries for men and women in comparable roles, providing data monitoring to GEDIC (UK Government Pay Gap research: women are less likely to negotiate their pay	HR R&W	Annual monitoring data activity undertaken and report presented to GEDI	

	than men, and when women do negotiate, they can be judged more harshly than men for doing so).		Chair in 2027/2028/2029	
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E0 5: Our LGBTQ+ staff and students feel comfortable regarding declaration across the Scottish campuses, providing qualitative and quantitative data evidence to HWU that our LGBTQ+ community feel supported to be themselves.

Equality & Human Rights Commission (EHRC) & Scottish Funding Council (SFC) mapping				
Public Sector Equality Duty		<ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between people who share a relevant protected characteristic and those who do not • Foster good relations between people who share a protected characteristic and those who do not 		
National Equality Outcome characteristic		Gender Reassignment, Sexual Orientation		
Ref no.	Action	Progressed by	Output	Tracking updates
5.1	Provide upskilling on LGBTQ+ inclusivity through a suite of learning; awareness; briefings; and training, in consultation with the Staff LGBTQ+ Network, informed by external models.	EDI	Draft upskilling content informed by external resource engaged on with network in 2027-2028 First upskilling initiative undertaken from 2027-2028	
5.2	Revisit the EHRC SFC endorsed HE sector specific TransEdu guidance to managers and student representatives.	HR POD, Student Wellbeing Services, SU, EDI	Suitable TransEdu content factored into training delivered to Scottish campus managers and	

			representatives in 2027-2028	
5.3	Roll-out Trans specific training and inform the review of the Gender Identity Staff/Student guidance/support.	HR POD, Student Wellbeing Services, SU, EDI	Suitable TransEdu content factored into training delivered to Scottish campus managers and representatives in 2027-2028	

E0 6: Institutional policies and practices are informed by EDI embedded within decision making processes, to ensure an equitable approach to our staff, students, partners and visitors.

Equality & Human Rights Commission (EHRC) & Scottish Funding Council (SFC) mapping	
Public Sector Equality Duty	<ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct

	<ul style="list-style-type: none"> • Advance equality of opportunity between people who share a relevant protected characteristic and those who do not • Foster good relations between people who share a protected characteristic and those who do not 			
National Equality Outcome characteristic	All			
Ref no.	Action	Progressed by	Output	Tracking updates
6.1	Conduct a review of EIA processes, guidance and the forms, in consultation with Trade Unions and HR BPs/Consultants, with the creation of a more efficient digital version.	Information Services, EDI	Review conducted in 2026-2027	
6.1.1	Post-EIA review, design/deliver training sessions to policy creators/reviewers, as part of a systematic conducting of EIAs.	Facilitated by HR POD, designed/ delivered EDI	First training session designed and delivered in 2026-2027	
6.1.2	Promote opportunity for staff and students to engage in policy design/review through the conducting of EIAs.	Policy authors/ owners, EDI	Engagement methods in place and promoted as BAU in 2026-2027	
6.1.3	Progress a systematic log of EIAs and monitoring of actions scheduled within completed and future EIAs.	Policy authors/ owners, EDI	Review of committed EIAs actions part of refresh of policies with additional checks undertaken by EDI in 2026-2027	
6.2	Undertake renewal of the GEDI Policy (including EIA), informed by latest EHRC statutory staff, student and service user	EDI	EIA completed in 2026	

	guidance, in consultation with the staff and student groups/networks, Trade Unions, Student Wellbeing, Student Union, HR & EDI, followed by updated awareness methods.		Renewed policy published in 2026-2027	
6.2.1	Review associated policies and guidance linked with the GEDI Policy.	EDI	Policies, guidance, webpages and training signposting to the policy are updated in 2026-2027	
6.2.2	Review Equality policies/statements in place in the Student Union for consistency of approach.	SU, EDI	Informed by GEDI Policy, reviews undertaken of relevant SU documents with SU management in 2027-2029	
6.3	Undertake renewal of the Grievance Policy (including EIA), informed by latest ACAS and EHRC statutory employer specific to bullying and harassment, in consultation with staff networks, Trade Unions, HR & EDI, followed by updated awareness methods.	HR, EDI	EIA completed in 2026 Renewed policy published in 2027-2028	
6.4	Undertake renewal of the Harassment & Bullying Policy & Procedures for Students, informed by the EHRC Technical Guidance for HE, in consultation with student	Student Wellbeing Services, EDI	Informed by updates to the staff policy, EIA completed in 2026-2027	

	groups/societies, and Student Union, followed by updated awareness methods.		Renewed policy published in 2027-2028	
6.5	Better support Student representatives on understanding EDI through an annual delivery programme of bespoke (full or bite-size) EDI Training sessions in accordance with the EHRC Technical Guidance for HE, in consultation with the Student Unions and Student Wellbeing.	EDI	Training sessions designed and delivered to Student representatives in 2026-2029	

E0 7: Our staff and students have engaged in training, support and awareness raising, ensure people within our institution are comfortable to report violence, harassment and abuse.

Equality & Human Rights Commission (EHRC) & Scottish Funding Council (SFC) mapping				
Public Sector Equality Duty	<ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Foster good relations between people who share a protected characteristic and those who do not 			
National Equality Outcome characteristic	All			
Ref no.	Action	Progressed by	Output	Tracking updates
7.1	Roll-out the further offering bespoke EDI, Dignity & Respect Training sessions to supplement the Online Diversity in the Workplace Training Module as an adjustment (e.g. Estates & Facilities), plus as part of tackling issues through intervention, focused on updated terminology, discrimination, bias, harassment, hate crime and microaggressions, informed by EHRC guidance.	Facilitated by HR POD, designed/ delivered by EDI	New staff preferring in-person/virtual EDI training are delivered session by EDI in 2026-2027 Bespoke training is provided as per requests from HR BPs/Consultants with	

			managers by EDI in 2026-2028	
7.2	Conduct mapping of equalities requirements from the UK Worker Protection law, with a focus on Sexual Harassment prevention, one-year on from its coming into force, informed by EHRC guidance, and create and undertake further actions (if any).	HR, EDI	Mapping undertaken and findings provided to Director of HR in 2026-2028	
7.3	Undertake systematic mapping of the Equally Safe Checklist to ascertain gaps for actioning, informed by updates of good practice recommendations resulting from a newly set-up Equally Safe Core Leadership Group within the Scottish Government.	Global Wellbeing Group, EDI	Mapping of checklist undertaken in 2026 Identified findings presented to Global Wellbeing Group in 2026-2027 Outcomes for HWU from Equally Safe Core Leadership Group provided to Global Wellbeing Group in 2028-2029 (TBA)	