



**GIG**  
CYMRU  
**NHS**  
WALES

Addysg a Gwella Iechyd  
Cymru (AaGIC)  
Health Education and  
Improvement Wales (HEIW)

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# HEIW Integrated Equality Impact Assessment

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**Version 4.1 (Apr 2025)**





## Overview

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**Please ensure that you have made both the Equality, Diversity and Inclusion (EDI) Lead and The Welsh Language Team aware that you are undertaking the process. The EDI Lead will then allocate a Unique ID\* for your EIA.**

**It is recommended that the accompanying support and guidance document (v9) is consulted when considering and undertaking an Equality Impact Assessment (EIA).**

To achieve better outcomes for people an integrated equality impact assessment should be an integral part of the initial development, monitoring or review of the organisation's activities. Ensuring equality is at the heart of our activity through maximising co-production, building upon positive impacts, reducing, or mitigating negative impacts and enhancing our work towards achieving a more equal Wales through our Public Sector Equality Duty (PSED).

To ensure HEIW areas of work are developed, designed, and delivered fairly in accordance with Equality, Welsh Language and Human Rights Legislation, please complete the Integrated Equality Impact Assessment form, highlighting:

- The purpose, aims and objectives of the activity
- How you have engaged and consulted with people who are affected
- What evidence you have used to understand impacts on people
- Actions to be taken to address any negative impacts
- Actions to be taken opportunities for further developing positive impacts
- Specific alignment to socio-economic duty as appropriate
- Specific alignment to the Well-being of Future Generations (Wales) Act 2015
- How you will monitor and review activity

## Our Approach

Undertaking an Integrated EIA is a bespoke and proportionate process, one size does not fit all. It is less about compliance and more about doing the right thing to improve services for people, whatever their backgrounds or circumstances

# EIA PROCESS



## HEIW Integrated Equality Impact Assessment (EIA)

Serial Number	<b>3170</b>
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Notification of undertaking EIA		Registration details		Date EIA initiated:	30/06/25
EDI / EIA Lead	<input checked="" type="checkbox"/>	Type of EIA	Policy	Date EIA Agreed:	19/08/25
Welsh Language Team	<input checked="" type="checkbox"/>	New Work / Review	New Work	Date of EIA Review:	

<b>Title of policy, activity, area of work etc:</b>
HEIW Fixed Term Contract Policy
<b>Name of Team / Department / Directorate:</b>
People Team, WOD
<b>Name, role and contact details of the Individual responsible for the EIA (EIA Responsible Owner):</b>
Elsbeth Roots, People Business Partner, Elspeth.roots@wales.nhs.uk
<b>Name, role and contact details of the Individual(s) undertaking the EIA (if not above):</b>
As above

## Section 1 - Purpose, objective and aims

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Please provide a brief description of the area of work, including:

- What is the overall objective or purpose?
- What are the stated aims and who are the impacted groups / individuals?
- How will the aims be achieved?
- What will the measure of success be, and the time frame for achieving this?
- How are the purpose and aims relevant to the Equality, Diversity, and Inclusion of the intended beneficiaries?
- If the EIA will cover a review of an existing area of work, the EIA only needs to cover any changes or amendments. These should be identified below.

Fixed-term contracts should only be used in limited circumstances where there is a genuine need to employ somebody for a temporary period and where a secondment is not possible.

The aim of the HEIW Fixed-Term Contract Policy and Procedure is to provide a framework to ensure that fixed-term contracts are used appropriately, that fixed-term employees are not treated less favourably than those employed on a permanent basis without a good reason, and to ensure that the renewing and ending of fixed-term contracts within HEIW are managed in a timely, fair and consistent manner and in accordance with the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations which came into effect on 1 October 2002. These Regulations ensure consistent and fair treatment of staff on fixed-term contracts and prevent less favourable treatment of fixed-term employees when compared to permanent employees unless there is a good reason for the difference in treatment.

It is a new policy which covers:

- When fixed-term contracts should be used
- The protection afforded to fixed-term employees
- Roles and responsibilities
- The process to be followed when making fixed-term contract appointments
- The process to be followed when renewing or ending a fixed-term contract

The policy applies to all members of staff who are employed on fixed term contracts apart from the following exceptions: Agency and bank workers, apprentices or students on work experience placements, fixed term employees on training, work experience or temporary work schemes, specifically designed to provide them with training/experience including those on the NHS Wales Graduate Scheme, interns and Welsh Clinical Leadership Fellows, and existing NHS staff acting up or seconded into another post who retain their status as permanent employees.

It has been written in alignment with The NHS Terms and Conditions Handbook and the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations, and with reference to policies in place in other NHS Wales Health Boards and special authorities, other HEIW policies e.g. All Wales Organisational Change Policy, All Wales Secondment Policy, HEIW Continuous Services Policy, HEIW Values Based Recruitment and Selection Policy and Procedure, and HEIW Redeployment Policy (Draft), ACAS and CIPD guidance.

**Section 1 Completed:**

	Name	Date
Inclusion Team	Mark Casling	14 Aug 2025

## Section 2 - Evidence of engagement and consultation

We have a legal duty to engage, consult and involve people with one or more protected characteristics under the Equality Act 2010 identified as being relevant to the area of work. Please provide details on:

- What steps you have taken to engage and consult with stakeholders, both internally and externally?
- How have people with protected characteristics been involved in developing the area of work?
- Have you considered engaging with communities and groups during the development of the area of work?
- How have/will proposals be communicated?
- What are the arrangements for engagement as the area of work is being implemented?
- How have/will people hear about engagement events?

The policy was reviewed at HEIW Policy Review Group on 29th July 2025 and feedback incorporated. This is a small sample of self-nominated staff with an interest in policy development. In addition it was signed -off at the Deputy and Deans Group (DDG). It has been posted for review on the HEIW intranet for four weeks and all staff invited to give feedback either email to the People Team or anonymously via a power BI form. There is a face-to-face consultation session on **Tuesday 2 September 2025** for any staff who wish to attend and discuss the policies in more detail. All the feedback will be considered and the policy amended, as appropriate.

Finally it will need to be reviewed and approved by Staff Side representation (the Trade Unions) at Local Partnership Forum before it is adopted.

The policy is internal to HEIW only and therefore engagement will be internal only.

### Section 2 Completed:

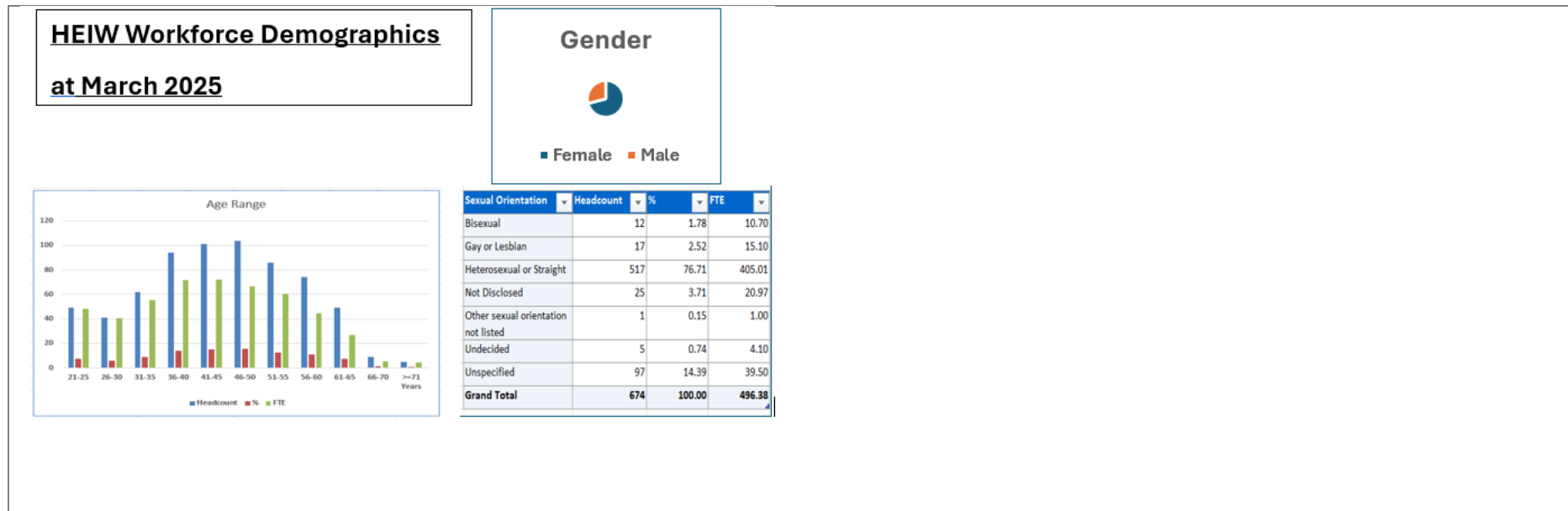
	Name	Date
Inclusion Team	Mark Casling	18 Aug 2025

## Section 3 - Evidence used and considered in relation to impact on people

What evidence/data sources have you used as part of this EIA? For example:

- General population/NHS Workforce data
- Workforce data (ESR equality breakdown)
- Service users' data, as applicable
- Case studies
- Engagement and involvement findings
- Qualitative and quantitative-based research
- Good practice guidelines
- Participant knowledge

The potential impact on stakeholders must be based on robust evidence which will need to be used to complete section 4



Disability Flag	Headcount	%	FTE	Religious Belief	Headcount	%	FTE
No	507	75.22	396.42	Atheism	162	24.04	136.28
Not Declared	6	0.89	5.44	Buddhism	7	1.04	6.20
Prefer Not To Answer	10	1.48	7.55	Christianity	250	37.09	184.83
Unspecified	102	15.13	43.06	Hinduism	8	1.19	4.00
Yes	49	7.27	43.91	Islam	8	1.19	7.15
<b>Grand Total</b>	<b>674</b>	<b>100.00</b>	<b>496.38</b>	Judaism	1	0.15	0.20
				Not Disclosed	83	12.31	69.04
				Other	58	8.61	49.40
				Sikhism	1	0.15	1.00
				Unspecified	96	14.24	38.28
				<b>Grand Total</b>	<b>674</b>	<b>100.00</b>	<b>496.38</b>

Ethnic Group	Headcount	%	FTE
A White - British	472	70.03%	373.78
B White - Irish	4	0.59%	2.78
C White - Any other White background	20	2.97%	17.12
CA White English	2	0.30%	1.23
CC White Welsh	34	5.04%	28.66
CF White Greek	1	0.15%	1.00
CM White Traveller	1	0.15%	1.00
D Mixed - White & Black Caribbean	2	0.30%	1.94
E Mixed - White & Black African	1	0.15%	1.00
F Mixed - White & Asian	2	0.30%	1.40
G Mixed - Any other mixed background	2	0.30%	0.90
H Asian or Asian British - Indian	11	1.63%	6.20
J Asian or Asian British - Pakistani	1	0.15%	1.00
K Asian or Asian British - Bangladeshi	5	0.74%	5.00
L Asian or Asian British - Any other Asian background	1	0.15%	1.00
LB Asian Punjabi	1	0.15%	1.00
LE Asian Sri Lankan	1	0.15%	0.20
LH Asian British	1	0.15%	0.10
N Black or Black British - African	2	0.30%	2.00
R Chinese	4	0.59%	2.55
S Any Other Ethnic Group	2	0.30%	0.65
SC Filipino	1	0.15%	1.00
Unspecified	97	14.39%	40.54
Z Not Stated	6	0.89%	4.35
<b>Grand Total</b>	<b>674</b>	<b>100.00%</b>	<b>496.38</b>

### Section 3 Completed:

	Name	Date
Inclusion Team	Mark Casling	18 Aug 2025

## Section 4 - Analysing the impacts on protected characteristics

Using the evidence collated in section 3 please identify the potential impacts on stakeholders and record:

- How do you intend to maximise positive opportunities?
- Actions to be taken to address negative impacts regarding each of the protected characteristics:

Protected Characteristic	Potential positive impacts and actions to maximise opportunities	Potential negative impacts and actions to mitigate
<b>4.1 Age</b>		
<p>For most purposes, the main categories are:</p> <ul style="list-style-type: none"> <li>• under 18.</li> <li>• between 18 and 65</li> <li>• over 65</li> </ul>	<ul style="list-style-type: none"> <li>• The policy provides equal access to training, redeployment, and redundancy entitlements, supporting fair treatment across age groups.</li> <li>• Opportunities for extensions and conversion to permanent roles are not age-restricted.</li> </ul>	<ul style="list-style-type: none"> <li>• Older employees may face implicit age bias during redeployment if younger candidates are viewed as more “adaptable” or “cost-effective.”</li> </ul> <p><i>Adaptability is discouraged as a selection criteria as not easily demonstrated/measured at interview.</i></p> <ul style="list-style-type: none"> <li>• Younger workers may disproportionately be offered fixed-term roles as a “test,” despite a clause in the policy prohibiting this.</li> </ul> <p><i>This is covered in the policy where managers are strongly discouraged from using fixed-term contract as a trial period for any age profile. Where there are doubts, these should be investigated before appointment and the decision made not to appoint rather than compromise, in the first place.</i></p>

## 4.2 Persons with disability as defined in the Equality Act 2010:

<p>Those with physical impairments, learning disability, sensory loss or impairment, mental health conditions, long-term medical conditions such as diabetes</p>	<ul style="list-style-type: none"> <li>• The policy allows for redeployment, including consideration of “reasonable training” which can help support disabled staff in securing alternative roles.</li> <li>• Adjustments for attending meetings (e.g., end-of-contract consultations) are acknowledged.</li> </ul>	<ul style="list-style-type: none"> <li>• Fixed-term roles can create instability, which may disproportionately affect those with disabilities needing long-term health support or regular treatment.</li> </ul> <p>It is recognised that the end of a fixed term contract is a stressful and anxious time for all employees and the policy strives to make the process as timely and transparent as possible for all. Wellbeing resources are offered to all.</p> <ul style="list-style-type: none"> <li>• Risk that redeployment may not sufficiently account for accessibility or job accommodations unless actively enforced.</li> </ul> <p>A separate Redeployment Policy is being drafted alongside this to ensure fair and consistent access to and redeployment practices.</p>
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## 4.3 Gender reassignment:

<p>Consider men, women, people undergoing gender reassignment and those who are non-binary and or intersex and may use pronouns.</p> <p>NB Gender-reassignment is anyone who proposes to, starts, is going through or has completed a process to</p>	<ul style="list-style-type: none"> <li>• The policy’s EqIA references intersectionality and the inclusion of gender identity, showing awareness of the unique barriers faced by trans employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of specific mention or training for managers on supporting trans individuals during redeployment or contract reviews may lead to inconsistent application of inclusive practices.</li> </ul> <p>Potential to include specific training in an already strong Unconscious Bias training programme?</p>
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<p>change his or her gender with or without going through any medical procedures.</p>		
<p><b>4.4 People who are married or have a civil partnership.</b></p>		
	<ul style="list-style-type: none"> <li>• There is no differentiation in the policy that would disadvantage individuals based on marital or partnership status.</li> </ul>	<ul style="list-style-type: none"> <li>• No explicit mention of flexibility to support individuals with dual-career considerations (e.g., relocating spouses), which may limit opportunities for those with family commitments.</li> </ul> <p>Silver participant in the Armed Forces Covenant demonstrates our commitment to support the armed forces community. This gives ex /service people and their families prior consideration for roles when on redeployment.</p>
<p><b>4.5 Pregnancy and maternity</b></p>		
	<ul style="list-style-type: none"> <li>• Explicitly states that fixed-term contracts should not be terminated where an employee is pregnant—referring managers to appropriate policies e.g. Maternity, Adoption, New Parent Support and Shared Parental Leave Policy, Occupational Change Policy.</li> <li>• Fixed-term cover for maternity leave includes provisions to return substantive post holders fairly.</li> </ul>	

**4.6 People of different races, nationalities, colour, cultures or ethnic origins including non-English speakers, gipsies/travellers, and migrant workers.**

	<ul style="list-style-type: none"> <li>• Policy supports equal access to training and permanent roles.</li> <li>• Right to representation (including trade unions) helps protect individuals facing race or other discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>• Unconscious bias could affect decisions, especially where justification for non-renewal is based on subjective criteria.</li> </ul> <p>Training to make objective decisions already included in HEIW Values Based Recruitment and Selection and Unconscious Bias training programmes. Policy recommendation that recruitment decisions are made by a panel of at least three, mixed gender and with advice from People Team, if there is doubt about transparency.</p>
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**4.7 Religion or Belief**

<p>Religion includes any religion as well as lack of religion. Belief means any religious or philosophical belief.</p>	<ul style="list-style-type: none"> <li>• There are no barriers within the policy related to religion or belief.</li> <li>• Right to representation (including trade unions) may help protect individuals facing religious discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>• No mention of accommodating religious obligations (e.g., prayer times, holidays) during redeployment or interviews could disadvantage certain individuals if not managed sensitively.</li> </ul> <p>The policy applies to employees who will already be familiar with HEIW values and hold the expectation that these requirements will be accommodated, where possible.</p>
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<b>4.8 Sexual Orientation</b>		
A person's orientation towards people of the same sex, the opposite sex or more than one gender.	<ul style="list-style-type: none"> <li>The policy's inclusive language and EqIA review imply equal treatment regardless of sexual orientation.</li> </ul>	
<b>4.9 Sex/Gender</b>		
The terms "man", "woman" and "sex" in the EA 2010 refer to biological sex.	<ul style="list-style-type: none"> <li>Equal rights to redundancy, maternity, sick pay, and redeployment.</li> <li>Covers treatment of employees on maternity leave fairly and legally.</li> </ul>	
<b>4.10 Carers</b>		
A carer is anyone, including children and adults who looks after a family member, partner or friend who needs help because of health condition, physical, sensory, cognitive, learning, or mental health impairment and cannot cope without their support. The care they give is unpaid	<ul style="list-style-type: none"> <li>Equal rights to redundancy, maternity, sick pay, and redeployment.</li> </ul>	<ul style="list-style-type: none"> <li>Gendered expectations in roles (e.g., assumptions about caregiving responsibilities) might indirectly impact decisions around extensions or redeployment without active checks.</li> </ul> <p>Training to make objective decisions already included in Unconscious Bias training programmes.</p>

4.11 Welsh Language Opportunities for persons to use the Welsh Language.		
<p>Treating the Welsh language, no less favourably than the English language.</p>	<ul style="list-style-type: none"> <li>• Communication in Welsh language is available at every stage of recruitment, selection and redeployment in HEIW, reinforcing inclusivity in opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Posts requiring Welsh language skills might limit redeployment options for some, unless alternatives or training are offered.</li> </ul> <p>Courses to learn Welsh are available within HEIW.</p> <p>With the exception of our roles within the Welsh Language Team itself, where Welsh is essential, we only have one other Welsh Essential role in HEIW, our receptionist, and this has been filled by exception before where the applicant agreed to learn Welsh.</p>
4.12 British Sign Language (BSL)		
<p>Creating opportunities for those who consider BSL as a first or preferred language.</p>	<ul style="list-style-type: none"> <li>• Not evidenced</li> </ul>	<ul style="list-style-type: none"> <li>• Candidates most comfortable communicating in BSL may be at a disadvantaged.</li> </ul> <p>BSL capabilities in HEIW to be explored and included in management guidance on People Hub.</p>
Section 4 Completed:		
Inclusion Team	Name	Date
	Mark Casling	14 Aug 2025

## Section 5 - An Anti-Racist Wales

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To achieve an anti-racist public sector in Wales, The Welsh Governments Anti-racist Wales Action Plan 2022 has outlined the following aims:

- To demonstrate a visible commitment to anti-racism
- To embed ways of working to tackle racism
- To embed accountability and demonstrate progress

Considering the impacts identified under 4.6, please highlight below how this area of work can contribute to the aims outlined in the Anti-racist Wales Action Plan.

- Policy supports equal access to training and permanent roles.
- Right to representation (including trade unions) helps protect individuals facing race or other discrimination.

An action in the health chapter of ArWAP commits to “Consistent, fit for purpose educational intervention offered to all staff, students and volunteers. Visible mandated education providing confidence to workforce that organisation is serious about anti-racist principles”.

HEIW has engaged in various interventions to embed an anti-racist culture including reverse mentoring, active bystander training and cultural competence training. Specifically completion of an e-learning Anti Racism Course on our employee database (ESR) by all HEIW employees has been mandated, and baseline data reporting will commence in line with the WRES Reporting cycle 2025, with the deadline for initial completion set for December 2025. This module supports individuals and teams in understanding anti-racism and taking action to support the organization in meeting its anti racism goals.

In addition, all employees are already required to keep up-to-date with 13 Statutory and Mandatory training modules hosted on our employee database (ESR), which include Equality and Diversity and Human Rights, Welsh Language Awareness, Dementia Awareness and Violence Against Women, domestic Abuse and Sexual Abuse.

All managers are strongly encouraged to undertake a day long Values Based course which teaches the principles of equality, equity and inclusion in recruitment and selection practice. This is offered monthly and directly linked to HEIW Unconscious Bias training.

Section 5 Completed:		
Inclusion Team	Name	Date
	Mark Casling	18 Aug 2025

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## Section 6 - Socio-Economic Duty - A more Equal Wales

Section 1 of the Equality Act 2010 – the socio-economic duty requires HEIW when making strategic decisions such as ‘deciding priorities and setting objectives, to consider how its decisions might help to reduce the inequalities associated with socio-economic disadvantage.

Please highlight below how the strategic decision can help to reduce the inequalities of outcome associated with socio-economic disadvantage in both places and communities of interest in Wales:

1. **Consistent and Fair Treatment:** The policy ensures that fixed-term employees are treated no less favourably than permanent employees unless there is a good reason for the difference in treatment. This includes equal pay, terms and conditions of employment, entitlement to annual leave and bank holidays, sickness entitlement, service qualification, notice periods, access to pension schemes, and access to training and development.
2. **Redeployment Opportunities:** The policy includes provisions for redeployment to suitable alternative posts for employees whose fixed-term contracts are ending. This helps to retain talent and provide continued employment opportunities, which can be particularly beneficial for those from socio-economically disadvantaged backgrounds.

### Section 6 Completed:

	Name	Date
Inclusion Team	Mark Casling	14 Aug 2025

## Section 7 - Alignment to Wellbeing of Future Generations (Wales) Act 2015.

How does the activity embed, and prioritise the Well-being Goals and Sustainability Development Principle of the Wellbeing of Future Generations (Wales) Act 2015?

A globally responsible Wales

A prosperous Wales

A resilient Wales



A healthier Wales




A more equal Wales

A Wales of cohesive communities

A Wales of vibrant culture and thriving Welsh language

Please describe and provide evidence below of how the 5 ways of working have been met, inclusive of the 7 well-being goals, to maximise the social, economic, environmental, and cultural wellbeing of people and communities in Wales.

Sustainable Development Principles	
	<p><b>Long Term</b> - Balancing the short term with long term needs</p> <p>The policy includes provisions for redeployment to suitable alternative posts for employees whose fixed-term contracts are ending. This helps retain talent and provide continued employment opportunities, contributing to economic prosperity.</p>
	<p><b>Collaboration</b> - Working together to deliver objectives</p> <p>This policy has been developed within the People Team in collaboration with internal and external Health Board Workforce colleagues, especially the HEIW Talent, OD and Inclusion Team, HEIW staff and management and their representatives. Feedback has been sought at several stages in order to develop a policy and associated Equality Impact Assessment in order to ensure a more resilient workforce.</p>

	<p><b>Involvement - Involving those with an interest and seeking their views</b></p> <p>This is an internal policy, but has been written in alignment with The NHS Terms and Conditions Handbook and the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations, and with reference to policies in place in other NHS Wales Health Boards and special authorities, other HEIW policies e.g. All Wales Organisational Change Policy, All Wales Secondment Policy, HEIW Continuous Services Policy, HEIW values based Recruitment and Selection Policy and Procedure and HEIW Redeployment Policy (Draft), the Advisory, Conciliation and Arbitration Service (ACAS) and the Chartered Institute of Personnel Development (CIPD) guidance.</p>	
	<p><b>Prevention – Putting resources into preventing problems from occurring or getting worse</b></p> <p>The policy ensures that fixed-term employees are treated fairly and consistently, promoting equality and preventing discrimination. It provides opportunity for applicants from under-represented groups and those in longterm unemployment to enter and remain in NHS Wales employment.</p>	
	<p><b>Integration - Considering the impact on all well-being goals together and on other bodies</b></p> <p>The policy aligns with global standards for fair treatment of employees, demonstrating a commitment to social responsibility by providing fair access to time limited job opportunities. It outlines the process and timeline for ending a fixed term contract, linked to the redeployment policy, which should reduce anxiety and uncertainty for the employee.</p>	
<p><b>Section 7 Completed:</b></p>		
<p><b>Inclusion Team</b></p>	<p><b>Name</b></p>	<p><b>Date</b></p>
	<p>Mark Casling</p>	<p>18 Aug 2025</p>





## Section 10 - EIA Summary

Please provide a summary of the key findings from across sections 4 - 8, including any:

- Themes identified
- Negative impacts
- Positive impacts

The HEIW Fixed-Term Contract Policy and Procedure aims to ensure

- that fixed-term contracts are used only when a permanent appointment or secondment is not appropriate,
- fixed-term employees are not treated less favourably than those employed on a permanent basis without a good reason, and
- the ending of fixed-term contracts is managed in a timely, fair and consistent manner.

It has been written with reference to existing legislation and appropriate professional guidance and with input from internal staff and management groups and their representatives.

The policy applies to all members of staff who are employed on fixed term contracts apart from a few exceptions as defined by the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations, and provides for equal access to time limited opportunities, extensions to fixed term contracts and conversions to permanent roles, supporting fair treatment across each of the protected characteristics.

When reviewed alongside the training already available in HEIW e.g. Values Based Recruitment and Selection, Unconscious Bias and Anti Racism training, the policy guides our line managers to make objective, inclusive and legally compliant decisions.

### Section 10 Completed:

	Name	Date
Inclusion Team	Mark Casling	18 Aug 2025

## Section 11 - EIA Action Plan

Please outline the actions to address potential negative impacts or to maximise the positive impacts identified as part of this EIA.

Action	Lead	Expected Outcome of action	Timescale	Measurement of expected outcomes
Review of training content	People Team	- compliant with current legislation, - aligned to new policy, - consistent language and message across the training suite	Ongoing	Good practice by line managers aligned to HEIW values and culture
Review of policy and associated EIA	People Team	- compliant with current legislation, as applies to this and associated policies e.g. All Wales Organisational Change Policy, HEIW Redeployment Policy, HEIW Maternity, Adoption, New Parent Support and Shared Parental Leave Policy, - consistent language and message across the training suite	In line with policy review cycle or in case of change to relevant legislation	Good practice by line managers aligned to HEIW values and culture

### Section 11 Completed:

Inclusion Team	Name	Date
	Mark Casling	18 Aug 2025

## Section 12 - Monitoring Arrangements

What is the likely impact this area of work will have on stakeholders?

- Significant Impact
- Medium Impact
- Low impact

This EIA will help anticipate the likely effect however, the final impact may only be known after the implementation of the area of work

Please detail:

- What are the plans to monitor the actual and/or final impact?
- What are the proposals (including timescales) for reviewing and reporting the actual impact?

See Section 11

### Section 11 Completed:

Inclusion Team	Name	Date
	Mark Casling	18 Aug 2025

## EIA Completion Certificate

As the EIA Responsible Owner, I confirm that the potential equality impact is as follows:

No impact has been identified for one or more protected groups.	
Positive impact has been identified for one or more protected groups.	
Negative impact has been identified for one or more protected groups.	
Both positive and negative impact has been identified for one or more protected groups.	X

Wherever possible mitigations have been put in place to reduce the negative impact or the associated risks have been accepted. Actions have been recorded in Section 11 – EIA Action Plan.

EIA Responsible Owner:

Name	Elspeth Roots	Date	19 Aug 2025
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I am satisfied that this EIA has been completed as fully as practicable and the identified impacts on individuals and groups with Protected Characteristics have been duly considered.

EIA Lead:

Name	Mark Casling	Date	18 Aug 2025
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The completed EIA will be published to the relevant Internet and intranet sites as required under The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011.

EIA Published:

Name	Mark Casling	Date	9 Sep 2025
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## EIA Review Log

Review Date	Name of Reviewer	Changes	Version Published

**Thank you for completing this Integrated Equality Impact Assessment (EIA)**



For further guidance, assistance, and submission, please contact [HEIW.Inclusion@wales.nhs.uk](mailto:HEIW.Inclusion@wales.nhs.uk)