ROYAL ACADEMY OF MUSIC

# EQUALITY IMPACT ASSESSMENT

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| **Department** | HR |
| **Policy** | Leavers Policy |

## 1. Description of Policy

The Leavers Policy (the Policy) ensures that all leavers have an opportunity to express both positive and negative influences experienced during their time at the Academy. In doing so it is possible to identify areas, including those of equality, that may require further consideration. The exit interview is fully confidential, and is used to gain an overall picture of the way the Academy is functioning. Nothing expressed during the course of the interview will be used against the leaver, either during their remaining time at the Academy or subsequently, for example, in the provision of references.

It is Academy policy to provide basic work references for all former employees, outlining the dates of employment and the employee's former job title/s. In exceptional circumstances the Academy reserves the right to provide a more detailed reference. If a line manager wishes to provide a character reference for a former employee, this must be done so in a personal capacity including a disclaimer explaining that it has been provided without liability on the part of the Royal Academy of Music.

The policy is published on the Academy's Policy Repository at Policy Repository - Human Resources - Current Policies - Human Resources

## 2. Could the Policy/project have an adverse impact on equality? Please consider this in relation to the following protected characteristics as defined by the Equality Act 2010:

- Age
- Disability
- Gender re-assignment
- Marriage or civil partnerships
- Pregnancy and maternity

- Race
- Religion or belief
- Sex
- Sexual orientation

No, not directly, but the Policy could be improved by:

- Including a full definition of what constitutes a 'leaver' in the context of the policy i.e. termination of employment through resignation, retirement, redundancy, dismissal, end of fixed-term contract, ill-health retirement or other circumstances.

- Clarifying if the Policy applies to all Academy employees including permanent, temporary, fixed-term, part-time, and casual staff.

- Including a specific reference to the Equality Act 2010, clarifying that the Academy's legal obligations under the Act continues to apply during the employee notice period and during any subsequent process e.g. appeal, employment tribunal etc.

- Clarifying if there a timeframe, after leaving the Academy, whereby a former employee may disclose concerns regarding their employment at the Academy, or whether the exit interview is the stated platform for raising any such concerns.

- Ensuring that the confidential exit interview provides the individual with the confidence to share sensitive information.

- Clarifying how serious allegations disclosed, as part the exit interview, will be investigated. The Policy but makes reference to this but does detail the process involved or how this relates to other Academy policies and support provided for the individual concerned. This could impact directly on a number protected characteristics under the Equality Act if the individual has taken the decision to leave because of an incident of serious misconduct, discrimination, victimisation etc during their employment at the Academy.

- Clarifying how any 'negative' feedback e.g. concerns about discrimination, harassment, victimisation, failure to provide reasonable adjustments or barriers to disclosure, will be used to address the issues raised and to make the Academy more inclusive.

3. Does the provide opportunities to make a positive impact on equality?

Yes, exit interviews provide an opportunity for leavers to give honest feedback to the Academy, which could highlight potential changes to make a positive impact on equality, or conversely, provide evidence that existing practices are working well. The policy specifically contributes to advancing equality of opportunity by:

- Promoting dignity and respect throughout the employee departure process.
- Providing opportunities for employees to provide feedback on their experience.
- Providing an opportunity for employees to raise concerns about workplace culture and inclusion.

## 4. What evidence has been considered? What consultation has been undertaken?

The policy was updated in consultation with the following staff groups, departments and external advisory agencies:

- The Policy Review Group, which includes the Registrar and Director of Student Operations, Director of Finance and Director of HR
- The HR team
- Brightmine
- Employment law and ACAS guidance.
- Analysing former employee exit data.
- Reviewing feedback from past exit interviews.

## 5. What actions have been agreed as a result of this EIA?

This assessment concludes that the Employee Leaver Policy is unlikely to result in unlawful discrimination and is expected to have an overall positive impact by providing a clear, fair, and consistent framework for managing employee departures. Continued monitoring, review of accessibility measures, and analysis of employee exit data will help ensure that any adverse impacts are identified and promptly addressed .

Progress on the actions detailed below will be reported to the Belonging Committee.

| Action | Who | Timescale |
|---|---|---|
| Monitor leaver data by protected characteristic | HR | Ongoing |
| Monitor Ill-health retirement and disability-related departures | HR | Ongoing |

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| Review equality related concerns raised during exit interviews. | HR | Ongoing |

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