

Item: 3

Human Resources Sub-committee: 31 January 2023.

Supporting our People through the Menopause – Policy.

Report by Corporate Director for Strategy, Performance and Business Solutions.

1. Purpose of Report

To consider a new policy on supporting staff through the menopause.

2. Recommendations

The Sub-committee is invited to note:

2.1.

That the Council does not currently have a specific policy position in terms of support to employees experiencing symptoms of the menopause, with any issues that currently arise for employees being considered through policies on Sickness Absence Management or potentially Flexible Working policies if the employee were to require workplace adjustments.

2.2.

That the existing policies, referred to at paragraph 2.1 above, do not provide anything specific in policy terms or guidance for staff and managers around the menopause.

2.3.

That it is considered good practice to provide guidance, training and support around the workplace issues associated with the menopause.

2.4.

The draft policy, Supporting our people through the menopause, together with the draft Guide for Managers: Supporting our people through the menopause, attached as Appendices 1 and 2 respectively to this report.

It is recommended:

2.5.

That the policy on Supporting our people through the menopause, attached as Appendix 1, to this report, be approved.

3. Background

3.1.

The Council does not currently have a specific policy position in terms of support to employees experiencing symptoms of the menopause. Currently any issues that arise for employees would be handled under the policies on Sickness Absence Management or potentially Flexible Working policies if the employee were to require workplace adjustments.

3.2.

These existing policies do not provide anything specific in policy terms or guidance for staff and managers around the menopause and it is now considered good practice to provide guidance, training and support around workplace issues associated with the menopause.

3.3.

The Council has a workforce that is approximately 70% female. The largest proportion of the workforce falls within the age range of 45 to 55 years old, therefore dealing with and supporting employees within the workplace in matters related to the menopause, is a significant issue for the Council as an employer.

4. Policy Proposals and Guidance

4.1.

Attached as Appendix 1 to this report is the draft policy, Supporting our people through the menopause, the broad aims of which are as follows:

- To encourage more discussion about the perimenopause and menopause.
- For those experiencing symptoms to feel able to ask for the support needed.
- For managers to have the knowledge and confidence to know what to do to provide support to a team member through this time.
- To give all colleagues information about where to access further guidance and support.

4.2.

In addition, good menopause care has both direct and indirect impacts on retaining the workforce. It can impact productivity, absenteeism, and ensures that employees get the support needed which is an important part of retaining experienced, talented and skilled staff.

4.3.

In order to achieve these aims, information has been included in both the policy and the guidance, attached as Appendix 2 to this report, for managers around the menopause to help awareness. Specific information on how employees may be

supported, such as the consideration of adjustments to their work and signposting sources of additional help and support, has also been included.

4.4.

It is also specifically proposed to make allowances in respect of the implementation of existing policies, such as excluding absences attributable to the menopause from any sickness absence triggers and taking into account what impact symptoms related to the menopause may have had on an employee when looking a capability or performance matter.

5. Implementation of new Policy and Procedure

5.1.

In order to assist employees and managers, Wellness Action Plans are appended to the policy which can be used to help consider and record any actions taken to support an employee. These have been used informally within the Council across a range of health issues and are found to be useful.

5.2.

Briefing sessions for managers and staff on the new policy are planned as part of the regular inhouse training sessions offered by the Human Resource and Organisational Development service.

5.3.

As part of the implementation, a specific sickness absence category related to the menopause has been created so absence levels can be tracked and, if necessary, any relevant absences can be excluded from absence trigger reporting.

6. Trade Unions consultation

The recognised Trade Unions have been consulted in the creation of this policy and have input changes. In addition, Unions provided specific guidance that is produced for their members which has been incorporated into the Policy and Guidance.

7. Human Resources Implications

The human resource implications are contained within the body of this report.

8. Equalities Impact

An Equality Impact Assessment has been undertaken and is attached as Appendix 3 to this report.

9. Corporate Governance

This report relates to the Council complying with governance and its duties as an employer and therefore does not directly support and contribute to improved

outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

10. Financial Implications

There are no direct financial implications as a result of this new policy and procedure. Absence due to symptoms of the menopause can be a cost to the Council.

11. Legal Aspects

11.1

Unreasonable treatment of team members who are going through the menopause can increase the risk of claims of victimisation, harassment, direct discrimination and indirect discrimination on the grounds of sex, age and/or disability.

11.2.

Where a team member is experiencing severe symptoms of the menopause, such that their ability to perform day-to-day activities is substantially impacted, this may amount to a disability for the purposes of the Equality Act 2010. Where a worker has a disability, the employer is under a duty to make reasonable adjustments in the workplace to ensure that the worker is not substantially disadvantaged in carrying out their duties.

12. Contact Officers

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13. Appendices

Appendix 1: Supporting our people through the menopause – Policy.

Appendix 2: Supporting our people through the menopause – Guidance for managers.

Appendix 3: Equality Impact Assessment



Supporting our people through the menopause

January 2023

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Introduction

Here at Orkney Islands Council, we want to support our colleagues' wellbeing at every stage in life. We know that the changing face of the UK workforce means that between 75% - 80% of people going through the menopause are in work. Whilst not every person will notice menopausal symptoms, many will be working through the perimenopause and menopause and managing the symptoms at work.

Six out of every 10 people [experiencing menopausal symptoms](#) say it has a negative impact on their work. With the right support, no-one needs to press pause, struggle through or leave their careers during this natural transition. We know that many people feel uncomfortable talking about the perimenopause and menopause, which means that some will suffer in silence whilst experiencing a wide range of symptoms that can affect their physical and mental health.

Looking after our people and supporting them is a priority. We need to ensure that Orkney Islands Council is the best possible place to work where we can all fulfil our potential. This policy and associated guidance are key to the delivery of The People Plan and align to our Equality, Diversity and Inclusion agenda, including work to reduce the pay gap and occupational segregation within our organisation.

Good menopause care has both direct and indirect impacts on retaining our workforce. It can impact productivity, absenteeism and ensures that our people get the support they need which is an important part of retaining experienced, talented and skilled staff.

The aims of this policy are:

- To encourage us to talk more about the perimenopause and menopause.
- For those experiencing symptoms to feel you can ask for the support you need.
- For managers to have the knowledge and confidence to know what to do if you need to provide support to a team member through this time.
- To give all colleagues information about where to access further guidance and support.

We are committed to ensuring the health and wellbeing of all employees and that we are all treated fairly and with dignity and respect at work.

We are committed to taking all reasonable steps to make sure that we:

- Listen to you if you tell us about your perimenopause or menopause symptoms.
- Keep information about your health confidential.
- Support you if you are experiencing menopausal symptoms, making reasonable adjustments where needed.
- Treat you with respect, not making judgements or assumptions about you based on your age or because you have told us that you are in menopause transition.

- Treat any issues of bullying and harassment in relation to health issues associated with the menopause seriously. See our Dignity at Work Policy for more information.

How menopause symptoms can impact work

The body can be affected by menopause in numerous ways. The perimenopause is the period when hormone levels begin to change, you may start to notice new physical and / or mental health symptoms but are still experiencing periods. The perimenopause can last for several years and typically affects people between the ages of 45 and 55 although the age can vary from person to person.

A person is described as in menopause when they have not had a period for one full calendar year or more. Menopause occurs when a person's ovaries no longer produce eggs and as a result the levels of three hormones, oestrogen, progesterone and testosterone, fall.

The average age for someone to undergo menopause transition is 51, but 1 in 100 people will experience it before the age of 40. This can be as a result of surgery, illness or treatment for other conditions such as chemotherapy, or it can be for no reason at all. Perimenopause can start as early as in your twenties or as late as your fifties. We won't make any assumptions about what you may or may not be experiencing based on your age.

The duration and severity of any symptoms will vary across individuals, with some likely to experience severe symptoms that impact their day-to-day activities. The impacts of these symptoms on self-confidence, mental health and relationships with others can affect life outside of work as well as in work. It is important for us all to be aware of these symptoms so that we can appreciate the full extent of how some of us experience the menopause and its impact on work.

Common symptoms include:

- Change in periods – irregular periods, lighter or heavier periods.
- Headaches and migraine that are worse than usual.
- Muscle aches and joint pains.
- Hot flushes – short, sudden feelings of heat or cold, usually in the face, neck and chest.
- Night sweats.
- Mood changes / swings.
- Difficulty sleeping which can make you feel tired and irritable during the day.
- Anxiety, depression, panic attacks and loss of confidence.
- Problems with memory or concentration (often referred to as brain fog).

The law and menopause

While menopause is not a specific protected characteristic under the Equality Act (2010), in accordance with the Advisory, Conciliation and Arbitration Service (ACAS), 'if an employee is disadvantaged and treated less favourably in any way because of their menopause symptoms this could be viewed as discrimination if related to a protected characteristic, for example, age, disability, gender reassignment or sex'.

Disability and the menopause

People with a disability and those with pre-existing health conditions, may find that the menopause can aggravate their existing impairments and health conditions or even trigger new ones. For example the strength and density of bones are affected by the loss of oestrogen, increasing the potential risk of osteoporosis. Menopausal symptoms can in turn also be made worse by the person's impairment or health condition.

Transgender, non-binary and intersex employees and the menopause

We recognise and value the diversity of our employees and the importance of an inclusive culture. We are aware people of diverse gender expressions and identities experience menopause, and it is therefore not just an issue for female colleagues.

Transgender, non-binary and intersex employees may experience the menopause either due to age-related hormonal changes or hormone treatments and surgeries. It is important to acknowledge some trans, non-binary and intersex colleagues may not wish to disclose their trans or intersex status. It can therefore be particularly difficult for these employees to access support and / or ask for adjustments. Within each of these groups, people's needs will be different and so it is crucial to listen to people on an individual basis and enable them to take the lead in their own conversations and required adjustments.

Supporting people experiencing symptoms of perimenopause or menopause transitions means understanding that not everyone experiences menopause in the same way. Like any other health condition, colleagues will have different symptoms and need different support at different times.

This policy isn't about creating a one-size fits all approach, it is about highlighting all of the different ways that we can support you, so you can decide what works best for you.

Making reasonable adjustments

There might be reasonable adjustments we can make at work to help you manage your menopausal symptoms. There are likely to be temporary changes whilst you go through menopause transition.

Your manager may do a risk assessment to understand more about how your menopausal symptoms might affect you at work and the adjustments you need.

Wellness Action Plan

You can use a Wellness Action Plan to identify how your menopausal symptoms are impacting you at work and use this to discuss any changes you might need with your manager.

The reasonable adjustments we can make will depend on your circumstances, but the types of changes that might help could be:

- Changing your start time or other changes to your working hours if you are experiencing disturbed sleep
- Providing more breaks.
- Working from another location including from home.
- Making sure you have got access to cold water while you are working.
- Making sure you have got easy access to toilet facilities.
- Making sure the temperature is comfortable, providing a fan or access to fresh air.
- Adjusting your uniform requirements or providing more items of uniform.
- Giving you somewhere to store extra clothes or change clothes during the day.
- Giving you time off to attend medical appointments.

If you think you might need a change to your working pattern to help you manage your menopausal transition, talk to your manager about this when you are creating your [Wellness Action Plan](#). In some circumstances, this request may be considered as a reasonable adjustment rather than requiring an application through the Flexible Working Policy.

Your manager may suggest an occupational health referral. This is so that we can get more information about how your menopause symptoms are likely to affect you at work and what adjustments can be put in place to support you.

Implementation of existing Policies

The Council has a policy on Sickness Absence management which includes absence triggers based on duration or frequency of sickness absences. Absence that is specifically recorded as due to symptoms of the menopause will be excluded from assessing whether an employee has breached absence triggers.

It is acknowledged that menopausal symptoms may in some circumstances impact a person's performance at work, and therefore this should be taken into account when applying the Council's Disciplinary or Capability Policy.

Wellness Action Plan

Wellness Action Plans can be used to identify what helps you to manage your menopausal symptoms at work, what causes you to become unwell and the support you would like to receive to improve your wellbeing.

By creating a Wellness Action Plan, you can identify what works and what doesn't work for you in managing your menopausal transition. It can help identify what support you might need from your manager and what you can do to support your own health and wellbeing.

There are templates you can use to create your Wellness Action Plan; one for [hybrid working](#) and one for the [workplace](#). You can either do this on your own and then share it with your manager or discuss it with them to put it together. Once you have shared this with your manager, they will keep it confidential and won't share it with anyone else without your permission.

It is good to meet regularly with your line manager to discuss your Wellness Action Plan and how you feel things are going. You can use your usual one-to-one, or just ask them if you want a catch up.

Other sources of support

There are lots of charities and other support groups who offer information and support about the menopause. Here are some that you may find useful:

- Menopause Matters – www.menopausematters.co.uk – independent website providing information about symptoms and treatment options.
- Daisy Network – www.daisynetwork.org support for women experiencing early menopause.
- Women’s Health Concern – www.womens-health-concern.org – the patient arm of the British Menopause Society.
- Gen-M – everything you need to know about the menopause all in one place [Gen M | The Very Best Of The Menopause | We’ve Got This.](#)
- Queer / LGBTQIA+ Menopause <https://www.queermenopause.com/>.

Glossary

Knowing how to talk about the menopause is important for both people experiencing menopausal symptoms and those who need to provide support to a team member or colleague during this time.

Having a shared understanding of the terms and terminology that are frequently used in discussions about the menopause is key to ensuring we are all clear on what we mean and helps to reduce any potential confusion or embarrassment.

You aren't expected to be an expert on the menopause. Having an awareness of the common terms used when discussing the menopause means that conversations are more likely to be supportive and better provide the right guidance and signposting where needed.

The table below provides a short guide to some of the terms and definitions that are used regarding the menopause.

Term	Definition
Early menopause	Menopause happening between the ages of 40 and up to 45.
Menopause	Menopause is when periods stop due to lower hormone levels. This usually happens between the ages of 45 and 55 but for some it can be earlier or later. Family history, surgery and medical conditions can affect the age menopause occurs. Menopause is reached when there has not been a period for 12 consecutive months.
Perimenopause	The time leading up to menopause when ovulation cycles and periods can be irregular, continuing until 12 months after the final period. Perimenopause usually begins during the mid-40s, although it can start earlier and extends until 12 months after the final period.
Post menopause	This is the time after menopause (12 consecutive months without a period). Symptoms of menopause may continue and may require ongoing support.
Premature menopause	When menopause occurs under the age of 40, it is termed premature menopause or premature ovarian insufficiency (POI)
Menopause transition	Refers to the stages: perimenopause, menopause and post-menopause.



Supporting our people through the menopause

A guide for managers

January 2023

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Introduction

This guide supports our Supporting our people through the menopause policy and is designed to help you assist your team members who are experiencing the perimenopause or menopause. It includes information about the internal and external support available and offers practical advice on what you can do to assist colleagues going through the menopause.

What to expect from this guide.

This guide aims to help you to:

- Be confident about your role in managing and supporting people with menopausal symptoms.
- Understand and reduce the barriers that could potentially prevent a team member going through the menopause transition from performing and / or developing to their full potential.
- Identify appropriate workplace changes or adjustments to support team members and help them thrive at work.
- Foster an inclusive working environment in which everyone is treated fairly.

Every manager should know what the menopause is, when it happens and how it can affect people.

The menopause is a natural stage of life when a person's oestrogen levels decline and they stop having periods. As menopausal symptoms are typically experienced for several years, it is best described as a transition rather than a one-off event.

The menopause typically happens between age 45 and 55. The perimenopause is the phase leading up to the menopause when a person's hormone balance starts to change. For some, this can start as early as their twenties and for others, as late as their forties.

Some people will experience relatively few symptoms, but many people will experience several symptoms, and they may have a big impact on their lives both inside and outside of work.

There is often still a stigma around the menopause and consequently people going through it will often try to hide their symptoms or be uncomfortable talking about them. We want everyone to understand what menopause is and to be able to talk about it openly, without fear or embarrassment and so it is an important issue for us all, not just those experiencing the symptoms of it.

Your role as a people manager

You have an important role to play in ensuring that anyone experiencing menopausal symptoms gets the same support and understanding as if they had any other health condition.

The role of managers in supporting people experiencing menopause transition is crucial. Effective management of team members with menopausal symptoms that are impacting on their work will help you to retain valuable skills and talent and reduce sickness absence.

Good people management is fundamental to supporting employee health and wellbeing, spotting early signs of ill health and initiating early intervention.

As a people manager you are typically:

- The first point of contact if a team member needs to discuss their health concerns or needs a change or adjustment to their work or working hours, to enable them to perform to their full potential.
- Responsible for implementing the people management policies and practices that can help someone experiencing the menopause to feel supported and to be effective in their role.
- Responsible for managing absence and keeping in touch if someone is off work ill or because of their menopausal symptoms, as well as supporting an effective return to work.

The level of trust you build with team members will determine the extent to which they are able to discuss topics such as menopausal symptoms and any support or adjustments they need at work.

If there are regular and informal one-to-ones between you and your team members, this can provide an opportunity for a conversation about any changes to their health situation, including the menopause.

It is important to understand that each person's situation is unique, and their experience and symptoms of the menopause will differ. Asking team members how they are on a regular basis will help to create an open culture and encourage someone to raise any concerns.

As a manager you can start by making yourself familiar with the Supporting our people through the menopause policy. Remember that many people going through the menopause may choose not to tell their managers about their symptoms and may be reluctant to disclose the real reason for any sickness absence. Sometimes performance and behaviour may change without any clear explanation. If you have concerns about a team member's wellbeing or performance, ask general questions such as 'How are you?' or 'I have noticed that you have been late to work recently, and I wondered if you are ok?'

The menopause is not a one-off event in someone's life and symptoms last an average of four years, although for some people, can last much longer. Symptoms can fluctuate and

be felt to varying degrees. It is important to keep up regular conversations with your team members.

Approaching a sensitive conversation

Menopause can affect people's confidence and it can be really daunting talking to someone who has no knowledge of the menopause, so the more open, supportive and knowledgeable you are, the less embarrassed they are likely to be to talk about how the menopause is affecting their health and work.

Awareness about the symptoms and range of support available in the organisation will increase your own confidence in discussing the issue.

Approach conversations with empathy and try not to be embarrassed. It is important to set the right tone when opening a conversation about any sensitive issues. Here are some tips to consider:

- Make sure you are in a private space and avoid interruptions.
- Allow enough time.
- Ask simple, open, non-judgemental questions.
- Maintain good eye contact.
- Actively listen and give team members space to open up.
- Be prepared for some silences and be patient.
- Focus on the person and not the issue.
- Ensure team members know they can trust you.

Confidentiality

If someone tells you about their health condition, including menopausal symptoms, this should be treated as confidential. If they want information about their condition to be shared, consent must be explicit. You should discuss with them who will be told and by whom, as well as the information they do or don't want shared with colleagues.

You may find the [Wellness Action Plan](#) a useful tool to help you think about what kind of questions to ask team members when you are speaking to them about the menopause.

Practical things you can do to help.

Often, a few changes to a team member's work environment can make a big difference and a discussion with them should be useful in identifying what would help. The following table is not an exhaustive list but aims to provide some examples of adjustments which may be helpful for varying symptoms of the menopause.

Symptom	Possible adjustments
Psychological symptoms: <ul style="list-style-type: none"> • Memory difficulties • Difficulty concentrating 	<ul style="list-style-type: none"> • Encourage team members to discuss concerns with you. • Carry out a wellness action plan. • Reduce demands if workload is identified as an issue. Provide additional time to complete tasks if needed or consider substituting with different tasks. • Offer alternative methods of communicating tasks and planning of work to assist memory. • Discuss whether an occupational health referral would be useful.
Psychological symptoms: <ul style="list-style-type: none"> • Anxiety • Depression • Panic attached • Loss of confidence • Mood changes 	<ul style="list-style-type: none"> • Carry out a wellness action plan. • Support Flexible Working where possible. • Raise general awareness of issues around the menopause within the team so colleagues are more likely to be supportive (do not disclose confidential information unless you have explicit consent to do so). • Signpost internally to wellbeing resources.
Fatigue	<ul style="list-style-type: none"> • Consider temporary adjustments to shift patterns or hours when doing the rota, particularly if fatigue is related to sleep disturbance. • Reduce physical tasks if possible. • Ensure regular breaks.
Daytime sweats, hot flushes	<ul style="list-style-type: none"> • Ensure easy access to cold drinking water and toilet facilities. • Look at ways to cool the working environment e.g. provide fans at workstations if possible and open windows. • Allow time out and access to fresh air. • Ability to order more uniform to be able to change more frequently if needed. • Limit the time wearing PPE where possible.
Night-time sweats and hot flushes Insomnia or sleep disturbance	<ul style="list-style-type: none"> • Consider temporary adjustments to shift patterns or hours when doing the rota. • Support flexible working where possible.
Irregular and / or heavy periods	<ul style="list-style-type: none"> • Ensure easy access to toilet facilities. • Allow for enough breaks to use the facilities. • Ensure cover is available so team members can leave their post if needed. • Make it easy to request extra uniform if needed.

Symptom	Possible adjustments
Skin irritation, dryness or itching	<ul style="list-style-type: none"> • Ensure comfortable working temperature. • Provide alternative PPE if possible.
Muscular aches and bone and joint pain	<ul style="list-style-type: none"> • Undertake a risk assessment and keep it under review. • Consider providing alternative tasks.
Dry eyes	<ul style="list-style-type: none"> • Carry out a Display Screen Equipment (DSE) assessment. • Allow extra breaks from screen-based work.

In some instances, it can be useful to seek occupational health advice to consider what adjustments could support a team member.

Legal considerations

Treating team members going through the menopause in the wrong way can increase the risk of claims of victimisation, harassment, direct discrimination and indirect discrimination on the grounds of sex, age and / or disability.

Where a team member is experiencing severe symptoms of the menopause, such that their ability to perform day-to-day activities is substantially impacted, this may amount to a disability for the purposes of the Equality Act. This means that we have a legal duty to make all reasonable adjustments for the team member.

It is really important for us to treat the menopause sensitively and take it seriously.

Things to avoid:

- Inappropriate comments about people of a certain age and hot flushes could be harassment on the grounds of age, sex and disability.
- Issuing a performance warning to a team member where the reason for the performance issues is connected to experiencing menopausal symptoms could be indirect sex, age and / or disability discrimination.
- Issuing an absence warning to a colleague whose absence is connected to menopause symptoms could be indirect age, sex and / or disability discrimination.
- Failing to enable a menopausal team member experiencing heavy periods to take additional toilet breaks could be disability discrimination, and also possible indirect age and sex discrimination.

Implementation of existing Policies

The Council has a policy on Sickness Absence management which includes absence triggers based on duration or frequency of sickness absences. Absence that is specifically recorded as due to symptoms of the menopause will be excluded from assessing whether an employee has breached absence triggers.

It is acknowledged that menopausal symptoms may, in some circumstances, impact a person's performance at work, and therefore this should be taken into account when applying the Council's Disciplinary or Capability Policies.

Useful resources

As well as a variety of internal resources referred to in this guide and the associated policy, there are a number of links below that may be useful to consider and to signpost colleagues to.

- NHS guidance on menopause <https://www.nhsinform.scot/healthy-living/womens-health/late-years-around-50-years-and-over/menopause-and-post-menopause-health/menopause>
- NHS guidance on early menopause <https://www.nhsinform.scot/healthy-living/womens-health/late-years-around-50-years-and-over/menopause-and-post-menopause-health/early-and-premature-menopause/>
- Henpicked, Menopause in the Workplace www.henpicked.net
- British Menopause Society www.thebms.org.uk
- Menopause cafes <https://www.menopausecafe.net/>
- Menopause Matters <https://www.menopausematters.co.uk/>
- The Daisy Network <https://www.daisynetwork.org/>
- Queer / LGBTQIA+ Menopause <https://www.queermenopause.com/>
- FREE Menopause Experts Training [Browse All Menopause Experts Training](#)



Equality Impact Assessment

The purpose of an Equality Impact Assessment (EqIA) is to improve the work of Orkney Islands Council by making sure it promotes equality and does not discriminate. This assessment records the likely impact of any changes to a function, policy or plan by anticipating the consequences, and making sure that any negative impacts are eliminated or minimised and positive impacts are maximised.

1. Identification of Function, Policy or Plan	
Name of function / policy / plan to be assessed.	Menopause Support
Service / service area responsible.	HR and OD
Name of person carrying out the assessment and contact details.	Andrew Groundwater
Date of assessment.	16/01/2023
Is the function / policy / plan new or existing? (Please indicate also if the service is to be deleted, reduced or changed significantly).	New

2. Initial Screening	
What are the intended outcomes of the function / policy / plan?	To provide a specific policy position on supporting staff with symptoms of the menopause. To raise awareness and ensure employees are better supported in the workplace.
Is the function / policy / plan strategically important?	No
State who is, or may be affected by this function / policy / plan, and how.	Employees

How have stakeholders been involved in the development of this function / policy / plan?	Yes - Trade Unions as representatives of staff
Is there any existing data and / or research relating to equalities issues in this policy area? Please summarise. E.g. consultations, national surveys, performance data, complaints, service user feedback, academic / consultants' reports, benchmarking (see equalities resources on OIC information portal).	Yes this is summarised in the report and policy document
Is there any existing evidence relating to socio-economic disadvantage and inequalities of outcome in this policy area? Please summarise. E.g. For people living in poverty or for people of low income. See The Fairer Scotland Duty Interim Guidance for Public Bodies for further information.	N/A
Could the function / policy have a differential impact on any of the following equality areas?	(Please provide any evidence – positive impacts / benefits, negative impacts and reasons).
1. Race: this includes ethnic or national groups, colour and nationality.	N/A
2. Sex: a man or a woman.	Yes – given the topic the policy will have enhanced benefit to women rather than men.
3. Sexual Orientation: whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.	N/A
4. Gender Reassignment: the process of transitioning from one gender to another.	N/A
5. Pregnancy and maternity.	Yes – there is a link to pregnancy and maternity
6. Age: people of different ages.	Yes – typically people experiencing symptoms of the menopause are aged 45 and over so this policy will have limited application for staff under that age.

7. Religion or beliefs or none (atheists).	N/A
8. Caring responsibilities.	N/A
9. Care experienced.	N/A
10. Marriage and Civil Partnerships.	N/A
11. Disability: people with disabilities (whether registered or not).	(Includes physical impairment, sensory impairment, cognitive impairment, mental health)
12. Socio-economic disadvantage.	N/A

3. Impact Assessment

Does the analysis above identify any differential impacts which need to be addressed?	No
How could you minimise or remove any potential negative impacts?	N/A
Do you have enough information to make a judgement? If no, what information do you require?	Yes

4. Conclusions and Planned Action

Is further work required?	No.
What action is to be taken?	Implementation of the policy will be monitored for effectiveness
Who will undertake it?	OD team
When will it be done?	After 12 months
How will it be monitored? (e.g. through service plans).	Through usual evaluation and review of policies within HR and OD service

Signature:



Date: 23.01.2023

Name: ANDREW GROUNDWATER (BLOCK CAPITALS).

Please sign and date this form, keep one copy and send a copy to HR and Performance. A Word version should also be emailed to HR and Performance at hrsupport@orkney.gov.uk