



***Export Credits Guarantee Department  
The UK's Official Export Credit Agency***

***JOINT EQUALITY SCHEME 2006 - 2009***

**COMPRISING:**

***THE RACE EQUALITY SCHEME  
THE DISABILITY EQUALITY SCHEME AND  
THE GENDER EQUALITY SCHEME***

**Active Document: December 2007**

## **CONTENTS**

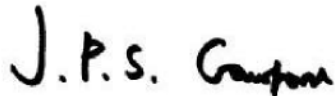
<b>Para</b>		<b>Page</b>
	Introduction	1
1	Diversity – Our Commitment	2
2	The Equality Scheme	2
3	The General and Specific Duties	3
4	Our Approach	4
5	Consultation	5
6	Monitoring	5
7	Publication	6
8	Review	6
<b>Annex</b>		
A	Mission Statement: Aim and Objectives of ECGD	7
B	Our Role	8
C	The Joint Equality Scheme Action Plan	9 – 16
D	Schedule of Impact Assessment	17 – 20
E 1	Race – General and Specific Duty	21 – 22
E 2	Disability – General and Specific Duty	23 – 24
E 3	Gender - General and Specific Duty	25

## Introduction

This is ECGD's Joint Equality Scheme. It has been drawn together after consultation with ECGD's Trade Union Side and has been further developed in a series of focus groups with a diverse range of staff.

This Scheme focuses on race, disability and gender as required by the law. As other areas are identified where a focus on eliminating unlawful discrimination and harassment, and the promotion of equality of opportunity is required, the Scheme will be adapted to include these. I am committed along with the rest of ECGD's Senior Management Team to making sure that ECGD provides equal opportunities for all.

I want this to be an 'active' Scheme that tackles the issues and continues to evolve as progress is made. As such, I will make sure that the plans it contains are regularly reviewed and updated

A handwritten signature in black ink that reads "J.P.S. Crawford". The signature is written in a cursive style with a large initial 'J'.

**PATRICK CRAWFORD**

**Chief Executive**

## 1 DIVERSITY – OUR COMMITMENT

Managing diversity involves valuing people as individuals and accepting the fact that we are all different.

The emphasis of this Equality Scheme is on our staff. The Department works within a specialist financial field and its services are provided exclusively to companies and banks involved in large-scale projects and services provision or investing overseas. Its statutory functions do not affect the rights of individual or groups of individuals and have no direct impact on or consequences for members of the general public. The business functions as regards the general duty do not therefore lend themselves to either negative or positive opportunities in the field of equality and diversity.

Our aim is to promote good employment policies, practice and procedures, which value and accommodate the differences of a diverse workforce. We also wish to create a working culture and environment that harnesses those differences, and enables people to develop and progress to their fullest potential for the benefit of both the organisation and the individual.

As an equal opportunities employer, we are committed to treating everyone fairly, irrespective of age, disability, gender, race, colour, nationality or ethnicity or national origin, marital status, sexual orientation, religion or religious affiliation, HIV status, or any other difference, such as experience, skills, background, education or culture.

## 2 THE EQUALITY SCHEME

The Equality Scheme is ECGD's statement of how, as a public authority, it aims to meet its statutory duty to promote equality of opportunity and eliminate discrimination, as required by law in respect of Race, Disability and Gender. It is expected that the current review of equality laws will lead to a similar requirement for Equality Schemes in respect of the remaining three strands of diversity: religion, sexual orientation and age. Those strands will be included in the Joint Equality Scheme at the appropriate time.

### 3 GENERAL AND SPECIFIC DUTIES

The code of practice supporting each of the Equality Schemes sets out the requirements in the context of a general duty and a specific duty.

The **General Duty**, applicable to all public bodies, is to:

- Eliminate unlawful racial, disability and gender discrimination and harassment;
- Promote equality of opportunity;
- Promote good relations between people of different racial groups and positive attitudes towards disabled persons;
- Encourage participation by disabled persons in public life; and
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

The **Specific Duty**, which applies to statutory authorities, including ECGD, is (with slight variations depending on the diversity strand) to:

- Prepare and publish an Equality Scheme including an Action Plan;
- Identify functions which are relevant to the duty and assess their impact (see 2<sup>nd</sup> paragraph of section 1 above on 'Diversity – Our Commitment');
- Consult and involve staff;
- Monitor policies and procedures for impact;
- Collect and publish the results of the assessments, consultation and monitoring;
- Train staff about their responsibilities;
- Research and address any gender pay gap; and

- Review every three years, and, in the context of gender, to produce an annual report against the scheme.

#### 4 OUR APPROACH

The **AIM** of our “**Joint Equality Scheme**” is:

- To promote Equality of Opportunity and to eliminate unlawful discrimination in the context of Race, Disability and Gender, and
- To meet the requirements of the General and Specific Duties in respect of race, disability and gender.

#### **How we will meet these aims**

First, we will complete the impact assessments on policies and procedures, and address any identified shortcomings which could have an adverse impact on staff in the context of race, disability and gender. We will do this in full consultation with staff and Trade Unions, and we will revise our action plans as necessary.

Second, we will complete the diversity monitoring review of our staff and address any disparities. We will publish an annual diversity report. A number of initiatives are also ongoing or are planned:

- Diversity and Equality Awareness Training which is mandatory for all staff. A further series of workshops is planned in 2008 and will include information about this Equality Scheme.
- Equal Pay Audits have been undertaken and will continue to be carried out to identify any inequalities due to gender, race or disability.
- Annual Disability or Return to Work Interviews will continue to take place after long term illness to ensure reasonable adjustments are made where the need is identified.
- The Disability “Double Tick” Endorsement; we will continue to aim to retain this status, held since 1996.

- Seminars/Workshops will continue to be regularly held for staff on hidden disabilities to help achieve increased employee awareness.
- “Investor in People” status was first achieved in 1999 and has been maintained since then; it will continue to be periodically revalidated.

These will be incorporated into the appropriate action plan.

## 5 CONSULTATION

We have consulted staff through specific discussion groups (including separate discussions for women, Lesbian, Gay, Bisexual & Transsexual, Minority Ethnic and disabled staff), focusing on key aspects of diversity and the equality schemes.

This Equality Scheme has been developed with the active support of the Trade Union side. Trade Unions in ECGD have long been champions of diversity and equality. They have been active in ensuring that a firm commitment is held at senior levels in the Department.

We will continue to involve and actively work with the Trade Unions, both informally through monthly “Keep in Touch” (KIT) meetings, which cover equality issues, and more formally through half yearly HR Management and Diversity Committee meetings. We will also, by use of the staff intranet and Notes to Staff, inform all staff, of our progress and invite comment and participation throughout.

## 6 MONITORING

We intend to review our arrangements for monitoring and analysing data, to examine any disparities that are found, and to then address them through the relevant action plan.

The current ethnic classification system used in monitoring employment accords with the classifications developed by the

Cabinet Office, in consultation with the Commission for Racial Equality, and the classifications used in the 2001 National Census.

Records are held on the HR Electronic Personnel System, where individuals have volunteered to declare this. Currently, approximately 95% of ECGD staff have voluntarily declared their personal details to HR. This provides an excellent source of information to assist any potential issues that may need to be addressed.

We will monitor data in accordance with the guidance given by the appropriate equality body.

## **7 PUBLICATION AND ACCESS TO INFORMATION**

This Equality Scheme, together with a report on the outcome of our monitoring, will be available on our website ([www.ecgd.gov.uk](http://www.ecgd.gov.uk)) and to all staff on the Intranet.

## **8 ONGOING REVIEW**

This Equality Scheme will be formally reviewed every three years, or earlier if there are any significant changes in equality legislation. ECGD's Annual Diversity Review will be published and will provide the formal mechanism to satisfy our legal requirements of keeping the position on the equality issues in the Scheme under regular review.

## **ANNEX A**

### **MISSION STATEMENT**

#### **Aim**

To benefit the UK economy by helping exporters of UK goods and services win business and UK firms to invest overseas, by providing guarantees, insurance and reinsurance against loss, taking into account the Government's international policies.

#### **Objectives**

Consistent with the above Aim:

- To achieve Financial Objectives set by Ministers.
- To operate in accordance with its Business Principles.
- To ensure its activities accord with other Government objectives, including those on sustainable development, human rights, good governance and trade.
- To promote an international framework that allows UK exporters to compete fairly by limiting or eliminating all subsidies and the adoption of consistent practices for assessing projects and countries on a multilateral basis.
- To recover the maximum amount of debt in respect of claims paid by ECGD in a manner consistent with the Government's policy on debt forgiveness.
- To ensure ECGD's facilities are, in broad terms, complementary to those in the private sector.
- To provide an efficient, professional and proactive service for customers focusing on solutions and innovation.
- To employ good management practice to recruit, develop and retain the people needed to achieve the Department's business goals and objectives.

## **ANNEX B**

### **OUR ROLE**

The Export Credits Guarantee Department (ECGD) is a separate Department of State, acting for the Secretary of State for Business, Enterprise and Regulatory Reform to whom it reports through the Minister of State for Energy. It was established in 1919 to help UK exporters win business by insuring them against the risks of non-payment and derives its powers from the Export and Investment Guarantees Act, 1991.

ECGD's main activities are the provision of:

- Insurance to UK-based exporters to facilitate the purchase of UK capital/project goods and services, and guarantees to banks so that buyers can receive associated finance; and
- Insurance for UK companies investing overseas

ECGD works within a specialist financial field where its services are provided exclusively to a small number of companies and banks involved in the export of capital goods and services, e.g. large-scale infrastructure projects.

ECGD's statutory functions do not affect the rights of individual or groups of individuals and have no direct impact on or consequences for members of the general public. The business functions, as regards the general duty in the context of race, disability and gender, do not therefore lend themselves to either negative or positive opportunities in the field of equality and diversity.

The emphasis of the statutory requirement for this Equality Scheme is therefore based around the recruitment and management of staff and the policies, practices and procedures in support of those functions.

We will assess future policies to decide whether they are relevant to the general or specific duties.



**ECGD EQUALITY SCHEME 2006-2009**

<p><b>2 A</b></p>	<p>Complete impact assessment on existing, new and revised policies and procedures in the context of:</p> <p>Race</p> <p>Disability and Gender</p>	<p>Preliminary assessment completed and discussed in consultation with staff (see Annex D); overall agreement reached on the validity of the assessment.</p>	<p>June 07</p>	<p>Completed.</p>
<p><b>2 B</b></p>	<p>In consultation with staff and the TUS, review all existing, revised and new personnel policies and as part of that review consider relevance under the impact assessment in the context of :</p> <p>Race</p> <p>Disability, and Gender</p> <p>Including a review of the scope for 'Home Working' and other family friendly policies to promote work/life balance.</p>	<p>Commenced with reviews of :</p> <ul style="list-style-type: none"> <li>• Discipline                      Aug 07</li> <li>• Grievance                        Aug 07</li> <li>• Maternity Pay                    Aug 07</li> <li>• Smoking Breaks                Aug 07</li> <li>• Whistle blowing                July 07</li> </ul> <p>Equality proof checks to be carried out on each review and records kept. Also considering merits of setting up a 'Staff Equality Panel' to assist with the review process.</p>	<p>Target: overall completion by Dec 08</p>	<p>Ongoing</p> <p>Complete</p>

ECGD EQUALITY SCHEME 2006-2009

<p><b>3</b></p>	<ol style="list-style-type: none"> <li>1. Review and establish criteria for monitoring diversity</li> <li>2. Publish 'Annual Review of Diversity in ECGD' covering data for 07/08</li> <li>3. Examine any disparity identified in report and address through additions to action plans</li> <li>4. Review staff appraisals and box markings, to assess any discrepancy on the basis of race, disability and gender.</li> </ol>	<p>Initial consultations on reporting requirements/scope have taken place with the TUS and indicative scope has been agreed. Because of ECGD's small size and resulting concerns about respecting confidentiality, certain issues may be discussed between HRD and the TUS on a 'management in confidence' basis (for example, equality considerations relating to the profile and outcomes of Disciplinary and Grievance procedures)</p> <p>HRD to commission data collection and analysis in line with agreed scope</p>	<p>Analysis by end Oct 07</p> <p>Publish Diversity Review: Jun 08</p>	
<p><b>4</b></p>	<p>Conduct Equal Pay Audit and take action concerning any disparity</p>	<p>An audit has been commissioned from, and completed by, external consultants</p> <p>Details shared with the TUS. Recommendations contained in the report are being taken forward between HRD and the TUS as part of Pay 2007</p>	<p>Completed August 07</p> <p>December 07</p>	

**ECGD EQUALITY SCHEME 2006-2009**

5	<p>Reintroduce Exit Interviews. But also review the use of a questionnaire, to be used either as stand-alone, or to inform interviews and ensure it includes questions specifically addressing race, disability and gender discrimination</p>	<p>Ongoing. No issues have been identified</p>		
6	<p>Consider positive action initiatives accessible by all staff, of particular value to women, ethnic minority staff and staff with a disability, to equip them for progression within the Department</p>	<p>Linked to AP 4. HRD will meet the TUS to get their views on any differences in appraisals, or issues highlighted by the Diversity Report</p> <p>Recommendations from these discussions will be fed into the Action Plan</p> <p>Staff will also be offered assistance to enable them to attend external training and development courses</p>	<p>June 2008</p>	

**ECGD EQUALITY SCHEME 2006-2009**

<p><b>7</b></p>	<p>Develop and deliver Diversity Awareness update workshops, to include information on the equality duties</p>	<p>Diversity and Equality training has been mandatory for all staff; all had attended by July 2005. The programme continues for new staff at all levels, as part of their mandatory induction training</p> <p>A further series of workshops for all staff is planned for the first half of 2008 to raise awareness of new developments including the Equality Scheme and respond to the key issues identified by the Staff Survey held in June 07. HR Staff are kept up to date on Employment Law issues through workshops and online briefings as part of their continuing professional development</p>	<p>Ongoing</p> <p>June 08</p> <p>Ongoing</p>	<p>Current</p>
<p><b>8</b></p>	<p>Review access to the building, facilities and working areas for staff and visitors with a disability</p>	<p>There is an ongoing programme of Work Station assessments for ECGD New Entrants when they start work and for individuals involved in internal moves/transfers as and when they occur</p> <p>Adjustments and purchase of appropriate equipment are made where necessary, and on request</p> <p>Ongoing consultation between Facilities Management (FM) and Building Management (BM)</p>	<p>Assessments take place as and when required</p> <p>Last Disability review of the building carried out by BM in May 07</p>	

**ECGD EQUALITY SCHEME 2006-2009**

<p><b>9</b></p>	<p>Maintain our commitment to the double tick endorsement, and raise staff awareness</p>	<p>The Disability “DOUBLE TICK” endorsement has been held since 1996 and was successfully reassessed in March 07</p> <p>Workshops held on hidden disabilities to help managers and staff; a programme of further workshops is being developed</p> <p>Annual Disability survey and ‘Return to Work interviews after long term illness to take place to ensure reasonable adjustments are made where the need is identified</p>	<p>Ongoing</p> <p>Dyslexia workshop held June 07 and a stress management day was held in Nov 07</p> <p>Next survey/review due Jan 08</p>	
<p><b>10</b></p>	<p>Review website and Intranet for accessibility and compatibility with equality duties, and make any changes necessary.</p>	<p>(i) ECGD’s website was reviewed for compliance with accessibility in May 2007. Some improvements were identified. But given low external usage and the resource implications, these will be addressed in tandem with the wider update of ECGD’s website infrastructure. ECGD’s Web Board will discuss means of ensuring all documents placed on the Website are equality proofed by their authors prior to posting</p> <p>(ii) ECGD’s new Internal Communications Committee will discuss how to make the Intranet accessible for as many users as possible. Any changes will be</p>	<p>May 08</p> <p>March/April 08</p>	

**ECGD EQUALITY SCHEME 2006-2009**

		implemented as part of the introduction of 'Sharepoint'		
<b>11</b>	Review procurement procedures to ensure compatible with equality duties	ECGD's own procurement contracts include an Equality clause similar to the one used in the Framework contracts we use. The wording of the clauses will be reviewed and updated where necessary	March 08	
<b>12</b>	Promote work/life balance practices. (see also 2B)	<p>We are an "Investor in People"; this provides a testing benchmark against which processes are evaluated to establish and communicate business objectives and develop people</p> <p>We support a 'Career Break' scheme (guidance to be found on our Intranet)</p> <p>We have a KIT (Keep in Touch) scheme for staff away from the office on a long-term basis</p> <p>Where possible, training and development programmes are scheduled to avoid school holidays and take account of flexible working patterns</p>	Next Assessment: 2009	

ECGD EQUALITY SCHEME 2006-2009

		<p>Financial support is given for staff with domestic responsibilities (e.g. childcare, elderly relatives etc) to cover any additional costs incurred as a result of attending training and development</p> <p>Salary Sacrifice scheme to be introduced in the Autumn 07, which will include childcare vouchers</p> <p>A review of special leave to deal with domestic emergencies, care for the elderly and other dependents (including those with disabilities), and fertility treatment will take place</p> <p>Awareness of Equal Opportunities was central to new staff appraisal system and supporting training</p>	<p>Aim to be completed by the end of Jan 2008.</p> <p>May/June 07</p>	
--	--	--	---	--

**ANNEX D**

**IMPACT ASSESSMENT**

<b>Functions: statutory powers and duties. Policies and Practices.</b>		<b>Status</b>	<b>Internal or External</b>	<b>Relev -ance</b>	<b>Comment to support priority level</b>
<p><b>Aim</b> To benefit the UK economy by helping exporters of UK goods and services to win business and UK firms to invest overseas, by providing guarantees, insurance and reinsurance against loss, taking into account the Government's international policies.</p>					
<b>1.</b>	To achieve Financial Objectives set by Ministers.	Current	External	Low	The Department works within a specialist financial field and its services are provided exclusively to companies and banks involved in large-scale projects and services overseas. Its statutory functions do not affect the rights of individual or groups
<b>2.</b>	To operate in accordance with its Business Principles.	Current	External	Low	
<b>3.</b>	To ensure its activities accord with other Government objectives, including those on sustainable development, human rights, good governance and trade.	Current	External	Low	

**ECGD EQUALITY SCHEME 2006-2009**

4.	To promote an international framework that allows UK exporters to compete fairly by limiting or eliminating all subsidies and the adoption of consistent practices for assessing projects and countries on a multilateral basis.	Current	External	Low	<p>of individuals and have no direct impact on or consequences for members of the general public.</p> <p>The business functions as regards the general duty do not therefore lend themselves to either negative or positive opportunities in the field of equality and diversity.</p>
5.	To recover the maximum amount of debt in respect of claims paid by ECGD in a manner consistent with the Government's policy on debt forgiveness.	Current	External	Low	
6.	To ensure ECGD's facilities are, in broad terms, complementary to those in the private sector.	Current	External	Low	
7.	To provide an efficient, competent and responsive service for customers which focuses on solutions and innovation.	Current	External	Low	
8.	To employ good management practice to recruit, develop and retain the people needed to achieve the Department's business goals and objectives.	Current	External	High	

<b>Functions: statutory powers and duties. Policies and Practices.</b>		<b>Status</b>	<b>Internal or Ext</b>	<b>Relevance</b>	<b>Comment to support priority level</b>
<p><b>Staff Handbook</b></p> <p>The emphasis of the statutory requirement for Equality Schemes is entirely based around the recruitment and management of staff and the policies, practices and procedures in support of that function. The policies are currently contained in the staff handbook. The entire set of existing policies will be reviewed and updated with new policies and guidance where appropriate. Additionally, each will be assessed for any impact under the general duties. The chapters, as they currently appear in the handbook, are set out on the following pages.</p>					
<b>1.</b>	Recruitment and Probation	Current, but under review	Internal	High	All elements involve the management of staff and will be reviewed as part of the action plan
<b>2.</b>	Hours	Current, but under review	Internal	High	As above
<b>3.</b>	Leave	Current, but under review	Internal	High	As above
<b>4.</b>	Pay, Grading and Related Matters	Current, but under review	Internal	High	As above
<b>5.</b>	Conduct	Current, but under review	Internal	High	As above

**ECGD EQUALITY SCHEME 2006-2009**

<b>6.</b>	Equal Opportunities	Current, but under review	Internal	High	As above
<b>7.</b>	Criminal and Civil Proceedings	Current, but under review	Internal	High	As above
<b>8.</b>	Discipline and Inefficiency	Current, but under review	Internal	High	As above
<b>9.</b>	Personal Performance, Training and Development	Current, but under review	Internal	High	As above
<b>10.</b>	Travel and Subsistence and Related Matters	Current, but under review	Internal	High	As above
<b>11.</b>	Other Forms Of Financial Assistance	Current, but under review	Internal	High	As above
<b>12.</b>	Disruption of Normal Working Arrangements	Current, but under review	Internal	High	As above
<b>13.</b>	Resignation, Retirement and Related Matters	Current, but under review	Internal	High	As above
<b>14.</b>	Industrial Relations	Current, but under review	Internal	High	As above
<b>15.</b>	Staff Welfare, Health and Safety And General Health Matters	Current, but under review	Internal	High	As above
<b>16.</b>	Grievances, Complaints and Appeals Procedures	Current, but under review	Internal	High	As above

## ANNEX E 1

### GENERAL AND SPECIFIC DUTIES

#### RACE

##### The General Duty

The Race Relations Act, 1976, as amended by the Race Relations (Amendment) Act, 2000 places a general duty on public authorities to promote race equality. This duty means that authorities must have due regard to the need to:

- a eliminate unlawful racial discrimination;
- b promote equality of opportunity; and
- c promote good relations between people of different racial groups.

**Public Authorities** should consider the following four steps to meet the general duty:

- a. Identify which of their functions and policies are relevant to the duty, or in other words, affect most people;
- b. Put the functions and policies in order of priority, based on how relevant they are to race equality;
- c. Assess whether the way these “relevant” functions and policies are being carried out meets the three parts of the duty.
- d. Consider whether any changes need to be made to meet the duty and make the changes.

### **Specific Duty**

**A Race Equality Scheme** shall state, in particular –

- a those of its functions and policies, or proposed policies, assessed as relevant to its performance of the duty; and
- b the arrangements for:
  - (i) assessing and consulting on the likely impact of its proposed policies on the promotion of race equality;
  - (ii) monitoring its policies for any adverse impact on the promotion of race equality;
  - (iii) publishing the results of the assessments, consultation and monitoring;
  - (iv) ensuring public access to information and services which it provides; and
  - (v) training staff in connection with the duties imposed by section 71(1) of the Race Relations Act and the Order.

## **ANNEX E 2**

### **DISABILITY**

#### **The General Duty**

**The Disability Discrimination Act, 1995** has been amended by the Disability Discrimination Act, 2005 so that it now places a duty on all public authorities, when carrying out their functions, to have due regard to the need to:

- promote equality of opportunity between disabled persons and other persons;
- eliminate discrimination that is unlawful under the Act;
- eliminate harassment of disabled persons that is related to their disabilities;
- promote positive attitudes towards disabled persons;
- encourage participation by disabled persons in public life; and
- take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

#### **Specific Duty**

The essential elements that a **Disability Equality Scheme** must include are:

- a public authority should publish a Disability Equality Scheme demonstrating how it intends to fulfil its general and specific duties;
- a public authority should involve disabled people in the development of the Scheme;
- the Scheme should include a statement of:
  - the way in which disabled people have been involved in the development of the Scheme
  - the authority's methods for impact assessment;
  - steps which the authority will take towards fulfilling its general duty (the 'action plan')

- the authority's arrangements for gathering information in relation to employment, and, where appropriate, its delivery of education and its functions
- the authority's arrangements for putting the information gathered to use, in particular in reviewing the effectiveness of its action plan and in preparing subsequent Disability Equality Schemes
- a public authority must, within three years of the Scheme being published, take the steps set out in its action plan (unless it is unreasonable or impracticable for it to do so) and put into effect the arrangements for gathering and making use of information
- a public authority must publish a report containing a summary of the steps taken under the action plan, the results of its information gathering and the use to which it has put the information.

## **ANNEX E 3**

### **GENDER**

#### **The General Duty**

**The Sex Discrimination Act, 1975** has been amended by the Equality Act, 2006 to place a statutory duty on all public authorities, when carrying out their functions, to have due regard to the need:

- to eliminate unlawful discrimination and harassment; and
- to promote equality of opportunity between men and women.

The specific duties for a **Gender Equality Scheme** are:

- To prepare and publish a gender equality scheme, showing how it will meet its general and specific duties and setting out its gender equality objectives;
- In formulating its overall objectives, to consider the need to include objectives to address the causes of any gender pay gap;
- To gather and use information on how the public authority's policies and practices affect gender equality in the workforce and in the delivery of services;
- To consult stakeholders (i.e. employees, service users and others, including trade unions) and take account of relevant information in order to determine its gender equality objectives;
- To assess the impact of its current and proposed policies and practices on gender equality;
- To implement the actions set out in its scheme within three years, unless it is unreasonable or impracticable to do so; and
- To report against the scheme every year and review the scheme at least every three years.