ROYAL ACADEMY OF MUSIC

EQUALITY IMPACT ASSESSMENT

Department	HR
Project	Hybrid Working Policy

This policy sets out the Academy's approach to hybrid working. Hybrid working is designed to allow staff to split time between attending Academy premises and working remotely. The Hybrid Working Policy is separate to the Flexible Working Policy. It focuses on institutional expectations and arrangements for members of staff wishing to work at off-site and on-site locations. Teaching in-person from home or at a non-Academy location is not allowed under our safeguarding protocols for either senior or junior Academy.

The Academy expects most eligible members of staff to spend at least 60% of their working time on Academy premises. The number of days per week each member of staff spends working on Academy premises, compared with working remotely, will vary depending on a number of factors including the individual circumstances of the employee concerned. The Hybrid Working Policy states that an employee may be required to work on-site on specific days at the request of a line manager or head of department. For example, to attend training or meetings that have been determined as being best conducted in-person.

This Equality Impact Assessment aims to ensure that the Hybrid Working Policy promotes equality, avoids discrimination, and complies with the Equality Act 2010. The assessment considers potential impacts on protected characteristics and, where necessary, identifies mitigating actions.

The policy is published on the Academy's Intranet at:
Human Resources - Documents - Policies and Procedures - All Documents

Could the policy 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, the Hybrid Working Policy is compliant with, and upholds, the principles of the Equality Act 2010 and will not have an adverse impact on equality.

Does this policy/project provide opportunities to make a positive impact on equality?

Yes, the Hybrid Working Policy takes account of individual circumstances and states that hybrid working is an important element of the Academy's commitment to:

- Supporting a positive work-life balance for staff
- Facilitating better career opportunities for individuals who may face additional challenges from traditional working patterns, for example working parents or people with access requirements

Although the Hybrid Working Policy states that most employees are expected to spend at least 60% of their working time at the Academy, it also advises that an employee should speak to their line manager if they think that they, and the Academy, would benefit from departing from the 60% arrangement.

The Hybrid Working Policy also signposts employees to the Academy's Flexible Working Policy, which includes full information on possible flexible working arrangements. This includes information on many forms of flexible working. Examples include:

- Reducing the number of hours worked
- Changing start and finish times
- Compressing working hours into fewer days
- Working flexitime

The Hybrid Working Policy advises that, although normal hours of work are set out in an employee's contract of employment, these may be flexible e.g. to assist with travelling to or from work outside of rush hour or for health-related concerns. The Hybrid Working Policy also advises that whilst working remotely, an employee must be available and working during the normal hours of work as set out in a contract of employment. However, it also advises

employees to be mindful to not 'overwork', emphasising that 'downtime' from work is essential to help maintain wellbeing. It is stressed that an employee should take adequate rest breaks. The Hybrid Working Policy also states that an employee is required to undertake an annual workstation assessment, whether working on or off site, arranged with the Academy's Health and Safety Manager who will consider any mitigating actions that might need to be taken.

Overall, the Hybrid Working Policy has a positive impact on a number of specific protected characteristics:

- Disability; including reduced commute fatigue, assisting with more flexible condition management and easier access to tailored home adjustments and assistive technology where required.
- Pregnancy & Maternity; including an improved work -life balance, particularly for mothers and carers.
- Age; where increased flexibility supports both early-career, care commitments and those individuals with later-career health needs.
- Religion or belief; remote working may provide greater flexibility for employees to observe specific religious practices, including prayer and fasting e.g. during Ramadan.

In conclusion, the Hybrid Working Policy advances equality of opportunity and fosters inclusion in a number of key areas:

- Flexibility; the Hybrid Working Policy supports work-life balance, particularly for parents, carers, and those with health conditions.
- Accessibility; remote working can reduce barriers for employees with mobility impairments or chronic illnesses.
- Inclusivity; the Hybrid Working Policy may help to attract a more diverse workforce by offering adaptable work arrangements.

The Hybrid Working Policy could, however, be improved by the clarification of some of the wording and terminology included and by the addition of a specific section related to equality or belonging. Consideration should also be given to the possible merging of the Hybrid Working Policy, the Flexible Working Policy, as well as the Academy's Smart Working Policy and Working From Home Policy. A combined policy document could provide consistency and clarity for all employees. Detailed notes on the above recommendations were sent to the HR department, who are responsible for the update of these policies.

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, Director of HR and the Executive Assistant and Secretary to the Governing Body • The HR team • The EIA sub-committee • Brightmine (formerly Xpert HR)
What actions have been agreed as a result of this EIA? .

Action	Who	Timescale	Progress
Revision of the policy as recommended by this EIA prior to publication on the Academy's website.	HR	December 2025	Completed
Consider the merging of this policy with the Academy's Flexible Working Policy, Smart Working Policy and Working From Home Policy.	HR	Spring term 25/26	
Collect feedback from employees on their experience of hybrid working.	Line managers	Ongoing	
Revise the policy, based on data collection and consultation, as necessary.	HR	November 2026	

Date of Belonging Committee approval: 10 March 2026.