

Dairy Nexus  
Equality Impact Assessment

V1.8 (September 2023)

## Section 1: General Information

**Name of Project:** Dairy Nexus (Borderlands Inclusive Growth Deal)

**Delivery Lead:** Scotland's Rural College (SRUC)

**Lead Person:** Prof John Newbold, Professor of Dairy Nutrition, Agriculture & Business Management, Dairy Research Centre.

### **Persons involved in the Impact Assessment (IA) process:**

John Newbold          Professor of Dairy Nutrition, Agriculture & Business Management, SRUC.

Emma Green          Director, GORSE Services limited.

Libby Armstrong      Senior Project Manager, SRUC.

John Hutchins        Director, GORSE Services limited.

### **Fairer Scotland Duty:**

The Fairer Scotland Duty, set out in Part 1 of the Equality Act 2010, came into force in Scotland from 1 April 2018. It places a legal responsibility on particular public bodies in Scotland to actively consider ('pay **due regard**' to) how they can **reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions.**

While SRUC is not a Public Body that is covered by the Fairer Scotland Duty, it sees it as an opportunity to do things differently and to consider tackling inequality as a central part of its key decision-making. SRUC has, therefore, considered how the Dairy Nexus project could help to reduce inequalities of outcome in the region and communities in which it will operate. These considerations are recorded in Sections 4c—4d of this Impact Assessment.

## Section 2: Aims of the Project

SRUC provides an internationally recognised focus for research and innovation in the dairy sector. It has a unique position as an anchor institution which connects government, rural businesses, and communities in the common pursuit of building a thriving natural economy. As well as undertaking world-class research, SRUC delivers independent consultancy advice for agricultural, food, and land-based businesses. It also offers educational opportunities to all at Further and Higher education levels, as well as training for professional qualifications and continuing professional development.

### **What are the main aims of the project?**

Dairy Nexus will provide a flagship facility at SRUC's Barony Campus to transform grass-based dairy production in the Borderlands region. It will drive transformational research, innovation, and knowledge exchange to decarbonise the dairy sector, reduce its environmental impact and move it towards a circular economy.

Dairy Nexus will provide modern infrastructure and a brokerage environment to catalyse collaborative research and development (R&D) and innovation, and facilitate the adoption of new technologies and processes in the sector. The project will provide leadership; build collaborations between researchers, producers, and technology providers; and enhance capability in the region to:

- Galvanise public and private investment in R&D and accelerate transformative innovation.
- Increase adoption rates of new technologies and innovations to deliver productivity gains, improved environmental performance, reductions in greenhouse gas emissions, and value addition in grass-based dairy production.
- Inspire, upskill, and attract talent in the region and improve spill-over of knowledge.
- Create and catalyse new jobs in the local economy (e.g., construction, R&D, technical, agricultural supply chain – see Section 4d for more detail) .
- Improve resilience in the region's dairy sector by increasing competitiveness, profitability, and opening new markets.

The project will create a physical centre that provides modern knowledge exchange and co-working facilities, state-of-the-art R&D infrastructure for innovation in biorefinery and milk technology, and a UK-first digital twin of a grass-based dairy farm.

By unlocking investment and contributing to growth in the region's dairy sector, Dairy Nexus will help to underpin the rural communities that are so important to the Borderlands economy and regional identity.

**Who will be affected by this project?**

SRUC research, consultancy, and support staff, and SRUC students.

Farmers and farm businesses principally in the Borderlands region.

Dairy processors principally in the Borderlands region.

Dairy sector supply industries principally in the Borderlands region.

Technology businesses.

Young people in the Borderlands region (schools and colleges).

## Section 3: Evidence

What evidence has or will be used to identify any potential positive or negative impacts?

### **Who has been involved in the project development so far? How have staff, service users etc been involved?**

The following individuals/organisations have been directly involved in project conceptualisation and the design process and have all been involved in discussions of relevance to this Impact Assessment:

- Dairy Nexus Full Business Case (FBC) Project Team (John Newbold, Libby Armstrong, Emma Green, John Hutchins).
- SRUC staff (Fiona Makay – Dairy Nexus Soft Landings Champion design & build (D&B) project).
- Dairy Nexus Design Team (Currie & Brown – Project Manager D&B project; Jestico + Whiles – Architect D&B project; Skelly & Couch - Soft Landings D&B project; Portakabin Modular Build project).

In developing our ideas, we have also used learnings from the Cumbria group of RABDF Women in Dairy and the Dumfries & Galloway Dairy Women's Network. We will deepen our relationship with these groups to help inform the development of plans for the operational phase of the project.

Furthermore, discussions with partners in the Strength in Places Digital Dairy Chain project have helped to inform our thinking around equality and opportunity in the dairy sector and in the Cumbria and Southwest Scotland region.

Discussion specifically around this impact assessment and EDI in relation to this project is involving SRUC's Equality, Diversity, and Inclusion Lead (Louise Baggott) and SRUC's Academic and Core Skills Lecturer at the Barony Campus (Gillian Conley). We have also worked with a group of SRUC staff representing key functions within the organisation including HR (health and well-being, EDI), Procurement, and Campus and Estates.

We will also consult with the Dumfries & Galloway Council's Equality and Diversity Working Group. Membership of this group includes both equality and public sector organisations (e.g., D&G Interfaith Group, LGBT Youth Scotland, Dumfries & Galloway College, D&G Health and Social Care Partnership). The group meets quarterly to i) improve co-ordination and integration between public sector organisations and communities of interest for the nine protected characteristics; ii) identify opportunities for joint working that improve the efficiency of services in Dumfries and Galloway; and iii) respond effectively to the needs of communities and individuals. The Group has a robust Impact Assessment Toolkit in place, and this has been used for the Dairy Nexus Equality Impact Assessment presented below.

SRUC introduced the project to the Equality and Diversity Working Group on 5<sup>th</sup> September 2023 and we will seek their views as this 15-year project develops. The next meeting of the group will take place on 5<sup>th</sup> December 2023.

## What research and data have been used to inform this Equality Impact Assessment?

A range of published research, reports, internal monitoring data, and administrative datasets have been used to inform our initial assessments. Primary project monitoring data will be collected and reviewed on an annual basis. This, together with new data arising from secondary sources, will be used to review and update the Equality Impact Assessment (EqIA) during the lifetime of the project.

Key information sources used to date include:

- Published reports on EDI in innovation (e.g., Vorley, T., Lawton Smith, H., Coogan, T., Owalla, B. and Wing, K., 2020. Supporting diversity and inclusion in innovation, Innovate UK, 2020; Innovate UK, 2017. Ideas mean business. Views on innovation among young, disadvantaged adults. December 2017; Ebiquity (2016) *Women in innovation. Understanding barriers to innovation*. Report of findings to Innovate UK: August 2016).
- Published reports on EDI in farming (e.g., Sutherland LA et al. (2016) Female-led farms in Scotland. SRUC / JHI Research Note; Scottish Government (2019) Women in Agriculture Taskforce: final report; Scottish Government (2017) Women in Farming and the Agriculture Sector Research report).
- English Indices of Deprivation (IoD2019).
- Scottish Index of Multiple Deprivation 2020.
- Census data (Scotland's Census 2011 [2022 data due for publication in 2023]. England and Wales Census 2021).
- Published reports on inequality and deprivation (e.g., Cumbria Business Survey, 2020; Thomson J (2016) Rural deprivation Evidence Summary. Report to Scottish Government).
- Published reports on social and economic impacts of Covid 19 (e.g., Elliot Major and Munchin, 2020).
- SRUC reports (e.g., SRUC Mainstreaming report 2021; SRUC Equality Outcomes Report 2021).
- Equalities monitoring data (e.g., tender documents from suppliers in the construction phase of the project; SRUC EDI monitoring; industry data on gender balance and pay gaps);
- <https://www.advance-he.ac.uk/equality-charters/athena-swan-charter> (Accessed 29 September 2023)
- Equality Evidence Finder. Available at <https://scotland.shinyapps.io/sg-equality-evidence-finder/> (Accessed: 22<sup>nd</sup> July 2023)
- Equality Act 2010, c.15. Available at <https://www.legislation.gov.uk/ukpga/2010/15/contents/enacted> (Accessed: 12 September 2023)
- RIBA 2030 Climate Challenge v2 (2021) <https://www.architecture.com/about/policy/climate-action/2030-climate-challenge> (Accessed 29 September 2023)

### **What feedback is (or will be) available to inform the Equality Impact Assessment?**

Different sources of feedback have been used/will be used to inform this EqIA. These sources will also provide an opportunity to review our assessments over the lifetime of the project and update them where necessary (details of our monitoring and review processes are outlined in Section 5).

- Ongoing EDI monitoring data from SRUC and more specifically Dairy Nexus activities (construction project and operational staffing and participation)
- Dairy Nexus specific monitoring of EDI, for example around participation in KE events such as seminars, workshops and demonstration days open to participants beyond SRUC staff and students).
- Surveys of participating businesses (gender balance and pay gap)
- Surveys of Dairy Nexus users (experiences of staff and participants)
- Consultation with The Equality and Diversity Working Group, convened by Dumfries & Galloway Council (details provided above).

### **Section 4: Equality Impact Assessment**

This section covers the Protected Characteristics (age, disability, sex/gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion/belief, sexual orientation). In making our assessments for each characteristic, consideration has been given to the likely impact of the Dairy Nexus project regarding the following:

- Eliminating discrimination harassment, victimisation, or any other prohibited conduct.
- Advancing equality of opportunity by having due regard to:
  - Removing or minimising disadvantage.
  - Meeting the needs of particular groups that are different from the needs of others.
  - Encouraging participation in public life.
- Fostering good relations by tackling prejudice and promoting understanding.

Our assessments have been made for both the construction phase of the Dairy Nexus project and the longer-term 15-year operational phase.

## **Approach to Equality, Diversity, and Inclusion**

As part of SRUC, Dairy Nexus will deliver the Public Sector Equality Duty in compliance with the Equality Act 2010. It will also strive to deliver against Scottish and UK Government ambitions to create a fairer economy, for example by creating new job opportunities. Details of SRUC's approach to EDI are provided in the Management Case and Appendix 14 of the Dairy Nexus Full Business Case. There are three routes by which the Dairy Nexus project will address equality, diversity, and inclusion (EDI):

- in procurement and construction,
- in the operation of Dairy Nexus by SRUC, and
- in the impact of Dairy Nexus on the dairy community in the Borderlands.

In line with SRUC's established management and governance structures and processes (e.g., organisational policies), a commitment to EDI will be embedded in the leadership, governance, and management of Dairy Nexus as well as in its operational delivery (see Management Case of the Dairy Nexus Full Business Case).

During all phases of the project, procurement processes will be designed to capture social value, through for example Community Benefits. Furthermore, all suppliers (e.g., building design consultants, cost consultants, construction contractors) are required to demonstrate and deliver on a clear commitment to EDI and sustainability. This is in line with SRUC's Procurement Policy and includes compliance with the principles of the Supply Chain Code of Conduct (see the Commercial Case of the Dairy Nexus Full Business Case for further information).

SRUC's strategy to increase EDI in the Dairy Nexus project is to identify and engage with the structural barriers to inclusion and equality of opportunity within our own operations and the wider innovation landscape (e.g., Government funding opportunities such as Innovate UK competitions, Digital Dairy Chain support such as the Accelerator programme or maker spaces). We will facilitate utilisation by under-represented groups by ensuring the facilities and activities of Dairy Nexus are both visible and accessible to everyone. SRUC will collaborate with public sector agencies and other initiatives in the region to identify opportunities and challenges around inclusive participation in business innovation and agriculture.

Through SRUC's proactive approach, we believe that the Dairy Nexus project will have an overall positive impact on EDI. It is recognised that for some specific characteristics, these impacts are likely to be marginal. Detailed assessments are provided below for:

- Protected Characteristics (section 4a)
- Human Rights (section 4b)
- Health and well-being and Health Inequalities (section 4c)
- Economic and Social Sustainability (section 4d)
- Environmental Sustainability, Climate Change and Energy Management (section 4e).



#### 4a Protected Characteristics

| Characteristic | Positive Impact | No Impact | Negative Impact | Comments  |
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| AGE            | ✓               |           |                 | <p>The aim of Dairy Nexus is to provide an environment (physical, expertise, knowledge exchange) that facilitates business engagement with researchers in the dairy sector. This engagement aims to deliver transformational innovation in the Borderlands region (e.g., significantly reduce carbon emissions from dairying or increase farm productivity through the precision management of soils, crops, and cows). Dairy Nexus will, therefore, <b>primarily engage with members of the working age population</b>. However, the Dairy Nexus project will also impact on <b>young people (aged 18—30 years)</b> through its broad ambition to advance opportunity in the construction, dairying, and technology innovation industries. We assess that this impact will be positive.</p> <p>CONSTRUCTION PHASE:<br/>Evidence shows high-quality employment opportunities are limited in both Cumbria and Dumfries &amp; Galloway and this has contributed to a steady decline in the region’s working age population since 2008. Procurement of the Main Construction Contractor for the Dairy Nexus capital build project is being undertaken with a view to improving the economic, social, and environmental well-being of the local area.</p> <p>Invitation to Tender Questionnaires for the procurement of main construction contractors required bidders to explain the Community Benefits that they will initiate during delivery of the contract and describe how these will be measured and reported to SRUC. Community Benefits include providing opportunities to the local community such as <b>work-based learning and apprenticeships</b>. Throughout the life of the construction project, SRUC’s Project Manager will monitor and report the Community Benefits secured because of construction activity including the number of Modern Apprenticeships and work-based learning opportunities. At the conclusion of the contract, the contractor will be required to submit a formal report on the Community Benefits delivered.</p> <p>In addition, to delivering Community Benefits, suppliers to the construction phase of the project will be required when submitting bids to demonstrate a clear commitment to <b>eliminating discrimination and advancing inclusion and equality of opportunity</b>. Based on previous</p> |

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|  |  |  | <p>experience, tenderers who respond well highlight a broad range of initiatives including equality in recruitment and career progression, equal pay scales, gender equality in management teams, <b>age</b> and ethnically diverse teams, prayer rooms and provision of leave to support religious belief and flexible working and career breaks. Positive responses will be communicated to less successful suppliers as part of their post-tender feedback. Contracts require successful bidders to acknowledge their compliance with the principles of the SRUC's Supply Chain Code of Conduct including those relating to worker rights and behaviours.</p> <p><b>OPERATIONAL PHASE:</b><br/> As well as a sustained net out-migration of young people from the area due to limited high-value employment opportunities, young people (aged 18-30 years) have been especially hard hit by the economic impacts of the Covid 19 Pandemic. On average, 60% of young people have experienced a fall in their earnings and 10% have lost their job.</p> <p>It is well recognised that the farming sector is not generally seen as attractive career path by young people. Recent research by McDonald's UK has revealed that 68% of young people believe that a career in farming would not provide job satisfaction and 70% consider themselves to lack the skills to succeed in the industry. However, we recognise that the growing use of technology in farming coupled with the rise of social media and peer-to-peer networking, provide openings to advance opportunity for young people in the sector.</p> <p>As part of its work to shine a spotlight on under-representation in business innovation, Innovate UK explored attitudes towards entrepreneurship and innovation among disadvantaged adults. This showed that there is considerable untapped potential in disadvantaged young people in relation to entrepreneurial activity. Significant barriers exist around accessing business support, relatable mentoring and financial support which limit opportunity.</p> <p>SRUC delivers Further and Higher Education, as well as professional development courses through a variety of models and courses. It is seeking deeper collaboration with other FE providers in the Borderlands region. SRUC believes there is a role for Dairy Nexus and its 'member' businesses to <b>engage more broadly with young people in the region</b> to highlight the opportunities within the sector for challenging and rewarding careers (e.g., in farming, leadership, AgriTech, and research). SRUC has developed a close partnership with SmartSTEMs,</p> |
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|            |   |  | <p>an organisation that works to inspire and engage young people with the range of careers in STEM. Working with key industry partners in the region, <b>SmartSTEMs has started to deliver an extensive programme of events</b> focused on the dairy industry with over 1000 primary and secondary schools across Cumbria and Southwest Scotland. This will provide a key mechanism for the Dairy Nexus Team and its business network to deliver on ambitions to attract more young people from the region into the sector.</p> <p>Notwithstanding Dairy Nexus' focus on advancing opportunity for young people because they are under-represented in farming, enterprise, and innovation activity, SRUC will more generally discharge its Public Sector Equality Duty to ensure that it eliminates unlawful discrimination in employment due to a person's age.</p>  |
| DISABILITY | ✓ |  | <p>As a result of SRUC's approach to EDI in the procurement, management, leadership and governance of Dairy Nexus as well as in its operational delivery we assess that the project will have a marginal positive impact on disability. The basis for this assessment is provided below.</p> <p><b>CONSTRUCTION PHASE:</b></p> <p><b><u>Procurement</u></b><br/> All suppliers to the construction phase of the project have been/will be required when submitting bids to demonstrate a clear commitment to <b>eliminating discrimination and advancing inclusion and equality of opportunity</b>. Contracts also require successful bidders to acknowledge their compliance with the principles of the SRUC's Supply Chain Code of Conduct including those relating to worker rights and behaviours.</p> <p><b><u>Inclusive Building Design</u></b><br/> Plans for the Dairy Nexus building have been designed in accordance with Building Standards. The landscape design incorporates provision for accessible parking spaces (with electric vehicle charging points) within close vicinity of the building and will ensure ease of access via gently sloping (maximum gradient 1.20), hard landscaped routes to the main entrance points. Level platforms are planned to all final exit doors and the main entrance will have a column-mounted push pad for an accessible powered door. The landscape proposal will incorporate lighting that ensures safe access during evening hours and the open landscape will ensure the routes are well observed and safe.</p> |

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|  |  |  | <p>All corridors within the building are designed to a width of at least 1500mm, with more generous passing places (1800mm width) to enable wheelchair access and turning. As the building is single storey, there is no requirement for lifts. The design also includes 'break out' spaces for the small groups of people to converse in.</p> <p>Laboratory layouts are designed in accordance with BS EN 14056:2003 (Laboratory furniture - Recommendations for design and installation). As a result, some areas of work benching would not be able to be used by a wheelchair user. However, indicative furniture layouts provide for at least one workspace within each laboratory that could accommodate a wheelchair user or other users that require more space when working. Equipment benches and floor standing equipment have all been provided with more generous space (1400mm) in front to allow for wheelchair movements.</p> <p>Colour palettes, the choice of materials for seating/tables, and the spatial arrangement of furniture within a space can influence who feels welcome to both inside and outside space. Current plans focus on natural materials with accents of greens, timber and dark grey across the building to create unity across the two distinct wings of the building.</p> <p>A Hearing Loop will be available that provides easy access to high-quality audio. This will help to ensure that people with hearing loss have inclusive and equal access to intelligible sound.</p> <p><b>OPERATIONAL PHASE:</b><br/> Building design and landscaping will facilitate the use of Dairy Nexus by visitors, students and staff who have a physical disability, including wheelchair users (see above). SRUC will consult with the Dumfries &amp; Galloway Equality and Diversity Working Group to gain the opinions of others who do not necessarily work directly in the local dairy industry but do work with a range of diverse people throughout the area. Consultation will help us to benchmark the Dairy Nexus facility and project in terms of equality and diversity and help us to refine our impact assessment over time.</p> <p>SRUC'S policy (see Appendix 14 of the Dairy Nexus Full Business Case) to provide equality of opportunity for all applicants for employment and for all its employees and students will be extended to the operation of Dairy Nexus. This policy of equal opportunity will apply regardless</p> |
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|              |   |  | <p>of a person's sex, age, marital or civil partnership status, parental status, race, religion or belief, sexual orientation, gender identity, trans identity, or <b>physical or mental disability</b>.</p> <p>SRUC is a member of the <b>Disability Confident</b> scheme which recognises SRUC's commitment to the employment, retention, training, and career development of employees with a disability. This commitment will be extended to the operation of Dairy Nexus during the lifetime of the project. SRUC is also committed to actions to deliver on the aims of the national British Sign Language Plan and these will be extended to the operation of Dairy Nexus.</p> <p>Drawing on expertise within SRUC, and particularly in the Digital Dairy Chain team, Dairy Nexus will develop a strategy for effective engagement with different audiences including consideration of barriers to participation such as learning disabilities, both diagnosed and undiagnosed.</p>   |
| SEX (GENDER) | ✓ |  | <p>Farming, including dairying, has historically been male dominated. While there is evidence of an improving picture, a gender imbalance and a gender pay-gap still exist in the sector today (see Appendix 1 of the Dairy Nexus Full Business Case). Evidence also shows there is very limited female representation in leadership positions within the agricultural community. For example, the Women in Farming and the Agriculture Sector: Research Report states found that there was no representation of women in the leadership in Scottish national farming organisations. Furthermore, it is widely recognised that women are under-represented in business and innovation. Women make up just 21% of all those who are employed in the STEM occupations (e.g., software engineer, AI scientist, food technologist, research scientist, agricultural engineer), and they are significantly under-represented in innovation activity, for example, just 14% of all lead applicants for Innovate UK funding are women.</p> <p>The Dairy Nexus project has a broad ambition to advance opportunity for women in the construction, dairying, and technology innovation industries. As a result of SRUC's approach to EDI in the procurement, management, leadership and governance of Dairy Nexus as well as in its operational delivery we assess that the project will have a positive impact on gender equality. The basis for this assessment is provided below:</p> <p>CONSTRUCTION PHASE:</p> |

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|  |  |  | <p>All suppliers to the construction phase of the project have been/will be required when submitting bids to demonstrate a clear commitment to <b>eliminating discrimination and advancing inclusion and equality of opportunity</b>. Questions covering EDI and Fair Work First are included in all regulated tenders. Contractors are required to provide tangible evidence of action that has been taken within their organisations including, but not limited to, the provision of their Equal Opportunities Policy and a link to their published gender pay gap report (if relevant to the size of organisation). Based on previous experience, tenderers who respond well highlight a broad range of initiatives including equality in recruitment and career progression, <b>equal pay scales, gender equality in management teams</b>, age and ethnically diverse teams, prayer rooms and provision of leave to support religious belief and flexible working and career breaks. Positive responses will be communicated to less successful suppliers as part of their post-tender feedback. Contracts also require successful bidders to acknowledge their compliance with the principles of the SRUC's Supply Chain Code of Conduct including those relating to worker rights and behaviours.</p> <p>OPERATIONAL PHASE:<br/> SRUC'S policy to provide equality of opportunity for all applicants for employment and for all its employees and students will be extended to the operation of Dairy Nexus. This policy of equal opportunity will apply regardless of a person's sex, age, marital or civil partnership status, parental status, race, religion or belief, sexual orientation, <b>gender identity</b>, trans identity, or physical or mental disability.</p> <p>SRUC aims to champion gender equality in the operation of Dairy Nexus by imposing a minimum quota of 30% representation of women in the governance and leadership structures of Dairy Nexus, with an intention of 40-60% representation. This is consistent with the recommendation on leadership in the 'Women in Farming' report of Scottish Government (2017). At minimum, female representation among staff employed to operate Dairy Nexus across all occupations and grades will equal that of SRUC academic staff (currently approximately 50%).</p> <p>We will build on our links with the Scottish Farm Advisory Service's Women in Agriculture Groups, and more locally the Cumbria group of RABDF Women in Dairy and the Dumfries and Galloway Dairy Women's Network, to invite participation in project ideation and Dairy Nexus activity. By collaborating with these groups and other relevant agencies/initiatives we aim to</p> |
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|                     |  |   |  | <p>make the facilities and activities of Dairy Nexus (e.g., knowledge exchange events) visible and accessible. We will also draw on work that is currently being undertaken by SRUC in the Digital Dairy Chain project to develop a strategy for effective engagement with women, including identifying appropriate communication channels, messaging, trusted assets, and touch points; as well as understanding barriers to participation such as travel, caring responsibilities and fear of failure.</p> <p>We will monitor and document the gender balance of participants in Dairy Nexus activities (e.g., visits, meetings, workshops, R&amp;D projects). The Strength in Places Digital Dairy Chain project (led by SRUC and providing revenue income to support posts in the Dairy Nexus Team) is already underway. This project aims to deliver inclusive growth in Cumbria and South and West Scotland. As such it aligns with Dairy Nexus' ambitions around increasing access to innovation, enterprise and farming activity among under-represented groups such as women and young people. The Digital Dairy Chain has in place an EDI monitoring process to help us better understand project engagement with the various protected characteristics, including gender. Where relevant, and following GDPR requirements, this information will be shared with Dairy Nexus.</p> <p>Companies wishing to work with Dairy Nexus through contract research will be invited to voluntarily provide baseline statistics on gender balance and the gender pay-gap, creating much-needed transparency in this sector. Establishment of a baseline will enable the us to evaluate our impact in relation to gender representation in farming and innovation activity. Transparency of the gender balance and gender pay-gap within organisations will also be a requirement of any membership scheme that is put in place by dairy Nexus.</p> |
| GENDER REASSIGNMENT |  | ✓ |  | <p>We assess that Dairy Nexus will have no notable impact on gender reassignment.</p> <p>CONSTRUCTION PHASE:<br/>All suppliers to the construction phase of the project have been/will be required when submitting bids to demonstrate a clear commitment to <b>eliminating discrimination and advancing inclusion and equality of opportunity</b>. Based on previous experience, tenderers who respond well highlight a broad range of initiatives including equality in recruitment and career progression, equal pay scales, gender equality in management teams, age and ethnically diverse</p>   |

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|                                |  |   |  | <p>teams, prayer rooms and provision of leave to support religious belief and flexible working and career breaks. Positive responses will be communicated to less successful suppliers as part of their post-tender feedback. Contracts also require successful bidders to acknowledge their compliance with the principles of the SRUC's Supply Chain Code of Conduct including those relating to worker rights and behaviours.</p> <p>OPERATIONAL PHASE:<br/>As an organisation firmly rooted in farming and agriculture, SRUC actively works to tackle barriers to equality in the sector (for example, recently becoming a signatory to the Agrespect initiative which aims to promote diversity, and LGBTQ+ inclusion, and enablement in the rural environment).<br/>SRUC'S policy to provide equality of opportunity for all applicants for employment and for all its employees and students will be extended to the operation of Dairy Nexus. This policy of equal opportunity will apply regardless of a person's sex, age, marital or civil partnership status, parental status, race, religion or belief, sexual orientation, <b>gender identity</b>, <b>trans identity</b>, or physical or mental disability.</p> |
| MARRIAGE AND CIVIL PARTNERSHIP |  | ✓ |  | <p>We assess that Dairy Nexus will have no notable impact on marital or civil partnership status.</p> <p>CONSTRUCTION PHASE:<br/>All suppliers to the construction phase of the project have been/will be required when submitting bids to demonstrate a clear commitment to <b>eliminating discrimination and advancing inclusion and equality of opportunity</b>. Based on previous experience, tenderers who respond well highlight a broad range of initiatives including equality in recruitment and career progression, equal pay scales, gender equality in management teams, age and ethnically diverse teams, prayer rooms and provision of leave to support religious belief and flexible working and career breaks. Positive responses will be communicated to less successful suppliers as part of their post-tender feedback. Contracts also require successful bidders to acknowledge their compliance with the principles of the SRUC's Supply Chain Code of Conduct including those relating to worker rights and behaviours.</p> <p>OPERATIONAL PHASE:</p>   |



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|                         |  |   |  | <p>SRUC'S policy to provide equality of opportunity for all applicants for employment and for all its employees and students will be extended to the operation of Dairy Nexus. This policy of equal opportunity will apply regardless of a person's sex, age, <b>marital or civil partnership status</b>, parental status, race, religion or belief, sexual orientation, gender identity, trans identity, or physical or mental disability.</p>   |
| PREGNANCY AND MATERNITY |  | ✓ |  | <p>We assess that Dairy Nexus will have no notable impact on pregnancy and maternity.</p> <p>CONSTRUCTION PHASE:<br/> All suppliers to the construction phase of the project have been/will be required when submitting bids to demonstrate a clear commitment to <b>eliminating discrimination and advancing inclusion and equality of opportunity</b>. Based on previous experience, tenderers who respond well highlight a broad range of initiatives including equality in recruitment and career progression, equal pay scales, gender equality in management teams, age and ethnically diverse teams, prayer rooms and provision of leave to support religious belief and flexible working and career breaks. Positive responses will be communicated to less successful suppliers as part of their post-tender feedback. Contracts also require successful bidders to acknowledge their compliance with the principles of the SRUC's Supply Chain Code of Conduct including those relating to worker rights and behaviours.</p> <p>OPERATIONAL PHASE:<br/> SRUC'S policy to provide equality of opportunity for all applicants for employment and for all its employees and students will be extended to the operation of Dairy Nexus. This policy of equal opportunity will apply regardless of a person's sex, age, marital or civil partnership status, <b>parental status</b>, race, religion or belief, sexual orientation, gender identity, trans identity, or physical or mental disability.</p> <p>SRUC operates a Maternity Leave Policy, Paternity Leave Policy and a Shared Parental Leave Policy. These apply to all SRUC employees and aim to handle maternity/paternity leave in a supportive manner, without being intrusive and ensure that the welfare of both the parent and child are protected. Arrangements for return to work are also covered under these Policies.</p> |

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|      |   |  |  | <p>Baby changing facilities are available at the Barony Campus. The small meeting rooms which afford comfort and security (e.g., blinds at windows and locks on doors) in the Dairy Nexus building can be made available for breastfeeding parents.</p>   |
| RACE | ✓ |  |  | <p>Dumfries and Galloway is the sixth least ethnically diverse council area in Scotland with just 1.2% of its adult population being ethnic minority (Scottish average, 4%). In Cumbria ethnic minorities represent just 2.4% of the population which is much lower than the English average of 19%.</p> <p>We estimate that the project will have a marginal positive impact on race and ethnicity. While the pattern of ethnicity in the scientific and academic workforce is complex, we believe that this impact is likely to be positive, largely owing to the nature of R&amp;D jobs that will be created because of the critical mass and facilities arising from Dairy Nexus project. The evidence to back up the assessment that academic and R&amp;D posts attract a more ethnically diverse population than the regional average is primarily anecdotal. For this reason, we will monitor representation of the jobs that are created within the Dairy Nexus project to build a more robust evidence base. This will be managed by the Project Manager and our impact assessment will be reviewed in light of this evidence.</p> <p>CONSTRUCTION PHASE:<br/> All suppliers to the construction phase of the project have been/will be required when submitting bids to demonstrate a clear commitment to <b>eliminating discrimination and advancing inclusion and equality of opportunity</b>. Based on previous experience, tenderers who respond well highlight a broad range of initiatives including equality in recruitment and career progression, equal pay scales, gender equality in management teams, age and <b>ethnically diverse teams, prayer rooms and provision of leave to support religious belief</b> and flexible working and career breaks. Positive responses will be communicated to less successful suppliers as part of their post-tender feedback. Contracts also require successful bidders to acknowledge their compliance with the principles of the SRUC's Supply Chain Code of Conduct including those relating to worker rights and behaviours.</p> <p>OPERATIONAL PHASE:<br/> SRUC'S policy to provide equality of opportunity for all applicants for employment and for all its employees and students will be extended to the operation of Dairy Nexus. This policy of equal</p> |

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|                    |  |   |  | <p>opportunity will apply regardless of a person's sex, age, marital or civil partnership status, parental status, <b>race</b>, religion or belief, sexual orientation, gender identity, trans identity, or physical or mental disability.</p>  |
| RELIGION OR BELIEF |  | ✓ |  | <p>We assess that Dairy Nexus will have no notable impact on religion or belief.</p> <p>CONSTRUCTION PHASE:<br/> All suppliers to the construction phase of the project have been/will be required when submitting bids to demonstrate a clear commitment to <b>eliminating discrimination and advancing inclusion and equality of opportunity</b>. Based on previous experience, tenderers who respond well highlight a broad range of initiatives including equality in recruitment and career progression, equal pay scales, gender equality in management teams, age and ethnically diverse teams, prayer rooms and provision of leave to support religious belief and flexible working and career breaks. Positive responses will be communicated to less successful suppliers as part of their post-tender feedback. Contracts also require successful bidders to acknowledge their compliance with the principles of the SRUC's Supply Chain Code of Conduct including those relating to worker rights and behaviours.</p> <p>OPERATIONAL PHASE:<br/> SRUC'S policy to provide equality of opportunity for all applicants for employment and for all its employees and students will be extended to the operation of Dairy Nexus. This policy of equal opportunity will apply regardless of a person's sex, age, marital or civil partnership status, parental status, race, <b>religion or belief</b>, sexual orientation, gender identity, trans identity, or physical or mental disability.</p> |
| SEXUAL ORIENTATION |  | ✓ |  | <p>We assess that Dairy Nexus will have no notable impact on sexual orientation.</p> <p>CONSTRUCTION PHASE:<br/> All suppliers to the construction phase of the project have been/will be required when submitting bids to demonstrate a clear commitment to <b>eliminating discrimination and advancing inclusion and equality of opportunity</b>. Based on previous experience, tenderers who respond well highlight a broad range of initiatives including equality in recruitment and career progression, equal pay scales, gender equality in management teams, age and ethnically diverse</p>   |

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|  |  |  | <p>teams, prayer rooms and provision of leave to support religious belief and flexible working and career breaks. Positive responses will be communicated to less successful suppliers as part of their post-tender feedback. Contracts also require successful bidders to acknowledge their compliance with the principles of the SRUC's Supply Chain Code of Conduct including those relating to worker rights and behaviours.</p> <p>OPERATIONAL PHASE:<br/>As an organisation firmly rooted in farming and agriculture, SRUC actively works to tackle barriers to equality in the sector (for example, recently becoming a signatory to the Agrespect initiative which aims to promote diversity, and LGBTQ+ inclusion, and enablement in the rural environment).</p> <p>SRUC'S policy to provide equality of opportunity for all applicants for employment and for all its employees and students will be extended to the operation of Dairy Nexus. This policy of equal opportunity will apply regardless of a person's sex, age, marital or civil partnership status, parental status, race, religion or belief, <b>sexual orientation</b>, gender identity, trans identity, or physical or mental disability.</p> |
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## 4b Human Rights

This is about protecting and promoting individuals' rights and freedoms in relation the Human Rights Act 1998. The UN Convention on the Rights of the Child has a much broader approach that may be of interest and reference although the focus of the Impact Assessment is the UK legislation.

| Characteristic | Positive Impact | No Impact | Negative Impact | Comments  |
|----------------|-----------------|-----------|-----------------|---|
| HUMAN RIGHTS   |                 | ✓         |                 | <p>We assess that the Dairy Nexus project is unlikely to have any notable impact on Human Rights. The basis for this assessment is provided below:</p> <p><b>CONSTRUCTION PHASE:</b><br/>           SRUC requires all contractors bidding for contracts above £50k to complete and submit a copy of the Single Procurement Document (Scotland) (SPD) for themselves and similarly provide a completed copy for any sub-contractors upon which they rely. The SPD is a contractor's self-declaration and is scored on a pass / fail basis. Only the contractors deemed to be a pass, have their tender evaluated. The SPD includes compliance questions that in general cover the Articles listed under the Human Rights Act 1998.</p> <p>In addition, contractors are also required to sign their commitment to adhere to SRUC's Supply Chain Code of Conduct. This closely aligns with the Articles of the Human Rights Act 1998. The Supply Chain Code of Conduct ensures that suppliers share and adhere to SRUC's vision around environmental, social, ethical, and economic responsibility. For example, suppliers must not use forced, involuntary and underage labour. They must pay at least minimum wage, ensure working hours are not excessive and ensure a safe and hygienic working environment. Suppliers are expected to provide a workplace that is free from discrimination, bullying, harassment, violence, or victimisation for all workers, etc.</p> <p>Monitoring over the life of a contract will sit with the Project Manager and Procurement, and if a breach of the SPD or Supply Chain Code of Conduct is identified, it could be grounds for termination of the contract.</p> <p><b>OPERATIONAL PHASE:</b></p> |

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|  |  |  | <p>SRUC'S policy to provide equality of opportunity for all applicants for employment and for all its employees and students will be extended to the operation of Dairy Nexus. This policy of equal opportunity will apply regardless of a person's sex, age, marital or civil partnership status, parental status, race, religion or belief, sexual orientation, gender identity, trans identity, or physical or mental disability.</p> <p>SRUC recognises the harmful effect discrimination, bullying and harassment can have on individuals and incidents of these will not be tolerated. This relates to colleagues, potential employees or any person encountered in the course of SRUC employment. Through its Dignity at Work Policy, managers, employees, agency workers, volunteers and contractors are responsible for ensuring that the working environment is free from discrimination, bullying and harassment and is somewhere that everyone is treated with dignity and respect in line with the SRUC Values. This will be extended to the operation of the Dairy Nexus project.</p> |
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#### 4c Health and Well-being and Health Inequalities

| Characteristic                                | Positive Impact | No Impact | Negative Impact | Comments  |
|---|-----------------|-----------|-----------------|---|
| HEALTH AND WELL-BEING and HEALTH INEQUALITIES |                 | ✓         |                 | <p>Dairy Nexus activity is unlikely to have a significant impact on health and well-being at a community level, other than those that are afforded through improvements in economic and social prosperity (see section 4d below). However, it may have a positive impact on the people who work and study within Dairy Nexus through SRUC's approaches to protecting health and well-being. The basis for this assessment is provided below.</p> <p>OPERATIONAL PHASE:<br/>           The project will have a positive impact on the well-being of current SRUC employees (and students) by providing a dedicated work location with much greater opportunities for professional and social interactions. Currently the team is dispersed across multiple locations, including home working. By providing a modern, professional environment for work and stakeholder interaction, the project will enhance the self-esteem of staff and students working in the facility as well as those who are visiting.</p> <p>The location of the Dairy Nexus building provides close links to the dairy farm and gives physical connection to the other parts of the Barony Campus. The orientation of the building maximises useable garden space and views across trees and fields to provide for a feeling of well-being for visitors and users of the facility. The landscape proposal will incorporate lighting that ensures safe access during evening hours and the open landscape will ensure the routes are well observed and safe. The building has been designed to allow for easy access by all users.</p> <p>SRUC actively works to promote good mental health and well-being among its staff and offers an employee assistance programme around mental health and well-being. It also has named Mental Health First Aiders, including one located at the Barony Campus. As SRUC employees, Staff in the Dairy Nexus will be able to access this support.</p> |

#### 4d Economic and Social Sustainability

| Characteristic                     | Positive Impact | No Impact | Negative Impact | Comments   |
|------------------------------------|-----------------|-----------|-----------------|--|
| ECONOMIC and SOCIAL SUSTAINABILITY | ✓               |           |                 | <p>Dairy Nexus will operate in a region and a sector that face unique socio-economic challenges. Grass-based dairying has been a major activity in the Borderlands for centuries, producing food, providing employment, creating wealth, sustaining communities, and shaping the physical environment. With four major dairy processors and around 50 artisan producers (e.g., cheese, yoghurts, ice cream) employing 1,350 people and adding value to milk collected from some 980 farms across the region, dairying is an important part of the Borderlands' economy.</p> <p>Social and economic challenges that face Cumbria and Dumfries &amp; Galloway include:</p> <ul style="list-style-type: none"> <li>• Rural and remote geography with under-developed physical and digital connectivity.</li> <li>• Thin innovation ecosystem which is geographically skewed.</li> <li>• Limited knowledge-exchange between researchers and industry.</li> <li>• Limited access for businesses to appropriate R&amp;I facilities.</li> <li>• Low population density, declining working-age population, and out-migration.</li> <li>• Lack of skills and high-quality employment opportunities.</li> </ul> <p>There are significant prosperity inequalities across Cumbria and Dumfries and Galloway (e.g., for overall prosperity ranks across all local authority areas in England: Barrow-in-Furness 44/317; Copeland 78/317; Carlisle 117/317; Allerdale 109/317; Eden 186/317; South Lakeland 250/317). Dumfries and Galloway ranks 20/32 on Scottish prosperity indices. Deprivation may be experienced differently in rural than urban areas. For example, comparing a dairy-dense area such as Allerdale (containing 134/675 Cumbrian dairy farms, November 2020) with rural Cumbria as a whole, shows greater deprivation in income, employment, and education in Allerdale. In Dumfries &amp; Galloway, areas with a high density of dairy farms, for example in the Machars and districts surrounding Castle Douglas, show varying degrees of deprivation. For example, areas (data zones) in different parts of the Machars have overall deprivation ranks ranging from 1744/6976 (3<sup>rd</sup> most deprived decile) to 4327/6976 (7<sup>th</sup> most deprived decile). Overall deprivation ranks range from 2170/6976 (4<sup>th</sup> most deprived decile) to 4560/6976 (7<sup>th</sup> most deprived decile) in the Castle Douglas data zones.</p> |



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|  |  |  | <p>As an 'anchor' organisation, SRUC recognises that it has a role in community wealth building (CWB). Of particular relevance to this project is progressive procurement, developing local supply chains, maximising employment opportunities, promoting Fair Work and inclusive employment practices and facilitating learning and training opportunities.</p> <p>The operation of Dairy Nexus will contribute towards a reduction in deprivation in areas with significant levels of dairy activity if it succeeds in its ambitions to increase farm profitability and create jobs for local people in rural areas. The Dairy Nexus project expects to create jobs via three routes – construction, SRUC and industry. Direct and indirect jobs (jobs that exist to produce the goods and services needed by the workers with direct jobs (e.g., manufacturers of building materials) will be created because of the construction phase of the project. These will mainly be temporary, but they will also induce jobs in the wider supply chain in the local area (e.g., food retail). Jobs created at SRUC will be highly skilled, high-value jobs (e.g., research scientists and technicians) and will be longer-term. These will in turn create indirect jobs in the supply chain (e.g., manufacturers of scientific equipment) and will also induce jobs in the local community. Jobs directly created in the businesses that are supported by or collaborate with Dairy Nexus will be highly skilled, high-value R&amp;D or technical jobs. Again, these will create indirect jobs in the supply chain as well as induce jobs in the local area. It is hoped that the project will also create new training/learning opportunities from all walks of life, for example, through work-based apprenticeships in the construction phase of the project, or through participation in knowledge exchange events such as seminars, workshops, and demonstration days.</p> <p>SRUC will adopt a progressive approach towards procurement during the construction phase of the project, requiring its contractors to comply with its Supply Chain Code of Conduct. This, for example, promotes Fair Work through mechanisms such as ensuring working hours are not excessive and employees are paid at least minimum wage or a reasonable living wage. The main construction contractor will facilitate local recruitment by using their 'hire network' which is spread across the UK. It also aims to promote local employment opportunities by advertising locally to the project site. It is also committed to enabling access to these opportunities among under-represented groups through targeted advertising. Wherever practicable, the construction contractor will also work with SMEs to provide services from experts that are local to the project</p> |
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|  |  |  | <p>site. This will help to shorten supply chains and retain wealth locally. Delivery of Community Benefits will be reported to SRUC's Project Manager at the end of the construction project.</p> <p>The co-innovation agenda (i.e., joint working between researchers and industry to develop industry relevant-technologies) and the use of digital communications (facilitated by learnings during Covid-19) will increase the accessibility of information and technical support for dairy communities. An additional role for Dairy Nexus is to engage with school students in dairy-dense areas to highlight the importance of the dairy sector, reinforce the understanding that it offers challenging, exciting and rewarding career opportunities, and help better equip local children for careers in the 21<sup>st</sup> century dairy industry. Our close links to the Strength in Places Digital Dairy Chain project which is led by SRUC will enable us to engage with its extensive programme of STEM engagement with primary and secondary schools, HE colleges and FE institutions across South and West Scotland and Cumbria. This programme is delivered by SmartSTEMs, a charity whose core aim is equity of access and opportunity for all young people, where new and strong connections between education and industry lead to expanded skills, career options and networks. The Digital Dairy Chain STEM engagement programme works with a range of other stakeholders in the region (e.g., farmers, milk processing businesses, Food and Drink Federation Scotland, Skills Development Scotland, Royal Highland Education Trust, DYW Scotland, research organisations, etc.) to engage with young people in a variety of ways including, on-line events, recorded videos, farm visits, work ready days, careers fayres, STEM Clubs, interactive workshops, and science exhibits. SRUC staff who work on the Dairy Nexus project will actively participate in the delivery of the Digital Dairy Chain STEM engagement programme.</p> <p>It is estimated the potential economic impact of the £8 million public sector investment is £156 million additional GVA at a Borderlands level. Dairy Nexus will boost employment in the region by creating 132 new jobs. For every £1 spent (capital costs), we have estimated a return of £20 GVA in the Borderlands.</p> |
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#### 4e Environmental Sustainability, Climate Change and Energy Management

| Characteristic               | Positive Impact | No Impact | Negative Impact | Comments   |
|------------------------------|-----------------|-----------|-----------------|--|
| ENVIRONMENT and CARBON USAGE | ✓               |           |                 | <p>We believe that the Dairy Nexus project will have a positive impact on sustainability, climate change and energy management. The basis for this assessment is provided below.</p> <p><b>CONSTRUCTION:</b><br/>           Aligned with the aims of the research that will be undertaken/facilitated by Dairy Nexus, the construction of the Dairy Nexus building is embracing ambitious sustainability targets and is focused on reducing carbon in both the build and operation of the facility.</p> <p>A single-storey modular building (950m<sup>2</sup>) with a z shaped footprint has been designed. The single storey building will be constructed from Portakabin’s Ultima Range with a minimum 60-year lifetime. This not only provides for a highly efficient and cost-effective method of delivery, but also creates comfortable, adaptable, and sustainable working environments.</p> <p>The proposed design of the building has been assessed for embodied carbon (carbon emissions associated with the construction and future demolition of the building fabric) in accordance with RICS Whole Life Carbon Assessment guidance. The outputs of this assessment allow us to benchmark ourselves against the targets for embodied carbon that are set out in the RIBA 2030 Climate Challenge v2 published in 2021. Our assessment suggests that the current design will deliver embodied carbon rates of 495 kgCO<sub>2</sub>e/m<sup>2</sup>. This is well within RIBA’s Best Practice target for 2030 of 750 kgCO<sub>2</sub>e/m<sup>2</sup>.</p> <p><b>OPERATION:</b></p> <p><u>Dairy Nexus Building Operational Energy Usage</u><br/>           In line with SRUC’s Climate Change Action Plan, we have endeavoured to deliver a building that complies with the RIBA 2030 Climate Challenge v2 (2021) targets for energy efficiency. To minimise operational carbon, the single storey flat roof design allows the area for PV panels to be maximised compared to a pitched roof. The total area that can be utilised for PV Panels is 467</p> |

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|  |  |  | <p>m<sup>2</sup>. This, together with air source heat pumps, will allow the building to be heated, cooled, ventilated, and lit entirely by electric means.</p> <p>It is important to note that the RIBA 2030 Climate Challenge refers to an office building, and we are not creating an office, but a highly serviced, technical space containing some equipment that will consume a lot of energy and emit a lot of heat. This challenge places additional burdens on our approach to carbon management over the lifetime of the project.</p> <p>Because of the absence of benchmarks for laboratory buildings, we do not intend to deliver a building capable of operating at the targets set out in the RIBA 2030 Climate Challenge. Nonetheless, office areas within the building will comply, and the building would comply if it were to be re-purposed as an office. As an office, operational energy is estimated at 60.7kWh/m<sup>2</sup>/yr which is well within the RIBA Good Practice target for 2025 of 75kWh/m<sup>2</sup>/yr. With PV offsetting operational energy is estimated at -11.74kWh/m<sup>2</sup>/yr (i.e., performing better than carbon neutral and meeting RIBA Best Practice 2030 targets).</p> <p>When modelled as a laboratory building, energy consumption is significantly higher and is estimated at 222 kWh/m<sup>2</sup>/yr before offset from PV's on the roof. With the roof PV offsetting, the net operating power estimated is at 150 kWh/m<sup>2</sup>/yr (an additional 900m<sup>2</sup> of PV would be required to achieve net zero carbon in operation).</p> <p>Through the lifetime of the project SRUC will actively explore avenues to secure further funding for carbon management technologies which might include for example, the provision of additional PV panels as well as other renewable energy options at the Barony Campus. The small power associated with office and laboratory equipment constitutes more than half of the energy used in our scheme. The equipment that draws on this power will be provided by SRUC. The next largest component is expected to be the energy used to support occupants (e.g., lighting, fan motors). These loads are heavily influenced by how intensively the building is used and the motivation of its occupants to use the building in an energy efficient way. Our Soft Landings Strategy has been employed to help manage these issues. Furthermore, SRUC will ensure that the purchasing policy for computers, white goods and laboratory equipment is aligned with the design strategy assumptions in order that the building can perform as expected. The Dairy Nexus building will be sub-metered so that various building uses can be monitored separately. This will allow operational energy to be compared with design expectations. Annual</p> |
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|  |  |  | <p>monitoring of energy usage will be undertaken and used to inform and improve future approaches to carbon management.</p> <p><u>Dairy Nexus Innovation to Support Decarbonisation in the Dairy Sector</u></p> <p>Dairy farming contributes significantly to global warming. Emissions of phosphorus and nitrogen pose other environmental burdens. The UK cattle herd produces c.21.5Mt of CO<sub>2</sub> equivalent per annum. The wider milk processing chain uses significant amounts of electricity and water and impacts on the environment through the widespread use of plastic packaging and the production of poorly valorised waste. One of the primary uses of the new Dairy Nexus building will be to support R&amp;D, innovation, and knowledge exchange to help the dairy sector accelerate its progress towards net zero emissions.</p> <p>For milk products greenhouse gas emissions (GHG) arise as a product of the volume of milk produced and a measure of emissions intensity (EI). Initial modelling focused on determining the total GHG emissions from the UK dairy sector for 2021 to 2045 and extrapolating to the Borderlands region. This represented the baseline of 'do nothing'. Then we modelled the impact of increasing levels of R&amp;D and knowledge exchange, delivered through Dairy Nexus, on the rate of reduction of emissions intensity (EI) on the farm. We considered the impact of differing technology development and adoption rates. It is estimated that this project will deliver an additional 0.31MtCO<sub>2</sub>e in reductions in carbon emissions over 25 years. This represents a 47% increase in carbon reductions over the UK baseline. In the Borderlands region this amounts to an additional reduction of 0.04MtCO<sub>2</sub>e.</p> |
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## Section 5: Monitoring and Review

A Monitoring and Evaluation Plan (M&E) has been developed for the Dairy Nexus project. This plan outlines the outputs, outcomes and impacts that are expected from the project during its construction and operational phases. Full details of our approach to M&E are provided in the Management Case of the Full Business Case and in Appendix 16. Primary data will be collected for a range of outcomes and impacts using data sources such as EDI monitoring, payroll records, contracts, surveys of participating businesses and dairy nexus users, farmer-based surveys on profitability etc. These will provide sources of feedback from the full range project staff, users and participants. Details of data sources, evidence and frequency of reporting are provided in the M&E Plan (Appendix 16 of the FBC).

A range of environmental data will be collected, most notably around carbon emissions during the operation of Dairy Nexus, whole-life carbon assessments and reductions in greenhouse gas emissions from grass-based dairying in the Borderlands. Details of data sources, evidence and frequency of reporting are provided in the M&E Plan (Appendix 16 of the FBC).

Reporting to the Borderlands Partnership will be quarterly during the Project Period. Annual reports will be produced during the 15-year project delivery period. This reporting cycle will inform an annual review of this Equality Impact Assessment. First review date is: November 2025 The Senior Responsible Officer will be responsible for conducting the review of this Assessment.

## Summary of the Impact Assessment

**Name of Project:** Dairy Nexus (Borderlands Inclusive Growth Deal)  
**Date of IA:** February 2023—September 2023  
**Delivery Lead:** Scotland’s Rural College (SRUC)  
**Lead Person:** Prof John Newbold, Professor of Dairy Nutrition, Agriculture & Business Management, Dairy Research Centre.

### Persons involved in the Impact Assessment (IA) process:

John Newbold      Professor of Dairy Nutrition, Agriculture & Business Management, SRUC  
Emma Green      Director, GORSE services limited  
Libby Armstrong      Senior Project Manager, SRUC  
John Hutchins      Director, GORSE services limited

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| Research and data (section 3) | <p>The following individuals/organisations have been directly involved in project conceptualisation and the design process and have all been involved in discussions of relevance to this Impact Assessment:</p> <ul style="list-style-type: none"><li>• Dairy Nexus FBC Project Team (John Newbold, Libby Armstrong, Emma Green, John Hutchins).</li><li>• SRUC staff (Fiona Makay – Dairy Nexus Soft Landings Champion design &amp; build (D&amp;B) project).</li><li>• Dairy Nexus Design Team (Currie &amp; Brown – Project Manager D&amp;B project; Jestico + Whiles – Architect D&amp;B project; Skelly &amp; Couch - Soft Landings D&amp;B project; Portakabin Modular Build project).</li></ul> <p>In developing our ideas, we have also used learnings from the Cumbria group of RABDF Women in Dairy and the Dumfries &amp; Galloway Dairy Women Network. We will deepen our relationship with these groups to help inform the development of plans for the operational phase of the project. Furthermore, discussions with partners in the Strength in Places Digital Dairy Chain project have helped to inform our thinking around equality and opportunity in the dairy sector and in the Cumbria and Southwest Scotland region.</p> |
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|                                   | <p>Discussion specifically around this impact assessment and EDI in relation to this project is involving SRUC’s Equality, Diversity, and Inclusion Lead (Louise Baggott) and SRUC’s Academic and Core Skills Lecturer at the Barony Campus (Gillian Conley). We have also worked with a group of SRUC staff representing key functions within the organisation including HR (health and well-being, EDI), Procurement, and Campus and Estates.</p> <p>We will also consult with the Dumfries &amp; Galloway Council’s Equality and Diversity Working Group. SRUC introduced the project to this group on 5<sup>th</sup> September 2023 and we will seek the views of this group as this 15-year project develops. The next meeting of this group will take place on 5<sup>th</sup> December 2023.</p> <p>A range of published research, reports, internal monitoring data, and administrative datasets have been used to inform our initial assessments. Primary project monitoring data will be collected and reviewed on an annual basis. This, together with new data arising from secondary sources, will be used to review and update the EIA during the lifetime of the project.</p> <p>Different sources of feedback will provide an opportunity to review our assessments during the lifetime of the project and update them where necessary:</p> <ul style="list-style-type: none"> <li>• Ongoing EDI monitoring data from SRUC and more specifically Dairy Nexus activities (construction project and operational staffing and participation)</li> <li>• Surveys of participating businesses (gender balance and pay gap)</li> <li>• Surveys of Dairy Nexus users (experiences of staff and participants)</li> </ul> |
| Impact Assessment (section 4)     | <p>Positive Impacts – Protected Characteristics (Age, Disability, Gender, and Race); Economic and Social Sustainability; and Environmental Sustainability, Climate Change and Energy Management.</p> <p>No negative impacts have been identified.</p>   |
| Monitoring and review (section 5) | <p>Monitoring data will be collected from a variety of sources for a range of environmental, economic and EDI data. Much of these data will be primary project data. Reporting on outputs will be undertaken quarterly for outputs. Annual reporting will cover wider outcomes and impacts. This Assessment will be reviewed and updated annually and is the responsibility of the Senior Responsible Officer at SRUC. The first review will be undertaken in November 2025.</p>  |