



Beatson
CANCER
CHARITY

We're with you
at WORK

**A guide to managing
employees affected
by cancer**



In partnership with



Introduction

We're with you at Work

Beatson Cancer Charity's Specialist Health and Work Service supports people who are affected by cancer and who may be experiencing difficulties at work, including discrimination by an employer. Most employers show genuine empathy during challenging times and can offer much needed support during a cancer journey, but we can all do more. Independent research has identified that employers still lack robust knowledge, skills and confidence to help support a colleague affected by cancer.

With support from the Scottish Government's Workplace Equality Fund, Impact Funding Partners and NHS GGC, Beatson Cancer Charity has worked with Marks & Spencer, Arnold Clark, Tesco Bank, Ten Live and Fish to Water HR on the "We're with you at Work" project to address these needs.

These businesses were selected as exemplary employers who lead the way in supporting employees affected by cancer. Over a period of nine months, their senior HR professionals collaborated with our charity's Specialist Health and Work Service to devise new resources that reflect legal requirements and best practice. "We're with you at Work" also incorporates the insights of professional experts and people who have been affected directly by cancer whilst working.

Who "We" are

M&S
EST. 1884



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BEATSON
cancer
CHARITY



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SLC
Student Loans Company



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Insight and expertise to enhance specific areas of the project included consultation with the following:

John McGurk
Head of Policy and Insights: UK Nations and Regions CIPD

Lorraine Whyte
Practice Education Radiographer,
Beatson West of Scotland Cancer Centre

Heather Graham
Learning and Development Consultant, Marks & Spencer

Stuart Drummond
Lived Experience Consultant

"THIS WORK HAS BEEN SO WORTHWHILE AND IT IS HOPED THAT IT WILL GO TOWARDS IMPROVING THE EXPERIENCES OF WORKERS ACROSS THE WHOLE OF SCOTLAND WHEN THEY HAVE RECEIVED THE NEWS OF A CANCER DIAGNOSIS."

Charity partner

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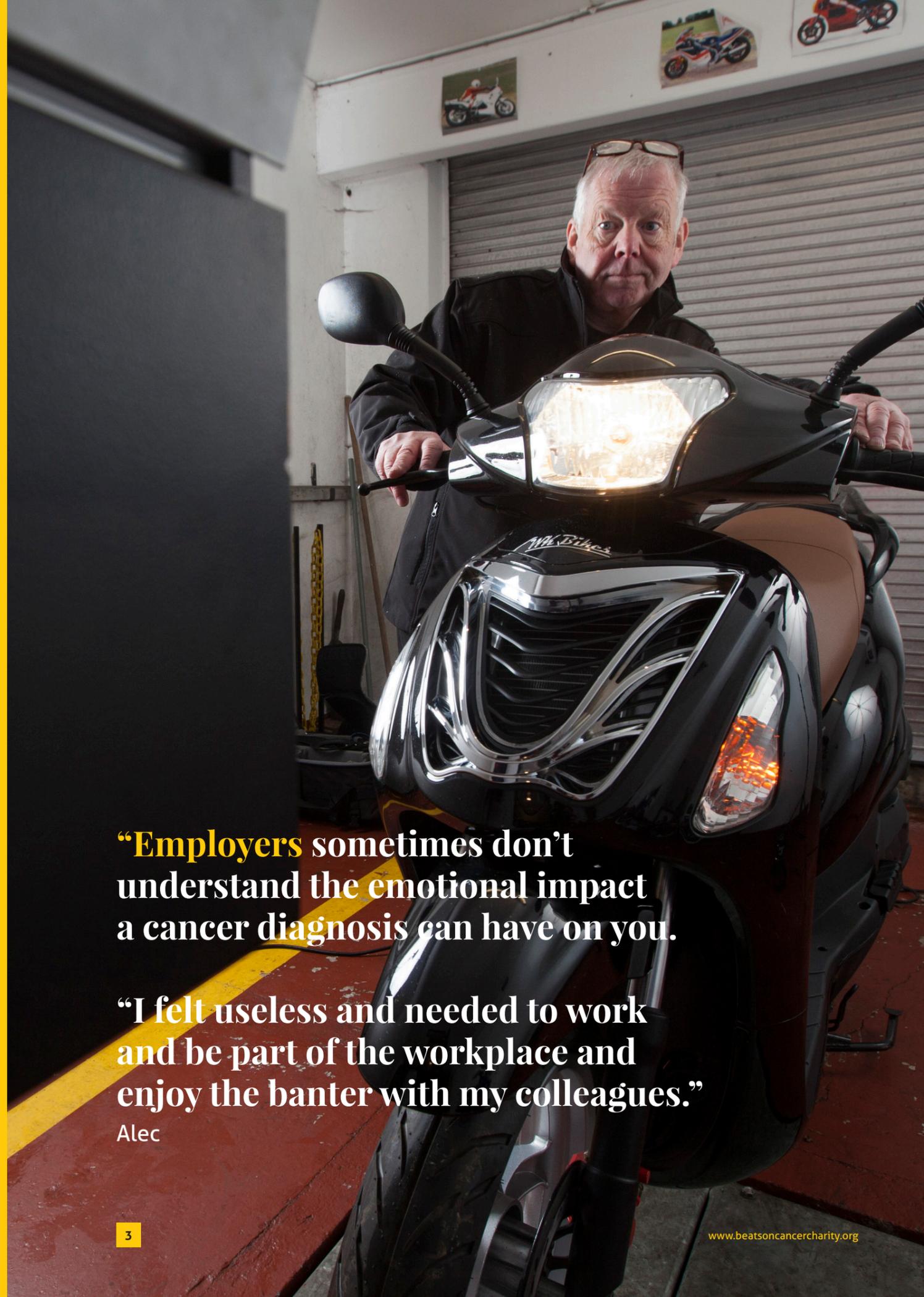
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“Employers sometimes don’t understand the emotional impact a cancer diagnosis can have on you.

“I felt useless and needed to work and be part of the workplace and enjoy the banter with my colleagues.”

Alec



The 5Cs

Compassionate Conversations

The way a manager at work interacts and supports a colleague through a cancer journey requires compassion and care at every stage. We are unique and therefore how one person receives and processes a diagnosis and treatment plan could be very different from the next. It is very important that you are prepared to adapt your style and approach.

Beatson Cancer Charity has created a model, "We're with you at Work", that outlines some of the key steps you should consider when you are training your team managers. For example, the model can be used as a guide to the first conversation with a newly diagnosed colleague. It can also be referred to during follow-up conversations in the weeks and months ahead.

Care

Demonstrate empathy and compassion for the individual by prioritising the following:

- choose a quiet environment to talk
- allow the employee to set the pace
- adopt positive body language and maintain eye contact
- be prepared for emotion
- be prepared for silence

Courage

Have knowledge of your workplace policies to allow you to offer a range of options to your colleague:

- be prepared to have difficult conversations
- explain the full range of employee benefits available
- be upfront and honest, but be sensitive



Curiosity

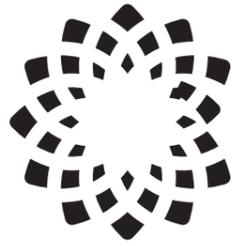
Ask 'open' questions, to encourage a response based on feelings. For example:

- how do you feel about your colleagues knowing about your diagnosis?
- what more can we do to support you?
- would you like to tell me about the support you are receiving away from work? (If they do not have family, what about friends and neighbours?)
- do not feel under any pressure to tell us about your treatment or medication if you do not want to, but how can we help you on a practical level?

Collaboration

Agree next steps with your colleague to arrange when and how you will contact each other. Cancer is unpredictable and people will be affected in different ways. Continue to support by:

- staying in touch
- contacting Occupational Health to receive guidance on providing a supportive working environment for your colleague



Centre

Stay grounded, centred and fully present in the conversation. Your attention should be on your colleague and nothing else. You may get upset, this is normal and shows you care. However, it is important to make your colleague feel assured that matters are under control and in safe hands.



Curiosity

This step is about being curious, without being intrusive. Your questions should be based on compassion, as the response will help you to identify the appropriate support required from you as a manager.

Everyone handles a cancer diagnosis differently and no two coping strategies will be the same. You may have to enquire gently to establish how the employee wants to manage their situation, for example, not everyone will want their colleagues to know about their condition. Likewise, a colleague may want to stay off work to spend time with family, while another may prefer to be at work as this helps them to cope. Work can provide a positive coping strategy because it offers a sense of purpose, identity and self-determination.

It is important that priority is given to the person affected by cancer, and not company policies. Try to avoid asking how long they may need off work during the initial conversations. This stage is all about being curious to allow a better understanding of the situation from their perspective. Keep your open questions simple and straight forward.

- how are you feeling within yourself?
- how are you feeling physically?
- what are your thoughts about work?



Care

You must demonstrate empathy and compassion for your colleague. Some of the ways you could do this are:

- Consider the environment. Ensure that it is a private place to talk as the employee may get tearful and upset and it is important to avoid interruption.

- Allow plenty of time for the conversation that you are having. It is important that the person does not feel under any time pressure.
- Use lots of positive body language to help build rapport and show you are listening, for example: making eye contact; affirmative and open body language; and using their name.
- If the employee gets upset, let it happen. Provide reassurance and give them enough time to recover. Demonstrate empathy and advise that you are there to support them.

Be mindful of the following:

- Being too quick to offer advice. The initial conversation is about actively listening. It is not about giving advice. This may be contrary to the solutions-focused approach often used in the workplace.
- Do not be afraid of silence. Silence gives people the space to get upset, as well as the opportunity to offload and gather their thoughts. If you feel a silence has gone on for too long, use the following prompts, "are you okay to talk about that?", or "would you rather go on to something else?"
- Avoid using clichés such as, "things will work out" or "be grateful that they've caught it early". These are well-intentioned statements however your colleague may wonder, "how do they know what will happen?" or "how can they ask me to be grateful, it's not them that's been diagnosed?"
- Try to avoid discounting an employee's feelings. To show care, you need to connect emotionally and think about the situation from their perspective.
- Avoid sharing stories about other people you know who have had cancer. Such anecdotes take the focus away from the employee. We think sharing a story shows empathy however, the person can feel that their situation is being minimised.



Courage

At various stages during your employee's absence, there will be conversations that require sensitivity and a great deal of courage. For example:

- advising that company sick pay may cease
- discussions around capability
- speaking to them about "death in service"

Anecdotal research suggests that several employers do not address these issues for fear of causing upset or from not knowing how to broach them. However, patients have shared that this causes them even more stress. We do our colleagues an injustice by not fully explaining their options to them. It is not enough that you have the knowledge of your company's policies, you need to have the courage to discuss these sensitively with your employee. If you are equipped to share this information with your colleagues, then they can then make an informed decision that is right for them and their family.



Collaboration

The final C is collaboration. You should continue to work together as employee and employer throughout the cancer journey.

Sometimes a manager will have an initial conversation and then withdraw from a colleague, in the belief that they should not be disturbed when absent from work. However, by offering support regularly at agreed times, you might reach a better understanding about their individual needs.

Good collaboration can be achieved by:

- agreeing the frequency and timing of meetings or telephone calls – weekly, fortnightly, or only after treatment?
- cancer is unpredictable: be prepared to change plans or arrangements at the last minute. Keep lines of communication open.

- Consider the possibility your colleague may not want to talk about work-related matters during every conversation
- Consider asking how their family and loved ones are coping at this time

When your colleague reaches the end of treatment, do not assume they will be delighted or want to celebrate. This is a time when psychological problems can develop. Treatment is a very stressful time. When it is over and the routine of frequent hospital visits comes to an end, this can be a time of reflection.

A person with a diagnosis of cancer, or someone who has completed treatment, is considered disabled by law: they are protected under the Equality Act 2010. This means that an employer must consider reasonable adjustments to the workplace and working practices for people affected by the disease. Collaboration is very important to ensure that the employer is fully aware of the changing physical and mental needs of the employee and their capabilities at any given time.

You might consider suggesting the following:

- flexible working hours
- home working
- a later start to avoid rush hour
- regular breaks during a shift to take medication or manage personal hygiene
- extra locker space for storing medication or equipment
- offering a fan or extra heating to take account of changes in temperature



“I made it through all the tough times and for me, the Specialist Health and Work Service at Beatson Cancer Charity has supported me right till this very day. I am forever grateful.”

Kris

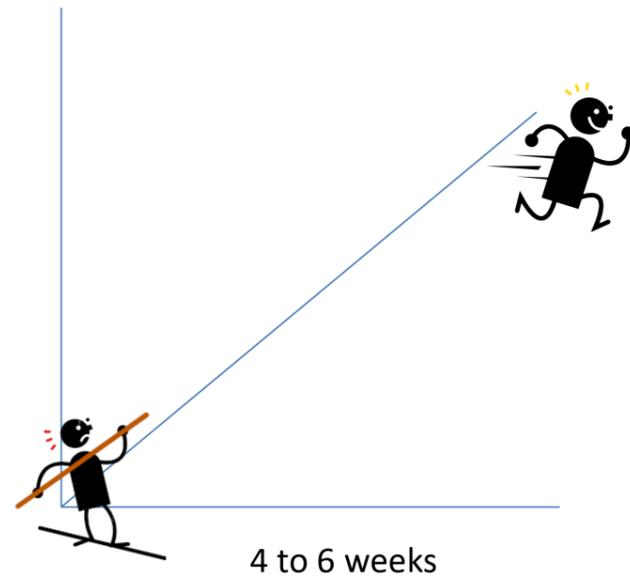
“Companies now have an opportunity to really deliver for their employees when they’re fighting cancer. Don’t hide behind policies. Do the right thing. Make sure you’re there for your people and you’ll get long term rewards.”

Stuart, Janette’s husband

Perception versus Reality

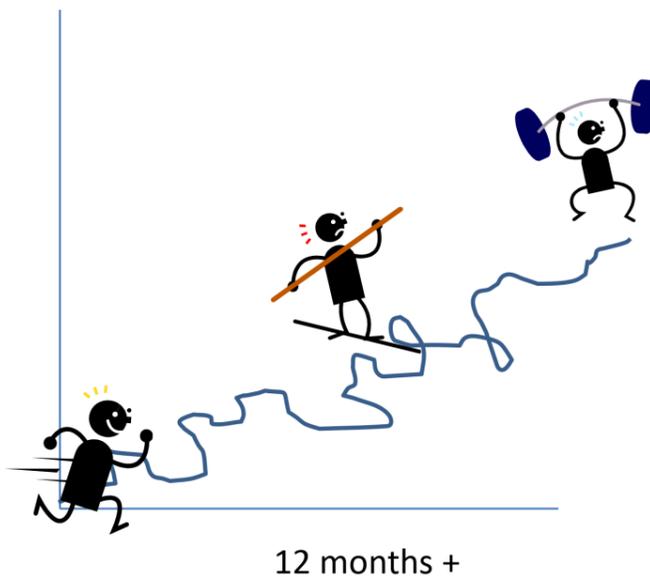
EMPLOYER'S PERCEPTION

There is an assumption by some employers that a colleague affected by cancer will be 'back to normal' following a phased return of four to six weeks.



REALITY

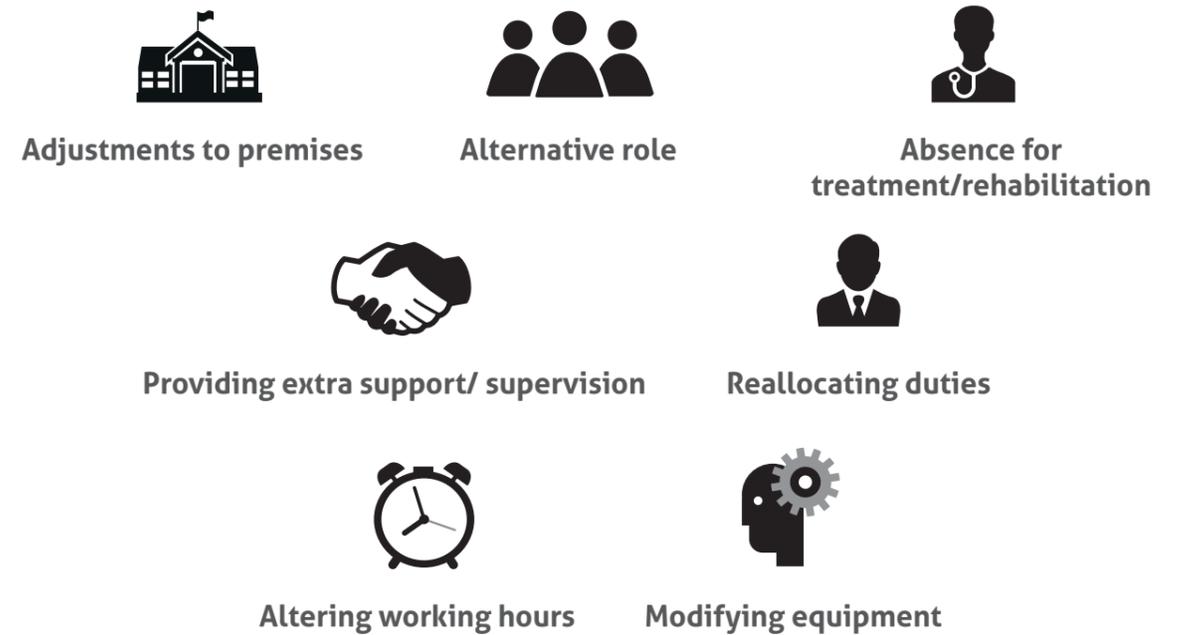
The reality can be very different. Cancer can have a significant impact on emotions too. A colleague may need to take their time to adapt both physically and mentally.



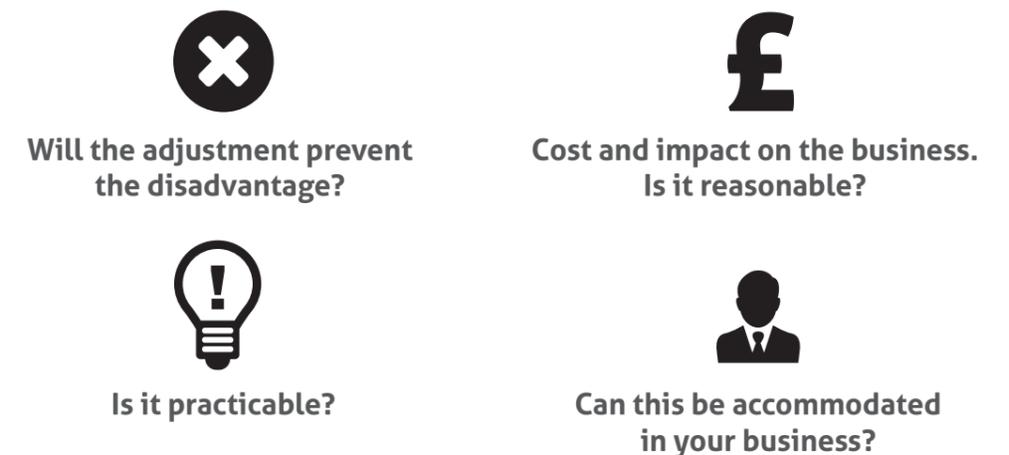
Equality Act 2010

- Disability is a protected characteristic • Cancer is a named condition considered to be a disability • Employees are covered from day of diagnosis for life
- Carers can request reasonable adjustments in accordance with the Act
- It is unlawful to treat an employee less favourably in relation to their cancer

Cancer - Duty to make reasonable adjustments



What is reasonable?



Reasonable Adjustments

These are examples of practical reasonable adjustments that can be applied to support an employee. It is not intended to replace medical or legal advice and is a guide to what type of supports can be put in place. For more complex cases, please obtain advice. When agreeing reasonable adjustments, please check employer policies and use HR to seek guidance as to what is available in the workplace based on business requirements:

- **A change of job role or change of job location may be required in the management of post-treatment side-effects to facilitate a return to work**
- **A phased return to work may take up to six to eight weeks to be effective following a long-term absence**
- **If the policy does not include a paid phased return, accrued holidays can be used to maintain pay for an employee**
- **Using current holiday allowance is not recommended**
- **Flexible starting and finishing times to accommodate travelling at peak periods or periods where health is more affected**
- **Time-off for medical appointments**
- **Agreed periods of home-working**
- **Document agreed adjustments in a plan to formalise them**

Fatigue

- Phased return to work
- Part-time and/or adjusted hours
- Reduce travelling during rush hour and a later start if medication causes morning fatigue. Consider suitability of shift work
- Plan and balance tasks
- Balance and break up less demanding/intensive tasks with physical work or work where concentration is required
- Micro breaks with consideration of a place to go to when needed
- Working from home where possible
- Adjustment of duties with consideration for reviewing the term of these adjustments (short or long-term, permanent)

Personal Care

- Provide suitable area for changing clothes with locked storage for required items such as: ostomy products; catheter equipment; disposal bags and wipes
- Toilets – provide a shelf

Cognitive

Cognitive impairment can impact on memory, concentration and ability to retain information. Multi-tasking, recall, counting, planning or work that involves a range of processes can be challenging for those affected by cognitive impairment:

- Identify a colleague who can provide support or assistance where required
- Provide reassurance as cognitive challenges can lead to anxiety about performance
- Allow additional time to complete tasks
- Performance-target adjustment
- Use of a laptop rather than writing notes or using a notepad
- Consider a desk/workspace in a less noisy or busy area
- Break down tasks and instructions for completion
- Use concise direction and instructions and back up with an email or list
- Use of prompts such as reminders on a mobile phone. Using a mobile phone camera to copy detailed written notes/presentations
- Use examples of work and templates for guidance

Mobility

- Parking space closer to entrance
- Ensuring accessibility in areas where using a wheelchair, crutches, or difficulty with stairs/walking distance will be challenging
- Desk/workspace on a ground floor
- Consider evacuation procedure

Visual

- Written information given in larger print
- Use of devices that use enabling software
- Consider lighting of work area

Temperature regulation

- Consider uniform/dress code. Could alternative clothing or clothing made from a lighter material be worn?
- Provision of a fan
- Consideration of seating position in relation to air conditioning/radiators/vents/draughts

Taking medication

- Break required to take medication
- Consider requirements to have food with medication and consider time/shifts in relation to this
- Privacy for administration of medication
- Provision of storage, for example, use of a fridge

Pain/swelling/loss of sensation

- Consider working environment and equipment in relation to duties. Arrange an assessment to identify if additional equipment is required, for example: a specialist chair; a telephone headset to replace handset; an ergonomic keyboard
- Provide additional time to complete tasks
- Microbreaks to allow movement or stretching

Policy Considerations



Employers should remember that a policy is not law



Is there scope for working outwith the policy which suits the employee and the business?



If in doubt, take advice

Maintaining compassion & dignity



Be honest



Be as open as you can



Be empathetic



Do not make promises you cannot keep



Seek advice

Fair dismissal due to capability



Dialogue – Discuss all options with the employee. Be open and honest.



Consider the impact of “generic” invitation letters on the employee



Do not leave the dismissal discussion with an employee



Ask the employee what they think. Could they come back to work in another capacity?



Seek medical advice

Risk of getting it wrong



Reputational risk for business and for individuals



Legal risk



Cost of defending claims



Compensation – Injury to feelings & loss of earnings



Loss of management time

Top Manager Tips

Good Practice Guidelines from senior leaders and people managers

1. Let the person set the pace. Give them that control.
2. Manage your emotions and think about how you would react.
3. Be empathetic. Try to understand from the employee's perspective.
4. Be ready to listen and don't be afraid to leave silences open.
5. Note taking should not impact on the conversation. Provide a summary at the end.
6. Be honest with your employee. You may need to take further advice.
7. Understand the employee's needs and what is required from both parties arising from the meeting.
8. Ask questions to fact-find. Know what you can do as a manager.
9. Check who is there for the employee. Consider who cares for them away from work.
10. Establish how often and the best method of keeping in touch with the employee.
11. Remember the policy and supporting documentation is there for guidance, they are not contractual.
12. If in doubt take advice.

Acknowledgements

Beatson Cancer Charity's Specialist Health and Work Service would like to thank everyone who helped to produce "We're with you at Work". By sharing your knowledge, skills and personal stories, your collaboration and support have created a document to be proud of.

We would like to thank The Scottish Government's Workplace Equality Fund, managed by Impact Funding Partners, for their vital financial support.

Special acknowledgment is given to Beatson patients for sharing their experience of cancer with us. We would also like to thank the families of Janette and Alec for allowing Beatson Cancer Charity to reproduce their images.

We are grateful to workingwithcancer.co.uk for allowing us to use the illustration on page 10.



“Beatson Cancer Charity pulled me out of such a dark place and got me back to work as a stronger person.”

Yvonne

Resources

Cancer specific resources

Cancer Research UK

www.cancerresearchuk.org/about-cancer/coping-with-cancer/coping-physically

Cancer charity offering information, advice and support.

Macmillan

www.macmillan.org.uk

Good for resources for the workplace for both employee and employer/work and cancer.

Beatson Cancer Charity

www.beatsoncancercharity.org

Supports people affected by cancer, every step of the way.

Cancer Support Scotland

www.cancersupportscotland.org

Provides free emotional and practical support to anyone affected by cancer, including family members and carers.

Marie Curie

www.mariecurie.org.uk

Care and support through terminal care.

Jo's Trust

www.jostrust.org.uk

The UK's leading cervical cancer charity.

Support Organisations

Access to Work Grant/Gov.uk

www.gov.uk/access-to-work/overview

A publicly funded employment support programme that aims to help more disabled people start or stay in work.

Advice/Citizens Advice Bureau

www.citizensadvice.org.uk/scotland

Impartial advice service on numerous areas.

Gov.uk

www.gov.uk

Resource for government approved information and services.

Health and Safety Executive

www.hse.gov.uk

Advice, guidance, news, templates, tools, legislation, and publications.

Health Scotland

www.healthscotland.com

National Health Board working with public, private and third sectors to reduce health inequalities and improve health.

Healthy Working Lives

www.healthyworkinglives.com

Offers free practical advice, information and support on workplace occupational health, safety and wellbeing.

Living Life to the Full

www.llttf.com

Mental health advice and self-help.

Mind - For Better Mental Health

www.mind.org.uk

Provides advice and support to empower anyone experiencing a mental health problem.

Moodjuice

www.moodjuice.scot.nhs.uk

Information and advice. Printable self-help booklets.

NHS Inform

www.nhsinform.co.uk

General health information and onward signposting links.

Scottish Association for Mental Health

www.samh.org.uk

Scotland's leading mental health charity.

Trade Union Congress

www.tuc.org.uk

Workplace guidance, training, research and analysis.

Wellbeing Glasgow

www.wellbeing-glasgow.org.uk

Offers a variety of self-help materials, groups and courses.

Steps for Stress

www.wellbeing-glasgow.org.uk

Wellbeing information and self-help guides.

Women's Aid Scotland

www.scottishwomensaid.org.uk

Advice, support and regional services.

Scottish Drugs Service

www.scottishdrugservices.com

Access contact information and details for over 200 agencies in Scotland who can help with drug treatment and care.

Get Self Help

<https://www.get.gg/selfhelp.htm>

Cognitive behaviour therapy self-help and resources, including worksheets and MP3s.

Cruse Bereavement Care Scotland

www.crusescotland.org.uk

Scotland's Bereavement Charity offering advice and support online and telephone.

Carers Trust Scotland

www.carers.org/country/carers-trust-scotland

Help and advice and an online community.

Pain Association Scotland

www.painassociation.com

A national charity that delivers professionally led pain management in the community.

Stroke Association

www.stroke.org.uk

Stroke Association is the leading charity in the UK changing the world for people affected by stroke. Website and telephone number provide advice and support services.

Parkinson's UK

www.parkinsons.org.uk

Help and advice and an online community.

Alzheimer's Society

www.alzheimers.org.uk

Advice, support and research.

Young Scot

www.young.scot/get-the-lowdown/articles/depression

Specific advice for young people.

See Me

www.seemescotland.org

See Me is Scotland's Programme to tackle mental health stigma and discrimination.

Breathing Space

www.breathingspace.scot

Free, confidential, phone service for anyone in Scotland experiencing low mood, depression or anxiety.

Beating Eating Disorders

www.b-eat.co.uk

Eating disorder charity offering support and services.

Headway

www.headway.org.uk

Life after brain injury 0808 800 2244
Call our free helpline 9am - 5pm, Monday to Friday.
Or email helpline@headway.org.uk

Combat Stress

www.combatstress.org.uk

Veteran's mental health charity.

Support in Mind Scotland

www.supportinmindscotland.org.uk

Support in Mind Scotland seek to support and empower all those affected by mental illness, including family members, carers and supporters.

Samaritans

www.samaritans.org

Available 24 hours a day to provide confidential emotional support for people who are experiencing feelings of distress, despair or suicidal thoughts.

Papyrus

www.papyrus-uk.org

Dedicated service for young people up to the age of 35. Hopeline UK number: 0800 068 4141, text: 07786209697 or email: emailpat@papyrus-uk.org

Rethink Mental Illness

www.rethink.org/carers-family-friends

Carer's support for mental health.

Pain Concern

www.painconcern.org.uk

Resources, community support, and research.

Asthma UK

www.asthma.org.uk

Expert advice and support.
Tel. helpline: 0300 222 5800

Maggie's Centre

www.maggiescentres.org

National centres offering support to cancer sufferers and their families.

Pain Association Scotland

www.chronicpaininfo.org

Self-management for chronic pain.

Sign Guidelines

www.sign.ac.uk

Patient booklet for dealing with chronic pain.

Crohn's and Colitis UK

www.crohnsandcolitis.org.uk

Providing practical, financial and support for digestive diseases that affect gut, liver and pancreas.

Deaf Action

www.deafaction.org.uk

A charity that works for an equal and better future for deaf, deafened, deafblind and hard of hearing people. 0131 556 3128 /txt phone 0131 557 0419, admin@deafaction.org

My Diabetes My Way (NHS Scotland)

www.mydiabetesmyway.scot.nhs.uk

Interactive diabetes website to help support people who have diabetes and their family and friends.

Diabetes Research and Wellness Foundation

www.drwf.org.uk

Network and support service.

Guts UK

www.gutscharity.org.uk

Organisation that aims to raise awareness of digestive diseases, their symptoms and impact.

Epilepsy Scotland

www.epilepsyscotland.org.uk

Comprehensive support service for people with epilepsy.

Action for M.E.

www.actionforme.org.uk/employers-and-teachers-employers

Comprehensive support service for people with chronic fatigue and M.E.

British Heart Foundation

www.bhf.org.uk/health-at-work

Promoting workplace health and wellbeing.

HIV Scotland

www.hivscotland.com

HIV Scotland exists to ensure that all HIV relevant policy and practice in Scotland is grounded in evidence and in the experience of people living with and affected by HIV.

Hysterectomy Association UK

www.hysterectomy-association.org.uk

The Hysterectomy Association gives women information & support about hysterectomy.

Versus Arthritis

<https://www.versusarthritis.org/>

They provide emotional and practical support, and information to people with arthritis to help them manage their condition.

Kidney Care

www.kidneycareuk.org

Counselling, advocacy and support services.

British Lung Foundation

www.blf.org.uk

Health information and local support.

Endometriosis UK

www.endometriosis-uk.org

Provides vital support services, reliable information and a community for those affected by endometriosis.

Organ Donation Scotland

www.organdonationscotland.org

Information and advice for patients and families, join the organ donation register online.

Parkinson's UK

www.parkinsons.org.uk

Charity organisation offering advice and support. Telephone line: 0344 225 3724

Association for Post-Natal Illness

www.apni.org

Post-natal advice and support.

Telephone: 0207 386 0868 Email: info@apni.org

Royal National Institute of Blind People

www.rnib.org.uk/scotland-how-we-can-help/employment-support

RNIB Scotland supports blind and partially sighted people in finding work, and helps those already in work to retain their jobs.

Spinal Injuries Scotland

www.sisonline.org

Spinal Injuries Scotland provide a wide range of services available to those with a spinal cord injury as well as their friends and family.

Ileostomy and Internal Pouch Support

www.iasupport.org

Providing support for people with ilieostomies and internal pouches.

Chest, Heart and Stroke Association

www.chss.org.uk

Information and support.

Telephone Helpline: 0808 801 0899

Stroke Association

www.stroke.org.uk

The only UK-wide charity solely concerned with combating stroke in people of all ages.

Telephone helpline: 03033 033 100

British Thyroid Foundation

www.btf-thyroid.org/information/leaflets

Leaflets containing comprehensive information on thyroid conditions.

Drink Aware

www.drinkaware.co.uk

Drinkaware is an independent charity working to reduce alcohol misuse and harm in the UK.

Alcohol Focus Scotland

www.alcohol-focus-scotland.org.uk

Information, training and resources.

Alcoholics Anonymous

www.alcoholics-anonymous.org.uk

Advice and information for professionals and contacts for people with alcohol problems to speak to their peers.

Scottish Families Affected by Drugs & Alcohol

www.sfad.org.uk

Help and advice for families affected by alcoholism.

Armed Services Advice Project

www.adviceasap.org.uk

Support for armed forces community families.

The Money Advice Service

www.moneyadvice.org.uk

Free and impartial money advice.

Pay Plan

www.payplan.com/Scotland

Tailored advice and guidance for residents in Scotland who are experiencing debt problems.

Money Matters

www.moneymattersweb.co.uk

Online tools and regional surgeries.

Citizens Advice Bureau

www.citizensadvice.org.uk/scotland/debt-and-money

Free Debt Advice.

Step Change

www.stepchange.org

Free debt advice online or on the phone.

Talk to Frank

www.talktofrank.com

A to Z list of substances explains appearance and use, effects, chances of getting hooked, health risks and UK law.

Employment Resources

Advisory, Conciliation and Arbitration Service (ACAS)

www.acas.org.uk

Information, advice, training, conciliation and other services for employers and employees to help prevent or resolve workplace problems. Telephone helpline: 0300 123 1100.

Bullying UK

www.bullying.co.uk/bullying-at-work

Online support, forums and helpline: 0808 800 2222.

Supplier Development Programme

www.sdpscotland.co.uk

SDP is a partnership of Local Authorities and Scot Gov (third sector) working together to bring your business support in all aspects of tendering.

Mygov.scot

www.mygov.scot

Information about and access to public services in Scotland for people and businesses.

Business Gateway

www.bgateway.com

Online support, advice and workshops.

Federation of Small Business

www.fsb.org.uk

Advice, financial expertise and support.

Scottish Chambers of Commerce

www.scottishchambers.org.uk

A global business network, representing more than 12,000 companies and over 50% of Scotland's private sector workforce.

Ability Net

www.abilitynet.org.uk

Ability Net exists to change the lives of disabled people by helping them to use digital technology at work, at home or in education.

Equality & Human Rights Commission

www.equalityhumanrights.com

A national equality body recognised by the United Nations. Provides advice and guidance on human rights.

Open Ergonomics

www.openerg.com

A professionally qualified ergonomics research and consultancy company.

Skills Development Scotland

www.skillsdevelopmentscotland.co.uk

Skills Development Scotland is the national skills body supporting the people and businesses of Scotland to develop and apply their skills.

Thank you to our partners and funders



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