

Equality Outcomes and Mainstreaming Report 2019



Scottish Government
Riaghaltas na h-Alba
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1. MINISTERIAL FOREWORD



Scotland has a long and proud tradition of challenging disadvantage, discrimination and inequality wherever it occurs and it is this tradition that has helped to inform the work that the Scottish Government is taking forward to ensure that every person and every community in our country is able to achieve their full potential.

That work reflects our commitment to equality and to ensuring that we do all that we can to open up opportunity by delivering a strong, sustainable economy and supporting a fairer society. Those go hand in hand and are underpinned by our desire to create opportunities and to take action where barriers exist.

This report provides an important opportunity to mark our progress on that journey. It provides an update on how we are continuing to improve our performance and making progress towards achieving the equality outcomes we set in 2017.

Since we published our last report in 2017, achievements include the passing in 2018 of the Gender Representation on Public Boards (Scotland) Act 2018; the opening in September 2018 of our new Social Security agency and, as Minister for Older People and Equalities, I was particularly pleased to see in April this year the publication of our Older People's Framework.

However the challenges that face our communities are deep-rooted and long-standing. For example while last year provided a welcome opportunity to celebrate the centenary of some women gaining the right to vote in the UK, it also cast light on areas where we still need to work to achieve gender equality, such as by continuing to close the gender pay gap. We have just recently published our first Gender Pay Gap Action Plan which highlights over 50 actions we will be taking to tackle the causes of the gender pay gap. So we will continue to work with all of our stakeholders to learn from their lived experience and to use that learning to be as good as we can be in our policy and practice.

Scotland is an outward looking and progressive country and it is my intention to ensure that no one should be defined by the circumstances or characteristics of their birth, or held back by poverty, ethnicity or culture. I know that effecting change requires a long-term commitment to promoting equality and that the progress we have made to date has only been possible because of our commitment to working collaboratively with our partners. That is why, going forward my focus will be on building on those relationships to drive the pace of change.

A handwritten signature in black ink that reads "Christina McKelvie".

Christina McKelvie MSP
Minister for Older People and Equalities

2. PERMANENT SECRETARY'S STATEMENT



The Scottish Government is committed to public service, improving outcomes for the people of Scotland and aspiring to be an exemplar in all that it does.

Our role as civil servants is to deliver the Scottish Government's Purpose – to focus on creating a more successful country, with opportunities for all of Scotland to flourish, through increased wellbeing and sustainable and inclusive economic growth.

In order to achieve this ambitious aspiration, we need to be fully representative of modern Scotland and the public and communities we serve. In 2017, our Graduate Development Programme – a fast-track programme to senior leadership – attracted nearly 12% of applications from minority ethnic candidates. I am pleased to see progress – but remain impatient for further change. So we have signed up to Business in the Community's Race at Work Charter to sharpen our resolve on achieving race equality in Scottish Government. In 2018 we had the opportunity to improve the diversity of our workforce through external recruitment. Increased diversity was a key success indicator for that campaign – our successful group appointed was made up of 7% minority ethnic candidates, 8% declared disabled and 12% identified as LGBT.

The Scottish Government also wants Scotland to be a world-leading Fair Work Nation by 2025 where everyone has a right to equality of opportunity and able to fulfil their potential, free from the barriers that limit ambition. We are committed to ensuring Scottish Government workplaces are environments where everyone feels respected and supported, demonstrating equal opportunity in the workplace, both in principle and in practice.

Tackling poverty and inequality in Scotland is a central aim of the Scottish Government. Work is progressing to tackle the gender pay gap, to halve the disability employment gap, to move more minority ethnic people into employment, and to ensure they are employed in jobs appropriate for their level of skills, qualifications and experience. The Scottish Government as an employer is playing its part in these ambitions.

The opening of the new social security agency, Social Security Scotland, marks a fundamental shift in the delivery of social security as a human right, underpinned by the values of dignity, fairness and respect. The agency's recruitment strategy engages with equalities groups, stakeholders, local communities and partners, to raise awareness of available employment opportunities and to build a workforce which reflects Scottish society and the people they serve.

Scotland is a rich and diverse tapestry of peoples and cultures and there should be no barriers to talented people building a career in Scottish Government. I continue to strive for a diverse workforce in order to gain broader insights, increase challenge, engage more fully with all of our stakeholders and ultimately support Ministers better to make decisions that will benefit the whole of Scotland.

LESLIE EVANS
Permanent Secretary

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4. EXECUTIVE SUMMARY

Whilst significant advances have been made in tackling discrimination and disadvantage, some people in Scotland still experience significant inequalities and some of these can be long-standing and deep-rooted. Public authorities, including the Scottish Government, make decisions that affect the lives of people in Scotland and we have a duty to consider how to promote equality, foster good relations, address inequalities and ensure that policies and actions are not unjustly discriminatory. Equality is thus an integral part of our business and the public sector equality duty provides a framework to help us deliver effectively.

This document provides an update on how the Scottish Government is making progress on incorporating equality across its activities and in moving towards the achievement of its equality outcomes, set in 2017, by 2021.

4.1 The Scottish Government as a policy maker

Building on policies and legislation already in place, the Scottish Government has introduced measures over the last two years to strengthen provision and to help advance equality. These include creating the legal framework to increase the diversity and gender balance of public boards and ensuring that the delivery of social security in Scotland is seen as a human right underpinned by the values of dignity, fairness and respect.

Within the Social Security and Older People portfolio, the Minister for Older People and Equalities has lead Ministerial responsibility for equality. It is an agenda championed by the Cabinet as a whole and is reflected in work across portfolios, and thus woven into the Scottish Economic Strategy, the Programme for Government and the Scottish budget.

This report highlights the Scottish Government's commitment to strengthening data and evidence to support equality analysis and assessment. Our [Equality Evidence Finder](#), which was refreshed in November 2018, is a key resource for the Scottish Government, public authorities and other organisations to find equality evidence to inform policy and decision-making.

Scotland remains a leader in its approach to incorporating equality considerations in its spending plans. 2018 marked the tenth anniversary of the [Equality Budget Statement \(EBS\)](#); a statement on the equality impacts of the budget which is published alongside the Scottish Budget and represents a clear ongoing commitment to putting equality at the heart of the Scottish Budget.

The Scottish Government values its stakeholders and places considerable emphasis on working collaboratively with communities. The report highlights activity around communication and engagement including support for a range of organisations and projects designed to increase the capacity and voice of equality communities and those experiencing discrimination or disadvantage. The report acknowledges the importance of developing wider and more innovative means of participation and dialogue.

4.2 The Scottish Government as an Employer

The Scottish Government's commitment to Fair Work is a key part of its agenda. Our Business Strategy and People Strategy continue to promote equality, diversity and the need to 'be the Scotland we want to see'. We have committed to high-level actions including signing the Fair Work agreement with our Trade Unions setting out our commitment to being a model Fair Work employer; and, agreeing in 2019 in the Gender Pay Action Plan to conduct an equal pay audit.

The previous mainstreaming report referenced constraints around resourcing given limited opportunities to conduct centrally managed external recruitment campaigns. In 2018, we had an opportunity to improve the diversity of our workforce through our external campaign to recruit around 150 middle managers. Using increased diversity as a key success indicator, we secured an application pool comprising of applications from 8% minority ethnic candidates, and the successful group appointed was made up of 7% minority ethnic candidates. We will be sharing the learning from this with others to inform recruitment practise more generally in our organisation as part of a wider policy review.

The report highlights specific measures designed to expand the diversity of the workforce and equality of opportunity in recruitment and resourcing: The five year [Equalities Action Plan for Modern Apprenticeships MAs in Scotland](#) outlines the role Skills Development Scotland can play in stimulating change in the short, medium and long-term, specifically the challenges to improving the participation of disabled, care experienced and minority ethnic groups in Modern Apprenticeships, as well as addressing gender imbalance within uptake of some occupational frameworks. In 2019 Skills Development Scotland will publish a full equality impact assessment of its apprenticeship scheme, and identify improvements in equality and diversity.

The report emphasises the importance of staff engagement, measured through our annual People Survey, and support for the revitalisation of strong diversity networks. Since it was introduced in 2017 the number of positive responses to the People Survey question "the Scottish Government is committed to creating a diverse and inclusive workplace" has increased by 2 percentage points.

The report provides summary and detailed tables of employee information and the gender pay gap.

4.3 Equality Outcomes

In April 2017, the Scottish Government set a suite of equality outcomes that it expects to move towards by 2021. These are on the following topics:

- Children Affected by Domestic Abuse and the Justice System
- Participation in Decision Making (Ministerial Public Appointments)
- Employment (both as an employer and as a policy maker)
- Mental Health
- School Education
- Violence Against Women and Girls
- Social Security
- Hate Crime

This report provides information on progress to date and activity being undertaken on each outcome. As can be seen from the update reports in section two of this report, progress is being achieved across the programmes of work around each of the outcomes. We will report further progress by the end of the reporting period in 2021.

5. INTRODUCTION

5.1 Background and Structure

1. [Section 149 of the Equality Act 2010](#) (the '2010 Act') places a general duty (known as the Public Sector Equality Duty (PSED)) on public authorities to have due regard to: eliminating discrimination, harassment and victimisation; advancing equality of opportunity; and fostering good relations between persons who share a protected characteristic and those who do not. Scottish Ministers have supplemented the general duty by placing detailed requirements on Scottish public authorities through the [Equality Act 2010 \(Specific Duties\) \(Scotland\) Regulations 2012](#) (as amended).
2. The 2012 Regulations require listed public authorities (including the Scottish Government) to publish the following:
 - 2.1. A report on the progress it has made to make the equality duty integral to the exercise of its functions so as to better perform that duty ([Regulation 3](#)). These reports must be published every two years. The Scottish Government's [last report was published in 2017](#);
 - 2.2. A set of equality outcomes which it considers will enable it to achieve a result that will further one or more of the needs mentioned in section 149(1) of the 2010 Act ([Regulation 4](#)). Sets of outcomes must be published every four years, with reports on progress published two years after the outcomes have been set. The Scottish Government's 2017 mainstreaming report included a new set of outcomes;
 - 2.3. An annual breakdown of the composition of the workforce and the recruitment, development and retention of employees with respect to, in each year, the number and relevant protected characteristics of staff, as well as details of the progress that the authority has made in gathering and using that information to enable it to better perform the equality duty ([Regulation 6](#)). This information must be published every two years, on the same cycle as those reports published in relation to Regulation 3 (see above). The mainstreaming report published in 2017 (see above) contained the relevant information on employees;
 - 2.4. Information on the percentage difference among its employees between men's average hourly pay (excluding overtime) and women's average hourly pay (excluding overtime) ([Regulation 7](#)). This information must be published every two years, and was last published by the Scottish Government in 2017, as part of its mainstreaming report; and
 - 2.5. A statement specifying the policy on equal pay as between: men and women; persons who are disabled and persons who are not; and persons who fall into a minority racial group and persons who do not. Simultaneously, it is necessary to show occupational segregation amongst employees, that is the concentration in particular grades and occupations of: men and women; persons who are disabled and persons who are not; and persons who fall into a minority racial group and persons who do not ([Regulation 8](#)). These statements must be published every four years, and were last published by the Scottish Government in 2017.

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3. The Scottish Government's reporting requirements in 2019 are, therefore:
 - 3.1. A report on progress on making the equality duty integral to the exercise of its functions (Regulation 3);
 - 3.2. An update on the outcomes set in 2017 (Regulation 4);
 - 3.3. The composition of the workforce, and use of that information (Regulation 6); and
 - 3.4. Information on the gender pay gap (Regulation 7).
 4. In light of these requirements, this report is in three parts, as follows:
 - 4.1. Part 1 and ANNEX A relates to Regulations 3 and 7 and reports on the processes that underpin the mainstreaming of equality in the Scottish Government and its Agencies;
 - 4.2. Part 2 reports on Regulations 4 and outlines what has been achieved to deliver the outcomes set out in the 2017 Report; and
 - 4.3. Part 3 relates to Regulations 6 and 7, and reports on the collection and use of employee data as well as on the gender pay gap.

5.2 Coverage of this Report

5. The schedule accompanying the 2012 Regulations lists the Scottish Ministers as a public body which requires to publish a report under the Regulations. Two separate matters are covered in this report. The first is the policy making function of Ministers, and the second relates to the employees supporting Ministers. Although those two matters overlap, there are slight differences in coverage.
6. Regulations 3 (insofar as mainstreaming relates to policy) and 4 relate to the core Scottish Government directorates and all of its executive agencies (except the Scottish Prison Service, which produces its own report). For the avoidance of doubt, the executive agencies covered by this report are:

Accountant in Bankruptcy
Disclosure Scotland
Education Scotland
Scottish Public Pensions Agency
Social Security Agency
Student Awards Agency for Scotland
Transport Scotland

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7. For administrative convenience, the employees in a number of organisations are either linked to the terms and conditions of employees of the Scottish Government or are staffed by Scottish Government staff on secondment. Consequently, in this report, Regulations 3 (insofar as mainstreaming relates to employees), 6, 7 and 8 cover:
 - 7.1. The core Scottish Government directorates and all executive agencies (except the Scottish Prison Service, which publishes its own report);
 - 7.2. Scottish Government Core, Agencies, Non-Departmental Public Bodies and Other Bodies;
 - This report contains tables showing the diversity statistics for Scottish Government employees as at 31 December 2018.
 - 7.3. The statistics cover public bodies including: Office of the Scottish Charity Regulator, Scottish Housing Regulator, Revenue Scotland, Food Standards Scotland, National Records of Scotland;
 - 7.4. All Scottish Government staff on secondment. For the purposes of this report, secondment is taken to mean that the Scottish Government remains the parent organisation and the staff remain subject to Scottish Government terms and conditions. There are a number of organisations that are either largely or wholly staffed by Scottish Government staff; and
 - 7.5. For the avoidance of doubt, the report excludes Scottish Government staff on assignment, which is taken to mean staff whose terms and conditions are determined by the importing organisation.
 8. This report also does not report on the Fairer Scotland Duty, also known as the socio-economic duty, which is set out in Section 1 of the 2010 Act and therefore dealt with separately.

6. PART 1 – MAINSTREAMING EQUALITY

6.1 Scottish Government Structure

9. The 8,571 Civil servants in the Scottish Government are deployed in six Directorates General, which in turn are divided into over thirty Directorates, which consist of a number of Divisions. Each Division is a discrete policy area, typically headed by a member of the Senior Civil Service. In addition, there are a number of executive agencies, which are part of the Scottish Government and generally have a strong focus on the management and direct delivery of public services, but can also provide strategic policy input. More information on the Scottish Government's structure can be found [here](#).
10. The Scottish Government is both a policy making organisations and a major employer. Consequently, mainstreaming can be looked at from both of those perspectives. Responsibility for policy decisions rests with Scottish Ministers, who are accountable to the Scottish Parliament; decisions on the day to day running of the Scottish Government are the responsibility of the Permanent Secretary, who is the principal accountable officer for the Scottish Government and has personal responsibility for the propriety and regularity of government finance and for economic, efficient and effective use of all related resources. More information on the role of Ministers can be found [here](#), and information on the role of the Permanent Secretary can be found [here](#).
11. Specialised support for mainstreaming is provided by the Equality Unit, which works across the Scottish Government to embed equality in all policy areas.

6.2 Mainstreaming in Policy Making

12. More information on the Scottish Government's mainstreaming activities and responsibilities, including access to published equality impact assessments (EQIAs) can be found [here](#). In general, and as mentioned above, the smallest discrete policy making unit is normally a Division. Scottish Government procedures are therefore anchored at the Divisional level. There are three processes that support mainstreaming in policy development:
 - 12.1. Support to prepare equality impact assessments (EQIAs);
 - 12.2. A governance structure that includes an assessment of the delivery of equality measures across the Scottish Government; and
 - 12.3. Action plans and strategies that focus on particular policy areas or protected characteristics, for example, the Race Equality Action Plan.

It may be helpful to consider each of those processes in turn.

6.3 Policy Making: Equality Impact Assessments

13. The Scottish Government's policy is that EQIAs are a basic requirement of good, evidence based policy making. They are seen as a structured process undertaken when developing or revising a policy or practice that uses evidence to better understand the impacts on people because of particular characteristics. EQIAs are seen not simply as a document, but as an activity that is undertaken to identify options and actions to maximise the potential benefits of a particular policy and to further improve outcomes, as well as minimising or negating potentially negative impacts.
14. Online guidance is provided to help officials navigate through the process. Broadly speaking, that guidance emphasises that the preparation of EQIAs should begin early in the policy cycle, and in particular to be compliant with the law EQIAs must not be carried out after a policy has been designed. Consequently, there is a two stage process:
 - 14.1. An initial screening exercise that assesses the aim and outcomes of the policy, how those might impact on people who share one or more of the protected characteristics and what might prevent outcomes being achieved. This process determines whether or not an EQIA is required;
 - 14.2. If it is decided that an EQIA is not required, a declaration form to that effect must be completed. To emphasise how important such a decision is, the declaration form must be signed off at deputy director level or above (that is, by a head of division, or above, all of whom are members of the senior civil service); and
 - 14.3. If an EQIA is required, an EQIA record template must be completed. There is additional information on the process for completing an EQIA below. Once the template has been completed it must also be signed off by a deputy director or above, and a summary published on the Scottish Government's website.
15. Completion of an EQIA template is a multi-stage process, the principal components of which are:
 - 15.1. Framing workshops that bring together policy officials and analysts to explore possible impacts of the proposed policy and to start to gather evidence;
 - 15.2. Evidence gathering, involvement and consultation including collecting existing and new information about the needs of people with protected characteristics affected by the proposed policy, and may include involving or consulting relevant equality groups or communities;
 - 15.3. Assessing the impact and identifying mitigating actions, which involves considering positive, negative and neutral impacts, including both direct and indirect impacts and consequences of the proposed policy or practice; and
 - 15.4. Decision making and monitoring, which includes describing how the EQIA has helped to shape policy formulation, identifies any mitigating action and builds equality into the monitoring and evaluation processes.

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16. In addition to the written guidance, the Equality Unit can provide specialised advice and support at any point in the process.
 17. [Equality Evidence Finder](#), which was refreshed in November 2018 is a key resource for the Scottish Government, public authorities and other organisations to find equality evidence to inform policy and decision making.
 18. EQIAs are produced across the range of the Scottish Government's activities and can be found on relevant Scottish Government web pages.

6.4 Policy Making: Governance

19. The importance of EQIAs and equality mainstreaming more generally is recognised in the Scottish Government's governance structure. The procedure for accounting for public funds is as set out the Scottish Public Finance Manual (for more information, see [here](#)). In particular all heads of division must complete a certificate of assurance (for more information on certificates of assurance see [here](#)). The certificate of assurance that applies to the core of the Scottish Government (in essence, the six Directorates General) require heads of division to certify that EQIAs have been carried out as appropriate, and that equality has been taken into account when necessary in the policy making process.
20. Certificates of assurance by heads of division inform a governance process that leads through Directors and Directors General to the Permanent Secretary. This process is designed to ensure that EQIAs and equality more generally is embedded throughout the Scottish Government. An assessment of the governance process covering 2017-18 showed that over 98% of the Scottish Government divisions are substantially confident that all new or revised policies, activities and projects in that area are assessed for their impact on equality groups, and that EQIA results are published within the reasonable period required by legislation.
21. The Fair Work Action Plan commits the Scottish Government to embedding Fair Work across portfolios. This includes a Fair Work and Gender Equality Ministerial Working Group to drive a strategic approach to embedding Fair Work across Ministerial portfolios through a cross-portfolio approach. We will appoint a Scottish Government Fair Work Champion and Directorate-level Fair Work Actions Plans, once rolled out, will set out current and planned actions to mainstream Fair Work into policy areas and activities specific to the Directorate. The Scottish Government Fair Work Champion and Directors will be supported by a Fair Work and Gender Equality Officials Working Group.

6.5 Policy Making: Procurement

22. Scottish Government published its [updated procurement strategy](#) in March 2018 setting out how it intends to carry out procurements regulated by the [Procurement Reform \(Scotland\) Act 2014](#) and the first [annual procurement report](#) was published in July 2018 covering reporting period January 2017 to March 2018. These documents introduce a level of transparency into public procurement and are the main way by which compliance with the provisions in the Act that are used to advance equality through procurement: the sustainable procurement duty; use of community benefit requirements; steps to engage with supported businesses; and fair work considerations is reported upon.
23. Within the reporting period, 13 contracts to supported businesses were awarded at a value of £9.7 million, with a further four supported businesses as subcontractors. This included the award of Fair Start Scotland and Work First Scotland contracts to two supported businesses providing employment for disabled and disadvantaged workers at a value of £33.8 million over a three-year period. The Scottish Government's approach to addressing equality considerations through the 2017 Interpreting, Translation, and Transcription Services framework provided access to public services for those whose first language is not English who would otherwise be excluded from using those public services. The use of community benefit requirements in just two of these contracts resulted in three apprenticeships + three hours per month STEM support in schools (Low Income Benefits contract), and 1 internship for a disabled person (Disability Benefits contract).

6.6 Equality Budget Process

24. The Scottish Government has a strong commitment to promoting equality and tackling inequality which is reflected in the way in which the Budget is allocated and is internationally recognised for the work it already does through its qualitative assessment of the impact of spend on protected characteristics and the publication of this assessment alongside the main draft budget. The equality analysis and impact assessment of the Scottish Government's spending plans inform the Equality Budget Statement (EBS), a document which is published every year alongside the Draft Budget.
25. 2018 marked the tenth anniversary of the [Equality Budget Statement \(EBS\)](#); a statement on the equality impacts of the budget which is published alongside the Scottish Budget and represents a clear ongoing commitment to putting equality at the heart of the Scottish Budget. At its most basic, the Scottish Budget takes the strategic policy direction set by government and builds a budget of revenue raising and spend that reflects these key priorities. The EBS analyses the Scottish Budget in relation to its impact on people who live in Scotland, with a particular focus on their protected characteristics and socio-economic circumstances. This analysis is in terms of expenditure but also in terms of the manner in which revenue is raised. An analysis of the impact of income tax changes across income groups and with respect to age, gender and disability is published alongside the Budget.

26. The EBS is a continually evolving process. Working with the Equality Budget Advisory Group and in line with the recommendations of the Scottish Parliament's Budget Process Review Group we will be moving to produce new equality budget analysis prior to summer recess in 2019. This timing will allow equality assessment to inform future pre-budget scrutiny by Parliamentary Committees and future Programmes for Government. We have also committed to explore new approaches such as the cumulative distributional analysis of tax, benefits and spend to see if this analysis is practical and sensible in helping us to improve our understanding of the impacts of the budget.

6.7 Mainstreaming Equality in Scottish Government Agencies

27. Scottish Government Executive Agencies are progressing a range of activities to mainstream equality (Annex A). Examples include:

- Scottish Public Pensions Agency (SPPA) – All staff are required to undertake mandatory training on 'Equality and Diversity' and 'Unconscious Bias'. The Agency have also offered awareness sessions on Disability, Dementia, Mental Wellbeing and Building Personal Resilience;
- Accountant in Bankruptcy (AiB) – As the agency develops its policies full consideration is given to the impact that it will have on people. AiB carries out Equality Impact Assessments which helps consider equality issues, in particular the impact and barriers on people who share 'protected characteristics';
- The agency (AiB) uses the Scottish Government supported business framework. A supported factory/business is "an establishment where more than 30% of the workers are disabled persons who by reason of the nature or severity of their disability are unable to take up work in the open labour market". Supported Factories and Businesses have a valuable role in assisting people with disabilities to integrate into the labour market and in helping to improve their overall independence and wellbeing, which is crucial in building a healthier and fairer Scotland. The most recent example includes the purchase of signage for the office;
- Scottish Public Pensions Agency (SPPA) – was awarded in June 2018 the Investors in People – 'Health and Wellbeing Award'. The Award focuses on the Standard's foundations of Leading, Supporting and Improving people as well as assessing the Agency against three additional constructs of Physical, Psychological and Social Wellbeing. They have trained their own Mental Health First aiders and completed significant training on Mental Health Awareness within the Agency to support both individuals on a personal level and our managers; and
- Student Awards Agency Scotland (SAAS) – As part of the recommendations which arose from the Scottish Government Student Support Review, SAAS have been allocated £150,000 to extend our outreach, communications and engagement programme to strengthen the child poverty offer. Focusing on high risk groups – lone parents, young families, ethnic minorities and families with disabled children – and will provide targeted support by raising awareness of our services to those who need it most. This was highlighted in the Programme for Government 2018-2019 – Chapter 3 The Best Place to Grow Up and Learn. SAAS championed the Scottish Government's Year of Young People (YOYP). In collaboration with partners YoungScot, included a number of YOYP ambassadors in the design and delivery of SAAS National Stakeholder conference.

6.8 Policy Making: Specific Initiatives

28. In addition to the embedding of equality considerations in the policy making process, there are specific initiatives aimed at addressing particular needs across a range of protected characteristics that have been identified as priorities. These include, but are not restricted to the following:
29. [A Fairer Scotland for Disabled People](#). Since publication in December 2016 the Scottish Government and partners are progressing over 90 cross government commitments, which will go a long way in making life for disabled people in Scotland fairer. The Scottish Government set out its ambition to reduce the disability employment gap by more than half. The Minister for Business, Fair Work and Skills launched [A Fairer Scotland for Disabled People: Employment Action Plan](#) on 11th December 2018 which includes a commitment to set targets for the recruitment of disabled people to the Scottish Government workforce. We have seen recent improvements in the employment rate of disabled people, but we know they remain more likely to be out of work and to live in poverty.
30. Publication of the first ever [British Sign Language \(BSL\) National Plan in October 2017 setting out](#) long-term goals for BSL in Scotland, covering early years and education; training and work; health, mental health and wellbeing; transport; culture and the arts; justice and democracy. A national progress report will be published in 2020, alongside a further set of actions for delivery before the end of the plan in 2023.
31. Following publication in March 2017 of the Mental Health Strategy 2017-2027 a [progress report was published on 26 September 2018](#) which summarises the achievements that have been made since the Strategy's publication, as well as the progress expected over the next twelve months.
32. The next Scottish Parliament election is scheduled for 2021 and local Government elections in 2022. A feasibility study is underway to explore options for improving the accessibility of elections for people with disabilities. The study, due for completion in 2019, will produce recommendations for pilots or trials. In 2016 the Access to Elected Office Fund for disabled candidates for the Scottish Parliament was initiated, and will be retained for the 2021 election. The fund offers support to disabled people seeking election and was successful in supporting candidates to get elected in the Local Government elections in 2017 and continues to operate for by-elections.
33. Building upon the Race Equality Framework published in March 2016. The Scottish Government published the [Race Equality Action Plan and Highlight Report](#) in December 2017 outlining more than 120 actions to secure better outcomes for ethnic minorities in Scotland. At the first annual Race Equality Action Plan Conference in December 2018 the Minister for Older People and Equalities met with key stakeholders and gave the keynote address highlighting the work that has been done so far as well as the areas for continued development. As part of the Action Plan, in recognition of the multiple barriers experienced by Gypsy Travellers, a Ministerial working group is focusing on the four key areas of accommodation, education, poverty and health. A set of draft actions will be published in spring 2019, and following consultation the Scottish Government will publish a firm set of commitments that are to be delivered before May 2021.

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34. The second [New Scots refugee integration strategy](#), developed in partnership with COSLA and the Scottish Refugee Council, was published in January 2018. The [End of Year 1 progress report](#) on New Scots was published on 2 April 2019.
 35. We are working with partners to develop an anti-destitution strategy covering people with No Recourse to Public Funds (NRPF) and [published new Scottish guidance](#) on NRPF on 27 February 2019. The new guidance will be available online in a more user-friendly form, which will provide information and practical tools to assist decision-making and service delivery.
 36. We remain committed to welcoming refugees arriving for resettlement. To date, Scotland has received over 2,750 people under the Syrian Resettlement Programme since October 2015 into all 32 local authorities.
 37. Decisive action is being taken to ensure women are represented in senior and decision making roles, including in the boardroom. Using new powers transferred through the Scotland Act 2016, the [Gender Representation on Public Boards \(Scotland\) Act 2018 received Royal Assent on 9 March 2018](#). The new duties will be brought into force when Scottish Ministers have published guidance and made regulations setting out the reporting arrangements under the Act.
 38. A Gender Pay Gap Working Group that includes stakeholders such as Close the Gap, Equate, Engender and STUC. The Working Group helped to inform the development of the Fairer Scotland for Women: [Gender Pay Gap Action Plan](#) which was published on 8 March 2019. The action plan outlines the cross Government approach and sets out the steps we will take in partnership with stakeholders, to tackle the causes of the gender pay gap in Scotland. The plan will address labour market inequalities faced by women, particularly disabled women, minority ethnic women, older women, women from poorer socio economic backgrounds and women with caring responsibilities. It is part of our approach to delivering fair work and builds on many existing Scottish Government strategies.
 39. The Minister for Business, Fair Work and Skills continues to chair a working group which is undertaking action to tackle pregnancy and maternity discrimination in the workplace. Work has included improving the quality and promoting the availability of guidance to pregnant women. The First Minister's National Advisory Council on Women and Girls (NACWG) published their [2018 Report and Recommendations](#) on 25 January 2019. [The First Minister delivered the initial Scottish Government response at a NACWG event on 30 January 2019](#).
 40. On 27 February 2019, the Scottish Government published the [Fair Work Action Plan](#) which sets out our approach to achieving the vision of Scotland becoming a world-leading Fair Work Nation by 2025. The Action Plan commits the Scottish Government to taking actions to support employers to adopt Fair Work practices; deliver Fair Work for a diverse and inclusive workforce; and, to embed Fair Work across the Scottish Government. We are committed to working with the Fair Work Convention, trade unions, workers and employers to ensure we remain at the forefront of progressive policy thinking and action around Fair Work. Actions we are taking include, using our financial powers, through Fair Work First, to make Fair Work the norm; developing a Fair Work Framework benchmarking tool for employers; delivering a refreshed Scottish Business Pledge; instilling a Fair Work ethos in our future workforce and business leaders; extending the Workplace Equality Fund; supporting trade unions embed Fair Work in workplaces; responding

to the Fair Work Convention's Social Care Inquiry recommendations; increasing the number of people who are paid the real Living Wage; promoting awareness and flexibility for unpaid carers through Carer Positive and embedding Fair Work across Scottish Government portfolios.

41. Within the Fair Scotland for Women: Gender Pay Gap Action Plan we have also made a commitment to our current contract with WiSE Research Centre for Economic Justice to carry out a project on improving the gender competence of analysts and policy-makers, being run initially on a pilot basis in the Finance, Economy and Fair Work portfolio. This project consists of a training programme on gender and policy and advisory work on two Equality Impact Assessments (EQIAs).
42. The Scottish Government has a duty under the Community Empowerment (Scotland) Act 2015 to review the National Outcomes at least every five years.
43. The review of the [National Performance Framework \(NPF\)](#) involved stakeholders and experts from a diverse range of equality groups, Scottish Government officials and Ministers. The new NPF was launched on 11 June 2018 by the First Minister, in partnership with COSLA. The new NPF framework includes 4 National Indicators attached directly to the human rights outcome while human rights and equality indicators also feature elsewhere across the new NPF structure. We have been taking forward the recommendations from the Older People and Employment in Scotland report, which was Edinburgh University research funded by the Scottish Government. This has included providing £750,000 to the Workplace Equality Fund in 2018/19 to deliver employer led innovative solutions to overcome workforce inequality and working with partners including Age Scotland, Business in the Community and Edinburgh University, to promote good practice to employers through an Age Inclusive employers conference held in November 2018. In January 2019, we funded a conference, which was designed by the Scottish Women's Convention, to look at women's lived experience of transitioning through the menopause. In our Gender Pay Gap Action Plan we have made a commitment to work with women's organisations, and trade unions to gain a clearer picture of the issues faced by women transitioning through the menopause to identify other areas where action may need to be taken.
44. **Older People's Framework**
45. Older people make up a significant and growing proportion of the population of Scotland and already offer a huge amount to their communities, to broader society and to the economy. As such, a range of work and services across Scottish Government and the wider public and third sectors in Scotland already enable older people to continue to enjoy life and to make that contribution in areas as wide ranging as digital engagement; housing; health and social care; measures to tackle poverty; social security; supporting employment and volunteering opportunities; and concessionary travel. The Minister for Older People and Equality, Ms Christina McKelvie, is Chair of the Older People's Strategic Action Forum (OPSAF), a group set up to ensure that the views of older people, those that support them, and their representative groups are heard.

46. The Minister has lead responsibility for older people and wants to provide a supporting structure for our work with older people, with equality at its heart. [The Older People's Framework](#), published on 3 April 2019, provides that structure by highlighting the positive contributions of older people and challenging the negative perceptions they face. The Framework has identified key actions that the Government and others will take to tackle barriers to ensure the maximum impact and effect, so that everyone in Scotland can have a thriving third age.

6.9 Mainstreaming: Scottish Government as an Employer

47. Across the wide range of Scottish Government Directorates work continues to mainstream equality in policy development and delivery. Some examples of these are provided below and cover work ranging from staff networks to outreach work and co-production with equality groups.

6.9.1 Diversity and inclusion at the centre of what we do:

48. Our ambition is to be a world-leading, diverse employer where people can be themselves at work. We are committed to building a workforce of people with a wide range of backgrounds, perspectives, and experiences, who are valued for their unique contributions in an environment, that is respectful and free of discrimination, harassment or bullying. The development of this ambition was guided by the [National Performance Framework](#), which aims to reduce inequalities and give equal importance to economic, environmental, and social progress.

To realise this ambition, we developed two key Equality Outcomes in April 2017 through extensive consultation with external stakeholders and Ministers:

- Outcome 3: Our workforce increases in diversity to reflect the general Scottish population by 2025; and
 - Outcome 3: Foster an inclusive workforce culture and value the contribution of employees from all backgrounds.
49. We developed these specific outcomes for a number of reasons. Firstly, we believe that a more diverse and inclusive workforce drives better decision making: the public sector should be reflective of the society it serves. This will be a key driver in the review of our external recruitment policy and processes that we are undertaking during 2018/19. Secondly, because it is imperative that we deliver value for money; research indicates a strong correlation between increased diversity and financial performance¹. Details of work to deliver these outcomes are provided on pages 58-61.

1 McKinsey and Co, 2015

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50. The ambition and outcomes are underpinned by our corporate change programme, SG2020, which aims to support the National Performance Framework for Scottish Government and describes our vision to be a more open, capable, and responsive organisation. Since publishing the 2017 mainstreaming equalities report, we have fulfilled our promise of developing our improvement plan: the “People Plan”, which articulates how we will deliver the People Strategy and achieve the aims of SG2020. Within the People Plan the “Building a diverse and inclusive culture” workstream describes key actions to help ensure the Scottish Government values each person for what they can bring and services the people of Scotland in all its diversity. To reinforce this key theme, diversity and inclusion is threaded implicitly across all of the People Plan workstreams demonstrating the interdependencies and collaborative focus required to achieve the outcomes.
51. Alongside and throughout the People Plan, diversity and inclusion remains high on our corporate agenda. Failure to embed diversity and inclusion has been identified as a corporate risk since 2015. Risks are assessed quarterly and progress is intrinsically connected, through corporate governance mechanisms, to our performance as a government.

6.9.2 How we are delivering

6.9.2.1 Strategic Approach

52. We undertook strategic work in 2017-18 to develop the corporate approach to diversity, equality and inclusion, which aligns with the wider People Strategy framework and the priorities of SG2020 (our corporate change programme).
53. To support the delivery of this work, the resource dedicated to diversity and inclusion has been expanded leading to a refreshed corporate diversity and inclusion remit, which was approved by the Executive Team in March 2018.
54. The refreshed approach builds on an evidence-based theory of change, which underscores the importance of a whole-systems approach needed at individual, team, organisational and national levels². We’re focused on culture change, on building effective teams and collective leadership, underpinned by robust ‘mechanical levers’ of diversity-related organisational strategy, policy, infrastructure, and management.

Our approach is based on Human Rights values of fairness, respect, equality, dignity and autonomy and in all that we do we are looking to build:

- a deep understanding of what diversity and inclusion means and the value they bring to us as individuals and as an organisation; and
 - the trust, relationships and dialogue that enable everyone to make a full, valued contribution to the work of the Scottish Government.
55. In these stages of implementation, we are focusing on up-skilling, empowering and working through internal diversity and inclusion delivery partners, especially in People Directorate, to effect organisation-wide change that staff will see, hear, and experience.

² Making the difference: diversity and inclusion in the NHS, Michael West, Jeremy Dawson and Mandip Kaur, available <https://www.nwpgmd.nhs.uk/sites/default/files/Making%20the%20difference%20diversity%20and%20inclusion%20in%20the%20NHS%20pdf.pdf> last accessed 04/02/19

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56. To start with, we have focused effort on defining what we mean by 'diversity' and 'inclusion' to ensure a consistent approach, drawing on international and public sector research, with equality and human rights at the core.

Diversity is anything that evokes a perception of difference. It starts with race, marriage and civil partnership, disability, gender identity, sexual orientation, religion or belief (or none), pregnancy and maternity, age and sex. But it also includes social and educational background, organisational tenure, thinking styles, talent and identities.

Inclusion is about integrating diversity in what we do. It means being treated fairly and with respect, feeling both valued for your uniqueness and also a sense of belonging; and having a voice in decision-making. Inclusion is mostly experienced at team level.

57. We are also focusing heavily on diversity and inclusion data management, analysis and reporting on the Scottish Government as an employer. This work included developing an outcomes measurement framework, and increasing the breath of equality data and analysis we provide for senior management to inform decision-making.
58. Additionally, we appointed a lead co-ordinator focusing on the strategic development of the staff Race Equality network. Commitment to this post was given by Executive Team at the first staff Race Equality Network Conference held in 2017. It is the first, full-time post of its kind and we will be evaluating the impact of the role over the year ahead.
59. Alongside this long-term strategic development, we are actively engaging with other directorates to help shape and deliver our ministerial commitments as an employer. These include: the Race Equality Framework and Action Plan, Fairer Scotland for Disabled People Action Plan, Gender Pay Gap Action Plan, and recently signing a Fair Work agreement with our recognised Trade Unions which sets out our commitment to being a Fair Work employer and makes explicit commitments to embedding equality, wellbeing, diversity and inclusion.

6.9.2.2 Senior Leadership

60. The role of senior leaders is critical in mainstreaming equality. We engage our leaders in several ways, through embedding diversity and inclusion in our developing leadership framework, mobilising them as diversity allies and champions, and helping them set meaningful, evidence-based diversity and inclusion objectives.
61. In support of our SG2020 vision to be 'well-led with consistently good management of people and change' we are developing a clear and consistent framework for leadership development in the Scottish Government. The leadership development framework project is working with leaders across the organisation to develop clarity on what it means to lead in Scottish Government and the core skills and knowledge which support this. The framework, which is currently being tested, draws from a range of thinking around leadership, including the attributes, skills and knowledge needed to be an inclusive leader.

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62. Every member of the senior civil service (SCS) must produce at least one specific and relevant diversity and inclusion objective. These objectives are designed to support the progress on our equality outcomes and to bring the diversity and inclusion aspirations of the People Strategy to life across their team, the wider organisation and stakeholders.
63. In 2018, we launched an improvement project to help the senior civil service set meaningful diversity and inclusion objectives. In this project, the leaders were encouraged and guided through a series of consecutive 'challenges' to:
- examine and understand and use diversity data in their area;
 - engage with colleagues from diverse backgrounds to hear their lived experience of working in Scottish Government;
 - reflect on their own inclusive leadership and decision-making; and
 - and finally, produce transparent and accountable diversity and inclusion objectives, which reflect local priorities and influence strategic decision-making and are aligned to our equality outcomes.
64. Practically, this helped the leaders think about how they analyse, engage with, and act on issues faced by those with protected characteristics. It also allowed us to understand more about what we can do to support. Annex D shows a sample of the promotional material used.
65. In our 2017 progress report, we described the renewed focus and ambition from the senior leadership team including our Permanent Secretary and Executive Team to bring about the step change required to truly become the organisation we want to see; this led to the appointment of Senior Civil Service and DG level Diversity Champions and Allies across most protected characteristics. Their role is to act as advocates, forge connections, and support changes in the workplace to enable us all to be ourselves at work. Further, both Allies and Champions aim to drive and articulate behavioural change and raise awareness and support diversity and equality by tackling inappropriate behaviours/actions.
66. Our Allies and Champions have undertaken work in a number of areas over the last two years including: hosting or being key speakers at staff events and conferences; advocating for diversity and inclusion amongst their peers; public speaking on diversity and inclusion in Scottish Government; supporting the development and strategic impact of staff networks.

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67. For example, in January 2018, following a commitment given by our Executive Team at the Race Equality Network (REN) conference, we introduced mutual mentoring between REN members and the Executive Team (including the Permanent Secretary) and other Senior Civil Servants. We designed our mutual mentoring to be a combination of traditional mentoring (developmental or sponsorship, to support career development) and reverse mentoring. Reverse mentoring is where junior colleagues from diverse backgrounds help those in senior roles understand different perspectives and experiences in the workplace. It was critical that both parties would bring different experiences and there would be an equal exchange of learning. The aims were to:
- Build understanding of diversity on a strategic level;
 - Give underrepresented groups a stronger voice;
 - Address in a powerful way issues of marginalisation, inequality and loss of talent;
 - Help attract and retain a diverse workforce and increases engagement; and
 - Build inclusive leadership.
68. We are currently evaluating the programme and will consider rolling out more widely.

6.9.2.3 Recruitment

69. Advancing equality of opportunity continues to be a core aim of our resourcing policy and supporting procedures. We aim to employ a diverse workforce that reflects the diversity of the people of Scotland. Workforce data and national census data inform our approach to understanding our current workforce and how we can better reflect the Scottish working age population.
70. The previous mainstreaming report referenced constraints around resourcing given limited opportunities to conduct centrally managed external recruitment campaigns. In 2018, we had an opportunity to improve the diversity of our workforce through our external campaign to recruit around 150 middle managers. Our Permanent Secretary's position was clear: the campaign would be considered a failure if it did not succeed in increasing the diversity of our workforce. Consequently, we took action to understand and address barriers both in relation to the 'supply-side' (i.e. encouraging applications) and 'demand-side' (i.e. removing the potential for bias and indirect discrimination from our policies, processes and procedures).
71. The Resourcing team developed strong relationships with the Diversity and Inclusion Team, diversity staff networks, and senior Champions to enable diverse perspectives to shape and influence the process at every stage of decision-making.
72. Engagement events were held in the community to promote the Scottish Government as an employer and help prospective candidates from all backgrounds to understand what we do and how to apply, including what to do in preparation for our assessment processes.

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73. Building on insights/feedback from the diversity networks, the campaign involved a simplified application process, adapted advertising language and communications (dedicated website with personal stories from diverse backgrounds) to appeal widely. Similarly, a number of improvements were made to the assessment centre content, including improving accessibility of language to remove potential barriers; amending the length of the presentation; and removing additional questions where this competency was adequately tested elsewhere.
74. We targeted our staff diversity networks and HMRC diversity networks to provide volunteer panellists. The diversity and inclusion team worked confidentially with our analysts to assess the diversity of the panel group, and undertook targeted communications (disabled colleagues, men and trans colleagues) to further encourage volunteers to step forward.
75. We chose to use testing and interview approaches derived from research undertaken by the Government Recruitment Service shown to have minimal or no adverse impact on diversity. This led to a decision to use a strengths-based approach to interviews rather than competency-based testing. We commissioned the Employers' Network of Equality and Inclusion to design and deliver bespoke training for all panel members on unconscious bias and strengths-based interviewing.
76. A critical aspect of ensuring equality of opportunity was building in time at each stage of the selection process for iterative diversity analysis of the impact of each selection test. This led to a decision to change our original approach and instead combine all scores from our online tests to determine invitation to assessment; our analysis identified that this would allow us to better sustain a pool of diverse candidates.
77. We achieved considerable improvement and impact on diversity. A 54% pass rate at assessment centre stage which compares favourably to a typical success rate of 30%, reflecting the value in investing time and resources in seeking out the best talent as well as removing as many barriers as possible to application and selection.
- 7.9% minority ethnic candidates applied with 6.9% successful. 85% of minority ethnic candidates who passed performed in the top quartile;
 - 8.86% of the successful candidates declared disabled (which is a 5 percentage point increase from the 3.17% who applied);
 - 17% of successful candidates had claimed a guaranteed interview;
 - 12.66% of successful candidates identified as LGBO (an increase of 4 percentage points from the 8.89% who applied); and
 - half of the successful applicants lived in the least deprived areas of Scotland and a quarter currently live in the most deprived areas (according to analysis of successful candidate posts codes in relation to Post Code Deprivation data).

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78. Drawing on the lessons learned from the experiences set out above, we will continue to review our overall recruitment approach and measurements of success in 2019 and 2020.
 79. Another central avenue for external recruitment is the Modern Apprenticeships programme. We have recruited more than 700 Modern Apprentices since our programme started in 2011 and will continue to promote the programme with a view to improving the diversity of the programme. During 2017-18 we attended external careers events in Edinburgh, Glasgow and Aberdeen, including, Future Asset targeting female 5th year pupils, and one external event organised by BEMIS (Empowering Scotland's Ethnic and Cultural Minority Communities).
 80. There have also been several local (in other words, led by specific teams within Scottish Government and not centrally/corporately delivered) recruitment initiatives across the Scottish Government, which have highlighted good practice for recruiting diverse candidates.

Local Case Study: Scottish Government Digital Directorate:

In 2018, Scottish Government [Digital Directorate](#) prioritised work to remove barriers affecting under-represented groups from accessing and progressing within the digital profession. The Directorate led work for Scottish Government to become a signatory of the Tech Talent Charter, which aims to increase the number of women in digital roles and ensure that recruitment processes are inclusive. Over the course of 2018, they have implemented the Digital, Data and Technology profession and trialled an improved recruitment process for digital professionals. The new approach includes a review of language used in job adverts and supports recruiting managers to test technical competencies in a way that is more closely aligned to the job role.

Local Case Study: Social Security Scotland:

In 2018, Social Security Scotland invited Stakeholder partners, who represent and support those under-represented in the workplace, to contribute to the recruitment process through resourcing assurance groups. Recommendations from these groups have been implemented including 'statements of encouragement' added to job adverts and adverts reworded.

Local Case Study: Government Legal Service:

In 2018, Government Legal Service for Scotland (GLSS) further developed their trainee recruitment process through a diversity lens. They designed an outreach session aimed at groups currently under-represented in the legal profession and the civil service on what it means to be a government lawyer. Initial feedback was overwhelmingly positive and they will be monitoring their trainee recruitment pathway to further assess impact. They also implemented diverse panels as well as made connections with Scottish Ethnic Minorities Lawyers Association to help promote the traineeship, bringing attention to their diversity statement.

6.9.2.4 Talent

81. Our goal is to build a strong and diverse talent and leadership pipeline. Evidence and analysis form a significant part of our process.
82. Diversity in the senior civil service (SCS) is improving. The percentage of women in the SCS in the Scottish Government core staffing complement at the end of December 2018 was 44%, an increase of 5 percentage points since 2014. Recent senior female appointments include HM Inspector of Constabulary, HM Chief Inspector of Prisons, Chief Inspector of Education for Scotland, Director for Energy and Climate Change, Director of Performance & Strategic Outcomes, Chief Finance Officer NHS Scotland, and Director of Health Finance, Corporate Governance and Value. While we have improved diversity over the past few years we recognise the need for continuous work and vigilance to achieve gender balance.
83. Other key areas where we wish to accelerate diversity improvement relate to disability and ethnicity in our SCS. Currently, it is not possible to report the proportion of SCS who have self-declared disabled due to low numbers. In relation to ethnicity, 3% of SCS are minority ethnic which is ahead of the overall Scottish Government proportion (at 2%) but still behind the wider working age population (at 4%). Consequently, we have set targets to improve the flow of minority ethnic and disabled people into SCS, aiming to have 13% disabled and 6% minority ethnic new entrants to SCS by 2025.
84. We have taken action to invest in our future talent pipeline and increase the diversity of the applicant pool for Graduate Development Programme 2019. This includes our first ever three day Diversity Leadership conference in summer 2018 aimed at graduates from minority ethnic, disabled and socially or economically disadvantaged backgrounds. The purpose of the event was to provide 'open door' access to the Scottish Government, provide support with the application process and develop ongoing mentoring relationships with existing Scottish Government staff.
85. Because we expect those we recruit on the Graduate Development Programme to have the potential to reach SCS and we expect our SCS to champion diversity and inclusion, the GDP person specification includes a requirement that people 'value diversity and inclusion' and this is assessed during the selection process.

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86. We support the UK Civil Service Summer Diversity Internship Programme, which focuses on creating opportunities for students who identify as minority ethnic, disabled or from a socially or economically disadvantaged background. This programme has the long-term aim of promoting talented individuals from diverse backgrounds into the SCS and is currently leading to an increase in target groups who are successful in joining the Fast Stream.
 87. We have undertaken a review of a wide range of data to allow us to assess evidence of individuals with protected characteristics in relation to their career progression. This has led to a gap analysis of current practice versus aspirations, which will underpin further consultation on any real and/or perceived barriers impacting on underrepresented groups and further targeted action including systemic changes where barriers become apparent.

6.9.2.5 Learning and Development

88. Learning and development is available for staff either through local learning offers across the organisation, usually commissioned by senior management, or centrally, through our Learning and Development Team. We offer a centrally managed core blended learning programme as well as expert consultation in the design of locally commissioned learning and development.
89. Our Theory of Change (see Annex C) draws on research evidence³, which emphasises the importance of culture at team-level as this is the space where diversity policies are implemented and where discrimination is most likely to occur. Capability and leadership are core aspects of our People Plan, which introduces a new organisational development approach to leadership, aimed at embedding positive and inclusive cultures open to, and benefitting from, diversity in all its forms.
90. In 2018, we developed and began delivering a New Line Manager Development Programme; a 16 week blended modular programme which has diversity and inclusion embedded throughout. In addition, two bespoke modules have been developed for the programme:
 - 90.1. Managing Inclusive Teams, aimed at developing managers' understanding and ability to apply inclusive leadership concepts to their daily work activities and recognise when their decision-making is being influenced by bias; and
 - 90.2. Emotional and Cultural Intelligence, whose aim is to support managers to identify how cultural norms influence their behaviour and thought processes, how to recognise them in others; and to suspend judgement before acting; recognise its role in innovative problem-solving to make informed decisions rather than relying on stereotypes.

³ ibid

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91. Starting in 2018 and continuing in 2019, we are rolling out a new corporate induction programme which is based on person-centred design. Accessibility is a key priority. It commences before a person receives a successful offer and will follow and support the person in their first year with the Scottish Government. This programme includes a Foundation Day with dedicated time focused on diversity and inclusion, including inputs from staff diversity network members sharing their lived experience of working in the Scottish Government.

Local Case Study: Advanced Learning and Science Directorate

The Scottish Government Advanced Learning and Science Directorate (ALS) have created a dedicated Learning and Development (L&D) Committee for the Directorate. The committee consists of 6 members of staff who are volunteering to improve the L&D function. The L&D Committee have a variety of initiatives that represent inclusiveness, equality, and mutual respect in the work place. The buddy scheme matches new starters with existing members of staff at the same grade, which aims to promote inclusiveness and make new starters feel welcome to the division.

92. Measurement of learning is not simple. It is relatively easy to measure how many people engage in particular training offers, but it is much more difficult to measure true understanding and impact of that understanding. We know from research and evidence in learning and development that changing values and behaviours is a significant challenge. We will continue to monitor staff experience of the impacts of learning and development through our People Survey as well as gathering qualitative insights from those who commission learning support.

6.9.2.6 HR Policy

93. We recognise that HR policy, guidance, and support is a critical area for mainstreaming equality. We do this through embedding equality considerations in our general HR policies, and, where there is a compelling need, developing strand-specific policy and guidance.
94. For example, our HR policy teams worked closely with the Diversity & Inclusion team in the review of our Grievance and Standards of Behaviour policies. This exercise aimed to clearly set out both the positive behaviour we expect and value from our staff to develop a diverse and inclusive workplace environment and culture, and also to describe with no doubt our zero-tolerance approach to discrimination, harassment, victimisation or bullying of any kind. Data and evidence was a key consideration of this review. Equality analysis of our all-staff survey ('People Survey') pointed to different experiences and confidence in reporting bullying and harassment for minority ethnic and disabled women; this is influencing how we think about testing the grievance procedures and routes to raising a complaint to ensure our policies are sensitive to the diverse needs of employees.

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95. The iterative analytical approach taken during the selection process of the Band B campaign 2018 is a good example of diversity analysis leading to greater understanding of impact and to change in our original decision on how we would proceed. As noted above, the findings of analysing the performance by protected characteristic after each selection process test identified that certain groups would be adversely impacted by our original intention to use each test to sift out unsuccessful candidates. Analysis also demonstrated that sifting on the basis of aggregate test scores would mitigate the impact on people who shared protected characteristics, and consequently we chose to adopt this approach instead. This was effective in maintaining levels of diversity in the final successful cohort.
 96. We have recently refreshed our Transgender Equality and Inclusion Policy and Guidance to underline our commitment to LGBTI equality and inclusion. To do this, we established a project group, chaired by the senior LGBTI Ally and with representatives from our LGBTI and LGBTI Allies networks, to ensure lived experience was embedded at the heart of the policy development. We also established an external Trans Advisory Board with members drawn from external partner organisations including the Scottish Trans Alliance, Stonewall and Mermaids and whose role was to bring external expertise and challenge to in support of a robust policy. In 2018 we launched our refreshed Trans equality and inclusion policy and guidance, and will next focus on developing the accompanying learning offer and further guidance documents.
 97. We will explore adapting the Equality Impact Assessment (EQIA) process, which is currently more aimed at external policy making, with a view to designing an EQIA that HR colleagues and others can use for employee-related policies and programmes.

6.9.2.7 Inclusion through communication and collaboration

98. In 2017 and 2018, communications on diversity and inclusion has focused on building a meaningful understanding of our differences in order to embed action to advance diversity and inclusion in all that we do – at all levels in our organisation. Collaborative communications strategies sat at the heart of this approach.
99. We continue to prioritise diversity and inclusion in the stories we share and resources we promote. We increased the number of articles on Saltire (our intranet) related to diversity and inclusion from 20% in 2017 to 33% in 2018; several of which featured first person experiences in blog format and also addressed behaviours and expectations we have of and from each other. In doing this, we worked to build meaningful understanding of our differences and corporate expectations.
100. Signalling this through visible leadership is another key part of our corporate approach. Our Permanent Secretary spoke extensively about diversity and inclusion, covering several intersectional topics through her various communications platforms: twitter, blog, events/public speaking, etc. Other senior leaders, particularly at Director General level, also actively promote visible leadership in this area through a variety of communications channels.

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101. Alongside our strategy, we continue to foster good relations through championing open communication and engagement tools for our staff including, the use of 'Yammer' (our online internal social media platform) and job shadowing across the organisation.
102. We have prioritised a number of projects across this reporting period to raise awareness about individual lived experiences. For example, we held a Scottish Government Transgender Awareness Event, featuring illustrations and other means of visual storytelling. We also ran an extensive campaign for International Women's Day in 2019, which aimed to uncover stories of women from across the organisation. The stories were promoted through: installations across several government buildings of illustrated posters featuring the stories; videos of the women telling their stories shared on Saltire and on video screens; and daily shares on Yammer.

6.9.2.8 Staff networks

103. Staff networks at the Scottish Government form a critical part of building an inclusive workforce. There are a number of diversity networks including: Carers Network, Disability Network, LGBTI Network and LGBTI Allies Network, ME - Chronic Fatigue Syndrome Network, Mental Health and Wellbeing Network, Race Equality Network, European Union Nationals Network, Gender Equality Network, Women's Development Network and Socio Economic Diversity Network. Networks work broadly across three areas:

- Consultation and involvement
 - Networks work collectively towards improving Scottish Government institutional policies, procedures, practices, and implementing change by bringing their lived experiences/insights forward;
- Supporting tackling prejudice
 - Promoting positive attitudes between or towards different people or groups;
 - Helping to improve employees' sense of personal security at work;
 - Supporting positive interactions between diverse individuals/groups;
 - Encouraging wide participation of different individuals and groups so that people can have their voices heard and can influence the relevant decisions that affect them;
- Offering peer support
 - People with lived experience helping and supporting each other with social, emotional or practical support that is mutually offered and reciprocated; and
 - Helping to improve employees' sense of belonging and community at work.

104. The networks work across these aims in interconnected ways. Notable examples across 2017/2018 include:

- Delivering a mental health awareness event, piloted by the Mental Health Network, for senior leaders in partnership with the FDA;
- The engagement of the Race Equality Network and Disability Network in shaping the design and delivery of the 2018 external recruitment campaign for 150 middle managers;
- The EU nationals network influenced a statement published by Cabinet Office on intent to maintain current Civil Service Nationality Rules; they also collaborated with People Directorate to produce guidance for line managers supporting EU/EEA staff;
- Members from our LGBTI network and LGBTI Allies network were embedded on the project group which refreshed our trans equality and inclusion policy, to ensure lived experience and insights directly shaped the policy;
- Hosting conferences, such as the Race Equality Network Conferences in 2017 and 2018 and the Disability Conference in 2018;
- Members of our Race Equality Network participating in mutual mentoring with Senior Civil Servants to build an understanding of diversity and inclusion at a senior, strategic level;
- A range of activity by our LGBTI network which has been powerful in shifting perceptions and promoting understanding. The LGBTI network was recognised by Stonewall Scotland as Network of the Year 2019; and
- An event to re-launch the Socio Economic Network and to explore what we mean by socio-economic diversity in Scottish Government, why this is important/desirable and developing a vision in relation for Scottish Government in relation to socio-economic diversity;
- Women's Development Network, Gender Equality Network, and the Race Equality Network collaborated to deliver a series of projects around International Women's Day 2019;
- The Women's Development Network launched to 350 members.

105. We recognise that networks require institutional support to thrive. In our People Plan we committed to reviewing the role and purpose of diversity networks in our organisation – working closely with the networks, the unions who represent staff and the wider organisation – to ensure that all voices can be heard, and aim to ensure that each network has a clear purpose and support to achieve its goals. We have recruited a member of staff to the diversity and inclusion team to deliver this work.

7. EMPLOYEE DATA

7.1 Approach

106. Equality data management, analysis, and reporting on the Scottish Government as an employer is an important part of our work. We have been changing and improving the way we regularly report on equality within the organisation at all levels. Part of this involves raising awareness and supporting employees to access and use equality data to think about their work; another is specifically contributing to HR policy.
107. In 2018/19, we created a dedicated equality-focused social science research post for the People Directorate in the Scottish Government for the first time. A key part of this role is the development of an outcomes framework which will describe the success indicators and measures by which we assess progress towards delivering our employer-related equality outcomes. It will be underpinned by a data dashboard to increase transparency and accessibility of data and to assess performance and increase accountability.
108. We collect and analyse data from Scottish Government's HR management systems, as well as survey research data from our organisation-wide staff survey (called our "People Survey") and regular bespoke surveys via the Scottish Government People Panel (a representative group of employees who have agreed to participate in in-house research). We engage directly and indirectly with colleagues across the organisation who share protected characteristics to understand particular questions, needs, and how research and analysis may help. For example, to support the Race Equality Network conferences, we produced a data pack drawing together a range of data sources to paint a picture of the experience of minority ethnic colleagues in the workplace.
109. Work to drive up declaration rates⁴ has involved a systematic approach by the corporate diversity and inclusion team and a diffuse, organic approach by the LGBTI Network in particular. The Network designed lanyards bearing the rainbow, and trans flags and offered them to any employee who confirmed they had completed their diversity monitoring on e-HR or who committed to doing so. This approach has contributed to a 10 percentage point increase in sexual orientation declaration between December 2016 and December 2018.

⁴ Declaration rates are the proportion of staff who actively maintain their diversity data, whether by declaring a diversity characteristic or choosing the 'prefer not to say' option.

110. In 2018, the corporate diversity and inclusion team focused on increasing declaration rates across protected characteristics to ensure that we have a robust and representative dataset. This work included disseminating a message about the importance and use of the data through blogs, networks, leadership, and systems.

DECLARATION RATES FOR PROTECTED CHARACTERISTICS AT THE END OF 2018 (%)	
Ethnicity	84
Sexual Orientation	70
Disability	58
Marital Status	58
Religion	69

111. The data we use is intrinsically connected to our corporate assurance systems. For example, as per our People Plan commitment, declaration rates are now in all monthly senior People & Finance reports and scrutinised by Director Generals and their Senior Management Teams. Furthermore, diversity and inclusion data analysis forms a substantive part of our quarterly reporting to our People Board on our people risks. The analysis is themed to provide a depth of diversity and inclusion analysis throughout the year. Diversity analysis is embedded in our balance scorecard which is used by our Corporate Board to enable Non-Executive Directors to fulfil their advisory and oversight function. Beyond this regular data reporting, analysis is commissioned on an ad hoc basis by Senior Management Teams: the recent Diversity & Inclusion Objective Challenge for Senior Civil Servants had an explicit ask of senior leaders to explore diversity data to understand the individuals and experiences of those working in their business areas.

112. We are experiencing an increasing level of demand for equality-related data and analysis as a result of the increasing policy profile around this agenda and as a result of making more data available in accessible ways. We expect this trend to continue and, as part of the business planning process, are thinking about how data management, analysis and reporting needs to continue to change and improve as a way of building knowledge and understanding of, and accountability for, diversity and inclusion across the organisation.

113. We acknowledge that there are areas where we need to improve our ability to gather (and then to analyse and use) employee equality information. Currently, we do not capture information related to gender identity on our electronic HR system (we do gather data on gender identity in our People Survey which is anonymous). Additionally, our procedures for dealing with grievances encourage informal resolution where possible, which is not recorded in any system. Formal grievances are very low in number and, along with disciplinaries, are recorded separately from our electronic HR record system (which holds employee diversity information).

114. Similarly, we hold records of training undertaken by employees which relates to e-learning, but the systems do not collect equality information of employees and are not linked to our e-HR system. This means we currently cannot analyse these aspects of the employee lifecycle by diversity. However, we recognise the importance of being able to undertake this analysis to assess equality of opportunity and we will explore available options in our planned project to review our systems.

7.2 Key findings by protected characteristic

7.2.1 Age: key findings

115. Staff under 30 increasingly comprise more of the organisation's workforce: between 2016 and 2018, the proportion of staff aged 16 – 29 increased from 12% (n= 945) to 15% (n= 1403). Younger staff and staff aged 60 or over are the most likely to leave the organisation: 36% (n= 197) of 2018 leavers were aged 16 – 29 and 24% (n= 133) were aged 60 or over. This is because younger staff are more likely to be employed on a non-permanent basis – of the 2018 leavers aged 16 – 29, 69% (n= 182) left because their contracts came to an end. Also, staff aged over 60 are more likely to retire – of the 2018 leavers aged over 60, 80% (n= 106) retired. However, younger staff have higher mean Engagement Scores⁵ in the People Survey: in 2018, respondents aged 16 – 29 had mean Engagement scores of 69% (n= 830), while respondents aged 50 or over had a mean Engagement Score of 63% (n= 1,561).

7.2.2 Gender: key findings

116. Women comprise an increasing majority of the workforce: 51% (n= 3679) of staff in 2013 were women compared to 54% (n= 4941) in 2018. As a result, they comprise most of A-C Band staff, yet are still the minority within the SCS. However, the SCS gap is narrowing: 37% (n= 64) of SCS staff in 2013 were women compared to 44% (n= 86) in 2018. Women, as a proportion of their workforce composition, are consistently less likely to apply for promotion than men: in 2018, 52% (n= 2,576) of female staff applied for promotion compared to 56% (n= 2421) of male staff. However, female applicants are consistently more likely than male applicants to be promoted: in 2018, 20% of female applicants were promoted compared to 15% of male applicants.

117. Female respondents consistently have higher mean Engagement Scores than male respondents. Female respondents' mean Scores rose from 65% (n= 2,146) to 67% (n= 2,781) between 2016 and 2018, while the mean male score rose from 61% (n= 1984) to 64% (n= 2,787). This is despite women continuing to indicate they have experienced slightly higher levels of discrimination, bullying and harassment in the People Survey. In 2018, 10% (n= 281) of female respondents had experienced discrimination in the previous 12 months, compared to 8% (n= 203) of male respondents. 12% (n= 324) of female respondents reported experiencing bullying or harassment in the previous 12 months, compared to 9% (n= 215) of male respondents.

7.2.3 Gender identity: key findings

118. In 2017, the People Survey gender question was changed from:

Are you... Male/Female?

To

What is your gender identity? Male/Female/I identify in another way

The new question allows respondents who do not identify as female or male to provide their own gender identities.

The number of People Survey respondents experiencing discrimination due to gender reassignment or perceived gender is consistently too small to be reported publicly.

⁵ 'Engagement Scores' are calculated from the responses to five survey questions: see [the Civil Service People Survey 2018 Full Technical Guide](#) for full details.

7.2.4 Ethnicity: key findings

119. Minority Ethnic staff increasingly comprise more of the organisation's workforce, rising from 1.6% (n= 127) to 2.1% (n= 194) between 2016 and 2018. In particular, there are now enough minority ethnic staff within the Senior Civil Service (SCS) to be reported publicly: 3% (n=5) of SCS staff now come from minority ethnic backgrounds. On recruitment, the proportion of minority ethnic recruits rose from 2% (n= 6) in 2016 to 3% (n= 25) in 2018. Rates of minority ethnic promotion have also increased in the past two years: the number of minority ethnic promotions was too small to be reported in 2016, but in 2018 minority ethnic staff comprised 2% (n= 15) of promotions. This has brought minority ethnic promotions in line with minority ethnic workforce composition. The data appears to show that minority ethnic staff on the whole receive less favourable appraisal markings than white colleagues, but this gap is narrowing: in 2016, 36% (n= 34) of minority ethnic and 55% of white (n=2,637) staff received the two highest appraisal markings ('highly effective' or 'exceptional'); in 2018, 41% (n= 47) of minority ethnic and 56% (n= 3,066) of White staff received the two highest appraisals markings.
120. There has also been a decrease in the rates of discrimination, bullying and harassment reported in the People Survey by minority ethnic respondents. In 2016, 17% (n= 25) of minority ethnic respondents indicated that they had experienced discrimination in the previous 12 months compared to 10% (n= 18) in 2018, bringing minority ethnic discrimination rates in line with those of White respondents. Similarly, in 2016 12% (n= 19) of minority ethnic respondents said they had experienced bullying or harassment in the previous 12 months compared to 11% (n= 20) in 2018, bringing minority ethnic bullying and harassment rates in line with those of White respondents. These changes have been matched with higher Inclusion and Fair Treatment (IFT) Scores⁶ among minority ethnic respondents: the mean Score has risen from 71% (n= 157) to 84% (n= 189) between 2016 and 2018, bringing the minority ethnic mean Score in line with that of White respondents.

7.2.5 Sexual orientation: key findings

121. Since we started gathering data on staff sexual orientation in 2015, the proportion of staff identifying as lesbian, gay, bisexual or 'other' (LGBQ) increased from 2% (n= 148) to 4% (n= 335) in 2018. In terms of recruitment, the proportion of LGBQ recruits rose from 4% (n= 15) in 2016 to 9% (n= 64) in 2018. Additionally, there are now enough LGBQ staff within SCS to be reported publicly - 3% (n=5) of SCS identified as LGBQ in 2018. Declaration rates have also increased since we began gathering data on sexual orientation, rising from 50% to 70% between 2015 and 2018. Higher rates of discrimination are still reported by LGBQ respondents compared to straight respondents in the People Survey but this gap is narrowing. 18% (n= 34) of LGBQ respondents reported experiencing discrimination in the previous 12 months in 2016 but this fell to 14% (n= 51) in 2018. However, it is important to note that respondents who identify as bisexual or 'other' consistently report higher rates of discrimination than gay or lesbian respondents: in 2018, 13% (n= 22) of gay or lesbian respondents had experienced discrimination in the previous 12 months compared to 17% (n= 18) of bisexual and 23% (n= 7) of 'other' respondents⁷.

⁶ IFT Scores are calculated from the responses to four survey questions: see [the Civil Service People Survey 2018 Full Technical Guide](#) for full details.

⁷ The number of respondents identifying as bisexual or 'other' is consistently small in the People Survey so the results should be read with caution. However, they are also consistently more likely to report experiencing discrimination.

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122. Between the 2018 and 2019 Stonewall Workplace Equality Index reports, the Scottish Government's rank among employers rose from 101 to 72, achieving the Permanent Secretary's diversity and inclusion objective of entering Stonewalls' top 100 employers rankings. In 2018, Stonewall marked the Scottish Government's 'Trans inclusion work' at 13%; in 2019 this rose to 58%.
123. The 2019 report was complemented by a staff survey. Among lesbian, gay and bisexual (LGB) respondents, 81% would feel confident reporting homophobic or biphobic bullying and harassment they experience, 82% would feel confident disclosing their sexual orientations on a monitoring form and 82% would feel confident challenging homophobic, biphobic or transphobic behaviour at work.

7.2.6 Disability: key findings

124. Disabled staff increasingly comprise more of the organisation's workforce, rising from 6% (n= 455) in 2016 to 8% (n= 700) in 2018. While the number of disabled SCS staff remains too small to be reported publicly, there has been a substantial increase in the proportions of disabled staff recruited into the Scottish Government: 8% (n= 28) of recruits in 2016 declared a disability compared to 16% (n= 118) in 2018. Disabled staff consistently receive lower appraisal markings than non-disabled staff, but in-depth analysis could not determine that disability status was the cause of it. Positively, the proportion of disabled staff that received the two highest appraisals markings ('highly effective' or 'exceptional' rose from 40% (n= 142) to 43% (n= 202) between 2013 and 2018.
125. Disabled People Survey respondents persistently report more discrimination, bullying and harassment than non-disabled respondents: in 2018, 19% (n= 167) of disabled and 7% (n= 326) of non-disabled respondents reported experiencing discrimination in the previous 12 months; and 18% (n= 155) of disabled and 9% (n= 393) of non-disabled respondents reported experiencing bullying or harassment in the previous 12 months. This is matched by persistently lower mean Inclusion and Fair Treatment (IFT) scores among disabled respondents: in 2018, disabled respondents had a mean IFT score of 74% (n= 870), compared to 84% (n= 4374) for non-disabled respondents. However, disabled respondents' mean Engagement score rose from 59% (n= 583) in 2016 to 64% (n= 870) in 2018, bringing it in line with the Scottish Government's overall mean score of 65% (n= 5659).

7.2.7 Religion: key findings

126. Declaration rates have increased since we began gathering data on religion in 2015, rising from 49% to 69% in 2018. Staff from non-Christian faith groups have persistently received lower appraisal markings than Christian and non-religious staff: in 2018, 45% (n= 49) of staff from non-Christian faith groups received one of the two highest appraisals markings ('highly effective' or 'exceptional') compared to 55% (n= 986) of Christian and 57% (n= 1,394) of non-religious staff. However, non-Christian staff comprise an increasing proportion of promoted staff, rising from 2% (n= 5) in 2016 to 3% (n= 23) in 2018. Higher rates of discrimination are still reported by non-Christian respondents than non-religious respondents in the People Survey but this gap is narrowing. 18% (n= 29) of non-Christian respondents reported experiencing discrimination in the previous 12 months in 2016 but this fell to 11% (n= 25) in 2018. Among non-religious respondents, 8% (n= 189) reported experiencing discrimination in the previous 12 months in 2016, and this rose to 9% (n= 279). As a result, the percentage point gap in discrimination rates between non-Christian and non-religious respondents dropped from 10% in 2016 to 2% in 2018. This has been matched by gradual increases in non-Christian respondents' Engagement and Inclusion and Fair Treatment (IFT) scores: between 2016 and 2018, Engagement scores rose from 62% (n= 157) to 67% (n= 189), and IFT scores rose from 70% (n= 157) to 79% (n= 189).

7.2.8 Pregnancy and maternity: key findings

127. 125 staff took maternity leave in 2018, slightly down from 130 in 2016. This has continued a downward trend as 168 staff took maternity leave in 2013. However, there has also been a relative increase in the length of leave taken by staff: in 2013, 53% took between 40 and 52 weeks of leave, while 78% took (or plan to take - they may still be on leave) between 40 and 52 weeks of leave in 2018.

7.3 Pay Gap Information: Gender, Race and Disability

7.3.1 Coverage

128. The Scottish Government has three groups of staff each with separate sets of remuneration arrangements. The three pay groups are:

- Scottish Government Main bargaining unit (SGM);
- Scottish Government Marine bargaining unit (SGMarine); and
- Senior Civil Service (SCS).

129. The Scottish Government has delegated authority to determine the pay, and terms and conditions for all staff below SCS. The Senior Civil Service is reserved to the UK Government. While the members of the SCS are Scottish Government employees, their remuneration is in line with UK Cabinet Office pay and performance management framework.

7.3.2 Gender

130. The Scottish Government defines the gender pay gap as the difference in mean average full-time equivalent earnings for men and women. The mean is the sum of hourly rates, including permanent allowances but excluding overtime, for each person divided by the number of people.
131. The national⁸ (UK) figure for the gender pay gap is 8.6% and in Scotland the figure is 5.7% for 2018. This is a median average figure and the equivalent mean average figures for the UK and Scotland are 13.7% and 10.2% respectively.
132. Since publication of the 2017 Mainstreaming Report, the gender pay gap reduced by **0.75%** (down from 4.14%) to **3.39%**. This is likely to be attributable to the increase in the overall proportion of women in the organisation, but also, importantly, the proportion of women at more senior, and therefore higher paying, levels.
133. The Scottish Government seeks to ensure that all policies that support the employment of staff are free from gender bias and that work of equal value attracts equal pay. Within the Scottish Government (Scottish Government Main and Marine Scotland) where men and women are undertaking work of equal value (i.e. within the same pay range) they are paid a similar rate and consequently the pay gap is low. The reason for an overall pay gap of 3.39% is that despite the increased proportions of women at senior grades, overall there are still more women in lower pay ranges which lowers the overall average hourly rate.

	Female		Male		Pay Gap	
	Mean	Median	Mean	Median	Mean	Median
All Staff	£37,960	£33,094	£39,290	£34,292	3.39%	3.49%

A positive pay gap indicates where male staff have a pay lead

7.3.3 Other Characteristics

7.3.3.1 Working Pattern

In 2017, the pay gap was 1.14% in favour of full-time staff in relation to part-time staff. However, revised data is being measured this year, i.e. the difference between part-time female staff and full-time male staff.

	Female		Male		Pay Gap	
	Mean	Median	Mean	Median	Mean	Median
All Staff	£38,829	£33,094	£38,235	£33,094	1.53%	0%

A positive pay gap indicates where full-time male staff have a pay lead

⁸ source: Annual Survey of Hours and Earnings, Office of National Statistics, full-time hourly earnings excluding overtime

7.3.3.2 Ethnicity

In 2017 the pay gap was 7.55% in favour of staff declared as White. The exclusion from the analysis of those staff who have not self-declared their ethnicity, i.e. 'unknown', or who have indicated that they "prefer not to say", increases the influence on the statistics of the staff who have self-declared. Out of a total of 8,329 staff, there are 1,445 who have not declared themselves either minority ethnic or white.

	Female		Male		Pay Gap	
	Mean	Median	Mean	Median	Mean	Median
All Staff	£36,855	£33,094	£39,384	£35,344	6.42%	6.37%

A positive pay gap indicates where white staff have a pay lead

7.3.3.3 Disability

In 2017 the pay gap was 13.50% in favour of staff declared as not disabled. The pay lead of non-disabled staff is a reflection of the proportion of self-declared disabled staff within the pay and grading system. This is highest in the more junior grades and declines as one progresses through to more senior grades. The figures represent 4,800 staff who have either declared a disability, or declared themselves as not disabled, out of a total of 8,329 staff.

	Female		Male		Pay Gap	
	Mean	Median	Mean	Median	Mean	Median
All Staff	£35,096	£31,515	£40,992	£36,328	14.38%	13.25%

A positive pay gap indicates where non-disabled staff have a pay lead

In Scottish Government Main bargaining unit and SGMarine, staff will typically be recruited at the pay range minimum and progress to the maximum. Current progression journeys range from a minimum of two years to a maximum of four years depending on pay range. The tables above are a snapshot reflecting length of service and pay progression journey at a particular point, i.e. as at 31 December 2018.

7.4 Tackling the Pay Gap

We committed in the Gender Pay Action Plan to conducting a Gender Pay Audit, in which we will investigate the current state – and key drivers – of pay and occupational segregation at the Scottish Government across protected characteristics.

Tackling the pay gap, much like embedding diversity and inclusion in all that we do, requires a whole-system approach. We need to engage in several activities that will help us understand and tackle the gaps.

Some of these activities are already underway. In terms of analysis, we are analysing our job families as described in the next section. We are also analysing our flexible working policies, career break experiences, and the number of staff with caring responsibilities. Alongside and informed by our ongoing analysis, a number of areas of work described in our mainstreaming as an employer section will contribute to closing the gap. In particular, our strategic whole-system approach, engaging our leaders, leveraging our employee networks, implementing positive action measures, offering mutual mentoring and more.

Targets are an important form of measurement. We have set targets on the flow of minority ethnic people to senior civil service and we are currently setting similar targets for disabled people.

In 2019/2020, we intend to use our commitment in the Gender Pay Action Plan to bring together current and developing work related to understanding the tackling the gender pay gap, focused on uncovering areas for improvement.

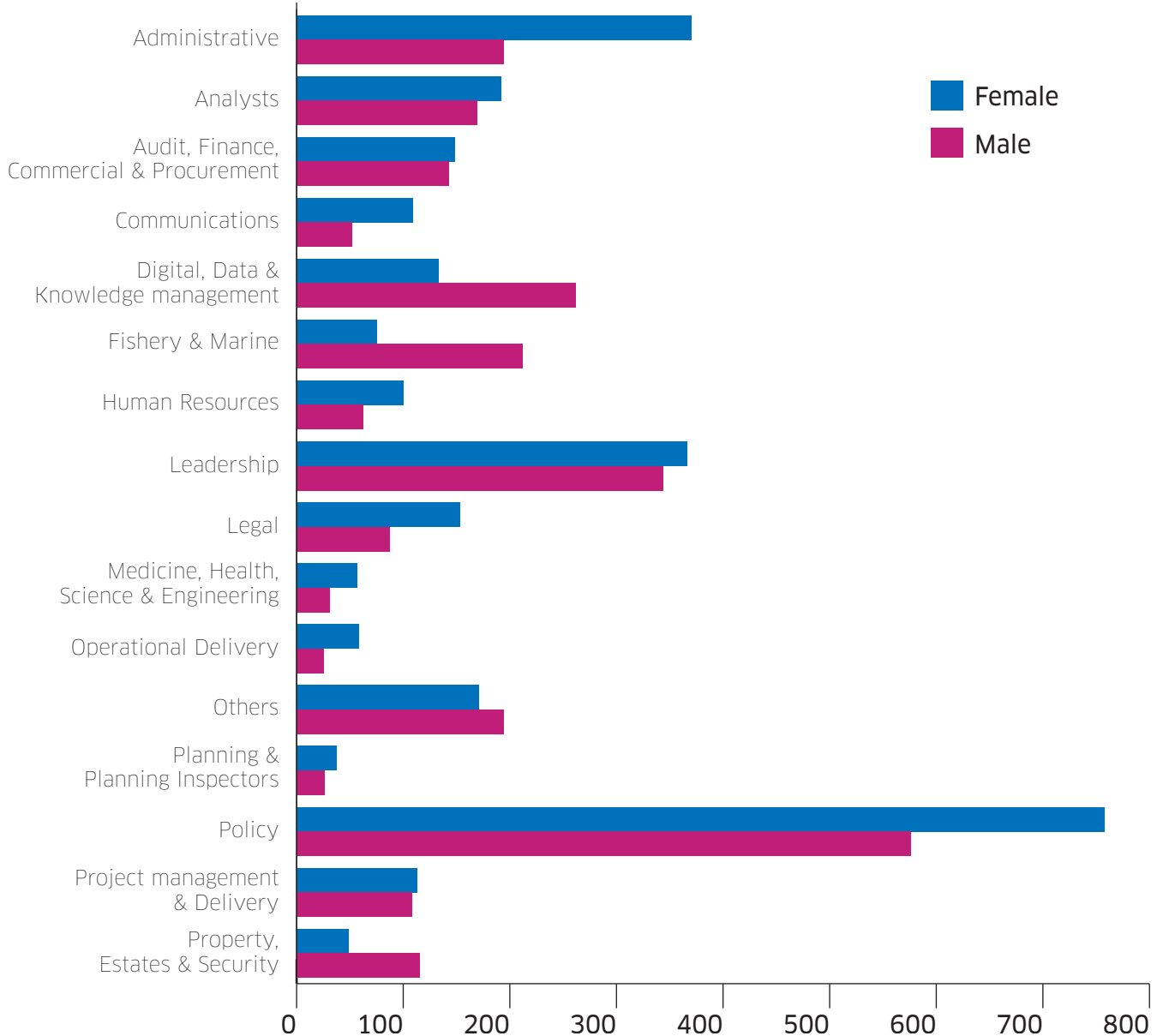
7.5 Job Families and Occupational Segregation

One of our key areas of work related to equality and diversity, as well as the pay gap, is understanding the roles performed by our workforce. This will enable us to have a good understanding of horizontal occupational segregation – the clustering of men and women (and other protected characteristics) in business areas across the organisation – and better understand features underlying any pay gap. We are working to develop job title information for current employees alongside other data, e.g. grade, directorate and location.

Initial work has explored the potential of Job Families based on draft categories and job title information. This has allowed us to gain a better understanding of the nature and distribution of jobs across the organisation (see Table below). Process improvements have been put in place to reduce missing job title information for contingent workers. Further improvements to guidance and systems will be carried out over the next year with the intention to have individual self-selection of job roles added to our existing systems.

Job Families, by gender

(Allocation of January 2019 job titles to experimental categories - Excludes missing or unclassified job titles)



7.6 Appraisal Markings

The data we reported in 2017 appeared to show less positive outcomes for disabled staff in relation to performance marking than non-disabled staff. This was cause for concern given our ambition to be a fair, equal opportunity employer where employees can flourish. Consequently, we undertook further analysis of the data to try to establish the cause of this difference in outcome. Examining appraisal marking versus time in service shows that those with a disability consistently receive lower markings than those without a disability regardless of their age, grade or the stage of their career. A logistic regression model of this data set confirmed this difference to be statistically significant but, crucially, was not able to determine that disability status was the cause of it.

We will undertake further investigation into career experience to illuminate this picture, analysing applicant success rates, retention rates, career mobility and progression as well as people survey responses relating to appraisals. This will inform our understanding of how disability status is experienced in the Scottish Government and will contribute to the development of our disability recruitment and retention action plan and the upcoming review of the performance management policy. This analysis will be replicated across other protected characteristics where we identify similar issues.

It is also recognised that disability has the lowest declaration rate of all the protected characteristics we monitor, with 62% of staff having provided information about their disability status on our electronic HR systems. A more complete data set would better inform this analysis and thus we will focus on increasing all declaration rates, but especially relating to disability status, over the next 2 years.

8. PART 2 – EQUALITY OUTCOMES

1. The 2017 mainstreaming report included a suite of outcomes, and set out in detail the background to each outcome, the evidence collected and the associated workstreams. This report provides an update on progress to date and work that will be taken forward 2019-2021.
2. The suite of equality outcomes for 2017-21 cover the following themes:
 1. Children Affected by Domestic Abuse and the Justice System
 2. Participation in Decision Making (Ministerial Public Appointments)
 3. Employment (both as an employer and as a policy maker)
 - Scottish Government Outcomes: Increasing the diversity of our workforce⁹
 - Scottish Government Outcome: Fostering an inclusive workforce culture¹⁰
 4. Mental Health
 5. School Education
 6. Violence Against Women and Girls
 7. Social Security
 8. Hate Crime

8.1 Outcome 1: Children Affected by Domestic Abuse and the Justice System

1. This outcome aims to ensure that children affected by domestic abuse are increasingly recognised and supported in the justice system by 2021.
2. Equally Safe, Scotland's Strategy for preventing and eradicating violence against women and girls, was published in 2014 and updated in 2016. It sets out a vision of a strong and flourishing Scotland where all individuals are equally safe and protected, and where women and girls live free from all forms of violence and abuse – and the attitudes that help perpetuate them. The definition of violence against women and girls we have adopted explicitly includes children of all genders as subject to harm through violence. This plan aims to improve the lives and experiences of all children affected by violence and the ways of thinking that maintain it.
3. Work on Equally Safe is now being driven forward by the various governance arrangements established, including the Equally Safe Joint Strategic Board and Joint Delivery Group etc.

⁹ See Section 8.4

¹⁰ See Section 8.4

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4. The Scottish Government Justice Directorate is focusing upon developing a victim-centered approach to the justice system through a coordinated approach within both the civil and criminal justice systems. The profile of the violence against women and children agenda within the justice system has never been more prominent and the Justice Expert Group established to take this forward have sought to harness this momentum and continue to work through the existing issues that remain within the justice system, despite significant progress in recent years.

Domestic Abuse Bill

5. The [Domestic Abuse Act 2018](#) brings clarity for victims so they can see explicitly that what their partner or ex-partner has done to them is wrong and perpetrators will see what they are doing is criminal and unacceptable behaviour. The offence will improve the powers of the police, prosecutors and our courts to hold perpetrators to account in specific cases.
6. During consultation on the specific draft offence a number of respondents raised concerns that the offence as drafted did not recognise that children are victims of domestic abuse committed against their parents/carers.
7. The aggravation was developed in response to the comments received during the consultation, as a means of acknowledging through the criminal law the impact that domestic abuse can have on children, and ensures that the fact that a perpetrator involved or directed behaviour at a child in committing the offence is formally recorded and that there is transparency as to what account has been taken of this in sentencing. Scottish Government officials met with a number of stakeholders who raised the issue of how the offence deals with the impact of domestic abuse on children to help inform development of the aggravation.
8. Consultation on Review of Children (Scotland) Act 1995. This sought views on how to further protect victims of domestic abuse and children in contact and residence cases. This includes whether to ban personal cross examination of domestic abuse victims in child welfare hearings.
9. The consultation closed on 28 September 2018. We received 255 responses to the consultation and we are now considering next steps.

Progress and underpinning Evidence (2019-2021)

10. Family Law Bill announced in the Programme for Government (PFG) 2018/19. The Bill will make a number of changes to family law, in particular to further ensure that the child's best interests are at the centre of any contact and residence cases. This includes further protection of domestic abuse victims in contact and residence cases and ensuring that cases are dealt with effectively and efficiently by the courts.
11. Family Justice Modernisation Strategy will be launched at same time as Family Law Bill is introduced. This will set out other non-legislative work we are doing and also further longer term work. This may include further work on protecting victims of domestic abuse and children.

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12. As part of our commitments under Equally Safe, the Scottish Government is supporting the development of the 'Safe and Together' model of child protection in a domestic abuse setting in Scotland. Safe and Together is an American model that builds a framework for partnering with domestic abuse survivors and intervening with perpetrators to enhance the safety and wellbeing of children. The model is based on the concept that children are best served when we can work toward keeping them safe and together with the non-offending parent (the adult domestic abuse survivor). The Scottish Government has provided funding for Social Work Scotland to commission work with stakeholders to look at how best to deliver the model in Scotland. An event communicating initial findings and seeking views on how to move forward was held in February 2019.

Measurement Tools:

13. Feedback from children and their representative organisations on improved capacity and provision in terms of advice and support. Measurement will be identified as part of the development of the work programmes.

8.2 Outcome 2: Participation in Decision Making (Ministerial Public Appointments)

1. This outcome aims to ensure that Ministerial public appointments are more diverse and broadly reflect the general population by 2021.

What we have achieved

2. At August 2018:
 - 47.5% of all regulated Ministerial appointments were held by women;
 - The diversity of the Chair cohort has improved, with increases in the number of women, people under 50 and LGBO people holding Chair roles; and
 - The proportion of applicants who have not held an appointment before is higher than ever accounting for 71% of those applying in 2017.
3. We are working on actions to support the Scottish Government's Race Equality Framework, BSL National Action Plan, and A Fairer Scotland for Disabled People as well as this Equality Outcome. We are also working to ensure that public body boards meet the requirements of the Gender Representation on Public Boards Act that 50% of non-executive members are women by 2022. Our work across all these areas is driven by a robust evidence base that disaggregates data by protected characteristics.

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4. We have made progress across all work streams detailed when this outcome was set in April 2017:
- We worked with voluntary organisations such as CEMVO, BEMIS, PATH Scotland, Equate Scotland and Changing the Chemistry to promote public appointments to under-represented groups, address barriers to participation and familiarise potential applicants with the process;
 - Between April 2017 and December 2018 we held 7 events for our Come on Board outreach programme: around 280 people attended these events;
 - We worked with the Institute of Directors (IoD) Scotland and Standard Life to facilitate board shadowing projects aimed at women and people under 49;
 - We have funded Inclusion Scotland to provide a project to support disabled people to shadow a board member. This project will launch Summer 2019;
 - We have run a Future Chairs Mentoring Project since March 2017. The project supports existing board members from underrepresented groups to apply for Chair positions. To date 32 board members have benefited from one-to-one mentoring with a Board Chair and attended practice development workshops. As a result of taking part in the mentoring scheme two board members have already secured Board Chair positions. This project will continue in 2019/20;
 - We have supported new board members by offering induction training; six induction days have taken place since April 2017 with over 100 new board members taking part. We have also facilitated a peer network for board chairs; and
 - We are working in partnership with the Ethical Standards Commissioner on research into the benefits that diverse boards make to governance.

Progress and underpinning evidence (2019-2021)

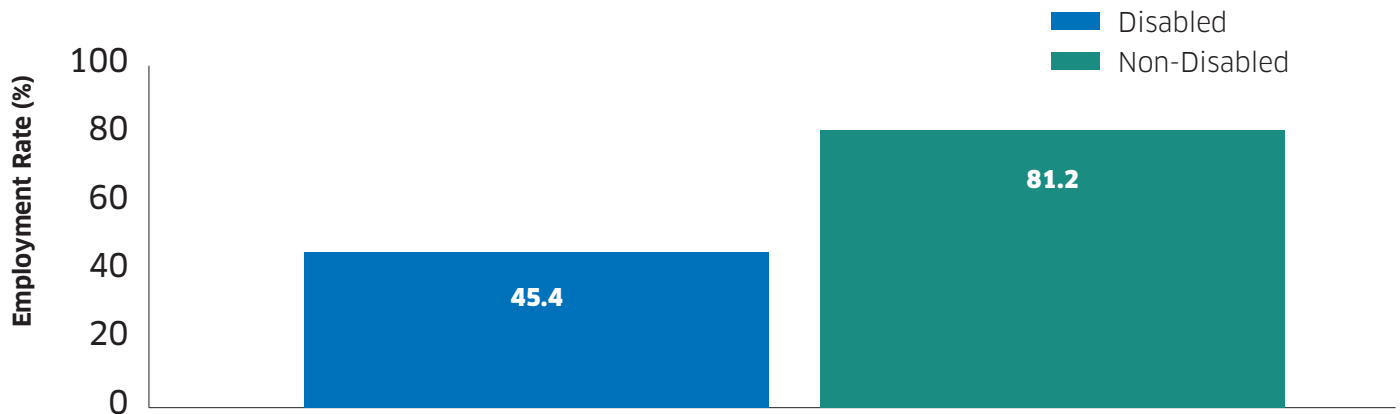
5. Our work has achieved an increase of 28% in the number of people applying for appointments. There has been an increase of 71% of people from an minority ethnic appointed to boards and an 54% increase in numbers of women appointed to boards. We will continue to report annually on progress via the Ethical Standards Commissioner.
6. We will continue to carry out work which aims to deliver the outcome that public body boards reflect the general population by 2021. This will include a programme of Come on Board events, the Future Chairs Mentoring Project and the Board Shadowing Project with Inclusion Scotland.
7. We will work with analytical services colleagues to explore where we can disaggregate our data further to improve further our understanding of how people with particular characteristics fare in the appointments process stages and use this evidence to target awareness raising and development activity.
8. The Diversity in Governance research project will report on findings in 2020.

8.3 Outcome 3: Employment (both as an employer and as a policy maker)

1. This aims to ensure that employment inequalities, discrimination and barriers are reduced. Employment opportunities for women and ethnic minorities are increased and progress made towards reducing, by at least half, the employment gap between disabled people and the rest of the working age population.

Progress and underpinning evidence (2017-2019)

Employment Rates and DEG, 2017



Employment Rates

2. The disability employment gap (DEG) is defined as the difference between the employment rate of disabled people (as defined by the 2010 Equality Act) and the employment rate of non-disabled people.
3. Whilst Scotland's DEG has declined since 2016, our baseline year for halving the disability employment gap, the gap stood at 37.4 percentage points, it remains an enduring issue and one which requires further action by Scottish Government – both as an employer, and in terms of policy making.
4. In the year ending March 2018, the employment rate (16-64) in Scotland for ethnic white people was 75.1% compared to 57.9% for minority ethnic groups, an employment rate gap of 17.2 percentage points.
5. The employment rate gap has increased over the year due to the employment rate for minority ethnic groups decreasing over the year while the employment rate for the white ethnic group increased over the year. The employment rate for minority ethnic groups decreased from 59.7% in 2017 to 57.9% in 2018 (decrease of 1.8 percentage points) while the employment rate for ethnic white people increased from 74.1% to 75.1% over the same period (increase of 1.0 percentage points). Source: Annual Population Survey April 2017-March 2018
6. Female employment rates for the minority ethnic group are typically around 22.1 percentage points lower than male minority ethnic employment rates. This is nearly 4 times higher than the gap of around 6 percentage points between the employment rates for white males and females living in Scotland. Source: Annual Population Survey, April 2017-March 2018, ONS.

7. Compared to the UK, Scotland has a higher female employment rate (71.2% vs. 71.0%), a lower female unemployment rate (3.2% vs. 4.0%) but a higher female inactivity rate (26.4% vs. 25.9%). Over the last year, the female employment level in Scotland decreased by 16,000 to 1,277,000. (Source: Labour Force Survey, Jun-Aug 2018, ONS. Labour Force Survey).
8. Since Apr-Jun 2017, female underemployment in Scotland has decreased by 0.2 percentage points while it has decreased by 0.8 percentage points in the UK. The Scottish female underemployment rate (8.4%) is higher than the UK's (7.9%).
9. Female self-employment increased from 82,600 in Jul 2009-Jun 2010 to 110,400 in Jul 2016-Jun 2017 and then decreased to 105,800 in Jul 2017-Jun 2018 (Source: APS Survey, Jul-Jun datasets, ONS).
10. The employment rate in Scotland, for women with dependent children, was 77.0%, higher than for the UK (74.1%) and the highest of the 4 countries of the UK. The employment rate for women with dependent children has increased by 2.9 percentage points in Scotland from 74.1% in 2008.

Pay Gap

11. Scotland's full-time gender pay gap at 5.7% in 2018 remains below the UK (8.6%) and is the lowest gender pay gap on record for Scotland (Source: Annual Survey of Hours and Earnings, ONS). Scotland's **overall** (full-time and part-time staff) gender pay gap at 15.0% in 2018 remains below the UK (17.9%).
12. The Annual Population Survey (May 2018) showed that an indicative pay gap for ethnicity in Scotland of 2.7% in favour of White employees in Scotland. This compares with the gap of 0.4% in the UK. Minority ethnic employees are younger than white employees in Scotland and the UK.
13. On 15 August 2017 the Equality and Human Rights Commission (EHRC) published the [Ethnicity Pay Gap report](#) which highlighted that the ethnicity pay gap across the UK in 2016 was 5.7%. Their report highlighted that many of the causes for the ethnicity pay gap were similar to those for the gender pay gap.

We are taking action to reduce the gender pay gap

14. There are many drivers of the gender pay gap and no one solution to closing it. We are providing £205,000 to Close the Gap for July 2018 – June 2019 to challenge and change employment practices and workplace cultures.
15. As announced in the Child Poverty Action Plan we have established a Gender Pay Gap Working Group that includes expert stakeholders such as Close the Gap, Engender and STUC. The working group held its sixth meeting on 7th February 2019. Chaired by the Minister for Business, Fair Work and Skills, the group has developed and published on 27 February 2019 a coordinated cross-Government [action plan](#) to reduce gender pay gaps across sectors as a key element of the Scottish Government's inclusive growth vision. This action plan also considers intersectionality.

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16. The Minister for Business, Fair Work and Skills telephoned the Chief Executives of some public bodies whose mean gender pay gap for all employees over the last two years was much higher than the national average in 2017 of 16.1%. The Minister discussed what actions the public bodies are currently taking and will be taking in future to reduce their pay gap.
 17. The First Minister's National Advisory Council on Women and Girls (NACWG) has been established and their initial three year strategy developed. The NACWG was formed as a catalyst for change to address gender inequality by providing independent strategic advice to the First Minister and work strategically with all the other fantastic work being taken forward across Scotland, to avoid duplication. The NACWG has closely monitored and supports fully, the Gender Pay Gap Action Plan.
 18. Our plan to nearly double funded Early Learning and Childcare entitlement for all 3 and 4 year olds and eligible 2 year olds to 1140 hours per year by 2020 will make a vital contribution to our priorities to grow our economy, tackle inequality, and close the attainment gap.
 19. We are working with the Equality and Human Rights Commission (EHRC) to tackle pregnancy and maternity discrimination. The Pregnancy and Maternity Discrimination Working Group is chaired by the Minister for Business, Fair Work and Skills and has a remit to create guidelines for employers to ensure best practice, as well as improving access to guidance for pregnant women and new mothers.
 20. We have delivered on our commitment for a Returner's Programme to assist women to re-enter the workforce following a career break. We approved seven projects with a total value above £235,000. These projects aimed to address the under-representation of women in the STEM, finance, security and manufacturing sectors; increase business start-up rates for women and the number of women in senior positions. One project specifically supported black and minority ethnic women back into the workplace.
 21. We have successfully reached the target set by FM to have 1,000 Scots based Living Wage accredited employers; there are now just under 1,300.
 22. We are continuing to support the Poverty Alliance to deliver Living Wage Scotland and are providing them with £340,000 in 2018-19 to uplift a further 7,500 workers across Scotland to at least the Living Wage rate, giving particular attention to low paid sectors.

We are taking action to tackle the disability employment gap

23. In December 2018 we published [A Fairer Scotland for Disabled People: Employment Action Plan](#) which the First Minister had committed at the Congress on Disability Employment and the Workplace on 30 April 2018. This sets out our immediate steps towards the commitment made in [A Fairer Scotland for Disabled People](#) (2016) to at least halve the disability employment gap by 2038. It is focused on three key areas – supporting employers to employ disabled people; supporting disabled people to enter and sustain fair work; and youth transitions – and includes commitments to:

- Set a target for the Scottish Government’s own employment of disabled people in its own workforce. We will detail this in the Recruitment and Retention Plan which we will publish during 2019;
- Invest up to £1 million to establish a new Public Social Partnership, involving employers, government and disabled people’s organisations, to develop, test, and implement solutions to the barriers that employers face in hiring and retaining disabled people. Alongside this, we will appoint a business leader to advise us on the steps we could take to reduce the perceived risk of recruiting people with fluctuating health conditions;
- Create a bespoke Scottish employability support service, to be in place from January 2020 when Specialist Employability Support contracts, currently operated by the UK Government’s Department for Work and Pensions (DWP), ends in December 2019. This will meet the needs of disabled people for whom more mainstream employment support is not suitable;
- Invest up to £6m of additional resource from the Child Poverty Delivery Fund to co-produce with disabled parents and disabled people’s organisations a pilot fund, targeted towards areas with the highest levels of child poverty and the lowest levels of employment of disabled people, to identify and address the barriers disabled parents face to entering and sustaining employment;
- Build on the [Seven Principles of Good Transitions](#), and broader recommendations received from sector experts, disabled young people and their families and carers, we will work across government to improve transitions into education, learning and work for disabled young people;
- Develop and put in place, following the review of [current support](#), a new flexible and responsive employability delivery model that will support people – including young disabled people – in ways that work for them; and
- Launch a new Careers Strategy in 2019 to align career information, advice and guidance services in Scotland. This will reinforce our commitment to enabling all individuals, including young disabled people, to receive high quality support to fulfil their career potential.

We are targeting support to help minority ethnic people into the labour market

24. Skills Development Scotland published the Year 2 update on Apprenticeship Equality Action Plan (EAP) on Wednesday 8 August 2018. In 2017/2018 the proportion of MA starts self-identifying as being from a minority ethnic group has risen to 1.9% compared to 1.7% in 2016/17¹¹.
25. We will continue to utilise regionally devised strategies and engage with Developing the Young Workforce (DYW) regional groups, local authorities, schools, employers and regional colleges to develop tailored plans to meet the area's needs and specific targeting of populations. A particular area of focus will be on addressing employability skills issues for some groups. The BEMIS "MAs for All" project will focus on leaving a legacy of connections between community groups and contracted providers.
26. Scotland's Employer Recruitment Incentive (SERI) is focused on supporting the job prospects of young people who face the biggest barriers to employment, including young minority ethnic people. A package of tailored 'In-Work Support' complements and enhances SERI.
27. We are exploring with SDS how to increase access to effective careers guidance and employability support for people from minority ethnic communities who are in work, seeking work or in learning.
28. We are funding projects across Scotland through our Promoting Social Cohesion Fund, that are focused on supporting minority ethnic people into employment, these include Grampian Regional Equality Council Ltd, LINKnet Mentoring Ltd, Lothian's and Fife Project; PATH (Scotland), Sikh Sanjog and the Glasgow ESOL Forum Ltd.
29. We are awarding £110,496 funding towards a joint delivery and knowledge exchange venture between Bridges Programmes, Glasgow City College and the Dundee International Women's Centre to develop a year-long vocational English for Speakers of Other Languages (ESOL) employability programme.
30. We are funding a recognition of prior qualifications, skills and learning pilot project being led by a key stakeholder group to build on existing evidence. Phase one (Jan-Mar 2018) was a scoping exercise, phase two (April 2018 - March 2019) aims to develop both the service and a live flexible database. This contributes to the work of our New Scots refugee integration strategy.
31. In March 2016 we published the [Race Equality Framework for Scotland 2016 to 2030](#) which sets out the Scottish Government's approach to tackling racism and addressing the barriers that prevent people from minority ethnic communities from realising their potential. In December 2017 we published the [Race Equality Action Plan \(REAP\) 2017-21](#) which outlines the actions we will take over the course of this Parliament to secure better outcomes for ethnic minorities in Scotland. This included a commitment to hold an event on Race Equality Employment, which is being planned for spring 2019.

¹¹ Source: SDS Modern Apprenticeships Quarter 4 2017/18 Statistics. Minority ethnic groups defined as Mixed or Multiple; Asian; African; Caribbean or Black; and Other ethnic group.

Helping people into employment

32. Contracted employability support for long-term unemployed people has been devolved to Scotland since April 2017. We are developing a long-term 2020 and beyond vision to identify specific needs of clients and develop a fully integrated and aligned service that helps people move into good quality, sustainable work. Our intention is that some unemployed customers will have early access to the programme – this will include refugees and those from a minority ethnic background.

Taking action to reduce workplace inequalities faced by women, ethnic minorities, disabled people and older people.

33. The Scottish Government's £750,000 Workplace Equality Fund 2019/20 will address long standing barriers faced by women, older workers, minority ethnic and disabled people. The fund will also enable businesses with innovative ideas to embed the dimensions of the [Fair Work Framework](#) in their workplaces. The Workplace Equality Fund, which will be delivered by the Voluntary Action Fund, will support delivery of the Scottish Government's Programme for Government; Race Equality Framework; Disability Action Plan; and Scotland's Labour Market Strategy.

34. The first round of applications for the Workplace Equality Fund ended on 31 March 2018 and nine projects secured funding totalling £315,608 for 2018/19. These projects will support women returners into business services; help a range of companies become age-inclusive; build flexible and agile workplaces for companies in the construction, STEM, finance, technology, and furnishing sectors; improve mental health in the workplace; and deliver training in leadership and boardroom governance to women in the technology sector.

35. A second round of applications for the Workplace Equality Fund opened on 2 July and closed on 30 August 2018. There were 13 successful projects securing funding totalling £434,392 which were announced by the Minister for Business, Fair Work and Skills on 31 October 2018.

Next Steps and underpinning evidence (2019-2021)

36. We published our [Gender Pay Gap Action](#) March 2019 and will be taking forward the actions contained within in the Plan throughout this Parliamentary term and beyond.

37. As part of the Programme for Government 2018-19 there will be a commitment to take forward a range of actions to support women to return to work including investing an additional £5 million over the next three years to support around 2,000 women to return to work.

Parental Support package

38. In March 2018, we published [No-One Left Behind: Next Steps for Employability Support](#) which sets out the next steps we will take to deliver more effective and joined up employability support. During 2018, we carefully listened to the views of people and organisations about how we create a more joined up system that is focused on progressing people into the jobs and careers they choose. We will publish the findings of this work along with our plans for change in December 2018.
39. Through a cross-Scottish Government senior policy group and an external advisory group of disabled people's organisations (DPOs), service providers, local authority representatives and other key stakeholders, we developed proposals and interim targets for [A Fairer Scotland for Disabled People: Employment Action Plan](#), published in December 2018. The plan is a first step of the Scottish Government's commitment to at least halve the disability employment gap¹² and covers the years 2019-21, albeit is recognised that tackling the disability employment gap will require a longer-term commitment and activity. The employment action plan focuses on three key areas: 1) Supporting employers to recruit and retain disabled staff. This includes increasing the number of disabled people within our own workforce; and investing up to £1 million in a new public social partnership involving employers, government and disabled people to develop, test and implement solutions to the barriers people face in hiring and retaining disabled people. 2) Supporting disabled people to enter employment. To support disabled people into employment, we will be investing up to £500,000 of new funding to provide support similar to that of Access to Work to support disabled people undertaking work experience or work trials, and creating a bespoke Scottish Employability Support service to meet the needs of disabled people for whom more mainstream support is not suitable. 3) Young people and transitions. The Scottish Government are committed to building on the seven principles of Good Transitions, as well as broader recommendations from sector experts, disabled young people and their families and carers to improve transitions into education, learning and work for disabled young people.

In relation to the 2nd theme, we recognise that the Scottish Government has a leadership role to play in reducing the disability employment gap – both as an employer and policy maker. As such, we will publish a Recruitment and Retention Plan, setting a target for the employment of disabled people in the Scottish Government and outlining other actions to improve the employment of disabled people in the organisation; and we will encourage other public sector organisations to follow our example by sharing the learning.

12 <https://www.gov.scot/publications/fairer-scotland-disabled-people-delivery-plan-2021-united-nations-convention/>

8.4 Outcome 3: Increasing the diversity of our workforce

This outcome aims to ensure that the Scottish Government workforce increases in diversity to reflect the general Scottish population by 2025.

What we have achieved

At December 2018:

- Our gender balance was 53.5% women and 46.5% men, with women comprising 44% of the Senior Civil Service;
- Of those who have provided information about their ethnicity, 2% identified as minority ethnic versus 4% of the working age population; and 3% of Senior Civil Servants identified as minority ethnic;
- Of those who have provided information about their disability status, 13% self-declared disabled versus 19% of the working age population;
- Of those who have provided information about their sexual orientation, 5% identified as lesbian, gay, bisexual or other versus 2% of the working age population;
- People aged 16-29 years represented 15% of our workforce versus 28% of the working age population;
- Of those who have provided information about their religion, 37% identified as Christian, 3% as other, 54% as none versus 44%, 3% and 51% of the working age population, respectively; and
- Of those who joined between January 2017 and December 2018, 1,180 were women; 58 minority ethnic; 141 disabled; 127 LGBO; 1,043 aged under 30; 41 aged 60 or over.

The evidence above demonstrates that we are making sound progress towards delivering on this outcome. Key areas where we have focused our efforts in order to increase the diversity of our workforce include:

- We have set targets for the flow of disabled and minority ethnic people into the Senior Civil Service. We have conducted an analysis of the barriers to progression for employees who share protected characteristics and will be undertaking benchmarking and qualitative research with Trade Unions and our diversity networks to establish the developmental support and changes to policies/procedures needed. This will shape the actions we need to take to deliver on the targets;
- We have implemented positive action measures aimed specifically at increasing the recruitment of disabled people who identify as minority ethnic, disabled or socio-economically disadvantaged to our Graduate Development Programme and to Government Legal Service for Scotland;
- We successfully used new approaches to outreach and selection, along with bespoke assessment panel training and in-depth diversity data analysis through the selection process, to increase the application and success rates of diverse candidates in our 2018 external campaign to recruit 150 middle managers. The final cohort was representative of the Scottish working age population in respect of disability and gender. The proportion of candidates who identified as minority ethnic or LGBO was higher than the working age population; and

- We have undertaken in-depth analysis of appraisal markings by protected characteristic and by tenure in the organisation to try to understand factors which may influence performance markings.

What we will do during 2019-2021

- We will undertake an equal pay audit to identify the causes of and remedies for our gender pay gap. This will take an intersectional approach;
- We have committed to developing a disability recruitment and retention plan, to contribute to the Scottish Government's wider goal to reduce by half the disability employment gap. Our plan will include setting a disability target for Scottish Government as an employer; and
- We will ensure the lessons learned from recent external recruitment campaigns shape the review of our recruitment policy, scheduled for 2019.

8.5 Outcome 3: Fostering an inclusive workforce culture

This outcome aims to ensure that the Scottish Government fosters an inclusive workforce culture and values the contribution of employees from all backgrounds.

What we have achieved

We measure our progress here using key results in the UK Civil Service People Survey, which is completed annually by our employees, to measure inclusion in the Scottish Government. These are:

- “Inclusion and Fair Treatment” which combines scores across questions relating to being treated fairly, with respect, feeling valued, and perception that the Scottish Government respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.);
- The “Engagement Index”, which is shaped by experience at work as measured by the nine main themes of the survey; and
- Respondent's opinion on whether they have personally experienced discrimination, bullying and harassment in the previous 12 months.

We also measure trans inclusion using the inclusion index as assessed by Stonewall through our participation in their LGBT equality benchmarking tool, the Workplace Equality Index.

In 2018, 78% of our employees took part in our People Survey. We have assessed the results both overall and across key groups where evidence has pointed to differences in experience.

Key results show that:

- The rates of discrimination experienced by minority ethnic respondents have decreased significantly over the past two years;
- This progress was reflected in improved mean Engagement and Inclusion and Fair Treatment (IFT) Scores for Minority ethnic respondents;
- There are gaps between the discrimination and bullying and harassment rates of heterosexual/straight and LGBO staff, but the gap in discrimination rates narrowed over the past two years;

- While there are gaps in discrimination and bullying and harassment rates between LGBO and straight/heterosexual respondents, their mean Engagement and IFT Scores do not differ greatly;
- There have been persistent gaps in discrimination and bullying and harassment rates in terms of gender, disability and pay grade over the past two years;
- These gaps are reflected in mean disabled respondents' Engagement and IFT Scores to an extent;
- Respondents in higher grades also have higher mean Engagement and IFT Scores; and
- Female respondents have consistently had higher mean Engagement Scores than male respondents despite experiencing more discrimination and bullying and harassment.

In relation to trans inclusion, our trans inclusion index rose from 13% to 58% in 12 months.

The evidence above shows improvement in a number of areas, but some outcomes for disabled colleagues, colleagues who identify as LGBO, and women remain in relation particularly to discrimination, bullying and harassment. As an employer the Scottish Government is unequivocal that there is no room for any form of discrimination, bullying or harassment, or any other form of unacceptable behaviour, and we are committed to continuing to take action to build a safe workplace environment founded on openness, respect and kindness.

- We are undertaking a review of our Fairness at Work policy and guidance, informed by intersectional diversity analysis of employee experience to ensure our policies and procedures are sensitive to employees' needs;
- Our People Advice and Wellbeing team are focusing on early intervention and informal resolution;
- We are developing a Wellbeing strategy and a dedicated Wellbeing team, and have invested in Mental Health awareness training for the People Advice and Wellbeing team who are the first contact in Human Resources for employees seeking support;
- We have established mutual mentoring between minority ethnic employees and members of the Senior Civil Service, including our Permanent Secretary;
- We have refreshed our staff transgender policy and guidance which have respect and dignity for all at their core, and have increased the provision of gender neutral toilets across our main buildings;
- We achieved Disability Confident 'Leader' status;
- We have conducted access audits across our estate and completed work to respond to key areas identified by the audits;
- We are undertaking a programme of innovative work – in collaboration with disabled employees – to refresh our approach to workplace adjustments and ensure that the design and delivery of services empower disabled people and remove unnecessary barriers in the workplace;
- We commissioned an external company to carry-out a Discovery Service Design project to review and propose a revised approach for delivering a workplace adjustments service to disabled staff;

- Our corporate communications strategy which aims to build a meaningful understanding of our differences in order to embed action to enhance and support diversity and inclusion into all that we do, at all levels in our organisation; and
- Our diversity networks have played a key role in building supportive relationships and a sense of belongingness which are key elements of inclusion. Our race and disability networks held conferences in 2017 and 2018, and we appointed a lead co-ordinator focusing on the strategic development of the staff Race Equality Network.

What we will do during 2019-2021

Fostering an inclusive workforce culture

- We will deliver the review of the role and purpose of our diversity networks which we committed to in our People Plan, in order to maximise their valuable contribution to delivering our diversity and inclusion agenda;
- We will develop training and further guidance to accompany our refreshed Trans Equality and Inclusion Policy, to contribute to building a supportive environment for trans colleagues. We will develop further guidance for trans employees and their colleagues to support the refreshed policy;
- Changing organisational culture will be a key focus of our disability recruitment and retention action plan, to increase understanding and a positive attitude to disabled people and increasing awareness of discrimination, prejudice and barriers faced by disabled people;
- We will undertake research to understand the experiences of women returning to work after maternity leave; and
- We will implement a leadership framework together with development in core areas of leadership including a strong focus on inclusive leadership and collective leadership. These are key areas which our Theory of Change shows are critical to developing effective teams and thereby reduce discrimination.

8.6 Outcome 4: Mental Health

This outcome relates to the work being done over the 10 years of the Mental Health Strategy, to achieve parity between mental and physical health.

Progress and underpinning evidence (2017-2019)

1. The Scottish Government published a ten year Mental Health Strategy on 30 March 2017, and at the time, the government committed to provide a regular progress update to Parliament. [The first update was published on 26 September 2018.](#)
2. The Scottish Government has developed a mental health strategy data framework. The aims are to have data that is useful to planners of services, clinicians, and people developing policy, and to cut back on the collection of data that is under-used or not fit for purpose.

Associated work-streams

3. The Strategy contains 40 specific actions and within the first 18 months of the Strategy 13 of the 40 actions are complete or nearly complete. Each action is intended to tackle a specific issue and, in this way, the Strategy will make a positive and meaningful difference to people with mental health issues, including those across the protected characteristics, and will contribute towards the improvement of their overall health and wellbeing. Actions laid out in the Strategy cover the first 3-4 years. Other priorities will emerge through time.

Equality Impact Assessment (EQIA)

4. Following a positive meeting in May 2018 with representatives from various protected characteristics groups Mental Health Division are refreshing the EQIA which had been prepared for the Mental Health Strategy.
5. Analyst colleagues are working on a new, more detailed and updated, EQIA. Protected characteristics organisations have been asked to provide any relevant research which could contribute to this assessment.
6. Upon completion of the research stage of the EQIA, it is anticipated that organisations will be invited for further discussion with mental health officials as the EQIA moves towards the impact assessment stage.

Suicide Prevention Action Plan

7. Following engagement, Every Life Matters: [Scotland's Suicide Prevention Plan](#) was published on 9 August 2018. To further inform the content of the final version, we also engaged directly with a range of partner organisations from NHS, the voluntary sector and academia. Among the actions in the plan are: Identifying and facilitating preventative actions targeted at risk groups - which includes, among others, lesbian, gay, bisexual and transgender (LGBT) adults and young people and Gypsy/Travellers.

National Suicide Prevention Leadership Group

8. To implement the plan, the Scottish Government has set up a National Suicide Prevention Leadership Group (NSPLG) chaired by Former Deputy Chief Constable Rose Fitzpatrick will chair the group. It was agreed by the Chair early on in the process that we would be asking organisations for two nominations to ensure a diverse and equal group of members were selected.
9. After discussion with the chair and advice from policy colleagues, we approached the Scottish Human Rights Commission to offer them a place on the Leadership Group as it was felt they were an organisation that represented a vast number of individuals. The commission have had to decline a place at the moment due to capacity issues.
10. The Group published its [Delivery Plan](#) in December 2018. This Delivery Plan sets out work towards the vision of Every Life Matters and so it describes an initial, sequenced and high-level summary of our work in that context. All of the actions in the Delivery Plan are underpinned by equalities.

Taskforce on Children and Young Peoples Mental Health

11. The Cabinet Secretary for Health and Wellbeing recently announced the establishment of a Children and Young People's Mental Health Taskforce, chaired by Dame Denise Coia, building on the 'rejected referrals' work and looking at workforce, information systems, service settings, data and outcomes and meeting the expectations and rights of children and young people.
12. As part of her initial discussions, Dame Denise has spoken to a range of individuals and organisations to seek their views. However, it has not been possible to reach the wide range of stakeholders requiring mental health services nor explore the particular issues around protected characteristics. Nonetheless, Dame Denise has heard views on particular needs, lack of equality of access, parity and stigma and the Taskforce will continue to explore those issues in more depth. We intended to have wider stakeholder engagement moving forward.

Physical and Mental Health

13. There is known link between physical and mental health, and that people with poor mental health often experience physical ill health. Tackling this inequality will help support parity and accessibility to – and availability of – services, as well as supporting prevention and earlier interventions work. Tackling it will also help to ensure non-discrimination in a human rights based approach.
14. This is why the Scottish Government has two specific actions in the Mental Health Strategy aimed at improving the physical health of people with mental health issues:
 - 1.1. **Action 30:** Ensure equitable provision of screening programmes, so that the take up of physical health screening amongst people with a mental illness diagnosis is as good as the take up by people without a mental illness diagnosis.

And

- 1.2. **Action 31:** Support the physical activity programme developed by the Scottish Association for Mental Health (SAMH) thereby improving the physical and mental health of people experiencing physical and mental health challenges, enabling them to live longer and healthier lives through increased levels of physical activity.
2. Progress reports are available here:
<https://www.gov.scot/Topics/Health/Services/Mental-Health/Strategy/StrategyImplementation/MentalHealthStrategy-ReportsonProgressJune2018>

Funding

3. The Scottish Government are supporting health boards with £150 million of extra funding over five years, including £54 million to help improve access to mental health treatment through workforce development, recruitment and retention, and service improvement support.
4. [Programme for Government](#) set out a package of measures, backed by £250 million additional investment, to do more to support positive mental health and prevent ill health. These new actions build on our mental health strategy and will include using technology to extend access to a range of support services, including: improvements to the NHS24 Breathing Space service; extending online access to Cognitive Behavioural Therapy; improving access to psychological assessment and therapy in rural areas; and strengthening the handling of mental health calls to the 111 service.
5. To support mental health in primary care, the Scottish Government has already invested £10 million to encourage the development of new models of care in primary care to ensure that people with mental health problems get the right treatment, in the right place, at the right time. In 2018/19, a further £5.5 million of funding will be released.
6. The Scottish School of Primary Care was commissioned by the Scottish Government to evaluate the new models of care being tested in primary care. A report providing evidence to support different models of care is due to be published this autumn. This will provide valuable evidence to support local areas in developing and delivering their Primary Care Improvement Plans.

To improve the quality of data to help drive improvements in mental health services?

7. In October 2018, the Scottish Government launched a [Mental Health Quality Indicator profile](#), which will provide a benchmark for operational improvement in mental health services. These indicators focus on service quality, reflecting the importance that needs to be placed on ensuring that the efficiency and effectiveness of mental health services is optimised. However, the QI profile has been designed to sit alongside a Mental Health Framework, which will provide population-wide data on wellbeing and mental health.
8. Officials are also working with ISD to improve the completeness and consistency of the current data collection, and to develop and improve the current range of data sources relevant to the ambitions of the Mental Health Strategy (including waiting times data) going forward.

8.7 Outcome 5: School Education

1. Within the longer-term outcome that every child and young person should thrive and have the best opportunity to succeed regardless of their social circumstances or additional needs, there will be progress by 2021 in the educational experience of those for which evidence indicates their success is impacted negatively due to a protected characteristic.

Progress and underpinning evidence (2017-2019)

Introduction

2. There are many policies and interventions which underpin the Scottish educational context of inclusion and equality in schools, including Curriculum for Excellence, the getting it right for every child approach and the Framework for Professional Standards for teachers, and there is encouraging evidence that outcomes for children and young people are improving year-on-year¹³. This report focuses on progress related to the protected characteristics which we consider are priority areas. As with previous years we use a range of evidence to measure progress and look to present an overview of the current and changing picture. To give a flavour of the wide range of relevant work we are doing, we have set out some specific activity against each theme. We also reference some activity, which while not specific to any protected characteristic, supports inclusion and equality in schools.
3. This equality outcomes report should be considered alongside the [National Improvement Framework](#) and Improvement Plan (NIF) which provides the context for all our work around achieving excellence and equity in school education. Scottish Ministers have a statutory duty to plan, publish and review the Framework each year and this was last done in December 2018¹⁴. The NIF includes a definitive and detailed list of completed, ongoing and planned activity to drive improvements for all children and young people.

Progress and underpinning evidence – Race

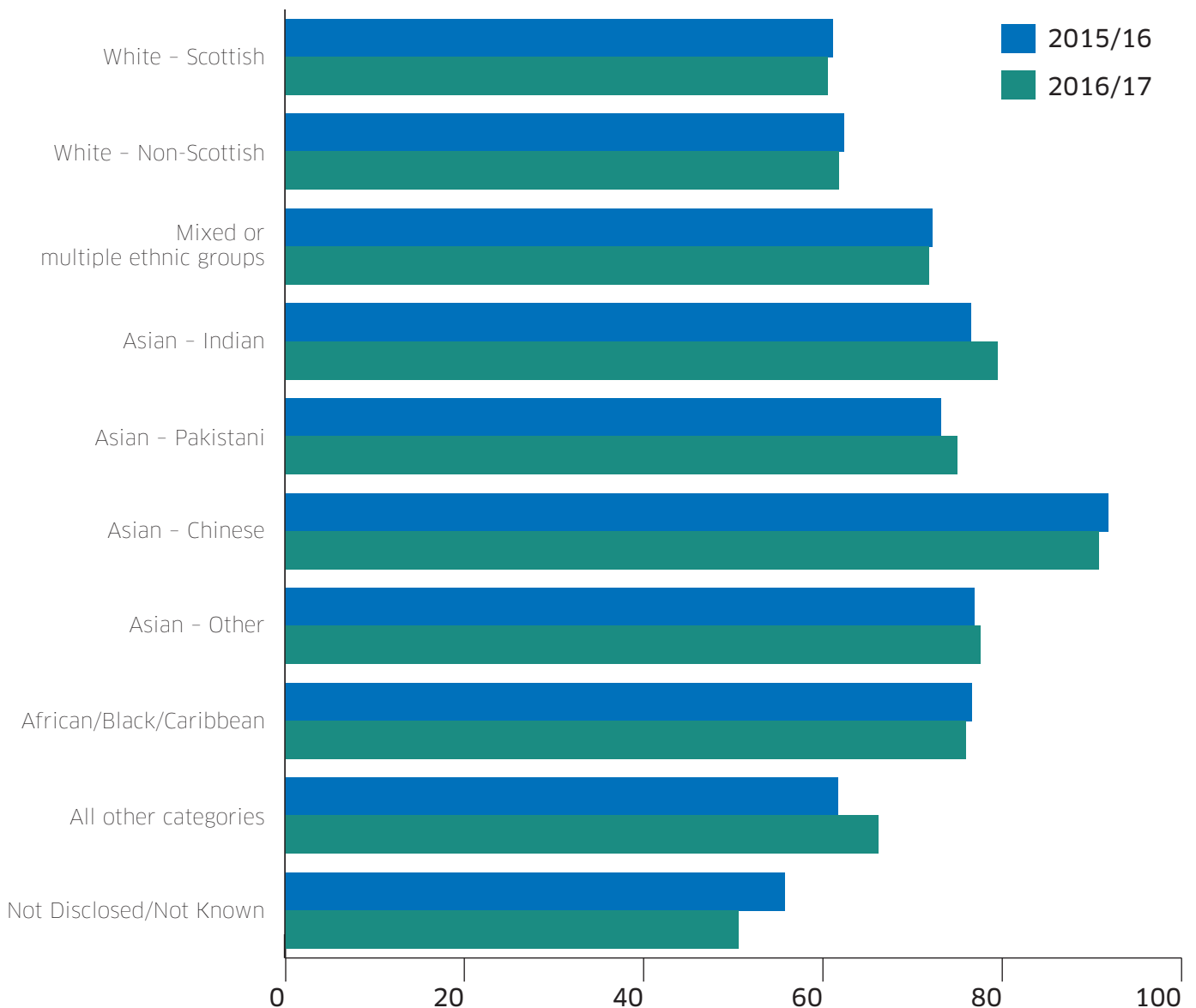
4. We have identified Gypsy/Travellers as a priority group given their poor outcomes and educational experience. For example, [data](#) shows in 2014/15 to 2015/16, only 76% of White Gypsy/Traveller leavers attained 1 or more qualification at SCQF level 3 or better (compared to 98% of all school leavers), only 75% went on to a positive destination, and this group experienced the highest exclusion rate of any ethnic group.

¹³ <https://www.gov.scot/publications/2019-national-improvement-framework-improvement-plan/pages/5/>

¹⁴ The 2019 National Improvement Framework (NIF) and Improvement Plan, includes detail on the evidence we gather, what it is telling us, and how that relates to improvement, and additional activity needed/planned/underway.

5. Gypsy/Travellers aside, statistics¹⁵ show a general improvement in attainment across the majority of ethnic groups. Pupils recorded as Asian-Chinese continue to have the highest level of achievement – in 2016/17, around 90.8% achieved one or more awards at SCQF Level 6 or better, compared to 61.2% of all leavers. Overall, attainment for the mixed/multiple, Asian and African/Black/Caribbean ethnic groups remain well above the average for all leavers. Nearly all ethnic groups have seen increases in attainment across all qualification levels, in line with general increases in attainment since 2014/15.

Percentage of school leavers achieving 1 or more passes at SCQF Level 6 or better, 2015/16 to 2016/17



Source: https://public.tableau.com/profile/Scottish_Government_eas.learninganalysis#!/vizhome/SchoolLeaverAttainmentandDestinationsDashboard/Home

15 See Table 6. Percentage of school leavers by attainment at SCQF Level 4 to 6, by pupil characteristic, 2014/15 and 2015/16 at <https://www.gov.scot/publications/summary-statistics-attainment-leaver-destinations-healthy-living/pages/4/>

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6. Similarly, [Achievement of Curriculum for Excellence \(CfE\) Levels 2017/18](#) return shows a higher percentage of pupils of Asian-Chinese ethnic background are achieving the expected CfE level in numeracy compared to all other ethnic backgrounds. The [data](#) also shows minority ethnic groups overall, with some small exceptions, perform better than average in achieving expected curriculum levels in literacy and numeracy in primary and secondary stages.

[Statistics](#)¹⁶ show that for all minority ethnic groups other than 'mixed or multiple ethnic groups' and 'not disclosed/not known' the percentage of school leavers in a positive follow up destination is above the average for all leavers, although there have been marginal falls in percentage rates since 2014/15 for the African/Black/Caribbean group and mixed or multiple ethnic group.

We continue to see a fall in exclusions across all ethnic groups. White-Scottish pupils continue to have the highest rates of exclusions. Pupil attendance has remained fairly stable across all ethnic groups.

Some specific activity related to race

7. In December 2017, the [Race Equality Action Plan](#) (REAP) set out the key actions for the Scottish Government to drive positive change for minority ethnic communities. It included a range of [education actions](#) on varied themes such as staffing and staff development, Early Learning and Childcare and careers guidance.
8. We published [Improving educational outcomes for children and young people from travelling cultures](#) to provide guidance on inclusive educational approaches which benefit Travellers. [See also Equality Outcome on Gypsy/Travellers]
9. We have taken a number of actions relating to race-related bullying, including publishing [Respect for All](#) - The National Approach to Anti-bullying for Scotland's Children and Young People.

Progress and underpinning evidence - Disability

10. For leavers that have been assessed or declared disabled, we are seeing faster rates of improvement in attainment and follow-up destinations than for their non-disabled peers. The percentage point improvement in attainment over the three year period from 2014/15 to 2016/17 is shown in the following table. Over the same period, percentage of school leavers declared or assessed disabled with a follow-up positive destination improved by 1.1 percentage point, compared to a percentage point increase of 0.9 for their non-disabled peers.

¹⁶ <https://www.gov.scot/binaries/content/documents/govscot/publications/statistics/2018/08/summary-statistics-attainment-leaver-destinations-healthy-living-8-2018-edition/documents/00536953-pdf/00536953-pdf/govscot%3Adocument>

Percentage point difference for school leaver attainment at SCQF Level 4 to 6, by declared or assessed disabled, 2014/15 to 2016/17

Declared or assessed as disabled	1 or more at SCQF Level 4 or better	1 or more at SCQF Level 5 or better	1 or more at SCQF Level 6 or better
No	0.2	1.0	1.1
Yes	1.2	3.9	3.2
All leavers	0.1	0.9	1.0

- Using dyslexia as an example, we continue to see improvements in attainment and positive destinations, which are roughly comparable with rates of improvement for all leavers.
- Overall exclusions across all characteristics continue to fall and for pupils assessed or declared as having a disability, the exclusion rate has fallen from 63 to 48 (per 1000) since 2012/13. However, the rate of exclusions for pupils assessed or declared as having a disability continues to be high at nearly twice that for other pupils. In 2016/17, percentage attendance for all pupils assessed and/or declared as having a disability was slightly lower than other pupils at 91.4% and 93.4% respectively. The equivalent figures for 2012/13 were 91.9% and 93.7%.

Some specific activity related to disability

- We progressed a broad range of actions from the attainment of pupils with a sensory impairment work plan developed following a parliamentary committee Inquiry, and the Deputy First Minister and Cabinet Secretary for Education and Skills [wrote](#) to the Committee in March 2018 to provide an update on the substantial progress made.
- Working with Education Scotland, we: published the refreshed [Addressing Dyslexia Toolkit](#) in March 2017 to ensure effective identification and support; in partnership with Dyslexia Scotland and Open University, launched three online [learning modules](#) for teachers, school management and GTCS registered local authority education officers; and developed Dyslexia and Inclusive Practice GTCS Professional Recognition Pilot, which is due to be complete in spring 2019.

Progress and underpinning evidence – Sex and Gender

- Overall it is an improving picture in terms of positive destinations and attainment for females and male school leavers.
- Female school leavers are still more likely than males to be in a positive follow up destination. In 2012/13, 91.6% of females went onto a positive destination, 2.3 percentage points higher than males. Since then the gap between males and females has fluctuated year to year, but never widened, and was 1.7 percentage points in 2016/17.
- The difference between genders continues to be larger in attainment with the gap widening with increasing qualification level. In 2016/17, the gap was in favour of female school leavers for one or more qualification at: SCQF Level 4 or better; Level 5 or better; and Level 6 or better, with 0.8, 4.1 and 11.7 percentage points respectively. The [achievement of curriculum for excellence \(CFE\) levels 2017/2018](#) data also shows that at all stages and across all four organisers, females continue to outperform males.

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18. The [rate of exclusions](#) for male pupils continues to be much higher than for female pupils, although we continue to see a decrease in exclusions for all pupils. [Attendance rates](#) for males and females remain very similar.
 19. We are making progress through our work with partners to address the under-representation of women in Science, Technology, Engineering and Maths (STEM) courses and careers. Between 2007 and 2018, the numbers of passes by girls in the STEM Higher qualifications were up by 13.3%. For the same period, the number of passes for girls in Higher Chemistry and Physics were up by 12.6% and 0.9%, respectively.

Some specific activity related to gender

20. We published our [STEM Education and Training Strategy](#) in October 2017, and the [First Annual Report of the Strategy](#) in February 2019. The Strategy aims to build Scotland's capacity to deliver excellent STEM learning, and to close equity gaps in participation and attainment in STEM.
21. The innovative Improving Gender Balance pilot, a partnership between Skills Development Scotland, the Institute of Physics and Education Scotland, concluded in March 2018. Education Scotland has recruited a team who will work with schools to challenge unconscious bias in STEM, develop a gender champion network and spread best practice.
22. Education Scotland published a suite of [Improving Gender Balance Action Guides](#) for teachers and early learning and childcare practitioners.
23. Through the Digital Skills Investment Plan, we have established a Gender Action Group to tackle the gender gap in ICT subjects and careers.
24. Within the context of Violence Against Women and Girls, addressing gender inequality and the Equally Safe Strategy we have taken forward a number of work streams relevant to ELC and schools.

Bullying

25. We recognise bullying, and prejudice-based bullying, as a key issue impacting on children and young people's education experiences and outcomes, not least LGBT young people and Gypsy/Travellers. We have taken a number of significant steps over the last 2 years including:

Some specific activity related to bullying

26. We published '[Respect for All](#) - The National Approach to Anti-Bullying for Scotland's Children and Young People', which includes an explicit commitment to addressing prejudice-based bullying.
27. We established a working group which developed a uniform approach to recording and monitoring incidents of bullying in schools, and produced accompanying [guidance](#) for local authorities and school. The approach, which will record reported instances of prejudice-based bullying, will be fully implemented by 2019/20.
28. We provided funding to LGBT Youth Scotland to work with respectme to produce a [resource](#) and deliver practice seminars to address homophobic, biphobic and transphobic bullying; and funded the Coalition of Racial Equality and Rights (CRER), to produce a [resource](#) on racist bullying which published in January 2019.

Additional Support for Learning

29. It can be useful to see progress towards the Equality Outcome in the context of outcomes for children who are recorded as receiving additional support for learning. The Additional Support for Learning Act requires education authorities to identify and provide support to overcome barriers to learning, some of which may relate to a protected characteristic. It is a very inclusive framework, considered to be world leading, which aligns with and supports the Equality Act provisions to prevent discrimination and make reasonable adjustments.
30. Despite challenging circumstances, children and young people with additional support needs are continuing to achieve:
- 87.1% of 2016/17 school leavers with additional support needs had a positive follow-up destination. A 5.1 percentage point increase since 2011/12;
 - 69.1% of 2016/17 school leavers with Additional Support Needs (ASN) left school with one or more qualification at SCQF level 5 or better. An increase of 13.8 percentage points since 2011/12; and
 - 90.4% of 2016/17 school leavers with ASN left school with one or more qualification at SCQF level 4 or better. An increase of 4.8 percentage points since 2011/12.

Some activity taken to address inequalities and inclusion, directly or indirectly, across a range of policy areas¹⁷

31. We established and worked with the LGBTI Inclusive Education Working Group, and accepted all 33 recommendations of their [report](#) meaning that Scotland will become the first country in the world to embed the teaching of lesbian, gay, bisexual, transgender and intersex rights in the school curriculum.
32. We undertook a [review](#) of Personal and Social Education (PSE), including consideration of pastoral care and guidance, as well as school counselling services, and in January 2019 published the [report](#) of its findings and 16 recommendations.
33. In response to the Behaviour in Scottish Schools Research (BISSR) findings we published '[Developing a positive whole school ethos and culture: relationships, learning and behaviour](#)' in June 2018.
34. We continue investment in the Scottish Attainment Challenge in 2019/20 with £62m allocated to deliver the Challenge Authorities and Schools Programme, Care Experienced Children and Young People funding and a range of national programmes; as well as £120m Pupil Equity Funding.
35. We published: an [Equality Impact Assessment](#) on the Scottish Attainment Challenge; an [evaluation](#) of the Attainment Scotland Fund which demonstrated it was supporting children and young people experiencing barriers related to protected characteristics; findings from a [survey of local authority](#) views about the Pupil Equity Fund.

¹⁷ The recently published 2018 Report and Action Plan on Children's Rights may provide some useful context, and further detail, of work to support equalities in schools, and children's rights more broadly.

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36. We published and revised Pupil Equity Fund [National Operational Guidance](#) which, in line with Education Scotland's framework How Good is Our School 4?, made clear the need to promote equity by considering equality groups when planning support and interventions.
 37. The Scottish Advisory Group on Relationships and Behaviour in Schools (SAGRABIS) updated the guidance Included, Engaged and Involved Part 1 on managing attendance in schools, to ensure that all children and young people are supported to attend schools.
 38. We published Included, Engaged and Involved Part 2: preventing and managing school exclusions which supports schools to consider contributing factors, including protected characteristics, when making decisions related to exclusions of children and young people. 400 stakeholders attended implementation workshops.
 39. We established, through the Strategic Board for Teacher Education, a [short-life working group](#) on diversity in the teaching profession, which published its report [Teaching in a diverse Scotland: increasing and retaining minority ethnic teachers](#).
 40. We [published](#) a content analysis of initial teacher education (ITE) in Scotland in May 2017. From that, Education Scotland developed a self-evaluation [framework](#) for ITE which helps evaluate how the training experience prepares students for teaching, including in terms of their knowledge and understanding of safeguarding, wellbeing, equality and inclusion.
 41. Education Scotland launched an online professional [learning module](#), for educational practitioners and local authorities, on inclusion and equality set within the context of Scottish education.
 42. We published revised guidance on the [Presumption to provide education in a mainstream setting](#) and commissioned independent [research](#) on children, young people and families' experiences of additional support for learning.
 43. We launched [Learning Together](#) - Scotland's national action plan on parental involvement, parental engagement, family learning and learning at home, which includes a dedicated section on [Equalities and Equity](#).
 44. We launched a 4-year long £2m Early Learning and Childcare (ELC) Inclusion Fund in 2018 which provides funding to ELC settings to support children with additional support needs (ASN) to access their funded entitlement.
 45. Anticipating the opportunities of the ELC expansion, we developed a programme with partners to increase the number of males accessing ELC college courses, and fund CEMVO (Council of Minority ethnic Voluntary Sector Organisations) to promote ELC career opportunities with BME communities.
 46. We published the details of the new [Funding Follows the Child](#) approach. This is underpinned by a National Standard, which is built on a range of criteria including Inclusion, that all providers delivering the funded Early Learning and Childcare entitlement will have to meet from August 2020.
 47. We published [annual reports](#) detailing the progress made in taking forward the ambitions of the Commission for Developing Scotland's Young Workforce.

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48. We agreed a funding package with COSLA to ensure ELC expansion is fully funded, and to support those who will benefit most, we have directly supported an ELC Two Year Old Uptake Improvement Practicum of nine local authorities. As part of their consideration of barriers to uptake, they are expected to identify, and seek to mitigate, the impact of protected characteristics.
 49. Education Scotland developed, and began implementation of, their [Equality Strategy and Policy 2017-19](#) which has already led to improved models of professional learning for equality and inclusion, and an enhanced and increasing range of resources.
 50. Education Scotland recruited a team of six Gender Balance and Equalities Officers.
 51. We agreed a partnership funding package with COSLA to ensure Scotland has a sustainable supply of Educational Psychologists who have a significant role in ensuring children and young people who need additional support for learning, whatever the reason, get effective support.
 52. We published the report of the [15-24 Learner Journey Review](#) in May 2018, in which the themes of excellence and equity are intrinsic.

Next Steps and underpinning evidence (2019-2021)

53. We will work with local government to deliver on our Programme for Government commitment to take action to secure more positive experiences for those receiving additional support for learning.
54. We will publish mainstreaming guidance (planned for 2019), which will take account of research findings and consultation responses.
55. We will implement, in partnership with COSLA the [recommendations](#) of the LGBTI Inclusive Education Working Group, as overseen by an Implementation Group.
56. We will support all schools and local authorities to implement the national approach to recording and monitoring bullying by August 2019.
57. We will take forward actions from the report [Teaching in a diverse Scotland: increasing and retaining minority ethnic teachers](#).
58. As committed to in the Gender Pay Gap Action Plan, we will work with the Scottish Council of Deans of Education to consider how gender and other equality issues can be made more prominent in teacher educations.
59. We will commence a range of work to address the issue of sexual harassment in schools including developing guidance and resources to support schools to end sexual harassment.
60. We are establishing a Personal and Social Education (PSE) Delivery and Implementation Group, which will be jointly chaired by the Scottish Government and COSLA, to take forward the recommendations of the PSE Review.
61. Taking account of the outcomes of the PSE review, we will review the Relationships, Sexual Health and Parenthood teaching guidance

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62. We will continue to evaluate the Scottish Attainment Challenge, as set out in the evaluation strategy, and work to address clear gaps in evidence. The next evaluation report will publish in 2020. We will review the EQIA analysis as necessary to take account of new data or evidence to monitor its impact on equality groups.
 63. To support parental involvement, we will provide £350,000 between 2019 and 2021 to develop small scale research and best practice materials on a range of equalities themes.
 64. The Scottish Study of Early Learning and Childcare (SSELC) will evaluate the expansion of early learning and childcare (ELC), examining the impact of the expansion on child, parent, and family outcomes. Data is being collected on various characteristics such as gender, ethnicity and long-term health conditions.
 65. The ELC Inclusion Support Fund will continue to run until 2022.
 66. We will develop a strategic framework on after school and holiday childcare, for public consultation in 2019. Research shows that out of school care can provide improved outcomes for children from more disadvantaged backgrounds.
 67. We will work with GTCS and the Scottish Sensory Centre to review and update the professional competency guidance for teachers.
 68. Education Scotland will work with schools to challenge unconscious bias in STEM. We will extend the successful Improving Gender Balance project across all schools by 2022.
 69. Education Scotland will publish, in 2020, an Equality Action Plan with issues of gender-segregation in education to the fore.

[See the separate section on Gypsy Travellers for work aimed at supporting Traveller communities]

8.8 Outcome 6: Violence Against Women and Girls

The aim is that violence against women and girls is reduced, along with the harms of gender-based violence on women and their children.

Progress and underpinning evidence (2017-2019)

1. We have a range of evidence sources to inform our interventions and understanding of the current position and help us progress towards our goals. Current evidence tells us that:
2. In 2017-2018, the police recorded 59,541 incidents of domestic abuse. Where gender information was recorded around four out of every five incidents had a female victim and a male accused. This proportion has remained very stable since 2011-2012.
3. Sexual assault accounted for 40% of Sexual crimes in 2016-17. This category has been on an upward trend since 2011-12, having increased by 47% since that time. This includes an 8% increase from 3,963 in 2015-16 to 4,281 in 2016-17.

4. In 2017/18, 2,225 rapes and attempted rapes were reported to the police in Scotland. Where gender was known, 95% had a female victim.
5. In 2016/2017, there were 4,360 recorded incidents of 'other sexual crime' which represents an increase from the 4,254 incidents recorded in 2015-2016. Where identifiable, the clear majority of victims of 'Other sexual crimes' were female and the vast majority of perpetrators were male.
6. In 2017, the UK National Referral Mechanism (NRM) received 207 referrals of potential victims of human trafficking where the referral was subsequently sent to Police Scotland for crime recording considerations; this represents a 38% increase on 2016 referral totals and 4% of all UK referrals to the NRM. The 207 referrals were comprised of 87 females (42%) and 120 males (58%). There were 144 (70%) individuals referred for adult exploitation categories and 63 (30%) referred for exploitation as a minor.
7. The 2014 social attitudes survey on public attitudes towards violence against women findings tell us that people are less likely to recognise verbal abuse and controlling behaviour (as opposed to physical abuse) as being wrong and harmful, and there are circumstances under which people view abusive behaviours as less serious (e.g. an extramarital affair has occurred). People tend to think that sex without consent is less seriously wrong or harmful if perpetrated by the victim's spouse than by someone she has just met. More than a third of people believe common myths about rape, and people are much less likely to be negative about commercial sexual exploitation than about the other forms of violence against women. Stereotypical views on gender roles persist, and those who held stereotypical views on gender roles are consistently less likely to view a wide range of abusive behaviours as wrong or harmful. Attitudes of young people showed they were less likely than adults to think the various kinds of violence against women that they were asked about were very seriously wrong, or to think that they would cause a great deal of harm. In some cases, the extent to which young people appear to hold more permissive views than adults about violence against women is striking. Stereotypical gender views played a role in this.
8. We recognise that it is challenging to draw definitive conclusions on the progress made with our various interventions. This can primarily be attributed to the nature of gender-based violence and the fact that this violence overwhelmingly remains hidden and underreported. Our main aim moving forward is therefore to focus on primary prevention, the overall objective that underpins our strategy. Through our delivery plan, we aim to raise awareness of gender-based violence, dismantle the structural, cultural and societal contexts in which this violence occurs and challenge the attitudes and harmful attitudes and stereotypes that create the societal conditions for gender-based violence to flourish. We aim to increase confidence in reporting and shift public attitudes so that gender-based violence is increasingly recognised as unacceptable.
9. In order to help us achieve our goal, we are implementing Equally Safe, Scotland's strategy to prevent and eradicate all forms of violence against women and girls. Our [Delivery Plan](#) was published in November 2017. We are currently undertaking the following actions:

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10. The establishment of a refreshed Joint Strategic Board, co-chaired by the Minister for Older People and Equalities and the COSLA Community and Wellbeing Spokesperson comprising senior representation from a range of stakeholders and partner organisations.
 11. The establishment of a Joint Delivery Group which will meet to ensure that each agency is meeting its commitments under the Delivery Plan, complemented a Stakeholder Advisory Forum and Experience Expert Panel. The Experience Expert Panel specifically includes representation from organisations who represent groups with protected characteristics to ensure we take cognisance of their views during our implementation phase.
 12. Record levels of funding to help tackle violence against women and girls current funding levels of £12 million per annum from the Equality Unit is being maintained to tackle all forms of violence against women and girls. This has been used to fund a range of measures to tackle violence against women and girls and put in place better services and support for survivors.
 13. The publication of Scotland's first National Action Plan to tackle female genital mutilation in February 2016. A report [detailing progress since publication](#) was published 13 October 2017. [Multi Agency practitioner guidance](#) for agencies and others responding to FGM was published November 2017. We have established a national action group to oversee implementation of the action plan and ensure that every agency is delivering against its commitments.
 14. The passing of The Domestic Abuse (Scotland) Act (April 2019) which creates a specific offence of domestic abuse that will cover not just physical abuse but also other forms of psychological abuse and coercive and controlling behaviour.
 15. Providing funding to increase the Caledonian Project to 19 local authorities across Scotland to help local authorities provide support to and educate perpetrators of domestic abuse.
 16. The establishment of a Taskforce for the Improvement of Services for children and adults who have experienced rape and sexual assault. To support and underpin the Taskforce's work, the Scottish Government is consulting on legislation to improve forensic medical services for victims of rape and sexual assault
 17. The establishment of a Multi-Agency Group on Commercial Sexual Exploitation to develop steps designed to reduce the harm associated with this kind of violence, to support women to exit and tackle in a holistic way issues that can lead to women and girls being exploited in this way. This group is currently developing a work plan to inform our approach and work in this area moving forward.
 18. Increasing our focus on prevention with a suite of interventions aimed at educating children and young people about gender-based violence, consent and healthy relationships. Current and relevant interventions include Rape Crisis' Sexual Violence Prevention Programme and the 'Whole School' approach to tackling gender-based violence. A successful pilot has already been completed in two schools.

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19. Publishing an Equally Safe in colleges and universities toolkit which provides resources for colleges and universities to tackle gender-based violence on their campus. All institutions in Scotland are expected to adopt the toolkit and factor a gendered analysis into their approach to this issue.

Next Steps and underpinning evidence (2019-2021)

20. We published a Year 1 [report](#) on implementation of Equally Safe in November 2018 during the 16 days of action against gender-based violence. It illustrated the progress made with our Strategy and highlight our key achievements and progress. We will continue to build on this as we move forward and will publish yearly progress reports to measure our success.

We will continue to build on the actions detailed above in a number of ways:

- We will run a major campaign to raise awareness of the Domestic Abuse (Scotland) Act;
- We will invest an additional £1.5 million in Rape Crisis centres across Scotland to help meet demand for services;
- We will take forward work to strengthen the existing legislative framework for the protection of girls and women from female genital mutilation;
- We will also engage with media companies to help tackle harmful gender stereotypes;
- We will take forward a review of the funding and commissioning of specialist domestic abuse and sexual assault services;
- We will continue to explore how we can improve survivors' experiences in the criminal justice and will explore new models for taking evidence from vulnerable witnesses such as the Barnahus model to explore how an immediate trauma-informed support for child victims of serious and traumatic crimes can operate within the context of Scotland's healthcare and criminal justice system; and
- We will monitor a pilot accreditation scheme for employers which will support employers to tackle gender-based violence in their work place.

8.9 Outcome 7: Social Security

Mainstreaming Equality is at the heart of the development and creation of a devolved social security system for Scotland being designed in partnership with the people of Scotland. The development of the Social Security System for Scotland consists of two work-streams. Understanding this is important to put in context the progress, and future work, towards meeting this outcome.

The Agency

On 1 September 2018, Scottish Social Security Agency (the Agency) came into being as an Executive Agency. The Agency is now delivering Carer's Allowance Supplement and Best Start Grant Pregnancy and Baby payment. Later in 2019, the Agency will also start delivery of four further benefits including the Best Start Grant Nursery and School Payment, Funeral Expense Assistance and the Young Carer Grant. This is known as Wave 1, the delivery of Wave 2 will come later and this will include the Scottish replacement for Personal Independent Payment and other forms of support for people with long-term illnesses, injuries or impairments. This is still in development by a wider Scottish Government Programme.

The Programme

1. The Social Security Programme refers to the way in which the Scottish Government is managing its work to design, build and implement the services the new Agency will deliver including delivery of the new Scottish benefits. It is delivering the components of the new social security system on an incremental, benefit-by-benefit basis.

Working together

2. The Agency and the Programme will work closely over the lifetime of the programme in order to make sure the Agency's services are delivered to a high standard, including making sure that equality is at the heart of the system. This update outlines the work of both the Agency and Programme and reflects on the associated actions that underpin the Social Security outcome theme in the Scottish Government Mainstreaming Report.

Progress and underpinning evidence (2017-2019) - cover up to the period April 2019

3. With the Agency in its infancy, much of the progress to date has been taken forward by the Programme. The Agency however is aware of its obligations under equality legislation, and the importance of working towards this specific Scottish Government outcome. The Agency's approach will be outlined in detail in an Equality Strategy which is currently being developed.

Principles

4. All aspects of the new system are being developed in accordance with the legislative principles established in section 1 of the Social Security (Scotland) Act 2018. These principles are intended to establish a supportive, rights-based ethos for the Scottish system. They deliberately correspond to fundamental aspects of the right to social security as outlined in key human rights instruments and associated UN guidance. Collectively these principles speak to the creation of a system with equality at its heart. They are:
 - (a) social security is an investment in the people of Scotland;
 - (b) social security is itself a human right and essential to the realisation of other human rights;
 - (c) the delivery of social security is a public service;
 - (d) respect for the dignity of individuals is to be at the heart of the Scottish social security system;
 - (e) the Scottish social security system is to contribute to reducing poverty in Scotland;
 - (f) the Scottish social security system is to be designed with the people of Scotland on the basis of evidence;
 - (g) opportunities are to be sought to continuously improve the Scottish social security system in ways which –
 - (i) put the needs of those who require assistance first;
 - (ii) advance equality and non-discrimination; and
 - (h) the Scottish social security system is to be efficient and deliver value for money.
5. These principles also guide the work of the Agency, and can be seen in a number of ways, including through a local delivery approach. They also influence our organisational strategic approaches and are clearly visible within our strategies for continuous improvement, data protection and corporate assurance.
6. The Agency has been established to take a rights-based approach to the delivery of social security supporting the National Performance Frameworks human rights outcome.

The Charter

7. The Social Security (Scotland) Act 2018 places a duty on Ministers to create a social security Charter. The Charter offers a more detailed expression of the Principles, describing in clear terms what people are entitled to expect from the system and the actions the system will take to ensure the Principles are realised in practice. In this way, the Charter will ensure that the Principles are carried from high level legislative ambitions into everyday delivery, meaningfully improving the experience of individuals. This includes action specifically aimed at advancing equality and non-discrimination.

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8. As with every aspect of the new system, the Charter was co-designed with the people of Scotland. A core group of people with lived experience of social security were recruited and made key decisions about what the Charter should look like and contain. Empowering people to participate in this way is itself a key component of a rights-based approach. A separate stakeholder group, including organisations who represent equalities groups, was also set-up to provide feedback and advice to the core group.
 9. Both the Programme and Agency will be bound by the commitments in the Charter and will require to report to Parliament on the actions taken to progress these. This means that, as well as ensuring that the right people receive the right payments at the right time, the Agency must treat people with dignity and respect and must carry out its work in ways which comply with the Act, the Principles and the Charter.
 10. This means the Agency's purpose is directly linked, not just to a legal requirement to provide assistance, but also to a set of requirements in the Principles and Charter which say that the Agency must make sure that the people it serves enjoy a positive experience. In other words, 'how' the Agency does its work is as important as 'what' it does.

Experience Panels and Stakeholder Reference Groups

11. In 2017, Experience Panels were established with more than 2,400 volunteers from across Scotland. These are people with direct personal experience of the benefits that are being devolved who are helping the Scottish Government to design how benefits are delivered. To make sure equality groups are represented on this group, the Experience Panel team worked closely with stakeholders at the recruitment stage to both ensure that recruitment was accessible to all (including providing a range of formats, support for completing registration forms, and language and British Sign Language translation services); and to increase awareness of the project across national and local stakeholder networks.
12. Current members of the group were consulted about the appropriate time to ask members to provide personal information on protected characteristics. Members asked if this could be done once trust had been built up. A survey was undertaken in 2018, rather than in 2017, to ask members for data on ethnicity, religion, sexual orientation and transgender status. We found that:
 - Over 80% of panel members have one or more disabilities or long-term health conditions;
 - Half have caring responsibilities (for disabled adults/children or someone in old age);
 - As is common in research of this kind, there are slightly more women than men, and there are more people from older age groups than younger;
 - 2% say they are from ethnic minorities;
 - 9% say they are lesbian, gay or bisexual;
 - Fewer than 10 respondents identified as transgender; and
 - We have been running work alongside the main Experience Panels with ethnic minorities, with over 120 people participating in focus groups to date.

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13. Work is also underway to ensure that groups who are usually less represented can be involved in discussions. For example, a series of focus group events are underway with minor ethnic older people, to both get their input and encourage registration as panel members. Over 120 people have participated in this to date, and this number isn't included in the 2% figure above. We also have a separate Young Carer Panel, with over 50 young carers participating in focus groups, and over 50 in a survey to date, to inform the new Young Carer Grant.
 14. Finally, where there are gaps in representation among Panel members with experience of specific benefits, user researchers on service design teams supplement panel member participants with separately recruited volunteers. For example, research for Best Start Grant involved 10 panel members, and other participants to ensure that single parents and those with a range of support needs were included.
 15. The panel is only one method of collaboration/engagement on social security. There are a wide number of stakeholder reference groups including the Carer Benefits Advisory Group, the Best Start Grant Reference Group and the Funeral Expense Assistance and Funeral Poverty Reference Group who have been informing and influencing policy options relating to these benefits. The Disability and Carer's Benefit Expert Advisory Group advises Scottish Ministers on specific policy options for a range of disability and carer-related benefits and part of their remit is to work with the Experience Panels. Consultation with these groups has been ongoing since March 2016 and they will continue with this role to assist with implementation of a Social Security (Scotland) Act 2018.
 16. Both the Programme and Agency understand the importance of having the right data to help inform policy and service delivery, and this is of particular importance for equality groups. The Agency has started collecting equality data with the introduction of the Best Start Grant. This will not just inform delivery and policy, but will be reported on within our Annual Report. Section 20 of the Social Security (Scotland) Act 2018 puts an obligation on the Agency to publish within our Annual Report an assessment of how the Scottish social security system has affected the circumstances of persons living in households whose income is adversely affected, or whose expenditure is increased, because a member of the household has one of more protected characteristics, within the meaning of section 4 of the Equality Act.

Equality Impact Assessments (EQIAs)

17. The Programme is committed to producing robust EQIAs for all the benefits that will be devolved and for any new benefits. An EQIA was undertaken for the Best Start Grant (BSG) and Funeral Expenses Assistance, and these are published on the Scottish Government website. Policy officials sought views through consultation on draft regulations and worked closely with the reference groups and individual organisations in order to ensure we considered the different equality characteristics in relation to these benefits.
18. Within the Agency, equality impact has been included on the Governance Checklist for papers for consideration or decision by the Senior Leadership Team, Executive Advisory Body, and Audit and Assurance Committee to ensure policy and diversity implications are considered for proposed recommendations or changes to process.

Recruitment

19. The Agency aims to have a workforce that reflects the full spectrum of Scottish society and the people we serve. To help achieve this we are continually working to make our recruitment process as accessible as possible and to make people from all parts of society aware of the employment opportunities we have on offer. These include:
 - 19.1 Removal of the educational requirements for entry level posts and the full consideration of reasonable adjustments to work design to remove barriers;
 - 19.2 Consulting with equalities groups, stakeholders and partners to identify issues and barriers in our recruitment process and taking action to minimise or remove these;
 - 19.3 Having the same groups proof advertising and information materials to ensure the language used is accessible;
 - 19.4 Running roadshows and information sessions in local communities where information on jobs is provided and practical advice of submitting an application is offered;
 - 19.5 Offering face-to-face feedback after the initial sift process to all applicants who do not get past that stage; and
 - 19.6 Offering jobs that have genuine flexibility in terms of hours of work for those that need it and a willingness to discuss individual needs and circumstances.

Learning

20. Within the Agency, the Learning aim is to not only provide people that are skilled, knowledgeable and able to effectively carry out their jobs, but to ensure they have an understanding, not only of the technical aspects of their role but also the benefits environment and what the day-to-day experiences of our clients can be like. This includes:
 - 20.1 Learning inputs from partners and stakeholders to better understand the needs of the people we serve. These are, where possible appropriate to the benefits being introduced, and for Carer's Allowance Supplement, MECOPP, Carer's Trust and Dementia Friendly delivered sessions to the Client Advisor group. Dementia Friendly have also delivered a session for the whole Agency team;
 - 20.2 Online learning from partners including Citizens' Advice to help our people understand the UK Benefits landscape;
 - 20.3 Facilitator-led learning on a range of topics, both technical and people-based, which are designed to cater for individual and differing learning needs; and
 - 20.4 Development of additional learning routes including e-content and individual coaching to ensure our people have a range of learning options open to them.

Accessibility and Inclusiveness

21. In line with our commitments to accessibility and inclusive communication as set out in the Social Security Act and the ongoing work around the Charter, the Social Security Programme has implemented measures on behalf of the Agency to provide an accessible and inclusive service. This includes being able to provide communications and correspondence in various alternative formats such as braille and easy read, and in various languages including Gaelic. Clients are able to communicate with the Agency via multiple channels, and we will be recording client's preferred communication channel, format and language so that we can proactively communicate with them this way in any future interaction. Our online application is compatible with various assistive technologies which we are testing with real users to make sure we get the user experience right.

The Agency have also recruited 19 Local Delivery Leads across 32 local authorities to engage with stakeholders in each area. This will help to design a local delivery service that meets the needs of each town and city, ensuring all clients can access pre-claim support from the Agency, and be able to apply for their benefits in a way that best suits them. Recruitment has commenced for the Client Support Team Leader roles who will provide a key role in delivering this service, as the Agency moves into Wave 2 of delivery of further benefits.

Progress and underpinning evidence (2019-2021) – future work and how the above will be built upon.

The Agency

22. The purpose of the Agency is to administrate the Scottish social security system effectively, in accordance with the Principles and Charter. The Agency has an Interim Corporate Plan which outlines how we will achieve this and build on the work outlined above. There are four strategic objectives:

- Dignity, fairness and respect;
- Equality and tackling poverty;
- Efficiency and environment; and
- Economy society and environment.

23. Under each, we set out what this will mean in practice through specific action statements. One is 'equality and tackling poverty', however within each there are actions that will be undertaken that demonstrate work towards this outcome. A summary is presented below.

Summary of relevant actions within Corporate Plan:

We will ensure that our services deliver on the expectations of the Social Security Charter.

We will communicate inclusively, in ways which meet the needs of the people we serve.

We will make sure that our buildings work for our people and the people we serve.

We will deliver consistent, high-quality services in keeping with the principle that social security is a human right.

We will implement an Agency – wide equalities strategy, to continuously improve our services in ways which advance equality and non-discrimination.

We will work with people with lived experience of social security, to ensure that our services are accessible, efficient and meet the needs of recipients (This will be done specifically through the Social Security Experience Panels but also more widely through a client-centred approach).

We will listen to the people we serve and take account of their feedback.

24. There is a specific action detailing the development of the Agency's Equality Strategy/Action Plan. The strategy will be the main vehicle towards ensuring equality and diversity is at the heart of the Agency. The strategy will have far reaching equality outcomes, and set out how we strive to achieve both our obligations under the Equality Act 2010 and the Social Security (Scotland) Act 2018. The strategy will make links to this specific equality outcome, but will also be specific to the functions and activities of the Agency, and will detail a wide set of activities which will help us towards delivery of these (some of which are already in progress and noted above). The strategy is in its early stages of development and will be developed during 2019. We have though already held a positive workshop with Equality organisations whereby we discussed key themes for outcomes and reflected on practice to date.
25. The Equality Strategy will cover a number of themes, but one it will cover is equality data. As stated, we have specific obligation under [Section 20](#) of the Social Security (Scotland) Act 2018. Reference to data collection is outlined above, but through this strategy we will seek to improve on this, and seek ways to collect better information so that we can report effectively on this and use that information to inform our policy and service decisions.

Experience Panels and stakeholder involvement

26. The Experience Panels will continue and people can make expressions of interest to join the panel and further recruitment is planned.
27. A survey was undertaken earlier this year with the Panel¹⁸ and we are currently looking at all of the information given to us through surveys, interviews and focus groups. There is a 'next steps' page which outlines that further work will be undertaken to increase representation from specific groups currently underrepresented on the panels.
28. We will also soon reopen recruitment for new panel members. While recruitment will be open to everyone with recent experience of the benefits being devolved, we will also target specific groups to boost their membership. This will include ethnic minorities, young people and people in remote locations and islands. We are also hiring researchers to help inform our thinking as to how we can best engage with as broad a range of communities and people as possible.
29. As stated above, both the Agency and Programme will continue to use this group and established reference groups to help shape the delivery of social security and seek to ensure equality groups are fairly represented.

18 <https://beta.gov.scot/publications/social-security-experience-panels-panels-experiences-far-visual-summary-findings/pages/5/>

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30. Social Security Scotland will also use its Engagement and Relationships Strategy to build engagement with equalities groups. This engagement will ensure we can work in partnership to:
- understand the barriers people will face in accessing our service and identify how best to address them;
 - benefit from the expertise of stakeholders in designing services that are accessible to all;
 - develop an accessible communications approach that will increase benefit take-up; and
 - identify the steps we can take to build a representative workforce and ensure our people have all the training they need to ensure that equality is at the heart of our service.
31. Within the Agency, equality impact has been included on the Governance Checklist for papers for consideration or decision by the Senior Leadership Team, Executive Advisory Body, and Audit and Assurance Committee to ensure policy and diversity implications are considered for proposed recommendations or changes to process. We are also working on an Equality Impact Assessment process and this will be developed alongside our Equality Strategy.

8.10 Outcome 8: Hate Crime

1. This aims to ensure that people feel increasingly confident in reporting hate crime when they experience it or witness it; and the prejudicial attitudes that drive hate behaviours are reduced.

Progress and Underpinning Evidence (2017-2019)

Tackling Prejudice and Building Connected Communities

2. In June 2017, we published our Tackling Prejudice and Building Connected Communities Action Plan¹⁹ – our ambitious programme of work to tackle hate crime and build community cohesion. We have established an Action Group chaired by the Cabinet Secretary for Communities and Local Government with key stakeholders to take this work forward. The Action Group has prioritised work on under reporting, third party reporting, hate crime data and campaign activity.

Campaign activity

3. Within our Tackling Prejudice and Building Connected Communities Action Plan we committed to develop a public awareness campaign and in October 2017 we ran our six week ‘Hate Has No Home in Scotland’ campaign. The campaign aimed to raise awareness of what hate crime is and encourage both victims and witnesses to report it. The campaign evaluation²⁰ was positive and showed that it was particularly successful among those who have experienced hate crime.
4. At the Action Group meeting in March 2018 the previous Cabinet Secretary for Equalities asked for advice on running a further campaign in 2018 in the context of increased media around Islamophobia and anti-Semitism in particular.
5. In order to effectively build on the previous campaign results, it was agreed that the next campaign focus on witnesses and what action they can take, addressing concerns around the perceived police response.
6. On 26 September 2018, a hate crime campaign was launched by the Cabinet Secretary for Communities and Cabinet Secretary for Justice in partnership with Police Scotland. It aimed to encourage witnesses to report hate crime. The campaign evaluation has been published on the Scottish Government’s website.

International Holocaust Remembrance Alliance’s (IHRA)

7. The Scottish Government formally adopted the IHRA definition of anti-Semitism on 13 June 2017 in the Cabinet Secretary for Equalities statement to parliament. Adoption of the IHRA definition reflects the value we place on tackling anti-Semitism and on ensuring people in Scotland feel valued and have a sense of belonging.

Respect for All

8. Respect for All: The National Approach to anti-bullying for Scotland’s Children and Young People’ was published on 15 November 2017. It aims to ensure a consistent, holistic approach to anti-bullying and includes an explicit commitment to address prejudice-based bullying.

Progress and Underpinning Evidence (2019-2021)

9. We will continue to work to implement the actions within our Tackling Prejudice and Building Connected Communities Action plan and we will publish an update on progress in 2020.

19 <https://beta.gov.scot/publications/tackling-prejudice-building-connected-communities-scottish-government-response-report-independent/>

20 <https://beta.gov.scot/publications/hate-crime-campaign-2017-evaluation/>

PART

3



Annexes

9. ANNEX A

Mainstreaming Equality in Scottish Government Agencies

Equality Outcomes and Mainstreaming Report 2019 – Scottish Public Pensions Agency (SPPA)

1. In business year 2017-18 the Scottish Public Pensions Agency continued to ensure we are building a diverse and inclusive culture within our Agency. In support of this commitment:

Learning and Development

2. All staff are required to undertake mandatory training on 'Equality and Diversity' and 'Unconscious Bias'. The Agency have also offered awareness sessions on Disability, Dementia, Mental Wellbeing and Building Personal Resilience.
3. In June 2018, the Agency was awarded the Investors in People – 'Health and Wellbeing Award'. The Award focuses on the Standard's foundations of Leading, Supporting and Improving people, as well as assessing the Agency against three additional constructs of Physical, Psychological and Social Wellbeing. We have trained our own Mental Health First aiders and completed significant training on Mental Health Awareness within the Agency to support both individuals on a personal level and our managers.

Recruitment

4. The Agency continues to offer Modern Apprenticeship opportunities as well as working collaboratively with our colleagues at 'Developing Young Workforce' to support both pupil and student placements. Through this initiative we attend local school career events throughout the year reflecting our commitment to supporting our local community.
5. As part of our Agency Target Operating Model project we will look at the impact the project will have on our people, in particular colleagues who are on alternative working patterns and our part-time workers.

Equality Outcomes and Mainstreaming Report 2019 – Accountant in Bankruptcy (AiB)

1. **Learning, Development and Performance Management:** Fairness at Work sessions are included as a mandatory part of all inductions. A series of staff awareness seminars is delivered every year. Since April 2017, topics have included mindfulness, carers support awareness and guide dogs awareness. Further training included an awareness session on Corporate Parenting. This session's aims included the raising of awareness about what it means to be care experienced through listening to the voices of care experienced people. It also increased the knowledge and understanding of the agency's role as a corporate parent and helped to identify areas to improve corporate parenting and collaboration with other organisations.
2. Two Equality and Diversity Sessions were also delivered. These reinforced the Scottish Government's Fairness at Work policy and looked at other topics raised by staff e.g. political correctness and #MeToo. A selection interviewing training session was also delivered and as part of the training all attendees had to complete Unconscious Bias training. This training helps participants to understand unconscious bias and how it affects attitudes, behaviours and decision-making. To provide support to members of staff who regularly deal with vulnerable customers and threats of violence or suicide, the agency also invested in the delivery of Mental Health First Aid Training and Resilience Training.

Policy:

3. As the agency develops its policies, we consider the impact that it will have on people. AiB carries out Equality Impact Assessments which helps us consider equality issues, in particular the impact and barriers on people who share 'protected characteristics' i.e. age, disability, sex, gender reassignment, sexual orientation, race and religion or belief. Each assessment is unique to each policy.
4. At present, the agency asks applicants applying for bankruptcy a range of diversity questions to help us consider the impact of our policies. The agency is currently reviewing the information it collates with a view to introducing a consistent approach across all available statutory debt solutions.

Equality consideration in decision making:

5. The standard template for all AiB committee meeting papers includes a section to detail potential equality or diversity implications of proposed recommendations or changes to process. This ensures that equality issues are considered and recorded for all decisions, not just those subject to full equality impact assessments.
6. In line with legislative requirements, AiB has recently published its Corporate Parenting Plan. The agency also has a vulnerable person policy. The agency deals with people who are experiencing financial difficulty and the majority of them are vulnerable. The policy was drafted in consultation with team leaders, internal customer service, the senior management team, input and requests through the Advisory Board (representing debtors, creditors, third sector and private money advice) as well as feedback from the Money Advice Trust and mental health specialists.

Access to information and services:

7. AiB responds quickly to any requests for information in alternative languages and formats to ensure that there are no barriers to accessing information and services. On request AiB arranges for interpreters to attend meetings with Citizens Advice representatives to provide important information in relation to the insolvency process, options and consequences. AiB is responsible for the administration of a number of websites. All of the websites comply with website accessibility standards and can be accessed on all devices to ensure further compatibility.

Procurement:

8. Where possible the agency uses the Scottish Government supported business framework. A supported factory/business is "an establishment where more than 30% of the workers are disabled persons who by reason of the nature or severity of their disability are unable to take up work in the open labour market". Supported Factories and Businesses have a valuable role in assisting people with disabilities to integrate into the labour market and in helping to improve their overall independence and wellbeing, which is crucial in building a healthier and fairer Scotland. The most recent example includes the purchase of signage for the office.

Social Responsibility:

9. Skills4bills is a project where employees of the Accountant in Bankruptcy volunteer to visit local primary schools to show pupils, aged 10-11, how to be financially savvy. This is done through a game called Skills4bills which is primarily delivered to local schools on an ad hoc basis. These sessions are delivered in conjunction with other financial education initiatives run by the schools with a view to firmly establish an understanding of financial awareness.
10. At Accountant in Bankruptcy, we've seen the Developing the Young Workforce programme both plug our resourcing gaps over the summer holiday period and help ambitious and enthusiastic young people gain vital skills to help them on the road to meaningful careers. The agency received a highly commended certificate from the Ayrshire Chamber of Commerce for its work.
11. The agency is also very active in providing opportunities for Modern Apprentices. The agency currently employs six modern apprentices, who perform a range of roles within the agency.

Equality Outcomes and Mainstreaming Report 2019 – Education Scotland

Education Scotland integrates equality into its work and takes account of the duties in all of its programmes, approaches and interventions. Highlights include:

- [Scottish Attainment Challenge](#) (SAC): Evidence is also emerging from SAC activity to demonstrate that reasonable adjustments (Equality Act) are being made to support children and young people with protected characteristics. For example, investment in speech and language development, additional support for speakers of English as an Additional Language, and/or funding educational psychologists, counsellors and nurture bases. Evidence from the interim evaluation of the Challenge shows that, whilst participants in the Schools Programme favoured targeted approaches, there was still a considerable number of interventions that were universally targeted and a smaller number of interventions were targeted according to another criterion; for example, pupils with additional support needs or English as an additional language;
- Equality and Diversity Network: Education Scotland engages with a wide range of equality groups, representing stakeholders across the protected characteristics. The Equality and Diversity Network offers advice to Education Scotland in respect of diversity and equality, and collaborates on specific projects. More recently this has involved consulting them on our new [Equality Strategy and Policy and Corporate Parenting Plan](#). Network participants are also involved in advice and guidance about curricular developments, such as health and wellbeing benchmarks, and in reporting to Education Scotland aspects of research and campaigning linked to equalities;
- Support the development of positive relationships in schools and early learning and childcare settings: Education Scotland contributes to the development and implementation of policies, guidance and provide professional learning in approaches which support positive relationships in schools. As a result, schools are developing an ethos and climate where all children and young people; parents and carers and staff are valued and included and this will promote the equality of all of those with protected characteristics. Schools are using an increasing range of strategies and approaches that promote inclusion and diversity and recognise the rights of all children and young people. By specifically recognising children's

rights, schools are increasingly taking into account those which specifically support children and young people with protected characteristics, e.g. Articles 14, 22, 23 and 30;

- Promoting equality practices: Education Scotland provides high quality support and guidance to educational establishments on how to deliver their duties on equality and diversity. We populate the National Improvement Hub (Hub) with a range of resources which promote equality and diversity. Examples include: [Anti-sectarian resources](#); [The Golden Rule](#); [The Heritage and Inclusion Project](#); [Glasgow Girls - Campaigning for the rights of asylum seekers](#); Learning journey: A celebration of Gypsy/Traveller communities in Scotland; Heritage and Inclusion Project - Supporting young women from Black, Minority, Ethnicity (BME) backgrounds in secondary school; and [Addressing Inclusion - Effectively Challenging Homophobia, Biphobia and Transphobia](#);
- Nurturing approaches: Ongoing guidance and support around the links between nurturing approaches; Adverse Childhood Experiences and trauma informed practice has been taken forward. Practitioners recognise the impact that early adversity and trauma can have on children and young people, and can recognise how to support them. This includes recognising the needs of specific children and young people with protected characteristics such as disability (including care experienced) and religion or belief;
- Families and Communities and Parental Engagement and Involvement: We have provided new and updated information on Parentzone Scotland regarding additional support needs and signposting to external sources for further information and support and provided information for Gypsy/Traveller communities and refugee parents. Families with children with additional support are supported through provision of information and signposting to services. Families from Gypsy/Traveller communities have access to increased support regarding education and parental engagement in learning. Parents have access to appropriate information to support them to be involved and engaged in their children's education and learning regardless of their background;
- Improving Gender Balance (IGB) Pilot Programme: The three year Improving Gender Balance (IGB) Pilot Programme concluded in March 2018. Over the three year period, five school clusters were involved in the work to develop effective approaches to addressing unconscious bias and tackling stereotypes. A comprehensive suite of resources is now available on our Hub to help centres and schools improve gender balance. These include case studies, videos, a photobank, action guides for different sectors and an animation specifically designed to encourage creative thinking around tackling gender bias and prejudice. The IGB Project officers have engaged with a wide range of partner organisations to help them address unconscious bias and tackle stereotypes through their programmes. Professional learning is now being offered to a range of centres, schools and authorities to extend the learning from the IGB Pilot. This includes training for the team of 11 Raising Aspirations in Science Education (RAiSE) Officers located in eight local authorities; and
- [Mentors in Violence Prevention](#) (MVP) is currently being rolled out by Education Scotland in 25 local authorities.

Reporting, Monitoring and Reviewing

- In all inspection activity, the rights of, and support for, learners with protected characteristics and/or those who are care experienced are explored with school leaders, staff, parents, partners, and where appropriate, learners themselves. Areas of strength are identified, along with any aspects for improvement;
- How good is our school? (fourth edition) (HGIOS?4) has a strong focus on equality. The set of quality indicators (QIs) and toolkit are designed to reflect the rapidly developing context within which schools operate. Inspection uses the quality indicators in HGIOS?4 to evaluate the capacity for improvement in the school;
- During the time period of this report, new online pre-inspection questionnaires are being embedded into practice. Children and young people being inspected from P4 upwards are able to share views on their experience of school. Equality monitoring is being enhanced and scrutinised to a greater depth to ensure as an organisation we are capturing, analysing and acting on the views of individual learners with protected characteristics;
- We have updated our safeguarding inspection approaches to ensure and increase focus on those from protected characteristic groups and our corporate parenting duties. The safeguarding self-evaluation inspection forms request schools/centres to submit specific information related to care experienced learners. Our safeguarding inspection advice note details our expectations of schools and centres in relation to recording bullying incidents linked to protected characteristics;
- As we carry out our duties, staff across the organisation are more aware of our child protection and safeguarding policy and promote equity for all. Staff are aware of the rights of care experienced children and promote these rights with external partners and stakeholders;
- During 2017/18, most early year settings and the majority of special, primary and secondary schools received a good evaluation or better in Q.I. 3.1. Evidence from inspection shows that staff in schools are undertaking professional learning to improve their understanding of supporting young people with protected characteristics. In most schools, young people with additional support needs have their needs met well, and, are supported effectively to feel included. Staff in most schools work well with a range of partners to support their work in improving outcomes for young people facing challenges, including care experienced, young carers and those with protected characteristics. Most schools provide good opportunities for young people to learn about equalities and to challenge discrimination with partners contributions playing an important role. In a few schools young people did not have enough opportunities to explore equalities and diversity; and
- Personal and social education/health and wellbeing thematic inspection 2017-18: The thematic inspection reported that across all sectors, children and young people are developing an appropriate understanding of respect and to value diversity through rights-based learning. Equality of different groups including LGBTI is being promoted well in most secondary schools. It also reported that staff benefit from professional learning and resources provided by specialist partners, although resources require to be regularly refreshed. Increased staff awareness and use of guidance available on the teaching of LGBTI issues is required, particularly in early learning and childcare settings, primary and special schools. Overall, the thematic inspection concluded that a greater focus on learning about all aspects of equalities and a wider range of groups is required especially in the early years and primary settings.

Children and young people's participation

- We facilitate a national network of Young Ambassadors for Inclusion who are young people who require additional support and who are supported to give their views on how to make education more inclusive. They have created a film about their experiences and professional learning materials have been developed to promote more inclusive practice in schools;
- In order to ensure further support and specifically take account of the needs of particular groups of children and young people, and school context, a learner participation professional learning resource is being developed to be delivered to practitioners and further links and materials are being developed for the Hub. Links will be made where possible to promoting the participation of a range of young people with specific protected characteristics, such as religion and belief and disability, and will also include those children who are care experienced; and
- As a result, A wider range of children and young people are being given the opportunity and support to participate in the life of the school, including all of those children and young people with protected characteristics. Specific support is available to support individual children with a protected characteristic, e.g. communication aids to support those with a disability; and, adherence to cultures and traditions of specific religious groups to enable them to fully participate in school life.

Representing Scotland: Working with the European Agency for Special Needs and Inclusive Education (EASNIE)

- Education Scotland provides the Representative Board member for Scotland for the in European Agency in Special Needs and Inclusive Education (EASNIE). Scotland is an active and participative member of EASNIE;
- The EASNIE is an independent and self-governing organisation established by 32 member countries to act as their platform for collaboration regarding the development of provision for learners with special educational needs across Europe; and
- Our work is impacting positively including in influencing policy review e.g. in relation to mainstreaming education for those with disabilities; promoting Scotland's inclusion and equality profile internationally; Scotland is providing leadership in influencing project direction and in sharing inclusion and equality practices across European countries; and learning from EASNIE research analysis has contributed to discussions on the governance review.

Scottish Learning Festival

Scotland welcomed over 11,000 visitors during the Scottish Learning Festivals of 2017 and 2018 who took part in a varied programme in [September 2018](#). A number of seminars which explored equality and Inclusion were delivered. These included the findings of the Personal and Social Education thematic Inspection, Young Inclusion Ambassadors and Nurture.

Equality Outcomes and Mainstreaming Report 2019 – Student Awards Agency Scotland (SAAS)

1. As a service delivery organisation, Student Awards Agency Scotland (SAAS) recognise that students' experience of accessing Higher Education is shaped by the services we provide and how effectively we engage with our customers and stakeholders. We therefore introduced a set of specific SAAS values last year in consultation with staff and stakeholders – one of which is 'Inclusive and Enabling'.

Inclusive and Enabling

2. SAAS have organised a number of initiatives for staff this year which have focused on equality, diversity and inclusion. This included the launch of Inclusive and Enabling week which ran from 8-12 January 2018 and will run again in January 2019. The aim of last year's event was to continue to strive to create a more diverse organisation, allowing everyone to be themselves at work, knowing they will be treated fairly and supported to achieve their potential.
3. Fourteen interactive sessions were delivered which examined culture, prejudice and discrimination, resilience, unconscious bias, and local policies and procedures. Linking Education and Disability (LEAD) Scotland, Carers Trust, Police Scotland and One Parent Families Scotland were amongst the stakeholders we collaborated with to deliver bespoke sessions. The event was well attended, positively received and feedback found that all staff confirmed they learned something from the sessions.
4. Since the launch of Inclusive and Enabling week, work on diversity and equality has continued. Mandatory equality and diversity training was rolled out to all staff. To consolidate the learning gained, a number of diversity objective workshops were carried out with staff and line managers. The aim was to construct meaningful personal diversity objectives for the 2018-19 reporting year. The output of the sessions were shared with all staff to form part of the objective setting for the year ahead and helped to ensure diversity objectives reflect the SAAS values and diversity of our workforce and stakeholders.
5. Following the roll out of equality and diversity training, disability equality training was delivered to equip staff with a working knowledge of disability issues which allow them to recognise discriminatory language and understand the distinction between 'disability' and 'impairment'. This was delivered by the Lothian Centre for Inclusive Living (LCiL) in partnership with Inclusion Scotland.
6. SAAS worked with the Scottish Trans Alliance to deliver a series of transgender and inclusive language awareness sessions to provide staff with an understanding of gender identity and gender expression.

Social Impact

7. SAAS are committed to making a positive impact on the local communities in which we operate. The Agency have signed up to the "Social Impact Pledge", a Scottish Government initiative aimed at increasing the social impact of public sector organisations across Scotland. We have formed a group made up of staff from across the organisation to take this work forward.
8. SAAS pledged to work with local charities and volunteering organisations which has resulted in the following outcomes:
 - A dementia awareness session was delivered to staff which provided tools and signposted individuals to sources of support;
 - A charitable bake sale was held which raised £635 and all proceeds went to Alzheimer Scotland;
 - A Strawberry and Cream day was held which raised £220 for the Lifeboat Fund;

- A number of staff participated in a volunteering project in collaboration with Social Bite as part of their drive to end homelessness in Scotland. This included assisting with volunteering work to help finish the Social Bite village in preparation for the first residents moving in which required general maintenance and cleaning tasks. Staff also assisted with a project to move a member of the Social Bite team into permanent accommodation; and
- A coffee morning was held which raised £550 for MacMillan Cancer Support.

Year of Young People

9. SAAS were proud to have championed the Scottish Government's Year of Young People (YOYP). In collaboration with our partners YoungScot, we included a number of YOYP ambassadors in the design and delivery of our SAAS National Stakeholder conference.
10. We have also worked closely with the YOYP ambassadors and young people across SAAS staff to co-develop and co-design an animation aimed at S2-S4 school pupils. This is a high level awareness video to help school pupils make decisions about their future academic choices by introducing them to SAAS launched by the Minister for Further Education, Higher Education and Science in December 2018.
11. We also provided a number of opportunities to our young workforce which include:
 - In partnership with Career Ready, we supported two members of staff to participate as mentors in the Career Ready Mentorship Programme which resulted in us welcoming two young people to undertake a four week placement in the Agency;
 - Recruited 29 Modern Apprentices and supported 14 of our existing Modern Apprentices through their Scottish Vocational Qualification and interview, resulting in the offer of a permanent post; and
 - Supported a member of staff to undertake the Young Scotland Programme.
12. We were delighted to obtain formal recognition as an Investor in People, adding to our achievement as an Investor in Young People in the previous year.

SAAS Excellence Awards

13. Linked to our SAAS Corporate values to put our customers and staff at the centre of everything we do, we continue to celebrate and recognise staff achievements through our staff Excellence Awards. This is a great opportunity for staff to nominate each other and acknowledge the continued effort of individual colleagues and teams, and is fully inclusive to all staff at all grades.

Recruitment Selection Process

14. We are committed to the Disability Confident Employer Scheme and guarantee interviews to all disabled candidates who meet the minimum criteria for a post.
15. We developed and launched our Workforce Planning Strategy which reflects the Agency's current and future workforce needs based on our corporate goals and objectives.
16. SAAS have adopted anonymised recruitment (name-blind recruitment) for external campaigns. By removing the candidate's name and other personal information, such as their nationality or the university they attended, we aim to ensure that people will be judged on merit and not on their background, race or gender.

Child Poverty

17. As part of the recommendations which arose from the Scottish Government Student Support Review, SAAS have been allocated £150,000 to extend our outreach, communications and engagement programme to strengthen the child poverty offer. We will focus on high risk groups – lone parents, young families, ethnic minorities and families with disabled children – and will provide targeted support by raising awareness of our services to those who need it most. This was highlighted in the **Programme for Government 2018-2019 – Chapter 3 The Best Place to Grow Up and Learn**.
18. We are working with a wide range of third sector organisations, charities and communities to discuss developing bespoke targeted inclusive literature which has now been produced in alternative languages.

Equality Outcomes and Mainstreaming Report 2019 – Social Security Scotland

1. Context

On 1 September 2018, the Scottish Social Security Agency (the Agency) came into being as an Executive Agency. The Agency is taking on new benefits one at a time starting with 'Wave 1' which includes Carer's Allowance Supplement, Best Start Grant and Funeral Expense Assistance. 'Wave 2' is still in development by the wider Scottish Government Social Security Programme.

2. Progress

The Agency is committed to mainstreaming equality and this is reflected by our four strategic objectives set out in our Interim Corporate Plan:

1. Dignity, fairness and respect
2. Equality and tackling poverty
3. Efficiency and environment
4. Economy, society and environment

There are various actions underpinning each objective and one is a commitment to develop an Equality Strategy in 2018/19. The strategy will be the main vehicle to make sure we mainstream equality and will manage all the work we are doing in this area. The strategy will have far reaching equality outcomes and also make links to the Scottish Government Social Security equality outcome. The strategy is in its early stages of development and will be developed during 2018/19.

Examples of specific work to date to Mainstream Equality are outlined below.

Principles: All aspects of the Agency are being developed in accordance with the legislative principles established in section 1 of the Social Security (Scotland) Act 2018. Collectively these principles speak to the creation of a system with equality at its heart and are reflected in the approach we take on co-design of services, adaptations we put in place to make them more inclusive and widen eligibility, and through our operational and local delivery approaches. They also influence our organisational strategic approaches and are clearly visible within our strategies for Continuous Improvement, Data Protection and Corporate Assurance.

Charter: The Social Security (Scotland) Act 2018 places a duty on Ministers to create a social security Charter. The Charter will ensure that the principles are carried from high level legislative ambitions into everyday delivery, meaningfully improving the experience of individuals. This includes action specifically aimed at advancing equality and non-discrimination. The Charter has been co-designed with the people of Scotland. We are bound by the Charter and this means that, as well as ensuring that the right people receive the right payments at the right time, we must also take care to treat people with dignity and respect and must carry out our work in ways which comply with the Act, the principles, and the Charter.

Inclusive Information: We are committed to communicate inclusively, in ways which meet the needs of the people we serve. The foundations of what we have in place come from the work of the Programme and we are able to provide communications and correspondence in various alternative formats such as braille and easy read, and in various languages including Gaelic. Clients are also able to communicate with the Agency via multiple channels. This is something we are building on and are working actively with stakeholders to make sure that inclusive communication is something that is embedded throughout the Agency.

Equality Impact: Equality impact has been included on the Governance Checklist for our Executive Advisory Body papers to ensure policy and diversity implications are considered for proposed recommendations or changes to process. As part of the Equality Strategy, we will also develop a robust Equality Impact Assessment process to influence any new projects/changes to operational policy.

Stakeholder Communication: Together between the Programme and ourselves will continue to use Experience Panels to help shape the delivery of social security and seek to ensure equality groups are fairly represented. We also have an Engagement and Relationships Strategy to build engagement with equalities groups.

Data: We will be collecting equality data from clients from the introduction of Best Start Grant. We will use this data to look at how the Agency's processes work for different groups of people and where evidence suggests changes are needed, make sure that opportunities to advance equality is not missed. We will also report on this within our Annual Report as there is a specific obligation in this set out in [Section 20](#) of the Social Security (Scotland) Act 2018.

Recruitment: The Agency aims to employ a workforce reflective of the full spectrum of Scottish society and the people we serve. To achieve this we've started work to make our recruitment process open and accessible so that people from all parts of society hear about our jobs and feel able to apply for them. Activities undertaken include:

1. Removal of minimum qualification criteria for entry level posts;
2. Working with equalities groups, stakeholders and partners to identify issues and barriers in our recruitment literature and process and taking action to minimise or remove these;
3. Dozens of roadshows and information sessions in local communities where information on jobs is provided along with practical advice and coaching on how to submit a positive application;
4. Constructive feedback offered to unsuccessful candidates at each stage of the process with a view to supporting them to reapply for future vacancies; and
5. Offering jobs that have genuine flexibility in terms of hours of work for those that need it and a willingness to discuss individual needs and circumstances.

Learning – We want our staff to have an understanding of the benefits environment and what the day-to-day experiences of our clients can be like. Our Client Advisors to date have had learning inputs from MECOPP, Carer's Trust and Dementia Friendly online learning from partners including Citizens' Advice. We will continue to broaden these as we introduce each new benefit and consider more widely training on equality and diversity that goes further than the mandatory courses.

Buildings/Environment – It is important to us that our buildings work for our staff and the people we serve and that they support our culture of dignity, fairness and respect. In shortlisting our interim buildings in Dundee and Glasgow we considered physical accessibility and will develop a long-term property strategy that builds on this work as we consider permanent locations.

Equality Outcomes and Mainstreaming Report 2019 – Disclosure Scotland (DS)

Disclosure Scotland's approach to mainstreaming equalities during 2017-18 has focused on inclusiveness and valuing difference within DS and meeting the needs of the wider community by designing inclusive services. There has been an increased emphasis on the importance of behaviour at work through projects such as the creation of a DS Vision, Mission and Values and our DS Induction Review. In our role as a policy maker and service provider we have collaborated with equality communities and communities of interest to meet the aspirations of a fairer more equal society.

Vision, Mission and Values

In 2017 DS created our Vision, Mission and Values. This involved a DS wide consultation with all of our staff and our external stakeholders resulting in our new Mission, vision and values which placed inclusiveness at the heart of our values.

We are an inclusive organisation, enriched by diversity, where individual needs are supported and where people are treated with respect.

We use the Vision, Mission and Values to inform our business priorities and draw on to influence the approach we take as we strive to achieve our goals. To mainstream diversity we have endeavoured to embed this at each stage of the employee journey. Another first was an internal audit on Culture and Leadership commissioned by DS. Part of the remit for the audit was that DS's Vision, Mission and Values is incorporated throughout DS Strategic Planning, including risk management, monitoring and reporting. One of the audit findings was for a formal idea/suggestion scheme which is now being implemented.

Induction

During 2018, DS carried out a review of the Induction Process. As inclusion is one of our values, we made this a central tenet of the new process. A large part of our Corporate Induction Event focuses on diversity. This includes sessions from the Diversity and Inclusion Team and from the People Advice and Wellbeing Manager. Our Marketplace event invites members of the Scottish Government networks to the Induction to meet with new starts. Our last event had representatives from the LGBTI Allies Network, the Race and Equality Network and the Mental Health and Wellbeing Network. The plan is to increase the number of Networks represented. This approach is helping to develop an inclusive culture in which everyone treats all colleagues and service users with equal dignity and respect.

Fairness at Work Sessions

These were offered and delivered to all Disclosure Scotland staff in 2017/18 - this included over 250 permanent staff. The Scottish Government Fairness at Work policy, which applies to Disclosure Scotland staff, aims to eliminate discrimination, bullying, harassment and victimisation in the working environment. The Fairness at Work sessions were suggested by the Disclosure Scotland People Engagement Group, following an analysis of the People Survey results in 2017. All the sessions were introduced and supported by the Chief Executive of Disclosure Scotland. The sessions covered all forms of grievances and highlighted the different methods and support options available to staff to raise concerns should this be necessary.

The effectiveness of the Fairness at Work sessions will continue to be reviewed, alongside the number of formal cases raised to ensure the training and support provided to staff and managers remains fit-for-purpose.

All Staff Events

Our first All Staff Event was held in 2018. This brought considerations such as accessibility for all, having appropriate levels of personal space and access to amenities.

To reassure colleagues with anxiety issues, our CE advised, in her opening statement, that break-out sessions were voluntary and that staff could attend as they wished or take breaks away from the event. During the CEO address, we discussed our Vision, Mission & especially Values and this was expanded on with real world examples during one of the breakout sessions along with expected standards of behaviour and a question and answer session where staff could voice any concerns or queries.

Operational Environment

Prior to March 2018, Disclosure Scotland's processing work took place 24/7, 5 days a week. As a result of the implementation of a project to transfer significant volumes to Disclosure and Barring Services, shift working was no longer a requirement for Disclosure Scotland, impacting on 131 staff.

Recognising the impact on individuals: lifestyle, financial and general uncertainty, a programme of support and consultation was delivered. This included:

- Regular communications including a route for confidential, personal enquiries;
- Access to financial advice;
- Ex gratia payment to contribute towards loss of shift allowance and consultation on when this should be paid;
- Flexibility of agreeing new working patterns/hours within the Scottish Governments, Flexible Working Policy. This allowed all staff to secure their preferred working pattern; and
- Taster sessions on dayshift.

The culture between nightshift and dayshift was very different. To create a more inclusive organisation, new teams were formed, bringing together a mix of people from different shift patterns. These were introduced through team away days.

As a result of the programme of support and consultation the move to day shift working for our staff was successful.

Customer Engagement

Our invitations to events have been reviewed to incorporate more inclusive language and we ask delegates if they require a signer, easy read documents or a portable hearing induction loop or anything else that will help them participate in the workshop.

Disclosure Scotland Diversity Monitoring Project 2017

In 2017, there was a recognition that our completion rate for diversity monitoring information was low. A campaign was launched to improve the completion rates and thereby the accuracy of overall data.

This campaign included awareness sessions, a poster campaign and a leaflet drop as part of our communications plan.

Disclosure Scotland Diversity Monitoring Completion Rates

31 May 17 Completed	31 Dec 17 Completed	% increase or decrease from March 17
43.6%	45.8%	12.1%
69.9%	70.8%	11.6%
65%	65.9%	14.9%
64.7%	65.6%	14.4%
39.4%	46.1%	6.7% (Since 31 May 17)

Since we last reported in 2017, we have continued to improve data and evidence to strengthen our work and inform the decisions that we take. An analyses of diversity data was incorporated into the Workforce Planning Group meetings.

Our Communities

Developing the Young Workforce

DS continues to work with and support Developing the Young Workforce (DYW). This year DS took part in Promoting Public Sector Careers in Schools, a national initiative organised by DYW. This involved DS staff, including one of our Modern Apprentices, visiting a local school and delivering a session to pupils to raise awareness of the breadth of careers available within the public sector.

DS also marked the 3rd year of involvement in the Career Ready Programme. The programme helps to provide students from lower income families with the confidence, skills and network to achieve their potential by providing mentoring opportunities and a 4-week internship for pupils in S5 and S6. Our Organisational Development and Change (ODC) team have also worked with DYW to deliver Career Ready Masterclasses to develop interview skills for S5 and S6 pupils in Glasgow Schools.

Corporate Parenting

Disclosure Scotland is a registered national corporate parent under the Children and Young People (Scotland) Act 2014, which placed legal responsibilities on Scottish Ministers to promote the wellbeing of care-experienced people. Part of this journey has involved building relationships with Who Cares Scotland. The DS Corporate Parenting Plan for the next four years was developed with involvement from Who Cares Scotland and promises that we are “committed to supporting Scottish Ministers in their role as corporate parents”. The plan is reviewed on a regular basis to ensure that it remains relevant.

As part of our Corporate Parenting Duty, we work with MCR Pathways to provide care experienced pupils with a mentor. Mentors build aspiration and are a gateway to opportunities, including university, college and education. So far, eight DS staff have volunteered to become mentors.

Designing Inclusive Services

When the user research team in Disclosure Scotland were testing our services with users they found that the way we are asking people about their gender did not meet the needs of all users. Through the user research, we identified that this question was excluding Trans and non-binary people and also realised this was an issue for other organisations. A working group was set up which included government departments (from UK and some governments of the devolved nations), as well as third-sector groups who had knowledge of this topic. As a result of the research Disclosure Scotland are seeking approval to remove the gender question from our Police Act 1997 Disclosure Forms.

Disability

Disclosure Scotland's user research team have included a wide range of people in the design of our new online service, including people with:

- low cognitive skills;
- dyslexia;
- dyspraxia;
- blind or partially sighted;
- BSL (British Sign Language) users; and
- Low/no digital skills.

All user research with the above groups takes place in an environment where people feel safe and comfortable. We have conducted home and workplace visits with people who use assistive technology e.g. screen readers and screen magnifiers. Adjustments have been made to how we approach these sessions to ensure they are inclusive and allow people to participate. As a result of accessibility testing, the team identified some issues for people using screen readers which led to design and development changes to our new online service, ensuring it is more accessible for people with disabilities.

Policy

The Protecting Vulnerable Groups (PVG) Review Team launched a public consultation during 2018 on how to simplify and modernise the system.

The team have engaged with a wide range of people from grassroots community organisations, equality communities, practitioners and stakeholders to conduct the PVG Review. A number of PVG review consultation feedback sessions were held to inform the policy.

Summary

This report outlines the progress DS has made towards Scottish Government equality outcomes. It also underlines our ongoing commitment to mainstreaming equality by reducing discrimination, promoting equality of opportunity and inclusiveness both within DS and in the wider community.

Equality Outcomes and Mainstreaming Report 2019 – Transport Scotland

Staff Wellbeing

Over the last 12 months, we have focused on our staff wellbeing, and in particular mental wellbeing. We delivered Mental Health First Aid training sessions to staff and as a result we now have 25 fully trained Mental Health First Aiders in place across our organisation.

We have developed a Mental Health Action Plan which supports our vision to be an organisation whose culture and actions recognise and reflect the importance of good mental health and wellbeing and which provides effective support to colleagues when they need it.

Our approach is to integrate good mental health practices into our everyday operations at all levels of the organisation by embedding a set of mental health core standards.

Recruitment

We continue to fill a variety of roles through advertising for modern apprentices. We have had a great experience and success at helping a diverse range of apprentices through their vocational qualifications.

Over the last 7 years our staff have been involved in mentoring school pupils as part of the Career Ready programme. Staff and pupils work together over a two-year period to develop a range of skills required for the world of work. As part of the programme, pupils take part in a 4 week paid internship placement that sees them take on roles across our organisation.

We continue to develop our graduate engineering scheme, and over the last 12 months have made particular efforts to encourage interest from a wider representation of society.

Our operations

We continue to ensure across all of our roads projects/contracts that designs are delivered in accordance with our [‘Roads for All’](#) guidance. A good practice guide for Roads.

A737 Dalry Bypass

Procurement

The project contractor aims to procure from Supported Businesses in Scotland as much as possible. On this particular scheme, one such business has been utilised to produce scheme sign boards for the site.

Education

The Contractor has also undertaken an extensive liaison programme with local schools, allowing its trained Science, Technology, Engineering, and Mathematics (STEM) ambassadors to visit, promote and encourage children to see Engineering as a great career option. Ambassadors discuss the various roles within the industry such as Civil Engineers, Environmental and Health and Safety, engaging the children in engineering challenges to spark interest. The challenges allow pupils to apply their own ideas into methods of construction.

The contractor has also worked in partnership with Ayrshires Developing the Young Workforce team, participating in careers events promoting the Construction/Engineering industry as a career choice for local students. Many of the Contractors STEM ambassadors are women, which assists with promoting careers in Construction and Engineering with the aim of encouraging a greater gender balance across the profession.

Transport Bill – The provisions within the wide-ranging Bill aim to ensure Scotland’s transport network operates with greater efficiency, better accessibility, and with improved air quality in its towns and cities. The legislative measures will help to empower Scotland’s local authorities and establish consistent standards to make transport easier, cleaner and smarter than ever before, therefore supporting the Scottish Government’s aspirations to deliver a safe, efficient, cost-effective and sustainable transport system for the benefit of the people of Scotland.

National Transport Strategy (NTS) – Will set out a successor transport strategy for Scotland for the next 20 years.

- The NTS Review has been progressed through a three-pillar approach:
 - a. collaborative working with partners with working groups focused on key issues, opportunities and challenges for our future transport system;
 - b. developing a robust evidence base to support policy choices;
 - c. engaging with stakeholders and citizens across Scotland to give them a greater say in the development of transport policy;
- A period of engagement and collaboration with stakeholders will take place during 2019 prior to formal public consultation on the draft strategy including business sector engagement;
- The NTS Review has four thematic Working Groups, each of which is co-chaired by external transport partners and Transport Scotland and membership consists of transport deliver partners, academics and third sector groups; and
- Members of the Tackling Inequality Working Group include HITRANS, Citizens' Advice Scotland, STUC, CalMac and Bus Users Scotland, among others. Over a series of meetings, the group discussed a number of transport inequality issues.

Our **Sustainable and Active Travel** team manage a number of grants to promote Active Travel, many of these supporting the drive to reduce inequalities. Key one is our £2 million Smarter Choices Smarter Places Open fund grant where community groups receive small grants to promote Sustainable and active travel. Recent successful examples include:

- Gaydio, a LGB&T radio station in Glasgow to promote sustainable and active travel;
- Deaf Scotland to help Increase the accessible information; and
- Scottish Borders Council to develop a bus app to encourage more public transport use for the over 60's.

Other smaller grants include Cycling UK to deliver Wheelness, an initiative to improve people's mental and physical health, wealth and happiness by supporting them to cycle for everyday journeys.

For Programme for Government this year, we have committed to delivering a subsidised bike hire scheme for jobseekers, modern apprentices, young people and students.

ANNEX B

Breakdown of Pay Groups

Scottish Government Main (SGM) & SCS

Core Directorates of the Scottish Government falling within the responsibility of:

- Permanent Secretary;
- Directorate General – Constitution & External Affairs;
- Directorate General – Economy;
- Directorate General – Education, Communities & Justice;
- Directorate General – Health & Social Care;
- Directorate General – Organisational Development & Operations; and
- Directorate General – Exchequer.

Agencies and Non-Ministerial Offices:

- Accountant in Bankruptcy;
- Disclosure Scotland;
- Education Scotland;
- Scottish Public Pensions Agency;
- Student Awards Agency for Scotland;
- Transport Scotland;
- National Records of Scotland;
- Office of the Scottish Charity Regulator;
- Scottish Housing Regulator;
- Revenue Scotland;
- Food Standards Scotland;
- Scottish Fiscal Commission; and
- Community Justice Scotland

Staff serving elsewhere on assignment, loan or secondment are regarded as being part of SGM except where provision has been agreed for other terms and conditions to apply.

Scottish Government Marine (SGMARINE)

- Officers and crew of Fishery Protection Vessels;
- Officers and crew of Fishery Research Vessels; and
- Marine, Engineer and Safety Superintendents.

Scottish Government Main – description of pay bands

A3

The role of posts in this range is to offer technical, specialist or advanced administrative support under the supervision of and in support of a more senior officer. Duties usually call for the exercise of discretion and initiative whilst carrying out generally routine and repetitive tasks and will often involve the use of IT based skills. Although not a management level for most posts, in some operational areas there may be supervision of staff, which can include annual reporting and career development.

Posts at this level tend to report to a post in Band B but may report to a more senior post in Band A.

A4

Supervision of staff in other Band A ranges may be an important feature of posts in this range. This will include allocation of tasks and checking of work. In some cases there may be a full staff management role, including annual reporting and career development. Posts may also be akin to an ‘executive assistant’, combining administrative support to officers in the Senior Civil Service with some executive functions. Posts within this range will require a degree of judgement and interpretative ability to be exercised within guidelines and established practice. Posts in this range are likely to report to a post in the upper ranges of Band B, or in Band C, or in some cases direct to a member of the Senior Civil Service.

B1

Jobs in this pay range will often be the first formal line management level including staff management (and covering staff appraisals). In some areas these posts may provide direct support to other more senior posts. Elsewhere they may be responsible for a discrete area or work under the control and direction of a more senior officer. Typically posts within this range will require postholders to exercise judgement and interpretative ability where practice and precedence guide the work.

Some posts require a good understanding of the basic principles and practices of a subject or discipline/specialism through a mix of qualifications or training and experience.

B2

Posts in this range are expected to have a good knowledge and understanding of their area of work or subject and to exercise sound judgement and interpretative ability in the application of regulations, practice and procedures or professional standards. They may have delegated responsibility for elements of work, where they are required to keep fully up-to-date with developments and suggest responses and solutions to posts in Band C or the Senior Civil Service. They will usually report to a Head of Branch and will have freedom of action in managerial and operational matters within accepted standards and precedents.

Management responsibilities will vary. Where there are very large numbers in the command, posts are usually assisted by staff from the lowest range in Band B or from Band A. Posts without any managerial responsibility are often the working level in a professional or specialist function or operate in a structure where support staff are managed centrally.

B3

Jobs in this range are usually responsible for a discrete area of work, which may cover more than one function, and are fully accountable for the achievement of objectives and targets within their responsibilities. Posts require considerable knowledge and full understanding of their area of work or subject, demonstrate the ability to develop and adapt existing procedures and have the acumen to resolve a variety of problems. Posts will report to a member of Band C, or possibly the Senior Civil Service.

Management responsibilities vary depending on the nature of the work; this ranges from heading up a discrete section or team to managing a larger executive area where the work and operational decisions are more routine.

C1

Posts within this range are expected to be able to function independently and take full responsibility for the work of their section or branch. They have an important role in policy areas to keep fully up-to-date with all salient developments concerning the policies they manage, for example, in Whitehall and Europe, and to produce and broker solutions for submission to senior staff and Ministers. Professional staff must also keep up-to-date in their particular fields in order to maintain their level of expertise and its applicability in the Office. Posts at this level must be able to see ways to adapt precedents/principles and to work with some complex ideas.

The managers of these posts are normally members of the Senior Civil Service, or sometimes the top range of Band C.

The size of the management task for these posts will vary, depending on the nature of the work; this ranges from small teams in which each member has set, delegated tasks, to larger professional advisory or executive areas. In each case, these postholders will normally take all staff management decisions for their areas, without reference above. In executive areas, most operational decisions will also be contained at, or beneath, this level.

C2

Posts at this level are used most often in a supporting role to Senior Civil Service managers or are responsible for managing blocks of work, for example, in executive, casework areas. These posts will usually have managerial responsibilities either for small units or for branches/teams where the main working level will be in Band B or the first range of Band C - such as in some professional areas - or will manage significant numbers of staff in executive areas. Exceptionally, they may also lead small policy branches that have heavy and continually high profile policy and legislative demands.

Posts will have significant responsibility for maintaining areas of specialist or policy activity and may be involved in the development of new policy, in complex or novel areas, where considerable innovative thought is required. In professional areas, they may proactively ensure that relevant specialist issues are not overlooked, will contribute to the making of new policy, or its evolution, and may input to high level casework. In all cases, line management guidance is likely to be infrequent and requires to be actively sought.

C3

Posts at this level are usually responsible for managing discrete and clearly defined blocks of work capable of separate control, and may be regarded ostensibly as Division Heads. Generally these posts are held accountable for the use of financial and staff resources relating to their commands which, taken together and in combination with the other factors, tend to mark them out as demanding a perceptibly higher level than the most senior posts in the other ranges of Band C.

Specific knowledge and skills may well be required of these posts, requiring qualifications and experience in a formal discipline in addition to administrative experience. The incumbents may act as the senior managers in a professional group where they will normally also carry significant operational autonomy for a clearly identified section of the remit.

Senior Civil Service (SCS)

Deputy Director 1 and 1A

These posts normally report to a Director and are responsible for the development and implementation of strategy, leading the government's engagement with stakeholders, operational delivery and the leadership and management of a Divisional team. The majority of Deputy Director roles have responsibility for direct running costs and programme budgets and they will be a member of the Directorate senior management team.

Director

These posts normally report to a Director General. They are senior leaders in their work within portfolios and collectively in setting, communicating and implementing organisational strategy and managing key relationships and networks, delivering operational results and the leadership and management of the Directorate team.

Director General

These posts report directly to the Permanent Secretary and are the Scottish Government's principal policy advisers. They provide support to Cabinet Secretaries and other Ministers, drive delivery and build strategic relationships with partners and stakeholders. The postholders play a leading and collegiate role as part of the Executive Team and Strategic Board in ensuring that Scottish Government resources are deployed effectively in support of the business strategy and key outcomes and to develop its capacity and performance.

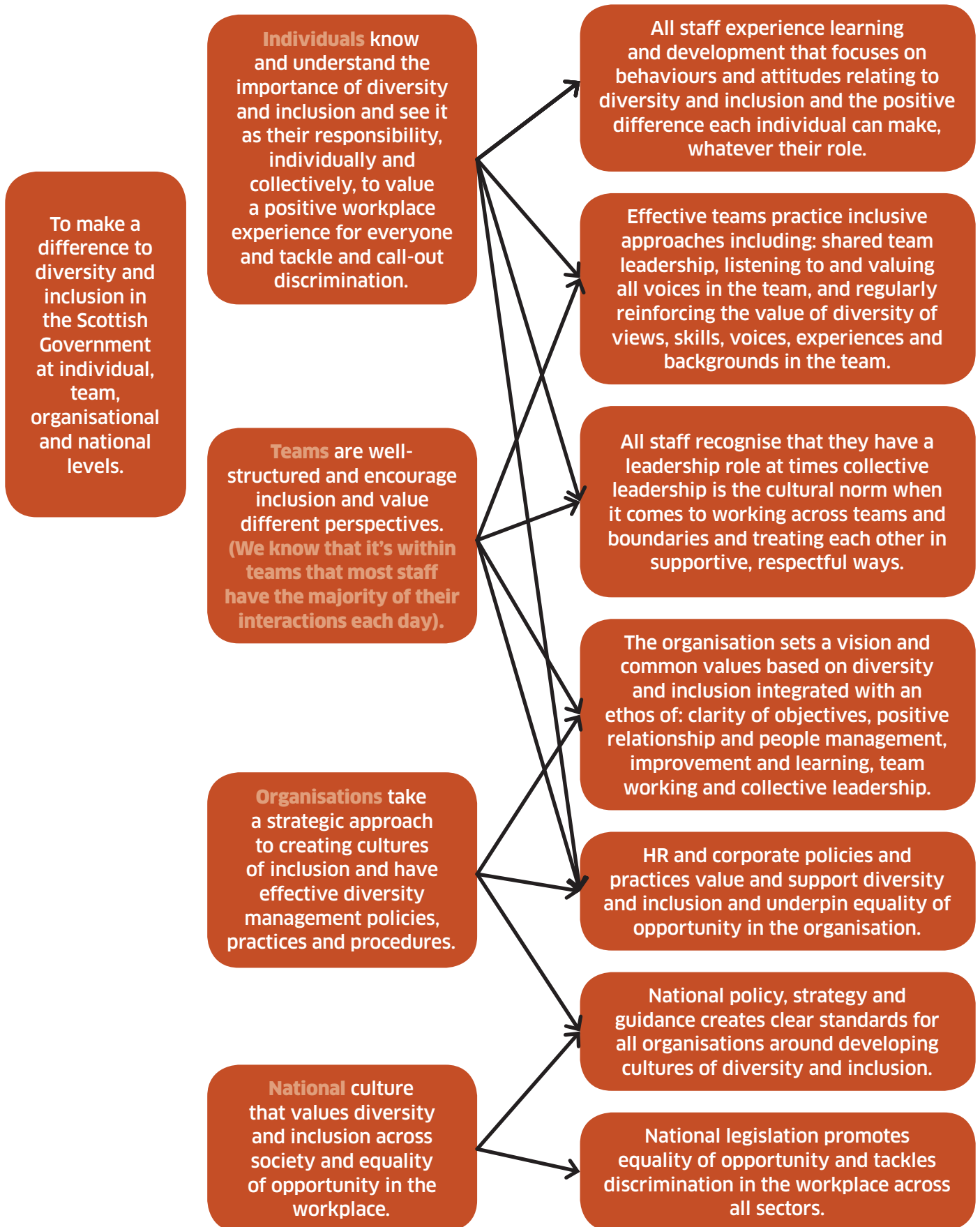
Permanent Secretary

This is the senior Civil Servant in Scotland and leads the civil servants working for the Scottish Government, supporting the Government in developing, implementing and communicating its policies. The postholder is the principal policy adviser to the First Minister and Secretary to the Cabinet. They are also the Principal Accountable Officer for the Scottish Government with personal responsibility for the propriety and regularity of Government finance and for economic, efficient and effective use of all related resources.

ANNEX C

Scottish Government's Theory of Change for diversity and inclusion

Diversity and Inclusion: Theory of Change



ANNEX D

Flier used during Senior Civil Service Diversity and Inclusion Objective Challenge

Painting the bigger picture through 4 supported challenges



Challenge 1:
What does the data and research say about your business area?

Challenge 2:
What's it like to work in your business area and how does your inclusive leadership style impact on others?

Challenge 3:
How to apply a Diversity and Inclusion lens to embed inclusive approaches in everything we do?

Challenge 4:
How are we articulating, sharing and checking in on progress of the improvement action we're taking?

to create a positive pattern of meaningful change

Follow our group, [Diversity and Inclusion](#) on Yammer for continued resource. If you need more help or information, please contact: joanne.streeter@gov.scot or madelaine.Simpkin@gov.scot or brenda.lrvine@gov.scot

Diversity and Inclusion Improvement

To support SCS colleagues to set meaningful diversity and inclusion objectives, which reflect local contexts and help to:

- ✓ create a positive, inclusive culture
- ✓ increase the capability of teams
- ✓ support the Scottish Government's diversity and inclusion agenda

An improvement challenge will be set each month between October 2018 and March 2019.

This will lead to refined, refreshed or rewritten diversity objectives, with success measures and a communication plan to inform and check in with staff on progress throughout 2019/20 reporting year.

Challenge 2

Challenge 2: Are you an inclusive leader?

Look at the research:

- 1 Read the reports on [creating a diverse and inclusive workplace](#) from the King Fund and this report on [Inclusive Leadership](#) from Catalyst – they're both pinned to the D&I yammer page
- 2 Connect the research to what you learnt previously about people's experiences in your area

Critically consider :

- 3 What is culture like at the team level in your area? How does your leadership impact on this?
- 4 How do you empower and support others to ensure all voices are heard? Whose voices are you not hearing?



Reflection point: Do your employees feel you value of a diversity of voices, views, skills, experiences and backgrounds? How do you know?

- What might you start doing?
- What might you stop doing?
- What might you continue doing?



Talking point:
How might you engage others?

- Meet with staff to understand team-level culture
- Seek reflections on your inclusive leadership style



ANNEX E

Introduction

This annex provides diversity information for full calendar years, 2013–2018, for the following bodies:

Scottish Government Core Departments: Constitution and External Affairs, Economy, Education, Communities and Justice, Health and Social Care, Organisational Development and Operations and Scottish Exchequer.

Scottish Government Executive Agencies: Accountant in Bankruptcy, Disclosure Scotland, Education Scotland, Scottish Public Pensions Agency, Social Security Scotland, Student Awards Agency for Scotland and Transport Scotland.

Non-Ministerial Departments: Food Standards Scotland, National Records of Scotland, Office of the Scottish Charity Regulator²¹, Revenue Scotland, Scottish Housing Regulator.

Employees in the following categories are included: Permanent staff, those on maternity or adoption leave, outward secondments, those on career breaks, modern apprentices, fixed-term appointments (open competition and no competition) and students on placements.

Breakdowns of the following characteristics are provided: Age, gender, ethnicity, sexual orientation, disability, marital status and religion. Where appropriate, there are data related to staff on maternity leave, pay band, guaranteed interview status, socio-economic background, caring responsibilities and childcare responsibilities.

Data sources

Data are drawn from the Scottish Government's HR system and the annual Civil Service People Survey. Data tables contain both the numbers (identified with the letter 'N') and percentages of staff. The population comparator data contained in section 2.1 are drawn from the Mid-2017 population estimates for Scotland (for age and gender) and the 2015 Scottish Core Survey Questions for ethnicity, sexual orientation, disability, marital status and religion.

Information on the protected characteristics (age, sex, ethnicity, sexual orientation, disability status, marital/civil partnership status, and religion or belief) is provided by the employee on a voluntary basis. For some protected characteristics (for example, age and sex) the information held is complete or very nearly complete, while the information held for other characteristics is less well populated.

Disclosure control

To avoid the possible disclosure of information about individual members of staff, data suppression has been applied to counts of fewer than 5 (and the corresponding percentage value) in the HR data tables; suppression is applied to People Survey data where counts are fewer than 10. Suppressed values are shown as an asterisk (*). Where the only small counts in a table refer to the 'prefer not to say' or 'unknown' categories, no data suppression is done.

21 Data for the Office of the Scottish Charity Regulator is included in section 2.3 only.

Terminology

'Minority ethnic': staff with non-White ethnic identities.

'LGBO': staff identifying as lesbian, gay or bisexual, and staff identifying with an 'other' sexual orientation.

'SCS': Staff in the 'Senior Civil Service'.

'TRS': Temporary Responsibility Supplement (a payment where staff undertake a temporary period in a higher pay range).

Acronyms in Section 2.3

AIB: Accountant in Bankruptcy

DG CEA: Constitution and External Affairs

DG ECON: Economy

DG ECJ: Education, Communities and Justice

DG HSC: Health and Social Care

DG ODO: Organisational Development and Operations

DG SE: Scottish Exchequer

Disc Scot: Disclosure Scotland

Edu Scot: Education Scotland

FSS: Food Standards Scotland

NRS: National Records of Scotland

OSCR: Office of the Scottish Charity Regulator

Rev Scot: Revenue Scotland

SHR: Scottish Housing Regulator

SPPA: Scottish Public Pensions Agency

SSS: Social Security Scotland

SAAS: Student Awards Agency for Scotland

Trans Scot: Transport Scotland

Diversity composition of Scottish Government Workforce

Overall, the Scottish Government continues to gather better quality data on the diversity of its workforce. Declaration rates (the proportion of staff who actively maintain their diversity data, whether by declaring a diversity characteristic or choosing the 'prefer not to say' option) have risen across ethnicity, sexual orientation and religion:

DECLARATION RATES FOR PROTECTED CHARACTERISTICS (%)						
	2013	2014	2015	2016	2017	2018
Ethnicity	78.7	79.5	78.6	80.9	83.6	83.8
Sexual Orientation	na	na	49.8	58.1	65.1	69.7
Disability	61.2	58.8	56.2	58	59.8	57.6
Marital Status	70.2	67.8	64.8	64.6	63.1	57.9
Religion	na	na	49.2	57.5	64.7	69.2

Data on sexual orientation and religion was not gathered until 2015. Age and gender have close to 100% declaration rates.

This has been matched by increased diversity across the workforce. Since 2013, minority ethnic, LGBO and disabled staff have gradually comprised more of the overall workforce, bringing the workforce demographics closer in line with the Scottish population. In particular, the proportion of women in the SCS continues to rise, and there is now a large enough number of minority ethnic and LGBO SCS staff that the figures are not subject to disclosure control. Disabled staff have not made the same progress at SCS level but there has been an increased number of disabled staff at Bands B and C.

On maternity leave, there has been a general trend in staff taking longer lengths of leave, with the majority taking between 40 and 52 weeks.

Overall workforce composition

WORKFORCE COMPOSITION BY AGE ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

	16-29		30-39		40-49		50-59		60+		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2013	843	11.7	1975	27.5	2194	30.5	1800	25	377	5.2	7189	100
2014	899	11.9	2038	27.0	2213	29.3	1981	26.2	417	5.5	7548	100
2015	955	12.3	2097	26.9	2258	29	2024	26.0	448	5.8	7782	100
2016	945	12.0	2071	26.3	2211	28.1	2151	27.3	488	6.2	7866	100
2017	1103	13.4	2100	25.5	2237	27.2	2245	27.3	553	6.7	8238	100
2018	1403	15.2	2340	25.4	2430	26.3	2436	26.4	614	6.7	9223	100
Scottish Population (age 16-65)		27%		20%		20%		22%		11%		100%

WORKFORCE COMPOSITION BY GENDER ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

	Female		Male		Total	
	N	%	N	%	N	%
2013	3679	51.3	3510	48.7	7240	100
2014	3882	51.5	3666	48.5	7602	100
2015	4028	51.8	3756	48.2	7834	100
2016	4097	52.2	3772	47.8	7920	100
2017	4326	52.5	3919	47.5	8297	100
2018	4941	53.5	4297	46.5	9282	100
Scottish Population (age 16-65)		51%		49%		100%

WORKFORCE COMPOSITION BY ETHNICITY

	Minority ethnic		White		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%
2013	114	1.6	5449	75.8	97	1.3	1529	21.3	7189	100
2014	119	1.6	5763	76.4	116	1.5	1550	20.5	7548	100
2015	115	1.5	5877	75.5	125	1.6	1667	21.4	7784	100
2016	127	1.6	6106	77.6	136	1.7	1500	19.1	7869	100
2017	150	1.8	6586	79.9	158	1.9	1352	16.4	8246	100
2018	194	2.1	7388	80.0	164	1.8	1493	16.2	9239	100
Scottish population (age 16-64)		4%		96%		na		na		100%

WORKFORCE COMPOSITION BY SEXUAL ORIENTATION

	LGBO		Heterosexual/straight		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%
2015	148	1.9	3509	45.1	218	2.8	3909	50.2	7784	100
2016	187	2.4	4123	52.4	260	3.3	3299	41.9	7869	100
2017	243	2.9	4809	58.3	314	3.8	2880	34.9	8246	100
2018	335	3.6	5753	62.3	348	3.8	2803	30.3	9239	100
Scottish Population (age 16-64)		2%		96%		2%		na		100

WORKFORCE COMPOSITION BY DISABILITY STATUS

	Disabled		Not disabled		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%
2013	289	4.0	4078	56.7	35	0.5	2787	38.8	7189	100
2014	371	4.9	4021	53.3	44	0.6	3112	41.2	7548	100
2015	383	4.9	3937	50.6	53	0.7	3411	43.8	7784	100
2016	455	5.8	4036	51.3	72	0.9	3306	42.0	7869	100
2017	566	6.9	4269	51.8	96	1.2	3315	40.2	8246	100
2018	700	7.6	4514	48.9	112	1.2	3913	42.4	9239	100
Scottish Population (age 16-64)		19%		80%		na		na		100%

WORKFORCE COMPOSITION BY MARITAL STATUS

	Married/Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2013	3192	44.4	1254	17.4	206	2.9	395	5.5	2142	29.8	7189	100
2014	3263	43.2	1235	16.4	222	2.9	400	5.3	2428	32.2	7548	100
2015	3258	41.9	1198	15.4	225	2.9	362	4.7	2741	35.2	7784	100
2016	3355	42.6	1133	14.4	250	3.2	347	4.4	2784	35.4	7869	100
2017	3487	42.3	1109	13.4	259	3.1	352	4.3	3039	36.9	8246	100
2018	3634	39.3	1123	12.2	268	2.9	326	3.5	3888	42.1	9239	100
Scottish Population (age 16-64)		49%		37%	Other: 14%							100%

WORKFORCE COMPOSITION BY RELIGION

	None		Christian		Other Religion		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2015	1911	24.6	1575	20.2	100	1.3	242	3.1	3956	50.8	7784	100
2016	2276	28.9	1834	23.3	130	1.7	281	3.6	3348	42.5	7869	100
2017	2768	33.6	2084	25.3	142	1.7	338	4.1	2914	35.3	8246	100
2018	3456	37.4	2377	25.7	166	1.8	392	4.2	2848	30.8	9239	100
Scottish Population (age 16-64)		51%		44%		3%		1%		na		100%

NUMBER OF STAFF ON MATERNITY LEAVE AND LENGTH (OR PLANNED LENGTH) OF LEAVE

	Under 27 weeks		27 – 39 weeks		40 – 52 weeks		Over 52 weeks		Total	
	N	%	N	%	N	%	N	%	N	%
2013	16	9.5	63	37.5	89	53.0	0	0.0	168	100
2014	17	11.0	49	31.6	89	57.4	0	0.0	155	100
2015	16	11.4	50	35.7	74	52.9	0	0.0	140	100
2016	8	6.2	40	30.8	82	63.1	0	0.0	130	100
2017	13	10.2	37	28.9	78	60.9	0	0.0	128	100
2018	*	*	15	12.0	98	78.4	*	*	125	100

9.1 Workforce composition by pay band

PAY BAND COMPOSITION BY AGE ('PREFER NOT TO SAY' RESPONSES EXCLUDED)													
		16-29		30-39		40-49		50-59		60+		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Band A	2013	411	21.7	419	22.2	443	23.4	472	25.0	146	7.7	1891	100
	2014	450	23.1	420	21.5	414	21.2	510	26.2	155	8.0	1949	100
	2015	501	26.4	405	21.3	363	19.1	479	25.2	153	8.0	1901	100
	2016	500	27.1	379	20.5	327	17.7	475	25.7	164	8.9	1845	100
	2017	504	29.3	320	18.6	282	16.4	428	24.9	184	10.7	1718	100
	2018	572	32.1	311	17.4	285	16	418	23.4	198	11.1	1784	100
Band B	2013	393	10.8	1168	32.1	1128	31.0	824	22.6	131	3.6	3644	100
	2014	407	10.5	1217	31.4	1165	30.1	921	23.8	166	4.3	3876	100
	2015	386	9.8	1282	32.5	1175	29.8	930	23.6	176	4.5	3949	100
	2016	401	9.7	1309	31.6	1190	28.7	1037	25.0	211	5.1	4148	100
	2017	554	12.6	1331	30.3	1178	26.8	1114	25.3	223	5.1	4400	100
	2018	772	15.4	1502	30.0	1247	24.9	1250	24.9	243	4.8	5014	100
Band C	2013	13	1.1	322	26.6	487	40.2	339	28.0	49	4.0	1210	100
	2014	18	1.3	354	26.1	534	39.4	400	29.5	49	3.6	1355	100
	2015	12	0.9	336	24.1	570	40.8	420	30.1	58	4.2	1396	100
	2016	15	1.0	330	22.3	588	39.8	479	32.4	66	4.5	1478	100
	2017	25	1.5	381	22.1	672	39.0	546	31.7	99	5.7	1723	100
	2018	39	1.9	461	22.9	792	39.3	608	30.2	116	5.8	2016	100
Not assimilated	2013	25	9.3	56	20.8	61	22.7	87	32.3	40	14.9	269	100
	2014	24	11.9	37	18.4	35	17.4	70	34.8	35	17.4	201	100
	2015	54	14.4	62	16.5	94	25	118	31.4	48	12.8	376	100
	2016	22	10.1	38	17.4	48	22.0	72	33.0	38	17.4	218	100
	2017	18	8.4	49	22.8	44	20.5	69	32.1	35	16.3	215	100
	2018	18	8.5	44	20.9	45	21.3	65	30.8	39	18.5	211	100
SCS	2013	0	0.0	10	5.7	75	43.1	78	44.8	11	6.3	174	100
	2014	0	0.0	9	5.4	65	39.2	80	48.2	12	7.2	166	100
	2015	0	0.0	8	5.3	56	36.8	77	50.7	11	7.2	152	100
	2016	0	0.0	13	7.8	57	34.1	88	52.7	9	5.4	167	100
	2017	0	0.0	17	9.6	60	33.9	88	49.7	12	6.8	177	100
	2018	0	0.0	20	10.3	61	31.4	95	49.0	18	9.3	194	100

PAY BAND COMPOSITION BY GENDER ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

		Female		Male		Total	
		N	%	N	%	N	%
Band A	2013	1103	58.3	788	41.7	1891	100
	2014	1126	57.8	823	42.2	1949	100
	2015	1095	57.6	806	42.4	1901	100
	2016	1051	57.0	794	43.0	1845	100
	2017	994	57.9	724	42.1	1718	100
	2018	1019	57.1	765	42.9	1784	100
Band B	2013	1871	51.3	1773	48.7	3644	100
	2014	1972	50.9	1904	49.1	3876	100
	2015	2045	51.8	1904	48.2	3949	100
	2016	2167	52.2	1981	47.8	4148	100
	2017	2303	52.3	2096	47.6	4400	100
	2018	2695	53.7	2318	46.2	5014	100
Band C	2013	601	49.7	609	50.3	1210	100
	2014	693	51.1	662	48.9	1355	100
	2015	725	51.9	671	48.1	1396	100
	2016	771	52.2	707	47.8	1478	100
	2017	920	53.4	803	46.6	1723	100
	2018	1098	54.5	918	45.5	2016	100
Not assimilated	2013	39	14.5	230	85.5	269	100
	2014	28	13.9	173	86.1	201	100
	2015	100	26.6	276	73.4	376	100
	2016	30	13.8	188	86.2	218	100
	2017	26	12.1	189	87.9	215	100
	2018	29	13.7	182	86.3	211	100
SCS	2013	64	36.8	110	63.2	174	100
	2014	62	37.3	104	62.7	166	100
	2015	59	38.8	93	61.2	152	100
	2016	70	41.9	97	58.1	167	100
	2017	74	41.8	103	58.2	177	100
	2018	86	44.3	108	55.7	194	100

PAY BAND COMPOSITION BY ETHNICITY

		Minority ethnic		White		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
Band A	2013	41	2.2	1295	68.5	23	1.2	532	28.1	1891	100
	2014	41	2.1	1300	66.7	28	1.4	580	29.8	1949	100
	2015	34	1.8	1234	64.9	24	1.3	609	32.0	1901	100
	2016	31	1.7	1233	66.8	26	1.4	555	30.1	1845	100
	2017	34	2.0	1157	67.3	28	1.6	499	29	1718	100
	2018	43	2.4	1249	70.0	25	1.4	467	26.2	1784	100
Band B	2013	54	1.5	2886	79.2	55	1.5	649	17.8	3644	100
	2014	59	1.5	3115	80.4	65	1.7	637	16.4	3876	100
	2015	60	1.5	3236	81.9	72	1.8	581	14.7	3949	100
	2016	74	1.8	3371	81.3	74	1.8	629	15.2	4148	100
	2017	84	1.9	3691	83.9	88	2.0	537	12.2	4400	100
	2018	109	2.2	4153	82.8	93	1.9	659	13.1	5014	100
Band C	2013	16	1.3	991	81.9	14	1.2	189	15.6	1210	100
	2014	16	1.2	1122	82.8	19	1.4	198	14.6	1355	100
	2015	17	1.2	1166	83.5	24	1.7	189	13.5	1396	100
	2016	18	1.2	1264	85.5	30	2.0	166	11.2	1478	100
	2017	26	1.5	1493	86.7	35	2.0	169	9.8	1723	100
	2018	36	1.8	1727	85.7	38	1.9	215	10.7	2016	100
Not assimilated	2013	*	*	135	50.2	*	*	132	49.1	269	100
	2014	*	*	88	43.8	*	*	112	55.7	201	100
	2015	*	*	114	30.3	*	*	259	68.9	376	100
	2016	*	*	95	43.6	*	*	121	55.5	218	100
	2017	*	*	98	45.6	*	*	114	53.0	215	100
	2018	*	*	99	46.9	*	*	109	51.7	211	100
SCS	2013	*	*	142	81.7	*	*	26	14.9	174	100
	2014	*	*	138	83.2	*	*	22	13.2	166	100
	2015	*	*	127	83.7	*	*	19	12.4	152	100
	2016	*	*	143	85.6	*	*	16	9.6	167	100
	2017	5	2.8	146	82.6	5	2.8	21	11.8	177	100
	2018	5	2.6	158	81.5	6	3.1	25	12.8	194	100

PAY BAND COMPOSITION BY SEXUAL ORIENTATION

		LGBO		Heterosexual/ straight		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
Band A	2015	34	1.8	632	33.2	40	2.1	1195	62.9	1901	100
	2016	42	2.3	705	38.2	40	2.2	1058	57.3	1845	100
	2017	39	2.3	728	42.4	46	2.7	905	52.7	1718	100
	2018	59	3.3	863	48.4	47	2.6	815	45.7	1784	100
Band B	2015	77	1.9	2044	51.8	125	3.2	1703	43.1	3949	100
	2016	94	2.3	2362	56.9	153	3.7	1539	37.1	4148	100
	2017	134	3.0	2776	63.1	185	4.2	1305	29.7	4400	100
	2018	190	3.8	3328	66.4	202	4.0	1294	25.8	5014	100
Band C	2015	33	2.4	700	50.1	47	3.4	616	44.1	1396	100
	2016	47	3.2	883	59.7	57	3.9	491	33.2	1478	100
	2017	66	3.8	1126	65.4	71	4.1	460	26.7	1723	100
	2018	78	3.9	1362	67.6	87	4.3	489	24.3	2016	100
Not assimilated	2015	*	*	78	20.7	*	*	294	78.2	376	100
	2016	*	*	67	30.7	*	*	148	67.9	218	100
	2017	*	*	70	32.6	*	*	142	66	215	100
	2018	*	*	77	36.5	*	*	130	61.6	211	100
SCS	2015	*	*	55	35.9	*	*	91	60.1	153	100
	2016	*	*	106	63.5	*	*	50	29.9	167	100
	2017	*	*	108	60.7	*	*	56	32	178	100
	2018	5	2.6	123	63.1	9	4.6	57	29.7	195	100

PAY BAND COMPOSITION BY DISABILITY STATUS

		Disabled		Not disabled		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
Band A	2013	117	6.2	902	47.7	10	0.5	862	45.6	1891	100
	2014	132	6.8	855	43.9	10	0.5	952	48.8	1949	100
	2015	123	6.5	775	40.8	12	0.6	991	52.1	1901	100
	2016	130	7.0	777	42.1	15	0.8	923	5.0	1845	100
	2017	151	8.8	722	42.0	15	0.9	830	48.3	1718	100
	2018	177	9.9	665	37.3	15	0.8	927	52.0	1784	100
Band B	2013	139	3.8	2143	58.8	21	0.6	1341	36.8	3644	100
	2014	183	4.7	2138	55.2	29	0.7	1526	39.4	3876	100
	2015	200	5.1	2127	53.9	36	0.9	1586	40.2	3949	100
	2016	248	6.0	2164	52.2	47	1.1	1689	40.7	4148	100
	2017	317	7.2	2321	52.8	63	1.4	1699	38.6	4400	100
	2018	395	7.9	2485	49.6	72	1.4	2062	41.1	5014	100
Band C	2013	24	2.0	816	67.4	4	0.3	366	30.2	1210	100
	2014	49	3.6	854	63.0	5	0.4	447	33.0	1355	100
	2015	53	3.8	860	61.6	5	0.4	478	34.2	1396	100
	2016	67	4.5	911	61.6	10	0.7	490	33.2	1478	100
	2017	91	5.3	1041	60.4	18	1.0	573	33.3	1723	100
	2018	118	5.9	1165	57.8	25	1.2	708	35.1	2016	100
Not assimilated	2013	5	1.9	96	35.7	0	0.0	168	62.5	269	100
	2014	*	*	*	29.9	*	*	138	68.7	201	100
	2015	*	*	*	17.3	*	*	308	81.9	376	100
	2016	6	2.8	57	26.2	0	0.0	155	71.1	218	100
	2017	*	*	54	25.1	*	*	158	73.5	215	100
	2018	5	2.4	53	25.1	0	0.0	153	72.5	211	100
SCS	2013	*	*	121	69.5	*	*	49	28.2	174	100
	2014	*	*	114	68.7	*	*	48	28.9	166	100
	2015	*	*	110	72.4	*	*	38	25.0	152	100
	2016	*	*	127	76	*	*	36	21.6	167	100
	2017	*	*	130	73.4	*	*	44	24.9	177	100
	2018	*	*	144	74.2	*	*	46	23.7	194	100

PAY BAND COMPOSITION BY MARITAL STATUS

		Married/ Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Band A	2013	617	32.6	447	23.6	60	3.2	140	7.4	627	33.2	1891	100
	2014	592	30.4	438	22.5	61	3.1	142	7.3	716	36.7	1949	100
	2015	537	28.2	387	20.4	59	3.1	115	6.0	803	42.2	1901	100
	2016	521	28.2	359	19.5	63	3.4	112	6.1	790	42.8	1845	100
	2017	467	27.2	319	18.6	59	3.4	101	5.9	772	44.9	1718	100
	2018	438	24.6	301	16.9	58	3.3	76	4.3	911	51.1	1784	100
Band B	2013	1689	46.4	622	17.1	112	3.1	187	5.1	1034	28.4	3644	100
	2014	1778	45.9	625	16.1	127	3.3	184	4.7	1162	30.0	3876	100
	2015	1773	44.9	618	15.6	128	3.2	170	4.3	1260	31.9	3949	100
	2016	1847	44.5	619	14.9	137	3.3	163	3.9	1382	33.3	4148	100
	2017	1873	42.6	626	14.2	147	3.3	172	3.9	1582	30.6	4400	100
	2018	1938	38.7	646	12.9	151	3.0	164	3.3	2115	42.2	5014	100
Band C	2013	687	56.8	128	10.6	26	2.1	51	4.2	318	26.3	1210	100
	2014	743	54.8	130	9.6	27	2.0	61	4.5	394	29.1	1355	100
	2015	786	56.3	124	8.9	28	2.0	60	4.3	398	28.5	1396	100
	2016	832	56.3	120	8.1	38	2.6	61	4.1	427	28.9	1478	100
	2017	980	56.9	133	7.7	44	2.6	68	3.9	498	28.9	1723	100
	2018	1085	53.8	149	7.4	50	2.5	74	3.7	658	32.6	2016	100
Not assimilated	2013	93	34.6	35	13.0	6	2.2	13	4.8	122	45.4	269	100
	2014	52	25.9	20	10.0	5	2.5	9	4.5	115	57.2	201	100
	2015	73	19.4	50	13.3	6	1.6	14	3.7	233	62.0	376	100
	2016	52	23.9	16	7.3	6	2.8	6	2.8	138	63.3	218	100
	2017	51	23.7	13	6.0	*	*	*	*	143	66.5	215	100
	2018	47	22.3	12	5.7	*	*	*	*	144	68.2	211	100
SCS	2013	106	60.9	22	12.6	*	*	*	*	40	23.0	174	100
	2014	98	59	22	13.3	*	*	*	*	40	24.1	166	100
	2015	89	58.6	19	12.5	*	*	*	*	37	24.3	152	100
	2016	102	61.1	19	11.4	6	3.6	5	3.0	35	21.0	167	100
	2017	113	63.8	18	10.2	7	4.0	5	2.8	34	19.2	177	100
	2018	125	64.4	15	7.7	7	3.6	6	3.1	41	21.1	194	100

PAY BAND COMPOSITION BY RELIGION

		None		Christian		Other religion		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Band A	2015	348	18.3	289	15.2	24	1.3	40	2.1	1200	63.1	1901	100
	2016	396	21.5	302	16.4	30	1.6	49	2.7	1068	57.9	1845	100
	2017	425	24.7	294	17.1	33	1.9	54	3.1	912	53.1	1718	100
	2018	542	30.4	332	18.6	38	2.1	51	2.9	821	46.0	1784	100
Band B	2015	1106	28.0	918	23.2	57	1.4	144	3.6	1724	43.7	3949	100
	2016	1301	31.4	1058	25.5	70	1.7	164	4.0	1555	37.5	4148	100
	2017	1608	36.5	1203	27.3	74	1.7	201	4.6	1314	29.9	4400	100
	2018	2010	40.1	1367	27.3	88	1.8	238	4.7	1311	26.1	5014	100
Band C	2015	398	28.5	303	21.7	17	1.2	50	3.6	628	45.0	1396	100
	2016	505	34.2	387	26.2	25	1.7	58	3.9	503	34.0	1478	100
	2017	652	37.8	501	29.1	27	1.6	71	4.1	472	27.4	1723	100
	2018	811	40.2	576	28.6	33	1.6	90	4.5	506	25.1	2016	100
Not assimilated	2015	39	10.4	34	9.0	*	*	*	*	300	79.8	376	100
	2016	25	11.5	34	15.6	*	*	*	*	155	71.1	218	100
	2017	27	12.6	36	16.7	*	*	*	*	144	67.0	215	100
	2018	32	15.2	39	18.5	*	*	*	*	132	62.6	211	100
SCS	2015	20	13.2	31	20.4	*	*	*	*	94	61.8	152	100
	2016	49	29.3	53	31.7	*	*	*	*	54	32.3	167	100
	2017	55	31.1	50	28.2	5	2.8	7	4.0	60	33.9	177	100
	2018	60	30.9	62	32.0	*	*	*	*	60	30.9	194	100

9.2 Workforce composition by DGs and Agencies

DG/AGENCY COMPOSITION BY AGE ('PREFER NOT TO SAY' RESPONSES EXCLUDED)													
		16-29		30-39		40-49		50-59		60+		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
AIB	2013	25	17.6	53	37.3	30	21.1	28	19.7	6	4.2	142	100
	2014	16	11.6	57	41.3	27	19.6	30	21.7	8	5.8	138	100
	2015	16	10.9	70	47.6	29	19.7	25	17.0	7	4.8	147	100
	2016	11	7.7	68	47.9	30	21.1	26	18.3	7	4.9	142	100
	2017	9	6.9	56	43.1	30	23.1	28	21.5	7	5.4	130	100
	2018	9	6.9	52	40.0	28	21.5	30	23.1	11	8.5	130	100
DG CEA	2017	51	12.2	129	30.9	122	29.2	99	23.7	17	4.1	418	100
	2018	83	16.7	147	29.6	134	27.0	109	22.0	23	4.6	496	100
DG ECJ	2017	117	10.1	292	25.2	361	31.1	332	28.6	59	5.1	1161	100
	2018	185	14.1	334	25.5	371	28.3	353	27.0	66	5.0	1309	100
DG ECON	2016	262	11.9	585	26.7	609	27.7	576	26.2	163	7.4	2195	100
	2017	291	12.9	553	24.5	609	27.0	632	28.0	172	7.6	2257	100
	2018	387	15.3	622	24.6	666	26.3	673	26.6	184	7.3	2532	100
DG HSC	2013	46	8.1	144	25.5	210	37.2	154	27.3	11	1.9	565	100
	2014	43	7.5	138	24.1	210	36.6	164	28.6	18	3.1	573	100
	2015	47	10.0	98	20.9	170	36.2	137	29.1	18	3.8	470	100
	2016	38	8.0	104	21.9	166	34.9	143	30.1	24	5.1	475	100
	2017	49	9.9	106	21.4	165	33.3	150	30.3	25	5.1	495	100
	2018	69	12.9	111	20.8	176	33.0	158	29.6	20	3.7	534	100

DG/AGENCY COMPOSITION BY AGE ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

		16-29		30-39		40-49		50-59		60+		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
DG ODO	2017	266	17.9	377	25.4	391	26.3	358	24.1	92	6.2	1484	100
	2018	301	18.9	400	25.1	398	25.0	404	25.3	91	5.7	1594	100
DG SE	2017	*	*	28	29.5	25	26.3	25	26.3	*	*	95	100
	2018	*	*	48	35.8	31	23.1	33	24.6	*	*	134	100
Disc Scot	2013	*	*	66	30.1	50	22.8	46	21.0	*	*	219	100
	2014	63	22.6	96	34.4	57	20.4	56	20.1	7	2.5	279	100
	2015	77	22.2	135	38.9	71	20.5	56	16.1	8	2.3	347	100
	2016	73	21.7	132	39.3	63	18.8	61	18.2	7	2.1	336	100
	2017	57	18.5	124	40.3	52	16.9	63	20.5	12	3.9	308	100
	2018	39	13.9	110	39.1	57	20.3	58	20.6	17	6.0	281	100
Edu Scot	2013	28	10.8	40	15.4	68	26.2	103	39.6	21	8.1	260	100
	2014	34	11.9	50	17.5	69	24.1	111	38.8	22	7.7	286	100
	2015	31	10.9	51	18	70	24.6	105	37.0	27	9.5	284	100
	2016	26	9.3	53	18.9	64	22.8	109	38.8	29	10.3	281	100
	2017	10	4.2	41	17.2	59	24.8	97	40.8	31	13.0	238	100
	2018	6	2.2	50	18.5	69	25.6	102	37.8	43	15.9	270	100
FSS	2015	14	9.1	22	14.3	55	35.7	52	33.8	11	7.1	154	100
	2016	18	10.6	28	16.5	57	33.5	55	32.4	12	7.1	170	100
	2017	19	11.0	27	15.6	61	35.3	51	29.5	15	8.7	173	100
	2018	11	6.3	31	17.6	61	34.7	54	30.7	19	10.8	176	100

DG/AGENCY COMPOSITION BY AGE ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

		16-29		30-39		40-49		50-59		60+		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
NRS	2013	30	7.5	99	24.8	103	25.8	125	31.3	43	10.8	400	100
	2014	29	7.4	91	23.3	94	24.0	131	33.5	46	11.8	391	100
	2015	19	5.0	90	23.7	94	24.7	135	35.5	42	11.1	380	100
	2016	27	7.1	84	22.2	94	24.9	132	34.9	41	10.8	378	100
	2017	36	8.6	103	24.7	104	24.9	133	31.9	41	9.8	417	100
	2018	38	9.0	100	23.8	103	24.5	134	31.9	45	10.7	420	100
OSCR	2013	7	13.0	18	33.3	15	27.8	8	14.8	6	11.1	54	100
	2014	*	*	20	33.9	13	22.0	12	20.3	*	*	59	100
	2015	*	*	21	38.2	10	18.2	14	25.5	*	*	55	100
	2016	*	*	22	38.6	12	21.1	13	22.8	*	*	57	100
	2017	5	8.6	18	31.0	14	24.1	14	24.1	7	12.1	58	100
	2018	*	*	11	21.6	16	31.4	14	27.5	*	*	51	100
Rev Scot	2015	*	*	15	33.3	9	20.0	12	26.7	*	*	45	100
	2016	*	*	14	30.4	12	26.1	10	21.7	*	*	46	100
	2017	*	*	16	28.6	17	30.4	12	21.4	*	*	56	100
	2018	*	*	19	26.8	23	32.4	14	19.7	*	*	71	100

DG/AGENCY COMPOSITION BY AGE ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

		16-29		30-39		40-49		50-59		60+		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
SAAS	2013	62	32.8	49	25.9	38	20.1	32	16.9	8	4.2	189	100
	2014	68	31.3	62	28.6	43	19.8	36	16.6	8	3.7	217	100
	2015	93	37.7	59	23.9	48	19.4	37	15	10	4.0	247	100
	2016	92	37.2	61	24.7	46	18.6	37	15	11	4.5	247	100
	2017	86	36.4	57	24.2	48	20.3	34	14.4	11	4.7	236	100
	2018	79	35.1	54	24.0	47	20.9	36	16	9	4.0	225	100
SHR	2013	*	*	14	26.9	16	30.8	16	30.8	*	*	52	100
	2014	*	*	13	25.0	17	32.7	18	34.6	*	*	52	100
	2015	*	*	16	30.8	16	30.8	17	32.7	*	*	52	100
	2016	*	*	18	34.0	13	24.5	20	37.7	*	*	53	100
	2017	*	*	15	30.0	12	24.0	20	40.0	*	*	50	100
	2018	0	0.0	9	20.0	11	24.4	20	44.4	5	11.1	45	100
SPPA	2013	33	12.8	68	26.5	67	26.1	75	29.2	14	5.4	257	100
	2014	47	16.5	63	22.2	74	26.1	85	29.9	15	5.3	284	100
	2015	49	16.4	75	25.2	69	23.2	85	28.5	20	6.7	298	100
	2016	54	17.1	76	24.1	73	23.2	86	27.3	26	8.3	315	100
	2017	51	16.5	78	25.2	64	20.6	87	28.1	30	9.7	310	100
	2018	53	16.8	81	25.7	59	18.7	88	27.9	34	10.8	315	100
SSS	2018	65	25.7	71	28.1	67	26.5	45	17.8	5	2.0	253	100

DG/AGENCY COMPOSITION BY AGE ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

		16-29		30-39		40-49		50-59		60+		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Trans Scot	2013	31	7.7	115	28.5	122	30.3	114	28.3	21	5.2	403	100
	2014	33	8.1	111	27.3	124	30.5	117	28.7	22	5.4	407	100
	2015	32	8.2	93	23.8	126	32.2	120	30.7	20	5.1	391	100
	2016	31	7.9	93	23.6	123	31.2	120	30.5	27	6.9	394	100
	2017	38	9.3	98	24.0	117	28.7	123	30.1	32	7.8	408	100
	2018	48	11	101	23.1	129	29.5	125	28.6	34	7.8	437	100

DG/AGENCY COMPOSITION BY GENDER ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

		Female		Male		Total	
		N	%	N	%	N	%
AIB	2013	98	69.0	44	31.0	142	100
	2014	98	71.0	40	29.0	138	100
	2015	96	65.3	51	34.7	147	100
	2016	94	66.2	48	33.8	142	100
	2017	87	66.9	43	33.1	130	100
	2018	85	65.4	45	34.6	130	100
DG CEA	2017	235	56.1	184	43.9	419	100
	2018	294	59.3	202	40.7	496	100
DG ECJ	2017	700	60.2	462	39.8	1162	100
	2018	768	58.6	542	41.4	1310	100

DG/AGENCY COMPOSITION BY GENDER ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

		Female		Male		Total	
		N	%	N	%	N	%
DG ECON	2016	1023	46.6	1172	53.4	2194	100
	2017	1057	46.8	1201	53.2	2258	100
	2018	1216	48.0	1316	52.0	2533	100
DG HSC	2013	348	61.6	217	38.4	565	100
	2014	355	62.0	218	38.1	573	100
	2015	279	59.4	191	40.6	470	100
	2016	292	61.5	183	38.5	475	100
	2017	305	61.5	191	38.5	496	100
	2018	327	61.1	208	38.9	535	100
DG ODO	2017	715	48.1	772	51.9	1487	100
	2018	798	49.9	800	50.1	1598	100
DG SE	2017	41	43.2	54	56.8	95	100
	2018	73	52.5	66	47.5	139	100
Disc Scot	2013	129	58.9	90	41.1	219	100
	2014	157	56.3	122	43.7	279	100
	2015	197	56.8	150	43.2	347	100
	2016	188	55.8	149	44.2	337	100
	2017	175	56.8	133	43.2	308	100
	2018	159	56.6	122	43.4	281	100

DG/AGENCY COMPOSITION BY GENDER ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

		Female		Male		Total	
		N	%	N	%	N	%
Edu Scot	2013	179	68.9	81	31.2	260	100
	2014	193	67.5	93	32.5	286	100
	2015	195	68.7	89	31.3	284	100
	2016	194	69.0	87	31.0	281	100
	2017	171	71.9	67	28.2	238	100
	2018	197	73.0	73	27.0	270	100
FSS	2015	61	39.6	93	60.4	154	100
	2016	72	42.4	98	57.7	170	100
	2017	77	44.5	96	55.5	173	100
	2018	84	47.5	93	52.5	177	100
NRS	2013	204	51.0	196	49.0	400	100
	2014	206	52.7	185	47.3	391	100
	2015	203	53.4	177	46.6	380	100
	2016	206	54.5	172	45.5	378	100
	2017	225	54.0	192	46.0	417	100
	2018	232	55.2	188	44.8	420	100

DG/AGENCY COMPOSITION BY GENDER ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

		Female		Male		Total	
		N	%	N	%	N	%
OSCR	2013	35	64.8	19	35.2	54	100
	2014	38	64.4	21	35.6	59	100
	2015	35	63.6	20	36.4	55	100
	2016	38	66.7	19	33.3	57	100
	2017	37	63.8	21	36.2	58	100
	2018	33	64.7	18	35.3	51	100
Rev Scot	2015	23	51.1	22	48.9	45	100
	2016	22	47.8	24	52.2	46	100
	2017	31	55.4	25	44.6	56	100
	2018	41	57.8	30	42.3	71	100
SAAS	2013	110	58.2	79	41.8	189	100
	2014	120	55.3	97	44.7	217	100
	2015	134	54.3	113	45.8	247	100
	2016	132	53.4	115	46.6	247	100
	2017	130	55.1	106	44.9	236	100
	2018	137	60.6	89	39.4	226	100

DG/AGENCY COMPOSITION BY GENDER ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

		Female		Male		Total	
		N	%	N	%	N	%
SHR	2013	35	64.8	19	35.2	54	100
	2014	38	64.4	21	35.6	59	100
	2015	35	63.6	20	36.4	55	100
	2016	38	66.7	19	33.3	57	100
	2017	37	63.8	21	36.2	58	100
	2018	33	64.7	18	35.3	51	100
SPPA	2013	143	55.6	114	44.4	257	100
	2014	160	56.3	124	43.7	284	100
	2015	168	56.4	130	43.6	298	100
	2016	174	55.2	141	44.8	315	100
	2017	175	56.5	135	43.6	310	100
	2018	172	54.4	144	45.6	316	100
SSS	2018	152	59.8	102	40.2	254	100
Trans Scot	2013	147	36.5	256	63.5	403	100
	2014	152	37.4	255	62.7	407	100
	2015	152	38.9	239	61.1	391	100
	2016	154	39.0	241	61.0	395	100
	2017	166	40.7	242	59.3	408	100
	2018	174	39.8	263	60.2	437	100

DG/AGENCY COMPOSITION BY ETHNICITY

		Minority ethnic		White		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
AIB	2013	*	*	89	62.7	*	*	46	32.4	142	100
	2014	*	*	103	74.6	*	*	29	21.0	138	100
	2015	*	*	116	78.9	*	*	23	15.7	147	100
	2016	*	*	112	78.9	*	*	23	16.2	142	100
	2017	*	*	102	78.5	*	*	22	16.9	130	100
	2018	*	*	104	80.0	*	*	20	15.4	130	100
DG CEA	2017	7	1.7	343	81.9	10	2.4	59	14.1	419	100
	2018	13	2.6	402	81.1	9	1.8	72	14.5	496	100
DG ECJ	2017	23	2.0	1015	87.4	19	1.6	105	9.0	1162	100
	2018	24	1.8	1107	84.5	28	2.1	151	11.5	1310	100
DG ECON	2016	39	1.8	1757	80.1	43	2.0	356	16.2	2195	100
	2017	40	1.8	1845	81.7	49	2.2	325	14.4	2259	100
	2018	50	2.0	2095	82.7	45	1.8	343	13.5	2533	100
DG HLTHSC	2013	15	2.7	465	82.3	9	1.6	76	13.5	565	100
	2014	14	2.4	474	82.7	8	1.4	77	13.4	573	100
	2015	11	2.3	390	83.0	12	2.6	57	12.1	470	100
	2016	11	2.3	402	84.6	12	2.5	50	10.5	475	100
	2017	16	3.2	425	85.7	11	2.2	44	8.9	496	100
	2018	21	3.9	458	85.6	11	2.1	45	8.4	535	100
DG ODO	2017	28	1.9	1225	82.4	27	1.8	207	13.9	1487	100
	2018	35	2.2	1314	82.2	25	1.6	224	14.0	1598	100

DG/AGENCY COMPOSITION BY ETHNICITY

		Minority ethnic		White		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
DG SE	2017	*	*	81	85.3	*	*	7	7.4	95	100
	2018	*	*	114	82.0	*	*	16	11.5	139	100
Disc Scot	2013	6	2.7	125	57.1	0	0.0	88	40.2	219	100
	2014	8	2.9	193	69.2	1	0.4	77	27.6	279	100
	2015	7	2.0	193	55.6	2	0.6	145	41.8	347	100
	2016	5	1.5	185	54.9	3	0.9	144	42.7	337	100
	2017	*	*	208	67.5	*	*	90	29.2	308	100
	2018	6	2.1	183	65.1	7	2.5	85	30.3	281	100
Edu Scot	2013	*	*	145	55.8	*	*	108	41.5	260	100
	2014	*	*	181	63.3	*	*	98	34.3	286	100
	2015	*	*	187	65.9	*	*	88	31.0	284	100
	2016	5	1.8	188	66.9	4	1.4	84	29.9	281	100
	2017	*	*	173	72.7	*	*	60	25.2	238	100
	2018	*	*	179	66.3	*	*	86	31.9	270	100
FSS	2015	0	0.0	7	4.6	0	0.0	147	95.5	154	100
	2016	*	*	52	30.6	*	*	114	67.1	170	100
	2017	6	3.5	96	55.5	2	1.2	69	39.9	173	100
	2018	5	2.8	113	63.8	3	1.7	56	31.6	177	100

DG/AGENCY COMPOSITION BY ETHNICITY

		Minority ethnic		White		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
NRS	2013	8	2.0	327	81.8	10	2.5	55	13.8	400	100
	2014	6	1.5	313	80.1	10	2.6	62	15.9	391	100
	2015	6	1.6	314	82.6	10	2.6	50	13.2	380	100
	2016	6	1.6	310	82.0	10	2.7	52	13.8	378	100
	2017	7	1.7	344	82.5	8	1.9	58	13.9	417	100
	2018	8	1.9	345	82.1	6	1.4	61	14.5	420	100
OSCR	2013	0	0.0	37	68.5	0	0.0	17	31.5	54	100
	2014	0	0.0	42	71.2	0	0.0	17	28.8	59	100
	2015	0	0.0	40	72.7	0	0.0	15	27.3	55	100
	2016	0	0.0	40	70.2	0	0.0	17	29.8	57	100
	2017	0	0.0	42	72.4	0	0.0	16	27.6	58	100
	2018	0	0.0	38	74.5	0	0.0	13	25.5	51	100
Rev Scot	2015	0	0.0	32	71.1	1	2.2	12	26.7	45	100
	2016	0	0.0	36	78.3	1	2.2	9	19.6	46	100
	2017	*	*	48	85.7	*	*	5	8.9	56	100
	2018	*	*	56	78.9	*	*	13	18.3	71	100

DG/AGENCY COMPOSITION BY ETHNICITY

		Minority ethnic		White		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
SAAS	2013	*	*	89	47.1	*	*	98	51.9	189	100
	2014	*	*	92	42.4	*	*	121	55.8	217	100
	2015	*	*	85	34.4	*	*	158	64.0	247	100
	2016	*	*	83	33.6	*	*	160	64.8	247	100
	2017	*	*	93	39.4	*	*	140	59.3	236	100
	2018	*	*	91	40.3	*	*	131	58.0	226	100
SHR	2013	*	*	43	61.4	*	*	26	37.1	70	100
	2014	*	*	45	66.2	*	*	20	29.4	68	100
	2015	*	*	43	66.2	*	*	18	27.7	65	100
	2016	*	*	44	66.7	*	*	18	27.3	66	100
	2017	*	*	41	66.1	*	*	17	27.4	62	100
	2018	*	*	38	69.1	*	*	13	23.6	55	100
SPPA	2013	*	*	174	67.7	*	*	79	30.7	257	100
	2014	*	*	173	60.9	*	*	105	37.0	284	100
	2015	*	*	199	66.8	*	*	94	31.5	298	100
	2016	*	*	221	70.2	*	*	90	28.6	315	100
	2017	*	*	228	73.6	*	*	78	25.2	310	100
	2018	*	*	241	76.3	*	*	71	22.5	316	100
SSS	2018	8	3.2	211	83.1	2	0.8	33	13.0	254	100

DG/AGENCY COMPOSITION BY ETHNICITY

		Minority ethnic		White		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
Trans Scot	2013	*	*	277	68.7	*	*	117	29.0	403	100
	2014	*	*	291	71.5	*	*	105	25.8	407	100
	2015	*	*	289	73.9	7	1.8	92	23.5	391	100
	2016	5	1.3	310	78.5	5	1.3	75	19.0	395	100
	2017	6	1.5	317	77.7	7	1.7	78	19.1	408	100
	2018	8	1.8	336	76.9	10	2.3	83	19.0	437	100

DG/AGENCY COMPOSITION BY SEXUAL ORIENTATION

		LGBO		Heterosexual/ Straight		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
AIB	2015	*	*	92	62.6	*	*	47	32.0	147	100
	2016	*	*	89	62.7	*	*	46	32.4	142	100
	2017	*	*	78	60.0	*	*	44	33.9	130	100
	2018	*	*	85	65.4	*	*	38	29.2	130	100
DG CEA	2017	20	4.8	222	53.0	17	4.1	160	38.2	419	100
	2018	26	5.2	280	56.5	23	4.6	167	33.7	496	100
DG ECJ	2017	48	4.1	761	65.5	46	4.0	307	26.4	1162	100
	2018	62	4.7	868	66.3	58	4.4	322	24.6	1310	100

DG/AGENCY COMPOSITION BY SEXUAL ORIENTATION

		LGBO		Heterosexual/ Straight		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
DG ECON	2016	33	1.5	1106	50.4	76	3.5	980	44.7	2195	100
	2017	42	1.9	1284	56.8	87	3.9	846	37.5	2259	100
	2018	74	2.9	1601	63.2	88	3.5	770	30.4	2533	100
DG HSC	2015	12	2.6	263	56.0	18	3.8	177	37.7	470	100
	2016	16	3.4	292	61.5	25	5.3	142	29.9	475	100
	2017	18	3.6	335	67.5	23	4.6	120	24.2	496	100
	2018	20	3.7	384	71.8	23	4.3	108	20.2	535	100
DG ODO	2017	59	4.0	980	65.9	60	4.0	388	26.1	1487	100
	2018	65	4.1	1098	68.7	63	3.9	372	23.3	1598	100
DG SE	2017	*	*	61	64.2	*	*	24	25.3	95	100
	2018	8	5.8	92	66.2	7	5.0	32	23.0	139	100
Disc Scot	2015	10	2.9	142	40.9	14	4.0	181	52.2	347	100
	2016	14	4.2	142	42.1	9	2.7	172	51.0	337	100
	2017	15	4.9	174	56.5	14	4.6	105	34.1	308	100
	2018	15	5.3	154	54.8	14	5.0	98	34.9	281	100
Edu Scot	2015	*	*	141	49.7	*	*	132	46.5	284	100
	2016	5	1.8	146	52.0	10	3.6	120	42.7	281	100
	2017	*	*	137	57.6	*	*	91	38.2	238	100
	2018	6	2.2	145	53.7	6	2.2	113	41.9	270	100

DG/AGENCY COMPOSITION BY SEXUAL ORIENTATION

		LGBO		Heterosexual/ Straight		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
FSS	2015	*	*	8	5.2	*	*	146	94.8	154	100
	2016	*	*	52	30.6	*	*	113	66.5	170	100
	2017	*	*	96	55.5	*	*	68	39.3	173	100
	2018	*	*	111	62.7	*	*	54	30.5	177	100
NRS	2015	7	1.8	120	31.6	5	1.3	248	65.3	380	100
	2016	7	1.9	130	34.4	11	2.9	230	60.9	378	100
	2017	14	3.4	174	41.7	20	4.8	209	50.1	417	100
	2018	14	3.3	186	44.3	19	4.5	201	47.9	420	100
OSCR	2015	*	*	24	43.6	*	*	30	54.5	55	100
	2016	*	*	28	49.1	*	*	28	49.1	57	100
	2017	*	*	30	51.7	*	*	27	46.6	58	100
	2018	0	0.0	29	56.9	0	0.0	22	43.1	51	100
Rev Scot	2015	*	*	27	60.0	*	*	15	33.3	45	100
	2016	*	*	31	67.4	*	*	12	26.1	46	100
	2017	*	*	41	73.2	*	*	9	16.1	56	100
	2018	*	*	48	67.6	*	*	17	23.9	71	100
SAAS	2015	*	*	16	6.5	*	*	225	91.1	247	100
	2016	*	*	24	9.7	*	*	219	88.7	247	100
	2017	*	*	39	16.5	*	*	195	82.6	236	100
	2018	*	*	43	19.0	*	*	179	79.2	226	100

DG/AGENCY COMPOSITION BY SEXUAL ORIENTATION

		LGBO		Heterosexual/ Straight		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
SHR	2015	*	*	31	47.7	*	*	29	44.6	65	100
	2016	*	*	32	48.5	*	*	29	43.9	66	100
	2017	*	*	30	48.4	*	*	27	43.5	62	100
	2018	*	*	26	47.3	*	*	23	41.8	55	100
SPPA	2015	0	0.0	108	36.2	3	1.0	187	62.8	298	100
	2016	*	*	133	42.2	*	*	177	56.2	315	100
	2017	*	*	144	46.5	*	*	161	51.9	310	100
	2018	*	*	160	50.6	*	*	147	46.5	316	100
SSS	2018	14	5.5	195	76.8	5	2.0	40	15.8	254	100
Trans Scot	2015	6	1.5	182	46.6	11	2.8	192	49.1	391	100
	2016	7	1.8	233	59.0	12	3.0	143	36.2	395	100
	2017	8	2.0	251	61.5	11	2.7	138	33.8	408	100
	2018	13	3.0	276	63.2	16	3.7	132	30.2	437	100

DG/AGENCY COMPOSITION BY DISABILITY STATUS

		Disabled		Not disabled		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
AIB	2013	8	5.6	82	57.8	0	0.0	52	36.6	142	100
	2014	8	5.8	80	58.0	0	0.0	50	36.2	138	100
	2015	7	4.8	84	57.1	2	1.4	54	36.7	147	100
	2016	6	4.2	79	55.6	3	2.1	54	38.0	142	100
	2017	7	5.4	72	55.4	3	2.3	48	36.9	130	100
	2018	6	4.6	70	53.9	3	2.3	51	39.2	130	100
DG CEA	2017	25	6.0	250	59.7	5	1.2	139	33.2	419	100
	2018	27	5.4	278	56.1	7	1.4	184	37.1	496	100
DG ECJ	2017	87	7.5	714	61.5	12	1.0	349	30.0	1162	100
	2018	117	8.9	730	55.7	15	1.2	448	34.2	1310	100
DG ECON	2016	93	4.2	1195	54.4	25	1.1	882	40.2	2195	100
	2017	107	4.7	1242	55.0	31	1.4	879	38.9	2259	100
	2018	149	5.9	1329	52.5	32	1.3	1023	40.4	2533	100
DG HSC	2013	31	5.5	367	65.0	2	0.4	165	29.2	565	100
	2014	40	7.0	354	61.8	3	0.5	176	30.7	573	100
	2015	36	7.7	277	58.9	3	0.6	154	32.8	470	100
	2016	43	9.1	269	56.6	6	1.3	157	33.1	475	100
	2017	39	7.9	283	57.1	10	2.0	164	33.1	496	100
	2018	52	9.7	284	53.1	9	1.7	190	35.5	535	100
DG ODO	2017	137	9.2	739	49.7	12	0.8	599	40.3	1487	100
	2018	148	9.3	762	47.7	17	1.1	671	42.0	1598	100

DG/AGENCY COMPOSITION BY DISABILITY STATUS

		Disabled		Not disabled		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
DG SE	2017	6	6.3	47	49.5	3	3.2	39	41.1	95	100
	2018	7	5.0	75	54.0	2	1.4	55	39.6	139	100
Disc Scot	2013	8	3.7	65	29.7	0	0.0	146	66.7	219	100
	2014	15	5.4	82	29.4	1	0.4	181	64.9	279	100
	2015	14	4.0	84	24.2	1	0.3	248	71.5	347	100
	2016	15	4.5	94	27.9	1	0.3	227	67.4	337	100
	2017	22	7.1	115	37.3	4	1.3	167	54.2	308	100
	2018	25	8.9	90	32.0	4	1.4	162	57.7	281	100
Edu Scot	2013	6	2.3	106	40.8	0	0.0	148	56.9	260	100
	2014	7	2.5	108	37.8	0	0.0	171	59.8	286	100
	2015	8	2.8	103	36.3	0	0.0	173	60.9	284	100
	2016	6	2.1	99	35.2	0	0.0	176	62.6	281	100
	2017	6	2.5	89	37.4	1	0.4	142	59.7	238	100
	2018	8	3.0	93	34.4	2	0.7	167	61.9	270	100
FSS	2015	*	*	*	*	*	*	*	*	154	100
	2016	*	*	11	6.5	*	*	153	90.0	170	100
	2017	9	5.2	50	28.9	4	2.3	110	63.6	173	100
	2018	15	8.5	68	38.4	4	2.3	90	50.9	177	100

DG/AGENCY COMPOSITION BY DISABILITY STATUS

		Disabled		Not disabled		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
NRS	2013	22	5.5	229	57.3	4	1.0	145	36.3	400	100
	2014	26	6.7	213	54.5	0	0.0	152	38.9	391	100
	2015	26	6.8	206	54.2	1	0.3	147	38.7	380	100
	2016	30	7.9	198	52.4	3	0.8	147	38.9	378	100
	2017	42	10.1	213	51.1	2	0.5	160	38.4	417	100
	2018	42	10.0	206	49.1	3	0.7	169	40.2	420	100
OSCR	2013	*	*	24	44.4	*	*	27	50.0	54	100
	2014	*	*	26	44.1	*	*	29	49.2	59	100
	2015	*	*	25	45.5	*	*	26	47.3	55	100
	2016	*	*	23	40.4	*	*	32	56.1	57	100
	2017	*	*	24	41.4	*	*	31	53.4	58	100
	2018	*	*	20	39.2	*	*	28	54.9	51	100
Rev Scot	2015	*	*	12	26.7	*	*	29	64.4	45	100
	2016	*	*	17	37.0	*	*	27	58.7	46	100
	2017	*	*	21	37.5	*	*	31	55.4	56	100
	2018	*	*	22	31.0	*	*	45	63.4	71	100

DG/AGENCY COMPOSITION BY DISABILITY STATUS

		Disabled		Not disabled		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
SAAS	2013	6	3.2	73	38.6	0	0.0	110	58.2	189	100
	2014	8	3.7	72	33.2	0	0.0	137	63.1	217	100
	2015	6	2.4	69	27.9	0	0.0	172	69.6	247	100
	2016	7	2.8	64	25.9	0	0.0	176	71.3	247	100
	2017	8	3.4	62	26.3	0	0.0	166	70.3	236	100
	2018	9	4.0	58	25.7	0	0.0	159	70.4	226	100
SHR	2013	0	0.0	37	52.9	1	1.4	32	45.7	70	100
	2014	0	0.0	35	51.5	2	2.9	31	45.6	68	100
	2015	*	*	34	52.3	*	*	28	43.1	65	100
	2016	*	*	34	51.5	*	*	29	43.9	66	100
	2017	*	*	32	51.6	*	*	27	43.5	62	100
	2018	*	*	29	52.7	*	*	23	41.8	55	100
SPPA	2013	10	3.9	141	54.9	1	0.4	105	40.9	257	100
	2014	10	3.5	137	48.2	2	0.7	135	47.5	284	100
	2015	13	4.4	139	46.6	2	0.7	144	48.3	298	100
	2016	18	5.7	141	44.8	3	1.0	153	48.6	315	100
	2017	24	7.7	144	46.5	4	1.3	138	44.5	310	100
	2018	24	7.6	143	45.3	5	1.6	144	45.6	316	100
SSS	2018	22	8.7	70	27.6	3	1.2	159	62.6	254	100

DG/AGENCY COMPOSITION BY DISABILITY STATUS

		Disabled		Not disabled		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
Trans Scot	2013	17	4.2	201	49.9	1	0.3	184	45.7	403	100
	2014	23	5.7	195	47.9	1	0.3	188	46.2	407	100
	2015	25	6.4	180	46.0	1	0.3	185	47.3	391	100
	2016	33	8.4	198	50.1	2	0.5	162	41.0	395	100
	2017	42	10.3	194	47.6	3	0.7	169	41.4	408	100
	2018	44	10.1	206	47.1	4	0.9	183	41.9	437	100

DG/AGENCY COMPOSITION BY MARITAL STATUS

		Married/Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
AIB	2013	73	51.4	14	9.9	*	*	*	*	41	28.9	142	100
	2014	72	52.2	15	10.9	*	*	*	*	38	27.5	138	100
	2015	67	45.6	16	10.9	*	*	*	*	53	36.1	147	100
	2016	68	47.9	18	12.7	7	4.9	8	5.6	41	28.9	142	100
	2017	67	51.5	16	12.3	6	4.6	5	3.8	36	27.7	130	100
	2018	69	53.1	12	9.2	6	4.6	4	3.1	39	30.0	130	100
DG CEA	2017	176	42.0	60	14.3	15	3.6	19	4.5	149	35.6	419	100
	2018	189	38.1	57	11.5	15	3	21	4.2	214	43.1	496	100
DG ECJ	2017	585	50.3	147	12.7	34	2.9	47	4.0	349	30.0	1162	100
	2018	596	45.5	167	12.7	35	2.7	44	3.4	468	35.7	1310	100

DG/AGENCY COMPOSITION BY MARITAL STATUS

		Married/Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
DG ECON	2016	949	43.2	307	14.0	58	2.6	90	4.1	791	36.0	2195	100
	2017	981	43.4	294	13.0	60	2.7	89	3.9	835	37.0	2259	100
	2018	1033	40.8	302	11.9	64	2.5	84	3.3	1050	41.5	2533	100
DG HSC	2013	261	46.2	109	19.3	16	2.8	28	5.0	151	26.7	565	100
	2014	259	45.2	107	18.7	18	3.1	27	4.7	162	28.3	573	100
	2015	214	45.5	78	16.6	14	3.0	28	6.0	136	28.9	470	100
	2016	214	45.1	72	15.2	21	4.4	26	5.5	142	29.9	475	100
	2017	215	43.3	81	16.3	21	4.2	29	5.8	150	30.2	496	100
	2018	219	40.9	84	15.7	20	3.7	28	5.2	184	34.4	535	100
DG ODO	2017	569	38.3	210	14.1	43	2.9	60	4.0	605	40.7	1487	100
	2018	562	35.2	194	12.1	45	2.8	51	3.2	746	46.7	1598	100
DG SE	2017	36	37.9	11	11.6	*	*	*	*	42	44.2	95	100
	2018	49	35.3	15	10.8	*	*	*	*	67	48.2	139	100
Disc Scot	2013	52	23.7	28	12.8	*	*	*	*	118	53.9	219	100
	2014	63	22.6	28	10.0	*	*	*	*	167	59.9	279	100
	2015	78	22.5	30	8.6	*	*	*	*	222	64.0	347	100
	2016	83	24.6	26	7.7	*	*	*	*	218	64.7	337	100
	2017	85	27.6	31	10.1	*	*	*	*	183	59.4	308	100
	2018	82	29.2	23	8.2	*	*	*	*	168	59.8	281	100

DG/AGENCY COMPOSITION BY MARITAL STATUS

		Married/Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Edu Scot	2013	111	42.7	42	16.2	11	4.2	16	6.2	80	30.8	260	100
	2014	116	40.6	38	13.3	10	3.5	14	4.9	108	37.8	286	100
	2015	114	40.1	40	14.1	11	3.9	11	3.9	108	38.0	284	100
	2016	119	42.3	34	12.1	10	3.6	10	3.6	108	38.4	281	100
	2017	104	43.7	24	10.1	10	4.2	9	3.8	91	38.2	238	100
	2018	118	43.7	17	6.3	11	4.1	8	3.0	116	43.0	270	100
FSS	2015	27	17.5	27	17.5	0	0.0	4	2.6	96	62.3	154	100
	2016	39	22.9	26	15.3	0	0.0	5	2.9	100	58.8	170	100
	2017	50	28.9	24	13.9	*	*	*	*	96	55.5	173	100
	2018	50	28.2	23	13.0	*	*	*	*	101	57.1	177	100
NRS	2013	187	46.8	82	20.5	26	6.5	13	3.3	92	23.0	400	100
	2014	176	45.0	75	19.2	31	7.9	15	3.8	94	24.0	391	100
	2015	163	42.9	73	19.2	26	6.8	14	3.7	104	27.4	380	100
	2016	167	44.2	67	17.7	27	7.1	13	3.4	104	27.5	378	100
	2017	175	42.0	67	16.1	26	6.2	12	2.9	137	32.9	417	100
	2018	174	41.4	65	15.5	22	5.2	12	2.9	147	35.0	420	100

DG/AGENCY COMPOSITION BY MARITAL STATUS

		Married/Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
OSCR	2013	18	33.3	*	*	*	*	3	5.6	27	50.0	54	100
	2014	19	32.2	*	*	*	*	3	5.1	30	50.8	59	100
	2015	19	34.5	*	*	*	*	3	5.5	27	49.1	55	100
	2016	21	36.8	*	*	*	*	3	5.3	28	49.1	57	100
	2017	20	34.5	*	*	*	*	3	5.2	31	53.4	58	100
	2018	17	33.3	*	*	*	*	3	5.9	28	54.9	51	100
Rev Scot	2015	11	24.4	*	*	*	*	2	4.4	27	60.0	45	100
	2016	15	32.6	*	*	*	*	2	4.3	26	56.5	46	100
	2017	16	28.6	*	*	*	*	4	7.1	33	58.9	56	100
	2018	17	23.9	7	9.9	*	*	*	*	43	60.6	71	100
SAAS	2013	58	30.7	43	22.8	6	3.2	3	1.6	79	41.8	189	100
	2014	58	26.7	44	20.3	6	2.8	3	1.4	106	48.8	217	100
	2015	66	26.7	38	15.4	6	2.4	2	0.8	135	54.7	247	100
	2016	68	27.5	37	15.0	6	2.4	4	1.6	132	53.4	247	100
	2017	67	28.4	33	14.0	5	2.1	3	1.3	128	54.2	236	100
	2018	63	27.9	44	19.5	*	*	*	*	111	49.1	226	100

DG/AGENCY COMPOSITION BY MARITAL STATUS

		Married/Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
SHR	2013	31	44.3	*	*	*	*	3	4.3	33	47.1	70	100
	2014	28	41.2	*	*	*	*	4	5.9	32	47.1	68	100
	2015	28	43.1	*	*	*	*	5	7.7	28	43.1	65	100
	2016	28	42.4	*	*	*	*	5	7.6	29	43.9	66	100
	2017	27	43.5	*	*	*	*	5	8.1	26	41.9	62	100
	2018	25	45.5	*	*	*	*	4	7.3	21	38.2	55	100
SPPA	2013	131	51.0	56	21.8	13	5.1	22	8.6	35	13.6	257	100
	2014	144	50.7	49	17.3	13	4.6	41	14.4	37	13.0	284	100
	2015	143	48.0	46	15.4	13	4.4	48	16.1	48	16.1	298	100
	2016	145	46.0	49	15.6	14	4.4	54	17.1	53	16.8	315	100
	2017	140	45.2	47	15.2	16	5.2	49	15.8	58	18.7	310	100
	2018	141	44.6	42	13.3	17	5.4	41	13	75	23.7	316	100
SSS	2018	49	19.3	9	3.5	6	2.4	2	0.8	188	74.0	254	100
Trans Scot	2013	174	43.2	61	15.1	7	1.7	12	3.0	149	37.0	403	100
	2014	187	45.9	64	15.7	9	2.2	15	3.7	132	32.4	407	100
	2015	182	46.5	59	15.1	8	2.0	14	3.6	128	32.7	391	100
	2016	191	48.4	56	14.2	13	3.3	10	2.5	125	31.6	395	100
	2017	194	47.5	59	14.5	14	3.4	12	2.9	129	31.6	408	100
	2018	198	45.3	59	13.5	13	3.0	9	2.1	158	36.2	437	100

DG/AGENCY COMPOSITION BY RELIGION

		None		Christian		Other religion		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
AIB	2015	54	36.7	35	23.8	*	*	*	*	47	32.0	147	100
	2016	54	38.0	33	23.2	*	*	*	*	46	32.4	142	100
	2017	52	40.0	27	20.8	*	*	*	*	43	33.1	130	100
	2018	55	42.3	31	23.9	*	*	*	*	39	30.0	130	100
DG CEA	2017	153	36.5	76	18.1	*	*	*	*	168	40.1	419	100
	2018	193	38.9	97	19.6	9	1.8	24	4.8	173	34.9	496	100
DG ECJ	2017	461	39.7	315	27.1	26	2.2	42	3.6	318	27.4	1162	100
	2018	563	43.0	333	25.4	21	1.6	58	4.4	335	25.6	1310	100
DG ECON	2016	582	26.5	520	23.7	27	1.2	81	3.7	985	44.9	2195	100
	2017	677	30.0	612	27.1	34	1.5	88	3.9	848	37.5	2259	100
	2018	881	34.8	732	28.9	42	1.7	101	4.0	777	30.7	2533	100
DG HLTWSC	2015	164	34.9	101	21.5	11	2.3	15	3.2	179	38.1	470	100
	2016	178	37.5	124	26.1	11	2.3	19	4.0	143	30.1	475	100
	2017	210	42.3	133	26.8	12	2.4	20	4.0	121	24.4	496	100
	2018	241	45.1	141	26.4	16	3.0	25	4.7	112	20.9	535	100
DG ODO	2017	601	40.4	399	26.8	24	1.6	69	4.6	394	26.5	1487	100
	2018	702	43.9	411	25.7	27	1.7	79	4.9	379	23.7	1598	100
DG SE	2017	26	27.4	32	33.7	*	*	*	*	26	27.4	95	100
	2018	53	38.1	44	31.7	*	*	*	*	34	24.5	139	100

DG/AGENCY COMPOSITION BY RELIGION

		None		Christian		Other religion		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Disc Scot	2015	82	23.6	68	19.6	7	2.0	13	3.8	177	51.0	347	100
	2016	84	24.9	63	18.7	9	2.7	10	3.0	171	50.7	337	100
	2017	92	29.9	83	27.0	10	3.3	17	5.5	106	34.4	308	100
	2018	83	29.5	74	26.3	12	4.3	14	5.0	98	34.9	281	100
Edu Scot	2015	57	20.1	75	26.4	*	*	*	*	134	47.2	284	100
	2016	58	20.6	85	30.3	*	*	*	*	123	43.8	281	100
	2017	54	22.7	80	33.6	*	*	*	*	94	39.5	238	100
	2018	59	21.9	84	31.1	*	*	*	*	114	42.2	270	100
FSS	2015	5	3.3	*	*	*	*	*	*	146	94.8	154	100
	2016	26	15.3	23	13.5	*	*	*	*	113	66.5	170	100
	2017	47	27.2	40	23.1	5	2.9	14	8.1	67	38.7	173	100
	2018	51	28.8	50	28.3	*	*	*	*	53	29.9	177	100
NRS	2015	75	19.7	45	11.8	8	2.1	7	1.8	245	64.5	380	100
	2016	82	21.7	48	12.7	12	3.2	9	2.4	227	60.1	378	100
	2017	115	27.6	64	15.4	13	3.1	17	4.1	208	49.9	417	100
	2018	127	30.2	68	16.2	10	2.4	14	3.3	201	47.9	420	100
OSCR	2015	13	23.6	9	16.4	0	0.0	3	5.5	30	54.5	55	100
	2016	15	26.3	10	17.5	0	0.0	3	5.3	29	50.9	57	100
	2017	16	27.6	11	19.0	0	0.0	3	5.2	28	48.3	58	100
	2018	16	31.4	9	17.6	0	0.0	3	5.9	23	45.1	51	100

DG/AGENCY COMPOSITION BY RELIGION

		None		Christian		Other religion		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Rev Scot	2015	17	37.8	9	20.0	0	0.0	2	4.4	17	37.8	45	100
	2016	21	45.7	9	19.6	*	*	*	*	13	28.3	46	100
	2017	27	48.2	15	26.8	*	*	*	*	9	16.1	56	100
	2018	32	45.1	17	23.9	*	*	*	*	18	25.4	71	100
SAAS	2015	10	4.1	9	3.6	0	0.0	2	0.8	226	91.5	247	100
	2016	13	5.3	12	4.9	*	*	*	*	220	89.1	247	100
	2017	26	11.0	11	4.7	*	*	*	*	196	83.1	236	100
	2018	32	14.2	11	4.9	*	*	*	*	179	79.2	226	100
SHR	2015	15	23.1	14	21.5	0	0	6	9.2	30	46.2	65	100
	2016	15	22.7	15	22.7	0	0	6	9.1	30	45.5	66	100
	2017	14	22.6	14	22.6	0	0	6	9.7	28	45.2	62	100
	2018	14	25.5	10	18.2	*	*	*	*	24	43.6	55	100
SPPA	2015	59	19.8	49	16.4	0	0.0	3	1.0	187	62.8	298	100
	2016	77	24.4	54	17.1	*	*	*	*	177	56.2	315	100
	2017	91	29.4	52	16.8	*	*	*	*	161	51.9	310	100
	2018	101	32.0	58	18.4	*	*	*	*	147	46.5	316	100
SSS	2018	129	50.8	77	30.3	7	2.8	4	1.6	37	14.6	254	100

DG/AGENCY COMPOSITION BY RELIGION

		None		Christian		Other religion		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Trans Scot	2015	85	21.7	97	24.8	5	1.3	12	3.1	192	49.1	391	100
	2016	115	29.1	120	30.4	5	1.3	11	2.8	144	36.5	395	100
	2017	121	29.7	130	31.9	7	1.7	11	2.7	139	34.1	408	100
	2018	139	31.8	139	31.8	6	1.4	15	3.4	138	31.6	437	100

10. Employee Cycle

The Scottish Government continues to recruit people from more diverse backgrounds, with year on year increases in diversity across all protected characteristics. In particular, more women than men are being recruited into the organisation (however they still make up a majority of part time staff).

There has been particular progress on disability. On recruitment, the proportion of recruited staff declaring a disability has more than doubled since 2013. Disabled staff also account for a higher proportion of promoted staff than they did in 2013.

Unfortunately, minority ethnic, LGBO and disabled staff tend to get lower appraisals markings than white, heterosexual/straight and non-disabled staff. However, the gaps between these groups appears to be narrowing.

The under 30s and over 60s remain the most likely to leave the organisation. Staff under 30 are more likely to be on fixed term contracts, while staff over 60s are more likely to retire.

There appear to be links between protected characteristics and sickness. Staff over 60, minority ethnic, LGBO, disabled and non-Christian staff lose more working days due to sickness.

10.1 Recruitment

RECRUITMENT BY AGE ('PREFER NOT TO SAY')

	16-29		30-39		40-49		50-59		60+		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2013	107	44.6	50	20.8	47	19.6	*	*	*	*	240	100
2014	136	42.5	85	26.6	57	17.8	*	*	*	*	320	100
2015	127	40.7	99	31.7	47	15.1	26	8.3	13	4.2	312	100
2016	137	40.5	91	26.9	58	17.2	40	11.8	12	3.6	338	100
2017	161	41.4	139	35.7	50	12.9	30	7.7	9	2.3	389	100
2018	269	36.9	241	33.1	135	18.5	72	9.9	12	1.6	729	100

RECRUITMENT BY GENDER

	Female		Male		Prefer not to say		Total	
	N	%	N	%	N	%	N	%
2013	126	52.5	113	47.1	1	0.4	240	100
2014	166	51.6	154	47.8	2	0.6	322	100
2015	173	55.1	138	43.9	3	1.0	314	100
2016	175	51.6	162	47.8	2	0.6	339	100
2017	224	57.1	161	41.1	7	1.8	392	100
2018	433	59.2	291	39.8	8	1.1	732	100

RECRUITMENT BY ETHNICITY

	Minority ethnic		White		Prefer not to say		Total	
	N	%	N	%	N	%	N	%
2013	*	*	234	97.5	*	*	240	100
2014	5	1.6	311	96.6	6	1.9	322	100
2015	10	3.2	301	95.9	3	1.0	314	100
2016	6	1.8	328	96.8	5	1.5	339	100
2017	14	3.6	371	94.6	7	1.8	392	100
2018	25	3.4	699	95.5	8	1.1	732	100

RECRUITMENT BY SEXUAL ORIENTATION

	LGBO		Straight		Prefer not to say		Total	
	N	%	N	%	N	%	N	%
2015	13	4.1	290	92.4	11	3.5	314	100
2016	15	4.4	310	91.4	14	4.1	339	100
2017	29	7.4	335	85.5	28	7.1	392	100
2018	64	8.7	621	84.8	47	6.4	732	100

RECRUITMENT BY DISABILITY STATUS

	Disabled		Not disabled		Prefer not to say		Total	
	N	%	N	%	N	%	N	%
2013	17	7.1	213	88.8	10	4.2	240	100
2014	38	11.8	276	85.7	8	2.5	322	100
2015	19	6.1	282	89.8	13	4.1	314	100
2016	28	8.3	299	88.2	12	3.5	339	100
2017	46	11.7	334	85.2	12	3.1	392	100
2018	118	16.1	593	81.0	21	2.9	732	100

RECRUITMENT BY MARITAL STATUS

	Married/Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2013	27	11.3	9	3.8	*	*	*	*	200	83.3	240	100
2014	29	9.0	9	2.8	*	*	*	*	274	85.1	322	100
2015	35	11.1	7	2.2	*	*	*	*	268	85.4	314	100
2016	38	11.2	7	2.1	*	*	*	*	291	85.8	339	100
2017	35	8.9	9	2.3	*	*	*	*	343	87.5	392	100
2018	26	3.6	11	1.5	*	*	*	*	694	94.8	732	100

RECRUITMENT BY RELIGION

	None		Christian		Other religion		Prefer not to say		Total	
	N	%	N	%	N	%	N	%	N	%
2015	171	54.5	120	38.2	7	2.2	16	5.1	314	100
2016	190	56.0	121	35.7	14	4.1	14	4.1	339	100
2017	238	60.7	118	30.1	11	2.8	25	6.4	392	100
2018	481	65.7	198	27.0	24	3.3	29	4.0	732	100

RECRUITMENT BY GUARANTEED INTERVIEW STATUS

	No		Yes		Total	
	N	%	N	%	N	%
2013	234	97.5	6	2.5	240	100
2014	310	96.3	12	3.7	322	100
2015	301	95.9	13	4.1	314	100
2016	331	97.6	8	2.4	339	100
2017	373	95.2	19	4.8	392	100
2018	679	92.8	53	7.2	732	100

10.2 Working pattern

FULL-TIME (FT) AND PART-TIME (PT) STAFF BY AGE

		16-29		30-39		40-49		50-59		60+		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
FT	2013	798	13.1	1617	26.6	1780	29.3	1627	26.7	262	4.3	6084	100
	2014	847	13.3	1652	26.0	1792	28.2	1772	27.9	286	4.5	6349	100
	2015	904	13.9	1700	26.1	1794	27.6	1792	27.5	315	4.8	6505	100
	2016	897	13.8	1668	25.6	1729	26.6	1877	28.9	332	5.1	6503	100
	2017	1062	15.6	1698	25.0	1735	25.5	1936	28.5	368	5.4	6799	100
	2018	1360	17.8	1899	24.9	1874	24.6	2085	27.4	404	5.3	7622	100
PT	2013	45	4.1	358	32.4	413	37.4	173	15.7	115	10.4	1104	100
	2014	52	4.3	385	32.1	421	35.1	209	17.4	131	10.9	1198	100
	2015	49	3.9	393	30.9	464	36.5	232	18.3	133	10.5	1271	100
	2016	41	3.0	401	29.6	481	35.6	274	20.3	156	11.5	1353	100
	2017	39	2.7	400	27.9	501	34.9	309	21.5	185	12.9	1434	100
	2018	41	2.6	439	27.5	556	34.8	351	22.0	210	13.1	1597	100

FULL-TIME (FT) AND PART-TIME (PT) STAFF BY GENDER

		Female		Male		Total	
		N	%	N	%	N	%
FT	2013	2730	44.9	3354	55.1	6084	100
	2014	2860	45.0	3489	55.0	6349	100
	2015	2955	45.4	3550	54.6	6505	100
	2016	2957	45.5	3546	54.5	6503	100
	2017	3139	46.2	3659	53.8	6798	100
	2018	3621	47.5	4000	52.5	7621	100
PT	2013	949	86.0	155	14.0	1104	100
	2014	1021	85.2	177	14.8	1198	100
	2015	1070	84.2	201	15.8	1271	100
	2016	1132	83.7	221	16.3	1353	100
	2017	1178	82.1	256	17.9	1434	100
	2018	1306	81.8	291	18.2	1597	100

FULL-TIME (FT) AND PART-TIME (PT) STAFF BY ETHNICITY

		Minority ethnic		White		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
FT	2013	101	1.7	4570	75.1	87	1.4	1326	21.8	6084	100
	2014	103	1.6	4792	75.5	103	1.6	1351	21.3	6349	100
	2015	95	1.5	4866	74.8	111	1.7	1433	22.0	6505	100
	2016	105	1.6	5009	77.0	115	1.8	1274	19.6	6503	100
	2017	126	1.9	5379	79.1	138	2.0	1156	17.0	6799	100
	2018	162	2.1	6053	79.4	150	2.0	1257	16.5	7622	100
PT	2013	13	1.2	878	79.5	10	0.9	203	18.4	1104	100
	2014	16	1.3	971	81.1	13	1.1	198	16.5	1198	100
	2015	20	1.6	1011	79.5	14	1.1	226	17.8	1271	100
	2016	22	1.6	1097	81.1	21	1.6	213	15.7	1353	100
	2017	24	1.7	1206	84.1	20	1.4	184	12.8	1434	100
	2018	32	2.0	1333	83.5	14	0.9	218	13.7	1597	100

FULL-TIME (FT) AND PART-TIME (PT) STAFF BY SEXUAL ORIENTATION

		LGBO		Heterosexual/ straight		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
FT	2015	143	2.2	2974	45.7	198	3.0	3190	49.0	6505	100
	2016	175	2.7	3450	53.1	230	3.5	2648	40.7	6503	100
	2017	228	3.4	4004	58.9	279	4.1	2288	33.7	6799	100
	2018	311	4.1	4787	62.8	301	3.9	2223	29.2	7622	100
PT	2015	5	0.4	535	42.1	20	1.6	711	55.9	1271	100
	2016	12	0.9	673	49.7	30	2.2	638	47.2	1353	100
	2017	15	1.0	804	56.1	35	2.4	580	40.4	1434	100
	2018	22	1.4	966	60.5	47	2.9	562	35.2	1597	100

FULL-TIME (FT) AND PART-TIME (PT) STAFF BY DISABILITY STATUS

		Disabled		Not disabled		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%
FT	2013	234	3.8	3396	55.8	33	0.5	2421	39.8	6084	100
	2014	304	4.8	3302	52	40	0.6	2703	42.6	6349	100
	2015	316	4.9	3200	49.2	49	0.8	2940	45.2	6505	100
	2016	377	5.8	3253	50.0	66	1.0	2807	43.2	6503	100
	2017	467	6.9	3414	50.2	87	1.3	2831	41.6	6799	100
	2018	576	7.6	3629	47.6	100	1.3	3317	43.5	7622	100
PT	2013	55	5.0	682	61.8	2	0.2	365	33.1	1104	100
	2014	67	5.6	719	60.0	4	0.3	408	34.1	1198	100
	2015	67	5.3	737	58.0	4	0.3	463	36.4	1271	100
	2016	78	5.8	783	57.9	6	0.4	486	35.9	1353	100
	2017	98	6.8	854	59.6	9	0.6	473	33.0	1434	100
	2018	123	7.7	883	55.3	12	0.8	579	36.3	1597	100

FULL-TIME (FT) AND PART-TIME (PT) STAFF BY MARITAL STATUS

		Married/Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
FT	2013	2468	40.6	1154	19.0	182	3.0	356	5.9	1924	31.6	6084	100
	2014	2487	39.2	1132	17.8	194	3.1	356	5.6	2180	34.3	6349	100
	2015	2467	37.9	1082	16.6	187	2.9	323	5.0	2446	37.6	6505	100
	2016	2512	38.6	1022	15.7	206	3.2	310	4.8	2453	37.7	6503	100
	2017	2590	38.1	998	14.7	210	3.1	310	4.6	2691	39.6	6799	100
	2018	2680	35.2	1006	13.2	216	2.8	280	3.7	3440	45.1	7622	100
PT	2013	724	65.6	100	9.1	24	2.2	39	3.5	217	19.7	1104	100
	2014	776	64.8	103	8.6	28	2.3	44	3.7	247	20.6	1198	100
	2015	791	62.2	116	9.1	38	3.0	39	3.1	287	22.6	1271	100
	2016	842	62.2	111	8.2	44	3.3	37	2.7	319	23.6	1353	100
	2017	894	62.3	111	7.7	49	3.4	42	2.9	338	23.6	1434	100
	2018	953	59.7	117	7.3	52	3.3	46	2.9	429	26.9	1597	100

FULL-TIME (FT) AND PART-TIME (PT) STAFF BY RELIGION

		None		Christian		Other religion		Prefer not to say		Unknown		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
FT	2015	1653	25.4	1317	20.2	86	1.3	213	3.3	3236	49.7	6505	100
	2016	1945	29.9	1512	23.3	110	1.7	246	3.8	2690	41.4	6503	100
	2017	2359	34.7	1715	25.2	120	1.8	291	4.3	2314	34.0	6799	100
	2018	2932	38.5	1956	25.7	138	1.8	338	4.4	2258	29.6	7622	100
PT	2015	258	20.3	258	20.3	14	1.1	29	2.3	712	56.0	1271	100
	2016	331	24.5	322	23.8	20	1.5	35	2.6	645	47.7	1353	100
	2017	408	28.5	369	25.7	22	1.5	47	3.3	588	41.0	1434	100
	2018	523	32.7	420	26.3	28	1.8	54	3.4	572	35.8	1597	100

10.3 Promotions

PROMOTION BY AGE ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

	16-29		30-39		40-49		50-59		60+		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2013	81	25.1	131	40.6	78	24.1	*	*	*	*	323	100
2014	45	22.5	72	36.0	54	27.0	*	*	*	*	200	100
2015	78	24.7	121	38.3	73	23.1	*	*	*	*	316	100
2016	58	19.1	124	40.8	74	24.3	43	14.1	5	1.6	304	100
2017	141	22.3	229	36.2	171	27.0	82	13.0	10	1.6	633	100
2018	205	27.7	261	35.2	157	21.2	110	14.8	8	1.1	741	100

PROMOTION BY GENDER

	Female		Male		Prefer not to say		Total	
	N	%	N	%	N	%	N	%
2013	197	60.8	117	36.1	10	3.1	324	100
2014	103	51.5	94	47.0	3	1.5	200	100
2015	176	55.7	133	42.1	7	2.2	316	100
2016	157	51.6	141	46.4	6	2.0	304	100
2017	357	56.3	272	42.9	5	0.8	634	100
2018	439	59.2	298	40.2	5	0.7	742	100

PROMOTION BY ETHNICITY

	Minority ethnic		White		Prefer not to say		Total	
	N	%	N	%	N	%	N	%
2013	6	1.8	325	95.3	10	2.9	341	100
2014	5	2.2	214	95.5	5	2.2	224	100
2015	5	1.6	300	94.9	11	3.5	316	100
2016	*	*	294	96.7	*	*	304	100
2017	13	2.1	612	96.5	9	1.4	634	100
2018	15	2.0	715	96.4	12	1.6	742	100

PROMOTION BY SEXUAL ORIENTATION

	LGBO		Heterosexual/Straight		Prefer not to Say		Total	
	N	%	N	%	N	%	N	%
2015	14	4.4	283	89.6	19	6.0	316	100
2016	14	4.6	277	91.1	13	4.3	304	100
2017	28	4.4	572	90.2	34	5.4	634	100
2018	38	5.1	663	89.4	41	5.5	742	100

PROMOTION BY DISABILITY STATUS

	Disabled		Not disabled		Prefer not to say		Total	
	N	%	N	%	N	%	N	%
2013	24	7.0	242	71.0	75	22.0	341	100
2014	22	9.8	155	69.2	47	21.0	224	100
2015	19	6.0	246	77.8	51	16.1	316	100
2016	31	10.2	246	80.9	27	8.9	304	100
2017	71	11.2	536	84.5	27	4.3	634	100
2018	75	10.1	644	86.8	23	3.1	742	100

PROMOTIONS BY MARITAL STATUS

	Married/Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2013	85	24.9	34	10.0	8	2.3	24	7.0	190	55.7	341	100
2014	68	30.4	23	10.3	6	2.7	10	4.5	117	52.2	224	100
2015	94	29.7	40	12.7	*	*	*	*	171	54.1	316	100
2016	103	33.9	20	6.6	5	1.6	9	3.0	167	54.9	304	100
2017	180	28.4	62	9.8	13	2.1	22	3.5	357	56.3	634	100
2018	184	24.8	51	6.9	11	1.5	24	3.2	472	63.6	742	100

PROMOTION BY RELIGION

	None		Christian		Other religion		Prefer not to say		Total	
	N	%	N	%	N	%	N	%	N	%
2015	164	51.9	121	38.3	6	1.9	25	7.9	316	100
2016	173	56.9	114	37.5	5	1.6	12	3.9	304	100
2017	379	59.8	214	33.8	11	1.7	30	4.7	634	100
2018	422	56.9	252	34.0	23	3.1	45	6.1	742	100

PROMOTIONS BY GUARANTEED INTERVIEW STATUS

	No		Yes		Total	
	N	%	N	%	N	%
2013	331	97.1	10	2.9	341	100
2014	212	94.6	12	5.4	224	100
2015	*	*	*	*	316	100
2016	298	98.0	6	2.0	304	100
2017	622	98.1	12	1.9	634	100
2018	715	96.4	27	3.6	742	100

10.4 Temporary Responsibility Supplement

STAFF WHO HAD TRS STINTS BY AGE

	16-29		30-39		40-49		50-59		60+		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2013	0	0.0	38	23.8	53	33.1	45	28.1	24	15.0	160	100
2014	17	6.9	67	27.3	73	29.8	63	25.7	25	10.2	245	100
2015	29	8.7	101	30.2	100	29.9	73	21.9	31	9.3	334	100
2016	20	6.6	85	28.1	116	38.3	69	22.8	13	4.3	303	100
2017	49	10.0	158	32.2	139	28.4	112	22.9	32	6.5	490	100
2018	97	11.6	262	31.5	251	30.1	186	22.3	37	4.4	833	100

STAFF WHO HAD TRS STINTS BY GENDER

	Female		Male		Total	
	N	%	N	%	N	%
2013	85	53.1	75	46.9	160	100
2014	126	51.4	119	48.6	245	100
2015	170	50.9	163	48.8	333	100
2016	166	54.8	137	45.2	303	100
2017	243	49.6	247	50.4	490	100
2018	428	51.4	405	48.6	833	100

STAFF WHO HAD TRS STINTS BY ETHNICITY

	Minority ethnic		White		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%
2013	*	*	148	92.5	*	*	10	6.3	160	100
2014	5	2.0	202	82.4	8	3.3	30	12.2	245	100
2015	*	*	299	89.5	*	*	26	7.8	334	100
2016	*	*	268	88.4	*	*	18	5.9	303	100
2017	9	1.8	440	89.8	11	2.2	30	6.1	490	100
2018	6	0.7	714	85.7	16	1.9	97	11.6	833	100

STAFF WHO HAD TRS STINTS BY SEXUAL ORIENTATION

	LGBO		Heterosexual/straight		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%
2015	11	3.3	232	69.5	13	3.9	78	23.4	334	100
2016	12	4.0	228	75.2	15	5.0	48	15.8	303	100
2017	23	4.7	367	74.9	24	4.9	76	15.5	490	100
2018	28	3.4	558	67.0	40	4.8	207	24.8	833	100

STAFF WHO HAD TRS STINTS BY DISABILITY STATUS

	Disabled		Not disabled		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%
2013	15	9.4	100	62.5	1	0.6	44	27.5	160	100
2014	26	10.6	142	58.0	2	0.8	75	30.6	245	100
2015	18	5.4	204	61.1	4	1.2	108	32.3	334	100
2016	18	5.9	175	57.8	2	0.7	108	35.6	303	100
2017	35	7.1	275	56.1	14	2.9	166	33.9	490	100
2018	62	7.4	451	54.1	13	1.6	307	36.9	833	100

STAFF WHO HAD TRS STINTS BY MARITAL STATUS

	Married/Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2013	82	51.3	23	14.4	9	5.6	6	3.8	40	25.0	160	100
2014	118	48.2	41	16.7	7	2.9	12	4.9	67	27.3	245	100
2015	173	51.8	59	17.7	8	2.4	11	3.3	83	24.9	334	100
2016	154	50.8	38	12.5	6	2.0	11	3.6	94	31.0	303	100
2017	221	45.1	65	13.3	15	3.1	27	5.5	162	33.1	490	100
2018	337	40.5	125	15.0	27	3.2	27	3.2	317	38.1	833	100

STAFF WHO HAD TRS STINTS BY RELIGION

	None		Christian		Other Religion		Prefer not to Say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2015	125	37.4	111	33.2	*	*	*	*	83	24.9	334	100
2016	140	46.2	84	27.7	7	2.3	23	7.6	49	16.2	303	100
2017	235	48.0	142	29.0	7	1.4	31	6.3	75	15.3	490	100
2018	338	40.6	224	26.9	16	1.9	42	5.0	213	25.6	833	100

10.5 Appraisals

APPRAISALS BY AGE									
		Effective or below		Highly effective		Exceptional		Total	
		N	%	N	%	N	%	N	%
16-29	2013	329	55.5	224	37.8	40	6.7	593	100
	2014	391	62.3	215	34.2	22	3.5	628	100
	2015	436	67.5	194	30.0	16	2.5	646	100
	2016	463	64.3	244	33.9	13	1.8	720	100
	2017	474	66.0	230	32.0	14	1.9	718	100
	2018	538	61.2	314	35.7	27	3.1	879	100
30-39	2013	757	45.6	789	47.5	114	6.9	1660	100
	2014	826	49.3	767	45.8	82	4.9	1675	100
	2015	751	45.7	797	48.4	97	5.9	1645	100
	2016	782	46.0	826	48.6	91	5.4	1699	100
	2017	776	45.9	829	49.1	84	5.0	1689	100
	2018	749	45.0	818	49.2	97	5.8	1664	100
40-49	2013	875	45.4	939	48.8	112	5.8	1926	100
	2014	842	44.9	934	49.8	101	5.4	1877	100
	2015	761	41.9	927	51.1	127	7.0	1815	100
	2016	764	41.7	938	51.2	131	7.1	1833	100
	2017	776	41.1	987	52.3	125	6.6	1888	100
	2018	759	41.4	962	52.5	113	6.2	1834	100
50-59	2013	722	49.1	690	47.0	57	3.9	1469	100
	2014	789	51.6	676	44.2	64	4.2	1529	100
	2015	775	49.8	705	45.3	77	4.9	1557	100
	2016	793	47.4	805	48.1	76	4.5	1674	100
	2017	890	45.9	963	49.7	85	4.4	1938	100
	2018	833	45.3	930	50.5	77	4.2	1840	100
60+	2013	195	64.4	97	32.0	11	3.6	303	100
	2014	205	63.3	111	34.3	8	2.5	324	100
	2015	202	63.3	*	*	*	*	319	100
	2016	205	60.3	126	37.1	9	2.6	340	100
	2017	289	54.2	233	43.7	11	2.1	533	100
	2018	241	55.4	187	43.0	7	1.6	435	100

APPRAISALS BY GENDER

		Effective or below		Highly effective		Exceptional		Total	
		N	%	N	%	N	%	N	%
Female	2013	1414	46.7	1442	47.6	173	5.7	3029	100
	2014	1536	49.9	1389	45.1	153	5.0	3078	100
	2015	1520	48.4	1460	46.5	158	5.0	3138	100
	2016	1501	46.1	1590	48.8	166	5.1	3257	100
	2017	1609	45.5	1759	49.7	169	4.8	3537	100
	2018	1564	44.7	1747	49.9	191	5.5	3502	100
Male	2013	1464	50.1	1297	44.4	161	5.5	2922	100
	2014	1517	51.3	1314	44.5	124	4.2	2955	100
	2015	1405	49.4	1277	44.9	162	5.7	2844	100
	2016	1506	50.0	1349	44.8	154	5.1	3009	100
	2017	1596	49.4	1483	45.9	150	4.6	3229	100
	2018	1556	49.4	1463	46.5	130	4.1	3149	100

APPRAISALS BY ETHNICITY

		Effective or below		Highly Effective		Exceptional		Total	
		N	%	N	%	N	%	N	%
Minority ethnic	2013	53	57	*	*	*	*	93	100
	2014	62	63.3	*	*	*	*	98	100
	2015	71	69.6	31	30.4	0	0.0	102	100
	2016	61	64.2	*	*	*	*	95	100
	2017	68	59.1	47	40.9	0	0.0	115	100
	2018	68	59.1	39	33.9	8	7	115	100
White	2013	2115	45.8	2225	48.2	279	6	4619	100
	2014	2269	48.5	2170	46.3	244	5.2	4683	100
	2015	2229	46.5	2283	47.6	280	5.8	4792	100
	2016	2243	44.9	2468	49.4	281	5.6	4992	100
	2017	2498	44.4	2834	50.4	293	5.2	5625	100
	2018	2408	44.0	2779	50.8	287	5.2	5474	100
Prefer not to say	2013	41	46.6	45	51.1	2	2.3	88	100
	2014	42	48.8	41	47.7	3	3.5	86	100
	2015	41	46.1	45	50.6	3	3.4	89	100
	2016	55	49.5	54	48.6	2	1.8	111	100
	2017	57	43.8	71	54.6	2	1.5	130	100
	2018	56	45.2	67	54	1	0.8	124	100
Unknown	2013	669	58.1	431	37.4	51	4.4	1151	100
	2014	680	58.3	458	39.3	28	2.4	1166	100
	2015	584	58.5	378	37.8	37	3.7	999	100
	2016	648	60.7	384	36.0	36	3.4	1068	100
	2017	582	65	290	32.4	24	2.7	896	100
	2018	588	62.6	326	34.7	25	2.7	939	100

APPRAISALS BY SEXUAL ORIENTATION

		Effective or below		Highly Effective		Exceptional		Total	
		N	%	N	%	N	%	N	%
LGBO	2015	7	87.5	*	*	*	*	8	100
	2016	96	50.3	84	44	11	5.8	191	100
	2017	90	45.9	98	50	8	4.1	196	100
	2018	102	47.9	97	45.5	14	6.6	213	100
Heterosexual/ straight	2015	65	63.7	*	*	*	*	102	100
	2016	1788	46.3	1864	48.3	207	5.4	3859	100
	2017	1857	45.6	2007	49.3	210	5.2	4074	100
	2018	1863	44.1	2132	50.5	228	5.4	4223	100
Prefer not to say	2015	3	60.0	2	40.0	0	0.0	5	100
	2016	108	45.2	123	51.5	8	3.3	239	100
	2017	113	44.0	131	51	13	5.1	257	100
	2018	124	47.5	130	49.8	7	2.7	261	100
Unknown	2015	20	69.0	9	31	0	0.0	29	100
	2016	1015	51.3	868	43.9	94	4.8	1977	100
	2017	1145	51.1	1006	44.9	88	3.9	2239	100
	2018	1031	52.7	852	43.6	72	3.7	1955	100

APPRAISALS BY DISABILITY STATUS

		Effective or below		Highly Effective		Exceptional		Total	
		N	%	N	%	N	%	N	%
Disabled	2013	154	59.5	97	37.5	8	3.1	259	100
	2014	162	60.0	99	36.7	9	3.3	270	100
	2015	186	60.2	113	36.6	10	3.2	309	100
	2016	196	58.0	130	38.5	12	3.6	338	100
	2017	263	54.1	199	40.9	24	4.9	486	100
	2018	266	56.8	186	39.7	16	3.4	468	100
Not disabled	2013	1616	44.7	1779	49.2	221	6.1	3616	100
	2014	1611	46.5	1672	48.2	185	5.3	3468	100
	2015	1457	44.2	1626	49.3	217	6.6	3300	100
	2016	1388	41.8	1732	52.2	199	6.0	3319	100
	2017	1540	41.7	1955	52.9	202	5.5	3697	100
	2018	1469	41.5	1879	53.1	192	5.4	3540	100
Prefer not to say	2013	12	44.4	15	55.6	0	0.0	27	100
	2014	16	55.2	12	41.4	1	3.4	29	100
	2015	22	57.9	15	39.5	1	2.6	38	100
	2016	28	60.9	13	28.3	5	10.9	46	100
	2017	44	51.2	35	40.7	7	8.1	86	100
	2018	39	50.0	37	47.4	2	2.6	78	100
Unknown	2013	1096	53.5	848	41.4	105	5.1	2049	100
	2014	1264	55.8	920	40.6	82	3.6	2266	100
	2015	1260	54.0	983	42.1	92	3.9	2335	100
	2016	1395	54.4	1064	41.5	104	4.1	2563	100
	2017	1358	54.4	1053	42.2	86	3.4	2497	100
	2018	1346	52.5	1109	43.2	111	4.3	2566	100

APPRAISALS BY MARITAL STATUS

		Effective or below		Highly Effective		Exceptional		Total	
		N	%	N	%	N	%	N	%
Married/ Civil Partnership	2013	1418	44.6	1571	49.4	191	6.0	3180	100
	2014	1464	46.6	1518	48.3	160	5.1	3142	100
	2015	1317	43.8	1506	50.0	187	6.2	3010	100
	2016	1266	42.1	1547	51.5	192	6.4	3005	100
	2017	1289	40.9	1700	53.9	166	5.3	3155	100
	2018	1183	40.2	1594	54.1	167	5.7	2944	100
Single	2013	507	52.4	399	41.3	61	6.3	967	100
	2014	517	54.0	404	42.2	37	3.9	958	100
	2015	493	53.1	408	44.0	27	2.9	928	100
	2016	482	51.1	428	45.3	34	3.6	944	100
	2017	461	47.5	471	48.5	39	4.0	971	100
	2018	475	50.5	429	45.6	36	3.8	940	100
Divorced	2013	152	55.5	116	42.3	6	2.2	274	100
	2014	156	60.9	90	35.2	10	3.9	256	100
	2015	134	52.5	111	43.5	10	3.9	255	100
	2016	114	47.3	118	49.0	9	3.7	241	100
	2017	132	52.6	110	43.8	9	3.6	251	100
	2018	111	48.1	109	47.2	11	4.8	231	100
Prefer not to say	2013	150	54.7	113	41.2	11	4.0	274	100
	2014	146	54.5	111	41.4	11	4.1	268	100
	2015	130	50.8	113	44.1	13	5.1	256	100
	2016	125	47.3	128	48.5	11	4.2	264	100
	2017	130	49.8	110	42.1	21	8.0	261	100
	2018	135	50.6	119	44.6	13	4.9	267	100
Unknown	2013	651	51.8	540	43.0	65	5.2	1256	100
	2014	770	54.6	580	41.2	59	4.2	1409	100
	2015	851	55.5	599	39.1	83	5.4	1533	100
	2016	1020	56.3	718	39.6	74	4.1	1812	100
	2017	1193	56.1	851	40.0	84	3.9	2128	100
	2018	1216	53.6	960	42.3	94	4.1	2270	100

APPRAISALS BY RELIGION

		Effective or below		Highly Effective		Exceptional		Total	
		N	%	N	%	N	%	N	%
None	2015	49	69.0	*	*	*	*	71	100
	2016	1007	45.9	1078	49.1	110	5.0	2195	100
	2017	1008	43.6	1172	50.7	130	5.6	2310	100
	2018	1071	43.4	1260	51.1	134	5.4	2465	100
Christian	2015	2848	48.5	2705	46.1	318	5.4	5871	100
	2016	775	46.1	810	48.2	97	5.8	1682	100
	2017	850	47.5	860	48.0	81	4.5	1791	100
	2018	801	44.8	889	49.7	97	5.4	1787	100
Other religion	2015	*	*	*	*	*	*	*	100
	2016	57	58.8	*	*	*	*	97	100
	2017	64	55.2	46	39.7	6	5.2	116	100
	2018	59	54.6	*	*	*	*	108	100
Prefer not to say	2015	4	57.1	3	42.9	0	0.0	7	100
	2016	123	44.4	142	51.3	12	4.3	277	100
	2017	122	42.1	155	53.4	13	4.5	290	100
	2018	139	45.7	150	49.3	15	4.9	304	100
Unknown	2015	21	70.0	9	30.0	0	0.0	30	100
	2016	1045	51.9	873	43.3	97	4.8	2015	100
	2017	1161	51.4	1009	44.7	89	3.9	2259	100
	2018	1050	52.8	866	43.6	72	3.6	1988	100

10.6 Leavers

LEAVERS BY AGE ('PREFER NOT TO SAY' RESPONSES EXCLUDED)

	16-29		30-39		40-49		50-59		60+		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2013	50	12.1	89	21.5	72	17.4	60	14.5	143	34.5	414	100
2014	72	22.1	90	27.6	51	15.6	36	11.0	77	23.6	326	100
2015	85	15.4	124	22.5	75	13.6	117	21.2	150	27.2	551	100
2016	93	23.1	94	23.3	66	16.4	63	15.6	87	21.6	403	100
2017	120	28.4	76	18.0	54	12.8	58	13.7	114	27.0	422	100
2018	197	36.1	81	14.8	61	11.2	74	13.6	133	24.4	546	100

LEAVERS BY GENDER

	Female		Male		Total	
	N	%	N	%	N	%
2013	191	46.1	223	53.9	414	100
2014	118	36.0	210	64.0	328	100
2015	250	45.4	301	54.6	551	100
2016	186	45.9	219	54.1	405	100
2017	199	46.9	225	53.1	424	100
2018	264	47.6	291	52.4	555	100

LEAVERS BY ETHNICITY

	Minority ethnic		White		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%
2013	*	*	221	53.4	*	*	187	45.2	414	100
2014	*	*	125	38.1	*	*	197	60.1	328	100
2015	11	2.0	308	55.9	1	0.2	231	41.9	551	100
2016	5	1.2	225	55.6	4	1.0	171	42.2	405	100
2017	*	*	233	55.0	*	*	180	42.5	424	100
2018	8	1.4	265	47.7	12	2.2	270	48.6	555	100

LEAVERS BY SEXUAL ORIENTATION

	LGBO		Heterosexual/straight		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%
2015	9	1.6	154	27.9	12	2.2	376	68.2	551	100
2016	9	2.2	141	34.8	10	2.5	245	60.5	405	100
2017	15	3.5	159	37.5	11	2.6	239	56.4	424	100
2018	14	2.5	165	29.7	18	3.2	358	64.5	555	100

LEAVERS BY DISABILITY STATUS

	Disabled		Not disabled		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%
2013	22	5.3	151	36.5	3	0.7	238	57.5	414	100
2014	11	3.4	82	25.0	0	0.0	235	71.6	328	100
2015	31	5.6	189	34.3	1	0.2	330	59.9	551	100
2016	17	4.2	131	32.3	4	1.0	253	62.5	405	100
2017	17	4.0	145	34.2	4	0.9	258	60.8	424	100
2018	27	4.9	170	30.6	6	1.1	352	63.4	555	100

LEAVERS BY MARITAL STATUS

	Married/Civil Partnership		Single		Divorced		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2013	134	32.4	71	17.1	11	2.7	26	6.3	172	41.5	414	100
2014	72	22.1	41	12.6	*	*	*	*	185	56.7	326	100
2015	164	29.8	69	12.5	11	2.0	30	5.4	277	50.3	551	100
2016	100	24.8	49	12.1	8	2.0	18	4.5	229	56.7	404	100
2017	108	25.5	34	8.0	17	4.0	17	4.0	247	58.4	423	100
2018	144	25.9	42	7.6	15	2.7	20	3.6	334	60.2	555	100

LEAVERS BY RELIGION

	None		Christian		Other Religion		Prefer not to say		Unknown		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
2015	80	14.5	77	14.0	10	1.8	10	1.8	374	67.9	551	100
2016	79	19.5	64	15.8	*	*	*	*	247	61.0	405	100
2017	90	21.2	74	17.5	5	1.2	12	2.8	243	57.3	424	100
2018	87	15.7	77	13.9	10	1.8	18	3.2	363	65.4	555	100

REASONS FOR LEAVING BY AGE

		Dismissal		Resignation		Retirement		End OF FTA		Other		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
16-29	2013	*	*	17	34.0	0	0.0	31	62.0	*	*	50	100
	2014	*	*	27	37.5	0	0.0	37	51.4	*	*	72	100
	2015	*	*	32	37.6	0	0.0	38	44.7	*	*	85	100
	2016	7	6.8	44	42.7	0	0.0	46	44.7	6	5.8	103	100
	2017	14	9.9	43	30.3	0	0.0	69	48.6	16	11.3	142	100
	2018	7	2.7	61	23.2	0	0.0	182	69.2	13	4.9	263	100
30-39	2013	*	*	39	43.8	0	0.0	36	40.4	*	*	89	100
	2014	*	*	35	38.9	0	0.0	45	50.0	*	*	90	100
	2015	*	*	44	35.5	0	0.0	36	29	*	*	124	100
	2016	7	7.4	44	46.8	0	0.0	22	23.4	21	22.3	94	100
	2017	8	10.5	26	34.2	*	*	21	27.6	*	*	76	100
	2018	*	*	50	61.7	0	0.0	20	24.7	*	*	81	100
40-49	2013	*	*	24	33.3	*	*	22	30.6	*	*	72	100
	2014	*	*	31	60.8	*	*	13	25.5	*	*	51	100
	2015	*	*	27	36.0	*	*	15	20.0	*	*	75	100
	2016	*	*	43	65.2	*	*	7	10.6	*	*	66	100
	2017	6	11.1	35	64.8	0	0.0	5	9.3	8	14.8	54	100
	2018	*	*	30	49.2	*	*	16	26.2	*	*	61	100

REASONS FOR LEAVING BY AGE

		Dismissal		Resignation		Retirement		End OF FTA		Other		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
50-59	2013	*	*	15	25.0	5	8.3	9	15.0	*	*	60	100
	2014	*	*	19	51.4	*	*	10	27.0	*	*	37	100
	2015	*	*	21	17.9	6	5.1	16	13.7	*	*	117	100
	2016	6	9.5	27	42.9	8	12.7	14	22.2	8	12.7	63	100
	2017	*	*	12	20.7	11	19	12	20.7	*	*	58	100
	2018	*	*	23	31.1	17	23	19	25.7	*	*	74	100
60+	2013	*	*	7	4.9	16	11.2	15	10.5	*	*	143	100
	2014	*	*	12	15.4	37	47.4	16	20.5	*	*	78	100
	2015	*	*	11	7.3	45	30.0	12	8.0	*	*	150	100
	2016	*	*	*	*	64	73.6	12	13.8	*	*	87	100
	2017	*	*	10	8.8	76	66.7	12	10.5	*	*	114	100
	2018	*	*	8	6.0	106	79.7	17	12.8	*	*	133	100

REASONS FOR LEAVING BY GENDER

		Dismissal		Resignation		Retirement		End of FTA		Other		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Female	2013	*	*	44	23.0	*	*	53	27.7	84	44.0	191	100
	2014	*	*	60	50.8	*	*	31	26.3	14	11.9	118	100
	2015	*	*	63	25.2	*	*	38	15.2	127	50.8	250	100
	2016	13	7.0	78	41.9	31	16.7	37	19.9	27	14.5	186	100
	2017	12	6.0	64	32.2	45	22.6	38	19.1	40	20.1	199	100
	2018	5	1.9	87	33.0	54	20.5	85	32.2	33	12.5	264	100
Male	2013	8	3.6	58	26.0	15	6.7	60	26.9	82	36.8	223	100
	2014	10	4.8	64	30.5	28	13.3	90	42.9	18	8.6	210	100
	2015	6	2.0	72	23.9	33	11.0	79	26.2	111	36.9	301	100
	2016	12	5.5	83	37.9	42	19.2	56	25.6	26	11.9	219	100
	2017	21	9.3	60	26.7	43	19.1	64	28.4	37	16.4	225	100
	2018	10	3.4	80	27.5	70	24.1	109	37.5	22	7.6	291	100

REASONS FOR LEAVING BY ETHNICITY

		Dismissal		Resignation		Retirement		End of FTA		Other		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Ethnic minority	2013	*	*	*	*	*	*	*	*	*	*	*	100
	2014	*	*	*	*	*	*	*	*	*	*	4	100
	2015	*	*	5	45.5	*	*	*	*	*	*	11	100
	2016	*	*	*	*	*	*	*	*	*	*	5	100
	2017	*	*	*	*	*	*	*	*	*	*	4	100
	2018	*	*	*	*	*	*	*	*	*	*	8	100
White	2013	7	3.2	46	20.8	20	9.0	14	6.3	134	60.6	221	100
	2014	*	*	58	46.4	33	26.4	*	*	24	19.2	125	100
	2015	*	*	68	22.1	43	14.0	*	*	180	58.4	308	100
	2016	16	7.1	101	44.9	57	25.3	10	4.4	41	18.2	225	100
	2017	21	9.0	80	34.3	81	34.8	7	3.0	44	18.9	233	100
	2018	10	3.8	96	36.2	112	42.3	12	4.5	35	13.2	265	100
Prefer not to say	2013	1	25.0	1	25.0	0	0.0	0	0.0	2	50.0	4	100
	2014	0	0.0	0	0.0	2	100.0	0	0.0	0	0.0	2	100
	2015	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	1	100
	2016	0	0.0	3	75.0	1	25.0	0	0.0	0	0.0	4	100
	2017	1	14.3	3	42.9	1	14.3	0	0.0	2	28.6	7	100
	2018	0	0.0	6	50.0	4	33.3	0	0.0	2	16.7	12	100

REASONS FOR LEAVING BY ETHNICITY

		Dismissal		Resignation		Retirement		End of FTA		Other		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Unknown	2013	2	1.1	54	28.9	3	1.6	99	52.9	29	15.5	187	100
	2014	7	3.6	63	32.0	4	2.0	115	58.4	8	4.1	197	100
	2015	4	1.7	61	26.4	8	3.5	103	44.6	55	23.8	231	100
	2016	9	5.3	55	32.2	14	8.2	82	48.0	11	6.4	171	100
	2017	10	5.6	39	21.7	6	3.3	95	52.8	30	16.7	180	100
	2018	5	1.9	61	22.6	7	2.6	181	67.0	16	5.9	270	100

REASONS FOR LEAVING BY SEXUAL ORIENTATION

		Dismissal		Resignation		Retirement		End of FTA		Other		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
LGBO	2015	*	*	*	*	*	*	*	*	7	77.8	9	100
	2016	*	*	*	*	*	*	*	*	*	*	9	100
	2017	*	*	6	40.0	*	*	*	*	*	*	15	100
	2018	0	0.0	5	35.7	*	*	*	*	5	35.7	14	100
Heterosexual/ straight	2015	*	*	57	37.0	9	5.8	*	*	77	50.0	154	100
	2016	10	7.1	77	54.6	16	11.3	10	7.1	28	19.9	141	100
	2017	14	8.8	69	43.4	39	24.5	5	3.1	32	20.1	159	100
	2018	6	3.6	78	47.3	44	26.7	11	6.7	26	15.8	165	100
Prefer not to say	2015	0	0.0	0	0.0	2	16.7	2	16.7	8	66.7	12	100
	2016	0	0.0	7	70.0	1	10.0	0	0.0	2	20.0	10	100
	2017	1	9.1	5	45.5	2	18.2	0	0.0	3	27.3	11	100
	2018	2	11.1	8	44.4	4	22.2	1	5.6	3	16.7	18	100
Unknown	2015	5	1.3	77	20.5	41	10.9	107	28.5	146	38.8	376	100
	2016	13	5.3	75	30.6	55	22.4	83	33.9	19	7.8	245	100
	2017	15	6.3	44	18.4	45	18.8	96	40.2	39	16.3	239	100
	2018	7	2.0	76	21.2	73	20.4	181	50.6	21	5.9	358	100

REASONS FOR LEAVING BY DISABILITY STATUS

		Dismissal		Resignation		Retirement		End of FTA		Other		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Disabled	2013	*	*	*	*	5	22.7	*	*	12	54.5	22	100
	2014	*	*	*	*	*	*	*	*	*	*	11	100
	2015	*	*	6	19.4	*	*	*	*	18	58.1	31	100
	2016	*	*	5	29.4	*	*	*	*	*	*	17	100
	2017	*	*	*	*	6	35.3	0	0.0	*	*	17	100
	2018	0	0.0	9	33.3	13	48.1	*	*	*	*	27	100
Not disabled	2013	*	*	28	18.5	12	7.9	*	*	103	68.2	151	100
	2014	*	*	40	48.8	23	28.0	*	*	15	18.3	82	100
	2015	*	*	37	19.6	31	16.4	*	*	113	59.8	189	100
	2016	*	*	53	40.5	45	34.4	*	*	22	16.8	131	100
	2017	*	*	46	31.7	60	41.4	*	*	25	17.2	145	100
	2018	8	4.7	56	32.9	76	44.7	7	4.1	23	13.5	170	100
Prefer not to say	2013	0	0.0	1	33.3	0	0.0	0	0.0	2	66.7	3	100
	2015	0	0.0	1	100.0	0	0.0	0	0.0	0	0.0	1	100
	2016	1	25	2	50.0	1	25.0	0	0.0	0	0.0	4	100
	2017	0	0.0	2	50.0	2	50.0	0	0.0	0	0.0	4	100
	2018	1	16.7	3	50.0	1	16.7	0	0.0	1	16.7	6	100

REASONS FOR LEAVING BY DISABILITY STATUS

		Dismissal		Resignation		Retirement		End of FTA		Other		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Unknown	2013	3	1.3	72	30.3	6	2.5	108	45.4	49	20.6	238	100
	2014	9	3.8	81	34.5	12	5.1	119	50.6	14	6.0	235	100
	2015	7	2.1	91	27.6	17	5.2	108	32.7	107	32.4	330	100
	2016	16	6.3	101	39.9	24	9.5	84	33.2	28	11.1	253	100
	2017	20	7.8	72	27.9	20	7.8	98	38.0	48	18.6	258	100
	2018	6	1.7	99	28.1	34	9.7	186	52.8	27	7.7	352	100

REASONS FOR LEAVING BY MARITAL STATUS

		Dismissal		Resignation		Retirement		End of FTA		Other		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Married/civil partnership	2013	*	*	16	11.9	14	10.4	11	8.2	*	*	134	100
	2014	*	*	33	45.2	24	32.9	6	8.2	*	*	73	100
	2015	0	0.0	28	17.1	27	16.5	5	3.0	104	63.4	164	100
	2016	*	*	36	36.0	43	43.0	6	6.0	*	*	100	100
	2017	*	*	21	19.4	57	52.8	*	*	*	*	108	100
	2018	*	*	42	29.2	80	55.6	6	4.2	*	*	144	100
Single	2013	*	*	18	25.4	*	*	17	23.9	*	*	71	100
	2014	*	*	13	31.7	*	*	11	26.8	*	*	41	100
	2015	*	*	23	33.3	8	11.6	5	7.2	*	*	69	100
	2016	*	*	22	44.9	9	18.4	6	12.2	*	*	49	100
	2017	*	*	11	31.4	6	17.1	7	20.0	9	25.7	35	100
	2018	*	*	11	26.2	15	35.7	6	14.3	7	16.7	42	100
Divorced	2013	0	0.0	*	*	*	*	*	*	8	72.7	11	100
	2014	*	*	*	*	*	*	*	*	*	*	3	100
	2015	0	0.0	0	0.0	*	*	*	*	7	63.6	11	100
	2016	*	*	*	*	*	*	*	*	*	*	*	100
	2017	*	*	*	*	11	64.7	0	0.0	*	*	17	100
	2018	*	*	*	*	10	66.7	0	0.0	*	*	15	100

REASONS FOR LEAVING BY MARITAL STATUS

		Dismissal		Resignation		Retirement		End of FTA		Other		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Prefer not to say	2013	*	*	13	50.0	*	*	10	38.5	*	*	26	100
	2014	*	*	11	42.3	*	*	11	42.3	0	0.0	26	100
	2015	*	*	7	23.3	*	*	8	26.7	13	43.3	30	100
	2016	*	*	6	33.3	*	*	8	44.4	*	*	18	100
	2017	*	*	8	47.1	*	*	*	*	*	*	17	100
	2018	*	*	7	35.0	*	*	5	25.0	*	*	20	100
Unknown	2013	*	*	54	31.4	6	3.5	74	43.0	34	19.8	172	100
	2014	6	3.2	66	35.7	7	3.8	93	50.3	13	7.0	185	100
	2015	7	2.5	77	27.8	12	4.3	98	35.4	83	30.0	277	100
	2016	11	4.8	95	41.3	18	7.8	72	31.3	34	14.8	230	100
	2017	22	8.9	83	33.6	12	4.9	89	36.0	41	16.6	247	100
	2018	7	2.1	105	31.4	16	4.8	177	53.0	29	8.7	334	100

REASONS FOR LEAVING BY RELIGION

		Dismissal		Resignation		Retirement		End of FTA		Other		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
None	2015	*	*	26	32.5	*	*	7	8.8	41	51.3	80	100
	2016	6	7.6	42	53.2	10	12.7	8	10.1	13	16.5	79	100
	2017	*	*	46	51.1	11	12.2	*	*	21	23.3	90	100
	2018	*	*	48	55.2	15	17.2	*	*	17	19.5	87	100
Christian	2015	*	*	23	29.9	5	6.5	*	*	47	61.0	77	100
	2016	*	*	34	53.1	7	10.9	*	*	19	29.7	64	100
	2017	*	*	26	35.1	28	37.8	*	*	11	14.9	74	100
	2018	*	*	26	33.8	31	40.3	*	*	10	13.0	77	100
Other religion	2015	*	*	5	50.0	*	*	*	*	*	*	10	100
	2016	*	*	*	*	*	*	*	*	*	*	2	100
	2017	*	*	*	*	*	*	*	*	*	*	5	100
	2018	*	*	6	60.0	*	*	*	*	*	*	10	100
Prefer not to say	2015	0	0.0	3	30.0	1	10.0	1	10.0	5	50.0	10	100
	2016	2	15.4	8	61.5	1	7.7	1	7.7	1	7.7	13	100
	2017	1	8.3	4	33.3	3	25.0	0	0.0	4	33.3	12	100
	2018	2	11.1	8	44.4	4	22.2	1	5.6	3	16.7	18	100
Unknown	2015	5	1.3	78	20.9	40	10.7	107	28.6	144	38.5	374	100
	2016	13	5.3	77	31.2	55	22.3	83	33.6	19	7.7	247	100
	2017	15	6.2	46	18.9	45	18.5	96	39.5	41	16.9	243	100
	2018	7	1.9	79	21.8	73	20.1	181	49.9	23	6.3	363	100

10.7 Sickness

SICKNESS BY AGE		
	Average Working Days Lost	
16-29	2013	6.9
	2014	14.7
	2015	12.8
	2016	11.2
	2017	13.3
	2018	6.8
30-39	2013	19.2
	2014	14.6
	2015	15.2
	2016	13.6
	2017	14.5
	2018	6.8
40-49	2013	10.7
	2014	12.0
	2015	11.4
	2016	11.9
	2017	11.5
	2018	8.3
50-59	2013	14.1
	2014	15.5
	2015	13.5
	2016	15.9
	2017	14.3
	2018	12.0
60+	2013	24.6
	2014	29.0
	2015	30.5
	2016	28.2
	2017	44.5
	2018	18.7

SICKNESS BY GENDER

	Average Working Days Lost	
Female	2013	15.4
	2014	14.9
	2015	16.3
	2016	14.8
	2017	16.5
	2018	10.4
Male	2013	13.8
	2014	15.6
	2015	12.7
	2016	14.3
	2017	14.0
	2018	7.9

SICKNESS BY ETHNICITY

	Average Working Days Lost	
Minority ethnic	2013	12.3
	2014	42.6
	2015	21.0
	2016	30.1
	2017	30.0
	2018	11.6
White	2013	14.6
	2014	13.5
	2015	15.0
	2016	14.3
	2017	14.7
	2018	9.2
Prefer not to say	2013	12.6
	2014	26.1
	2015	7.3
	2016	15.4
	2017	4.8
	2018	7.8
Unknown	2013	17.5
	2014	21.9
	2015	13.7
	2016	13.3
	2017	19.9
	2018	9.8

SICKNESS BY SEXUAL ORIENTATION

	Average Working Days Lost	
LGBO	2015	20.7
	2016	24.8
	2017	27.2
	2018	10.9
Heterosexual/straight	2015	12.4
	2016	12.3
	2017	12.6
	2018	8.6
Prefer not to say	2015	4.8
	2016	8.2
	2017	10.9
	2018	4.5
Unknown	2015	20.9
	2016	20.3
	2017	22.1
	2018	11.3

SICKNESS BY DISABILITY

	Average Working Days Lost	
Disabled	2013	38.3
	2014	41.6
	2015	26.1
	2016	33.4
	2017	19.8
	2018	16.9
Not disabled	2013	13.2
	2014	10.4
	2015	13.4
	2016	13.4
	2017	15.9
	2018	8.3
Prefer not to say	2013	25.7
	2014	17.1
	2015	17.2
	2016	19.0
	2017	13.3
	2018	13.6
Unknown	2013	10.5
	2014	16.6
	2015	14.3
	2016	12.0
	2017	14.1
	2018	8.9

SICKNESS BY MARITAL STATUS

	Average Working Days Lost	
Married/civil partnership	2013	12.2
	2014	11.6
	2015	11.5
	2016	11.5
	2017	12.0
	2018	8.9
Single	2013	7.9
	2014	10.6
	2015	21.8
	2016	19.8
	2017	24.1
	2018	12.7
Divorced	2013	27.9
	2014	37.8
	2015	17.8
	2016	36.4
	2017	6.4
	2018	8.5
Prefer not to say	2013	31.0
	2014	56.6
	2015	11.4
	2016	28.9
	2017	26.0
	2018	16.4
Unknown	2013	18.2
	2014	15.3
	2015	15.8
	2016	13.3
	2017	15.5
	2018	8.5

SICKNESS BY RELIGION

	Average Working Days Lost	
None	2015	11.5
	2016	10.0
	2017	11.6
	2018	6.8
Christian	2015	11.6
	2016	13.7
	2017	13.1
	2018	9.8
Other Religion	2015	66.1
	2016	44.9
	2017	52.1
	2018	35.6
Prefer not to say	2015	8.1
	2016	8.0
	2017	5.9
	2018	6.1
Unknown	2015	20.3
	2016	20.0
	2017	21.6
	2018	11.3

11. People Survey

The following section presents 2016–2018 data from the Civil Service People Survey. It shows rates of discrimination, bullying and harassment, engagement and inclusion among staff. The relevant survey questions are:

Discrimination, Bullying and Harassment

During the past 12 months have you personally experienced discrimination at work?

[yes/no/prefer not to say]

During the past 12 months have you personally experienced bullying or harassment at work?

[yes/no/prefer not to say]

Engagement

I am proud when I tell others I am part of [my organisation]

I would recommend [my organisation] as a great place to work

I feel a strong personal attachment to [my organisation]

[My organisation] inspires me to do the best in my job

[My organisation] motivates me to help it achieve its objectives

[strongly agree/agree/neither agree nor disagree/disagree/strongly disagree]

Responses to these questions are combined together into a mean 'Engagement' Score. 'Strongly agree' responses are assigned 100%, agree 75%, neither agree nor disagree 50%, disagree 25% and strongly disagree 0%. **Assigned percentages are totalled and divided by five for a mean Engagement Score.**

Inclusion

I am treated fairly at work

I am treated with respect by the people I work with

I feel valued for the work I do

I think that [my organisation] respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)

[strongly agree/agree/neither agree nor disagree/disagree/strongly disagree]

A respondent's Inclusion and Fair Treatment (IFT) Score is the percentage of how many of the above statements they respond to with 'strongly agree' or agree. **For example, if they respond 'strongly agree' or 'agree' to three out of four statements, their IFT Score is 75%.**

There appear to be relationships between protected characteristics and the likelihood to experience discrimination, likelihood to be bullied or harassed, and levels of engagement and inclusion. Female and disabled respondents are consistently more likely to face discrimination, bullying and harassment than male and non-disabled respondents respectively. Disabled respondents also have lower IFT scores than non-disabled respondents. However, there has been a gradual decrease in the rates of discrimination, bullying and harassment experienced by minority ethnic, LGBO and non-Christian faith respondents between 2016 and 2018. There has also been an increase in the mean Engagement and IFT Scores for minority ethnic and non-Christian faith respondents.

11.1 Experiences of discrimination, bullying and harassment

EXPERIENCES OF DISCRIMINATION IN THE PAST 12 MONTHS BY AGE									
		Experienced discrimination		Did not experience discrimination		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
16-29	2016	50	9.8	435	85.5	24	4.7	509	100
	2017	58	9.3	536	86.0	29	4.7	623	100
	2018	96	11.6	692	83.5	41	5.0	829	100
30-39	2016	41	9.2	391	88.1	12	2.7	444	100
	2017	110	9.1	1037	86.2	56	4.7	1203	100
	2018	123	9.3	1142	86.4	57	4.3	1322	100
40-49	2016	108	8.8	1057	85.9	66	5.4	1231	100
	2017	127	9.3	1161	84.9	80	5.9	1368	100
	2018	109	7.6	1258	87.1	77	5.3	1444	100
50-59	2016	79	7.8	873	86.2	61	6.0	1013	100
	2017	102	8.6	1022	85.9	66	5.6	1190	100
	2018	121	9.3	1095	84.2	84	6.5	1300	100
60+	2016	18	9.4	158	82.3	16	8.3	192	100
	2017	19	8.9	182	85.5	12	5.6	213	100
	2018	24	9.2	218	83.5	19	7.3	261	100
Prefer not to say	2016	63	15.8	272	68.3	63	15.8	398	100
	2017	65	17.0	249	65.0	69	18.0	383	100
	2018	70	16.0	288	65.9	79	18.1	437	100

EXPERIENCES OF DISCRIMINATION IN THE PAST 12 MONTHS BY GENDER

		Experienced discrimination		Did not experience discrimination		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
Female	2016	199	9.3	1830	85.7	107	5.0	2136	100
	2017	254	10.4	2038	83.8	141	5.8	2433	100
	2018	281	10.1	2334	84.1	160	5.8	2775	100
Male	2016	156	7.9	1710	86.5	111	5.6	1977	100
	2017	171	7.6	1967	87.6	108	4.8	2246	100
	2018	203	8.2	2142	86.3	137	5.5	2482	100
Prefer not to say	2016	54	16.7	216	66.7	54	16.7	324	100
	2017	58	18.7	188	60.5	65	20.9	311	100
	2018	59	17.2	223	65.0	61	17.8	343	100

EXPERIENCES OF DISCRIMINATION IN THE PAST 12 MONTHS BY ETHNICITY

		Experienced discrimination		Did not experience discrimination		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
Minority ethnic	2016	25	16.5	112	73.7	15	9.9	152	100
	2017	22	14.1	109	69.9	25	16.0	156	100
	2018	18	9.6	152	81.3	17	9.1	187	100
White	2016	354	8.7	3513	86.0	218	5.3	4085	100
	2017	417	9.1	3930	85.7	240	5.2	4587	100
	2018	489	9.5	4367	85.0	283	5.51	5139	100
Prefer not to say	2016	37	14.5	175	68.6	43	16.9	255	100
	2017	46	18.5	153	61.5	50	20.1	249	100
	2018	36	13.0	183	66.3	57	20.7	276	100

EXPERIENCES OF DISCRIMINATION IN THE PAST 12 MONTHS BY SEXUAL ORIENTATION

		Experienced discrimination		Did not experience discrimination		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
LGBO	2016	34	18.1	146	77.7	8	4.3	188	100
	2017	33	13.8	197	82.4	9	3.8	239	100
	2018	47	15.2	250	80.7	13	4.2	310	100
Heterosexual/ Straight	2016	316	8.26	3310	86.5	201	5.3	3827	100
	2017	380	8.82	3700	85.9	226	5.3	4306	100
	2018	438	9.1	4127	85.3	272	5.6	4837	100
Prefer not to say	2016	58	13.7	303	71.8	61	14.5	422	100
	2017	67	15.8	277	65.5	79	18.7	423	100
	2018	61	13.5	317	70.1	74	16.4	452	100

EXPERIENCES OF DISCRIMINATION IN THE PAST 12 MONTHS BY DISABILITY STATUS

		Experienced discrimination		Did not experience discrimination		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
Disabled	2016	113	19.4	424	72.9	45	7.7	582	100
	2017	126	17.9	511	72.6	67	9.5	704	100
	2018	167	19.3	628	72.4	72	8.3	867	100
Not disabled	2016	265	7.4	3172	88.0	167	4.6	3604	100
	2017	299	7.6	3453	87.8	182	4.6	3934	100
	2018	326	7.5	3824	87.6	214	4.9	4364	100
Prefer not to say	2016	36	13.1	180	65.5	59	21.5	275	100
	2017	60	16.3	240	65.2	68	18.5	368	100
	2018	53	13.7	263	67.8	72	18.6	388	100

EXPERIENCES OF DISCRIMINATION IN THE PAST 12 MONTHS BY RELIGION

		Experienced discrimination		Did not experience discrimination		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
None	2016	189	8.2	2003	87.1	108	4.7	2300	100
	2017	225	8.7	2241	86.9	114	4.4	2580	100
	2018	279	9.3	2570	85.8	148	4.9	2997	100
Christian	2016	144	8.9	1392	85.8	87	5.4	1623	100
	2017	172	9.4	1552	84.7	109	6.0	1833	100
	2018	191	9.9	1631	84.4	111	5.7	1933	100
Other Religion or Belief	2016	29	18.4	116	73.4	13	8.2	158	100
	2017	20	16.2	88	71.5	15	12.2	123	100
	2018	16	9.4	138	81.2	16	9.4	170	100
Prefer not to say	2016	54	13.1	289	70.3	68	16.6	411	100
	2017	61	14.1	300	69.1	73	16.8	434	100
	2018	55	11.3	348	71.6	83	17.1	486	100

EXPERIENCES OF DISCRIMINATION IN THE PAST 12 MONTHS BY SOCIO-ECONOMIC BACKGROUND

		Experienced discrimination		Did not experience discrimination		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
Parent(s) does not have degree	2017	271	9.2	2530	86.2	133	4.5	2934	100
	2018	323	9.8	2800	85.0	171	5.2	3294	100
Parent(s) has degree	2017	134	9.2	1234	84.6	90	6.2	1458	100
	2018	152	8.8	1492	86.2	87	5.0	1731	100
Don't know	2017	15	8.7	134	77.5	24	13.9	173	100
	2018	13	7.6	138	80.7	20	11.7	171	100

EXPERIENCES OF DISCRIMINATION IN THE PAST 12 MONTHS BY PAY GRADE

		Experienced discrimination		Did not experience discrimination		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
A Band	2016	73	11.7	500	79.9	53	8.5	626	100
	2017	65	10.6	499	81.3	50	8.1	614	100
	2018	69	11.0	497	79.5	59	9.4	625	100
B Band	2016	236	9.8	2025	84.0	150	6.2	2411	100
	2017	293	11.1	2195	83.0	158	6.0	2646	100
	2018	325	11.3	2393	82.8	172	6.0	2890	100
C Band	2016	65	6.8	863	89.9	32	3.3	960	100
	2017	84	7.2	1040	88.5	51	4.3	1175	100
	2018	99	7.1	1223	88.0	68	4.9	1390	100
SCS	2016	*	*	125	95.4	*	*	131	100
	2017	*	*	139	92.7	6	4.0	150	100
	2018	*	*	150	94.9	3	1.9	158	100
Other	2016	20	8.3	199	82.2	23	9.5	242	100
	2017	25	8.0	254	81.7	32	10.3	311	100
	2018	34	7.9	351	81.8	44	10.3	429	100

EXPERIENCES OF DISCRIMINATION IN THE PAST 12 MONTHS BY CARING RESPONSIBILITIES

		Experienced discrimination		Did not experience discrimination		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
Carer	2016	94	11.6	651	80.5	64	7.9	809	100
	2017	135	13.6	780	78.7	76	7.7	991	100
	2018	133	12.5	844	79.6	84	7.9	1061	100
Not a carer	2016	290	8.4	2993	87.1	152	4.4	3435	100
	2017	318	8.4	3288	86.6	190	5.0	3796	100
	2018	382	8.9	3690	85.9	224	5.2	4296	100
Prefer not to say	2016	29	14.1	127	61.7	50	24.3	206	100
	2017	30	14.6	126	61.5	49	23.9	205	100
	2018	30	12.1	171	68.7	48	19.3	249	100

EXPERIENCES OF DISCRIMINATION IN THE PAST 12 MONTHS BY CHILDCARE RESPONSIBILITIES

		Experienced discrimination		Did not experience discrimination		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
Childcare responsibilities	2016	141	8.7	1403	86.7	74	4.6	1618	100
	2017	162	9.0	1537	85.3	102	5.7	1801	100
	2018	185	9.6	1657	85.6	94	4.9	1936	100
No childcare responsibilities	2016	250	9.4	2271	84.9	154	5.8	2675	100
	2017	285	9.5	2533	84.7	172	5.8	2990	100
	2018	333	9.7	2903	84.1	215	6.2	3451	100
Prefer not to say	2016	20	13.2	92	60.5	40	26.3	152	100
	2017	34	17.5	122	62.9	38	19.6	194	100
	2018	26	12.3	139	65.6	47	22.2	212	100

EXPERIENCES OF BULLYING/HARASSMENT IN THE PAST 12 MONTHS BY AGE

		Experienced bullying/harassment		Did not experience bullying/harassment		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
16-29	2016	45	8.9	432	85.0	31	6.1	508	100
	2017	57	9.1	542	86.9	25	4.0	624	100
	2018	92	11.1	707	85.2	31	3.7	830	100
30-39	2016	37	8.3	393	88.5	14	3.2	444	100
	2017	91	7.6	1054	87.9	54	4.5	1199	100
	2018	133	10.1	1135	86.0	52	3.9	1320	100
40-49	2016	114	9.2	1068	86.6	52	4.2	1234	100
	2017	139	10.2	1159	84.7	71	5.2	1369	100
	2018	139	9.7	1236	85.8	65	4.5	1440	100
50-59	2016	95	9.4	864	85.2	55	5.4	1014	100
	2017	104	8.8	1013	85.2	72	6.1	1189	100
	2018	133	10.2	1082	83.0	88	6.8	1303	100
60+	2016	10	5.2	167	86.5	16	8.3	193	100
	2017	15	7.0	184	86.0	15	7.0	214	100
	2018	30	11.6	213	82.2	16	6.2	259	100
Prefer not to say	2016	72	18.0	266	66.3	63	15.7	401	100
	2017	66	17.4	242	63.7	72	19.0	380	100
	2018	74	17.0	285	65.4	77	17.7	436	100

EXPERIENCES OF BULLYING/HARASSMENT IN THE PAST 12 MONTHS BY GENDER

		Experienced bullying/harassment		Did not experience bullying/harassment		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
Female	2016	204	9.6	1824	85.4	108	5.1	2136	100
	2017	254	10.5	2040	84.0	136	5.6	2430	100
	2018	324	11.7	2301	83.1	145	5.2	2770	100
Male	2016	160	8.1	1721	86.9	99	5.0	1980	100
	2017	163	7.3	1974	87.9	109	4.9	2246	100
	2018	215	8.7	2140	86.2	128	5.2	2483	100
Prefer not to say	2016	62	19.0	209	64.1	55	16.9	326	100
	2017	55	17.8	186	60.2	68	22.0	309	100
	2018	60	17.6	222	65.1	59	17.3	341	100

EXPERIENCES OF BULLYING/HARASSMENT IN THE PAST 12 MONTHS BY ETHNICITY

		Experienced bullying/harassment		Did not experience bullying/harassment		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
Minority ethnic	2016	19	12.4	121	79.1	13	8.5	153	100
	2017	25	16.0	120	76.9	11	7.1	156	100
	2018	20	10.7	152	81.3	15	8.0	187	100
White	2016	375	9.2	3508	85.8	207	5.1	4090	100
	2017	408	8.9	3924	85.6	250	5.5	4582	100
	2018	543	10.6	4330	84.3	262	5.1	5135	100
Prefer not to say	2016	37	14.5	173	67.8	45	17.7	255	100
	2017	40	16.1	159	63.9	50	20.1	249	100
	2018	36	13.0	188	68.1	52	18.8	276	100

EXPERIENCES OF BULLYING/HARASSMENT IN THE PAST 12 MONTHS BY SEXUAL ORIENTATION

		Experienced bullying/harassment		Did not experience bullying/harassment		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
LGBO	2016	25	13.3	155	82.5	8	4.3	188	100
	2017	31	12.9	199	82.9	10	4.2	240	100
	2018	45	14.5	246	79.1	20	6.4	311	100
Heterosexual/straight	2016	342	8.9	3311	86.5	176	4.6	3829	100
	2017	372	8.6	3709	86.2	224	5.2	4305	100
	2018	490	10.1	4096	84.7	248	5.1	4834	100
Prefer not to say	2016	56	13.2	294	69.5	73	17.3	423	100
	2017	65	15.5	276	65.7	79	18.8	420	100
	2018	67	14.9	317	70.6	65	14.5	449	100

EXPERIENCES OF BULLYING/HARASSMENT IN THE PAST 12 MONTHS BY DISABILITY STATUS

		Experienced bullying/harassment		Did not experience bullying/harassment		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
Disabled	2016	104	17.9	438	75.3	40	6.9	582	100
	2017	114	16.2	525	74.7	64	9.1	703	100
	2018	155	17.9	650	75.2	59	6.8	864	100
Not disabled	2016	282	7.8	3160	87.6	165	4.6	3607	100
	2017	308	7.8	3446	87.6	180	4.6	3934	100
	2018	393	9.0	3759	86.2	210	4.8	4362	100
Prefer not to say	2016	42	15.2	179	64.6	56	20.2	277	100
	2017	53	14.5	242	66.3	70	19.2	365	100
	2018	53	13.7	271	69.9	64	16.5	388	100

EXPERIENCES OF BULLYING/HARASSMENT IN THE PAST 12 MONTHS BY RELIGION

		Experienced bullying/harassment		Did not experience bullying/harassment		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
None	2016	203	8.9	1986	86.6	105	4.6	2294	100
	2017	204	7.9	2260	87.6	117	4.5	2581	100
	2018	288	9.6	2570	85.8	137	4.6	2995	100
Christian	2016	154	9.4	1399	85.8	78	4.8	1631	100
	2017	180	9.8	1543	84.3	108	5.9	1831	100
	2018	222	11.5	1609	83.3	101	5.2	1932	100
Other religion or belief	2016	19	11.9	127	79.4	14	8.8	160	100
	2017	21	17.1	93	75.6	9	7.3	123	100
	2018	20	11.8	137	80.6	13	7.7	170	100
Prefer not to say	2016	55	13.3	290	70.2	68	16.5	413	100
	2017	62	14.4	293	67.8	77	17.8	432	100
	2018	69	14.3	336	69.6	78	16.2	483	100

EXPERIENCES OF BULLYING/HARASSMENT IN THE PAST 12 MONTHS BY Socio-economic BACKGROUND

		Experienced bullying/harassment		Did not experience bullying/harassment		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
Parent(s) does not have degree	2017	257	8.8	2529	86.3	146	5.0	2932	100
	2018	352	10.7	2761	83.9	178	5.4	3291	100
Parent(s) has degree	2017	134	9.2	1242	85.3	80	5.5	1456	100
	2018	183	10.6	1482	85.7	65	3.8	1730	100
Don't know	2017	16	9.3	136	78.6	21	12.1	173	100
	2018	12	7.0	140	81.9	19	11.1	171	100

EXPERIENCES OF BULLYING/HARASSMENT IN THE PAST 12 MONTHS BY PAY GRADE

		Experienced bullying/harassment		Did not experience bullying/harassment		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
A Band	2016	61	9.7	513	81.6	55	8.7	629	100
	2017	60	9.8	507	82.7	46	7.5	613	100
	2018	59	9.5	517	82.9	48	7.7	624	100
B Band	2016	239	9.9	2033	84.2	142	5.9	2414	100
	2017	260	9.8	2221	84.0	163	6.2	2644	100
	2018	329	11.4	2399	83.0	161	5.6	2889	100
C Band	2016	79	8.3	846	88.3	33	3.4	958	100
	2017	98	8.4	1014	86.5	60	5.1	1172	100
	2018	144	10.4	1188	85.5	58	4.2	1390	100
SCS	2016	*	*	124	93.2	*	*	133	100
	2017	*	*	140	93.3	*	*	150	100
	2018	11	7.0	141	89.8	5	3.2	157	100
Other	2016	32	13.2	194	80.2	16	6.6	242	100
	2017	28	9.0	256	82.1	28	9.0	312	100
	2018	43	10.1	344	80.4	41	9.6	428	100

EXPERIENCES OF BULLYING/HARASSMENT IN THE PAST 12 MONTHS BY CARING RESPONSIBILITIES

		Experienced bullying/harassment		Did not experience bullying/harassment		Prefer not to say		Total	
		N	%	N	%	N	%	N	%
Carer	2016	106	13.0	655	80.5	53	6.5	814	100
	2017	132	13.4	783	79.2	74	7.5	989	100
	2018	155	14.6	834	78.7	71	6.7	1060	100
Not a carer	2016	291	8.5	2983	86.8	161	4.7	3435	100
	2017	310	8.2	3292	86.8	192	5.1	3794	100
	2018	414	9.7	3665	85.4	213	5.0	4292	100
Prefer not to say	2016	30	14.4	131	63.0	47	22.6	208	100
	2017	30	14.7	127	62.3	47	23.0	204	100
	2018	29	11.7	172	69.1	48	19.3	249	100

11.2 Engagement, Inclusion and Fair Treatment at work

ENGAGEMENT AND INCLUSION AND FAIR TREATMENT SCORES BY AGE			
		Mean Engagement Score	Mean Inclusion and Fair Treatment Score
16-29	2016	67%	84%
	2017	68%	87%
	2018	69%	85%
30-39	2016	63%	84%
	2017	65%	85%
	2018	67%	83%
40-49	2016	62%	81%
	2017	64%	82%
	2018	66%	85%
50-59	2016	62%	82%
	2017	63%	82%
	2018	63%	81%
60+	2016	59%	78%
	2017	62%	81%
	2018	63%	80%
Prefer not to say	2016	50%	60%
	2017	50%	60%
	2018	54%	62%
All	2016	62%	80%
	2017	63%	82%
	2018	65%	82%

MEAN ENGAGEMENT AND INCLUSION AND FAIR TREATMENT SCORES BY GENDER

		Mean Engagement Score	Mean Inclusion and Fair Treatment Score
Female	2016	65%	83%
	2017	65%	83%
	2018	67%	83%
Male	2016	61%	81%
	2017	63%	83%
	2018	64%	83%
Prefer not to say	2016	50%	59%
	2017	49%	58%
	2018	52%	60%
All	2016	62%	80%
	2017	63%	82%
	2018	65%	82%

MEAN ENGAGEMENT AND INCLUSION AND FAIR TREATMENT SCORES BY ETHNICITY

		Mean Engagement Score	Mean Inclusion and Fair Treatment Score
Minority ethnic	2016	62%	71%
	2017	69%	75%
	2018	71%	84%
White	2016	62%	82%
	2017	64%	83%
	2018	65%	83%
Prefer not to say	2016	50%	60%
	2017	50%	61%
	2018	53%	63%
All	2016	62%	80%
	2017	63%	82%
	2018	65%	82%

MEAN ENGAGEMENT AND INCLUSION AND FAIR TREATMENT SCORES BY SEXUALITY

		Mean Engagement Score	Mean Inclusion and Fair Treatment Score
LGBO	2016	67%	82%
	2017	68%	85%
	2018	70%	83%
Heterosexual/straight	2016	63%	82%
	2017	64%	83%
	2018	66%	83%
Prefer not to say	2016	53%	65%
	2017	51%	63%
	2018	55%	67%
All	2016	62%	80%
	2017	63%	81%
	2018	65%	82%

MEAN ENGAGEMENT AND INCLUSION AND FAIR TREATMENT SCORES BY DISABILITY

		Mean Engagement Score	Mean Inclusion and Fair Treatment Score
Disabled	2016	59%	72%
	2017	61%	74%
	2018	64%	74%
Not disabled	2016	63%	83%
	2017	65%	84%
	2018	66%	84%
Prefer not to say	2016	51%	63%
	2017	52%	64%
	2018	55%	67%
All	2016	62%	80%
	2017	63%	82%
	2018	65%	82%

MEAN ENGAGEMENT AND INCLUSION AND FAIR TREATMENT SCORES BY RELIGION

		Mean Engagement Score	Mean Inclusion and Fair Treatment Score
None	2016	62%	81%
	2017	64%	83%
	2018	65%	83%
Christian	2016	63%	83%
	2017	65%	83%
	2018	66%	83%
Other religion or belief	2016	62%	70%
	2017	67%	79%
	2018	72%	84%
Prefer not to say	2016	53%	66%
	2017	52%	65%
	2018	57%	68%
All	2016	62%	80%
	2017	63%	81%
	2018	65%	82%

MEAN ENGAGEMENT AND INCLUSION AND FAIR TREATMENT SCORES BY SOCIO-ECONOMIC BACKGROUND

		Mean Engagement Score	Mean Inclusion and Fair Treatment Score
Parent(s) does not have degree	2017	64%	83%
	2018	66%	83%
Parent(s) has degree	2017	64%	83%
	2018	66%	83%
Don't know	2017	61%	75%
	2018	64%	80%
All	2017	64%	83%
	2018	66%	83%

MEAN ENGAGEMENT AND INCLUSION AND FAIR TREATMENT SCORES BY PAY BAND

		Mean Engagement Score	Mean Inclusion and Fair Treatment Score
A Band	2016	60%	75%
	2017	62%	78%
	2018	65%	78%
B Band	2016	60%	79%
	2017	60%	80%
	2018	63%	80%
C Band	2016	66%	87%
	2017	67%	85%
	2018	68%	85%
SCS	2016	82%	93%
	2017	83%	92%
	2018	82%	94%
Other	2016	63%	81%
	2017	65%	83%
	2018	64%	80%
All	2016	62%	81%
	2017	63%	82%
	2018	65%	82%

MEAN ENGAGEMENT AND INCLUSION AND FAIR TREATMENT SCORES BY CARING RESPONSIBILITIES

		Mean Engagement Score	Mean Inclusion and Fair Treatment Score
Carer	2016	61%	77%
	2017	63%	80%
	2018	65%	80%
Not a carer	2016	63%	82%
	2017	64%	83%
	2018	66%	83%
Prefer not to say	2016	50%	59%
	2017	49%	58%
	2018	53%	67%
All	2016	62%	80%
	2017	63%	82%
	2018	65%	82%

MEAN ENGAGEMENT AND INCLUSION AND FAIR TREATMENT SCORES BY CHILDCARE RESPONSIBILITIES

		Mean Engagement Score	Mean Inclusion and Fair Treatment Score
Childcare responsibilities	2016	64%	83%
	2017	65%	84%
	2018	66%	84%
No childcare responsibilities	2016	61%	80%
	2017	63%	82%
	2018	65%	82%
Prefer not to say	2016	49%	57%
	2017	50%	58%
	2018	52%	64%
All	2016	62%	80%
	2017	63%	82%
	2018	65%	82%

12. List of Abbreviations and Acronyms

AiB/AIB	Accountancy in Bankruptcy
ALS	The Scottish Government Advanced Learning and Science Directorate
APS	Annual Population Survey
ASN	Additional Support Needs
BEMIS	Empowering Scotland's Ethnic and Cultural Minority Communities
BISSR	Behaviour in Scottish Schools Research
BME	Black, Minority, Ethnic
BSG	Best Start Grant
BSL	British Sign Language
CalMac	Caledonian MacBrayne ferries
CE	Chief Executive
CEMVO	Council of Minority ethnic Voluntary Sector Organisations
CEO	Chief Executive Officer
CfE	Curriculum for Excellence
COSLA	Convention of Scottish Local Authorities
CRER	Coalition of Racial Equality and Rights
DEG	Disability Employment Gap
DG	Directors General
DG CEA	Constitution and External Affairs
DG ECON	Economy
DG ECJ	Education, Communities and Justice
DG HSC	Health and Social Care
DG ODO	Organisational Development and Operations
DG SE	Scottish Exchequer
DPOs	Disabled People's Organisations
DS/Disc Scot	Disclosure Scotland
DWP	Department for Work and Pensions
DYW	Developing the Young Workforce
EAP	Equality Action Plan
EASNIE	European Agency for Special Needs and Inclusive Education
EBS	Equality Budget Statement
Edu Scot	Education Scotland
EEA	European Economic Area
EHRC	Equality and Human Rights Commission

ELC	Early Learning and Childcare
EQIA	Equality Impact Assessment
ESOL	English for Speakers of Other Languages
EU	European Union
FDA	The Association of First Division Civil Servants
FGM	Female Genital Mutilation
FM	First Minister
FSS	Food Standards Scotland
GDP	Graduate Development Programme
GLSS	Government Legal Service for Scotland
GTCS	General Teaching Council for Scotland
HITRANS	Highlands and Islands Transport Partnership in Scotland
HGIOS?4	How Good Is Our School? (Fourth Edition)
HMRC	Her Majesty's Revenue and Customs
HR	Human Resources
Hub	National Improvement Hub
ICT	Information and Communication Technologies
IFT	Inclusion and Fair Treatment
IGB	Improving Gender Balance
IHRA	International Holocaust Remembrance Alliance
IoD	Institute of Directors
ISD	The Information Services Division
ITE	Initial Teacher Education
L&D	Learning and Development
LCiL	Lothian Centre for Inclusive Living
LEAD	Linking Education and Disability
LGBO	Lesbian, Gay, Bisexual or Other
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
MA	Modern Apprenticeships
MCR	Motivation, Commitment & Resilience
MECOPP	Minority ethnic Carers of People Project
MVP	Mentors in Violence Prevention
NACWG	National Advisory Council on Women and Girls
NHS	National Health Service
NIF	National Improvement Framework

NPF	National Performance Framework
NRM	National Referral Mechanism
NRPF	No Recourse to Public Funds
NRS	National Records of Scotland
NSPLG	National Suicide Prevention Leadership Group
NTS	National Transport Strategy
ODC	Organisational Development and Change
ONS	Office of National Statistics
OPSAF	Older People's Strategic Action Forum
OSCR	Office of the Scottish Charity Regulator
PFG	Programme For Government
PSE	Personal and Social Education
PSED	Public Sector Equality Duty
PVG	Protecting Vulnerable Groups
QIs	Quality Indicators
RAiSE	Raising Aspirations in Science Education
REAP	Race Equality Action Plan
REN	Race Equality Network
Rev Scot	Revenue Scotland
SAAS	Student Awards Agency for Scotland
SAC	Scottish Attainment Challenge
SAGRABIS	Scottish Advisory Group on Relationships and Behaviour in Schools
SAMH	Scottish Association for Mental Health
SCQF	Scottish Credit and Qualifications Framework
SCS	Senior Civil Service
SDS	Skills Development Scotland
SERI	Scotland's Employer Recruitment Incentive
SG	Scottish Government
SGM	Scottish Government Main bargaining unit
SHR	Scottish Housing Regulator
SPPA	Scottish Public Pensions Agency
SPS	Scottish Prison Service
SSELC	Scottish Study of Early Learning and Childcare
SSS	Social Security Scotland
STEM	Science, Technology, Engineering and Mathematics

STUC	Scottish Trades Union Congress
Trans Scot	Transport Scotland
TRS	Temporary Responsibility Supplement
UK	United Kingdom
YOYP	Year of Young People



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Any enquiries regarding this publication should be sent to us at
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