

Equality Mainstreaming Report

March 2025



Contents

Executive summary	3
1. Introduction	5
2. Mainstreaming equality	6
3. Fairer Scotland Duty and human rights	10
4. Employer outcome progress	11
5. Service provider outcome progress	20
6. Procurement	26
7. Scottish Enterprise board diversity	27
8. Conclusion	28
Appendix 1 – Employment statistics	29
Appendix 2 – Further analysis on employer outcome progress	63



Executive summary

Mainstreaming is at the heart of Scottish Enterprise's approach to Equality, Diversity & Inclusion (ED&I)

We have made good progress against the outcomes we set between 2021 – 2025 and are confident in the quality of work done to mainstream equality across our business, both as a service provider and employer. Our key achievements include:

- Continued senior level commitment
- A refresh of our recruitment approach and brand awareness campaigns have resulted in a notable increase in applications, interviews and hires from minority ethnic groups
- New mandatory training for all colleagues and specific focus in key areas including menopause, age inclusion, sign language and disability discrimination demonstrate our organisation's commitment to ED&I

- Continued development of our 'My Communities' (employee network) approach which shows our commitment to engage with under-represented groups, raising awareness and providing peer and ally support
- Continued reduction of our gender pay gap
- Our Workplace Innovation Team has supported companies to adopt progressive people practices that create fair, inclusive and transformative workplaces
- We have put a strong focus on ensuring that the support we develop is accessible, suitable and marketed at the whole of the Scottish business ecosystem.



We continue to trial new ways of collecting and analysing data to improve our evidence base and guide future design and delivery of inclusive interventions.

In terms of procurement, we consider equality throughout our tender processes, conducting Equality Impact Assessments and applying the Scottish Government Sustainability Test which further considers equalities, community benefits and fair work practices.

Looking ahead, we are setting out ambitious outcomes for the next reporting period 2025-2029 and this report provides further detail on those in [section 5](#). In short, we will continue to work to diversify our workforce and Board membership across all equality characteristics and promote equality of opportunity and outcomes for colleagues, Board members and customers in the way we design and deliver our business support products and services.



1. Introduction

This report illustrates the progress that Scottish Enterprise has made in mainstreaming equality, both as an employer and a provider of support services to companies. It also outlines our continued commitment to mainstreaming equality and includes refreshed equality outcomes, aligned with our new strategic direction and recent policy developments.

Our ambition is to drive innovation, internationalisation, and investment in Scotland, fostering a fair, green, and growing economy. We achieve this through a mission-based approach that addresses key global economic and societal challenges.

Our purpose is to help businesses innovate and scale to transform the economy. This is crucial in a changing business environment where positive impacts on people and prosperity are increasingly valued. Scotland's economy cannot thrive if widening inequalities are not addressed, or if employers and employees are not fully engaged.

Adopting a more progressive approach also boosts productivity and innovation, helps attract customers, employees and investment – and enables businesses to address new market opportunities. Increasingly, businesses are adopting

sustainable procurement practices and inclusive business models – helping to achieve better performance for their customers, employees, investors and local communities. Environmental, Social and Governance (ESG) regulations are also evolving relatively quickly and although companies are not legally required to report directly, they may still need to report indirectly if they are part of the supply chains.

In delivering our activities, we are committed to supporting responsible and sustainable economic development. We embed equalities across our work, targeting support at companies committed to adopting equality focused business practices. Pivotal to this is tackling disadvantage relating to underrepresented groups in the activities that we deliver.

To increase living standards and help deliver a fairer economy, we need to collectively make significant progress in reducing inequalities. We are committed to help Scotland meet its priorities, and thrive in ways that are fair across sectors, places and for Scotland's people.

Legal framework

The Equality Act 2010 protects nine characteristics: race, sex, disability, sexual orientation, religion or belief, age, gender reassignment, marriage and civil partnership, and pregnancy and maternity.

Scottish Enterprise is subject to the Public Sector Equality Duty, which has two parts: the General Duty and Specific Duties. The General Duty requires public authorities to eliminate discrimination, advance equality, and foster good relations. The Specific Duties, established by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, include:

- Reporting on mainstreaming equality
- Progressing equality outcomes
- Assessing policies and practices
- Gathering and using employee information
- Publishing gender pay gap information
- Publishing equal pay statements
- Considering public procurement criteria
- Publishing accessible information.

The Fairer Scotland Duty, effective from April 2018, requires narrowing socio-economic inequalities. Scottish Enterprise is also bound by board diversity legislation.

2. Mainstreaming equality

Equality is central to Scottish Enterprise. We promote Equality, Diversity & Inclusion (ED&I) internally and across Scotland and uphold Fair Work principles. This approach supports the economic potential of under-represented groups.

[Our Focus on Economic Transformation](#) outlines our strategy to deliver economic opportunities for Scotland, aligning with Scottish Government economic priorities. Our People Strategy, launched in May 2024, highlights ‘Our Inclusive Workforce’ as a key pillar. Soon, we will also launch our ED&I commitment, envisioning a future where everyone contributes their unique perspectives.

‘We feel included and welcome Scottish Enterprise’s proactive approach and dedication to ensure equal access to communities in Scotland and its commitment to Equality, Diversity and Inclusion’

Fiaz Khan, Race Equality & Mainstreaming Officer, CEMVO Scotland

Leadership and networks

Our Chief People Officer is responsible for equality and is part of our Executive Leadership Team, providing advice to our Board. The Executive Leadership Team receives an annual progress review. Equality management is a shared responsibility between Human Resources and Strategy, ensuring ED&I is embedded in our work. Every employee helps create an inclusive environment.

Scottish Enterprise is a member of the Business Support Partnership Equality Group which shares learning to improve equality knowledge and practice across the partners. We also participate in the Non-Departmental Public Bodies Equality Forum which shares learning and good practice on equality and diversity with a focus on the requirements of public sector equality duties.

Equality Champions

We have a network of experienced Equality Champions drawn from across the business driving forward priorities both internally and externally.

Awareness raising

Networking and sharing best practices are crucial for us. We support key stakeholders like the Non-Departmental Public Bodies Equality Forum and work with equality organisations such as Black Professionals UK and the Council of Ethnic Minority Voluntary Sector Organisations (CEMVO) Scotland. In 2024, we obtained our skilled worker sponsor licence to attract a diverse candidate pool.

Awareness-raising actions include:

- Advertising vacancies on Equal Jobs from August 2023 to attract ethnically diverse candidates
- Building ties with CEMVO for graduate opportunities
- Sponsoring Data Kirk’s Black Talent Summit in 2023 and 2024
- Discussing allyship at the Scottish Ethnic Minority Talent Summit in 2024
- Keynote speakers at the IamBlack conference in April 2024
- Sponsoring The Black Scottish Awards in September 2024.

‘Our collaboration with Scottish Enterprise has been exceptionally fruitful. Their unwavering commitment to diversity and inclusion, exemplified by their engagement with the Black community and participation in the **IAmBlack** conference, is truly inspiring.’

Enoch Adeyemi, CEO Black Professionals UK

‘Have confidence in your heritage, be proud of who you are, be seen, be heard, keep knocking on those doors until they open them, demand that your voice is heard.’

Maya Rousen, Project Manager speaking at the IamBlack Conference 2024



Following our brand awareness campaign, we saw a significant increase in minority ethnic applications:

- 29% of applicants in 2024 (compared to 10% in 2021)
- 16% of minority ethnic applicants were shortlisted for interviews in 2024 (compared to 8% in 2021)
- 13% of new starts in 2024 were from minority ethnic groups (compared to 3% in 2021).

Graduate role applications also increased:

- 41% of applicants in 2024 identified as minority ethnic (compared to 13% in 2021)
- 24% of minority ethnic applicants were shortlisted for interviews in 2024 (compared to 10% in 2021)
- minority ethnic new start graduates were 13% in 2022, 22% in 2023, and 17% in 2024.

Our “My Communities” diversity networks have grown into well-established groups influencing our culture. We have over 380 members in five groups:

- Disability Positive
- Working Parents and Gender Balance
- PRIDE
- Multicultural
- Multi Generations.

My communities – ED&I in action

Two working mums and ED&I ambassadors have significantly impacted flexible working culture and wellbeing by founding the Working Parents & Gender Balance Community. They identified a gap in peer-to-peer support for those returning from parental leave and People Managers navigating return-to-work conversations.

What started as a small initiative has grown into a network of nearly 150 members, supporting working parents and promoting workplace equality. The community hosts focus groups and provides lived experience stories on topics such as post-natal depression and balancing work and parenting.

A peer-to-peer buddy system offers informal support, and a curated hub of resources is accessible. Monthly online meetings feature guest speakers and initiatives to drive awareness and support. A member shared, “Finding a ‘tribe’ made me feel less alone in balancing work and parenting. Sharing mental health resources and experiences has fostered valuable connections.”

Our Multicultural community’s Human Library project celebrates diversity through storytelling. Colleagues share personal experiences, fostering understanding and openness. These stories have evolved into vlogs and live interactive sessions on topics like dementia and hidden disabilities, encouraging honest and informative dialogue.



Tahira, a member of the Multicultural group, shares her own experiences with us:

The Scottish Enterprise Human Library series had humble beginnings when a handful of colleagues tentatively agreed to create the first few stories by making their own selves a little vulnerable to kick start the dialogue and openness they wanted to encourage and see in the organisation. There were a lot of tears back then as folks spoke about so many aspects of their personal lives in a way you just didn’t usually at work. However, every single person who did said they felt a weight lifted from them and found the dialogue cathartic. Those initial stories quickly evolved into vlogs which was the preferred medium for some people. The team encouraged all formats of expression. We were a bit disappointed nobody wanted to express themselves through the medium of dance. But we live in hope... I can think of a few colleagues who could express themselves very well through either song or dance.

Once these stories from the Human Library became a regular feature and embedded themselves into our radars the team took the leap into more interactive sessions and started hosting live conversations. The very first one was on dementia. This saw colleagues who were either supporting parents or had lost parents to some form of dementia come together on a

panel discussion. Particularly endearing was one colleague, who was away on a secondment, and who couldn’t make it in person even recorded a contribution from her car as she waited for her son to finish his football session. That was the level of dedication. They all talked openly about their experiences and shared tips and resources they had found helpful. This was swiftly followed by a session on hidden disabilities. Here colleagues predominantly talked about their own, not so well known, conditions. Each and every one was courageous in their involvement as the conversations were raw, honest and informative.

This collective openness has helped instil a culture of being a bit more open, where you want that. We respect not everyone does and everyone has a right to their privacy. The stories whether written or spoken have all been educational and serve as a reminder that talking to colleagues to understand their perspectives in life is just as important as finishing that report/project paper.

This openness has instilled a culture of sharing, respecting privacy, and valuing colleagues’ perspectives.



Training and development

As colleagues, we need to continue developing our knowledge, skills, and behaviours. Over the 2023-24 period, colleagues attended over 5000 training opportunities, including:

- Mandatory bi-annual ED&I training to raise awareness of systemic biases
- Refreshed recruitment training for all involved in hiring
- Training on menopause, Macmillan cancer support, and mental health
- Inclusion initiatives covering age, sign language, and disability awareness
- Internal campaigns that increased declarations of sex identifier (up 1%), and disability (up 4%).

Development, coaching and mentoring

Our coaching and mentoring culture enhances collaboration, engagement and skills development while nurturing continuous learning.

We have developed a network of coaches who provide coaching support to support our mainstreaming ambitions: Young Persons Guarantee, Returning to the workplace coaching and Reciprocal Mentoring.

Employers Assessment

An independent Employers Assessment was carried out by APT Glasgow and SUSE (Scottish Union of Supported Employment) in March 2023 to review our policies and practices relating to ED&I topics. This report found that “Scottish Enterprise has a positive and inclusive culture, with people-centred management that supports staff well” and that “currently disclosed disabled staff are well supported by managers, and various reasonable adjustments made. Many common barriers to employment for disabled people (e.g., lack of supportive management) are not barriers here”.

Recommendations from the report were to:

Recommendations	Actions
Collect a full data set on disabled colleagues	We ask all colleagues to complete sensitive personal data and we report on this information
Provide disabled colleagues with a disability/adjustments passport/file	We have designed a wellbeing passport for all colleagues and this is in pilot stage
Provide training around awareness and supporting/retaining disabled colleagues	Multiple training sessions have been delivered and are detailed throughout this report
Ensure public facing materials (website and publications) are accessible	Our digital team review all materials to ensure they are accessible
Provide condition-specific training for colleagues	Arranged various condition specific training courses, including disability awareness, as detailed throughout this report

Equality Impact Assessment

We apply Equality Impact Assessments to all relevant new and updated projects, policies, and programmes, ensuring equality is embedded in our work. The process links to our equality outcomes, using data to address relevant issues. We publish these assessments, along with those under the Fairer Scotland Duty, on our website. However, we do not publish these where they relate to internal employment projects and policies.

3. Fairer Scotland Duty and human rights

The Fairer Scotland Duty requires public authorities, including Scottish Enterprise, to address socio-economic inequalities. This focuses us on ensuring that fair economic opportunities are in line with the Scottish Government's goals. The Duty mandates strategic decisions to be carefully assessed, such as economic development strategies.

We have integrated procedures and guidance to support colleagues in conducting assessments, aligned with our equality impact process. These requirements are included in our project lifecycle and applied to approvals from January 2019 onwards. Published assessments are available on our website. A [strategic assessment](#) was completed for our 2024 corporate plan.

In March 2019, we introduced the Human Rights Due Diligence procedure, enhancing our checks and considerations before engaging with companies. Our approach follows Scottish Government guidance, assessing potential human rights abuses associated with companies. The level of research is based on the investment requested. We continue to refine our approach.



4. Employer outcome progress

Our current employer equality outcome has been updated and brought into line with the recently published Scottish Census and will build on the actions we have highlighted in this report. Our new employer outcome is as follows:

“By 2027 we aim to increase the diversity of our workforce to better reflect the general Scottish population. Beyond attraction we will continue to build on a culture of inclusion by actioning the outputs of our equalities audit, creating a culture where people can truly be themselves. We will demonstrate that we are a Fair Work employer by acting as an example of best practice in this field shaping dynamic careers resulting in an increase in managerial and leadership positions for those with protected characteristics”.

We recognise that this employer outcome is ambitious especially with tightening budgets and limited recruitment, however striving for a more diverse workforce brings many benefits as highlighted in this report. Through our actions highlighted in this report and from our equality audit we will strive to become a more inclusive and representative workforce.

Performance management

Since the last mainstreaming report, we reviewed various internal policies. Performance and Productivity is a key pillar of our People Strategy, aiming to create an environment where everyone thrives while contributing to organisational goals. This approach fosters inclusivity through consistency, updated communications, and processes requiring regular reviews between colleagues and their managers to discuss objectives and development. Guidance and training on this updated process are provided to all colleagues, with specific training for managers.

Recruitment

We have updated our recruitment approach to enhance the experience for candidates and managers, focusing on Skills, Experience, Traits, and Strengths (S.E.T.S). By reviewing market insights and ensuring equality, diversity and inclusion, we created an inclusive process from advert to offer. This includes diverse panels and an anonymised recruitment screening process. We also offer enhanced flexibility through our Everyday Flexibility policy and highlight potential reasonable adjustments from the start.

Disclosure rates

We recognise that completion of disclosure rates of protected characteristics allows us to better analyse the data. Disclosure of this information remains voluntary, and we continue to encourage colleagues to disclose this data (on average 93% of colleagues have completed their equality data across the protected characteristics). We have also updated our categories to be reflective of the current Scottish Census data.

Our Everyday Flexibility core principles

Our Everyday Flexibility policy, introduced in February 2022, allows colleagues to adjust their working patterns to achieve business goals effectively. The policy emphasises results and performance over location and timing, fostering a culture of trust. Colleagues can utilise various formal flexible working options, and teams are encouraged to establish protocols for office days and work patterns collaboratively, benefiting individuals, teams, customers, and stakeholders.

Across the generations

The percentage of our workforce in the age ‘60-64’ category has remained the same since the last mainstreaming report, with 10% of colleagues in this age bracket. We have several initiatives which are designed to support colleagues from this demographic. Our flexible retirement arrangement allows colleagues to reduce their working hours rather than leave the organisation entirely. We have an emphasis on ageing well at work, through our wellbeing strategy.

Early careers

As a Young Person’s Guarantee employer, we support the initiative that every young person in Scotland should have access to education, training, fair employment, or volunteering opportunities. In 2023 and 2024, we recruited graduates, undergraduates, and apprentices to grow our talent pipeline. We offer extra development days and have a Young Leaders Group to amplify their voices within the organisation. Additionally, we engage in external events like the National Apprenticeship Show and the Glasgow Legacy programme.

Analysis

In line with our equality outcome, which is outlined above, the following section will mainly focus on analysis of sex identifier, race, and disability. All of our employment statistics, covering all protected characteristics, are in [appendix 1](#). All analysis in this Employer Outcome Progress is based on data at 1 October 2024 unless otherwise specified. Our previous equality mainstreaming report published in 2023 was based on data at 1 October 2022. Therefore, when referring to progress made since our 2023 report, we’re referring to progress made between October 2022 and 2024.

Equal pay

Our equal pay statement sets out our commitment to providing equal pay:

- We recognise that all colleagues should receive equal pay for doing the same or broadly similar work, work rated as equivalent, or work of equal value, in line with the relevant legislation. We are committed to ensuring we meet our equal pay obligations and also operating a pay and reward system which is transparent, based on objective criteria and free from bias or discrimination. We will continue to work to reduce any pay gap through regular analysis, action planning and review. We are

committed to monitoring our pay decisions annually including analysis on our new starts and promotions by sex identifier, ethnicity and disability. We continue to be a Living Wage Employer.

According to [Close the Gap](#), there are three main causes of the gender pay gap and we will look at all of these in this report:

- Occupational segregation – that is, men or women working in different jobs or at different levels
- Lack of flexible working
- Discrimination in pay and grading systems.

Analysis by sex identifier

We ask our colleagues what sex they identify as via our employee self-service system. We have used this information to report on the gender pay gap, sex identifier and gender profile throughout this report. Where they have not specified this, they have been grouped as ‘prefer not to respond’. When we ask colleagues to self-certify we use the terms male/female in line with the census, however for the purposes of this analysis we are using the terms man and woman.

Gender pay gap

The gender pay gap is the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

There are two ways of calculating the gender pay gap. According to [Close the Gap](#):

- **the mean average** gender pay gap is a useful measure as it includes the highest and lowest rates of pay, and because those on the highest rates of pay tend to be men, and those on the lowest are more likely to be women, it captures a more complete picture of the pay gap
- **the median average** is not skewed by very low rates of pay or very high rates of pay and gives a more accurate representation of the 'typical' difference. However, because of this, it can obscure gendered pay differences and is most useful when considered alongside the mean average pay gap.

[Close the Gap](#) reported a **mean average** gender pay gap for Scotland of 10.9% in 2023. More recent Chartered Institute of Personnel Development (CIPD) analysis (published in May 2024) finds that at UK level the **mean average** pay gap is 11.8% and the **median** pay gap is 9.03%. When they looked by region, Scotland's **median** gender pay gap was 4.27%.

While we use the mean average in our ongoing analysis of our gender pay gaps, for the purposes of our mainstreaming reports we also publish the median pay gap. Our organisational gender pay gap is as follows:

- using the **mean average**: 8.62% in favour of men. This is more positive than the national figures and has also reduced by 1.02% since our 2023 mainstreaming report
- using the **median**: 0%. There is no change from our 2023 mainstreaming report.

Our analysis highlights the following key points:

- Our gender pay gaps by grade are in [appendix 2](#). As a rule, a difference of 5% or more, or any recurring differences of 3% or more merit further investigation:
 - All of our mean average gaps are below 1.5%, which means no further analysis is required. This is an improvement on our last mainstreaming report where grades 1 and 2 had gaps which were over 3%
 - In our last mainstreaming report, there were no median pay gaps except for grade 1 which was 10.31%. Now all median pay gaps are less than 3% except for grade 9 and grade 2 which are both in favour of women. This reflects men in these grades being lower in the band due to being newer to grade.
- Our analysis does not indicate any systematic sex discrimination in our pay structure.

More detailed analysis is in [appendix 2](#).

Population profile by gender

Occupational segregation is not unique to Scottish Enterprise and Close the Gap highlights it to be one of the three main causes of the gender pay gap (outlined above).

Our gender profile at organisation level is largely unchanged since our last mainstreaming report. Women continue to account for around 60% of our workforce.

There are two types of occupation segregation: vertical and horizontal.

- **Vertical segregation** is clusters of women and men in different levels of jobs or grades, typically with more women in lower grades and more men in higher grades
- **Horizontal segregation** occurs when men and women are clustered in certain types of jobs.

Our analysis finds that there has been no material change to the proportion of men and women at organisational level or by grade and highlights the following key points:

- As in our 2023 report:
 - generally, we see more women than men in our administrative and professional roles
 - we also tend to see more men in our managerial roles than women.
- Recruitment, both internal and external, is an important way for organisations to change their profile. Over 50% of promotions and new starts were women, however the “shape” of the organisation hasn’t changed significantly, particularly in grades 5, 4 and 3. This is because while women account for more than 50% of promotions/new starts, this is outweighed by the fact that a higher proportion of women than men are leaving these grades

- There are more women working part time than men. Compared to 2022, 20% of women work part time (down 3%) compared to 6% of men (up 2%). The majority (81%) of our part time colleagues continue to be in administrative or professional grades (grades 10 to 6), which is a reduction of 2% on 2022
- As with our last report, there are no part time colleagues in grade 2 or above
- For more detailed analysis see [appendix 2](#).

Occupational segregation is the division of men and women into different occupations or at different levels.

Analysis by ethnicity

Ethnicity pay gap

The Chartered Institute of Personnel Development's (CIPD) "[Ethnicity pay reporting: A guide for UK Employers](#)" states that The Office for National Statistics (ONS) defines ethnicity pay gaps as 'the difference between the median hourly earnings of the reference group (white or 'white British') and other ethnic groups as a proportion of average hourly earnings of the reference group'. To be consistent with this and the Equality and Human Rights Commission (EHRC) most recent guidance, we have grouped colleagues who are 'white Scottish' or 'white – other British' as 'white British' and used this as the comparator group for the ethnicity pay gap. This is also the same as our 2023 report, meaning we can compare the outcomes more easily.

We always use the mean average to calculate our pay gaps and also publish the median pay gap in our mainstreaming report. Our organisational ethnicity pay gap is:

- using the **mean average**: 12.52% in favour of 'white British' colleagues which is an increase of 3.68% on 2023.
- using the **median**: 11%. We didn't have a median pay gap in 2023.

Our analysis suggests the increase in our ethnicity pay gaps is mainly driven by factors relating to recruitment and highlights that since our last report:

- 40% of current colleagues from a minority ethnic group have been recruited into grade (through promotion or as a new start) compared to 19% of 'white British' colleagues. This means that they will have less time in their grades than 'white British' colleagues and are therefore lower in their salary band. This will change over time as they move up the salary band
- The increase of colleagues from a minority ethnic group has been predominantly in our administration grades which are our lower grades
- When we look at the average hourly pay for the category 'white – not British' colleagues, they are paid 3.87% more than 'white British' colleagues. This is a decrease of 3.69% since 2022

- As in our 2023 report, the analysis is limited due to the data available, therefore we have not been able to drill down and analyse the ethnicity pay gaps by grade. However, our analysis indicates the pay gaps are due to the distribution of different groups across grade levels.

Data on the national ethnicity pay gap continues to be limited and we've been unable to find an up-to-date meaningful comparison.

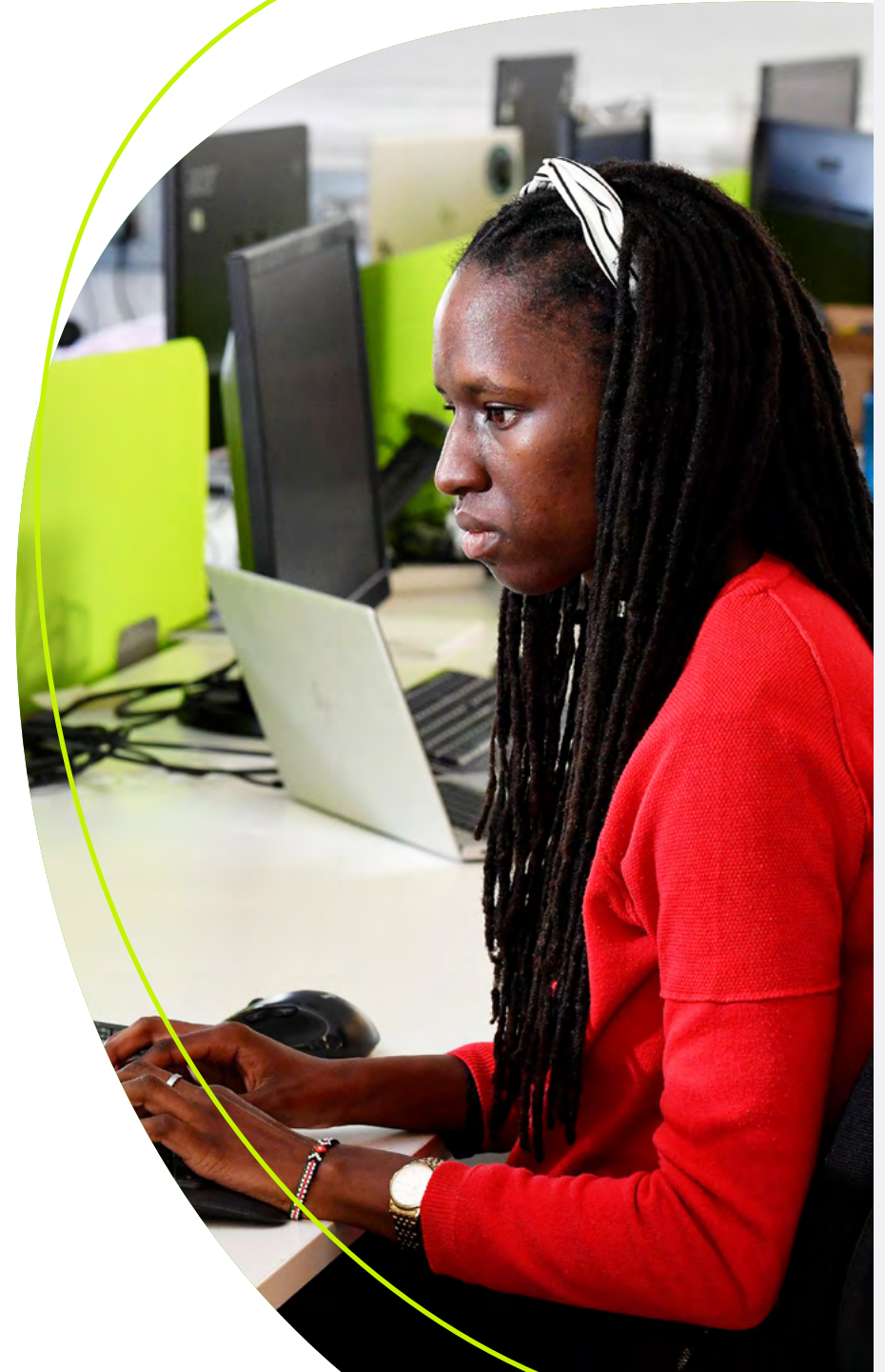
Population profile by ethnicity

This analysis looks at our ethnicity profile by grade (vertical segregation).

The groupings are slightly different than for the ethnicity pay gap (see above section). For the ethnicity pay gap we followed CIPD and EHRD guidance. In the following analysis, instead of using the terms 'white British' and 'white – not British', we have used the available Census categories (Scottish Census 2022) for race, which enables comparison to the Scottish population. This means that we have used the terms 'white - other' and 'white Scottish, British or Irish' here instead.

The data we hold continues to show small numbers of colleagues from minority ethnic groups making it difficult to carry out more in-depth analysis and to draw significant conclusions. However, our analysis highlights the following key points:

- 4% of our population are from minority ethnic groups which is an increase of 1% since 2022. This compares to 7.13% of the Scottish population in the 2022 census
- As in 2022, colleagues from minority ethnic groups are over-represented in our administrative and professional grades and under-represented in our managerial grades and above
- There were no new starts in Scottish Enterprise who were from a minority ethnic background in our managerial grades or above
- Recruitment plays a key role in changing the shape of the organisation. 26% of applications were from people in minority ethnic groups which is an increase of 13% from our last report. This means that the number of applicants from minority ethnic groups being shortlisted more than doubled and we've seen an increase in the number of new starts from minority ethnic groups. In comparison 62% of applications were from people who are 'white Scottish, British or Irish' with 44% of these being shortlisted. A lower proportion of applicants from minority ethnic groups were shortlisted for interview at every grade
- While we still aim to make further progress, we can see the positive impact of our work with equality organisations outlined in the sections above.



Analysis by disability

Disability pay gap

According to the Trades Union Congress (TUC) the disability pay gap in the year to Spring 2024 is 17.2% in favour of non-disabled workers in the UK. The ONS disability pay gap figure (2023) shows a UK median disability pay gap of 12.7%.

Our organisational disability pay gap:

- using the **mean average**: 5.30% in favour of colleagues who haven't disclosed a disability. The pay gap in 2022 was 0.08% in favour of colleagues who had disclosed a disability
- using the **median**: 0%. This is the same as in 2022.

The increase to our **mean average** disability pay gap is due to a higher proportion of colleagues disclosing a disability now being in our administration grades and a lower proportion in our leadership grades and above. These have the effect of lowering the average salary of colleagues who have disclosed a disability compared to colleagues who haven't disclosed a disability. More analysis by grade is in [appendix 2](#).

Population profile by disability

We ask colleagues to self-certify if they have a disability from 13 categories including sensory differences, learning differences, developmental condition, long term illness disease or condition, mental health condition, neurodiverse condition or physical disability. We also include options for no condition or prefer not to say.

See [appendix 2](#) for our disability profile by role and grade.

There is limited data which restricts meaningful analysis and conclusions. However, our analysis highlights the following key points.

- The proportion of colleagues disclosing a disability has increased by 4% since our last report. Due to the way the 2022 Scottish census is reported we are unable to make a direct comparison between the proportion of our population who have disclosed a disability to the Scottish population
- Recruitment contributes towards the shape of the organisation. In 2023 and 2024:
 - 12% of new starts disclosed a disability which is a slightly higher proportion compared to our organisation.
 - 8% of colleagues promoted had disclosed a disability.

We are a Disability Confident Employer. The Disability Confident scheme is run by the Department for Work and Pensions and supports employers to make the most of the talents disabled people can bring to the workplace. As part of this, we guarantee an interview to all disabled applicants who meet the minimum criteria for the role. This allows us to draw from the widest possible pool of talent.



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Colleague statistics

Our employment statistics, covering all protected characteristics, are in [appendix 1](#). We've carried out detailed analysis above and in [appendix 1](#) on gender, race and disability.

Here is a summary of the key points on our analysis of our other employment statistics:

- There has been no significant change in our population profile for: age, sexual orientation, religion
- We continue to see high rates of women returning from maternity leave:
 - 2023 - all women returned to work after maternity leave
 - 2024 - 94% of women returned; the non-returns were due to external factors not related to Scottish Enterprise.
- In resourcing:
 - The proportion of new starts who prefer not to respond within the equality questionnaire continues to decrease across all categories: 49% in 2021 to 21% in 2023 and 13% in 2024
 - As part of the Disability Confident scheme, any applicant disclosing a disability who meets the minimum vacancy criteria for that role is invited to interview. In 2023 and 2024, 10% of applicants disclosed a disability with 49% of these applicants shortlisted for interview. This compared to 36% of non-disabled applicants being shortlisted after application
 - In 2024 17% of all new starts declared they had a disability; this is higher than our population profile of 10% with a declared disability
 - 12% of all new starts in 2023 and 2024 were from a minority ethnic group; this is 8% more than our 2024 workforce figures of 4% from a minority ethnic group
 - In 2023/24, 36% of new starts were under 25 years old (16-19 and 20-24 age groups). The next largest age groups for new starts were 30-44-year-olds (30%) and 45-49 (19%).
- The numbers of new starts and leavers were roughly the same (140 leavers, 145 new starts). The percentage of new starts across all protected characteristics roughly match that of leavers
- 70% of promotions in 2023 and 2024 were women which is the same as in 2021/22
- 42% of all promotions were for the age group 45-59 which is 8% below the population profile of 50% in this age range. 40% of all promotions were for the age group 30-44 people which is 9% above the population profile of 31% in this age group.

Future actions

One of the four pillars of our People Strategy is an “Inclusive Workforce.” We will conduct an equality audit in early 2025 to inform our Equality Commitment, to be published in Spring 2025. An independent external supplier has been appointed to carry out this audit, providing feedback on colleagues’ experiences and offering recommendations for improvement. This audit will help us develop an action plan for fostering a sense of belonging and celebrating equality, diversity, and inclusion.

The Equalities Audit will review our wellbeing practices, ED&I policies, and provide an “effective colleague voice” through an anonymised survey and interviews. The audit will cover all protected characteristics and our My Communities groups. The independent report will identify strengths, areas for improvement, and recommendations.

We aim to support neurodivergent colleagues and attract a diverse range of applicants by appointing an external supplier for a Neurodiversity audit. This audit will review our recruitment language and practices, policies, and training to ensure a more inclusive and diverse workforce at all levels.

Pay gaps

Our analysis indicates that all of our pay gaps are likely to be due to the distribution of that protected characteristic – gender, ethnicity or disability – across our grades (vertical segregation): we see a higher proportion in lower grades and conversely a lower proportion in more senior grades.

We are pleased to see increases in the representation of colleagues disclosing a disability or from a minority ethnic background. The population profile by sex identifier has not changed significantly since our last report. However, until our grade profile changes, our pay gaps will remain although pay progression will minimise pay gaps by grade as everyone should progress to the band maximum over time.

Actions we will take to address our pay gaps

- Run more detailed analysis of our recruitment data to create a full picture of how we are attracting, shortlisting and appointing applicants
- Using the outputs of this analysis and linking to the outputs of our Equalities Audit, review how our recruitment is working in practice. As noted above, we fundamentally changed our recruitment approach recently and there is mandatory training for all recruitment panel members. We use anonymised applications and encourage diverse interview panels. We have undertaken outreach work and targeted advertising to improve the diversity of the applicant pool. However, there may be other steps we can take to ensure both a diverse pool of applicants and appointments
- Set up and run regular recruitment audit reporting as part of our business as usual, sharing recruitment data with people managers and leaders, increasing knowledge of recruitment decisions
- Engage with our My Communities’ network to discuss our analysis, findings and next steps
- Create an action plan from the neurodiverse audit, implementing changes to improve colleagues’ experience and attract more candidates.

5. Service provider outcome progress

We presented two outcomes for our services in our 2021 Mainstreaming Report which continued as our priorities for the 2023 report. We have reviewed the experience, learning and evidence gained from delivering our existing outcomes to establish a refreshed set of outcomes to focus our work for 2025-29. Highlights from our work on our existing outcomes are presented below as evidence of the further progress we have made on delivering these since our 2023 report.

Outcome 1: For those companies that engage with us through the Workplace Innovation Service, increase the number of organisations addressing the gender pay gap. Measure the change at 12 months & 3 years and work with companies to narrow the gap if required.

Workplace Innovation Service

Our Workplace Innovation Team support companies to adopt progressive people practices that create fair, inclusive and transformative workplaces. Through a range of services, we promote all aspects of Fair Work and help companies to understand and realise the benefits of having a diverse workforce.

We promote usage of the [Fair Work Employer Tool](#) which provides companies with access to a range of resources to improve practices within their organisation, including measuring and taking action to address their gender pay gap.

Companies in receipt of financial and non-financial support from Scottish Enterprise are asked to declare their status against the 7 Fair Work First (FWF) principles, one of which is 'Addressing the Gender Pay Gap'.

Since September 2021, we been recording the FWF status of companies, and as of 4th December 2024, we have 1640 Fair Work First records of which:

- 1193 (72%) state they are “demonstrating” Gender Pay - which means they calculate the gender pay gap and, if required, take actions to reduce it
- 128 (7%) indicated they were unable at this time to commit on the basis they were too small (less than 5 employees) or small early-stage high value startups (with founders only).

All applicants for financial support are directed to the [Close Your Pay Gap toolkit](#), which helps employers calculate and address the gender pay gap. Companies not monitoring their gender pay gap or lacking an action plan were invited to a supportive webinar and workshop with Close the Gap, offering guidance to develop action plans. All registered users of The Fair Work Tool were also invited to participate in this.

Our Workplace Innovation Team directly engages with large grant recipients to improve their gender pay gap, leading to increased awareness and tracking. More broadly, we support companies to understand the benefits of diverse and inclusive workplace practices, delivering events and activities to support disadvantaged groups. Key themes include:

- Employer Brand & Value Proposition: Attract and retain diverse talent
- Attract & Keep the Best Talent: Embed equality and diversity in recruitment and retention
- Adaptable Workplaces, Adaptable Worker and Adaptable Work: Increase engagement and operational effectiveness
- Intergenerational Workforce: Embrace and retain multigenerational benefits
- Inclusive Culture: Enhance productivity and well-being
- Flexible Working: Integrate flexible working to attract talent.

Next steps

The Scottish Government recently launched its [Employability Strategic Plan](#) so we will explore how we can support delivery of this through our engagement with companies and the evolution of our financial and non-financial services. This has a focus on supporting people who face structural barriers to employment to access sustainable fair work.

Outcome 2 – We will shift the client base to reflect Scotland’s population focusing on women, disabled, young and ethnic minority led businesses.

Throughout the last two years we have put a strong focus on ensuring that the support we develop is accessible, suitable and marketed at the whole of the Scottish business ecosystem, which includes minority groups. We have put a stronger focus on best practice in the completion of equality impact assessments so that projects, events and programmes are designed with minority groups in mind. A learning module has been developed alongside the Business Support Partnerships Equalities group to share best practice and real life examples. This has been communicated throughout Scottish Enterprise and is available as a learning resource to all staff.

Another key aspect of our mainstreaming work has been to look more closely at our data collection around equalities and the measurement of impact both in a quantitative and qualitative way. We are trialling new ways of collecting and analysing data in our Business Growth learning programmes as well as trialling different ways of collecting data from our whole client base so that we have a baseline for engagement.

Supporting activity

Although this outcome is considered in all our activity, the following initiatives provide evidence of proactive support for this work:

Scottish Enterprise rebranding

Over the past year, we rebranded Scottish Enterprise, focusing on core branding, digital marketing, and collateral. Our redesign prioritises accessibility and diversity for inclusive communication.



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Our Innovation and Entrepreneurship service has been active across a range of projects that support minority groups and increase our visibility in these communities, including:

- The Scottish Ecosystem Fund 2023/24 supported organisations and activities that facilitated the growth and development of the Scottish entrepreneurial ecosystem. A total of forty-two awards were made across twenty-one organisations. Beneficiaries of the fund included over 500 young entrepreneurs, over 600 minority ethnic entrepreneurs, over 900 female entrepreneurs and almost 10,000 school students. Overall, the outcomes from the fund show good reach into under-represented groups but there is opportunity to do more to make entrepreneurial support more accessible for all. As part of our focus on our refreshed outcomes, we will share our learning and best practice on this with our partners in the education ecosystem to help achieve this
- [Pathways to Scale](#); in 2023/24, we supported seventeen female founders scaling their business and who plan to raise investment of £500k - £1m+ in the next 12-18 months to help them move from founder to leader. The entrepreneurs were supported through a programme of leadership development, investment readiness and strategic advisory

support. In 2024/25 we expanded the Programme for two more cohorts, including twenty-five new female-led companies, with newly added masterclasses, strategic business growth and investment advice and access to a £20k Journey Grant to support their business growth and investor readiness. This brings the Pathways to Scale community to forty-two female-led firms

- We have provided a grant contribution to support [Asian Business Chamber](#) Mastermind, an initiative designed to empower minority ethnic startup founders by providing them with tailored, high-quality support in areas critical to their business growth. Key aspects of the programme include monthly specialist workshops, personalised mentorship from industry experts and access to a strong peer network. Up to 50 entrepreneurs will be supported to engage with the programme by March 2025
- [The Scottish Entrepreneurial Ecosystem Guide](#) has been updated into a refreshed PDF format that is fully accessible in terms of text size, colours, layout, format, reduced use of images and full compliance with online screen readers and is compatible both for mobile and web. The PDF version of the guide can be viewed digitally or downloaded for printing, to suit the users' needs. In addition, an online, searchable

version of the guide has been developed that sits on the Scottish Enterprise website, where searches can be made using specific filters (including a filter for specialist support offered) and results are shown in plain text, without images, colour and again are fully accessible in line with the rest of the Scottish Enterprise website

- Knowvate Hub; we have supported the development and promotion of a new online web hub to better attract and support minority ethnic entrepreneurs in Scotland by introducing new community interaction features including forums and specifically tailored content. Our contribution will enable Knowvate to grow their membership/platform signups to 1,000 users within the next year as well as to produce new video content featuring minority ethnic founders and business support experts

- We are supporting the expansion of the [Women Angel Investment Toolkit](#) which [Mint Ventures](#) have developed with the aim of encouraging more women to consider becoming angel investors and being trained to gain credentials
- Colleagues from our Entrepreneurship and Investment Directorate are contributing to the [Pathways Forward](#) group, led by Ana Stewart, author of the Pathways Report. As part of this, we have submitted two formal organisational pledges to support women to gain better access to support and funding for their business, and to work with our co-investors to improve accessibility of investment for female-led firms. Stemming from this, all twelve of our teams in the Entrepreneurship and Investment Directorate are delivering against team-level pledges. These pledges are positively impacting operational delivery across the Directorate, ensuring we are proactively improving our services for female-led customer companies

- We are supporting delivery of finance and advice to EDGE and its main competition which aims to help a minimum of 50% female winners and a representative of minority ethnic winners. We also provide a secondee Relationship Manager to support EDGE's capacity to run the bi-annual competitions. Over the past two years, we have also specifically funded the YoungEDGE category, supporting seven young founder-led companies in the competition including prize funds and signposting to our specialist support.



Equality Outcomes – 2025-2029

Legislation requires us to outline a new set of outcomes every four years. We have reviewed our existing outcomes and have established a revised set based on our evidence and experience and aligned these to our new strategic direction as well as major developments in our policy environment.

We draw from an extensive evidence base to identify gaps in provision and to make informed decisions in response to our legal obligation under the Equality Act 2010. This also allows us to proactively focus on equality of opportunities as we deliver activities that meet our strategic priorities, and as part of our Fair Work framework.

Previous work to review where we should focus our work on equalities highlighted priorities around:

- Better jobs and workplaces (internally and externally)
- Businesses and sectors better reflecting diversity & inclusion.

Building on these priorities which remain a strong focus for us, we carried out an updated evidence review to support our [new strategic plan](#). Whilst this showed no significant adverse impact or discrimination of any particular group of people or place, it does point to further work required to determine what support is required for early-stage businesses and entrepreneurship in areas such as

race and disability, building on evidence that race and disability groups are more entrepreneurial and more likely to start a business. The evidence also makes a strong case for the need to tackle disadvantage and in particular, poverty rates in these groups, and flags a need to take specific action on gender and age – and issues to do with poverty – in the activities that we deliver.

We have used learning from our experience, together with our previous and current evidence to refocus and inform our decisions on our refreshed set of outcomes which are:

1. By 2027, we will increase workforce diversity to better reflect the Scottish working population and continue to build on a culture of inclusion. We will act as a Fair Work employer, using data to build initiatives to increase representation of protected characteristics in professional and managerial roles
2. In engaging with companies that have the capacity and ambition for economic transformation, we will support better understanding of the benefits of a diverse workforce, creating opportunities for economically inactive and disadvantaged groups

3. As part of targeting companies that will deliver against our mission ambitions and targets, we will ensure that our support is accessible and encourage participation from minority-led businesses across the protected characteristics.

We will work with colleagues to put in place action plans for each of our 3 outcomes, including work to baseline our current position and track and measure progress on delivery.

These outcomes will inform and help shape our three strategic priorities of Investment, Innovation and International. These are the areas where we can make the biggest difference:

Investment; as part of delivering our strategic priority on Investment, we will look at how better to support disabled and minority ethnic led companies, recognising these groups are more likely to start their own businesses. We will build on our work to identify numbers of businesses supported in disadvantaged groups. We have started this with gender and will expand to other characteristics such as young people.

Innovation; is a driver of diversity and as part of our Innovation priority, our entrepreneurship focus will be on companies committed to adopting Fair Work business practices. We will also consider if any proactive support is required for particular disadvantaged groups. In addition, our decisions on working with - or investing in - companies will consider the impact on place, vulnerable communities and disadvantaged groups.

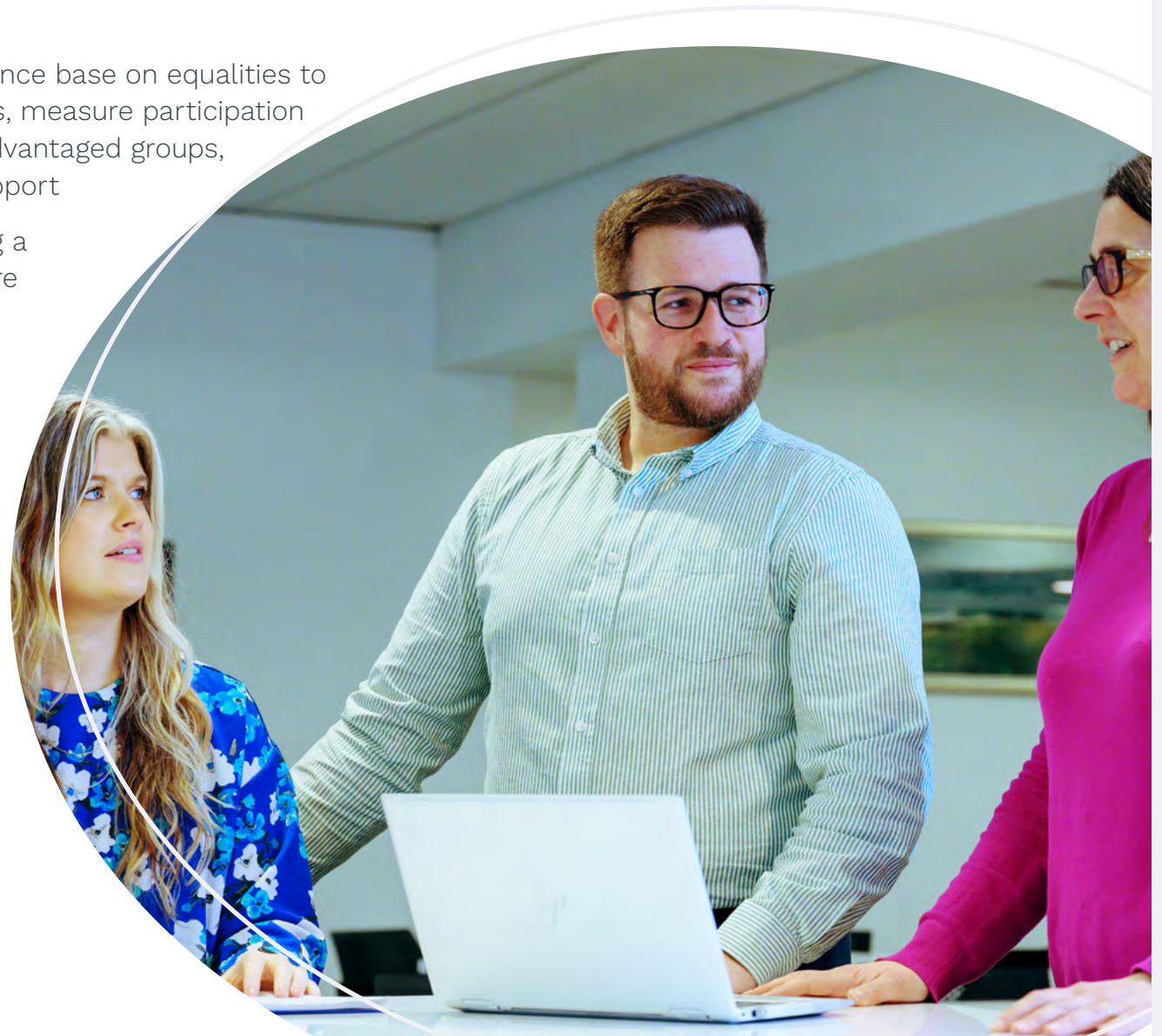
International; We will work more closely with investors and international partners who share similar Fair Work and Net Zero values and to advocate good practice on equalities. We will also consider how to make better use of our international footprint (trade and investment) and how we can use our global networks to create opportunities for disadvantaged groups. Our increased focus on digital trade and using online support channels will also help broaden accessibility to trade and investment support.

Through our mission-based approach, we aim to boost productivity and sustainability by helping businesses innovate, internationalise, and invest in growth. This should create better jobs, higher wages, and improved living standards.

We have long championed Fair Work, Net Zero and ED&I. We will enhance this through a purpose-led approach, embedding these values across our activities and focusing support on organisations committed to a just transition.

Additionally, we will:

- Strengthen our evidence base on equalities to identify opportunities, measure participation of minority and disadvantaged groups, and target future support
- Consider establishing a performance measure for equality, diversity, and inclusion to track progress
- Ensure the strong consideration of equality in customer services through improved mainstreaming processes, communications, and staff capacity building.



6. Procurement

We incorporate equality in our tender processes, adhering to legislative requirements. Suppliers must detail their equality policies, and our Procurement Strategy aligns with the Procurement Reform (Scotland) Act 2014. Tenders over £50k, excluding VAT, are advertised on Public Contracts Scotland for transparency. Scottish Enterprise tender strategies are designed to encourage participation, we have simplified our terms and conditions, and contract with supported businesses where appropriate. Community Benefit Clauses are used in contracts over £50k to promote social, economic, and environmental benefits, such as training opportunities and community support.

We promote the Real Living Wage and work to ensure no inappropriate use of zero hours contracts within our contracts, requiring supplier declarations on this. Equality Impact Assessments are conducted in procurement processes, ensuring inclusivity. The Scottish Government Sustainability Test is applied to procurements over £50k to consider equalities, community benefits, and fair work practices. Monitoring information on contracts awarded to women, minority ethnic, and disabled-led organisations is also collected.

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7. Scottish Enterprise board diversity

The Equality Act (Specific Duties) (Scotland) Amendment Regulations 2016, amended The Equality Act 2010 (Specific Duties) (Scotland) 2012 Regulations with a new regulation 6A which requires Scottish Enterprise to provide information on:

- The number of men and women who have been members of the Board during the period covered by the Mainstreaming Report, and;
- Future actions to promote greater diversity of Board membership.

The gender breakdown of our board during the period covered by this Mainstreaming Report is as follows:

Time Period	Total number Board members (excluding CEO)	Number of males	Number of females	Non declarations
January 2021	8	4	3	1
November 2022	9	4	3	2
November 2023	8	4	3	1
November 2024	11	7	4	0

In the period from November 2023 – November 2024, the make-up of the Board changed due to members stepping down at the end of their Board tenures and a recruitment round was undertaken by Scottish Ministers through the Public Appointments process.

The Gender Representation on Public Boards (Scotland) Act 2018 and the associated guidance and regulations sets a ‘gender representation objective’ for public boards that 50% of its non-executive members are women. Scottish Enterprise has since focused on actions aimed at encouraging more female applicants to apply for its Board positions.

In our last appointment round, we promoted diversity by reaching out to various organisations, including the Association of Scottish Business Women, Changing the Chemistry, Lean In and Inclusion Scotland, to encourage applications from their networks. Our Chair and a Board Member hosted a session with Changing the Chemistry to further promote diversity.

We have made Board meetings more accessible by reducing their frequency and offering virtual attendance options and will also consider how unconscious bias training and diversity succession planning can be used to encourage greater board diversity in line with Scottish Government guidance. We will continue to take other steps to achieve equality objectives, including gender balance, under s.6 of the Act despite the requirement no longer being applicable from 31 December 2022.

8. Conclusion

We are encouraged by the progress made in mainstreaming equality in Scottish Enterprise, both as an employer and a provider of services to business. This has been enabled by our focus on economic transformation, and on delivering responsible and sustainable economic development. We are proud of our achievements, with colleagues across the organisation actively involved in driving equality and diversity in their day jobs. This is a primary objective of mainstreaming.

In delivering government policy which supports a fairer, greener and wealthier economy, our focus is on opportunity and business benefit. Our purpose is to enable businesses to innovate and scale to transform the economy. In this way, we set businesses up for future success - driving business competitiveness, not just complying with legislation.

We are committed to building further on what we have achieved as we develop our equality, diversity and inclusion activities in future years. We will continue to ensure that, through our engagement with companies and partners – and as an employer – we not only comply with legislation but also embrace the economic benefits that this approach can bring. We will focus on actions around our equality outcomes and effective Equality and Fairer Scotland Duty assessments as a means of achieving our diversity ambitions for our colleagues and the businesses and communities we work with.



Appendix 1 – Employment statistics

Notes: Numbers under ten are presented as * to maintain confidentiality. When percentage totals don't add up to 100% this is due to roundings.

Employment statistics

These employment stats are as at 1st October each year

Gender (heads and percentage)

	2021	2022	2023	2024	Census Data
Female	642 (61%)	643 (61%)	668 (62%)	652 (62%)	51.4%
Male	408 (39%)	404 (39%)	406 (38%)	404 (38%)	48.6%
Total	1050 (100%)	1047 (100%)	1074 (100%)	1056 (100%)	

Sex identifier (heads and percentage)

	2021	2022	2023	2024
Female	638 (61%)	629 (60%)	652 (61%)	638 (60%)
Male	404 (38%)	389 (37%)	392 (36%)	392 (37%)
I use another term/Non-binary	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Prefer not to Respond	*	29 (3%)	30 (3%)	26 (2%)
Total	1050 (100%)	1047 (100%)	1074 (100%)	1056 (100%)

Considered Disabled (heads and percentage)

	2021	2022	2023	2024
No Disability	857 (82%)	855 (82%)	849 (79%)	865 (82%)
Disabled	66 (6%)	64 (6%)	97 (9%)	104 (10%)
Prefer not to Respond	127 (12%)	128 (12%)	128 (12%)	87 (8%)
Total	1050 (100%)	1047 (100%)	1074 (100%)	1056 (100%)

Due to the way the Scottish census is reported we are unable make a direct comparion for disability data.

Ethnic Origin (heads and percentage)

	2021	2022	2023	2024	Census Data
African, Caribbean or Black	*	*	*	*	1.2%
Arab, Arab Scottish or British	0 (0%)	0 (0%)	*	*	0.4%
Asian, Asian British, Asian Scottish	17 (2%)	20 (2%)	21 (2%)	24 (2%)	3.9%
Other Ethnicity	*	*	*	*	1.6%
White - Other	85 (8%)	83 (8%)	83 (8%)	80 (8%)	4.7%
White Scottish, British or Irish	845 (80%)	838 (80%)	871 (81%)	862 (82%)	88.2%
Prefer not to Respond	92 (9%)	95 (9%)	84 (8%)	74 (7%)	n/a
Total	1050 (100%)	1047 (100%)	1074 (100%)	1056 (100%)	

Age (heads and percentage)

	2021	2022	2023	2024	Census Data
16-19	0 (0%)	*	*	*	4.4%
20-24	*	*	14 (1%)	16 (2%)	6.3%
25-29	42 (4%)	43 (4%)	43 (4%)	41 (4%)	6.2%
30-44	332 (32%)	326 (31%)	336 (31%)	328 (31%)	19.1%
45-59	548 (52%)	538 (51%)	535 (50%)	531 (50%)	20.8%
60-64	96 (9%)	101 (10%)	112 (10%)	108 (10%)	6.8%
65 +	24 (2%)	31 (3%)	26 (2%)	25 (2%)	20.0%
Total	1050 (100%)	1047 (100%)	1074 (100%)	1056 (100%)	

* census data includes under 16's = 16.4% of the population.

Religion (heads and percentage)

	2021	2022	2023	2024	Census Data
Buddhist	*	*	*	*	0.3%
Church of Scotland	228 (22%)	221 (21%)	211 (20%)	196 (19%)	20.4%
Hindu	*	0 (0%)	0 (0%)	*	0.6%
Jewish	0 (0%)	*	0 (0%)	0 (0%)	0.1%
Muslim	*	*	*	*	2.2%
None	400 (38%)	402 (38%)	441 (41%)	444 (42%)	51.1%
Other	14 (1%)	16 (2%)	12 (1%)	13 (1%)	n/a
Other Christian	45 (4%)	43 (4%)	52 (5%)	56 (5%)	5.4%
Pagan	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0.4%
Roman Catholic	164 (16%)	163 (16%)	165 (15%)	163 (15%)	13.3%
Sikh	*	*	*	*	0.2%
Prefer not to Respond	185 (18%)	187 (18%)	178 (17%)	168 (16%)	6.2%
Total	1050 (100%)	1047 (100%)	1074 (100%)	1056 (100%)	

Sexual Orientation (heads and percentage)

	2021	2022	2023	2024	Census Data
Bisexual, Gay, Lesbian or other sexual orientation	19 (2%)	21 (2%)	25 (2%)	29 (3%)	4.0%
Straight/Heterosexual	892 (85%)	884 (84%)	916 (85%)	906 (86%)	87.8%
Prefer not to Respond	139 (13%)	142 (14%)	133 (12%)	121 (11%)	8.2%
Total	1050 (100%)	1047 (100%)	1074 (100%)	1056 (100%)	

Gender re-assignment/Transgender (heads and percentage)

	2021	2022	2023	2024	Census Data
No	319 (30%)	340 (32%)	580 (54%)	605 (57%)	93.6%
Yes	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0.4%
Prefer not to Respond	731 (70%)	707 (68%)	494 (46%)	451 (43%)	5.9%
Total	1050 (100%)	1047 (100%)	1074 (100%)	1056 (100%)	

Marital Status (heads and percentage)

	2021	2022	2023	2024	Census Data
Divorced / dissolved civil partnership	45 (4%)	44 (4%)	48 (4%)	48 (5%)	8.4%
Married / civil partnership	682 (65%)	664 (63%)	675 (63%)	652 (62%)	44.0%
Never married / never in a civil partnership	*	*	*	*	38.1%
Single	221 (21%)	233 (22%)	226 (21%)	219 (21%)	
Partner	54 (5%)	59 (6%)	72 (7%)	79 (7%)	n/a
Separated	15 (1%)	15 (1%)	17 (2%)	16 (2%)	2.4%
Widowed/surviving partner from civil partnership	12 (1%)	10 (1%)	10 (1%)	*	7.0%
Prefer not to Respond	18 (2%)	19 (2%)	25 (2%)	31 (3%)	n/a
Total	1050 (100%)	1047 (100%)	1074 (100%)	1056 (100%)	

Maternity

This is the number of staff who have returned in the year or who are on maternity leave as at the report date (01.10.23 & 01.10.24)

	2021	2022	2023	2024
On maternity leave	17	*	11	*
Returned to work	21	17	10	12
Did not return	*	0	0	*

Recruitment Applicants and Shortlisted Applicants

Based on number of applications per vacancy (applicants may have applied for more than one vacancy).

Applications - 2023

Applicants between 01.01.2023 - 31.12.2023

	Heads	%	Heads	%
Gender	Application		Shortlisted for Interview	
Female	415	27%	244	39%
Male	355	23%	168	27%
Prefer not to Respond	768	50%	218	35%
Total	1538	100%	630	100%

	Heads	%	Heads	%
Sex identifier	Application		Shortlisted for Interview	
Female	732	48%	338	54%
Male	748	49%	277	44%
I use another term /Non - binary	*	*	0	0%
Prefer not to Respond	54	4%	15	2%
Total	1538	100%	630	100%

Applications - 2024

Applicants between 01.01.2024 - 30.09.2024

	Heads	%	Heads	%
Gender	Application		Shortlisted for Interview	
Female	641	44%	230	47%
Male	728	50%	246	50%
Prefer not to Respond	77	5%	15	3%
Total	1446	100%	491	100%

	Heads	%	Heads	%
Sex identifier	Application		Shortlisted for Interview	
Female	658	46%	231	47%
Male	747	52%	249	51%
I use another term /Non - binary	*	*	0	0%
Prefer not to Respond	35	2%	11	2%
Total	1446	100%	491	100%

Applications - 2023
Applicants between 01.01.2023 - 31.12.2023

	Heads	%	Heads	%
Considered Disabled	Application		Shortlisted for Interview	
No Disability	1309	85%	537	85%
Disabled	141	9%	69	11%
Prefer not to Respond	88	6%	24	4%
Total	1538	100%	630	100%

Applications - 2024
Applicants between 01.01.2024 - 30.09.2024

	Heads	%	Heads	%
Considered Disabled	Application		Shortlisted for Interview	
No Disability	1226	85%	386	79%
Disabled	159	11%	78	16%
Prefer not to Respond	61	4%	27	5%
Total	1446	100%	491	100%

Applications - 2023
Applicants between 01.01.2023 - 31.12.2023

	Heads	%	Heads	%
Ethnic Origin	Application		Shortlisted for Interview	
African, Caribbean or Black	93	6%	29	5%
Arab, Arab Scottish or British	*	*	*	*
Asian, Asian British, Asian Scottish	209	14%	49	8%
Other Ethnicity	33	2%	*	*
White - Other	130	8%	51	8%
White Scottish, British or Irish	1005	65%	476	76%
Prefer not to Respond	60	4%	16	3%
Total	1538	100%	630	100%

Applications - 2024
Applicants between 01.01.2024 - 30.09.2024

	Heads	%	Heads	%
Ethnic Origin	Application		Shortlisted for Interview	
African, Caribbean or Black	148	10%	32	7%
Arab, Arab Scottish or British	12	1%	*	*
Asian, Asian British, Asian Scottish	235	16%	43	9%
Other Ethnicity	30	2%	*	*
White - Other	132	9%	52	11%
White Scottish, British or Irish	855	59%	345	70%
Prefer not to Respond	34	2%	13	3%
Total	1446	100%	491	100%

Applications - 2023
Applicants between 01.01.2023 - 31.12.2023

	Heads	%	Heads	%
Age	Application		Shortlisted for Interview	
16 – 19	*	*	*	*
20 – 24	166	11%	40	6%
25 – 29	313	20%	100	16%
30 – 44	546	36%	238	38%
45 – 59	346	22%	191	30%
60 – 64	45	3%	28	4%
65+	23	1%	10	2%
Prefer not to Respond	93	6%	20	3%
Total	1538	100%	630	100%

Applications - 2024
Applicants between 01.01.2024 - 30.09.2024

	Heads	%	Heads	%
Age	Application		Shortlisted for Interview	
16 – 19	49	3%	13	3%
20 – 24	335	23%	80	16%
25 – 29	234	16%	75	15%
30 – 44	443	31%	161	33%
45 – 59	253	17%	135	27%
60 – 64	29	2%	12	2%
65+	*	*	*	*
Prefer not to Respond	100	7%	14	3%
Total	1446	100%	491	100%

Applications - 2023
Applicants between 01.01.2023 - 31.12.2023

	Heads	%	Heads	%
Religion	Application		Shortlisted for Interview	
Buddhist	11	1%	*	*
Church of Scotland	131	9%	59	9%
Hindu	58	4%	*	*
Jewish	*	*	0	0%
Muslim	67	4%	11	2%
None	707	46%	317	50%
Other	21	1%	10	2%
Other Christian	157	10%	54	9%
Pagan	0	0%	0	0%
Roman Catholic	196	13%	81	13%
Sikh	22	1%	12	2%
Prefer not to Respond	166	11%	75	12%
Total	1538	100%	630	100%

Applications - 2024
Applicants between 01.01.2024 - 30.09.2024

	Heads	%	Heads	%
Religion	Application		Shortlisted for Interview	
Buddhist	18	1%	*	*
Church of Scotland	116	8%	58	12%
Hindu	82	6%	11	2%
Jewish	0	0%	0	0%
Muslim	76	5%	15	3%
None	669	46%	239	49%
Other	24	2%	13	3%
Other Christian	170	12%	48	10%
Pagan	0	0%	0	0%
Roman Catholic	168	12%	62	13%
Sikh	*	*	*	*
Prefer not to Respond	115	8%	42	9%
Total	1446	100%	491	100%

Applications - 2023
Applicants between 01.01.2023 - 31.12.2023

	Heads	%	Heads	%
Sexual Orientation	Application		Shortlisted for Interview	
Bisexual, Gay, Lesbian or other sexual orientation	118	8%	37	6%
Straight / Heterosexual	1297	84%	545	87%
Prefer not to Respond	123	8%	48	8%
Total	1538	100%	630	100%

Applications - 2024
Applicants between 01.01.2024 - 30.09.2024

	Heads	%	Heads	%
Sexual Orientation	Application		Shortlisted for Interview	
Bisexual, Gay, Lesbian or other sexual orientation	122	8%	40	8%
Straight / Heterosexual	1214	84%	406	83%
Prefer not to Respond	110	8%	45	9%
Total	1446	100%	491	100%

Applications - 2023
 Applicants between 01.01.2023 - 31.12.2023

	Heads	%	Heads	%
Gender re-assignment/ Transgender	Application		Shortlisted for Interview	
No	1485	97%	613	97%
Yes	*	*	0	0%
Prefer not to Respond	51	3%	17	3%
Total	1538	100%	630	100%

Applications - 2024
 Applicants between 01.01.2024 - 30.09.2024

	Heads	%	Heads	%
Gender re-assignment/ Transgender	Application		Shortlisted for Interview	
No	1408	97%	476	97%
Yes	*	*	*	*
Prefer not to Respond	35	2%	14	3%
Total	1446	100%	491	100%

New Starts

New Starts - 2023
New Starts between 01.01.2023 - 31.12.2023

	Heads	%
Gender	New Starts	
Female	54	64%
Male	31	36%
Total	85	100%

	Heads	%
Sex identifier	New Starts	
Female	44	52%
Male	24	28%
I use another term/Non - binary	*	*
Prefer not to Respond	17	20%
Total	85	100%

New Starts - 2024
New Starts between 01.01.2024 - 30.09.2024

	Heads	%
Gender	New Starts	
Female	31	52%
Male	29	48%
Total	60	100%

	Heads	%
Sex identifier	New Starts	
Female	29	48%
Male	27	45%
I use another term/Non - binary	0	0%
Prefer not to Respond	*	*
Total	60	100%

New Starts - 2023
New Starts between 01.01.2023 - 31.12.2023

	Heads	%
Considered Disabled	New Starts	
No Disability	59	69%
Disabled	*	*
Prefer not to Respond	18	21%
Total	85	100%

	Heads	%
Ethnic Origin	New Starts	
African, Caribbean or Black	*	*
Arab, Arab Scottish or British	0	0%
Asian, Asian British, Asian Scottish	*	*
Other Ethnicity	*	*
White - Other	*	*
White Scottish, British or Irish	52	61%
Prefer not to Respond	17	20%
Total	85	100%

New Starts - 2024
New Starts between 01.01.2024 - 30.09.2024

	Heads	%
Considered Disabled	New Starts	
No Disability	42	70%
Disabled	10	17%
Prefer not to Respond	*	*
Total	60	100%

	Heads	%
Ethnic Origin	New Starts	
African, Caribbean or Black	*	*
Arab, Arab Scottish or British	0	0%
Asian, Asian British, Asian Scottish	*	*
Other Ethnicity	*	*
White - Other	*	*
White Scottish, British or Irish	40	67%
Prefer not to Respond	*	*
Total	60	100%

New Starts - 2023
New Starts between 01.01.2023 - 31.12.2023

	Heads	%
Age	New Starts	
16 – 19	16	19%
20 – 24	15	18%
25 – 29	*	*
30 – 44	27	32%
45 – 59	15	18%
60 – 64	*	*
65+	*	*
Total	85	100%

New Starts - 2024
New Starts between 01.01.2024 - 30.09.2024

	Heads	%
Age	New Starts	
16 – 19	*	*
20 – 24	12	20%
25 – 29	*	*
30 – 44	16	27%
45 – 59	12	20%
60 – 64	*	*
65+	0	0%
Total	60	100%

New Starts - 2023

New Starts between 01.01.2023 - 31.12.2023

	Heads	%
Religion	New Starts	
Buddhist	0	0%
Church of Scotland	*	*
Hindu	0	0%
Jewish	0	0%
Muslim	*	*
None	34	40%
Other	*	*
Other Christian	*	*
Pagan	0	0%
Roman Catholic	14	16%
Sikh	*	*
Prefer not to Respond	20	24%
Total	85	100%

New Starts - 2024

New Starts between 01.01.2024 - 30.09.2024

	Heads	%
Religion	New Starts	
Buddhist	0	0%
Church of Scotland	*	*
Hindu	*	*
Jewish	0	0%
Muslim	*	*
None	28	47%
Other	*	*
Other Christian	*	*
Pagan	0	0%
Roman Catholic	*	*
Sikh	0	0%
Prefer not to Respond	11	18%
Total	60	100%

New Starts - 2023
New Starts between 01.01.2023 - 31.12.2023

	Heads	%
Sexual Orientation	New Starts	
Bisexual, Gay, Lesbian or other sexual orientation	*	*
Straight / Heterosexual	63	74%
Prefer not to Respond	20	24%
Total	85	100%

	Heads	%
Gender re-assignment/Transgender	New Starts	
No	68	80%
Yes	0	0%
Prefer not to Respond	17	20%
Total	85	100%

New Starts - 2024
New Starts between 01.01.2024 - 30.09.2024

	Heads	%
Sexual Orientation	New Starts	
Bisexual, Gay, Lesbian or other sexual orientation	*	*
Straight / Heterosexual	41	68%
Prefer not to Respond	12	20%
Total	60	100%

	Heads	%
Gender re-assignment/Transgender	New Starts	
No	53	88%
Yes	0	0%
Prefer not to Respond	*	*
Total	60	100%

Promotions

Promotions - 2023
New Starts between 01.01.2023 - 31.12.2023

	Heads	%
Gender	Promotions	
Female	39	68%
Male	18	32%
Total	57	100%

	Heads	%
Sex identifier	Promotions	
Female	39	68%
Male	17	30%
I use another term/Non - binary	0	0%
Prefer not to Respond	*	*
Total	57	100%

Promotions - 2024
New Starts between 01.01.2024 - 30.09.2024

	Heads	%
Gender	Promotions	
Female	24	73%
Male	*	*
Total	33	100%

	Heads	%
Sex identifier	Promotions	
Female	23	70%
Male	*	*
I use another term/Non - binary	0	0%
Prefer not to Respond	*	*
Total	33	100%

Promotions - 2023
Promotions between 01.01.2023 - 31.12.2023

	Heads	%
Considered Disabled	Promotions	
No Disability	51	89%
Disabled	*	*
Prefer not to Respond	*	*
Total	57	100%

	Heads	%
Ethnic Origin	Promotions	
African, Caribbean or Black	0	0%
Arab, Arab Scottish or British	0	0%
Asian, Asian British, Asian Scottish	*	*
Other Ethnicity	0	0%
White - Other	*	*
White Scottish, British or Irish	48	84%
Prefer not to Respond	*	*
Total	57	100%

Promotions - 2024
Promotions between 01.01.2024 - 30.09.2024

	Heads	%
Considered Disabled	Promotions	
No Disability	26	79%
Disabled	*	*
Prefer not to Respond	*	*
Total	33	100%

	Heads	%
Ethnic Origin	Promotions	
African, Caribbean or Black	0	0%
Arab, Arab Scottish or British	0	0%
Asian, Asian British, Asian Scottish	0	0%
Other Ethnicity	0	0%
White - Other	*	*
White Scottish, British or Irish	30	91%
Prefer not to Respond	*	*
Total	33	100%

Promotions - 2023
Promotions between 01.01.2023 - 31.12.2023

	Heads	%
Age	Promotions	
16 – 19	0	0%
20 – 24	*	*
25 – 29	*	*
30 – 44	22	39%
45 – 59	26	46%
60 – 64	*	*
65+	*	*
Total	57	100%

Promotions - 2024
Promotions between 01.01.2024 - 30.09.2024

	Heads	%
Age	Promotions	
16 – 19	0	0%
20 – 24	*	*
25 – 29	*	*
30 – 44	14	42%
45 – 59	12	36%
60 – 64	*	*
65+	0	0%
Total	33	100%

Promotions - 2023

Promotions between 01.01.2023 - 31.12.2023

	Heads	%
Religion	Promotions	
Buddhist	0	0%
Church of Scotland	10	18%
Hindu	0	0%
Jewish	0	0%
Muslim	*	*
None	28	49%
Other	*	*
Other Christian	*	*
Pagan	0	0%
Roman Catholic	*	*
Sikh	*	*
Prefer not to Respond	10	18%
Total	57	100%

Promotions - 2024

Promotions between 01.01.2024 - 30.09.2024

	Heads	%
Religion	Promotions	
Buddhist	0	0%
Church of Scotland	*	*
Hindu	0	0%
Jewish	0	0%
Muslim	0	0%
None	20	61%
Other	0	0%
Other Christian	0	0%
Pagan	0	0%
Roman Catholic	*	*
Sikh	0	0%
Prefer not to Respond	*	*
Total	33	100%

Promotions - 2023
Promotions between 01.01.2023 - 31.12.2023

	Heads	%
Sexual Orientation	Promotions	
Bisexual, Gay, Lesbian or other sexual orientation	*	*
Straight / Heterosexual	48	84%
Prefer not to Respond	*	*
Total	57	100%

	Heads	%
Gender re-assignment/Transgender	Promotions	
No	50	88%
Yes	0	0%
Prefer not to Respond	*	*
Total	57	100%

Promotions - 2024
Promotions between 01.01.2024 - 30.09.2024

	Heads	%
Sexual Orientation	Promotions	
Bisexual, Gay, Lesbian or other sexual orientation	*	*
Straight / Heterosexual	28	85%
Prefer not to Respond	*	*
Total	33	100%

	Heads	%
Gender re-assignment/Transgender	Promotions	
No	28	85%
Yes	0	0%
Prefer not to Respond	*	*
Total	33	100%

Leavers

Leavers - 2023
Leavers between 01.01.2023 - 31.12.2023

	Heads	%
Gender	Leavers	
Female	41	56%
Male	32	44%
Total	73	100%

	Heads	%
Sex identifier	Leavers	
Female	32	44%
Male	27	37%
I use another term/Non - binary	0	0%
Prefer not to Respond	14	19%
Total	73	100%

Leavers - 2024
Leavers between 01.01.2024 - 30.09.2024

	Heads	%
Gender	Leavers	
Female	40	60%
Male	27	40%
Total	67	100%

	Heads	%
Sex identifier	Leavers	
Female	36	54%
Male	23	34%
I use another term/Non - binary	0	0%
Prefer not to Respond	*	*
Total	67	100%

Leavers - 2023

Leavers between 01.01.2023 - 31.12.2023

	Heads	%
Considered Disabled	Leavers	
No Disability	20	27%
Disabled	*	*
Prefer not to Respond	48	66%
Total	73	100%

	Heads	%
Ethnic Origin	Leavers	
African, Caribbean or Black	0	0%
Arab, Arab Scottish or British	0	0%
Asian, Asian British, Asian Scottish	*	*
Other Ethnicity	*	*
White - Other	*	*
White Scottish, British or Irish	46	63%
Prefer not to Respond	20	27%
Total	73	100%

Leavers - 2024

Leavers between 01.01.2024 - 30.09.2024

	Heads	%
Considered Disabled	Leavers	
No Disability	23	34%
Disabled	*	*
Prefer not to Respond	40	60%
Total	67	100%

	Heads	%
Ethnic Origin	Leavers	
African, Caribbean or Black	*	*
Arab, Arab Scottish or British	0	0%
Asian, Asian British, Asian Scottish	*	*
Other Ethnicity	0	0%
White - Other	11	16%
White Scottish, British or Irish	38	57%
Prefer not to Respond	14	21%
Total	67	100%

Leavers - 2023

Leavers between 01.01.2023 - 31.12.2023

	Heads	%
Age	Leavers	
16 – 19	13	18%
20 – 24	*	*
25 – 29	*	*
30 – 44	12	16%
45 – 59	12	16%
60 – 64	14	19%
65+	14	19%
Total	73	100%

Leavers - 2024

Leavers between 01.01.2024 - 30.09.2024

	Heads	%
Age	Leavers	
16 – 19	10	15%
20 – 24	*	*
25 – 29	*	*
30 – 44	*	*
45 – 59	13	19%
60 – 64	18	27%
65+	10	15%
Total	67	100%

Leavers - 2023

Leavers between 01.01.2023 - 31.12.2023

	Heads	%
Religion	Leavers	
Buddhist	0	0%
Church of Scotland	16	22%
Hindu	0	0%
Jewish	0	0%
Muslim	0	0%
None	18	25%
Other	*	*
Other Christian	*	*
Pagan	0	0%
Roman Catholic	*	*
Sikh	*	*
Prefer not to Respond	24	33%
Total	73	100%

Leavers - 2024

Leavers between 01.01.2024 - 30.09.2024

	Heads	%
Religion	Leavers	
Buddhist	0	0%
Church of Scotland	12	18%
Hindu	*	*
Jewish	0	0%
Muslim	0	0%
None	23	34%
Other	0	0%
Other Christian	*	*
Pagan	0	0%
Roman Catholic	11	16%
Sikh	0	0%
Prefer not to Respond	19	28%
Total	67	100%

Leavers - 2023
Leavers between 01.01.2023 - 31.12.2023

	Heads	%
Sexual Orientation	Leavers	
Bisexual, Gay, Lesbian or other sexual orientation	*	*
Straight / Heterosexual	47	64%
Prefer not to Respond	25	34%
Total	73	100%

	Heads	%
Gender re-assignment/Transgender	Leavers	
No	20	27%
Yes	0	0%
Prefer not to Respond	53	73%
Total	73	100%

Leavers - 2024
Leavers between 01.01.2024 - 30.09.2024

	Heads	%
Sexual Orientation	Leavers	
Bisexual, Gay, Lesbian or other sexual orientation	*	*
Straight / Heterosexual	44	66%
Prefer not to Respond	20	30%
Total	67	100%

	Heads	%
Gender re-assignment/Transgender	Leavers	
No	25	37%
Yes	0	0%
Prefer not to Respond	42	63%
Total	67	100%

Training

Colleagues may have been on multiple courses and are counted for each course completed

Training - 2023

Training between 01.01.2023 - 31.12.2023

	Heads	%
Gender	Training	
Female	2138	68%
Male	1010	32%
Total	3148	100%

	Heads	%
Sex identifier	Training	
Female	2068	66%
Male	940	30%
I use another term/Non - binary	0	0%
Prefer not to Respond	140	4%
Total	3148	100%

Training - 2024

Training between 01.01.2024 - 30.09.2024

	Heads	%
Gender	Training	
Female	1302	70%
Male	556	30%
Total	1858	100%

	Heads	%
Sex identifier	Training	
Female	1271	68%
Male	530	29%
I use another term/Non - binary	0	0%
Prefer not to Respond	57	3%
Total	1858	100%

Training - 2023
Training between 01.01.2023 - 31.12.2023

	Heads	%
Considered Disabled	Training	
No Disability	2605	83%
Disabled	254	8%
Prefer not to Respond	289	9%
Total	3148	100%

	Heads	%
Ethnic Origin	Training	
African, Caribbean or Black	30	1%
Arab, Arab Scottish or British	*	*
Asian, Asian British, Asian Scottish	64	2%
Other Ethnicity	22	1%
White - Other	244	8%
White Scottish, British or Irish	2556	81%
Prefer not to Respond	227	7%
Total	3148	100%

Training - 2024
Training between 01.01.2024 - 30.09.2024

	Heads	%
Considered Disabled	Training	
No Disability	1536	83%
Disabled	172	9%
Prefer not to Respond	150	8%
Total	1858	100%

	Heads	%
Ethnic Origin	Training	
African, Caribbean or Black	14	1%
Arab, Arab Scottish or British	*	*
Asian, Asian British, Asian Scottish	42	2%
Other Ethnicity	15	1%
White - Other	138	7%
White Scottish, British or Irish	1541	83%
Prefer not to Respond	107	6%
Total	1858	100%

Training - 2023
Training between 01.01.2023 - 31.12.2023

	Heads	%
Age	Training	
16 – 19	0	0%
20 – 24	34	1%
25 – 29	109	3%
30 – 44	950	30%
45 – 59	1686	54%
60 – 64	277	9%
65+	92	3%
Total	3148	100%

Training - 2024
Training between 01.01.2024 - 30.09.2024

	Heads	%
Age	Training	
16 – 19	*	*
20 – 24	23	1%
25 – 29	53	3%
30 – 44	594	32%
45 – 59	991	53%
60 – 64	157	8%
65+	39	2%
Total	1858	100%

Training - 2023
Training between 01.01.2023 - 31.12.2023

	Heads	%
Religion	Training	
Buddhist	*	*
Church of Scotland	612	19%
Hindu	0	0%
Jewish	0	0%
Muslim	20	1%
None	1286	41%
Other	22	1%
Other Christian	155	5%
Pagan	0	0%
Roman Catholic	519	16%
Sikh	*	*
Prefer not to Respond	518	16%
Total	3148	100%

Training - 2024
Training between 01.01.2024 - 30.09.2024

	Heads	%
Religion	Training	
Buddhist	*	*
Church of Scotland	381	21%
Hindu	0	0%
Jewish	0	0%
Muslim	*	*
None	799	43%
Other	13	1%
Other Christian	98	5%
Pagan	0	0%
Roman Catholic	273	15%
Sikh	*	*
Prefer not to Respond	273	15%
Total	1858	100%

Training - 2023
Training between 01.01.2023 - 31.12.2023

	Heads	%
Sexual Orientation	Training	
Bisexual, Gay, Lesbian or other sexual orientation	107	3%
Straight / Heterosexual	2702	86%
Prefer not to Respond	339	11%
Total	3148	100%

	Heads	%
Gender re-assignment/Transgender	Training	
No	1895	60%
Yes	0	0%
Prefer not to Respond	1253	40%
Total	3148	100%

Training - 2024
Training between 01.01.2024 - 30.09.2024

	Heads	%
Sexual Orientation	Training	
Bisexual, Gay, Lesbian or other sexual orientation	54	3%
Straight / Heterosexual	1624	87%
Prefer not to Respond	180	10%
Total	1858	100%

	Heads	%
Gender re-assignment/Transgender	Training	
No	1163	63%
Yes	0	0%
Prefer not to Respond	695	37%
Total	1858	100%

Appendix 2 – Further analysis on employer outcome progress

This section provides further analysis on [section 4](#). Employer outcome progress.

Analysis by sex identifier

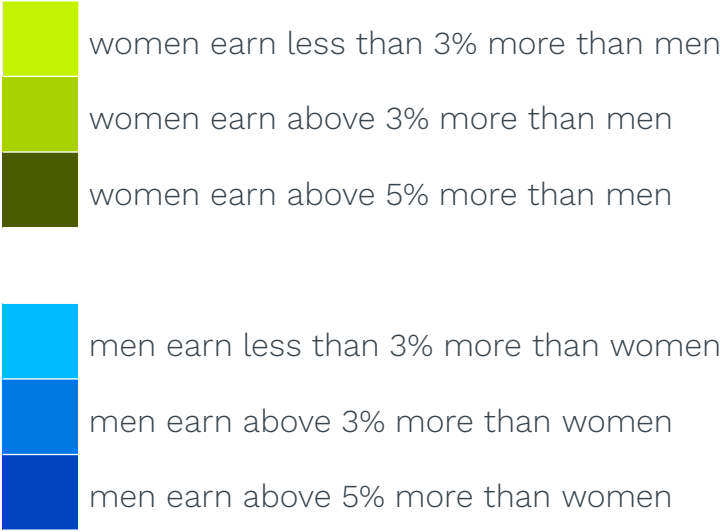
As outlined in [section 4](#), we ask our colleagues what sex they identify as via our employee self-service system. We have used this information to report on the gender pay gap, sex identifier and gender profile throughout this report.

Gender pay gap

It is important to look at the gender pay gap at an organisational level and also by grade as this groups together roles of a similar size. Our gender pay gaps by grade are as follows (see following page).

We have a progression-based pay model which allows people to move to the top of their salary band over a defined period of time. This means that people who have been in their grade longer will be paid nearer the top of their salary band, and people new to their grade or with a short time in their grade will be paid nearer the bottom of their band.

Grade		Mean average pay gap	Median pay gap
Foundation apprentice	Foundation apprentice	n/a	0.00%
Graduate scheme*	Graduate*	0.19%	0.00%
Administrative	Grade 10	1.20%	1.40%
	Grade 9	1.36%	6.28%
Professional	Grade 8	0.27%	0.00%
	Grade 7	1.47%	0.00%
	Grade 6	0.10%	0.00%
Managerial	Grade 5	0.07%	0.00%
	Grade 4	1.22%	0.00%
Leadership	Grade 3	0.39%	0.00%
	Grade 2	1.07%	3.35%
ELT & CEO	Grade 1	1.45%	1.45%
	CEO	n/a	n/a



* this is a historical grade and includes graduates who joined prior to April 2024. Graduates starting after this date are included in grade 9.

As a rule, a difference of 5% or more, or any recurring differences of 3% or more merit further investigation:

- All of our mean average gaps are below 1.5%, which means no further analysis is required. This is an improvement on our last mainstreaming report where no gaps were over 5% but grades 1 and 2 had gaps which were over 3%
- In our last mainstreaming report, there were no median pay gaps at all except for grade 1 which was 10.31%. To obtain the median hourly rate, hourly rates are sorted in ascending or descending order and the median is the middle hourly rate for that group. Now all of our median pay gaps are less than 3% except for 2 grades:
 - Grade 9 has a median pay gap of 6.28% in favour of women. Men make up 19% of this grade. While this is a higher proportion than in our last mainstreaming report, it is still a small population which means small changes to this grade can make a big difference. Over 50% of men are at the lower half of the pay band and over 50% of women are at their band maximum which is why there is a median pay gap. This reflects that a high proportion of men being recruited into grade 9 since the analysis for our last report (which is why they are lower in the band) and is largely due to our graduate scheme which is recruited at this grade
 - Grade 2 has a median pay gap of 3.35% in favour of women. The proportion of men and women in this grade roughly reflects the proportions at organisational level, however it's a relatively small group and colleague movements can make a big difference. The median salary for men is in the bottom half of the salary band reflecting the fact that they have been recruited since the analysis for our last report. The median salary for women is in the upper half of the band. This reflects our last report where we found that a third of women were new to grade meaning that they were lower in the salary band; they have now progressed up the band.

Our analysis does not indicate any systematic sex discrimination in our pay structure.

Population profile by gender

Vertical segregation

This analysis looks at our gender profile by grade. With the exception of grade 9 where the proportion of men in grade increased from 10% in 2022 to 19% in 2024 (partially driven by our graduate scheme now being at this grade), there has been no material change to the proportion of men and women by grade. As in our 2023 report:

- generally, we see more women than men in our administrative and professional roles
- we also tend to see more men in our managerial roles than women.

Notes for table on next page:

Due to the small numbers, we have grouped grade 1 and CEO together to protect the identity of colleagues.

The graduate grade is a historical grade and includes graduates who joined prior to April 2024. Graduates starting after this date are included in grade 9.

Where there are less than 10 colleagues this is denoted by *.

The total is also starred out if there is only one group within it which is less than 10.

If percentages do not add up to 100% this is due to roundings.

Here is our current gender profile by role and grade (please see table notes on the previous page):

Role type	Grade	Headcount					% of grade			
		Man	Woman	I use another term/Non-binary	Prefer not to respond	Total	Man	Woman	I use another term/Non-binary	Prefer not to respond
Foundation apprentice	Foundation apprentice	*	*		*	*	*	*	0%	*
Graduate scheme*	Graduate*	*	*			*	*	*	0%	0%
Administrative	Grade 10	*	*			*	*	*	0%	0%
	Grade 9	14	61			75	19%	81%	0%	0%
Professional	Grade 8	14	56			70	20%	80%	0%	0%
	Grade 7	16	60		*	*	21%	77%	0%	*
	Grade 6	164	276		15	455	36%	61%	0%	3%
Managerial	Grade 5	76	77		*	*	49%	49%	0%	*
	Grade 4	61	56		*	*	51%	47%	0%	*
Leadership	Grade 3	27	24			51	53%	47%	0%	0%
	Grade 2	*	10			*	*	67%	0%	0%
ELT & CEO	Grade 1 & CEO	*	*		*	*	*	*	0%	*
Total		392	638	0	26	1056	37%	60%	0%	2%

Since our last mainstreaming report there hasn't been significant change in our gender profile. There is no change to the proportion of women and men at organisational level and we don't have any colleagues who have told us they identify as non-binary or use another term. The number of colleagues who "prefer not to respond" to disclosing their sexual identity has decreased by 1%; the grades who have high rates in this category have colleagues of less than 10 and therefore, small numbers of non-disclosure can look like big percentages.

Looking at our roles and grades, since our last report:

- There are still generally more women than men in our administrative and professional grades
- One exception is grade 10 (our entry administration grade) which continues to have more men than women. The proportion of men in this grade has decreased by 5% since the last report
- There are 9% more men in grade 9 than in 2022. This increase is partially due to the recruitment of graduates into this grade
- While we tend to see more men than women in our managerial roles, and it's nearing parity between men and women in both grades, changes since our last report are minimal.

- In leadership (grades 3 and 2) there is a mix:
 - At grade 3 there are more men than women, although with a 2% increase in women since our last report it's nearing parity
 - At grade 2 there has been a slight reduction in the proportion of women since our last report (down 2%). However, with 67% women in this grade it is one of our more senior grades that is most reflective of the proportion of women in the organisation.
- Given 60% of colleagues at organisational level are women:
 - women are overrepresented in grade 9 to 7 and in our historical graduate grade
 - Grade 6 (our highest professional grade and most populated grade) largely reflects the makeup of the organisation
 - Grade 5 and above (with the exception of Grade 2), are nearing parity for many grades, but are still under-represented compared to organisational level. While nearing parity in our higher grades is good, while our higher grades have less than 60% women and the lower grades are more than 60% women, our gender pay gap will continue.
- Recruitment, both internal and external, is an important way for organisations to change their profile:
 - More women have been appointed (either as new starts or promotions) to all grades in our grading structure except for foundation apprentices and grade 3. Given there are 60% of women at organisational level, it should be noted that women accounted for more than 60% of new starts and promotions in grades 9 – 7, grade 2 and our historical graduate grade
 - Despite over 50% of promotions and new starts being women, the "shape" of the organisation hasn't changed significantly, particularly in grades 5, 4 and 3. This is because while women account for more than 50% of promotions/new starts, this is outweighed by the fact that a higher proportion of women than men are leaving these grades
 - If we look at applications to our vacant roles (internal and external), 47% of applications were from women and 50% were from men. According to the 2022 Scottish census, 51% of population are women and 49% are men

- We have noted above that women are underrepresented at Grade 5 and above (with the exception of grade 2) compared to the profile of the organisation. However, women account for less than half of applications at these roles. The proportion of men and women who are shortlisted is roughly the same at each grade.
- On our early careers recruitment:
 - The number of foundation apprentices has increased
 - 75% of our graduate grade are women, down 11% on 2022. However, this is a historical grade for graduates joining before April 2024 and doesn't include graduates after this date who join grade 9. If we look at graduates as a group across our current and historical grade, 67% are women (a reduction of 19%) and 33% are men. This more closely reflects our organisational gender profile than in our last report.

Horizontal segregation

This analysis examines our gender profile by functional business area and role type. The analysis is based on our divisions:

- Chief Financial Officer (CFO) Group: Finance, Governance & Risk Assurance, and Strategy & Performance teams
- Chief Executive & Corporate Office: support for Chief Executive and corporate governance
- Energy Transition & International Operations: our international economic development arm. It is focused on helping Scottish businesses compete on the global stage and driving international investment into Scotland
- Executive Leadership Team (ELT): this includes our CEO
- Innovation & Investment: supports entrepreneurs, industries and communities across Scotland to innovate and to grow. This includes work on early stage growth and investment
- People, Digital & Communications: bringing together services such as Corporate Affairs & Marketing, Digital, Data & IT and Human Resources
- Productivity & Business Growth: supports services to growth companies that drive Scotland's innovation, investment, productivity and exporting performance. Includes our customer service, specialist and account management services to business, and grant funding operations.

The table below shows the breakdown by sex identifier for each of the divisional areas of our business.

Division	Headcount					% of grade			
	Man	Woman	I use another term/Non-binary	Prefer not to respond	Total	Man	Woman	I use another term/Non-binary	Prefer not to respond
CFO Group	32	70		*	*	31%	68%		*
Chief Executive & Corporate Office		*			*	0%	*		0%
Energy Transition & International Operations	76	120		*	*	37%	59%		*
Executive Leadership Team (ELT)	*	*		*	*	*	*		*
Innovation & Investment	96	129		*	*	42%	56%		*
People, Digital & Communications	59	133		*	*	30%	68%		*
Productivity & Business Growth	126	180		*	*	40%	58%		*
Grand Total	*	638	0	26	1056	*	60%	0%	2%

Notes: Where there are less than 10 colleagues this is denoted by *. The total is also starred out if there is only one group within it which is less than 10.

- CFO Group, Chief Executive & Corporate Office, and People, Digital & Communications are our support areas. 68% of colleagues in our support areas are women (up 2% since last report) which is slightly higher than our organisational profile
- Energy Transition Mission & International, Innovation Mission & Investment and Productivity Mission & Business Growth are our 3 operational areas of the business. As a whole, our operational areas employ more women than men (58% women, 40% men and 3% prefer not to respond). This is roughly in line with our last report and with our organisational gender profile. At division level the differences compared to organisational level are small
- We also looked at our four most populated roles: specialist, team leader, project manager and account manager. These roles cross more than one grade and sit mainly in our operational areas:
 - Specialists: 53% of specialists are women which is 1% increase on 2022. This is less than the proportion of women in the organisation
 - Team leaders: 54% of team leaders are women which is a 2% increase on 2022. This is less than the proportion of women at organisational level

- Project managers: the proportion of women in project manager roles has decreased by 1% since 2022 to 71%. This is greater than the proportion of women at organisation level
- Account managers: 39% of account managers are women and while this is the smallest proportion of any of our most populated roles, it is an increase of 3% on 2022. This is the biggest movement of any of our most populated roles
- None of our mean average pay gaps for these roles are above 5% and only one is above 3%.
- In our 2023 report we highlighted our gender pay gap for specialists as it was the only gap above 3%. It is now 2.59% in favour of men (a reduction of 0.46%).
 - Our gender pay gap for the team leader role has increased to 3.41% in favour of males. This is driven by a higher proportion of women than men being at lower grades for this role and a lower proportion of women being in the higher grade.
 - The gender mean pay gaps for the other roles are all less than 3%.

Flexible and Part Time Working

The third reason [Close the Gap](#) identified as contributing to gender pay gaps in the UK is lack of flexible working. Women are also more likely to experience potential discrimination and disadvantage because they are more likely to have caring responsibilities for children, sick relatives, disabled people, or older people.

We provide the flexibility and support colleagues need to flourish and be their best in meeting the needs of the business and our customers. Our Everyday Flexibility policy offers the opportunity for colleagues to manage their working patterns subject to business need.

We also offer a range of flexible working arrangements for example:

- variable and reduced hours
- term time working
- compressed hours
- job share
- partial retirement
- annualised hours
- formally change nominated office location
- paid time off to care for dependants
- emergency leave; and
- additional annual leave.

The table below shows the sex identifier breakdown of colleagues working reduced hours:

Role type	Grade	Headcount				
		Man	Woman	I use another term/Non-binary	Prefer not to respond	Grand Total
Foundation apprentice	Foundation apprentice	*	*		*	*
Graduate scheme*	Graduate*					0
Administrative	Grade 10		*			*
	Grade 9		13			13
Professional	Grade 8		14			14
	Grade 7	*	12			*
	Grade 6	13	68		*	*
Managerial	Grade 5	*	12			*
	Grade 4		*			*
Leadership	Grade 3	*	*			*
	Grade 2					0
ELT & CEO	Grade 1 & CEO					0
Total		24	127	0	5	156

Notes:

Due to the small numbers, we have grouped grade 1 and CEO together to protect the identity of colleagues.

The graduate grade is a historical grade and includes graduates who joined prior to April 2024. Graduates starting after this date are included in grade 9.

Where there are less than 10 colleagues this is denoted by *.

The total is also starred out if there is only one group within it which is less than 10.

There are still more women working part time than men. However, since our 2023 report:

- The number of people working part time has decreased from 164 to 156. However, the proportion of people working part time has remained relatively static reducing by 1% from 16% in 2022 to 15%
- 20% of women (decrease of 3%) and 6% of men (increase of 2%) work part time
- 81% of our part time colleagues are in administrative or professional grades (grades 10 to 6), a decrease of 2%. When we look at this by sex identifier:
 - 63% of part time men work at these grades (a decrease of 19%), and 87% of part time women (an increase of 4%). The number of men working part time is relatively small, therefore small movements can have big consequences in terms of percentages
 - 29% of male part time colleagues are in managerial grades and above (an increase of 10%). This compares to 13% of women (decrease of 4%). The higher proportion of part time men in these grades is due to partial retirement
 - 50% of part time men work reduced hours due to partial retirement compared to 9% of women.
- As with our last report, there are no part time colleagues in grade 2 or above
- All our foundation apprentices are part time due to the nature of their scheme being day release from school.

Analysis by ethnicity

Ethnicity pay gap

The increase of colleagues from a minority ethnic group has been predominantly in our administration grades which are our lower grades which has contributed to the increase in our pay gap:

- 20% (increase of 7% on 2022) of colleagues from a minority ethnic group are in our administration grades (grades 10 and 9) compared to 8% of 'white British' colleagues (decrease of 1%)
- 75% of colleagues from a minority ethnic group are in our professional grades (grades 8, 7 and 6). While this is a 6% decrease on 2022, it is higher than the 58% of 'white British' colleagues at these grades (decrease of 1%)
- 3% of colleagues from a minority ethnic group are in our managerial grades (grade 5 and 4) compared to 25% of 'white British' colleagues. There has been no change since 2022
- 3% of colleagues from a minority ethnic group are in a leadership role and this compares with 7% of 'white British' colleagues. There has been no change since 2022.

When we look at the average hourly pay for the category 'white – not British' colleagues, they are paid 3.87% more than 'white British' colleagues:

- This is a decrease of 3.69% since 2022
- There is a pay gap because there continues to be proportionately more colleagues who are 'white – not British' than 'white British' in managerial grades (grades 4 & 5) and fewer in the administrative and lower professional grades (grades 10 to 7). The proportion of 'white – not British' colleagues at leadership roles and above has also reduced slightly since 2022 (by 2%).

Population profile by ethnicity

Given the small numbers, we have rolled up the data to help with our analysis.

Role type	Grade	Headcount				
		Minority ethnic	White - Other	White Scottish, British or Irish	Prefer not to respond	Total
Foundation apprentice	Foundation apprentice			*	*	*
Graduate scheme*	Graduate*		*	10		*
Administrative	Grade 10			11	*	*
	Grade 9	*	*	63	*	75
Professional	Grade 8	*	*	61	*	70
	Grade 7	*	*	68	*	78
	Grade 6	24	32	365	34	455
Managerial	Grade 5		17	129	10	156
	Grade 4	*	17	90	11	*
Leadership	Grade 3		*	46	*	51
	Grade 2	*		12	*	15
ELT & CEO	Grade 1 & CEO			*	*	*
Total		40	80	862	74	1056
% of SE		4%	8%	82%	7%	

Notes:

Where there are less than 10 colleagues this is denoted by *.

The total is also starred out if there is only one group within it which is less than 10.

The graduate grade is a historical grade and includes graduates who joined prior to April 2024. Graduates starting after this date are included in grade 9.

The data we hold continues to show small numbers of colleagues from ethnic minorities making it difficult to carry out more in-depth analysis and to draw significant conclusions. The proportion of colleagues from a minority ethnic group has increased by 1% since 2022. However, the roles they are in have changed slightly:

- 7% of colleagues prefer not to respond when asked their race or have submitted a blank return. This is an improvement of 2% since 2022 although it still limits our analysis
- The proportion of ‘white – other’ colleagues has stayed the same
- The proportion of colleagues who are ‘white Scottish, British or Irish’ has increased by 2%
- 60% of our colleagues from a minority ethnic group are at grade 6 (our highest professional level grade). This is a decrease of 8% on 2022. At organisational level 43% of colleagues are at grade 6
- 20% of colleagues from a minority ethnic group are in our administrative grades (compared to 8% of colleagues at organisational level). This is an increase of 7% compared since 2022
- 75% of colleagues from a minority ethnic group are in our professional grades (which includes grade 6) (compared to 57% of colleagues at organisational level), a decrease of 6% on since 2022
- 3% of colleagues from a minority ethnic group are in our managerial grades and 3% are in our leadership grades (at organisation level 26% of colleagues are in our managerial grades and 6% in leadership grades). There were no new starts in Scottish Enterprise who were from a minority ethnic background in our managerial grades or above.

Analysis by disability

Population profile by disability

The following table shows how colleagues identified themselves:

Role type	Grade	Headcount			
		No Disability	Disabled	Prefer not to respond	Total
Foundation apprentice	Foundation apprentice	*		*	*
Graduate scheme*	Graduate*	12			12
Administrative	Grade 10	12	*		*
	Grade 9	59	13	*	*
Professional	Grade 8	60	*	*	70
	Grade 7	64	11	*	*
	Grade 6	367	45	43	455
Managerial	Grade 5	126	16	14	156
	Grade 4	101	*	11	*
Leadership	Grade 3	46	*	*	51
	Grade 2	13		*	15
ELT & CEO	Grade 1 & CEO	*	*	*	*
Total		865	104	87	1056
% of SE		82%	10%	8%	

Notes:

Due to the small numbers, we have grouped grade 1 and CEO together to protect the identity of colleagues.

The graduate grade is a historical grade and includes graduates who joined prior to April 2024. Graduates starting after this date are included in grade 9.

Where there are less than 10 colleagues this is denoted by *.

The total is also starred out if there is only one group within it which is less than 10.

- The proportion of colleagues disclosing a disability has increased by 4% since our last report
- Due to the way the 2022 Scottish census is reported we are unable to make a direct comparison between the proportion of our population who have disclosed a disability to the Scottish population
- There has been no change in the proportion of colleagues haven't disclosed a disability
- The proportion of colleagues in our lower grades (foundation apprentices, historical graduate grade and administration grades) disclosing a disability has increased by 4%; the proportion of colleagues who haven't disclosed a disability in these grades has increased by 1%
- There has been no change to the proportion of colleagues disclosing a disability at our professional grades. There's also been no change in the proportion of colleagues not disclosing a disability at these grades
- The proportion of colleagues in our managerial grades disclosing a disability has increased by 3% which is driven by grade 5 (our lower managerial grade). The proportion of colleagues at these grades not disclosing a disability has decreased by 1%. There have been no new starts or promotions of colleagues disclosing a disability in grade 4 (our higher managerial grade) or above
- The proportion of colleagues in our leadership grades who disclosed a disability has decreased by 6%; colleagues not disclosing a disability has decreased by 1%
- Recruitment contributes towards the shape of the organisation. In 2023 and 2024:
 - 12% of new starts disclosed a disability which is a slightly higher proportion compared to our organisation and they all joined in grades 5 and below. For context, nine roles were offered and accepted in grades 4 and above. We had less than ten applications from people disclosing a disability for these roles
 - 8% of colleagues promoted had disclosed a disability– they were all promoted to grades 5 and below. This may be reflective of the make-up of the colleagues in the career pipeline into these grades.

All photographs unless stated, Scottish Enterprise.

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