Scottish Enterprise

# Scottish Enterprise

# Equality Mainstreaming Report
# April 2017

# CONTENTS

# 1. EXECUTIVE SUMMARY

Scottish Enterprise's third Mainstreaming Report on Equal Opportunities demonstrates our ongoing commitment to ensuring the equality agenda is at the heart of our operations.

Since our last report, Scotland's economy has continued to experience significant and ongoing challenges. We are also seeing the nature of work change, with more older people in the labour market and increases in the number of part-time jobs and self-employment, some of which is low paid, low quality and less secure.

We have a key role to play in ensuring growth in the economy is sustainable and more inclusive by helping companies to adopt fair and progressive business practices to boost their productivity and competitiveness, for example, by employing more young people, creating more diverse workplaces and recruiting more women into leadership roles.

This report highlights the central role which inclusive growth plays as one of the 4 drivers of growth, alongside, internationalisation, innovation and investment.

Under the Equality Act's General Duty 2010, authorities must have 'due regard' to the need to eliminate unlawful discrimination, advance equality of opportunity, and foster good relations.

As a listed organisation, Scottish Enterprise is required to:

- Report on mainstreaming the equality duty
- Publish equality outcomes and report on progress
- Assess and review policies and practices
- Gather and use employee information
- Publish gender pay gap information
- Publish statements on equal pay to include gender, and in future disability and race
- Consider award criteria and conditions in relation to public procurement
- Publish in a manner that is accessible

In this report we outline:

- Progress in integrating equality into our work
- Progress with equality outcomes published in our previous report
- A revised set of equality outcomes
- Employee data by composition, recruitment, development and retention
- Information on use of employee data to better inform our duties as an employer
- Updated gender pay gap information
- Scottish Enterprise's equal pay statement covering gender, race and disability
- Information on the gender balance of our board

Highlights of our recent activity include:

- Appointment of Melfort Campbell as our new Board champion
- Redesign of our pay and grading structure. This is a positive change in our approach to ensuring equal pay
- Promotion of the Scottish Business Pledge, including equality elements to our customers
- Greater reflection of equality issues in our key sector strategies
- Work with Innovation Centres to increase Board diversity
- Proactive policy development in partnership with the Scottish Human Rights Commission

Our report also includes a series of case studies which provide practical examples of activity across key areas of the equality agenda which help to demonstrate the progress we have made in meeting our equality outcomes.

However, we recognise that, with challenging economic conditions, there is still much to be done to ensure that certain groups and individuals in communities across Scotland are not disadvantaged.

We remain fully committed to placing equality at the heart of our operations and we will continue to review our activities to ensure the best and fairest outcomes for the people of Scotland.

## 2. FOREWORD By Lena Wilson, Chief Executive of Scottish Enterprise

We know that creating workplace equality means everyone can fulfil their potential, which in turn maximises competitiveness and leads to economic growth. That's why we've put it right at the heart of our Inclusive Growth strategy.

The Scottish Government's Economic Strategy emphasises that full economic growth can only be achieved through inclusion of everyone in society, and Scottish Enterprise has been at the forefront of implementing the equality agenda. We were commended in the Equality and Human Rights Commission's 'Measuring Up? Report 4' in September 2015 for our strong leadership in this area which is seen as essential in mainstreaming equality across our operations.

Since then we have consolidated our work in this field even further. We've developed a clear role in helping companies adopt fair and progressive business practices; such as employing young people, creating more diverse workplaces and recruiting more women into leadership roles. We've supported a wide range of activities, which have included promoting the Scottish Business Pledge to the companies we work with and ensuring we reflect equality issues in our key sector strategies.

In addition as an employer we've been promoting best practice in our own workplace, and I'm delighted to be able to report that we're seeing measurable progress in this across the organisation. This has included redesigning our pay and grading structure as part of a positive change in our approach towards equal pay.

This is an exciting time for equal opportunities in Scotland, where we are seeing a renewed energy and a wider understanding of the benefits that this type of focus can bring. Our commitment in this area is stronger than ever and we look forward to continuing drive work in this area, both for Scottish Enterprise and in the economy as a whole.

**Lena Wilson** Chief Executive

# 3. SCOTTISH ENTERPRISE

**Scottish Enterprise (SE)** is Scotland's national economic development agency, working to build a more internationally competitive Scotland, to achieve strong and sustainable economic growth.

Funded by the Scottish Government, we work with partners to stimulate economic growth. We want Scotland to be an innovative, high wage and high productivity economy that competes in international markets and focuses on high value goods and services.

Our current 2015-18 Business Plan outlines how Scottish Enterprise will contribute to Scotland's Economic Strategy. Published by the Scottish Government in March 2015, the strategy provides a clear framework for creating sustainable economic growth, and recognises the need for a more cohesive and resilient economy which ensures opportunities for all, represented by
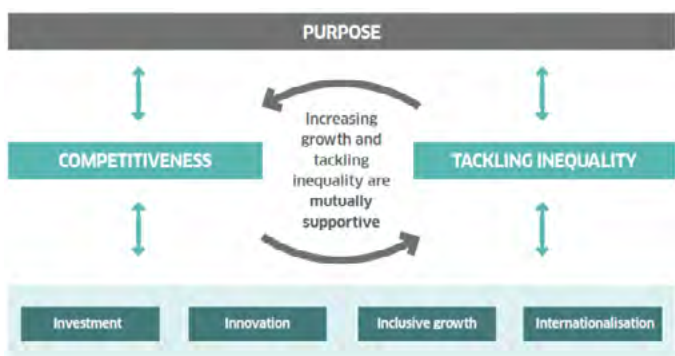


two mutually supportive pillars – competitiveness and tackling equality.

Our business plan and annual updates are guided by four interconnected drivers of growth.

These drivers underpin all that we do and how we engage with businesses, sectors and partners:

- Internationalisation – transforming the international competitiveness of Scottish companies and sectors
- Innovation – transforming Scotland's innovation performance, to equal the best performing nations
- Investment – attracting investment to support Scotland's economic transformation
- Inclusive growth – creating opportunities that deliver more and better jobs and, working with partners, encourage many more people to contribute to and benefit from these growth opportunities

Our understanding of inclusive growth has increased over the past two years and we have now agreed a three strand approach to our work; developing innovative workplace practices and employee engagement, encouraging diversity of the workforce and leadership and working with partners addressing the needs of disadvantaged areas.

Collaboration is essential to achieve a step change in sustainable economic growth. We deliver our business plan using a joined up approach to work with public, private and third sector partners to offer the very best integrated economic development support for Scotland.

Equal opportunity partners such as Non-Governmental Organisations and other equality organisations are also pivotal in this.

Further information on Scottish Enterprise and full details of our services can be found on our website at www.scottishenterprise.com.

# 4. LEGAL FRAMEWORK

The UK Government's Equality Act 2010 restated, simplified and harmonised the various different pieces of equality legislation that had been produced over the last 30 years. The bulk of the Act came into force on 1 October 2010.

The Equality Act 2010 covers race, sex, disability, sexual orientation, religion and belief, age, gender reassignment, marriage and civil partnership and pregnancy and maternity.

The Duty is divided in two parts. A duty in the Equality Act 2010 itself, often referred to as the General Duty, and Specific Duties which are placed on some public authorities by Scottish Ministers.

The General Duty in the Equality Act 2010 came into force on 5 April 2011. Under this General Duty public authorities must have 'due regard' to the need to eliminate unlawful discrimination, advance equality of opportunity, and foster good relations.

The Specific Duties were created by secondary legislation in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. These Specific Duties came into force on 27 May 2012.

Scottish Enterprise is a listed organisation and as such is required to:

- Report on mainstreaming the equality duty
- Publish equality outcomes and report on progress
- Assess and review policies and practices
- Gather and use employee information
- Publish gender pay gap information
- Publish statements on equal pay to include gender, and in future disability and race
- Consider award criteria and conditions in relation to public procurement
- Publish in a manner that is accessible

This report and its associated documents fulfil the requirements of the Specific Duties and in particular the requirement to publish a report no later than 30 April 2017 outlining:

- Progress in integrating equality into our work
- Progress with equality outcomes published in our previous report
- A revised set of equality outcomes
- Employee data by composition, recruitment, development and retention
- Information on use of employee data to better inform our duties as an employer
- Updated gender pay gap information
- Scottish Enterprise's equal pay statement covering gender, race & disability

Our work has been further guided by reviews of the previous mainstreaming reports carried out by various bodies including the Equality & Human Rights Commission (EHRC), the Scottish Government National Equality Improvement Project and Close the Gap's 'Making Progress?' review. It also complies with the new Public Sector Equality Duty Amendment Regulations 2016 focusing on board diversity.

We will continue to review and adopt new legislative requirements as required.

# 5. EQUALITY EVIDENCE & BEST PRACTICE

A strong understanding of the issues facing under-represented groups and companies is essential for us to successfully satisfy our clients' needs. We have a number of methods for gathering this information, both primary and secondary.

## PRIMARY EVIDENCE

External networks are invaluable in raising our awareness around the equalities agenda. We work with an external advisory group made up of representatives from across the business community and from all the main characteristics including gender, race and disability. The group's role is to advise and challenge, act as a sounding board for our Equality Impact Assessments and outcomes, and to highlight areas which need more focus. We continue to review the group membership ensuring it reflects the communities we serve. Appointments over the period have been made to encourage increased focus on areas including mental health, gender and physical disability.

Peer networking groups are also very helpful. The Non-Departmental Public Bodies Equality Forum and the Government's Public Sector Diversity Network all provide valuable shared learning experiences. Over the past 2 years, Scottish Enterprise has chaired the Non-Departmental Public Bodies group. We have used this position to help re-shape the group's focus, function and operation. It is now a consultation and advisory body, sharing and learning from best practice across individual organisations. Membership has also been expanded to include most of the Non-Departmental Public Bodies in Scotland.

The Non-Departmental Public Bodies Forum continues to support the government's Scottish National Equality Improvement Project with the chairs of various equality forums serving on the steering group. As members, Scottish Enterprise actively supported awareness sessions organised by the Government last year on issues such as the gender pay gap and developing outcomes. We also provided guidance on the national conference for diversity practitioners which was held in November last year. The focus of this conference was sharing practice on how best to embed equality across the public sector.

Scottish Enterprise is a member of the steering groups for the Close the Gap initiative, looking at pay gap disparity and EQUATE, which supports women to enter and progress in careers in Science, Technology, Engineering and Mathematics. We are also on Stonewall's Diversity Champions network. In addition, we are actively involved with partners such as the Equality & Human Rights Commission, the Scottish Human Rights Commission, the Government's Equality Unit and the Scottish Parliament's Equal Opportunities Committee. These forums provide helpful evidence through seminars, meetings and publications.

## SECONDARY EVIDENCE

We welcome the Government's ongoing development of the equality evidence website, which actively informs our decision making. We have contributed information to the website content and will continue to do so. A wealth of secondary evidence is also used when carrying out our Equality Impact Assessments. Further secondary evidence is also detailed in the 'Progress with outcomes' sections of this report.

# 6. MAINSTREAMING EQUALITY

Mainstreaming is at the heart of Scottish Enterprise's work. Our objective is to:

*Help realise Scotland's full economic potential by mainstreaming equal opportunities within the organisation's policies and practices as an employer and service provider.*

A key element in mainstreaming is promoting the business case for equality. Our role is to unlock potential and to encourage and support businesses and industry by highlighting the business benefits of equality and diversity. These include:

- Increased financial performance and productivity
- Access to a wider recruitment pool
- Higher staff retention and motivation
- Greater understanding of customer, workforce and stakeholder requirements
- More balanced decision making, better risk management and longer term perspective
- Increased employer image
- Improved creativity and innovation
- Better service delivery and customer approval
- Improved marketing and brand awareness
- Increased access to public procurement
- Reduced risk of litigation

**OUR WORK IN POLICY DEVELOPMENT**

Working in partnership with the Scottish Human Rights Commission we are active members of the Scottish National Action Plan for Human Rights, specifically on the 'Better World' initiative. A key commitment from partners is to develop an action plan on business and human rights. As part of this work, Scottish Enterprise supported the commissioning of research to create a **baseline of activity** published last year. This will form the basis of the action plan and we will continue to be active partners on the group charged with progressing this.

There have been a number of policy developments which continue to inform our approach. In addition to the Scottish Business Pledge the **Fair Work Convention** published their Framework for action and a new **Labour Market Strategy** has also been produced by the Scottish Government. Scottish Enterprise continues to engage with Scottish Government on the further development and implementation of these policies with the business community.

# 7. MAINSTREAMING AS AN EMPLOYER

Any organisation which wants to ensure that equality is at the heart of its work as an employer and service provider requires commitment from its senior management. Scottish Enterprise has representatives at Board level and on our Executive Leadership Team who have responsibility for equality.

A new Board champion, Melfort Campbell, has been appointed. Melfort brings a wealth of experience from his roles as Chairman of both the CBI in Scotland and of the Robert Gordon University Board of Governors.

We report biennially to the Board on progress against our equalities agenda. As part of a board re-structure, a dedicated 'People' themed meeting will be held annually, with equal opportunities a key focus of that session.

Our Board and senior management sponsors attend the equality champions' group annually to discuss successes, challenges and areas for future focus.

Scottish Enterprise's Board is committed to diversity of membership. We were one of the first signatories to the Partnership for Change Initiative (achieving 50:50 gender balance by 2020) and following recent appointments, this goal has now been achieved. Our Board membership complements the gender balance in our senior management group.

We know that the right behaviours underpin good practice in equality and are critical to championing the promotion of equal opportunities within our organisation. We have adopted a resonant approach to leadership and management and are now rolling out the approach to all of our colleagues across the business. We also place a strong focus on behaviours as part our performance management practices.

**Susan Watson**, Head of Sector Delivery manages the Sector Delivery Directorate within Scottish Enterprise and, as part of the Leadership Group, champions this approach across the organisation.

'It is important that our leaders adopt a resonant approach and are genuinely emotionally intelligent. This is critical to ensuring equality is at the heart of our people practices and means that we allow all of our colleagues to reach their full potential. Open and honest communication and empathy are also extremely important.'

## 7.1 AWARENESS RAISING

We continue to raise awareness of our work in equality and diversity with colleagues across the organisation. Scottish Enterprise's 2015 mainstreaming report was promoted through news articles and team meetings. Our champions' group remain pivotal in continuing to raise awareness of equality and diversity across the organisation. Champions are given regular updates to build their own capacity and knowledge of equality developments. Our dedicated intranet page is regularly updated to provide information and good practice which is easily accessible to all colleagues.

Engaging colleagues in Scottish Enterprise's wider approach to inclusive growth has been a particular focus over the last year. Following discussion with Scottish Enterprise Board, an action plan was developed and approved to embed a more inclusive approach to growth throughout the organisation. A communication and engagement plan sits alongside this. To date, our approach to build understanding and awareness has included: a workshop focused on inclusive growth at our all staff event (attended by 1100 colleagues); articles targeted at people managers; quarterly staff updates engaging colleagues in our approach and sharing case studies; and updating policies and procedures to reflect equality and diversity best practice.

One of the most successful engagement tools we have used is hosting live on-line sessions. These 'lync and learn' sessions are delivered peer to peer, building understanding and sharing good practice amongst colleagues. Sessions have been provided for our senior responsible owners, project managers and account managers with a focus on the workforce element of inclusive growth which includes our work on equal opportunities.

## 7.2 TRAINING & SUPPORT

Online equality training is mandatory for new staff and we ensure existing staff refresh their knowledge of this on an ongoing basis. Additional training provides project managers with the skills and knowledge to carry out Equality Impact Assessments. Customer facing colleagues including account managers have received similar training focusing on business benefits and how we promote equality and inclusive growth to client companies. Our senior managers have requested training on unconscious bias which will be delivered this year.

The equal opportunities champions receive regular training and development to support them in their role. This has included training on unconscious bias and the barriers women face when starting their own business as well as good practice in carrying out Equality Impact Assessments.

This year we also piloted an International cultural awareness course which was written and delivered by colleagues from a range of cultural backgrounds. This training will be made available to colleagues via the Scottish Enterprise Academy within the next 6 months.

## 7.3 EQUALITY BEST PRACTICE – WOMEN IN LEADERSHIP

We recognise that gender balance is important throughout Scottish Enterprise and have introduced a programme of activity to help develop women for leadership, encouraging more women to apply for leadership positions. This is supported by a flexible approach to working hours. Part-time and term time hours are now available to colleagues across all pay grades and this has meant leadership posts are more attractive to more of our talented colleagues.

We have partnered with Edinburgh University and their "Executive Women's Leadership Development Programme". Five female colleagues have participated in this intensive programme which combines academic learning with the development of a strong network of peers and brokerage of a range of leadership experiences.

We are part of the Ernst & Young women's network and colleagues have the opportunity to attend these motivational events. We are also working with Women's Enterprise Scotland and Napier University to develop colleagues into non-executive director and charity trustee positions as part of their personal development. Colleagues can use their 3 days volunteer leave to take up non-executive director positions if the position meets the criteria for suitable volunteering.

## CASE STUDIES



**Vikki Kewney**

Vikki is a project manager in our business infrastructure team. Vikki has two young boys and has recently returned to work after a second period of maternity leave.

Vikki says: "My manager could not have been more supportive when I told him I was pregnant. I was able to manage my work around the various antenatal appointments I had which was great and allowed me to enjoy my pregnancy."

*"SE's 'Keep in touch' days which meant I could come into work and be paid for up to 10 days of my maternity leave without affecting my statutory maternity pay were great too. I used mine to attend team meetings and to keep in touch with how the projects I manage were progressing. It made the transition back to work much easier – I didn't feel too out of things and was able to 'hit the ground running' when I came back."*

*"I have also been able to work flexibly now that I am back at work and this really helps to balance work and home life and helps me as a mum of two energetic boys."*



**Carolyn Stewart**

Carolyn is a member of our Executive Leadership Team and one of the senior leaders in Scottish Enterprise. Carolyn was diagnosed with a lifelong autoimmune disorder 20 years ago and disclosed her disability to the organisation following her diagnosis.

Carolyn says 'Having a disability has not held my career in Scottish Enterprise back at all – I have had the opportunity to gain a range of experiences here which allowed me to become a senior leader in my early forties. My disability has never been an issue, and I have had great support from all my managers throughout my career, who have taken time to understand what my disability means for me and offered flexibility as needed to help me manage my illness. It's never stopped me gaining a promotion or accessing opportunities. We take a resonant approach to our people, which means all people managers are trained in how to motivate, care for and show consideration for their teams. We try to keep our people policies as flexible as possible and offer support, including time off for medical checks and a range of work patterns, as well as a range of benefits which help staff manage their health and wellbeing alongside their job.'

## 7.4 PROGRESS WITH OUR EQUALITY OUTCOME AS AN EMPLOYER

Our equality outcome as an employer for 2013-2017 was:

*Equal pay and occupational segregation covering gender, ethnicity & disability improving. Workforce profile as an organisation against all strands reflects national benchmarks.*

### Employee Data

We carried out a review of colleagues' characteristics during 2015 and 2016. Details of this are contained in Appendix 2. Our grievance and discipline cases have been minimal over the period and are therefore not included in this report.

The review highlighted some interesting trends including:

✓ All women who have taken maternity leave during 2015/2016 have returned to work or have indicated they will return

✓ Employees have increased declarations against ethnic origin, disability, sexual orientation and religion and belief

We actively use our employee data to inform our practices. For example, we have introduced a number of initiatives to address the existing ageing profile of the organisation. These include:

• Enterprise apprenticeships – apprentices work towards SVQ level 2

• Undergraduate programme – we recruit 10 undergraduates annually for a 13 week placement

• Graduate placement – we have a regular intake of graduates

• A school engagement programme, providing mentoring and highlighting career opportunities in Scottish Enterprise

• Younger members of staff help design recruitment marketing materials to ensure that they appeal to a youthful audience

• Flexible retirement – colleagues over the age of sixty can now apply for flexible retirement

Scottish Enterprise has retained its Investors in People Gold award and our commitment to recruiting and developing young people was recognised when we were one of the first organisations in Scotland to be awarded the Investors in Young People Gold award in 2016.

### Equal Pay Statement

We have made significant progress in this area through redesigning our pay and grading structure since we last reported in 2015. We completed factor based job evaluation which gave us a rank order of roles. Hay job evaluation is now the established means for us to evaluate the relative sizes of roles.

The outputs of job evaluation – which were quality assured by Hay Group and reviewed by an independent equality consultant – allowed us to design a new pay and grading structure.

We now have a progression-based pay model in place which is widely used in the public sector. The pay and grading structure has 11 grades, each with progression points which allow people to move to the top of the salary band over a defined period of time, subject to satisfactory performance.

We also introduced career families. They describe the main focus of our jobs and also differentiate between grade levels, which helps people understand what we expect of roles at each grade level and the development or experience they might need to move to a role at a higher level or in another business area.

The new pay and grading structure is a positive change in our approach to ensuring pay equality. It is transparent and easily understood and it offers a defined path to the band maximum for everyone.

The new pay and grading structure has had an immediate impact on our gender pay gap. When we compare the salary data of our old grading structure to the new one it shows that we have reduced our gender pay gap by roughly 1% to 14.67%. This is a small change, but moving in the right direction. We will continue to review our salary bands every year in line with public sector pay policy and subject to affordability.

As part of our commitment to address low pay, we became a Living Wage Employer in 2015.

## Occupational Segregation by Gender

Research into occupational segregation by gender shows this to be a historical issue within society and how employers and societal norms have defined the role of women in work. Typically in the UK, **vertical** segregation clusters women and men in different levels of jobs or grades. We might see 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.
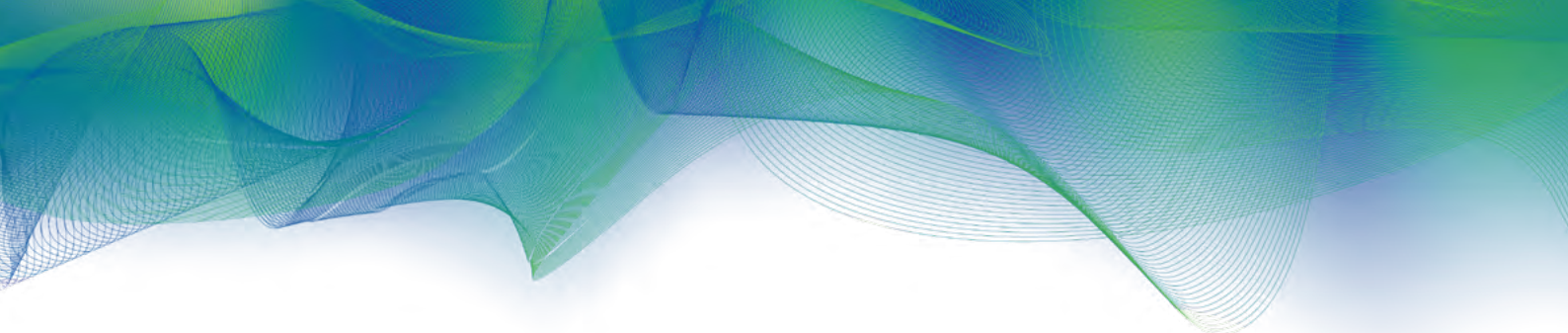
Our analysis in Scottish Enterprise looks at both horizontal and vertical segregation by examining our gender profile by grade and in divisional areas of our business.

The following table shows the gender breakdown by grade:

*Note: the data in this section uses new grades and salaries based on our new pay model as at November 2016 for all UK employees. In all tables, groups less than ten are marked * for confidentiality. Chief Executive Officer (CEO), executive leadership team (ELT) and grade 2 numbers are shown as this data is already publicly available.*

- Our overall population is split 59% women and 41% men.
- Generally, we see more women than men in administrative and professional levels and more men than women in managerial and leadership levels.
- The lower grades 10, 9, 8 and 7 have much higher numbers of women than men.
- From grade 5 there are proportionately more men than women, and we have an equal gender profile in grade 3 and in our executive leadership team (CEO and grade 1).

| Role Type | Grade | Headcount | | | % of grade | |
|---|---|---|---|---|---|---|
| | | Men | Women | Total | Men | Women |
| | Graduate | 0 | * | * | 0.0 | 100.0 |
| Skill Seeker | 11 | * | 0 | * | 100.0 | 0.0 |
| Administrative | 10 | 13 | 19 | 32 | 40.6 | 59.4 |
| | 9 | 13 | 104 | 117 | 11.1 | 88.9 |
| Professional | 8 | 19 | 64 | 83 | 22.9 | 77.1 |
| | 7 | 19 | 53 | 72 | 26.4 | 73.6 |
| | 6 | 228 | 287 | 515 | 44.3 | 55.7 |
| Managerial | 5 | 86 | 72 | 158 | 54.4 | 45.6 |
| | 4 | 66 | 54 | 120 | 55.0 | 45.0 |
| Leadership | 3 | 28 | 27 | 55 | 50.9 | 49.1 |
| | 2 | 10 | 5 | 15 | 66.7 | 33.3 |
| ELT | 1 | 4 | 3 | 7 | 57.1 | 42.9 |
| | CEO | 0 | 1 | 1 | 0.0 | 100.0 |
| Total | | 489 | 692 | 1181 | 41.4% | 58.6% |

The trend lines in the graph below show the pattern of vertical segregation across our grades with the lines following the same shape, but in an inverted pattern. The change in proportions of men and women happens between grades 6 and 5.

**Gender breakdown by grade**
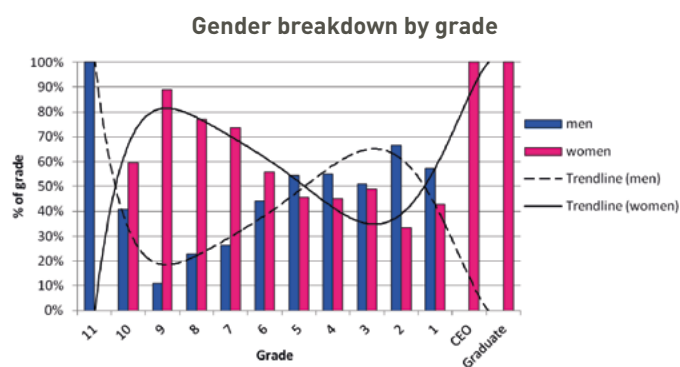


The following graphs compare the change between 2015 and 2017 in the proportion of men and women across all grades:

**Women in grades: 2015 and 2017**
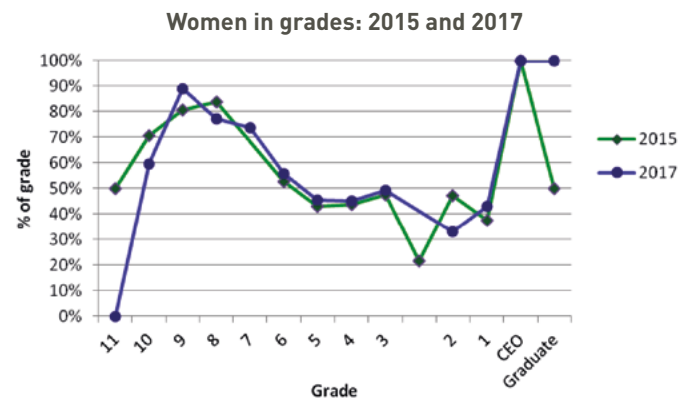


**Men in grades: 2015 and 2017**
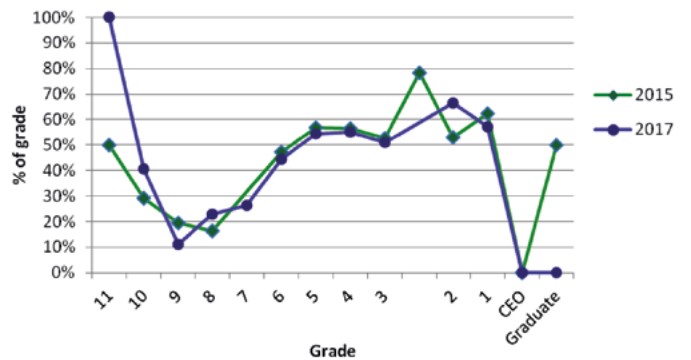


*Note: some grades do not line up exactly due to the change in our pay and grading structure in 2016.*

Compared with data from the 2015 equal pay statement:

- The total gender split has not changed significantly
- The overall distribution of women and men across grades is also fairly static. We still see more women than men in administrative and professional grades and more men than women in managerial and leadership grades
- The proportion of women in grade 10 (previously admin grade) has decreased significantly from 70.7% to 59.4%
- The percentage of women in grade 9 (previously senior admin) has increased by over 8%. This may indicate promotions from grade 10 given the drop in the proportion of women at that level
- The proportion of men in grade 2 has increased from 53% of the grade to 67%. In grade 1 the proportion of men has decreased from 63% to 57%. Note that the population sizes of these grades are small, therefore it is difficult to draw any significant conclusions

14

The table and graph below show Scottish Enterprise's gender profile by division:

| Division | Headcount | | | % of division | |
|---|---|---|---|---|---|
| | men | women | total | men | women |
| **Chief Financial Officer** | 31 | 61 | 92 | 33.70 | 66.30 |
| **Customer Ops** | 35 | 93 | 128 | 27.34 | 72.66 |
| **Scottish Development International** | 68 | 73 | 141 | 48.23 | 51.77 |
| **Scottish Investment Bank** | 19 | 36 | 55 | 34.55 | 65.45 |
| **Operations – Company Growth, Innovation & Infrastructure** | 235 | 258 | 493 | 47.70 | 52.3 |
| **People Services** | 17 | 61 | 78 | 21.79 | 78.21 |
| **Strategy & Sectors** | 79 | 104 | 183 | 43.17 | 56.83 |
| **Executive Leadership Team & CEO** | 4 | 4 | 8 | 50.00 | 50.00 |

*Numbers exclude Assignments*

### Gender breakdown by division
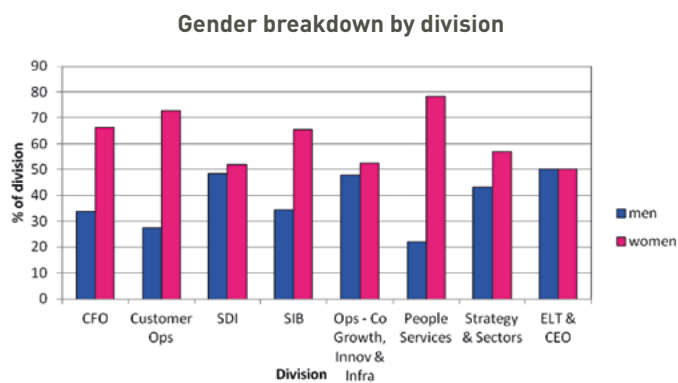


- There has been very little change in the gender composition of our divisions compared with 2015
- Most divisions have a fairly even balance of men and women, with proportions lying between 60-40 and 50-50
- In Chief Financial Officer (finance, audit, legal), Customer Operations (marketing, digital, corporate communications), Scottish Investment Bank and People Services (HR, procurement and facilities management) there is a wider gender divide, with women holding the majority of jobs in all these divisions

- Conversely, there is only one business area with a significantly higher number of men than women. In our Company Growth, Innovation and Infrastructure division, Business Infrastructure (property and construction projects) is split 65% men and 35% women
- In general, the operational divisions have an even split between men and women. However we see clusters of men in director or leadership roles in some operational areas including Scottish Development International and Business Infrastructure in Operations Company Growth, Innovation and Infrastructure
- There is generally a higher number of women working in support-based divisions
- Even in divisions where there are more women than men, we see women clustered in lower grades. There are exceptions to this in People Services and Scottish Investment Bank, which are predominantly female across all grades

## Conclusions

- The population profile shows that there is a higher proportion of women than men in administration and professional grades. Conversely, there is a higher proportion of men in managerial and leadership grades. This profile is fairly typical in the UK. We also note that there is a close gender balance in our senior grades at grade 3 and our executive leadership team

- The distribution of women and men horizontally, by function, generally reflects the overall population, however, typically, in 'support' functions such as Finance and HR there is a higher proportion of women to men

- We recognise occupational segregation has an impact on the gender pay gap. We will continue to address this in our action plan with specific actions covering recruitment and selection, active reporting and monitoring, flexible working and attracting more women into leadership

Inflexible working arrangements are often another cause of occupational segregation and can also contribute to the gender pay gap. In most cases, it is women who take on unpaid caring responsibilities for children, the elderly and sick or disabled dependants. For this reason, a much higher number of women require part time jobs, so that they can balance these caring duties with their profession.

The Equality and Human Rights Commission notes one of the causes of a gender pay gap is women working below their potential because of a lack of quality part time jobs or flexible working options.

We want to help our employees balance their home and working lives without it affecting their opportunities to progress. We offer flexible working arrangements including variable and reduced hours, term time working, partial retirement, time off to care for dependants and emergency leave. We also offer the opportunity to buy up to six weeks' additional annual leave.

The table below shows the gender breakdown of employees working reduced hours:

| Grade | Headcount | | |
|---|---|---|---|
| | Men | Women | Total |
| 11 | | | |
| 10 | * | * | * |
| 9 | * | 23 | * |
| 8 | | 17 | 17 |
| 7 | | 14 | 14 |
| 6 | 11 | 86 | 97 |
| 5 | * | 23 | * |
| 4 | * | * | 10 |
| 3 | | * | * |
| 2 | | | |
| 1 | | | |
| CEO | | | |
| Graduate | | | |
| Total | 20 (21) | 180 (175) | 200 (196) |

*Note: figures in brackets from 2015 mainstreaming report.*

- Since we last reported, there has been no any significant change in the numbers of people working part time

- Overall, there are many more women working part time than men in all grades, as in 2015

- 80% of employees working part time are clustered in grades 10 to 6, our administrative and professional roles

- The remaining 20% of part time employees are in managerial roles, however, the numbers of employees working part time decrease significantly after grade 5

- The average length of service of women working part time in lower grades is considerably longer than that of the men working part time in those grades, and also the full time population

- In general, part time women in grades 10, 9, 8 and 7 have a much longer length of service and time in previous grade than any other group of people in those grades. This may indicate people feel it is difficult to progress and continue to work flexibly. We will address this in our action plan

16

| AVERAGE LENGTH OF SERVICE IN YEARS | | | | |
|---|---|---|---|---|
| **Grade** | **Part time** | | **Full time** | |
| | **M** | **F** | **M** | **F** |
| **10** | 0.37 | 13.89 | 6.33 | 4.58 |
| **9** | 0.50 | 11.08 | 10.70 | 8.03 |
| **8** | | 11.05 | 8.98 | 9.23 |
| **7** | | 17.30 | 8.88 | 10.14 |
| **Total average** | **0.44** | **13.33** | **8.72** | **7.99** |


Pay gap by year

In 2015 and 2016, 100% of women who took a period of maternity leave returned to work or expressed intention to return after finishing their period of leave. To retain the talent and skills of everyone who has been on maternity leave is a great success story. We are committed to continuing to support all our colleagues who take leave for family reasons.

Nearly a quarter of maternity returners chose to reduce their hours from full time to part time after their maternity leave, a change which our flexible working arrangements support.

## GENDER PAY GAP

The table details our gender pay gap grade by grade:

| Grade | 2017 pay gap |
|---|---|
| 11 | – |
| 10 | 2.28% |
| 9 | 2.08% |
| 8 | 1.97% |
| 7 | 0.01% |
| 6 | 3.46% |
| 5 | 1.81% |
| 4 | 2.90% |
| 3 | 4.49% |
| 2 | 6.12% |
| 1 | 3.19% |
| CEO | – |
| Graduate | – |
| overall pay gap | 14.67% |

women earn above 5% more than men

women earn above 3% more than men

women earn below 3% more than men

men earn above 5% more than women

men earn above 3% more than women

men earn below 3% more than women

**Our gender pay gap from 2013 (mean calculation):**

Pay gap by year

| 2013 | 2015 | 2017 |
|---|---|---|
| 18.75% | 17.58% | 14.67% |
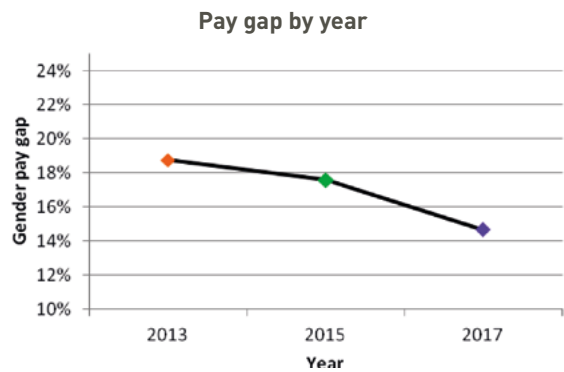
- Our gender pay gap is reducing, having dropped 4% since our first mainstreaming report in 2013, and almost 3% in the past two years alone
- We believe the main cause of our overall pay gap is vertical segregation, as grade by grade all pay gaps are under 5% with one exception at grade 2. The grade 2 population is very small so it is difficult to draw any significant conclusions from these numbers. However, we will investigate this in more detail
- We also note that the grade pay gaps vary between women and men. There is some clustering of gaps in favour of women in lower grades and in favour of men in higher grades

We now have a new pay and grading structure which guarantees progression to the top of the pay band, subject to satisfactory performance, and we expect this will help to reduce our pay gap further. We recognise that the most important way to reduce the gender pay gap is to change the gender profile by grade, and a pay gap will exist until we improve our profile. We have already started work on this (see our Women in Leadership information on page 24). We will continue to work towards improving our gender profile. Details are contained within our Equal Pay Action Plan Appendix 4.

Our new pay and grading structure has clear pay guidelines about setting salaries. We will actively monitor pay decisions, reporting on this twice every year to our executive leadership team to ensure we continue to focus on equal pay setting.

We are committed to carrying out a full equal pay review with our recognised trade unions this year which will provide a deeper understanding of any underlying issues. Our last equal pay review – which examined our old pay and grading structure – found no evidence of systematic gender-based discrimination.

## RACE

People of a minority ethnic group may experience pay inequality and employers should consider the potential causes of this. For example, these may include colour-based racism, stereotyping or assumptions about overseas qualifications or experience which leaves people clustered in certain types of work or in lower graded work. (Source: Coalition for Racial Equality and Rights 2016).

It is important to realise that race issues affect people of colour differently to white people of a minority ethnic background, and so we have analysed our population in three categories, in line with the Scottish Census. Given the small numbers, we have rolled up the data to help with our analysis.

- There is a significant proportion of employees who have answered 'prefer not to say' or submitted a blank for race. This may affect the analysis and it is difficult to draw any conclusions from the limited data that we have.

- The percentages of both black/minority and other white ethnic groups are low compared to the last Scottish Census results (2011 Scottish Census shows roughly 4.2% in total for ethnic minority categories).

- Our black and minority ethnic population has been fairly static (see our employment statistics Appendix 2). However, we have experienced limited external recruitment for some time and and we've not seen significant change in our total population, as noted above in our section on gender.

- There is low representation of minority ethnic people above managerial level compared to the white population.

- The data is too limited to allow us to cut it by division and by grade to review any clusters of horizontal segregation.

- We would like to improve the data we have and will ask all employees to submit an updated equality return during 2017.

- Our action plan will address the low representation of black/minority and other white ethnic groups both within Scottish Enterprise as a whole and in senior grades.

Our data for race is too limited to allow meaningful analysis of a pay gap. We will work to improve our profile as well as the quality of our data – see our action plan – to help with future analysis.

| Grade | Headcount | | | | |
|-------|---------------------------------|-------------|----------------|-----------------------------|-------|
|       | White Scottish, British and Irish | Other white | Black/minority | Prefer not to say/ blank | Total |
| 11    |       |    |    | *   | *    |
| 10    | 22    |    |    | 10  | 32   |
| 9     | 101   | *  | *  | 10  | 117  |
| 8     | 73    | *  | *  | *   | 83   |
| 7     | 66    |    | *  | *   | 72   |
| 6     | 445   | 12 | 15 | 43  | 515  |
| 5     | 143   | *  | *  | 11  | 158  |
| 4     | 104   | *  |    | 11  | 115  |
| 3     | 51    | *  |    | *   | 55   |
| 2     | 13    |    |    | *   | *    |
| 1     | *     |    |    | *   | *    |
| CEO   | *     |    |    |     | *    |
| Graduate |    |    |    | *   | *    |
| Total | 1023  | 25 | 29 | 104 | 1181 |
| % SE  | 86.6% | 2.1% | 2.5% | 8.8% |  |

## DISABILITY

People with a disability may experience occupational segregation as a result of stereotypical ideas, such as the assumption that they will be unable to work to the same standard as an able person, or that they may require more time off (Source: Coalition for Racial Equality and Rights 2016).

This table shows our profile by disability:

| Grade | Headcount | | | |
| | Declared disability | No disability | Prefer not to say/ blank | Total |
|---|---|---|---|---|
| 11 | | * | | * |
| 10 | * | 31 | | * |
| 9 | * | 104 | * | 117 |
| 8 | * | 76 | * | 83 |
| 7 | * | 62 | * | 72 |
| 6 | 39 | 426 | 50 | 515 |
| 5 | 13 | 131 | 14 | 158 |
| 4 | 11 | 96 | 13 | 120 |
| 3 | * | 45 | * | 55 |
| 2 | | 13 | * | * |
| 1 | * | * | * | * |
| CEO | * | * | * | * |
| Graduate | | * | | * |
| Total | 83 | 994 | 104 | 1181 |
| % SE | 7.02% | 84.17% | 8.81% | 100% |

- Again, as 8.8% of people answered 'prefer not to say' or submitted a blank return, it is difficult to draw meaningful conclusions from such a narrow data set
- The overall percentage of employees with a declared disability is low compared to the Scottish Census (9.68% declared a condition that affected their day to day activities a lot and a further 10% declared a condition that affected their day to day activities a little). However, there is no clustering of disabled workers in low grades, and we see distribution across all grades including managerial and leadership

We compared the length of service of disabled employees with that of those without a disability.

- Employees with a declared disability tend to have a longer length of service than those without, especially in lower grades
- The only exception to this is in grade 3
- Grade by grade, sample size is small and so it is difficult to draw conclusions, however from an organisation-wide point of view we can see that disabled employees have longer length of service than their able counterparts

People with a disability may experience vertical occupational segregation, becoming stuck in lower grades. This may link to the availability of flexible working arrangements, if they need the option to work part time or take flexible hours. There may be a perception that higher graded roles require longer, less flexible hours and this could prevent disabled employees from applying for promotions.

We checked the full time/part time profile of our population who have disclosed a disability:

| | Headcount | % SE |
|---|---|---|
| Whole of SE | 200 | 16.9 |
| Disabled | 11 | 13.3 |

The proportion of disabled employees working part time is slightly lower than that of the overall population.

Our conclusions based on this analysis are:

• There is a significant proportion of employees who have answered 'prefer not to say' or submitted a blank return for disability. This may affect the analysis and it is difficult to draw firm conclusions from the data that we have

• The data we hold shows a good spread of people with a disability working across grade levels. The distribution across grades is in line with the overall population

• Our disabled employees have longer service than the overall population

• There is no evidence of vertical segregation

• The data is too limited to allow us to cut it by division and by grade to review any clusters of horizontal segregation

Our data for race disability is too limited to allow meaningful analysis of a pay gap. We will work to improve our profile as well as the quality of our data – see our action plan Appendix 4 – to help with future analysis. We will ask all employees to submit an updated equality return during 2017 to improve our data.

Our equal pay policy is contained in Appendix 5.

# 8. MAINSTREAMING AS A SERVICE PROVIDER

In this section we highlight the progress we have made with our outcomes and outline further work which is at the heart of our mainstreaming activity. We have been encouraged by progress in a number of areas which has been accelerated by our focus on inclusive growth. This has resulted in a step change in mainstreaming equality in our economic development activity and underpins progress in each of our equality impact outcomes.

## 8.1 PROGRESS WITH OUR EQUALITY OUTCOMES AS A SERVICE PROVIDER

Our first equality outcome as a service provider for 2013-2017 was:

*Increase the number of women, disabled, ethnic minority and young people employed in the key sectors, particularly at leadership level.*

Scottish Enterprise's Sector Plans describe the challenges and opportunities within Scotland's key sectors including Food and Drink, Oil and Gas, Life Sciences and Renewables and outline our strategy for maximising the economic growth in each of these sectors.

We recognise inclusive growth as a key driver of economic growth and the sector strategies clearly describe how a more inclusive approach will support sustainable growth. These include actions around equality, for example:

**Technology and Engineering**
Scottish Enterprise is the lead partner in the Manufacturing Action Plan working with a range of stakeholders including Scottish Government and Skills Development Scotland to ensure a coordinated approach to fully realising Scotland's manufacturing potential. The ambitious goal is to increase Scotland's manufacturing base to encourage internationalisation and develop the talents of Scotland's workforce. Linked to our equalities agenda, the Action Plan includes a drive to promote careers in the sector for all. This is being supported by encouraging manufacturers to engage with 'Developing the Young Workforce' regional groups to provide work relevant learning opportunities for young people and by developing case studies to raise awareness of opportunities.

**Textiles**
Scottish Enterprise's textile sector plan describes the aim to encourage young people into the sector by supporting the Scottish Textiles Skills Partnership and Skills Development Scotland to continue the successful Textiles Modern Apprenticeship programme. To date, the Scottish Textiles Skills Partnership have supported over 60 textile modern apprenticeships across 19 Scottish textile companies. This is a huge step forward from the baseline in 2013/14 when there were no textile modern apprenticeships in Scotland.

**Life Sciences**
Scottish Enterprise has been working closely with Skills Development Scotland and the skills groups of the Industry Leadership Groups in Chemical Sciences, Life Sciences and Industrial Biotechnology to shape priorities in inclusive growth. Projects supported include an initiative with EQUATE to attract women returners back into the industry.

Scottish Enterprise has also undertaken a leadership study in conjunction with Skills Development Scotland to identify both gaps in support and skills issues in the sector relating to company leadership, sector leadership and diversity issues. The results of the study were used to inform the Life and Chemical Sciences Manufacturing strategy. We are now working with Skills Development Scotland to refresh the Skills Investment Plans.

**Financial and Business Services**
The International Financial Service District project in partnership with Glasgow City Council promotes Glasgow as an attractive city in which to live and work. The opportunity is taken to showcase influential women in the Financial and Business Services sector through the International Financial Service District ezine and through ensuring the voice of women is heard through speakers at Financial Services conferences and events.

**Equalities in Scotland's Key Sectors**

In 2015, Scottish Enterprise, Highlands and Islands Enterprise and Skills Development Scotland commissioned research looking at Equalities in Scotland's Growth Sectors. This work was supported by the Equalities and Human Rights Commission and is the main vehicle to track progress with this outcome.

The work examined equality issues in Scotland's growth sectors since 2009, building on the equality baseline report published in 2010, and looked at the representation of individuals with protected characteristics within Scotland's growth sectors.

The research shows that progress had been made in some areas. For example; more women and young people are now employed in both creative industries and food and drink; an increase in ethnic minorities employed in engineering and life sciences and an increase in both younger and older people in ICT and Digital Industries.

Disabled people's representation as employees has increased in all but 2 of the growth sectors.

Limited data is available to monitor progress at leadership level in our growth sectors. However, we do know that 31% of company directors were female at the end of 2014. Females account for between 27% and 33% of directors in all growth sectors apart from life and chemical sciences where the proportion is smaller. Young people (under 30) are also under-represented as directors.

See Equalities in Scotland's Growth Economic Sectors for more information on the findings of this research.

**How this has informed our work**

Our Food and Drink team have used the findings of this research to look at under-representation and are working with stakeholders and partners to identify actions to address these inequalities. This work will help to inform the Food and Drink Industry Strategy refresh which is currently underway.

**Tourism**

Scottish Enterprise evidence on inclusive growth has helped shape the refreshed Tourism Industry Strategy and productivity plan for the sector.

**CASE STUDY**



**Destination Glasgow**

A tourism and visitor economy plan has been formulated by industry in partnership with Glasgow City Marketing Bureau, VisitScotland, Glasgow Life, Scottish Enterprise and Skills Development Scotland.

Over the next four years this plan will engage with over 1300 new tourism businesses to embed leadership, product innovation, digital technologies and skills development to increase Glasgow's international competitiveness. It will help attract leisure visitors to enjoy a cultural and joined up quality experience in a city that is vibrant, well connected, and a location of choice for international conferences and major events in its world class venues. The workforce will be skilled and motivated and productivity in the sector will be increased through delivery of a jobs, skills and business charter.

One of the strands of this charter is the ambition to create a balanced workforce by focussing on accessibility, equality and values. This will be a key area for Glasgow Welcomes which will lead on taking forward the priorities of internationalisation, leadership development and productivity. There will be a strong emphasis on the promotion of accessible tourism to ensure that Glasgow serves the needs of a full range of consumers including visitors with disabilities.

Youth employment will also be a focus, working with school pupils to promote tourism as a career of choice. The number of apprenticeships in restaurants and hotels has already increased and work will continue with employers to identify barriers to people entering the workforce and ways to increase staff retention and increase productivity.

**Oil and Gas**

Scottish Enterprise is currently exploring ways to encourage more women into the oil and gas industry along with our partners. We are also considering research to understand how Science, Technology, Engineering and Maths subjects are promoted to girls and young women in schools and universities and to mature women returning to work and being re-trained.

We recognise that we need to continue to work with our partners to address areas where individuals with protected characteristics are still under-represented; encouraging more women and young people into energy, attracting more ethnic minorities and people with disabilities to financial and business services and attracting more women into the food and drink sector.

Our second equality outcome as a service provider is:

*Build the number of account managed, investee or other appropriate client companies led by women, ethnic minorities, young and disabled people*

This continues to be a challenging outcome. Data on leadership i.e. MD, CEO or founder who belongs to a particular group is not readily available from existing sources and is challenging to gather.

Desk research carried out in 2013 looking at the leadership of our account managed companies established an initial baseline of our portfolio. Limited information was available for companies that fell into our definition of high growth. From the data available from Companies House and fame (c. 500 companies) it was encouraging that 3.4% of the companies we supported were led by women. This is twice the national average but we recognise that it could be higher.

Follow up research in 2016 showed that 15% of our account managed companies had a female as our primary contact (this is normally a senior member of staff).

Three developments over the past 2 years have greatly enhanced our work in this area:

**1. The Scottish Business Pledge**

Launched in 2015, the pledge has a number of elements directly relating to equality including workforce and leadership balance, board diversity and youth. Our Account Managers have discussed the Pledge with their clients and 31% of the c.300 signatories are account managed (as of Jan 2017). The work has increased general awareness of the gender and youth agendas as well as encouraging more effective, innovative leaders from these groups through support from the Workplace Innovation Service. This approach is outlined in the following two case studies:

## CASE STUDY



### SgurrEnergy

*SgurrEnergy works globally on projects in onshore and offshore wind, solar, hydro, biomass, wave and tidal. Headquartered in Glasgow, it is part of international energy services company, Wood Group, and has more than 270 staff in 17 SgurrEnergy offices worldwide.*

For SgurrEnergy, signing up to the Scottish Business Pledge was an easy decision to make as many of the elements of the pledge were already in place at the company.

Workforce engagement has become increasingly important as the business has grown. Having introduced Healthy Working Lives in 2013, the firm is working towards its silver accreditation to promote physical and mental wellbeing within the business.

In 2014, it carried out its first global staff engagement survey and the results drove creation of frameworks for career development, management training and a secondment policy.

Despite engineering's traditionally male-dominated environment – just 12 percent of employees in the UK sector are female – SgurrEnergy works hard to bring more women into the business. It was the first corporate sponsor of Women in Renewable Energy Scotland (WiRES), supporting the organisation's aims of informing, educating, and encouraging women to enter the sector.

Over a quarter of SgurrEnergy's staff are female, making the company more balanced than many of its competitors and work is ongoing to achieve diversity and gender balance across the board.

The company appointed a Director of Innovation in 2014. Its innovation programme is founded on strong relationships with academia and sees it working with graduate, postgraduate and PhD students from universities across the UK.

Although signing up to the pledge hasn't required a great deal of change for the business, Alan Smith, Director of Operations confirms that having a package of principles to refer to makes a difference: "The Pledge puts it all together nicely. It confirms everything we do as a responsible company – and it's a great club to be a member of."

"Our commitment to the pledge is very real, showing the industry and the wider business community that SgurrEnergy is serious about best practice, staff engagement and upholding the principles of the Scottish Business Pledge."

## CASE STUDY



### Agenor

*Agenor has grown to be one of Scotland's most innovative tech companies, offering specialist IT consultancy and a collaboration platform for planning and executing large-scale technology changes.*

Agenor's Chief Finance Officer, Stephen Smith, confirms that signing up to the Scottish Business Pledge was a simple process.

"We're a company that knows how to treat stakeholders – whether that's employees, suppliers, customers or partners – in a respectful and fair manner.

If you treat people properly on a human level, you get the rewards on a business level. And when it came to signing up for the Business Pledge, there was very little in there that we weren't doing already."

Agenor already pays its staff well above the Living Wage and wouldn't consider zero hour contracts. And with a relatively flat hierarchy, workforce engagement comes naturally –

whether it's inviting new ideas from all employees, or updating the whole team at regular company-wide meetings.

The firm's innovation programme involves making continuous improvements to its ICEFLO software, ensuring clients such as IBM and RBS get the best product in the field. It was a big investment to build it and keep it going – but the company has reaped the rewards.

The Agenor Academy, set up in 2015, saw the recruitment of four graduates who spend six months working across the company, getting as much experience as they can before picking a career that suits.

Agenor also plays an active role in the local community – with charity work and sponsorships for a whole range of youth teams in football, hockey and rugby. And not just in the Borders, where the firm originated but also in the communities near its offices in Edinburgh, Amsterdam and Dubai.

The only significant challenge remaining for Agenor in this area is achieving gender balance which will take time.

"We don't discriminate at all, we choose the best candidate, whoever they are. Last year, we hired more women than men, but that wasn't because of any strategy."

## 2. Workplace Innovation Service

Scottish Enterprise has for some time focused on organisational development and leadership support as a route to sustainable growth. This work has contributed to our activity on gender balance with 39% of the 533 companies assisted in organisational development and leadership during 2015/16 led by women.

In 2016, Scottish Enterprise launched a wider Workplace Innovation service. This offers a cohesive programme to promote collaborative team working, decision making and problem solving through events, company best practice visits and bespoke support. The service uses the principles of the Fairwork Convention Framework as a diagnostic tool for companies to develop future approaches.

## 3. Increasing Board Diversity

Our work with Innovation Centres to explore how to increase diversity on their Boards is a good example of how Scottish Enterprise has used its links with the business community and academia to highlight the business benefits of diversity.

Research indicates the benefits that can be gained by increasing the number of women in Science, Technology, Engineering and Mathematics fields. Currently women are under-represented and this is particularly evident at more senior levels in organisations.

Evidence shows that having diverse Board representation offers a breadth of perspective and expertise that brings benefits to organisations both in terms of how they operate but also how they perform. Recent **IMF research** shows a direct improvement in financial performance for companies who have a greater number of women on their boards. One more woman in senior management or on a corporate board is associated with 8–13 basis points higher return on assets. However, promoting equality is often seen as something driven by legislation rather than these business benefits.

Working with the Scottish Funding Council and Scottish Government Public Appointments Team the recent Board Diversity good practice event focussed on practical ways of achieving diversity without compromising on quality of Board members. Topics discussed included how to make Board vacancies accessible to a diverse pool of candidates, culture and behaviour of Boards, unconscious bias and unlocking the talent of under-represented groups.

This work will influence recruitment to Innovation Centre Boards as vacancies arise and we are currently in discussion with Scottish Funding Council to develop key performance indicators to monitor progress in this area.

In addition Scottish Enterprise also actively encourages networking opportunities and last year organised a roundtable of Business Pledge signatories to discuss our approach to encouraging more diverse boards. This acted as a springboard for a national conference addressed by the First Minister, as well as representatives of the private sector – Virgin Money and the Mitie Corporation. This will be complemented by staff training on encouraging diverse boards delivered by **Changing the Chemistry**.

Our third equality outcome for Scottish Enterprise as a service provider is:

*Uptake of our services by companies operated and owned by under- represented groups increasing*

The number of women and young people accessing our business support service for the first time in 2015 had increased to 48% and 17% respectively showing that work to promote these groups is having a positive effect. (Appendix 1). Data for disabled and ethnic minority people shows a slight decrease and will be a focus for further action.

Due to changes in our customer management system, comparative data is unavailable for the year 2016. We are currently evaluating the process for gathering equality and diversity data with a view to making improvements in 2017.

**Services and initiatives supporting delivery of this outcome:**
Scottish Enterprise delivers a number of services which promote opportunities for women and young people:

- **Recipients of Regional Selective Assistance** are supported to develop an Invest in Youth Policy. Companies who receive Regional Selective Assistance work with the enterprise agencies, and other appropriate partners, to agree and implement an Invest in Youth policy, including setting a target for youth employment as a percentage of their workforce. This approach has recently been extended to other services like research and development support, training grants and environmental aid.

- **Aid for Disadvantaged Workers** – A small pilot programme is currently underway to take advantage of state aid rules which allow additional assistance to be provided for disadvantaged workers.

- **Co-operative Business Models** – Women's Enterprise Scotland is one of the many partners that Co-operative Development Scotland collaborates with on its work to increase awareness and use of co-operative business models. Co-operative Development Scotland along with Scottish Enterprise, Highlands and Islands Enterprise, Business Gateway and others, sits on the Women in Enterprise Implementation Group.

- **Business Mentoring** – 39% of businesses supported last year by the business mentoring programme were female-led. We will be working with the Chamber of Commerce (who deliver the service) and Women's Enterprise Scotland over the next year to ensure that this level is maintained and, as appropriate, increases by promotion of the service.

- **Business Benefits of Diversity Conference** – in collaboration with the local chamber of commerce, Aberdeen colleagues held a business conference in October 2016 focusing on the business benefits of equality. This was attended by a number of companies who heard from speakers focusing on Lesbian, Gay, Bisexual and Transgender issues, women and leadership and attracting and retaining young people.

- **Ensuring our services are fit for purpose** – our Business Growth, High Growth Ventures and marketing teams have been working to ensure our services for women-led businesses are fit-for-purpose. An action plan is being developed which reflects the priorities set out in Women's Enterprise Scotland's Framework for Action. This will be published shortly. We have also committed to pilot a project for business support servicing the needs of women-led businesses which will inform our approach in this area.

**The businesses we work with**

- Our investment arm, Scottish Investment Bank, is supporting a number of women and disabled-led businesses:

- **Clear Returns** – headed up by Vicky Brock who is named by Forbes.com and Bloomberg as one of the nine top female tech CEOs to watch.

  o **AF Clothing (T/A Findra Ltd)** – run by female entrepreneur Alex Feechan, the company designs and manufactures performance clothing for the female cycling market. The company were supported in their recent funding round by Investing Women, a women's only angel syndicate, alongside Scottish Co-Investment partner Tricap.

  o **Appointedd** – Edinburgh-based tech company, founded by CEO Leah Hutcheon, who is a proud Ambassador for Women's Enterprise Scotland, Director of Future Leaders for Entrepreneurial Scotland and #ScotEDGE Award winner. Leah has created a gender balanced team and board around her to drive the growth of Appointedd.

  o **The Scottish Angel Capital programme** – This programme is funded by LINC Scotland members and sponsors, Scottish Enterprise and ERDF and is managed and delivered by LINC Scotland. The programme disseminates know-how and support materials to LINC front-line advisers, with the aim of increasing the number and proportion of SMEs, in all ownership categories, achieving investment-ready status. This includes support from LINC Scotland to Women's Enterprise Scotland, Girl Geek Scotland (helping female digital technology entrepreneurs), Social Investment Scotland and the Prince's Trust in Scotland. The focus is on increasing participation of less-well represented groups in the early stage investment market.

We also support businesses through our High Ventures team who offer intensive support to ambitious and innovative companies:

## CASE STUDY



**Alex Papanikolaou, Freedom One Life**

The road to success hasn't always been smooth for Glasgow entrepreneur Alex Papanikolaou.

Alex's cerebral palsy means he relies on power wheelchairs to get around, something which over the years has been the cause of frustration due to factors such as poor battery life, countless breakdowns and being stranded.

Despite these challenges, Alex is a seasoned traveller and spent more than five years travelling the world and visiting more than 35 countries. In that time, he enjoyed a successful business career including helping to establish a recruitment agency for disabled people in the United Arab Emirates.

On his return to the UK, he formulated plans to develop a next generation power wheelchair via his company Freedom One Life.

Alex said: "I've used power chairs all my life and their unreliability really can be frustrating. We're currently prototyping a design which will transform the reliability and performance of the power wheelchair."

Alex and the Freedom One team based at Glasgow's Skypark and have had extensive support from Scottish Enterprise over the last two years.

"Scottish Enterprise have been very helpful – we've had assistance across a number of areas with backing from their High Growth team and support with activities such as recruiting staff, formulating our business plan, R&D and prototyping.

"We would expect to be ready to bring our power wheelchair to the market in around nine months' time."

Alongside his entrepreneurial activities, Alex also offers consultancy services around access, equality and inclusiveness to a wide range of companies and is part of a team helping to improve access for disabled people at the UK's rail network.

'Many people don't appreciate the extent of the issues involved in accessibility – it's not just about installing ramps and suitable toilets. I'm part of a team of people who are contributing and working with Network Rail to improve the built environment for generations to come. Design for inclusion covers extensive areas from seating to signage and even colours of stairs which all really makes a difference to an accessible and inclusive environment for everyone.

"Progress is being made on inclusion and equality, there is more awareness about what's now called the 'purple pound', – the spending power of disabled people – but there's still work to be done."

Our final equality outcome as a service provider is:

*Improved data on high growth companies and industries relating to gender, disability, race, religion and belief and sexual orientation. Specific outcomes will emanate from any under-representation identified*

Research into Equality in our growth sectors has been completed and informs our work in progressing equality in our sectors.

We have also improved our data gathering at a company level and will continue to build on the progress made to date.

In addition our work with Women's Enterprise Scotland will provide richer data on women-led high growth companies.

There is still a great deal of data missing around disability and leadership and for religion and belief and sexual orientation. The collection and analysis of this data is complex and we will continue to work with Scottish Government and partners to make progress in this area.

# 9. MAINSTREAMING – CROSS ORGANISATIONAL ACTIVITY

## 9.1 EQUALITY IMPACT ASSESSMENTS

Equality Impact Assessments are an important element of our mainstreaming approach and we apply this methodology to all new projects, policies and programmes. We see this process not just as a legal requirement but at the heart of our mainstreaming activity, providing clear actions to help embed equality. In addition, each assessment provides a link to our equality outcomes providing further evidence to support their achievement.

All projects presented to our Single Approval Group are further reviewed for equality issues before being approved. Our Equality Impact Assessments utilise primary and secondary data to provide information on issues affecting the particular area of work being assessed. These lead to actions fulfilling the specific duties around more active promotion to under-represented groups and fostering good relations between communities. More information relating to primary and secondary data is referred to in chapter 5 – Equality Evidence and Best Practice.

We publish our equality impact assessments including those completed for our business mentoring programme and office services contract. We have also taken a strategic approach and have conducted assessments for the Account Managed service and our Procurement function. These have yielded important actions which will further embed our work on equality. Examples of these include improved data gathering on the leadership of our account managed companies and better reflection of equality requirements in tender documents.

## 9.2 PROCUREMENT

Scottish Enterprise considers equality throughout its tender processes and complies with all legislation. We ask suppliers to provide details of any equality policies and systems that they have in place that will be used when delivering the contract. Guidance from the Procurement Reform (Scotland) Act 2014 ensures our focus is on equality. Our Procurement Strategy has been informed by this Act, the EU Directive 2014/24 on public procurement and the Procurement (Scotland) Regulations 2015. As of April 2016 this strategy is published alongside our current regulated contracts register and our forward procurement plan to advise suppliers when Scottish Enterprise contracts will be procured and assist them in bidding for the work.

In line with these regulations, our policy is to advertise tender opportunities with a value of £50K or greater, excluding VAT, on the Public Contracts Scotland portal. This provides greater transparency in our procurement processes and allows suppliers to identify sub-contracting opportunities. In addition to this, our tender strategies are designed to promote SME participation wherever possible. Our terms and conditions have been simplified and now share risks with our suppliers in a more equitable manner, as well as being easier to understand. We contract with supported businesses (defined as employing mainly disabled people), where appropriate, and encourage the procurement of fairly and ethically traded goods and services where relevant.

Scottish Enterprise continue to promote the use of Community Benefit Clauses within procurement exercises where relevant and proportionate to the contract, and ensure such clauses are considered within all contracts over £50K in value. In 2015/16, 67% of regulation procurements had community benefits included in the tender requirements. Community benefits are a key area of the Procurement Reform (Scotland) Act 2014 and the Procurement (Scotland) Regulations 2015. Since the implementation of these regulations we have revised our procurement processes to encourage suppliers to consider how they can contribute to improving social, economic and environmental wellbeing elements where relevant in delivering the contract. These contributions are extremely varied, and can range from training opportunities such as apprenticeships to promoting careers to school children from disadvantaged areas.

We are committed to promoting the use of the Scottish Living Wage and are working to ensure zero hours contracts are not used by suppliers in the delivery of services to Scottish Enterprise – this illustrates our commitment to the delivery of the Scottish Business Pledge.

We carried out an Equality Impact Assessment on our procurement activities last year which confirmed that our processes fully comply with our equality duties. The assessment suggested that more could be done to embed equality in tendering and contract activity. As a result of this assessment our Equality Impact Assessment template and guidance are currently being updated to encourage contracting managers to proactively address equality when procuring services and products.

### 9.3 COMPLIANCE

As part of Scottish Enterprise's internal audit plan, an audit of our activities was completed in June 2016 to ensure that Scottish Enterprise has appropriate arrangements in place to comply with the Equality Act and associated duties. The outcome of the audit was positive and confirmed that arrangements were satisfactory to comply with the legislation.

The audit recommended that equality and diversity policies and procedures are re-issued to Scottish Enterprise staff to remind them of their responsibilities in equality. This includes ensuring that completed Equality Impact Assessments are all published on the Scottish Enterprise website.

Actions were also suggested to encourage the completion of the mandatory Equality and Diversity training by all staff through increased promotion by people managers and reminders on our intranet news page.

The audit also required us to benchmark Scottish Enterprise's equality arrangements against best practice. This exercise was completed by Equal Opportunities Champions and actions for further improvement have been identified.

An audit of our inclusive growth activity is also being carried out in the first quarter of this year. This will identify any positive actions required to ensure we are maximising the equality benefits of inclusive growth.

A new procedure was set up in 2014 to ensure that all complaints received are reviewed by our equality manager for any adverse trends. Over the period **no** equality complaints have been received relating to any of our services.

# 10. OUR EQUALITY OUTCOMES – 2017-2021

Legislation requires us to outline a new set of outcomes every four years. We have reviewed our existing outcomes and have established that they are still robust and, by their nature, long term.

We have however decided to slightly revise our equality outcomes to allow us to better reflect the work we are doing, more easily attribute our activity and measure progress.

We will work over the next year to establish effective processes and procedures to progress our revised outcomes and to collect robust data to monitor progress. We will ensure these outcomes are part of our performance management framework to help embed our approach across the business.

Our new set of equality outcomes are:

1. Increase the number of account managed companies (meeting Scottish Enterprise's growth criteria) led by women, ethnic minorities, young and disabled people
2. Business ownership of companies who have taken up our service for the first time (meeting Scottish Enterprise's growth criteria) are in line with Scottish data for gender, disability, race and age
3. Improve our equal pay occupational segregation profiles for gender, ethnicity and disability. Ensure our workforce profile reflects national benchmarks for all protected characteristics

Our equality outcome action plans are contained within Appendix 3.

# 11. SCOTTISH ENTERPRISE BOARD DIVERSITY

The Scottish Government published guidance in January this year on the implementation of the Equality Act (Specific Duties) (Scotland) Amendment Regulations 2016 which came into force on 18 March 2016. This requires us as a listed authority to provide information on:

• the number of men and women who have been members of the Board during the period covered by the report, and
• sign-posting the action we propose to take in the future to promote greater diversity of Board membership

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

| Time Period | Total number Board members | Number of males | Number of females |
|---|---|---|---|
| From January 2015 until December 2015 | 12 | 7 | 5 |
| From January 2016 until November 2016 | 12 | 6 | 6 |
| From January 2017 | 9 | 4 | 5 |

*These figures are not compiled from personal declarations

The gender balance of our board reached parity last year and continues to do so this year. We consider a balanced board where males or females reach 5. Exact parity cannot be achieved when there are nine members. This achievement was supported by senior level commitment during the appointments process, specifically our previous Chair who publically championed board diversity as highlighted in an article on the Partnership for Change website.

We will continue to monitor the composition of our Board and will work closely with Scottish Government when vacancies arise to ensure we have the right board balance.

This will include ongoing support for the Government's emerging guidance on succession planning to ensure it reflects best practice.

# 12. CONCLUSION

We have been encouraged by how much equality has been mainstreamed over the past two years, a process which has been helped by the strong focus on inclusive growth as a driver for sustainable economic growth. Many colleagues have been actively involved in driving equality and diversity in their day jobs which is a primary objective of mainstreaming.

Much has been achieved during this extended period of challenging economic conditions and we are committed to building further on our achievements as we develop our equality activities in future years.

External economic factors will continue to have a significant impact on all aspects of Scottish Enterprise's work including the equality agenda.

We will continue to make sure that our work with companies, sectors and partner agencies not only complies with legislation but goes further to embrace the economic benefits that the approach can bring. This will focus on actions around our outcomes and associated measurable achievements for our colleagues and the communities we work with.

We recognise the need for stronger evidence in some areas, this will be a focus for us in the next two years.

# APPENDICES

## APPENDIX 1

Service Provision Data (Business ownership of companies who have taken up our service for the first time)

| | Yes | No | Prefer not to say | Response Count |
|---|---|---|---|---|
| **Ethnic Minority** | 21.7% | 71.0% | 4.5% | 221 |
| **Women** | 46.6% | 48.9% | 2.7% | 219 |
| **Disabled** | 14.4% | 77.9% | 4.6% | 195 |
| **Younger People (under 25)** | 16.5% | 77.0% | 4.0% | 200 |
| **Older People (60+)** | 54.5% | 39.8% | 2.8% | 211 |

*1 December 2013 – 30 November 2014*

| | Yes | No | Prefer not to say | Response Count |
|---|---|---|---|---|
| **Ethnic Minority** | 17.8% | 79% | 1.9% | 157 |
| **Women** | 47.5% | 49.4% | 1.9% | 160 |
| **Disabled** | 10.5% | 82.5% | 3.5% | 143 |
| **Younger People (under 25)** | 17.4% | 76.4% | 3.5% | 144 |
| **Older People (50+)\*\*** | 48.7% | 41% | 1.9% | 161 |

*1 December 2014 – 30 November 2015*
*\*\* In 2015 report this was 60+.*

## APPENDIX 2 – EMPLOYMENT STATISTICS

### Composition

### Gender

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| **Female** | 647 | 659 | 708 | 695 |
| **Male** | 487 | 495 | 506 | 491 |
| **Total** | 1134 | 1154 | 1214 | 1186 |

| | 2013 | 2014 | 2015 | 2016 | Census 2011 |
|---|---|---|---|---|---|
| **Female** | 57.1% | 57.1% | 58.3% | 58.6% | 51.6% |
| **Male** | 42.9% | 42.9% | 41.7% | 41.4% | 48.4% |
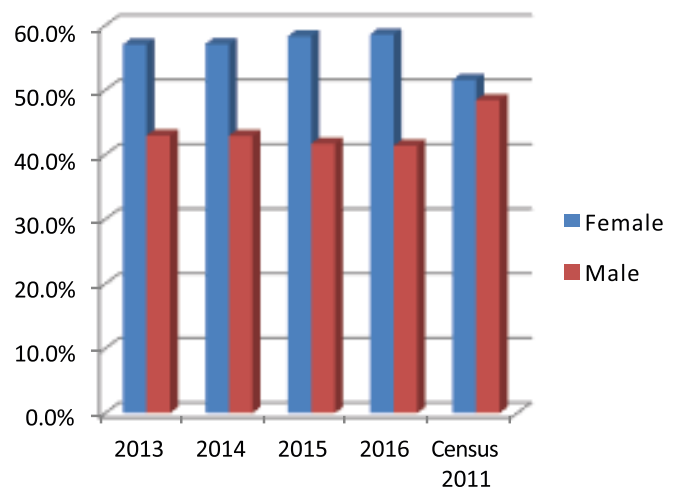


*Groups less than 10 marked \* for confidentiality.*

## Ethnic Origin

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| White | 1017 | 1039 | 1079 | 1050 |
| Any other Mixed or Multiple ethnic groups | 0 | * | * | * |
| Asian, Asian Scottish or Asian British | 14 | 15 | 16 | 16 |
| African, African Scottish or African British | 0 | * | * | * |
| Prefer not to respond | 92 | 75 | 71 | 67 |
| Caribbean or Black | 0 | * | 0 | 0 |
| Other Ethnic Group | 0 | * | * | * |
| Unknown | 0 | * | 34 | 39 |
| **Total** | **1134** | **1129** | **1214** | **1186** |

| | 2013 | 2014 | 2015 | 2016 | Census |
|---|---|---|---|---|---|
| White | 89.7% | 92.0% | 88.9% | 88.5% | 95.79% |
| Any other Mixed or Multiple ethnic groups | 0.0% | * | * | * | 0.38% |
| Asian, Asian Scottish or Asian British | 1.2% | 1.3% | 1.3% | 1.3% | 2.81% |
| African, African Scottish or African British | 0.0 | * | * | * | 0.60% |
| Prefer not to respond | 8.1% | 6.6% | 5.8% | 5.6% | 0.00% |
| Caribbean or Black | 0.0% | * | 0.0% | 0.0% | 0.13% |
| Other Ethnic Group | 0.0% | * | * | * | 0.29% |
| Unknown | 0.0% | * | 2.8% | 3.3% | 0.00% |

## Disability

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| Disabled | 91 | 91 | 88 | 83 |
| Not Disabled | 911 | 954 | 1017 | 998 |
| Prefer Not to Respond | 132 | 109 | 109 | 105 |
| Total | 1134 | 1154 | 1214 | 1186 |

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| Disabled | 8.0% | 7.9% | 7.2% | 7.0% |
| Not Disabled | 80.3% | 82.7% | 83.8% | 84.1% |
| Prefer No to Respond | 11.6% | 9.4% | 9.0% | 8.9% |
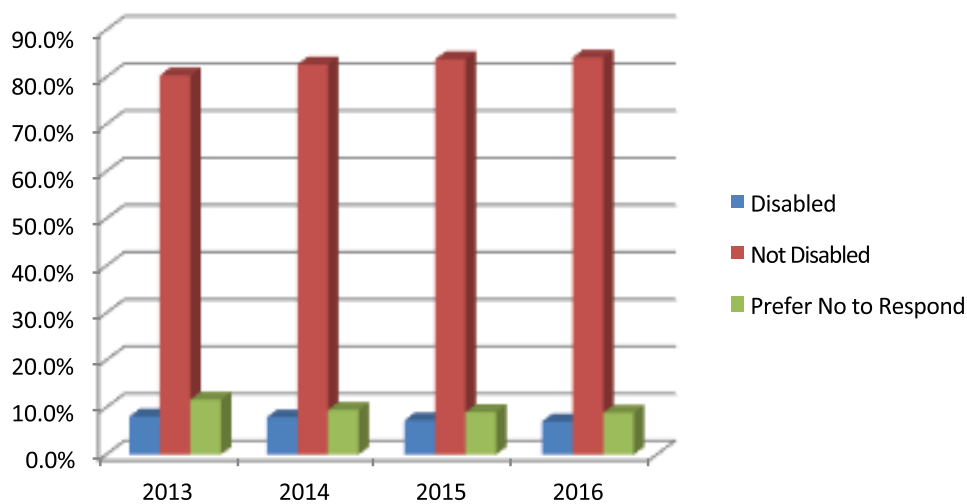


## Day to Day Limitations

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| Day-to-day activities limited a lot | 0 | 0 | 0 | 0 |
| Day-to-day activities limited a little | 39 | 40 | 40 | 38 |
| Day-to-day activities not limited | 986 | 1023 | 969 | 919 |
| Prefer not to respond | 109 | 91 | 86 | 82 |
| No Response | 0 | 0 | 119 | 147 |
| Total | 1134 | 1154 | 1214 | 1186 |

| | 2013 | 2014 | 2015 | 2016 | 2011 Census |
|---|---|---|---|---|---|
| Day-to-day activities limited a lot | 0.0% | 0.0% | 0.0% | 0.0% | 9.68% |

## Age

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| 16-19 | 15 | 16 | * | * |
| 20-24 | 28 | 34 | 45 | 34 |
| 25-29 | 67 | 64 | 67 | 71 |
| 30-44 | 433 | 419 | 443 | 415 |
| 45-59 | 516 | 541 | 568 | 575 |
| 60-64 | 67 | 67 | 71 | 69 |
| 65 + | 0 | 13 | 14 | 18 |
| Total | 1134 | 1154 | 1214 | 1186 |

| | 2013 | 2014 | 2015 | 2016 | Census 2011 |
|---|---|---|---|---|---|
| 16-19 | 1.32% | 1.41% | * | * | 6.19% |
| 20-24 | 2.47% | 3.00% | 3.97% | 3.00% | 8.53% |
| 25-29 | 5.91% | 5.64% | 5.91% | 6.26% | 8.04% |
| 30-44 | 38.18% | 36.95% | 39.07% | 36.60% | 24.30% |
| 45-59 | 45.50% | 47.71% | 50.09% | 50.71% | 25.37% |
| 60-64 | 5.91% | 5.91% | 6.26% | 6.08% | 7.56% |
| 65 + | 0.00% | 1.15% | 1.23% | 1.59% | 20.01% |
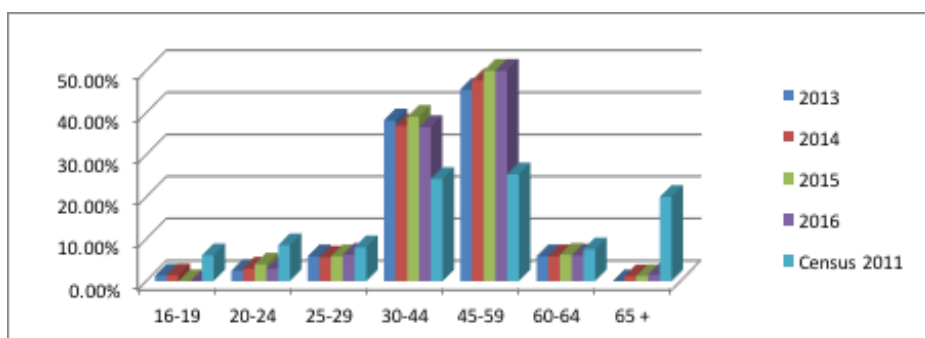
## Religion and Belief

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| Church of Scotland | 304 | 298 | 307 | 300 |
| Roman Catholic | 175 | 184 | 193 | 190 |
| Other Christian | 67 | 59 | 60 | 52 |
| Buddhist | 0 | * | * | * |
| Hindu | 0 | * | * | * |
| Jewish | 0 | * | * | * |
| Muslim | 0 | * | * | * |
| Sikh | 0 | * | * | * |
| Other Religion | 11 | 11 | 11 | 11 |
| No Religion | 375 | 401 | 419 | 413 |
| Prefer not to respond | 186 | 174 | 171 | 164 |
| Unknown | 0 | * | 35 | 39 |
| Total | 1134 | 1127 | 1214 | 1186 |

| | 2013 | 2014 | 2015 | 2016 | Census |
|---|---|---|---|---|---|
| Church of Scotland | 26.8% | 26.4% | 25.3% | 25.3% | 32.12% |
| Roman Catholic | 15.4% | 16.3% | 15.9% | 16.0% | 15.58% |
| Other Christian | 5.9% | 5.2% | 4.9% | 4.4% | 5.14% |
| Buddhist | 0.0% | * | * | * | 2.04% |
| Hindu | 0.0% | * | * | * | 0.33% |
| Jewish | 0.0% | * | * | * | 0.12% |
| Muslim | 0.0% | * | * | * | 1.54% |
| Sikh | 0.0% | * | * | * | 0.18% |
| Other Religion | 1.0% | 1.0% | 0.9% | 0.9% | 0.27% |
| No Religion | 33.1% | 35.6% | 34.5% | 34.8% | 36.59% |
| Prefer not to respond | 16.4% | 15.4% | 14.1% | 13.8% | 6.87% |
| Unknown | 0% | * | 2.9% | 3.3% | 0% |

## Sexual Orientation

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| Bi-Sexual, Gay, Lesbian or Other | 12 | 15 | 16 | 14 |
| Hetrosexual | 975 | 1002 | 1037 | 1013 |
| Prefer Not to Respond | 147 | 128 | 126 | 120 |
| Non Response | 0 | * | 35 | 39 |
| **Total** | **1134** | **1145** | **1214** | **1186** |

| | 2013 | 2014 | 2015 | 2016 | Stonewall |
|---|---|---|---|---|---|
| Bi-Sexual, Gay, Lesbian or Other | 1.06% | 1.30% | 1.32% | 1.18% | 6.00% |
| Hetrosexual | 85.98% | 86.83% | 85.42% | 85.41% | 94.00% |
| Prefer No to Respond | 12.96% | 11.09% | 10.38% | 10.12% | 0.00% |
| Non Response | 0.00% | 0.78% | 2.88% | 3.29% | 0.00% |

## Gender Reassignment

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| Same Gender as assigned at birth | 1027 | 1050 | 1015 | 961 |
| Prefer not to respond | 107 | 90 | 86 | 83 |
| Non response | 0 | 14 | 113 | 142 |
| Total | 1134 | 1154 | 1214 | 1186 |

*New monitoring category for 2012*
*No Census Data available*

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| Same Gender as assigned at birth | 90.56% | 90.99% | 83.61% | 81.03% |
| Prefer not to respond | 9.44% | 7.80% | 7.08% | 7.00% |
| Non Response | 0.00% | 1.21% | 9.31% | 11.97% |
| Total | 100.00% | 100.00% | 100.00% | 100.00% |

## Marital Status

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| Single (never married or never registered a same-sex civil partnership) | 354 | 363 | 386 | 382 |
| Married | 720 | 736 | 777 | 754 |
| In a registered same-sex civil partnership | 0 | 0 | 0 | 0 |
| Other / Divorced | 48 | 46 | 44 | 43 |
| Widowed or surviving partner from a same-sex civil partnership | 10 | * | * | * |
| Total | 1134 | 1145 | 1214 | 1186 |

| | 2013 | 2014 | 2015 | 2016 | Census |
|---|---|---|---|---|---|
| Single (never married or never registered a same-sex civil partnership) | 31.2% | 31.7% | 31.8% | 32.2% | 35.8% |
| Married | 63.5% | 64.3% | 64.0% | 63.6% | 44.9% |
| In a registered same-sex civil partnership | 0.0% | 0.0% | 0.0% | 0.0% | 0.2% |
| Other / Divorced | 4.2% | 4.0% | 3.6% | 3.6% | 11.4% |
| Widowed or surviving partner from a same-sex civil partnership | 0.9% | * | * | * | 7.7% |

## Maternity

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| **Advised pregnant but not yet started maternity leave** | 0 | * | 0 | * |
| **On maternity leave** | 24 | 26 | 24 | 25 |
| **Returned to work** | 17 | 22 | 18 | 25 |
| **Did not return** | 0 | 0 | 0 | 0 |
| **Total** | **44** | **54** | **42** | **50** |

| | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|
| **Advised pregnant but not yet started maternity leave** | 0.00% | 11.11% | 0.00% | 0.00% |
| **On maternity leave** | 54.55% | 48.15% | 54.55% | 50.00% |
| **Returned to work** | 38.64% | 40.74% | 38.64% | 50.00% |
| **Did not return** | 0.00% | 0.00% | 0.00% | 0.00% |
| **Total** | **100.00%** | **100.00%** | **100.00%** | **100.00%** |

## Recruitment Data 2015/2016

| Disability 2015 | Application | | Shortlisted | | Selected/ New Starts | |
|---|---|---|---|---|---|---|
| Not Disabled | 2593 | 94% | 856 | 94% | 110 | 100% |
| Information not provided | 120 | 4% | 33 | 4% | 0 | 0% |
| Disabled | 51 | 2% | 23 | 3% | 0 | 0% |
| Total | **2764** | 100% | **912** | 100% | **110** | 100% |

| Disability 2016 | Application | | Shortlisted | | Selected/ New Starts | |
|---|---|---|---|---|---|---|
| Not Disabled | 1007 | 92% | 454 | 92% | 59 | 100% |
| Information not provided | 71 | 7% | 29 | 6% | 0 | 0% |
| Disabled | 13 | 1% | * | * | 0 | 0% |
| Total | **1091** | 100% | **492** | 100% | **59** | 100% |

| Sex 2015 | Application | | Shortlisted | | Selected/ New Starts | |
|---|---|---|---|---|---|---|
| Female | 1239 | 45% | 481 | 53% | 82 | 75% |
| Male | 1034 | 37% | 294 | 32% | 28 | 25% |
| Prefer not to respond | 27 | 1% | * | * | 0 | 0% |
| Information not provided | 464 | 17% | 132 | 14% | 0 | 0% |
| Total | **2764** | 100% | **912** | 100% | **110** | 100% |

| Sex 2016 | Application | | Shortlisted | | Selected/ New Starts | |
|---|---|---|---|---|---|---|
| Female | 545 | 50% | 269 | 55% | 34 | 58% |
| Male | 370 | 34% | 160 | 33% | 25 | 42% |
| Prefer not to respond | * | * | 0 | 0% | 0 | 0% |
| Information not provided | 170 | 16% | 63 | 13% | 0 | 0% |
| Total | **1091** | 100% | **492** | 100% | **59** | 100% |

| Gender reassignment 2015 | Application | | Shortlisted | | Selected/ New Starts | |
|---|---|---|---|---|---|---|
| Same Gender as assigned at birth | 2643 | 96% | 882 | 97% | * | * |
| Information not provided | 121 | 4% | 30 | 3% | 107 | 97% |
| **Total** | **2764** | 100% | **912** | 100% | **110** | 100% |

| Gender reassignment 2016 | Application | | Shortlisted | | Selected/ New Starts | |
|---|---|---|---|---|---|---|
| Same Gender as assigned at birth | 1013 | 93% | 461 | 94% | * | * |
| Information not provided | 78 | 7% | 31 | 6% | 58 | 98% |
| **Total** | **1091** | 100% | **492** | 100% | **59** | 100% |

| Sexual Orientation 2015 | Application | | Shortlisted | | Selected/ New Starts | |
|---|---|---|---|---|---|---|
| Bi-Sexual / Gay or Lesbian / Other | 82 | 3% | 23 | 3% | * | * |
| Heterosexual | 2099 | 76% | 715 | 78% | 73 | 66% |
| Prefer not to respond | 120 | 4% | 44 | 5% | 32 | 29% |
| Information not provided | 463 | 17% | 130 | 14% | * | * |
| **Total** | **2764** | 100% | **912** | 100% | **110** | 100% |

| Sexual Orientation 2016 | Application | | Shortlisted | | Selected/ New Starts | |
|---|---|---|---|---|---|---|
| Bi-Sexual / Gay or Lesbian / Other | 27 | 2% | * | * | 0 | 0% |
| Heterosexual | 834 | 76% | 396 | 80% | 34 | 58% |
| Prefer not to respond | 61 | 6% | 29 | 6% | * | * |
| Information not provided | 169 | 15% | 62 | 13% | 24 | 41% |
| **Total** | **1091** | 100% | **492** | 100% | **59** | 100% |

| Religion and belief 2015 | Application | | Shortlisted | | Selected/ New Starts | |
|---|---|---|---|---|---|---|
| No Religion | 953 | 34% | 350 | 38% | 35 | 32% |
| Church of Scotland | 434 | 16% | 139 | 15% | 19 | 17% |
| Roman Catholic | 359 | 13% | 120 | 13% | 12 | 11% |
| Other Christian | 215 | 8% | 52 | 6% | * | * |
| Buddish | 18 | 1% | * | * | 0 | 0% |
| Hindu | 27 | 1% | * | * | 0 | 0% |
| Jewish | * | * | * | * | 0 | 0% |
| Muslim | 25 | 1% | * | * | * | * |
| Sikh | 21 | 1% | * | * | 0 | 0% |
| Other Religion | 37 | 1% | * | * | 0 | 0% |
| Prefer not to respond | 207 | 7% | 80 | 9% | * | * |
| Information not provided | 466 | 17% | 132 | 14% | 32 | 29% |
| Total | 2764 | 100% | 912 | 100% | 110 | 100% |

| Religion and belief 2016 | Application | | Shortlisted | | Selected/ New Starts | |
|---|---|---|---|---|---|---|
| No Religion | 390 | 36% | 173 | 35% | 20 | 34% |
| Church of Scotland | 168 | 15% | 82 | 17% | * | * |
| Roman Catholic | 141 | 13% | 72 | 15% | * | * |
| Other Christian | 68 | 6% | 31 | 6% | 0 | 0% |
| Buddish | * | * | * | * | 0 | 0% |
| Hindu | 13 | 1% | * | * | 0 | 0% |
| Jewish | * | * | 0 | 0% | 0 | 0% |
| Muslim | 26 | 2% | 10 | 2% | 0 | 0% |
| Sikh | 12 | 1% | * | * | 0 | 0% |
| Other Religion | * | * | * | * | 0 | 0% |
| Prefer not to respond | 89 | 8% | 48 | 10% | * | * |
| Information not provided | 170 | 16% | 63 | 13% | 24 | 41% |
| Total | 1091 | 100% | 492 | 100% | 59 | 100% |

| Age 2015 | Application | | Shortlisted | | Selected | |
|---|---|---|---|---|---|---|
| 16-19 | 12 | 0% | * | * | * | * |
| 20-24 | 156 | 6% | 53 | 6% | 21 | 19% |
| 25-29 | 409 | 15% | 135 | 15% | 26 | 24% |
| 30-44 | 1002 | 36% | 342 | 38% | 41 | 37% |
| 45-59 | 682 | 25% | 237 | 26% | 21 | 19% |
| 60-64 | 31 | 1% | * | * | 0 | 0% |
| 65+ | * | * | 0 | 0% | 0 | 0% |
| Information not provided | 469 | 17% | 134 | 15% | 0 | 0% |
| Total | **2764** | 100% | **912** | 100% | **110** | 100% |

| Age 2016 | Application | | Shortlisted | | Selected | |
|---|---|---|---|---|---|---|
| 16-19 | * | * | * | * | * | * |
| 20-24 | 92 | 8% | 36 | 7% | 15 | 25% |
| 25-29 | 141 | 13% | 60 | 12% | * | * |
| 30-44 | 434 | 40% | 192 | 39% | 20 | 34% |
| 45-59 | 240 | 22% | 137 | 28% | * | * |
| 60-64 | * | * | * | * | * | * |
| 65+ | 0 | 0% | 0 | 0% | 0 | 0% |
| Information not provided | 172 | 16% | 64 | 13% | 0 | 0% |
| Total | **1091** | 100% | **492** | 100% | **59** | 100% |

| Race 2015 | Application | | Shortlisted | | Selected | |
|---|---|---|---|---|---|---|
| White | 2023 | 73% | 717 | 79% | 76 | 69% |
| Any other Mixed or Multiple ethnic groups | 20 | 1% | * | * | * | * |
| Asian, Asian Scottish or Asian British | 140 | 5% | 29 | 3% | * | * |
| African, African Scottish or African British | 29 | 1% | * | * | 0 | 0% |
| Black or Caribbean, Black or Caribbean Scottish, Black or Caribbean British | 16 | 1% | * | * | 0 | 0% |
| Other Ethnic Group | 16 | 1% | * | * | 0 | 0% |
| Prefer not to respond | 54 | 2% | 14 | 2% | 31 | 28% |
| Information not provided | 466 | 17% | 132 | 14% | 0 | 0% |
| **Total** | **2764** | 100% | **912** | 100% | **110** | 100% |

| Race 2016 | Application | | Shortlisted | | Selected | |
|---|---|---|---|---|---|---|
| White | 790 | 72% | 380 | 77% | 35 | 59% |
| Any other Mixed or Multiple ethnic groups | 12 | 1% | * | * | 0 | 0% |
| Asian, Asian Scottish or Asian British | 62 | 6% | 18 | 4% | 0 | 0% |
| African, African Scottish or African British | 17 | 2% | * | * | 0 | 0% |
| Black or Caribbean, Black or Caribbean Scottish, Black or Caribbean British | * | * | * | * | 0 | 0% |
| Other Ethnic Group | * | * | * | * | 0 | 0% |
| Prefer not to respond | 25 | 2% | 12 | 2% | 24 | 41% |
| Information not provided | 170 | 16% | 63 | 13% | 0 | 0% |
| **Total** | **1091** | 100% | **492** | 100% | **59** | 100% |

## Promotions 2015/2016

| Disability 2015 | Not Disabled | Disabled | Prefer Not To Say | Total |
|---|---|---|---|---|
| Total | 84 | * | * | **95** |
| % | 88% | * | * | **100%** |

| Disability 2016 | Not Disabled | Disabled | Prefer Not To Say | Total |
|---|---|---|---|---|
| Total | 48 | * | * | **56** |
| % | 86% | * | 9% | 100% |

| Sex 2015 | Men | Woman | Total |
|---|---|---|---|
| Total | 34 | 61 | **95** |
| % | 36% | 64% | **100%** |

| Sex 2016 | Men | Woman | Total |
|---|---|---|---|
| Total | 15 | 41 | **56** |
| % | 27% | 73% | 100% |

| Gender reassignment 2015 | Same Gender as assigned at birth | Prefer not to respond | No Response | Total |
|---|---|---|---|---|
| Total | 90 | * | * | **95** |
| % | 95% | * | * | **100%** |

| Gender reassignment 2016 | Same Gender as assigned at birth | Prefer not to respond | No Response | Total |
|---|---|---|---|---|
| Total | 47 | * | * | **56** |
| % | 84% | * | 11% | 100% |

| Sexual Orientation 2015 | Bi-Sexual / Gay or Lesbian / Other | Heterosexual | Prefer Not To Say | Total |
|---|---|---|---|---|
| Total | * | 86 | * | **95** |
| % | * | 91% | * | **100%** |

| Sexual Orientation 2016 | Bi-Sexual / Gay or Lesbian / Other | Heterosexual | Prefer Not To Say | No Response | Total |
|---|---|---|---|---|---|
| Total | * | 49 | * | * | **56** |
| % | * | 88% | * | * | 100% |

| Age 2015 | 16-19 | 20-24 | 25-29 | 30-44 | 45-59 | 60-64 | 65 and over | Total |
|---|---|---|---|---|---|---|---|---|
| Total | * | 11 | 16 | 34 | 31 | 0 | 0 | **95** |
| % | * | 12% | 17% | 36% | 33% | 0% | 0% | **100%** |

| Age 2016 | 16-19 | 20-24 | 25-29 | 30-44 | 45-59 | 60-64 | 65 and over | Total |
|---|---|---|---|---|---|---|---|---|
| Total | 0 | * | * | 28 | 15 | * | 0 | **56** |
| % | 0% | * | * | 50% | 27% | * | 0% | 100% |

| Race 2015 | White | Any Other Mixed or Multiple ethnic groups | Other Ethnic Group | Prefer not to respond | Total |
|---|---|---|---|---|---|
| Total | 90 | * | * | * | **95** |
| % | 95% | * | * | * | **100%** |

| Race 2016 | White | Any Other Mixed or Multiple ethnic groups | Asian, Asian Scottish or Asian British | African, African Scottish or British | Other Ethnic Group | Prefer not to respond | No Response | Total |
|---|---|---|---|---|---|---|---|---|
| Total | 49 | 0 | * | 0 | 0 | * | * | **56** |
| % | 88% | 0% | * | 0% | 0% | * | * | 100% |

| Religion and Belief 2015 | No Religion | Church of Scotland | Roman Catholic | Other Christian | Buddhist | Hindu | Jewish | Muslim | Sikh | Other Religion | Prefer Not To Say | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 43 | 18 | 20 | * | * | 0 | 0 | 0 | 0 | * | * | **95** |
| % | 45% | 19% | 21% | * | * | 0% | 0% | 0% | 0% | * | * | **100%** |

| Religion and Belief 2016 | No Religion | Church of Scotland | Roman Catholic | Other Christian | Buddhist | Hindu | Jewish | Muslim | Sikh | Other Religion | Prefer Not To Say | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 21 | 10 | 13 | * | 0 | 0 | 0 | 0 | * | * | * | **56** |
| % | 38% | 18% | 23% | * | 0% | 0% | 0% | 0% | * | * | * | 100% |

## Leavers 2015/2016

| Disability 2015 | Disabled | Not Disabled | Prefer not to respond | Total |
|---|---|---|---|---|
| Total | * | 32 | * | 39 |
| % | * | 82% | * | 100% |

| Disability 2016 | Disabled | Not Disabled | Prefer not to respond | Total |
|---|---|---|---|---|
| Total | * | 58 | * | 64 |
| % | * | 91% | * | 100% |

| Sex 2015 | Female | Male | Total |
|---|---|---|---|
| Total | 24 | 15 | 39 |
| % | 62% | 38% | 100% |

| Sex 2016 | Female | Male | Total |
|---|---|---|---|
| Total | 35 | 29 | 64 |
| % | 55% | 45% | 100% |

| Gender reassignment 2015 | Same Gender as assigned at birth | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|
| Total | 31 | * | * | 39 |
| % | 79% | * | * | 100% |

| Gender reassignment 2016 | Same Gender as assigned at birth | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|
| Total | 46 | * | 15 | 64 |
| % | 72% | * | 23% | 100% |

| Sexual Orientation 2015 | Bi-Sexual / Gay or Lesbian / Other | Heterosexual | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|---|
| Total | * | 30 | * | * | 39 |
| % | * | 77% | * | * | 100% |

| Sexual Orientation 2016 | Bi-Sexual / Gay or Lesbian / Other | Heterosexual | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|---|
| Total | * | 51 | * | * | 64 |
| % | * | 80% | * | * | 100% |

| Religion and Belief 2015 | No Religion | Church of Scotland | Roman Catholic | Other Christian | Buddhist | Hindu | Jewish | Muslim | Sikh | Other Religion | Prefer Not To Say | Non Response | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 11 | 11 | * | * | 0 | 0 | 0 | 0 | 0 | 0 | * | * | 39 |
| % | 28% | 28% | * | * | 0% | 0% | 0% | 0% | 0% | 0% | * | * | 100% |

| Religion and Belief 2016 | No Religion | Church of Scotland | Roman Catholic | Other Christian | Buddhist | Hindu | Jewish | Muslim | Sikh | Other Religion | Prefer Not To Say | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 22 | 12 | * | * | 0 | 0 | 0 | * | 0 | 0 | * | 64 |
| % | 34% | 19% | * | * | 0% | 0% | 0% | * | 0% | 0% | * | 100% |

| Age 2015 | 16-19 | 20-24 | 25-29 | 30-44 | 45-59 | 60-64 | 65 and over | Total |
|---|---|---|---|---|---|---|---|---|
| Total | * | * | * | 11 | * | 12 | * | 39 |
| % | * | * | * | 28% | * | 31% | * | 100% |

| Age 2016 | 16-19 | 20-24 | 25-29 | 30-44 | 45-59 | 60-64 | 65 and over | Total |
|---|---|---|---|---|---|---|---|---|
| Total | * | * | * | 16 | 21 | 12 | * | 64 |
| % | * | * | * | 25% | 33% | 19% | * | 100% |

| Race 2015 | White | Any other Mixed or Multiple ethnic groups | Asian, Asian Scottish or Asian British | African, African Scottish or African British | Black or Caribbean | Other Ethnic Group | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|---|---|---|---|---|
| Total | 32 | 0 | 0 | 0 | 0 | * | * | * | 39 |
| % | 82% | 0% | 0% | 0% | 0% | * | * | * | 100% |

| Race 2016 | White | Any other Mixed or Multiple ethnic groups | Asian, Asian Scottish or Asian British | African, African Scottish or African British | Black or Caribbean | Other Ethnic Group | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|---|---|---|---|---|
| Total | 55 | 0 | 0 | 0 | 0 | 0 | * | * | 64 |
| % | 86% | 0% | 0% | 0% | 0% | 0% | * | * | 100% |

## Training and Development 2015/2016

| Disability 2015 | Disabled | Not Disabled | Prefer not to respond | Total |
|---|---|---|---|---|
| Total | 19 | 394 | 32 | 445 |
| % | 4% | 89% | 7% | 100% |

| Disability 2016 | Disabled | Not Disabled | Prefer not to respond | Total |
|---|---|---|---|---|
| Total | 16 | 264 | 22 | 302 |
| % | 5% | 87% | 7% | 100% |

| Sex 2015 | Female | Male | Total |
|---|---|---|---|
| Total | 267 | 178 | 445 |
| % | 60% | 40% | 100% |

| Sex 2016 | Female | Male | Total |
|---|---|---|---|
| Total | 207 | 95 | 302 |
| % | 69% | 31% | 100% |

| Transgender 2015 | Same Gender as assigned at birth | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|
| Total | 358 | 25 | 62 | 445 |
| % | 80% | 6% | 14% | 100% |

| Transgender 2016 | Same Gender as assigned at birth | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|
| Total | 224 | 11 | 67 | 302 |
| % | 74% | 4% | 22% | 100% |

| Sexual Orientation 2015 | Bi-Sexual / Gay or Lesbian / Other | Heterosexual | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|---|
| Total | * | 394 | 40 | * | 445 |
| % | * | 89% | 9% | * | 100% |

| Sexual Orientation 2016 | Bi-Sexual / Gay or Lesbian / Other | Heterosexual | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|---|
| Total | * | 273 | 19 | * | 302 |
| % | 1% | 90% | 6% | * | 100% |

| Age 2015 | 16-19 | 20-24 | 25-29 | 30-44 | 45-59 | 60-64 | 65 and over | Total |
|---|---|---|---|---|---|---|---|---|
| Total | * | 20 | 51 | 182 | 171 | 17 | 0 | **445** |
| % | * | 4% | 11% | 41% | 38% | 4% | 0% | **100%** |

| Age 2016 | 16-19 | 20-24 | 25-29 | 30-44 | 45-59 | 60-64 | 65 and over | Total |
|---|---|---|---|---|---|---|---|---|
| Total | 0 | 10 | 37 | 143 | 105 | * | * | 302 |
| % | 0% | 3% | 12% | 47% | 35% | * | * | 100% |

| Race 2015 | White | Any other Mixed or Multiple ethnic groups | Asian, Asian Scottish or Asian British | African, African Scottish or African British | Arab, Arab Scottish or Arab British | Black or Caribbean | Other Ethnic Group | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| Total | 403 | * | * | * | 0 | 0 | 0 | 23 | * | 445 |
| % | 91% | * | * | * | 0% | 0% | 0% | 5% | * | 100% |

| Race 2016 | White | Any other Mixed or Multiple ethnic groups | Asian, Asian Scottish or Asian British | African, African Scottish or African British | Arab, Arab Scottish or Arab British | Black or Caribbean | Other Ethnic Group | Prefer not to respond | Non Response | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| Total | 275 | * | * | * | 0 | 0 | * | 11 | * | 302 |
| % | 91% | * | * | * | 0% | 0% | * | 4% | * | 100% |

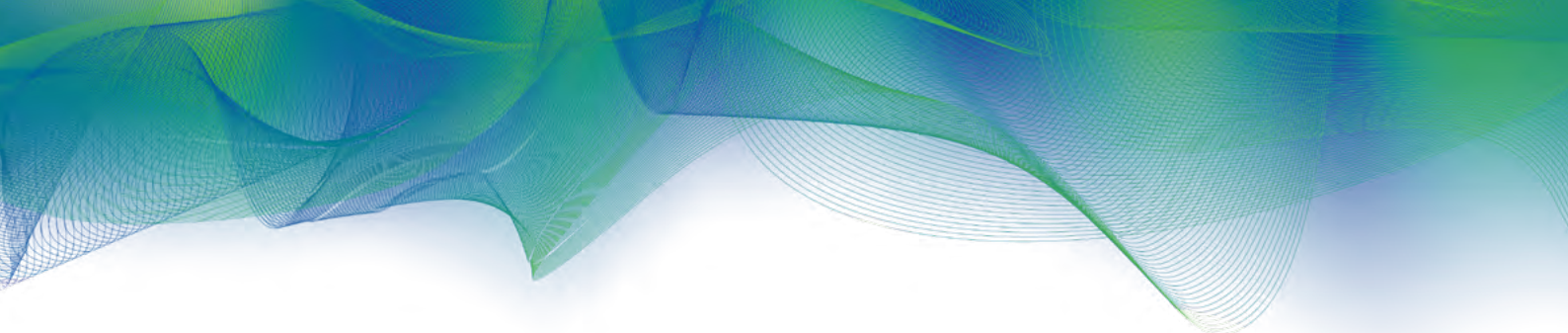| Religion and Belief 2015 | No Religion | Church of Scotland | Roman Catholic | Other Christian | Buddhist | Hindu | Jewish | Muslim | Sikh | Other Religion | Prefer Not To Say | Non Response | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 168 | 115 | 62 | 27 | 0 | * | * | * | 0 | * | 53 | * | 445 |
| % | 38% | 26% | 14% | 6% | 0% | * | * | * | 0% | * | 12% | * | 100% |

| Religion and Belief 2016 | No Religion | Church of Scotland | Roman Catholic | Other Christian | Buddhist | Hindu | Jewish | Muslim | Sikh | Other Religion | Prefer Not To Say | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Total | 126 | 55 | 46 | 18 | * | * | 0 | * | 0 | * | 40 | 302 |
| % | 42% | 18% | 15% | 6% | * | * | 0% | * | 0% | * | 13% | 100% |

## APPENDIX 3 – SCOTTISH ENTERPRISE EQUALITY OUTCOMES ACTION PLANS

Equality Outcomes 2017

| Equality Outcome 1 | Business ownership of companies who have taken up our service for the first time (meeting SE's growth criteria) are in line with Scottish data for gender, disability, race and age. |
| --- | --- |
| Evidence | Baseline data on new customers |
| Contributory actions | • Processes to be designed and implemented to gather equality and diversity data for new customers<br>• Gather baseline data<br>• Develop actions to address any areas where improvements could be made |
| SRO | John Viola |
| Champion support | Emma Jamieson |
| Action plan & measurement framework by | The immediate action is to put processes in place to gather equality and diversity data for our new customers.<br>An action plan will be developed once this baselining of information has been completed in April 2018. |
| *Public Sector Duty parts | • a,b & c |

| Equality Outcome 2 | Build the number of account managed companies (meeting SE's growth criteria) led by women, ethnic minorities, young and disabled people. |
| --- | --- |
| Evidence | • Wide-ranging including Scottish Economic Strategy inclusive growth priority<br>• Data on the ownership of account managed companies<br>• Published data<br>• Equality Impact Assessment on Account Managed companies<br>• Women's Enterprise Scotland research<br>• Scottish Business Pledge<br>• Scottish Goverment Equality Evidence Finder<br>• Work on outcome to date |
| Contributory actions | • Women's Enterprise Scotland action plan<br>• Account Management Equality Impact Assessment<br>• Scottish Enterprise monitoring data<br>• Account Management Equality Impact Assessment<br>• Scottish Business Pledge<br>• Workplace Innovation Service<br>• Invest in Youth – Regional groups and grant conditions<br>• Growth pipeline clients |
| SRO | Elaine Morrison |
| Champion support | Mark McMullen |
| Action plan & measurement framework by | September 2017 |
| *Public Sector Duty parts | • a,b & c |

| | |
|---|---|
| **Equality Outcome 3** | Our equal pay and occupational segregation profile for gender, ethnicity & disability improves. Our workforce profile reflects national benchmarks against all protected characteristics. |
| **Evidence** | • Pay gap analysis<br>• Occupations segregation analysis<br>• Workforce composition data (Employee Monitoring Survey)<br>• Census 2011 |
| **Contributory actions** | • Equal pay statement<br>• Absence management policy review<br>• Recruitment policy review<br>• Work with Family Friendly Working Scotland |
| **SRO** | Carolyn Stewart |
| **Champion support** | Pauline Murphy |
| **Action plan & measurement framework by** | Action plan contained in Appendix 4. |
| ***Public Sector Duty parts** | • a,b & c |

*Equality Act Public Sector Duty – Parts
A public authority must, in the exercise of its functions, have due regard to the need to—
(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

## APPENDIX 4 – SCOTTISH ENTERPRISE

## EQUAL PAY ACTION PLAN

### Action plan

We are committed to addressing the key themes we've identified from our analysis. We have drawn up an action plan by protected characteristic, detailing the action with a proposed timescale. We will review and track our progress quarterly. At the time of writing, we are in a recruitment freeze – internal and external recruitment is on hold for up to 6 months. This will affect our ability to change our occupational segregation profile and our gender pay gap for the immediate future. We plan to review the action plan every 6 months and we will update it if the recruitment freeze is lifted.

| Protected characteristic | Action | What we expect this action to address | Timescale |
|---|---|---|---|
| Gender | Work towards Working Families accreditation – will include a commitment to use a strap line on all vacancy ads for flexible working | • Aim to improve vertical occupational segregation<br>• Aim to continue reducing our gender pay gap by up to 2% by 2020<br>• Monitor to track any impact of women into senior roles and on gender pay gap<br>• Any change in population profile and gender pay gap will depend on number of available vacancies/ongoing recruitment | Accreditation during 2017<br><br>Review progress 6 monthly. |
| Gender | Raise awareness of Working Families accreditation and business benefits of flexible working. Include case studies/role models – men and women at senior grades. | • Aim to improve vertical occupational segregation<br>• Aim to continue reducing our gender pay gap by up to 2% by 2020<br>• Monitor to track any impact of women into senior roles and on gender pay gap<br>• Any change in population profile and gender pay gap will depend on number of available vacancies/ongoing recruitment | Ties in with accreditation (above). |
| Gender, race, disability | Review of resourcing policy and approach:<br><br>• Introduce standardised assessment centres<br>• New recruitment tool – improved data for monitoring by protected characteristic. Produce 6-monthly reports for review<br>• Commitment to introduce gender balance on selection panels where possible<br>• Aim to introduce 'name-blind' applications<br>• Training for recruiting managers<br>• Target vacancy advertising to improve attraction of BME candidates/candidates with a disability | • Addressing occupational segregation, particularly gender/race and potentially impact on gender pay gap (noted above)<br>• 'Name-blind' applications and gender balance on selection panels – reduce risk of unconscious bias<br>• Data monitoring – will help us identify any issues. Direct link to occupational segregation, particularly gender/race<br>• Candidate attraction – improve the profile of our employee population so that it is more reflective of Scottish society particularly for race<br>• Training for managers – to make them familiar with our new approach and the impact of unconscious bias on decision making. Reduce the risk of potentially discriminatory decisions/behaviour | During 2017 – may need to review action plan timings depending on recruitment freeze |

| Protected characteristic | Action | What we expect this action to address | Timescale |
|---|---|---|---|
| Gender | Continue women into leadership programme of events. Raise awareness of successes, providing positive role models. | Continue our work to attract more women into leadership and improve gender occupational segregation. | Ongoing |
| All but particularly disability and race | Refresh employee equalities data with supporting communications to encourage people to fill it in. | If we had fewer nil or prefer not to say returns we might be able to provide more detailed analysis for race and disability. This would help us identify and address any issues better than we can with our current data. | By end 2017 |
| All | • Active monitoring of equalities data<br>• 6-monthly reports to ELT | Identify issues, trends and progress against plan. Review action plan as needed. | First report due July 2017 |
| Gender, race, disability | Pay:<br>• 6-monthly pay reports to ELT – track by protected characteristics<br>• Pay training | We will monitor pay decisions by protected characteristic which will help us identify any potentially discriminatory pay practices.<br><br>Pay training will provide managers with improved awareness of SE pay policies and equal pay. We expect this to minimise the risk of any potentially discriminatory pay practices. Monitored by reports (above). | First report due July 2017<br>Training – throughout 2017-18 |
| Gender<br>Other protected characteristics will depend on quality of data available | Equal pay review | Full review of pay – covers all SE and by business unit. This will identify any issues and allow us to work on a detailed action plan with our recognised trade unions. | End 2017 |

## APPENDIX 5 – SCOTTISH ENTERPRISE EQUAL PAY POLICY

**Policy statement**

Scottish Enterprise (SE) supports equal opportunities in employment and we are committed to making sure that all employees are treated equally regardless of:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

We recognise that all employees should receive equal pay for doing equal work or work of equal value, in line with the **relevant legislation**. We will continue to work with our recognised trade unions to take action to promote equal pay. We are committed to 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. We use an analytical job evaluation system to assess the relative size of jobs. Our job evaluation system provides evidence to support how we place jobs in our grading structure.

**Objectives**

To support the commitments under this policy, we will:

- comply with our obligations under equality legislation
- review existing and future pay practices so that they are objective and fit with best equal pay practice and relevant legislation
- regularly monitor these practices
- carry out an equal pay review every 3 years engaging fully with our trade unions
- provide guidance and advice to those involved in setting salaries in line with our published pay guidelines
- inform employees of how our pay practices work
- respond promptly and effectively to any complaints about equal pay

- make sure our employee equality information is regularly updated
- inform, consult and, where appropriate, negotiate with our recognised trade unions on progress against these actions

Through this action, we will work to avoid discrimination in our pay and reward system and fairly reward the skills, experience and potential of all employees.

**Gender pay gap**

SE will continue to work to reduce any pay gap. We will gather data and report on our gender pay gap in line with any applicable legislation. We will assess any pay gap identified and take action to address this as necessary.

**Concerns about equal pay**

We hope that we can resolve any concerns about equal pay informally. Your people manager is your first point of contact. If you can't resolve things informally with your people manager, your HR Business Partner will be happy to offer advice or guidance. If there is no informal way to resolve your concern, you can use our **formal process**.

**Responsibilities**

SE assigns responsibility for equal pay at the highest level: we have an Equality Champion on our Board and our Managing Director People is the equality sponsor on our Executive Leadership Team. Our HR function has day to day responsibility for monitoring and reviewing equal pay.

**Review**

We have developed this policy following consultation with our recognised trade unions. Any change will be the subject of consultation with our recognised trade unions.

Scottish Enterprise