

Scottish Enterprise Equality Mainstreaming Report

April 2023



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1. Introduction

Scottish Enterprise (SE) is Scotland's national economic development agency, with a purpose to help businesses innovate and scale to transform the economy. In delivering its activities, SE embeds equalities across its work, targeting support on companies committed to adopting equality focused business practices. We will help businesses innovate and scale by focusing on three inter-dependent ambitions; internationalisation, innovation and investment. These are the areas where SE can make the biggest difference. These are also the areas where SE has expertise and capability and where it can most usefully support the transformation of Scotland's national and regional economies.

In response to the Scottish Government's National Strategy for Economic Development, SE's development goals are:

- **Unlocking Scotland's potential:** working closely with businesses, investors, universities, entrepreneurs, and our partner agencies.
- **Seizing opportunities:** SE will invest in business growth, helping to build future markets and develop capabilities in global opportunity areas, such as low carbon energy, health and wellbeing, technology and data and advanced manufacturing.
- **Increasing competitiveness:** SE will support ambitious businesses to be in the best possible position to take advantage of these opportunities, helping them to be more resilient to economic shocks and supporting future growth, working with them to adopt more innovation, to invest more and to internationalise.
- **Boosting business sustainability:** supporting companies to improve their business performance, helping them adapt to changes emerging from the transition to [net zero](#) and development of a climate resilient Scotland. We will also work with companies to encourage them to embed [fair work](#). Pivotal to this is tackling disadvantage relating to groups (including gender, disability, race and age) in the activities that we deliver through our Equalities Champions and Equality & Fairer Scotland Duty Impact Assessments.

We are an equality focused employer and championing diversity and inclusion is one of our core values. Our people strategy reflects this commitment by demonstrating the actions we will take to support equality in our workplace. Ensuring we have an inclusive, open and welcoming culture is a key theme across all our internal activities.

Equal opportunities is therefore pivotal to our work and this report explores our past activity and future plans. This is an interim update as we are currently halfway through the main four-year reporting cycle for our new outcomes set in 2021.

These are unprecedented times for equality in Scotland and a continued focus is vital if we are to tackle the disproportionate disadvantage being experienced by certain groups such as women and young people in the current post covid economic climate. Embracing equality will also yield business benefits for the companies we work with to help counter the current headwinds. Further information on our approach and full details of our services can be found on our [website](#).

Legal Framework

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

We are subject to the Public Sector Equality Duty in the Act which 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. Under the 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.

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

- Report on mainstreaming the equality duty
- Report on progress with equality outcomes and set new ones as appropriate
- 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

The Socio-Economic Inequality Duty is set out in Part 1 of the Equality Act 2010. This additional Duty requires a named public authority to pay due regard to narrowing inequalities of outcome, caused by socio-economic disadvantage, when making strategic decisions. The Scottish Government has enacted this, now known as the Fairer Scotland Duty, and it came in to force in April 2018. Scottish Enterprise is a listed authority for this Duty. We are also bound by legislation relating to diversity of our Board. [Please see section 7.](#)

2. Mainstreaming Equality

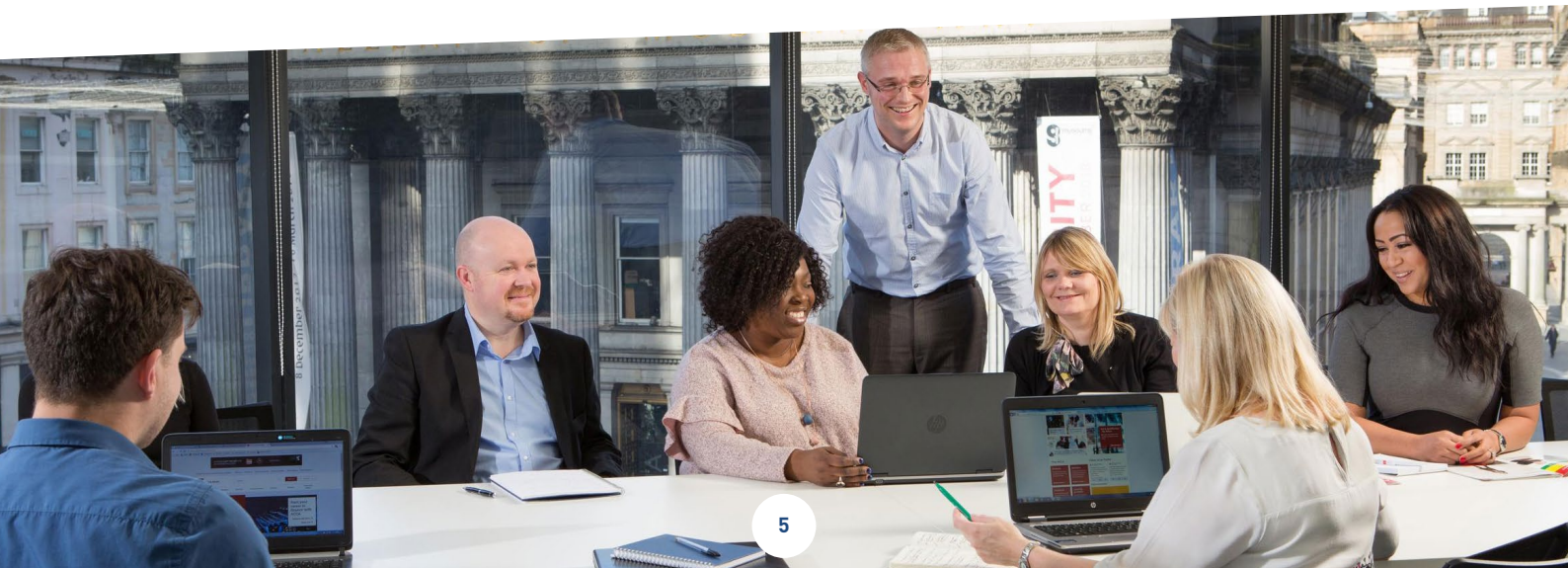
Mainstreaming is at the heart of Scottish Enterprise's equality work. Our objective is to help realise Scotland's full economic potential by mainstreaming equal opportunities within the organisation's policies and practices as an employer and service provider.

A key element in mainstreaming is promoting the business case for equality. Our role is to unlock potential and to encourage and support businesses, industry and our own organisation by highlighting the business benefits of diversity and inclusion. This is even more important in the current economic climate where business must lever every possible opportunity. Evidence from a variety of sources shows that the benefits include:

- Increased financial performance and productivity
- Access to a wider recruitment pool
- Higher staff retention, satisfaction, and motivation
- Greater understanding of customer, workforce and stakeholder requirements
- More balanced decision making, better risk management and longer-term perspective
- Enhanced 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
- In the wider economy, greater potential for entrepreneurship from under-represented groups

'Our aim is to create a society that is thriving across economic, social, and environmental dimensions, and that delivers prosperity for all Scotland's people and places. A fair and equal society and a wealthier, greener economy are mutually reinforcing. Economies that have stronger productivity growth also have higher wellbeing...'

[Scotland's National Strategy for Economic Transformation – Scottish Government, 2022](#)



Leadership & Networks

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 a representative on our Executive Leadership Team who has responsibility for equality. We report biennially to the Board on progress against our activities. The Board is committed to diversity of membership and maintains a gender balance as does our senior management team. Responsibility for delivering on the equality work is shared between our HR and Strategy divisions which have dedicated managers charged with leading the work. This ensures that inclusion and diversity is embedded in our work as an employer and service provider.

Learning from others and sharing good practice is important and we support key stakeholders such as the NDPB Equality Forum and equality organisations such as [AccelerateHER](#), [Equate](#) and [Women's Enterprise Scotland](#) to facilitate this. In line with the recommendations in the National Strategy for Economic Transformation, a Centre of Expertise in Equality and Human Rights has been established for economic practitioners, focusing on the Scottish Government but also open to other public sector agencies. The initial focus is on training and awareness of Equality Impact Assessments, and we are participants in this initiative. We also provide ongoing support to the network of leads for the Fairer Scotland Duty.

Awareness Raising

We continue to raise awareness of our work in equality with colleagues across the organisation and our equality champions' group remains pivotal in this. Champions meet often to build their own capacity and knowledge of equality developments. We provided an upskilling session in October 2022 focusing on the group's roles, responsibilities and carrying out Equality and Fairer Scotland Duty Assessments. Our dedicated intranet page is regularly updated to provide information and good practice which is easily accessible to all colleagues. A future focus will be further development of company case studies to support our work.

Our employee diversity networks, which we refer to as 'My Communities' have been in place for several years, these 5 communities relate to all of the protected equality characteristics. They work in 3 key areas- awareness raising, consultation forums and peer support. Employees do not need to identify with any of the characteristics to join, supporters are key to making a difference to others and are made to feel very welcome. The communities are as follows:

Disability Positive – with a focus on creating an accessible and inclusive organisation

Gender Balance – with a focus on engaging people across the organisation to attract, develop and retain women at all levels, including reduction of the gender pay gap

PRIDE – with the goal to support colleagues across the broad spectrum of diversity of sexuality & gender identity

Multi Cultural – with a focus on creating an organisation which is inclusive of race, ethnicity, nationality, and faith



Multi Generations – recognising that different generations have diverse needs, values, priorities, and perspectives

Each community has its own chair and leadership ambassador. We now have over 250 members across the 5 communities.

A particular strength of the communities approach has been to go beyond the diversity, equality and inclusion training which has been embedded for a number of years. Our communities have raised awareness so far in the following areas,

- Black History Month
- Fasting through the Faiths
- National Identity discussion panel
- Intergenerational awareness
- Neurodiverse talent
- Menopause Awareness
- Disability awareness
- Pride events



Having resources which reflect personal experience have led to high levels of engagement in the materials. Our ED&I communications activities will ensure this work continues to cover a wide range of topics.

In addition to the above, we have delivered awareness sessions around equality (transitioning at work, intergenerational workshops) and hosted wellbeing sessions around key themes such as supporting the menopause and planning for retirement.

We also use the concept of Fika. This roughly translates from Swedish as drinking coffee, munching treats and chatting. The idea is that individuals sign up and, every month, they are matched with a colleague, a time is agreed and, they have a conversation. Colleagues can talk about their work, their life or anything at all. This is a beneficial concept for all but is especially important for under-represented groups, who may find access to networks a barrier to progression.

Our Human Library project is an organisation led initiative that helps to bring a deeper understanding of who we are by recognising and celebrating the diversity we share through storytelling. This was inspired by an innovative project started in Denmark which is now active in over 80 countries. Storytelling is one of the most effective ways to connect with others. The sharing of our stories not only gives us a greater perspective on our own path but helps us more completely understand the commonality between us and what it means to be human. It connects us not just as colleagues, but as humans all with our own unique struggles, successes, and stories to share. Colleagues have shared stories across the organisation on a wide range of topics such as caring responsibilities, living with a disability, their cultural upbringing and bereavement.

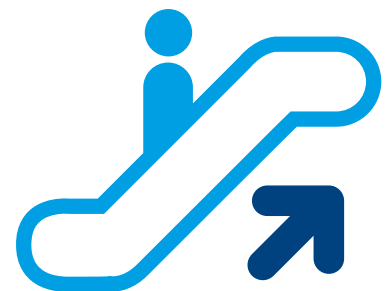
Training and Development

We recognise that colleagues need to continually develop their knowledge, skills, and behaviours in the delivery of their role. To achieve this, we want to create a culture where learning is individually led and supported by a strong coaching environment. Colleagues are therefore responsible for their development, supported to develop their skills, and recognised when they do so.

Most development is done on the job and there is a joint responsibility between People Managers and colleagues to have ongoing discussions about their objectives and their development. To support colleagues to be their best, we continue to enhance our development offering for all. We offer courses around core skill areas (such as influencing skills, virtual networking, and facilitation skills), as well as focusing on key strategic needs (such as climate literacy) which support the delivery of our corporate plan.

For our Leaders and People Managers, we have been delivering Everyday Flexibility masterclasses which equip them with the skills to support a hybrid working environment. The masterclasses focus on areas such as building trust, managing performance outcomes, and managing meetings.

“So glad that I signed up for the Everyday Flexibility masterclasses. These short, sharp virtual sessions were a great way to reflect on my people management skills, get ideas from colleagues and add really practical tools to my armoury. The facilitators’ no nonsense pragmatic approach was a breath of fresh air - I found the solution-focussed approach in these sessions extremely valuable and easy to put into practice.”



Our People Manager courses are also available to aspiring people managers to help them develop their management skills. Alongside this, they also have the opportunity to manage individuals on our youth programmes to develop these skills further.

Finally, we take a strong coaching and mentoring approach. We currently have 49 trained coaches within the organisation who coach colleagues in a variety of areas. We help our coaches develop their coaching practice by providing access to a range of coaching materials and CPD masterclasses as well as coaching supervision.

Our mediation approach promotes early resolution to workplace problems. Our aim is to develop an environment where everyone is clear on how they can raise and discuss areas of conflict and create a supportive space where these can be resolved in a constructive and effective way. Our established SE Resolution Policy, which incorporated our previous Grievance Procedure, introduced a less formal route to resolution. Awareness sessions were held for people managers, and we now have a suite of webinars available for all employees and people managers.

Through the Mediation Partnership Team, we work with other Scottish public-sector employers to bring external expertise and provide opportunities for SE mentors to support partners’ mediation cases, and vice versa. Eleven SE mediators have been

trained to support individuals and teams through conflict resolution. Being part of the Mediation Partnership Team allows us to bring in external expertise and provides our trained mediators with access to a network of qualified and experienced mentors.

We recognise that we all have an important part to play in encouraging a positive, open, and fair culture – a place where everyone is treated with dignity and respect, and where colleagues can speak up if they experience or see unacceptable behaviour. In addition to our mediators mentioned above, we have 12 trained Resolution Advisors with whom employees can discuss or raise any concerns relating to bullying or harassment in the workplace. They are volunteer members of staff trained to act as an independent and confidential source of support and advice.

‘My Performance’, our approach to Performance Management and Development, supports our Corporate Plan, providing a mechanism to cascade business aims into meaningful objectives for individuals and teams. It also sends a clear message on how employees will achieve these objectives and specifically, the organisational values they will demonstrate to successfully deliver them. At the core of the process is continuous, strength-based conversations with regular check-ins for real time feedback, development, and recognition.

Our last Investors in People (IIP) assessment was carried out in September 2021. The assessment was carried out by independent IIP assessors, and the results were based on a staff survey and in-depth interviews across the organisation. The assessment report concluded that SE has a strong and positive approach to diversity and inclusion, which is quoted below.

“What to be proud of - Your work on diversity and inclusion. The development of EDI Communities and raising awareness of your own diversity as an organisation as well as respect for others is enhancing teamwork and inclusion”.



One of the most effective ways to build trust in the workplace is to support employees when they're going through a period of development and this is especially relevant when supporting generational inclusivity or promoting diversity. We have therefore recently trained a number of reverse mentors and launched our reverse mentoring programme. Reverse mentoring is a partnership between a senior-level employee and a junior-level employee in which the junior-level employee (the reverse mentor) helps fill in possible gaps in the more experienced person's knowledge while also developing their own leadership skills. The programme is in its early stages but has so far been received well, with several leaders already volunteering to be part of the next cohort.

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 as well as changes to existing ones. 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. Our Equality Impact Assessments utilise primary and secondary data to provide information on issues affecting the particular area of work being assessed. Following an internal audit recommendation, we have also established evidence packs covering individual and regional data on disadvantage. These lead to actions fulfilling the specific duties around more active promotion to under-represented groups and fostering good relations between communities.

Our published assessments are on [our website](#). We are currently reviewing our procedures to improve tracking, awareness, and capability of those carrying out the assessments. This will lead to improved outcomes for colleagues and clients and will be rolled out during 2023.

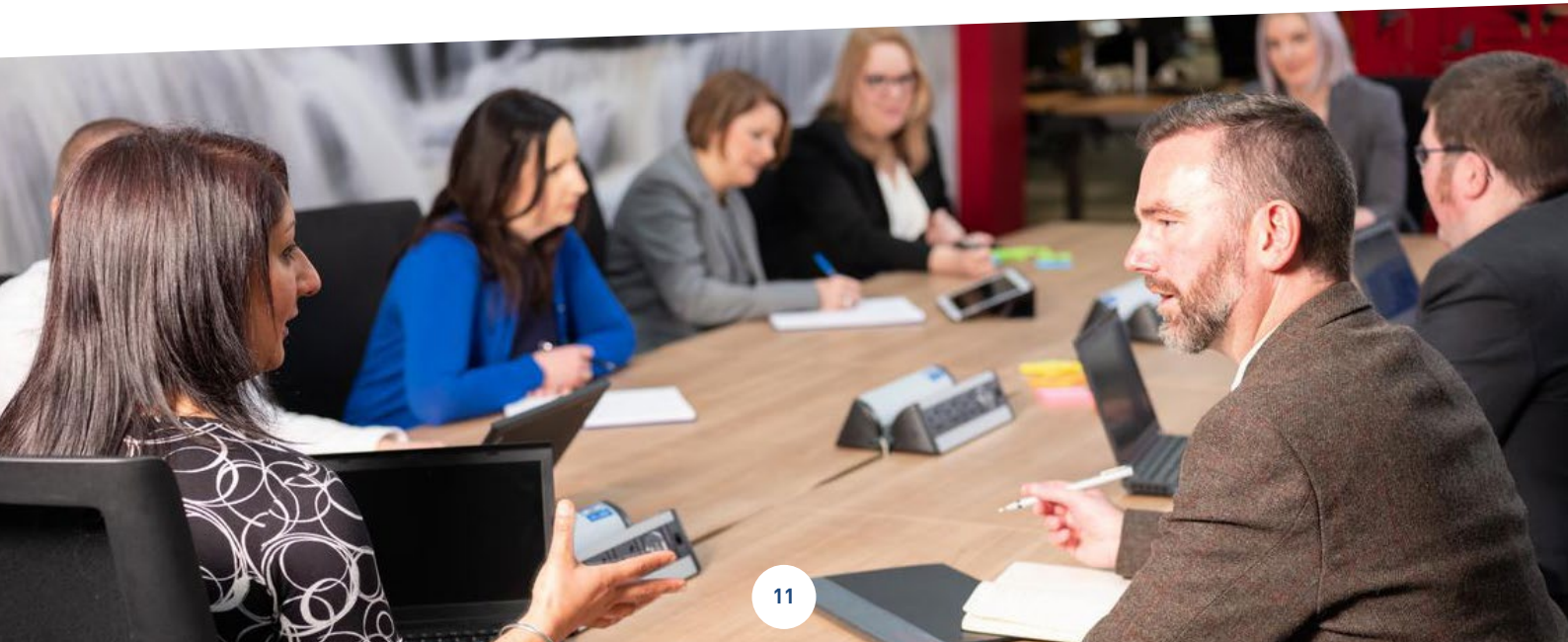
3. Fairer Scotland Duty and Human Rights

The Duty asks listed public authorities and agencies, including Scottish Enterprise, to do more to tackle inequalities caused by socio-economic disadvantage. This is in the context of a greater focus on wellbeing and inclusive growth in the Scottish Government's purpose. The Duty aims to make sure strategic decisions are carefully assessed. Strategic decisions are usually made at board level and include, for example, an economic development strategy, or a large job generating project.

We have procedures and guidance in place and upskilled equality champions to support colleagues carrying out assessments which are integrated with our equality impact process. The requirements are included in our project lifecycle which guides project development and we have raised awareness of the needs with relevant teams. The methodology has been applied to approvals developed from January 2019 onwards. A list of our published assessments is available on [our website](#). Blanket assessments have been provided for our large job grants such as Regional Selective Assistance and for our National Programmes. A strategic assessment was established for our corporate plan which will be published in 2023 along with our external priorities. This highlighted individual groups that were being particularly disadvantaged, along with areas of disadvantage.

We have shared our experience with a National Coordinator who was supported by the Scottish Government. This has included providing support and advice on revised guidance. Any learning from other public bodies could also help refine our approach.

In March 2019, we introduced the Human Rights Due Diligence procedure which enhances our existing due diligence approach of checks and considerations undertaken by us before engaging in a business relationship with a company. The procedure, based on an OECD framework includes an assessment of whether the company or any key individuals within that company, including any parent or subsidiary, has been associated with human rights abuses anywhere in the world. The level of research undertaken is appropriately aligned to the nature and level of investment being requested by the company. We continue to develop our approach to human rights and await Scottish Government guidance on carrying out human rights impact assessments.



4. Employer outcome progress

We introduced a new set of equality outcomes in our 2021 mainstreaming report. We have reviewed these and have concluded that these are still relevant. The outcome relating to us as an employer is:

We are known as an employer of choice, recognising the different needs of both our people, and those seeking to join our organisation across all protected characteristics. Show we are committed to being a Fair Work employer by acting as an example of best practice in this field resulting in an increase of women, disabled and ethnic minorities in managerial and leadership positions.

We know that by recruiting people from a range of backgrounds at all levels we will gain access to a wide variety of viewpoints, experiences, and perspectives. Our approach in this area has been two-fold; firstly, to review and implement current best practice in attracting candidates and secondly to take steps to counter potential bias during recruitment. In our last mainstreaming report, we embedded gender balanced panels, and name blind applications into our recruitment practices. During the last 2 years we have started to use minority ethnic recruitment panels, as recommended in the Scottish Government's Minority Ethnic Toolkit. We also continue to include the strapline '*happy to talk flexible working*' on our job adverts and remain an active member of Working Families.

We have significantly updated our recruitment materials since our last mainstreaming report, with the aim of enhancing the candidate and recruiting manager experience, by creating a simplified process which attracts and identifies diverse talent. Our website and recruitment advertising are now easier to read and give clearer descriptions of our benefits, values, and the job itself. We have improved our diversity statements and gained feedback from a variety of groups on our materials to ensure they are attractive and are modern in tone. Specifically, we now offer enhanced flexibility through our Everyday Flexibility policy from day one and highlight potential reasonable adjustments to candidates.

Our application form has also been updated to remove all unnecessary information and potential areas for bias, and now includes questions based on the organisation's values to attract a broader range of applicants. We do not include information such as name, dates, names of institutions or requests for flexibility to recruiting managers when shortlisting. We have also become an SCQF (Scottish Credit and Qualifications Framework) Inclusive recruiter, since our last mainstreaming report.

We have a comprehensive suite of ED&I policies within SE, which are regularly reviewed to ensure that they meet all legislative requirements and reflect best practice. We consult with our recognised Trade Unions regarding any proposed changes to these policies and also seek feedback on policies from the relevant My Communities groups within our network.

Our HR System is employee self-service which allows employees to access to their own equality data. We ran a communications campaign during October 2022 to encourage the review and completion of this data. This also explained why we collected the data and what analysis, and actions are taken from the information which is provided.

We have continued our journey to enhance flexibility in our workplace. When our offices reopened after the pandemic we implemented our Everyday Flexibility policy, therefore retaining a greater level of flexibility. Our approach to working patterns is about empowering and trusting employees to decide when, where and how they work to best deliver business outcomes.

We recognise that, if people feel empowered, in control and trusted, it has a positive impact on wellbeing, performance and SE's outcomes.

We use a fair and consistent approach, considering the needs of the business, roles, and teams.

Our Everyday Flexibility core principles

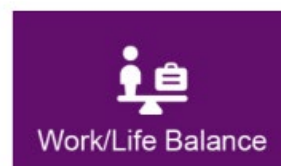
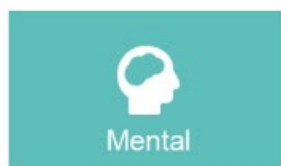
The following core principles are based on the understanding that our results matter more than where or when we work.

- **Balance:** Meet business and customer needs AND offer flexibility to support you to flourish and be your best.
- **Trust:** Operate from a position of trust, so we employ professional people who understand their roles and the work to be done.
- **Location:** Our culture doesn't need to be tied to locations, it should be rooted in our values, our amazing people, and our mission of helping the Scottish economy grow.
- **Working patterns:** No core hours or bandwidth – you can flex contractual hours to suit demands of the role and your preferences if it has been agreed through discussion between you and your manager and is reviewed as part of monthly check in calls.



Employee wellbeing has been at the forefront of our agenda. As we change in response to different priorities, we recognise that our employees' wellbeing is an important factor in successfully delivering change and longer-term priorities. Our 'Wellbeing Hub' acts as a central location for all wellbeing information and support across 6 wellbeing pillars. We want to nurture a culture where the wellbeing support system is fit for purpose, and all employees are encouraged to get involved as much as they want, take ownership and work with the organisation to embed wellbeing into day-to-day life in SE.

My Wellbeing



Age Profile

The percentage of our workforce in the 60-64 category has increased from 8% in 2020 to 10% in 2022. This increase allows us to retain knowledgeable and experienced colleagues, who make highly valuable contributions to our business outcomes. We have a number of initiatives which are designed to support colleagues from this demographic. Our flexible retirement arrangement allows colleagues to reduce their working hours rather than leave the organisation entirely. We have an emphasis on ageing well at work, through our wellbeing strategy. Our Multi-Generational network focuses on cross generational issues, and the objective of their work is to 'create an SE for all ages'. This network gives an opportunity to bring different generations together to collaborate, network and enhance learning.



Youth

Youth Employment

As a Young Person's Guarantee employer, we recognise the value of harnessing the talents, skills and enthusiasm of young people to contribute to our success and we deliver a range of activity across our business to help us achieve this.

We support young people through our Graduate and Apprentice programmes. We also provide work experience opportunities for school students through our School Engagement programme, and Career Ready and Foundation Apprenticeship programmes. These activities are all driven by our overarching Youth Strategy.



We work with public-sector partners to share best practice and find ways to work together on our activity to support young people. We place a premium on learning and development for all staff and provide focused CPD opportunities (mentoring, coaching, and supervising) as an integral part of our youth activity. Through our Youth Strategy, we have developed links with a diverse range of schools and colleges across Scotland.

Young Leaders Group

Our Young Leaders Group (YLG) enhances the voices of young people across the organisation, provides fresh ideas and new ways to make a difference, and provides new and unique development opportunities for our young people. Demonstrating the talents of our young people, the YLG Project Team consists of younger colleagues and plays an important role in raising awareness of the voices of SE's young people and shining a light on the incredible insights that this demographic can bring to the workplace.

Next Generation Project

SE also support a Next Generation Project which provides students (S3-S6) with opportunities to develop their full potential by inspiring and preparing them to learn and succeed at enterprise in its widest sense. The Next Generation Project supports schools to raise awareness of modern job opportunities, teach entrepreneurial skills, raise aspirations and assist students to successfully go from school to the workplace. In working with the next generation of entrepreneurs, as well as those who will be entering the workforce, SE directly assists with the provision of entrepreneurial education, general business awareness, up to date workplace knowledge and fostering of new ways of thinking to develop attractive future employees as well as business owners with purpose and leaders of the future.

Through this project, SE offers schools 48 hours of dedicated contact time per annum from one of our experienced customer-facing business specialists, free of charge. By working in conjunction with their school, the SE staff member will develop and deliver activities agreed with the school, which may include:

- Provision of resources including real and current business case studies.
- Provision of employer connections.
- Facilitation of workplace visits.
- Coaching and development of employability skills
- Mentoring and CPD support for teaching staff in related activities.
- Regular, sustained and consistent contact/attendance.
- Support to deliver Young Enterprise Scotland activity (Tenner Challenge, Company Programme)
- Bespoke activity wherever possible to suit individual circumstances.

Analysis

In line with our equality outcome, which is outlined above, the following section will mainly focus on analysis of sex, race, and disability. All of our employment statistics, covering all protected characteristics, are in [appendix](#).

Equal pay

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

We recognise that to achieve equal pay for employees doing the same or broadly similar work, work rated as equivalent, or work of equal value, we must operate pay systems which are transparent, based on objective criteria and free from unlawful bias. Our progression-based pay model allows people to move to the top of their salary band over a defined period. We believe our pay and grading structure continues to have a positive effect on our gender and ethnicity pay gaps, and for the first time we are also publishing our disability pay gap.

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

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

- Discrimination in pay and grading systems.
- Occupational segregation
- Lack of flexible working



Sex and gender

Gender pay gap

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

In 2021 provisional results indicate that the mean gender pay gap in Scotland is 10% when comparing men's and women's overall average hourly earnings ([Close the Gap](#)).

There are 2 ways of calculating the gender pay gap. According to [Close the Gap](#):

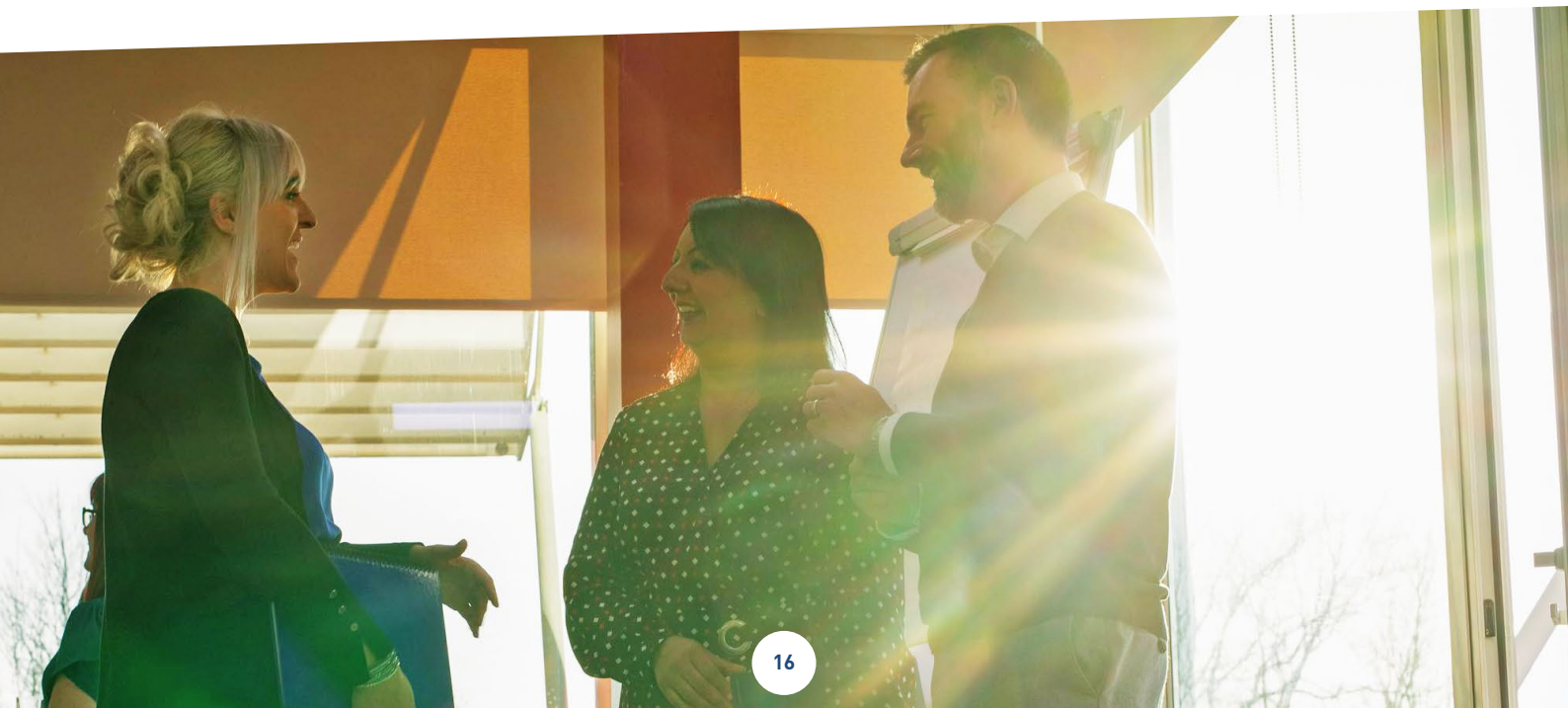
- the **mean average** gender pay gap is a useful measure as it includes the highest and lowest rates of pay, and because those on the highest rates of pay tend to be men, and those on the lowest are more likely to be women, it captures a more complete picture of the pay gap.
- the **median** average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

Our organisational gender pay gap:

- using the **mean average**: 9.64% in favour of men which is better than at national level. This has reduced by 1.01% since our 2021 mainstreaming report.
- using the **median**: 0%.

In previous mainstreaming reports we have used the mean average. While we will continue to use this method for ongoing analysis of our gender pay gaps, for the purposes of our mainstreaming report we will also publish the median pay gap.

It is important to look at the gender grade gap at an organisational level and also by grade.



Here is our gender pay gap by grade:

Grade	Ave mean pay gap	Median pay gap	
Grade 10	2.03%	0.00%	
Grade 9	0.94%	0.00%	
Grade 8	0.08%	0.00%	
Grade 7	2.88%	0.00%	
Grade 6	0.58%	0.00%	
Grade 5	0.05%	0.00%	
Grade 4	0.25%	0.00%	
Grade 3	0.30%	0.00%	
Grade 2	3.66%	0.00%	
Grade 1	4.92%	10.31%	
Graduate	0.31%	0.00%	
CEO	n/a	n/a	

	women earn less than 3% more than men
	women earn above 3% more than men
	women earn above 5% more than men
	men earn less than 3% more than women
	men earn above 3% more than women
	men earn above 5% more than women

This pay gap information is based on data at 1 October 2022.

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

As a rule, a difference of 5% or more, or any recurring differences of 3% or more merit further investigation. None of our mean average gaps are 5% or more and only 2 of them are over 3%. All of our median pay gaps are 0% except for grade 1 which is 10.31%.

- Grade 1 (Executive Leadership Team (ELT) roles) has an average mean pay gap of 4.92% in favour of women. It's our largest gap although it is less than 5% and has improved by 3.17% since our last report. This grade also has a median pay gap of 10.31%. This grade has a very small population which means that staff movements can make a big difference. It is also a wide band with the maximum of the band being 17% higher than the minimum. Our analysis shows that the pay gap is in favour of women because, on average, they have been in grade longer than men and are therefore nearer the top of their band. Both pay gaps will narrow over time as men progress up the band.
- Grade 2 has a pay gap of 3.66% in favour of men which is a reduction of 0.61% on our 2021 report. There is no median pay gap. Again, this is a small group and therefore staff movements can make a big difference. A third of women are new to grade since 2021, either through promotion or as a new start. This means that women, on average, have less time in this grade than men and are, therefore, lower in the salary band. This will change over time as they move up the salary band.

Since 2021, six of our grades' mean average gender pay gaps have moved closer to 0%. We did not publish the median pay gap in 2021. Grades 5 and 4 have seen marginal increases of 0.02% and 0.11% respectively. However, these gaps are below 0.3% so aren't cause for concern. We regularly monitor our pay decisions and report on them to our ELT annually. This includes providing analysis on our new starts and promotions by sex and gender, race and disability.

Our analysis shows there is no systematic sex discrimination in our pay structure.

Occupational segregation

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

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

There continues to be no significant change in our sex and gender profile at organisation level since both our 2019 and 2021 mainstreaming reports. Women continue to account for around 60% of our workforce.

In the UK there are 2 types of occupation segregation: vertical and horizontal.

Vertical segregation is clusters of women and men in different levels of jobs or grades, usually with more women in lower grades and more men in higher grades.

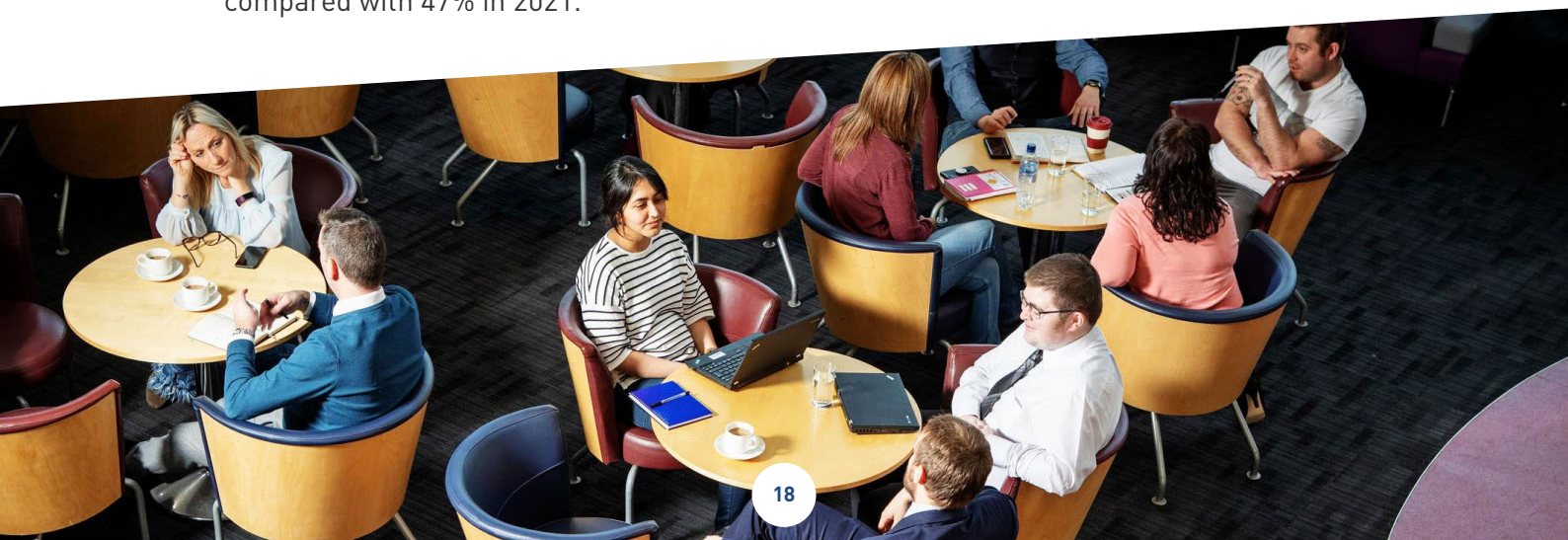
Horizontal segregation occurs when men and women are clustered in certain types of jobs.

Vertical segregation

This analysis looks at our sex and gender profile by grade (vertical segregation). As in 2021:

- generally, we see more women than men in our administrative and professional roles
- we also tend to see more men in our managerial roles than women; and
- our leadership team (CEO and ELT) remain gender balanced.

While our role profile is very similar to our 2021 report, there has been significant change in grade 2 (one of our leadership grades) where 69% of incumbents are women compared with 47% in 2021.



Here is our current sex and gender profile by role and grade:

Role type	Grade	Headcount					% of grade			
		Man	Woman	I use another term/ Non-binary	Prefer not to respond	Total	Man	Woman	I use another term/ Non-binary	Prefer not to respond
Graduate scheme	Graduate	*	*			*	14%	86%	0%	0%
Administrative	Grade 10	10	*			*	59%	41%	0%	0%
	Grade 9	*	64		*	72	10%	89%	0%	1%
Professional	Grade 8	12	53			65	18%	82%	0%	0%
	Grade 7	15	60		*	*	19%	76%	0%	5%
	Grade 6	172	270		17	459	37%	59%	0%	4%
Managerial	Grade 5	77	75		*	*	50%	48%	0%	2%
	Grade 4	59	57		*	*	50%	48%	0%	2%
Leadership	Grade 3	29	25		*	*	53%	45%	0%	2%
	Grade 2	*	*			13	31%	69%	0%	0%
ELT & CEO	Grade 1 & CEO	*	*			*	50%	50%	0%	0%
	Total	389	629	0	29	1047	37%	60%	0%	3%

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

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

This information is based on data at 1 October 2022.

As outlined above, we ask our employees what gender they identify as via our employee self-service system. This is in line with best practice. We have used this information to report on sex and gender. Where they have not specified this, they have been grouped as prefer not to respond.

Here are the main changes in our population profile since our 2021 report;

- There were no graduates in our 2021 report. Now 86% of our graduates are women.
- While there are still generally more women than men in our administrative and professional grades, grade 10 continues to have more men than women. The proportion of men in this grade has increased by 3% since 2021.
- While we tend to see more men than women in our managerial roles (grades 5 and 4) it is nearing parity between men and women in both grades.
- In leadership (grades 3 and 2) there are 2% fewer women at grade 3 than in 2021 which is a relatively small movement. 69% of grade 2 are women which is an increase of 22% on 2021. Grade 2 is a relatively small group therefore small staff movements can mean big differences. The increase in proportion of women in grade is due to 80% of promotions and new starts to this grade being women and 67% of leavers being men.

- More women have been appointed (either as new starts or promotions) at all grades in our grading structure excluding CEO.
- 50% or more of the promotions and new starts in each grade were women.
There are 60% of women at organisational level:
 - Women accounted for more than 60% of new starts and promotions in grades 1 and 2 and grades 10 to 7.
 - Women accounted for 50% to 60% of new starts/promotions in grades 6 to 3.
- It should also be noted that 47% of new starts are in the “prefer not to say” grouping.
- This means that when looking at new starts and promotions, more than 15% in grades 6,7 and 9 are in the “prefer not to respond” grouping.

Horizontal segregation

This analysis examines our sex and gender profile by functional business area and role type. For consistency, we run the data for our mainstreaming reports at the same date as this helps with comparative analysis. The analysis in this report is based on the following divisions.

Business Growth: supports business growth across Scotland, including our grant funding operations.

CFO Group: Finance, Risk, and Strategy Networks & Insights teams.

Chief Executive and Corporate Office: support for CEO and provides consistent approach to delivering corporate governance.

CPO Group: Legal, Audit, Procurement and Facilities Management, Governance and Office Services, Human Resources (HR), Health, Safety and Environmental Management and Corporate Affairs and Marketing.

Executive Leadership Team (ELT): this includes our CEO.

Innovation and Investment: supports entrepreneurs, industries and communities across Scotland to innovate and to grow.

International: our international economic development arm. It’s focused on the development of trade, the attraction of foreign direct investment and talent into Scotland, and the creation of investment opportunities to attract international capital across all of Scotland.

Here is a breakdown by sex and gender for each of the divisional areas of our business.

Division	Headcount					% of division			
	Man	Woman	I use another term/ Non-binary	Prefer not to respond	Grand Total	Man	Woman	I use another term/ Non-binary	Prefer not to respond
Business Growth	125	179		*	*	40%	58%	0%	2%
CFO Group	58	76		*	*	42%	56%	0%	2%
Chief Executive and Corporate Office		*			*	0%	100%	0%	0%
CPO Group	30	103		*	*	22%	75%	0%	3%
ELT (inc. CEO)	*	*			*	50%	50%	0%	0%
Innovation and Investment	108	161		*	*	39%	58%	0%	3%
International	65	102		*	*	37%	58%	0%	5%
Grand Total	389	629	0	29	1047	37%	60%	0%	3%

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

This information is based on data at 1 October 2022.

- As in 2021, our ELT continues to be gender balanced.
- CFO Group, our Chief Executive and Corporate Office division and CPO Group are our support areas. 66% of employees in our support areas are women which is slightly higher than our organisational profile.
 - Chief Executive and Corporate Office are all women. However, this is a very small area. This division provides the support for CEO – our CEO is included in the number for ELT.
 - CPO group has the highest proportion of women compared to the organisation’s overall sex and gender profile with 22% men, 75% women and 3% who prefer not to respond.
- Business Growth, Innovation & Investment and International are our 3 operational areas of the business. As a whole, our operational areas employ more women than men (39% men, 58% women and 3% prefer not to respond) which is roughly in line with our organisational sex and gender profile. At division level the differences compared to organisational level are small.
- We also looked at our 4 most populated roles: specialist, team leader, project manager and account manager. All these roles exist across more than one grade. The majority of these roles are in our operational areas:
 - Specialists: 52% of specialists are women which is roughly the same as in our 2021 report. This is less than the proportion of women in the organisation. The majority (83%) of specialist roles are in our operational areas – 82% of women who are specialists are also in operational areas so it is in line with the make-up of the role.

- Team leaders: 52% of team leaders are women which is no change since 2021. This is still less than the proportion of women at organisational level. 70% of team leaders are in our operational areas. 61% of women who are team leaders are in the operational areas which is slightly less than the make-up of the role.
- Project managers: The proportion of women in project manager roles has increased by 5% since 2021 to 72% which is greater than the proportion of women at organisation level.
- Account managers: 36% of account managers are women – this is no change since 2021 and is still less than proportion of women at organisational level.
- We've checked the mean average gender pay gaps for these roles. The gender pay gap for specialists is 3.05% in favour of men. This is driven by a higher proportion of women than men in this role being at lower grades and a lower proportion of women being in managerial grades and above. The gender median pay gaps for the other roles are all less than 3%.



Flexible and Part Time Working

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

We have continued our journey to enhance flexibility in our workplace. When our offices reopened after the pandemic we implemented our Everyday Flexibility policy, therefore retaining a greater level of flexibility. Everyday Flexibility offers the opportunity for employees to manage how and when they work, subject to business need. We are embedding our Everyday Flexibility approach, which has been recognised as market leading with SE being named one of Scotland's top 10 employers in Scotland's Flexible Working Awards run by social business Flexibility Works. We were one of 4 organisations in the top 10 that received a special 'Judges Pick' commendation highlighting our flexible working approach as exceptional. There is more information about Everyday Flexibility earlier in this Employer Outcome Progress section.

We also offer a range of flexible working arrangements including:

- variable and reduced hours
- flexi-time
- term time working
- partial retirement
- paid time off to care for dependants
- emergency leave; and
- additional annual leave.



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

Role type	Grade	Headcount				Grand Total
		Man	Woman	I use another term/ Non-binary	Prefer not to respond	
Graduate scheme	Graduate					
Administrative	Grade 10		*			*
	Grade 9		17			17
Professional	Grade 8		14			14
	Grade 7	*	11		*	*
	Grade 6	13	73		*	*
Managerial	Grade 5	*	18			*
	Grade 4	*	*			*
Leadership	Grade 3	*	*			*
	Grade 2					
ELT & CEO	Grade 1 & CEO					
	Total	17	144	0	3	164

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

This information is based on data at 1 October 2022.

- The number of people working part time has decreased from 212 in 2021 to 164. The proportion of people working part time has decreased from 19% to 16%. This may be due to the increased flexibility that has been introduced since the 2021 report.
- The proportion of women working part time has decreased from 28% to 23% and the proportion of men has decreased from 5% to 4%.
- There are still more women working part time than men.
- 83% of our part time employees are in administrative or professional grades (grades 10 to 6), an increase of 3% on 2021.
- When we look at this by sex and gender, 82% of part time men work at these grades (which is an increase of 5% since 2021), and 83% of part time women (an increase of 3% on 2021).
- The remaining 17% of part time employees are managerial grades and above. There are no part time employees in grade 2 or above.

Ethnicity

In the UK, too many individuals from a minority ethnic background still face discrimination and disadvantage when trying to get into and progress at work compared with their white British peers (CIPD). According to gov.uk in 2021 76% of white people were employed, compared with 67% of people from all other ethnic groups combined.

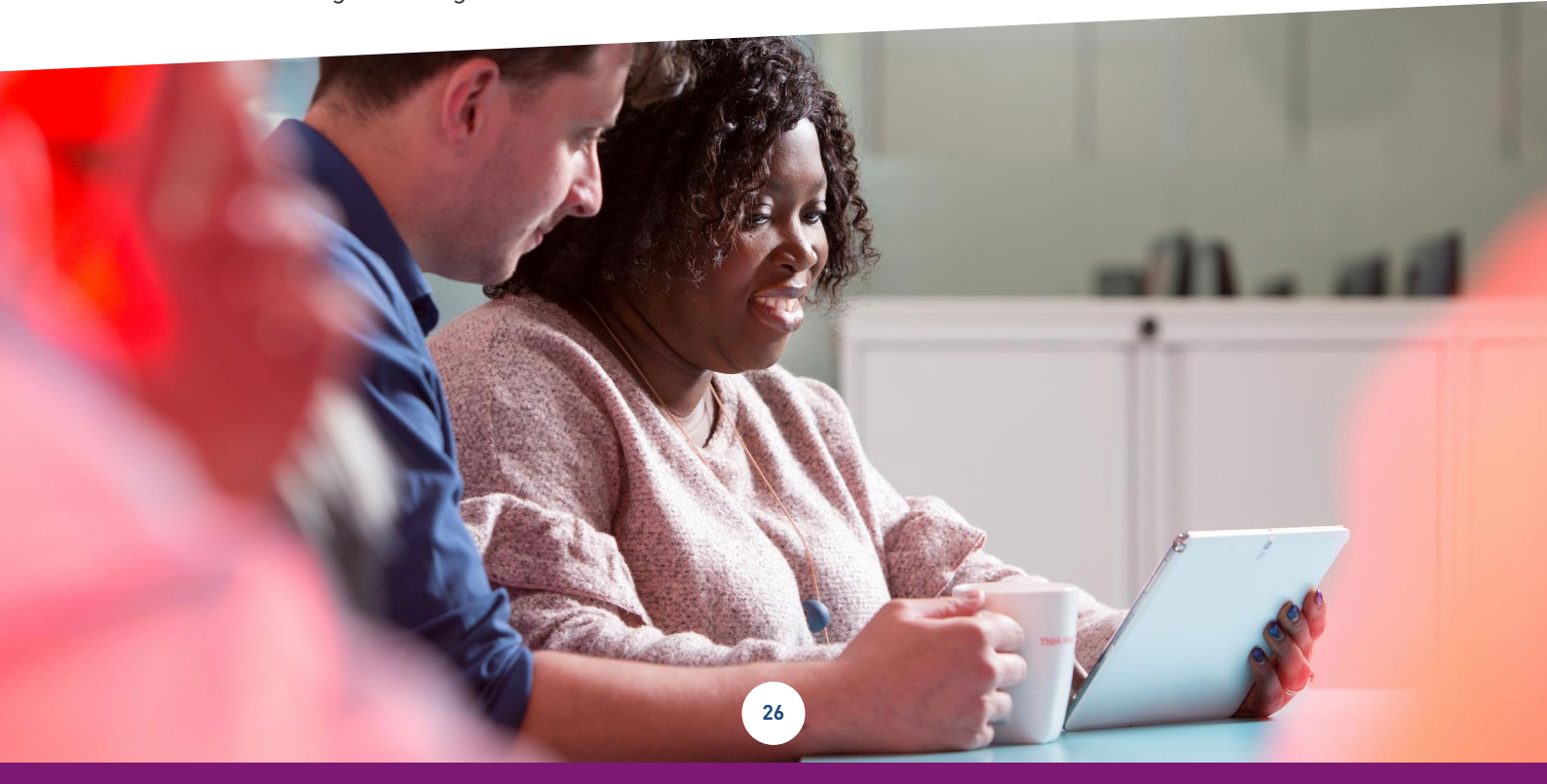
We have used the available Census categories (Scottish Census 2011) for race – the 2022 Census results were not published in time for this report. Given the small numbers, we have rolled up the data to help with our analysis.

Role type	Grade	Headcount				Total
		Black/minority ethnic	White-Other	White Scottish, British or Irish	Prefer not to respond	
Graduate scheme	Graduate			*		*
Administrative	Grade 10	*		13	*	17
	Grade 9	*	*	59	*	72
Professional	Grade 8	*	*	51	*	65
	Grade 7	*	*	71	*	79
	Grade 6	21	37	358	43	459
Managerial	Grade 5		13	129	13	155
	Grade 4	*	20	88	10	*
Leadership	Grade 3	*	*	48	*	55
	Grade 2			*	*	13
ELT & CEO	Grade 1 & CEO**		*	*		*
	Total	31	83	838	95	1047
	% of SE	3.0%	7.9%	80.0%	9.1%	

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

The data we hold continues to show small numbers of black/minority ethnic employees and this makes it difficult to carry out more in-depth analysis and to draw significant conclusions. Because of the small numbers, we have done the analysis to 1 decimal place to capture any movements. Compared to our 2021 report:

- The proportion of black/minority ethnic employees has remained relatively static (increase of 0.5% since 2021 report).
- 9.1% of employees prefer not to respond when asked their race or have submitted a blank return. This is an improvement of 3.3% on our 2021 report. However, it still limits our analysis.
- The proportion of white – other employees has decreased by 0.6%
- The proportion of employees who are white Scottish, British or Irish has increased by 3.4%.
- 3.0% of employees have recorded that they are from black/minority ethnic groups which is lower than the Scotland 2011 census where nearly 4.2% of people are from black/minority ethnic groups.
- 68% of our black/minority ethnic employees are at grade 6 (our highest professional level grade). This is an increase of 8% on 2021. At organisational level 44% of employees are at grade 6.
- Black/minority ethnic employees are over-represented in our administrative and professional grades and under-represented in our managerial grades and above.
 - 13% of black/minority ethnic employees are in our administrative grades (at organisation level 9% of employees are in this grouping)
 - 81% of black/minority ethnic employees are in our professional grades (which includes grade 6) (at organisation level 58% of employees are in this grouping),
 - 3% of black/minority ethnic employees are in our managerial grades and 3% are in our leadership grades (at organisation level 26% of employees are in our managerial grades and 6% in leadership grades)
 - There are no black/minority ethnic employees in our ELT & CEO grades or at graduate grades.



Ethnicity pay gap

The Equality and Human Rights Commission (EHRC) defines the ethnicity pay gap as the difference between the average hourly pay of ethnic minorities and white British people. This is the second time we have looked at the ethnicity pay gap in our mainstreaming report. We have limited data which means it's not possible to analyse the pay gaps by grade. We can look at this at organisational level, however, there is a risk of skewing given the size of the data group.

To be consistent with the EHRC, we have grouped employees who are white Scottish or white – other British as “white British”.

There are 2 ways of calculating pay gaps: the mean average and the median. There are more details about these measurements in the gender pay gap section.

We have always used the mean average to calculate our pay gaps. While we will continue this method for analysing our pay gaps, for the purposes of our mainstreaming report we'll also publish the median pay gap. Our organisational ethnicity pay gap is:

- using the **mean average:** 8.84% in favour of white British employees which is a decrease of 3.22% on 2021.
- using the **median:** 0%.

There is no median ethnicity pay gap because the median for both black/minority ethnic and white British employees is the maximum salary for grade 6 employees. Grade 6 is our most populated grade and is one of our professional grades.

Data on the national ethnicity pay gap appears to be limited. 2019 Office for National Statistics data compares the median earnings of the white ethnic group compared with those in ethnic minorities in England and Wales. This isn't a perfect comparison to our ethnicity gap as it uses the white ethnic group (rather than just white British) as the comparator. However, they found the median pay gap to be 2.3% in favour of white ethnic group which is higher than ours.

Our analysis suggests that the mean average ethnicity pay gap is due to the higher representation of black/minority ethnic employees in lower graded roles compared to white British:

- 81% of black/minority ethnic employees are in our professional grades (grades 8,7 and 6). This compares to 57% of white British employees.
- 3% of black/minority ethnic employees are in our managerial grades (grade 5 and 4) compared to 26% of white British employees.
- There is less than half the proportion of black/minority ethnic employees at leadership grades than white British employees. In our 2021 report there were no black/minority ethnic employees at grade 3 and above.

When we look at the average hourly pay for our white – not British employees, they are paid 7.56% more than White British employees. This is a decrease of 0.98% since 2021. Our analysis suggests that this pay gap is because there are proportionately more employees who are white – not British in managerial grades (grades 4 & 5) and fewer in the administrative grades (grades 10 and 9). This means the average hourly rate is higher.

As in 2021, the analysis is limited due to the data available, and we’ve not been able to drill down by grade. However, the above pay gaps have improved since 2021 and the analysis indicates the pay gaps are due to the distribution of different groups across grade levels.

Disability

Only 53% of disabled people are in work, compared to 82% of non-disabled people [\[Scope\]](#). This is known as the disability employment gap.

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

Role type	Grade	Headcount			Total
		No	Yes	Prefer not to respond	
Graduate scheme	Graduate	*	*		*
Administrative	Grade 10	17			17
	Grade 9	57	*	10	*
Professional	Grade 8	52	*	*	65
	Grade 7	66	*	*	79
	Grade 6	367	28	64	459
Managerial	Grade 5	129	*	18	*
	Grade 4	103	*	12	*
Leadership	Grade 3	44	*	*	55
	Grade 2	*		*	13
ELT & CEO	Grade 1 & CEO	*	*		*
	Total	855	64	128	1047
	% SE	81.66%	6.11%	12.23%	

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

This information is based on data at 1 October 2022.

There is limited data which restricts meaningful analysis and conclusions. However, since our 2021 mainstreaming report:

- The proportion of employees without a disability has increased nearly 3%
- The proportion of employees with a disability has decreased by 1.6%.
- The proportion of employees who either prefer not to respond or with a blank submission has decreased by 1.3%.
- 8% of employees with a disability are at our administrative grades compared to 9% of employees without a disability.
- 61% of employees with a disability are at our professional grades compared to 57% of employees without a disability.
- 19% of employees with a disability are at our managerial grades compared to 27% of employees without a disability. This is the biggest differential of all our grade groupings.
- 9% of employees with a disability are at our leadership grades compared to 6% of employees without a disability.

Disability pay gap

The UK's median disability pay gap widened slightly to 13.8% in 2021 according to data from the Office for National Statistics (ONS). There is little data on the mean average disability pay gap.

We have published the gender pay gap since our first mainstreaming report in 2013 and we published our ethnicity pay gap for the first time in 2021. We believe that this good practice should extend to disability.

There are 2 ways of calculating pay gaps: the mean average and the median. There are more details about these measurements in the gender pay gap section.

We use the mean average to calculate our pay gaps and also publish the median pay gap in our mainstreaming report.

Our organisational disability pay gap:

- using the **mean average**: 0.08% in favour of disabled employees.
- using the **median**: 0%.

This means that at organisation level we have virtually no disability pay gap.

Employee statistics

While we've focused on sex and gender, race and disability in this section, our employment statistics, covering all protected characteristics, are in [appendix](#) (Numbers under ten are presented as * to maintain confidentiality). In addition to the analysis above:

- There has been no significant change in age or religion of employees.
- Over half our employees (51%) continue to be between 45 and 59 years old. This hasn't changed materially since our 2021 report.
- Our employment stats are at 1 October 2022, which is a moment in time. Much of our youth recruitment is for fixed term work placements, for example for school pupils or students, and won't be reflected in this figure if their placement ended before this date. However, 37% our new starts were 16 - 19 years in 2021 and 16% in 2022. The end of their placements also accounts for the higher leavers rate in this age group.
- In 2022 all women returned to work after maternity leave, in 2021 95% of women returned. This is the only year since 2020 that we did not have a 100% return rate.
- In our last mainstreaming report we noted limited recruitment in 2020. Recruitment has increased since then and our applications have risen from 257 in 2020 (this is from our 2021 mainstreaming report) to 778 in 2021 and 1,370 in 2022.
- The proportion of new starts who prefer not to respond to some of the protected characteristics limits meaningful analysis on comparing who's joining and leaving the organisation or comparing our recruitment statistics (application and shortlisting) with who is recruited. However the proportion of those who chose not to respond on these characteristics is lower in 2022 compared to 2021.
- More employees left the organisation than joined. The proportion of disabled employees joining and leaving is roughly the same as is the proportion of black/ minority ethnic employees joining and leaving:
 - 8% of new starts and 9% of leavers were disabled employees.
 - 4% of new starts and 2% of leavers were black/ minority ethnic employees.
- 70% of promotions in 2021 and 2022 were to women.
- There has been no significant change in the proportion of employees who are Bisexual, Gay, Lesbian or use another term, increasing from 1% in our last report to 2% in 2021 and 2022. The proportion of employees who prefer not to respond has decreased slightly from our last report and the of proportion of Heterosexual/ Straight employees has increased by about the same amount.

Summary of key findings

- The proportion of employees in the “prefer not to respond” categories of our protected characteristics has decreased since our last report.
- Our analysis suggests that there is no systematic discrimination in our pay structure on the grounds of sex.
- We’ve carried out limited analysis for race and disability, at organisational level only due to the data available. We’ve published our disability pay gap for the first time and our ethnicity pay gap has improved since 2021.
- Both our gender and ethnicity mean average pay gaps have decreased since our last report. We have virtually no disability pay gap.
- From our analysis, we conclude that occupational segregation is the main cause of both our gender and ethnicity pay gaps. We’re really pleased to report on some improvements, for example the representation of women at grade 2, but acknowledge that there is more that needs to be done.
- More women have been appointed (either as new starts or promotions) at all grades in our grading structure excluding CEO.
- When we look at our 4 most populated roles, the majority of which are in operational areas, the only role which has a higher proportion of women than at organisational level is the project manager role. The account manager role continues to have particularly low representation with only 36% of account managers being women (compared with 60% at an organisational level) – there has been no change since our last report.
- The proportion of black/minority ethnic employees in our organisation continues to be less than the 2011 census. The 2022 census results aren’t available at the time of writing.
- The proportion of disabled employees in our organisation also continues to be less than the 2011 census.



Future actions

As outlined above there are a number of key themes from our analysis, our action plans will focus on these key areas.

- Continue to promote and encourage the completion across the organisation of equality data to allow meaningful analysis.
- Continue to embed Everyday Flexibility into the organisational culture
- Continue to support the reduction of the gender pay gap through coaching, mentoring, development, and access to flexible working arrangements at all levels.
- Work with our Employee Diversity Networks to deliver our Employer Equality Outcome.
- Work with Cemvo to create action plan in relation to Race
- Work with SUSE to create an action plan in relation to disability
- Give employees access to resources to ensure they are meeting their obligations in relation to our Employer Equality Outcome



5. Service provider outcome progress

We presented two outcomes for our services in our 2021 Mainstreaming Report. We have reviewed our existing outcomes and established that these are still relevant over the next two years. A task team was convened to progress the outcomes and meets every two months. Members are instrumental in ensuring progress is being made:

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

Fair Work First

Progress with this outcome is primarily through this activity. Gender Pay is a fundamental aspect of Fair Work and as an organisation, we introduced Fair Work First (FWF) conditionality in September 2021 supported by the Workplace Innovation Service. This means all businesses seeking to engage with SE for financial or non-financial support, must indicate if they are demonstrating or working towards Fair Work First Criteria. Any businesses unable to commit to this are not supported.

We require companies to self-declare their current status against the 7 Fair Work First criteria, of which one is 'Addressing the Gender Pay Gap'. Since September 2021, we been recording the FWF status of companies and as of **10th November 2022**, we have:

- 681 Fair Work First records of which 550 (81%) state there is 'no gender pay gap'
- Of these companies 6% (33) have changed their status from 'unable to commit' or 'working towards' to now 'demonstrating'
- In the past year a further 18% (123) stated they were currently working towards addressing the gender pay gap; and
- a small percentage 1.32% were unable at this time to commit on the basis they were too small (less than 5 employees) or small early-stage high value start-ups (with founders only)

In terms of action planning, we encourage the use of the Fair Work Employer Self-Assessment <https://fairworktool.scot> which Scottish Enterprise manage on behalf of Scottish Government and the Business Support Partnership. There are currently 1,207 registered users of the Tool, split across the following sectors:

Public: 11%

Private: 87%

Third: 27%

Voluntary: 4%



We have also continued to support large grant recipients to improve their gender pay gap. Over the past 2 years, we have seen an increase of 60% in those organisations which implement a gender pay action plan following support from the team.

Supporting additional activity:

The following initiative provides evidence of proactive support for this outcome.

Workplace Innovation Service

Our Workplace Innovation Team have embedded Fair Work across their service offering and have increased their support to companies in this area to ensure more Scottish based employees benefit from working in diverse, inclusive, and fair workplaces.

The Fair Work Employer Tool was developed with the support of the Workplace Innovation Team. The team continues to signpost companies to this tool to benchmark their organisation and provide advice and support to develop and implement action plans which will increase organisational capability and capacity related to Fair Work.

We also undertook the following activities last year to support businesses to become more diverse and inclusive organisations:

- Youth Opportunity Workshops – 104 companies were supported to create more opportunities for young people.
- Workplace Innovation Review – includes a focus on Gender Pay and is in trial phase.
- Fair Work Workshops with 1:1 support for 35 participants to develop action plans during a pilot programme.

Next Steps

In the future, we are planning to focus on Diversity and Inclusion as a key theme in our Masterclass programme for 2022/23 and 2023/24 and will work with stakeholders and partners to deliver a series of events which will cover areas such as:

- Recruiting a Diverse Workforce - Broadening talent pools and inclusivity.
- Flexible working.
- Intergenerational working.
- Gender Pay, to build understanding amongst companies.

This will help with achievement of the outcome, and we are pleased with the progress already made. We will continue to review the trends of SE clients working towards addressing the gender pay gap and where applicable provide Workplace Innovation Specialist Support and signpost to relevant partners. The change in the number of companies looking at the gender pay gap will be measured annually and we will review the three-year period data which may be affected by companies leaving the portfolio of SE support.

Outcome 2: We will shift our client base to reflect Scotland's population focusing on women, disabled, young and minority ethnic led companies.

We continue to progress this outcome by ensuring that all our services and support are available to all appropriate companies. As part of this commitment, we were seeking to identify those companies led by females, disabled people, young and minority ethnics to provide a baseline.

We are aware that the collection of data in relation to equalities is imperative moving forward to fully understand our baseline and continue to address any shortfalls through the design of our services and communications. We have been working on this with our GDPR experts to find an SE wide solution to this data gathering in a way that is both legal and transparent. We are now moving forward in capturing information that will allow us to ascertain whether a company is women led. Should this be successful we will widen this to then capture data that will let us identify businesses led by the other minority groups.

In the absence of this data on an organisational wide basis we have continued to develop activity and focus our communication to support businesses led by these minority groups. We have also committed to ensuring that Fair Work is an integral part of all our activity, and our services including developing diverse leadership.

Supporting activity

Although this outcome is considered in all of our activity within SE the following initiatives provide evidence of proactive support for this work.

Scottish Black Talent Summit 2022

The first Scottish Black Talent Summit took place in Edinburgh in October 2022. Tapping into the abundant talent in Scotland's black community is key in the fight to close the skills gap. The event was part sponsored by SE's High Growth Entrepreneurship Team and was a one-day, in-person event, offering the opportunity to improve diversity and inclusion in the workplace, as well as creating pathways to employment. The importance of diversity is recognised as fundamental to achieve the ambitions stated out in NSET. The event provided an opportunity to raise awareness about the value of diversity, showcasing existing role models making a difference with their data and digital skills, as well as increasing interest on diversity and helping create networks of support for black minority ethnic talent. The event was supported by Datakirk which is a charity focussed on skills training for black minority and socially deprived individuals. Their next step is to expand their training into black minority ethnic individuals with a desire to start their own business. The Summit connected black talent, recruiters, employers, and policy makers, with the aim of widening networks, stimulating conversations, and creating a more inclusive and diverse Scottish workforce. We are considering next steps to move this work forward.

Young Edge

Scottish Enterprise provide resources to support Scottish Edge. This is a competition that provides funding and support for Scottish businesses. Part of this programme is focused on supporting young entrepreneurs. Scottish Enterprise has pledged additional funding in 2022 to specifically support this Young Edge category aimed at business leaders under 30. Scottish Edge will now be able to support 14 companies in this category with the award of grant funding and wrap around support.

Essential Leadership for Young Leaders

The Essential Leadership programme focuses on giving leaders the skills they need to successfully grow a business and develop a positive, fair culture that will drive innovation and increase resilience. In January 2022 a cohort of the programme was tailored towards leaders under the age of 30. The workshops incorporated relevant content and was designed to focus on the impact that a young leader can have and how they can continue to grow and develop whilst leading a business. The series of 6 workshops was attended by 14 business leaders under 30.

Future X Innovation Ltd- Scaling Programme

In 2022 Scottish Enterprise supported this programme by contributing budget and offering expertise. This programme was set up to support an additional 5 entrepreneurs from under-represented groups (young, BAME, LGBTQ+ and disabled communities) to participate on the Silicon Valley Scaling Teams (SVS) programme in February and to add specific speakers and content specialising in inclusivity and entrepreneurial activity from underrepresented groups.

GlobalScot

The GlobalScot Network celebrated its 20th anniversary in 2021. The network was set up to help Scottish businesses and



individuals to achieve ambitions around the world. Business leaders can connect and access advice and guidance from highly valuable connections and friends Scotland has around the world. GlobalScot did significant promotion around International Women's Day and encouraged engagement with the initiative, providing details of Scottish women who were within the GlobalScot network.

It has been recognised however that the members of GlobalScot network does not fully represent Scotland's minority groups and as such work is now underway to gather a baseline of data in relation to the group's membership and develop a strategy to increase representation. This should then increase the engagement of minority groups leading businesses in Scotland.

Content Development

The marketing and comms team, with the support of our My Communities group, have utilised our social media channels over the last 2 years to develop content that targets and interests a wider audience and encourages them to engage with SE support. Our International Women's Day content was widespread and well received. This approach will be developed in the coming years to include content of interest to other minority groups.

Principally Women

The Principally Women programme is a novel approach to achieving personal and business growth by addressing gender barriers faced by women. Tailored to the needs of senior women business leaders in growth companies and social enterprises, the programme seeks to identify women at a point where life stage, opportunity and ambition are aligned but specific skills, confidence, knowledge, or support may be lacking. Principally Women provides a blended programme of cohort-based education, self-learning and 1:1 advisory support. The programme includes:

- Personal assessment and action planning
- Master classes – Leadership, confidence, sales, and investment
- One to one mentoring/coaching

44 women formed part of the Principally Women 2021/22 Programme with 3 cohorts based around Scotland; Aberdeen, Glasgow, and Ayrshire. The programme was delivered by women and targeted at women which was really valued by the participants and differentiated it from other routine leadership programmes. It focused on women specific issues such as exploring imposter syndrome and how to break the bias.

Recent comments from the participants include:

“The self-awareness that I gained through the programme was immeasurable. It made me ask myself some very tough questions, and to take control of where I want to be going forward. Being surrounded by strong successful women in business was empowering, sharing fears and insecurities in such a supportive environment helped clear some of the self-doubt that was holding me back.”

“The programme was great, I particularly enjoyed hearing from other female leaders, discussing challenges and advantages of being a woman in business”



Unlocking Ambition

Unlocking ambition is a flagship entrepreneurial development programme that started in 2018. This is an intensive programme of support that covers purpose, social and environmental impact, leadership, funding and investment, internationalisation, innovation, and resilience. To date 3 cohorts have gone through the programme amounting to 107 companies. Of these 47% have been led or co- led by women. This was a deliberate and conscious approach to be inclusive in the recruitment stages and support companies with female founders with the ambition to scale up. This was particularly important during the second cohort which focused on STEM companies where women are often under-represented.

This programme and Principally Women will continue to be run by Scottish Enterprise, dependent on budget and has been identified as a vehicle for increasing diversity and encouraging activity and support for other under-represented groups.

Next Steps

We will continue to embed this outcome within Scottish Enterprise and will encourage the consideration of equalities in the development of all services through the use of Equality Impact Assessments and internal communications and training.

The good practice that has been developed will also be continued and built on – for example the use of programmes like Essential Leadership targeted at under-represented groups and the continued development of communications and external content that will better engage these groups.

There will also be a continued focus on gathering data to measure the participation of minority groups across Scottish Enterprise services. This will allow us to take a more targeted approach in the development of tailored support going forward.

6. 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 and since April 2016 has been published alongside our current regulated contracts register and our forward procurement plan. This advises 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, ex. 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 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 or disadvantaged people), where appropriate, and encourage the procurement of fairly and ethically traded goods and services where relevant.

Community benefits are also a key area of the Procurement Reform Act and the Procurement (Scotland) Regulations 2015. Scottish Enterprise continues 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. 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 Real Living Wage and we work to ensure no inappropriate use of zero hours contracts within our contracts. We have strengthened our Equality Impact Assessment approach by including this in all our procurement processes. This has yielded benefits, for example, with stronger equality requirements applied to the online delivery of events which increased greatly due to Covid.

We have also embedded the Scottish Government Sustainability Test into the strategy stage for all procurements over £50k, ex. VAT, which further considers equalities, community benefits and fair work practices. We have improved the monitoring information that we collect to include information on contracts awarded to women, minority ethnic and disabled led organisations along with making a declaration in respect of the Real Living Wage and zero-hour contracts.

7. Scottish Enterprise Board Diversity

[The Equality Act \(Specific Duties\) \(Scotland\) Amendment Regulations 2016](#) 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 (Excluding CEO)	Number of males	Number of females
January 2021	8	4	3*
November 2021	9	4*	3*
November 2022	8	4	3*

*One non-declaration

We consider a balanced board where males and females reach approximately half of the declarations and as can be seen our board has remained gender balanced throughout the period of this report. Our reporting end period is November 2022 and recruitments during 2023 will be highlighted in our next report.

We welcome the Gender Representation on Public Boards (Scotland) Act 2018 and the associated guidance and regulations which came in to force on 29 May 2020. One appointment, a male, was made to our board between this date and the compilation of this report in January 2022. Our steering group has focused on actions aimed at encouraging more female applicants. In the last appointment round, progressed through the Public Appointments process, the activity reflected Scottish Ministers' commitment to diversity and inclusion and encouraged applications from a wide and diverse pool. To aid this, a letter from SE's Chair, was sent to organisations, e.g., the Association of Scottish Business Women, Changing the Chemistry, Lean In and Inclusion Scotland, to highlight the advert for the position and to actively seek applications from their networks. Our letter included the following statement:

"Scottish Ministers are committed to diversity and equality. We value very highly the benefits of having different points of view and experiences on our Boards. Accordingly, we hope to receive applications from a wide range of talented people irrespective of their religion or belief, gender, age, gender identity, disability, sexual orientation, ethnic origin, political belief, relationship status or caring responsibilities".

The recruitment process has begun to appoint four new Board members in 2023 (as the tenures for existing Board members come to an end). A similar approach will be used to that outlined above.

Other steps we have taken to achieve gender balance have involved the work we've done on the board procedures and meetings to make them more gender accessible. Over recent years, the number and frequency of SE Board meetings has reduced from 10 meetings, held monthly, to 6 meetings per year, held every 2 months. In 2019, the venues for Board meetings were changed from only being held in Glasgow and Edinburgh, to various SE office locations throughout the country. Over the previous two years, due to Covid 19, the meetings were moved to a virtual setting. Through the course of 2022, as restrictions were lifted, the Board meetings were held physically, with the aim to reinstate the practice of holding meetings at venues across the country going forward with the option of attending on-line.

Our steering group also considers how unconscious bias training and diversity succession planning can be used to encourage greater board diversity in line with Scottish Government guidance on this work. We will continue to take 'other steps' to achieve equality objectives, including gender balance, under s.6 of the Act, despite the requirement being removed on the 31 December 2022.



8. Conclusion

These are unprecedented times for Scottish business and the economy, with headwinds continuing to hamper economic growth post covid. We have however been encouraged by how much equality has been mainstreamed over the past two years, a process which has been helped by SE's strong focus on inclusion as a driver for sustainable economic growth to maximise available opportunities. Many colleagues have been actively involved in driving equality and diversity in their day jobs which is a primary objective of mainstreaming. We are particularly pleased with our work as an employer and service provider around:

- Continued reduction with our gender pay gap which has reduced by 1% since our 2019 mainstreaming report. The ethnicity mean average pay gap has also decreased and we present our disability pay gap for the first time which is virtually zero.
- Our Board has maintained gender parity.
- On-going progress with implementing Fair Work First principles. This includes addressing the gender pay gap, through the Workplace Innovation Service and large workplace grants.
- Pro-active initiatives such as Young Edge which have contributed to our outcomes.

Much has been achieved during this period and we are committed to building further on our achievements as we develop our equality activities in future years. Continued senior leadership commitment will have a vital part to play in ensuring that this focus is not diminished even in the most challenging of economic times.

We will continue to make sure that our work with companies, industries, partner agencies and, as an employer, not only complies with legislation but goes further to embrace the economic benefits that the approach can bring which has never been so important as drags on growth continue. This will focus on actions around our outcomes and effective Equality and Fairer Scotland Duty assessments as a means of achieving our diversity ambitions for our colleagues and the businesses and communities we work with.



9. Appendix - Employment statistics

Gender

	2019	2020	2021	2022
Female	688	668	642	643
Male	473	451	408	404
Total	1161	1119	1050	1047

	2019	2020	2021	2022	Census 2011
Female	59%	60%	61%	61%	51.6%
Male	41%	40%	39%	39%	48.4%

Sex Identifier

	2019	2020	2021	2022
Woman	687	667	638	629
Man	470	448	404	389
I use another term/ Non-binary	*	*	0	0
Prefer not to Respond	*	*	*	29
Total	1161	1119	1050	1047

	2019	2020	2021	2022	Census 2011
Woman	59%	60%	61%	60%	51.6%
Man	40%	40%	38%	37%	48.8%
I use another term/ Non-binary	*	*	0%	0%	0.0%
Prefer not to Respond	*	*	*	3%	0.0%

* Where there are less than 10 employees this is denoted by

Disability

	2019	2020	2021	2022
No	925	882	857	855
Yes	95	86	66	64
Prefer not to Respond	141	151	127	128
Total	1161	1119	1050	1047

	2019	2020	2021	2022
No	80%	79%	82%	82%
Yes	8%	8%	6%	6%
Prefer not to Respond	12%	13%	12%	12%

No Census Data Available

Ethnic Origin

	2019	2020	2021	2022
African, Caribbean or Black	*	*	*	*
Asian, Asian British, Asian Scottish	18	16	17	20
Mixed or Multiple Ethnicity	*	*	*	*
Other Ethnicity	*	*	*	*
White - Other	102	95	85	83
White Scottish, British or Irish	898	857	845	838
Prefer not to Respond	128	139	92	95
Total	1161	1119	1050	1047

	2019	2020	2021	2022	Census 2011
African, Caribbean or Black	*	*	*	*	0.6%
Asian, Asian British, Asian Scottish	2%	1%	2%	2%	2.8%
Mixed or Multiple Ethnicity	*	*	*	*	0.4%
Other Ethnicity	*	*	*	*	0.4%
White - Other	9%	8%	8%	8%	95.8%
White Scottish, British or Irish	77%	77%	80%	80%	
Prefer not to Respond	11%	12%	9%	9%	0.0%

* Where there are less than 10 employees this is denoted by

Age

	2019	2020	2021	2022
16-19	0	0	0	*
20-24	21	14	*	*
25-29	48	42	42	43
30-44	396	372	332	326
45-59	592	576	548	538
60-64	77	88	96	101
65+	27	27	24	31
Total	1161	1119	1050	1047

	2019	2020	2021	2022	Census 2011
16-19	0%	0%	0%	*	6.1%
20-24	2%	1%	*	*	8.3%
25-29	4%	4%	4%	4%	7.9%
30-44	34%	33%	32%	31%	24.1%
45-59	51%	51%	52%	51%	25.5%
60-64	7%	8%	9%	10%	7.7%
65+	7%	2%	2%	3%	20.3%

* Where there are less than 10 employees this is denoted by

Religion

	2019	2020	2021	2022
Buddhist	*	*	*	*
Church of Scotland	267	252	228	221
Hindu	*	*	*	*
Jewish	*	*	0	0
Muslim	10	*	*	*
None	423	403	400	402
Other Religion	56	53	59	59
Roman Catholic	172	164	164	163
Sikh	*	*	*	*
Prefer not to Respond	223	229	185	187
Total	1161	1119	1050	1047

	2019	2020	2021	2022	Census 2011
Buddhist	*	*	*	*	2.0%
Church of Scotland	23%	23%	22%	21%	32.1%
Hindu	*	*	*	*	0.3%
Jewish	*	*	0%	0%	0.1%
Muslim	1%	*	*	*	1.5%
None	36%	36%	38%	38%	36.6%
Other Religion	5%	5%	6%	6%	5.1%
Roman Catholic	15%	15%	16%	16%	15.6%
Sikh	*	*	*	*	0.2%
Prefer not to Respond	19%	20%	18%	18%	6.9%

* Where there are less than 10 employees this is denoted by

Sexual Orientation

	2019	2020	2021	2022
Bi, Gay, Lesbian or Uses Another Term	15	14	19	21
Heterosexual/Straight	956	908	892	884
Prefer not to Respond	190	197	139	142
Total	1161	1119	1050	1047

	2019	2020	2021	2022	Census 2011
Bi, Gay, Lesbian or Uses Another Term	1%	1%	2%	2%	6.0%
Heterosexual/Straight	82%	81%	85%	84%	94.0%
Prefer not to Respond	16%	18%	13%	14%	0.0%

Gender Re-assignment

	2019	2020	2021	2022
No	884	838	319	340
Yes	*	*	0	0
Prefer not to Respond	274	279	731	707
Total	1161	1119	1050	1047

	2019	2020	2021	2022
No	76%	75%	30%	32%
Yes	*	*	0%	0%
Prefer not to Respond	24%	25%	70%	68%

No Census Data Available

* Where there are less than 10 employees this is denoted by

Marital and Civil Partnership Status

	2019	2020	2021	2022
Divorced / dissolved civil partnership	48	46	45	44
Married / civil partnership	748	724	682	664
Never married / never in a civil partnership	*	*	*	*
Partner	37	36	54	59
Separated	10	*	15	15
Single	292	282	221	233
Widowed/surviving partner from civil partnership	13	10	12	10
Prefer not to Respond	12	12	18	19
Total	1161	1119	1050	1047

	2019	2020	2021	2022	Census 2011
Divorced / dissolved civil partnership	4%	4%	4%	4%	11.4%
Married / civil partnership	64%	65%	65%	63%	45.1%
Never married / never in a civil partnership	*	*	*	*	
Partner	3%	3%	5%	6%	35.8%
Separated	1%	*	1%	1%	
Single	25%	25%	21%	22%	
Widowed/surviving partner from civil partnership	1%	1%	1%	1%	7.7%
Prefer not to Respond	1%	1%	2%	2%	0.0%

* Where there are less than 10 employees this is denoted by

Maternity

Number of staff who have returned from maternity leave in year or who are currently on leave as of 1st October each year.

	2019	2020	2021	2022
On maternity leave	21	13	17	*
Returned to work	17	22	21	17
Did not return	0	0	*	0

No Census Data Available

Recruitment Applicants and Shortlisted

Based on number of applications per post. (applicants may have applied for more than one job) **01.01.2021 - 31.12.2021**

Gender	Application		Shortlisted for Interview	
Female	365	46%	227	54%
Male	353	45%	174	42%
Prefer not to respond	70	9%	17	4%
Total	788	100%	418	100%

Sex identifier	Application		Shortlisted for Interview	
Woman	305	39%	188	45%
Man	225	29%	140	33%
I use another term/ Non-binary	*	*	0	0%
Prefer not to respond	257	33%	90	22%
Total	788	100%	418	100%

Considered Disabled	Application		Shortlisted for Interview	
No	608	77%	321	77%
Yes	75	10%	48	11%
Prefer not to respond	105	8%	49	12%
Total	788	100%	418	100%

* Where there are less than 10 employees this is denoted by

Ethnic Origin	Application		Shortlisted for Interview	
African, Caribbean or Black	10	1%	*	*
Asian, Asian British, Asian Scottish	53	7%	*	*
Mixed or Multiple Ethnicity	12	2%	6	1%
Other Ethnicity	*	*	*	*
White - Other	57	7%	31	7%
White Scottish, British or Irish	602	76%	329	79%
Prefer not to Respond	50	6%	25	6%
Total	788	100%	418	100%

Age	Application		Shortlisted for Interview	
16-19	0	0%	0	0%
20-24	38	5%	10	2%
25-29	80	10%	42	10%
30-44	314	40%	162	39%
45-59	297	38%	172	41%
60-64	30	4%	20	5%
65+	13	2%	*	*
Prefer not to Respond	16	2%	*	*
Total	788	100%	418	100%

* Where there are less than 10 employees this is denoted by

Religion	Application		Shortlisted for Interview	
Buddhist	*	*	*	*
Church of Scotland	113	14%	69	17%
Hindu	*	*	*	*
Jewish	*	*	0	0%
Muslim	19	2%	*	*
No Religion	386	49%	204	49%
Other Religion	61	8%	30	7%
Roman Catholic	99	13%	53	13%
Sikh	*	*	*	*
Prefer not to Respond	96	12%	50	12%
Total	788	100%	418	100%

Sexual Orientation	Application		Shortlisted for Interview	
Bi, Gay, Lesbian or Uses Another Term	36	5%	15	4%
Heterosexual/ Straight	676	86%	363	87%
Prefer not to Respond	76	10%	40	10%
Total	788	100%	418	100%

Gender re-assignment/ Transgender	Application		Shortlisted for Interview	
No	246	31%	148	35%
Yes	0	0%	0	0%
Prefer not to Respond	542	69%	270	65%
Total	788	100%	418	100%

* Where there are less than 10 employees this is denoted by

Recruitment Applicants and Shortlisted

Based on number of applications per post. (applicants may have applied for more than one job) **01.01.2022 - 30.09.2022**

Gender	Application		Shortlisted for Interview	
Female	518	38%	278	49%
Male	314	23%	147	26%
Prefer not to respond	538	39%	138	25%
Total	1370	100%	563	100%

Sex identifier	Application		Shortlisted for Interview	
Woman	543	40%	273	48%
Man	474	35%	175	31%
I use another term/ Non-binary	*	*	0	0%
Prefer not to respond	352	26%	115	20%
Total	1370	100%	563	100%

Considered Disabled	Application		Shortlisted for Interview	
No	1150	84%	470	83%
Yes	122	9%	54	10%
Prefer not to respond	98	7%	39	7%
Total	1370	100%	563	100%

* Where there are less than 10 employees this is denoted by

Ethnic Origin	Application		Shortlisted for Interview	
African, Caribbean or Black	50	4%	13	2%
Asian, Asian British, Asian Scottish	116	8%	29	5%
Mixed or Multiple Ethnicity	16	1%	*	*
Other Ethnicity	11	1%	*	*
White - Other	104	8%	42	7%
White Scottish, British or Irish	1014	74%	454	81%
Prefer not to Respond	59	4%	20	4%
Total	1370	100%	563	100%

Age	Application		Shortlisted for Interview	
16-19	*	*	*	*
20-24	248	18%	61	11%
25-29	182	13%	52	9%
30-44	486	35%	227	40%
45-59	366	27%	198	35%
60-64	27	2%	15	3%
65+	*	*	*	*
Prefer not to Respond	55	4%	*	*
Total	1370	100%	563	100%

* Where there are less than 10 employees this is denoted by

Religion	Application		Shortlisted for Interview	
Buddhist	*	*	*	*
Church of Scotland	178	13%	82	15%
Hindu	18	1%	0	0%
Jewish	*	*	0	0%
Muslim	48	4%	*	*
No Religion	642	47%	277	49%
Other Religion	105	8%	30	5%
Roman Catholic	208	15%	94	17%
Sikh	*	*	*	*
Prefer not to Respond	157	11%	65	12%
Total	1370	100%	563	100%

Sexual Orientation	Application		Shortlisted for Interview	
Bi, Gay, Lesbian or Uses Another Term	80	6%	25	4%
Heterosexual/ Straight	1189	87%	499	89%
Prefer not to Respond	101	7%	39	7%
Total	1370	100%	563	100%

Gender re-assignment/ Transgender	Application		Shortlisted for Interview	
No	881	64%	351	62%
Yes	*	*	0	0%
Prefer not to Respond	488	36%	212	38%
Total	1370	100%	563	100%

* Where there are less than 10 employees this is denoted by

New Starts 01.01.2021 - 31.12.2021

Gender	New Starts	
Female	16	53%
Male	14	47%
Total	30	100%

Sex identifier	New Starts	
Woman	*	*
Man	*	*
I use another term/ Non-binary	0	0%
Prefer not to respond	18	60%
Total	30	100%

Considered Disabled	Application	
No	16	53%
Yes	*	*
Prefer not to respond	12	40%
Total	30	100%

* Where there are less than 10 employees this is denoted by

Ethnic Origin	New Starts	
African, Caribbean or Black	0	0%
Asian, Asian British, Asian Scottish	*	*
Mixed or Multiple Ethnicity	0	0%
Other Ethnicity	0	0%
White - Other	*	*
White Scottish, British or Irish	14	47%
Prefer not to Respond	12	40%
Total	30	100%

Age	New Starts	
16-19	11	37%
20-24	0	0%
25-29	*	*
30-44	*	*
45-59	*	*
60-64	*	*
65+	0	0%
Total	30	100%

* Where there are less than 10 employees this is denoted by

Religion	New Starts	
Buddhist	0	0%
Church of Scotland	*	*
Hindu	0	0%
Jewish	0	0%
Muslim	0	0%
No Religion	11	37%
Other Religion	*	*
Roman Catholic	*	*
Sikh	0	0%
Prefer not to Respond	12	40%
Total	30	100%

Sexual Orientation	New Starts	
Bi, Gay, Lesbian or Uses Another Term	*	*
Heterosexual/ Straight	16	53%
Prefer not to Respond	13	43%
Total	30	100%

Gender re-assignment/ Transgender	New Starts	
No	*	*
Yes	0	0%
Prefer not to Respond	22	73%
Total	30	100%

* Where there are less than 10 employees this is denoted by

New Starts 01.01.2021 - 30.09.2022

Gender	New Starts	
Female	41	60%
Male	27	40%
Total	68	100%

Sex identifier	New Starts	
Woman	28	41%
Man	12	18%
I use another term/ Non-binary	0	0%
Prefer not to respond	28	41%
Total	68	100%

Considered Disabled	Application	
No	44	68%
Yes	*	*
Prefer not to respond	18	26%
Total	68	100%

* Where there are less than 10 employees this is denoted by

Ethnic Origin	New Starts	
African, Caribbean or Black	0	0%
Asian, Asian British, Asian Scottish	*	*
Mixed or Multiple Ethnicity	0	0%
Other Ethnicity	0	0%
White - Other	*	*
White Scottish, British or Irish	47	69%
Prefer not to Respond	17	25%
Total	68	100%

Age	New Starts	
16-19	11	16%
20-24	*	*
25-29	*	*
30-44	27	40%
45-59	17	25%
60-64	0	0%
65+	*	*
Total	68	100%

* Where there are less than 10 employees this is denoted by

Religion	New Starts	
Buddhist	0	0%
Church of Scotland	10	15%
Hindu	0	0%
Jewish	0	0%
Muslim	*	*
No Religion	25	37%
Other Religion	*	*
Roman Catholic	*	*
Sikh	*	*
Prefer not to Respond	20	29%
Total	68	100%

Sexual Orientation	New Starts	
Bi, Gay, Lesbian or Uses Another Term	*	*
Heterosexual/ Straight	47	69%
Prefer not to Respond	19	28%
Total	68	100%

Gender re-assignment/ Transgender	New Starts	
No	31	46%
Yes	0	0%
Prefer not to Respond	37	54%
Total	68	100%

* Where there are less than 10 employees this is denoted by

Promotions 01.01.2021 - 31.12.2021

Gender			
	Female	Male	Total
Total	40	18	58
%	69%	31%	100%

Sex identifier					
	Woman	Man	I use another term/Non-binary	Prefer not to Respond	Total
Total	40	18	0	0	58
%	69%	31%	0%	0%	100%

Considered Disabled				
	No	Yes	Prefer not to Respond	Total
Total	53	*	*	58
%	91%	*	*	100%

* Where there are less than 10 employees this is denoted by

Ethnic Origin								
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White - Other	White Scottish, British or Irish	Prefer not to Respond	Total
Total	0	*	*	0	*	48	*	58
%	0%	*	*	0%	*	83%	*	100%

Age								
	16-19	20-24	25-29	30-44	45-59	60-64	65 and over	Total
Total	0	0	*	26	28	*	0	58
%	0%	0%	*	45%	48%	*	0%	100%

Religion											
	Buddhist	Church of Scotland	Hindu	Jewish	Muslim	No Religion	Other Religion	Roman Catholic	Sikh	Prefer not to Respond	Total
Total	0	10	0	0	0	26	*	*	0	13	58
%	0%	17%	0%	0%	0%	45%	*	*	0%	22%	100%

* Where there are less than 10 employees this is denoted by

Sexual Orientation				
	Bi, Gay, Lesbian or Uses Another Term	Heterosexual/Straight	Prefer not to Respond	Total
Total	*	51	*	58
%	*	88%	*	100%

Gender re-assignment/Transgender				
	No	Yes	Prefer not to Respond	Total
Total	25	0	33	58
%	43%	0%	57%	100%

* Where there are less than 10 employees this is denoted by

Promotions 01.01.2022 - 30.09.2022

Gender			
	Female	Male	Total
Total	51	19	70
%	73%	27%	100%

Sex identifier					
	Woman	Man	I use another term/Non-binary	Prefer not to Respond	Total
Total	50	19	0	*	70
%	71%	27%	0%	*	100%

Considered Disabled				
	No	Yes	Prefer not to Respond	Total
Total	67	*	*	70
%	96%	*	*	100%

* Where there are less than 10 employees this is denoted by

Ethnic Origin								
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White - Other	White Scottish, British or Irish	Prefer not to Respond	Total
Total	0	*	*	0	4	62	*	70
%	0%	*	*	0%	6%	89%	*	100%

Age								
	16-19	20-24	25-29	30-44	45-59	60-64	65 and over	Total
Total	0	0	*	32	32	0	0	70
%	0%	0%	*	46%	46%	0%	0%	100%

Religion											
	Buddhist	Church of Scotland	Hindu	Jewish	Muslim	No Religion	Other Religion	Roman Catholic	Sikh	Prefer not to Respond	Total
Total	0	11	0	0	0	32	*	14	0	*	70
%	0%	16%	0%	0%	0%	46%	*	20%	0%	*	100%

* Where there are less than 10 employees this is denoted by

Sexual Orientation				
	Bi, Gay, Lesbian or Uses Another Term	Heterosexual/Straight	Prefer not to Respond	Total
Total	*	64	*	70
%	*	91%	*	100%

Gender re-assignment/Transgender				
	No	Yes	Prefer not to Respond	Total
Total	27	0	43	70
%	39%	0%	61%	100%

* Where there are less than 10 employees this is denoted by

Leavers 01.01.2021 - 31.12.2021

Gender			
	Female	Male	Total
Total	38	50	88
%	43%	57%	100%

Sex identifier					
	Woman	Man	I use another term/Non-binary	Prefer not to Respond	Total
Total	29	46	0	13	88
%	33%	52%	0%	15%	100%

Considered Disabled				
	No	Yes	Prefer not to Respond	Total
Total	62	10	16	88
%	70%	11%	18%	100%

* Where there are less than 10 employees this is denoted by

Ethnic Origin								
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White - Other	White Scottish, British or Irish	Prefer not to Respond	Total
Total	*	*	0	0	*	65	12	88
%	*	*	0%	0%	*	74%	14%	100%

Age								
	16-19	20-24	25-29	30-44	45-59	60-64	65 and over	Total
Total	*	*	*	23	25	23	10	88
%	*	*	*	26%	28%	26%	11%	100%

Religion											
	Buddhist	Church of Scotland	Hindu	Jewish	Muslim	No Religion	Other Religion	Roman Catholic	Sikh	Prefer not to Respond	Total
Total	0	20	0	*	*	33	*	11	0	16	88
%	0%	23%	0%	*	*	38%	*	13%	0%	18%	100%

* Where there are less than 10 employees this is denoted by

Sexual Orientation				
	Bi, Gay, Lesbian or Uses Another Term	Heterosexual/Straight	Prefer not to Respond	Total
Total	0	74	14	88
%	0%	84%	16%	100%

Gender re-assignment/Transgender				
	No	Yes	Prefer not to Respond	Total
Total	17	0	71	88
%	19%	0%	81%	100%

* Where there are less than 10 employees this is denoted by

Leavers

01.01.2022 - 30.09.2022

Gender			
	Female	Male	Total
Total	41	30	71
%	58%	42%	100%

Sex identifier					
	Woman	Man	I use another term/Non-binary	Prefer not to Respond	Total
Total	34	20	0	17	71
%	48%	28%	0%	24%	100%

Considered Disabled				
	No	Yes	Prefer not to Respond	Total
Total	45	*	22	71
%	63%	*	31%	100%

* Where there are less than 10 employees this is denoted by

Ethnic Origin								
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White - Other	White Scottish, British or Irish	Prefer not to Respond	Total
Total	0	*	0	0	*	48	20	71
%	0%	*	0%	0%	*	68%	28%	100%

Age								
	16-19	20-24	25-29	30-44	45-59	60-64	65 and over	Total
Total	16	*	*	11	24	12	*	71
%	23%	*	*	15%	34%	17%	*	100%

Religion											
	Buddhist	Church of Scotland	Hindu	Jewish	Muslim	No Religion	Other Religion	Roman Catholic	Sikh	Prefer not to Respond	Total
Total	0	15	0	0	*	19	*	*	0	24	71
%	0%	21%	0%	0%	*	27%	*	*	0%	34%	100%

* Where there are less than 10 employees this is denoted by

Sexual Orientation				
	Bi, Gay, Lesbian or Uses Another Term	Heterosexual/Straight	Prefer not to Respond	Total
Total	*	48	22	71
%	*	68%	31%	100%

Gender re-assignment/Transgender				
	No	Yes	Prefer not to Respond	Total
Total	12	0	59	71
%	17%	0%	83%	100%

* Where there are less than 10 employees this is denoted by

Training

01.01.2021 - 31.12.2021

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

Gender			
	Female	Male	Total
Total	240	163	376
%	64%	36%	100%

Sex identifier					
	Woman	Man	I use another term/Non-binary	Prefer not to Respond	Total
Total	238	136	0	*	376
%	63%	36%	0%	*	100%

Considered Disabled				
	No	Yes	Prefer not to Respond	Total
Total	326	18	32	376
%	87%	5%	9%	100%

* Where there are less than 10 employees this is denoted by

Ethnic Origin								
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White - Other	White Scottish, British or Irish	Prefer not to Respond	Total
Total	*	*	0	*	41	300	24	376
%	*	*	0%	*	11%	80%	6%	100%

Age								
	16-19	20-24	25-29	30-44	45-59	60-64	65 and over	Total
Total	0	0	*	90	246	27	*	376
%	0%	0%	*	24%	65%	7%	*	100%

Religion											
	Buddhist	Church of Scotland	Hindu	Jewish	Muslim	No Religion	Other Religion	Roman Catholic	Sikh	Prefer not to Respond	Total
Total	*	82	0	0	*	144	20	65	*	58	376
%	*	22%	0%	0%	*	38%	5%	17%	*	15%	100%

* Where there are less than 10 employees this is denoted by

Sexual Orientation				
	Bi, Gay, Lesbian or Uses Another Term	Heterosexual/Straight	Prefer not to Respond	Total
Total	*	325	43	376
%	*	86%	11%	100%

Gender re-assignment/Transgender				
	No	Yes	Prefer not to Respond	Total
Total	119	0	257	376
%	32%	0%	68%	100%

* Where there are less than 10 employees this is denoted by

Training

01.01.2022 - 30.09.2022

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

Gender			
	Female	Male	Total
Total	947	309	1256
%	75%	25%	100%

Sex identifier					
	Woman	Man	I use another term/Non-binary	Prefer not to Respond	Total
Total	918	307	0	31	1256
%	73%	24%	0%	2%	100%

Considered Disabled				
	No	Yes	Prefer not to Respond	Total
Total	1064	81	111	1256
%	85%	6%	9%	100%

* Where there are less than 10 employees this is denoted by

Ethnic Origin								
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White - Other	White Scottish, British or Irish	Prefer not to Respond	Total
Total	*	24	11	*	106	1035	66	1256
%	*	2%	1%	*	8%	82%	5%	100%

Age								
	16-19	20-24	25-29	30-44	45-59	60-64	65 and over	Total
Total	*	*	34	395	677	124	18	1256
%	*	*	3%	31%	54%	10%	1%	100%

Religion											
	Buddhist	Church of Scotland	Hindu	Jewish	Muslim	No Religion	Other Religion	Roman Catholic	Sikh	Prefer not to Respond	Total
Total	*	306	0	0	*	494	60	199	*	181	1256
%	*	24%	0%	0%	*	39%	5%	16%	*	14%	100%

* Where there are less than 10 employees this is denoted by

Sexual Orientation				
	Bi, Gay, Lesbian or Uses Another Term	Heterosexual/ Straight	Prefer not to Respond	Total
Total	39	1089	128	1256
%	3%	87%	10%	100%

Gender re-assignment/Transgender				
	No	Yes	Prefer not to Respond	Total
Total	469	0	787	1256
%	37%	0%	63%	100%

* Where there are less than 10 employees this is denoted by

Discipline and Grievance

01.01.2022 - 30.09.2022

For confidentiality purposes due to low numbers we are unable to publish Discipline and Grievance figures.

Scottish Enterprise Equality Mainstreaming Report

April 2023