Mainstreaming the Equality Act

Progress report on the delivery of the aims of the general duty of the Equality Act 2010

National Museums Scotland 2021

Published 30 April 2021

Welcome

National Museums Scotland's vision sets out our aspiration:

"…*Inspiring people, connecting Scotland to the world and the world to Scotlan*d."

Visitors are at the heart of our work and inspired by the objects in our collections and the stories they hold, we help the millions of visitors to our museums make meaningful connections between themselves and the world. We are inclusive, developing opportunities to encourage participation and engaging with a wide range of audiences through outreach and imaginative public programming.

Our work is realised through guiding strategies and policies and brought to life by the creativity, commitment and talent of our workforce, both paid and voluntary. I thank them all for their valuable contribution to our colleague, visitor and stakeholder experiences. To build on our success we continue to lead and develop our staff and volunteers to realise both their and National Museums Scotland's full potential.

This is our fifth Mainstreaming Report, and it outlines our progressive approach to embedding equality, diversity & inclusion in our day-to-day work, whilst harnessing the step changes made through enhancing our digital engagement: curating virtual guided tours of galleries; launching 'Museum at Home' content to encourage visitors to explore our collections online; providing digital resources to support teachers and parents; and creating a virtual events programme.

This report concludes the reporting period of our Equality Outcomes 2017–2021 and the actions and activities we set ourselves four years ago. It shows how far we have come in terms of mainstreaming our equalities work within our processes and culture, provides reflection on recent consultation feedback and organisational data, and proposes our future Equality Outcome priorities for the period 2021-25. National Museums Scotland's approach to Equality, Diversity & Inclusion reflects the General Duty in the Equality Act (2010).

We progress in the confidence that all this activity fundamentally reinforces our commitment to delivering National Museums Scotland's mission:

"*We preserve, interpret and make accessible for all, the past and present of Scotland, other nations and cultures, and the natural world*".

Dr Chris Breward
Director

1. Introduction and Background

We must in the exercise of our functions have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.

- Advance equality of opportunity between people who share protected characteristics and those who do not.

- Foster good relations between people who share a protected characteristic and those who do not.

And have due regard in the exercise of our functions to the outputs specified in the Specific Duties Scotland (2012):

1. To report progress on mainstreaming the equality duty
2. To publish equality outcomes and report progress
3. To assess and review policies and practices
4. To gather and use employee information
5. To publish gender pay gap information
6. To publish statements on equal pay
7. To consider award criteria and conditions in relation to public procurement
8. To publish in a manner that is accessible
9. To consider other matters.

The 2010 Equality Act places a responsibility on listed organisations, of which National Museums Scotland is one, to publish a Mainstreaming Report every two years as a minimum. This report outlines the commitment and progress that National Museums Scotland has made in embedding equality, diversity & inclusion in our day-to-day work. With this Mainstreaming Report we also propose our future priorities in our new Equalities Outcomes 2021–2025, **Appendix 5**.

The report consists of the following sections:

Section 2. Equality Outcomes 2017 - 2021 progress
Section 3. Equality Impact Assessments progress
Section 4. Workforce Profile
Section 5. Consultation
Section 6. Implementation and Monitoring

Appendix 1 – Equality Outcomes 2017 – 2021 Summary
Appendix 2 – Equality Outcomes 2017 – 2021: Successes and Achievements
Appendix 3 – Workforce Monitoring Report
Appendix 4 – Gender Pay Gap and Equal Pay Report
Appendix 5 – Equality Outcomes 2021 - 2025

2.   EQUALITY OUTCOMES 2017-2021 PROGRESS

2.1 Equality Outcomes 2017–2021

National Museums Scotland has three Equality Outcomes:

As a Policy Maker
1. National Museums Scotland has improved the quality and impact of decision making by giving due regard to equality in setting strategy and policies.

As an Employer
2. National Museums Scotland is an equal opportunities employer that attracts, recruits and develops a diverse workforce and volunteer base, supporting and encouraging everyone to reach their full potential.

As a Service Provider
3. National Museums Scotland connects with our audiences locally, nationally and internationally to create inspiring physical and digital experiences that help our audiences understand the world and their place in it, to encourage more participation and dialogue and make our collections accessible.

In 2017, we devised an Action Plan for 2017–2021 which set out the activities and deliverables we planned to achieve by April 2021 in support of these three Equality Outcomes. **Appendix 1** contains our 2017–2021 Equality Outcomes and their associated activities.

2.2 Equality Outcomes 2017–2021: Successes and Achievements

A short summary of the progress made on each Outcome is set out below, whilst further details of particular areas of success we are proud of and our achievements against each outcome are contained in **Appendix 2.**

As a Policy Maker

We committed to:

1) Continue to use and evaluate our equality impact assessment process to mainstream equality throughout our organisational activities

2) Monitor the effective implementation of equality impact assessment actions

3) Keep up to date with best practice, sharing and communicating new information and approaches

4) Increase awareness and understanding of our governance commitment to equality, diversity and inclusion through effective, clear communication

5) Increase skills development for managers and provide appropriate advice and guidance for all those involved in policy development.

All five activities and deliverables for 'As a Policy Maker' have been achieved in the reporting period and are now embedded as ongoing activities.

<u>As an Employer</u>

We committed to:

1) Continue to review our recruitment and selection processes to broaden our reach with applicants and ensure the processes are more accessible

2) Improve the way we communicate with staff, volunteers and third-party contractors about our equality work to increase understanding, awareness and engagement

3) Ensure a broad range of equality, diversity and inclusion related training / resources are available to staff across the organisation and bespoke to roles and needs

4) Support fair access to training for all

5) Make more consistent and robust HR-related data gathering on relevant activities

6) Help raise our rate of disclosure for equality data from applicants, existing staff and volunteers

7) Continue to include and evaluate our equality questions within our organisation wide staff survey to help us monitor progress against our equality outcomes.

All seven activities and deliverables for 'As an Employer' have been achieved in the reporting period and are either marked as complete, embedded as ongoing activity, or have naturally progressed on to their next stages through inclusion in our new equality outcomes action plan.

<u>As a Service Provider</u>

We committed to:

1) Ensure capital project investments are planned with protected characteristic requirements in mind

2) Ensure that our front of house staff receive customer focused training to be able to maintain a 5-star visitor experience that is consistent and tailored for a diverse audience

3) Establish and deliver a range of visitor services that meet the particular needs of those sharing protected characteristics

4) Make consistent our physically and digitally provision of alternative methods of documentation access

5) Continue to review any complaints, comments and compliments from the public for any equality issues

6) Keep our site access information comprehensive and up to date.

All six key actions and deliverables for 'As a Service Provider' have been achieved. We appreciate that our work will never be 'done' in this area, however, our work to date puts us in a great position to continue our efforts in achieving our new set of equality outcomes with ongoing engagement and delivery.

3.   EQUALITY IMPACT ASSESSMENTS PROGRESS

All strategies, policies and high-level plans have Equality Impact Assessments (EqIA) in place. This is in-built to our Corporate Governance process whereby no strategy, policy or major organisational plan can be approved without ratification of the Equality Impact Assessment. Strategies are approved by the Board of Trustees, and policies and high-level plans are approved by the Executive Team.

Meeting quarterly, the Equality, Diversity & Inclusion Steering Group has a robust plan in place that enables the monitoring and evaluation of the Equality Impact Assessment process, as well as the resulting Equality Impact Assessment actions. 34 of our strategies and policies have follow-on actions arising from their Equality Impact Assessment. Action owners are contacted bi-annually about their progress with the actions and the Equality, Diversity & Inclusion Steering Group monitors the activity.

In order to improve the access and visibility of our corporate documents, all our strategies, policies and high-level plans are recorded within our Corporate Document Register, which is reviewed regularly and programmed biannually to be published on our intranet and our website. Internally, our staff can view any Equality Impact Assessment associated with a document and, externally, anyone can request a copy via our website and dedicated Equality, Diversity & Inclusion email address.

A summary of the results from the Equality Impact Assessments we have conducted is available to download from our website. For your reference: http://www.nms.ac.uk/equality.

4.   WORKFORCE PROFILE

National Museums Scotland continues to have a HR Management Information system which brings real benefit to how we gather and monitor the data we hold for both staff and volunteers. This HR system enables all staff to have desktop change access to their personal details ensuring that updates are provided in real time rather than the previous system of annual updating.

Having real time updating means that there is increased reliability in our reporting capability and our Workforce Monitoring Report contained in **Appendix 3** is presented as our most up to date analysis of our workforce profile.

The report covers a number of key areas including an overarching workforce profile that includes both staff and volunteers, recruitment and selection, the management of our staff, reward and recognition, and training and development. These sections, where

appropriate, provide data disaggregated by protected characteristic i.e. sex, age, disability, ethnicity, sexual orientation and faith and/or belief. We have also provided analysis by grade, contract type and full/part-time working.

Alongside the Workforce Monitoring Report, in **Appendix 4**, we have also made available our Gender Pay Gap information and supporting Equal Pay Report. The outcomes of these are based on our latest pay data as at 5 April 2020.

5.   CONSULTATION

In order to develop our new set of Equality Outcomes 2021–2025, the Equality, Diversity & Inclusion Steering Group conducted consultation throughout November and December 2020; externally with visitors and visiting groups who share one or more protected characteristics; and internally with staff and volunteers.

The aim was to gather views and suggestions from the various representatives on what they felt were important areas for National Museums Scotland to consider when developing the new Equality Outcomes.

5.1 External Consultation

Our approach to external consultation this year was slightly different to previous years due to the Covid-19 pandemic. We ran two external audience sessions virtually with individuals who represented a range of protected characteristics. The number of participants was slightly lower than in previous years, so to combat this and the potential impact of using the Zoom platform rather than face to face consultation, we also conducted additional consultation via telephone and email. However, this time around the *range* of protected characteristics covered was broader, with people representing:

- LGBTQ+ young people
- Age - Older people and Disability
- Visually impaired children
- D/deaf adults
- Autistic children
- BME/Minority Ethnic people - adults
- Age - young people

Our Community Engagement team were also involved in sharing their insights gained from working with different community groups with protected characteristics and all comments and suggestions were considered in the final feedback summary.

We also added a section on the Equality, Diversity & Inclusion page on our website asking for comments and feedback to help shape our new Equality Outcomes.

5.2 Internal Consultation

Our internal consultation exercise needed to be approached differently to previous years due to the Covid-19 pandemic. With a large proportion of our colleagues working from home and volunteers not being on site, we conducted sessions virtually via Microsoft Teams. We completed four separate listening groups with staff and volunteers and

separate sessions with the HR Department, Visitor Experience Managers/Site Managers and Trade Union Representatives.

We saw a 4% increase in participation of the listening groups across our colleagues which is a continued positive trend on previous years. A total of 72 colleagues participated.

We invited colleagues who were on maternity or other leave to also take part. As well as enabling us to reach more people, the virtual approach allowed for greater cross-site, cross-departmental inclusive discussions. We offered a variety of time slots to accommodate different working patterns and worked closely with our Visitor Experience and Facilities Management Teams to ensure colleagues who wanted to take part were able to get time off the floor. We also encouraged, and received, feedback via email and telephone from individuals. We received positive feedback from individuals involved in the sessions, saying that they found them beneficial and insightful.

5.3 Key Themes from Consultation and Way Forward

We would like to thank all those who took part in our consultation sessions. We really do appreciate the invaluable feedback and comments that have helped us shape our new Equality Outcomes to be current and meaningful to those who work and visit our museums, both in person and virtually.

We received a huge amount of feedback across all areas of equality, diversity & inclusion, however, the main themes that arose from our consultation were as follows:

- Ensuring our recruitment processes were streamlined and inclusive
- Diversifying our workforce (staff and volunteers), with more focus on employer profile and capturing meaningful equality monitoring data
- Greater connection and consultation with the communities we serve
- Adapting to the impact that the Covid-19 pandemic has had on the socio-economic demographic and our communities and visitors who share one or more protected characteristic
- Engagement with our younger audiences, ensuring our museums are engaging and inclusive, tackling isolation
- Ensuring visitors, no matter what their protected characteristics, are able to see themselves reflected in our collections.

The above themes along with all the other feedback we have received have provided starting points for developing our next set of Equality Outcomes. We have streamlined our Equality Outcomes for the 2021–2025 period from three to two, one addressing our work as a service provider and one as an employer, each underpinned with activities from the user perspective. Our Equality Outcomes 2021–2025 are attached as **Appendix 5**.

The Equality, Diversity & Inclusion Steering Group has developed an Action Plan setting out how the Outcomes and their activities will be achieved over the next four years.

6.   IMPLEMENTATION AND MONITORING

This chapter sets out how the implementation of our Equalities Outcomes 2021-2025 will be taken forward, and how implementation and outputs will be monitored.

6.1 Timetable

Our Equalities Outcomes 2021-2025 were agreed by the National Museums Scotland Board of Trustees at their meeting in March 2021 and published on our website by 30 April 2021, in accordance with the Equality and Human Rights Commission's deadline.

Our Equalities Outcomes 2021-2025 will run from May 2021 to April 2025, with Mainstreaming Reports published in April 2023 and April 2025, with additional required annual data being published every April. This final Mainstreaming Report provides an overview of our progress over the 2017-2021 four-year reporting period.

6.2 Publicising the Equality Outcomes

National Museums Scotland's Equality Outcomes will be published on our website by 30 April 2021 in accordance with the Equality and Human Rights Commission's deadline. We also have an Equality, Diversity & Inclusion staff intranet page to make information available to colleagues about our progress, resources, Outcomes and reports. Colleagues are also able to view every National Museums Scotland policy, strategy and organisational plan with supporting Equality Impact Assessments.

6.3 Implementation

The Director has overall responsibility for ensuring that National Museums Scotland delivers these Equality Outcomes. To do this, the successful implementation of the Outcomes requires a proactive team effort from across the organisation.

6.4 Monitoring the implementation

The Equality, Diversity & Inclusion Steering Group meets four times a year to allow National Museums Scotland to look strategically and plan longer-term to manage and promote equality, diversity & inclusion effectively. The work dovetails with defined legislative outputs and timetables. The Steering Group's responsibilities are:

- Achieving and monitoring statutory compliance
- Developing and reviewing Equality Outcomes
- Reviewing data and information for publication
- Ensuring equality is embedded across corporate systems, policies and practices
- Ensuring the Equality Impact Assessment process is embedded across the organisation.

And include the following statutory outputs:
- Publication of completed Equality Impact Assessments and Equality Outcomes every four years
- Employment information gathered annually

- Publication of employment information and Workforce Profile every two years
- Publication of Gender Pay Gap information every year
- Publication of Race and Disability Pay Gap information every two years
- Publication of a Mainstreaming Report every two years
- Publication of an Equal Pay Statement every four years.

The Group members are as follows:
- Director of People (Chair)
- Organisational Development Projects Manager (ED&I Co-ordinator)
- Head of Visitor Experience
- Head of Corporate Policy & Performance
- Employee Relations & Resourcing Manager
- Community Engagement Manager
- Representative from a Trade Union.

The formal reporting line for Equality, Diversity & Inclusion is to the Board of Trustees, through the Executive Team. At the end of each financial year, an Annual Report is presented to the Board of Trustees.

6.5 Enquiries and Further Information

If you would like to get involved in any of our work in relation to equality, diversity & inclusion, then please do not hesitate to contact equalityanddiversity@nms.ac.uk or visit our dedicated equality and diversity pages on our website:
http://www.nms.ac.uk/about-us/our-organisation/equality-and-diversity/

This Mainstreaming Report is available at -

http://www.nms.ac.uk/about-us/our-organisation/equality-and-diversity/

EQUALITY OUTCOMES 2017-2021 Summary

Function	**As a Policy Maker**
Equality Outcome	**National Museums Scotland has improved the quality and impact of decision making by giving due regard to equality in setting strategy and policies.**
Why is this equality outcome important?	Integrating equality into our strategy and policy making will ensure decision-making frameworks give due consideration to our equality duty.
Strategic Aims and Priorities	This equality outcome affects all our four strategic aims and our eight strategic priorities.
Our Activities and Deliverables	We will: 1. Continue to use and evaluate our equality impact assessment process to mainstream equality throughout our organisational activities 2. Monitor the effective implementation of equality impact assessment actions 3. Keep up to date with best practice, sharing and communicating new information and approaches 4. Increase awareness and understanding of our governance commitment to equality, diversity and inclusion through effective, clear communication 5. Increase skills development for managers and provide appropriate advice and guidance for all those involved in policy development.

EQUALITY OUTCOMES 2017-2021 Summary

Function	**As an Employer**
Equality Outcome	**National Museums Scotland is an equal opportunities employer that attracts, recruits and develops a diverse workforce and volunteer base, supporting and encouraging everyone to reach their full potential.**
Why is this equality outcome important?	There are significant organisational, individual and stakeholder gains to be reaped by creating a workplace where everyone's views, differences of opinion, skills and experiences are valued. This contributes towards individuals feeling they are being treated fairly and equally, increasing their level of engagement, satisfaction and trust with their employer. There are also added benefits to an individual's wellbeing. An individual that feels confident in situations, even ones where they are a minority, will help their overall sense of worth and ability to comfortably contribute and be included. Monitoring and better understanding our staff demographic, and the way we recruit and train our staff, enable us to identify areas for improvement and bring about positive change for all.
Strategic Aims and Priorities	Strategic Aim: *Transform our Organisation* Priority: Valuing, supporting and developing our people and empowering them to work together in new ways.
Activities and Deliverables	We will: 1. Continue to review our recruitment and selection processes to broaden our reach with applicants and ensure the processes are more accessible 2. Improve the way we communicate to staff, volunteers and third-party contractors about our equality work to increase understanding, awareness and engagement 3. Ensure a broad range of equality, diversity and inclusion related training / resources are available to staff across the organisation and bespoke to roles and needs 4. Support fair access to training for all 5. Make more consistent and robust HR-related data gathering on relevant activities 6. Help raise our rate of disclosure for equality data from applicants, existing staff and volunteers 7. Continue to include and evaluate our equality questions within our organisation wide staff survey to help us monitor progress against our equality outcomes.

EQUALITY OUTCOMES 2017-2021 Summary

Function	**As a Service Provider**
Equality Outcome	**National Museums Scotland connects with our audiences locally, nationally and internationally to create inspiring physical and digital experiences that help our audiences understand the world and their place in it, to encourage more participation and dialogue and make our collections accessible.**
Why is this equality outcome important?	It is our duty to ensure everyone has equality of access to and engagement with our sites, stories, services and collections. Our services such digital engagement, community engagement, touring exhibitions and loans, events and programmes continue to have a positive impact on individuals with one or more protected characteristics by meeting their needs, promoting inclusion and participation, and fostering good relations across all audience groups.
Strategic Aims and Priorities	Strategic Aim: *Put People First* Priorities: -Creating inspiring visitor experiences at our Museums and elsewhere. -Reaching out to people across Scotland and the world. -Transforming our digital engagement.
Activities and Deliverables	We will: 1. Ensure capital project investments are planned with protected characteristic requirements in mind 2. Ensure that our front of house staff receive customer focused training to be able to maintain a 5-star visitor experience that is consistent and tailored for a diverse audience 3. Establish and deliver a range of visitor services that meet the particular needs of those sharing protected characteristic 4. Make consistent our physical and digital provision of alternative methods of documentation access. 5. Continue to review any complaints/comments and compliments from the public for any equality issues 6. Keep our site access information comprehensive and up to date.

EQUALITY OUTCOMES 2017 - 2021 SUCCESSES AND ACHIEVEMENTS

Function		**As a Policy Maker**
Equality Outcome		**National Museums Scotland has improved the quality and impact of decision making by giving due regard to equality in setting strategy and policies.**
Activity	1. Continue to use and evaluate our equality impact assessment process to mainstream equality throughout our organisational activities.	Following a full review of our governance process in relation to Equality Impact Assessments and our corporate documents, we have developed guidelines for colleagues when devising/updating strategies and policies and 'how to' guidance and flowcharts for the whole process to ensure consistency of approach and strict compliance. This was launched in February 2019 and is closely monitored, and the embedded processes allow for ownership across all directorates with strict approval procedures and thorough checking in place for all of our new and revised policies and strategies. To ensure greatest buy-in and awareness, we communicated with all staff via our staff newsletter and intranet at the time of launch.
	2. Monitor the effective implementation of equality impact assessment actions.	The Organisational Development Projects Manager has embedded bi-annual requests to strategy and policy owners for progress made against their actions within the associated Equality Impact Assessments. These are compiled and shared with members of the Equality, Diversity & Inclusion Steering Group.
	3. Keep up to date with best practice, sharing and communicating new information and approaches.	The Organisational Development Projects Manager attends the Non-Departmental Public Bodies Equalities Forum regularly to share best practice, gain new insight and work collaboratively with other forum members on equalities-related projects. The forum regularly has guest speakers from key organisations such as Deaf Action, Scottish Government and the Equality & Human Rights Commission.

EQUALITY OUTCOMES 2017 - 2021 SUCCESSES AND ACHIEVEMENTS

	4. Increase awareness and understanding of our governance commitment to equality and diversity through effective, clear communication.	We provide an annual ED&I Report to the Board of Trustees and welcome feedback for the Steering Group to consider. We have a trade union representative on our Steering Group, regularly attending and contributing to our meetings and work on our Equalities Duty. We continually review our internal information available to colleagues surrounding ED&I to help raise awareness and engagement around ED&I. During our all-staff presentation in September 2020, the Chair of the Board of Trustees and our Director confirmed their commitment to ED&I.
	5. Increase skills development for managers and provide appropriate advice and guidance for all those involved in policy development.	The above-mentioned guidance and flowcharts for policy and strategy owners was embedded in the then newly launched Corporate Hub section of our staff intranet (September 2017). The Head of Corporate Policy & Performance briefs all new colleagues responsible for policy development and the new corporate guidance, flowcharts and templates are available to support them. The Organisational Development Projects Manager assists with regards to the Equality Impact Assessment process to ensure that each policy owner feels equipped and confident to complete their own Equality Impact Assessments. The Organisational Development Projects Manager monitors the completed Equality Impact Assessments to ensure a level of quality and consistency, along with highlighting any areas that may need further consideration. The Organisational Development Projects Manager and Head of Corporate Policy & Performance ensure that any feedback from policy/strategy owners regarding the process is considered and changes are implemented should improvements need to be made, keeping the process as streamlined as possible.

EQUALITY OUTCOMES 2017 - 2021 SUCCESSES AND ACHIEVEMENTS

Function		**As an Employer**
Equality Outcome		**National Museums Scotland has improved the quality and impact of decision making by giving due regard to equality in setting strategy and policies.**
Activity	1. Continue to review our recruitment and selection processes to broaden our reach with applicants and ensure the processes are more accessible.	Reviewed our recruitment and induction processes, along with refreshing our Welcome Pack to promote our EDI work with more focussed text and increased imagery. Completed initial trials to advertise for posts in alternative mediums and on platforms to widen our reach for talent; this has included trial recruitment packs with increased use of photographs that are representative of both the role advertised and the organisation. Further developed our HR Management Information System (Cascade) to enable more effective recruitment and selection data reporting. Reviewed protected characteristic categories utilised in Cascade. Our corporate Welcome Event takes place every two months for new colleagues. Following Covid-19 and our museum closures, we have reviewed the classroom-based event to now be delivered virtually moving forwards to ensure timely delivery for new starts and a sense of inclusion from Day 1. Our commitment to ED&I and signposting is covered within our Welcome Event. Ensured that completion of our Equal Opportunities Monitoring Form is now mandatory within our recruitment process for all candidates. We have however retained the "Do not wish to declare" opt out option available for each question. Adapted our recruitment application form to include opportunities for applicants to share information on volunteer work they have undertaken. Encourage competency-based interview questions to be shorter but remain focussed for assessment purposes. Further work is ongoing in analysing our recruitment advertising methods to enable us to reach an increasingly diverse field of candidates.

EQUALITY OUTCOMES 2017 - 2021 SUCCESSES AND ACHIEVEMENTS

	2. Improve the way we communicate to staff, volunteers and third-party contractors about our equality work to increase understanding, awareness and engagement.	Following our 2018 People Survey, results were shared at our all-staff presentation in September 2018 and also directly with each Team by the Organisational Development Projects Manager. We conducted listening groups with colleagues following the survey with one area of focus being our ED&I work and progress made. Developed a glossary of terms to help define and explain some EDI terminology. Conducted a full review of all HR policies and procedures which has allowed us to address the equality agenda and promote fairness and equality where appropriate. In line with all HR policies being reviewed during this period, every draft policy was shared across the organisation, along with the equality impact assessment requesting feedback which was then considered for the final document.
	3. Ensure a broad range of equality and diversity related training / resources are available to staff across the organisation and bespoke to roles and needs.	Extensive training has taken place both online and in-house and is fully outlined in Appendix 3: Workforce Monitoring Report. Ensuring all staff and colleagues have ED&I training, Dignity & Respect and unconscious bias training is outlined to be completed by all new colleagues as part of their induction and bookable via our HR Information Management System – Cascade.
	4. Support fair access to training for all.	All staff members can receive training, whether they are full-time or part-time, and no staff member should receive less favourable treatment than any other on any grounds including: sex; age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; and sexual orientation. Received positive feedback from colleagues in VE / part time or working on other sites that access to training is easier now, especially since pandemic and new ways of working.
	5. Make more consistent and robust HR-related data gathering on relevant activities.	The gathering of protected characteristic data for recruitment to staff posts is in place and has been enhanced. Completion of the form is mandatory but there is an opt-out option. Data is now gathered on where individuals have seen the advertisement, and this informs future recruitment advertising options. Volunteer data is captured at recruitment stage. Ongoing work takes place in considering how we might utilise data in our Cascade system to inform and influence future improvements for our workforce.

EQUALITY OUTCOMES 2017 - 2021 SUCCESSES AND ACHIEVEMENTS

	6. Help raise our rate of disclosure for equality data from applicants, existing staff and volunteers.	Reviewed our HR system functionality to capture more useful data on protected characteristics, especially in relation to 'Do Not Wish to Declare'. We have also improved communications around the usefulness of disclosure to encourage greater completion. Information enhanced in revised Recruitment Pack encouraging applicants to disclose at the point of recruitment. Reassurances provided of confidentiality and data protection and that its use will be through aggregated top line data to inform and influence future business process improvements. Adjustments made to how equality data is gathered for recruitment applicants ensuring increased opportunity for disclosure.
	7. Continue to include and evaluate our equality questions within our organisation wide staff survey to help us monitor progress against our equality outcomes.	Re-wrote our equality-related questions in the organisation-wide people survey to gather more tangible data and broader understanding in terms of survey and culture insights. There were marked improvements across the majority of indicators and more meaningful data collected and cross-analysis completed for those with protected characteristic helping us make more informed decisions across our ED&I work.

EQUALITY OUTCOMES 2017–2021 SUCCESSES AND ACHIEVEMENTS

Function		**As a Service Provider**
Equality Outcome		**National Museums Scotland connects with our audiences locally, nationally and internationally to create inspiring physical and digital experiences that help our audiences understand the world and their place in it, to encourage more participation and dialogue and make our collections accessible.**
Activity	1. Ensure capital project investments are planned with protected characteristic requirements in mind.	The implications of our equality duty are considered for each upcoming capital project and embedded from planning stages, as set out in the Project Management Framework e.g. Flight Phase 3; NMCC; Scottish Gallery feasibility, MP4): as per each project programme.
	2. Ensure that our front of house staff receive customer focused training to be able to maintain a 5 star visitor experience that is consistent and tailored for a diverse audience.	Excelling in Visitor Experience (EVE) is the training programme we deliver in house to our Visitor Experience (VE) Teams across all our sites. It is a fully inclusive training programme that is aimed at delivering a 5-star service. Modules completed between 2017-2021 include: Service Standards, Dealing with Challenging Situations, Cultural Awareness and a refresher module for re-opening sites following closure during the Covid-19 lockdowns. All Managers and Team Leaders have completed external led Autism Awareness training and Dementia Awareness training (as have some VEAs who signed up when opportunities were made available).

EQUALITY OUTCOMES 2017–2021 SUCCESSES AND ACHIEVEMENTS

	3. Establish and deliver a range of visitor services that meet the particular needs of those sharing protected characteristics.	**Tours** Scheduled audio described tours for visually impaired visitors have been delivered since 2016 on an average of around two per year. Our Audio Descriptive Tour on our exhibition *Scottish Samplers* on Disabled Access Day in March 2019 was fully booked. Audio descriptive tours are also available on request free of charge. Our BSL Volunteer Guide has delivered two public tours, attends the monthly Volunteer Guides meeting with live captioning, and is developing further BSL led tours for the public. A Spotlight Talk on the exhibition *Body Beautiful* was BSL interpreted. BSL interpreted tours led by hearing Volunteer Guides are also available on request, and all BSL tours are free of charge. **Programmes** Since October 2015 we have delivered monthly *Museum Socials* for people living with dementia and their carers, in collaboration with other organisations in Edinburgh. Staff delivering these sessions received dementia awareness training, and attendance at these events has been consistently high. We run regular *Museum Socials* Steering Group meetings with participants from the programme who help us shape and inform future sessions and improve the service. Since October 2020 these sessions have moved to an online format. From September 2018 during termtime we have delivered monthly sessions for both visually impaired and D/Deaf/BSL using children and their families. The aim of the group is to expand children's understanding of key topics, and for families to make connections with others with shared experiences. These sessions are delivered in partnership with the City of Edinburgh Council's Sensory ASL team. Since October 2020 these sessions have moved to an online format, using BSL, live captioning and supported by ASN music specialists Drake Music. We run regular events for children and young people with autism, both *Early Doors* sessions for children and families and *After Hours* for young people/adults. We provide free sensory backpacks onsite to support and welcome visiting families with autistic children, and pre-visit visual stories and communication cards to support orientation around the museum. We now have a sensory tent and supportive materials for ASN sessions.

Resources
We have created a sensory map and film of the National Museum of Scotland in consultation with a range ASN groups including families with autistic children, VI and D/Deaf children and regular attenders of the Museum Socials. This map highlights the different areas of sensory experiences a visitor might encounter during a visit, so people with complex sensory needs can make informed decisions about their visit. This was due to be released in March 2020 but was postponed due to Covid-19 and is now being adapted to reflect current restrictions.

Events and Projects
We received a £776,000 award from the National Lottery Heritage Fund to initiate a three-year youth engagement project called *Scotland 365*, helping to transform the way we engage with young people. Summer residencies and weekly sessions for young people led by Impact Arts ran up to 2019, and more activity is planned for 2020, including the creation of a Youth Engagement Team.

We mark International Women's Day, running a range of activities about Women in Science, Technology, Engineering and Maths, and in 2019 hosted a talk on *Pioneers: Women in Egyptology,* as part of the celebrations around the new ancient Egypt galleries.

In 2018 young women aged 13-18 explored the exhibition *Rip It Up: Story of Scottish Pop Music* as inspiration for intensive song writing workshops. Their new tracks were recorded professionally to give local young women an experience of music production as well as writing and performing.

Since 2019, we have been working in partnership with a South Asian community support organisation to provide accessible, non-English (Urdu, Punjabi) speaking tours as part of a wider heritage project focussing on Scottish religions and beliefs. This project created opportunities for cross cultural learning, connections and exchanges.

In 2019 young people led the development of an LGBTQ+ heritage trail and audio guide of selected objects from the collections. This resource was paused due to Covid-19, but work is progressing again online.

In 2018 the exhibition *Body Beautiful: Diversity on the Catwalk* was a celebration of diversity within the fashion industry, embracing inclusivity and body positivity through five key themes: size; gender; age; race and disability. Visitors learned

how the industry is calling into question existing practice, and why it must address diversity from the inside out to reappraise contemporary ideals of beauty.

From 2019-2020 with additional funding, we ran a series of outreach events and workshops for older people living in care homes and those connected to wellbeing organisations, to help tackle loneliness and isolation. Sessions included 'chatty café' style object handling, storytelling and dance workshops for a broader range of older visitors.

Training
Dementia and autism awareness training on-going (noted 25/05/18).

Specific customer care training for our front of house staff including equality and diversity and disability awareness, whilst our Learning & Programmes team all received Deaf Awareness and BSL training. VEA Managers and Team Leaders also all received dementia and autism awareness training.

Our Learning Enabler Team received *Signalong* training to support our growing ASN programming for schools and families.

Introducing Modern Apprentices to the Visitor Experience department, gaining an SVQ in Customer Service within their 18-month training period.

In 2019/2020 a National Partnerships outreach programme inspired by the recently redeveloped East Asia and Ancient Egypt galleries supported local museums to deliver their own dementia and autism friendly programmes across Scotland through providing advice, training and development opportunities.

Website and Marketing
Since 2017 the Community Engagement web page has included a dedicated page for autistic visitors.

A *Communities and Access* page was included in our *Exhibitions and Events* leaflet and online to signpost visitors to our inclusive programmes, and we improved the visibility of the Access page on the main website.

Creating and publishing detailed access statements for each site on our website.

		Continuous Improvement We initiated an Access Working Group to collaborate and share Learning and Engagement activities to ensure continuous improvement. The team meets on a quarterly basis.
	4. Make consistent our physical and digital provision of alternative methods of documentation access.	Developed a consistent approach to our use of audio, large print and BSL when making accessible and publishing key organisational documents. Made available to colleagues a list of our key providers details on the intranet and shared information on how staff can access these services when required.
	5. Continue to review any complaints/comments and compliments from the public for any equality issues.	All CCC's are regularly reviewed and responded to taking into consideration whether there are any ED&I issues and/or trends presenting for actions to be considered. Reported quarterly.
	6. Keep our site access information comprehensive and up to date.	AccessAble (formally DisabledGo) have conducted full audits of all our sites, with a review occurring annually. The information on our website forms our Accessibility Statement. An action plan is produced after each review and recommendations on shared best practice.

WORKFORCE MONITORING REPORT

National Museums Scotland measures and monitors a number of HR processes and indicators to identify the extent to which they deliver the anticipated benefits of strategy and policy; and at the same time any issues with regard to implementation.

We report on these measures throughout the year for specific stakeholder groups and in addition review all measures as part of developing Equality Outcomes and other requirements in line with Equality Act 2010 e.g. snapshots for workforce and volunteer profile as well as for other measures.

Our workforce profile data is captured through applicants completing our Equal Opportunities Monitoring Form and through real time access to personal data contained within our HR system, Cascade. This desktop access enables staff to review the demographic information we hold on them and for them to amend and include additional information where there are gaps for particular protected characteristics. An analysis of the data we hold is provided as part of a separate Workforce Monitoring Report as at 31 March 2021.

GENDER PAY GAP & EQUAL PAY REPORT

Our analysis of our Gender Pay and our Equal Pay Statement is enclosed in a separate report.

EQUALITY OUTCOMES 2021–2025

Function	**As an Employer**
Equality Outcome	**National Museums Scotland's workforce better reflects and understands the diversity of Scotland's communities.**
Why is this equality outcome important?	At National Museums Scotland, we understand that it is more important than ever to invest in our workforce and facilitate diversity. We want to be able to attract, develop and retain diverse talent through strengthening a culture of inclusion, respect and understanding. Through increased diversity and understanding, the gains for the organisation, our colleagues and the communities we serve can be quite significant and lead to driving innovation, increasing creativity, improving overall organisational performance and more rounded decision-making. We want prospective and current colleagues at National Museums Scotland to be able to show up as themselves and know that everyone's views, opinions, skills and experiences are valued. Being treated fairly and equally leads to greater levels of engagement and increased wellbeing, along with satisfaction and trust in their employer. Having a workforce that better reflects and understands the diversity of Scotland's communities enables us to continually identify areas for improvement and bring about positive change for all.
Strategic Aims and Priorities	Strategic Aim: Transform our Organisation Priority: Valuing, supporting and developing our people and empowering them to work together in new ways.

EQUALITY OUTCOMES 2021–2025

Our Objectives	
	In considering equality, diversity and inclusion, we will: 1. Create a strong employer profile and recruitment marketing strategy, investing in the right recruitment tools, attending recruitment events and creating connections to make our recruitment process smooth and more fruitful in reaching a wide and diverse candidate pool 2. Create future talent pathways to build a workforce that is reflective of the communities in which we serve 3. Educate and provide our workforce with the knowledge to be more inclusive and innovative in working collaboratively with colleagues as well as our external audience 4. Better understand the diversity of our workforce to enable us to place the employee experience at the heart of our decision-making and utilise our colleagues wide and diverse skills and talent 5. Create an organisational culture that accepts, values and views as strength the difference we all bring to NMS and where colleagues feel included, heard, understood and able to bring their whole self to work.

EQUALITY OUTCOMES 2021–2025

Function	**As a Service Provider**
Equality Outcome	**National Museums Scotland engages with diverse audiences to create inspiring and inclusive on-site and off-site experiences, broadening understanding of the world through participation and dialogue, and making our collections accessible and relevant.**
Why is this equality outcome important?	The use of digital engagement, community engagement, touring exhibitions and loans programmes continue to have a positive impact on individuals with one or more protected characteristic. Engaging with a wide range of audiences through outreach and imaginative public programming will ensure as many people as possible can access and engage with our sites, stories, services and collections.
Strategic Aims and Priorities	Strategic Aim: Put People First Priorities: − Creating inspiring visitor experiences at our museums and elsewhere − Reaching out to people across Scotland and the world − Transforming our digital engagement.
Our Objectives	In considering equality, diversity and inclusion, we will: 1. Make improvements across our services and programmes to ensure equality of access for all audiences 2. Engage audiences with diverse stories to make our collections representative of and relevant to as broad an audience as possible 3. Establish a broader and timely approach to consultation and collaboration with our diverse audiences, to better inform and consistently embed this practice across our work to support greater inclusivity.

- End of report –

Appendix 3

WORKFORCE MONITORING REPORT

YEAR ENDING 31 MARCH 2021

Issue Date: 29 April 2021

Contents

1 INTRODUCTION

1.1 National Museums Scotland – An Organisational Overview

National Museums Scotland continues to be one of the leading museum groups in Europe. Millions of local and international visitors enjoy our four museums each year, and we care for one of the most diverse collections in the world. Numbering over 12 million objects and built up over 200 years, our remarkable multi-disciplinary collection brings together natural sciences, decorative arts, design and fashion, world cultures, science and technology, and Scottish history and archaeology.

To achieve our goals, it is vital that the whole team work well together – effective delivery rests on enabling our staff to use their skills and experience to the full and continuing to attract new talent to every part of the organisation.

This report considers the equality aspects of our staff at National Museums Scotland. Statistical analysis is provided over the last five years up to and including 31 March 2021 and can be read in conjunction with our Equalities Mainstreaming Report which is made readily available to all via the equality and diversity pages on our website at http://www.nms.ac.uk/about-us/our-organisation/equality-and-diversity/. We have also provided equalities information in relation to recruitment & selection, the management of staff, reward & recognition and training & development. Where this information is available, we have disaggregated via protected characteristics i.e. sex, age, disability, ethnicity, sexual orientation and faith/belief as appropriate.

1.2 Regional (Edinburgh) Demographics

The majority of National Museums Scotland's staff are based in Edinburgh (Chambers Street, the National War Museum at Edinburgh Castle and at our Collections Centre at Granton, Edinburgh). A small percentage of staff are based at the National Museum of Flight site in East Lothian district (4.7%) and the National Museum of Rural Life site in South Lanarkshire district (4.1%).

For the purposes of this monitoring report, as a nationally-funded organisation, National Museums Scotland is comparing its staffing data to data contained within Scotland's 2011 Census[1]. It is noted that future data will be benchmarked against the planned Scotland 2021 Census that is not yet complete at the point of writing this report.

1.3 Sex

According to the 2011 Census, 48.5% of the Scottish population is male and 51.5% is female.

The figures are the same in East Lothian and South Lanarkshire.

---

[1] Source: Scotland's Census – Shaping Our Future website http://www.scotlandscensus.gov.uk/
It is noted that the next national census is due in 2021 but information not available at the point of publishing this report.

1.4 Age

The 2011 Census sets out how 82.7% of Scotland's population is of working age i.e. over 16.   Broken down, these figures are:

Age	% of population
16 to 29 years old	18.5%
30 to 44 years old	20%
45 to 59 years old	21.1%
60 to 74 years old	15.5%
75 years old and over	7.7%

Figures for East Lothian and South Lanarkshire are broadly similar.

1.5 Disability

The 2011 Census did not ask specifically as to whether an individual has a disability.

The Census did ask whether individuals considered themselves to have one or more long-term health conditions.   This was the case for 29.9% of individuals living in Scotland. Edinburgh has a lower percentage of residents identifying themselves in this category (26.7%) while 30.6% declare this to be the case in South Lanarkshire and 29.4% in East Lothian.

The Scottish Surveys Core Questions 2014 stated 23% of adults had a long term limited condition or disability.

1.6 Ethnicity

The majority of Scottish Census respondents identified as being white (96.1%).   This was slightly higher in both East Lothian and South Lanarkshire where the total white population is 98.2% and 97.7% respectively.

The breakdown of ethnicity for Scotland as a whole is:

White Scottish	84%
White – other British	7.9%
White – Irish	1.0%
White – Polish	1.2%
White – Other	2.0%
Asian, Asian Scottish or Asian British	2.7%
Other ethnic groups	1.3%

The City of Edinburgh had a higher percentage of non-white residents (8%) followed by South Lanarkshire (2.3%) and East Lothian (1.8%)

1.7 Faith & Belief

36.7% of census responders advised the 2011 Census that they did not practice an organised religion.   The remainder considered themselves to be:

Church of Scotland	32.4%
Roman Catholic	15.9%
Other Christian	5.5%
Muslim	1.4%
Other Religions	1.1%
Not stated	7%

There are variances across Scotland with regards to faith and belief.   The City of Edinburgh is home to almost twice the national average number of Muslims and other religions, while the Christian denominations are represented by more than 10% higher than the national average in both East Lothian and South Lanarkshire.

1.8 Sexual Orientation

The 2011 Census did not ask specific questions relating to the percentage of the population that identifies themselves as lesbian, gay men and bisexual.   The Scottish Surveys Core Questions in 2013 stated that 1.5% of the population identifies with this description.

1.9   Marital Status

The proportion of adults (people aged 16 and over) in Scotland who are married is 45%, a 5% decrease since 2001. The proportion of adults who are single (never married or never registered a same-sex civil partnership) rose to 35% in 2011, an increase of 5% from 2001.

Civil Partnerships – there were 7,000 people (0.2% of adults) who reported that they were in registered same-sex civil partnerships.

2   OUR PEOPLE: ORGANISATIONAL PROFILE

2.1   Board of Trustees

The Board of Trustees is National Museums Scotland's governing body. The Board is responsible for setting the National Museums Scotland's strategic direction and for monitoring progress on achieving this.

National Museums Scotland must have a minimum of 9 and a maximum of 15 Trustees on its Board (including the Chairperson). Please refer to the National Museums Scotland website for information regarding our Board members: http://www.nms.ac.uk/about-us/our-organisation/trustees/.

National Museums Scotland is a non-departmental public body (NDPB), and the Board is accountable to Scottish Ministers and the Scottish Parliament. Our Trustees are all appointed by the Cabinet Secretary for Economy, Fair Work & Culture. The term of appointment is four years and Board members may apply to serve for a second term. All Trustees apply through an open and inclusive process managed by the Scottish Government, whereby the vacancies are advertised widely, and candidates are interviewed and assessed.

As our Trustee appointments are made by Scottish Ministers, the confidential equality & diversity information gathered as part of the application process is held by civil servants in the Scottish Government. The Equality Act (Specific Duties) (Scotland) Amendment Regulations 2016 came into force on 18 March 2016. It requires Scottish Ministers to gather information on the relevant protected characteristics of members of a listed authority such as National Museums Scotland and to provide this information to the listed authority in question. In turn, listed authorities must use this information to better perform their public sector equality duty.

On 9 March 2018, the Gender Representation on Public Boards (Scotland) Act 2018 received Royal Assent. The purpose of the legislation was to improve the representation of women on the boards of Scottish public authorities by requiring that at least 50% of non-executive members are female.

Under the provisions of the Act, public bodies are required to report every two years on the carrying out of their functions under sections 5 and 6:

- Section 5: Encouragement of applications by women
- Section 6: Duty to take steps towards achieving the objective (i.e. at least 50% of non-executive members are female)

The first reporting deadline for public bodies under this new Act is 30 April 2021.

With regard to Section 5, one NMS Chair recruitment round and one NMS Trustee recruitment round were undertaken by Scottish Government and the process regulated by the Public Appointments Adviser assigned by the Ethical Standards Commissioner (Scotland). As with previous rounds, applications were actively encouraged from all groups with protected characteristics (including, but not exclusively, women) with the aim of further increasing the diversity of our Board of Trustees. No steps were taken in relation to Section 5.

In terms of Section 6, National Museums Scotland has already met the objective throughout the first two-year reporting period:

- As at 30 April 2019: 7 women and 7 men (total of 14 Trustees)
- As at 30 April 2020: 7 women and 6 men (total of 13 Trustees)
- As at 30 April 2021: 8 women and 5 men (total of 13 Trustees)

No steps were taken in relation to Section 6.

2.2 Staff Headcount Overview

As at 31 March 2021, National Museums Scotland has employed 466 staff. The levels of staffing have been relatively consistent over the last five years as follows:

2016/17	2017/18	2018/19	2019/20	2020/21
462	475	470	463	466

How these figures are disaggregated in terms of equalities is expressed in the following sections.

2.3   Executive / Leadership Team Overview

The Director of National Museums Scotland has overall responsibility for implementing the agreed strategic priorities and actions of the Board of Trustees. The Director and Executive Team make up the top management tier of National Museums Scotland. Each Director leads a Directorate and has a number of direct reports. It is noted that in 2020/21, with the introduction of a new Director of NMS, a review of the Executive and Leadership Team structure took place resulting in the structure we have now. Overall, these personnel form our Leadership Team (or senior staff) as outlined below.
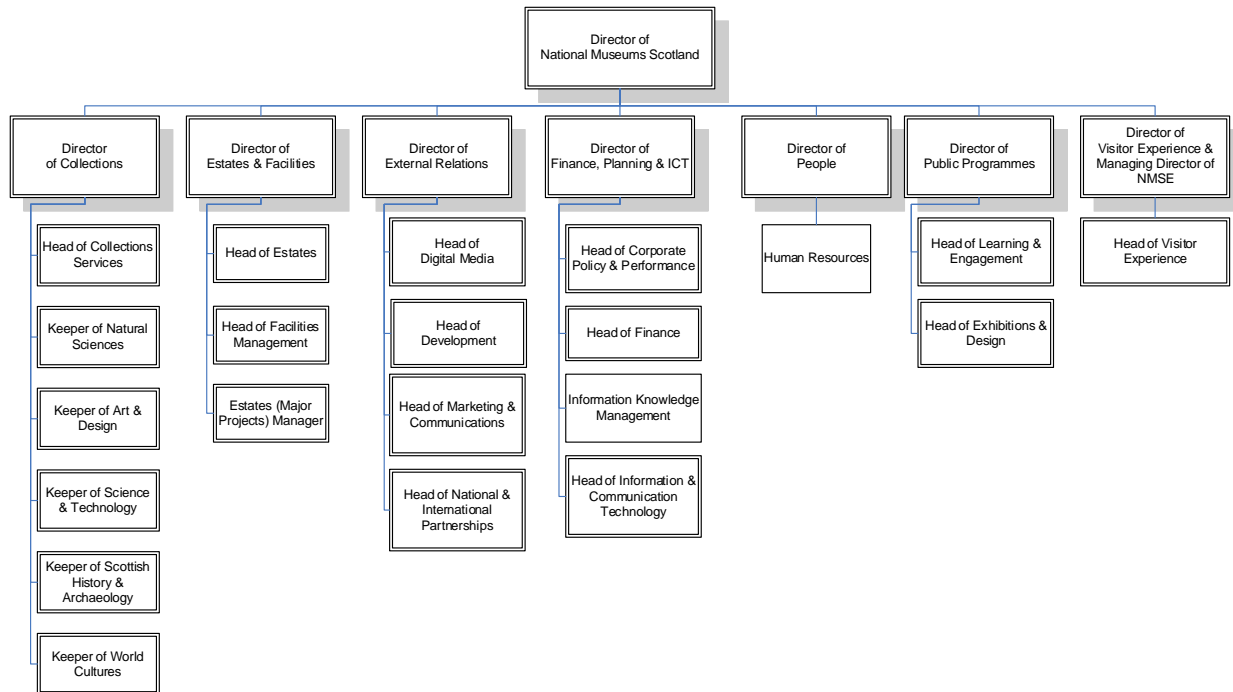
It should be noted that the Director of Visitor Experience is not included in statistical analysis as the postholder is not employed by National Museums Scotland but seconded on a part-time basis from National Museums Scotland Enterprises Ltd to lead and manage the Directorate of Visitor Experience.

Year	Total No. of Staff	Male (%)		Female (%)	
		Full/Time	Part/Time	Full/Time	Part/Time
2016/17	24	41.7	-	45.8	12.5
2017/18	24	45.8	-	41.7	12.5
2018/19	25	48.0	-	40.0	12.0
2019/20	24	50.0	-	41.7	8.3
2020/21	24	45.8	-	45.8	8.3

Like the overall staffing profile, the Leadership Team staff headcount has remained consistent over the monitoring period.

The percentage of men and women in full-time employment is balanced. It is noted that the majority of Leadership Team staff are full-time employees with increasing levels of part-time working being sustained in 2016/17-2018/19 comparable to other parts of the business.

No senior staff in the monitoring periods outlined above have declared a disability. The 2020/21 data confirms that 45.8% of senior staff have declared that they have no disability and 54.2% have not specified whether they have a disability.

In considering ethnicity, 67% of senior staff consider themselves to be White Scottish, White: Other British or White: Other, with 33.3% electing not to disclose this information or have not specified ethnicity. This is a profile which is consistent with the ethnicity profile of Scotland.

2.4   Staff Profile: Sex

According to the 2011 Scotland Census, 48.5% of the Scottish population is male and 51.5% is female. The statistics below show a consistent profile with the census with marginally more women than men working at National Museums Scotland. The ratio between the two is relatively balanced, with there being no disproportionate gender balance across any of the years at an organisational level.

It is noted that we currently disaggregate statistics in this profile category on the basis of Male and Female only and, whilst we had hoped to expand these categories in accordance with established guidance and best practice in the forthcoming period, for instance with the potential use of categories such as Trans Man, Trans Woman, In Another Way (Please State) or Prefer Not to Say, we have as yet been unable to find a system solution to this. Our current combined HR/Payroll system requires the use of Male/Female due to HMRC and Pensions recognition of these categories only. We have provided feedback to these third-party suppliers that this is a potential barrier and hope to make changes at a future date.

Year	Total No. of Staff Headcount	Male (%)	Female (%)
2016/17	462	40.9	59.1
2017/18	475	42.5	57.5
2018/19	470	42.3	57.7
2019/20	463	44.1	55.9
2020/21	466	43.6	56.4

2.5   Staff Profile: Full Time and Part Time Working

Year	Total No. of Staff Headcount	Male (%)		Female (%)	
		Full/Time	Part/Time	Full/Time	Part/Time
2016/17	462	34.4	6.5	37.7	21.4
2017/18	475	36.6	5.9	39.4	18.1
2018/19	470	34.9	7.4	40.0	17.7
2019/20	463	34.8	9.3	40.4	15.5
2020/21	466	35.0	8.6	38.2	18.2

Over the last three years, there have been consistent and increasing levels of part-time working – on average approximately 17% of females (up by 3% on last reporting period) and 8.4% of males (up by 2.4% on last reporting period).

It should be noted that full-time working at National Museums Scotland is 37 hours per week. In order however to meet the operational requirements of our museums' opening hours, a high number of front-of-house Visitor Experience staff are contracted to work 35 hours per week, which in real terms represents a full week's work and therefore is counted as full-time for the purposes of this report. To do otherwise, would not be truly representative of our workforce profile.

2.6   Staff Profile: Permanent vs Fixed Term Employment

Year	Total No. of Staff Headcount	Male (%)		Female (%)	
		Fixed-Term	Permanent	Fixed-Term	Permanent
2016/17	462	1.5	39.4	5.6	53.5
2017/18	475	2.7	39.8	6.7	50.7
2018/19	470	1.9	40.4	6.2	51.5
2019/20	463	1.9	42.2	4.5	51.4
2020/21	466	2.4	41.2	3.9	52.6

There have been consistently high levels of permanent employment at National Museums Scotland. National Museums Scotland also engages staff where appropriate on a fixed term basis where there is a staffing need for a fixed period of time, e.g. to support additional short-term demands, to support specific projects, etc. Any such appointments may also be funded by other third parties.

2.7   Directorate by Sex

Directorate	2016/17 (%)		2017/18 (%)		2018/19 (%)		2019/20 (%)		2020/21 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Collections	8.2	17.5	8.2	18.9	7.4	20.6	7.8	18.8	8.4	19.5
Estates & Facilities	13.0	6.3	13.1	6.5	13.2	6.4	12.1	5.6	11.8	6.2
External Relations	1.1	3.9	0.8	3.8	1.3	3.6	1.7	3.7	2.1	3.2
Finance & Planning	0.9	1.9	1.1	1.5	0.6	1.7	2.6	2.4	2.4	2.1
Human Resources	0.2	2.6	0.2	2.3	0.4	2.1	0.4	2.2	0.2	1.9
Leadership Team	2.2	3.0	2.3	2.7	2.6	2.8	2.6	2.6	2.4	2.8
Public Programmes	3.0	9.5	2.9	9.3	3.0	8.3	2.8	9.1	2.8	8.2

Directorate	2016/17 (%)		2017/18 (%)		2018/19 (%)		2019/20 (%)		2020/21 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Visitor Experience	12.3	14.3	13.9	12.4	13.8	12.1	14.0	11.7	13.5	12.4
TOTAL	40.9	59.1	42.5	57.5	42.3	57.7	44.1	55.9	43.6	56.4

According to the 2011 Scotland Census, 48.5% of the Scottish population is male and 51.5% is female. The gender profile for National Museums Scotland is consistent with the profile of Scotland.

We also note higher levels of female staff working in Collections, External Relations, Human Resources, the Leadership Team and Public Programmes. There are higher levels of male staff working in Estates & Facilities with a more balanced gender profile in Finance, Planning & ICT and the Visitor Experience. With confidence well established in a fair and transparent recruitment and selection process, we are evolving our recruitment materials on an ongoing basis to include images that are increasingly representative of our workforce profile to prospective applicants and to demonstrate that job roles at the Museum are not exclusive to any particular sex. A good example of this would be our increased levels of females in Security roles and increased levels of males in Cleaner roles.

2.8   Directorate by Full Time vs Part Time Working

Directorate	2016/17 (%)		2017/18 (%)		2018/19 (%)		2019/20 (%)		2020/21 (%)	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Collections	20.6	5.2	22.3	4.8	23.0	5.1	21.2	5.4	22.3	5.6
Estates & Facilities	14.1	5.2	14.3	5.3	14.5	5.1	13.2	4.5	12.9	5.2
External Relations	3.9	1.1	4.2	0.4	4.0	0.9	4.5	0.9	4.3	1.1
Finance & Planning	2.4	0.4	2.5	-	2.1	0.2	4.5	0.4	3.6	0.9
Human Resources	1.3	1.5	1.3	1.3	1.9	0.6	1.7	0.9	1.3	0.9
Leadership Team	4.5	0.6	4.4	0.6	4.7	0.6	4.8	0.4	4.7	0.4
Public Programmes	8.4	4.1	8.2	4.0	7.9	3.4	8.0	3.9	7.3	3.6
Visitor Experience	16.9	9.7	18.7	7.6	16.8	9.1	17.3	8.4	16.7	9.2
TOTAL	72.1	27.9	76.0	24.0	74.9	25.1	75.2	24.8	73.1	26.9

This table illustrates the high levels of full-time working that we sustain at National Museums Scotland. As a flexible employer part-time working is present in all areas of the Museum and the percentage of employees working part time hours has been consistent across the reporting periods. Additional information is available in Section 2.5 of this report.

2.9   Staff Profile: Grade

Grade	2016/17 (%)		2017/18 (%)		2018/19 (%)		2019/20 (%)		2020/21 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
A	0.2	-	0.2	-	0.2	-	0.2	-	0.2	-
B	0.2	0.6	0.2	0.6	0.2	0.6	0.4	0.4	0.6	0.6
C	0.9	0.6	0.8	0.2	1.3	0.2	1.1	0.2	0.9	0.2
D	0.4	1.1	0.4	1.3	0.6	1.3	0.6	1.3	0.4	1.5
1	1.7	0.4	1.7	0.6	1.1	0.6	1.1	0.2	1.3	0.4
2	1.5	3.7	2.3	2.9	1.9	3.4	1.7	3.5	1.5	3.0
3	3.0	5.0	2.7	5.1	2.3	6.2	2.6	6.7	2.8	6.4
4	3.7	10.4	4.0	11.2	4.7	10.9	4.8	11.7	4.7	10.1
5	3.7	7.8	3.4	8.8	3.4	8.7	3.7	7.1	4.3	7.7
6	5.6	11.3	5.3	10.5	4.9	10.6	5.6	10.6	5.4	10.5
7	17.7	14.3	19.4	11.6	19.4	10.9	19.4	10.6	18.7	11.2
8	2.2	3.9	2.1	4.6	2.3	4.3	2.8	3.7	2.8	4.7
TOTAL	40.9	59.1	42.5	57.5	42.3	57.7	44.1	55.9	43.6	56.4

It can be seen that, with one exception, the distribution of male/female employment across National Museums' grading structure has remained relatively consistent over the last five years.

There is a higher concentration of employment within Grade 6, 7 and 8 in predominantly Visitor Experience and Facilities Management roles.

2.10   Staff Profile: Disability

The statistics outlined below continue to illustrate high levels of non-disclosure and prompt the organisation to consider what measures might be put in place to support increased disclosure rates.

Year	Female			Male		
	% of staff who have declared a disability	% of staff who have declared they have no disability	% of staff who have chosen not to disclose this information	% of staff who have declared a disability	% of staff who have declared they have no disability	% of staff who have chosen not to disclose this information
2016/17	2.6	43.1	13.4	3.7	31.4	5.8
2017/18	2.3	36.8	18.3	4.0	26.1	12.4
2018/19	2.1	34.3	21.3	3.8	24.7	13.8
2019/20	3.0	30.2	22.7	3.9	24.2	16.0
2020/21	2.6	28.3	25.5	3.4	21.9	18.2

It is recognised that an employee may develop a disability in the course of their employment. Where this comes to light during casework or other management support interventions, employees are encouraged to amend their HR system record to reflect their new status. However, it is noted that improving disability declaration rates is a challenge amongst the general population and not unique to National Museum Scotland.

For the afore-mentioned reasons, it is challenging therefore to accurately compare National Museums Scotland's data against available national statistical information.

2.11   Staff Profile: Age

This data illustrates how National Museums Scotland's age profile is reflective of the 2011 Scotland Census.

The data is representative of an ageing demographic. We have less staff in the 16-24 age group, although it should be noted that NMS actively participates in specific youth activity that we hope will see increasing numbers in this area going forward. We would add also that some of these outcomes we believe derive from the restrictions we face in not being able to employ under 18 year-olds in our Visitor Experience team, due to licensing regulations.

Age Band	2016/17 (%)		2017/18 (%)		2018/19 (%)		2019/20 (%)		2020/21 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
16-24	0.4	2.6	1.3	1.1	1.1	1.5	1.3	1.1	1.5	0.9
25-34	6.3	16.0	5.9	18.1	6.2	15.5	5.8	14.9	5.6	13.9
35-44	6.9	16.7	7.8	15.4	7.0	16.8	8.0	17.1	8.6	17.4
45-54	14.7	13.2	13.7	11.6	13.2	12.1	12.5	11.4	11.6	12.9
55-64	11.5	9.7	13.1	10.1	14.0	10.6	13.8	10.4	13.1	9.7
65 plus	1.1	0.9	0.8	1.3	0.9	1.1	2.6	1.1	3.2	1.7
TOTAL	40.9	59.1	42.5	57.5	42.3	57.7	44.1	55.9	43.6	56.4

2.12   Staff Profile: Faith or Belief

The levels of employees who have declared they do not practice an organised religion are not inconsistent with the 2011 Scotland census data, i.e. 36.7%.

However, there are lower levels declared for all religions compared to the census data, with these being replaced with a high level of "do not wish to declare".   This would potentially suggest that employees practising a religious belief are less comfortable with sharing this personal information or are unsure of the organisation's need to collect it.

As with section 2.9 regarding disability, the high levels of non-declaration make it difficult to currently compare National Museums Scotland's data fully against census data.

Faith or Belief	2016/17 (%)		2017/18 (%)		2018/19 (%)		2019/20 (%)		2020/21 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Buddhist	-	0.2	-	0.2	-	0.2	0.2	0.2	0.2	0.2
Church of Scotland	5.2	6.1	5.5	6.1	5.5	6.0	5.0	5.0	4.3	4.5
Hindu	0.2	-	0.2	-	0.2	-	0.2	-	0.2	-
Jewish	-	-	-	-	-	-	-	-	-	-
Muslim	-	-	0.2	-	0.4	-	-	-	-	-
Roman Catholic	1.9	2.4	1.9	3.2	1.9	3.2	2.2	3.9	1.7	3.2

Faith or Belief	2016/17 (%)		2017/18 (%)		2018/19 (%)		2019/20 (%)		2020/21 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Other	1.9	3.0	1.9	3.2	1.9	2.6	1.9	2.2	1.5	2.1
None	13.6	25.3	14.1	24.8	15.3	25.1	16.4	25.1	15.7	25.1
Do not wish to declare	18.0	22.1	18.7	20.0	17.0	20.6	18.1	19.7	20.0	21.2
TOTALS	40.9	59.1	42.5	57.5	42.3	57.7	44.1	55.9	43.6	56.4

2.13   Staff Profile: Ethnic Origin

Regarding ethnic origin, National Museums Scotland's data is consistent with the Scottish census outcomes, with the majority of employees identifying themselves as being White. NMS' totals are slightly below the national average as just over 11.4% of employees do not wish to declare their ethnicity.   This percentage is much less than those not wishing to declare their disability status or religion.

Ethnic Origin	2016/17 (%)		2017/18 (%)		2018/19 (%)		2019/20 (%)		2020/21 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Asian: Chinese	-	-	-	-	-	0.2	0.2	0.2	0.2	0.4
Asian: Indian	0.2	-	0.2	-	0.2	-	0.2	-	0.2	-
Asian: Other	0.2	-	0.2	0.2	0.2	0.2	0.2	-	0.2	-
Asian: Pakistani	-	-	-	-	0.2	-	-	-	-	-
Black: African	-	-	-	-	-	-	-	-	-	-
Black: Other	-	-	-	-	-	-	-	-	-	-
White: Irish	0.6	0.6	0.8	0.8	0.9	0.9	0.9	0.6	0.9	0.9
White: Other	3.2	6.7	2.9	7.8	3.0	7.7	2.6	8.2	2.6	8.6
White: Other British	13.4	19.7	13.7	19.4	12.8	21.1	13.6	20.3	12.4	20.2
White: Scottish	18.2	24.2	18.3	21.9	19.6	19.4	21.4	19.0	21.9	18.5
Mixed	0.4	0.2	0.2	0.2	0.4	0.4	0.6	0.2	0.6	0.2
Other	-	0.4	0.2	0.4	0.2	0.4	0.4	0.4	0.4	0.4
Do not wish to declare	4.5	7.1	5.9	6.5	4.9	7.4	3.9	6.9	4.1	7.3
TOTAL	40.9	59.1	42.5	57.5	42.3	57.7	44.1	55.9	43.6	56.4

2.14   Staff Profile: Sexual Orientation

This protected characteristic again illustrates another area where there are significant levels of employees not wishing to declare their sexual orientation.   However, the number of employees who do declare is above the 1.5% figure suggested by Scottish non-Census data (NB: this is not a 2011 Census question).

Sexual Orientation	2016/17 (%)		2017/18 (%)		2018/19 (%)		2019/20 (%)		2020/21 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Bisexual	0.2	0.4	0.2	1.3	0.2	1.5	0.2	1.7	0.2	1.5
Heterosexual	21.6	33.8	22.9	32.8	24.5	31.1	25.5	30.9	23.4	29.4
Homosexual	0.6	1.1	0.6	0.6	0.6	0.9	0.4	0.4	0.4	0.6
Not specified	-	0.2	1.1	2.9	0.6	0.6	0.6	0.6	0.6	0.6
Other	-	0.4	-	0.4	-	0.4	-	0.6	-	0.6
Do not wish to declare	18.4	23.2	17.7	19.4	16.4	23.2	17.3	21.6	18.9	23.6
TOTAL	40.9	59.1	42.5	57.5	42.3	57.7	44.1	55.9	43.6	56.4

2.15   Staff Profile: Marital Status

There is a strong rate of declaration amongst employees with regards to marital status which may have a potential correlation with the requirement to ensure pension benefits are correctly allocated.

Marital Status	2016/17 (%)		2017/18 (%)		2018/19 (%)		2019/20 (%)		2020/21 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Civil Partnership	0.2	-	0.2	-	0.2	-	0.2	-	0.2	-
Cohabiting	3.7	3.9	2.9	2.1	3.0	3.0	3.5	3.7	3.6	3.6
Divorced	0.4	1.5	0.8	1.5	0.9	1.3	0.6	1.7	0.4	1.5
Married	18.2	18.8	18.5	18.1	18.5	17.9	20.1	17.9	18.5	17.8
Married/Civil Partnership	1.3	2.4	1.9	1.7	1.1	1.7	0.9	1.5	0.9	1.5
Separated	0.9	1.5	0.4	1.3	0.6	1.3	0.6	0.6	0.6	0.6
Unmarried	8.7	18.0	6.1	14.1	6.2	14.7	7.3	15.6	7.1	14.8
Widowed	0.6	0.9	0.6	0.8	0.9	0.6	0.6	0.6	0.2	0.6
Do not wish to declare	4.5	7.1	6.3	8.2	6.0	8.9	5.6	7.1	7.7	9.0

Marital Status	2016/17 (%)		2017/18 (%)		2018/19 (%)		2019/20 (%)		2020/21 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Not specified	2.4	5.0	5.5	9.7	5.1	8.3	4.5	7.1	4.3	6.9
TOTAL	**40.9**	**59.1**	**42.5**	**57.5**	**42.3**	**57.7**	**44.1**	**55.9**	**43.6**	**56.4**

3   VOLUNTEER PROFILE

Volunteers are an important and valuable resource for National Museums Scotland, providing expertise and support across the organisation to many different departments. Volunteers are unpaid and are therefore not included as part of our staffing analysis. The data we have is therefore provided for information purposes only and we note there is no current requirement for National Museums Scotland to monitor or analyse volunteer data. Data regarding our volunteers has also traditionally been gathered as at 31 August of each year. The data outlined below has no data in August 2015 as we were in transition from one HR system to another and therefore volunteer data for that period is not maintained electronically.

In the meantime, we note that we run a Volunteer Programme which supports four distinct categories of volunteers – Volunteers; Unpaid Work Placements/Internships (students 18+); Research Associates; and Work Experience (school pupils 15-18 years).

At the start of 2019, we created two distinct categories of involvement which currently fall under the Volunteer Programme being ***Volunteers** and ****School Work Experience** (school pupils 15-18yrs during school term time only).

Table 1:

VOLUNTEER PROGRAMME	2018/19	2019/20	2020/21
Number of on-going volunteers	155	168	131
Event volunteers*1	250	352	-
School Work experience **2 (15-18 years)	11	9	-
Total number of people this year participating at NMS under the Volunteer Programme	**416**	**529**	**131**
Estimate of total hours given per year	26,700	31,560	Limited due to COVID-19 pandemic

(*1) On-going volunteers are listed on the HR database *Cascade* as they have a continuing role at NMS which is reviewed yearly or at the end of a project; whereas *Event* volunteers may help out at a 'one-off' event such as *Museum Lates* or the annual Airshow but may never come back to volunteer again so are listed separately, as are work experience **(**2)** pupils who are only here for a week.

Table 2:

DEPARTMENT USAGE OF VOLUNTEERS	2018/19	2019/20	2020/21
Art & Design	2	4	1
Collections Services	21	19	14
Development	1	1	1
Learning & Programmes (Including Events)	231	205	40
Visitor Experience (NMoRL/NMoF/Events)	111	240	34
Natural Sciences	43	36	25
Science & Technology	10	6	5
Scottish History & Archaeology	25	14	10
World Cultures	1	4	1
TOTAL	**416**	**529**	**131**

Table 3:

ACTIVE ONGOING VOLUNTEER ROLES	2018/19	2019/20	2020/21
Aircraft volunteer guide (NMoF)	7	10	10
Collection services volunteer (conservation)	16	11	10
Collection services volunteer (documentation)	-	3	2
Collection services volunteer (information)	2	2	1
Collection services volunteer (library)	1	1	1
Curatorial volunteer	52	61	42
Farmhouse guide (NMoRL)	23	27	21
Farm assistant volunteer (animals)	2	2	2
Farm assistant volunteer (maintenance)	1	1	1
Learning & programmes volunteer	2	3	2
School programme volunteer guide (all sites)	2	3	3
Volunteer engineer (L&P)	5	1	-
Volunteer guide (NMoS)	40	38	33
Volunteer guides coordinator (NMoS)	1	2	1
Volunteer guide Chair	-	1	1
Development volunteer	-	1	1
Outreach booking volunteer	1	-	-
Volunteer researcher	-	1	-
TOTAL	**155**	**168**	**131**

Table 4:

Gender Profile	2018/19 (%)	2019/20 (%)	2020/21 (%)
Male	52.0	46.0	48.0
Female	48.0	53.0	52.0

Table 5:

Age Profile	2018/19 (%)	2019/20 (%)	2020/21 (%)
16-24 years	9.0	9.0	5.7
25-44 years	10.0	19.0	17.0
45-65 years	27.0	23.0	17.0
65+ years	54.0	48.0	60.3
Prefer not to say	-	1.0	-

4 RECRUITMENT & SELECTION

National Museums Scotland collates and retains recruitment data through its online recruitment system Cascade.

The analysis below should be viewed in the context that, whilst the completion of an Equal Opportunities Monitoring Form is mandatory, applicants do have the option to elect not to complete some or all of the questions asked. This has resulted in different levels of data collection for each protected characteristic. We continue to promote and actively encourage applicants to declare data as part of the recruitment process in pursuit of a better understanding of who is applying and how we might make future changes.

It is also worth noting that recruiting managers do not have access to equalities monitoring information at any point in the recruitment process. All applicants are shortlisted on the basis of the essential criteria for the job being advertised and this is outlined in a comprehensive person specification for each role.

We would also highlight that where we engage with Executive Search organisations as part of an Executive or Leadership Team recruitment campaign, we ensure within the tender process that they understand and work towards our aim to increase the diversity of our workforce.

4.1 Analysis of Applicants by Directorate

Directorate	2017/18				2018/19				2019/20				2020/21			
	No of Campaigns	No of Applicants	No Shortlisted	Selected	No of Campaigns	No of Applicants	No Shortlisted	Selected	No of Campaigns	No of Applicants	No Shortlisted	Selected	No of Campaigns	No of Applicants	No Shortlisted	Selected
Collections	35	461	155	33	28	687	99	29	28	589	123	28	12	1366	57	12
Estates & Facilities	14	130	65	22	16	181	59	13	9	67	18	4	5	217	35	10
External Relations	9	92	32	8	6	359	26	6	5	71	14	1	4	790	24	4
Finance & Planning	6	48	17	6	4	68	23	4	6	8	2	2	-	-	-	-
Human Resources	1	10	3	1	6	83	26	6	4	14	7	1	1	22	5	1
Leadership Team	4	89	18	4	2	17	6	2	-	-	-	-	2	72	11	1
Public Programmes	10	193	46	13	10	499	52	11	15	180	49	13	1	3	3	1
Visitor Experience	19	342	118	37	35	694	126	52	21	240	60	27	2	291	31	7
TOTAL	99	1368	457	125	107	2588	417	123	87	1169	273	76	27	2761	166	36

Analysis over the four-year period indicates that there is continued active interest in applying for posts in all areas of the business at National Museum Scotland. There is a direct correlation between higher numbers of applications in some areas where there is more than one post being advertised, e.g. Visitor Experience and Estates & Facilities. There are also increased numbers of applicants in the period 2020/21 when considered in the light of the number of campaigns which is lower than in previous years. The lower level of campaigns is explained by the Museum being closed for a significant period in 2020 due to the COVID-19 pandemic. A number of staff were on furlough and no recruitment activity took place during this period. On return, we were aware that campaigns from that point onwards were deriving higher levels of applicants with particular interest in jobs within Collections, Estates & Facilities and External Relations. It is noted that this period also saw efforts on the Museum's part to increase its online / social media presence in the promotion of job vacancies. So, whilst in part the increase may be attributed to that additional promotional effort, we are also mindful of the impact of COVID-19 on the job market that has seen more people looking for jobs.

The statistics above also show that there is progression in all areas to selection event and subsequent selection. It is noted that the numbers of candidates selected include those who initially accepted but then may have rejected an offer.

4.2   Analysis by Gender

Gender	2017/18				2018/19				2019/20				2020/21		
	No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected
Male	479	172	52		910	146	32		388	73	22		885	64	12
Female	872	265	53		1650	244	64		768	145	32		1544	92	19

Although it is acknowledged that increasing numbers of females apply to work at National Museums Scotland than males, both genders have similar rates of progression to selection event and then to appointment. This would suggest that National Museums Scotland's recruitment process is fair from a gender perspective, but we will consider this applicant trend in more detail in the forthcoming reporting period to consider why our adverts are increasingly more attractive to women than men.

We also ask a specific gender identity question as part of our recruitment process. There were increased levels of declaration in the periods 2019/20 and 2020/21 due to the mandatory completion of the Equal Opportunities Form in place. The analysis of these responses is as follows:

Gender	Is your gender identity the same as the gender you were assigned at birth?	2017/18			2018/19			2019/20			2020/21		
		No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Male	Yes	45	8	2	709	117	27	217	76	19	875	60	11
	No	-	-	-	8	-	-	3	-	-	9	1	-
	Do not wish to declare	1	-	-	11	1	-	2	-	-	10	4	-
	Unspecified	433	164	50	184	30	5	16	2	1	19	1	1
Female	Yes	149	26	5	1242	192	45	845	182	33	1520	91	19
	No	-	-	-	8	-	-	12	1	-		-	-
	Do not wish to declare	1	-	-	11	1	1	10	-	-	18	6	-
	Unspecified	722	239	48	391	53	18	34	8	1	20	1	1

4.3   Analysis by Disability

Disability Status	2017/18			2018/19			2019/20			2020/21		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Disabled	-	-	-	8	-	-	82	21	5	194	11	-
No Disability	5	-	-	-	-	-	1079	196	49	2324	151	31
Do not wish to declare	1346	437	105	2580	417	123	-	-	-	-	-	-

As the disability question on the Equal Opportunities Form is a Yes/No choice, this explains why the 2019/20 and 2020/21 statistics report a zero return for the opt out option. We do support having an opt out for all our equal opportunities questions and therefore the form will be updated to record this. As the opt out is not provided, we cannot draw real conclusion on the rates of

response but hope this change that will come through in the 2021/22 data will allow us to get a clearer picture of the number of applicants with and without a disability.

4.4 Analysis by Age

Age Band	2017/18			2018/19			2019/20			2020/21		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
16-24	15	3	-	26	2	-	99	10	6	382	9	3
25-34	84	17	3	80	14	5	636	152	39	1369	62	12
35-44	34	7	7	41	6	-	185	53	5	330	37	4
45-54	32	10	10	33	11	2	98	21	3	191	27	6
55-64	34	8	8	22	4	1	59	18	7	116	15	2
65 plus	4	1	-	3	1	-	7	6	2	9	1	-
No DOB/ Undeclared	1148	391	88	2355	352	88	85	13	14	93	10	4

A high number of candidates continue to choose not to provide their date of birth but there is an increased level of disclosure across all age bands. We are pleased to see increasing levels of 16–24 year-olds applying and being appointed to jobs at National Museums Scotland.

4.5 Analysis by Ethnic Origin

Ethnic Origin	2017/18			2018/19			2019/20			2020/21		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Asian: Chinese	1	-	-	-	-	-	14	5	-	61	3	1
Asian: Indian	1	-	-	2	-	-	9	3	-	15	1	-
Asian: Other	1	-	-	-	-	-	6	2	-	32	3	-
Asian: Pakistani	-	-	-	-	-	-	4	-	-	12	-	-
Black: African	1	-	-	-	-	-	2	-	-	13	1	-
Black: Other	-	-	-	-	-	-	3	1	-	7	-	-

Ethic Origin	2017/18			2018/19			2019/20			2020/21		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
White: Irish	5	-	-	4	1	-	3	-	1	68	4	1
White: Other	39	9	1	33	2	2	388	52	15	650	36	6
White: Other British	47	13	3	33	9	4	235	58	18	587	44	6
White: Scottish	89	21	4	76	18	6	395	81	16	834	55	16
Mixed	2	-	-	1	-	-	24	4	3	91	6	
Other	7	-	-	4	-	-	10	11	1	27	3	1
Do not wish to declare	1158	394	97	2406	360	84	54	-	1	125	5	-

A high number of candidates chose not to declare their ethnicity as part of the recruitment process. This makes statistical analysis on the ground of ethnicity unrepresentative.

We do note however that beyond the "Do not wish to declare", higher number of applicants declare themselves to be mainly White. This is not dissimilar to the ethnic profile of Scotland and is in accordance with the 2011 Scotland Census.

4.6 Analysis by Faith or Belief

Faith or Belief	2017/18			2018/19			2019/20			2020/21		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Buddhist	1	-	-	1	-	-	4	2	1	18	3	-
Christian	-	-	-	2	-	-	21	1	2	58	3	1
Church of Scotland	18	2	2	8	-	-	78	4	4	149	11	3
Hindu	-	-	-	1	-	-	2	-	-	9	1	-
Jewish	2	-	-	-	-	-	5	-	-	8		-

Faith or Belief	2017/18				2018/19				2019/20				2020/21		
	No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected
Muslim	-	-	-		1	-	-		6	-	-		19	2	-
Roman Catholic	17	2	-		11	5	1		118	26	3		215	14	2
Other	20	6	1		15	1	-		-	-	-		2	-	-
None	113	21	3		61	5	1		677	140	38		1516	100	22
Do not wish to declare	1178	406	99		2462	379	94		250	45	6		297	18	2

A high number of candidates chose either not to declare their Faith or Belief as part of the recruitment process or declare that they have no Faith or Belief. This makes statistical analysis on the ground of this protected characteristic unrepresentative.

4.7   Analysis by Sexual Orientation

Sexual Orientation	2017/18				2018/19				2019/20				2020/21		
	No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected
Bisexual	10	3	-		6	1	-		80	15	5		226	8	1
Heterosexual	143	24	4		103	11	2		774	139	37		1552	101	23
Homosexual/ Same Sex	9	4	1		10	1	1		47	6	1		171	11	2
Not specified	-	-	-		2	-	-		-	-	-		191	9	1
Other	-	-	-		1	-	-		-	6	2		50	3	1
Do not wish to declare	1189	406	100		2438	377	93		246	52	9		331	29	3

We have seen some increase in the levels of declaration but as the numbers of non-declaration or Not Specified remains high, this makes statistical analysis on the ground of this protected characteristic unrepresentative.

4.8   Analysis by Marital Status

Marital Status	2017/18				2018/19				2019/20				2020/21		
	No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected		No of Applicants	No Shortlisted	Selected
Civil Partnership	-	-	-		2	1	-		24	1			35	3	-
Cohabiting	11	2	2		2	-	-		199	49	9		468	33	9
Divorced	5	-	-		-	-	-		21		2		40	3	-
Married	14	6	1		12	5	3		200	44	18		426	42	5
Married/Civil Partnership	25	3	1		8	-	-		-	-	-		-	-	-
Separated	4	2	-		1	-	-		15	4	1		15	-	-
Unmarried/Single	71	17	3		31	11	5		656	109	23		1429	69	17
Widowed	1	1	-		-	-	-		2		1		2	-	-
Do not wish to declare	1198	398	98		2534	402	114		47	11	-		-	-	-
Not specified	22	8	-		2	2	1		-	-	-		110	11	-

We have seen increasing levels of declaration across the marital status categories and National Museums will monitor this as we go forward. It is too early to form a view on whether there are any notable trends at this stage due to the previous periods when there were higher levels of non-declaration.

5 MANAGING OUR STAFF

We would note at the outset of this section that the representative numbers are so low as to make further disaggregation beyond sex a cause for concern that individuals may be identifiable.

5.1 Managing Improvement in Performance Cases

This section provides data on those staff who have reached the formal stages of the Probation & Performance Policy and thus staged warnings have been applied that are recorded via our Human Resources Management Information System. The setting of a performance improvement plan forms part of the informal approach and there is evidence to suggest that this tool is being utilised to good effect within departments, i.e. performance improvement needs are being identified and staff are improving through a supportive process. This assumption has been checked with our HR Managers who provide ongoing advisory support to managers in respect of casework in this area but we will be exploring going forward how we can capture data on the informal part of this process to evidence this assumption further.

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2016/17	462	1	0.2	1	0.2
2017/18	475	-	-	-	-
2018/19	470	-	-	-	-
2019/20	463	-	-	6	1.3
2020/21	466	4	-	1	0.2

The small numbers of employees who have progressed to the formal stages is so low as to consider this does not allow for representative statistical analysis.

5.2 Promotions (Permanent and Temporary)

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2016/17	462	12	2.6	4	0.9
2017/18	475	12	2.5	4	0.8
2018/19	470	12	2.6	4	0.9
2019/20	463	7	1.5	3	0.6
2020/21	466	7	1.5	5	1.1

Table 4.2 might suggest that female employees are more likely to be offered a permanent or temporary promotion than their male counterparts. However, this data should be considered in the context that our workforce profile has more women than men.

5.3 Maternity Leave Requests

Year	Staff Headcount	Maternity Leave Requests Made	
		No.	%
2016/17	462	7	1.5
2017/18	475	10	2.1
2018/19	470	7	1.5
2019/20	463	5	1.1
2020/21	466	13	2.79

National Museums Scotland has relatively low numbers of maternity leave requests. Of the cases, above, only one person in the period 2020/21 has decided not to return to work after the period of maternity leave.

5.4 Adoption Leave Requests

Year	Staff Headcount	Adoption Leave Requests Made	
		No.	%
2016/17	462	-	-
2017/18	475	-	-
2018/19	470	-	-
2019/20	463	1	0.2
2020/21	466	-	-

The small numbers of employees who have requested adoption leave is so low as to consider this does not allow for representative statistical analysis.

5.5 Ordinary Paternity Leave Requests

Year	Staff Headcount	Paternity Leave Applications	
		No.	%
2016/17	462	1	0.2
2017/18	475	3	0.6
2018/19	470	2	0.4
2019/20	463	4	0.9
2020/21	466	3	0.6

These are the number of paternity leave applications received by National Museums Scotland. There is no information available to indicate if all eligible parents applied for Ordinary Paternity Leave.

5.6   Shared Parental Leave Requests

Year	Staff Headcount	Shared Parental Leave Applications		Shared Parental Leave Requests Accepted	
		No.	%	No.	%
2016/17	462	1	0.2	1	0.2
2017/18	475	-	-	-	-
2018/19	470	2	0.4	2	0.4
2019/20	463	3	0.6	3	0.6
2020/21	466	1	0.2	1	0.2

These are the number of Shared Parental Leave Requests received by National Museums Scotland.

Considering this data alongside the data in Tables 4.3 and 4.4, it would be reasonable to suggest that, although National Museums Scotland accepted the requests made by employees for shared parental leave, there is very low take up of this statutory right by employees.

5.7   Flexible Working Requests

Data in this section takes account of those individuals who have submitted a formal application to undertake flexible working. It is noted that this process is also utilised for those staff who are seeking to reduce their hours as a prelude to retirement (i.e. partial retirement). At this time, the way in which we gather the data does not allow these distinctions to be made. The Flexible Working Policy has been reviewed and we continue to encourage colleagues to have an informal discussion with their manager prior to submitting a Flexible Working Request but will build this element into the Cascade system so that we can report more effectively on informal requests going forward.

Year	Staff Headcount	Female		Male	
		No. of Requests Made	No. of Requests Accepted	No. of Requests Made	No. of Requests Accepted
2016/17	462	1	1	1	1
2017/18	475	2	2	2	0
2018/19	470	11	8	5	3
2019/20	463	-	-	-	-
2020/21	466	2	1	3	3

There is a marked reduction in the level of formal flexible working requests that are being made. The request in 2020/21 forms part of changes to an individual working pattern post a period of maternity leave.

2020/21 also sees a period of increased flexibility for individuals with increased home-working and a focus on outputs rather than contracted working hours which is partly an explanation for their being no formal applications in the 2020/21 period. National Museums Scotland anticipates flexibility being key going forward and we hope to report positively on this in forthcoming reporting periods.

5.8   Career Break Requests

Year	Staff Headcount	Female		Male	
		No. of Requests Made	No. of Requests Accepted	No. of Requests Made	No. of Requests Accepted
2016/17	462	2	2	-	-
2017/18	475	-	-	-	-
2018/19	470	-	-	-	-
2019/20	463	-	-	-	-
2020/21	466	1	tbc	-	-

Again, analysis of these statistics would suggest that where a formal career break has been requested it has been approved, although there are very small numbers of applications involved. More women than men have applied. The latest data for 2021/21 shows a request that has only just been made and therefore the outcome is not known at this time.

5.9   Leavers

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2016/17	462	39	8.4	17	3.7
2017/18	475	51	17.0	30	6.3
2018/19	470	51	10.8	26	5.5
2019/20	463	56	12.1	26	5.6
2020/21	466	29	6.2	24	5.2

There is a notable increase in numbers of females who have left the business in the periods 2017/18 to 2019/20. Further examination would note that the reasons relate to resignations as opposed to other reasons such as end of fixed term contract, retirement, dismissal, etc.

It is noted that this potential trend is not the case in the other two years, but we will continue to monitor these rates through the more detailed reasons for leaving to consider any potential factors that may need to be considered by National Museums Scotland.

5.10   Disciplinary Cases

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2016/17	462	-	-	4	0.9
2017/18	475	3	0.6	4	0.8
2018/19	470	1	0.2	7	1.5
2019/20	463	-	-	-	-
2020/21	466	-	-	-	-

The small numbers of employees who are the subject of formal Disciplinary proceedings does not allow for representative statistical analysis. It is noted that there have been no formal disciplinary proceedings in the last two years. Some matters have been investigated but these have not led to formal action.

5.11   Grievances

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2016/17	462	1	0.2	-	-
2017/18	475	3	0.6	-	-
2018/19	470	5	1.1	6	1.3
2019/20	463	-	-	-	-
2020/21	466	-	-	-	-

The small numbers of employees who have raised Grievance proceedings does not allow for representative statistical analysis. There is evidence to suggest locally within Human Resources that good use is made of the informal discussion aspect of the grievance process, allowing grievances to be resolved at an early stage. This cannot be measured accurately at this stage and will be considered more fully in future review periods.

6 STAFF REWARD & RECOGNITION

6.1 Gender Pay Gap Analysis and Equal Pay Statement

National Museums Scotland notes its requirements in this regard which are outlined in a separate report provided as part of the information that supports our Mainstreaming Report.

6.2 Additional Responsibility Allowance

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2016/17	462	7	1.5	5	1.0
2017/18	475	12	2.5	5	1.0
2018/19	470	1	0.2	4	0.8
2019/20	463	2	0.4	1	0.2
2020/21	466	5	1.1	2	0.4

The additional responsibility allowance is designed to be utilised for short periods of time where someone is required to cover additional duties where there are increased responsibilities for that person. The data shows there is opportunity for both men and women to receive this allowance. The higher level of women is seen in the context that the profile for National Museums Scotland shows more women than men are employed.

6.3 Employee of the Month Award

Year	Staff Headcount	Female		Male	
		No.	%	No.	%
2016/17	462	2	0.4	10	2.2
2017/18	475	7	1.5	4	0.8
2018/19	470	6	1.3	3	0.6
2019/20	463	3	0.6	-	-
2020/21	466	-	-	-	-

These awards are chosen from staff nominations. It is noted that there were no nominations in some of the years above. Employee of the Month has been fully reviewed in consultation with colleagues and the trade unions and a new initiative to recognise colleagues will replace Employee of the Month when it launches in Spring/Summer 2021. It is noted that the launch of any new arrangements will be subject to priorities for the organisation whilst the COVID-19 pandemic prevails.

7   STAFF TRAINING & DEVELOPMENT

7.1   Commitment to training and development

National Museums Scotland recognises that the quality of service which we provide depends on having a highly committed, well managed, informed, skilled and effective workforce. We are committed to providing staff training and development that meets the organisational objectives detailed in our Strategic Plan.

All staff members can receive training, whether they are full-time or part-time, and no staff member should receive less favourable treatment than any other on any grounds including: sex; age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; and sexual orientation.

7.2   Identification of Training Needs

Training needs are identified on a number of levels: organisational; departmental; team and individual.

These can be generated by:
- key projects where training and development needs have been identified (e.g. ICT software upgrade.
- the Health & Safety training plan.
- the introduction of a new or substantially revised policy or procedure (e.g. Attendance Management).
- areas that would develop staff competence or support the aims of the museum (e.g. Procurement training, digital skills).
- from the formal Performance and Development Review and its Mid-Year Review (Performance Management process) undertaken in April and October respectively and also from the Probation process.
- requests from Managers to work with them on a need for a group of their staff or an individual.
- individual staff request.

Our mission and primary objectives, detailed in our Strategic Plan, provide the main context for the approval of training and development activities.

7.3   How are Training and Development Needs Actioned?

Organisational level and key programmes are planned into the schedule for the year ahead and those subject to tendering levels are actioned accordingly to enable sufficient time for purchasing, assessment and contract approval.

Departmental level training is agreed with the relevant Head of Department/ Manager and an outline proposal is drawn up to be developed further. Where an outside provider is brought in, an additional meeting is held with both the Head of Department /Manager and trainer to finalise content, approach, dates etc. Staff members involved are invited to attend the event.

For needs identified via the **Performance Management** process or PDRs, these should be recorded by the staff member or their manager as a Training Enquiry on Cascade (although in

practice colleagues also email queries for help before doing so). All needs are listed in 'Planning' within Cascade or in 'Ad Hoc Enquiries'. Where an intervention requires staff training resource once approved, they are either booked on to a scheduled course or matched to providers etc and booked on the appropriate external event.

A need identified by an **individual staff member** works the same way – so can be added as a new enquiry or requested by email. Once approved, this is actioned as above.

All booked events are scheduled on Cascade and activity is recorded on there.

In addition, a separate strategic Health & Safety training plan has been developed. This annual plan specifies the relevant health & safety legislation and identifies which post holders require what type and level of training, when refreshers are required, together with the record of activity held. This is rolled forward each year.

7.4   Equality Diversity & Inclusion Training

During 2020/2021, delivery has switched away from face-to-face to virtual workshops, online or e-learning (except business-critical Health & Safety certification when COVID restrictions have permitted this).

To support our equality duty, all managers have been asked to complete e-learning in Unconscious Bias, and to support staff during these difficult times, Mental Health Awareness e-learning.

Modules in Resilience, Stress awareness and Health & Safety for Homeworkers have also been sourced and made available to all staff on request and many staff have asked to do so.

Other training has focused on digital skills and software that supports home working such as Teams and OneDrive.

In understanding the context for training and development at National Museums Scotland, we have presented below a disaggregation of data in relation to sex, age and disability. We will seek to widen this disaggregation further in future reporting periods.

7.5   Number of Staff Trained

Year	Staff Headcount	Male		Female		Total Staff Trained	Total as % of Headcount
		No.	%	No.	%	No.	%
2019/20	463	139	30.0	206	44.5	345	74.5
2020/21	466	123	26.4	185	39.7	308	66.9

There is balance in how many men and how many women receive training at National Museums Scotland. It is noted that the Museum employs marginally more women than men. Training levels are high at 74.5% in 2019/20 with 345 staff receiving some form of training. The marginally reduced level in 2020/21 has a direct correlation with reduced training activity whilst the COVID-19 pandemic prevails, alongside a proportion of the workforce being furloughed.

7.6   Number of Employees Trained by Disability (Headcount)

Year	Has a declared disability	Has no declared disability	Does not wish to declare a disability	TOTAL
2019/20	27	166	152	345
2020/21	24	147	137	308

The above analysis shows that National Museums Scotland provides training opportunities to staff with and without a disability.

7.7   Number of Employees Trained by Age (Headcount)

Age Band	2019/20	2020/21
16-24	9	7
25-34	72	60
35-44	96	85
45-54	83	76
55-64	70	69
65 plus	15	10
TOTAL	345	308

The analysis shows that there is a distribution of training across the age bands consistent with the total workforce profile for age at National Museums Scotland.

7.8   Number of Employees Trained by Faith or Belief (Headcount)

Faith or Belief	2019/20	2020/21
Buddhist	2	2
Church of Scotland	31	27
Hindu	1	1
Jewish	-	-
Muslim	-	-
Roman Catholic	20	12
Other	13	13
None	150	130
Do not wish to declare	128	123
TOTALS	345	308

With regard to faith or belief, the analysis shows that there is a distribution of training across the faith or belief categories consistent with the total workforce profile for faith or belief.

7.9 Number of Employees Trained by Ethnic Origin

Ethnic Origin	2019/20	2020/21
Asian: Chinese	2	2
Asian: Indian	-	-
Asian: Other	1	1
Asian: Pakistani	-	-
Black: African	-	-
Black: Other	-	-
White: Irish	6	4
White: Other	40	32
White: Other British	113	104
White: Scottish	134	119
Mixed	4	3
Other	3	2
Do not wish to declare	42	41
TOTAL	**345**	**308**

With regard to ethnic origin, the analysis shows that there is a distribution of training across the ethnic origin categories consistent with the total workforce profile for ethnic origin.

7.11 Number of Employees Trained by Sexual Orientation (Headcount)

Sexual Orientation	2019/20	2020/21
Bisexual	10	4
Heterosexual	193	170
Homosexual	1	2
Not specified	5	4
Other	3	3
Do not wish to declare	133	125
TOTAL	**345**	**308**

The analysis shows that there is a distribution of training across the sexual orientation categories consistent with the total workforce profile for sexual orientation at National Museums Scotland.

7.12 Number of Training Days by Marital Status (Headcount)

Marital Status	2019/20	2020/21
Civil Partnership	1	1
Cohabiting	22	26
Divorced	7	4
Married	124	109
Married/Civil Partnership	6	9
Separated	3	4
Unmarried	86	63
Widowed	3	3
Do not wish to declare	46	51
Not specified	47	38
TOTAL	345	308

The analysis shows that there is a distribution of training across the marital status categories consistent with the total workforce profile for marital status at National Museums Scotland.

7.13 Number of Employees Trained by Full-time & Part-time Working

Full-time vs Part-time	No. of staff trained 2019/20	No. of staff trained 2020/21
Full-time	277	246
Part-time	68	62
Total No.of staff trained	345	308
Total Staff	463	466

The levels of training for full-time staff are more than that for part-time staff, consistent with the workforce profile where larger numbers of staff are full-time in comparison to part-time.
29 April 2021

Appendix 4

GENDER PAY & EQUAL PAY REPORT

YEAR ENDING 31 MARCH 2021

GENDER PAY GAP INFORMATION 2021

1. Introduction

The legislation governing gender pay gap reporting is contained in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The duty requires public organisations with 250 or more employees to publish gender pay gap information on the organisation's website.

We are also obligated to report on our gender pay gap information on the UK Government's online service by the reporting deadline of 04 April 2021. This information must be signed off as being accurate and calculated in accordance with the regulations and the guidance provided through ACAS by the Chief Executive of the individual organisation. The Director of National Museums Scotland has confirmed that these regulations have been met.

National Museums Scotland is a Non-Departmental Public Body and a registered charity and is registered at the Government Equalities Office under the private and voluntary sector, and therefore must publish the data by 04 April 2021.

The data required to be published is as follows:

- Mean gender pay gap
- Median gender pay gap
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving a bonus
- Proportion of males and females in each quartile band.

2. Gender Pay Gap at National Museums Scotland

The current gender pay gap information for National Museums Scotland is set out in Tables 1 to 4 at **Annex 1** and has been derived from salary information (excluding overtime) as at 05 April 2020. It should be noted that no bonuses are paid to any staff in National Museums Scotland and therefore there is no data on bonuses to be made available.

As at the snapshot date 5 April 2020, National Museums Scotland employed 199 males (45% of staff) and 242 females (55% of staff). There were approximately 10% more female staff than male staff in employment. Employing more females than males has been the position in the organisation for a number of years, although it is noted that the percentage difference has decreased by 2% since publishing results in 2020. It is also worth noting that the 2011 Census confirms that 48.5% of the Scottish population is male and 51.5% is female. National Museums Scotland's profile therefore follows the trend/shape of the national profile.

The mean hourly pay for male staff is £14.09 and for female staff is £15.08. The current mean gender pay gap for all staff across our published pay scales at National Museums Scotland is £0.99 or 7% in favour of female staff. The median gender pay gap is £2.40 or 19.8% in favour of female staff. These figures remain relatively similar to the last reporting period even though the percentage of male employees has increased by 1% and the percentage of female employees has decreased by 3%. This overall gender pay

gap might be considered atypical. However, this must be considered alongside the fact that the work of National Museums Scotland, like many other national museums, covers a broad range of specialisms. This tends to lead to gender clustering in different work groups and produces this type of pattern in the gender pay analysis.

We have also reviewed gender pay gap information in the context of occupational segregation which we understand as the concentration of men and women:

- in different kinds of jobs (**horizontal** segregation)
- in different pay grades (**vertical** segregation).

As no member of staff receives a bonus, then this does not distort either the mean or median figures. The higher median gender pay gap in favour of female staff will arise from the fact that more females than males are employed in each of the Upper, the Upper Middle and the Lower Middle quartiles and in the organisation as a whole. Typically, roles in Upper and Upper Middle quartiles are curatorial, professional, middle and senior management roles. There are also more females than males in the most senior management roles in the organisation, which represents an alternative to many comparable organisations.

There are, however, more males (58.6%) than females (41.4%) employed in the Lower quartile, which includes cleaning, security, support services and 'front of house' visitor experience staff. This represents a modest change from the published results from 2020 when there was 59.8% male and 40.2% female staff in the Lower quartile. Analysis shows that we have attracted for example more males into the visitor experience roles and have increased the number of females in security roles. Overall, it should be noted that the largest groups of staff are in the Visitor Experience and in the Curatorial Departments than in the rest of the organisation.

We continue to be proactive in ensuring there is no bias in our recruitment and selection practice and have undertaken a review of these in line with best practice. As part of this review, several improvements have been made including how we present jobs as part of any recruitment campaign in attracting a wider pool of potential applicants for posts especially in the lower and lower middle quartiles. We ensure that all managers are trained in Recruitment & Selection best practice and in Equality & Diversity before they can support any recruitment campaign.

In line with National Museums Scotland's commitment to achieve equal opportunities for all staff, the organisation supports the principles that all employees should receive equal pay for the same or like work, or work rated as equivalent or of equal value. In order to achieve this, we maintain a pay system that is fair and transparent. This is based on the Hay job evaluation system which is used objectively for all posts within the pay scales. The job evaluation panel members are all trained Hay evaluators, and the composition of the group includes trade union representatives. Pay and progression is applied equitably to both female and male employees as are all aspects of reward and remuneration. For any new recruits, we generally appoint at the lowest 25% of pay bandings regardless of gender.

We have a pay structure at National Museums Scotland that is based on grades A through to 8 and contained within grades 6 to grade A there are established progression steps. Staff are eligible for a progression payment if they are not at the maximum of their scale. In recognition that men more generally in employment have less interrupted

career paths than women, we ensure that progression is not affected by for instance periods of maternity leave, caring responsibilities, etc. and therefore progress for women through an individual scale is at the same rate as it is for men.

We provide a comprehensive programme of leadership and management training for staff at all levels in the organisation regardless of gender.

Beyond these assumptions, we would regard the overall mean pay gap between male and female staff to be modest at 7%, but we do remain committed to monitoring and analysing this information on an ongoing basis and addressing any issues that become apparent. All equalities information is published on our website in accordance with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

Dr Chris Breward
Director
National Museums Scotland
March 2021

Table 1

Gender Pay Gap							
	Mean	Median		Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
Males	£14.09	£12.13	Min	£9.31	£9.78	£12.77	£16.91
Females	£15.08	£14.53	Max	£9.78	£12.77	£16.91	£43.32
Pay Gap	-£0.99	-£2.40	% Males	58.6	46.4	37.3	38.2
% Pay Gap	-7.0	-19.8	% Females	41.4	53.6	62.7	61.8

Table 2

Mean Pay Gap — Males £14.09, Females £15.08, -£0.99

Table 3

Median Pay Gap — Males £12.13, Females £14.53, -£2.40

Table 4

Company Pay Quartiles

- Upper Quartile…
- Upper Middle Quartile…
- Lower Middle Quartile…
- Lower Quartile £9.31-£9.78

0   10   20   30   40   50   60   70

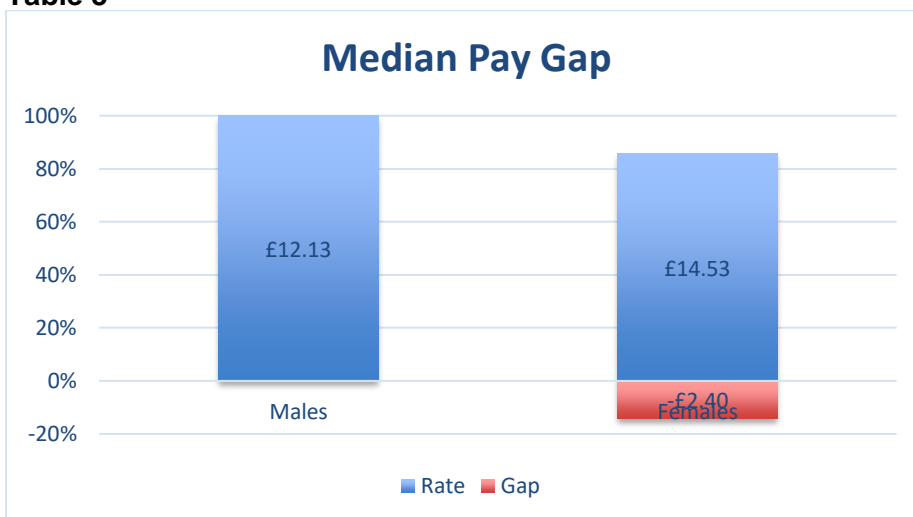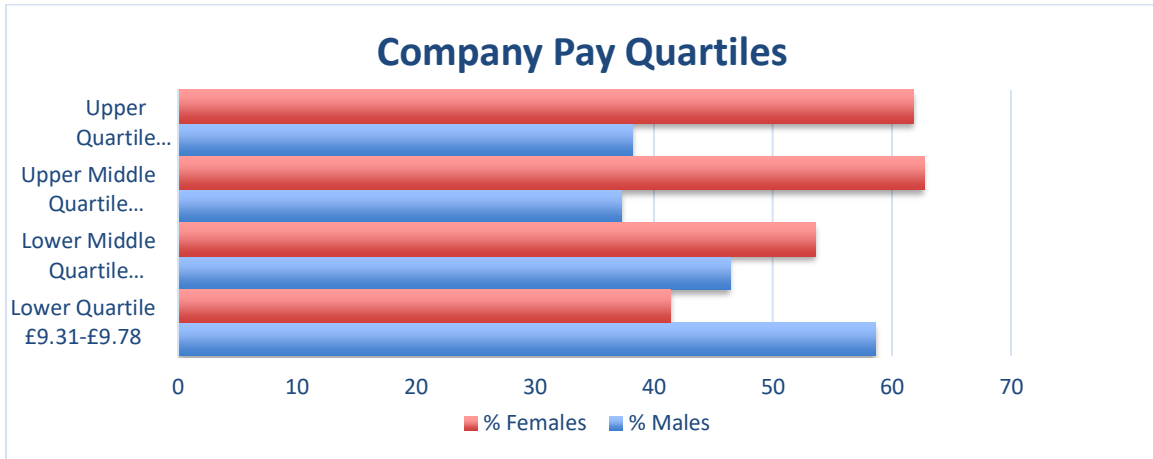■ % Females   ■ % Males
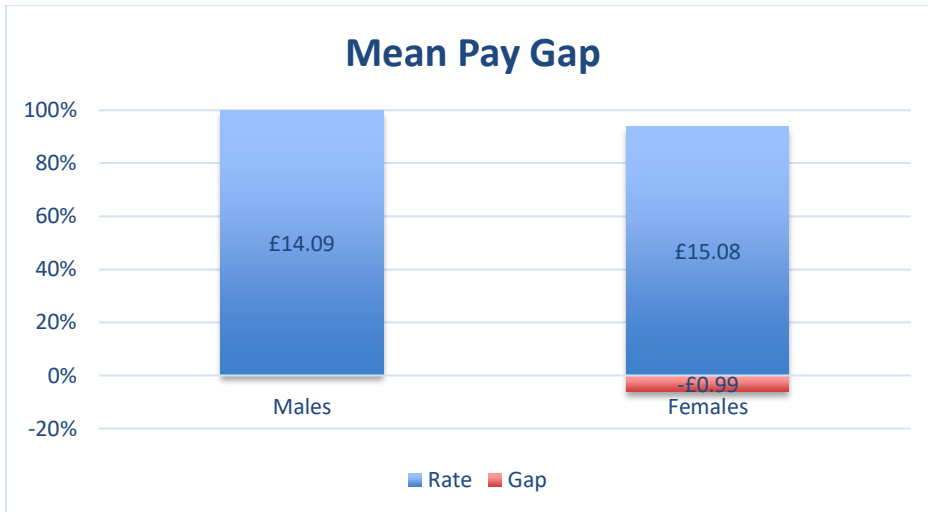
EQUAL PAY 2021

1. Equal Pay Statement

National Museums Scotland is an equal opportunities employer and, as such, is committed to promoting and embedding equality of opportunity and diversity in employment. We believe this extends to the way we reward our people, and that reward should be applied fairly and equitably. We are committed to the principle of equal pay for all our employees and aim to eliminate any bias in our reward systems. This includes equality on the basis of age, disability, sex, gender re-assignment, marriage or civil partnership, maternity or pregnancy, race, religion or belief and sexual orientation.

In line with National Museums Scotland's commitment to achieve equal opportunities for all staff, the organisation supports the principles that all employees should receive equal pay for the same or like work, or work rated as equivalent or of equal value, and in order to achieve this will endeavour to maintain a pay system that is transparent, based on objective criteria and free from bias.

We understand that equal pay between men and women is a legal right under both domestic and European law.

Progress Since 2017 Publication

We take our responsibilities as an equal opportunities' employer very seriously, and in reviewing how we have met this commitment since 2017 we can confirm the following:

- We have continued to monitor all of our pay practices, including those for staff absence on maternity leave. We have taken steps as part of joint pay negotiations with our trade unions in addressing low pay resulting in the current fixed points that we have in our pay structure at Grades 7 and 8. When establishing these fixed points, it is noted that we moved from a pay scale to a fixed point set at the top of the previous pay scale.

  We also agreed through pay negotiations in 2016/17 to reduce progression journey times/steps in some of our Grades in that year. We believe that the existing levels we now have are sustainable and appropriate.

- We provide information regarding pay to staff annually.

- We ensure that staff are informed about how their own pay is calculated. A considerable amount of work has been done in this reporting period, with agreements established on daily rates and how these and other rates are calculated. After a period of consultation, a new Payment of Pay Policy was published in October 2019.

- We continue to provide training and guidance for those members of staff involved in decisions relating to pay and benefits.

- We consult with staff and our trade union colleagues on all policies where appropriate. These consultations form a normal part of our engagement and partnership working.

- We provide where appropriate updates to staff on progress relating to pay discussions/negotiations with the trade unions and Scottish Government as required.

2. Equal Pay Policy

National Museums Scotland's aim is to ensure that it implements fair, just and lawful practices with regards to pay.

To achieve equality of financial reward for employees doing equal work, National Museums Scotland operates a pay and reward system that is transparent and is based on objective criteria and free from bias.

National Museums Scotland uses a standard and commonly used job evaluation system to assess the relative value of all jobs across our organisation. This provides evidence in support of the allocation of each job within our pay grading structure.

It is important that staff have confidence in our processes, so we will continue to work with the recognised trade unions to ensure equality within our reward policy and practices.

Our objectives are to:

- ensure that there are no unfair, unjust or unlawful practices that impact on pay and/or reward; and

- where any inequality may arise, investigate promptly and take appropriate remedial action where required.

In support of our commitment to equal pay, National Museums Scotland will:

- carry out its legislative requirements in relation to equal pay as appropriate and will monitor outcomes in partnership with recognised trade unions.

- on an ongoing basis, monitor all pay practices, including those for staff absent on maternity leave.

- review our reward policy and practices (in line with EHRC guidance) such that trends and any anomalies are identified, investigated, and resolved. We note and support the requirement under the Equality Act 2010 to publish pay gap information annually.

- ensure that all staff have fair access and opportunities in relation to recruitment, training and development.

- provide training and guidance for those involved in determining pay and the job evaluation process.

- inform employees of how reward practices work and how their own reward is determined.

- monitor the uptake of staff development opportunities across all protected characteristics.

- examine any equality barriers to requests for flexible working arrangements and take positive action to remove them.

- respond to grievances and other concerns on equal pay as a priority.

- ensure our work in this area is fully aligned with the commitments we have made in our equality & diversity reporting.

- consult with staff and trade unions on the National Museums Scotland equal pay policy where appropriate.

- inform staff of progress of pay meetings with trade unions and Scottish Government as required.

National Museums Scotland has a number of policies that support or promote equal pay as follows:

- Equal Pay
- Equal Opportunities - Employment
- Equal Opportunities – Gender Reassignment
- Payment of Pay
- Flexible Working Arrangements
- Flexible Working Hours
- Respect & Dignity
- Training & Development.

National Museums Scotland reviews all of its policies and procedures in accordance with best practice. The responsibility for review of the Equal Pay Policy is held by the Director of People.

3. Pay Structures

We have a pay structure at National Museums Scotland that is based on grades A through to 8 and contained within each grade are established progression steps. Staff are eligible for a progression payment if they are not at the maximum of their scale. The exception to this is grades 7 and 8 where there is a fixed-point payment.

4. Job Evaluation

Job Evaluation is the means by which the salary for a job is determined. At National Museums Scotland we use Hay Evaluation, one of the most widely used job evaluation methods in the world.

Hay Evaluation considers three elements of each job, namely: the knowledge needed; problem solving required; and the detail of what the job is accountable for on a day-to day basis. These three individual elements are each allocated a 'score' which when added together provides a 'total score'. This 'total score' in turn is linked to National

Museums Scotland's salary scales. Hay Evaluation also enables comparison within 'job families' and across similar jobs within National Museums Scotland, to ensure consistency and equality.

5. Training & Development

National Museums Scotland recognises that the quality of service which we provide depends on having a highly committed, well-managed, informed, skilled and effective workforce. We are committed to providing staff training & development that meets the organisational objectives detailed in our Strategic Plan.

National Museums Scotland makes resources available annually for staff training. All staff members can receive training, whether they are full-time or part-time, professional or technical, paid or unpaid, or on work placement.

No staff member should receive less favourable treatment than any other on any grounds including: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race, religion or belief; gender; and sexual orientation.

29 April 2021