

# Scottish Enterprise Equality Mainstreaming Report

April 2021



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# 1. Introduction

**Scottish Enterprise (SE)** is Scotland's national economic development agency. We want to be at the heart of realising an ambition for Scotland to be an economically vibrant country making a positive impact on the world. A country where success is not just measured by wealth but on how it fairly distributes that wealth so that everyone benefits from it.

Funded by the Scottish Government, we work with partners to stimulate economic growth. Our Strategic Framework sets out how we intend to deliver this and has fairness and partnership working at its core. It sets out our longer-term ambitions for sustainable, inclusive growth in our Corporate Strategy:

- **Build vibrant economic communities across Scotland, spreading increased wealth and wellbeing.**
- Build Scotland's reputation and reach in strategically important markets.
- Build resilience and growth in Scotland's businesses, sectors and regions.
- Build future economic opportunities that will drive our international advantage.

The impact of Covid on the economy has been unparalleled but we are pleased that we have maintained progress with our equality work which has taken on even greater importance. This is reflected in our on-going commitment to deliver on our strategic goals and in response one of our five key deliverables is:

- Investing in assets and opportunities of the future that will power a greener, **fairer** and sustainable recovery

We also want to be an equality focused employer and championing diversity and inclusion is one of our core values. Our recovery plan reflects this, and an additional deliverable is:

- Continuing to prioritise our wellbeing and collectively shaping our future ways of working

Equal opportunities is therefore pivotal to our work. These are unprecedented times for equality in Scotland and a continued focus on it is vital if we are to tackle the disproportionate disadvantage being experienced by certain groups such as women and young people in the current economic crisis. Further information on our approach and full details of our services can be found on our [website](#).

## Legal Framework

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

We are subject to the Public Sector Equality Duty in the Act which is divided in two parts. A duty in the Equality Act 2010 itself, often referred to as the General Duty, and Specific Duties which are placed on some public authorities by Scottish Ministers. Under the General Duty public authorities must have 'due regard' to the need to eliminate unlawful discrimination, advance equality of opportunity, and foster good relations.

The Specific Duties were created by secondary legislation in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

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

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

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

## 2. Mainstreaming Equality

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

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

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

**'In the COVID-19 crisis, inclusion and diversity matter more than ever. Companies in the top quartile for gender diversity on executive teams were 25 percent more likely to have above-average profitability than companies in the fourth quartile—up from 21 percent in 2017 and 15 percent in 2014. For ethnic and cultural diversity top-quartile companies outperformed those in the fourth one by 36 percent in profitability'**  
[Diversity Wins, McKinsey, 2020](#)

## Leadership

Any organisation which wants to ensure that equality is at the heart of its work as an employer and service provider requires commitment from its senior management. Scottish Enterprise has a representative on our Executive Leadership Team who has responsibility for equality. We report biennially to the Board on progress against our equalities agenda.

We are fully committed to equality from the very top of the organisation. Our previous Chief Executive hosted an all staff webinar to explore the issues around diversity and inclusion, the business benefits that it can bring and the importance of equality in the workplace. This webinar benefited from attendance from one of our Board members.

Scottish Enterprise's Board is committed to diversity of membership. We were one of the first signatories to the Partnership for Change Initiative (achieving 50:50 gender balance by 2020) and we have achieved this target. We have an external advisory group led by a senior operational director. The remit of the group has been widened to encompass all aspects of inclusion and continues to advise on equality specific issues such as strategic approaches and equality impact assessments as well as wider issues around areas of disadvantage. Learning from others and sharing best practice is important and we engage with key stakeholders such as the NDPB Equality Forum and equality organisations such as [EQUATE](#) to facilitate this.



## Awareness Raising

We continue to raise awareness of our work in diversity and inclusion with colleagues across the organisation and our equality champions' group remains pivotal in this. Champions meet often to build their own capacity and knowledge of equality developments. Our dedicated intranet page is regularly updated to provide information and good practice which is easily accessible to all colleagues.

Our employee diversity networks launched in early 2020, these 5 networks relate to all of the protected equality characteristics. They work in 3 key areas- awareness raising, consultation forums and peer support. Employees do not need to identify with any of the characteristics to join, supporters are key to making a difference to others and are made to feel very welcome. The networks are as follows:

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

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

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

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

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

Each community has its own chair and leadership ambassador. We now have over 200 members across the 5 networks.

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

- Black History Month
- Menopause
- Disability Accessibility awareness
- Pride Awareness session

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

During 2020 we have introduced the concept of Fika. This roughly translates from Swedish as drinking coffee, munching treats and chatting. The idea is that individuals sign up and, every month, they are matched with a colleague, a time is agreed and, they have a conversation. Colleagues can talk about their work, their life or anything at all. This is a beneficial concept for all but is especially important for under-represented groups, who may find access to networks a barrier to progression.

Engaging colleagues in Scottish Enterprise's wider approach to inclusion has been a particular focus over the last two years. To date, our approach to build understanding and awareness has included all staff articles on equality, information targeted at people managers and updating policies and procedures to reflect equality best practice. We hosted a seminar focusing on the needs of minority ethnic people and migrants which involved expert speakers from the community. This has resulted in an action group being formed to deliver targeted support which will result in better outcomes around employment and entrepreneurship.

One of the most successful engagement tools we have used is hosting live online sessions. These events are delivered peer to peer, building understanding and sharing good practice amongst colleagues. Sessions have been provided for example on the refresh of the Scottish Business Pledge which has equality further embedded in its approach.

In September 2019 we received our IIP assessment report. This report was independently written by our IIP assessors, and the results were based on a staff survey completed by 758 people and 67 in depth interviews across the organisation. The report concluded that SE have a strong and positive approach to diversity and inclusion, which is quoted below.

“Without exception, everyone believed there was a positive approach to embracing diversity and inclusion with guidance, support and active encouragement to understand the diverse needs of employees and the communities that people work within. People mentioned a number of activities to raise awareness that encompassed gender, age, race, belief, disability and wellbeing”

## Training & support

We have continued to enhance our training and development offering for all employees. For Leadership, we recently introduced our new leadership development programme ‘*My Leadership for Scotland’s Future*’, a programme of personal and collective leadership exploration for lasting change. The programme is designed to enable leaders to gain the development and support needed in this challenging time, combined with a manageable timeframe. This leadership development programme enables our leaders to execute our strategy and vision most effectively, role model our values and build a culture of trust. In these challenging times, leadership is key in the motivation, performance and health, wellbeing and workplace inclusion of our teams, and our leadership development programme provides strategies and toolkits to help leaders develop their teams and enable them to be their best.

We have also enhanced our people management development offering. The MC<sup>3</sup> development programme ensured that our people managers understood what is expected of them, the value placed on their role and what is available to support and develop them to deliver this role. Elements included how managers can motivate, consider staff needs, and converse more effectively. Our ‘Cares’ module introduced the people manager’s role in employee wellbeing, the impact that mental health issues can have on individuals and the role that a manager can play in managing mental health in their teams. One of our managers said,

“As a people manager, I thought the discussions around mental health in the workplace and how we can support employees was really useful and impactful.”

To complement this training, Mental Health Awareness Training is now available to all staff through our online learning platform and we offered a workshop on Mindfulness to employees.





Our new People Management Development Framework builds on our MC<sup>3</sup> programme with a focus on ongoing self-led CPD including mental health awareness sessions, masterclasses and focused conversations. It has a focus on providing coaching and mentoring skills and encourages our people managers to adopt this approach in the management of their team.



For all employees, we successfully rolled out Unconscious Bias training, and equal opportunities champions continue to receive regular training to support them in their role. They have also attended a one-day workshop on Deaf Awareness. An online course on Deaf Awareness is also available to all employees through our online learning platform, SE Academy.

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

Through the Mediation Partnership Team, we work with other Scottish public-sector employers to bring external expertise and provide opportunities for SE mentors to support partners' mediation cases, and vice versa. Twelve SE mediators have been trained to support individuals and teams through conflict resolution. Being part of the Mediation Partnership Team allows us to bring in external expertise and provides our trained mediators with access to a network of qualified and experienced mentors.

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

At SE, we recognise the value of mentoring and coaching as an enabler of development and productivity. We have a number of colleagues who are skilled, experienced and professionally trained mentors and coaches who can help other colleagues reach their potential. All of our mentors and coaches are committed to CPD and supervision to ensure they remain at the forefront of professional practice, and as such comply with the coaching code of conduct.

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

To support significant transformation across SE, we have equipped our leaders and changemakers with the skills to help them respond to change and help support how others respond to change. The approach to this development programme focuses on increasing awareness of how we respond to change, growth mindset and maintaining positivity, as well as the importance of wellbeing, inclusion and building resilience through connection. This activity was received with enthusiasm and as such, we are now considering how we can similarly equip people managers and individuals across SE.

The intrapreneurship project encourages internal innovation. Its aim is to ignite a culture of innovation in SE, by promoting an intrapreneurship mindset, building innovation capacity and introducing a method of building a pipeline of great ideas that we can take and turn into action. We want to unlock the entrepreneurial skills of colleagues to address organisational challenges and to help us deliver our Strategic Framework. We ran it for the first time in 2019 and a number of these ideas are being progressed and ongoing support is provided to see these become a reality, some of which already have. One of our intrapreneurship ideas looked at dyslexia and how we can change how we work at SE to attract and support people with dyslexia. We are currently working with the British Dyslexia Association to be recognised as a Dyslexia Friendly Organisation, with 23 colleagues undertaking dyslexia awareness training and 15 undertaking further training to become dyslexia support advisors.

## Equality Impact Assessments

Equality Impact Assessments are an important element of our mainstreaming approach and we apply this methodology to all new projects, policies and programmes as well as changes to existing ones. We see this process not just as a legal requirement but at the heart of our mainstreaming activity, providing clear actions to help embed equality. In addition, each assessment provides a link to our equality outcomes providing further evidence to support their achievement. Our Equality Impact Assessments utilise primary and secondary data to provide information on issues affecting the particular area of work being assessed. These lead to actions fulfilling the specific duties around more active promotion to under-represented groups and fostering good relations between communities.

Our published assessments are on [our website](#). We are currently reviewing our procedures to improve tracking, awareness, and capability of those carrying out the assessments. This will lead to improved outcomes for colleagues and clients and will be rolled out after a pilot exercise with our Major Programme Management team.

### 3. Employer outcome progress

We introduced a new set of equality outcomes in our 2019 mainstreaming report. The outcome relating to us as an employer is:

**Our equal pay and occupational segregation profile for gender, ethnicity & disability improves. Our workforce profile reflects national benchmarks against all protected characteristics.**

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

During 2019, we introduced a new HR System which for the first time gave employees self-service access to their own equality data. This was an opportunity to improve and update the equality data which we ask our employees to provide. A communications campaign during the launch of the new system encouraged the review and completion of this data.

We have continued on our journey to enhance and embed flexible working into the organisation, this has been further accelerated by our response to ensure the wellbeing of our employees during the Covid-19 pandemic. Our employees have all worked from home since March 2020, and have been given greater autonomy to agree a working pattern which suits their home circumstances. This has been especially welcomed by those undertaking caring responsibilities. We have commenced our Future Ways of Working project which includes engaging with our employees and Trade Unions in various ways including webinars, engagement groups, and pulse surveys on which new ways of working we wish to keep, when we are safely able to return to offices.

Our colleagues continue to benefit from our focus on flexible working, this is especially important for our female colleagues who are more likely to have caring responsibilities, as is highlighted in our case study below:





### Katie Dickerson

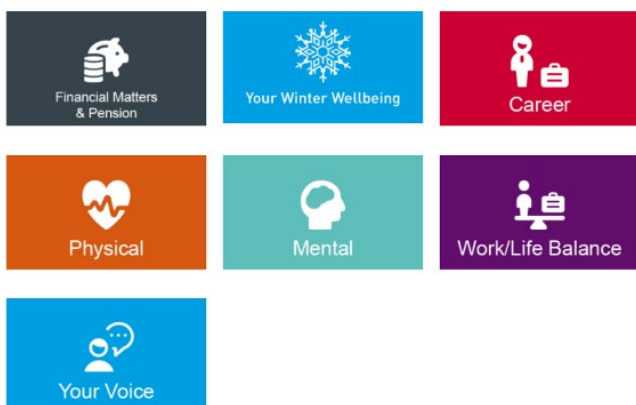
Katie is a service designer in our service design team. She has two young daughters and was initially very worried when we went into lockdown and her daughters' nursery was closed.

"I didn't know how I was going to manage working from home with two young children in the house. I knew it wasn't going to be possible to sit at my laptop from 9-5, even with my husband at home as well, because he also had to work.

"Luckily SE quickly made the decision to remove core hours and made it clear that it was okay to work from home with our children there. We were also told to make our family our top priority, which was really reassuring to hear at such an uncertain time.

"I cobbled together an odd working schedule during lockdown, where I tended to work for an hour or so before the kids got up, then worked until around lunchtime, at which point I took over childcare duties from my husband. Then I would check emails again after dinner and finish up any work in the evening. My manager was very supportive and encouraged me to block out my childcare time in my diary so people would know not to book meetings with me when I was looking after my kids.

"Because of the increased flexibility that SE offered during lockdown, I was able to continue to do my job as well as look after my children during a really difficult time. I love that SE has decided to continue to support homeworking and increased flexibility when lockdown is over – this has had a great impact on my work-life balance."



Employee wellbeing has been at the forefront of our agenda, particularly as we navigate through these challenging times. As we change in response to different priorities, we recognise that our employees' wellbeing is an important factor in successfully delivering change and longer-term priorities. Our new 'Wellbeing Hub' acts as a central location for all wellbeing information and support across 7 wellbeing pillars. We want to nurture a culture where the wellbeing support system is fit for purpose, and all employees are encouraged to get involved as much as they want, take ownership and work with the organisation to embed wellbeing into day to day life in SE.

## Youth

### Youth Employment

We recognise the value of harnessing the talents, skills and enthusiasm of young people to contribute to our success and we deliver a range of activity across our business to help us achieve this.

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

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

### Young Leaders Group

Colleagues within SE recently gained approval to establish SE's Young Leaders Group (YLG) which will enhance the voices of young people across the organisation, provide fresh ideas and new ways to make a difference, and will provide new and unique development opportunities for our young people. Demonstrating the talents of our young people, the YLG Project Team consists of younger members of staff who intend for the group to operate similarly to a Youth Board and to our previous Youth Group. Going forward, the YLG will play an important role in raising awareness of the voices of SE's young people and shining a light on the incredible insights that this new demographic can bring to the workplace.

### Next Generation Project

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

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

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

## Year of the Young Person

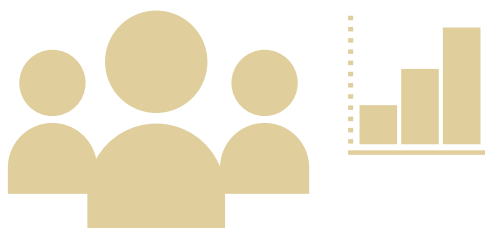
As a follow-on from our 2018 Year of Young People Chairman's Challenge, we worked in partnership with NASA and the Scottish Space School to bring 2 astronauts, a NASA student, and an astrophysicist and GlobalScot to Scotland to promote the space sector and its opportunities for young people in Scotland. This programme ran over one full week and engaged with 5000+ Scottish young people.

This programme has since led to the creation of an international collaboration between NASA, Scotland, Ecuador and the USA to develop the opportunity to bring school pupils at S4-S6 together to potentially participate in an International Space Station Link.

In recognition of our commitment and contribution to developing Scotland's young workforce, we received the Princess Royal Excellence award. We also retained Gold Accreditation from Investors in Young People.

## Age Profile

We have also increased the percentage of our workforce in the 60-64 category from 6% in 2017 to 8% in 2020. This increase allows us to retain knowledgeable and experienced colleagues, who make highly valuable contributions to our business outcomes. We have a number of initiatives which are designed to allow colleagues who fall into this demographic to be supported in the workplace. Our flexible retirement arrangement allows colleagues to reduce their working hours rather than leave the organisation entirely. We have an emphasis on ageing well at work, through our wellbeing strategy. Our Multi-generational network focuses on cross generational issues, and the objective of their work is to 'create an SE for all ages'. This network gives an opportunity to bring different generations together to collaborate, network and enhance learning.



## Analysis

In line with our equality outcome, which is outlined above, this section will mainly focus on analysis of sex, race and disability. All of our employment statistics, covering all protected characteristics, are in [Appendix 1](#).

## Equal pay

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

In 2016, we introduced a new progression-based pay model. This allows people to move to the top of their salary band over a defined period. We continue to review our salary bands, in line with public sector pay policy and affordability. For example, we have reduced journey times and overlaps.

Our pay and grading structure continues to have a positive effect and our gender pay gap (the difference in pay for men and women who do the same or similar jobs) has decreased by nearly a third since it was introduced. We have had periods of limited recruitment over the past four years, therefore we believe much of this reduction can be attributed to the pay and grading structure. We continue to be a Living Wage Employer.

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

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



## Sex

### Gender pay gap

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



In 2019 the gender pay gap in Scotland was 13% ([Close the Gap](#)).

It is important to look at the gender grade gap at an organisational level and also by grade. Our organisational gender pay gap is 10.65% in favour of men which is better than at national level. This has reduced by 2.4% since our 2019 mainstreaming report. Here is our gender pay gap by grade:

Grade	Pay Gap
Grade 10	1.53%
Grade 9	3.48%
Grade 8	0.13%
Grade 7	0.19%
Grade 6	0.66%
Grade 5	0.03%
Grade 4	0.15%
Grade 3	0.47%
Grade 2	4.27%
Grade 1	8.09%
Graduate	n/a
CEO	n/a

	women earn up to 3% more than men
	women earn above 3% more than men
	women earn above 5% more than men
	men earn up to 3% more than women
	men earn above 3% more than women
	men earn above 5% more than women

This pay gap information is based on data at 1 October 2020

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



As a rule, a difference of 5% or more, or any recurring differences of 3% or more merit further investigation. 7 of our 10 pay gaps are under 3%.

Grade 1 (ELT roles) is our only gap over 5%. This grade has a small population which means that staff movements can make a big difference. Our analysis shows that the pay gap is in favour of women because there have been more men new to grade than women. New starts are appointed to the band minimum in line with our pay guidelines. This means that men, on average, have less time in this grade than women

Grade 2 has a pay gap of 4.27% in favour of men. This is because 70% of women in this grade have been recruited in the last couple of years. This means that women, on average, have less time in this grade than men and are, therefore, lower in the salary band. This will change over time as they move up the salary band.

Grade 9 has a pay gap of 3.52% in favour of women. Again this is because, on average, men have been in this grade for less time than women. Over half of men are new to this grade within the last 2 years.

Since 2019, eight of our grades' gender pay gaps have moved closer to 0%. The only grades with larger pay gaps are grade 1 and 9 and the reasons for this are explained above. We constantly monitor our pay decisions and report on them to our Executive Leadership Team (ELT) every 6 months. This includes providing analysis on our new starts and promotions by gender, race and disability.

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

## Occupational segregation

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



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

There has been no real change in our gender profile at organisation level since our 2019 mainstreaming report. Women continue to account for around 60% of our workforce.

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

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

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

## Vertical segregation

This analysis looks at our sex profile by grade (vertical segregation). As in 2019:

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

Here is our current gender profile by role and grade:

Role type	Grade	Headcount				% of grade		
		Female	Male	In another way/Prefer not to respond	Total	Female	Male	In another way/Prefer not to respond
	Graduate					0%	0%	0%
Administrative*	10	*	10		*	44%	56%	0%
	9	82	13	*	*	85%	14%	1%
Professional	8	60	11		71	85%	15%	0%
	7	59	22		81	73%	27%	0%
	6	287	204	*	*	58%	41%	0%
Managerial	5	74	85		159	47%	53%	0%
	4	62	64	*	*	48%	50%	2%
Leadership	3	25	28		53	47%	53%	0%
	2	*	*		15	47%	53%	0%
ELT & CEO	1 & CEO	*	*		*	50%	50%	0%
	<b>Total</b>	<b>667</b>	<b>448</b>	<b>*</b>	<b>1119</b>	<b>60%</b>	<b>40%</b>	<b>0%</b>

\*\*Less than 10 employees identify their sex in another way. Because of this, and the detail this analysis in this section goes into, we've grouped these employees with those who chose not to respond. This is to protect the identity of our employees. Due to small numbers, we have grouped grade 1 and CEO together to protect the identity of employees. This information is based on data at 1 October 2020

In terms of our data source, we have changed the way we report sex. In line with best practice we now ask our employees what sex they identify as via our employee self-service system. Where they have not specified this, we have used the gender information that we held in our previous system. Other progress since our 2019 report are;

- While there are still generally more women than men in our administrative and professional grades, grade 10 now has more men than women.
- The proportion of women in our managerial, leadership and ELT roles (grades 5 to 1) has increased in 4 out of the 5 grades and only decreased by 0.5% in the remaining grade.

- While these increases are relatively modest in grades 4, 3 and 1 (between 0.5% and 3.0%), women account for nearly half of grade 2 which is an increase of over 15% on 2019. These increases are because more than half of new starts/promotions to these grades have been women.
- More women have been appointed at all grades (either as new starts or promotions) except at grades 3 and 5 which were gender balanced and grade 1 and 10 where more men were appointed.
- Over 50% of our new starts and promotions to grade 5 and above were women. This is less than the proportion of women at organisation level.

## Horizontal segregation

**Business Services and Advice:** brings together most of our services for growth companies and our funding operations to establish digitally-enabled models of delivery.

**CFO Group:** finance

**CPO & CEO Office:** audit, corporate affairs, facilities management, health and safety, human resources, legal, marketing and procurement.

**Executive Leadership Team:** this includes our CEO.

**International Economic Development & Group Strategy:** our international economic development arm, including driving exports and trade, and our strategic functions.

**Scottish Economic Development:** drives economic growth across Scotland. Includes the Scottish Investment Bank.

This analysis examines our sex profile by functional business area and role type. For consistency, we try to run the data for our mainstreaming reports at the same date as this helps with comparative analysis. Since we ran the data for this report there have been some structural changes including an interim CEO appointment. Our analysis does not cover these changes. The analysis in this report is based on the following divisions.

Division	Headcount				% of division		
	Female	Male	In another way / Prefer not to respond**	Total	Female	Male	In another way / Prefer not to respond**
Business Services and Advice	187	144	*	*	56.3%	43.4%	0.3%
CFO Group	27	16		43	62.8%	37.2%	0.0%
CPO & CEO Office	112	40		152	73.7%	26.3%	0.0%
Executive Leadership Team	*	*		*	50.0%	50.0%	0.0%
International Economic Development & Group Strategy	169	114	*	*	59.3%	40.0%	0.8%
Scottish Economic Development	169	131	*	*	56.1%	43.5%	0.3%
<b>Total</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>1119</b>	<b>59.6%</b>	<b>40.0%</b>	<b>0.4%</b>

\*\*Less than 10 employees identify their sex in another way. Because of this, and the detail this analysis goes into, we've grouped these employees with those who chose not to respond. This is to protect the identity of our employees. This information is based on data at 1 October 2020

- As in 2019, our Executive Leadership Team continues to be gender balanced
- It is difficult to make direct comparisons with 2019 due to our changes in structure.
- CFO Group and CPO & CEO office are our support areas. Our support areas still employ more women than men.
- Business Services and Advice, International Economic Development & Group Strategy and Scottish Economic Development are our operational areas of the business.
  - The proportion of men and women in International Economic Development & Group Strategy is comparable to organisational level.
  - There is a higher proportion of men in Business Services and Advice and Scottish Economic Development than at organisational level. However the difference is small (about 3% and 4% respectively).
- We also looked at our 4 most populated roles: Specialist, Team Leader, Project Manager and Account Manager. All these roles exist across more than one grade.
  - Just over half of specialists and team leaders are women (53.4% and 51.8% respectively). This is less than the proportion of women in the organisation.
  - 67.0% of project managers are women which is greater than at organisational level. All these roles were in operational areas.
  - 36.2% of account managers were women which is less than at organisational level. All account manager roles are in operational levels.
  - We've checked the pay gaps for our 5 most populated jobs. All the gender pay gaps were less than 3%.

## Flexible and Part Time Working

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

We want all our employees to be able to balance their working and home lives without it affecting their opportunities to progress. We offer a range of flexible working arrangements including:

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



COVID-19 has changed the way that we, and many organisations, work. To support health and wellbeing during the pandemic all employees worked from home and core hours were removed so that staff had the opportunity to work in a way that worked for them. Pulse surveys have shown us that people value these flexibilities; 98% want to keep the same level of flexibility and 70% of employees worked outside their core hours. We're always striving to support employees to flourish, be their best and meet business and customer needs. We're currently reviewing the longer-term flexibility we offer employees on where they work and the hours they work. Employee engagement and feedback have been central to developing a model that balances business needs with employee's personal preferences/circumstances and collective wellbeing. Employees can choose to be either a home based worker or an office based worker and will work on average 60% of their time based at their chosen location. Both employees and our trade unions are fully engaged in this process.

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

Grade	Headcount			
	Female	Male	In another way/ Prefer not to say**	Total
Grade 10	*			*
Grade 9	21	*		*
Grade 8	19			19
Grade 7	14			14
Grade 6	95	16		111
Grade 5	23	*		*
Grade 4	11	*	*	*
Grade 3	*			*
Grade 2				
Grade 1				
Graduate				
CEO				
<b>Total</b>	<b>189 (181)</b>	<b>22 (23)</b>	<b>*(n/a)</b>	<b>212</b>

\*\*Less than 10 employees identify their sex in another way. Because of this, and the detail this analysis this section goes into, we've grouped these employees with those who chose not to respond. This is to protect the identity of our employees. Note figures in brackets from the 2019 mainstreaming report. Two categories are "n/a" because we didn't collect that data in 2019. This information is based on data at 1 October 2020

- There has been little movement in the number of people or the proportion of men and women working part time since 2019.
- There are still more women working part time than men.
- As in 2019, about 80% of our part time employees are in administration or professional grades (grades 10 to 6). When we look at this by gender, 77% of part time men work at these grades (which is an increase of 7% since 2019), and 80% of part time women (which is the same as in 2019).
- The remaining 20% of part time employees are in managerial and leadership roles.

## Race

Research by Demos for the [Joseph Rowntree Foundation](#) affirms that ‘people from ethnic minority groups are often at a disadvantage in the labour market. They are more likely to be unemployed than white British people, are over-represented in poorly paid and unstable jobs, and are less able to secure opportunities for job progression or employment which matches their skills and abilities.’ (CIPD 2020).



We have used the current Census categories (Scottish Census 2011) for race as they allow for consistency of benchmarking. Given the small numbers, we have rolled up the data to help with our analysis.

Grade	Black/minority ethnic	White - Other	White Scottish, British or Irish	Prefer not to respond	Total
Grade 11					
Grade 10	*		14	*	*
Grade 9	*	*	65	25	*
Grade 8	*	*	53	10	*
Grade 7	*	*	71	*	*
Grade 6	17	43	378	54	492
Grade 5		16	127	16	159
Grade 4	*	20	94	13	128
Grade 3		*	44	*	*
Grade 2		*	*	*	*
Grade 1 & CEO**			*	*	*
Graduate					
<b>Total</b>	<b>28</b>	<b>95</b>	<b>857</b>	<b>139</b>	<b>1119</b>
<b>% SE</b>	<b>2.5% (2.90%)</b>	<b>8.5% (2.2%)</b>	<b>76.6% (86.1%)</b>	<b>12.4% (8.9%)</b>	

\*\* Grade 1 and CEO grades have small populations and have been merged in the above data for confidentiality.

The data we hold shows small numbers of ‘black/minority ethnic’ employees which makes it difficult to carry out detailed analysis and to draw significant conclusions. Compared to our 2019 report:

- There is still a significant number of employees who either prefer not to respond or have submitted a blank return. This limits any meaningful analysis. When looking at those who have a blank return, 66% have joined in the last 2 years.
- There has been very little change in the proportion of black/minority ethnic employees.
- The proportion of “white – other” employees has increased by 6.3%.



- The proportion of white Scottish, British or Irish employees has had the biggest change, decreasing by 9.5%.
- 2.5% of employees have recorded that they are from black/minority ethnic groups which is low compared to the Scotland 2011 census where nearly 4.2% of people are from black/minority ethnic groups. Representation of black/minority ethnic groups is lower than at country level, using census figures.
- 60% of our black/minority ethnic employees are at grade 6 (our highest professional level grade). At organisational level 44% of employees are at grade 6.
- There continues to be no black/minority ethnic employees at leadership level (grade 3 and above).

## Ethnicity pay gap

In their “The Ethnicity Pay Gap” report (2017), the Equality and Human Rights Commission defines the ethnicity pay gap as the difference between the average hourly pay of ethnic minorities and White British people. This is the first time we have looked at the ethnicity pay gap in our mainstreaming report. We have limited data which means it’s not possible to analyse the pay gaps by grade. However, we can look at this at organisational level.

To be consistent, we have grouped employees who are White Scottish or White – Other British as “White British”.

When we compare the average hourly pay for our black/minority ethnic employees against White British employees, the pay gap is 12.06% in favour of White British employees.

- There are no black/minority ethnic employees in leadership roles (grade 3 or above) which will lower the average salary. This suggests that the pay gap is due to the representation of black/minority ethnic employees being in lower graded roles.
- When we look at the average hourly pay for our White – not British employees, they are paid 8.54% more than White British employees.
- The pay gap is because there are proportionately more White – not British employees in grade 6 and above which means the average salary is higher. This is the first time we’ve looked at the ethnicity pay gap in our mainstreaming report. The analysis is limited due to the data available, and we’ve not been able to drill down by grade. However, the analysis indicates the pay gaps are due to the distribution of different groups across grade levels.

## Disability

There are seven million people of working age with a disability or long-term health condition in the UK, but only half of them are in work; this represents a huge pool of talent that businesses are potentially missing out on (CIPD 2020).

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

Grade	Headcount			Total
	No	Yes	Prefer not to respond	
Grade 10	18			18
Grade 9	68	*	24	*
Grade 8	54	*	11	*
Grade 7	70	*	*	81
Grade 6	384	43	65	492
Grade 5	132	11	16	159
Grade 4	102	11	15	128
Grade 3	41	*	*	53
Grade 2	10		*	*
Grade 1 & CEO	*	*	*	*
Graduate				
<b>Total</b>	<b>882</b>	<b>86</b>	<b>151</b>	<b>1119</b>
<b>%SE</b>	<b>78.8%</b> <b>(84.8%)</b>	<b>7.7%</b> <b>(6.7%)</b>	<b>13.5%</b> <b>(8.5%)</b>	

This information is based on data at 1 October 2020

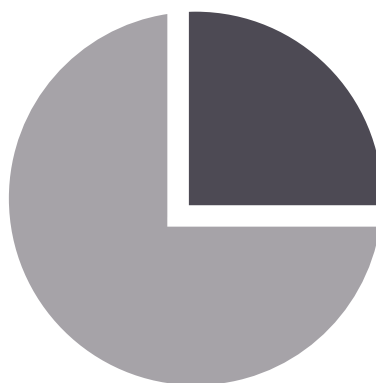
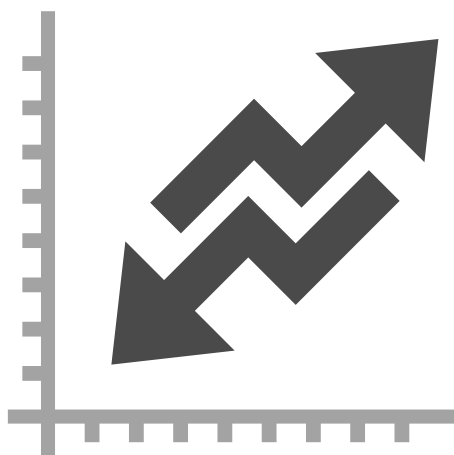
Since our 2019 mainstreaming report:

- The proportion of employees without a disability has decreased by 6%
- The proportion of employees with a disability has increased by 1%.
- The proportion of employees who either prefer not to respond or with a blank submission has increased by 5%. Most of the blank submissions are from employees recruited in 2019 and 2020.

## Employee statistics

While we've focused on sex, race and disability in this section, our employment statistics, covering all protected characteristics, are in [Appendix 1](#). In addition to the analysis above:

- In 2019 and 2020 all women returned to work after maternity leave.
- In our last mainstreaming report we had limited recruitment. Since our last report we've had periods of no or restricted recruitment: our recruitment increased in 2019 meaning that our applications and new starts also increased since our last report. However, in 2020 we had restricted recruitment which means that the number of applications and new starts were lower than the previous year.
- About half of applications were from women and just over half of new starts were women. During 2019 and 2020, more women joined SE than left.
- However, while the numbers for these groups are small and we've had periods of limited recruitment, more disabled employees and black/minority ethnic employees left us than joined.
- 68% of promotions were to women. This is higher than the proportion of women in the organisation.
- There has been no significant change in age or religion of employees.
- There has been no real change in the proportion of Bisexual, Gay, Lesbian or Other employees since our last report. The proportion of Heterosexual/Straight employees has decreased slightly and those who prefer not to respond have increased by the same amount.



## Summary of key findings

- The proportion of employees choosing not to respond has increased since our last report.
- Our gender pay gap continues to improve.
- Our analysis suggests that there is no systematic discrimination in our pay structure on the grounds of sex.
- We've carried out limited analysis for race, at organisational level only due to the data available.
- From our analysis, we conclude that occupational segregation is the main cause of both our gender and ethnicity pay gaps.
- The proportion of black/minority ethnic employees in our organisation is less than the 2011 census.
- The proportion of disabled employees in our organisation is also less than the 2011 census.

## Future actions

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

- Continue to promote and encourage the completion across the organisation of equality data to allow meaningful analysis.
- Integrate the Race Recruitment Toolkit – published by Scottish Government in September 2020 - into our recruitment processes.
- Launch our Future Ways of Working to enhance flexible working opportunities for all.
- Continue to support the reduction of the gender pay gap through coaching, mentoring, development and access to flexible working arrangements at all levels.
- Work with our Employee Diversity Networks to develop action plans to address areas they have identified which will meet our new Employer Equality Outcome.
- Our disability positive employee network will continue to raise awareness and improve accessibility which will benefit both potential and existing employees.

## 4. Service provider outcome progress

We presented two outcomes for our services in our 2019 Mainstreaming Report. Progress has been slower than anticipated due to operational colleagues switching to emergency support for businesses during the Covid crisis. A task team was established to progress the outcomes and compiled detailed action plans. The team met every two months and was instrumental in ensuring progress was still being made:

**Outcome 1: Business ownership of companies who have taken up our service for the first time (meeting SE's growth criteria) are in line with Scottish data for gender, disability, race and age.**

Covid 19 has had a **considerable** impact on our ability to reach this outcome, which was already proving challenging to measure.

Our decision to use event participation as the main information gathering point was severely impacted by the Covid19 pandemic when all event activity ceased. Although the organisation moved to a new model of delivering events online as webinars, best practice in user experience meant that it was not appropriate to have the same level of post-event evaluation so we were unable to gather the data.

We included an equalities question in our ongoing tracking research. This has consistently indicated that we need to take more action to work with business leaders who have a disability, women business leaders and those under 25.

We have therefore undertaken specific outreach to women business leaders through our links with Women's Enterprise Scotland, and targeted those companies with female senior executives in order to improve the recruitment for Principally Women. We also had a very helpful discussion with the disability community on the best way to reach out to those business leaders with disabilities.

However, the main way to reach out to under-represented groups is to demonstrate our commitment. We have done this during 2020/21 through our marketing - we have run a series of mini campaigns focusing on the skills of our staff in supporting companies. As part of those campaigns, we have tried to keep a gender balance, and have also featured a number of case studies of companies that have benefitted from our support, again looking to feature business leaders from under-represented groups.

All our web content is developed with user needs in mind and we undertake regular user research to make sure that our content is as accessible as possible. All our new website and digital development has to meet the Government's Digital First Service Standard and is assessed on an ongoing basis to ensure that is achieved. Part of the Standard is to make sure that all online services are designed with user needs in mind, especially those who have to use assistive technology, with the aim of creating 'a service that is usable, accessible and intuitive enough that users succeed first time'.

## Supporting activity

The following initiatives provide evidence of proactive support for this outcome. We will also continue to support the Scottish Government's initiative to have more disabled people in employment, leadership and business start-ups. Contributing to the BSL National Action Plan is an ongoing commitment and we have engaged with the British Deaf Association on how to more effectively engage with users.

## Principally Women

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

The programme includes

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

Sixty-two women formed part of the Principally Women 2020 Programme with 4 cohorts based around Scotland; Aberdeen, Dumfries, Edinburgh and Glasgow. The programme commenced in March this year with monthly online workshops and coaching. The programme was delivered by women for women which was really valued by the participants and differentiated it from other routine leadership programmes.

Recent comments from the participants include:

- The programme helped me to define my values, skills and try to use them more in my work. As a result, I'm more confident when networking, pitching and selling.
- It has improved my relationship with my fellow senior leaders (predominantly males). I now have a much stronger voice. This allows me to push HR activities more confidently.
- The programme has increased my confidence and in turn will influence my interaction with other leaders and stakeholders. I will be bolder in seeking collaborations and partnerships and more comfortable taking a lead in these.

## Grey Matters

Grey Matters is a 16 week fully funded programme which supports experienced individuals within the East Coast energy sector to create high growth, scalable businesses, with a focus on collaboration, sustainability and energy transition. The final cohort for this programme commenced on 2 November 2020 and will be run by Elevator.

Given the current situation with job losses in the North East, two cohorts of 20 will run in parallel from November and the programme will take place online. The profile is experienced executives, typically from the energy industry, but other business start-ups will now be considered, for individuals who have been, or are likely to be, made redundant. The term 'Grey' refers to experience, not age, and the average age tends to be early 40s but more importantly applicants will have held senior positions across any discipline within the energy sector.

Grey Matters was launched in 2017 as a joint initiative between the provider Elevator, Scottish Enterprise, PTT Exploration and Production, BP, and the Oil and Gas Technology Centre (OTGC). It has already created 20 exciting new ventures. Participants have described it as a life changing experience as typically they will have spent their careers in large multinationals. The step into the start-up world is very new and involves new experiences and building new skills.

## Accessing Invisible Talent Workshops

A series of pilot workshops for both SE staff and client businesses were delivered on the theme of the benefits of diversity and inclusion for business growth.

These workshops took place in person around the SE area in Dundee, Edinburgh and Glasgow and were structured as a safe space to learn, ask questions and discuss perceived barriers to employing those from diverse backgrounds and share examples of best practice. Discussions around inclusive recruitment and onboarding, leadership development, workplace inclusion and adjustments, cultural awareness, de-mystifying neurodiversity and practical steps employers can take to reduce unconscious bias were discussed through the content, interactive sessions, guest speakers and case studies. Feedback from staff and business attendees alike was very positive and the pilot sessions were very successful. Budget permitting, the plan is to roll out a wider programme of these sessions over a two year period, with options for online delivery to increase accessibility.

## Diversity Placements

Funding for five 3-month placements for those from diverse backgrounds was made available for companies from SE's Start2Scale portfolio in a pilot programme of Diversity Placements. Placement management support from Inclusive Employment experts AAI EmployAbility was also provided along with a half day Inclusive Recruitment Employer training workshop (participation on which was opened up to all SE companies with an interest in recruiting new talent in the near future as well as those hosting the funded placements). Support was provided to companies who may be taking the first steps in employing diverse individuals and for roles within exciting startup companies to be offered out to those who may not normally have had the opportunity to apply. The coronavirus pandemic delayed progress on delivery but all five placements will be successfully delivered by March 2021.



## **Outcome 2: Build the number of account managed companies (meeting SE's growth criteria) led by women, ethnic minorities, young and disabled people.**

SE continues to ensure that all its services and support are available to all appropriate companies. As part of this effort we were seeking to identify those companies led by females, disabled people, young and ethnic minorities to provide a baseline. We have committed to ensuring that Inclusive Growth is an integral part of all our activity, and our services. This was strengthened with a number of tracking measures which supported this and the outcome above. These included the number of businesses led by women as well as account managed businesses adopting responsible business practices.

The exercise to gather the baseline information was delayed as we sought guidance that our planned approach to gather this data would be fully compliant with the new GDPR regulations which were implemented in 2018. We now have an agreed approach which ensures we are fully compliant in this regard. We piloted this approach with 50 companies and received only one declaration which would make expanding the exercise unhelpful. This intelligence will inform the work under our new outcome, specifically focusing on outreach to underrepresented groups. We will use national data for baseline data which will be supplemented by a new measurement framework.

### **Work which supports this activity includes:**

#### **Workplace Innovation Service**

Scottish Enterprise's Inclusive Models & Workplace Innovation Teams continue to promote the benefits of Fair Work across their full range of services and support businesses to embed the principles in their organisations to create more inclusive, resilient and sustainable organisations that offer increased opportunities for a diverse range of individuals. We are supporting projects that actively increase the diversity of organisations and since 2017 have supported the creation of 586 new jobs for disadvantaged groups such as young people, older workers and female returners. Additionally, from November 2018 47% of participants who completed WPI programmes and participated in Principally Women were female.

A Fair Work survey was introduced to companies in April 2019 with 106 companies participating; 12% had Gender Pay Action Plans in place; 68% had Invest in Youth policies; all have received advice & guidance on how to improve practices further within their organisation and the offer of support to develop gender pay action plans. A more detailed Fair Work Toolkit is in development and was launched with Scottish Government and partners in November 2020.

As a result of Covid we have provided intensive support to companies to protect their workforce, increase flexible working, introduce new work patterns and are supporting Scottish Government's initiative of "A Fair Flexible Work Programme for Scotland: from crisis to opportunity in a post pandemic labour market". This promotes the advantages of increasing access to flexible working and supporting employers to introduce flexibility effectively within their organisation.

## Ethnic Minority and Migrant action plan

An SE cross divisional Ethnic Minority and Migrant steering group has been convened to ensure the needs of the community are being met and the opportunities presented by Minority Ethnic groups to companies and the economy are being promoted. This group was formed on suggestion from partners such as the [Scottish Refugee Council](#) and [Radiant & Brighter](#) to co-ordinate activity including skills recognition and increased outreach to communities. The group is also looking to harness the knowledge and expertise of Scotland's Ethnic Minority community to guide SE's operations, particularly overseas.

In 2018 The Scottish Government commissioned a report with the Hunter Centre for Entrepreneurship called "Taking Steps to Combat barriers to Ethnic Minority Enterprise in Scotland". This report highlighted that although it is widely recognised that Ethnic Minority-led businesses make a variety of economic and social contributions to their communities and the wider society in Scotland, there are concerns that Ethnic Minority Entrepreneurs do still experience disadvantage in a number of areas such as gaps in financial management skills, few visible role models and a confusing enterprise support system. We are assisting the Government to help address these issues.

Our steering group suggested that we set up an Ethnic Minority Business Network to further help with this work and we will be engaging with partners to progress this with SE taking the lead. Next steps are to form a working group to decide on the members, workstreams and mentors.

## Scottish Business Pledge

We continue to promote the Business Pledge to our clients and have been actively advising on the Government's review. This involved consultation with companies across various sizes, sectors, and geographies and included businesses who had signed up to the Pledge and those who hadn't. A number of developments were proposed, and these have now been adopted:

There are now three **core (mandatory) elements**:

- Payment of the Real Living Wage
- No inappropriate use of Zero Hours Contracts
- Action to address gender pay gap, proportionate to size of the company

Businesses can then choose to commit to any five of seven elements according to their particular priorities and one directly relates to equality:

- Investing in a skilled and diverse workforce

We are delighted that equality continues to be a core values of the new pledge. Promotion to clients has been hampered due to our colleagues being diverted on to Covid urgent support including grants to help support failing companies and industries. We are however pleased to see that applicants for grants were asked to commit to the principles of Fair Work within the Pledge.

The switch over of existing signatories to the new Pledge has also been paused but we look forward to working with the Government in future to help further embed the pledge and Fair Work First in our client support.

An example of our work which supports both our outcomes by encouraging under-represented people such as women to start and grow their businesses include:

## Case Study

### Well deserved recognition to one of Scotland's leading Female Business Leaders



#### Dr Deborah O'Neil - CEO of NovaBiotics.

One company that is clearly at the forefront of equal opportunities is Scottish Enterprise Portfolio Company NovaBiotics with Founder and Chief Executive Dr Deborah O'Neil who was [appointed](#) an OBE on the Queens Honour list last year. Her firm designs and develops life-changing medicines for conditions including cystic fibrosis and, more recently, Covid-19. This is a great recognition of the dedication and leadership skills Dr O'Neil has demonstrated as one of the Country's leading female Business leaders and leads a strong management team with considerable experience in drug discovery and the commercialisation of drug candidates. Dr. O'Neil is a Board member of the UK's BioIndustry Association, a Director and founding member of the BEAM Alliance (Biotechs of Europe innovating in Anti-Microbial Resistance), was a member of the Scottish Life Sciences Industry Leadership Group and sits on the Boards of the Scottish Life Sciences Association and Opportunity North East Life Science/BioAberdeen.

NovaBiotics, a Scottish-based company established in 2004, is a leading clinical stage biotechnology business focused on developing first-in class therapies for difficult to treat, medically unmet diseases. The Company has developed a proprietary technology platform which has generated several clinical stage assets targeted at bacterial infection, fungal infection and respiratory disease indications. The Company currently employs 14 FTE's in Aberdeen and is a growth account managed company within Scottish Enterprise (SE).

SE first invested in NovaBiotics in 2005 through the Business Growth Fund and since then has participated via the Scottish Co-investment Fund (SCF) and Scottish Venture Fund (SVF) in several funding rounds. NovaBiotics is also signed up to the Scottish Business Pledge.

Dr. Deborah O'Neil, Founder and Chief Executive of NovaBiotics said "The support from Scottish Enterprise over the last few years has been invaluable in helping us to get the company to where it is now and I look forward to continue to working together, especially as we continue to help in the fight against COVID-19."

Dr. O'Neil has also previously been named as one of the 15 women leaders in European Biotechnology and Ernst & Young's UK Healthcare Products & Services Entrepreneur of the Year. On receiving her OBE Dr. Deborah O'Neil's advice to any young scientist aspiring to be a business leader is to follow that ambition. "Get sufficient experience at the bench under your belt first and then develop your leadership and business skills as you explore the commercial potential of your/a scientific idea by surrounding yourself with the best support team, mentors and advisor network. Always be driven and guided by your own ambition and ideas but learn from those around you. The process may be more challenging than you can envisage but also more rewarding and you'll develop new skill sets and knowledge that you can forward through your career."

Jan Robertson, Interim Investment Director at Scottish Enterprise said "We are delighted to have supported Aberdeen-based NovaBiotics over the years and it is great to see Dr. O'Neil receive the recognition she undoubtedly deserves as one of the Country's leading entrepreneurial female leaders in her field. We look forward to continuing on their growth journey together."

## 5. Equality Outcomes – 2021-2025

Legislation requires us to outline a new set of outcomes every four years. We have reviewed our existing outcomes and have established a revised set based on robust evidence and aligned these to our measures as part of our performance management framework. We are convinced that successful outcomes can be best achieved where they are embedded in our approach to measurement. Extensive work was carried out in 2020 to review where SE should focus its work around:

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

International, national and local evidence guided our focus which have informed why we have chosen these outcomes. The outcomes also recognise that certain groups, such as young people, are being disproportionately affected during the Covid crisis which is a result of a Fairer Scotland Duty assessment carried out on our operational response. We are therefore confident that these outcomes will best serve the needs of the highlighted groups and the Scottish economy as we enter the recovery phase of the Covid crisis.

Outcome 1 is new and aligns with our focus on Fair Work which wasn't highlighted in our previous set. Outcomes 2 & 3 are a continuation of our previous work in this area but have been refined to better reflect our current operations.

Our new set of equality outcomes are:

1. For those companies that engage with us through the Workplace Innovation Service, increase the number of organisations addressing the gender pay gap. Measure the change at 12 months & 3 years and work with companies to narrow the gap if required.
2. We will shift our client base to reflect Scotland's population focusing on women, disabled, young and ethnic minority led companies.
3. SE is known as an employer of choice, recognising the different needs of both our people, and those seeking to join our organisation across all protected characteristics. Show we are committed to being a Fair Work employer by acting as an example of best practice in this field resulting in an increase of women, disabled and ethnic minorities in managerial and leadership positions.

Our equality outcome action plans are contained within [Appendix 2](#) which highlights evidence used to establish these. Equality groups were involved with developing these outcomes including our staff networks, equality champions and external advisory group. The on-going focus on our Covid response has limited the amount of involvement we could carry out internally and externally. This has also hampered the detail that we have been able to provide at [Appendix 2](#). Our action planning will however expand the scope and focus of the outcomes in the coming months.

## 6. Procurement

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

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

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

We are committed to promoting the use of the Real Living Wage and we work to ensure no inappropriate use of zero hours contracts within our contracts. We have strengthened our Equality Impact Assessment approach by including this in all our procurement processes. This has yielded benefits, for example, with stronger equality requirements applied to the online delivery of events which increased greatly due to Covid.

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

## 7. Scottish Enterprise Board Diversity

[The Equality Act \(Specific Duties\) \(Scotland\) Amendment Regulations 2016](#) came into force on 18 March 2016. This requires us as a listed authority to provide information on:

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

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

Time Period	Total number Board members (Excluding CEO)	Number of males	Number of females
January 2019	9	5	4
January 2020	9*	4	3
January 2021	8**	4	3

\*Two non-declarations

\*\*One non-declaration

In 2019, we reported that our board had reached parity. We consider a balanced board where males or females reach approximately half of the declarations. Exact balance cannot be achieved when there are an odd number of members which was the case at the time and presently.

The Board had reduced parity during 2018, however it returned to balance following successful recruitments. This achievement was supported by senior level commitment during the appointments process, and to ensure this work continues we convened a steering group to focus on this.

We welcome the Gender Representation on Public Boards (Scotland) Act 2018 and the associated guidance and regulations which came in to force on 29<sup>th</sup> May 2020. No appointments were made to our board between this date and the compilation of this report in January 2021. Our steering group has focused on actions aimed at encouraging more female applicants. We are currently progressing through the Public Appointments process for the recruitment of one Board Member. The process reflects Scottish Ministers' commitment to diversity and inclusion and will encourage applications from a wide and diverse pool. To aid this, targeted publicity, via a letter from SE's Chair, will be sent to organisations, e.g. the Association of Scottish Business Women, Changing the Chemistry, Lean In and Inclusion Scotland, to highlight the advert for the position and to actively seek applications from their networks. Our letter included the following statement:

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

Other steps we have taken to achieve gender balance have involved the work we've done on the board procedures and meetings to make them more gender accessible. Over recent years, the number and frequency of SE Board meetings has reduced from 10 meetings, held monthly, to 6 meetings per year, held every 2 months. In 2019, the venues for Board meetings were changed from only being held in Glasgow and Edinburgh, to various SE office locations throughout the country. Over the last year, due to Covid 19, the meetings have moved to a virtual setting and the Board will be considering future ways of working, which includes options for a blend of physical and virtual meetings going forward.

Our steering group also considers how unconscious bias training and diversity succession planning can be used to encourage greater board diversity in line with Scottish Government guidance on this work.



## 8. Fairer Scotland Duty and Human Rights

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

We have procedures and guidance in place and upskilled equality champions to support colleagues carrying out assessments. The requirements are included in our project lifecycle which guides project development and we have raised awareness of the needs with relevant teams. The methodology has been applied to approvals developed from January 2019 onwards. A list of our published assessments is available on [our website](#). Blanket assessments have been provided for our large job grants such as Regional Selective Assistance. A strategic assessment was established for our operational response to Covid and highlighted those that were being particularly disadvantaged such as women and young people, along with areas of disadvantage. Actions are now being taken forward to address the recommendations.

We have shared our experience with a National Coordinator supported by the Government and the Equality & Human Rights Commission. This has included presenting at a seminar and providing support in revised guidance. Any learning from other public bodies could also help refine our approach.

In March 2019, we introduced the Human Rights Due Diligence procedure which enhances our existing due diligence approach of checks and considerations undertaken by us before engaging in a business relationship with a company. The procedure, based on an OECD framework includes an assessment of whether the company or any key individuals within that company, including any parent or subsidiary, has been associated with human rights abuses anywhere in the world. The level of research undertaken is appropriately aligned to the nature and level of investment being requested by the company. We have not refused to do business with any organisations following the outcome of these reviews.

Regarding our overall approach, we continue to work with the Scottish Government on a 'Human rights and business action plan' in collaboration with Highlands & Islands Enterprise and the Scottish Human Rights Commission. The first stage, a national baseline assessment of the understanding and activity around business and human rights is now complete. The action plan (subject to Ministers' approvals) will likely focus on providing awareness and resources on human rights and business for clients and colleagues. The current development is on pause due to Covid and we look forward to working on this with partners in future.

## 9. Conclusion

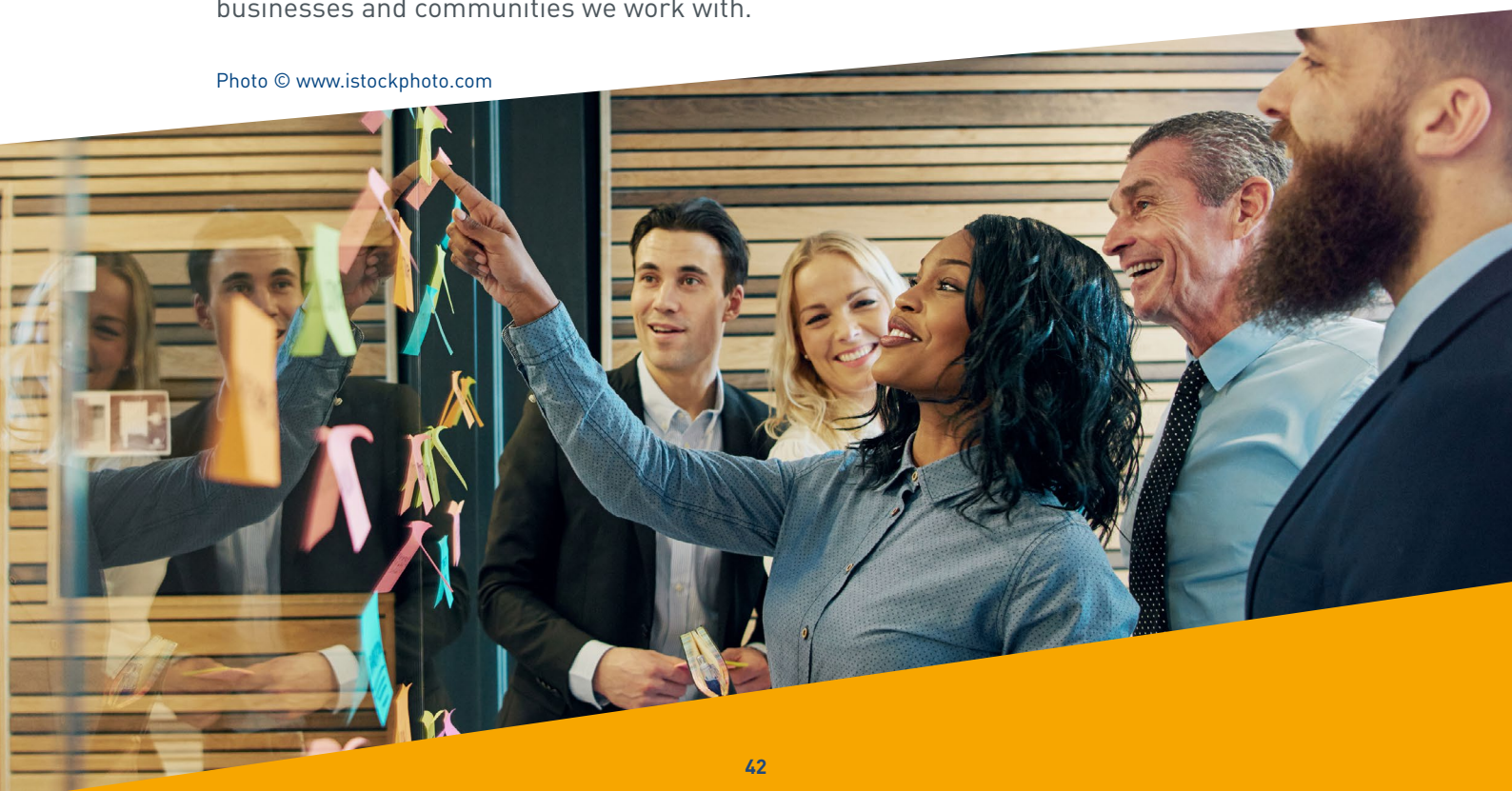
These are unprecedented times for Scottish business and the economy with headwinds continuing to hamper economic growth. We have however been encouraged by how much equality has been mainstreamed over the past two years, a process which has been helped by the strong focus on inclusion as a driver for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

- Continued reduction with our gender pay gap which has reduced by 2.4% since our 2019 mainstreaming report.
- Our Board has maintained gender parity.
- On-going progress with implementing Fair Work First principles through the Workplace Innovation Service.
- Pro-active initiatives such as Grey Matters and Principally Women which have contributed to our outcomes.

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

We will continue to make sure that our work with companies, industries, partner agencies and, as an employer, not only complies with legislation but goes further to embrace the economic benefits that the approach can bring which has never been so important as unemployment continues to grow. This will focus on actions around our new outcomes and associated measurable achievements for our colleagues and the businesses and communities we work with.

Photo © [www.istockphoto.com](http://www.istockphoto.com)



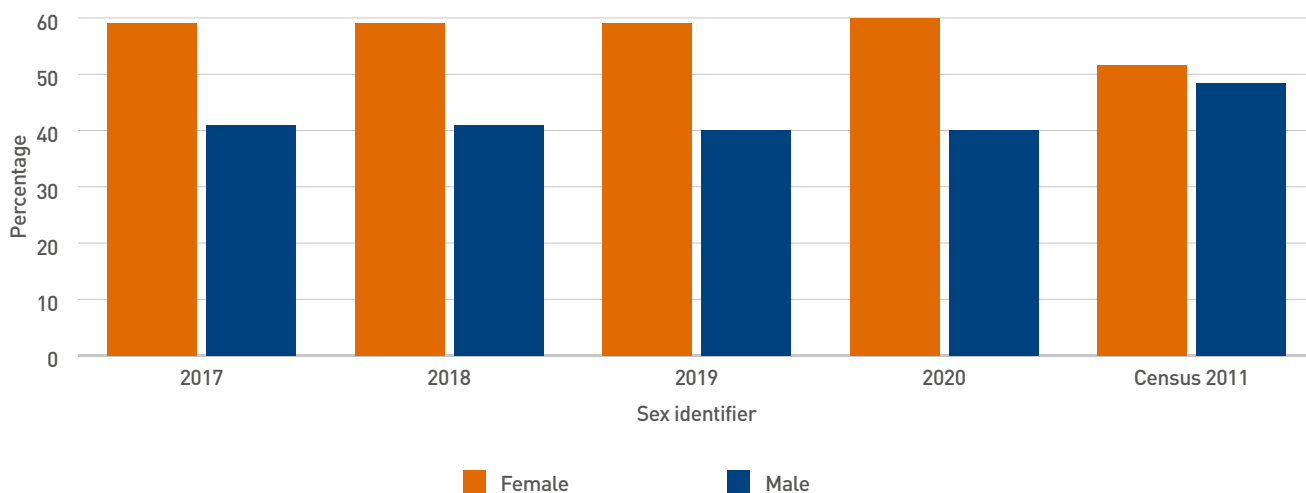
# Appendix 1

## Employment statistics Sex Identifier

	2017	2018	2019	2020
Female	670	653	687	667
Male	475	462	470	448
In Another Way	0	0	*	*
Prefer not to Respond	0	0	*	*
<b>Total</b>	<b>1145</b>	<b>1115</b>	<b>1161</b>	<b>1119</b>

	2017	2018	2019	2020	Census 2011
Female	59%	59%	59%	60%	51.6%
Male	41%	41%	40%	40%	48.8%
In Another Way	0%	0%	*	*	n/a
Prefer not to Respond	0%	0%	*	*	n/a

\* no census data

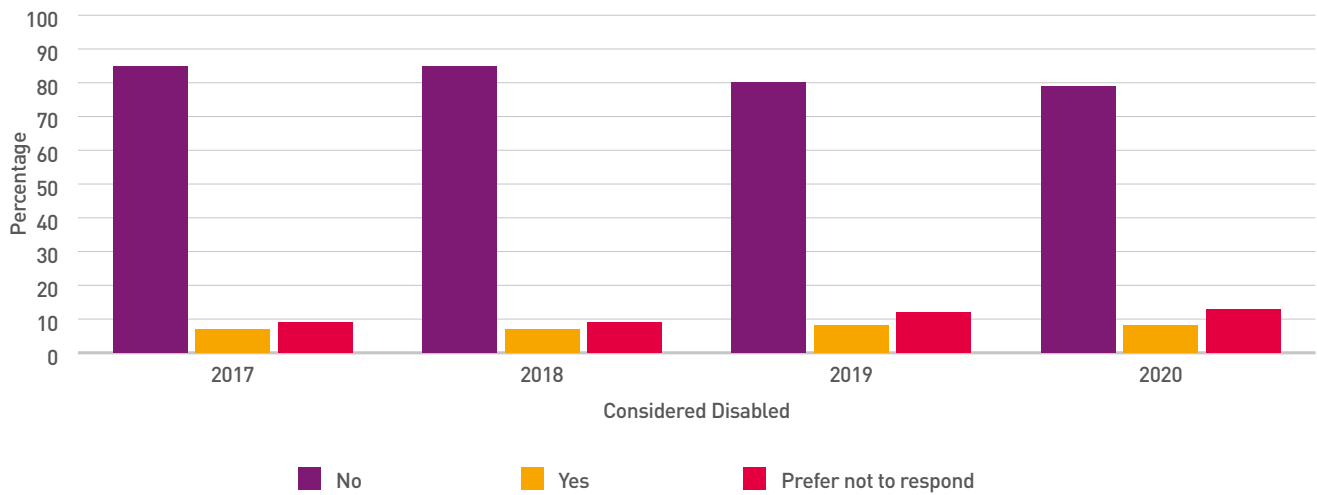


## Disability

	2017	2018	2019	2020
No	970	945	925	882
Yes	77	75	95	86
Prefer not to respond	98	95	141	151
<b>Total</b>	<b>1145</b>	<b>1115</b>	<b>1161</b>	<b>1119</b>

	2017	2018	2019	2020
No	85%	85%	80%	79%
Yes	7%	7%	8%	8%
<b>Prefer not to respond</b>	<b>9%</b>	<b>9%</b>	<b>12%</b>	<b>13%</b>

\* no census data, only given by day to day limitation

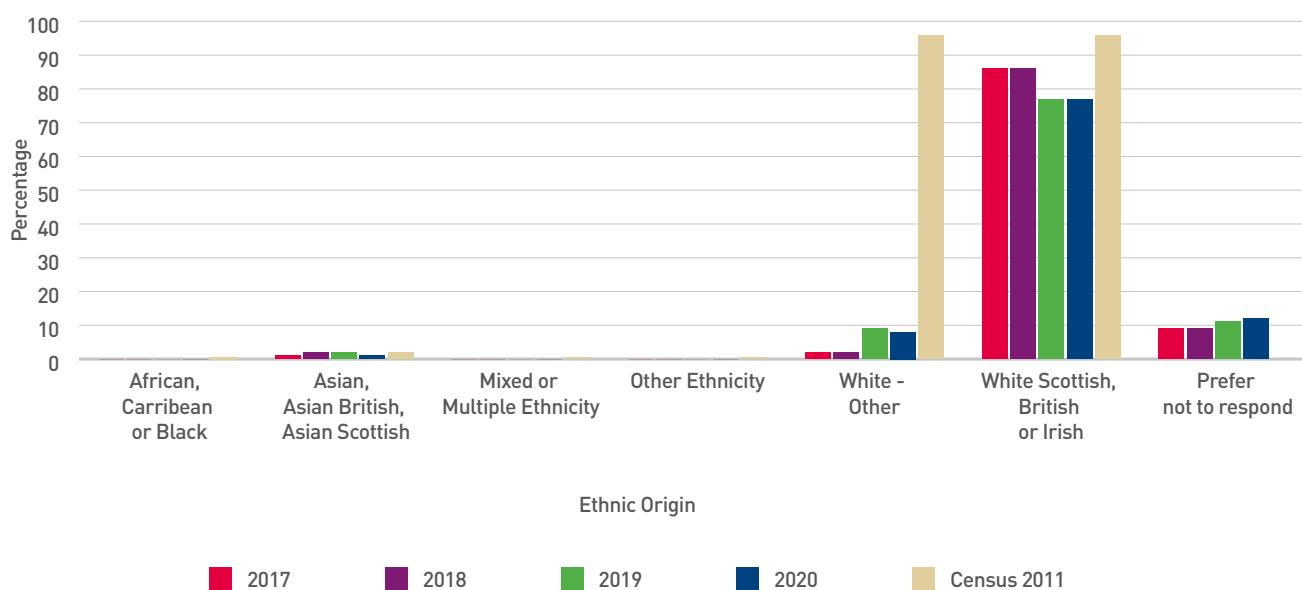


## Ethnic Origin

	2017	2018	2019	2020
African, Caribbean or Black	*	*	*	*
Asian, Asian British, Asian Scottish	17	18	18	16
Mixed or Multiple Ethnicity	*	*	*	*
Other Ethnicity	*	*	*	*
White - Other	24	24	102	95
White Scottish, British or Irish	989	960	898	857
Prefer not to respond	100	99	128	139
<b>Total</b>	<b>1145</b>	<b>1115</b>	<b>1161</b>	<b>1119</b>

	2017	2018	2019	2020	Census 2011
African, Caribbean or Black	*	*	*	*	0.6%
Asian, Asian British, Asian Scottish	1%	2%	2%	1%	2.0%
Mixed or Multiple Ethnicity	*	*	*	*	0.4%
Other Ethnicity	*	*	*	*	0.4%
White - Other	2%	2%	9%	8%	95.8%
White Scottish, British or Irish	86%	86%	77%	77%	
Prefer not to respond	9%	9%	11%	12%	0.0%

\* no census data

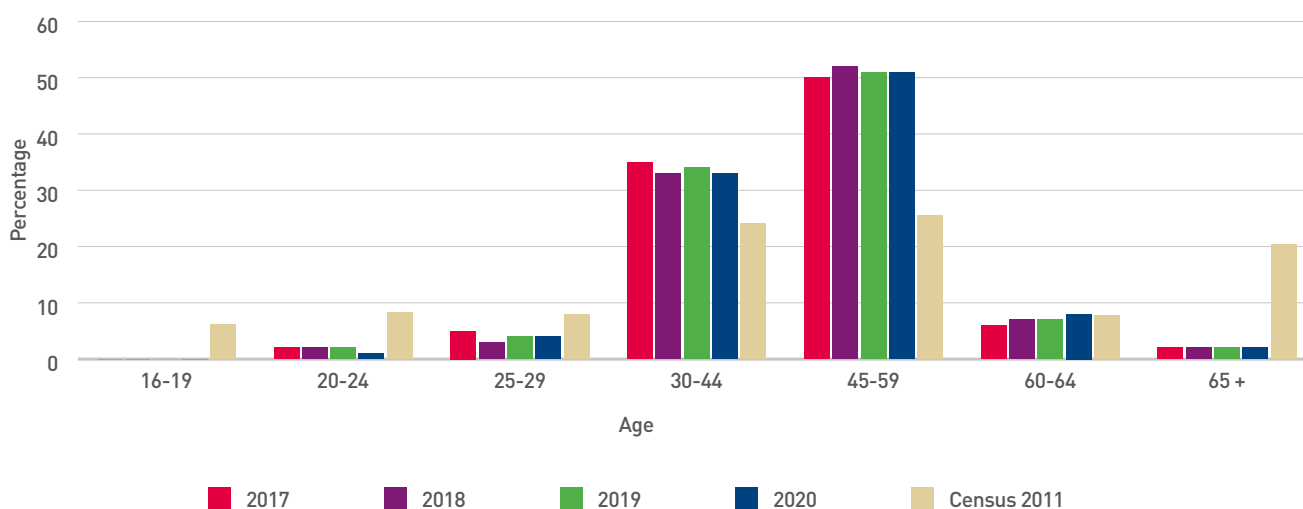


## Age

	2017	2018	2019	2020
16-19	*	*	0	0
20-24	23	18	21	14
25-29	55	39	48	42
30-44	397	373	396	372
45-59	575	579	592	576
60-64	70	77	77	88
65 +	23	25	27	27
<b>Total</b>	<b>1145</b>	<b>1115</b>	<b>1161</b>	<b>1119</b>

	2017	2018	2019	2020	Census 2011
16-19	*	*	0%	0%	6.1%
20-24	2%	2%	2%	1%	8.3%
25-29	5%	3%	4%	4%	7.9%
30-44	35%	33%	34%	33%	24.1%
45-59	50%	52%	51%	51%	25.5%
60-64	6%	7%	7%	8%	7.7%
65 +	2%	2%	2%	2%	20.3%

\* no census data

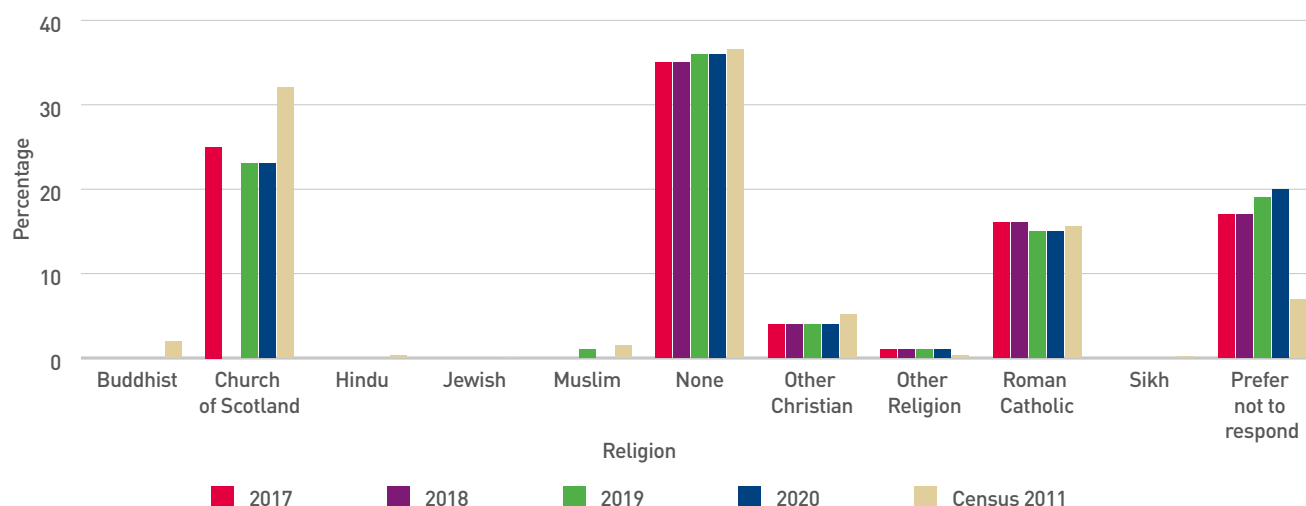


## Religion

	2017	2018	2019	2020
Buddhist	*	*	*	*
Church of Scotland	285	280	267	252
Hindu	*	*	*	*
Jewish	*	*	*	*
Muslim	*	*	10	*
None	403	394	423	403
Other Christian	51	46	44	41
Other Religion	11	12	12	12
Roman Catholic	184	173	172	164
Sikh	*	*	*	*
Prefer not to respond	194	193	223	229
<b>Total</b>	<b>1145</b>	<b>1115</b>	<b>1161</b>	<b>1119</b>

	2017	2018	2019	2020	Census 2011
Buddhist	*	*	*	*	2.0%
Church of Scotland	25%	25%	23%	23%	32.1%
Hindu	*	*	*	*	0.3%
Jewish	*	*	*	*	0.1%
Muslim	*	*	1%	*	1.5%
None	35%	35%	36%	36%	36.6%
Other Christian	4%	4%	4%	4%	5.1%
Other Religion	1%	1%	1%	1%	0.3%
Roman Catholic	16%	16%	15%	15%	15.6%
Sikh	*	*	*	*	0.2%
Prefer not to respond	17%	17%	19%	20%	6.9%

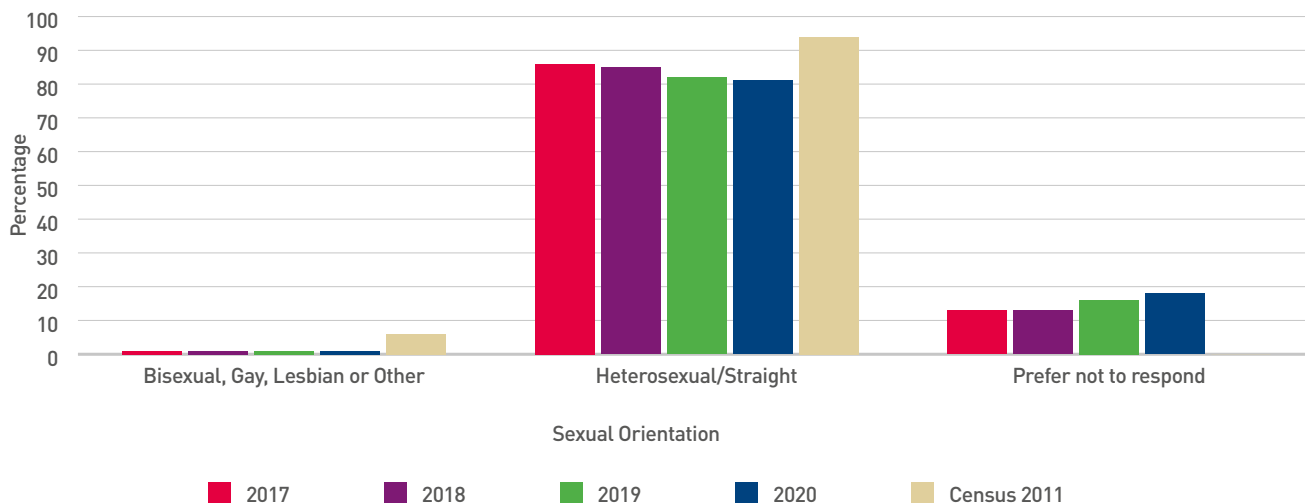
\* no census data



## Sexual Orientation

	2017	2018	2019	2020
Bisexual, Gay, Lesbian or Other	14	14	15	14
Heterosexual/Straight	980	953	956	908
Prefer not to respond	151	148	190	197
<b>Total</b>	<b>1145</b>	<b>1115</b>	<b>1161</b>	<b>1119</b>

	2017	2018	2019	2020	Census 2011
Bisexual, Gay, Lesbian or Other	1%	1%	1%	1%	6.0%
Heterosexual/Straight	86%	85%	82%	81%	94.0%
Prefer not to respond	13%	13%	16%	18%	0.0%





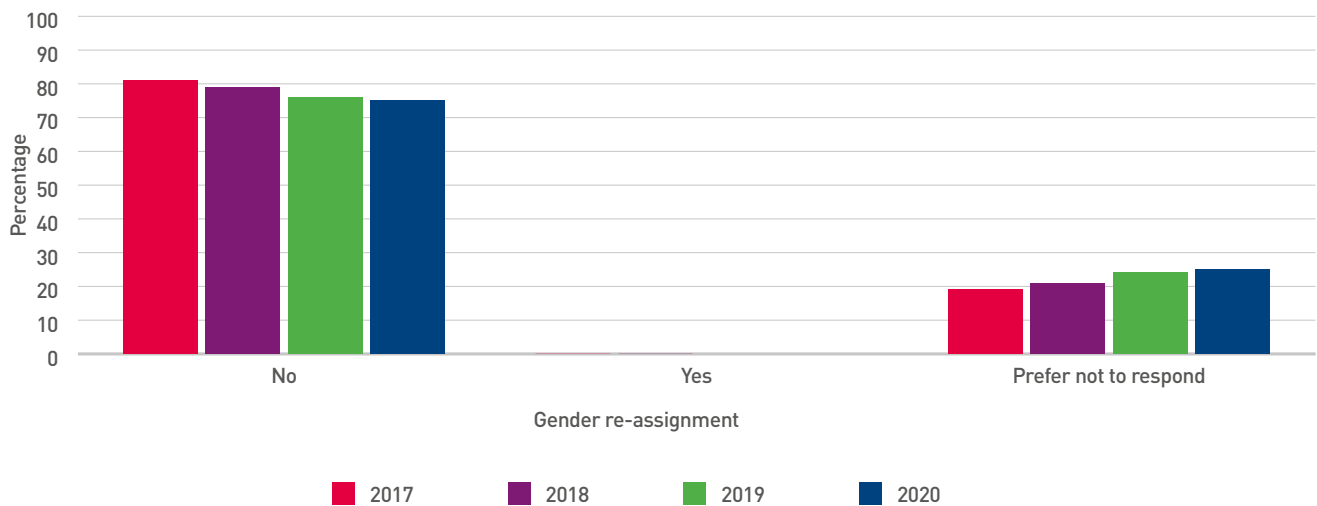
## Gender re-assignment

	2017	2018	2019	2020
No**	922	883	884**	838**
Yes	0	0	*	*
Prefer not to respond	223	232	274	279
<b>Total</b>	<b>1145</b>	<b>1115</b>	<b>1161</b>	<b>1119</b>

	2017	2018	2019	2020
No	81%	79%	76%**	75%**
Yes	0%	0%	*	*
Prefer not to respond	19%	21%	24%	25%

\* no census data

\*\* To protect the confidentiality of our employees this information has not been disclosed

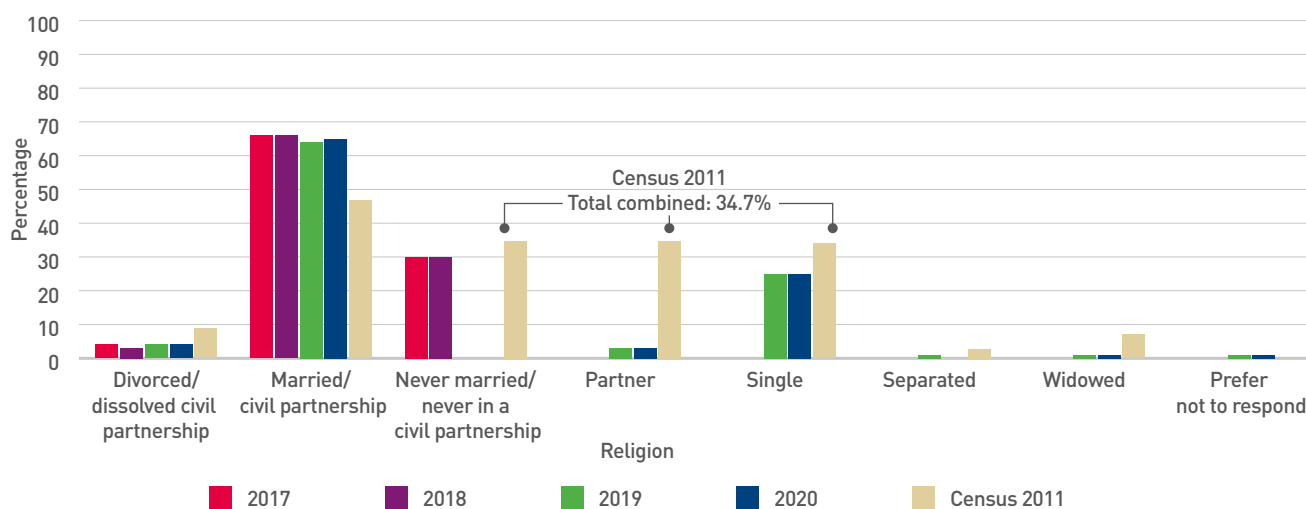


## Marital and Civil Partnership Status Status

	2017	2018	2019	2020
Divorced / dissolved civil partnership	41	39	48	46
Married / civil partnership	754	735	748	724
Never married / never in a civil partnership	344	334	*	*
Partner	n/a	n/a	37	36
Single	n/a	n/a	292	282
Separated	n/a	n/a	10	*
Widowed	*	*	13	10
Prefer not to respond	n/a	n/a	12	12
<b>Total</b>	<b>1145</b>	<b>1115</b>	<b>1161</b>	<b>1119</b>

	2017	2018	2019	2020	Census 2011
Divorced / dissolved civil partnership	4%	3%	4%	4%	8.8%
Married / civil partnership	66%	66%	64%	65%	46.7%
Never married / never in a civil partnership	30%	30%	*	*	34.7%
Partner	n/a	n/a	3%	3%	
Single	n/a	n/a	25%	25%	
Separated	n/a	n/a	1%	*	2.7%
Widowed	*	*	1%	1%	7.0%
Prefer not to respond	n/a	n/a	1%	1%	0.0%

\* no census data

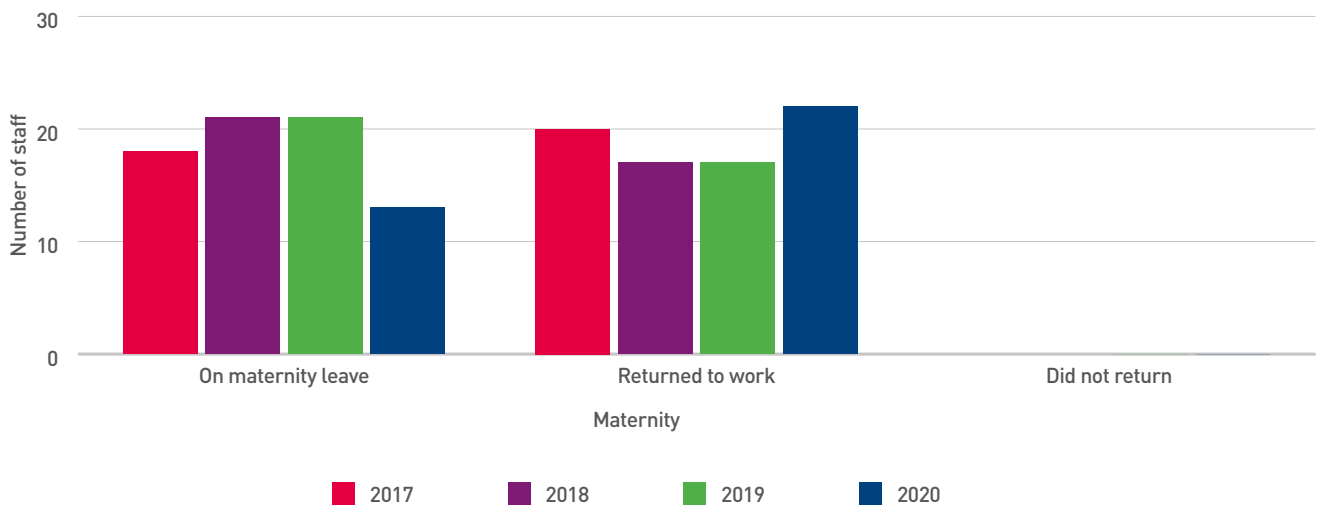


Maternity - number of staff who have returned from maternity leave in year or who are currently on leave as at the report date

	2017	2018	2019	2020
On maternity leave	18	21	21	13
Returned to work	20	17	17	22
Did not return	*	*	0	0

\* no census data

Table shows the number of staff who have returned from maternity leave in year or who are on leave as at the report date.



Recruitment Applicants and Shortlisted - Based on number of applications per post. (applicants may have applied for more than one job)  
**01.01.2019 - 31.12.2019**

Sex identifier	Application		Shortlisted for Interview	
Female	645	50%	275	56%
Male	528	41%	185	37%
In Another Way	0	0%	0	0%
Prefer not to respond	114	9%	34	7%
<b>Total</b>	<b>1287</b>	<b>100%</b>	<b>494</b>	<b>100%</b>

Considered Disabled	Application		Shortlisted for Interview	
No	1123	87%	447	90%
Yes	49	4%	17	3%
Prefer not to respond	115	9%	30	6%
<b>Total</b>	<b>1287</b>	<b>100%</b>	<b>494</b>	<b>100%</b>

Ethnic Origin	Application		Shortlisted for Interview	
African, Caribbean or Black	26	2%	*	*
Asian, Asian British, Asian Scottish	49	4%	20	4%
Mixed or Multiple Ethnicity	26	2%	*	*
Other Ethnicity	11	1%	*	*
White - Other	70	5%	29	6%
White Scottish, British or Irish	965	75%	384	78%
Prefer not to respond	140	11%	43	9%
<b>Total</b>	<b>1287</b>	<b>100%</b>	<b>494</b>	<b>100%</b>

\* no census data

Age	Application		Shortlisted for Interview	
16 – 19	*	*	*	*
20 – 24	85	7%	29	6%
25 – 29	149	12%	43	9%
30 – 44	508	39%	215	44%
45 – 59	404	31%	164	33%
60 – 64	20	2%	*	*
65+	*	*	0	0%
Prefer not to respond	115	9%	34	7%
<b>Total</b>	<b>1287</b>	<b>100%</b>	<b>494</b>	<b>100%</b>

Religion	Application		Shortlisted for Interview	
Buddhist	*	*	*	*
Church of Scotland	185	14%	83	17%
Hindu	*	*	*	*
Jewish	0	0%	0	0%
Muslim	20	2%	*	*
No Religion	492	38%	193	39%
Other Christian	67	5%	21	4%
Other Religion	22	2%	*	*
Roman Catholic	162	13%	62	13%
Sikh	*	*	*	*
Prefer not to respond	316	25%	112	23%
<b>Total</b>	<b>1287</b>	<b>100%</b>	<b>494</b>	<b>100%</b>

Sexual Orientation	Application		Shortlisted for Interview	
Bisexual, Gay, Lesbian or Other	50	4%	20	4%
Heterosexual/ Straight	1055	82%	410	83%
Prefer not to respond	182	14%	64	13%
<b>Total</b>	<b>1287</b>	<b>100%</b>	<b>494</b>	<b>100%</b>

Gender re-assignment	Application		Shortlisted for Interview	
No	1196	93%	465	94%
Yes	*	*	0	0%
Prefer not to respond	89	7%	29	6%
<b>Total</b>	<b>1287</b>	<b>100%</b>	<b>494</b>	<b>100%</b>

\* no census data

Recruitment Applicants and Shortlisted - Based on number of applications per post. (applicants may have applied for more than one job)

01.01.2020 - 30.09.2020

Sex identifier	Application		Shortlisted for Interview	
Female	124	48%	70	64%
Male	130	51%	39	36%
In Another Way	0	0%	0	0%
Prefer not to respond	*	*	0	0%
<b>Total</b>	<b>257</b>	<b>100%</b>	<b>109</b>	<b>100%</b>

Considered Disabled	Application		Shortlisted for Interview	
No	210	82%	87	80%
Yes	18	7%	*	*
Prefer not to respond	29	11%	16	15%
<b>Total</b>	<b>257</b>	<b>100%</b>	<b>109</b>	<b>100%</b>

Ethnic Origin	Application		Shortlisted for Interview	
African, Caribbean or Black	*	*	*	*
Asian, Asian British, Asian Scottish	10	4%	*	*
Mixed or Multiple Ethnicity	0	0%	0	0%
Other Ethnicity	*	*	0	0%
White - Other	15	6%	*	*
White Scottish, British or Irish	214	83%	89	82%
Prefer not to respond	16	6%	*	*
<b>Total</b>	<b>257</b>	<b>100%</b>	<b>109</b>	<b>100%</b>

\* no census data

Age	Application		Shortlisted for Interview	
16 – 19	*	*	0	0%
20 – 24	*	*	*	*
25 – 29	25	10%	*	*
30 – 44	112	44%	54	50%
45 – 59	94	37%	40	37%
60 – 64	*	*	*	*
65+	0	0%	0	0%
Prefer not to respond	*	*	*	*
<b>Total</b>	<b>257</b>	<b>100%</b>	<b>109</b>	<b>100%</b>

Religion	Application		Shortlisted for Interview	
Buddhist	*	*	*	*
Church of Scotland	59	23%	22	20%
Hindu	*	*	0	0%
Jewish	0	0%	0	0%
Muslim	*	*	*	*
No Religion	0	0%	0	0%
Other Christian	15	6%	*	*
Other Religion	*	*	*	*
Roman Catholic	26	10%	13	12%
Sikh	*	*	*	*
Prefer not to respond	145	56%	60	55%
<b>Total</b>	<b>257</b>	<b>100%</b>	<b>109</b>	<b>100%</b>

Sexual Orientation	Application		Shortlisted for Interview	
Bisexual, Gay, Lesbian or Other	12	5%	*	*
Heterosexual/ Straight	220	86%	94	86%
Prefer not to respond	25	10%	11	10%
<b>Total</b>	<b>257</b>	<b>100%</b>	<b>109</b>	<b>100%</b>

Gender re-assignment	Application		Shortlisted for Interview	
No	244	95%	104	95%
Yes	0	0%	0	0%
Prefer not to respond	13	5%	*	*
<b>Total</b>	<b>257</b>	<b>100%</b>	<b>109</b>	<b>100%</b>

\* no census data

New Starts  
01.01.2019 - 31.12.2019

Sex identifier	New Starts	
Female	60	54%
Male	51	46%
In Another Way	0	0%
Prefer not to respond	0	0%
<b>Total</b>	<b>111</b>	<b>100%</b>

Ethnic Origin	New Starts	
African, Caribbean or Black	0	0%
Asian, Asian British, Asian Scottish	0	0%
Mixed or Multiple Ethnicity	*	*
Other Ethnicity	0	0%
White - Other	*	*
White Scottish, British or Irish	38	34%
Prefer not to respond	70	63%
<b>Total</b>	<b>111</b>	<b>100%</b>

Religion	New Starts	
Buddhist	0	0%
Church of Scotland	*	*
Hindu	0	0%
Jewish	0	0%
Muslim	0	0%
No Religion	15	14%
Other Christian	0	0%
Other Religion	*	*
Roman Catholic	*	*
Sikh	0	0%
Prefer not to respond	70	63%
<b>Total</b>	<b>111</b>	<b>100%</b>

\* no census data



Considered Disabled	New Starts	
No	39	35%
Yes	*	*
Prefer not to respond	64	58%
<b>Total</b>	<b>111</b>	<b>100%</b>

Age	New Starts	
16 – 19	*	*
20 – 24	*	*
25 – 29	15	14%
30 – 44	45	41%
45 – 59	31	28%
60 – 64	*	*
65+	0	0%
<b>Total</b>	<b>111</b>	<b>100%</b>

Sexual Orientation	New Starts	
Bisexual, Gay, Lesbian or Other	0	0%
Heterosexual/Straight	38	34%
Prefer not to respond	73	66%
<b>Total</b>	<b>111</b>	<b>100%</b>

Gender re-assignment	New Starts	
No	25	23%
Yes	0	0%
Prefer not to respond	86	77%
<b>Total</b>	<b>111</b>	<b>100%</b>

\* no census data

## New Starts 01.01.2020 - 30.09.2020

Sex identifier*	New Starts	
Female	10	59%
Male	7	41%
In Another Way	0	0%
Prefer not to respond	0	0%
<b>Total</b>	<b>17</b>	<b>100%</b>

\*in this case we have included a number less than 10, as the individuals are not identifiable and it allows our analysis to be more meaningful.

Ethnic Origin	New Starts	
African, Caribbean or Black	0	0%
Asian, Asian British, Asian Scottish	0	0%
Mixed or Multiple Ethnicity	0	0%
Other Ethnicity	0	0%
White - Other	*	*
White Scottish, British or Irish	*	*
Prefer not to respond	*	*
<b>Total</b>	<b>17</b>	<b>100%</b>

Religion	New Starts	
Buddhist	0	0%
Church of Scotland	*	*
Hindu	0	0%
Jewish	0	0%
Muslim	0	0%
No Religion	*	*
Other Christian	*	*
Other Religion	0	0%
Roman Catholic	*	*
Sikh	0	0%
Prefer not to respond	14	82%
<b>Total</b>	<b>17</b>	<b>100%</b>

\* no census data

Considered Disabled	New Starts	
No	*	*
Yes	*	*
Prefer not to respond	*	*
<b>Total</b>	<b>17</b>	<b>100%</b>

Age	New Starts	
16 – 19	0	0%
20 – 24	*	*
25 – 29	0	0%
30 – 44	*	*
45 – 59	*	*
60 – 64	0	0%
65+	0	0%
<b>Total</b>	<b>17</b>	<b>100%</b>

Sexual Orientation	New Starts	
Bisexual, Gay, Lesbian or Other	0	0%
Heterosexual/Straight	*	*
Prefer not to respond	*	*
<b>Total</b>	<b>17</b>	<b>100%</b>

Gender re-assignment	New Starts	
No	*	*
Yes	0	0%
Prefer not to respond	*	*
<b>Total</b>	<b>17</b>	<b>100%</b>

\* no census data

Promotions  
01.01.2019 - 31.12.2019

Sex identifier				
	Female	Male	In Another Way	Prefer not to respond
<b>Total</b>	<b>51</b>	<b>19</b>	<b>0</b>	<b>0</b>
<b>%</b>	<b>73%</b>	<b>27%</b>	<b>0%</b>	<b>0%</b>

Considered Disabled				
	No	Yes	Prefer not to respond	Total
<b>Total</b>	<b>45</b>	<b>0</b>	<b>25</b>	<b>70</b>
<b>%</b>	<b>64%</b>	<b>0%</b>	<b>36%</b>	<b>100%</b>

Ethnic Origin							
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White Scottish, British or Irish	Prefer not to respond	Total
<b>Total</b>	<b>0</b>	<b>*</b>	<b>*</b>	<b>0</b>	<b>58</b>	<b>0</b>	<b>70</b>
<b>%</b>	<b>0%</b>	<b>*</b>	<b>*</b>	<b>0%</b>	<b>83%</b>	<b>0%</b>	<b>100%</b>

Age							
	16-19	20 – 24	25 – 29	30 – 44	60 – 64	65 and over	Total
<b>Total</b>	<b>0</b>	<b>*</b>	<b>*</b>	<b>35</b>	<b>*</b>	<b>*</b>	<b>70</b>
<b>%</b>	<b>0%</b>	<b>*</b>	<b>*</b>	<b>50%</b>	<b>*</b>	<b>*</b>	<b>100%</b>

\* no census data

Religion		
Buddhist	*	*
Church of Scotland	20	29%
Hindu	0	0%
Jewish	0	0%
Muslim	*	*
No Religion	34	49%
Other Christian	*	*
Other Religion	*	*
Roman Catholic	*	*
Sikh	*	*
Prefer not to respond	*	*
<b>Total</b>	<b>70</b>	<b>100%</b>

Sexual Orientation				
	Bisexual, Gay, Lesbian or Other	Heterosexual/ Straight	Prefer not to respond	Total
<b>Total</b>	*	65	*	70
<b>%</b>	*	93%	*	100%

Gender re-assignment				
	No	Yes	Prefer not to respond	Total
<b>Total</b>	32	0	38	70
<b>%</b>	46%	0%	54%	100%

\* no census data

Promotions  
01.01.2020 - 30.09.2020

Sex identifier					
	Female	Male	In Another Way	Prefer not to respond	Total
<b>Total</b>	13	11	0	0	24
<b>%</b>	54%	46%	0%	0%	100%

Considered Disabled				
	No	Yes	Prefer not to respond	Total
<b>Total</b>	12	*	10	24
<b>%</b>	50%	*	42%	100%

Ethnic Origin								
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White - Other	White Scottish, British or Irish	Prefer not to respond	Total
<b>Total</b>	0	0	0	0	*	21	*	24
<b>%</b>	0%	0%	0%	0%	*	88%	*	100%

Age								
	16-19	20 - 24	25 - 29	30 - 44	45 - 59	60 - 64	65 and over	Total
<b>Total</b>	0	0	0	13	*	*	0	24
<b>%</b>	0%	0%	0%	54%	*	*	0%	100%

\* no census data

Religion		
Buddhist	0	0%
Church of Scotland	*	*
Hindu	0	0%
Jewish	0	0%
Muslim	0	0%
No Religion	*	*
Other Christian	0	0%
Other Religion	0	0%
Roman Catholic	*	*
Sikh	0	0%
Prefer not to respond	*	*
<b>Total</b>	<b>24</b>	<b>100%</b>

Sexual Orientation				
	Bisexual, Gay, Lesbian or Other	Heterosexual/ Straight	Prefer not to respond	Total
<b>Total</b>	*	19	*	24
<b>%</b>	*	79%	*	100%

Gender re-assignment				
	No	Yes	Prefer not to respond	Total
<b>Total</b>	19	*	*	24
<b>%</b>	79%	0%	*	100%

\* no census data

Leavers  
01.01.2019 - 31.12.2019

Sex identifier					
	Female	Male	In Another Way	Prefer not to respond	Total
<b>Total</b>	<b>36</b>	<b>41</b>	<b>0</b>	<b>0</b>	<b>77</b>
<b>%</b>	<b>47%</b>	<b>53%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>

Considered Disabled				
	No	Yes	Prefer not to respond	Total
<b>Total</b>	<b>67</b>	<b>*</b>	<b>*</b>	<b>77</b>
<b>%</b>	<b>87%</b>	<b>*</b>	<b>*</b>	<b>100%</b>

Ethnic Origin								
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White - Other	White Scottish, British or Irish	Prefer not to respond	Total
<b>Total</b>	<b>0</b>	<b>*</b>	<b>*</b>	<b>0</b>	<b>*</b>	<b>44</b>	<b>20</b>	<b>77</b>
<b>%</b>	<b>0%</b>	<b>*</b>	<b>*</b>	<b>0%</b>	<b>*</b>	<b>57%</b>	<b>26%</b>	<b>100%</b>

Age								
	16-19	20 - 24	25 - 29	30 - 44	45 - 59	60 - 64	65 and over	Total
<b>Total</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>14</b>	<b>24</b>	<b>15</b>	<b>*</b>	<b>77</b>
<b>%</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>18%</b>	<b>31%</b>	<b>19%</b>	<b>*</b>	<b>100%</b>

\* no census data



Religion		
Buddhist	0	0%
Church of Scotland	19	25%
Hindu	0	0%
Jewish	0	0%
Muslim	0	0%
No Religion	27	35%
Other Christian	*	*
Other Religion	0	0%
Roman Catholic	*	*
Sikh	0	0%
Prefer not to respond	22	29%
<b>Total</b>	<b>77</b>	<b>100%</b>

Sexual Orientation				
	Bisexual, Gay, Lesbian or Other	Heterosexual/ Straight	Prefer not to respond	Total
<b>Total</b>	0	56	21	77
<b>%</b>	0%	73%	27%	100%

Gender re-assignment				
	No	Yes	Prefer not to respond	Total
<b>Total</b>	22	0	55	77
<b>%</b>	29%	0%	71%	100%

\* no census data

Leavers  
01.01.2020 - 30.09.2020

Sex identifier					
	Female	Male	In Another Way	Prefer not to respond	Total
<b>Total</b>	24	26	0	0	50
<b>%</b>	48%	52%	0%	0%	100%

Considered Disabled				
	No	Yes	Prefer not to respond	Total
<b>Total</b>	38	*	*	50
<b>%</b>	76%	*	*	100%

Ethnic Origin								
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White - Other	White Scottish, British or Irish	Prefer not to respond	Total
<b>Total</b>	*	*	0	*	*	36	*	50
<b>%</b>	*	*	0%	*	*	72%	*	100%

Age								
	16-19	20 - 24	25 - 29	30 - 44	45 - 59	60 - 64	65 and over	Total
<b>Total</b>	0	*	*	16	19	*	*	50
<b>%</b>	0%	*	*	32%	38%	*	*	100%

\* no census data

Religion		
Buddhist	0	0%
Church of Scotland	11	25%
Hindu	*	*
Jewish	0	0%
Muslim	*	*
No Religion	17	34%
Other Christian	*	*
Other Religion	0	0%
Roman Catholic	*	*
Sikh	0	0%
Prefer not to respond	10	20%
<b>Total</b>	<b>50</b>	<b>100%</b>

Sexual Orientation				
	Bisexual, Gay, Lesbian or Other	Heterosexual/ Straight	Prefer not to respond	Total
<b>Total</b>	*	40	*	50
<b>%</b>	*	80%	*	100%

Gender re-assignment				
	No**	Yes	Prefer not to respond	Total
<b>Total</b>	**	*	16	**
<b>%</b>	**	*	32%	**

\* no census data

\*\* To protect the confidentiality of our employees this information has not been disclosed.

## Training

**01.01.2019 - 31.12.2019**

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

Sex identifier					
	Female	Male	In Another Way	Prefer not to respond	Total
<b>Total</b>	<b>749</b>	<b>327</b>	<b>*</b>	<b>*</b>	<b>1081</b>
<b>%</b>	<b>69%</b>	<b>30%</b>	<b>*</b>	<b>*</b>	<b>100%</b>

Considered Disabled				
	No	Yes	Prefer not to respond	Total
<b>Total</b>	<b>889</b>	<b>98</b>	<b>94</b>	<b>1081</b>
<b>%</b>	<b>82%</b>	<b>9%</b>	<b>9%</b>	<b>100%</b>

Ethnic Origin								
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White - Other	White Scottish, British or Irish	Prefer not to respond	Total
<b>Total</b>	<b>*</b>	<b>15</b>	<b>*</b>	<b>*</b>	<b>85</b>	<b>880</b>	<b>90</b>	<b>1081</b>
<b>%</b>	<b>*</b>	<b>1%</b>	<b>*</b>	<b>*</b>	<b>8%</b>	<b>81%</b>	<b>8%</b>	<b>100%</b>

Age								
	16-19	20 – 24	25 – 29	30 – 44	45 – 59	60 – 64	65 and over	Total
<b>Total</b>	<b>*</b>	<b>28</b>	<b>65</b>	<b>363</b>	<b>553</b>	<b>58</b>	<b>10</b>	<b>1081</b>
<b>%</b>	<b>*</b>	<b>3%</b>	<b>6%</b>	<b>34%</b>	<b>51%</b>	<b>5%</b>	<b>1%</b>	<b>100%</b>

\* no census data

Religion		
Buddhist	*	*
Church of Scotland	279	26%
Hindu	*	*
Jewish	0	0%
Muslim	*	*
No Religion	383	35%
Other Christian	40	4%
Other Religion	*	*
Roman Catholic	166	15%
Sikh	*	*
Prefer not to respond	190	18%
<b>Total</b>	<b>1081</b>	<b>100%</b>

Sexual Orientation				
	Bisexual, Gay, Lesbian or Other	Heterosexual/ Straight	Prefer not to respond	Total
<b>Total</b>	13	906	162	1081
<b>%</b>	1%	84%	15%	100%

Gender re-assignment				
	No**	Yes	Prefer not to respond	Total
<b>Total</b>	**	*	226	**
<b>%</b>	**	*	21%	**

\* no census data

\*\* To protect the confidentiality of our employees this information has not been disclosed.

## Training

**01.01.2020 - 30.09.2020**

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

Sex identifier					
	Female	Male	In Another Way	Prefer not to respond	Total
<b>Total</b>	<b>148</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>202</b>
<b>%</b>	<b>73%</b>	<b>27%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>

Considered Disabled				
	No	Yes	Prefer not to respond	Total
<b>Total</b>	<b>154</b>	<b>16</b>	<b>32</b>	<b>202</b>
<b>%</b>	<b>76%</b>	<b>8%</b>	<b>16%</b>	<b>100%</b>

Ethnic Origin								
	African, Caribbean or Black	Asian, Asian British, Asian Scottish	Mixed or Multiple Ethnicity	Other Ethnicity	White - Other	White Scottish, British or Irish	Prefer not to respond	Total
<b>Total</b>	<b>0</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>21</b>	<b>132</b>	<b>38</b>	<b>202</b>
<b>%</b>	<b>0%</b>	<b>*</b>	<b>*</b>	<b>*</b>	<b>10%</b>	<b>65%</b>	<b>19%</b>	<b>100%</b>

Age								
	16-19	20 – 24	25 – 29	30 – 44	45 – 59	60 – 64	65 and over	Total
<b>Total</b>	<b>0</b>	<b>*</b>	<b>24</b>	<b>100</b>	<b>64</b>	<b>*</b>	<b>*</b>	<b>202</b>
<b>%</b>	<b>0%</b>	<b>*</b>	<b>12%</b>	<b>50%</b>	<b>32%</b>	<b>*</b>	<b>*</b>	<b>100%</b>

\* no census data

Religion		
Buddhist	0	0%
Church of Scotland	26	13%
Hindu	0	0
Jewish	0	0%
Muslim	*	*
No Religion	69	34%
Other Christian	*	*
Other Religion	*	*
Roman Catholic	28	14%
Sikh	*	*
Prefer not to respond	70	35%
<b>Total</b>	<b>202</b>	<b>100%</b>

Sexual Orientation				
	Bisexual, Gay, Lesbian or Other	Heterosexual/ Straight	Prefer not to respond	Total
<b>Total</b>	*	141	57	202
<b>%</b>	*	70%	28%	100%

Gender re-assignment				
	No	Yes	Prefer not to respond	Total
<b>Total</b>	125	0	77	202
<b>%</b>	62%	0%	38%	100%

\* no census data

## Discipline and Grievance 01.01.19 - 30.09.20

For confidentiality purposes we are unable to publish Discipline and Grievance figures as there are less than 10 cases raised within each period.

## Appendix 2

### Scottish Enterprise equality outcomes action plans

<p><b>Equality Outcome 1</b>                  SRO: Clare Alexander                  Champion: Helen Noble</p>	<p>For those companies that engage with us through the Workplace Innovation Service increase the number of organisations addressing the gender pay gap. Measure the change at 12 months &amp; 3 years and work with companies to narrow the gap if required.</p>
<p><b>Evidence</b></p>	<ul style="list-style-type: none"> <li>• <a href="#">National gender pay gap</a></li> <li>• <a href="#">Close the Gap</a></li> <li>• <a href="#">Scottish Business Pledge</a></li> <li>• <a href="#">Scottish Government gender pay gap action plan</a></li> <li>• <a href="#">Scottish Government Equality Evidence Finder</a></li> <li>• <a href="#">Fairer Scotland Duty Assessment on SE's operational response to Covid 19</a></li> <li>• SE Measures work</li> </ul>
<p><b>Contributory actions</b></p>	<ul style="list-style-type: none"> <li>• Scottish Business Pledge</li> <li>• Fair Work First (inc Fair Work tool)</li> <li>• Timewise fair, flexible workplace programme</li> <li>• EQUATE</li> <li>• Large Grant Fair Work Monitoring (WPI Team)</li> <li>• SE Opportunity Management Service</li> </ul>
<p><b>Action plan and measurement framework by</b></p>	<p>Initial action plan will be established by September 2021 aligning with new measurement framework.</p>



<p><b>Equality Outcome 2</b> SRO: Pauline Howie Champion: Morag Malloy</p>	<p>We will shift our client base to reflect Scotland’s population focusing on women, disabled, young and ethnic minority led companies.</p>
<p><b>Evidence</b></p>	<ul style="list-style-type: none"> <li>• Wide-ranging including <a href="#">Economic Recovery Action Plan</a></li> <li>• SE Measures work</li> <li>• <a href="#">Fairer Scotland Duty Assessment on SE’s operational response to Covid 19</a></li> <li>• <a href="#">Women’s Enterprise Scotland</a> research</li> <li>• Hunter research - <a href="#">Taking steps to combat barriers to Ethnic Minority Enterprise in Scotland</a></li> <li>• <a href="#">Scottish Business Pledge</a></li> <li>• <a href="#">Scottish Government Equality Evidence Finder</a></li> <li>• Work on outcome to date</li> </ul>
<p><b>Contributory actions</b></p>	<ul style="list-style-type: none"> <li>• Opportunity Management Approach</li> <li>• SE’s Entrepreneurship activity</li> <li>• Fair Work First</li> <li>• Scottish Business Pledge</li> <li>• Workplace Innovation Service</li> <li>• EQUATE</li> </ul>
<p><b>Action plan and measurement framework by</b></p>	<p>Existing action plan to be re-freshed by June 2021 aligning with new measurement framework.</p>

<p><b>Equality Outcome 3</b>                  SRO: Carolyn Stewart                  Champion: Miriam Oliphant</p>	<p>SE is known as an employer of choice, recognising the different needs of both our people, and those seeking to join our organisation across all protected characteristics. Show we are committed to being a Fair Work employer by acting as an example of best practice in this field resulting in an increase of women, disabled and ethnic minorities in managerial and leadership positions.</p>
<p><b>Evidence</b></p>	<ul style="list-style-type: none"> <li>• liP Results</li> <li>• Stonewall Index</li> <li>• Employee Equality Data</li> <li>• Pulse Surveys</li> <li>• Fair Work Benchmarking</li> </ul>
<p><b>Contributory actions</b></p>	<ul style="list-style-type: none"> <li>• Policies</li> <li>• Effective consultation, listening organisation</li> <li>• Employee Networks</li> <li>• Awareness Raising</li> <li>• Future Ways of Working</li> <li>• Culture review project</li> </ul>
<p><b>Action plan and measurement framework by</b></p>	<p>As stated in the Fair Work convention we will include in our action plan a systematic review, working with our workforce and trade unions, to ensure that there are no systematic barriers to work, training and progression opportunities for workers with protected characteristics.</p>

# Scottish Enterprise Equality Mainstreaming Report

April 2021