Scottish Natural Heritage

Equality Report

2017

EQUALITY REPORT 2017

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Scottish Natural Heritage
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www.snh.gov.uk

Foreword

I am delighted to present our third Equality Report, adding to those we published in 2013 and 2015. In it, we explain what we are doing to embed equality in the way we operate and the action we have taken to progress our equality outcomes. The report also contains our employee data, gender pay gap, occupational segregation and equal pay statement.

I am also pleased to report that following appointments to our Board in 2016, we have met the 2020 target for a 50:50 gender balance, under the Partnership for Change. Our Board succession plan sets out how we aim to develop further the diversity of our Board to better reflect the population we serve.

We are passionate in ensuring that everyone is able to benefit from our nation's natural heritage. Scotland's society is diverse and we acknowledge this by seeking to recognise and respond to the varied needs of all the people of Scotland. Working with our own staff resource and those who use our services we harness this diversity to achieve our goals. This review clearly shows the progress we have made on this agenda, despite the challenges facing the public sector over this reporting period. We recognise that we have more to do though if we are to deliver our ambitious outcomes for all of nature for all of Scotland

Ian Jardine
Chief Executive

Facal-toisich

Tha e na thoileachas dhomh ar treas Aithisg air Co-ionannachd a chur fo ur comhair, 's i a' tighinn às dèidh nan aithisgean a dh'fhoillsich sinn ann an 2013 is 2015. San aithisg seo, tha sinn a' mìneachadh dè tha sinn a' dèanamh gus co-ionannachd fhighe a-steach dor n-obair agus dè na rinn sinn gus adhartas a dhèanamh ann a bhith lìbhrigeadh ar builean co-ionannachd. Cuideachd san aithisg chithear dàta mun luchd-obrach againn, fios air eadar-dhealachaidhean pàighidh a rèir gnè agus riarachadh nan dreuchdan a rèir gnè agus an aithris air pàigheadh co-ionann.

Tha e cuideachd a' toirt toileachas dhomh a ràdh, às dèidh dhuinn buill ùra a chur an dreuchd air a' Bhòrd againn ann an 2016, gu bheil sinn air ar targaid airson cothromachadh gnè (50:50) air a' Bhòrd ro 2020 a ruighinn, fo bhratach na h-iomairt, an Com-pàirteachas gus Cùisean Atharrachadh. Tha am plana againn airson buill ùra air a' Bhòrd a' cur an cèill mar a tha sinn an dùil buill a chur an dreuchd ri ùine a bheir dhuinn ballrachd nas eadar-mheasgaichte air a' Bhòrd a bhios a' freagairt nas fheàrr air iomadachd an t-sluaigh air a bheil sinn a' frithealadh.

Tha sinn dealasach mun amas againn gus dèanamh cinnteach gum faigh a h-uile duine cothrom buannachdan fhaotainn bho dhualchas nàdair na dùthcha. Tha iomadh seòrsa sluagh againn ann an Alba agus bidh sinn a' gabhail ealla ri sin agus sinn ag aithneachadh nan diofar fheuman a th' aig daoine ann an Alba agus a'

feuchainn ri frithealadh orra. Bidh sinn ag obair còmhla ri ar luchd-obrach fhèin agus còmhla ri daoine a nì feum de na seirbheisean againn gus an iomadachd sin a chur gu feum nuair a tha sinn a' coileanadh ar cinn-uidhe. Tha an t-ath-sgrùdadh seo a' sealltainn gu soilleir gun do rinn sinn adhartas leis an amas sin, a dh'aindeoin nan dùbhlan a bha ron roinn phoblaich san ùine a tha an aithisg seo a' gabhail a-steach. Tha sinn a' gabhail ris, ge-tà, gum feum sinn barrachd a dhèanamh ma tha sinn a' dol a choileanadh gach àrd-amas a th' againn a thaobh a bhith toirt cothrom don a h-uile duine ann an Alba air saoghal nàdair na dùthcha.

Ian Jardine
Àrd-oifigear

Executive Summary

Introduction

This is our third Equality Report. It sets out the wide range of activity we are undertaking to ensure that equality lies at the heart of what we do in order to support the implementation of the equality duties and the aspirations in the Programme for Government. It highlights our ambitions, as well as the challenges faced.

The report sets out the actions we are taking to make the needs of the general equality duty integral to our way of working. The three needs are:

− Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
− Advance equality of opportunity between people who share a relevant protected characteristic and those who do not
− Foster good relations between people who share protected characteristics and those who do not

We also publish under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and the Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016 our:

− Mainstreaming report
− Equality outcomes and review
− Board succession plan
− Gender pay gap
− Equal pay statement and occupational segregation
− Employee data and analysis

Activity and Outcomes

We continue to take steps to embed equality into how we operate – to make it integral to our decision making and the way we plan and deliver our work. Equality and diversity forms part of our governance framework and is underpinned by its own project board.

We recognise the value equality and diversity brings to organisations. Research suggests that greater diversity of thinking and talent drives better performance overall. Our actions seek to support this and to help us reflect increasingly the population we serve.

Our involvement in the Partnership for Change has already delivered results. Recruitment in 2016 significantly increased, from 12% to 60%, the representation of women on our Board, meeting ahead of schedule the Scottish Government's 50:50 by 2020 target for a gender balance on boards. Building on this success, we publish our Board succession plan that explains how we intend to further support Board diversity.

Changing our workforce demographic is more challenging. Budget constraints limited the scale of recruitment both internally and externally, affecting our ability to change our demographic, as well as the gender pay gap. Recent changes to our pay structure, reducing progression time to the top of the grade, should help with the latter, but it will take time. We also recognise the need to continue to work to improve disclosure rates for employee data, which remain modest.

It is for this and other reasons that we feel more progress is needed before we can consider some of the outcomes to have been achieved. We have therefore retained them, but changed the activity to reflect progress. We engaged a number of equality groups in developing our thinking and will review the outcomes again in due course.

We continue to work closely with colleagues on the Non-Departmental Public Body Equality Forum to ensure we maximise the opportunities provided by our shared knowledge and experience. The Forum provided input to Scottish Government on a range of legislation, as well as the development of the British Sign Language National Plan and the Partnership for Change, specifically on the issue of Board diversity and succession planning.

Finally, we have made significant progress in relation to working with young people. Engaging young people in the planning and care of our natural heritage is an important part of our work. It supports our equality outcomes and the Scottish Government's framework for supporting youth employment. We are doing this by:

- bringing more young people into SNH through employment and training schemes (six graduate placements in 2016/17; and a further nine planned for 2017/18; six modern apprenticeships in our corporate services)

- providing more opportunities for young people to get involved in the natural heritage either directly on National Nature Reserves (NNRs) we manage or through funding and support to others (150 young people volunteering on our NNRs in 2015/16; 100000 young people engaged in outdoor recreation, learning, volunteering and citizen science through projects we fund

- involving more young people in decision-making about the natural heritage and to steer the work we do (establishing through Young Scot a youth panel comprising 16 young people ranging in age from 14-24)

Conclusion

We hope the report makes clear the work we are undertaking to support the equality duties and the benefits and challenges involved. We have made great strides in some areas and in others there is more to do.

The Equality and Diversity project board will monitor the work in the action plans set out in the report to ensure we continue to meet our duties and support the aspirations for a fairer society set out by the Scottish Government.

Contents

Mainstreaming report

1.   Introduction

1.1   Scottish Natural Heritage (SNH) was established in 1992 by Act of Parliament. Since 1999 we have been responsible through Ministers to the Scottish Parliament, and are funded by the Scottish Government.

1.2   Our core purposes are to:

- secure the conservation and enhancement of nature and landscapes;
- foster their understanding and facilitate their enjoyment; and
- promote their sustainable use and management.

1.3   This report sets out the actions we are taking to make the needs of the general equality duty integral to our way of working. The three needs of the general equality duty are to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- Foster good relations between people who shares protected characteristic and those who do not

2.   What is mainstreaming?

2.1   Mainstreaming equality simply means integrating equality into our day-to-day work, taking account of equality in the exercise of our functions. We achieve this through integrating equality into our business, using tools such as equality impact assessments to inform the effect of our policies and activities on people. We ensure that equality features appropriately in our business planning approach, decision-making processes and other policy development mechanisms.

3.   What is required in the report?

3.1   Under the specific duties, we are required to publish a report on the progress we have made to make the **general equality duty** integral to the exercise of our functions, so as to better perform the duty. Mainstreaming reports are published every two years. Our first report was published in April 2013.

3.2   The specific duties also require us to take steps to gather employee information annually and, if not reported elsewhere, report it within our mainstreaming report along with the progress made in using the employee information to better perform the general equality duty.

3.3   Our employee information[1] covers:

- The number of employees and their relevant protected characteristics.

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[1] Presented as annualised data for each of the two years since our last report

- Information on the recruitment, development and retention of employees, in terms of their protected characteristics.
- Details of the progress that has been made to gather and use the above information to enable us better perform the equality duty.
- Data relating to all nine protected characteristics for SNH's workforce profile, flexible working, applications, new appointments, promotions, leavers, learning and development, performance and disciplinary and grievance are annexed to this report.

3.4   We also publish our gender pay gap, our equal pay statement, including occupational segregation (this time covering ethnicity and disability, as well as gender), and progress against our equality outcomes.

3.5   Further, under the Board diversity duty[2], we publish the gender balance of our Board and Board succession plan, setting out the actions we propose to take to ensure that our Board better reflects the population it serves.

3.6   The latter follows an amendment to the regulations in 2016 requiring listed public bodies with appointed Board members to use information about their Board's diversity, provided by Ministers, to better perform the general equality duty.

4.   Leadership and Governance

4.1   Our Board is appointed by Scottish Ministers under a Code of Practice[3] set out by the Office of the Commissioner for Public Appointments in Scotland. The Code requires consideration of equality and diversity in the appointment process. Our Board in turn appoints Members to our advisory committees through a process that takes into account this Code of Practice. This is also reflected in our Ways of Working for Board, Committee Members and Management Team.

4.2   Like many public bodies, we signed-up to the Partnership for Change promoted in the Scottish Government's Programme for Government 2015. Public bodies were challenged to improve the gender balance on their Boards with the aim of securing a 50:50 balance by 2020.

4.3   Working with Changing the Chemistry and the public appointments unit, we took steps to increase the outreach and appeal of Board membership in the lead-up to a recruitment round in 2016. Part of this work involved joint-workshops - Quality through Diversity[4] - organised by Highlands and Islands Enterprise designed to encourage more women to apply for Board positions. These efforts resulted in a greater representation of women in the application process, which carried through to the appointments. Women now represent 60% of our Board, compared to 12.5% prior to the recruitment.

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[2] The Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016
[3] Revised guidance on application of the 2013 Code of Practice
[4] Changing the Chemistry – Quality through Diversity events

4.4   Our Chief Executive has overall strategic responsibility for equality and diversity. Day to day work is overseen by a project board that serves to:

- Embed and mainstream equality work into our way of working
- Improve the effectiveness of equality related work through better coordination and learning; and
- Embed equalities into our relationship with partners and staff through joint-working and partnership meetings

4.5   The project board is supported by a small team that helps to coordinate and undertake some of the core work on equalities, and provides support and advice to employees. A wide range of other activity, contributing to our work on equalities, is embedded in other tasks progressed by employees through our corporate programmes.

5.   Our employees

5.1   We continue to take steps to improve the quality and quantity of employee information by encouraging our employees to complete their equality and diversity data on our corporate database. We have explained its value and importance, and provided assurance about its security. These data inform our work on impact assessment and our outcomes.

Recruitment and induction

5.2   We are committed to ensuring a fair, consistent and transparent recruitment and selection process. Our employees are essential to our business success. To help us to operate effectively we must ensure we have the right people in our roles.

5.3   As a public body, we have a responsibility to ensure that the best people are employed to deliver the best outcomes for the natural heritage, whilst maintaining value for public funds. Recruitment is a two-way process. All candidates should be provided with excellent service at each stage of the recruitment and selection process to ensure their experience of the organisation reflects our values, and leaves them feeling respected, regardless of whether or not they have been successful for their target job.

5.4   Our recruitment policy, process and training are designed to ensure that managers are aware of their responsibilities with regard to equality in employment.

5.5   Technical issues associated with recent changes to our online recruitment system have affected our ability to capture equality data during the recruitment process. In the meantime, we have introduced interim processes until a solution is found.

5.6   Budget constraints in recent years have affected the amount of external recruitment we do. This has limited the opportunity to attract new employees that might help address any underrepresentation. Despite these challenges, we have managed to make a significant contribution to the Scottish

Government's agenda for Youth employment, where we have taken the opportunity to create modern apprenticeships, graduate placements and develop volunteering. Further details are set-out in the review of our Outcome 3.

Dignity at Work

5.7 We have a range of policies that address equality and diversity. Our Dignity at Work policy outlines our commitment to ensuring all employees are treated with dignity and respect. It is our policy to ensure that all employees have equality of opportunity in their terms and conditions of employment and are able to work, and undertake work-related activities, in an environment free from bullying, harassment, victimisation and discrimination that reflects our organisational values:

- we do what we say we'll do
- we communicate clearly and honestly
- we take the initiative and are willing to adapt
- we listen to and respect others' views
- we treat everyone with dignity and respect
- we encourage people to deliver their best; and
- we work together and learn from each other.

5.8 The policy promotes an early and informal resolution to complaints of perceived or actual bullying, harassment, victimisation and/or discrimination in a way that best suits individual needs. This may include supported informal or more formal processes.

5.9 We believe all employees should be treated with respect, regardless of protected characteristic or other difference, for example social background, work pattern, position in the organisation or trade union activity. This policy too, applies to members of the SNH board, volunteers, agency workers, contractors and visitors to our sites.

Flexible working

5.10 We are committed to helping our employees achieve a satisfactory work life balance through the provision of alternative working patterns. We offer all employees the opportunity to request a flexible working arrangement that will meet the requirements of both the organisation and the individual.

5.11 We are working to support further the provision of flexible working. We are doing this by increasingly creating an environment that supports it, providing more flexible work settings, e.g. through our Transforming Workplaces programme, home working arrangements, and the greater use of mobile technology, alongside reasonable adjustments to reflect the different needs of our employees. Our recent employee survey highlighted that 71% of employees feel that they have a good work/life balance. Even so, we continue to look at further opportunities to promote good practice in this area and have recently committed to the achievement of the Carer Positive Award to ensure we support carers in the workplace.

Maternity, paternity and adoption leave

5.12   We have a suite of family friendly policies aimed at helping employees manage their career and family responsibilities more successfully. The policies help employees understand the support available to them, their individual responsibilities and provide a framework for improving the working environment and encouraging diversity in the workplace. Beyond flexible working, our family-friendly policies include flexi time, time off for dependants and emergencies, parental leave, special leave and career breaks. We also operate a Childcare Voucher Scheme and an Employee Assistance Programme.

Employee survey

5.13   In addition to encouraging employees to disclose their equality and diversity data on our corporate database, we also gather additionally information through our regular employee survey[5]. The results provide complementary information on employee protected characteristics, as well as caring responsibilities for a child, dependent disabled child or family member.

5.14   The survey also covers questions under the banner of Inclusion and Fair Treatment: the perception amongst employees of respect for individual differences; fair treatment and dignity at work; whether employees have experienced bullying, harassment and discrimination; and whether people feel able to report these issues. Our senior management regularly review the results and take action to address the issues raised.

Employee awareness and training

5.15   Equality and diversity awareness training is mandatory for all new employees and forms part of our induction process. It is currently provided via an online module. Existing employees underwent a comprehensive programme of Equality and Diversity awareness training previously.

5.16   Employees working regularly with the public, e.g. on our National Nature Reserves, also receive more tailored equality and diversity training through our course on 'Working with the Public Out of Doors'.

5.17   We continue to provide targeted impact assessment training to employees to build additional capacity in the organisation. We ran courses in 2016, delivered under a joint-working initiative by the Equality Manager from the Scottish Environment Protection Agency (SEPA).

5.18   Further to the support provided by our equality and diversity team, advice and information on equality and diversity, including links to sources of data like the Scottish Government Evidence Finder, is also provided through our intranet.

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[5] Changed from annual to biennial from 2014

6. Building an evidence base

6.1   In addition to employee information, we also collate evidence relating to people's enjoyment of the outdoors (Outcome 1) through our research and monitoring work.

6.2   Ensuring that everyone in Scotland has the opportunity to enjoy the outdoors - through participation in outdoor recreation, volunteering or outdoor learning - is a key target for the Scottish Government and an important part of our work.

6.3   The evidence supports three corporate plan measures in this area, two of which represent national performance indicators (NPI) under the Scottish Government's National Performance Framework. The measures are:

    – Encourage an increase in weekly visits to the outdoors for our target groups (young people, people living in the 15% most deprived areas, people with poor health or people experiencing exclusion) (NPI)

    – Improve the quality and increase the extent of accessible, well-managed greenspace in urban areas, especially for people living in the 15% most deprived areas (NPI)

    – Increase the percentage of adults who are engaging with environmental issues

6.4   We draw the evidence from a range of sources. These include the Scottish Government's Scottish Household Survey and two national surveys we commission: Scotland's People and Nature Survey (SPANS) and the Scottish Nature Omnibus Survey:

    – The Scottish Household Survey provides data for the NPI 'To increase people's use of Scotland's outdoors'.

    – The Scotland's People and Nature Survey (SPANS)[6] helps us understand how people in Scotland use, enjoy and value the natural environment and covers age, gender, disability and ethnicity, as well as aspects of health.

    – A specific SPANS report provides baseline data on participation in outdoor recreation amongst under-represented groups[7] including people with long-term illness, health problems or disability.

    – The Scottish Nature Omnibus survey, undertaken every two years, provides national estimates on visits to NNRs covering a range of protected characteristic groups.

6.5   These data inform decisions on widening participation and are included on the Scottish Government's Equality Evidence website[8]. We have also

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[6] Recent changes to this survey are reported in Para 11.4 of this report
[7] http://www.snh.gov.uk/docs/A1480512.pdf
[8] http://www.scotland.gov.uk/Topics/People/Equality/Equalities/RuralEnvironment

developed specific reporting mechanism for our grants to contribute further information in this area.

6.6 Finally, we are establishing better information on path conditions through joint work with Paths for All and the Forestry Commission for Scotland (FCS) to develop a new national system of path grading, helping more people to feel confident about going outdoors.

7. Our customers and partners

7.1 We are committed to delivering a high-quality public service and supporting the Scottish Government to deliver a fairer, more equal society with opportunities for all. This means making an effective contribution to a wide range of public goals, working with our customers and partners in a constructive, responsive and positive way, and being informed by the best available evidence. It also means ensuring people know what we do and why we do it. Our aim is to maintain an open, responsive, collaborative and inclusive style of operating.

7.2 Much of what we do is achieved in partnership with others. Working this way helps extend our reach and supports delivery of our objectives, including those related to equalities.

Grants

7.3 Our grants deliver benefits to people through encouraging participation in a range of projects in the outdoors, and through our work to promote better places, and increase involvement in the care and enjoyment of the natural heritage. Increasingly, evidence points to the health benefits of active participation in outdoor activity and people centred approaches.

7.4 We continue to review our funding priorities in support of our corporate plan and consider how best to use the funds available to support our work. Our engagement and participation activities will focus on improving opportunities for those most disadvantaged in our society to address issues such as the attainment gap and social and health inequality. We have prioritised the following groups for support:

– young people (under 25 years)

– people on low incomes/or who live in areas of concentrated deprivation

– people experiencing exclusion such as those from black and minority ethnic groups or people with a disability; and

– people with poor health (physical or mental).

7.5 We continue to expect Ranger Services supported by us to use their Equality and Diversity Action Plans to further develop their services. We are also developing our evaluation and learning approach, including networking groups, to help us to better understand the impact of our funding for example how being outdoors benefits young people in terms of health and wellbeing or educational outcomes and skills.

7.6 Some examples of the projects we support that help to embed equalities and provide opportunities for all are:

– Backbone - in 2015-16, the Community Leadership Programme engaged over 2500 people from Black and Minority Ethnic (BME) groups and marginalised communities in enjoying nature and living healthier, more sustainable lives. Supporting community leaders to develop the skills and confidence to allow them to engage their communities in the development and delivery of outdoor recreation projects helps get more people from BME communities involved.

– Outward Bound Trust - more than 500 disadvantaged young people enjoyed wild outdoors adventures designed to help them learn about our natural environment. These courses help develop a variety of personal skills and attributes including confidence, resilience, goal-setting, teamwork and interpersonal skills. In feedback, 90% of the youngsters said that they felt more motivated about acting responsibly towards the natural environment, and 79% felt motivated about discovering nature close to where they live. Increasing outdoor learning opportunities, as well as encouraging more people to enjoy and benefit from a healthy natural environment, are priority aims in the 2020 Challenge for Scotland's Biodiversity. Work such as this partnership is helping to achieve both of these outcomes.

– John Muir Trust (JMT) - one in five of all John Muir Awards achieved in 2015-16 (3,362) were gained by pupils experiencing some form of disadvantage (taken from JMT website, Nov 15). In 2015, JMT conducted a survey of John Muir Award providers in Scotland to assess how using the Award impacts on participants, leaders and organisations that use it. When asking about impacts on participants' wellbeing, specifically in relation to the Scottish Government's wellbeing indicators, it revealed that:

  • 88% said doing the John Muir Award helped people be more included (*Defined as 'having help to overcome social, educational, physical and economic inequalities and being accepted as part of the community in which they live and learn'*).
  • 87% said involvement helped participants be more Active (*Defined as 'having opportunities to take part in activities such as play, recreation and sport which contribute to healthy growth and development, both at home and in the community'*).
  • 95% said involvement in the Award helped participants to improve in Achievement (*Defined as 'being supported and guided in their learning and in the development of their skills, confidence and self-esteem at home, at school, and in the community'*).

7.7 Our support of projects such as these helps deliver key Scottish Government (SG) outcomes for attainment, and health and social equality.

Communication

7.8   We are fully committed to making our main and associated web sites accessible to all and continue to work towards achieving level 'AAA' compliance, under the W3C Web Accessibility Initiative[9].

7.9   We are developing a new website and we are trying to make it as inclusive as possible. We have consulted a range of older and younger users during the testing stages, including representatives from 'Young Scot'. We have also gathered user requirements from people with disabilities through, e.g. Scottish Disability Equality Forum and the Scottish Council on Deafness.

7.10   We are also trying to make our site work with various assistive technologies by:
- using easy-to-read colours
- using larger fonts
- allowing navigation using a keyboard only

7.11   We have improved the accessibility of our documents through redesigning our Word template. This ensures that when employees are creating documents that may be published on our website, the elements of improved accessibility are built-in prior to any conversion to PDF.

7.12   Although we ceased publication in November 2016 of our twice-yearly magazine '*The Nature of Scotland*', the content will now be published across a range of social media platforms including our Scotland's Nature blog. Increasingly our audiences are engaging with social media and this switch will enable us to talk to audiences using the tools they themselves increasingly use.

7.13   In 2016, we also signed the **Scottish Farming Dyslexia Pledge** to adopt good practice in communications and support those within the farming and crofting community who have dyslexia. Through the pledge, we have committed to review documents and our websites to ensure they are dyslexia-friendly.

7.14   We also contributed to the development of the British Sign Language (BSL) National Plan[10] through our membership of the Non-Departmental Public Body (NDPB) Equality Forum. The plan covers the period 2017-2023 and sets out 10 long-term goals to help ensure that Deaf and Deafblind BSL users will be fully involved in daily and public life in Scotland. The plan was developed by a National Advisory Group, comprising two members of the Forum. The Forum was consulted during its development.

7.15   As an NDPB, we are covered by the covered by the national plan and are committed to play our full part in delivering its goals.

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[9] http://www.w3.org/standards/webdesign/accessibility
[10] Under the British Sign Language (Scotland) Act 2015

Equality Forums and Engagement

7.16   Through working with other organisations on equality and diversity issues we can better use of our resources, share information effectively, and keep up to date on a range of developments, e.g. new legislation, training.

7.17   We achieve this principally through our membership of the NDPB Equality Forum. The Forum provides a complementary and collaborative network for work across the equality and diversity agenda, and specifically the requirements of public sector equality duties. It attracts contributions from a range of influential bodies e.g. Scottish Government, Close the Gap and the Equality and Human Rights Commission (EHRC). As a strong representative body, it also contributes to a range of broader initiatives, e.g. the Scottish National Equality Improvement Project and, as mentioned, the BSL national plan for Scotland.

7.18   We also maintain links elsewhere, though less frequently, through the Highland Public Sector Partnership for equality and diversity, as well as other more informal networks.

7.19   We attended occasional one-off events, including a number hosted by Scottish Government. Areas discussed included the 50:50 target for the gender balance on Boards, and the action we could take to increase Board diversity generally. We also attended the public sector wide Equal Scotland live conference, which covered a broad range of equality and diversity issues, along with consultation of the Scottish Ministers' equality duties.

7.20   Several employees, including our former CEO, also attended a SEPA led conference on Leadership Talent – a focus on women. Their thoughts and experience were shared with the organisation generating a good deal of debate about diversity in decision making, barriers to progress in this area and organisational values and culture.

7.21   As part of the review of our outcomes, we have undertaken more direct consultation work with a range of equality representative groups, e.g. Council of Ethnic Minority Voluntary Sector Organisations (CEMVO), Grampian Regional Equality Councils (GREC) and the Scottish Disability Equality Forum (SDEF). Our aim is to develop these relationships further and work with a range of groups to help inform our work further.

7.22   In relation, more specifically, to our work on increasing participation in outdoor recreation, we are involved in an Outreach and Inclusion Liaison Group that brings together the two National Park Authorities, Forestry Commission Scotland (FCS) and Historic Environment Scotland (HES). The forum meets once or twice a year to share information and best practice on working with a range of equality groups. Its aim is to support more effective outreach and inclusion in Scotland in order to achieve a range of Scottish Government (SG) outcomes for equality and inclusion, environment and health, to improve the life chances and opportunities of people and to help fulfil the general equality duty. In 2016, this group used a joint approach to engaging with equality groups on barriers to access and recreation. This

work, in particular, helped inform the review of our equality outcome on participation.

7.23   We work with both Trade Unions in SNH on equality issues via Partnership meetings and the Equality and Diversity Project Board in order to remove any identified inequalities and promote good practice.

8.   Planning and reporting

8.1   Consideration of equality and diversity is built into our planning and decision making processes. Actions to support our objectives are captured in our business plan either as tasks delivered by individual teams or as part of the work of the Equality and Diversity project board and team. Employees are prompted to consider equality and diversity needs when bidding for project resource, developing or reviewing policy, and seeking decisions from our senior management team. Our programme office also carries out a sense-check of bids, as they are submitted. Outputs and outcomes are captured through our business planning reporting process.

Assessing the impact of our policies

8.2   We undertake equality impact assessment across a wide range of our business. Completed assessments are published on our website. We continue to review our impact assessment approach to ensure we take a proportionate approach, focus our resources better on areas of significant impact and consider the results at the most appropriate level in the organisation.

9.   Business Support Services

9.1   Our Business Support functions includes Procurement, Property and Service Delivery teams and provide frontline service to customers and, internally, to employees, including facilities management. Where a contractor is carrying out a public function on our behalf, the legal liability for the duties in relation to that function remains with us, throughout the whole of the contract.

9.2   In relation to Procurement, equality and diversity requirements are incorporated into our standard Terms and Conditions of Contract. To ensure that full consideration is given to the needs of, and the likely impact on, all users and others who will be affected by the contract, the procurement process includes the need to consider equalities when drafting the requirements. This is built into the guidance for our employees, supported by prompts to our equality impact assessment process, and embedded in our tender document templates, for example, under our fair working practices statement

9.3   Our published Procurement Strategy refers to Equality and Diversity standards specifically through community benefits and under our adoption of the Chartered Institute of Procurement and Supply (CIPS) Code of conduct for Ethical procurement. Further, we work with the Highland Procurement Cluster Group members and Scottish Procurement Directorate to ensure

good equality procurement practices are embedded into our processes and procedures.

9.4 In relation to our property, we ensure that all of our projects, from inception and design stages through to project implementation, are compliant with The Building (Scotland) Act 2003 and follow the 2013 Technical Standards. These set out to secure the health, safety, welfare and convenience of anyone using our buildings.

9.5 Our planned preventative maintenance programme includes works to ensure compliance with the general duty of the Equality Act, in relation to disability, facilitating access to and use of our offices and other properties.

9.6 We have recently embarked on a programme of space rationalisation in our offices under a Transforming Workplaces initiative. A central plank of this programme is to provide greater opportunities for staff to work in spaces and locations that are more appropriate to their work and personal requirements.

9.7 Upgrades to our audio systems at our Inverness office meeting rooms now mean that audio pickups feed directly into amplifiers, improving the audio quality for users from our embedded induction loop systems. These systems are now permanently live, meaning that users are not required to ask for special arrangements. Work has also taken place to minimise "data spillage" to adjoining rooms from induction loops (improving security, but also lessening the risk of interference for users).

9.8 Recent work on the hearing loop at our Battleby auditorium identified a lack of balance in the loop fields between the inner and outer regions of the room and a report was instructed. Following the consultant's recommendations, a complete new installation was carried out and the works are now complete.

10. Case study – Working with Young People

10.1 Engaging young people in the planning care and enjoyment of Scotland's nature and landscapes is an increasingly important part of our approach and is relevant to all of our equality outcomes. We do this by:

- bringing more young people into SNH on employment and training schemes

- providing opportunities for young people to get involved in the natural heritage, either directly on the National Nature Reserves (NNRs) we manage, or through funding and support to others

- involving more young people in decision-making about the natural heritage and to steer the work we do. As a first step along this journey, we have established a youth panel with Young Scot.

10.2 Within the Scottish Government's framework for supporting youth employment and its aspiration for the public sector workforce to have at least 5% under 25, we have taken opportunities to create modern apprenticeships, graduate placements and develop volunteering. In 2016/17

we supported six graduate placements and we will support a further nine in 2017/18, covering a wide range of SNH activity from social media and internal communication to development management and species reintroductions. For 2015/16 and 2016/17, we had six modern apprenticeships commence and five completed. The outcomes of these schemes have been very positive: the young people have developed new skills and experience; and SNH has benefited from the new ideas and energy to our work that these talented young people have collectively bought to the organisation.

10.3   Providing opportunities for young people to experience nature to learn about it, and be inspired by it, is a key objective for the Scottish Biodiversity Strategy Challenge (SBS) and Route Map to 2020. It also can contribute directly to other Government priorities for attainment, and health and social equality, through the development of personal skills and attributes including confidence, resilience, goal-setting, teamwork and interpersonal skills. In 15/16, 150 young people volunteered on SNH managed NNRs. We also funded around 84 projects that engaged nearly 100,000 young people in outdoor recreation, learning, volunteering and citizen science activity, many of these from disadvantaged backgrounds or with other protected characteristics. Some of the key partners in this work include Backbone, Grounds for Learning, John Muir Trust, National Trust; Outward Bound Trust; RSPB and TCV.

10.4   The final strand of our work is seeking to engage young people more directly in decision making about nature and how SNH plans its work. Working in partnership with Young Scot, the youth panel will help us to engage young people in each of the Big Steps for Nature set out in the SBS Route Map to 2020. The Panel – named Re-Route - comprises 16 young people from across Scotland ranging in age from 14 to 24. The first 15 months of activity has focused on building capacity and understanding, through residential stays and visits; the design and implementation of an online survey for young people; and the completion of a programme of learning challenges on the Big Steps for Nature. The Panel is now in the development phase of the project where they are coming up with ideas and co-creating solutions that will be tested, refined and implemented during Year of Young People in 2018. One early output has been the work, as part of the Natural Health Service action programme, to examine the barriers young women face to accessing the health benefits offered by Scotland's great outdoors.

Equality outcome progress report

11. Equality outcomes

11.1 We reviewed progress against our outcomes. Our outcomes are quite broad and therefore encompass a wide-range of activity. Further, a number of factors have affected our ability to progress some of the activity necessary to influence change, e.g. the lack of recruitment due to budget constraints affects our ability to address our demographic. Others are necessarily long-term in their nature, e.g. the gender pay gap.

11.2 We feel that more progress is needed before we can consider some of the outcomes achieved and therefore have decided to retain the current outcomes, but change the activity within them to reflect progress at this level. We will review progress again in 2019 and decide whether to introduce a change to the outcomes.

12. Outcome 1: Through the delivery of our services people who are underrepresented as a result of a protected characteristic are more able to visit and experience the outdoors

Background

12.1 We have a statutory remit to facilitate understanding and enjoyment of nature and landscape. We do this directly through the provision and management of National Nature Reserves, the promotion of information on places to enjoy the outdoors, and through statutory responsibilities we have jointly with local authorities to promote the Scottish Outdoor Access Code (SOAC). We also do this indirectly through funding support we give to others to promote outdoor recreation, volunteering and learning opportunities, developing and sharing good practice, and undertaking research and monitoring.

12.2 Influencing participation levels is challenging, and SNH is a very small player both in terms of direct provision, and also project spend. We have therefore taken a targeted approach to proactive work in this area which focuses on selected protected characteristic groups which are important for long-term policy in this area (e.g. young people) and/or groups known to be underrepresented in recreation surveys (BME groups; people with low incomes, disability or poor health). We also seek to work in partnership with other Government organisations (Forestry Commission Scotland (FCS), Loch Lomond and Trossachs National Park Authority (LLTNPA), Cairngorm National Park Authority (CNPA), Historic Environment Scotland (HES), National Health Service Health Scotland (NHS HS) and Non-Governmental Organisations (The Conservation Volunteers (TCV), National Trust for Scotland (NTS), John Muir Trust (JMT), Royal Society for the Protection of Birds (RSPB) etc.) on projects, advocacy and policy development.

Activity undertaken

<u>National Survey and Monitoring</u>

12.3   SNH has established two main survey vehicles: the Scottish People and Nature Survey which provides trend data on public behaviours and attitudes to the outdoors; and the Nature Omnibus Survey which provides trends data on public attitudes and behaviours on aspects of Scotland's nature and landscapes as well as specific aspects of our work such as National Nature Survey.

Repeat Scotland's People and Nature Survey (SPANs) to establish trend data on recreational patterns by under-represented groups over next 10 years.

12.4   We have been unable to repeat the planned second wave of SPANs intended to take place during 2016 due to constraints placed on our spending. However, we will be running a survey in 2017 albeit with reduced content. The data from this will be available in spring 2018.

12.5   Reports based on the first SPANs survey carried out in 2013 are still available on our website and we believe these still they present a fairly accurate overall picture of participation levels in outdoor recreation among people sharing some protected characteristics.

12.6   A quarter of adults in Scotland (1.1 million people) state that their ability to participate in outdoor recreation is limited by a long-term illness, health problem or disability. These adults are proportionately more likely to be people in the youngest and oldest age groups (16 – 24, 65 and over); and members of the BME population.

   – Young adults (16-24) - Weekly participation is around average at 51% but is lower than the level of weekly participation among those aged between 25 and 44 (56%).

   – Older adults (55 plus) Weekly participation in outdoor recreation declines among older people to 48% for 55 to 74 year olds, and only 29% among those aged 75 and over.

   – BME groups. Although adults in the BME population are just as likely as adults of white ethnicity to visit the outdoors for recreation, they are less likely to do so regularly: 42% report that they visit the outdoors at least once a week compared to 50% of adults of white ethnicity

12.7   More recent data from the Scottish Household survey suggests some progress on the percentage of all adults in Scotland visiting the outdoors by a) long-term illness/disability and b) ethnicity. The former group has seen an increase in the number of weekly visits to the outdoors from 29% in 2011 to 41% in 2015. The latter group has seen an increase from 34% in 2012 to 44% in 2015.

12.8   The Nature Omnibus Survey will be repeated in 2017. Previous data from the 2014 survey suggests that

- 16-24 year olds are less likely than average to have visited and less likely than those aged 55 and over

- 55- 64 year olds are more likely than average to have visited and more likely to have done so than those aged 65 plus

- the 65 plus age group is slightly less likely than average to have visited.

- Men are marginally more likely than women to have visited an NNR in the last 12 months

Consider with partners the need to develop specific survey on selected protected characteristic groups to complement data from SPANs.

12.9 We have considered the scope for a bespoke survey with other RAFE[11] bodies but concluded that this was not possible at this stage given the resourcing challenges faced by the public sector. However, we have now shared our bespoke visitor surveys we run at the properties we manage with a view to developing greater consistency in the data we seek on equalities issues. In future, this should provide us with larger and more comparable data sets in this area.

National Nature Reserves

12.10 SNH's 30 NNRs provide for 600,000 visits to the countryside each year. A significant proportion of SNH's investment in NNRs is to encourage local people and visitors, from home and abroad, to get closer to nature.

Continue to make targeted investment to improve visitor infrastructure and visitor information on NNRs for equality groups

12.11 In 2015/16 and 2016/17 SNH invested approximately £650,000 on visitor related work on NNRs including events, volunteering, infrastructure, promotion and outdoor learning. Expenditure of £210,000 focused on improving physical access to sites including the examples below:

- Flanders Moss - the car parking and access track have been upgraded with coach parking provided for the first time making it easier for visitors to access the site.

- Craigellachie - a joint project with the Scottish Youth Hostel Association has installed interpretation at the youth hostel in Aviemore including a remote camera link to breeding peregrines thus bringing wildlife to visitors who cannot physically access the reserve.

- Clyde Valley Woodlands - path improvements have enhanced overall access, and at Caerlaverock NNR upgrading of sections of boardwalk has improved the overall access.

12.12 Future plans include path improvements, viewpoints with interpretation, extension and improvements to boardwalks, new welcome and orientation areas. Accessibility will be at the forefront of these actions.

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[11] Rural Affairs, Forestry and Environment

Finalise and roll out path grading project on way-marked paths at National Nature Reserves

12.13 The majority of paths on SNH-managed NNRs have been graded for accessibility according to the new national path grading system. SNH is now considering which NNR promotional material requires updating and which paths require improvement.

Develop the monitoring framework to routinely capture information on visits from protected characteristic groups

12.14 We collect information on protected characteristics when it is provided voluntarily by groups when they make contact looking for "supported / booked" visits to nature reserves run by SNH. As such the data is indicative rather than comprehensive of all group visits to NNRs.

12.15 In 2015/16 we supported 45 groups with members sharing a protected characteristic. In those groups:

- 230 were older people, including visits from groups for people over a specific age, e.g. Cupar Seniors Group

- 56 people were from BME groups e.g. Dundee International Women's Centre

- 153 were from groups with specific needs. These include a mixture of those with physical limitations and others with mental health issues e.g. the Camphill Community, and Momentum Skills[12].

- 6 were school pupils on rural skills training

- 119 were students on John Muir Award visits

- 162 volunteers under the age of 24 contributed 3,215 days of volunteering effort. This excludes those volunteers under 24 who worked within a group of mixed ages.

Review approach to measuring visits / visitor experience from protected characteristic groups as part of refresh of our approach to measuring visitor / visitor experience generally.

12.16 We have reviewed how we measure visitor experience and moved from a detailed and costly survey to a simplified recommendation survey. We have adopted this approach as we are seeing limited change in the profile of users and we wanted to reduce monitoring costs. We acknowledge the limitation of this approach in terms of demonstrating our commitment to equality issues, but believe there is more merit in focusing on generating the data we need to demonstrate impact from the projects and grants we support.

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[12] Providing vocational rehabilitation and skills training for people with disabilities and other excluded people to help them to live independently and gain access to employment.

12.17 We have continued to increase the focus of our external funding on our priority groups and areas, helping to engage more people living with disadvantage to visit and experience the outdoors. The greater targeting of our external funding on specific groups and geographic areas will have resulted in a greater proportion of people with protected characteristics being involved in projects benefitting from our funding.

12.18 In 15/16 we funded around 80 projects that engaged people with one or more protected characteristics to visit and experience the natural heritage (Table 1).

Table 1 Summary of people from specific protected characteristic groups benefiting from SNH grant support

	Young People (<25)	People Experiencing Exclusion (particularly BME and Disability)
Environmental volunteering	6,529	899
Outdoor learning	76,146	5,062
Outdoor recreation	11,803	3,745
Citizen Science	74	20

12.19 A selection of local projects we have funded illustrates the breadth of activities:

− **Young people** – The Green Team – Youth Volunteering Programme; Bringing the Dighty to Life; Communities Along The Carron; The Ecology Centre Kinghorn – Community Engagement Programme; Scottish Seabird Centre Education Project.

− **Race** - Branching Out – Developing Minority Ethnic Participation in Scotland's Natural Heritage (West Of Scotland Regional Equality Council); Community Leadership Project - Backbone.

− **Disability** - Aigas Nature days; A Natural Place for Younger People with Autism (Scottish Outdoor Education Centre).

− **Women** (Perth and Kinross Association of Voluntary Service - Outdoor Bound project).

Consider new targets for framework grants which focus further activity on priority groups

12.20 Our support of large national organisations, including: John Muir Trust, National Trust for Scotland, Scottish Wildlife Trust, Royal Society for the Protection of Birds and The Conservation Volunteers, also focuses activity on our priority groups.

12.21 Through our support the John Muir Trust promoted and supported the delivery of John Muir Award activity across Scotland. In 2015/16 over 15000 young people achieved a John Muir Award. The John Muir Award helps

deliver Curriculum for Excellence outcomes and demonstrates Learning for Sustainability in action. It involves pupils taking responsibility for nature (in school grounds and communities), helps establish aspirations for healthy behaviour, and improves wellbeing in line with Scottish Government indicators. Such activity helps foster a culture of achievement in schools – building essential skills for life, learning and work, and raising attainment for all. In 2017/18, we have encouraged JMT to increase the number of Awards delivered to socially excluded groups, and to increase the number of school children involved in education-related projects

12.22   The National Trust for Scotland, which is supported by SNH, has been running a Community Outreach Programme (since 2014) by working in partnership with communities to encourage young people (under 25), people with a disability, over 55s and members of BME groups to play and explore in the outdoors. In 2015/16 this work benefitted over 6000 young people and involved 880 people with disabilities enjoying the outdoors and 906 people from BME communities experiencing the outdoors.

12.23   The RSPB has been working at Baron's Haugh in North Lanarkshire delivering environmental volunteering experiences, for example work with specialist partners to target difficult to reach groups (including those with autism and learning difficulties). They have also been delivering outdoor learning experiences to young people, involving up to 3000 school children at a number of locations including Baron's Haugh.

12.24   Through our support, TCV Scotland has developed experience in engaging BME groups in outdoor activities. During 2015/16 they conducted a series of events to explore areas of community interest and concern when accessing the outdoors as part of its "Progression of Minority Ethnic Outreach Project". Events included taster sessions, one to one meetings, and training workshops. The project concluded:

   − BME outdoor engagement works most effectively when community "leaders" and role models are trained and have positive learning experiences in the outdoors. Building skills and confidence across a wide range of community leaders is key to wider scale engagement and TCV's role in inspiring and enthusing groups to get outdoors and make a difference can be achieved in a variety of ways and across a range of activities.

   − TCV Scotland's focus during 2016 and 2017 is to develop long lasting relationships with minority ethnic community groups in order to increase their capacity, skills and confidence so that they are more confident engaging with and volunteering in the outdoors. This will build on the feedback from the 2015/16 consultative and partnership work with minority ethnic groups, the key findings of which include:

     • Offer a longer-term approach with more targeted outdoor activities which reflect the needs of specific groups

     • Work more in partnership with organisations through long-lasting meaningful relationship building which includes face to face interaction

and working outside of the TCV comfort zone (come to us and we'll provide things for you) and more in the BME community groups' comfort zone e.g. next to Mosque/community centre

- Create positive experiences and specific skills training in working in the outdoors e.g. Natural Leaders workshops , for community 'leaders' and role models

- Offer tailored learning events which "talk to" community groups' key priorities including: language barriers; increasing a sense of identify with the outdoors; cultural gender differences restricting potential engagement with the outdoors; health / dietary concerns; needs relating to faith e.g. prayer times / dogs for Muslims and being mindful to the impact Scotland's different weather systems on motivation levels

- Working with families rather than just individuals from ME communities can have a higher impact on participation/numbers attending and provides a more inclusive and intergenerational approach to inclusion.

12.25   In 2016, TCV Scotland conducted an evaluation of its activities to increase access to the outdoors for people with a disability. They will use the findings to help guide future events and activities to reduce barriers experienced by disabled people.

Test new approach to evaluation and learning around external funding for equality groups providing a mechanism for engaging with networking / interest groups to share good practice etc.

12.26   We continue to develop our approach to evaluation and learning across our funding programme. In 17/18 we will look at opportunities to engage with others to consider how we can use our limited funds most effectively to support efforts to improve equality and opportunity for all.

Development and delivery of the Green Infrastructure Fund

12.27   SNH is the Lead Partner for the European Regional Development Fund (ERDF)'s Green Infrastructure Strategic Intervention. We are delivering it through Challenge Funds that aim to create and improve green infrastructure in some of Scotland's most deprived urban areas. The Fund seeks to address a range of outcomes including Involving Communities and Increasing Participation in addition to ERDF Horizontal Themes of Equal Opportunities and Social Inclusion. All applications are assessed on how well they address equalities with assessors looking, for example, at the accessibility / design / appropriateness of the proposed new GI, and the inclusivity of community engagement throughout the planning and delivery of the project. We have also set up a new challenge fund seeking applications focussing on community engagement with greenspaces and green infrastructure and have ensured that equality of opportunity is built into the assessment process.

12.28   As well as ensuring that equalities are directly addressed through the funded projects, we have reviewed how we can improve our own approach to equalities through the delivery of the Green Infrastructure Strategic

Intervention itself. Most significantly to date we have worked with CEMVO to improve how we address equalities in our guidance to applicants, , a member of the team has undertaken EqIA training and updated the project's EqIA and we are currently considering developing some training for our grantees on effective delivery towards the ERDF Horizontal Themes.

12.29 Following the completion of the accessibility audit of the Green Infrastructure Fund (GIF) website by SNH's web development team, we have made a number of changes which have improved its overall accessibility, and we will continue to monitor any issues through user feedback.

National Walking and Cycling Network - Promoting use of the John Muir Way

12.30 The John Muir Way route was planned to be of wide appeal, easy to do and very accessible. This has mostly been achieved with further improvements planned by CSGNT who now co-ordinate the management of the route in response to the findings of the multi-use accessibility study SNH undertook in 2016. The Bo'ness Natural Connections project has demonstrated how to use an art-based process to engage new participants in using the route working with the local secondary school. Building on this experience, specific activities around protected characteristic groups will be developed as part of future work on improving strategic path and greenspace provision through the National Walking and Cycling network (NWCN)**.**

Engaging more people in the outdoors through campaigns

12.31 Recent campaign activity has focused on the promotion of the Scottish Outdoor Access Code - aimed primarily at those already taking access and including work with Young Scot targeted at young people – and the Natural Health Service work which is seeking to increase regular participation in outdoor activity to improve public health. This work builds on the previous Simple Pleasures Easily Found campaign and is targeted at socially disadvantaged communities. Examples include Drumchapel (signage and promotional activity with Active Drumchapel); and Dundee (Family Fresh-air club – supported visits to the outdoors with Dundee City Ranger Service). Further work is being planned in this area as part of the Natural health Service Action Programme.

<u>Developing and Sharing Good Practice</u>

12.32 An aspiration for SNH is to develop good practice in engaging users and co-production across its participation agenda. It also runs a well-established sharing good practice programme that each year brings together several hundred individual and organisations across a range of natural heritage topics.

Develop young person's engagement panel with Young Scot to focus on the Scottish Biodiversity Strategy 2020 Challenge.

12.33 Working in partnership with Young Scot, SNH has established a youth advisory panel on Biodiversity, ReRoute, comprising 16 young people. Its purpose is to looking at better ways for SNH and other organisations to

engage young people in the Big Steps for Nature set out in the Scottish Biodiversity Strategy 2020 Challenge and Route Map. The key concept behind this project is co-production - fully engaging with young people throughout the whole process and involving them in developing and implementing the solution to the issues they identify.

12.34   As well as developing a strong on-line presence, group members have developed their thinking through residentials and individual topic-based challenges. To learn more about how organisations engage with young people, they have also attending a number of conferences including the Race Equality in Nature conference in Bristol (see text box), the SNH Leaders Forum, Trees for Life Bioblitz and Edinburgh Science festival events.

> "The Race Equality in Nature conference in Bristol was an inspiring event brought about by 14-year-old blogger and birder, Birdgirl, passionately campaigning for better access to nature for people from Black, Asian and other minority ethnic communities. We learned that people with various religious, ethnic and cultural backgrounds can face many barriers to accessing and enjoying nature's benefits. We hope to use these insights to ensure that they reach young people from all backgrounds in Scotland and champion equal access for all."

12.35   Reroute have also designed, run and analysed their own questionnaire[13], using the Young Scot website rewards programme, to directly find out young people's thoughts and opinions on Scotland's natural environment. It found that nearly three quarters of young people in Scotland enjoy spending time in nature and that one in nine agree we need to protect the natural environment. The survey can be found here

12.36   They youth panel are now in the development phase of the project where they are coming up with ideas and co-creating solutions that are tested, refined and then implemented.

Continue to ensure SGP programme includes relevant topics

12.37   The programme of Sharing Good Practice events, which SNH co-ordinates and hosts throughout the year, continues to reflect our corporate priorities of ensuring that the benefits from the natural heritage are shared more equally and by increasing numbers of people, in particular by those who currently experience poorer outcomes. A common theme in recent the SGP programmes has been on young people.

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[13] http://www.youngscot.net/wp-content/uploads/2017/01/ReRoute_Insight_Report_G.pdf

Outcome 1 - Assessment of Progress

	Key action proposed (2015-17)	Overall progress
National Survey and Monitoring.	– Repeat Scotland's People and Nature Survey (SPANs) to establish trend data on recreational patterns by under-represented groups over next 10 years.	🔴
	– Consider with partners the need to develop specific survey on selected protected characteristic groups to complement data from SPANs.	🟢
National Nature Reserves.	– Continue to make targeted investment to improve visitor infrastructure and visitor information on NNRs for equality groups	🟢
	– Finalise and roll out path grading project on way-marked paths at National Nature Reserves	🟠
	– Develop the monitoring framework to routinely capture information on visits from protected characteristic groups	🟢
	– Review approach to measuring visits / visitor experience from protected characteristic groups as part of refresh of our approach to measuring visitor / visitor experience generally.	🟠
External Funding, Projects and Campaigns	– Consider new targets for framework grants which focus further activity on priority groups	🟢
	– Test new approach to evaluation and learning providing a mechanism for engaging with networking/interest groups to share good practice etc.	🟠
	– Development and delivery of the Green Infrastructure fund	🟢
	– National Walking and Cycle Network – promoting use of the John Muir Way	🟢
	– Engaging more people in the outdoors through campaigns	🟢
Developing and	– Develop young person's engagement panel	🟢

| Sharing Good Practice (SGP). | with Young Scot to focus on the Scottish Biodiversity Strategy 2020 Challenge | |
| | − Continue to ensure that the SGP Programme continues to reflect equalities agenda | |

Proposed Action 2017-19

National Survey and Monitoring.	− Publish and promote the 2017 findings from the SPANS successor survey in respect to protected characteristic groups; and the findings from the 2016 Scottish Household Survey. − Consider further with partners the need to develop a common approach to specific site based survey on selected protected characteristic groups to complement the national data from SPANS and its successor
National Nature Reserves.	− Continue to use available funding to make targeted investment to improve visitor infrastructure and visitor information. − Roll out the path grading project on way marked paths at National Nature Reserves
External funding, projects and campaigns	− Further prioritise funding towards priority groups, including specific targets for grant schemes we fund others to deliver − Scope and test new approach to evaluation and learning to provide a mechanism for engaging with sector and other funders to share good practice etc. − Continue to ensure that projects and campaigns support greater use of the outdoors by key target groups – GIF; NWCN and SOAC and ONHS activity
Developing and Sharing Good Practice.	− Continue to support Reroute and develop ways to embed the work of the youth panel into decision making within SNH, including the development of the new corporate strategy. − Continue to ensure SGP programme includes relevant topics. − Establish a specific sub-group of the NDPB Equalities forum to consider interagency activity on outcome 1 (building on the existing outreach and inclusion group comprising FCS, NPAs, SNH and HES)

13. Outcome 2: Our workforce broadly reflects the diversity of the population of Scotland

Background

13.1   We are committed to ensuring that the make-up of our workforce reflects the population of Scotland. We draw upon the national census data, and other sources, e.g. Annual Population Survey, as our benchmark.

13.2   Increasing our awareness of the range of equality characteristics of our staff enables us to ensure that our policies and practices do not discriminate in any of our day to day activities.

Activity undertaken

Demographics

Further in-depth analysis required to ascertain whether any unconscious barriers to recruitment

13.3   Our core HR systems were updated to ensure that the data captured accorded with the Scottish Government census classifications. It is important that we have a solid database on which to work from to enable analysis of where we may need to take future action.

Maintain work to increase the level of personal data input by existing staff

13.4   We have requested employees update their personal information, giving them an opportunity to 'prefer not to say' rather than leaving fields blank. Even so, disclosure rates remain relatively low with often 40-50% of employees choosing to provide no information or preferring not to say.

Work to understand why our workforce composition is the way it is and what we can do to influence it

13.5   Using the data available, Figure 1 shows that some of the main gaps in our workforce composition compared to Scotland-wide data are around disability and visible minority ethnic groups. Whilst some of this may, in part, relate to disclosure rates, we need to understand better the full range of causes to inform the most appropriate action. This is why we will continue to work with employees to improve disclosure.

13.6   Previously equality and diversity information was entered into our stand-alone recruitment system and was not able to be transferred into the HR core systems. The aim of implementing the new recruitment system was to improve and increase the integrity of our core data collection, so that we could use this with more confidence for improving our services. It would also ensure that we capture the data at one point of entry. Data will then follow the successful candidate through to the core HR system to be supplemented later with additional information, e.g. their learning and development. Our ability to produce reports and identify the number of staff with protected

characteristics through recruitment, employment, and learning and development will be vastly improved as a consequence.

13.7 However, due to the technical difficulties experienced during implementation of the system, we have not been able to record this data and therefore are unable to report on this. Work continues to resolve the issue, and an interim solution has been put in place to capture the information at application stage, to enable the reporting of these data in future reports.
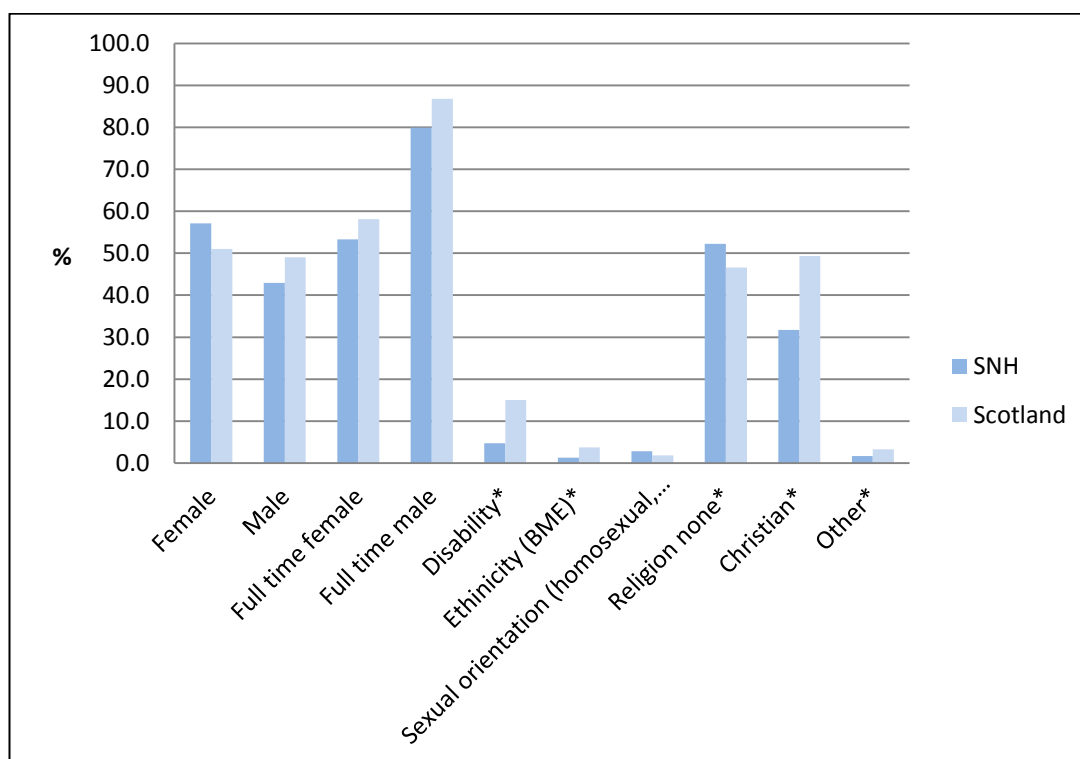
Figure 1 Scottish census working age data vs SNH workforce[14]

Positive Action

Further analysis of areas where positive action could be undertaken, e.g. women in senior management and leadership positions

13.8 We have been improving utilisation and processes for analysis of Management Information from a variety of sources and systems, including our flexible working hours system and our Occupational Health and Employee Assistance Programme Providers. We have also developed quarterly performance reports which provide a number of performance indicators to our senior management team. This data in combination with the introduction of quarterly performance reporting provides our senior management team with a fuller picture of the areas where positive action can be undertaken. Going forward we will look to develop further the equality and diversity information included in these quarterly reports.

13.9 The low representation of women in senior management positions is changing gradually despite budget pressures, low turnover and limited

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[14] Data excludes prefer not to say and no information.

promotional opportunities. The increase in women in leadership positions has invigorated engagement amongst our female employees. Through our virtual network employees promote diversity, share ideas, experiences and drive the equality agenda.

13.10   Our previous employee survey in 2014 highlighted a significant reduction in the understanding of our organisational values. We have taken action since, engaging employees to raise awareness of our values and to embed them within our performance management approach. We also recognise the importance of leadership in this area, which is why the values are now reinforced at all of our senior management meetings. This has led to a significant improvement in the understanding of our values (70%), as evidenced by the results of our 2016 employee survey.

13.11   The 2016 employee survey highlighted a reduction in the number of employees thinking that SNH takes their wellbeing seriously.   Employee comments have highlighted low morale and stress as issues affecting their wellbeing. It is therefore not surprising that there has been an upward trend in HR casework since 2013/14 (Figure 2).
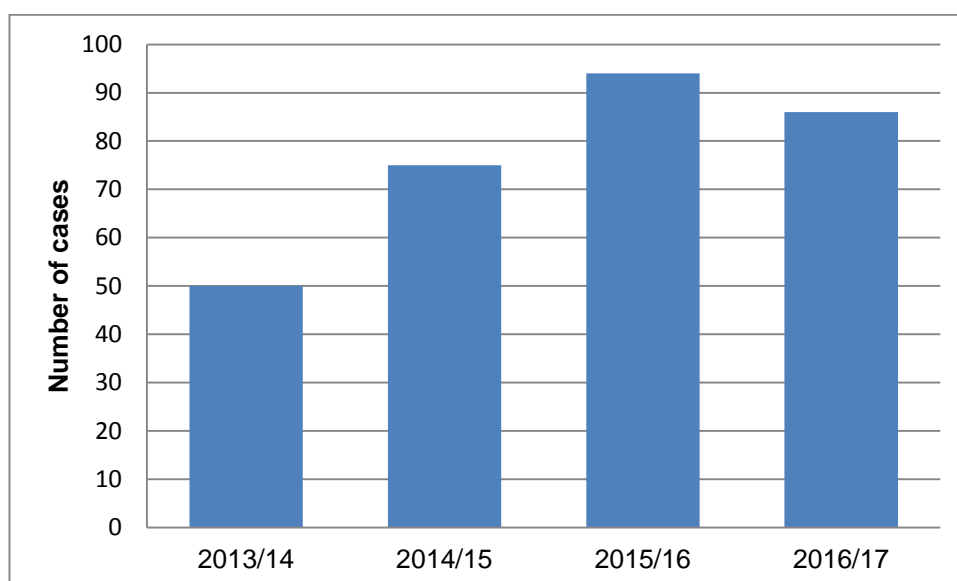
Figure 2 HR casework

13.12   Although our absence rate is low by comparison to other public sector organisations, an analysis of Occupational Health referrals highlighted that 64% of our employees are present at work at the time of referral. Bearing in mind that there will be a proportion of employees with health issues that are not referred to Occupational Health, this is likely to be higher. Research undertaken by The Work Foundation in 2010 found that presenteeism accounts for 1.5 times as much working time lost as sickness absence in the UK.

13.13   Since 2014 we have seen a significant rise in the number of employee referrals to Occupational Health for mental and or behavioural disorders (35% of all referrals), followed closely by musculoskeletal (27%) conditions. Without further intervention we would expect this upward trend to continue,

given our ageing workforce and the increasing budgetary and staffing constraints. In response, we launched a number of initiatives around Mental Health Awareness Week in 2015 and 2016, including a campaign organised by the Mental Health Foundation who work to promote 'Good Mental Health for All' by challenging inequality in this area.

13.14   We work closely with our Employee Assistance Programme to raise mental health awareness. Recent campaigns have covered the links of some equality strands to mental health, which included information on relationships, carers, diversity and LGBT (Lesbian, Gay, Bisexual and Transgender) and domestic violence. We have also rolled out a Developing Resilient Teams Workshop for our managers, which provide essential knowledge, skills and tools to assist in managing stress. In 2017 we plan to develop this further by incorporating 'mental health first aid'.

13.15   In response to concerns around increases in organisational stress, our Management Team have actively encouraged employees to take lunch breaks and work flexibly. We monitor employee flexi balances and lunch breaks and promote the importance of taking breaks. Where excessive hours are identified discussions are encouraged with managers and affected employees to understand the reasons. Employees have engaged in a number of corporate walking and cycling challenges, which encourages people to spend time away from their desks for some physical activity.

13.16   We have recently committed to achieving the Healthy Working Lives Award (HWL), which is a statement of our intent with regard to the health and wellbeing of our employees and where our corporate activities around increasing participation and health inequality fit in. This work will support our equality and diversity outcomes by providing better opportunities for people to improve their health and wellbeing, increased awareness of mental health issues and a culture of openness and greater opportunities for employees to engage in physical activity.

13.17   Workforce Analysis has demonstrated that our employee complement is changing and is likely to change given the age profile of employees. Older people form an increasing proportion of the Scottish population, and will play an increasingly important role in our prosperity and future. By 2031 the number of people aged 50+ is projected to rise by 28% and the number aged 75+ is projected to increase by 75%[15]. This is reflected in our workforce profile with 59% of SNH employees aged over 45.

13.18   Statistics from Carer Positive show that there are 1 in 8 carers in the workplace and as the population is getting older this is forecast to increase. With 1 in 5 carers forced to give up work, we continue to look at opportunities to promote good practice in this area and have recently committed to the achievement of the Carer Positive Award to ensure we support carers in the workplace.

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[15] All our futures: Planning for a Scotland with an Ageing Population

13.19 Through our Workforce Planning projects we will review how we harness the skills and life experience older employees bring and ensure that equalities are built into our Talent Management Programmes. We need to challenge current perceptions about ageing and at the same time promote a positive vision for the longer term, in which all generations can plan for and influence the work that we do

Recruitment

Increased reporting to enable data to support possible areas for positive action

13.20 The need to reduce our paybill costs, in response to the sustained pressure on budgets in recent years, has led to a downturn in recruitment. Coupled with a low turnover, this has generated fewer opportunities for positive action in this area. Instead, positive action has focused mainly on recruiting and developing young people, i.e. under 25's to support our Youth Employment strategy.

Assessing the reach we have as an organisation in terms of recruitment, and taking practical steps to extend that reach, understand how we are perceived by certain equality groups as an employer, how we present ourselves externally and what people's experience is of the recruitment process and beyond to development and progression

13.21 Where opportunities do arise, however, we are now working with a number of equality groups such as CEMVO, GREC and Scottish Disability Equality Forum (SDEF) to develop further our Attraction Strategy and ensure that all our opportunities extend to some of the more difficult to reach groups. This includes working together to develop proposals for our graduate placement scheme, Modern Apprenticeships and volunteering, with the option of a GREC organised placement for 'confidence building'. We plan to extend this model to other equality groups once we have established a ways of working.

Improve disclosure

Continue approach to improve disclosure of protected characteristics for all staff

13.22 We have taken steps to improve disclosure, encouraging employees to complete their equality and diversity data on our iPeople Self Service module. The information is held confidentially. Access is restricted to the individual only. The information is reported on and only used in statistical form for monitoring purposes to help SNH develop better and more inclusive ways of working.

13.23 Despite this, improving disclosure remains a challenge. Following staff feedback, we launched a campaign, incorporating the Stonewall Guidance, which resulted in only a slight increase in disclosure. We are now working in partnership with Grampian Regional Equality Group (GREC) on employee engagement sessions that will allow us to understand further the reasons for

non-disclosure. GREC are currently involved in a Scottish Government funded research project on 'Economic Experiences of Different Ethnic Groups'. The results from the work with us will feed into this research helping to identify some of the possible barriers experienced by BME groups in relation to working at SNH.

Outcome 2 - Assessment of Progress

	Key action proposed (2015-17)	Overall progress
Demographics	– Further in-depth analysis required to ascertain whether any unconscious barriers to recruitment	🟥
	– Maintain work to increase the level of personal data input by existing staff	🟩
	– Work to understand why our workforce composition is the way it is and what we can do to influence it	🟧
Positive Action	– Further analysis of areas where positive action could be undertaken, e.g. women in senior management and leadership positions	🟧
Recruitment	– Increased reporting to enable data to support possible areas for positive action	🟥
	– Assessing the reach we have as an organisation in terms of recruitment, and taking practical steps to extend that reach, understand how we are perceived by certain equality groups as an employer, how we present ourselves externally and what people's experience is of the recruitment process and beyond to development and progression	🟥
Improved disclosure	– Continue approach to improve disclosure of protected characteristics for all staff	🟧

Proposed Action 2017-19

Demographics	– Streamline and improve our E&D reporting functionality through utilisation of our new Business Intelligence tool – Incorporate E&D metrics into quarterly performance reporting on a bi annual basis to ensure actions are driven by senior management

Recruitment	– Review of our Recruitment policies and processes to include a general need to engage better with BME and disability groups on opportunities – Resolve technical issues with recruitment system to ensure we capture E&D data, ensuring interim solution in place to capture data at application stage. – Commitment to achievement of the Disability Confident Scheme
Improved disclosure	– Tackle non-disclosure through staff engagement event in partnership with GREC

14. Outcome 3: Our workforce welcomes, values and promotes diversity

Background

14.1   We are committed to supporting and promoting equality and diversity for our employees, the users of our services and in our role as participants in caring for and enabling the enjoyment of Scotland's nature.

14.2   We seek to ensure that individuals are treated equally and fairly and that decisions on recruitment, selection, training, promotion and career development are based on objective - and work related criteria regardless of any of the 'protected characteristics' as described in current legislation. However, SNH extends this protection to other differences including, for example, social background, work pattern, position in the organisation or participation in trade union activity.

14.3   We maintain a culture and philosophy which recognises and rewards individual achievement and merit. This ethos applies to all our stakeholders including members of our board, volunteers, agency workers, contractors and visitors to our sites.

Activity undertaken

Employee survey

Continue to improve and maintain the quantity and quality data provided by employees

14.4   We specifically ask questions regarding our employee's experience in relation to equality and diversity. Figure 3 compares our results with the latest available data from the UK Civil Service Employee Survey and Scottish Government[16].

14.5   Our 2016 employee survey results on fair treatment, respecting differences and being treated with respect were very positive overall but have shown a slight decrease since 2014. There has been a slight increase since 2014 in employees reporting that they have experienced bullying and harassment. Feedback suggests some of the increase relates to incidents of perceived bullying and harassment from outside the organisation. We are investigating this further to ensure all employees have access to the information they require to challenge unfair treatment.

14.6   Concerns over bullying and harassment are an area that naturally receives particular attention. We have a zero tolerance. It is important that we understand and address its causes and continue to build confidence in employees that their concerns will be dealt with competently and professionally.

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[16] We have omitted 2015, as we did not run our survey in that year
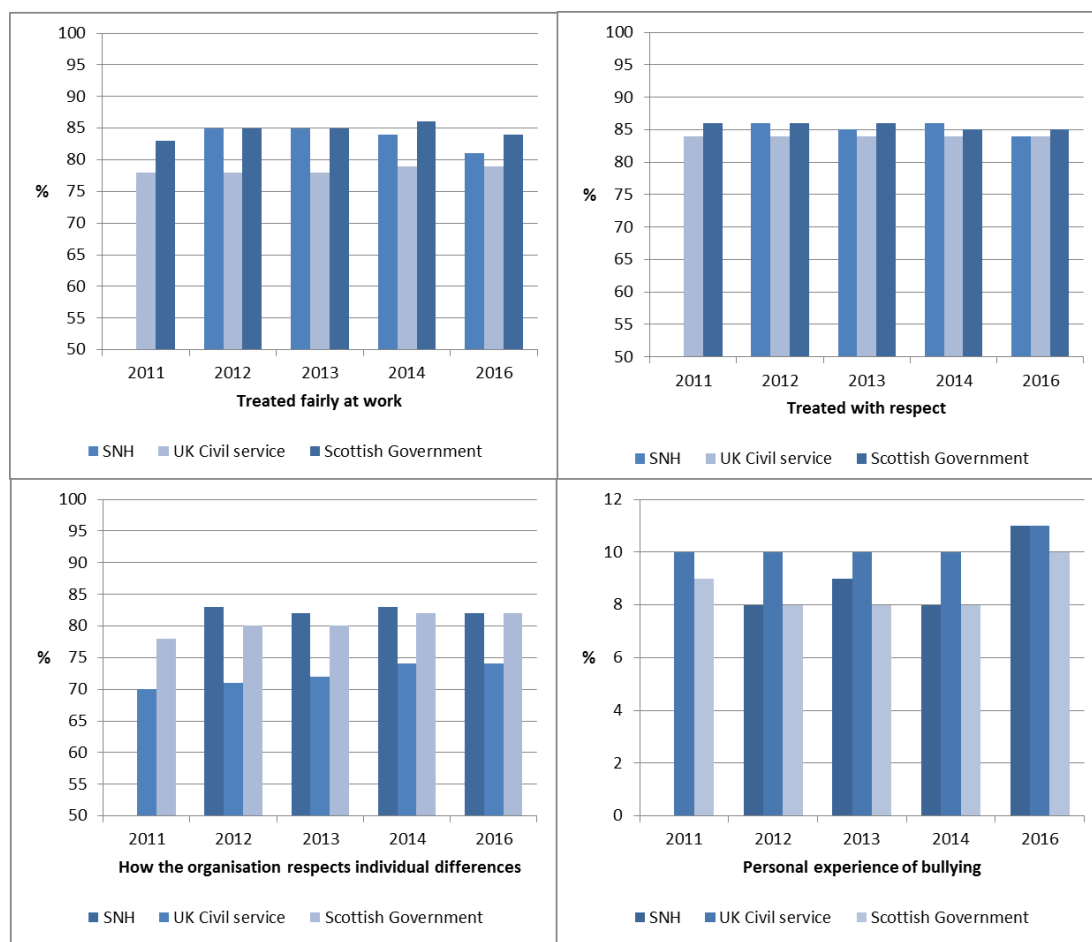
Figure 3 Comparison between SNH and UK civil service for a range of fair treatment issues

Biennial detailed employee survey to be undertaken in Sept 2015

14.7 We undertake an anonymous employee survey every two years and use this analysis to determine an action plan of improvements or changes that need to be made. Following our 2014 employee survey, it was agreed that our survey would be undertaken twice-yearly, primarily to allow time for existing change to be embedded and for the implementation of any actions to take place.

Youth employment

Maintain the current targets for modern apprenticeship and graduate placements

14.8 In 2012/13, as part of our youth employment strategy, we agreed the following targets:

− five directly employed modern apprenticeships;
− A new graduate placement scheme, with 5 graduates each year
− 30 young volunteers supported on SNH managed NNR's
− 2000 young volunteers supported through grant support to NGO's

14.9　The last five years have seen good progress. As a result, we now have 19 employees aged 25 and under, representing approximately 3% of our current workforce. This is in line with other public sector organisations in Scotland.

14.10　Feedback to date from the young people who have participated in our modern apprenticeship scheme or the graduate scheme and our existing staff and managers has been positive, with a number of benefits being provided such as: new ideas and energy for teams and units; development opportunities for existing staff to undertake line management; successful recruitment of young people through these schemes.

14.11　For example, in 2016/17 we supported six graduate placements and we will support a further nine in 2017/18. We will also support modern apprenticeships for entry level recruitments and continue to work in partnership with the Scottish Rural College (SRUC), University of the Highland and Islands (UHI) and Re Route Group.

Revise targets for volunteers (150 for NNR's, 2000 young people through grant funding)

14.12　We also provide volunteering opportunities for young people on our National Nature Reserves (NNRs) and through SNH grants. We are actively seeking further opportunities for engagement with underrepresented groups on the development of our Youth Strategy through partnerships with the Council of Ethnic Minority Voluntary Sector Organisations (CEMVO), Grampian Regional Equality Councils (GREC) and the Scottish Disability Equality Forum (SDEF).

Develop a more conservation focussed modern apprenticeship scheme for front-facing services

14.13　We plan to progress during 2017/18, working with LANTRA and utilising the modern apprenticeship framework 'Rural Skills' to align with some of our front facing roles to allow a wider application of our modern apprenticeship scheme across SNH. We will report progress as this scheme develops.

To scope and plan the creation of a junior ranger at 5 of our NNR's in 2016

14.14　We were unable to deliver on this plan in 2016 due to other priorities. However, it remains our ambition to implement it when the circumstances allow.

Scoping of synergies between key SNH projects and opportunities to develop skills, training and employment for young people

14.15　As part of our Workforce Plan, projects are in progress to develop synergies between our age profile, skills framework, looking to align experience of our workforce and potential skills gaps. For 2016/17 we have identified prioritised skills needs across the organisation, which will assist in our resourcing decisions, along with further work to be undertaken during

2017/18 to refine this and bring together other project outcomes to develop a job skills framework which will assist the organisation in making future resourcing decisions, based on skills needs. This will also align with future development of our youth strategy to allow opportunities to develop the skills, training and employment opportunities for young people both within our organisation and across other public sector bodies. We are also working in partnership with others to expand our youth strategy, looking to implement cross organisation schemes (e.g. modern apprenticeships, shared graduate / student placements) to continue to provide further opportunities for young people.

Undertake a full review of the business case for expanding this activity further in 2016/17

14.16   Work continues on this, we have reviewed our business case for supporting delivery of our youth strategy and we have seen our graduate placement scheme increase by three for 2017/18, with further review for 2018/19. This coupled with the review undertaken across our youth offering, which crosses both Outcome 1 and 3, further evidences our modest expansion to date. As ways of working embeds for cross organisation working, the scope to expand this activity increases again.

Develop a Youth Strategy and work towards achieving Investors in Young People

14.17   Our youth strategy is in place, which has been detailed from the initial targets set for this activity. A review of Investors in Young People has been carried out and is in our plan for completion in 2017/18.

Procurement

Further awareness raising required to broaden understanding and application of the duty

14.18   The inclusion of specific criteria for evaluation is determined on a case by case basis, informed, in part, by our equality impact assessment process. Like other conditions of contract, any related to equalities will form part of the compliance check with the supplier

14.19   As a listed authority we comply with the specific duty in relation to public procurements covered by the Regulations. The duty does not apply to sub-threshold contracts or frameworks, i.e. below the European tendering threshold. However, our internal 'Procurement Journey' which supports staff on any non-Regulated procurement includes guidance (to support a decision on relevance and/or appropriate evaluation criteria) and a specific section detailing our aspirations is automatically included within our template Statement of Requirement forms.

<u>Decision making</u>

Further awareness raising amongst managers to ensure equalities is always reflected in the decision making process, where relevant

14.20   Consideration of equalities is built into our business planning system. All employees use the system and those involved in project bids are prompted to consider whether an equality impact assessment is required. This information is checked as the bids progress through to approval. To provide support, several courses on developing equality impact assessment were delivered between 2015 and 2017, under a joint initiative with SEPA.

14.21   The process for signing-off 'policies', through our senior management team and Board, includes a requirement to build the results of equality impact assessment into the business case.

Outcome 3 – Assessment of Progress

Employee survey	– Continue to improve and maintain the quantity and quality of data provided by employees	🟩
	– Biennial detailed employee survey to be undertaken in Sept 2015	🟩
Youth employment	– Maintain the current targets for modern apprenticeship and graduate placements	🟩
	– Revise targets for volunteers (150 for NNR's, 2000 young people through grant funding)	🟩
	– Develop a more conservation focussed modern apprenticeship scheme for front-facing services	🟧
	– To scope and plan the creation of a junior ranger at 5 of our NNR's in 2016	🟥
	– Scoping of synergies between key SNH projects and opportunities to develop skills, training and employment for young people	🟧
	– Undertake a full review of the business case for expanding this activity further in 2016/17	🟩
	– Develop a Youth Strategy and work towards achieving Investors in Young People	🟩
Procurement	– Further awareness raising required to broaden understanding and application of the duty	🟩
Decision making	– Further awareness raising amongst managers	🟩

	to ensure equalities is always reflected in the decision making process, where relevant	

Proposed actions 2017- 2019

Employee Survey	− Review specific areas for engagement with staff on equality and diversity issues − Expand parameters around bullying, harassment and discrimination in the employee survey to allow further understanding of staff experience and assessment of the SNH response to claims.
Creating a culture that supports diversity	− Senior Management behave in a way which supports our shared values − Unconscious bias training for senior managers − Continuing work to promote our values
Health, Wellbeing & Inequality	− Achievement of the Healthy Working Lives and Carer Positive Awards − Review our training needs in relation to managing stress and mental health issues − Incorporate 'presenteeism' metrics into quarterly performance reporting
Workforce Planning	− Ensure that equalities are built into our Talent Management Programmes and that we engage with Equality Groups on the development of our policies and processes − Alignment between workforce planning outcomes and policies to encourage development of young people within the workforce. − Development of women in leadership within the organisation.

15.   Outcome 4: The gender pay gap is reduced

Background

15.1   The ability of an organisation to close the gender pay gap directly is limited. Many of the factors that influence the pay gap are historic and it is taking a long time for changes to filter through society. What we seek to do as an organisation is create an environment in which both male and female employees can thrive.

15.2   It is true that men still occupy more of the senior positions in SNH but this is changing gradually. More women now occupy senior management roles. However, budget pressures, combined with a low turnover, continue to limit the opportunities to affect the demographic of the organisation.

15.3   Patterns in organisational segregation also affect the pay gap. Women in society still take on a disproportionate responsibility for caring for children and older people[17], and this continues to influence work patterns. More women, for example, occupy part-time roles, often, but not exclusively, in lower grade roles (e.g. see Figure 5), and this has an effect on the overall pay gap.

Activity undertaken

Equal Pay

15.4   We made a commitment in our last published Equal Pay Statement (2013) to investigate and address any imbalances in occupational segregation, with a view to ensuring Equal Pay.

Carry out a further gender pay gap analysis

15.5   The Gender Pay Gap at 5th February 2017 was 15.01%. This is an increase from February 2015 (13.7%) and March 2013 (12.8%). The increase can be explained by the changes to the scope of the calculation. Using the same method as 2015, the Mean Gender Pay Gap would be 13.6%, a small decrease. Further analysis is provided in the section on the gender pay gap

15.6   We undertook an Equal Pay Audit to look at this in more detail. As a result, in 2016/17, we restructured our pay grades. The changes shorten journey times, reducing the overall number of steps to the top of the grade with the aim of addressing equal pay issues in the longer term. The pay remit helps address, specifically, the imbalance of females in our lower grades (females represent 84% of A Grades and 67% of B Grades). The changes reduce to one year the journey times to the maximum in these grades and to two years the journey times for all other grades. Overall, our pay remit will assist with reducing the gender pay gap over all grades.

Continue to review the causes and reasons for inequality in pay across genders, particularly in relation to women in more senior posts

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[17] http://www.closethegap.org.uk/content/employers-what-you-can-do/

15.7   Since our 2015 report there has been a general trend towards more part-time working for both women and men, with around 35% of our employees working part-time: 47% female and 20% male. The majority of part-time employees are in Administrative (43.43%) or Advisory (31.75%) grades with only 18.98% at Senior Management grade.

15.8   Our 2016 employee survey identified lower scores in terms of achievable workload for our F Grade population when compared to other grades. It is therefore not surprising that many women perceive that promoted posts will require a significant increase in hours spent in the office[18].

15.9   There has been a significant drop in employee training days since the 2015 report and notably fewer women opting for formal training. In 2016/17 only 27% of those receiving formal training worked part-time. As women are more likely to work part-time, our training policies could be indirectly disadvantaging their ability to attend.

Consider positive action in these areas

15.10   We are taking active steps to remove barriers to progression. We actively promote flexible working. It is an option open to all employees and can included changes to work patterns (part-time, compressed hours, etc.) or work location. Our geographic spread makes it easier for us to enable employees to work from a range of locations, including home. We encourage employees to be mobile and agile in their working arrangements wherever possible.

15.11   Our Management Team have actively encouraged employees to take lunch breaks and work flexibly. We monitor our employee flexi balances and lunch breaks and promote the importance of taking breaks. Where excessive hours are identified, managers are encouraged to discuss it with the employee to understand the reasons. Opportunities for formal promotions continue to reduce, and we have seen a significant fall in the number of female employees promoted since 2015/16. In 2015, SNH employees attended an event about developing women in leadership, which explored some of the barriers to women reaching senior management roles. These barriers included women's tendency to self-select out of opportunities and a reluctance of managers to encourage employees to seek opportunities resulting from SNH's recruitment freeze. Following the event we created a Women in Leadership virtual network for all employees to promote diversity and share ideas and opportunities.

15.12   We continue to look at opportunities to promote good practice and have recently committed to the achievement of the Carer Positive Award to ensure we support carers in the workplace. 17% of the total population in Scotland are unpaid Carers (Carer Scotland). By 2037, it is estimated this will rise to by 50%. Approximately 17,483 women and 12,331 men provide a level of care[19] and women in their 50s are known to be more likely to leave the

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[18] Close the Gap Progression & Promotion
[19] Highland Census, 2011

labour market to provide unpaid care for a family member. Achievement of the Carer Positive Award will complement the suite of family friendly and work life balance policies already available for carers thus increasing the likelihood that carers working for SNH can continue to support dependants, look after their own wellbeing and stay in employment.

Explore opportunities around role models, leaders, mentoring, women-only training, and flexible working practices

15.13   Through our Workforce Planning Programme we have started to address the lack of promotional opportunities for employees. There are more opportunities to lead areas of work that may have been traditionally characterised as being out of grade through more flexible deployment. The drop in training days since 2015 is a result of a shift away from traditional classroom training and towards a broader set of development interventions. In partnership with RAFE, we have developed a wider women's network and a framework and culture that enables employees to access more lateral development opportunities across RAFE and partner organisations.

Continuation of the mentoring scheme

15.14   We launched a pilot in-house mentoring programme in 2013. Following its success, we extended it on an annual basis to all employees. In 2015/16 60% of those participating were women and 40% men. Where we have been unable to provide suitable in-house mentoring opportunities, we have worked with WISE (Women in Science & Engineering) to develop opportunities. Participants were 80% women and 20% men.

15.15   Some participants are only half way through the most recent mentoring programme, and they are reporting some benefits already. All have gained different perspectives and confidence to varying extents. Most have been motivated to try new ideas and have found unexpected benefits in a range of areas including developing new skills. Not all have experienced new opportunities or feel they have achieved organisational objectives yet. However this takes time to filter through to results and one commented that we need to "*be flexible with the time needed …..and time to reflect and think about discussions, objectives, options, and opportunities is importan*t". Making time to meet was the main challenge and for some geographical distance had been a barrier to progress at the pace originally anticipated. So although it is early days there is evidence that mentoring is worthwhile for those who can commit the time to make it work. One commented we need 'more promotion of the benefits of it'.

15.16   Our Leadership Exchange Programme to date has not seen high employee participation; we will look to improve promotion of all development opportunities further. By providing new learning and development opportunities beyond the traditional training course, we are starting to address some of the barriers female employees have experienced previously.

Outcome 4 – Assessment of Progress

Equal Pay	− Carry out further gender pay gap analysis	🟩
Gender pay gap	− Continue to review causes and reasons for inequality in pay across genders, particularly in relation to women in more senior posts	🟧
	− Consider positive action in these areas	🟧
	− Explore opportunities around role models, leaders, mentoring, women-only training, and flexible working practices.	🟧
	− Continuation of the mentoring scheme	🟩

Proposed actions 2017- 2019

Gender pay gap	− Investigate and address any imbalances in occupational segregation − Agree quotas for 2020 for women in senior management positions − Review forums for enabling discussions around barriers to development opportunities − Explore further opportunities through Transforming the Workplace project for development of agile working policy and infrastructure to support staff
Learning & Development	− Review L&D data to understand whether part-time working presents a barrier to women participating in formal training courses − Review how we equality monitor our wider development opportunities (both flexible deployment and training interventions) − Closer partnership between our Learning & Development and Resourcing functions to ensure consistent promotion and clarity of development opportunities for staff
Workforce Plan	− Ensure equality is integral to our Workforce Plan Programme and built into the processes and systems we develop

All of nature for all of Scotland

Board succession plan

16.   Board Succession Plan

Introduction

16.1   We recognise and value the benefit of diversity at Board level. Diversity both in relation to Board member skills and protected characteristics is good for decision making and supporting good governance. Diverse Boards are better able to reflect and understand the people they serve and offer fresh perspectives and thinking to inform our direction and goals.

16.2   Whilst we have already met, and surpassed, the 50:50 target for gender balance on our Board, we recognise that there is more to do to ensure our Board reflects the people we serve. Our succession plan sets out the action we propose to take to achieve this.

16.3   Further, we also recognise our broader role in contributing to the Scottish Government's aspiration for more diversity on the Boards of public bodies and we look forward to continuing to work with colleagues in Scottish Government, and through the NDPB Equality Forum, to achieve this.

Current composition in relation to gender	**As at March 2017, the gender balance on the Board (currently of 10 members) is:** *Male: 40%* *Female: 60%*
Long-term strategy/corporate plan	**The following summarises high level objectives from our corporate plan.** **1. Investing in Scotland's natural assets** Our aim is to encourage and set priorities for investment to improve Scotland's nature and to restore degraded ecosystems. We will work through partnerships and concentrate our work to spread that investment across a wider range of stakeholders, especially in the public, private and voluntary sectors. **2. Providing more benefits for more people** We want to encourage and support more people, communities and businesses to recognise the benefits that nature provides and to be involved in managing it. There is potential to improve the management of nature through new economic initiatives in the rural economy.
Skills needed to deliver on long-term strategy/corporate	The purpose of the Board is to ensure SNH delivers its functions in accordance with Ministers' policies and priorities. The Board provides strategic leadership and financial stewardship set within the SNH Framework and Financial

plan	Memorandum.
	To achieve this Board members need to be able to:
	– Contribute effectively in determining medium and long term strategy
	– Apply the principles of good governance, including the promotion of efficient and effective use of resources
	– Work effectively as part of a leadership team
	– Challenge constructively and influence the decision-making process of the organisation in a strategic context
	– Have effective communication and engagement skills; and
	– Analyse information and contribute to Board decision making.
	In addition, board members are expected to demonstrate evidence of business critical areas. In recent recruitments these have included one of the following:
	– Business management including change management and/or audit and risk management;
	– Scientific evidence gathering, analysis and use relevant to SNH's work;
	– Sustainable management of the marine and freshwater environments;
	– Climate change, carbon management and/or renewable energy;
	– Engagement and influencing skills; or
	– Biodiversity.
Diversity requirements	SNH surpassed the 50:50 by 2020 gender target during 2016 following the recruitment of five new Board members. The next planned recruitments will include the Chair and a Board member in 2017 and 2018 respectively. Most of the Board member terms now run to 2019.

Table 2 Profile of board members across the public sector compared to Scottish Population[20]

Target group	Profile of all public sector board members at the end of 2015	Scottish population (2011 Census)
Female	42.0%	51.5%

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[20] [Equality and Human Rights Commission (EHRC) guidance on the Board Diversity duty](#)

	Disabled	11.8%	19.6%
	Ethnic minority	3.5%	4.0%
	Aged 49 and under	17.6%	54.3%[21]
	Lesbian, gay and bisexual	3%	6%[22]

In the absence of specific Board member data[23], we have used available information for Board profiles across the public sector (Table 2). Taking this as a proxy suggests activity related to, e.g. disability, minority ethnic groups and age might help address underrepresentation on public sector boards in these areas, through helping to develop a broader pool of candidates across the wider public sector.

Action to be taken to meet skills and diversity requirements to improve diversity in relation to the relevant characteristics of board members	**Action to be taken to meet skills requirements and to improve diversity in relation to the relevant protected characteristics of board members – what needs to happen by when, with reference to appointment round milestones** Whilst the Scottish Government is responsible for recruiting SNH Board members, SNH is committed to working to broaden the pool of potential Board members from under-represented groups. Building on our successful experience of addressing the underrepresentation of women on our Board including the involvement of Changing the Chemistry, we propose to work with interest groups, the NDPB Equality Forum, Young Scot, and the Scottish Government to use a range of approaches to help develop and broaden our reach to underrepresented groups. It is not enough, though, to recruit a more diverse Board. It is equally important to ensure that the Board operates in a way that, having attracted greater diversity, this diversity in approach and background is retained, supported and used to the best possible effect. We will do this over the next two years by: **Increasing awareness** – working with a range of equality groups to help raise awareness of the role of Board member including seeking their advice on outreach and addressing potential barriers to participation

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[21] Scottish population aged 18 to 49 as a percentage of the whole population aged 18 and over

[22] Estimated based on information from Stonewall Scotland website

[23] Not provided due to challenges faced by Scottish Government in gathering the data

	– developing our use of social media to appeal to and engage with diverse groups, including an emerging focus on engagement with young adults, particularly where we find high levels of environmental awareness.
	– maintaining accurate and relevant profiles of our Board members on our website, emphasising the value-added diversity provides, while additionally encouraging interest from prospective future Board applicants.
	– encouraging Board members to contribute to work to promote the role of women and other under-represented groups in senior management roles amongst staff
	- ensuring that the Board are credible champions of equality and diversity, e.g. by considering equality impacts of relevant SNH programmes and actively encouraging the promotion of equality and diversity in the workplace e.g. by asking for reports on any employee survey result actions that might indicate the need for improvement
	Training and development for potential candidates
	– using co-option and/or shadowing of Board members to build capacity in individuals, encourage diversity and identify skills.
	Board structures and processes
	– maintain a working group evaluating the skills, knowledge and experience needed in future and provide this advice to the Scottish Government and Ministers who conduct the recruitment process, and make the final determination and decision of successful candidates.
	– identifying and removing any potential barriers to opportunities such as how Board papers are presented, also, the scheduling timing, and location of meetings to help ensure equal opportunity of participation to all under-represented groups. Where appropriate, we will make full use of digital technology including video/voice conferencing to promote participation.
	– ensuring that the Board is kept up to date with any new developments in equality and diversity relevant to its work.
	– ensuring Board members who sit on selection panels participate in relevant training on how to recognise and

	manage diversity issues that arise during appointment rounds, e.g. around unconscious bias.
	– Ensure regular, whole Board comprehensive and open review of Board effectiveness that includes enquiry of how individual talent and experience is being utilised and whether Board members experience any barriers to full participation.
	Reporting and monitoring
	– The Board working group will assess progress against the priority areas noted above. The plan will be reviewed by the Board on an annual basis, taking into account the changing profile of the Board. The plan will be published in our equality report every two years and appended to our corporate plan, as appropriate.

Gender Pay Gap, Occupational Segregation and Equal Pay Statement

17. Equal Pay Statement

17.1 We are committed to promoting and embedding equality of opportunity and diversity within the organisation. This extends to fair and equitable pay and reward for all of our employees.

17.2 We aim to ensure transparency and eliminate any bias in our pay and reward systems, which includes equality on the basis of sex, sexual orientation, gender identity, ethnic origin, disability, religion or belief, age, marital / civil partnership status, pregnancy and maternity or any other relevant difference, e.g. trade union activity, or social background.

17.3 We operate a civil service recognised job evaluation scheme (JEGS). The JEGS process evaluates roles within the organisation, and not the person employed in that role. It is a transparent, analytical process which provides evidence to enable fair and consistent decisions to be made on the relative worth of the role within our pay grading structure, by a panel of trained staff members, which includes a trade union representative. SNH employees working at the same level within our pay grading structure, undertaking like work, work rated as equivalent and work of equal value, are paid the same, irrespective of their gender, ethnicity, disability or any other difference.

17.4 We will ensure we identify occupational segregation and gender imbalances. This will form the basis of our equal pay audit and published data.

17.5 It is important that employees have confidence in our processes so we will continue to work with the recognised trade unions (PCS and Prospect) to ensure equality within our reward policy and practice.

17.6 During the 2016/17 agreed pay structure we restructured our pay points to allow much more transparency in our pay structure and a progression towards being paid the 'rate for the job', i.e. fully competent in all aspects. This also links with our new competency framework developed in collaboration with groups of employees, who have themselves expressed such views, as well as our TUS colleagues. This has brought about positive responses within the organisation and we are looking to attract and retain more women into senior roles so that we can produce managers for the future and positively impact on our gender pay gap. We have committed in our action plan to agree quotas by 2020 for women in senior management positions as well as succession planning for our ageing workforce.

17.7 **Our objectives are to:**

– Ensure that there are no unfair, unjust or unlawful practices that impact on pay and reward

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

17.8 In support of this commitment to equal pay, SNH will:

- Conduct and publish an bi-annual Equal Pay Audit to review our pay and reward policy and practice so that trends and anomalies are identified, investigated and resolved,

- Review, plan, agree and implement actions in partnership with trade unions, including those actions relating to occupational segregation,

- Apply the appropriate resources to achieve equal pay,

- Provide training and guidance for those involved in all processes and decisions which may include determining pay e.g. job evaluation and recruitment and selection

- Inform employees of how the SNH pay and reward practices work, and how their own pay and reward is determined,

- Ensure our work in this area is fully aligned with the commitments we make in our equality and diversity schemes.

17.9   This statement is owned by the SNH Chief Executive, Ian Jardine, and reviewed by the Human Resources team. It will be reviewed by April 2019.

18.   Gender Pay Gap

18.1   As part of the last reports in 2013 and 2015, we published an Equal Pay Statement and made a commitment to investigating and addressing any imbalances in occupational segregation. An Equal Pay Audit was also conducted to look at this in more detail.

18.2   In calculating our gender pay gap, and presenting our occupational segregation data, we have followed guidance issued by Close the Gap, which recommends presenting both the mean and the median. Presenting both provides more scope for comparison with other bodies and national statistics, e.g. ONS and Scottish Government. Table 3 shows that the **Mean Gender Pay Gap for SNH is 15.01%**. This is an increase from 5th February 2015 when it was 13.7%.

18.3   The increase in the Mean Gender Pay Gap can be explained by a change in the scope of the calculation. Previous reports did not include people with an N/A grade as they did not fit within the SNH pay and grading structure – they were paid a single set rate of pay regardless of gender. The previous calculations also did not include the Chief Executive or employees who were seconded out of the organisation. Whilst the secondees were still employees and we were ultimately responsible for their pay, this was dictated by the organisation to which they were seconded. All of these people have now been included in this years' report. If the same method of calculation was utilised this time as previous, the Mean Gender Pay Gap would be 13.6%, a reduction of 0.1% on 2015.

18.4   There are 13 employees in split grades (Table 3), 11 of which are female. The hourly rate of pay is dependent upon the amount of time the employee spends in each role, i.e. there may be 4 people (2 male, 2 female) in grade C+B, but the amount of time each spends in the C grade part or the B grade part may be different. If they spend more time in the B grade than in the C grade part of their job, their overall hourly rate will be lower, as there is more of the lower B grade salary contributing to the overall salary.

18.5   There are significantly more women than men in the A grade role with the women having the lower average hourly rate. The average hourly rate increases the more time is spent in the role due to progression up the salary scale (subject to satisfactory performance). On the males, 100% have progressed to the top of the grade, compared to 77.8% of females.

18.6   There are no women at director level (H Grade) whereas in previous calculations there had been. This is having an impact on the mean Gender Pay Gap, as this is a high level of pay for males with no females to offset this.

18.7 There were changes made to the pay structure in the 2016/17 pay negotiations to reduce progression time to the top of the grade. These changes were implemented with effect from 1 August 2016. Given progression is only awarded once per year per person, it will take a couple of years for people to move up through the scale and therefore sometime before the benefit is seen in terms of the Gender Pay Gap. Essentially it will not take as long for males or females to reach the maximum of the grade, whereas previously there were a substantial number of males at the maximum with females working their way up the (now reduced) progression ladder.

Table 3: An analysis of the number of employees in each grade and the average hourly basic pays for male and females and Mean Gender Pay Gaps

SNH Pay Band	Female				Male				Pay Gap as £ of male vs female 2017	Pay Gap as % of male average basic hourly 2017
	No. Staff 2015	No. Staff 2017	% staff in band 2017	average hourly rate 2017	No. Staff 2015	No. Staff 2017	% staff in band 2017	average hourly rate 2017		
N/A - cleaners	not calculated	10	1.3%	£ 8.77	not calculated	0	0.0%	£ -	£ 8.77	100%
N/A - batworkers	not calculated	11	1.5%	£ 18.00	not calculated	25	3.4%	£ 18.00	£ -	0%
A	39	36	4.8%	£ 9.00	*	7	0.9%	£ 9.06	-£ 0.06	0.66%
A+B	not calculated	*	0.1%	£ 9.57	not calculated	0	0.0%	£ -	£ 9.57	100%
B	54	58	7.8%	£ 10.55	32	31	4.2%	£ 10.52	£ 0.03	-0.29%
B+A	not calculated	*	0.4%	£ 9.82	not calculated	0	0.0%	£ -	£ 9.82	100%
B+C	not calculated	*	0.1%	£ 11.68	not calculated	0	0.0%	£ -	£ 11.68	100%
B+D	not calculated	*	0.1%	£ 13.43	not calculated	0	0.0%	£ -	£ 13.43	100%
C	86	96	12.9%	£ 13.89	55	47	6.3%	£ 13.93	-£ 0.04	0.29%
C+B	not calculated	*	0.3%	£ 12.26	not calculated	*	0.3%	£ 11.68	£ 0.58	-4.97%
D	166	158	21.2%	£ 16.96	121	114	15.3%	£ 17.08	-£ 0.12	0.70%
D+E	not calculated	*	0.3%	£ 19.01	not calculated	0	0.0%	£ -	£ 19.01	100%
E	37	35	4.7%	£ 21.04	62	63	8.5%	£ 21.12	-£ 0.08	0.38%
F	11	10	1.3%	£ 27.11	25	23	3.1%	£ 27.71	-£ 0.60	2.17%
F+E	not calculated	*	0.1%	£ 23.62	not calculated	0	0.0%	£ -	£ 23.62	100%
G	*	*	0.3%	£ 32.62	*	*	0.1%	£ 30.91	£ 1.71	-5.53%
H	*	0	0.0%	£ -	*	*	0.4%	£ 39.93	-£ 39.93	100%
3	not calculated	0	0.0%	£ -	not calculated	*	0.1%	£ 56.51	-£ 56.51	100%
TOTAL	404	427	57.4%	£ 15.12	312	317	42.6%	£ 17.79	-£ 2.67	15.01%

*denotes a return of fewer than 5

Table 4 An analysis of the number of employees in each grade and the average hourly basic pays for male and females and Median Gender Pay Gaps

SNH Pay Band	Female			Male			Pay Gap as £ of male vs female 2017	Pay Gap as % of male average basic hourly 2017
	No. Staff 2017	% staff in band 2017	median hourly rate 2017	No. Staff 2017	% staff in band 2017	median hourly rate 2017		
N/A - cleaners	10	1.3%	£ 8.77	0	0.0%	£ -	£ 8.77	100%
N/A - batworkers	11	1.5%	£ 18.00	25	3.4%	£ 18.00	£ -	0%
A	36	4.8%	£ 9.06	7	0.9%	£ 9.06	£ -	0%
A+B	*	0.1%	£ 9.57	0	0.0%	£ -	£ 9.57	100%
B	58	7.8%	£ 10.59	31	4.2%	£ 10.59	£ -	0%
B+A	3	0.4%	£ 9.82	0	0.0%	£ -	£ 9.82	100%
B+C	*	0.1%	£ 11.68	0	0.0%	£ -	£ 11.68	100%
B+D	*	0.1%	£ 13.43	0	0.0%	£ -	£ 13.43	100%
C	96	12.9%	£ 14.20	47	6.3%	£ 14.20	£ -	0%
C+B	*	0.3%	£ 12.26	*	0.3%	£ 11.68	£ 0.58	-4.97%
D	158	21.2%	£ 17.12	114	15.3%	£ 17.12	£ -	0%
D+E	*	0.3%	£ 19.01	0	0.0%	£ -	£ 19.01	100%
E	35	4.7%	£ 21.31	63	8.5%	£ 21.31	£ -	0%
F	10	1.3%	£ 27.95	23	3.1%	£ 27.95	£ -	0%
F+E	*	0.1%	£ 23.62	0	0.0%	£ -	£ 23.62	100%
G	*	0.3%	£ 32.62	*	0.1%	£ 30.91	£ 1.71	-5.53%
H	0	0.0%	£ -	*	0.4%	£ 39.93	-£ 39.93	100%
3	0	0.0%	£ -	*	0.1%	£ 56.51	-£ 56.51	100%
TOTAL	427	57.4%	£ 15.41	317	42.6%	£ 17.12	-£ 1.71	9.99%

*denotes a return of fewer than 5

18.8   Table 4 shows the **Median Gender Pay Gap for SNH** is 9.99%. This is the first time we have published the Median Gender Pay Gap and therefore there are no prior calculations to against. This will be used as a benchmark going forward.

18.9   There are only two grades that involve both men and women, which have a median pay gap. The Gap at grade C+B is due to the time per week spent in each part of the role, but also impacted by the employee's position on the progression scale of the spinal pay points. The Gap at G grade is again in relation to the spinal pay point the employee(s) are sitting on, which is affected by progression. All other differences are in relation to their being no opposite gender within the grade, which informs the Occupational Segregation information. There are significantly more women than men (219 women, 113 males) in our lower paid grades (n/a to C+B), with the number being fairly equal from D grade upwards (208 women, 204 males), making the women's median hourly salary significantly lower.

18.10   The Mean and Median Gender Full-time Pay Gap is calculated by comparing women's full-time average hourly pay with men's full-time average hourly pay (Table 5).

Table 5 Mean and Median Gender Full-time Pay Gap

	Female	Male	Gap
Mean	£ 15.29	£ 17.96	14.90%
Median	£ 14.20	£ 17.12	17.10%

18.11   The Mean and Median Gender Part-time Pay Gap is calculated by comparing women's part-time average hourly pay with men's full-time average hourly pay (Table 6).

Table 6 Mean and Median Gender Part-time Pay Gap

	Female	Male	Gap
Mean	£ 15.05	£ 17.96	16.20%
Median	£ 17.12	£ 17.12	0.00%

18.12   We do not pay bonuses and therefore there is no Gender Pay Gap to calculate for this element of pay.

## 19.	Occupational Segregation

19.1	Occupational Segregation is the distribution of people in different types of job and grades across the organisation. We publish these data by gender, disability and race.

19.2	Table 7 shows information on occupational segregation by gender. Despite there being more women than men (59%[24]), there are more men in our senior managerial and strategic positions roles (a combined E-H grade total of 61%). However there has been an increase in females in senior roles when compared to 2013 (2.5%), with a significant increase at F grade (12%) and the G grade population (67%) since 2013.

19.3	Grades A and B are the administrative roles in SNH and are predominantly occupied by women who represent 72% of all staff at these grades and has increased by 5.8% since 2013. The increase at SNH is attributable to our commitment to our Youth Employment Strategy, which aims to recruit Graduate Placements and Modern Apprentices into level entry positions. This is a similar trend to other organisations. Traditionally such roles tend to have been carried out by women who combine work and caring responsibilities in their personal lives

19.4	Our C and D grade population, which are our advisory (first line management) career-type roles, are the largest group within SNH, and is predominantly female with women representing 60% of all staff at these grades, an increase of 2.6% since 2013.

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[24] Excludes fee paid workers, as they have no assigned (N/A) grade.

Table 7 Occupational Segregation by Gender, Grade and Unit

Directorate	Unit	A		B		C		D		E		F		G		H		Unit Total		Unit %	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Corporate Services	HR Services	0	*	*	6	0	*	*	7	0	*	0	*	0	0	0	0	*	23	15%	85%
	Finance	0	0	*	7	0	*	*	*	*	*	0	*	0	*	*	0	5	17	23%	77%
	Information Services	0	0	0	*	6	7	11	9	*	0	*	0	0	0	0	0	22	18	55%	45%
	Business Support Services	*	*	*	*	*	*	*	*	*	0	0	*	0	0	0	0	12	13	48%	52%
Chief Executive's Group	Senior Management Group	0	0	0	*	0	*	*	*	0	*	*	0	0	0	0	0	*	8	20%	80%
	Communications	0	5	*	*	*	6	*	10	*	*	0	*	0	*	*	0	10	28	26%	74%
	Programme Office	0	0	0	*	*	*	6	5	*	*	*	*	0	0	0	0	14	14	50%	50%
Policy & Advice	Coastal & Marine Eco	0	0	0	*	0	0	6	17	*	*	*	*	0	0	0	0	12	23	34%	66%
	Planning & Renewables	0	*	0	*	0	0	6	11	6	*	0	*	0	0	0	0	12	16	43%	57%
	Knowledge & Info Management	0	0	0	*	*	*	*	7	*	*	*	0	0	0	0	0	8	13	38%	62%
	People & Places	0	0	0	0	0	*	*	16	5	*	*	0	0	0	0	0	9	20	31%	69%
	Rural Resources Management	*	0	0	*	0	*	5	11	*	*	0	*	0	0	0	0	10	17	37%	63%
	Ecosystems & Biodiversity	0	0	0	0	*	*	8	8	6	*	*	0	0	0	0	0	18	12	60%	40%
Operations	National Operations Unit	0	*	4	*	6	7	8	0	*	0	*	0	*	0	0	0	22	10	69%	31%
	N. Isles & N. Highland	*	*	*	*	*	7	7	5	*	*	0	*	0	0	0	0	13	18	42%	58%
	S. Highland	*	*	5	*	*	9	9	10	*	*	*	0	0	0	0	0	24	28	46%	54%
	Argyll & Outer Hebrides	0	*	9	14	5	10	7	*	*	*	*	0	0	0	0	0	25	34	42%	58%
	Tayside & Grampian	0	*	*	*	6	11	5	9	*	*	0	*	0	0	0	0	15	29	34%	66%
	Forth	0	6	*	*	5	7	10	8	*	*	*	0	0	0	0	0	19	24	44%	56%
	Strathclyde & Ayrshire	0	*	0	*	*	10	9	5	*	*	*	*	0	0	0	0	13	23	36%	64%
	S. Scotland	0	*	*	*	5	*	*	*	*	*	*	0	0	0	0	0	13	13	50%	50%
TOTALS	Grade Total	7	37	31	63	49	98	116	152	56	36	20	13	*	*	*	0	282	401	41%	59%
	Grade %	16%	84%	33%	67%	33%	67%	43%	57%	61%	39%	61%	39%	33%	67%	100%	0%	41%	59%		

19.6   Table 8 shows the gender segregation by Unit. The table does not show those Units where the split is approximately 50/50.

Table 8 Gender segregation by unit

Predominantly Female	Predominantly Male
HR Services	Ecosystems & Biodiversity
Finance	National Operations Unit
Senior Management Group *	
Communications	
Coastal & Marine	
Planning & Renewables *	
Knowledge & Info Management *	
People & Places *	
Rural Resources	
Northern Isles & Northern Highland	
Argyll & Outer Hebrides *	
Tayside & Grampian	
Forth *	
Strathclyde & Ayrshire	

19.7   The Units marked with a '*' are predominantly female Units with a male Unit Manager – all others have female Unit Managers. Both the predominantly male Units have male Unit Managers

19.8   Our Southern Scotland Unit and our Programme Office have a 50/50 split between men and women. There are no trends apparent within the grade analysis for our Southern Scotland Unit. In 2013, the Programme Office was identified as a predominantly male unit (65%) therefore this has now balanced out. Our Programme Office provides a strategic function to our business managers, reporting on our work and activity, through business analysis and provision of management information which helps inform SNH's strategic direction. For this reason there is a high population of F grades when compared to other units and 80% of the F grade population are male. There is also a high proportion of females at C grade in this unit (80%). There are no other trends apparent within the grade analysis for this Unit.

19.9 Since 2013 the gender balance has also levelled out in our Information Systems Unit (increased to 45% from 33%) and our Planning & Renewables Unit (increased to 57% from 30%). This rebalancing is partly as a result of our graduate placement programme however also in part due to natural wastage.

19.10 In 2013 SNH's Protected Places Unit was also identified as an area where there was gender imbalance. The Protected Places Unit merged with SNH's Wildlife Operations Unit and a number of other specialist staff from within our Policy and Advice Directorate (now National Operations Unit) in 2016. The restructure appears to have exacerbated the gender imbalance, with only 31% female employees in this restructured unit. In 2017 our Ecosystems and Biodiversity Unit has had a small decrease from 45% in 2013 to 40% female representation.

19.11 Table 9 shows information on occupational segregation by race for those declared. Disclosure rates remain modest limiting any meaningful analysis. We continue to encourage employees to disclose their protected characteristic data. With the limited data available, there are no apparent trends within the grade analysis or concentration of a particular ethnicity in the roles within the Units. The data is also more heavily anonymised, compared to the gender data, and shown by Directorate and using percentages, to avoid the risk on identifying individuals.

19.12 Table 10 shows information on occupational segregation by Disability. Similarly, disclosure rates remain modest. Based on the data declared there are no apparent trends by grade or Directorates.

Table 9 Occupational Segregation and by Race, Grade and Directorate

Ethnicity	A		B		C		D		E		F or above		Grand Total
	White	BME	White	BME	White	BME	White	BME	White	BME	White	BME	
CEG	*	0.0%	1.3%	0.0%	2.4%	0.0%	4.5%	0.0%	*	0.0%	1.8%	0.0%	11.3%
Corporate Services	*	0.0%	5.3%	0.0%	4.7%	0.0%	6.3%	*	2.6%	0.0%	*	0.0%	21.3%
Operations	3.2%	0.0%	5.0%	0.0%	14.7%	*	17.1%	0.0%	5.8%	*	2.6%	0.0%	48.9%
Policy and Advice	*	0.0%	*	0.0%	1.3%	0.0%	9.7%	0.0%	5.0%	0.0%	1.6%	0.0%	18.4%
Grand Total	4.5%	0.0%	12.1%	0.0%	23.2%	*	37.6%	*	14.5%	*	7.1%	0.0%	100.0%

% of those declared. Prefer not to say = 1.73%; No data = 47.81%.

Table 10 Occupational Segregation and by Disability, Grade and Directorate

Disability	A		B		C		D		E		F or above		Total
	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	
CEG	*	0.0%	*	0.0%	2.1%	*	3.9%	0.0%	1.0%	0.0%	1.8%	0.0%	**10.7%**
Corporate Services	*	*	5.2%	0.0%	3.7%	*	6.8%	0.0%	2.4%	0.0%	1.0%	0.0%	**20.2%**
Operations	3.1%	*	4.7%	0.0%	13.9%	*	17.3%	*	6.3%	0.0%	2.1%	*	**49.5%**
Policy and Advice	*	0.0%	*	0.0%	1.6%	0.0%	8.9%	*	4.5%	*	2.4%	0.0%	**19.6%**
Total	4.2%	0.5%	11.5%	0.0%	21.2%	1.6%	36.9%	1.8%	14.1%	*	7.3%	*	**100.0%**

% of those declared. Prefer not to say = 4.65%; no data = 44.62%

Annex A: Employee Monitoring Report

20. Introduction

20.1   The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 came into force on the 27 May 2012. They require public bodies such as SNH to publish an Employee Monitoring Report covering all 9 of the "protected characteristics", as defined in the Equality Act 2010. The 9 "protected characteristics" are:

- − Age
- − Disability
- − Ethnicity
- − Gender and Transgender
- − Religion or belief
- − Sexual orientation
- − Pregnancy and maternity
- − Marriage and civil partnership

20.2   This report provides data from both the 2015/2016 and 2016/2017 financial years.

20.3   The Employee Monitoring Report includes details of:

- − The number of employees and their relevant protected characteristics.
- − Information on the recruitment, development and retention of employees, in terms of their protected characteristics.
- − Details of the progress that has been made to gather and use the above information to enable us better perform the equality duty.
- − Data tables covering all 9 protected characteristics for SNH's workforce profile, flexible working, applications, new appointments, promotions, leavers, learning and development, performance and disciplinary and grievance are annexed to this report.

20.4   The data in this report relates only to those directly employed by SNH. It excludes those who work with SNH but are engaged as contingent workers, such as volunteers or agency workers.

20.5   The information contained within this report allows SNH to identify how people experience their employment journey with SNH based on their protected characteristics.

20.6   The data contained within the report, represents a single point in time when the data was reported from the HR system.

21. Gathering Employee Information

21.1   It should be noted that:

- − Employees have the legal right not to disclose information about their protected characteristics, if they so choose. Any information employees supply is on a purely voluntary basis.

- It will continue to take time to develop systems to collect information for those few areas where SNH do not already have data collection systems in place.
- SNH has actively encouraged employees to update their personal information that relates to equality and diversity monitoring. Of those employees who supplied information, not all answered all of the questions, but were selective in their responses.
- The information gathered is held securely on the SNH HR system, with only named HR employees having access to the anonymised information. All personal and sensitive information is processed in accordance with the Data Protection Act.
- Numbers fewer than 5 are not disclosed to protect individual confidentiality and are marked as a *. Information not provided denotes that an employee has not supplied information, prefer not to say denotes that an employee has chosen to not provide information.
- The Scottish Government in the Regulations freely acknowledge their role in helping public bodies to meet their responsibilities under the new Regulations.

21.2   Given the above, our information should be viewed as indicative rather than definitive.

22.   Using the Employee Monitoring Report

22.1   The report will:

- Enable SNH and others, to gauge whether SNH employees and prospective employees are being treated fairly. If the report highlights any anomalies or inconsistencies, these will be looked into and any appropriate follow up action taken.
- Give reassurance to SNH employees that they are working in an environment free from prejudice and / or discrimination.
- Give any prospective employees, reassurance that SNH treats its employees in a fair and equitable manner.
- Enable external monitoring bodies such as the Equality and Human Rights Commission to monitor our compliance with current equality and diversity legislation and good practice guidelines.

23.   Number of Staff in Post

23.1   The number of SNH staff in post as at 1 February 2017 is 753, compared to 766 as at 1 October 2016. This figure includes all employees of SNH but excludes Board Members and Contingent Workers. The breakdown of employees by working hours is shown in Figure 4.
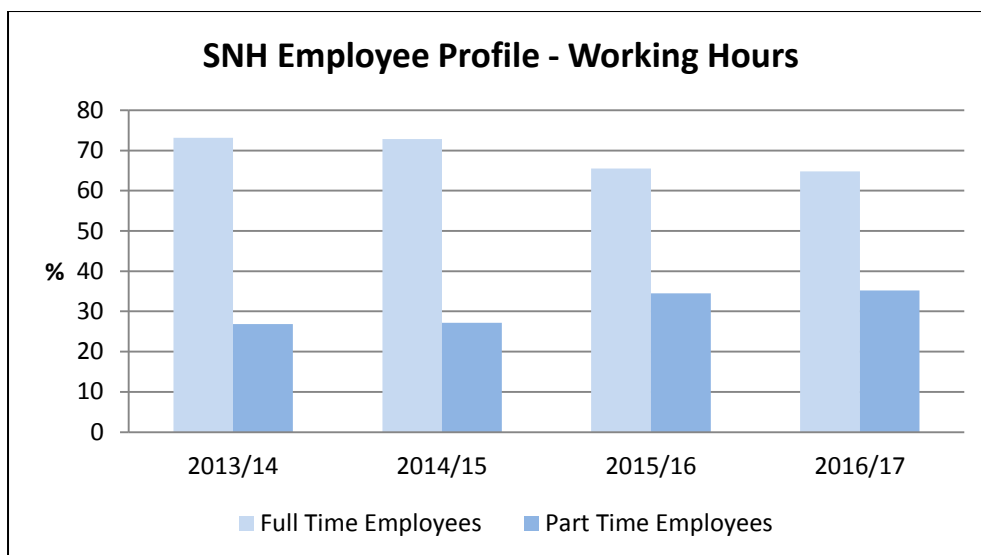
Figure 4 - SNH Employee Profile - Working Hours

23.2 We have also included the profile broken down into male and female employees who work full and part-time (Figure 5). Since our 2015 Report there has been a general trend towards more part-time working for both women and men.
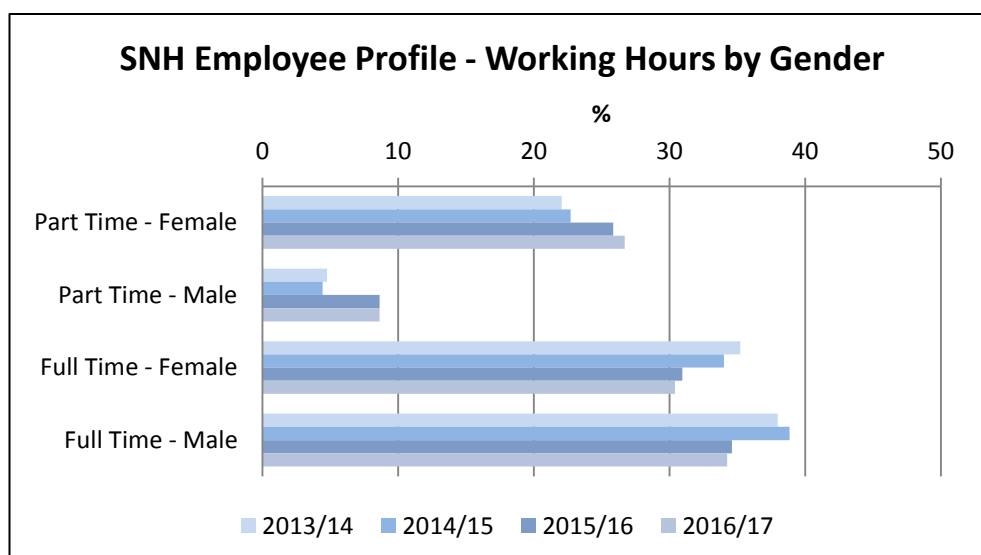
Figure 5 - SNH Employee Profile - Working Hours by Gender

24. Employee Profile

24.1 These data have been obtained from the SNH HR system and is a snapshot as at 1 October 2016 and 01 February 2016.

24.2 Work continues to develop reporting mechanisms in relation to the nine protected characteristics, including marriage and civil partnership and pregnancy and maternity.

Age

24.3 The data collected provides a profile of our employees in terms of age (Figure 6). We had 753 employees in 2016/2017. The chart shows a downward trend since 2013/14 in the 25-34 age group and continuing upward trend in employees aged 45-54 and 55-64.

24.4 The age data we hold in relation to employees is robust in terms of recording date of birth, as this is core data required by HR and Payroll Services. Age equality is covered in relevant equality training.

SNH Employee Profile - age

%	16-24	25-34	35-44	45-54	55-64	65 and Over
2013/2014	3.1	16.7	28.3	35.5	14.5	1.9
2014/2015	1.7	13.8	29.3	36.2	17.5	1.5
2015/16	2.4	10.7	28.6	36.7	19.1	2.6
2016/17	2.0	9.6	29.0	37.2	19.5	2.8
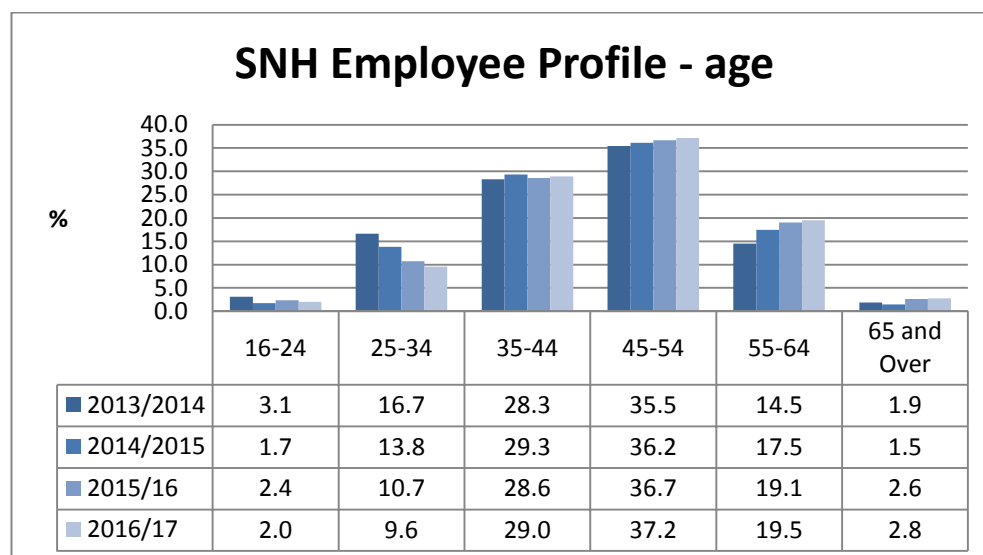
Figure 6 - SNH Employee Profile - Age

24.5 Table 11 shows our Employee Profile by age, by gender.

Table 11 - SNH Employee Profile - Age by Gender

Age	Male				Female				Total			
	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015/16	2016/17	2013/14	2014/15	2015016	2016/17
16-24	8	*	6	*	17	9	12	11	25	13	18	15
25-34	48	34	27	23	85	69	55	49	133	103	82	72
35-44	83	78	80	78	143	140	137	140	226	218	219	218
45-54	136	130	133	128	147	139	146	152	283	269	281	280
55-64	62	73	77	78	54	57	69	59	116	130	146	147
65 +	*	*	10	12	11	8	10	9	15	11	20	21
Totals	341	322	333	323	457	422	429	430	798	744	766	753

Disability

24.6 Figure 7 shows our employees profile by disability. For 2016/17, 2.39% of employees identify as having a disability, compared to 2015/16, where 2.48% of employees identified themselves as having a disability. Therefore there has been a very slight increase in staff disclosing a disability since the 2015 report.

24.7   We provide reasonable workplace adjustments in line with guidance from our Occupational Health provider in order to employees with disabilities. A small proportion of employees preferred not say whether they had a disability, as defined under the Equality Act. Non-disclosure remains a challenge with consistently over 40% of employees choosing not to provide any information.

24.8   We have corrected some discrepancies in the data published in our Employee Monitoring Report in 2015, which demonstrated a slight increase in disclosure figures. On review of 2014/15 data disclosure rates have actually remained constant. This is now reflected in Figure 7. Disclosure rates in 2013/14 were sitting at 72%, substantially higher than subsequent years, which are all around 53%. The data for 2013/14 now looks at odds with the main trend. Unfortunately, we are unable to review the base data for 2013/14. The subsequent data suggest the drop in 2013/14 does not represent a substantial change.

SNH Employee Profile - Disability

	Yes	No	Prefer not to say	No information
2013/14	1.0	69.2	1.5	28.3
2014/15	1.7	48.5	5.1	44.6
2015/16	2.5	48.3	4.7	44.5
2016/17	2.4	48.3	4.7	44.6
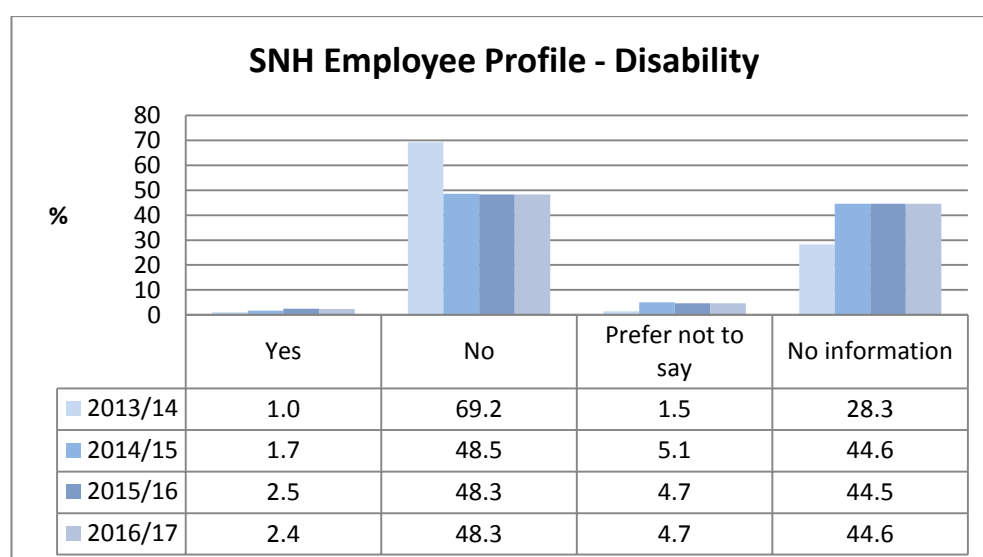
Figure 7 - SNH Employee Profile - Disability

Ethnicity

24.9   Table 12 and Table 13 show the profile of our employees by ethnicity, at 1 February 2017 and 1 October 2016, respectively. Of the data we hold, less than 1% of our employees identify as being from an ethnic minority group.

24.10   A large percentage of employees 47.81% for 2016/2017 and 47.78% for 2015/2016 still have not disclosed their ethnicity within the HR system. We continue to actively encourage employees to disclose their data and also cultivate a culture where employees feel safe to share their ethnicity for the purpose of monitoring.

Table 12: SNH Employee Profile – by Ethnicity (2016/2017)

Ethnic Origin	White Background	BME Background	Prefer Not to Say	Declined to Answer	Totals
Total	375	*	13	360	753
Percentage	49.80%	0.66%	1.73%	47.81%	100%

Table 13: SNH Employee Profile – by Ethnicity (2015/2016)

Ethnic Origin	White Background	BME Background	Prefer Not to Say	Declined to Answer	Totals
Total	382	5	13	366	766
Percentage	49.87%	0.65%	1.70%	47.78%	100%

Gender and Transgender

24.11 The gender profile of our employees continues to show a higher percentage of females (Figure 8):

24.12 There was no disclosure of transgender status from our employees;

24.13 The gender data held in our HR system is robust in terms of recording male or female, as this information is core data required by HR Services.

24.14 In Scotland, there are roughly equal numbers of males and females. SNH is careful in all our advertising material to avoid sexual stereo typing. Our literature shows an equal number of female and male employees. For detailed breakdown and analysis see the Occupational Segregation Analysis by Gender, Grade and Unit.

SNH Employee Profile - Gender

	2013/14	2014/15	2015/16	2016/17
Male	42.7	43.3	43.2	42.9
Female	57.3	56.7	56.8	57.1
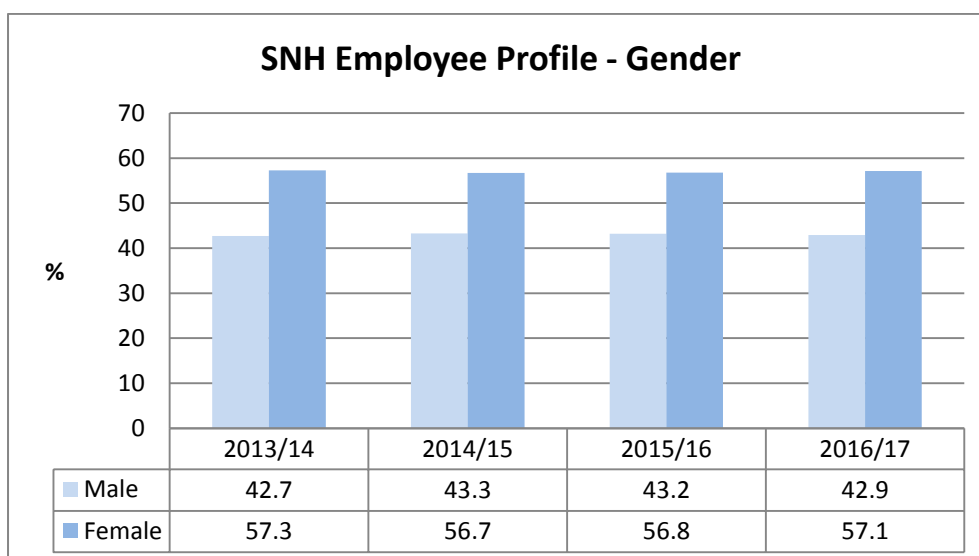
Figure 8 - SNH Employee Profile - Gender

Religion or Belief

24.15   2016/2017 results show that 17.26% of our employees identify with a Christian religion, whilst 28.42% stated they have no religion or belief, 7.84% preferred not to say and 45.55%) chose not to disclose details of their religion or belief (Figure 9). The remaining 0.93% of employees identify with other religions or belief groups

24.16   For 2015/2016, the results showed that 17.23% of employees identified with a Christian religion, whilst 128.33% stated they had no religion or belief. 7.96% preferred not to say and 45.56% of employees chose not to disclose details of their religion or belief. The remaining 0.91% of employees identified with other religions or belief groups.

24.17   The large number of employees who did not disclose any religion or belief for both 2016/2017and 2015/2016, may indicate that many employees felt that personal information on their religion or belief, or lack or religion or belief was too sensitive to share.

24.18   Figure 9 shows that there has been little movement in disclosure rates from our employees.

SNH Employee Profile - Religion or Belief

%	Christian	Other	No religion	Prefer not to say	No information
2013/14	14.8	1.6	16.3	6.3	61.0
2014/15	17.5	1.9	26.5	8.5	45.7
2015/16	17.2	0.9	28.3	8.0	45.6
2016/17	17.3	0.9	28.4	7.8	45.6
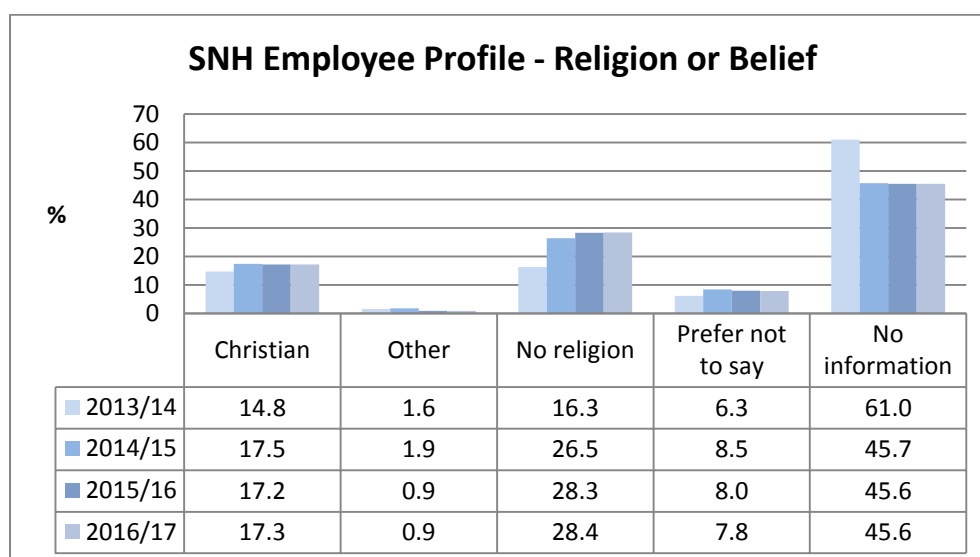
Figure 9 - SNH Employee Profile – Religion or Belief

Sexual Orientation

24.19   For 2016/2017, 45.42% employees identify themselves as heterosexual, with 1.33% identifying as bisexual, gay, lesbian or other (Figure 10).   We will continue to engage with our employees as to why we need to collect this data in an attempt to overcome any continued reluctance to provide this information. 8.50%) employees, preferred not to say and 44.75% chose not to disclose this information.

24.20   For 2015/201645.43% identified themselves as heterosexual, 1.31%, identified themselves as bisexual, gay, lesbian or other. 8.62% preferred not to say and 44.65% chose not to disclose this information.

SNH Employee Profile - Sexual Orientation

	Heterosexual	Bisexual / Gay / Lesbian / Other	Prefer not to say	No information
■ 2013/14	31.0	2.3	5.8	61.0
■ 2014/15	45.6	1.1	8.6	44.8
■ 2015/16	45.4	1.3	8.6	44.7
■ 2016/17	45.4	1.3	8.5	44.8
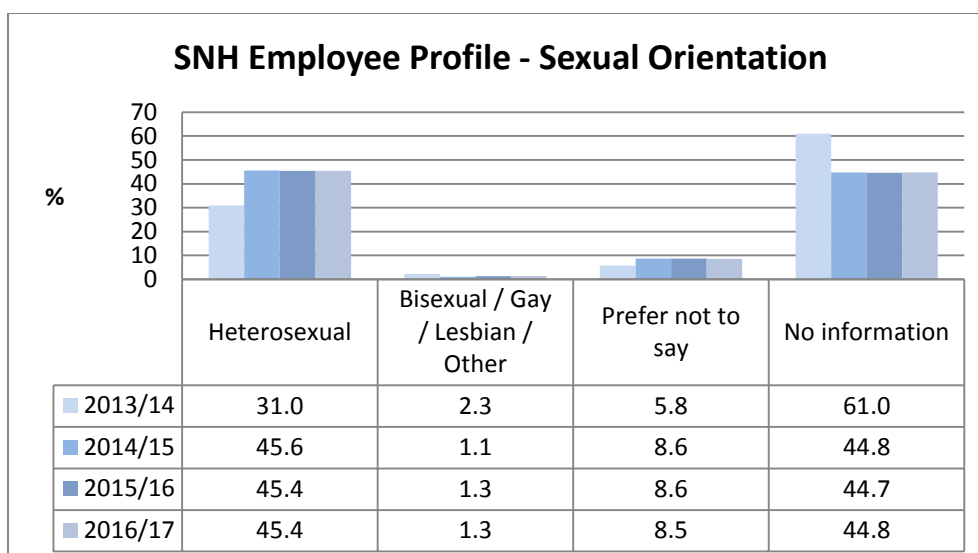
Figure 10 – SNH Employee Profile - Sexual Orientation

24.21 Figure 10 reflects little movement in disclosure rates from our employees.

Pregnancy and Maternity

24.22 HR Services ensure that every pregnant employee is made aware of their maternity leave rights at an early stage, as well as their entitlement to payments. We also provide advice to line managers on maternity leave issues. There is long standing employment legislation in place in relation to maternity leave and pay.

24.23 For 2016/2017 there were 16 employees due to go onto maternity leave or already on maternity leave. Of these, 25% had applied for maternity leave, 56.25% are currently on maternity leave and 12.5% have returned to work. Of these employees, a proportion opted to return to work on a part-time basis (6.25%) and a small proportion of employees (6.25%) opted not to return to work following their maternity leave.

24.24 For 2015/2016, 29 employees went on maternity leave. 17.24% of staff who went on maternity did not return, 51.72% opted to return on a part-time basis and the remaining 31.03% returned from leave to full-time hours. Our terms and conditions relating to maternity leave and pay go beyond the statutory minimum and this commitment is also reflected in our work life balance policies such as flexible working policies. We have adopted family friendly policies and also operate flexible working to accommodate the needs of employees who have family or other caring responsibilities outside of their employment with us.

Marital Status

24.25　Table 14 demonstrates that there has been little movement since the 2015 report in marital status. In 2016/2017, 52.99% employees identified themselves as married, 0.27% as a civil partnership, 28.95% as single, 9.96% as living together, 4.78% as divorced, 1.33% as widowed, 1.20% as separated and 0.13% preferred not to say. The remaining 0.40% declined to answer.

Table 14: SNH Employee Profile – Marital Status

Marital Status	2013/14 %	2014/15 %	2015/16 %	2016/17 %
Married	54.39	54.03	52.61	52.99
Single	27.44	28.09	28.98	28.95
Civil Partnership	0.13	0.13	0.26	0.27
Living Together	7.89	9.28	10.44	9.96
Divorced	4.39	3.23	4.70	4.78
Separated	1.88	1.21	1.17	1.20
Widowed	0.62	1.21	1.31	1.33
Prefer Not to Say	0.25	0.13	0.13	0.13
Declined to Answer	3.01	2.69	0.39	0.40

25.　Recruitment, Retention and Development Information

25.1　Technical issues associated with recent changes to our online recruitment system have affected our ability to capture equality data during the recruitment process; therefore we are unable to report on this. Work continues in order to resolve this issue and an interim solution has been put in place to capture the information at application stage and this will enable the reporting of this data in future reports.

Promotions

25.2　We have experienced a number of issues around our equality and diversity reporting functionality.   The Promotion report does not pull off all of our promotions, which has resulted in data being extracted from other reports that do not contain data on ethnicity, religion, sexual orientation and transgender reporting. For this reason the Promotion data for these characteristics is not accurate and the non-disclosure rates appear to have increased since the 2015 report. The data relating to disability, marital status, gender and age is robust.

25.3　We will develop reporting mechanisms in relation to this report to improve data quality.

2016/17
− There were 14 promotions during the last 12 months, with 85.71% full-time employees promoted and 14.29% part-time employees promoted.

- The largest group that were promoted were of a white ethnicity, with 28.57% promotions, 64.29% of the employees promoted did not disclose their ethnicity.
- Of the 36 promotions, 57.14% male employees were promoted and 42.86% female employees were promoted.
- In terms of disability, 50% employees did not have a disability, no employees disclosed disability and 42.86% of employees did not disclose if they had a disability.
- Of the 14 promotions, 28.57% were between the ages of 25-44, 28.57% aged between 35-44, 21.43% aged 45-54 and 21.43% aged 55-64. There were no staff promoted between the ages of 16-24
- 28.57% identified themselves as heterosexual, 7.14% preferred not to say and 64.29% chose not to answer.
- There were no promoted employees who identified as transgender.
- In terms of religion or belief, 14.29% identified as having a religion or belief, 14.29% did not and 64.29% chose not to disclose this information.
- Of the 14 promotions that occurred, 57.14% employees identified themselves as married and 42.86% were single.

2015/2016
- There were 57 promotions during 2015/2016, with 89.47%% full-time employees promoted and 10.53% part-time employees promoted.
- The largest group that were promoted were of a white ethnicity, with 7.02%promotions, 92.98%of the employees promoted did not disclose their ethnicity. There was no promotion of employees of a BME ethnicity.
- Of the 57 promotions, 26.35% male employees were promoted and 73.68% female employees were promoted.
- In terms of disability, 68.42% employees did not have a disability and 31.58% employees who did not disclose if they had a disability. No employees disclosed that they had a disability.
- Of the 57 promotions, 7.02% were between the ages of 16-24, 22.81% were aged 25-44, and 35.09% were aged 45-54 and 1.75% aged 55-64. 7.02% identified themselves as heterosexual, 1.75%preferred not to say and 91.23%) chose not to answer.
- There were no promoted employees who identified as transgender.
- In terms of religion or belief, 3.51% identified as having a religion or belief, 3.51%% did not and 91.23% chose not to disclose this information.
- Of the 57 promotions that occurred, 40.35% employees identified themselves as married, 7.01% were living together47.37%were single and 5.26% were divorced. .

Leavers

25.4 The Leavers report does not extract all of our promotion data which has resulted in data being taken from other reports that do not contain data on ethnicity, religion, sexual orientation and transgender reporting. For this reason the Leavers data for these characteristics is not accurate and the non-disclosure rates appear to have increased.

25.5 We will develop reporting mechanisms in relation to this report to improve data quality.

2016/2017

‒ There were 53 leavers during this period: 69.81% full-time and 30.19% part-time; and 33.96% were male and 66.04% female.

‒ Figure 11 shows the grade-leaver breakdown for 2015/16 and 2016/17.

SNH Employee Profile - Leavers by Grade
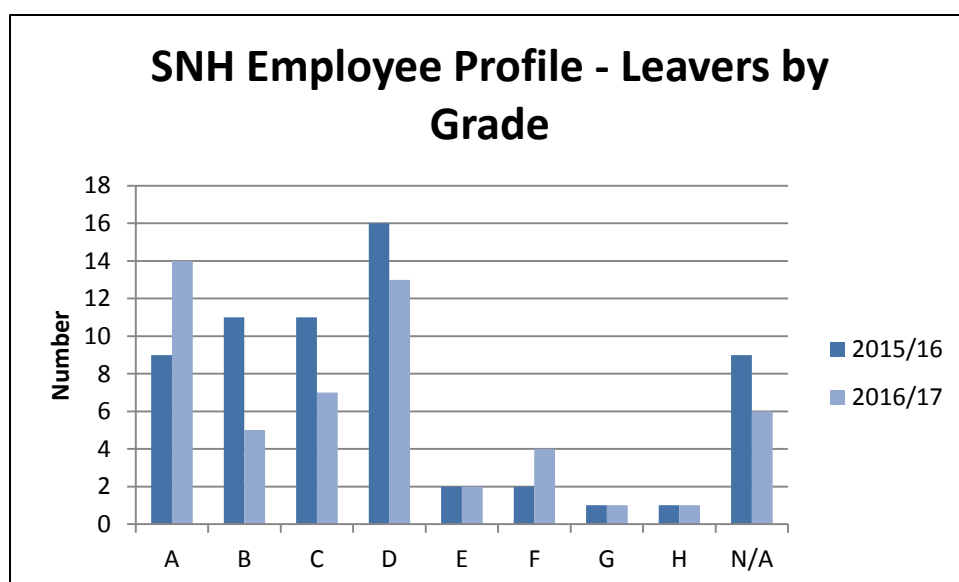
Figure 11 - SNH Employee Profile – Leavers by Grade

‒ The reasons for leaving ranged from domestic issues, and mutual consent and relocation (all of which involved fewer than 5 employees and therefore we have not reported further on these). 16.98% left for career opportunities and 22.64% retired. The largest reason for leaving was the end of a fixed term contract with 26.42% employees leaving for this reason. There were no dismissals during the reporting period.

‒ There were no leavers with a disclosed disability.

‒ We will look to continue to develop this reporting functionality for future reports.

2015/2016

‒ There were 62 leavers in 2015/16: 69.35% full-time and 30.64% part-time; and 53.22% male and 46.77% female.

‒ The grade profile breakdown is shown in Figure 11.

‒ Employees left for domestic reasons, relocation, early retirement and return to education (all of which had fewer than 5 employees leaving with that reason and therefore we have not reported further on these), with 16.13% employees who retired. The largest reason for leaving was the end of a fixed term contract, with 32.26% of employees leaving for this reason. The next reason was a better opportunity with 20.97% of employees giving this reason for leaving. Dismissals represented 3.23%.

Learning and Development

25.6   It should be noted that the level of training interventions required by employees varies according to the competencies required by the role. Therefore the number of employees who attended training interventions during this reporting period will include multiple interventions for some employees (Table 15).

Table 15 Breakdown of learning and development by selected categories

		2015/16	2016/17
Training days		681	380
Employees		302	411
Male		55.63%	58.15%
Female		44.37%	41.85%
Full-time		60.51%	72.99%
Part-time		39.49%	27.01%
Sexual orientation	Heterosexual	48.68%	49.39%
	LGBT	1.32%	1.22%
	Prefer not to say	9.93%	9.49%
	No disclosure	40.07%	39.90%
Religion or belief	Christian	19.21%	20.19%
	Other	0.99%	0.73%
	None	29.14%	29.68%
	Prefer not to say	9.93%	9%
	No disclosure	40.73%	40.39%

25.7   We will continue to develop this reporting functionality for future reports to cover all nine protected characteristics.

25.8   The figures indicate that a gap has developed between the ratio of female to male employees who apply and receive training since 2015. A significantly higher percentage of males receive training when compared to female employees over 2015/16 and 2016/17.

25.9   Our Learning and Development team record the details of each training attendee and reports on training activity through SNH corporate functions. In terms of equality and diversity information, a large number of employees do not disclose this data. However, there does not appear to be any areas for concern in the monitoring of this information. The Learning and Development team also record training requests not approved and any external training requests.

Performance

2016/2017

- Of the completed reviews in the reporting period, 97.67% had satisfactory reviews and 11.63% reported exceptional performance. No employees were reported as underperforming.
- The majority of employees, 91.30% identified with a white ethnicity, 2.17% of employees identified as BME ethnicity, 2.17% preferred not to say and 4.35% of employees chose not disclose their ethnicity.
- There were 82.61% employees who stated they did not have a disability, with 6.52% who identified themselves as having a disability. 6.52% of employees preferred not to say and 4.35% chose not to disclose their disability status.
- There were 41.65% employees who had a Christian religion or belief, 2.17% disclosed another religion or belief, and 50.00% employees disclosed no religion and 2.17% who preferred not to say. No employees chose not to disclose their religion or belief.
- With regards to sexual orientation, employees disclosed a heterosexual status with 89.13% and 10.87% of employees who preferred not say. There were no employees who identified themselves as bisexual, gay, lesbian or other,
- We will look to continue to develop this reporting functionality for future reports to cover all nine protected characteristics.

2015/2016

- Of the completed reviews in the reporting period, 81.36% had satisfactory reviews, 18.08% reported exceptional performance and 0.56% employees were reported as under-performing.
- The majority of employees (89.77%) identified with a white ethnicity with 0.57% of BME ethnicity, 2.27% of employees preferred not to say and 7.39% of employees chose not disclose their ethnicity.
- There were 85.80% employees who stated they did not have a disability, with 3.98% who identified themselves as having a disability and 5.11% who chose not to disclose their disability status.
- There were 33.52% employees who had a Christian religion or belief, 2.27% disclosed another religion or belief, and 47.16% employees disclosed no religion and 11.36% who preferred not to say. 5.68% employees chose not to disclose their religion or belief.
- With regards to sexual orientation, the percentage of employees who disclosed a heterosexual status was 80.11%. There were a small number, 3.41% of employees who identified themselves as bisexual, gay, lesbian or other, with 11.93% of employees who preferred not say and 4.55% of employees who chose not to disclose their sexual orientation status.

Disciplinary and Grievance

2016/2017

- There were 9 formal employment interventions during the reporting period, including allegations and issues raised under the SNH Disciplinary and Improvement Policy and process, as well as formal

complaints made by employees under the Dignity at Work and Grievance Policies and processes.

- Of the employees involved, there was a split between male 22.22% and female 77.7% employees.
- Some employees identified themselves as disabled (22.22%).
- 44.44% of employees identified themselves with a white ethnicity and 55.56% did not disclose this information.
- No employees identified as having a religion or belief. 11.11% had no religion or belief and 88.89% chose not to disclose this information.
- In terms of sexual orientation, 11.11% of employees identified themselves as heterosexual and 88.89% of employees chose not to disclose this information.
- The ages of the employees were mixed with employees within the 35-44 (33.33%), 45-54 (44.44%) and 55-64 (22.22%) age groups.
- 22.22% of employees identified themselves as married or in a civil partnership, with (77.78%) not married or in a civil partnership.
- It should be noted that there has been a general increase in HR casework over the period since 2015; however our approach is to resolve grievances informally wherever possible.
- We will look to continue to develop this reporting functionality for future reports to cover all nine protected characteristics.

2015/2016
- There were 13 formal employment interventions during the reporting period, including allegations and issues raised under the SNH Disciplinary and Improvement Policy and process, as well as formal complaints made by employees under the Dignity at Work and Grievance Policies and processes.
- Of the employees involved, there was a split between male (69.23%) and female (30.77%) employees.
- 23.08% employees identified themselves as disabled and (53.85%) who stated no disability.
- 61.54% of employees identified themselves with a white ethnicity, 38.46% who did not disclose this information and 7.69% who preferred not to say.
- 7.76% of employees identified as having a religion or belief. 7.69% had no religion or belief and 84.62% chose not to disclose this information.
- In terms of sexual orientation, 23.08% of employees identified themselves as heterosexual; 76.92% of employees chose not to disclose this information.
- The ages of the employees were mixed, with employees within the 35-44 (15.38%), 45-44 (46.15%), 55-64 (30.77%) and 65 and over (7.69%) age groups.
- 46.15% of employees identified as married or in a civil partnership, with 46.15% identifying as not married or in a civil partnership, and 7.69% of employees who chose not to disclose this information.

26. Conclusions

26.1   SNH will continue to develop the reporting functionality to allow additional reporting of recruitment, appointments, promotions and leavers against the nine protected characteristics. SNH will also continue to actively encourage employees to disclose their profile against the nine protected characteristics and also cultivate a culture where employees feel safe to share this information.

26.2   SNH is committed to taking a proactive approach to increasing the percentage of under-represented groups within its employees. Ongoing developments have allowed for an increased focus on equality through collaborative internal and external working.

26.3   It is recognised that continuous evaluation of activities is required to ensure that SNH increases representation of under-represented groups within our employees and continues to take a proactive approach in promoting a culture which embraces equality and diversity.

26.4   This employee data forms part of the equality information SNH will collate, monitor and publish to meet its responsibilities under the duty and ensure equality considerations are reflected in SNH's employment practices and policies.

26.5   SNH continue to make progress in respect of mainstreaming equality into our core activities.

26.6   We continue to be encouraged with the progress we are making in regards to equality, however we are aware that we still have a challenge ahead and know that there is more to do. Many of the challenges will take time, but work is underway currently and we are committed to making a difference to our employees, our customers and our partners.

26.7   If you would like a paper copy of this document or to receive it in an alternative format, please contact us at the address or e-mail below.

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Data Tables

Workforce Profile

Protected Characteristic	2016/17	2015/16	2014/2015	2013/2014	2012/2013
Age					
• **16-24**	1.99%	2.36%	1.75%	3.13%	1.42%
• **25-34**	9.56%	10.70%	13.84%	16.67%	16.43%
• **35-44**	28.95%	28.59%	29.30%	28.32%	31.18%
• **45-54**	37.18%	36.68%	36.16%	35.46%	36.48%
• **55-64**	19.52%	19.06%	17.47%	14.54%	12.94%
• **65 and Over**	2.79%	2.62%	1.48%	1.88%	1.55%
Disability					
• **Disabled**	2.39%	2.48%	1.75%	1.00%	1.03%
• **Non-Disabled**	48.34%	48.30%	48.52%	69.17%	37.24%
• **Preferred not to Say**	4.65%	4.70%	5.11%	1.51%	3.23%
• **Not Declared**	44.62%	44.52%	44.62%	28.32%	58.50%
Ethnicity					
• **White**	49.80%	49.87%	49.33%	36.34%	37.90%
• **Black and Ethnic Minority**	0.66%	0.65%	0.41%	0.63%	0.52%
• **Preferred not to Say**	1.73%	1.70%	1.34%	1.13%	0%
• **Not Declared**	47.81%	47.78	48.92%	61.90%	61.58%
Gender					
• **Male**	42.90%	43.21%	43.28%	42.73%	43.73%
• **Female**	57.10%	56.79%	56.72%	57.27%	56.27%
Gender Reassignment					
• **Transgender or Transsexual**	0%	0.13%	0.13%	0.12%	0.13%

Religion or Belief					
• **Religion or Belief**	18.19%%	18.15%	19.35%	16.41%	15.00%
• **No Religion or Belief**	28.42%	28.33%	26.48%	16.29%	20.00%
• **Preferred not to Say**	7.84%	7.96%	8.47%	6.27%	0.00%
• **Not Declared**	45.55%	45.56%	45.70%	61.03%	65.00%
Sexual Orientation					
• **Heterosexual**	45.42%	45.43%	45.56%	30.95%	34.28%
• **Gay / Lesbian / Bisexual /**	1.33%	1.31%	1.08%	2.26%	0.78%
Other	8.50%	8.62%	8.60%	5.76%	6.34%
• **Preferred not to Say**	44.75%	44.65%	44.76%	61.03%	58.60%
• **Not Declared**					
Pregnancy / Maternity					
• **Pregnant or on Maternity**	2.12%	3.79%	6.64%	9.63%	5.06%
Leave	97.88%	96.21%	93.36%	90.37%	94.94%
• **Not Pregnant or on**					
Maternity Leave					
Marital Status					
• **Married or in a Civil**	53.25%	53.39%	54.16%	54.52%	54.98%
Partnership	46.22%	46.08%	43.02%	42.22%	41.79%
• **Not Married or in a Civil**	0.13	0.13%	0.13%	0.25%	0%
Partnership	0.40	0.39%	2.69%	3.01%	3.23%
• **Preferred not to Say**					
• **Not Declared**					

Flexible Working

Protected Characteristic	2016/17	2015/16	2014/15	2013/14	2012/13	2014/15 Workforce Profile
Age						
• 16-24	0%	1.23%	0.50%	0.49%	0.51%	1.75%
• 25-34	4.14%	3.28%	10.40%	9.89%	9.64%	13.84%
• 35-44	34.96%	34.84%	35.15%	35.32%	34.01%	29.30%
• 45-54	32.71%	34.43%	30.68%	31.78%	29.95%	36.16%
• 55-64	21.05%	18.85%	18.32%	19.34%	21.32%	17.47%
• 65 and Over	7.14%	7.38%	4.95%	3.18%	4.57%	1.48%
Disability						
• Disabled	3.02%	3.03%	0.50%	0.49%	0.51%	1.75%
• Non-Disabled	41.13%	39.77%	69.80%	55.42%	27.92%	69.22%
• Preferred not to Say	2.64%	2.65%	0%	0%	0.51%	5.11%
• Not Declared	53.21%	54.55%	29.70%	44.09%	71.06%	23.92%
Ethnicity						
• White	54.18%	43.56%	64.36%	61.42%	62.43%	49.33%
• Black and Ethnic Minority	0%	0%	0.50%	0.49%	0.51%	0.41%
• Preferred not to Say	0.93%	1.14%	0%	0%	0%	1.34%
• Not Declared	44.89%	55.30%	35.14%	38.09%	37.06%	48.92%
Gender						
• Male	24.44%	25%	16.34%	17.67%	19.80%	43.28%
• Female	75.56%	75%	83.66%	82.33%	80.20%	56.72%
Gender Reassignment						
• Transgender or Transsexual	0%	0.43%	0.50%	0.49%	0.51%	0.13%

Religion or Belief						
• Religion or Belief	16.23%	15.91%	22.76%	19.62%	17.26%	19.35%
• No Religion or Belief	24.53%	23.48%	19.31%	15.33%	13.20%	26.48%
• Preferred not to Say	5.28%	5.30%	6.44%	4.82%	0.00%	8.47%
• Not Declared	53.96%	55.30%	51.49%	60.23%	69.54%	45.70%
Sexual Orientation						
• Heterosexual	40.15	41.51%	43.07%	34.55%	29.44%	45.56%
• Gay / Lesbian / Bisexual / Other	0.76%	0.75%	0.50%	0.49%	0%	1.08%
• Preferred not to Say	4.55%	4.53%	5.94%	3.87%	2.54%	8.60%
• Not Declared	54.55%	53.21%	50.49%	61.09%	68.02%	44.76%
Pregnancy / Maternity						
• Pregnant or on Maternity Leave	Not Reported On	Not Reported On	Not Reported On	Not Reported On	Not Reported On	6.64%
• Not Pregnant or on Maternity Leave						93.36%
Marital Status						
• Married or in a Civil Partnership	66.54%	66.16%	68.32%	68.52%	71.57%	54.16%
• Not Married or in a Civil Partnership	33.46%	33.84%	27.23%	22.69%	20.81%	43.02%
• Preferred not to Say	0%	0%	0%	0%	0%	0.13%
• Not Declared	0%	0%	4.45%	8.79%	7.62%	2.69%

Applications

Protected Characteristic	2016/17	2015/16	2014/15	2013/14	2012/13	2014/15 Workforce Profile
Age						
• **16-24**	No data	No data	12.13%	12.65%	20.48%	1.75%
• **25-34**	No data	No data	29.95%	34.88%	32.97%	13.84%
• **35-44**	No data	No data	34.16%	32.72%	19.94%	29.30%
• **45-54**	No data	No data	16.58%	15.74%	17.15%	36.16%
• **55-64**	No data	No data	1.98%	2.08%	5.51%	17.47%
• **65 and Over**	No data	No data	0%	0%	0%	1.48%
• **Not Declared**	No data	No data	5.20%	1.93%	3.95%	0%
Disability						
• **Disabled**	No data	No data	3.71%	7.02%	4.89%	1.75%
• **Non-Disabled**	No data	No data	91.59%	90.12%	90.92%	69.22%
• **Preferred not to Say**	No data	No data	3.71%	2.01%	0%	5.11%
• **Not Declared**	No data	No data	0.99%	0.85%	4.19%	23.92%
Ethnicity						
• **White**	No data	No data	87.62%	88.89%	93.25%	49.33%
• **Black and Ethnic Minority**	No data	No data	3.22%	3.70%	2.78%	0.41%
• **Preferred not to Say**	No data	No data	2.97%	3.09%	0%	1.34%
• **Not Declared**	No data	No data	6.19%	4.32%	3.97%	48.92%
Gender						
• **Male**	No data	No data	46.29%	46.14%	45.77%	43.28%
• **Female**	No data	No data	50.74%	53.86%	50.74%	56.72%
• **Not Declared**	No data	No data	2.97%	0%	3.49%	0%

Gender Reassignment						
• **Transgender or Transsexual**	No data	No data	0%	0%	0%	0.13%
	No data	No data				
Religion or Belief						
• **Religion or Belief**	No data	No data	51.24%	51.62%	54.33%	19.35%
• **No Religion or Belief**	No data	No data	47.76%	32.56%	38.53%	26.48%
• **Preferred not to Say**	No data	No data	0.50%	11.27%	1.38%	8.47%
• **Not Declared**	No data	No data	0.50%	4.55%	5.76%	45.70%
Sexual Orientation						
• **Heterosexual**	No data	No data	90.34%	88.81%	90.62%	45.56%
• **Gay / Lesbian / Bisexual / Other**	No data	No data	2.23%	3.94%	2.48%	1.08%
• **Preferred not to Say**	No data	No data	2.97%	3.24%	0%	8.60%
• **Not Declared**	No data	No data	4.46%	4.01%	6.90%	44.76%
Pregnancy / Maternity						
• **Pregnant or on Maternity Leave**	No data	No data	Not Reported	Not Reported	Not Reported	6.64%
• **Not Pregnant or on Maternity Leave**	No data	No data	On	On	On	93.36%
	No data	No data				
	No data	No data				
Marital Status						
• **Married or in a Civil Partnership**	No data	No data	52.72%	58.02%	55.10%	54.16%
• **Not Married or in a Civil Partnership**	No data	No data	42.32%	37.27%	41.71%	43.02%
• **Preferred not to Say**	No data	No data	3.47%	2.78%	1.35%	0.13%
• **Not Declared**	No data	No data	1.49%	1.93%	1.84%	2.69%

New Appointments

Protected Characteristic	2016/17	2015/16	2014/15	2013/14	2012/13	2014/15 Workforce Profile
Age						
• 16-24	No data	No data	8.57%	8.93%	14.52%	1.75%
• 25-34	No data	No data	62.86%	69.64%	35.48%	13.84%
• 35-44	No data	No data	11.43%	14.29%	25.81%	29.30%
• 45-54	No data	No data	17.14%	7.14%	16.13%	36.16%
• 55-64	No data	No data	0%	0%	8.06%	17.47%
• 65 and Over	No data	No data	0%	0%	0%	1.48%
Disability						
• Disabled	No data	No data	2.86%	3.57%	1.61%	1.75%
• Non-Disabled	No data	No data	68.57%	71.43%	83.87%	69.22%
• Preferred not to Say	No data	No data	8.57%	10.71%	4.84%	5.11%
• Not Declared	No data	No data	20.00%	14.29%	9.68%	23.92%
Ethnicity						
• White	No data	No data	77.14%	66.07%	91.94%	49.33%
• Black and Ethnic Minority	No data	No data	2.86%	3.57%	8.06%	0.41%
• Preferred not to Say	No data	No data	0%	0%	0%	1.34%
• Not Declared	No data	No data	20.00%	30.36%	0%	48.92%
Gender						
• Male	No data	No data	45.71%	48.21%	40.32%	43.28%
• Female	No data	No data	54.29%	51.79%	59.68%	56.72%
Gender Reassignment					Not Reported	
• Transgender or Transsexual	No data	No data	0%	0%	On	0.13%
Religion or Belief						

Religion or Belief	No data	No data	51.43%	50.00%		19.35%
No Religion or Belief	No data	No data	45.71%	46.42%	Not Reported	26.48%
Preferred not to Say	No data	No data	0%	1.79%	On	8.47%
Not Declared	No data	No data	2.86%	1.79%		45.70%
Sexual Orientation						
Heterosexual	No data	No data	54.29%	60.71%		45.56%
Gay / Lesbian / Bisexual / Other	No data	No data	2.86%	1.79%	Not Reported	1.08%
Preferred not to Say	No data	No data	17.14%	17.86%	On	8.60%
Not Declared	No data	No data	25.71%	19.64%		44.76%
Pregnancy / Maternity						
Pregnant or on Maternity Leave	No data	No data	Not Reported On	Not Reported On	Not Reported On	6.64%
Not Pregnant or on Maternity Leave	No data	No data				93.36%
Marital Status						
Married or in a Civil Partnership	No data	No data	65.71%	51.79%		54.16%
Not Married or in a Civil Partnership	No data	No data	25.71%	39.28%	Not Reported	43.02%
Preferred not to Say	No data	No data	5.72%	3.57%	On	0.13%
Not Declared	No data	No data	2.86%	5.36%		2.69%

Promotions

Protected Characteristic	2016/17	2015/16	2014/15	2013/14	2012/13	2014/15 Workforce Profile
Age						
• **16-24**	0%	7.02%	5.56%	5.77%	14.52%	1.75%
• **25-34**	28.57%	22.81%	36.10%	46.15%	35.48%	13.84%
• **35-44**	28.57%	33.33%	41.67%	42.31%	25.81%	29.30%
• **45-54**	21.43%	35.09%	11.11%	5.77%	16.13%	36.16%
• **55-64**	21.43%	1.75%	5.56%	0%	8.06%	17.47%
• **65 and Over**	0%	0%	0%	0%	0%	1.48%
Disability						
• **Disabled**	0%	0%	2.77%	9.62%	0%	1.75%
• **Non-Disabled**	50.00%	68.42%	55.56%	57.69%	46.67%	69.22%
• **Preferred not to Say**	7.14%	0%	0%	0%	0%	5.11%
• **Not Declared**	42.86%	31.58%	41.67%	32.69%	53.33%	23.92%
Ethnicity						
• **White**	28.57%	13.79%	58.33%	61.54%	44.44%	49.33%
• **Black and Ethnic Minority**	0%	0%	0%	1.92%	0%	0.41%
• **Preferred not to Say**	7.14%	0%	0%	0%	0%	1.34%
• **Not Declared**	64.29%	86.21%	41.67%	36.54%	55.56%	48.92%
Gender						
• **Male**	57.14%	34.48%	30.56%	36.54%	44.44%	43.28%
• **Female**	42.86%	65.52%	69.44%	63.46%	55.56%	56.72%
Gender Reassignment						
• **Transgender or Transsexual**	0%	0%	0%	0%	0%	0.13%

Religion or Belief						
• **Religion or Belief**	14.29%	6.90%	38.89%	38.46%	15.56%	19.35%
• **No Religion or Belief**	14.29%	6.90%	33.33%	40.38%	26.67%	26.48%
• **Preferred not to Say**	7.14%	3.45%	0%	0%	0%	8.47%
• **Not Declared**	64.29%	82.76%	27.78%	21.16%	57.77%	45.70%
Sexual Orientation						
• **Heterosexual**	40.00%	13.79%	58.33%	59.62%	44.44%	45.56%
• **Gay / Lesbian / Bisexual / Other**	0%	0%	0%	0%	0%	1.08%
• **Preferred not to Say**	10.00%	3.45%	16.67%	17.30%	0%	8.60%
• **Not Declared**	50.00%	82.76%	25.00%	23.08%	55.56%	44.76%
Pregnancy / Maternity						
• **Pregnant or on Maternity Leave**	0%	12.50%	Not Reported	Not Reported	Not Reported	6.64%
• **Not Pregnant or on Maternity Leave**	100%	87.50%	On	On	On	93.36%
Marital Status						
• **Married or in a Civil Partnership**	57.14%	50.00%	41.67%	34.62%	37.78%	54.16%
• **Not Married or in a Civil Partnership**	42.86%	50.00%	25.00%	57.69%	60.00%	43.02%
• **Preferred not to Say**	0%	0%	22.22%	0%	0%	0.13%
• **Not Declared**	0%	0%	11.11%	7.69%	2.22%	2.69%

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Leavers

Protected Characteristic	2016/17	2015/16	2014/15	2013/14	2012/13	2014/15 Workforce Profile
Age						
• 16-24	11.32%	3.23%	0.96%	1.12%	0.42%	1.75%
• 25-34	15.09%	25.81%	31.25%	26.69%	21.68%	13.84%
• 35-44	20.75%	20.97%	20.99%	21.52%	25.38%	29.30%
• 45-54	13.21%	16.13%	41.25%	35.42%	32.71%	36.16%
• 55-64	32.08%	27.42%	4.54%	13.22%	17.96%	17.47%
• 65 and Over	7.55%	6.45%	1.01%	2.03%	1.85%	1.48%
Disability						
• Disabled	0%	1.61%	1.10%	1.41%	1.37%	1.75%
• Non-Disabled	54.72%	40.32%	72.53%	57.74%	63.01%	69.22%
• Preferred not to Say	0%	3.23%	0%	0%	0%	5.11%
• Not Declared	45.28%	54.84%	26.37%	40.85%	35.62%	23.92%
Ethnicity						
• White	9.43%	6.45%	66.67%	57.74%	61.64%	49.33%
• Black and Ethnic Minority	0%	0%	2.47%	4.23%	4.11%	0.41%
• Preferred not to Say	0%	1.61%	0%	0%	0%%	1.34%
• Not Declared	90.57%	91.94%	30.86%	38.03%	34.25%	48.92%
Gender						
• Male	32.08%	47.37%	37.04%	56.34%	41.10%	43.28%
• Female	67.92%	47.37%	62.96%	43.66%	58.90%	56.72%
Gender Reassignment						
• Transgender or Transsexual	0%	0%	0%	0%	0%	0.13%

Religion or Belief						
• **Religion or Belief**	1.89%	1.61%	20.42%	27.96%	23.29%	19.35%
• **No Religion or Belief**	5.66%	1.61%	31.38%	24.53%	21.92%	26.48%
• **Preferred not to Say**	1.89%	4.84%	6.84%	2.66%	0%	8.47%
• **Not Declared**	90.57%	91.94%	41.36%	44.85%	54.79%	45.70%
Sexual Orientation						
• **Heterosexual**	7.55%	4.84%	44.63%	42.13%	38.26%	45.56%
• **Gay / Lesbian / Bisexual / Other**	0%	0%	0%	0%	0.50%	1.08%
• **Preferred not to Say**	1.89%	4.84%	5.87%	0%	0%	8.60%
• **Not Declared**	90.57%	90.32%	49.50%	57.87%	61.24%	44.76%
Pregnancy / Maternity						
• **Pregnant or on Maternity Leave**	1.89%	8.06%	Not Reported	Not Reported	Not Reported On	6.64%
• **Not Pregnant or on Maternity Leave**	98.11%	91.94%	On	On		93.36%
Marital Status						
• **Married or in a Civil Partnership**	49.06%	50.00%	50.63%	51.69%	49.22%	54.16%
• **Not Married or in a Civil Partnership**	47.17%	46.77%	42.97%	43.58%	37.68%	43.02%
• **Preferred not to Say**	0%	0%	2.01%	1.26%	0%	0.13%
• **Not Declared**	3.77%	3.23%	4.39%	3.47%	13.10%	2.69%

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Learning and Development

Protected Characteristic	2016/17	2015/16	2014/15	2013/14	2012/13	2014/15 Workforce Profile
Age						
• 16-24	Not Reported On	Not Reported On	Not Reported On	Not Reported On	Not Reported On	1.75%
• 25-34						13.84%
• 35-44						29.30%
• 45-54						36.16%
• 55-64						17.47%
• 65 and Over						1.48%
Disability						
• Disabled	2.65%	2.43%	1.79%	1.35%	1.10%	1.75%
• Non-Disabled	50.99%	51.82%	48.69%	41.25%	38.33%	69.22%
• Preferred not to Say	5.96%	5.84%	5.10%	4.41%	3.31%	5.11%
• Not Declared	40.40%	39.90%	44.42%	52.99%	57.26%	23.92%
Ethnicity						
• White	53.28%	51.32%	49.52%	38.51%	39.28%	49.33%
• Black and Ethnic Minority	0.24%	0.33%	0.28%	0.59%	0.47%	0.41%
• Preferred not to Say	2.19%	1.99%	1.37%	0%	0%	1.34%
• Not Declared	44.28%	46.36%	48.83%	60.90%	60.25%	48.92%
Gender						
• Male	58.15%	55.63%	44.28%	44.01%	43.38%	43.28%
• Female	41.85%	44.37%	55.72%	55.99%	56.62%	56.72%
Gender Reassignment						
• Transgender or Transsexual	0%	0%	0%	0%	0%	0.13%
Religion or Belief						

• Religion or Belief	20.92%	20.20%	19.31%	19.84%	17.98%	19.35%
• No Religion or Belief	29.68%	29.14%	26.62%	23.19%	17.35%	26.48%
• Preferred not to Say	9.00%	9.93%	8.55%	6.68%	6.15%	8.47%
• Not Declared	40.39%	40.73%	45.52%	50.29%	58.52%	45.70%
Sexual Orientation						
• Heterosexual	49.39%	48.68%	45.79%	36.94%	35.02%	45.56%
• Gay / Lesbian / Bisexual / Other	1.22%	1.32%	0.97%	0.79%	0.95%	1.08%
• Preferred not to Say	9.49%	9.93%	8.69%	6.08%	6.62%	8.60%
• Not Declared	39.9%	40.07%	44.55%	56.19%	57.41%	44.76%
Pregnancy / Maternity						
• Pregnant or on Maternity Leave	Not Reported On	Not Reported On	Not Reported On	Not Reported On	Not Reported On	6.64%
• Not Pregnant or on Maternity Leave						93.36%
Marital Status						
• Married or in a Civil Partnership						54.16%
• Not Married or in a Civil Partnership	Not Reported On	Not Reported On	Not Reported On	Not Reported On	Not Reported On	43.02%
• Preferred not to Say						0.13%
• Not Declared						2.69%

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Performance

Protected Characteristic	2016/17	2015/16	2014/15	2013/14	2012/13	2014/15 Workforce Profile
Age						
• 16-24	2.17%	2.27%	2.21%	1.46%	1.36%	1.75%
• 25-34	6.52%	10.80%	19.49%	16.42%	16.29%	13.84%
• 35-44	39.13%	35.23%	29.03%	33.25%	31.22%	29.30%
• 45-54	36.96%	30.68%	31.62%	31.65%	36.65%	36.16%
• 55-64	15.22%	20.45%	15.81%	16.03%	12.67%	17.47%
• 65 and Over	0%	0.57%	1.84%	1.19%	1.81%	1.48%
Disability						
• Disabled	6.82%	4.40%	2.94%	0.79%	2.16%	1.75%
• Non-Disabled	81.40%	84.91%	85.66%	76.43%	90.92%	69.22%
• Preferred not to Say	6.98%	5.03%	9.56%	0%	6.49%	5.11%
• Not Declared	4.65%	5.66%	1.84%	22.78%	0.43%	23.92%
Ethnicity						
• White	90.91%	90.00%	87.50%	86.36%	92.64%	49.33%
• Black and Ethnic Minority	2.23%	0.63%	0%	0.13%	0%	0.41%
• Preferred not to Say	2.23%	1.26%	4.04%	4.77%	0%	1.34%
• Not Declared	2.23%	7.55%	8.46%	8.74%	7.36%	48.92%
Gender						
• Male	39.13%	40.34%	44.12%	42.52%	43.72%	43.28%
• Female	60.87%	59.60%	55.88%	57.48%	56.28%	56.72%
Gender Reassignment					Not Reported	
• Transgender or Transsexual	0%	0%	0.37%	0.13%	On	0.13%
Religion or Belief						

Religion or Belief	47.83%	35.80%	19.49%	25.17%	43.29%	19.35%
No Religion or Belief	50.00%	47.16%	27.21%	14.04%	39.83%	26.48%
Preferred not to Say	2.17%	11.36%	8.08%	19.07%	13.85%	8.47%
Not Declared	0%	5.68%	45.22%	41.72%	3.03%	45.70%
Sexual Orientation						
Heterosexual	88.37%	81.13%	41.54%	30.06%	84.42%	45.56%
Gay / Lesbian / Bisexual / Other	0%	3.14%	1.11%	1.03%	0.43%	1.08%
Preferred not to Say	11.63%	10.69%	13.60%	5.81%	14.72%	8.60%
Not Declared	0%	5.03%	43.75%	63.10%	0.43%	44.76%
Pregnancy / Maternity						
Pregnant or on Maternity Leave	Not Reported On	Not Reported On	Not Reported On	Not Reported On	Not Reported On	6.64%
Not Pregnant or on Maternity Leave						93.36%
Marital Status						
Married or in a Civil Partnership	48.84%	55.97%	49.63%	54.97%	54.30%	54.16%
Not Married or in a Civil Partnership	51.16%	43.40%	47.06%	42.38%	45.70%	43.02%
Preferred not to Say	0%	0%	0%	0%	0%	0.13%
Not Declared	0%	0.63%	3.31%	2.65%	0%	2.69%

Disciplinary and Grievance

Protected Characteristic	2016/17	2015/16	2014/15	2013/14	2012/13	2014/15 Workforce Profile
Age						
• 16-24	0%	0%	0%	0%	1.27%	1.75%
• 25-34	0%	0%	57.14%	25.00%	36.85%	13.84%
• 35-44	50.00%	33.33%	28.57%	75.00%	41.89%	29.30%
• 45-54	50.00%	40.00%	14.29%	0%	19.16%	36.16%
• 55-64	0%	20.00%	0%	0%	0.83%	17.47%
• 65 and Over	0%	6.67%	0%	0%	0%	1.48%
Disability						
• Disabled	22.20%	23.08%	14.28%	0%	0%	1.75%
• Non-Disabled	77.78%	53.85%	42.86%	25.00%	55.42%	69.22%
• Preferred not to Say	0%	0%	0%	0%	0%	5.11%
• Not Declared	0%	23.08%	42.86%	75.00%	44.58%	23.92%
Ethnicity						
• White	44.4%	61.54%	42.86%	25.00%	0%	49.33%
• Black and Ethnic Minority	0%	0%	0%	0%	0%	0.41%
• Preferred not to Say	0%	7.69%	14.28%	0%	0%	1.34%
• Not Declared	55.56%	38.46%	42.86%	75.00%	100%	48.92%
Gender						
• Male	22.20%	69.23%	57.14%	75.00%	100%	43.28%
• Female	77.78%	30.77%	42.86%	25.00%	0%	56.72%
Gender Reassignment					Not Reported	
• Transgender or Transsexual	0%	0%	0%	0%	On	0.13%

Religion or Belief						
• Religion or Belief	0%	7.69%	28.57%	25.00%	0%	19.35%
• No Religion or Belief	11.11%	7.69%	57.14%	25.00%	0%	26.48%
• Preferred not to Say	0%	0%	0%	0%	0%	8.47%
• Not Declared	88.87%	84.62%	14.29%	50.00%	100%	45.70%
Sexual Orientation						
• Heterosexual	11.11%	23.08%	42.86%	25.00%	61.68%	45.56%
• Gay / Lesbian / Bisexual / Other	0%	0%	0%	0%	0%	1.08%
• Preferred not to Say	0%	0%	14.28%	0%	2.35%	8.60%
• Not Declared	88.89%	76.92%	42.86%	75.00%	35.97%	44.76%
Pregnancy / Maternity						
• Pregnant or on Maternity Leave	Not Reported	Not Reported	Not Reported	Not Reported	Not Reported	6.64%
• Not Pregnant or on Maternity Leave	On	On	On	On	On	93.36%
Marital Status						
• Married or in a Civil Partnership	22.2%	46.15%	71.43%	25.00%	0%	54.16%
• Not Married or in a Civil Partnership	77.78%	46.15%	28.57%	25.00%	0%	43.02%
• Preferred not to Say	0%	0%	0%	0%	0%	0.13%
• Not Declared	0%	7.69%	0%	50.00%	100%	2.69%

All of nature for all of Scotland

Scottish Natural Heritage is funded by the Scottish Government.
Our purpose is to:
– promote care for and improvement of the natural heritage
– help people enjoy it responsibly
– enable greater understanding and awareness of it
– promote its sustainable use, now and for future generations

www.snh.gov.uk

Scottish Natural Heritage
Dualchas Nàdair na h-Alba
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Nàdar air fad airson Alba air fad