



# **Equality and diversity mainstreaming report 2023**

Review of 2021-23 outcomes

New outcomes for 2023 to 2025

# Accessibility

This report explains how we plan to remove barriers for protected groups. We have started by making this report as easy to read and understand as possible for as many people as possible.

## The design

We used a clear font and dark text on a white (or light) background. We chose a larger 14 point font size and 1.5 line spacing for most of the document. This follows guidance from the British Dyslexia Association.

Although this almost doubles the number of pages, it should take less time to read.

## The content

We wrote this report in Plain English. We used an active tense, simplified language and shorter sentences wherever possible. We have highlighted key content and used images to support text.

## Further support

Still, we know this may not meet the needs of everyone.

Please let us know if you would like help to understand this report, e.g. if you need it in another format or language.



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# Foreword

Jennifer Henderson

Keeper of the Registers of Scotland

**I am delighted to introduce our latest report on mainstreaming EDI (Equity, Diversity, and Inclusion) at Registers of Scotland.**

Our commitment to EDI is grounded in the belief that everyone deserves to be treated with respect and dignity, regardless of their background or identity and, as a public sector organisation, we have a duty to promote and uphold the values of equality, diversity, and inclusion in all aspects of our work.

We recognise that creating an environment that values diversity and fosters inclusion is not only the right thing to do, but it is also crucial for the wellbeing of our colleagues and the success of our business. At the core of our business are our customers, and we believe that by creating a more inclusive and equitable workplace, we can better understand and meet the needs of the people we serve, build trust and confidence with the public, and deliver more effective and responsive services.

Mainstreaming EDI is critical in enabling colleagues to make their best contribution at work. When colleagues feel included and valued, they are more likely to bring their whole selves to work and fully engage in their roles. Creating an inclusive environment, where everyone's voices and perspectives are heard, is what underpins our ability to innovate and improve the services we provide. This work is also about breaking down barriers, creating a level playing field for all colleagues to succeed and thrive in their roles. Ultimately, by mainstreaming EDI at RoS, we are creating a more engaged, productive, and motivated workforce, where everyone can make their best contribution.

This report highlights our efforts to embed EDI principles and practices throughout RoS and create a more diverse, equitable, and inclusive workplace. It showcases the progress we have made over past two years and highlights the areas where we will focus our efforts over the next two years.

The report reflects the collective efforts of our colleagues, union representatives, managers, and stakeholders, who have worked tirelessly to advance EDI within RoS. Their dedication and commitment are a testament to our shared belief in the importance of fostering a workplace that is diverse, inclusive, and equitable.

As we continue our EDI journey, we recognise that there is still much work to be done. We need to challenge ourselves to do more, be more inclusive, and create an environment where everyone feels valued, respected, and empowered.

I would like to thank everyone who has contributed to this report and our EDI efforts. Your hard work has made a significant impact, and I am confident that together, we will continue to make progress towards a more diverse, inclusive, and equitable workplace.

# Introduction

## About Registers of Scotland (RoS)

We manage 21 public registers of land, property and other legal documents.

These registers contain information that supports the people and businesses of Scotland. We support citizens directly and work with others, such as solicitors.

Our Chief Executive is known as The Keeper of the Registers of Scotland. We are part-funded by Scottish Government and accountable to the Scottish Parliament.

## About this report

This report outlines our continued efforts to make equity, diversity and inclusion (EDI) a key part of our day to day in RoS.

We have a duty to publish an equality and diversity mainstreaming report every two years. You can [read our previous 2021 report here](#).

This is our 2023 report. It outlines:

- our progress against the outcomes set out in our 2021 mainstreaming report
- our new outcomes for 2023 to 2025.

# Mainstreaming equality in RoS

## Our duty to mainstream equality

The Equality Act (2010) places a public sector equality duty (PSED) on public authorities, including RoS. It means that we must consider how we can:

- remove unlawful discrimination,
- advance equality of opportunity, and
- foster good relations.

The Act covers nine protected characteristics that are linked to inequality:

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

RoS is also a listed authority under The Specific Duties (Scotland) Regulations (2012) which is intended to help organisations to meet the PSED. It gives us duties relating to equality impact assessments, employee information and procurement.

Through this report, we are meeting our duty to:

- report our progress on mainstreaming the equality duty, and
- publish equality outcomes.

We will also refer to our pay gap reporting and our statement on equal pay. We mainstream the publication of this information in our Annual Report and Accounts.

## Our approach to mainstreaming

In RoS, equity, diversity and inclusion are core to our purpose and values. We prioritise EDI for two key reasons.

- It is the right thing to do and helps create the kind of fair and equal society we want to live and work in.
- A workforce that reflects the society it serves, can better understand and meet its needs.

“inclusion is an essential business concern, the greatest asset we have is our colleagues”

The Keeper, Foreword of RoS EDI Strategy

In RoS, we expect all colleagues to consider EDI as they carry out their roles. This includes supporting each other as colleagues. We mainstream EDI by assigning actions to the most relevant teams. Equality specialists, forums and networks support these teams to take action.

## **Leadership and governance**

Strong leadership and a clear commitment to EDI from senior levels are critical to create an inclusive culture. Leadership is a key theme in our EDI Strategy.

It commits our leaders, at all levels to:

- lead by example and show a consistent and visible commitment to EDI
- engage with colleagues around EDI and ensure they have access to the training and support they need

The Keeper has led the way in showing a commitment to EDI and continues to make it a priority. Our Non-Executive Directors support this by contributing to our programme of communication about EDI matters.

In our consultation for this report, colleagues noted this had built momentum and helped to drive this agenda.

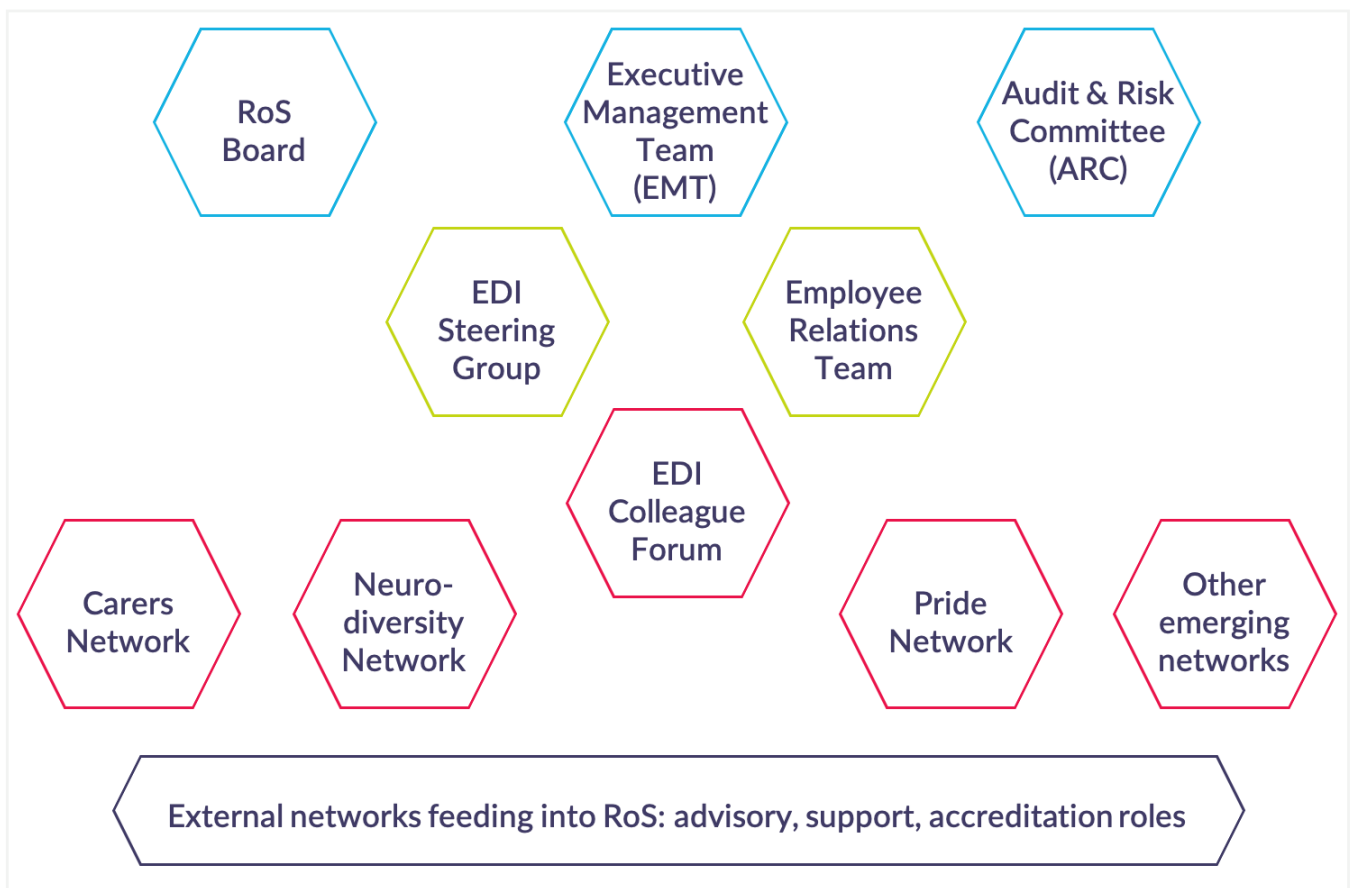


“We have seen real leadership in relation to EDI in RoS. Since The Keeper joined, she has made this a priority and really set the tone for its importance across the organisation.”

RoS colleague

## EDI Governance Structure

Our governance structure for EDI connects groups at all levels of RoS and ensures that responsibility for EDI runs from our Leadership to our colleague-led networks.



Our direction and the importance of EDI in RoS is clearly outlined by our Executive Management Team (EMT), with support from our Non-Executive Directors.

The Audit and Risk Committee (ARC) support our Board and the Accountable Officer to monitor how we deliver. This includes our corporate governance, risk, value for money and control systems.

Our Employee Relations Team lead on developing the policies that affect our people. This includes considering the needs of those with protected characteristics. This makes them a key group in our EDI governance structure.

Our EDI Steering Group is chaired by The Keeper. It is made up of senior managers from across RoS and representation from our Trade Union (PCS). The group directs EDI activity for us as an employer and service provider. They oversee our EDI strategy and action plan.

Our EDI Colleague Forum support the work of our Steering Group to bring the EDI Strategy to life and achieve real momentum to deliver our goals. They are also key in supporting consultation and liaison with RoS colleagues.

This is supported by our colleague-led equality networks. These networks provide peer support, advice and information. They also champion diversity and input to policies and processes to make sure they are inclusive. More information on our equality networks is described under the review of Outcome 2 from 2021-23.

### **Board and Audit & Risk Committee (ARC) diversity**

In 2022, we asked our Board and Audit & Risk Committee (ARC) to complete equality monitoring information. We wanted to understand the representation of protected characteristics on our Board and ARC.

Our Board and ARC has variation in the representation of religion/belief, gender, marital status and sexual orientation. However, there is limited representation of disabled people and those from minoritised ethnic communities.

Our new outcomes for 2023 to 2025 will consider how we can engage the voice of lived experience across RoS. This will help us to find ways to include input from those with protected characteristics to groups that lack representation.

## Setting our direction

“I think RoS is leading the way and our goals feel real and relatable, not just words on paper or a box that's been ticked.”

RoS colleague, Equality Network

## Our Corporate Plan

Our commitment to further equity, diversity and inclusion is at the heart of our Corporate Plan.

Objective 4 aims to “inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation”. As part of this we have committed to:

- building on our culture of equity, diversity and inclusion, and
- supporting wellbeing, engagement and increasingly flexible ways of working.

Accessibility of our data and digital services is also key within our strategic objectives. We have linked our 2023-25 outcomes to our strategic objectives. This will further mainstream EDI as we take forward our Corporate Plan.

## Our EDI strategy 2020-25

The vision of this strategy is to have:

- an inclusive working environment where everyone feels equally valued and respected, everyone can communicate effectively, and everyone can work to the best of their ability,
- an engaged and high performing diverse workforce that reflects modern Scottish society, and
- high quality delivery on the needs and expectations of our diverse customer base, for all.

As well as the theme of Leadership, we have a focus on legal compliance, workforce equality and diversity, colleague engagement and partnerships.

The strategy added an EDI commitment alongside each of our organisation's values. This is key to mainstreaming equality in RoS. It sets the example that we must consider EDI in all that we do, from our purpose and values to our day to day activity.

## **Delivering our services**

We continue to support our customers through accessible digital services. We also recognise that digital services are not the preferred option for some customers. This can be particularly true for those with protected characteristics. Our customer experience team continues to support people who would prefer to speak to someone. They are experienced in helping customers who require additional support to access and understand the information they need.

## **Supporting our colleagues**

We continue to be committed to the engagement, performance and wellbeing of our people. Our people strategy ensures that we support and develop our colleagues. We want our colleagues to enjoy their work, experience success and feel confident in supporting our customers.

We work with our Trade Union (PCS) and external organisations to ensure that we are doing the best we can for our colleagues. This includes working towards accreditations to audit our progress and the quality of our support.

## **Working with our Trade Union (PCS)**

Our Trade Union, PCS, fully supports equality in RoS. In particular, they support policies and procedures to make RoS an inclusive and welcoming organisation for our colleagues.

We work together to embed Fair Work in RoS, ensuring our colleagues have an effective voice, opportunity, security, fulfilment and that they are treated with respect.

# Our progress across 2021 to 2023

## Reviewing our outcomes

Our EDI Steering Group regularly reviews our progress in taking forward equality-related activity, including our mainstreaming outcomes. This allows us to respond to any changing circumstances and challenges as they arise.

To prepare for this update, we asked our colleagues for their views on our progress. We spoke to the colleagues who had responsibility for taking forward activities and key groups across RoS. This included our colleague-led equality networks, EDI Colleague Forum, and Trade Union officials (PCS).

We asked colleagues:

- to describe where we are now in terms of equity, diversity and inclusion
- how they felt we had progressed our 2021-23 outcomes, and
- to share examples of good practice and areas for improvement.

We also looked at our EDI data and the progress made against our EDI action plan.

We used all this feedback to determine the status of each outcome and provide an update on our progress. These updates include:

- a summary of our progress
- examples of our activity and a case study, and
- the next steps to continue our efforts under each outcome.

## Progress against our 2021-23 outcomes

In 2021, we set four outcomes to take forward across 2021 to 2023. We have completed three and made good progress against the fourth. We will continue to take it forward as an outcome for 2023 to 2025.

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### Outcome 1

Publish a finalised Diversity Strategy and develop an action plan, based on colleague feedback, to further improve and support the employment experience of colleagues across all the protected characteristics



### Outcome 2

Support colleagues to establish a comprehensive set of colleague networks, including an Inclusion Forum, and support the Equality Impact Assessments of internal policies and procedures



### Outcome 3

Raise awareness of EDI issues through development of a comprehensive communications programme



### Outcome 4

Develop methods and targets to measure progress, including a new EDI dashboard for discussion with the Board and Executive Management Team



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We have outlined our progress against each of these four outcomes. Against each outcome, we have provided:

- a summary of key milestones completed, and
- examples of our activity, including a case study.

Although we have mainstreamed three of our outcomes, we need to sustain this progress. They will now become part of our ongoing EDI activity. For each outcome, we have set out our next steps in “maintaining our mainstreaming”.

## Outcome 1

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Publish a finalised Diversity Strategy and develop an action plan, based on colleague feedback, to further improve and support the employment experience of colleagues across all the protected characteristics.

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We have completed the key milestones for this outcome. In 2021, we published our Equity, Diversity and Inclusion (EDI) Strategy for 2020-25. We also developed an action plan to support all EDI activity.

Our EDI Strategy sets a clear direction to improve the experiences of our customers and our colleagues. We have committed to authentic, long-term and sustainable action to achieve real change. Human rights are at the core of the strategy.

We have an action plan to improve and support our colleagues' employment experiences which focuses on colleagues who have protected characteristics. Our EDI Steering Group and EDI Colleague Forum worked with our colleague-led equality networks on this.

The EDI Steering Group now oversee the strategy and action plan to ensure we continue to drive them forward. This has led us to carry out a range of activity over the last two years.

### Examples of our activity



We created an **Inclusive Language Guide**. This guide aims to support respectful conversations about equity, diversity and inclusion in RoS.

We developed it in partnership with our EDI Colleague Forum. The initial guide was then shared with all colleagues. We asked for feedback and took this on board to create a final version. We will regularly review and update the guide to reflect any changes to language.



We prioritised the **wellbeing of all colleagues**. Investors in People awarded us Gold level accreditation for “We Invest in Wellbeing”.

They assessed three key areas of wellbeing: social, physical and psychological. They noted our commitment to our colleagues' wellbeing and approach to hybrid working. A highlight was the physical support we give all colleagues to enable them to work from home. We have incorporated their recommendations into our engagement action plan.



We introduced an **Employee Passport** to “ensure everyone can have a good day at work”.

Colleagues can use the passport to share anything that may impact their work. This includes health conditions or disabilities, personal circumstances or commitments. The passport supports open and honest conversations between colleagues and their managers. It helps colleagues explain their needs and ask for support. The passport is owned by the colleague and they choose who to share it with.



We made it easier for colleagues to request support with **digital accessibility needs and specialist equipment** for their physical workspaces.

Colleagues can request support directly and in confidence from the Employee Enablement Team. The team work with colleagues to find the best solution for their needs. They also share tools, tips and hints to make our standard equipment and software more accessible.

Our Estates team support colleagues to access any additional equipment they need for their workstations. We provide this for both home and office working.

Colleagues put in their own requests and the team will support with equipment to meet their needs. Colleagues who need specialised equipment, have the option to have an individual assessment to identify the support they need.

This ensures that hybrid working is an option for all colleagues.



“the introduction of the EDI Colleague Forum has been wonderful and things are moving at pace, for example our employee passport”

RoS colleague, Equality Network

## **Maintaining our mainstreaming**

As a result of this outcome, we have an EDI strategy in place until 2025. We have now aligned our new outcomes for 2023 to 2025 to our strategy.

These outcomes will support us to take forward our strategy. We will review our progress against both in 2025.

## Case Study

### Supporting colleagues experiencing menopause

In recent years, the need to better support employees experiencing the menopause has been highlighted. In RoS, around 12% of our workforce are women of the age most likely to experience the menopause. Given these demographics, we made this a focus over the last two years. Our Trade Union (PCS) fully endorse this focus.

We focussed on awareness and creating a supportive environment for colleagues. We wanted them to feel confident discussing their symptoms and asking for support and reasonable adjustments.

On World Menopause Day in 2021, we launched our Menopause Awareness Guidance for managers and colleagues, based on external guidance. This is available on our intranet for colleagues at any time. It has been accessed over 200 times since it was created.

We also ran Menopause Awareness workshops in 2021, delivered by external providers. We continued this activity in 2022, linking to International Women's Day. We ran further workshops on menopause awareness. This included a specific session for men who wanted to learn more and to support male managers who had team members experiencing menopause. In total 151 colleagues attended workshops.

We will continue to focus on menopause in RoS and look for new ways to support our colleagues. Recently, we advertised the Peppy Menopause App which is available to all Civil Servants via the Charity for Civil Servants. Following this app being available 15 colleagues signed up to use the app within the first month.

Our Colleague Experience team lead on this work and continue to develop the support available at RoS. They are supported by Internal Communications team, PCS and other areas of HROD.

We have seen positive engagement from colleagues on our workshops and guidance. Findings from our recent colleague wellbeing survey highlighted that those experiencing the menopause in RoS were reporting equitable levels of wellbeing at work, compared to our colleagues overall.

## Outcome 2

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Support colleagues to establish a comprehensive set of colleague networks, including an Inclusion Forum, and support the Equality Impact Assessments of internal policies and procedures.

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In the last 2 years, we have completed the core actions against this outcome. We established a set of colleague networks. We also developed a process for equality impact assessments.

### Our networks

We offered all colleagues the opportunity to propose ideas for colleague-led equality networks. It was important to us that the networks set up were those that our colleagues wanted. We received three requests and these colleague-led equality networks are now established. Some of our colleagues are members of wider civil service equality networks.

### Carers Network

This network is open to all colleagues who identify as a carer.

The network meets to share experiences and support each other. It is a source of knowledge and information, both for the members and colleagues across RoS. They also provide advice and support to managers who are supporting carers.

**“Our most important role is to be a group that colleagues can turn to when they are overwhelmed with caring responsibilities.”**

RoS colleague, Carers Network

## Neurodiversity Network

This network supports colleagues who are neurodiverse, including those with Autism, ADHD, Dyslexia, Dyscalculia, Dyspraxia and Tourette's Syndrome.

The network is a place for colleagues to engage and support one another. This includes helping new neurodiverse colleagues to settle in to RoS. It's also open to colleagues who have family who are neurodiverse as a channel for information and support. Colleagues share information, news, events and training.

**"It's important to accept and celebrate differences to help each other thrive and be the best version of ourselves."**

RoS colleague, Neurodiversity Network

## Pride Network

The support of this network is open to everyone, not just those who identify as LGBT+.

The network believes that all colleagues should feel safe, supported and comfortable at work, regardless of sexual or romantic orientation or gender identity. They provide peer-to-peer support and share resources. They offer an ear to listen for all colleagues.

**"There wasn't even a second of hesitation when I asked the Keeper if she would support the establishment of an LGBT+ staff network, and I have no doubt that her support played a significant role in our successes"**

RoS colleague, Pride Network

## Supporting us as an organisation

Our networks raise awareness and improve understanding of matters affecting carers, neurodiverse individuals and LGBT+ communities.

They also support us by reviewing new policies and resources and inputting to strategy, such as the outcomes in this report.

**“The networks are an invaluable asset to bring the EDI strategy to life and assist in delivering real changes that matter. Making colleagues feel included, valued and connected at work can directly enhance performance and happiness in the workplace. This in turn builds loyalty and trust and helps an employer to attract and retain talent.”**

RoS colleague, Equality Networks

## **Maintaining our mainstreaming**

We will continue to support our networks within RoS. This includes supporting new networks that colleagues would value and want to set up.

We have a focus on listening to lived experience in our new outcomes. This provides an opportunity to further engage our colleague-led networks and encourage interaction between them.

In addition, we will continue to embed our new process for Equality Impact Assessments (EQIAs). You can read more about our work on this in the case study below.

## Case Study

### Developing our Equality Impact Assessment (EQIA) process

As a public sector organisation, we have a legal duty to equality impact assess our policies and any developments in our organisation. As an outcome in our last Equality & Diversity Mainstreaming Report, we committed to reviewing and improving our process for this.

We agreed that EQIAs should be coordinated by a single business area. Responsibility for this was given to our Information Governance (IG) team, building on their experience of other assessment processes. This was key to ensuring that the process was mainstreamed alongside other similar activity.

We initiated a project to develop and then embed an end-to-end process for conducting EQIAs in RoS. We wanted this to be both effective and efficient. The project team included colleagues from Information Governance as well as Learning and Development. Members of the project team attended a one-day training course delivered by Equality & Diversity UK (ED UK) on coordinating EQIAs.

Colleagues new to carrying out EQIAs often note being unsure of where to start or how to take it forward. We realised that support for colleagues was going to be critical to making this a success. We developed guidance and training materials and there is a template for colleagues to use. We have used our communication channels to keep colleagues updated on our progress.

We also briefed key stakeholders on the process to raise awareness and answer questions. This included People & Change, Programme Management Office, EDI Colleague Forum, EDI Steering Group, Policy and Practice Group, Change Champions, Product and Business Analyst Communities of Practice, and Service Design/UX teams.

We have seen an increase already in the number of EQIAs being carried out. Plans are in place to continue this momentum and ensure that we have EQIAs for all of our key policies, and developments in RoS.

## Outcome 3

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Raise awareness of EDI issues through development of a comprehensive communications programme.

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Over the last two years, we have shared a wide range of EDI-related communications covering all protected characteristics.

Our communications have celebrated diversity, raised awareness and signposted colleagues to resources. To increase impact, we aligned these communications to national and international campaigns.

We update customers, stakeholders and citizens through our external communications. Our post for International Women's Day in 2022 got the highest social media engagement of all other RoS communications.

### Examples of our communications

- Zero Discrimination Day
- Dementia Awareness
- Disability Pride Month
- Pride Month
- Carer's Week
- International Non-Binary People's Day

Senior leaders have also contributed to our programme of EDI communications. This has been critical in emphasising the importance of EDI in RoS.

#### EDI podcast

Our podcasts look at the importance of EDI in the workplace and explores our own progress. Our latest podcast featured both the Keeper and one of our Non-Executive Directors.

#### Ramadan Blog

In 2022, one of our Non-Executive Directors, shared what Ramadan means to him. He highlighted how managers can support colleagues who are celebrating Ramadan.

### Maintaining our mainstreaming

EDI is now a core theme in our programme of communications. We will develop a calendar of key awareness days to plan EDI communications across the year.

## Case Study

### Be ROS – Respectful, Observant and Supportive



We have a zero-tolerance stance on bullying, harassment, and discrimination in RoS. The Civil Service People Survey results tell us we don't have a problem with this. However, we believe we can still work to create a culture to prevent it happening now or in the future.

In 2021, we launched our Be ROS campaign. It sets out the standards we expect RoS colleagues to embody and aims to encourage people to be mindful of their own behaviour and make kind choices. We ask that our colleagues consider the behaviour of themselves and of others. Importantly, we want them to have the confidence to call out poor behaviours and report unacceptable behaviour.

This campaign goes beyond eliminating bullying, harassment and discrimination. The aim is to challenge ourselves and each other to interact more positively on a daily basis. Together we want to create conditions for a healthy working environment where everyone can thrive. We want to bring about positive changes in behaviours and, ultimately, our culture.

The launch took place over several weeks and included an introductory feature article and a personal blog from The Keeper. We also published a set of 3 articles viewing the same scenario from the different perspectives of victim, perpetrator, and observer.

We also delivered online workshops on preventing bullying, harassment and discrimination. Content was created by an external provider. Topics included an extended session for people managers and Active Bystander training. In total, 244 colleagues attended.

This campaign has been supported by senior leaders in RoS to give it the high profile it needs. It is led by our Head of Talent & Enablement, and taken forward by our Colleague Experience team, Internal Communications team, and HR Support team.

We continue to embed Be ROS across our communications and guidance. For example, our Inclusive Language Guide refers back to Be ROS and the importance of our choice of language in being respectful of each other.



## Outcome 4

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Develop methods and targets to measure progress, including a new EDI dashboard for discussion with the Board and Executive Management.

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Although continued as an outcome for 2023-25, we have made key progress to underpin future activity.

Last year we launched ethnicity and disability pay gap reporting within our Annual Report and Accounts. This is in addition to our gender pay gap reporting. There is more information on this in Annex 2.

We developed a people dashboard that includes demographic data for a number of protected characteristics. This dashboard is reviewed by our Board quarterly. It helps us to see trends and allows us to identify areas to focus on.

We also developed a dashboard for data on our recruitment. This is reviewed regularly by our Resourcing team. It tells us more about our vacant roles and job offers we have made. We will continue to develop this to provide more in-depth EDI insight.

We are working to improve our exit surveys. This will help us to understand the experiences that colleagues with protected characteristics have working in RoS.

We have created a new set of equality monitoring questions, based on Scotland's 2022 Census. These questions cover all protected characteristics. With our new questions, we will be able to compare our workforce demographics to those of Scotland's population.

We are currently developing key communications to encourage colleagues to complete the questions. This will include a clear explanation of why we ask for the data and how we will use it.

## Case Study

### Rethinking our recruitment

As an organisation, we are working to increase our diversity and become more representative of Scotland's population.

We are fortunate to be an organisation that retains our colleagues. The average length of service of those who left RoS in 2023 was 12 years. Over a third of colleagues who left RoS, did so after more than 10 years with the organisation. This also means we must make the most of our external recruitment campaigns to increase our diversity.

Recently we recruited for multiple Admin Officer roles. We used this campaign to try a new approach. Our Resourcing Team led this work along with our external assessment supplier and managers across RoS.

Firstly, we looked to experts in this area to support us. Advice from CRER (The Coalition for Racial Equality and Rights) was invaluable to us in attracting a more diverse range of applicants. Crucially, with their support, we were able to create a level playing field for our diverse candidates to achieve success.

Our new process focused on changes to how we selected applicants at the initial stage. Previously for these roles, we found that applicants struggled with competency-based answers and many did not make it through the initial stage.

This time, we used an ability test with a minimum score that candidates had to reach to progress to the next level. We found this to be more impartial and we saw more candidates apply and more taken forward to the next stage.

We attracted a larger, more experienced and diverse pool of applicants. We appointed almost all candidates that passed the initial assessment and considered part-time, or flexible working requests.

We had multiple roles available, with a range of start dates. This meant we could onboard cohorts of applicants. We found benefits of staggering the start dates for some applicants with protected characteristics.

# New outcomes for 2023 to 2025

## Developing our new outcomes

We brought together quantitative and qualitative evidence to inform our new outcomes.

- External** We reviewed external evidence to understand the inequality that persists in employment and in access to public services. We included official statistics, research reports and policy documents.
- Internal** We analysed findings from our Wellbeing Survey and the Civil Service People Survey, comparing those with protected characteristics to those without. We also reviewed our EDI data and identified ongoing activity against our EDI action plan.
- Consultation** While consulting colleagues about our progress to date, we also asked them what more we could do. We shared the external evidence and asked our colleagues how we could address this in RoS. Colleagues shared where they would like RoS to be in two years and suggested activity to get us there.

Using all this insight we have set four outcomes to mainstream and advance equality for 2023 to 2025. The first continues our outcome from 2021 to 2023, focused on improving our use of data. The remaining three are new.

### Our 2023-25 Outcomes

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#### Outcome 1

We will have more EDI data available, and we will be using it to understand the impact of our EDI activity

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#### Outcome 2

We will have more young people, disabled people and people from minoritised ethnic communities working in RoS

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#### Outcome 3

We will be a more inclusive and accessible organisation, guided by lived experience of protected groups

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#### Outcome 4

We will have a more accessible learning offer and more EDI learning content

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## Outcome 1: Understanding our impact

We will have more EDI data available and we will be using it to better understand the impact of our EDI activity

### Why?

#### What evidence informed this outcome?

The benefits of collecting equality monitoring data are widely recognised	Around 1 in 4 colleagues have not provided equality monitoring information	Colleagues told us that they would like to have a wider range of EDI data available	Colleagues also asked for more updates on our EDI activity and its impact
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#### What do we need to address?

We want more complete data on our demographics to anticipate need and identify any underrepresentation	We want to better understand the experiences of colleagues and customers with protected characteristics	We want to identify what we are doing well and what we could do better to inform our future action
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#### How will it support us to meet our duties and purpose?

##### Public Sector Equality Duty

Eliminate discrimination  
Advance equality of opportunity

##### Protected characteristics

Age, disability, gender reassignment, pregnancy & maternity, race, religion & belief, sex, sexual orientation

##### RoS Values

Customer focused  
Forward thinking

##### RoS Corporate Plan

Objective 4: Inspiring our People

##### RoS EDI Strategy

Colleague engagement

## Outcome 1



### How?

#### What will we do or change to achieve the outcome?

Improve approach to equality monitoring to encourage higher completion rates	More robustly measure our progress against our aims and objectives	Support our colleagues to use EDI data to plan and review their work	Share our progress and impact more often with colleagues and stakeholders
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#### Where will we see the impact of our activity?

We will have more complete equality monitoring data and more EDI measures	We will know more about the needs and experiences of protected groups	Our activity will better meet needs of colleagues and customers with protected characteristics	Colleagues will be more aware of our EDI activity and its impact
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#### When should we start to see the impact?

6 months to 1 year	18 months to 2 years	1 year to 18 months	18 months to 2 years.
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#### How will we measure it?

Response rates for equality monitoring	Range of available EDI measures and key findings	Evidence of EDI data informing future activity	Colleague awareness and perception of EDI activity
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### Who?

Teams across RoS will support this outcome, including those in:

Senior Leadership, People and Change, and Communications

The EDI Steering Group will have a key role, supported by our EDI Colleague Forum and our colleague-led equality networks.



## Outcome 2: Increasing our diversity

We will have more young people, disabled people and people from minoritised ethnic communities working in RoS

### Why?

#### What evidence informed this outcome?

Protected groups are still more likely to be unemployed or underemployed

Our data suggests an underrepresentation of young people, disabled people and people from minoritised ethnic communities in RoS, compared to Scotland's population

Colleagues note a diverse workforce as being important to them

#### What do we need to address?

We want to play our part in removing inequality in employment for protected groups

We want to better serve our customers which means representing the diversity of Scotland's population

We want to benefit from the range of talent, and perspectives that diversity brings

#### How will it support us to meet our duties and purpose?

##### Public Sector Equality Duty

Eliminate discrimination

Advance equality of opportunity

##### Protected characteristics

Age, disability, race

##### RoS Values

Impartial

Professional

##### RoS Corporate Plan

Objective 4: Inspiring our People

##### RoS EDI Strategy

Workforce equality & diversity

Partnerships

## Outcome 2



### How?

#### What will we do or change to achieve the outcome?

Further develop our approach to recruitment and promotion to consider diverse needs	Reach young people through employment programmes, e.g., Investors in Young People or Career Ready	Put in place more accessible recruitment processes to support disabled candidates	Work with partners to understand and address racial inequality in employment
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#### Where will we see the impact of our activity?

We will have actions to make our approach to recruitment and promotion more inclusive	We will have more young people employed in RoS	Disabled candidates will have a more positive experience and be more likely to be successful	We will reach more minoritised ethnic communities, resulting in more applications and job offers
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#### When should we start to see the impact?

Up to 6 months	6 months to 2 years	6 months to 2 years	6 months to 2 years
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#### How will we measure it?

Completed Equality impact assessment and actions	Equality monitoring data for candidates and colleagues, including starters and leavers
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### Who?

This action will be led by our Resourcing Team, with support from colleagues across People & Change, Communications and our equality groups, networks and forums.

We will also work with external partners



## Outcome 3: Becoming more accessible and inclusive

We will be a more inclusive and accessible organisation, guided by lived experience of protected groups

### Why?

#### What evidence informed this outcome?

Colleagues noted a need for networks to influence our activity more effectively

Evidence highlights that protected groups often have poorer experiences of employment

Colleague surveys suggest differences in experiences of those with protected characteristics, particularly disabled colleagues. We need to consult with colleagues to understand the reasons for this

#### What do we need to address?

We want to listen to protected groups and better understand their needs and experiences

We want to learn from lived experience to keep making our workplace more inclusive and our services more accessible

#### How will it support us to meet our duties and purpose?

##### Public Sector Equality Duty

Eliminate discrimination  
Advance equality of opportunity  
Foster good relations

##### Protected characteristics

Age, disability, gender reassignment, pregnancy & maternity, race, religion & belief, sex, sexual orientation

##### RoS Values

Customer focused  
Professional

##### RoS Corporate Plan

Objective 4: Inspiring our People  
Objective 5: Effective, Efficient and Future Focused

##### RoS EDI Strategy

Colleague engagement



## Outcome 3



### How?

#### What will we do or change to achieve the outcome?

Develop an approach to capturing lived experience that considers those being consulted and makes best use of the information	Support our equality networks and forums to effectively influence the design and delivery of our internal and external work	Identify opportunities for other colleagues and external stakeholders to share their lived experience and help shape how we do things	Keep building the confidence and capability of our colleagues to deliver an accessible and inclusive service to customers
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#### Where will we see the impact of our activity?

We will have a greater understanding of lived experience and people willing to engage with us	We will have more engagement with our networks. We will have taken action based on their input	We will understand the lived experience of those with protected characteristics not covered by networks	Our customers will be able to access our services more easily and will be satisfied with their experience
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#### When should we start to see the impact?

Up to 6 months	6 months to 1 year	1 year to 18 months	Up to 2 years
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#### How will we measure it?

Approach document and record of learning	Number of engagements and actions progressed	Number of engagements and equality factors covered	Customer feedback
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### Who?

Our Equality Networks and colleagues across RoS with protected characteristics

Customer Experience Team

External partners



## Outcome 4: Accessible and inclusive learning

We will have a more accessible learning offer and more EDI learning content

### Why?

#### What evidence informed this outcome?

External evidence highlights that access to learning is not always equitable for those with protected characteristics

Colleagues felt the accessibility of our learning offer could be improved

Colleagues identified a range of learning needs in EDI matters

#### What do we need to address?

We want to ensure that learning and development in RoS is accessible and inclusive for all colleagues

We want to further build colleagues' understanding of EDI and their ability to support those with protected characteristics

#### How will it support us to meet our duties and purpose?

##### Public Sector Equality Duty

Eliminate discrimination  
Advance equality of opportunity  
Foster good relations

##### Protected characteristics

Age, disability, gender reassignment, pregnancy & maternity, race, religion & belief, sex, sexual orientation

##### RoS Values

Customer focused  
Professional  
Forward thinking

##### RoS Corporate Plan

Objective 4: Inspiring our People  
Objective 5: Effective, efficient & future focused

##### RoS EDI Strategy

Workforce equality & diversity  
Colleague engagement

## Outcome 4



### How?

#### What will we do or change to achieve the outcome?

Test learning approaches to make sure they are accessible and inclusive

Create and deliver core training to learning coaches to support them to facilitate inclusive and accessible learning

Identify and produce a programme of on-demand EDI learning & development to fill gaps in knowledge and understanding

#### Where will we see the impact of our activity?

We will have standard processes and standards. Colleagues will have a positive experience of learning

Colleagues will be able to access learning more easily and have a more positive and consistent experience

Colleagues will have the understanding they need to support each other and our customers

#### When should we start to see the impact?

6 months to 1 year

1 year to 18 months

Up to 2 years

#### How will we measure it?

Standards & extent of use  
Colleague feedback on learning experience

Colleague feedback on learning experience

Range of EDI learning available  
Post-learning feedback of knowledge/understanding

### Who?

This action will be led by our Learning and Development Team, with support from colleagues across People & Change

Our equality forums and networks and external partners may support with the development EDI learning

## Taking forward our new outcomes

We need all colleagues in RoS to play their part if we are going to achieve our outcomes.

- Our leaders will continue to show their commitment to equity, diversity and inclusion in RoS. Colleagues have told us that this inspires the same commitment in them.
- By aligning to our Corporate Plan and EDI Strategy, we can coordinate our efforts to be more efficient and effective.
- We will update our action plan. Our EDI Steering Group and EDI Colleague Forum will continue to oversee this.
- Our colleague-led networks will continue to be a key link from our EDI Governance Structure to our colleagues across RoS.
- We will provide updates to all colleagues on our progress and encourage their continued involvement.

We hope by demonstrating our progress to date, and setting out our future direction, that we have clearly communicated our commitment to EDI in RoS. We will continue to work in partnership with colleagues to further EDI in our own organisation and we are also committed to working with external partners to contribute to Scotland-wide efforts to reduce inequality.

# Annex 1: Employee data

We have two factors for employee information that are mandatory for HR and finance purposes: age and sex. As such, we have full data for our employees on these factors.

This information was used to develop our outcomes for 2023 to 2025. It will also be used to monitor progress. We are currently updating our equality monitoring questions in line with Scotland's 2022 census. We will continue to improve the range of EDI data we gather and how we use it.

This annex includes the following data:

Data included	for protected characteristics
Snapshot of RoS employee demographics on 31 March 2022 & 31 March 2023 No. employees who joined and left RoS from April 2021 to March 2023	age, sex, disability, ethnicity, religion/belief, sexual orientation
Snapshot of RoS employee demographics on 31 March 2023, by part-time/full-time contracts	age, sex
Snapshot of RoS employee demographics on 31 March 2023, by grade	sex

## Ensuring anonymity of reporting

Figures less than 5 are omitted from the reporting to protect anonymity. They are marked with an asterisk \*. Where a figure less than 5 could be calculated from remaining figures in the table, these figures have also been omitted, or the categories have been condensed.

## Summary of our demographics

At 31 March 2022, we had 1185 employees in RoS. This increased to 1189 on 31 March 2023.

We ran 42 recruitment campaigns in 2021/22 (22 external) and 85 campaigns in 2022/23 (49 external). We had 131 colleagues join RoS from April 2021 to March 2023. During the same time 110 colleagues left RoS.

### Age

Table 1: Snapshot data of RoS employees, by age group

	31 March 2022		31 March 2023		percentage difference
	number	percentage	number	percentage	
<b>All</b>	1185	-	1189	-	-
under 25 years	60	5.1%	41	3.4%	-1.7%
25 to 49 years	667	56.3%	667	56.1%	-0.2%
50+ years	458	38.6%	481	40.5%	+1.9%

Table 2: Employees who joined and left RoS between 1 April 2021 and 31 March 2023, by age group

	Joined		Left	
	number	percentage	number	percentage
<b>All</b>	131	-	110	-
under 25 years	11	8.4%	9	8.2%
25 to 49 years	104	79.4%	55	50.0%
50+ years	16	12.2%	46	41.8%

**Table 3: Employees working part-time/full-time at 31 March 2023, by age group**

	Part-time		Full-time		Total
	number	percentage	number	percentage	
<b>All</b>	177	-	1006	-	1183*
under 25 years	*		*		41
25 to 49 years	53	8.0%	609	92.0%	662
50+ years	123	25.6%	357	74.4%	480

\* The remaining 6 employees were on career breaks or secondments.

Around two fifths of our workforce are over 50 years of age. Many colleagues have over 20 years of service in our organisation. We benefit greatly from their experience. Flexible working, including part-time hours, support many colleagues, including those preparing to retire.

While we have a lower proportion of younger employees (under 25 years), we are addressing this through Outcome 2 for 2023-25.

## Sex

**Table 4: Employees in RoS, by sex**

	2022		2023		percentage difference
	number	percentage	number	percentage	
<b>All</b>	1185	-	1189	-	-
female	599	50.5%	613	51.6%	1.1%
male	586	49.5%	576	48.4%	-1.1%

**Table 5: Employees who joined and left RoS between 1 April 2021 and 31 March 2023, by sex**

	Joined		Left	
	number	percentage	number	percentage
<b>All</b>	131	-	110	-
female	85	64.9%	58	52.7%
male	46	35.1%	52	47.3%

**Table 6: Employees working part-time and full-time at 31 March 2023, by sex**

	Part-time		Full-time		Total
	number	percentage	number	percentage	
<b>All</b>	177	-	1006	-	1183
female	136	22.4%	472	77.6%	608
male	41	7.1%	534	92.9%	575

**Table 7: Employees in RoS, by sex and grade in 2023**

	female		male		Total	
	number	percentage	number	percentage		
<b>All</b>	613	51.6%	576	48.4%	1189	
<b>Grade</b>						
Administrative	181	51.7%	169	48.3%	350	
Executive	EO	184	51.4%	174	48.6%	358
	HEO	139	51.9%	129	48.1%	267
	SEO	70	49.6%	71	50.4%	141
Leadership	39	54.2%	33	45.8%	73	



Gender equality is a key priority in RoS. Women are well represented at all levels of our organisation and we continue to have no gender pay gap (Annex 2). Part-time work is more common amongst our female colleagues, which reflects the concentration of caring responsibilities among women.

Our maternity policy provides a year of full pay for colleagues on maternity leave.

## Disability

Table 8: Employees in RoS, by disability

	2022		2023		percentage difference
	number	percentage	Number	percentage	
<b>All</b>	1185	-	1189	-	-
disabled	136	11.5%	130	10.9%	-0.6%
not disabled	612	51.6%	597	50.2%	-1.4%
not known	437	36.9%	462	38.9%	2.0%

Table 9: Employees who joined and left RoS between 1 April 2021 and 31 March 2023, by disability

	Joined		Left	
	number	percentage	number	percentage
<b>All</b>	131	-	110	-
disabled	8	6.1%	11	10.0%
not disabled	41	31.3%	51	46.4%
unknown	82	62.6%	48	43.6%

In the next two years, we have some key actions in relation to disability. We want to improve recording of this by our colleagues so that we can better understand their needs. We also aim to increase the proportion of disabled people working in RoS.

Making reasonable adjustments in our recruitment process and in supporting our disabled colleagues in work will support this.

## Ethnicity

Table 10: Employees in RoS, by ethnicity

	2022		2023		percentage difference
	number	percentage	number	percentage	
<b>All</b>	1185	-	1189	-	-
Minoritised ethnic	26	2.2%	23	1.9%	-0.3%
White	965	81.4%	940	79.1%	-2.3%
Unknown	194	16.4%	226	19.0%	2.6%

Table 11: Employees who joined and left RoS between 1 April 2021 and 31 March 2023, by ethnicity

	Joined		Left	
	number	percentage	number	percentage
<b>All</b>	131	-	110	-
Minoritised ethnic	5	3.8%	7	6.4%
White	51	38.9%	79	71.8%
Unknown	75	57.3%	24	21.8%

Currently we do not have a high enough response rate to report on specific ethnic groups, e.g. Asian, Black, Caribbean and African, Mixed and Multiple Ethnicities. We will work to improve this over the next two years.

In addition, Outcome 2 for 2023-25 will focus on increasing representation of those from minoritised ethnic communities working in RoS.

## Religion/belief

Table 12: Employees in RoS, by religion/belief

	2022		2023		percentage difference
	number	percentage	number	percentage	
<b>All</b>	1185	-	1189	-	-
Buddhist	*		*		
Church of Scotland	111	9.4%	104	8.7%	-0.7%
Roman Catholic	63	5.3%	61	5.1%	-0.2%
Other Christian	58	4.9%	55	4.6%	-0.3%
Hindu	*		*		
Jewish	*		*		
Muslim	6	0.5%	*		
Pagan	*		*		
Sikh	*		*		
Other religion/belief	9	0.8%	7	0.6%	-0.2%
No religion/belief	472	39.8%	470	39.5%	-0.3%
Unknown	456	38.5%	478	40.2%	1.7%

**Table 13: Employees who joined and left RoS between 1 April 2021 and 31 March 2023, by religion/belief**

	Joined		Left	
	number	percentage	number	percentage
<b>All</b>	131	-	110	-
Any Christian	*		26	23.6%
Another religion/belief	*		7	6.4%
No region/belief	34	26.0%	32	29.1%
Unknown	79	60.3%	45	40.9%

Where they have answered for religion/belief, our colleagues are more likely to have no religion or belief. We have representation of most religions and beliefs, albeit in smaller numbers.

In RoS, we work to recognise all religions and the ways that colleagues observe and celebrate these faiths. We will continue to do this through a programme of communications.

## Sexual orientation

**Table 14: Employees in RoS, by sexual orientation**

	2022		2023		percentage difference
	number	percentage	number	percentage	
<b>All colleagues</b>	1185	-	1189	-	-
Bisexual	16	1.4%	15	1.3%	-0.1%
Gay/Lesbian	21	1.8%	20	1.7%	-0.1%
Heterosexual	697	58.8%	681	57.3%	-1.5%
Other	5	0.4%	5	0.4%	0.0%
Unknown	446	37.6%	468	39.4%	1.8%

**Table 15: Employees who joined and left RoS between 1 April 2021 and 31 March 2023, by sexual orientation**

	Joined		Left	
	number	percentage	number	percentage
<b>All colleagues</b>	131	-	110	-
LGB+ orientations	*		6	5.5%
Heterosexual	*		55	50.0%
Unknown	81	61.8%	49	44.5%

We are reasonably representative of LGB+ identities in RoS. However, we would like more robust data on the specific identities of our colleagues to better support them. Our Inclusive Language Guide and Pride Network are key to supporting a welcoming environment for all.

We aim to improve our data in relation to understanding representation and needs of transgender colleagues in RoS.

# Annex 2: Equal Pay

In RoS, we agree that all employees should be paid equally for doing work of equal value, as per the Equality Act (2010). We continue to work with our Trade Union (PCS) to support this.

We see our pay gap reporting (gender, disability and race) as being a key part of our Annual Report and Accounts. As such we will continue to mainstream pay gap reporting in this publication. This ensures that consideration of colleagues with protected characteristics is core to our organisational governance.

## RoS Annual Report 2021-22

Last year, we noted that we had introduced new reporting mechanisms to report on disability and ethnicity pay gaps. This added to our reporting of our gender pay gap.

We reported:

- no gender pay gap
- a mean disability pay gap of 5.69% with a median of 0%
- a mean ethnicity pay gap of 13.56% with a median of 6.93%