

Scottish Enterprise

Equality Mainstreaming Report April 2019



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1. INTRODUCTION

SCOTTISH ENTERPRISE

Scottish Enterprise is Scotland's national economic development agency and our ambition is to create more, better jobs. We do this by focusing our resource where it will drive sustainable and inclusive growth. Our website states:

'We are here for the people of Scotland. Our job is to support businesses and industry to help create equal opportunities for all'

Funded by the Scottish Government, we work with partners to stimulate economic growth. We want Scotland to be an innovative, high wage and high productivity economy that competes in international markets and focuses on high value goods and services.

Our [2018-19 Business Plan](#) sets out the priorities of Scottish Enterprise for 2018/19 reflecting Scottish Government's Programme for Government and subsequent strategic guidance. It sets out our future direction as a national economic development agency.

The plan lays out the importance of Inclusive Growth recasting it as SE's purpose and this is likely to be strengthened in our new Strategic Framework which will be published shortly. This requires SE to have an increased focus on:

- **Job quality** – to increase employee wellbeing and increase productivity.
- **Which places benefit from growth** – to increase the difference SE is making in Scotland's communities, and increase the capacity of the economy.
- **Who benefits from growth** – to open up opportunities to those people and groups who otherwise would not benefit, and increase Scotland's talent pool.

Equal opportunities is therefore pivotal to our work. This is an exciting time for equality in Scotland with this renewed focus on Inclusive Growth. Further information on our approach and full details of our services can be found on our [website](#).

LEGAL FRAMEWORK

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

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

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

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

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

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

2. MAINSTREAMING EQUALITY

Mainstreaming is at the heart of Scottish Enterprise's equality work. Our objective is to:

*Help realise Scotland's full economic potential by **mainstreaming** equal opportunities within the organisation's policies and practices as an employer and service provider.*

A key element in mainstreaming is promoting the business case for equality. Our role is to unlock potential and to encourage and support businesses and industry by highlighting the business benefits of equality and diversity. Evidence shows that these include:

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

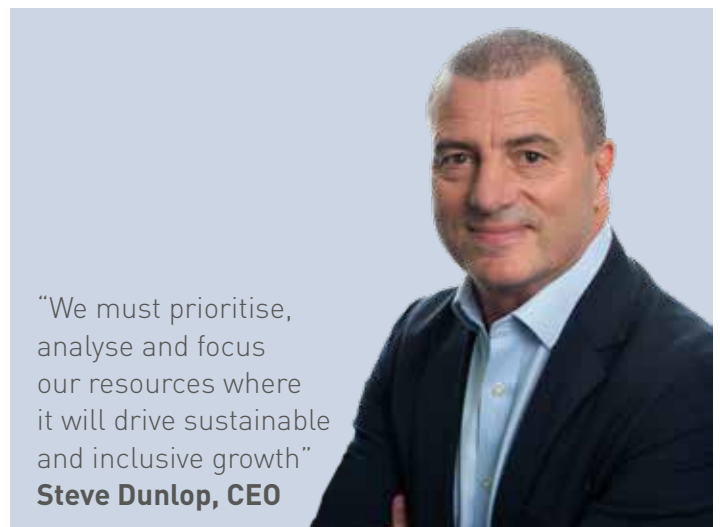
Companies in the top quartile for gender diversity in their executive teams were 15% more likely to experience above-average profitability than companies in the 4th quarter. For ethnic and cultural diversity the gap was 33%.

Delivering through Diversity, McKinsey, 2018

LEADERSHIP

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

We are fully committed to equality from the very top of the organisation:



Scottish Enterprise's Board is committed to diversity of membership. We were one of the first signatories to the Partnership for Change Initiative (achieving 50:50 gender balance by 2020) and following recent appointments, this target has been achieved. The gender balance of our senior management group continues to be at parity.

We have an external advisory group led by a senior operational director. The remit of the group has been widened recently to encompass all aspects of Inclusive Growth and continues to advise on equality specific issues such as strategic approaches and equality impact assessments as well as wider issues around areas of disadvantage.



AWARENESS RAISING

We continue to raise awareness of our work in equality and diversity with colleagues across the organisation. Our equality champions' group remain pivotal in continuing to raise awareness of diversity across the organisation. Champions are given regular updates to build their own capacity and knowledge of equality developments. For example, a presentation has been delivered by Brodies LLP providing colleagues with:

- A general summary of the Equality Act 2010 and its provisions – including protected characteristics, prohibited conduct and the Public Sector Equality Duty;
- A brief overview of socio-economic disadvantage and the proposed duty to address it;
- An update on gender equality, including the steps to redress the under representation of women on public boards in Scotland; and
- An interactive session demonstrating how the relevant duties apply within SE and the requirement to undertake Equality Impact Assessments.

Our dedicated intranet page is regularly updated to provide information and good practice which is easily accessible to all colleagues.

Engaging colleagues in Scottish Enterprise's wider approach to Inclusive Growth has been a particular focus over the last two years. To date, our approach to build understanding and awareness has included; an Inclusive Growth awareness week, articles targeted at people managers; quarterly staff updates engaging colleagues in our approach and sharing case studies; and updating policies and procedures to reflect equality best practice.

One of the most successful engagement tools we have used is hosting live online sessions. These 'Skype and Learn' sessions are delivered peer to peer, building understanding and sharing good practice amongst colleagues. Sessions have been provided for our project managers, Scottish Development International, the Scottish Investment Bank and account managers including details on the workforce element of Inclusive Growth which includes our work on equal opportunities. As a result, discrete groups have been formed to build capacity within teams. An Account Managers Ambassador's Group and Project Manager's Champions Group have been formed with a distinct remit to promote awareness of Inclusive Growth with their teams.

TRAINING & SUPPORT

We have continued to enhance our people management training and development offering. The MC3 development programme ensures that our people managers understand what is expected of them, the value placed on their role and what is available to support and develop them to deliver this role. Elements include how managers can motivate, consider staff needs, and converse more effectively. Our Cares module introduces the people manager's role in employee well-being, the impact that mental health issues can have on individuals and the role that a manager can play in managing mental health in their teams. One of our managers has said "As a people manager, I thought the discussions around mental health in the workplace and how we can support employees was really useful and impactful." To compliment this training, Mental Health Awareness Training is now available to staff on our online learning platform and we offered a workshop on Mindfulness to employees.

2. MAINSTREAMING EQUALITY (CONTINUED)

Unconscious Bias training has been successfully rolled out. We did this on a phased basis starting with people managers and this year we rolled it out to employees which was completed in January. The Equal Opportunities Champions continue to receive regular training to support them in their role. They have also attended a one-day workshop on Deaf Awareness. We have also made available an online course on Deaf Awareness through our learning platform SE Academy to all employees.

A mediation approach has been introduced that promotes early resolution to workplace problems. Our aim is to develop an environment where everyone is clear how they can raise and discuss areas of conflict and a supportive space where these can be resolved in a constructive and effective way. We invited employees and people managers to take part in focus groups that enabled us to capture their ideas, address any barriers and provide an opportunity to share how mediation works and supports making SE a great place to work.

Twelve internal mediators have been trained to support individuals and teams through conflict resolution. In addition, we intend to partner with other Scottish public-sector employers through the Mediation Partnership Team. Joining this team will allow us to bring in external expertise and provide our trained mediators with access to a network of qualified and experienced mentors as well as providing an opportunity for SE mentors to work with partners on mediation cases.

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

Colleagues benefit from some best practice as an employer which includes:

CARERS ACCREDITATION AND CARER STATEMENT

Carer Positive is an employer accreditation scheme which recognises employers who provide a supportive working environment for employees with caring responsibilities. We have achieved the first level of accreditation – engaged. Accreditation demonstrates our support for employees with caring responsibilities and our commitment to flexible working practices. This year, we published our carer statement of support. We are working on a refresh of our special leave policy, including guidance for people managers/leaders.





YOUTH

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

We support young people through programmes such as Career Ready and our Graduate and Apprentice programmes. We also provide work experience opportunities for school students through our School Engagement programme, all driven by our overarching Youth Strategy. We work with our public-sector partners to share best practice and find ways to work together on our activity to support young people. We place a premium on learning and development for all staff and provide focused CPD opportunities (mentoring, coaching, supervising) as an integral part of our youth activity. Through our Youth Strategy we have developed links with a diverse range of schools and colleges across Scotland.

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

In the future, our Youth Board will focus on looking at all aspects of youth engagement. We will also be introducing a mentorship programme for our young people within SE.

YEAR OF THE YOUNG PERSON

Building on this commitment to young people, and as part of planned activity in support of the Year of Young People, we hosted a highly participative, one-day Innovation Challenge event. We engaged with a diverse group of circa 60 young people between the ages of 18 and 24 from across the country in considering and responding to a real-life economic development challenge for Scotland. The event was hosted by our Chairman, Bob Keiller. Looking forward, we will continue our efforts to reach out to young people across Scotland and consider how we can continue to engage with them in enterprise activity.

WOMEN IN LEADERSHIP

Our Executive Women's Leadership Development programme is designed to supply the tools, strategies and networks to support and challenge women aiming to move up to the senior management level as the next stage in their career. For us this programme helps create a diverse and suitably qualified pipeline of talent for senior roles and support achieving diversity at a leadership level. We have continued in partnership with Edinburgh University to offer this course for three consecutive years now, involving a total of 15 staff members.

We still actively participate in E&Y's women's network, with colleagues from a variety of grades attending an event to celebrate International Women's Day in 2018.

2. MAINSTREAMING EQUALITY (CONTINUED)

RECRUITMENT

We know that by recruiting people from a range of backgrounds at all levels we will gain access to a wide variety of viewpoints, experiences and perspectives. Our approach in this area has been two-fold; firstly, to review and implement current best practice in attracting candidates and secondly to take steps to counter potential unconscious bias during recruitment.

The Working Families benchmark report provides an assessment of employer's flexible, agile and family friendly working policy and practices. As a member of Working Families, we have the opportunity to review our practices and policies against the benchmark.

When recruiting we will include the strapline 'happy to talk flexible working' on our job adverts. To support this, we are developing guidance for our people managers in this area. We have also implemented measures to ensure gender neutrality in recruitment, by introducing gender balance on interview panels where possible. We have held assessment centres when recruiting Graduate and Undergraduate roles previously, and we may consider using them for future recruitment initiatives if appropriate.

In 2018, we conducted a pilot when recruiting for a variety of digital roles. This pilot involved introducing 'blind' application forms and gender balanced interview panels. The purpose of the pilot was to remove any potential unconscious bias and to ensure a range of stakeholders were involved in the hiring decision. We are currently reviewing the feedback and outcomes from this pilot before considering next steps.

Our colleagues continue to benefit from our focus on equal opportunities:



JENNIFER CULLEN

Jennifer joined us as a Modern Apprentice in 2012 and is currently working as an Administrator in our Finance department. With a Modern Apprenticeship, employees learn on the job, gain the experience they need and work towards a qualification at the same time. Jennifer has attained the SVQ Level 3 and is working towards the SVQ Level 4. In the future, she hopes to continue her education to gain a Bachelor in Business Enterprise whilst continuing to build on her work experience.

During her time with SE, Jennifer was diagnosed with a life-long auto-immune condition which requires on-going treatment. Jennifer says "This is my first professional job and my manager has been really supportive. She's offered me flexibility to help me manage my illness and to attend hospital appointments for treatment. As well, I can flex my start and finish times when I experience symptoms. She's really considered my needs and her support at work has meant I could continue on with my studies."



MARINA MACIVER

Marina joined us in 1996 as an Administrator. Since then her career has grown and she has held progressively more senior roles within the organisation. She is now a Team Leader within our Marketing and Engagement team. Having read a blog written by a colleague taking the Executive Women's Leadership Development programme, she was delighted to have the opportunity to take the course. Marina says "After returning to work from two maternity leaves and with my children becoming older, there was an opportunity for me to step back and think about my career. Taking this course has increased my confidence as a leader and has made a huge difference to how I am looking at my career moving forward. The design of the course, the topics covered and the opportunity to network with so many professional women was inspirational."



GUNJAN YADAV

Gunjan has a Bachelor of Technology in Computer Science from Uttar Pradesh Technical University in India and an MBA from the University of Glasgow. She joined us on our Graduate programme in October 2010. Since then, Gunjan has held roles in a variety of teams most recently in our Can Do Innovation team as a Specialist. Gunjan has also continued her education on and has been awarded a Diploma in International Trade with distinction. Gunjan says "My role in SE was my first professional job in economic development and my first job in Scotland. I felt part of the team and the organisation very quickly. Since then I've worked in a few teams and the breadth of opportunity I've had so far combined with the autonomy to shape and create value-added work has been amazing. What I've also noticed is how respectful the culture is, it's always focused on the best outcome and the best objective."

2. MAINSTREAMING EQUALITY (CONTINUED)

EQUALITY IMPACT ASSESSMENTS

Equality Impact Assessments are an important element of our mainstreaming approach and we apply this methodology to all new projects, policies and programmes as well as changes to existing ones. We see this process not just as a legal requirement but at the heart of our mainstreaming activity, providing clear actions to help embed equality. In addition, each assessment provides a link to our equality outcomes providing further evidence to support their achievement.

All projects presented to our Single Approval Group are further reviewed for equality issues before being approved. Our Equality Impact Assessments utilise primary and secondary data to provide information on issues affecting the particular area of work being assessed. These lead to actions fulfilling the specific duties around more active promotion to under-represented groups and fostering good relations between communities.

We have published nine assessments over the period which cover activities in the creative industries, manufacturing, investment and Fintech. Examples include our Leadership Framework and Digital Expansion Programme. We have also taken a pro-active approach and have assessments underway for overarching functions such as 'Events'. These have yielded important actions which will further embed our work on equality covering the protected characteristics including gender, disability and ethnic minorities

We know that by recruiting people from a range of backgrounds at all levels we will gain access to a wide variety of viewpoints, experiences and perspectives.



3. EMPLOYER OUTCOME PROGRESS

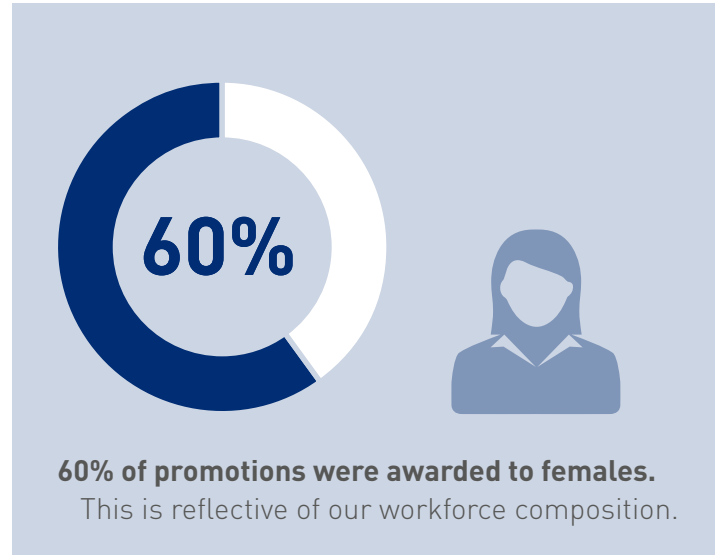
We set out a new set of equality outcomes in our 2017 mainstreaming report. The outcome relating to us as an employer is:

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

We carried out a review of colleagues' characteristics for 2017-18. Details are in appendix 1.

We looked in-depth at gender, race and disability. The review highlighted some interesting trends.

- There hasn't been much employee movement over 2017-18 due to limited recruitment. This means that the number of employees from an ethnic minority background or with a disability has remained relatively static, with a slight increase for the former.
- 10% of applications received were from non-white candidates and 9% of those appointed were non-white.



3. EMPLOYER OUTCOME PROGRESS (CONTINUED)

We work hard to keep the equality agenda at the heart of everything we do. This means taking steps to adopt best practice and identify where we need to change. We introduced pay training to managers in 2018 to improve awareness of our pay policies and equal pay, which we expect should raise awareness and minimise the risk of potentially discriminatory pay practices.

We carried out an equal pay review in 2017-18 in partnership with our recognised trade unions, PCS and Unison, which found no evidence of systemic gender-based pay discrimination. The detailed analysis was shared with our executive leadership team to ensure they understood the issues for their divisions, and to help them develop action plans. We engaged with our wider leadership group so that they understood the findings of the equal pay review and the next steps. We committed to further analysis, which we've carried out. This did not highlight any issues. We will continue to monitor our pay regularly and work through our equal pay actions.

SE'S EQUAL PAY STATEMENT

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

The new pay and grading structure continues to have a positive effect and our gender pay gap (the difference in pay for men and women who do the same or similar jobs) has decreased by about a third since 2013. We have had limited recruitment over the past two years, therefore we believe much of this reduction can be attributed to the pay and grading structure. We continue to be a Living Wage Employer.

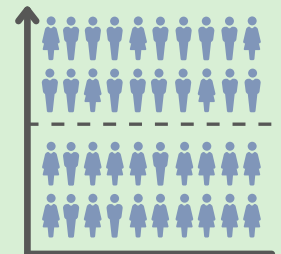
Occupational Segregation by Gender

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

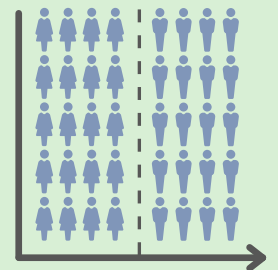


We will continue to review our pay bands in line with public sector pay policy and affordability and this should help the gap reduce in the future. However, the evidence suggests the main contributor to our gender pay gap is occupational segregation. This is not unique to Scottish Enterprise. In the UK, 17% of the pay gap can be attributed to occupational segregation by gender (EHRC 2017). Typically, in the UK there are 2 types of occupational segregation: vertical and horizontal.

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



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



Our analysis examines our gender profile by grade (vertical segregation) and in the divisional areas of our business and role type (horizontal segregation).

The following table shows the gender breakdown by grade:

Role Type	Grade	Headcount			% of grade	
		Men	Women	Total	Men	Women
	Graduate				0.0%	0.0%
Administrative*	10	10	10	20	50.0%	50.0%
	9	*	77	*	9.4%	90.6%
Professional	8	15	60	75	20.0%	80.0%
	7	18	50	68	26.5%	73.5%
	6	218	290	508	42.9%	57.1%
Managerial	5	81	72	153	52.9%	47.1%
	4	66	58	124	53.2%	46.8%
Leadership	3	31	27	58	53.4%	46.6%
	2	11	*	*	68.8%	31.3%
ELT	1	*	*	7	42.9%	57.1%
	CEO			1	100.0%	0.0%
	Total	462	653	1115	41.4%	58.6%

* Numbers under 10 are asterisked to ensure confidentiality

Our overall population is split



59% women

- Generally, we see more women than men in our administrative and professional roles, except at grade 10 where both men and women are distributed equally.
- We also tend to see more men than women in our managerial and leadership roles.
- Our executive leadership team (CEO and ELT) is gender-balanced.

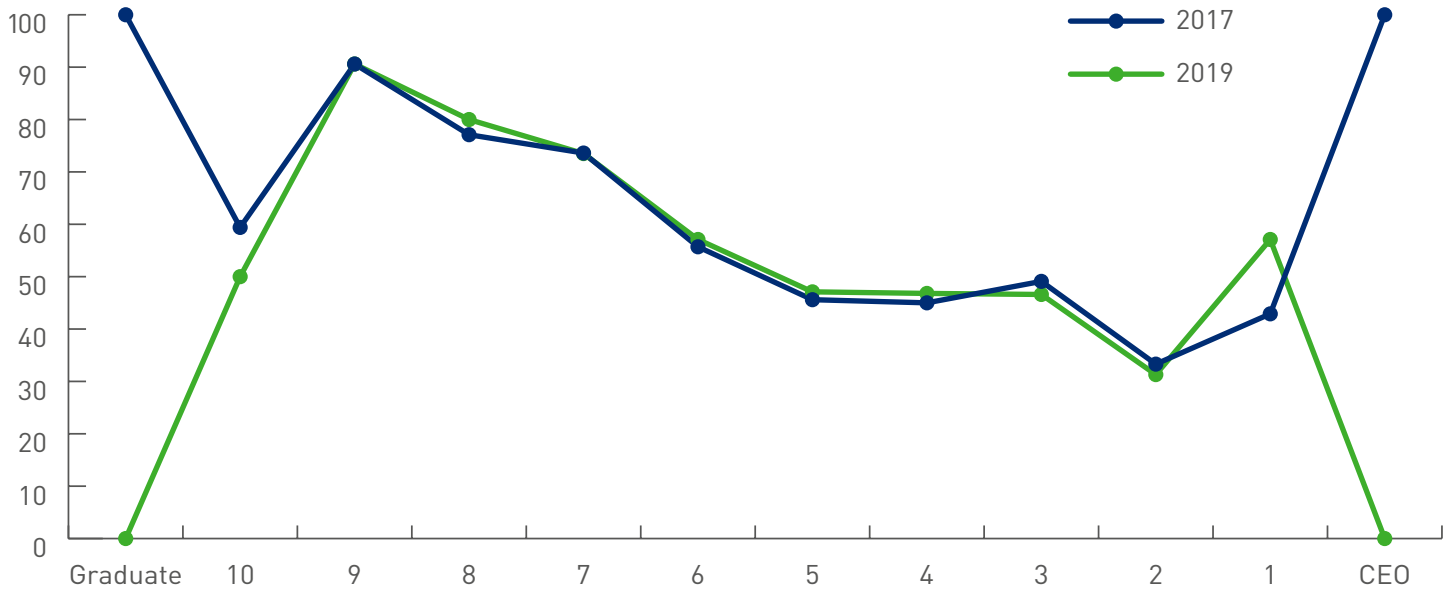


41% men

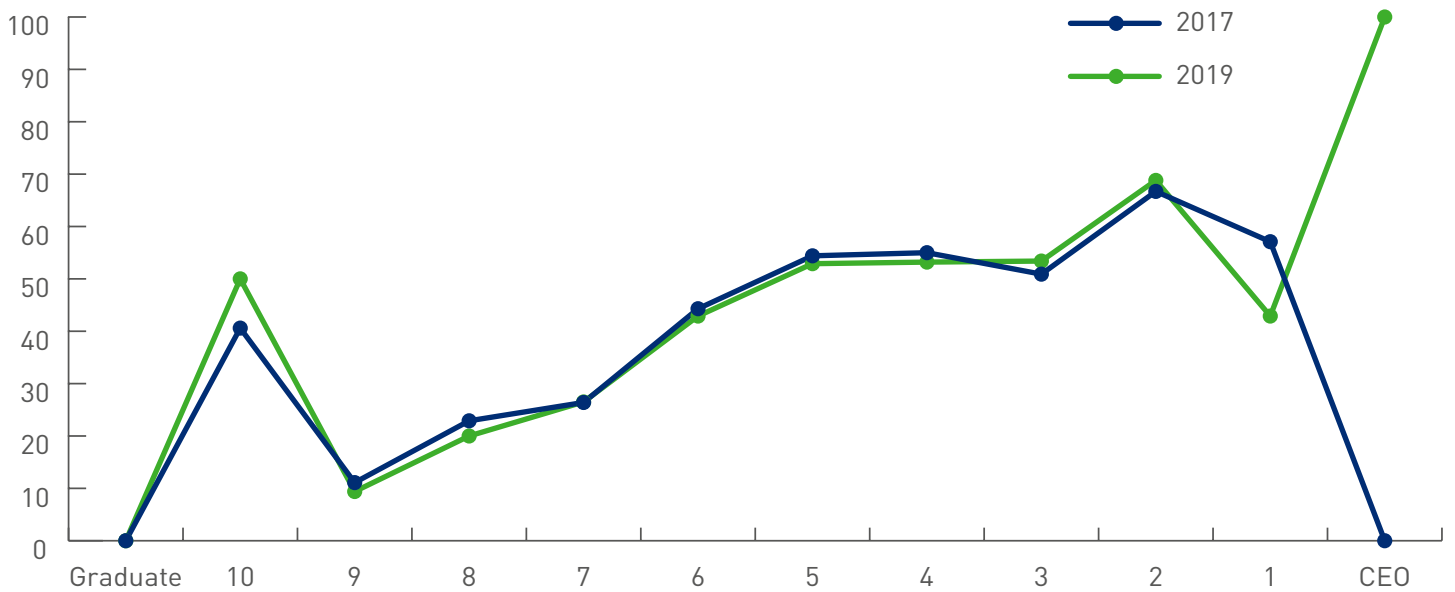
3. EMPLOYER OUTCOME PROGRESS (CONTINUED)


The following graphs compare the data in this report with our 2017 mainstreaming report.

Women in grades: 2017 and 2019 mainstreaming reports



Men in grades: 2017 and 2019 mainstreaming reports





We compared this data with the data in the 2017 mainstreaming report.

- The total gender split has not changed significantly.
- In 2017, we had 100% female graduates. At the time of reporting we have no graduates as these women have successfully finished the graduate scheme and secured permanent promoted roles.
- At grade 10 the proportion of women has decreased slightly from 59.4% to 50.0% and there is now gender equality at this grade.
- In grades with low numbers, a small population change may show large percentage swings. For example, we see this in grade 1 and CEO.
- Other than these changes, there has been no significant change in the overall distribution of women and men across the grades. We have proportionately more women than men in our administrative and professional grades, and more men than women in our managerial and leadership grades.
- Any changes in other grades (apart from graduate, grade 10 and at ELT grades which have been discussed above) are less than 3% compared to our 2017 report.
- We've had limited recruitment since late 2016 so more people are leaving the organisation than joining it.
- When we look at the movement between grades, the numbers aren't significant enough to affect our vertical segregation profile.

We realigned our divisions in late 2018. This means that our divisions are different compared to our 2017 report.

The new divisions are:

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

Chief Financial Officer: finance, legal, audit and risk management.

Chief People Officer: facilities management, procurement and human resources.

Transformation: our strategic functions (strategy, planning, economics and programme office), our technological capability (IT, digital and data), marketing and corporate affairs.

ELT and CEO: our executive leadership team and our CEO.

International Economic Development: our international economic development arm, including driving exports and trade.

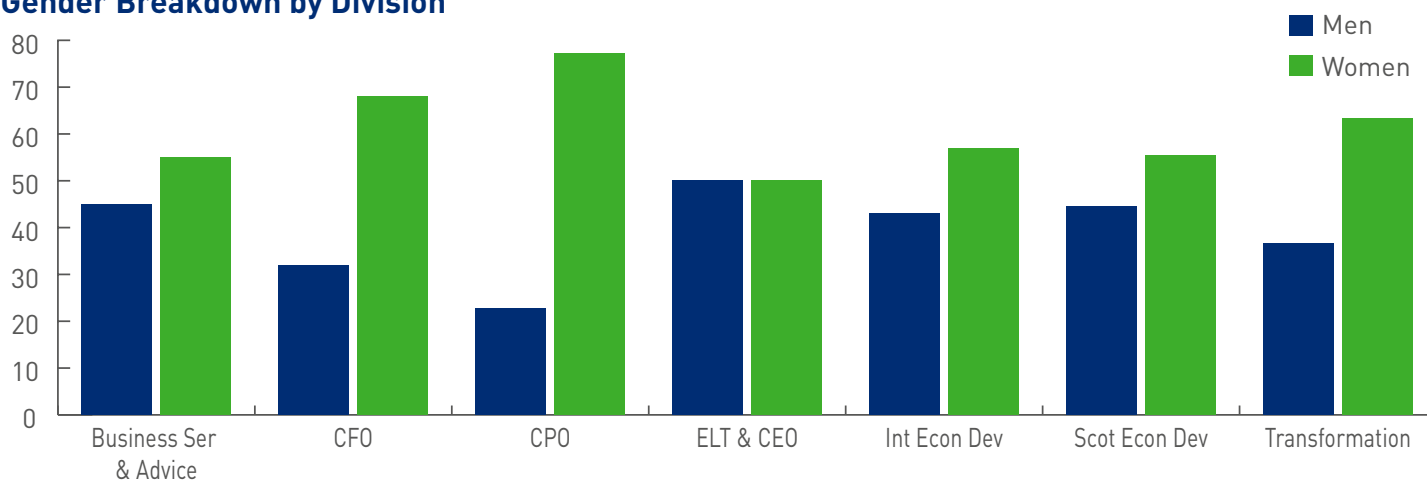
Scottish Economic Development: drives economic growth across Scotland. Includes the Scottish Investment Bank.

3. EMPLOYER OUTCOME PROGRESS (CONTINUED)

The table and graph below show our gender profile by division:

Division	Headcount			% of division	
	Men	Women	Total	Men	Women
Business Service & Advice	153	187	340	45.00%	55.00%
CFO	22	47	69	31.88%	68.12%
CPO	15	51	66	22.73%	77.27%
ELT & CEO	*	*	8	50.00%	50.00%
International Economic Development	71	94	165	43.03%	56.97%
Scottish Economic Development	146	182	328	44.51%	55.49%
Transformation	51	88	139	36.69%	63.31%
Total	462	653	1115	41.43%	58.57%

Gender Breakdown by Division



- In Chief Financial Officer, Chief People Officer and Transformation the divide is bigger than at organisational level. These are our support areas.
- While it is not possible to make a direct comparison to the 2017 mainstreaming report due to changes in our structure, we continue to employ more women than men in support areas.
- There are proportionately more men in our operational areas of the business (Business Services and Advice, International Economic Development and Scottish Economic Development) than there are at organisational level. However, the difference is small – between roughly 2% and 3.6% than at organisational level.
- We also looked at our four most populated roles: Account Manager, Project Manager and Specialist (all at grade 6) and Team Leader (at grade 4).
 - 34.7% of account managers are women which is less than the proportion of women in the organisation.
 - 67.1% of project managers (primarily in the operational areas) are women which is more than at organisational level.
 - The others were either in line with the organisational gender split or gender balanced.
 - All the gender pay gaps in these roles were less than 3%.

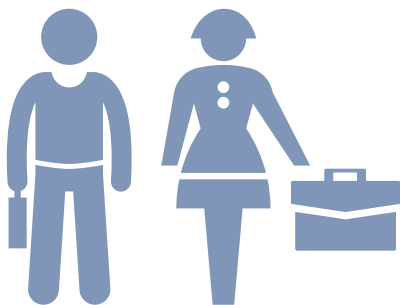
FLEXIBLE & PART TIME WORKING

Caring obligations and lack of flexible work can leave part time women in lower-skilled roles (IFS 2018). Inflexible working arrangements are often the cause of occupational segregation which contributes to the gender pay gap. A higher proportion of women take on unpaid caring responsibilities for children, the elderly or sick or disabled dependants. Flexible and part time working allows many women to balance work with their caring responsibilities. Our Carer Positive Accreditation will support our work around this.

We have Working Families membership and have included some actions in our action plan (appendix 2) to further help support parents and carers.

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

- Variable and reduced hours.
- Flexi-time.
- Term time working.
- Partial retirement.
- Time off to care for dependants.
- Emergency leave.
- Additional annual leave.



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

Grade	Headcount		
	Men	Women	Total
Grade 10		6	6
Grade 9	*	20	*
Grade 8		16	16
Grade 7		13	13
Grade 6	15	89	104
Grade 5	*	23	*
Grade 4	*	10	*
Grade 3	*	*	*
Grade 2			
Grade 1			
Graduate			
CEO			
Total	23 (20)	181 (180)	204 (200)

Note figures in brackets from the 2017 mainstreaming report

- There has been little movement in the number of people working part time or the gender split since 2017.
- There are still more women working part time than men.
- About 80% of our part time employees are in administration or professional grades (grades 10 to 6): about 80% of women and 70% of men.
- The remaining 20% are in managerial and leadership roles.

In 2017 and 2018 most women returned to work after maternity leave. The number of women on maternity leave is small and therefore a small number of people choosing not to return has a big impact in terms of percentage. Everyone returned to work at the same grade. 45% of women returning chose to reduce their working hours and this is something that our policies support.

3. EMPLOYER OUTCOME PROGRESS (CONTINUED)

GENDER PAY GAP

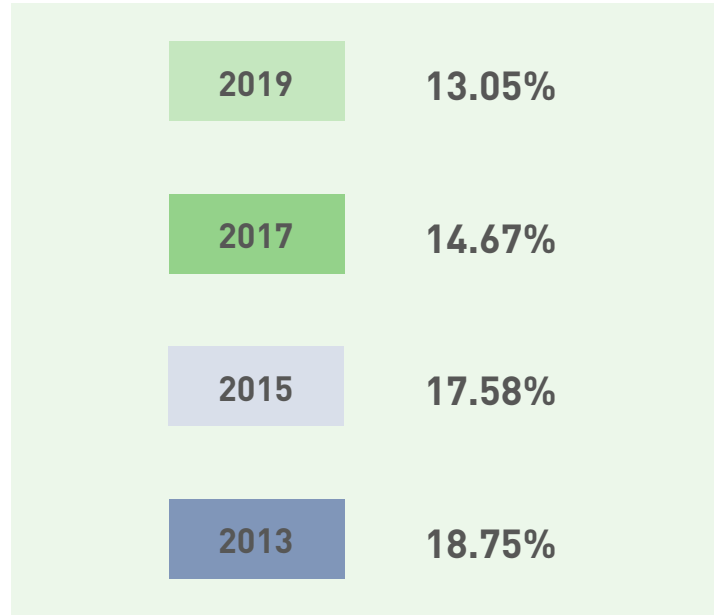


The gender pay gap is the difference between men’s and women’s average earnings across an organisation or the labour market. It is expressed as a percentage of men’s earnings.

In the UK, there is an overall gender pay gap of **18.1%**.

As a rule, a difference of 5% or more, or any recurring differences of 3% or more merit further investigation.

Our gender pay gap by year (mean calculation)



The table below outlines our gender pay gap by grade:

GRADE	PAY GAP	KEY
Grade 10	3.16%	women earn above 3% more than men
Grade 9	1.19%	men earn less than 3% more than women
Grade 8	1.00%	men earn less than 3% more than women
Grade 7	0.51%	men earn less than 3% more than women
Grade 6	2.38%	men earn less than 3% more than women
Grade 5	0.82%	women earn less than 3% more than men
Grade 4	1.49%	men earn less than 3% more than women
Grade 3	1.18%	men earn less than 3% more than women
Grade 2	5.73%	women earn above 5% more than men
Grade 1	4.02%	women earn above 3% more than men
Graduate		
CEO		

Overall pay gap 13.05%



GENDER PAY GAP

- We've calculated the gender pay gap as the average (mean) difference in hourly pay.
- The gender pay gap is 13.05% which is down from 14.67% from 2017.
- 7 of our grade pay gaps have improved.
- 3 grade gaps have widened marginally, all by less than 1%.
- Most of the pay gaps are in favour of men and generally they have longer time in grade. Where this isn't the case, the time in grade is broadly similar and the gap is less than 1%.
- Only one pay gap is above 5% and this is at our leadership grade 2. The gap is in favour of men. Our analysis shows this gap is due to employee movement. There have been more women new to grade than men, and we appoint new starts at the band minimum in line with our pay guidelines. The small number of women in this grade affects the female hourly rate and widens the gender gap. However, this will decrease as these new starts progress along the salary band. When we recalculate the gap at this grade excluding the new starts, it reduces to 1%.
- There are 2 further gaps which are more than 3% (grade 1 and 10). The gaps are also due to gender with the lower paid having a shorter time in grade as we appoint new hires at the bottom of the band. So, for example, at grade 10 the gap is in favour of women. The female average time in grade is longer than men's, and this affects the female average pay.

RACE

In the UK today, people from a minority ethnic background are under-represented at every management level in the workplace (Business in the Community 2015). While this can sometimes reflect broader inequalities in society, employers should be aware of the causes of race inequality which may be different to the causes of gender inequality. These include recruitment, promotion, succession planning and processes that indirectly discriminate against ethnic groups. For example, this may include stereotyping or having qualifications that are not recognised by employers.

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

3. EMPLOYER OUTCOME PROGRESS (CONTINUED)

The table below shows the ethnic profile of our staff:

Grade	Headcount				
	White Scottish, British or Irish	Other white	Black/ minority ethnic	Prefer not to respond	Total
Grade 10	14			*	*
Grade 9	70	*	*	10	85
Grade 8	60	*	*	*	75
Grade 7	63		*	*	68
Grade 6	434	12	18	44	508
Grade 5	137	*	*	11	153
Grade 4	109	*	*	*	124
Grade 3	55				*
Grade 2	13	*		*	16
Grade 1 & CEO**	*			*	*
Graduate					
Total	960	24	32	99	1115
% SE	86.1%	2.2%	2.9%	8.9%	

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





RACE

- There is a significant number of employees who either prefer not to respond or have submitted a blank return. This limits any meaningful analysis.
- There are small numbers in the categories 'other white' and 'black/minority ethnic' making it difficult to carry out detailed analysis.
- Without detailed analysis, it is difficult to draw significant conclusions.
- There is no significant change since our 2017 report.
- 86.1% identify as "White Scottish, British and Irish", 2.2% identify as "Other white".
- 2.9% are black/minority which is low compared to the Scotland 2011 census where nearly 4.2% of people are black/minority. While we have improved by 0.4% on 2017, representation of black/minority is lower than at country level, using Census figures.
- As noted in the gender section above, we have had limited recruitment since our last report so there has been limited scope to change the profile of our organisation. To ensure that the recruitment we have is fair, we have rolled out unconscious bias training across the organisation.
- There are no black/minority employees at leadership level (grades 3 and above).

- Most black/minority employees are at our professional grades (65.2%) which is roughly in line with our overall population (at organisational level about 60% of our employees are at this grade).
- We would like to improve the data that we hold. Our HR system is being upgraded this year and once this has been done we will ask all employees to submit an updated equality return.
- Our action plan will continue to address the low representation of black/minority and other white ethnic groups within our leadership grades and across the organisation.

DISABILITY

Research consistently finds that disabled people are less likely to be in employment than non-disabled people and when employed they receive, on average, lower pay (EHRC 2017). The causes of the disability pay gap are complex, and can include lower levels of education or reduced ability to work full time (EHRC 2017).

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

3. EMPLOYER OUTCOME PROGRESS (CONTINUED)

This table shows our profile by disability:

Grade	Headcount			
	Declared Disability	No Disability Declared	Prefer not to respond	Total
Grade 10	*	19		*
Grade 9	*	76	*	85
Grade 8	*	67	*	75
Grade 7	*	59	*	68
Grade 6	34	425	49	508
Grade 5	10	132	11	153
Grade 4	11	102	11	124
Grade 3	*	47	*	58
Grade 2		14	*	*
Grade 1 & CEO**	*	*	*	8
Graduate				
Total	75	945	95	1115
% SE	6.73% (7.02%)	84.75% (84.17%)	8.52% (8.81%)	100% (100%)

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

- There is a significant number of employees who either prefer not to respond or have submitted a blank return. This limits any meaningful analysis.
- There is a small number of employees declaring a disability which makes it difficult to carry out detailed analysis.
- Without detailed analysis, it is difficult to draw significant conclusions.
- There is no significant change since we reported in 2017.
- The overall percentage of employees with a declared disability is low compared to the Scottish Census figure of 20%.
- Most employees with a declared disability are in grades 6, 5 and 4, our professional and managerial grades.
- 8% of people with a declared disability work part time. This compares with 18.3% for the organisation overall. The numbers are too small to draw any conclusions.



OUR FUTURE ACTIVITY WILL INCLUDE:

Build on our continuing progress with our pay gap. We have clear pay guidelines and monitor pay decisions, reporting twice a year to our executive leadership team.

We understand that occupational segregation contributes to the gender pay gap and we will continue to address this in our action plan.

If our population remains static due to limited recruitment, progress on our pay gap may slow down as employees reach the maximum of their pay band.

We will improve the data that we hold. This will help to improve our analysis of race and disability.

Our action plan will continue to address the low representation of black/minority and other white ethnic groups within our leadership grades and the organisation as a whole.

Our action plan will continue to address low representation of employees with a declared disability.

4. SERVICE PROVIDER OUTCOME PROGRESS

We presented two outcomes for our services in our 2017 Mainstreaming Report:

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

A decision was taken to use event participation as the main information gathering point, because that's where most people come into our services for the first time.

A specific question was added to all post-event surveys and the results indicate that, for those filling in the survey, 32% were new customers for the organisation. And, of those new customers filling in the equality question, 24% were businesses led by women, 58% by older people, 9% by those from an ethnic minority. None were led by younger people, or by those with a disability.

This survey has been in place for a limited time and the sample size is too small to form the basis for any longer-term decisions. We will therefore be looking at other ways of gathering data so that we can have a more robust platform for decision making.

As reported in our last mainstreaming report we have been looking at a better way of gathering equality and diversity data, following a change in our systems, as well as the need to ensure that all data gathering is compliant with the new data regulations which came in last year. This has taken some time to put in place because it's been difficult to ascertain when a company is accessing our services for the first time.

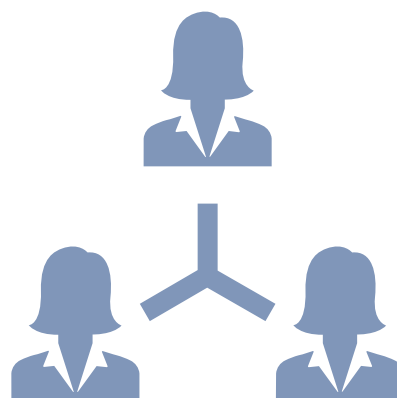
Significant effort will be put in during 2019/20 to address areas which have been highlighted by the survey responses: companies being led by young people (16-25 years old), women, those from ethnic minorities and those with disabilities.

SERVICES AND INITIATIVES SUPPORTING DELIVERY OF THIS OUTCOME:

In order to tackle the issues highlighted by our surveys, we have put in place an action plan to tackle the specific areas. This plan is available on request, includes our other outcomes, and is reviewed by plan owners and SROs every two months.

As highlighted in our 2017 report we will continue to:

- Target young people through encouraging recipients of Regional Selective Assistance to develop an Invest in Youth Policy including at leadership level.
- Develop Co-operative business models working, in particular, with Women's Enterprise Scotland.
- Extend our Business Mentoring programme which supports a significant percentage of women-led businesses.





NEW INITIATIVES FOR 2018/19:

We will be promoting our services more proactively to organisations such as Women's Enterprise Scotland (WES), who are working with under-represented groups. In addition, we have seconded a member of staff to work with WES to strengthen the national support for women in business, and making the links with SE even stronger.

We will be playing an active role in the Scottish Government's initiative to have more disabled people in employment, leadership and business start-ups. This will involve upskilling our advisors to promote the benefits as a way of attracting more disabled people. Additionally, we are assisting the Government to make the enterprise support system work better for Minority Ethnic groups. This will allow us to tap into the potential of ME entrepreneurs based on research which highlights apparent barriers ME communities face when trying to start new businesses.

All our new online services are being designed to meet the Government's digital service standard which should ensure that all customers should be able to access our services easily. We are also looking at digital assistance for those groups who may have difficulties.

SUPPORTING ACTIVITY

The following initiatives provide evidence of proactive support for this outcome.

Principally Woman

SE's pilot 'Principally Women' programme adopted a novel approach to unlocking growth in women led businesses by combining an understanding of personal life stages, opportunity and ambition with confidence building, support and training. Over the programme the cohort of nine women principals went through a programme that created personal space for self reflection and discussion around issues blocking growth in the business.

The participants expressed a variety of benefits from a 'real light bulb moment in investing time in me, how I sell myself and the work I do' through to increased confidence as leaders and a new strategic vision – 'it felt fresh, person oriented, targeted at the needs of the group, it wasn't a box ticking exercise. They (SE) have taken a risk here and are experimenting and learning as they go. Those running it were engaged, they knew their audience and their content and kept in contact as we went along'. Topics covered were:

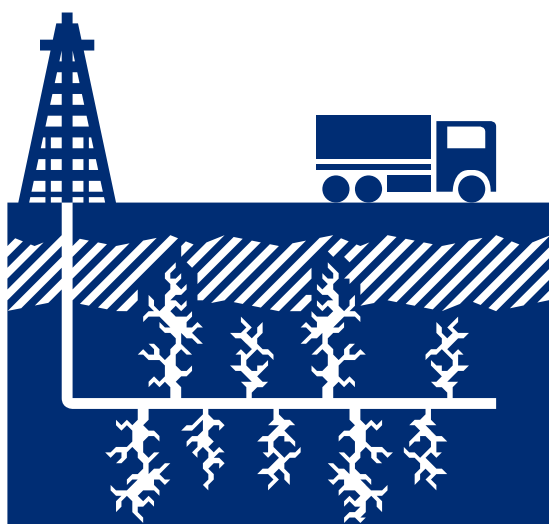
- Deep dive self reflection.
- Women & Leadership.
- Coaching.
- Family event.
- Pitching.
- Positive relationships.
- Seal the Deal (sales).
- Creativity and team engagement.

One of the unexpected highlights was the group became a safe space to talk about their challenges – vital when they had to be the face of 'strong leadership' to everyone around them, particularly those who might doubt their merit or who hadn't worked with senior women before. A "bond of trust" formed between the group making it easy to share and support business issues. 'Please continue with this program. It is different and powerful in being in a physiological safe place to share and talk about our stories and journeys with like minded individuals'. The important point is it is a leadership programme led by women for women and it is this which was really valued by the participants and differentiated it from other routine leadership programmes. The pilot completed in August 2018 and consideration is being given to funding a further cohort.

4. SERVICE PROVIDER OUTCOME PROGRESS (CONTINUED)

Grey Matters


Grey Matters is an initiative that looks to attract and engage with recently redundant senior executives from the Oil and Gas sector, to encourage collaboration between skilled people and inspire and catalyse new oil and gas based ventures in Scotland. It is hoped that this will help strengthen the North East and Scottish economy. The programme consists of a course, focused on introducing the concepts of ideation and entrepreneurship, exchanging ideas that the cohort has for new businesses and building teams around those businesses. This is followed by supporting the teams with the skills that will be required to build a high growth business and includes establishing further clarity on their business idea. At the end of this teams will have a solid business plan that can be presented to an invited audience of investors, potential business partners and ecosystem support agencies. The first two cohorts of Grey Matters have created nine new companies and the latest course has just been launched.



Women in Tourism

Women In Tourism (WIT) was created in June 2015 by a small group of destination leaders who are all passionate about the Scottish tourism industry and recognise both the challenges and opportunities for women within the sector. The founding principles of WIT are to inspire, motivate, encourage and support women across the sector; while advocating for greater gender balance across leadership roles within the industry. While created in Scotland, the ambition is to deliver continued development and establish recognition as a global example of best practice, with the creation of international 'Chapters'. This will result in a global framework for mentoring, inspiring and developing future female tourism leaders.

The group carried out and published Europe's largest piece of gender focused research in to women in the sector in 2016 – this will be updated in 2019. To celebrate emerging leaders in the sector, in early 2018 WIT recruited and mentored a young Board member, Julia MacGregor, as part of the Scottish Government's Year of Young People campaign. Julia led in the development and delivery of the organisation's first conference in November last year, attracting 110 attendees – over 50% of whom were women under 30. The conference focused on career progression, leadership and mentoring. Much of the focus was on the changing business dynamics driven by millennial workers and how the best employers were maximising flexible working and team members with multiple jobs. A final success to round off 2018 was the groups Top 100 women in Tourism awards. Recognising women from across the UK and across the sector for their inspiration and dedication to their roles and helping ensure progress of others.



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

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

The exercise to gather the baseline information was delayed as we sought guidance that our planned approach to gather this data would be fully compliant with the new GDPR regulations which were implemented in 2018. We now have an agreed approach which ensures we are fully compliant in this regard and will seek to report our progress and any actions needed to address under representation for the next mainstreaming report.

SUPPORTING ACTIVITIES

Work which supports this outcome include:

Workplace Innovation Service

Since the launch of the service in 2016, Scottish Enterprise has embedded the principles of Fair Work throughout the content of our SME management and leadership programmes, which saw 43% of participants in 17/18 being female, rising in 18/19 to 46% (as at November 2018). 56 Workplace Innovation Fund projects were approved, encouraging the implementation of good practice in relation to culture, values and diversity in the workforce. In 2019, we will launch a new Values Based Leadership programme which amongst other things will encourage businesses to consider alternative and inclusive business models.

Business Pledge/IG Ambassadors Group

We continue to promote the Business Pledge to our account managed companies. Internally within SE we have an Inclusive Growth Ambassador Group which includes account managers from across Scotland. This group works with our partners, such as the Scottish Government for a complementary approach to promote the understanding and benefits of Inclusive Growth and the Business Pledge to account managed companies. This group also takes a proactive role to promote inclusive growth among their own teams and act as a conduit with their teams sharing feedback and good news stories to continually reinforce these benefits. The initial focus was on creating content on our intranet pages and mapping out resources to enable account managers to enhance their IG conversation with their companies. However, the emphasis has shifted and is now focused on the understanding and awareness of the benefits of the Scottish Business Pledge (i.e. understanding the detail around each elements of the Pledge so that we can share resources with their teams and update them on relevant developments).

4. SERVICE PROVIDER OUTCOME PROGRESS (CONTINUED)

We have been actively advising on the Government's current review of the Business Pledge. This has been informed by the Account Manager's six monthly review on the number of companies signing up to the pledge and making progress with each of the elements. Latest analysis from February 2018 shows that the Invest in Youth commitment has risen by 11% and the Diversity in Workforce and Leadership element has risen by 16%. This element still remains the least popular and is likely to be addressed by the Government's review.

Removing barriers to women advancing in companies will also help this outcome. The recent announcement in the Scottish Government's Programme for Government, to ensure transparency in gender pay gap reporting in our Regional Selective Assistance and other large job-related grants, will help focus greater attention on factors which will help address the pay gap, including support for more women to progress in to more senior positions.

Company examples of our work which support both our outcomes by encouraging disadvantaged people into the workforce include:

Barclays

Barclays has announced plans to develop a new campus at Buchanan Wharf, Glasgow, which will provide a state-of-the-art workplace for the bank's functions, technology and operations teams.

With cutting-edge technology and design, this world class working environment will help the bank deliver outstanding services to customers and clients by fostering innovation and collaboration. The campus will play a pivotal role in the execution of Barclays' long-term strategic priorities and will be one of a small number of key global sites.

Barclays has agreed to purchase the campus development from Drum Property Group Ltd and is currently working with them to finalise the design of the new facility as part of the wider Buchanan Wharf development. It is expected that, once completed, the campus will be able to accommodate up to 2,500 additional roles, doubling Barclays' current workforce in Scotland and making the bank one of Glasgow's biggest commercial employers.

The funding grant provided by Scottish Enterprise states that at least 42 per cent of the new jobs will be high value, and at least 341 will be for disadvantaged workers or those who have a disability.

First Minister of Scotland, Nicola Sturgeon said, "This is a project that will be transformational for Glasgow, creating up to 2,500 new jobs in the heart of the city.

The new campus will strengthen Glasgow's financial services sector and shows Scotland continues to be a highly attractive location for inward investment.

I am particularly pleased that as part of this investment, Barclays has committed to employing local people who often face barriers into work, including those with disabilities and young people."





Previs/Auticon

Scotland's Fintech sector has attracted nearly £37 million investment over the last 10 years with an emerging 'ecosystem' which brings start-ups, large firms, universities and the public sector together. Previs, a leading Fintech company, based in London have recently opened two offices in Scotland – Glasgow and Edinburgh – demonstrating Scotland's credentials as a location for inward investment. Previs secured an £800,000 Scottish Enterprise grant to set up a new development centre to create 37 new data science jobs. As part of this commitment to create a hub of data science and innovation in Scotland, the company recently partnered with social enterprise Auticon UK, an IT consultancy. All Auticon consultants are on the autism spectrum and the company works to increase opportunities in tech jobs for autistic adults. Previs has expanded rapidly in the last few months, with staff numbers growing continually. Due to the nature of their innovative business, Previs has managed to attract new talent to Glasgow, offering high value careers. Long term, it is passionate about developing Glasgow as a talent hub for FinTech. As well as employing Auticon consultants, Previs has provided opportunities for young people among its team of data scientists.

E & O Laboratories Ltd

Four years ago E&O Laboratories Ltd was a successful woman led small business, based at a converted farm in central Scotland. Today, with the help of an RSA grant, the company has opened a new production facility in Cumbernauld, increasing its employees from 70 to over 100, and is looking to double in size over the next three years.

Virginia Lucey, is the Managing Director and owner of the business which she founded in 1989 from a family partnership "Equine and Ovine Blood Products". The company has diversified to be the UK's largest privately owned, manufacturer of

Ready-to-use Culture Media. It also manufactures an extensive range of Dehydrated Culture Media and related Antibiotic Supplements along with donor Animal Blood and Serum.

Virginia says, "It's highly unusual for a successful IVD (In Vitro Diagnostic) manufacturer such as ours to be based on a farm, along a single track road in rural Scotland, but that's where we established and grew the business. We have always enjoyed being quirky and different. It is one of the reasons why we have been successful. We've achieved an incredible amount already, and the recent developments will enable further growth into new markets."

The new facility at Westfield in Cumbernauld is designed for high volume production and creates capacity for the business to grow. "We certainly couldn't have taken on this project without the RSA grant. We purchased the building when prices were low, as the country was just beginning to recover from recession. Support from Scottish Enterprise was essential to help us with the cost of the fit-out. It has enabled us to create a state-of-the-art production environment with clean rooms, sterilisation equipment, extensive cold storage and logistics facilities."

The company headquarters continue to be at the farm at Burnhouse. "The fact that we now have manufacturing capabilities in two locations is crucial for our growth, as many of the contracts we supply demand high levels of disaster recovery planning. Having back-up manufacturing capabilities allow us to compete for contracts that we were previously excluded from."

"With manufacturing capacity in place, the next stages are to focus on growing our sales and marketing, expanding our business here in the UK and our export markets across the globe."



4. SERVICE PROVIDER OUTCOME PROGRESS (CONTINUED)

Lazyday Foods

Sally Beattie and Emer Bustard set up Lazyday Foods because they were passionate about seeing gluten-free and dairy-free cakes on the market. And they wanted them to be made from high quality natural ingredients.

The 13 year journey started in their home kitchens where they created “free from” products to sell at farmers’ markets. Today they employ 73 people and have contracts with many of the UK’s major supermarkets. The company is now based in modern premises at Harthill, North Lanarkshire.

With a third of the workforce under 30, the team at Lazyday Foods has youth and energy on its side, but this hasn’t happened by accident. Sally and Emer focus not only on their passion for their products, but also on their desire to create a workplace where they would choose to spend time themselves.

Emer says, “Right from the start we have employed young people and have seen the passion and commitment that they bring. We’re also delighted that many of them have stayed with us. For example, our production manager, Anna, is 26. She joined us in her teens and has worked her way up to that role.”

When Lazyday was looking to scale up the manufacturing and explore new product ranges the company applied for an RSA grant. Sally explains, “We have always had a clear ambition to grow the business and the grant helped us make the leap to secure much larger premises, increase our production capacity and more than double our staff.”

The grant also supported the company to develop and implement their youth programme. A key aspect of their approach is a mentoring scheme. Emer comments, “Linking a young employee with someone more experienced benefits everyone. The older employees enjoy sharing their experience and the younger team members bring enthusiasm and openness to change.

“We definitely benefit from having a great cross-section of people working here. We are committed to diversity and equality and see the results in the positive atmosphere in the workplace. Our youth programme – and the youth policy that supports it – is just an aspect of that.”

Julia Brown HR Manager, joined the company a year ago. She says, “It was clear to me immediately that there was something different about the business. The inclusive attitude permeates every area – it’s a core value, not just something people pay lip-service to.”

Sally concludes, “There has been huge growth in the “free from” sector since we launched and this has helped us, but so has a strong work ethic and the belief that we can do it. As mums with young children it has meant a lot of hard work, but that is a positive value to share with our families. Our children are proud of what we’ve achieved and excited when they see the products in the shops or at the school cafe.”



5. PROCUREMENT

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

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

Community benefits are a key area of the Procurement Reform (Scotland) Act 2014 and the Procurement (Scotland) Regulations 2015. Scottish Enterprise continues to promote the use of Community Benefit Clauses within procurement exercises where relevant and proportionate to the contract, and ensure such clauses are considered within all contracts over £50K in value.

Since the implementation of these regulations we have revised our procurement processes to encourage suppliers to consider how they can contribute to improving social, economic and environmental wellbeing elements where relevant in delivering the contract. These contributions are extremely varied, and can range from training opportunities such as apprenticeships to promoting careers to school children from disadvantaged areas.

We are committed to promoting the use of the Real Living Wage and we work to ensure no inappropriate use of zero hours contracts within our contracts. We have strengthened our Equality Impact Assessment approach by including this in all our procurement processes.

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

6. SCOTTISH ENTERPRISE BOARD DIVERSITY

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

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

In 2017, we reported that our board had reached parity. We consider a balanced board where males or females reach 5. Exact balance cannot be achieved when there are nine members which was the case at the time and presently.

The Board had reduced parity during the previous two years, however it is now back in balance following recent recruitments. This achievement was supported by senior level commitment during the appointments process, and to ensure this work continues we have convened a working group to focus on this. The group welcomes The Gender Representation on Public Boards (Scotland) Act 2018 and look forward to receiving guidance on the new requirements to have a balanced Board by the end of 2022 when the legislation comes in to force in Spring 2019. Actions around recruitment, training, mentoring and having gender friendly board operation are already underway in response to implementing this new legislation.

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

Time Period	Total number of Board members (Excluding CEO)	Number of males	Number of females
April 2017 – October 2017	8	5	3
November 2017 – February 2018	8	5	3
March 2018 – September 2018	7	5	2
October 2018 – December 2018	10	6	4
January 2019	9	5	4

7. FAIRER SCOTLAND DUTY AND HUMAN RIGHTS

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

Put more simply SE must demonstrate how it aims to tackle disadvantage in the delivery of its business plan.

We have now finalised our procedures and guidance with a working group and upskilled equality champions. The requirements is included in our project lifecycle which guides project development and we have raised awareness of the needs with relevant teams. The methodology has been applied to approvals developed from January onwards. Assessments are included in board papers allowing them to be published externally once reviewed by the Board. We will share our experience with a National Coordinator appointed by the Government and the Equality & Human Rights Commission. Any learning from other public bodies could also help refine our approach.

On Human Rights, we are responding to Ministers' guidance on carrying out human rights due diligence on large FDI projects. We are using an OECD framework on due diligence which will cover assessing:

- The sector for sensitivity
- The geography the enquiry is coming from and its record on human rights
- Products and supply chains
- Individuals and the enterprise for human rights issues

This has resulted in a checklist for colleagues to carry out effective due diligence and we are working with Highlands & Islands Enterprise and the Scottish Government to raise awareness of this process and provide training to colleagues.

Regarding our overall approach, we continue to work with the Scottish Government on a 'Human rights and business action plan' in collaboration with HIE and the Scottish Human Rights Commission. The first stage, a national baseline assessment of the understanding and activity around business and human rights is now complete. The action plan (subject to Ministers' approvals) will likely focus on:

- Providing awareness of human rights and business for clients and colleagues.
- Developing resources (web and training) on how business can address human rights when operating or sourcing from overseas.
- Developing one to one support for companies with specific human rights enquires.

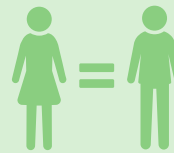


8. CONCLUSION

We have been encouraged by how much equality has been mainstreamed over the past two years, a process which has been helped by the strong focus on Inclusive Growth as a driver for sustainable economic growth. Many colleagues have been actively involved in driving equality and diversity in their day jobs which is a primary objective of mainstreaming. We are particularly pleased with:



**Continued reduction
with our gender pay gap.**



**Our Board has
re-achieved
gender parity.**



**On-going progress with
the number of Account
Managed companies
complying with the
elements of the Scottish
Business Pledge.**



**Pro-active initiatives
such as Principally Women
and Women in Tourism
which have contributed
to our outcomes.**

Much has been achieved during this period and we are committed to building further on our achievements as we develop our equality activities in future years. This will be enhanced by legislation such as the Fairer Scotland Duty which brings even greater focus to our work.

We will continue to make sure that our work with companies, sectors and partner agencies not only complies with legislation but goes further to embrace the economic benefits that the approach can bring. This will focus on actions around our outcomes and associated measurable achievements for our colleagues and the businesses and communities we work with.



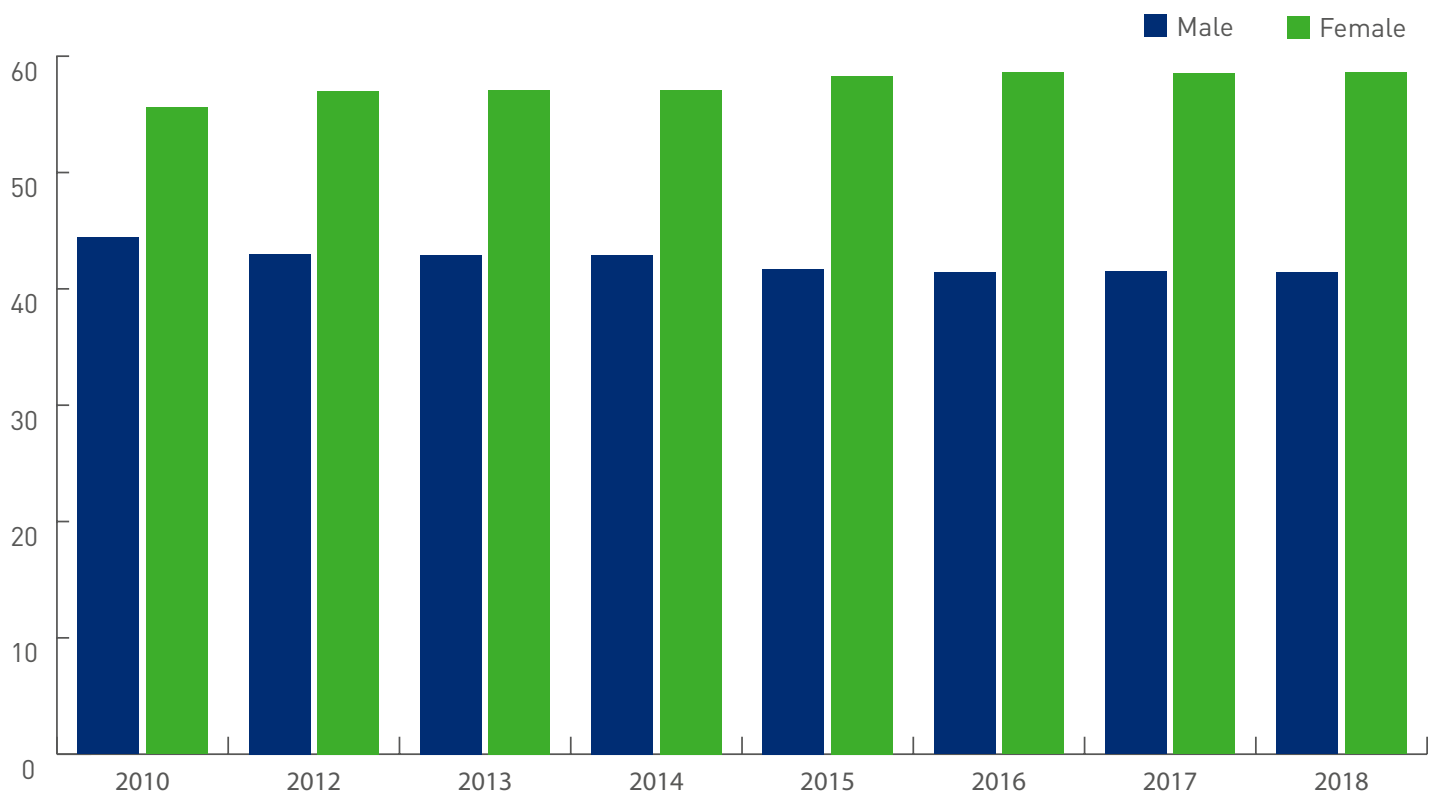
 **Scottish Enterprise**

APPENDIX 1 – EMPLOYMENT STATISTICS

GENDER

	2010	2012	2013	2014	2015	2016	2017	2018
Female	602	626	647	659	708	695	670	653
Male	480	472	487	495	506	491	475	462
Total	1082	1098	1134	1154	1214	1186	1145	1115

	2010	2012	2013	2014	2015	2016	2017	2018	Census 2011
Female	55.6%	57.0%	57.1%	57.1%	58.3%	58.6%	58.5%	58.6%	51.6%
Male	44.4%	43.0%	42.9%	42.9%	41.7%	41.4%	41.5%	41.4%	48.4%

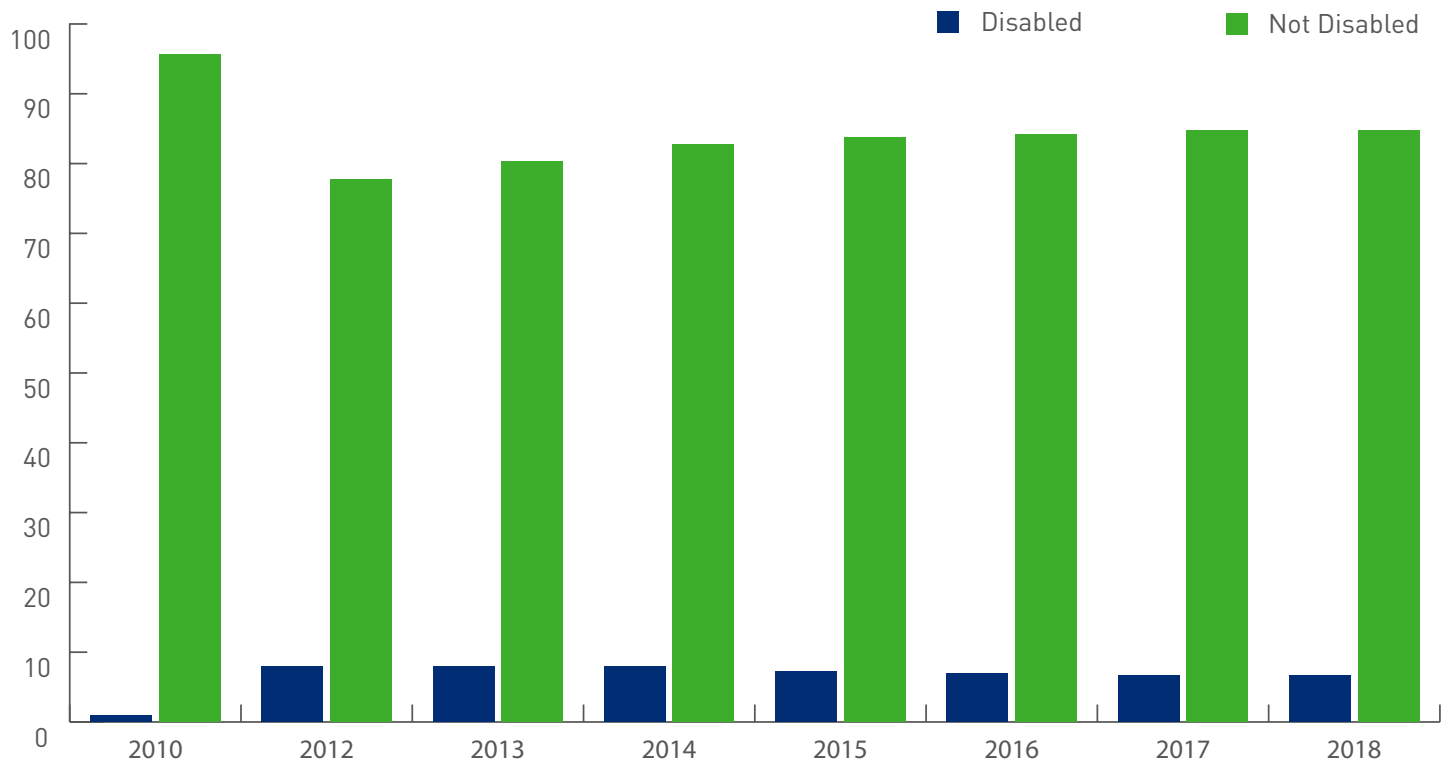


* Numbers under 10 are asterisked to ensure confidentiality

DISABILITY

	2010	2012	2013	2014	2015	2016	2017	2018
Disabled	10	87	91	91	88	83	77	75
Not Disabled	1034	853	911	954	1017	998	970	945
Prefer not to respond	38	158	132	109	109	105	98	95
Total	1082	1098	1134	1154	1214	1186	1145	1115

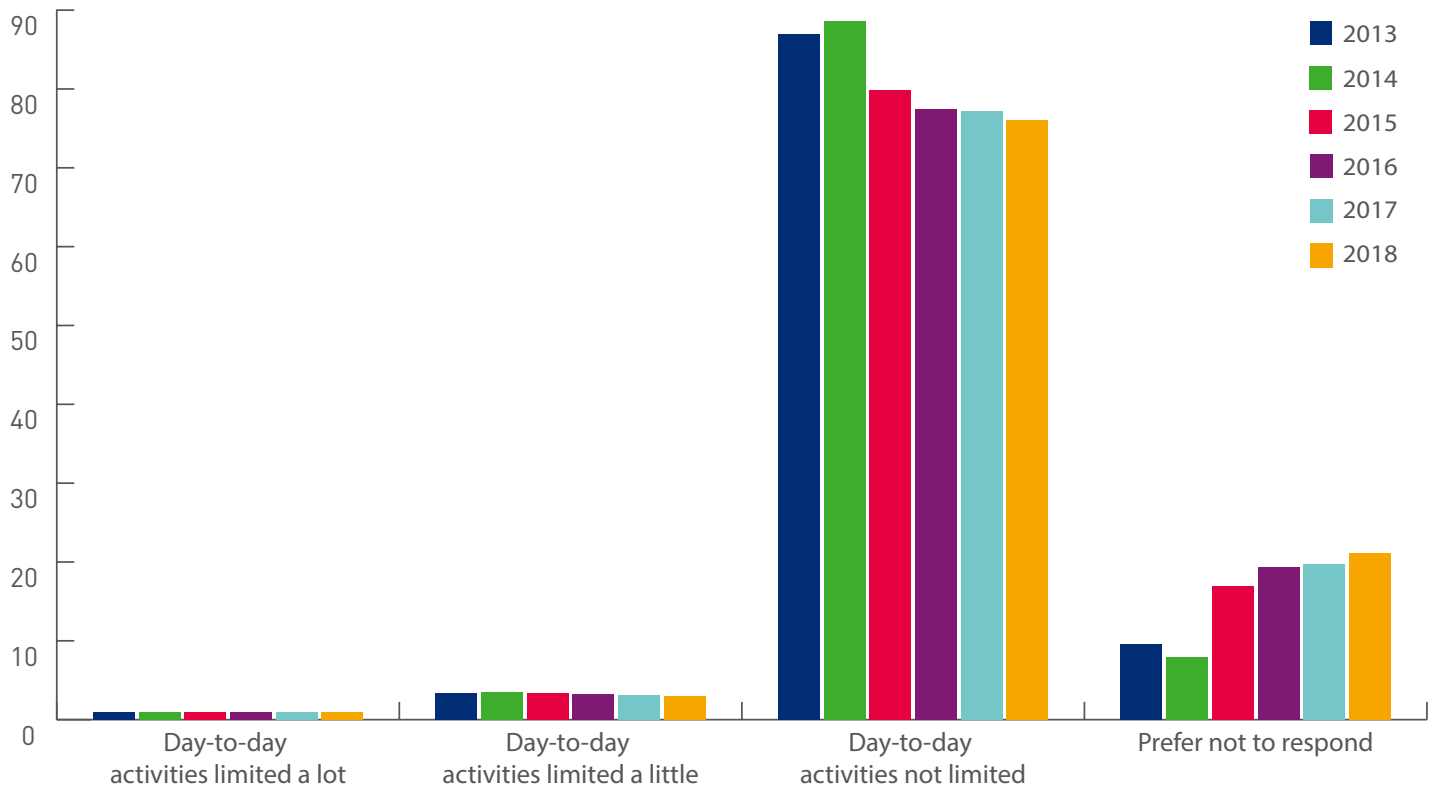
	2010	2012	2013	2014	2015	2016	2017	2018
Disabled	0.9%	7.9%	8.0%	7.9%	7.2%	7.0%	6.7%	6.7%
Not Disabled	95.6%	77.7%	80.3%	82.7%	83.8%	84.1%	84.7%	84.8%
Prefer not to respond	3.5%	14.4%	11.6%	9.4%	9.0%	8.9%	8.6%	8.5%



DAY-TO-DAY LIMITATIONS

	2013	2014	2015	2016	2017	2018
Day-to-day activities limited a lot	0	0	0	0	0	0
Day-to-day activities limited a little	39	40	40	38	35	33
Day-to-day activities not limited	986	1023	969	919	884	847
Prefer not to respond	109	91	205	229	226	235
Total	1134	1154	1214	1186	1145	1115

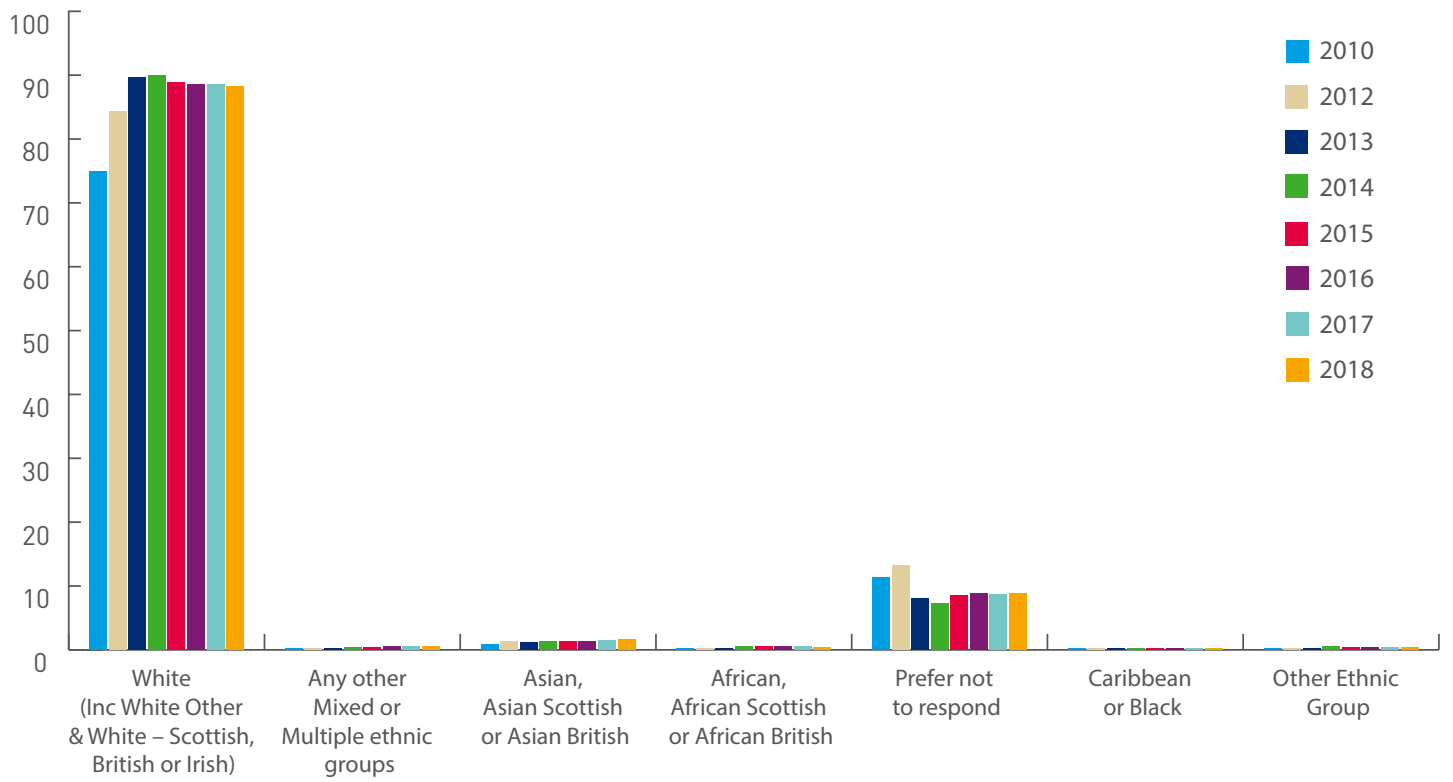
	2013	2014	2015	2016	2017	2018	2011 Census
Day-to-day activities limited a lot	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.68%
Day-to-day activities limited a little	3.4%	3.5%	3.3%	3.2%	3.1%	3.0%	10.07%
Day-to-day activities not limited	86.9%	88.6%	79.8%	77.5%	77.2%	76.0%	80.26%
Prefer not to respond	9.6%	7.9%	16.9%	19.3%	19.7%	21.1%	0.00%



ETHNIC ORIGIN

	2010	2012	2013	2014	2015	2016	2017	2018
White (Inc White Other & White – Scottish, British or Irish)	810	927	1017	1039	1079	1050	1013	984
Any other Mixed or Multiple ethnic groups	0	0	0	*	*	*	*	*
Asian, Asian Scottish or Asian British	10	15	14	15	16	16	17	18
African, African Scottish or African British	0	0	0	*	*	*	*	*
Prefer not to respond	122	146	92	84	105	106	100	99
Caribbean or Black	0	0	0	*	0	0	*	*
Other Ethnic Group	0	0	0	*	*	*	*	*
Total	1082	1098	1134	1154	1214	1186	1145	1115

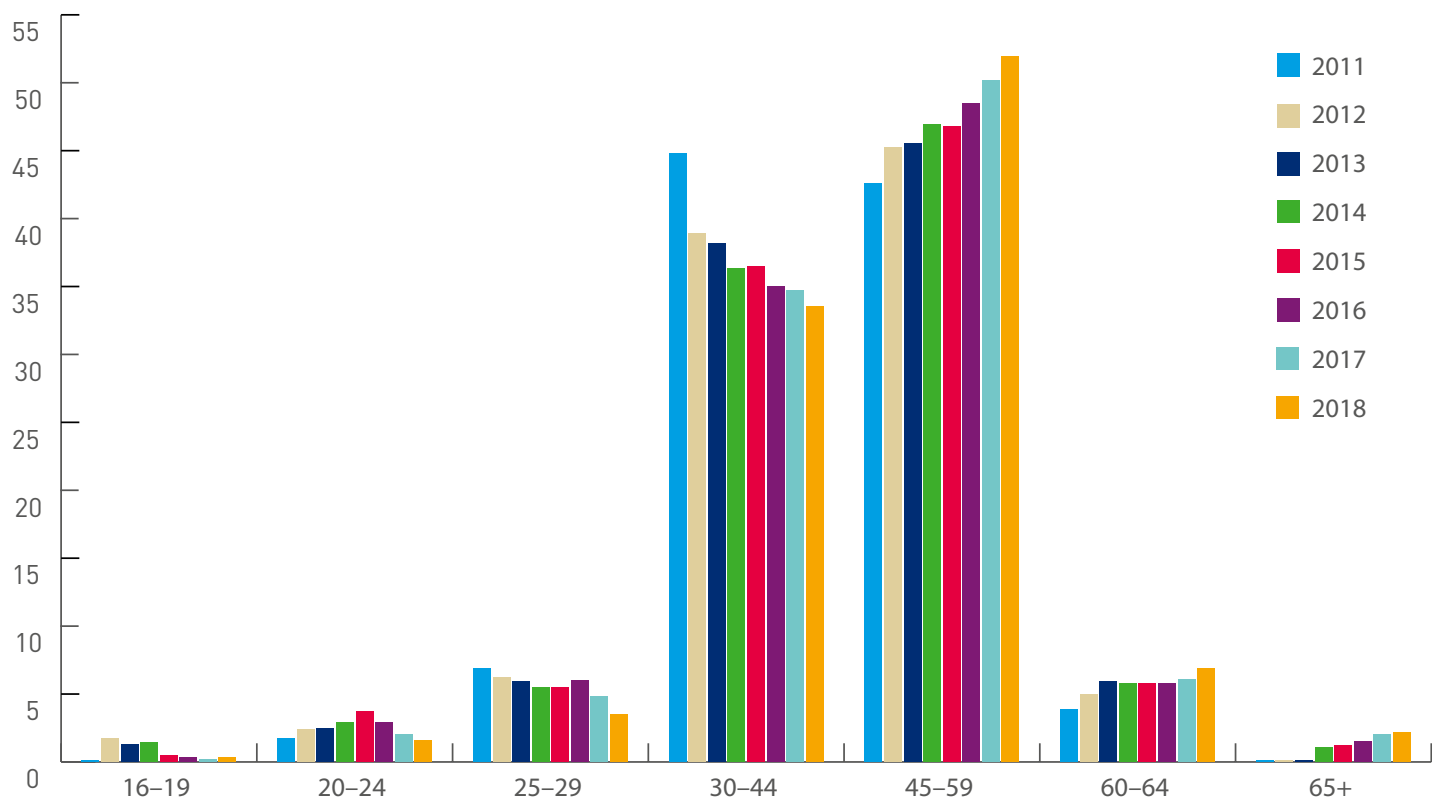
	2010	2012	2013	2014	2015	2016	2017	2018	Census 2011
White (Inc White Other & White – Scottish, British or Irish)	74.9%	84.4%	89.7%	90.0%	88.9%	88.5%	88.5%	88.3%	95.8%
Any other Mixed or Multiple ethnic groups	0.0%	0.0%	0.0%	0.2%	0.2%	0.3%	0.3%	0.3%	0.4%
Asian, Asian Scottish or Asian British	0.9%	1.4%	1.2%	1.3%	1.3%	1.3%	1.5%	1.6%	2.8%
African, African Scottish or African British	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.4%	0.6%
Prefer not to respond	11.3%	13.3%	8.1%	7.3%	8.6%	8.9%	8.7%	8.9%	0.0%
Caribbean or Black	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%	0.1%	0.1%
Other Ethnic Group	0.0%	0.0%	0.0%	0.6%	0.4%	0.4%	0.4%	0.4%	0.3%



AGE

	2010	2012	2013	2014	2015	2016	2017	2018
16-19	0	19	15	16	*	*	*	*
20-24	18	26	28	34	45	34	23	18
25-29	75	68	67	64	67	71	55	39
30-44	485	427	433	419	443	415	397	373
45-59	461	496	516	541	568	575	575	579
60-64	42	55	67	67	71	69	70	77
65 +	0	0	0	13	14	18	23	25
Total	1082	1098	1134	1154	1214	1186	1145	1115

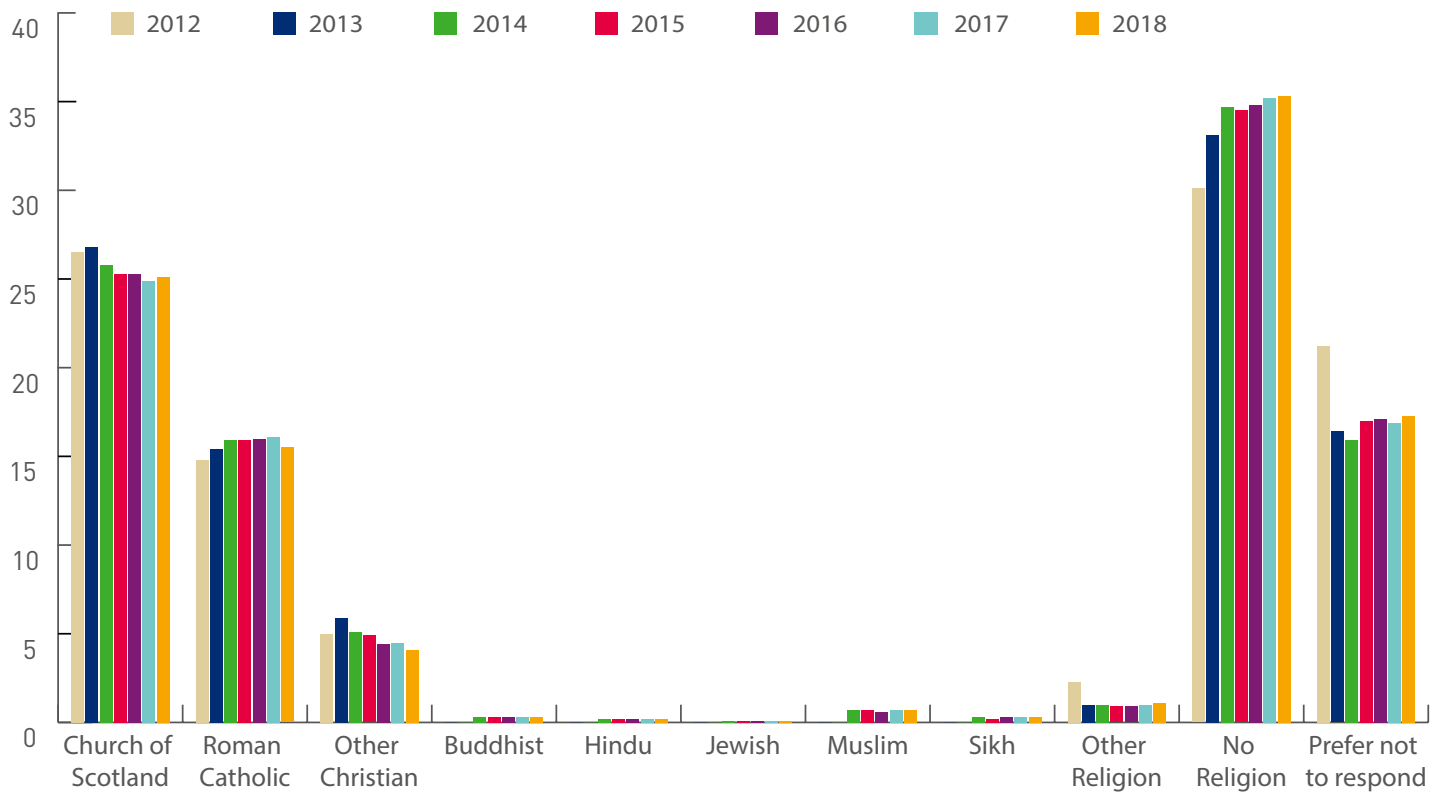
	2010	2012	2013	2014	2015	2016	2017	2018	Census 2011
16-19	0.0%	1.7%	1.3%	1.4%	0.5%	0.3%	0.2%	0.4%	6.1%
20-24	1.7%	2.4%	2.5%	2.9%	3.7%	2.9%	2.0%	1.6%	8.3%
25-29	6.9%	6.2%	5.9%	5.5%	5.5%	6.0%	4.8%	3.5%	7.9%
30-44	44.8%	38.9%	38.2%	36.3%	36.5%	35.0%	34.7%	33.5%	24.1%
45-59	42.6%	45.2%	45.5%	46.9%	46.8%	48.5%	50.2%	51.9%	25.5%
60-64	3.9%	5.0%	5.9%	5.8%	5.8%	5.8%	6.1%	6.9%	7.7%
65 +	0.0%	0.0%	0.0%	1.1%	1.2%	1.5%	2.0%	2.2%	20.3%



RELIGION AND BELIEF

	2010	2012	2013	2014	2015	2016	2017	2018
Church of Scotland	15	291	304	298	307	300	285	280
Roman Catholic	130	163	175	184	193	190	184	173
Other Christian	335	55	67	59	60	52	51	46
Buddhist	0	0	0	*	*	*	*	*
Hindu	0	0	0	*	*	*	*	*
Jewish	0	0	0	*	*	*	*	*
Muslim	0	0	0	*	*	*	*	*
Sikh	0	0	0	*	*	*	*	*
Other Religion	12	25	11	11	11	11	11	12
No Religion	212	331	375	401	419	413	403	394
Prefer not to respond	230	233	186	183	206	203	194	193
Total	1082	1098	1134	1154	1214	1186	1145	1115

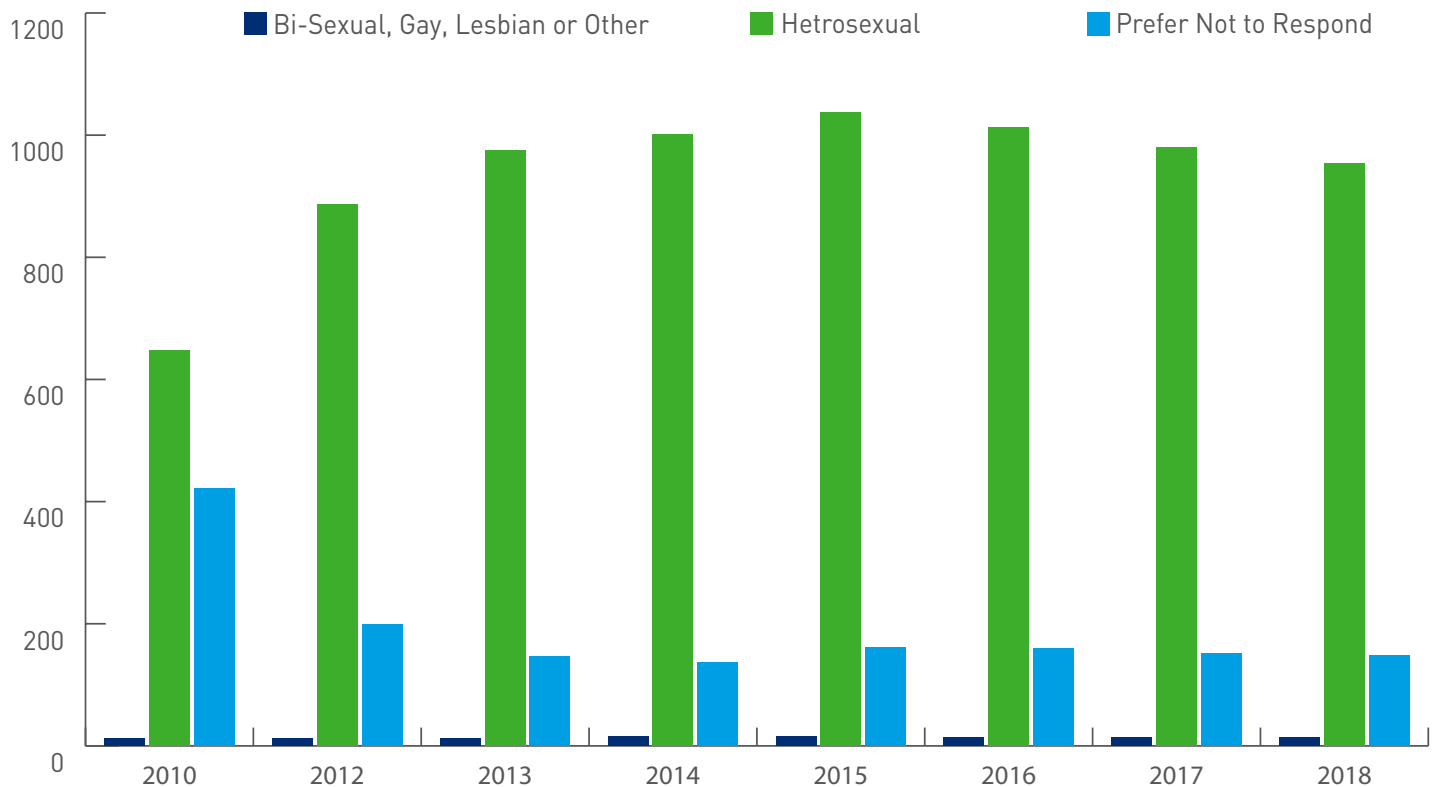
	2010	2012	2013	2014	2015	2016	2017	2018	Census 2011
Church of Scotland	1.4%	26.5%	26.8%	25.8%	25.3%	25.3%	24.9%	25.1%	32.12%
Roman Catholic	12.0%	14.8%	15.4%	15.9%	15.9%	16.0%	16.1%	15.5%	15.58%
Other Christian	31.0%	5.0%	5.9%	5.1%	4.9%	4.4%	4.5%	4.1%	5.14%
Buddhist	0.0%	0.0%	0.0%	0.3%	0.3%	0.3%	0.3%	0.3%	2.04%
Hindu	0.0%	0.0%	0.0%	0.2%	0.2%	0.2%	0.2%	0.2%	0.33%
Jewish	0.0%	0.0%	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.12%
Muslim	0.0%	0.0%	0.0%	0.7%	0.7%	0.6%	0.7%	0.7%	1.54%
Sikh	0.0%	0.0%	0.0%	0.3%	0.2%	0.3%	0.3%	0.3%	0.18%
Other Religion	1.1%	2.3%	1.0%	1.0%	0.9%	0.9%	1.0%	1.1%	0.27%
No Religion	19.6%	30.1%	33.1%	34.7%	34.5%	34.8%	35.2%	35.3%	36.59%
Prefer not to respond	21.3%	21.2%	16.4%	15.9%	17.0%	17.1%	16.9%	17.3%	6.87%



SEXUAL ORIENTATION

	2010	2012	2013	2014	2015	2016	2017	2018
Bi-Sexual, Gay, Lesbian or Other	12	12	12	15	16	14	14	14
Heterosexual	648	887	975	1002	1037	1013	980	953
Prefer not to respond	422	199	147	137	161	159	151	148
Total	1082	1098	1134	1154	1214	1186	1145	1115

	2010	2012	2013	2014	2015	2016	2017	2018	Stonewall
Bi-Sexual, Gay, Lesbian or Other	1.1%	1.1%	1.1%	1.3%	1.3%	1.2%	1.2%	1.3%	6.0%
Heterosexual	59.9%	80.8%	86.0%	86.8%	85.4%	85.4%	85.6%	85.5%	94.0%
Prefer not to respond	39.0%	18.1%	13.0%	11.9%	13.3%	13.4%	13.2%	13.3%	0.0%



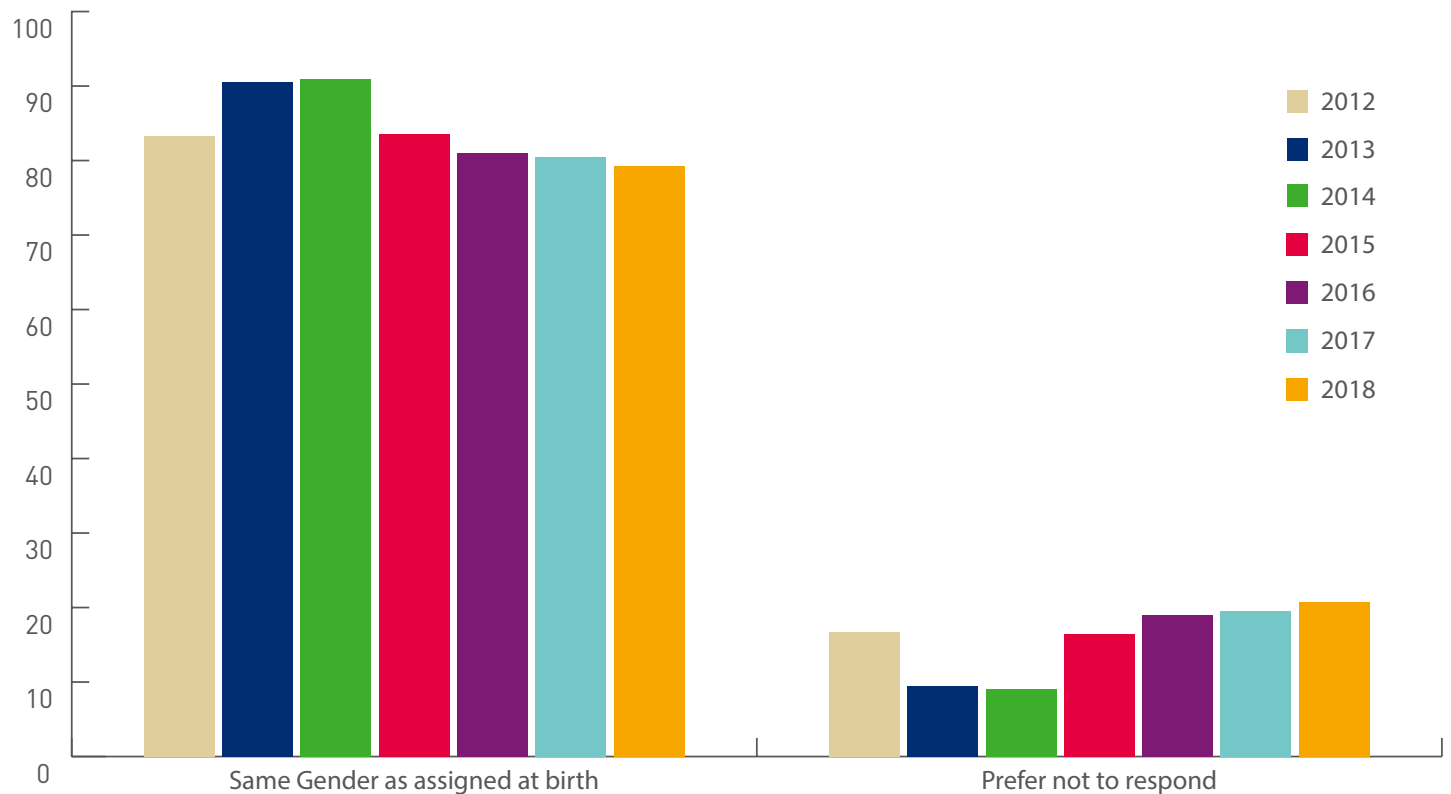
TRANSGENDER

	2012	2013	2014	2015	2016	2017	2018
Same Gender as assigned at birth	915	1027	1050	1015	961	922	883
Prefer not to respond	183	107	104	199	225	223	232
Total	1098	1134	1154	1214	1186	1145	1115

New monitoring category for 2012

No Census Data

	2012	2013	2014	2015	2016	2017	2018
Same Gender as assigned at birth	83.3%	90.6%	91.0%	83.6%	81.0%	80.5%	79.2%
Prefer not to respond	16.7%	9.4%	9.0%	16.4%	19.0%	19.5%	20.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

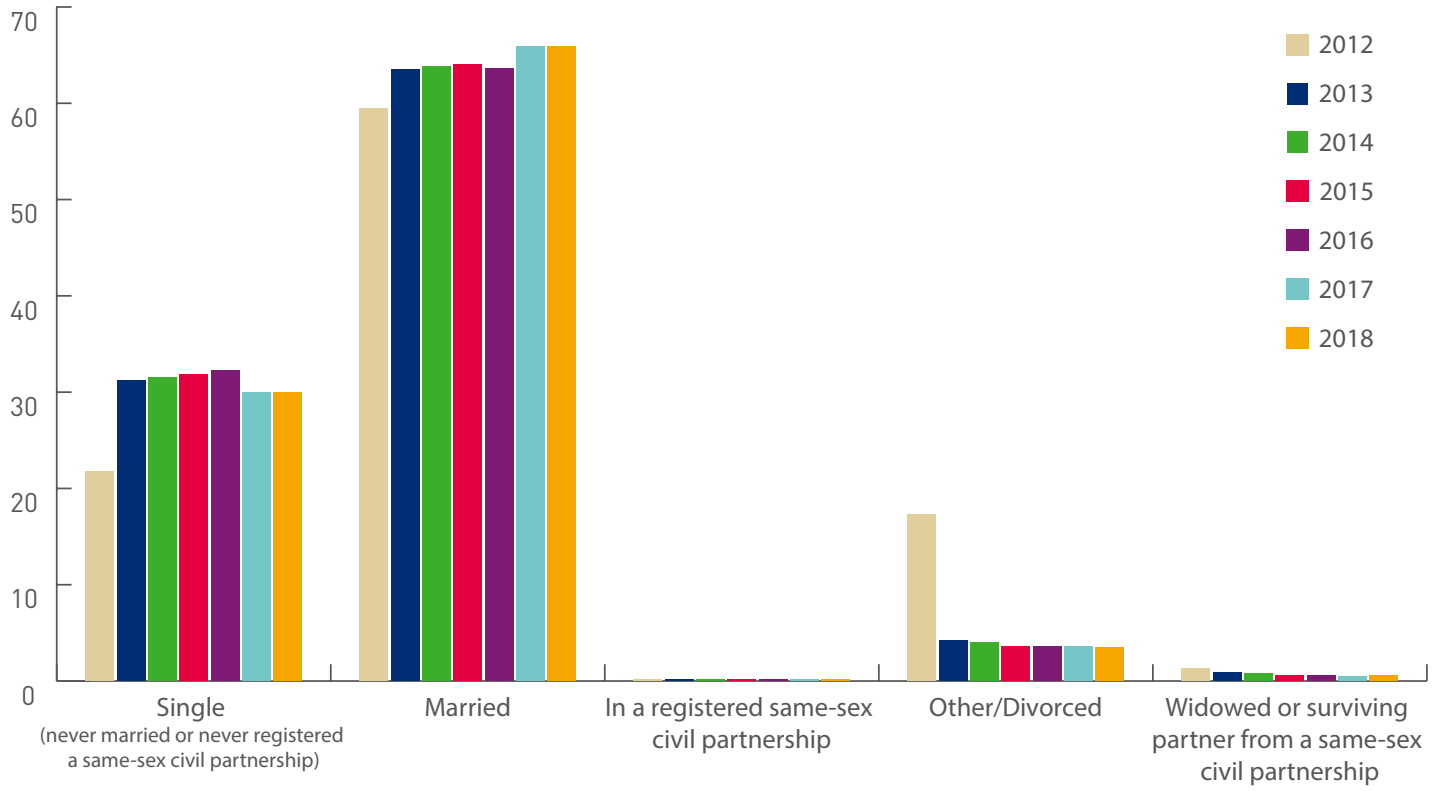


MARITAL AND CIVIL PARTNERSHIP

	2012	2013	2014	2015	2016	2017	2018
Single (never married or never registered a same-sex civil partnership)	239	354	363	386	382	344	334
Married	653	720	736	777	754	754	735
In a registered same-sex civil partnership	0	0	0	0	0	0	0
Other/Divorced	190	48	46	44	43	41	39
Widowed or surviving partner from a same-sex civil partnership	14	10	*	*	*	*	*
Total	1098	1134	1154	1214	1186	1145	1115

* note – We currently have no option for this to be selected in our systems.

	2012	2013	2014	2015	2016	2017	2018	Census 2011
Single (never married or never registered a same-sex civil partnership)	21.8%	31.2%	31.5%	31.8%	32.2%	30.0%	30.0%	35.8%
Married	59.5%	63.5%	63.8%	64.0%	63.6%	65.9%	65.9%	44.9%
In a registered same-sex civil partnership	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%
Other/Divorced	17.3%	4.2%	4.0%	3.6%	3.6%	3.6%	3.5%	11.4%
Widowed or surviving partner from a same-sex civil partnership	1.3%	0.9%	0.8%	0.6%	0.6%	0.5%	0.6%	7.7%



MATERNITY

	2013	2014	2015	2016	2017	2018
On maternity leave	24	26	24	25	41	39
Returned to work	17	22	18	25	39	17
Did not return	0	0	0	0	*	*
Still on leave						21

New Category for 2013

No Census Data

Data correct as at time of reports run each year

RECRUITMENT APPLICANTS AND SHORTLISTED – BASED ON NUMBER OF APPLICATIONS PER POST. (APPLICANTS MAY HAVE APPLIED FOR MORE THAN ONE JOB) 01.01.2017 – 31.12.2017

Disability	Application		Shortlisted	
Not Disabled	*	*	0	0%
Disabled	300	93%	142	95%
Prefer not to respond	20	6%	*	*
Total	323	100%	149	100%

Sex	Application		Shortlisted	
Female	128	40%	57	38%
Male	173	54%	82	17%
Prefer not to respond	22	7%	10	2%
Total	323	100%	149	30%

Gender reassignment	Application		Shortlisted	
Same Gender as assigned at birth	299	93%	140	94%
Prefer not to respond	24	7%	*	*
Total	323	100%	149	30%

Sexual Orientation	Application		Shortlisted	
Bi-Sexual/Gay or Lesbian/Other	12	4%	*	*
Heterosexual	267	83%	127	26%
Prefer not to respond	44	14%	17	3%
Total	323	100%	149	30%

Religion and belief	Application		Shortlisted	
No Religion	126	39%	68	46%
Church of Scotland	51	16%	24	5%
Roman Catholic	33	10%	15	3%
Other Christian	41	13%	15	3%
Buddhist	*	*	*	*
Hindu	*	*	*	*
Jewish	0	0%	0	0%
Muslim	*	*	*	*
Sikh	*	*	0	0%
Other Religion	*	*	*	*
Prefer not to respond	55	17%	18	4%
Total	323	100%	149	30%

Age	Application		Shortlisted	
16 – 19	*	*	0	0%
20 – 24	11	3%	*	*
25 – 29	50	15%	16	3%
30 – 44	147	46%	71	14%
45 – 59	79	24%	38	8%
60 – 64	11	3%	*	*
65+	24	7%	12	2%
Prefer not to respond	0	0%	0	0%
Total	323	100%	149	30%

Race	Application		Shortlisted	
White – Scottish, British or Irish	236	73%	123	83%
Other White	20	6%	*	*
Any other Mixed or Multiple ethnic groups	*	*	1	0%
Asian, Asian Scottish or Asian British	15	5%	*	*
African, African Scottish or African British	14	4%	*	*
Arab, Arab Scottish or Arab British	0	0%	0	0%
Black or Caribbean, Black or Caribbean Scottish, Black or Caribbean British	*	*	*	*
Other Ethnic Group	*	*	0	0%
Prefer not to respond	28	9%	10	2%
Total	323	100%	149	30%

**RECRUITMENT APPLICANTS AND SHORTLISTED – BASED ON NUMBER OF APPLICATIONS PER POST.
(APPLICANTS MAY HAVE APPLIED FOR MORE THAN ONE JOB) 01.01.2018 – 31.10.2018**

Disability	Application		Shortlisted	
Not Disabled	15	2%	*	*
Disabled	634	92%	317	92%
Prefer not to respond	39	6%	17	5%
Total	688	100%	343	100%


Sex	Application		Shortlisted	
Female	383	56%	207	60%
Male	261	38%	111	32%
Prefer not to respond	44	6%	25	7%
Total	688	100%	343	100%

Gender reassignment	Application		Shortlisted	
Same Gender as assigned at birth	650	94%	325	95%
Prefer not to respond	38	6%	18	5%
Total	688	100%	343	100%

Sexual Orientation	Application		Shortlisted	
Bi-Sexual/Gay or Lesbian/Other	18	3%	*	*
Heterosexual	584	85%	288	84%
Prefer not to respond	86	13%	46	13%
Total	688	100%	343	100%

Religion and belief	Application		Shortlisted	
No Religion	297	43%	145	42%
Church of Scotland	95	14%	47	14%
Roman Catholic	106	15%	55	16%
Other Christian	55	8%	27	8%
Buddhist	*	*	*	*
Hindu	*	*	*	*
Jewish	0	0%	0	0%
Muslim	*	*	*	*
Sikh	*	*	*	*
Other Religion	*	*	*	*
Prefer not to respond	104	15%	58	17%
Total	688	100%	343	100%

Age	Application		Shortlisted	
16 – 19	*	*	0	0%
20 – 24	43	6%	19	6%
25 – 29	111	16%	54	16%
30 – 44	248	36%	125	36%
45 – 59	213	31%	111	32%
60 – 64	29	4%	14	4%
65+	40	6%	20	6%
Prefer not to respond	0	0%	0	0%
Total	688	100%	343	100%



Race	Application		Shortlisted	
White – Scottish, British or Irish	546	79%	284	83%
Other White	26	4%	13	4%
Any other Mixed or Multiple ethnic groups	*	1%	*	*
Asian, Asian Scottish or Asian British	44	6%	16	5%
African, African Scottish or African British	*	*	*	*
Arab, Arab Scottish or Arab British	0	0%	0	0%
Black or Caribbean, Black or Caribbean Scottish, Black or Caribbean British	*	*	*	*
Other Ethnic Group	*	*	0	0%
Prefer not to respond	51	7%	25	7%
Total	688	100%	343	100%

NEW STARTS
01.01.2017 – 31.12.2017

Disability	New Starts	
Not Disabled	22	100%
Disabled	0	0%
Prefer not to respond	0	0%
Total	22	100%

Sex	New Starts	
Female	13	59%
Male	*	*
Total	22	100%

Gender reassignment	New Starts	
Same Gender as assigned at birth	*	*
Prefer not to respond	21	95%
Total	22	100%

Sexual Orientation	New Starts	
Bi-Sexual/Gay or Lesbian/Other	*	*
Heterosexual	13	59%
Prefer not to respond	*	*
Total	22	100%



Religion and belief	New Starts	
No Religion	*	*
Church of Scotland	*	*
Roman Catholic	*	*
Other Christian	*	*
Buddhist	0	0%
Hindu	0	0%
Jewish	0	0%
Muslim	*	*
Sikh	0	0%
Other Religion	0	0%
Prefer not to respond	*	*
Total	22	100%

Age	New Starts	
16 – 19	*	*
20 – 24	0	0%
25 – 29	*	*
30 – 44	12	55%
45 – 59	*	*
60 – 64	0	0%
65+	0	0%
Prefer not to respond	0	0%
Total	22	100%



Race	New Starts	
White – Scottish, British or Irish	11	50%
Other White	*	*
Any other Mixed or Multiple ethnic groups	0	0%
Asian, Asian Scottish or Asian British	*	*
African, African Scottish or African British	*	*
Arab, Arab Scottish or Arab British	0	0%
Black or Caribbean, Black or Caribbean Scottish, Black or Caribbean British	0	0%
Other Ethnic Group	*	*
Prefer not to respond	*	*
Total	22	100%

NEW STARTS
01.01.2018 – 31.10.2018

Disability	New Starts	
Not Disabled	24	100%
Disabled	0	0%
Prefer not to respond	0	0%
Total	24	100%

Sex	New Starts	
Female	*	*
Male	16	67%
Total	24	100%

Gender reassignment	New Starts	
Same Gender as assigned at birth	*	*
Prefer not to respond	23	96%
Total	24	100%

Sexual Orientation	New Starts	
Bi-Sexual/Gay or Lesbian/Other	*	*
Heterosexual	16	67%
Prefer not to respond	*	*
Total	24	100%



Religion and belief	New Starts	
No Religion	10	42%
Church of Scotland	*	*
Roman Catholic	*	*
Other Christian	*	*
Buddhist	0	0%
Hindu	0	0%
Jewish	0	0%
Muslim	0	0%
Sikh	0	0%
Other Religion	*	*
Prefer not to respond	*	*
Total	24	100%

Age	New Starts	
16 – 19	*	*
20 – 24	*	*
25 – 29	*	*
30 – 44	13	54%
45 – 59	*	*
60 – 64	0	0%
65+	0	0%
Prefer not to respond	0	0%
Total	24	100%



Race	New Starts	
White – Scottish, British or Irish	14	58%
Other White	*	*
Any other Mixed or Multiple ethnic groups	0	0%
Asian, Asian Scottish or Asian British	*	*
African, African Scottish or African British	0	0%
Arab, Arab Scottish or Arab British	0	0%
Black or Caribbean, Black or Caribbean Scottish, Black or Caribbean British	0	0%
Other Ethnic Group	0	0%
Prefer not to respond	*	*
Total	24	100%

PROMOTIONS
01.01.2017 – 31.12.2017
DISABILITY

	Not Disabled	Disabled	Prefer not to respond	Total
Total	33	*	*	37
%	89%	*	*	100%

SEX

	Female	Men	Total
Total	18	19	37
%	49%	51%	100%

GENDER REASSIGNMENT

	Same Gender as assigned at birth	Prefer not to respond	Total
Total	33	*	37
%	89%	*	100%

SEXUAL ORIENTATION

	Bi-Sexual/Gay or Lesbian/Other	Heterosexual	Prefer not to respond	Total
Total	*	35	0	37
%	*	95%	0%	100%

RELIGION AND BELIEF

	No Religion	Church of Scotland	Roman Catholic	Other Christian	Muslim	Hindu	Jewish	Muslim	Sikh	Other Religion	Prefer not to respond	Total
Total	16	12	*	*	0	0	0	0	0	*	*	37
%	43%	32%	*	*	0%	0%	0%	0%	0%	*	*	100%



AGE

	16-19	20 – 24	25 – 29	30 – 44	45 – 59	60 – 64	65 and over	Total
Total	0	*	*	13	17	*	0	37
%	0%	*	*	35%	46%	*	0%	100%

RACE

	White Scottish, British or Irish	Other White	Any Other Mixed or Multiple ethnic groups	Asian, Asian Scottish or Asian British	African, African Scottish or African British	Arab, Arab Scottish or Arab British	Black or Caribbean	Other Ethnic Group	Prefer not to respond	Total
Total	35	*	0	*	0	0	0	0	0	37
%	95%	*	0%	*	0%	0%	0%	0%	0%	100%

PROMOTIONS
01.01.2018 – 31.10.2018
DISABILITY

	Not Disabled	Disabled	Prefer not to respond	Total
Total	39	*	0	42
%	93%	*	0%	100%

SEX

	Female	Men	Total
Total	29	13	42
%	69%	31%	100%

GENDER REASSIGNMENT

	Same Gender as assigned at birth	Prefer not to respond	Total
Total	29	13	42
%	69%	31%	100%

SEXUAL ORIENTATION

	Bi-Sexual/Gay or Lesbian/Other	Heterosexual	Prefer not to respond	Total
Total	*	34	*	42
%	*	81%	*	100%

RELIGION AND BELIEF

	No Religion	Church of Scotland	Roman Catholic	Other Christian	Muslim	Hindu	Jewish	Muslim	Sikh	Other Religion	Prefer not to respond	Total
Total	15	*	*	*	*	0	0	0	0	*	10	42
%	36%	*	*	*	*	0%	0%	0%	0%	*	24%	100%



AGE

	16-19	20 – 24	25 – 29	30 – 44	45 – 59	60 – 64	65 and over	Total
Total	0	*	*	21	13	0	0	42
%	0%	*	*	50%	31%	0%	0%	100%

RACE

	White Scottish, British or Irish	Other White	Any Other Mixed or Multiple ethnic groups	Asian, Asian Scottish or Asian British	African, African Scottish or African British	Arab, Arab Scottish or Arab British	Black or Caribbean	Other Ethnic Group	Prefer not to respond	Total
Total	36	*	0	*	0	0	0	0	*	42
%	86%	*	0%	*	0%	0%	0%	0%	*	100%

**LEAVERS BETWEEN 01.01.17 – 31.12.17
EXCLUDES SHORT TERM TEMPORARY STAFF LEAVERS IN WORK PLACEMENT, UNDERGRADUATE
PLACEMENT AND INTERN PLACEMENTS.**

DISABILITY

	Not Disabled	Disabled	Prefer not to respond	Total
Total	*	53	14	72
%	*	74%	19%	100%

SEX

	Female	Men	Total
Total	44	28	72
%	61%	39%	100%

GENDER REASSIGNMENT

	Same Gender as assigned at birth	Prefer not to respond	Total
Total	43	29	72
%	60%	40%	100%

SEXUAL ORIENTATION

	Bi-Sexual/Gay or Lesbian/Other	Heterosexual	Prefer not to respond	Total
Total	*	54	17	72
%	*	75%	24%	100%

RELIGION AND BELIEF

	No Religion	Church of Scotland	Roman Catholic	Other Christian	Muslim	Hindu	Jewish	Muslim	Sikh	Other Religion	Prefer not to respond	Total
Total	19	17	13	*	*	0	0	0	0	0	17	72
%	26%	24%	18%	*	*	0%	0%	0%	0%	0%	24%	100%

AGE

	16-19	20 – 24	25 – 29	30 – 44	45 – 59	60 – 64	65 and over	Total
Total	*	*	*	19	21	10	*	72
%	*	*	*	26%	29%	14%	*	100%

RACE

	White Scottish, British or Irish	Other White	Any Other Mixed or Multiple ethnic groups	Asian, Asian Scottish or Asian British	African, African Scottish or African British	Arab, Arab Scottish or Arab British	Black or Caribbean	Other Ethnic Group	Prefer not to respond	Total
Total	54	*	0	0	0	0	0	0	15	72
%	75%	*	0%	0%	0%	0%	0%	0%	21%	100%

**LEAVERS BETWEEN 01.01.18 – 31.10.18
EXCLUDES SHORT TERM TEMPORARY STAFF LEAVERS IN WORK PLACEMENT, UNDERGRADUATE
PLACEMENT AND INTERN PLACEMENTS.**

DISABILITY

	Not Disabled	Disabled	Prefer not to respond	Total
Total	*	34	*	44
%	*	77%	*	100%

SEX

	Female	Men	Total
Total	20	24	44
%	45%	55%	100%

GENDER REASSIGNMENT

	Same Gender as assigned at birth	Prefer not to respond	Total
Total	32	12	44
%	73%	27%	100%

SEXUAL ORIENTATION

	Bi-Sexual/Gay or Lesbian/Other	Heterosexual	Prefer not to respond	Total
Total	0	35	*	44
%	0%	80%	*	100%

RELIGION AND BELIEF

	No Religion	Church of Scotland	Roman Catholic	Other Christian	Muslim	Hindu	Jewish	Muslim	Sikh	Other Religion	Prefer not to respond	Total
Total	16	*	*	*	0	0	0	0	0	0	*	44
%	36%	*	*	*	0%	0%	0%	0%	0%	0%	*	100%



AGE

	16-19	20 – 24	25 – 29	30 – 44	45 – 59	60 – 64	65 and over	Total
Total	0	*	*	*	13	10	*	44
%	0%	*	*	*	30%	23%	*	100%

RACE

	White Scottish, British or Irish	Other White	Any Other Mixed or Multiple ethnic groups	Asian, Asian Scottish or Asian British	African, African Scottish or African British	Arab, Arab Scottish or Arab British	Black or Caribbean	Other Ethnic Group	Prefer not to respond	Total
Total	34	*	0	0	*	0	0	0	*	44
%	77%	*	0%	0%	*	0%	0%	0%	*	100%

TRAINING BETWEEN 01.01.17 – 31.12.17

COMPLETED TRAINING ONLY – EMPLOYEES MAY HAVE BEEN ON MULTIPLE COURSES AND ARE COUNTED FOR EACH COURSE COMPLETED

DISABILITY

	Disabled	Not Disabled	Prefer not to respond	Total
Total	99	1189	107	1395
%	7%	85%	8%	100%

SEX

	Female	Men	Total
Total	824	571	1395
%	59%	41%	100%

TRANSGENDER

	Same Gender as assigned at birth	Prefer not to respond	Prefer not to respond	Total
Total	1122	273	0	1395
%	80%	20%	0%	100%

SEXUAL ORIENTATION

	Bi-Sexual/Gay or Lesbian/Other	Heterosexual	Prefer not to respond	Total
Total	20	1195	180	1395
%	1%	86%	13%	100%

RELIGION AND BELIEF

	No Religion	Church of Scotland	Roman Catholic	Other Christian	Muslim	Hindu	Jewish	Muslim	Sikh	Other Religion	Prefer not to respond	Total
Total	471	337	239	73	*	*	*	10	0	10	244	1395
%	34%	24%	17%	5%	*	*	*	1%	0%	1%	17%	100%

AGE

	16-19	20 – 24	25 – 29	30 – 44	45 – 59	60 – 64	65 and over	Total
Total	*	34	57	501	719	71	11	1395
%	*	2%	4%	36%	52%	5%	1%	100%

RACE

	White Scottish, British or Irish	Other White	Any Other Mixed or Multiple ethnic groups	Asian, Asian Scottish or Asian British	African, African Scottish or African British	Arab, Arab Scottish or Arab British	Black or Caribbean	Other Ethnic Group	Prefer not to respond	Total
Total	1209	37	0	17	*	0	*	*	119	1395
%	87%	3%	0%	1%	*	0%	*	*	9%	100%

TRAINING BETWEEN 01.01.18 – 31.10.18

COMPLETED TRAINING ONLY – EMPLOYEES MAY HAVE BEEN ON MULTIPLE COURSES AND ARE COUNTED FOR EACH COURSE COMPLETED

DISABILITY

	Not Disabled	Disabled	Prefer not to respond	Total
Total	31	349	28	408
%	8%	86%	7%	100%

SEX

	Female	Men	Total
Total	238	170	408
%	58%	42%	100%

TRANSGENDER

	Same Gender as assigned at birth	Prefer not to respond	Prefer not to respond	Total
Total	328	80	0	408
%	80%	20%	0%	100%

SEXUAL ORIENTATION

	Bi-Sexual/Gay or Lesbian/Other	Heterosexual	Prefer not to respond	Total
Total	*	360	40	408
%	*	88%	10%	100%

RELIGION AND BELIEF

	No Religion	Church of Scotland	Roman Catholic	Other Christian	Muslim	Hindu	Jewish	Muslim	Sikh	Other Religion	Prefer not to respond	Total
Total	145	102	63	16	*	*	0	*	0	*	65	408
%	36%	25%	15%	4%	*	*	0%	*	0%	*	16%	100%

AGE

	16-19	20 – 24	25 – 29	30 – 44	45 – 59	60 – 64	65 and over	Total
Total	0	*	10	161	212	20	*	408
%	0%	*	2%	39%	52%	5%	*	100%

RACE

	White Scottish, British or Irish	Other White	Any Other Mixed or Multiple ethnic groups	Asian, Asian Scottish or Asian British	African, African Scottish or African British	Arab, Arab Scottish or Arab British	Black or Caribbean	Other Ethnic Group	Prefer not to respond	Total
Total	355	15	0	14	0	0	0	0	24	408
%	87%	4%	0%	3%	0%	0%	0%	0%	6%	100%

DISCIPLINE AND GRIEVANCE 01.01.17 – 31.10.18

FOR CONFIDENTIALITY PURPOSES WE ARE UNABLE TO PUBLISH DISCIPLINE AND GRIEVANCE FIGURES AS THERE ARE LESS THAN 10 CASES RAISED WITHIN THIS PERIOD.



APPENDIX 2 – EQUAL PAY ACTION PLAN

EQUALITY MAINSTREAMING ACTION PLAN

We are committed to addressing the key themes we've identified in our analysis. We have drawn up an action plan by protected characteristic, detailing the action with a proposed timescale. At the time of writing, we continue to have limited recruitment. This may limit changes to our occupational segregation profile and our gender pay gap for the immediate future. We plan to review the action plan and progress every six months, and we will update the plan as needed.



Protected characteristic	Action	Timescale	What we expect this action to address
<p style="text-align: center;">Gender</p>	<p>Raise awareness of Working Families membership and business benefits of flexible working.</p> <ul style="list-style-type: none"> • Include case studies/ role models – men and women at senior grades. • Monitor to track any impact of women into senior roles and on gender pay gap. <p>Following our benchmarking against Working Family Scottish Award winning companies' submissions, we will review our guidance for short term flexible working arrangements.</p> <p>Use "happy to talk flexible working" in our recruitment advertisements and provide guidance to people managers.</p>	<p>Review progress six-monthly.</p> <p style="text-align: center;">2019</p> <p style="text-align: center;">2019</p>	<ul style="list-style-type: none"> • Aim to improve vertical occupational segregation. • Improve representation of part time employees in managerial and leadership grades. • Continue to reduce our gender pay gap. Our aim from the 2017 report was to reduce the gap by 2% by 2020. We have already reduced by 1.62%, and we will continue to work towards a 2% reduction by 2020. <p>Note: any change in population profile and gender pay gap will depend on number of available vacancies/on-going recruitment.</p>
	<p>Continue women into leadership programme of events. Raise awareness of successes, providing positive role models.</p>	<p>On-going</p>	<p>Continue our work to attract more women into leadership and improve gender occupational segregation.</p>
	<p>Focus on improvements to our salary bands in future pay remits, subject to pay policy and affordability. We will measure the impact of pay remit proposals on overall gender pay gap and grade-by-grade gaps.</p>	<p>On-going</p>	<p>Aim to reduce pay gap</p>



Protected characteristic	Action	Timescale	What we expect this action to address
<p style="text-align: center;">Gender, race, disability</p>	<p>Review of resourcing policy and approach:</p> <ul style="list-style-type: none"> • New recruitment tool – improved data for monitoring by protected characteristic. Produce six-monthly reports for review. New HR system should be implemented in 2019. • Introduce ‘name-blind’ applications. We’ve piloted this approach and will roll out after the new HR system is implemented in 2019. • Soft skills training for recruiting managers to be given at the same time as training in the new HR system. • Target vacancy advertising to improve attraction of BME candidates/ candidates with a disability. Continue to review during 2019, but could be affected by limited recruitment. • Continue to target and develop links to schools and students from diverse areas and backgrounds as part of our outreach programmes. 	<ul style="list-style-type: none"> • Recruitment tool – 2019 • Name blind applications – 2019 • Recruitment training for managers – 2019 • Target adverts – review during 2019 • On-going 	<ul style="list-style-type: none"> • Addressing occupational segregation, particularly gender/race and potentially impact on gender pay gap (noted above). • Reduce risk of unconscious bias. • Training for managers – to make them familiar with our new approach and the impact of unconscious bias on decision making. Reduce the risk of potentially discriminatory decisions/behaviour. • Candidate attraction – improve the profile of our employee population so that it is more reflective of Scottish society particularly for race. • Candidate attraction (as above).
	<p>Provide six-monthly pay reports to ELT – track by protected characteristics.</p>	<p>On-going – six-monthly reports</p>	<p>We will monitor pay decisions by protected characteristic which will help us identify any potentially discriminatory pay practices.</p>



Protected characteristic	Action	Timescale	What we expect this action to address
All but particularly disability and race	Refresh employee equalities data with supporting communications to encourage people to fill it in once the new HR system is implemented.	2019	If we had fewer 'nil' or 'prefer not to say' returns we might be able to provide more detailed analysis for race and disability. This would help us identify and address any issues better than we can with our current data.
All	Review training available to employees across our different platforms. Promote relevant training particularly around race and disability.	2019	Improve awareness of equality issues and ensure employees feel more supported.
All	Review equality reporting after new HR system is implemented.	2019	Identify issues, trends and progress against plan. Review action plan as needed.
All	Work towards next level of accreditation for Carer Positive.	2019	Support employees with caring responsibilities to balance work and caring. Aim to improve occupational segregation profile.

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