



Title: **NatureScot Interim Equality Report 2021 and Equality and Diversity Next Steps**

Date: 17 March 2021

Purpose:	Information
How does this link with our corporate priorities of improving biodiversity or delivering nature-based solutions to climate change	The need for more outreach and co-design of solutions is essential to engage and meet the needs of more diverse communities to ensure we achieve a nature-rich future for all.
Summary:	<p>This paper presents the Interim Equality Report and its key findings and outlines some further actions agreed by SLT to help us better embed equalities within the organisation and in our work.</p> <p>A greater emphasis and prioritisation of this agenda will be required to make progress. Suggested changes include a greater focus on co-design in all our work; a stronger focus on reaching new audiences in our communications work; and the development of our staff capacity and expertise to engage with more diverse communities, particularly in urban areas.</p> <p>Both the current evolution of our brand and development of our nature-based skills and training programme provide the opportunity to position NatureScot as leading this agenda.</p>
Recommendations	<p>The Board is asked to:</p> <ul style="list-style-type: none"> Note our Interim Equality Report, and the recommended actions flowing from it.
Report Author(s): Sponsor:	Carrie Urquhart, Pete Rawcliffe Jane Macdonald
Appendices:	Appendix 1 – Draft Interim Equality Report

Purpose

1. To provide Board with an opportunity to note the NatureScot Interim Equality Report 2021 prior to its publication.

Background

2. This is our fifth Equality Report. It sets out the wide range of activities we are undertaking to ensure that equality lies at the heart of what we do and that we implement, in full, our equality duties and the aspirations set out in the Programme for Government. The report describes our actions to make the needs of the general equality duty integral to our ways of working.
 - a. The reports listed below are required under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and the Equality Act 2010 (Specific Duties) (Scotland) Amendment Regulations 2016, and these are also contained within this report.
 - Progress against outcomes
 - Mainstreaming update
 - Gender pay gap
 - Equal pay statement and occupational segregation
 - Employee data and analysis
 - b. The draft report includes our mainstreaming update and progress against our 4 Equality Outcomes, which are:
 1. Across the range of our activities, more people from BAME communities, people with disabilities and disadvantaged families, individuals and communities enjoy and benefit from nature
 2. Through changes to recruitment and attraction procedures more people from BAME communities and people with disabilities apply for opportunities with NatureScot
 3. We have an age-inclusive culture that supports and values everyone
 4. We have reduced the gender pay gap to 9%
 - c. The report is due to be published by 30 April 2021. We are required to refresh our Equality Outcomes every 4 years and to publish a report on the progress made to achieve the Equality Outcomes every 2 years. We are next due to refresh our Equality Outcomes in 2023.
 - d. The Board should note that the report will not be published in the current format. It is planned to include case studies, quotes and pictures throughout the report to bring it to life. It also needs to be compatible with the new digital accessibility regulations. This includes all the graphs in the Equality Report Workforce Profile Appendix, which are deliberately one under each other, with figure descriptions, to simplify how this report will appear online, as html format, and to meet accessibility guidelines
 - e. The draft report does not include the most recent gender pay gap figures, occupational segregation breakdown or the full employee data analysis. This data will be included as close to year end as possible to ensure it represents the latest position.

Aligning Equality Outcomes with our new Corporate Plan

3. This Interim Equality Report highlights the advances we are making towards achieving our Equality Outcomes, with progress at this mid-point being made on the majority of the actions set out in our Equality Report 2019, as set out in the table below:

No.	Outcomes 2019-2023	Rating
1	Across the range of our activities, more people from BAME communities, people with disabilities and disadvantaged families, individuals and communities enjoy and benefit from nature	●
2	Through changes to recruitment and attraction procedures more people from BAME communities and people with disabilities apply for opportunities with NatureScot	●
3	We have an age-inclusive culture that supports and values everyone	●
4	We have reduced the gender pay gap to 9%	●

4. The Board is asked to note the Interim Equality report.

Next Steps

5. SLT recently reviewed the report and have endorsed the following recommendations:
- To review our Equality Outcomes' cycle to bring it in line with our Corporate Plan cycle and to include a commitment to our race equality ambitions in the next Corporate Plan
 - To give greater emphasis and priority to our Equalities work as part of the next Corporate Plan, with a focus on building staff skills and capacity; external funding; increasing workforce diversity; and branding and communications
 - To support the development of a Community Outreach Skills Programme and exploration of the [2027 Associate Programme](#)
 - To approve the preparation of a BAME engagement plan to complement and build on the one prepared for young people.

Appendix 1



NatureScot Equality Report, 2019-21

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FOREWORD

By Francesca Osowska

Pending

Executive Summary

This is NatureScot's fifth Equality Report and demonstrates our ongoing commitment to ensuring that equality, diversity and inclusion are at the heart of what we do.

No.	Outcomes 2019-2023	Progress
1	Across the range of our activities, more people from BAME communities, people with disabilities and disadvantaged families, individuals and communities enjoy and benefit from nature	Some progress made
2	Through changes to recruitment and attraction procedures more people from BAME communities and people with disabilities apply for opportunities with NatureScot	Some progress made
3	We have an age-inclusive culture that supports and values everyone	Some progress made
4	We have reduced the gender pay gap to 9%	Achieved

Table 1: progress against equality outcomes 2019-2023

This interim report demonstrates that we are well on our way to achieving our Equality Outcomes with progress being made on the majority of our planned actions.

The socio-political context of 2020 has been a catalyst for our work on engagement with people from BAME backgrounds and our commitment to young people, which we hope will help us increase the diversity of people both enjoying and benefiting from nature and working within our sector.

Through our 'Making Natural Connections' work, we have made good progress in developing our understanding of the barriers and resources required to develop and maintain inclusive National Nature Reserves (NNRs). However Covid-19 has prevented us undertaking some of the planned NNR outreach activity. Welcome increases in the number of people going outside to benefit their mental and physical health, have required for us to adjust priorities to deal with a number of pressures arising from these immediate issues.

Working with partners such as Backbone, Paths for All, and TCV, we continue to fund a number of projects that involve or target minority or under-represented groups (including people from BAME communities, people with disabilities, and disadvantaged families, individuals and communities). As part of the development of our next corporate strategy, we will look for further opportunities to invest resources in engaging more marginalised communities and groups with nature, and involve them in the co-design and implementation of the nature-based solutions needed to tackle climate change and contribute to the green recovery.

We have made some progress towards supporting minority businesses and social enterprises to support our inclusive economic growth objectives. Longer term, we are focusing on how NatureScot can support a Green Recovery that addresses the twin challenges of climate change and biodiversity loss as central components of a more resilient and inclusive economy.

Internally, we have focused on raising and questioning our organisational understanding of notions of power, prejudice, and privilege, and how this can influence our decisions subconsciously. These are challenging conversations, however without them we will not address the underlying reasons for inequalities and lack of diversity in our sector. In doing this, we need to develop our understanding of

how we more effectively engage marginalised communities around this agenda and co-design solutions.

Through our Programme for Youth Employment we have made good progress towards diversifying our current reach for young talent beyond graduate and student placements. Our work around future nature-based jobs and skills and research into BAME diversity in the sector will help us develop a longer term strategy for both a Green Recovery and increase diversity within our sector.

We are making good progress towards developing an age-inclusive culture in partnership with Age Scotland and our employee networks, which we are currently widening to cover other protected characteristics.

We have achieved our target of reducing our gender pay gap to 9% (from 10.95%) in 2019. As at time of reporting our average (mean) gender pay gap was 8.54%. We continue to make good progress in relation to many of the actions across this outcome.

About NatureScot

NatureScot is Scotland's nature agency. We work to enhance our natural environment and inspire the people of Scotland to care more about it. NatureScot believes that a nature-rich future, where everyone is involved, will make us all happier, healthier, wealthier and more equal.

Our Corporate Plan [Connecting People and Nature](#) (2018 onwards) sets out our vision for Scotland's nature and landscapes and is built around four interdependent outcomes:

1. More people across Scotland are enjoying and benefiting from nature.
2. The health and resilience of Scotland's nature is improved.
3. There is more investment in Scotland's natural capital and its management to improve prosperity and wellbeing.
4. We have transformed how we work.

NatureScot strongly advocates for fairer and more equal access to nature for all. We recognise that the ability to access nature can be more limited for some older people and children, disabled people, people from black and ethnic minority backgrounds, and by disadvantaged families, individuals and communities. Priorities within our corporate plan seek to address such inequalities, but also to engage the interest of these groups in the environment so as to encourage volunteering and help them to play a role in the maintenance and improvement of their local environment.

Scottish Government's priorities are for sustainable economic growth, improving people's physical and mental health and wellbeing, and reducing inequalities. A large proportion of Scotland's people live in urban areas with limited access to natural greenspace, and experience poorer health outcomes. The evidence suggests that the picture is complicated by the experience of socio-economic disadvantage amongst some people sharing protected characteristics: for example, women and poverty, disability and poverty, mental health and poverty, etc. This makes access to nature for reasons of time, transport, money or physical access even more difficult. Our equality outcomes are therefore designed to fully incorporate and respond to both the Fairer Scotland duty and the Equality Act.

About this report

This report responds to our statutory duties to report on our mainstreaming activity and progress on delivering our Equality Outcomes. The specific duties also require us to take steps to gather employee information annually and, if not reported elsewhere, to report it within our mainstreaming report along with the progress made in using the employee information to better perform the general equality duty. We also publish our gender pay gap, our equal pay statement and occupational segregation information (covering ethnicity, disability and gender).

The report begins with a description of how we have mainstreamed equality and diversity in the delivery of our functions and provides a summary of progress against our Equality Outcomes.

Mainstreaming equality

Mainstreaming equality requires us to integrate equality into our day-to-day work, and take account of equality while undertaking our functions. A combination of our increased efforts to raise awareness of equality and inclusion, developing our use of co-design and improving the quality of our equality impact assessments is strengthening how we build equality into our business and shape and inform our policies and activities. Our focus on youth engagement takes an intersectional approach, with the aim of increasing the overall diversity of NatureScot, the environmental sector and the stakeholders who engage with nature.

Leadership & Governance

NatureScot's Board Champion for Equalities is Cath Denholm, whose role as Director for the Equality & Human Rights Commission has been prominent in raising the profile of the emerging right to a healthy environment and conversations around the future of nature conservation.

We report quarterly to our Board on our workforce profile and progress on equalities work through our People Report. Our Board, Chief Executive and Senior Leadership Team attend, and are key speakers at our Women's Network events, Cultural Awareness, and the Future of Conservation discussions. The recent addition of two Senior Leadership Champions (Jane Macdonald, Director of Business Services & Transformation, and Claudia Rowse, Deputy Director of Sustainable Growth) further ensures equality, diversity and inclusion are at the heart of our work to make nature for all.

We continue to be committed to the First Minister's National Advisory Council for Women & Girls (NACWG) which aims to "make gender inequality a historical curiosity in Scotland". NatureScot signed the public pledge in support of the work of NACWG; as such, we can have a real impact on progressing gender equality in Scotland.

Our Chief Executive has overall strategic responsibility for equality and diversity. Consideration of equality and diversity is built into our planning and decision-making processes. Employees are prompted to consider equality and diversity needs when bidding for project resources, when developing or reviewing policy, and when seeking decisions from our senior leadership team. In addition to employee information, we also collate evidence relating to people's enjoyment of the outdoors, and greenspace through our research and monitoring work.

A Green Recovery & Just Transition

There is a growing body of evidence demonstrating the significant negative impact Covid-19 has had on those already existing inequalities within our society. Our response to the disproportionate impact of the Covid-19 pandemic on young people can be seen in Progress Report Outcome 2.

Young People – An Intersectional Approach to Equality, Diversity & Inclusion

Although our equality outcomes do not specifically identify young people as a target group, young people are one of our key stakeholders in achieving a nature-rich future and are a minority group both within NatureScot and society. All but one of the protected characteristics are present in the youth population.

We have been working to increase access and participation of young people in nature for a number of years. They are not just the leaders of the future, but the leaders of today. A strong youth voice is critical to tackling biodiversity loss and leading nature-based solutions we need to address the climate emergency. We are committed to ensuring all young people are empowered to take action, make a difference, and influence change.

With this in mind young people are central to the achievement of greater diversity in our sector and a nature-rich future for Scotland. For this reason much of our youth engagement work takes an

intersectional approach, with the aim of increasing the overall diversity of NatureScot, the environmental sector and the stakeholders who engage with nature (e.g. [see page 38 in the 2018-19 ReRoute report](#)). This goes beyond just increasing the number of young people engaged, but also the diversity of young people engaged, and many of the improvements implemented will benefit other minority stakeholder groups. This includes increasing our knowledge of and capacity for co-design processes, and encouraging staff to identify how they can better engage with any and all minority groups.

May 2020 marked the end of our formal partnership with Young Scot, with the Young Scot and NatureScot Partnership Officers contract coming to an end and the last of the Young Scot recommendation reports going to Board. That said, we are still working closely with Young Scot, and will continue to have a strong relationship as we carry out our future youth engagement work. Our Young Employee Panel has worked closely with YoungScot to co-produce our Youth Engagement Action Plan, which was strongly endorsed by our Board in August 2020.

Considering this work, NatureScot's CEO, Francesca Osowska signed up NatureScot to the Power of Youth Charter demonstrating our commitment to empowering young people, particularly from ethnic minority backgrounds, to volunteer and take environmental and social action.

Board Diversity

Having achieved gender parity in 2015, we have taken further steps to achieve diversity within our Board. In partnership with [Inclusion Scotland](#) in 2019 we took part in an initiative to consider how accessible public appointments are for those with a disability by creating a shadow board member opportunity. Throughout this experience mentoring was provided by our Deputy Chair and Board Equality Champion, Cath Denholm. The opportunity enabled the shadow board member to learn what is involved in being a board member of a Public Body and provided him the tools to apply for a public appointment, as well as demonstrating the accessibility of NatureScot's Board meetings.

In May 2020, our Board confirmed their support for NatureScot to explore ways in which a more formal role for a young person on the Board could be instituted, and to promote and influence this initiative through wider public duties and engagement with Scottish ministers. As part of our recent Board recruitment exercise our Executive Office worked with our Young Employee Panel (YEP) to ensure the wording of the vacancy advertisement and the requirements put forward would not present any barriers to young people, or those from other minority groups, from applying. Additionally, we have positively encouraged applications from young people and people with a BAME background through our promotional work, as well as extending awareness of our campaign to our equality networks and partners and provided the opportunity for potential applicants to connect with a young or BAME board member.

Equality Impact Assessments

A key tool for helping staff to focus on equalities is to carry out Equality Impact Assessments (EqIAs). We have been reviewing how we can improve the EqIA process through creating a more dynamic and valuable process. The pandemic has been a catalyst for this, giving us the opportunity to connect with more employees across different teams and locations and of different backgrounds. It has made it easier to involve more people in the variety of work we do. This opportunity has allowed us to facilitate virtual drop-in EqIA circles, where the policy owner presents their project/policy and participants review the impact on each equality strand on a virtual concept board.

We have also built our employee networks into the EqIA process and are building momentum around mechanisms for consultation with the sector and BAME representatives through our involvement with the Changing Landscapes Actioning Change Symposium scheduled for late 2021. In addition we implemented our Equality Impact Assessment e-learning in December 2020 and have begun rolling this out to key staff.

Equality Impact Assessments Undertaken 2019-2021

Covid-19 & Beyond

As we all struggled to cope with the threat the pandemic posed to ourselves and our loved ones, the mental toll meant that we also had to adapt to new ways of working. As every touchpoint in our employee journey has gone virtual, we had to seek new means of engaging with our employees and targeting support for their individual needs. Our Covid-19 & beyond EqIA examined the differential impact of the pandemic on equality groups and initial actions to consider whilst our regular *Wellbeing in times of Uncertainty* surveys provided the means to gather data and take action quickly.

Our transformation programme had already provided employees with the equipment to work remotely. We reviewed the impact on staff and quickly responded to their individual needs, such as the introduction of equipment allowances to allow staff to quickly purchase additional equipment to allow them to work at home safely and unlimited paid special leave for parents and carers juggling home working and home schooling and/or caring responsibilities. Our messaging around wellbeing during this time has been loud and clear and we continually assessed the wellbeing temperature of the organisation (insert image).

Scotland's Natural Capital Pilot Programme

Scotland's Natural Capital Pilot Programme (NCAPP) is a suite of projects that NatureScot is working on to test natural capital and outcomes-based approaches to inform Scottish Government's future rural policy. The Equality Impact Assessment highlighted that the majority of land managers are male, and the law insists on one person's name on a croft lease, even if it is jointly managed by two (the lease name is usually a man) therefore payment under rural policy may principally benefit men. Therefore the need was identified to take an active approach to addressing inequalities in the land management sector, by specifically looking for participation from female and young land managers, both characteristics that are not dominant.

Online Licensing application

Our recent project to move to an online Licensing application highlighted a higher percentage of dyslexic farmers, gamekeepers and stalkers than the national average. Therefore actions to mitigate this were built in to the user testing.

Digital Accessibility

In response to the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 we have been focusing efforts on making our external facing websites accessible. We are currently rolling out staff training to support staff with the required review of existing content to ensure that this is still relevant and that it is made accessible.

Outdoor Access

We continue to promote outdoor access, and work with partners to remove barriers to access wherever possible. Over the last six years we have put resources into surveying all of [Scotland's Great Trails](#) for accessibility with the final six due to be completed by March 2021 (Arran Coastal Way, Ayrshire Coastal Path, Berwickshire Coastal Path, Cross Borders Drove Road, Romans and Reivers Way, and the West Island Way). We will work with route managers and trail users to develop user friendly information to enable people to decide which routes, or sections of them, are accessible to them.

The John Muir Way multi use access [story map](#) is an example of how a partner organisation – the [Green Action Trust](#) - has been able to present the survey information in a modern and informative way. With Young Scot we co-designed [Scottish Outdoor Access Code \(SOAC\) resources](#) for young people promoted through the [#KnowTheCode campaign](#) launched in October 2020. The design of our SOAC promotion resources during the Covid-19 pandemic reflected good practice to ensure accessibility to all.

Awareness Raising

Covid-19 saw increased engagement in the outdoors however also saw headlines which reinforced the idea that nature is not for all, only for the few that know how to treat it properly, which fails to see the inequalities that exist in the environmental sector and access to our natural spaces. In addition the *Black Lives Matter* movement has made the environmental sector reflect on the lack of diversity in terms of employment and nature-based activities. People from BAME backgrounds are rarely presented as knowledge-holders or leaders in natural spaces. It is a self-perpetuating circle that requires a sectoral response.

Within this context, NatureScot has focused on raising and questioning our organisational understanding of notions of power, prejudice and privilege and how this can inform our decisions subconsciously. These are challenging conversations however without them we will not address the underlying reasons for inequalities in our sector.

Black History Month

Throughout the month of October 2020 we shared resources with our employees and encouraged time for peer learning and reflection on some of the different viewpoints highlighted at team meetings. We included a range of notable BAME authors, activists and ecologists who provided an introduction to some of the issues experienced by people from BAME backgrounds.

Winter Carnival

In response to the continued need to work from home, and to support our organisational resilience through the winter months we launched our Winter Carnival in December. The Carnival aimed to allow employees to network formally and informally, to learn and gather a sense of direction personally and professionally. (insert image). The Carnival provided the opportunity to help people connect and address some of the actions highlighted in the *Understanding Difference* summary and our regular Wellbeing survey. There were a number of sessions which reinforced the relevance of equalities to our emerging work; through discussions around bias and privilege in the conservation sector; through upskilling staff in the use of equality impact assessments and a co-design approach. In addition we provided sessions focusing on our intergenerational workforce and support for carers.

Launch of disclosure campaign

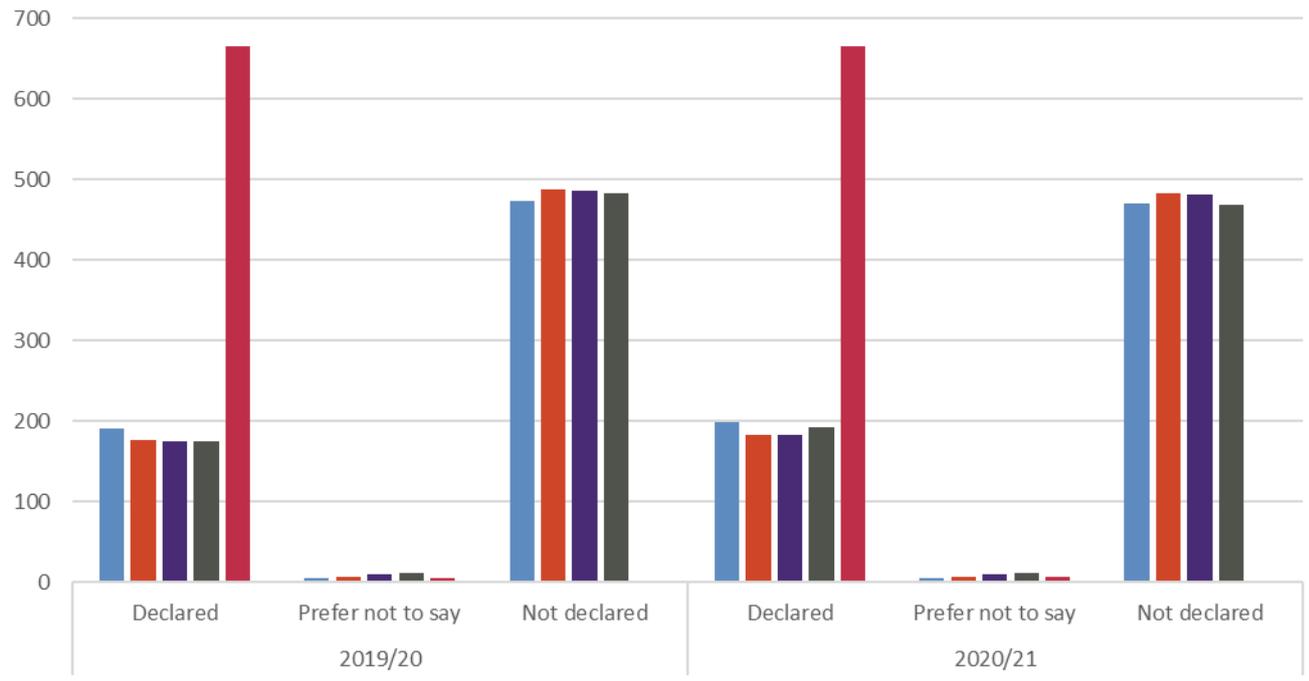
We have not yet been able to transfer all our staff equality data to our new HR system. We developed our employee disclosure leaflet which was first launched in June 2019. In November 2020 we launched our second campaign with an infographic which aimed to simplify the process for employees and a disclosure video.

Age and marital status are mandatory to answer (though for marital status “prefer not to say” can be selected). Despite our campaign, declaration levels have not changed significantly, with roughly one third of the organisation declaring their protected characteristics and two thirds not.

Declaration Levels by Protected Characteristic

NB: pregnancy/maternity and age not relevant

■ Disability ■ Ethnic Origin ■ Religion/Religious Belief ■ Sexual Orientation ■ Marital Status



Progress towards our outcomes

Equality Outcome 1

Across the range of our activities, more people from BAME communities, people with disabilities and disadvantaged families, individuals and communities enjoy and benefit from nature

We are making progress around most of the actions we set out to do, and good progress around engagement with people from BAME backgrounds and our commitment to young people. However we acknowledge we could do more around funding if we increased our capacity to allow more co-design of solutions within our communities. Therefore a number of additional actions have been agreed which should help us build this capacity.

Action	Our agreed equality actions April 2019 – March 2021	Progress
1.1	Develop new engagement mechanisms or develop existing panels to engage with people from BAME communities and/or disadvantaged families, individuals and communities on our existing or emerging work.	Some progress made
1.2	Consider how we can demonstrate the long term impact of our projects involving the people we support with a view to influencing future strategic research programmes.	Some progress made
1.3	Increase the number of visits to our NNRs by people from BAME communities, people with disabilities and disadvantaged families, individuals and communities.	Some progress made
1.4	Demonstrate how our external funding, projects, and campaigns support greater use of the outdoors by people from BAME communities, people with disabilities, and disadvantaged families, individuals and communities.	Some progress made
1.5	Ensure that all of our external funding programmes are promoted effectively to help priority groups to access nature.	Some progress made
1.6	Develop new opportunities to support minority businesses (i.e. majority owned, controlled and operated by ethnic minority individuals), supported businesses (majority of workers with a disability), and social enterprises to support our inclusive economic growth objectives.	Some progress made

Table 2: Outcome 1 Actions and progress

Action 1.1: Develop new engagement mechanisms or develop existing panels to engage with people from BAME communities and/or disadvantaged families, individuals and communities on our existing or emerging work.

We are currently developing this with Backbone CIC, Cairngorms National Park Authority (CNPA) and Loch Lomond & the Trossachs National Park Authority (LLTNPA) on the Changing Landscapes & Actioning Change project. This includes research around the lack of BAME diversity in the sector. It will culminate in a BAME engagement event in 2021 which will create a unique and safe space for a gathering of minds from a wide range of outdoor/environmental organisations and BAME representatives. This is the start of a journey to develop an action plan for change in the sector and will inform our future Youth Employment Programme, STEM and Recruitment and Attraction strategies (link to Outcome 2, Action 1).

As part of this work we will consider how we can include Backbone CIC's Community Leadership Project alumni in an advisory panel with the aim of bringing change. We will also ensure we align our youth employment programme and nature-based jobs and skills work, ensuring a diversity of people are involved in developing the solutions.

Action 1.2: Consider how we can demonstrate the long term impact of our projects involving the people we support with a view to influencing future strategic research programmes

To allow us to consider impacts on people and inequalities, we are placing more emphasis on evaluation of our major projects including the GI intervention, Green Health Partnerships, and Learning in Local Greenspace. Work on a bespoke evaluation framework for assessing the impact of Nature-based solutions has also been commissioned from SEFARI¹ which will also add to our understanding.

We are also working with Scottish Government on the current review of the Strategic Research Programme with the long standing inequalities in access to greenspace identified as a key issue. We are members of the Public Health Scotland Environment and Spaces Group looking at the impact of the pandemic on health inequalities and have contributed data and advice to the MRC/CSO² Social and Public Health Sciences Unit of the [S&SR Environment and Spaces Group publication](#) - "Change in use of green and open space following Covid-19 lockdown 'stay at home' phase and initial easing of lockdown".

NatureScot and our partners undertake regular research to understand how people in Scotland use, value and enjoy the natural environment. This work helps us identify population groups that are under-represented, enabling us to develop policies and practice to address inequalities in participation so that more people across Scotland can enjoy the benefits of engaging with and participating in nature. We also use the findings in our Equality Impact Assessments. Our research findings can be accessed on our [Measuring Participation](#) webpage.

While there has been a significant increase in participation in outdoor recreation in Scotland since 2012 (overall participation has increased from 80% to 88% of adults and weekly participation has increased from 42% to 56% of adults), some groups remain under-represented. These include older people, those living in the most deprived areas, members of the BAME population, and people with a long-term illness or disability. Our research suggests that some progress has been made since 2012 in terms of increasing participation among those aged 65 plus and those living in our most deprived areas; however, there is less [evidence](#) to suggest a significant change in participation among the BAME population or those with a long-term illness or disability.

The Covid-19 crisis highlighted some of these existing inequalities. [Research](#) undertaken by NatureScot during the first six months of the pandemic showed that many people visited the outdoors and engaged with nature more regularly during this time, with most experiencing positive impacts to their health and wellbeing, particularly to their mental health. However, the research also underlined the inequality of access to gardens and good quality local greenspace which still exists, especially among younger adults, less affluent people and those with a long-term illness or disability. The research on changing behaviours during lockdown has informed our communication and engagement strategy - Make Space for Nature.

While quantitative research studies such as NatureScot's Scotland's People and Nature Survey, Scottish Nature Omnibus Survey (available on our [Measuring Participation webpage](#)), the Scottish Government's [Scottish Household Survey](#), and [Scottish Health Survey](#) enable us to monitor levels of nature engagement across the population, they don't provide a detailed understanding of what drives participation, or the relative importance of different drivers among different population groups. Qualitative research (due to be published summer 2021), commissioned in partnership with the Scottish Government, will provide additional insights and allow us to plan future interventions and communications to help achieve longer-term behavioural change. Given the move from face-to-face to online survey methods, there are also opportunities for improving the quantitative monitoring of equality groups as part of the development of the next cycle of SPANS surveys 2022-32.

¹ SEFARI - Scottish Environment, Food and Agriculture Research Institutes

² MRC/CSO – Medical Research Council/Chief Scientist Office

Action 1.3: Increase the number of visits to our NNRs by people from BAME communities, people with disabilities and disadvantaged families, individuals and communities.

We continue to provide opportunities for direct engagement on our reserves however the impact of Covid-19 and associated restrictions severely limited our capacity in 2020. During 2019 and 2020 we provided the following on NatureScot reserves:

- Events for over 8,500 people with a number specifically for under-represented groups.
- Volunteers contributed 2,750 days to supporting reserve management. Of these over 1,200 days were from the under 24 or over 65 age brackets.
- 3,400 students from nursery to tertiary joined us on reserve for outdoor learning. Approximately 6% attended from establishments in low centile SIMD areas

During 2019 and 2020 we employed a graduate placement for our 'Making Natural Connections' work. This involved researching the barriers to engagement with nature amongst particular disadvantaged groups through a case study at Tentsmuir NNR and Dundee, to suggest ways to make our NNRs more accessible and inclusive. The Scottish Household Survey, Scotland's People and Nature Survey, and visitor surveys within the National Parks helped to guide selection of these four demographic groups:

- Low income households (in SIMD 1 and 2 areas)
- Black and Minority Ethnic communities
- People with mental health challenges
- People with physical health issues and disabilities

This was a highly successful project with barriers identified (and in some cases resolved), many groups were engaged with, and future recommendations made in a [final report](#). An 'Engaging Under-represented Groups' handbook was written for our staff as part of the placement.

Our investment in visitor infrastructure in 2020 included the complete refurbishment of toilet facilities at St Cyrus NNR to provide a Changing Places toilet to improve accessibility on the reserve. A wildlife hide at Caerlaverock NNR has been replaced with a new hide with accessible access.

Action 1.4: Demonstrate how our external funding, projects, and campaigns support greater use of the outdoors by people from BAME communities, people with disabilities, and disadvantaged families, individuals and communities

We have a number of funds which focus on connecting people with nature and these priorities marginalised communities and groups. However we are reviewing what more we can do in this area to further embed equalities. It is difficult to see how we can apply equalities into some programmes like [Peatland Action](#) and the [Biodiversity Challenge Fund](#) for example, which are very much geared towards habitat conservation and restoration with a very small people element. However we will review how we can embed equalities better in all our funds, through strengthening staff skills and capacity around co design and outreach work and reviewing opportunities to develop a more inclusive approach to the scoping and implementation of our funding streams.

A number of our current, external funds focus on connecting people with nature, and these prioritise marginalised communities and groups – examples include:

- The [Green infrastructure](#) and [Green Infrastructure Strategic Intervention funds](#) (GISI) targets urban areas in Scotland that have a deficit of good quality greenspace, and suffer from multiple-deprivation (as defined by SIMD) with an excess of vacant and derelict land.

- [Outdoor Learning in Nature Fund](#) (OLIN) targets young people (3-26 years) from the most deprived areas and/or disadvantaged backgrounds and helps raise educational attainment, build skills and confidence, improve physical and mental health, as well as develop a stronger connection with and understanding of nature in their local greenspaces.
- [Future Routes Fund](#) was co-created with Scotland's youth biodiversity panel, ReRoute for projects run by 11-26-year olds supporting them to connect with nature and to make a positive impact on the environment in Scotland.
- [Natural and Cultural Heritage Fund](#) like the GISI programme, projects must deliver equalities as it is one of the ERDF Programme's 'horizontal themes'. The projects are in their early stages but are contributing well and they each have a specific plan of actions to promote equality, diversity and inclusion.

We continue to provide funding to run targeted grant schemes such as [TCV Scotland](#) and [Volunteering Matters Action Earth](#), who deliver a programme of activity aimed at promoting and developing environmental volunteering opportunities; the [John Muir Trust](#) and [Paths for All](#) all have a focus on disadvantaged communities. We have also continued to grant aid a small number of private estate and community based ranger services. Each ranger service has produced an Equality Action Plan to identify ways that they can provide activities for as a wider range of people as possible.

Partnerships

NatureScot leads on the [Our Natural Health Service](#) (ONHS) programme, alongside partners including Public Health Scotland, Scottish Forestry and Transport Scotland. The central tenet of the programme is that Scotland's natural environment and green infrastructure can be part of the solution to key public health, health and social care issues. Four Green Health Partnerships (GHPs) were established with a focus of delivery in these four areas is helping to address health inequality which is closely aligned to disadvantage.

We have continued to grant aid the [Backbone CIC CLP programme](#). The CLP has a track record of developing environmental champions from within black and minority ethnic and marginalized communities. The project develops leaders to address the lack of BAME groups and marginalized communities who engage and benefit from nature.

Action 1.5: Ensure that all of our external funding programmes are promoted effectively to help priority groups to access nature.

Our external funding programmes are widely promoted via a range of channels including social media and our website. We are currently looking at how we can increase opportunities to co-design funding solutions with more minority groups. Current resource restrictions, the rapid nature in which funds are created, and the additional restrictions that came with partnership funds make co-design very challenging, therefore we are currently considering options for developing capacity to support further work in this area.

As part of our youth engagement work, the Scotland's youth biodiversity panel, ReRoute looked at how we could better make our funding accessible to a wider audience. As detailed above, they developed a young people's fund called the [Future Routes Fund](#). The lessons learnt from this co-design exercise have been captured and form the basis of the following objective in the Young Engagement Action Plan; 'Review and develop the use of our funding to encourage greater engagement from young people.'

Work has started on encouraging the use of co-design approaches in the formation of our funds, between the Equalities team and the Funding team. While starting with a youth focus, it is hoped that this will expand further to ensure there are no barriers to any minority groups applying for funding.

Similarly, to ensure that the fund was promoted effectively to help priority groups to access the first two rounds of funding, Young Scot led on promotion and engagement as their services reach a wider population of young people. Lessons regarding awareness raising can also be transferred, highlighting the benefits of using partner platforms to help is to improve our methods of promotion and reach new audiences.

Action 1.6: Develop new opportunities to support minority businesses, supported businesses, and social enterprises to support our inclusive economic growth objectives

Longer term we are focusing on how NatureScot can support a Green Recovery that addresses the twin challenges of climate change and biodiversity loss as central components of a more resilient and inclusive economy. As projects are identified we will ensure equalities are embedded.

A number of the GISI projects have involved supporting aspects of work by social enterprises, including [Broomhouse Market Garden](#) which will be a small community home farm run on a social enterprise model based in Broomhouse, an area of multiple deprivation in Edinburgh. Other social enterprises supported are [Gathering Ground](#) in Glasgow and the [Merkinch Partnership](#) in Inverness.

Procurement and Supported Business

Following Scottish Government procurement guidelines, we provide a Supported Business option for our project managers. Our guidance and the advice reminds them of the availability of the Supported Businesses searchable on Public Contracts Portal. Procurement Officers remind Project Managers of the options available during the Buying Strategy stage of the higher value Procurements we support.

To date we have not progressed any contracts with supported business. Feedback from Project Managers is that they are reluctant to ‘narrow down’ the field and possibly do not have confidence in delivery. Plans to conduct a survey have been hampered by Covid-19. However UK and Scottish Governments are in discussion around the transformation of public procurement work therefore we await the outcome of these discussions

New Actions arising

Following this review of progress against Outcome 1 we have identified a number of new equality actions

New equality actions April 2021 – March 2023
Develop a BAME engagement plan for the next corporate plan period
Employ an associate apprenticeship to develop a more inclusive approach to the scoping and implementation of our funding streams
Develop additional skills and capacity within relevant teams to provide greater focus for engagement and co-design work
Consider opportunities for the better monitoring of equality groups as part of the development of the next cycle of SPANs surveys 2022-32

Table 3: New Equality Actions 2021-23

Equality Outcome 2

Through changes to recruitment and attraction procedures more people from BAME communities and people with disabilities apply for opportunities with NatureScot.

We have making good progress towards this outcome through our increased commitment to young people, as reflected in our Youth Employment Programme which aims to diversify our current reach for young talent beyond graduate and student placements.

We are also investing in research to understand the skills and jobs required for ensuring a nature rich future and increasing our understanding of where opportunities lie and where barriers need to be overcome to ensure a more diverse pool of talent. This work is a vital step to increasing the diversity within our sector however it is too early to see any direct impact, however hopefully over the next 2 years we will begin to see increases to the diversity of applications for nature based jobs and other jobs within NatureScot.

Actions	Our agreed equality actions April 2019 – March 2021	Progress
2.1	Review recruitment and attraction strategy (incorporates previous action: Agree a programme of alternative career paths into NatureScot with equality groups, i.e., work placements, internships)	Some progress made
2.2	Monitor diversity through recruitment cycle – shortlisting, interviewing, offer stage, appointment	No progress
2.3	Unconscious bias training for Vacancy Managers	Achieved

Table 4: Outcome 2 Actions and progress

Action 2.1: Recruitment & Attraction strategy

The impact of Covid-19 on young people has been significant in all areas of life and has provided a catalyst for reviewing our youth employment offer.

As part of our Green Recovery, NatureScot conducted a [study exploring the gaps and opportunities for increasing nature-based jobs](#), including opportunities for young people to enter into employment and the skills they'd need. The report showed that jobs in the nature-based sector make a significant contribution to the Scottish economy while also highlighting the lack of diversity in the sector.

This initial assessment suggests that strategic action by a broad alliance of partners, within and across nature-based sectors, is needed to support the growth of a diverse, gender-balanced, highly skilled workforce. This is the first baseline analysis of nature-based jobs across Scotland and it is a vital step in increasing our understanding of where opportunities lie and where barriers need to be overcome.

The predominant career route into the environmental sector is through extensive volunteering/unpaid work experience, which in itself is a significant barrier to those from more disadvantaged backgrounds, cutting across other equality strands. As part of our Green Recovery from Covid-19, NatureScot is committed to the [Young Persons Guarantee](#).

Our renewed Programme for Youth Employment aims to diversify our current reach for young talent beyond graduate and student placements, committing to invest in foundation, modern and graduate apprenticeships.

We are also exploring opportunities to build environmental sector career paths into our Community Leadership project and other partnership work.

This will be explored further in our Changing landscapes Actioning Change Symposium (link to Outcome 1, Action 1) and inform our Programme for Youth Employment, STEM and Recruitment and Attraction strategy going forward (link to Outcome 2, Action 1).

Action 2.2: Monitoring diversity through recruitment cycle

Currently diversity monitoring is still done outside our recruitment system however we have a new system and are developing the recruitment functionality. This will include an exploration of how we can use the new system to monitor the applicants through the full recruitment cycle to appointment and the option for implementing blind recruitment.

Action 2.3: Unconscious bias training

Research suggest that whilst unconscious bias training teaches awareness it does not change behaviour. That is why it is just one component of the personal leadership programme that we have been developing over 2020. The programme provides all employees with the opportunity to develop a deeper understanding of themselves, how they impact on each other and their personal leadership styles. All our employees were encouraged to undertake personality type assessments, attend a session to discuss and understand their differences, and take these conversations into their everyday interactions.

Offering employees unconscious bias training builds upon the insights they have developed through their understanding of selves already. We are offering staff a suite of equality e-learning which includes unconscious bias and virtual workshops to explore the topic in more detail. We piloted the first workshop in January 2021 and plan to roll these out over the course of the next year. As part of the developing their awareness employees will also be encouraged to take the implicit bias test and a make a commitment to a personal action /pledge towards positive action

Equality Outcome 3

We have an age-inclusive culture that supports and values everyone

Covid-19 has proven to be a catalyst for putting the wellbeing of our employees at the forefront of all we do. This has resulted in a variety of tools and improvements aimed at encouraging an inclusive virtual workplace. We have made good progress on this outcome, in terms of our work with Age Scotland and in widening out our employee networks to include race, LGBTQ+ and Disability. (Pending **People Survey 2021 results**)

Action	Our agreed equality actions April 2019 – March 2021	Progress
3.1	We are recognised for good practice through accredited schemes and awards	Some progress made
3.2	EqIA completed for all organisational development and organisational change policies and proposals	Some progress made
3.3	Increase the number of employees considering partial retirement options	Some progress made
3.4	Review our approach to Employee Networks	Some progress made
3.5	Implement the actions identified by the Dignity at Work group	Achieved
3.6	Develop a Mental Health at Work Plan	Achieved
3.7	Launch of disclosure campaign and awareness raising (see mainstreaming report)	Achieved

Table 5: Outcome 3 Actions and progress

Action 3.1: Recognition for good practice

We have been working in partnership with our Young Employee Panel, our Change Partner Network and Age Scotland to achieve the Age Scotland Age Inclusive Matrix. Using Action Learning Sets and the Age Inclusive Matrix we were able to identify an action plan.

Whilst the Young Employee Panel and Network identified a number of actions to improve engagement and involvement of young people in decision making, this has led to some longer serving members of staff feeling undervalued and disengaged.

Study Groups on Intergenerational Relations explored generational stereotypes, age and knowledge transfer and generations and climate change.

A need to raise the profile of the Young Employee Panel and Network, a general need to raise awareness of age in the workplace and to acknowledge our changing needs throughout our career life cycle were high highlighted.

The outputs from these sessions fed into the development of our coaching offer, wellbeing package and Personal Leadership work and two new actions have been incorporated under this equality outcome (See table 6).

Progress against other awards has been hampered by Covid-19, as a result of the fluid nature of the pandemic we have had to constantly refocus priorities. Likewise the awarding bodies have had limitations on the support they can provide.

Our response to Covid-19 has focused very much on the wellbeing of our employees, we therefore expect to be able to have upgraded our awards as planned, in due course.

Action 3.2: Equality assessing our Organisational Development and Organisational Change policies and proposals

Everyone has a role to play in transforming NatureScot as an organisation and helping us adapt to challenges we are facing as a sector. Equality, diversity and inclusion are engrained across our work and key to helping bring about a nature-rich future for Scotland. Our aspirations for transformation are being delivered through our Organisational Development framework which captures the work we need to do to achieve this transformation (*insert image*). A diverse and inclusive workforce and dignity at work are key components of this. We have undertaken a number of EqiAs in relation to our response to Covid-19 and our transformation to virtual working (See EqiA section – Covid-19 & Beyond, homeworking and Youth employment).

Action 3.3: Increase the number of employees considering partial retirement options

Although we have not seen an increase in those seeking partial retirement we have begun increasing awareness. We have decreased the age requirement for attendance at our Planning for Retirement workshops and we held a series of pension workshops in 2020.

Our work with Age Scotland around age bias and integrating Career MOTs (see additional actions above) into our performance development conversations will encourage more conversations around career aspirations throughout employee life cycle.

Action 3.4: Review our approach to Employee Networks

Our Change Partner Network plays a key role in supporting successful and efficient organisational change, ensuring that change initiatives are communicated to the teams they represent, and that feedback from the team flows back to the decision-makers. There is representation on the Change partner Network from our Young Employee Network (YEN) and our Women's Network and this representation will be extended to other employee equality networks as these are formed.

We are currently exploring options to collaborate with Environment & Economy Leaders Group partners to launch a shared Employee Race Network. YEN has been instrumental in creating the momentum around recent LGBTQ+ awareness campaigns and we have now launched our LGBTQ Network with a Pride virtual meeting which encouraged any and all employees to mark the month, celebrate and show ally ship for LGBTQ+ colleagues. Our Deaf Awareness Group has now evolved into a Disability Network which will focus on a wider range of disabilities.

Young Employee Network (YEN)

In the Young Employee Network and associated Panel's second year, there have been a number of progressions and achievements. The YEP authored a board paper detailing the challenges faced for youth employment in NatureScot. The associated recommendations were agreed to and have been included in the newly established Youth Engagement Action Plan.

There has been an increase in the YEN's engagement with the panel, with the start of a YEN newsletter and regular get togethers over the working from home period. We have also seen an increase of engagement from wider staff with the panel, and the increase of young people involved in decision-making and governance process. There are now YEN representatives on three of the organisations programme board including the Climate Change Programme, Programme for Youth Employment and the Intranet Improvement Project. Beyond this, the panel have also consulted on a number of EqiAs and strategies.

Work led by the YEN and its panel has been heavily directed by intersectionality - diversity, equality and inclusivity of all and has been instrumental in the formation of our other equality networks.

Action 3.5: Implement the actions identified by the Dignity at Work group

The Working Group was formed to explore emerging issues in relation to dignity at work identified in our employee surveys. This complex area includes issues colleagues may be experiencing such as bullying at work, having difficult conversations with colleagues and line managers, and the affect such issues can have on our wellbeing, both physically and emotionally.

We have reviewed our Dignity at work Policy, strengthened the informal process and promoted our existing support and tools, such as our Employee Assistance Programme and Mental Health Champions. In addition our Personal Leadership Programme provided all employees with greater insights into theirs and their colleague's personalities to help them better understand the impact their behaviour can have on different people and how to have difficult conversations when required. The roll out of our Unconscious bias training and development of unconscious bias toolkit will further strengthen our personal leadership competencies.

Our new online coaching tool also provides employees with an opportunity to diagnose work issues that are negatively impacting their wellbeing, empowering them to take control in a constructive and informal manner.

Action 3.6: Develop a Mental Health at Work Plan

Our vision of developing a Mental Health at Work plan has been overtaken by our Covid-19 response and the creation of a wellbeing package to support staff working from home. The package was based upon our *Covid-19 & Beyond* EqIA and responses to our ongoing Wellbeing in Times of Uncertainty surveys. Our wellbeing 'package' includes the introduction of new services to complement our Employee Assistance Programme and employee engagement, widening of our employee networks, an online learning hub and a variety of wellbeing drop in sessions which aim to cater from all. We are making wellbeing a central theme of all conversations that we have within teams, with employees and colleagues across the organisation.

New Actions arising

Following this review of progress against Outcome 3 we have identified a number of new equality actions:

New equality actions April 2021 – March 2023
Building career MOTs into our Performance management process to support employees through life transition stages
Review our mentoring offer to include reverse and reciprocal mentoring

Table 6: New Equality actions for outcome 3, 2021-23

Equality Outcome 4

We have reduced the gender pay gap to 9%

We have achieved our target of reducing our gender pay gap to 9% from 10.95% in 2019. As at time of reporting our average (mean) gender pay gap was 8.54%. This is likely a combination of a number of positive actions:

- Consolidation of lower grades in 2019
- Increase in male new starts at lower grades (graduates, etc)
- Increased number of female promotions and the reduced grade journey times implemented in the last reporting period (2014-2019)

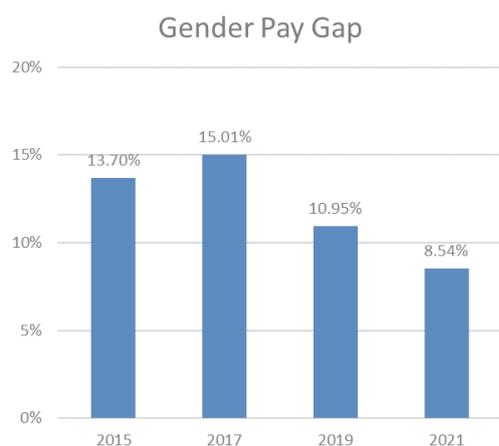


Figure 1: Gender Pay Gap graph 2015-2021

We continue to make good progress in relation to many of the actions across this outcome.

Action	Our agreed equality actions April 2019 – March 2021	Progress
1	Explore further opportunities to reduce the gap between the lowest and highest earners	Achieved
2	Review our recruitment policies and processes	Some progress made
3	Development of STEM Ambassadors in areas where there is significantly lower female representation	Not achieved
4	Improve workplace flexibility for men and women	Achieved
5	Promote shared Parental Leave	Some progress made
6	Unconscious bias training for managers (see mainstreaming report)	Achieved
7	We are recognised for good practice through accredited schemes and awards such as Living Wage Employer, Working Families accreditation (see Outcome 3, Action 1)	Some progress made

Action 4.1: Explore further opportunities to reduce the gap between the lowest and highest earners

In 2019 we explored opportunities to reduce the gap between the lowest and our highest earners. Significantly more women than men work in our administrative job families. Our A Grade roles provide valuable support to NatureScot, across a range of administrative and facilities duties, and they can be our first point of contact with the general public. The review was included in our 2019/20 pay remit resulting in a consolidation of our A grade staff into B grade.

Action 4.2: Review our recruitment policies and processes

We are in the process of reviewing and consulting on our suite of resourcing policies, working in partnership with our trade union colleagues to improve the transparency and accessibility of our resourcing policies and processes. This will result in increased transparency of all opportunities and improved accessibility of the internal applications process. We responded to feedback from our employee networks in terms of our new format to ensure we overcame any perceived barriers concerning transparency and equality in career development held within the organisation.

The ad hoc development of role profiles can be a barrier to new and creative ways of doing a job. Often roles develop around the post holder rather than the actual needs of the job, which can result in recruitment bias and prevent the evolution of roles. We are therefore working on generic role profiles and job roles and we will seek to ensure that bias continues to be removed from the entire resourcing cycle. This is part of our ongoing commitment to transforming our organisation and implementation of our Organisational Development framework.

Action 4.3: Development of STEM Ambassadors in areas where there is significantly lower female representation

We have made slower progress in terms of coordination of our approach around STEM Ambassadors to date. However we have been raising the profile of women in the sector. We published 19 blog posts for International Women's Day in 2020, highlighting our [NatureScot Women](#). While not all of these women work in STEM roles, they highlight the variety of jobs that our organisation has and the diversity of backgrounds that have led our female employees to where they are now.

As highlighted in Outcome 1 Action 1.1 the need for a more strategic and sectoral approach to STEM is required. This will be explored further in our Changing Landscapes Actioning Change Symposium and inform our Youth Employment Programme, STEM, and Recruitment and Attraction strategy in the future (see Outcome 2, Action 2.1).

Action 4.4: Improve workplace flexibility for men and women

In the past two years we have completed our roll-out of laptops to our employees. Pre Covid-19 this enabled our staff to have more flexibility about where they worked and we saw many taking advantage of spaces most suitable to them and/or the tasks they were doing. When lockdown began in March 2020 we seamlessly moved into working from home. We doubled the number of remote working licences (for accessing our internal systems) within days, and provided staff with a budget to make their home working setup safe and comfortable.

Survey responses indicated that many staff appreciated the ability to work more flexibly during the pandemic, with positive impacts on their physical and mental health, a better balance with family/community life, and less time spent commuting or travelling for work. 16% of staff have opted for full-time home working in the future (post-pandemic), 19% opted for working at home more than 60% of the time and 57% opted for occasional homeworking.

Prior to the pandemic, we had 12 permanent home workers, with many more working from home occasionally, though this number increased after the roll out of laptops and simplification of remote access to our systems.

Two thirds of our workforce have a flexible working pattern, with one third having a traditional working pattern (there is no differentiation between men and women, nor any difference between 19/20 and 20/21). Traditional is 37 hours, Monday to Friday, 9-5; flexible working patterns include all part time staff, and full time staff who work a different pattern (compressed hours, often 37 hours over four days).

Action 4.5: Parental leave

Shared Parental leave continues to have a low take-up and there have been no increases in uptake over the last two years. We are reviewing our policy, while also adding other resources to help colleagues make sense of it and consider their options.

Having increased our fully paid paternity leave from four to eight weeks in April 2019, all of the 10 men taking paternity leave have taken the full length. A further three are due to start their paternity leave in March 2021.

We have had 17 women take maternity leave (9 in 2019/20 and 8 in 2020/21). Of those, ten returned to the same hours they worked before (six full time, four part time), six lowered their hours, and one lowered her hours initially before returning to full time a year after return.

Paid Special Leave due to Covid-19 impact

At the start of the pandemic NatureScot adapted our policy on paid special leave, temporarily removing the previous limit of ten days (pro rata). 205 of our 710 staff took paid special leave for coronavirus during 2020/21.

	Women	Men
Number of staff	128 (62%)	77 (28%)
Average days taken	30.5	27.4

Table 8: Paid Special Leave taken by NatureScot staff during 2020/21

While this leave primarily covered those with caring responsibilities (mostly home-schooling), it also accounts for those whose jobs rely on offices being open (office administration and cleaning staff) where the workload had either disappeared or was minimal (and other work wasn't able to be redistributed). Although two thirds of our staff work a flexible working pattern, more women than men are part time. Our data shows that female staff taking special leave found their working hours more affected than the male staff who took special leave, despite the average days taken not being that different.

These figures exclude those who took paid special leave for other reasons, or to volunteer in relation to coronavirus.

Gender Pay gap, occupational segregation & Equal Pay statement

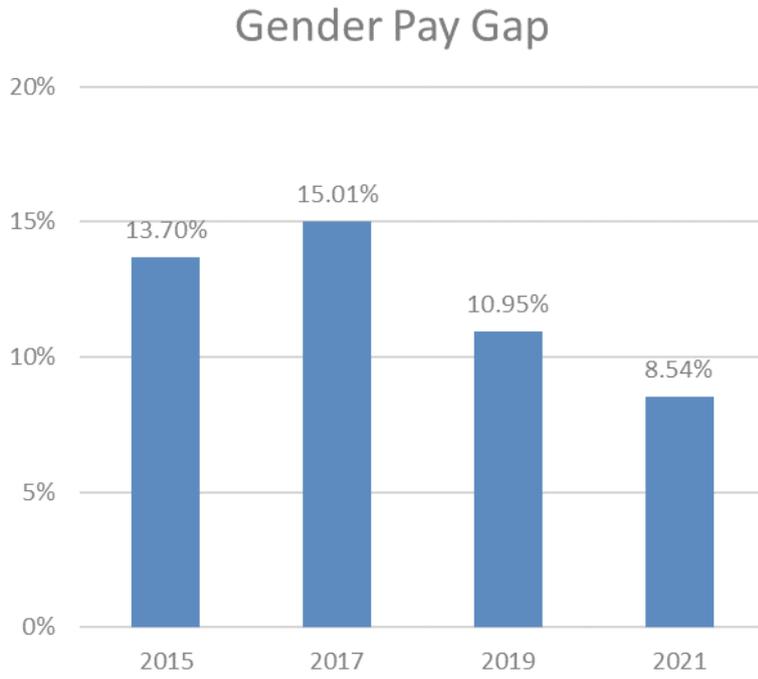


Figure x: gender pay gap, 2015-2021

Data analysis still to be done for this section.

Occupational segregation by Race & Disability

Data analysis still to be done for this section

Appendix - Workforce Profile – Age

This is one of two mandatory fields (the other being marital status), hence the high declaration numbers.

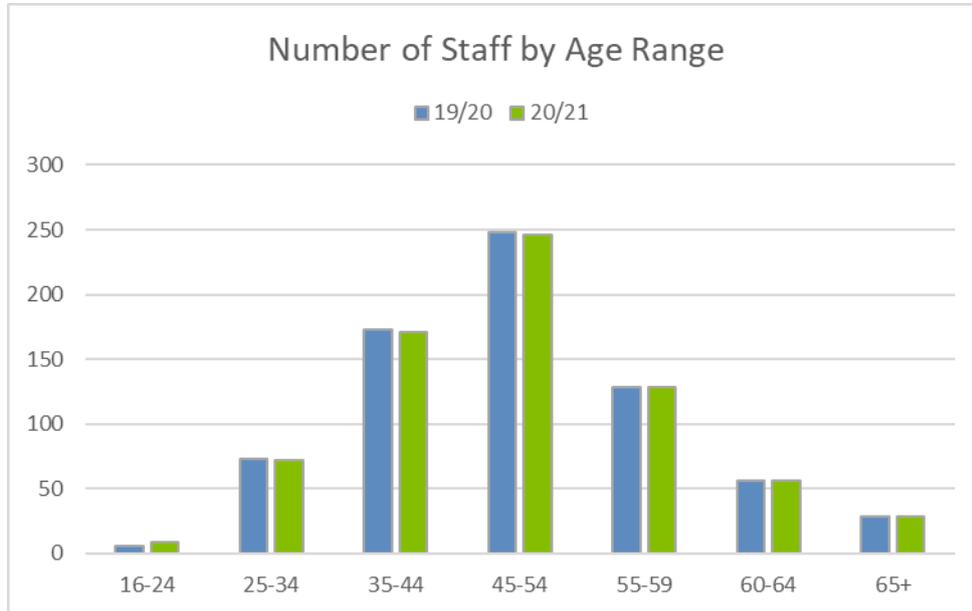


Figure X: Number of staff by age range 2019/20 and 2020/21

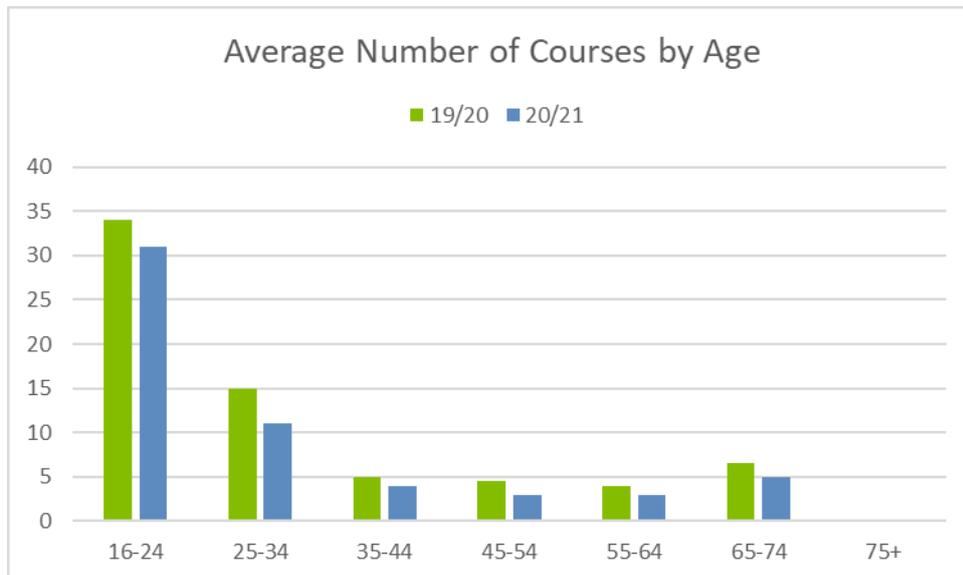


Figure X: Average number of courses by age 2019/20 and 2020/21

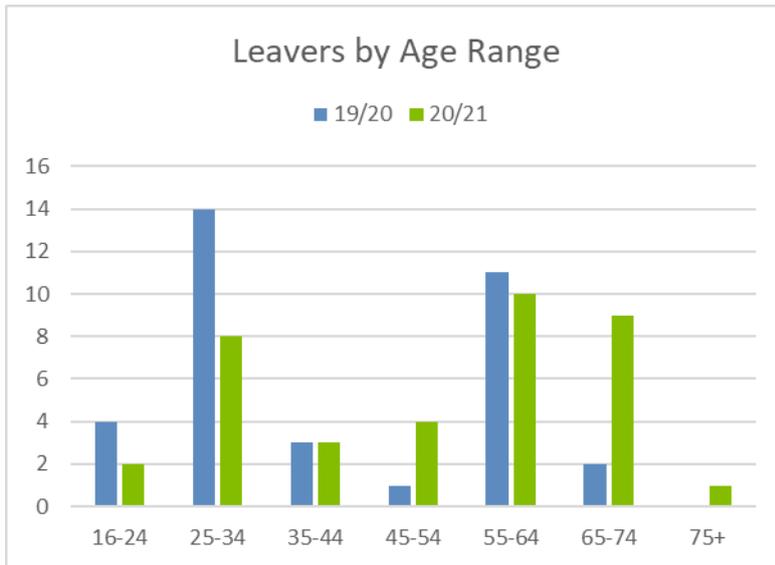


Figure X: Number of leavers by age range 2019/20 and 2020/21

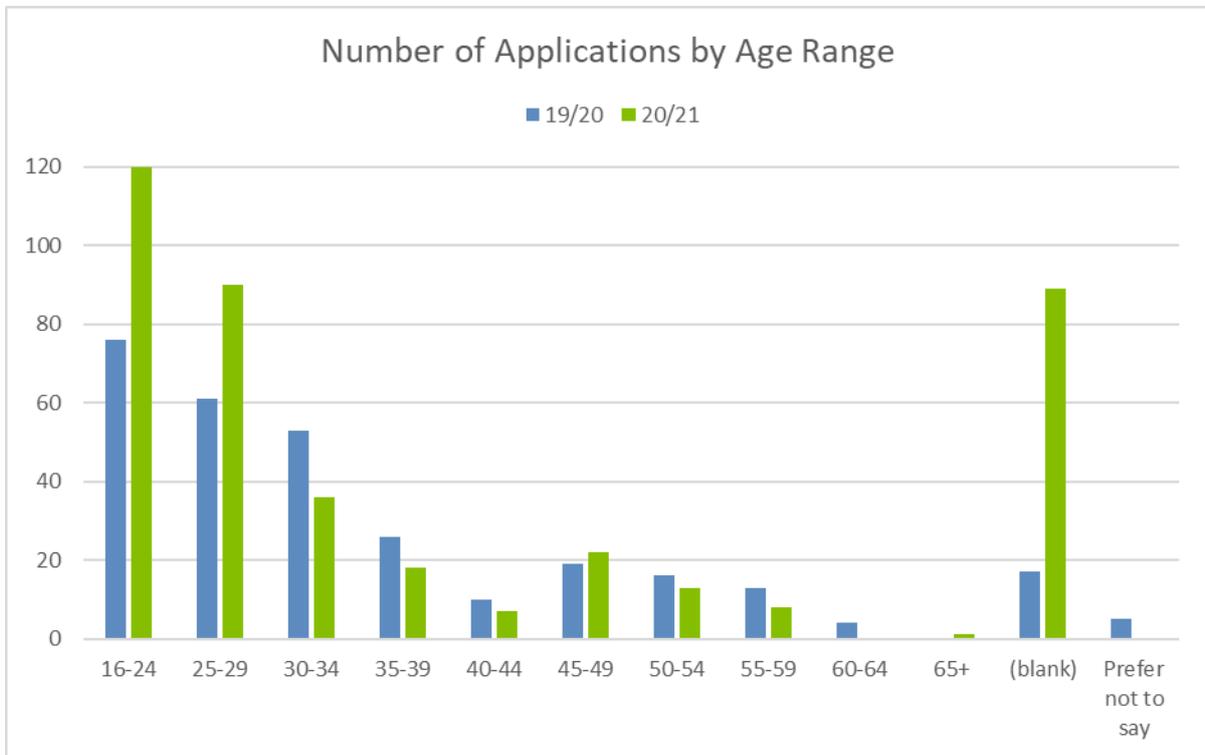


Figure X: Number of applications by age range 2019/20 and 2020/21

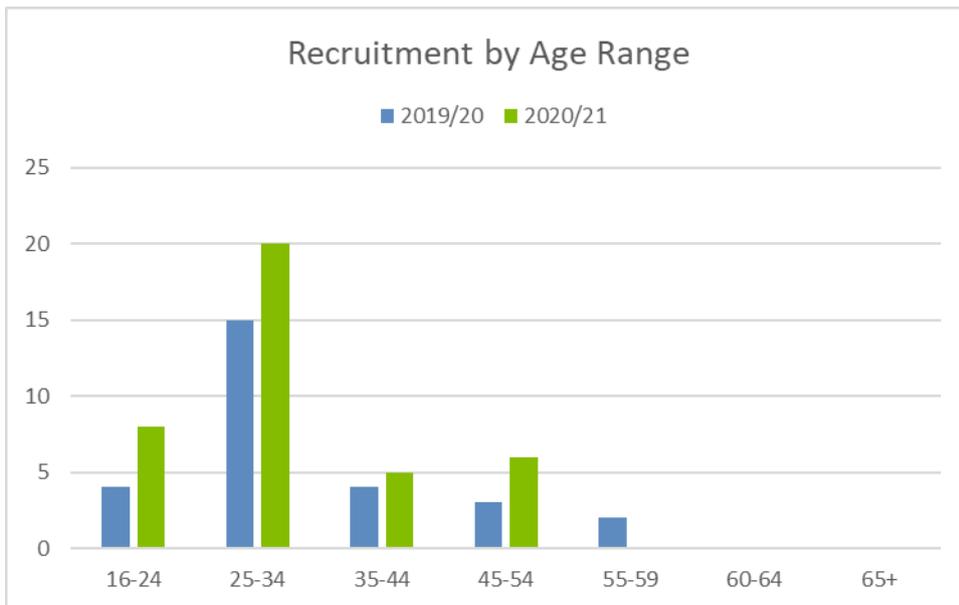


Figure x: Number of new recruits by age range 2019/20 and 2020/21

Appendix - Workforce Profile – Disability

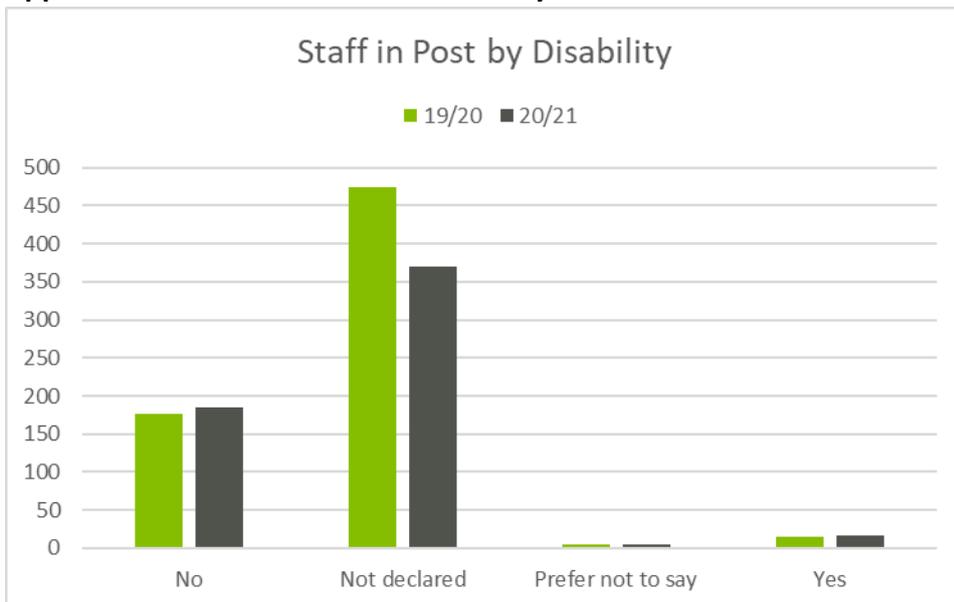


Figure x: Staff in post by disability status, 2019/20 and 2020/21

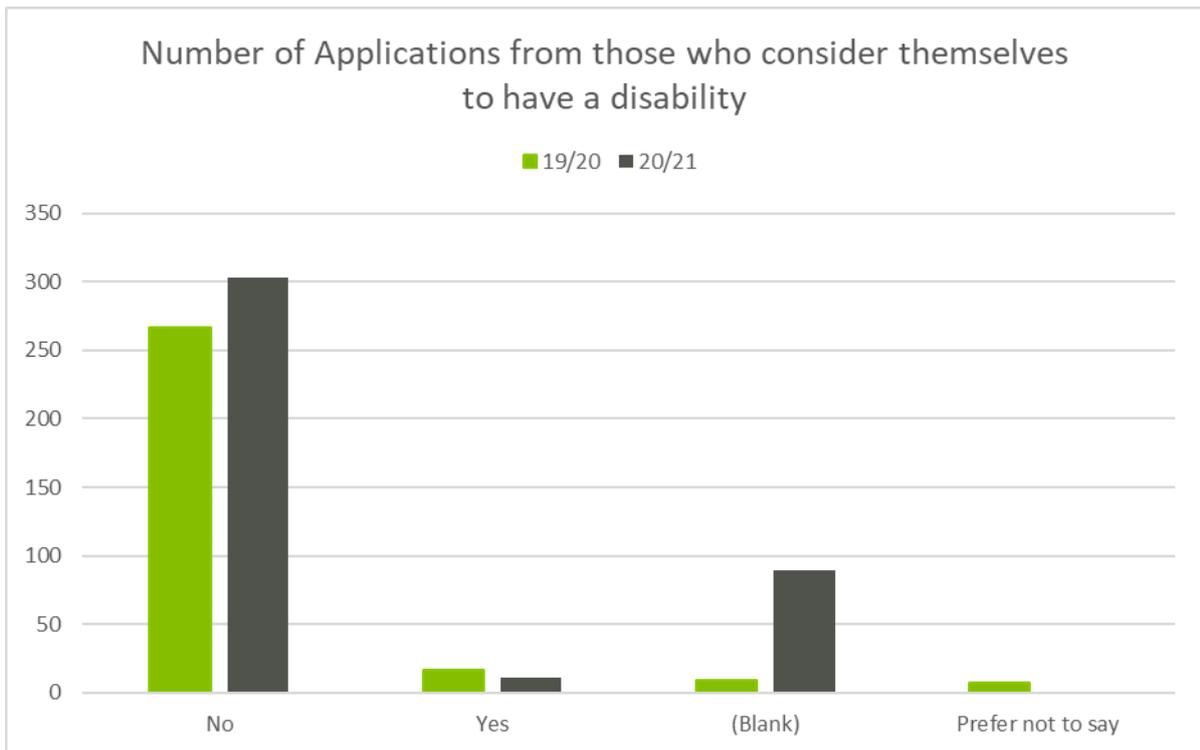


Figure x: Number of applications from those who consider themselves to have a disability 2019/20 and 2020/21

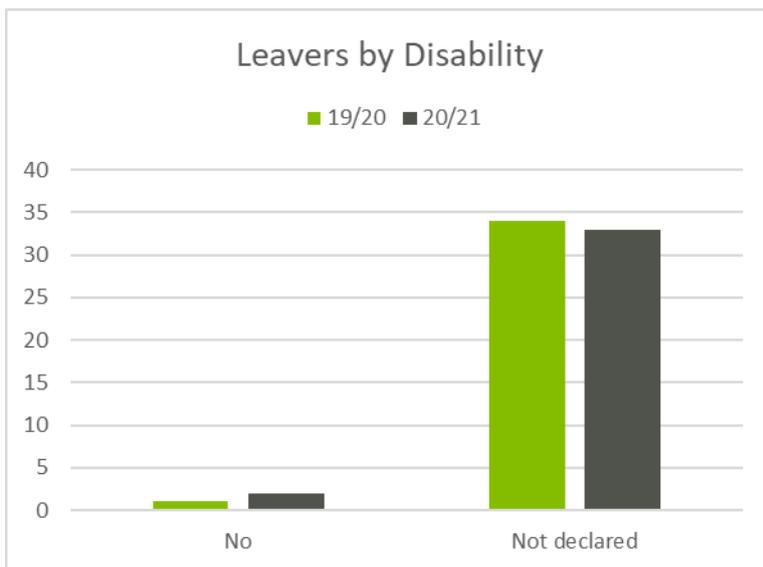


Figure x: Number of leavers with a disability 2019/20 and 2020/21

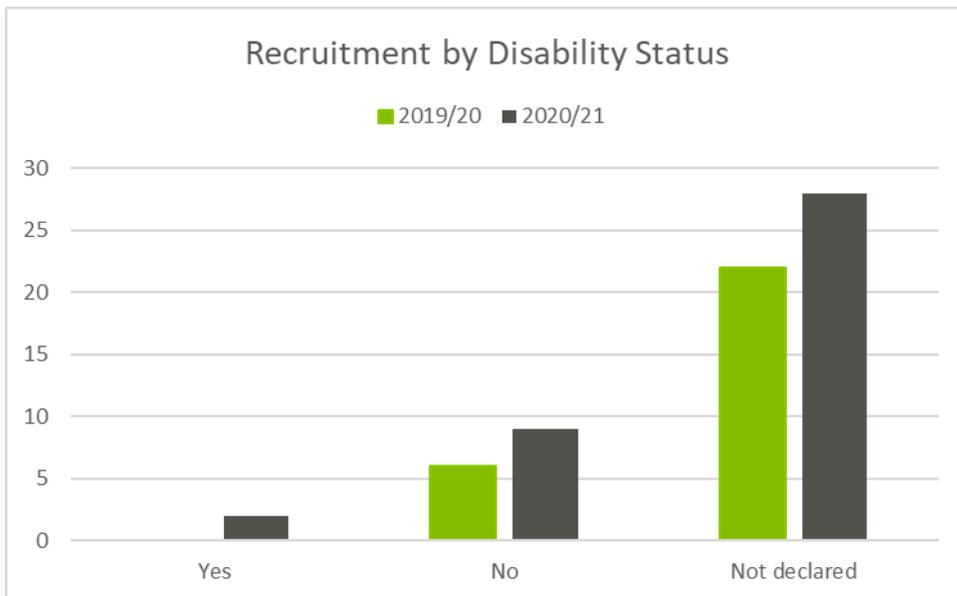


Figure x: Number of staff recruited with a disability 2019/20 and 2020/21

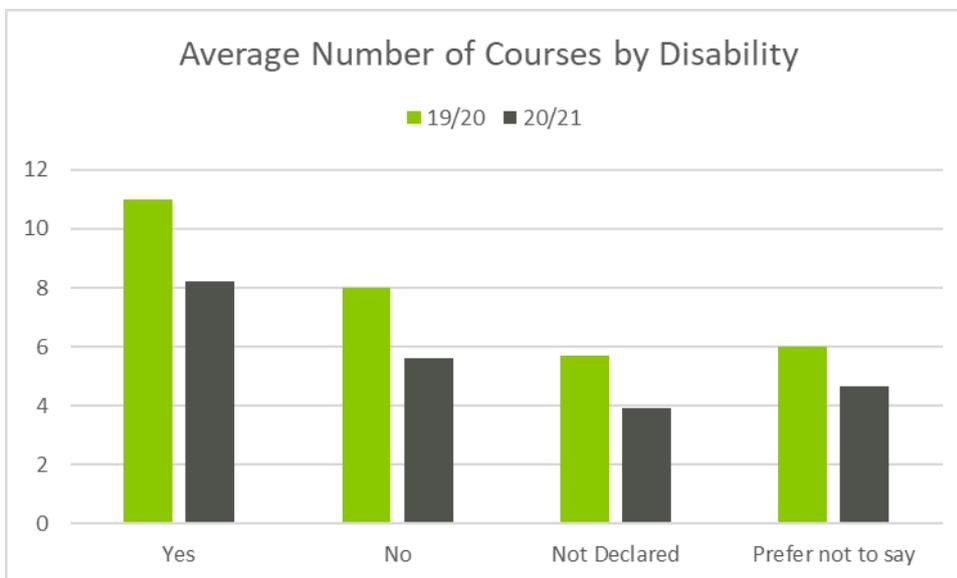


Figure x: Average number of courses undertaken 2019/20 and 2020/21

Appendix - Workforce Profile – Sex (biological sex, not gender identity)

We have no data for average number of courses undertaken for this characteristic.

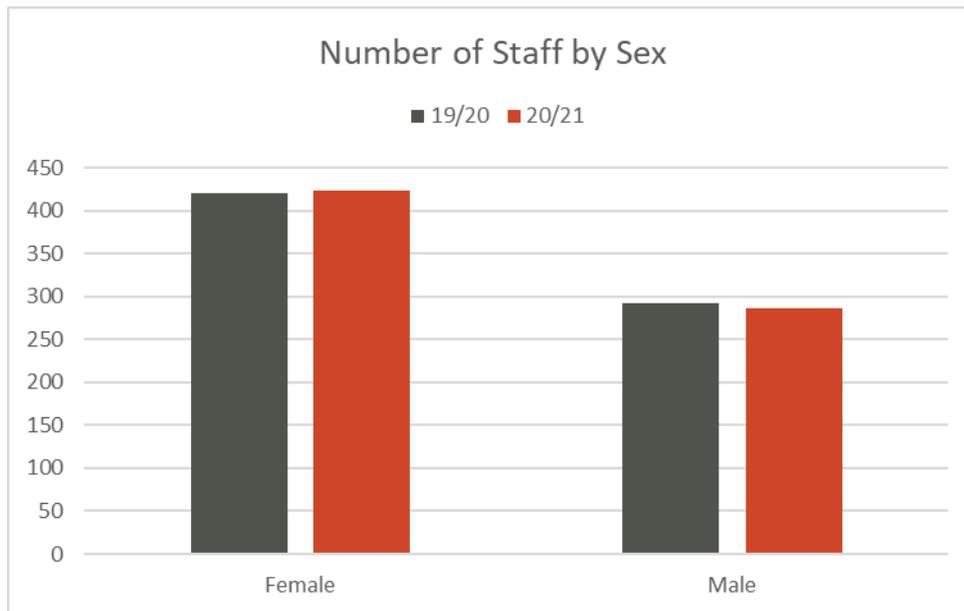


Figure x: Number of staff by sex 2019/20 and 2020/21

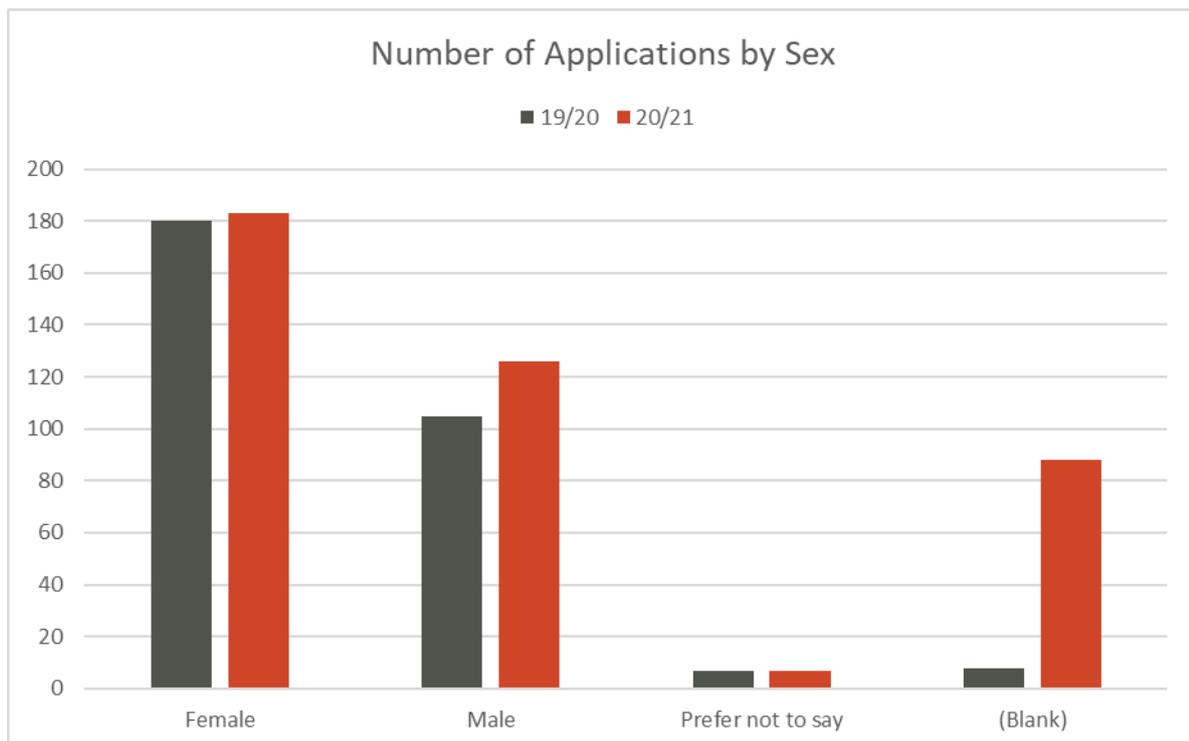


Figure x: Number of applications by sex 2019/20 and 2020/21



Figure x: Number of new staff by sex 2019/20 and 2020/21

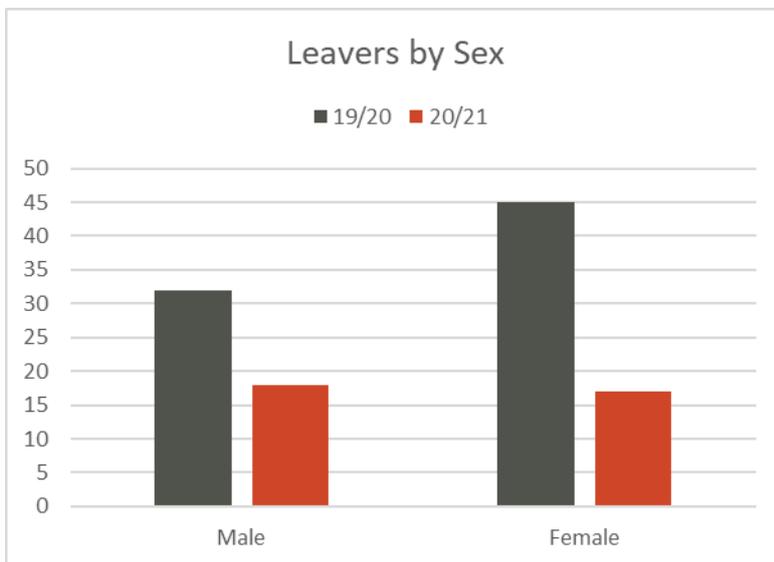


Figure x: Number of leavers by sex 2019/20 and 2020/21

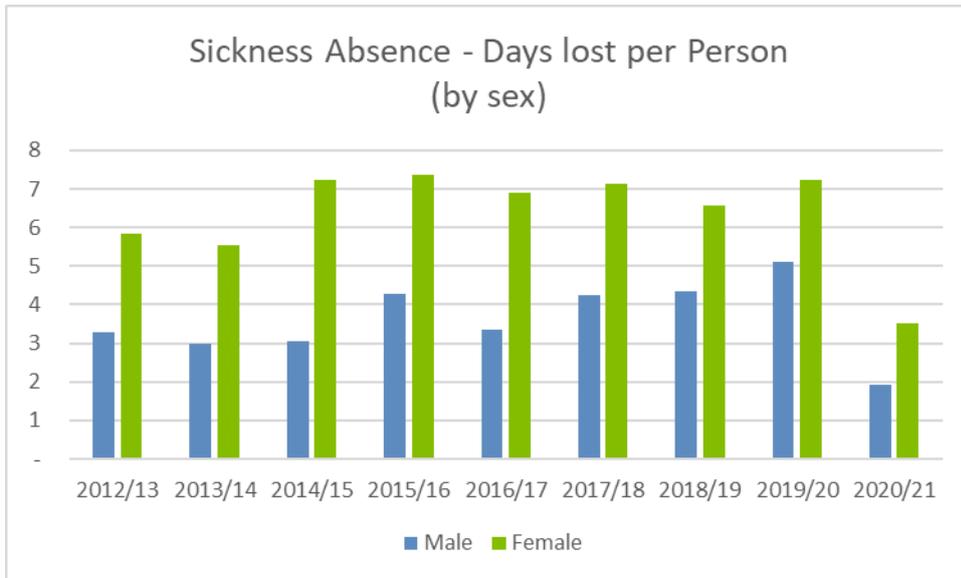


Figure x: Number of days lost to sick absence by sex 2019/20 and 2020/21

Appendix - Workforce Profile – Ethnic Origin

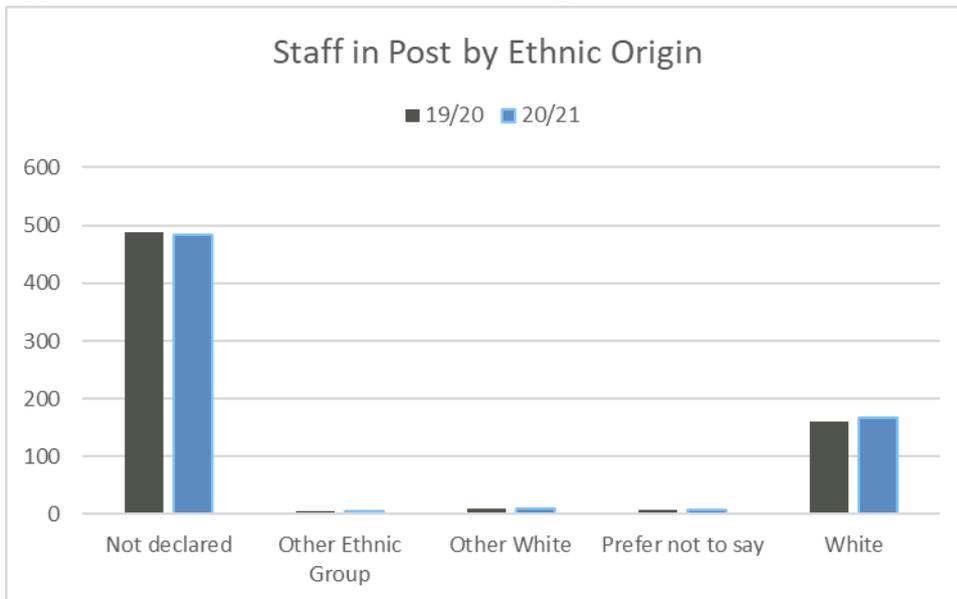


Figure x: Number of applications by ethnic origin 2019/20 and 2020/21

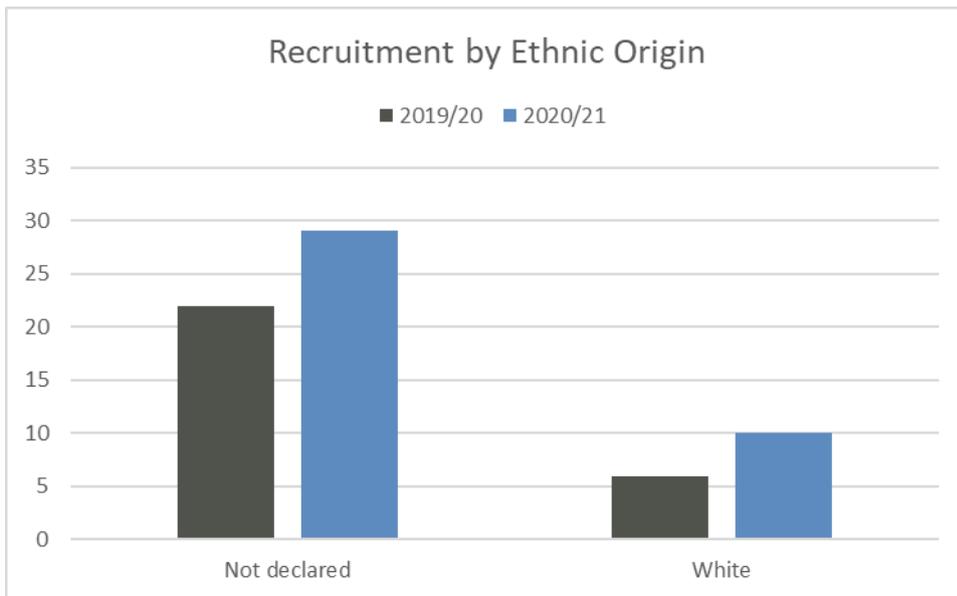


Figure x: number of new staff by ethnic origin 2019/20 and 2020/21

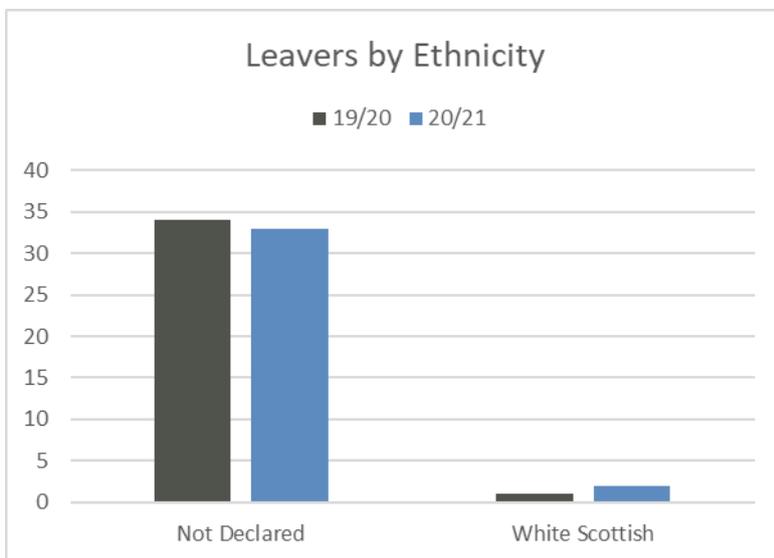


Figure x: Number of leavers by ethnic origin 2019/20 and 2020/21

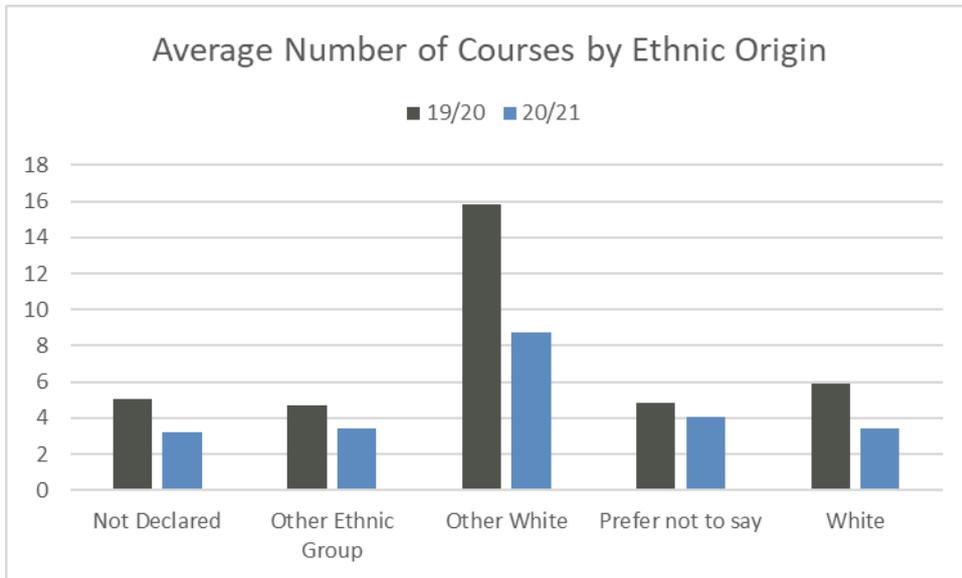


Figure x: average number of courses undertaken by ethnic origin 2019/20 and 2020/21

Appendix - Workforce Profile – Sexual Orientation

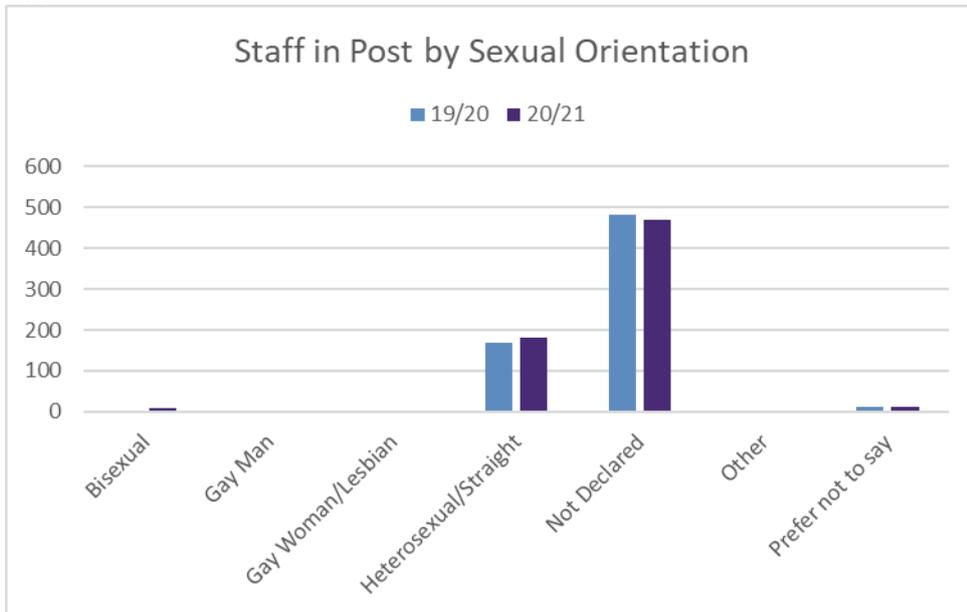


Figure x: staff in post by sexual orientation, 2019/20 and 2020/21

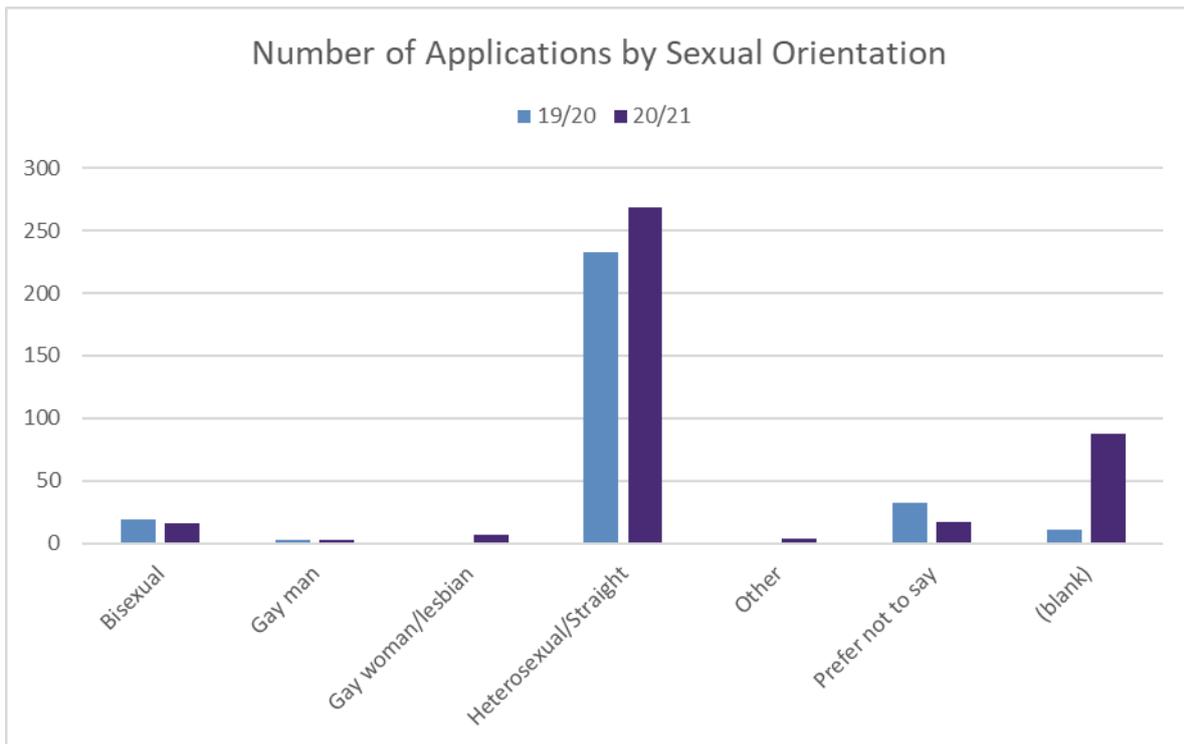


Figure x: number of applications by sexual orientation 2019/20 and 2020/21

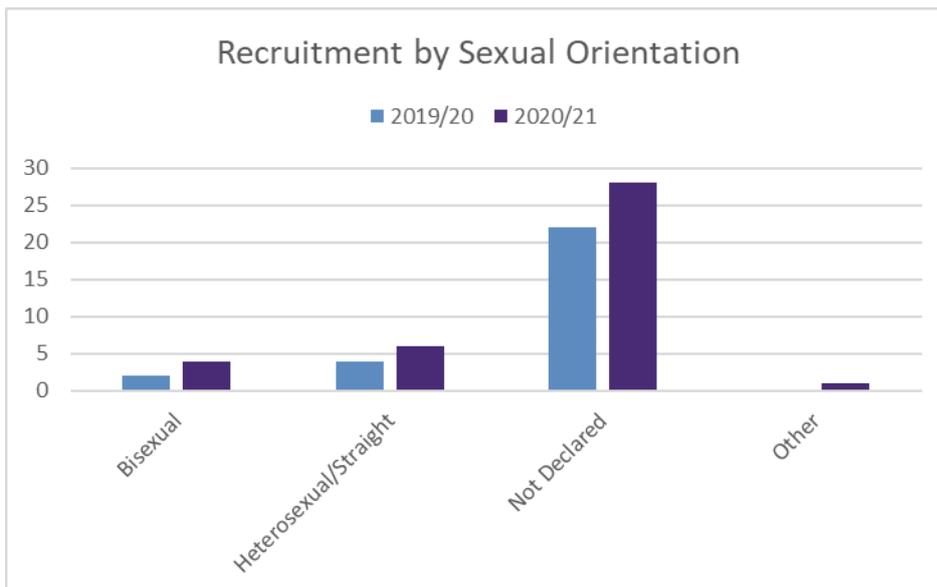


Figure x: number of new staff by sexual orientation 2019/20 and 2020/21

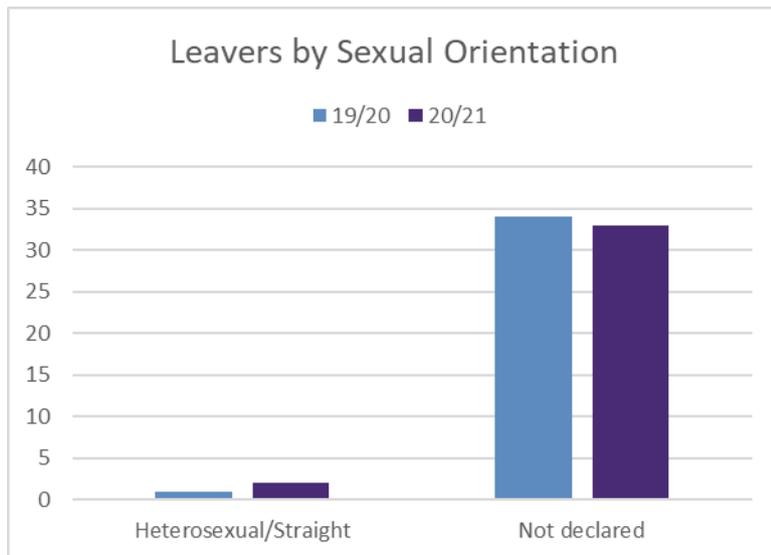


Figure x: number of leavers by sexual orientation 2019/20 and 2020/21

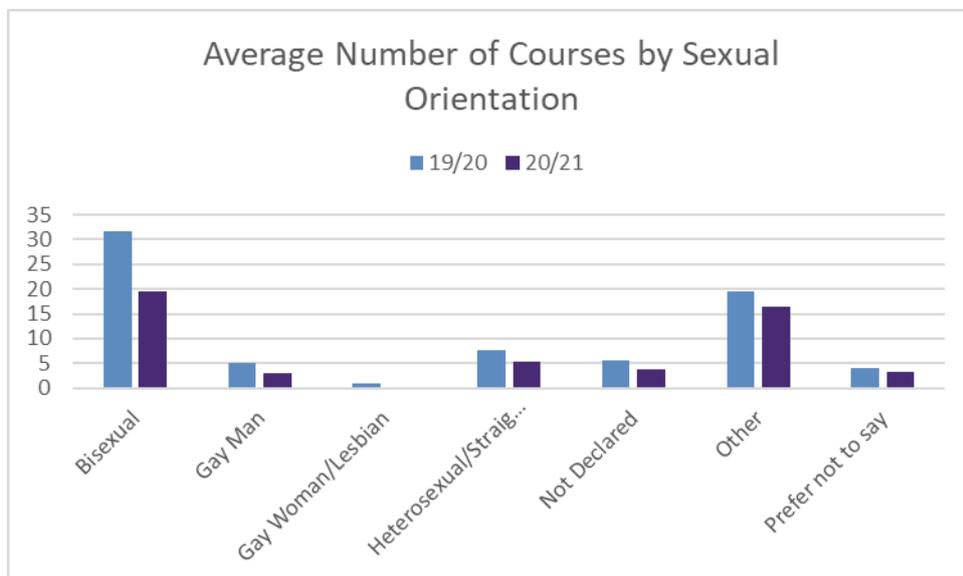


Figure x: average number of courses undertaken by sexual orientation 2019/20 and 2020/21

Appendix - Workforce Profile – Religion/Religious Belief

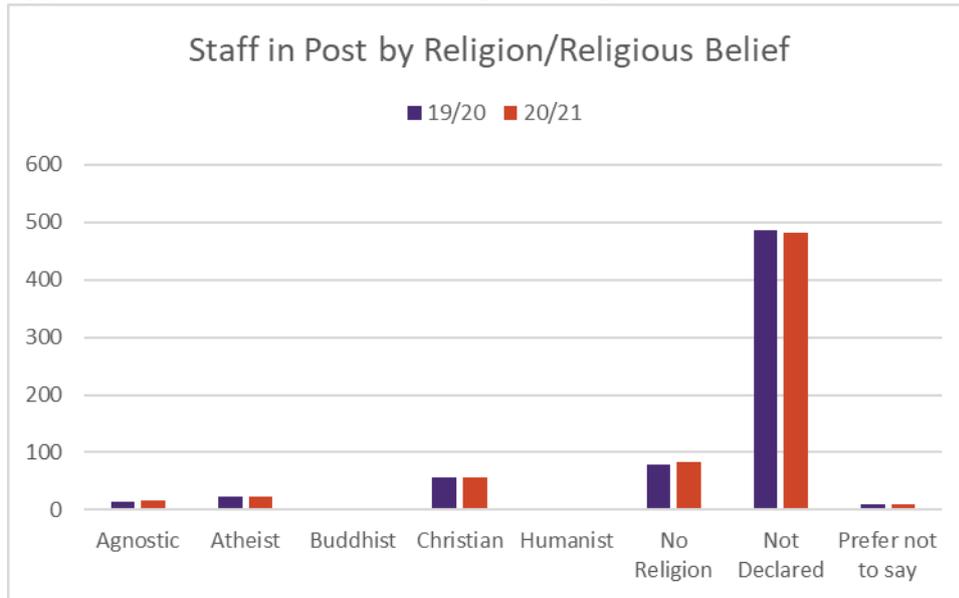


Figure x: staff in post by religion/religious belief, 2019/20 and 2020/21

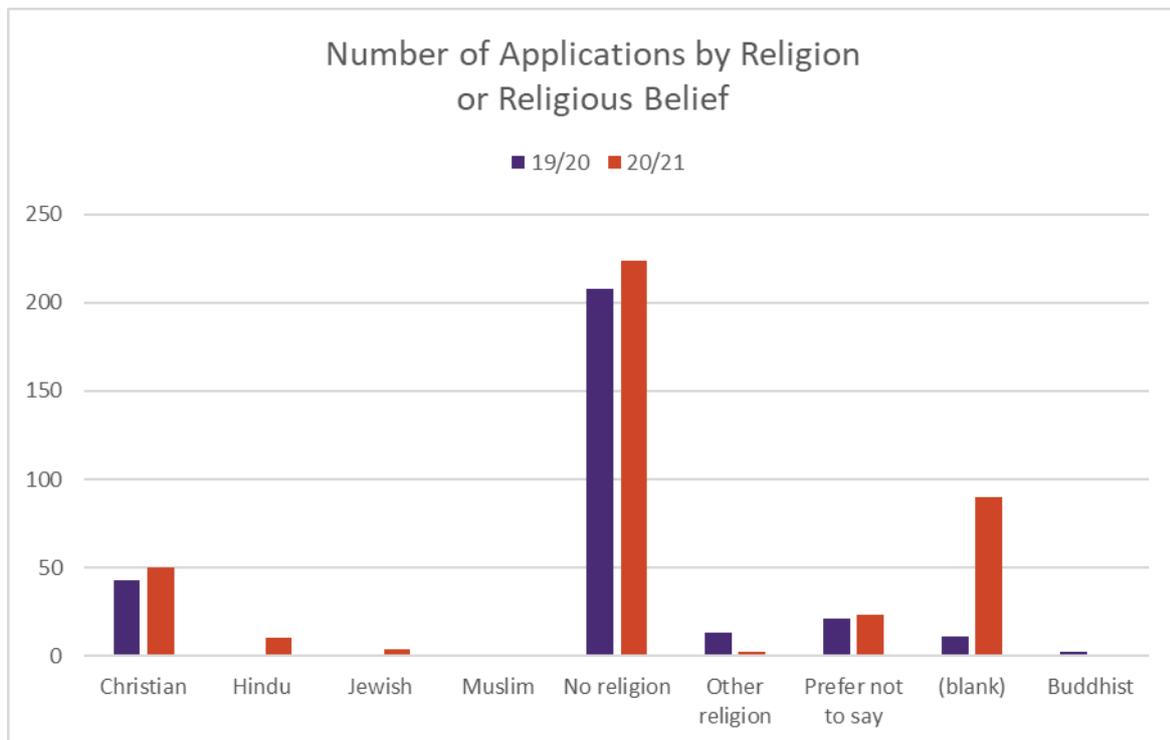


Figure x: number of applications by religion/religious belief part 2 2019/20 and 2020/21

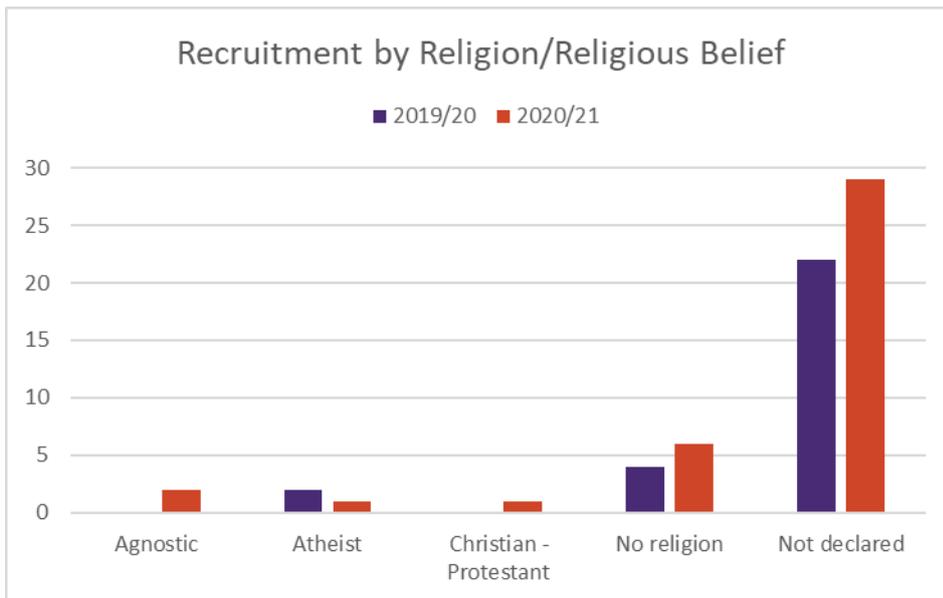


Figure x: number of new staff by religion/religious belief 2019/20 and 2020/21

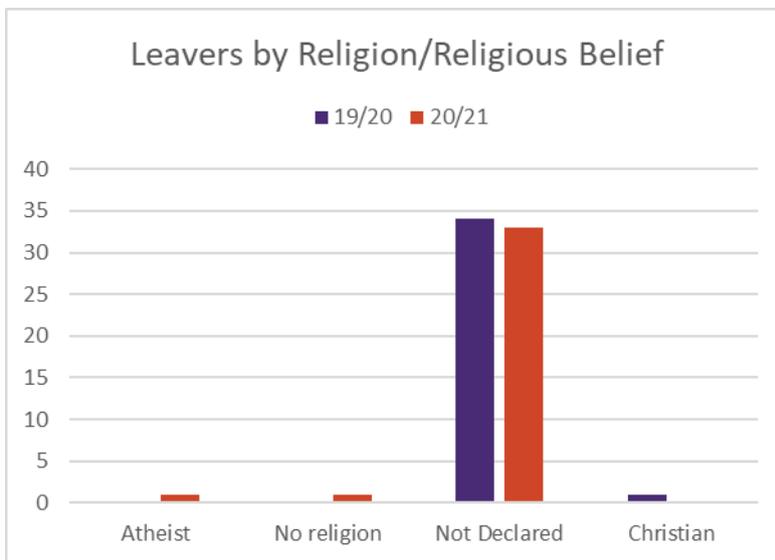


Figure x: number of leavers by religion/religious belief 2019/20 and 2020/21

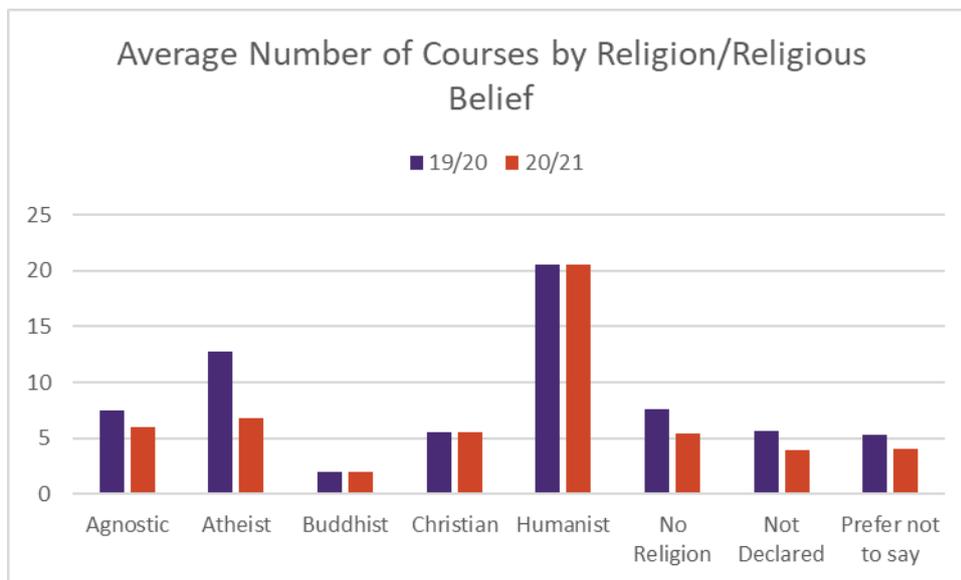


Figure x: average number of courses undertaken by religion/religious belief 2019/20 and 2020/21

Appendix - Workforce Profile – Pregnancy/Maternity

We have had 9 staff pregnant or on maternity leave in 19/20 and 8 in 20/21.

None of our job applicants answered yes to the question on this protected characteristic, therefore none of those recruited either.

None of our leavers left because of pregnancy or maternity, nor any left upon finishing their maternity leave.

We have no data for average number of courses undertaken.

Appendix – Workforce Profile – Gender Reassignment

We have no data for this characteristic. This could be because any individuals have not declared, or because we do not have any.

Appendix - Workforce Profile – Marital Status

This is one of two mandatory fields (the other being age), hence the high declaration numbers.

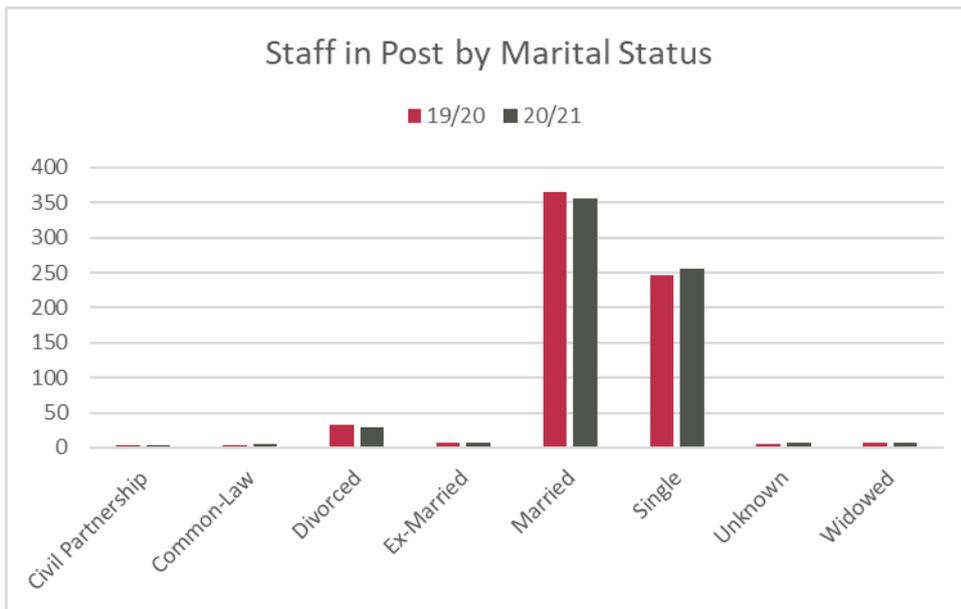


Figure x: staff in post by marital status, 2019/20 and 2020/21

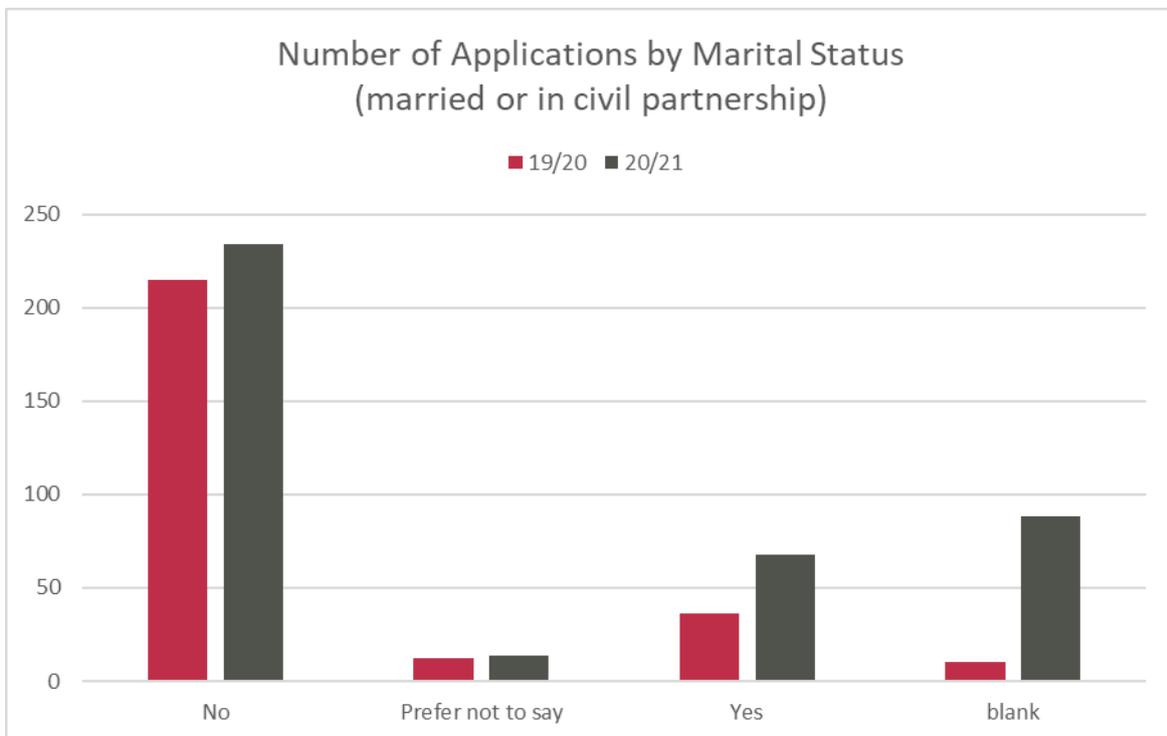


Figure x: number of applications by marital status 2019/20 and 2020/21

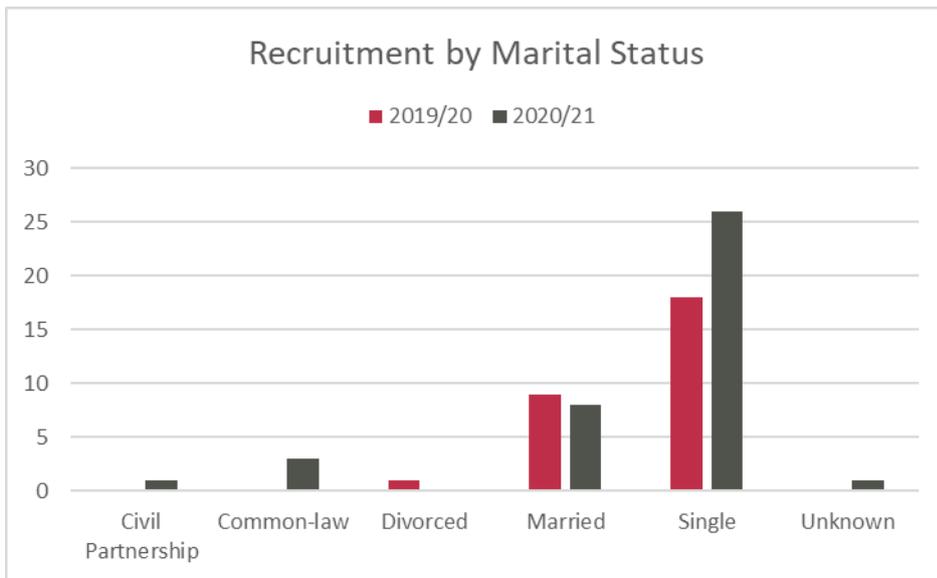


Figure x: number of new staff by marital status 2019/20 and 2020/21

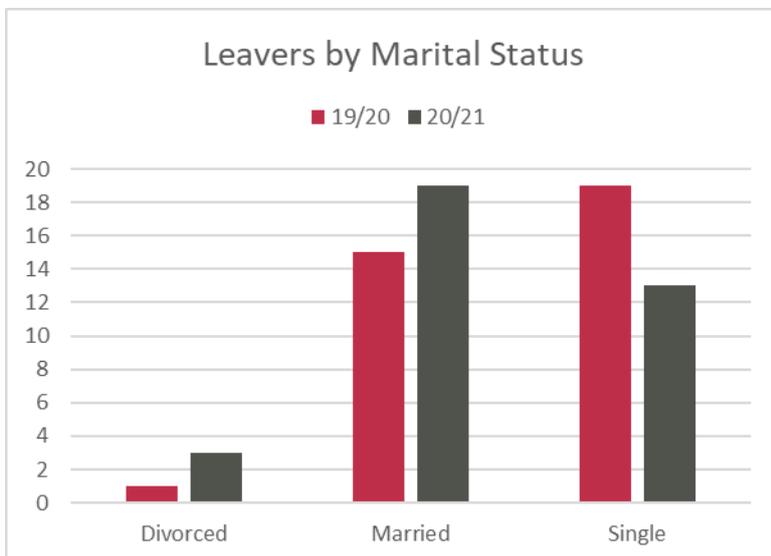


Figure x: number of leavers by marital status 2019/20 and 2020/21

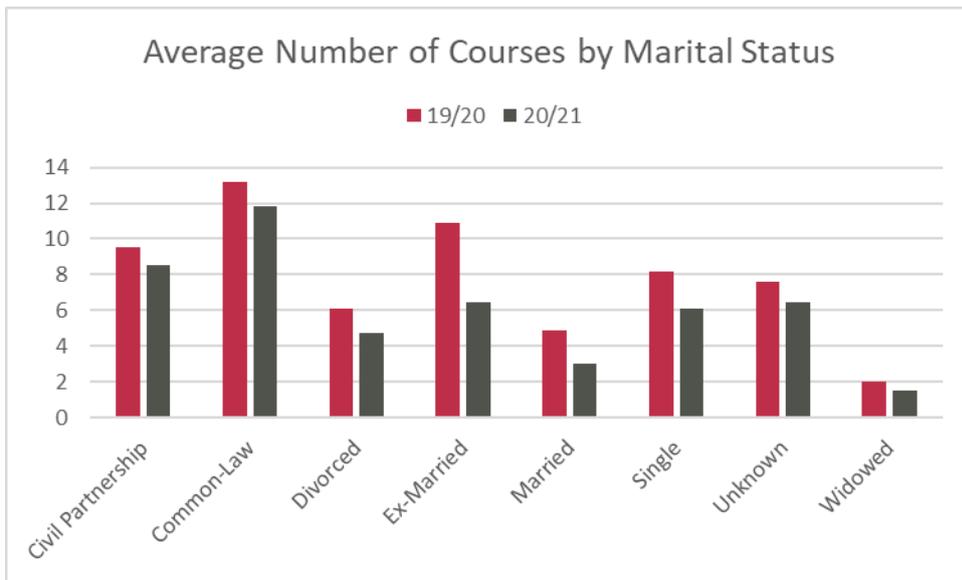


Figure x: average number of courses undertaken by marital status 2019/20 and 2020/21