



EQUALITIES MAINSTREAMING REPORT  
APRIL 2019-MARCH 2021

Our Equality Outcomes 2021-2025

# CONTENTS

Introduction	3
About us	3
Our specific duties in relation to mainstreaming equality	5
Progress in achieving our equality outcomes April 2017 – March 2021	6
Mainstreaming against our legal responsibilities under the Equality Act (2010)	13
Mainstreaming equality as a scrutiny and improvement support body	14
Mainstreaming equality as an employer	17
Equality work with external partners	24
Looking forward: equality outcomes April 2021 – March 2025	26
Appendix 1: Equality information by protected characteristic	34

You can find more information about equality and diversity within the Care Inspectorate on our website <https://www.careinspectorate.com/index.php/equality-and-diversity>. You can also get information by emailing [equalities@careinspectorate.gov.scot](mailto:equalities@careinspectorate.gov.scot). This report is available in alternative languages and formats on request.



# INTRODUCTION

**Mainstreaming equality means integrating equality into our day-to-day working and the exercising of our functions. In other words, equality is a component of everything we do.**

This report contains our:

- progress against our equality outcomes from April 2019 to March 2021
- equality outcomes for April 2021 to March 2025
- workforce equality information including our pay gap information (appendix 1)
- equal pay statement (appendix 1).

## ABOUT US

**Every person in Scotland has the right to high-quality, safe and compassionate social care and social work services that make a real and positive difference to their lives.**

The Care Inspectorate is the national agency responsible for regulating social care services including services for adults, older people, children and young people. This includes registration, inspection, complaints, enforcement and improvement support.

We support services to improve the quality of their care. This means we work with services, signposting them to guidance and improvement support resources and share good practice. If we find that care is not good enough, we take action.

We influence and shape social care policy nationally and internationally, sharing our learning with others. Our work supports transformation of social care in Scotland. We helped develop Scotland's Health and Social Care Standards, and we use them in every element of our scrutiny and quality improvement work. The Standards are clearly focused on human rights and wellbeing.



"At the Care Inspectorate, we play an important role in supporting improvements in the quality of care that people experience and reducing health and social inequalities in Scotland. Care services must respect, support and promote the dignity and rights of those they are entrusted to care for. We believe that equality improves and enriches people's experience of care and we want to further embed equality into everything we do. There is still more for us to do and we will proactively promote the rights of all people - everyone matters."

Peter Macleod, Chief Executive,  
Care Inspectorate



# OUR SPECIFIC DUTIES TO MAINSTREAM EQUALITY

The Equality Act 2010 came into effect in October 2010.

The Act covers nine [protected characteristics](#):

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

The General Equality Duty (Section 149) of the Equality Act 2010, requires public bodies, including the Care Inspectorate, to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 helps public bodies in Scotland, including the Care Inspectorate, to support the better performance of the General Equality Duty. The Specific Duties require us to:

- publish equality outcomes and report on progress
- assess the impact on equality of all new and existing policies
- gather and use employee information to identify and support improvements
- use information on the protected characteristics of members (board and management)
- publish gender pay gap information
- publish statements on equal pay
- consider award criteria and conditions in relation to public procurement
- publish in a manner that is accessible.

# OUR PROGRESS IN ACHIEVING OUR EQUALITY OUTCOMES APRIL 2017-MARCH 2021

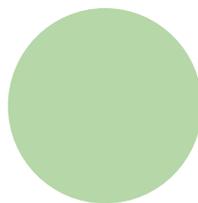
We continue to make significant progress with our four equality outcomes that were first published in our [Equality Outcomes, Mainstreaming Report and Action Plan \(April 2017 – March 2019\)](#). The table below provides an update on the 23 actions published in our interim report [Equality Outcomes, Mainstreaming Report and Action Plan \(April 2019\)](#).

## Equality Outcome 1:

People from across all protected characteristics find us accessible, have opportunities to get involved and influence our work by telling us about the care and social work services they experience in the future.

Actions	Progress
<p>1. Develop more links with community groups and equality organisations to provide information on our Inspection Volunteer programme and Involving People Group, and encourage wider and deeper involvement for a range of people</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>• We consulted widely with equality organisations on our new outcomes.</li> <li>• We have been working with around 12 external agencies and community groups.</li> <li>• We designed our new Working Together Group that will consult and engage on issues that concern care experienced people both internally and externally ensuring the voice of the care experienced person is heard in all of our work.</li> </ul>
<p>2. Uphold our existing relationships with equality organisations and expand further to encompass other protected characteristics and minority groups.</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>• We now work with Stonewall, LGBT Health &amp; Wellbeing, Age Scotland and the First Minister’s National Advisory Group for Women and Girls.</li> </ul>
<p>3. Ensure our new approach to collecting views from people experiencing care is built into digital systems and accessible for people with all protected characteristics.</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>• Our complaints and registrations apps meet the <a href="#">Digital First Standards</a> for accessibility and usability. We involved people with dyslexia and epilepsy in the testing.</li> <li>• In 2019, we developed and piloted the online <a href="#">Care Survey for Older People in Care Homes</a>.</li> <li>• We have developed a questionnaire to gather feedback on our registration process and this will be built into our digital systems in 2021.</li> </ul>

<p>4. Review the website, printed materials, and communication channels and consult with our stakeholders to ensure that all members of the community can access information.</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>• The website has been reviewed and meets with Web Content Accessibility Guidelines (WCAG) 2.1 Level A compliance, and we introduced the <a href="#">Recite Me</a> accessibility tool button to aid access to our website</li> <li>• We were awarded a Certificate of Recognition by Happy to Translate.</li> <li>• We delivered our 'Registered by the Care Inspectorate' widget, which takes the user directly to that service's information on our website.</li> <li>• Our publications are available in alternative language and formats on request.</li> </ul>
<p>5. Continue and expand our use of the Short Observational Framework for inspectors as part of our scrutiny work. This supports inspectors to consider the perspectives of people with limited communication abilities.</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>• As well as using this in adults, we now use this in early learning and childcare teams.</li> </ul>



## Equality Outcome 2:

We work with the care service providers we register and regulate to improve awareness and understanding of equality issues for people using care services.

Actions	Progress
<p>6. Use our improvement resource website, The Hub, to develop regular briefings for care providers on equality issues as they arise and share with all services.</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>We highlight the lived experience of excluded people with protected characteristics and promote improvement in the quality of care.</li> </ul>
<p>7. Consider how we can provide equalities improvement support to care services as part of our overall improvement strategy for the care sector, including signposting and sharing information.</p>	<p>Achieved.</p> <ul style="list-style-type: none"> <li>The Care about Physical Activity (CAPA) programme promoted equality of opportunity so that no matter what service an older person experienced, they had opportunities to move more often, for a positive impact on their physical and mental health.</li> <li>The improvement support team, working with Public Health Scotland, added a question to the team’s project charter to probe whether projects are inclusive of those affected by health or social inequalities. This was to: <ul style="list-style-type: none"> <li>– promote equality of opportunity</li> <li>– encourage participation.</li> </ul> </li> <li>At the start of the pandemic, all care homes for adults and older people were introduced to Near Me video conferencing. This enabled care home residents (many of whom are older and/ or disabled) to attend clinical appointments. Near Me is designed to be digitally inclusive.</li> <li>We deliver our Professional Development Award in Scrutiny and Improvement for inspectors from the Care Inspectorate and Healthcare Improvement Scotland. The curriculum includes specific learning and development content on equalities, diversity and inclusion and relates this to professional practice.</li> <li>We supplied information to help the Scottish Government improve and share equality data gathering for the care sector across the public sector.</li> </ul>
<p>8. Use Quality Conversations and other proactive ways of engaging with care providers to highlight any areas of concern, discuss equality issues and feedback what people who use care services are telling us about their experiences.</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>We held four Quality Conversation events with social care sector stakeholders on the agenda topic ‘A Welcome for All: Equality, Diversity and Inclusion in Care’.</li> </ul>

### Equality outcome 3:

Our workforce is well informed and engaged around equality issues and are representative of Scotland's diverse population.

Actions	Progress
<p>9. Ensure that equalities issues are fully considered and incorporated as part of our ongoing review of the strategy and improvement directorate's support programmes.</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>We have refocused the involvement and equalities team manager role and increased the hours of the equalities professional adviser to promote equality and deliver on the equality outcomes and our equality, diversity and inclusion strategy</li> </ul>
<p>10. Ensure that equality issues are linked into our strategic workforce plan, for example cultural change and workforce planning, with a blend of learning and awareness opportunities for staff and emphasis on the internal and external customer experience.</p>	<p>In progress</p> <ul style="list-style-type: none"> <li>Despite refocused priorities due to the pandemic, work continues around leadership development and career pathway roles to attract different skills, experience and backgrounds. Wellbeing has been prioritised during the pandemic.</li> </ul>
<p>11. Identify and provide regular training opportunities for staff in relation to particular equality issues. Plan for more specific and targeted equalities training on particular protected characteristics, for example disability awareness and LGBT issues.</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>All new staff, existing staff, managers and leaders have been assigned role specific equalities training. So far, 47% staff and 23% of managers have completed this mandatory training. We expect numbers to rise once other essential training linked to the pandemic is completed.</li> </ul>
<p>12. Progress actions within the British Sign Language (BSL) plan and work internally to raise awareness of our responsibilities regarding BSL with all colleagues.</p>	<p>Achieved</p> <p>As an authority we do not have to develop a British Sign Language plan under The British Sign Language (Scotland) Act 2015, however, we have:</p> <ul style="list-style-type: none"> <li>sponsored the Connect Us Too Mental Health Summit, to raise awareness of mental health and deafness</li> <li>included subtitles on short films on our intranet</li> <li>arranged a staff webinar with Contact Scotland on the online sign language video relay service.</li> </ul> <p>In progress</p> <ul style="list-style-type: none"> <li>Make sure our inspectors' PPE face coverings are transparent and suitable for those who will lip read what our inspectors say.</li> </ul>

<p>13. Develop an action plan to promote job opportunities to under-represented groups and ensure that the current review of recruitment takes into account equalities issues.</p>	<p>In progress This is being addressed as part of our strategic workforce plan and is supported by our new equality outcomes.</p>
<p>14. Develop and work with internal protected characteristic support groups and promote other equality initiatives to make staff aware and engaged in our equality agenda.</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>• Corporate equality group.</li> <li>• LGBT champion charter group.</li> <li>• The interfaith group.</li> <li>• Targeted communication and engagement with our workforce.</li> </ul>
<p>15. Review progression opportunities, ensuring that there is a fair, equal and positive experience for all employees.</p>	<p>In progress This is being addressed as part of our strategic workforce plan and includes:</p> <ul style="list-style-type: none"> <li>• developing our mentoring scheme to support induction</li> <li>• competency frameworks</li> <li>• a new leadership career pathway</li> <li>• focus on internal recruitment (secondments, placements and promotions).</li> </ul>
<p>16. Continue to work within Close the Gap's guidance and tools to identify any actions to help reduce the gender pay gap.</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>• Attended a Close the Gap event to learn about the impact of the pandemic on women.</li> <li>• Used research from Close the Gap to inform our gender pay gap information, related policies, procedures and processes.</li> </ul>
<p>17. Review findings from staff survey, focusing primarily on employment experience of female staff.</p>	<p>Achieved</p> <ul style="list-style-type: none"> <li>• 77% of respondents who completed the survey were female. Follow-up focus groups were arranged to understand the specific issues.</li> <li>• Workforce information shows that 92% of Care Inspectorate employees who work part-time are female. We will consult with staff when we review our flexible working and home working policies.</li> <li>• Our female workforce will be supported with their careers through the employee development model detailed in our strategic workforce plan.</li> <li>• Shared information, from Close the Gap, on violence at work with our workforce.</li> <li>• Developed an intranet page on domestic violence.</li> </ul>

<p>18. Review policies for dignity at work, flexible working, homeworking, career breaks, equal pay statement, equality and diversity, fostering leave, ordinary paternity leave, carers leave, maternity leave, shared parental leave, attendance and absenteeism (maximising attendance) and the menopause</p>	<p>In progress</p> <ul style="list-style-type: none"> <li>• Our learning from the pandemic will inform the reviews of our flexible working and home working policies.</li> </ul>
<p>19. Review our recruitment and selection strategy to attract a more gender and ethnically diverse applicant pool across all roles including reviewing how we offer, promote and publicise the full range of flexible working options open to our staff to identify any barriers to their take up for particular levels of our workforce.</p>	<p>In progress</p> <ul style="list-style-type: none"> <li>• This is being addressed as part of our strategic workforce plan. Disability will be a feature of this too.</li> </ul>



#### Equality outcome 4:

We work in collaboration with external networks and equality organisations to promote awareness of equality issues in care and social work services and raise awareness in these areas.

Actions	Progress
20. Establish stronger links with community groups and organisations to provide information on the role of the Care Inspectorate and how people can contact us.	In progress <ul style="list-style-type: none"> <li>We have links with many community groups and organisations, which is evidenced throughout this report and that we will continue to develop and grow.</li> </ul>
21. We will identify and work with external equality organisations and networks where appropriate to develop information guides and training opportunities for staff, ensuring staff are confident about their improvement role around equalities in the workplace.	Achieved <ul style="list-style-type: none"> <li>We have developed many resources that are available on our knowledge and improvement website <a href="#">The Hub</a>.</li> <li>We worked with external organisation LGBT Health and Wellbeing on a toolkit, which is complete and to be published in 2021.</li> </ul>
22. We work with SSSC on the Scottish non-departmental public bodies <b>equality forum</b>	Achieved <ul style="list-style-type: none"> <li>We produce the <a href="#">SSSC workforce data</a>.</li> <li>We work with SSSC on the Scottish non-departmental public bodies</li> </ul>
23. We will undertake actions to meet the requirements of the LGBT Charter Mark in conjunction with LGBT Youth Scotland working towards bronze.	Achieved <ul style="list-style-type: none"> <li>LGBT Youth Scotland confirmed we are making good progress and have recommended that when we apply for re-accreditation, we aim for the gold award.</li> </ul>

Any continuing work on these 23 actions should be taken forward through existing workplans and our equality outcome action plan for April 2021-March 2025.

# MAINSTREAMING TO MEET OUR LEGAL RESPONSIBILITIES UNDER THE EQUALITY ACT (2010)

This outlines the progress we have made in meeting our specific legal responsibilities.

## Equality impact assessments

In September 2020, we launched our new and improved equality impact assessment process, which we have developed as a toolkit of support to help improve staff knowledge and skills. The toolkit includes a how-to guide, frequently asked questions, the Scottish Government's animation [Mountains for All](#) and e-learning on understanding the equality impact assessment, all of which our staff can access through our learning management system. Our approach is intended to ensure staff know that as well as eliminating unlawful discrimination, we use impact assessments as a tool to advance equality of opportunity and foster good relations. This has resulted in an increase in the number of equality impact screening forms completed. Completed equality impact assessments are available on our website.

## Public procurement

We have a new procurement strategy (2020-2023) that fully addresses equalities.

## Publishing public information in accessible formats

We continue to offer translations, alternative formats, interpreters and translators on request. Our website meets our duties for disabled people under the Equality Act (2010).

## Our facilities

We ensure our buildings and any event spaces we use are safe and accessible for staff, volunteers, and members of the public. During the pandemic, staff were provided with equipment to safely work from home and an all-staff survey has ensured that individual needs continue to be met. In one of our offices, we have gender-neutral toilets, and we discuss options for gender-neutral toilets when renewing office leases.

# MAINSTREAMING EQUALITY AS A SCRUTINY AND IMPROVEMENT BODY

## Leadership, governance and decision making

Our [Corporate Plan 2019-2022](#) shows our commitment to maintain a focus on people's rights, choices and individual outcomes. We are driven by values and equality and diversity is a key principle of our Corporate Plan.

**1. Person-centred**  
we will put people at the heart of everything we do

**2. Fairness**  
we will act fairly, be transparent and treat people equally

**3. Respect**  
we will be respectful in all that we do

**4. Integrity**  
we will be impartial and act to improve care for the people of Scotland

**5. Efficiency**  
we will provide the best possible quality and public value from our work

We believe in a society that is fair, inclusive and equal. This is articulated in our [Equality, Diversity and Inclusion Strategy 2021-2025](#).

We continue to work in partnership with the trades unions. Our [Partnership Agreement](#) outlines our commitment to equality and diversity which references the values of the [Fair Work Framework](#).

## Involvement and investors in volunteers

Our involvement strategy [Involving You!](#) outlines how we involve people who have experienced care and those who care for them in our work.

"All Care Inspectorate volunteers are offered equalities training as part of our induction... We learn about the protected characteristics and why they are important. ...It is important that I am careful about the language I use and always treat people with respect. In 2019 the Young Inspection Volunteers asked the Care Inspectorate for some further LGBT ...awareness training. We wanted to be sure that we were being respectful and using the right language and pronouns when we meet LGBT young people on inspection. ...it really helped me to feel more confident in understanding the different sexual orientations and some of the appropriate language I should use. The Care Inspectorate listens when we identify that we need some more training on equalities."

Bronwyn Young, young inspection volunteer

In 2020, we:

- achieved our re-accreditation with Investing in Volunteers
- updated our volunteer policy, other associated policies, guidance and frequently asked questions including easy-read versions
- we revised our recruitment pack to positively encourage applications from those under-represented in our volunteer group particularly:
  - minority ethnic communities
  - younger people
  - men
  - disabled people
  - people who are care experienced.

## Scrutiny and assurance

All of our work is informed by the [Health and Social Care Standards: My Support, My Life](#).

The Standards are our main vehicle for bringing human rights, equalities, diversity and inclusion into our scrutiny assurance and improvement support work.

We produced supporting information, publications, toolkits and videos:

- [New quality frameworks](#) for inspection and self-evaluation that have a focus on human rights.
- Additional pre-inspection questions about disability, communication needs and age to increase the ways we engage with carers and young people on our strategic joint inspections of services across local partnership areas.
- Young inspection volunteers videos on our [You Tube channel](#) make it easier for children, young people and families to understand our strategic inspections findings.
- [Guidance](#) for services to support older people with dementia in care homes during the pandemic.
- Bitesize learning modules on dementia in collaboration with NHS Education for Scotland.
- Enriched model of psychological needs for people living with dementia [poster](#) that promotes LGBT inclusion.
- Promoted internal awareness of learning disabilities through our learning disability group.
- Developing a new complaint text service designed to be user friendly for children and young people, supported by a leaflet and posters, and pocket-size rights information for young people.
- We supported improvement in the early learning and childcare sector in respect of the [National Standard for early learning and childcare and the Funding Follows the Child approach](#).

# MAINSTREAMING EQUALITY AS AN EMPLOYER

We launched our first [Strategic Workforce Plan](#) in December 2019. It sets out our ambition to be an inclusive employer of choice.

*'We want to attract, retain and develop the best talent and give every individual in our workforce the opportunity to progress... Increasing the diversity of our people will ensure that we have best practice from across all sectors and improve the quality of all our work to support world class care. This will also support us to achieve a more representative balance in our workforce profile in terms of all protected characteristics.'*

## Policies, procedures and processes

Since 2019, we have reviewed 22 policies, including:

- our dignity at work policy, specifically in terms of bullying, harassment, discrimination and victimisation
- our carers policy, to give carers up to five days paid leave.

We drafted menopause guidance that we are currently consulting on.

We asked Stonewall to review our family-friendly policies to ensure they are LGBT inclusive and to identify any heteronormative language. We are now developing a trans inclusion policy and guidance about transitioning at work.

During the pandemic, we supported staff to work flexibly including flexible work patterns and encouraging additional breaks to allow for childcare, caring, home-schooling and to look after health and wellbeing.

*"Having two kids here with me and a husband who is a key worker. I feel extremely supported in finding a good work life balance in these unprecedented times."*

Employee

We will carry experiences of how we responded to the pandemic forward to inform our review in 2021 of our flexible working and home working policies. This will support existing and future employees from across all protected characteristics. Our workforce is predominantly female, and we will work with Close the Gap on our equality impact assessment for our new flexible working policy.

We are encouraging more applications from the LGBT community and disabled people. We used the Proud Employer website to advertise recent inspector roles.

We are listed on the Careers with Disabilities employer directory.

We will:

- monitor the success of our LGBT and disabled people recruitment approaches
- add our equality, diversity and inclusion accreditations to try and attract talent from under-represented groups
- include video clips and testimonials to encourage applications.

## Learning and development

In June 2020, we launched our equalities and diversity mandatory learning and development programme. Managers are required to complete six modules and other staff four. Our Leaders are required to complete the Inclusive Leadership module.

*"This made me think about my experiences and what I have observed at work. We chatted through as a team afterwards and this felt good."*

Manager

*"Very useful training... certainly makes you think of how you and others act in the workplace and how this can impact on people."*

Employee

Further optional training includes unconscious bias, understanding and tackling gender bias at work, maternity and paternity, race, sexual orientation, and trans and non-binary e-learning.

Over the next few months, we will work with colleagues to identify and deliver further training.

## Culture and employee engagement survey

Our culture strategy Achieving an Empowered and Engaged Culture 2019-2020 sets out our clear vision for an empowering, engaging and inclusive culture.

We conducted an employee survey in 2019 that measured inclusion and fair treatment. We acted on the survey feedback when procuring training and developing our equality, diversity and inclusion strategy and we will measure progress with a further employee survey in 2021.

## Communication and engagement with our workforce

Our equalities professional adviser presents regular updates to the directorate management teams. We also:

- celebrate equality dates together
- created an intranet page for equality and diversity
- use Yammer to share practice, ideas, comments and experiences.



## Employee health and wellbeing

We support colleagues to have wellbeing conversations as part of our employee appraisal process.

Additional ways we support employee health include our:

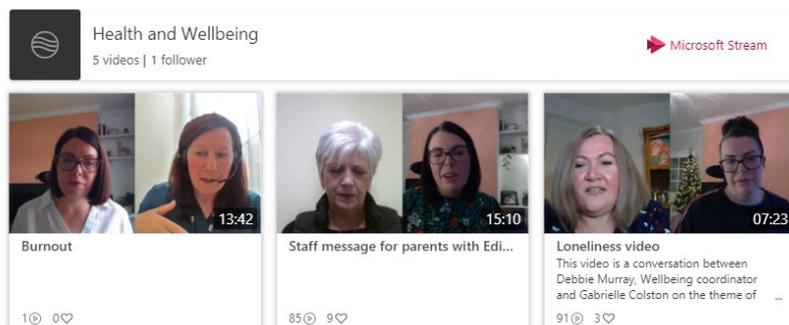
- maximising attendance policy
- occupational health provider
- employee assistance programme
- human resources and health and safety teams
- healthy working lives action plan that includes promotions and awareness days.

During the pandemic, our staff have been affected, with some needing to shield because of their own physical health, and many others have childcare or caring responsibilities. We set up our wellbeing group to promote awareness, understanding and provide guidance on coping strategies for positive mental health and wellbeing.

The wellbeing group has produced a range of resources including:

- regular blogs, webinars and short videos (the Scottish Government national wellbeing hub asked us to share our burnout video with them)
- one-to-one listening sessions with an external chaplain and interfaith support, delivered by Faith in Older People
- rolling out the Unmind self-help app to all staff and volunteers.

## Health and Wellbeing Videos for Care Inspectorate Staff



### [Burnout Video](#) with Dr Lynne Taylor



## Staff equality groups

Our corporate equality group steers the delivery and progress of the actions from our equality outcomes.

The LGBT Charter champion group delivers the LGBT Youth Scotland Charter and supports our work as a Stonewall diversity champion. Achievements include:

- being the first Scottish regulator to achieve the LGBT Youth Scotland Foundation Award
- being shortlisted for the Proud Scot Employer Award Large Business Award
- attending 10 Pride events in 2019.



*"The group members are passionate about our values, particularly fairness and respect, and improving outcomes for people who experience care. They also care deeply about equality and want to ensure that no-one is left behind. We have rich, open and honest discussions that help us to make recommendations that result in improved decisions and outcomes."*

Jacqui Duncan, chair of the corporate equality group.





Pride provides opportunities to have good conversations with the public about LGBT equality in social care services. This helps to dispel myths, for instance that individuals need to hide their sexuality from the care service, and it can offer reassurances that we can be ourselves and experience good quality care.

*"Very pleased to see representation at Pride to gather views from all sections of the community who may need services."*

Feedback from Pride attendee

We continue to promote our support for Pride on social media; it is important that we signal our support in this way.

We produced a [leaflet](#) and a [postcard](#) with the message 'We're here for you' which include our email address to encourage people to contact us if they have questions or concerns. We developed them as we know from our research that some LGBT people experience homophobic, biphobic and transphobic language and behaviour in health and social care settings. The resources also act as a visual reminder to care services about the importance of an individual's sexuality, choice and rights.

*"They never considered LGBT people in care homes before now. After chats about obstacles that individuals may face when disclosing their individuality, prior or during admission to residential care, this has made the team more considerate and open minded when asking of individuals' relationship status... before, assumptions may have been made of opposite sex marriage being the same for everyone ...this has brought about change*

*where there are now posters displayed within that home that give confidence to everyone that the care home is supportive to equality, diversity and inclusion."*

Care service manager

We presented at the Fast-Tracking Scotland Summit 2020 where we:

- explored the challenges in social care for people with HIV
- signposted delegates to the [Care of people living with HIV](#) resource, which we co-produced
- spoke about reducing the stigma that surrounds this illness.

To further promote awareness within the sector, we will trial wearing rainbow lanyards during a range of inspections across the country. We believe this will help LGBT people feel safer to be open about their sexual orientation and gender identity.

The interfaith group is a self-organised group that mainly meets in our Edinburgh office. The group focuses on faith issues, faith in the workplace and encourages employees to get together as a community in a social setting. This offers an opportunity for connection and awareness raising.

During the pandemic, a parents' Yammer group was established and now has 54 active members. It is open to all parents and carers of any sex, gender identity and sexual orientation.

External employer professional accreditations

- Our Healthy Working Lives Gold review focused on equality and diversity.
- We signed up to the Stonewall Diversity Champion programme.
- We continue to make progress against our LGBT Youth Scotland Foundation action plan.
- We are committed to achieving Level 1 of the Disability Confident Scheme.



Next steps:

- We will prepare our first submission for the Stonewall Workplace Employer Index by November 2021.
- We will apply for our Gold LGBT Youth Scotland award in 2022.
- We will achieve Disability Confident Employer (Level 2) by February 2022.

# EQUALITY WORK WITH EXTERNAL PARTNERS

We continue to work closely with the Scottish Human Rights Commission by:

- contributing to the national taskforce for human rights leadership
- playing an active role in the health and social care action group

We worked with the Electoral Commission for the election to the Scottish Parliament. We produced a leaflet for care service managers to:

- support residents in their care to register to vote
- make an informed decision about which voting method to use.

The Care Inspectorate and Healthcare Improvement Scotland are developing standards on behalf of Scottish Government to introduce Barnahus in Scotland. Barnahus (Icelandic for 'children's house) uses a child-centred approach for victims or witnesses of violence. Most people who will access Barnahus are girls, and the system has proven particularly effective at providing therapy and justice for girls who have suffered sexual abuse.

We mentioned in our last report that we coproduced '[Gender Equal Play](#)' with Zero Tolerance. Since it was launched, it has been downloaded 9520 times from our website and 7750 times from Zero Tolerance's website. We jointly chair a working group on gender equal play in early years. This group works to raise awareness and challenge the root causes of gender imbalances in early learning and childcare.

We are a 'circle member' organisation for the First Minister's national advisory council on women and girls. We are part of a group that helps generate ideas and solutions that will inform the work of the advisory council. In August 2020, we held our first 'wee circle event'.



We worked with LGBT Health and Wellbeing on [‘Proud to Care: LGBT and Dementia A Guide for Health and Social Care Providers’](#). The resource has been produced in partnership with Alzheimer Scotland and others and was launched in February 2021. Within the toolkit we provided quality illustrations to highlight good practice and weak practice.

We are working with Age Scotland to support our commitment to providing an age inclusive environment, where staff feel valued, respected and able to contribute to their full potential at all ages and stages of their career.

Our new Youth Employment Strategy (2020-2023) continues to support the Scottish Government’s youth employment strategy Developing the Young Workforce. We continue to offer a wide range of opportunities for young people including:

- modern apprenticeships
- internships
- work placements
- volunteering.



# LOOKING FORWARD: NEW EQUALITY OUTCOMES

## APRIL 2021-MARCH 2025

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 require us to publish equality outcomes every four years.

### How we developed our new equality outcomes

Who we spoke to:

- our corporate equality group
- our corporate parenting group
- our partnership forum
- our operational leadership group
- our senior leadership team
- our board
- external equality groups and partners
- managers from care services
- all our staff, through a staff survey.

Our new equality outcomes support our corporate priorities and are based on the following evidence.

- Our review of key Scottish Government publications.
- Our review of Scotland's equality evidence finder.
- Our internal equality impact assessments.
- Discussions with external equality groups.
- Our employee engagement survey.
- Our workforce equality information.
- Our learning from earlier reporting cycles.
- Feedback from our internal equality groups and Yammer conversations.

## Evidence review

Protected characteristic	Evidence	Source
Age	As of 31 March 2016, 11 out of every 1,000 people aged between 75–84 were experiencing social care either in the community or in a care home. This increased to 392.1 people per 1,000 for those over 85.	Is Scotland Fairer 2018
	Hearing the voices and experiences of older people, their carers and other family members is important.	A Fairer Scotland for Older People A Framework for Action 2019/ consultation.
	Children must be listened to, and meaningfully and appropriately involved in decision-making about their care.	We grow up loved, safe, and respected so that we realise our full potential.
Disability	Increase the opportunities for disabled people to have a say and be involved in decision	A Fairer Scotland for Disabled People Delivery Plan 2016
	Disabled people are more likely to be unemployed.	Is Scotland Fairer 2018
Race	Ensure effective engagement with minority ethnic communities, so that they are heard and involved. There is also a need to ensure social care services are provided appropriately, especially for older people in minority ethnic communities. Scotland's health and social care workforce better reflects the diversity of its communities.	Race Equality Action Plan 2017
	As of 31 March 2016, the number of white people receiving social care either in the community or in a care home was (22.6 per 1,000) compared with people from ethnic minority groups (10.0 per 1,000).	Is Scotland Fairer 2018
	In 2019, the employment rate for minority ethnic people aged 16–64 was 59.3%, compared to an employment rate of 75.7% for white people, a gap of 16.4%.	Ethnicity and Poverty in Scotland 2020

Sex	Our workforce is predominantly female, and this reflects the gender profile of the sectors we traditionally recruit from. Almost 90% of adult volunteers are female, most are white, and the average age is 60 plus.	Workforce information
	As of 31 March 2016, a higher number of women (34.9 per 1,000) received social care compared with men (22.0 per 1,000). Between 2010 and 2016, the rate increased substantially for people over 85, and increased more for men than women. Women were less likely to report being treated with compassion and understanding compared with men in 2017/18 (86.1% compared with 88.1%). Women were more likely than men to carry out regular unpaid caring responsibilities (62% compared with 38%).	Is Scotland Fairer 2018
	202,090 whole-time-equivalent staff are employed in the social care sector and 83% are women.	Fair Work in Scotland's Social Care Sector
Sexual orientation and gender reassignment	In 2015, 29% of health and social care staff heard colleagues make negative remarks about LGBT people or use discriminatory language. In 2017/18, bisexual people were less likely to report that they were treated with compassion and understanding (76.2%) compared with heterosexual/straight people (87.2%). Some lesbian, gay, bisexual and transgender (LGBT) people experienced homophobic, biphobic and transphobic language and behaviour in health and social care settings.	Is Scotland Fairer 2018
Pregnancy and maternity	Lack of external data. Two employees were pregnant in 2020/21.	Care Inspectorate workforce data

Marriage and civil partnership	Lack of external data impacts on employment only. The marital status of most of our workforce is either unknown (almost 80%) or married (around 14%).	Care Inspectorate workforce data
Religion and belief	Lack of external data. Most employees report to have no religion (almost 37%) or identify as belonging to the Church of Scotland (20.5%).	Care Inspectorate workforce data

## Additional evidence

- [Scottish Census 2011.](#)
- [Scottish Government Equality and Fairer Scotland Impact Assessment: Evidence gathered for Scotland's route map through and out of the crisis.](#)
- [Scottish Government Coronavirus \(COVID-19\): children, young people and families - evidence and intelligence report.](#)
- Scottish Government announcement on new expert group to look at [impact on minority ethnic communities of COVID-19.](#)
- [Scottish Commission for People with Learning Disabilities Survey results.](#)

Our review of evidence has shown that COVID-19 [impacts](#) everyone, but it has affected different strands of diversity in different ways. It has exacerbated existing inequalities for some:

- older people
- carers
- children and young people
- minority ethnic communities
- women
- people from the LGBT community
- disabled people (including people with learning disabilities).

We are committed to finding out more about the impact through our planned engagement work outlined in our new equality outcome 2. We support the Scottish Government's ambitions in terms of disability and race. Age (older people and children and young people up to 26) is also relevant to our work. We will continue to support sex, sexual orientation and gender reassignment through our equality outcome 1.

## Our equality outcomes April 2021–March 2025

We have identified, through wide consultation and reviewing the evidence, the issues we need to address over the next four years through our new equality outcomes. We have mapped our outcomes to the respective general duties.

Issue	Equality outcome 1	Outputs and outcomes	Activities	General duty
<p>Care experienced younger people, older people, disabled people, the LGBT community, and people from a minority ethnic community do not always receive care that meets their specific needs and wishes.</p>	<p>We will collaborate with providers of care and other stakeholders to develop and evaluate quality illustrations* in our quality frameworks.</p> <p>These will:</p> <ul style="list-style-type: none"> <li>• include equality, diversity and human rights</li> <li>• aid discussion and understanding between inspectors and care service providers</li> <li>• promote a self-evaluation process for continuous improvement.</li> <li>• ensure people experience high-quality care and support that is compassionate and tailored to their rights, needs and wishes.</li> </ul>	<ul style="list-style-type: none"> <li>• Very good and weak practice examples are developed.</li> <li>• Quality illustrations that focus on equality and diversity are included in all our quality frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify individuals to develop quality illustrations.</li> <li>• Promote quality illustrations.</li> <li>• Train our staff (webinars).</li> <li>• Review impact of quality illustrations (evaluations that measure pre- and post-learning).</li> </ul>	<p>Foster good relations and eliminate discrimination.</p>

\*Quality illustrations are a tool that we use to support care services to self-evaluate and are part of our external quality assurance activity. We have illustrations of what very good quality would look like, and what weak quality would look like. We have quality frameworks to evaluate the quality of care during inspections and improvement planning. The frameworks reflect the Health and Social Care Standards and our expectations.

Issue	Equality outcome 2	Outputs and outcomes	Activities	General duty
<p>People who are care experienced and younger, older, disabled or minority ethnic, and families and carers of people experiencing care can face barriers to participation and engagement. This results in reduced opportunities to share their lived experience or discuss their specific needs.</p>	<p>We will increase opportunities for people who are care experienced and:</p> <ul style="list-style-type: none"> <li>• younger</li> <li>• older</li> <li>• disabled</li> <li>• minority ethnic</li> </ul> <p>and</p> <ul style="list-style-type: none"> <li>• families and carers of people experiencing care</li> <li>• volunteers</li> <li>• national stakeholders</li> </ul> <p>to get involved with our work.</p> <p>This will influence and improve what we do so that people in these communities have a better experience of care.</p>	<ul style="list-style-type: none"> <li>• Increase our overall engagement (events, focus groups and surveys) activity by 15% from an average of 130 to 150 engagements across these groups by March 2025.</li> <li>• Rise in interest and volunteer applications from people from these communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Run events, focus groups and surveys with adults and older people, our new Working Together Group and our volunteers.</li> <li>• Work with four new organisations and groups of people each year.</li> <li>• Develop different methods of volunteer recruitment and retention specifically aimed at these communities.</li> </ul>	<p>Advance equality of opportunity, eliminate discrimination and foster good relations</p>

Issue	Equality outcome 3	Outputs and outcomes	Activities	General duty
<p>Twelve per cent of our workforce have declared that they have a disability, and our employee engagement survey showed our inclusion scores were less positive amongst disabled employees. Just over 1% of our workforce is from a minority ethnic community. Employee disclosure rate is 85%.</p>	<p>We will seek to increase the number of Care Inspectorate disabled employees and employees from the minority ethnic community. We will increase applications by 5% for each. We will also increase the number of employees who share their equalities information with us to over 90%.</p>	<ul style="list-style-type: none"> <li>• Increase of 5% in applications from disabled people and people from minority ethnic groups respectively.</li> <li>• Ensure we retain this talent.</li> <li>• Achieve Disability Confident Employer (Level 2).</li> <li>• Employee disclosure rate of 90% or higher.</li> <li>• Employees from these communities may volunteer to share their lived experience with our leaders.</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake an assessment of any racism and structural barriers that potentially might exist within our organisation, and integrate our ambitions into our next corporate plan.</li> <li>• Work with the Council of Ethnic Minority Voluntary Sector Organisations and BEMIS (a national ethnic and cultural minorities-led umbrella body supporting the development of the ethnic minorities voluntary sector), Disability Confident, Inclusion Scotland, and Glasgow Disability Alliance to use the Scottish Government toolkit to develop more inclusive recruitment practices</li> </ul>	<p>Advance equality of opportunity</p>

Issue	Equality outcome 3	Outputs and outcomes	Activities	General duty
			<ul style="list-style-type: none"> <li>• Sign up to the Business in the Community Race Charter</li> <li>• Add an equality and diversity question to our employee exit questionnaire</li> <li>• Monitor our turnover of disabled and minority ethnic staff.</li> <li>• Facilitate and support set up of any desired disabled employees' network.</li> <li>• Introduce mentoring schemes that are about sharing lived experience.</li> </ul>	

We will share our annual equalities progress report with our board in April 2022 and publish our next equalities mainstreaming report in April 2023.

# APPENDIX 1: EQUALTY INFORMATION BY PROTECTED CHARACTERISTIC

1. Key findings: equality information by protected characteristic	36
2. Whole workforce information	40
3. Comparison between part time and full-time workforce profile information	45
4. Flexible working- successful applications	54
5. Recruitment and selection	55
6. Internal promotions	61
7. Learning and development	62
8. Performance appraisal	66
9. Pregnancy and maternity	69
10. Return to work of disabled employees following sick leave relating to their disability	69
11. Case work (dignity at work, grievance and disciplinary action)	69
12. Dismissals and other reasons for leaving	70
13. Pay gap	75
14. Occupational segregation	77
15. Equal pay statement	79
16. Board equality information by protected characteristic	79

# INTRODUCTION

**Mainstreaming of equality is a journey of continuous improvement and in order to monitor progress and ensure our focus is in the priority areas, we provide our Strategic Leadership Team and Board with an annual update of progress against our objectives. We will share our next annual equalities progress report with our Board in April 2022.**

In our last mainstreaming report, we committed to expanding on our ability to report on the protected characteristics of sexual orientation and gender reassignment for our workforce. We have taken advice from Stonewall and Scottish Trans and have subsequently changed the questions relating to gender identity and trans. We still report on the protected characteristic of 'sex' separately. To communicate the change and to increase disclosures, we have communicated with staff using a variety of methods to maximise involvement.

We have also made progress in recruitment by introducing a new applicant tracker to help with the measurement and reporting of recruitment activity and process. In addition we have improved our ability to report on performance appraisal and learning and development in the organisation.



# 1. SUMMARY OF WORKFORCE DATA

## Key findings: equality information by protected characteristic

### Age

- Our age profile is older, employees aged 45- 64 account for 72% of the workforce.
- Part time working is popular with employees aged 55-64.
- We have low numbers of employees under the age of 25.
- Most of the people we appoint are aged 40-59.
- We do not appear to attract many job applicants aged 21 and under or people over the age of 60.
- Across all age ranges, we have a high level of participation in learning and development.
- Learning and development is most popular amongst employees aged between 55-64.
- Employees aged between 55-64 are the most likely to leave employment with us.
- People aged under 16 made up 17% of the Scottish population in 2017 and 64% of people were aged 16 to 64. Source: [Mid-2018 Population Estimates Scotland](#) (Last updated: April 2019, NRS.) We will continue to balance our age profile and support our older workforce by working with Age Scotland on our Age Inclusive Matrix, our Youth Employment Strategy and through our Strategic Workforce Plan.

### Disability

- 14.6% of our employees identify as disabled which is a significant increase from 2.8% in 2018-19.
- 18% of our part time workforce identify as disabled.
- 2.9% of the people we appointed in 2020/21 consider themselves to be disabled.
- There has been an increase in staff disclosures for disability as we have improved our ability to monitor data in this area. In previous years it was thought that disability was significantly under-reported, as the 2011 Scottish census stated that 20% of people living in Scotland had a long-term limiting health problem or disability.
- Research tells us that some disabled people face barriers to employment. Our new equality outcome 3 identifies an action to advance equality of opportunity and makes this a priority.

### Gender reassignment

- No employees have reported having the protected characteristic of gender reassignment.
- This trend is reflective of the Scottish population as it is estimated that between 0.6% and 1% are trans. External Source: [Gender Identity Research and Education Society \(GIRES\) - The number of Gender Variant People in the UK \(update 2011\) \(Published: 2011, GIRES\)](#). We continue to promote the rights of trans people through the work of the LGBT Champion Charter Group.

### Marriage and civil partnership

- The marital status of most of our workforce is either unknown (almost 80%) or married (around 14%).
- We have improved our monitoring processes by differentiating information about whether employees are married or are registered in a same-sex civil partnership. We can now report on employees who are co-habiting.

### **Pregnancy and maternity**

- We have a predominantly female workforce, and we have small numbers of pregnant employees. This is potentially due to our age profile.
- All the maternities that ended in 2019, the employees returned to work.
- All the maternities that ended in 2020, the employees returned to work.
- We continue to support all employees during pregnancy and within their maternity leave period through a variety of policies. These include but are not limited to shared paternity leave, dependent leave and the opportunity to apply and be considered for part-time work or flexible working arrangements.

### **Race**

- 81.5% of our employees are white, 15.11% is unknown, 2.55% is prefer not to say and the remainder 0.84% is minority ethnic communities.
- There are a small number of job applicants from minority ethnic communities.
- Minority ethnic adults represented 4.6% of the Scottish population in 2018, Source: [Scottish Surveys Core Questions 2018](#) (Last updated: October 2019).
- We have committed to undertaking an assessment of the Care Inspectorate's understanding of racism and to identify any structural barriers that may exist to help us better reflect the Scottish population. This includes an analysis of our recruitment and selection processes and engagement with ethnic minority groups. We are also introducing the positive action measures in equality outcome three to encourage more applications from the minority ethnic community.

### **Religion or belief**

- Most employees report to have no religion (almost 37%) or identify as belonging to the Church of Scotland (20.5%).
- Most people who applied and were appointed to posts had no religion.
- In 2018, Christian (Church of Scotland, Roman Catholic and Other Christian) represented 46% of the adult population. Over the past decade there has been an increase in the proportion of adults reporting that they do not belong to a religion, this has increased from 40% in 2009 to just over a half of adults (50%) in 2018. Source: [Scottish Surveys Core Questions 2018](#) (Last updated: October 2019).

### **Sex**

- 79% are women, 21% are men.
- Almost 92% of our part time workforce are women.
- Our workforce does not reflect the Scottish population which had a relatively even split between the sexes in 2018, with 51% women and 49% men. Source: [Mid-2018 Population Estimates Scotland](#) (Last updated: April 2019, NRS). It does, however, replicate the occupational population of the care sector that we traditionally recruit from where women accounted for 80% of health and social care worker roles in 2019. Source: [First Minister's National Advisory Council on Women and Girls 2020 Report and Recommendations](#).

- In 2020/21 440 women accessed training and development which is an achievement as we have a workforce of 467 employees.

### **Sexual orientation**

- Almost 76% heterosexual.
- Over 3% self-identified as lesbian, gay, bisexual or other.
- Around 95% of the Scottish population identify as heterosexual. Source: [Scottish Surveys Core Questions 2018](#) (Last updated: October 2019). We promote our work with the LGBT community by advertising on the Proud recruitment website, attending Pride, promoting that we are a Stonewall Diversity Champion and that we have the LGBT Youth Scotland Foundation Award. Our intention is to reach the LGBT community and show that we are a LGBT inclusive employer.

### **Gender identity**

- 66.55% identify as female, 15.45% identify as male, 14.77% are unknown, 3.06% are 'prefer not to say' and the numbers for identify 'in another way' are too low to share as it could potentially disclose individuals.
- We recently introduced the question about gender identity in October 2020, which means our current reporting ability is limited but it will improve over time.
- We have shared communications with our workforce to raise awareness about the importance of using pronouns.

### **Performance appraisal**

The performance appraisal system is still relatively new, and colleagues are still learning how to use it to its full potential. Not all colleagues are recording their discussions on the system, however, employees are requesting and accessing training and development, and this is being approved by managers. This is evidence that discussions are taking place about learning and development. We are currently testing changes to the performance appraisal system to make it easier for individuals to record their discussions.

### **Learning and development**

Internal training: covers all internal learning and development activities including, online learning, induction, compliance training, leadership development, team development, personal and professional skills development.

External training: employees submit individual requests to attend conferences, courses or events that are delivered by an external facilitator and are not part of the internal learning and development programme. The data assumes that all approved requests have been attended.

Refused training relates to line managers refusing training requests. Reasons include, training no longer required, more suitable training available or unknown.

Participation is highest for internal training and this is driven by a number of mandatory learning programmes being rolled out to all staff over both years.

As a result of the COVID-19 pandemic, a number of external training events were cancelled. This has led to a reduction in the number of external training requests and opportunities. This is consistent across all employee groups and protected characteristics.

In the last report we were still introducing our new learning management system which meant we were unable to provide detailed reports on learning and development. As our learning management system is now established, we have been able to provide a full analysis of learning and development participation for each protected characteristic.

In the previous report we identified evidence of lower levels of participation in learning and development for employees in the youngest age ranges. Data over the past two years provides encouraging indication of increasing participation across all age ranges including the youngest age range. This is driven by our new approach to core mandatory learning for all staff. This includes ICT and information governance, health and safety and equalities learning programmes that all staff are required to complete. We expect high participation rates for internal training to continue. The data is consistent across all protected characteristics and there are no obvious trends to indicate less favourable treatment.

Note: Information is expressed as a percentage of employees with each protected characteristic and has been rounded up or down to the nearest 0.1%. Therefore, there may be slight variances in totals. Where relevant, to protect individual employees from being identified, values with fewer than five observations have been removed and replaced with "<5" and "<1%".

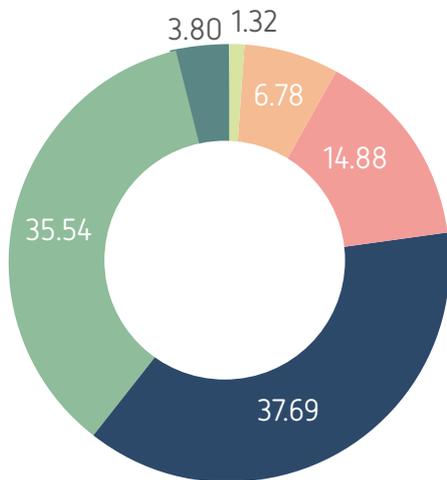
## **Retention**

We have a high level of staff retention, with low employee turnover 9.00%. The most common reason for leaving is resignation, however, we have had a significant rise in retirements in 2020/21, which is indicative of the age profile in the organisation.

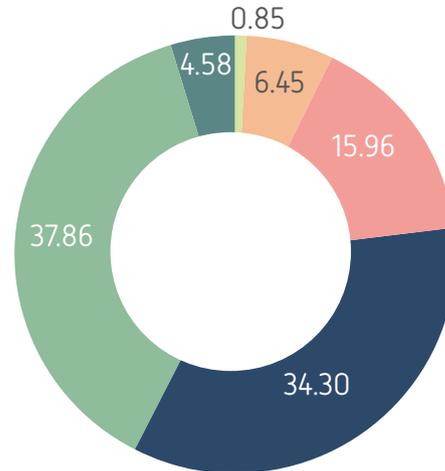
## 2. SUMMARY OF WORKFORCE DATA

### Age whole workforce

2019-2020 % of workforce

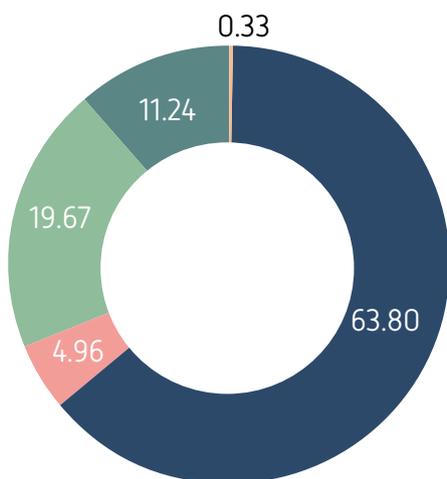


2020-2021 % of workforce

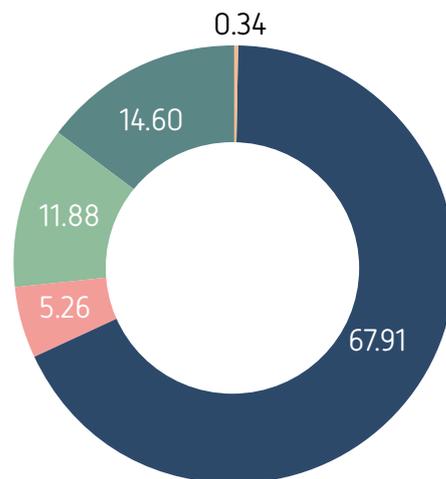


### Disability whole workforce

2019-2020 % of workforce

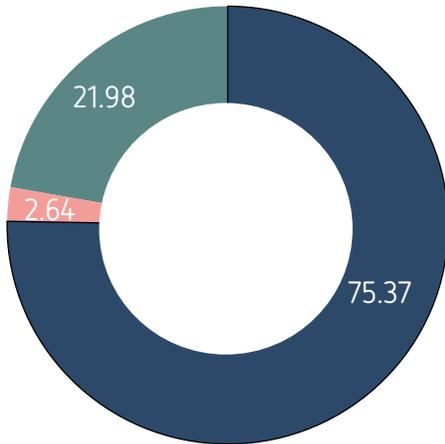


2020-2021 % of workforce

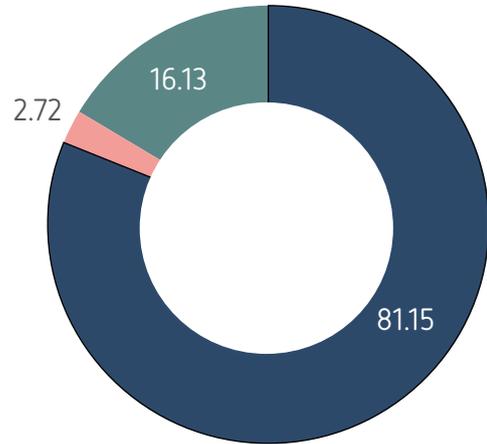


## Gender reassignment whole workforce

2019-2020 % of workforce

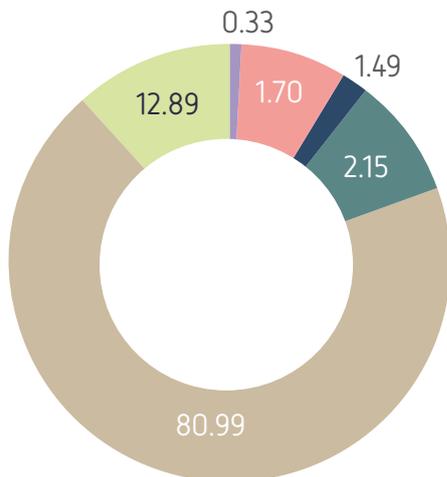


2020-2021 % of workforce

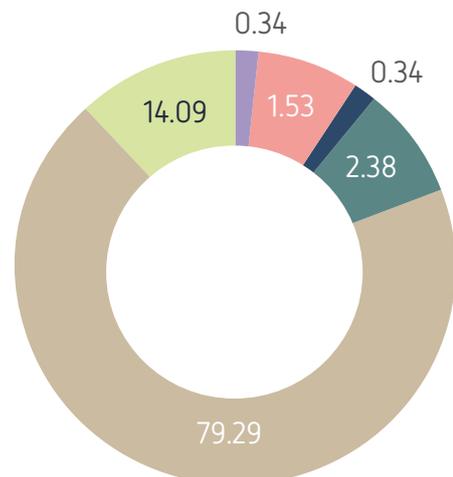


## Marriage and civil partnership whole workforce

2019-2020 % of workforce

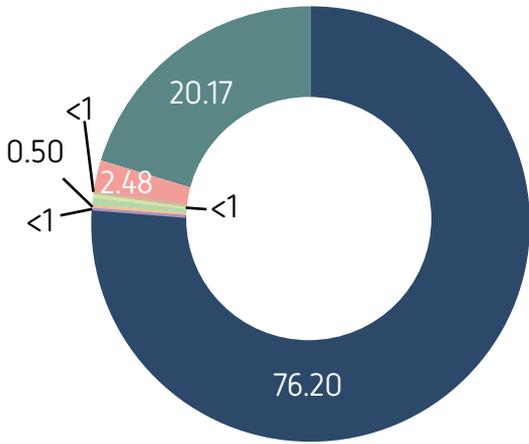


2020-2021 % of workforce

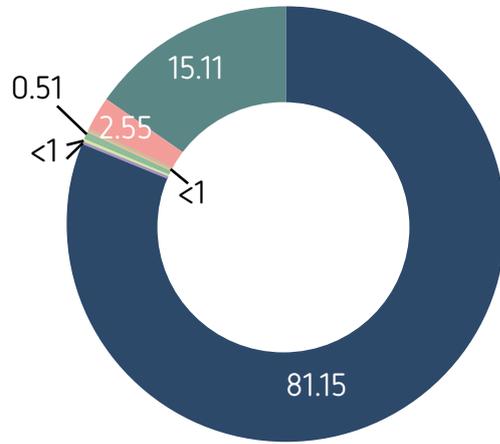


## Race whole workforce

2019-2020 % of workforce

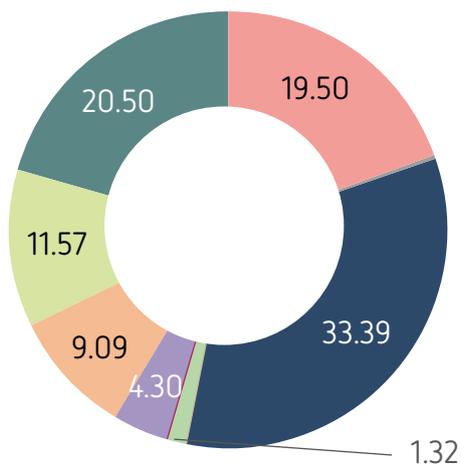


2020-2021 % of workforce

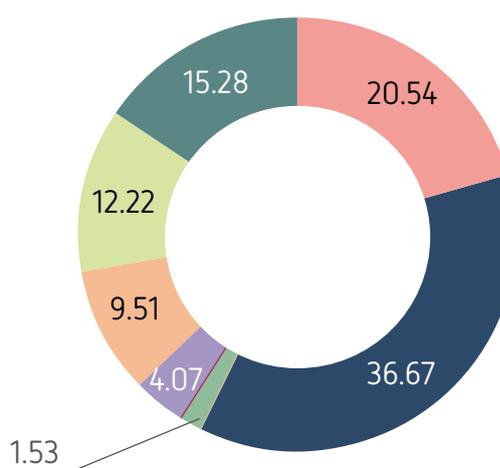


## Religion or belief whole workforce

2019-2020 % of workforce

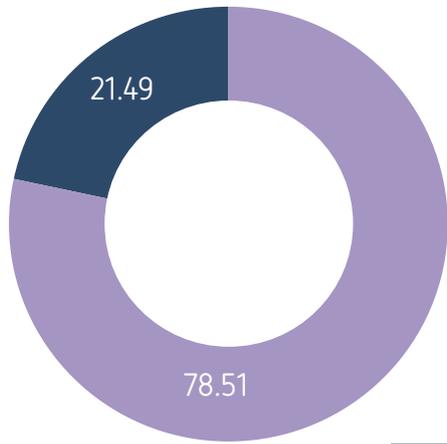


2020-2021 % of workforce

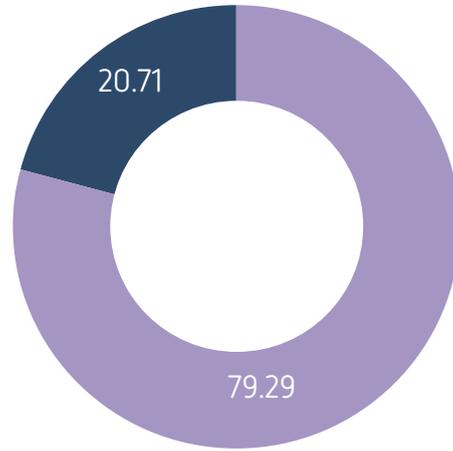


## Sex whole workforce

2019-2020 % of workforce



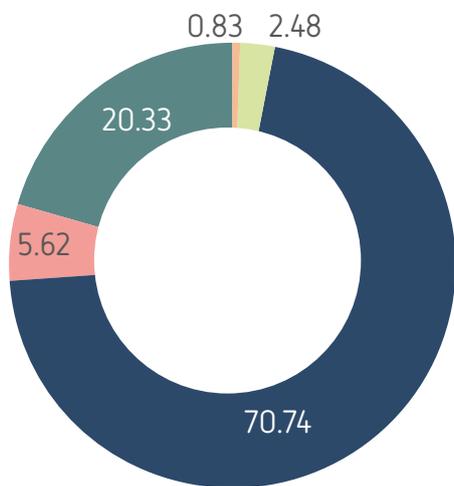
2020-2021 % of workforce



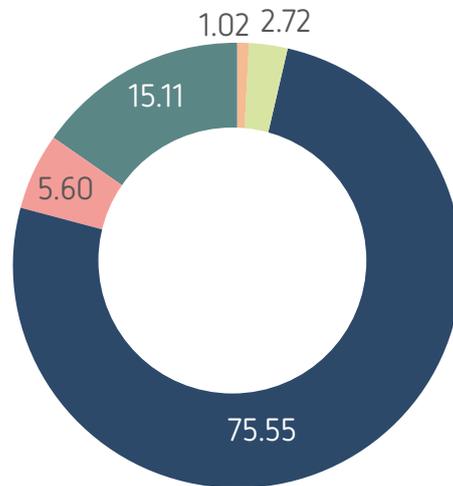
Male Female

## Sexual orientation whole workforce

2019-2020 % of workforce



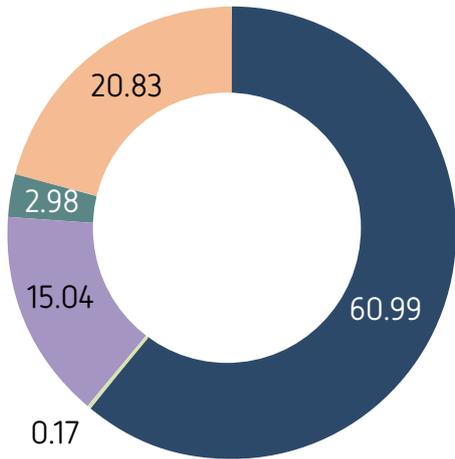
2020-2021 % of workforce



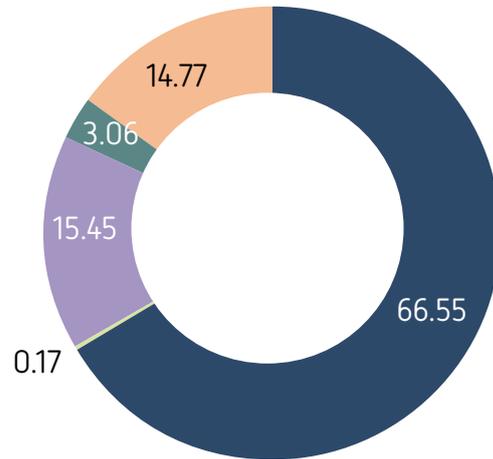
Heterosexual/straight Unknown Prefer not to say Gay/lesbian Bi/bisexual

## Gender identity whole workforce

2019-2020 % of workforce



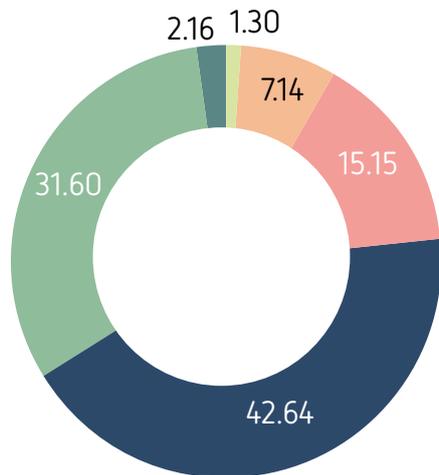
2020-2021 % of workforce



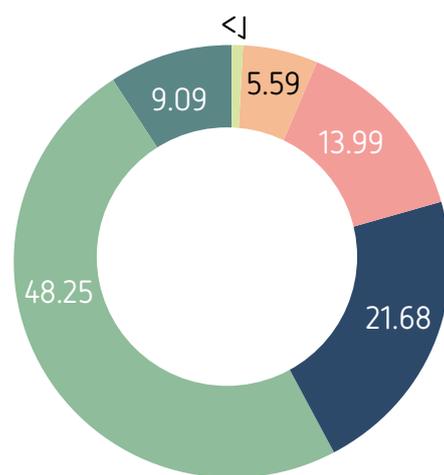
### 3. COMPARISON BETWEEN PART-TIME AND FULL-TIME WORKFORCE PROFILE INFORMATION

#### Age 2019-2020

% of full-time workforce

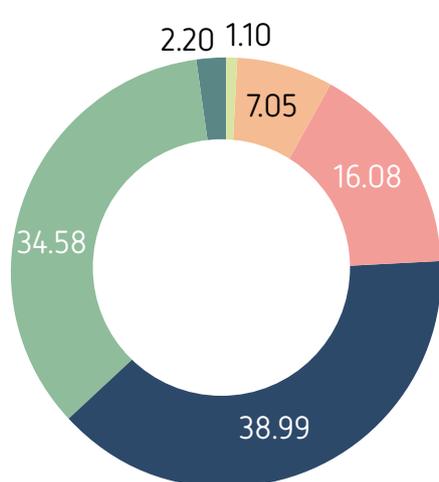


% of part-time workforce

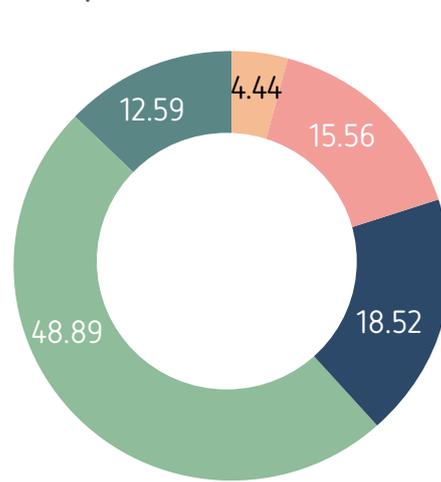


#### Age 2020-2021

% of full-time workforce

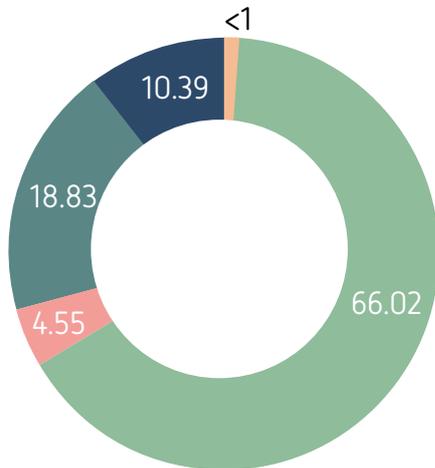


% of part-time workforce

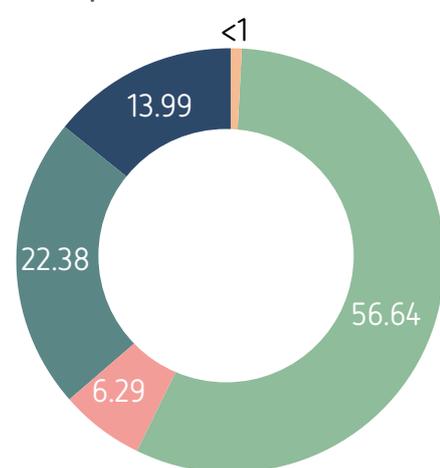


## Disability 2019-2020

% of full-time workforce

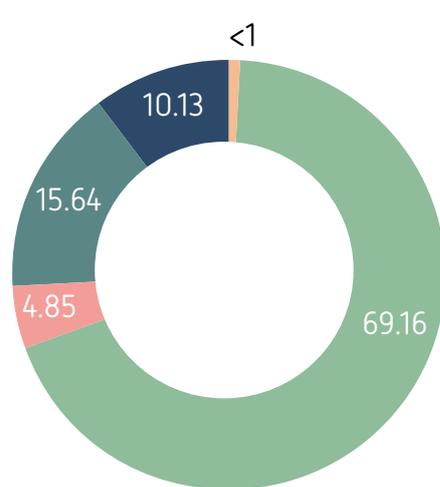


% of part-time workforce

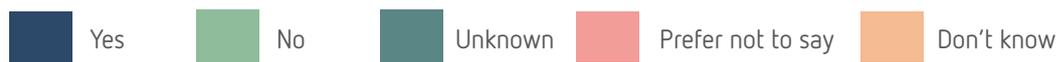
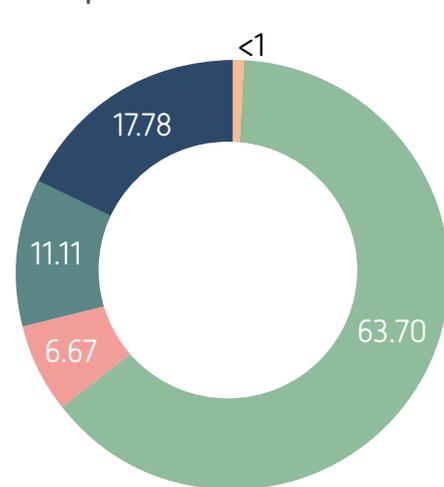


## Disability 2020-2021

% of full-time workforce

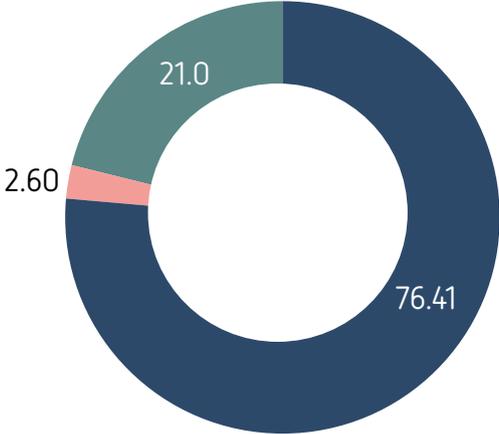


% of part-time workforce

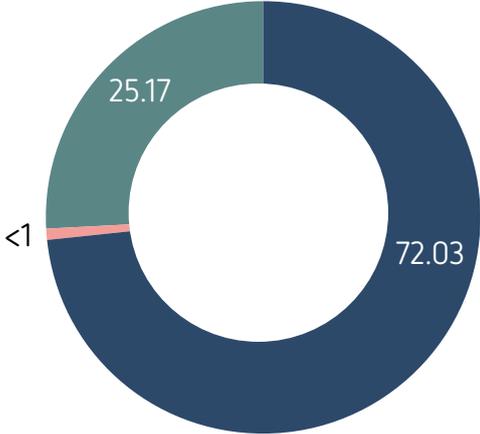


### Gender reassignment 2019-2020

% of full-time workforce

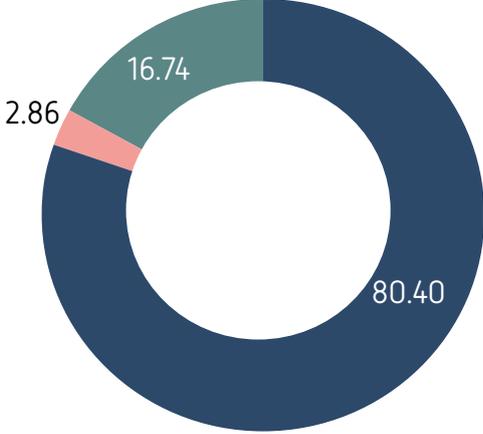


% of part-time workforce

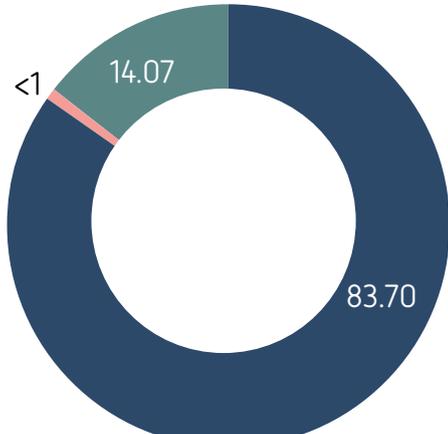


### Gender reassignment 2020-2021

% of full-time workforce



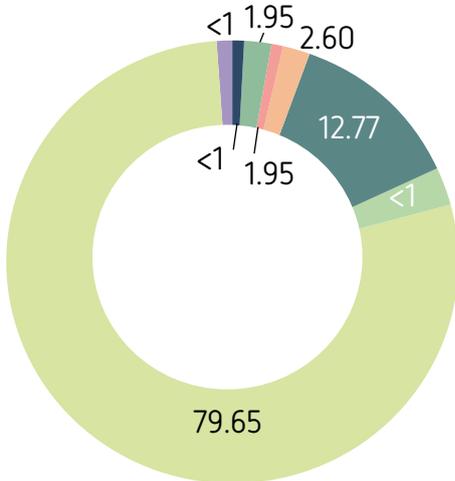
% of part-time workforce



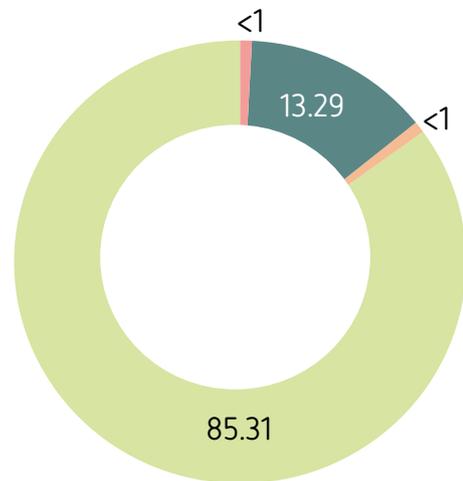
No    Unknown    Prefer not to say

## Marriage and civil partnership 2019-2020

% of full-time workforce

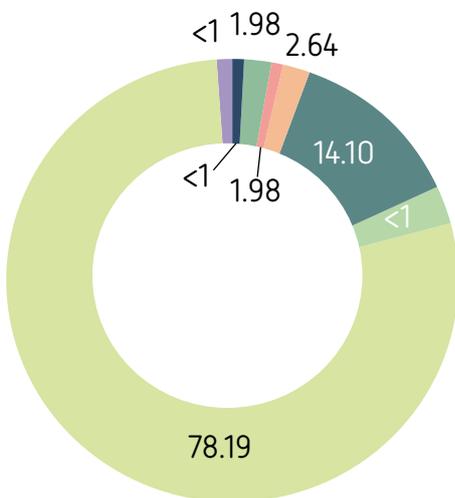


% of part-time workforce

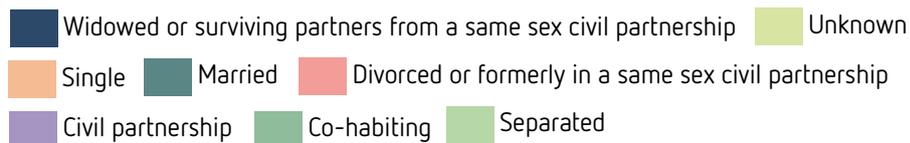
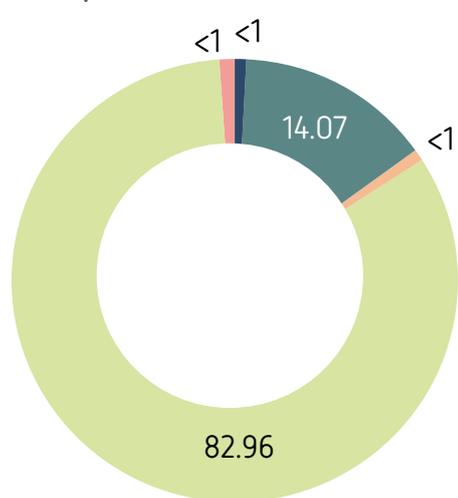


## Marriage and civil partnership 2020-2021

% of full-time workforce

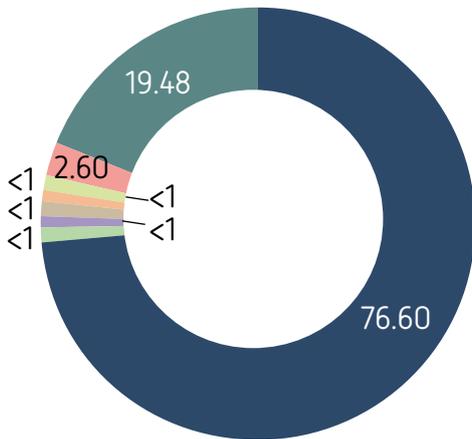


% of part-time workforce

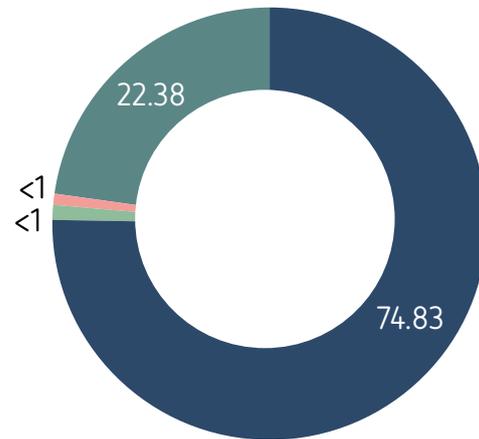


## Race 2019-2020

% of full-time workforce

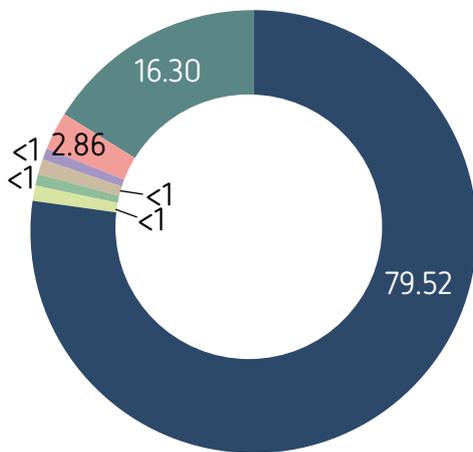


% of part-time workforce

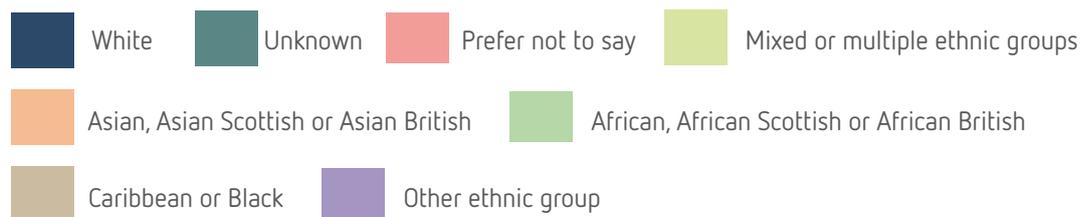
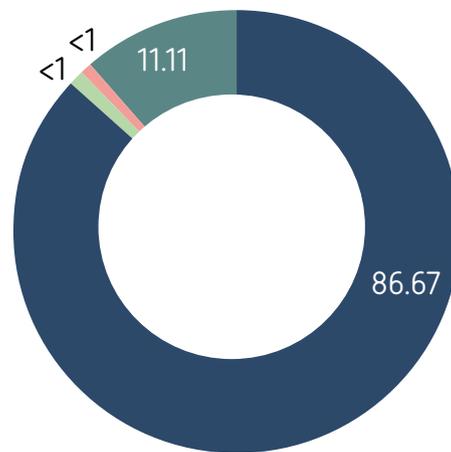


## Race 2020-2021

% of full-time workforce

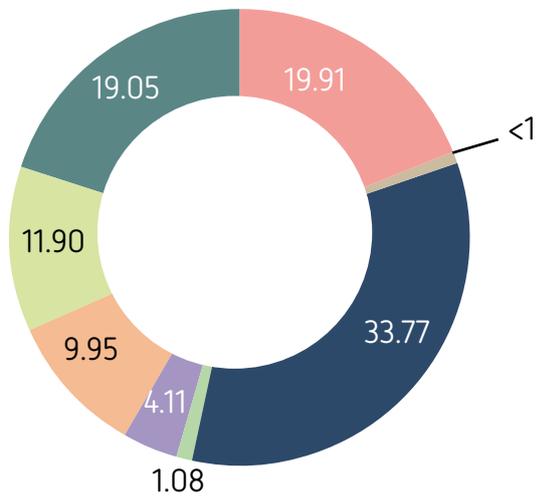


% of part-time workforce

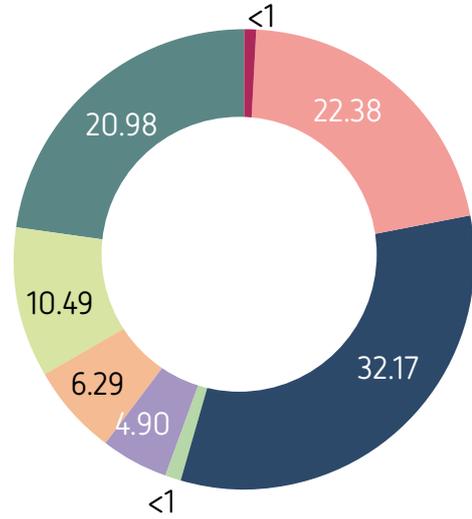


## Religion or belief 2019-2020

% of full-time workforce

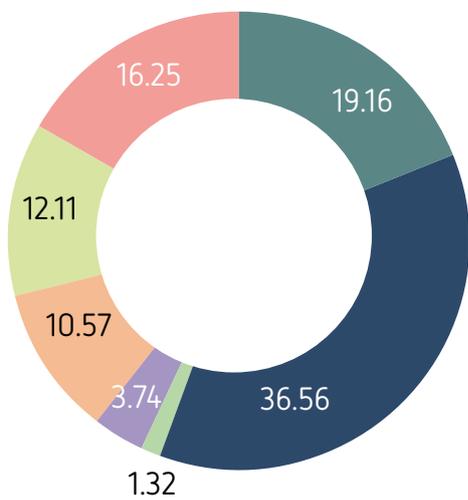


% of part-time workforce

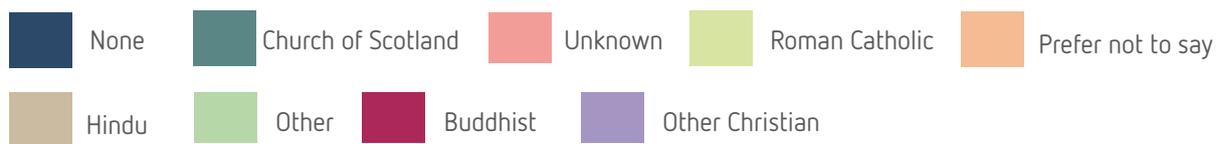
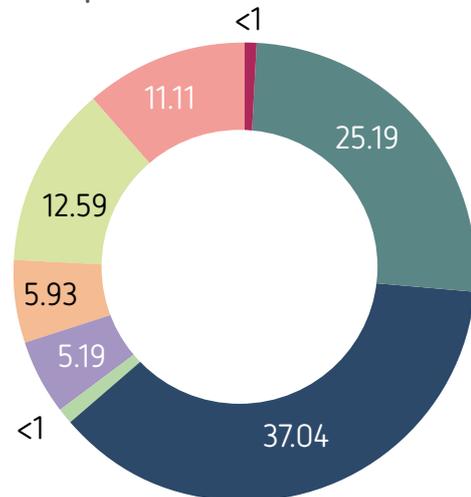


## Religion or belief 2020-2021

% of full-time workforce

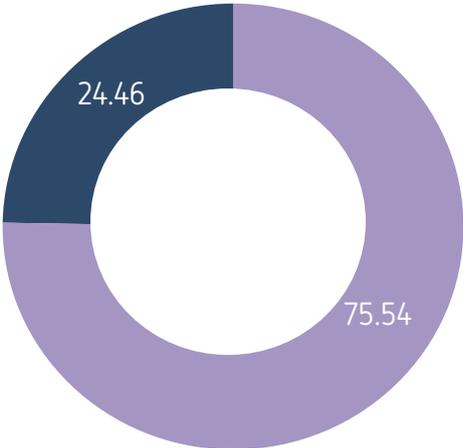


% of part-time workforce

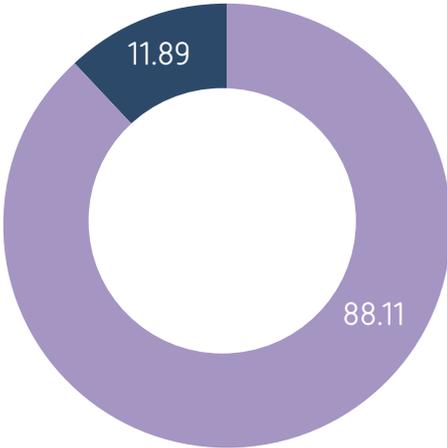


### Sex 2019-2020

% of full-time workforce

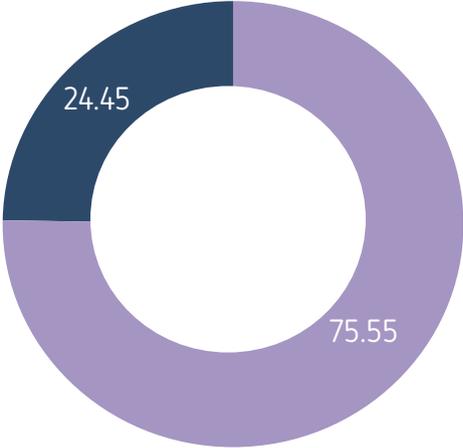


% of part-time workforce

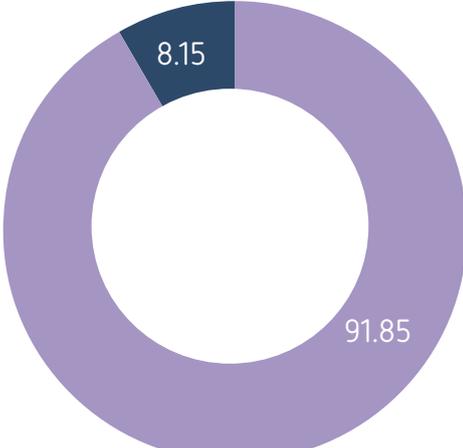


### Sex 2020-2021

% of full-time workforce



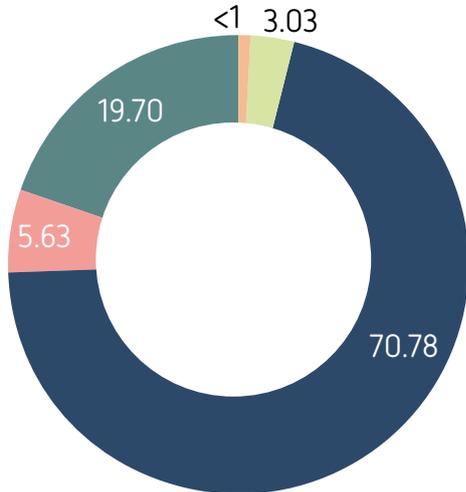
% of part-time workforce



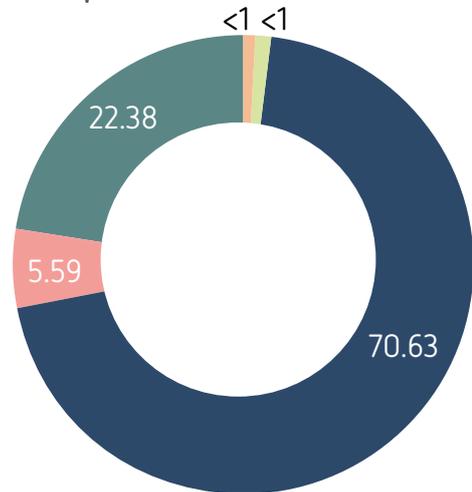
Male Female

## Sexual orientation 2019-2020

% of full-time workforce

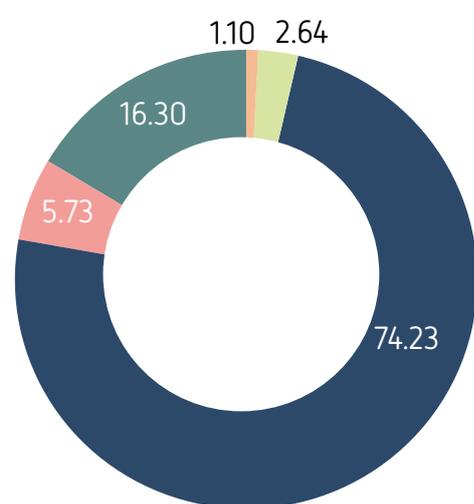


% of part-time workforce

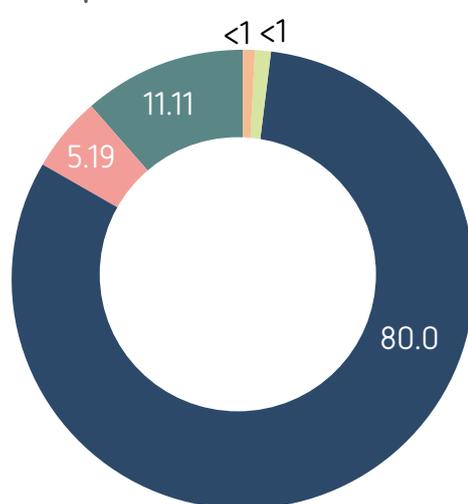


## Sexual orientation 2020-2021

% of full-time workforce

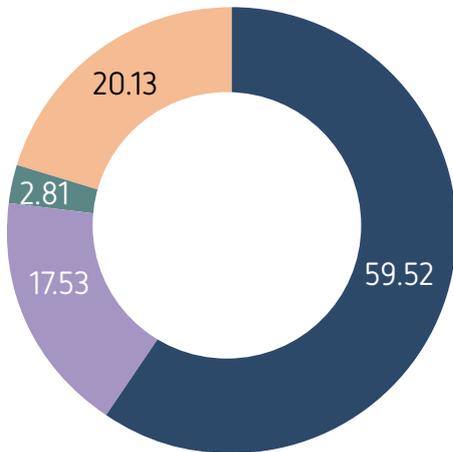


% of part-time workforce

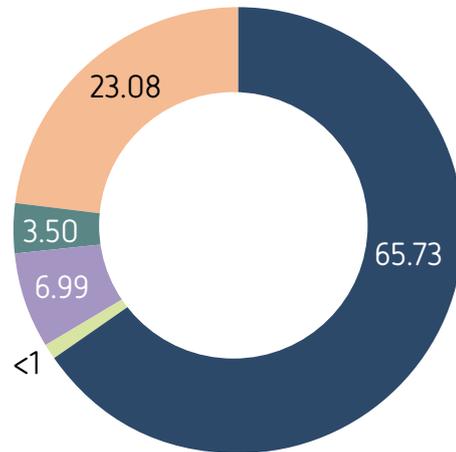


## Gender identity 2019-2020

% of full-time workforce

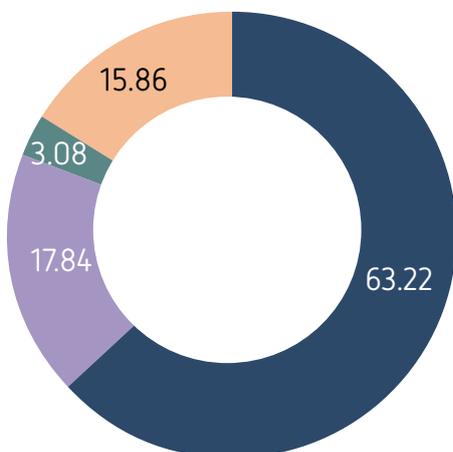


% of part-time workforce

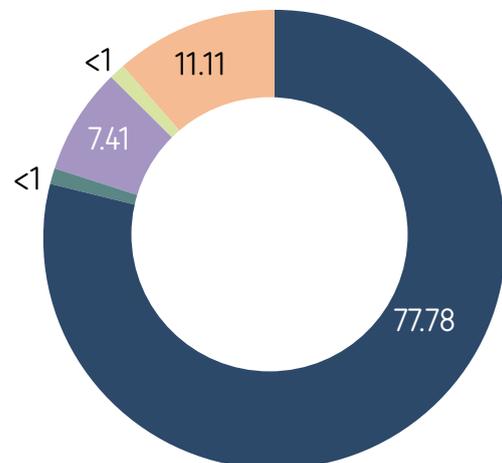


## Gender identity 2020-2021

% of full-time workforce



% of part-time workforce



## 4. FLEXIBLE WORKING SUCCESSFUL APPLICATIONS

### Age

Age	2019-20	2020-21
Under 25	0	0
25-34	<5	6
35-44	<5	<5
45-54	6	7
55-64	<5	<5
65+	0	0

### Gender reassignment

Gender reassignment	2019-20	2020-21
No	11	19
Prefer not to say	<5	0
Unknown	<5	<5

### Race

Race	2019-20	2020-21
No	11	18
Prefer not to say	<5	0
Unknown	<5	3

### Sex

Sex	2019-20	2020-21
Female	11	20
Male	<5	<5

### Sexual orientation

Sexual orientation	2019-20	2020-21
Gay/lesbian	0	<5
Heterosexual/straight	11	18
Prefer not to say	<5	0
Unknown	<5	<5

### Disability

Disability	2019-20	2020-21
No	6	16
Prefer not to say	<5	0
Unknown	<5	<5
Yes	5	<5

### Married and civil partnership

Married and civil partnership	2019-20	2020-21
Married	<5	6
Single	<5	0
Unknown	10	15

### Religion or belief

Religion or belief	2019-20	2020-21
Church of Scotland	<5	<5
None	5	14
Other	<5	0
Other Christian	<5	0
Prefer not to say	<5	<5
Unknown	<5	<5

### Gender identity

Gender identity	2019-20	2020-21
Female	9	18
Male	<5	<5
Prefer not to say	<5	0
Unknown	<5	<5

## 5. RECRUITMENT AND SELECTION

Applicants	Those applying for a position		Those who were shortlisted		All successful applicants	
	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
External	72 (16.2%)	1050 (87.7%)	29 (14.9%)	146 (69.2%)	15 (29.4%)	44 (64.7%)
Internal	122 (27.4%)	132 (11.0%)	84 (43.1%)	65 (30.8%)	27 (52.9%)	24 (35.3%)
Unknown	251 (56.4%)	15 (1.3%)	82 (42.1%)	0 (0.0%)	9 (17.6%)	0 (0.0%)
All People	445 (100%)	1197 (100%)	195 (100%)	211 (100%)	51 (100%)	68 (100%)

### Age

Age	Those applying for a position		Those who were shortlisted		All successful applicants	
	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
Under 21	1 (0.2%)	5 (0.4%)	1 (0.5%)	0 (0.0%)	1 (2.0%)	0 (0.0%)
21-29	40 (9.0%)	75 (6.3%)	18 (9.2%)	7 (3.3%)	7 (13.7%)	2 (2.9%)
30-39	54 (12.1%)	214 (17.9%)	23 (11.8%)	44 (20.9%)	10 (19.6%)	14 (20.6%)
40-49	99 (22.2%)	299 (25.0%)	44 (22.6%)	55 (26.1%)	12 (23.5%)	20 (29.4%)
50-59	101 (22.7%)	272 (22.7%)	50 (25.6%)	53 (25.1%)	16 (31.4%)	19 (27.9%)
60-65	8 (1.8%)	26 (2.2%)	6 (3.1%)	4 (1.9%)	0 (0.0%)	1 (1.5%)
Over 65	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Prefer not to say	0 (0.0%)	8 (0.7%)	0 (0.0%)	1 (0.5%)	0 (0.0%)	0 (0.0%)

### Disability

Disability	Those applying for a position		Those who were shortlisted		All successful applicants	
	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
With a disability	27 (6.1%)	68 (5.7%)	12 (6.2%)	11 (5.2%)	3 (5.9%)	2 (2.9%)
No disability	252 (56.6%)	748 (62.5%)	110 (56.4%)	139 (65.9%)	32 (62.7%)	48 (70.6%)
Prefer not to say	3 (0.7%)	11 (0.9%)	0 (0.0%)	3 (1.4%)	0 (0.0%)	1 (1.5%)
Unknown	163 (36.6%)	370 (30.9%)	73 (37.4%)	58 (27.5%)	16 (31.4%)	17 (25.0%)
All people	445 (100%)	1197 (100%)	195 (100%)	211 (100%)	51(100%)	68 (100%)

## Marriage and civil partnership

Marriage and civil partnership	Those applying for a position		Those who were shortlisted		All successful applicants	
	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
Single (never married or never registered a same-sex civil partnership)	3 (0.7%)	129 (10.8%)	2 (1.0%)	13 (6.2%)	0 (0.0%)	5 (7.4%)
Co-habiting	3 (0.7%)	124 (10.4%)	3 (1.5%)	15 (7.1%)	0 (0.0%)	4 (5.9%)
Civil partnership	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
In a registered same-sex civil partnership	0 (0.0%)	4 (0.3%)	0 (0.0%)	1 (0.5%)	0 (0.0%)	1 (1.5%)
Married	22 (4.9%)	481 (40.2%)	11 (5.6%)	85 (40.3%)	7 (13.7%)	28 (41.2%)
Separated	4 (0.9%)	0 (0.0%)	4 (2.1%)	0 (0.0%)	4 (7.8%)	0 (0.0%)
Separated but still legally married	0 (0.0%)	19 (1.6%)	0 (0.0%)	4 (1.9%)	0 (0.0%)	2 (2.9%)
Divorced or formerly in a same sex civil partnership	16 (3.6%)	52 (4.3%)	8 (4.1%)	10 (4.7%)	1 (2.0%)	3 (4.4%)
Never married	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Widowed or surviving partner from a same-sex civil partnership	2 (0.4%)	11 (0.9%)	0 (0.0%)	1 (0.5%)	0 (0.0%)	0 (0.0%)
Other	163 (36.6%)	11 (0.9%)	62 (31.8%)	3 (1.4%)	15 (29.4%)	0 (0.0%)
Prefer not to say	9 (2.0%)	16 (1.3%)	5 (2.6%)	4 (1.9%)	0 (0.0%)	1 (1.5%)
Unknown	223 (50.1%)	350 (29.2%)	100 (51.3%)	75 (35.5%)	24 (47.1%)	24 (35.3%)
All people	445 (100%)	1197 (100%)	195 (100%)	211 (100%)	51 (100%)	68 (100%)

## Race

Race	Those applying for a position		Those who were shortlisted		All successful applicants	
	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
White - British	50 (11.2%)	118 (9.9%)	23 (11.8%)	12 (5.7%)	2 (3.9%)	2 (2.9%)
White - Scottish	187 (42.0%)	654 (54.6%)	89 (45.6%)	128 (60.7%)	29 (56.9%)	47 (69.1%)
White - Irish or Northern Irish	7 (1.6%)	18 (1.5%)	1 (0.5%)	3 (1.4%)	0 (0.0%)	2 (2.9%)
White - Other	10 (2.2%)	24 (2.0%)	5 (2.6%)	6 (2.8%)	1 (2.0%)	1 (1.5%)
Mixed or multiple ethnic groups	2 (0.4%)	2 (0.2%)	1 (0.5%)	0 (0.0%)	1 (2.0%)	0 (0.0%)
Asian, Asian Scottish or Asian British	0 (0.0%)	2 (0.2%)	0 (0.0%)	1 (0.5%)	0 (0.0%)	0(0.0%)
Indian, Indian Scottish or Indian British	1 (0.2%)	9 (0.8%)	0 (0.0%)	3 (1.4%)	0 (0.0%)	0 (0.0%)
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0(0.0%)	0 (0.0%)
Chinese, Chinese Scottish or Chinese British	2 (0.4%)	2 (0.2%)	0 (0.0%)	1 (0.5%)	0 (0.0%)	0 (0.0%)
Other Asian	2 (0.4%)	3 (0.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
African, African Scottish or African British	4 (0.9%)	15 (1.3%)	1 (0.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Other African	0 (0.0%)	2 (0.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Black, Black Scottish or Black British	2 (0.4%)	3 (0.3%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Caribbean, Caribbean Scottish or Caribbean British	0 (0.0%)	1 (0.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Arab, Arab Scottish or Arab British	0 (0.0%)	2 (0.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Gypsy traveller	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Other ethnic group	0 (0.0%)	7 (0.6%)	0 (0.0%)	1 (0.5%)	0 (0.0%)	0 (0.0%)
Prefer not to say	4 (0.9%)	9 (0.8%)	1 (0.5%)	0 (0.0%)	0(0.0%)	0 (0.0%)
Unknown	171 (38.4%)	326 (27.2%)	74 (37.9%)	56 (26.5%)	18 (35.3%)	16 (23.5%)
All people	442 (100%)	1197 (100%)	195 (100%)	211 (100%)	51 (100%)	68 (100%)

## Religion or belief

Religion or Belief	Those applying for a position		Those who were shortlisted		All successful applicants	
	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
Church of Scotland	57 (12.8%)	156 (13.0%)	29 (14.9%)	24 (11.4%)	6 (11.8%)	10 (14.7%)
Roman Catholic	39 (8.8%)	136 (11.4%)	16 (8.2%)	21 (10.0%)	6 (11.8%)	6 (8.8%)
Other Christian	20 (4.5%)	79 (6.6%)	8 (4.1%)	14 (6.6%)	4 (7.8%)	8 (11.8%)
Buddhist	3 (0.7%)	4 (0.3%)	1 (0.5%)	2 (0.9%)	0 (0.0%)	0 (0.0%)
Hindu	0 (0.0%)	5 (0.4%)	0 (0.0%)	2 (0.9%)	0 (0.0%)	0 (0.0%)
Jewish	0 (0.0%)	1 (0.1%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Muslim	2 (0.4%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Sikh	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Other religions	5 (1.1%)	21 (1.8%)	5 (2.6%)	6 (2.8%)	2 (3.9%)	1 (1.5%)
No religion	133 (29.9%)	435 (36.3%)	60 (30.8%)	83 (39.3%)	16 (31.4%)	26 (38.2%)
Prefer not to say	18 (4.0%)	47 (3.9%)	4 (2.1%)	9 (4.3%)	1 (2.0%)	2 (2.9%)
Unknown	168 (37.8%)	313 (26.1%)	72 (36.9%)	50 (23.7%)	16 (31.4%)	15 (22.1%)
All people	445 (100%)	1197 (100%)	195 (100%)	211 (100%)	51 (100%)	68 (100%)

## Sex

Sex	Those applying for a position		Those who were shortlisted		All successful applicants	
	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
Male	72 (16.2%)	212 (17.7%)	27 (13.8%)	40 (19.0%)	9 (17.6%)	6 (8.8%)
Female	201 (45.2%)	654 (54.6%)	92 (47.2%)	115 (54.5%)	24 (47.1%)	41 (60.3%)
Other	0 (0.0%)	2 (0.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Prefer not to say	1 (0.2%)	9 (0.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Not stated	171 (38.4%)	320 (26.7%)	76 (39.0%)	56 (26.5%)	18 (35.3%)	21 (30.9%)
All people	445 (100%)	1197 (100%)	195 (100%)	211 (100%)	51 (100%)	68 (100%)

## Sexual orientation

Sexual Orientation	Those applying for a position		Those who were shortlisted		All successful applicants	
	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
Heterosexual	252 (56.6%)	796 (66.5%)	111 (56.9%)	142 (67.3%)	35 (68.6%)	50 (73.5%)
Gay Man	2 (0.4%)	16 (1.3%)	0 (0.0%)	5 (2.4%)	0 (0.0%)	0 (0.0%)
Gay Woman	4 (0.9%)	17 (1.4%)	2 (1.0%)	2 (0.9%)	0 (0.0%)	1 (1.5%)
Bisexual	3 (0.7%)	14 (1.2%)	2 (1.0%)	2 (0.9%)	0 (0.0%)	0 (0.0%)
Other	1 (0.2%)	0 (0.0%)	1 (0.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Prefer not to say	17 (3.8%)	41 (3.4%)	6 (3.1%)	10 (4.7%)	0 (0.0%)	2 (2.9%)
Unknown	166 (37.3%)	313 (26.1%)	73 (37.4%)	50 (23.7%)	16 (31.4%)	15 (22.1%)
All people	445 (100%)	1197 (100%)	195 (100%)	211 (100%)	51 (100%)	68 (100%)

## Caring responsibility

Caring Responsibility	Those applying for a position		Those who were shortlisted		All successful applicants	
	2019 -2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
Carer	46 (10.3%)	122 (10.2%)	22 (11.3%)	22 (10.4%)	6 (11.8%)	8 (11.8%)
Not carer	213 (47.9%)	724 (60.5%)	90 (46.2%)	132 (62.6%)	27 (52.9%)	43 (63.2%)
Don't know	0 (0.0%)	3 (0.3%)	0 (0.0%)	1 (0.5%)	0 (0.0%)	0 (0.0%)
Prefer not to say	7 (1.6%)	13 (1.1%)	0 (0.0%)	3 (1.4%)	0 (0.0%)	0 (0.0%)
Unknown	179 (40.2%)	335 (28.0%)	83 (42.6%)	53 (25.1%)	18 (35.3%)	17 (25.0%)
All people	445 (100%)	1197 (100%)	195 (100%)	211 (100%)	51 (100%)	68 (100%)

## Gender identity

Gender identity	Those applying for a position		Those who were shortlisted		All successful applicants	
	2019 -2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
Male	72 (16.2%)	212 (17.7%)	27 (13.8%)	40 (19.0%)	9 (17.6%)	6 (8.8%)
Female	201 (45.2%)	654 (54.6%)	92 (47.2%)	115 (54.5%)	24 (47.1%)	41 (60.3%)
Other	0 (0.0%)	2 (0.2%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0%)
Prefer not to say	1 (0.2%)	9 (0.8%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0%)
Not stated/ unknown	171 (38.4%)	320 (26.7%)	76 (39.0%)	56 (26.5%)	18 (35.3%)	21 (30.9%)
All people	445 (100%)	1197 (100%)	195 (100%)	211 100%)	51 (100%)	68 (100%)

## 6. INTERNAL PROMOTIONS

### Age

Age	2019-20	2020-21
Under 25	<5	<5
25-34	5	<5
35-44	<5	<5
45-54	10	8
55-64	<5	8
<b>Total</b>	<b>22</b>	<b>21</b>

### Gender reassignment

Gender reassignment	2019-20	2020-21
No	16	17
Unknown	6	<5
<b>Total</b>	<b>22</b>	<b>21</b>

### Race

Race	2019-20	2020-21
White	16	17
Unknown	6	<5
<b>Total</b>	<b>22</b>	<b>21</b>

### Sex

Sex	2019-20	2020-21
Female	17	19
Male	5	<5
<b>Total</b>	<b>22</b>	<b>21</b>

### Sexual orientation

Sexual orientation	2019-20	2020-21
Gay/lesbian	0	<5
Heterosexual/straight	16	16
Unknown	6	<5
<b>Total</b>	<b>22</b>	<b>21</b>

### Disability

Disability	2019-20	2020-21
No	15	13
Prefer not to say	0	<5
Unknown	6	<5
Yes	<5	<5
<b>Total</b>	<b>22</b>	<b>21</b>

### Married and civil partnership

Married and civil partnership	2019-20	2020-21
Civil partnership	0	<5
Divorced	<5	<5
Married	<5	6
Unknown	18	13
<b>Total</b>	<b>22</b>	<b>21</b>

### Religion or belief

Religion or belief	2019-20	2020-21
Church of Scotland	<5	<5
None	8	7
Other	0	<5
Other Christian	<5	<5
Prefer not to say	0	<5
Roman Catholic	<5	<5
Unknown	6	<5
<b>Total</b>	<b>22</b>	<b>21</b>

### Gender identity

Gender identity	2019-20	2020-21
Female	11	15
Male	5	<5
Unknown	6	<5
<b>Total</b>	<b>22</b>	<b>21</b>

## 7. LEARNING AND DEVELOPMENT

### Age

	Internal training				External training				Refused training	
	2019-2020		2020-2021		2019-2020		2019-2020		2019-2020	2020-2021
	No	Yes	No	Yes	No	Yes	No	Yes		
Under 25	<5	7	<5	<5	6	<5	5	0	0	0
25-34	<5	40	5	33	31	10	31	7	<5	<5
35-44	<5	87	10	84	77	13	82	12	<5	<5
45-54	<5	225	15	187	192	36	183	19	5	<5
55-64	0	215	12	211	201	14	209	14	0	<5
65+	0	23	<5	26	20	<5	27	0	<5	<5

### Disability

	Internal training				External training				Refused training	
	2019-2020		2020-2021		2019-2020		2019-2020		2019-2020	2020-2021
	No	Yes	No	Yes	No	Yes	No	Yes		
Don't know	0	<5	0	<5	<5	0	<5	0	0	0
No	6	380	22	378	336	50	359	41	<5	<5
Prefer not to say	0	30	5	26	27	<5	30	<5	0	0
Unknown	<5	117	15	71	103	16	82	<5	6	<5
Yes	0	68	<5	66	59	9	64	6	<5	<5

### Gender reassignment

	Internal training				External training				Refused training	
	2019-2020		2020-2021		2019-2020		2019-2020		2019-2020	2020-2021
	No	Yes	No	Yes	No	Yes	No	Yes		
No	6	450	20	449	395	61	431	47	<5	<5
Prefer not to say	0	16	<5	14	15	<5	15	<5	0	0
Unknown	<5	131	15	80	117	16	91	<5	6	<5

## Marriage and civil partnership

	Internal training				External training				Refused training	
	2019-2020		2020-2021		2019-2020		2019-2020		2019-2020	2020-2021
	No	Yes	No	Yes	No	Yes	No	Yes		
Separated	0	<5	0	<5	0	<5	<5	0	0	0
Co-habiting	0	9	<5	8	7	<5	8	<5	0	0
Civil partnership	0	<5	0	<5	<5	<5	<5	0	0	0
Divorced	0	10	0	10	8	<5	10	0	0	0
Married	0	78	<5	81	67	11	73	10	<5	<5
Single	0	13	0	14	12	<5	12	<5	<5	0
Unknown	8	482	43	424	430	60	428	39	8	<5
Widowed or surviving partners from a same sex civil partnership	0	<5	0	<5	<5	0	<5	0	0	0

## Race

	Internal training				External training				Refused training	
	2019-2020		2020-2021		2019-2020		2019-2020		2019-2020	2020-2021
	No	Yes	No	Yes	No	Yes	No	Yes		
White	6	455	29	449	402	59	432	46	<5	<5
Mixed or multiple ethnic groups	0	<5	0	<5	<5	0	<5	0	0	0
Asian, Asian Scottish or Asian British	0	<5	0	0	<5	0	0	0	0	0
African, African Scottish or African British	0	<5	0	<5	<5	0	<5	0	0	0
Caribbean or Black	0	<5	0	<5	<5	0	<5	0	0	0
Other ethnic group	0	<5	0	<5	0	<5	<5	0	0	0
Prefer not to say	0	15	<5	13	13	<5	13	<5	0	0
Unknown	<5	120	15	74	106	16	85	<5	6	<5

## Religion or belief

	Internal training				External training				Refused training	
	2019-2020		2020-2021		2019-2020		2019-2020		2019-2020	2020-2021
	No	Yes	No	Yes	No	Yes	No	Yes		
Buddhist	0	<5	0	<5	<5	0	<5	0	0	0
Church of Scotland	<5	115	<5	117	110	8	111	10	<5	0
Hindu	0	<5	0	0	<5	0	0	0	0	0
None	<5	199	17	199	169	33	193	23	<5	<5
Other	0	8	<5	8	6	<5	9	0	0	0
Other Christian	0	26	<5	23	23	<5	21	<5	<5	0
Prefer not to say	0	55	6	50	50	5	50	6	0	<5
Roman Catholic	0	70	<5	70	60	10	67	5	0	0
Unknown	<5	122	15	75	107	17	85	5	6	<5

## Sex

	Internal training				External training				Refused training	
	2019-2020		2020-2021		2019-2020		2019-2020		2019-2020	2020-2021
	No	Yes	No	Yes	No	Yes	No	Yes		
Female	6	469	27	440	414	61	419	48	9	5
Male	<5	128	19	103	113	17	118	<5	<5	0

## Sexual orientation

	Internal training				External training				Refused training	
	2019-2020		2020-2021		2019-2020		2019-2020		2019-2020	2020-2021
	No	Yes	No	Yes	No	Yes	No	Yes		
Bi/bisexual	<5	<5	<5	5	<5	<5	5	<5	<5	<5
Gay/lesbian	<5	14	<5	15	12	<5	16	0	0	0
Heterosexual/straight	<5	425	24	421	373	55	402	43	8	31
Prefer not to say	<5	33	<5	29	31	<5	30	<5	0	<5
Unknown	<5	121	16	73	107	16	84	5	7	6

## Gender identity

	Internal training				External training				Refused training	
	2019-2020		2020-2021		2019-2020		2019-2020		2019-2020	2020-2021
	No	Yes	No	Yes	No	Yes	No	Yes		
Female	5	364	20	372	321	48	350	42	<5	<5
In another way	0	<5	0	<5	0	<5	<5	0	0	0
Male	<5	90	9	82	80	11	87	<5	<5	0
Prefer not to say	0	18	<5	16	16	<5	17	<5	0	0
Unknown	<5	124	15	72	110	16	82	5	6	<5

## 8. PERFORMANCE APPRAISAL

### Age

	2019-2020		2020-2021	
	No	Yes	No	Yes
Under 25	8	0	5	0
25-34	38	<5	35	<5
35-44	80	10	79	15
45-54	204	24	169	33
55-64	193	22	186	37
65+	22	<5	22	5

### Disability

	2019-2020		2020-2021	
	No	Yes	No	Yes
Don't know	<5	0	<5	0
No	339	47	327	73
Prefer not to say	28	<5	26	5
Unknown	115	<5	81	5
Yes	61	7	60	10

### Marriage and civil partnership

	2019-2020		2020-2021	
	No	Yes	No	Yes
Separated	<5	0	<5	0
Co-habiting	9	0	8	<5
Civil partnership	<5	0	<5	0
Divorced or formerly in a same sex civil partnership	10	0	6	<5
Married	67	11	69	14
Single	10	3	8	6
Unknown	444	46	399	68
Widowed or surviving partners from a same sex civil partnership	<5	0	<5	0

## Gender reassignment

	2019-2020		2020-2021	
	No	Yes	No	Yes
No	401	55	392	86
Prefer not to say	15	<5	15	<5
Unknown	129	<5	89	6

## Race

	2019-2020		2020-2021	
	No	Yes	No	Yes
White	407	54	392	86
Mixed or multiple ethnic groups	<5	0	<5	0
Asian, Asian Scottish or Asian British	<5	0	0	0
African, African Scottish or African British	<5	<5	<5	<5
Caribbean or Black	<5	0	<5	0
Other ethnic group	<5	0	<5	0
Prefer not to say	15	0	15	0
Unknown	117	5	83	6

## Religion or belief

	2019-2020		2020-2021	
	No	Yes	No	Yes
Buddhist	<5	0	<5	0
Church of Scotland	101	17	101	20
Hindu	<5	0	0	0
None	176	26	178	38
Other	7	<5	8	<5
Other Christian	25	<5	20	<5
Prefer not to say	53	<5	50	6
Roman Catholic	62	8	53	19
Unknown	119	5	85	5

## Sex

	2019-2020		2020-2021	
	No	Yes	No	Yes
Female	423	52	382	85
Male	122	8	114	8

## Sexual orientation

	2019-2020		2020-2021	
	No	Yes	No	Yes
Bi/bisexual	5	0	6	0
Gay/lesbian	13	<5	13	<5
Heterosexual/ straight	378	50	364	81
Prefer not to say	30	<5	30	<5
Unknown	119	<5	83	6

## Gender identity

	2019-2020		2020-2021	
	No	Yes	No	Yes
Female	322	47	314	78
In another way	0	<5	0	<5
Male	84	7	83	8
Prefer not to say	17	<5	17	<5
Unknown	122	<5	82	5

## 9. PREGNANCY AND MATERNITY

2019-2020	Total	2020-2021	Total
Pregnant	<5	Pregnant	<5
Within maternity period (12 months)	<5	Within maternity period (12 months)	9
Not pregnant	468	Not pregnant	456

## 10. RETURN TO WORK OF DISABLED EMPLOYEES FOLLOWING SICK LEAVE RELATING TO THEIR DISABILITY

Currently our systems are not set up to record this information in relation to sick leave. Resolving this is an action for the future.

## 11. CASE WORK (dignity at work, grievance and disciplinary action)

Case	2019-2020	2020-2021
Grievance	1 male	2 males
	4 females	3 females
Dignity at work	2 males	2 females
Disciplinary action	1 male	1 female

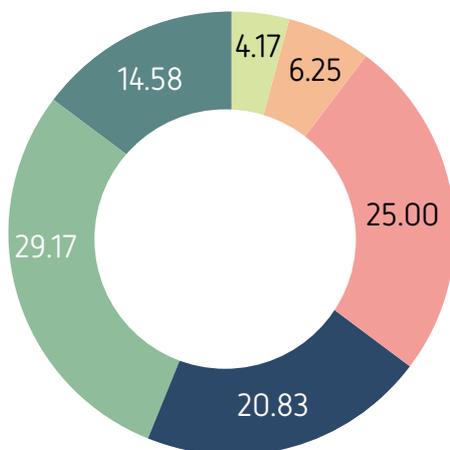
## 12. DISMISSALS AND OTHER REASONS FOR LEAVING

Reason for leaving	2019-2020	2020-2021
Death in service	1	0
End of fixed term contract (dismissal)	4	4
Ill health retirement (dismissal)	2	1
Secondment (Care Inspectorate to Scottish Social Services Council)	0	2
Resignation	31	27
Retirement	5	18

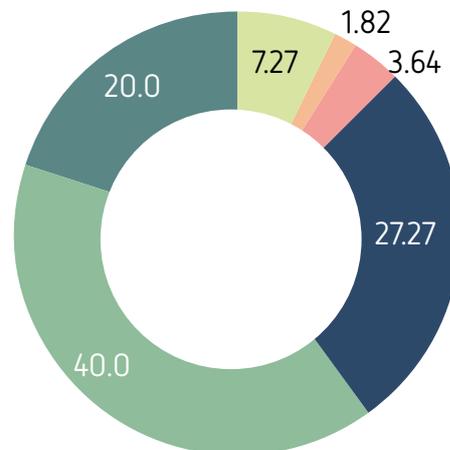
Turnover rate	
2019-2020	2019-2021
7.10%	9.00%

### Age

2019-2020 % of leavers

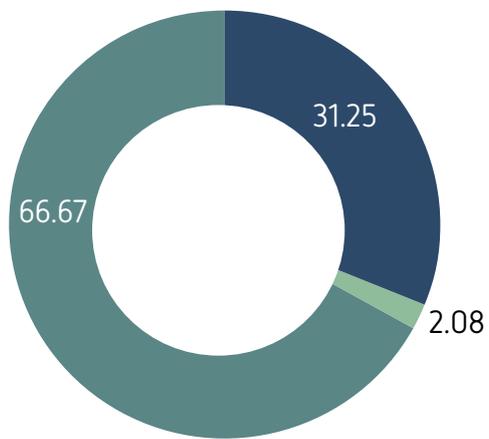


2020-2021 % of leavers

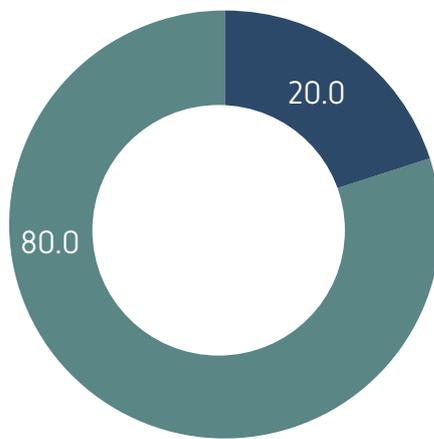


## Disability

2019-2020 % of leavers

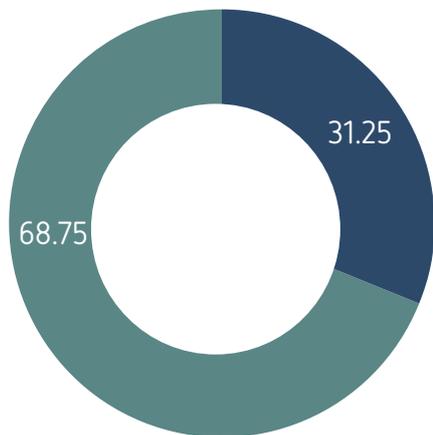


2020-2021 % of leavers

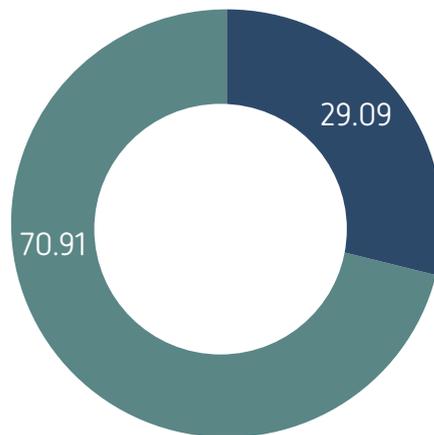


## Gender reassignment

2019-2020 % of leavers

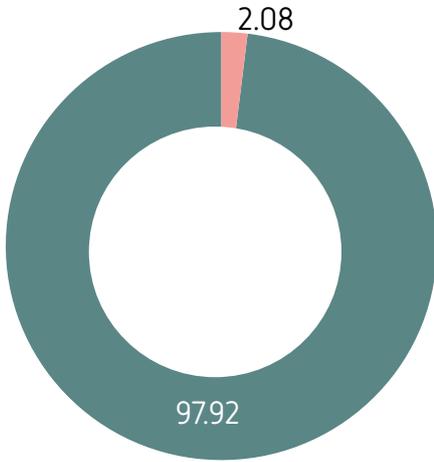


2020-2021 % of leavers

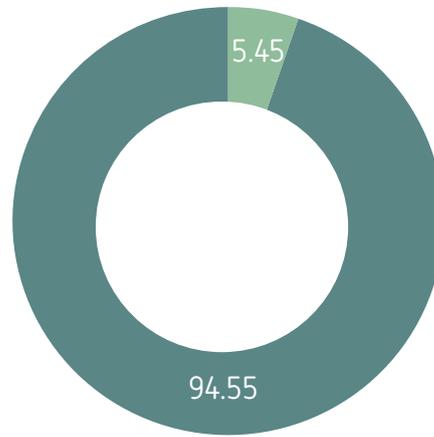


## Marriage and civil partnership

2019-2020 % of leavers

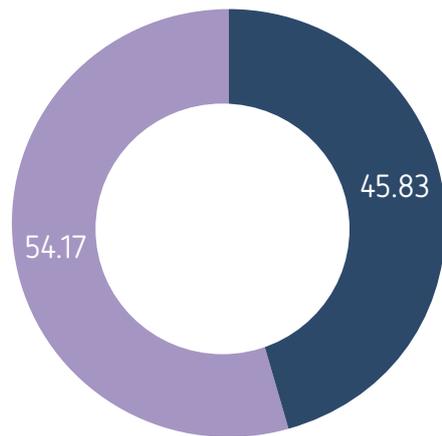


2020-2021 % of leavers

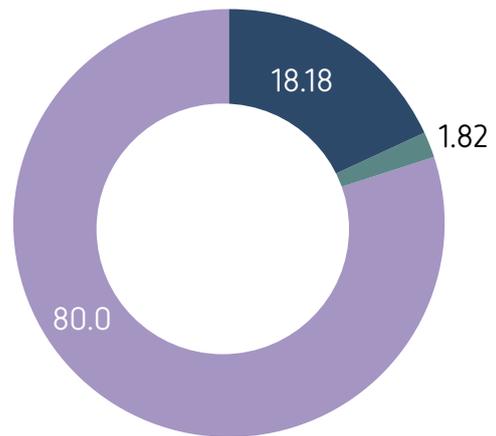


## Race

2019-2020 % of leavers

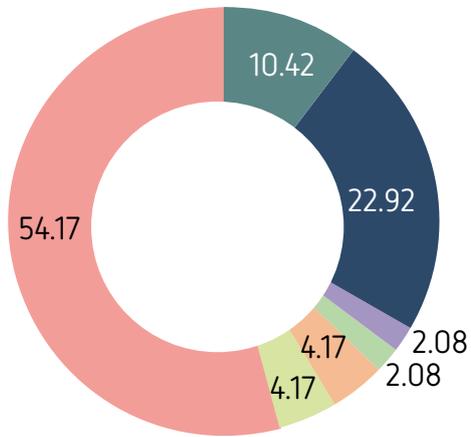


2020-2021 % of leavers

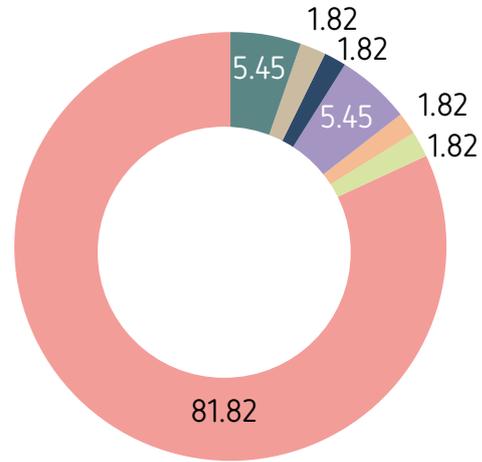


## Religion or belief

2019-2020 % of leavers

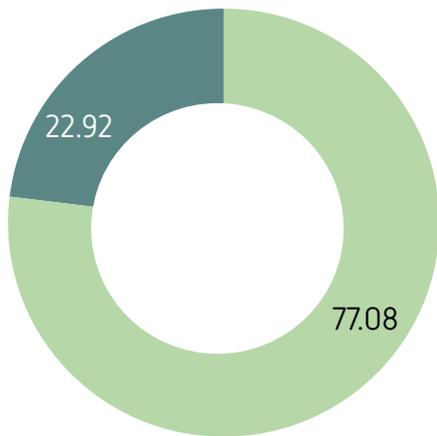


2020-2021 % of leavers

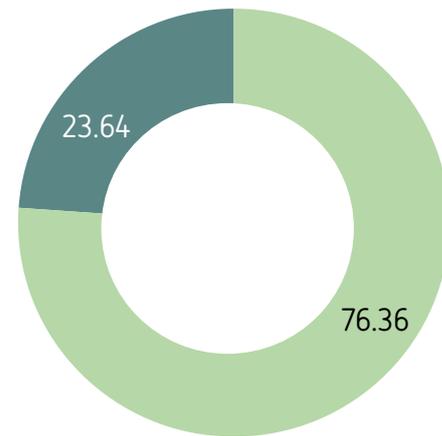


## Sex

2019-2020 % of leavers

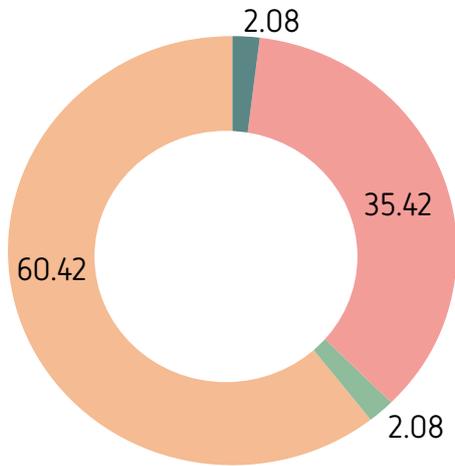


2020-2021 % of leavers

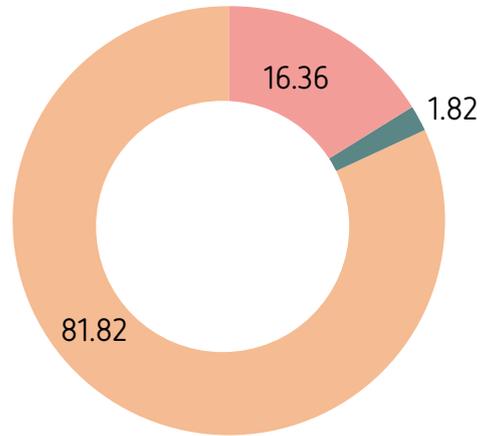


## Sexual orientation

2019-2020 % of leavers

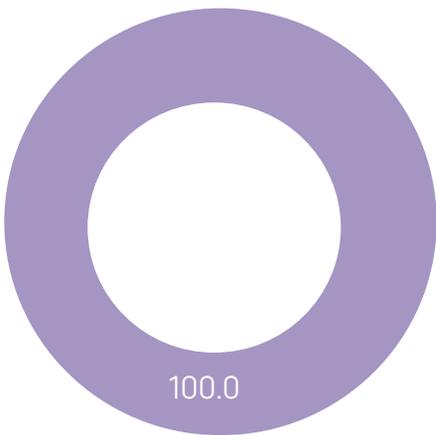


2020-2021 % of leavers

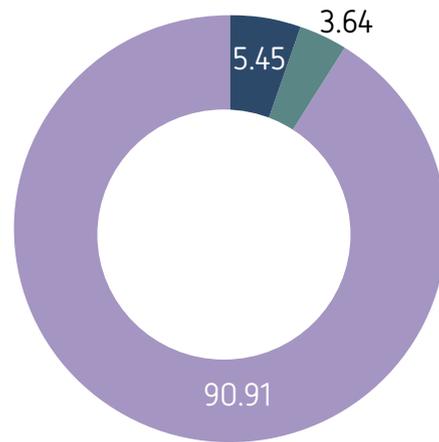


## Gender identity

2019-2020 % of leavers



2020-2021 % of leavers



## 13. PAY GAP

Year	Mean Female Hourly Rate	Mean Male Hourly Rate	Mean Gender Pay Gap
2019/20	20.25	23.08	12.3%
2020/21	21.57	23.88	9.7%

Year	Median Female Hourly Rate	Median Male Hourly Rate	Median Gender Pay Gap
2019/20	22.05	22.05	0.0%
2020/21	23.3	23.3	0.0%

The 2020/21 median figure shows that we do not have a gender pay gap. However, Close The Gap consider the mean to be a more accurate figure for measuring the gender pay gap as it shows the impact of part time working on women's pay. 21% of Care Inspectorate female employees work part time. The 2020/21 mean figure indicates that we have a pay gap of 9.7%. This has fallen from 13.4% the last time we reported on it in our 2019 Equalities Mainstreaming Report. 9.7% is our lowest ever reported mean gender pay gap figure. This is 0.3% under the 10% gender pay gap in Scotland in 2021.

Since 2019, we have undertaken a job evaluation for our inspector role, and this resulted in our inspectors (who are mostly women due to 80% of our workforce being female) moving from pay grade 6 to grade 7. We employ most of our staff as inspectors so this will account for the decrease in our pay gap. As part of this process we consulted with staff and carried out an equalities impact assessment.

**Action plan:** We will involve Close the Gap in the review of our Flexible Working Policy equality impact assessment as we recognise the link between part time working and the gender pay gap. We will continue to gather and analyse our data, and this will be used to inform our decision making.

Year	Mean BAME* Hourly Rate	Mean White Hourly Rate	Mean Ethnicity Pay Gap
2019/20	20.02607143	20.58392603	2.7%
2020/21	22.27071429	21.93067594	-1.6%

Year	Median BAME* Hourly Rate	Median White Hourly Rate	Median Ethnicity Pay Gap
2019/20	22.0516	22.0516	0.0%
2020/21	23.3042	23.3042	0.0%

The 2020/21 median figure shows no ethnicity pay gap. If we look at the mean figure, there was a 2.7% pay gap in 2019. For 2020/21 the mean shows we pay on average staff from a Black, Asian and Minority Ethnic (BAME\*) background 1.6% more than white employees.

**Action plan:** We will continue to gather and analyse our data to identify any fluctuations, and this will be used to inform our decision making. We have specific actions as part of the Equalities and Human Rights Committee Report – Race Equality, Employment and Skills: Making Progress? and will respond and plan improvement interventions if these are required based on this additional workforce data.

Year	Mean Disabled Hourly Rate	Mean Non-Disabled Hourly Rate	Mean Disability Pay Gap
2019/20	19.4786	20.78533575	6.3%
2020/21	22.152761	20.99578286	-5.5%

Year	Median Disabled Hourly Rate	Median Non-Disabled Hourly Rate	Median Disability Pay Gap
2019/20	22.0516	22.0516	0.0%
2020/21	23.3042	23.3042	0.0%

The 2020/21 median figure shows no disability pay gap; the mean figure shows there was a 6.3% pay gap in 2019/20. In 2020/21 we are paying, on average, disabled employees 5.5% more than non-disabled employees.

**Action plan:** We will continue to gather and analyse our data, and this will be used to inform our decision making.

## 14. OCCUPATIONAL SEGREGATION

Paygrade	Role descriptors
1-3	Modern apprentice and administrative
4-6	Technical and junior management
7-8	Specialist and middle management
CS1+	Senior leadership, executive directors and chief executive

Horizontal segregation refers to the clustering of men and women into different types of work, for example, different roles. It occurs when members of one group are typically employed in different types of job than members of another.

Vertical segregation refers to the clustering of people into different levels of work, for example, more men working as senior managers, and more women working in the lowest grades. Vertical segregation within an occupation occurs when members of one group (for example, men) are typically employed at a higher level than members of another.

### Gender occupational segregation

Paygrade	2020/21				2019/20			
	1 to 3	4 to 6	7 to 8	CS1+	1 to 3	4 to 6	7 to 8	CS1+
Female	99	46	283	39	99	274	64	35
Male	14	16	73	19	15	71	21	23

In 2020/21 most women are employed in grades 7 to 8. This is reflective of our inspection workforce which is our core function as a scrutiny and improvement support body. The second highest group of women are employed in roles within grades 1 to 3 which tends to be in our business support or corporate and customer services roles. There has been an increase in women in our CS1 grades which are our senior leadership roles which shows that women are decision makers in our organisation. We therefore do not see any clustering of men and women into different types of work or different roles. Although, it is notable that despite employing less men than women there are 49% men in CS1 management and leadership roles.

## Race occupational segregation

Paygrade	2020/21				2019/20			
	1 to 3	4 to 6	7 to 8	CS1+	1 to 3	4 to 6	7 to 8	CS1+
White	96	46	291	45	94	263	63	41
Mixed or multiple ethnic groups	<5	0	0	<5	<5	0	0	0
Asian, Asian Scottish or Asian British	0	0	0	0	0	<5	0	0
African, African Scottish or African British	<5	0	<5	0	<5	<5	0	0
Caribbean or Black	0	0	0	<5	0	0	0	<5
Other ethnic group	0	0	<5	0	0	<5	0	0
Prefer not to say/ unknown	<5	<5	9	<5	<5	6	<5	<5
Unknown	13	15	53	8	16	72	18	13

Low numbers of employees from minority ethnic communities are reflected across all pay grades and are employed in a number of different jobs including the higher paying grades of 7 to 8 and CS1. We will continue to monitor the data as our numbers are small and it is important to identify and changes.

## Disability occupational segregation

Paygrade	2020/21				2019/20			
	1 to 3	4 to 6	7 to 8	CS1+	1 to 3	4 to 6	7 to 8	CS1+
Don't know	0	0	<5	0	0	<5	0	0
No	76	39	246	39	75	216	60	35
Prefer not to say	6	<5	19	<5	5	19	<5	<5
Unknown	12	14	52	8	15	70	18	13
Yes	19	6	37	8	19	38	<5	7

Disabled employees are employed in a variety of different roles, but most are working in grades 7 to 8. This is followed by grades 1-3 then CS1. Our data does not suggest that disabled employees are more likely to work in lower graded posts or different roles to non-disabled employees.

**Action plan:** Work will continue to undertake equal pay reviews, produce equal pay data and occupational segregation data (horizontal and vertical). This is in line with our Equal Pay Policy Statement, which was last reviewed in October 2019.

## 15. EQUAL PAY STATEMENT

The Care Inspectorate is committed to ensuring equal pay. We use a single job evaluation scheme to measure the relative value of all jobs in our pay and grading structure within an overall framework that is consistent, transparent and fair. We reviewed our [Equal Pay Policy](#) in October 2019

Our equal pay objectives are set out below.

- We are committed to providing and promoting equal opportunities for all employees, regardless of sex, race, religion or belief, age, marriage and civil partnership, pregnancy and maternity, sexual orientation, gender reassignment or disability.
- All employees receive equal pay for work of equal value.
- Pay and reward systems are transparent, based on objective criteria and free from bias in relation to all aspects of equalities.
- We work with our recognised trade unions to ensure equality within our reward system.
- We regularly review our pay and reward system to eliminate any discrimination.
- Details of any complaints regarding equal pay will be retained confidentially for monitoring purposes.

## 16. BOARD EQUALITY INFORMATION BY PROTECTED CHARACTERISTIC

At least two of our Board members should be people who experience care or are carers themselves. This brings a different insight and experience to the Board which is invaluable in moving our work forward. Two board members come from other organisations (Health Improvement Scotland and the Scottish Social Services Council). This means we can only report on the equality information of Care Inspectorate board members, however, we have counted all of them for 'sex' due to the implications for the Gender Representation on Public Boards (Scotland) Act.

### Age

	2019-20 headcount	2020-21 headcount
35-44	<5	<5
45-54	<5	5
55-64	<5	<5

### Disability

	2019-20 headcount	2020-21 headcount
No	<5	<5
Unknown	<5	<5
Yes	<5	<5

### Gender reassignment

	2019-20 headcount	2020-21 headcount
No	5	5
Unknown	<5	<5

### Married and civil partnership

	2019-20 headcount	2020-21 headcount
Unknown	for all	for all

### Race

	2019-20 headcount	2020-21 headcount
White	<5	<5
Asian, Asian Scottish or Asian British	<5	<5
Unknown	<5	<5

### Religion or belief

	2019-20 headcount	2020-21 headcount
Muslim	<5	<5
None	<5	<5
Prefer not to say	<5	<5
Roman Catholic	<5	<5
Unknown	<5	<5

### Sex

	2019-20 headcount	2020-21 headcount
Female	6	5
Male	5	6

### Sexual orientation

	2019-20 headcount	2020-21 headcount
Heterosexual/ straight	<5	<5
Unknown	5	5

### Gender identity

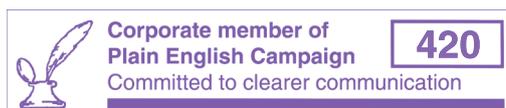
	2019-20 headcount	2020-21 headcount
Female	<5	<5
Male	<5	<5
Unknown	<5	<5



## Headquarters

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