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Registers of Scotland

2025 Equality and Diversity Mainstreaming Report

Progress against our 2023 mainstreaming outcomes

Planned action for 2025 to 2027

Foreword

TRACY MCINTYRE
DIRECTOR OF PEOPLE AND OPERATIONAL SERVICES

I am pleased to present our latest mainstreaming report, which underscores our unwavering commitment to embedding diversity and inclusion in every facet of our work at Registers of Scotland. Our dedication to these principles is not merely aspirational; it is a fundamental aspect of our organisational ethos. We believe that by fostering an environment where every individual feels valued and respected, we can achieve our goals and serve the public more effectively.

At Registers of Scotland, we recognize that diversity and inclusion are not just about meeting legal obligations but about creating a workplace where everyone can thrive. Our clear goals are underpinned with concrete actions, ensuring that our commitment to diversity, and inclusion is reflected in our daily ways of working. By embracing diverse perspectives, we enhance our ability to innovate and respond to the needs of our customers, building trust and confidence within the communities we serve.

This report highlights the significant strides we have made in our journey to mainstream equality. It showcases the collaborative efforts of our colleagues, Trade Union representatives, managers, leadership team and stakeholders, whose dedication has been instrumental in advancing our diversity and inclusion initiatives.

As we look to the future, we remain steadfast in our resolve to challenge ourselves, to do more, and to create an environment where everyone feels empowered to contribute their best. Together, we will continue to make meaningful progress towards a truly diverse and inclusive Registers of Scotland.

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Executive summary

At Registers of Scotland (RoS), we support the people and businesses of Scotland by managing public registers of land, property and other legal documents. As a public organisation, we have legal duties under the Equality Act (2010).

This report focuses on our efforts to mainstream equality under the Public Sector Equality Duty. It provides an update on our 2023 mainstreaming outcomes and sets out our next steps from 2025 to 2027.

Summary of our progress

We have progressed all four outcomes that we set in 2023.

2023 outcome	Progress	Status
Outcome 1: We will have more D&I data, and will be using it to measure impact	Completed most planned activity. Our current focus is on supporting colleagues across RoS to use D&I data in their own decision-making, as appropriate	Expect to close by end March 2027
Outcome 2: We will have more disabled, minoritised ethnic and younger people in RoS	Focused activity on attracting diverse talent and improving recruitment processes. Continuing to work through our end-to-end resourcing strategy and processes	Expect to carry this long-term outcome into 2027
Outcome 3: We will be more inclusive and accessible, guided by lived experience	Embedded approach to capturing lived experience. Evidence shows a need to now focus on improving experiences of disabled colleagues	Expect to carry into 2027, with evolving focus
Outcome 4: We will have a more accessible learning offer and more D&I learning content	Developed and delivered a range of D&I learning and improved accessibility. This work will continue over the next two years	Expect to close by end March 2027

In 2027, in addition to carrying over outcomes 2 and 3 above, we will publish new outcomes.

Key achievements

- ★ We published our refreshed Diversity and Inclusion Strategy, setting out our long-term goals. It includes an evaluation strategy and maturity models. We have identified key metrics to measure our impact against our purpose. You can read it here.
- ★ Our Colleague Experience Team and D&I Lead analysed our Civil Service People Survey findings for the last three years (2022-2024). This analysis allowed us to identify and track trends in the views of our colleagues with protected characteristics and create evidence-based actions in response.
- ★ Our People Data Team improved our diversity monitoring questions, in line with the Scottish Census, allowing us to regularly monitor our response rates and demographic data to better understand the diversity of our workforce.
- ★ We set up a new D&I Delivery Group to create and take forward our D&I action plan, and report on our progress. The group, chaired by our D&I Lead, includes colleagues from People & Change, Information Governance, Customer Experience, Internal Communications, and our Trade Union, PCS.
- ★ Members of our Executive Management Team refreshed our D&I Steering Group expanding the membership to ensure decisions are made by senior leaders from all directorates across RoS.
- ★ Our D&I Lead, along with colleagues with lived experience from across RoS, created Colleague Voice Sessions. They provide safe dedicated spaces for colleagues with each protected characteristic where they can contribute to key developments and discuss matters that affect them.
- ★ Our Resourcing and Communications teams, together with others, created our Employee Value Proposition, ensuring that D&I was considered. This led to a dedicated section within our new career site to attract diverse talent.
- ★ Our Customer Experience Team published our Extra Support for Customers policy, with guidance and training for colleagues to support customers' needs.
- ★ Our Internal Communications and Colleague Experience teams delivered two years of D&I communication plans, aligned to national/international awareness days and campaigns.
- ★ Our Director for People & Operational Services delivered our first D&I webinar for colleagues, along with colleagues from Talent and Enablement, Customer Experience, and our Trade Union, PCS. This event was supported by our Internal Communications Team.

Evidence of our impact

- ★ 88% of colleagues have answered our new set of diversity monitoring questions, with 51% answering all questions.
- ★ 87% of colleagues believe RoS is committed to being a diverse and inclusive organisation, an increase of 3% since our last mainstreaming report (Civil Service People Survey, 2024).
- ★ 100% of colleagues who gave feedback on our Colleague Voice Sessions said they were effective in listening to colleagues with protected characteristics. 86% said they are effective in making RoS a more inclusive organisation.
- ★ Around 80% of colleagues from People & Change have completed D&I training.
- ★ 85% of members of our D&I Delivery and D&I Steering Group find our meetings effective.
- ★ We were recognised as the Best Employer for Carer Peer Support at the 2024 Carer Positive Awards.
- ★ We achieved our Silver Investors in Young People accreditation.

Our focus for 2025 to 2027

We will continue to progress our current outcomes, with a focus on:

- + Supporting colleagues, particularly managers and senior leaders, to use the wider range of D&I data we now have available to inform their work.
- + Using our new career website to attract diverse talent and continuing to improve our recruitment practices, ensuring we measure our impact.
- + Improving the experiences of our disabled colleagues and continuing to support colleagues with all protected characteristics.
- + Developing additional learning and resources, with a focus on training managers to support their team members and meet all needs.

Introduction

Registers of Scotland (RoS) support the people and businesses of Scotland by managing public registers of land, property and other legal documents.

As an employer and service provider, we are prohibited, by law, from harassing, victimising, or discriminating (directly or indirectly) against our employees or the public based on the protected characteristics (Equality Act, 2010).

In addition, as a public sector organisation in Scotland, we must:

- Have due regard to the need to eliminate unlawful discrimination, advance equality of opportunity, and foster good relations between different groups (Public Sector Equality Duty, sections 149 to 157 of the Equality Act, 2010).
- Publish a mainstreaming report every two years and a new set of equality outcomes every four years to help us meet the general duty more effectively (Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012).

Complying with these regulations ensures that we actively consider and promote equality in our operations as an employer and service provider. In doing so, we help to create a fairer and more inclusive society.

This report fulfils our legal duty to report our progress in mainstreaming equality over the past two years, including key achievements. It outlines our impact and evaluates our progress against our 2023 mainstreaming outcomes:

Outcome 1	Outcome 2	Outcome 3	Outcome 4
We will have more D&I data and be using it to understand our impact.	We will have more younger, disabled, and minoritised ethnic people working in RoS.	We will be more inclusive and accessible, guided by lived experience.	We will have a more accessible learning offer and more D&I content.

It also sets out our plan to create our new outcomes for 2027 to 2031.

Embedding our D&I strategy and structure

We have continued to ensure that we have strong foundations to support us to mainstream D&I in RoS. This includes ensuring we have the policy, strategy and resources we need to take this forward.

We have dedicated D&I resource

At the time of writing our 2023 mainstreaming report, we had a temporary post of D&I Lead. Having this resource since the start of 2022 helped us to set a clear direction and embed an effective structure for D&I. Given the importance of this agenda, we made this a permanent post in November 2023. This will ensure we can carry out our planned activity, provide consistent guidance and support to our colleagues and stay ahead of the changing D&I landscape.

We set a clear direction

We published our D&I Strategy in December 2023. As part of this, we identified four pillars to focus on in our efforts to advance diversity and inclusion in RoS: accountable leadership, policy and infrastructure, culture and community, and maximising potential. We outlined our evaluation strategy to ensure that we are measuring our impact against our initial purpose. We also developed maturity models to articulate how well we are embedding D&I in RoS and how our colleagues feel about D&I personally.

We established and embedded a robust D&I structure

We assigned roles to our various groups and networks, defining their contribution to the overall structure as leading, delivering, listening or supporting.

We refreshed and expanded our D&I Steering Group. Decisions are now made by senior leaders from all directorates across RoS and the group is chaired by our Director for People & Operational Services. This is key to us ensuring that we have accountable leadership.

I like the breadth of experience and the passion that people have for improvement across RoS.

D&I Steering Group Member

We also established a new D&I Delivery Group to take forward our action plan. This group reports on our progress against the plan and identifies any challenges that need to be addressed by the Steering Group and wider senior leadership groups in RoS.

Both groups are attended by representatives of our Trade Union, PCS, who are great supporters of our work in D&I.

Results

- ★ 26 colleagues are members of our D&I Delivery or Steering Groups, mostly leaders at SEO, C1, C2 and Director level.
- ★ 85% of members of our D&I Delivery and D&I Steering Group find our meetings effective.

Our colleague-led networks focus on providing peer support through a range of channels:

Carers	Weekly/monthly meetings and catch-ups, Teams channel, intranet page about the network and resources.
Neurodiversity	Teams channel for neurodivergent colleagues to share resources, advice and guidance as well as intranet page about the network.
Pride	Teams channel for LGBT+ colleagues to share resources, advice and guidance as well as intranet page about the network.
Younger colleagues	This is a new network to help younger colleagues connect with each other and plan days in the office where they can all sit together and build a community within RoS.

We are working with the leads to evaluate each of these networks. So far, we have completed the evaluation of our Carers Network. This network is now acting to further promote the network and share responsibility for identifying agenda items across the group.

Award-winning Carers Network

In 2024, we won the award for **Best Employer for Carer Peer Support** at the Carer Positive 10-Year Anniversary Awards. The Co-Chairs of our Carers Network submitted the application, with support from our Diversity & Inclusion Lead. A key part of this was providing evidence from carers on how they benefit from peer support in RoS.

> **Becoming a carer while working full time has been a challenge. Thanks to our hybrid working policy, I could move closer to my dad to better support him. A colleague recommended joining our Carers Network and I've benefitted from my colleagues' empathy, support, and excellent advice. And as my understanding of caring has increased, I also value being able to support others in return.**
>
> Member of our Carers Network

Our network provides a range of support, from resources and a Teams channel to coffee chats and monthly meetings. Network members support one another personally and help us consider their needs in key developments, such as carers' leave and the development of our employee passport.

> **We were delighted to award Registers of Scotland as the Best Employer for Peer Support at our Carer Positive 10th Anniversary Awards in November 2024. We particularly liked the fact that right from the start, this Carers Network has been peer led, 'created by carers for carers', and similarly, the dedicated intranet page of resources was created by and is continually updated by carers. The Carers Network mailbox, Teams channel, weekly coffee chats and monthly meetings provide so many channels for carers throughout the organisation to engage with and benefit from support. The network is also particularly pro-active within the organisation more widely – liaising on policy development, developing a guidance document for managers, and generally raising the profile of carers. They are an invaluable source of knowledge and support and a credit to Registers of Scotland.**
>
> Sue McLintock, Carer Positive

Our focus for 2025 to 2027

Our D&I Structure was re-defined over the last two years, with new groups added and a change in focus for others. We need to ensure that this structure is working as efficiently and effectively as possible. As such, over the next two years, we will:

- Evaluate our remaining three networks and support them to develop their own actions.
- Continue to embed our D&I Structure and evaluate the effectiveness of our various groups, making improvements as required.
- Further integrate our evaluation strategy within our work to take forward our D&I agenda.

By the end of March 2027, we will have fully integrated our D&I strategy and structure into our organisation.

We will have had an opportunity to evaluate the changes we've made over the last two years and to make any adjustments required.

Any further refinement of our strategy and structure will happen as part of our usual business practices.

Outcome 1: Improving our data

In 2023, we committed to having more D&I data available. We also wanted to be using it to better understand the impact of our activity.

The table below outlines the actions we set out against this outcome and our progress against them.

Intended action	Status	Evidence
Improve approach to diversity monitoring	Embedded	Enhanced questions to cover all protected characteristics and align to census. Continuing to increase response rates
Robustly measure our progress against our aims and objectives	Embedded	More D&I data and analysis available and a clear evaluation strategy
Share our progress and impact more often with colleagues and stakeholders	Embedded	New reporting structures to provide updates to senior leaders, relevant governance groups and to colleagues across RoS
Support colleagues to use D&I data to inform their own work	Progressing	Measures and reports in place and using these to support our D&I groups and senior leaders. Will roll this out further across RoS

What have we achieved?

Having high-quality data to measure our progress and impact is a priority for us and so we also included this as a key enabler in our D&I Strategy. We have made a lot of progress against this outcome, outlined below.

Over the last two years, we have:

- ★ Defined an evaluation strategy to ensure that we can measure our impact against our purpose.
- ★ Identified key metrics from a range of sources, including diversity monitoring response rates and our workplace demographics, and external comparisons.
- ★ Analysed three years of Civil Service People Survey data (2022 to 2024) to compare findings for protected groups and understand their experiences.

Improving our approach to diversity monitoring

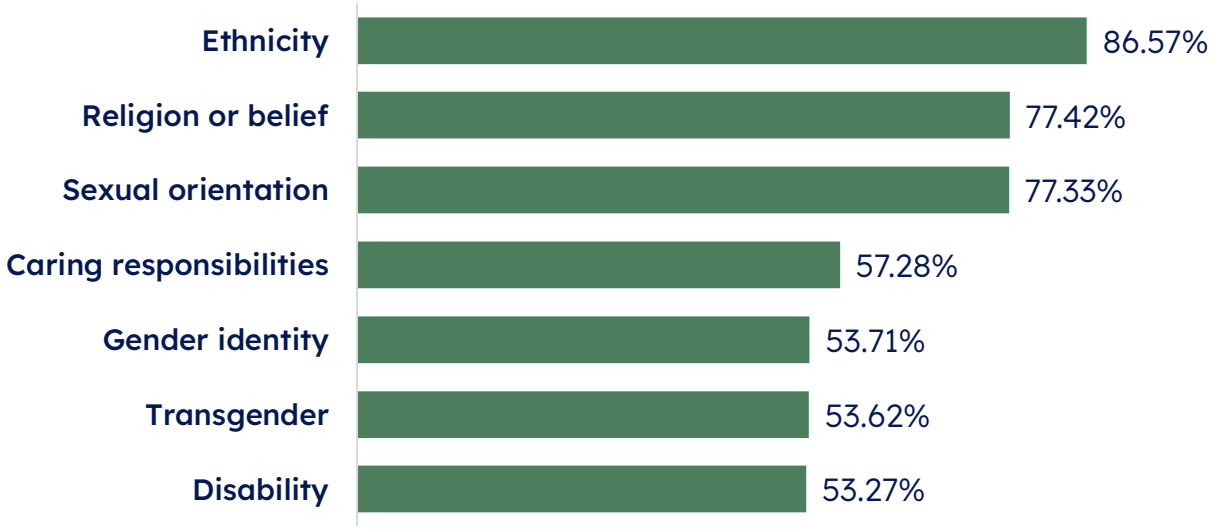
In May 2023, we updated our diversity monitoring questions. They now align to Scotland's 2022 Census. This makes our questions more sensitive and appropriate. It also allows us to gather better data and compare it with external benchmarks. Another benefit is having standard questions for other purposes. These include diversity monitoring in recruitment and surveys.

We have developed a strategy to increase our response rates to these questions. We run communication campaigns and give regular reminders to colleagues of the importance of this information. We have also shared team response rates through presentations. We explain why we collect this data and how we use it. We also highlight the 'prefer not to say' option.

Results

- ★ We have questions for every protected characteristic, with robust, sensitive wording and the ability to compare this to the 2022 Scottish Census.
- ★ On 31 March 2025, we had data for 88% of employees. Half our employees (51%) had completed all questions and 37% had completed some of them.
- ★ We have 100 per cent response rates for sex and age since this is mandatory information for all employees and the response rates for our voluntary questions are outlined below.

Graph 1: response rates for our voluntary questions, at 31 March 2025



A key area of improvement was our work to embed a schedule of regular updates on our D&I Action plan for senior leaders and decision-makers. We want our reporting to be robust, transparent and meaningful. We write our reports with input from our D&I Delivery and Steering Groups. This reflects the co-ownership of our D&I Action Plan.

Accountable leadership is a pillar in our D&I Strategy. Therefore, we need to equip our leaders with the necessary information to make decisions. We report regularly to our Strategic People Authority and our Board.

We share quarterly summaries that provide an overview of whether we've successfully completed the planned activities. These reports include key achievements, ongoing activity, and actions that need attention. Most importantly, we provide evidence of our impact.

> **Looking back on the developments in our D&I reporting over the last two years, I feel more comfortable that we have a plan and that I've got visibility of how we're doing against it. We've put a lot of work into embedding a holistic approach that ensures our actions are evidence-based and that we know how we will measure our progress and impact. I also feel that we are now clearer on the smaller steps needed to reach our ultimate goals. We have now mainstreamed our D&I reporting, ensuring that it is monitored through the same governance groups. To me, delivering our D&I action plan is just as important as achieving our goal to clear open case work.**
>
> Jennifer Henderson, Keeper of the Registers of Scotland

We also share updates with our colleagues across RoS. We do this through specific summaries and within our programme of D&I communications.

Results

- ★ We have now completed a full year of our new style of D&I reporting.
- ★ We have completed, or are progressing, 100% of our planned actions which amounts to 30 actions since the start of our D&I Action Plan in 2023.

Our focus for 2025 to 2027

Although we have made progress, we still have areas for improvement under this outcome, as outlined below.

We now have robust, appropriate diversity monitoring questions. However, only half our colleagues have answered all questions and 1 in 10 haven't answered any.

We will continue to encourage existing, and new, colleagues to share their diversity monitoring information. We will:

+ Continue to highlight 'prefer not to say' as an option
+ Ensure colleagues understand how we use their data, in particular sharing examples of how we've used it to benefit colleagues
+ Explore colleagues' reasons for not sharing some, or any, of their information and work with them to identify action we can take to address this

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We have established greater understanding of the views of colleagues with protected characteristics through D&I analysis of our CSPS findings. However, this insight is limited to the questions within the survey and is only available annually.

We have embedded mechanisms to regularly capture feedback from colleagues. This includes People Pulse Surveys for all and Colleague Voice Sessions specifically for those with protected characteristics. Over the next two years, we will use these mechanisms to capture additional feedback.

We now have more D&I data available to us and we have been using this within our D&I groups to support our decision making and inform our action plan. However, we need to ensure that colleagues across the organisation are aware of the data available and are using it appropriately in their work.

To address this, we will incorporate key measures within wider reports for senior leaders. We will also support colleagues to use the D&I data we have available, with a focus on senior leaders and managers. For example, managers may benefit from using the equality analysis of our CSPS findings to ensure they understand the views of colleagues with protected characteristics alongside the views of their team overall.

Other colleagues may also need support to use D&I data, for example those leading on specific projects. They may want to consider the demographics of those affected by their project, forming part of their equality impact assessment.

We aim to complete these actions by end of March 2027 and would then consider this outcome to be achieved. Monitoring, and improving as needed, the availability and use of D&I data would then become part of our usual business practice.

Outcome 2: Increasing our diversity

In 2023, we committed to increasing the proportion of younger people, disabled people and minoritised ethnic people working in RoS.

The table below outlines the actions we set out against this outcome and our progress against them.

Intended action	Status	Evidence
Further develop recruitment and promotion processes to consider diverse needs	Progressing	We are carrying out Equality Impact Assessments of our Employee Value Proposition and resourcing practices, taking a range of actions as a result
Reach young people through employment programmes	Progressing	Continue to support Career Ready internships and achieved Investors in Young People Silver accreditation
Put in place more accessible recruitment processes to support disabled people	Progressing	Updated guidance to support hiring managers and new approaches adopted
Work with partners to understand and address racial inequality in employment	Progressing	Attended conferences with sessions focused on race equality at work, learning from partners in this area on good practice in attracting minoritised ethnic candidates

What have we achieved?

We want our workforce to be representative of Scotland's population. However, we are aware that this needs to be a long-term goal. We have a low attrition and turnover in our workforce.

As such we need to focus on making the most of our opportunities to attract diverse candidates to work with us.

We have prioritised diversity and inclusion as a reason to work in RoS. In 2024, we developed our Employee Value Proposition (EVP) with a strong focus on Diversity and Inclusion (D&I). Our D&I Lead was part of the working group and supported an Equality Impact Assessment. As a result, D&I is one of the seven sections on our new career site.

This work was informed by colleagues with protected characteristics. We did this through providing a safe space for them to share their experiences. Each draft of our content and imagery was reviewed through a D&I lens, including the final version, leading to a more accessible and inclusive final product.

Results

- ★ 42 colleagues, covering all protected characteristics, input to the development of our Employee Value Proposition.
- ★ Diverse colleagues feature in the final career site, including a video where they share their experiences of D&I in RoS.

Ultimately, we now have a resource to specifically promote RoS as an inclusive employer, that we will use to attract diverse talent and address the underrepresentation of disabled, younger (16-24 years), and minoritised ethnic people in our workforce.

To make our recruitment more inclusive, we are carrying out Equality Impact Assessments of our end-to-end process, as well as strategic projects on workforce and succession planning. These assessments are being taken forward alongside ongoing reviews and improvements to these areas of our work. Key actions to date include:

- ★ Improving the D&I content within internal resourcing guidance for hiring managers and recruitment materials.
- ★ Reviewing interview materials to ensure they are as accessible and easy to follow as possible.
- ★ Changing our practice to give all candidates time with the questions at the start of their interview.

This is an iterative process, and further actions will be identified and implemented as we progress with the overall reviews. We will publish our Equality Impact Assessments, detailing all considerations and actions taken to address them, as well as any future actions needed to embed developments in our processes.

Ensuring our leaders are committed to D&I

In 2024, the Scottish Government recruited the post of Keeper of the Registers of Scotland. Part of the process was an interview with a panel of employees.

Our D&I Lead was asked to lead on this to ensure that colleagues on the panel represented a range of protected characteristics. Our panel represented different gender identities, ethnicities, and nationalities and included disabled and transgender colleagues.

> **As D&I Lead, it felt significant that I was asked to bring together colleagues for this panel so that it would be truly diverse. I was equally encouraged that diverse colleagues were invested and excited to take part. The questions we chose as a panel were focused on diversity & inclusion, reflecting how important this was to us all. This was a truly valuable experience and making D&I central to the recruitment of our most senior position is a clear sign of the organisation's genuine commitment to D&I.**
>
> Pauline Stratford, Diversity & Inclusion Lead

The feedback and scores they gave each candidate informed the final decision.

> **Through the recruitment process, Scottish Government set out what it expects from people in senior civil servant and Chief Executive positions. And I think it's really encouraging that as part of that process there was an opportunity for members of staff from different backgrounds in the organisation to have a conversation with candidates. It's important that they were able to test us about our approach to D&I, and that the output of that process genuinely fed into the overall decision about who to appoint. To progress D&I, leaders need to be committed and lead on this. So, I think it's really important that the Scottish Government is committed to, and considers this, when selecting leaders.**
>
> Jennifer Henderson, Keeper of the Registers of Scotland

To encourage younger people to consider RoS as an employer, we continue to take part in the Career Ready scheme. We provided placements and contributed to the workshops for those taking part.

Senior leaders from RoS have also spoken to schools about Digital, Data and Technology careers in RoS. These sessions had a focus on encouraging girls to pursue these subjects through further and higher education.

We have attended conferences with a focus on addressing racial equality in employment, including practical strategies.

Our focus for 2025 to 2027

This is a long-term goal, and we expect that this work will continue into our next mainstreaming report in 2027. Over the next two years we will focus on the actions outlined below.

We make every effort to accommodate reasonable adjustments in our recruitment process. However, our experience has highlighted that often individuals are unsure of what to request and we may not know what to offer.

Therefore, we are developing a more effective approach to discuss needs with our candidates and explore a wider range of options with them. This work will continue over the next two years.

We have seen a decrease in the number of younger colleagues in our organisation. This is largely due to colleagues moving into the 25+ age bracket. We are also still seeing an underrepresentation of minoritised ethnic and disabled people in our workforce.

Over the next two years, we will continue to take steps to address this. We will:

+ Recruit more Modern Apprentices since those who joined RoS through this route speak highly of the positive career development they have experienced as a result
+ Review our job descriptions to ensure that they are accessible and inclusive
+ Consider where we advertise our jobs to reach the widest audience

Outcome 3: Becoming more accessible and inclusive

In 2023, we committed to becoming a more inclusive and accessible organisation, guided by lived experience of protected groups.

Intended action	Status	Evidence
Develop approach to capturing lived experience that considers those being consulted and makes best use of the information	Embedded	Our new approach ensures a planned, sensitive and effective way of capturing and using the information, including an evidence bank to share this more widely, with consent
Identify opportunities for other colleagues and external stakeholders to share their lived experience	Embedded	Colleague Voice Sessions for those with protected characteristics. Work with external stakeholders to share knowledge, through roundtables on a range of equality matters
Support our equality networks and forums to effectively influence the design and delivery of our internal and external work	Embedded	Links to networks to seek views on resources and developments. Evaluations carried out of networks to support them to consider how they work and make improvements they feel they need
Keep building the confidence and capability of our colleagues to deliver an accessible and inclusive service to colleagues and customers	Progressing	Permanent D&I Lead to support and upskill colleagues across the organisation. Using our evidence to highlight any areas of improvement needed and working to address those. This will be an ongoing action

What have we achieved?

We have carried out a range of activity to make us a more inclusive organisation.

To date, we have focused on building the strong foundations we need to be an inclusive organisation.

We continue to raise awareness

We have completed two years of communication plans, continuing to align our communications with national and international awareness campaigns.

We ensure that we cover all protected characteristics across our communication plan, including the following topics:

- ★ Race Equality, sharing resources from the Race Equality Matters materials
- ★ International Women's Day, International Men's Day and International Non-Binary People's Day
- ★ Neurodiversity
- ★ Disability
- ★ Pride and Transgender awareness
- ★ Mental Health Awareness

Through our communications, we have shared information, resources, and given updates on the actions we have taken to support colleagues and customers.

In December 2024, we held our first D&I webinar. Our Director of People and Operational Services led the webinar. It included presenters from People and Change, Customer Experience, and our Trade Union, PCS. The purpose was to inform colleagues about our D&I work and encourage their participation.

Specifically, we covered:

- ★ Why we 'still' need to prioritise diversity and inclusion.
- ★ Where we are on our journey to advance diversity and inclusion in RoS.
- ★ How we – as an organisation – are supporting colleagues and our customers.
- ★ What we all – as individuals – can do to make a difference.

Throughout the webinar, our presenters shared their personal lived experiences related to various protected characteristics, highlighting that we all may need support at different times.

Results

- ★ 178 colleagues attended the webinar, and 76 watched the recording.

> **I really enjoyed the human element. Sharing stories of lived experience, but also the use of language to show it's okay to make mistakes… this opens up my way of thinking to allow conversations to happen.**
>
> Webinar attendee

We have built strong foundations through our people policies.

We reviewed and refreshed:

- ★ All our family friendly policies, aligning our maternity and adoption policies and ensuring all policies meet the needs of all colleagues who may use them, regardless of gender identity and family circumstances.
- ★ Our maximising attendance policy, with a particular focus on ensuring that it accounted for the needs and possible patterns of disabled colleagues.

We will continue to review all people policies, supported by Equality Impact Assessments.

Listening to lived experience

Our Colleague Voice sessions provide a safe, protected space for colleagues who share specific protected characteristics to input to developments and raise any concerns they may have. Each series consists of 9 separate sessions, focussing on colleagues who are carers, disabled, LGBT+, minoritised ethnic, men, women, younger, older, and transgender.

The sessions are co-hosted by our D&I Lead and colleagues who share the protected characteristic of the group. This fosters a sense of shared ownership and ensures the sessions are welcoming. Having an open conversation facilitated by someone with a similar lived experience encourages colleagues to participate in the sessions.

We work together to identify the experiences that our colleagues would like others to be aware of, and this information is added to our D&I Evidence Bank. This evidence bank is then used to inform our Equality Impact Assessments.

Results

- ★ Approximately 50 colleagues attended the sessions.
- ★ We gained understanding of the lived experience of colleagues and input to key developments, including our Employee Value Proposition, Recognition approach, process for changing personal information and our mainstreaming outcomes. We also captured further insight into our Civil Service People Survey findings.

We sought feedback from attendees of our first set of sessions, with a 91% response rate. The findings confirmed anecdotal feedback during and after the sessions, with:

- ★ All respondents felt that the hosts created a safe and welcoming environment. 95% said they would recommend the sessions to others.
- ★ 92% of respondents felt the sessions were effective in “demonstrating our commitment to creating a diverse & inclusive organisation for all colleagues”.
- ★ In our 2024 Civil Service People Survey, we achieved a score of 87% on this factor — a 3% increase compared to the previous survey.

Our focus for 2025 to 2027

We have made great progress in embedding our approach to listening to our colleagues with protected characteristics and understanding their lived experiences. However, the evidence we have gathered highlights that disabled colleagues feel less positive about working at RoS, compared to other protected groups.

In our Civil Service People Survey, our disabled colleagues responded much less favourably in terms of their experience of change management, access to the tools they need to do their job, and their overall wellbeing.

As a result, we are refocusing this outcome on improving their experiences, as outlined below.

Outcome 3: We will become a more accessible and inclusive organisation, with a focus on improving the experiences of our disabled colleagues.

To achieve this, we will:

+ Focus our new change management framework on supporting colleagues who find change more challenging, including providing learning for managers and resources to facilitate conversations.

+ Provide learning and development opportunities, along with resources, for managers and colleagues to understand various conditions and effectively meet the needs of disabled colleagues. This will include a focus on effective reasonable adjustments.

+ Ensure that our wellbeing communications and initiatives specifically consider the needs of disabled colleagues, directing them to organisations that can provide tailored information or support.

+ Share personal stories of disabled colleagues at RoS, highlighting the reasonable adjustments that have worked for them and celebrating their achievements within RoS.

“Creating an organisational culture that makes everyone feel valued and included is a never-ending task and it's a task worth investing in so everyone at RoS, especially those with protected characteristics, can fully commit themselves to delivering for the people of Scotland. The Executive Management Team at RoS are committed to ensuring that RoS is a positive place to work for all colleagues, ensuring that everyone has the tools, training, adjustments and support they need to be able to work well and build their careers within our organisation.

Our data shows that for disabled employees, RoS has some work to do, and I'm pleased we will be making this our focus in the next phase of work both to enhance support for existing employees and to make us more attractive to prospective employees.”

David Blair,
Director for Customer and Business Development

We will also continue to support the inclusion of colleagues with all other protected characteristics. Our Colleague Voice Sessions will identify any improvements we can make for each group, and we’ll take them forward over the next two years.

Outcome 4: Enhance D&I learning

In 2023, we committed to having a more accessible learning offer and more D&I learning content.

Intended action	Status	Evidence
Test learning approaches to make sure they are accessible and inclusive	Progressing	Equality Impact Assessment carried out on our Learning Hub and range of actions taken
Create and deliver core training to learning coaches to support them to facilitate inclusive and accessible learning	Progressing	This was widened out to include our Learning and Development Team and mentors in our new Learning Hub
Identify and produce a programme of on-demand D&I learning and development	Progressing	Range of learning and resources developed and delivered, both in person and virtually

What have we achieved?

Over the last two years, we have focused on improving accessibility of our learning by carrying out an Equality Impact Assessment of our Learning Hub. The Learning Hub is a new framework launched in our Operations Directorate to improve how we support technical learning. Actions from this have included:

- ★ A focus on digitised learning that's accessible and allows colleagues to work through at their own pace and refer to as needed.
- ★ A new way to capture any reasonable adjustments required, providing questions to help colleagues identify any challenges they have with learning and to consider different options that could support them.

We also carried out a range of D&I learning activities. This included developing and delivering:

- ★ Bespoke, on-demand learning for managers on supporting trans colleagues in the workplace.
- ★ Training to our Employee Relations Team and PCS representative on considering the needs of equality groups in policy development.

In addition, we created fact sheets and learning resources on a range of equality topics, for example:

- ★ Mental health conditions
- ★ Race equality
- ★ Neurodiversity
- ★ Accessible and effective communication (written, verbal and non-verbal)
- ★ Understanding gender identity and supporting trans colleagues
- ★ Being an ally

Building a shared understanding of diversity and inclusion

It is important to us that colleagues across RoS have a shared understanding of inequality and how we can overcome it. We are particularly focused on colleagues who are involved in our D&I groups and those across our People & Change function.

We have developed a set of learning sessions on the "Fundamentals of D&I" and "Becoming more inclusive". Across these two sessions, colleagues learn about:

- ★ Inclusive language
- ★ The reality of bias and stereotypes
- ★ Our responsibilities under Equality Act (2010) and the ask from RoS
- ★ Different protected characteristics, including the impact these may have on individuals
- ★ Strategies like accessible and inclusive communication, being an ally and how to identify and make effective reasonable adjustments

The training included opportunities for colleagues to better understand lived experience and had a focus on action planning.

Results

We have comprehensive, tried and tested D&I learning sessions.

> **The whole thing was excellent - perfect mix of input and activity, and thought-provoking exercises**
>
> Learner

In terms of impact, colleagues said that the learning helped them to:

- ★ Realise their own biases and become more aware of their own privileges.
- ★ Understand the small differences that can have a big impact on day-to-day life for people.
- ★ Be mindful of hidden aspects of identity and privilege.

Our focus for 2025 to 2027

Although we have made progress, we still have areas for improvement under this outcome, as outlined below.

We have more D&I learning and resources available now than we did two years ago. However, there are topics that we still need to develop content for.

Over the next two years, we will develop a programme of learning that covers all protected characteristics, with a focus on training managers to support their team members and meet all needs.

We aim to complete this activity by the end of March 2027. We believe by doing this we will achieve this outcome and will have mainstreamed the learning needed to support D&I in RoS. Any further learning to be developed and any improvements to existing learning will become part of our usual business practice.

Next steps

Over the next two years, we will progress our current mainstreaming outcomes. We expect to complete Outcome 1 and Outcome 4 between now and our next report in 2027.

We will consult colleagues with protected characteristics, through our Colleague Voice Sessions, to further shape our activity.

Our D&I Delivery Group will continue to:

+ Progress, monitor and update our D&I Action Plan.
+ Evaluate our outputs, outcomes and impact in terms of their contribution to achieving our initial purpose.
+ Support accountable leadership in RoS by reporting our progress and results to our D&I Steering Group and onwards to our Strategic People Authority, Executive Management Team and our Board.

Developing our 2027 mainstreaming report

Our next report will be published in 2027. This report will include a new set of outcomes.

The outcomes we set in 2023 were evidence-based. The review we've conducted for this report is also based on evidence. Moving forward, we will ensure that our new outcomes, like our current set, are evidence based, using:

+ Our diversity monitoring data and Civil Service People Survey findings.
+ Measures of the impact of action we've taken since 2023.
+ External evidence and consultation with colleagues who have protected characteristics.

Annex 1: Employee data

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

Our data for all other protected characteristics is provided on a voluntary basis by employees. In May 2023, we updated the diversity monitoring questions we use to capture this information. This was to ensure they were robust and that they aligned with Scotland's 2022 census. Therefore, we will track our demographics against these factors from 31 March 2024.

Due to the changes in our data across 2023 to 2025, we do not have comprehensive demographic information on those who started or left RoS during this time. We will address this going forward and report on these figures in 2027.

This annex includes four tables, with the following data:

	Data included	for protected characteristics
Table 1	RoS employee demographics on 31 March 2024 & 31 March 2025	age, sex, disability, ethnicity, LGBT+, religion/belief, carers
Table 2	RoS employee demographics from 2022 to 2025	age, sex
Table 3	RoS employee demographics on 31 March 2025, by part-time/full-time contracts	age, sex, disability, ethnicity, religion/belief, carers
Table 4	RoS employee demographics on 31 March 2025, by grade	sex, disability, ethnicity, LGBT+, religion/belief, carers

Ensuring anonymity of reporting

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

Pay gap reporting

We report our pay gaps within our Annual Accounts. You can find our most recent report here.

Summary of employee demographics

At 31 March 2024, we had 1156 employees in RoS, decreasing to 1146 by 31 March 2025.

Table 1: RoS employee demographics on 31 March 2024 and 31 March 2025, by age, sex, disability, ethnicity, LGBT+, religion/belief and carers

	2024		2025	
	Number	Percentage	Number	Percentage
All employees	**1156**		**1147**	
16- to 24-year-olds	24	2.08%	8	0.70%
25- to 49-year-olds	652	56.40%	655	57.11%
50+ year olds	480	41.52%	484	42.20%
Female	591	51.12%	591	51.53%
Male	565	48.88%	556	48.47%
Disabled	104	9.00%	102	8.89%
Not disabled	487	42.13%	482	42.02%
Prefer not to say	29	2.51%	27	2.35%
Not disclosed	536	46.37%	536	46.73%
Black, Asian & minoritised ethnic	14	1.21%	14	1.22%
White minoritised ethnic	62	5.36%	60	5.23%
White - non-minoritised ethnic	913	78.98%	891	77.68%
Prefer not to say	30	2.60%	28	2.44%
Not disclosed	137	11.85%	154	13.43%

	2024		2025	
	Number	Percentage	Number	Percentage
All employees	**1156**		**1147**	
LGB+ sexual orientation	38	3.29%	38	3.31%
Heterosexual	800	69.20%	784	68.35%
Prefer not to say	69	5.97%	65	5.67%
Not disclosed	249	21.54%	260	22.67%
Any religion/belief	267	23.10%	258	22.49%
No religion/belief	564	48.79%	559	48.74%
Prefer not to say	78	6.75%	71	6.19%
Not disclosed	247	21.37%	259	22.58%
Transgender, including non-binary	7	0.61%	7	0.61%
Not transgender	601	51.99%	592	51.61%
Prefer not to say	16	1.38%	16	1.39%
Not disclosed	532	46.02%	532	46.38%
Caring responsibilities	195	16.87%	193	16.83%
No caring responsibilities	447	38.67%	440	38.36%
Prefer not to say	27	2.34%	24	2.09%
Not disclosed	487	42.13%	490	42.72%

Table 2: RoS employee demographics from 2022 to 2025, by age and sex

	2022	2023	2024	2025
All employees	**1197**	**1186**	**1156**	**1147**
16 to 24 year olds	31	41	24	8
25 to 49 year olds	679	666	652	655
50+ year olds	487	479	480	484
Female	599	613	591	591
Male	586	576	565	556

Table 3: RoS employee demographics on 31 March 2025, by working pattern (part-time/full-time)

A couple of colleagues are on a career break leading to the discrepancy in numbers for some characteristics. To ensure anonymity of data, we have not been able to report on sexual orientation in relation to working patterns.

	Total	Part-time		Full-time	
		Number	Percentage	Number	Percentage
All employees	**1147**	**177**	**15.43%**	**967**	**84.31%**
16- to 24-year-olds	8	0	0.00%	8	100.00%
25- to 49-year-olds	655	49	7.48%	604	92.21%
50+ year olds	484	128	26.45%	355	73.35%
Female	591	132	22.34%	457	77.33%
Male	556	45	8.09%	510	91.73%
Disabled	102	26	25.49%	76	74.51%
Not disabled	482	59	12.24%	421	87.34%
Minoritised ethnic, including white minorities	74	8	10.81%	66	89.19%
White - non-minoritised ethnic	891	150	16.84%	738	82.83%
Any religion/belief	258	55	21.32%	203	78.68%
No religion/belief	559	61	10.91%	496	88.73%
Transgender, including non-binary	7	0	0.00%	7	100.00%
Not transgender	592	89	15.03%	501	84.63%
Caring responsibilities	193	39	20.21%	154	79.79%
No caring responsibilities	440	53	12.05%	385	87.50%

Table 4: RoS employee demographics on 31 March 2025, by Grade

To ensure anonymity of data, we have not been able to report on grade for 16- to 24-year-olds or transgender colleagues and we can only report on a grouping of SEO and above in terms of leadership.

	Total	AO		EO		HEO		SEO and above	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All employees	**1147**	**226**	**19.70%**	**325**	**28.33%**	**353**	**30.78%**	**243**	**21.19%**
25- to 49-year-olds	655	115	17.56%	187	28.55%	219	33.44%	134	20.46%
50+ year olds	484	108	22.31%	135	27.89%	133	27.48%	108	22.31%
Female	591	117	19.80%	172	29.10%	175	29.61%	127	21.49%
Male	556	109	19.60%	153	27.52%	178	32.01%	116	20.86%
Disabled	102	29	28.43%	28	27.45%	30	29.41%	15	14.71%
Not disabled	482	62	12.86%	130	26.97%	168	34.85%	122	25.31%
Black, Asian & minoritised ethnic, including white minorities	74	14	34%	25	69%	22	53%	13	44%
White - non-minoritised ethnic	891	165	18.52%	248	27.83%	282	31.65%	196	22.00%
LGB+ sexual orientation	38	7	18.42%	11	28.95%	12	31.58%	8	21.05%
Heterosexual	784	125	15.94%	223	28.44%	260	33.16%	176	22.45%
Any religion/belief	258	44	17.05%	76	29.46%	83	32.17%	55	21.32%
No religion/belief	559	83	14.85%	159	28.44%	189	33.81%	128	22.90%
Caring responsibilities	193	28	14.51%	55	28.50%	62	32.12%	48	24.87%
No caring responsibilities	440	78	17.73%	114	25.91%	148	33.64%	100	22.73%

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