VisitScotland
Interim Mainstreaming Report

April 2023

The Burrell Collection, Glasgow

Visit **Scotland** | **Alba**

Contents

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Introduction

The Equality Act 2010 and the Public Sector Equality Duty (PSED) sets out how the public sector should consider equality in everything it does. The Act places on VisitScotland a requirement, the "General Equality Duty", to consider the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act

- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

- foster good relations between people who share a protected characteristic and those who do not

The Act applies in relation to the "protected characteristics" of age, disability, gender reassignment, marriage, and civil partnership (discrimination duty only), pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The General Duty aims to make sure VisitScotland thinks about equality, inclusion and discrimination, and the needs of people who are disadvantaged or suffer inequality, when they make decisions about how they provide their services and implement policies both internally and externally.

This Interim Equality Mainstreaming Report provides a progress update on the achievement of three Equality Outcomes agreed with the Equality and Human Rights Commission (EHRC) in 2021.

The work we have carried out demonstrates our resilience and commitment to Equality, Diversity, and Inclusion (EDI). The report outlines the actions we commit to take over the next two years at which point our 2025 Equality Mainstreaming Report will be published.

The report also includes additional EDI activities and a gender pay gap report, highlighting the progress we are making to eliminate pay differentials across all grades and job roles within VisitScotland.
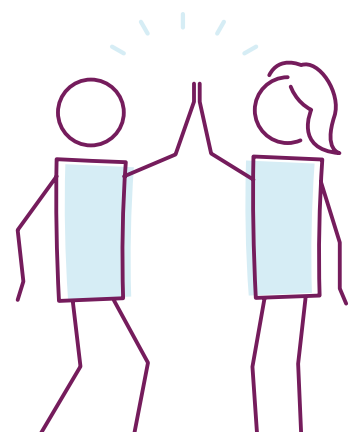
VisitScotland - Our Purpose

To deliver a strategic and coordinated approach to supporting the rebuilding of the visitor economy in a responsible way, to ensure that tourism thrives.

Vision

Scotland is a leader in 21st Century tourism with a thriving, responsible visitor economy.

Mission

Through strategic leadership and industry partnerships, encourage a responsible approach to re-building and growing the value of tourism highlighting the benefits of tourism and events across Scotland in delivering the very best for our visitors, our businesses, our people, our communities, and our environment.

Aligned to our mission, the themes embedded in our People Strategy 2021-2024 support the achievement of our strategic goals and align with our Equality Outcomes, by ensuring VisitScotland is:

- Considered an employer of choice in Scotland

- An exemplar in responsible and inclusive work practices

- An employer that embraces and celebrates diversity

- A progressive and flexible employer

- Acknowledged externally for the professionalism of our employees, the quality of their work and their contribution to Scotland

We recognise and value our people as our most important asset. We employ motivated and energised employees with the skills, behaviours and competencies needed to deliver these commitments.

As an employer our practices and culture reflect the dimensions set out in the Scottish Government Fair Work Action Plan and Scotland's National Strategy for Economic Transformation (NSET).

Equality outcome 1

Protected Characteristics: Race & Age

Equality target we are trying to address

A low representation of staff from black and ethnic minority backgrounds employed in VisitScotland.

Aim – We aim to increase the level of employees from black and ethnic minority backgrounds from 1% to 4% by 2025.

When we published our Equality Mainstreaming report in 2021, the percentage of employees from black and ethnic minority backgrounds employed by VisitScotland was 1%. This figure has now increased to 2.6%. A variety of activities outlined below have been executed, some more successfully than others.

Further information and staff profile data can be found in Appendix 1.

Attraction and recruitment

What we have achieved

We have utilised online job channels and our corporate website (Visitscotland.org) to promote job roles, highlighting the breadth and depth of job roles and opportunities across the business.

- We have consulted with partner organisations e.g., Council for Ethnic Minority Voluntary Sector Organisations (CEMVO) to advise on our recruitment strategy.

- We have provided Human Resources Business Partner advice and support to all recruiting managers to ensure fairness and equality throughout the recruitment process.

- We have continued, in a post-COVID world, to offer flexibility in our recruitment processes, ensuring both in-person and video interviews were available dependent upon candidate needs. Our recruitment process is aligned to the criteria set out in the 'Disability Confident' Level 2 award.

- To ensure maximum flexibility, we now offer flexible working from day one of employment and give traditionally office-based staff the option of working in a hybrid manner. Our job roles, pre-COVID were largely Edinburgh based. Vacancies are now advertised Scotland-wide to attract the widest pool of candidates from across the country.

What we will do

- We will create a new resourcing policy, inclusive by its very nature, supporting VisitScotland's achievement of the 'Disability Confident' Level 3 award. This policy will focus on recruitment, secondment opportunities and redeployment. The policy will reflect our aim to spread job opportunities across our Scottish locations and promote job vacancies, internally and externally, to candidates from all backgrounds.

- We will work with our website project team to redesign the 'working for us' pages on Visitscotland.org, ensuring the user experience is greatly improved. This will include improved content, reflecting existing and aspirational levels of diversity within VisitScotland.

- We will implement a new recruitment system, 'Oracle Recruit'. Replacing our existing 'Oracle Taleo' system, the new recruitment module will introduce functionality to make it easier and more intuitive for internal and external candidates applying for job roles. During the implementation of the system, we will investigate the options of 'anonymous recruiting', removing candidate personal data as a tool to diversify candidate short-lists.

Youth Strategy

What we have achieved

VisitScotland has a Modern Apprenticeship programme (MA) and a Graduate (GR) programme. Currently none of our graduates and apprentices are from a black or ethnic minority background.

In promoting VisitScotland as an employer of choice to students, the following activities were undertaken:

- We created Graduate and Modern Apprentice opportunities in areas of the business that have a strong alignment to specific academic institutions in Scotland, focusing specifically on digital marketing and technical jobs roles.

- We trialled our participation at 'The Scottish Graduate Jobs Fair'. By participating in this event, we were able to engage with key Scottish academic institutions in a bid to increase the diversity of our candidate pool and raise awareness levels of VisitScotland as an employer. As a result, 36% of the candidates we interviewed were from black or ethnic minority communities. This figure will be used as a benchmark for the 2025 Equality report; we will compare the 2024/5 figures, and measure our success rate, both for those interviewed and those appointed. This figure will be used as a benchmark for measuring our success over the next two years.

- We worked with our Corporate Communications colleagues to promote, via our official LinkedIn pages and other corporate channels, the success of our GR and MA programme and the opportunities we had to offer during 2022.

Case study

Meet one of our Modern Apprentices, Martyna Milczarek

Martyna was one of our 'Career Ready' mentees, a programme VisitScotland has actively participated in for many years to support young people stepping into the workplace for the first time. Following her Career Ready placement, Martyna secured a job role with VisitScotland, employed in our Edinburgh iCentre as a Visitor Services Advisor, promoting Edinburgh and Scotland.

"Being a Career Ready mentee was how I started my career in VisitScotland, and I have now applied to be a Career Ready mentor myself. We are now offering the Career Ready internship in an office-based role, so the student will get a slightly different experience. I am pleased that I can help another student on their career journey, and I am grateful for this opportunity as I know that without this scheme I probably wouldn't be here."

"I decided to complete a Modern Apprenticeship because I wanted to explore different careers. Each day tends to be different but one thing that doesn't change is the support provided by my manager and colleagues. It has been a challenging, but very rewarding experience so far and I'm glad I decided to do it. I have grown so much as a person, both professionally and personally, it's great to look back and see how much progress I have made since joining."

During her Apprenticeship Martyna has worked on a variety of Learning & Development and Human Resources projects including supporting the rollout of our annual learning plan, managing online staff seminars, helping to deliver targeted learning projects for key customers within VisitScotland and working with our digital HRM system, Oracle. As part of the Human Resources team, Martyna has also made a huge contribution to supporting critical HR process and activities including staff recruitment, onboarding, and induction.

What we will do

- We will work with partner organisations, including academia, to communicate and promote our GR and MA programme opportunities for 2023-2025.

- We will revise and update the content on VisitScotland.org, promoting our youth engagement activities. This will include testimonials from existing Graduates and Modern Apprentices.

- We will adjust the format of our interview process to allow candidates the opportunity to prepare in advance.

- We will continue to pursue graduate career fair options, virtual and in-person events.

- We will continue to use our corporate channels to promote our programmes.

Employee Learning and Development

What we have achieved

- We delivered 25 equality and diversity half-day workshops between April 2021-January 2023. 140 delegates completed this training.

- Via our partnership with LinkedIn Learning, 210 equality, diversity and inclusion e-learning courses were completed between April 2021 and January 2023.

- We have created a new Equality, Diversity, and Inclusion Learning & Development Framework, (See Appendix 3). The Framework details the knowledge and skills required at all levels of the workforce in relation to maximising VisitScotland's EDI outcomes and ambitions.

What we will do

- The Equality Impact Assessment (EQIA) training is a core part of our new EDI Learning and Development Framework. This training falls within our "skilled" category (see Appendix 3). It will focus online managers, policy makers, project managers, and marketing & events teams to ensure we comply with the Equality Duty both internally and externally.

- We will deliver a range of training solutions, both mandatory and optional, on Equality, Diversity, and Inclusion. Learning will be targeted so that the right people receive the right training for their job role. Learning will be aligned to the new framework and directly related to recruitment. It will also support recruiting managers and reinforce their responsibilities to appoint a more diverse workforce.

- We will develop training for the incorporation of new Human Rights legislation into our EQIA process, in preparation and readiness for the new Human Rights Bill. The Bill will incorporate into Scots law the UN's International Covenant on Economic, Social and Cultural Rights, as well as three UN treaties on race (CERD), women (CEDAW) and disability (CRPD). It will include environmental rights, rights for older people, and an equality clause including provision for LGBTI people.

Equality Outcome 2

Protected Characteristics: Race & Disability

The equality target we are trying to address

Under-representation of equality groups at Board level. There is a need to improve the diversity of our Board membership for people with disabilities and to address the lack of representation of people from black and ethnic minorities.

Our Aim: To increase the representation of ethnic minority and disabled people at Board level.

There are currently no VisitScotland Board members from a black or ethnic minority background. No data has been submitted by Board members to determine whether any are disabled. VisitScotland has gender balance on the Board.

What we have achieved

In April 2022, the Scottish Government Public Appointments team led the recruitment and selection process to appoint two new VisitScotland Board Members. VisitScotland had limited input to the management of the recruitment process but were able to supplement the public appoints process with the following activities:

- Delivery of a seminar in partnership with 'Changing the Chemistry'. Accompanied by a representative from the ethnic community with board experience, the panel included the VisitScotland Chair and focused on the benefits of being on a public sector board - specifically the VisitScotland Board. The webinar had over 190 views and was aimed at encouraging candidates from a range of backgrounds.

- A covering letter, written on behalf of our chairman was distributed, along with links to the job advertisement and Changing the Chemistry seminar, to a wide range of organisations across Scotland including.

BMES https://bemis.org.uk

Scottish Parliament BAME Network BAME@parliament.scot

Equate Scotland https://equatescotland.org.uk

Women 50:50 https://women5050.org

Inclusion Scotland https://inclusionscotland.org

Disability Equality Scotland https://disabilityequality.scot

Edinburgh Interfaith https://www.edinburghinterfaith.com

Stonewall Scotland http://www.stonewallscotland.org.uk

Hindu Temple of Scotland https://hindutempleofscotland.org

Muslim Council of Scotland https://mcscotland.org

Persian Hospitality Network https://www.persianhospitalitynetwork.co.uk/scotland

Information received from Scottish Government

Applicants

- Number of applicants for 2 vacancies - 35 applications

- Gender breakdown of applicants - 43% of applications were women

- Ethnicity breakdown of applicants – if declared. *Data unavailable*

- Disability/no disability status of applicants – if declared. *Data unavailable*

Short-listed candidates

- Number of candidates interviewed for vacant roles – 12 applicants

- Gender breakdown of candidates - 43% of those interviewed were women

- Ethnicity of candidates – if declared. *Data unavailable*

- Disability/no disability status of candidates – if declared. *Data unavailable*

What we will do

- VisitScotland will promote two further vacancies in 2023 and will, once again promote these opportunities to a broad audience to encourage greater levels of interest, and hopefully applicants with suitable experience from an ethnic minority background and/or with a disability.

- We will, based on our experience in 2022, target specific non-executive board vacancy advertising channels to further promote these opportunities.

- We will discuss with Scottish Government, in advance of the recruitment process, the options of obtaining equality data for the recruitment campaign to evaluate the success of the channels used.

Equality Outcome 3

Protected Characteristics: Disability & Age

The equality issue we are trying to address:

Disabled people find it difficult to plan holidays to Scotland because of a lack of relevant and appropriate venue accessibility information. This was cited as one of the key barriers faced by disabled people when trying to plan a holiday in Scotland.

Our Aim: To provide information that will make Scotland an accessible tourist destination, for tourists from the UK and all over the world. This includes quality information for seniors, disabled people, and families with young children.

David & Beau courtesy of Medical Detection Dogs 2023

Disabled visitors and older visitors are better informed about the accessibility of tourism venues in Scotland and will have access to accurate and relevant accessibility information for a minimum of 100 visitor attractions and accommodation businesses in six regions of Scotland, increasing opportunities for them to participate in Scottish tourism and cultural heritage activities by 2025.

We aim to connect disabled people, families with disabled children and older people with accessible accommodation and tourism experiences by publishing onto our consumer website Visitscotland. com detailed itineraries for six regions of Scotland with links to venue access guides. We will also seek to help improve the standard of customer care offered by the venues featured by providing them with advice and tips on welcoming disabled visitors.

The General Duty that this outcome is intended to support is to:

- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

- Foster good relations between people who share a protected characteristic and those who do not

What we have achieved

Since setting the equality objective in 2022 we are continuing to work on highlighting a selection of accessible venues in four regions of Scotland by creating a series of itineraries and linking to detailed accessibility information in the form of individual venue access guides. The project is a pilot which seeks to inspire and assist disabled customers to plan an overnight visit or day trip and connect with accessible venues in these regions.

- A tendering process was undertaken to appoint an accessibility specialist in October 2022. AccessAble, the largest provider of quality-assured accessibility information in the UK, was appointed in December 2022 to work with us to carry out access audits and provide access guides for over 100 businesses. Shortly before the tendering process began, the project was communicated to relevant accommodation, attraction and restaurant tourism businesses in Aberdeen & Aberdeenshire, Edinburgh & Lothians, Fife, Dundee and Angus and South of Scotland.

- As inclusion in the project was restricted to venues who had some access facilities or services, minimum access criteria were developed in discussion with key stakeholder groups. Interested venues had to meet the minimum criteria to be eligible for inclusion in the project. Over 100 businesses responded declaring an interest to be part of the itineraries project.

What we will do:

- AccessAble will produce digital access guides for the 100 venues, which meets the number set in our equality objective above, and to do this each venue has to have an onsite access audit conducted by one of AccessAble's Surveyors. The onsite visits are scheduled to take place in February and March 2023.

- Once the access audit has taken place, the information is collated and quality checked, the access guides will be published onto visitscotland.com, and the venues will feature in an Accessible Highlights in Scotland itinerary. The guides will also be published on AccessAble's website and mobile app www.AccessAble.co.uk which is accessed by 5 million users annually. Featured venues will also be able to add a link to their own access guide on their website and social media channels.

Once the guides are published, we will work with AccessAble to obtain feedback from their Ambassadors' Network, which was established in 2018. The 30 ambassadors represent a variety of impairment groups, ages, and backgrounds and 10 members of the network are included on the Shaw Trust Disability Power 100 List.

Example of the minimum accessibility criteria

Accommodation Providers

You must meet these criteria before we can consider your business for this project :

1 **Level Access**

Your main entrance (or an alternative entrance) has level access, without steps or raised thresholds. Level access includes access by ramp (permanent or temporary), lift, or three steps or fewer.

2 **Accessible rooms**

You have at lease one bedroom classified or promoted as wheelchair accessible or adapted for wheelchair users.

Attractions and restaurants

You must be able to answer yes to two of the following three statements to be considered for this project:

1 **Level access**

Your main entrance (or an alternative entrance) has level access, without steps or raised thresholds. Level access includes access by ramp (permanently or temporary), lift, or three steps or fewer.

2 **Accessible Toilet**

You have a public toilet that is adapted/ designated for use by disabled people.

Or you actively list your venue as "wheelchair accessible". "adapted for wheelchair users", or "having disabled access".

3 **Accessible Facilities**

You have services or facilities for visitors with hearing or sight impairment.

Or your venue is dementia or autism friendly. For example, you may offer a quiet space or have a scheduled quiet hour or your front-line staff are given dementia or autism awareness training.

Other employee equality, diversity, and inclusion activities at VisitScotland

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Staff support groups

VisitScotland hosts several staff support groups to further promote inclusion and fulfil the core purpose of our People Strategy.

- **LGBTQ+** - This group supports all those staff who identify as LGBTQ+ as well as members who are allies who support the work we are doing.

- **Parents' Group** – Supporting parents who are balancing life work and children, and parents who have children with special needs.

- **Inclusive Network Alliance** – Supporting staff who have a visible or hidden disability or neurodiverse condition such as autism, dyslexia.

- **Carers' Group** - Supporting staff who are balancing caring for elderly parents/relatives or disabled children.

- **Women's Network Group** - A safe space for women of all ages to come together to discuss specific issues that relate to women like menopause, other health, and work-related issues.

Other Learning & Development programmes to support EDI

- **Mental Health Champions' training** – Members of HR will, in March 2023, participate in mental health training. This training is aimed at supporting the team dealing with day-to-day issues but also help in identifying more serious situations that need specialist support and input.

- **Digital skills** - We have funded a series of digital accessibility workshops for our digital development team to ensure that our staff have skills and knowledge to develop websites that are accessible to all users.

- **Future Leaders Programme** – Aimed primarily at younger members of staff (albeit not exclusively), our Future Leaders Programme brings together a group of staff on a learning journey over a two-year period. The programme offers formal learning, mentorship, and experiential learning opportunities.
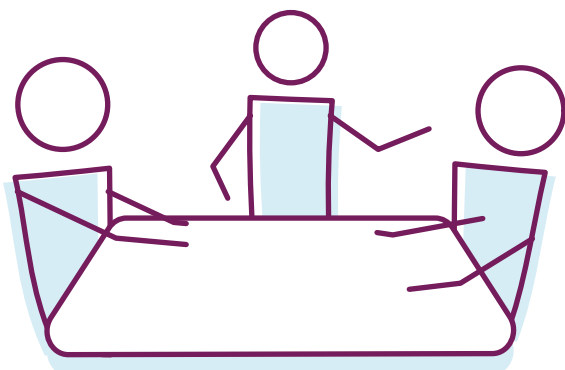
Pay and benefits

VisitScotland supports the payment of the real living wage and is a real living wage accredited organisation. As an employer we pay a minimum hourly rate of £11.26, 3.3% above the current £10.90 living wage, regardless of the age of the job holder, with a further pay award due on 1st April 2023. Our commitment to the real living wage also applies to staff employed in our Modern Apprenticeship and Graduate programmes.

Policy Development

The following policies have been enhanced or introduced in the last 24 months to support our staff.

- Enhanced Paternity leave policy. We have extended our paternity leave from 2 to 4 weeks paid benefiting new parents.

- New Menopause policy. In 2022, we launched a new menopause policy to support our staff who are experiencing the menopause or supporting someone going through the menopause.

- Trans Policy. VisitScotland is committed to creating an inclusive and safe working environment for trans people, where they are treated with dignity, kindness, and respect. This is not only to meet the equality legislation, but to go beyond that so our trans staff are able to live as themselves, feel safe, and work without fear of discrimination or harassment, regardless of their legal sex or gender assigned at birth.

- Enhanced Flexible working. We updated our flexible working policy ahead of changes to legislation. Our policy now welcomes applications for flexible working from day one of employment and staff can apply more than once in a 12-month period for flexible working. While this policy applies to all staff, we have seen a very positive response from working parents with children of pre-school and school age.

- Enhanced Time Off for Dependents' policy. All employees (from their first day of employment) can take time off to deal with an emergency involving a dependent. We have recently increased the amount of paid time off from three days to five day's leave in each rolling 12 months. This is a flexible arrangement so the five paid days may be taken concurrently or separately.

Awards and standards we have achieved/maintained:

- Young person's guarantee

- Disability Confident Level 2

- Living Wage accreditation

- Investors in Young People – Gold Award

- Carers Level 2

Summary

Our vision is to be an employer of choice which rewards, harnesses, nurtures, and develops our people in an environment which is progressive, ambitious, outward-looking, fair, and collaborative. We are underlining this culture by creating a positive working environment for our staff and for our visitors.

For many in the ethnic minority community the starting point is not the same, there is no level playing field, therefore our focus will be on how we educate our staff to understand the difference between equity and equality. Equality treats everyone the same, equity as per their circumstances. Without this focus we will not meet our targets for recruitment and equality in VisitScotland or achieve that vision to be an employer of choice.

Through this renewed focus on equity and equality we believe that we have made and will make better progress in all our Equality Outcomes, both internal and external.

We are committed in the future to:

- Continue consultation with external partners who can support the achievement of our Equality Outcomes.

- Continue to develop and evolve our resourcing strategies and plans to ensure we are telling the story of VisitScotland, and reaching a rich and diverse candidate pool

- Deliver our new EDI training framework, educating, and informing our workforce.

- Improve our equality statistics by encouraging more staff to provide their equality data, explaining the benefits of doing so.

- Work in partnership with Scottish Government to improve equality representation on the VisitScotland Board

- Further consultation and partnership working with our industry to achieve accessibility and inclusion for all our visitors, and for local communities to benefit from ongoing work in all these areas.

Key objective for equality and inclusion 2023/25

- Maintaining and promoting a culture in which both staff and managers can be open and respectful, promoting functional and positive working relationships with constructive dialogue which understands our values and vision.

- Through our People Strategy we aim to fully meet all our public sector equalities duties to position ourselves as an employer of choice, increasing our diversity representation both in staffing levels, senior manager level, and Board, with the aim of being a "World Class" tourist organisation.

A report on future actions and their progress will be included in the next Equality Mainstreaming report in 2025 and will promote and support the Equality Outcomes we have set. We may well revise and add more to the list.

Appendix 1

Workforce Composition at 31/12/2022

Headcount by Gender/Grade	Female	Male	Grand Total
Grade A	84	26	110
Grade B	14	6	20
Grade C	32	15	47
Grade D	22	15	37
Grade E	60	25	85
Grade F	23	14	37
Grade G	53	22	75
Grade H	22	13	35
Grade I	36	22	58
Grade J	2	2	4
Grade K	10	7	17
Grade L	1	3	4
Non-Graded	12	3	15
Grand Total	371	173	544

Headcount by Gender/Grade	Headcount	2022 % share of Total	2021 % Share of Total	Diff. from 2022 to 2021
Grade A	110	20.22%	22.70%	-2.48%
Grade B	20	3.68%	4.60%	-0.92%
Grade C	47	8.64%	8.50%	0.14%
Grade D	37	6.80%	7.20%	-0.40%
Grade E	85	15.63%	15.70%	-0.08%
Grade F	37	6.80%	7.40%	-0.60%
Grade G	75	13.79%	12.80%	0.99%
Grade H	35	6.43%	5.90%	0.53%
Grade I	58	10.66%	9.60%	1.06%
Grade J	4	0.74%	0.40%	0.34%
Grade K	17	3.13%	2.80%	0.33%
Grade L	4	0.74%	0.90%	-0.16%
Non-Graded	15	2.76%	1.50%	1.26%

VisitScotland now has female representation throughout all its grades where are in previous reports there was no female employees in grades J or L. Employee numbers overall in the organisation have remained static since the 2021 report with a slight reduction in male staff.

Headcount by Directorate / Department	Headcount	2022 % share of Total	2021 % Share of Total	Diff. from 2022 to 2021
Chief Executives Office Directorate	57	10.48%	9.60%	0.88%
Chief Executive Office	2	0.37%		
Corporate Communications	24	4.41%		
Human Resources	14	2.57%		
Insight	17	3.13%		
Corporate Services Directorate	79	14.52%	13.50%	1.02%
Corporate Governance & Performance	10	1.84%		
Corporate Services	2	0.37%		
Digital Delivery	1	0.18%		
Facilities	13	2.39%		
Finance	12	2.21%		
IT	26	4.78%		
Legal	5	0.92%		
Procurement	9	1.65%		
Project Delivery	1	0.18%		
Events Directorate	54	9.93%	9.70%	0.23%
Business Events	12	2.21%		
Development - Events Industry	18	3.31%		
Events	7	1.29%		
EventScotland	17	3.13%		
Industry & Destination Development Directorate	218	40.07%	43.40%	-3.33%
Destination Development – Central, NE and SW	13	2.39%		
Destination Development – Highlands and Islands	14	2.57%		
Destination Development – South of Scotland	1	0.18%		
Industry & Destination Development	2	0.37%		
Industry Development	40	7.35%		
Information	148	27.21%		
Marketing & Digital Directorate	136	25.00%	23.80%	1.20%
Brand & Global Marketing	43	7.90%		
Digital Delivery	33	6.07%		
Intermediary Marketing	26	4.78%		
Marketing & Digital	2	0.37%		
Performance Marketing	32	5.88%		

Headcount by contract type / gender	Headcount	2022 % Share of Total	2021 % Share of Total	Diff. from 2022 to 2021
Female	371			
Full time	265	48.71%	44.20%	4.51%
Part time	106	19.49%	21.60%	-2.11%
Male	173			
Full time	148	27.21%	28.80%	-1.59%
Part time	25	4.60%	5.40%	-0.80%

Grade / Gender Average FTE	Female	Male	£ Difference M/F	% Difference M/Ff	% Difference M/F 2021	Diff. from 2022 to 2021
Grade A	£21,507.03	£21,345.79	-£161.24	-0.8%	-0.80%	0.0%
Grade B	£24,221.56	£23,877.33	-£344.22	-1.4%	1.80%	3.2%
Grade C	£26,138.66	£26,395.97	£257.30	1.0%	-0.70%	-1.7%
Grade D	£29,453.81	£29,387.67	-£66.14	-0.2%	-1.20%	-1.0%
Grade E	£33,011.49	£32,514.05	-£497.44	-1.5%	-0.10%	1.4%
Grade F	£37,247.88	£37,170.29	-£77.60	-0.2%	-2.70%	-2.5%
Grade G	£41,059.69	£41,859.59	£799.90	1.9%	1.50%	-0.4%
Grade H	£46,554.20	£47,415.92	£861.73	1.8%	1.70%	-0.1%
Grade I	£56,804.17	£57,160.97	£356.80	0.6%	2.40%	1.8%
Grade J	£63,041.50	£61,020.00	-£2,021.50	-3.3%	No F Employees	0.0%
Grade K	£78,407.20	£78,386.00	-£21.20	0.0%	4.60%	4.6%
Grade L		£112,935.33		2.8%	3.50%	0.7%
Non-Graded	£24,497.50	£22.694.00	£24,239.86	-7.4%	37.50%	44.9%
Overall	£35,112.42	£39,761.94	£4,649.52	11.69%	16.10%	-4.41%

Any salary provided that relates to only one member of staff of a specific characteristic has been greyed out to avoid any potential identification of an individual's salary.

The Non-Graded category is made up primarily of staff involved in our Modern Apprentice and Graduate programmes. The previous report included the Chief Executive in this group as he does not sit within the main pay and grading structure. To achieve meaningful comparisons within an important area of staff intake for the organisation the Chief Executive salary has been removed from this sample but is included in the overall pay gap figures.   The Overall gender pay gap has reduced significantly since the 2021 report from 16.1% to 11.7% (21.1% in 2019). At an individual grade level, the gender pay gap is less than 3% for all grades with average female pay being higher than average male pay in most grades. The new grading structure introduced in 2017, together with pay awards targeted at the lower paid has been the primary drivers for these marked improvements in pay equality.

Min/Max-FTE by Grade/Gender	Female Min of FTE	Female Max of FTE	Male Min of FTE	Male Max of FTE	Female £ Diff	Male £ Diff	Female % Diff	Male % Diff	Gender diff 2022 M?F	Gender diff 2021 M/F	Diff. from 2022 to 2021
Grade A	£20,572	£24,555	£20,572	£22,913	£3,983	£2,341	19%	11%	-8%	-9%	1%
Grade B	£22,104	£26,920	£22,104	£26,861	£4,816	£4,757	22%	22%	0%	-10%	10%
Grade C	£24,818	£29,365	£24,818	£29,176	£4,547	£4,358	18%	18%	-1%	-8%	7%
Grade D	£27,655	£36,068	£27,655	£34,099	£8,413	£6,444	30%	23%	-7%	-7%	0%
Grade E	£30,124	£38,029	£29,565	£35,608	£7,905	£6,043	26%	20%	-6%	2%	-8%
Grade F	£33,789	£54,489	£33,789	£40,188	£20,700	£6,399	61%	19%	-42%	-44%	2%
Grade G	£37,774	£45,795	£37,774	£51,698	£8,021	£13,924	21%	37%	16%	16%	0%
Grade H	£42,723	£49,290	£42,723	£53,218	£6,567	£10,495	15%	25%	9%	8%	1%
Grade I	£49,629	£66,767	£49,629	£64,151	£17,138	£14,522	35%	29%	-5%	-6%	1%
Grade J	£62,043	£64,040	£59,997	£62,043	£1,997	£2,046	3%	3%	0%	N/A	N/A
Grade K	£71,084	£82,978	£73,128	£81,307	£11,894	£8,179	17%	11%	-6%	-65%	59%
Grade L			£109,772	£114,517	£0		0%	4%	4%	N/A	N/A
Non-Graded	£20,570	£25,593	£20,570	£24,818	£5,023	£4.248	24%	21%	-4%	N/A	N/A

Any salary provided that relates to only one member of staff of a specific characteristic has been greyed out to avoid any potential identification of an individual's salary.

The Non-Graded category is made up primarily of staff involved in our Modern Apprentice and Graduate programmes. The previous report included the Chief Executive in this group as he does not sit within the main pay and grading structure. To achieve meaningful comparisons within an important area of staff intake for the organisation the Chief Executive salary has been removed from this sample but is included in the overall pay gap figures

Average FTE by Grade / Disability	No / Not Stated	Yes	Grand Total
Grade A	£21,457.50	£21,666.79	£21,468.92
Grade B	£24,434.69	£22,325.33	£24,118.29
Grade C	£26,185.45	£26,369.97	£26,220.78
Grade D	£29,554.82	£27,978.33	£29,426.99
Grade E	£32,951.87	£31,478.23	£32,865.18
Grade F	£37,291.65		£37,218.52
Grade G	£41,271.34	£41,846.00	£41,294.33
Grade H	£46,765.66	£48,666.33	£46,874.27
Grade I	£57,004.67	£55,115.00	£56,939.50
Grade J	£62,030.75		£62,030.75
Grade K	£78,398.47		£78,398.47
Grade L	£111,353.67		£112,144.50
Non-Graded	£24,195.38		£24,239.86
Grand Total	£36,661.62	£32,851.51	£36,362.33

Any salary provided that relates to only one member of staff of a specific characteristic has been greyed out to avoid any potential identification of an individual's salary.

The Non-Graded category is made up primarily of staff involved in our Modern Apprentice and Graduate programmes. The previous report included the Chief Executive in this group as he does not sit within the main pay and grading structure. To achieve meaningful comparisons within an important area of staff intake for the organisation the Chief Executive salary has been removed from this sample but is included in the overall pay gap figures.

Age Bracket	Headcount	2022 % share of Total	2021 % Share of Total	Diff. from 2022 to 2021
25-34	121	22.24%	23.10%	-0.86%
16-24	22	4.04%	5.20%	-1.16%
35-49	228	41.91%	39.20%	2.71%
50-64	151	27.76%	28.50%	-0.74%
65+	22	4.04%	4.10%	-0.06%

Headcount by Ethnicity	Headcount	2022 % share of Total	2021 % Share of Total	Diff. from 2022 to 2021
Any Other	3	0.55%	1.10%	-0.55%
Asian - Any other Asian background	2	0.37%	0.20%	0.17%
Bangladeshi	1	0.18%	0.20%	-0.02%
Black - African	1	0.18%	0.00%	0.18%
Chinese	3	0.55%	0.70%	-0.15%
Indian	1	0.18%	0.20%	-0.02%
Mixed - White and Asian	3	0.55%	0.20%	0.35%
Not stated	87	15.99%	9.40%	6.59%
White	443	81.43%	88.00%	-6.57%

In our Equality Mainstreaming report in 2021, the percentage of employees from black and ethnic minority backgrounds employed by VisitScotland was 1%. This figure has now increased to 2.6%. However, this figure must again be viewed with caution as there is a high percentage of not stated. This will be improved following an equality data initiative as referred to above.

Headcount by Grade / Ethnicity	Any Other	Asian - Any other Asian background	Bangladeshi	Black - African	Chinese	Indian	Mixed - White and Asian	Not stated	White	Grand Total
Grade A	3						2	23	82	110
Grade B								2	18	20
Grade C						1		5	41	47
Grade D			1					8	28	37
Grade E					1			10	74	85
Grade F		1			1			7	28	37
Grade G		1			1		1	8	64	75
Grade H								5	30	35
Grade I								6	52	58
Grade J								1	3	4
Grade K								4	13	17
Grade L								1	3	4
Non-Graded				1				7	7	15

The category "White" in the ethnicity data relates to all staff that have declared any of the available white ethnicity descriptors e.g., White Scottish, White British, White Irish, White Welsh, White Other etc.

Average FTE by Grade / Ethnicity	Aggregated	Not Stated	White	Grand Total	Gap
Grade A	£21,591.24	£20,794.45	£21,650.64	£21,468.92	0.28%
Grade B		£22,104.00	£24,342.10	£24,118.29	
Grade C		£25,948.40	£26,230.77	£26,220.78	-3.47%
Grade D		£29,343.25	£29,426.03	£29,426.99	-2.32%
Grade E		£31,941.58	£33,007.23	£32,865.18	4.49%
Grade F	£38,184.00	£38,795.74	£36,755.26	£37,218.52	-3.74%
Grade G	£43,573.33	£40,025.00	£41,346.17	£41,294.33	-5.11%
Grade H		£46,459.80	£46,943.34	£46,874.27	
Grade I		£54,810.33	£57,185.18	£56,939.50	
Grade J		£62,043.00	£62,026.67	£62,030.75	
Grade K		£75,079.50	£79,419.69	£78,398.47	
Grade L		£109,772.00	£112,935.33	£112,144.50	
Non-Graded		£24,654.00	£23,660.33	£33,342.27	-4.66%
Grand Total	£30,624.94	£34,529.04	£36,904.91	£36,362.33	20.51%

 Any salary provided that relates to only one member of staff of a specific characteristic has been greyed out to avoid any potential identification of an individual's salary.

The Non-Graded category is made up primarily of staff involved in our Modern Apprentice and Graduate programmes. The previous report included the Chief Executive in this group as he does not sit within the main pay and grading structure. To achieve meaningful comparisons within an important area of staff intake for the organisation the Chief Executive salary has been removed from this sample but is included in the overall pay gap figures

Headcount by Sexual Orientation	Headcount
Bisexual	2
Heterosexual	191
Lesbian or Gay	8
Not Stated	328
Other	4
Prefer not to answer	11

Headcount by Religion	Headcount
Atheist	15
Catholicism	8
Christian catholic	1
Christianity	147
Greek Orthodox	1
Islam	1
None	231
Not stated	120
Other	8
Protestant	7
Roman catholic	4
Sikhism	1

Joiners between 01/02/2022 – 31/12/2022

Headcount by Directorate	Female	Male	Grand Total
Chief Executives Office Directorate	6		6
Corporate Services Directorate	5	5	10
Events Directorate	3		3
Industry & Destination Development Directorate	56	28	84
Marketing & Digital Directorate	14	1	15
Grand Total	84	34	118

What the data tells us:

- VisitScotland continues to have a high female population making up some 68% of the organisation.

- VisitScotland now has female representation throughout all its grades where are in previous reports there was no female employees in grades J or L.

- Employee numbers overall in the organisation have remained static since the 2021 report with a slight reduction in male staff.

- The overall gender pay gap has reduced significantly since the 2021 report from 16.1% to 11.7% (21.1% in 2019). At an individual grade level, the gender pay gap is less than 3% for all grades with average female pay being higher than average male pay in most grades. The new grading structure introduced in 2017, together with pay awards targeted at the lower paid has been the primary drivers for these marked improvements in pay equality.

- Any salary provided that relates to only one member of staff of a specific characteristic has been omitted to avoid any potential identification of an individual's salary.

- The Non-Graded category relates to a small number of staff throughout the organisation that are awaiting confirmation of grade and salary range and have been omitted from specific areas of analysis as any comparisons are largely unrepresentative.

- The salaries of both those samples with only 1 in the population and non-Graded staff have been included in overall pay gap figure.

- The category "White" in the ethnicity data relates to all staff that have declared any of the available white ethnicity descriptors e.g., White Scottish, White British, White Irish, White Welsh, White Other etc.

- There are relatively high levels of staff "Not Stating" their characteristic in relation to Ethnicity, Disability, Nationality or Religion. Specific exercises were conducted in 2021 to 2022 and to encourage staff to complete their personal characteristics but compliance is entirely voluntary.

Stats regarding Pay Gap Reporting:

- Gender Pay Gap
- Ethnicity Pay Gap
- Disability Pay Gap

However, the stats involved are low for ethnic and disability groups, therefore results must be viewed carefully in this context.

We believe that a re-focus to collect this data will now improve these stats on all counts for the four-year Equality Mainstreaming Full Report due April 2025.

Equality Infographic for collection of data.
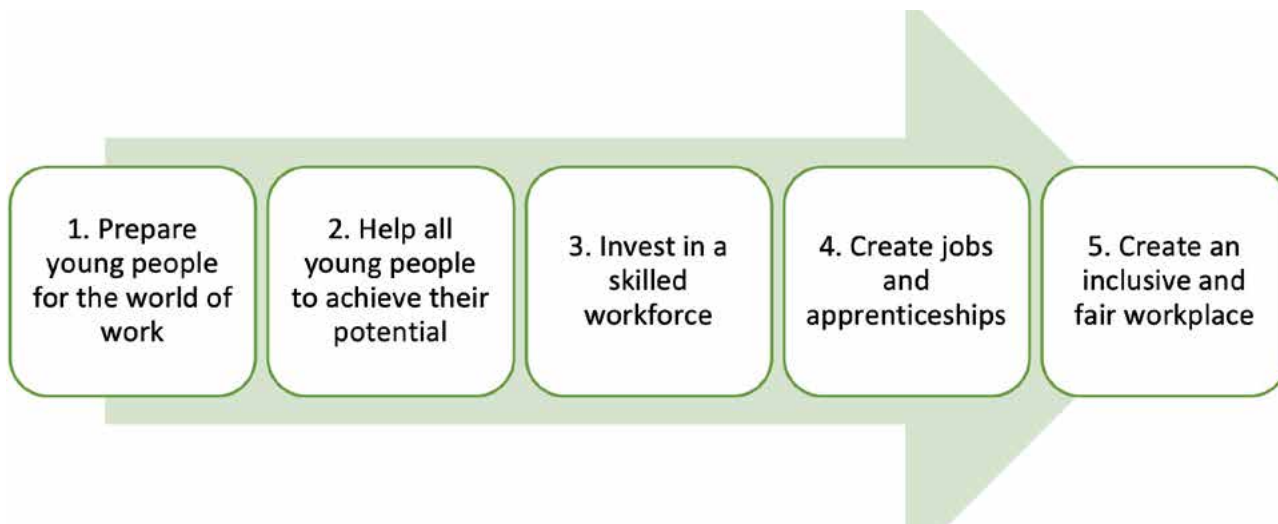
- We have a document that informs staff of the importance of collecting the data

- It also shows staff the screen shots of how to do this on Oracle.

- This data graphic will be sent to all staff mid-2023, with an emphasis on improving the "not stated" category.

A copy of our Equality Data Infographic is available to download on the www.visitScotland.org site under this Report.

Appendix 2

The Young Person's Guarantee - 5 Pledges

1. Prepare young people for the world of work	2. Help all young people to achieve their potential	3. Invest in a skilled workforce	4. Create jobs and apprenticeships	5. Create an inclusive and fair workplace

1. Prepare young people for the world of work through work experience, volunteering and work-based learning opportunities	2. Engage with and provide opportunities to young people who face barriers to work	3. Create work-based learning, training and upskilling opportunities for young people	4. Create jobs and opportunities for young people through apprenticeships, paid internships and work experience	5. Create an inclusive workplace to support learning and enable young people to meet their potential
Target aspiring managers and technical teams to manage Modern Apprenticeships, and reduce to 1 year to align with other organisations	Work with Changing the Chemistry and BEMIS organisations to raise awareness of VS and increase diversity in youth employment	Create a bespoke Graduate immersion programme with line manager to shadow across departments.	Increase Graduate intake to 6	Match FLG mentors with Graduates and Modern Apprenticeships
Create a targeted two year Graduate programme to provide solid work experience	Link in with Universities to advertise Graduate roles	Create L&D pathways to support Graduate and Modern Apprenticeship programme	Provide 2 Modern Apprenticeships	Schedule networking meetings with Graduate and MAs
Create a new process for Internships to allow fairness and transparency for work experience across VS	Engage with local schools to raise awareness of internships and Modern Apprenticeships	Match Career Ready with Assistant iCentre Manager on rotation	Provide 4 Internship opportunites	Run Get the Gen training sessions to coincide with youth engagement recruitment
Continue with Career Ready programme to provide mentorship and work experience, targeting City iCentres	Target island and rural iCentres for Kickstart, showing commitment to retain youth in these areas	Match Kickstarters with an Assistant iCentre Manager for mentoring	Create 3 career ready openings	
Apply for Kickstart programme to provide work experience for those on Universal Credit	Engage with Public Sector Network, SDS and DYWF groups	Work with Manager of Interns and Career Ready to create detailed induction and work plan for duration of work experience	Create 3 Kickstart openings in iCentres	

Appendix 3

Equality, Diversity, and Inclusion (EDI) Training Framework Draft V0.1

Levels

1. EDI Foundation

- Essential Knowledge and skills required by all staff at VisitScotland (VS)

2. EDI Skilled

- Essential knowledge and skills for managers along with those involved in recruitment, those who support accessibility, those who advise external businesses and organisations and whose who or are in a mentor/ coaching role

3. EDI Advanced

- Knowledge and skills for those advising on EDI matters across the business and who support managers in delivering their roles

4. EDI Expert

- Highly specialist knowledge for those staff who deliver an EDI role as a main part of their job

Level	Knowledge and Skills
Foundation	All staff to understand EDI in the workplace, VS policy and how it relates to us and our equality duty as a public body, our EDI ambitions and support groups that staff can join.
Skilled	Staff at a skilled level will understand EDI and how it relates to the role of a manager, e.g., performance, recruitment, talent, and Equality Impact Assessments (EQIA) and Human Rights (EQHRIA), to deliver a manager's role in line with the VS policy. This includes the ACER group, coaches and mentors and employees in advisory roles for external businesses. i.e., Responsible Tourism within the framework of Accessibility.
Advanced	Staff at an enhanced level will have a greater understanding and the skills to able to advise on EDI questions and matters and drive forward the VS EDI ambitions. This would include, HR colleagues, the departmental Heads of Department (HoDs) and Directors to drive the culture of the People Strategy.
Expert	Staff at expert level will have a deep understand and knowledge of EDI and be responsible for organisational EDI policy, EDI compliance with the Equality Act and EDI strategy development. This would typically be the Equality, Diversity & Wellbeing Specialist Role.

Level	Knowledge and Skills		Mandatory
Foundation	Induction	All new staff to have a local induction checklist with their manager where EDI is discussed	Yes
	E Learning module	Something for us explore and implement by Dec 23	Yes
	Elevenses	Delivered regularly to support the induction and for staff information	No
	LinkedIn Learning Pathway - L1	Selection of EDI related self-paced digital learning (platform TBC) covering range of topics e.g., Unconscious Bias, Inclusion & Belonging in the workplace, Allyship etc	No
	Virtual Classroom 3hrs (currently Elite)	Offered to all staff	No
Skilled	Managers EDI & recruitment, Interview Skills, Unconscious Bias Training, neurodiversity, anti-racism, EQIA/EQHRIA	A mix of internal delivery and Taylor Clark? (To explore)	Yes, if involved in recruitment and/or EQIA/ EQHRIA
	Accessibility Training (Type 1 – generic & Type 2 – Specialist)	Selection of Accessibility Net Training. Generic training for group members with related but not core accessibility within role. Specialist for 'best practice' and is fundamental to role.	No-Recommended
	LinkedIn Learning Pathway –L2	Selection of EDI related self-paced digital learning (platform TBC) covering range of topics	No
	Youth Employment Strategy and EDI	VisitScotland's Youth employment policy, enhancing diversity. YE development and talent management	No-Recommended
Advanced	EDI in employee relations/ workplace environments/delivering strategy	Training Programme TBC that would support HR colleagues	No
	Mental Health Champions	1-day Mental Health Champions currently for HR colleagues	No – Recommended
	30 min EDI sessions at Leadership Group and HoDs group annually.	Presented by a Board Member with support of EDI specialist/HR HoD	No – Recommended
Expert	A mix of gathering: relevant qualifications and experience Understand current law and policy Understand other legislation that impacts on EDI Understand accessibility legislation and policy and impact on the industry e. Regular Supervision and support sessions to support the role	Via the following CPD activities Attendance at appropriate courses and conferences Founder member of the Scottish NDPB Equality Forum CPD activity as arises	Monitored as part of the annual performance review