

OUR PEOPLE 2021

COMMITTED TO RESILIENCE & TRANSFORMATION

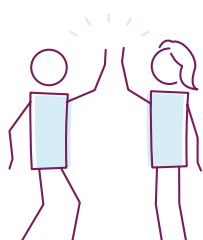
VisitScotland's Equality and Diversity
Mainstreaming Report 2021

“OUR PEOPLE” – COMMITTED TO RESILIENCE & TRANSFORMATION”

Our EQ Report and Inclusion strategy these coming four years will be a demonstration of ‘inclusion without exception.’

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1. Creating an 'Inclusive Workplace'

We have set about not only creating an environment that fosters excellence, but also providing stronger support for our workforce, which weaves into our benefits such as an employee support and a safe return to work programme, as well as promoting mindfulness and looking after the health and well-being of our people.

Creating an 'Inclusive Culture'

Educating Our People, our industry and our stakeholders on the importance of being inclusive and having no preconceptions, so everyone is given the chance to be their best self at work, within the tourism industry and within our own communities which is so vital after the year we have all been through.

See link to video that outlines our continuing commitment to creating that Inclusive Culture!

[VISIT SCOTLAND • SCOTLAND IS NOW - YouTube](#)

An 'Inclusive Brand'

VisitScotland has a Brand Book which provides guidance on how we use our brand and design to ensure consistency, quality and to strengthen our brand reputation.

An Inclusive Brand – highlights our commitment to inclusion and equality from the outset being on the opening pages of the document for VisitScotland. It sets a great example of how we view inclusion; it is not an afterthought!

An Inclusive Brand



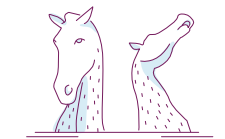
Luskentyre beach, Outer Hebrides

An inclusive brand is a brand that is designed to reach, and be relevant to, the greatest number of people. It is designed to invite absolutely everyone to engage with the experience that we have to offer.

UK Gov. reported in their Family Resources Survey 2016/17, that 22% of the UK population has a disability of some form.

As an organisation we actively champion inclusive tourism in Scotland, it is "integral to our corporate behaviour" (Malcolm Roughead, equality report 2018-19). This genuine investment in inclusivity should naturally also be reflected in and integral to our core brand.

By putting inclusivity at the heart of our brand, we substantiate and validate the intention to make Scotland a truly inclusive visitor experience. It enables inclusivity to cascade throughout all organisational activities and it makes a clear statement about how we value each and every one of our visitors, partners and colleagues.





Malcolm Roughead CEO VisitScotland

I think the title of this new Equality Report really sums up our journey, especially over the last year: “Our People: committed to Transformation and Resilience”

When we had our Staff Conference back in October 2019, we had no idea that, six months later, we would be running our organisation from home for over a year. Despite this, we have advised and supported thousands of businesses traumatised by COVID-19 and managed relationships (via email and online channels) with visitors at home and overseas. Our message has been ‘dream now, travel later’ and has been designed to keep the connections with Scotland warm and welcoming.

Our recent marketing campaign has focused on encouraging everyone to be a responsible visitor (#respectprotectenjoy) and we have partnered with other public agencies to deliver this. Looking further ahead we also recruited and set up the team to deliver the 2023 Cycling World Championships, which you can read about on pages 36/37 of the Report.

We have also revisited our internal Brand Book which highlights our commitment to inclusion and equality on the opening pages. It sets a great example of how we view inclusion; it is not an afterthought!

The Rural Tourism Infrastructure Fund, despite delays due to the closure of project sites because of COVID-19 lockdown, still provided funding. Several projects which had particular relevance with regard to accessibility and inclusion were completed in 20-21.

For the past 12 months our staff have been supporting a tourism industry devastated by this pandemic by listening and providing guidance. In addition, some 230 staff (seconded in from various teams) have led on the management of the biggest funding programme in our history, which to date totals about £80m. This work has been a real challenge for those in the front line, and I am again reminded just how resilient our people are.

I was also very impressed by the response from our staff across VisitScotland, and especially those in Brand Scotland, to the Black Lives Matter Movement. They have recently formed a new Racial Equality group to promote racial awareness in all we do in our marketing and communications.

A key event was the virtual Elevenses session for staff at which Sir Geoff Palmer of Heriot Watt University presented his views on race and equality; it was attended by 97 staff on the day, which is a record, and 55 staff have since watched the video recording.

Also a new Equality Diversity & Inclusion Group, made up of key staff from across the business, is chaired by the Head of Brand and they have drafted a new Equality Charter for the business to promote inclusion as part of our ongoing Inclusive Tourism project. The Leadership Group, the Board and I will be encouraging teams to make their pledges to take forward this valuable work on equality.

In our staff survey 97% of staff said that we had responded well to the pandemic and they felt supported. Quite an achievement. Particular highlights mentioned were the working from home guidance, ongoing HR and IT support, furniture delivery and guidance on mental health awareness.

Our motto - 'It's OK to step away' - was important for all staff to hear.

HR provided seminars to support those with anxiety, caring roles, home schooling, and all our staff support groups have continued to meet virtually.

A new parents group was formed and we also refocused the disability group into the Inclusive Network Alliance (see update on page 41) and immediately recruited several new members who previously thought the group was not for them.

Our challenge now is to concentrate on our recovery, as the Report says:

“Post Pandemic, VisitScotland will lead, support and direct a tourism recovery that will highlight how equality, diversity and inclusion can transform this recovery plan and play our part in Scotland’s economic, social and sustainable recovery.”

And finally, it’s safe to say that the VisitScotland we left behind is not quite the same as it was. It’s maybe an even better one and one which I think has met another key business objective; we’ve been Good, we’ve been Great, and I believe we’re now moving to be a World Class tourism organisation for everyone. We are grateful to all our staff who have led on this transformation and showed resilience, from Shetland to Selkirk and everywhere in between!

Malcolm Roughead
Chief Executive



Chris McCoy-Lavery MBE Equality Diversity and Well-Being Specialist

This last year has probably been the most challenging in my long career in equality and diversity, however it has also been the most rewarding.

VisitScotland staff and managers have really stepped up, and the phrase we are using in this year's report sums up everything that we have done: "Inclusion without Exception." Despite being in lockdown, supporting an industry devastated by the pandemic, all of our people working from home, managing and paying 17 different funds out to our industry in just 3 months, against a back drop of home schooling, caring for elderly relatives, and sadly illness and bereavement, we have kept ourselves together and kept VisitScotland on track in a spirit of support and compassion.

We also think that this Equality Mainstreaming Report reflects the very ambition set out by the Equality & Human Rights Committee (EHRC) themselves, in their recent Measuring Up report(2017) were they reminded us that:

"The focus for public bodies should not be on the completion of monitoring forms or equality impact assessments. The purpose of the Duties is the elimination of discrimination, the advancement of equality and the fostering of good community relations. While the Specific Duties can support bodies in meeting these three requirements, they are not an end in themselves."¹

Thank you to everyone who helped with this Report. At this difficult time, equality and inclusion has been at the centre of our work this year. I think we have displayed "kindness" in its truest form, and it has shaped our thinking. I for one am proud to be a part of this organisation and what we have achieved whilst continuing to work hard to bring about the benefits for our staff, industry and communities within Scotland by understanding what it means to transform into a truly inclusive organisation.

We have put together a summary of our work, a summary of those outcomes achieved and exceeded from 2019, and set new ones for recovery and real inclusion.

**Chris Mccoy-Lavery
Equality Diversity and Well-Being Specialist**

¹[Public authorities' performance in meeting the Scottish Specific Equality Duties 2017: Measuring Up? Report 7 | Equality and Human Rights Commission \(equalityhumanrights.com\)](#)

4. About VisitScotland

VisitScotland is the National Tourism Organisation for Scotland and aims to take advantage of the opportunities of the visitor economy to increase sustainable, inclusive economic growth, marketing Scotland as a tourism destination and the perfect stage for events, with the aim of attracting domestic and international visitors. Tourism is a force for good and has a part to play in not just providing jobs and economic benefits to every corner of Scotland but, delivered responsibly, also brings benefits to wellbeing and society.

International Engagement: helping Scottish tourism businesses to exploit international opportunities and market to a global audience. We believe that a visit to Scotland is just the start of our job, the start of a life-long relationship that benefits the whole of Scotland. Tourism presents a unique opportunity to learn from others, build communities, share ideas, embrace cultural differences and build a vibrant and dynamic economy.

VisitScotland has a crucial role in helping to deliver the Scottish Government's core purpose of creating a more successful country, with opportunities for all of Scotland to flourish. **Our activities are aligned to the two key pillars of Scotland's Economic Strategy, namely increasing competitiveness and tackling inequality.**

We would like to thank the many people who support us in our equality and diversity work, our staff, our tourism industry stakeholders and our key public sector partners: the Scottish Government; Government (The Culture and Tourism Directorate provides core funding for VisitScotland); Scottish Enterprise; Highlands and Islands Enterprise; Convention of

Scottish Local Authorities; Scottish Development International; Creative Scotland; Historic Environment Scotland and Scottish Natural Heritage.

VisitScotland in numbers

541 Staff

Cycling World Championships (CWC) Unit 13 FTE

5 directorates

- Chief Executives Office
- Marketing
- Events
- IDD
- Corporate Services

26 regional Visitor Information Centres/iCentres

We re-designed our Equality Report 2019 and changed its format. The results of this change were very encouraging as more people viewed this report, indicated by the number of hits on our website:

Date range - Tues 30 April 2019 (report published) – Friday 9 April 2021

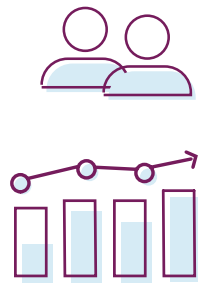
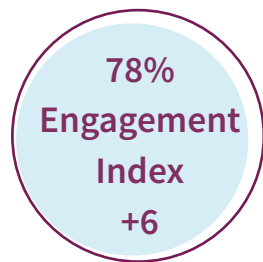
- Equality & Diversity Report - 202 downloads (40 downloads this year, up 166% from 15 downloads in the same period for 2020)
- Equality page - 739 views (178 views this year, up 47% from 121 views in the same period for 2020)

5. Measuring our success

Staff Survey 2020

In November 2020 we conducted the third in a series of all staff surveys. Our survey structure follows that of the UK Civil Service framework and provides feedback on a range of themes from 'my work' to 'leadership' and 'pay & benefits'. The survey gives an overall indication of staff engagement levels. We also took the opportunity to assess the support we had provided staff throughout this unusual year and what positive aspects could be incorporated into our future plans. The key take outs of the survey are outlined below. They have helped shape some of our future plans outlined in the section 3 of this report:

2020: Improving Employee Engagement

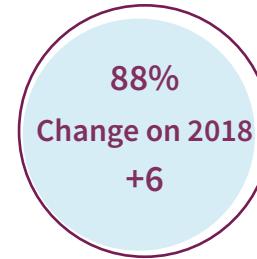


Strong improvement to the Employment Engagement index for VisitScotland and each Directorate

Levelling out of the Engagement scores across Directorates

Employee Engagement Index is based on 5 questions: pride, attachment, advocacy, motivation, inspiration

Headline Theme: Fair Treatment

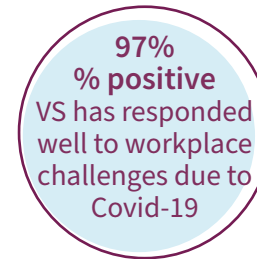


Remains a strength for VisitScotland

'Treated fairly at work' and 'with respect' remain strengths across the survey

2018: reflect on 'feel valued for work i do' 2020 significant positive change +10 for feeling valued

New survey section : Covid-19



Strong agreement that VisitScotland has responded well to the Covid-19 crisis. Many staff have expressed gratitude for support

Staff were vocal in discussing areas of positive change which they would like to see taken forward

Covid-19: Additional Support and Advice



What one thing can we do better in terms of support and advice we are offering employees in response to the Covid-19 crisis?



Praise for VS Response	Overall, just under half of these have documented considerable praise for VisitScotland's response to the Covid crisis, particularly for an effective WFH response, HR & IT support, furniture and IT equipment, flexibility, mental health awareness and update emails.
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Exemplary Outstanding Magnificent Exceptional Impressive



VisitScotland | Alba

- i-Centres
- WFH costs
- Workloads
- Recognition of individual circumstances
- Consistency of approach
- Contact with family overseas

THE VS WAY

A Personal Account

Success can also be measured by making progress with staff who require specific adjustments and support... Rachel Woods, who featured in our last EQ Report, has since made some great progress work wise over the last year.

Rachel moved to the Search Engine Optimisation (SEO) team on a secondment in October 2020 and Michael Graham, her new line manager, said this:

“..... she quickly mastered the foundations of Search Engine Optimisation, including how to carry out keyword research, on-page optimisation and link building. Her eagerness to learn and positivity was fantastic. I’m extremely pleased that, when the secondment came to an end, Rachel’s position in the team was made permanent. Rachel has firmly established herself as an indispensable member of the SEO team. Her natural curiosity, attention to detail and ability to work with large data sets are excellent and align well with the skills required for a successful career in Search.”

“This is the first time I have managed someone with autism and Rachel has been extremely helpful in clearly articulating the help and support she needs to flourish in the role – from ensuring tasks are briefed in writing to being mindful of the importance of a consistent routine. Working with Rachel has been a great learning experience for me, and I believe that she has a bright future in Performance Marketing. Furthermore, I’m confident that having a more neurodiverse SEO team will help us see things from different perspectives, which will only improve the work we do to promote Scotland as a world-class holiday destination.”



Rachel has commented too: “Since changing my role from User Experience Executive to SEO Assistant, I feel this has been a good change for my career development. Michael and Abigail have been very helpful and supportive with any questions I’ve had since joining them and about how we do SEO at VisitScotland.

This role feels more connected to the skills I have, such as attention to detail and focusing on data. I enjoy the new tasks I am doing and even though it has taken me some time to get accustomed to everything, I feel supported and this has helped boost my confidence.

I also feel relieved as this role is a better fit compared to my previous role which didn’t always match my skillset, way of thinking and processing information. It also meant I had to think outside the box a lot which is something some autistic people struggle with.

Being a member of the Inclusive Network Alliance group at VisitScotland has been a great supportive outlet for me. When I felt anxious and worried about how I was doing with my previous role, I approached two members of the group in confidence to explain my worry. They then helped me work through the process of directing to relevant members of staff to discuss what options would be available to me, which included my new secondment which then led to my new permanent role in SEO.

Another benefit of being part of the group is that it is also a good way of recognising how diverse our organisation is, and I am proud to be part of this group and appreciate the opportunity to talk to lots of staff who will have different disabilities, conditions and ways of seeing things differently too.

I am able to show that working in this role at VisitScotland and living with autism is a ‘different normal’.

6. Highlights of 2019/20 – “Inclusion without Exception”

Staff Conference 2019, ‘The VS Way’

In October 2019 for the first time in 10 years, VisitScotland brought our staff together from across Scotland in one location to celebrate the work we do. The conference was themed around our staff engagement model, the ‘VS Way’, and provided a platform for our Leadership Team and Future Leaders Group to collaborate. Together both groups addressed staff and discussed a range of business priorities. The objectives of the event were:

- To share with staff our strategic priorities and future direction via presentations and discussions with our senior leaders
- To raise the important issues of wellbeing and sustainability
- To generate greater understanding of our leaders
- To make staff feel inspired and motivated

The event was a huge success. In a post event evaluation, KPIs set for the event were smashed...

- 80% of staff felt inspired
- 85% learned something new
- 90% felt satisfaction with the event



Staff Consultation Group

This group is chaired by the Head of Human Resources. The group has 40 members and includes staff representatives from every department in the business, along with union representation. Formed in 2020 as a result of the COVID-19 crisis, the group provides a voice for staff and gives the opportunity to input to a variety of developments, policies, initiatives and decisions. The group can raise issues they wish the business to address, or put forward ideas for the business to consider. Examples of staff input include the implementation of the Hybrid Working Policy, Vaccination Policy, our return to office plans and the management of annual leave during 2021.

Adopting our HR policies and processes

As a result of the pandemic we adapted a number of our policies to ensure fair treatment for all. Our absence policy was amended to ensure COVID related absence was not included in sickness absence calculations. We increased the number of days included in our dependents leave policy and adjusted our flexible working policy to allow parents to look after pre-school children and balance work and home-schooling commitments for children of school age.

Our recruitment process moved online with all interviews taking place via video conference, a change so successful that we are likely to continue where appropriate for first stage interviews in a post-COVID environment. Many of our learning and development programmes were moved online or new e-learning providers were sourced to fulfil development needs – see L&D update section below.

Our annual leave policy was updated to ensure fair management and usage of leave throughout the year and into 2021.

Learning & Development Update

LinkedIn Learning

Diversity, Inclusion and Belonging – 24 learners completed

Unconscious Bias – 44 learners completed (3rd post popular course 01/04/2020-21)

Skills for Inclusive Conversations – 12 learners completed

Diversity and Inclusion in a Global Enterprise – 12 learners completed

Confronting Racism, with Robin DiAngelo – 5 learners completed

Oracle Learn (April 1st 2019 – April 1st 2021)

Mental Health Awareness – All Staff: 44 staff in total

(34 Female and 10 Male)

Mental Health Awareness – Managers: 35 staff in total

(27 Female and 8 Male)

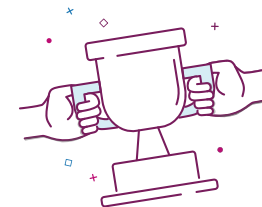
Total for combined program: 61 Female delegates and 18 Male delegates

Exercise and Mental Health (Open Learn) – 15 learners

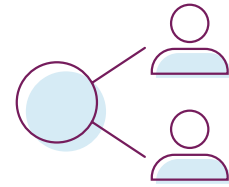
Elevenes – Race Equality with Sir Geoff Palmer – 97 learners

Race Equality with Sir Geoff Palmer (recording) – 55 learners

Exploring Diversity Perceptions – 22 learners (this course was postponed March 2020 due to lockdown) will be re-launched this year.



Mentoring Program



24 mentoring pairings 2018/19

29 mentoring pairings 20/21

“I feel like the mentoring experience has given me more confidence in my role”

“The mentoring experience was very worthwhile and I would recommend to others”

“I think the mentoring experience has made me think more for myself”

Mentoring has helped me approach challenges in my role – 10/14 strongly agree/agree.

The Mentoring Process has offered me valuable insight about my professional style/approach – 11/14 strongly agree/agree.

Managing Real Diversity

Having a real diverse organisation demands managing through some difficult times, as real diversity creates a difference of opinion. How you manage that for business benefit and personal development is of prime importance, especially this last year, so we have supported our staff by offering courses on conflict management, self-confidence, difficult conversations, etc.

LinkedIn Learning

Communicating with Empathy – 8 learners

Building Self-Confidence – 7 Learners

Coaching Employees Through Difficult Situations – 7 learners

Difficult Conversations – 7 learners

Communicating Across Cultures – 6 Learners

Having Difficult Conversations (2013) – 5 learners

Working with Difficult People – 5 learners

Developing your Emotional Intelligence – 5 Learners

Developing Self-Awareness – 5 Learners

Communicating about Culturally Sensitive Issues – 4 Learners

Leading with Emotional Intelligence – 4 Learners

Oracle – Workshops

Handling Difficult Conversations – 66 Learners

Emotional Intelligence – 30 learners

“Great course, lots of good discussion and advice.”

“Very mind opening – lots of things I can apply and use.”

“Very useful course that can be applied to both personal and professional life.”

Level 2 Disability Confident DWP achieved in 2020



Level 2 Carer's Positive achieved in 2020



Both these awards and the experience of working towards them has enhanced our reputation as an **'employer of choice'** for the growing numbers of people in the workforce and wider labour market who might need to work in a more flexible manner, thereby attracting and recruiting from a wider pool of people with valuable skills and experience.

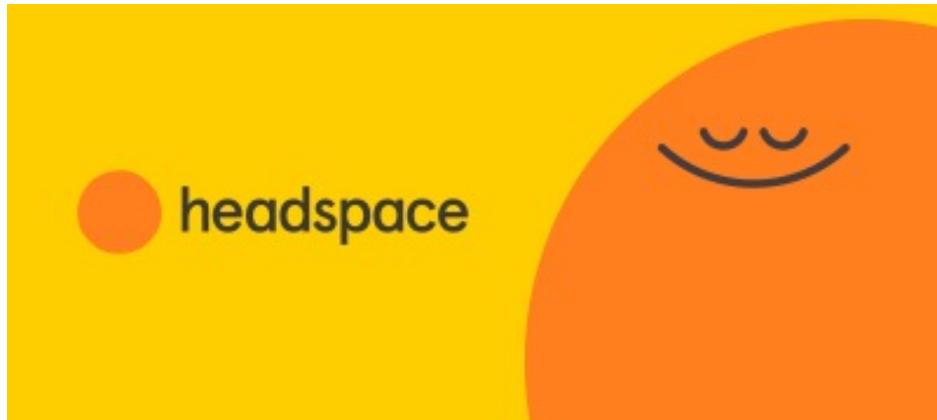
VP GO

The Virgin Pulse Global Challenge is a unique product aimed at promoting health and fitness amongst employees. The initial expectation was that 10 teams would be approved to take part in the scheme, however, due to the popularity of scheme amongst staff and the Leadership Group, it was decided to expand the offering to all the 20 teams that applied. The Global Challenge is a key element of the "Care" strand of the HR operation plan for 2019/20.

The challenge began in January and we have managed the whole process working from home. The 20 teams have been brought together remotely and aim for 7 – 10,000 steps a day, and the team that does the most in the 3 months to 31 March wins the challenge. Staff have been running, walking, swimming at home and adding in steps as they go. It has been a great help with both physical and mental well-being and feedback reports it has created a welcome distraction. 170 staff have taken part with a total step count of 134,152,764 steps a total of 67,076 VS miles were walked ran or swam!



Headspace App



Over 50 million people are practicing mindfulness and meditation with Headspace. It is meditation made simple, with exercises that help you live a little calmer and clearer. Headspace is the most science-backed meditation app in the world - one study showed 10 days of using headspace reduces negative emotions by 28%. VS purchased the licence so that ALL our staff could download and use this very valuable resource.

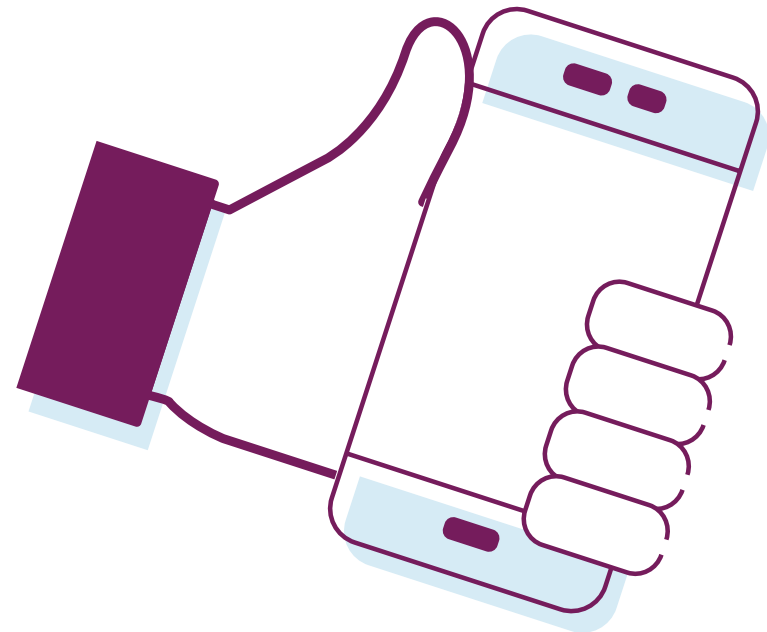
“We wanted a solution that was both simple and accessible and ‘Headspace at Work’ is a brilliant app which I had some prior knowledge of and was sure it would be of value. It provides support for a range of situations whether that be for better sleep, improved diet, or tips for reducing stress levels. I’m delighted we can now offer this to all our staff as part of our health and wellbeing package.”

(Lynn Jack, Head of HR – VisitScotland)

A recommendation from one staff member who has a hidden disability:

“I have to recommend the Headspace app for anyone who (like me) is cynical, not interested in meditation and is sick of hearing about ‘mindfulness’. If you struggle with pain, anxiety, trouble sleeping or any other issues then you will probably find some benefit from the range of options and exercises available on Headspace. Or failing that, I find Martinis solve most problems!”

Try for yourself...



7. Inclusive Tourism - removing barriers, increasing opportunities

Accessibility Guides – accurate access information for visitors

Our visitor research has consistently shown that disabled people and other groups with specific access requirements value accurate access information above all else when planning to visit. So, in partnership with VisitEngland, VisitScotland provides a free to use online tool to help businesses create a clear and detailed guide of their accessibility. Businesses register online and answer a specific set of questions related to their type of business. Once completed the guide is created online with a dedicated url so the business owner can add a link to it from their own website. This standardised accessibility guide format means that visitors can spot accessibility features much more easily and make better informed decisions. As of April 2021, just over 500 businesses have used the tool to create a Accessibility Guide for their business.

Customer Service - welcoming all customers

Welcome to Excellence is a customer service training initiative in the UK with over 400,000 people having participated since the first training course in 1993. With courses on a wide range of customer service topics, VisitScotland is working with the Welcome to Excellence team to tailor their Welcoming all Customers Accessibility training course for Scottish tourism businesses. Roll-out of the programme will commence in Autumn 2021.

We are also encouraging businesses to use the customer services free e-tutorial resources produced by Purple the organisation behind [PurpleTuesday](#):

There are seven tutorials, each one last just over 16 minutes in total. Subject matter covered includes, disabilities language and etiquette, top tips for front line staff and tips on how to make your website more accessible.

Advice and support to develop more inclusive products

We presented at 20 business events in 2018/19, connecting with over 1,200 businesses, DMOs and industry groups, promoting the value of the inclusive tourism market and disseminating advice information. As a result of this activity several groups did come forward showing interest in collaborating with other regional partners to create inclusive tourism campaigns. These groups were encouraged to apply for Growth Funding, which offers up to £40,000 match funding for marketing activity. In March 2019, a group of businesses across the Forth Valley region came together to apply for funding for an Accessibility Tourism Video and Itinerary Promotion. This project was due to launch in 2020 but was delayed due to the COVID-19 Pandemic – the new launch date for the promotion is May 2021.

Showcasing Scottish tourism's inclusive products

Fenna DeSmet, of WeTravel2 in Belgium, and Christel Stejlborg, of HandiTours in Denmark, two of Europe's top accessible tour operators took part in the national tourism organisation's first ever inclusive familiarisation trip in April 2019.

Familiarisation trips are designed for tour operators to enhance their Scotland knowledge and allow them to develop new Scottish products. The trip was organised after a VisitScotland travel trade survey revealed that more than half of travel agents reported an increase in request for accessible travel products.

Delegates spent three days visiting attractions such as Clydeside Distillery, Kelvingrove Art Gallery and Museum, Loch Katrine Experience, Stirling Castle, Royal Yacht Britannia and Beach Wheelchairs North Berwick.

Creating inclusive events – Solheim Cup

In the year leading up to the Solheim Cup 2019, we worked on an accessibility plan to support the Solheim Cup to create a fully accessible tournament and we engaged with Euan's Guide for ongoing comments and advice. Attendee feedback from the event was extremely positive with many commenting that the Solheim Cup had been the most accessible golf event ever.

Winter Festivals in 2020

VisitScotland's Events Directorate has a leading role in the delivery of Scotland's Winter Festivals (SWF), a Scottish Government initiative celebrating St Andrew's Day, Hogmanay and Burns Night. The multi-cultural celebration of SWF, led by BEMIS Scotland, has gone from strength to strength since it started in 2014. In 2020/21 it supported 53 community led events right across Scotland, which reached over 48,000 people and engaged over 40 self-identified minority ethnic groups. The activities delivered focused on Acts of Kindness and Messages to Scotland. These included: [\[Fair Saturday 2020\] Scottish & Indian Music & Dance](#) [\[Fair Saturday 2020\] Space to Express Kindness](#)



The Rural Tourism Infrastructure Fund

Rural Tourism Infrastructure Fund: we administer this fund to projects that will improve the visitor and community experience by ensuring that facilities meet demand and don't impact negatively on communities. The Rural Tourism Infrastructure Fund was established by the Scottish Government in 2018 to address visitor pressure points at key rural locations across Scotland. To date, £12m of funding has been allocated to 57 capital projects.

RTIF addresses Access for All through the application process where there is a specific question on how the proposed development will increase access for all, and through the scoring criteria, where emphasis is placed on those projects providing facilities which exceed the minimum standards required by legislation. Through increased promotion and awareness of the fund at inclusive tourism workshops, presentations and individual discussions with applicants, we have seen the focus on accessibility evolve over the three RTIF rounds, as evidenced by the increased accessible outputs by Round 3 projects which were approved in 20/21.

Table 1 Accessible RTIF Outputs by Application Round

RTIF Outputs	Round 1	Round 2	Round 3	TOTAL
Accessible parking spaces	23	17	35	75
New Parent and Child Toilet	3	1	4	8
New Accessible Toilets	10	11	26	47
New Changing places Toilet	0	2	5	7

In spite of the delays due to the closure of project sites as part of the COVID lockdown, a number of projects were completed in 2020/21 which have particular relevance with regard to accessibility including:

1. Blabheinn, Skye , John Muir Trust,

Total Cost £92,854 RTIF Support £64,997

Provision of two accessible composting toilets with the new car park at the foot of Blabheinn which also has two accessible parking spaces and ramped flat access to the toilets.



2. West Loch Lomond, Loch Lomond & Trossachs National Park Authority

Total Cost £713,222 RTIF Support £281,000

The West Loch Lomond project was designed to ease visitor pressure at Luss by expanding and improving the toilet facilities at Tarbet and Inveruglas as well as some improvements at Luss toilets to facilitate access to the toilets by wheelchair users and baby buggies. The works also covered improvements to the car parks at Inveruglas and Tarbet to provide improved access.

The refurbished toilets at Inveruglas now include a fully accessible 24 hr access toilet and a new Parent and Child facility. At Tarbet, the toilets were completely refurbished and, as well as a new larger accessible toilet within the complex, the facility now features a separate fully accessible 24 hr access toilet. The Tarbet Toilets were recently reviewed by Euan's Guide where the facility scored 4.5/5 [Tarbet Pier - Parking and Views with Disabled Access - Tarbet - Euan's Guide](#)

8. NEW EQUALITY OUTCOME – for 2021-2025

“Post Pandemic VisitScotland will lead, support and direct a tourism recovery that will highlight how equality diversity and inclusion can transform this recovery plan and play our part in Scotland’s economic, social and sustainable recovery”.

Our equality outcome will be split into two parts and will be aligned to our new People Strategy

8.1 People Strategy

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 the 21st Century with a thriving, responsible visitor economy.

Mission

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

The themes outlined in our People Strategy 2021-2024 support the achievement of our strategic goals and align with our new 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 the most important asset in achieving VisitScotland’s commitments set out in our Strategic Framework. 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 Framework.

Our Values

**Ambitious; People Orientated; Collaborative; Innovative;
Outward-looking**

Our Equality Strategy is aligned to the values as set out in our new People Strategy and we commit to the six key themes below:

- Attract -** We are committed to be a progressive, responsible and inclusive employer of choice
- Lead -** We support the growth and development of our leaders
- Nurture -** We cultivate a culture that focuses on learning, promotes equality and supports the health and wellbeing of our workforce
- Engage -** Our people focused culture supports and drives high levels of staff engagement
- Reward -** We recognise and reward our workforce for the work they do and the contribution they make
- Model -** We draw upon data and trends to support our decision making and shape our people services and workforce plans

How will we meet this new outcome

Work proposed to meet the new Equality Outcome will be split into two parts:

Internal: Equality Projects and Strategies and Groups for staff to support our recovery.

External: We will support our tourism and events industry and continue to promote inclusion and accessibility as a key driver for “inclusion without exception” in our social and economic recovery programmes.

8.2 Internal: Equality Projects & Strategies

Ethnic Minority Recruitment Information Events

Session to be held with BEMIS in June 2021, to promote VS as a good place to work for EM people in Scotland, Info regarding our business and what we do, supported by staff members, our CEO and Board, plus info about working with us and how to apply... This will promote race equality in a tangible way – Virtual sessions to start with, later leading to in person sessions in VS offices.

Board Diversity Disability and Ethnicity initiatives

Setting up with Changing the Chemistry information event and workshops to promote Board applications from Ethnic Minority candidates, and later in the year for disabled candidates, with our Chair Lord Thurso supporting and speaking at both events.

Youth Engagement Strategy

Our new Youth Engagement Strategy is designed to develop, provide and promote meaningful youth engagement opportunities that benefit individuals, the organisation and the Scottish economy. VisitScotland’s new strategy focuses on the organisation as an exemplar within the public sector for youth engagement, adding value to the organisation and delivering on the Scottish Government’s Youth Guarantee. A summary of our youth engagement strategy see picture below:

The Young Persons 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**

Hybrid Working & Return to the Office

Recognising the many benefits to working from home, we will be adopting new agile/hybrid working practices as a business in 2021. This new way of working will ensure that our business remains focused on performance and delivering our objectives whilst balancing this with staff wellbeing and work/life balance. This is a major modernisation of our working practices and will enable VisitScotland to be more inclusive and responsible as an employer. Our job roles will be focused on what you do, not where you do it. More job roles and opportunities will be spread across Scotland. With a greater emphasis on flexibility, agile working will ensure we continue operate as an inclusive employer. Any 'return to office' plans will be managed, working in partnership with our staff consultation group, health and safety staff committee and the various staff groups we have established.

For both these projects we are currently working on **Equality Impact Assessments (EQIA's)** to ensure that everyone is included in the planning, thinking and implementation. Policies and guidance will be shared with our Inclusive Network Alliance group, to assess the impact of these policies and procedures on anyone who may have a disability, long term health or a Neurodiverse condition.

EQIAs will be published on our website when completed.

We have re-styled our EQIA forms, to be much shorter, concise and fit for purpose, we did this at some information sessions last year, and staff in the organisation themselves contributed to the design. We feel that rather than a long drawn out document that no one bothers to read and therefore achieves nothing, this way action is taken and policies are changed whilst also educating those who are working on it.

Keep it simple was our strapline

See copy of EQIA form at App 5

Health, safety & wellbeing in a post-COVID world

VisitScotland will develop a range of policies and procedures to support staff and respond to the everchanging circumstances created by the virus, including a Vaccination Policy. This will undergo an EQIA as above. This work will always be inclusive and reflect our commitments to equality and diversity.

New Infographic for collection of Equality Data

Equality monitoring – what is it all about and why do we collect it

Why does VisitScotland gather this data and how can we use this?

Equality monitoring is carried out in employment to better understand the organisation's workforce profile and enable us to take targeted action to support and respond to employee needs

- 1) Promote awareness of the diversity of our workforce
- 2) Explore any trends and whether patterns of potential disadvantage or discrimination exist
- 3) Inform policy, decision making and make improvements
- 4) Provide targeted information to support positive action initiatives
- 5) Comply with the law – all employers are responsible under the Equality Act 2010 for protecting their employees from discrimination and harassment at work
- 6) Measure and report progress in meeting VisitScotland's equality outcomes and to inform equality impact assessments

New Infographic being sent out to all staff mid-April to complete their equality data on Oracle now that we have fully completed our IT transfer. This document gives background in a detailed but innovative way to encourage staff to complete their personal details of Oracle. This also assures them of the confidentiality of the process and how their data will be used. **See full copy of the Equality Data Graphic on this site.**

First Contact Officers (FCO)

FCO further training on mental health support for staff, enabling FCOs to increase their skills and support – renew their profile in addition to conflict management add support skills for those struggling post-pandemic with their mental health.

Many of our staff have been dealing with very stressful situations with our industry partners devastated by the loss of income, and some their businesses. They have been looking to VS for support. This support has taken its toll, on our staff and managers, and planning for mental health support we think is vital to the wellbeing of our teams.

We have also set up an information page on our HUB, with links and info about other mental health providers, charities, and social enterprises throughout Scotland for our staff to access in confidence. SupportinMindScotland have already presented at two staff network groups.

Volunteering in VisitScotland

Last year we expanded our Volunteering Programme and planned to have staff work in a charity or social enterprise for one day a month, for six months as a pilot. This would enable them to share their skills and talents with a charity, for example in marketing or events, and for our staff to gain first-hand experience of working in a charity to understand the challenges they face. The pilot we set up was with the SupportinmindScotland, (SIMS), a mental health charity, however due to the lockdown this could not take place. This coming year we hope to revisit this with SIMS, and also expand the pilot to include BEMIS the ethnic minority charity.

Network Groups to support Staff

In addition to our Inclusive Network Alliance, the LGBTI+ group, Dyslexia and Dyspraxia group and Carers Group, we have added two new groups to aid our recovery and to provide much needed support.

New Women's Network Group

New staff support group to support women of all ages in VS. Looking at subjects like personal safety, and health issues like periods and increasing awareness of menopause, drafting a policy and wellness plan. The Chair with a small exec committee will meet monthly to discuss issues and topics to take forward. For example, building on the work done with Hey Girls in 2019 on period poverty. Creating a safe space for women to share and an open invite to men to attend certain sessions to help educate and support all staff in VS.

New Parents Group

This group was set up during lockdown to support all parents Membership is about 35 and is really supportive, with emphasis on mental health support for parents and a Teams site to share info and ask for help and support in between meetings.

Neurodiversity awareness and training

Neurodiversity is an umbrella term referring to differences in neurological development which share common features, in particular differences in how people learn and process information. This includes Dyslexia, Dyspraxia, Dyscalculia, ADHD, Autism and Asperger's, Acquired Brain Injury, Obsessive compulsive disorder (OCD) and Tourette's syndrome. VisitScotland is a member of the Business Disability Forum. The Inclusive Network Alliance Group are working with them to devise some

neurodiversity training for VisitScotland managers and staff. This training will develop a real understanding of the conditions, and demonstrate our commitment to 'Inclusion without Exception'

New Transgender Policy in VS, which supports our equality and inclusion message and also gives line managers guidance and support for any members of their team who are Trans. This work will be supported by the LGBTI+ Staff Group and work on Scotland's Stories, see below.



LGBT+ Group Year of Scotland's Stories 2022
Scotland's Themed Years have been running since 2009 as a way to celebrate a particular side to Scotland that deserves recognition. In 2020 we were celebrating the Year of Scotland's Coasts and Waters, and in light of the impact of COVID-19 this Themed Year will be extended across 2021. The next Themed Year in plan will be Scotland's Stories in 2022.

VisitScotland's LGBT+ equalities group is a big part of the organisation's inclusive focus, and we have some brilliant LGBT+ people stories on Scotland.org so we are looking at including some LGBT+ people stories in the 2022 themed year.

At the moment we are still very much in the planning stages for Year of Stories 2022, however towards the summer we will be looking to set up an internal VS Working Group for the year, and the Chair of our LGBT+ Group will be part of that working group. They will be looking at how we can promote relevant Stories content across VS channels, which could include an LGBT+ story, ensuring Scotland is seen as an employer of choice and a welcoming destination for our visitors.

Equality Diversity & Inclusion Steering Group (EDI)

VisitScotland proactively works to promote equality, with a particular focus on the protected groups, both from an internal and external perspective, going beyond compliance and duty to ensure diversity and equality are just part of who we are and what we do. We have implemented a top-down and bottom-up approach, ensuring engagement, buy-in and input at all levels across the organisation and with partners. It's about walking the walk and always recognising there is more work to be done. And, even in the most challenging of times for our industry, continuing to keep our focus on building a fairer and more sustainable tourism industry which is a force for social and economic good.

As an organisation we challenge ourselves to:

- Instil a culture internally where equality and diversity is valued and prized through a programme of education and engagement
- Ensure equal opportunities for talent
- Work to improve access to the industry

- Embed equality, diversity and inclusion in our brand and marketing
- Work in partnership with industry to develop and pioneer equality, diversity and inclusion best practice
- Invite diverse perspectives to further challenge our thinking and find new ways to continue to improve and enhance our approach

The new Equality Diversity & Inclusion Steering Group has been established in the last year terms of reference and projects planned are set out below. The Chair of this new group is Head of Brand Marketing and demonstrates how VS has mainstreamed equality into its business. This group was established during the pandemic as a means of recognising the challenges this last year has thrown at us.

Establishing this new EDI Group of cross-disciplinary leads responsible for governing the programme of work and securing buy-in from Directors, Leadership Group and Board as required.

- Shape a programme of work that delivers tangible action.
- Identify project groups to execute initiatives and report on progress.
- Be held accountable for the development of approaches to inclusion.
- Ensure that we monitor and provide insight and be able to demonstrate measurable improvement in all equality areas

EDI Charter with new commitments and pledges

The new EDI group have introduced a new EDI Charter covering staff and partner expected behaviours, with a supporting measurable programme of activity. This will be launched in the organisation in June 2021 and will form the basis of our new outcomes going forward in the next reporting session 2023 onwards.

The EDI Charter is a renewed commitment to going forward to establishing an ‘**Inclusive Culture**’, so educating Our People, our industry and our stakeholders on the importance of being inclusive and having no preconceptions, so everyone is given the chance to be their best self at work, within the tourism industry and within our own communities which is so vital after the year we have all been through. Each dept will be asked to make a Pledge as part of their commitment to meet the key outcomes in the Equality Charter.

See copy of Equality Charter and Graphic for information at Appendix 3

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is so vital after the year we have all been through. Each dept will be asked to make a Pledge as part of their commitment to meet the key outcomes in the Equality Charter.

New Race Equality Group

Following the global growth of the Black Lives Matter movement, we have redoubled our anti-racism efforts: launching this new Race Equality Working Group and celebrating Black History Month with a stellar internal communications programme that extended well beyond the singular month,

We set up VisitScotland’s first Anti-Racism Equality Working Group to transform words and demonstrations of support into real and meaningful change. We seek to lobby and influence internally at VisitScotland to ensure that equality, diversity and inclusion is front of mind across all departments with a focus on:

- 1) Education
- 2) Representation
- 3) Storytelling

]We have made positive strides in terms of creating an internal programme to celebrate Black History Month and The Racial Equality Group launched a new ‘racial equality in conversation’ series with Sir Geoff Palmer OBE from Herriot Watt University and learning programme. Recorded as a learning resource, the 11’s session reached maximum capacity within a couple of days of going live. Sir Geoff Palmer who spoke of the challenges we face in achieving one of our goals “inclusion without exception”.

Our greatest challenge will be around maintaining our momentum and ensuring our anti-racism work does not fall prey to the age-old issue of “whataboutery” as the tourism industry starts to rebuild. We believe that now is the time to build back better and that must include our approach towards equality, diversity and inclusion.

Accessible Content Expert Representatives (ACERS)

Issue

The Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018 were transposed into UK law from European Union (EU) legislation known as The EU Directive on the accessibility of the websites and mobile applications of public sector bodies. This legislation means that from 23 September 2020, we need to:

Meet the accessibility requirement, which is the latest version of the Web Content Accessibility Guidelines (WCAG 2.1) to level AA (excluding changes that would create a disproportionate burden on the business) and publish accessibility statements on each of our websites – which make clear the level of accessibility users can expect while using our services.

Our Vision

VisitScotland (VS) is creating a world-class customer experience for both consumers and Scottish tourism businesses (providers) in line with our strategic framework to grow Scottish tourism through the digital environment.

We propose creating a limited number of Accessible Content Expert Representative (ACER) posts throughout the organisation to evangelise and raise awareness of Accessibility standards. ACERs will be the go-to accessibility expert for the team or department which they represent. The scope of the role of the ACER and training required will be tailored to meet the needs of their team and/or department.

The purpose of an ACER is to offer support within their team discipline or department on all accessibility issues. ACERs will be champions of both creating Accessible content, and of maintaining, recommending and communicating appropriate Accessibility Standards to colleagues within their discipline or team area.

While all ACERs will be offered core training in familiarisation with WCAG standards and in meeting our legal obligation, the scope of their accessibility training (and so knowledge) will be dependent on the requirements of their immediate team and/or department. ACERs would also be expected to maintain an ongoing self-determined learning in accessibility and to share useful online resources that they discover with the rest of the ACER group.

This initiative will not only meet our legal duty, but also demonstrate our commitment of “Inclusion without exception”

8.3 External Strategies & Projects

Responsible Tourism Strategy

VisitScotland plays a lead role in the development of responsible tourism through taking direct action on issues under our control, as well as encouraging and supporting responsible tourism development through influencing and collaborating with industry, communities, destinations, visitors and strategic partners. There are four strands within our new Responsible Tourism Strategy for Scotland:

- Support Scotland's transition to a low carbon economy
- Ensure tourism in Scotland is inclusive
- Ensure Tourism contributes to thriving communities
- Support the protection, and considerate enjoyment of Scotland's Natural & Cultural Heritage

Equality and diversity are key components within three of the strands ensuring Scotland is a place for everyone by prioritising accessibility and inclusivity, so no one faces barriers to visiting our country. Connecting visitors and host communities meaningfully while working with local people to make sure they experience the benefits of tourism socially and economically.

Activity plans are being developed which will outline actions we will undertake to achieve our responsible tourism development ambitions.

Scotland is a special place to visit. Whether you're a local and enjoying a staycation, or an international visitor experiencing our magical shores for the first time, it's important we all do our bit to keep Scotland as glorious as we can for now, and for the future generations too.

Holiday Voucher Scheme

One of the most important tenets of Responsible Tourism development is the idea of 'Tourism for All', i.e. tourism accessible and affordable to all, especially the disadvantaged members of society.

Launching in Summer 2021 a new holiday voucher scheme aimed at supporting industry recovery and creating a more responsible tourism industry which is more socially sustainable and inclusive.

VisitScotland will manage and lead on the promotion, recruitment and the pay-back to business element of the scheme as well as manage the catalogue of tourism businesses who are participating in the voucher scheme.

Working with several existing charities and bodies such as Family Holiday Association, Shared Care Scotland, and local care centres to distribute the availability of the vouchers to people in the greatest need.

The key objectives of the scheme are:

- To stimulate off-season domestic breaks and day visits for low-income families, unpaid carers and disadvantaged young people by offering subsidised breaks in Scotland.
- To support the tourism and hospitality sector to recover when lockdown measures have lifted and offer new target group and marketing opportunities.
- Increase ethical practices by improving health and general well-being of participants.

Regional Accessible Itineraries

In the next 12 months a series of regional accessible itineraries will be developed to capitalise on the considerable momentum and industry drive to highlight Inclusive or 'Accessible Tourism' across Scotland.

The itineraries will deliver six regional Itineraries, aimed at promoting facilities and services for visitors to an area who have specific access needs. This will build upon existing VisitScotland work on Accessibility Guides for individual businesses by increasing the availability of accurate and relevant access information.

The work is also aligned to the emerging post-COVID themes, helping address health inequalities (particularly through facilitating access to blue/green spaces), placing the needs of the most disadvantaged individuals and households at forefront of domestic tourism and supporting high risk groups, including groups whose risks we know to have become more extreme in light of the COVID-19 pandemic.

The project will be delivered in partnership with AccessAble and Euan's Guide.



Purple Tuesday Collaboration

Purple Tuesday 2021 is a change programme for organisations of all sizes from all sectors to- get involved in, with the common goal of improving the customer experience for disabled people. This year VisitScotland and VisitEngland are the tourism sector partners to Purple Tuesday, to support businesses and operators to understand the needs of disabled tourists and commit to improving customer service for disabled people. Purple Tuesday offer organisations lots of guidance, good practice examples and hints and tips to make a real difference to the disabled customer experience.

Marina Di Duca, (Inclusive Tourism Manager at VS) said: *"We are delighted to continue our partnership work with Purple Tuesday and VisitEngland, helping to highlight the benefits of being more inclusive and accessible, for both the customer and operators. Tourism businesses with improved accessibility appeal to a wider range of visitors, not just people with disabilities - elderly people and families with babies or very young children can have additional requirements."*

Tourism is a force for good – creating economic and social value in every corner of Scotland and enhancing the well-being of everyone who experiences it. Tourism makes Scotland richer, economically and socially, and without it, Scotland would be a much poorer place."

Our Gaelic language Plan

This is a three-year plan and was drawn up by representatives from across the organisation, including both Gaelic and non-Gaelic speakers. The draft document was also circulated for public consultation before it was finalised.

Malcolm Roughead said: *“Our Gaelic Language Plan (GLP) makes a large number of core commitments to promote Gaelic use throughout the organisation, focusing on key areas of our operation such as corporate identity, signage, communication with the public and the use of Gaelic on our website.”*

We recognise that the Gaelic language is an integral part of Scotland’s heritage, identity and culture which makes it vitally important when we are marketing Scotland to visitors. With over 500 staff, offices and information centres across the country, and all our visitor communications our role in ensuring the long-term sustainability of the Gaelic language is a significant one.

When we launched our GLP it was welcomed by B’rd na G’idhlig Ceannard. Their CEO, John Angus MacKay, said: *“Gaelic plans are important for the promotion and increased use of the Gaelic language in Scotland. We welcome the commitment shown by VisitScotland in its Gaelic Language Plan to increasing the use of Gaelic in daily operations. VisitScotland is pivotal to ensuring that Gaelic is used in promoting Scotland to the domestic and overseas markets and we look forward to working with VisitScotland staff to achieve this.”*

8.4 Event Scotland

Cycling World Championships 2023

VisitScotland are the parent company for the 2023 Cycling World Championships to be held in Scotland. During 2020 we worked to mirror HR processes and policies for the company. We managed the appointment of CEO, Trudy Lindblade who moved from Australia to head up the team. Working alongside Chairman, Paul Bush we also appointed a group of non-Executive Directors, this now established, and very experienced, group oversee the governance of the Championships. VisitScotland will continue to provide Trudy and her team Human Resource Management supporting, including Equality and Diversity for the lifetime of the company.

Craig Burn - Director of Strategy, Policy and Impacts for CWC talks about their commitment to “inclusion without exception”

“Taking place in Glasgow and across Scotland, the 2023 UCI Cycling World Championships will be the biggest cycling event in history as it brings together 13 individual World Championships events to create one single event for the first time with the world’s top cyclists and para-cyclists competing for the coveted rainbow jersey in disciplines including road cycling, track cycling, mountain bike, BMX Racing, BMX Freestyle, trials and indoor cycling.

The Championships will also be a catalyst for collaboration and positive change across the country through the ‘power of the bike’, inspiring people to ride bikes more often for fun, exercise and to move around. This includes reducing inequalities in society by widening access to cycling for under-represented individuals, groups, and communities.

This vision for the event and the principles of equality and inclusion are embedded in the organisation responsible for delivering the event – 2023 CWC Ltd, a subsidiary of VisitScotland – and the partnerships being developed with cycling and wider stakeholders as well as suppliers and sponsors. 2023 CWC Ltd are in the process of developing an Equality, Diversity and Inclusion Framework and Action Plan that will identify and track the focus of this work throughout the lifetime of the organisation”.

Women’s Scottish Open Funding Boost

Women’s golf in Scotland has received a massive lift with news that the Women’s Scottish Open has secured a new title sponsor for 2021 alongside a 5-year funding commitment from the Scottish Government.

The tournament will also move to a brand-new venue at Dumbarnie Links in Fife from 12-15 August 2021. Previously known as the Ladies Scottish Open, the tournament will also see a progressive name change to the Women’s Scottish Open.

Paul Bush, Director of Events, said:

“This is a massive boost for the Women’s Scottish Open and is testament to the global standing of the tournament that it managed to attract a new title sponsor in the current financial climate. Confirmation of a new 5-year commitment from the Scottish Government also underlines the value Scotland places on women’s sport and events and the crucial role they can play in striving for equality across society.”

“Not only does it mean that the outstanding work of many colleagues across VisitScotland on The 2019 Solheim Cup will continue to have a lasting impact, but that Scotland remains at the forefront of the strive for equality across sport and society”.

9. Update on our Outcomes set in 2019

Re-framing our outcomes and vision for 2019-2021

At the end of 2018 we launched our new VisitScotland strategic business framework and staff engagement plan and, in March 2019, the guiding principles of how we will deliver this within the organisation, the VS Way. This gave us the opportunity to re-align our Equality Outcomes for 2019-2021 with the business and staff engagement plan.

Below is the report on progress of the four key Equality Outcomes we re-framed in 2019:

9.1 Equality Outcome - Our People

Being an inclusive organisation means that we develop and support ‘Our People’ to be the best they can be. We are moving away from defining people by disability, ethnicity, sexuality or age to an approach that focuses on individual ambition, the success of individual pathways and the quality of our human relationships. We are an organisation that values difference but is not defined by it.

Actions to support outcome:

Staff Equality Working Group to develop and formalise the new Equality Outcomes and formats for future reporting, including redefining equality impact assessment, making events or policies relevant to the person.

Staff Equality Working group have been overseeing the work in house and the setting up of the new EDI Steering Group, and also new staff support groups as outlined above in our new internal outcomes at 8.2 .

Further Race equality work: VS were asked to provide evidence to the Equality & Human Rights Committee in late 2020 to go into their report Race Equality, Employment and Skills: Making Progress.

In their report, the Committee made a number of recommendations for public authorities to address race inequality in their organisations, we will be following this closely and using the guidance to inform our work in this area.

New Diversity & Equality Training “Exploring Diversity Perceptions”

New D & E course is being re-designed for online training it will re-start in June this year, for all staff and managers. New EQIA training and unconscious bias are just part of this new course, also challenging perceptions and building a “diversity of thought”.

It will also give departments the information and encouragement to complete and fulfil their EQ Dept Pledges as above, as part of the EDI Charter work.

This course will be strongly recommended by senior leadership, Heads of Departments will be asked to ensure that all their staff get the opportunity to attend the 2-hour session. The VS Board themselves have agreed to attend a session.

A detailed Comms Plan and how we will evaluate this course has been prepared by our L&D Exec, this demonstrates our commitment to promoting our “Inclusion without Exception”.

Develop new Health and Well-Being Strategy for all staff and managers, focussing on individual pathways and including mental health resilience training.

HR support and Health & Wellbeing Initiatives

The new Health & Well-Being Strategy was sharply put into focus beginning of last year. Since March 2020 and throughout the COVID-19 crisis, VisitScotland like many organisations were forced to transform overnight from an office-based work environment to one that was home-based. Our public facing iCentre network also responded by adapting their work environments for the safety of staff and visitors, opening and closing throughout the period in response to Scottish Government guidance. As a business we have supported all staff to work from home, providing the technology and associated equipment and training needed to continue work. While the continuation of our work was vital, supporting the health and wellbeing has been core to the changes we have made.

‘It’s OK to step away’ and ‘Quiet hour’

Recognising the challenge of working from home, the volume of video conference calls and the need to occasionally get away from our home offices during the day, we created a series of communication messages and made one very simple, yet fundamental change to our daily work pattern. Fronted by the Human Resource team, we launched the ‘it’s okay to step away’ internal communications campaign, encouraging staff to take extra time if they wanted it to meet friends or colleagues outdoors or extra time to exercise, garden, read - extra time away for themselves. This initiative was then followed up with the implementation of ‘quiet hour’. A simple, yet highly effective change, each working day between 12:30 and 13:30 staff were asked to no longer send emails or hold meetings. Both initiatives have been welcomed and, importantly, they have worked in supporting a better work/life balance during these difficult times.

A dedicated well-being section on our internal intranet, the Hub, was created and hosts all the information on mental health and for staff on managing stress, anxiety, seminar type sessions for mental health training and managing our “cognitive overload” were delivered by our H&WB Manager to several departments, using her previous skills from working in Occupational Psychology. In a message to staff:

“Living with this uncertainty can take its toll, and along with my colleagues in HR, we have tried to support and be there for staff during this difficult period. We have been so impressed with the resilience shown by staff and managers, and I do think, that if any good can come from this time, it’s that we have learnt to listen to each other better, we have been kinder, we have been more supportive, and we have gone the extra mile for each other, maybe in way we have not done before? Maybe it was always there, but perhaps we didn’t even know that we could do it?”

VS purchased the Headspace App & also purchased Virgin’s VP Destination Go App (see Page 13 & 14)

Launch a new Carers Group and Disability Group and broker opportunities for collaboration with the LGBT+ and Dyslexia and Dyspraxia Groups.

Update:

Staff Disability Group now known as “The Inclusive Network Alliance”

This group was renamed to ensure that all staff knew that even if they had a hidden disability, long term health condition, or a neurodiverse condition they were welcome to join. Folk in the group felt they needed to drop the label “disability”. In the first week of the name change we had 10 new members sign up. In addition, folks in the group who live and work with neurodiverse conditions like autism or dyslexia, do not see themselves as “disabled” for them it is just a “different normal” to quote Rachel, one of our members.

The group meet and the discussions are confidential, so members now standing at 33, can feel safe to share and discuss with each other.

One leading project led by the INA group is to organise Neurodiversity training for all staff in summer of 2021. For further details see page 22.

Carers Group

The Carers Group has continued to meet almost monthly throughout the last year, supporting our staff with caring roles at this most difficult time, increased pressures because of the pandemic and VS provided expert help and guidance from VOCAL one of our charity partners who's primary function is to support the Carer. The group has now 18 members.

LGBTI+ group

It has been meeting online and have focussed latter part of last year on Trans issues, and currently drafting a Trans Policy for VS. All LGBTI+ staff are covered under our Equality policy, but VS felt we should make this a separate issue with specific requirements. Trans Alliance Scotland have attended our last meeting for advice & guidance.

New support group to help retain and develop our international staff by way of 'buddy' mentoring, group meetings and information.

Update:

This initiative did not take place due to priorities during the pandemic and lockdown, in fact support was provided to all in VS. This, however, will be re-visited in the next year.

Promote the Health and Well-Being site on our internal Hub where staff can find practical help such as the Employer Assistance Programme, and the Employee Health Care Scheme providing help to pay for dental, optical or physiotherapy

Update:

Probably one of THE busiest areas of equality, our health and wellbeing site took a central role in supporting staff, these last 18 months, and a

new Tile on the front of our Hub was set up. It contains all the support we have done, with staff groups, mental health, FCO's, the EAP support, bereavement and 1-2-1 counselling was available, ideas for physical well-being, promotion of our Headspace App and VPGO. The D&E manager presented well-being seminars at several dept meetings at the start of the pandemic to outline the support we were giving.

Promotion of the First Contact Officer (FCO) network to provide an independent resource for all staff and managers.

Update :

FCOs have not been as busy during the pandemic as their original brief was managing conflict and resolution, however several of them have supported staff in their areas, through a difficult period. (Future plans see new outcomes above on page 24.)

Working with Inclusion Scotland to encourage more disabled people into the organisation and to Board level, working with them to mainstream their contribution to the organisation.

Update:

This work again took a hit, as we focused on direct support to all our staff with disabilities. However, we will be re-visiting this alongside the work on race equality for our Board in the coming year.

Connecting with our partners in Scottish Government and the public and private sectors to promote our vision of equality, sharing our expertise and speaking at conferences.

Update:

The D&E Manager was called to give evidence during 2020 on what VS has done to promote race equality to the Equality & Human Rights Committee which in turn has informed the report Race Equality, Employment and Skills: Making Progress in November last year. The Government also held a Public Sector Race Summit this last March which will come away with a joint action plan to improve outcomes for our minority ethnic communities in moving into, staying and progressing in employment that reflects their skills, qualifications and experience.

The VS D&E manager was also invited to be a member of the Executive Board for the National Taskforce for Human Rights Leadership. The recommendations from the Exec Board will set out proposals for a new Human Rights Bill that will incorporate Human Rights treaties into Scots Law, including legislation that enhances human rights for women, disabled people and minority ethnic communities. Subject to the outcome of the upcoming Scottish Parliament Elections, the Bill is planned for introduction in the next parliamentary session.



Contributing, through our membership of the Non-Departmental Public Body's Equality Forum, to the debate and review of the public sector equality duties.

Update:

VS's D&E manager is a founder member of the NDPB Equality Forum, who have continued to meet during the pandemic online, and currently will be looking at the Scottish Governments review of the PSED which was delayed. We will be taking an active part in the review and sharing our current dilemma over too much regulation and reporting whilst dealing with a pandemic.

9.2 Equality Outcome. Inclusion and confident management

Being an inclusive organisation means that we want to create confident management and confident leaders of the future. We want to support those who manage teams to see where they fit in this bigger picture, to anticipate and evaluate the impact of their decisions and to understand the options for conflict resolution. We want them to be able to deliver on our new organisational objectives – in the VS Way - creating time to care, time to congratulate, and time out for my career, time to connect, time to clarify and time to communicate.

Actions to support outcome:

Promote our new Resolution Policy to staff and managers, enabling them to understand there are different pathways to resolving conflict, gaining an insight into the behaviours around bullying and harassment and helping everyone in VisitScotland to understand their rights and their responsibilities.

Update:

Resolution Policy was launched successfully and has been used to support staff in the early stages of resolving any conflict. It has also been shared with other NDPB's and has drawn the attention away from formal resolution as a go to option towards a calmer and level approach that promotes conflict resolution and mediation that reduces the damage a formal procedure can cause. The formal procedure is part of this policy, but not the only way.

Promote the role of our Board member who has become a First Contact Officer to senior management as an option for first point of call.

Board member to be added to the cohort for this new focus on mental health see item above.

Future Leaders Group (FLG) to develop mentoring and shadowing programme for our young future leaders.

Update:

Future Leaders Group have been closely involved with the equality agenda for 2019/20, members have been co-opted onto all of the Staff Network groups in order to support, but also learn and gain insight into each area, which we hope will develop into a much better understand

of “our people” when they come into management themselves. The FLG is 12 staff members who represent all of the organisation’s directorates. Working together to input ideas, hear from across VisitScotland and learn from our leaders. The group aims to give a voice to more staff and influence senior management decisions to improve ways of working. The group tries to develop a clear understanding of diversity and equality requirements in the business while taking part in a range of activities; from sitting in on Leadership Group meetings, to meeting Board members, and from representing the group at various support groups to inputting on projects around the organisation. The Future Leaders Group were able to play a key role, helping to organise, input into the format and content as well as sharing the presenter roles with senior leadership and members of the Board.

(See page / for more info and photographs)

‘For me, the Future Leaders Group has been a great support in 2020 during such a period of change. Everyone has very different roles, backgrounds and personalities, but it has been great to share common goals and to be able to actually look ahead to the future! We are there for each other just at the other end of a Teams chat or a call.’ [Angela Thompson, FLG member]

LinkedIn online learning courses around personal and career development, managing difficult conversations etc, to be available to all staff from April 2019.

Update:

LinkedIn learning courses are set out in the L&D update on page ?

Manage and lead the Mediation Partnership Team across the public sector in Scotland, setting an example in inclusion work and being recognised as ‘World Class’ in our service.

Update:

During the period April 2019 – March 2020 the MPT dealt with 19 cases of workplace mediation all over Scotland, 18 of which were successful. The team welcomed new members during this period from Scottish Enterprise. MPT training events due March and September 2020 were postponed; however, our trainer did present a training course of how to do mediation remotely and 3 cases have been conducted online since the lockdown. Two of which were successful, the third is ongoing.

Future plans to extend the service and train up 5-6 Equal Opportunity Investigators, primarily to deal with cases concerning any of the Protected Characteristics or any alleged Bullying & Harassment cases.

9.3 Equality Outcome. Inclusion and the industry

Being an inclusive organisation means that we embed the principles of inclusive tourism into our industry engagement activity. We will further strengthen our relationship with businesses, to increase their understanding of the market and to help them mainstream inclusion profitably into their operations. In doing so we will help make Scotland an inclusive destination contributing to our goal to stimulate new and sustainable growth in the visitor economy and bringing social, economic, and cultural benefits to all our visitors and our communities.

Actions to support outcome:

- Industry communications programme continues to stress the value to the business and to Scottish tourism of providing accessibility information, and making an ongoing commitment to customer service training through presentations, workshops, PR and editorial content.
- In 2019 we launched a new Inclusive Tourism category in the national Thistle Awards, to celebrate and recognise businesses who are exemplars in providing inclusive tourism experience. The Edinburgh Fringe Festival were recipients of the augural award for their commitment to; ensuring all festival goes can fully enjoy the programme of events, and their ongoing championing of inclusive practices within the festivals and events arena both locally and internationally.

- In October 2019, in partnership with VisitEngland and Alzheimer's UK we produced a dementia guide for business. The guide has already been used by groups to inform their inclusive tourism development plans, such as a community group called Soirbheas in Drumnadrochit, the group wanted to develop their area into a Dementia Friendly destination.
- We presented at 20 business events in 2018/19, connecting with over 1,200 businesses, DMOs and industry groups, promoting the value of the inclusive tourism market and disseminating advice information. As a result of this activity several groups did come forward showing interest in collaborating with other regional partners to create inclusive tourism campaigns. These groups were encouraged to apply for Growth Funding, which offers up to £40,000 match funding for marketing activity. In March 2019, working with the Growth Fund team we helped the first accessible tourism Growth Fund project obtaining funding, a group of businesses across the Forth Valley region, include Loch Lomond & Trossachs National Park came together to develop a series of accessible itineraries and videos. Due to launch in 2020 but had to be delayed due to the COVID-19 Pandemic – the new launch date for the promotion is May 2021.
- Our ScotSpirit Breaks programme began in 2016 in partnership with the Family Holiday Association, a national charity that delivers breaks for low income families. To date over 90 businesses and organisations from across the tourism industry have enabled 1,627 families – that's 6,225 people, including 3,495 children - to experience the magic of a short break or day out in Scotland.
- Since COVID-19 impacted the UK, it is now estimated that there are 1.1 million unpaid carers in Scotland. Caring for someone else can be mentally and physically exhausting, and therefore breaks from daily routines are vital for unpaid carers' health and wellbeing.
- VisitScotland, in partnership with Shared Care Scotland and Carer Centres across Scotland, are piloting a series of virtual breaks for unpaid carers in Scotland from April to June 2021.
- Working with Euan's Guide we produced three travel trade itineraries, used by colleagues to inform development of familiarisation trips and other activities related to inclusive tourism. Discussions are ongoing with Cairngorm National Park Authority, St Andrews Tourism Group, Accessible Callander and Accessible Glasgow who are all looking to develop their area into becoming accessible tourism destinations. These projects are likely to take several years to develop, with each area at different stages of accessible development.

9.4 Equality Outcome. Inclusion and services for the public

As an inclusive organisation we will help increase inclusion for our visitors which also results in a positive impact on services for our local communities. We are conscious of our corporate responsibility and will work with our industry partners and our stakeholders to promote equality of opportunity wherever we can in the public arena.

Actions to support outcomes:

Refurbishment plans to ensure that our iCentres estate is as accessible as it can be and improve services to the public through staff training and boosting awareness of inclusive tourism.

In line with the current lockdown, all VisitScotland iCentres were closed for most of the year, however we have a programme of re-opening as restrictions ease. Most of the iCentre network will re-open on Monday 26th April with the exception of Dundee, which re-opens one day later on the 27th and then the final one is Fort William opening on the 29th April. Their teams will continue to answer queries online and by phone and will be ready to open when the restrictions are eased. Accessibility remains high on our agenda, and our staff continue to supply personalised support for ALL our customers.

Due to the lockdown and pandemic all staff training in the classroom was cancelled and all our iCentre staff were allocated work to support the business in different areas.

We didn't deliver any virtual workshops but advised iCentre staff to complete both the general "Handling Difficult Conversations" courses and the below on LinkedIn following a situation with a difficult customer back in the summer:

- Customer Service: Handling Abusive Customers – 30 learners completed
 - Customer Service Foundations – 29 learners completed
- Also, as part of our recovery plans, all iCentre staff will be invited to attend the new Equality & Diversity training as referenced on page 37.

VisitScotland iCentres

We provide face-to-face information provision and inspiration to visitors through a Scotland-wide network of iCentres (Information Centres), Our iCentres remain at the heart of information delivery. Our knowledgeable and passionate staff provide a personalised service to visitors, making their visit even more memorable and helping them to experience all the local area and surrounding region have to offer.

Many of the iCentres offer free Wi-Fi enabling visitors to browse our website – visitscotland.com. Visitors can also get help with accommodation reservations, booking tours and entrance passes to visitor attractions and buying tickets for public transport services.

Website and digital provision to be accessible for consumers.

See future work pages 24 & 25 under ACERS.

10. New Equality Outcomes Revisited VisitScotland - Committed to Transformation and Resilience

Overarching Objective

“Post Pandemic VisitScotland will lead, support and direct a tourism recovery that will highlight how equality diversity and inclusion can transform this recovery plan both internally as an equal opportunities employer and externally by playing our part in Scotland’s economic, social and sustainable recovery”.

VisitScotland

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 the 21st Century with a thriving, responsible visitor economy.

Mission

Through strategic leadership and industry partnership, encourage a responsible approach to re-building and growing the value of tourism highlighting the benefits of tourism and event 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 outlined in our new People Strategy 2021-2024 support the achievement of our strategic goals and align with our new 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 the most important asset in achieving VisitScotland’s commitments set out in our Strategic Framework. 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 Framework.

According to the EHRC Guidance:

“An equality outcome is a result which you as an authority aim to achieve in order to further one or more of the needs mentioned in the general equality duty. In other words, an equality outcome should further one or more of the following needs: eliminate discrimination, advance equality of opportunity and foster good relations”.

Our Equality Outcomes: 1 & 2 - All Characteristics

For ease of reference we have combined Outcomes 1 & 2 together as the evidence and research was done at the same time. Low representation applied to both general VisitScotland (VS) recruitment and our Youth Strategy.

1. VisitScotland will increase the numbers of black and ethnic minority staff who apply and are recruited to work in VisitScotland from 1% to 3% by 2025.
2. This will include an increase in the numbers of ethnic minority young people applying for Modern Apprentices and Graduate placements etc., with a 1% increase by 2023 in at least 2 categories, through our new Youth Strategy. VS will create a culture, in partnership with EM organisations of education, opportunity, and fair work in which new members of staff, no matter what their race, background, sexuality, or disability know their talents and skills are respected, recognised, and valued.

Our Aim: To further develop and build an organisation that truly represents the industry we work with and the customers we serve, by meeting our ambition of recruiting, retaining, and developing talent. To understand intersectionality and how aware we should be of the impacts across the protected characteristics.

The General Duty that these two outcomes are intended to support is 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 Equality Problem we are trying to address:

Low representation of staff, senior managers in staff recruitment, and for our Youth engagement strategy from black and minority ethnic backgrounds in VisitScotland Lack of understanding that ethnic minority people can also be identified with more than one Protected Characteristic, and a more “Intersectional” approach is necessary.

Situation and inequality identified in staffing levels in VisitScotland. Our workforce both for staff and senior managers reflects that we only have a small percentage of Black & Minority Ethnic staff –

See the table below taken from our “2021 Equality Mainstreaming Report”

Currently we have no black or ethnic minority members on our Board, or senior management level, and as the Strategic direction paragraph from the Scottish Governments Minority Ethnic Community toolkit states:

“Leadership development for the whole organisation is important as there needs to be buy in and ownership, including commitment by senior management. All people managers, for example should also undertake Race Equality training which is offered by a number of diversity organisations.”

Also, evidence from the Scotland census also gives us a good reference point re the makeup of the ethnic minority population in Scotland from which to work. <https://www.scotlandscensus.gov.uk/census-results/at-a-glance/ethnicity/>

The 2021 census has been postponed until March 2022; we will monitor the progress of this over the next reporting period.

The 2011 census found that:

- Scotland's population was 96.0% white, a decrease of 2.0% from 2001
- 91.8% of people identified as 'White: Scottish' or 'White: Other British'
- 4.2% of people identified as Polish, Irish, Gypsy/Traveller or 'White: Other'
- **The population in Asian, African, Caribbean or Black, Mixed or Other ethnic groups doubled to 4%**

At 4% it is clear that our 1% ethnic minority representation is low, therefore we have chosen to concentrate on this equality group.

The Scottish Parliament's Equalities and Human Rights Committee inquiry of 2020 has highlighted the persistent issues that impact on outcomes for minority ethnic people in Scotland moving into, staying in and progressing in employment. The Committee recommends public authorities should review their recruitment procedures and practice against the Scottish Government's toolkit and make the necessary changes. This has been highlighted especially during the pandemic.

Also, it was identified in the same Government report that young people from ethnic minorities face extra barriers getting into employment, so they suggest that we:

“Promote Foundation, Modern and Graduate Apprenticeships – these can offer highly valued workplace experience that employers look for when recruiting and can be useful for breaking down barriers as well as increasing skills that help prepare for permanent employment.”

The Equality & Diversity Specialist at VisitScotland is a member of the Scottish Governments Human Rights Executive Board and has highlighted these barriers faced by ethnic minorities across the public sector and will be using the VS equality work to help inform the new Human Rights Bill.

Research by Demos for the Joseph Rowntree Foundation affirms that 'people from ethnic minority groups are often at a disadvantage in the labour market. They are more likely to be unemployed than white British people, are over-represented in poorly paid and unstable jobs, and are less able to secure opportunities for job progression or employment which matches their skills and abilities. <https://www.jrf.org.uk/report/entry-and-progression-work>

Evidence for our “Intersectional” approach

Following consultation with our Inclusive Network Alliance, (Staff Disability group re-named) INA, LGBTI+ and Carers groups, we found that they wanted to ensure that in our recruitment process we looked at the “whole” person, as a black and ethnic minority member of staff may well have a disability, and may be Trans or Lesbian Gay or Bi-sexual, or have caring responsibilities. This adds to their sense of exclusion, and we have to work on our understanding of what providing a fair work culture from which they can develop and grow their skills and talents.

Evidence in the Scottish Governments Fair Work Framework gives us guidance and evidence on why we have set this equality outcome and how vital this approach is across the Public sector

The document defines fair work as:

“Fair work is work that offers effective voice, opportunity, security, fulfilment and respect; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society”

Under the heading of opportunity, the document goes on to say:

“Meeting legal obligations by ensuring equal access to work and equal opportunities in work sets a minimum floor for fair work. Fair opportunity can be supported in a variety of different ways: through robust recruitment and selection procedures; paid internship arrangements equally open to all; training and development to support access to work for all; promotion and progression practices that are open and equally attainable by all, irrespective of personal and demographic characteristics.”

The report found evidence of the barriers especially for women and ethnic minorities:

“What people told us Individuals and organisations who communicated with the Convention highlighted barriers to opportunity prior to the workplace (for example, in access to apprenticeships and training that lead to employment); during recruitment and selection processes; and ongoing issues within the workplace (such as pay inequality and lack of progression opportunities), all of which can particularly disadvantage certain groups of workers such as women, the young, black and minority ethnic workers, those with disabilities and those with low or no qualifications. Concerns were raised over how some groups found accessing the labour market much more challenging and were offered little support for their distinctive needs. Concerns were also raised about negative stereotyping of younger and older people in particular.”

The intersectional implications of these barriers are mentioned in the report, Still not Visible, https://www.closesthegap.org.uk/content/resources/1557499847_Still-Not-Visible.pdf Close the Gap said:

“..... public bodies are very far away from taking an intersectional approach which means the experiences of BME women are largely invisible in the design and delivery of policy and programmes. Where once it was a given that the public sector was leading the way on equality, there is now mounting evidence that racism, discrimination, and racial prejudice and bias is a growing problem in the sector.”

The Race Equality Working Group met with Prof Sir Geoff Palmer, of Herriot Watt University who is a leading academic figure in race equality, and he agreed following our consultation to hold a seminar on race, and discuss the BLM movement and the impact on Scotland. Over 130 staff including our Board Chair and our D&E Board Champion attended the seminar. This seminar set the programme of work for the Race Equality group who have since been supporting both internally and externally promoting race equality in VisitScotland, and we have been in contact with Sir Geoff over the last year.

Sir Geoff was fully supportive of our Equality Outcome to increase representation at all levels, he said “education lay at the heart of challenging racism.” Supporting our D&E training for all staff. Representatives also from the group met with BEMIS to consult them on how best to approach the recruitment of ethnic minority staff into VisitScotland, but due to the pandemic BEMIS have been focused working on Gov projects so that has been limited. They did tell us initially that posting our job adverts would not work well, as most ethnic minority folks have no idea what VisitScotland actually does. However, we have a proposal with them, to set up information seminars which is pending,(see App 2) and will be considered as part of the overall strategy. We are also consulting with CEMVO to discuss some partnership working with them, and consulting on the best approach.

Following our consultation with CEMVO have agreed the areas they can help us with Consultancy support

- Review our approach to race equality in recruitment and selection and prepare a strategy which will not be short term but probably over a 12- 18-month period, progress will be reported at the 2 years EQ report stage 2023.
- Gathering and analysing organisational EM data to help inform actions – meeting set up with VS HR to discuss how data can inform the above strategic plan in order make it measurable and effective to report on
- Engaging effectively with, and working with EM groups & communities, to develop as part of the strategy some information seminars to promote the work and jobs within VisitScotland
- Increasing EM representation on Boards (see outcome below)
- Development & review of policies, practices, and services to help support ethnic minority staff
- CEMVO also appreciate the “intersectionality” of this programme and recognise that other equality groups are impacted, we will include this aspect of our work within the strategy with a special emphasis on ethnic minority women as evidence above has indicated a greater impact.

Our Equality Outcomes 2021-2025

Situation/Problem

Low representation of staff, senior managers, from black and minority ethnic backgrounds in VisitScotland both for recruitment and in our Youth Engagement Strategy we need to increase the representation of young people from ethnic minorities. Lack of understanding that ethnic minority people can also be identified with more than one Protected Characteristic and an “Intersectional” approach is necessary.

Planned Activities -1

EQIA our recruitment process at each stage advertising, sifting interviews, and appointments.

Development & delivery of D&E training for HR and managers including unconscious bias training

Following consultation re priorities in EM strategy going forward working with CEMVO to have planning meeting, late Sept.

Looking at HR data, our recruitment strategy & process, staff rep, and our image within the EM community. Hosting possible “information seminars” to inform ethnic communities what VS actually do. As a result of our consultation with BEMIS they told us the majority of EM people do not know anything about VS or our job roles.

Broaden our perspective to understand the term “Intersectionality” namely that ethnic minority staff will be LGBTI, disabled, will be older people, women, and could also be in caring roles. Evidence shows that

ethnic minority women suffer more discrimination in the employment. Further consultation and partnership working across the staff network groups to assess impacts. Continue our discussions across the staff network groups on how to best meet the Scottish Governments Fair Work Framework to achieve our outcome.

Consulting with our new Women’s Staff Network Group in VS to look at the adverse impact on women with special ref to ethnic minority women and an action plan to address all these negative impacts.

We will continue to develop opportunities to recruit and develop young people creating a talent pipeline (see Appendix 2 below)

Continue the work of the Future Leaders Group, and Future Leaders Programme implemented

New Youth Strategy promoted and implemented
Graduate Scheme implemented

Anticipated Outputs -1

Increased applications from ethnic minority candidates for job vacancies and appointments.

Development of a race equality strategic plan in consultation with CEMVO, for the next 12- 18 months looking at increasing our staff rep from ethnic minorities, developing new KPI’s and measurements.

Increased number of mentoring opportunities for ethnic minority staff
Staff Survey to measure staff responses and drive and design solutions
We will take responsibility to assess our organisation's understanding of institutional racism and proactively challenge and change practices that disadvantage minority ethnic staff, and those with whom we work. Looking at the implications of "Intersectionality" on the workplace and on our policy making.

Youth Strategy to be part of the EQ Plan designed with CEMVO that will increase the EM rep.

Developing future leaders aware of the VS "inclusion with exception" culture. Increased levels of new starts with different protected characteristics

Maintenance of levels of E&D satisfaction levels in staff survey
Creating a space and opportunity for FLG's to develop and grow into senior leaders.

Progression will be measured and noted in the 2 year update.

Women's Network Group to develop a plan to highlight and draw attention to the inequality for both older and younger women in the workplace, especially for ethnic minority women, both on progression and health and well-being issues.

Progress report in 2023 2 year update report.

An increase in applications for the Graduate scheme from ethnic minority young people who will take advantage of one year, full time, graduate placements across all areas of VisitScotland. This output will result in individuals putting everything they've learnt at university into practice, in a real working environment. With a programme of continuous development activity throughout the year, they will improve confidence and employability.

The application process begins in July each year and successful applicants start in September.

Results for each year will be monitored and added to the 2 year EQ Report

Increase in applications by ethnic minority students to the Modern apprenticeships these are paid year-long placements open to students of 25 years old or younger.

The apprentice will undertake an SVQ in various topics such as IT, customer service, business administration, marketing and more. At the end of the year (and on successful completion of the SVQ) the individual then goes on to a full time one year contract within a similar role in the organisation. This year MA's will benefit from development activity, designed to help boost confidence and employability. MA's will be measured and monitored, and results published in our 2yr EQ update report.

Planned Activities -2

Modern Apprentice Scheme implemented

Anticipated Outputs - 2

Increase in applications by ethnic minority students to the Modern apprenticeships these are paid year-long placements open to students of 25 years old or younger.

The apprentice will undertake an SVQ in various topics such as IT, customer service, business administration, marketing and more. At the end of the year (and on successful completion of the SVQ) the individual then goes on to a full time one year contract within a similar role in the organisation. This year MA's will benefit from development activity, designed to help boost confidence and employability.

MA's will be measured and monitored, and results published in our 2yr EQ update report.



Planned Activities -3

Career Academy mentoring

Available to students entering 4th year at high school. Career Academy mentoring is a structured development programme that we run in partnership with a number of local education authorities. Mentors from across the organisation offer support to students for two years.

Anticipated Outputs - 3

More students from ethnic minorities will engage in the programme which includes four week paid work experience placement with VisitScotland.

Results will be monitored and reported in our 2 yr EQ update report

Planned Activities - 4

Work Experience

We offer an extensive range of opportunities for work experience across our organisation. These last one week and are undertaken primarily (but not exclusively) through our VisitScotland iCentres. The majority of work experience opportunities are targeted at 4th year high school students.

Anticipated Outputs - 4

This will prepare students, for employment and the world of work, and increase the opportunities for ethnic minority students to take up work experience and or internships.

Increased number of students via our Youth Engagement Strategy from ethnic minority candidates

1% increase in at least 2 categories by 2023.

Results will be monitored and published in our 2yr EQ update.

Planned Activities - 5

Internships

We offer a number of internship opportunities for both UK and international students studying relevant degrees at either university or college. These internships are arranged through participating Universities and Education Authorities and last for up to three months at a time.

Anticipated Outputs - 5

These Youth Strategy outputs are designed to redress the balance for ethnic minority students who according to the Report in The Scottish Parliament's Equalities and Human Rights Committee inquiry of 2020 "that young people from ethnic minorities face extra barriers getting into employment." See above page 39.

Equality Outcomes

1. VisitScotland will increase the numbers of black and ethnic minority staff who apply and are recruited to work in VisitScotland from 1% to 3% by 2025.

2. This will include increasing the ethnic minority representation and an increase in the numbers of ethnic minority young people applying via our new Youth Engagement Strategy for Modern Apprentices and Graduate placements etc., by 1% increase by 2023 in at least 2 categories

VS will create a culture in partnership with EM organisations of education, opportunity, and fair work in which new members of staff, no matter what their race, background, sexuality, or disability know their talents and skills are respected, recognised, and valued.

Evidence

Scottish Gov Minority Ethnic Toolkit

The Scottish Parliament's Equalities and Human Rights Committee inquiry of 2020

Joseph Rowntree Entry & Progression report for EM

Scottish Governments Fair Work Framework

VS People Strategy 2021-2024

Stakeholders we have consulted.:

Internal Race Equality Working Group/Inclusive Network Alliance (INA)
Disability Staff group/LGBTI+ Group, Carers Group /Leadership Group
Future Leaders Group/PCS Union

External

CEMVO/Business Disability Forum (BDF)/Scottish Government
Inclusion Scotland /BEMIS/Changing the Chemistry/Elite training
Trans Scotland/Inclusion Scotland/BEMIS/Scottish universities and colleges/Schools in local communities

General Duties Addressed

Advance equality of opportunity

Eliminate discrimination

Foster good relations

(with reference to intersectionality work)

Appendix 2

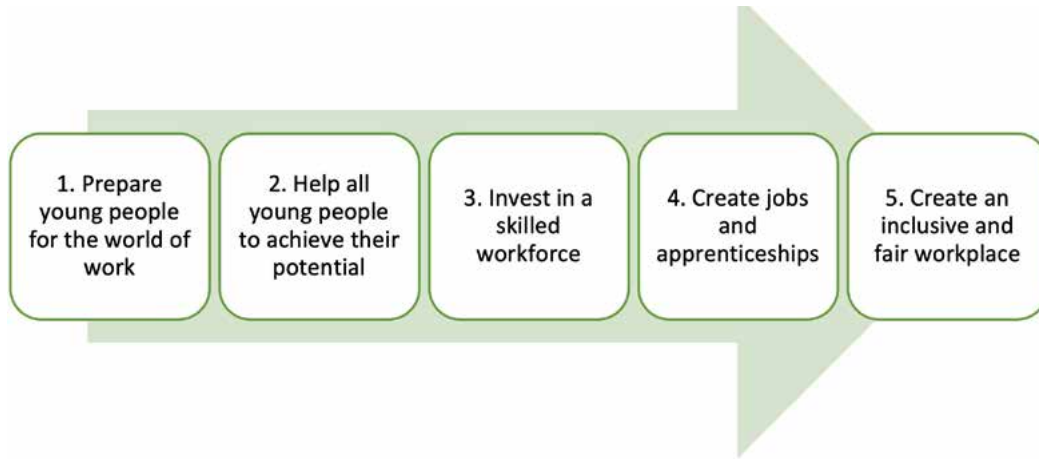
Ethnicity	Staff Count	Staff Count
Any Other	6	1.1%
Asian	Any other Asian background 1	0.2%
Bangladeshi	1	0.2%
Chinese	4	0.7%
Indian	1	0.2%
Mixed White & Asian	1	0.2%
Not disclosed	51	9.4%
White	475	87.8%
White any other background	1	0.2%
Grand Total	541	100.0%

Ethnic Minority Recruitment Information Events: BEMIS proposal :

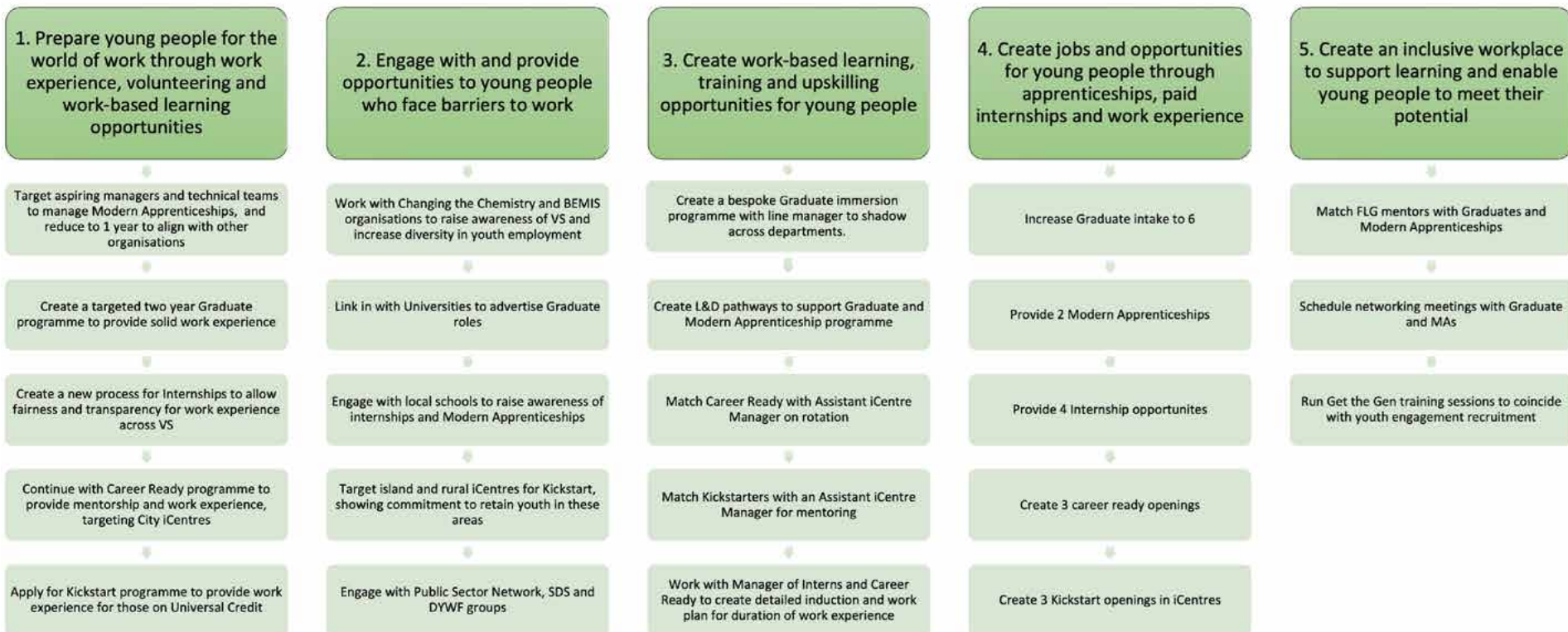
- To promote VisitScotland as a good and safe place to work for Ethnic Minority people in Scotland.
- To promote our Equal Opportunities commitment to fair and open competition giving all our people the chance to prosper and develop their skills in this safe environment.
- To give ethnic minority people, both young and older, a unique opportunity to hear exactly what VisitScotland does from staff, managers, and Board members
- Promoting a career in tourism, marketing, events, digital and communications as a real steppingstone to a career in this market.
- Learn about how to apply and explore our job site online.
- Finally, a chance to ask QUESTIONS!



The Young Person's Guarantee - 5 Pledges



Delivering the Youth Guarantee



Equality Outcome -3 Race & Disability

We will work to increase the diversity of our Board, increasing our representation from both ethnic minorities and disabled people by 2025.

Our Aim: By increasing the representation of ethnic minority and disabled people at senior and Board level, we will provide encouragement, and real tangible evidence that this is possible, and instil confidence for other people in those groups to attain the highest levels of achievement. It will remove the barriers and misperceptions of those who currently see disabled people or ethnic minority people as a problem to be managed, not as an asset to the business.

The General Duty that these two outcomes are intended to support is 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.

Equality Problem we are trying to address

There is an under-representation of equality groups at Board level. There is a need to improve the diversity of our Board vacancies for people with disabilities and to address the lack of representation of people from Black and Ethnic minorities. We want to embed equality, diversity and inclusion in all aspects of our decision-making and to champion equality and inclusion at senior level, and want “Our People” to feel not only empowered but also represented by our leaders to promote equality and diversity throughout VisitScotland.

Evidence

Situation and inequality identified in staffing levels in VisitScotland. Our workforce both for staff and senior managers reflects that we only have a small percentage of Black & Minority Ethnic staff – See the stats table above in App 2

Currently we have no black or ethnic minority members on our Board, or senior management level, and as the Strategic direction paragraph from the Scottish Government's Minority Ethnic Community toolkit states:

“Leadership development for the whole organisation is important as there needs to be buy in and ownership, including commitment by senior management. All people managers, for example should also undertake Race Equality training which is offered by a number of diversity organisations.”

We have looked at reports relating to improving diversity in leadership teams, including Napier University's report on Overcoming Barriers to Equality and Diversity Representation on Public, Private and Third Sector Boards in Scotland.

<https://www.napier.ac.uk/~media/worktribe/output-178479/overcoming-barriers-to-equality-and-diversity-on-boards-in-scotland.pdf>

Evidence in the Scottish Governments Fair Work Framework

The report also says that to achieve this opportunity for disadvantaged groups, which includes ethnic minorities, you have to have commitment from leadership in the workplace “at the highest level” (Fair Work Framework 2016 – 2025)

Hence our commitment in the outcome to increase representation of senior managers in the recruitment process, but also on our Board. Also, progression within the organisation is vital in order to get staff promoted... hence our work in to set up our Future Leaders group, designed to give them mentoring and developmental opportunities to increase their skill and knowledge.

According to the Scottish Government’s (Mar 2020) *A Fairer Scotland for Disabled People Employment Action Plan – Progress Report*, there is a 35.5% employment gap between disabled and non-disabled people. VS in consultation with our internal staff disability group discussed this report and view was that this gap will remain unless disabled people are represented at senior level in organisations, and businesses.

We have also discussed the impact of the Valuable500 project, the global movement putting disability on the business leadership agenda. <https://www.thevaluable500.com/>

Two years ago, they launched the campaign to get 500 national and multinational, private sector corporations to be the tipping-point for change and help unlock the social and economic value of people living with disabilities across the world. Because the potential of 1.3 billion people’s spending power should not be ignored. In June 2021 they celebrated a huge milestone, by meeting their target of 500 companies like Microsoft, BBC, Channel 4, the Olympic Committee.

The founder of this global movement is Caroline Casey, she is a close ally of VS, and came to speak at VisitScotland’s first ever Accessible Tourism Conference back 2013. Currently this programme is for private companies, not the public sector, VS will be consulting with her in order to consider bringing this programme to Scotland.

One of their key outputs is to increase the number of disabled people at Board level.

Job Shadowing, mentoring and possible secondments, for Board appts to increase the ethnic minority representation.

We will explore the options of co-opting a new Board member if our recruitment process fails to increase ethnic minority representation.

We will also work with our partners CEMVO and Changing the Chemistry with reference to increasing ethnic minority rep on our Boards, this will form part of the overall equality strategy as referenced above in Outcome 1 &2

Following this pilot project, we will be looking at extending this to encourage disabled Board candidates, having previously before lock down arranged a meeting with Inclusion Scotland, but pressure of work over the last year has put this on hold, we will progress this and report back in 2023. We have also read and consulted Inclusion Scotland's report which contains some valuable guidance and information see link:

<https://www.gov.scot/publications/access-to-public-appointments-board-shadowing-pilot-project-evaluation-report/>

This project will not only aim to increase the representation, but will also help us explain the value of this work to our senior teams, our staff and we will also consult in the work and project building our own Inclusive Network Alliance group to ensure what we are proposing for disability is appropriate and helpful.

Outputs and activity

Situation and problem

There is an under-representation of equality groups at Board level. There is a need to improve the diversity of our Board vacancies for people with disabilities and to address the lack of representation of people from Black and Ethnic minorities. We want to embed equality, diversity and inclusion in all aspects of our decision-making and to champion equality and rights at

senior level, and want "Our People" to feel not only empowered but also represented by our leaders to promote equality and diversity throughout VisitScotland

Planned Activities

Disability:

Review recommendations from Inclusion Scotland's Access to Public Appointments Board Shadowing Pilot Project and present proposals for action to our Board. Possible Co-opted Board member opportunity.

Develop detailed communications plan to promote this activity to our staff from Board and Senior Management.

Develop this work with our partners from CEMVO and Inclusion Scotland.

Working with Scottish Government and other partners to promote VisitScotland Board positions in a manner that ensures diversity amongst Board members.

Development of a board shadowing programme for both ethnic minority and people with disabilities

Delivery of seminars with 'Changing the Chemistry' Board Chair and CEO to take part.

Anticipated Outputs

Increased number of applications for our Board vacancies from ethnic minority & disabled candidates

Demonstration of senior leadership and commitment to diversity and equality from the top down, noted by VS staff.

Having visible senior representation will encourage all staff to view their ethnicity and/or disability not as a barrier to progress but a real opportunity for progression

Equality Outcome

We will increase the diversity of our Board, increasing our representation from both ethnic minorities and disabled people by 2025

Evidence

Scottish Gov Minority Ethnic Toolkit

The Scottish Parliament's Equalities and Human Rights Committee inquiry of 2020

Inclusion Scotland's Public Appts Board Shadowing report

Stakeholders we have consulted.

Internal

Race Equality Working Group

Inclusive Network Alliance (INA)

Leadership Group

Future Leaders Group

PCS Union

External

CEMVO

Business Disability Forum (BDF)

Scottish Government

Inclusion Scotland

BEMIS

Changing the Chemistry

Inclusion Scotland

BEMIS

General Duties Addressed

Eliminate discrimination

Advance equal opportunity

11. Appendices 1-3

Equal Pay Report and Equal Pay Statement

The Composition of the whole VisitScotland Workforce

Employees awarded internal promotions

Employees attending Learning & development courses

Employees who left the organisation (leavers)

Individuals recruited to the organisation (new starts)

Appendix 2

Equality Charter

VisitScotland's Equality Diversity, and Inclusion Charter

Appendix 3

EQIA Form

Appendix 1

Equal Pay Statement

VisitScotland recruits and promote the right people to meet its business needs and objectives. It endeavours to make use of the skills and talents available to it from the society in which it operates and also further afield.

VisitScotland fully supports the principle that all employees should receive equal pay for the same or like work or work held to be equivalent or of equal value.

The organisation sets pay rates for staff that are derived from job evaluation, performance, experience, the internal and external job market, and on a basis that is absent from bias against or towards any individual and specifically in relation to protected characteristics.

VisitScotland uses job evaluation to measure the size of job roles in relation to responsibility, expertise, experience etc. and uses the outcome to determine an employee's grade, and subsequently their salary.

Objectives

Our equal pay and reward objectives are to:

- promote and implement fair, just and lawful practices with regards to pay and reward
 - promote equality of opportunity and the principles of equal pay throughout the workforce
 - promote good relations between people sharing different protected characteristics in the implementation of equal pay
 - eliminate any unfair, unjust or unlawful practices that impact on pay and reward
 - investigate promptly any instances of inequality that may arise and take appropriate remedial action where required
- To achieve these objectives VisitScotland will:
- regularly monitor and review the application and impact of pay policies and practices
 - conduct regular equal pay reviews of the pay and reward system to ensure we meet equal pay obligations and that it is consistent with our corporate equality objectives and values
 - provide guidance and advice to those involved in determining staff salaries in line with VisitScotland's Pay Procedures
 - provide information and guidance to staff as to how the pay system operates and how their own pay is calculated
 - ensure staff are aware that they can enquire about their pay and grading (including salary progression), providing prompt responses to enquiries, together with advice on VisitScotland's grievance procedures where staff are not satisfied
 - respond to grievances and other concerns on equal pay as a priority
 - discuss and agree changes to pay and reward policy with trade union representatives, where appropriate

New Pay & Grading Structure

Since the last report VisitScotland has introduced a new 12 grade pay structure (A through to L) encompassing clear pay progression steps from Entry Point to Target for all grades. The introduction of this pay structure has contributed to the reduction in the gender pay gap within **each grade** to the extent that only one grade, grade L, now has a pay gap in excess of 5%.

In 5 grades the pay gap is negative meaning that average female pay exceeds average male pay and in all but 3 grades the gap is less than 2%. Of the grades where the gap is greater than 2%, in grades I it is 2.4% Grade K is 4.6% and grade L is 3.5%.

Occupational Segregation

VisitScotland has a gender split amongst its workforce of broadly 34% male, 66% female [as detailed in table 1 below]. Females outnumber males at all but 3 of the 12 grades (A to L). Grade H has the same number of male and female staff, Grade J has 2 male staff but no female staff and Grade L (Director level) is currently made up of 3 males and 1 female. The non-graded staff constitute a range of staff whose roles at the time the report was written were awaiting formal grading.

Table 1: Count of Employees by Gender and Pay Grade

Pay Grade	Female	Male
Grade A	94	29
Grade B	21	4
Grade C	30	16
Grade D	23	16
Grade E	60	25
Grade F	21	19
Grade G	45	24
Grade H	16	16
Grade I	32	20
Grade J	0	2
Grade K	10	5
Grade L	1	4
Non Graded	3	5
Total	356	185

We believe that there is now a good representation of female staff at almost all levels of the organisation, with noted exception of grade J.

The gender pay gap for the organisation as a whole stands at 16.1% (Down from 21.1% in 2019) based on the average total female Full Time Equivalent (FTE) Pay however this figure is skewed to an extent by the imbalance of the female to male staff ratio in the organisation. Despite having little or no pay gap in most of our grades the weighting of females in the lower grades, where most staff are employed, potentially amplifies the overall pay gap from where it would be if the gender split of the organisation was closer to 50/50.

Given there are some 200 distinct roles within grades A – L spanning Visitor Services, Marketing, Quality, IT, Finance and HR areas of operation, it does not appear that there is specific occupational segregation within certain levels of the organisation.

VisitScotland remains a popular employer for women and flexible and agile working arrangement with enhanced maternity leave benefits appear to be a factor in this, providing an attractive working environment for those staff caring for young children, disabled children or elderly parents and family.

VisitScotland is pleased to report that it now has female representation at grade L (Director) level following the appointment of a new Director of Marketing since the last report.

VisitScotland believes passionately that employees can be appointed to, and progress within, the organisation without any barriers in relation to their protected characteristics.

Summary of Employee Dataset

Employee data was downloaded on the 16th March 2021 and represented 541 employees. Where possible comparable figures from the 2019 report have been provided. Changes in directorate structure may not make this possible in all circumstances.

Table 2: Staff Count by Pay Grade

Pay Grade	Staff Count	2021 % Share of Total	2019 % Share Total
Grade A	123	22.7%	27.4%
Grade B	25	4.6%	5.5%
Grade C	46	8.5%	8.3%
Grade D	39	7.2%	6.6%
Grade E	85	15.7%	17.8%
Grade F	40	7.4%	6.4%
Grade G	69	12.8%	9.4%
Grade H	32	5.9%	4.2%
Grade I	52	9.6%	8.5%
Grade J	2	0.4%	0.4%
Grade K	15	2.8%	2.8%
Grade L	5	0.9%	0.7%
Non-Graded	8	1.5%	2.0%
Grand Total	541	100.0%	100.0%

Of the 541 staff, the majority in 2021 are within the Pay Grade A, followed by Grade E. This is similar to 2019 although the share is lower in 2021 demonstrating a greater distribution of staff across grades, namely Grades D and I which increased share of staff from 2019.

Across the organisation two directorates represent 67% of the total staff or 363 individuals. Of those Industry, Destination and Development Directorate has seen a 4 percentage point drop in share from 2019 compared to a 3 percentage point increase in marketing -

Table 3: Distribution of Staff by Directorate and Department

Directorate	Department	Total	2021 % Share of Total	2019 Comparable % Share Total
Chief Executives Office Directorate	Chief Executive Office	5	0.9%	1.1%
	Corporate Communications	21	3.9%	3.9%
	Human Resources	13	2.4%	1.8%
	Insight	13	2.4%	2.6%
Chief Executives Office Total		52	9.6%	9.4%
Corporate Services	Corporate Services	9	1.7%	0.6%
	Facilities	15	2.8%	2.8%
	Finance	13	2.4%	3.1%
	IT	27	5.0%	5.0%
	Procurement	6	1.1%	0.9%
	Project Delivery	3	0.6%	0.4%
Corporate Services Total		73	13.5%	12.7%
Events	Business Events	13	2.4%	2.2%
	Development - Events Industry	15	2.8%	2.9%
	Events	5	0.9%	N/D
	EventScotland	19	3.5%	5.0%
Events Total		52	9.6%	10.1%
Industry & Destination Devel.	Engagement	55	10.2%	11.8%
	Industry & Destination Development	4	0.7%	0.4%
	Information	157	29.0%	32.0%
	Regional Leadership & Development	19	3.5%	3.1%
Industry & Destination Development Total		235	43.4%	47.2%
Marketing, Digital & Brand	Brand and Content	45	8.3%	N/D
	Digital Delivery	22	4.1%	N/D
	Market Development & Intermediary Marketing	38	7.0%	N/D
	Marketing & Digital	2	0.4%	N/D
	Performance Marketing	22	4.1%	3.1%
Marketing, Digital & Brand Total		129	23.8%	20.60%
Grand Total		541	100.0%	100.00%

Age distribution of staff shows the majority of staff are in the 35-49 age group (39.2%), an increase from 37.1% in 2019.

Table 4: Age Distribution of Employees

Age Bracket	Total	2021 % Share of Total	2019 Comparable % Share Total
16-24	28	5.2%	5.9%
25-34	125	23.1%	27.4%
35-49	212	39.2%	37.1%
50-64	154	28.5%	26.7%
65+	22	4.1%	2.9%
Grand Total	541	100.0%	100.0%

NOTE: Excluded from the study was the recently formed 2023 UCI Cycling World Championships Team, due to the specific and temporary role and nature of this group.

For completeness the 2023 UCI Cycling World Championships Team is represented by:

- 11 individuals
- 6 Female / 5 Male
- Pay Grades represented include C (2), E(1), G(1), H(2), J(1), K(3), Non Graded (1).
- Where there are multiple employees within the same pay grade Female employee FTE Pay is greater or equal to Male FTE Pay.

Pay Analysis – Gender

We have already seen in Table 1 the number of employees by gender and FTE pay grade. There are 356 females or 66% of the total staff compared to 185 or 34% of male employees. This is a decline of 1.5 percentage points for female staff numbers and 1.5 percentage point increase in male staff compared to the 2019 equal pay report.

A greater share of female staff work part time compared to male staff, a similar pattern to that in the 2019 report. Within each gender, 67% of female staff work full time (33% female staff work part time). In comparison 84% of male staff work full time and 16% part time. Within this analysis only Full Time Equivalent Pay is used for comparability, but it is noted that the bias of part time working is through female staff.

Table 5: Analysis of Full Time Working for Male and Female staff

Gender	FT/PT	Total	2021 % Share of Total	2019 % Share of Total
Female	Full Time (>= 35 hrs)	239	44.2%	43.9%
	Part Time (<35 hrs)	117	21.6%	23.3%
Female Total		356	65.8%	67.3%
Male	Full Time (>= 35 hrs)	156	28.8%	27.0%
	Part Time (<35 hrs)	29	5.4%	5.7%
Male Total		185	34.2%	32.7%
Grand Total		541	100.0%	100.0%

Table 6 represents the average full-time equivalent pay by gender and grade. The percentage of female employees in the grade is also shown. The percentage difference in average FTE salary for 2021 and 2019 has been calculated. Where the percentage difference in average FTE salary is negative, female average FTE salary is greater than for male.

Table 6: Average Full Time Equivalent Pay by Gender and Pay Grade

Average FTE Pay by Grade	Female [F]	Male [M]	% Females in Grade (2021)	% Difference M/F in 2021	% Difference M/F in 2019
A	£19,354.44	£19,207.65	76.4%	-0.8%	-1.2%
B	£22,077.25	£22,464.00	84.0%	1.8%	-0.3%
C	£23,915.41	£23,748.44	65.2%	-0.7%	1.1%
D	£27,577.67	£27,257.50	59.0%	-1.2%	-2.3%
E	£29,863.65	£29,842.44	70.6%	-0.1%	1.4%
F	£34,330.13	£33,405.32	52.5%	-2.7%	2.5%
G	£38,171.13	£38,726.00	65.2%	1.5%	3.6%
H	£44,056.81	£44,795.56	50.0%	1.7%	1.7%
I	£52,966.30	£54,232.19	61.5%	2.4%	1.1%
J				No [F] Employees	No [F] Employees
K	£73,330.10	£76,722.38	66.7%	4.6%	2.7%
L				3.5%	No [F] Employees
NA	£25,407.75	£46,987.80	37.5%	84.9%	110.4%
Gender Average	£31,392.48	£36,436.85	16.1%	16.1%	21.1%
Overall Average	£33,117.45	£33,117.45	0.0%	0.0%	0.0%

Note: Due to small sample sizes in grades J (sample of 2, both male) and L (sample of 5, 1 female / 4 male) that would allow individuals and their salaries to be identified, this data has been omitted. Differences in pay have been retained for the benefit of this analysis. Grade NA has also been omitted from the analysis due to the range of salaries that are awaiting a grade confirmation and therefore would be unrepresentative of the overall understanding of the situation.

Five of the twelve pay grades in 2021 show average female FTE pay exceeds that for males, compared to three grades in 2019.

Looking at 2021 data, where there is a 2% difference in average FTE pay, Grade F shows female staff (53% or 21 of the overall number in this grade) have an average FTE salary 2.7% greater than that of males. It is also a reversal of the situation in 2019 where there was a 2.5% difference in FTE salary in favour of male staff within this grade. Grades I, K and L all have FTE salary difference where male remuneration is greater than female. This is also a greater difference in salary between males and females from the 2019 study.

Of the first eight grades, seven show that the difference in salary for the grade has reduced or shifted from the average male pay being greater to that of female.

Table 7: Minimum and Maximum FTE Pay by grade and gender

Pay Grade	Female			Male			Gender Diff (PP)
	Min FTE Pay	Max FTE Pay	% Diff	Min FTE Pay	Max FTE Pay	%Diff	
A	£18,270.00	£22,252.86	22%	£18,270.00	£20,612.67	13%	-9%
B	£19,804.00	£24,693.10	25%	£21,462.00	£24,561.00	14%	-10%
C	£22,518.00	£28,991.00	29%	£22,518.00	£27,133.00	20%	-8%
D	£25,642.00	£33,676.00	31%	£25,642.00	£31,838.00	24%	-7%
E	£24,555.12	£34,448.00	40%	£24,555.12	£34,967.00	42%	2%
F	£31,549.00	£51,381.17	63%	£31,549.00	£37,524.00	19%	-44%
G	£35,270.00	£43,182.00	22%	£35,270.00	£48,749.00	38%	16%
H	£39,891.00	£47,164.00	18%	£39,891.00	£50,182.00	26%	8%
I	£46,798.00	£63,136.00	35%	£46,798.00	£60,546.00	29%	-6%
J							
K	£47,623.00	£79,965.00	68%	£75,507.89	£77,532.00	3%	-65%
L							

Note: Due to small sample sizes in grades J (sample of 2, both male) and L (sample of 5, 1 female / 4 male) that would allow individuals and their salaries to be identified, this data has been omitted.

Looking at the distribution of pay by grade we can see that half of the grades show female salary distribution is greater than that of males for the same pay grade. This may be a result of greater number of female staff in the grades shown and differing length of service resulting in wider ranges of minimum and maximum pay. It will also have an effect on the average salary analysis by gender and pay grade.

Pay Analysis - Ethnicity

Of the 541 employees recorded in the 2021 study 91% provided details of ethnicity. 51 or 9% chose not to disclose their ethnicity.

White ethnicity represented the majority of staff with 88% of employees. Of the remainder “Any Other” with a share of 1.1% is the second largest ethnic group.

Table 8: Ethnicity of staff

Ethnicity	Staff Count	% Share
Any Other	6	1.1%
Asian - Any other Asian background	1	0.2%
Bangladeshi	1	0.2%
Chinese	4	0.7%
Indian	1	0.2%
Mixed - White and Asian	1	0.2%
Not disclosed	51	9.4%
White	475	87.8%
White - Any other White background	1	0.2%
Grand Total	541	100.0%

Due to the number of staff in ethnicity categories where there is one person, to protect identifying individuals and their salary analysis of average pay has been undertaken comparing White Ethnicity respondents and “Not Disclosed” to an aggregated average of the remaining ethnicity categories. Table 9 also shows the distribution of staff by ethnicity would result in individuals and salary identification due to the comparable small number of staff from non-white ethnicity categories.

Table 9: Ethnicity by Pay Grade

Pay Grade	Aggregated Ethnicity Group	Not Disclosed	White
A	5	10	108
B			25
C	1	4	41
D	2	5	32
E	2	9	74
F	2	5	33
G	2	10	57
H		4	28
I		1	51
J			2
K		2	13
L		1	4
Grand Total	14	51	476

Table 10 shows the average full time equivalent pay by grade and ethnicity group. Where the sample is 1 the information has been removed and replaced with grey shading.

Looking at average pay where comparison by ethnicity group is possible, we can see that there is parity across grade and ethnicity group against the organisational average salary for that grade. The largest disparity is grade G where average salary for the aggregated ethnicity group is £4186 greater than the organisational average salary for Grade G and exceeds that of the other ethnicity categories.

Table 10: Average FTE Pay by Grade and Ethnicity

Pay Grade	Aggregated Ethnicity Group	Not Disclosed	White	Grand Total
A	£19,494.25	£18,677.85	£19,371.20	£19,319.83
B			£22,139.13	£22,139.13
C		£22,989.00	£23,940.25	£23,857.33
D	£27,818.50	£27,684.40	£27,385.86	£27,446.32
E	£27,834.19	£29,360.57	£29,972.52	£29,857.41
F	£34,908.50	£36,111.03	£33,492.77	£33,890.84
G	£42,550.00	£37,572.00	£38,356.22	£38,364.13
H		£45,290.25	£44,302.75	£44,426.19
I			£53,414.63	£53,453.18
J			£64,296.00	£64,296.00
K		£77,346.95	£74,016.85	£74,460.86
L				
Grand Total	£27,687.47	£33,878.54	£33,195.61	£33,117.45

Pay Analysis – Disability

Of the 541 employees recorded in the 2021 study 98% did not disclose details of disability. 12 or 2% identified as having a disability. The number that chose to not disclose are, for the majority considered not to have a disability as the category is an opt in if you have a disability rather than a choice to declare no disability or consciously choose to not provide this information i.e. prefer not to say.

Table 11: Count of staff declaring a disability by pay grade

Pay Grade	Not disclosed	Yes	Grand Total
A	118	5	123
B	23	2	25
C	44	2	46
D	38	1	39
E	84	1	85
F	40		40
G	68	1	69
H	32		32
I	52		52
J	2		2
K	15		15
L	5		5
Non Graded	8		8
Grand Total	529	12	541

Table 12 shows the average full time equivalent pay by grade and identified disability. Where the sample is 1 the information has been removed and replaced with grey shading.

Table 12: Average FTE Salary by Grade and declared disability

Pay Grade	Not disclosed	Yes	Grand Total
A	£19,315.87	£19,413.36	£19,319.83
B	£22,284.54	£20,467.00	£22,139.13
C	£23,864.69	£23,695.38	£23,857.33
D	£27,442.96		£27,446.32
E	£29,845.57		£29,857.41
F	£33,890.84		£33,890.84
G	£38,351.67		£38,364.13
H	£44,426.19		£44,426.19
I	£53,453.18		£53,453.18
J	£64,296.00		£64,296.00
K	£74,460.86		£74,460.86
L	£104,074.00		£104,074.00
Non Graded	£38,895.28		£38,895.28
Grand Total	£33,333.67	£23,585.71	£33,117.45

For the grades where comparability of average salary is possible grades A and C are similar in value with Grade B marginally below that of the overall grade average and for non-disabled / not disclosed disability. For the remaining three grades (D,E,G) where one individual identifies as disabled their FTE salary is greater than that of the non-disclosed staff average FTE pay.

Employee Analysis – Religion

Religion is a recent addition to employee personal data collection and was not available in the 2019 report. Of the 541 employees in the 2021 data extract 192 or 36% defined a religious preference or identified as Atheist. 254 or 47% of employees selected to put “none” as their option for religion, therefore responding to the question. The remaining 51 employees (18%) did not put a response and are recorded as “not disclosed”.

The employee’s response for choice of religion was self-determined rather selected from a pre-determined drop-down list, therefore there are duplications in type, such as “Catholicism” and “Roman Catholicism”. The largest group to identify a religious preference, Christianity may contain members of religious groups specifically identified in the table.

Table 13: Count of employee identified religious preference

Employee stated religion	Count of Employees
Anglican	1
Atheist	3
Catholicism	4
Christianity	170
Islam	1
None	254
Not disclosed	95
Other	8
Protestant	2
Roman catholic	2
Sikhism	1
Grand Total	541

Employee Analysis – Sexual Orientation

Sexual Orientation is a recent addition to the employee profile and was not collected in the 2019 study. Of the 541 employees in the 2021 data extract, 54 employees or 10% disclosed their sexual orientation. The majority, 484 employees or 90% did not respond or chose not to disclose their sexual orientation, whereas 3 employees (0.6%) opted to “prefer not to answer” and therefore responded to the question.

Table 14: Count of Employee declared sexual orientation

Row Labels	Count of Employees
Bisexual	1
Heterosexual	49
Lesbian or Gay	2
Not disclosed	484
Other	2
Prefer not to answer	3
Grand Total	541

Analysis – New Starts

The following table details the count of employees and gender breakdown of new starts during the year 2020 by directorate. During 2020 there were 89 new starts from the organisation, of which 66% were female. Across directorates three of the five directorates saw a higher proportion of female staff starting. Corporate Services saw 4 new starts, all male and Events Directorate also saw a larger proportion of male staff starting.

Across the directorates the highest number of new starts in total was Industry Destination Development with 64% of all new starts being in this area of the organisation.

Table 15: Count and distribution of organisational new starts in 2020 by directorate and gender

Directorate	Employee Count			%		
	Female	Male	Total	Female	Male	Total
Chief Executives Office	3	1	4	75.0%	25.0%	4%
Corporate Services		4	4	0.0%	100.0%	4%
Events	5	7	12	41.7%	58.3%	13%
Industry & Destination Development	45	12	57	78.9%	21.1%	64%
Marketing & Digital	6	6	12	50.0%	50.0%	13%
Grand Total	59	30	89	66.3%	33.7%	100%

Analysis – Leavers

The following table details the count of employees and gender breakdown of leavers during the year 2020 by directorate. During 2020 there were 95 leavers from the organisation, of which 71% were female. Across directorates four of the five directorates saw a higher proportion of female staff leaving (only Events saw a higher number of male employees leave, based on a total of five individuals).

Across the directorates the highest number of leavers in total was Industry Destination Development with 69% of all leavers being in this area of the organisation.

Table 16: Count and distribution of organisational leavers in 2020 by directorate and gender

Directorate	Employee Count			%		
	Female	Male	Total	Female	Male	Total
Chief Executives Office	4	3	7	57.1%	42.9%	7%
Corporate Services	2	1	3	66.7%	33.3%	3%
Events	2	3	5	40.0%	60.0%	5%
Industry & Destination Development	51	15	66	77.3%	22.7%	69%
Marketing & Digital	8	6	14	57.1%	42.9%	15%
Grand Total	67	28	95	70.5%	29.5%	100%

Appendix 2

VisitScotland's Equality, Diversity, and Inclusion Charter

“VisitScotland is opposed to all forms of unlawful and unfair discrimination. We recognise that there are groups in society who are discriminated against and VisitScotland aims to make sure that all the people it serves, regardless of race, religion, gender, age, disability, ethnicity or sexual orientation, have equal access to all employment opportunities, tourism facilities, events and services. The diversity of our people is key to our success and we will always endeavour to promote the values of equality, diversity and inclusion in all aspects of our work”

We are committed to encouraging equality, diversity, and inclusion (EDI) amongst our staff and our Board and the tourism industry in Scotland. Our aim is for our workforce to be representative of all sections of society and for each employee to feel respected and able to give their best.

Our charter covers all partners, sub-contractors, and anyone else who we interact with.

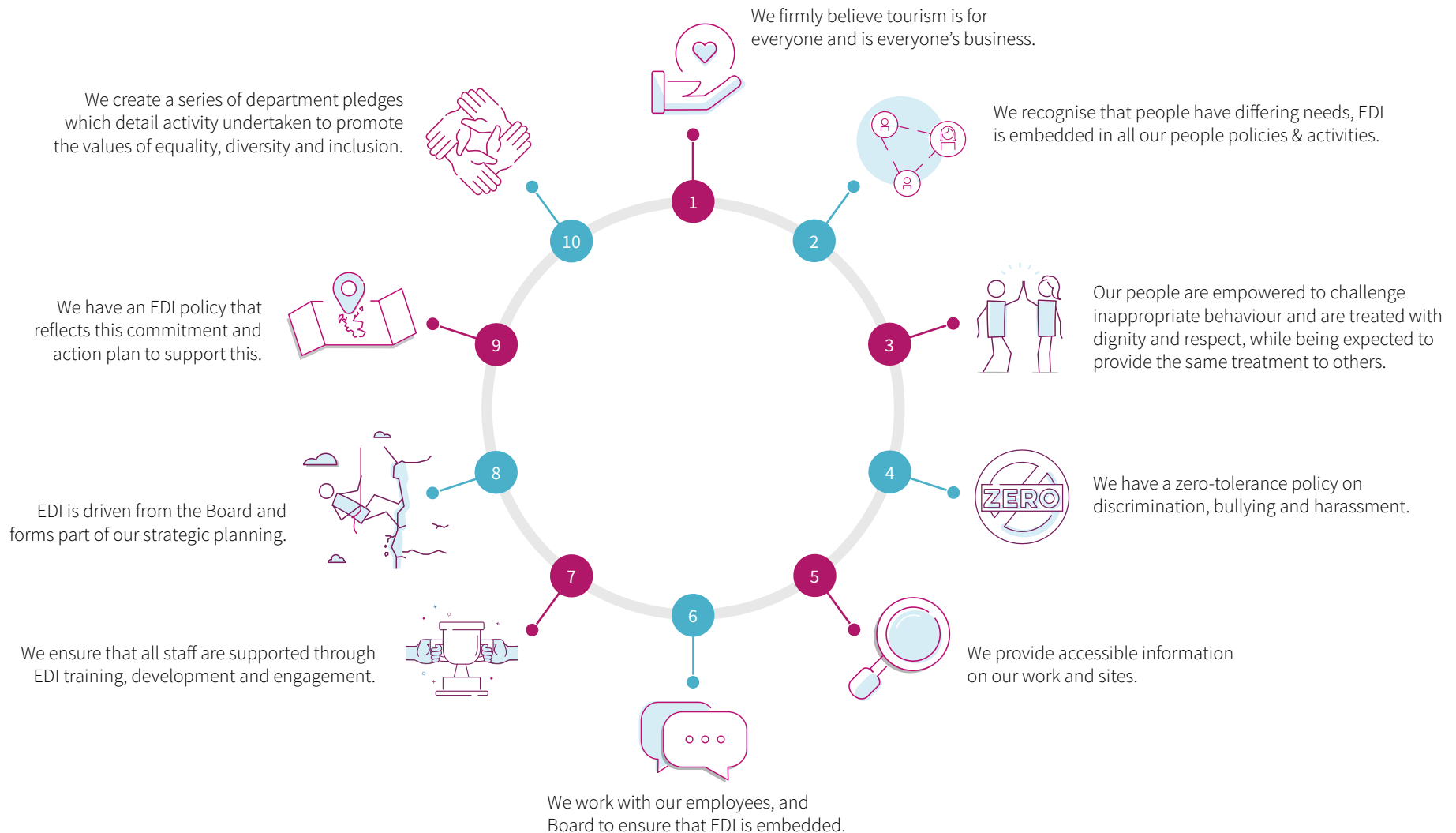
1. We firmly believe tourism is for everyone and is everyone's business
2. We recognise that people have differing needs, EDI is embedded in all our people policies & activities
3. Our people are empowered to challenge inappropriate behaviour and will be treated with dignity and respect, while being expected to provide the same treatment to others.
4. We have a zero-tolerance policy on discrimination, bullying and harassment
5. We provide accessible information on our work and sites
6. We work with our employees, and Board to ensure that EDI is embedded into our workplace and organisation's culture
7. We ensure that all staff are supported through EDI training, development and engagement
8. EDI is driven from the Board and forms part of our strategic planning.
9. We have an EDI policy that reflects this commitment and are developing an EDI action plan to support this
10. We create a series of department pledges (link to Consumer PR department Anti-Racism Pledge) which detail activity undertaken to promote the values of equality, diversity and inclusion.

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What is an EQIA?

An EQIA is a process of simply asking the question if any part of your proposed policy, project or event could be disadvantaging any part of our organisation or those who we work with, our tourists, our stakeholders and industry partners as a result of their race, disability, gender, gender identity, age, religion or beliefs, or sexual orientation (referred to as ‘protected characteristics’). The outcome of the EQIA is to make sure that we prevent or limit, as far as possible, any negative effects or barriers that our projects or event may have, even if these are unintentional. We also use the EQIA to identify potential positive impacts of our work and take full advantage of any opportunities for promoting the business benefits of being an inclusive organisation. There are 4 questions below on the EQIA Sheet, you may only need to answer the first one, but if you do identify any negative impacts, consult those who are impacted, and outline actions to mitigate if possible.

Why do we need to do one?

The Equality Act (2010) puts a general legal duty on all public bodies like VisitScotland, it says we must “have due regard to the need to eliminate discrimination, advance equality and foster good relations.”

What does that mean in reality, it is simply a way of improving our policy development, service delivery and decision making to ensure we consider the needs of our staff, the tourism industry, tourists and the local communities we serve, to identify potential steps to prevent any discrimination, (it may well be unintentional), to advance equality and foster good relations.

You need to reflect on how people – and different groups of people and/or communities – might be affected by your policy, project or event, directly or indirectly. Also think about how this could benefit your project or event with some great PR stories, getting those effected to tell just what a difference it has made to their experience.

Consultation is a key part of the EQIA process, and we have equality groups in VisitScotland, like the Inclusive Network Alliance ,(previously known as The Staff Disability Working group!) the LGBTI+ Group, Carer’s Group, Women’s Network Group, Parents Group, use these groups to consult and ask the impact questions. Also consult the Inclusive Tourism Manager Marina Diduca who’s projects cover all the protected characteristics, for all external events.

This a straightforward process, but a vital one that will help us to reach that goal of being a “World Class” organisation.

What are the Protected Characteristics??? See below explained in the VS Way!

Protected Characteristic's better understood!

Age - meaning Seniors or older people or alternately families with young children

Disability - this could be wheelchair users, or those with hidden disabilities i.e. deaf, blind, MS, or neurodiverse conditions like autism, dyslexic, dyspraxia or children with learning difficulties

Sex - easy one, Male or Female

Ethnicity - People from ethnic minority communities, people from other countries this includes white ethnic too... as well as black minority ethnic

Religion / Belief / non-Belief any religion mainstream or otherwise that is recognised as a religious belief

Sexual Orientation Gay, Lesbian, Bisexual staff or customers

Transgender – those that identify other than their birth gender, it includes those who are pre-surgery and living in their preferred gender

Pregnancy / Maternity – women who are pregnant and those who have returned to work, issues like breastfeeding etc.,

Marriage / Civil Partnership – those people who are married or in a civil partnership both gay and straight now

Equality Impact Assessment Sheet

Organisation Directorate				Name of Project Lead	
				Team:	
				Tel:	
				Email:	
Proposal/Project/Event/Policy				Reference No. (if applicable):	
Who Does the Policy/Proposal or Event Affect?	Stakeholders	Partners/Industry	Members of the Public	Employees	Other, please specify:
	Yes/No	Yes/No	Yes/No	Yes/No	
<p>Q1 Outline your new or revised policy, process, project or event promote equality & Inclusion, outline any actions to promote equality & Inclusion?</p> <p>Q2 Will your new/revised policy, process, project or event, deny access to those within the Protected Characteristics and effect their opportunity to benefit from that policy, process, project or event?</p>			<p>Q3 If yes to Q2, outline actions below that you will make the change and mitigate that impact if possible?</p> <p>Q4 Results from your consultation? Ask the experts!</p>		
<p>Q1 Outline your new or revised process, policy, project or event – out line any actions that may promote equality & inclusion</p>				<p>Notes</p>	
<p>Q2 Will your project deny access to those within the Protected Characteristics and effect their opportunity to benefit from that policy/project or event?</p>				<p>Notes</p>	

Q3 Actions to mitigate any impact - Explain how you will ensure these are delivered	Notes
Q4 Results of any Consultation you have had with the Protected Groups	Notes

For advice in completing this form or you have any questions please contact Chris McCoy-Lavery our Equality, Diversity & Well Being Specialist on chris.mccoy-lavery@visitscotland.com 0131 472 2259

SECTION THREE: LEAD PROJECT OFFICER MUST SIGN OFF THIS FORM AND PASS TO DIRECTOR

Lead Project Officer:

Signature:		Date:	
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SECTION FOUR: DIRECTOR SIGN OFF

Director/Head of Service:

Signature:		Date:	
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Following completion of this exercise please note that this may be published on our VS web-site, not all EQIA's need to be published, but major events will be published, if you are not sure please contact Chris McCoy-Lavery as above.

Thank you