

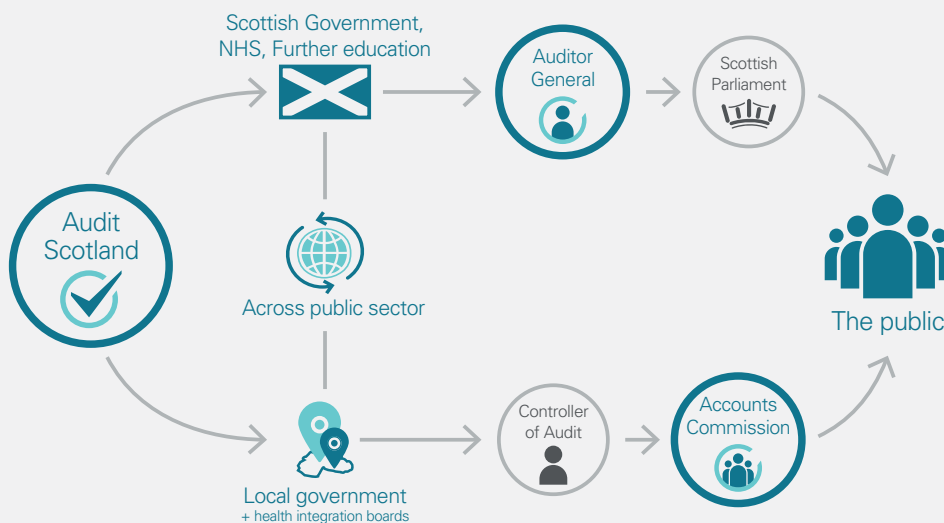
Annual diversity report

2017/18

Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- **Audit Scotland** is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non-executive board chair, and two non-executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.
- The **Auditor General** is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The **Accounts Commission** is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.



About us

Our vision is to be a world-class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

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Introduction

Purpose

1. We collect, publish and monitor information about the diversity of our staff to help us check that we are supporting a culture of diversity, which is one of our key equality outcomes. This report complies with section 6 of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012: the duty to gather and use employee information. Audit Scotland and the Accounts Commission for Scotland are both listed authorities.
2. The Accounts Commission has no employees and so no data is reported in this report. The Accounts Commission is a ministerially appointed public body and is therefore subject to commitments by ministers to increasing the diversity of its members. The Public Appointments Commissioner reports annually on progress in this regard across public boards.
3. This is an interim report since we choose to publish our data each year. Major reports, published every two years, provide a detailed commentary about the data, trends, progress we have made and the impact new initiatives are having in supporting equality and diversity. In line with the duty, employee information has been gathered and this report records:
 - the diverse characteristics of employees; and
 - information on the recruitment, development and retention of persons as employees.

The organisation

4. On 31 March 2018, Audit Scotland employed 280 people. Most of our employees are based in Edinburgh (the headquarters) and Glasgow, and others are based in Inverness and Aberdeen. A board oversees the work of the organisation. Financial, performance and Best Value audits are undertaken across all public sector bodies in Scotland. Audit appointments for financial audits are made by the Accounts Commission for local government and the Auditor General for Scotland makes appointments for central government and health. Audit appointments are made to both Audit Scotland and private firms of auditors.

Equality outcomes

5. In April 2017 Audit Scotland's equality outcomes were refreshed:

Outcome 1

Embedding equality in our work

We will recognise the diversity of the Scottish population and raise the profile of equality by embedding this in all aspects of our audit work on how public money is being used.

Outcome 2

Meeting people's needs and supporting a culture of diversity

We will have policies and practices that are fair, transparent, meet peoples' needs and support a culture of diversity.

About this report

6. This report addresses outcome 2 and provides diversity and equality monitoring data for Audit Scotland at 31 March 2018. Further detail on how Audit Scotland intends to achieve outcome 2 is included in [Appendix 2](#). Progress against that outcome will be reported in the next Mainstreaming report which is scheduled for April 2019. A range of equality information is published on the Audit Scotland website, in line with specific duties.

Diversity monitoring

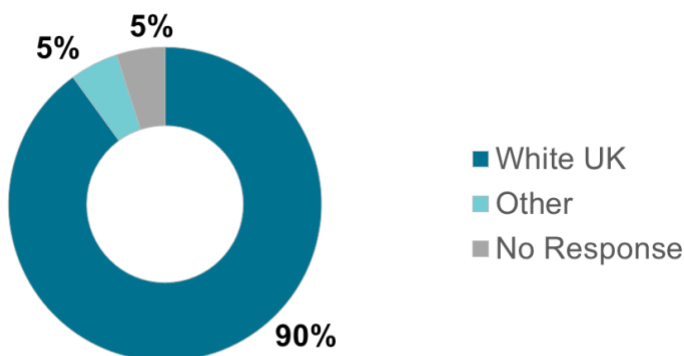
Our profile – diversity. The data is for the year 2017/18 and as at 31 March 2018.

Our employees are encouraged to disclose diversity information to help the monitoring of employment practices in support of equality and diversity.

7. All job applicants are invited to fill out a confidential equal opportunities monitoring questionnaire. This is voluntary and not part of the selection process. It helps to ensure that equal opportunity is provided to all individuals, regardless of their characteristics. This includes age, gender, sexual orientation, disability, ethnic background, religion or belief, and marital or civil partnership status. The information provided is confidential and only viewed by members of the Human Resources (HR) team. Inclusion of this information helps the organisation to respond effectively to the needs of minority groups.
8. Employees can update their personal diversity information held in the electronic HR system at any time. HR staff hold data on the age and marital status of all staff for calculating pension contributions. All new staff are asked to state whether they consider themselves as having a disability or not, so that reasonable adjustments can be put in place if required. Disclosure of protected characteristic data is voluntary and not all staff choose to disclose all of this information. Nevertheless, the percentage disclosed has tended to increase as staff become more familiar with the request, and new employees join.

Ethnicity

9. Most of the Audit Scotland workforce is of British White ethnicity (90 per cent), a higher proportion are from ethnic minority groups (5.4 per cent) compared to the Scottish population (3.4 per cent). This has decreased from seven per cent in December 2016. Nearly five per cent of staff did not provide information on their ethnicity.



Gender

10. Based on recent national population data, 51 per cent of people in Scotland are female and 49 per cent are male.
11. In Audit Scotland:
- 53 per cent of staff are female (this is a three per cent increase from 2015), and 47 per cent are male
 - the Board has two females (40 per cent) and three males (60 per cent)
 - the leadership group has eight females (44 per cent) and ten males (56 per cent)
 - the management team has three females (75 per cent) and one male (25 per cent).

Age

12. The table below shows how the percentage of Audit Scotland staff within different age groups compares to the Scottish population aged 16-74 (100 per cent of staff provided this information). The percentage of staff aged 16-24 is lower than the rest of the population, a proportion of this age group will be in higher education. The percentage of staff aged 50-64 has decreased from 31 per cent last year to 28 per cent. There is a slightly higher percentage of staff in both the 25-34 and 35-49 age groups. Since 2015, the percentage of staff in the 16-24 and 35-49 age groups have reduced.

Audit Scotland	Scottish population
16-24 – 6%	16-24 – 18%
25-34 – 25%	25-34 – 20%
35-49 – 40%	35-49 – 31%
50-64 – 28%	50-74 – 31%
65+ - 0.36%	

13. We are working to attract younger people into Audit Scotland. In 2017, we recruited our first school leaver into our new professional training scheme for auditors using the extended Institute of Chartered Accountants in Scotland scheme. We will extend this during 2018 with further recruitment alongside our existing graduate recruitment programme. We will also continue to recruit modern apprentices into our Business Support team as required.

Disability

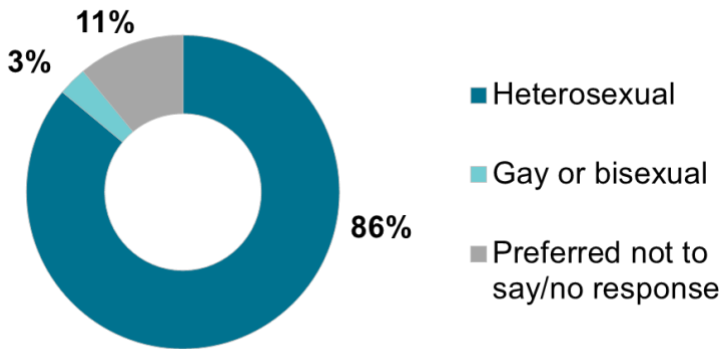
14. The percentage of staff who report a disability remains at around three per cent. This is significantly lower than the Scottish population where 23 per cent report a long-term limiting health condition or disability.
15. We have previously identified this as an area we wish to improve upon. A short-life working group has been set up to determine how best to approach this for an organisation of our size and nature.

Flexible working

16. Just over 20 per cent of Audit Scotland staff work flexibly. This is lower than in 2016 where just over 23 per cent worked flexibly.

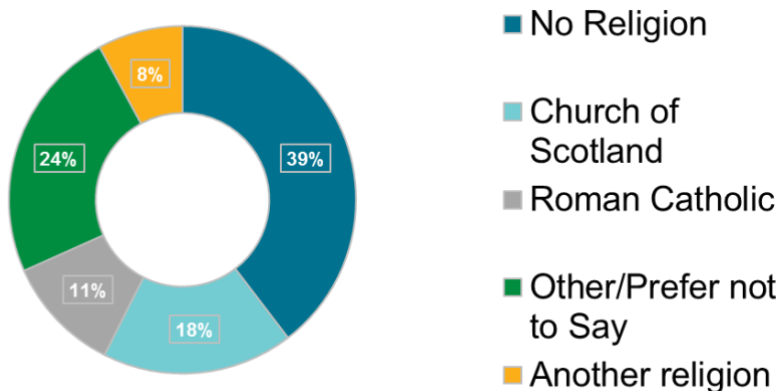
Sexual orientation

17. The majority of staff are heterosexual and three per cent are homosexual. Scottish Government data from 2014 suggests that 1.6 per cent of the Scottish population considers themselves as LGBT. Just over ten per cent of staff have not provided information on their sexual orientation. However, the percentage of staff disclosing this information has doubled since last year.



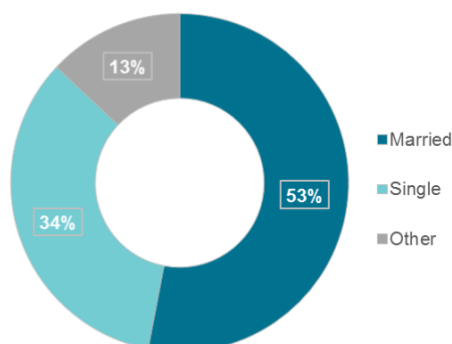
Religion or belief

18. The majority of staff within Audit Scotland do not associate themselves with any religion (40 per cent). This is lower than the Scottish population (44.5 per cent). Just under a fifth of staff (18 per cent) associate with the Church of Scotland, which is lower than the Scottish population (29 per cent). Eleven per cent of staff associate with the Roman Catholic Church, whereas for the overall Scottish population this figure is 15 per cent. Just over seven per cent are other religion or belief. Twenty-three per cent of staff did not disclose information making it difficult to assess whether Audit Scotland is representative of the Scottish population in terms of religion or belief. This is lower than in previous years, when around 26 per cent of staff did not disclose this information.



Marital status

19. The majority of staff at Audit Scotland are married (53 per cent) and around a third are single (34 per cent). The remaining 13 per cent are in a civil partnership, living with a partner, widowed, divorced or separated. All staff provided this information. The percentage of staff who are single has been increasing steadily from 23 per cent in 2013.

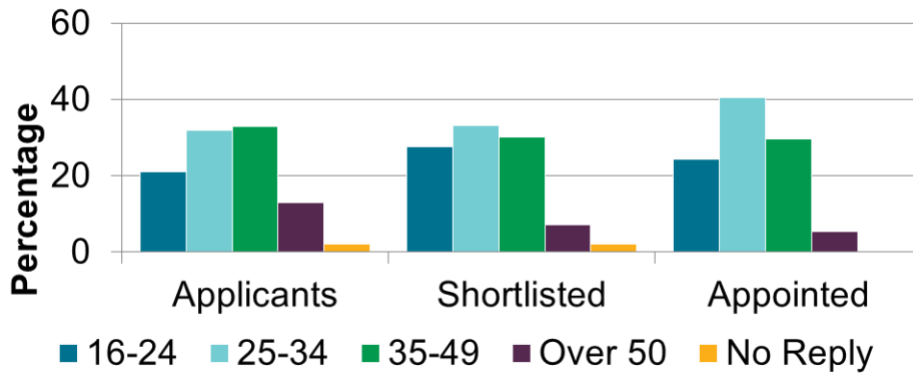


Recruitment

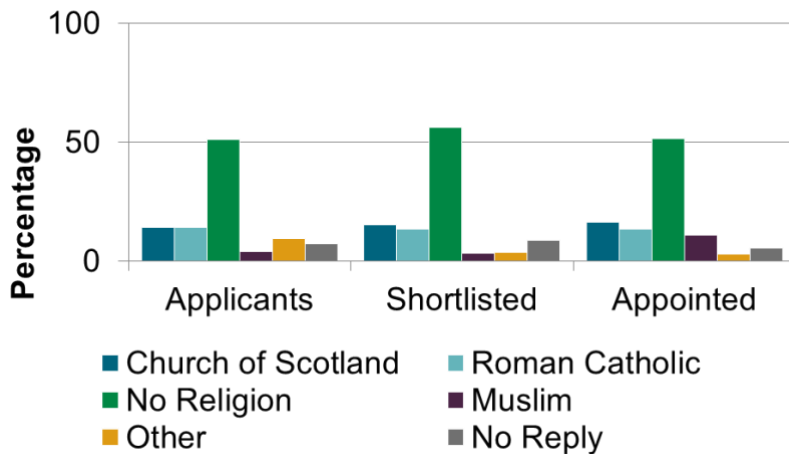
20. Audit Scotland is committed to ensuring that its recruitment process is inclusive and accessible to all. Candidates are assessed solely on the basis of their competency to do the job. In 2016, Audit Scotland became a Disability Confident Employer. This recognises the commitment to encouraging job applications from disabled people and supporting employees who have a disability.
21. The data in this section covers the full financial year to 31 March 2018. During the year, Audit Scotland received a total of 1,071 applications for various posts which were advertised in 2017/18.
22. Of the applications received, 53 per cent of the applicants were female. In 2017/18 a higher percentage of females were shortlisted and appointed compared to men.
23. Since 2014/15 the percentage of applications from ethnic minority people has declined from 18.2 to 11¹ per cent and the number of appointments has increased from 4.3 to 10 per cent. However, the percentages are both down in 2017/18 when compared to 2016/17.
24. The number of applicants with disabilities, although small at 3.8 per cent, is one per cent higher than in 2016/17 (2.8 per cent). However, none were appointed ([see paragraph 15](#)).
25. Applicants from the 35-49 age group represent the highest number of all applicants (33 per cent) and this age group had the highest percentage of appointees. A higher percentage of posts advertised were at a more senior level or required specific qualifications, eg Finance Manager, Digital Security Specialist, HR Assistant Manager, Audit Manager, Senior Auditor,

¹ An error in these figures was noticed on 14 September 2020, the figures noted in point 23 are correct. The previously published figures were 12.5 per cent applications and 10.8 per cent appointments.

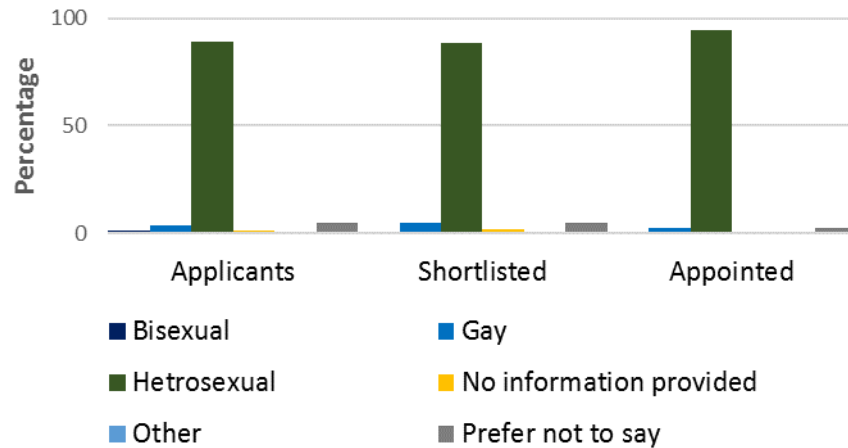
Communications Advisor. This was followed by applications from the 25-34 age group (32 per cent). The lowest number of applications was received from people aged 50 and over (13 per cent). The number from the 16-24 age group in 2017/18 was the lowest in four years. This is also a consequence of the higher number of more senior posts in 2017/18.



26. People who do not associate themselves with any religion represent the largest percentage off all applicants (51 per cent), followed by Church of Scotland and then Roman Catholic. This pattern is repeated at shortlisting stage and for those appointed.



27. Heterosexual people represent the majority of all recruitment applicants with 88.8 per cent of applicants indicating their orientation being heterosexual/straight; 6.1 per cent no information/prefer not to say/other; and 5.1 per cent gay or bisexual. This pattern continued into shortlisting and those appointed.



Promotions

28. In 2017/18, 38 employees received either a temporary promotion allowance or a permanent promotion. Of the 19 promotions, 47 per cent were female and the majority of staff receiving an acting up or additional responsibility payment were female (68 per cent).

Training

29. During 2017/18, Audit Scotland continued to ensure the accessibility of training to all, and a variety of internal and training sessions were provided. Ninety-four discrete learning events with attendance totalling 1,130 training days were recorded. Of the training recorded, 56 per cent of attendees were female and 44 per cent were male.

30. In addition to formal training days, approximately 870 additional Continuous Professional Development (CPD) days were also recorded, resulting in an average of 7.14 total training days per person. We have continued to schedule training on the most popular working days to support attendance for those on flexible working contracts, and the available data suggests this is successful with those working flexibly still able to attend training. Training places taken up by those with a declared disability was four per cent which is higher than the Audit Scotland average figure which sits at three per cent.

Leavers

31. During 2017/18, 18 people resigned from the organisation (36 leavers in total including the expiry of temporary contracts, voluntary early releases and retirements). Fifty-five per cent of resignations were from women.

Appendix 1

Diversity and equality monitoring data

We have 100 per cent complete data for age, gender and marital status. For other characteristics, some staff have not provided a response or prefer not to provide the information. Generally, the level of disclosure is increasing, except for religion and belief. Completion of this information is voluntary.

A. Audit Scotland staff profile

The data presented in this table is as at 31 March 2018. The data collected for 2016/17 was as at 31 December 2016, to meet the April reporting deadline.

Equality strand	March 2018 (280 staff)	Dec 2016 (290 staff)	March 2016 (287 staff)	March 2015 (278 staff)	Scottish Population (Apr 2016) ¹	Comments
Ethnicity	A slight decrease in the percentage of minority ethnic group employees to 5.4% No response rate 4.6%	An increase in the percentage of minority ethnic group employees to 7% No response rate 5%	A slight increase in the percentage of ethnic minority group employees to 4.9% No response rate 5.2%	An increase in ethnic minority group to 4% of all staff	91% of the population are White British 5.5% are White non-British 3.4% are Asian & other minority ethnic groups	Audit Scotland has a higher representation of ethnic minority employees compared to the Scottish population
Gender	47% of staff are male and 53% of staff are female	48% of staff are male and 52% are female	49.5% of staff are male and 50.5% are female	50.4% of staff are male and 49.6% are female	49% of the population are male and 51% are female	Audit Scotland has a higher percentage of female staff and it has been gradually increasing.
Age	16-24 (6%) 25-34 (25%) 35-49 (40.36%) 50-64 (28.21%) 65+ (0.36%)	16-24 (6%) 25-34 (23%) 35-49 (39%) 50-64 (31%) 65+ (1.0%)	16-24 (5.9%) 25-34 (23.3%) 35-49 (39.7%) 50-64 (30.0%) 65+ (1.0%)	16-24 (7.2%) 25-34 (22.3%) 35-49 (45.7%) 50+ (26.4%)	16-24 (18%) 25-34 (20%) 35-49 (31%) 50-74 (31%)	Compared to the Scottish population aged over 16+, we have less in the 16-24 age group and more in the 35-49 age group

Disability	Disability consistent at 3%	Disability reduced slightly to 3%	Disability increased slightly to 3.5%	Disability remains the same at 3%	23% of the population report having a long-term limiting health condition or disability	The percentage of staff reporting a disability has remained at around 3%, considerably less than the Scottish population
Flexible working	20.4% of staff are employed on a flexible working contract	23.4% of staff are employed on a flexible working contract	23.7% of staff are employed on a flexible working contract	19.1% of staff are employed on a flexible working contract	n/a	Around a fifth of our staff work flexibly, less than the previous year
Sexual orientation	86.4% heterosexual /straight 3.2% gay or bisexual 10.4% preferred not to say / no response	79% heterosexual /straight 2% gay or bisexual 19% preferred not to say/ no response	77.7% heterosexual /straight 2.8% gay or bisexual 19.1% preferred not to say / no response	74.5% heterosexual /straight 2.9% gay or bisexual 22.7% preferred not to say/no response	95.9% heterosexual /straight 1.6% gay or bisexual 2.4% preferred not to say/ no response	Of the 89.6% of staff that responded, the percentage of staff who are gay or bisexual is slightly higher than the Scottish population
Religion or belief	40.3% no religion or n/a 18.2% Church of Scotland 10.7% Roman Catholic 7.5% another religion 7.4% prefer not to say 16% no response	40% no religion or n/a 18% Church of Scotland 10% Roman Catholic 6% another religion 5.5% prefer not to say 20.5% no response	37.6% no religion or n/a 19.2% Church of Scotland 10.1% Roman Catholic 5.2% prefer not to say 3.1% other Christian 21.6% no response	35.5% no religion or n/a 18.7% Church of Scotland 8.6% Roman Catholic 5.4% prefer not to say 3.2% other Christian 2.9% another religion 25.9% no response	44.5% no religion or n/a 29.2% Church of Scotland 15% Roman Catholic 10.7% Other religions 0.7% prefer not to say	Of the 76% of staff that responded, the percentage of staff of no religion is higher than the Scottish population

Marital status	53% married/civil partnership	54% married/civil partnership	54.4% married/civil partnership	54.3% married/civil partnership	n/a	Marital status percentages have remained similar. The percentage that are single has increased 5% since 2015.
	34% single	32% single	31.7% single	29.1% single		
	4.3% co-habiting	3.5% co-habiting	2.8% co-habiting	3.6% co-habiting		
	3% divorced or separated	4.4% divorced or separated	4.2% divorced or separated	4.7% divorced or separated		
	5.4% unmarried partner	5.5% unmarried partner	5.6% unmarried partner	6.1% unmarried partner		
	0.36% widowed	1% widowed	1.4% other or no response	2.2% other or no response		

Notes:

1. Scottish population figures from Scottish Government Equality data. Available at: <http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid>
Age data from: *Mid-2015 population estimates Scotland*, National Records Scotland, April 2016.

B. Recruitment and selection

The following table is our position in terms of protected characteristics and internally and externally advertised vacancies between 1 April 2017 and 31 March 2018. During this period and as at the date of this report, there were a total of 16 campaigns, with 37 appointments made (27 from external campaigns and ten from internal recruitment).

These results should be interpreted carefully as there are a percentage of applications where no information has been provided (one to two per cent for ethnicity, gender, age and disability; up to five per cent for sexual orientation; up to ten per cent for religion).

Equality strand	2017/18	2016/17	2015/16	2014/15
Ethnicity	<p>²Of the applications received (1,071), 11% were from ethnic minorities. 6% of all shortlisted applicants and 10% of all appointments made were ethnic minorities</p> <p>As a % of applications received, 14.9% minority ethnic group applicants were shortlisted and 3.5% appointed (compared to 26.8% and 3.7% of white applicants)</p>	<p>Of the applications received (894), 15.7% were from ethnic minorities. 5.7% of all shortlisted applicants and 13.3% of all appointments made were ethnic minorities</p> <p>As a % of applications received, 6.4% minority ethnic group applicants were shortlisted and 2.9% appointed (compared to 20.2% and 3.5% of white applicants)</p>	<p>Of the applications received (1,035), 15.1% were from ethnic minorities. 8.6% of all shortlisted applicants and 6.4% of all appointments made were ethnic minorities</p> <p>As a % of applications received, 12.2% minority ethnic group applicants were shortlisted and 2.6% appointed (compared to 22.9% and 6.7% of white applicants)</p>	<p>Of the applications received (826), 18.2% were from ethnic minorities. 10.3% of all shortlisted applicants and 4.3% of all appointments made were ethnic minorities</p> <p>As a % of applications received, 15.3% minority ethnic group applicants were shortlisted and 1.3% appointed (compared to 29.5% and 6.8% of white applicants)</p>
Gender	<p>Applications received: males (45.2%) and females (53.3%). The balance chose not to disclose this information. 19% of the applications received from females were shortlisted and 4.2% appointed. This compares to 16.7% and 2.7% for males.</p>	<p>Applications received: males (44.3%) and females (54.4%). The balance chose not to disclose this information. 17.5% of the applications received from females were shortlisted and 3.3% appointed. This compares to 18.4% and 3.5% for males</p>	<p>Applications received: males (46.7%) and females (52.3%). The balance chose not to disclose this information. 22% of the applications received from females were shortlisted and 7% appointed. This compares to 20.1% and 4.8% for males</p>	<p>Applications received: males (62.5%) females (34.3%). The balance chose not to disclose this information. 27.9% of applications received from females were shortlisted and 6% appointed. This compares to 26.2% and 5.6% for males</p>

² An error was noticed in this information on 14 September 2020, the figures noted in the table are correct with the previously published figures shown as 12.5% of applications were from ethnic minorities, 8.2% shortlisted and 10.8% appointments. As a % of applications received 11.9% minority ethnic applicants were shortlisted, 2.9% were appointed. This is compared to 19.6% and 3.6% of white applicants.

Equality strand	2017/18	2016/17	2015/16	2014/15
Age	<p>Applications received:</p> <p>16-24 (21%)</p> <p>25-34 (32%)</p> <p>35-49 (33%)</p> <p>50+ (13%)</p> <p>The highest % of applications shortlisted from those received were 39-49, followed by 24-34.</p> <p>The highest % appointed from those received were also for those in the age range, 35-49 followed by 25-34</p>	<p>Applications received:</p> <p>16-24 (29%)</p> <p>25-34 (34%)</p> <p>35-49 (28%)</p> <p>50+ (8%)</p> <p>The highest % of applications shortlisted from those received were 25-34, followed by 16-24.</p> <p>The highest % appointed from those received were also for those in the age range 25-34, followed by 35-49</p>	<p>Applications received:</p> <p>16-24 (23%)</p> <p>25-34 (36%)</p> <p>35-49 (32%)</p> <p>50+ (8%)</p> <p>The highest % of applications shortlisted from those received were 25-34, followed by 35-49.</p> <p>The highest % appointed from those received were for those in the age range 25-34, followed by 35-49</p>	<p>Applications received:</p> <p>16-24 (23%)</p> <p>25-34 (33%)</p> <p>35-49 (33%)</p> <p>50+ (8%)</p> <p>The highest % of applications shortlisted from those received were 16-24, followed by 25-34.</p> <p>The highest % appointed from those received were for those in the age range 25-34, followed by 16-24</p>
Disability	<p>3.8% of applicants declared themselves as having a disability.</p> <p>As a % of applications received, 8% of those with a disability were shortlisted and 0% appointed. This compares to 18% and 3.5% for those without a disability</p>	<p>2.8% of applicants declared themselves as having a disability.</p> <p>As a % of applications received, 8% of those with a disability were shortlisted and 0% appointed. This compares to 18% and 3.5% for those without a disability</p>	<p>3% of applicants declared themselves as having a disability.</p> <p>As a % of applications received, 22.6% of those with a disability were shortlisted and 3.2% appointed. This compares to 21.2% and 6.1% for those without a disability</p>	<p>2.8% of applicants declared themselves as having a disability.</p> <p>As a % of applications received, 21.7% of those with a disability were shortlisted and 0% appointed. This compares to 26.8% and 5.9% for those without a disability</p>

Equality strand	2017/18	2016/17	2015/16	2014/15
Religion or belief	n/a or no religion (51%), Church of Scotland (13.5%), Roman Catholic (14%). As a % of applications received, the highest % of those shortlisted were those with no religion followed by Church of Scotland and Roman Catholic. As a % of those appointed, the highest % were those with no religion, followed by Church of Scotland, Roman Catholic and Muslim	n/a or no religion (47%), Church of Scotland (14%), Roman Catholic (15%). As a % of applications received, the highest % of those shortlisted were those with no religion followed by Roman Catholic and Church of Scotland. As a % of those appointed, the highest % were those with no religion, followed by Church of Scotland, Roman Catholic and Muslim.	n/a or no religion (50.2%), Church of Scotland (12.3%), Roman Catholic (15%). As a % of applications received, the highest % of those shortlisted were Roman Catholic, followed by Other Christian then Church of Scotland. As a % of those appointed, the highest % were Roman Catholic, followed by Church of Scotland and Muslim.	n/a or no religion (41.5%), Church of Scotland (14.5%), Roman Catholic (12.8%). As a % of applications received, the highest % of those shortlisted were Jewish, followed by Sikh then Church of Scotland. As a % of those appointed, the highest % were Jewish, followed by Roman Catholic then Church of Scotland.
Sexual orientation	Applications: 88.8% heterosexual/straight, 6.1% no information/ prefer not to say, and 5.1% gay or bisexual	Applications: 89% heterosexual/straight, 5.8% no information/ prefer not to say, and 5.2% gay or bisexual	Applications: 91.4% heterosexual/straight, 4.3% prefer not to say, 0.8% no information and 3.1% gay or bisexual	Applications: 88.7% heterosexual/straight, 5.1% prefer not to say, 2.7% no information and 3.5% gay or bisexual

C. Promotions

Between 1 April 2017 to 31 March 2018, 19 employees were permanently promoted and 19 employees were in receipt of an acting up or additional responsibility allowance.

The following table shows all promotions, acting up and additional responsibility opportunities by gender over the last four reporting periods.

	2017/18		2016/17		2015/16		2014/15	
	No	%	No	%	No	%	No	%
Male	16	42	12	41	25	51	22	56.4
Female	22	58	17	59	24	49	17	43.6

Of the 19 promotions in 2017/18, 47 per cent were female, and of the 19 receiving an acting up or additional responsibility payment, the majority were female (68%).

D. Training

Over the course of 2017/18, Audit Scotland recorded 94 discrete learning events with attendance totalling 1,130 training days. Approximately 870 additional CPD days were recorded which together with the formal training days, resulted in an average of 7.14 training days per person. Of the training recorded, 56 per cent were female and 44 per cent were male. We have continued to schedule training on the most popular working days to support attendance for those on flexible working contracts, and the data suggests that this is successful with those working flexibly still able to attend training. Training places taken up by those with a declared disability was four per cent, higher than the Audit Scotland average figure which sits at three per cent.

E. Leavers

During 2017/18, 18 people resigned from the organisation (there were 36 leavers in total including the expiry of temporary contracts, voluntary early releases and retirements).

The table below shows resignations by gender. Fifty-six per cent of resignations were from women. Resignations were received from staff across all age bands as follows: 16-24 (five per cent), 25-34 (39 per cent), 35-49 (39 per cent) and 50+ (17 per cent).

	2017/18		2016/17		2015/16		2014/15	
	No	%	No	%	No	%	No	%
Male	8	44	8	62	5	33	13	59.1
Female	10	56	5	38	10	67	9	40.9

Appendix 2

Outcome 2: Audit Scotland promotes, understands and supports a diverse and inclusive workforce³

What this will look like	How this will be done	How this is demonstrated
Staff feel valued and are treated with equity and fairness	<ul style="list-style-type: none"> Staff participation in the building a better organisation corporate programme Continue annual staff survey 	<ul style="list-style-type: none"> Improvement in staff survey results on Personal Growth and Fair Deal
Staff feedback on how to support diversity and equality is embedded in how things are done	<ul style="list-style-type: none"> Hold events with staff to seek their views on equality issues, eg lunchtime seminars with invited speakers, workshops to discuss equality issues and equality presentations at team meetings Consider conducting a survey of staff which focuses on equality 	<ul style="list-style-type: none"> Reports on feedback from staff events/survey
Staff feel that their wellbeing is a priority for Audit Scotland	<ul style="list-style-type: none"> Staff participation in the building a better organisation corporate programme Continue annual staff survey Conduct annual health checks with the occupational health provider Offer free, fully confidential counselling sessions for staff 	<ul style="list-style-type: none"> Improvement in staff survey results on wellbeing
Staff recognise that policies are written in plain language, adhere to current legislation and are accessible to all	<ul style="list-style-type: none"> Carry out EIAs on new or significantly revised policies Seek views from EHRAG members when developing EIAs Ensure training is available for staff on writing in plain language 	<ul style="list-style-type: none"> Programme of completed EIAs reviewed by the DESG and published on website Relevant EIAs reviewed by EHRAG members as appropriate
There is a rigorous process for conducting EIAs when new policies are introduced or existing policies are updated.	<ul style="list-style-type: none"> Ensure staff are aware of the updated guidance to be used when conducting EIAs Ensure staff are aware of the system where all key policies are put forward for an EIA at the point when a new policy is being developed or an existing one is being revised Gather feedback from staff using the updated guidance 	<ul style="list-style-type: none"> Programme of completed EIAs reviewed by the DESG published on website Relevant EIAs reviewed by EHRAG members as appropriate Positive feedback from staff about the updated guidance

³ Extract taken from Equality Outcomes Report 2017-19

What this will look like	How this will be done	How this is demonstrated
A flexible approach to working practices operates	<ul style="list-style-type: none"> Monitoring of uptake and refusal of flexible working arrangements Seek feedback from staff on how TPT is working for them Continue annual staff survey 	<ul style="list-style-type: none"> Annual review of flexible working arrangements Mid-year review of TPT approach based on staff feedback Improvement in staff survey results on Wellbeing
The reward system is fair and the gender pay gap and equal pay review results confirm this	<ul style="list-style-type: none"> Carry out and publish results of gender pay gap and equal pay review Continue annual staff survey 	<ul style="list-style-type: none"> Annual review of results of gender pay gap and equal pay review Improvement in staff survey results on Fair Deal
Information on workforce to be improved by encouraging staff to disclose personal information	<ul style="list-style-type: none"> Continue to encourage staff to record, confidentially, information about protected characteristics Analyse and monitor workforce statistics to identify any under-represented groups in workforce and record in annual progress report 	<ul style="list-style-type: none"> Increase in number of staff recording information about protected characteristics More comprehensive information is available about staff profile Report reviewed by DESG and conclusions and areas for improvement recorded and monitored by DESG
Increase the number of job applications from people in under-represented groups	<ul style="list-style-type: none"> Improve engagement with equality groups representing all protected characteristics and seek views about how people from under-represented groups may be attracted to work with Audit Scotland (particularly people with a disability) Examine ways to encourage greater awareness about Audit Scotland among people with protected characteristics 	<ul style="list-style-type: none"> Increase in under-represented groups applying, being shortlisted and getting appointed (particularly people with a disability)
Improve recruitment and selection processes and in response to feedback	<ul style="list-style-type: none"> Continue to gather and report on statistics relating to applicants, shortlisted candidates and successful candidates 	<ul style="list-style-type: none"> Review report on workforce statistics and highlight areas for investigation Increase in under-represented groups applying, being shortlisted and getting appointed (particularly people with a disability)

Annual diversity report

2017/18

This report is available in PDF and RTF formats,
along with a podcast summary at:

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