

# Annual diversity report

2021/22



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# Key messages

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- 1 Audit Scotland produces reports on the gender pay gap across our workforce, an equal pay analysis for colleagues undertaking work of the same and similar value and this annual diversity report. We are committed to using data to understand whether our efforts to promote diversity and equality across our workforce is delivering results.
- 2 Audit Scotland has a greater level of diversity across the workforce when compared to the Scottish population<sup>1</sup>. At 31 March 2022, a total of 96 per cent of colleagues have chosen to declare their ethnicity, with 89 per cent being white and 7 per cent from an ethnic minority. Statistics show that around 95.4 per cent of the Scottish population report their ethnicity as white and approximately 4.5 per cent from an ethnic minority.
- 3 We continue to receive an increasing number of recruitment applications from candidates who have declared that they are from an ethnic minority; 17.9 per cent in 2022 compared to 14.3 per cent in 2021 and 13.8 per cent in 2020.
- 4 Recent Scottish population data shows 51 per cent of the population are women and 49 per cent are men. In our organisation, 56.9 per cent of employees are women and 43.1 per cent are men. The percentage of women promoted or having transitioned through a Career Development Gateway (CDG) has increased, however there has been a decline in female representation across our most senior level posts.
- 5 We have worked hard to attract younger colleagues (16 - 24-year-olds), however we have seen a significant decline in the number of applications for both our professional trainee and school leaver programme which will be a key focus for 2022/23. We are working to increase the opportunities for younger people to gain experience of the world of work with Audit Scotland as a stepping-stone for their future careers.
- 6 The number of colleagues who have reported a disability at Audit Scotland has continued to increase to 4.9 per cent in 2022 from 4.2 per cent in 2021. However, we recognise that employees who have declared a disability remain under-represented within Audit Scotland's existing workforce compared to the Scottish population and this remains a key priority for us. We will be working with our internal Disability Confident working group this year to continue

<sup>1</sup> We have used comparison data for the general Scottish population or the Scottish working population where available. We took the Scottish population figures from Scottish Government Equality data: [www.gov.scot/Topics/People/Equality/Equalities/DataGrid](http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid)

encouraging more disclosure from our colleagues and awareness of the support we can provide to those with a disability at Audit Scotland.

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# Introduction

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**1.** Audit Scotland strives to foster a culture in which employees can be themselves, feeling supported and included. We aim to exceed the basic legislative and compliance requirements to ensure we enable all our colleagues to thrive. As an employer we appreciate that everyone has different values, beliefs and personal requirements. We aim to reflect the uniqueness of each person in how we promote fairness and equality.

**2.** When colleagues across Audit Scotland feel safe, supported and confident in being themselves at work, we gain the benefit of diversity across our workforce. Diversity of thought, expression and belief flows through to the scope of our work and boosts the resilience of our organisation in uncertain and changing times.

**3.** Audit Scotland and its employees provide services to the Auditor General for Scotland and the Accounts Commission for Scotland.<sup>2</sup>

**4.** Information about our employees, specifically in relation to Equality Outcome 2, in which Audit Scotland underscores our commitment to increasing diversity of people and supporting their progression at every level within the organisation, is detailed in this report. As per our Equality Outcomes 2021-25 [report](#), published in April 2021, we are committed to achieving our equality outcomes and taking action to advance equality, including:

- having a culture where people feel valued and where they are treated with equity and fairness
- seeking feedback from staff on how the organisation can support diversity and equality in how things are done
- supporting the wellbeing of staff
- ensuring policies are written in plain language, adhere to current legislation and are accessible to all
- ensuring key policies are subject to a rigorous equality impact assessment
- ensuring a flexible approach to working practices

<sup>2</sup> The Accounts Commission is a ministerially appointed public body and therefore subject to commitments by Ministers to increase the diversity of its members. The Public Appointments Commissioner reports annually on the progress in this regard across public boards. The data in this report therefore does not cover the Accounts Commission.

- continuing to monitor against the Audit Scotland equal pay statement and ensure reward strategies are fair
- encouraging staff to disclose personal information to improve the extent of workforce information
- looking at ways to attract those from under-represented groups
- continuing to monitor recruitment and selection processes and implement improvements in response to feedback.

**5.** In order to meet these commitments, we collect, publish and monitor information about the diversity of our staff to help us check that we are supporting a culture of diversity and inclusion and identify areas for continuous improvement.

**6.** This report aims to comply with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. In particular, it responds to the duty to gather and use employee information.

**7.** This annual diversity report examines comprehensive data and trends across the different stages of employees' experience of working at Audit Scotland - from the moment individuals apply to work here through to leavers' data, including detailed exit interviews.

**8.** The employee data analysis supports us in making progress in paying due regard to the public sector equality duty, also known as the general equality duty, more specifically the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Equality Act
- advance equality of opportunity among all people
- foster good relations between different people when carrying out their activities.

**9.** While the legislative framework sets an important standard, our commitment and aspiration at Audit Scotland goes further.

**10.** We use this data to identify approaches to support proactively and positively greater diversity and equality. This informs how we reach out to people who may not normally consider a career with us, the purpose of our work and how colleagues can influence change through our audits across the public sector.

**11.** We can provide opportunities for younger people to kick-start their working lives through our modern apprentice or school-leaver training programmes or through joining our graduate training scheme.

**12.** We are committed to doing better and delivering practical programmes over the coming year that will help increase the voice, representation and confidence of people from diverse backgrounds.

**13.** Unless otherwise stated, all data is at 31 March 2022.

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# Our organisation

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On 31 March 2022, Audit Scotland employed 327 people. The majority of our employees are based in Edinburgh and Glasgow, with others based in Inverness and Aberdeen. We are developing our approach to hybrid working and many employees now work flexibly from home as well as from our offices.



**14.** Audit Scotland colleagues work collaboratively across the business. Audit directors lead portfolios of work that straddle financial audit, performance audit, Best Value reporting, professional support and corporate development. They also have responsibility for professional leadership themes and lead on key projects for development. To support audit teams in delivering high-quality audits efficiently, we are organised across three business groups:

- **Audit Services** – mainly qualified accountants who specialise in auditing finance and risk across Scotland's public sector.
- **Performance Audit and Best Value** – a broad range of professionals with specialist knowledge of research, analytics, economics, public policy as well as qualified accountants.
- **Corporate Services** – specialists in human resources, organisational development, information technology, communications, corporate finance, governance, business support, audit procurement and quality.

**15.** Colleagues from across all business groups collaborate in the provision of professional technical support for auditing standards, external leadership and audit improvement.

A governance structure exists to support the development of our workforce



### Our internal People Focus Group and associated working groups





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# Diversity monitoring

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We strive to ensure that everyone within Audit Scotland is valued and supported as an individual. We are committed to the principles of equal opportunity, fairness and transparency to help develop inclusive approaches to employment policies, practices and personal behaviours.

**16.** We provide mandatory diversity and equality training to all employees who join Audit Scotland. This is an online training course which covers the awareness of all protected characteristics, discrimination and unfair treatment within a professional environment.

**17.** Those with line management responsibility also complete a mandatory course covering their responsibilities as a manager in relation to diversity and equality considerations.

**18.** We also deliver unconscious bias awareness and further unfair treatment training for colleagues involved in recruitment, selection and internal progression through our Career Development Gateway (CDG) process.

**19.** When applying to work for Audit Scotland, all applicants have the opportunity to complete a confidential, equal opportunities monitoring questionnaire. This part of the application is voluntary and forms no part of the selection process. The information includes age, gender, sexual orientation, disability, ethnic background, religion or belief, and marital status.

**20.** The HR and OD team holds information on the age and marital status of all employees for pension calculation purposes. All information is held on the electronic HR system and helps Audit Scotland to monitor the equality of opportunity, respond effectively and develop processes and policies that meet the needs of our diverse workforce.

**21.** Employees can view and update their diversity information at any time and are periodically encouraged to do so.

**22.** The legislation also requires us to state how we use this employee equality data to better perform the equality duty. We have a range of processes to ensure that the information is used for this purpose.

**23.** The HR and OD team work together with our Executive Team, Board, Remuneration and Human Resources Committee, our People Focus Group and Public and Commercial Services union employee representatives. The data is used to provide assurance, understand how employees are experiencing work and explore opportunities for further improvement.

**24.** Other internal working groups also exist such as the Disability Confident Working Group, Carers' Group, an LGBTQ+ working group and an Equalities and Human Rights Steering Group.

**25.** During 2021 our colleagues also developed two new internal working groups; our Race, Equality and Cultural Heritage (REACH) group and the Menopause community forum. These groups help our colleagues provide support to one another and provide valuable insight to the organisation on issues that affect individuals in each of these diverse groups.

**26.** We investigate circumstances and take action when the information indicates evidence of disproportionality, or when Audit Scotland employee indicators are inconsistent with external indicators. Analysis of employee data also enables us to work to attract higher levels of diversity, for example by promoting appointments on diverse media.

**27.** Our new HR system, implemented in January 2022 will enable us to collect new diversity data, specifically, social mobility, carer status and gender identity. Subject to both an equality and data protection impact assessment we hope to enable this functionality in 2022-23. This will help us to further monitor equality of opportunity and develop processes and policies which meet the needs of our workforce.

## Ethnicity

According to population data, 95.4 per cent of the Scottish population<sup>3</sup> report their ethnicity as 'White'. Approximately 4.5 per cent of the population are from ethnic minorities, with the Asian population being the largest minority ethnic group (2.8 per cent).

**28.** Employee data shows that Audit Scotland has a greater level of diversity across the workforce when compared to the Scottish population more generally. 96 per cent of employees have chosen to declare their ethnic origin.

**29.** As at 31 March 2022, seven per cent of the workforce declared that they are from an ethnic minority. This is a minor reduction from 7.1 per cent in 2021 but remains an increase from 2020, where 6.8 per cent declared themselves from an ethnic minority and 6.6 per cent in 2019.

**30.** 91.5 per cent of our trainee auditors have disclosed their ethnicity as white compared with 77.3 per cent in 2021. This is a significant reduction in the percentage of trainee auditors who choose to disclose that they are from an ethnic minority. Any changes to the demographics within this smaller group of colleagues can cause a substantial percentage change.

**31.** It is positive to note that our overall percentage of the workforce who declare that they are from an ethnic minority has not decreased however we are committed to examining our approach to recruitment, attraction, and selection to increase the diversity of the trainee group, in particular, as these are our career

<sup>3</sup> Scottish population figures from Scottish Government Equality data: [www.gov.scot/Topics/People/Equality/Equalities/DataGrid](http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid)

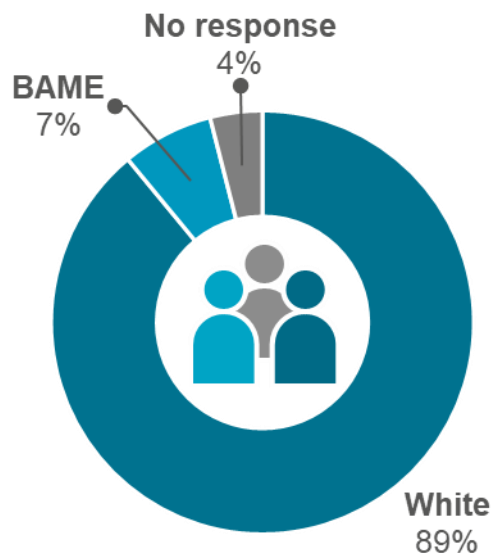
entry level positions and, upon qualification, these colleagues can progress into more senior roles as part of their career development.

**32.** Employee data shows that 96.8 per cent of the individuals at our senior grades, senior managers and above declared their ethnicity as white. This figure has not changed since 2021 but represents a reduction from 98.3 per cent in 2020.

**33.** This year we have continued to analyse ethnicity by seniority to understand the level of minority ethnic representation at each level across our workforce. We have found that minority ethnic representation continues to be lower at the more senior levels and this year within our trainee auditor positions too, a pattern that needs to change.

**34.** We will continue to examine this data carefully during 2022/23 and explore practical steps we can take to do better as an organisation.

### Ethnicity of Audit Scotland employees



### Gender

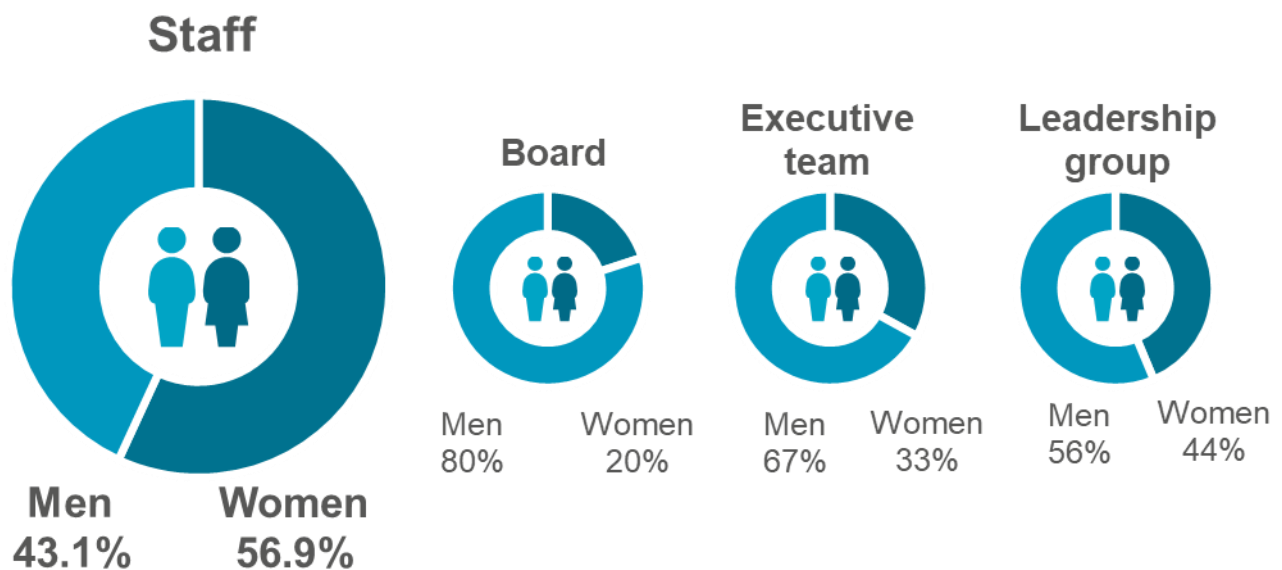
Recent national population data shows 51 per cent of the Scottish population are women and 49 per cent are men.

**35.** In Audit Scotland:

- 56.9 per cent of employees are women (this is a 0.4 per cent decrease from 2021) and 43.1 per cent are men (this is a 0.4 per cent increase from 2021)
- In 2021, the board had two women (40 per cent) and three men (60 per cent). In 2022 the board has four men (80 per cent) and one woman (20 per cent).
- In 2021 the executive team had two women (50 per cent) and two men (50 per cent). In 2022 the executive team has two men (67 per cent) and one woman (33 per cent).

- In 2021 the leadership group had nine women (45 per cent) and 11 men (55 per cent). In 2022 the leadership group has seven women (43.7 per cent) and nine men (56.3 per cent).
- Overall, there has been a reduction in female representation across more senior levels within the organisation.
- Our new HR system will enable us to collect new diversity data. We intend to capture and report upon other gender identities in 2022-23.

## Gender of Audit Scotland employees



## Flexible working

Audit Scotland promotes a culture of flexible working, with 25.1 per cent of employees working a non-standard pattern;<sup>4</sup> this is a reduction in comparison to the workforce data from 2021 where 28.5 per cent of the workforce worked a non-standard pattern. Non-standard patterns include part-time working, annualised hours, compressed hours and term-time working.

**36.** We have flexible working policies in place such as Time, Place, Travel and Working from Anywhere guidance. These policies provide flexibility for staff to choose working patterns which better fit with their circumstances.

**37.** During 2022 we have re-opened our offices following the pandemic and we are developing our approach to hybrid working. This will ensure that equality and inclusion remain at the forefront of any decisions on how we work in the future.

<sup>4</sup> We define a standard pattern of working as being the full-time contracted hours of 36.25hrs each week worked across Monday through Friday at 7.25hrs each day, subject to the flexibility offered within our flexitime policy.

**38.** Audit Scotland is an accredited 'Carer Positive Employer'. We have an ongoing commitment to supporting and encouraging flexible working, for both working patterns and work location. We also provide support to carers through a dedicated support group (which meets regularly throughout the year), by investing in management development and through our compassionate and emergency leave policies.

## Age

The table below shows the comparison between Audit Scotland employees in different age groups and the Scottish working population (those aged 16 to 64<sup>5</sup>).

**39.** The percentage of employees in the 16-24 age group is lower than the Scottish working population. This percentage in Audit Scotland has increased steadily over the last three years from 3.8 per cent in 2019, to 4.2 per cent in 2020, 5 per cent in 2021 and now 5.8 per cent. This can be attributed to the development of our modern apprentice, school leaver and graduate programmes.

**40.** The percentage of employees in the 25-49 age group is higher than the Scottish working population and the percentage in the 50-64 age group is comparative to the Scottish working population.

### Comparison between Audit Scotland employees and the Scottish working population (those aged 16 to 64)

Age	Audit Scotland %	Scottish Working Population %
16-24	5.8	13
25-49	64	57
50-64	29	30

**41.** Audit Scotland are continuing to attract younger people. Our professional trainee programme continues to attract strong candidates and we have continued to recruit to our school leaver programme, albeit current labour market conditions have impacted the number of applications. Our school leaver programme allows those leaving school to work while gaining a professional accountancy qualification through the Institute of Chartered Accountants

<sup>5</sup> Data on Audit Scotland employees age 65+ has not been included in the table for comparative purposes but has been considered in the overall percentage calculations for Audit Scotland employees which is detailed within the appendix. Scottish working population figures from Scottish Government Equality data as at 30 June 2019: [www.gov.scot/Topics/People/Equality/Equalities/DataGrid](http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid)

Scotland. We also have modern apprentices in our Business Support Services team and we will examine how we can continue to increase the opportunities for younger people to gain experience of the world of work with Audit Scotland as a stepping-stone for their future careers with other employers.

## Disability

Population data reports that 32 per cent of adults in Scotland have a long-term limiting physical or mental health condition or disability. Further, of those aged 16-64, non-disabled persons had a 35.5 per cent higher representation in the labour market compared to disabled persons, while disabled persons experienced a 5.8 per cent higher rate of unemployment when compared to non-disabled persons<sup>6</sup>.

The percentage of employees who have reported a disability at Audit Scotland has continued to increase to 4.9 per cent in 2022 from 4.2 per cent in 2021, 4 per cent in 2020 and 3 per cent in 2019.

**42.** Audit Scotland has Disability Confident Employer Status (Level 2). Our Disability Confident working group uses that framework to review any actions and ensure we are promoting best practice in this area. During 2021 the group continued to explore ways to support colleagues and their managers, particularly in light of our changing ways of working.

**43.** Audit Scotland works with health professional partners to ensure risk assessments and/or reasonable adjustments are considered and put in place prior to a new employee joining us, or at any point during their career.

**44.** New employees are asked to confirm whether they consider themselves to have a disability. This allows us to put in place any reasonable required adjustments. Disclosing this information is voluntary, and 75.2 per cent of employees have chosen not to disclose information on this protected characteristic.

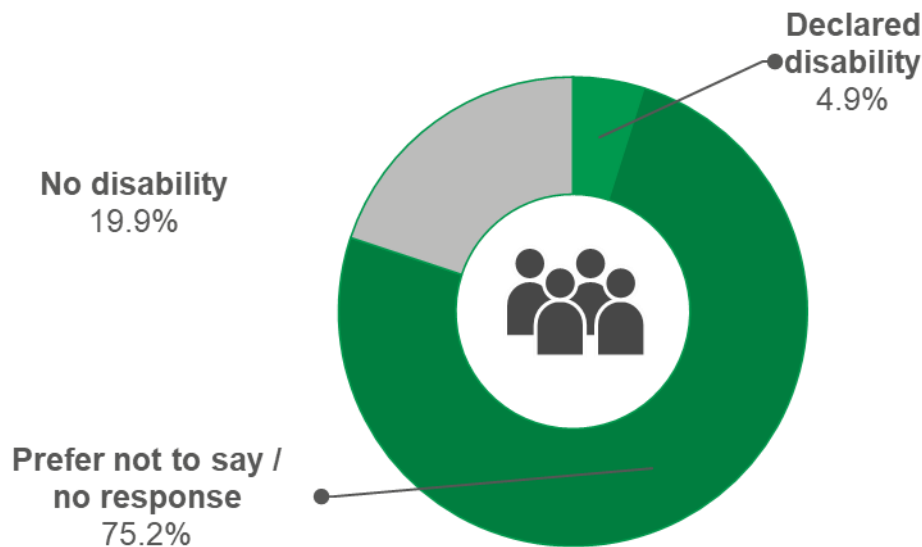
**45.** This is a significant change from our March 2021 data when only 13.6 per cent chose not to disclose this information. We can attribute this to the change in our HR system during early 2022, therefore requiring a refresh of data from our employees. We will encourage all employees to consider disclosing their information about disability this year through promotion of our Disability Confident status and continuing to raise awareness of the support we provide.

**46.** It is acknowledged that when representation of employees who have declared a disability is compared to the population data, this group remains under-represented at Audit Scotland. Due to the relatively small number of disabled employees working at different levels across Audit Scotland, the data size is too small to disclose disability status relating to job seniority and job type.

**47.** On account of the under-representation of existing employees who have declared a disability, however, Audit Scotland is committed to continuing to increase diversity of its workforce and candidate pool.

<sup>6</sup> Disabled People and the Labour Market in Scotland: 2018

## Disability status of Audit Scotland employees



## Sexual orientation

According to Scottish Government data, around three per cent of the Scottish population identify as lesbian, gay, bisexual or other (LGBO) and 95 per cent identify as straight or heterosexual. The Scottish Government note that it is likely that this data undercounts the number of adults self-identifying as LGBO.

**48.** 87.8 per cent of colleagues across Audit Scotland choose to disclose their sexual orientation on our HR system, therefore 12.2 per cent of colleagues have chosen not to disclose their sexual orientation at Audit Scotland.

**49.** The percentage of employees who have disclosed their sexual identity as heterosexual is 84.1 per cent and the percentage of employees who have disclosed their sexual identity as LGBO is 3.7 per cent. The percentage of employees identifying as LGBO has slightly decreased from 3.9 per cent in 2021 but is broadly similar to the figure in 2020. This is slightly higher than the national indicators.

**50.** Audit Scotland have an internal LGBTQ+ working group who are working together to ensure we are a truly inclusive employer. We want to help ensure that we remain a workplace where all employees are accepted without exception, regardless of their sexual orientation, and our policies and processes remain inclusive and considerate.

## Religion or belief

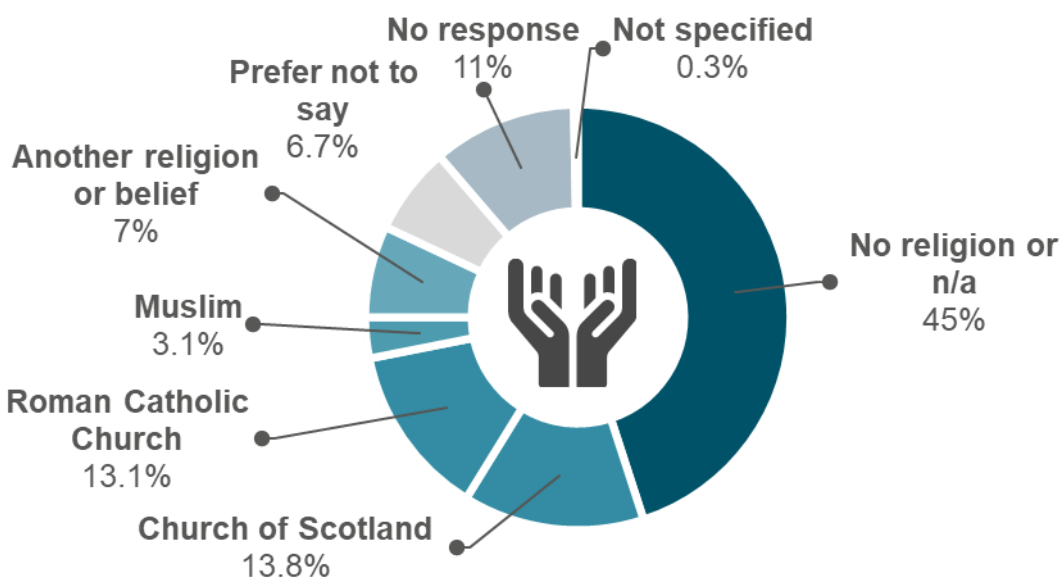
The majority of employees (82.3 per cent) have declared their religion or belief. 45 per cent do not associate with any religion. 13.8 per cent associate with the Church of Scotland, 13.1 per cent

with the Roman Catholic Church, 3.1 per cent Muslim and 7 per cent declared other religion or belief. 6.7 per cent chose prefer not to say and 11 per cent gave no response.

**51.** We provide mandatory diversity and equality training to all employees who join Audit Scotland which also covers discrimination on the basis of religion or belief. We are very flexible in the way that individuals can book their annual leave, enabling colleagues who observe key dates in their religious calendar to engage in such events and occasions.

**52.** During 2021/22 more of our colleagues have been sharing experiences of their different religious celebrations through our internal staff publication, our internal Yammer channel and on our SharePoint news pages.

### Religion or belief of Audit Scotland employees



### Marital status

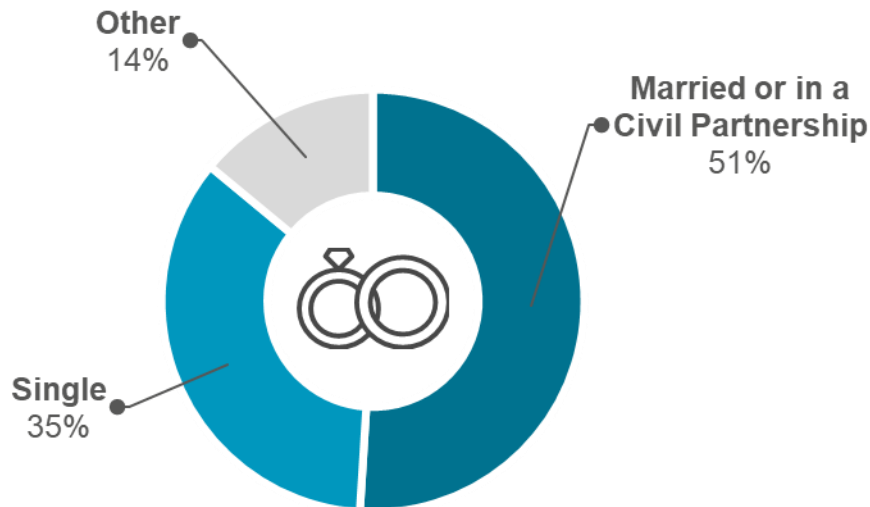
**53.** Almost all employees have provided marital status information.

**54.** Just over half of all employees (51 per cent) are married or in a civil partnership and 35 per cent are single.

**55.** 14 per cent of our employees declared that they are either cohabiting, with a partner, widowed, divorced, separated or chose not to disclose this information.



## Marital status of Audit Scotland employees



## Pregnancy, maternity and paternity

Between 1 April 2021 and 31 March 2022, twelve women took maternity leave throughout the year. The average leave taken by employees was 9.25 months. This increases to 10.25 months when annual leave before or after maternity leave is taken into account.

**56.** There has been a slight reduction from the amount of maternity leave taken in the 2020/21 annual report; previously ten months average leave taken and eleven months when annual leave is taken into account.

**57.** Audit Scotland has an enhanced maternity provision with women on maternity leave receiving the first 27 weeks of leave on the equivalent of full pay, followed by 12 weeks of statutory maternity pay.

**58.** Eleven out of twelve of the women who have taken maternity leave have taken in excess of the ordinary maternity leave provision and returned to their original roles.

**59.** Audit Scotland has an enhanced paternity provision for fathers in addition to the two weeks of leave provided by statute. Qualifying employees (those with 26 weeks' service or more) are eligible for two additional weeks of parental leave and therefore a total of four weeks' paid leave. The additional two weeks can be taken up to 16 weeks following the birth of the child or as a continuous four-week block. Seven individuals have exercised their entitlement to paternity leave during 2021/22.

**60.** In addition, new parents can elect to share a period of leave. In line with Audit Scotland policy, eligible employees (those who satisfy the minimum earnings and service thresholds) can opt to share 37 weeks of pay and 50 weeks of leave. Leave may be taken as a continuous block or in alternating blocks. No individuals have chosen to exercise their entitlement to shared parental leave during 2021/22.

## Recruitment

Audit Scotland works hard to make sure the recruitment process is inclusive and accessible to all applicants. Candidate assessment is based purely on the ability to complete the job.

**61.** Vacancies are advertised throughout the UK on numerous recruitment websites such as Indeed, LinkedIn, MyJobScotland, Proud Employers, Public Finance Scotland and our own careers website. Twice a year we advertise our Disability Confident status in *Enable* magazine. We also appear in the *Living with Disability* publication each spring.

**62.** Where the number of employees with a protected characteristic is fewer than five, and the information is sensitive or personal, we have not specified the number in order to maintain confidentiality and to avoid individuals being identified.

**63.** Full details about recruitment and each protected characteristic is provided in the Appendix. A summary analysis is detailed below.

**64.** During the 2021/22 year, there were 26 recruitment campaigns, with 41 appointments made. Compared to the 2020/21 annual report, this is more than double the number of recruitment campaigns (12 campaigns in 2020/21) and almost double the number of appointments (23 appointments in 2020/21). Our growth has been expected and is part of our building capacity programme.

**65.** We received a total of 519 applications for the vacancies advertised in 2021/22 which is 337 fewer applications than 2020/21, reflective of the challenging current labour market.

**66.** The majority of applications were made by women (53.2 per cent). Of the shortlisted candidates, 65.1 per cent were women and 34.4 per cent were men. 0.5 per cent chose not to disclose this information. This is in comparison to 2020/21 where the majority of applications were made by men and more men were shortlisted (56.7 per cent) than women (43.3 per cent).

**67.** The number of applicants from an ethnic minority group has continued to increase from 13.8 per cent in 2019/20, 14.3 per cent in 2020/21 to 17.9 per cent in 2021/22. 9.3 per cent of all shortlisted candidates are from an ethnic minority, compared to 6.7 per cent in 2020/21.

**68.** The number of applicants who have declared a disability has continued to increase from 3.4 per cent in 2019/20, to 3.9 per cent in 2020/21 and 5.2 per cent in 2021/22 of which 4.2 per cent of disabled applicants were shortlisted. This is a slight decrease from 2020/21 when 5 per cent of disabled applicants were shortlisted. Audit Scotland is a Disability Confident employer and this is promoted throughout our careers website.

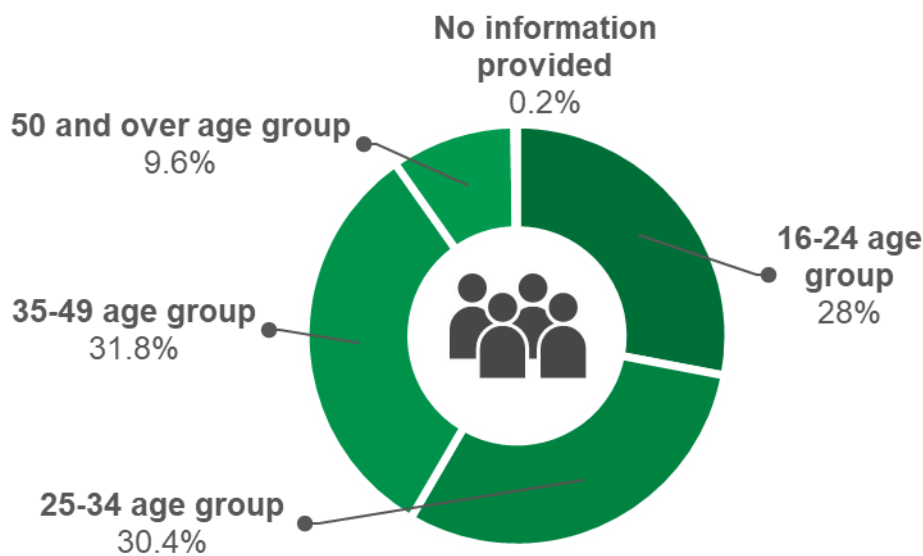
**69.** Examining applicants by age, the highest number of applicants were from the age bracket 35-49 (31.8 per cent), this age group had the second highest number of appointments (34.1 per cent) after the 25-34 cohort which represented 41.5 per cent of all appointments. This is in contrast to 2020/21 where the highest number of applicants were from the age bracket 16-24 (42.3

per cent) and the highest number of appointments was from the 35-49 cohort (43.5 per cent).

**70.** This can be attributed to the decline in applications received for our professional trainee and school leaver recruitment campaigns. In 2020/21 we received 503 applications for our professional trainee scheme and 48 for our school leaver scheme. In 2021/22 we received 188 applications for our professional trainee scheme and seven for our school leaver scheme. As a result, we have relaunched our 2022 professional trainee scheme and the focus for 2022/23 will be on increasing candidate attraction.

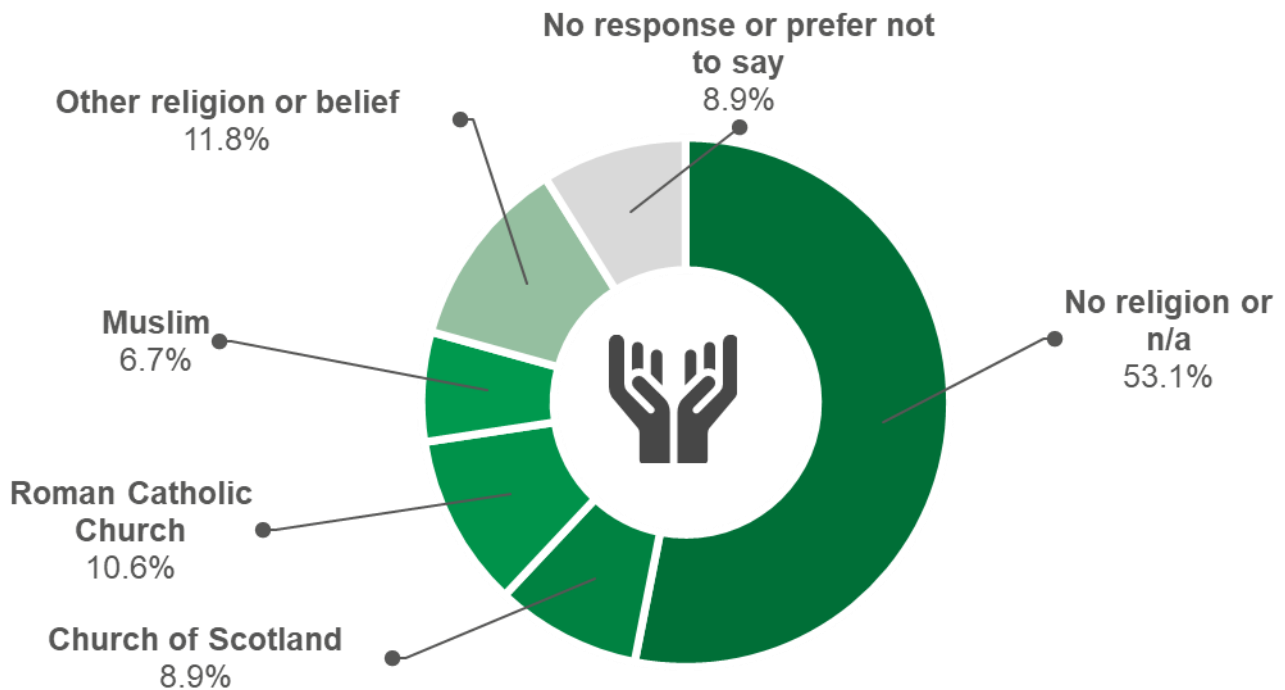
**71.** This year the 16-24 age bracket attracted 28 per cent of applications, the 25-34 age bracket 30.4 per cent of applications and the over 50 age group made up 9.6 per cent of applications.

### Age groups of applicants



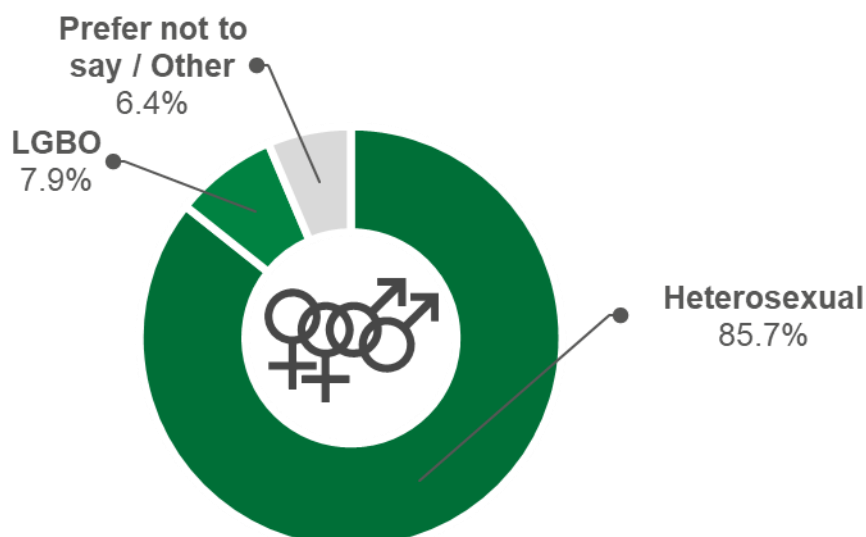
**72.** In terms of religion and belief, 53.1 per cent of candidates declared that they have no religion or belief. This was followed by Roman Catholic (10.6 per cent, Church of Scotland (8.9 per cent) then Muslim (6.7 per cent). Other religious groups made up 11.8 per cent of applications with 8.9 per cent of applicants choosing not to disclose this information.

### Religion or belief of applicants



**73.** The majority of applicants were heterosexual (85.7 per cent), 7.9 per cent identified as LGBO which is an increase from 6.9 per cent in the 2020/21 annual report and 6.4 per cent of applicants preferred not to say or provided no information. 6.5 per cent of those shortlisted identified as LGBO. This is an increase from 5.1 per cent in 2019/20.

### Sexual orientation of applicants



**74.** During 2021/22 the HR & OD team have been exploring new avenues for attraction to increase diversity at Audit Scotland. This has included advertising on specialist diversity job boards, and our employees sharing their experiences of working at Audit Scotland through external articles and on social media. We have also trialled a new advertising platform, EqualJobs, which allows

employers to reach out and engage with candidates from under-represented communities.

## Promotions

**75.** In the year 2021/22, there were 31 permanent promotions made, five employees transitioned through a career development gateway and 11 employees received an acting up or additional responsibility allowance.

**76.** The total percentage of women promoted or transitioning through a career development gateway was 69.4 per cent. This is a significant increase from 60 per cent in 2020/21. Of the 11 employees receiving an acting up or additional responsibility allowance, 63.6 per cent were women, again an increase from 40 per cent in 2020/21.

**77.** Data about other protected characteristics and promotions has not been included given the low numbers.

## Training

**78.** Over the course of 2021/22, Audit Scotland scheduled 182 formal learning events, with 2,343 places taken by colleagues. This works out as an average of 7.2 training days per person, and of the training data recorded, 58.1 per cent were women and 38.7 per cent were men.

**79.** 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. During 2021/22, we also delivered the majority of our training in a hybrid way ensuring wider accessibility to our colleagues. Approximately 25 per cent of colleagues at Audit Scotland work part-time or non-standard hours, and 21.2 per cent of the training records can be attributed to those who work formal flexible patterns. Training places taken up by those with a declared disability was 5.8 per cent.

## Leavers

**80.** Over the course of 2021/22, 20 employees resigned from Audit Scotland, there were 31 leavers in total including the end of fixed-term contracts and retirements. Of the resignations, 80 per cent were from women. Data about other protected characteristics and retention has not been included given the relatively low numbers.

**81.** Audit Scotland invites employees who are leaving the organisation to join us for an exit interview. We have reviewed this data and examined the reasons for leaving, however they do not appear to be related to anything that is gender specific or related to any of the protected characteristics.

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# Summary and conclusion

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**82.** Audit Scotland has been fully committed to the principles and practice of diversity and equality from its inception in 2000. Each year we analyse our workforce data so that we can identify trends, disproportionality and opportunities for further improvement. We are responsive to societal trends over time and our approach to diversity and equality continues to evolve.

**83.** Our analysis of the data within this year's diversity report indicates that our policies and practice appear to be supportive of the equality protected characteristics.

**84.** We have identified some areas where the data analysis suggests further examination is useful and where applicable, have detailed this throughout the report and below.

**85.** Of note is the small number of minority ethnic representation across our senior grades and this year, our trainee auditor positions. We recognise the value in having diverse teams to bring a diverse perspective and different thinking across the organisation and throughout all of our work. Our HR and OD team are working closely with the other UK audit agencies and other external specialist partners to explore options to improve our levels of diversity at these levels.

**86.** It is positive to note that the percentage of women who have been promoted or transitioned through a gateway has significantly increased, however female representation across the leadership group, executive team and the board has decreased.

**87.** It is acknowledged employees who have declared a disability remain under-represented within Audit Scotland's existing workforce compared to the Scottish population and this remains a key priority for us. We will continue to monitor the effectiveness of our policies, practices and future strategies in rebalancing workforce trends where disproportionately and under-representation have been identified.

**88.** Audit Scotland is committed both as an employer and through our audit work to help improve the opportunities and life choices available to people from every part of Scotland's population. We will explore options for further positive action to continue to increase the number of applicants from groups who are underrepresented at Audit Scotland in our workforce.

**89.** We also recognise that the effects of Covid-19 have, and are likely to continue to, widen socio-economic inequalities. We will consider how to reduce socio-economic disadvantages and look to begin monitoring socio-economic data through our HR system to inform future policies and practices. This will concentrate on broadening our entry routes for young people to ensure that

Audit Scotland's workforce is as diverse and representative of the communities it serves.

**90.** There has been a reduction in the number of formal flexible working contracts from 2020/21 to 2021/22. As we work on developing our approach to hybrid working, we continue to promote flexible working opportunities, including the removal of the requirement to have 26 weeks continuous service to request formal flexible working arrangements.

**91.** Collecting good quality data about our workforce, individuals who choose to apply to join Audit Scotland and those who leave us is important. Employees are encouraged to update the HR system at any time if they have any change in circumstance. This is voluntary and not all employees choose to disclose all of this information. We will continue to encourage our employees to disclose personal information to improve the extent and overall analysis of our workforce information. Specifically, we will encourage employees to update information in relation to disability status, which out of all statistics, has the highest number of employees choosing not to disclose information.

**92.** Through the work undertaken in connection with this report and connected with several working groups across Audit Scotland we analyse the data so that it can be used to provide assurance and identify opportunities for continuous improvement.

**93.** Examples of such internal working groups include our Disability Confident Working Group, REACH, the menopause community form and our Carer Positive Group. Frameworks are used to guide our plans and we seek validation of our work through accreditation, where appropriate.

**94.** At Audit Scotland we genuinely care about our employees and are working hard to ensure our work and behaviours have a positive effect on all individuals. We value diverse backgrounds and characteristics. We will continue to encourage employees to have a voice in how we can become a more diverse and inclusive organisation.

**95.** The data within this report will be shared and discussed with the various groups and committees, including our PCS union employee representatives, senior management team and Remuneration and Human Resources Committee.

**96.** We will provide our next report in 2023 and this will include a commentary on the steps we continue to take to build on our strengths across diversity and equality in our workforce. The information in this report and our work in the coming year will all continue to support with mainstreaming equality and Audit Scotland's revised equality outcomes for 2021–25.

# Appendix

## Diversity and equality monitoring

For certain characteristics, some employees have not provided a response or prefer not to provide the information. Completion of this information is voluntary.

### A. Audit Scotland employee profile

The data presented in this table is as at 31 March 2022

Equality strand	March 2022 (327 employees)	March 2021 (309 employees)	March 2020 (306 employees)	March 2019 (290 employees)	Scottish Population <sup>1</sup>	Comments
<b>Ethnicity</b>	The percentage of minority ethnic is 7%  No response rate 4%	The percentage of minority ethnic is 7.1%  No response rate 4.9%	The percentage of minority ethnic group is 6.8%  No response rate 3.3%	A slight increase in the percentage of minority ethnic group employees to 6.6% <sup>2</sup>  No response rate 3.5%	95.4% of the Scottish population is White.  76.7% are White 12.1% are Scottish White British 1.6% are White Polish and 5% account for Other White  4.5% of the Scottish population are minority ethnic	Audit Scotland has a higher representation of ethnic minority employees compared to the Scottish population
<b>Gender</b>	43.1% of employees are men and 56.9% are women	42.7% of employees are men and 57.3% are women	42.2% of employees are men and 57.8% of	42% of employees are men and 58% of employees are women	49% of the population are men and 51% are women	Audit Scotland has a higher percentage of women than men



Equality strand	March 2022 (327 employees)	March 2021 (309 employees)	March 2020 (306 employees)	March 2019 (290 employees)	Scottish Population <sup>n1</sup>	Comments
			employees are women			employees and it has been consistent for the last 3+ years
<b>Age</b>	<b>16-24</b> (5.8%)	<b>16-24</b> (5%)	<b>16-24</b> (4.2%)	<b>16-24</b> (3.8%)	<b>16-24</b> 7.8%	Compared to the Scottish <u>working</u> population, we have less in the 16-24 age group and more in the 25-49 age group.
	<b>25-34</b> (26%)	<b>25-34</b> (26%)	<b>25-34</b> (28.8%)	<b>25-34</b> (26.1%)	<b>25-34</b> 7.6%	
	<b>35-49</b> (37.9%)	<b>35-49</b> (39%)	<b>35-49</b> (37.6%)	<b>35-49</b> (38.5%)	<b>35-49</b> 12.7%	
	<b>50-64</b> (29.1%)	<b>50-64</b> (29%)	<b>50-64</b> (28.4%)	<b>50-64</b> (30.2%)	<b>50-64</b> 0.9%	
	<b>65+</b> (1.2%)	<b>65+</b> (1%)	<b>65+</b> (1%)	<b>65+</b> (1.4%)	<b>65-74</b> 13.4%	
<b>Disability</b>	Disability increased slightly at 4.9%  19.9% of employees did not consider themselves to have a disability  75.2% of employees preferred not to say/did not disclose any information	Disability increased slightly at 4.2%  82.2% of employees did not consider themselves to have a disability  13.6% of employees preferred not to say/no response	Disability increased slightly at 4%	Disability consistent at 3%	32% of adults had a long-term limiting mental or physical health condition or disability	The percentage of employees reporting a disability has increased to 4.9% but is still considerably lower than the Scottish population

Equality strand	March 2022 (327 employees)	March 2021 (309 employees)	March 2020 (306 employees)	March 2019 (290 employees)	Scottish Population <sup>n1</sup>	Comments
<b>Flexible working</b>	25.1% of employees are on a formal flexible working contract. This is a reduction compared to the last two years.	28.5% of employees are employed on a formal flexible working contract	28.4% of employees are employed on a formal flexible working contract	24.6% of employees are employed on a flexible working contract	n/a	There has been a decrease in the number of employees working less than full-time hours or on a flexible working pattern
<b>Sexual orientation</b>	84.1% heterosexual/straight 3.7% LGBO 12.2% preferred not to say/no response	83.2% heterosexual/straight 3.9% LGBO 12.9% preferred not to say / no response	82.7% heterosexual/straight 3.6% LGBO 13.7% preferred not to say / no response	88% heterosexual/straight 2.4% gay or bisexual 9.3% preferred not to say / no response	95.3% heterosexual/straight 2.6% gay, bisexual or other 2.1% preferred not to say/ no response	Predominantly employees are heterosexual/straight, however, there is a 0.2% reduction in employees self-identifying as LGBO and a 0.7% reduction in employees preferring not to state their sexual orientation/ no answer

Equality strand	March 2022 (327 employees)	March 2021 (309 employees)	March 2020 (306 employees)	March 2019 (290 employees)	Scottish Population <sup>1</sup>	Comments
<b>Religion or belief</b>	45% no religion or n/a	46% no religion or n/a	46.1% no religion or n/a	40.9% no religion or n/a	50.1% no religion or n/a	Of the 89% of employees that responded, the percentage of employees of no religion is lower than the Scottish population (50%)
	13.8% Church of Scotland	15.2% Church of Scotland	14.4% Church of Scotland	17.4% Church of Scotland	23.2% Church of Scotland	
	13.1% Roman Catholic	10.7% Roman Catholic	10.4% Roman Catholic	10.8% Roman Catholic	14.3% Roman Catholic	
	3.1% Muslim	3.6% Muslim	8.2% another religion	8.3% another religion	12% Other religions	
	7% another religion	5.1% another religion	4.9% prefer not to say	5.9% prefer not to say		
	6.7% prefer not to say	4.5% prefer not to say	16% no response	16.7% no response		
	11% no response	14.9% no response				
	0.3% not specified					
<b>Marital status</b>	51% married/civil partnership	51.1% married/civil partnership	52% married/civil partnership	51.7% married/civil partnership	n/a	Marital status percentages have remained similar over the last 3+years.
	35% single	34.6% single	34.6% single	34.4% single		
	3.7% co-habiting	3.9% co-habiting	3.4% co-habiting	3.8% co-habiting		
	3.4% divorced or separated	2.9% divorced or separated	3.7% divorced or separated	3.5% divorced or separated		
	6% unmarried partner	5.2% unmarried partner	5.3% unmarried partner	5.6% unmarried partner		
	0.9% widowed	1% widowed	1% widowed	0.7% widowed		

Notes:

1. Scottish population and working population figures from Scottish Government Equality data as at 30 June 2019: [www.gov.scot/Topics/People/Equality/Equalities/DataGrid](http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid)

## B. Recruitment and selection

The following table is our position in terms of protected characteristics and internally and externally advertised vacancies between 1 April 2021 and 31 March 2022. During this period, there were a total of 26 campaigns, with 41 appointments made.

These results should be interpreted carefully as there are a percentage of applications where no information has been provided, nearly one per cent for ethnicity.

Equality strand	2020/21	2019/20	2018/19	2017/18
<p><b>Ethnicity</b></p> <p>Of all the applications received (519), 17.9% were from ethnic minorities. 9.3% of all shortlisted applicants and 7.3% of all appointments made were to ethnic minorities</p> <p>As a % of applications received, 3.9% minority ethnic group applicants were shortlisted and 0.6% appointed</p>	<p>Of all the applications received (856), 14.3% were from ethnic minorities. 6.7% of all shortlisted applicants and 8.7% of all appointments made were to ethnic minorities</p> <p>As a % of applications received 0.9% minority ethnic group applicants were shortlisted and 0.2% appointed</p>	<p>Of the applications received (834), 13.8% were from ethnic minorities. 12.6% of all shortlisted applicants and 8.1% of all appointments made were ethnic minorities</p> <p>As a % of applications received 4.4% minority ethnic group applicants were shortlisted and 0.4% appointed</p>	<p>Of the applications received (1,359), 14.57% were from ethnic minorities. 8.61% of all shortlisted applicants and 3.33% of all appointments made were ethnic minorities</p> <p>As a % of applications received, 10.6% minority ethnic group applicants were shortlisted and 0.51% appointed</p>	<p>Of the applications received (1,071), 12.5% were from ethnic minorities. 8.2% of all shortlisted applicants and 10.8% of all appointments made were ethnic minorities</p> <p>As a % of applications received, 11.9% minority ethnic group applicants were shortlisted and 2.9% appointed</p>

Equality strand		2020/21	2019/20	2018/19	2017/18
<b>Gender</b>	<p>Applications received: men (45.3%) and women (53.2%). The balance chose not to disclose this information.</p> <p>65.1% of the applications received from women were shortlisted and 63.4% appointed</p> <p>As a % of total applications received 27% of women were shortlisted and 5% appointed.</p>	<p>Applications received: men (54.1%) and women (45.9%). The balance chose not to disclose this information. 43.3% of the applications received from women were shortlisted</p> <p>As a % of total applications received 1.2% of women were appointed</p>	<p>Applications received: men (45.3%) and women (54%). The balance chose not to disclose this information. 36% of the applications received from women were shortlisted and 5.1% appointed</p>	<p>Applications received: men (49.67%) and women (49.01%). The balance chose not to disclose this information. 19% of the applications received from women were shortlisted and 2.4% appointed</p>	<p>Applications received: men (45.2%) and women (53.3%). The balance chose not to disclose this information. 19% of the applications received from women were shortlisted and 4.2% appointed. This compares to 16.7% and 2.7% for men</p>
<b>Age</b>	<p>Applications received:</p> <p>16-24 (28%)</p> <p>25-34 (30.4%)</p> <p>35-49 (31.8%)</p> <p>50+ (9.6%)</p> <p>Not disclosed (0.2%)</p> <p>The highest % of applications shortlisted from those were 35-49, followed by 25-34.</p> <p>The highest % appointed from those received were from those in the</p>	<p>Applications received:</p> <p>16-24 (42.3%)</p> <p>25-34 (22.4%)</p> <p>35-49 (24.7%)</p> <p>50+ (10.6%)</p> <p>The highest % of applications shortlisted from those were 16-24, followed by 35-49.</p> <p>The highest % appointed</p>	<p>Applications received:</p> <p>16-24 (36%)</p> <p>25-34 (26%)</p> <p>35-49 (27%)</p> <p>50+ (11%)</p> <p>The highest % of applications shortlisted from those received were 16-24, followed by 35-49.</p> <p>The highest % appointed from those received</p>	<p>Applications received:</p> <p>16-24 (36%)</p> <p>25-34 (29%)</p> <p>35-49 (26%)</p> <p>50+ (8.6%)</p> <p>The highest % of applications shortlisted from those received were 16-24, followed by 25-34.</p>	<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,</p>

Equality strand		2020/21	2019/20	2018/19	2017/18
	age range 25-34, followed by 35-49.	from those received were from those in the age range 35-49, followed by 16-24.	were from those in the age range 16-24, followed by 25-34	The highest % appointed from those received were also for those in the age range 16-24, followed by 25-34	followed by 25-34
<b>Disability</b>	<p>5.2% of total applicants declared themselves as having a disability.</p> <p>As a % of total applications shortlisted, 4.2% were shortlisted.</p> <p>As a % of total applicants appointed, 2.4% were appointed.</p>	<p>3.9% of total applicants declared themselves as having a disability.</p> <p>As a % of total applications shortlisted, 5% were shortlisted.</p> <p>As a % of total applicants appointed, 4.4% were appointed.</p>	<p>3.4% of applicants declared themselves as having a disability.</p> <p>As a % of applications received, 2.7% of those with a disability were shortlisted and 2.7% appointed.</p>	<p>5.67% of applicants declared themselves as having a disability.</p> <p>As a % of applications received, 9.43% of those with a disability were shortlisted and 10% appointed.</p>	<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.</p>
<b>Religion or belief</b>	<p>n/a or no religion (53.1%), Roman Catholic (10.6%), Church of Scotland (8.9%)</p> <p>As a % of applications received, the highest % shortlisted were those with no religion. Followed by Roman Catholic and Church of Scotland</p> <p>As a % of those appointed the</p>	<p>n/a or no religion (51.1%), Roman Catholic (12.7%), Church of Scotland (14.4%)</p> <p>As a % of applications received, the highest % shortlisted were those with no</p>	<p>n/a or no religion (50%), Roman Catholic (14%), Church of Scotland (14%).</p> <p>As a % of applications received, the highest % of those shortlisted were those with no</p>	<p>n/a or no religion (52%), Roman Catholic (14%), Church of Scotland (12%).</p> <p>As a % of applications received, the highest % of those shortlisted were those with no</p>	<p>n/a or no religion (51%), Church of Scotland (13.5%), Roman Catholic (14%).</p> <p>As a % of applications received, the highest % of those shortlisted were those with no religion followed by Church of Scotland and</p>

Equality strand	2020/21	2019/20	2018/19	2017/18	
highest % were those with no religion, followed by Roman Catholic and those who had selected 'prefer not to say'	<p>religion. Followed by Roman Catholic and Church of Scotland.</p> <p>As a % of those appointed the highest % were those with no religion, followed by Roman Catholic</p>	<p>religion, followed by Roman Catholic and Church of Scotland.</p> <p>As a % of those appointed the highest % were those with no religion followed by Roman Catholic</p>	<p>religion followed by Roman Catholic and Church of Scotland.</p> <p>As a % of those appointed, the highest % were those with no religion, followed by Roman Catholic, Church of Scotland and Muslim</p>	<p>Roman Catholic.</p> <p>As a % of those appointed, the highest % were those with no religion, followed by Church of Scotland, Roman Catholic and Muslim</p>	
<b>Sexual orientation</b>	<p>Applications: 85.7% heterosexual/straight, 7.9% LGBO</p> <p>6.4% prefer not to say/no information</p>	<p>Applications : 87% heterosexual/ straight, 6.9% LGBO 6.1% prefer not to say</p>	<p>Applications : 86.9% heterosexual/straight, 5.4% LGBO and 7.7% no information/ prefer not to say</p>	<p>Applications : 86.4% heterosexual/straight, 7.6% gay or bisexual and 6% no information/ prefer not to say</p>	<p>Applications: 88.8% heterosexual /straight, 6.1% no information/pref er not to say, and 5.1% gay or bisexual</p>

# Annual diversity report

2021/22

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