



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Forestry and Land Scotland Equality Mainstreaming Report

2019-2021



Scottish Government
Riaghaltas na h-Alba
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Foreword

People are very much at the heart of what we do. Looking after 9% of Scotland's total land area means we directly employ 993 people and contract with many more in a wide variety of roles. The majority of those are land-based, technical and scientific roles, but also includes hundreds of supporting roles to help run the agency.

The national forests and land provide environmental, economic and social benefits for all of Scotland's people. Through the work we do, we support businesses and supply chains across the country. We also have millions of people visiting and enjoying the national forests and land each year, and we work with thousands of communities and organised groups.

Forestry and Land Scotland is committed to doing all we can to mainstream equality. As an employer that means increasing the diversity of our workforce to reflect the communities we serve and the general population of Scotland. In working with others that means ensuring there are no barriers that would prevent equality of access or opportunity.

This report sets out the progress we've made in the two years since the agency was established. I'm proud of what my teams have been able to achieve, especially in light of the pandemic. We've kept our colleagues safe and supported during the pandemic, prioritising mental health & well-being. We've increased the number of young people we employ through our increased efforts to support work-based learning and Green Job opportunities in the wake of Covid. And we have progressed our commitments to fostering an inclusive and welcoming workplace through our delivery of Engaging the Bystander training. We still have much more to do and we've detailed what our equality work will focus on in a new set of interim equality measures for 2021-2023.

Simon Hodgson,
Chief Executive, Forestry and Land Scotland.



Overview

Forestry and Land Scotland employs approximately 1000 people, all highly committed to delivering good quality forests, woods and trees. At the moment however the workforce does not reflect Scotland's population as a whole.

Today brings the publication of first Forestry and Land (FLS) Equality Mainstreaming Report. It summarises information on the composition of the FLS workforce as well as recruitment, development, and retention policies and practices. This gives a good idea of the diversity of our workforce and summarises not only the position at the end of 2020 but actions to move the organisations towards having a greater diversity of staff.

Reporting on equality is not new. When we were part of the Forestry Commission, there was an annual Equality Monitoring Report, which covered the composition of the workforce, recruitment and leavers, and other related issues on four protected characteristics: age, disability, ethnicity (race) and sex. Now the scope has been extended and requirements strengthened to come into line with the reporting requirements of the Scottish Government. In Scotland, public authorities are required to gather and use detailed information on nine protected characteristics: age, disability, sex, pregnancy and maternity, gender reassignment, sexual orientation, race, religion or belief, and marriage and civil partnership. This means that, for example, they must show what steps they are taking to address an issue brought to light by its employee monitoring data. In Scotland, there is also a specific duty to develop and publish a set of evidence-based equality outcomes every four years.

Let me go off at a bit of a tangent. At university I studied plant ecology. On one hand it introduced me to the science of forestry and on the other opened my eyes to the connections between all the organisms that make up an ecosystem, each species having its own niche according to its inherited properties and each individual having their lessons learned from previous experience to add to these genetic traits. In these respects, people are just the same as other animals - everyone has a particular set of skills and strengths, inherited and learned, that can be put to good use in many different jobs.

The forestry workforce in Scotland is predominantly made up of white men. They make an invaluable contribution to the creation and management of today's forests in Scotland. But the current workforce could be strengthened if we took steps to create a workforce that is more typical of Scotland's population. The increased workforce needed to meet the increasing woodland creation targets gives us an opportunity to recruit a wider range of staff. Over time this should ensure that the full breadth of abilities, skills and experience can be brought to bear on increasing and improving Scotland's woodland resource and that's the outcome we should be working towards.

The Equality Mainstreaming Report focusses on actions during the recruitment process and after recruitment on our ways of working and career development. But we also need a wider cross section of people *applying* to join in the first place. Scotland's forests are a resource for us all - provided we use them in a considerate and responsible way - so logically we have all some relevant views of what these resources should be like and how they're managed. Moreover each of us has different skills to offer. What better way to contribute than to become involved in the creation and management of this resource.

Last but not least, although the focus tends to be on removing barriers to women, *all* areas of discrimination need to be tackled so that the forestry sector can tap into the full range of talent, skill and experiences available in Scotland.

Helen McKay,
Chief Forester for Scotland

1. Introduction – Who we are

On 1 April 2019 new Scottish Government agencies were formed to take forward the work previously undertaken by Forestry Commission Scotland and Forest Enterprise Scotland along with the new responsibilities gained following the full devolution of forestry to Scotland.

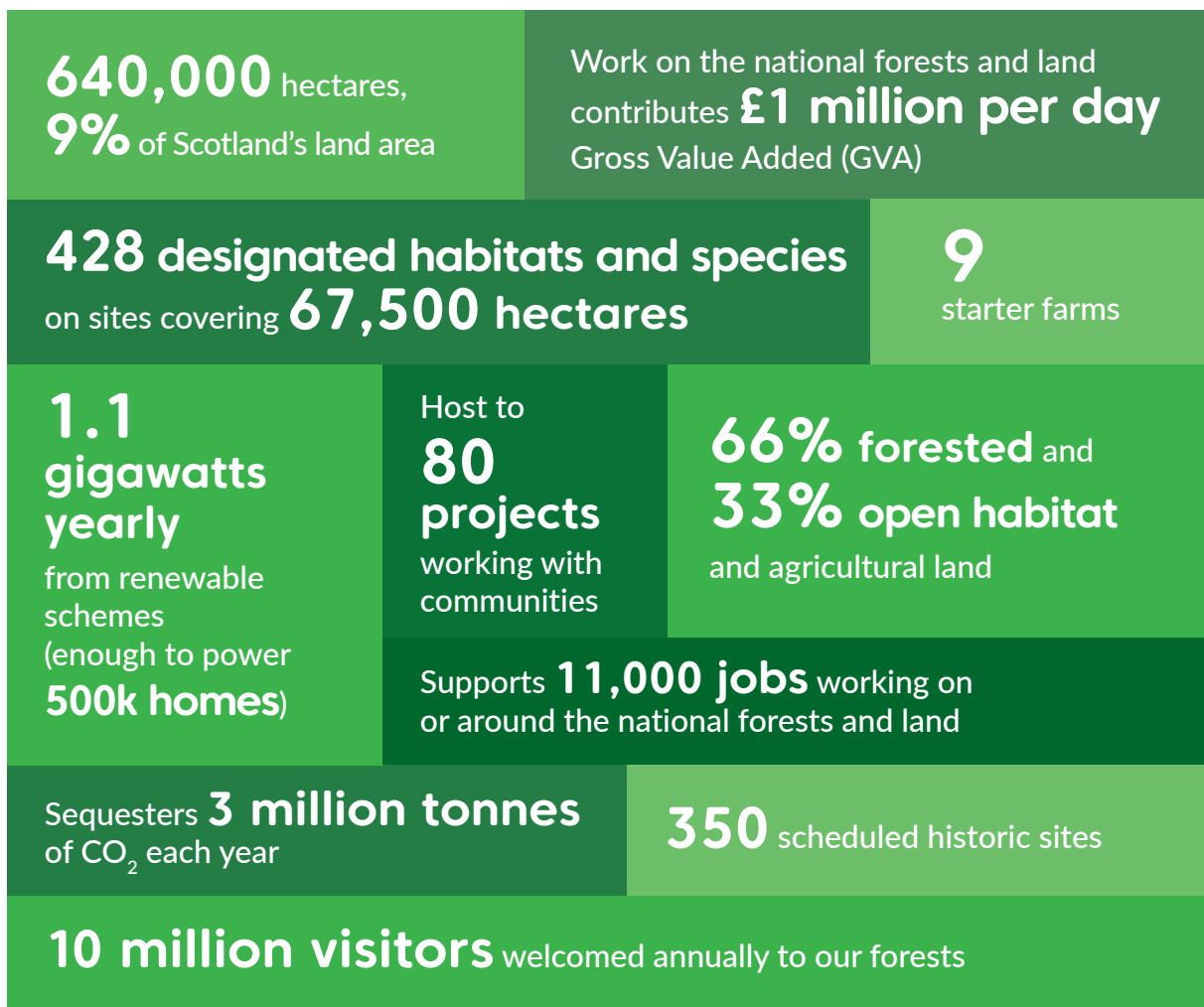
Forestry and Land Scotland look after national forests and land to enhance biodiversity, support tourism and increase access to the green spaces that will help improve Scotland's physical and

mental health and well-being. We also continue to provide vital timber supplies to support the rural economy.

We are proud to contribute to the continuing success of forestry in Scotland. Work on our national forests and land contributes £1 million to the Scottish economy each day, supports 11,000 jobs, soaks up over 3 million tonnes of CO₂ each year and hosts over 80 community projects with a focus on inclusive activities.

1.1 Our Vision, Mission and our People Promises

Our forests and land





Our Corporate Plan sets out five corporate outcomes that guide all of our work to 2022, support our mission and vision for Forestry and Land Scotland and contribute to the delivery of Scottish Government's National Performance Framework.

Our People Strategy sets out our ambitions for Forestry and Land Scotland as a supportive, safe, inclusive and high-performing workplace. It will help us to achieve our corporate outcomes, but specifically:

- Forestry and Land Scotland is a supportive, safe and inclusive organisation that provides exciting careers, professional development and strives to be an employer of choice; and
- Forestry and Land Scotland is recognised as a high performing, efficient and effective, financially sustainable organisation that continues to transform and adapt.

Our values as Civil Servants – **integrity, honesty, objectivity** and **impartiality** – are at the core of everything we do.

Scotland's National Performance Framework sets out Scottish Government's aspirations for Scotland, and also guides our approach to:



We are all expected to act towards each other in a way that does not humiliate, intimidate, disrespect or otherwise go against our Harassment and Bullying Policy. We will deal with any complaints about harassment or bullying in a sensitive and supportive way, to resolve these fairly, responsibly and consistently.

Our People Strategy enable us all to develop our culture and be deliberate in creating an inclusive environment to attract and retain the best people. The People Strategy has been developed by our colleagues, and the commitments within it are promises that we make to each other to ensure everyone feels valued, respected and proud to be part of FLS.

Supporting one another: We will create a positive "employee experience" for everyone; whether permanent, temporary or a short term agency

worker, from the moment you decide to work for us, to your last day and beyond.

Safety First: When we come to work, it is important that we keep each other safe as well as those who visit Scotland's national forests and land. Whether you are in a forest or behind a desk, safety must be a top priority in all our decision making.

Including You: It is important everyone understands, supports and is accountable for diversity and inclusion, so that we all feel valued when we come to work.

High Performing: Our first three promises to be supportive, safe and inclusive will provide the foundation for us all to reach our full potential and in turn have a positive impact on the performance of Forestry and Land Scotland.

2. 2020 – A year like no other



For everyone across Scotland, the UK and the rest of the world, 2020 has been a year like no other. Almost overnight, many of us found ourselves living and working in drastically different ways because of COVID-19. At the height of lockdown in March 2020, many of Forestry and Land Scotland's employees set up a work station from their homes, commandeering kitchen tables, spare bedrooms and even the family caravan (normally reserved for holidays) for what we thought would be a 12 week period. Now, more than a year on, we've all had to embrace day-to-day restrictions on our lives in order to ensure the health of our friends, families and local communities. We've been thrust into the virtual world of Zoom, Microsoft Teams and Skype, both for working and socialising, and the words 'you're on mute' have become a daily catchphrase for many.

With the majority of our colleagues still working from home and others carrying out essential harvesting work, mental health and well-being has been a constant area of concern and focus for FLS over the last 12 months. Activities such as daily check-in calls, weekly team coffee mornings and well-being staff pulse surveys, have resulted in more open, honest and supportive conversations about mental health across the whole organisation. Colleagues have reported that over the last year they've felt more comfortable talking about mental health, they know what support is available to them and how to access it and that the focus on physical activity and taking a break 'away from the screen' has helped people manage their mental health better.

Before the pandemic hit, there were already inequalities across many parts of our lives in Scotland such as income, wealth, living standards, labour market participation, health, education and life chances. Emerging evidence gathered by Scottish Government suggests that COVID-19 has exacerbated many of these pre-existing inequalities, impacting the most vulnerable in our society. The pandemic has also highlighted the effect of deprivation (rural and urban) and a lack of green space as an indicator of inequality and/or poorer outcomes.

A Scottish Government report called “The impacts of COVID-19 on Equality in Scotland” published in September 2020 stated:

“In the short and medium term, many are concerned about health inequalities, with evidence pointing to some groups being disproportionately more likely to be infected with the virus and to experience poor health outcomes. There are also concerns about the widening of economic inequalities, as some groups have been more affected by unemployment and reduced income.

In the longer term, there are concerns about the effect of the COVID-19 outbreak and ensuing lockdown measures on a range of life chances and future prospects or opportunities. Evidence suggests that some groups are more likely to experience negative effects in many different areas of their life, including in employment, future career prospects, educational opportunities, social outcomes and health and wellbeing.”

From an organisational perspective, COVID-19 has had a significant impact on delivery across FLS but the results have not all been negative.

Whilst most of our colleagues moved to remote working or were stood down, with full pay where their day-to-day work could not be carried from home, about a third of our colleagues were involved in essential forestry operations. Timber harvesting and processing activities produce materials and products that go directly into essential services - pallets (food and medical supply chain), biomass

(energy) or high-grade paper (packaging), therefore, the continued supply of these materials during COVID-19 has been our main priority.

We have also worked with industry partners such as Forest Industry safety Accord (FISA), Scottish Government and other key stakeholders to develop and agree COVID-19 guidance for our colleagues, contractors and the sector as a whole across the UK, enabling essential work to be carried out in a covid-secure way. A copy of this guidance can be found [here](#). An equality impact assessment was carried out during the development of this guidance and FLS has embedded equality, diversity and inclusion into our processes and practices based on this guidance.

We protected our most vulnerable colleagues by ensuring they stayed at home and followed public health guidance. We also protected the most vulnerable in our communities by closing our sites and visitor centres to discourage non-essential travel across Scotland; several colleagues volunteered for local charities or the NHS during work time; we supported those home-schooling, caring for others or with frontline workers in the home to work flexibly on full pay and we ensured those staff with reasonable adjustments in place had a safe and suitable working environment. As a result, we are now reviewing our flexible working practices, developing implementation plans for Smarter Working across FLS buildings and offices and undertaking an Equality Impact Assessment on our return to offices for later on in the year.

As mentioned at the beginning of the report, the COVID-19 pandemic has exacerbated pre-existing inequalities within workplaces and society in general. However, for FLS, it has also sharpened our focus on the key structural and cultural barriers across our organisation for protected characteristic groups. Our recovery and renewal in the wake of the pandemic will be an opportunity for us to tackle those barriers head-on and re-commit to our promise of a safe, supportive and inclusive workforce culture.

3. Our Approach to Mainstreaming Equality, Diversity and Inclusion

It is important everyone understands, supports and is accountable for diversity and inclusion, so that we all feel valued when we come to work.

By having **a more diverse workforce**, we will better reflect the communities we serve, be more innovative and creative, and ultimately improve our effectiveness and efficiency as an organisation. We value the talents and strengths of our colleagues but acknowledge that, in order to attract a more diverse workforce, we need to work on our culture.

You can read more about how we are building an inclusive culture on page 17.

We will collaborate and develop new ways to **reach out to under-represented groups**, so that FLS is viewed as a progressive organisation that people would want to be a part of.

You can read more about the changes to our recruitment processes and systems on page 10.

We know we need to build a more inclusive workplace and recognise this might be uncomfortable for some as we start to explore social norms and break down barriers. We will create an environment that celebrates similarity and difference by fostering respect and understanding between colleagues who share a protected characteristic and those who don't.

Every one of us should feel we have an effective voice. We will create a safe environment where dialogue and challenge are dealt with constructively and where your views are sought, listened to and can make a difference. This will go beyond a reactive review of our annual People Survey results and will include **proactive engagement**. Our Partnership with Forestry Trade Unions Scotland will be fundamental in helping to create this safe environment.

We promote and recognise the value of maintaining a **positive work-life balance**. As a new Agency, we are **reviewing our HR policies, procedures and day-to-day practices**, with the purpose of achieving a better work-life balance for all, ensuring diversity and inclusion is integral in how we work.

We all promise to:

- make inclusive, fair and transparent decisions;
- recognise and appreciate that everyone is different;
- be open to the ideas of others; and
- show empathy and understanding.

You can read our People Strategy by clicking [here](#).

4. Our Progress – Equality Outcomes

When we transitioned into Forestry and Land Scotland in April 2019, we set interim Equality Outcomes for the period 2019-2021 which were consulted upon and agreed by our colleagues, partners, stakeholders and Scottish Government.

The interim outcomes were:

- 1. To reflect the diverse communities we serve by building a more diverse workforce;**
- 2. Our People understand, support and are accountable for Diversity and Inclusion; and**
- 3. Scottish Forestry is an inclusive organisation that values the contribution everyone can make.**

The above equality outcomes were designed to ensure we retained a focus on some significant issues as we transitioned into a new Executive Agency of Scottish Government and to help increase the capacity and performance of FLS, both as an industry leader and as an employer. Long-standing and deep-rooted problems will not be remedied swiftly. Our progress, internally and externally, has also been significantly impacted the COVID-19 pandemic, which has seen our day-to-

day working lives and our home lives turned upside down. So while we are pleased to report progress across all of the outcomes set in 2019, we acknowledge that there is much more still to do before inequalities are eradicated once and for all.

The following section of this report gives an update on progress towards these outcomes and outlines some of the work that has been delayed or interrupted due to the COVID-19 pandemic.

4.1 Outcome 1: To reflect the diverse communities we serve by building a more diverse workforce

As an employer, FLS is determined to be an exemplar. We are strongly committed to equality and diversity, which we demonstrate through our workforce policies and practices, our support for staff and our drive for continuous improvement in this area.

Over the last two years, we have seen a significant increase in declaration rates across all protected characteristics. This has significantly increased during 2020 when we launched a diversity monitoring campaign across FLS called, *Including You*.

Case Study: Including You – diversity monitoring campaign

In October 2020, we launched an ongoing staff campaign called 'Including You'. The campaign encouraged staff to complete their diversity information on our online HR system, sharing important information about themselves including race, gender, religion or belief, sexual orientation or any disabilities or long-term health conditions. The campaign focused on raising awareness amongst our colleagues of the importance of sharing their diversity data with us as an organisation, what we did with the information and how we would use the data to better support our workforce, now and in the future.

Campaign collateral included a guidance booklet and instructional video to help staff complete their information and reassure them of the confidential nature of the information they provided. We also issued targeted communications to all cost centre managers across Forestry and Land Scotland, including a personal message from the CEO to all staff.

As a result, for many protected characteristics, our declaration rates are now over 80%. There is still some work to do in 2021 for areas such as sexual orientation, religion and gender re-assignment.

[Here](#) is the link to the Including You Step-by-step video guide.



Over the last two years, a temporary cessation on internal and external recruitment, firstly to transition into an agency and secondly during the initial COVID-19 lockdown, has restricted the pace at which we have been able to influence change in the shape and composition of our organisation.

However, we have been able to review many aspects of our recruitment processes and make improvements to the candidate journey when applying for a role in Forestry and Land Scotland. This has been mainly focussed on removing barriers for under-represented groups such as women, young people and disabled candidates and using positive action statements in job adverts, where appropriate, in order to engage and encourage a wider pool of talent.

Case Study – Resourcing & talent – attracting a diverse pool of talent

In 2020 we formed our new Resourcing and Talent Team within HR. The aim of the team is to look at the agency as a whole and review how we recruit, who we recruit and improvements we can make to support and retain our current workforce.



Throughout the past two years, we have made improvements to our recruitment processes and practices with the implementation of Success Profiles. This Civil Service wide framework enables Scottish Forestry to attract and retain people of talent and experience from a range of sectors and all walks of life. The framework moves recruitment away from using a purely competency based system of assessment. It introduces a more flexible framework which assesses candidates against a range of elements using a variety of selection methods. This will give the best possible chance of finding the right person for the job, driving up performance and improving diversity and inclusivity.

Alongside the implementation of Success Profiles, we have also reviewed and updated our job adverts, role descriptions and how we utilise social media and other platforms to engage a wider, more diverse audience. Here are some of the improvement we have made:

- **Positive Action** – we now use positive action statements in our adverts to engage potential applicants from under-represented groups and directly appeal to them to consider Scottish Forestry as an employer of choice.
- **Gender neutral language** – to ensure we aren't excluding anyone before they have even applied, we review all of our job adverts and the language or phrases we use for gendered terms or business jargon. We use an online tool to help us to this as well as utilising Equate Scotland's 'Recruitment Language Guide'.
- **Happy to Talk Flexible** – In 2019, we signed up to Working Family Friendly Scotland's 'Happy to Talk Flexible' campaign and now use their logo on all job adverts to promote our commitment to striking a better work-life balance for all our colleagues and to ensure potential candidates know that we are happy to discuss flexible working options during the recruitment process.
- **Social Media** – we are continuing to explore how we can make better use of our social media pages to better engage our target audiences. Advertising in this way can open the advert up to a wide audience who then have easy access to share the advert with others who may be interested.

- **Jobs Page on our Website** – we've created a specific section of our website that is dedicated not only to advertising our vacancies but also giving potential candidates an insight into what it is like to work in Scottish Forestry on a day-to-day basis, what the career pathways into forestry are and a chance to meet some of our current employees through blogs or case studies. The pages also contain further information on our application process, top tips on preparing for interview and reinforce our commitments to equality, diversity and inclusion by providing further information on our Guaranteed Interview Scheme.
- **Exit Surveys** – we have updated our exit survey allowing us a better way to look for any trends when people leave the agency, allowing us to see where improvements can be made. On the other side, we are currently looking at a new starter survey. This will cover topics from the recruitment process to stepping through the door on their first day. This will allow us to look at how we can continue to improve our processes.

At present we are implementing a new recruitment system via iTrent. This will allow us to completely overhaul the format of our job adverts, with more freedom to re-structure and edit advert templates, making them more appealing and accessible to applicants. As well as the new system being more user friendly and specifically built for our needs, it will also enable us to provide better support to candidates with additional support needs and track any reasonable adjustments that need to be put in place through a candidates journey with us. As this new recruitment functionality will be embedded into our current HR system, there will be full integration, giving us the ability to track and report on all protected characteristics throughout the employee lifecycle.

You can find out more from our recruitment and retention data on page 26.

When it comes to equality, our workforce policies help us to implement good equality practices across the organisation which reduces the likelihood that we will unlawfully discriminate against a colleague, or group of colleagues, from a protected characteristic group. Not only is it good practice to consider equalities in policy making but by embedding equality into all our policies from recruitment to pay to performance, we are demonstrating our commitments to equality and putting our people at the centre of what we do.

In 2019, when we transitioned into FLS, our new Policy Team was formed. They set about planning a full policy review and prioritising which policies needed to be updated. It was agreed that a focus of this review would be to truly embed equality and diversity into all of our policies and not just have a single Equality Policy that many colleagues viewed as being a 'bolt-on'.

Case Study – Workforce policy review

Our HR Policy Team has responsibility for maintaining and updating around sixty areas of policy on our intranet site. The team was formed just over 2 years ago and we are currently mid-way through our first two year review schedule (2020-2022), which involves carrying out full reviews of former FC policies on a priority basis. In creating new HR Policy our aims are to:

- Create a simple, easy to access format with concise policy documents with links to supplementary guidance catering for employees with different learning styles and levels of IT literacy
- Adopt a more informal and friendly tone than previous policy; addressing our employees wherever possible in the first person
- Mainstream equality, diversity and wellbeing throughout our policy and guidance so they are embedded in actions and not vague, high level concepts
- Introduce the concept of reciprocity: setting out what we will do to help and support you as our employee and what our ask is in return
- Have an end to end process that engages with relevant stakeholders, subject matter experts, union colleagues and employees across our business who may be adversely affected by any policy changes, ensuring their feedback is reflected in the finished product

Our new approach to Performance and Development was launched on 1 April, replacing a formal, time intensive, ratings based process with a move to informal, monthly 'check-ins' that are supported by an IT solution. This has provided a good opportunity to introduce more regular, informal conversations that can focus as much on health, wellbeing and career aspirations as on progress made towards meeting work objectives. The policy and guidance focus in on how to support employees when life circumstances change, whether that be developing a long term health condition that may require a reasonable or workplace adjustment through to life events such as bereavement and relationship breakdowns that may have an impact on an individual's performance for a period of time. We encourage the use of stress risk assessments and Wellness Action Plans and signpost relevant internal and external resources such as Mental Health First Aiders and the Employee Assistance Programme. We engaged with our Trade Union colleagues and relevant stakeholders from an early stage and set up four sessions of our People Policy Group to gain feedback on our proposed approach. The purpose of the People Policy Group is to bring together a representative spread of employees from across the business of different grades, gender, roles, ages and service with the express purpose of involving them in policy change. These sessions helped to inform our Equality Impact Assessment process, for example they helped to identify certain groups of staff who mainly work in field based roles who may have access or IT literacy issues, many of whom are long serving, older members of staff. As a result we created paper based forms that could be uploaded by their manager as an alternative solution. Feedback on the new approach and the policy which supports it has so far been positive with employees welcoming a more straight forward, people centred approach. Work is currently ongoing to develop a new approach to probation and performance improvement with the intention that the policy development process and the end products will continue our work in engaging our workforce and mainstreaming equality and diversity through policy.

Case Study – Welcoming new staff at Newton Nursery

In August 2019, Newton Nursery recruited 15 new members of staff. Of these new employees, two thirds of the individuals spoke English as their second language. Amongst this new cohort of staff, there is a mixed level of understanding of the English language, varying from excellent to requiring the assistance of another member of staff or an interpreter to translate.

In order to ensure that all staff felt included and welcomed to FLS, the nursery team worked with the People Team to compile a two-day induction workshop. This was held within a local hotel conference centre where a presentation was made to all the new employees with an interpreter to ensure that all staff understood without the need to rely upon others within the group to translate. The slides of the presentation were already translated for greater clarity. The induction session covered HR policy and procedure, health, safety and wellbeing, pay and pensions, along with a general questions and answers session. Finally, we covered the potential Nursery redevelopment proposals asking staff for their input/suggestions on what improvements they would like to see. Having the interpreter present, enabled everyone to put forward their ideas and thoughts without worrying that they may have been mis-heard or misunderstood.

We have also taken steps to ensure that the working environment is welcoming and accessible. We have put up dual language signs and translated all documents required for work purposes. This included the FLS People Survey. In addition to this we have more recently provided staff with information found on the Scottish Government website in relation to COVID-19, translated into their first language.

We'll continue to review communications and documentation to ensure that it is accessible to everyone and we'll also look at further actions we can take to ensure this group of colleagues continue to be included in day-to-day decision making and the redevelopment programme.

4.2 Outcome 2: Our People understand, support and are accountable for Diversity and Inclusion

Case Study – Raising awareness of equality in UKWAS accreditation

Scotland's Forests and Land and previously the National Forest Estate has been independently certified to the UK Woodland Assurance Standard (UKWAS) since 1999. Forest management certification to the scheme provides assurance that we practice sustainable forest management, meaning we balance our management of Social, Economic and Environmental objectives.

That standard is maintained and updated by the UKWAS Steering Group and the latest version of the standard, UKWAS 4.0, was launched in April 2018.

UKWAS is not just about forestry operations or land management practices, it also takes into account the people who work, visit and live near our forests and land. The standard requires us to evidence our work towards minimising adverse impact, woodland access and recreation, rural economy, training & development of our people and of course, equality and human rights.

When we transitioned into Forestry and Land Scotland, a project team in FLS was brought together to develop training materials for colleagues on the new standard and increase the knowledge and understanding of the non-technical aspects of the standard. Together they developed an online e-learning module that supported staff to better understand how their day-to-day work contributed towards the standard and demonstrate how compliance with equality legislation was intrinsically linked to compliance with the UKWAS standard. The e-learning module covers topics such as providing information to consultees in an accessible way, fair and inclusive procurement practices, Equality Act 2010 and Fair Work Principles, such as National Living Wage and Employee Voice.

The launch of the e-learning module was delayed due to COVID-19 but it did eventually 'go live' on the Learning & Development system in January 2021. The module is mandatory for all Land Management staff and available and accessible to all other staff across FLS. Everyone is encouraged, particularly new members of staff, to undertake the learning to find out more about our day-to-day practices and how we ensure equality is mainstreamed and embedded into them.

The Estates Development (ED) team in FLS are responsible for managing, expanding and developing Scotland's national forests and land through the following functions and key activities:

- Land Agency and Agriculture – manage the leases, agreements, property management, agriculture advice, boundary adjustments etc. on FLS land. The agricultural land holding extends to some 30,000 ha.
- Renewables – manages the development of sustainable renewable energy projects on FLS land holdings.
- Acquisitions and Disposals – manage the sale of land and surplus property assets, the purchase of new land for planting, and seeking out potential commercial development opportunities.

- Strategy, Policy and Development – oversees internal ED guidance documents, the FLS Land Registration Project, quinquennial valuations and commercial development policy.

- Finance and Assurance support within the ED team

Mainstreaming equality, diversity and inclusion into all aspects of the teams remit is an on-going priority but 2020 saw a significant step forward in embedding equality into a new Renewable Energy project.

Case Study – Embedding equality into renewables scheme

In preparing the Energy Offering 2019 for new renewable energy schemes on the national forests and land, we completed an Equality Impact Assessment (EqIA) to seek areas that could influence an industry very strongly male-dominated. This led to including two questions on the application form.

One was to supply the Equality and Diversity (E&D) policy of the applicant, including a commitment that they adhere to the policy and will continue to do so, or if not in place now, that they commit to putting such a policy in place before any legal agreements are signed. This was a Gateway question, which meant their application would not be considered if they did not comply with the request.

The second question asked how developers will ensure E&D in relation to the project, with examples of the kinds of measures FLS would expect to see. This question was weighted with 5% of the total score. The evaluator score ranged from 0 to 4 to be multiplied by the weighting to give the contribution to the total score. 0 for nil or inadequate response, 4 for completely relevant and excellent overall. Evaluation was done by an expert from Harper Macleod LLP, including comments on each policy and answer.

Of the 21 sites evaluated, 5 of the winning bidders scored 4, 15 scored 3 and 1 scored 2.

We have discussed E&D further with some developers in feedback sessions after their scores were given to them. Inclusion of these questions was welcomed by them as demonstrating the importance of this as an issue that they could use within their own organisation to promote the policy.

The next step planned is to review the EqIA to see if it was effective and use the evaluation comments on the submissions to learn lessons for other projects within FLS or take forward further action as the successful projects over the next 12 months move towards signing of legal agreements.

Case Study – Scotland’s Bravest manufacturing company



On 1 February 2021, Forestry and Land Scotland signed a two-year contract with Scotland’s Bravest Manufacturing Company.

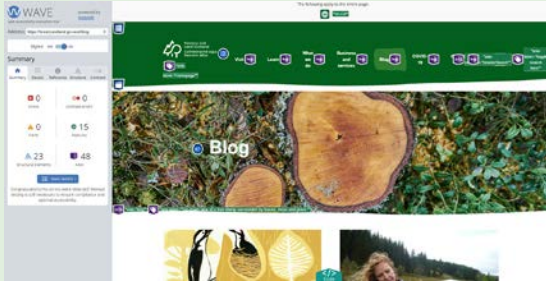
Part of the Royal Legion Industries, this innovative company provides employment opportunities to help ex-service personnel towards independence through employment after they leave service. The firm will be supplying a considerable amount of signage over this time, including site safety and temporary notices.

We’re especially pleased to be able to commit to a high-value contract to such a deserving business, and play a small part in helping Scotland’s heroes adjust to life beyond the services.

Within our Corporate Services team in Forestry and Land Scotland, our Communications, Marketing and Media team have responsibility for all aspects of communications for FLS including long-term planning and alignment to Scottish Government priorities. The team support proactive and reactive media requests,

internal staff communications, manage our social media platforms and also website content and functionality. The team work proactively to embed equality, diversity and inclusion in all that they do, including ensuring that our website is fully accessible.

Case Study – Website accessibility



Forestry and Land Scotland has been and is still engaging in a range of efforts to improve web accessibility across our website and social media. As well as complying with new legislative requirements, this also ensures the many people throughout Scotland who rely on assistive technologies to consume web content can fully benefit from everything we publish online. We have worked with our external digital agency to ensure that the many pages in our website are fully accessible and compatible with assistive technologies such as screen readers. We are now working with them to

take it a step further and deliver a deep-dive analysis and improvement project aimed at ensuring not only is all our content technically compliant, but that the user experience is as clear and enjoyable as possible for all users.

Not only are we ensuring the pages of our website are fully accessible, but the same important work is also being done with the many documents, videos and other files available from it. We have a parallel project underway for our internal Intranet system including its many pages and files, so that our staff audience as well as the public can be sure of full accessibility from everything we produce. Our efforts even extend to social media, where on platforms like Twitter we ensure all images are tagged with “alternative text” so that listeners as well as viewers can fully benefit. Leaving no stone unturned, our far-reaching project aims to help FLS comprehensively deliver on its corporate objective to be a supportive, safe and inclusive organisation.

Our Design Team have also been building a photo bank of inclusive imagery since we transitioned into Forestry and Land Scotland. Unfortunately, some of this work has been postponed due to

COVID-19, with photoshoots cancelled and newly branded corporate clothing delayed. However, the team did manage to add some new imagery to the photo bank before lockdown in March 2020.

Case Study – New inclusive imagery/photo bank



The launch of FLS, combined with developing a new imagery library system, gave us an opportunity not only to renew our photography brand approach but also to ensure our imagery reflected society and showed diversity and equality in all areas of FLS work and its visitor offer. Our goal was an imagery library that developed from the start with inclusiveness as a core objective.

We did this by involving our Equality & Diversity manager in discussions on photo shoot planning and subject matter to help clarify and make sure we got the results we were looking for. This enabled us to improve briefs and weave in diversity and equality objectives in to our photo shoots using a wide mixture of people and groups to cover the full range of diversity. We used models in photo shoots to make sure we could achieve this rather than relying on staff and those who happen to be in the forest at the time of the shoot. Included in this was looking at well-being and mindfulness as a focus, feelings rather than just place.

All photos are available in our new image library system, which is available to all staff. The images are all fully meta-tagged meeting accessibility standard and are easily searchable within the system.

4.3 Outcome 3: Forestry and Land Scotland is an inclusive organisation that values the contribution everyone can make

Inclusion and developing a welcoming working environment has been a priority for Forestry and Land Scotland over the last two years and will continue to be an area of focus well into 2021 and beyond. We first started to examine our workplace culture, values and behaviours back in 2018 as we geared up to transition into the new agency. Colleagues reflected on the positive and negative aspects of working in Forest Enterprise Scotland and attended focus groups and planning sessions to start building a picture of what an 'inclusive workplace culture' would mean

to them as part of Forestry and Land Scotland. Staff input and engagement continued throughout the development of our Vision, Mission and Corporate Outcomes for FLS through a series of all staff communication events, as well as consultation with FTUS, partners and other key stakeholders.

This work to build a more inclusive working environment has continued, albeit with some delays due to COVID-19, and below you can find out more about how we've turned feedback into action.

Case Study – Addressing inappropriate behaviours

In the early part of 2019, our focus was mainly on structural changes as we transitioned from Forestry Enterprise Scotland to Forestry and Land Scotland. However, from previous feedback, the Executive Team were aware that as a leadership team, and as an agency of Scottish Government, we needed to also embrace cultural change to ensure that FLS remains an enjoyable and professional place to work and that everyone feels they can thrive here.

In Dec 2019, the CEO issued a letter to all staff. The letter was not connected to communications from Scottish Government about sexual misconduct, nor was it the result of one specific incident in FLS. It was, however, an important step to addressing some serious incidents and less obvious day-to-day cultural challenges that the Executive Team had become aware of in the latter part of 2019. These incidents had impacted on how welcome and comfortable people felt in their day to day working environment and had a negative effect on overall well-being.

The letter contained the following key messages from our CEO:

- Our workforce is changing and evolving. As we welcome new colleagues from a wide range of backgrounds and experiences, we must ensure that our organisational culture also evolves to keep up with the expectations of that diverse workforce.
- In our day-to-day lives we should all be respectful and courteous to those we interact with and feel confident enough to challenge others when they do not meet those standards.
- We have a zero tolerance approach to bullying, harassment or victimisation of any kind and incidents of this or any other disrespectful behaviour will be dealt with robustly.
- We all have a responsibility to break down barriers and support all our people, at any level, to feel supported, safe and included.

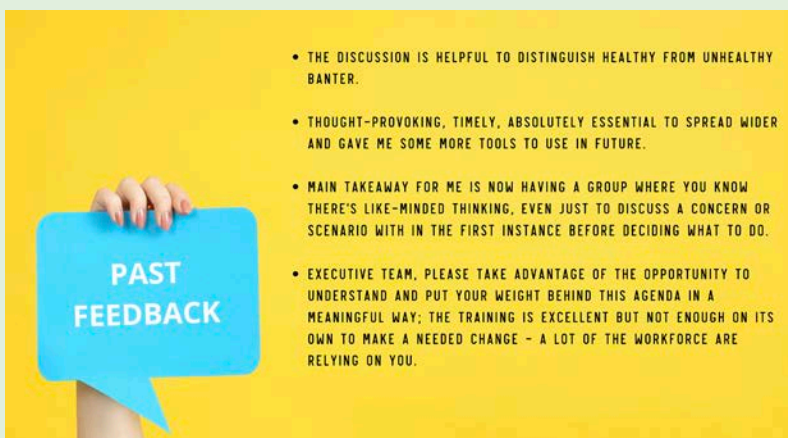
There was also a specific call for volunteers from across FLS to help drive this work forward and support the business to, not only implement effective actions, but to champion inclusion and tackle inappropriate behaviours or derogatory language.

Feedback from the letter was mainly positive, with many colleagues reporting that they felt supported at the highest level to challenge negative behaviours and also raise issues or concerns. There were also some colleagues who felt confused or concerned about the letter as they didn't recognise the behaviours being described as they felt they have never seen or experienced them.

As a result, staff volunteers came together to start developing an Inclusion Action Plan which would help raise awareness of cultural issues, explore evidence-based actions for effecting cultural change and establish appropriate channels by which staff could raise concerns. It was also agreed that suitable training was required to engage colleagues in conversations about what behaviours were and were not acceptable in the workplace.

In March 2020, we were due to deliver a pilot training workshop called Engaging the Bystander to senior leaders and staff volunteers. Unfortunately, due to COVID-19, the training had to be cancelled and the development of the Inclusion Action put on hold. However, in August 2020, we did manage to deliver an online version of the training to the Executive Team and about 30 colleagues, including FTUS representatives.

The pilot training was met with overwhelmingly positive feedback. Here's what some of the initial participants had to say:



We have now resumed our plan to deliver this training to colleagues across FLS and we will review the Inclusion Action Plan with the Executive Team and colleagues from across the business.

Mental health and well-being has been an on-going priority over the last two years in FLS. We've developed and published a Mental Health & Well-being action plan, we've created a permanent Well-being Advisor role and we've established and trained a network of more than 100 Mental Health First Aiders.

Despite the great work we've been doing, some stigma towards mental health still exists. A lack of awareness around certain conditions and the impact of poor physical and mental health on our working lives is still apparent.

With ageing workforce, we also need to support our colleagues to remain healthy, happy and included in the workplace. Feedback from staff and Mental Health First Aiders prompted us to deliver specialist workshops on both women's and men's health in 2020, for colleagues, managers and senior leaders.

Case Study – Supporting mental health & well-being

In October 2020, FLS and SF marked Menopause Awareness with several webinars. Talking Menopause, a campaign organisation to raise awareness around menopause, presented three lunchtime sessions – one for managers and one for women-only and one for all staff. The presentations and discussions were well-received and the recordings continue to be accessed via the online learning platform. Follow up discussions with women affected by menopause in the workplace is informing how adjustments for menopause are mentioned in guidance and embedded in policy documents.

In November, FLS and SF raised awareness around men's health for Movember, with external presenter Andy Elwood running two sessions, one for men only in the morning and one for all staff and managers. His presentation 'talking bol&*Cks' was based around better communication around mental health and wellbeing and information about prostate cancer and suicide prevention. For Movember, the Mechanical Engineering Services (MES) department made a short film about 'what is under the bonnet' that they might be keeping secret which can be seen here:

[Time To Talk by MES for MES - YouTube](#)

Case Study – Mountain bike trail feature names

Forestry and Land Scotland realised that it had a legacy of inappropriate names of features on our mountain bike trails when we received several negative posts on our social media channels following an event, on a specific trail in South Scotland. These trail names had been first applied when the trail had been constructed many years ago. Some of these clearly needed to be removed or changed but first the extent of the issue had to be investigated to ensure all instances at all trails were updated at the same time.

Working with Visitor Services staff in the regions and the Equality & Diversity manager, the Design & Visitor Planning team carried out an audit of all trails to identify any instances. From this an action plan was put together to suggest replacement names, list all media where the names appeared and needed to be changed (FLS webpages, on-site trail information & signage and in printed leaflets) and when this could be carried out. All this was achieved in a short space of time and removed the risk of offending any of our visitors.

5. New Interim Equality Outcomes 2021-2023

The Covid-19 pandemic has had a significant impact on our day-to-day work across FLS but also on the usual mechanisms we use to engage and consult with colleagues, visitors, stakeholders and members of the public.

Many of our usual methods or approaches have not been viable during Covid-19 due to remote working, reduced staffing capacity due to home-schooling/caring, visitor sites and centres rearing closed for much of the last 12 months and community engagement activity on our land being ceased due to Covid-19 restrictions.

Our stakeholders themselves, internally and externally, have also reported reduced capacity and the devastating impact of losing loved ones and community members to the virus as a reason not to take part in consultation on new equality outcomes over the last year.

Therefore, we have not been able to fully involve the people, groups and communities that will benefit from our new set of equality outcomes. We have however, been able to draw upon previous consultations and engagement activities, particularly with staff, to draft interim equality outcomes for the next two years. These are also aligned to Scottish Government's new outcomes, which we already contribute to, as an executive agency we contribute to.

The following interim outcomes will be reviewed and updated in line with our duties under the Public Sector Equality Duties over the next 24 months as we recover from the pandemic. We will then publish a new set of specific outcomes in 2023.

- 1. Our workforce increases in diversity to reflect the communities we serve and the general population of Scotland by 2023.**
- 2. By 2025, workforce culture will be more inclusive with employees from all backgrounds and characteristics and experiences reporting they feel increasingly valued.**
- 3. Our sites and services are increasingly accessible and inclusive. We will continue to remove barriers to ensure people from all backgrounds and communities can enjoy Scotland's national forests and land.**
- 4. Strengthen strategic relationships with other public and third sector bodies who work with under-represented groups, to enable us to continue to remove barriers to access, and identify opportunities for collaboration where it can add value and make best use of Scotland's natural resources.**

Appendix – Employee Data

Workforce Data

All Employees

* figure is <1% and has therefore been suppressed to protect anonymity.

| Gender | |
|--------|------|
| Female | Male |
| 330 | 663 |

| 908 | 40 | 45 |
|-----|----|----|

| 8 | 904 | 81 |
|---|-----|----|

| Age | |
|--------------|-------------|
| 39 and Under | 40 and Over |
| 322 | 671 |

| 221 | * | 767 |
|-----|---|-----|

| Gender Reassignment | |
|---------------------|---------------|
| No | Not Disclosed |
| 296 | 697 |

| Religion | | | |
|-----------|----------|---------------------|---------------|
| Religious | Agnostic | Atheist/No Religion | Not Disclosed |
| 78 | 15 | 140 | 760 |

| Marital Status | | | | | | | |
|-------------------|----------|---------|---------|-----------|--------|---------|---------------|
| Civil Partnership | Divorced | Married | Partner | Separated | Single | Widowed | Not Disclosed |
| 78 | 15 | 140 | 760 | 21 | 351 | 6 | 19 |

Workforce by Contract Type

| | Gender | | Disability | | | Ethnicity | | |
|------------------|------------|------------|------------|-----------|---------------|-----------|------------|---------------|
| | Female | Male | No | Yes | Not Disclosed | BAME | White | Not Disclosed |
| Full Time | | | | | | | | |
| Fixed Term | 15 | 26 | 36 | * | * | * | 37 | * |
| Permanent | 248 | 593 | 768 | 31 | 42 | 7 | 760 | 74 |
| Short Term Appt | * | * | * | 0 | 0 | 0 | * | 0 |
| Total FT | 264 | 621 | 807 | 34 | 44 | 8 | 800 | 77 |
| Part Time | | | | | | | | |
| Fixed Term | * | * | * | * | 0 | 0 | 6 | 0 |
| Permanent | 60 | 40 | 94 | * | * | 0 | 96 | * |
| Short Term Appt | * | 0 | * | 0 | 0 | 0 | * | 0 |
| Total PT | 66 | 42 | 101 | 6 | * | 0 | 104 | * |

| | Age | | Sexual Orientation | | | Gender Reassignment | |
|------------------|--------------|-------------|--------------------|----------|---------------|---------------------|---------------|
| | 39 and Under | 40 and Over | Heterosexual | LGBT+ | Not Disclosed | No | Not Disclosed |
| Full Time | | | | | | | |
| Fixed Term | 32 | 9 | * | 0 | 39 | * | 38 |
| Permanent | 267 | 574 | 191 | * | 645 | 257 | 584 |
| Short Term Appt | * | * | 0 | 0 | * | 0 | * |
| Total FT | 301 | 584 | 193 | * | 687 | 260 | 625 |
| Part Time | | | | | | | |
| Fixed Term | * | * | 0 | 0 | 6 | 0 | 6 |
| Permanent | 18 | 82 | 28 | 0 | 72 | 36 | 64 |
| Short Term Appt | 0 | * | 0 | 0 | * | 0 | * |
| Total PT | 21 | 87 | 28 | 0 | 80 | 36 | 72 |

| | Religion | | | |
|------------------|-----------|-----------|---------------------|---------------|
| | Religious | Agnostic | Atheist/No Religion | Not Disclosed |
| Full Time | | | | |
| Fixed Term | * | 0 | 0 | 40 |
| Permanent | 65 | 14 | 131 | 631 |
| Short Term Appt | 0 | 0 | 0 | * |
| Total FT | 66 | 14 | 131 | 674 |
| Part Time | | | | |
| Fixed Term | 0 | 0 | * | * |
| Permanent | 12 | * | 8 | 79 |
| Short Term Appt | 0 | 0 | 0 | * |
| Total PT | 12 | * | 9 | 86 |

| | Marital Status | | | | | | | |
|------------------|-------------------|-----------|------------|-----------|-----------|------------|----------|---------------|
| | Civil Partnership | Divorced | Married | Partner | Separated | Single | Widowed | Not Disclosed |
| Full Time | | | | | | | | |
| Fixed Term | * | * | 8 | - | 0 | 28 | 0 | * |
| Permanent | 6 | 41 | 424 | 32 | 18 | 297 | 6 | 17 |
| Short Term Appt | 0 | 0 | 0 | 0 | 0 | * | 0 | 0 |
| Total FT | 7 | 42 | 432 | 33 | 18 | 328 | 6 | 19 |
| Part Time | | | | | | | | |
| Fixed Term | 0 | * | * | 0 | 0 | * | 0 | 0 |
| Permanent | 0 | 10 | 64 | * | * | 21 | 0 | 0 |
| Short Term Appt | 0 | 0 | * | 0 | 0 | 0 | 0 | 0 |
| Total PT | 0 | 11 | 69 | * | * | 23 | 0 | 0 |

Workforce by Payband

| | Gender | | Disability | | | Ethnicity | | |
|-------------------|--------|------|------------|-----|---------------|-----------|-------|---------------|
| | Female | Male | No | Yes | Not Disclosed | BAME | White | Not Disclosed |
| SSG2 and SSG1 | * | * | * | * | * | * | * | * |
| Pay Band 1 | 6 | 6 | 12 | 0 | 0 | 0 | 12 | 0 |
| Pay Band 2 | 9 | 16 | 24 | 0 | * | * | 23 | 0 |
| Pay Band 3 | 26 | 55 | 76 | * | * | 0 | 78 | * |
| Pay Band 4 | 58 | 82 | 128 | 7 | * | * | 126 | 11 |
| Pay Band 5 | 79 | 88 | 146 | 7 | 14 | * | 154 | 12 |
| Pay Band 5 (Ops) | 20 | 72 | 88 | * | 0 | 0 | 89 | * |
| Pay Band 6A | 34 | 152 | 173 | * | 8 | * | 164 | 20 |
| Pay Band 6A (Ops) | * | 55 | 57 | 0 | * | 0 | 57 | * |
| Pay Band 6B | 83 | 108 | 170 | 12 | 9 | 0 | 164 | 27 |
| Pay Band 7 | 6 | 22 | 24 | * | * | 0 | 27 | * |
| Others | * | * | 7 | * | 0 | 0 | 7 | * |

| | Age | | Sexual Orientation | | | Gender Reassignment | |
|-------------------|--------------|-------------|--------------------|-------|---------------|---------------------|---------------|
| | 39 and Under | 40 and Over | Heterosexual | LGBT+ | Not Disclosed | No | Not Disclosed |
| SSG2 and SSG1 | * | * | * | * | * | * | * |
| Pay Band 1 | 0 | 12 | 7 | 0 | * | 8 | * |
| Pay Band 2 | * | 21 | 7 | 0 | 18 | 11 | 14 |
| Pay Band 3 | 16 | 65 | 28 | 0 | 53 | 26 | 55 |
| Pay Band 4 | 40 | 100 | 44 | * | 95 | 57 | 83 |
| Pay Band 5 | 79 | 88 | 48 | * | 117 | 63 | 104 |
| Pay Band 5 (Ops) | 13 | 79 | 24 | 0 | 68 | 33 | 59 |
| Pay Band 6A | 59 | 127 | 30 | * | 155 | 37 | 149 |
| Pay Band 6A (Ops) | 10 | 50 | * | 0 | 55 | 10 | 50 |
| Pay Band 6B | 70 | 121 | 26 | * | 164 | 48 | 143 |
| Pay Band 7 | 28 | 0 | * | 0 | 27 | * | 26 |
| Others | * | * | 0 | 0 | 8 | 0 | 8 |

| | Religion | | | |
|-------------------|-----------|----------|---------------------|---------------|
| | Religious | Agnostic | Atheist/No Religion | Not Disclosed |
| SSG2 and SSG1 | * | * | * | * |
| Pay Band 1 | * | 0 | * | 7 |
| Pay Band 2 | * | * | * | 15 |
| Pay Band 3 | 8 | * | 13 | 59 |
| Pay Band 4 | 19 | * | 19 | 99 |
| Pay Band 5 | 14 | * | 26 | 124 |
| Pay Band 5 (Ops) | 10 | * | 9 | 70 |
| Pay Band 6A | 9 | * | 24 | 151 |
| Pay Band 6A (Ops) | * | * | 7 | 50 |
| Pay Band 6B | 8 | * | 35 | 147 |
| Pay Band 7 | 0 | 0 | 0 | 28 |
| Others | 0 | 0 | 0 | 8 |

| | Marital Status | | | | | | | |
|-------------------|-------------------|----------|---------|---------|-----------|--------|---------|---------------|
| | Civil Partnership | Divorced | Married | Partner | Separated | Single | Widowed | Not Disclosed |
| SSG2 and SSG1 | * | * | * | * | * | * | * | * |
| Pay Band 1 | 0 | 0 | 9 | * | * | * | 0 | 0 |
| Pay Band 2 | 0 | 0 | 18 | 0 | * | 6 | 0 | 0 |
| Pay Band 3 | 0 | * | 55 | * | * | 16 | * | 0 |
| Pay Band 4 | * | 6 | 85 | 5 | * | 37 | * | * |
| Pay Band 5 | * | 7 | 73 | 8 | * | 71 | 0 | * |
| Pay Band 5 (Ops) | * | * | 60 | * | * | 19 | 0 | * |
| Pay Band 6A | 0 | 11 | 91 | * | * | 71 | 0 | * |
| Pay Band 6A (Ops) | * | * | 35 | * | 0 | 21 | 0 | 0 |
| Pay Band 6B | * | 19 | 69 | 10 | * | 84 | * | * |
| Pay Band 7 | * | 0 | * | 0 | 0 | 21 | 0 | * |
| Others | 0 | * | * | 0 | * | * | 0 | 0 |

Grievance & Disciplinary

| | Gender | | Disability | | Ethnicity | | | Age | |
|-------------|--------|--------|------------|-----|---------------|-------------|------|-------------|------------|
| | Male | Female | No | Yes | White British | White Other | BAME | 39 or under | 40 or over |
| Grievances | 89% | 11% | 100% | 0% | 89% | 11% | 0% | 33% | 67% |
| Disciplines | 87% | 13% | 100% | 0% | 4% | 91% | 0% | 17% | 82% |

Learning & Development – Training Course Attendance

| Gender | | Disability | | | Ethnicity | | | Age | | |
|--------|--------|------------|-------|-----------|-----------|------|---------------|--------------|--------|-------------|
| Male | Female | No | Yes | Not Known | White | BAME | Not disclosed | 34 and Under | 35-54 | 55 and Over |
| 15,658 | 7,719 | 21,334 | 1,011 | 1,032 | 21,764 | 138 | 1,475 | 4,926 | 11,442 | 7,009 |

Vacancy Reporting - Diversity & Inclusion Report

This report includes Diversity & Inclusion Data for all applicants to the stated vacancies. The data is processed by Civil Service Recruitment on behalf of Forestry and Land Scotland.

| Vacancy Ref | Gender | | | | Totals |
|------------------|--------|--------|-------------------------|------------------------|--------|
| | Male | Female | Prefer to self-describe | Prefer not to disclose | |
| Applicants | 3148 | 2092 | 10 | 109- | 5359 |
| % | 59% | 39% | 0% | 2% | |
| Passed Sift | 535 | 344 | 2 | 18 | 899 |
| % | 60% | 38% | 0% | 2% | |
| Passed Interview | 237 | 141 | 1 | 6 | 385 |
| % | 62% | 37% | 0% | 2% | |
| Posted | 141 | 89 | 1 | 5 | 236 |
| % | 60% | 38% | 0% | 2% | |

| Vacancy Ref | Disability | | | Totals |
|------------------|------------|------|------------------------|-------------|
| | Yes | No | Prefer not to disclose | |
| Applicants | 271 | 4934 | 154 | 5359 |
| % | 5% | 92% | 3% | |
| Passed Sift | 57 | 814 | 28 | 899 |
| % | 6% | 91% | 3% | |
| Passed Interview | 19 | 354 | 12 | 385 |
| % | 5% | 92% | 3% | |
| Posted | 9 | 217 | 10 | 236 |
| % | 4% | 92% | 4% | |

| Vacancy Ref | Sexual Orientation | | | | | | Totals |
|------------------|---------------------------|----------|-----------------------|----------------------------|-------|---------------------------|-------------|
| | Heterosexual/ straight | Bisexual | Gay woman/ lesbian | Prefer to self-describe | Other | Prefer not to disclose | |
| Applicants | 4610 | 186 | 141 | 13 | 0 | 409 | 5359 |
| % | 86% | 3% | 3% | 0% | 0% | 8% | |
| Passed Sift | 758 | 34 | 12 | 3 | 0 | 92 | 899 |
| % | 84% | 4% | 1% | 0% | 0% | 10% | |
| Passed Interview | 328 | 18 | 3 | 1 | 0 | 35 | 385 |
| % | 85% | 5% | 1% | 0% | 0% | 9% | |
| Posted | 198 | 11 | 1 | 1 | 0 | 25 | 236 |
| % | 84% | 5% | 0% | 0% | 0% | 11% | |

| Vacancy Ref | Ethnic Group | | | | | | Totals |
|------------------|-------------------------|---|--|-----------------------|-------|---------------------------|-------------|
| | Asian/ Asian British | Black/ African/ Caribbean/ Black British | Mixed/ multiple ethnic groups | Other ethnic group | White | Prefer not to disclose | |
| Applicants | 171 | 100 | 92 | 28 | 4768 | 200 | 5359 |
| % | 3% | 2% | 2% | 1% | 89% | 4% | |
| Passed Sift | 6 | 11 | 12 | 2 | 821 | 47 | 899 |
| % | 1% | 1% | 1% | 0% | 91% | 5% | |
| Passed Interview | 3 | 3 | 6 | 1 | 353 | 19 | 385 |
| % | 1% | 1% | 2% | 0% | 92% | 5% | |
| Posted | 2 | 1 | 4 | 1 | 213 | 15 | 236 |
| % | 1% | 0% | 2% | 0% | 90% | 6% | |

| Vacancy Ref | Age Group | | | | | | | | | | | Totals |
|------------------|-----------|-------|-------|-------|-------|-------|-------|-------|-------|-----|------------------------------|-------------|
| | 16-24 | 25-29 | 30-34 | 35-39 | 40-44 | 45-49 | 50-54 | 55-59 | 60-64 | 65+ | Prefer not to disclose | |
| Applicants | 1147 | 1095 | 847 | 635 | 465 | 388 | 359 | 228 | 65 | 4 | 126 | 5359 |
| % | 21% | 20% | 16% | 12% | 9% | 7% | 7% | 4% | 1% | 0% | 2% | |
| Passed Sift | 131 | 149 | 152 | 126 | 106 | 81 | 77 | 40 | 8 | 2 | 27 | 899 |
| % | 15% | 17% | 17% | 14% | 12% | 9% | 9% | 4% | 1% | 0% | 3% | |
| Passed Interview | 60 | 70 | 76 | 54 | 38 | 35 | 27 | 14 | 4 | 0 | 7 | 385 |
| % | 16% | 18% | 20% | 14% | 10% | 9% | 7% | 4% | 1% | 0% | 2% | |
| Posted | 35 | 40 | 51 | 32 | 21 | 26 | 13 | 11 | 3 | 0 | 4 | 236 |
| % | 15% | 17% | 22% | 14% | 9% | 11% | 6% | 5% | 1% | 0% | 2% | |

Gender Pay Gap

| | Mean Hourly Wage | Median Hourly Wage | Percentage of Headcount in each Pay Quartile | | | |
|-----------------------|------------------|--------------------|--|--------------|--------------|-------|
| Female | £16.13 | £15.09 | Lower | Lower Middle | Upper Middle | Upper |
| Male | £15.96 | £13.80 | 39.8% | 19.2% | 36.7% | 35.5% |
| All Staff | £16.02 | £14.56 | 60.2% | 80.8% | 63.3% | 64.5% |
| Gender Pay Gap | -1.1% | -9.4% | | | | |

Equal Pay

| Mean FTE Salary Forestry and Land Scotland | | Mean FTE Salary by Gender | | |
|---|---------------|------------------------------|---------------|---------------|
| Grade | Salary | Grade | Female | Male |
| SSG2 | 115,120 | SSG2 | - | 115,120 |
| SSG1 | 83,233 | SSG1 | - | 83,233 |
| Pay Band 1 | 69,692 | Pay Band 1 | 70,080 | 69,304 |
| Pay Band 2 | 53,773 | Pay Band 2 | 55,540 | 52,779 |
| Pay Band 3 | 44,958 | Pay Band 3 | 44,671 | 45,094 |
| Pay Band 4 | 37,154 | Pay Band 4 | 36,893 | 37,339 |
| Pay Band 5 | 29,303 | Pay Band 5 | 29,241 | 29,358 |
| Pay Band 5 (Op) | 35,292 | Pay Band 5 (Op) | 35,212 | 35,314 |
| Pay Band 6A | 26,301 | Pay Band 6A | 26,199 | 26,324 |
| Pay Band 6A (Op) | 31,060 | Pay Band 6A (Op) | 31,060 | 31,060 |
| Pay Band 6B | 22,720 | Pay Band 6B | 22,706 | 22,731 |
| Pay Band 7 | 19,163 | Pay Band 7 | 19,163 | 19,163 |
| SAL | 17,372 | SAL | 19,167 | 15,577 |
| | 31,437 | | 31,389 | 31,461 |

| Mean FTE Salary by Disability | | | |
|-------------------------------|---------------|---------------|---------------|
| Grade | No | Not Known | Yes |
| SSG2 | 115,120 | - | - |
| SSG1 | 83,233 | - | - |
| Pay Band 1 | 69,692 | - | - |
| Pay Band 2 | 53,726 | 54,908 | - |
| Pay Band 3 | 44,958 | 44,891 | 45,209 |
| Pay Band 4 | 37,184 | 37,345 | 36,475 |
| Pay Band 5 | 29,292 | 29,429 | 29,283 |
| Pay Band 5 (Op) | 35,290 | - | 35,331 |
| Pay Band 6A | 26,292 | 26,525 | 26,248 |
| Pay Band 6A (Op) | 31,060 | 31,060 | - |
| Pay Band 6B | 22,710 | 22,786 | 22,820 |
| Pay Band 7 | 19,163 | 19,163 | 19,163 |
| SAL | 17,375 | - | 17,355 |
| | 31,638 | 30,285 | 28,169 |

| Mean FTE Salary by Ethnicity | | | |
|------------------------------|---------------|---------------|---------------|
| Grade | BAME | Not Stated | White |
| SSG2 | - | - | 115,120 |
| SSG1 | - | - | 83,233 |
| Pay Band 1 | - | - | 69,692 |
| Pay Band 2 | 55,856 | - | 53,592 |
| Pay Band 3 | - | 45,209 | 44,948 |
| Pay Band 4 | 35,992 | 37,194 | 37,178 |
| Pay Band 5 | 28,116 | 29,138 | 29,323 |
| Pay Band 5 (Op) | - | 35,331 | 35,291 |
| Pay Band 6A | 25,138 | 26,386 | 26,305 |
| Pay Band 6A (Op) | - | 31,060 | 31,060 |
| Pay Band 6B | - | 22,921 | 22,687 |
| Pay Band 7 | - | 19,163 | 19,163 |
| SAL | - | 18,720 | 17,180 |
| | 37,260 | 28,124 | 31,682 |



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

If you are a British Sign Language (BSL) user, you can contact us via the national BSL video relay service Contact Scotland-BSL. For more information, please visit [Contact Scotland-BSL](#).

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