



Mainstreaming the Equality Act

Progress report on the delivery of the aims of the general duty of the Equality Act 2010

National Museums Scotland 2023

Published 28 April 2023

Welcome

In 2022 we launched our new Strategic Plan 2022-27 “Inspiring People: Addressing the Challenges of Our Age”, which sets out how we will achieve our mission and vision. Our Strategic Plan builds on our core values; defines how we will achieve our ambitions, and guides how we interact with each other and partners.

The overarching goal of our Strategic Plan is for every audience member, employee, supporter and partner of National Museums Scotland to benefit from the positive impact of our activities: using our collection, programmes, places and people, to reveal new things about ourselves through our shared heritage, providing an important space where everyone can consider the world as it has been, as it is, and as we would wish it to be.

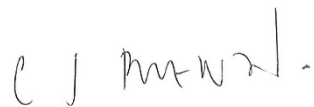
One of our key strategic aims is that “Our audiences will be more diverse, and more people will connect with our collection and their stories”. Creating connections between people, our collection and their stories is central to our role. We will achieve this aim through encouraging a broader range of people to engage with heritage through our work and challenging inequality and improving wellbeing, as well as attracting audiences and a workforce which better reflects the diversity of Scotland’s communities.

We also initiate and support engagement with under-represented groups, challenge inequalities and bring valuable different perspectives to our understanding of our collection, helping to create positive societal change. Our audiences are not only visitors to our museums, they are in their communities - locally, nationally and internationally - and they engage with us in-person and online.

This is our sixth Mainstreaming Report, and it covers the first two years of our Equality Outcomes 2021-2025 reporting period and the actions and activities we set ourselves two years ago. It shows how far we have come in terms of mainstreaming our equalities work within our processes and culture. National Museums Scotland’s approach to Equality, Diversity & Inclusion reflects the General Duty in the Equality Act (2010).

We progress in the confidence that all this activity fundamentally reinforces our commitment to delivering National Museums Scotland’s mission:

“We preserve, interpret and make accessible for all, the past and present of Scotland, other nations and cultures, and the natural world”.



Dr Chris Breward

Director

1. Introduction and background

We must in the exercise of our functions have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share protected characteristics and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

And have due regard in the exercise of our functions to the outputs specified in the Specific Duties Scotland (2012):

1. To report progress on mainstreaming the equality duty
2. To publish equality outcomes and report progress
3. To assess and review policies and practices
4. To gather and use employee information
5. To publish gender pay gap information
6. To publish statements on equal pay
7. To consider award criteria and conditions in relation to public procurement
8. To publish in a manner that is accessible
9. To consider other matters.

The 2010 Equality Act places a responsibility on listed organisations, of which National Museums Scotland is one, to publish a Mainstreaming Report every two years as a minimum. This report outlines the commitment and progress that National Museums Scotland has made in embedding equality, diversity & inclusion in our day-to-day work.

This report consists of the following sections:

[Section 2. Equality Outcomes 2021-2025 progress](#)

[Section 3. Equality Impact Assessments progress](#)

[Section 4. Workforce Profile](#)

[Section 5. Ongoing Consultation](#)

[Section 6. Implementation and Monitoring](#)

[Appendix 1 – Equality Outcomes 2021-2025](#)

[Appendix 2 – Workforce Monitoring Report](#)

[Appendix 3 – Gender Pay Gap Information](#)

2. EQUALITY OUTCOMES 2021-2025 PROGRESS

2.1 Equality Outcomes 2021-2025

National Museums Scotland has two Equality Outcomes:

As an Employer

1. National Museums Scotland's workforce better reflects and understands the diversity of Scotland's communities.

As a Service Provider

2. National Museums Scotland engages with diverse audiences to create inspiring and inclusive onsite and offsite experiences, broadening our understanding of the world through participation and dialogue, making our collection accessible and relevant.

In 2021, we devised an Action Plan for 2021-2025 that sets out the activities and deliverables we plan to achieve by 30 April 2025, in support of these two Equality Outcomes. [Appendix 1](#) contains our 2021-2025 Equality Outcomes and the associated activities.

A summary of the progress made and areas of success we are proud of for each Outcome is set out below in section 2.2, at this halfway mark through the reporting period.

2.2 Equality Outcomes 2021-2025: Successes and Achievements

As an Employer -

We committed to:

1. Creating a strong employer profile and recruitment marketing approach, investing in the right recruitment tools, attending recruitment events and creating connections to make our recruitment process smooth and more fruitful in reaching a wide and diverse candidate pool
2. Creating future pathways to build a workforce that is reflective of the communities in which we serve
3. Supporting our workforce with the knowledge to be more inclusive and innovative in working collaboratively with colleagues, visitors and audiences
4. Better understanding the diversity of our workforce to enable us to place the employee experience at the heart of our decision-making and utilise our colleagues' broad and diverse skills and talents
5. Creating an organisational culture that accepts, values and views as a strength, the difference we all bring to National Museums Scotland and where colleagues feel included, heard, understood and able to bring their whole self to work.

We want prospective and current colleagues at National Museums Scotland to be able to show up as themselves and know that everyone's views, opinions, skills and experiences are valued. Being treated fairly and equally leads to greater levels of engagement and increased wellbeing. We are also particularly proud of our activity that helps create this culture.

We are making good progress across these five key areas. Particular activities we have focussed on in the last two years include:

- i. The creation and recruitment of a new Resourcing Partner within the People Department provides focus on reviewing our current policies, procedures and processes. It is also a dedicated resource for co-ordinating the recommendations about pathways
- ii. Coaching all new managers to current standards in recruitment best practice
- iii. Training and coaching all upcoming recruiting managers to current standards in recruitment best practice
- iv. Conducting an interim review of our job application form against equality, diversity and inclusion best practice, embedding changes where required
- v. Starting to remove qualifications, where possible, from recruitment materials to reach and encourage applications from diverse groups
- vi. Piloting the provision of interview questions to candidates in advance interview
- vii. Regularly attending equalities networks and work with partner organisations to share our own equality, diversity and inclusion experiences and best practice
- viii. Delivering menopause awareness sessions that were open to all, to support colleagues either going through or due to experience the menopause
- ix. As part of Neurodiversity Celebration Week, organising an Introduction to Neurodiversity webinar with Genius Within to help raise awareness and developed a dedicated intranet page with resources and signposting, both for those who are neurodivergent or managing / working with a colleague who is neurodivergent.

In the next two years, we will focus on:

- i. The outcomes of our resourcing review
- ii. The outcomes of pathways activity e.g. attracting future talent and improving access
- iii. The outcomes of our data gathering exercise
- iv. Reviewing our equality impact assessment forms and guidance and delivering refresher equality impact assessment training for all policy owners.

As a Service Provider

We committed to:

1. Making improvements across our services and programmes to ensure equality of access for all audiences
2. Engaging audiences with diverse stories to make our collection representative of and relevant to as broad an audience as possible
3. Establishing a broader and timely approach to consultation and collaboration with our diverse audiences, to better inform and consistently embed this practice across our work to support greater inclusivity.

Whilst we understand that our work will never be 'done' – we are making good progress across these three key areas. Particular areas of work we have focussed on in the last two years include:

- i. Launching a new series of access events for special exhibitions, such as *Anatomy: A Matter of Death and Life* and *Doctor Who Worlds of Wonder*, providing equitable access to our D/deaf and BSL, visually impaired and neurodiverse visitors. This has included supported BSL events, audio-described sessions and relaxed viewings – both during public and private opening hours.
- ii. Continuing to deliver monthly Relaxed Opening Mornings for our neurodiverse audiences and those with complex sensory needs.
- iii. Commencing in-depth work with local Indian, Pakistani and Bengali audiences, engaging them with our South Asian collection to explore their lived experiences.
- iv. Increasing the visibility and contribution of different voices in collections-based research through community-led research with African, Caribbean and South Asian diaspora heritage community members via a UK-wide partnership project, called Exchange.
- v. Developing and implementing a National Museums Scotland approach to participatory practice through a Working Group, ensuring our work is reflective of the communities we serve.
- vi. Reveal and Connect – a partnership project focusing on a national review of African and Caribbean collections, working with a collaborative network of people of African and Caribbean descent in Scotland to explore provenance, colonial histories and legacies and the relevance of the collections to descendent and diaspora community interests today.

In the next two years, we will focus on:

- i. Continuing to develop and deliver customer care training, using both in-house and external resources for our front-of-house staff, considering all aspects of equality and diversity.
- ii. Continuing the Modern Apprentice training programme within the Visitor Experience department, allowing them to gain an SVQ in Customer Service within their 18-month training period.
- iii. Continuing to engage with our external partner Accessable to audit access at our museum sites and updating access statements published on our website.
- iv. Expanding resources for additional support needs across our museum sites, including sensory backpacks and visual stories for children and schools' groups.
- v. Delivering core content around the stories and experiences of people of colour connected to our collection, co-created with South Asian, African and Afro-Caribbean communities.
- vi. Continuing work with the South Asian and African diaspora nationally through the Exchange project, reviewing partner museum collections through engaged participatory practise methodologies.
- vii. Developing and delivering guidance around participatory practice to better engage and represent communities with our collection.
- viii. Continuing to develop and review our existing access events and resources and integrating approaches across all departments.

We are also particularly proud of an ongoing and developing programme of activity that meets the particular needs of our audiences. Examples of our success in this area are listed below:

- i. Online disability awareness training courses delivered to Visitor Experience staff across all sites
- ii. Museum Socials – city-wide partnership of regular events for people living with dementia and their carers
- iii. Friday Friends – on-site and partner engagement sessions for visually impaired and D/deaf children and their families
- iv. Co-curated LGBTQIA+ trail and ongoing youth engagement with LGBT Youth Scotland
- v. Access events for D/deaf and visually impaired audiences for our special exhibitions
- vi. Monthly Relaxed Opening Mornings for neurodiverse audiences, including for the special exhibitions programme
- vii. Supporting ASN pupils through our schools' sessions
- viii. Piloting a programme of supported welcome visits for new migrants to the National Museum of Scotland
- ix. BSL and visual impairment awareness training delivered to our Learning and Engagement Enabler team.

3. EQUALITY IMPACT ASSESSMENTS PROGRESS

All strategies, policies and high-level plans have Equality Impact Assessments (EqIA) in place. This is built into our corporate governance process whereby no strategy, policy or major organisational plan can be approved without ratification of the Equality Impact Assessment. Strategies are approved by the Board of Trustees, and policies and high-level plans are approved by the Executive Team.

Meeting quarterly, the Equality, Diversity & Inclusion Steering Group has a robust plan in place that enables the monitoring and evaluation of the Equality Impact Assessment process, as well as the resulting Equality Impact Assessment actions. Of our 53 strategies and policies, 17 have follow-on actions arising from their Equality Impact Assessment. Action owners are contacted annually about their progress with the actions and the Equality, Diversity & Inclusion Steering Group monitor progress.

To improve the access and visibility of our corporate documents, all our strategies, policies and high-level plans are recorded within our Corporate Document Register, which is reviewed regularly and published on our intranet and our website. Internally, our colleagues can view any Equality Impact Assessment associated with a document on our intranet and, externally, anyone can request a copy via our website and dedicated Equality, Diversity & Inclusion email address.

A summary of the results from the Equality Impact Assessments we have conducted is available on our website: <https://www.nms.ac.uk/about-us/our-organisation/policies-and-reports/equality-diversity-and-inclusion/>.

4. WORKFORCE PROFILE

National Museums Scotland continues to have a HR Management Information system which brings real benefit to how we gather and monitor the data we hold for all colleagues - both staff and volunteers. This HR system enables all colleagues to have desktop access to their personal

details ensuring that updates are provided in real time, an improvement on our previous system of annual updating.

Having real time data means that there is increased reliability in our reporting capability and our Workforce Monitoring Report detailed in [Appendix 2](#) is presented as our most up to date analysis of our workforce profile.

The report covers several key areas including an overarching workforce profile that includes both staff and volunteers; recruitment and selection; the management of our staff; reward and recognition, and training and development. These sections, where appropriate, provide data disaggregated by protected characteristic. We have also provided analysis by grade, contract type and full/part-time working.

Alongside the Workforce Monitoring Report, in [Appendix 3](#), we have also made available our Gender Pay Gap information. The outcomes of these are based on our latest pay data as at 31 March 2023.

5. ONGOING CONSULTATION

We understand the importance and benefit of consultation with our stakeholders and workforce to ensure our activity is meaningful and continuously improves. The following section outlines our approach towards consultation in the last two years.

5.1 Visitor Consultation

We run feedback sessions and gain impact evaluation on a range of our ongoing programmes and events, including the Relaxed Opening Mornings, our special exhibition access events, and other engagement work with diverse communities and audiences, to enhance our provision.

One participant commented on a Relaxed Access event:

I can't praise the evening highly enough. I have been to easily over 100 museums and the relaxed access evening was by far the best experience I've had. Keep up the good work you're doing! We are all very grateful for it.

Future plans include running a 'Museum Hack' Access Day; digital engagement focus groups with young people and access audiences, and impact evaluation of a range of engagement activities with diverse audiences.

One of the main ways in which we collect visitor data is by gathering exit surveys, carried out by our Visitor Experience colleagues and then collated and analysed by a third-party consultancy.

We are constantly reviewing the questions to ensure that we are capturing as much information as possible including those around certain protected characteristics. This information can then help inform our future activity and experience we offer.

We also monitor comments, concerns and complaints received from visitors for any equalities' issues. Potential equalities issues are flagged and discussed at each Equality, Diversity and Inclusion Steering Group meeting with progress updates on action taken or in train.

5.2 Colleague Consultation

The 2022 Colleague Engagement Survey was commissioned to an independent market research company who designed, hosted, collated, analysed and reported on the results. The survey achieved a high level of response with 68% of colleagues participating. As a result, the survey provides a comprehensive and representative overview of the culture of National Museums Scotland.

We worked closely with our survey provider to ensure that our equality, diversity and inclusion questions within the Colleague Engagement Survey not only captured meaningful data but also reflected advances in this field enabling us to capture the most valuable and current insights from colleagues.

The 67 survey questions were formed around the following six pillars of engagement: engaging managers; realising potential; employee voice; compelling leadership; organisational integrity and health and wellbeing. The organisation, in overall terms, scored well in relation to achieving equality, diversity and inclusion in the workplace.

Demographic questions were used to conduct cross-analysis, to better understand how inclusive our workforce is, and where equality, diversity and inclusion activity should focus on in the future.

With an overall engagement score of 82%, many of our survey areas are in line with public sector national benchmarks. With regards to whether colleagues feel they are treated as individuals by their line manager, 91% of respondents expressed positive views.

In addition, 82% of respondents indicated they are treated with respect and valued by colleagues, and 87% reported that they can be themselves at work.

The Equality, Diversity and Inclusion Steering Group is now considering the results and feedback received in the survey to help inform our activity over the next two years.

6. IMPLEMENTATION AND MONITORING

This section sets out how the implementation of our Equalities Outcomes 2021-2025 will continue to be taken forward, and how implementation and outputs will be monitored.

6.1 Timetable

Our Equalities Outcomes 2021-2025 were agreed by the Board of Trustees, National Museums Scotland at their meeting in March 2021. The Equalities Outcomes 2021-2025 will run from May 2021 to April 2025, with our next Mainstreaming Report being published on 30 April 2025 providing an update on our progress over the four-year reporting period. Additional required annual data will be published every April.

6.2 Publicising the Equality Outcomes

National Museums Scotland's Equality Outcomes 2021-2025 were published on our website by 30 April 2021 in accordance with the Equality and Human Rights Commission's deadline.

We also have an Equality, Diversity & Inclusion colleague intranet page making information available to colleagues about progress, resources, outcomes and reports. Colleagues are also able to view every National Museums Scotland policy, strategy and organisational plan with

supporting Equality Impact Assessments.

6.3 Implementation

The Director has overall responsibility for ensuring that National Museums Scotland delivers these Equality Outcomes. To do this, the successful implementation of the Outcomes requires a proactive team effort from across the organisation.

6.4 Monitoring the Implementation

The Equality, Diversity and Inclusion Steering Group meets four times a year to allow National Museums Scotland to look strategically and plan longer-term to manage and promote equality, diversity & inclusion effectively. The work dovetails with defined legislative outputs and timetables. The Steering Group's responsibilities are:

- Achieving and monitoring statutory compliance
- Developing and reviewing Equality Outcomes
- Reviewing data and information for publication
- Ensuring equality is embedded across corporate systems, policies and practices
- Ensuring the Equality Impact Assessment process is embedded across the organisation.

And include the following statutory outputs:

- Publication of completed Equality Impact Assessments and Equality Outcomes every four years
- Employment information gathered annually
- Publication of employment information and Workforce Profile every two years
- Publication of Gender Pay Gap information every year
- Publication of Race and Disability Pay Gap information every two years (however this is not currently publishable due to insufficient disclosure rates)
- Publication of a Mainstreaming Report every two years
- Publication of an Equal Pay Statement every four years.

The Steering Group members are as follows:

- Director of People (Chair)
- Organisational Development Manager (ED&I Co-ordinator)
- Head of Visitor Experience
- Head of Corporate Policy & Performance
- Head of People
- Resourcing Partner
- People Partner
- People Project Manager
- Community Engagement Manager
- Trade Union Representative.

The formal reporting line for Equality, Diversity and Inclusion is to the Board of Trustees, through the Executive Team. At the end of each financial year an Annual Report is presented to the Board of Trustees.

6.5 Enquiries and Further Information

If you would like to get involved in any of our work in relation to equality, diversity and inclusion, please do not hesitate to contact equalityanddiversityandinclusion@nms.ac.uk or visit the dedicated equality, diversity and inclusion pages on our website:

<https://www.nms.ac.uk/about-us/our-organisation/policies-and-reports/equality-diversity-and-inclusion/>

This Mainstreaming Report is available at -

<https://www.nms.ac.uk/about-us/our-organisation/policies-and-reports/equality-diversity-and-inclusion>

EQUALITY OUTCOMES 2021–2025

Function	As an Employer
Equality Outcome	National Museums Scotland’s workforce better reflects and understands the diversity of Scotland’s communities.
Why is this equality outcome important?	<p>At National Museums Scotland, we understand that it is more important than ever to invest in our workforce and facilitate diversity. We want to be able to attract, develop and retain diverse talent through strengthening a culture of inclusion, respect and understanding.</p> <p>Through increased diversity and understanding, the gains for the organisation, our colleagues and the communities we serve can be quite significant and lead to driving innovation, increasing creativity, improving overall organisational performance and more rounded decision-making.</p> <p>We want prospective and current colleagues at National Museums Scotland to be able to show up as themselves and know that everyone’s views, opinions, skills and experiences are valued. Being treated fairly and equally leads to greater levels of engagement and increased wellbeing, along with satisfaction and trust in their employer.</p> <p>Having a workforce that better reflects and understands the diversity of Scotland’s communities enables us to continually identify areas for improvement and bring about positive change for all.</p>
Strategic Aim(s)	Strategic Aim 5: We will be financially secure, supported by diverse income streams and confident in continuing to invest in our people, places and collection.
Our Objectives	<p>In considering equality, diversity and inclusion, we will:</p> <ol style="list-style-type: none"> 1. Create a strong employer profile and recruitment marketing strategy, investing in the right recruitment tools, attending recruitment events and creating connections to make our recruitment process smooth and more fruitful in reaching a wide and diverse candidate pool 2. Create future talent pathways to build a workforce that is reflective of the communities in which we serve 3. Educate and provide our workforce with the knowledge to be more inclusive and innovative in working collaboratively with colleagues as well as our external audience.

EQUALITY OUTCOMES 2017-2021

	<p>4. Better understand the diversity of our workforce to enable us to place the employee experience at the heart of our decision-making and utilise our colleagues wide and diverse skills and talent</p> <p>5. Create an organisational culture that accepts, values and views as strength the difference we all bring to National Museums Scotland and where colleagues feel included, heard, understood and able to bring their whole self to work.</p>
Function	As a Service Provider
Equality Outcome	National Museums Scotland engages with diverse audiences to create inspiring and inclusive on-site and off-site experiences, broadening understanding of the world through participation and dialogue, and making our collection accessible and relevant.
Why is this equality outcome important?	<p>The use of digital engagement, community engagement, touring exhibitions and loans programmes continue to have a positive impact on individuals with one or more protected characteristic.</p> <p>Engaging with a wide range of audiences through outreach and imaginative public programming will ensure as many people as possible can access and engage with our sites, stories, services and collection.</p>
Strategic Aim(s)	Strategic Aim 1: Our audiences will be more diverse, and more people will connect with our collection and their stories.
Our Objectives	<p>In considering equality, diversity and inclusion, we will:</p> <ol style="list-style-type: none"> 1. Make improvements across our services and programmes to ensure equality of access for all audiences 2. Engage audiences with diverse stories to make our collection representative of and relevant to as broad an audience as possible 3. Establish a broader and timely approach to consultation and collaboration with our diverse audiences, to better inform and consistently embed this practice across our work to support greater inclusivity.

WORKFORCE MONITORING REPORT

YEAR ENDING 31 MARCH 2023

Published 28 April 2023

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1 INTRODUCTION

1.1 National Museums Scotland – An Organisational Overview

National Museums Scotland is a unique combination of world-class collections, programmes, places and people.

Our multi-disciplinary collection is an important resource - historically, culturally and scientifically - which we seek to share as widely as possible through our mission to preserve, interpret and make accessible for all, the past and present of Scotland, other cultures and the natural world.

We care for an internationally significant collection comprised of natural history, decorative arts, craft, design and fashion from across the world, science and technology, and Scottish history and archaeology. The collection spans thousands of years and its stories help engage audiences through displays and exhibitions, digital programmes, national and international engagement programmes, and adult, family and schools' programmes.

To achieve our goals, it is vital that the whole team works well together – effective delivery comes from all colleagues using their skills and experience to the full and attracting new talent to every part of the organisation.

This report considers the equality aspects of employees at National Museums Scotland. Where possible, statistical analysis is provided over the last five years up to and including 31 March 2023 and can be read in conjunction with our Mainstreaming Report which is published on the equality, diversity and inclusion page on our website <https://www.nms.ac.uk/about-us/our-organisation/policies-and-reports/equality-diversity-and-inclusion>.

We have also provided equality information in relation to recruitment and selection; the management of employees; reward and recognition, and training and development. Where this information is available, we have disaggregated via protected characteristics, as appropriate.

1.2 Regional (Edinburgh) Demographics

Most National Museums Scotland's employees are based in and around Edinburgh (Chambers Street, the National War Museum at Edinburgh Castle and at our Collections Centre at Granton, Edinburgh). A small percentage of employees are based at the National Museum of Flight site in East Lothian district (4.7%) and the National Museum of Rural Life site in South Lanarkshire district (4.1%).

For the purposes of this report, as a nationally funded organisation, National Museums Scotland is comparing its employee data to Scotland's 2011 Census¹. It is noted that future data will be benchmarked against the planned Scotland 2021 Census that remains incomplete at the point of writing this report.

¹ Source: Scotland's Census – Shaping Our Future website <http://www.scotlandscensus.gov.uk/>
It is noted that the national census took place in 2022 but information not available at the point of publishing this report.

1.3 Sex

According to the 2011 Census, 48.5% of the Scottish population is male and 51.5% is female.

The figures are the same in East Lothian and South Lanarkshire.

1.4 Age

The 2011 Census sets out how 82.7% of Scotland's population is of working age i.e. over 16. Broken down, these figures are:

Age	% of population
16 to 29 years old	18.5%
30 to 44 years old	20%
45 to 59 years old	21.1%
60 to 74 years old	15.5%
75 years old and over	7.7%

Figures for East Lothian and South Lanarkshire are broadly similar.

1.5 Disability

The 2011 Census did not ask specifically if an individual has a disability.

The Census did ask whether individuals considered themselves to have one or more long-term health conditions. This was the case for 29.9% of individuals living in Scotland. Edinburgh has a lower percentage of residents identifying themselves in this category (26.7%) while 30.6% declare this to be the case in South Lanarkshire and 29.4% in East Lothian.

The Scottish Surveys Core Questions 2014 stated 23% of adults had a long-term limited condition or disability.

1.6 Ethnicity

The majority of Scottish Census respondents identified as being white (96.1%). This was slightly higher in both East Lothian and South Lanarkshire where the total white population is 98.2% and 97.7% respectively.

The breakdown of ethnicity for Scotland is:

White Scottish	84%
White – other British	7.9%
White – Irish	1.0%
White – Polish	1.2%
White – Other	2.0%
Asian, Asian Scottish or Asian British	2.7%
Other ethnic groups	1.3%

The City of Edinburgh had a higher percentage of non-white residents (8%) followed by South Lanarkshire (2.3%) and East Lothian (1.8%).

1.7 Faith & Belief

36.7% of census responders advised the 2011 Census that they did not practice an organised religion. The remainder considered themselves to be:

Church of Scotland	32.4%
Roman Catholic	15.9%
Other Christian	5.5%
Muslim	1.4%
Other Religions	1.1%
Not stated	7%

There are variances across Scotland with regards to faith and belief. The City of Edinburgh is home to almost twice the national average number of Muslims and other religions, while the Christian denominations are represented by more than 10% higher than the national average in both East Lothian and South Lanarkshire.

1.8 Sexual Orientation

The 2011 Census did not ask specific questions relating to the percentage of the population that identified as lesbian, gay or bisexual. The Scottish Surveys Core Questions in 2013 stated that 1.5% of the population identifies as lesbian, gay or bisexual.

1.9 Marital Status

The proportion of adults (people aged 16 and over) in Scotland who are married is 45%, a 5% decrease since 2001. The proportion of adults who are single (never married or never registered a same-sex civil partnership) rose to 35% in 2011, an increase of 5% from 2001.

Civil Partnerships – there were 7,000 people (0.2% of adults) who reported that they were in registered same-sex civil partnerships.

2 OUR PEOPLE: ORGANISATIONAL PROFILE

2.1 Board of Trustees

The Board of Trustees is National Museums Scotland's governing body. The Board is responsible for setting the National Museums Scotland's strategic direction and for monitoring progress to achieve this.

National Museums Scotland must have a minimum of nine and a maximum of 15 Trustees on its Board (including the Chairperson). Please refer to the National Museums Scotland website for information regarding our Board members: <http://www.nms.ac.uk/about-us/our-organisation/trustees/>.

National Museums Scotland is a non-departmental public body (NDPB), and the Board is accountable to Scottish Ministers and the Scottish Parliament. Our Trustees are all appointed by the Minister for Culture, Europe & International Development. The term of appointment is four years and Board members may apply to serve for a second term. All

Trustees apply through an open and inclusive process managed by the Scottish Government, whereby the vacancies are advertised widely, and candidates are interviewed and assessed.

As our Trustee appointments are made by Scottish Ministers, the confidential equality and diversity information gathered as part of the application process is held by the Scottish Government. The Equality Act (Specific Duties) (Scotland) Amendment Regulations 2016 came into force on 18 March 2016. It requires Scottish Ministers to gather information on the relevant protected characteristics of members of a listed authority such as National Museums Scotland and to provide this information to the listed authority in question. In turn, listed authorities must use this information to better perform their public sector equality duty.

On 9 March 2018, the Gender Representation on Public Boards (Scotland) Act 2018 received Royal Assent. The purpose of the legislation was to improve the representation of women on the boards of Scottish public authorities by requiring that at least 50% of non-executive members are female.

Under the provisions of the Act, public bodies are required to report every two years on the carrying out of their functions under sections 5 and 6:

- Section 5: Encouragement of applications by women
- Section 6: Duty to take steps towards achieving the objective (i.e. at least 50% of non-executive members are female)

2.2 Employee Headcount Overview

As at 31 March 2023, National Museums Scotland has employed 484 employees. Employee levels have been relatively consistent over the last five years as follows:

2018/19	2019/20	2020/21	2021/22	2022/23
470	463	466	478	484

How these figures are disaggregated in terms of equalities is expressed in the following sections.

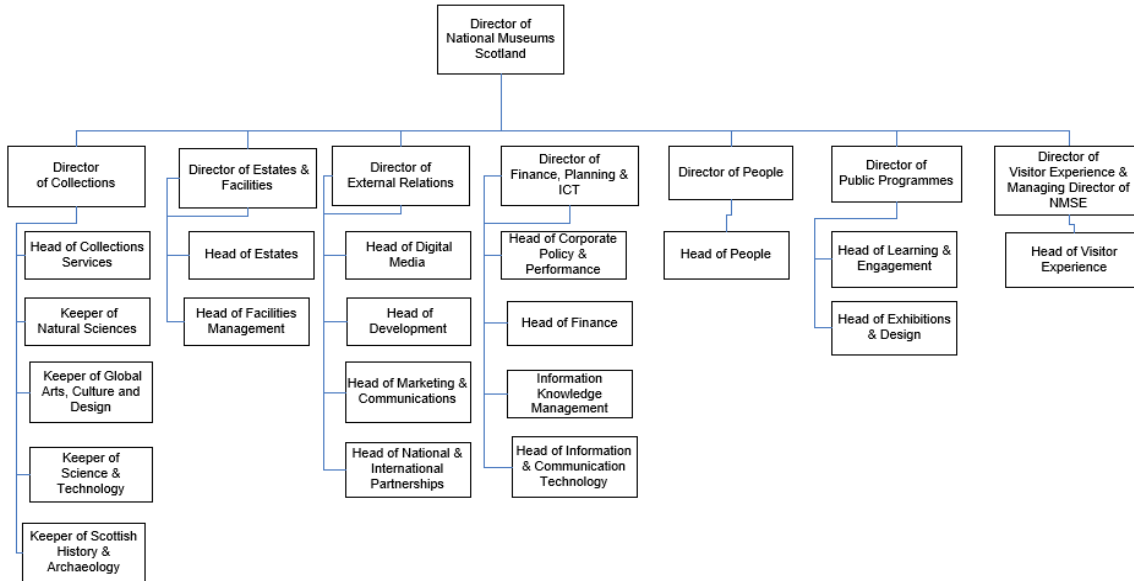
2.3 Executive and Leadership Team Overview

The Director of National Museums Scotland has overall responsibility for implementing the agreed strategic priorities and actions of the Board of Trustees. The Director and Executive Team make up the top management tier of National Museums Scotland. Each Director leads a Directorate and has direct reports. Overall, these posts form our Leadership Team as outlined below.

It is noted that following an organisation change process in 2022, the following changes have been made:

- Two departments, Art & Design and World Cultures, merged to form a department now called Global Arts, Culture and Design.

- The Director of Finance, Planning and ICT has made permanent an interim position of managing the Estates Department. This department is now called Finance and Resources.
- A restructure also took place within the Human Resources department resulting in a new department name, People.



It should be noted that the Director of Visitor Experience is not included in statistical analysis as the postholder is not employed by National Museums Scotland but seconded on a part-time basis from National Museums Scotland Enterprises Ltd to lead and manage the Directorate of Visitor Experience.

Year	Total No. of Employees	Male (%)		Female (%)	
		Full/Time	Part/Time	Full/Time	Part/Time
2018/19	25	48.0	-	40.0	12.0
2019/20	24	50.0	-	41.7	8.3
2020/21	24	45.8	-	45.8	8.3
2021/22	24	45.8	-	45.8	8.3
2022/23	24	45.8	-	50.0	4.2

Like the overall employee profile, the Leadership Team headcount has remained consistent over the monitoring period.

The percentage of men and women in full-time employment is balanced. It is noted that the majority of Leadership Team employees are full-time with levels of part-time working being sustained. It is noted that there have been no males undertaking part-time working and it is noted there have been no formal requests for flexible working from any male members of the Leadership Team.

There are no Leadership Team employees in the monitoring periods outlined above who have declared a disability. The 2022/23 data confirms that 34.8% of Leadership Team employees have declared that they have no disability and 65.2% have elected not to declare any disability.

In considering ethnicity, 73.9% of senior employees consider themselves to be White Scottish, White: Other British or White: Other, with 26.1% electing not to disclose this information or have not specified ethnicity. This is a profile which is consistent with the ethnicity profile of Scotland.

2.4 Employee Profile: Sex

According to the 2011 Scotland Census, 48.5% of the Scottish population is male and 51.5% is female. The statistics below show a consistent profile with the census with marginally more women than men working at National Museums Scotland. The ratio between the two is relatively balanced, with there being no disproportionate gender balance across any of the years at an organisational level.

It is noted that we currently disaggregate statistics in this profile category on the basis of Male and Female only and, whilst we had hoped to expand these categories in accordance with established guidance and best practice in the forthcoming period - for instance with the potential use of categories such as Trans Man, Trans Woman, In Another Way (Please State) or Prefer Not to Say - we have as yet been unable to find a system solution to this. Our current combined HR/Payroll system requires the use of Male/Female due to HMRC and Pensions recognition of these categories only. We have provided feedback to these third-party suppliers and work on this is ongoing.

Year	Total No. of Employees Headcount	Male (%)	Female (%)
2018/19	470	42.3	57.7
2019/20	463	44.1	55.9
2020/21	466	43.6	56.4
2021/22	478	42.3	57.7
2022/23	484	42.4	57.6

2.5 Employee Profile: Full Time and Part Time Working

Year	Total No. of Employees Headcount	Male (%)		Female (%)	
		Full/Time	Part/Time	Full/Time	Part/Time
2018/19	470	34.9	7.4	40.0	17.7
2019/20	463	34.8	9.3	40.4	15.5
2020/21	466	35.0	8.6	38.2	18.2
2021/22	478	28.2	14.0	32.2	25.5
2022/23	484	33.7	8.7	38.0	19.6

Over the last few years, there have been consistent and increasing levels of part-time working at National Museums Scotland.

It should be noted that full-time working at National Museums Scotland is 37 hours per week. In order however to meet the operational requirements of our museums' opening hours, a high number of front-of-house Visitor Experience employees are contracted to

work 35 hours per week, which in real terms represents a full week's work and therefore is counted as full-time for the purposes of this report. To do otherwise, would not be truly representative of our workforce profile.

2.6 Employee Profile: Permanent vs Fixed Term Employment

Year	Total No. of Employees Headcount	Male (%)		Female (%)	
		Fixed-Term	Permanent	Fixed-Term	Permanent
2018/19	470	1.9	40.4	6.2	51.5
2019/20	463	1.9	42.2	4.5	51.4
2020/21	466	2.4	41.2	3.9	52.6
2021/22	478	1.9	40.4	5.0	52.7
2022/23	484	2.9	39.5	5.8	51.9

There have been consistently high levels of permanent employment at National Museums Scotland. National Museums Scotland also engages employees where appropriate on a fixed term basis where there is an employee need for a fixed period, e.g., to support additional short-term demands, to support specific projects, etc. Sometimes fixed-term posts are funded by third parties.

2.7 Directorate by Sex

Directorate	2018/19 (%)		2019/20 (%)		2020/21 (%)		2021/22 (%)		2022/23 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Collections	7.4	20.6	7.8	20.6	7.8	20.6	7.9	19.5	9.3	19.2
Estates & Facilities	13.2	6.4	12.1	13.2	12.1	6.4	12.3	6.7	12.2	6.2
External Relations	1.3	3.6	1.7	1.3	1.7	3.6	2.3	3.3	1.9	5.0
Finance & Planning	0.6	1.7	2.6	0.6	1.7	2.6	2.9	2.3	2.9	2.5
People	0.4	2.1	0.4	0.4	2.1	0.4	0.4	2.1	0.4	2.1
Directorate	2.6	2.8	2.6	2.6	2.8	2.6	0.6	0.6	0.6	0.6
Public Programmes	3.0	8.3	2.8	3.0	8.3	2.8	2.5	9.6	2.5	8.3
Visitor Experience	13.8	12.1	14.0	13.8	12.1	14.0	12.3	13.6	12.6	13.8
TOTAL	42.3	57.7	44.1	55.9	43.6	56.4	42.3	57.7	44.3	57.7

According to the 2011 Scotland Census, 48.5% of the Scottish population is male and 51.5% is female. The gender profile for National Museums Scotland is consistent with the profile of Scotland.

We also note higher levels of female employees working in Collections, External Relations, People, Public Programmes and Visitor Experience. There are higher levels of male employees working in Estates & Facilities with a more balanced gender profile in Directorate.

2.8 Directorate by Full Time vs Part Time Working

Directorate	2018/19 (%)		2019/20 (%)		2020/21 (%)		2021/22 (%)		2022/23 (%)	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Collections	23.0	5.1	21.2	5.4	22.3	5.6	21.5	6.7	22.7	5.8
Estates & Facilities	14.5	5.1	13.2	4.5	12.9	5.2	12.3	6.7	12.0	6.4
External Relations	4.0	0.9	4.5	0.9	4.3	1.1	4.8	0.8	5.6	1.2
Finance & Planning	2.1	0.2	4.5	0.4	3.6	0.9	4.4	0.8	4.3	1.0
People	1.9	0.6	1.7	0.9	1.3	0.9	1.5	1.0	1.4	1.0
Directorate	4.7	0.6	4.8	0.4	4.7	0.4	1.3	-	1.0	0.2
Public Programmes	7.9	3.4	8.0	3.9	7.3	3.6	7.7	4.4	7.2	3.5
Visitor Experience	16.8	9.1	17.3	8.4	16.7	9.2	16.9	9.0	17.4	9.1
TOTAL	74.9	25.1	75.2	24.8	73.1	26.9	70.5	29.5	71.7	28.3

This table illustrates the high levels of full-time working at National Museums Scotland. As a flexible employer part-time working is present in all areas of the organisation and the percentage of employees working part time hours has been consistent across the reporting periods. Additional information is available in Section 2.5 of this report.

2.9 Employee Profile: Grade

Grade	2018/19 (%)		2019/20 (%)		2020/21 (%)		2021/22 (%)		2022/23 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
A	0.2	-	0.2	-	0.2	-	0.2	-	0.2	-
B	0.2	0.6	0.4	0.4	0.6	0.6	0.4	0.6	0.4	0.6
C	1.3	0.2	1.1	0.2	0.9	0.2	0.8	0.4	0.8	0.2
D	0.6	1.3	0.6	1.3	0.4	1.5	0.6	1.3	0.6	1.4
1	1.1	0.6	1.1	0.2	1.3	0.4	1.3	0.4	1.0	0.6
2	1.9	3.4	1.7	3.5	1.5	3.0	1.0	3.1	0.8	2.9
3	2.3	6.2	2.6	6.7	2.8	6.4	3.1	6.5	3.1	6.4
4	4.7	10.9	4.8	11.7	4.7	10.1	5.0	10.3	5.0	10.3
5	3.4	8.7	3.7	7.1	4.3	7.7	3.8	7.9	5.0	8.3
6	4.9	10.6	5.6	10.6	5.4	10.5	5.0	10.3	5.0	10.5
7	19.4	10.9	19.4	10.6	18.7	11.2	17.6	11.7	17.6	12.0
8	2.3	4.3	2.8	3.7	2.8	4.7	3.3	5.2	2.9	4.3
TOTAL	42.3	57.7	44.1	55.9	43.6	56.4	42.3	57.7	42.4	57.6

The distribution of male/female employment across National Museums Scotland's grading structure has remained relatively consistent over the last five years.

There is a higher concentration of employment within Grade 6, 7 and 8 in predominantly Visitor Experience and Facilities Management roles.

2.10 Employee Profile: Disability

The statistics outlined below continue to illustrate high levels of non-disclosure and have prompted the organisation to consider what measures might be put in place to support increased disclosure rates. At the point of publication, joint work is being undertaken

involving our trade union colleagues to raise awareness amongst colleagues of how this data is utilised to inform and influence how National Museums Scotland can better support its workforce.

Year	Female			Male		
	% of employees who have declared a disability	% of employees who have declared they have no disability	% of employees who have chosen not to disclose this information	% of employees who have declared a disability	% of employees who have declared they have no disability	% of employees who have chosen not to disclose this information
2018/19	2.1	34.3	21.3	3.8	24.7	13.8
2019/20	3.0	30.2	22.7	3.9	24.2	16.0
2020/21	2.6	28.3	25.5	3.4	21.9	18.2
2021/22	3.1	25.9	28.7	3.3	19.2	19.7
2022/23	3.1	22.7	31.8	2.9	17.8	21.7

It is recognised that an employee may develop a disability in the course of their employment. When this comes to light during casework or other management support interventions, employees are encouraged to amend their online employee record to reflect their new status.

However, it is noted that improving disability declaration rates is a challenge amongst the general population and not unique to National Museum Scotland.

For these reasons, it is challenging therefore to accurately compare National Museums Scotland's data against available national statistical information.

2.11 Employee Profile: Age

This data illustrates how National Museums Scotland's age profile is reflective of the 2011 Scotland Census.

The data is representative of an ageing demographic. We have less employees in the 16-24 age group, and to address this we actively participate in specific youth activity that we hope will motivate young entrants into our organisation. It is also important to note that we are not able to employ under 18-year-olds in our Visitor Experience team, due to licensing regulations.

Age Band	2018/19 (%)		2019/20 (%)		2020/21 (%)		2021/22 (%)		2022/23 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
16-24	1.1	1.5	1.3	1.1	1.5	0.9	1.5	1.5	1.7	2.3
25-34	6.2	15.5	5.8	14.9	5.6	13.9	5.9	14.9	6.4	14.3
35-44	7.0	16.8	8.0	17.1	8.6	17.4	8.4	17.6	8.1	18.4
45-54	13.2	12.1	12.5	11.4	11.6	12.9	11.7	13.8	10.5	12.4
55-64	14.0	10.6	13.8	10.4	13.1	9.7	12.3	8.8	13.0	9.3
65 plus	0.9	1.1	2.6	1.1	3.2	1.7	2.5	1.3	2.7	1.0
TOTAL	42.3	57.7	44.1	55.9	43.6	56.4	42.3	57.7	42.4	57.6

2.12 Employee Profile: Faith or Belief

The level of employees who have declared they do not practice an organised religion are not inconsistent with the 2011 Scotland census data, i.e., 36.7%.

However, there are lower levels declared for all religions compared to the census data, with these being replaced with a high level of “do not wish to declare”. This would potentially suggest that employees practising a religious belief are less comfortable with sharing this personal information or are unsure of the organisation’s need to collect it.

As with section 2.10 regarding disability, the high levels of non-declaration make it difficult to currently compare National Museums Scotland’s data fully against census data.

Faith or Belief	2019/20 (%)		2020/21 (%)		2021/22 (%)		2021/22 (%)		2022/23 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Buddhist	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Church of Scotland	5.0	5.0	4.3	4.5	4.3	4.5	4.0	4.0	3.7	3.7
Hindu	0.2	-	0.2	-	0.2	-	0.2	-	0.2	-
Jewish	-	-	-	-	-	-	-	0.2	-	0.2
Muslim	-	-	-	-	-	-	0.2	-	-	-
Roman Catholic	2.2	3.9	1.7	3.2	1.7	3.2	1.3	3.3	1.2	2.9
Other	1.9	2.2	1.5	2.1	1.5	2.1	1.9	2.5	2.3	2.9
None	16.4	25.1	15.7	25.1	15.7	25.1	15.7	25.7	16.1	28.5
Do not wish to declare	18.1	19.7	20.0	21.2	20.0	21.2	18.8	21.8	18.6	19.2
TOTALS	44.1	55.9	43.6	56.4	43.6	56.4	42.3	57.7	42.4	57.6

2.13 Employee Profile: Ethnic Origin

Regarding ethnic origin, National Museums Scotland’s data is consistent with the Scottish census outcomes, with many employees identifying themselves as being White. National Museums Scotland totals are slightly below the national average as just over 10.1% of employees do not wish to declare their ethnicity. This percentage is much less than those not wishing to declare their disability status or religion.

Ethnic Origin	2018/19 (%)		2019/20 (%)		2020/21 (%)		2021/22 (%)		2022/23 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Asian: Chinese	-	0.2	0.2	0.2	0.2	0.4	-	0.2	-	0.2
Asian: Indian	0.2	-	0.2	-	0.2	-	0.2	-	0.2	-
Asian: Other	0.2	0.2	0.2	-	0.2	-	0.2	-	0.2	-
Asian: Pakistani	0.2	-	-	-	-	-	-	-	-	-

Black: African	-	-	-	-	-	-	0.2	-	-	-
Black: Other	-	-	-	-	-	-	-	-	-	0.2
White: Irish	0.9	0.9	0.9	0.6	0.9	0.9	0.4	0.2	0.4	0.2
White: Other	3.0	7.7	2.6	8.2	2.6	8.6	4.2	9.8	4.7	10.1
White: Other British	12.8	21.1	13.6	20.3	12.4	20.2	11.7	20.5	11.6	20.8
White: Scottish	19.6	19.4	21.4	19.0	21.9	18.5	20.7	19.7	20.4	18.2
Mixed	0.4	0.4	0.6	0.2	0.6	0.2	0.6	0.2	0.6	0.2
Other	0.2	0.4	0.4	0.4	0.4	0.4	0.2	0.6	0.2	0.4
Do not wish to declare	4.9	7.4	3.9	6.9	4.1	7.3	3.8	6.5	3.9	6.2
TOTAL	42.3	57.7	44.1	55.9	43.6	56.4	42.3	57.7	42.4	57.6

2.14 Employee Profile: Sexual Orientation

This protected characteristic again illustrates another area where there are significant levels of employees not wishing to declare their sexual orientation. However, the number of employees who do declare is above the 1.5% figure suggested by Scottish non-Census data (NB: this is not a 2011 Census question).

Sexual Orientation	2018/19 (%)		2019/20 (%)		2020/21 (%)		2021/22 (%)		2022/23 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Bisexual	0.2	1.5	0.2	1.7	0.2	1.5	0.2	1.5	0.6	2.1
Heterosexual	24.5	31.1	25.5	30.9	23.4	29.4	23.0	31.2	24.2	33.3
Homosexual	0.6	0.9	0.4	0.4	0.4	0.6	0.8	0.4	1.0	0.4
Not specified	0.6	0.6	0.6	0.6	0.6	0.6	0.8	0.8	0.6	0.6
Other	-	0.4	-	0.6	-	0.6	0.2	0.8	0.4	0.8
Do not wish to declare	16.4	23.2	17.3	21.6	18.9	23.6	17.2	23.0	15.5	20.5
TOTAL	42.3	57.7	44.1	55.9	43.6	56.4	42.3	57.7	42.4	57.6

2.15 Employee Profile: Marital Status

There is a strong rate of declaration amongst employees with regards to marital status which may have a potential correlation with the requirement to ensure pension benefits are correctly allocated.

Marital Status	2018/19 (%)		2019/20 (%)		2020/21 (%)		2021/22 (%)		2022/23 (%)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Single	-	-	-	-	-	-	0.4	1.9	1.7	4.8

Civil Partnership	0.2	-	0.2	-	0.2	-	0.4	-	0.4	-
Cohabiting	3.0	3.0	3.5	3.7	3.6	3.6	3.6	4.6	3.5	5.0
Divorced	0.9	1.3	0.6	1.7	0.4	1.5	0.8	1.9	0.8	2.3
Married	18.5	17.9	20.1	17.9	18.5	17.8	17.8	17.8	17.8	18.2
Married/Civil Partnership	1.1	1.7	0.9	1.5	0.9	1.5	1.5	1.7	1.0	1.7
Separated	0.6	1.3	0.6	0.6	0.6	0.6	0.8	0.4	0.8	0.4
Unmarried	6.2	14.7	7.3	15.6	7.1	14.8	5.0	12.3	4.8	10.5
Widowed	0.9	0.6	0.6	0.6	0.2	0.6	0.2	0.4	0.2	0.4
Do not wish to declare	6.0	8.9	5.6	7.1	7.7	9.0	9.0	10.3	8.7	9.1
Not specified	5.1	8.3	4.5	7.1	4.3	6.9	2.7	6.5	2.7	5.4
TOTAL	42.3	57.7	44.1	55.9	43.6	56.4	42.3	57.7	42.4	57.6

3 VOLUNTEER PROFILE

Volunteers are an important and valuable resource for National Museums Scotland, providing expertise and support across the organisation to many different departments. Volunteers are unpaid and are therefore not included as part of our employee analysis. The data we have is therefore provided for information purposes only and we note there is no current legal obligation for National Museums Scotland to monitor or analyse volunteer data.

Table 1:

VOLUNTEER PROGRAMME	2020/21 and 2021/22	2022/23
Number of on-going volunteers *1	142	121

(*1) On-going volunteers are listed on the HR Management Information System as they have a continuing role at National Museums Scotland which is reviewed yearly or at the end of a project.

Table 2:

DEPARTMENT USAGE OF VOLUNTEERS	2020/21 and 2021/22	2022/23
Collections Services	13	18
Development	1	1
Global Arts, Cultures and Design	1	1
Learning & Engagement	56	32
Visitor Experience	40	47
Natural Sciences	22	14
Science & Technology	5	3
Scottish History & Archaeology	4	5
TOTAL	142*	121

* Post-Covid volunteering did not fully start until the period 2022/23. We wish to highlight that of the 142 people who were ready to return to volunteering, we were only able to restart 62 in this period, but our numbers reflect the loyalty of those who were willing to return to volunteering activities.

Table 3:

Gender Profile	2020/21 and 2021/22 (%)	2022/23 (%)
Male	46.0	42.1
Female	54.0	57.9

Table 4:

Age Profile	2020/21 and 2021/22 (%)	2022/23 (%)
16 – 24 years	9.0	3.0
25 – 44 years	20.0	12.0
45 – 64 years	16.0	22.0
65+ years	52.0	81.0
Prefer not to say	3.0	3.0

4 RECRUITMENT & SELECTION

National Museums Scotland collates and retains recruitment data through its online recruitment system, Cascade. Recruiting managers do not have access to equalities monitoring information at any point in the recruitment process. All applicants are shortlisted based on the essential criteria for the job being advertised and this is outlined in a comprehensive person specification for each role.

4.1 Analysis of Applicants by Directorate

Directorate	2020/21				2021/22				2022/23			
	No of Campaigns	No of Applicants	No Shortlisted	Selected	No of Campaigns	No of Applicants	No Shortlisted	Selected	No of Campaigns	No of Applicants	No Shortlisted	Selected
Collections	12	1366	57	12	21	342	66	18	18	523	73	24
Estates & Facilities	5	217	35	10	7	66	31	14	13	134	45	11
External Relations	4	790	24	4	5	52	14	5	12	272	58	13
Finance & Planning	-	-	-	-	3	9	6	2	1	7	5	1
People	1	22	5	1	2	9	6	3	2	17	8	1
Leadership Team	2	72	11	1	3	16	8	3	2	42	11	2
Public Programmes	1	3	3	1	6	127	16	3	6	169	28	5
Visitor Experience	2	291	31	7	7	331	49	11	9	320	62	20
TOTAL	27	2761	166	36	54	952	196	59	63	1484	290	77

Analysis over the three-year period indicates that there is continued active interest in applying for posts in all areas of the business at National Museums Scotland.

There are increased numbers of applicants in the period 2020/21 when considered in the light of the number of campaigns which is lower than in previous years. The lower level of campaigns is explained by our museum sites being closed for a significant period in 2020 due to the Covid-19 pandemic. A number of employees were on furlough and no recruitment activity took place during this period. On return, recruitment campaigns yielded a higher level of applicants with particular interest in posts within Collections, Estates & Facilities and External Relations. It is noted that during this period, we invested more resource in online / social media campaigns to promote job vacancies. So, whilst in part the increase of candidates may be attributed to additional promotional effort, we are also mindful of the impact of Covid-19 on the job market with more people seeking employment.

The statistics above also show that there is progression in all areas to selection event and subsequent selection. It is noted that the numbers of candidates selected include those who initially accepted but then may have rejected an offer.

4.2 Analysis by Gender

Gender	2020/21			2021/22			2022/23		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Male	885	64	12	321	61	19	533	113	30
Female	1544	92	19	547	98	30	925	170	46
Other	-	-	-	5	-	-	10	3	-
Do not wish to declare	-	-	-	79	37	10	15	4	1

Although it is acknowledged that increasing numbers of females apply to work at National Museums Scotland, both genders have similar rates of progression to selection event and then to appointment. This would suggest that National Museums Scotland's recruitment process is fair from a gender perspective, but we will consider this applicant trend in more detail in the forthcoming reporting period to consider why our adverts are increasingly more attractive to women than men.

We also ask a specific gender identity question as part of our recruitment process. The analysis of these responses is as follows:

Gender	Is your gender identity the same as the gender you were assigned at birth?	2020/21			2021/22			2022/23		
		No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Male	Yes	875	60	11	248	43	13	449	95	25
	No	9	1	-	3	1	1	15	3	2
	Do not wish to declare	10	4	-	70	17	5	69	15	3
	Unspecified	19	1	1	-	-	-	-	-	-
Gender	Is your gender	2020/21			2021/22			2022/23		

	identity the same as the gender you were assigned at birth?									
		No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Female	Yes	1520	91	19	453	69	21	802	146	41
	No	-	-	-	7	-	-	21	4	-
	Do not wish to declare	18	6	-	87	29	9	102	20	5
	Unspecified	20	1	1	-	-	-	-	-	-
Other	Yes	-	-	-	-	-	-	4	-	-
	No	-	-	-	3	-	-	3	2	-
	Do not wish to declare	-	-	-	2	-	-	3	1	-
	Unspecified	-	-	-	-	-	-	-	-	-
Do not wish to declare	Yes	-	-	-	-	-	-	1	-	-
	No	-	-	-	-	-	-	-	-	-
	Do not wish to declare	-	-	-	79	37	10	14	4	1
	Unspecified	-	-	-	-	-	-	-	-	-

4.3 Analysis by Disability

Disability Status	2020/21			2021/22			2022/23		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Disabled	194	11	-	66	6	1	123	21	2
No Disability	2324	151	31	630	105	34	1114	219	65
Do not wish to declare	-	-	-	256	85	24	246	49	10

At the time of the 2020/21 statistics being reported, the disability question on the Equal Opportunities Form was a 'Yes/No' choice and did not include a 'Do not wish to declare' option. We support having an opt out for all our equal opportunities questions and therefore the form has been updated to get a clearer picture of the number of applicants with and without a disability.

4.4 Analysis by Age

Age Band	2020/21			2021/22			2022/23		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
16-24	382	9	3	133	4	1	308	29	8
25-34	1369	62	12	363	54	17	659	123	32
35-44	330	37	4	109	25	10	239	54	16
45-54	191	27	6	79	23	7	133	42	11
55-64	116	15	2	47	16	5	78	28	5
65 plus	9	1	-	2	1	-	8	2	-
No DOB/ Undeclared	93	10	4	219	73	19	58	12	5

We have seen a reducing level of applicants who choose not to provide their date of birth. We are pleased to see a broad range of applicants of all ages applying for jobs at National Museums Scotland. There is insufficient evidence at this stage to speculate on this being an ongoing trend and we will monitor going forward.

4.5 Analysis by Ethnic Origin

Ethnic Origin	2020/21			2021/22			2022/23		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Asian: Bangladeshi	-	-	-	-	-	-	1	1	-
Asian: Chinese	61	3	1	16	1	-	33	4	1
Asian: Indian	15	1	-	8	-	-	19	3	1
Asian: Other	32	3	-	9	1	-	29	1	1
Asian: Pakistani	12	-	-	1	-	-	4	1	1
Black: African	13	1	-	15	2	1	11	-	-

Black: Other	7	-	-	-	-	-	-	5	1	1
White: Irish	68	4	1	12	3	-	34	9	2	
White: Other	650	36	6	236	37	9	414	68	13	
White: Other British	587	44	6	113	20	10	257	68	16	
White: Scottish	834	55	16	282	49	15	499	116	36	
Mixed	91	6		22	2	2	58	3	-	
Other	27	3	1	18	2	-	35	3	-	
Do not wish to declare	125	5	-	221	79	22	84	12	5	

A high number of candidates chose not to disclose their ethnicity as part of the recruitment process. This makes statistical analysis on the ground of ethnicity unrepresentative.

We do note however that beyond the 'Do not wish to declare', higher numbers of applicants declare themselves to be mainly 'White'. This is not dissimilar to the ethnic profile of Scotland and is in accordance with the 2011 Scotland Census.

4.6 Analysis by Faith or Belief

Faith or Belief	2020/21			2021/22			2022/23		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Anglican	-	-	-	2	-	-	2	1	-
Buddhist	18	3	-	3	-	-	7	1	-
Christian/Christian Other	58	3	1	46	9	1	110	21	-
Church of Scotland	149	11	3	39	6	1	75	21	10
Hindu	9	1	-	1	-	-	13	2	1
Sikh	-	-	-	1	-	-	2	-	-
Jewish	8		-	3	-	-	8	1	-
Muslim	19	2	-	7	1	1	15	2	1
Roman Catholic	215	14	2	62	5	2	102	15	1
Other	2	-	-	18	4	-	50	10	1

None	1516	100	22	466	72	21	793	169	47
Do not wish to declare	297	18	2	304	99	33	306	47	9

A high number of candidates chose either not to declare their faith or belief as part of the recruitment process or declare that they have no faith or belief. This makes statistical analysis on the ground of this protected characteristic unrepresentative.

4.7 Analysis by Sexual Orientation

Sexual Orientation	2020/21			2021/22			2022/23		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Bisexual	226	8	1	104	9	1	159	36	7
Heterosexual	1552	101	23	481	84	24	918	193	56
Homosexual/ Same Sex	171	11	2	34	7	4	82	16	3
Not specified	191	9	1	1	-	-	-	-	-
Other	50	3	1	20	2	1	42	4	1
Do not wish to declare	331	29	3	312	94	29	281	41	10

We have seen some increase in the levels of declaration but as the numbers of non-declaration remains high, this makes statistical analysis on the ground of this protected characteristic unrepresentative.

4.8 Analysis by Marital Status

Marital Status	2020/21			2021/22			2022/23		
	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected	No of Applicants	No Shortlisted	Selected
Civil Partnership	35	3	-	15	5	1	17	1	-
Cohabiting	468	33	9	144	20	4	196	45	15
Divorced	40	3	-	29	3	2	43	11	1
Married	426	42	5	121	28	10	255	79	24
Married/Civil Partnership	-	-	-	1	1	1	1	1	1
Separated	15	-	-	4	1	1	2	1	-
Unmarried/Single	1429	69	17	383	52	14	646	100	27
Widowed	2	-	-	-	-	-	2	-	-
Do not wish to declare	-	-	-	255	86	22	320	51	9
Not specified	110	11	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	2	-	-

We have seen increasing levels of declaration across the marital status categories and National Museums Scotland will monitor this as we go forward. It is too early to form a view on whether there are any notable trends at this stage due to the previous periods when there were higher levels of non-declaration.

5 MANAGING OUR EMPLOYEES

We note at the outset of this section that the representative numbers are so low as to make further disaggregation impractical, beyond the protected characteristic of sex.

5.1 Managing Improvement in Performance Cases

This section provides data on those employees who have reached the formal stages of the Probation and Performance Policy and thus staged warnings have been applied that are recorded via our HR Management Information System. The setting of a Performance Improvement Plan forms part of the informal approach and there is evidence to suggest that this tool is being utilised to good effect within departments, i.e., performance improvement needs are being identified and employees are improving through a supportive process. This assumption has been checked with our People Partners who provide ongoing advisory support to managers in respect of casework in

this area but we will be exploring going forward how we can capture data on the informal part of this process to verify this assumption.

Year	Employee Headcount	Female		Male	
		No.	%	No.	%
2018/19	470	-	-	-	-
2019/20	463	-	-	6	1.3
2020/21	466	4	-	1	0.2
2021/22	478	-	-	-	-
2022/23	484	-	-	1	-

The small number of employees who have progressed to the formal stages is so low that it does not allow for representative statistical analysis.

5.2 Promotions (Permanent and Temporary)

Year	Employee Headcount	Female		Male	
		No.	%	No.	%
2018/19	470	12	2.6	4	0.9
2019/20	463	7	1.5	3	0.6
2020/21	466	7	1.5	5	1.1
2021/22	478	8	1.7	8	1.7
2022/23	484	9	1.8	5	1.0

Table 5.2 might suggest that female employees are more likely to be offered a permanent or temporary promotion than their male counterparts. However, this data should be considered in the context that our workforce profile has more women than men.

5.3 Maternity Leave Requests

Year	Employee Headcount	Maternity Leave Requests Made	
		No.	%
2018/19	470	7	1.5
2019/20	463	5	1.1
2020/21	466	13	2.8
2021/22	478	4	0.8
2022/23	484	8	1.6

National Museums Scotland has relatively low numbers of maternity leave requests, with the majority returning to work after taking their period of statutory maternity leave.

5.4 Adoption Leave Requests

Year	Employee Headcount	Adoption Leave Requests Made	
		No.	%
2018/19	470	-	-
2019/20	463	1	0.2
2020/21	466	-	-
2021/22	478	-	-
2022/23	484	-	-

The small number of employees who have requested adoption leave is so low that it does not allow for representative statistical analysis.

5.5 Ordinary Paternity Leave Requests

Year	Employee Headcount	Paternity Leave Applications	
		No.	%
2018/19	470	2	0.4
2019/20	463	4	0.9
2020/21	466	3	0.6
2021/22	478	1	0.2
2022/23	484	3	0.6

These are the number of paternity leave applications received by National Museums Scotland. There is no information available to indicate if all eligible parents applied for Ordinary Paternity Leave.

5.6 Shared Parental Leave Requests

Year	Employee Headcount	Shared Parental Leave Applications		Shared Parental Leave Requests Accepted	
		No.	%	No.	%
2018/19	470	2	0.4	2	0.4
2019/20	463	3	0.6	3	0.6
2020/21	466	1	0.2	1	0.2
2021/22	478	-	-	-	-
2022/23	484	-	-	-	-

The above table shows the number of Shared Parental Leave Requests received by National Museums Scotland.

Considering this data alongside the data in Tables 5.3 and 5.4, it would be reasonable to suggest that, although National Museums Scotland accepted requests made by employees for shared parental leave, there is very low take up of this statutory right.

5.7 Flexible Working Requests

Data in this section takes account of those individuals who have submitted a formal application to undertake flexible working. It is noted that this process is also utilised for employees who are seeking to reduce their hours as a prelude to retirement (i.e., partial retirement). At this time, the way in which we gather the data does not allow these distinctions to be made. The Flexible Working Policy has been reviewed and we continue to encourage colleagues to have an informal discussion with their manager prior to submitting a Flexible Working Request but we will build this element into the Cascade system so that we can report more effectively on informal requests in the future.

Year	Employee Headcount	Female		Male	
		No. of Requests Made	No. of Requests Accepted	No. of Requests Made	No. of Requests Accepted
2018/19	470	11	8	5	3
2019/20	463	-	-	-	-
2020/21	466	2	1	3	3
2021/22	478	8	7	1	1
2022/23	484	6	6	5	4

There is a marked reduction in the level of formal flexible working requests that are being made. The request in 2020/21 forms part of changes to an individual working pattern following a period of maternity leave.

We believe the reduction in formal applications for Flexible Working stems from business changes made during the pandemic. The period of 2020/21 saw many of our colleagues furloughed. The increase in homeworking brought flexibility for individuals and a heightened focus on outputs rather than contracted working hours; Furthermore, our Hybrid Working Policy continues to offer flexibility to many colleagues, and we hope to report positively on this in forthcoming reporting periods.

5.8 Career Break Requests

Year	Employee Headcount	Female		Male	
		No. of Requests Made	No. of Requests Accepted	No. of Requests Made	No. of Requests Accepted
2018/19	470	-	-	-	-
2019/20	463	-	-	-	-
2020/21	466	1	1	-	-
2021/22	478	1	1	1	1
2022/23	484	1	1	-	-

Again, analysis of these statistics would suggest that where a formal career break has been requested it has been approved, although there are very small numbers of applications involved. More women than men have applied.

5.9 Leavers

Year	Employee Headcount	Female		Male	
		No.	%	No.	%
2018/19	470	51	10.8	26	5.5
2019/20	463	56	12.1	26	5.6
2020/21	466	29	6.2	24	5.2
2021/22	478	46	9.6	33	6.9
2022/23	484	43	8.8	23	4.7

There was a notable increase in numbers of females who left the business in the periods 2018/19 to 2019/20. Further examination would note that the reasons relate to

resignations as opposed to other reasons such as end of fixed term contract, retirement, dismissal, etc.

It is noted that this potential trend is not the case in the subsequent year but the lower levels coincide with the Covid-19 pandemic. Leaver numbers increase beyond this with higher numbers of people choosing to leave or retire post-Covid19.

We will continue to monitor these rates through the more detailed reasons for leaving to consider any potential factors that may need further consideration.

5.10 Disciplinary Cases

Year	Employee Headcount	Female		Male	
		No.	%	No.	%
2018/19	470	1	0.2	7	1.5
2019/20	463	-	-	-	-
2020/21	466	-	-	-	-
2021/22	478	-	-	1	0.2
2022/23	484	2	0.4	-	-

The small number of employees who are the subject of formal Disciplinary proceedings does not allow for representative statistical analysis.

5.11 Grievances

Year	Employee Headcount	Female		Male	
		No.	%	No.	%
2018/19	470	5	1.1	6	1.3
2019/20	463	-	-	-	-
2020/21	466	-	-	-	-
2021/22	478	-	-	-	-
2022/23	484	2	0.4	1	0.2

The small number of employees who have raised Grievance proceedings does not allow for representative statistical analysis. There is informal evidence that good use is made of the informal discussion aspect of the grievance process, allowing grievances to be resolved at an early stage. This cannot be measured accurately at this stage and will be considered more fully in future review periods.

6 EMPLOYEE REWARD & RECOGNITION

6.1 Gender Pay Gap Analysis

National Museums Scotland notes its requirements in this regard which are outlined in a separate report provided as part of the information that supports our Mainstreaming Report.

6.2 Additional Responsibility Allowance

Year	Employee Headcount	Female		Male	
		No.	%	No.	%
2018/19	470	1	0.2	4	0.8
2019/20	463	2	0.4	1	0.2
2020/21	466	5	1.1	2	0.4
2021/22	478	10	2.1	7	1.5
2022/23	484	9	1.8	3	0.6

The additional responsibility allowance is designed to be utilised for short periods of time where someone is required to cover additional duties where there are increased responsibilities for that person. The data shows there is opportunity for both men and women to receive this allowance. The higher level of women is seen in the broader context of National Museums Scotland where more women are employed.

6.3 Employee of the Month Award / Inspire Awards

Year	Employee Headcount	Female		Male	
		No.	%	No.	%
2018/19	470	6	1.3	3	0.6
2019/20	463	3	0.6	-	-
2020/21	466	-	-	-	-

Employee of the Month awards are chosen from employee nominations. It is noted that there were no nominations in the period 2020-21 due to Covid19 pandemic and a number of employees being furloughed during this period.

Following a review of the Employee of the Month scheme, we developed a new colleague recognition framework, called 'Inspire' that was launched in October 2021. We wanted to have a framework that was fair, transparent and accessible to all, rather than only awarding one employee per month. The 'Inspire Award' can be given at any time in the year. Nomination forms can be submitted from anyone, for anyone in our organisation and the award is aligned with our organisational values: creative, inclusive, collaborative and forward thinking. The Colleague Recognition Group meet monthly to consider new nominations with no less than three on the panel.

Year	Employee Headcount	Female		Male	
		No.	%	No.	%
2021/22	478	2	0.4	5	1.0
2022/23	484	7	1.4	1	0.2

7 EMPLOYEE TRAINING & DEVELOPMENT

7.1 Commitment to training and development

National Museums Scotland recognises that the key to realising its strategic aims and organisational objectives is having a highly committed, well managed, informed, skilled and effective workforce. To help achieve this, National Museums Scotland provides access to training and development to colleagues at all levels and promotes continuing professional development (CPD) to support them to undertake their responsibilities effectively and respond to the changing environment.

All employees can receive training, whether they are full-time or part-time, and no employee should receive less favourable treatment than any other on any grounds including sex; age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; and sexual orientation.

7.2 Identification of Training Needs

Training needs are identified on a number of levels: organisational; departmental; team and individual.

These can be generated as follows:

- Reviewing performance against Strategic and Operational Plans and establishing new objectives is an ongoing process and results in training needs being identified for teams or individuals
- Induction is an important activity, ensuring that new colleagues become familiar with the sites, their job role and colleagues. Training needs specific to the role may be identified during the probation period
- Restructuring or changing demands of the job role or objectives. Change is ongoing and new needs may be identified because of internal organisational review or the changing external environment
- The annual Performance, Development and Review (PDR) process is an opportunity to reflect on the previous year and clarify the objectives for the coming year. Individuals and managers are responsible for identifying and recording training and development activity to achieve success.
- Regular meetings between individuals, teams and their managers support an effective and responsive environment, where new needs may be identified. Managers have a responsibility to meet regularly with individual team members to review progress with performance and development objectives and refresh their plans agreed at their annual PDR/Mid-Year review point.

7.3 How are Training and Development Needs Actioned?

Organisational level and key programmes are planned into the schedule for the year ahead and those subject to tendering levels are actioned accordingly to enable sufficient time for purchasing, assessment and contract approval.

Departmental level training is agreed with the relevant Head of Department/ Manager and an outline proposal is drawn up to be developed further. Where an external provider is

brought in, an additional meeting is held with both the Head of Department /Manager and trainer to finalise content, approach, dates etc. Employees involved are invited to attend the event.

For needs identified via the **Performance Management** process or PDRs, these should be recorded by the employees or their manager as a Training Enquiry on Cascade (although in practice colleagues also email queries for help before doing so). All needs are listed in 'Planning' within Cascade or in 'Ad Hoc Enquiries'. Where an intervention requires employees training resource once approved, they are either booked onto a scheduled course or matched to providers etc and booked on the appropriate external event.

A need identified by an **individual employee member** works the same way – so can be added as a new enquiry or requested by email. Once approved, this is actioned as above.

All booked events are scheduled on the HR Information Management System and activity is recorded on there.

In addition, a separate strategic Health & Safety training plan has been developed. This annual plan specifies the relevant health & safety legislation and identifies which post holders require what type and level of training, when refreshers are required, together with the record of activity held. This is rolled forward each year.

7.4 Equality Diversity & Inclusion Training

During 2020/2021, delivery had switched away from face-to-face to virtual workshops, online or e-learning (except business-critical Health & Safety certification when COVID restrictions have permitted this). We have maintained this approach where it best meets business needs.

To support our equality duty, all managers completed e-learning modules in Unconscious Bias and Mental Health Awareness.

Modules in Resilience, Stress awareness and Health & Safety for Homeworkers are also made available on request or as required to support individuals and/or teams.

7.4 Training & Development Data Analysis

In understanding the context for training and development at National Museums Scotland, we have presented below a disaggregation of data in relation to sex, age and disability. We will seek to widen this disaggregation further in future reporting periods.

7.4.1 Number of Employees Trained

Year	Employee Headcount	Male		Female		Total Employees Trained	Total as % of Headcount
		No.	%	No.	%		
2019/20	463	139	30.0	206	44.5	345	74.5
2020/21	466	123	26.4	185	39.7	308	66.9
2021/22	478	106	22.2	148	30.9	254	53.1
2022/23	484	112	23.1	188	38.8	300	61.9

There is balance in how many men and women receive training at National Museums Scotland. It is noted that we employ marginally more women than men. Training levels are high throughout despite the impact on training delivery whilst the Covid-19 pandemic prevailed in 2020/21, alongside a proportion of the workforce being furloughed.

7.4.2 Number of Employees Trained by Disability (Headcount)

Year	Has a declared disability	Has no declared disability	Does not wish to declare a disability	TOTAL
2019/20	27	166	152	345
2020/21	24	147	137	308
2021/22	25	95	134	254
2022/23	14	117	169	300

The above analysis shows that National Museums Scotland provides training opportunities to employees with and without a disability.

7.4.3 Number of Employees Trained by Age (Headcount)

Age Band	2019/20	2020/21	2021/22	2022/23
16-24	9	7	10	15
25-34	72	60	61	73
35-44	96	85	69	81
45-54	83	76	58	63
55-64	70	69	52	63
65 plus	15	10	4	5
TOTAL	345	308	254	300

The analysis shows that there is a distribution of training across the age bands consistent with the total workforce profile for age at National Museums Scotland.

7.4.4 Number of Employees Trained by Faith or Belief (Headcount)

Faith or Belief	2019/20	2020/21	2021/22	2022/23
Buddhist	2	2	2	1
Church of Scotland	31	27	22	23
Hindu	1	1	1	-
Jewish	-	-	1	1
Muslim	-	-	1	-
Roman Catholic	20	12	12	10
Other	13	13	10	17
None	150	130	106	136
Do not wish to declare	128	123	99	112
TOTALS	345	308	254	300

With regard to faith or belief, the analysis shows that there is a distribution of training across the faith or belief categories consistent with the total workforce profile for faith or belief.

7.4.5 Number of Employees Trained by Ethnic Origin

Ethnic Origin	2019/20	2020/21	2021/22	2022/23
Asian: Chinese	2	2	-	1
Asian: Indian	-	-	-	-
Asian: Other	1	1	1	-
Asian: Pakistani	-	-	-	-
Black: African	-	-	1	-
Black: Other	-	-	-	-
White: Irish	6	4	2	3
White: Other	40	32	24	39
White: Other British	113	104	76	109
White: Scottish	134	119	122	111
Mixed	4	3	2	2
Other	3	2	3	1
Do not wish to declare	42	41	23	34
TOTAL	345	308	254	300

With regard to ethnic origin, the analysis shows that there is a distribution of training across the ethnic origin categories consistent with the total workforce profile for ethnic origin.

7.4.6 Number of Employees Trained by Sexual Orientation (Headcount)

Sexual Orientation	2019/20	2020/21	2021/22	2022/23
Bisexual	10	4	3	6
Heterosexual	193	170	141	178
Homosexual	1	2	5	6
Not specified	5	4	3	5
Other	3	3	3	4
Do not wish to declare	133	125	99	101
TOTAL	345	308	254	300

The analysis shows that there is a distribution of training across the sexual orientation categories consistent with the total workforce profile for sexual orientation at National Museums Scotland.

7.4.7 Number of Employees Trained by Marital Status (Headcount)

Marital Status	2019/20	2020/21	2021/22	2022/23
Civil Partnership	1	1	1	1
Cohabiting	22	26	22	25
Divorced	7	4	4	8
Married	124	109	85	115

Married/Civil Partnership	6	9	7	6
Separated	3	4	5	3
Unmarried	86	63	43	43
Single	-	-	6	20
Widowed	3	3	3	1
Do not wish to declare	46	51	58	55
Not specified	47	38	20	23
TOTAL	345	308	254	300

The analysis shows that there is a distribution of training across the marital status categories consistent with the total workforce profile for marital status at National Museums Scotland.

7.4.8 Number of Employees Trained by Full-time & Part-time Working

Full-time vs Part-time	No. of employees trained 2019/20	No. of employees trained 2020/21	No. of employees trained 2021/22	No. of employees trained 2022/23
Full-time	277	246	194	239
Part-time	68	62	60	61
Total No.of employees trained	345	308	254	300
Total Employees	463	466	478	484

The levels of training for full-time employees are more than that for part-time employees, consistent with the workforce profile where larger number of employees are in full-time contracts.

28 April 2023

Gender Pay Gap Information

National Museums Scotland 2023

Published 04 April 2023

GENDER PAY GAP INFORMATION 2023

1. Introduction

The legislation governing gender pay gap reporting is contained in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The duty requires public organisations with 20 or more employees to publish gender pay gap information on the organisation's website.

We are also obligated to report on our gender pay gap information on the UK Government's online service by the reporting deadline of 4 April 2023. This information must be signed off as being accurate and calculated in accordance with the regulations and the guidance provided through ACAS by the Chief Executive of the individual organisation. The Director of National Museums Scotland has confirmed that these regulations have been met.

National Museums Scotland is a Non-Departmental Public Body and a registered charity and is registered at the Government Equalities Office under the private and voluntary sector and therefore must publish the data by 4 April 2023.

The data required to be published is as follows:

- Mean gender pay gap
- Median gender pay gap
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving a bonus
- Proportion of males and females in each quartile band.

2. Gender Pay Gap at National Museums Scotland

The current gender pay gap information for National Museums Scotland is set out in Tables 1 and 2 in **Annex 1** and has been derived from salary information (excluding overtime) as at 5 April 2022. It should be noted that no bonuses are paid to any employees in National Museums Scotland and therefore there is no data on bonuses to be made available.

As at the snapshot date 5 April 2022, National Museums Scotland employed 192 males (42.8% of employees) and 256 females (57.2% of employees). There were approximately 14.4% more female employees than male employees in employment. Employing more females than males has been the position in the organisation for several years, although it is noted that the percentage difference has increased by 1.2% since publishing results in 2022. It is also worth noting that the 2011 Census (latest national information available at the time of publication) confirms that 48.5% of the Scottish population is male and 51.5% is female. National Museums Scotland's profile therefore follows the trend/shape of the national profile.

The mean hourly pay for male employees is £15.28 and for female employees is £15.94. The current mean gender pay gap for all employees across our published pay scales at National Museums Scotland is £0.66 or 4.3% in favour of female employees. The median gender pay gap is £1.88 or 14.4% in favour of female employees. These figures remain similar to the last reporting period even though it is acknowledged that the

number of male employees has remained the same and the number of female employees has increased by 1.2%. We therefore consider that our overall gender pay gap might still be considered atypical. However, this must be considered alongside the fact that the work of National Museums Scotland, like many other large museums, covers a broad range of specialisms. This tends to lead to gender clustering in different work groups and produces this type of pattern in the gender pay analysis.

We have also reviewed gender pay gap information in the context of occupational segregation which we understand as the concentration of men and women:

- in different kinds of jobs (**horizontal** segregation)
- in different pay grades (**vertical** segregation).

As no employee receives a bonus, this does not distort either the mean or median figures. The higher median gender pay gap in favour of female employees arises from the fact that more females than males are employed in each of the Upper, the Upper Middle and the Lower Middle quartiles. Typically, roles in Upper and Upper Middle quartiles are curatorial, professional, middle and senior management roles. There are also more females than males in the most senior management roles in the organisation, which represents an alternative to many comparable organisations.

A change to our previous reporting period is the fact that there are marginally more males (52.7%) than females (47.3%) employed in the Lower quartile in this reporting period. Typically, roles in the Lower quartile include cleaning, security, support services and 'front of house' visitor experience employees. This represents a change from the published results from 2022 of 49.1% male and 50.9% female employees in the Lower quartile. Analysis shows that we have attracted more males into visitor experience and cleaning roles that has resulted in a greater gender balance in these areas of the business. Overall, it should be noted that the largest groups of employees we have are in our Visitor Experience and Facilities Management departments than in the rest of the organisation.

We continue to be proactive in ensuring there is no bias in our recruitment and selection practice and as part of our continuous improvement efforts, ensure that our recruitment and selection practices embrace best practice principles. We also ensure that all managers are coached in Recruitment & Selection best practice and undergo Equality, Diversity and Inclusion training before they can support any recruitment campaign.

In line with National Museums Scotland's commitment to achieve equal opportunities for all employees, the organisation supports the principles that all employees should receive equal pay for the same or like work, or work rated as equivalent or of equal value. To achieve this, we maintain a pay system that is fair and transparent. This is based on the Hay job evaluation system which is used objectively for all posts within the pay scales. The job evaluation panel members are all trained Hay evaluators, and the composition of the group includes trade union representatives. Pay and progression is applied equitably to both female and male employees as are all aspects of reward and remuneration. For any new recruits – regardless of sex - we generally appoint at the lowest 25% of pay bandings.

We have a pay structure at National Museums Scotland that is based on grades A through to 8 and contained within grades 6 to grade A there are established progression steps. Employees are eligible for a progression payment if they are not at the maximum of their scale. In recognition that employed men tend to have less interrupted career

paths than women, we ensure that progression is not affected by periods of maternity leave, caring responsibilities, etc. and therefore progress for women through an individual scale is at the same rate as it is for men.

We provide a comprehensive programme of leadership and management training for employees at all levels in the organisation regardless of sex.

Beyond these assumptions, we would regard the overall mean pay gap between male and female employees to be modest at 4.3%, but we do remain committed to monitoring and analysing this information on an ongoing basis and addressing any issues that become apparent. All equalities information is published on our website in accordance with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

Dr Chris Breward

Director

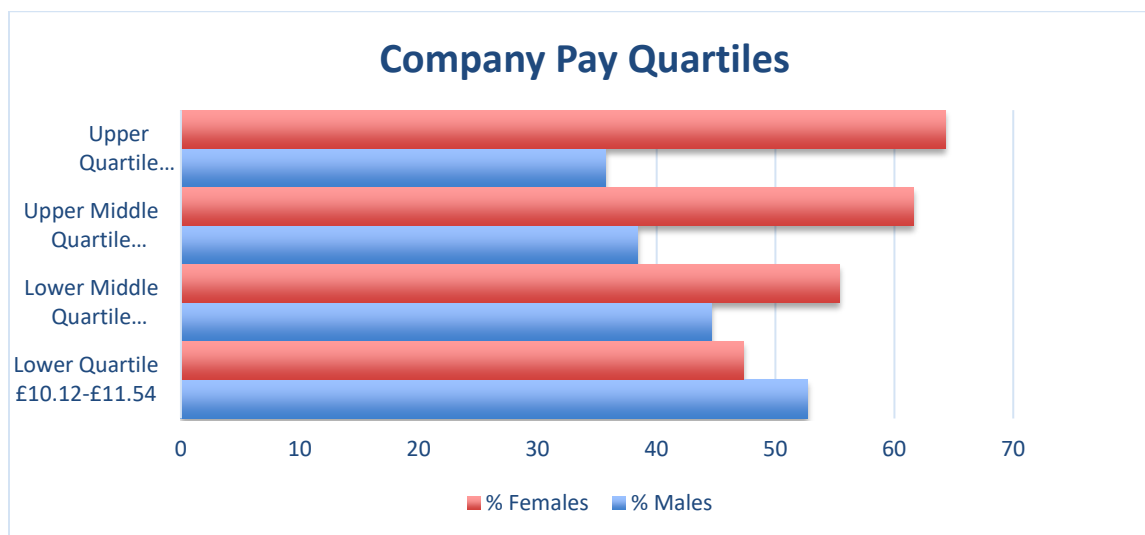
National Museums Scotland

March 2023

Table 1

Gender Pay Gap							
	Mean	Median		Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
Males	£15.28	£13.08	Min	£10.12	£11.56	£14.04	£17.76
Females	£15.94	£14.96	Max	£11.54	£14.04	£17.76	£44.77
Pay Gap	-£0.66	-£1.88	% Males	52.7	44.6	38.4	35.7
% Pay Gap	-4.3	-14.4	% Females	47.3	55.4	61.6	64.3

Table 2



- End of report -