

Appendix 2: Equality information by protected characteristic

Equalities Mainstreaming Report April 2023- March 2025

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Our approach to mainstreaming equality and human rights is one of ongoing growth and improvement. To monitor our progress and ensure our focus is on the priority areas we provide our Strategic Management Group and Board with regular workforce information and an annual update of progress against our equality outcomes. We will share our next annual equalities progress report with our Board in February 2026.

Further planned changes to our self-service payroll and HR system will be carried forward to our next reporting cycle for 2025-2029. The changes will aim to improve:

- equalities reporting by reducing the number of 'unknowns'
- staff disclosure rates
- recruitment information
- pay gap reporting
- our ability to benchmark with other organisations across the public sector. We aim to achieve this by aligning our changes with the Equality Data Improvement Programme and other relevant guidance.

Since our last [Equalities Mainstreaming Progress Report](#) in 2023, we have made several improvements. We can now track and report on employees returning to work after an absence due to a disability, as well as analyse leavers by protected characteristics.

Further planned enhancements to our self-service payroll and HR system will be implemented in our next reporting cycle. These improvements aim to:

- Use business intelligence tools to enhance our data analytics and reporting, enabling more insightful and accessible equality monitoring.
- Strengthen equalities reporting by reducing the number of 'unknowns.'
- Continue to encourage staff disclosure rates to ensure more comprehensive data collection.
- Facilitate benchmarking with other public sector organisations by aligning with the Equality Data Improvement Programme and other relevant guidance.

1. Summary of workforce data: key findings equality information by protected characteristic

In 2024, we have **653** employees; this has decreased by **6** employees since we last reported in 2023.

Age

We have very low numbers of employees under the age of 25.

72.28% of our workforce are aged 45 or over which is consistent with the last time we reported.

68.42% of our part-time workforce is aged 55 and over.

Our workforce profile highlights a consistent trend observed in previous years; we have an ageing workforce, with a significant proportion of staff eligible to retire within the next three years. This reflects the specialist nature of our roles, which often require substantial prior experience. As a result, we typically attract people who are at a more advanced stage in their careers and therefore tend to be older when they join us. We recognise the importance of addressing this trend and are committed to strengthening our approach to talent management and succession planning to ensure the long-term sustainability of our workforce.

We will continue to balance our age profile and support the needs of different age groups through our Strategic Workforce Plan. We will consider our age profile within the broader context of the social care and social work sector, as well as [Scotland's overall demographic trends](#). Scotland's population is ageing, driven by an increasing older population, rising life expectancy, and declining birth rates

Disability

14.85% of our employees identify as disabled, an increase from 11.68% in our last report. While this is a notable rise, a significant proportion of records (25.88%) remain 'unknown,' which may impact the accuracy of this figure. We do, however, know that job applications have significantly increased from disabled people since we set equality outcome 3 in 2021 (from 5.7% applications to 12.48%.)

42.98% of our part-time workforce identify as disabled.

We will continue to support colleagues living with long-term health conditions and disabilities through various initiatives, including working towards Level 3 Disability Confident Leader and our Wellbeing Action Plan.

According to the 2022 Scottish census, the number of people whose daily activities are "limited a lot" due to a health condition or disability has increased by 15.7% since 2011. Those whose activities are "limited a little" have risen by 35.7%.

The growing number of young people with disabilities and mental health conditions is a key concern.

The percentage of people reporting mental health conditions has more than doubled, rising from 4.4% in 2011 to 11.3% in 2022.

Our research shows that disabled individuals continue to face barriers to employment. Our equality outcome 5 for 2025-2029 prioritises actions to advance equality of opportunity and seeks to address these challenges.

Gender Reassignment

- **0** employees have reported having the protected characteristic of gender reassignment. We have low numbers of 'prefer not to say' and **22.81%** are 'unknown'. It is possible we do have colleagues with this protected characteristic but do not know as they have not disclosed.
- In the Scottish census 2022, 0.44% of individuals aged 16 and over identified as trans or having a trans history.
- We continue to promote the rights of trans and non-binary people through the work of the LGBT+ Champion Charter Group. In July 2022, we held a conversation café as part of our virtual pride programme and Care Inspectorate employees and colleagues from the care sector heard the lived experience of a transgender individual.

Marriage and Civil Partnership

- The marital status of most of our workforce is either 'unknown' (**60.3%**) or married (**24.20%**). Employees are asked to complete their marriage and civil partnership information in a separate part of the system to the other equalities information which may account for the high number of 'unknowns.'
- Due to the high levels of unknowns, we are unable to say whether or not our workforce is following broader societal changes observed over recent decades in Scotland, including a decline in marriage rates and an increase in cohabitation.

Pregnancy and Maternity

- Although we have a predominantly female workforce, we have recorded very small numbers of pregnant employees. This is potentially due to our older age profile.
- We continue to support all employees during pregnancy and within their maternity leave period through a variety of family-friendly and flexible working policies. These include, but are not limited to, shared paternity leave, dependent leave and the opportunity to apply and be considered for part-time work or flexible working arrangements. Our maternity and adoption policies were enhanced in terms of remuneration in 2024.
- We will continue to support gender equality through our work Equally Safe at Work employer accreditation.

Race

- **70.44%** of our employees are white, **26.49%** is 'unknown,' **1.53%** prefer not to say, and the remainder **1.68%** are from minority ethnic communities. This figure has increased slightly since we last reported this as an increase for the second year. Job applications have significantly increased from minority ethnic people since we set equality outcome 3 in 2021 (from 4.4% in 2021 to 9.14%.)
- We remain committed to the positive action measures outlined in equality outcome 5 for 2025-2029, aimed at increasing representation from minority ethnic communities.
- Approximately 388,000 people identified as belonging to Black or minority ethnic (BME) groups, making up 7.1% of the population. An 84% increase since the 2011 census ([CRER May 2024](#)).
- Despite this growing diversity, the majority of Scotland's population (approximately 93%) identified as White. According to the [Scottish Public Health Observatory in June 2024](#), the largest non-White ethnic groups in Scotland are:
 - Pakistani: 1.3%
 - Mixed or Multiple ethnic groups: 1.1%
 - Indian: 1.0%
 - Other African: 1.0%
 - Chinese: 0.9%

Religion or Belief

- Most employees report having no religion (**37.21%**) 'unknown' is (**26.03%**) or identify as belonging to the Church of Scotland (**15.77%**).
- According to the Scottish census 2022, 51.1% of respondents reported having no religious affiliation, an increase from 36.7% in 2011.
- The proportion identifying as Christian (including Church of Scotland, Roman Catholic, and other Christian) declined to 38.8%, down from 53.8% in 2011.
- Over the past decade, there has been a notable rise in the number of adults who do not identify with any religion.

Sex

- **81.78%** of our workforce are women, and **18.22%** are men.
- **92.98%** of our part-time workforce are women. The numbers of men working part-time or who have a flexible working contract is very low.
- Our workforce does not reflect the Scottish population which had a relatively even split between the sexes in 2023, but it does reflect the social care sector. Representation within the [SSSC register](#) is significantly weighted towards females, who make up 84.8% of registrants.
- We will continue to support gender equality through our work Equally Safe at Work employer accreditation.

Sexual Orientation

- Almost **60.53%** of our workforce identify as heterosexual, this is a decrease from 76% in 2021. This is likely due to the number of 'unknowns' (almost **28.07%**). According to the Scottish census, approximately 87.8% of the population identify as heterosexual.

- More than **4%** self-identified as lesbian, gay, bisexual or other. This is an increase of over 1%. This aligns with the Scottish census 2022
- We promote our work with the LGBT+ community by attending Pride. Our intention is to reach the LGBT+ community and show that we are a LGBT+ inclusive employer.

Carer

- **17.61%** of our workforce identify as a carer. We recognise that the actual number is likely higher due to underreporting.
- **14.91%** of our part-time workforce are carers (although it is likely to be higher).
- To address this, we will enhance awareness, improve data collection, and create a more supportive environment through our work to achieve the Carer Positive Exemplary Award and working with our unpaid carers network to encourage employees to disclose their caring responsibilities. This will ensure they receive the necessary support and resources to balance work and caring responsibilities effectively.

Care Experience

- Over the last 12 months we have started collecting data around care experience to inform and drive positive action around recruitment, selection and development. This data will help us better understand and support care-experienced applicants and colleagues, ensuring our systems and processes are working well to support them.
- Our Children's Rights and Corporate Parenting plan (2024 – 2027) and our strong commitment to keeping the Promise will drive forward improvements at all levels across the organisation, to provide learning and development opportunities to the care-experienced community.

Gender Identity

- In 2020 we introduced the question about gender identity. We understand this is not a protected characteristic, however we feel it is important to include this as an additional category.
- **58.35%** identify as female, **14.55%** identify as male, **1.53%** are 'prefer not to say', and the numbers for identify 'in another way' are too low to share as it could potentially disclose individuals. **25.42%** are 'unknown.'

Note: In all the tables with numbers fewer than ten have been replaced with an asterisk (*) as per Equality and Human Rights Commission (EHRC) guidance to avoid the potential identification of individuals. To ensure these numbers could not be calculated by subtracting from the total number of employees, where necessary, we have also replaced the second smallest field with two asterisks (**)

2. Whole workforce information

Age Whole Workforce				
	% 2023	Headcount 2023	% 2024	Headcount 2024
Under 25	*	*	*	*
25-34	6.54%	42	7.04%	46
35-44	19.31%	124	20.52%	134
45-54	32.09%	206	30.47%	199
55-64	36.92%	237	37.06%	242
65+	**	**	**	**
All People	100%	642	100%	653

Disability Whole Workforce				
	% 2023	Headcount 2023	% 2024	Headcount 2024
Don't know	*	*	*	*
No disability	56.07%	360	55.13%	360
Prefer not to say	**	**	**	**
Unknown	28.04%	180	14.85%	97
Disabled	12.46%	80	25.88%	169
All people	100.00%	642	100.00%	653

Gender Reassignment Whole Workforce				
	% 2023	Headcount 2023	% 2024	Headcount 2024
No gender reassignment	69.31%	445	70.90%	463
Prefer not to say	1.56%	10	1.68%	11
Unknown	29.13%	187	27.41%	179
All people	100.00%	642	100.00%	653

Marriage & Civil Partnership Whole Workforce				
	% 2023	Headcount 2023	% 2024	Headcount 2024
Civil partnership	*	*	*	*
Co-habiting	3.89%	25	3.83%	25
Divorced	4.21%	27	4.44%	29
Married	22.59%	145	24.20%	158
Prefer not to say	*	*	*	*
Separated	2.02%	13	*	*
Single	3.12%	20	3.52%	23
Unknown	62.15%	399	60.03%	392
Widowed	*	*	*	*
All people	100.00%	642	100.00%	653

Race Whole Workforce				
	% 2023	Headcount 2023	% 2024	Headcount 2024
African, African Scottish or African British	*	*	*	*
Any mix of multiple ethnic groups	*	*	*	*
Asian, Asian Scottish or Asian British	*	*	0%	0
Caribbean or Black	*	*	*	*
Other ethnic group	*	*	*	*
Prefer not to say	*	*	1.53%	10
Unknown	27.87%	182	26.49%	173
White	68.85%	442	70.44%	460
All people	100.00%	642	100.00%	653

Religion or Belief Whole Workforce				
	% 2023	Headcount 2023	% 2024	Headcount 2024
Buddhist	*	*	*	*
Church of Scotland	16.36%	105	15.77%	103
Hindu	0%	0	-	-
None	34.89%	224	35.05%	231
Other	**	**	**	**
Other Christian	2.65%	17	2.76%	18
Prefer not to say	7.17%	46	7.35%	48
Roman Catholic	9.35%	60	9.49%	62
Unknown	28.35%	182	26.03%	170
All people	100.00%	642	100.00%	653

Sex Whole Workforce				
	% 2023	Headcount 2023	% 2024	Headcount 2024
Female	81.46%	523	81.78%	534
Male	18.54%	119	18.22%	119
All people	100.00%	642	100.00%	653

Sexual Orientation Whole Workforce				
	% 2023	Headcount 2023	% 2024	Headcount 2024
Bi / bisexual	*	*	*	*
Gay / lesbian	**	**	**	**
Heterosexual / straight	63.71%	409	65.24%	426
Prefer not to say	4.36%	28	4.29%	28
Unknown	27.88%	179	26.19%	171
All people	100.00%	642	100.00%	653

Gender Identity Whole Workforce				
	% 2023	Headcount 2023	% 2024	Headcount 2024
Female	57.01%	366	58.35%	381
In another way (please specify)	*	*	*	*
Male	14.17%	91	14.55%	95
Prefer not to say	**	**	**	**
Unknown	27.26%	175	25.42%	166
All people	100.00%	642	100.00%	653

Care Experience Whole Workforce		
	% 2024	Headcount 2024
Not care experienced	11.03%	72
Yes, care experienced	**	**
Prefer not to say	*	*
Unknown	88.36%	577
All people	100.00%	653

Carer Whole Workforce				
	% 2023	Headcount 2023	% 2024	Headcount 2024
Don't know	*	*	*	*
Not a carer	55.14%	354	54.06%	353
Prefer not to say	**	**	**	**
Carer	14.64%	94	17.61%	115
Unknown	27.57%	177	25.42%	166
All people	100.00%	642	100.00%	653

3. Comparison between part-time and full-time workforce profile information

	Total headcount	No: Full time employees	No: Part time employees
2023	642	527	115
2024	653	539	114

Age 2023				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Under 25	*	*	*	*
25-34	28	4.36%	14	2.18%
35-44	109	16.98%	15	2.34%
45-54	187	29.13%	19	2.96%
55-64	184	28.66%	52	8.10%
65+	**	**	**	**
All people	527	82.09%	115	17.91%

Age 2024				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Under 25	*	*	*	*
25-34	39	5.97%	**	**
35-44	119	18.22%	15	2.30%
45-54	185	28.33%	13	1.99%
55-64	182	27.87%	60	9.19%
65+	**	**	18	2.76%
All people	539	82.54%	114	17.46%

Disability 2023				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Don't know	*	*	*	*
No	330	51.40%	30	4.67%
Prefer not to say	**	**	**	**
Unknown	140	21.81%	40	6.23%
Yes	41	6.39%	39	6.07%
All people	527	82.09%	115	17.91%

Disability 2024				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Don't know	*	*	*	*
No	328	60.85%	32	4.90%
Prefer not to say	**	**	**	**
Unknown	143	26.53%	26	3.98%
Yes	48	8.91%	49	7.50%
All people	539	82.54%	114	17.46%

Gender Reassignment 2023				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
No	353	54.98%	82	12.77%
Prefer not to say	*	*	*	*
Unknown	**	**	**	**
All people	527	82.09%	115	17.91%

Gender Reassignment 2024				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
No	365	55.90%	88	13.48%
Prefer not to say	*	*	*	*
Unknown	**	**	**	**
All people	539	82.54%	114	17.46%

Marriage & Civil Partnership 2023				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Civil partnership	*	2.96%	*	*
Co-habiting	19	*	*	*
Divorced	20	3.12%	*	*
Married	130	20.25%	15	2.34%
Prefer not to say	*	*	*	*
Separated	11	*	*	*
Single	15	2.34%	*	*
Unknown	325	50.62%	74	11.53%
Widowed	*	*	*	*
All people	527	82.09%	115	17.91%

Marriage & Civil Partnership 2024				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Civil partnership	*	*	*	*
Co-habiting	21	3.22%	*	*
Divorced	21	3.22%	*	*
Married	131	20.06%	27	4.13%
Prefer not to say	*	*	*	*
Separated	10	1.53%	*	*
Single	14	2.14%	*	*
Unknown	335	51.30%	57	8.73%
Widowed	*	*	*	*
All people	539	82.54%	114	17.46%

Race 2023				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
African, African Scottish or African British	*	*	0	0%
Any mix of multiple ethnic groups	*	*	*	*
Asian, Asian Scottish or Asian British	*	*	0	0%
Caribbean or Black	*	*	0	0%
Other ethnic group	*	*	0	0%
Prefer not to say	*	*	*	*
Unknown	155	24.14%	27	4.21%
White	358	55.76%	84	13.08%
All people	527	82.09%	115	17.91%

Race 2024

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
African, African Scottish or African British	*	*	*	*
Any mix of multiple ethnic groups	*	*	*	*
Asian, Asian Scottish or Asian British	0	0	0	0
Caribbean or Black	*	*	0	0
Other ethnic group	*	*	0	0
Prefer not to say	*	*	*	*
Unknown	148	22.66%	24	3.68%
White	377	57.73%	83	12.71%
All people	539	82.54%	114	17.46%

Religion or Belief 2023

	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Buddhist	0	0%	*	*
Church of Scotland	88	13.71%	17	2.65%
Hindu	0	0%	0	0%
None	206	32.09%	18	2.80%
Other	*	*	*	*
Other Christian	**	**	*	*
Prefer not to say	17	2.65%	29	4.52%
Roman Catholic	45	7.01%	15	2.34%
Unknown	156	24.30%	26	4.05%
All people	527	82.09%	115	17.91%

Religion or Belief 2024				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Buddhist	0	0%	0	0%
Church of Scotland	81	12.40%	22	3.37%
Hindu	0	0%	0	0%
None	231	35.38%	12	1.84%
Other	*	*	*	*
Other Christian	**	**	*	*
Prefer not to say	21	3.22%	27	4.13%
Roman Catholic	46	7.04%	16	2.45%
Unknown	145	22.21%	26	3.98%
All people	539	82.54%	114	17.46%

Sex 2023				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Female	416	64.80%	*	*
Male	111	17.29%	**	**
All people	527	82.09%	115	17.91%

Sex 2024				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Female	428	65.54%	*	*
Male	111	17.00%	**	**
All people	539	82.54%	114	17.46%

Sexual Orientation 2023				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Bi / bisexual	*	*	*	*
Gay / lesbian	**	**	*	*
Heterosexual / straight	338	52.65%	71	11.06%
Prefer not to say	20	3.12%	*	*
Unknown	147	22.90%	32	4.98%
All people	527	82.09%	115	17.91%

Sexual Orientation 2024				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Bi / bisexual	*	*	*	*
Gay / lesbian	**	**	*	*
Heterosexual / straight	357	54.67%	69	10.57%
Prefer not to say	21	3.22%	*	*
Unknown	139	21.29%	32	4.90%
All people	539	82.54%	114	17.46%

Gender Identity 2023				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Female	294	45.79%	72	11.21%
In another way	0	0%	*	*
Male	**	**	*	*
Prefer not to say	*	*	*	*
Unknown	142	22.12%	33	5.14%
All people	527	82.09%	115	17.91%

Gender Identity 2024				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Female	310	47.47%	71	10.87%
In another way	*	*	*	*
Male	91	13.94%	*	*
Prefer not to say	*	*	*	*
Unknown	134	20.52%	32	4.90%
All people	539	82.54%	114	17.46%

Care Experienced 2024				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Not care experienced	45	6.89%	27	4.13%
Yes, care experienced	*	*	*	*
Prefer not to say	*	*	*	*
Unknown	491	75.19%	86	13.17%
All people	539	82.54%	114	17.46%

Carer 2023				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Don't know	*	*	0	0%
Not a carer	308	47.98%	46	7.17%
Prefer not to say	10	1.56%	*	*
Carer	88	13.71%	*	*
Unknown	119	18.54%	58	9.03%
All people	527	82.09%	115	17.91%

Carer 2024				
	Headcount FT	% FT workforce	Headcount PT	% PT workforce
Don't know	*	*	0	0%
Not a carer	310	47.47%	43	6.58%
Prefer not to say	12	1.84%	*	*
Carer	98	15.01%	17	2.60%
Unknown	117	17.92%	49	7.50%
All people	539	82.54%	114	17.46%

4. Flexible working successful applications (this includes flexible retirement)

Age: flexible working successful applications		
	2023	2024
25-34	*	*
35-44	11	15
45-54	*	*
55-64	*	12
65 +	12	18
All people	45	61

Gender reassignment: flexible working successful applications		
	2023	2024
No	**	**
Prefer not to say	*	*
Unknown	33	35
All people	45	61

Disability: flexible working successful applications		
	2023	2024
No	12	**
Prefer not to say	*	0
Unknown	27	34
Yes	*	*
All people	45	61

Religion or belief: flexible working successful applications		
	2023	2024
Buddhist	*	0
Church of Scotland	*	*
Hindu	*	0
None	*	0
Other	*	0
Other Christian	*	*
Prefer not to say	*	*
Roman Catholic	*	*
Unknown	31	39
All people	45	61

Race: flexible working successful applications		
	2023	2024
Prefer not to say	*	*
Unknown	30	39
White	**	**
All people	45	61

Marriage and civil partnership: flexible working successful applications		
	2023	2024
Co-habiting	-	**
Married	**	17
Single	*	*
Unknown	34	39
All people	45	61

Sex: flexible working successful applications		
	2023	2024
Female	*	*
Male	**	**
All people	45	61

Sexual orientation: flexible working successful applications		
	2023	2024
Heterosexual/straight	**	**
Gay/lesbian	-	*
Prefer not to say	*	-
Unknown	30	39
All people	45	61

Gender identity: flexible working successful applications		
	2023	2024
Female	13	21
Male	*	*
Prefer not to say	*	*
Unknown	30	38
All people	45	61

Carer: flexible working successful applications		
	2023	2024
Don't know	0	0
Not a carer	12	15
Prefer not to say	*	*
Carer	*	*
Unknown	28	38
All people	45	61

Care experienced: flexible working successful applications		
	2023	2024
Not care experienced		
Prefer not to say		
Yes, care experienced		
Unknown	45	61
All people	45	61

5. Recruitment and selection

Data provided below is the headcount and percentage of all applications for both reporting periods.

TOTAL	389			689	
	2023 number	2023 %		2024 number	2024 %
Applicants by age;					
Under 21:	*	*		*	*
21-29	88	22.62%		79	11.47%
30-39	130	33.42%		174	25.25%
40-49	139	35.73%		204	29.61%
50-59	89	22.88%		138	20.03%
60-69	*	*		15	2.18%
Prefer not to say	*	*		*	*
Not stated	*	*		*	*
Applicants who identify as disabled	34	8.74%		86	12.48%
Applicants who identify as having gender reassignment	*	*		*	*
Applicants who are married	223	57.33%		330	47.90%
Applicants who are in a civil partnership	*	*		*	*
Race (applicants from Black, Asian, and Minority Ethnic backgrounds)	52	13.37%		63	9.14%

Applicants' religion/belief;					
Buddhist	*	*		*	*
Christian	*	*		*	*
Church Of Scotland	44	11.31%		87	12.63%
Hindu	14	3.60%		*	*
Jewish	*	*		*	*
Muslim	*	*		*	*
Sikh	*	*		*	*
Roman Catholic	56	14.40%		84	12.19%
None	254	65.30%		376	0.00%
Not stated	*	*		*	*
Other	53	13.62%		0	0.00%
Prefer not to say	19	4.88%		16	2.32%
Applicants by sex;					
Female	305	78.41%		522	75.76%
Male	153	39.33%		91	13.21%
Not stated	*	*		*	*
Prefer not to say	*	*		*	*
Applicants by sexual orientation;					
Heterosexual	333	85.60%		558	80.99%
Bisexual	20	5.14%		14	2.03%
Gay/ lesbian	16	4.11%		21	3.05%
Other	*	*		*	*
Not stated	59	15.17%		0	0.00%
Prefer not to say	33	8.48%		19	2.76%

Applicants who identify as carers	*	*		69	10.01%
Applicants who identify as care experienced	*	*		19	2.76%
Applicants by gender identity;					
Female	298	76.61%		519	75.33%
Male	152	39.07%		91	13.21%
Nonbinary	*	*		*	*
Not stated	10	2.57%		0	0.00%
Prefer not to say	*	*		*	*

6.Internal promotions- Our commitment to career progression is reflected in **5** internal promotions during 2023 and **3** in 2024. We cannot report by protected characteristic as the numbers are too low.

7.Learning and development

Age: learning and development				
	Internal		External	
	2023	2024	2023	2024
Under 25	0	*	0	*
25-34	24	10	0	10
35-44	64	104	*	104
45-54	213	151	16	151
55-64	136	178	11	178
65 +	*	17	0	17

Disability: learning and development				
	Internal		External	
	2023	2024	2023	2024
Don't know	*	*	0	0
No	336	333	28	20
Prefer not to say	18	21	*	*
Unknown	*	10	*	*
Yes	78	93	*	13

Marriage and civil partnership: learning and development				
	Internal		External	
	2023	2024	2023	2024
Civil partnership	*	*	*	0
Co-habiting	24	24	*	*
Divorced	26	27	*	*
Married	138	152	*	17
Prefer not to say	*	*	*	0
Separated	14	14	*	*
Single	19	21	0	*
Unknown	205	212	17	0
Widowed	8	6	*	18

Race: learning and development				
	Internal		External	
	2023	2024	2023	2024
African, African Scottish or African British	*	*	*	0
Any mix of multiple ethnic groups	*	*	*	0
Asian, Asian Scottish or Asian British	*	*	*	0
Caribbean or Black	*	*	*	0
Other ethnic group	*	*	*	0
Prefer not to say	*	*	*	*
Unknown	*	11	*	-
White	413	429	27	39

Religion or belief: learning and development				
	Internal		External	
	2023	2024	2023	2024
Buddhist	*	*	0	0
Church of Scotland	98	97	*	*
Hindu	0	*	0	0
None	211	223	26	18
Other	*	*	0	*
Other Christian	0	16	*	*
Prefer not to say	44	46	*	*
Roman Catholic	57	54	*	*
Unknown	23	13	*	*

Sex: learning and development				
	Internal		External	
	2023	2024	2023	2024
Female	354	366	22	**
Male	86	95	12	*

Sexual orientation: learning and development				
	Internal		External	
	2023	2024	2023	2024
Bi/bisexual	*	*	*	0
Gay/lesbian	21	22	*	*
Heterosexual/straight	382	393	36	32
Prefer not to say	28	28	*	*
Unknown	**	*	0	*

Gender reassignment: learning and development				
	Internal		External	
	2023	2024	2023	2024
No	419	429	35	33
Prefer not to say	10	11	*	*
Unknown	14	18	*	*

Gender identity: learning and development				
	Internal		External	
	2023		2024	
Female	345	353	26	26
In another way	*	*	*	0
Male	84	88	*	*
Prefer not to say	*	10	*	*
Unknown	*	*	0	*

Internal training shows all internal sessions were attended during the period. External training shows all requests within the period, and completion dates for those who have completed their course during the period.

Please note that in terms of external training requests, individuals are responsible for updating their own record to show they have attended following the event. Therefore, some colleagues may still appear as 'registered' when they have already attended the event.

In 2023 - **Five** external training requests were not approved. Reasons for training requests not being approved include training not being essential for role, unable to support due to available budget, alternative routes to learning were identified, application received in error, place at alternative conference identified following submission of application, individual incorrectly using this route to request learning. **Four** internal training requests were not approved.

In 2024 - **Eight** external training requests were not approved. Reason for training requests not being approved included, application not being approved by line manager due to a more appropriate learning opportunity being identified, course oversubscribed, place at alternative conference approved instead, individual incorrectly using this route to request learning. **Two** internal training requests were not approved.

The data is consistent across all protected characteristics and there are no obvious trends to indicate less favourable treatment.

8. Performance appraisal

Age: performance appraisal		
	2023	2024
Under 25	0	0
25-34	**	*
35-44	42	91
45-54	151	115
55-64	107	127
65 +	*	*

Disability: performance appraisal		
	2023	2024
Don't know	0	*
No	242	252
Prefer not to say	11	14
Unknown	*	**
Yes	52	66

Marriage and civil partnership: performance appraisal		
	2023	2024
Civil partnership	*	*
Co-habiting	18	19
Divorced	16	19
Married	95	107
Prefer not to say	*	*
Separated	*	11
Single	16	14
Unknown	*	0
Widowed	*	*
Not provided	152	167

Gender reassignment: performance appraisal		
	2023	2024
No	261	321
Prefer not to say	*	*
Unknown	**	**

Race: performance appraisal		
	2023	2024
African, African Scottish or African British	*	*
Any mix of multiple ethnic groups	*	*
Asian, Asian Scottish or Asian British	*	*
Caribbean or Black	*	*
Other ethnic group	*	*
Prefer not to say	*	*
Unknown	*	*
White	290	316

Religion or belief: performance appraisal		
	2023	2024
Buddhist	0	0
Church of Scotland	69	73
None	150	167
Other	*	*
Other Christian	0	12
Prefer not to say	26	29
Roman Catholic	42	48
Unknown	16	**

Sex: performance appraisal		
	2023	2024
Female	251	289
Male	64	55

Gender identity: performance appraisal		
	2023	2024
Female	257	272
In another way	*	0
Male	50	56
Prefer not to say	*	**
Unknown	*	*

Sexual orientation: performance appraisal		
	2023	2024
Bi/bisexual	*	*
Gay/lesbian	*	16
Heterosexual/straight	*	292
Prefer not to say	*	21
Unknown	0	0

Care Experienced: performance appraisal		
	2023	2024
Not care experienced	N/A	56
Yes, care experienced	N/A	*
Prefer not to say	N/A	*
Unknown	N/A	38

Carer: performance appraisal		
	2023	2024
Don't know	0	*
Not a carer	0	242
Prefer not to say	0	13
Carer	0	79
Unknown	*	*

Performance appraisal

One-to-ones show all one-to-ones recorded through the Learning Management System (LMS) within each reporting period. We are aware that most teams are engaging in both formal and informal one-to-ones, however we continue to encourage teams to make use of the LMS to record one-to-one notes.

9. Pregnancy and maternity

	2023	2024
All women	523	534
Pregnant	*	*
Within maternity period (12 months)	*	*
Not pregnant	515	525

10. Return to work of disabled employees following sick leave relating to their disability

The numbers are too small to report on publicly, but we are able to track and identify this information within our system. This ensures we can still track relevant trends and address them as needed.

11. Case work (dignity at work, grievance and disciplinary action)

Numbers are too small to meaningfully report on every protected characteristic, but we have reported on sex to show a summary that cases, although small, are distributed across both sexes.

Case work by protected characteristic of sex				
	2023		2024	
Case	Female	Male	Female	Male
Grievance	*	*	*	*
Dignity at work	*	*	*	*
Discipline	*	*	*	*

12. Dismissals and other reasons for leaving

Reason	2023	2024
Death in service	*	*
Dismissal	*	*
End of fixed term contract	11	*
Ill health retirements	*	*
Resignation	33	26
Retirement	21	18
All people	71	46

Turnover rate	
2023	2024
9.92%	6.75%

Age: Leaver		
	2023	2024
Under 25	*	0
25-34	*	*
35-44	12	*
45-54	*	*
55-64	18	20
65+	26	13

Gender Reassignment: Leaver		
	2023	2024
No	31	17
Unknown	40	29

Disability: Leaver		
	2023	2024
Not disabled	**	**
Disabled	*	*
Don't know	43	32

Marriage & Civil Partnership: Leaver		
	2023	2024
Married	16	11
Single	*	*
Unknown	43	30
Cohabiting	*	*
Divorced	*	*

Race: Leaver		
	2023	2024
African, African Scottish or African British	0	0
Any mix of multiple ethnic groups	0	0
Asian, Asian Scottish or Asian British	0	0
Caribbean or Black	0	
Other ethnic group	0	0
Prefer not to say	*	*
Unknown	39	32
White	26	**

Religion or belief: Leaver		
	2023	2024
Church of Scotland	13	10
None	11	*
Other Christian	*	*
Prefer not to say	*	*
Roman Catholic	*	*
Unknown	39	24

Sexual Orientation: Leaver		
	2023	2024
Bi/bisexual	*	*
Gay/lesbian	*	*
Heterosexual/straight	23	12
Prefer not to say	*	*
Unknown	46	33

Sex: Leaver		
	2023	2024
Female	48	**
Male	23	*

Gender Identity: Leaver		
	2023	2024
Female	36	21
Male	10	*
Unknown	25	**

Care Experienced: Leaver		
	2023	2024
Not care experienced	0	*
Yes, care experienced	0	0
Prefer not to say	0	0
Unknown	71	**

Carer: Leaver		
	2023	2024
Don't know	0	0
Not a carer	31	18
Prefer not to say	*	0
Carer	*	*
Unknown	33	25

Retention

We have a high level of staff retention, with low employee turnover (6.75%). The most common reason for leaving is resignation, and retirement is our second most common reason for leaving, which is indicative of the age profile in the organisation. Our turnover remains low in comparison to the overall UK public sector average. Linked to our age profile, we continue to see an increasing trend for retirements, and we anticipate this will continue for a number of years ahead.

13. Pay gap

Year	Mean Female Hourly Rate	Mean Male Hourly Rate	Mean Gender Pay Gap
2023	22.35	26.16	14.6%
2024	24.7	28.5	13.3%

Year	Median Female Hourly Rate	Median Male Hourly Rate	Median Gender Pay Gap
2023	24.14	25.86	6.7%
2024	26.95	28.64	5.9%

To ensure our approach aligns with the advice from [Audit Scotland](#) and Close the Gap, we have published both a mean and a median gender pay gap figure. The median is not influenced by very low or very high rates of pay, making it a more stable measure. However, because gender pay gap issues often arise among the lowest or highest paid employees, the mean figure can sometimes better highlight disparities. By publishing both figures, we offer a more comprehensive analysis. Close the Gap considers the median to be the more accurate measure for gender pay gap analysis, as it reflects the impact of part-time working on women's pay. For 2024, our **median gender pay gap is 5.9%**, compared to 0% in our 2023 Equalities Mainstreaming Report. Despite this increase, we remain well below Scotland's median gender pay gap of 12.0% [Close the Gap, Working Paper, Gender Pay Gap, Statistics \(October 2023\)](#).

Currently, **19.9%** of Care Inspectorate female employees work part-time. For 2024, our **mean gender pay gap stands at 13.3%**, representing a 2.38% increase since we last reported in 2023. This figure is slightly higher than Scotland's mean gender pay gap of 10.9% [Close the Gap, Working Paper, Gender Pay Gap, Statistics \(October 2023\)](#).

These figures reflect ongoing challenges in gender pay equity, particularly the structural impact of part-time work on women's pay. By continuing to monitor and report both the mean and median figures, we aim to better understand and address these disparities.

Action plan

We will develop a plan to look at the gender pay gap (the protected characteristic of sex) alongside the other characteristics, taking an intersectional approach, for example, break down gender pay data by age, ethnicity, and disability. Combining gender pay data with other protected characteristics highlights the further challenges faced by minority groups as any overlap can create different experiences of inequality.

We will break down data in different ways, for example, part-time pay gap figures by grade, department etc. Completing a comparison of full-time and part-time figures will allow a fuller analysis.

The Scottish Government Public Sector Pay Policy acts as a benchmark for all major public sector workforce groups across Scotland including the Scottish Social Services Council. As a non-departmental public body, we are required to operate with the pay policy provisions set in order to meet our commitment to equal pay. Our pay ranges and reward policies are available to staff on the intranet. Pay and grading benchmark guidance is used when creating new posts, assessing an existing post, or redesigning a post to ensure equal pay for work of equal value. This guidance is underpinned by analytical job evaluation, which is recognised as a sound basis on which to determine work of equal value. To avoid bias, evaluation focuses on the role rather than the individual, using established descriptions for each grade, and trained evaluators review cases.

Our grades 1-8 have a number of defined pay steps. Employees will enter a pay range at the relevant minimum. Employees will progress towards their maximum by one pay step on an annual basis. Grades CS1 and above are set at single salary points. Pay awards are negotiated with our recognised trade unions and cover all aspects of remuneration and terms and conditions.

As part of our ongoing commitment to put equal pay into practice we will:

- continue to be Living Wage employer
- examine and keep under review existing and future pay practices including continuing to use an objective job evaluation system as detailed above
- carry out regular monitoring of the impact of the organisation's pay practices
- provide guidance for managers directly involved in decisions relating to remuneration
- continue to work in partnership with our recognised unions on all aspects of remuneration and terms and conditions.

We will also continue to work with through the Equally Safe at Work employer accredited programme to help us improve our employment practices to advance gender equality.

Year	Mean BAME* Hourly Rate	Mean White Hourly Rate	Mean Ethnicity Pay Gap
2023	21.7	24.1	10%
2024	23.94	26.54	9.8%

Year	Median BAME* Hourly Rate	Median White Hourly Rate	Median Ethnicity Pay Gap
2023	23.12	24.1	4.1%
2024	25.14	26.16	3.9%

The 2024 **median figure shows a 3.9% pay gap**, marking an increase from our previous report, where no pay gap was recorded. Similarly, the **mean figure now indicates a 9.8% pay gap**, a notable change from our last report, when employees from Black, Asian, and Minority Ethnic (BAME*) backgrounds were, on average, paid 5.24% more than White employees. It is important to remain mindful of these changes, as they may be influenced by the small numbers.

Action plan

We will continue to gather and analyse our data to identify any fluctuations, and this will be used to inform our decision-making.

As outlined above, we will develop a plan to take an intersectional approach, for example, break down pay gap data by age, ethnicity, and disability.

Year	Mean Disabled Hourly Rate	Mean Non-Disabled Hourly Rate	Mean Disability Pay Gap
2023	23.95	24.1	0.6%
2024	23.95	25.42	5.8%

Year	Median Disabled Hourly Rate	Median Non-Disabled Hourly Rate	Median Disability Pay Gap
2023	23.95	24.25	1.2
2024	28.5	27.5	-3.6%

The 2024 **median figure indicates no disability pay gap**, consistent with our previous report. The **mean figure, however, shows a 5.8% disability pay gap**, representing a decrease of 1.51% since our last reporting period.

Action plan

The first point of action must be to make sure that our data is accurate so we can be certain any gap is skewed due to under-reporting. We will continue to communicate with staff to encourage them to complete this data so that we are working with accurate information.

As outlined above, we will develop a plan to take an intersectional approach, for example break down pay gap data by age, ethnicity, and disability.

14. Occupational segregation

Paygrade	Role descriptors
1-3	Modern Apprentice and Clerical/ Administrative
4-6	Technical and Junior Management
7-8	Specialist and Middle Management
Inspector	Regulated Care Inspectors
CS1+	Strategic Inspectors, Senior Leadership, Executive Directors, and Chief Executive

Horizontal segregation refers to the clustering of men and women into distinct types of work, for example, different roles. It occurs when members of one group are typically employed in distinct types of jobs than members of another.

Vertical segregation refers to the clustering of people into diverse levels of work, for example, more men working as senior managers, and more women working in the lowest grades. Vertical segregation within an occupation occurs when members of one group (for example, men) are typically employed at a higher level than members of another.

Gender Occupational Segregation										
	2023					2024				
Paygrade	1 to 3	4 to 6	7 to 8	Inspector	CS1+	1 to 3	4 to 6	7 to 8	Inspector	CS1+
Female	101	63	62	259	38	90	71	65	269	39
Male	14	17	20	41	27	12	23	17	36	31

When we compare percentages of women and men in the different grades, we see the following:

- Grades 1- 3, 88% of women compared to 12% of males.
- Grades 4-6, 76% of women compared to 24% of males.
- Grades 7-8, 79% of women compared to 21% of males.
- Inspector, 88% of women compared to 12% of males.
- Grades CS1+, 56% of women compared to 44% of males.

Across both 2023 and 2024, women continue to be overrepresented in roles traditionally associated with administrative, clerical, and customer service work, reflecting broader patterns of horizontal occupational segregation. These roles are often perceived as ‘women’s work’ and are concentrated in lower pay bands.

Notably, in 2024, there is a significant concentration of women in the Inspector role. This is closely followed by a strong representation in Grades 1–3 and Grades 4–6. These grades reflect the composition of our workforce, which aligns with our core function as a scrutiny and quality improvement body.

While women do hold decision-making positions within our organisation, including our Chief Executive role, it is important to acknowledge that this visibility at the top does not fully reflect the wider workforce distribution. For example, in 2024, CS1+ grades, which represent our senior leadership roles, are composed of 56% women and 44% men despite the fact that men make up only 18.22% of the overall workforce. This disproportionate representation suggests that men are still more likely to progress into senior roles.

While the gender split at the leadership level appears balanced, it is important to consider this in the context of our wider workforce composition, where women represent 81.78% of staff. This highlights a need to explore how progression opportunities are experienced across distinct roles and grades particularly in Grades 1–3, where there is a high concentration of women.

We recognise that these trends are reflective of broader patterns seen across the public sector. As part of our commitment to gender equality through our work with Equally Safe at Work, we are taking steps to better understand the factors that may influence progression, particularly from mid-level to senior roles. Through staff surveys and focus groups conducted in February and March 2025, we aim to capture a wide range of perspectives and lived experiences.

Looking ahead, we are focused on identifying and addressing areas of occupational segregation both horizontal and vertical so that all employees, regardless of sex, have fair and equitable access to development, recognition, and career progression.

Race Occupational Segregation										
	2023					2024				
Paygrade	1 to 3	4 to 6	7 to 8	Inspector	CS1+	1 to 3	4 to 6	7 to 8	Inspector	CS1+
African, African Scottish or African British	*	0	0	*	0	*	*	0	0	0
Any mix of multiple ethnic groups	*	0	0	*	*	*	*	0	*	*
Asian, Asian Scottish or Asian British	0	0	*	0	0	0	0	0	0	0
Caribbean or Black	0	0	0	0	*	0	0	0	*	0
Other ethnic group	0	0	0	*	0	0	*	0	*	0
Prefer not to say	*	0	*	*	0	*	*	*	*	*
Unknown	42	34	39	52	24	26	45	27	49	25
White	71	46	42	245	38	72	42	53	252	41

Low numbers of employees from minority ethnic communities are reflected across all pay grades and are employed in a number of different jobs including the higher paying grades of 7 to 8 and CS1 and above. We will continue to monitor the data as our numbers are small and it is important to quickly identify any changes.

Disability Occupational Segregation										
	2023					2024				
Paygrade	1 to 3	4 to 6	7 to 8	Inspector	CS1+	1 to 3	4 to 6	7 to 8	Inspector	CS1+
Don't know	*	*	0	0	0	*	*	0	0	0
No	65	21	22	225	27	61	35	51	174	39
Prefer not to say	*	*	*	*	*	*	*	*	*	*
Unknown	26	34	44	49	27	21	36	18	75	19
Yes	19	21	11	21	*	13	13	10	52	*

Disabled employees are employed in a wide range of roles, with the majority now working in grades 7 to 8 or higher. This marks a shift from our last report in 2023, where most were working in grades 1 to 3. The current distribution aligns more closely with patterns observed in previous reporting years.

15. Equal pay statement

The Care Inspectorate is committed to achieving equality in pay. We use a single job evaluation scheme to measure the relative value of roles within our pay and grading structure, ensuring a consistent, transparent, and fair approach. Our Equal Pay Statement was reviewed in 2025. In line with our commitment and in compliance with the ACAS Code of Practice on Equal Pay, we will:

- **Promote Equal Opportunities:** Ensure equal opportunities for all employees, regardless of sex, race, religion or belief, age, marriage and civil partnership, pregnancy and maternity, sexual orientation, gender reassignment, or disability.
- **Guarantee Equal Pay:** Uphold the principle that all employees receive equal pay for work of equal value.
- **Review Pay and Reward Systems:** Conduct regular reviews of our pay and reward systems to ensure they are transparent, based on objective criteria (utilising job evaluation), and free from bias for all aspects of equality.
- **Collaborate with Trade Unions:** Work closely with our recognised trade unions to maintain and enhance equality within our reward system.
- **Monitor Employment Policies:** Assess the impact of relevant people management policies and practices to ensure they do not adversely affect equality in access to pay and benefits, recruitment, promotions, training, or other development opportunities.
- **Address Complaints Promptly:** Respond swiftly to any complaints related to equal pay, ensuring all complaints are handled confidentially and monitored for oversight.
- **Conduct Equal Pay Audits:** Carry out Equal Pay Audits for all employees and monitor the implementation of the Equal Pay policy statement using appropriate resources.

16. Board equality information

[Our Board](#) consists of **14** members, with at least two individuals who have lived experience of care or are carers themselves. Their unique insights and perspectives are invaluable in shaping our work and driving meaningful progress. Additionally, two board members represent external organisations, Healthcare Improvement Scotland and the Scottish Social Services Council bringing further expertise to our governance. We account for all board members in alignment with the Gender Representation on Public Boards (Scotland) Act, and currently, **57%** of our Board members is female.