



SCOTTISH POLICE
AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Equality & Diversity Employment Monitoring & Analysis

Report



March 2024



OFFICIAL

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Introduction

The Scottish Police Authority (The Authority) is a non-departmental public body based across various locations in Scotland.

We aim to build a workforce which reflects the society we serve, and to create an inclusive culture which values and respects diversity. Each year we publish a summary of the employment monitoring data we have collated and considered within our Employment Monitoring Analysis reports. This publication continues our reporting process which supplements the key insights included within the Joint Authority and Police Scotland Equality and Diversity Mainstreaming and Outcomes Progress report which can be found [here](#).

This report follows largely the same format as previous reports and assists the Authority in regularly analysing monitoring information. This helps to identify any trends and required actions to support the delivery of our [Joint Equality Outcomes](#) which reflect the journey we are on in partnership with Police Scotland.

Through our workforce diversity monitoring, we continue to demonstrate our commitment to understanding, valuing and incorporating difference to ensure a workplace that is fair, equitable and inclusive for all.

The data presented in this report cover the overall workforce profile as well as data recruitment, retention and development. For this report, promotion refers to any internal member of staff who successfully applies for a role at a higher grade.

In relation to pay, the Authority and Police Scotland currently report on pay gaps for disability, ethnicity, sex and sexual orientation. Details of these are included within the report.

There are gaps in our datasets where a proportion of our staff data are unknown, either due to incomplete information on our system or an active choice made by staff to withhold their personal data. Work to understand low disclosure rates is an ongoing priority.

In addition, not all protected characteristics have been presented within this report due to current system limitations.

Previous year's reports can be found on our website [here](#).

1.1 Our Responsibilities as a Public Body

The Authority has a specific legal duty to gather and use data in relation to recruitment, development and retention split by relevant protected characteristic. We publish this information to demonstrate our commitment to developing an inclusive workplace and our legal responsibilities against the three aims of the general equality duty, to give due regard to the need to:

Eliminate unlawful discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act

Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

1.2 Equality and Human Rights Impact Assessments (EqHRIA)

As part of our obligations under the Public Sector Equality Duty (PSED) we are required to consider how policy and procedural changes may impact colleagues with protected characteristics. We currently carry out Equality and Human Rights Impact Assessments (EQHRIA's) and make continued efforts to fulfil this obligation through our Corporate Equalities and Public Duties Working Group and Forensic Services EDI Subgroup. Providing staff with sufficient training in EQHRIA's is a priority to enable the embedding of a consistent process which enables an effective approach mitigating barriers for staff, stakeholders and the public.

1.3 Scope

This report focuses only on employees who work directly for the Authority. As of 31 March 2024, 654 individuals (headcount) were employed by the Authority. In comparison to the figure reported in 2023, this is an increase of 18 (headcount). Individuals employed by the Authority are spread across Corporate and Forensic Service functions.

Where available, data from the most recent Scottish Census (2022) has been included to enable comparison.

1.4 Interpreting the Data

Please note the following when interpreting the data presented in this report:

- Information is published in accordance with GDPR and the Data Protection Act 2018 and so does not identify individuals.
- Low numbers of staff within any characteristic group have been combined to protect anonymity.
- For some characteristics, this report is based on relatively small data sets which makes robust analysis challenging. It also means that small changes could show a significant impact in terms of percentage increase/decrease

1.5 Disclosure Rates

The table below shows a comparison over the past two years based on the percentage of workforce data known to us and the percentage of data which individuals chose not to disclose. The table also details the percentage change (+/-) over the two years.

Protected Characteristic	Known Data 2023	Known Data 2024	% points change	Prefer not to say 2023	Prefer not to say 2024	% points change
Disability	93.24%	93.11%	-0.13%	5.82%	6.12%	0.30%
Ethnicity	94.65%	94.95%	0.30%	4.25%	4.13%	-0.12%
Gender Identity	95.44%	95.87%	0.43%	3.36%	3.21%	-0.15%
Religion	86.32%	88.83%	2.51%	11.16 %	10.24 %	-0.92%
Sexual Orientation	89.94%	90.21%	0.27%	8.81%	8.72%	-0.09%

We know that better data will improve our understanding of the diversity of our workforce and the impact of our activities on different groups. We will continue to encourage an increase in disclosure rates by providing and promoting a safe and supportive environment for our staff, being clear on who has access to the information and how it is used.

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Key Highlights

- The data shows that the Authority workforce is predominantly **female** (69.88%). There is a higher representation of women in lower salary grades, particularly from grade 2 to grade 6 and more male staff at the higher salary levels from grade 11 to 13. At Senior Management level, 100% of those at grade 14 are female and at Director level the split is 50% female / 50% male.
- In line with previous reporting, the largest **ethnic group** within the Authority is White Scottish (76.76%). BME staff represent just 1.83% of the workforce overall, showing there is an under representation in comparison with the general population of Scotland (12.9%). In terms of staff who identify as BME, there is disproportionate representation across pay grades with 67% at grade 7 and below.
- The **age** demographic of the Authority has changed over the past few years of monitoring, depicting an aging workforce. Based on the figures detailed in this report, the 45-54 age category is now the most represented across the organisation. Staff between the ages of 16 and 24 account for only 0.92% of the workforce.
- Staff declaring a **disability** make up 6.57% of the Authority workforce. Although this is an increase on our previously published figures (5.35% in 2023), it continues to be very low in terms of the Scottish Census figures reporting that 21.4% of the adult population in Scotland had a long-term limiting mental or physical health condition or disability in 2022.
- At least five **religions or beliefs** are represented within the Authority, the largest group being those who identify as Christian, which is consistent with previous reports. 56.88% of staff have disclosed they have no religious beliefs.
- The Authority workforce profile shows 6.42% of staff have confirmed their identify as **Lesbian, Gay or Bisexual** (LGB). The Scottish Census (2022) shows that the percentage of LGB+ individuals aged 16 and over is 4% of the population.
- The data presented within this report shows **pay gaps** across the protected characteristics of gender, race, and disability - evidenced by disproportionate representation at lower grades. There is also a pay gap in relation to sexual orientation which requires further analysis to determine cause(s).
- It is encouraging to see improvements in **disclosure rates** for most of the protected characteristics. In terms of disability, however, there has been an increase in the number of staff who have chosen not to share this information. We will continue to encourage disclosure across all protected characteristics to improve the information available to us, enabling a fuller and more accurate analysis of our workforce.

3.1 National Comparison

Scotland's population is ageing. There were more people in the older age groups in 2022 than ever recorded in Scotland's Census with over one million people aged 65 and over (1,090,600), 60.7% higher than the number aged 20 to 29 (678,900) and 55.1% higher than the number aged 30 to 39 (703,300).

These figures show that there is an ageing population across Scotland as a whole.

3.2 2023-24 Profile Data

The Authority's overall staff profile in terms of age has remained fairly static over the last few years. Representation of staff within the 45-54 age group has decreased slightly at 32.87% of the total workforce compared to 32.86% in our 2023 report.

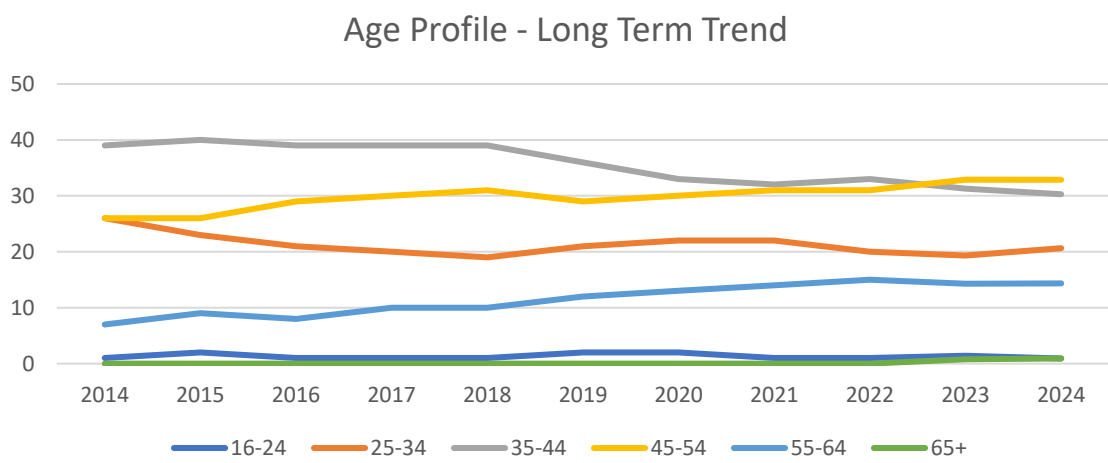
Staff within the 35-44 age group represent 30.28% of the total workforce compared to 31.29% in our 2023 report, a reduction of 1.01%.

The table below confirms that the overall ageing workforce profile has not changed significantly since our report in 2023; with 14.37% of the workforce in the 55-64 age group, little change from the 14.31% in 2023 report.

The 16-24 age category has decreased to 0.92% from the figure of 1.42% reported in 2023. The 25-34 age group has increased from 2023 by 1.3% to 20.64%. The 35-44 age group has decreased from 2023 by 1.01%.

	16-24	25-34	35-44	45-54	55-64	65+
Overall Workforce (As at 31/3/24)	0.92%	20.64%	30.28%	32.87%	14.37%	0.92%
Applications Received (During 2023-24)	25%	49%	14%	9%	3%	0
Recruitment (During 2023-24)	7.5%	72.5%	7.5%	5%	7.5%	0
Promotion (During 2023-24)	3.85%	41.35%	25%	24.04%	4.81%	0.96%
Leavers (During 2023-24)	0%	15.38%	11.54%	30.77%	38.46%	3.85%

3.3 Long Term Profile Trend



Analysis of our overall workforce profile from 2014 onwards shows a gradual increase in representation from those in ages 45-54 and 55-64 again providing evidence of an ageing workforce.

3.4 Recruitment

Of the total newly appointed employees to our workforce in the year to 31 March 2024, the majority of these (72.5%) came from the 25-34 age group.

As highlighted previously, a large percentage of the roles across the Authority, specifically Forensics Services, require a professional qualification and equivalent experience, therefore there is an under representation of young people in these roles. Positively, the data above shows 7.5% of our newly appointed employees came from the youngest age group (16-24).

3.5 Leavers

During 2023-2024, 26 people left the Authority with a number of reasons for leaving recorded, including retirement, resignation and end of contract. In terms of age distribution, the table above shows that 38.36% of leavers were aged between 55 and 64, which is an increase from our 2023 report which showed 16%. The 25–34 age group has also decreased in terms of leavers from 36% to 15.38%.

3.6 Considerations

A key area of focus in terms of age is ensuring accessibility to younger candidates, both in terms of the availability of roles and in ensuring opportunities for development and career progression.

Previous reports have highlighted that roles across the Authority, specifically within Forensic Services, require professional qualifications and equivalent experience which can be a barrier to younger people. In order to address the under representation of younger age groups, both Corporate and Forensic Services are currently participating in the Modern Apprenticeship Scheme. This offers a unique opportunity to join a busy public body in a corporate support role, gaining hands-on experience and developing new skills.

The Authority is also developing workforce plans to ensure continuity in terms of skills and knowledge as many staff approach traditional retirement age.

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Disability

4.1 National Comparison

Within the 2022 Census, a total of 377,700 people said their health was bad or very bad, an increase of 80,700 people since 2011 - mostly driven by Scotland's ageing population and an increase in older people.

The Census also found that the percentage of people reporting a long-term illness, disease or condition increased from 18.7% in 2011 to 21.4% in 2022. The second most common condition reported in the census was a mental health condition.

4.2 2023-24 Profile Data

The table below shows the responses received from individuals when asked whether or not they consider themselves to have a disability:

	Yes	No	Chose Not to Disclose	Not Recorded
Overall Workforce (As at 31/3/24)	6.57%	86.54%	6.12%	0.76%
Applications Received (During 2023-24)	7%	90%	2%	-
Recruitment (During 2023-24)	12.5%	77.5%	10%	-
Promotion (During 2023-24)	3.85%	88.46%	6.73%	0.96%
Leavers (During 2023-24)	11.54%	80.77%	3.85%	3.85%

4.3 Long Term Profile Trend

We recognise that many employees have traditionally been reluctant to disclose that they consider themselves to be disabled, and this continues to be the case. In our 2023 report, 5.35% of staff confirmed they had a disability. This figure has increased in 2024, now representing 6.57% of the workforce.

4.4 Recruitment

In comparison to 6.57% of the overall workforce, 12.5% of new starts confirmed that they considered themselves to have a disability.

4.5 Leavers

Analysis of the leaver data above shows that the number of leavers indicating that they have a disability has decreased to 11.54%, compared to the 24% reported in 2023.

4.6 2023-24 Pay Gap

The Disability Pay Gap is the difference in average hourly earnings between staff who have disclosed a disability and staff who have stated they do not consider themselves to have a disability.

The disability pay gap on 31 March 2024 was 6.7%.

A likely contributing factor to the gap is the higher representation of those with a declared disability at grade 7 and below (7.9%) as opposed to the 4.1% at grade 8 and above.

4.7 Considerations

A key area of focus in terms of disability is understanding whether the low level of disability disclosure is likely to be an accurate reflection of our workforce or if staff with a disability are choosing not to disclose this.

The Authority is a Disability Confident employer and will continue to emphasise the support available to employees through Occupational Health and the Employee Assistance Programme.

Through engagement with diversity staff associations, trades unions and consideration of relevant research and evidence, we will continue to seek to understand the barriers to recruitment and retention of those with a disability.

5

Gender Identity

5.1 National Comparison

The 2022 census found that there were 19,970 trans people in Scotland, accounting for 0.44% of people aged 16 and over.

5.2 2023-24 Profile Data

Transgender Identity	%
Yes	0%
No	95.87%
Choose not to Disclose	3.21%
Not Recorded	0.92%

5.3 Long Term Profile Trend

Our workforce data for this reporting period again shows that no individuals self-recorded as transgender. In comparison to 2023, there has been a decrease in the number of individuals who have chosen not to share this information, from 3.46% to 3.21%.

5.4 Considerations

Encouraging sharing of information will continue to be a focus however we recognise that this is an individual choice.

Gender identity will continue to be considered as part of a broader approach to supporting confidence in disclosing protected characteristic information along with our continued engagement with our LGBTI Staff Association to understand any key steps that can be taken to ensure a trans inclusive workplace.

Pregnancy and Maternity

Over this reporting period, 20 individuals across the Authority took maternity leave.

We recognise that employees want to strike a balance between their home and work life and so there are a number of policies and practices in place to ensure Authority staff have a positive experience throughout their pregnancy journey and beyond. We offer enhanced pay and leave for adoption, maternity and maternity support (paternity) along with shared parental leave, and a range of flexible working options to support parents in the workplace.

We ensure that all staff are aware of and understand their rights and entitlements and recognise that we as an employer have obligations. Following an individual notifying the organisation they are pregnant; a risk assessment is carried out to effectively manage any risks posed while at work.

We will continue to work with Police Scotland to develop improved and meaningful data in relation to pregnancy and maternity, particularly in relation to retention in the years following return to work.

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Race

7.1 National Comparison

According to Scotland's Census 2022, the largest ethnicity group for adults is White Scottish at 77.7% and 3.9% for minority ethnic adults.

7.2 2023-24 Profile Data

The table below indicates that there has been limited change in the Authority's race profile since our last report in 2023.

2024	White Scottish	All Other White British	White Minority Ethnic (WME)	Black Minority Ethnic (BME)	Chose not to Disclose	Not Recorded
Overall Workforce (As at 31/3/24)	76.76%	13.15%	3.21%	1.83%	4.13%	0.92%
Applications Received (During 2023/24)	73%	10%	9%	7%	1%	-
Recruitment (During 2023/24)	60%	17.5%	10%	10%	2.5%	-
Promotion (During 2023/24)	80.7%	8.65%	5.77%	0.96%	1.92%	1.92%
Leavers (During 2023/24)	61.54%	26.92%	-	3.85%	3.85%	3.85%

7.3 Long Term Profile Trend

Analysis of data since 2014 shows that there has been little change in the race profile of our workforce. In comparison to 2023, there has been a slight increase in the BME profile from 1.57% to 1.83%

7.4 Recruitment

Of those newly appointed between 2023 and 2024, 60% were from a White background. In comparison to the figures reported in 2023, this is a decrease of 27.23%. In terms of those newly appointed in 2023 there were no recruits from a Black Minority Ethnic background, so it is positive to see in 2024, 2.5% of new starts are from a Black Minority Ethnic background.

7.5 Leavers

3.85% of staff who left the Authority in 2024 were from a Minority Ethnic background. In comparison to 2023, this figure has decreased from 4%.

7.6 2023-24 Pay Gap

The Ethnicity Pay Gap is the difference in average hourly earnings between staff who identify as Black and Minority Ethnic and staff who identify as White Scottish.

The BME pay gap on 31 March 2024 was 3.7%.

Considering data by pay grade may show a contributing factor towards the gap with 1.9% of BME individuals at grade 7 and below whilst at grade 8 and above the figure is 1.8%.

7.7 Considerations

A key area of focus in terms of race is under representation across the workforce.

Through engagement with diversity staff associations, trades unions and consideration of relevant research and evidence, we will continue to seek to understand the barriers to recruitment and retention of those from minority ethnic backgrounds.

8

Religion or Belief

8.1 National Comparison

The majority of people in Scotland said they had no religion in response to the 2022 census. The percentage of people with no religion also increased across all age groups since the 2011 census.

8.2 2023-24 Profile Data

The table below indicates that there has been limited change in our workforce profile since our last report in 2023 when considering religion or belief.

2024	None	Church of Scotland	Roman Catholic	Other Christian	Other Religion	Other	Choose Not to Disclose	Not Recorded
Overall Workforce (As at 31/3/24)	56.88%	16.97%	10.40%	3.21%	0.61%	0.76%	10.24%	0.92%
Applications Received (During 2023/24)	70%	8%	9%	7%	1%	1.78%	2%	-
Recruitment (During 2023/24)	75%	5%	10%	10%	-	-	-	-
Promotion (During 2023/24)	66.35%	9.62%	10.58%	3.85%	-	0.96%	7.69%	0.96%
Leavers (During 2023/24)	34.62%	11.54%	11.54%	15.38%	-	3.85%	19.23%	3.85%

8.3 Long Term Profile Trend

There are no meaningful conclusions which can be drawn based upon this data although the long-term data shows that those who have no religious beliefs continues to increase.

8.4 Recruitment

75% of our new employees in 2024 declared that they have no religious beliefs. There were no results for those not to say meaning every new start chose to disclose. In comparison, in the 2023 report 2.13% of new starts chose not to disclose.

8.5 Leavers

In terms of leavers, 19% chose not to disclose information relating to religion or belief. This is an increase from 2023 when the figure for CNTD was 4%.

8.6 Considerations

There have been only minor changes in the religion profile in recent years with analysis from 2014 onwards showing no meaningful change in relation to specific religious beliefs, however, over this period we have seen a continued increase in those with no religious beliefs, increasing from 41% in 2014 to the 56.88% figure reported for 2024.

Through engagement with diversity staff associations, trades unions and consideration of relevant research and evidence, we will continue to seek to understand the views of those from different faith backgrounds.

9.1 National Comparison

According to the 2022 Scottish Census figures, there were 2,728,000 women in Scotland, outnumbering men by around 150,000. The split across the country shows women at 51.4% of the population and men at 48.6% - little difference from the figures reported in 2011.

9.2 2023-24 Profile Data

2024	Male	Female
Overall Workforce (as at 31/3/24)	30.12%	69.88%
Applications Received (during 2023/24)	26%	74%
Recruitment (during 2023/24)	17.5%	82.5%
Promotion (during 2023/24)	27.88%	72.12%
Leavers (during 2023/24)	50%	50%

9.3 Recruitment

82.5% of new starts in 2024 were female, an increase from the 2023 figure of 78.82%.

9.4 Leavers

In 2023, of those who left the Authority, the split was 32% male compared to 68% female.

9.5 Long Term Trend Data

Female representation across our workforce has gradually increased since the figure of 63% reported in 2014.

9.6 2023-24 Pay Gap

The gender pay gap on 31 March 2024 was 9.5%.

Data from the [Scottish Government](#) shows the gender pay gap for full-time employees in Scotland in 2024 was 2.2%, lower than the UK-wide figure of 7%.

To enhance understanding on the causes of the gap, representation in relation to sex has been assessed based on pay quartiles (i.e. the lower, lower middle, upper middle and upper quartile pay bands).

The table below shows the highest percentage of representation for both females and males is the third pay quartile, although male representation is 9% higher.

When considering reasons for the pay gap, the data below also shows that male representation in the highest pay band is almost double that of females and that within the lowest pay band, females are overrepresented in comparison to males.

Pay Quartiles	Female	Male
1 st	8%	6%
2 nd	39%	27%
3 rd	47%	56%
4 th	6%	11%

This then has an impact on the Gender Pay Gap as illustrated in the table below.

AHE (£)	Female	Male	Pay Gap
All Authority Staff	£27.06	£29.91	9.5%
Grades 7 & under	£23.41	£25.29	7.4%
Grades 8 & over	£34.60	£37.70	8.2%

The Gender Pay Gap is the difference between men’s and women’s average hourly earnings (excluding overtime).

The table below also demonstrates that a further impact on the Gender Pay Gap is the disproportionately higher number of females that work part time. Data shows that 93% of those who were part-time during this reporting period were female:

AHE (£)	Part Time (less than 1 FTE)	Full Time	Pay Gap
Authority Staff	£26.07	£28.32	8%

9.7 Considerations

The key area of focus in terms of sex is under representation at higher grades.

Through engagement with diversity staff associations, trades unions and consideration of relevant research and evidence, we will continue to seek to understand any barriers to recruitment and/or progression of females to senior roles.

10.1 National Comparison

Scotland’s 2022 Census found that 3,993,860 people identified as straight or heterosexual - 87.8% of people aged 16 and over.

The census also found that there were 183,860 LGB+ people in Scotland, 4.0% of people aged 16 and over.

10.2 2023-24 Profile Data

2024	Lesbian, Gay, Bisexual	Heterosexual	Chose Not to Disclose	Other	Not Recorded
Overall Workforce (As at 31/3/24)	6.42%	83.79%	8.72%	-	1.07%
Applications Received (During 2023/24)	13%	82%	5%	-	-
Recruitment (During 2023/24)	25%	65%	10%	-	-
Promotion (During 2023/24)	9.62%	77.88%	10.58%	-	1.92%
Leavers (During 2023/24)	11.54%	69.23%	15.38%	-	3.85%

10.3 Long Term Trend Data

In comparison to 2023, representation of LGB staff has continued to increase from 5.66% to 6.42%.

10.4 2023-24 Pay Gap

The sexual orientation pay gap is the difference between staff who have identified as LGB and those who identify as heterosexual.

The pay gap in relation to sexual orientation is 2.5%.

When looking at representation by grade, those who identify as lesbian, gay and bisexual are equally represented at grade 7 and below and grade 8 and above at 6.3%.

10.5 Considerations

Through engagement with the LGBTI Association, trades unions and consideration of research and evidence, seek to understand the barriers to recruitment and retention for those from LGBTI community.

11

Training and Development

It is important that there is equal access to training and our staff have the skills and knowledge to do their jobs and to develop their careers. The Authority have invested in learning and development by funding a programme of learning as well as supporting individual requests for funding. We have also delivered in house online training including sessions on Equality and Diversity.

There remains a need to address data gaps to support assessment of the extent to which there is equal access to training.

We will continue to address data gaps in relation to Training and Development as well as ensuring progress is made in embedding EDI considerations into training and development programmes.

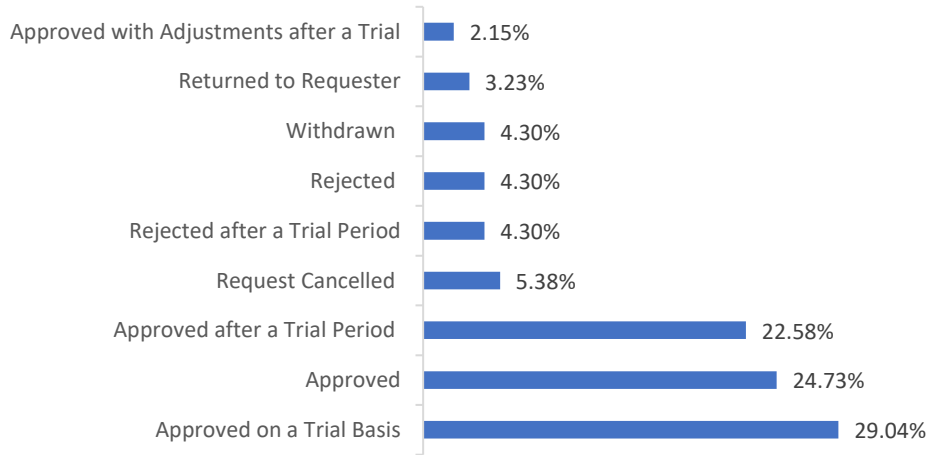
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Flexible Working

As of 31st March 2024, a total of 249 individuals across the Authority worked a flexible pattern, 77% of whom were female.

Between 1st April 2023 and 31st March 2024 93 requests for flexible working were submitted. The chart below details a breakdown of the outcomes of these requests:

Outcomes - Flexible Working Requests



The Police and Fire Reform (Scotland) Act 2012 allows for Scottish Ministers to appoint up to 15 members to the SPA (minimum 10). The terms and appointment dates of members vary and therefore gender representation can change throughout the year. For the purpose of this report, the gender representation has been noted in the table below on 1 April for 2022, 2023, 2024 and 2025.

Year	Total Members	Female	% of Female
1 April 2022	12	7	58%
1 April 2023	12	7	58%
1 April 2024	11	6	55%
1 April 2025	9	5	56%

The Authority can confirm that as of 1 April 2025, the Gender Representation Objective of 50% female non-executive members is met.

Resignations/Vacancies – 1 April 2022 to 31 March 2025

Since 1 April 2022, four members stepped down at the end of their term, including the Chair. Two members resigned from post early. This is confirmed in the table below:

Financial Year	Total Member Resignations /End of term	Female Resignation / End of term	% of Female
2022-2023	0	0	0%
2023-2024	1	1	100%
2024-2025	5	3	60%

Member Recruitment – 1 April 2022 to 31 March 2025

Two recruitment process has been run by Public Appointments Scotland since 2022 to fill member vacancies. In January 2024, a Public Appointments campaign was launched seeking four new members. Three appointments were made early 2024. In December 2024, a Public Appointments campaign was launched seeking a new Chair for the Authority. A new Chair was appointed from 7 April 2025. Details of appointments made, and the female gender breakdown of appointees is listed in the table below:

Recruitment Round	Appointments made	Female Appointments	% of Females Appointed
2022-23 (Members)	0	0	0%
2023-24 (Member)	0	0	0%
2024-25 (Members)	3	2	67%

Between 1 April 2022 and 31 March 2025, nine members had their appointment terms extended, six of which were female. Two female members resigned prior to 1 April 2025, before their terms ended, and two female members stood down at the end of their term.

The recruitment process for appointing members to the Scottish Police Authority is entirely independent of the Authority and rests with the Scottish Government’s [Public Appointments team](#). Information in relation to the number of applications received, the number of successful female applicants or details of any positive action steps taken to encourage applications from women will be held by the Scottish Government’s Public Appointments team.

The Authority plays a supporting role throughout the recruitment process with communication support and engagement activity to promote the vacancies and the work of the Authority.

The Authority is committed to positively engaging with the Public Appointments team in seeking to address any barriers to the appointment of a diverse Board.

Compliance with Legislation

We have used the data available to confirm that current representation means that we have met the “gender representation objective”. In terms of encouraging applications our focus has been on encouraging applications from diverse groups rather than focusing solely on female appointments.

An overarching assessment of the data within this report has allowed identification of actions to support the broader EDI agenda. These are detailed below:

- Undertake analysis of the pay gaps in existence across gender, disability, race and sexual orientation to improve understanding
- Undertake further analysis of flexible working requests to identify any themes and/or trends
- Work with Police Scotland to develop improved and meaningful data in relation to disability and caring responsibilities to improve understanding of representation across our workforce
- Work with Police Scotland to develop improved and meaningful data in relation to pregnancy and maternity and training and development
- Update the Authority website to promote our work as inclusive employer and to recognise our Disability and Carer Positive Awards.
- Continue to review people policies and practice in relation to recruitment and learning and development with a view to managing the risks associated with an ageing workforce.