



Forestry and
Land Scotland
Coilltearachd agus
Fearann Alba

Forestry and Land Scotland Equality Mainstreaming Report

2021-2023



Scottish Government
Riaghaltas na h-Alba

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Welcome

This is the second Equality Mainstreaming Report for Forestry and Land Scotland which sets out the progress we've made in the last two years.

Forestry and Land Scotland is an executive agency of the Scottish Government, responsible for managing Scotland's forests and land for the benefit of all, now and for the future.

We are committed to mainstreaming equality across our agency to create an inclusive workplace where staff from all backgrounds feel valued. We are also committed to ensure our millions of visitors each year, are able to enjoy Scotland's forests and land by providing a wide range of inclusive and accessible visitor experiences.

Over the last two years we have continued to make significant progress despite recovering from the COVID-19 pandemic and the destructive effects of a number of extreme weather events including Storm Arwen, which affected around 4,000 hectares of forest and led to the closure of hundreds of miles of trails for repair. We have increased the number of young people we employ through broadening our apprenticeship programme and made good progress in fostering an inclusive workplace through our Menopause Initiative and Engaging the Bystander training. We have continued to make our services more inclusive through removing barriers and working in partnership with other organisations to improve access. To build upon this progress and continue to place equality, diversity and inclusion at the centre of who we are and what we do we have set ambitious new equality outcomes to guide us over the next four years.

**Simon Hodgson,
Chief Executive, Forestry and Land Scotland.**



Summary

Forestry and Land Scotland is more diverse in terms of gender, disability, ethnicity, age and sexual orientation than when we first reported two years ago.

In the opening to our first equality mainstreaming report, which covered 2019-21, I urged Forestry and Land Scotland to be more diverse and more representative of Scotland's population as a whole. I am pleased to report improvements across all protected characteristics since our first report two years ago. Although progress is limited, the trends are moving in the right direction.

One of my responsibilities as Chief Forester of Scotland is to promote professional forestry. In conjunction with our equality, diversity and inclusion agenda this has never been more needed. Ambitious woodland creation targets, more complicated woodland management, and greater community engagement mean we need more people from all backgrounds working in forestry. I am encouraged to see that the diversity of Forestry and Land Scotland is evolving. More disabled, LGBT+ and minority ethnic colleagues are comfortable in sharing who they are, and this is the exact culture we need to foster.

The Equality Mainstreaming Report focusses on actions during the recruitment process and after recruitment on our ways of working and career development. But we also need a wider cross section of people applying to join in the first place.

As always, there is room for improvement. Our new Equality Outcomes will support us to keep reflecting on our progress and striving for better within our EDI agenda.

**Dr Helen McKay OBE,
Chief Forester for Scotland**

Who we are

Forestry and Land Scotland (FLS) was established as an executive agency of the Scottish Government in 2019. We are responsible for managing Scotland's national forests and land, an area that in total covers 640,000 hectares, 9% of Scotland's land area, in a way that supports and enables economically sustainable forestry; conserves and enhances the environment and delivers benefits for people and nature.

FLS employs over 1000 FTE staff in a broad range of occupations across Scotland. We are foresters, civil engineers, ecologists, land agents, wildlife rangers and many more. There are also volunteers who help us to manage the national forests and land. Staff are organised into four Directorates and five Regions, with support from national offices in Edinburgh and Inverness.

Our Vision & Mission

Our mission is **'to look after Scotland's forests and land, for the benefit of all, now and for the future'**. This leads to our vision of **'Forests and Land that Scotland can be proud of'**.

As an executive agency of Scottish Government, we contribute to the delivery of the national outcomes set out within the National Performance Framework. We deliver across all 11 national outcomes and will make a particular contribution to the following:



Economy

We have a globally competitive, entrepreneurial, inclusive and sustainable economy



Environment

We value, enjoy, protect and enhance our environment



Health

We are healthy and active



Communities

We live in communities that are inclusive, empowered, resilient and safe



Fair Work and Business

We have thriving and innovative businesses, with quality jobs and fair work for everyone



Education

We are well educated, skilled and able to contribute to society

The FLS Corporate Plan sets out five corporate outcomes for the organisation over the period 2022-2025.

Our work in relation to equality, diversity and inclusion helps deliver on all five of our Corporate Outcomes, but particularly on 'Scotland's national forests and land for visitors and communities', and 'A supportive, safe and inclusive organisation'.



Mainstreaming Equality

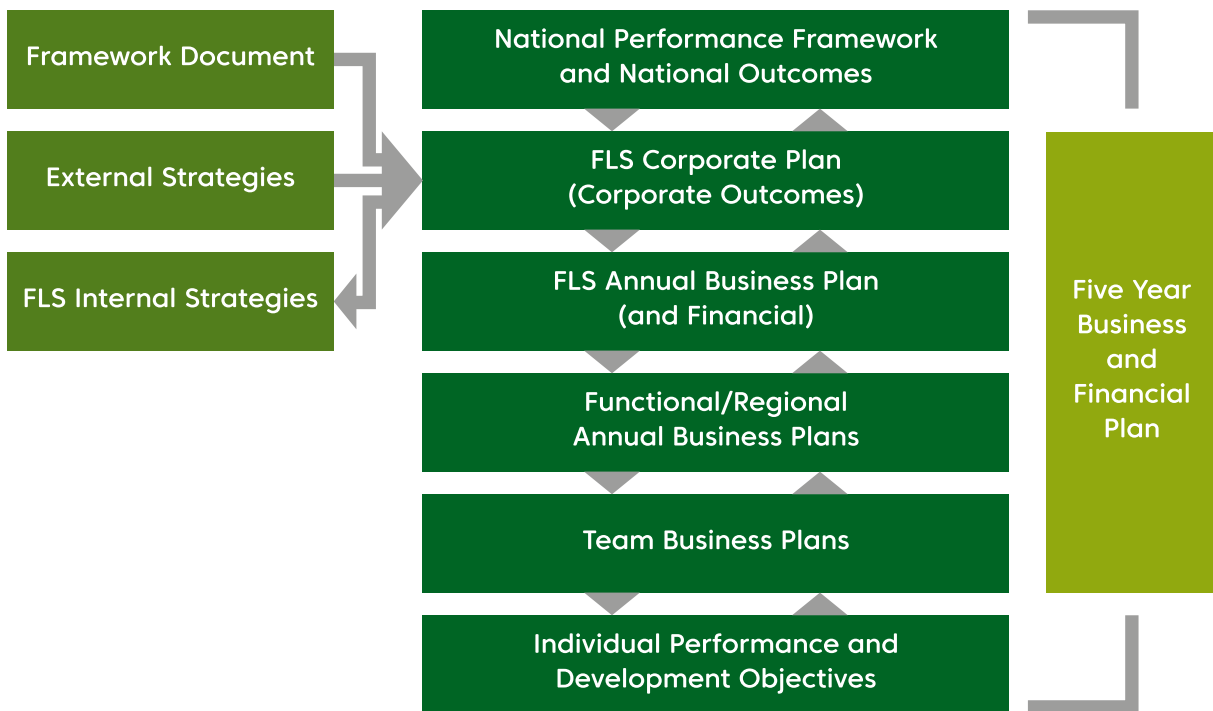
Mainstreaming is about including equality considerations in everything we do. Through bringing an equality perspective, we ensure our policies, procedures and decisions are fit for purpose, anticipating and eliminating discrimination, advancing equality of opportunity and fostering good relations between different groups.

Mainstreaming is at the heart of Forestry and Land Scotland's equality work. Our objective is to manage

the national forests and land in a way that Scotland can be proud of by mainstreaming equal opportunities as an employer and throughout the services and opportunities we provide to visitors and communities.

Equality, Diversity and Inclusion activities are embedded within our Corporate Planning Framework, that is, how we describe our series of connected Corporate and Business Plans.

Corporate Planning Framework



The Corporate Plan sets out five corporate outcomes, all of which help to deliver on our approach to equality. The Corporate Plan and the FLS Business Plans then set out the actions the organisation will take to deliver the Corporate Outcomes. Equality actions are included in each of the corresponding Directorate and Regional Business Plans, to help ensure that all areas of the business are delivering equality activities. Performance on the implementation of the corporate and business plans, including equality activity is monitored on a quarterly basis and reported to the FLS Management Board via the Corporate Performance Reports.

We are a young and ambitious organisation, excited about the future challenges. To ensure success we want to continue to develop a workforce with a wide range of backgrounds, perspectives, and experiences, who are valued for their unique contributions. We will also continue to align wellbeing and inclusion, creating an environment which is supportive and respects and values differences. We will give equal importance to economic, environmental, and social objectives.

Progress on our Equality Outcomes

In 2021 we set interim equality outcomes for the period 2021-23, which have supported us to realise our equality, diversity and inclusion commitments. The interim outcomes were:

- 1. Our workforce increases in diversity to reflect the communities we serve and the general population of Scotland by 2023.**
- 2. By 2025, workforce culture will be more inclusive with employees from backgrounds and characteristics and experiences reporting they feel increasingly valued.**
- 3. Our sites and services are increasingly accessible and inclusive. We will continue to remove barriers to ensure people from**

all backgrounds and communities can enjoy Scotland's national forests and land.

- 4. Strengthen strategic relationships with other public and third sector bodies who work with under-represented groups, to enable us to continue to remove barriers to access and identify opportunities for collaboration where it can add value and make best use of Scotland's natural resources.**

The following section of this report gives an update on progress towards these outcomes.

Outcome 1: Workforce Diversity

Our workforce increases in diversity to reflect the communities we serve and the general population of Scotland by 2023.

We know that by recruiting people from a range of backgrounds, we will gain a broader variety of experiences and perspectives to bring to our work.

With an ageing workforce and 65% of our staff aged over 40, we have been focused on increasing young people's participation in employment and training. We are proud of our apprenticeship programme, where we have increased the number of apprentices and the types of placements we offer. We're delighted that we've now reached our corporate plan target of 5% young people aged under 25 years

working in the organisation. We look forward to formally signing up to the Young Person's Guarantee in order to recognise the work we do supporting young people into training and employment.

Like all employers, we have faced recruitment challenges following the pandemic. However, we have recently invested significantly in our talent and resourcing team to help us move forward quickly with our plans to ensure the diversity of our workforce continues to evolve to be representative of the general population of Scotland.

Case study: Apprenticeships & Student Placements

FLS continues to invest in and expand its apprenticeship programme. Apprenticeships are now offered across five business areas with more apprentices recruited than ever before. Our apprenticeship programme tackles some of our biggest organisational challenges:

- A skills shortage for our technical roles such as foresters and engineers
- An ageing workforce, with double as many staff over 40 years old than under
- Young people are unaware of the breadth of roles we have within our organisation.

Over the last two years, we have expanded our apprenticeship offer to cover more areas where we have skills shortages. Our new roles now include:

- Graduate apprenticeship in Data Science
- Graduate apprenticeship in Civil engineering
- Student placements in Ecology

This is on top of our existing modern and foundation apprenticeships and student placements in Trees & Timber, Mechanical Engineering, Finance, Procurement, Business Administration and Forestry.

We work with colleges and universities to design our apprenticeships. We make sure our programmes cover the technical skills needed so that apprentices can apply for permanent roles in that area. In 2021 and 2022, we recruited 48 apprentices and students for placements, as well as 21 Trees & Timber apprentices on their two-year programme.

We don't have an upper age limit on apprenticeships and this makes them accessible to career changers – we're looking for the best people no matter what their age. This creates a real mix of skills, knowledge and life experience in each apprentice cohort.

Kirsty Russell, Learning & Development Manager, says: "The value of our placements is that they give students exposure to lots of different jobs, career paths, teams and skill sets. Teams are more than happy to make time to speak to apprentices about their work and see it as a way of building the teams and skills that they need. This is a really positive result."

Working alongside the Resourcing team and liaising with Developing a Young Workforce reps, the Work-Based Learning team also coordinate events at schools and college to raise awareness of FLS and the breadth of roles we offer. Current FLS forestry students and graduate apprentices often attend and present at these events.

Over the last few months, 20 apprentices and students have gained permanent positions within FLS, which is fantastic. We are now working on plans to secure more apprentices following training, and looking at developing apprenticeships within the Wildlife Ranger and Land Agent teams.



Case study: Seasonal Ranger Recruitment



Seasonal rangers are a relatively new role in FLS. Our latest cohorts of seasonal rangers have attracted diverse interest, with many rangers gaining permanent roles in the organisation.

The Visitor Services team created the seasonal ranger role in 2021 in response to rising visitor numbers since COVID-19. Visitors are now accessing Scotland's forests more than before, and to sites where they haven't historically visited in such great numbers.

Working with our Resourcing team, the Visitor Services team recruited 22 seasonal rangers in 2021. In order to attract candidates beyond those with a traditional

forestry background, our job advert and description emphasised good communication, general service sector experience and passion about the environment. We offered full time and part time seasonal roles.

The response to both recruitment drives was positive. Candidates came from a broad variety of sectors and backgrounds. We are delighted that many seasonal rangers have got permanent roles in FLS. This has been as work supervisors, permanent rangers, and other roles within Visitor Services.

Stuart Chalmers, Regional Visitor Services Manager, says "We are committed to increasing our workforce diversity to reflect the communities we serve. It's brilliant to see seasonal rangers develop new skills and experience which have then supported them to secure permanent roles with us."

Due to rising costs of living, we anticipate a sustained increase in staycations and camping holidays on FLS sites. We look forward to recruiting more seasonal rangers this year to support visitors across Scotland this summer, including at the Cycling World Championships.

You can find out more on our recruitment data in the Appendix under 'Vacancy Reporting'.

Outcome 2: Workforce Inclusion

By 2025, workforce culture will be more inclusive with employees from backgrounds and characteristics and experiences reporting they feel increasingly valued.

Developing an inclusive workplace means that all employees can show up to work feeling welcomed and valued. Our approach to this outcome has been four-fold:

- Increasing support for female staff in the organisation as an under-represented group
- Improving the relations between older and younger members of staff through coaching and mentoring
- Continuing to deliver best practice to support disabled colleagues

- Continuing to address inappropriate behaviours between different equality groups at all levels of the organisation.

One example of our work is with our menopause initiative, which increases support for staff going through the menopause by fostering open and honest conversations about the menopause. Given that just 34% of our staff are female, there was a chance that people going through the menopause felt isolated in the workplace and under-supported.

Case study: Menopause Initiative

We are committed to creating a workplace in which all staff feel welcomed and included. Our menopause initiative falls within this commitment. We want FLS to be a menopause confident organisation where managers, the People team and staff feel comfortable talking about menopause and making appropriate workplace adjustments. We also want to support male managers and staff in talking about menopause.



A menopause awareness workshop had been held a few years ago, both for staff and managers. However, the sessions were a one-off and feedback showed that staff still felt uncomfortable talking about menopause at work.

The Wellbeing Advisor and Diversity & Inclusion Manager liaised with Scottish Government and other organisations leading in menopause support for employees. Seeking out best practice they then developed menopause guidance that focused on improving awareness across the agency, giving practical advice to staff and managers as well as highlighting easily implemented adjustments that could significantly improve the working environment of staff – particularly those experiencing perimenopausal symptoms.

Working with the organisation 'Talking Menopause', we trained 25 Menopause Champions to continue to build awareness across FLS, and who would be able to signpost staff and managers to resources and support. The champions comprise a range of staff, including members of the People Team whose roles regularly involve advising and supporting staff and managers on HR, wellbeing and safety issues alongside trade union colleagues and others from across the agency.

Jason Liggins, Menopause Champion and Head of Health, Safety & Wellbeing commented: "This initiative is vital so that we can support all our valued colleagues as they go through the menopause. Since becoming a Menopause Champion I've become aware of a number of people, including my own sister, who have had to give up on fulfilling and successful careers because of experiencing menopause symptoms that they could not even discuss, never mind access support with, at work. These cases are not only tragedies for the individual but also the organisation unnecessarily losing skilled, experienced and effective staff. With the support of our network of Menopause Champions, alongside our excellent guidance and support materials, we hope we can now provide effective support not only for staff going through menopause, but for their teams, managers, partners and families."

Since the launch of the Guidance and Menopause Champions on World Menopause Day 2022, we've received positive feedback from people going through the menopause about the initiative. Menopause Champions have set up quarterly meetings to share best practice, and have also joined an external network to embed and deepen their knowledge.

At FLS, 65% of our staff are over the age of 40, and significant numbers of experienced staff are in the process of retiring. This can create gaps in best practice and loss of valuable experience and organisational knowledge.

From an equality perspective, we had concerns around older staff not feeling valued in the workplace, and younger staff feeling under-supported as their experienced colleagues left. Informal coaching and mentoring in the organisation has improved relations between older and younger staff, and led to the creation of a national professional mentoring programme.

Case study: Workplace Mentoring



We are committed to supporting older staff feeling valued in the workplace, and that includes appreciating their skills and experience. North Regional Manager at the time saw in our older staff an opportunity to share knowledge through establishing coaching and mentoring relationships.

Chris, Harvesting Forester in North region, is one of those staff. On the suggestion of his Regional Manager, he took up mentoring colleagues on the complex A82 felling project. This operation involves felling large diameter trees on steep ground, which demands a high

level of competence and control from chainsaw operators. The extraction method used to get the timber to roadside is by skyline winch which is rarely used, so not many staff have experience in supervising this type of work to ensure best practice and operational safety. On top of all this, the trees are above the main arterial road for the west coast of Scotland which presents a significant risk for should trees, rocks or debris come loose, as well as potentially causing significant disruption. All tree felling needs to be completed whilst all traffic is stopped to ensure that no cars or people are on the road below when trees are being felled or moved so effective communication and coordination with Traffic Control operatives is critical.

From a landowner perspective, this site requires complex co-ordination and planning with Transport Scotland, the local authority, local communities, and the police as well as those carrying out the work. Fortunately, Chris has over 30 years of experience on steep ground felling of this type, including significant experience of winch operations. Chris has mentored colleagues onsite for two years now to make sure operations run safely and smoothly and contractors are managed effectively.

Informal mentoring relationships such as Chris's have been so successful that FLS is developing and piloting a national mentoring programme, to support the professional development of staff and to assess how we better integrate mentoring into the roles of experienced staff as standard. Chris is now signed up as a mentor on this programme, and has received training to develop his mentoring skills. He will support 2-3 new recruits in their professional development over the coming months.

Meanwhile back on the A82 felling site, operations are starting up again and the foresters Chris mentored are now coordinating the site independently. Chris looks forward to partial retirement later this summer when he will devote all his work time to mentoring, and until then he will also be mentoring his replacement who will work alongside him for 9 months so that he can share as much local knowledge and experience as possible.

Many of us will have disabilities and health conditions which might impact our work at some point in our career. We are committed to making Forestry and Land Scotland an employer of choice for people with disabilities, and we're proud that 94% of our staff have shared their disability status

with us. Whilst we are encouraged by this figure, we also need to take a proactive approach to disabilities. We continue to create an inclusive and supportive work environment which enables everyone to perform at their best.

Case study: Making adjustments for staff with musculoskeletal conditions

Whilst out walking after work in 2021, staff member Ruth slipped and tore her meniscus. This seriously aggravated an older knee injury. As a result she struggled to walk and was unable to walk up or downhill at all despite this being an important part of her role supporting staff working on site. Ruth also found it painful to sit at a desk for any period of time. Musculoskeletal conditions such as Ruth's can count as a disability under the Equality Act 2010 because they are long term and substantially affect day-to-day activities.

Upon hearing the diagnosis her line manager, Eddie, arranged for an Occupational Health (OH) appointment. The adviser recommended that Ruth stop site visits for a month, only walk on level ground and focus on rest. Eddie paired Ruth up with another team member so that her site visits could be covered whilst she recuperated. He arranged for Ruth to attend her physio appointments during work hours without needing to pay the time back. With Ruth's consent, he shared her condition with her team so they could support Ruth as needed. As a Health & Safety professional herself, Ruth undertook her own Display Screen Equipment assessment, to ensure that she could work safely at her desk without further strain or injury. The main adjustment was ensuring she took sufficient breaks from sitting, to ensure her knee didn't become more painful.

Ruth commented: "My manager was pro-active throughout. He sought out the OH referral immediately, and as soon as the report came in we put workplace adjustments in place. This injury was challenging to manage in the forestry environment but with the support of my manager and team I am back to doing everything I could before the injury. It would have taken a long time to recover without their support"

Ruth is now back to doing site visits. Colleagues continue to ask whether she is happy to do specific tasks in case it aggravates her condition. She owns the process of her adjustments, and if she needs more assistance she knows her team and line manager are there to support her.

We look forward to implementing the Scottish Government Employee Passport scheme in the next financial year, in order to ensure disabled colleagues have the adjustments they need to succeed in their roles.

We continue to develop a welcoming work environment at Forestry and Land Scotland. Improving our culture means creating a workplace where staff feel empowered to challenge inappropriate behaviour, and have the tools to do so. You can read more about our progress in the following pages.

Case study: Addressing Negative Behaviours

Our commitment to ensuring that staff from all backgrounds feel valued at work has seen us continue the rollout of our active bystander training.

Unfortunately, negative behaviours continue to be a workplace challenge within FLS. In North Region a range of measures were taken to address this. Regional Management communicated clear messaging on expected and appropriate standards of behaviours; staff were provided with supportive literature to raise awareness and understanding of inappropriate behaviours and their effects, and line managers held conversations with teams on these issues. Despite this, there were reports both that staff felt that inappropriate behaviour wasn't tackled by managers and that workplace banter was seen to be very damaging to our culture.

Working with the regional management team, the Diversity & Inclusion Manager supported North Region to implement active bystander training. The basic idea of the 'Engaging the Bystander' training is to develop the skills to help recognise behaviours that impact negatively on others, and learn skills to help staff challenge these behaviours. It revolves around the principle that 'the standard you walk past is the standard you accept'. The Diversity & Inclusion Manager worked alongside regional management to sustain focus on the project for its duration, and to facilitate conversations within teams after the training.

We have now trained 45 staff across the region since April 2021, with the Regional Manager attending every training event to support its rollout. In the People Survey at the end of that year, 100% of inappropriate behaviours in the region was reported, either formally to HR or line managers, or informally to colleagues. This is a fantastic result, and demonstrates that staff feel safe to challenge and speak out.

Doug Mitchell, Planning Manager, who sat on the regional management team at the time, commented: "The training is one half of the picture – the other key part is getting line managers and teams to share honestly about their experiences and to keep talking and acting on the training."

The active bystander approach continues to be implemented across the organisation to challenge negative behaviour, and help ensure that FLS is a safe and inclusive workplace.

Outcome 3: Accessible Sites & Inclusive Services

Our sites and services are increasingly accessible and inclusive. We will continue to remove barriers to ensure people from all backgrounds and communities can enjoy Scotland's national forests and land.

This outcome is at the heart of our mission to look after Scotland's forests and land for the benefit of all, now and for the future. Over the last two years we focused on two under-reached groups of visitors: disabled people and young people.

A key barrier for disabled people is attitudes. Key Visitor Services staff have undertaken training with the organisation 'Inclusion Scotland' on disability inclusion, to ensure that we welcome disabled people onto FLS sites as equal and valued visitors. We have also continued to make structural improvements to our sites, and you can read an example of this below.

Case study: The Lodge, Queen Elizabeth Forest Park



The Lodge is a great example of an FLS site which is accessible and inclusive. We had already developed accessible trails to the waterfall and red squirrel hides, free mobility scooters onsite, and an interactive accessible wildlife room in the visitor centre. In 2022, we invested in a new improved accessible ramp with better positioning and easier manoeuvring space for pushchairs and wheelchairs.

We work regularly with local groups to achieve our ambition that people from all backgrounds can enjoy their local forests and land. An example of this is a

group from Camphill Blair Drummond, composed of adults with learning disabilities, who approached FLS in 2021 looking for a quiet space to use as a base for their day trips to the Queen Elizabeth Forest Park.

We provide the young people and their carers with a dedicated room separate from the main visitor centre, with its own facilities, and gave them safety information about the trails and how to plan hikes for a group of mixed abilities. The disabled parking close the Lodge made trips easier. The group became self-led, settling into a rhythm of using indoor space for natural crafts, and then venturing outdoors into the forest. Over the last several months, the group grew in confidence with the site, the outdoors and being in the wild. They made good use of the onsite orienteering, and many of them learnt to use maps and compasses. A proud achievement of the group was climbing Ben A'an. A huge well done to everyone involved.

Through robust evidence compiled by our Visitor Services team from forest surveys, young people are under-represented in our visitor profile. Our accessible archaeology offer is one of the

ways which we are engaging young people across Scotland in forests and land we manage, and our natural and cultural heritage.

Case Study: Accessible Archaeology



Forestry and Land Scotland's Outdoor Archaeological Learning series takes a creative approach to imagining life in our native woodlands thousands of years ago. The free learning resources explain accessible archaeological skills that help build knowledge and inspire understanding of our history, geography, and the creative arts. They also help to connect young people to some of the most significant archaeological sites. The series is aimed at teachers, youth group leaders, and archaeological educators, but will be of interest to anyone keen to appreciate our natural and cultural heritage.

Since 2021, two new booklets have been published: [A Song in Stone: exploring Scotland's Neolithic rock art](#) and [To Build a Broch: from construction to conservation](#). Both are designed for the Curriculum of Excellence (third level). To build a Broch has also been published in Gaelic: [A Thogail Dùn: Bho Thogail gu Glèidheadh](#).

The booklets were developed collaboratively through contributions from a range of experts, including foresters, ecologists, archaeologists, educators, artists and photographers, all working together to present a fresh take on our ancient past. The booklets also link to a variety of careers, reflecting the aims of the Scottish Government's Developing the Young Workforce strategy.

Each booklet introduces a cast of characters who are diverse in gender, age and ethnicity. This approach supports both inclusive storytelling and accessible career aspirations. The booklets inspire a human connection with the distant past and those who study it. We also include and celebrate the importance of creativity making the characters feel accessible, and inspiring all learners to create their own new characters.

The [FLS Learning In Action: Using Into the Wildwoods in an Informal Setting](#) case study describes a series of after-school sessions for young carers delivered in 2022 by archaeological educators All Ages and the Perth & Kinross Association of Voluntary Service. The flexible resource can be adapted based on the needs of the group, and could suit both indoor or outdoor settings.



Outcome 3: Partnerships to remove barriers to access

Strengthen strategic relationships with other public and third sector bodies who work with under-represented groups, to enable us to continue to remove barriers to access, and identify opportunities for collaboration where it can add value and make best use of Scotland's natural resources.

As well as advancing equality of opportunity for our under-represented visitors, we regularly work with public and third sector bodies to maximise our impact.

We continue to work with Scottish Forestry and the NHS as a delivery partner in the Branching Out

programme, promoting the use of woodlands as a place of mental health recovery for patients accessing services within the healthcare and charity sectors. We have now applied learning from the adult programmes to create a project for children and young people.

Case study: Youth Mental Health Outdoor Sessions in Partnership with NHS

Jo and Jenny, Community Rangers for Forestry and Land Scotland have been working alongside Child and Adolescents Mental Health Services (CAMHS) developing an outdoor activity programme for referred children and adolescents and their families.

The ethos of the group is to create a safe and welcoming space for every participant. The families participate in safe building of fires, relaxing in hammocks, forest games, climbing trees, sensory trails, tying knots, obstacle courses, storytelling, memory games and free play. An intention of these activities is to make the families more confident to go out on their own in their own greenspaces without the need of an organised event with professionals. We showed that being outdoors is fun, free and can assist both mental and physical wellbeing. All these activities help:

- Improve social development
- Increase cognitive capacity to follow multi-stage instructions
- Explore sensory environment
- Opportunities for risk, challenge and increasing resilience
- Develop and practice fine and gross motor control
- Acquire and practice transferable life skills

The programme has been well received by management in FLS, CAMHS and by the children and parents who participated in it. More CAMHS staff have been recently recruited into the programme.

Tracy Binnie, Occupational Therapist, (CAMHS) commented: "I just wanted to thank you once again for all your time, expertise, and energy during the sessions.

The kids learn to take risks, learn new skills, and gain social and emotional benefits that will assist them long term. The change in many of them during this session was incredible with peer social exchange and play evident.

We are very much looking forward to the next programme and cannot thank you enough for your continued involvement and partnership working in this project."

Collaborating with local third sector organisations is a priority for us. It means that we can be better embedded in the communities we serve, improving awareness of and access to our sites.

Case study: Partnership with Kilmartin Museum Education Service



The partnership with Kilmartin Museum Education Service shows how Forestry and Land Scotland can build capacity in small third sector organisations to deliver big impacts.

FLS part funds the Service, who run visits for local primary schools, high schools and families to FLS-managed sites. Groups learn about the environment and undertake activities in the forest linked to the curriculum, such as animal and bird habitat surveys.

These sessions ensure that local people can easily access their local forests and heritage sites. During Prehistoric Week in September 2022, over 350 local school students attend bronze casting and flint knapping demonstrations in Oban High School and Tarbert Academy. Some of these children went on to attend the Prehistoric Camp weekend event at Achnabreac Forest. The intention was that groups who access these events are more likely to return to the forests and land on their own while learning and having fun outdoors.

One pupil reflected: “I enjoyed learning about wood, flint and foods from bronze age and having a go!”

Feedback from teachers was positive, with Principal Teacher at Tarbert Academy School commenting: “The information was pitched perfectly and the pace and activities kept the pupils engaged. This was an excellent visit and look forward to working with Kilmartin Museum again in the near future”

Robbie Layden, Regional Visitor Service Manager said: “It is brilliant to support the Kilmartin Museum Education Service and all the work they do to support pupils accessing their local forests and land. I’m excited to continue our partnership working alongside other third sector and community groups, so that our sites are increasingly accessible and inclusive.”

New Equality Outcomes 2023-27

We are required to produce a new set of equality outcomes every four years. For this report, we have reviewed our existing interim outcomes and established a revised set based on qualitative and quantitative evidence from our staff and visitors. We have also aligned our equality outcomes more closely with our Corporate Outcomes and Scotland's National Performance Framework.

Our new set of equality outcomes are:

- 1. Our workforce increases in diversity to reflect the communities we serve and the general population of Scotland.**
- 2. Staff from and across all protected characteristics feel increasingly safe and included.**
- 3. Our policies, processes and practices continue to have a positive impact on equality and people from and across protected characteristics.**
- 4. Our sites and services are increasingly accessible and inclusive. The removal of barriers is continued to ensure people from all backgrounds and communities can enjoy Scotland's national forests and land.**

Outcome 1 is a continuation of our previous work, but refined to focus on reducing the gender pay gap and balancing the gender makeup of the organisation, as well as increasing young people's participation in employment.

Outcome 2 will now focus on increasing the number of staff who report negative behaviour, and reducing the overall number of negative behaviour experienced by staff. This will be met through continuing the rollout of our Engaging the Bystander training programme.

Outcome 3 has been developed out of our finding that completed Equality Impact Assessments are often high quality, however we would like to improve on the quantity of assessments made.

Outcome 4's indicators have been drawn from extensive consultation as part of our new Visitor Strategy, where diversity and inclusion forms a principal focus.

We will create action plans for each outcome to detail the focus of the outcomes in the coming months.

Equal Pay

Forestry and Land Scotland is committed to ensuring employees are fairly and equitably rewarded for the work they undertake and for the skills and experience they demonstrate, regardless of gender, disability, ethnicity or other personal characteristics.

All posts within the Agency are allocated to a pay band using a robust job evaluation methodology. The job evaluation process provides a systematic, fair and consistent means of assessing the demands of jobs based on evidence-based criteria.

Equal Pay Monitoring is part of the annual pay review process. The review, which is negotiated with the recognised Trade Unions, includes equality impact assessment of age, gender, ethnicity and disability. Earnings of these groups are compared to all-staff earnings by Pay Band.

Details shown in green in the table below highlight where the number is greater than 5% or less than -5% to help identify differences considered significant.

Pay Band	Mean FTE Salary	Gender		Disability			Ethnicity		
		Female	Male	No	Yes	Prefer not to respond	ME	White	Prefer not to respond
SSG2	115,120	-	0.0%	0.0%	-	-	-	0.0%	-
SSG1	79,697	-	0.0%	0.0%	-	-	-	0.0%	-
Pay Band 1	73,924	-0.6%	0.4%	0.0%	-	-	-	0.0%	-
Pay Band 2	59,626	-0.8%	0.4%	0.0%	-	-	-	0.0%	-
Pay Band 3	47,970	0.1%	-0.1%	0.0%	-1.7%	1.5%	-5.5%	0.0%	2.1%
Pay Band 4	40,341	-0.4%	0.3%	0.1%	-0.8%	-1.4%	-0.4%	0.0%	-0.5%
Pay Band 5	31,695	-0.1%	0.1%	0.0%	0.2%	-0.3%	-0.5%	0.0%	-0.3%
Pay Band 5 (Op)	38,214	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	0.0%
Pay Band 6A	28,299	-0.9%	0.3%	0.0%	0.3%	-0.6%	1.5%	0.0%	-0.4%
Pay Band 6A (Op)	33,639	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%
Pay Band 6B	25,009	-0.2%	0.1%	0.1%	0.4%	-0.8%	-3.3%	-0.1%	0.8%
Pay Band 7	21,479	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
SAL	19,789	39.6%	-19.8%	0.0%	-	-	-	-	-

The area with the highest mean salary difference is 'SAL'. This refers to Salisbury staff, who are members of our facilities teams including managers and staff. This means they are in fact not in the same pay band, but are grouped here as they are not civil servants and do not fall within the traditional pay structure.

The discrepancy within the ethnicity category likely relates to staff with fewer years of service compared to staff with more service, as there is an 8% difference between the lowest and highest pay scale within this pay band.

Actions we are taking:

- Equality Monitoring:** We will continue to engage staff about sharing their equality data with us. Care is taken to explain how and why we collect this sensitive personal information, including data handling and confidentiality. Disclosure rates have increased across the information, and now stand at 100% for gender, 94% disclosure for disability, and 93% for ethnicity.
- Supporting progression and retention:** We will investigate potential causes of pay inequality between employees. We are looking forward to introducing the Scottish Government employee passport in the coming financial year to support staff with a clearer workplace adjustments process, and have recently launched comprehensive menopause guidance to support staff and managers have open conversations about menopause at work.
- Ensuring dignity and respect in the workplace:** We are refreshing our policy around bullying and harassment to incorporate a broader approach to dignity at work. Alongside our active bystandership approach, we are committed to creating an inclusive workplace where people feel empowered to raise concerns with assurance they will be dealt with appropriately.

Occupational Segregation

Vertical occupational segregation measures the headcount of female and male staff by pay band.

Pay Band	Gender	
	Female	Male
SSG2 and SSG1	0	*
Pay Band 1	*	*
Pay Band 2	*	16
Pay Band 3	35	58
Pay Band 4	65	96
Pay Band 5	104	126
Pay Band 5 (Op)	12	47
Pay Band 6A	54	180
Pay Band 6A (Op)	*	48
Pay Band 6B	88	123
Pay Band 7	*	18
SAL	*	*

Percentage of Headcount in each Pay Quarter				
	Lower	Lower-Mid	Upper-Mid	Upper
Male	58%	75%	64%	66%
Female	42%	25%	36%	34%

Gender Pay Gap				
	Female	Male	All Staff	Pay Gap
Mean Hourly Wage	17.56	17.59	17.58	0.2%
Median Hourly Wage	16.38	15.81	16.38	-3.5%

We've increased female representation in the organisation in the lowest two pay quarters since our 2021 report, and decreased the level of female representation in the highest quarters. However, even with the increase in female staff in the lower middle quarter, still just 25% of staff are female in this part of the organisation, compared to the FLS average of 34%.

Although we are still under-represented by women across the agency, the mean gender pay gap is almost zero, and the median hourly rates show a negative gender pay gap. Both have improved significantly since 2021. A reason for this is that there are more women in national office functions compared to other parts of the organisation. These business areas have more roles with higher pay bands.

As part of our commitment to gender equality, we will continue to be transparent with salary ranges, pay data and benchmarking. We will continue and extend our commitment to positive action in attraction, for example by removing unnecessary criteria from job descriptions, and to analysing the use of gendered language in our job adverts so that wording is gender-neutral.

We don't have standardized job titles so a fair comparison on horizontal segregation is difficult at this point. Plans are in place to standardise roles and job families to improve transparency. We will be able to report on this in our next equal pay report in four years' time.

Appendix: Workforce Statistics

* figure is <1% and has been suppressed to protect anonymity. The following statistics represent the organisation as at 1st March 2023.

All employees workforce data

Gender	
Female	Male
382	726

Disability		
No	Yes	Prefer not to respond
987	70	51

Ethnicity		
Minority Ethnicity (ME)	Prefer not to respond	White
16	87	1,005

Age	
39 and Under	40 and Over
383	725

Sexual Orientation		
Heterosexual	LGBT+	Prefer not to respond
475	26	607

Gender Reassignment	
No	Prefer not to respond
591	517

Religion			
Religious	Agnostic	Atheist/No Religion	Prefer not to respond
154	38	309	607

Marital Status							
Civil Partnership	Divorced	Married	Partner	Separated	Single	Widowed	Prefer not to respond
*	50	511	106	22	374	*	23

Workforce by contract type

	Gender		Disability			Ethnicity		
	Female	Male	No	Yes	Not Known	ME	White	Prefer not to respond
Full Time								
Fixed Term	33	39	59	*	*	*	*	62
Permanent	286	623	817	49	43	*	67	834
Short Term Appt	*	*	*	*	0	0	*	*
Part Time								
Fixed Term	*	*	*	0	0	0	0	*
Permanent	55	53	101	*	*	*	*	99
Short Term Appt	*	0	*	0	0	0	0	*

	Age		Sexual Orientation			Gender Reassignment	
	39 and Under	40 and Over	Heterosexual	LGBT+	Not Disclosed	No	Prefer not to respond
Full Time							
Fixed Term	45	27	43	*	24	52	20
Permanent	310	599	379	20	510	483	426
Short Term Appt	*	*	*	0	*	*	*
Part Time							
Fixed Term	*	*	*	0	0	*	0
Permanent	21	87	43	*	64	46	62
Short Term Appt	*	0	*	0	0	*	0

	Religion			
	Religious	Agnostic	Atheist/No Religion	Prefer not to respond
Full Time				
Fixed Term	*	*	31	22
Permanent	117	28	256	508
Short Term Appt	0	0	*	*
Part Time				
Fixed Term	*	*	*	0
Permanent	18	*	17	68
Short Term Appt	0	0	*	0

	Marital Status							
	Civil Partnership	Divorced	Married	Partner	Separated	Single	Widowed	Prefer not to respond
Full Time								
Fixed Term	0	*	17	*	*	42	*	*
Permanent	*	40	417	88	19	306	*	19
Short Term Appt	*	0	*	*	0	*	0	*
Part Time								
Fixed Term	0	0	*	0	0	*	0	0
Permanent	0	*	68	*	*	*	0	*
Short Term Appt	0	0	0	*	0	0	0	0

Workforce by Payband

Payband	Gender		Disability			Ethnicity		
	Female	Male	No	Yes	Not Known	ME	White	Prefer not to respond
SSG2 and SSG1	0	*	*	0	0	0	*	0
Pay Band 1	*	*	12	0	0	0	12	0
Pay Band 2	*	16	25	0	0	0	25	0
Pay Band 3	35	58	88	*	*	*	89	*
Pay Band 4	65	96	147	*	*	*	150	*
Pay Band 5	104	126	198	13	19	*	210	15
Pay Band 5 (Op)	12	47	56	*	0	*	57	*
Pay Band 6A	54	180	212	*	13	*	206	26
Pay Band 6A (Op)	*	48	49	0	*	0	48	*
Pay Band 6B	88	123	173	15	23	*	180	29
Pay Band 7	*	18	19	*	*	*	20	*
SAL	*	*	*	0	0	0	*	0

Payband	Age		Sexual Orientation			Gender Reassignment	
	39 and Under	40 and Over	Heterosexual	LGBT+	Prefer not to respond	No	Prefer not to respond
SSG2 and SSG1	0	*	*	0	*	*	*
Pay Band 1	0	12	*	0	*	*	*
Pay Band 2	*	22	*	0	*	*	*
Pay Band 3	23	70	46	*	45	52	41
Pay Band 4	45	116	88	*	70	100	61
Pay Band 5	99	131	122	*	106	150	80
Pay Band 5 (Op)	*	53	17	*	41	24	35
Pay Band 6A	94	140	84	*	142	115	119
Pay Band 6A (Op)	*	44	*	0	48	*	43
Pay Band 6B	83	128	80	*	122	103	108
Pay Band 7	23	*	13	*	*	16	*
SAL	0	*	0	0	*	0	*

Payband	Religion			
	Religious	Agnostic	Atheist/No Religion	Prefer not to respond
SSG2 and SSG1	0	0	*	*
Pay Band 1	*	*	*	*
Pay Band 2	0	*	13	*
Pay Band 3	*	30	46	15
Pay Band 4	*	47	79	28
Pay Band 5	*	67	115	37
Pay Band 5 (Op)	*	*	45	*
Pay Band 6A	*	67	137	20
Pay Band 6A (Op)	0	*	41	*
Pay Band 6B	*	67	111	29
Pay Band 7	*	13	*	*
SAL	0	0	*	0

Payband	Marital Status							
	Civil Partnership	Divorced	Married	Partner	Separated	Single	Widowed	Prefer not to respond
SSG2 and SSG1	0	0	*	0	0	*	0	*
Pay Band 1	0	0	*	0	*	0	0	0
Pay Band 2	0	*	14	*	0	*	*	0
Pay Band 3	0	*	62	*	*	17	*	*
Pay Band 4	0	*	90	18	*	45	0	*
Pay Band 5	*	*	109	25	*	77	0	*
Pay Band 5 (Op)	*	*	31	*	*	15	0	*
Pay Band 6A	*	*	89	25	*	89	*	*
Pay Band 6A (Op)	*	*	28	*	*	17	0	0
Pay Band 6B	*	15	73	23	*	86	*	*
Pay Band 7	0	0	*	*	0	20	0	0
SAL	0	*	0	0	*	*	0	0

New Starts

Gender	
Female	Male
70	98

Disability		
No	Not Known	Yes
128	32	*

Ethnicity		
ME	Not Stated	White
*	25	138

Age	
39 and Under	40 and Over
98	70

Leavers

Gender	
Female	Male
59	69

Disability		
No	Not Known	Yes
110	12	*

Ethnicity		
ME	Not Stated	White
*	12	114

Age	
39 and Under	40 and Over
59	69

Maternity

In the reporting period, 24 employees had some period of maternity leave.

Grievance & disciplinary

	Gender		Disability			Ethnicity			Age	
	Female	Male	No	Yes	Not Stated	ME	White	Not Stated	39 and under	40 and over
Grievances	33%	67%	100%	0	0	0	100%	0	50%	50%
Disciplines	24%	76%	95%	0	5%	0	90%	10%	19%	81%

Learning & Development – Training Course Attendance

	Gender		Disability			Ethnicity			Age	
	Female	Male	No	Yes	Not Stated	ME	White	Not Stated	39 and under	40 and over
No. Training Courses	12,372	5,955	16,224	1,165	938	333	16,411	1,583	8,208	10,119

Vacancy reporting

Gender					
	Male	Female	Prefer to self-describe	Prefer not to respond	Totals
Applicants	3,878	1,633	19	130	5,660
%	69%	29%	0%	2%	
Passed Sift	799	454	0	29	1,282
%	62%	35%	0%	2%	
Passed Interview	347	196	0	20	563
%	62%	35%	0%	4%	
Posted	235	149	0	17	401
%	59%	37%	0%	4%	

Disability				
	Yes	No	Prefer not to respond	Totals
Applicants	256	5,114	290	5,660
%	5%	90%	5%	
Passed Sift	61	1165	56	1,282
%	5%	91%	4%	
Passed Interview	16	523	24	563
%	3%	93%	4%	
Posted	13	368	20	401
%	3%	92%	5%	

Sexual Orientation						
	Heterosexual	Bisexual	Gay Man	Gay Woman/ Lesbian	Prefer not to respond	Total
Applicants	4,766	205	84	52	553	5,660
%	84%	4%	1%	1%	10%	
Passed Sift	1,057	42	18	12	153	1,282
%	82%	3%	1%	1%	12%	
Passed Interview	449	20	6	6	82	563
%	80%	4%	1%	1%	15%	
Posted	326	17	5	5	48	401
%	81%	4%	1%	1%	12%	

Ethnic Group							
Vacancy Ref	Asian/ Asian British	Black/ African/ Black British	Mixed	Other Ethnic Groups	White	Prefer not to respond	Total
Applicants	106	80	82	34	5,194	164	5,660
%	2%	1%	1%	1%	92%	3%	
Passed Sift	14	4	18	5	1,218	23	1,282
%	1%	0%	1%	0%	95%	2%	
Passed Interview	4	0	6	0	548	5	563
%	1%	0%	1%	0%	97%	1%	
Posted	4		6		387	4	401
%	1%	0%	1%	0%	97%	1%	

Age Group											
	16-24	25-29	30-35	35-39	40-44	45-49	50-54	55-59	60-64	65+	Total
Applicants	706	1,200	1,094	886	501	509	408	260	78	18	5,660
%	12%	21%	19%	16%	9%	9%	7%	5%	1%	0%	
Passed Sift	129	252	226	238	130	131	95	62	17	2	1,282
%	10%	20%	18%	19%	10%	10%	7%	5%	1%	0%	
Passed Interview	52	116	85	112	61	51	46	28	11	1	563
%	9%	21%	15%	20%	11%	9%	8%	5%	2%	0%	
Posted	40	80	62	71	51	44	39	9	4	1	401
%	10%	20%	15%	18%	13%	11%	10%	2%	1%	0%	

Gender Pay Gap

	Mean Hourly Wage	Median Hourly Wage
Female	17.56	16.38
Male	17.59	15.81
All Staff	17.58	16.38
Gender Pay Gap	0.2%	-3.5%

Percentage of Headcount in each Pay Quarter				
	Lower	Lower- Mid	Upper- Mid	Upper
Male	58%	75%	64%	66%
Female	42%	25%	36%	34%

Equal Pay

Mean FTE Salary	
Grade	Salary
SSG2	115,120
SSG1	79,697
Pay Band 1	73,924
Pay Band 2	59,626
Pay Band 3	47,970
Pay Band 4	40,341
Pay Band 5	31,695
Pay Band 5 (Op)	38,214
Pay Band 6A	28,299
Pay Band 6A (Op)	33,639
Pay Band 6B	25,009
Pay Band 7	21,479
SAL	19,789

Mean FTE Salary by Gender		
Grade	Female	Male
SSG2	-	115,120
SSG1	-	79,697
Pay Band 1	73,517	74,215
Pay Band 2	59,155	59,891
Pay Band 3	48,030	47,935
Pay Band 4	40,185	40,447
Pay Band 5	31,672	31,714
Pay Band 5 (Op)	38,214	38,214
Pay Band 6A	28,049	28,376
Pay Band 6A (Op)	33,639	33,639
Pay Band 6B	24,966	25,039
Pay Band 7	21,479	21,479
SAL	27,626	15,871

Mean FTE Salary by Disability			
Grade	No	Yes	Prefer not to respond
SSG2	115,120	-	-
SSG1	79,697	-	-
Pay Band 1	73,924	-	-
Pay Band 2	59,626	-	-
Pay Band 3	47,982	47,135	48,700
Pay Band 4	40,386	40,016	39,768
Pay Band 5	31,699	31,774	31,586
Pay Band 5 (Op)	38,214	38,214	-
Pay Band 6A	28,303	28,394	28,130
Pay Band 6A (Op)	33,639	-	33,639
Pay Band 6B	25,024	25,118	24,818
Pay Band 7	21,479	21,479	21,479
SAL	19,789	-	-

Mean FTE Salary by Ethnicity			
Grade	Minority Ethnicity	White	Prefer not to respond
SSG2	-	115,120	-
SSG1	-	79,697	-
Pay Band 1	-	73,924	-
Pay Band 2	-	59,626	-
Pay Band 3	45,348	47,967	48,924
Pay Band 4	40,180	40,348	40,263
Pay Band 5	31,522	31,704	31,605
Pay Band 5 (Op)	38,214	38,214	38,214
Pay Band 6A	28,724	28,298	28,272
Pay Band 6A (Op)	-	33,639	33,639
Pay Band 6B	24,173	24,983	25,232
Pay Band 7	21,479	21,479	21,479
SAL	-	19,789	-



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