



Scottish
Forestry
Coilltearachd
na h-Alba

Scottish Forestry Mainstreaming and Equality Outcomes Report 2021- 2023



Scottish Forestry is the Scottish Government agency responsible for forestry policy, support and regulation

Is e Coilltearachd na h-Alba a' bhuidheann-ghnìomha aig Riaghaltas na h-Alba a tha an urra ri poileasaidh, taic agus riaghladh do choilltearachd



Scottish Government
Riaghaltas na h-Alba

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Accessibility

The accessibility of our published materials is an important feature in making Scottish Forestry transparent and accountable.

If you require this Mainstreaming and Equality Outcomes Report 2021 - 2023 in an alternative format, please contact staffcomms@forestry.gov.scot by email to discuss how we can take steps to accommodate your needs.

Foreword

Welcome to Scottish Forestry's second Mainstreaming and Equality Outcomes Report, covering 2021-2023. This summarises our progress since the first report two years ago and sets out our priorities for the future.

All our work on equality, diversity and inclusion is underpinned by our core values of professionalism, respect, honesty and integrity, teamwork and collaboration and innovation and creativity.

As the Scottish Government agency responsible for forestry policy, support and regulation we never lose sight of the fact that we can shape decisions that will positively impact the lives of people in Scotland.

Diverse and versatile forests are located across Scotland, and they can make a significant difference in reducing inequalities. Forest and woodland spaces that are accessible for all abilities can increase social inclusion, areas for exercise and recreation can reduce health inequalities and the opportunity to explore the beauty of nature can have a positive impact on mental health and wellbeing.

Scottish Forestry is committed to our employees, ensuring that their working environment is one where they can bring their whole self to work and have a sense of belonging. I am proud of the examples of mainstreaming highlighted in this report which demonstrates the enthusiasm and individual contributions that go to make Scottish Forestry a more inclusive and rewarding place to work.

I am encouraged to see that the diversity of Scottish Forestry is evolving. More LGBT+ and Minority Ethnic colleagues are comfortable in sharing who they are, and this is the culture I want to foster. We now have access to 25 Menopause Champions and hybrid working to promote a healthy work life balance.

Looking forward, we will embed our five new equality outcomes into our work, including in the development of our Leadership and Management programmes. We will continue to work in partnership to challenge the misconceptions of forestry as a male-dominated environment.

The role which leaders across the organisation play in promoting our values and mainstreaming equality is critical. I am particularly proud of our training on 'Engaging the Bystander.' Giving people the tools and the permission to challenge behaviours and actions that are not consistent with our expectations is essential.

This report is a snapshot and a stocktake, allowing us to both measure progress and identify areas for further work, to truly make Scottish Forestry an organisation where everyone feels respected, valued and included.



A handwritten signature in black ink that reads "D. Signorini".

Dave Signorini,
Chief Executive Officer



Chief Forester

Scottish Forestry is more diverse and representative of Scotland's population as a whole in terms of 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 Scottish Forestry to be more diverse and more representative of Scotland's population as a whole. I am really pleased to report improvements across all protected characteristics since our first report two years ago. We are making particularly good progress in employing a bigger proportion of younger staff. The proportion of women at the higher pay bands has risen markedly; however, the numbers are still low in absolute terms and the gender pay gap must be addressed.

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.

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. I'm especially proud of the work we're doing to change perspectives of the forestry sector. The [Skills Development Scotland](#) case studies on women working in Scottish Forestry show just how far we've come. Similar initiatives are needed to address the other protected characteristics.

Many of us will have circumstances, disabilities, health conditions or commitments which might impact our work at some point in our career. I'm proud that we are introducing Scottish Government's Employee Passport scheme to support our workforce receive and maintain the adjustments they need to perform their best.

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

Introduction

Scottish Forestry is the Scottish Government agency responsible for forestry policy, support and regulation.

Our purpose is the sustainable management and expansion of forests and woodlands to deliver more for Scotland. We do this by ensuring that sustainable forest management is an integral part of public policy, by protecting and enforcing standards and forestry regulations and by helping to achieve woodland creation targets.

There are around 1.4 million hectares of forests in Scotland, covering about 19% of the total land area. Scotland's woodlands are a vital national resource and increasing the resilience of Scotland's forests reaps social, economic and environmental benefits.

Our Strategic Objectives

Our Corporate Plan 2020-2023 sets out our strategic objectives and priorities.

Strategic Objective 1: Ensure that sustainable forest management is an integral part of public policy, particularly through leading and co-ordinating the delivery of Scotland's Forestry Strategy.

Strategic Objective 3: Become a more innovative, efficient and accessible organisation by delivering process improvements, and harnessing digital and technological solutions.

Strategic Objective 2: Develop our people and culture to improve performance and resilience, building a dynamic, flexible and modern workforce which serves the forestry sector and wider Scotland well.

Our Values and Behaviours

Our BRAVE values are the roots that underpin Scottish Forestry; they define who we are and the high standards that we expect.

Our values play a key role in ensuring that equality is mainstreamed into our day-to-day practices. They encourage us to celebrate diversity and create a culture that is welcoming and inclusive to all.

Since our last report, we have continued to take steps to embed our BRAVE values and promote a culture where our staff and customers feel valued, included and respected.

You can read more about this on page 11.

- **Be Professional**
- **Respect Others**
- **Act with Integrity and Honesty**
- **Value Teamwork and Collaboration**
- **Encourage Innovation and Creativity**

Our People

As of March 2023, we employ 224 dedicated employees, an increase of 17% since 2021. Our employees work across five regional conservancies and a head office in Edinburgh. Over half of our workforce (53%) are female and 47% male. 3% of our employees have identified as Minority Ethnic and 5% of our employees have shared that they are LGBT+. 7% of our employees have a disability and 29% of our workforce are under the age of 40.

Further detailed data on the demographic data that colleagues have shared with us is presented in the Appendix: Our Workforce Statistics.

1. Overall workforce number – split by gender, age, disability and ethnicity



SF has continued to grow,
**employing over 200
staff in 2023**

SF now employs
**more female than
male staff**

70%

of our staff are
aged 40 or over.

2%

of our employees
are aged 25 or under.

7%

of our staff,
who shared
their status, stated they
have a disability.

3%

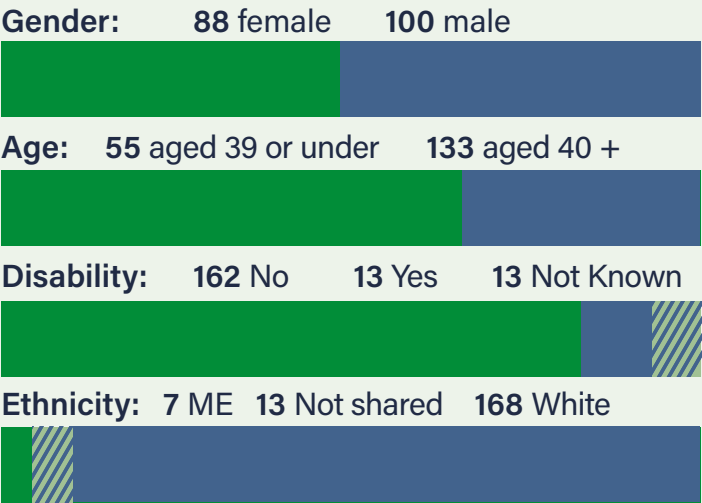
of our staff,
who shared their
ethnicity, stated they
are from a minority
ethnic group.

6%

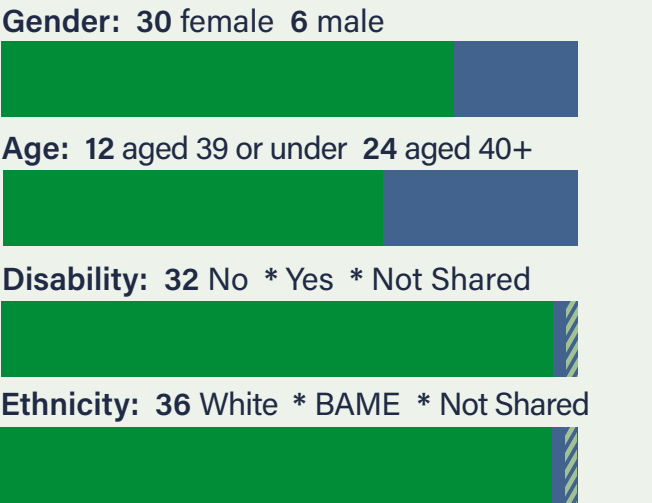
did not share
their ethnicity.

2 Contract Type - (full time/part time) - split by gender, age, disability, ethnicity

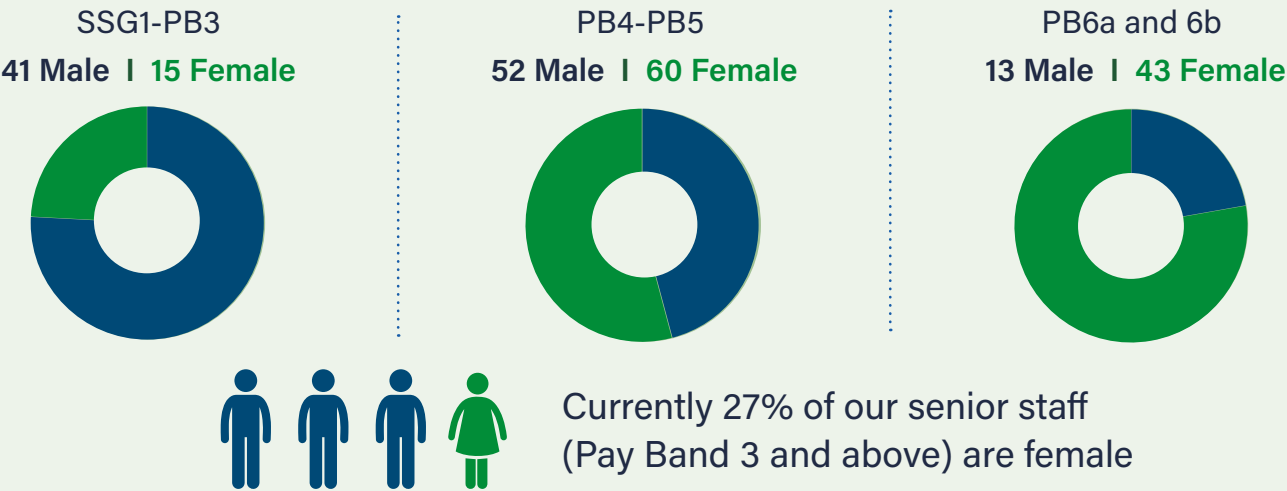
Full time



Part time

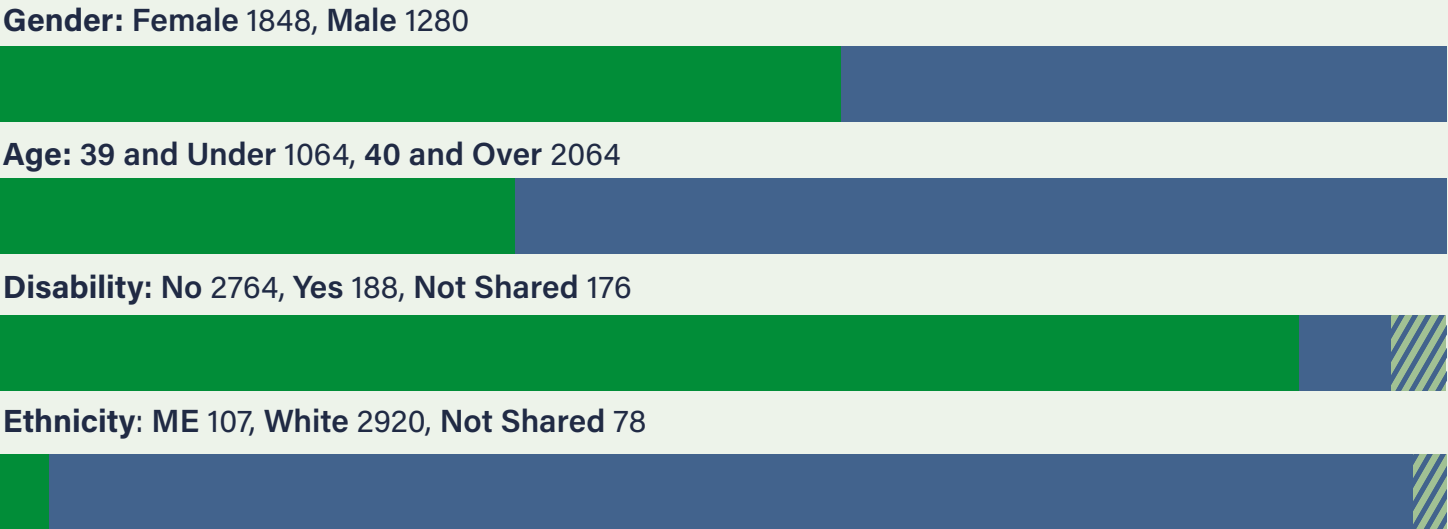


3. Pay Band Data



4. L&D/Training Course Attendance - by gender, age, disability, ethnicity:

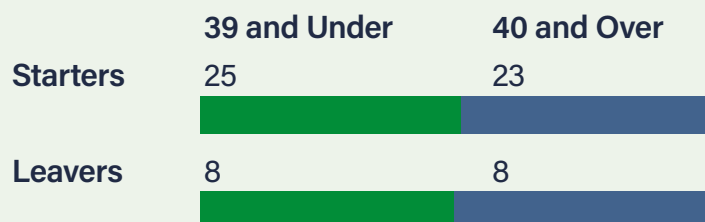
Attendance 3128



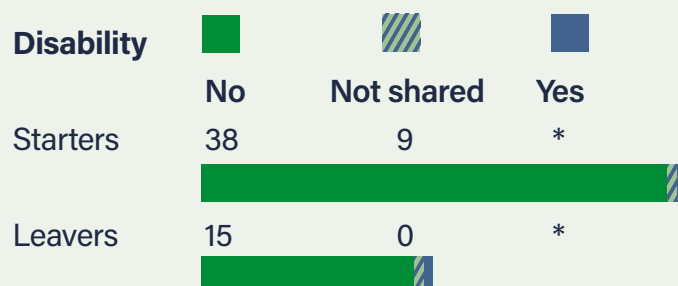
5 New starts and leavers – split by age, gender, disability and ethnicity

01 April 2022 to 01 March 2023

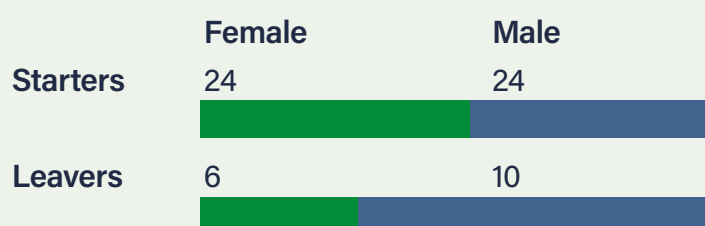
Age



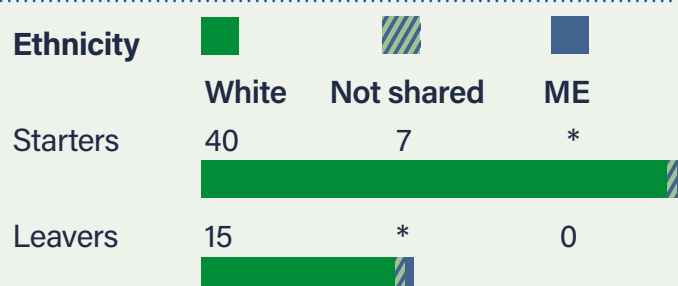
Disability



Gender



Ethnicity



Maternity Leave

7

staff took a period of maternity leave



Grievance and disciplinary data

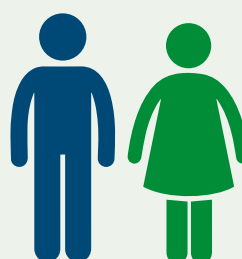
No cases reported



Median Gender Pay Gap

18%

2% decrease from 2021



Why We Mainstream Equality

Mainstreaming equality is the responsibility of everyone within Scottish Forestry. Having a diverse workforce and an inclusive environment means that we are better placed to meet the needs of our colleagues and communities, and can attract and retain a wide range of skilled and motivated people.

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires Scottish Forestry to publish a report that demonstrates the steps it has taken to mainstream equality across the organisation and what steps it has taken to mainstream the three elements of the general equality duty - the duty to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups.

The public sector equality duty covers the protected characteristics of: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. It also covers marriage and civil partnerships, with regard to eliminating unlawful discrimination in employment.

Our Approach to Mainstreaming Equality

Although the mainstreaming of equality is a responsibility that lies with everyone, Scottish Forestry recognises that it requires visible leadership and commitment over time to make change happen. The Senior Executive Team champions equality in a variety of ways, demonstrating the importance of embedding it into everything we do. We may be a relatively small team, but Scottish Forestry can make a huge impact in how we meet the diverse needs of our people, organisation and the wider forestry sector.

A driver for change is our Equality, Diversity and Inclusion Action Plan. The plan has key activities around inclusion, recruitment and retention, learning and skills development and performance reporting. Progress against the plan is a standing item on the Senior Executive Teams agenda.

The Equality Impact Assessment (EqIA) process continues to be a key tool that Scottish Forestry uses to mainstream equality. Our impact assessments are led by policy area leads and should be completed before policies can be signed off by the Senior Executive Team. This allows us to determine how decisions, policies and practices

impact on people and ensures that we have due regard to the General Equality Duty. We have an area on our intranet dedicated to the completion of EqIAs and recently delivered awareness sessions to our Corporate Office and Project Management Office. Further sessions are planned for the first quarter of 2023.

In line with the Public Sector Equality Duty, we collate equality monitoring data on our workforce. This data allows us to audit, review and evaluate progress. It allows us to identify any barriers and make appropriate changes if required, providing a platform for improvement.

In Line With Our Values

BRAVE values are the roots that underpin Scottish Forestry, they define who we are and the high standards that we expect. These values promote a culture where our staff and customers feel welcomed, valued, included and respected. Equality is interwoven through our values and the embedding of these values assists us to mainstream equality into our day to working lives.

Be Professional

We make evidence-based decisions using the Equality Impact Assessment process to determine any impacts, both positive and negative, on our employees and communities. This allows us to make informed decisions that are not based on bias. We are all expected to challenge unacceptable behaviours and stereotypes.

Respect others

We value and celebrate difference and challenge inappropriate actions and/or words that could negatively impact on another. We know that we can't always put the onus on an individual who is being negatively impacted to challenge – we all have a vital role to play in stopping inappropriate behaviour.

Act with honesty and integrity

People must take accountability for their actions and words, which includes anything that could be deemed inappropriate under Equality Act 2010. If we do offend someone, we must take responsibility for this and rectify where appropriate.

Value teamwork and collaboration

All employees have a role to play in the mainstreaming of equality and championing our values, both to colleagues and our customers. We won't look the other way when we witness negative behaviours or those who are struggling.

Appreciating the value of diversity through a collective decision-making approach, allows us to make more informed policy and practice.

Encouraging Innovation and Creativity

An inclusive and welcoming working culture, where people are encouraged to think differently and bring new ideas to the table is promoted within Scottish Forestry. By truly listening and giving equity of voice people feel valued, allowing us to seek out best practice and embrace change.



Progress on Our Equality Outcomes

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

Scottish Forestry wants to be an employer of choice. We want to attract and retain the right people at the right time. Diversity widens access to the best talent which brings innovation and allows creativity to flourish. Recruitment, retention, and career progression policies are key to a diverse workforce, and we continue to monitor them to ensure there are no barriers for particular individuals and/or groups.

We are making progress; the diversity of our workplace is changing.

Scottish Forestry now employ 224 employees, an increase of 17% since our last report in 2021.

53% of our workforce are now female, a positive achievement in a sector that has traditionally been viewed as a male profession. In 2022/23, 24 of our 48 new starts were female.

3% of our employees have identified as Minority Ethnic and 5% of our employees have shared that they are LGBT+. We couldn't report these figures in our last report as the small numbers couldn't guarantee confidentiality. We still have work to do but knowing that people feel comfortable to share their equality information with us is a huge step forward.

We have started to implement the Scottish Government Employee Passport Scheme to further support employees with a disability or caring responsibilities, to ensure they receive the support they need whilst at work.

We will build on these improvements and continue to review our recruitment practices to encourage under-represented groups to consider a career in Scottish Forestry and the wider forestry sector.

We will continue to work in partnership to challenge the stereotypes and misconceptions of forestry as a male dominated environment. Our recent partnership with Skills Development Scotland did just this, with valued female colleagues promoting the benefits of a career in forestry. Sharing their experiences highlights the variety of roles and skillsets that are appreciated across the forestry sector – no matter your background, age or what you're working in now, there are jobs that will suit.



Case Study – Talent and Resourcing



Recruiting the right people in the right places is a challenge for all businesses, but it is one Scottish Forestry and sister agency Forestry and Land Scotland is meeting head on.

The Talent and Resourcing team is a relatively new enterprise across the organisation. The team are embracing new ways of working to bring in the best possible talent whilst continuing the Agency's commitment to upholding the Civil Service Recruitment Principles.

Everything changed for businesses across Scotland during the COVID lockdown period and whilst previously operational recruitment had been delivered in silos by the HR Business Partner team, it was recognised there was a need for this to change in order to evolve. With this in mind recruitment specialists joined the team and now operate an integrated operation led by Talent, Resourcing and Recruitment Business Partner, Karolyn Gracie.

"We deliver the project work that underpins recruitment processes and we also now deliver operational recruitment having built a team to work across both organisations," she said.

Ensuring equality across every aspect of the recruitment process is hugely important to SF, and the Agency is committed to the Civil Service Recruitment Principles of a fair and open process.

"Our application process is anonymous, so there is no personal information disclosed about the applicant, and therefore they are being assessed only on how they meet the criteria set," Karolyn added.

"Attracting the right people is always a challenge for any organisation, and we are continually exploring the way we promote our opportunities to attract as wide and diverse a population of applicants as we can."

SF is constantly reviewing how it approaches resourcing, for example placing job adverts on Social Media platforms to reach a wider pool of potential applicants and exploring options around hybrid working.

"SF has a good gender balance (53% female to 47% male) but we recognise we are under-represented by women in senior roles and that is a focus for us moving forward."

Online routes are more likely to deliver the right candidates in today's technology led world and the Talent and Resourcing team have also embraced that particular change.

"We are now seeing a lot more women and people of different age demographics applying for our vacancies, for example the recent Woodland Officer/Assistant Woodland Officer campaign, and that is something we have fully embraced."

"This is particularly evident since the end of lockdown as many people reassessed their careers. However, an applicants' age, stage of career, gender or demographic is not relevant or considered as part of the application process, we focus on ensuring we match the right opportunity with the right people.

"There has also been more focus on conservation in recent years which has been a benefit for us as people have reviewed their career choices. This approach has helped us to better understand our widened candidate market and develop training opportunities accordingly," added Karolyn.



Case Study – Woodland Officer Development Programme



Scottish Forestry (SF) re-started the organisation's Assistant Woodland Officer (AWO) and Woodland Officer (WO) Development Programme in October last year (2022) following a COVID restrictions enforced adjustment to the process.

The Development Programme was originally established in 2019, as a new entry route to technical forestry roles, aiming to attract more young people and underrepresented groups into forestry and to help build the skills and knowledge base of the existing AWOs/WOs.

Due to those COVID restrictions, many of the initial face-to-face training sessions could not take place; therefore the learning was held locally through peer mentoring.

This year's cohort is made up of 24 AWO's and WO's from across all five conservancies. The regular in-person or virtual sessions will cover several important learning topics which include assertive communication, policies/processes related to their work, or details of an application to help them perform their roles – for example Casebook and Forester Web.

This provides participants a rounded learning experience that they can use in their roles day-to-day.

For the first session, AWOs/WOs from the Conservancies met for an induction and introduction to the Development Programme. This was followed by first aid training and a site visit to learn more about site safety in practice, including lone working and the importance of using spot devices properly.

Everyone also had the opportunity to meet a Wildlife Ranger and some of the operators on site.

One of the key exercises at the induction event was to come up with a name for the programme, with WOODS (Woodland Officer Operational

Development Sessions) coming out on top.

The programme is facilitated by the Learning and Skills Development team, with input from various Subject Matter Experts in SF who are essential to its success. Participants range in age between mid-20s and mid-30s with a 60/40 split between male and female trainees.

Line Managers also play a key role in supporting AWO/WO's back in the workplace to ensure their new skills and knowledge are embedded.

The hope is that this programme will help attract more young people into forestry in Scotland as well as those looking for a career change, providing a career path and progression in SF and the wider forestry sector.

Liam O'Keeffe, Woodland Officer in Perth and Argyll Conservancy, attended the first session and was impressed by the approach taken by all involved.

"Having only just joined the organisation in September, I was pleasantly surprised to discover I was going to be enrolled on the AWO/WO development programme.

"It is incredibly important that this programme has been put in place due to the breadth of systems, processes, and procedures with which we are required to be familiar. With further training taking place over the next five months, I am looking forward to all the development opportunities that the programme will afford me, but especially the training that will develop my skills in assessments of woodland creation proposals and long-term forest plans."

At the end of the process, the programme will deliver a real route of career progression through the organisation and the sector as a whole, especially as most of the forestry sector is having difficulties in attracting qualified AWO/WOs who will deliver the woodland developments of the future.

Case Study - Dyslexia



With around 545,000 people in Scotland currently living with Dyslexia, organisations across the country are working closely with their employees to improve inclusivity and opportunities for those suffering with an issue which for many years has remained 'hidden.'

Dyslexia is described as a 'continuum of difficulties in learning to read, write and/or spell which can often persist despite the provision of appropriate learning opportunities.'

These difficulties often do not reflect an individual's cognitive abilities and may not be typical of performance in other areas.

Scotland is a dyslexia-friendly country which values the skills and talents of dyslexic people and Motor racing legend, Sir Jackie Stewart, actor Dougray Scott and business leader Audrey Baxter are among the high-profile Scots happy to talk about their success whilst living with the condition.

Scottish Forestry's Head of Policy and Practice, Alan Hampson, has been with the organisation for three years and quickly became aware that there were others in the agency, like himself, who had built successful careers despite living with Dyslexia.

"I thought that it would help anyone living with dyslexia if somebody in senior management like myself were open about the fact that I was dyslexic. I offered, to host an event and open discussion about my experiences and how I worked round it.

I never identified myself as having a disability – my own view is that it is just a slightly different way of thinking and in some ways, it can be very productive. From an organisational perspective, what I was keen to do was ensure that people who had dyslexia felt that they were valued with the diversity of approach that they bring.

Also we wanted to make it easier for people who have gone to all sorts of lengths to not make it obvious that they had dyslexia to feel more comfortable about making it public."

Alan started to be open about his dyslexia in his 50s, despite the fact he knew about the problem all through school and it took the arrival of a new English teacher who felt that his contribution in the class had not been reflected in his exam results to identify a way forward.

"I got further help at University in Aberdeen and as you pick up more about the condition you learn that organisations' like GCHQ actively employ people with dyslexia to ensure they take a difference approach from those in the mainstream to crack the challenging issues they have to deal with.

At SF we set up a session where people with dyslexia had a conversation about their experiences and encouraged others to ask us questions about dealing with dyslexia and how it had impacted on their careers. Things quickly developed into a really fruitful conversation which emphasized the benefits of having dyslexia and helped debunk the myth that it need in any way hold you back."

Equality Outcome Two: Foster and continue to embed an inclusive and accessible workforce culture, where people of all backgrounds are valued for their uniqueness and treated according to their needs; can access support and learning to develop their careers, and have a sense of belonging and a voice in decision making.

Scottish Forestry want a culture where our people feel welcomed, have a sense of belonging and are empowered to reach their full potential.

Learning and Skills Development is essential to creating an inclusive workforce and our Learning and Skills Development Strategy will assist us in mainstreaming equality throughout all relevant training. Having EDI interwoven throughout training, rather than just stand alone, increases awareness of equality as it directly relates to our people, their roles and our customers.

All Scottish Forestry employees have received 'Engaging the Bystander' sessions to develop their skills in recognising behaviours that impact negatively on others and learn skills to help people challenge these behaviours. It revolves around the principle that the standard you walk past is the standard you accept.

We are developing Leadership and Management programmes which will include sessions focussed on addressing unacceptable behaviour and building an inclusive environment.

We encourage an open culture and dialogue around equality and inclusion. Our Chief Executive Officer and Equality, Diversity and Inclusion Manager hosted a video session where colleagues were given the opportunity to pose equality questions prior to the session. Question topics included the needs of neurodivergent staff, how Senior Executive Team encourage diversity in leadership groups, recruitment of a diverse workforce and the Equality Impact Assessment process.

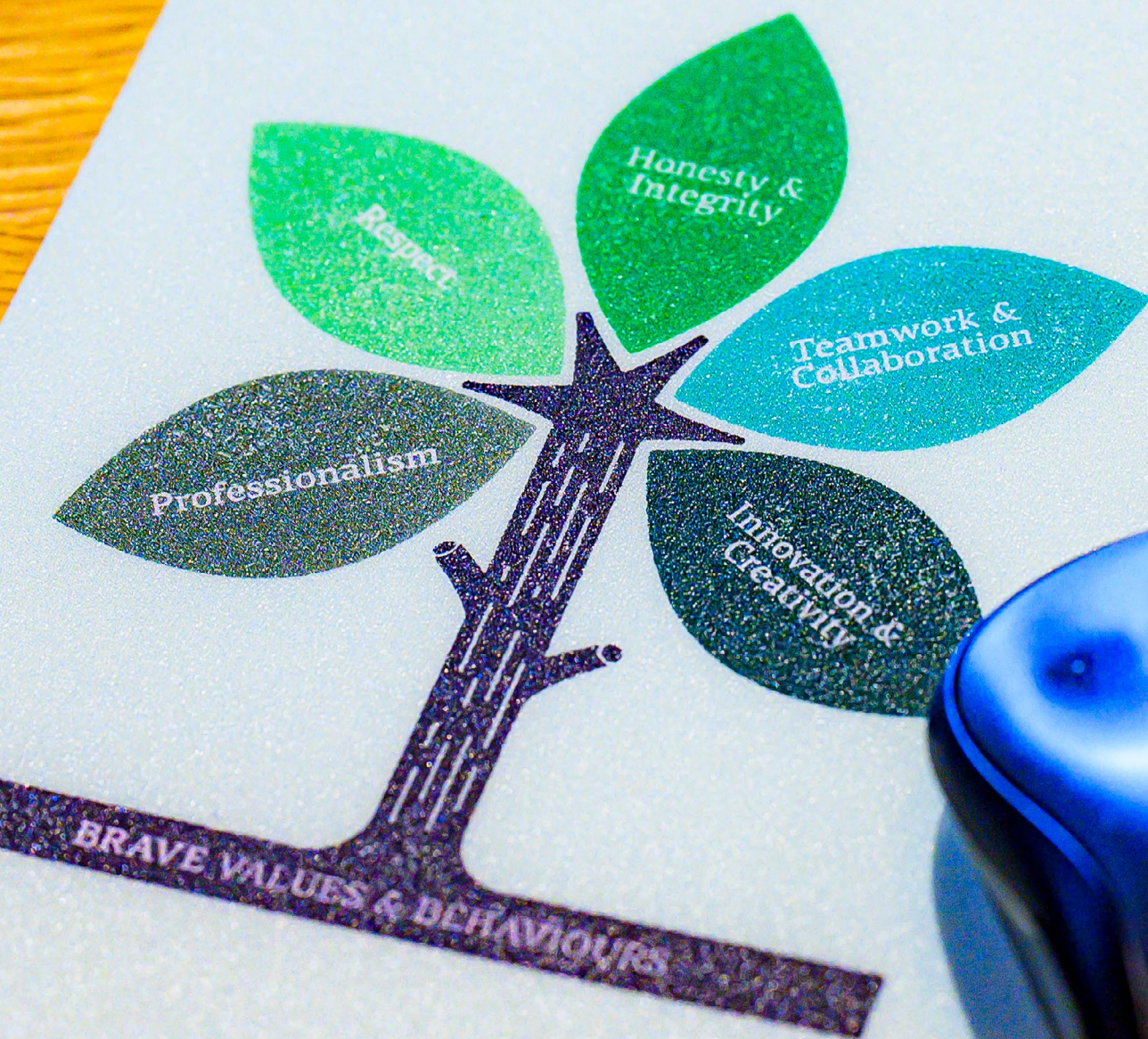
We need to engage with our people and use their voice and lived experience to shape our culture. Our People Survey is a key tool that allows us to determine if our policies and practices are working for everyone within Scottish Forestry. In 2022, 85% of colleagues felt that they were treated fairly at work and 79% responded that Scottish Forestry respects individual differences. 83% responded that they had not been discriminated at work and of the 7% who felt they had 100% felt comfortable in reporting it.

We now have access to 25 Menopause Champions and have implemented Menopause guidance for managers and employees.

Hybrid working is now a default option, understanding that it can enable a positive work-life balance and have additional benefits for individuals with a disability, caring responsibilities and/or faith practices.

Embedding an inclusive and accessible workplace culture requires a process of continuous improvement and we are committed to reviewing progress through our Equality, Diversity and Inclusion action plan.





Case Study - Engaging the Bystander



Scottish Forestry's 'Engaging the Bystander' programme has been developed to help engage staff in discussions centred on an inclusive culture, and what to do should they encounter bullying, harassment and/or discrimination in the workplace.

Initially launched in 2020, but affected by the COVID restrictions, the organisation had spent considerable time engaging with staff to develop a range of values which became the BRAVE programme.

Those values included:

- Being professional
- Respecting others
- Acting with honesty and integrity
- Valuing teamwork and collaboration
- Encouraging innovation and creativity

"The BRAVE values and associated behaviours are founded in respecting and valuing difference within the organisation. The Engaging the Bystander sessions, particularly the workshops highlighted that inclusion is about much more than gender," said Marelle Dalziel, Senior HR Business Partner at Scottish Forestry.

"The Bystander sessions explored language in addition to behaviours, and the way in which people wanted to be treated and spoken to.

"We wanted to understand what we could do as an organisation to equip our staff with the confidence to speak to colleagues or address issues with colleagues or external stakeholders where they felt that they were not being treated with respect or had witnessed behaviour which was not in accordance with the Agency's values.

"It was encouraging that the sessions also reminded participants that not every difference is 'visible' and understanding that not all disabilities are immediately apparent."

The Engaging the Bystander sessions ran from 2021 and although it was not a mandatory course, it was one where there was an expectation that people attended.

The workshops met with a strong response from staff with feedback suggesting it helped them reflect on situations that they had found themselves in either at Scottish Forestry or outside work where they had not felt confident in speaking up in conflict situations.

A key element in the success of the workshops were that they involved staff at all levels and were led by members of the Senior Management Team to underline the Agency's commitment to the programme.

Scottish Forestry has amended the organisation's induction programme to include a session on the values with 40 new members of staff going through the process in the last year.

"We have reviewed and improved the content of our sessions over the past year and it is great to see people coming out of the training and saying they now have a 'common language' to deal with most situations," said Nicola Steven, Learning and Skills Development Manager.

"People said they now had 'tools' to help address conflict situation and they were more confident and more likely to intervene if they felt somebody was in any form of distress in the workplace.

"This is not a one-off event though and we are now looking at our next steps to ensure that on a yearly basis we have enough sessions and support to ensure each of the conservancies has something which will work for each of their particular areas of operation and challenges."

The Engaging the Bystanders sessions are seen as the first step for the organisation and consideration is now being given to the way in which Scottish Forestry keeps the programme relevant and 'alive' for the future.

Case Study - Hybrid Working



The way businesses and organisations across Scotland have emerged from the COVID restrictions have provided significant opportunities for a reset of the way they operate and engage with their customers and stakeholders.

Scottish Forestry is no different and set up a Future Working project which seeks to really understand what the needs of the business are and what the preferences and needs of staff are in the new 'working world'. A key priority of this project is to identify the best working model for Scottish Forestry.

The organisation engaged with staff in a range of ways to give them a voice and input into the process with surveys, workshops, an open anonymous digital comment box and reconnect days to allow people to meet in person to understand what was best for all involved. The feedback channels will remain open throughout the project.

"One staff survey highlighted a hybrid working model really improves the work/life balance for people, with 84% saying that would be the case, as well as improving their mental wellbeing," said Rachel Martin, Head of Corporate Communications.

"Staff manage any disabilities they have and this information has been important to the organisation's decision-making process."

"Good communication and transparency throughout the process has been vital, as is the involvement of teams across the organisation to ensure voices are heard at every level."

"The wider we have cast the net and the wider we have networked, we have found more and more research, evidence and support for something akin to the Activity Based Working model we are currently trialling. This is where the place you work should be determined by what you do," said Future Working and Corporate Sustainability Manager, Bastian Altmann.

"We talked to people who had staff back in the office, some who had people back some of the time and also organisations who were now completely digital in the way they operate."

The organisation launched a trial of the Activity Based Working model in November 2022 and is monitoring it over nine months.

An Equality Impact Assessment, with wide ranging consultation, was undertaken as part of the project, to ensure the approach does not present barriers to participation or disadvantage any protected groups from participation. This will also be used to inform future work design and estate decisions

Organisational guidelines were created for managers and staff to support the trial. The project group continues to engage with staff, leadership and trade unions to understand how the model is working, reviewing impact on existing policies, working relationships and wellness.

"One of the pieces of work coming up next will be looking at the social elements of what people get in the office and trying to look at how that might work in a digital format. It is about finding the balance between what works for the Agency and what works for our people, now and in future.

"Scottish Forestry has always been regarded as a closeknit organisation, with a group of people who are passionate about what they do. We want to ensure that sense of community remains whatever model we go for in the hybrid world in the future," added Rachel.



Case Study – Tackling the Menopause



Latest figures suggest that more than half of those going through the menopause experience a variety of distressing symptoms, such as memory loss, insomnia, anxiety, brain fog, palpitations, hot flushes, joint pain and much, much more.

The issue has been in the mainstream to a far greater degree in recent years thanks to some leading personalities including Davina McCall, Carol Vorderman, Lorraine Kelly and Rod Stewart talking freely about the way in which their lives have changed as a result.

Both Scottish Forestry and sister agency Forestry and Land Scotland are meeting the issue head on with a range of support programmes and initiatives which have been borne of a greater urgency around and understanding of the pressures staff feel when the symptoms impact on their daily lives.

Ella Hashemi, Equality, Diversity and Inclusion Manager said both organisations had created specific menopause guidance and were training menopause champions to support business leaders and staff at all levels.

"We were concerned that staff going through the menopause were not being as well supported as we would like and there was still an element of stigma about talking about the issue around the workplace.

"The Scottish Government has a full-time advisor on menopause issues and we connected with her to take advice and guidance which we adapted for both organisations, and trained up 25 menopause 'champions,' and they can help guide people to the appropriate workplace adjustments and resources which can offer help.

"The 'champions' are all ages and mixed gender who are there to offer support in any way they can so that nobody has issues at work as a result of the menopause.

"We launched the initiative on World Menopause Day last October and since then we have had quarterly meetings with the 'champions' to ensure they have all the resources they need, and also had them connect with other organisations to gather additional intelligence around what other people are doing to help their staff.

"Informal feedback suggests our people are really pleased that we are now talking about the menopause openly throughout the organisation and they have also been positive about the guidance document we shared and the resources we signposted people to."

Both organisations are now having 'open and honest' conversations about the issue – including the impact on partners watching their loved ones going through it – but there is no complacency in terms of the response.

"We are currently reviewing the next stages of our programme and the likelihood is that it will contain additional training and support, but the key is to ensure that anyone going through the menopause knows we are here to help," added Ella.

"This is about changing a culture and not only in organisations like ours, but we do believe we are going in the right direction."

Equality Outcome Three: Improve engagement with the communities we serve to enable a wider sector of society and under-represented groups to enjoy the benefits and opportunities that our woods and forests provide, particularly those close to where they live.

Scotland's Forests are a vital resource that provide life opportunities through employment and tourism. Accessible access to woodlands can increase social inclusion, reduce health inequalities and positively impact mental health and wellbeing.

Scottish Forestry encourages community groups to use and enjoy woodland spaces and we support woodland owners to engage with local communities and involve them more directly in the use and management of woods.

Our Community Fund empowers communities to consider a number of activities that can help alleviate stress, improve confidence, facilitate learning and build relationships.

Forests are for everyone, and all-abilities trails provide equal access to the beauty and benefits of nature.

Woodlands are the perfect learning environment, and we work with education professionals to promote the use and benefits of teaching outdoors.

Our work with community woodland groups can nurture community resilience, increase the enjoyment of nature, protect woodlands for future generations and reduce inequalities.



Case Study - Under the Trees



The ambition to get more people and communities engaged with the natural environment lies at the heart of everything Scottish Forestry does, and the organisation's Community Fund has been central to the process for many years.

One of the projects it supports currently is the Falkirk-based Under the Trees initiative which offers a wide range of outdoor learning and Forest School programmes and opportunities.

Scottish Forestry receives a significant number of applications for funding support to engage urban and peri-urban communities in woodland activities designed to improve health and wellbeing.

The Fund tends to target under-represented areas across Scotland and successful 'bids' need to highlight the positive effect the activity will have across wide age groups, cross gender groups and ethnic minority groups.

Under the Trees runs across the financial year, with the main focus being woodland wellbeing sessions, targeted at children between the ages of five and 11 on an after-school basis.

"Under The Trees met the criteria and received funding to support their range of activities which include campfire cooking, outdoor arts and crafts, play which takes those involved out of their 'comfort zone', and basic woodwork skills," said Scottish Forestry Development and Regulation Manager Stewart Snape.

"Key outputs from the programme are improving physical and mental wellbeing, building confidence and resilience, developing life skills and working on communication skills – all about helping them to become more confident."

Ten projects are planned for the current financial year and the Under the Trees project is based in Callander Woods in Grangemouth.

Over 180 children took part, with an even split between boys and girls.



Case Study - Craigmillar Castle Park



The sprawling Craigmillar housing estate in Edinburgh might not have been the first area to come to mind in terms of a woodlands development programme, but a Scottish Forestry (SF) supported project has been changing that perception.

The Craigmillar Castle Park programme delivered by Edinburgh and Lothians Greenspace Trust has focused on community engagement and the enhancement of an area which had been somewhat neglected in the past.

What you had was a disaffected community on a council owned site in Edinburgh with limited availability for tree planting, access and recreational improvements, woodland management, recreational improvement.

SF funding supported the engagement of a Craigmillar woodland engagement officer and the creation of a steering group which also included representatives from the City of Edinburgh Council.

Being based in the community was important to establish credibility and the group were quickly creating an events calendar which changed the relationship between the outdoor environment and those living in the area.

So much so, that the project picked up a Community Woodland Award at the Scotland's Finest Woods Awards in 2021.

Since the beginning of the project, there have been 552 community events with 10,341 participants with the larger events attracting 50 to 90 people, and the weekly events getting 10 to 20 people turning up. School groups were also popular additions to the series of events.

Ethnic diversity has been important throughout the project, as was attracting a wide range of age and faith groups.

Events included forest festivals with chainsaw carving and owl demonstrations as well as walking groups.



Case Study – Branching Out



The rolling hills, forests, and wide-open spaces of Dumfries and Galloway (D and G) host some of Scotland's finest scenery.

They are also home to a Scottish Forestry supported project which is helping to transform the lives of adults who use mental health services in the area via an outdoor therapeutic programme which really makes a difference, 'Branching Out'

Working with the D and G Outdoor and Woodland Learning group (DGOWL) and the D and G Health and Social Care Partnership this programme works with mental health clinical and community services, NHS alcohol and drug services, GP and community link services and third sector organisations, and other organisations supporting people with long term health conditions. Clients are referred to and supported by the service to attend a 12-week programme regional to them.

Activities are adapted to suit the client group, site and time of year, and generally include:

- Physical activity such as health walks and tai gong
- Conservation activities such as rhododendron clearance and bird box construction
- Bushcraft such as fire lighting and shelter building
- Campfire cooking
- Environmental art such as festive wreaths and willow sculptures.

Branching Out sessions are conducted across Scotland and the programme has grown to up to 30 groups in nine mental health board areas each year.

In D and G the programme has been so successful it is now planning 10 groups this year.

Elizabeth Tindal is Co-Chair of DGOWL in the area.

"We trained up a number of leaders through the programme and that has been the key to everything.

Given the sheer size of D and G we move around in the delivery of the programme, and give each of our participants everything from boots and waterproofs to hats and gloves so that they can take part in the activities. In many cases people would not have outdoor clothing.

"We have been in touch with lots of different services to get people involved and are really pleased with the wide variety of participants including some from prison groups. It really empowers people and builds their confidence.

"Responses have all been positive to the various sessions and DGOWL are delivering significant benefits to the physical and mental health of people taking part."

The Branching Out project has evolved over the years since its inception in 2007, and Chris Topping from the D and G Health and Social Care Partnership added:

"We wanted to increase and enhance our offer through using out outdoor environments to support the health and wellbeing of our population, working with local groups and organisations to do just that and we have a great partnership in the area now to help us achieve those goals.

This is free to people, they learn new skills they would never have done before, even down to making butter outdoors, while enjoying and interacting with the brilliant outdoor provision across D and G.

We have developed a [Branching Out specific webpage](https://dgdoingmore.co.uk/how-to-do-more/branching-out) included on the regional physical activity site (dgdoingmore.co.uk/how-to-do-more/branching-out). We have are also running a peer mentor programme for people who took the course so that they can now support others attending. The benefits to people and the community have been wide ranging, including some life changing improvements in mental wellbeing."

On completion of the programme participants receive a certificate of achievement and a John Muir Discovery Award. Thereafter, graduates are encouraged to join community-based leisure, volunteer and training opportunities.



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 organisations we work with. We have also aligned our equality outcomes more closely with our corporate outcomes.

Our new set of equality outcomes are:

1. By 2025, our workforce will better reflect the diversity of Scotland's working age population
2. We will increase the number of staff sharing their equality data
3. Staff from all equality groups will feel increasingly safe and included
4. Our policies, processes and practices continue to have a positive impact on equality and people from and across protected characteristics
5. We will improve engagement with the communities we serve to enable a wider sector of society and under-represented groups to enjoy the benefits and opportunities that our woods and forests provide, particularly those close to where they live.

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 engagement with Scottish Forestry.

Outcome 2 is a new outcome and will enable more sustained work on equality monitoring, supporting staff to share their equality data with us.

Outcome 3 will now focus on supporting those who report negative behaviour. This will be achieved by continuing the rollout of our Engaging the Bystander sessions to new recruits and offering wellbeing and inclusion workshops in conservancies and national teams to embed this work.

Outcome 4 is a general commitment to mainstreaming equality, diversity and inclusion. It has also been developed out of our findings that completed Equality Impact Assessments are often high quality, however we would like to improve on the quantity of assessments made.

Outcome 5 has been drawn from our People and Communities team 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.



2023 and Beyond

As we reflect on the excellent progress we have made in mainstreaming equality to date, we also see areas where we can make further improvements and advancements.

We will work towards meeting the actions in our Equality, Diversity and Inclusion action plan which will correlate with our five new Equality Outcomes.

We will refresh our policy around bullying and harassment to incorporate a broader approach to dignity at work.

We will develop Leadership and Management programmes which will include sessions focussed on addressing unacceptable behaviour and building an inclusive environment.

We will consider retention and career advancement in greater depth by undertaking a project to explore barriers women experience or perceive in relation to career development in Scottish Forestry.

We will continue to pursue partnership opportunities that assist us in moving equality forward. This includes working across the forestry sector to share learning and good practice.

We will review our Corporate Plan 2023-2026 to take cognisance of our Equality Outcomes and our duty to have due regard to the General Equality Duty through the mainstreaming of equality.

We will continue to promote, across the forestry sector, the important role that forests and woodlands have in reducing inequalities for the people of Scotland.





Equal Pay

Scottish Forestry 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
SSG1	83233		0.0%	0.0%				0.0%	
Pay Band 1	74331		0.0%	0.0%			-4.4%	2.2%	
Pay Band 2	60855	2.3%	-0.1%	0.5%	-1.0%	-2.6%		0.5%	-7.5%
Pay Band 3	47542	0.1%	0.3%	0.1%	0.3%		-4.4%	0.4%	-4.4%
Pay Band 4	39933	0.2%	-0.1%	0.2%	-0.9%	-0.9%	-3.4%	0.2%	-1.6%
Pay Band 5	31621	0.3%	-0.2%	0.0%	-0.2%	-0.2%	-1.4%	0.2%	-1.4%
Pay Band 5 (Op)	38214	0.0%	0.0%	0.0%				0.0%	
Pay Band 6A	27931	0.3%	-0.2%	-0.4%	3.0%	3.0%		0.2%	-2.3%
Pay Band 6B	25032	0.0%	0.3%	0.0%	1.8%	0.1%	-3.3%	0.1%	-0.8%

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 10% difference between the lowest and highest pay scale within this pay band.

In conjunction with equal pay monitoring, we are taking the following actions to improve equal pay data and results:

- **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% for ethnicity and 93% for disability.
- **Supporting progression and retention:** We are currently introducing the Scottish Government Employee Passport scheme 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:

Payband	Gender Headcount	
	Female	Male
SSG1 & Pay Band 1	0	*
Pay Band 2	*	16
Pay Band 3	14	21
Pay Band 4	25	25
Pay Band 5	34	22
Pay Band 5 (Op)	*	5
Pay Band 6A	10	6
Pay Band 6B	33	7

Percentage of Headcount in each Pay Quarter				
	Lower	Lower-Mid	Upper-Mid	Upper
Male	22%	47%	55%	67%
Female	78%	53%	45%	33%

Gender Pay Gap				
	Female	Male	All Staff	Pay Gap
Mean Hourly Wage	19.30	22.39	20.78	15%
Median Hourly Wage	16.95	20.54	20.03	18%

Female staff are more concentrated in the lower than upper pay quarters, with the upper pay quarter consisting of just 33% women compared to a total female representation of 53%. We've increased female representation and headcount in the lower and lower-middle pay quarters since 2021, but decreased female representation in the upper-mid and upper pay quarters. Our gender pay gap has reduced since 2021, in both the calculations by mean and median; however, there is still a lot of work to do in this area.

Our next project to address the gender pay gap is scheduled for later this year in our Equality, Diversity and Inclusion action plan. It involves undertaking focus groups with female staff to identify the barriers to their progression, and barriers to gender equality in the workplace. Results from these groups will be taken to the SET team in order to put appropriate measures in place to reduce and remove barriers.

Appendix: Our Workforce Statistics

The figures here represent the total workforce figures for Scottish Forestry as of 01 March 2023. To protect anonymity, figures <5 have been replaced by * to prevent disclosure of personal data.

Overall Employees

Gender		Disability			Ethnicity			Age	
Female	Male	No	Yes	Prefer not to share	BAME	White	Prefer not to share	39 and Under	40 and Over
118	106	194	15	15	7	13	204	67	157

Sexual Orientation			Gender Reassignment		Religion			
Heterosexual/ Straight	LGBT+	Prefer not to share	No	Prefer not to share	Religious	Agnostic	Atheist/ No Religion	Prefer not to share
117	12	95	142	82	40	8	73	103

Marital Status							
Civil Partnership	Divorced	Married	Partner	Separated	Single	Widowed	Prefer not to share
*	13	106	26	*	62	*	11

Workforce by Contract Type

	Gender		Disability			Ethnicity		
	Female	Male	No	Prefer not to share	Yes	ME	Prefer not to share	White
Full Time								
Fixed Term	*	0	*	0	0	0	*	*
Permanent	85	100	159	13	13	7	12	166
Short Term Appt	0	0	0	0	0	0	0	0

	Gender		Disability			Ethnicity		
	Female	Male	No	Prefer not to share	Yes	ME	Prefer not to share	White
Part Time								
Fixed Term	0	0	0	0	0	0	0	0
Permanent	30	6	32	*	*	0	0	36

	Age		Sexual Orientation			Gender Reassignment	
Full Time	39 and Under	40 and Over	Heterosexual	LGBT+	Prefer not to share	No	Prefer not to share
Fixed Term	*	*	0	*	*	*	*
Permanent	53	132	103	8	74	120	65
Short Term Appt	0	0	0	0	0	0	0

	Age		Sexual Orientation			Gender Reassignment	
Part Time	39 and Under	40 and Over	Heterosexual	LGBT+	Prefer not to share	No	Prefer not to share
Fixed Term	12	24	0	0	0	0	0
Permanent	0	0	14	*	20	20	16

	Religion			
Full Time	Religious	Agnostic	Atheist/No Religion	Prefer not to share
Fixed Term	0	0	*	*
Permanent	34	6	64	81
Short Term Appt	0	0	0	0

	Religion			
Part Time	Religious	Agnostic	Atheist/No Religion	Prefer not to share
Fixed Term	0	0	0	0
Permanent	6	*	7	21

	Marital Status							
Full Time	Civil Partnership	Divorced	Married	Partner	Separated	Single	Widowed	Prefer not to share
Fixed Term	0	0	0	*	0	*	0	0
Permanent	*	11	82	23	*	52	*	11
Short Term Appt	0	0	0	0	0	0	0	0

	Marital Status							
Part Time	Civil Partnership	Divorced	Married	Partner	Separated	Single	Widowed	Prefer not to share
Fixed Term	0	0	0	0	0	0	0	0
Permanent	0	*	24	*	0	8	0	0

Workforce By Pay Band

	Gender		Disability			Ethnicity		
	Female	Male	No	Prefer not to share	Yes	ME	Prefer not to share	White
SSG1 & Pay Band 1	0	*	*	0	0	*	0	*
Pay Band 2	*	16	11	*	*	0	*	16
Pay Band 3	14	21	31	*	*	*	*	32
Pay Band 4	25	25	44	*	*	*	*	45
Pay Band 5	34	22	50	*	*	*	*	50
Pay Band 5 (Op)	*	5	6	0	0	0	0	6
Pay Band 6A	10	6	14	*	*	0	*	15
Pay Band 6B	33	7	34	*	*	*	*	37

	Age		Sexual Orientation			Gender Reassignment	
	39 and Under	40 and Over	Heterosexual	LGBT+	Prefer not to share	No	Prefer not to share
SSG1 & Pay Band 1	0	*	*	0	*	*	*
Pay Band 2	*	16	11	0	6	10	7
Pay Band 3	6	29	18	*	16	22	13
Pay Band 4	15	35	27	*	20	32	18
Pay Band 5	25	31	26	5	25	35	21
Pay Band 5 (Op)	0	6	*	0	4	*	*
Pay Band 6A	8	8	10	0	6	11	5
Pay Band 6B	12	28	21	*	16	27	13

	Religion			
	Religious	Agnostic	Atheist/No Religion	Prefer not to share
SSG1 & Pay Band 1	*	0	*	*
Pay Band 2	*	0	*	7
Pay Band 3	6	*	7	20
Pay Band 4	7	*	21	20
Pay Band 5	7	*	21	26
Pay Band 5 (Op)	*	*	0	*
Pay Band 6A	*	0	*	6
Pay Band 6B	8	*	13	18

	Marital Status						
	Civil Partnership	Divorced	Married	Partner	Separated	Single	Widowed
SSG1 & Pay Band 1	0	0	*	0	0	*	0
Pay Band 2	0	0	12	0	0	*	0
Pay Band 3	0	*	23	*	0	*	*
Pay Band 4	*	*	22	7	*	14	0
Pay Band 5	*	*	21	5	0	23	0
Pay Band 5 (Op)	0	0	*	0	0	*	0
Pay Band 6A	0	*	5	*	*	7	0
Pay Band 6B	0	7	17	8	*	6	0

New Starts

Gender	
Female	Male
24	24

Disability		
No	Prefer not to share	Yes
38	8	*

Ethnicity		
ME	Prefer not to share	White
*	7	40

Age	
39 and Under	40 and Over
25	23

Leavers

Gender	
Female	Male
6	10

Disability		
No	Prefer not to share	Yes
15	0	*

Ethnicity		
ME	Prefer not to share	White
0	*	15

Age	
39 and Under	40 and Over
8	8

Maternity

In the reporting period, 7 employees had some period of maternity leave.

Grievance and Disciplinary

There have been no formal Grievance and/or Disciplinary cases in Scottish Forestry for the reporting period.

Learning and Development – Training Course Attendance

Gender		Disability			Ethnicity			Age	
Male	Female	No	Yes	Prefer not to share	White	ME	Prefer not to share	39 and Under	40 and Over
1848	1280	2764	176	188	107	2920	101	1064	2064

Vacancy reporting

Gender					
Vacancy Ref	Male	Female	Prefer to Self-Describe	Prefer not to share	Total
Applicants	393	388	5	30	816
%	48%	48%	1%	4%	
Passed Sift	94	127	0	8	229
%	41%	55%	0%	3%	
Passed Interview	27	47	0	3	77
%	35%	61%	0%	4%	
Posted	23	38	0	3	64
%	36%	59%	0%	5%	

Disability				
Vacancy Ref	Yes	No	Prefer not to share	Total
Applicants	36	725	55	816
%	4%	89%	7%	
Passed Sift	15	202	12	229
%	7%	88%	5%	
Passed Interview	5	68	4	77
%	6%	88%	5%	
Posted	5	55	4	64
%	8%	86%	6%	

Sexual Orientation						
Vacancy Ref	Heterosexual	Bisexual	Gay Man	Gay Woman/ Lesbian	Prefer not to share	Total
Applicants	650	40	16	14	96	816
%	80%	5%	2%	2%	12%	
Passed Sift	178	12	7	4	28	229
%	78%	5%	3%	2%	12%	
Passed Interview	58	6	2	2	9	77
%	75%	8%	3%	3%	12%	
Posted	47	5	2	2	8	64
%	73%	8%	3%	3%	13%	

Ethnicity							
Vacancy Ref	Asian/ Asian British	Black/ African/ Black British	Mixed Ethnicity	Other Ethnic Groups	White	Prefer not to share	Total
Applicants	19	14	15	3	741	24	816
%	2%	2%	2%	0%	91%	3%	
Passed Sift	4	5	5	0	206	9	229
%	2%	2%	2%	0%	90%	4%	
Passed Interview	0	1	1	0	71	4	77
%	0%	1%	1%	0%	92%	5%	
Posted	0	1	1		58	4	64
%	0%	2%	2%	0%	91%	6%	

Age Group											
Vacancy Ref	16-24	25-29	30-35	35-39	40-44	45-49	50-54	55-59	60-64	65+	Total
Applicants	67	150	141	115	116	72	74	63	15	3	816
%	8%	18%	17%	14%	14%	9%	9%	8%	2%	0%	
Passed Sift	6	29	39	27	48	28	26	21	5	0	229
%	3%	13%	17%	12%	21%	12%	11%	9%	2%	0%	
Passed Interview	1	11	11	11	16	9	9	7	2	0	77
%	1%	14%	14%	14%	21%	12%	12%	9%	3%	0%	
Posted	1	9	8	10	12	8	8	6	2	0	64
%	2%	14%	13%	16%	19%	13%	13%	9%	3%	0%	

Gender Pay Gap

	Mean Hourly Wage	Median Hourly Wage
Female	19.30	16.95
Male	22.39	20.54
All Staff	20.78	20.03
Gender Pay Gap	15%	18%

Percentage of Headcount in each Pay Quarter				
	Lower	Lower-Mid	Upper-Mid	Upper
Male	22%	47%	55%	67%
Female	78%	53%	45%	33%

Equal Pay

Mean FTE Salary Scottish Forestry	
Grade	Salary
SSG1	83,233
Pay Band 1	74,331
Pay Band 2	60,855
Pay Band 3	47,417
Pay Band 4	39,897
Pay Band 5	31,599
Pay Band 5 (Op)	38,214
Pay Band 6A	27,888
Pay Band 6B	25,011

Mean FTE Salary by Gender		
Grade	Female	Male
SSG1	-	83,233
Pay Band 1	-	74,331
Pay Band 2	62,267	60,767
Pay Band 3	47,471	47,583
Pay Band 4	39,996	39,865
Pay Band 5	31,687	31,521
Pay Band 5 (Op)	38,214	38,214
Pay Band 6A	27,981	27,832
Pay Band 6B	25,019	25,094

Mean FTE Salary by Disability			
Grade	No	Prefer not to share	Yes
SSG1	83,233	-	-
Pay Band 1	74,331	-	-
Pay Band 2	61,176	59,267	60,267
Pay Band 3	47,467	-	47,583
Pay Band 4	39,971	39,521	39,522
Pay Band 5	31,609	31,521	31,521
Pay Band 5 (Op)	38,214	-	-
Pay Band 6A	27,769	28,724	28,724
Pay Band 6B	25,007	25,032	25,462

Mean FTE Salary by Ethnicity			
Grade	ME	Prefer not to share	White
SSG1	-	-	83,233
Pay Band 1	71,074	-	75,960
Pay Band 2	-	56,266	61,142
Pay Band 3	45,348	45,348	47,611
Pay Band 4	38,533	39,274	39,983
Pay Band 5	31,156	31,156	31,652
Pay Band 5 (Op)	-	-	38,214
Pay Band 6A	-	27,238	27,931
Pay Band 6B	24,173	24,818	25,044



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