



Annual Equality Monitoring Report

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1 April 2016 to 31 March 2017
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Foreword

Forestry Commission Scotland (FCS) is committed to maintaining and developing an inclusive workplace where everyone feels welcomed and can reach their full potential. Our current values and our People Strategy underpin this commitment to supporting our staff to develop and perform at their best.



Our Diversity Objectives (2016-2020) extend on this by reflecting our priorities with regards to equality, diversity and inclusion (EDI) and our diversity strategy demonstrates how we will mainstream EDI across FCS.

Across our organisation, we have seen progress over the last 12 months in the diversity of our workforce and through our engagement with diverse groups and visitors from local communities across the country. We have increased the number of women working in our organisation by 4%, allowing us to achieve a gender balanced workforce, with 49% of all staff being female. We also continue to support the most vulnerable people in our communities, enabling them to enjoy our woodlands through our health, education and engagement programmes.

EDI continues to be a priority for FCS and our approach moving forward is to extend our equalities commitments beyond our legal obligations, working more proactively to ensure we are welcoming to all.

This Equality Monitoring Report 2016/17 is the first Scotland specific report since responsibility for EDI was devolved in April 2016. It demonstrates our compliance with the Equality Act 2010, provides details of the composition of our workforce and also highlights some key successes and areas of progress. This will be our penultimate report before Forestry Commission Scotland becomes an executive agency of Scottish Government in April 2019.

Jo O'Hara
Chief Executive Officer, FCS

1.0 Introduction

In Scotland, our forests and woodlands are a treasure. It is our mission to protect and expand Scotland's forests and woodlands and increase their value to society and the environment.

We do this by promoting their sustainable management through guidance, grants and by shaping forestry policy. We work with the Scottish Government to deliver the **Scottish Forestry Strategy** but our work helps in other areas, too. Forestry is also good for the environment and climate change, energy, biodiversity and healthy living. It also contributes to rural transport as well as tourism and education.

FCS is committed to ensuring that the forests and woodlands we manage are accessible to and enjoyed by all our communities. We continue to identify and remove barriers to the enjoyment of our forests, woodlands and services that groups may encounter due to their protected characteristic (e.g. age, disability, gender, sexual orientation, race, religion, marital status, and pregnancy/maternity).



1.1 Our values

Forestry Commission Scotland's values are:

- **Teamwork**

We work collaboratively with each other and our stakeholders, ensuring trees, woods and forests meet the needs of society;

- **Professionalism**

We enjoy and take pride in our work, acting with integrity and political impartiality to achieve high standards of health and safety, quality, efficiency and sustainability;

- **Respect**

We value each other and our stakeholders, recognising diverse perspectives and treating everyone with consideration;

- **Communication**

We are open, honest and objective with each other and our stakeholders. We are prepared to challenge and to be challenged;

- **Learning**

We are always learning, developing the skills, knowledge and behaviours to support organisational success; and,

- **Creativity**

We seek new ways of doing things, sharing ideas and embracing change.



2.0 Our approach to Equality, Diversity & Inclusion (EDI)

Since April 2016, responsibility for equality and diversity has been devolved to FC England, FC Scotland and Forest Research.

Guidance and support on policy and implementation of our equality duties, as defined by the Westminster Government, is now provided by each specific country. However, there is still collaborative and partnership working across the Forestry Commission to ensure that we advance equality of opportunity, eliminate unlawful discrimination and foster good relations between different groups.

In Scotland, we are facing a significant period of change as we progress further with the Forestry Devolution Programme and continue to establish corporate services which are Scotland specific. However, we remain committed to equality, diversity and inclusion (EDI), and as we advance through these change programmes, we will ensure that we continue to embed EDI policies and practices into everyday business.

In developing this Annual Equality Monitoring Report, we have examined our relevant policies, practices and processes to ensure that nobody is discriminated against or subject to unfair opportunity/adverse treatment. We also ensure that all staff have access to appropriate EDI training to raise awareness and make sure they understand their responsibilities in this area. As a service provider, FCS takes an inclusive approach to working with individuals and organisations. We also procure goods and services from other organisations that have to subscribe to our EDI objectives, as laid out in the Public Sector Equality Duties (PSED) in Scotland.

Our approach to Equality Analysis was reviewed in 2016 and new guidance on Equality Impact Assessments (EQiA) was developed and implemented in January 2017. This new methodology continues to be mainstreamed, ensuring that our new policies and/or services, and any changes to existing policies or services, fully take into account any impact on our diverse customers or staff. Our customer-facing projects are also subject to EQiA as well as our HR policies, L&D strategies and transformational change programmes.





2.1 Our work in Equality, Diversity & Inclusion

Forestry Commission Scotland recognises that forests and woods provide opportunities for people from all backgrounds to participate in and enjoy the outdoors. We engage with communities and diverse groups in a number of ways, for example:

- **Education and learning initiatives**
- **Health and well-being activities**
- **Play, recreation and sporting opportunities**
- **Volunteering**
- **Community forestry and woodland creation in and around towns and cities**

We continue to adapt our services to ensure that we are offering equality of opportunity to all. However, we also recognise that there may be some perceived barriers and reasons why people may not be able to fully benefit from our facilities. Therefore, we are actively seeking to address this by adapting infrastructure, providing a wide range of activities and events, engaging with communities and in some cases providing specialist equipment and/or tailored activities. To achieve our objectives, the FCS is working closely with a range of partner organisations at a local, regional and/or national level.

We undertake a range of surveys to compare and test customer satisfaction and explore needs. These range from public opinion surveys, site questionnaires, focus groups, to feedback forms. Our staff use local demographic data to strategically assess the potential demand for services and facilities and compare this with actual site usage. We are also committed to ensuring our website is accessible to the widest possible range of users, including those with visual impairments, deafness and hearing loss, learning disabilities, cognitive limitations, limited movement, speech disabilities, photosensitivity and combinations of these. More information on the accessibility of our website can be found [here](#).



CASE STUDY

Disabled Go

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We have been working with DisabledGo, which aims to maximise independence and choice for disabled people in accessing their local area and the places we all want to visit.

They have already collaborated with many local authorities and third sector organisations to audit over 120,000 sites across the UK. Their online templates provide useful accessibility information about car parking, toilets, catering, walks and other visitor facilities, which enables people to find out more about where they'd like to go and make informed decisions about their visit.

Forest Enterprise Scotland's Community & Visitor Services team have been working with **Disabled Go** to ensure our key visitor sites are listed on their website, encouraging more visitors of all abilities to access our woodlands and forests. As well as placing access statements online for **our busiest visitor sites**, we're working with DisabledGo for the next two years, to learn more about best practice in welcoming visitors with disabilities, and ensuring our key sites are re-visited annually.



CASE STUDY

Community Cohesion

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Forestry Commission Scotland is always on hand to work together with organisations to support communities and help them enjoy Scotland's woodlands and green spaces.

Our local woodlands and green spaces play a key role in helping community cohesion by providing a place of common interest for diverse groups and providing opportunities for people to come together and enjoy the great outdoors.

One such event took place in the spring of 2017, which saw Forestry Commission Scotland working in partnership with the Scottish Council of Jewish Communities. Around 200 people of all ages from around Scotland converged on Callendar Wood in Falkirk to celebrate the Jewish festival of LaG b'Omer, with a range of activities including archery, storytelling, woodland walks, wild foraging and fire

jugglers. The event helped to foster good relations between communities across Scotland and between groups who share a protected characteristic and those who don't. It also enabled a large group of people to access this local woodland, encouraging them to visit our woods and forests in future.



3.0 Our visitors

During 2016 we conducted a Public Opinion Survey for Scotland. The Survey indicated that people have a great interest in visiting forests and that around four fifths of respondents said they had visited forests or woodlands in the last few years.

Around three fifths of those surveyed also said they would like to see more woodland in their part of Scotland. Around nine in ten of respondents also said they believed that there was at least one benefit of forestry worth being supported by public money.

The Public Opinion Survey records positive responses from respondents in different categories. Those that responded ‘Yes’ to the question ‘In the last few years, have you visited forests or woodlands for walks, picnics or other recreation?’ and ‘Did you visit woodlands in the countryside or in and around towns?’ also provided the following information in relation to their protected characteristics:

Visitor destination	Gender		Disability		Ethnicity		Age		Total
	Male	Female	No	Yes	White	BAME	44 or under	45 or over	
Countryside woodlands	117	130	193	54	244	3	105	141	247
Woodlands in & around towns	53	73	96	30	124	2	60	66	126
Both	219	193	345	67	402	10	226	185	412
Total visitors in last 12 months	390	395	634	151	769	15	391	394	785

The responses given by participants of the Public Opinion Survey also highlighted that there are various reasons why people do not visit forests. These reasons include personal mobility problems (difficulty in walking, etc.), not having a car or that woods were too far away.

Our initiative of creating and facilitating the creation of woods close to towns should, over time, mean that more people have access to woodlands that are closer to where they work and/or live. We also continually review our existing facilities to ensure they are available and can be accessed by as wide a range of people as possible. To ensure that these facilities meet the needs, where possible, of all our diverse customer groups, we continue to work to understand the barriers which can prevent people visiting our forests and are working with different groups and associations to identify and put in place solutions, and promote the services we offer.





CASE STUDY

New all-abilities trails

In spring 2017, new all-abilities trails at Bennachie and at Foggieton Woods in Aberdeenshire were opened to make local woodlands more welcoming to a wider range of people.

The Warbler trail at Foggieton (£10,000 investment) and the Discovery trail at Bennachie (£28,000) have been upgraded to all ability trails with complete resurfacing and the addition of extra seats and rest points.

Moray & Aberdeenshire Forest District had found that some less able people were put off from visiting

woodlands because of the sometimes challenging conditions of footpaths and trails.

The district invested in these trails to make them significantly more attractive and appealing to a wider group of visitors enabling people of any level of ability in Aberdeenshire to experience and enjoy a great day out in the forest.

Alongside this, staff also took the opportunity to resurface and reduce the gradient on part of the Colony trail at Bennachie too, improving its accessibility at the same time.



St Andrew's School, Inverurie, exploring the Discovery Trail.

CASE STUDY

Branching out

Branching Out is a 12-week on referral conservation project, for people struggling with long-term mental health problems. The programme has been running for ten years now, initially starting with four pilot groups in the Glasgow area.

We have made it our mission to expand across Scotland, to make the programme as widely available as possible. As a result in 2016/17 we expanded into our 10th NHS health board area; NHS Grampian. In 2016/17 350 people were referred onto the programme, spread across 40 groups within those ten areas, with a 75% completion rate. In addition to NHS Grampian, these are; NHS Greater Glasgow and Clyde, NHS Ayrshire and Arran, NHS Forth Valley, NHS Lothian, NHS Tayside, NHS Lanarkshire, NHS Highlands, NHS Borders and NHS Fife.

Participants take part in a wide range of appealing activities outdoors, one day a week. These can include conservation tasks, environmental art activities, T'ai chi, bush craft and ecological surveying techniques. We work in partnership with other organisations to deliver the programme, providing a wider range of partners with free training, set up and ongoing project support and in some cases funding. The training we provide is a three day course endorsed by the Institute for Outdoor Learning, which covers working with mental health clients in the outdoors, skills sharing, and programme policies and procedures. These are crucial as they allow us to be a rigorous programme with set protocols with a guaranteed standard of delivery quality.

This year we ran a training course at Crathes Castle, Aberdeenshire, in order to enable our expansion into NHS Grampian. Twelve people were trained from the following organisations: Aberdeen City Ranger Service,



North-east Outdoor Woodland Learning group, Greenfingers, Wild Things and Healthy Minds (Council Service). This will make the project sustainable and widen our capacity to deliver more Branching Out groups in the area. As of March 2016 we have delivered training to over 100 outdoor practitioners.

In May 2016 we published our report on a two-year health economic study we had undertaken from 2013–2015¹. Results showed that the programme mostly benefits people with long-term moderate and severe mental health conditions, which are now being backed up by other studies on the benefits of nature on mental health. We evaluated the programme according to Quality Adjusted Life Years (QALY), a standard measure used to assess the cost effectiveness of treatments across the health care sector. Participants who have taken part in the programme over the last ten years (over 2000 people) have also reported increased levels of activity, feeling less socially isolated, gained new skills, which some have been able to take in the employment world, and an improved feeling of mental well-being.

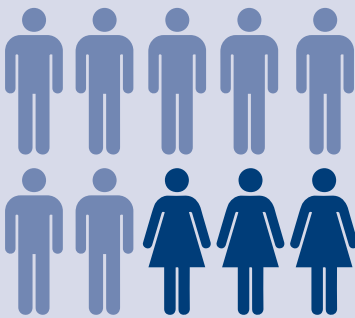
More information about the project can be found at www.forestry.gov.uk/branchingout.

¹ CJC Consulting, 2016. Branching Out Economic Extension. Final Report to Forestry Commission Scotland. Available at www.forestry.gov.uk/branchingout.

4.0 Our employees

996

FES/FCS employees



3 out of 10 are female

3%

are disabled

98%

are white

74%

are aged 40+

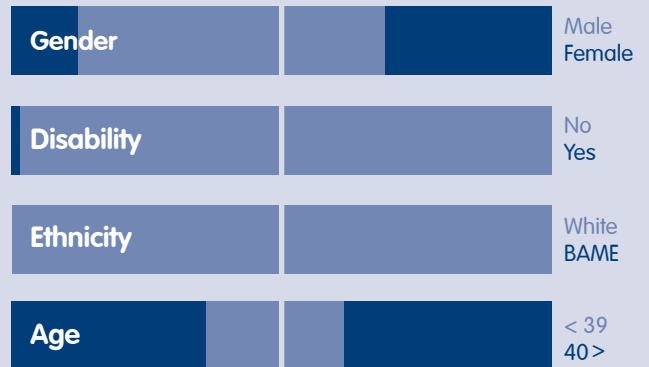
Contract

86% are full time employees



Full time

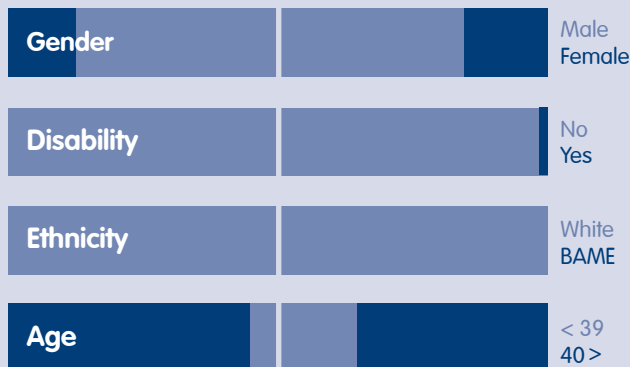
Part time



Pay band

Middle band

Other bands



Full time

Part time



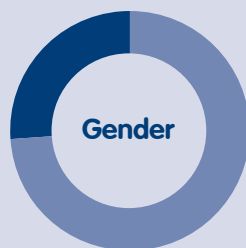
<1%
are senior pay band employees

100%
of short term full time contracts are female

Training

3144

attendances at training courses



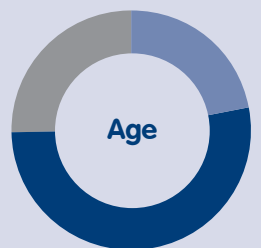
Male Female



No Yes
39 not disclosed



White BAME
10 not disclosed



< 34 35-54 55 >

The data used in these infographics represent the total Forestry Commission Scotland and Forest Enterprise Scotland figures.

We have completed a detailed monitoring process for employment data collected between April 2016 and March 2017. The outcomes shown here represent the total Forestry Commission Scotland and Forest Enterprise Scotland figures as of 31 March 2016.

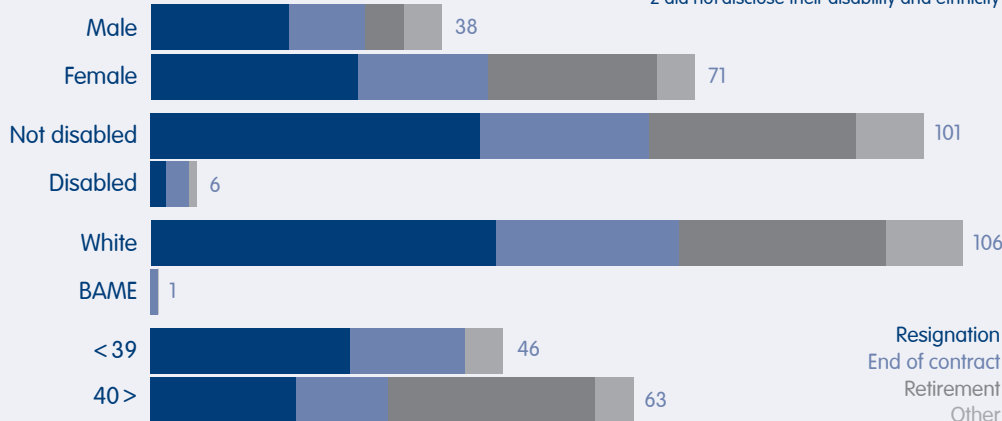
New starters

*3.2% did not disclose their ethnicity



Leavers

2 did not disclose their disability and ethnicity



50:50
gender balance of new starters

109
employees left FES/FCS

Maternity leave



1 April 2016



31 March 2017

30 employees had some period of maternity leave between 1 April 16 and 31 March 17:

- 1 since left the organisation
- 1 moved to Forestry Commission
- 6 have reduced hours or moved to part time
- 6 were already part time

Grievances



Disciplinary



4.1 Building & retaining a diverse workforce

In Forestry in Scotland, we want to develop a diverse workforce that reflects the diverse communities we serve. This is a key theme within FCS's People Strategy and is reflected in our HR practices and processes. However, over the last 12 months, although our turnover has increased slightly, it is still relatively low and this makes changing the composition of the workforce a challenge.

Traditionally, employment in forestry has been male dominated and perceived as a practical, outdoors, and physical role. In order to attract a more diverse range of applicants, we have been proactive in trying to dispel some of the myths surrounding forestry, including working with schools and careers services to promote the forestry sector as a career option for more girls and women and to our young, developing workforce in Scotland.

4.2 Equality & diversity training

Forestry Commission Scotland has developed and delivers in-house equality and diversity training. We have different levels of training events, tailored to suit the individual needs of staff and their role within the organisation. The training includes all aspects of equality and relates to the Forestry Commission's business. We have developed both on-line and face-to-face training modules and guidance for staff on the Equality Impact Assessment process (**Equality Impact Assessments** (OGB 44)). In addition, FCS employees also have access to the suite of Equality and Diversity training available through Civil Service Learning.

All new and existing training events managed by the FCS are reviewed to ensure appropriate equality and diversity messages and considerations are included. All our in-house Learning and Development trainers have attended learning sessions and have regular liaison with the Equality and Diversity Manager to increase their understanding of equality and diversity and how it might impact upon their work.

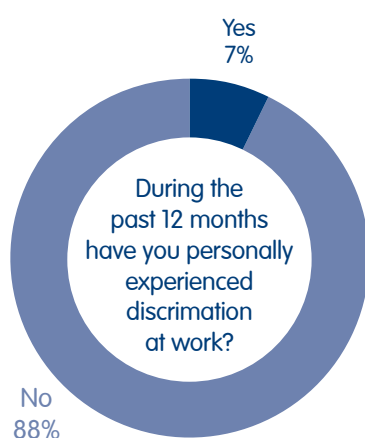
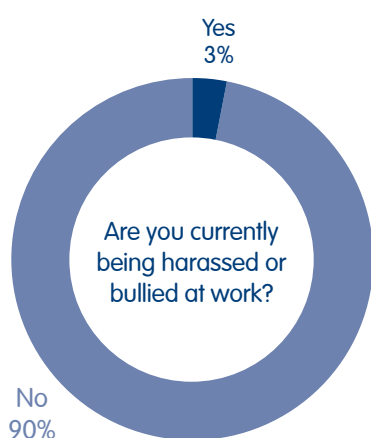
4.3 Equality & Diversity Steering Group (ESG)

The ESG was formed in Scotland in 2016 to help both FCS and FES mainstream equality across the organisation. The group also identifies key actions that we will be required to take in order to meet the public sector equality duties in Scotland in 2019.

The group is accountable to the Scotland Executive Board and has been endorsed and fully supported by both FCS Management Board and FES Management Board. As such, the ESG has representation from both FCS and FES to assist with mainstreaming equality in forestry in Scotland.

4.4 Staff survey

We conduct a staff survey every two years to gauge satisfaction levels across the organisation and to identify areas for further investigation and improvement. The latest staff survey was undertaken in September 2015 and the results below show that we have improved in most areas under the section ‘Inclusion & Fair Treatment’ in comparison to 2013. As per the previous report, each cost centre has developed a detailed action plan that will identify gaps and drive improvement in key areas such as empowering all staff to raise concerns and ensuring our zero tolerance policy on bullying and harassment is adhered to.



Inclusion and fair treatment

Scotland	82%
FC Scotland	84%
FE Scotland	81%
Overall FC 2015	83%

Survey statements	FC total agree 2015	Scotland 2015	Scotland 2013	Difference	Benchmark – CSPS 2015
My cost centre/unit has a culture where discriminatory treatment, harassment and bullying are not tolerated	79	77	79	-2	n/a
I am able to report bullying/harassment without worrying it would have a negative impact on me	72	71	72	-1	n/a
I am treated fairly at work	82	83	82	+1	78
I am treated with respect by the people I work with	84	83	81	+2	84
My cost centre/unit respects individual differences e.g. cultures, working styles, backgrounds, ideas	82	81	80	+1	72
Are you currently being harrassed or bullied at work?	91	90	94	-4	90
Respondents	1605	628	483		

5.0 Equal pay

The Forestry Commission wants employees to be fairly and equitably rewarded for the work they do, therefore Equal Pay Monitoring is part of the annual pay review process.

A full Equal Pay Audit is underway and will be published in early 2017 following discussion and sign off by senior staff. The audit involves comparing the pay of protected groups who are doing equal work; investigating the causes of any pay gaps to establish if there is an explanation and justification; and identifying any gaps that could not be satisfactorily explained. Although this report covers the period 1 April 2015–31 March 2016, we felt it important to report the most recent pay information available.

The scope of the audit is to identify pay gaps on grounds of gender, working pattern, ethnicity, disability and age. Sufficient diversity information is not available on the other protected characteristics so a broader review is not possible. The audit considers pay, overtime and pensionable allowances.

Average earnings for staff in post include full time equivalent salary and overtime. Protected characteristic earnings are compared to all-staff earnings by pay band. Details shown in blue in the table below highlight where average earnings are below the all staff average earnings for the protected characteristic groups, and details show in bold highlight where the number is greater than 5% or less than -5% to help identify differences considered significant.

Pay band	Average earnings	Gender		Disability		Ethnicity			Age	
		Male	Female	No	Yes	White British	White Other	BAME	39 or under	40 or over
SSG2	-									
SSG1A	£79 170	0.0%		0.0%		0.0%				0.0%
SSG1	£70 645	1.4%	-2.8%	0.0%		0.0%				0.0%
PB1	£63 350	1.0%	-3.0%	0.0%		0.0%				0.0%
PB2	£51 016	1.0%	-3.0%	0.0%		0.0%			-3.5%	0.2%
PB3	£41 667	0.5%	-1.5%	0.1%	-4.9%	0.1%	-4.9%	3.6%	-3.8%	0.6%
PB4	£34 613	1.1%	-2.5%	0.1%	-2.4%	0.0%	-0.7%		-2.5%	0.8%
PB5	£26 939	1.3%	-1.4%	-0.2%	2.0%	0.2%	-3.3%	3.1%	-5.4%	2.8%
PB5OP	£31 138	0.6%	-2.9%	-0.1%	2.9%	0.3%	-5.1%	4.3%	-4.2%	1.4%
PB6A	£26 300	2.1%	-9.7%	0.1%	2.3%	0.2%	-12.5%	-12.5%	-5.7%	2.4%
PB6AO	£27 918	0.6%	-2.7%	0.0%	-1.0%	0.0%	-4.2%		-2.5%	0.9%
PB6B	£20 939	1.6%	-1.9%	0.1%	-1.2%	0.1%	-4.7%	1.0%	-2.3%	1.0%
PB7	£17 311	0.4%	-0.4%	0.0%		0.0%			0.0%	0.1%
All staff	£29 349	3.2%	-7.6%	0.4%	-8.8%	0.2%	-3.2%	-0.4%	-10.5%	3.8%

Further information on the Equal Pay Audit is available on [request](#).





6.0 Our approach to monitoring & review

Monitoring and evaluation is a key priority for the FCS and will form the basis, along with Equality Impact Assessment, of future action.

Comprehensive and meaningful data, information and research will be collected and used to build an evidence base to help us assess our progress in meeting our equality objectives. We will continue to monitor the required areas under the Equality Act and will report and benchmark progress whilst preparing to meet the specific Scottish equality duties. This information will be used to identify gaps in representation. Where gaps are identified, action will be taken to investigate reasons and to address discrepancies appropriately.

We will ensure that monitoring information in relation to employment and service provision offers:

- Comprehensive benchmarks against which we can monitor progress against achieving our **Equality Objectives** (see Section 2.3 and Appendix 1)
- A quantitative basis for Equality Impact Assessments with which we can highlight areas of required action.



7.0 Conclusion & further information

We continue to be encouraged that some progress is being made to diversify our workforce. However, we are also very aware that we still have a challenge ahead of us and know that there is more to do. This will not be an easy challenge, many of the issues will take time, but work is underway and we are committed to making a real difference to our customers and our staff.

Further information on our work on equality and diversity can be found on our [website](#). Our Equality, Diversity and Inclusion Manager can also be contacted by emailing us at HRScotland@forestry.gsi.gov.uk or by calling **0300 067 5300**. We welcome any feedback you may have on this report.

If you would like a paper copy of this document or require it in an alternative accessible format, please contact us on the details above.



Appendix

Below is the full employment data collected between April 2016 and March 2017 for FCS and FES employees.

Overall employees

Gender		Disability			Ethnicity			Age	
Male	Female	No	Yes	Not disclosed	White	BAME	Not disclosed	39 or under	40 or over
299	698	957	31	9	985	10	<1%	264	732
30%	70%	96%	3%	1%	98%	1%	<1%	26%	74%

Hours

	Gender		Disability			Ethnicity			Age		Total
	Male	Female	No	Yes	Not disclosed	White	BAME	Not disclosed	39 or under	40 or over	
Full time	65%	21%	83%	2%	<1%	85%	<1%	<1%	24%	62%	86%
Part time	5%	8%	12%	<1%	<1%	13%	<1%	<1%	3%	10%	13%
Not disclosed/ anomalies	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%

Contract type

	Gender		Disability			Ethnicity			Age		Total
	Male	Female	No	Yes	White	BAME	Not disclosed	39 or under	40 or over		
Full time											
Permanent	76%	24%	98%	2%	99%	<1%	<1%	27%	73%	82%	
Fixed term appointment	59%	41%	94%	6%	94%	6%	0%	47%	53%	3%	
Short term appointment	0%	100%	100%	0%	75%	25%	0%	25%	75%	<1%	
Other	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	<1%	
Part time											
Permanent	28%	72%	94%	6%	99%	0%	1%	18%	82%	10%	
Fixed term appointment	43%	57%	100%	0%	100%	0%	0%	71%	29%	<1%	
Short term appointment	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	<1%	
Other	73%	27%	100%	0%	82%	18%	0%	14%	86%	2%	

Pay bands

Grade	Gender		Disability		Ethnicity			Age		Total
	Male	Female	No	Yes	White	BAME	Not disclosed	39 or less	40 or over	
Senior	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	<1%
Middle	75%	25%	99%	<1%	99%	<1%	<1%	10%	90%	11%
Other	69%	31%	97%	3%	99%	<1%	<1%	29%	71%	86%

New starters

Offer accepted	Gender		Disability			Ethnicity			Total	
	Male	Female	Not disclosed	No	Yes	Not disclosed	White	BAME		Not disclosed
Offer accepted	6	6	0	10	2	0	11	1	0	12
Offer declined	8	3	0	9	2	0	11	0	0	11
Pre-employment checks	10	7	0	17	0	0	16	1	0	17
Provisional offer	78	57	0	133	2	0	133	0	2	135
Reserve list	60	39	1	92	8	0	95	3	2	100
Withdrawn – reason given	58	26	0	75	8	1	80	2	2	84

Offer accepted	Age										Total	
	16-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+		Not disclosed
Offer accepted	1	3	0	4	0	1	2	1	0	0	0	12
Offer declined	1	3	2	2	0	2	0	0	1	0	0	11
Pre-employment checks	0	3	3	1	1	5	3	1	0	0	0	17
Provisional offer	15	26	19	15	16	20	19	4	1	0	0	135
Reserve list	7	16	16	20	11	11	15	2	0	0	2	100
Withdrawn – reason given	7	12	14	22	11	6	6	6	0	0	0	84

Leavers

	Gender		Disability			Ethnicity			Age		Total
	Male	Female	No	Yes	Not disclosed	White	BAME	Not disclosed	39 or under	40 or over	
Resignation	27	18	43	2	0	45	0	0	26	19	45
Transfer out of FC	1	3	4	0	0	4	0	0	2	2	4
End of contract	17	10	22	3	2	24	1	2	15	12	27
Dismissal	3	1	3	1	0	4	0	0	2	2	4
Death in service	1	1	2	0	0	2	0	0	1	1	2
Voluntary exit	0	0	0	0	0	0	0	0	0	0	0
Retirement	22	5	27	0	0	27	0	0	0	27	27
Total	71	38	101	6	2	106	1	2	46	63	109

Performance

	Gender		Disability		Ethnicity			Age		Total
	Male	Female	No	Yes	White	BAME	Not disclosed	39 or under	40 or over	
Top performer	106	55	160	<1%	160	0	<1%	38	123	161
Good performer	527	199	702	24	718	7	<1%	159	566	726
Not fully effective	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	<1%

Training

	Gender		Disability			Ethnicity			Age			Total
	Male	Female	No	Yes	Not disclosed	White	BAME	Not disclosed	34 or under	35-54	55 or over	
Management	359	197	540	7	9	546	9	1	146	338	72	556
IT	51	61	107	2	3	109	0	3	31	56	25	112
Forestry operational	807	93	854	44	2	894	3	3	217	405	278	900
People skills	75	44	112	5	2	119	0	0	35	64	20	119
Seminar	4	10	11	1	2	13	0	1	2	8	4	14
Other	523	281	760	32	12	797	5	2	136	453	215	804
External	509	130	605	25	9	634	5	0	128	331	180	639
Total	2 328	816	2 989	116	39	3 112	22	10	695	1 655	794	3 144

Grievances

Gender		Disability		Ethnicity		Age	
Male	Female	No	Yes	White	BAME	39 or under	40 or over
100%	0%	80%	20%	100%	0%	20%	80%

Disciplinary

Gender		Disability		Ethnicity		Age	
Male	Female	No	Yes	White	BAME	39 or under	40 or over
72%	28%	94%	6%	100%	0%	33%	67%





Contact

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