

Equality, Diversity & Inclusion Plan

1. Introduction

Crown Estate Scotland's 2020-23 Corporate Plan includes a commitment to strengthen our approach to equality and diversity. This plan sets out what we aim to achieve and the steps we will take to deliver from 2021 to 2025 when the next corporate plan is expected to start.

Scottish Government policy including the National Performance Framework recognises that tackling inequalities is a key step in supporting both economic growth and success for Scotland overall. Commitment to equality, diversity and inclusion aligns closely with Crown Estate Scotland values of excellence, commercialism, collaboration, and integrity. It contributes to business success and helps support fulfilment of our legal duty to deliver wider benefits including social wellbeing.

In Scotland and the UK more broadly, COVID-19 has reportedly exacerbated inequalities, and changes in working practices (flexible and hybrid working, changes in communication etc) create new opportunities and challenges. We have tried to take account of these in the actions outlined below.

In this plan, the term 'equality' refers to ensuring equal opportunities and fairness for employees and job applicants. Equality legislation – specifically the Equality Act 2010 – is designed to ensure public bodies work in way that prevents discrimination based on 'protected characteristics' such as race, sex, age, and sexual orientation.

'Diversity' means working in a way that recognising differences – for example, encouraging people with different views and identities to feed into our plans and policies. There is a growing body of evidence that links workforce diversity – having a team with a range of backgrounds and perspectives – to business success.

'Inclusion' at work means creating a sense of belonging, ensuring colleagues don't feel they have to conform and that everyone's voice is heard. Similarly, an inclusive approach to external engagement means encouraging, facilitating, and welcoming participation from a range of people and organisations. Diversity is ensuring there is a 'mix', inclusion makes the 'mix' work.

2. Developing this plan

In the summer of 2020, we participated in a diversity and inclusion (D&I) 'health check' provided by Glasgow Caledonian University covering the workforce, culture, and external engagement.

In late 2020, approximately six months into the pandemic, our annual staff survey asked for the first time if equality and diversity is embedded in our culture. Only 43% answered positively.

Subsequent group discussions in Spring 2021 emphasised the appetite for Crown Estate Scotland to take positive action, especially in relation to the workforce, and several suggested actions are included in this plan.

In late 2021, a draft plan was discussed with teams in Crown Estate Scotland and with the People Committee, and further suggestions were taken on board.

3. Outcomes

We have designed this plan to be outcomes- and action-focussed, and to be fit-for-purpose given our workforce size and our role. The outcomes we are working to are:

1. We have a more diverse workforce (taking employee data as at December 2021 as baseline) (see theme 1)
2. Our people understand and actively support diversity and inclusion (see themes 1 and 4 in particular)
3. Equality, diversity, and inclusion is embedded in our work with service providers, our enabling activity and in new policies related to asset management (see themes 2, 3 and 4)

Progress on these outcomes will be measured using data from staff surveys and stakeholder research.

Delivering this plan will help fulfil our general duties under the Equality Act 2010.

4. Themes, actions, and milestones

In this section we cover four broad themes with associated actions and milestones.

Although specific teams are responsible for specific actions, it is important to note that line managers across the organisation have an important role to play in ensuring employees are treated fairly, supported by HR. Directors and the Chief Executive will be expected to role model inclusive leadership. Those leading procurement, engagement and enabling work also have a key role in building EDI into the design of processes, policy and initiatives.

Theme 1: Develop a diverse Board and workforce and strengthen inclusion in organisational culture.

As at March 2021, our workforce is reasonably gender balanced (28 males and 24 females, based on available information). Younger staff (those aged under 30) are more likely to be female and females across all age groups are less likely to feel that they are treated fairly. There are also differences in the extent to which women agree with statements relating to workload, working environment and team spirit.

Data being provided by staff late 2021 will provide a baseline for workforce composition in relation to race, sexual orientation, and other protected characteristics.

Although workforce diversity covers protected characteristics, it can also refer to aspects such as neurodiversity, socio-economic background, and care experience.

Action No	Action	Milestone	Owner and deadline
1	Review recruitment policy with specialist D&I support and agree changes to include <ul style="list-style-type: none"> • Targeted communications and positive action to secure diverse pools of applicants • Provide opportunity for those who have not accessed higher education • Positive action statement in all advertisements • D&I in all agency scopes of services • All those involved in hiring to be trained in equalities 	Refreshed policy in place	HR, December 2021
2	Launch new recruitment module to enable candidate data collection	Module launched; decision on data implemented	HR, May 2022
3	Conduct gender pay gap analysis	Analysis complete	HR, February 2022



4	<p>Establish baseline data on workforce (with supporting materials including glossary of terms), and incorporate request into onboarding process</p> <p>Consider including socio-economic background</p>	<p>Data collection live on HR system and request for input out to staff; onboarding process amended</p> <p>Options considered and recommended approach agreed</p>	<p>HR, September 2021</p> <p>HR, September 2022</p>
5	<p>Embed EDI into key HR policies including ensuring they are inclusive of non-binary groups and maternity / paternity provision are inclusive of same-sex families</p>	<p>Review of key HR policies</p> <p>CES policy template includes EDI check (e.g. EqIA screening / assessment)</p>	<p>HR, annually from February 2022</p> <p>Corporate Operations, March 2022</p>
6	<p>Raise awareness among staff of EDI and how to develop good working practices</p>	<p>Access to online resources (e.g. LinkedIn Learning and iHasco) in place, mandatory training monitored</p> <p>Annual CIPD line manager training rolled out</p> <p>Min. one all-staff session delivered each year.</p>	<p>HR, ongoing</p>
7	<p>Ensure Executive Team members undertake training (e.g. on active allyship) to support role modelling inclusive leadership. Maintain full completion of iHasco equalities training across the organisation.</p>	<p>Training completed</p>	<p>HR, March 2023</p>



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8	Continue to take positive action to encourage diversity on our Board	Annual Governance Statement evidences balance	Corporate Operations, March each year
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Theme 2: Encourage diversity in the sectors we work with.

Partnering with other organisations to enhance the diversity of our key sectors will help create more diverse talent pipelines and raise the profile of Crown Estate Scotland as an inclusive employer.

Action No	Action	Milestone	Owner and deadline
9	Establish / support a collaborative diversity initiative with a key sector or professional body e.g. RICS.	Initiative established / supported	Corporate Operations, September 2022
10	Develop and fund annual SCDI STEM education programme that addresses diversity	Programme launched	Corporate Operations, September 2021
11	Support Full Circle 21 (staff time, budget) which aims to equip women with skills to thrive in net zero sectors	Support provided	Corporate Operations, August 2021 (review scheduled for January 2021 to decide next steps)

Theme 3: Build diversity and inclusion into our external engagement, procurement, and how we work with partners and sectors

Encouraging under-represented groups to feedback on and inform our work will improve the quality of our plans, policies, and decision-making. We should also use procurement – our purchasing power – to stimulate positive change.

Action No	Action	Milestone	Owner and deadline
12	Establish CYP Forum with approach that aligns with inclusion best practice to enable younger generation to inform our work	Forum established	Corporate Operations, April 2022
13	Finalise community engagement approach, embedding inclusive approach and other relevant best practice	Protocol / guidance published	Corporate Operations, March 2022
14	Build EDI into our brand guidelines and into our communications & engagement plan template	Guidelines implemented	Corporate Operations, April 2021 and February 2022
15	Maintain public sector website accessibility standard	Confirmation of standard in place	Corporate Operations, ongoing
16	Leverage event sponsorship funds to encourage speaker diversity	Request (e.g. refusal to take part in panels that are not gender diverse) built into event guide	Corporate Operations, March 2022
17	Embed EDI into our regulated procurement process	Requirement set out in strategy (under Community Benefit, Fair Work First, and dedicated section relating to scope of services)	Finance & Business Services, November 2021
18	Embed EDI including EqIA in new policy development process	Policy development process rolled out	Corporate Operations, March 2022



		Equalities check in template business case	
19	Review key elements of our enabling work to identify opportunities to enhance inclusion, including recruitment practices for part-funded roles placed in partner organisations, marine litter initiatives, and EqIA screening or assessment of key initiatives including the Sustainable Communities Fund	Review and appropriate follow-up actions complete	Corporate Operations, September 2023
20	Ensure consultation on next draft corporate plan includes work with representatives of minorities and other under-represented communities.	Consultation complete	Corporate Operations, March 2025

Theme 4: Strive for excellence through learning and working in partnership.

How we embed equality, diversity and inclusion in Crown Estate Scotland will be a process of continual improvement. We will do our best by learning from others.

Action No	Action	Milestone	Owner and deadline
21	Provide suitable training and support to the Board and staff to implement our action plan.	Access to online resources via LinkedIn Learning and iHasco in place (monitoring for mandatory training); line manager training rolled out	HR, as above under theme 1
22	Actively seek opportunities for partnership working with, among others, PCS and the NDPB Equalities Forum, to inform best practice, emerging policy, and guidance etc. Share our own learning and experiences openly and honestly with others.	Engagement ongoing	HR and Corporate Operations, ongoing
23	Measure and report on progress	Annual staff surveys (results provided to Board) Stakeholder surveys & research Annual reports on change in workforce composition	Corporate Operations and HR, annually and as research takes place