



NOT PROTECTIVELY MARKED

Public Board meeting		24 September 2025 Item 09
THIS PAPER IS FOR APPROVAL		
WORKFORCE EQUALITY MONITORING REPORT 2024/25		
Lead Director Author	Graeme Ferguson, Acting Director of Workforce Coralie Colburn, Senior HR Manager (and EDI lead)	
Action required	The Board is asked to approve the Workforce Equality Monitoring Report.	
Key points	<p>There is a requirement under the Equality Act (Specific Duties) (Scotland) Regulations 2012 to gather and use employee information.</p> <p>Improving rates of self-disclosure is important if we are to better analyse trends and identify appropriate actions to take forward. Whilst some progress is being made there are still gaps particularly with regard to religion and belief and sexual orientation.</p> <p>Increasing the diversity of the workforce is also important to Scottish Ambulance Service and we will continue to advertise posts in a variety of ways to reach across minority ethnic groups in order to encourage more applications from these communities.</p> <p>We have seen an increase in the percentage of staff disclosing equality information for religion and belief, disability and sexual orientation. Numbers disclosed for gender reassignment and race have gone down with numbers for age and sex remaining the same. Our aim is to take sustained action to encourage further improvement of disclosure rates.</p>	
Timing	<p>The report was approved by the Staff Governance Committee on the 04 September 2025</p> <p>Once approved by the Board the Workforce Equality Monitoring Report will be published on the Scottish Ambulance Service website.</p>	
Associated Corporate Risk Identification	Organisational Culture – 5653 Health and wellbeing of staff affected 4636	

Link to Corporate Ambitions	This paper relates to Corporate Goal 1: To ensure our patients, staff and the people who use our services have a voice and can contribute to future service design, with people at the heart of everything that we do.
Link to NHS Scotland's Quality Ambitions	This paper is aligned to and supports all three of NHS Scotland's quality ambitions to enable our workforce to provide safe, effective and person centred care.
Benefit to Patients	An increase in the diversity of the workforce will bring a better understanding of the needs of the communities we serve
Climate Change Impact Identification	This paper has identified no impacts on climate change.
Equality and Diversity	Routinely analysing equality monitoring information helps the Scottish Ambulance Service identify trends where further action may be required to address any areas of inequality in the workplace



**Scottish
Ambulance
Service**

University National NHS Board



Workforce Equality Monitoring Report 2024 - 25

Doc: 2025-08-27 Workforce Equality Monitoring Report 2024/25	Page 1	Author: Sr HRM (IR & Equalities
Date: 2024-08-13	Version 0.2	Review Date: September 2026

Content

	Section	Page
1	Introduction	3
2	General context	3
3	Summary	4
4	Improving the diversity profile of the workforce	4
5	Improving equality monitoring	5
6	Workforce profile	11
7	Recruitment	18
8	Starters and leavers	22
9	Training	22
10	Discipline and grievance	26
11	Appraisal	28
12	Redeployment	29
13	Promotions	30
14	Actions taken and next steps	31
15	Conclusion	33

We welcome comment about our workforce equality monitoring report and would be pleased to discuss any aspect of it with individuals or groups.

This document can be provided in another format for example in large print, Braille or summary translation, please contact:



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1. Introduction

The Scottish Ambulance Service (SAS) collects equality data from both current workforce and prospective candidates through the recruitment and selection process. This information is collected at the application stage of the recruitment process, at short listed stage, at the appointment stage, through our engagement process and through surveying current staff.

Gathering this information is important to SAS and adds value to our Service by enabling us to:

- monitor the diversity of our workforce
- take action where any trends / patterns of inequality emerge
- monitor the implementation and progress of our Equality Outcomes and actions
- provide evidence to support equality impact assessments
- meet our general duties under the Equality Act 2010

Employee data is monitored across the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation as defined in the Equality Act 2010.

How we use employee information

This report assists SAS to routinely analyse equality monitoring information, which helps to identify trends where further action may be required to address any areas of inequality in the workplace thus eliminating potential unlawful discrimination. By capturing equality data during the recruitment process, we can take any actions required to advance equality of opportunity for both staff and external applicants.

The collection of equality data highlights areas where there is under representation across the protected characteristics and helps to identify where steps can be taken to improve the diversity of the workforce. The content of this report also provides evidence for consideration when reviewing progress associated with the implementation of equality outcomes and how future outcomes will be developed.

Equality monitoring data also assists SAS to establish whether actions taken have had a positive impact. For example, the data collected has assisted us with the examination of recruitment activity across equality groups to establish where candidates have been successful and what further steps can be taken to make improvements. We have also been able to show some improvement in the collection of data, although action taken to improve recruitment rates of some groups was less successful.

2. General context

Equality monitoring information has been collected during 1 April 2024 – 31 March 2025 from the NHS Scotland Standard Application Form (online) via JobTrain for potential candidates. The equality monitoring and personal details are held on a separate section of the forms before applicants are short-listed to ensure such details are not taken into account. Equality details are also collected on appointment via the staff engagement form and entered on the individual's personal record. Staff can decline to provide specific details if they wish to do so. Only a limited number of individuals have access to this information for reporting purposes.

Doc: 2025-08-27 Workforce Equality Monitoring Report 2024/25	Page 3	Author: Sr HRM (IR & Equalities
Date: 2024-08-13	Version 0.2	Review Date: September 2026

We are reviewing our approach with regard to the use of the self-service element of our current systems infrastructure. We recognise that access to this would improve levels of self-disclosure if staff could have access to amend their own personal details.

As of, 1 April 2024 SAS employed 6549 staff and as of 31 March 2025 SAS employed 6603. The workforce consists of 47.8% female and 52.2% male staff. We have seen another increase in the number of women employed this year, which has steadily increased from 31% in 2007.

SAS currently captures robust data regarding age and sex however, data on the protected characteristics of disability, gender reassignment, race, religion or belief and sexual orientation is more limited and therefore not covering the whole workforce. We are committed to continuing to make progress to improve data compliance in a range of areas for disclosure and recruitment.

The SAS age profile continues to be broadly reflective of the working age profile of Scotland with 41.8% of staff employed between the ages of 45 – 59 and 12.5% of staff who are under the age of 30. Across NHS Scotland the number of people over 54 has increased from 19.7% ten years ago to 26.8%. SAS figures follow this trend.

We have seen an increase in the percentage of staff disclosing equality information for religion and belief, disability and sexual orientation. Numbers disclosed for gender reassignment and race have gone down with numbers for age and sex remaining the same. Our aim is to take sustained action to encourage further improvement of disclosure rates.

Further details of the actions already taken and future actions can be seen in sections 4 and 14. This will include an update on actions taken which link to Equality Outcomes, detailed in [2025-2029 Mainstreaming Report](#). The [Gender Pay Gap Report](#) was also published in April 2025

3. Summary

Progress has been made across a number of areas during the period April 2024 – March 2025.

- **Improving the diversity profile of the workforce**

It remains our ambition that our workforce is reflective of the population we serve in Scotland as this helps us in meeting the needs of our communities.

Vacant posts are advertised in a variety of ways in order to reach across minority groups and those who have a disability to encourage more applications from these communities. We remain committed to working to identify ways of reaching out to diverse communities to encourage applications and will actively seek new ways to improve our engagement across all areas. The universities have similar strategies and this should begin to reflect in our workforce through our recruitment of newly qualified paramedics.

We have seen a large increase over the last year in the percentage of applications from ethnic communities and a slight decrease in the percentage of applications from the LGBT+ communities. By increasing our engagement across these communities, we hope to see the number of applicants, from these and other groups to increase, which will in turn lead to a greater representation across the Service.

Doc: 2025-08-27 Workforce Equality Monitoring Report 2024/25	Page 4	Author: Sr HRM (IR & Equalities
Date: 2024-08-13	Version 0.2	Review Date: September 2026

We have seen an increase in the proportion of applicants providing all equality information with 87.8% of applicants doing so during 2024/25 (76% in 2023/24). The largest gap is for the disclosure of sexual orientation with 5.1% of applicants preferring not to provide this information.

Further details of the actions already taken and future actions can be seen in sections 4 and 14. This will include an update on actions taken which link to Equality Outcomes, detailed in [2025-2029 Mainstreaming Report](#). The [Gender Pay Gap Report](#) was also published in April 2025

- **Improving equality monitoring**

Improving rates of employee self-disclosure of equality monitoring data is important if we are to better analyse recruitment and employment trends and identify appropriate actions to take forward. It is encouraging to see increases were made in disclosure rates for all categories. Work continues to reduce the gap to have a fuller picture of the diversity of the workforce.

As of 31 March 2024, 64.3% of staff had provided all equality monitoring details and we have seen a slight increase to 64.75% by 31 March 2025.

Further details of the actions being taken can be seen at section 5.

We said in our 2023/24 workforce equality monitoring report that we would take a number of steps which would help improve the diversity profile of the workforce and also improve equality monitoring. These can be seen at section 14.

4. Improving the diversity profile of the workforce

SAS still has some way to go before the equality profile of SAS matches those of Scotland as a whole, particularly with regard to the number of young people, those from BAME groups and those who have a disability.

Details of the workforce profile against each of the protected characteristics can be seen at section 6. Recruitment activity and the diversity profile of applicants who have applied for posts during 2024/25 can be seen at section 7.

We said in our 2023/24 workforce equality monitoring report that we would take a number of steps in relation to improving our diversity profile. Some of these actions link directly back to the progress on our Equality Outcomes. This is what we did, the results and what we plan to do next.

Doc: 2025-08-27 Workforce Equality Monitoring Report 2024/25	Page 5	Author: Sr HRM (IR & Equalities
Date: 2024-08-13	Version 0.2	Review Date: September 2026

4.1 Identify and attend specific careers events / fairs in areas with higher minority ethnic communities		
Actions	Results	Next Steps
We previously engaged in a piece of work linking in with the Executive's mentorship program, supported by Young Scot, and targeting young people from ethnic backgrounds. The action we agreed to follow on from this was to review progress to date in this area, identify any barriers to delivery and potential solutions and areas where success can be increased.	Work in this area is ongoing. Opportunities for mentorship in operational areas is challenging given the nature of the work. Further opportunities are being explored in corporate areas, where they can be more easily supported.	Hybrid style working has meant that work experience opportunities need to be more flexible. Further opportunities to be explored in corporate areas, e.g. ICT, HR etc
<p>Through Community Engagement activity, work with the Senior Leadership Team (SLT) across SAS is underway to increase the number of potential opportunities for young people from higher ethnic minority areas.</p> <p>Online educational presentations are being delivered to schools and classrooms across the country via Microsoft Teams.</p> <p>Engagement with 18 primary schools across Edinburgh continues with a series of presentations that cover emergency healthcare topics based on what young people's interests.</p>	<p>One Team Leader from the West Region has coordinated, led and engaged in a significant number of BME/Multi faith community events, e.g. NHS GGC South Asian Heritage Month, various CPR events (see appendix 2)</p> <p>The Community Engagement Officer has undertaken extensive engagement with primary schools, head teachers and health curriculum coordinators to co-design a series of presentations including 'who We Are', 'Calling 999', and 'How to Stay Safe in an emergency'. These are available on @SAS and will support operational staff during school visits to provide information relevant to both teachers and students.</p>	<p>Various ways and means to enable teachers to deliver these presentations is being explored in order to reduce need for staff attendance, given the limited resources due to operational demands</p>
Equality Outcomes (5&6) are a key area of focus for the Ethnic Minority Forum by its members and allies. We will actively work to reach out to all staff and allies to maintain the momentum which has allowed this work to really take off this year.	<p>See p48-50 of the Mainstreaming report for actions linked to Equality Outcome 5 and 6.</p> <p>Applicants from ethnic communities have increased from 8.6% (2023/24) to 29.8%.</p>	<p>Operational staff supported to attend key ethnic-focused community events.</p> <p>Complete and publish Anti-Racism plan.</p>

4.2 We will aim to increase the employability for young people and those from minority ethnic communities

Action	Results	Next Steps
<p>Through our Young Minds Saves Lives, programme, we are now focussing on the career aspect of the project and through the co-design and feedback from the young people.</p> <p>There is now a much greater interest in learning about the career opportunities available in SAS and the appetite for this has grown since the delivery of the co-designed lessons.</p> <p>We plan on taking a group from each school to take part in SAS career awareness days where they will visit various SAS locations, learn about that particular operation and the different roles available. A pilot training programme to develop secondary pupils as Youth Health Ambassadors to define the strategy is underway. A working group is being set up to progress this work.</p>	<p>The YMSL intervention has involved working with young individuals, to guide them towards healthier lifestyle choices as they mature.</p> <p>Simultaneously, this has supported this age group as they begin contemplating their career paths and positive post-school destinations, and the courses, which have been co-designed, have served to enrich the array of available options. Additionally, the project, so far, has encouraged the development of relationships with the community and uniformed services.</p> <p>All co-designed events went exceptionally well including St Margaret Mary's, Castlebrook and Hollbrook (ASN school). Mental health topic has been incorporated on account of early feedback expressing interest. An Escape Room challenge is in the pipeline.</p>	<p>YMSL paramedics are contributing directly to supporting 12 young people in Pathway to Employment programme which offers practical skills that build confidence and resilience. The pupils have been able to gain a deeper understanding of workplace expectations, improving overall employability and problem-solving capabilities.</p> <p>A business case is being developed for YMSL for expanding the programme beyond the pilot phase, dependant on the availability of funding.</p>
<p>HR and Education colleagues to look at which areas of SAS could realistically be looked at to encourage an ongoing and sustainable flow of Modern apprentices which better supports the ethos of supporting increasing the employability of young people in SAS and in particular those from ethnic minority backgrounds.</p>	<p>In 2024/25 we were not able to pursue the MA programme. However, we continued to offer a student placement within the Workforce Directorate to support their development through a structured career development plan. This individual is now working within the People Services Hub on a bank basis.</p>	<p>We are looking at how we can continue to support student placements for those who are studying in areas which support Corporate functions.</p> <p>We will also continue to explore how we can effectively support an ongoing Modern Apprenticeships programme within SAS.</p>

4.3 We will utilise contacts with third sector partners to identify further ways to advertise recruitment vacancies

Actions	Results	Next Steps
<p>We will continue to develop contacts with third sector partners during 2024/25 (e.g. Dyslexia ScotWest).</p>	<p>We have continued to engage with third sector partners, for example Deaf Action, Deaf Scotland and Scottish Ahlul Bayt</p>	<p>We will continue to develop contacts with third sector partners during 2025/26.</p>

	<p>Society and we are able to utilise these contacts to advertise posts.</p> <p>Through NES, we have developed an e-learning resource to raise awareness on Dyslexia. Positive feedback from staff has been forthcoming.</p> <p>.</p>	<p>We will also continue to engage with other ambulance services and agencies to learn from areas of success and how they are utilising these services through the various networks we are engaged with.</p> <p>Going forward, we are working closely with Dyslexia ScotWest who will support development of a Dyslexia-friendly service</p>
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4.4 Ensure all selection panels have a gender mix		
Actions	Results	Next Steps
<p>We will further explore this as we develop our HR/ER Hub and reporting mechanisms.</p> <p>When the OFS Safer Pre and Post Employment policies are launched (date tbc), we will ensure that all of our training and support to managers, captures this key element.</p> <p>The recruitment and selection policy and training manual will be reviewed to include the most up to date guidance.</p> <p>CPD sessions on reducing bias in R&S have been developed by our OD team will be incorporated into all of our management development training. These will also be available online for all staff.</p>	<p>We are unable to monitor the gender mix on panels through the Job Train system. We have queried this with the national team to establish if this functionality can be added as part of on-going development work being progressed.</p> <p>We have worked with our ICT teams around how we can better develop our own internal systems to address this gap in data reporting. We are trialling systems for recording and reporting purposes.</p> <p>CPD sessions are regularly accessed by staff.</p> <p>The OFS policies were only released in August 2025, so further progress in this area has been limited.</p>	<p>We will continue to encourage managers to plan panels with a gender mix.</p> <p>In the absence of reporting of this through Job Train we will endeavour to capture this information to enable us to monitor the gender mix.</p> <p>Further develop and implement systems for recording and reporting on EDI data.</p> <p>Update CPD sessions in line with latest OFS policies.</p> <p>Update policies, training and development.</p> <p>The recruitment and selection policy and training manual will be reviewed to include the most up to date guidance</p>

5. Improving equality monitoring

It is accepted that there is still work to be done to improve the capture of equality information to enable a fuller analysis of workforce data. The chart below illustrates the gaps by percentage in disclosure rates across the different protected characteristics.

Chart 1 – as of 31 March 2025

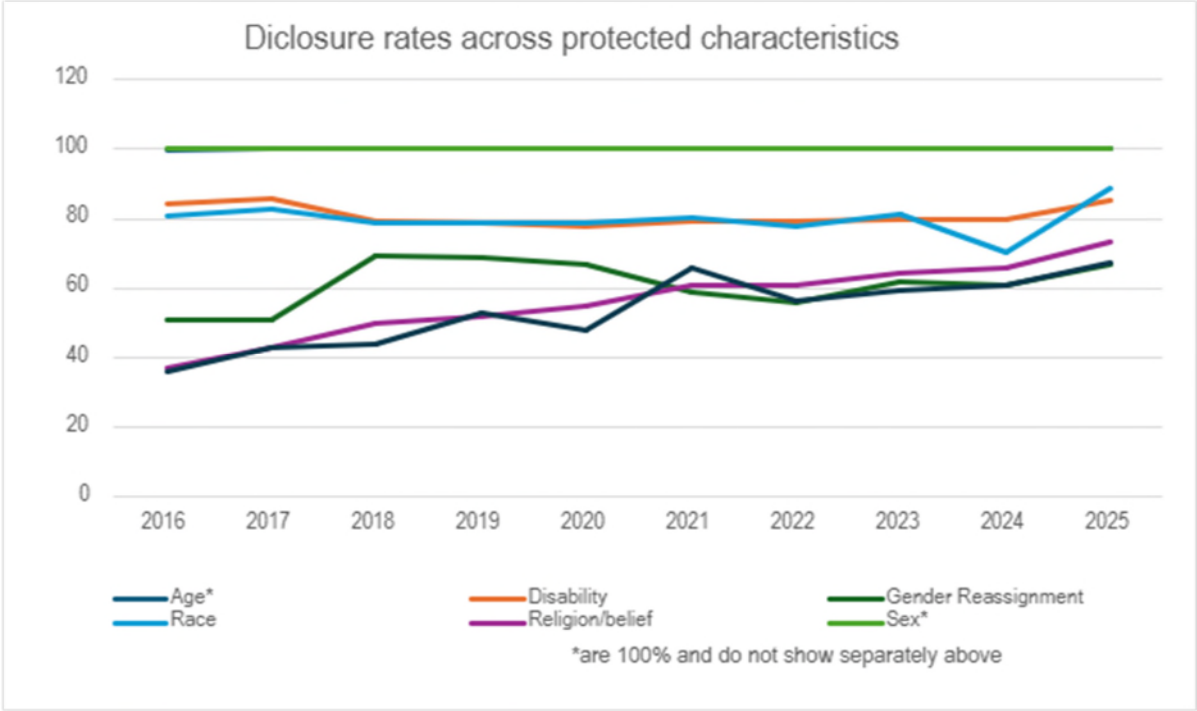


Chart 1 shows the rate of disclosure across each of the protected characteristics. Progress is being made to increase staff self-disclosure rates. Disclosure rates for all protected characteristics have increased this year.

Staff applying for posts during their employment will complete these details at application stage and personal records are updated accordingly.

Next steps

We said in our previous workforce equality monitoring report that we would take the following actions:

5.1 For staff attending learning in practice sessions provide equality monitoring forms and prepaid envelopes for the education and professional development team to distribute		
Actions	Results	Next Steps
Digital forms to be sent out to all new and current staff in last quarter of 2024/25.	This has been delayed as the digital capture of EDI data has been reviewed. NHSS. However, we have continued to capture EDI data via other mechanisms.	We will continue to utilise staff training events to gather equality information. We will consider other ways of capturing this information digitally.

		Send out staff survey during 2025/26 to improve self-disclosure rates, as part of a wider update of staff data held.
Review statistics on completion of module on Turas and follow up on any areas of low uptake.	<p>The EDI statutory and mandatory training has now been launched on the Turas platform. Completion rates are starting to rise across all functions.</p> <p>See also p48-50 Mainstreaming report for actions linked to Equality Outcome 5.</p>	<p>Continue to monitor and encourage Statutory and mandatory training rates on EDI modules.</p> <p>Incorporate any legislative changes and policy developments into updates of modules in line with other NHSS leads.</p>
5.2. Identify and agree with local management teams which additional areas to prioritise for additional support		
Actions	Results	Next steps
Following completion of DPIA process, roll our survey. Paper formats will also need to be made available in local areas.	As detailed in 5.1	A survey will be sent to staff via email to encourage the disclosure of equality monitoring information.

6. Workforce Profile

6.1 Chart 2 – Age as on 31 March 2025

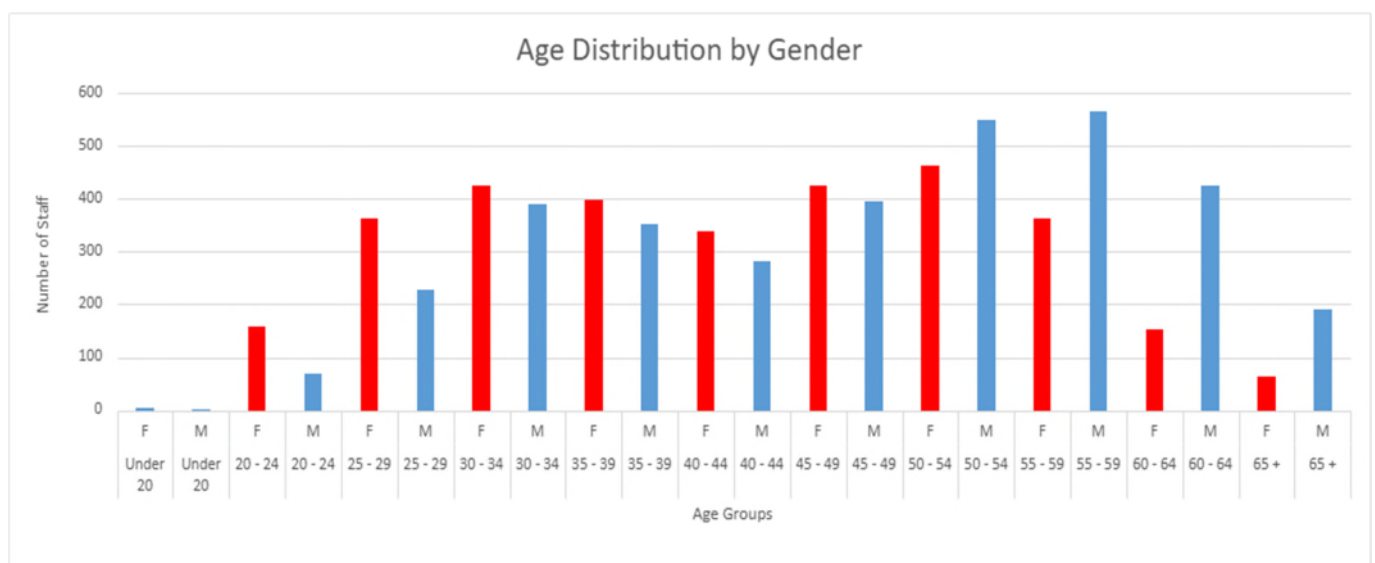
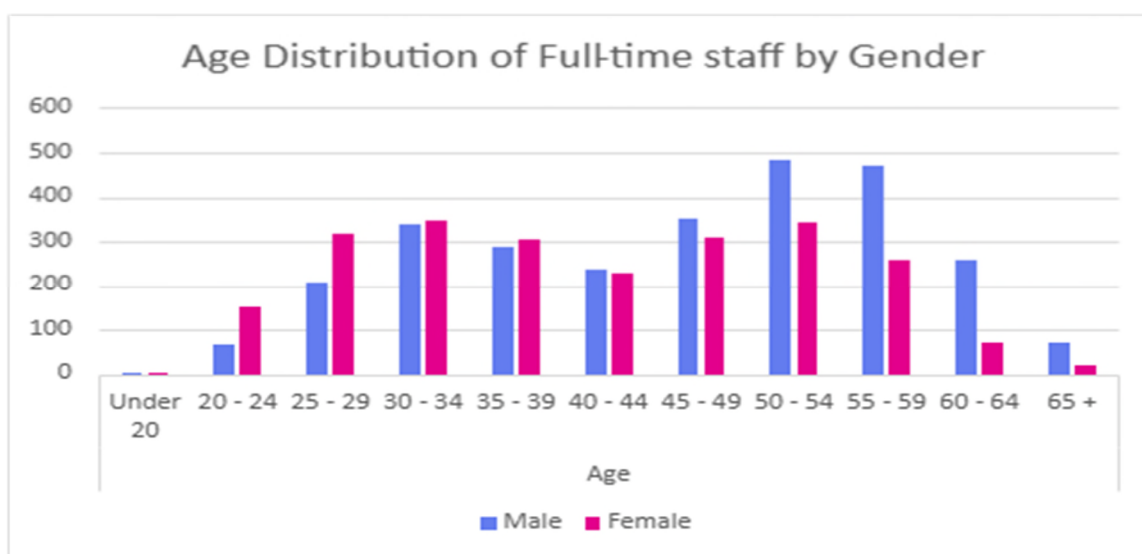


Chart 2 illustrates the age distribution of all staff. 54.4% of staff are age 45 and over. The age group with the highest proportion of females is 50-54 (14.7%) with the age group of 55-59 having the highest proportion of males (16.4%). This is historically reflective of a more male-dominated service. However, the shift in gender shown in the younger age groups is becoming more balanced. The most underrepresented groups in terms of age and the workforce profile are those under 20, representing a combined 0.2%. This spread of staff across the age groups is similar to that reported for previous years

Charts 3 and 4 below illustrate the age distribution of staff by full-time and part-time.

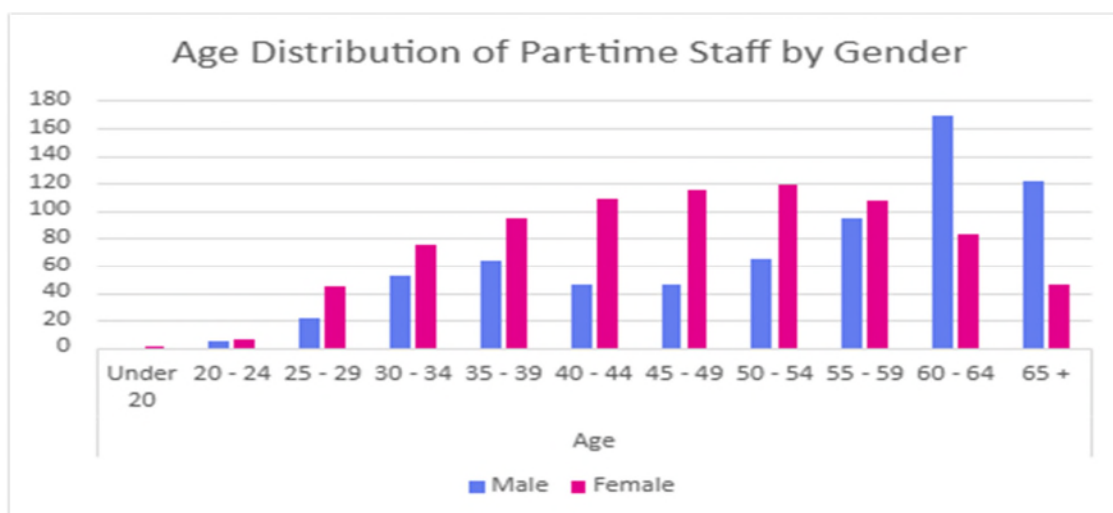
Chart 3 – as on 31 March 2025



77.5% of staff work on a full-time basis which is a slight decrease from last year (79.7%).

It can be seen that overall, there are more males (54%) working full time than females (46%). The older age groups see a greater difference. There is a significant increase in males working part time over the age of 60.

Chart 4 – as on 31 March 2025



The number of staff working part-time in 2024/25 is slightly more than reported in 2023/24 and represents 22.5% of the total (20.31% previously). The majority of staff working part-time are women (53.9%). Across NHS Scotland in 2024/25, nearly half of staff worked on a part-time basis (45%). Of these the majority were women, with the greatest difference in average WTE between male and females between the ages of 35-44 and 60-64. However, we can see from SAS data that more men than women work part-time over the age of 60.

Chart 5 – as on 31 March 2025

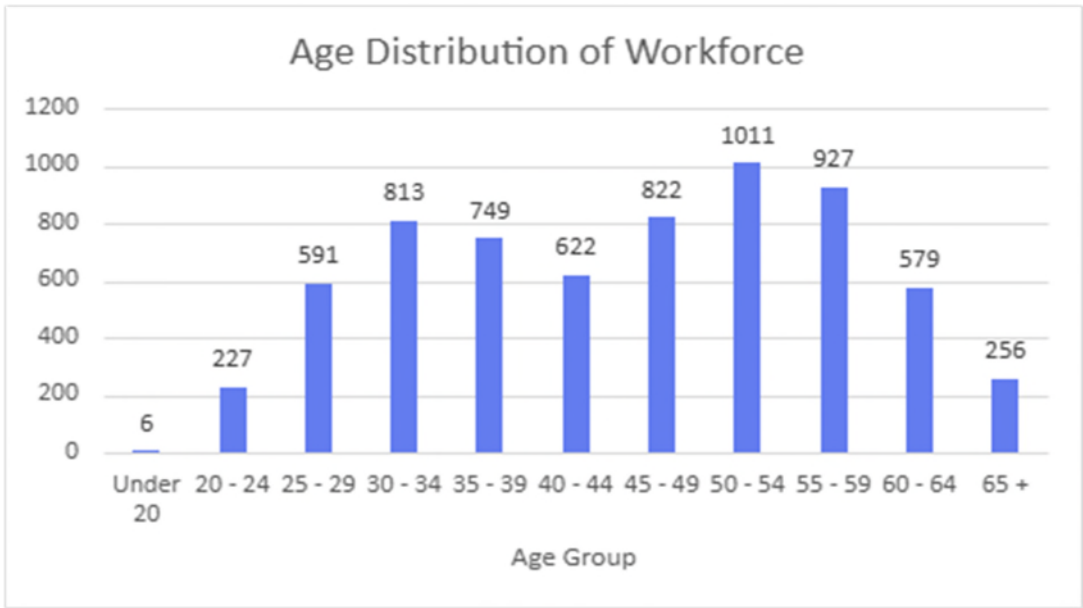


Chart 5 profiles the age distribution of the overall SAS workforce which is similar to previous years. Staff between the ages of 50-54 and 55-59 represent the largest groups. We have seen the overall age profile of the workforce increase and this is consistent with the rest of NHS Scotland.

6.2 Disability

The number of people completing this section of the equality monitoring form has increased but the percentage of staff disclosing they have a disability has decreased slightly from 2.1% in 23/24 to 2% in 2024/25. We are unsure why this is the case and will explore this further. Across NHS Scotland, 1.8% of staff have disclosed a disability. The percentage of the Scottish population with a long term, activity limiting health problem or disability was 21.4% at the Census in 2022 (19.6% in 2011).

In keeping with the Disability Confident Standard, we write to staff on an annual basis under the ‘Positive about disabled people’ initiative. This scheme helps to encourage individuals with a disability to discuss this with their line manager to establish if any assistance can be provided to help them in the workplace by way of reasonable adjustments. This was sent to staff in June 2024 with the survey closing in December. We received 29 responses. We are currently in the process of renewing our Disability Confident Status.

The percentage of staff who have chosen not to provide details of their disability remains at 20% in 2024/25.

6.3 Pregnancy and maternity

Table 1

Number on maternity leave during	Number who returned to work	Percentage who returned to work	Number returning on a flexible basis	Percentage returning on a flexible basis
76	46	60%	5	33%

The table above illustrates the number of women who have taken maternity leave during the period 2024/25, those who have returned and the number returning on a more flexible basis. Women who return to work on a flexible basis are able to request to do so on reduced hours, different shift patterns, or by working on different days of the week.

Some of the women who have commenced maternity leave during 2023/24 have returned to work during 2024/25 and others will be due to return in the coming months.

6.4 Ethnicity

The 2022 Census indicated that 89.8% of the people in Scotland stated that they were born in the UK. Ethnicity cannot be identified by place of birth. 12.9% of people in Scotland were from minority ethnic groups (Census 2022), an increase from 8.2% in the 2011 Census. This is a larger increase than over the previous decade (from 4.5% to 8.2%). This has increased over several different groups.

Across NHS Scotland 6.7% of staff have disclosed they are from BAME backgrounds. Of the 6,603 staff employed by SAS of 31 March 2025, 1.2% disclosed they were from BAME backgrounds (1.2% in 2023/24).

Table 2

Ethnic Group	Headcount	Percentage
African - African, African Scottish or African British	76	1.2
African - Other		
Asian - Chinese, Chinese Scottish or Chinese British		
Asian - Indian, Indian Scottish or Indian British		
Asian - Other		
Asian - Pakistani, Pakistani Scottish or Pakistani British		
Caribbean or Black - Black, Black Scottish or Black British		
Caribbean or Black – Other		
Mixed or Multiple Ethnic Group		
Other Ethnic Group - Other		
White - Irish	39	0.6
White – Other *	129	2
White - Other British	739	11.2
White - Polish	<5	<0.1
White - Scottish	4422	67
Did not disclose / unknown	1196	18.1

* Includes Polish, Gypsy Travellers and other White

Table 2 illustrates the ethnicity of SAS workforce as of 31 March 2025. Of those staff that had disclosed their ethnicity, there were 76 staff from BAME groups and 5,331 (80.7%) from non-BAME groups. A further 1,196 (18.1%) have not disclosed their ethnicity. This is very similar to last year.

Table 3

Non-disclosure by Percentage											
2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
21	19	19	17	21	21	21	19.5	22	18.6	18.2	18.1

Table 3 shows the percentage of staff who have chosen not to provide details of their ethnicity has decreased to 18.1%. Across NHS Scotland those who declined to disclose ethnicity accounts for 7.7% of all staff and was 14.3% for those where it is “not known”. As data on the ethnicity of staff is incomplete, it is not possible to determine the exact percentage of staff from different ethnic groups.

6.5 Religion or belief

36.1% of the SAS workforce have chosen not to disclose their religion or belief. Whilst disclosure rates have steadily increased from 27.5% in 2015 to 73.14% in 2025, there are still significant gaps. Across NHS Scotland, it is not known the religion or belief of 28.4% of the workforce. Scotland remains a place of diverse religious and faith communities. For the first time in the 2022 Scotland’s Census the majority of people said they had no religion. In 2022 51.1% of people had no religion, up from 36.7% in 2011.

Chart 6

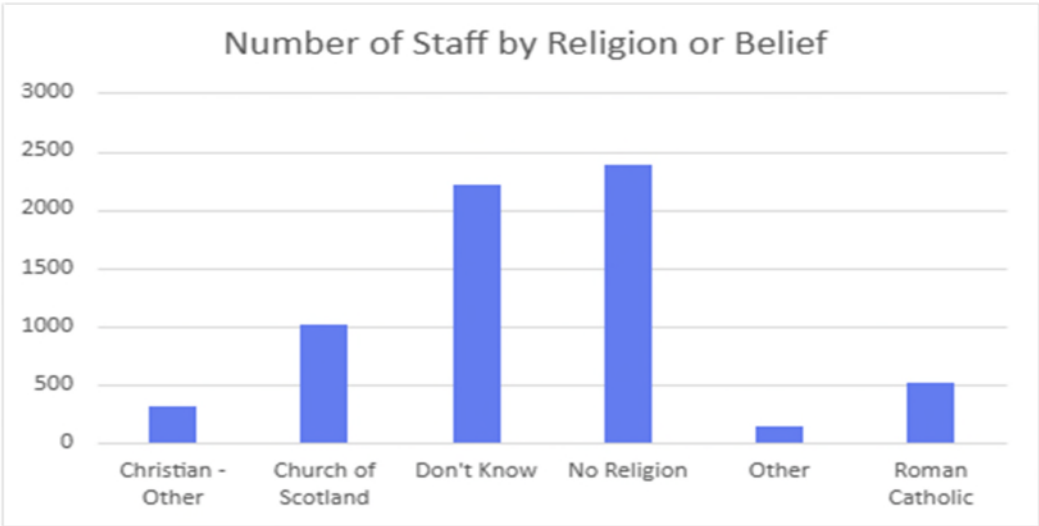


Chart 6 illustrates that no religion and those choosing not to disclose/do not know represented the largest groups of those staff disclosing religion or belief.

6.6 Gender
Chart 7

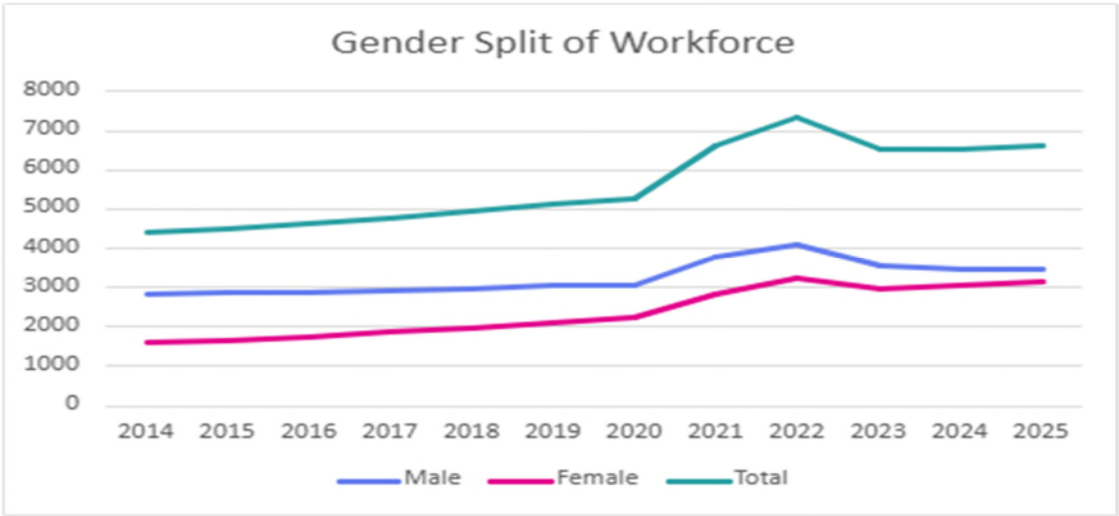


Chart 7 shows the number of women employed by SAS has risen from 3,069 in 2024 (46.86% of total) to 3,159 in 2025 (47.8% of total workforce). Historically the Service was predominantly male compared with the rest of the NHS Scotland, which is predominantly female (78.8% as at March 2025). Nursing and midwifery posts accounted for the majority of female staff in NHS Scotland with the majority of female staff at SAS are employed as Ambulance Care Assistants, Control Room staff, or in admin and clerical roles. The majority of Newly Qualified Paramedics are female (62.5%). There is an increase in the proportion of men and women applying for posts traditionally occupied by the opposite sex, i.e. more male applicants for admin and clerical posts and more female applicants for Patient Transport Service.

6.7 Band and Gender - Chart 8 and Table 4 illustrate the gender split by salary pay bands.
Chart 8

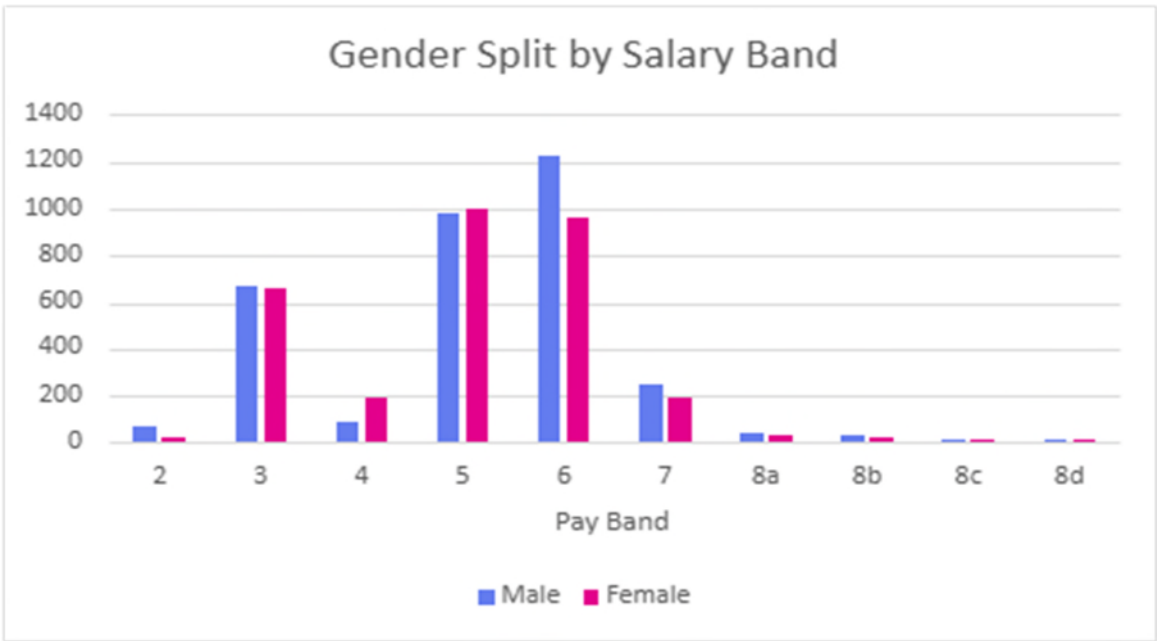


Table 4

Pay Band	Number of Employees	
	Female	Male
2	18	68
3	661	675
4	191	83
5	998	982
6	965	1221
7	189	252
8A	30	44
8B	24	31
8C	13	16
8D	5	6

Women are represented across all salary pay bands. Career progression can be seen as staff remain with the service over long periods. As more women join SAS, it is likely that we will see a greater distribution of women across more senior positions.

Of the executive team, 50% are women and 50% are men. The proportion of women employed in bands 6 - 8 has increased to 39.6% (37.5% 2023/24). Further details relating to gender and pay bands can be seen in the [Equal Pay Statement and Gender Pay Gap Information 2025](#).

6.8 Sexual orientation

Table 5 below illustrates the sexual orientation of staff by headcount and percentage.

Sexual Orientation	Headcount	Percentage
Bisexual	96	1.5
Gay or Lesbian	188	2.8
Heterosexual	3784	57.3
Other	12	0.2
Prefer not to say	2523	38.2

38.2% of the SAS workforce have chosen not to declare their sexuality. Disclosure rates have improved from 26.5% in 2015 to 61.8% in 2025. Across NHS Scotland, sexual orientation has been disclosed for 69.6 % of all staff. "Scotland's Census included a new question on trans status or history in 2022. This means we do not have comparable data for previous censuses. The census found that there were 19,990 trans people in Scotland. This is 0.44% of people aged 16 and over (Census 2022)".

Of the staff at SAS 4.5% have disclosed that they are from the lesbian, gay, bisexual or other community compared with 3.3% for staff across NHS Scotland.

6.9 Marital Status

Table 6 below illustrates the marital status of staff by headcount and percentage.

Marital Status	Headcount	Percentage
Civil Partnership	35	0.5
Divorced	266	4.0
Married	2934	44.4
Single	3111	47.1
Widowed	25	0.4
Did not Disclose / Do not Know	232	3.5

Disclosure rates for marital status remain the same at 96%.

We will continue to monitor marital / civil partnership status as this is one of the protected characteristics included in the Equality Act 2010 and is part of the public sector equality duty in respect of the requirement to have due regard to the need to eliminate discrimination.

7. Recruitment

The recruitment team dealt with 6,267 applications for employment during the period 2024/25 (4,478 in 23/24) and 345 roles were advertised (284 in 2023/24). Of these 6.2% of applicants were successful compared with 11.5% the previous year.

The Job Train recruitment system is used across NHS Scotland and all applications received during 2024/25 have been managed through this system. Steps have been taken to advertise posts more widely to attract a more diverse mix of applicants.

Examination of recruitment data across equality groups is undertaken based on:

- number of applications
- number of applications shortlisted
- number of candidates successful at interview stage

7.1 Age

Chart 9 below illustrates the number of applicants from each age group against their respective success to short listing stage and being offered posts. Table 7 breakdowns the number of applicants per age group by percentage.

Chart 9

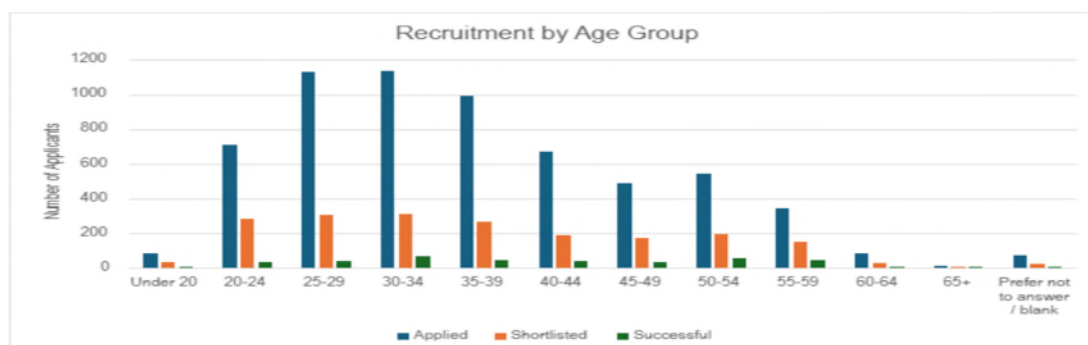


Table 7

	Age Group by Percentage											
	Under 20-24		25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 – 64	65+	Prefer not to answer
Applied	1.4	11.3	18.0	18.1	15.8	10.7	7.8	8.6	5.5	1.4	0.2	1.2
Shortlisted	1.8	14.4	15.5	15.8	13.7	9.7	8.7	9.9	7.7	1.4	0.2	1.1
Successful	0.0	8.4	11.0	16.9	12.0	10.5	9.7	14.3	12.3	2.0	0.3	1.0

The largest proportion of applicants came from the 30-34 age group with 16.9% of applicants being offered posts.

The most successful applicants came from the 30-34 age group and represented 18.1% of all applicants, with a success rate of 16.9%. Last year the most successful age group was also 30-34. The least successful applicants came from the under 20 age group and represented 1.4% of all applicants and a success rate of 0%.

The number of applicants who preferred not to disclose their age accounted for 1.2% of all applicants (1% in 2023/24).

7.2 Disability

The percentage of applicants disclosing a disability in 2024/25 was 12.7% (6% in 2023/24). Of these 15.8% were shortlisted (38.2% last year) and 15.3% who had a disability were successful (5.5% in 2023/24). The Service complies with the Disability Confident Standard and applicants who are disabled can be considered under the Job Interview Guarantee initiative if they meet the essential criteria for the post and therefore a greater proportion of disabled applicants go through to interview stage compared with other groups. 104 applicants who selected this initiative were interviewed.

7.3 Gender reassignment

The Job Train system has introduced capabilities allowing us to report on gender reassignment. Although we can now report on this information, the numbers in the shortlisted and successful categories are too small to be reported without risk of identifying individuals. 0.5% of applications received were from candidates who identify as a trans person.

A number of applicants advised that they had either undergone, or were planning to undergo, gender reassignment surgery. Again, the numbers were too small in the shortlisted and successful categories to report on.

7.4 Ethnicity

Table 8

Year	Ethnicity by Headcount					Prefer not to answer / unknown
	White Scottish	White other British	White Irish	Any other white background	Black, Asian & minority ethnic	
2014	2,497	328	53	51	56	31
2015	4,112	529	64	88	81	162
2016	3,889	408	56	82	76	163
2017	4,221	442	58	126	98	125
2018	7,866	723	54	200	212	59
2019	4,295	466	41	146	132	28
2020	6,560	674	58	280	207	305
2021	3,096	377	11	251	171	59
2022	4,457	683	65	160	390	86
2023	3,469	688	41	259	420	133
2024	2,787	546	41	226	387	56
2025	3,234	634	48	388	1865	98

Table 8 shows that there has been an increase in the number of ethnic applicants, which represents 29.8% of all applicants (8.6% in 2023/24). Of these, 10.4% were shortlisted and 0.4% of all ethnic applicants were offered posts (3% previously) compared to 9% of White–Scottish applicants. Lack of visa sponsorship is an attributing factor. The percentage of applicants who preferred not to disclose their ethnicity increased slightly to 1.6% from 1.25% (2023/24).

We received applications from candidates identifying as 80 different nationalities.

7.5 Religion or belief

Table 9 breaks down the percentage of applicants who have applied, been shortlisted and successful by religion or belief.

Table 9

	Applied	Shortlisted	Successful
Buddhist	0.3	0.1	0.0
Christian – Other	17.4	10.8	7.9
Church of Scotland	10.3	11.8	15.1
Hindu	4.4	1.2	0.0
Jewish	0.1	0.1	0.5
Muslim	6.4	1.8	0.3
No Religion	44.6	57.5	59.0
Other	1.2	1.5	1.0
Roman Catholic	10.6	9.8	9.5
Sikh	0.2	0.3	0.5
Prefer not to say	4.5	5.1	6.2

44.6% of applicants indicated that they did not hold a religion (50.8% in 2023/24). We have seen an increase in the percentage of candidates in each of the religion categories, besides no religion.

Applicants who indicated a religion of Church of Scotland represented 10.3 % of all applicants (10.4% 2023/24). Of these 15.1% were successful (11.8% 2023/24). Applicants indicating a religion of Roman Catholic represented 10.6% of all applicants (9.3% 2023/24). Of these 9.5% were successful (9.3% in 2023/24). The percentage of applicants who preferred not to disclose their religion / belief decreased from 5.3% (2023/24) to 4.5%.

7.6 Sexual orientation

Table 10 details the sexual orientation of applicants. Applicants who disclosed their sexual orientation as lesbian, gay, bisexual or other represented 9.1% of all applicants (10.4% 2023/24). Of this group, 11% were successful (8.5% 2023/24). 5.1% of all applicants preferred not to answer the question (5.5% 2023/24).

Table 10

	Bisexual	Gay/Lesbian	Heterosexual	Other	Prefer not to say
Applied	209	332	5374	32	320
Shortlisted	78	121	1660	10	101
Successful	17	23	334	<5	14

7.7 Gender

The proportion of women applying for posts increased to 49.1% (47.7% in 2023/24). The success rate for women was 5.9% (11.2% 2023/24) as compared with 6.6% for men (8.6% 2023/24). Chart 10 illustrates the number of applicants who identified as male, were short-listed and were successful between 2016 and 2025.

Chart 10

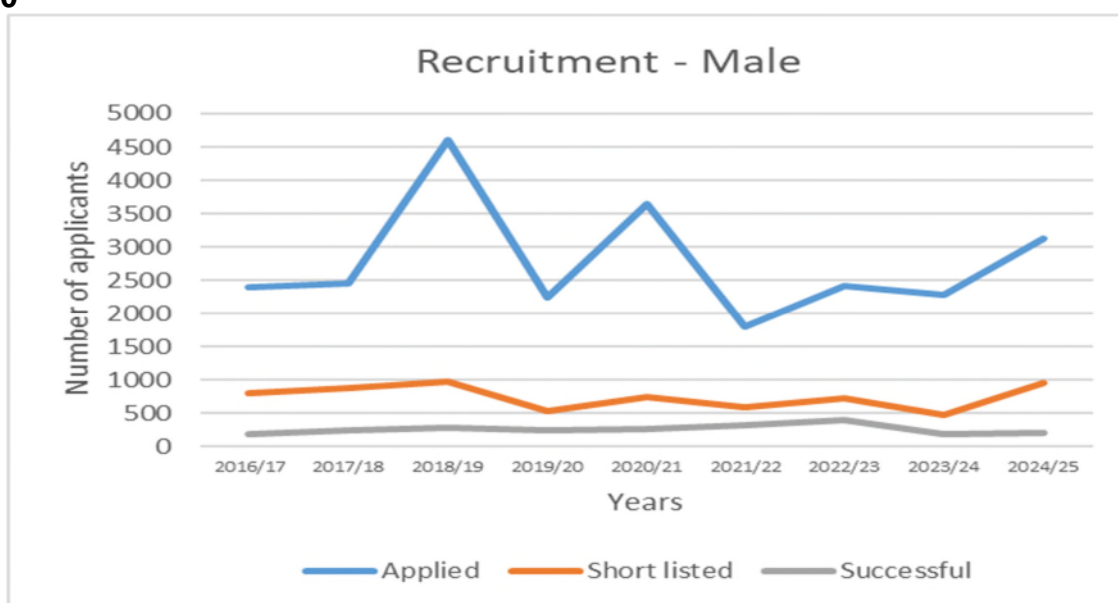
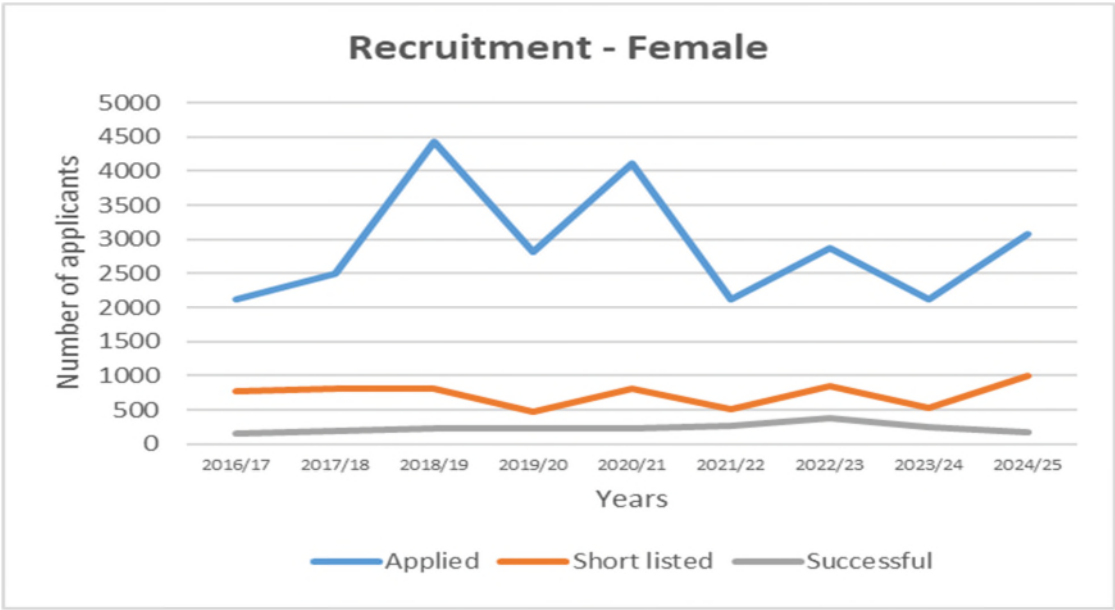


Chart 11 below illustrates the number of applicants who identified as women, were short-listed and were successful between 2016 and 2025.

Chart 11



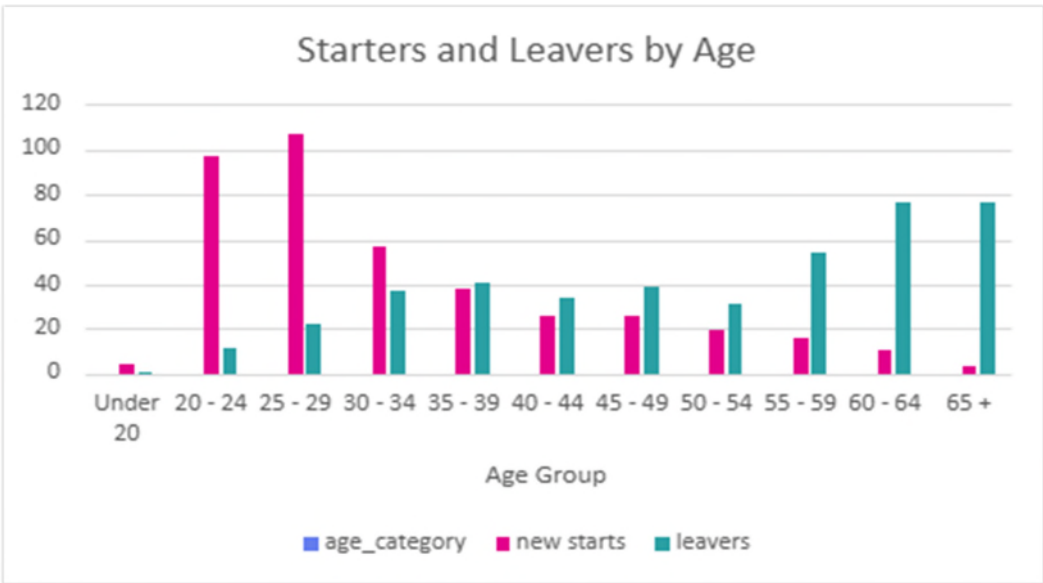
Of all applicants, 1.1% preferred not to disclose gender at recruitment stage (1.5% in 2023/24).

8. Starters and leavers

8.1 Age

Chart 12 illustrates that while between the age group of 20 – 34, there are more starters than leavers, from age 35 onward there are more leavers than starters.

Chart 12



8.2 Disability

Of the staff joining the Service, 1.2% disclosed they had a disability (1.1% in 2023/24) and of those leaving, 1.2% disclosed a disability (1.86% in 2023/24).

8.3 Gender reassignment

Numbers are too low to report.

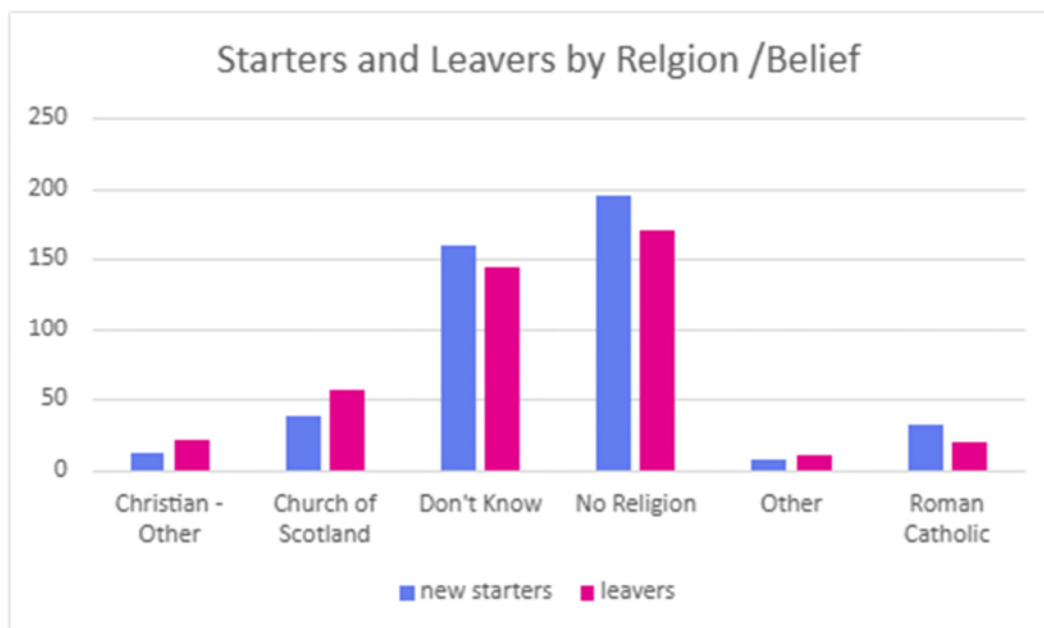
8.4 Ethnicity

8 members of staff joining SAS and 12 members of staff leaving disclosed they are from ethnic backgrounds.

8.5 Religion or belief

Chart 13 illustrates the number of starters and leavers by religion or belief.

Chart 13



Of those staff joining the Service, 64.2% disclosed religion or belief with 66% of those leaving doing so. There are more staff leaving who hold Church of Scotland and Christian, or Other as a religion and more new starters who do not hold a religion. Of those joining SAS, 43.8% have disclosed that they do not have a religion with 40.1% of leavers doing so.

8.6 Sexual Orientation

Of those staff joining the Service 76.2% disclosed sexual orientation with 67.7% of those leaving doing so. Staff joining were more likely than leavers to disclose that they were lesbian, gay, bisexual or other. 9.7% of new starters disclosed that they were LGBTQ+ compared with 5.2% for leavers.

8.7 Sex

Chart 14 illustrates the number of starters and leavers by gender between 2016 and 2025.

61.3% of new starters were women (59.8% 2023/24). Women leaving SAS accounted for 44.6% of the total leavers compared with 38.4% in 2023/24. The number of female staff has steadily increased over the last years and now represents 47.8% of the total.

Chart 14

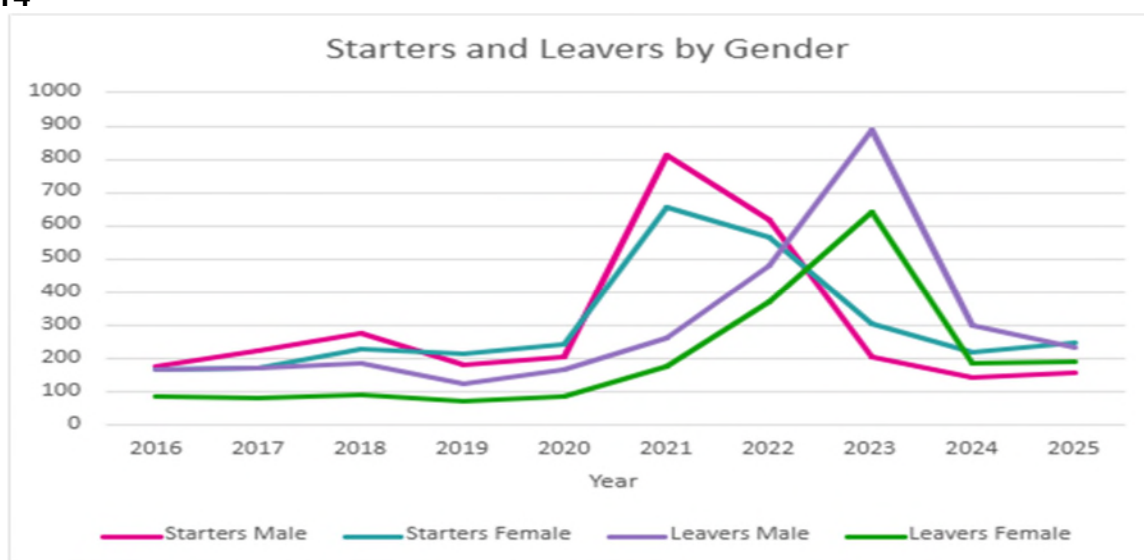
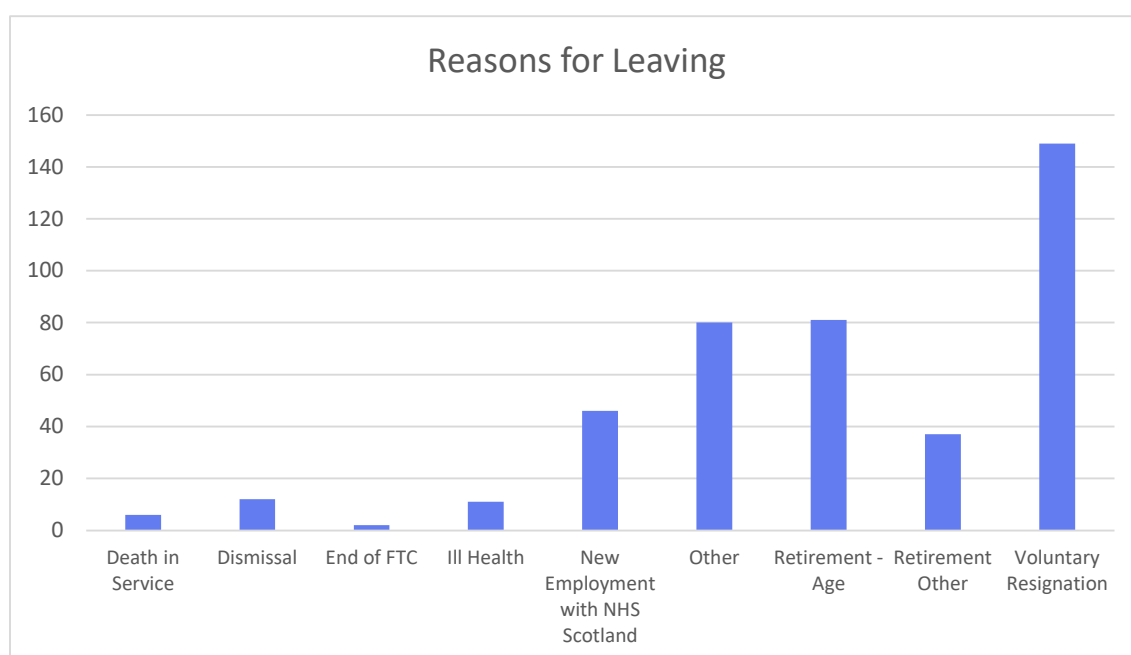


Chart 15 details the reasons given for employees leaving the organisation. 63% of those leaving the Service voluntarily resigned or retired, with 2.6% of leaving due to ill health. 0.5% of employees left due to the end of their fixed term contract.

Chart 15



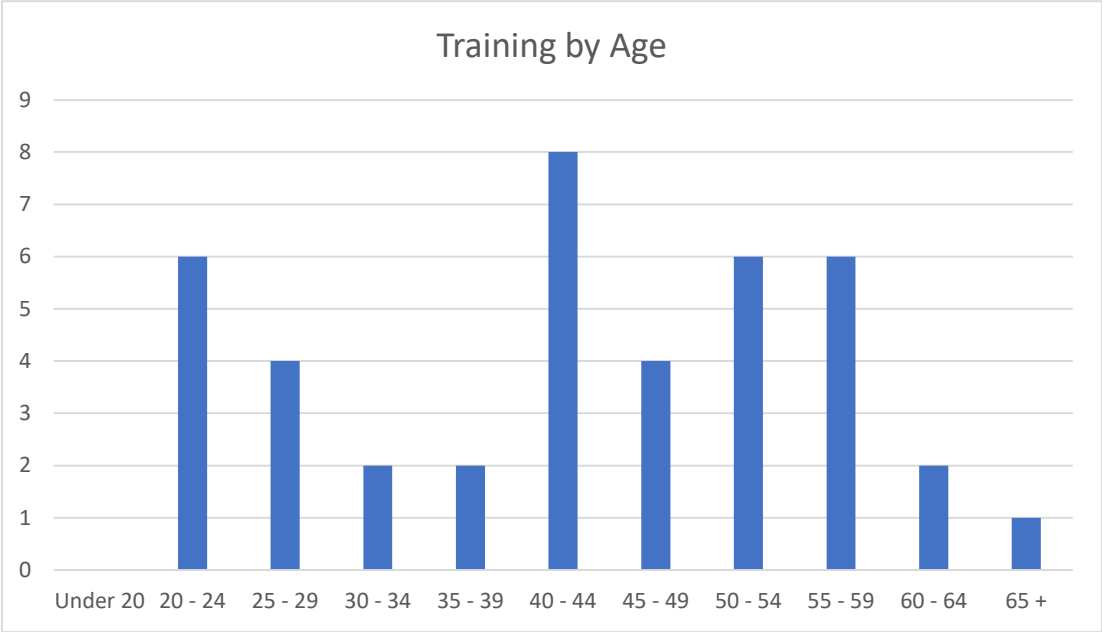
9. Training

The following breakdown covers training attended by staff across SAS on vocational qualification programmes delivered across regions (Ambulance Care Assistant and Trainee Ambulance Technician). These numbers are lower than we have seen historically due to the number of Newly Qualified Paramedics being recruited.

9.1 Age

Chart 16 illustrates the number of staff who undertook training by age group.

Chart 16



The age group with the highest number attending training is 40-44 years (19.5%).

From the data, age does not seem to have an influence on the incidence of training opportunities. For example, the vocational qualification programme (Ambulance Trainee Technician) attracted a broad range of students.

The vocational qualification courses attracted both internal and external applicants. SAS attracts a broader range of students than those reported by most undergraduate Paramedic programmes in the UK where students tend to be under the age of 25.

9.2 Disability

Numbers are too low to report.

9.3 Gender reassignment

Number remains too low to report.

9.4 Ethnicity

The majority of staff completing training were white Scottish / white British / any other white background and accounted for 73.2% (92.3% in 2023/24). For 26.8% of staff this information was not disclosed / unknown (5.77% in 2023/24).

9.5 Religion or Belief

Religion or belief was unknown for 26.8% of those staff who completed training. 14.6% of staff disclosed Church of Scotland, 2.4% Roman Catholic and 48.8% disclosed no religion or belief.

9.6 Sexual orientation

Sexual orientation was unknown for 26.8% of those staff who completed training. 4.9% disclosed a sexual orientation of lesbian, gay, bisexual or other.

9.7 Sex

Of those staff taking part in training 39% were women, compared with the overall workforce establishment of 47.8%.

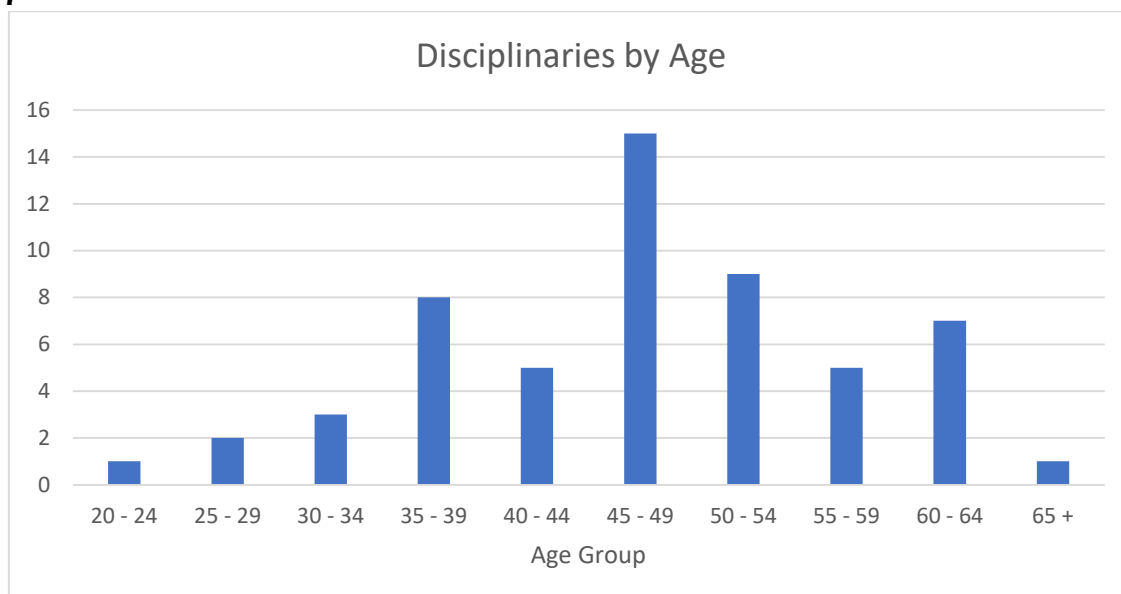
10. Disciplinary & Grievance

10.1 Age

There were 56 disciplinary cases in 2024/25 compared with 91 cases in 2023/24.

Chart 17 shows the disciplinary cases by age. The age category 45 – 49 saw the highest number of cases, with the lowest numbers being in the 20 – 24 and 65+ categories.

Chart 17



A total of 43 grievances were raised during 2024/25 compared to 77 in 2023/24. 5 of these were collective grievances. The category with the highest number of grievances was 35-39 years.

10.2 Disability

Numbers are too low to report.

10.3 Gender reassignment

None of the staff who went through a disciplinary or grievance procedure disclosed gender reassignment.

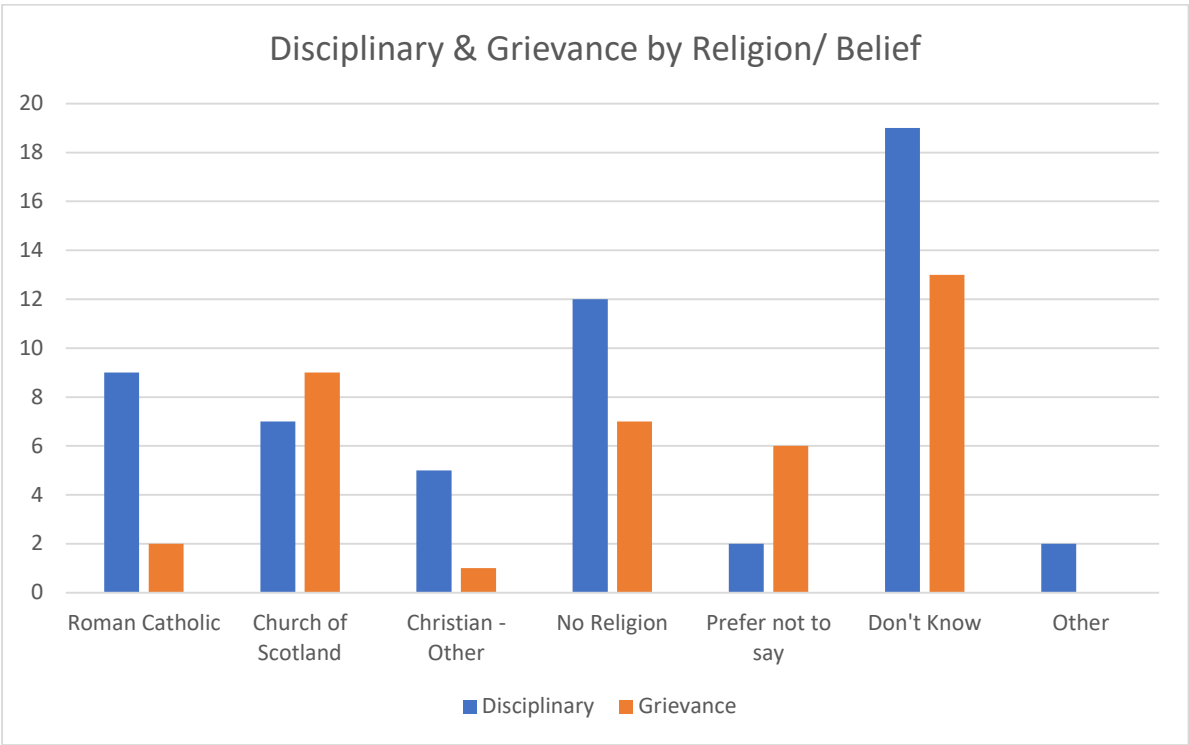
10.4 Ethnicity

No member of staff from an ethnic minority group went through a disciplinary or grievance procedure in 2024/25.

10.5 Religion or Belief

Chart 18 shows the religion / belief details of staff who went through a disciplinary or grievance. The majority of staff who went through a disciplinary or grievance procedure had not disclosed their religion or belief or had no religion.

Chart 18



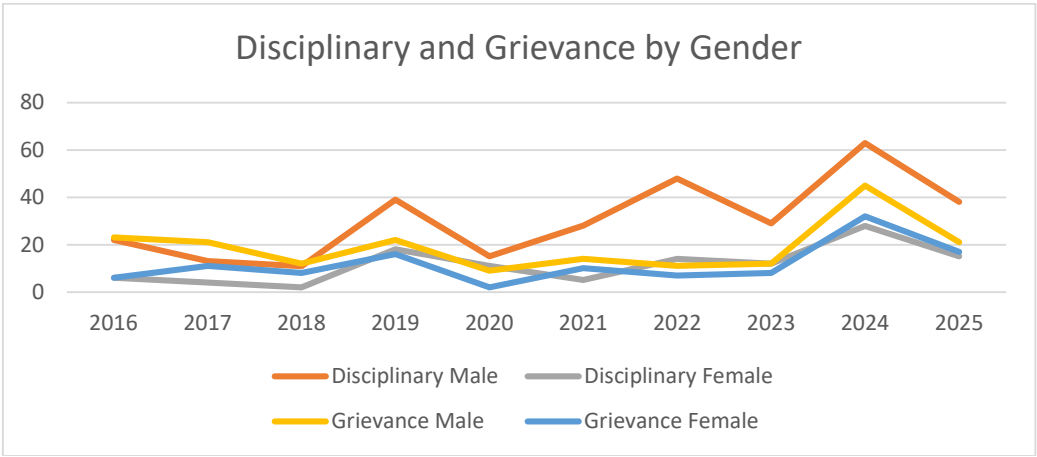
10.6 Sexual Orientation

47 staff who went through a disciplinary or grievance procedure were heterosexual. The numbers are too low to report in the other categories.

10.7 Sex

Chart 19 illustrates the number of males and females who have gone through the disciplinary or grievance procedure for the years 2016 - 2025.

Chart 19



Of the instances of disciplinary and grievance during the period 2024/25, a higher proportion of men went through these processes than women. For disciplinary, 67.9% of activity involved men and for grievance 55.2% involved men, compared with the workforce establishment of 52.2% men.

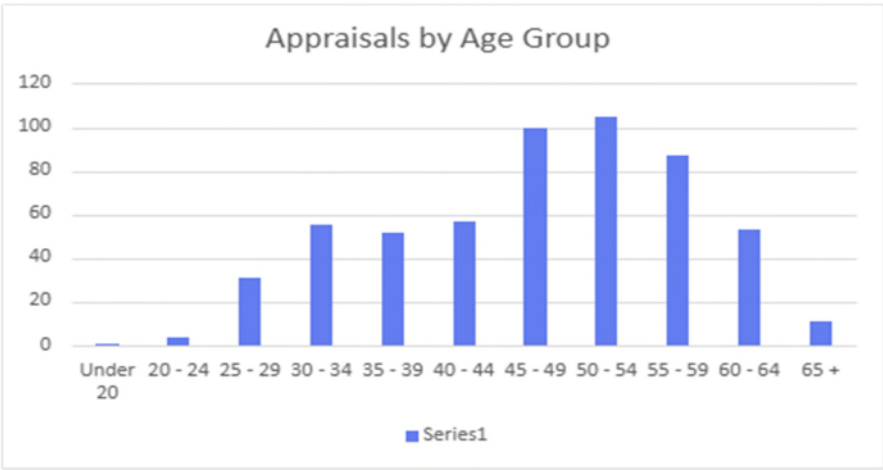
11. Appraisals

The system for recording development activity across NHS Scotland has moved from the electronic Knowledge and Skills Framework to the Turas platform.

11.1 Age

Chart 20 illustrates the number of staff completing appraisals by age group. This pattern is broadly reflective of the whole workforce profile.

Chart 20



11.2 Disability

Of those staff completing appraisals, 3.4% disclosed a disability.

11.3 Ethnicity

The majority of staff completing appraisals were from white Scottish/ white British backgrounds and these accounted for 81.1% with 1.3% from BAME backgrounds.

11.4 Sex

45.9% of those completing appraisals were women, more than last year (42.9%). 54.1% were men.

12. Redeployment

A total of 86 staff were included on the redeployment register during the period 2023/24. This reflects changes in the health of individuals, organisational changes and adherence to the policy of no compulsory redundancies. This is an increase on the number from 2022/23. 72% of staff (62) were on the register as a result of capability - ill health, 12.8% (11) due to the end of a fixed term contract and 15.1% (13) for other reasons including organisational change / performance.

Table 11

	Number of employees	Redeployed	Awaiting redeployment	On trial redeployment	No longer requiring redeployment
Total	86	48	20	<5	16

Table 11 illustrates the number of staff that have been redeployed during this period, those still awaiting redeployment as of 31st March 2025 and those who no longer require to be redeployed.

12.1 Age

Staff between the ages of 50 - 59 accounted for the largest proportion of those on the redeployment register representing 53.1%.

12.2 Disability

Less than five staff members on the redeployment register have disclosed a disability. For 17.3% of staff this was not disclosed / unknown.

12.3 Gender reassignment

Numbers are too low to report on.

12.4 Ethnicity

The majority of staff on the register disclosed that they were from white Scottish / white British backgrounds (77.8%). This is in keeping with the workforce where the majority of staff self-disclosed as white Scottish / white British. For 18.5% of staff this was not disclosed / unknown.

12.5 Religion or belief

Of those staff on the register, 26% had disclosed religion or belief. 67.9% disclosed no religion.

12.6 Sexual orientation

Of those staff on the register 54.3% had disclosed sexual orientation, 3.7% of which were from the LGBTQ+ community.

12.7 Sex

64.2% of those staff on the register were female compared with 35.8% of female staff in the workforce overall.

13. Promotions

13.1 Age

During 2024/25, 270 staff were promoted. The chart below illustrates the number of promotions against age groups.

Chart 21

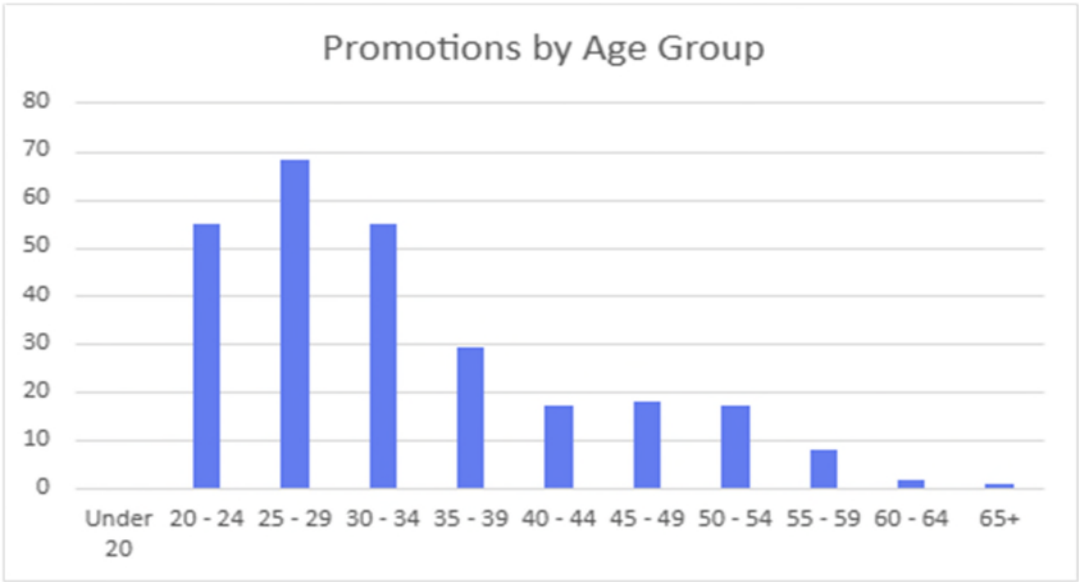


Chart 21 illustrates the spread of promotions across the age groups, with 76.7% being promoted below the age of 40.

13.2 Disability

Of those staff promoted 2.2% disclosed they had a disability.

13.3 Gender reassignment

The numbers are under 5 and therefore not reportable.

13.4 Ethnicity

The majority of staff promoted were white Scottish / white British (81.9%). 89.6% of staff promoted had disclosed their ethnicity.

13.5 Religion or belief

Of those staff promoted 83.3% had disclosed religion or belief. 11.1% disclosed Church of Scotland, 6.7% Roman Catholic and 55.9% had no religion / belief.

13.6 Sexual orientation

Of those staff promoted 91.9% had disclosed sexual orientation. 78.9% identified as heterosexual and 13% identified as gay, lesbian, bisexual or other.

13.7 Sex

Of those staff promoted 58.1% were female.

14. Actions taken and new steps

We said in our 2023/24 workforce equality monitoring report that we would take a number of steps. This is what we did, the results and what we plan to do next. Actions in this area are linked to Equality Outcomes 5 and 6 (Mainstreaming Report 2025-29).

14.1 In order to improve equality disclosure rates a plan is in place to increase awareness of this and the importance of collecting the data		
Actions	Results	Next steps
As detailed in 5.2	As in 5.2	As in 5.2

14.2 We will investigate why those in 16 - 25 age group applying for posts are least successful at interview stage

Actions	Results	Next steps
<p>Much of this remains dependent on cost and available resources.</p> <p>Our Community Engagement Manager and Communications team are working with local management teams on how we can better support school career and education events.</p> <p>The data is limited in terms of lack of success of under 20 age group. The aim is therefore to encourage and support a career with SAS. Further investigation will be undertaken to establish with recruiting managers to understand why younger applicants are not being successful at interview stage</p>	<p>School and career events continue to be attended on an ad hoc basis.</p> <p>Applications from young people between the ages of 15 - 24 represented 12.7% of all applications (6.4% in 2023/24).</p> <p>8.4% of all applicants in this group were successful. (14.6% in 2022/23)</p>	<p>We will aim to attend more events and others which are for young people.</p> <p>Much of this will be dependent on cost. Local management teams are often requested to attend school events and we will look at how we can support them across SAS.</p> <p>We will continue to explore more opportunities for training and development for young people</p>
<p>All networks will be expected to produce annual workplans on a regular basis and report these to our Equalities Steering Group..</p> <p>The Mainstreaming and Equality Outcomes for 2025-29 will take into account workplans and developments across all of our Equality networks.</p> <p>Our EDI Communications plan will be updated regularly and will be linked with our strategic aims of our 2030 strategy.</p>	<p>We have regular input with Ambulance Services networks and through guidance produced and discussion we share practice and learning.</p> <p>We have promoted via Staff Engagement sessions, development of @SAS of our own Ethnic Minority Forum, Proud@SAS, our LGBT Network, Disability, Gender Equality and Veterans Network to help to promote inclusion and provide support for people joining SAS.</p> <p>All SAS networks produce regular updates for the Equality, Diversity and Inclusion Steering Group</p> <p>.</p>	<p>We will continue to link with other Ambulance Services through the BME Forum, LGBT Network, Disability Network and Diversity & Inclusion Forum in order to share learning.</p> <p>We will increase the cover at these meetings across the Service to encourage shared ownership of the work that needs to be done in these areas.</p> <p>Our new Equality and Diversity Project Officer will work to streamline our governance processes, systems and coordination of our networks and EDI activity.</p> <p>Our Communications lead will help support our overall aims in our Mainstreaming and Equality Outcomes strategy through our communications plan.</p>

14.3 Applicants wishing to join SAS will be encouraged to provide equality monitoring information

Actions	Results	Next steps
<p>We will review the information which goes out with our application packs and look at how we can promote the completion of equality monitoring information, to ensure the best candidate experience.</p> <p>Digital forms have been developed and will be rolled out in 2024/25 for any new training courses. We will look at how this could be included within the recruitment process for all new applicants and candidates for interview.</p>	<p>The proportion of applicants who have chosen not to disclose their age has decreased to 1.2% in 2024/25 from 1.3% in 2023/24.</p> <p>Disclosure of other equality details improved with fewer applicants completing the “preferring not to answer” questions.</p>	<p>We will investigate if the format of the equality monitoring section on Job Train is different to that on the Talent Link system previously and identify if changes could be made to encourage disclosure of age details.</p>

14.4 We have identified that there has been an increase in the number of applicants from minority ethnic, disabled groups and applicants disclosing gender reassignment

Actions	Results	Next steps
<p>We will continue to monitor success rates of applicants from BAME backgrounds and from those who have a disability.</p> <p>We will investigate success rates of BAME applicants from different groups to establish if there are actions that can be taken in order to make improvements.</p>	<p>0.4% of all BAME applicants were offered posts.(3% in 2023/24)</p> <p>15.3% of applicants from disabled backgrounds were successful (5.5% previously)</p> <p>In comparison the success rate for all applicants applying for posts during 2024/25 was 6.2% (11.5% previously)</p>	<p>We will continue to monitor success rates of applicants from BAME backgrounds, those who are disabled and those who have disclosed gender reassignment.</p>

15. Conclusion

We recognise that equality monitoring is a means and not an end in itself. The purpose is to have information to inform us about how well we reflect the communities we serve in relation to diversity and protected characteristics. Work over several years indicates improvement in some areas; however, we are still striving to gather robust equality data for our workforce, and to increase self-disclosure response rates. We are making progress, and our plans are set out in this report about areas where we would like to improve, and priorities to focus on.

Appendix 1

Highlights of other Equalities Work from September 2024 to September 2025

Since the publication of our Mainstreaming Equality and Diversity in the Scottish Ambulance Service 2023 report, we would like to highlight a few areas of work which outline the ongoing commitment to support the strategic aims outlined in that report.

- a. Our overall Equality, Diversity and Inclusion Steering Group is now well established and is led by the Deputy Chief Executive/Chief Operating Officer and Equalities lead for the Service. The group continues to provide strategic leadership on equality, diversity, inclusion (EDI) and human rights across the Scottish Ambulance Service (SAS) and to support the Service to deliver on this critical agenda. The focus of EDISG is to assist our service to ensure that our workforce reflects the local communities served and delivers improved health outcomes for patients across diverse populations. The aim is to listen, learn, and spread the scale of best practice. Our Annual workplan for EDI is based on our overall aims contained within our Mainstreaming, Equality Outcomes, Equality Monitoring action plans.. Partnership are fully involved in all aspects of EDI work.
- b. We have a clear communications plan which includes improved website (@SAS), newsletters, Teams channels, development of SAS cultural calendars and updates. Through the Communications lead for Equalities, we will continually update and develop this plan.
- c. CPD sessions have been developed by our OD team, for all staff and will be regularly reviewed to include any policy, or legislative changes.
- d. EDI objectives, in particular for Race Equality are now fully incorporated into annual objectives
- e. We are key partners across AACE, NHSS and other emergency services driving forward the Reducing Misogyny Improving Sexual Safety work
- f. We provide benchmarking opportunities across AACE and wider NHSS
- g. We have engaged in pieces of work across wider NHS and Ambulance services e.g. updating JRCALC guidelines, from an EDI perspective. We are now engaged with the Public sector Equality Improvement group, led by Scottish Government.
- h. Our staff networks are all now well established across SAS. Prior to 2023, three staff networks were established within SAS. These were the Ethnic Minority Forum (previously named, Black, Asian and Minority Ethnic) Forum, the Proud@SAS Network for Lesbian, Gay, Bisexual & Transgender + (LGBT+) staff and the Disability Network. The networks are for staff from all the communities, across SAS, who share protected characteristics, their allies and those that can influence change and support developments across the Service.
- i. During 2023, we saw the launch of our Armed Forces and Gender Equality/Women's networks. Staff side colleagues are also represented on all of our networks.
- j. We have completed the annual report on actions coming from the Second Edition of our Gaelic Language Plan was approved by Bòrd na Gàidhlig for the second edition of the Scottish Ambulance Service Gaelic language plan.
- k. Work across all of our Mainstreaming and Equality Outcome objectives is ongoing. The Equality Outcome objectives for 2025-2029 have now been published.

Doc: 2025-08-27 Workforce Equality Monitoring Report 2024/25	Page 33	Author: Sr HRM (IR & Equalities
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