

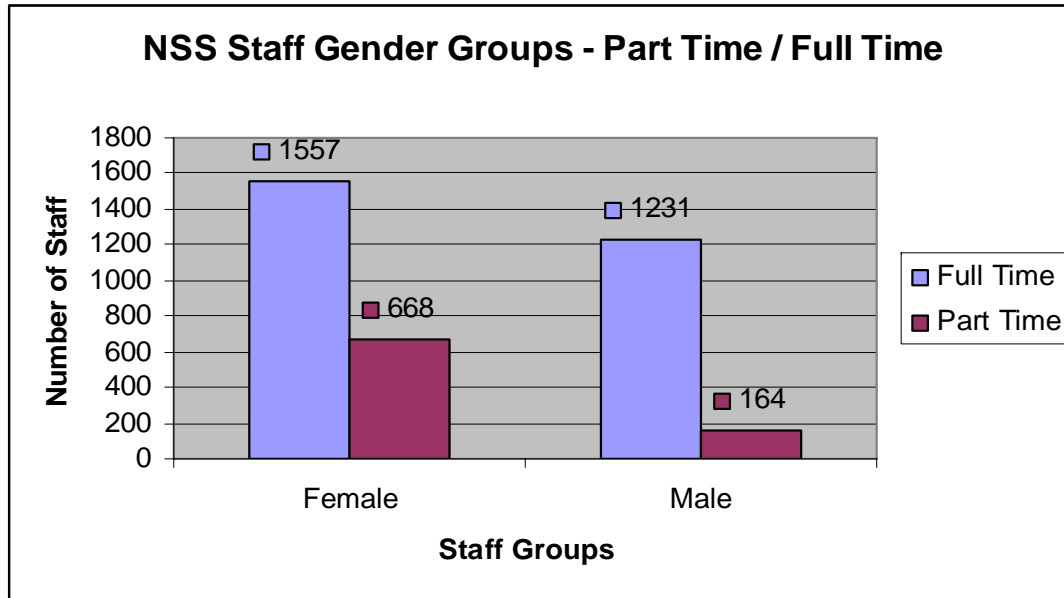
**ANNEX A**

**a. NSS Gender Profile – Female/Male (as at 30 April 2008)**

NSS Department	F	M	U	Grand Total
CFS	14	19		33
CLO	74	79		153
CPO	8	7		15
EXEC OFFICE	15	3		18
FACILITIES	35	28		63
FIN	40	28		68
HFS	7	7	1	15
HPS	117	63		180
HQ	1	3		4
HR	77	26		103
HWL	8	1		9
IMT	25	68		93
ISD	396	260	1	657
MGT TRN SCHE	10	4		14
NP	60	162		222
NSD	18	7		25
PSD	472	198		670
SCI	11	27		38
SHS	14	39		53
SHSC	29	16		45
SNBTS	745	335	2	1082
SGHD	37	21		58
Grand Total	2213	1401	4	3618

**b. Full Time Staff and Part Time Staff:**

<b>Staff Gender by Contract Type</b>	<b>Female</b>	<b>Male</b>	<b>Overall NSS</b>
Full Time	1557	1231	2788
Part Time	668	164	832
<b>Grand Total</b>	<b>2225</b>	<b>1395</b>	<b>3620</b>

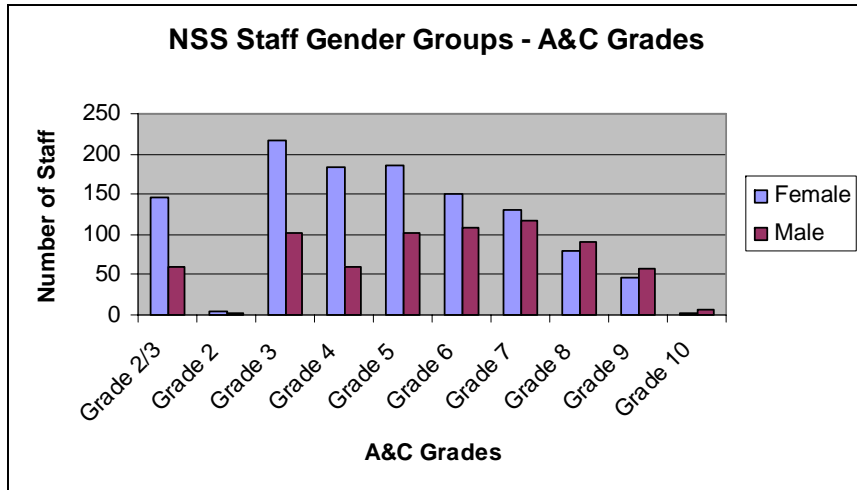


c. **NSS Staff Gender Groups – Job Grade** (It should be noted that NSS staff are currently being assimilated to a new job evaluation scheme called Agenda for Change. Data which shows the breakdown per gender for Agenda for Change is not yet available)

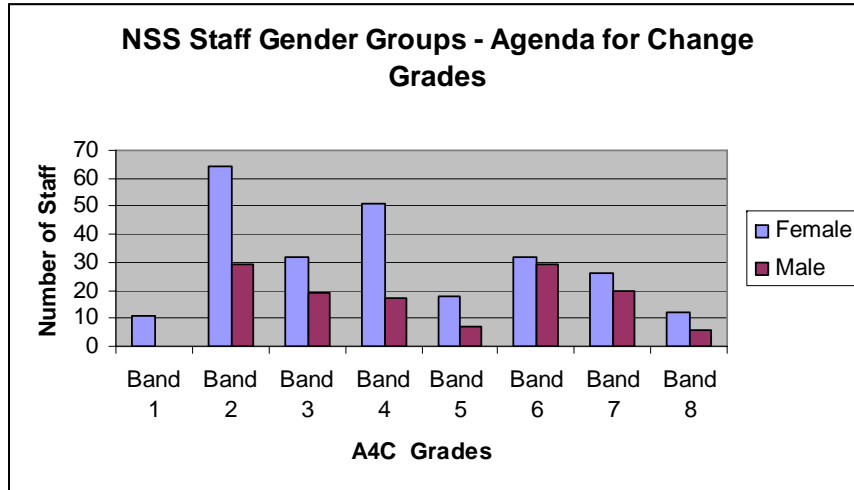
<b>Staff Gender by Job Grade</b>	<b>Female</b>	<b>Male</b>	<b>Overall NSS</b>
<b>A&amp;C Grades:</b>			
Grade 2/3	146	59	205
Grade 2	4	3	7
Grade 3	217	101	318
Grade 4	184	59	243
Grade 5	186	102	288
Grade 6	151	109	260
Grade 7	130	117	247
Grade 8	80	91	171
Grade 9	47	57	104
Grade 10	2	6	8
<b>Agenda for Change*:</b>			
Band 1	11	0	11
Band 2	64	29	93
Band 3	32	19	51
Band 4	51	17	68
Band 5	18	7	25
Band 6	32	29	61
Band 7	26	20	46
Band 8	12	6	18
<b>Senior Manager / Executive Level**</b>			
	37	68	105
<b>Other***:</b>			
	741	461	1202
<b>Grand Total</b>			<b>3620</b>

\*\* Executive Level includes Executive Level or Executive Manager Grades. \*\* Other includes General Managers, Nurses, Laboratory, Pharmacy, PFC and SNBTS roles.

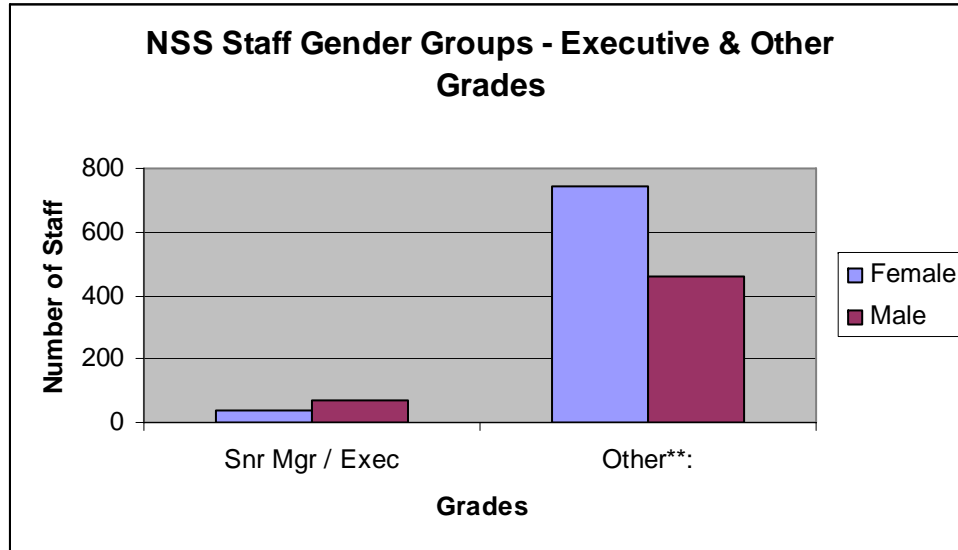
d. **A&C Grades:**



e. Agenda for Change Grades



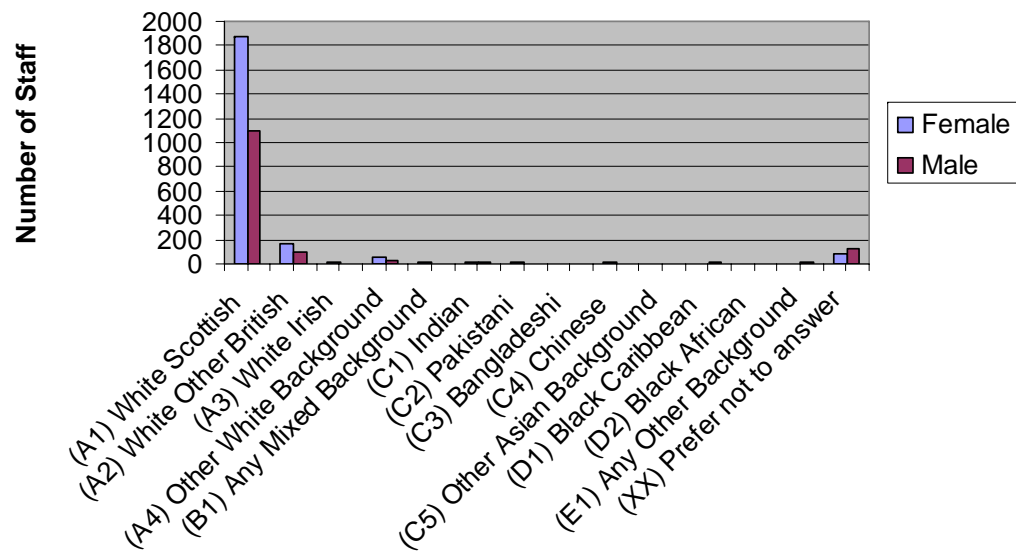
f. Executive & Other Grades:



**g. NSS Staff Gender Profile by Ethnic Group**

Ethnic Group	Female	Male	Overall
(A1) White Scottish	1870	1096	2966
(A2) White Other British	160	96	256
(A3) White Irish	*	*	21
(A4) Other White Background	49	31	80
(B1) Any Mixed Background	*	*	14
(C1) Indian	*	*	14
(C2) Pakistani	*	*	17
(C3) Bangladeshi	*	*	7
(C4) Chinese	*	*	8
(C5) Other Asian Background	*	*	7
(D1) Black Caribbean	*	*	*
(D2) Black African	*	*	15
(E1) Any Other Background	*	*	13
(XX) Prefer not to answer	78	121	199
<b>Totals</b>	<b>2225</b>	<b>1395</b>	<b>3620</b>

### NSS Staff - Gender by Ethnic Group



## h. Recruitment Profile April 2007 to March 2008

	<u>App. Requested</u>	<u>App. Returned</u>	<u>Shortlist</u>	<u>Interviews</u>	<u>Cond. Offer</u>	<u>References</u>	<u>Successful</u>
<b><u>GENDER</u></b>							
Male	1487	1395	1245	626	124	111	187
Female	1683	1528	1353	763	202	182	289
Unknown	4495	3336	901	506	179	155	268
<b>TOTAL</b>	<b>7666</b>	<b>6260</b>	<b>3499</b>	<b>1895</b>	<b>505</b>	<b>448</b>	<b>744</b>
<b><u>TRANSGENDER</u></b>							
No	3348	3051	2666	1439	342	310	506
Yes	6	6	6	3	0	0	0
Unknown	4312	3203	827	453	163	138	238
<b>TOTAL</b>	<b>7666</b>	<b>6260</b>	<b>3499</b>	<b>1895</b>	<b>505</b>	<b>448</b>	<b>744</b>
<b><u>AGE PROFILE</u></b>							
16 - 24	350	310	280	139	41	36	53
25 - 40	1886	1680	1427	760	191	169	284
41 - 60	1381	1243	1061	622	146	131	221
61+	45	40	36	15	3	3	2
Unknown	4003	2986	695	359	124	109	184
<b>TOTAL</b>	<b>7666</b>	<b>6260</b>	<b>3499</b>	<b>1895</b>	<b>505</b>	<b>448</b>	<b>744</b>
<b><u>DISABILITY</u></b>							
No	7602	6198	3449	1866	500	443	734
Yes	64	62	50	29	5	5	10
<b>TOTAL</b>	<b>7666</b>	<b>6260</b>	<b>3499</b>	<b>1895</b>	<b>505</b>	<b>448</b>	<b>744</b>

**ETHNIC ORIGIN**

White Scottish	2741	2502	2175	1220	303	270	436
White Other British	309	280	250	131	32	29	52
White Irish	35	34	26	9	0	0	1
Other White	0	0	0	0	0	0	0
Background							
Any Mixed Background	21	17	13	9	0	0	1
Indian	79	72	69	21	2	2	4
Pakistani	43	39	34	14	3	2	3
Bangladeshi	4	4	4	0	0	0	0
Chinese	27	26	24	12	1	1	1
Other Asian	26	24	25	10	3	3	3
Background							
Black Caribbean	2	2	2	1	0	0	0
Black African	141	127	113	53	9	8	12
Other Black	7	5	4	2	1	1	2
Background							
Any Other Background	20	18	16	7	2	2	4
Prefer not to answer	299	208	124	90	34	30	56
<b>TOTAL</b>	<b>7666</b>	<b>6260</b>	<b>3499</b>	<b>1895</b>	<b>505</b>	<b>448</b>	<b>744</b>

**RELIGION**

Buddhism	14	14	13	10	1	0	0
Church Of Scotland	935	859	754	417	96	88	139
Hinduism	46	41	37	18	2	2	4
Judaism	10	9	9	1	0	0	0
Islam	60	57	53	21	6	5	9
Roman Catholic	482	451	416	224	59	55	88
Sikhism	2	2	2	0	0	0	0
Christianity (Other)	314	294	266	142	33	28	51

Other faith / belief	146	124	97	51	14	13	25
No Religion	906	820	696	373	85	76	128
Prefer not to answer	839	687	536	322	94	81	131
<b>TOTAL</b>	<b>7666</b>	<b>6260</b>	<b>3499</b>	<b>1895</b>	<b>505</b>	<b>448</b>	<b>744</b>

**SEXUAL  
ORIENTATION**

Bi Sexual	16	16	12	4	0	0	0
Gay Man	47	41	31	13	3	2	4
Heterosexual (Straight)	3197	2923	2572	1409	337	306	500
Lesbian/Gay Woman	1	1	1	1	0	0	0
Other	12	9	8	3	1	0	0
Prefer not to answer	481	368	255	149	49	40	71
<b>TOTAL</b>	<b>7666</b>	<b>6260</b>	<b>3499</b>	<b>1895</b>	<b>505</b>	<b>448</b>	<b>744</b>

**ANNEX B**

**DIVISIONAL ACTION PLAN – HQ Divisions (Executive Office, Finance, Human Resources and Facilities)**

**What we said we would do and what we have done**

<b>Ser</b>	<b>Requirement</b>	<b>Target</b>	<b>Action to meet Target</b>	<b>Lead</b>	<b>Progress Report/Achieved</b>
1.	Impact Assess all HQ Divisional functions to ensure gender equality Duty is being complied with	By March 2007	All functions to be assessed and actions noted	Directors of HQ Divisions	Impact assessments complete and within the legal clinical constraints, there are no obvious discriminatory practices in relation to gender with regard to donor services
2.	Ensure all staff are aware of the Gender Equality Duty (GED)	By June 2007	Ensure that staff are aware of literature and website information.	Directors of HQ Divisions	Through briefing and information dissemination, all staff have been made aware of Gender Equality Duty
3.	Ensure that all staff are trained in Gender Equality Duty	By Dec 2007	Training schedule as per NHS NSS training programme	Directors of HQ Divisions	Staff training, including gender equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training and on-line training in hand for 2008

**ANNEX C**

## DIVISIONAL ACTION PLAN – Scottish National Blood Transfusion Service

### What we said we would do and what we have done

Ser	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
1.	Within the clinical legislative constraints, Impact Assess all SNBTS functions to ensure gender equality duty is being complied with and there is no discriminatory practices in relation to donors	By March 2007	All functions to be assessed and actions noted	Director SNBTS	Impact assessments complete and within the legal clinical constraints, there are no obvious discriminatory practices in relation to gender with regard to donor services
2.	Ensure all staff are aware of the Gender Equality Duty (GED)	By June 2007	Ensure that staff are aware of literature and website information.	Director SNBTS	Through briefing and information dissemination, all staff have been made aware of Gender Equality Duty
3.	Ensure that all staff are trained in Gender Equality Duty	By Dec 2007	Training schedule as per NHS NSS training programme	Director SNBTS	Staff training, including gender equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training and on-line training in hand for 2008

**ANNEX D**

**DIVISIONAL ACTION PLAN – National Services Division**

**What we said we would do and what we have done**

<b>Serial</b>	<b>Requirement</b>	<b>Target</b>	<b>Action to meet Target</b>	<b>Lead</b>	<b>Progress Report/Achieved</b>
1.	Impact Assess all NS functions to ensure gender equality duty is being complied with and there is no discriminatory practice	By March 2007	All functions have been assessed either directly by NSD, or by Service Managers of national services	Director NSD	Responsibility for undertaking Impact Assessments has been allocated to team members and NHS Board Service Managers. Around 70% complete.
2.	Ensure all staff are aware of the Gender Equality Duty (GED)	By June 2007	Ensure that staff are aware of literature and website information.	Director NSD	Through briefing and information dissemination, all staff have been made aware of Gender Equality Duty
3.	Ensure that all staff are trained in Gender Equality Duty	By June 2007	Training schedule as per NHS NSS training programme	Director NSD	Staff training, including gender equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training and on-line training in hand for 2008

## DIVISIONAL ACTION PLAN – Health Protection Scotland

### What we said we would do and what we have done

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
1.	Impact assess all HPS Functions to ensure gender equality is compliant and there is no discriminatory practice	March 2007	Impact assessments	Interim Director HPS	Impact assessments complete and confirmed there are no obvious discriminatory practices revealed
2	Ensure all staff are aware of gender equality duty	June 2007	Internal newsletter, Meetings, cascade system from Director to all HPS staff members, internal communications campaign	Interim Director HPS	Through briefing and information dissemination, all staff have been made aware of Gender Equality Duty
3	Ensure management is trained in impact assessments	March 2007	Training session facilitated by NSS and cascaded to project leads	Interim Director HPS	Management training has included the use of Impact Assessments in order to meet the GED
4	Ensure all staff are trained in Gender Equality Duty	By June 2007	Training schedule as per NHS NSS Training programme	Interim Director HPS	Staff training, including gender equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training and on-line training in hand for 2008
5	Ensure equal opportunity is in place for internal promotion	By June 2007	Assessing through knowledge and skills network and Educational Needs Analysis (working	Interim Director HPS	HPS conforms to the NSS Staff Governance criteria for promotion and career development.

		with NES)		
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## DIVISIONAL ACTION PLAN – Information Services Division

### What we said we would do and what we have done

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
1.	Embed Gender Equality data capture, analysis and information delivery as part of ISD core business across all Projects and Programmes for national use	Review gender requirements within Programmes and Projects as part of Impact Assessment Programme	Include within Impact Assessment programme and within Business as Usual core work	Directors ISD and Interim Director NISG	Gender data capture is included in all information processes for national data
2.	Gender to be included within strategic plan for Equality & Diversity Information Programme (EDIP)	Target for EDIP is completion by 2009	Included in EDIP plans across the 6 Strands of Equality & Diversity	EDIP Programme Manager	Confirmed that this is now part of strategic plan for KPIs for EDIP
3.	Embed within ISD work on Cancer, CHD/Stroke and Mental Health programmes	As per Cancer, CHD/Stroke and Mental Health Programme Targets	As per Programme targets	ISD Programme and Project Managers	Confirmed that gender is integral part of data capture and analysis for Cancer, CHD/Stroke and Mental Health programmes in ISD
4.	Ensure all staff are trained	By June	Training schedule as per NHS	NHS NSS	Staff training, including gender

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
	in Gender Equality Duty	2007	NSS Training programme	Equality and Diversity Co-ordinator	equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training and on-line training in hand for 2008
5.	Ensure that all staff are trained in Gender Equality Duty	By June 2007	Training schedule as per NHS NSS training programme	Director ISD and Interim Director NISG	Staff training, including gender equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training and on-line training in hand for 2008

**DIVISIONAL ACTION PLAN – National Procurement**

**What we said we would do and what we have done**

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
1.	Impact assess all NP functions to ensure gender equality is compliant and there is no discriminatory practice	March 2007	Impact assessments	Divisional Director NP	All NP Impact Assessments are carried out for all 6 strands of Equality & Diversity – Logistics functions will be carried out once the NDC has settled to steady state of operations.
2	Ensure all staff are aware of gender equality duty	June 2007	Internal newsletter, Meetings, cascade system from Director to all NP staff members, internal communications campaign	Divisional Director NP	Through briefing and information dissemination, all staff have been made aware of Gender Equality.
3	Ensure management is trained in impact assessments	March 2007	Training session facilitated by NSS and cascaded to project leads	Divisional Director NP	Management training, includes approaches to all inclusive engagement, including gender issues
4	Ensure all staff are trained in Gender Equality Duty	By June 2007	Training schedule as per NHS NSS Training programme	Divisional Director NP	Communications on the Gender Equality Duty have been forwarded to staff and displayed around the division. The Business Assurance Manager has received.
5	Ensure equal opportunity is in place for internal promotion	By June 2007	Assessing through knowledge and skills network and Educational Needs Analysis (partnership working with NES)	Divisional Director NP	NP conforms to the NSS Staff Governance criteria for promotion and career development, which includes consideration of gender equality issues

**DIVISIONAL ACTION PLAN – Scottish Healthcare Supplies/Equipping and Technical Branch (now just moved to be part of Health Facilities Scotland – but reporting on progress up to this point)**

**What we said we would do and what we have done**

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
1.	Impact Assess all SHS functions to ensure gender equality duty is being complied with and there is no discriminatory practice	By March 2007	All functions have been assessed and [to be completed]	Director SHS	Impact assessments complete and confirmed there are no obvious discriminatory practices revealed
2.	Ensure all staff are aware of the Gender Equality Duty (GED)	By June 2007	Ensure that staff are aware of literature and website information.	Director SHS	Through briefing and information dissemination, all staff have been made aware of Gender Equality Duty. New starts attended E&D awareness in May 2008 and also planned awareness training in June 08
3.	Ensure that all staff are trained in Gender Equality Duty	By June 2007	Training schedule as per NHS NSS training programme	Director SHS	Staff training, including gender equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training and on-line training in hand for 2008

## DIVISIONAL ACTION PLAN – Health Facilities Scotland

### What we said we would do and what we have done

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
1.	Impact assess all HFS Functions to ensure gender equality compliance and there is no discriminatory practice	June 2007	Impact assessments	Director HFS	Impact assessments complete and confirmed there are no obvious discriminatory practices revealed
2	Ensure all staff are aware of gender equality duty	June 2007	Internal newsletter, Meetings, cascade system from Director to all HFS staff members.	Director HFS	Through briefing and information dissemination, all staff have been made aware of Gender Equality Duty
3	Ensure management is trained in impact assessments	April 2007	Training session facilitated by NSS and cascaded to project leads	Director HFS	Management training, includes approaches to all inclusive engagement, including gender issues
4	Ensure all staff are trained in Gender Equality Duty	June 2007	Training schedule as per NHS NSS Training programme	Director HFS	Staff training, including gender equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training and on-line training in hand for 2008

## DIVISIONAL ACTION PLAN – Central Legal Office

### What we said we would do and what we have done

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
1.	Impact Assess CLO to gender equality duty is being complied with and there is no discriminatory practice by members of staff to each other or to clients or claimants.	July 2007	All departments have been assessed and there are currently no signs of direct discrimination. Majority of staff is female but there is no evidence of discrimination in the recruitment procedures.	Managing Partner	Impact assessments complete and confirmed there are no obvious discriminatory practices revealed
2.	Ensure all staff are aware of the Gender Equality Duty (GED) Ensure that CLO complies with the Equality Act 2006.	By June 2007	Leaflets about Gender Equality have been distributed among staff and poster is available in the staff room - Feb 07 Ensure that staff are aware of literature - website information Ensure that fast response is made available to avoid any unexpected problems	Managing partner	Through briefing and information dissemination, all staff have been made aware of Gender Equality Duty
3.	Ensure that all staff are trained in Gender Equality Duty	By July 2007	Training schedule as per NHS NSS training programme	Managing partner	Staff training, including gender equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training and on-line training in hand for 2008
4	Ensure that there are ongoing resources available	On going	SMT & PF provide resources about Gender such as Staff	Managing partner	All resources have been made available and have contributed

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
	at a corporate level to support gender equality objectives		Governance, Equal Opportunities, Race Equality Scheme.		significantly to the support for gender equality
5	Ensures elimination of discrimination between persons on grounds of Gender, race, sex or marital status, age, sexual orientation, language or social origin or political opinions	On going	Workforce planning consultation included discussion about gender balance. No issues have been raised. No signs have been registered of direct discrimination or any other sort of unlawful discrimination.	Head of Unit and Diversity Team Senior Managers	Communication and feedback has been maintained on an open basis to allow further improvements of services and working environment. Staff meetings, client surveys, client visits, team meeting, etc., have been used as a means of collection of useful information about CLO performance. Job sharing has been and will continue to be considered to help with this. Evidence that practices such as job sharing, flexible working hours and part time working have contributed to a satisfactory culture in CLO.

**DIVISIONAL ACTION PLAN – Practitioner Services**

**What we said we would do and what we have done** (\* PSD are working on all 6 streams of E&D as a whole, and not as individual streams)

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
1.	Ensure all functions within work streams are E&D Impact Assessed.	March '07	BMG leads to complete EIA	PSD Equality & Diversity Lead	Impact assessments complete and confirmed there are no obvious discriminatory practices revealed. Log of completed E&D Impact Assessments to be maintained
2.	Ensure all PSD staff are aware of E&D legislation and their obligations under the Gender Equality Duty.	March '07	Disseminate information via monthly up-date	PSD Equality & Diversity Lead	Through briefing and information dissemination, all staff have been made aware of Gender Equality Duty. Also monthly brief to staff/on-going information to staff
3.	Provide training of all PSD staff in E&D	On-going	Provide regular information, and access to information.	PSD Equality & Diversity Lead	Staff training, including gender equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training and on-line training in hand for 2008
4.	Keep staff up-date with E&D information	On-going	Monthly calendar sent to all staff. Regular up-dates to staff	PSD Equality & Diversity Lead	Staff have been kept up to date with E & D information, including gender equality issues
5.	All projects within PSD are E&D Impact Assessed prior to start-up	On-going	All new projects to be assessed prior to start up, as part of project plan.	Corporate Programme Office	PID show that there is proper sign off for these projects

## DIVISIONAL ACTION PLAN – Counter Fraud Services

### What we said we would do and what we have done

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
1.	Impact Assess all CFS functions to ensure gender equality duty is being complied with and there is no discriminatory practice	By March 2007	Complete Impact Assessments on all CFS functions.	Head of CFS - delegated to CFS E&D Lead	Impact assessments complete and confirmed there are no obvious discriminatory practices revealed
2.	Ensure all staff are aware of the Gender Equality Duty (GED)	By June 2007	Ensure that staff are aware of literature and website information.	Head of CFS - delegated to CFS E&D Lead	Through briefing, newsletters and leaflet and information dissemination, all staff have been made aware of Gender Equality Duty.
3.	Ensure that all staff are trained in Gender Equality Duty	By June 2007	Training schedule as per NHS NSS training programme	Head of CFS - delegated to CFS E&D Lead	Staff training, including gender equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training and on-line training in hand for 2008

## DIVISIONAL ACTION PLAN – Scottish Health Service Centre

### What we said we would do and what we have done

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
1.	Impact Assess all SHSC departments to ensure gender equality duty is being complied with and there is no discriminatory practice within members of staff, customer or any member of the public they interface with.	March 2007	All departments have been assessed and there are currently no signs of direct discrimination. Majority of staff is female (see stats in the SHSC Impact Assessment) but there is no direct discrimination in the recruitment procedures.	Head of Unit of SHSC and Diversity team	Impact assessments complete and confirmed there are no obvious discriminatory practices revealed
2.	Ensure all staff are aware of the Gender Equality Duty (GED) Ensure that SHSC complies with the Equality Act 2006. Ensure that SHSC will seek guidance from the Equal Opportunities Commission (EOC) Scotland, The Fair for All – Gender Task Force, Engender Scotland	By June 2007	Leaflets about Gender Equality have been distributed among staff and poster is available in the staff room - Feb 07 Ensure that staff are aware of literature - website information Ensure that fast response is made available to avoid any unexpected problems	Head of Unit of SHSC and Diversity team	Through briefing and information dissemination, all staff have been made aware of Gender Equality Duty. In response to new staff is returning to work after pregnancy, SHSC has purchased a baby-changing unit, and adapted the staff room to become a breast-feeding room when required.
3.	Ensure that all staff are trained in Gender Equality Duty	By June 2007	Training schedule as per NHS NSS training programme	Head of Unit of SHSC and Diversity team	Staff training, including gender equality training, carried out since 2002, with on-line training for all staff in 2006. Further 'live' training

Serial	Requirement	Target	Action to meet Target	Lead	Progress Report/Achieved
					and on-line training in hand for 2008
4	Ensure that the Unit's Complaints Procedure is properly communicated	By March 2007	Head of Unit introduced hard copy of Complaints Procedures File to staff in the Staff Team Meeting and encouraged all staff to use and follow procedures. (File also available in GENSS)	Head of Unit	Confirmed that Complaints Procedures are being followed and statistics kept
5	Ensure that there are ongoing resources available at a corporate level to support gender equality objectives	On going	HR Director, E&D Coordinator, Head of Unit – provides the Unit with resources about Gender such as Staff Governance, Equal Opportunities, Race Equality Scheme.	Head of Unit	Confirmed that all resources are easily accessible and used as reference.
6	Ensures elimination of discrimination between persons on grounds of Gender, race, sex or marital status, age, sexual orientation, language or social origin or political opinions	On going	Impact Assessment allowed staff to give their say about diversity. Internal SHSC Statistics demonstrated staff in terms of gender, age, race, religion and part-time and full-time. It has not been registered signs of direct discrimination or any other sort of unlawful discrimination.	Head of Unit and Diversity Team Senior Managers	Continue communication and feedback open to allow further improvements of services and working environment. Use of stakeholders meeting, team meeting, feedback sheets as collection of useful information about SHSC performance. Job sharing has been and will continue to be considered to help with this.