

Mainstreaming the Equality Act

Summary

In 2022, we launched our Strategic Plan 2022–2027, *Inspiring People: Addressing the Challenges of Our Age*. This plan sets out how we will achieve our mission and vision, building on our core values, defining our ambitions, and guiding how we work together and with our partners.

At the heart of our Strategic Plan is a commitment to ensuring that every audience member, employee, supporter and partner benefits from the positive impact of our work. Through our collections, programmes, places and people, we create opportunities to explore our shared heritage, to deepen understanding of ourselves and one another, and to reflect on the world past, present and future.

A key ambition of the plan is that *our audiences will be more diverse, and more people will connect with our collection and their stories*. Enabling meaningful connections between people and their heritage is central to our role. We will achieve this by widening participation, removing barriers to engagement, and ensuring our audiences and workforce better reflect the diversity of Scotland's communities.

We are committed to engaging with under-represented groups, addressing inequalities and embracing diverse perspectives to enrich our understanding of the collection. By doing so, we contribute to positive social change. Our audiences are not only those who visit our museums; they are in their communities—locally, nationally and internationally—and they connect with us both in-person and online.

This is our seventh Mainstreaming Report, it covers our progress against the Equality Outcomes 2021–2025. It demonstrates how we continue to embed equality, diversity and inclusion within our processes and culture, in line with the General Duty of the Equality Act (2010).

Through this work, we reaffirm our commitment to National Museums Scotland's mission: *"We preserve, interpret and make accessible for all, the past and present of Scotland, other nations and cultures, and the natural world."*



Dr Chris Breward Director

30 April 2025

1. Introduction and Background

The 2010 Equality Act places a responsibility on listed organisations, of which National Museums Scotland is one, to publish a Mainstreaming Report every two years as a minimum. This report outlines the commitment and progress that National Museums Scotland has made in embedding equality, diversity & inclusion in our day-to-day work.

We must, in the exercise of our functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share protected characteristics and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

And have due regard, in the exercise of our functions, to the outputs specified in the Specific Duties Scotland (2012):

1. To report progress on mainstreaming the equality duty
2. To publish equality outcomes and report progress
3. To assess and review policies and practices
4. To gather and use employee information
5. To publish gender pay gap information
6. To publish statements on equal pay
7. To consider award criteria and conditions in relation to public procurement
8. To publish in a manner that is accessible
9. To consider other matters.

This report consists of the following sections:

Section 2: Equality Outcomes 2021 – 2025 progress

Section 3: Equality Impact Assessment progress

Section 4: Workforce Profile

Section 5: Ongoing Consultation

Section 6: Implementation and Monitoring

Appendix 1: Equality Outcomes 2021 – 2025

Appendix 2: Workforce Monitoring Report and Data Tables*

Appendix 3: Gender Pay Gap Information*

Appendix 4: Equality Outcomes 2025 – 2029*

Appendix 5: Equal Pay Statement 2025*

*Available via our Equality, Diversity and Inclusion [page](#).

2. Equality Outcomes 2021-2025 Progress

National Museums Scotland has two Equality Outcomes:

- As an Employer

National Museums Scotland's workforce better reflects and understands the diversity of Scotland's communities.

- As a Service Provider

National Museums Scotland engages with diverse audiences to create inspiring and inclusive onsite and offsite experiences, broadening our understanding of the world through participation and dialogue, making our collection accessible and relevant.

In 2021, we devised an Action Plan for 2021-2025 that sets out the activities and deliverables we planned to achieve by 30 April 2025, in support of these two Equality Outcomes. Appendix 1 contains our 2021-2025 Equality Outcomes and the associated activities.

A summary of the progress made and areas of success for each Outcome is set out below.

2.1 As an Employer

National Museums Scotland's workforce better reflects and understands the diversity of Scotland's communities.

Our efforts focused on five key objectives:

1. Creating a strong employer profile and recruitment marketing approach, investing in the right recruitment tools, attending recruitment events and creating connections to make our recruitment process smooth and more fruitful in reaching a wide and diverse candidate pool.
2. Creating future talent pathways to build a workforce that is reflective of the communities in which we serve.
3. Educate and provide our workforce with the knowledge to be more inclusive and innovative in working collaboratively with employees as well as our external audience.
4. Better understanding the diversity of our workforce to enable us to place the employee experience at the heart of our decision-making and utilise our employees' broad and diverse skills and talents.
5. Creating an organisational culture that accepts, values and views as a strength, the difference we all bring to National Museums Scotland and where employees feel included, heard, understood and able to bring their whole self to work.

We have made significant progress by collaborating with employees across the organisation to create an inclusive workplace where everyone feels valued and can be themselves:

2.1.1 Creating a strong employer profile and recruitment marketing approach, investing in the right recruitment tools and resources

We have invested heavily in systems and resources to enhance the inclusivity of our recruitment processes in a competitive job market. These efforts aimed to ensure that our applicant pool is diverse and representative of the communities we serve; that candidate, whether future employees or volunteers, have had a positive experience during the application process; and that our recruitment practices are more efficient and simplified, removing unnecessary barriers

to employment.

In February 2024 we implemented a new Recruitment Portal that has transformed our recruitment approach. The system has expanded our advertising reach significantly, allowing us to attract a more diverse and representative applicant pool. Since the new recruitment system has been in place:

- The number of applicants who applied for roles has increased by 187%.
- 10% of candidates appointed have a disability, an increase of 7% since 2023.
- 47% of appointed candidates are under 34, helping to balance the organisation's age demographic, which previously skewed towards older employees.
- 20% of candidates offered a position with NMS in 2024/2025 are from an ethnic minority community.
- 65% of all applicants are heterosexual and notably 17% of applicants describe themselves as bisexual.
- 91% of our candidates rate their recruitment experience as positive.
- Recruitment cycle time for high volume roles has reduced significantly with the use of talent pools and enhanced candidate engagement.

2.1.2 Creating future talent pathways to build a workforce that is reflective of the communities in which we serve

National Museums Scotland explored Foundation Apprenticeship programmes and implemented Modern Apprenticeships in Visitor Experience, creating alternative routes into the organisation. Sixteen employees have successfully been supported through our Apprenticeship Programme, helping them build long-term careers with us.

2.1.3 Educate and provide our workforce with the knowledge to be more inclusive and innovative in working collaboratively with employees as well as our external audience

National Museums Scotland has invested in a suite of EDI-related training programmes, including neurodiversity awareness, British Sign Language (BSL) taster courses, and anti-racism workshops. This has equipped employees with deepened understanding and skills to create inclusive experiences and foster a culture of belonging.

Further championing inclusion, the Neurodiversity Hub and bespoke webinars provide dedicated spaces to celebrate differences and enhance understanding. The initiative has received highly positive feedback, reinforcing our commitment to neurodiversity.

All employees and volunteers have access to the MuseumNext Season Pass, which offers online summits on topics such as Museum Games & Play, Digital Collections, Museum Marketing, Digital Exhibitions, Museums Health & Wellbeing, and Green Museums. Across these summits, discussions and best practice are shared on making museums more inclusive and accessible.

Additionally, our People team have engaged in sector-wide EDI training workshops led by National Libraries Scotland, focusing on inclusive practices within the heritage sector. We also presented at Scotland's Museums and Galleries Strategy Symposium 2025 sharing our experience of inclusive recruitment practices. These opportunities ensure we engage with sector-wide conversations on diversity, accessibility, and inclusion.

2.1.4 Better understanding the diversity of our workforce

Our EDI data capture questionnaire was aligned to reflect the Scottish Core Questions (SCQ) and census data for benchmarking. To better understand the diversity of our workforce, we have encouraged employees to update their personal data on the HR Information System. The improved base data has enabled us to benchmark against the Scottish 2022 census and reduced the level of non-disclosure:

- Gender: we have a higher proportion of females (58%) compared to Scotland overall (51.42%).
- Age: we have a much older workforce/population compared to Scotland's overall distribution.
- Disability: at 10.31%, we are below Scotland overall (20%). Non-disclosure rates have reduced from 54% in 2023 to 6% in 2025.
- Ethnicity: we have relatively lower diversity in most ethnic groups compared to Scotland overall.
- Sexual Orientation: A lower percentage of employees identify as heterosexual/straight (58%) compared to the Scottish average (87.8%). The number of gay, lesbian and bisexual employees is higher than the Scottish average. There are high non-disclosure rates in this category.
- Nearly half of employees identify as having no religion (47.22%), similar to Scotland overall (51.12%).

In addition, we conducted a thorough review of all our volunteering arrangements with a focus on improving equality and inclusion across all volunteering activities. Volunteer recruitment has been improved through a more inclusive approach, increasing the variety of activities and levels of engagement offered in the roles, to attract a wider range of volunteers, and taster sessions have been enhanced for both individuals and groups.

There is limited data collected in relation to protected characteristics for volunteers, however we have started to attract volunteers from across the different age groups. In 2025, only 50% of volunteers are in the age category of 65+ compared to 81% in 2023, and for the first time, more males than females are volunteering (55%).

2.1.5 Creating an inclusive organisational culture

We actively engage with employees through various consultation methods, including all-colleague surveys, pulse surveys, working groups, and workshops to drive change and continuous improvement. A key consultation in 2023–2024 focused on reducing contractual working hours from 37 to 35 per week. To ensure a well-informed approach, we conducted a pulse survey to gather colleague insights and established consultation groups with broad representation from across the organisation, including our local and national trade union partners. The consultation considered the impact on employees, shaping both the approach and implementation plan. The change was successfully introduced, and in late 2025, we will assess its impact 12 months post-implementation.

Our employees are involved in a UKRI and British Academy funded EDICa (Equity, Diversion and Inclusion Caucus) programme led by Heriot-Watt University. The research is focused on creating inclusive careers in the UK's research and innovation communities. National Museums Scotland has been working with EDICa on a number of aspects of Equity, Diversity and Inclusion as it relates to the activities of the Collections Directorate, particularly in relation

to workspace (collections storage areas and lab spaces) accessibility and gender-based equality in the career cycle.

This collaborative approach extends to organisational structure changes and initiatives aimed at improving how we work together. Examples include the co-creation of training courses and workshops.

In the 2022 All Colleague Engagement Survey, 82% of employees reported feeling respected and valued by their peers, while 87% said they could be themselves at work.

The October 2024 employee pulse survey on our progress towards our equality outcomes further highlighted positive progress:

- 84% of employees felt their line managers demonstrated inclusive leadership, recognising and discussing the importance of EDI.
- 87% knew what to do if they observed disrespectful or discriminatory behaviour.
- 85% felt their colleagues confidently displayed inclusive behaviours and understood the significance of EDI.

Our ongoing commitment to meaningful engagement ensures that colleague voices help shape decisions and drive an inclusive workplace culture.

2.2 As a Service Provider

National Museums Scotland engages with diverse audiences to create inspiring and inclusive onsite and offsite experiences, broadening our understanding of the world through participation and dialogue, making our collection accessible and relevant.

Our approach broadens understanding through participation and dialogue, ensuring accessibility and relevance for all. Our Strategic Plan 2022–2027: *Inspiring People: Addressing the Challenges of Our Age* outlines our commitment to diversifying audiences, adapting engagement approaches, and embedding equality and well-being in all areas of our work. Central to this is tackling pressing societal issues such as climate change, biodiversity loss, and the legacies of colonialism while ensuring inclusive access to our collections and programmes.

Our efforts focused on three key objectives:

1. Make improvements to our services and programmes to ensure equality of access for all audiences.
2. Engage audiences with diverse stories to make our collections representative of and relevant to as broad an audience as possible.
3. Establish a broader and timely approach to consultation and collaboration with our diverse audiences, embedding this practice to support greater inclusivity.

We achieved a huge body of work with and for the public to meet and develop these objectives and this report offers a sample of this work to illustrate progress.

2.2.1 Ensuring equality of access across our services and programmes

We have developed and delivered a range of inclusive programmes, projects and exhibitions that improve accessibility for diverse audience groups. This takes place in our museums and sites, in communities and online. A key achievement has been mainstreaming and embedding

access across the organisation from the earliest stages of concept and design through to delivery of our services and programmes. This holistic approach has impacted across audiences from schools and community groups to individual visitors and across our programmes, including exhibitions and events. This has also encompassed a range of interventions, for example, sourcing financial support for schools in areas of multiple deprivation to support travel, alongside programmes designed specifically for targeted protected characteristics including age, disability, race, and sexual orientation. This has also resulted in strengthened partnerships with community organisations to increase participation, building robust relationships and ensuring meaningful and embedded access is freely available.

Key rolling programmes supporting access and engaging with participants in museums, online and in communities while connecting to our collections include:

- Museum Socials: an established rolling programme supporting people living with dementia and their carers through regular sessions exploring key museum themes.
- Museum Pick Ups: a new well-being focused outreach programme for children at the Royal Hospital for Children and Young People in Edinburgh.
- Relaxed Mornings & Sensory Sundays: dedicated sessions for neurodiverse children and families with additional support needs where we offer an adapted museum experience alongside supports such as sensory backpacks.
- Friday Friends: our established programme of sessions for D/deaf and visually impaired children, in partnership with Edinburgh Zoo and Holyrood Palace.

Over the reporting period we delivered many successful projects, in response to audience needs, key calendar dates, key themes and shared partnership priorities. These projects vary in scale and impact, however each hold shared characteristics of creating participant-led and accessible experiences. A sample includes:

- Hidden Histories LGBTQIA+ Trail: a collaboration with communities to bring to the fore LGBTQIA+ stories across our collections at the National Museum of Scotland. This trail remains popular and is available on our website and on the online platform Smartify.
- LGBT History Month: an important celebration for many of our visitors and our key project for this celebration included hosting LGBT Health and Wellbeing's Rainbow Families for a day of collections focused activities in a safe and welcoming space.
- Discover the Museum: our annual programme, targeting schools in areas of multiple deprivation. We offer a day-away experience where primary school children receive both a fun day out but also learning connecting to the Curriculum for Excellence, Sustainable Development Goals and the Meta-skills framework. This target programme for schools is complemented by free travel for schools.
- Forth Valley Sensory Centre & Macular Society: one of many organisations we work with where we host both outreach sessions and museum visits for blind and partially sighted audiences.
- Black History Month: a key date in our calendar where we connect to specific collections highlighting cultural histories.

Increasingly inclusive exhibition programming ensures access for all, across exhibition programme conception, design and interaction as illustrated below.

- Exhibitions run alongside a combination of BSL-led, audio-described, and relaxed sessions, sensory session and targeted tours.

- *Beyond the Little Black Dress* exhibition themes connected to programming centering Afrofuturism and Anti-Racism through collaborations with SCOREscotland.
- The *Rising Tide: Art and Environment in Oceania* exhibition saw mass participation and co-production, including environmental workshops, and the co-creation of the exhibition art installation.

2.2.2 *Engaging Audiences with Diverse Stories*

Over this reporting period we created a Colonial Histories and Legacies action plan with the aim of embedding engagement with this theme across the organisation, detailing activities across leadership, collections, audiences and workforce.

As part of this we have developed a long-term plan and approach to targeting participation with underrepresented communities. Our work focused on South Asian communities, African, Caribbean, and South Asian diaspora communities and with refugees, asylum seekers, and vulnerable adults and children. This spanned across UK-wide partnership projects of differing scale and impact. Key impacts include the incremental increase in engagement with diverse audiences particularly using participatory methodology where the fostering of representation and belonging was expressed. This also strengthened partnerships with community organisations, ensuring diverse narratives are reflected in exhibitions and programming; demonstrating a commitment to inclusivity through visible representation and fostering safer and more welcoming museum spaces.

Cultural Representation

- Our Cultural Connections Festival celebrated Black History Month through a festival format engaging mass audience participation through music and dance.
- South Asian Stories Trail: co-created material inspired by Scottish-South Asian heritage, available in multiple languages remains accessible on our website.
- Faovale Imperium: a British Council funded performance in our Pacific Galleries engaged audiences over a series of contemporary performances exploring narratives relevant to colonial histories in our collections with New Zealand Samoan/Welsh comedian James Nokise and DJ Don Luchito.

Programmes to support well-being and social inclusion

- The Modern Bestiary project connected our Natural Sciences collection with artists in the creation of Illustration Workshops with refugees, asylum seekers, and vulnerable adults through creative sessions.
- Youth Engagement is a recurring theme in programming and as part of the *Game On* exhibition we worked with SCORE Scotland and Tinderbox Collective resulting in the creation of mini prototype games based on their research using different tools and software.
- Well-being Week included mindfulness-based museum experiences, such as slow-looking tours, music encounters and mindful art workshops.

2.2.3 *Embedding consultation and collaboration for greater inclusivity, co-design and participatory practice*

National Museums Scotland has made significant progress in mainstreaming equality across our services, programming, and audience engagement. By improving accessibility, diversifying our narratives, and embedding consultation, we have taken meaningful steps towards becoming

a more inclusive institution. We will continue to build on these achievements, ensuring that all visitors, regardless of background, see themselves reflected in our collections and experiences.

Examples of larger scale activities focusing on consultation and collaboration include:

- Scotland 365: a national multi-agency youth engagement project testing co-design methodologies to transform the way we engage young people, aged 16-25, with our collections and making museums relevant to the next generation. Between 2016 and 2023 we involved a wide range of young people through consultative and collaborative projects involving events and activities, training opportunities, research, volunteer placements, social media and many more new and innovative ways to help them explore heritage through our collections.
- The Exchange Project: A UK-wide, AHRC-funded initiative supporting community-led collections research brought participatory research methodologies to projects with African, Caribbean, and South Asian diaspora heritage community members to explore experiences of empire, migration, and life in Britain. The project was led by a Hub formed between National Museums Scotland and Royal Museums Greenwich. The Hub distributed a central fund to seven museum partners, provided guidance, and evaluated partner activities to generate recommendations for more equitable participation.
- Our accessibility-focused Website Redevelopment project conducted inclusive usability studies to improve online access and embedded this into our new website.
- We created a formal organisation-wide Approach to Participatory Practice 2023-2027. The aims of this approach are to involve audiences in the creation and development of content and activity, for deeper, richer, engagement with the collection and the continued relevance of the collection and displays (Strategic Plan 2022-27) and to develop our world-class collections and public programmes in participation with communities of interest to inspire our present and future audiences (Collections Development Strategy 2022-27). This approach is also complemented by formal organisation-wide Remuneration Guidance ensuring we apply an agreed, consistent and robust recognition of collaborators' lived experience.

This work has strengthened institutional capacity to collaborate meaningfully with people's lived experience and with underrepresented groups. We have developed a robust understanding of how to integrate diverse cultural perspectives into museum practice and established formal processes for inclusive audience consultation, ensuring that lived experiences shape our work.

3. Equality Impact Assessments Progress

All strategies, policies and high-level plans have Equality Impact Assessments (EqIA) in place. This is built into our corporate governance process whereby no strategy, policy or major organisational plan can be approved without ratification of the Equality Impact Assessment.

Strategies are approved by the Board of Trustees, and policies and high-level plans are approved by the Executive Team.

Meeting quarterly, the Equality, Diversity & Inclusion Steering Group has a robust plan in place that enables the monitoring and evaluation of the Equality Impact Assessment process, as well as the resulting Equality Impact Assessment actions.

To improve the access and visibility of our corporate documents, all our strategies, policies and high-level plans are recorded within our Corporate Document Register, which is reviewed regularly and published on our intranet and our website. Internally, our employees can view any Equality Impact Assessment associated with a document on our intranet and, externally, anyone

can request a copy via our website and dedicated Equality, Diversity & Inclusion email address.

A summary of the results from the Equality Impact Assessments we have conducted is available on our website: <https://www.nms.ac.uk/about-us/our-organisation/policies-and-reports/equality-diversity-and-inclusion/>.

4. Workforce Profile

National Museums Scotland continues to have an HR Management Information system which brings real benefit to how we gather and monitor the data we hold for all employees and volunteers. This HR system enables all employees to have desktop access to their personal details ensuring that updates are provided in real time, an improvement on our previous system of annual updating.

Our Workforce Monitoring Report is detailed in [Appendix 2](#)

Alongside the Monitoring Report, in [Appendix 3](#), we have also made available our most recent Gender Pay Gap information and Equal Pay Statement [Appendix 5](#).

5. Continuous Improvement

We understand the importance and benefit of consultation with our audiences and employees to get feedback on our progress, continuously improve and make meaningful future plans. We do this in several ways.

- We run feedback sessions and gain impact evaluation on a range of our ongoing programmes and events.
- We collect data from visitor exit surveys and this informs our plans.
- We monitor comments, compliments and complaints received from visitors for any equalities issues.
- We maintain constructive dialogue with our trade union (TU) representatives through monthly People/TU meetings and quarterly Partnership meetings.
- Local lead TU representatives also meet annually with the Trustees of our Board's People & Remuneration Committee (PARC) and actively contribute to key forums such as the Health & Safety Committee and the EDI Steering Group.
- We run tri annual All Colleague surveys and regular pulse surveys.

We initiated specific employee and audience research to get feedback on progress towards our Equality Outcomes 2021 – 2025. Our audience research involved engagement with nine partner organisations our Learning and Engagement Team has worked with, covering some of the relevant protected characteristics. We engaged our Leadership Team and EDI Steering Group to interpret the findings and codesign priorities to help inform the development of our new Equalities Outcomes 2025 – 2029. Appendix 4

Themes from our employee research included:

- Increase diversity of workforce in some areas and improve diversity of career entry points
- Increase opportunities for internal promotion and career development
- Further improve inclusive behaviours for leaders and employees; suggestion that more learning and development is required and removal of practical barriers (i.e. time off the floor, access to IT equipment)
- Recognition and support for neurodiversity

Themes from our audience research included:

- Welcoming: make our spaces and people approachable and welcoming to diverse groups of people
- Connection: overcoming barriers, cocreating regular programmes
- Collaboration: networking and investing in long term partnerships
- Accessibility: inclusive communications, tactile maps and sensory resources and digital tools and meeting points

We are in the process of cocreating our new Equality Outcomes with our EDI Steering Group, after which they will go to our Executive Team and Board for approval before being published on our website at the end of April 2025.

6. Implementation and Monitoring

This section sets out how the implementation of our Equalities Outcomes 2021-2025 will continue to be taken forward, and how implementation and outputs will be monitored.

6.1 Timetable

Our Equalities Outcomes 2021-2025 were agreed by the Board of Trustees, National Museums Scotland at their meeting in March 2021. The Equalities Outcomes 2021-2025 ran from May 2021 to April 2025, with our next Mainstreaming Report published on 30 April 2025 providing an update on our progress over the four-year reporting period.

Publicising the Equality Outcomes:

National Museums Scotland's Equality Outcomes 2021-2025 were published on our website by 30 April 2021 in accordance with the Equality and Human Rights Commission's deadline.

We also have an Equality, Diversity & Inclusion colleague intranet page making information available to employees about progress, resources, outcomes and reports. Employees are also able to view every National Museums Scotland policy, strategy and organisational plan with supporting Equality Impact Assessments.

6.2 Implementation

The Director has overall responsibility for ensuring that National Museums Scotland delivers these Equality Outcomes. To support this, the successful implementation of the Outcomes requires a proactive team effort from across the organisation.

6.3 Monitoring the Implementation

The Equality, Diversity and Inclusion Steering Group meets four times a year to look strategically and plan longer-term to manage and promote Equality, Diversity and Inclusion effectively. The work dovetails with defined legislative outputs and timetables.

The Steering Group's responsibilities are:

- Achieving and monitoring statutory compliance
- Developing and reviewing equality outcomes

- Reviewing data and information for publication
- Ensuring equality is embedded across corporate systems, policies and practices
- Ensuring the equality impact assessment process is embedded across the organisation.

And includes the following statutory outputs:

- Publication of completed summary of Equality Impact Assessments
- Publication of Equality Outcomes every four years
- Employment information gathered annually
- Publication of Employment information and Workforce Profile every two years
- Publication of Gender Pay Gap information every two years
- Publication of a Mainstreaming Report every two years
- Publication of an Equal Pay Statement every four years.

The Group members are as follows:

- Head of People (Chair)
- Director
- Senior Organisational Development Partner
- Head of Exhibitions and Design
- Head of Corporate Policy and Performance
- Head of Marketing and Communications
- Head of Visitor Experience
- Head of Learning and Engagement
- Community Engagement Manager
- Keeper of Science and Technology
- Resourcing Partner
- Trade Union Representative.

The formal reporting line for Equality, Diversity and Inclusion is to the Board of Trustees, through the Executive Team. At the end of each financial year, an Annual Report will be presented.

The Equality and Human Rights Commission (EHRC) role is to monitor and enforce this legislation. In addition, National Museums Scotland works collaboratively to share good practice, develop knowledge and seek synergies in this complex and dynamic area with:

- Non-Departmental Public Body Equalities Forum
- NMDC Equalities Group
- Diversity in Heritage Group
- Other Scottish National Collections Institutions.

Other specialist consultants are employed as required to advise or complete reports on such matters as access requirements, visitor feedback and audience research.

6.4 Enquiries and Further Information

If you would like to get involved in any of our work in relation to equality, diversity and inclusion, please do not hesitate to contact equalityanddiversityandinclusion@nms.ac.uk or visit the dedicated equality, diversity and inclusion pages on our website:

<https://www.nms.ac.uk/about-us/our-organisation/policies-and-reports/equality-diversity-and-inclusion/>

This Mainstreaming Report is available at:

<https://www.nms.ac.uk/about-us/our-organisation/policies-and-reports/equality-diversity-and-inclusion/>

Appendix 1 - EQUALITY OUTCOMES 2021–2025

Function	As an Employer
Equality Outcome	National Museums Scotland's workforce better reflects and understands the diversity of Scotland's communities.

Why is this equality outcome important?	<p>At National Museums Scotland, we understand that it is more important than ever to invest in our workforce and facilitate diversity. We want to be able to attract, develop and retain diverse talent through strengthening a culture of inclusion, respect and understanding.</p> <p>Through increased diversity and understanding, the gains for the organisation, our colleagues and the communities we serve can be quite significant and lead to driving innovation, increasing creativity, improving overall organisational performance and more rounded decision-making.</p> <p>We want prospective and current colleagues at National Museums Scotland to be able to show up as themselves and know that everyone's views, opinions, skills and experiences are valued. Being treated fairly and equally leads to greater levels of engagement and increased wellbeing, along with satisfaction and trust in their employer.</p> <p>Having a workforce that better reflects and understands the diversity of Scotland's communities enables us to continually identify areas for improvement and bring about positive change for all.</p>
Strategic Aim(s)	Strategic Aim 5: We will be financially secure, supported by diverse income streams and confident in continuing to invest in our people, places and collection.
Our Objectives	<p>In considering equality, diversity and inclusion, we will:</p> <ol style="list-style-type: none"> 1. Create a strong employer profile and recruitment marketing strategy, investing in the right recruitment tools, attending recruitment events and creating connections to make our recruitment process smooth and more fruitful in reaching a wide and diverse candidate pool 2. Create future talent pathways to build a workforce that is reflective of the communities in which we serve 3. Educate and provide our workforce with the knowledge to be more inclusive and innovative in working collaboratively with colleagues as well as our external audience.
	<ol style="list-style-type: none"> 4. Better understand the diversity of our workforce to enable us to place the employee experience at the heart of our decision-making and utilise our colleagues wide and diverse skills and talent 5. Create an organisational culture that accepts, values and views as strength the difference we all bring to National Museums Scotland and where colleagues feel included, heard, understood and able to bring their whole self to work.

Function	As a Service Provider
Equality Outcome	National Museums Scotland engages with diverse audiences to create inspiring and inclusive on-site and off-site experiences, broadening understanding of the world through participation and dialogue, and making our collection accessible and relevant.
Why is this equality outcome important?	<p>The use of digital engagement, community engagement, touring exhibitions and loans programmes continue to have a positive impact on individuals with one or more protected characteristic.</p> <p>Engaging with a wide range of audiences through outreach and imaginative public programming will ensure as many people as possible can access and engage with our sites, stories, services and collection.</p>
Strategic Aim(s)	Strategic Aim 1: Our audiences will be more diverse, and more people will connect with our collection and their stories.
Our Objectives	<p>In considering equality, diversity and inclusion, we will:</p> <ol style="list-style-type: none"> 1. Make improvements across our services and programmes to ensure equality of access for all audiences 2. Engage audiences with diverse stories to make our collection representative of and relevant to as broad an audience as possible 3. Establish a broader and timely approach to consultation and collaboration with our diverse audiences, to better inform and consistently embed this practice across our work to support greater inclusivity.

Appendix 4: EQUALITY OUTCOME 2025–2029

Equality Outcome	Advancing equality is at the heart of our work. It informs how we preserve, interpret and make accessible our collection, and helps us to reflect and adapt to the needs of our people and audiences.
Why is this equality	To ensure our people and audiences feel safe, supported, and welcomed.

outcome important?	It is directly linked to Aim 1 in our Strategy: <i>Our audiences will be more diverse, and more people will connect with our collections and their stories.</i>
Our Objectives	<ol style="list-style-type: none"> 1. Connection: Engage with underrepresented communities by implementing structured programs that enhance accessibility, participation, and inclusivity. 2. Welcoming: Ensure that team members are equipped to provide a visitor-focused experience both online and onsite, offering a warm and welcoming environment. 3. Representation: Deliver a public programme of exhibitions, events and supported activities which promotes a broader range of engagement and representation. 4. Equitable careers: Promote equality so that no one is denied opportunities or discriminated against through prejudice or exclusion across all levels of the organisation. 5. Leadership: Leaders model and create a working environment to develop team and individual behaviours which underpin our value that we are inclusive.