

Diversity and Inclusion at National Museums Scotland

Workforce Monitoring Report – Year ending 31 March 2025

Introduction

This report presents an overview of the diversity within the permanent and fixed-term workforce, including volunteers, at National Museums Scotland. The data is derived from various internal management sources, with Scottish Census data from 2022 used as a benchmark for comparison and Scottish Household Survey 2022 for Volunteering benchmarking comparisons.

The report covers the period from 2021 to 2025, with data for 2024-2025 spanning from April 2024 to 15 January 2025. This information will be updated in the first quarter of the 2025-2026 reporting year.

Applicant data for the 2023-2024 period has been sourced from our people management system, Cascade, and from our new applicant tracking system, Talos, for the period from 1 April 2024 to 15 January 2025.

For recruitment analysis, applicants are counted for each job application submitted, even if they have applied to multiple roles.

For clarity, full-time status is defined as a contract of 35 hours per week.

The equality and diversity data presented in this report is based on voluntary self-identification, with the exception of sex and age, which is sourced from HMRC data. Individuals are given the option not to disclose information, with a "Prefer not to say" option available for those who choose not to specify their identity across any of the protected characteristics.

Gender identity information is collected separately from sex data, asking individuals: "How would you describe your gender identity?"

Where relevant, data is summarised according to the protected characteristic categories from the 2022 Scottish Census, as well as for the three specific regions National Museums Scotland operates in: City of Edinburgh, South Lanarkshire, and East Lothian.

Ethnicity is reported in alignment with the ethnic categories used in the 2022 Scottish Census. Due to the smaller population sizes of some ethnic minority groups, we have combined all ethnic minority groups in certain sections of the report for analysis and commentary.

Training data reflects completed courses or attendance at face-to-face events but does not include other forms of learning such as on-the-job training, e-learning delivery, peer-to-peer learning, mentoring, or coaching.

Volunteer data is limited for our regular volunteers. However, for "one off" event volunteering, data is held in our applicant tracking system.

All the data tables, disaggregated by protected characteristic can be found [here](#).

National Museums Scotland uses this information to track progress towards the following Equality Outcome:

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

And specific objectives of:

- 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 colleagues' broad and diverse skills and talents.
- 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
- Creating an organisational culture that accepts, values and views as a 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

Analysis Summary

1. Workforce Composition

National Museums Scotland currently employs 485 staff members, with headcount levels remaining steady over the last five years. Of the total workforce, 94% are on permanent contracts, 5% on fixed-term contracts, and 1% are modern apprenticeships. Part-time staff represent 30% of permanent employees.

The gender balance at National Museums Scotland shows a higher proportion of female staff (58%) compared to the general population of Scotland (51.4% of individuals aged 16-64). While most staff identify with their sex at birth, 0.4% identify differently, and 2.5% prefer not to disclose their gender identity.

Recruitment activity has been on the rise over the four-year period. In 2024-2025 National Museums Scotland has recruited 83 positions. The majority of the posts advertised were for the Visitor Experience and Facilities Management teams.

The overall turnover rate for the organisation is currently 17% in 2024 – 2025 and has remained at this level for the last three years, reflecting a buoyant competitive job market. Among the leavers in 2024-2025, 45% were part-time employees, predominantly in lower-graded roles.

In 2024-2025, 3% of employees were promoted, slightly down from 4% in 2023-2024 but similar to previous years. The majority of promotions were within grades 5, 4, and 3.

In the 2022 All Colleague Survey the engagement score was 82%; 93% of colleagues said they were proud to work for National Museums Scotland; 79% would recommend National Museums of Scotland as a great place to work; 85% of colleagues see themselves working at National Museums Scotland in 12 months' time and 73% of colleagues said National Museums Scotland inspires them to do their best work every day. This is slightly higher than the public sector norms at that time.

In 2024-2025, National Museums Scotland held 275 formal training events, down from 439 in 2023-2024. This decrease in face to face learning events reflects a move to more e-learning delivery model.

Volunteer numbers are steadily rising, particularly in "one-off" event volunteering. This growth could be attributed to our use of the new applicant tracking system, which helps capture equality and diversity metrics for these types of events.

2. Age

Headcount: Employees aged 16-24 are underrepresented in National Museums Scotland (3.51%) compared to the Scottish Census data (10.71%). Our workforce is split almost evenly, with 51% of employees under 44 years old and 49% over 45.

Recruitment: Among applicants, 42% are in the 25-34 age range. The 55-64 and 65+ age groups make up the smallest portion of applicants, at just 7%. However, 47% of those appointed in 2024/25 were aged 16-34.

Turnover: In 2023-2024, the highest percentage of leavers came from the 25-34 (29%) and 35-44 (28%) age groups. In 2024-2025, the 35-44 group saw an increase, making up 35% of leavers. This trend could suggest that individuals in these age ranges are at key career-building stages or the impact from a competitive job market.

A notable percentage of leavers were in grade 7, accounting for 31% in 2023-2024 and 40% in 2024-2025. There was also a slight increase in the proportion of full-time leavers (55%) in 2024 compared to 2023-2024 (51%).

Grades distribution: The majority of employees in the 16-24 and 25-34 age groups occupy grade 7 (40%) and grade 5 (13%). This distribution aligns with the typical skills and experience required for these roles at these grades.

Promotions: The 35-44 age group saw the highest percentage of promotions in 2024-2025 (40%), followed by the 45-54 age group at 33%.

Engagement: Employees between the age of 21-30 were less likely to see themselves working at National Museums Scotland within 12 months compared to other age categories and are less likely to know what to do if they observe behaviours that are disrespectful or discriminatory.

Training: Younger employees (16-24 and 25-34) participated more frequently in formal training events in 2024-2025 compared to other age groups.

Volunteering: The largest proportion of one-off event volunteers falls within the 20-24 and 25-29 age brackets, likely reflecting Edinburgh's significant student population. Meanwhile, our regular volunteers are predominantly in the 65+ age group.

3. Sex and Gender

Headcount: Women make up 58% of the National Museums Scotland workforce, surpassing the representation of women in Scotland's general population aged 16 to 64 (51.4%). Female staff account for two-thirds of part-time roles in both 2023-2024 and 2024-2025.

Recruitment: In the last four years, a greater number of women applied for positions at National Museums Scotland than men. However, in 2024-2025 for the first time, a higher proportion of male candidates (16%) were appointed compared to female candidates (8%).

Turnover: Women represented 67% of the leavers in both 2024-2025 and 2023-2024.

Promotion: Women made up 79% of those promoted in 2023-2024 and 67% in 2024-2025. Additionally, more women (71%) were temporarily promoted compared to men in 2024-2025.

Engagement: Female employees had a slightly higher overall engagement score than their male counterparts.

Training: More women were trained compared to males in both 2023-2024 (54%) and 2024-2025 (35%).

Volunteering: Over the past four years, there has been a variation in the number of male and female volunteers at National Museum Scotland. In the last two years, there have been slightly more male volunteers (52% and 55%) compared to female volunteers (48% and 45%). Female representation at National Museum Scotland is slightly below the national average for Scotland (53%) and the broader Culture and Heritage sector (51%).

4. Ethnicity

Headcount: The majority of National Museums Scotland employees identify as White (80%), which is below Scotland's national average of 92.87%, but more closely aligns with the City of Edinburgh's population at 84.88%. However, 16% of employees have not disclosed their ethnicity, making direct comparisons more challenging. Employees from ethnic minority backgrounds represent 4% of the workforce, compared to 7.13% in Scotland. National Museums Scotland has no employees who identify as African, Caribbean, or Black (0%), while 2% identify as belonging to other ethnic groups, which is higher than Scotland's 1%.

Edinburgh, is the most ethnically diverse region among the listed areas, while South Lanarkshire and East Lothian have higher percentages of White populations (95.75% and 96.94%, respectively).

Recruitment: The majority of applicants to National Museums Scotland are White, though the percentage of applicants from ethnic minority communities has risen to 19%, marking a 6% increase from 2024-2025 and 8% from 2023-2024 following the implementation of the new recruitment system. The proportion of ethnic minority applicants invited to interview has remained steady at 11% across both 2023-2024 and 2024-2025. More notably, the percentage of ethnic minority applicants offered a role has risen significantly, increasing from 6% in 2022-2023 to 20% in 2024-2025.

Training: In 2024-2025, 42% of employees from ethnic minority backgrounds received formal training, compared to 56% of White employees. In 2023-2024, 92% of employees received formal training, with 83% of ethnic minority employees participating. These figures for 2024-2025 reflect an overall reduction in training programs.

Volunteering: In 2024-2025, 75% of "one off" volunteers are White, while 19% are from Asian, Mixed and other ethnic groups.

5. Disability

Headcount: At 10.31%, the percentage of employees declaring a disability at National Museums Scotland is below that of Scotland (20%), City of Edinburgh (16%), and South Lanarkshire & East Lothian (18%). The non-disclosure rate for disability status has significantly decreased to 6%, down from 54% in 2022-2023. Among employees who disclosed a disability, 60% are women, 36% are men, and 4% identify as other. The highest proportions of disabled employees are in the age groups 55-64 (17%), 65+ (14%), and 16-25 (12%).

Recruitment: The number of applicants declaring a disability has risen substantially from 132 in 2023-2024 to 556 in 2024-2025. Shortlisting rates for disabled, non-disabled, and

"Prefer not to say" applicants in 2024-2025 remain consistent, ranging from 14% to 16%. Of those appointed, 10% were disabled, showing a slight increase from 8% the previous year and 5% in 2022-2023.

Turnover: The majority of leavers continue to be non-disabled employees, with 88% in 2024-2025 and 93% in 2023-2024.

Promotion: 47% of employees promoted in 2024-2025 prefer not to disclose if they have a disability which makes comparisons challenging. 47% of employees promoted on a permanent or temporary basis stated they did not have a disability and 7% did declare a disability.

Engagement: Employees without a disability have a higher engagement score compared to those who have a disability.

Training: In 2024-2025, 66% of disabled employees participated in formal training, compared to 57% of non-disabled employees. In 2023-2024, however, a higher percentage of non-disabled employees (92%) attended training events than their disabled counterparts (85%).

Volunteering: In 2024-2025, 16% of National Museums Scotland volunteers for "one-off" events identify as disabled, while 76% are not disabled.

6. Sexual Orientation

Headcount: The proportion of individuals identifying as Heterosexual/Straight at National Museums Scotland (58%) is significantly lower than the national average in Scotland (87.8%). The non-disclosure rate is notably higher at National Museums Scotland (31%) compared to Scotland (8.15%). In contrast, National Museums Scotland has a higher percentage of employees identifying as Gay/Lesbian (3%), Bisexual (5%), and Other (2%) compared to the national figures.

Recruitment: Heterosexual and bisexual candidates have the highest shortlisting and appointment trends, with bisexual representation increasing to 17% in 2024-2025. Gay or Lesbian candidates have steady representation throughout the stages. "Prefer not to say" responses have declined to 16% in 2024-2025.

Volunteering: In 2024-2025, 64% of "one-off" volunteers identify as Heterosexual, while 33% identify as Bisexual or Gay/Lesbian.

7. Religion and Faith

A significant proportion of employees (almost 32%) chose not to disclose their religion, which is substantially higher than the national and regional averages of around 6%. Additionally, the representation of non-Christian faiths, including Hindu, Jewish, Muslim, and Sikh, is lower within National Museums Scotland compared to broader national and regional trends. However, National Museums Scotland has a higher proportion of employees identifying as "Other Christian" than the general population. Despite this, overall, Christian affiliation is lower, with significantly fewer employees identifying as members of the Church of Scotland or the Roman Catholic Church compared to national and regional figures.